Deloitte.

How To Be A Consultant:

Thought leadership, reputation, decision & delivery

Jacqueline D. Panasuik
October 27, 2021

bcs
The Chartered Institute for IT

Glad to connect with you!

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Boston, Massachusetts USA

Successful Delivery & Beyond

For discussion this evening:

- Product Management ~20 min
  - Agile Delivery
    - Discovery
    - Sprint Cycles
    - Release
    - Scrum Team
    - Ceremonies
  - Successful Product Ownership
  - Globally Distributed Teams
  - Measuring Success
- Questions & Answers ~10 min

Pulse check!

Use the chat box to indicate the emoji that represents your experience level below.

Which emoji best represents your experience with Product or Solution Delivery?

Love it

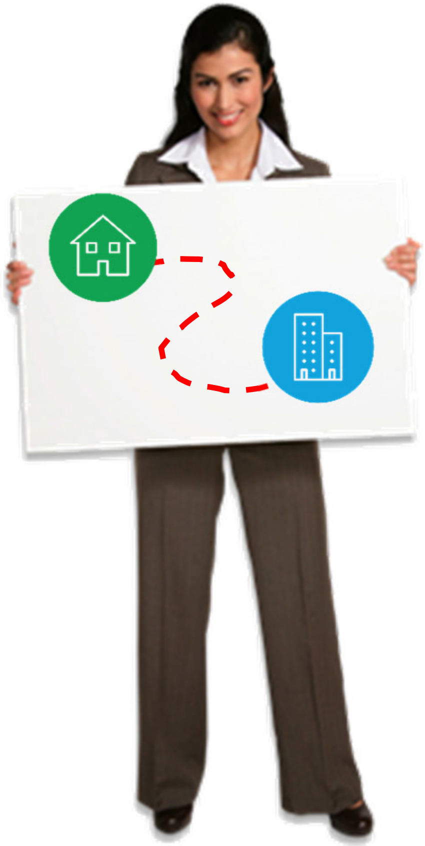
Guru

Seasoned

Curious

Scared

Activity: Mental shift paradigm

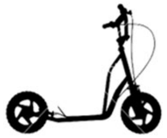


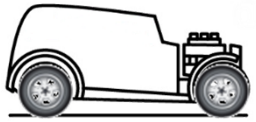
Meet Lisa.

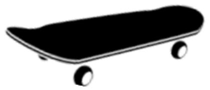
Lisa wants you to build something that will take her from home to office.

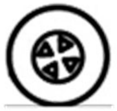
How would you build it?

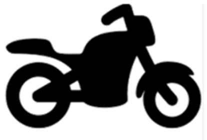
Choose five items and order them in the way you would build it:

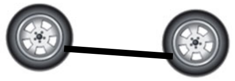
A. 

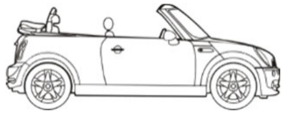
B. 

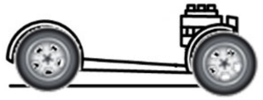
C. 

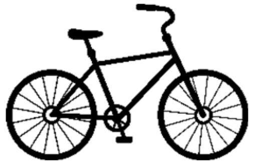
D. 

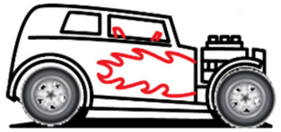
E. 

F. 

G. 

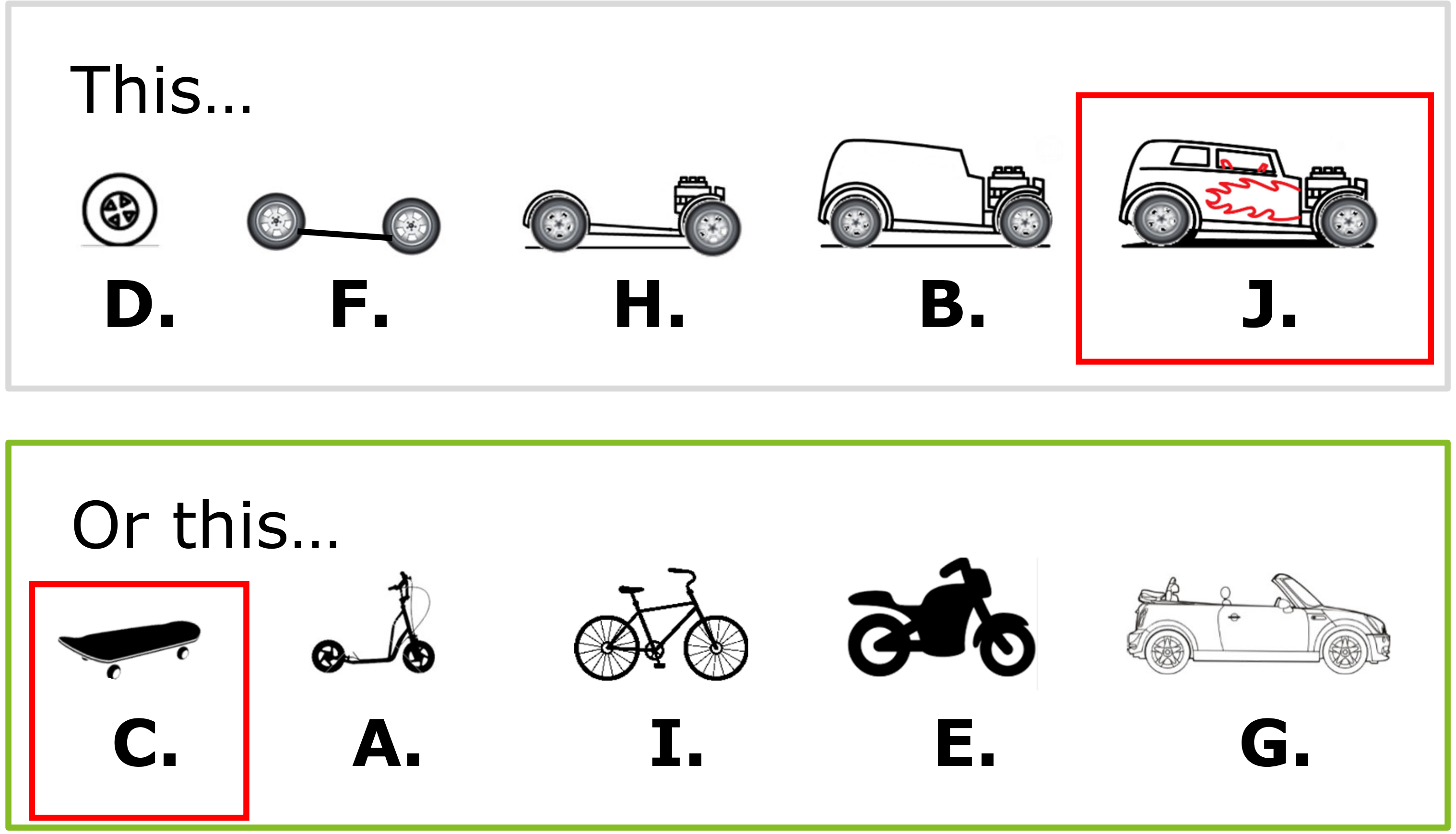
H. 

I. 

J. 

Adapted from Henrik Kniberg

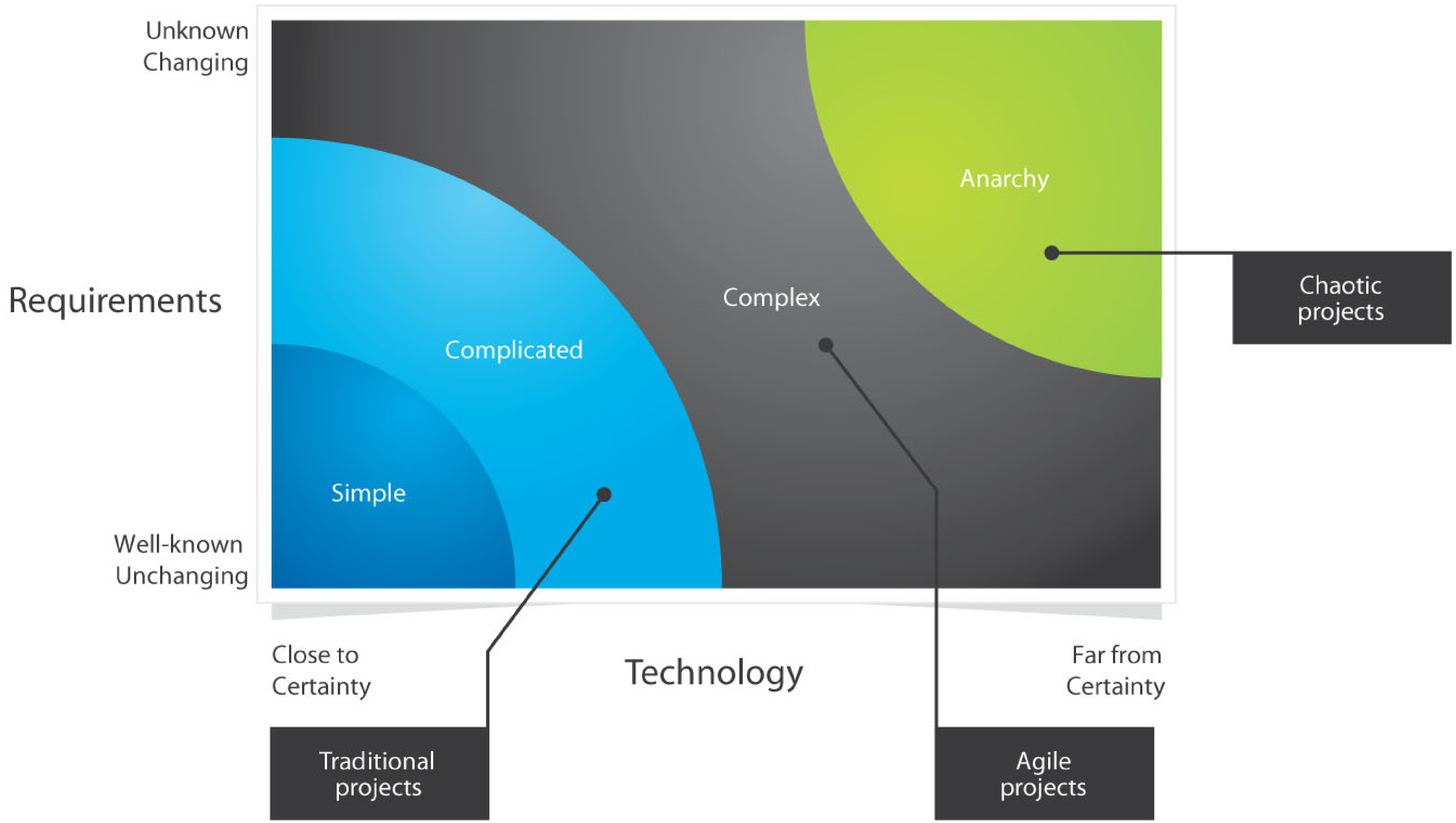
What did you build?



Key takeaways:

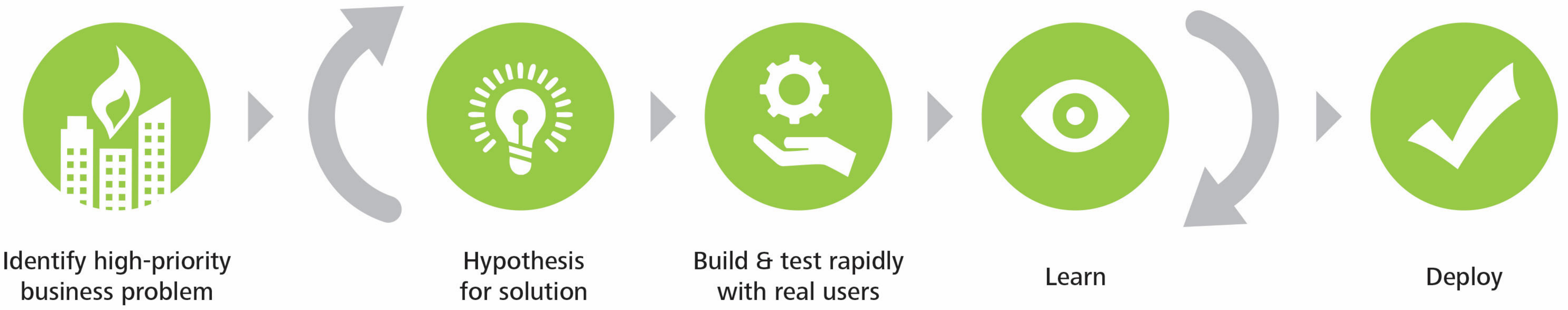
- Highest priority is to satisfy the customer through early and continuous delivery of valuable software
- Working software is the primary measure of progress
- When requirements are less certain, delivering working increments generates valuable feedback while increasing options

Requirements & Technology complexity spectrum



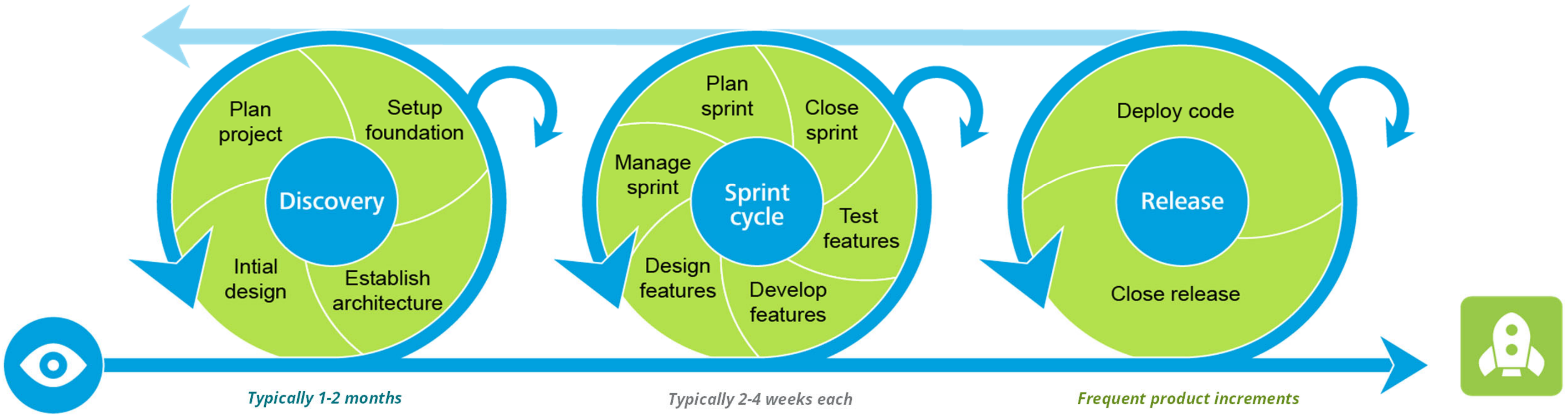
Agile defined

- Agile is an iterative approach to development that emphasizes flexibility, cross-functional communication, and frequent and rapid delivery of functionality.
- Requirements evolve through collaboration between self-organizing, cross-functional teams.
- Complexity, unpredictability and change are managed through visibility, inspection and adaptation.


Identify high-priority business problem
Hypothesis for solution
Build & test rapidly with real users
Learn
Deploy

Because Agile provides *greater* transparency and visibility to progress, it demands *greater* discipline than traditional approaches like Waterfall (Plan > Design > Build > Test > Deploy > Support).

Agile lifecycle overview



Discovery

- A functional release roadmap is created.
- Functionality is prioritized and broken into user stories.
- Project plans and initial designs are developed.
- Architecture, project tools, and other processes are established.

Sprint Cycles

- Each sprint begins with a planning meeting to decide which stories to accept into the sprint based on size and priority.
- A cycle includes the work to design, build, test, and prepare user stories for release.
- An end-of-cycle review is performed to obtain business acceptance.

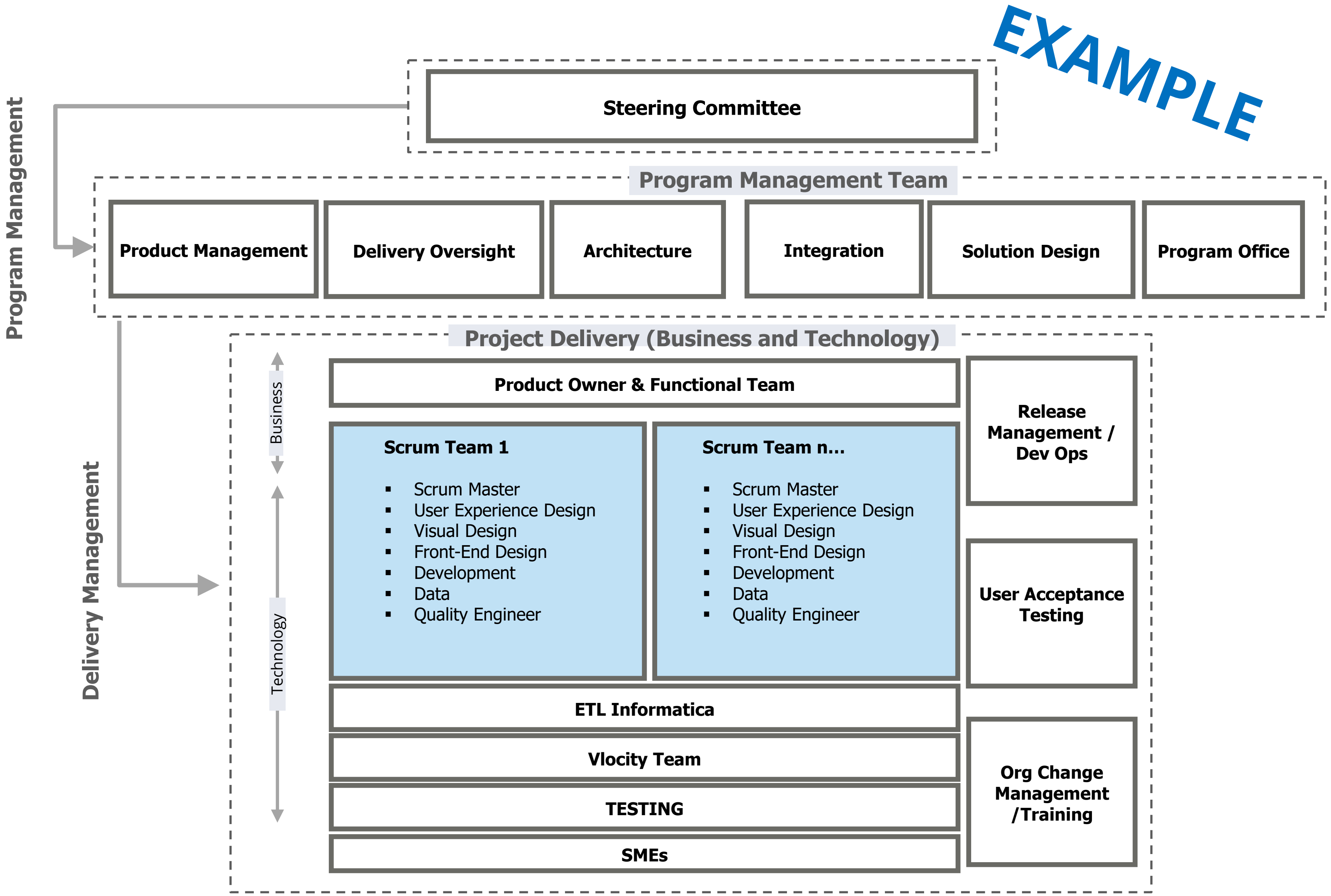
Release

- Conduct user-acceptance testing and go/no-go decisioning
- Execute solution hand-over, change management and training
- Deploy solution to production and facilitate production support
- A release retrospective is conducted to assess what went well and what could be improved for the next release.

Together, *Discovery, Sprint Cycles,* and *Release* represent the progression of Agile project activities, starting from the vision until the product is successfully launched.

The Scrum Team(s)

The heart and heroics of an Agile project team organization



EXAMPLE

Program Management

Steering Committee

Program Management Team

Product Management | Delivery Oversight | Architecture | Integration | Solution Design | Program Office

Delivery Management

Project Delivery (Business and Technology)

Business

Technology

Product Owner & Functional Team

Scrum Team 1

- Scrum Master
- User Experience Design
- Visual Design
- Front-End Design
- Development
- Data
- Quality Engineer

Scrum Team n…

- Scrum Master
- User Experience Design
- Visual Design
- Front-End Design
- Development
- Data
- Quality Engineer

ETL Informatica

Vlocity Team

TESTING

SMEs

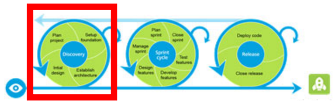
Release Management / Dev Ops

User Acceptance Testing

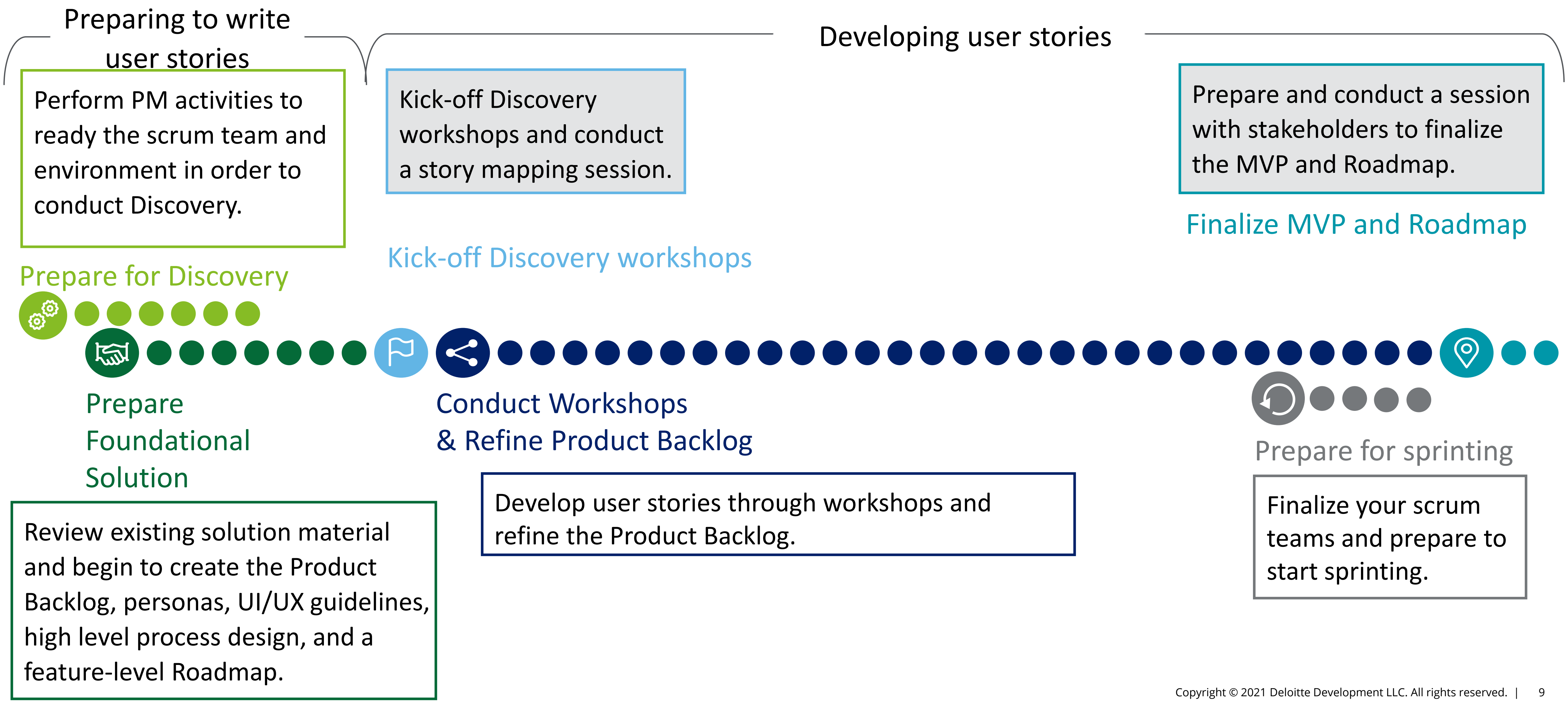
Org Change Management /Training

|

A bit more on Discovery: Setting the stage for sprinting



Identifying all the components and creating a shared understanding of the user stories before sprinting



Preparing to write user stories

Perform PM activities to ready the scrum team and environment in order to conduct Discovery.

Prepare for Discovery

Prepare Foundational Solution

Review existing solution material and begin to create the Product Backlog, personas, UI/UX guidelines, high level process design, and a feature-level Roadmap.

Developing user stories

Kick-off Discovery workshops and conduct a story mapping session.

Kick-off Discovery workshops

Conduct Workshops & Refine Product Backlog

Develop user stories through workshops and refine the Product Backlog.

Prepare and conduct a session with stakeholders to finalize the MVP and Roadmap.

Finalize MVP and Roadmap

Prepare for sprinting

Finalize your scrum teams and prepare to start sprinting.

What is a User Story?

AKA: Requirements

User Story

As an Amazon Prime member,

I want to search for Prime only deals

So that I only see deals that qualify for free 2-day shipping.

- Written from the point-of-view of an end user, they encourage us to embrace a user-centered approach
- A basic unit of work that captures a specific piece of functionality representing some business value that can be delivered within a sprint
- Easy to understand, written in layman’s terms, and includes enough detail to enable the project team to make planning decisions
- Evolve over time and through iterations, team works to improving how it can be better written, documented, and conversed about
- Avoiding vague personas like “As a user” or “As any user”

User Story statement

As a… The system user or the persona who will be using this story	Let’s us step into the shoes of the beneficiary
I want to… Achieve a goal as a result of using the system	Tells us the right thing to build.
So that… Tangible benefits that will be realized after using the system	Guides us on building the thing right

Scrum execution overview

6 Ceremonies

- Sprint Planning
- Daily Standup
- Sprint Review
- Sprint Retrospective
- Scrum of Scrums
- Product Backlog Refinement

3 Scrum Team Roles

- Scrum Master
- Product Owner
- Development Team

8 Artifacts

- DoD
- DoR
- Product Backlog
- Roadmap
- Sprint backlog
- Impediment List
- Burndown Chart
- Product Increment

Discovery

Sprint Cycle(s)

Release

Discovery

+ Stakeholder

DoD

DoR

Product Backlog			
Pri	**User Story**	**Est.**	**Rdy?**
1	User Story 12	5	✓
2	User Story 23	3	✓
3	User Story 9	8	✓
4	User Story 5	1	--
5	User Story 18	2	✓
6	User Story 19	13	--

Roadmap				
	print 1	**Sprint 2**	**Sprint 3**	**Sprint 4**
		Rel1		**Rel2**
dation	• Inventory reports	• CS updates	• Infrastructure upgrade	• 5/10 Pref-Center
Project Features		• Nav & Search Enhancement	• 4/12 Product X PDP • 4/12 Video Testimonial	• Product X Lookbook US
Customer Experience	• Product X Landing Pg	• Product X Category Pg	• Invoice Updates • 4/30 VTO Redesign	
Production Support		• Customer Service, Backorder	• Checkout, Backorder, Inventory Shorts, Free Ship	

M V P

Sprint Planning

1. Confirm shared understanding of user stories
2. Breakdown into tasks & estimate in hours

Sprint backlog

DoR

Sprint Review

Demo to Stakeholders

Feedback

DoD

Product Increment

1 Wed	2 Thu	3 Fri	4 Mon	5 Tue	6 Wed	7 Thu	8 Fri	9 Mon	10 Tue
Sprint Planning	Daily Standup	Daily Standup	Daily Standup	Daily Standup	Daily Standup	Daily Standup	Daily Standup	Daily Standup	Sprint Review
			PBR		SoS	PBR			Sprint Retro

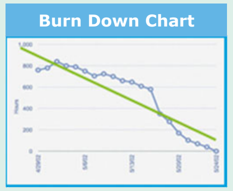
Feedback Velocity

Sprint Retrospective

1. What did you like?
2. What did you learn?
3. What did you long for?
4. What did you lack?

Daily Standup

1. What did you do yesterday?
2. What will you do today?
3. What impediments do you have?


Burn Down Chart

Impediment List

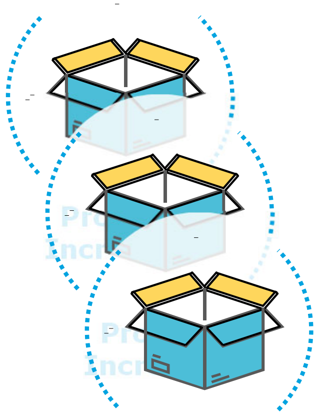
Scrum of Scrums

1. Status of dependencies or integrations?
2. Impediments impacting multiple teams?
3. Is anything slowing your team down or getting in their way?
4. Are there process reminders/ changes to ensure hygiene or make improvements?

Impediment List

Product Backlog Refinement

1. Introduce new User Stories; refine existing User Stories
2. Estimate in Story Points



Product Increment

Set of user stories completed during the sprint.

Multiple Product increments can combine to form a Release.

Product Owner

A good Product Owner is hard to find, but is critical to a project's success

Characteristics of a good Product Owner:

- Is a full-time business role
- A one-person per scrum team role that brings the business perspective of the product to a scrum team
- Knows the business inside and out, from experience and through their network
- Enables the development team to maximize delivery of value to their stakeholders
- Open to feedback from the development team and willing to give feedback
- Empowered to make decisions and accept User Stories prior to Sprint Reviews

Responsibilities of a good Product Owner:

- Develops, maintains, and communicates a product vision and market strategy
- Accountable for their portion of the solution
- Prioritizes, refines, and manages the Product Backlog, especially during Backlog refinement activity
- Resolves impediments quickly when escalated
- Involves stakeholders and end-users in Product Backlog refinement and impediment resolution
- Participates in agile ceremonies
- Aligns with other Product Owners when needed from an overall product, company, or customer perspective

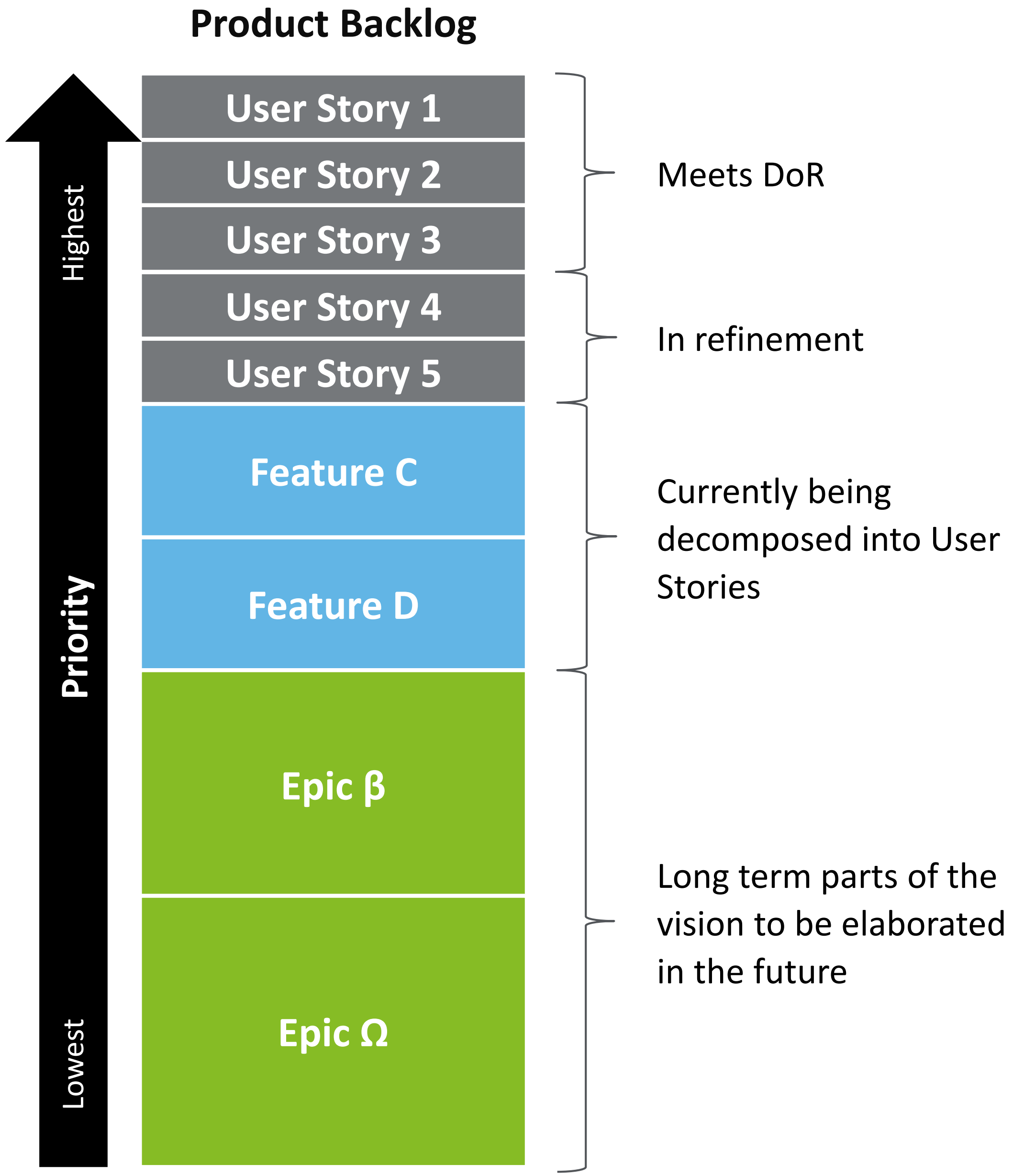
The best Product Owners are experienced, influential, committed, empowered, and trained.

Managing the product backlog

The Product Owner's responsibility

Product Backlog management involves many different aspects:

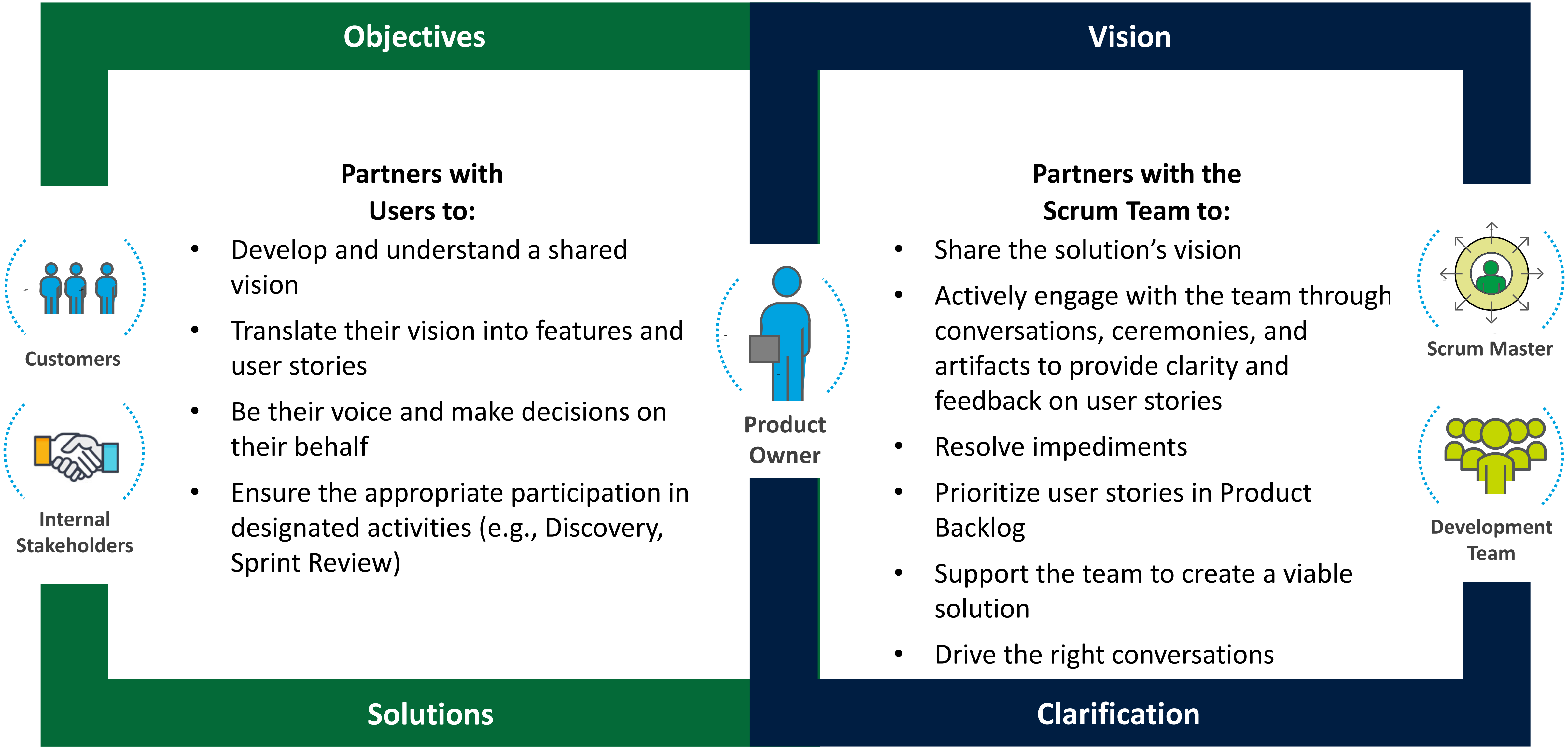
1. Confirming User Story's priority after the team has confirmed they are 'ready' to be sprinted
2. Tracking which User Stories are in the refinement process to be reviewed with the team
3. Collaborating with SMEs and relevant stakeholders to refine Features and Epics into User Stories
4. Keeping the long term vision in sight, while working to deliver in the short term, iteratively
5. Focus on the highest priority User Stories
6. Update the Product backlog from feedback loops (i.e., Sprint Review)



The Product Backlog is "eaten from the top" and "fed from the bottom."

The Product Owner is the hub of business knowledge

Managing Relationships



Partners with Users to:

- Develop and understand a shared vision
- Translate their vision into features and user stories
- Be their voice and make decisions on their behalf
- Ensure the appropriate participation in designated activities (e.g., Discovery, Sprint Review)

Partners with the Scrum Team to:

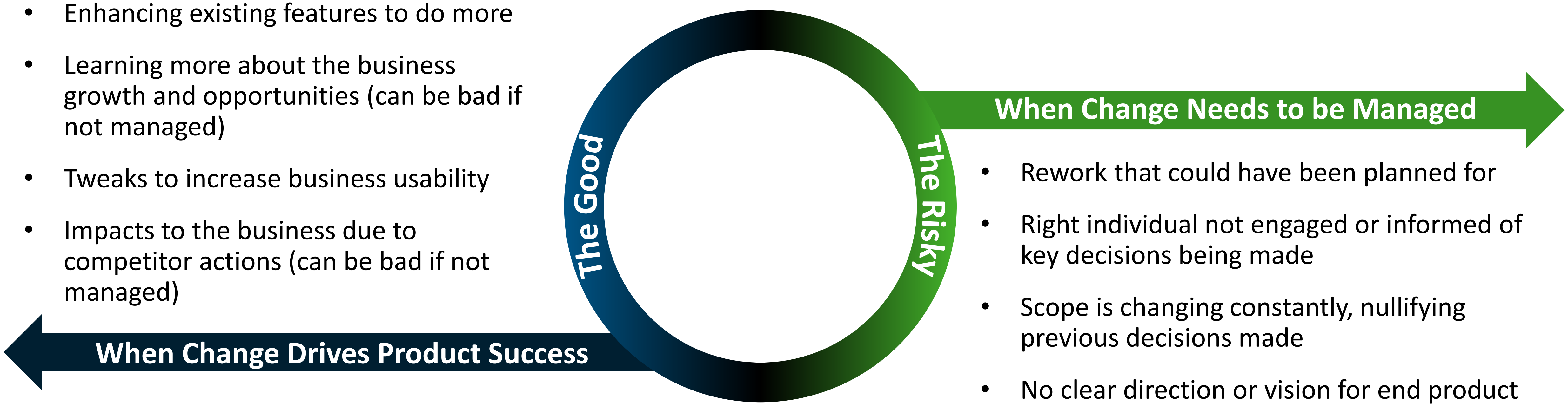
- Share the solution’s vision
- Actively engage with the team through conversations, ceremonies, and artifacts to provide clarity and feedback on user stories
- Resolve impediments
- Prioritize user stories in Product Backlog
- Support the team to create a viable solution
- Drive the right conversations

Be transparent and communicate decisions in all directions

How a Product Owner leverages flexibility in Agile

"Agile means you can change requirements at any time" is a myth

- Add-on functionality, through multiple sprints
- Enhancing existing features to do more
- Learning more about the business growth and opportunities (can be bad if not managed)
- Tweaks to increase business usability
- Impacts to the business due to competitor actions (can be bad if not managed)

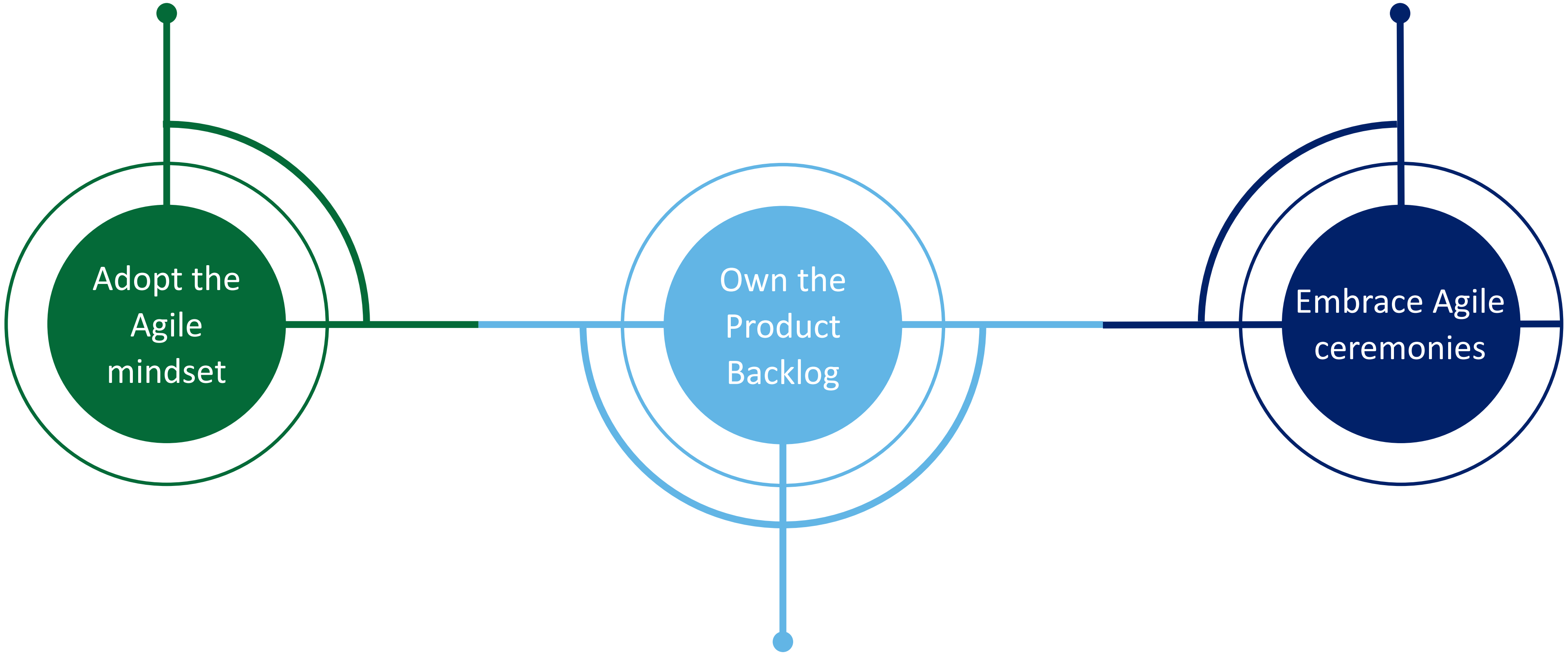

The Good
The Risky
When Change Needs to be Managed
When Change Drives Product Success

- Rework that could have been planned for
- Right individual not engaged or informed of key decisions being made
- Scope is changing constantly, nullifying previous decisions made
- No clear direction or vision for end product
- Frequent change in business vision

Critical Success Factors for Product Owners

- Empower the team
- Be transparent
- Drive collaboration
- Drive stakeholder engagement

- Actively participate
- Collaborate to generate and provide feedback
- Expect things to get better as you go



- Focus on what is essential
- Collaborate to prioritize user stories
- Ensure acceptance criteria are complete

Agile delivery with globally distributed teams

Agile becomes more difficult with geographical distance

Many teams are successful, but it takes a lot of work

25%

of teams across industries fail to deliver when they are co-located

35%

of teams across industries fail to deliver when they are located at a driving distance

55%

of teams across industries fail to deliver when they are located at distant locations

Source: http://www.ambysoft.com/surveys/stateOfITUnion201209.html

Key considerations for globally distributed teams

Have shared context

- A common interpretation of DoD and Acceptance Criteria
- Collaborative planning
- Pick only truly "Ready" User Stories
- Prioritize as a group

Set ground rules

- Separation of work product and functionality for each distributed Scrum team
- Scrum of Scrums (SoS) meeting
- Clearly defined 'rules of the road' for all meetings and process

More face-time

- Use synchronous media like Skype and other instant messaging tools
- Collaborative systems like web drives and sheets
- Pick up the phone and talk!

Right tools & processes

- Establish common tools and processes and enforce their use
- Train on the common agile processes and tools
- Overlapping time-zone for joint meetings
- Continuous integration

Right Team

- Focus on training so that teams are on the same page and **know agile!**
- Identify self motivated, and collaborative team members
- Encourage Peer Reviews and Pair Programming

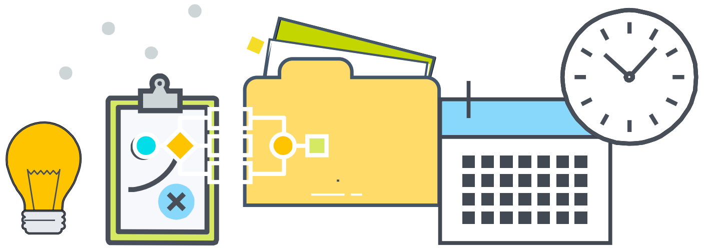
Measuring Success

Project health metrics

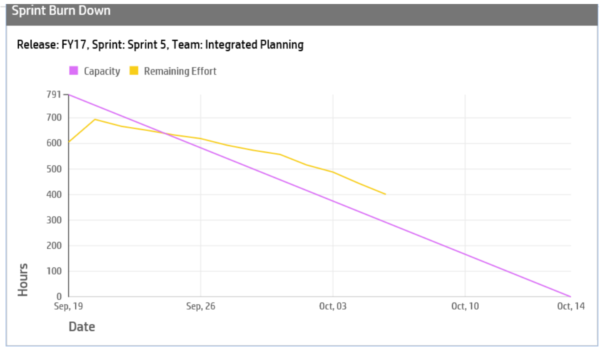
	Am I on time?	*Is my scope controlled?*	*Is my actual effort higher than expected?*	*Am I on budget?*
	Schedule	**Scope**	**Effort**	**Budget**
Waterfall	1. Deliverable and Major Milestone Completion Status 2. Work Product Completion Rate	3. Scope Volatility	4. Effort at Completion Variance	5. Budget Variance
Agile	Project/Release/ Sprint Burndown	Committed to Sprint Plan to your Product Backlog	Sprint Velocity Vs. Capacity	

Consider traditional project health metrics **plus** Agile specific metrics and software development indicators like defects and code quality!

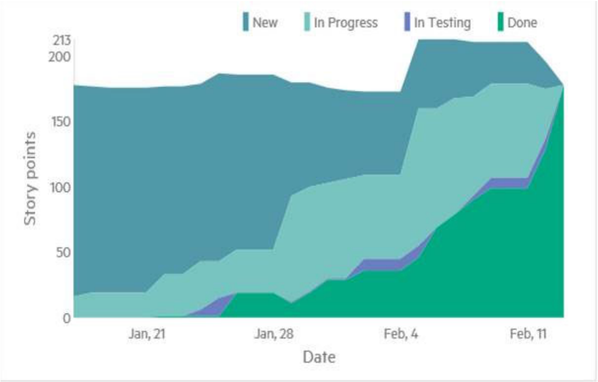
Agile metrics



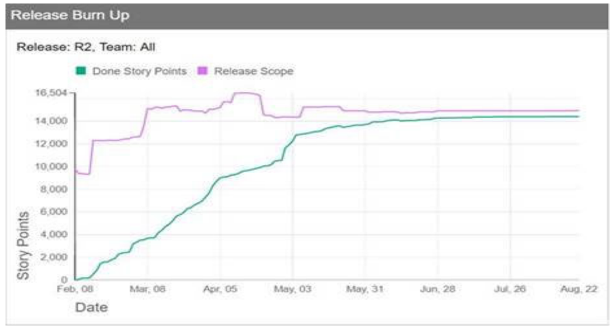
Project/Release/Sprint Burndown tracks total work remaining and the likelihood that the sprint team will achieve its goal.



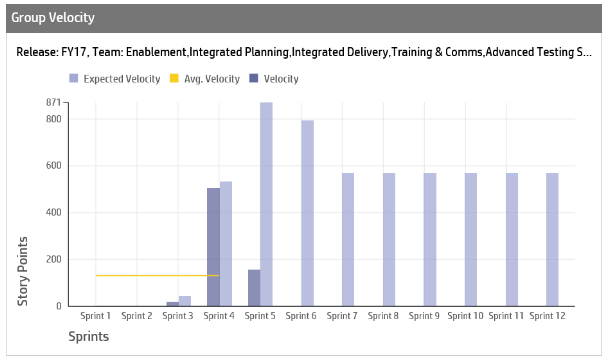
Cumulative Flow shows effort and detailed project progress over the course of a sprint or release.



Project/Release Burnup vs. Backlog Size shows story points delivered vs. size of the backlog (planned stories) over the course of the project or release.



Velocity tracks the amount of work completed from sprint to sprint and helps estimate what the team can realistically achieve.



Questions?

Jackie Panasuik

Get in touch!

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Thank you!