

# Eating the Elephant One Bite at a Time

From a Waterfall Book of Work to an Agile Portfolio Kanban



Thursday, October 14, 2021

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## About LitheSpeed

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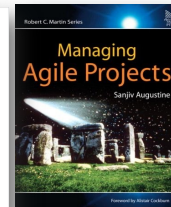
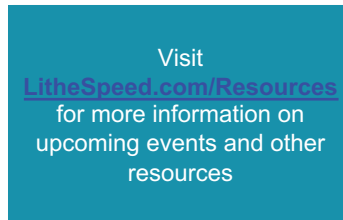
### Enterprise Transformation Clients



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## Books, Podcasts, & Meetups



<https://www.meetup.com/DC-Lean-Agile/>



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## About Me



**Christina Maines**

- Christina is an Agile Coach and SAFe® Program Consultant (SPC).
- She has over 6 years of experience coaching Agile transformations in government and private organizations.
- A life-long learning, Christina is always looking for books, articles, courses, etc to continuously learn and improve.
- In her spare time, she enjoys spending time with family, crafting, and a wide array of music.

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# How would you Eat an Elephant?



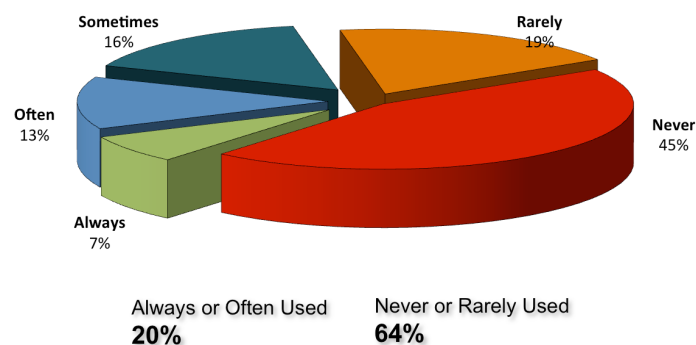
\*We do not encourage the consumption of Elephants; this statement is purely metaphorical.



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## Obstacle: Much of What We Build is Waste

### *Rates of Feature Usage in Software Projects:*



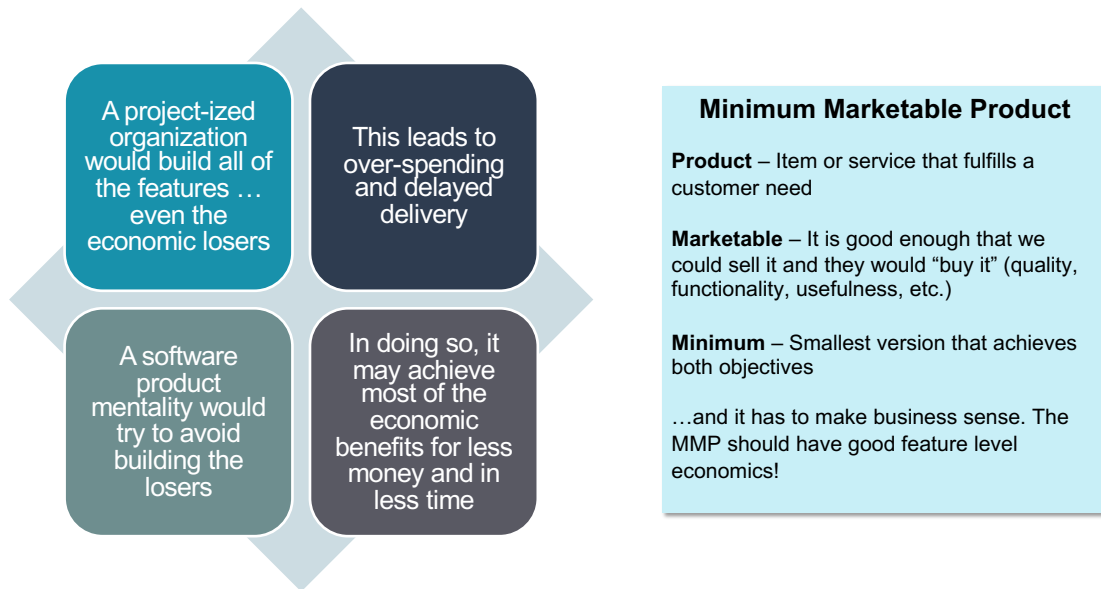
Standish Group CHAOS Report

*How do we improve by “building the right thing?”*



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## Obstacle: “Project Think” Generates Waste and Missed Outcomes



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**Project Management Software**

**Manual Spreadsheet**

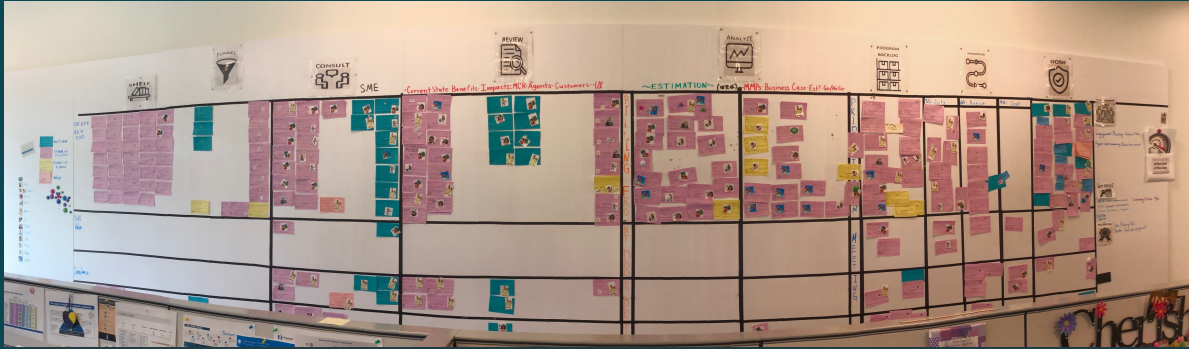
How do you get from here...

- Entire scope identified upfront (the elephant)
- Multi-year project plan
- One BIG release at the end

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...to here?



- Limited scope upfront
- Incremental delivery of Value
- Alignment on priorities and desired outcomes between business and development teams

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One bite at a time...

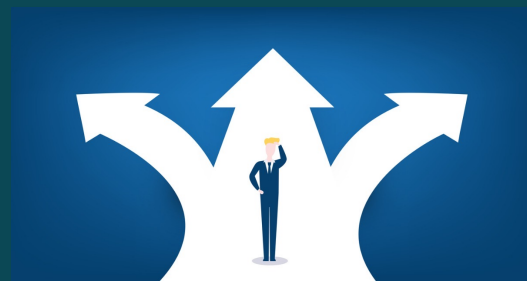
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# 1. Start with the Vision



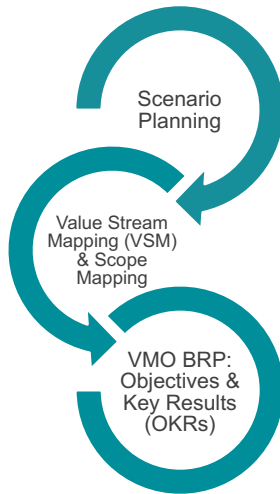
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## Capture Strategy & OKR Alignment



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## Strategy Capture with OKRs



Analyze and explore a few possible future scenarios and **delineate actions** to be taken for each one.

**Identify value streams** & organize around value

- VSM completed by VMO
- Scope mapping after VSM to identify MMPs

Output: Define **clear objectives and key results (OKRs)** for the upcoming quarter

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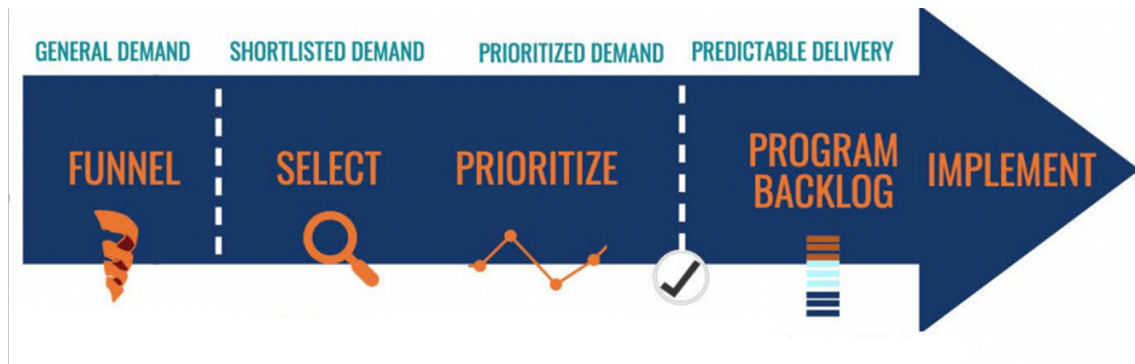
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## 3. Build your Portfolio Kanban



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## Building your Portfolio Kanban

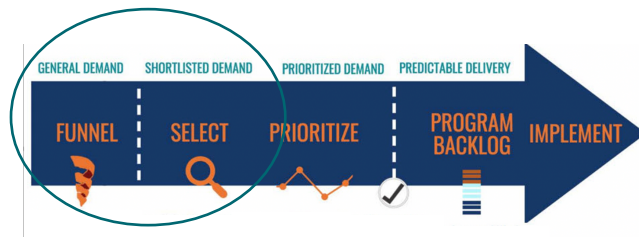


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## General Demand – Shortlist Selection

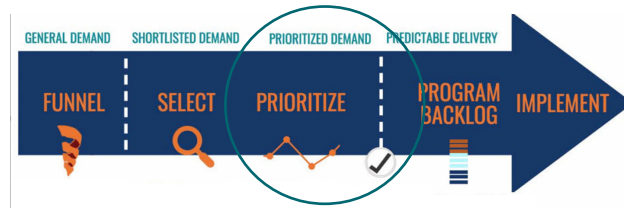


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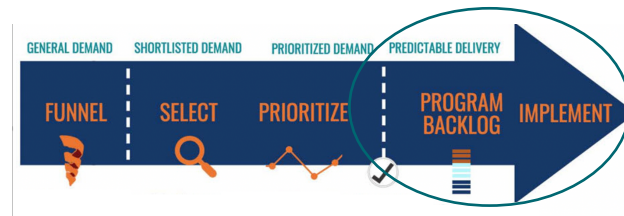
## Prioritized Demand - Selected



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## Predictable Delivery - Implement



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## The Resource Utilization Trap – Henrik Kniberg



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## 4. Let's explore a case study



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## Portfolio Kanban Case Study



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## In summary...

- Requiring the full scope of the project upfront with a single release at the end of the project does not provide flexibility for shifting priorities based on business need.
- Limiting scope upfront, providing incremental releases will ensure value delivery, reduction of waste, and provide room to adjust priorities based on business needs.

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## CONTACT

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