



Collaboration at Scale: Advanced Roadmapping

14-Mar-2018

conteneo

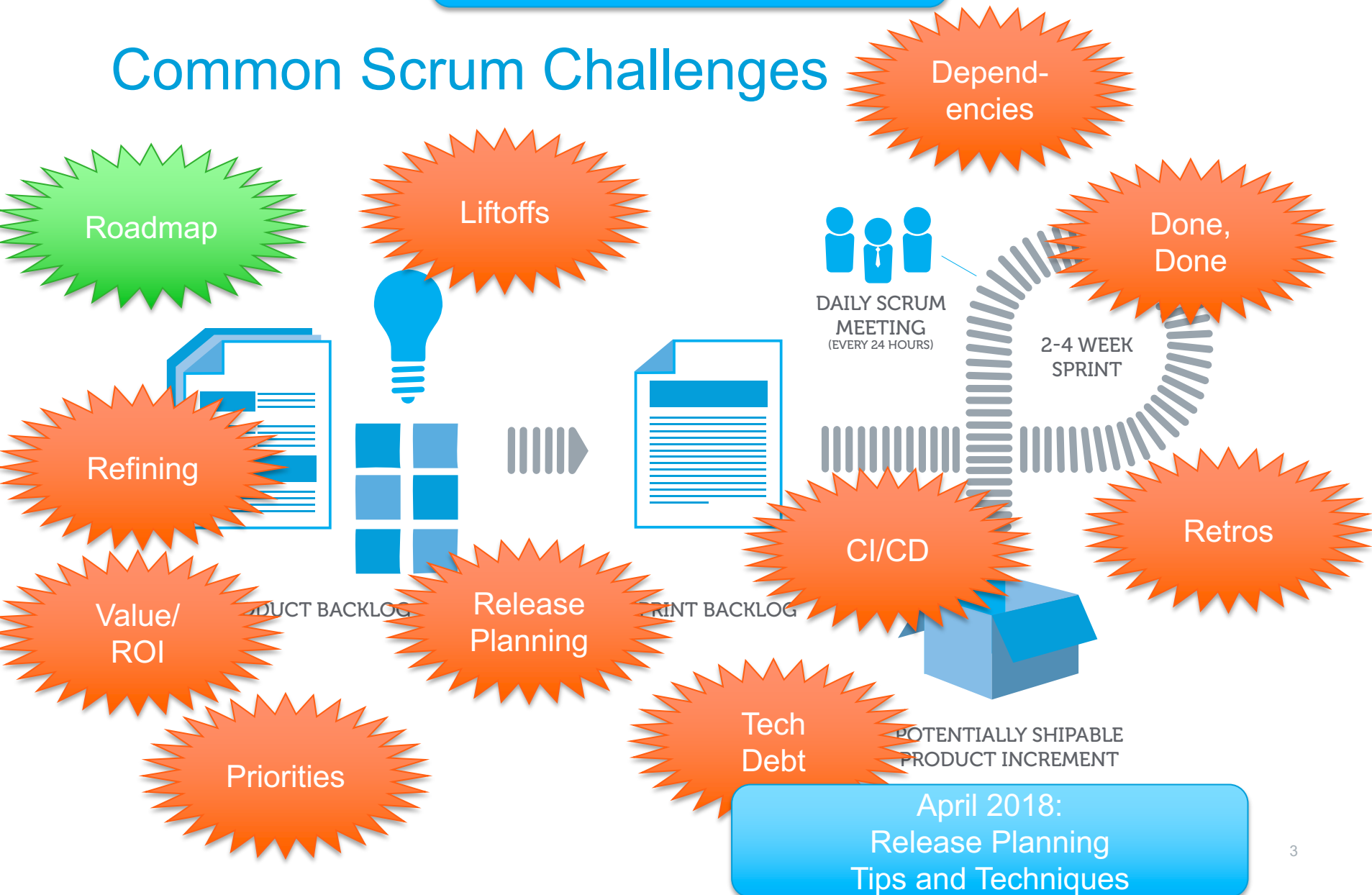


Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who will be joining our series.

Common Scrum Challenges



April 2018:
Release Planning
Tips and Techniques

Agenda

- 1 Basic Roadmap Review
- 2 Market Events / Market Rhythms
- 3 Managing Tech: Sunset Grids & Tech Radars
- 4 Commitments & Scenario Planning
- 5 Dependency Mapping
- 6 Highly Dynamic Environments
- 7 Roadmaps of Roadmaps



Jason Tanner



Luke Hohmann

Do you have a roadmap?

- We do not have a roadmap.
- We have a roadmap but we pretty much ignore it.
- Our roadmap is somewhat effective in guiding our team.
- Our roadmap is very effective in guiding our team.

Roadmapping and Planning Time Horizons



Strategy vs. Execution

Strategy is a way of thinking about the future that transcends a focus on the immediate.

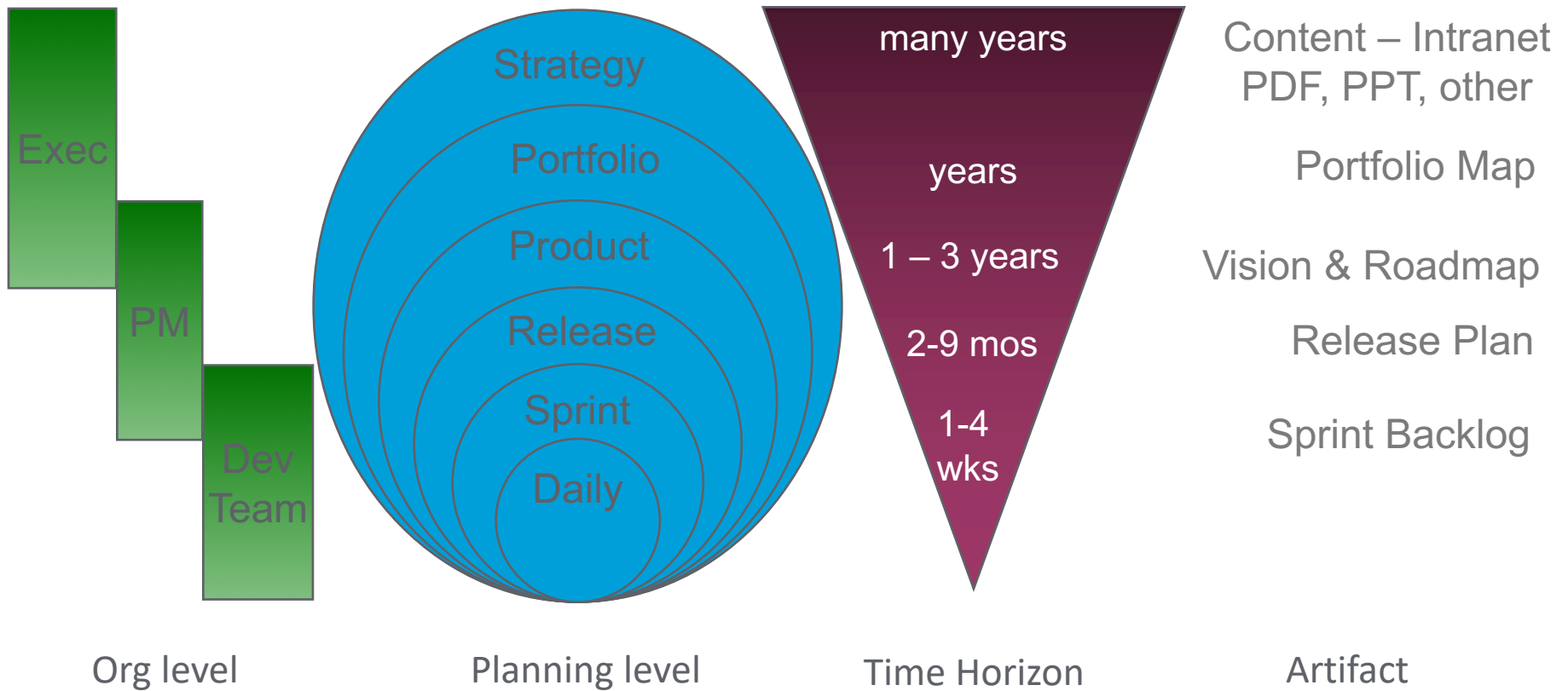
You're generally not free to pursue any possible strategy (consider regulatory constraints)

Prior actions constrain future strategies

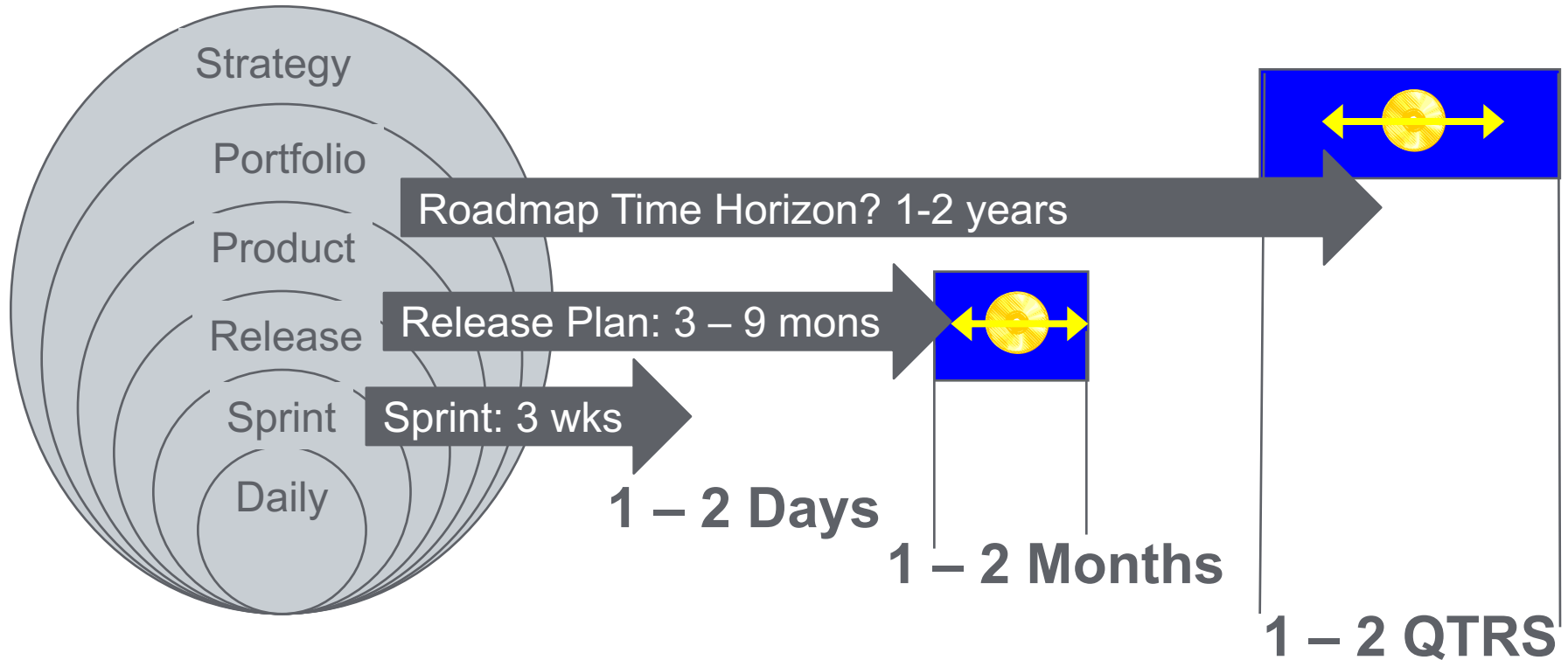
Execution refers to the set of actions we take to produce the results envisioned in the strategy.

Communicating strategic choices
enables effective execution

Agile Planning Time Horizons



Estimates Are Less Precise When Time Horizons are Longer



Note that as the time horizon *increases* the precision of our projections *decreases*. **We still plan.**

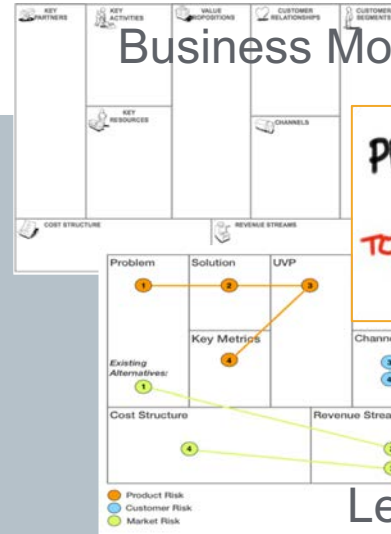
Where Roadmaps “Fit” into Scrum:

Strategy-Glue-Tactics

for

Agile Product Management





Business Model Canvas

$$\text{PROFIT} = \text{REVENUE} - \text{COST}$$

↑ TO INCREASE THIS... ↑ ... INCREASE THIS... ↑ ...OR DECREASE THIS

Business Drivers

Lean Canvas

Product Purpose
Why

Product Vision

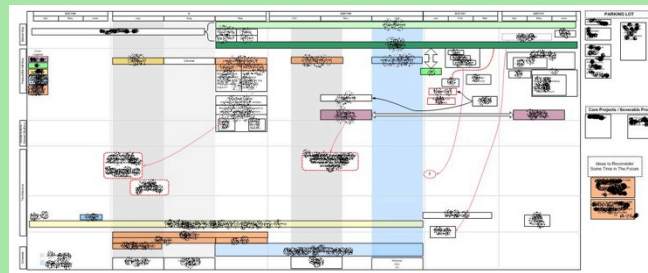
Longer term
Holistic

Strategy

Glue

Tactics

Shorter Term
Focused



Roadmap



User Story map

ID	User Story	Ranking (Estimated Priority)	Estimated Effort
1000	Search for resumes by keywords	1	m
1001	Enter resume online	2	m
1002	Post a job opening	3	f
1003	Add social networks	4	f
1004	Post job opening to my social networks	5	m
1010	Add recruiter profiles	6	m
1011	Add ratings to a recruiter	7	s
1020	Review skill suggestions	8	f
1026	Approve a skill suggestion	9	m
1005	Find job openings that match my skills	10	m
1006	Find resumes with skills that match a job opening	11	f
1008	Search job openings by location	12	f
1010	Add alert for job postings on my social networks	13	f
1011	Filter job openings by industry type	14	m
1013	Upload resume in HTML format	15	f
1015	Improve my resume with different templates	16	m
1018	Improve recruiter profiles by rating	17	f
1019	Make comments to a recruiter	18	m
1020	Improve recruiter profiles by location	19	m
1022	Associate a skill with my resume	20	f
1024	Suggest a new skill	21	f
1009	Filter job openings by skills	22	f
1007	Filter job openings by salary range	23	f
1013	Download resume in PDF format	24	f
1014	Enter resume online using a template	25	m
1021	Improve recruiter profiles by industry	26	m
1023	Associate a skill with a job opening	27	f

Backlog



Release Plan



Sprint

Longer term
Holistic

Product Purpose
Why

Product Vision

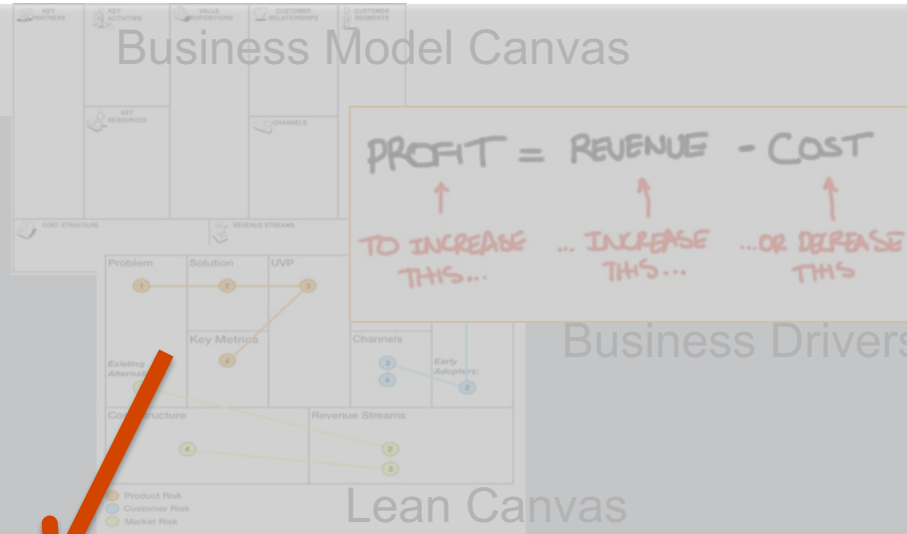
Strategy

Business Model Canvas

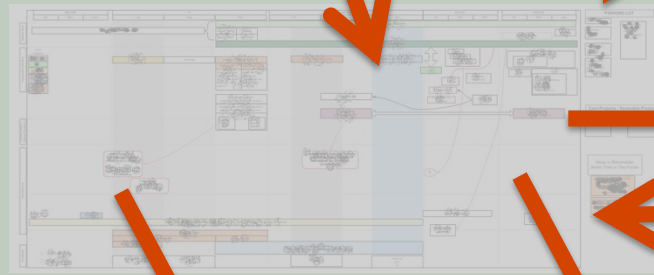
$$\text{PROFIT} = \text{REVENUE} - \text{COST}$$

↑ ↑ ↑
TO INCREASE THIS... INCREASE THIS... OR DECREASE THIS...

Business Drivers



Glue



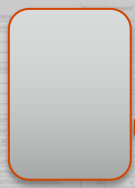
Roadmap



User Story map

Tactics

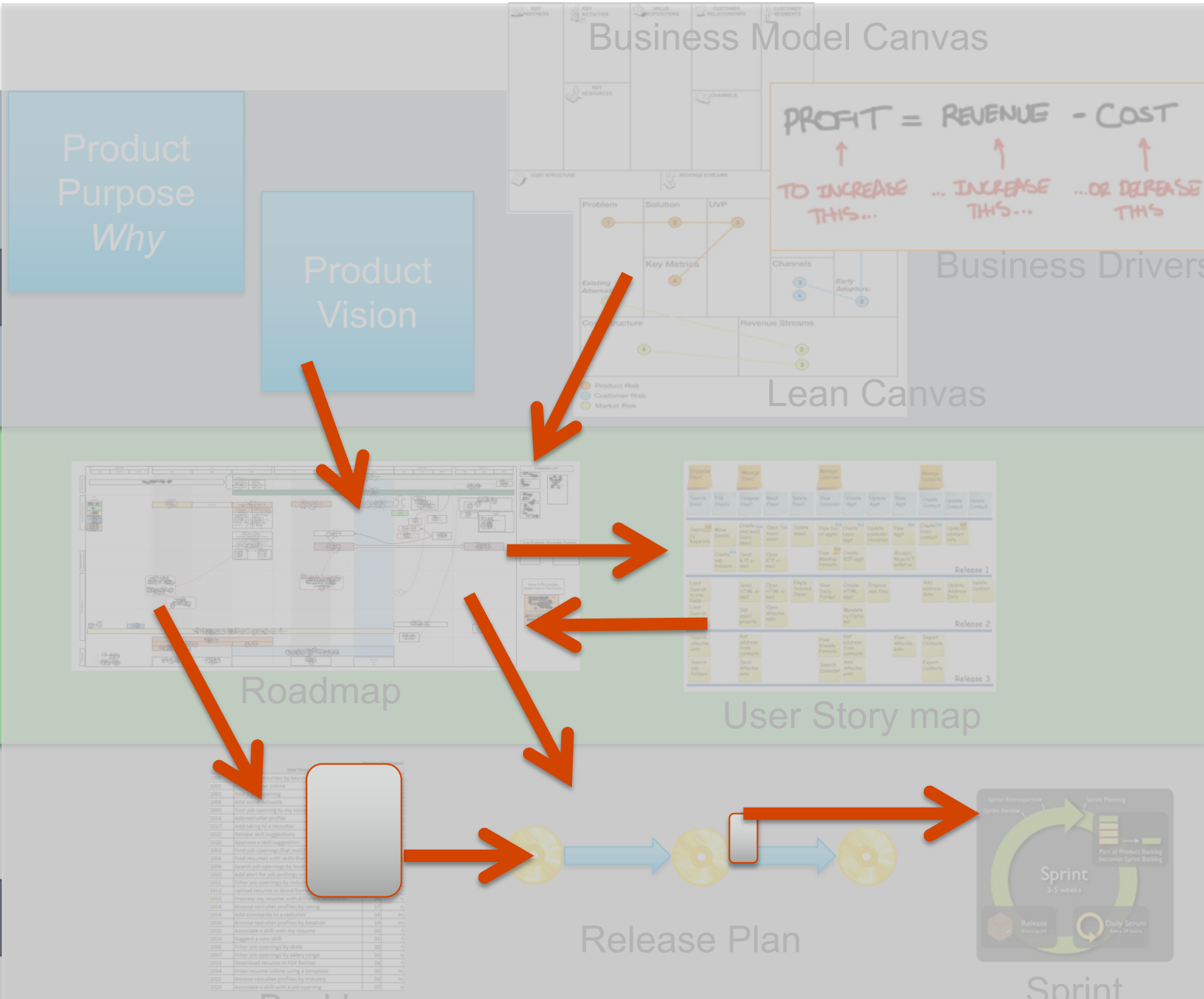
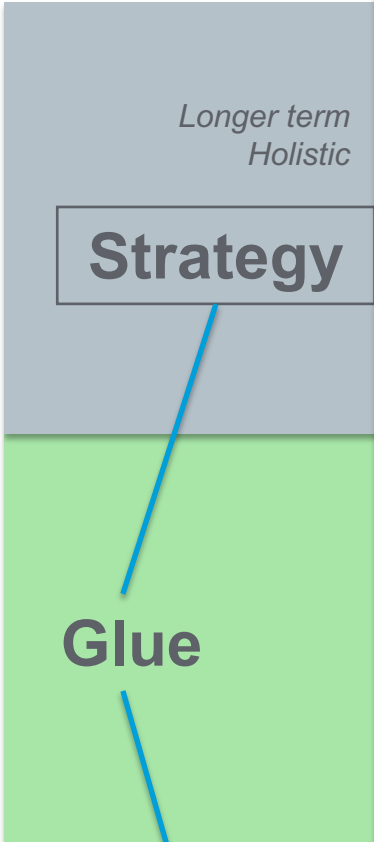
Shorter Term
Focus



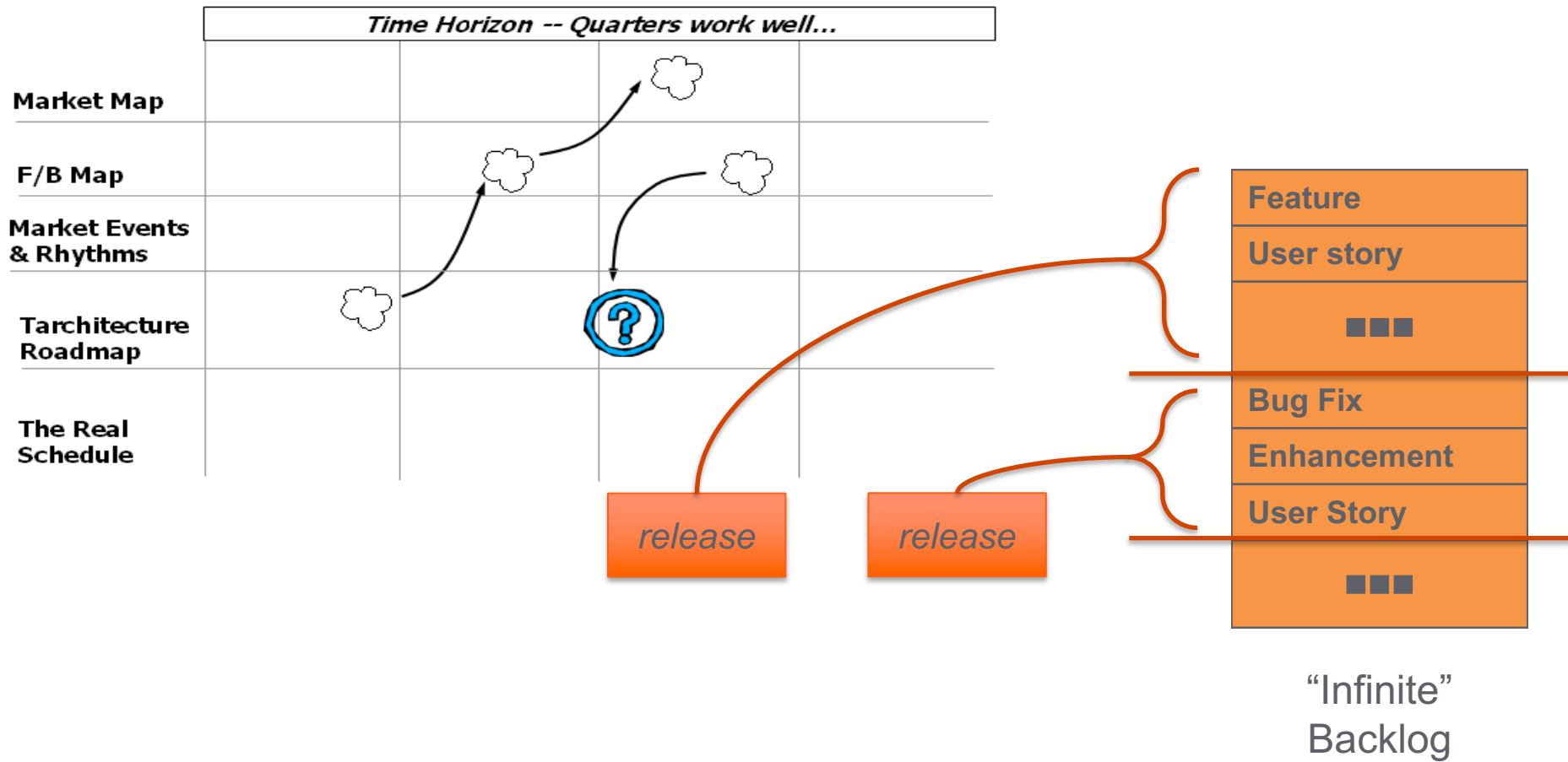
Release Plan



Sprint



Roadmaps and Backlogs Are Independent But Linked

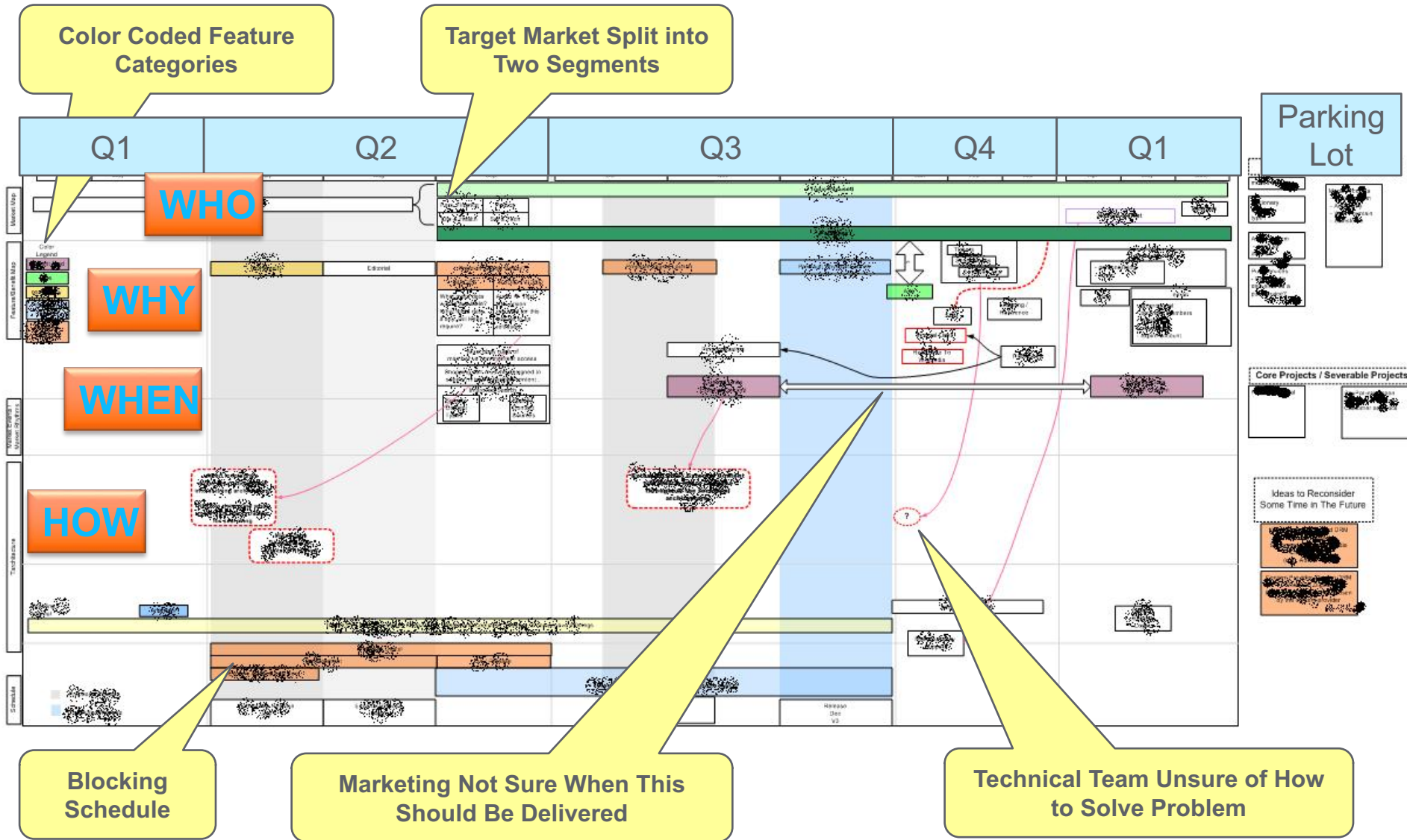


Agile Roadmap Format and Structure



A Good Roadmap “Glues” Strategy to Tactics

- WHO** are my markets/market segments?
- WHAT** features and benefits will they pay for?
- WHEN** and how frequently should I release?
- HOW** will my technical architecture evolve?
- WHAT** marketing events will drive awareness/sales?
- ARE** there any external factors to address?

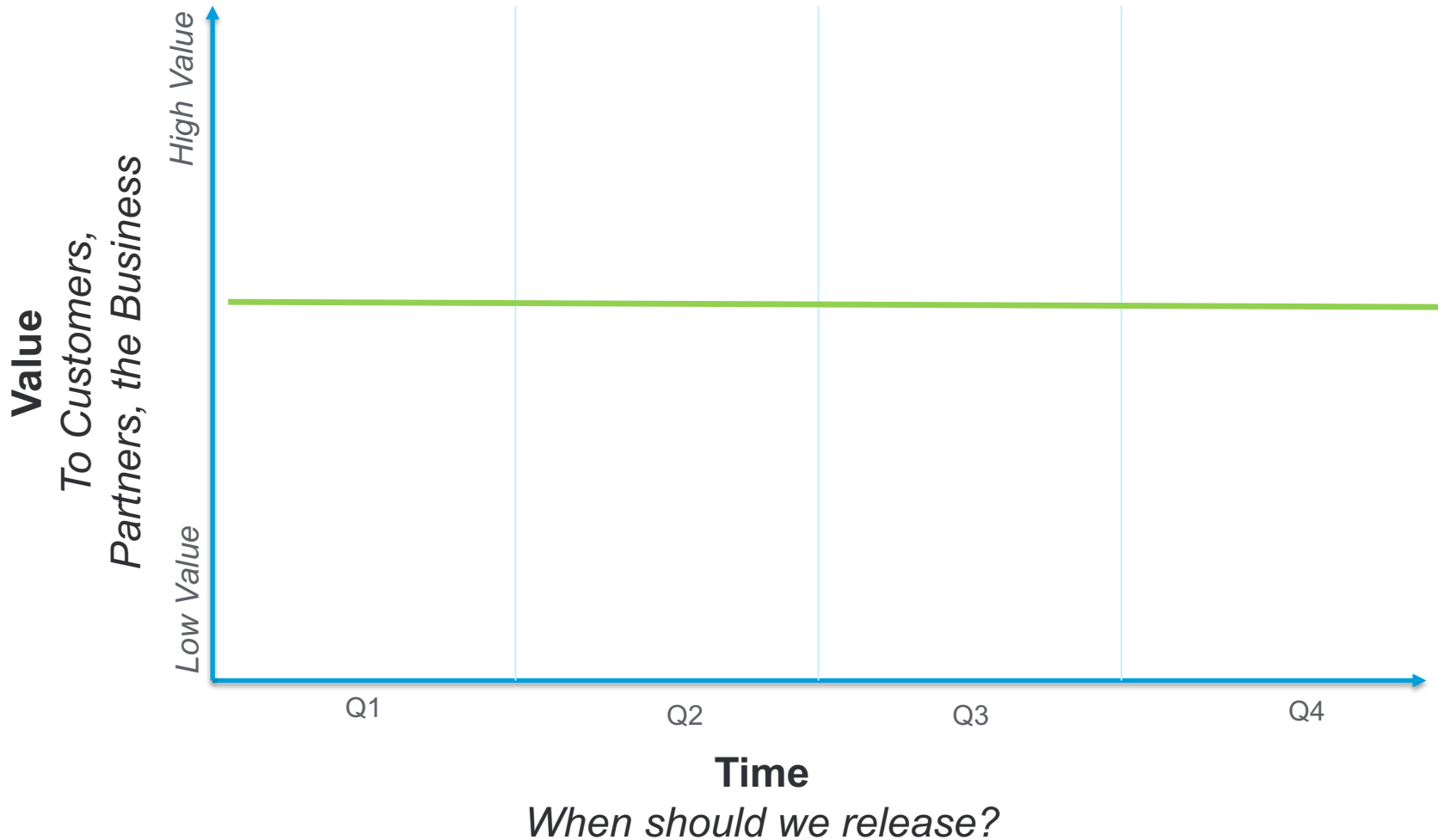


Market Events / Market Rhythms

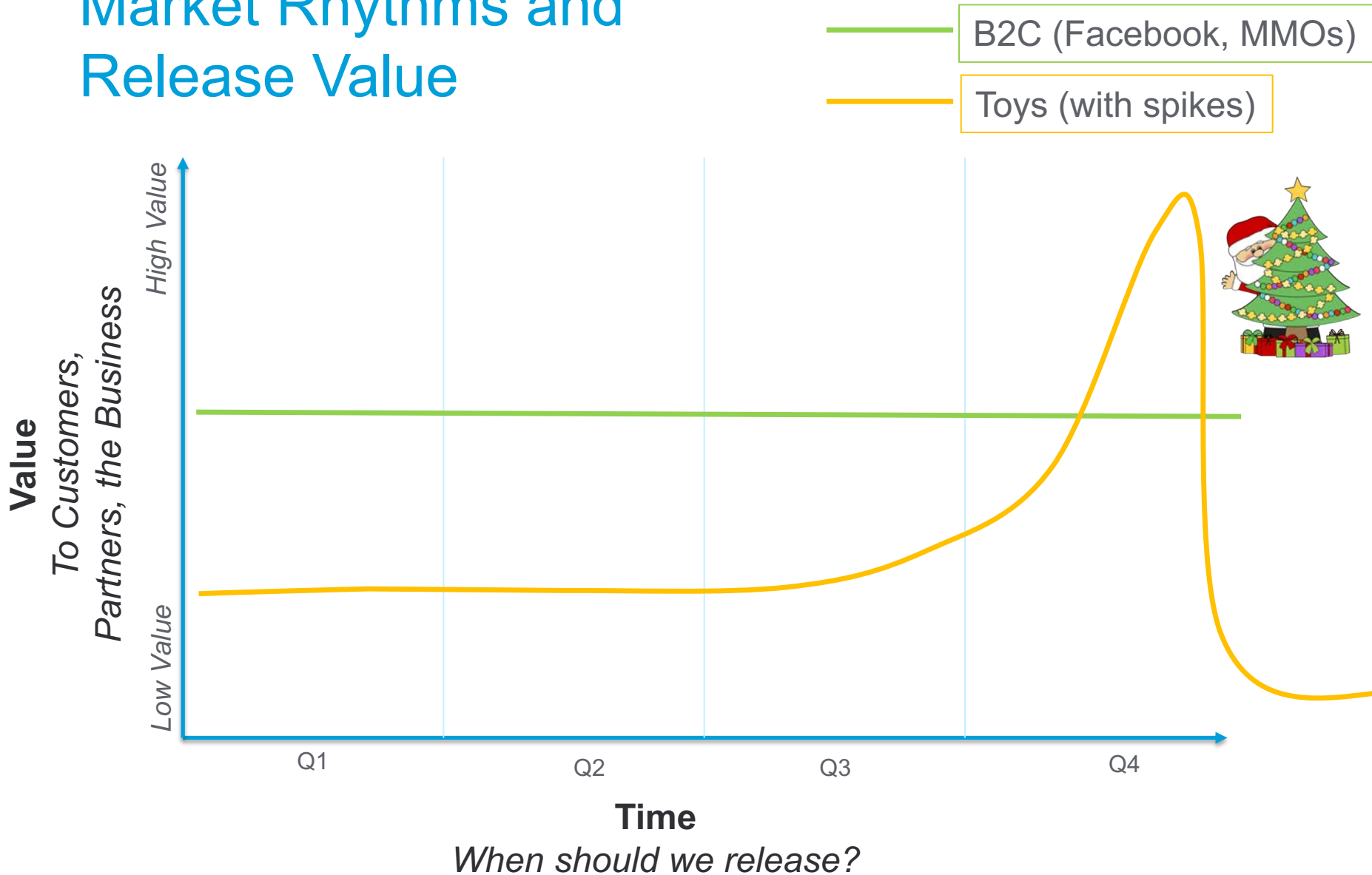


Market Rhythms and Release Value

B2C (Facebook, MMOs)

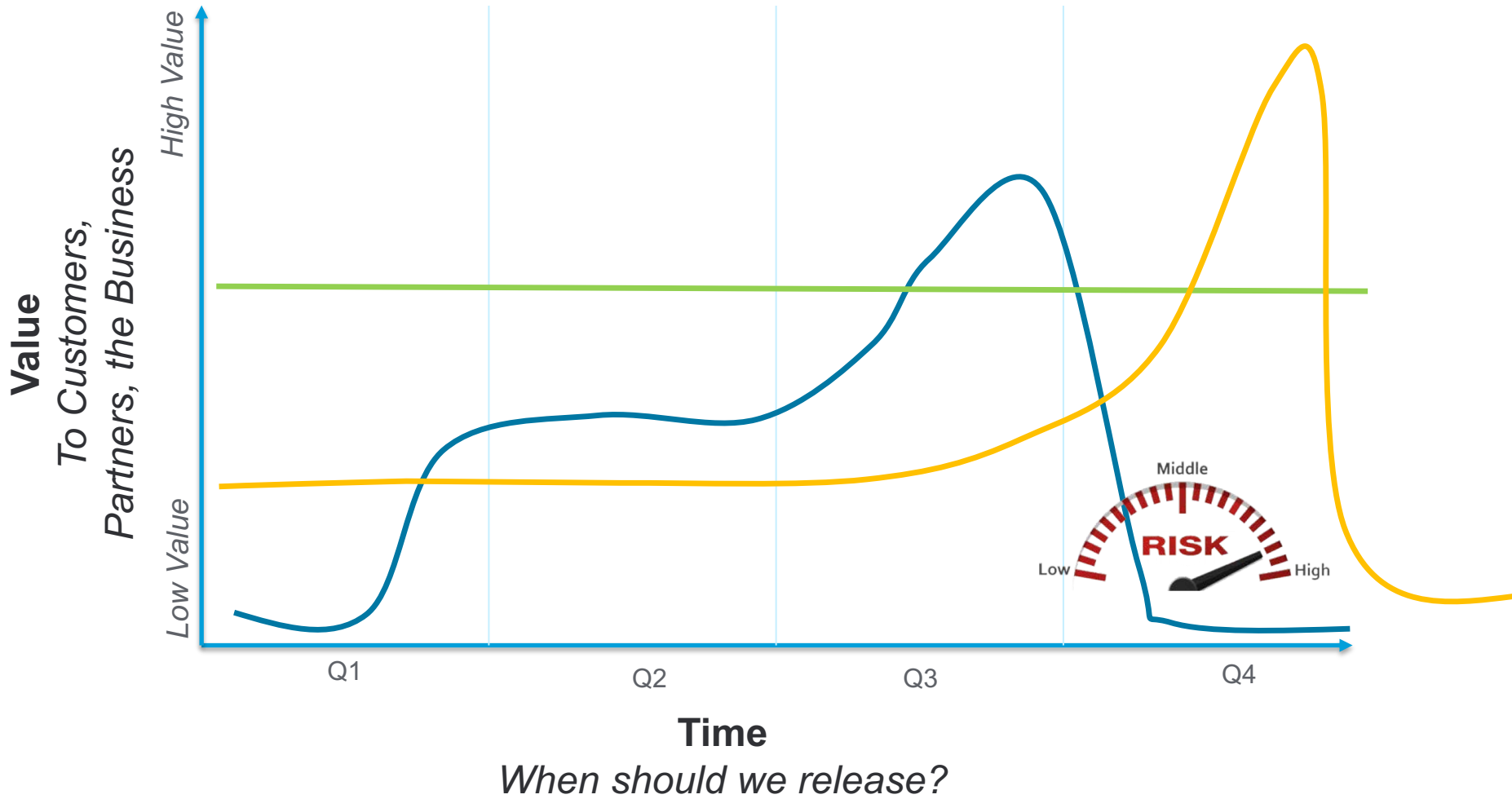


Market Rhythms and Release Value

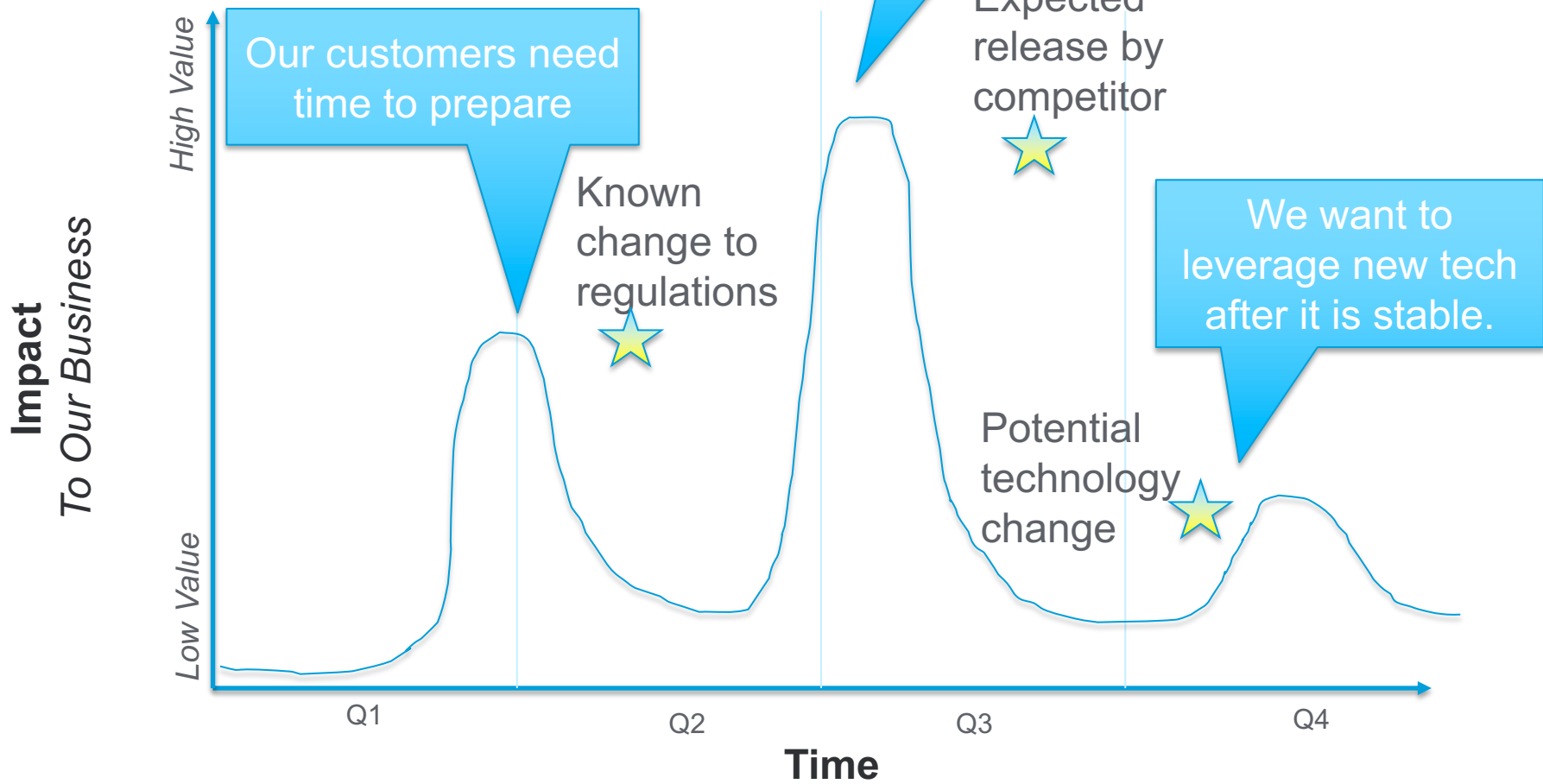


Market Rhythms and Release Value

- B2B Retail Software
- B2C (Facebook, MMOs)
- Toys (with spikes)



Market Events



When is this projected?

What is the precision & accuracy of our projection?

Let's Talk More About Time



Which following roadmaps do you have?

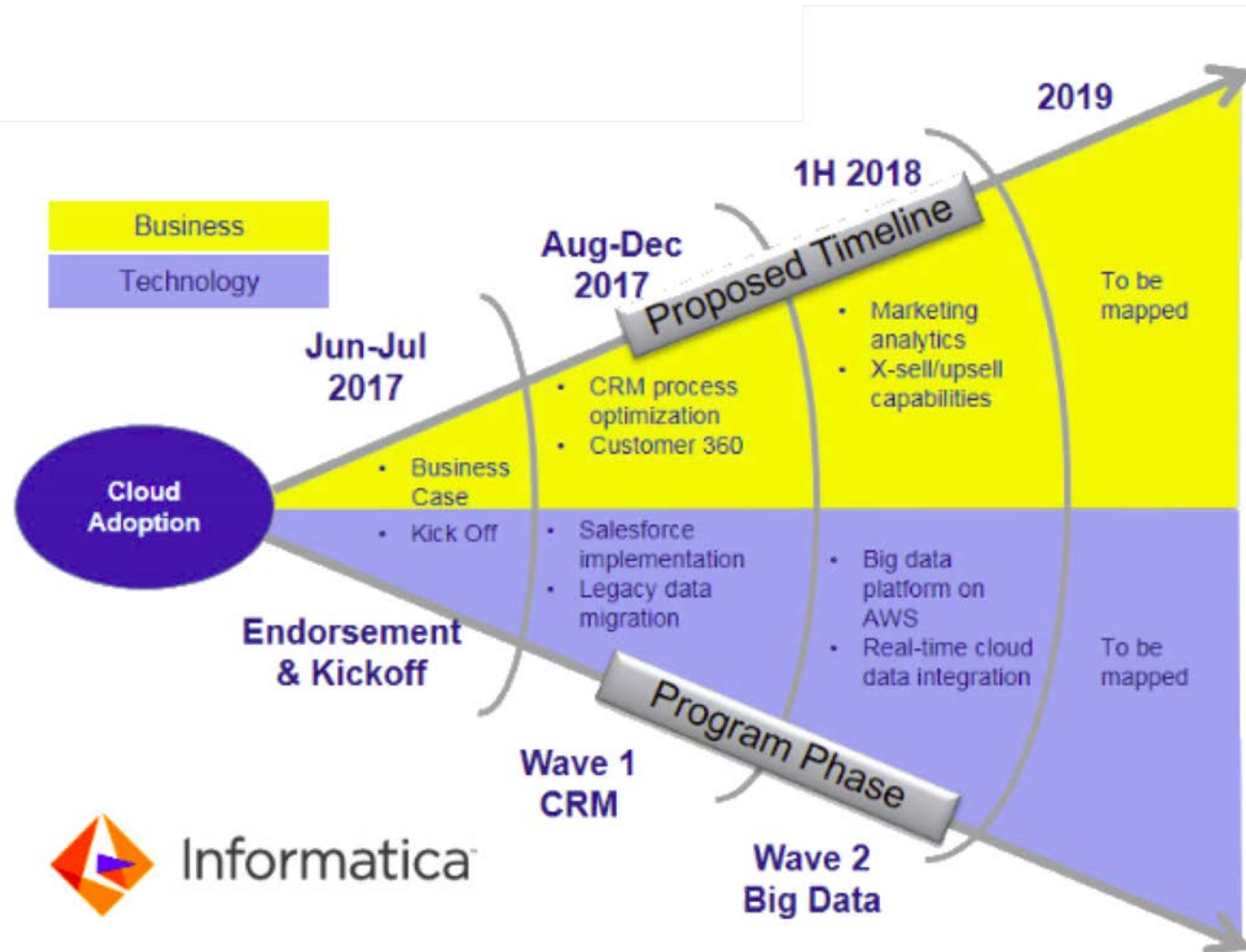
Select all that apply.

- A strategic roadmap for the company (10 or more years).
- A strategic roadmap for our product (3 – 5 years).
- A tactical roadmap for our product (6 mon to 3 years).
- We don't roadmap – our environment is too dynamic.
- We don't roadmap – we don't think we need a roadmap.

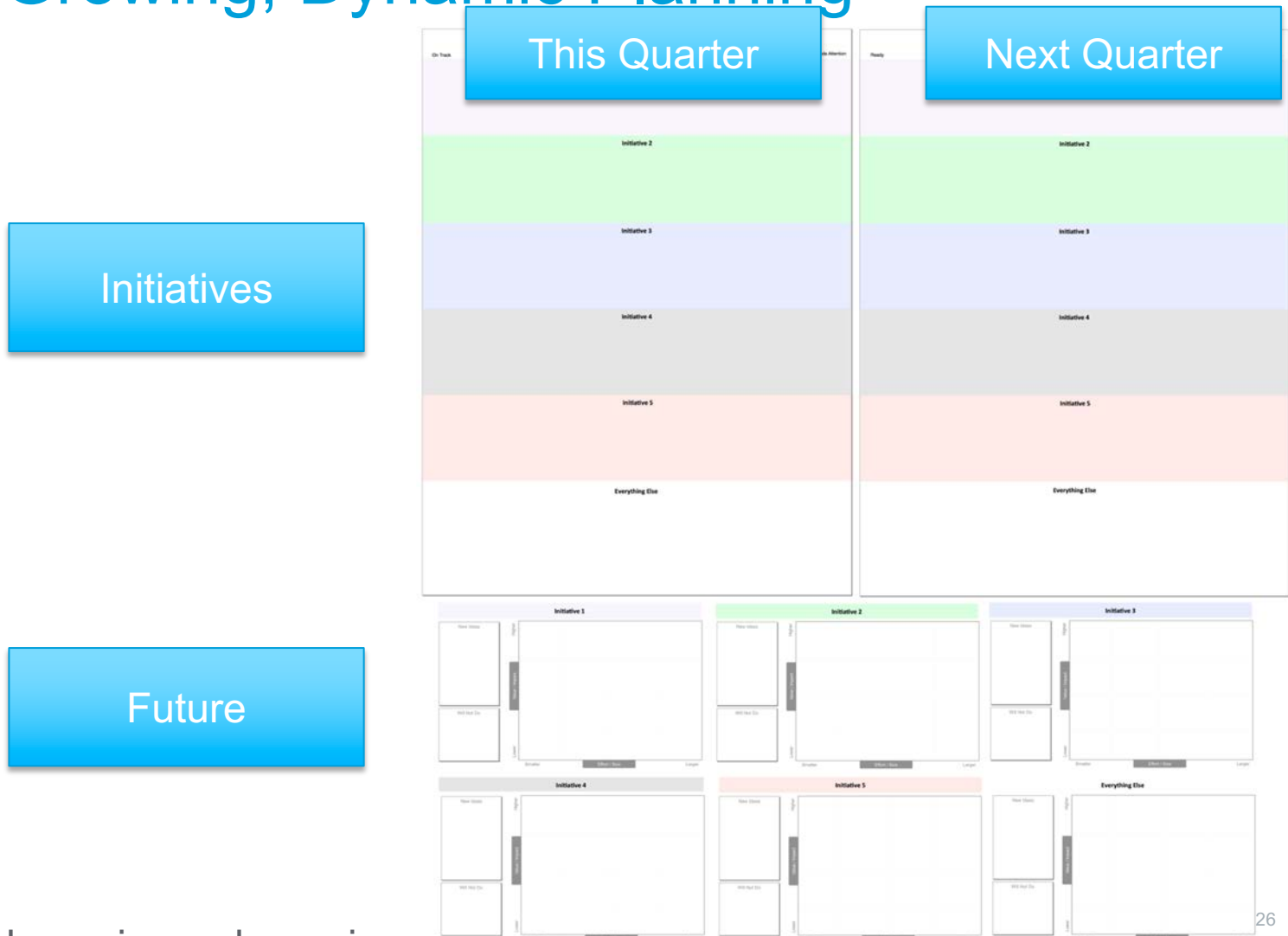
Longer Term: Less Precision, Greater Impact



Some Past, Some Future, Integrated



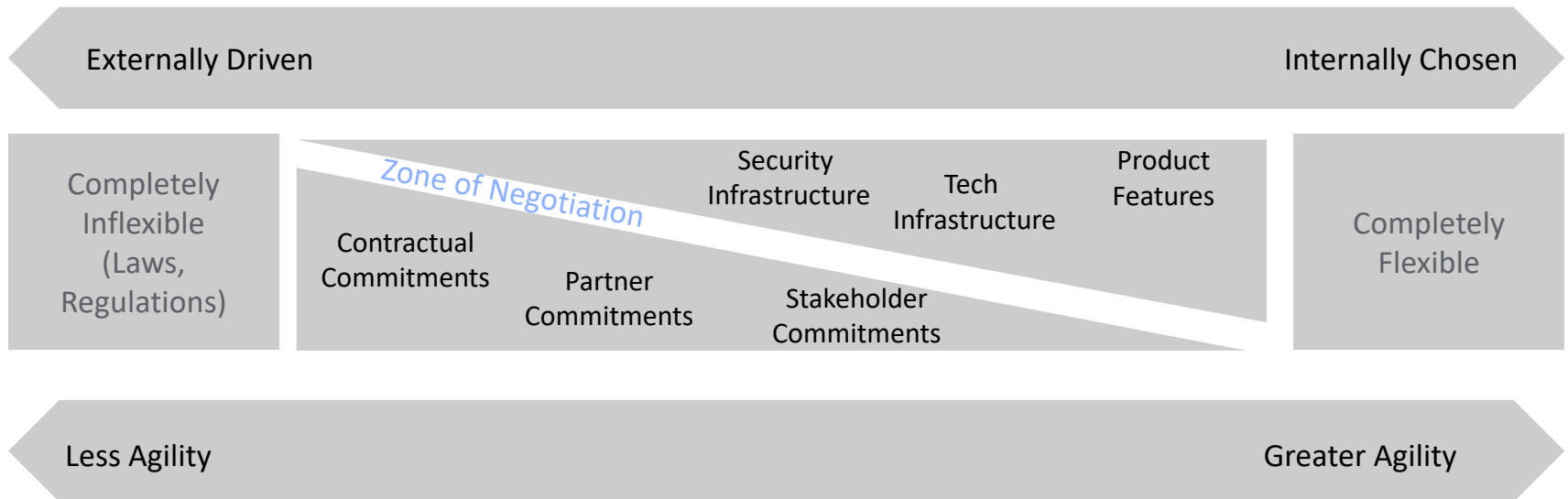
Fast Growing, Dynamic Planning



Commitments and Scenario Planning



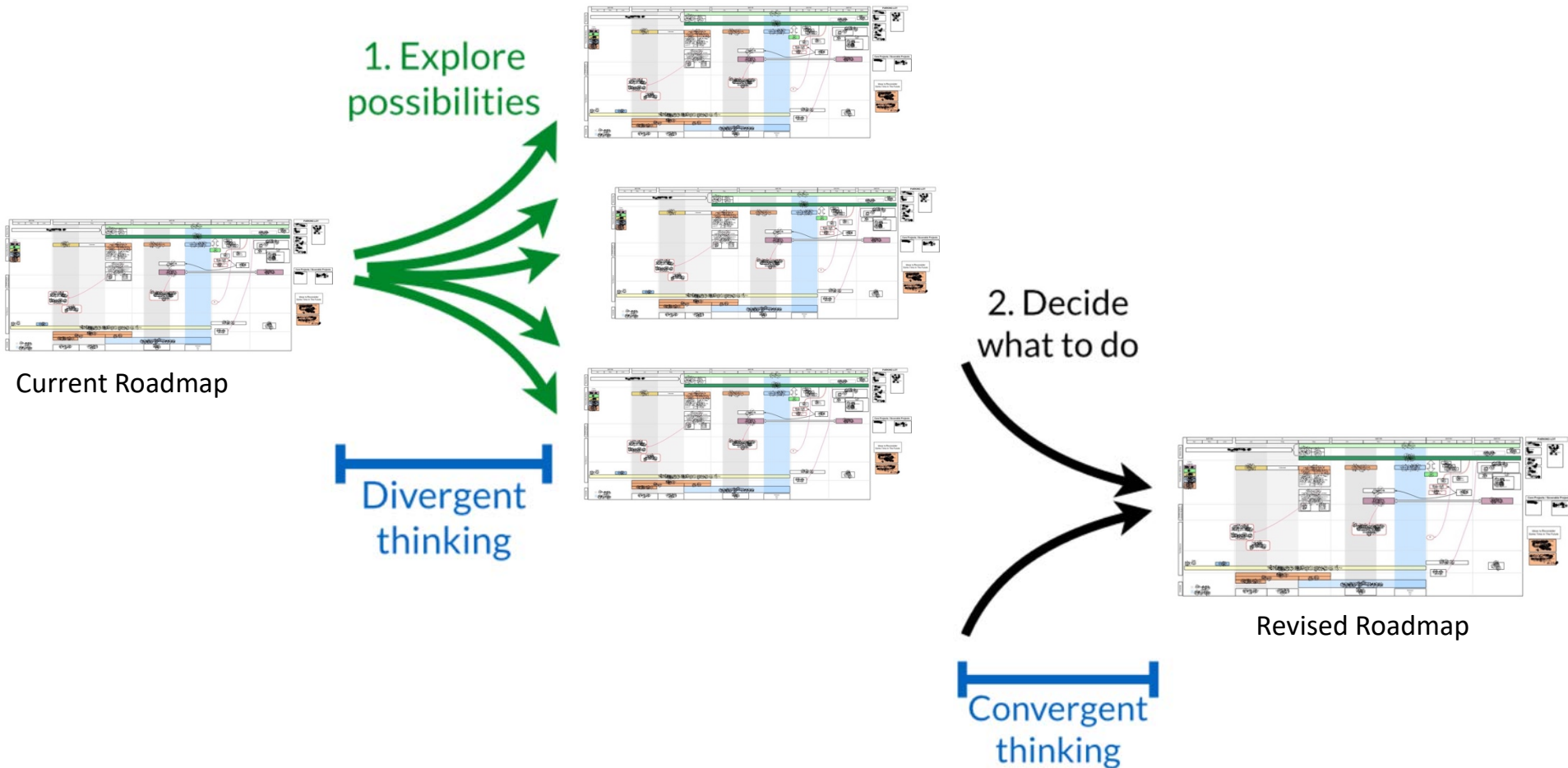
How committed are we to a commitment



Exploring Possible Futures

- Scenarios are descriptive narratives of plausible alternative futures.
 - Useful for:
 - Identifying potential opportunities / threats
 - Limiting “business as usual in the future” behavior
 - Testing roadmap against various possible futures
 - Understanding how and when to react to changes
 - Staying focused on the likely case while building 1st drafts
-

Roadmapping for Scenarios



Generating Useful Scenarios

1. Articulate questions that will have long term consequences.
2. Create a detailed scenario (story) to illustrate the risk/change
3. Explore alternative roadmaps to address scenarios
4. Map the decision point: what events should trigger adoption of alternative strategy?

What if the privacy laws change in Europe or LATAM?

How should we change our roadmap when our software can be upgraded remotely?

What are the major tech stack changes needed for continuous releases?

Can we lower our costs by using Open Source technologies?

What happens if we see a 50x growth in the use of our APIs?

Frameworks for Technology Roadmapping



Tech Radar

Technologies being assessed.



Technologies being trialed.



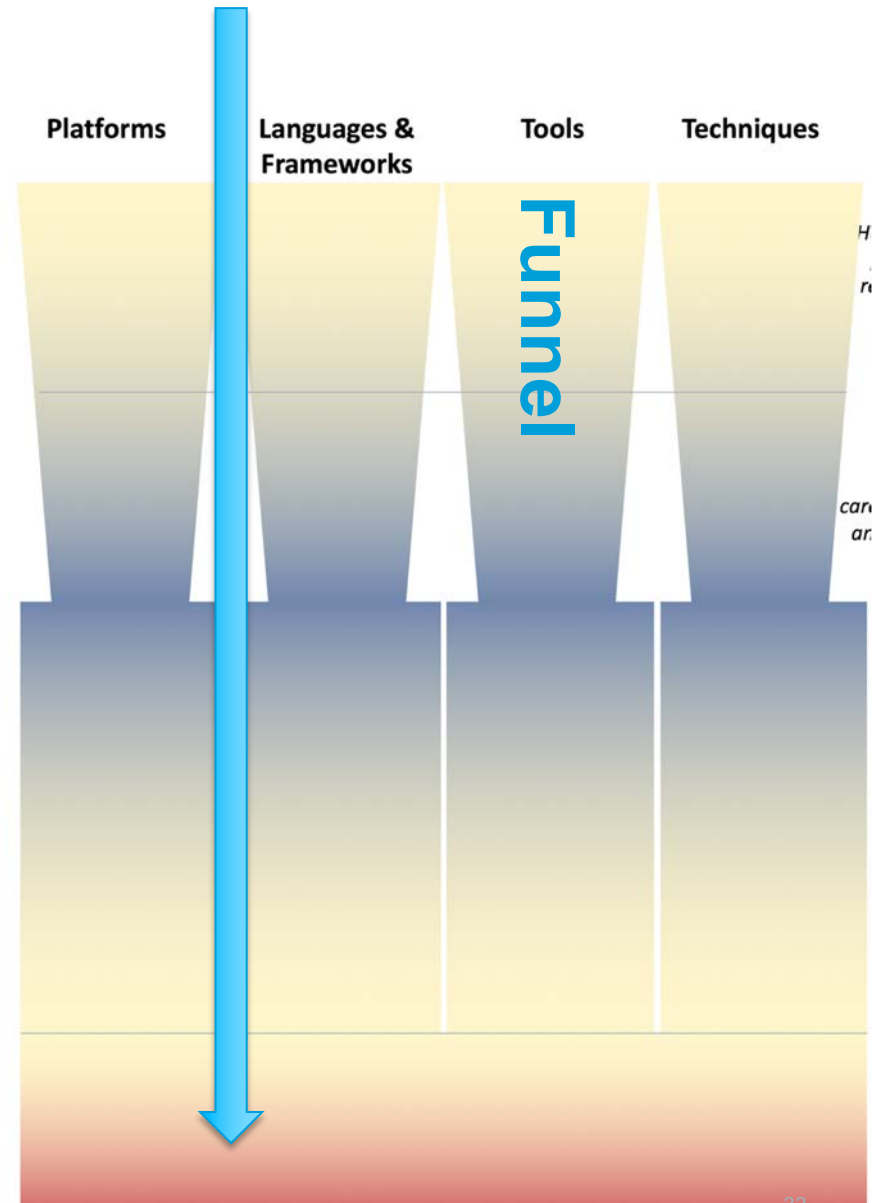
Approved technologies.



Deprecated technologies.

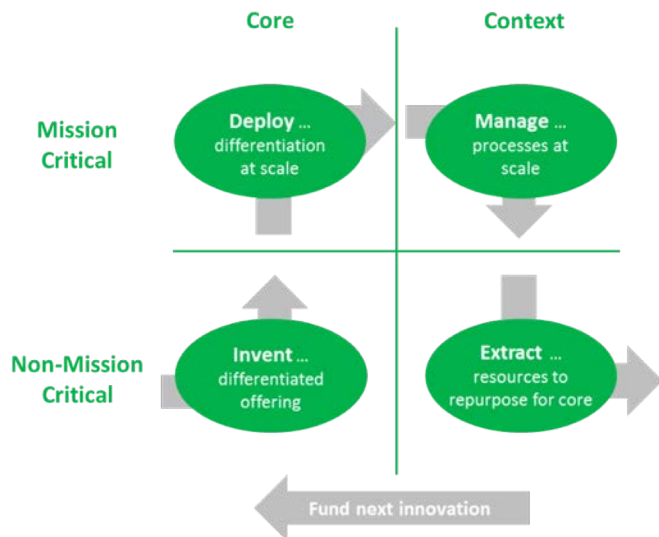


Technologies
flow



Sunset Grid

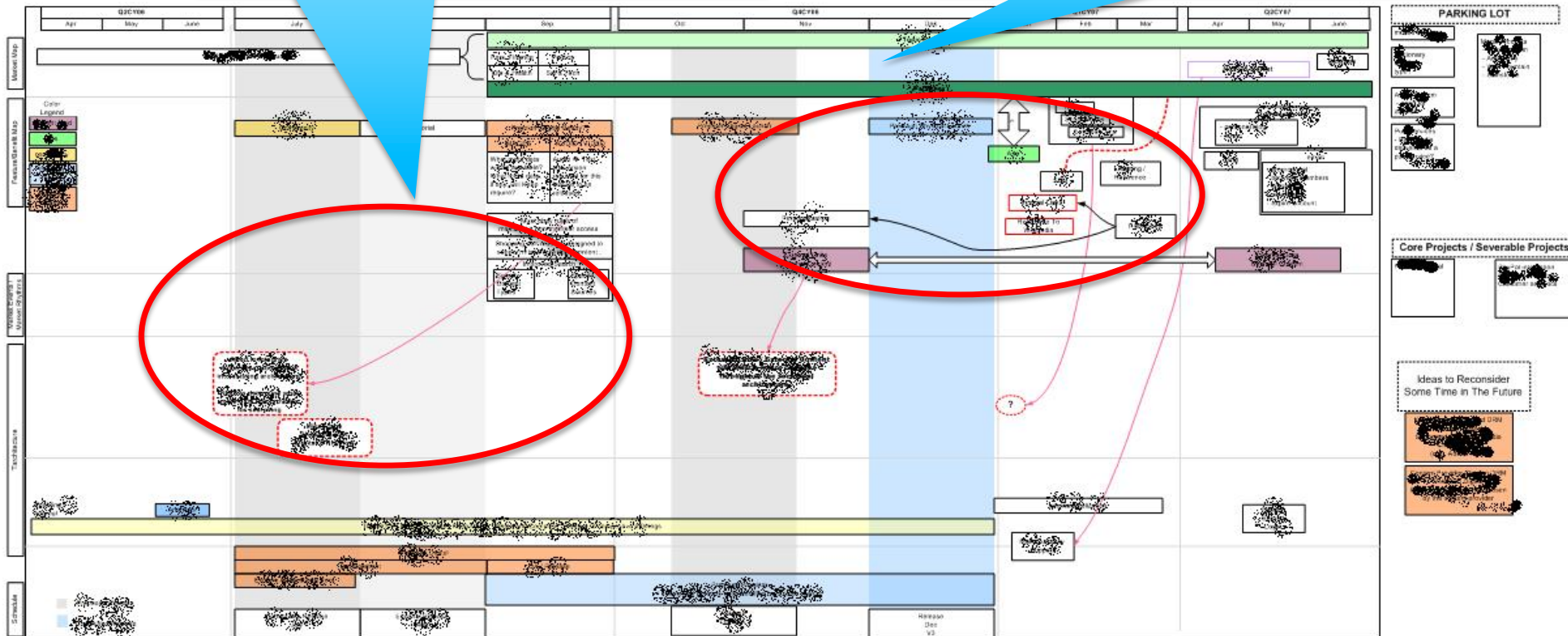
What is the status of our components, services and shared applications?



Dependency Mapping in a Product

Features are typically dependent on the architecture

Features can be dependent on other features



Ideas on what to include / not include

Include what you're rewriting!

Conteneo has rewritten Weave once and the engines that power Weave at least once. If you're not iterating, you're not Agile.

Include technical debt.

Include what you're removing.

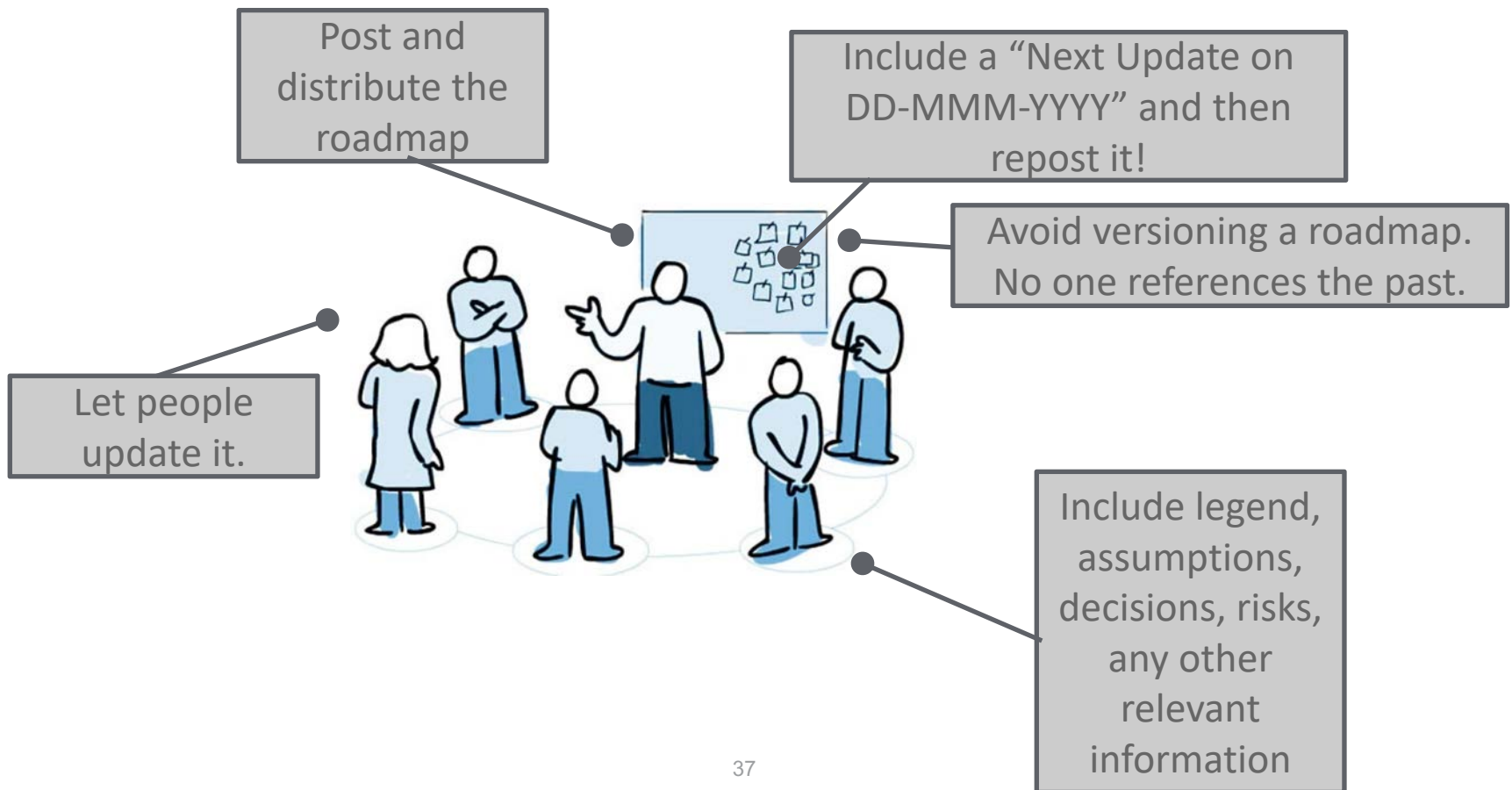
Avoid communicating “small things” to external stakeholders because they typically want “BIG THINGS”.

Would you put the features of your roadmap in a press release?

Would you tell your 3 biggest customers about the roadmap item?

Would you tell industry or stock analysts about your plans?

Publishing and updating best practices



Which advanced roadmapping technique would have the greatest impact?

- Understanding Market Rhythms / Market Events
- Strategic Roadmapping (10+ years)
- Dynamic Roadmapping (less than 6 months)
- Mapping Commitments
- Scenario Planning
- Tech Radar
- Sunset Grid
- Dependency Mapping

Summary



We Roadmap – So Should You

Agile Roadmaps provide the “glue” between strategy and tactics

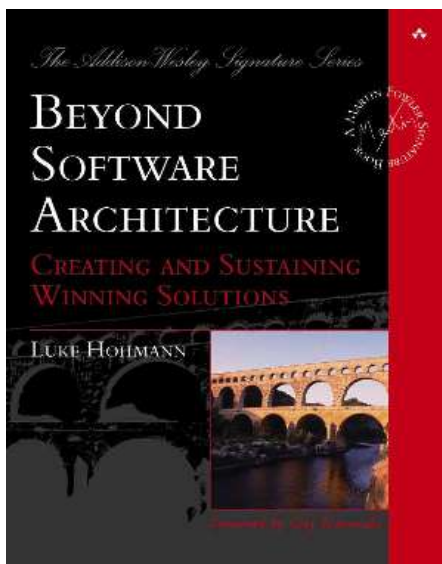
Advanced Roadmapping techniques help you extend agile roadmaps to manage novel or complex situations.

References and Resources

Roadmapping Pattern Language: <http://bit.ly/roadmapping-patterns>

Prune the Product Tree: www.innovationgames.com/prune-the-product-tree

Scrum Alliance Roadmapping Case Study: <http://bit.ly/1JGY8zz>



Discussions



Jason Tanner
appliedframeworks.com



Luke Hohmann
conteneo.co

Thank you for attending

Our next webinar will be
Release Planning Tips and
Techniques on 11-Apr-2018.

