



Product Delivery & Connections at Scale

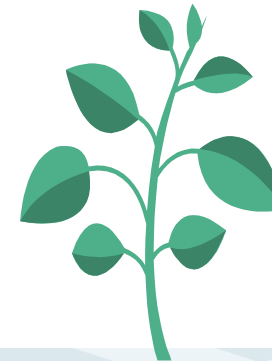
Annika Bellin

Sr. Program Manager

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Topics

- 1 **Context** – our culture
- 2 **Planning** – evolution of release planning
- 3 **Progress Tracking** – evolution of monitoring our progress
- 4 **Communication** – approaches to transparency and collaboration
- 5 **Future** – what's next for us



Product Delivery & Connection at Scale

- 1 Context
- 2 Planning
- 3 Tracking
- 4 Communication
- 5 Future

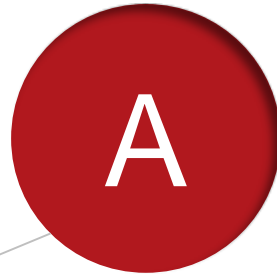
守 Learn the rules

離 Bend the rules

破 Break the rules

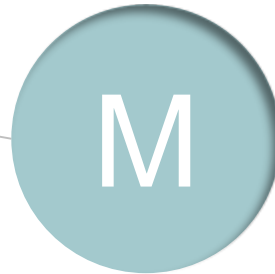


Based on Daniel Pink's motivation theory



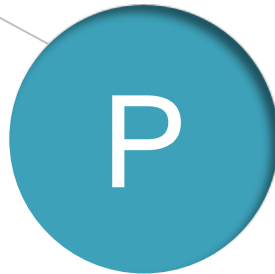
Autonomy

Empower teams to make decisions about their work through product vision



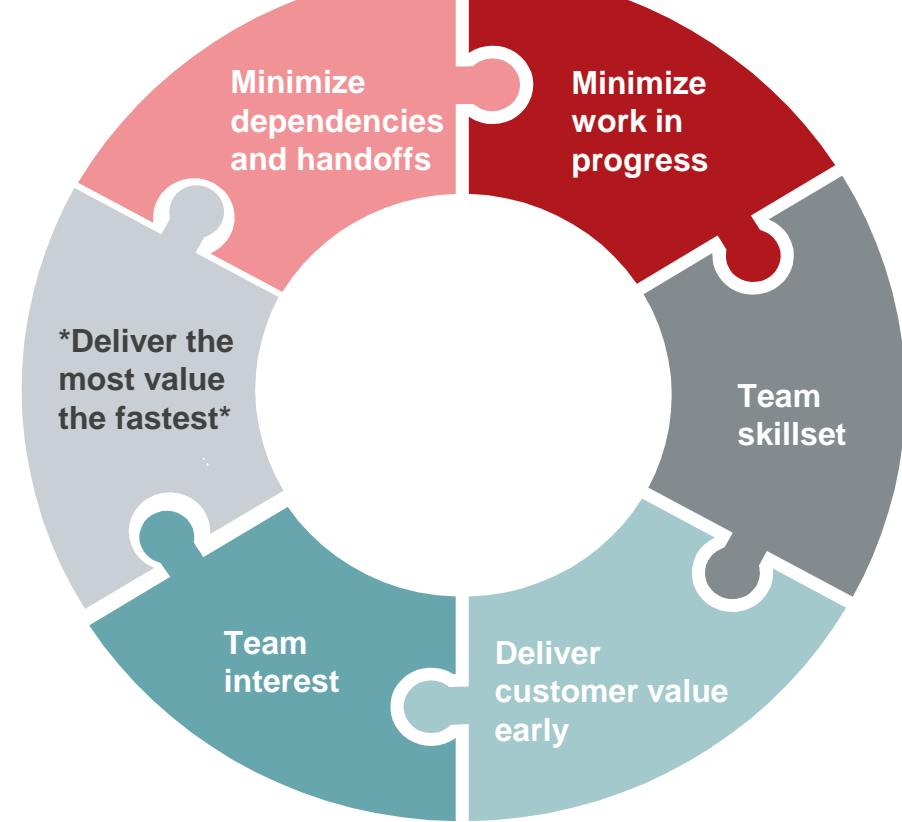
Mastery

Give developers the opportunity to improve their skills and to learn new things, via team allocations process



Purpose

Help developers understand why the work they are doing matters and what value it brings to the product and/or customer



Product Delivery & Connection at Scale

- 1 Context
- 2 Planning**
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IF YOU TELL
PEOPLE
WHERE TO
GO, BUT NOT
HOW TO GET
THERE,
YOU'LL BE
AMAZED AT
THE RESULTS.

-GEORGE S.
PATTON

2 Years Ago



9 Months Ago



Planning Week Agenda

- 1 Vision and Q&A**
 - PM/Architect vision
 - Q&A with large team
- 2 Key Dates**
 - Review GA deliverable dates
- 3 Team Allocations**
 - Establish decision filters
 - Determine GA allocations
- 4 Scrum Team Planning**
 - Team breakout sessions/deep dives until large team readout
- 5 Identify Risks and Dependencies**
 - Capture pre-mortem
- 6 Team Readouts**
 - Share team GA commitment, dependencies, risks
- 7 GA Send-Off**
 - Conclude!

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06:14:28 / 02:02:00



Now - Planning Experiments



Harvey Ball Slices (one slice for each criteria met):

1. **DOMAIN SKILLS**  Experience in the Velocity component for the piece of work (ex. Storage, HA, SQL, Oracle, CICD, etc. ...)
2. **TECHNICAL SKILLS**  Skill-set within a specialty related to the piece of work (ex. Java, C++, Python, JavaScript, Spring, Angular, etc....)
3. **EXISTING**  Interest in retaining either experience or skill in this area
4. **FUTURE**  Developing or gaining experience or skill to meet future needs in this area of work

Product Delivery & Connection at Scale

1 Context

2 Planning

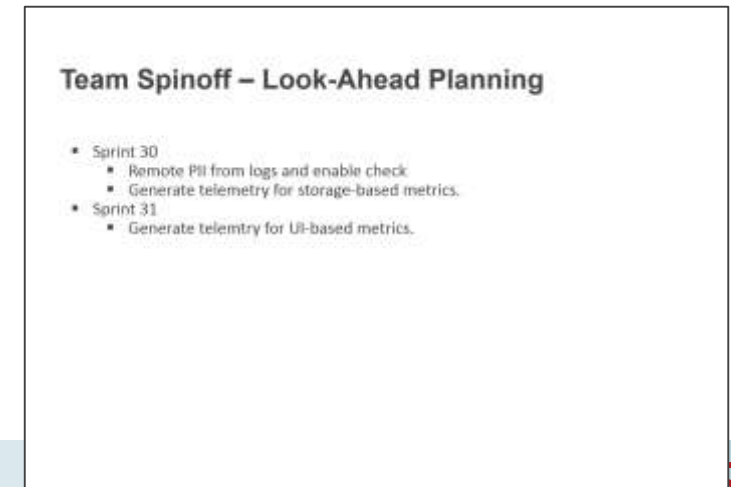
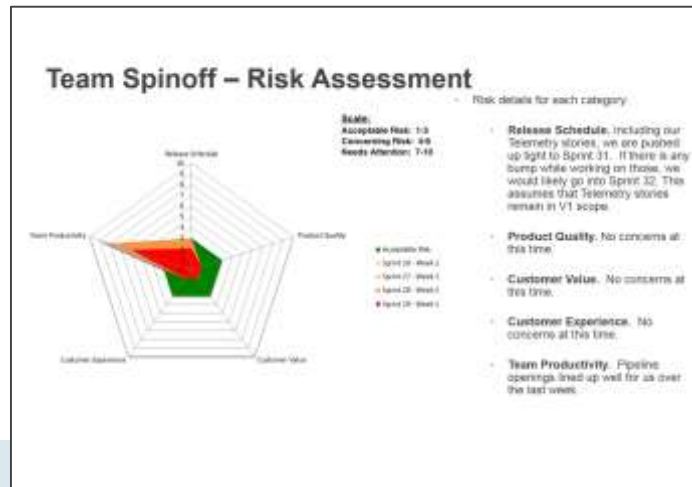
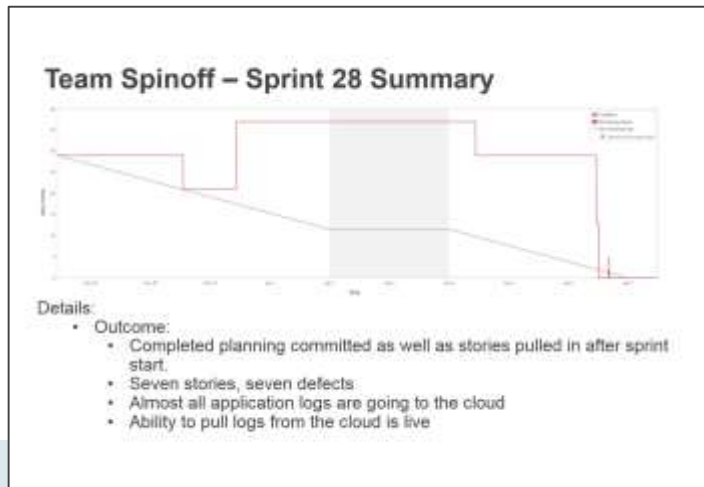
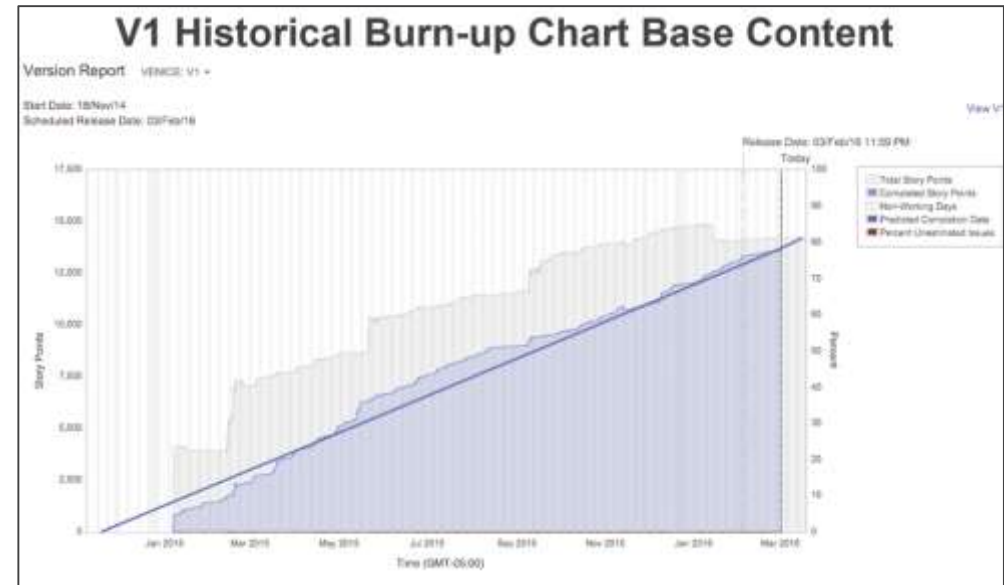
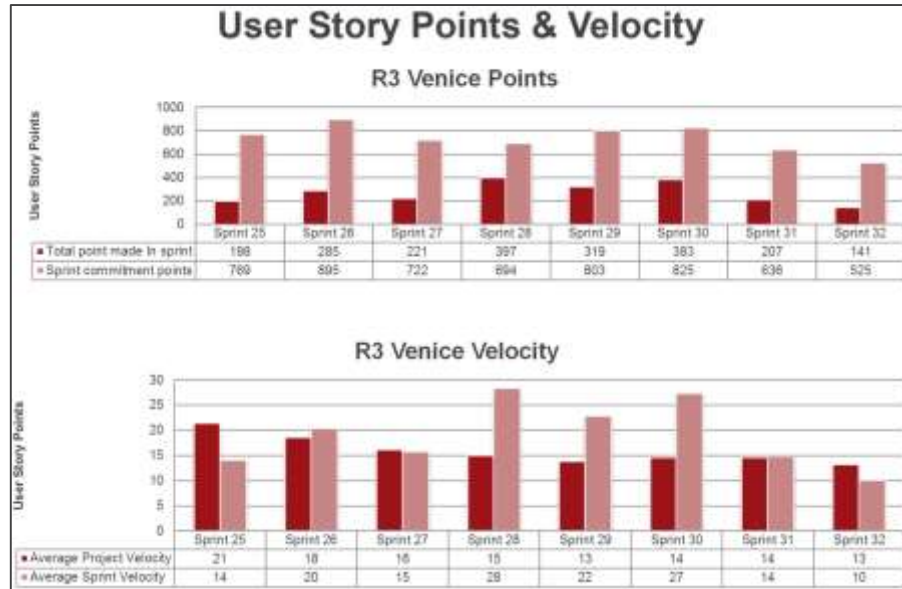
3 Progress Tracking

4 Communication

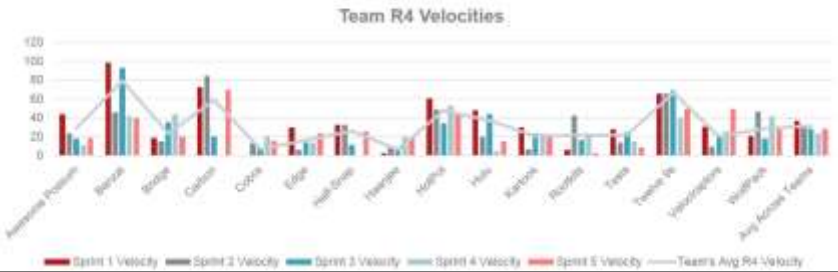
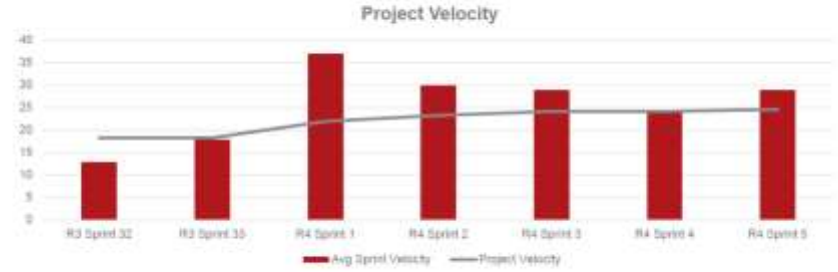
5 Future



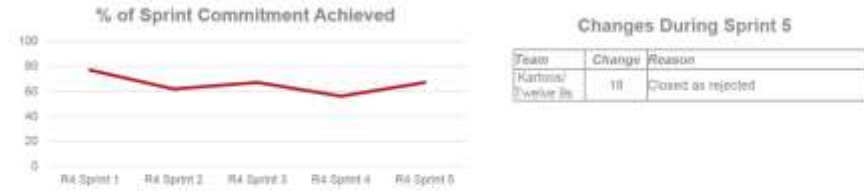
2 Years Ago



Team Velocities



R4 Team Commitments and Sprint Progress



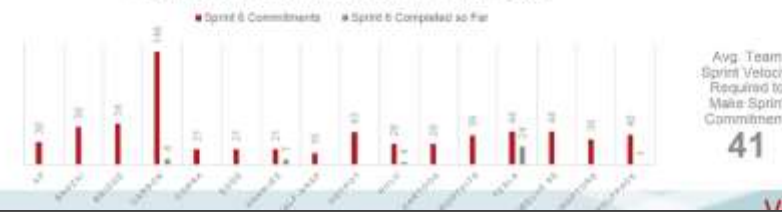
Changes During Sprint 5

Team	Change	Reason
Kartini/Velocity Bk	18	Closed as rejected

Sprint 6 Health

661 pts Committed
44 pts Completed
604 pts Remaining
-18 pts Change
22% Time Elapsed
7% Work Completed

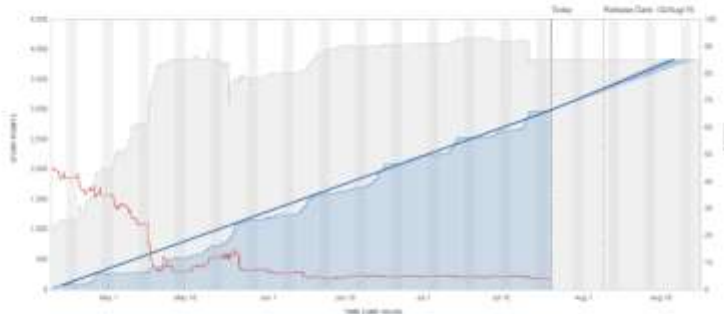
Sprint 6 Commitments and Progress



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R4 Burnup and Projected Completion Date

Projected end date of August 18



Release Health
3549 pts Committed (as of 5/24)
2501 pts Completed
845 pts Remaining
-203 pts Net Change

Changes since last week:

- Two weeks removed from projected end date
- Work completed up 16% (from 60%)
- *assuming a seven sprint release

76% Time Elapsed*
75% Content Completed

R4 Delivery

	Original Estimated Planning Pts	Point Totals				% Done WoW			
		Current Total R4 Points	Delta from Last Week	Delta from Planning	Points Remaining	% Done 7/5	% Done 7/12	% Done 7/19	% Done 7/25
FO Technical Debt	0	250	17	250	36	53%	52%	52%	88%
FO Velocity Upgrade	50	30		20		100%	100%	100%	100%
F1 v1.5 Physical Appliance	250	138		112		100%	100%	100%	100%
NFR1 Developer Productivity	325	717	148	392	138	56%	59%	61%	81%
F1.5 Automation	85	996	35	913	406	37%	45%	54%	59%
F2 V1 Carry Forward	1025	1102	88	77	252	53%	61%	62%	77%
F3 Customer Feedback	330	8		322		100%	100%	100%	100%
NFR2 Security	50	105	13	55	13	23%	47%	64%	88%
Misc	0			0		100%	9%	13%	-
Grand Total	2115	3346	205	1231	845	49%	50%	60%	75%

Point Changes Since Last Week

- Total of 257 points removed: Developer Productivity (145), v1 Carry Forward (99), Security (13)
- Point expansion of 52 points: Automation (35) and Tech Debt (17)

Changes to Automation Epic since Last Week

- 7 stories removed from epic
- 83 points added due to discovery
 - Banzai added 55 points
 - WolfPack added 23 points
 - Bridge added 5 points



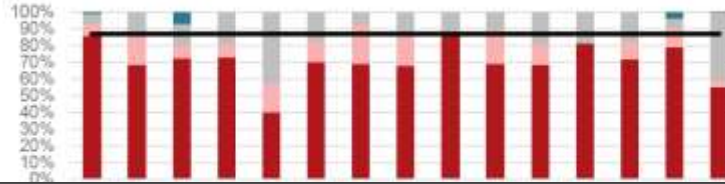
R7 Progress by Team

R7 Point Totals per Team

Team	3/28	Today	Delta	Projected End Date
Awesome				
Possum	242	223	-8	
Banzai	399	379	-5	
Bridge	213	206	-3	
Carbon	501	501		
Cobra	163.5	163.5		
Edge	145	140	-3	
Haanjee	115	115		
Half-Snap	259	259		
HotPot	168	156	-7	
Kartoos	102	106	<	
Rootkits	104	107	<	
Tesla	190	190		
Twelve 9s	287	284	-3	
Velociraptors	241	249	3	
Wolfpack	199	196	-2	
Total R7 Points	3329	3275		

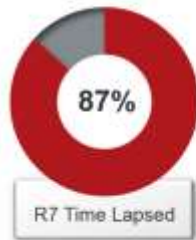
Reference: total R5/R6 Pts ~

R7 Progress – All R7 Content



R7 Release Health

Progress up 11% since last week, R7 scope down 40 points since last week; Jira predicted end date is May 12th (back from May 11th)



	Last Wk	Current
Total R7 Base Pts	3079	3042
Total R7 Extended Pts	209	233
Completed Pts	1988	2330
Remaining Pts (Base + Extended)	1316	945
Base Remaining Pts	1107	736



SPRINT 4 RECAP

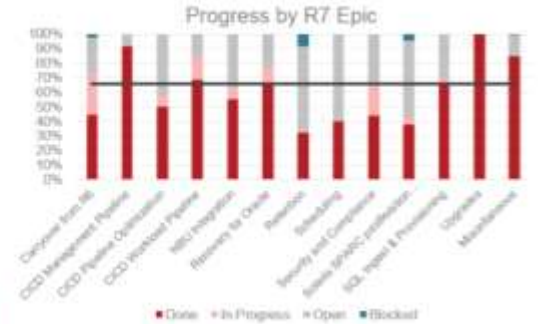
691	Committed Points
513	Completed Points
73%	% Commitment Achieved
34	Average Team Velocity (this sprint)
+7	Net Point Changes During Sprint

Sprint 4 Defects
37 Resolved **48** Opened
▲ +9 Net



Avg Pts Needed per Sprint per Team
During sprints 5&6 to make commitment
44 All R7 **37** Base Only

R7 Points Done to Date
1939
▲ 14%



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*Coming Together is a Beginning.
Keeping Together is Progress.
Working Together is Success.
-Henry Ford*



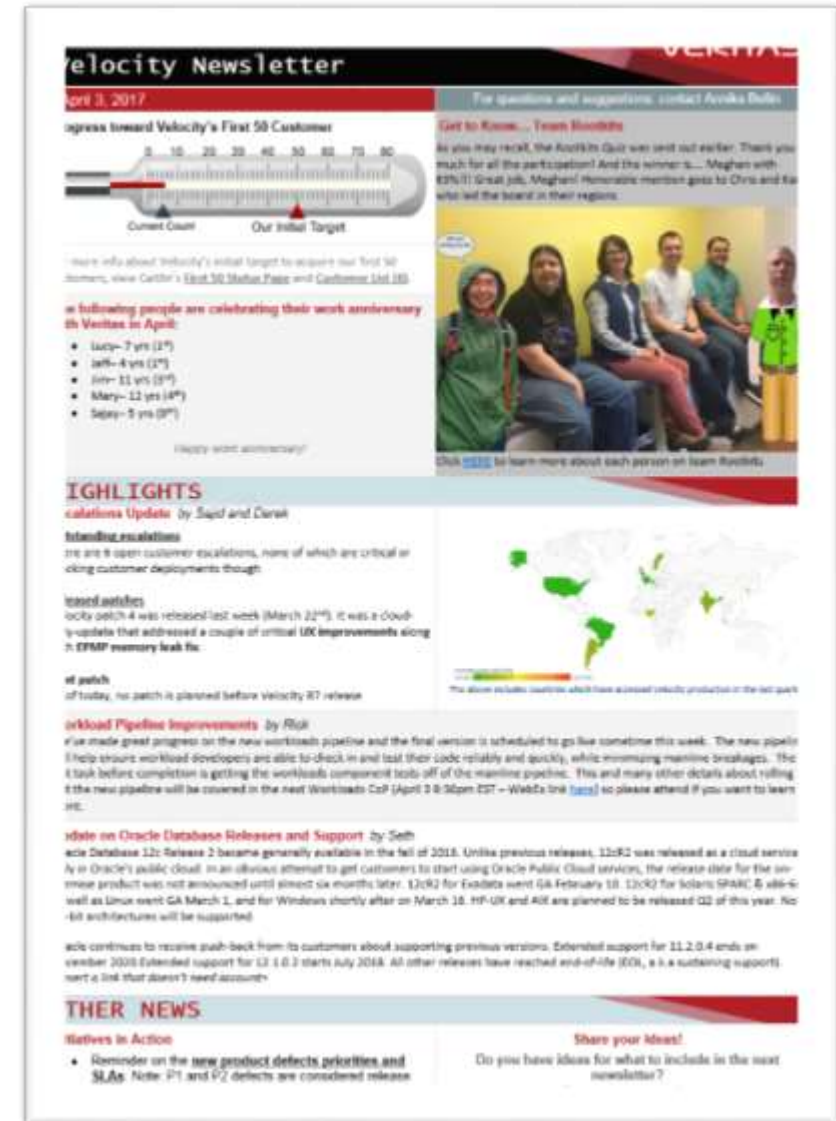
Forums

On-Going

- Meetings (recorded)
- Demos – *working software*
- Retrospectives
- Slack
- CoPs
- ~~SoS~~

Experiments

- Open Space
- Q&A Panels
- Design Sharing
- Epic Walk-throughs
- Working Groups
- Monthly Newsletter



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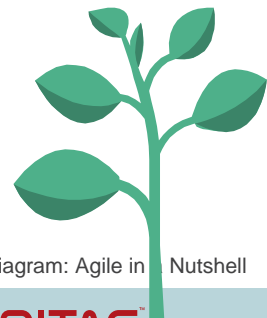
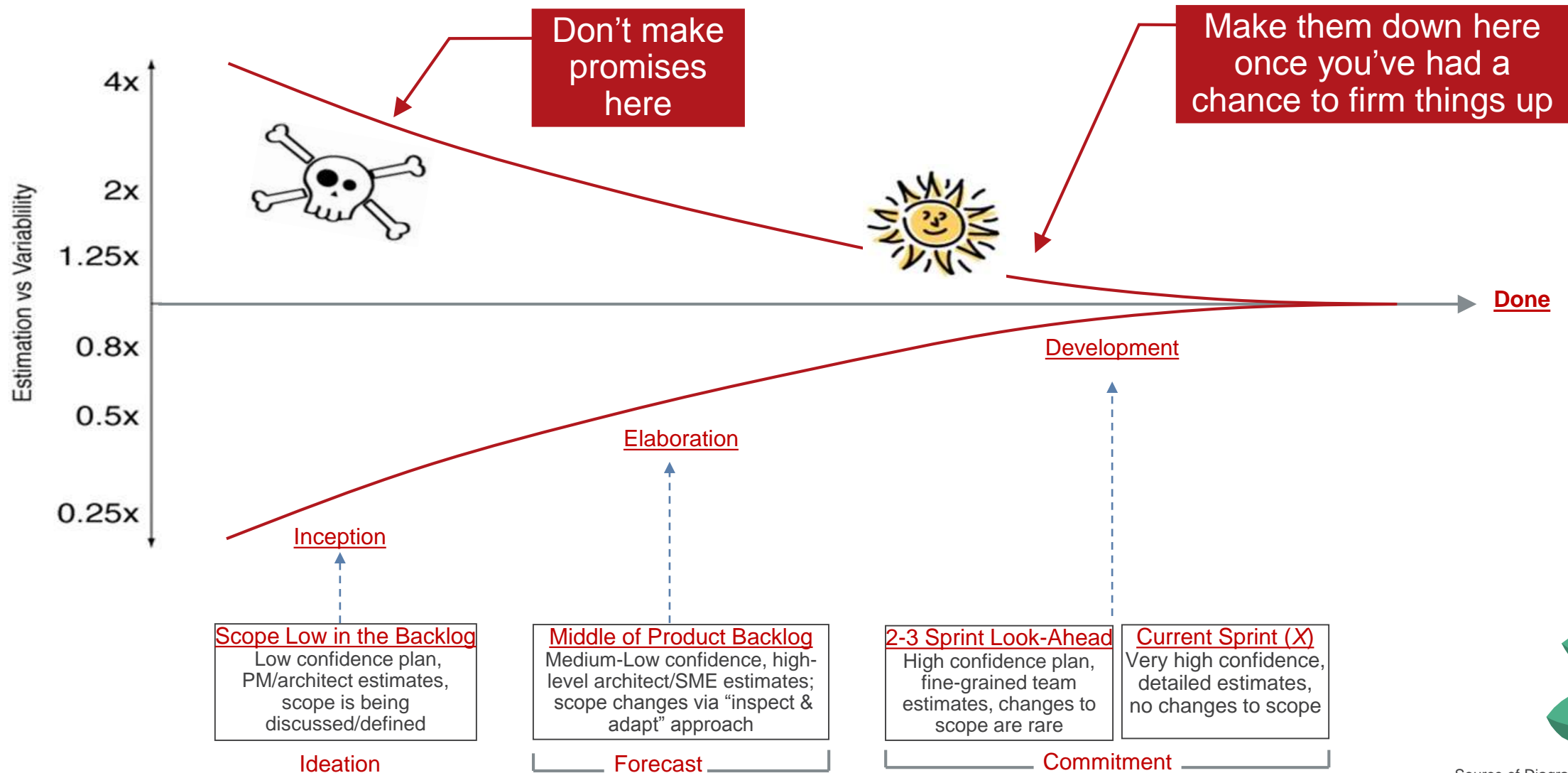
4 Communication

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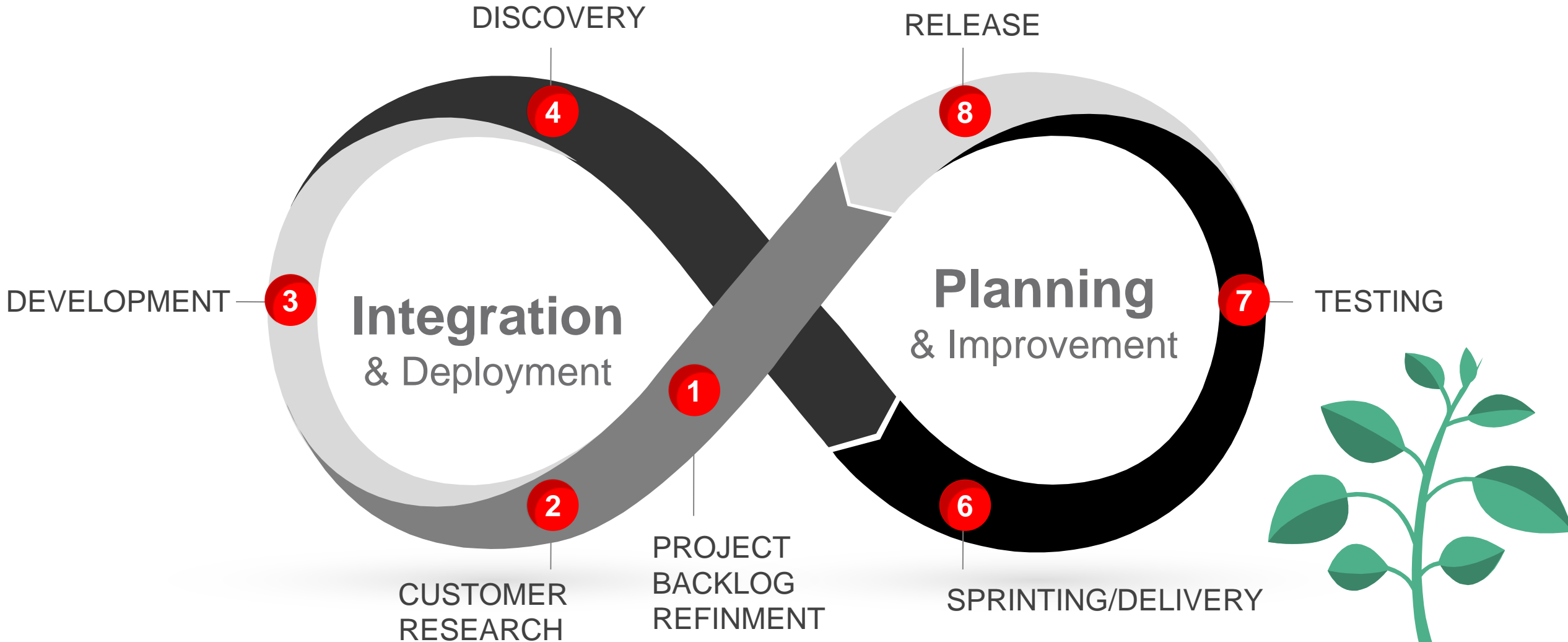
Confidence and Estimates

Looking back from Done: the cone of uncertainty



Source of Diagram: Agile in a Nutshell

Move Toward Continuous Model



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Thank you!

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