



# STEERING AN AGILE ENTERPRISE

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# REAL PROBLEMS WITH AGILE AT SCALE



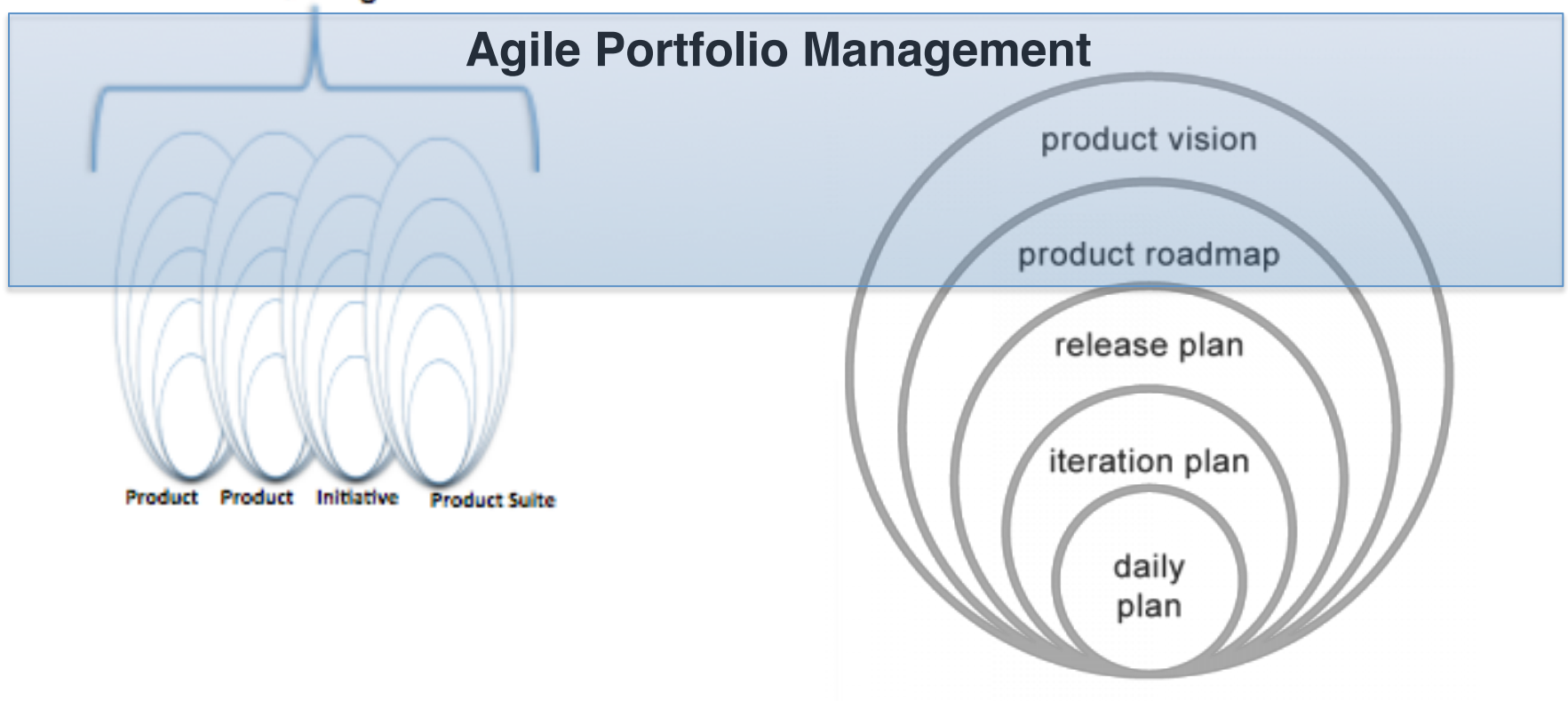
- What is the **market value**?
- What are **business priorities**?
- **Queues of work!**
- **Development status?**
- **Unrealistic & obsolete roadmaps**

# GAP ON THE MARKET

Portfolio of Products

Product

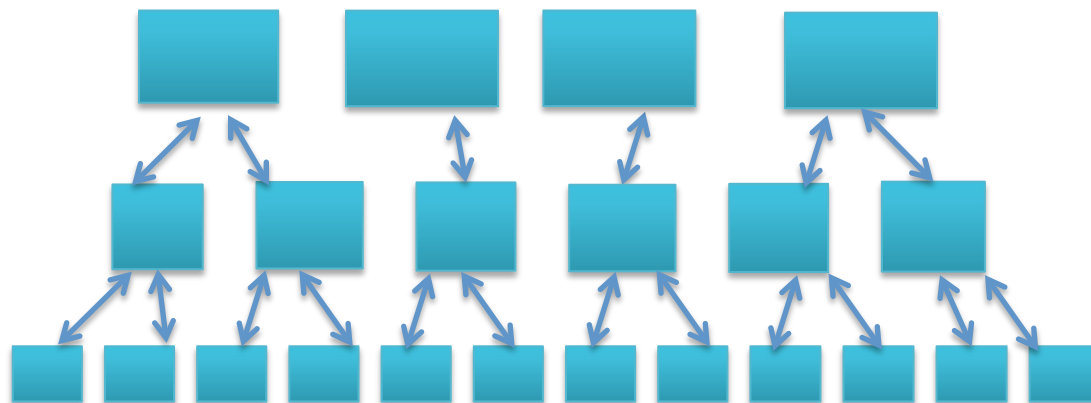
## Agile Portfolio Management



# Linking Strategy with Execution

Agile Project Management  
Agile Program Management

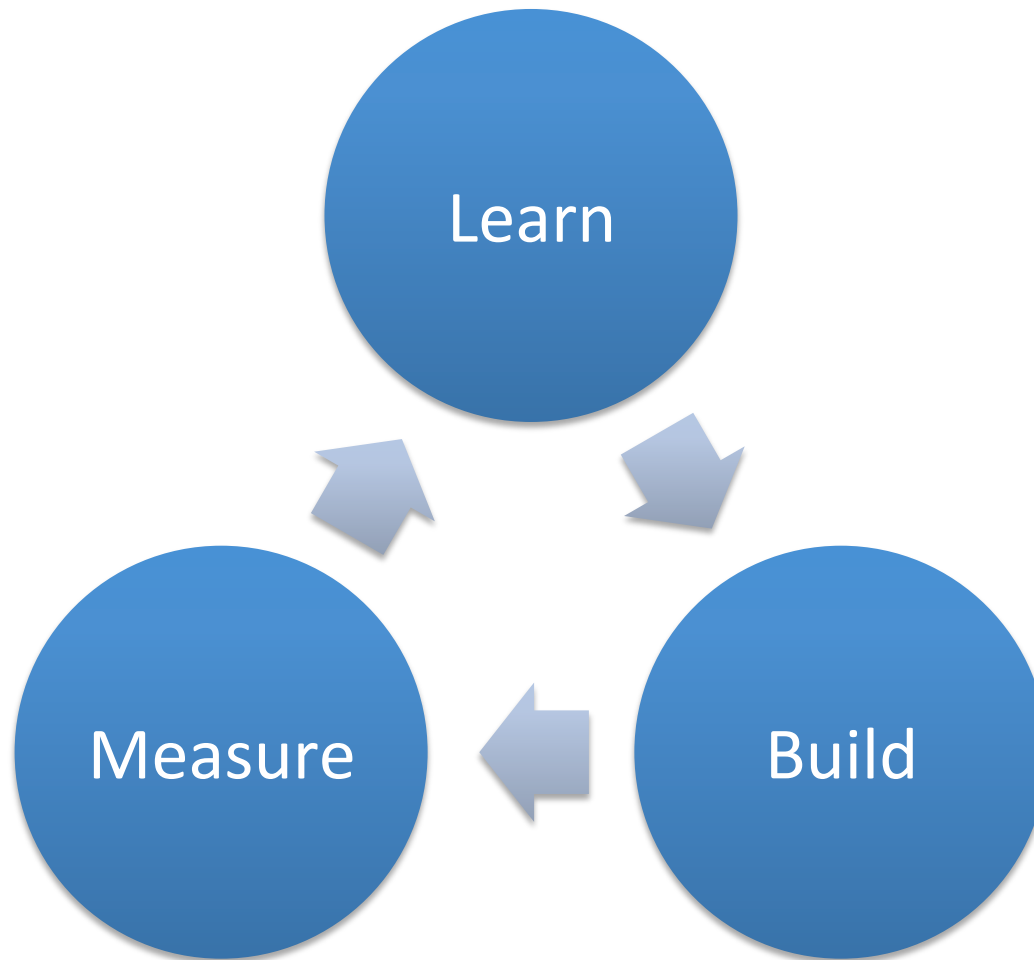
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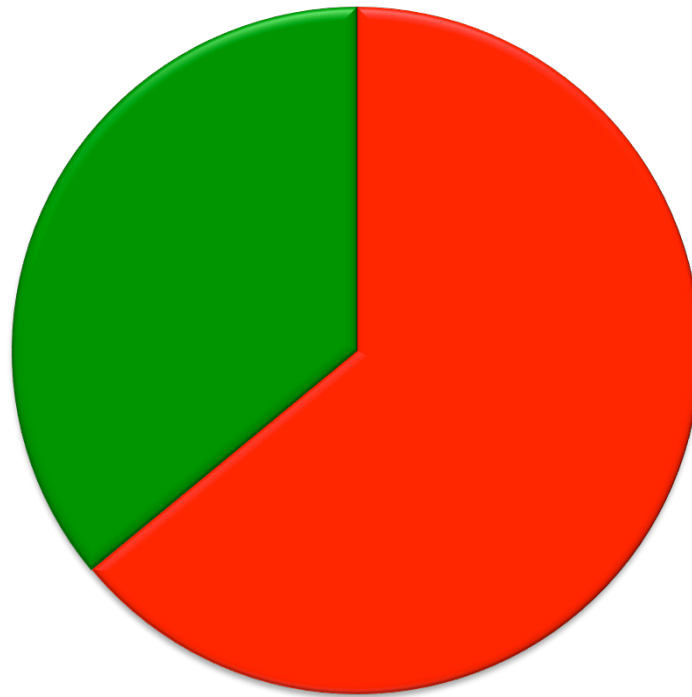
Story Hierarchy

Tasks, Defects,  
Test Cases

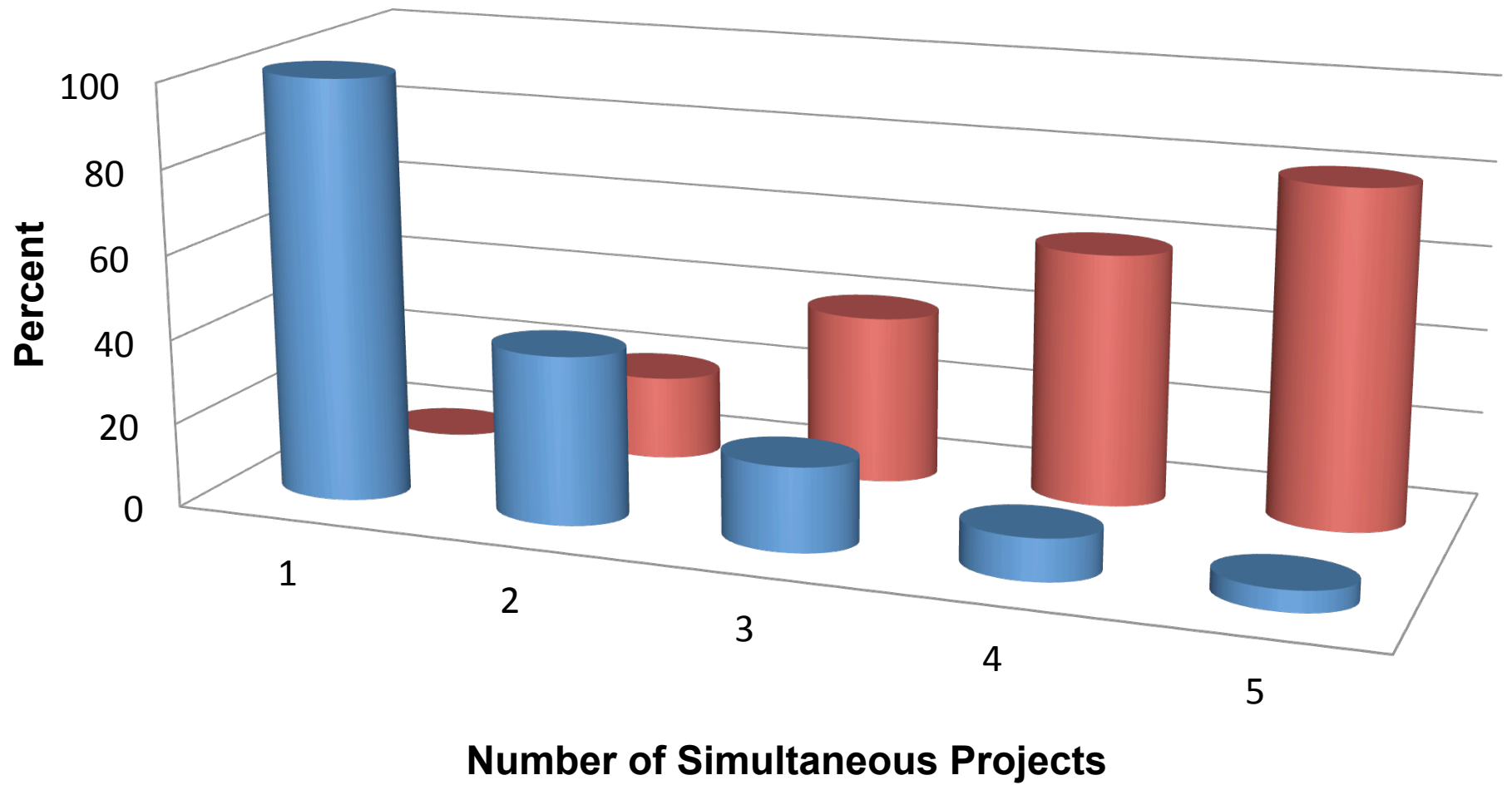
E  
X  
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## Features



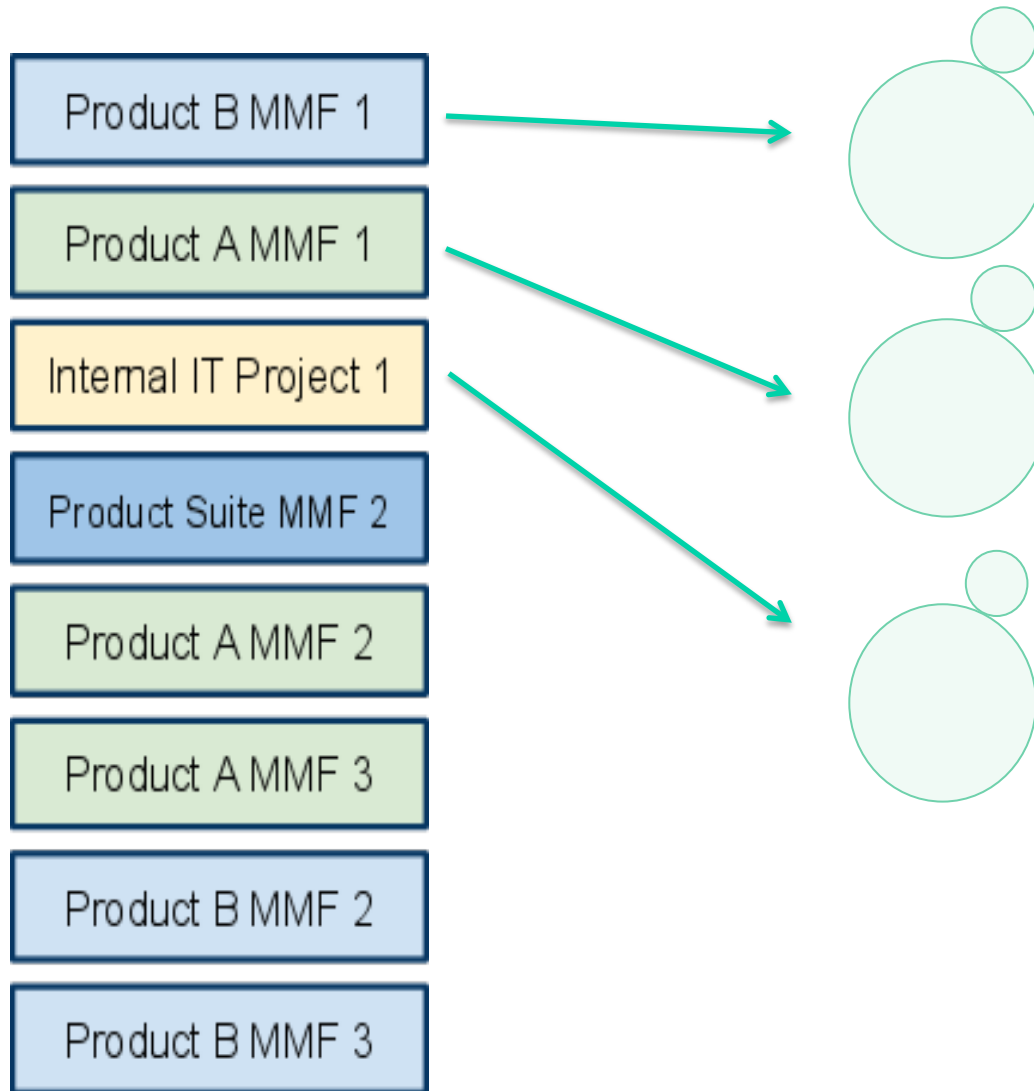
**64% of features are rarely or never used**



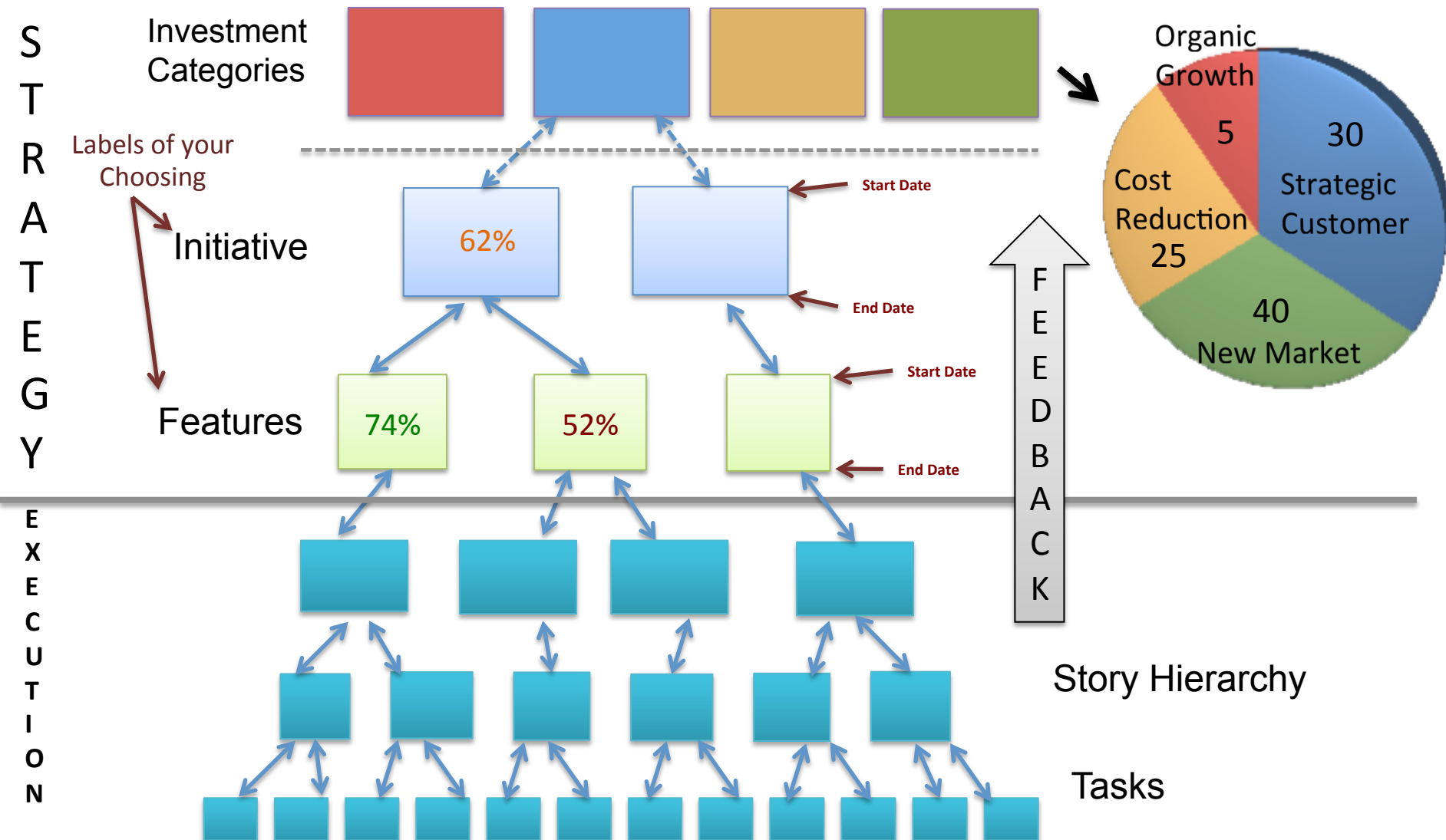
■ Time spent working ■ Context switching time



# Flow Work Through Teams



# Connect Strategy & Execution





**FOCUS**

**ON VALUE**

**CONSENSUS**

**IN CADENCE**

**REALITY**







**CHECK**

# FOCUS

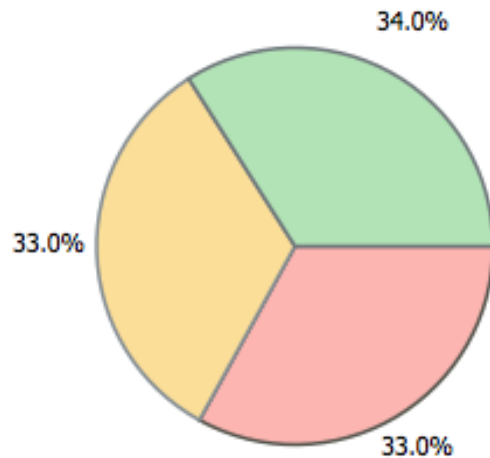


# ALIGN TO STRATEGIC OBJECTIVES

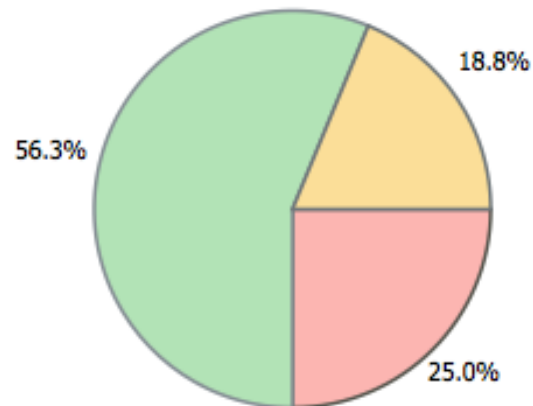
## Portfolio Alignment

Type:    Neutralize  Differentiate  Optimize  None  Not Done

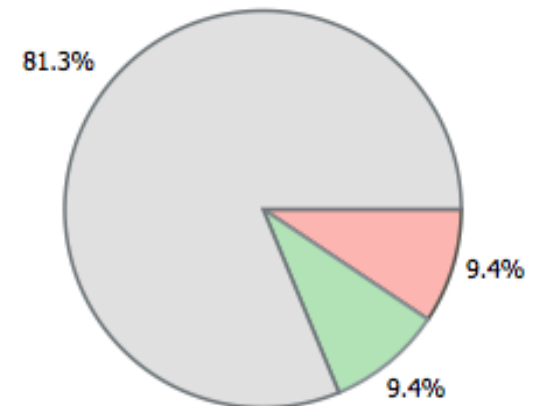
Target



Planned

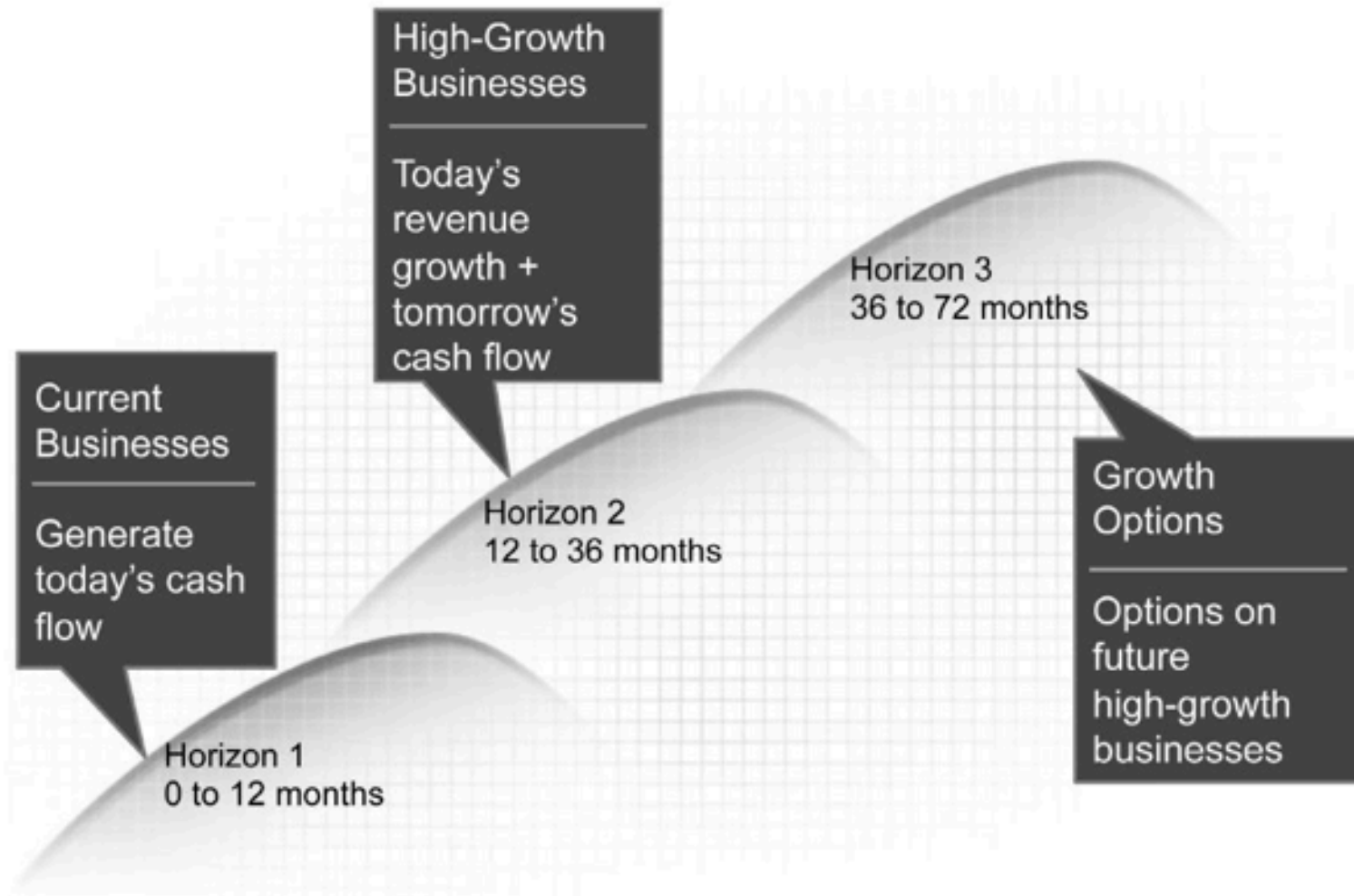


Actual



# Managing a Portfolio

## The Three Horizons Model



Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product Suite MMF 2

Product A MMF 2

Product A MMF 3

Product B MMF 2

Product B MMF 3

Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product Suite MMF 2

# Rank based on Value & Risk

Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product Suite MMF 2

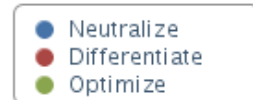
Product A MMF 2

Product A MMF 3

Product B MMF 2

Product B MMF 3

**M**inimum  
**M**arketable  
**F**eatures













Portfolio Value vs. Risk



# HOW WE DEFINE VALUE

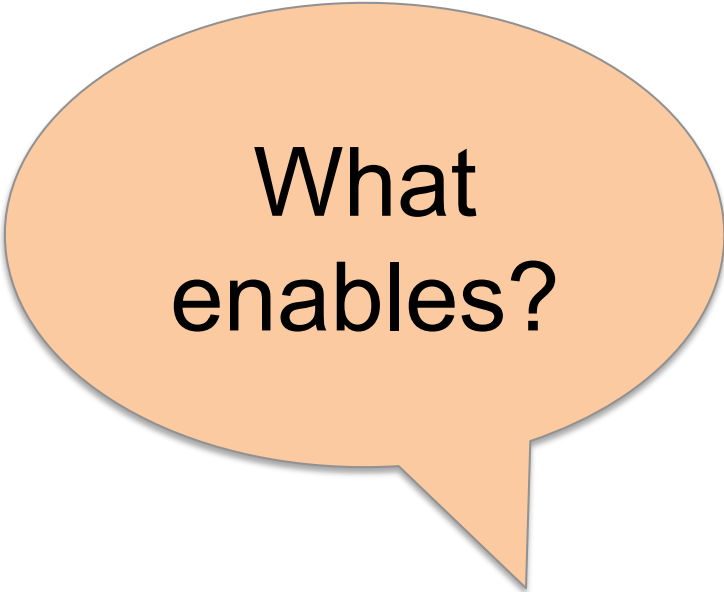
Initiative Policies				
No Entry (Backlog)	Initial Customer Validation	Assessing	Ready	
<b>Exit Criteria</b> <ul style="list-style-type: none"> <li>Problem Statement specified</li> <li>Hooked to strategy in RPM</li> <li>Initial hypotheses to test defined</li> </ul>	<b>Exit Criteria</b> <ul style="list-style-type: none"> <li>Initial Customer Interviews complete</li> <li>Initial Competitive Analysis</li> <li>Sales/TAM interviews (if needed)</li> <li>Enhancement Backlog Defined</li> </ul>	<b>Exit Criteria</b> <ul style="list-style-type: none"> <li>High-Level Estimate</li> <li>How solid is the estimate? How risky is this?</li> <li>What value will this deliver?</li> <li>How will we determine whether this was a success?</li> <li>Business Case Outline</li> </ul>	<b>Exit Criteria</b> <ul style="list-style-type: none"> <li>Ranked against other initiatives in same investment area</li> <li>Product Owner pulls when team is available</li> <li>Set Planned Start and End dates when you pull into</li> </ul>	<b>Exit Criteria</b> <ul style="list-style-type: none"> <li>Dev</li> <li>com</li> <li>Ena</li> <li>Enh</li> <li>long</li> </ul>

Portfolio Kanban Board				
No Entry (50/∞)	Initial Customer Valid... (8/∞)	Assessing (5/∞)	Ready (5/∞)	
<b>PI510</b> Marc C  Client Metrics Collection and Reporting 18 days in this column	<b>PI722</b> Susan  Plan Portfolio Timeboxes 18 days in this column	<b>PI1707</b> Susan  Portfolio Items Management 7 days in this column	<b>PI860</b> Susan  Timeline Enhancements for Adoption 43% 18 days in this column	<b>PI918</b> Portfolio 18 days
<b>PI508</b> Marc C  Consistent Continuous/GUI Performance Reporting 18 days in this column	<b>PI769</b> Susan  Portfolio what-if scenarios 18 days in this column	<b>PI1646</b> Ashley Bailey  RIM Improved UI Appeal 11 days in this column	<b>PI723</b> Catherine  Portfolio Tracking Report Apps 7 days in this column	<b>PI857</b> PI/US H 18 days
	<b>PI898</b> Susan  18 days in this column	<b>PI1692</b> Catherine  18 days in this column		



# TURN & TALK

## Planning



What  
enables?

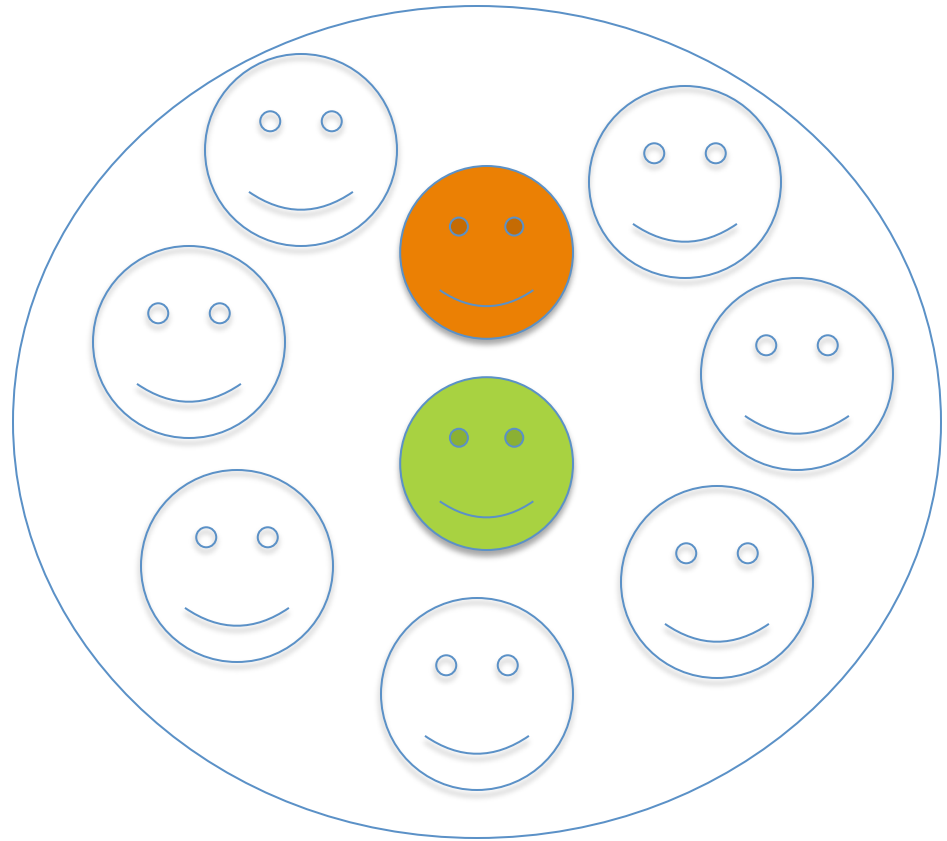


What block?

**CONSENSUS**

# BUSINESS DIRECTIONS

- Agreed
- Accepted
- Transparent





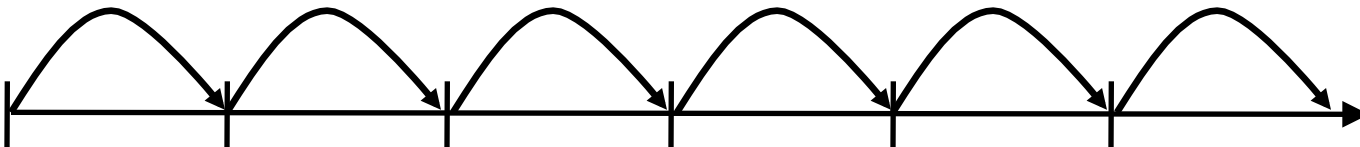
**difficult to  
change course**

**wrong content**

**wrong time**

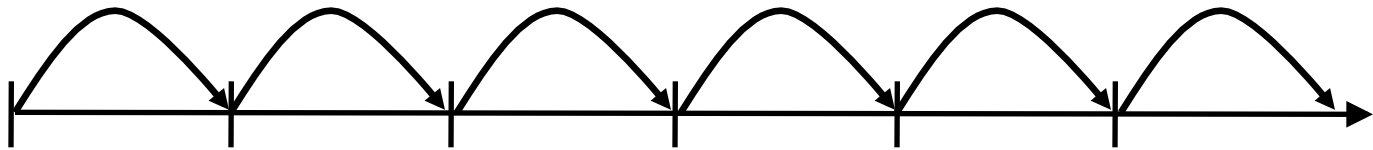
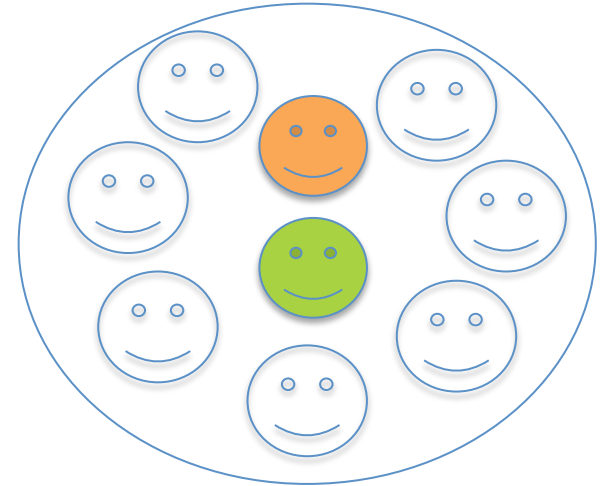
**wrong place**

**cadence**





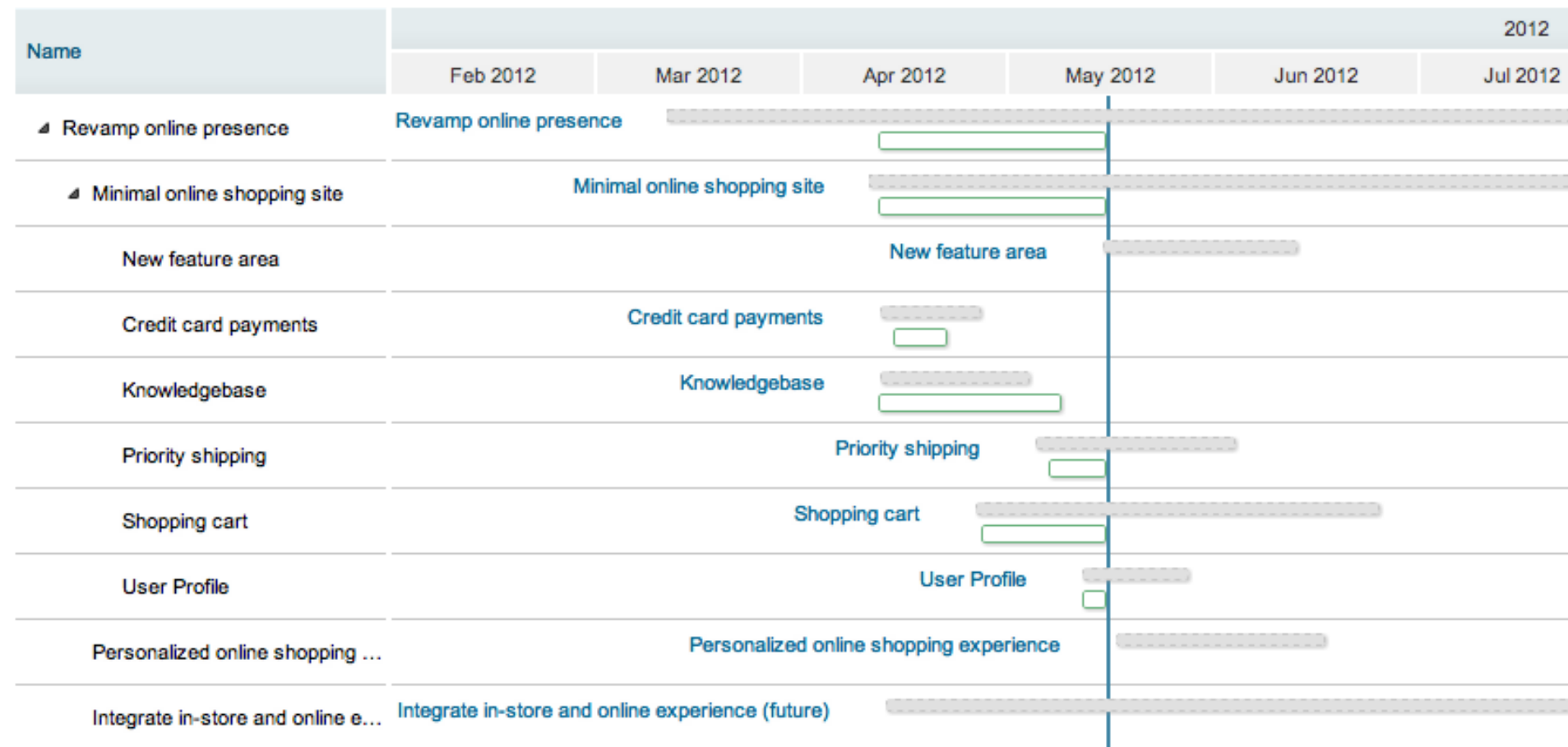
# IMPEDIMENTS?



**REALITY**

# REALISTIC ROADMAPS

## Portfolio Timeline NEW



# GET TO PREDICTABILITY WITH TEAMS

- Persistent
- Cross-functional
- Multi-disciplinary
- WIP limit
- Slack time
- Metrics (throughput, velocity)
- Mid-range planning
- Continuous improvement



Everyone  
Pulling  
Together!



# AGILE IS NOT A DESTINATION, IT'S A JOURNEY.

Nothing would be done at all  
If we waited until we could do it so well  
That no one could find fault with it

*Cardinal Newman*

