



Shift-left: 3 Sparks for Business Success

Presented by Sanjiv Augustine and Amber Field

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ABOUT US



- Founder of **LitheSpeed, LLC** and the **Agile Leadership Academy**
- Experience: 29 years industry, 19 years Agile, 16 years Lean
- Practitioner, entrepreneur, consultant, trainer, author, speaker and community organizer



- Director of Software Development at **Singlewire Software** and Co-Founder of **O2 Agility**
- Experience: 15 years leading individual and scaled agile teams and organizations
- Practitioner, speaker, consultant and passionate all-around Agilist

“

LitHeSpeed is #1, not
just some top 10
company

”

-Organizational Development
Executive/LitHeSpeed Client

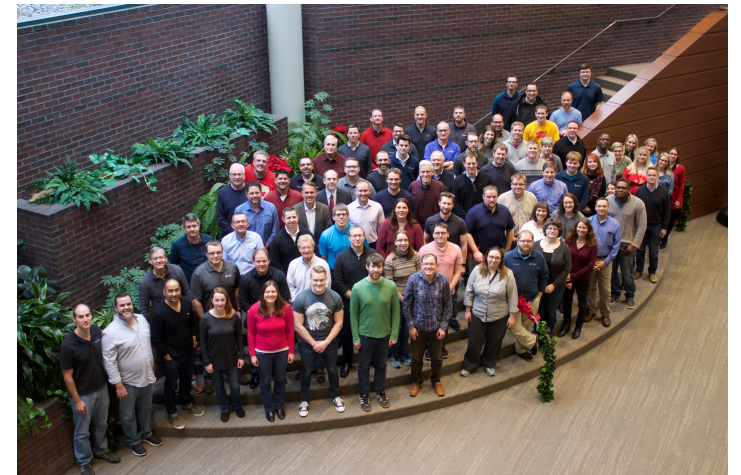


**Most Innovative Agile
Consulting Company
2019 - USA**
Corporate Excellence
2019 Awards



Who is Singlewire Software?

- Maker of InformaCast mass notification software
- Used to send text, audio and image alerts to mobile and on-premises devices
- Use case includes active shooter, severe weather, and other safety events
- Based in Madison, WI
- 110 employees, 7,000 customers in 50+ countries



AGENDA

1. **Barriers** to Business/Mission Agility
2. **3 Sparks for Business Success**
 1. Goal Setting via **Objectives and Key Results (OKRs)**
 2. Lean Portfolio Management via **Portfolio Kanban**
 3. Agile Value Management via **The Agile VMO[®]**
3. **Q&A**



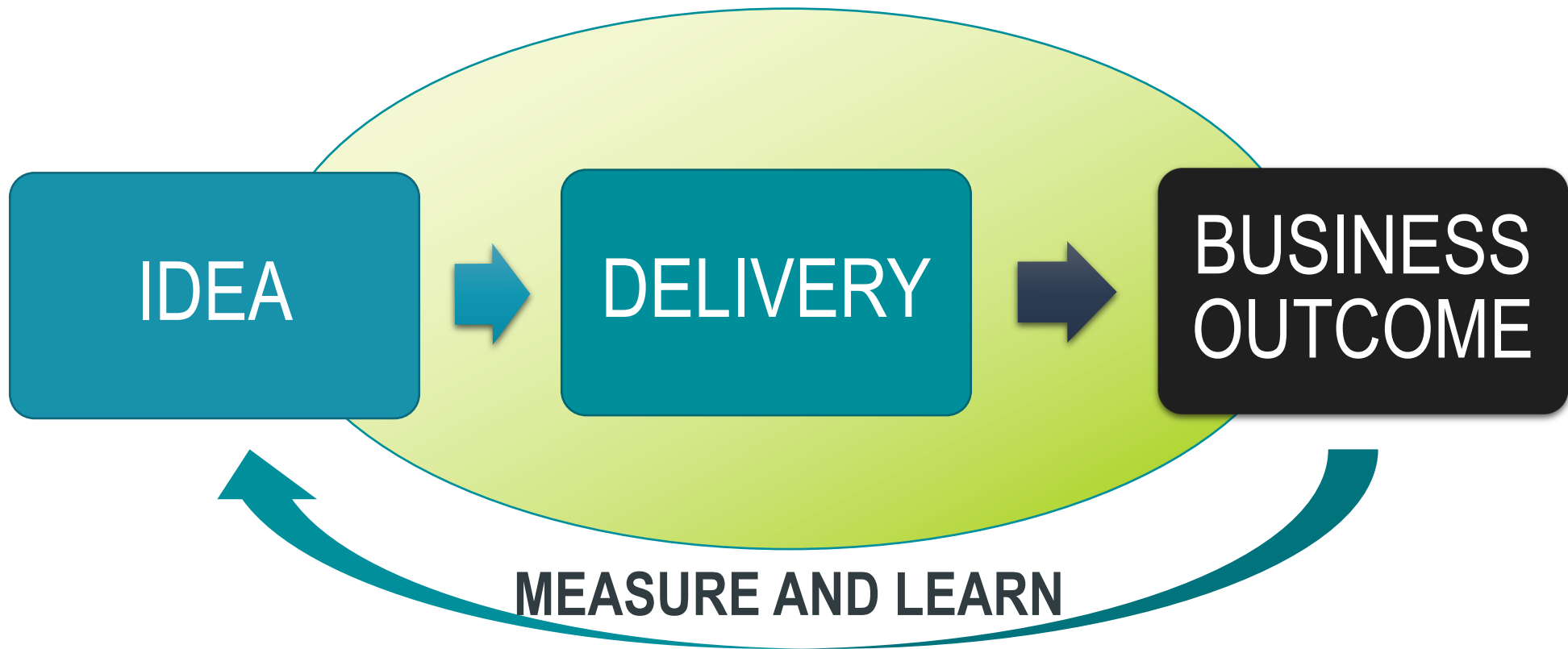
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BARRIERS TO BUSINESS/MISSION AGILITY

Flow, Feedback and Continuous Learning Drive Agility

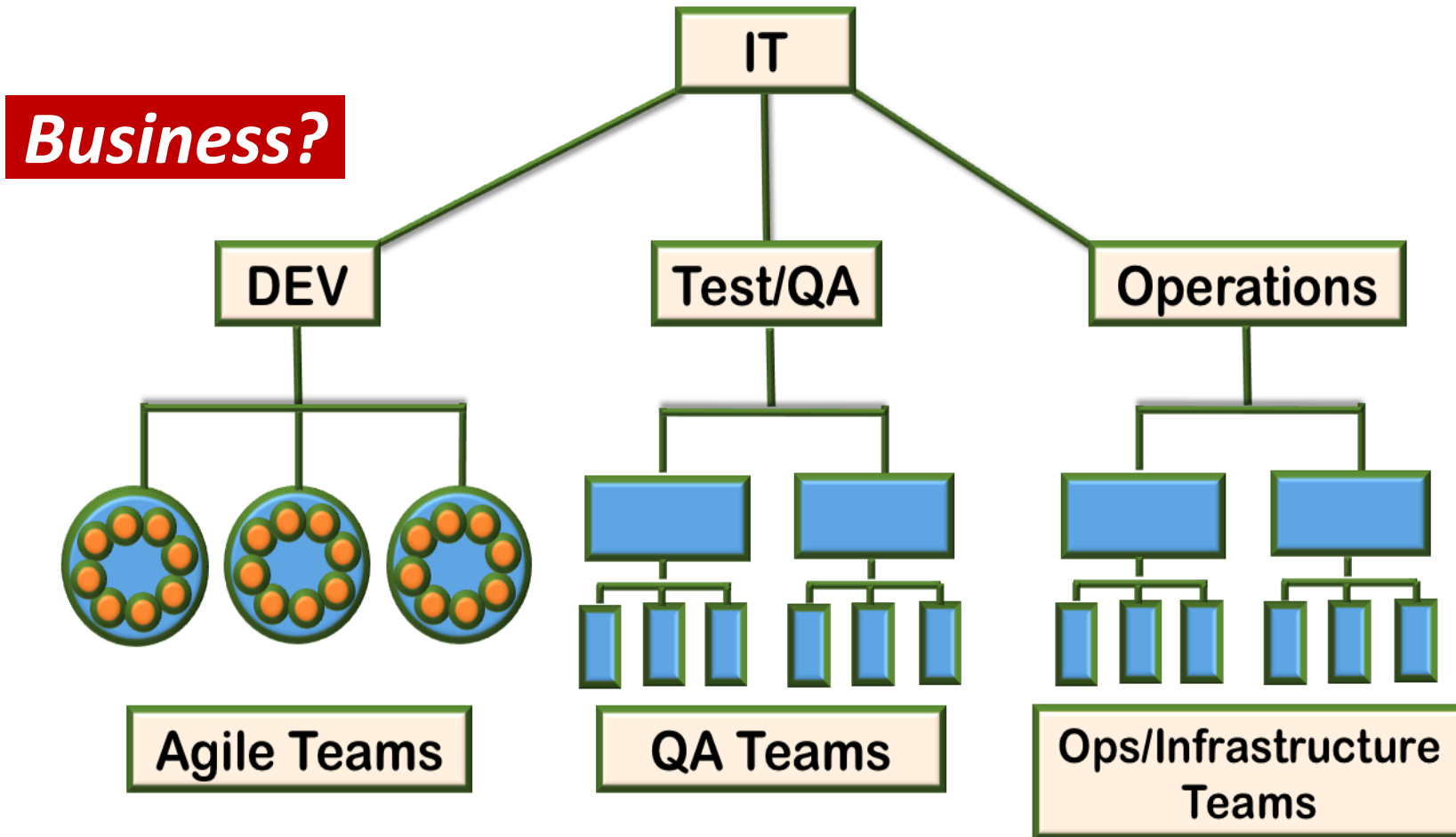
“Successful organizations are able to pivot and implement quickly in order to achieve competitive advantage.”

Steve Denning via PMI Pulse of the Profession 2015



How fast can we learn and improve?

Is this your Organization? Agile Teams, Waterfall Silos

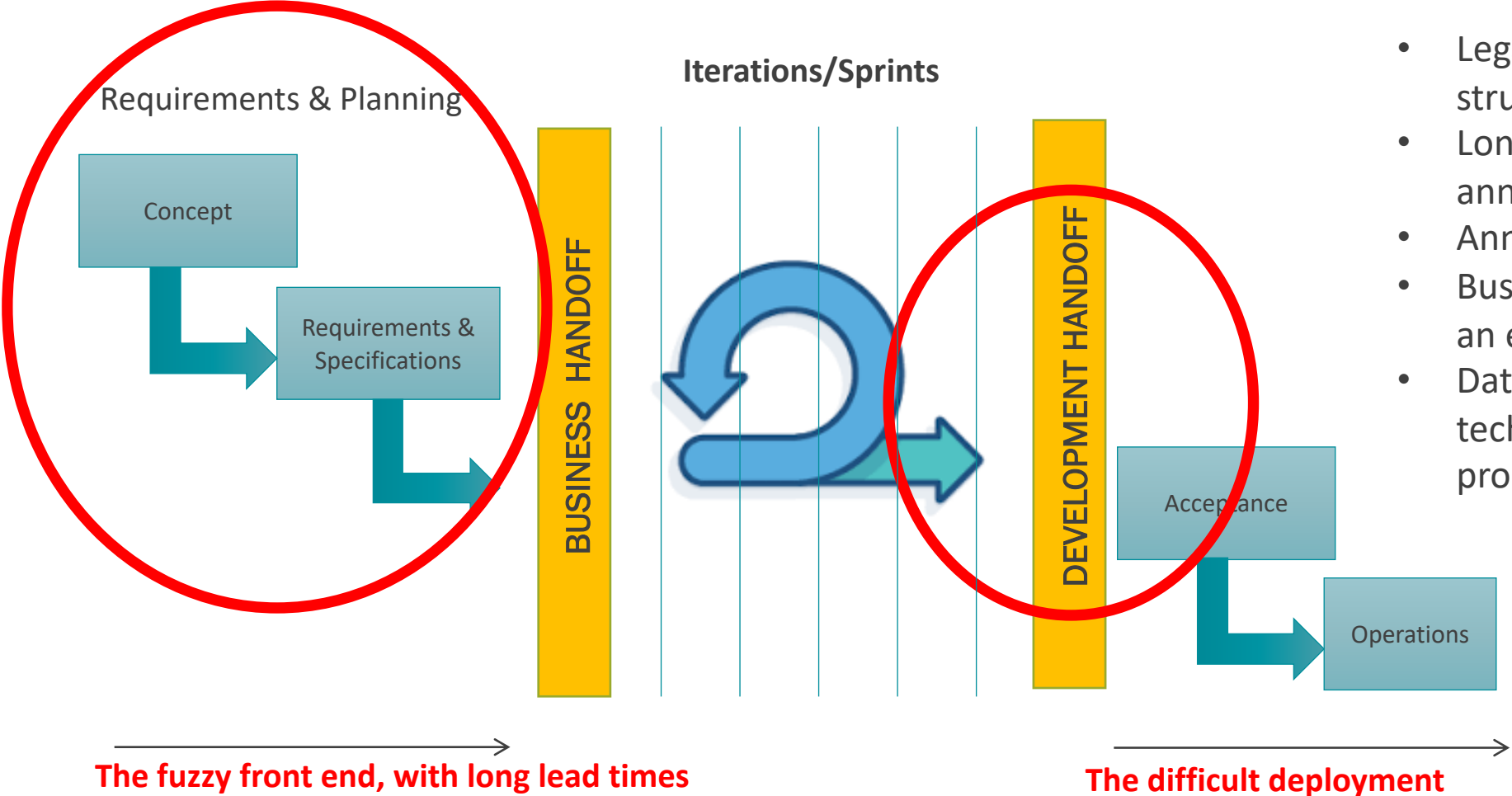


Conway's Law...

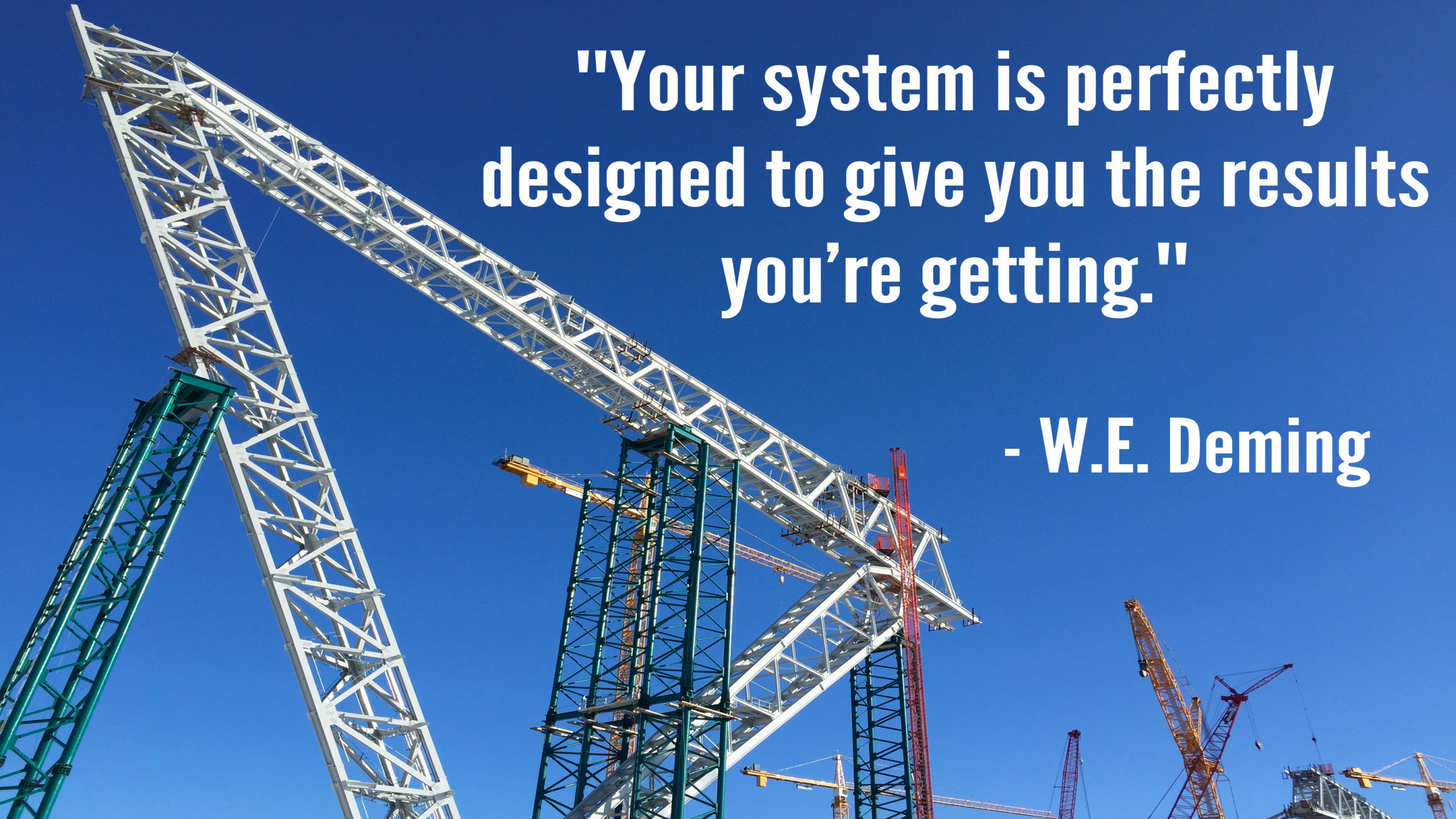
"Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations." M. Conway

Bottom line: Even with mature Agile/IT teams, true end-to-end agility requires a wider organizational transformation.

ISSUES:



- Legacy organization structures
- Long-term strategies and annualized projects
- Annual funding
- Business needs to adopt an experimental mindset
- Dated deployment technologies and processes



**"Your system is perfectly
designed to give you the results
you're getting."**

- W.E. Deming

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SPARK 1: GOAL-SETTING

Traditional Goal-Setting

Step 1

Set your business goals at the beginning of the year – Or don't! Is anyone asking for this?

Step 2

Ask your employees to set personal goals too
(But DO NOT share your goals with them. Make them guess what you want to accomplish.)

Step 3

Tie those goals tightly to performance bonuses and pay raises

Step 4

Forget you even have goals for the rest of the year

Step 5

In December, dust those goals off, marvel at how much they've changed. Use some other subjective criteria for performance evaluations

Step 6

Begin HR-mandated goal-setting again

Shift-Left: Quarterly Objectives & Key Results (OKRs)



JOHN DOERR ON OKRS

OKRs Aligned w/Your Mission

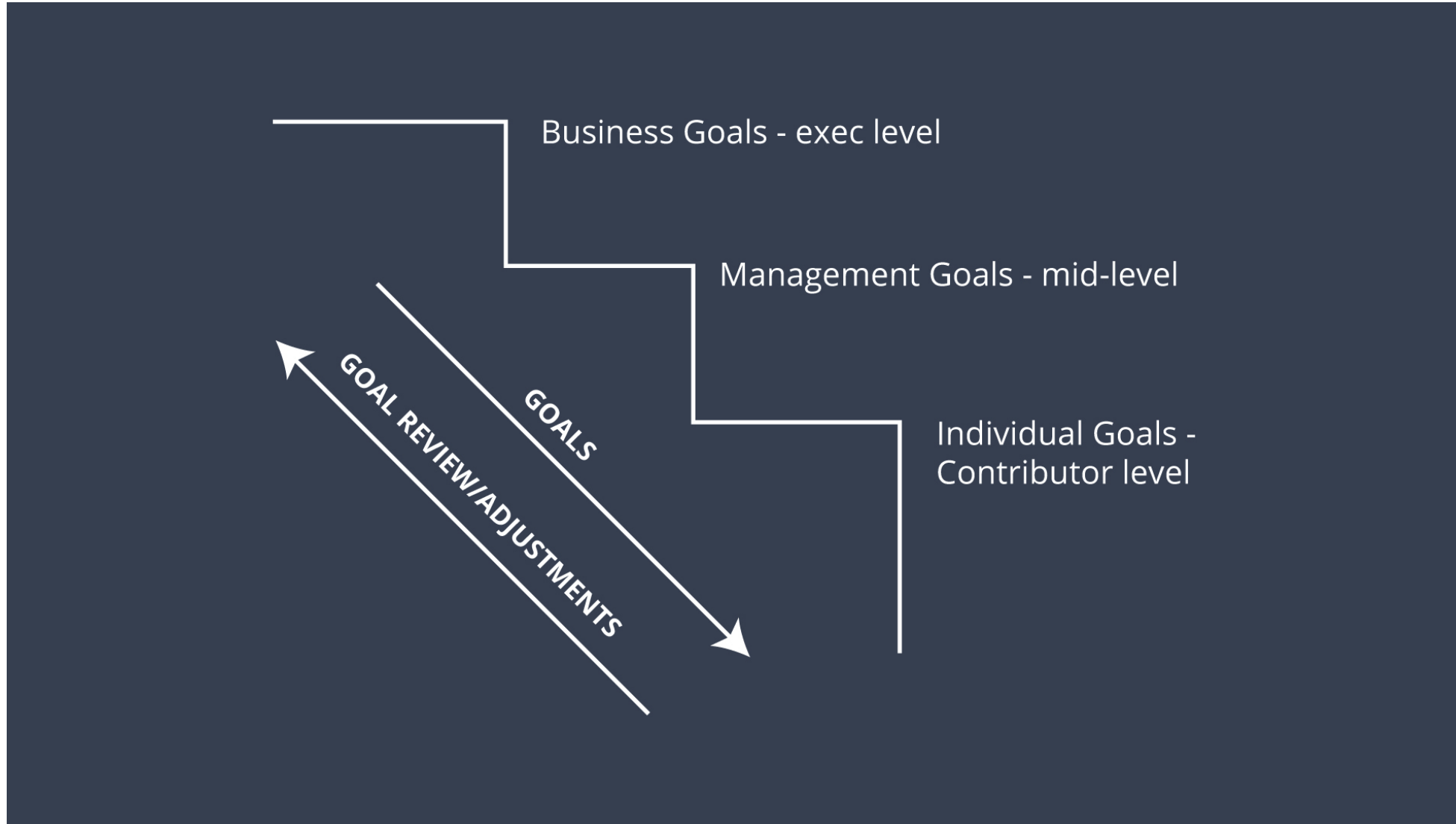
Singlewire's Mission: Keeping people safe and informed. Everywhere, every time.

Objective: Provide a new channel for fast, in-line notifications by integrating InformaCast alerts with MS Teams cards.

Key Results:

- MS Teams integration is released to the public by April
- MS Teams integration is demoed at the Microsoft Build conference in May
- MS Teams has been used to notify 40,000 active users by June 30th

Align Your Organization



Organizational Alignment Example

Executive Team Objective: Build a Microsoft Teams Integration by May

Key Result:

- MS Teams integration is live and demoed at the MS Build Conference May 19-21



Development Team Objective: Finish MS Teams Integration MVP for the April release

Key Results:

- Working MS Teams integration MVP is delivered on time with quality by the April release
- Release includes the Card Notifications feature
- Release includes the Conference calling feature



Individual Developer Objective: Deliver the Card Notifications feature in the April release.

Key Results:

- Card Notifications feature is code complete by March 15
- All High & Medium priority bugs are fixed by March 30

Keys to Success

- Align your goals with your mission
- Make goals visible
- Incorporate goal check-ins into your weekly or monthly meetings
- Grade your goals quarterly

Objective: Provide a new channel for fast, in-line notifications by integrating InformaCast alerts with MS Teams cards. (Grade: 60% - see below)

Key Results:

- MS Teams integration is released to the public by April (Grade: 90% - May 10th release)
- MS Teams integration is demoed at the Microsoft Build conference in May (Grade: 100%)
- MS Teams has been used to notify 40,000 active users by June 30th (Grade: 30% - 12,000)

Shift-Left: Quarterly OKRs

Step 1

Business/executives write goals & share them

Step 2

Each organization writes goals based on the level above it

Step 3

Review up the chain – should anything be adjusted?

Step 4

Work on your focused, key results

Step 5

Grade your OKRs quarterly

Step 6

Start again!

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SPARK 2: LEAN PORTFOLIO MANAGEMENT

Traditional Portfolio Management

Step 1

HiPPO drives a request for a new feature

Step 2

Team begins to build that feature

Step 3

Higher HiPPO wants something different three weeks later

Step 4

Team pivots to the new thing

Step 5

Throughput suffers; morale suffers

Step 6

Whiplash

Shift-Left: Portfolio Kanban

Feature Request Backlog

🕒 0 days remaining Complete Sprint

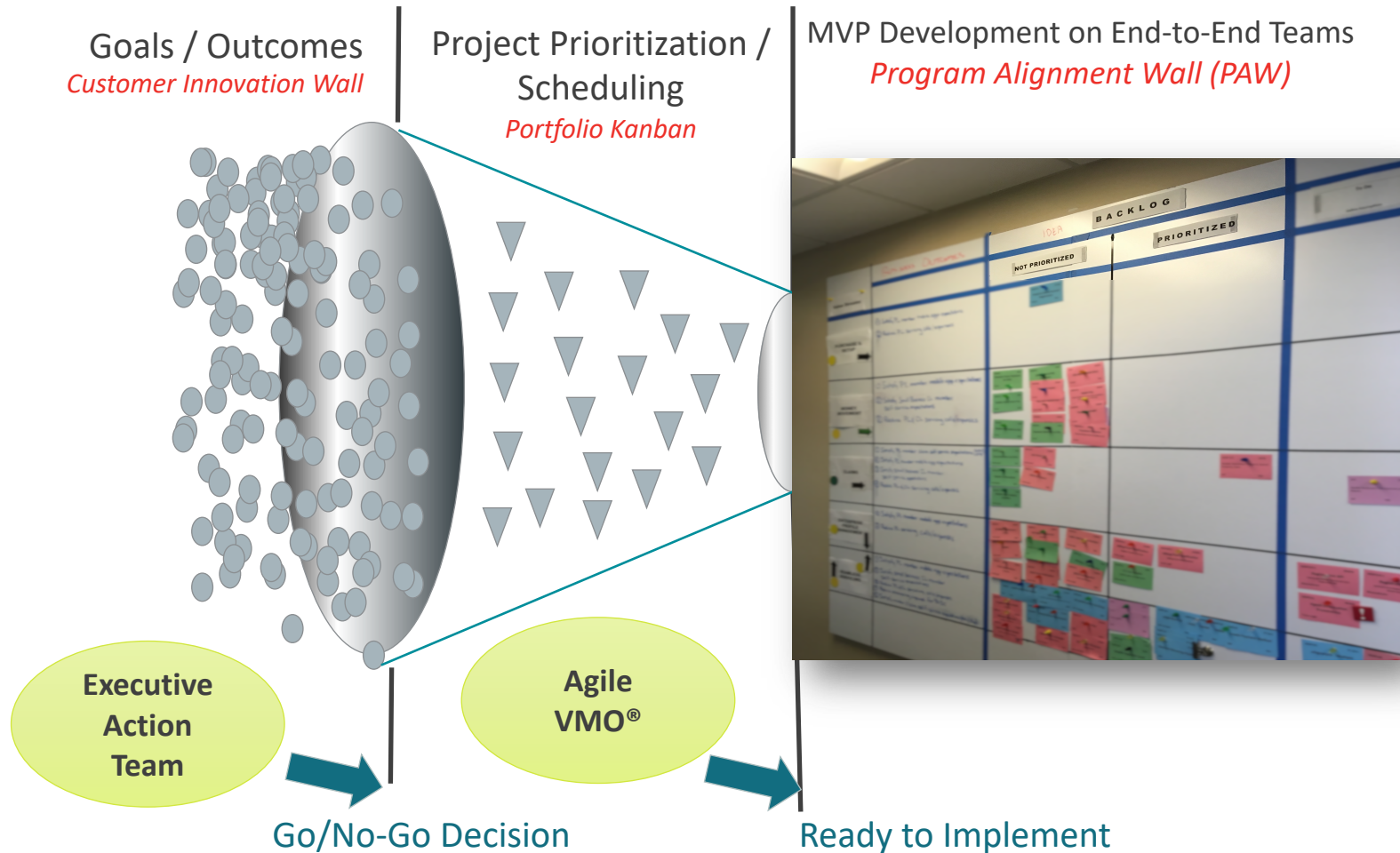
Board ▾

On Deck

QUICK FILTERS: Not Coding or Done Only My Issues Recently Updated

To Do	Concept Exploration	Concept Committed	Execution Committed	Coding	Done
<p>⚡ FR-487 Everything Above the Line</p> <p>⚡ FR-437 InformaCast AN on hardware</p> <p>⚡ FR-457 Provider level disable W/L AuthN/A</p> <p>⚡ FR-281 Improve W/L for large SPA customers</p> <p>FR-358 W...</p>	<p>⚡ FR-456 Apple Bell Expansions to all Services</p> <p>⚡ FR-441 Improve our Disaster Recovery</p> <p>⚡ FR-443 implement HTTPS-based...</p> <p>⚡ FR-426 Apple for and incorporate critical alerts</p> <p>⚡ FR-450 Fusion</p>	<p>⚡ FR-241 Quick Page support in Fusion</p> <p>⚡ FR-5 Fusion Fallback Fusion</p> <p>⚡ FR-365 Analyze - investigate routing name</p> <p>⚡ FR-240 Rework InformaCast builds</p> <p>FR-28</p>		<p>⚡ FR-200 Create 2 Year Fusion / Mobile Fusion/Mob...</p> <p>⚡ FR-199 OTI over TLS support</p> <p>⚡ FR-466 Test to Only OBi Phones through</p> <p>⚡ FR-3 Advanced UI Redesign Advanced</p>	<p>⚡ FR-13 Intercom (no intercom-to-intercom) Fusion</p> <p>⚡ FR-9 Monitoring feature in 12.11 Advanced</p> <p>⚡ FR-4 Non-Cisco phones with Fusion HRE Fusion 42</p> <p>⚡ FR-11 ICA for Fusion</p>

Portfolio Kanban: Prioritization, Transparency, Outcomes



Form a Product Council



Set-up a Process/Workflow & Feature-Tracking System



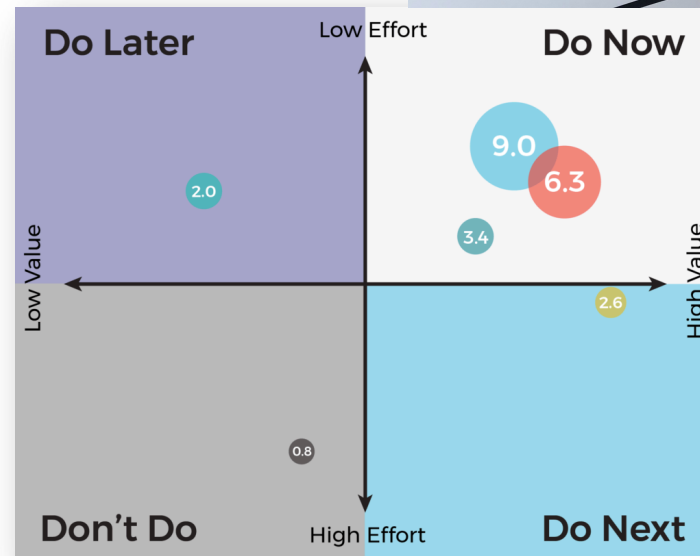
Establish Rules & Meet Weekly

- WIP Limits
- Focus
- What can the council influence?
 - Priorities
- What can't the council influence?
 - Specifically when and on what teams work is done



Prioritize Feature Requests (Weighted Shortest Job First)

1. Sequence MVPs for maximum value delivery
2. Take risk, opportunity, and cost of delay due to dependencies into account
3. Measure Return on Investment (ROI) of MVPs



Publish Your Kanban Board

Feature Request Backlog

🕒 0 days remaining Complete Sprint

Board ▾



On Deck

QUICK FILTERS: Not Coding or Done Only My Issues Recently Updated

To Do	Concept Exploration	Concept Committed	Execution Committed	Coding	Done
<p>⚡ FR-487 Everything Above the Line</p>	<p>⚡ FR-456 Apply Bell Exemptions to all Schools in</p>	<p>⚡ FR-241 QuickPage support in Fusion</p>		<p>⚡ FR-200 Create 2 Year Fusion / Mobile Fusion/Mob...</p>	<p>⚡ FR-13 Intercom (includes dial-to-intercom) Fusion</p>
<p>⚡ FR-437 InformaCast AN on hardware</p>	<p>⚡ FR-441 Upgrade our Disaster Recovery</p>	<p>⚡ FR-5 Fusion Failover Fusion</p>		<p>⚡ FR-199 OTI over TLC support</p>	<p>⚡ FR-9 Monitoring feature in 12.11 Advanced</p>
<p>⚡ FR-457 Provider level disable W/L Authn</p>	<p>⚡ FR-443 implement HTTPS-based phone</p>	<p>⚡ FR-365 Assess - investigate mailing home</p>		<p>⚡ FR-466 Test to Deploy Old Phones through</p>	<p>⚡ FR-4 Non-Cisco phones with Fusion HPE Fusion 42</p>
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<p>⚡ FR-358 Warn</p>	<p>⚡ FR-450 Fusion</p>	<p>⚡ FR-28</p>			



Shift-Left: Portfolio Kanban

Step 1

Form a Product Council

Step 2

Establish a Feature Request tracking system

Step 3

Establish a vetting process

Step 4

Establish WIP limits and other rules

Step 5

Review often

Step 6

Enjoy reliable throughput!

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SPARK 3: AGILE VALUE MANAGEMENT



GENERAL McCHRYSTAL ON CREATING A TEAM OF TEAMS

Traditional Value Management

Step 1

Sub-optimize within fragmented IT and Business silos

Step 2

PMOs focus primarily on process compliance

Step 3

RTEs and/or PMs try to coordinate value delivery at program level

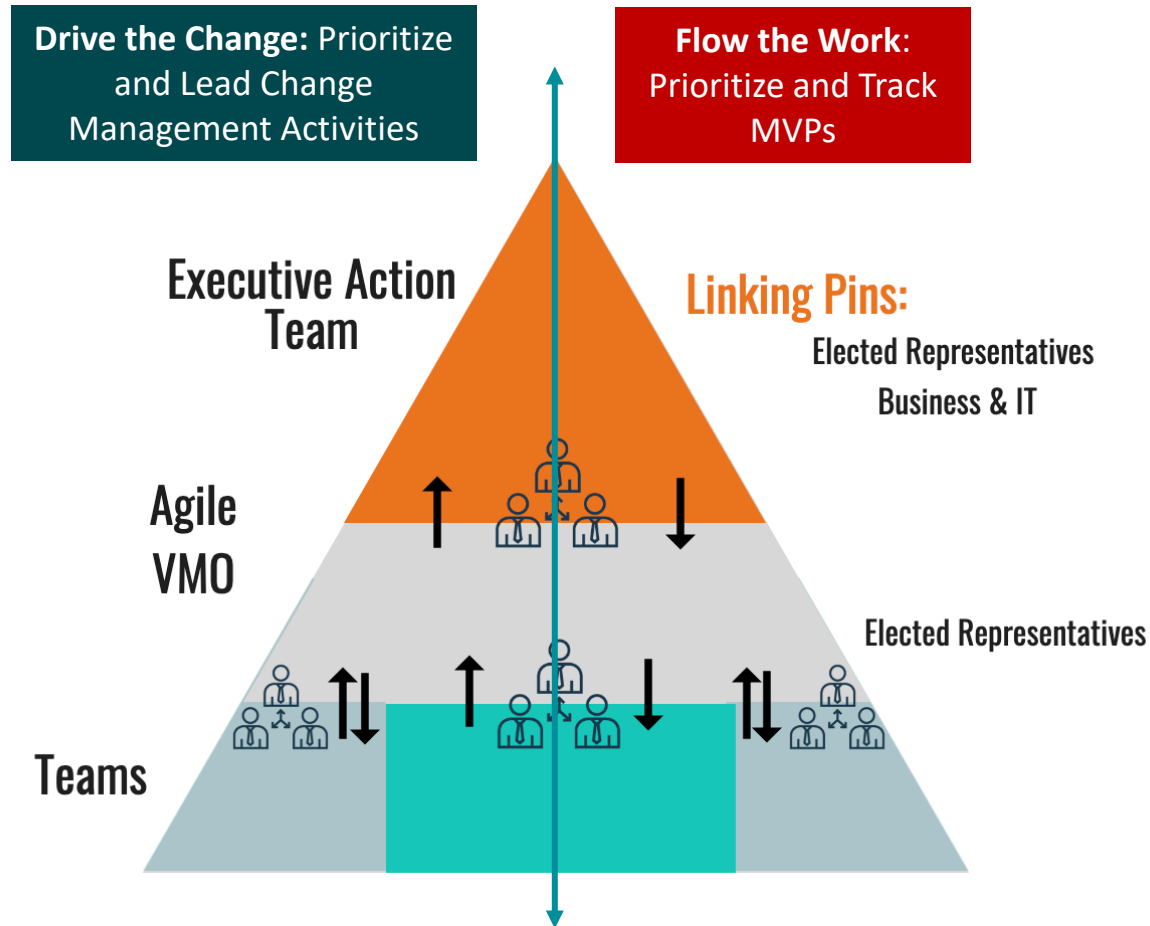
Step 4

PMs and/or ScrumMasters coordinate value delivery at team level in fragmented ways

Step 5

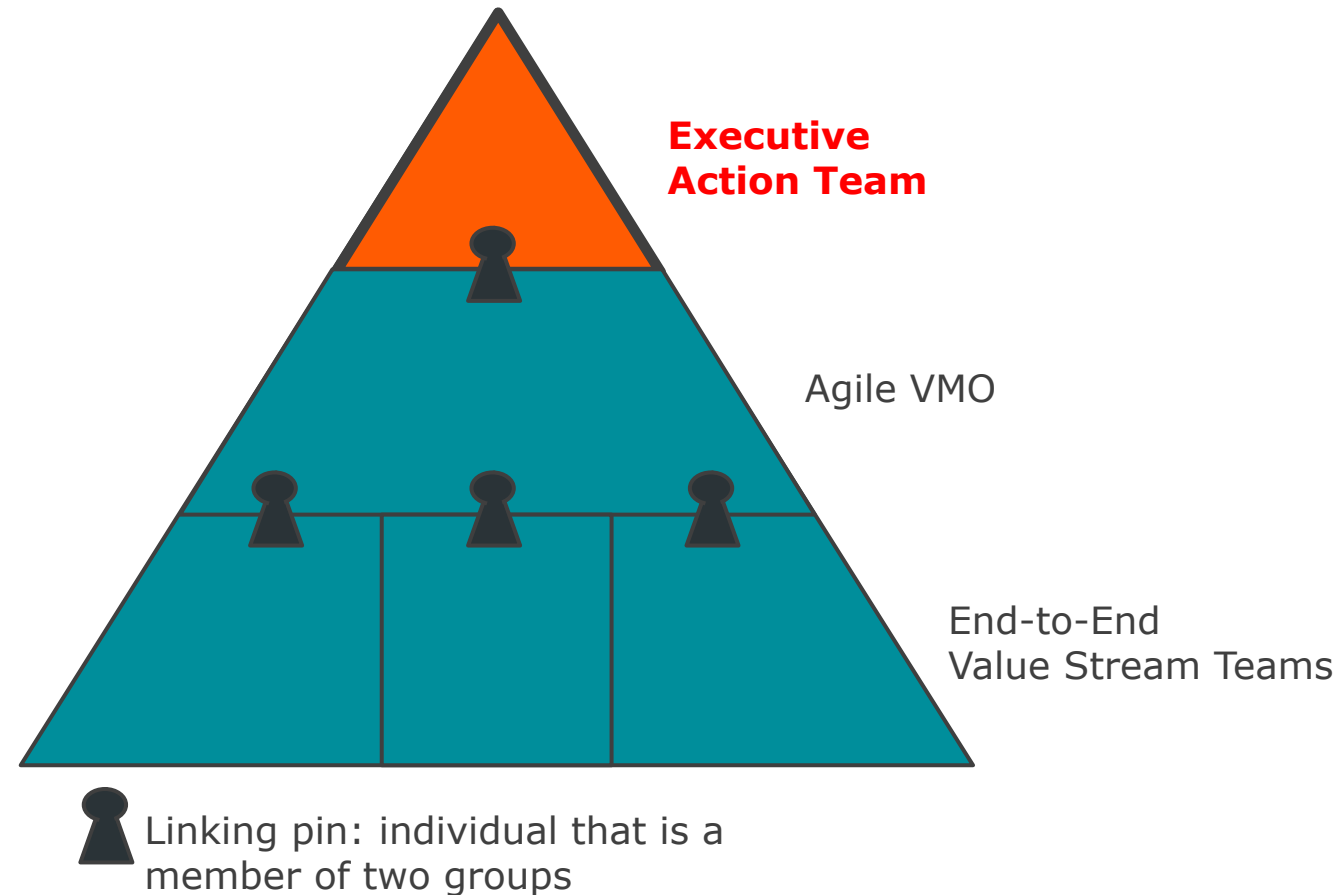
Business operates in its own silos: planning, funding, etc

Shift-Left: Agile Value Management with the Agile VMO®

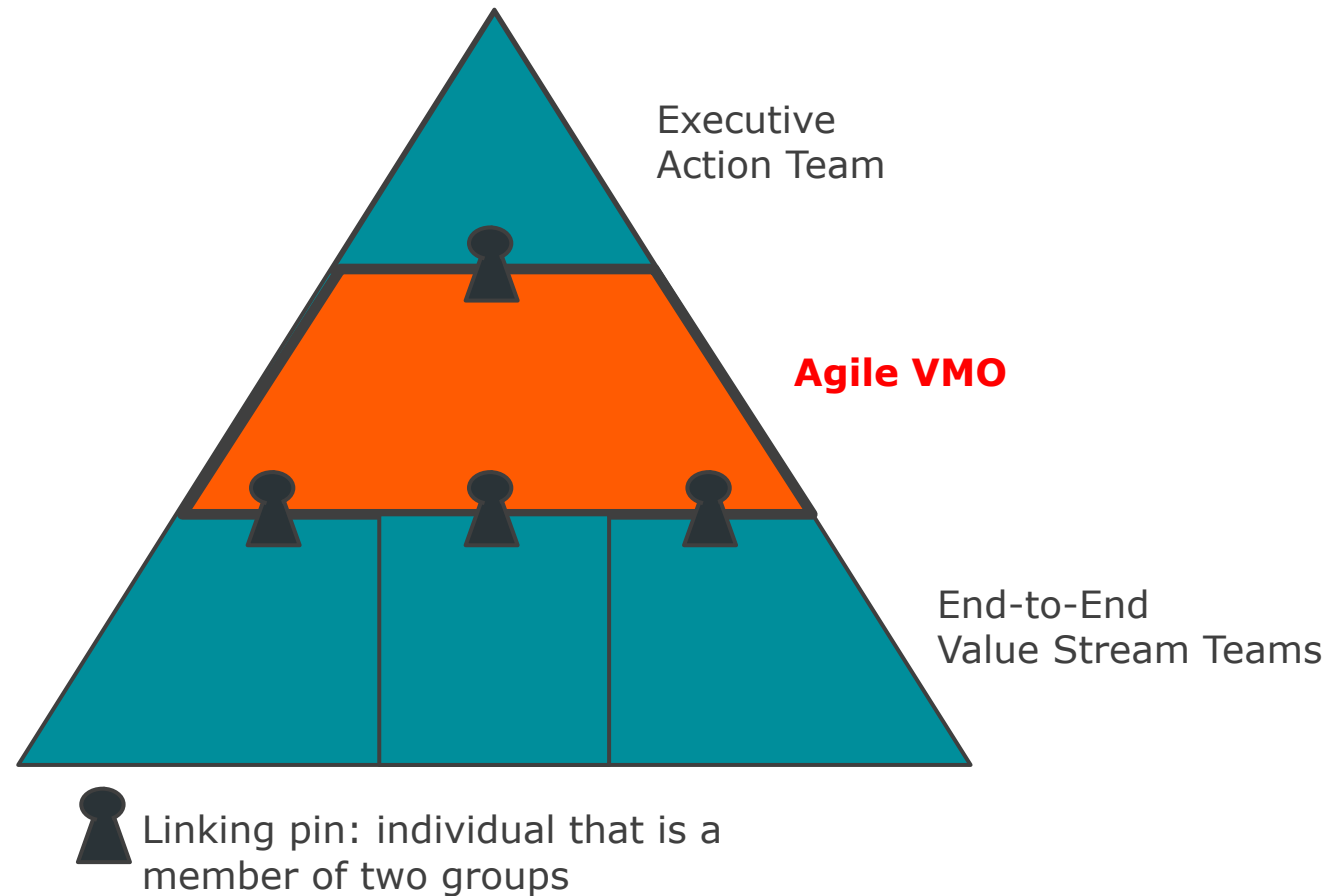


- **Goal:** Create a seamless network of organization
- Encourage face-to-face dialogue across levels
- Create overlapping management with “linking pins”
- Run the Agile VMO as a Team-of-Teams

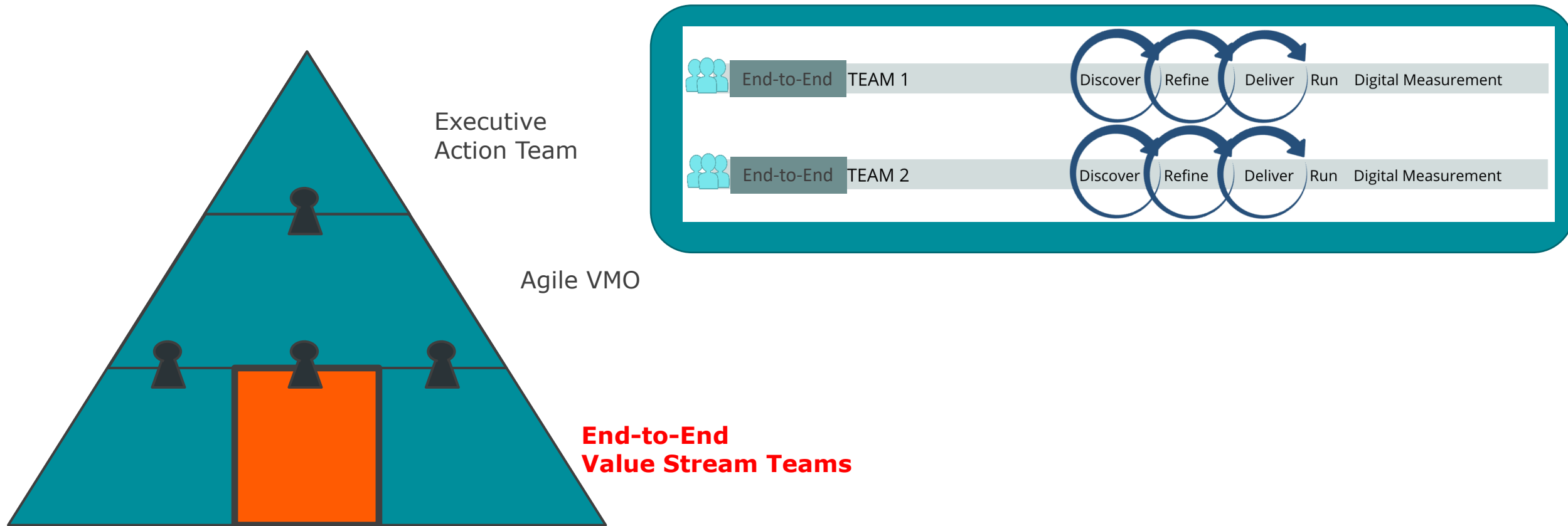
An Executive Action Team creates strategy and sets direction for End-to-End Value Stream Teams.




The Agile VMO converts strategy into action by aligning, enabling and overseeing execution on End-to-End Value Stream Teams.



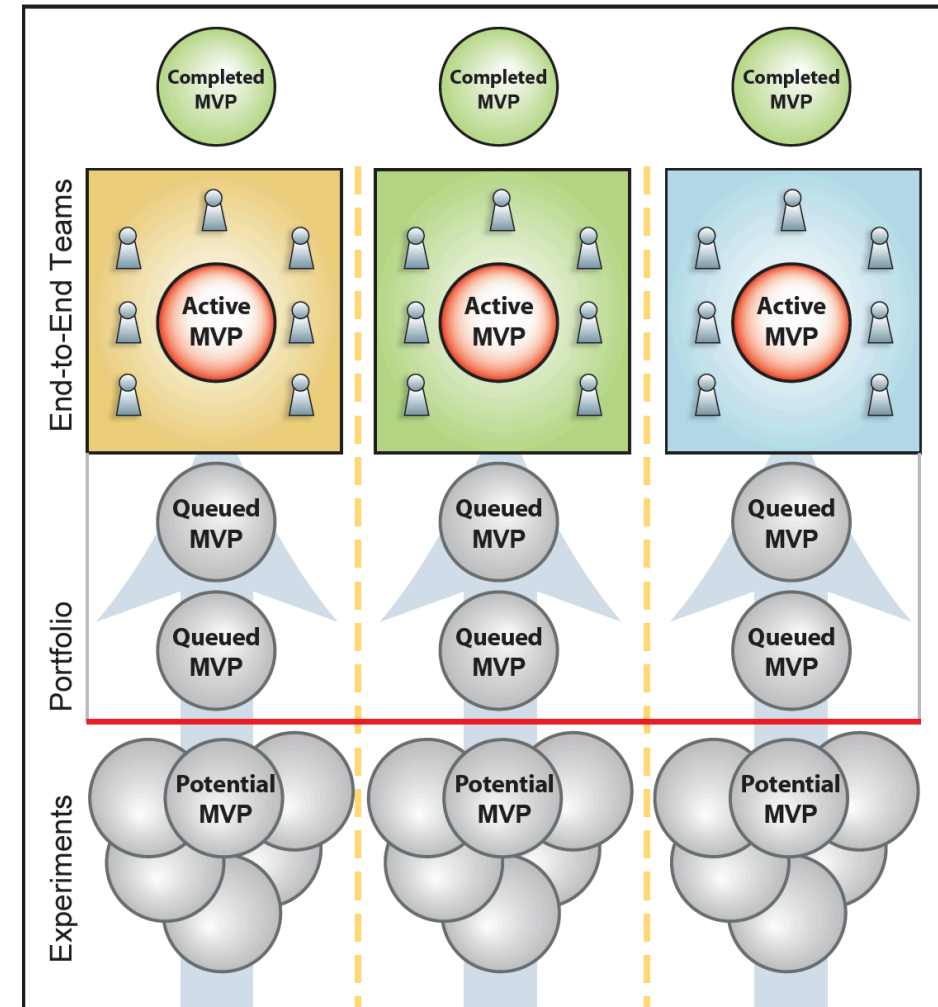
End-to-End Teams work across the Value Stream to drive value directly to the customer.



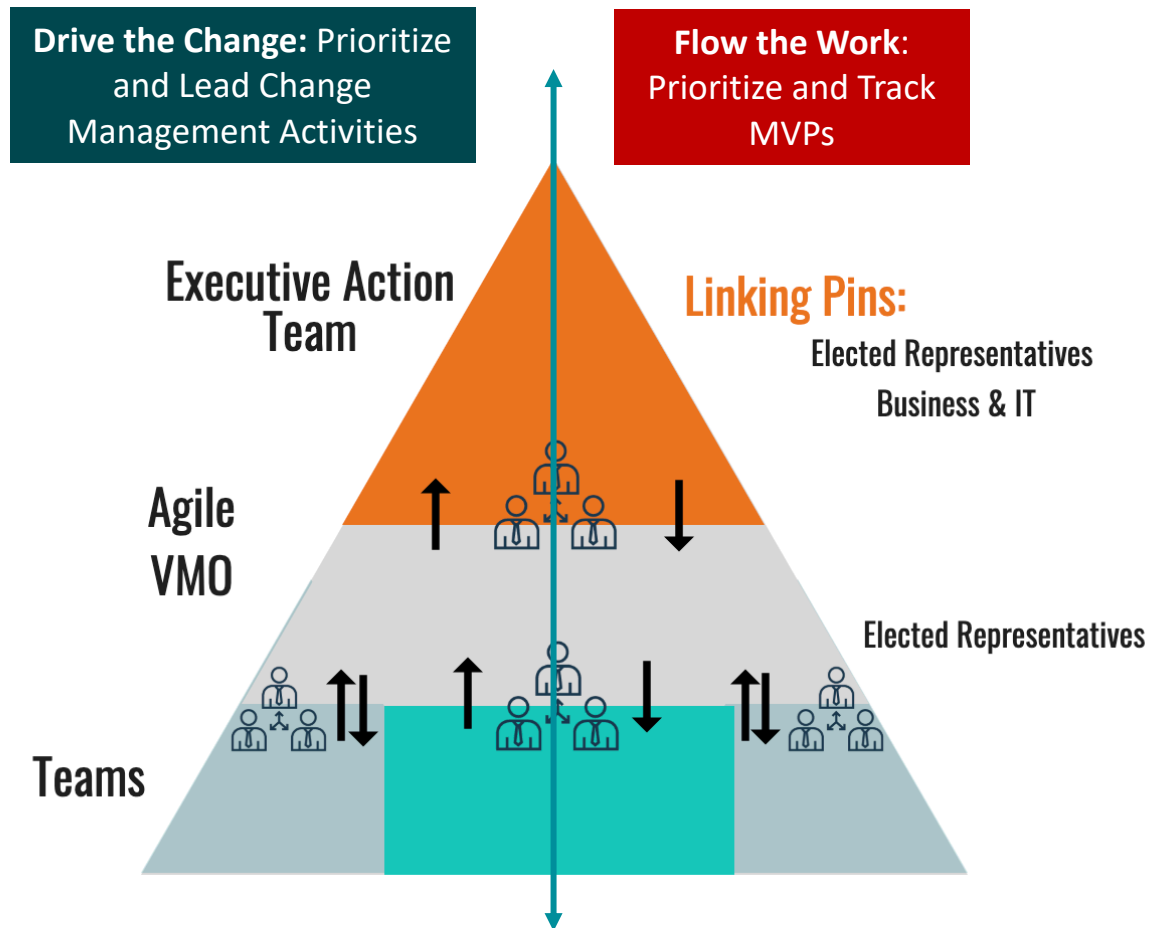
 Linking pin: individual that is a member of two groups

Agile VMO Goal: Rapid, continuous delivery, and “release when ready” of outcome-driven work on dedicated End-to-End Teams

- Multiple, **dedicated end-to-end teams** support **Value Streams** or lines of business.
- Each end-to-end team **focuses on a single Minimum Viable Product (MVP)** at a time.
- Value Stream owner **prioritizes next MVP**.
- Senior leadership **trusts the teams**.



The Agile VMO Provides a Structure By Which to Implement SAFe's 5.0 Lean Portfolio Management (LPM) Across All Levels



Shift-Left: Agile Value Management with Agile VMO

Step 1

Set up an Executive Action Team (EAT) with executives from Business and IT

Step 2

Set up an Agile VMO with representatives from the EAT, ARTs and/or Teams

Step 3

Appoint a Chief Product Owner for the Agile VMO

Step 4

Develop a communications plan and engage stakeholders daily to communicate vision, progress and risks

Step 5

Meet monthly to prioritize Portfolio Kanban, validate or invalidate MVPs

Step 6

Set up a Program Kanban and meet weekly to track and manage the flow of features, defects, risks and debt



SHIFT LEFT: THREE SPARKS

1. OKRs
2. Portfolio Kanban
3. Agile VMO

Thanks & Contact



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- Email: Amber.Field@Singlewire.com
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THANKS & CONTACT



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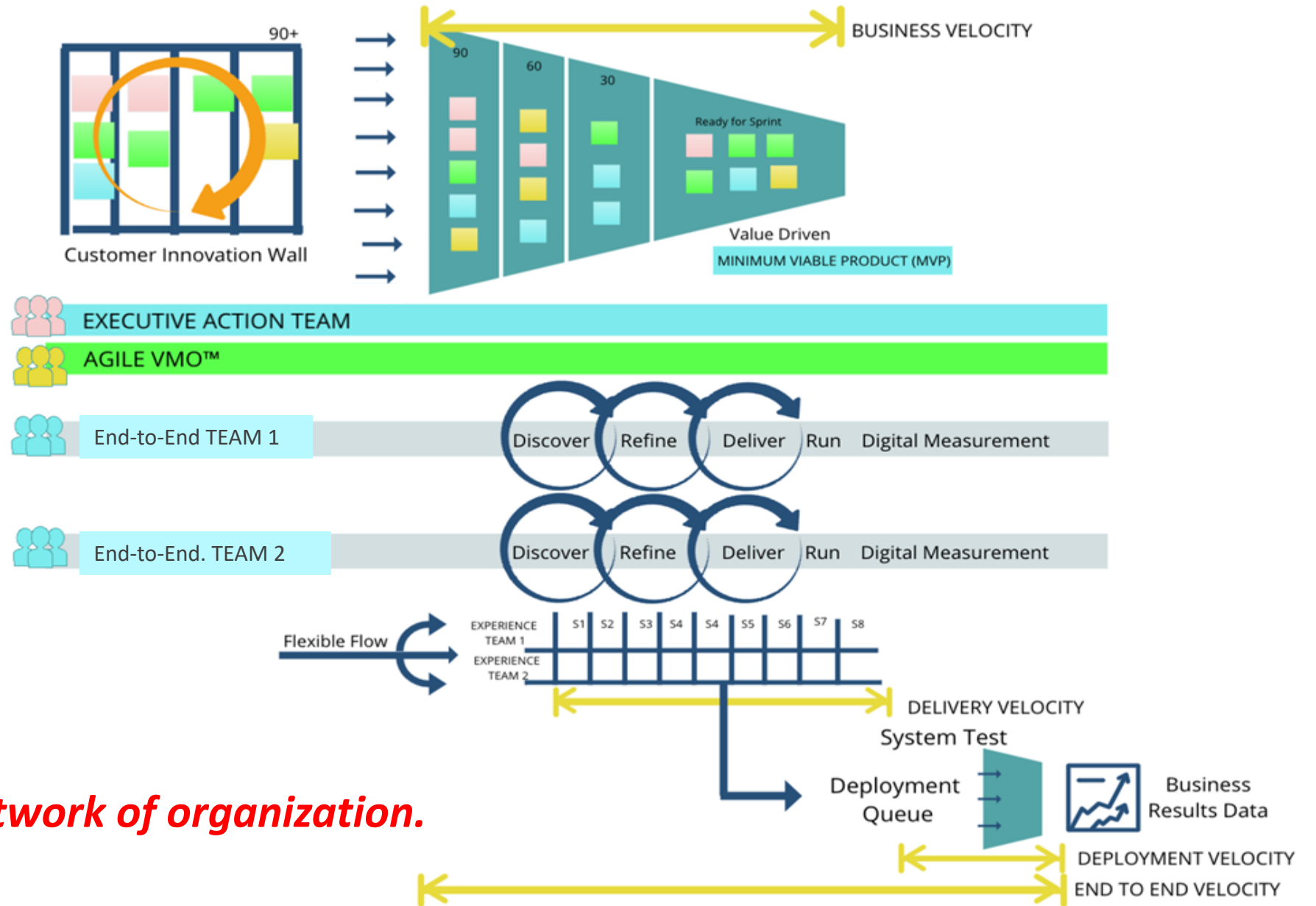
FEEDBACK?

Contact our team:

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info@lithespeed.com

The Business Agility Sparks® Operating Model



Goal: A seamless network of organization.

TheAgileVMO.com
BusinessAgilitySparks.com

The Business Agility Sparks[®] Framework

TheAgileVMO.com
BusinessAgilitySparks.com

