Agile Planning: Strategy and Tactics

Work Breakdown Structure

Strategic Planning

Tactical Execution

Corporate Strategy (many years)

Product Portfolio (years)

Product (many months)
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Product (many months)

Release (few months)

Sprint (weeks) — Test, Build, Accept
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Technology Roadmap (Architecture, Infrastructure, Platforms, Vendor Dependencies)

and

Product Roadmap (New Features, Improvements)
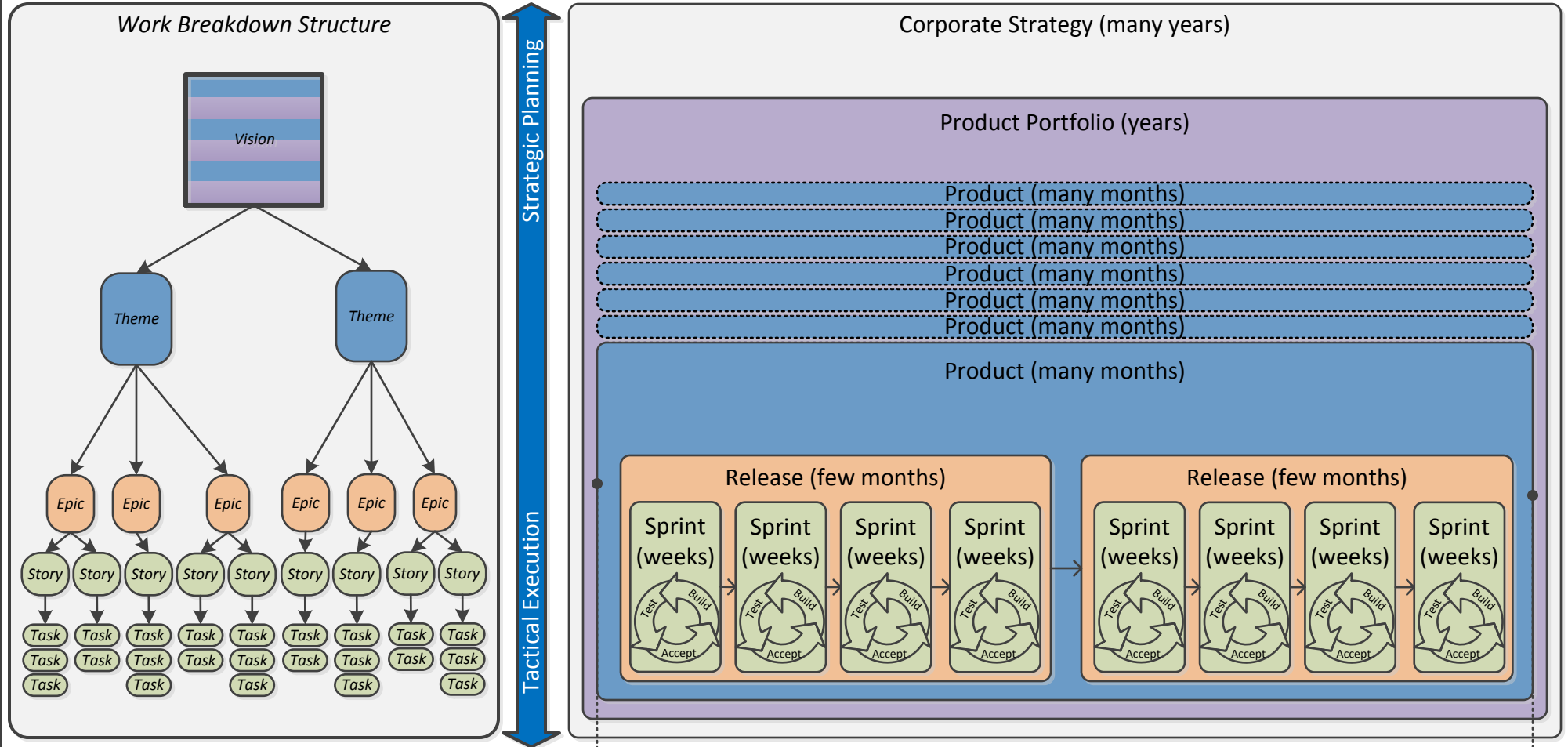
- Universal convention for naming user requirements must be adopted and aligned with time-boxed events, based on requirement size and degree of clarity
- Decomposition and execution of requirements is driven by business priorities
- In enterprise-size product development, cross-product dependencies and technological readiness/ limitations make strategic product planning especially important
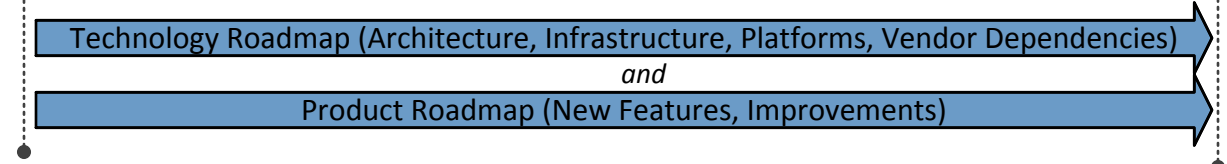
- Each Sprint cycle is time-boxed and delivered a potentially shippable product (deployable code)
- Multiple Sprints comprise a Release. Multiple teams may sprint concurrently towards the same release date
- With completion of each subsequent release, Product maturity gradually increases
- Each product must have Product Roadmap (created by PO) that is carefully aligned with Technical Roadmap
- Multiple Products roll-up into a suite of products, a.k.a. Product Portfolio (shared business lines, data, etc)
- Product Portfolio typically has widely spanning time horizon and serves strategic needs of a corporation

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