

Event partner:



Australian Institute of
Project Management



Executing on the promise of an Agile Enterprise

Wednesday 16 August 2017

Event partner:



Australian Institute of
Project Management



Vic Ratnieks

Victorian Chapter Councillor

2017 Events



Australian Institute of
Project Management

www.aipm.com.au

- * **Local Government Community of Practice Forum –
Thursday 24 August 2017**
- * **Redevelopment of North Port Oval –
Thursday 24 August 2017**
- * **PM Industry Dinner (inc PMAA) –
Thursday 24 August 2017 – **SOLD OUT****
- * **Transitioning into Operations – 12 September 2017**
- * **Site Visit and Presentation – Shepparton Law Courts –
13 September 2017**

2017 Events



Australian Institute of
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Australian Institute of
Project Management

2017 NATIONAL CONFERENCE

I³: INNOVATE, INFLUENCE & IMPLEMENT

22-24 October, Melbourne

www.aipm2017.com.au

Melbourne Convention and Exhibition Centre



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Executing on the promise of an Agile Enterprise


***Presenter:* Paul Eames, Senior Principal
Transformation Consultant (Agile Business
Unit), CA Technologies**

Executing on the promise of business agility

Paul Eames, Senior Principal Transformation Consultant
CA Technologies



Survival is a matter of change...change
requires Business Agility!

- 
- A large, bright nuclear explosion with a massive mushroom cloud dominates the background of the slide. The scene is set at night or dusk, with the explosion's light illuminating the surrounding landscape and sky. The overall tone is dramatic and urgent.
- Healthcare
 - Retail
 - Telecoms
 - Pharmaceuticals
 - Banking / Finance
 - Oil and Gas
 - Insurance
 - More...

67% - 94%¹

Companies will
experience disruption
within next 12 months

90%¹

Have already
experienced some
form of disruption

Your company?

1. The State Of Digital Business, 2015 To 2020, November 2015, Forrester Research.

What does digital disruption look like?

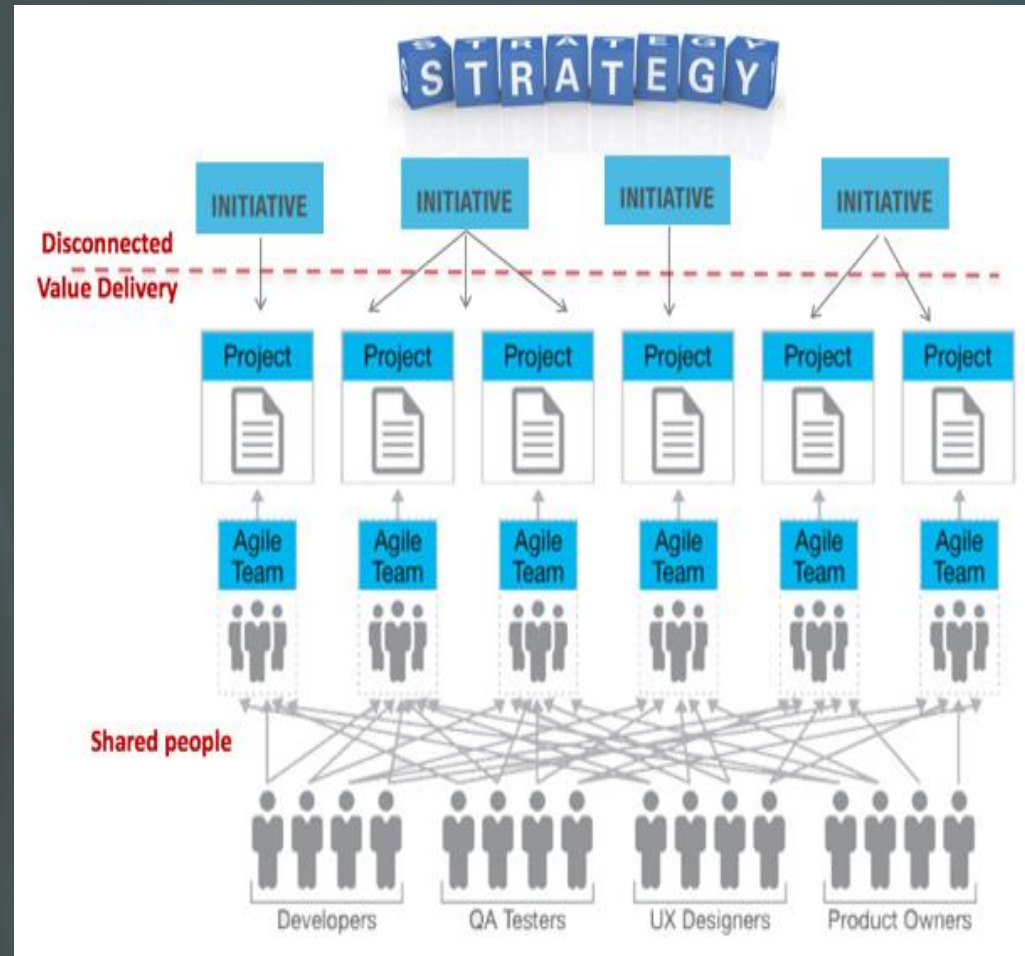


Someone eats your lunch?

20th century business operations in 21st century

- Lengthy upfront planning & yearly funding models
- Resource utilization focused vs. outcome focused
- Top down, political, risk averse & fear of failure
- Too much work in progress and 'Work about work'

- Too much work in process
- Projects focus on delivery of scope
 - Value of initiative is fractured
- Workers shared
 - Quality lowers
 - Burnout
- Sharing people across projects does not get work done quicker



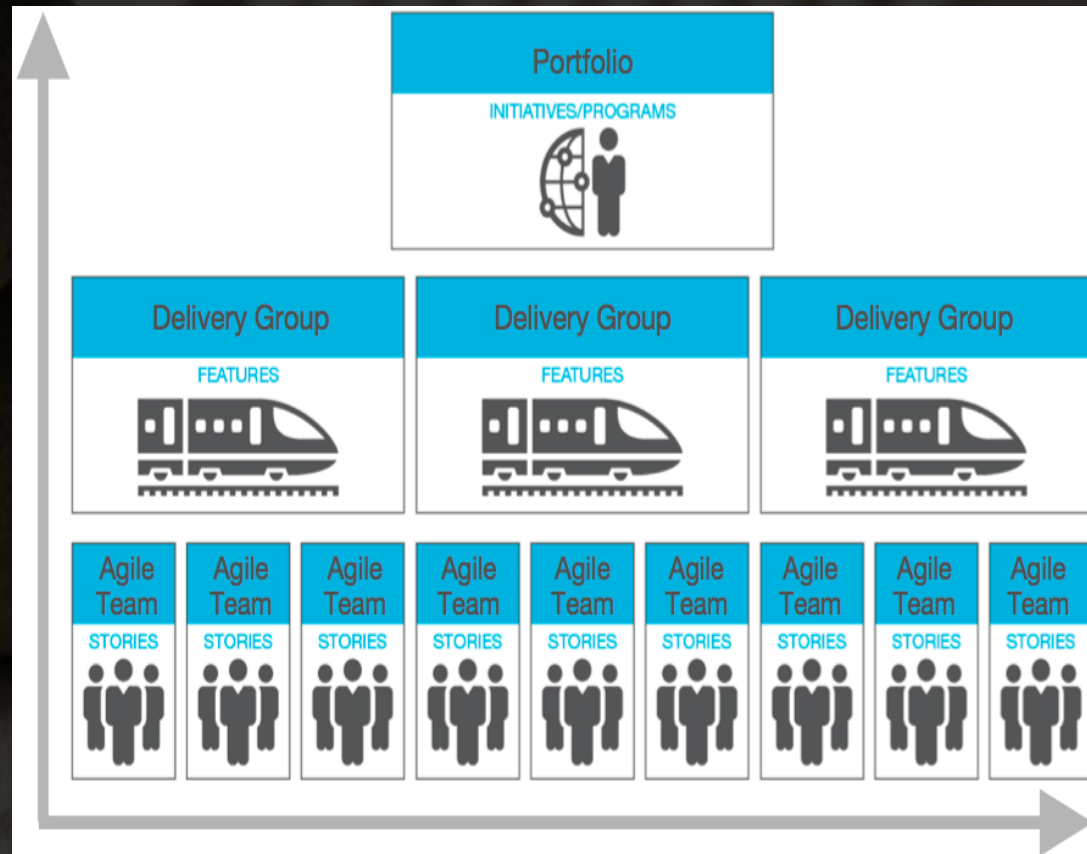
Value Delivery is Disconnected and over burdened

Organize Around Product / Services

Strategy

to

Execution

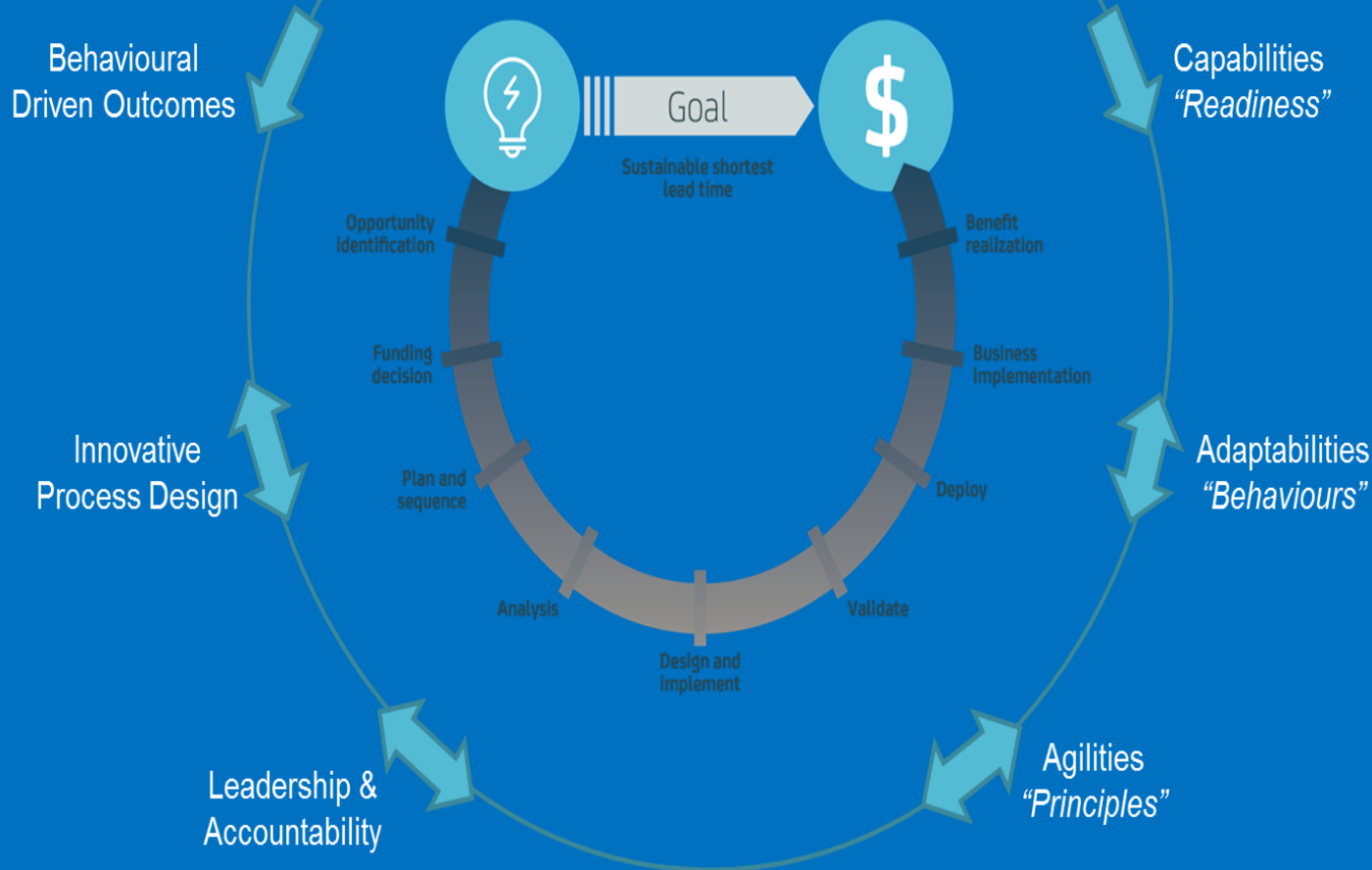


Dedicated and Empowered Teams

What does real agility look like?

Innovation Scaffolding

Business Agility



Predicated on

- Trust
- Transparency
- Collaboration
- 'Art of the Possible'
- Adaptive Learning



IDEATION

- Initiatives sized & ranked
- Business value assignment
- Success criteria
- "RAID" Log
- *Confidence level indicator "Go/NO Go"*

ENGAGEMENT

- Architectural impacts
- Known NFRs
- Business value metrics
- Customer journey
- Sized and prioritised Features
- Acceptance criteria
- Business facing tests
- Process and capability impacts
- "RAID" Log
- *Updated confidence level indicator "Go/NO Go"*

BIG ROOM PLANNING

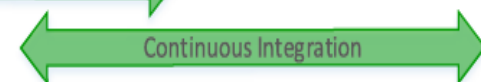
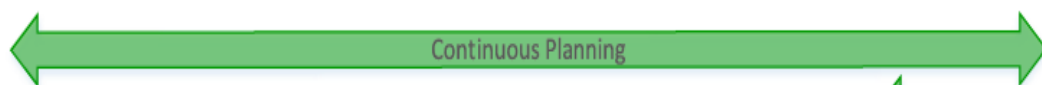
- NFRs
- Wireframes
- Sized and prioritised Stories
- Acceptance criteria
- Technology facing tests
- Functional tests
- Inter-team dependencies
- Capability impacts
- "ROAMed" RAID Log
- *Updated confidence level indicator "Go/NO Go"*

DELIVERY

- "Fit 4 Purpose" Product
- Updated Product Backlog
- Updated Capacity Forecasts
- Modified Design Documentation
- Deployment Plans
- Support Documentation

Product Deployment

Product Support

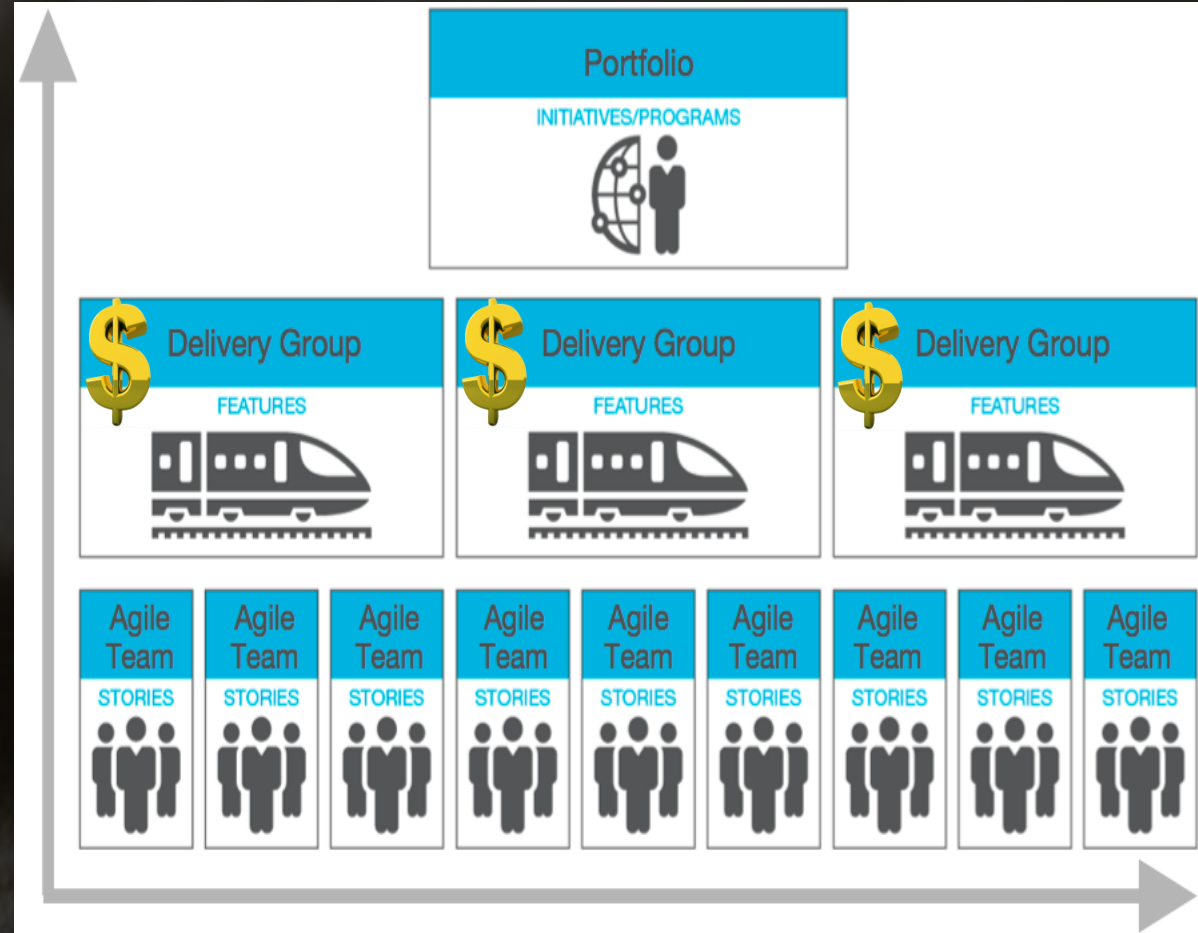


Easier to calculate cost of people working for a period of time

More certain and consistent

We prioritize constantly

We demo value being delivered in short time-boxes



Fund differently...Fund the Delivery Group!

Long Term, 2-Year Roadmap

2016

2017

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Customer Voice & Enhancements

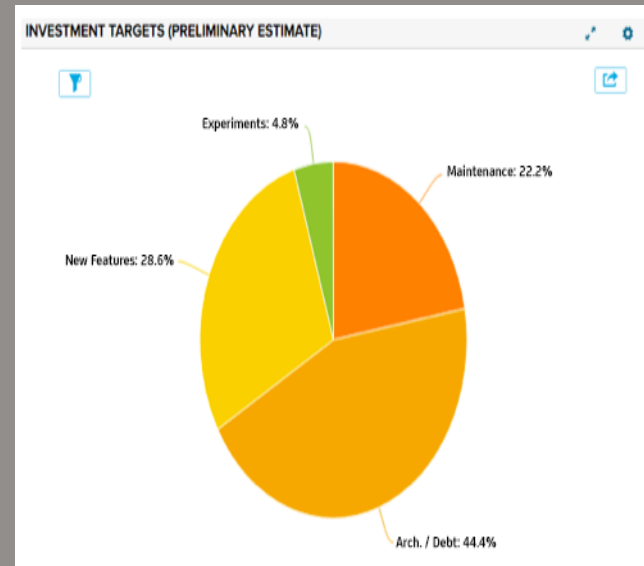
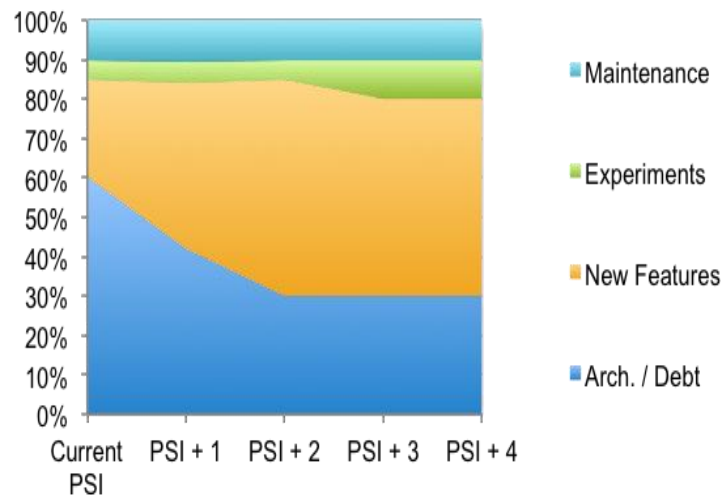
Architecture Runway

Initiatives	
Initiative 1	40 %
Initiative 2	10 %
Initiative 3	10 %
Architecture	25 %
Customer Voice	15 %

12 Week Planning Calendar

- 3 Next Quarter High Level Pass
- 4 Initiatives broken down into Features to present to sizing team
- 5 Features Estimates Due - Roadmap Review with Leadership
- 6 The Why Kickoff with all of Engineering
- 8 Features to Teams. Feature Estimates Finalised
- 9 Story Breakdowns Begin / UX Mockups for Stories
- 10 Roadmap Plan 3rd Draft. User Story estimates. Quarterly R&D Demo
- 11 Hackathon Demo/Quarterly R&D Retrospective
- 12 Big Room Planning

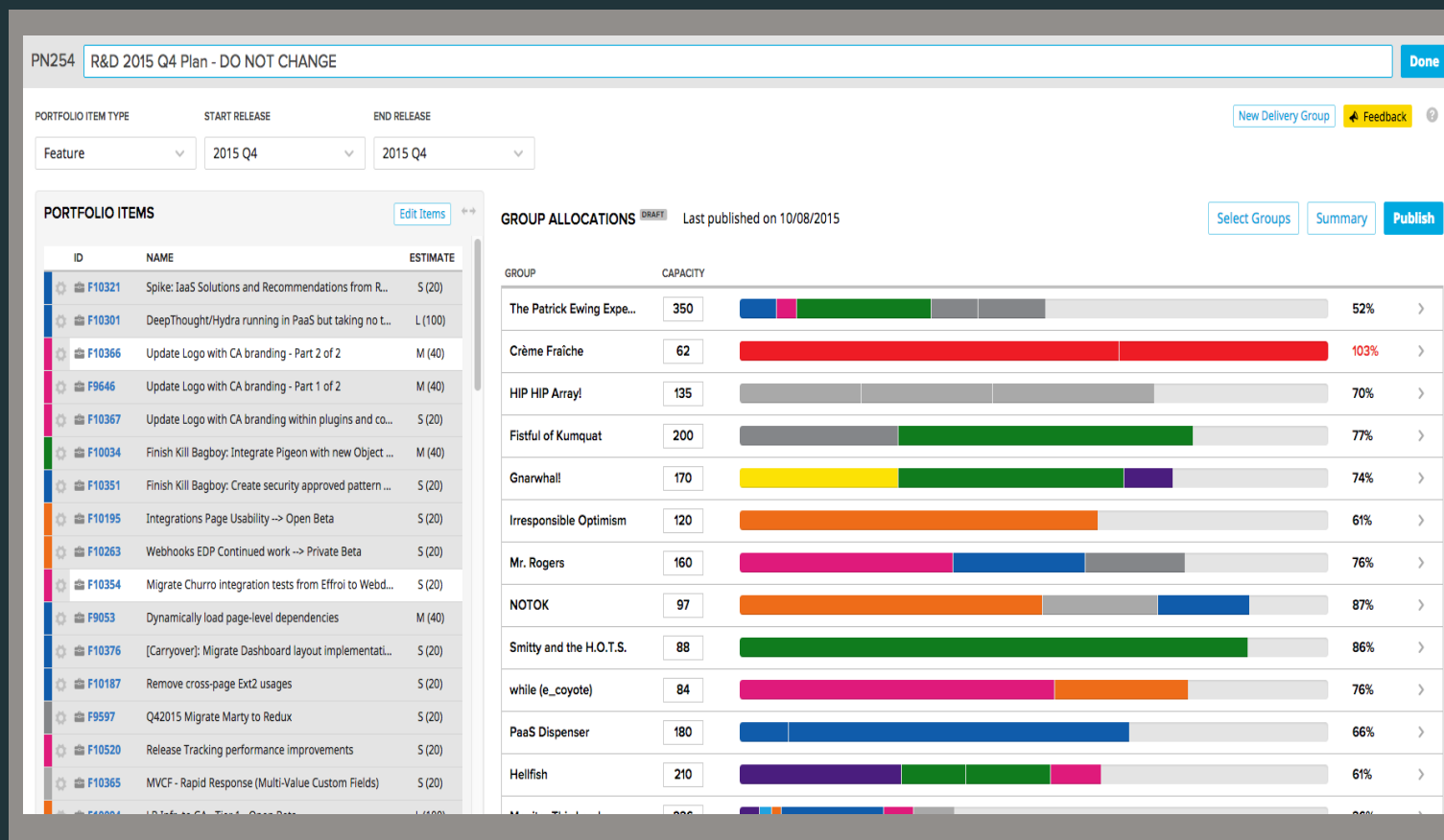
- 3 Next Quarter High Level Pass
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6 The Why Kickoff with all of Engineering



8 Features to Teams. Feature Estimates Finalised



9

Story Breakdowns Begin / UX Mockups for Stories

Team Planning BETA Feedback Switch Back ? ⚙

RELEASE: < Release 2 (5,6,7) 2015-12-29 - 2016-02-08 >

SHOPPING TEAM BACKLOG

View Group by Feature

F1 Shopping cart

ID	NAME	EST
US29	Support increasing item count within cart	2
US28	Clone contents from previous cart	2
US27	Save cart for future checkout	5
US26	Daily deals	3

F10 Online chat support

F12 Order Status 2.0

ID	NAME	EST
US17	Spike: Tax table/calculations	1
US15	Search for Items	3

F13 User Profile

F23 Creation of cart

SHOPPING TEAM PLAN

ITERATIONS	DATES	ISSUES	VELOCITY
Iteration 5 (R2)	12-29 - 01-11	40	100%
Iteration 6 (R2)	01-12 - 01-25	25	108%
Iteration 7 (R2)	01-26 - 02-08	22	86%

ID	NAME	DEPENDENCIES	SCHEDULE STATE	TASKS	EST
DE26	Code verification completely broken!	--	D		3
DE24	Production Defect in accessing shopping cart	--	D		2
DE22	Only one selected item is being added to the cart	--	C		7
US56	Demo Support		I		
US39	View or Change your One-Click settings		C		3
US38	View By Order		A		3
US16	Spike: Cancel the Order		C		1

Release Backlog (15 items)

12 Big Room Planning (everyone on same bus)



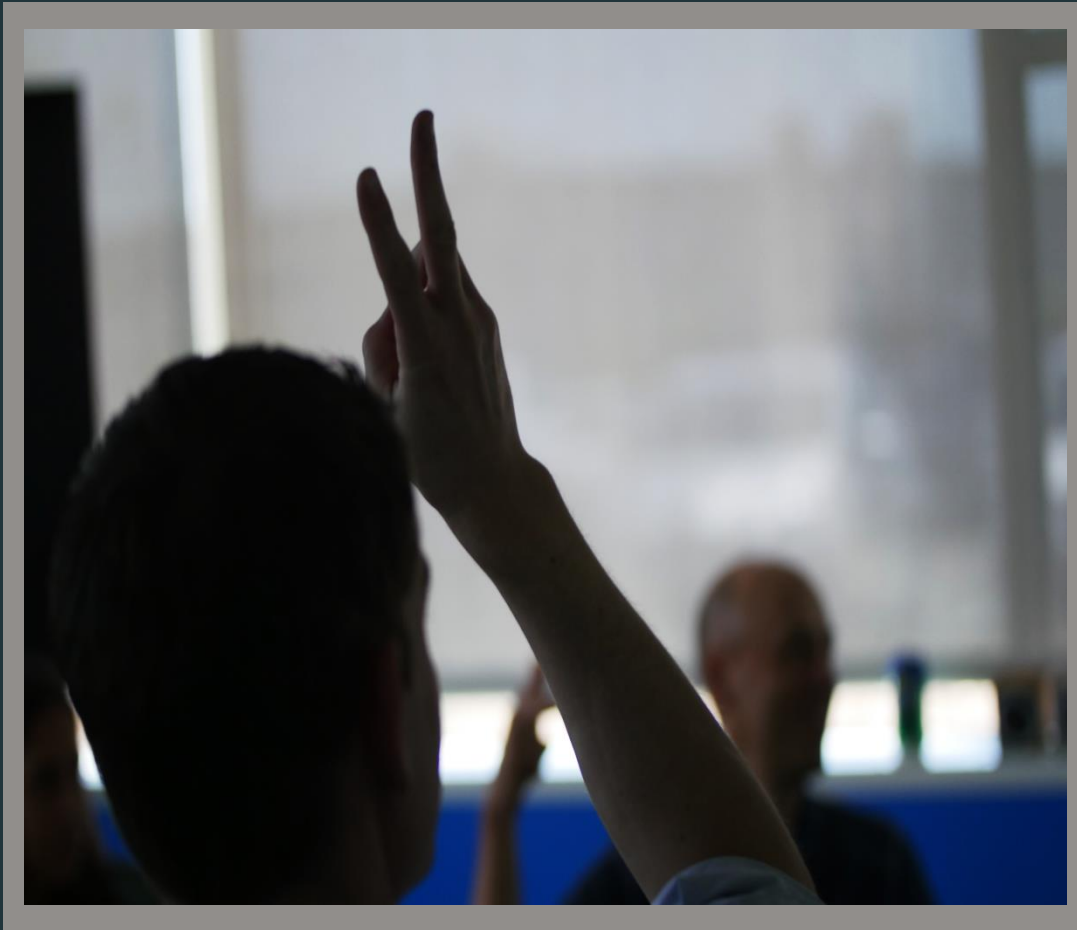
12 Big Room Planning (team breakouts)



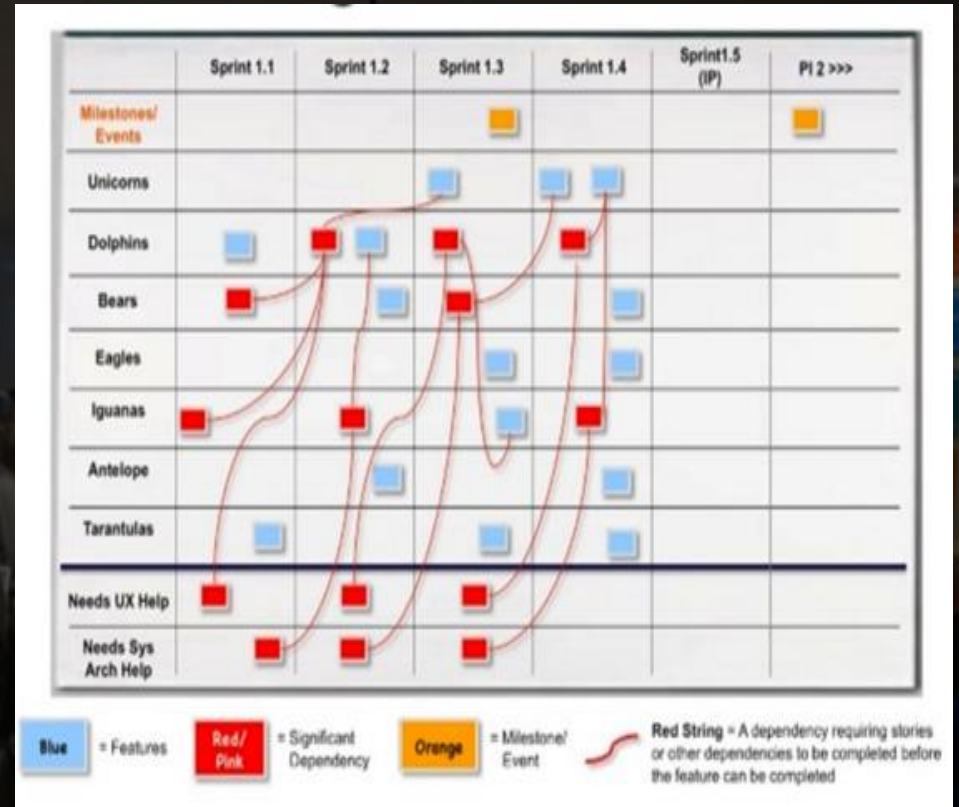
12 Big Room Planning (team readouts)



12 Big Room Planning (confidence vote)



Big Room Planning (output)



Alignment for Effective Collaboration

3 Quarter Rolling Roadmap

Q1

Feature 1
Feature 2
Feature 3
Feature 4
Feature 5
Feature 6
Feature 7
Feature 8
Feature 9
Feature 10

Q2

Feature 11
Feature 12
Feature 13
Feature 14
Feature 15

Q3

Feature 16
Feature 17
Feature 18

- Initiative 1
- Initiative 2
- Initiative 3
- Initiative / Investment Area

So what does this get us?

- End to end structure that embraces change
- Clear understanding and context
- Emergent, efficient plan
- Buy-in and commitment
- Constantly improving



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Thank you to our event partner:



Thank you for attending!

Further information on AIPM Contact:
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