

Feeding the Agile Beast

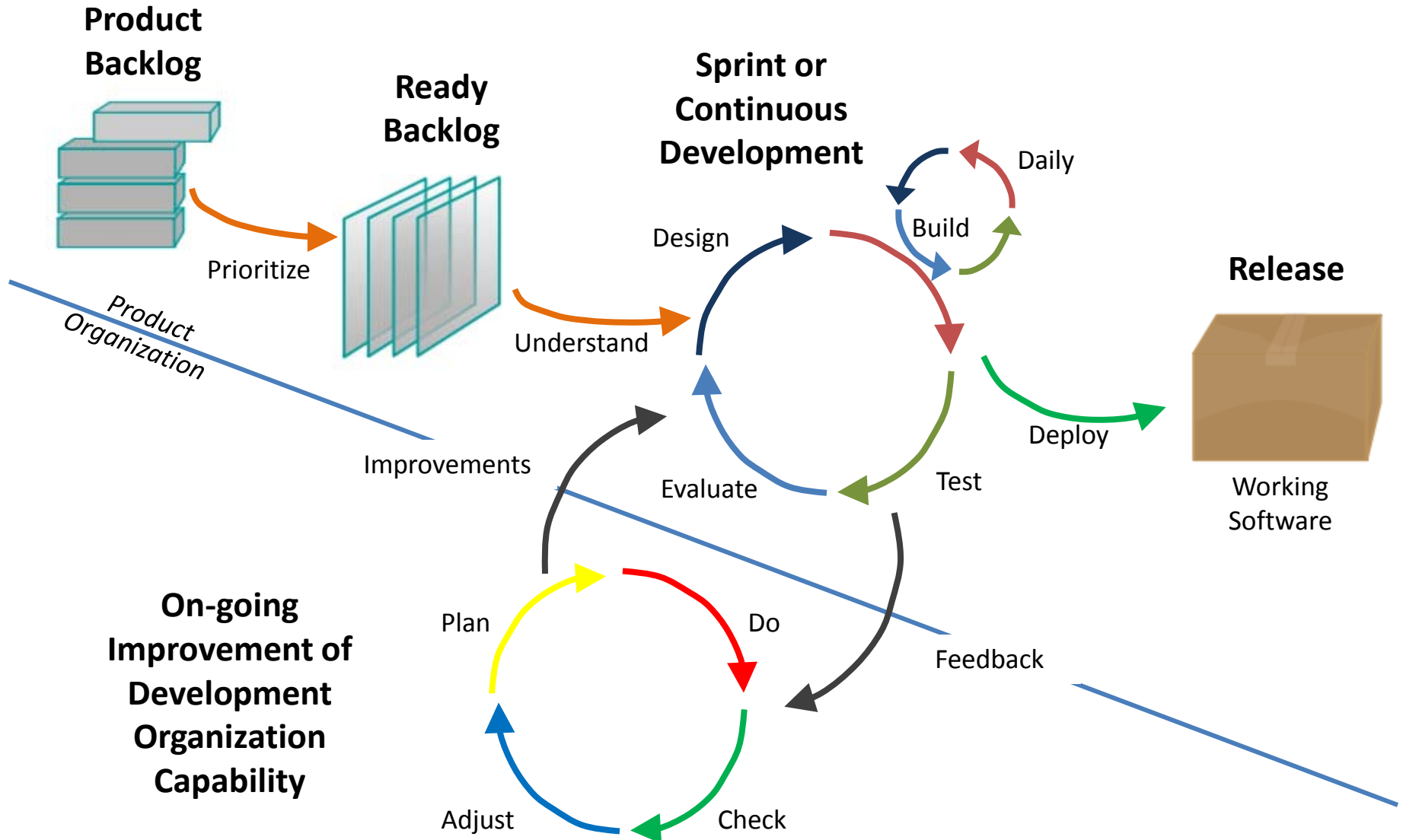
Focusing Development on
Delivering Business Value

Dean Stevens - Synaptus

Agile Methods (Scrum, Lean, Agile, Kanban)

Faster and Higher Quality

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The Bargain of Agile

- The business gets product faster, better, cheaper
- Teams get environment that promotes high trust and satisfaction
- How we get there (a few focus areas)
 - Fit with customer desire
 - Flow
 - Visibility
 - Collaboration
- We are missing something **BIG**: Business Value

Without Business Value

...Agile is often about cost reduction

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Better Use of Technology

Faster Development

Fewer Defects

Better Utilization

Productive
Talent Pool

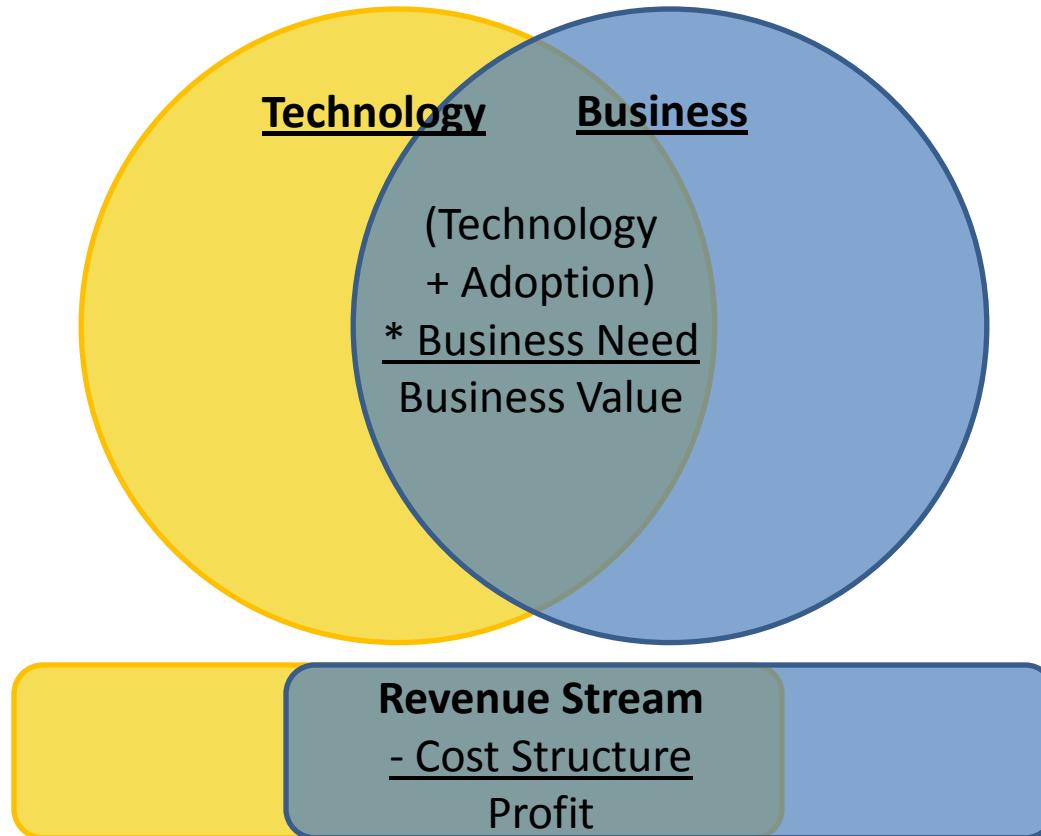
Cost Structure

Faster and Higher Quality is a Cost Reduction Strategy

Greater Business Value...

Arises from Technology - Business Alignment

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The New Bargain of Agile

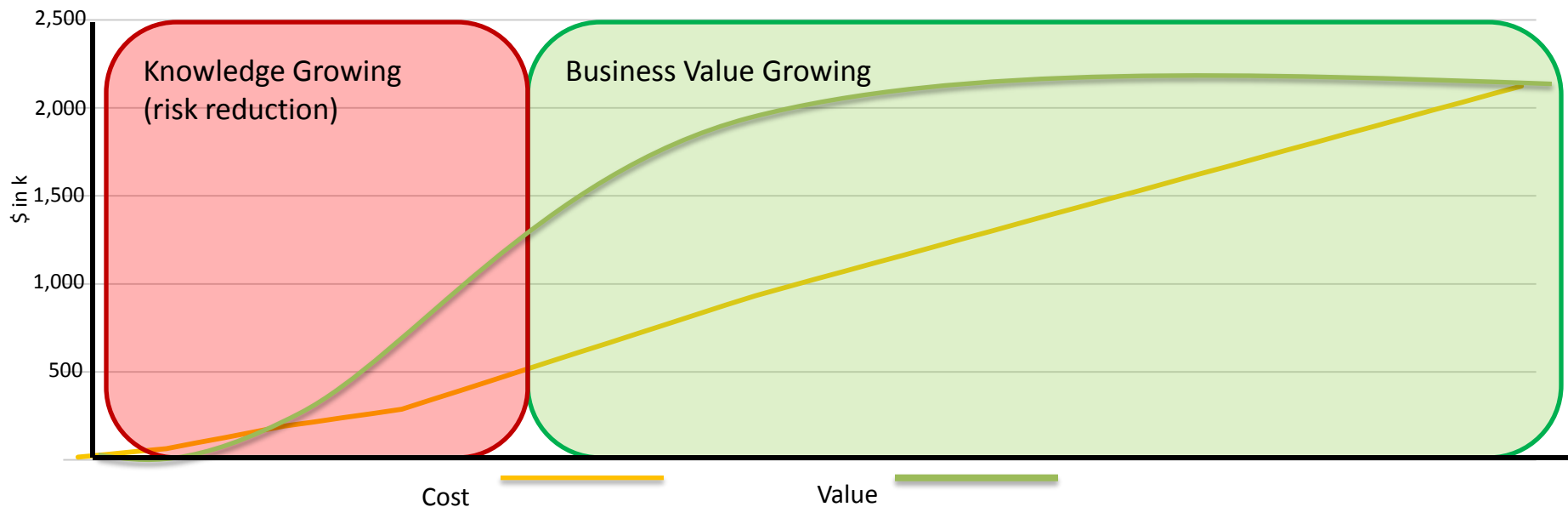
- Business value comes from building what will provide the highest economic outcome (over time) to the business
 - Development is not longer the issue
 - Technology is no longer the obstacle
- We must feed the agile beast in a way to achieve this business benefit
 - Allows you to operate at decision cycles faster and cheaper than your competition

What does this look like in practice?

Prioritized Product Backlog

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- Business Value is an outcome that increases or protects revenue, reduces costs, or aligns with the product strategy
- Order the work to drive down risk and generate business value early.
 - What makes the most economic sense - this is not always obvious
 - Risk is a potential obstacle to business value



Do you see it?

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Now you see it!

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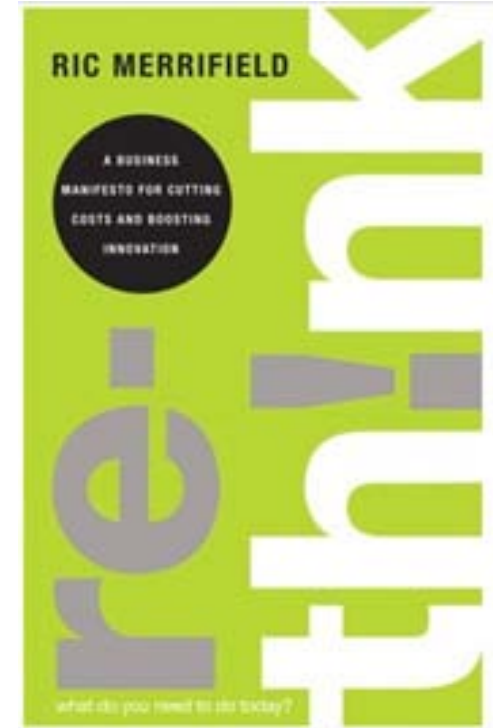


The "How" Trap

A human condition

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- The Fosbury Flop
- Faxing isn't ever "what" someone is doing
- Everyone's initial focus is on "how" they do their jobs



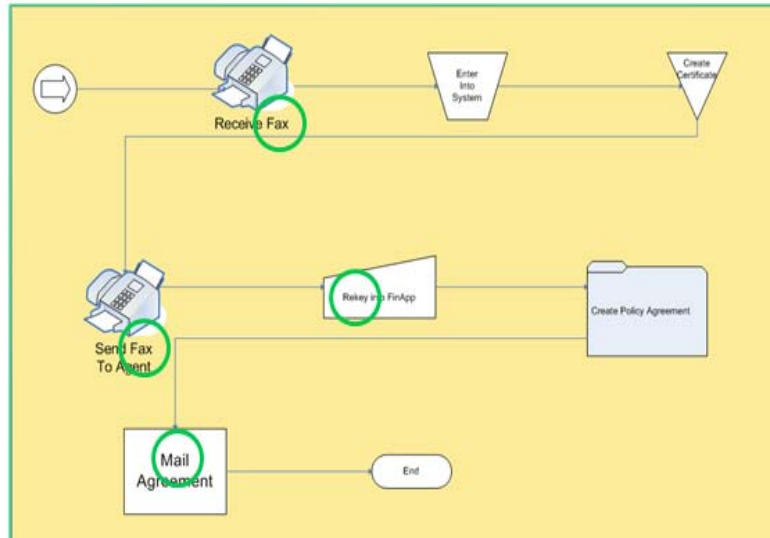
Strip away the how words

Stable, Shows Underlying Need

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Trapped

Fax
Mail
Phone
Automate
Enter
Truck
Etc.



Untrapped

Communicate
Confirm
Register
None
Complete
Transport

Create Quote

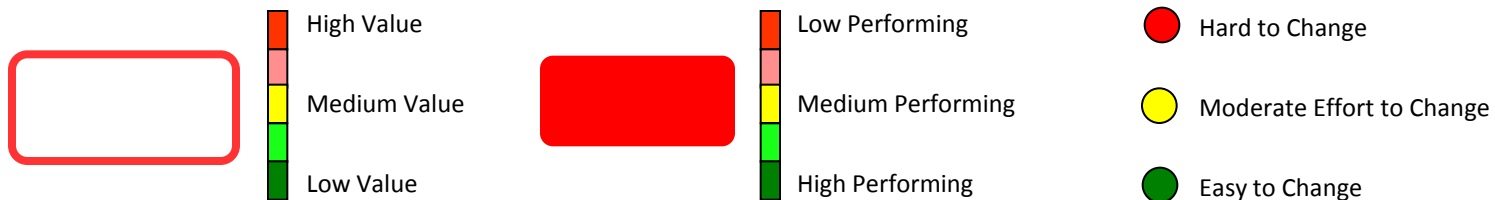
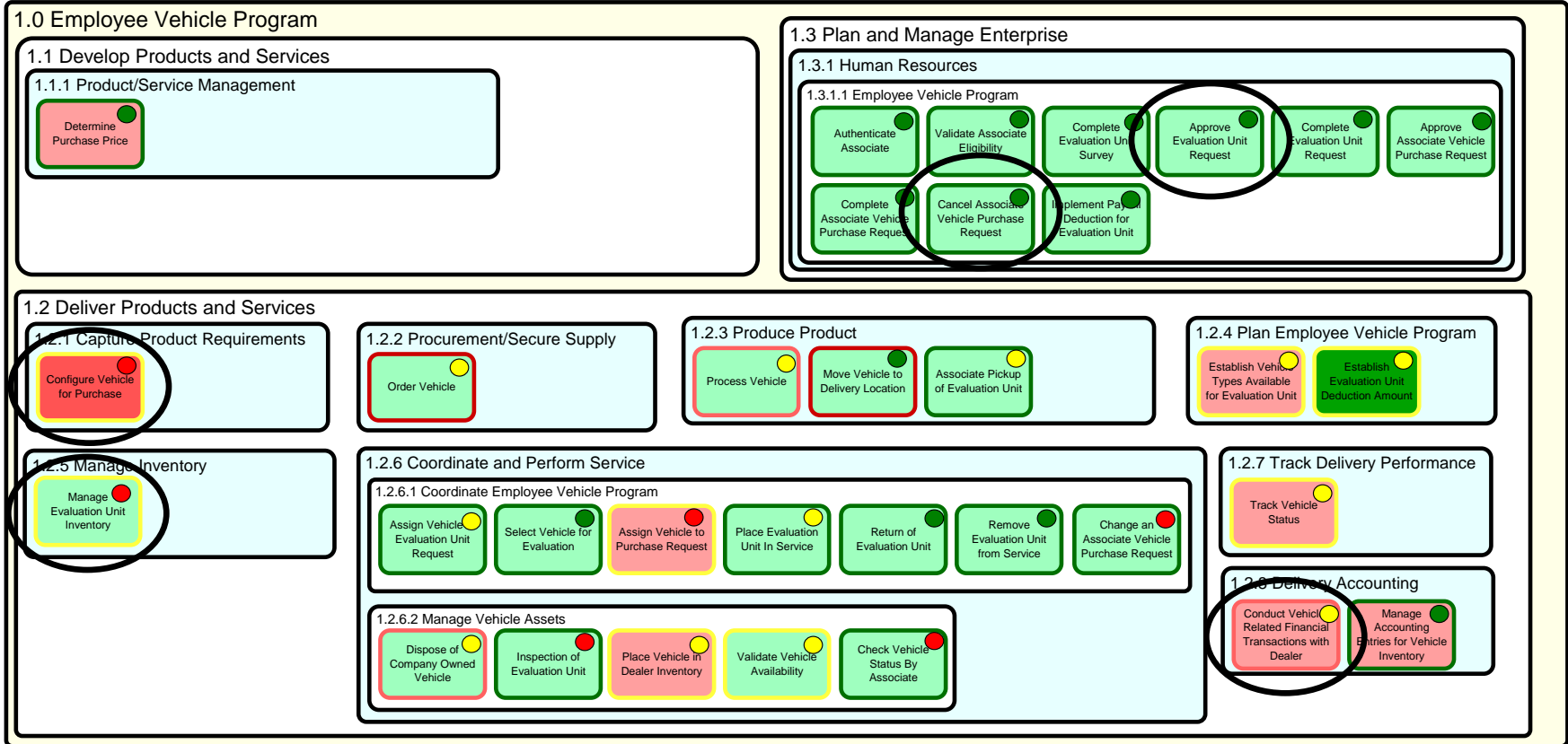


Prioritize & Scope the Backlog

PROJECT OBJECTIVES	
Objective	Criteria for Evaluation
1. On the Recap Screen, change the method in which administrator comments are viewed, by using a textbox rather than a pop-up window.	The Corporate Vehicle administrator is able to view the administrator comments on the screen without having to access a pop-up box.
2. On the Recap Screen, provide a means to allow a user to view all the administrator comments at once by either a scroll bar or pop-up box.	The Corporate Vehicle administrator is able to view the extended list of administrator comments by either a scroll bar or pop-up box.
3. On the Recap Screen, provide a means to copy from all comment boxes, but to only paste into the administrator comment box.	The Corporate Vehicle administrator is able to copy from all comment boxes, but to only paste into the administrator comment box.
4. On the Recap Screen, allow a request to be edited in all agreed upon status codes. This includes both purchase and evaluation units.	The Corporate Vehicle administrator is able to edit an evaluation unit in all agreed upon status codes. The Corporate Vehicle administrator is able to edit the administrator comments and delivery location of a purchase vehicle in all agreed upon status codes.
5. On the Recap Screen, allow the requests to be sorted in a number of ways. The sort options will be determined in the elaboration phase of the project.	The Corporate Vehicle administrators are able to sort the list of requests using any of the sort options identified in the elaboration phase of the project.
6. On the Recap Screen, show the FIO and LIO in alpha order. This is only an issue on the purchase requests.	When viewing a request on the Recap Screen, the FIO and LIO display in alpha order for purchase requests.
7. On the Recap Screen, change the button from "View Request" to "Update Request" when the request is editable.	When a purchase request is editable, the button text "Update Request" instead of "View Request"

Backlog Against Capability Model

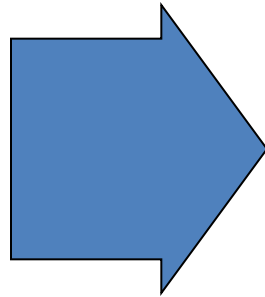
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Request comparison

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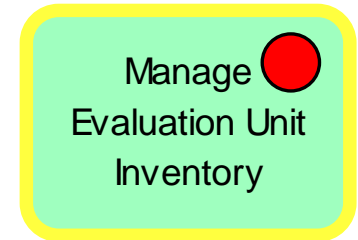
Request
focused
here



14



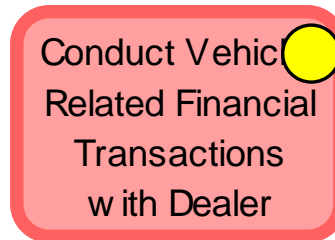
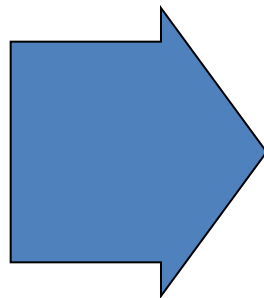
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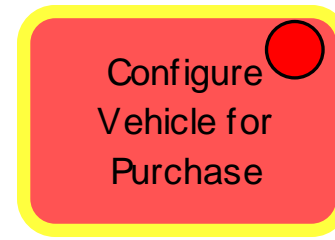
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These capabilities are not as efficient as possible but are not key to business value and perform acceptably – 2 additional requests were for a new archiving capability

Business Value
Performance Gap
is here



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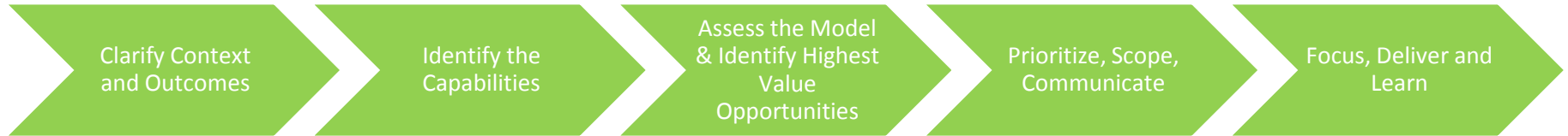


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These capabilities are important to business value. Conduct vehicle related financial transactions with dealer does not perform acceptably

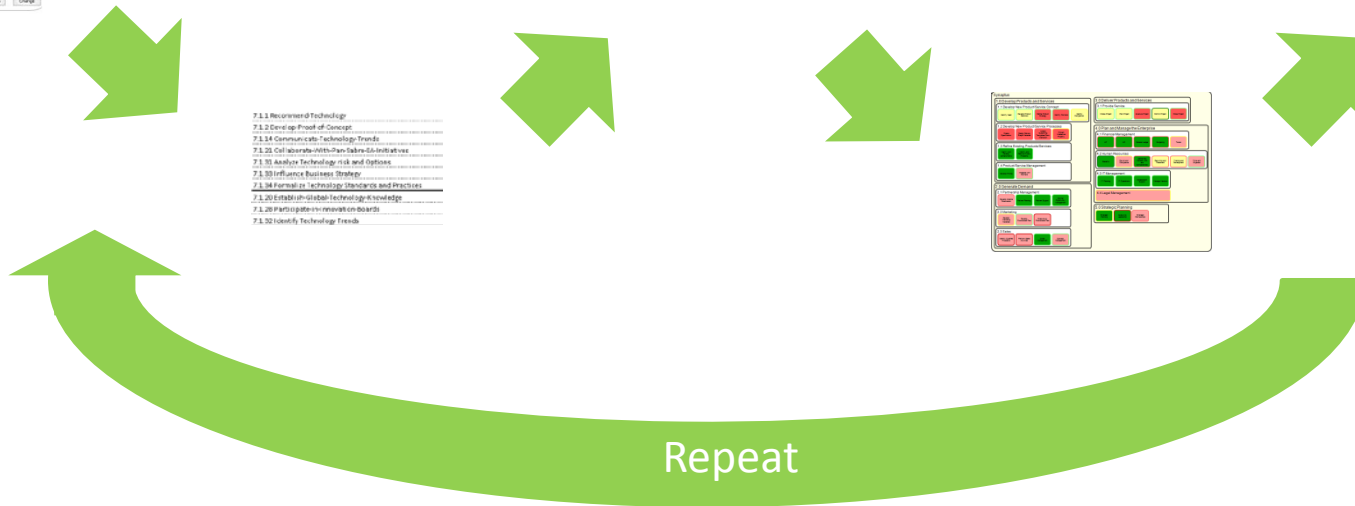
It's not Hard to Do

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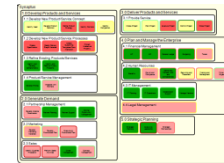


Provide Enterprise Architecture Guidance

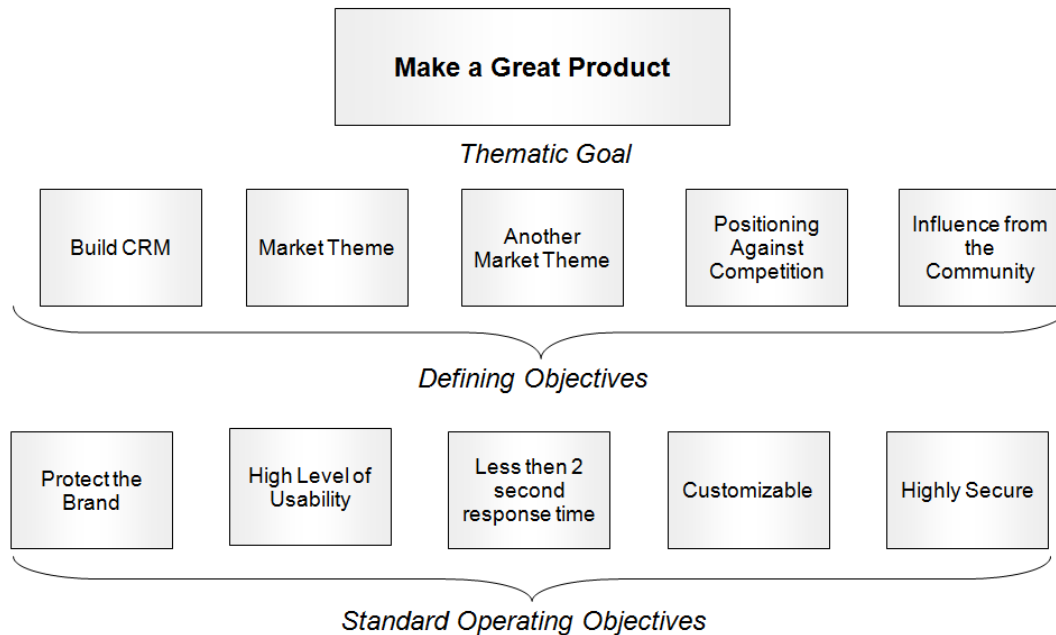
1. Roadmaps
2. Analyze Risk and Options
3. Prioritize Enterprise Architecture
4. Influence the Business



7.1.1 Recommend Technology
7.1.2 Develop Proof of Concept
7.1.3 Communicate Technology Trends
7.1.31 Collaborate with Partners to Initiate
7.1.32 Analyze Technology Risk and Options
7.1.33 Influence Business Strategy
7.1.34 Develop Technology Roadmap and Practices
7.1.20 Establish a Stable Technology Knowledge
7.1.20 Participate in Innovation Boards
7.1.30 Identify Technology Trends



Clarify Business Outcomes - Specify Value



Specify Value

This is a Focusing Objective Model format used to present the strategic focus for the next six months.

This is very flexible and easy to consume. Typically built from existing strategy documents.

ID the Capabilities

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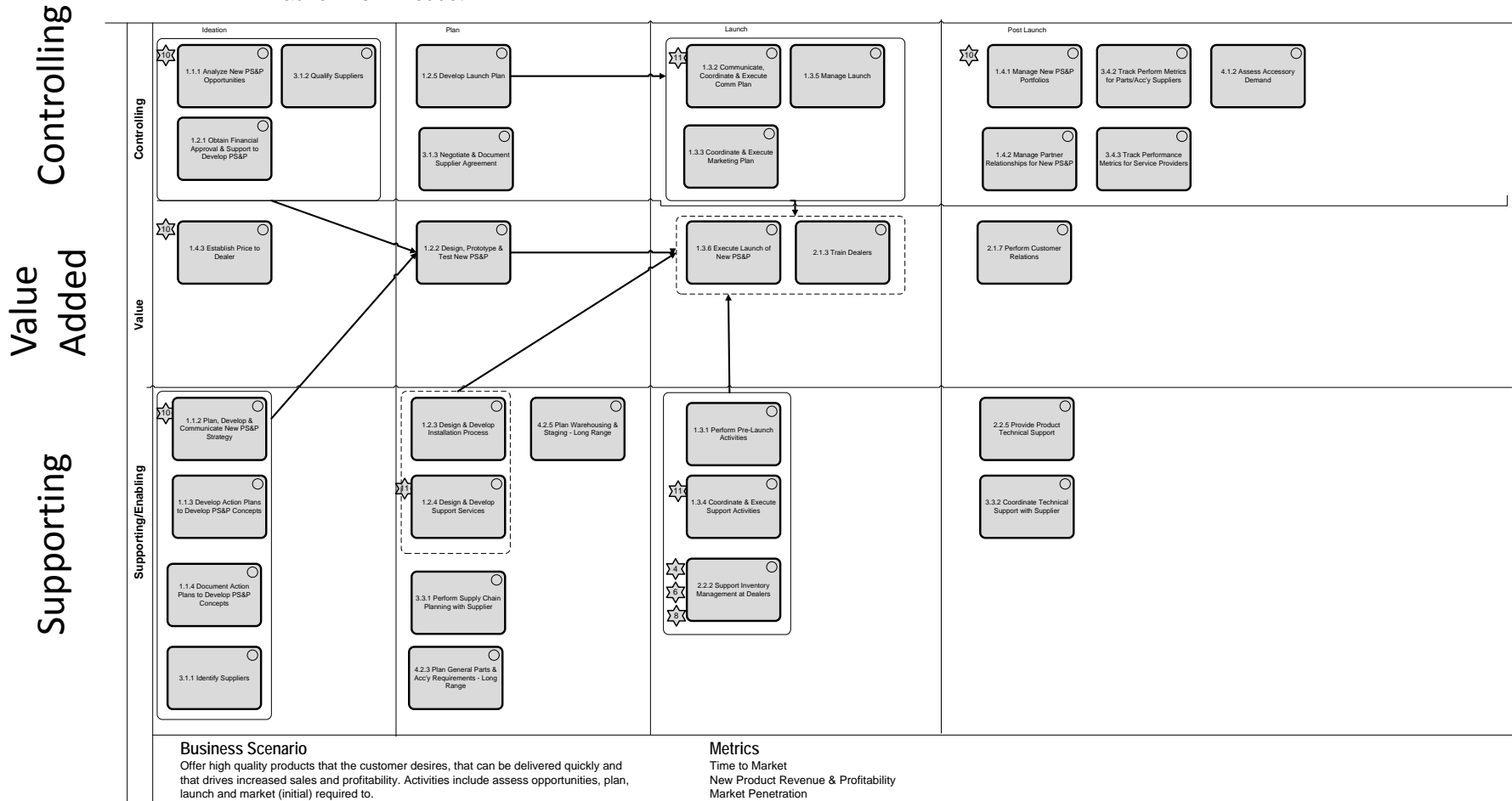
This is a capability model (it looks a lot like a story map)
-High level Feature Groups
-List features for each group
-Remember the How Trap

Collaborative sessions with management and the end users of the product

ID Capabilities - See the end user value stream

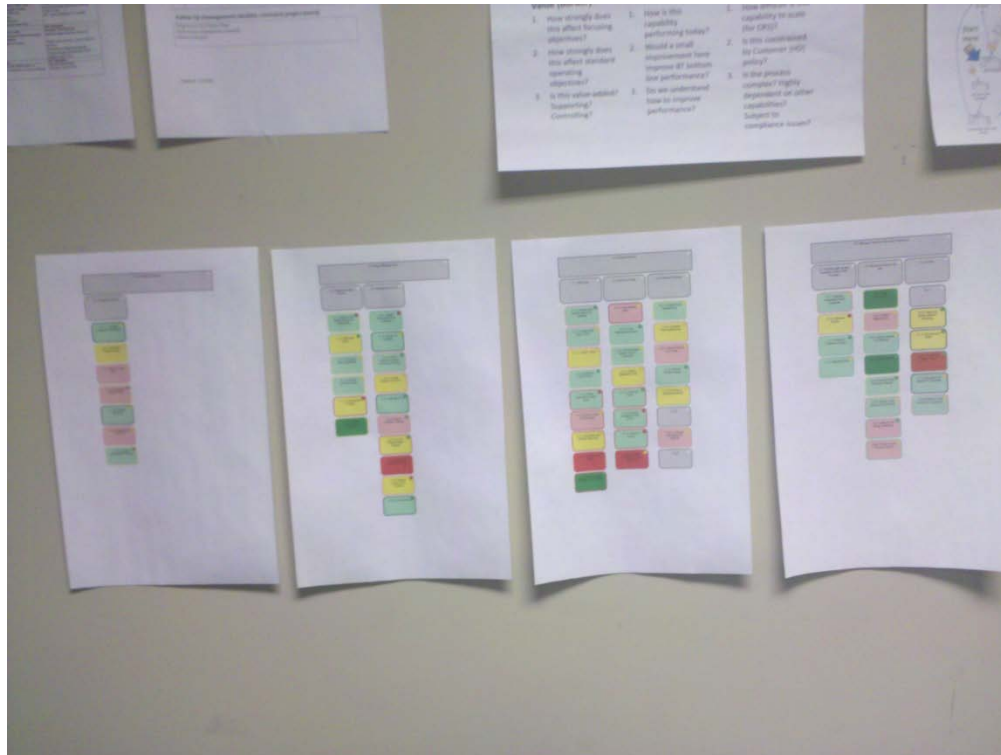
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Capability Relationship Diagram
Launch New Product



Assess the model

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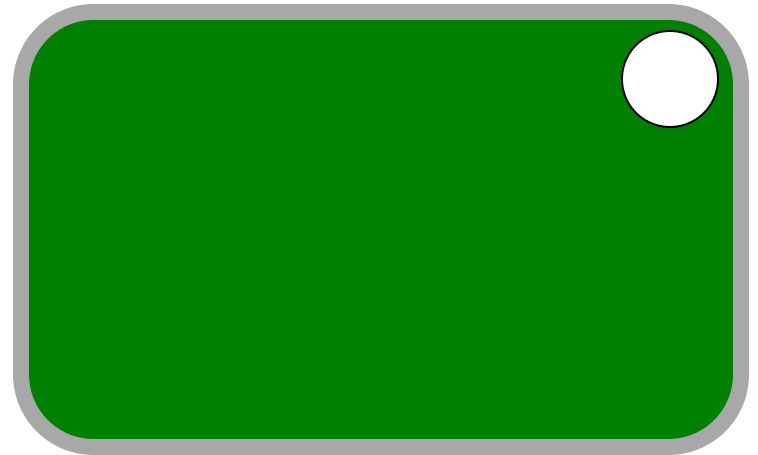
We cleaned up the capability model to get clarity on what specific outcomes were expected.

Then we assessed the model to determine what was most important to the business.

- Answer a few simple but focused questions
 - Directly aligned with delivering the product strategy?
 - Key to the companies brand?
 - Provide competitive differentiation?
- Can use more complex and structured approaches
 - i.e., Blitz QFD, The Business Value Game, Real Options



- Can be done quickly and detail added as needed
 - How is this performing today?
 - Do we understand the level of performance expected?
 - Do we know how to improve?
- Add detailed attributes when selected for the backlog.
 - Leads to clarity and testability of requirements.



Risk - Cost of Delay

- Can be done quickly and detail added as needed
 - Compliance or business risk?
 - Design, development or delivery risk?
 - Closely tied to other features?
 - Is delay expensive?
 - Executive Mandate?
- Add detailed attributes when selected for the backlog.
 - Leads to clarity and testability of requirements.

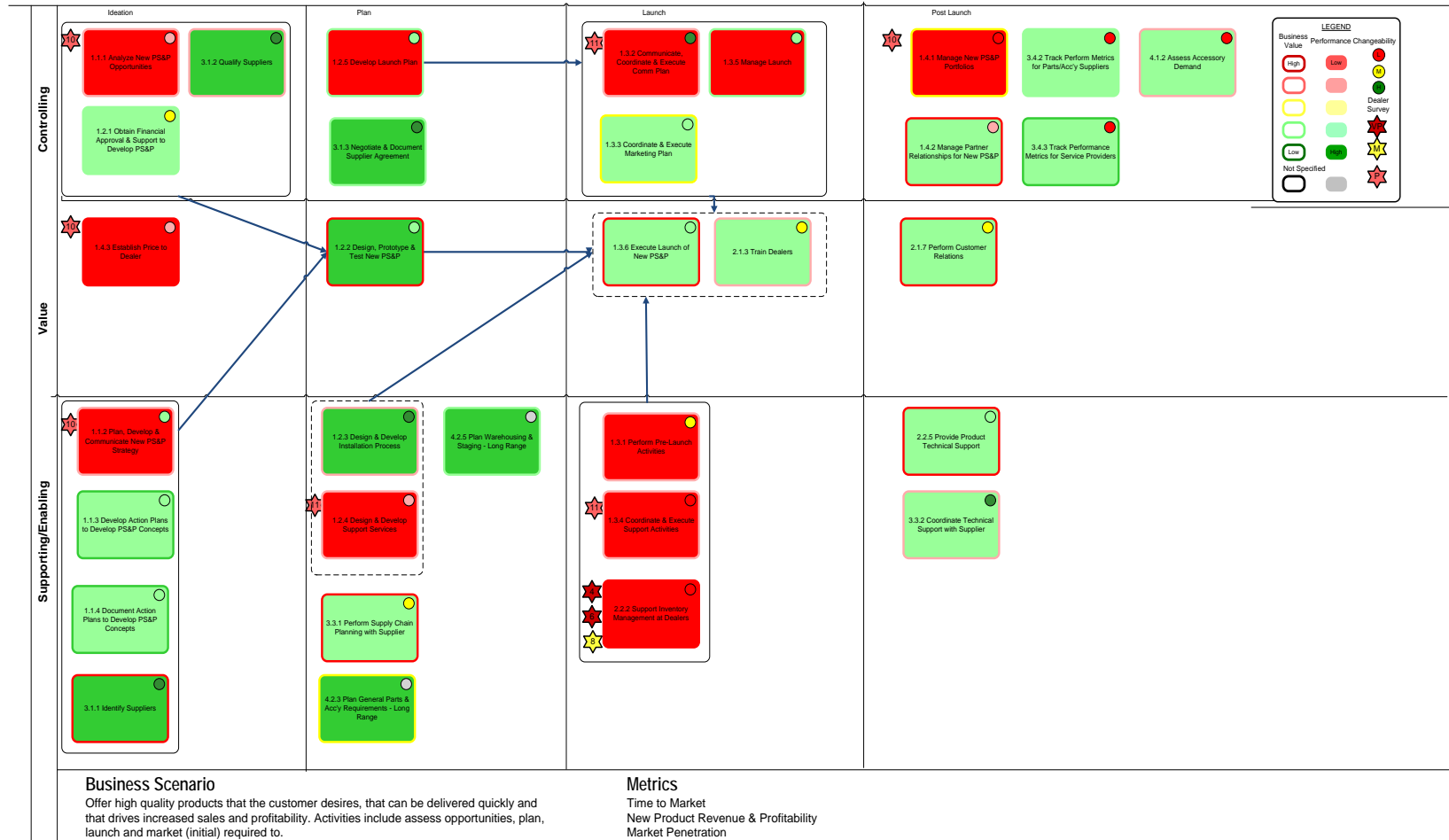


Assess the Model - REALLY see the product user VSM

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Capability Relationship Diagram
Launch New Product

Controlling
Value Added
Supporting/Enabling



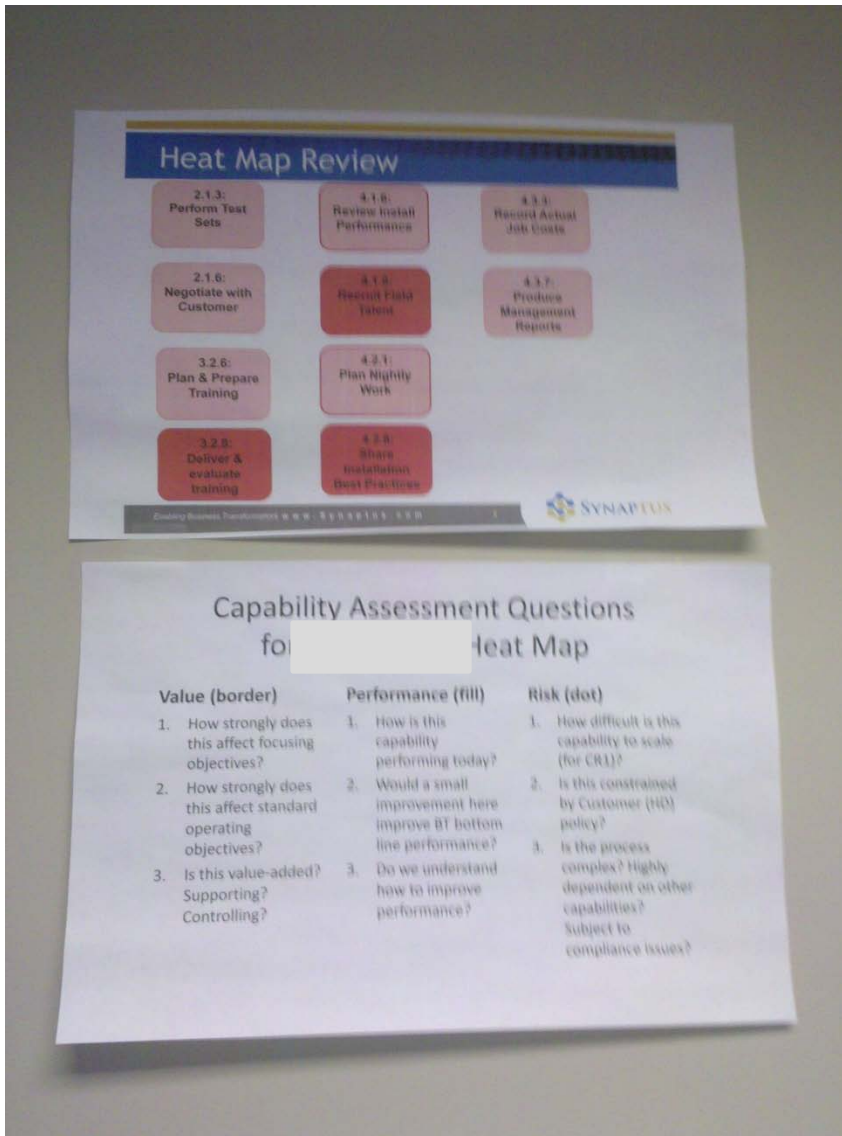
Prioritize, Scope, and Communicate

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The highest *value* opportunities are now clear

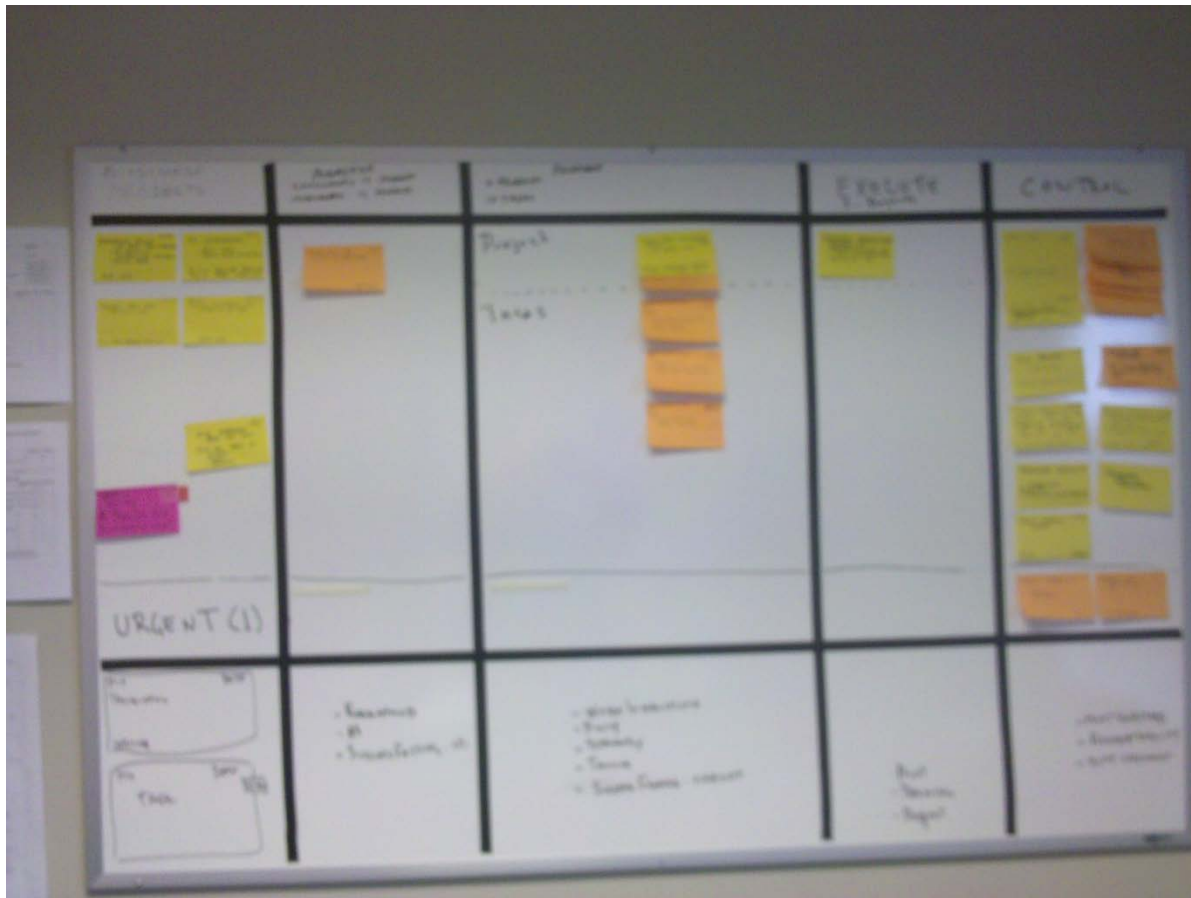
Re-assess when something has changed

Also, highlights what *NOT* to work on so we can stay focused



Focus, Deliver and Learn

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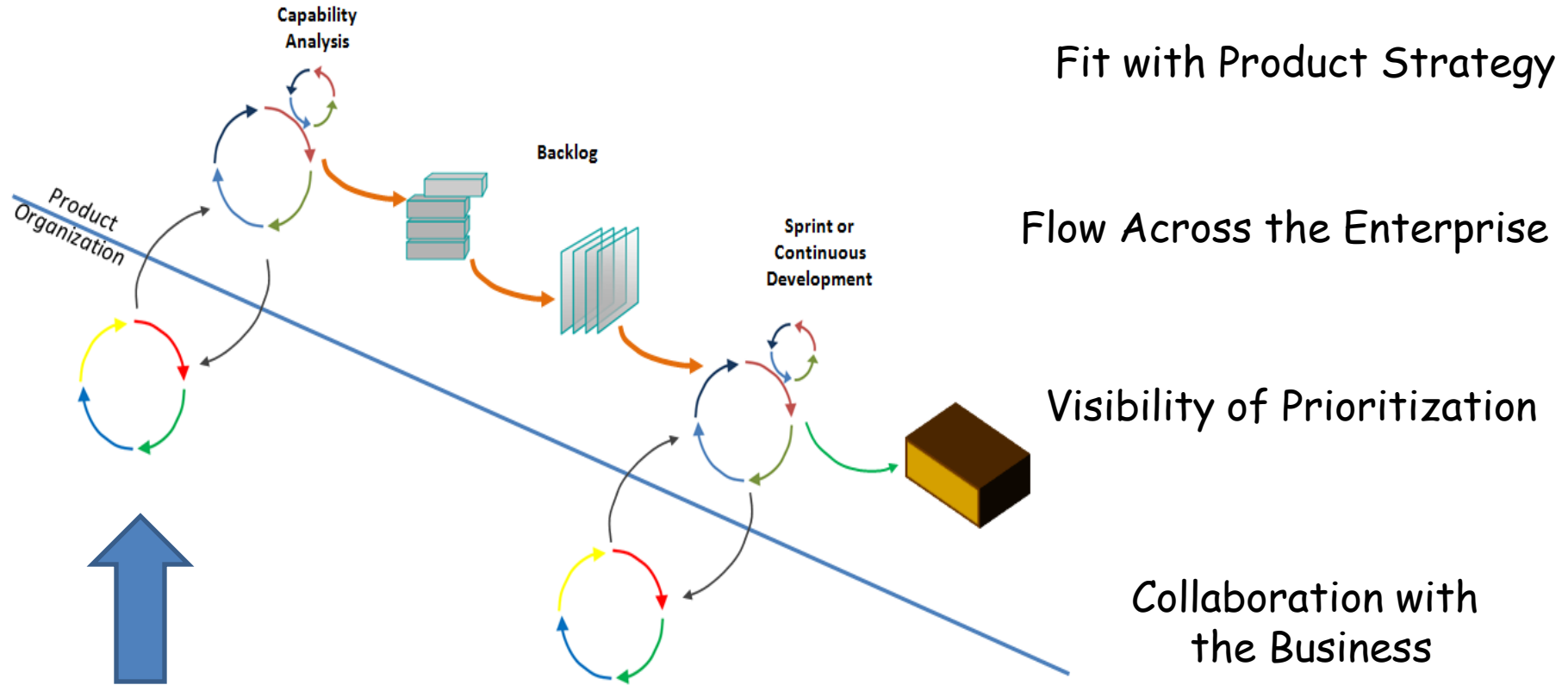
Here is a Kanban board used to coordinate across the various business units to ensure training, communication, implementation, and development all stay coordinated.

Business stakeholder stand-ups happen in front of this board.

Simple but Powerful

Agile Development Combined with Capabilities Analysis

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We can bring a method to the Business to collaborate in an Agile way

Next Steps

- Extend Lean - Agile up the Value Stream
- Show leadership
- Stop complaining, do something
- Engage the business

Benefits to the Business

- **Feature Management**
 - More effective and less effort
 - Profitability, Competitive Advantage
- **Help the business focus on business value**
 - Better economic outcomes
 - Faster to market
- **Rethink the Product Strategy**
 - Take a fresh look at product strategy
 - Product Innovation
- **So, this is collaboration**

Benefit to Product Development

- Backlog Prioritized, Scoped and Communicated
- Better understanding of features in the context of the product strategy
- Richer requirements through describing attributes of features and how they work in the end user value stream
- Less rework and wasted work
- PD perceived as high value business partner

Capability Analysis a proven method

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Harvard Business Review

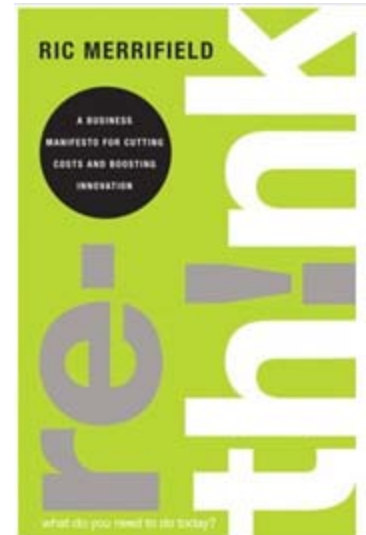
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10 years – over 300 applications - \$200 million saved

Questions

- Reach out to Dean Stevens
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- We offer
 - Agile Capability & Business Analysis
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 - Kanban / Agile Project Management
- Affiliations
 - David J Anderson and Associates
 - Pillar Technologies