

Product Design Organizational Patterns

and Emergent Constraints to handle VUCA in a Nutshell

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How do we measure success?

FLOW
FLOW METRICS
Cost of Delay for features, feature sets, projects
Cycle time for features, feature sets, projects
Lead time for features, feature sets, projects
Cumulative flow diagram
Epic release and burndown
Throughput
Blocked time

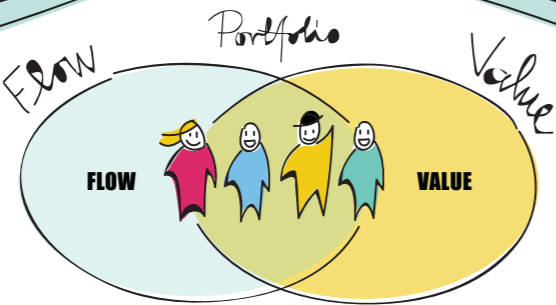
FLOW ITEMS
Features
Defects
Risks
Debts



Executive Flow
Removes impediments and support the whole organization to create flow.

Executive Value
gives direction and prioritize on strategic portfolio level to enable value delivery in the whole organization.

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Are we optimizing for flow?



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Are we optimizing for value?

VALUE

VALUE METRICS
INTERNAL VALUE
I.e., internal quality measures
- Escaped defects
- Defect density (number of defects per software size, like lines of code)

EXTERNAL VALUE
Value delivered (risk vs. value over time, value points, etc.)
- Time-to-Market
- Customers satisfaction

USABILITY METRICS
Ease of use
Effectiveness
Efficiency
Simplicity
Sense of being in control
Satisfaction
Consistency
Learnability

NEED-BASED METRICS
Use the KANO model to gauge the percentage that a given user's need is being met by the product along three dimensions:
- Expected quality
- Performers
- Exciters

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What are our guiding principles?



Team of Teams
Grouping teams together that have a lot of interaction helps to create alignment. But if more than 3-4 teams dependencies need to be addressed to create more autonomy.

"Brooks Law"
Team size really matters. Teams of 5-7 people who are high-performing are 100% faster.

Minimum Viable Bureaucracy
Before adding a new piece of structure ask yourself what the value is, and if there might be a different way if applying Agile principles and values?

Seeding
When creating new teams we split one big team in two smaller teams. In this way the new smaller teams inherits values, knowledge and can get mature quicker. This keeps the speed up in the organization.

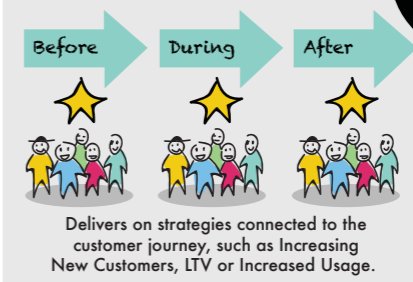
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How do we grow teams & individuals?

Good Practises for Development Management

- The DM can have responsibility for people in one capability/chapter, or for one, or several teams.
- The DM belong to one LT, but the people he/she are responsible for are working in different teams, not just the closest ones. General questions is the DM closest responsible for, personal ones the dedicated DM.
- The DM is responsible for the people and the over all standards and capabilities of one chapter. Growing individual and chapter competence. Support, coach and train people and set standards together in the chapter. Support in recruiting and onboarding. This DM would then work closely with the Head/Lead within the capability.

Roles	Chapter
Product Owner	PO - Chapter
Scrum Master	SM - Chapter
Capabilities	
Online Marketing	Marketing - Chapter
Development	Development - Chapter
UX & Design	Design - Chapter
Analysis	Analysis - Chapter
Operations	Operations - Chapter

Customer Journey Teams



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What type of teams do we need?

Product Teams



Platform Teams



Service Teams



Flow of information

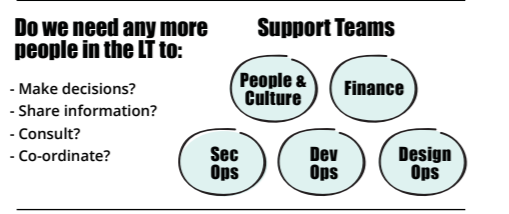


When setting up the Agile Management structures we want to enable a quick flow of both information and strategy from teams, to leadership teams to remove hinders as quickly as possible and to keep our strategies as informed as possible.

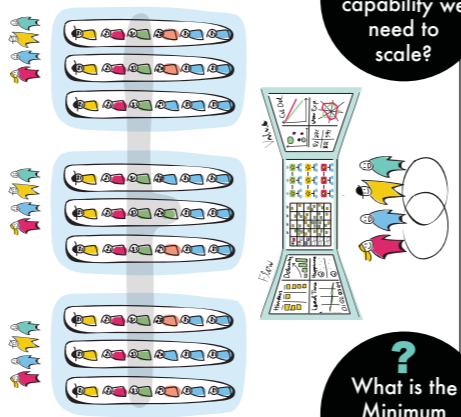
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How do we enable flow of information

Strategic Leadership Team

- Enterprise Agile Coach
- People and Culture
- Development Manager
- Chief Product Owner
- Customer Experience Lead
- Tech Lead



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What is the capability we need to scale?

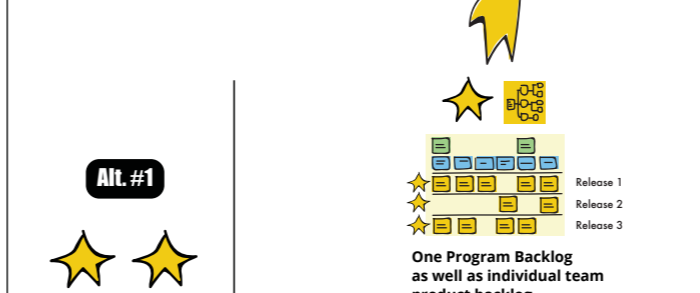


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What is the Minimum Valuable Bureaucracy

Product Management

CPO, PM and PO
Responsible for optimizing value delivered by the Team & the organization. The Product Management roles starts with a PO in the team, to scale the product management function well we might consider adding more than one team to the POs responsibility. We can also add a PM to handle program priorities and vision, and/or, we might have a CPO, or even two if we have a customer journey based organization.

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How do we enable both autonomy & alignment

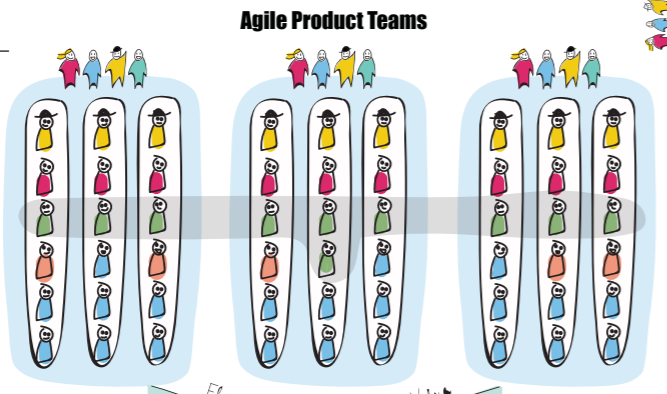


Scrum of Scrum (SoS)
The Scrum of Scrum is a structure to continuously improve and deliver together with several teams. The SoS is run by the Scrum Masters across teams where they look at what is holding them back from delivering and taking on improvements together. Anyone can be invited to help remove impediments and what can not be handled here flows to the "next" level of mandate.

Team of Teams

The Teams are grouped in Teams of Teams to be able to deliver value together towards the markets. 3-4 teams is a good size of teams of teams to enable both alignment and autonomy.

Scalability
The Team of Team structure is a scalable solution. But make sure the teams and team of teams can deliver value and don't have dependencies that are blocking them



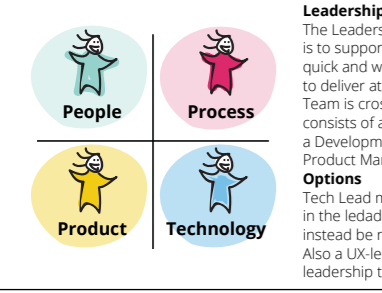
Support teams
Catalyst Leadership in the support team for enabling performance, mastery and high performance. Team-members could sit in & belong to a product team, or leadership team.

Develop common structures as self service for all Agile teams and continuous development based on a pull-system. They also train and coach team members to develop competencies - all for the teams to be able to be as autonomous as possible.

This pattern is either - or - having development managers taking ownership over chapters.

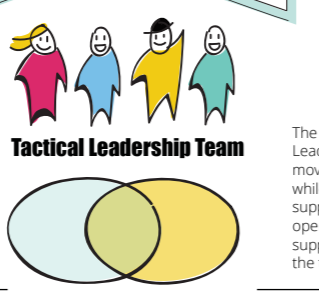
The Agile Leadership Team

Agile Management Areas
In Agile organizations a leader is usually usually only in one area. Either PEOPLE, PRODUCT, TECHNOLOGY or PROCESS. Agile coaches work in the Process domain, but coach the people in all areas to improve value and flow continuously.



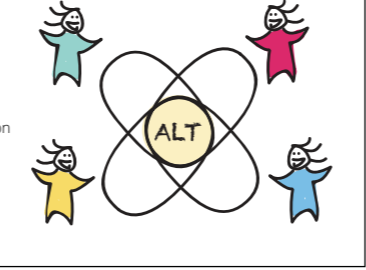
Leadership Team
The Leadership teams mission is to support the product teams to make quick and well informed decisions and to deliver at a high pace. The Leadership Team is cross functional and usually consists of an Agile Coach, a Tech Lead, a Development Manager and a Product Manager/PO.

Options
Tech Lead might not be needed in the leadership team, but instead be represented by the teams. Also a UX-lead might be needed in the leadership team.



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What responsibilities do we have in our leadership team

The Agile Leadership Flower



The cross functional Agile Leadership Team works together on moving the organization forward while working within each area supporting their people in operational and tactical as well as supporting and collaborating with the the strategic leadership team.

Infographic Poster by:
mia.kolmodin@dandypeople.com
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Team of Teams connected by the Customer Journey, or taking ownership of a product.



Team of Teams

One Backlog with 3-4 teams
The team of teams are taking ownership over one product, one part of the Customer Journey or platforms that other teams uses. All teams have a Scrum Master and are part of the SoS.



Team Mission & Product Backlog
All team have a Product Owner, and they have a Team Mission and a Product Backlog of their own. Teams are taking ownership over one product, one part of the Customer Journey or platforms that other teams uses. All teams have a Scrum Master and are part of the SoS.

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