

Feeding the Agile Beast

Improving Business Value Delivered



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Introduction

- 3 obstacles to business value
- An approach to overcoming these obstacles

Overview

- Business Value Goal Model
- Business Value-Performance Heat Map
- Focused Incremental Stories

Exercise 1

- Make Business Value Assumptions Explicit

Exercise 2

- Assess the Product Model – Define the Business Value Increment

Exercise 3

- Iterate Intentionally

Review

1

Inadequate shared understanding

Underlying assumptions are left unarticulated

“Tell me and I’ll forget; show me and I may remember;
involve me and I’ll understand.”

- *Chinese Proverb*

2

Lack of focus

Working on too much at once and working on less important items

"If everyone is moving forward together, then success takes care of itself."

- Henry Ford

3

Lack of clarity on the outcome

What is built is not exactly what is needed
and we don't increment intentionally
to improve our learning

"It is the long history of humankind (and animal kind, too)
those who learned to collaborate and improvise most
effectively have prevailed."

- *Charles Darwin*

#1 Inadequate shared understanding

Make business value assumptions explicit

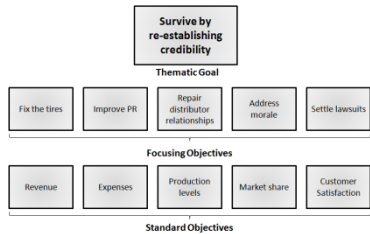
#2 Lack of focus

Focus on highest business value opportunity

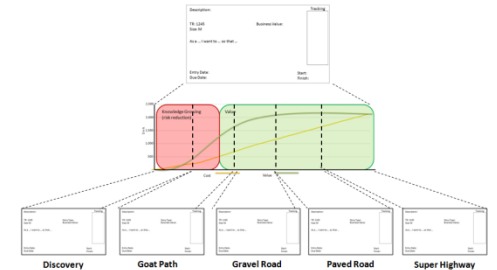
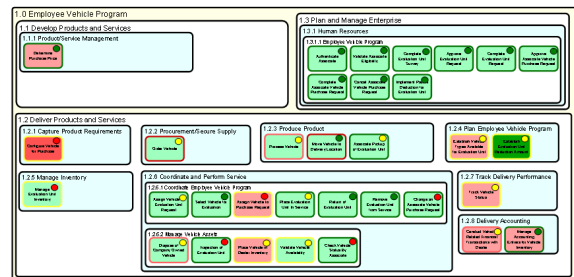
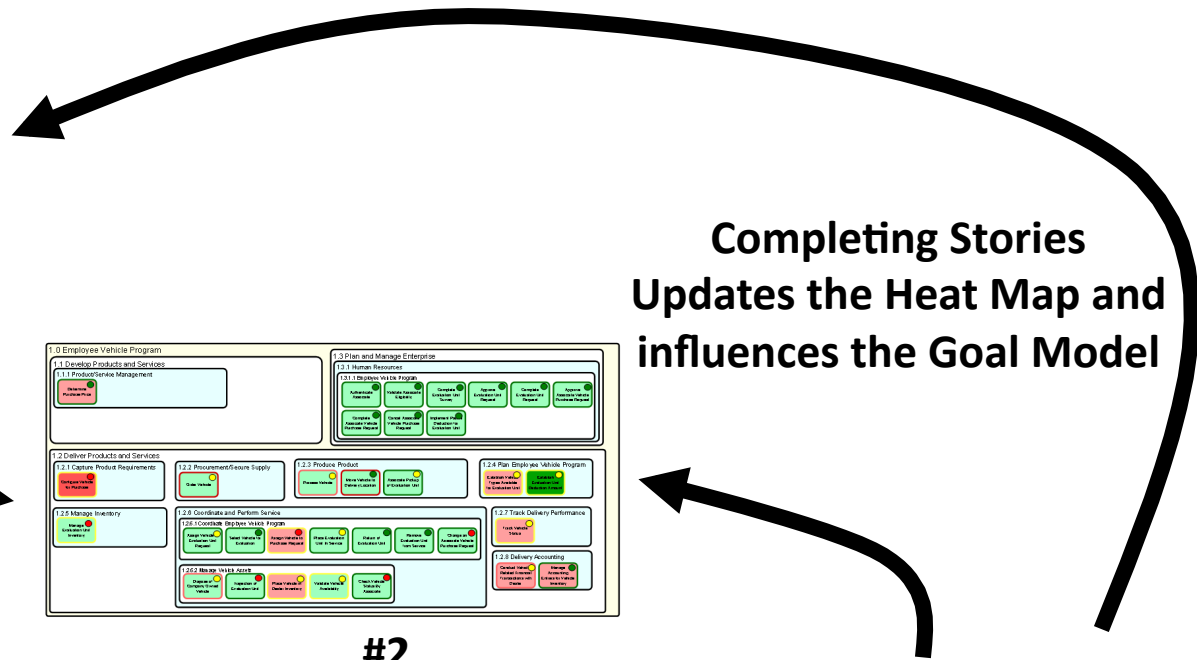
#3 Lack of clarity on the outcome

Increment with intention

Explicitly Address Business Value To Overcome Challenges



#1 Business Value Goal Model

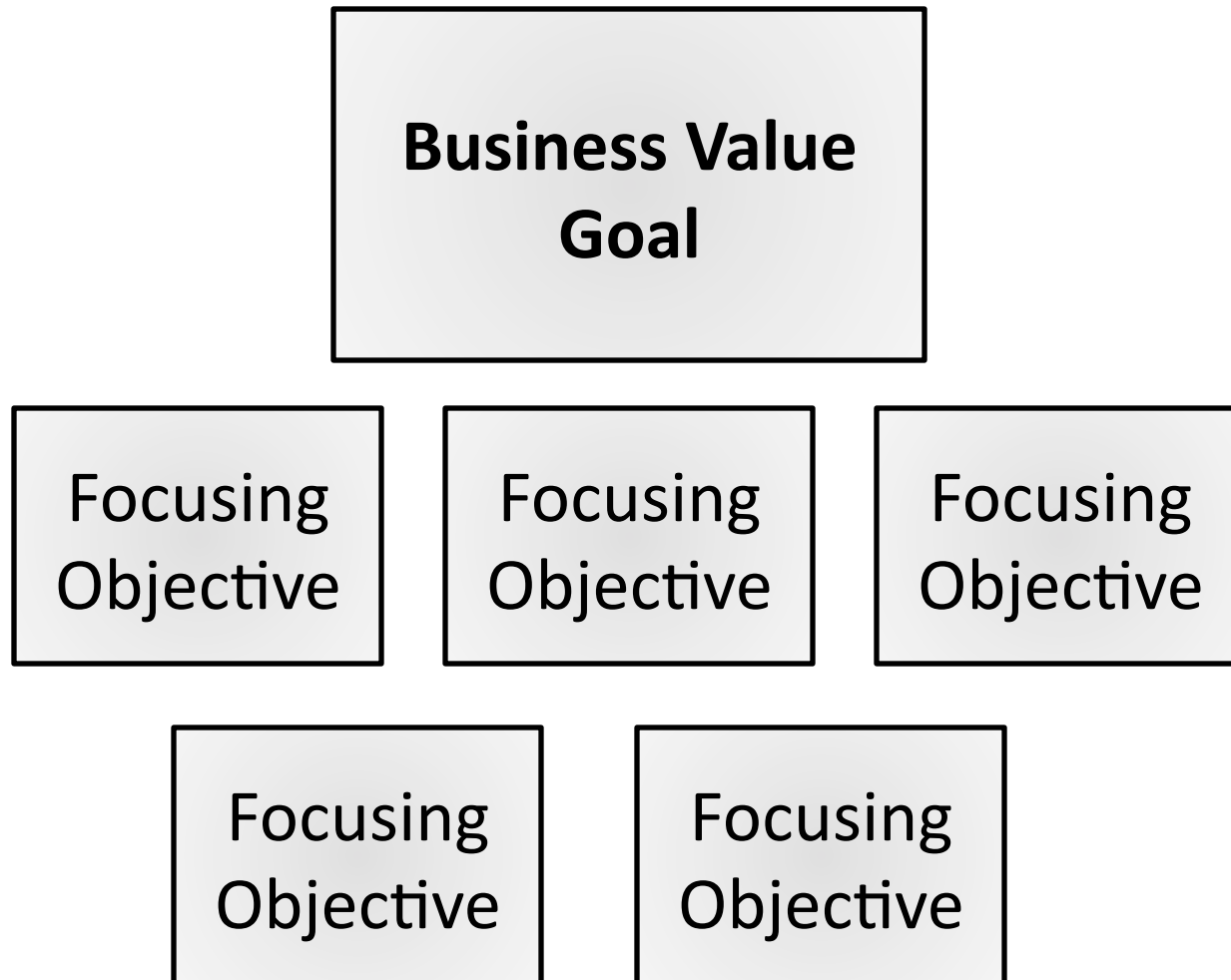


1

Inadequate shared understanding

Make Business Value Assumptions Explicit

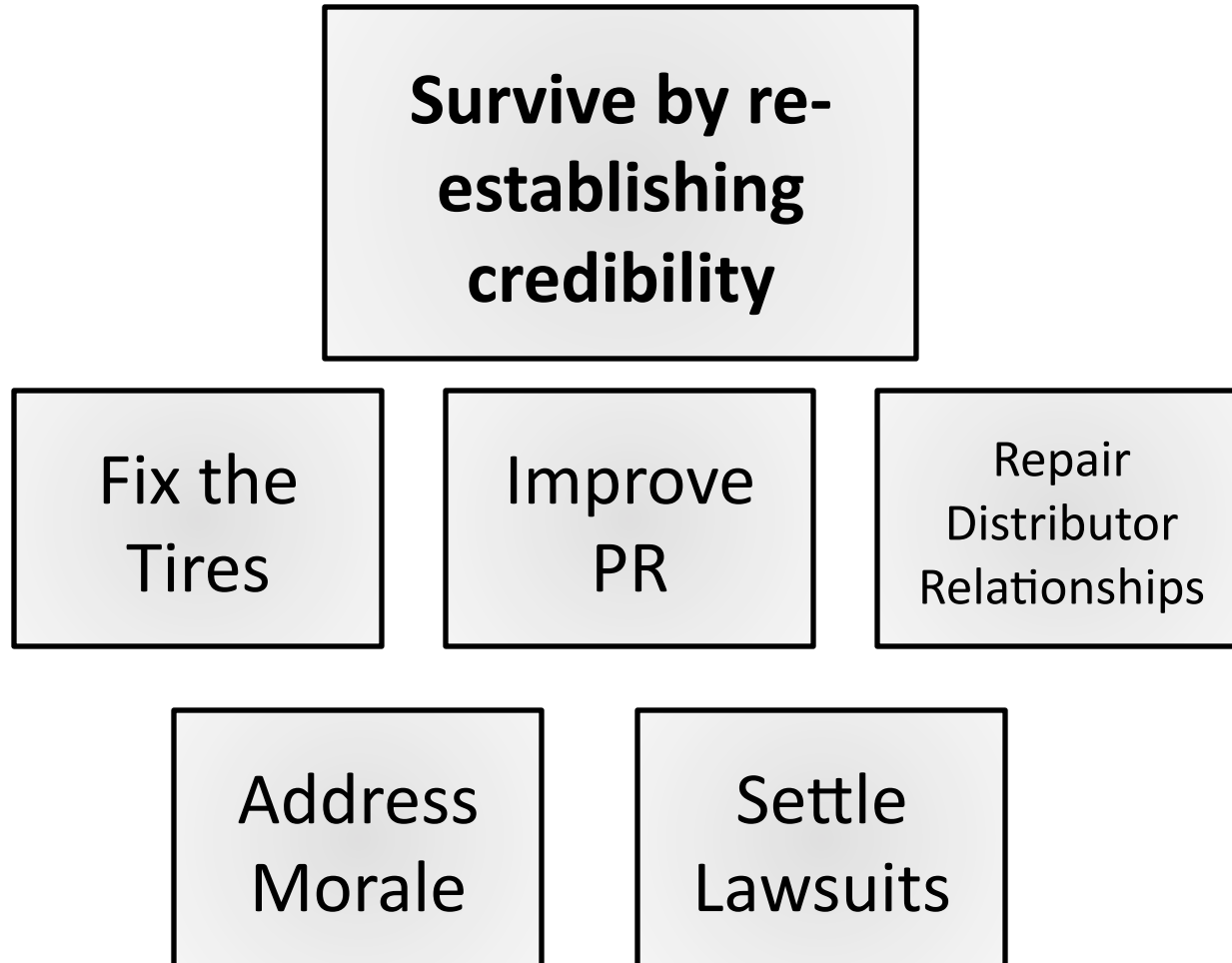
Articulate the Business Value Goal Model



Tire Manufacturer

Fix the Tires

Tire Manufacturer



Business Value Goal Model Example



**Business Goal
Value Model**

Focusing
Objective

Focusing
Objective

Focusing
Objective

Focusing
Objective

Focusing
Objective

Standard
Objective

Standard
Objective

Standard
Objective

Standard
Objective

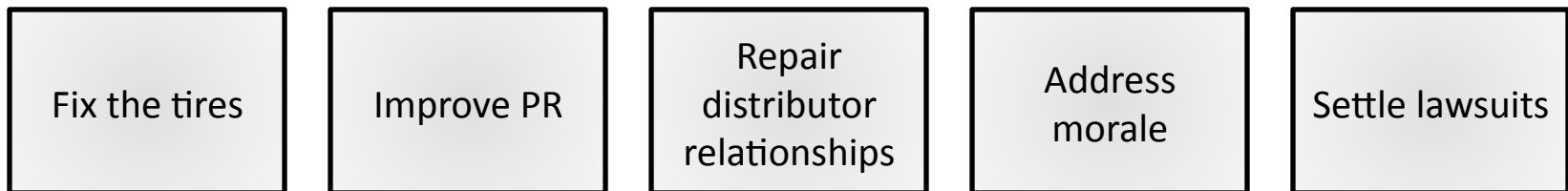
Standard
Objective

Business Value Goal Model Example



**Survive by
re-establishing
credibility**

Thematic Goal



Focusing Objectives



Standard Objectives

Business Value Goal Model Example



**Protect the Loan
Portfolio**

Thematic Goal

Give reps
access to
good data

Qualify asset
value

Present
profitable
options

Divest
unprofitable
assets

Increase calls
handled per
hour

Focusing Objectives

2 – second
response time

100% PCI
Compliance

> 85% Test
Coverage

Meets
Scalability
Standards

Meets
Usability
Standards

Standard Objectives

2

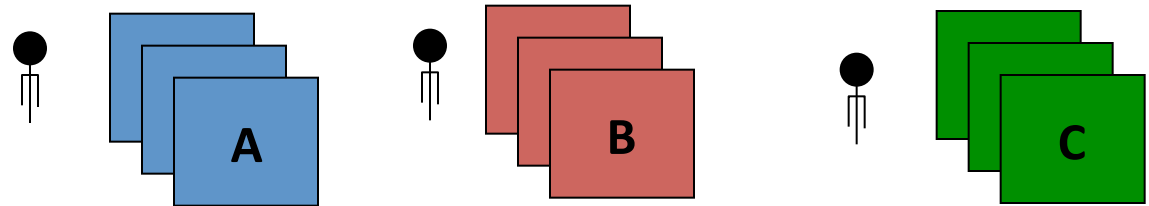
Lack of focus

Explicitly focus on highest business value opportunities

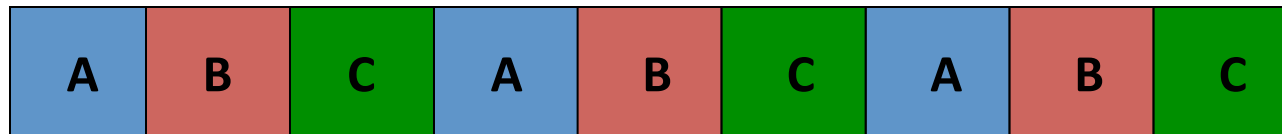
**Express the product features assessed against
business value-performance-risk**

Multi-Tasking

3 managers,
3 equally important initiatives.

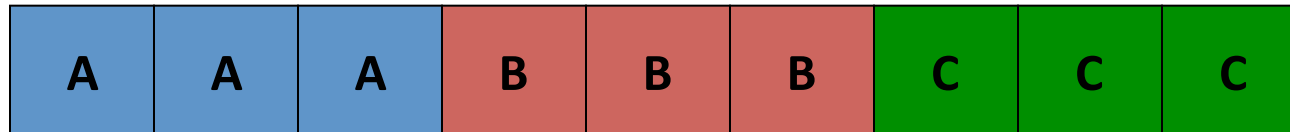


We try to show progress every month



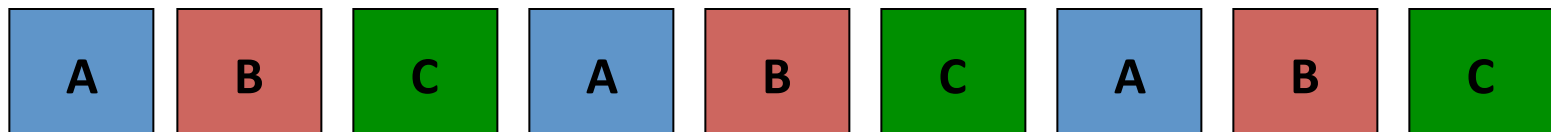
This way each manager sees progress every period ...but the business gets no benefit before period 7.

Or we can establish an organizational priority



Preference is shown but the business realizes benefit sooner

And task switching and interruptions make the difference more stark



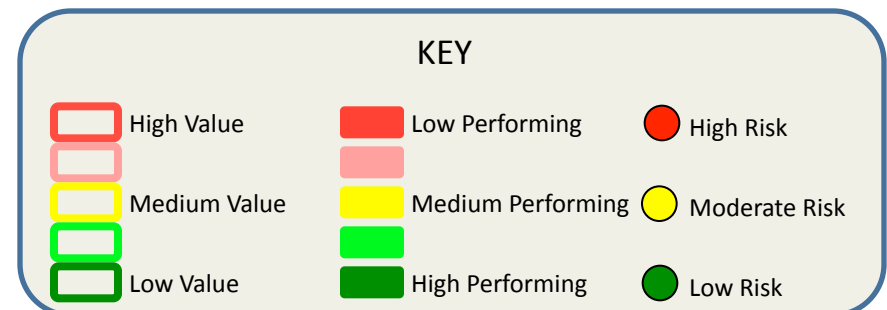
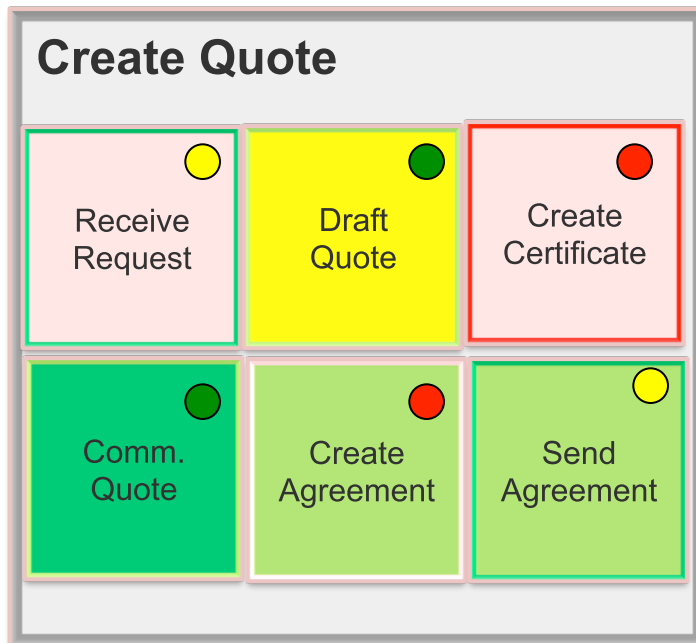
What is the impact of an expedite request?

Capability Business Value Performance Model

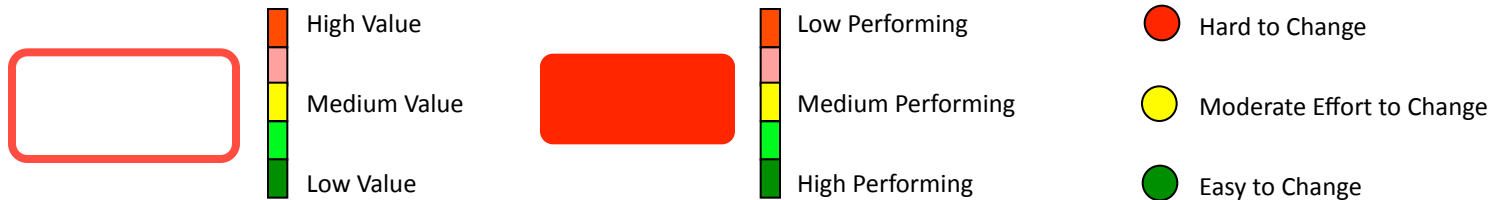
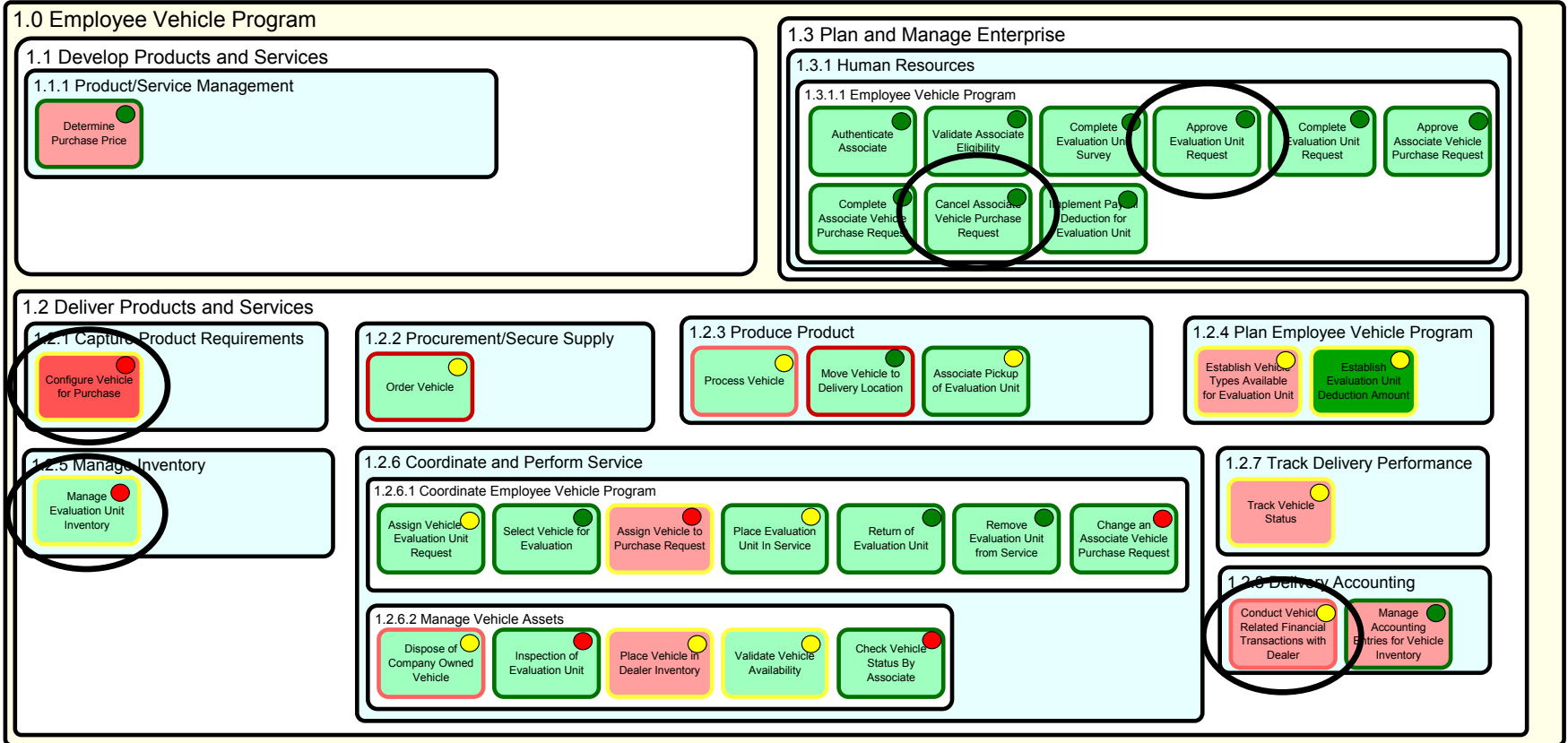


- Should I invest in Create Quote?
- Where should I focus to drive Business Value and Reduce Risk?

Capability describes something the Product enables the customer to perform – it has an outcome.



Backlog Against the Business Value-Performance Model



3

Lack of clarity on the outcome

Learning is more important than commitment

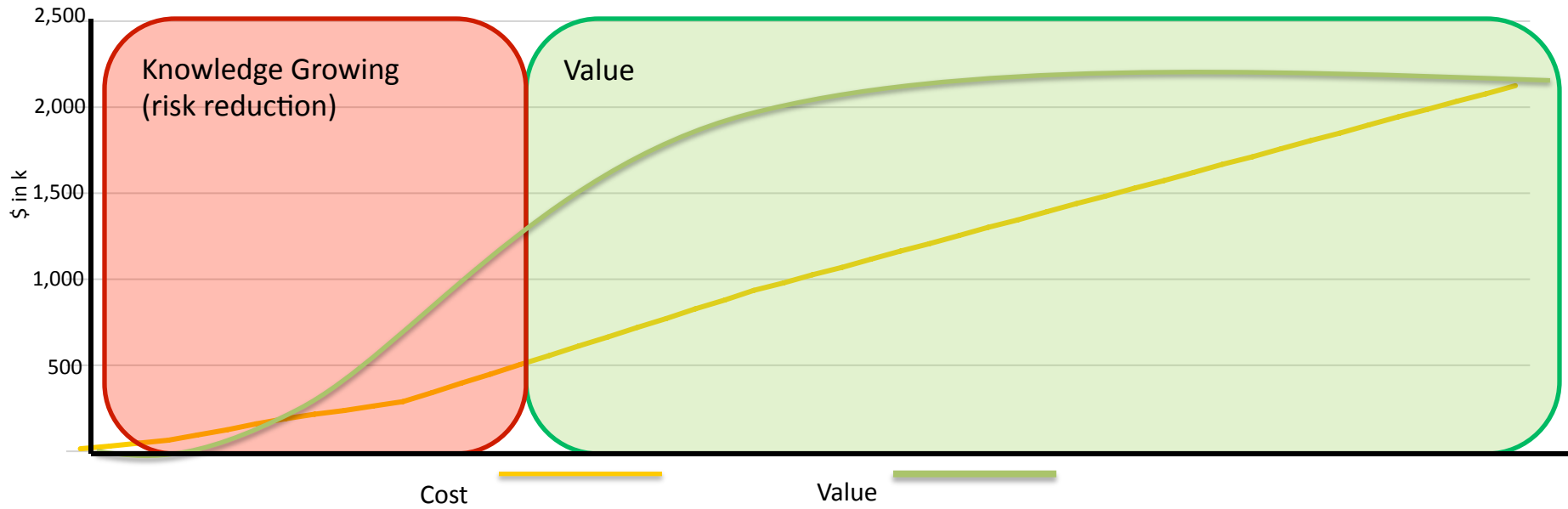
Increment with Intention

Teams whose commitment caused them to fail

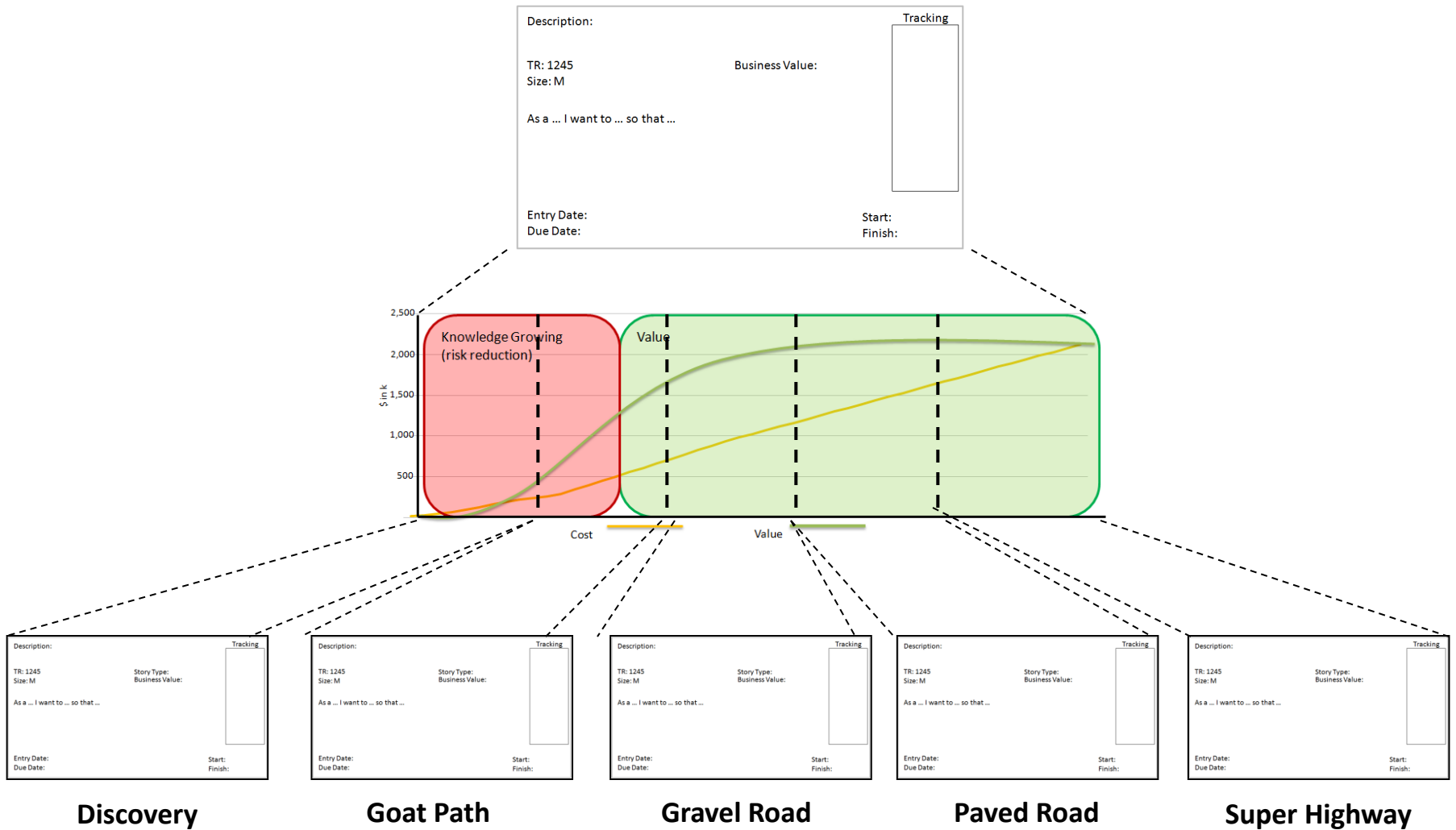


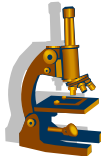
- Shackleton's Nimrod Expedition to cross the Antarctic
- Charge of the light brigade
- Challenger Space shuttle disaster

Address Risk Early Then Create Value



Incrementing on purpose





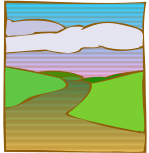
Discovery

- A story whose purpose is to prove a technology or gather process feedback. May be a technology proof or a prototype for feedback.



Goat Path

- A story that defines the absolute minimum required to walk a happy path of an activity from one end to the other. Can include supporting technical stories.



Gravel Road

- A story that is robust enough to cover multiple options and paths but whose implementation can be broken by extraordinary uses.



Paved Road

- A story that is solid and can withstand high capacity and resilient to frequent use.

Super Highway

- A story with lots of bells and whistles that is tightly integrated into other uses, intuitive and robustly functional.



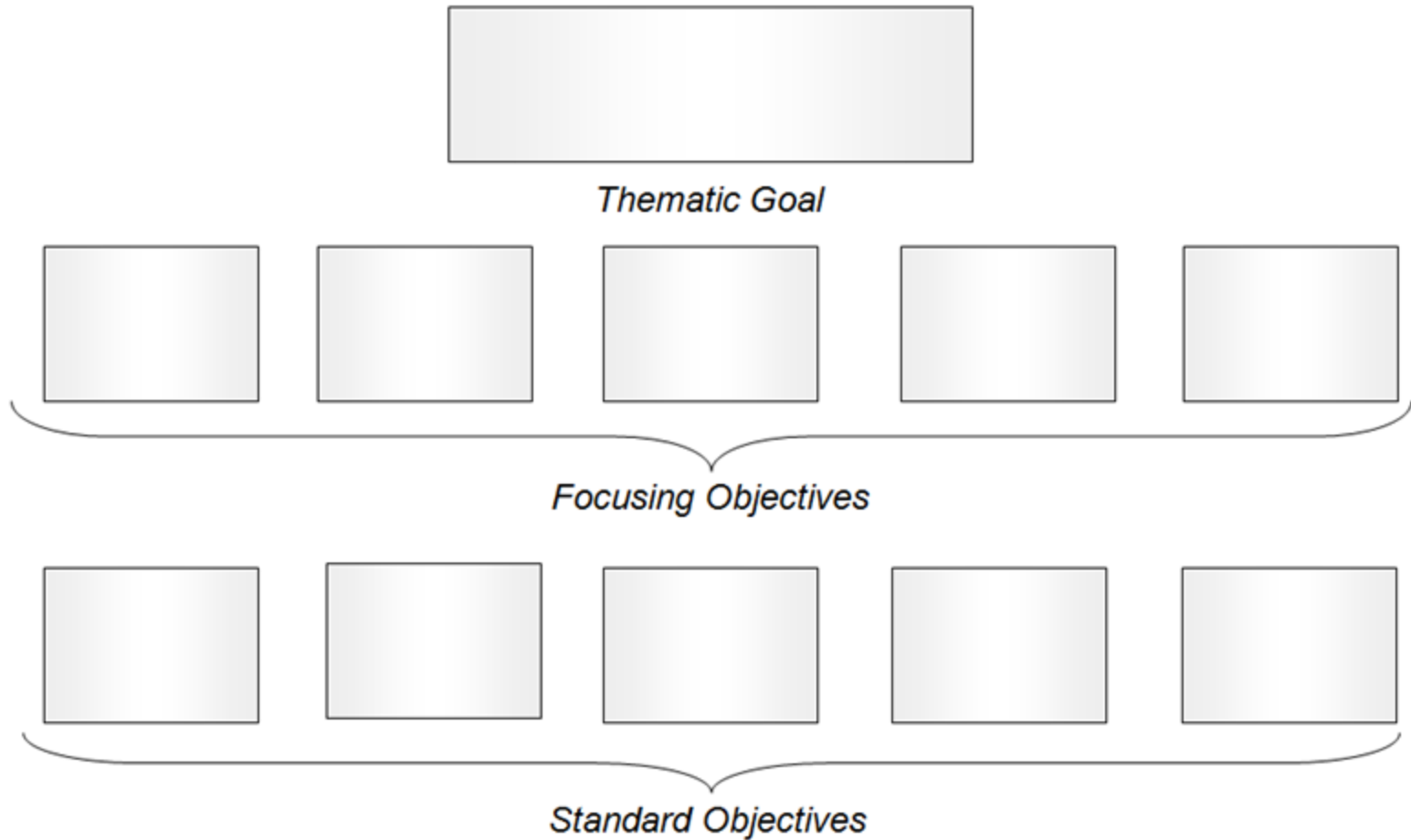
1

Inadequate shared understanding

Make Business Value Assumptions Explicit

Articulate the Business Value Objective Model

Business Value Goal Model



Business Value Exercise 1-1



- Thematic Goal: The rallying cry outcome that expresses the underlying business value assumption for the team.
- Focusing Objectives: Specific outcomes that need to be accomplished to achieve the thematic goal.
- Risk is an obstacle to business value. As you are discussing Focusing Objectives you will identify some obstacles (technical, business, organizational, compliance, timing). Keep those for defining risk.

Business Value Exercise 1-1



- Four Roles
 - Business, Customer, Technology, Facilitator
 - Hand out perspective forms to each participating role
 - Give stickies to each role
 - Facilitator will fill out Business Value Goal Model
- Review Situation
- Each role review their perspective

Business Value Exercise 1-1



- Iterative Process
 - Facilitator to gather suggested Focusing Objectives
 - Facilitator to gather suggested Standard Objectives
 - Discuss the Rallying Cry
- Reach Consensus on a Rallying Cry, Focusing Objectives, and Standard Objectives
- The goal is not a broad compromise – it is to determine the business value objective that is in the best interest of the business

Business Value Exercise 1-1



- Review the discussions that took place to achieve a shared understanding

Business Value Exercise 1-2



- Have a conversation about the Assessment Framework.
- You have framed business value in the Business Value Goal Model.
- Discuss indicators of Performance relative to what you understand about the scenario
- Discuss specific risks that have been identified in each risk category

Business Value-Performance-Risk Assessment Framework

Business Value- BV:

1. Is the feature directly linked to the business strategy?
2. Is the feature directly linked to the business goal model?
3. Does the feature produce a competitive advantage?

Performance -

1. Is the feature performing suitably?
2. Will a performance improvement increase business value?
3. Do we know how to improve?

Risk -

1. Technical Risk?
Debt or Integration
2. Business risk?
Market or Competition
3. Organizational Risk?
Lack of Knowledge
4. Compliance risk?
Changes or Gaps
5. Delay risk?
Miss key deadline
Slower than Competition

2

Lack of focus

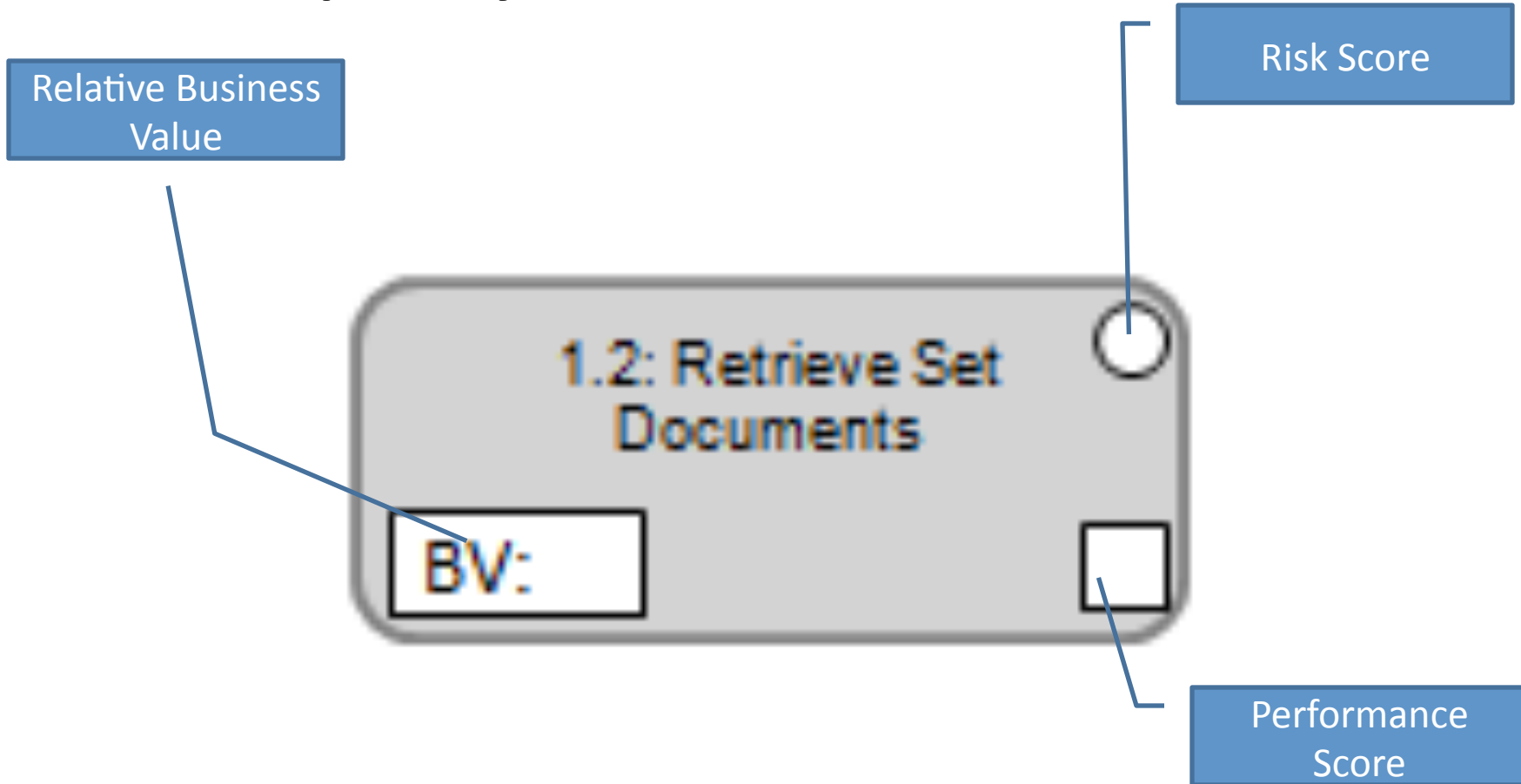
Explicitly focus on highest business value opportunities

**Express the product features assessed against
business value-performance-risk**

Assessment

Capabilities		BV	P	Risk
1.0	Reset Planning			
	1.1 Store Set Instructions and Examples			
	1.2 Retrieve Set Documents			
	1.3 List Set BOM			
	1.4 Manage Set Construction Steps			
2.0	Work Order Tracking			
	2.1 Establish Work Order Scope (Sets per Store per Day)			
	2.2 Assign Work Order to Labor Company			

Score each capability



Business Value Exercise 2-1



- Assess the capability model using the assessment framework
- Each person can assign a value of 1-5 for each attribute.
- If there is a wide margin between values assigned discuss the gap to gain agreement on the model.
- Total the scores and divide by the number of people contributing – round up.
- Update the capability model with the scores

Business Value Increment

- The smallest amount of work you can deliver that increases the business value of the product.
- Remember – removing risk may increase business value in the future.
- BVI: Describes what capabilities and what level of performance.

Business Value Exercise 2-2



- Select the most interesting capabilities to address (high business value, low performance and / or risks)
- Define the Business Value Increment – the smallest subset of capabilities to change to deliver on the expected business value

3

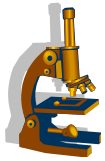
Lack of clarity on the outcome

Learning is more important than commitment

Increment with Intention

Story Card

Description:		Tracking
TR: 1245	Story Type: Business Value:	
Size: M		
As a ... I want to ... so that ...		
Entry Date:		Start:
Due Date:		Finish:



Discovery

- A story whose purpose is to prove a technology or gather process feedback. May be a technology proof or a prototype for feedback.

When technical or organizational risk exists

When entering technical implementation stories (i.e. proving an SOA layer)

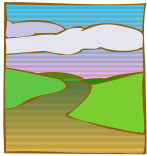


Goat Path

- A story that defines the absolute minimum required to walk a happy path of an activity from one end to the other. Can include supporting technical stories.

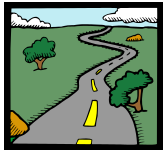
When connecting new technology or skills to the BVI – often follows a discovery story

When we need rapid feedback to address business risk



Gravel Road

- A story that is robust enough to cover multiple options and paths but whose implementation can be broken by extraordinary uses.



Paved Road

- A story that is solid and can withstand high capacity and resilient to frequent use.



Super Highway

- A story with lots of bells and whistles that is tightly integrated into other uses, intuitive and robustly functional.

To deliver increasing levels of performance and robustness

Allows trimming the tail

How often do we really need the Super Highway?

Story Cards



Description:		Tracking
TR: 1245	Story Type:	
Size: M	Business Value:	
As a ... I want to ... so that ...		
Entry Date:		Start:
Due Date:		Finish:

Business Value Exercise 3



- Define appropriate use-cases, artifacts, and data driven examples for each story in near-real time
- On compliance risk stories ensure detailed tests are defined to ensure compliance is met
- Prioritize the stories to reduce risk, deliver broad value, then deliver incrementally higher value

Feeding the Agile Beast Review



Business Value Goal Model	Defines the current focus, focusing objectives, and standard operating objectives	Express the underlying strategic assumptions regarding business value and risk.
Capability Model	Articulates the outcomes and transformations that the system should support and is evaluated through the business value – risk lenses.	Express the context and relationships of the capabilities of the system.
Business Value Increments	Defines explicit order and scope of work to be performed.	Expresses explicit boundaries of work to be performed in a rich business value/risk context – assessment includes explicit performance targets.
Incremental Development	Articulate specific deliverables that compose the BVI as testable examples.	Communicate what needs to be built, why it is important, and the next appropriate level (discovery, goat path, gravel road, paved road, super highway) – all in context.

Feeding the Agile Beast Retrospective



- What was helpful?
- What didn't add value?
- What would make it better?