

From Customer Proximity, To Product Focus, To Team Design

Presented @ Federal Reserve Bank

About Gene

Gene Gendel is an organizational design specialist, agile/lean coach and trainer, consultant and adviser to senior leadership. Almost 15 of 20+ years of his professional experience – Gene dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and becoming a better place to work. Gene engages at all organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning by others and to ensure that people gain autonomy after Gene “coaches himself out of the job”.

Gene is Certified Agile Coach (CAC), by Scrum Alliance – small elite community of Scrum Alliance Certified Enterprise Coaches (CEC). Today, he is the only CEC who resides in NY State. Gene is also one of the co-creators of Team Level Coaching Certifications (CTC) program for Scrum Alliance.

Gene is also one of very few Certified LeSS Trainers (CLT) that are based in the United States.






He is also well-recognized blogger and publisher. He is the author of Adaptive Ecosystems: Collection of Independent Essays About Agility and co-author of:

- Agile Coaching: Wisdom from Practitioners (free pdf).
- Best Agile Articles of 2017 and 2018



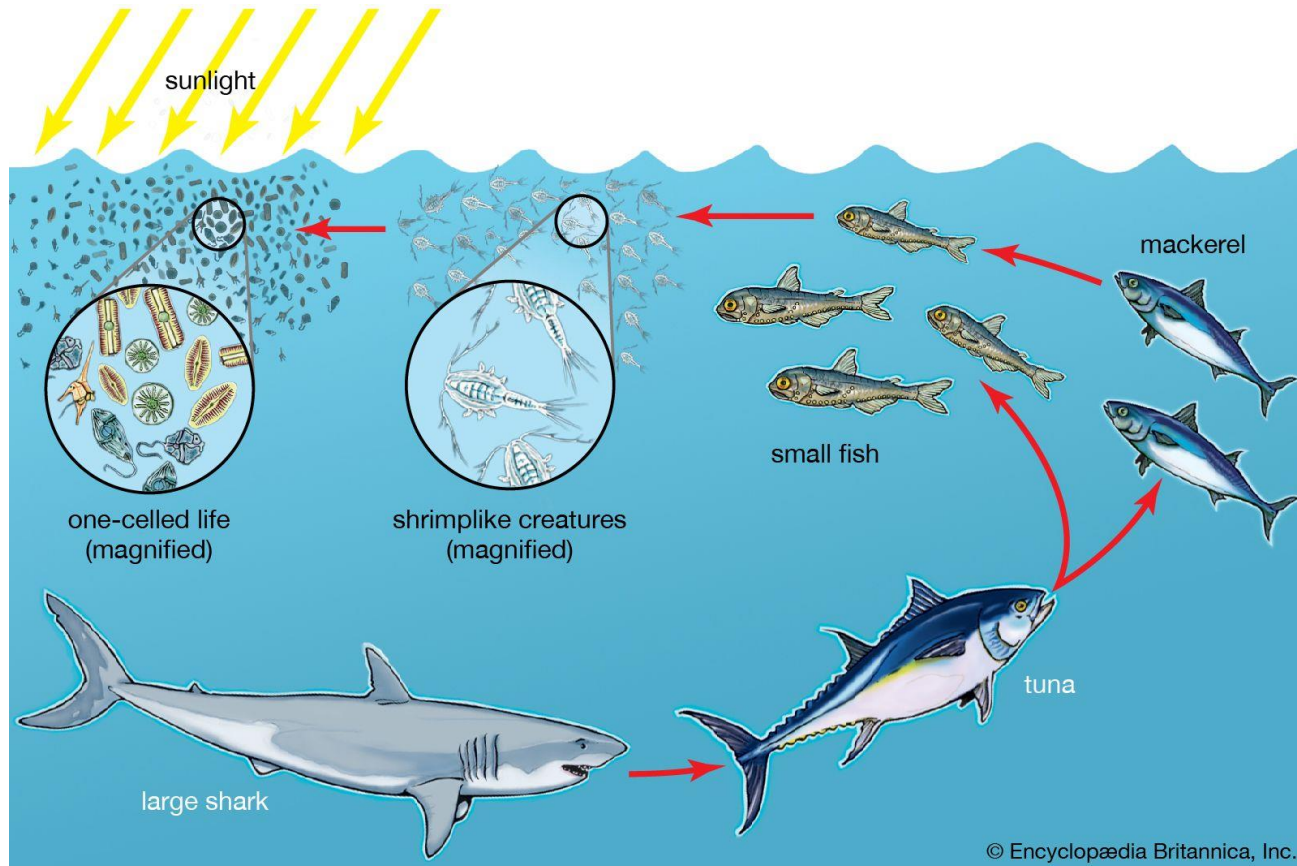
Gene significantly contributes to global and local agile communities, where he influences people by running workshops, webinars, seminars, panel discussions, lunch & learn, coaching retreats, professional gatherings and other events. While teaching and coaching Large Scale Scrum (LeSS) to organizations, Gene has built the biggest in world (today) LeSS meetup community that is used as a free educational hub about LeSS available to many people.

Assets To Consider

- gg_nyc@yahoo.com (underscore) 
- <https://www.linkedin.com/in/ggnyc/> 
- <http://www.keystepstosuccess.com/contact-us/> 
- https://join.slack.com/t/kstsconsulting/shared_invite/zt-fykyy2wz-qrJkOgVYHAopwT2dq4ogCw (Free Slack channel – any Q&A 😊) 
- <https://www.meetup.com/Large-Scale-Scrum-LeSS-in-NYC/> 
- <http://www.keystepstosuccess.com/virtual-learning-training-coaching/>



Organizational [eco] System



<https://www.pinterest.com/pin/422001427567687025/>

Customer Proximity

Product Focus

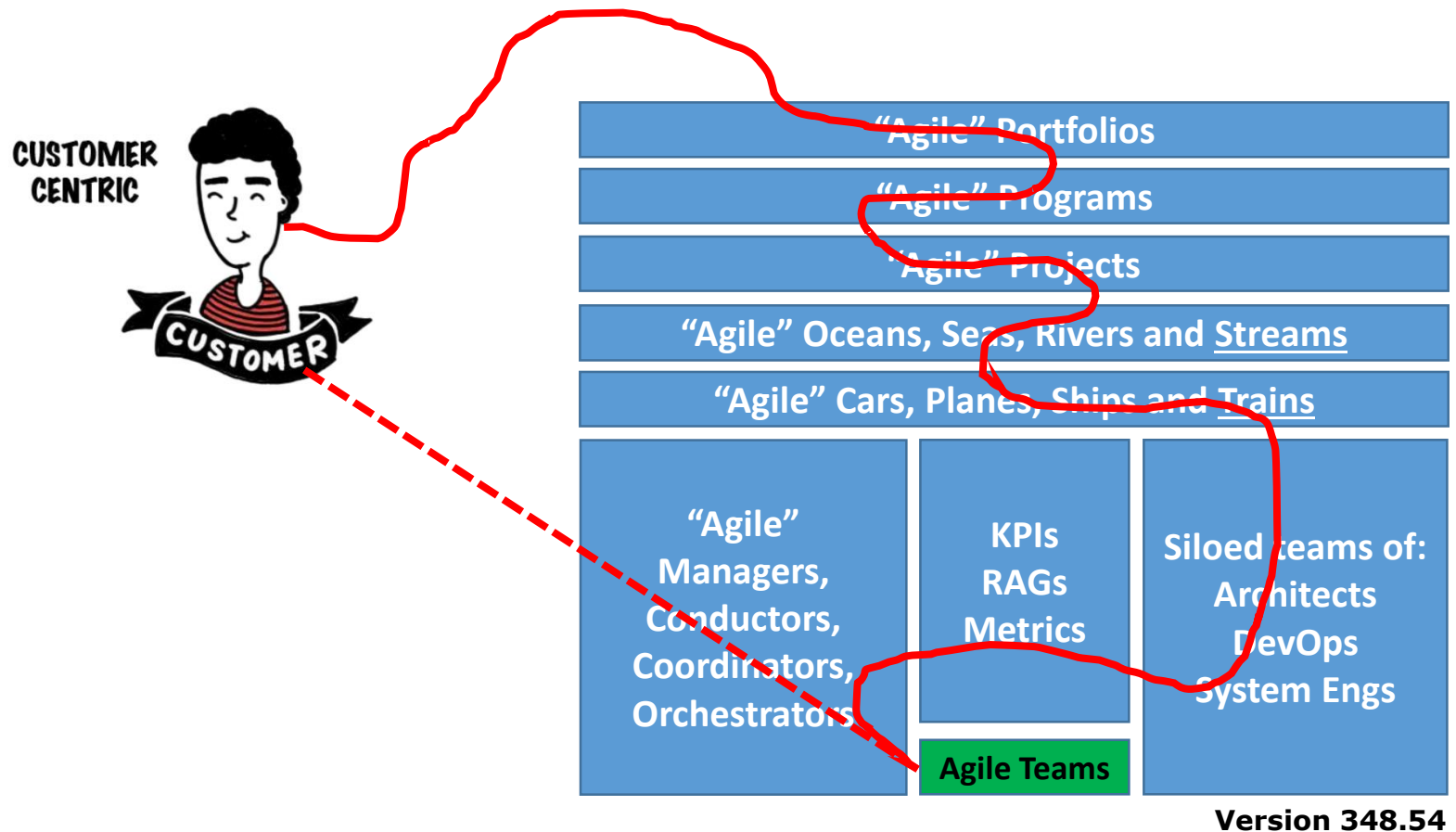
Team Design

Customer Proximity

Gap...

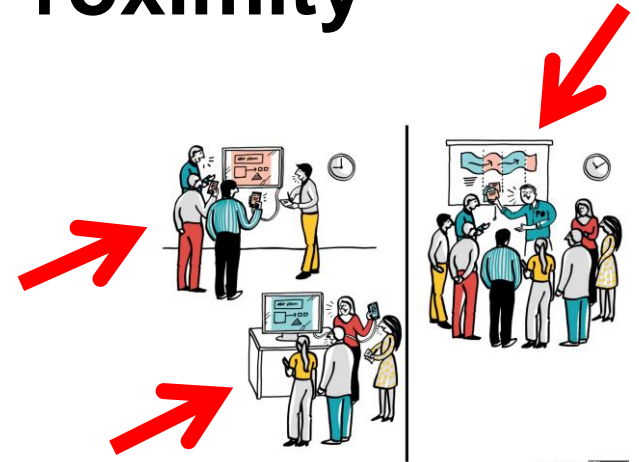
**Between Value Creation
(*Teams/GEMBA*)
and
Value Consumption
(*Customers/Users*)**

Wide Gap = Low Proximity



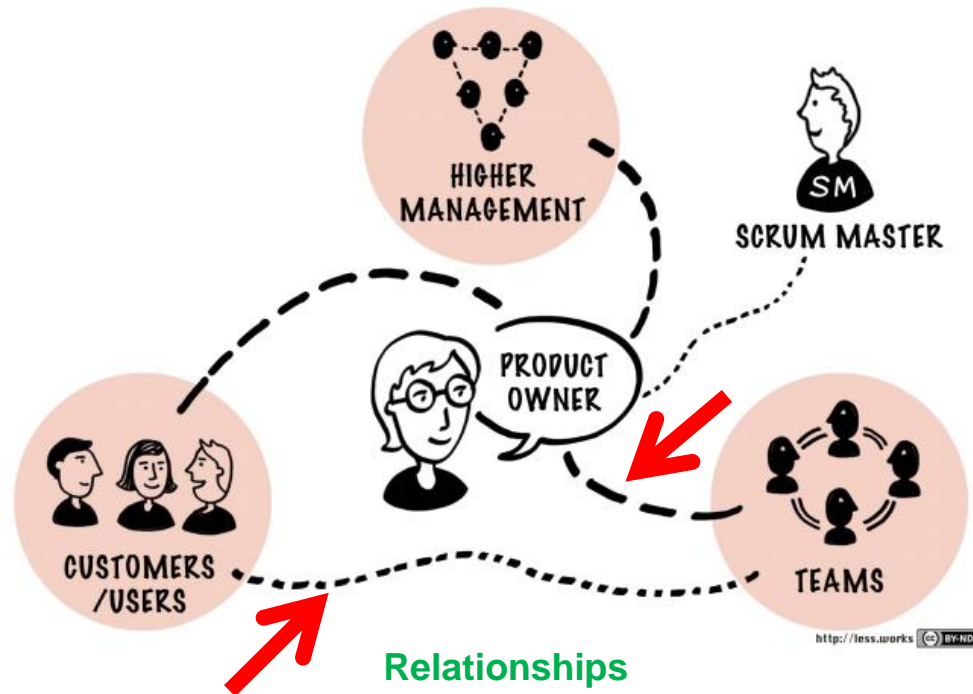
- Where is customer – centricity?
- How **loooooong** is a feedback loop between customers and developers?
- How adaptive (agile, fast-reacting) can teams really be, to Customer's requests?
- What has changed from what you saw prior to "installation"?

Narrow Gap= High Proximity



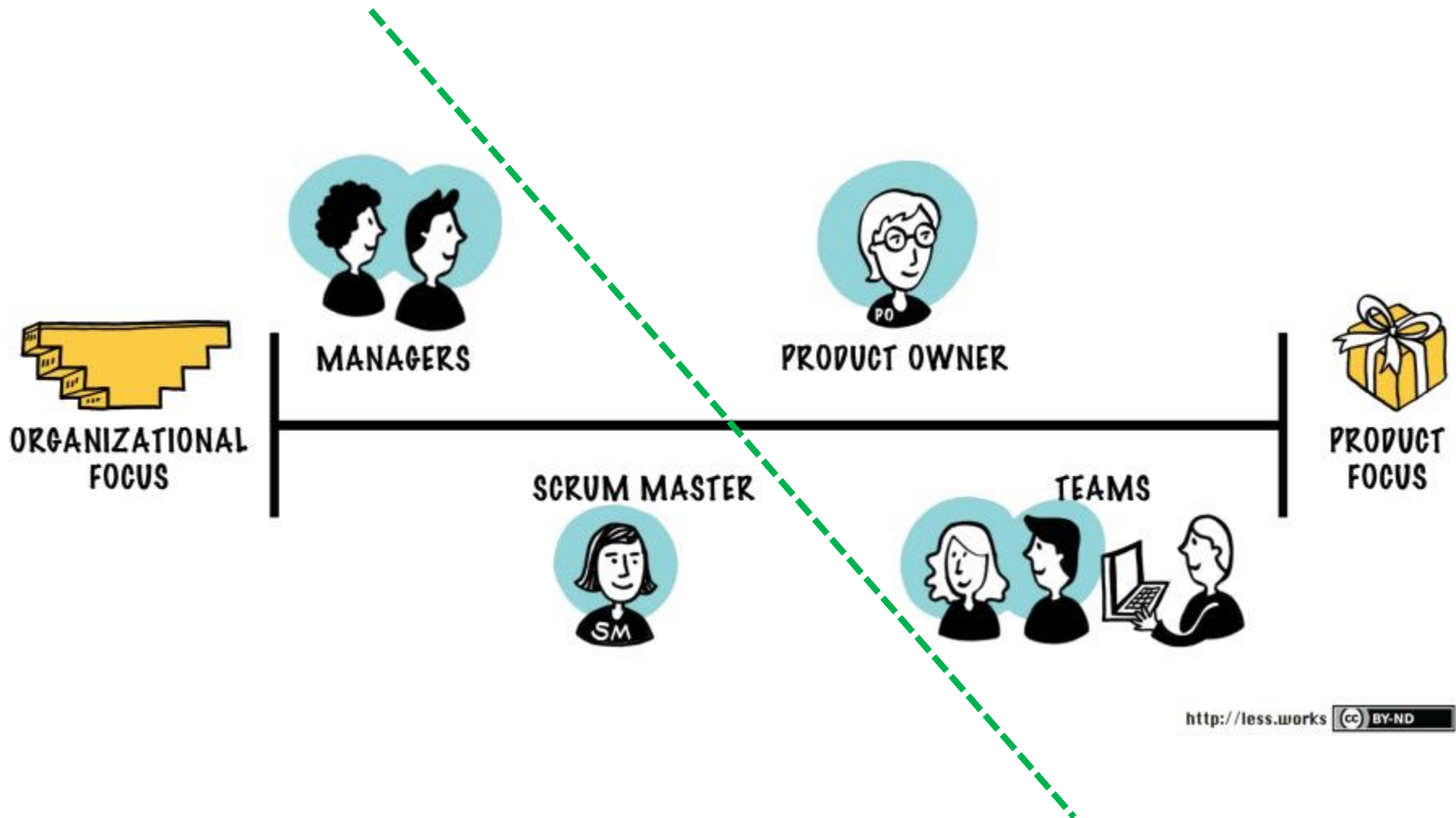
Open Space

Story Sketching



Product Focus

Who Is Focused On What?

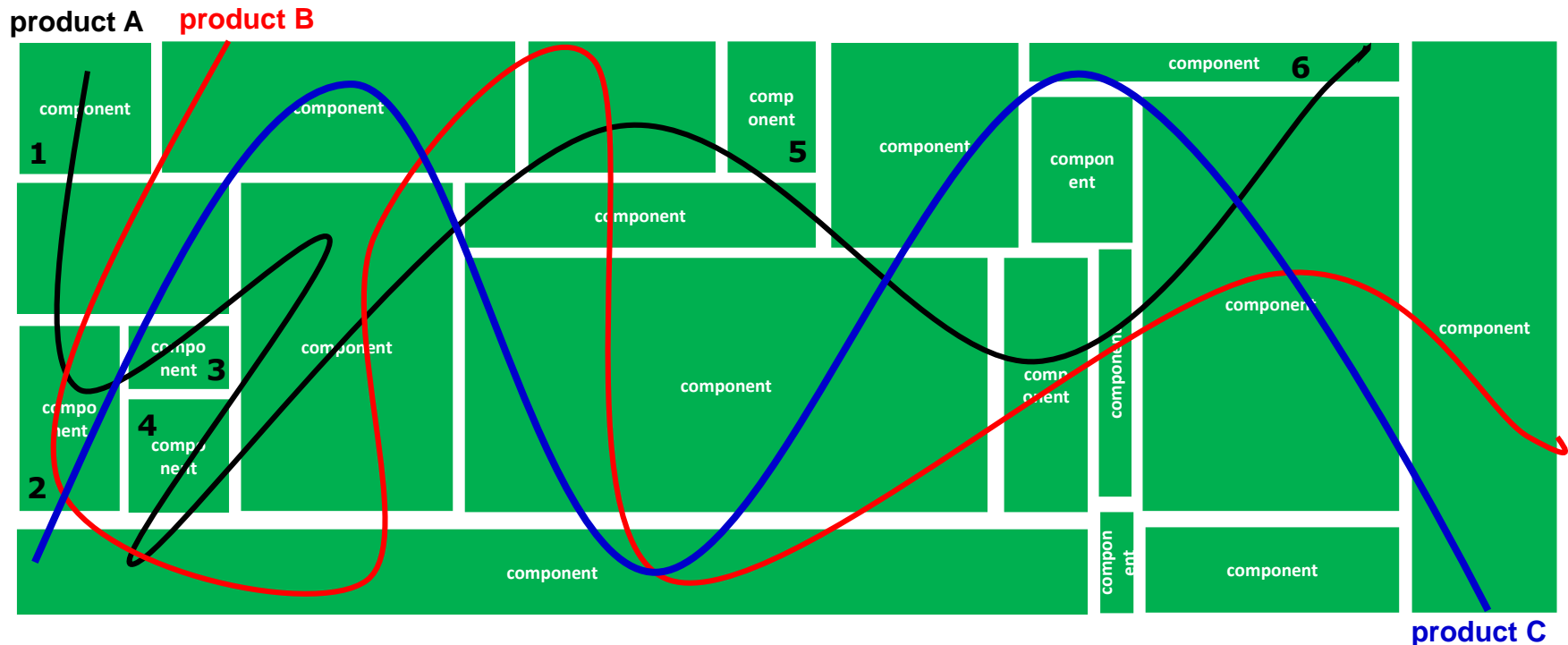


Which Product “Dimension” Holds Value?

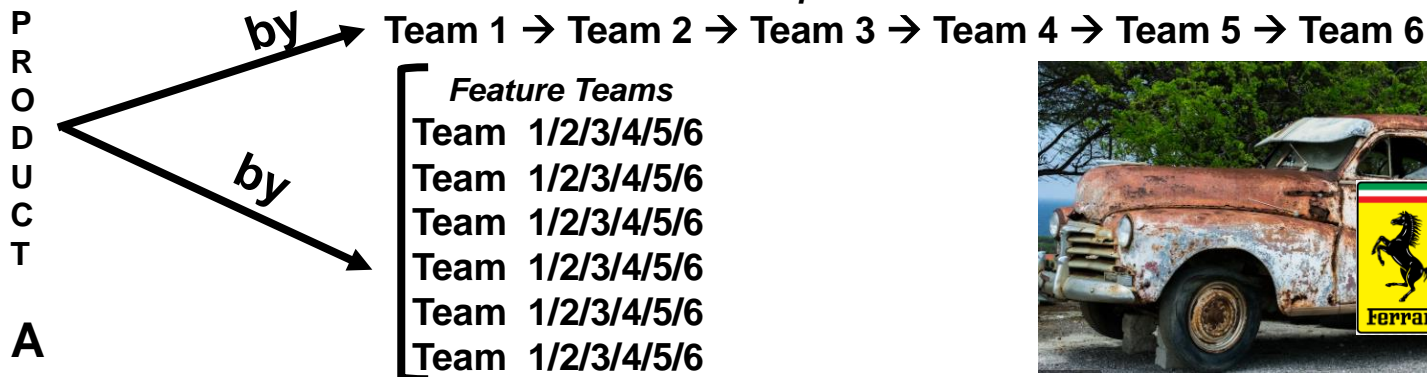
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How Do you Define Your Product?

Exercise: Bricks and Snakes

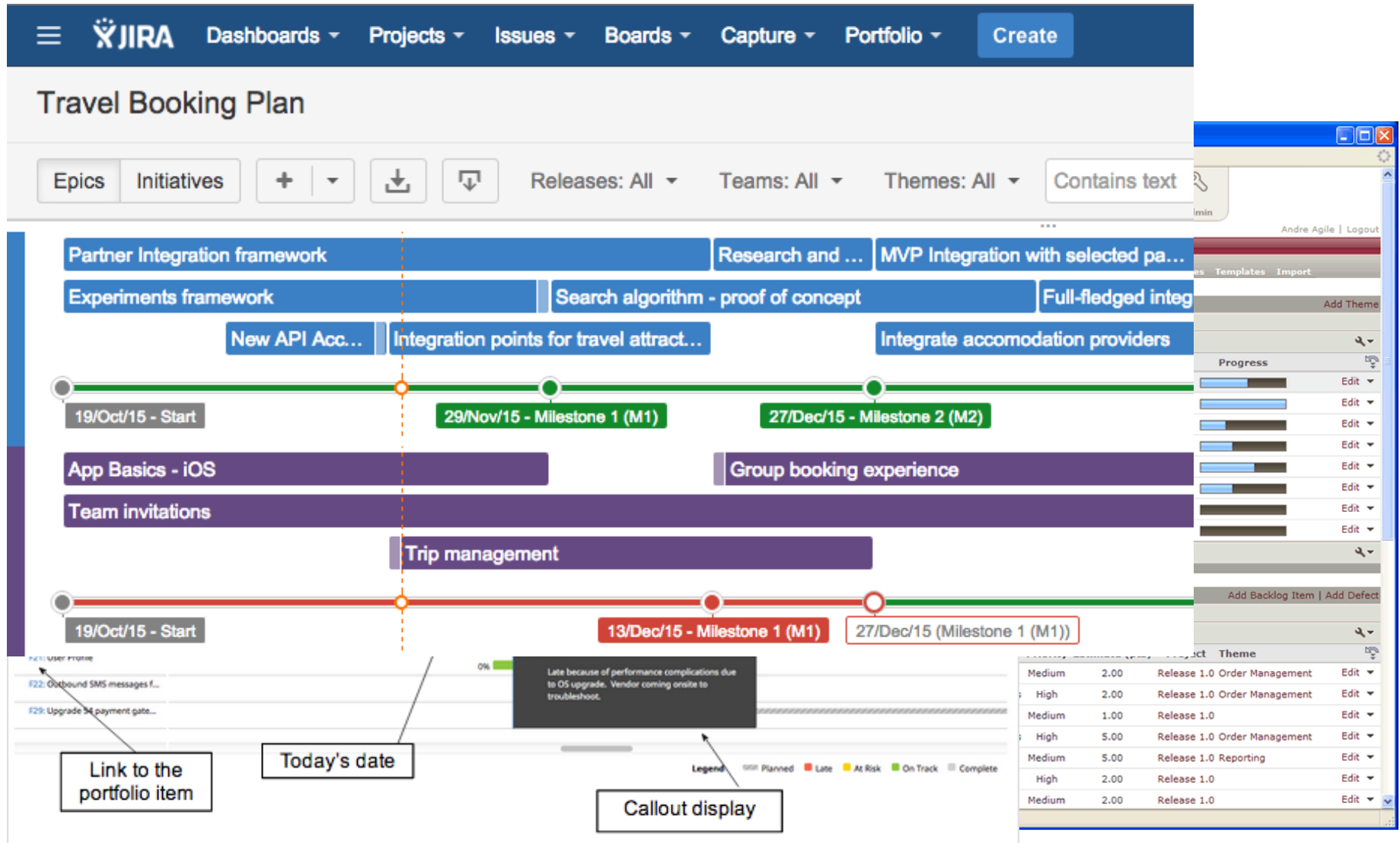


Component Teams

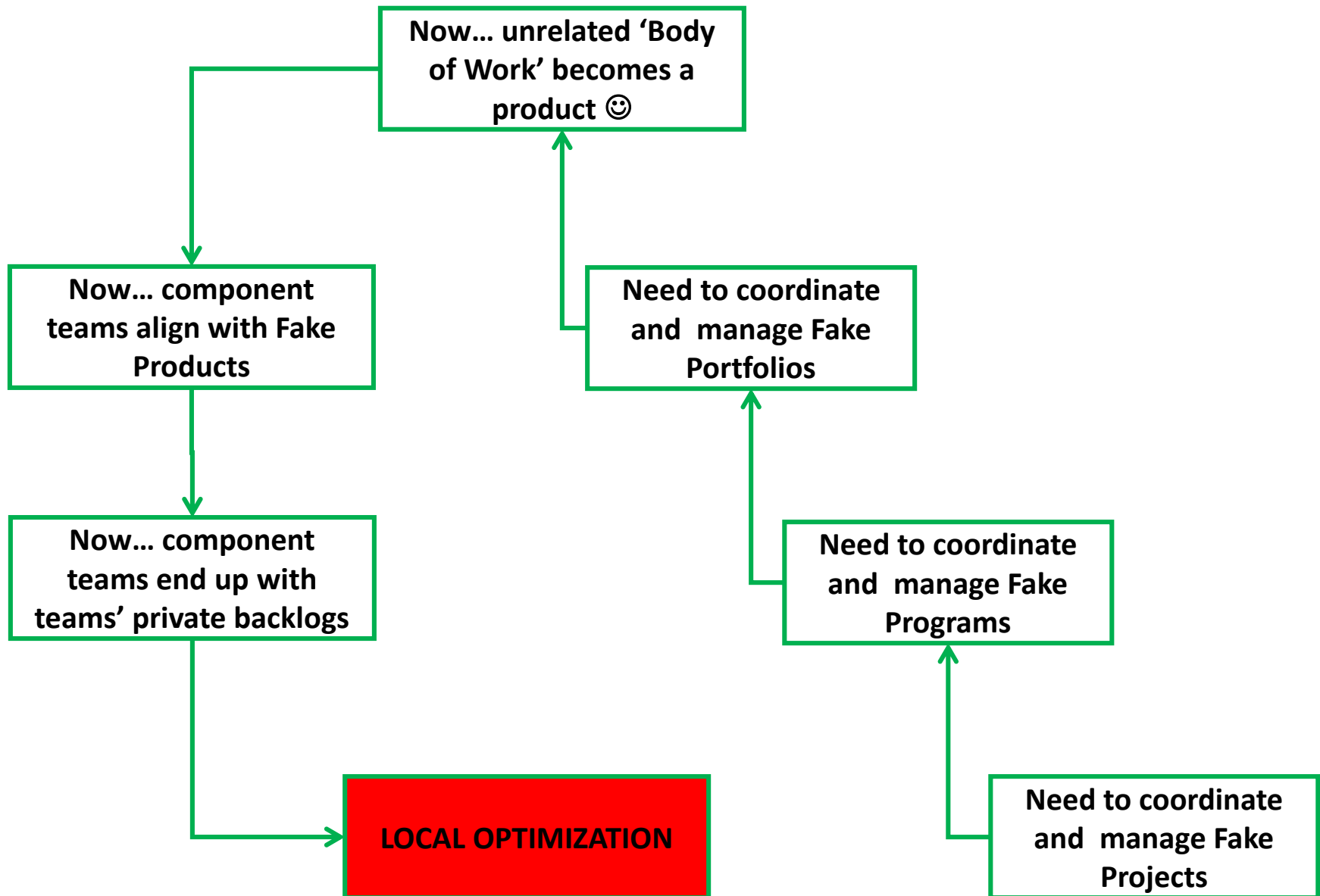


Just Because It “Fits in the Tool”

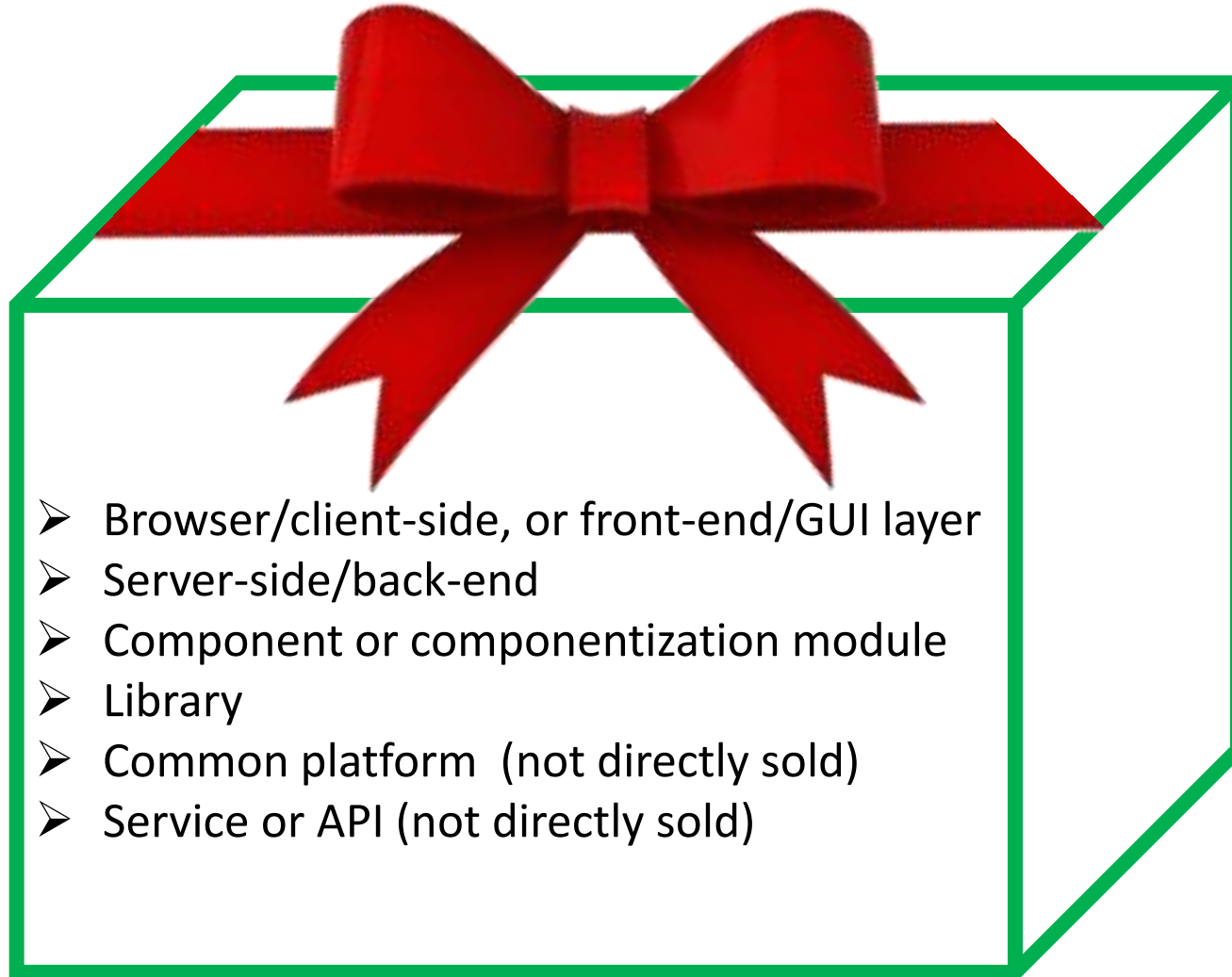
There is still a chance that this is NOT a real portfolio



Fake Product Portfolio



Moment of Self-Assessment



- Browser/client-side, or front-end/GUI layer
- Server-side/back-end
- Component or componentization module
- Library
- Common platform (not directly sold)
- Service or API (not directly sold)

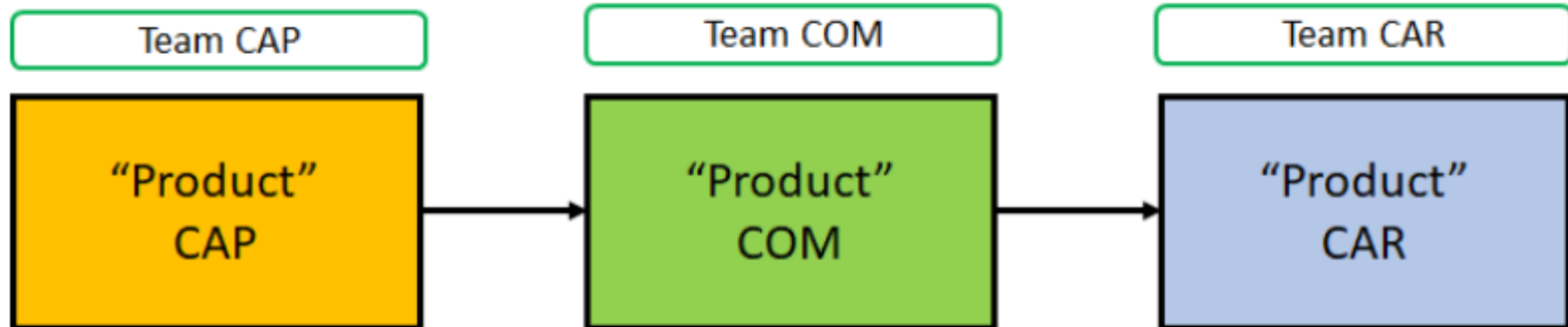
Are these REAL PRODUCTS?

How do you manage them?

What do your clients say about this?

What does this effort cost you?

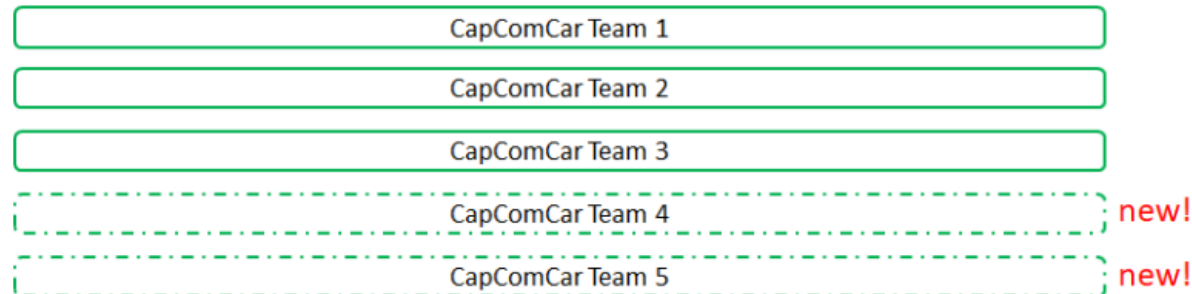
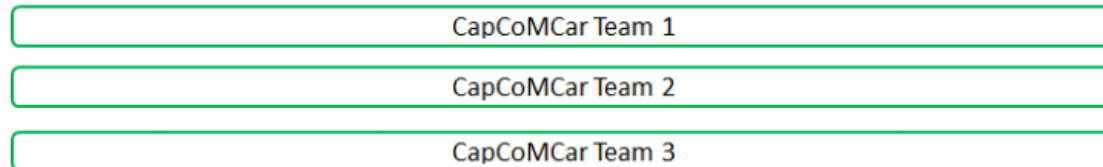
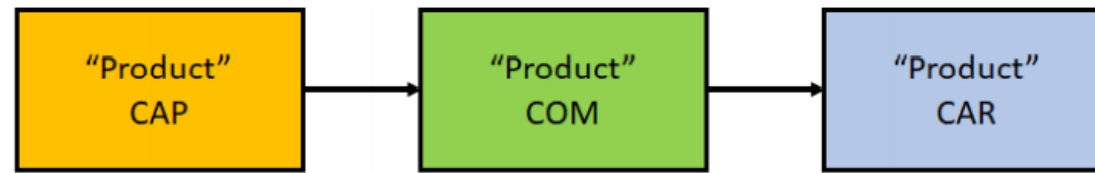
Fake Products (really, just Components)



...this led to Faux Scrum....

<https://less.works/case-studies/very-big-bank>

From Components – To Cross-Components



<https://less.works/case-studies/very-big-bank>

Expanding Product Definition

- Organizing by Business Value and Customer Centricity
- **Expanding** Product as wide as possible
- **Constraining** Product to keep it reasonably manageable
- Maintaining single Product Backlog (not multiple, private team backlogs)



PRODUCT

Team Design

Faux (Fake) Scrum

Scrum Anti-Patterns

In Scrum, in every Sprint, a team delivers Potentially Shippable Product Increment (PSPI). **This is fundamental for Scrum.** In order for this to happen, each team must possess all necessary attributes (skills, knowledge, domain expertise) required to get work fully DONE (potentially shippable). This is what makes Scrum - real Scrum. Many teams that lack the required Scrum attributes still attempt to sprint, however, effectiveness of such "sprint-like activities" is significantly reduced. **Not all anti-patterns of Scrum are equally obvious.**

- separate, phase-specific backlogs or single backlog with phase-specific items
- local optimization by single-skill specialists (e.g., PM, BA, QA, Architect, Developer)
- hand-overs, toll-gates, "internal contracts"
- long periods of down-time by specialists, when it is not "their phase" to work
- "water-scrum" / "scrum-fall"
- Very weak Definition of Ready & Done
- PSPI - takes many sprints to produce



Avoid This:

More obvious anti-pattern
Less obvious anti-pattern

- separate, component-specific backlogs or single backlog with component-specific items
- local optimization by component specialists (e.g. UI/UX, middle-tier, back-end, web service, architecture)
- hand-overs, toll-gates, "internal contracts"
- multiple non-development sprints needed to integrate all components and fix bugs
- Weak Definition of Ready & Done
- PSPI - takes many sprints to produce



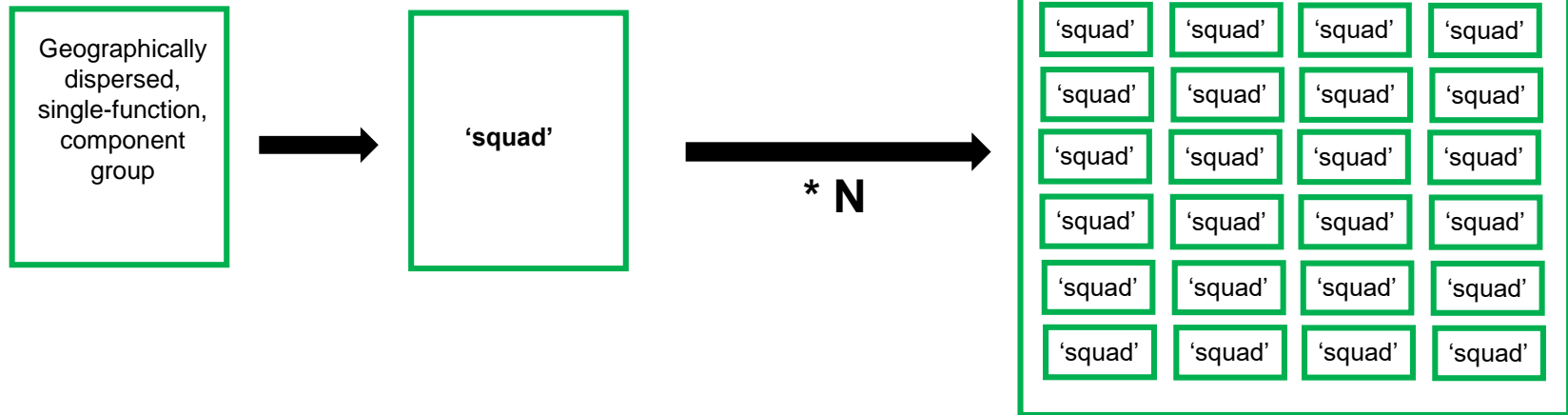
Does It Matter What We Call Them?

- Single skill-set "Scrum Team"
- Component "Scrum team"
- Pod? Squad? Crew? Band?



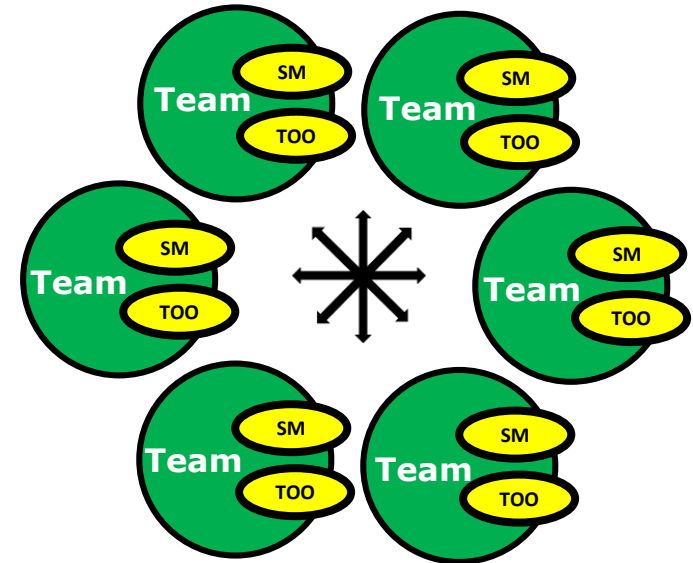
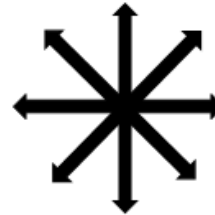
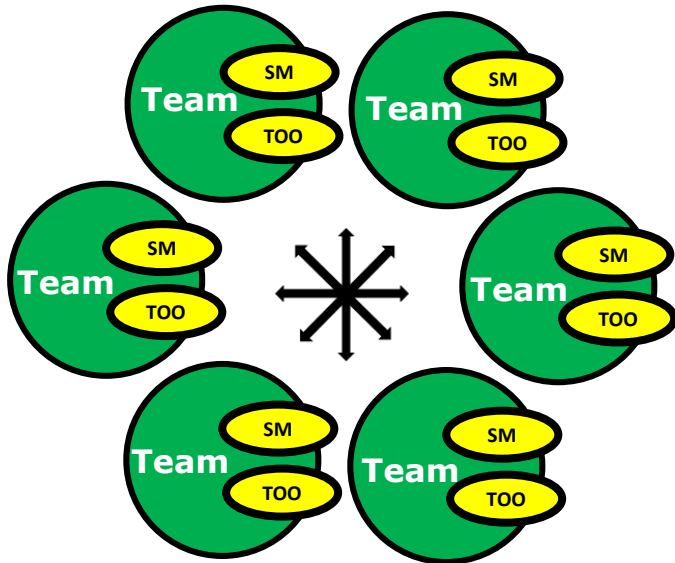
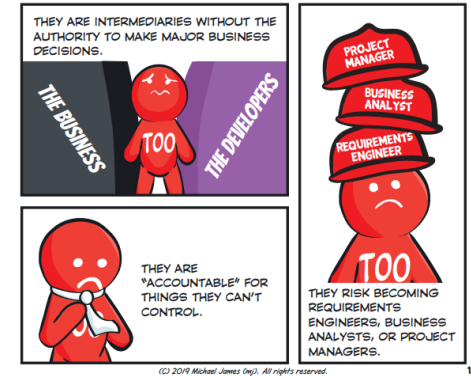
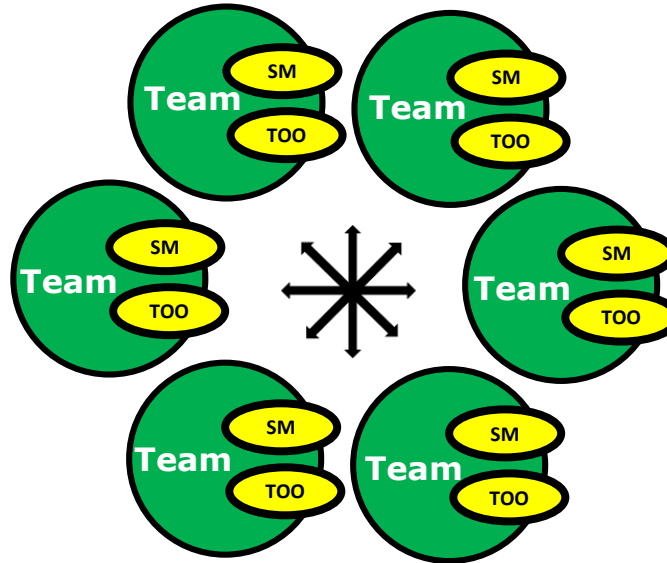
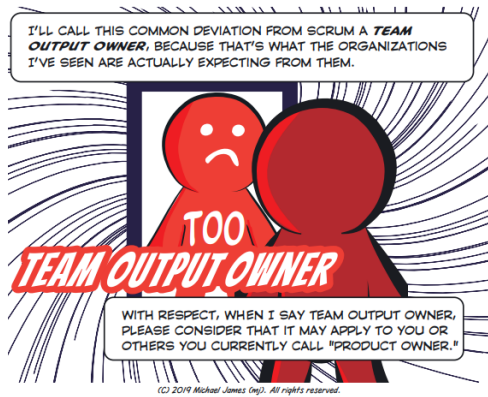
Relabeling Game: Traditional to 'Agile'

Relabeling large, geographically dispersed, single-function specialist/component group, managed by engagement managers and technical leads (with groups, frequently coming from external vendors, bound by fixed-everything SOWs) into a 'squad'- is a **masquerade**



Taking an existing *portfolio of programs and projects* (usually, they weakly support customer-centric products) that are worked upon by used-to-be component groups, and now, so called 'squads', while relabeling a portfolio into a 'tribe' - is a **masquerade**

Fractal Team Design & Communication

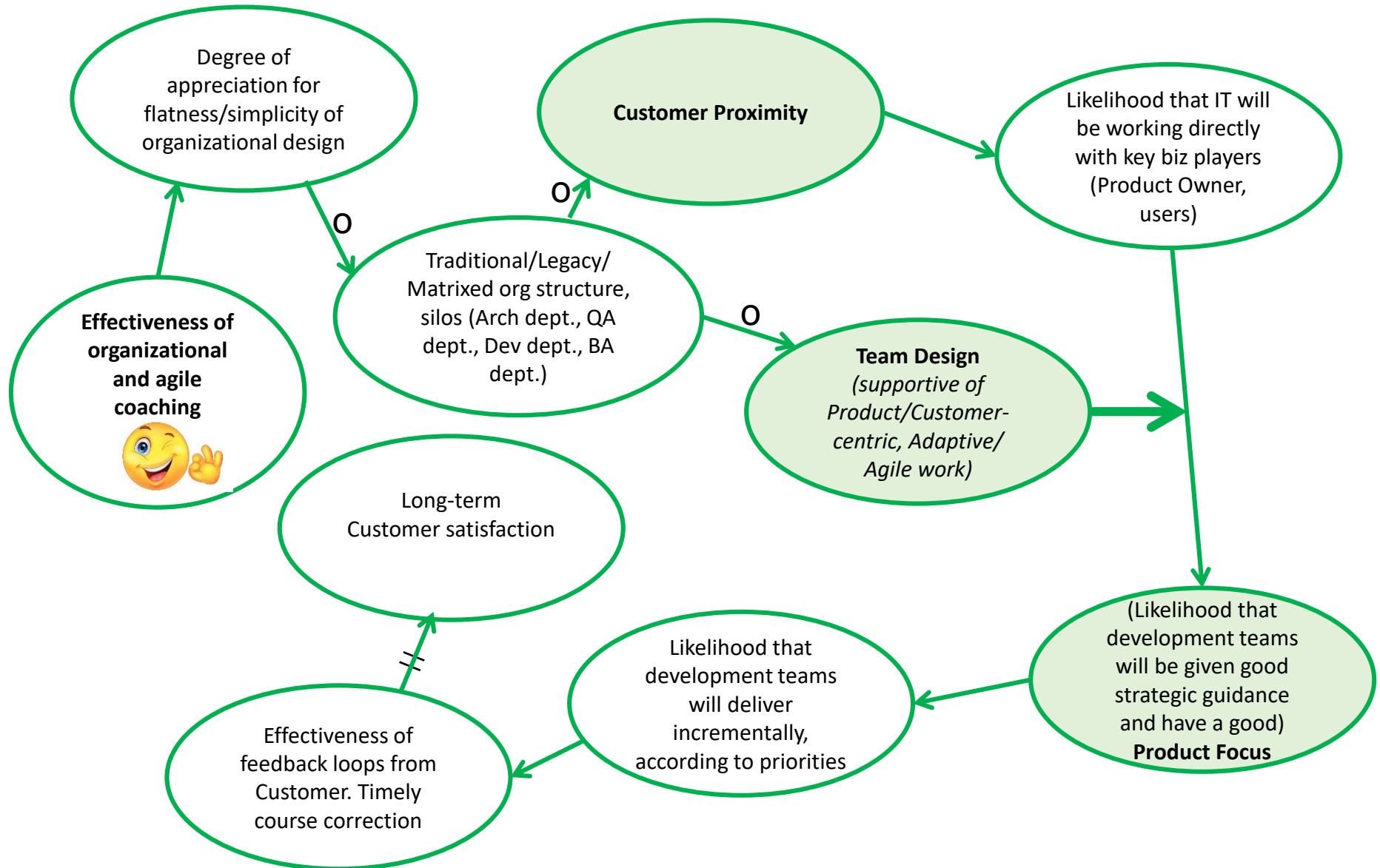


<https://www.youtube.com/watch?v=cr2rjaGmUzo>

Each team: private backlog, dedicated TOO, SM – estimating in a silo

[eco]System Modelling

With Causal Loop Diagram (CLD)



Q & A