

What really happens when you move to light touch agile governance



Thursday, October 14, 2021

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Lean Portfolio Management

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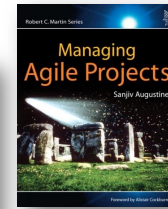
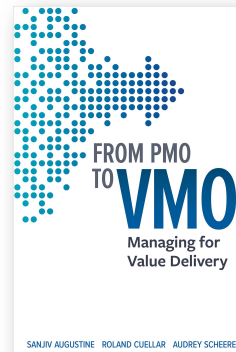
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About Me



Sanjiv Augustine

- **Sanjiv** is the founder and CEO of LithSpeed, LLC.
- He has enjoyed 20 years of practicing and evangelizing Agile, with a focus on **agile leadership**.
- Sanjiv loves travel, world cultures and music.
- Latest book: From PMO to VMO
- Podcast: agilecaravanserai.com



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Traditional governance has been problematic and has driven negative outcomes rather than enable positive ones.

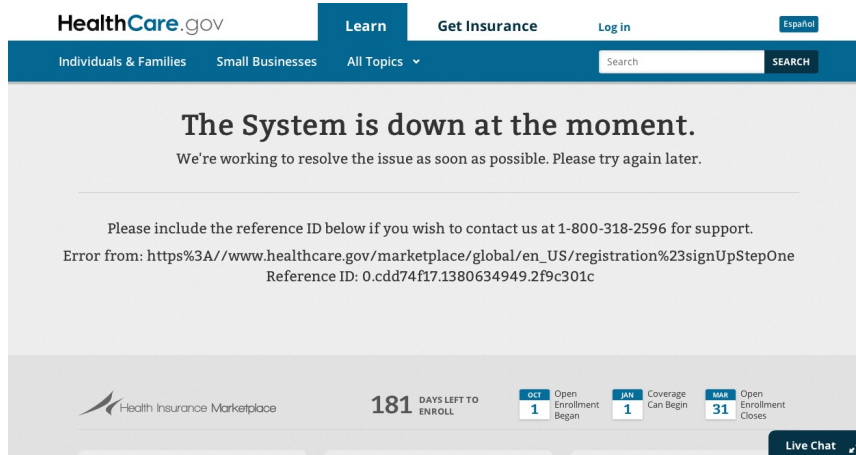
Examples of failed value delivery, schedule slippages, cost increases, risk enhancement and customer dissatisfaction abound in both private and public sectors.

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Remember the Healthcare.gov Debacle?



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Healthcare.gov – NPR Radio Clip + Debrief



<https://www.npr.org/sections/alltechconsidered/2013/10/23/240242572/its-easy-to-blame-the-canadians-for-healthcare-gov-glitches>

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These are major governance chasms for us to bridge...



1. FROM long delivery phases without adequate oversight and feedback TO...

Short delivery cycles with integrated oversight and feedback



2. FROM organization silos with insular / in-silo communication and impeded value flow TO...

Value streams with seamless communication and end-to-end flow of value



3. FROM phase gate governance with compliance to plan and outputs TO...

Audit based governance with compliance to value and strategic outcomes

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Short delivery cycles with integrated oversight and feedback



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Scrum teams deliver in
timeboxed Sprints of two
weeks...



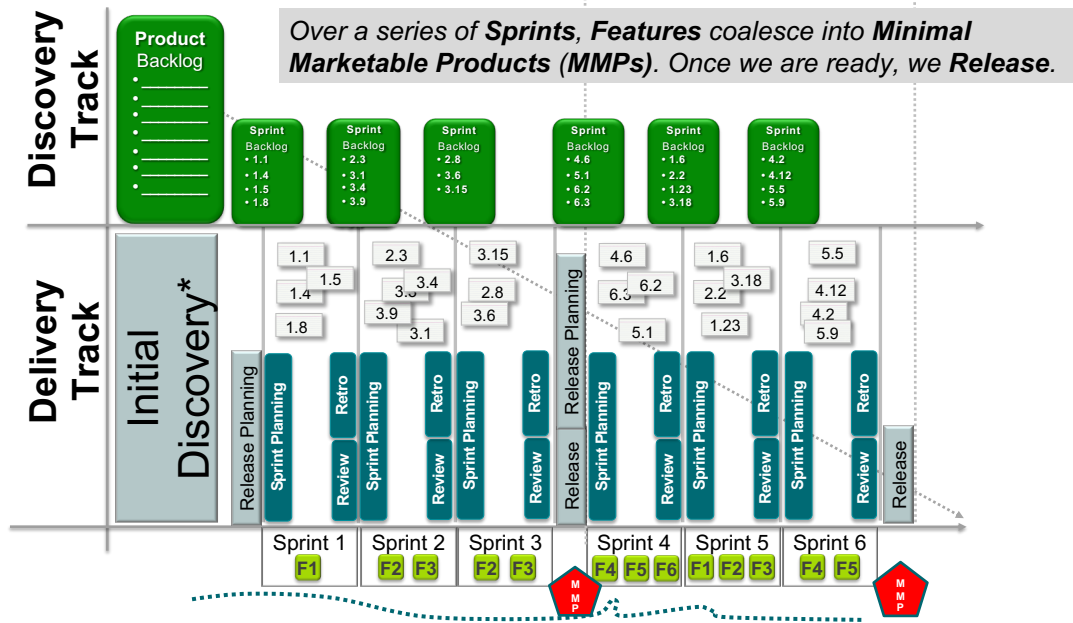
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...and we aim to deliver
product increments to
customers rapidly.



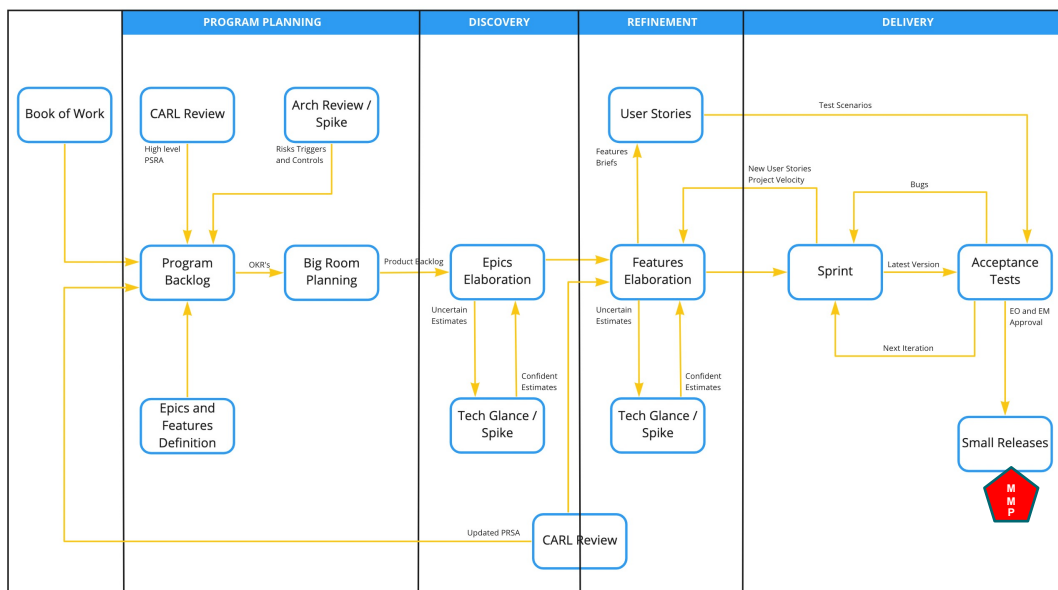
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What Should Happen: Small Batch Delivery with Validated Product Increments



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What Should Happen: Integrated Oversight and Feedback



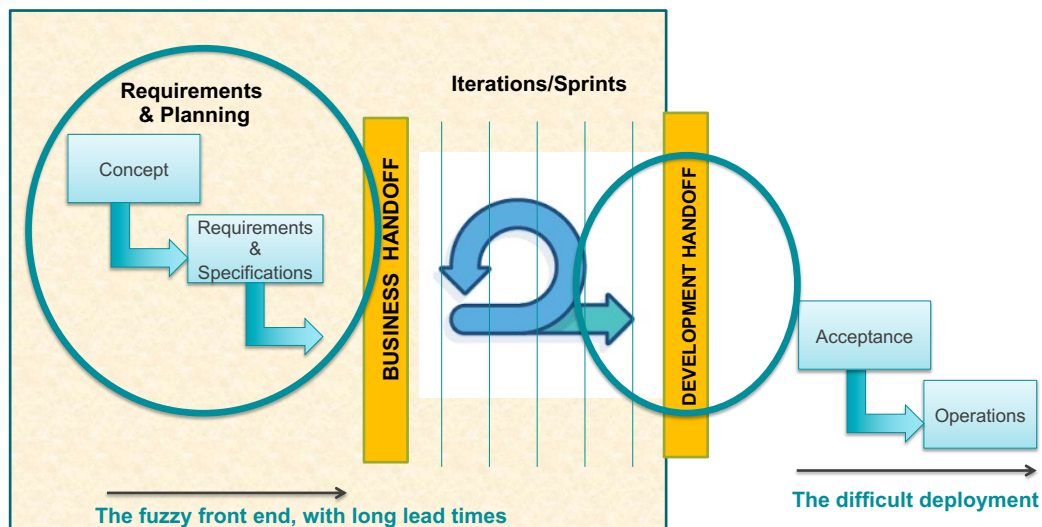
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What really happens is that we
end up with long lead times
before and **after** development...

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What Really Happens: Water-Scrum-Fall

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What really happens is that **we don't have a structured way to integrate regulatory (compliance, audit, risk, legal) and enterprise (architecture, infosec, etc) considerations** in our agile processes...

...and they get neglected until it is way too late, or not at all.

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We need to “**shift-left**” with **stakeholders** from compliance, audit, risk, legal, architecture and infosec upfront and on regular basis.

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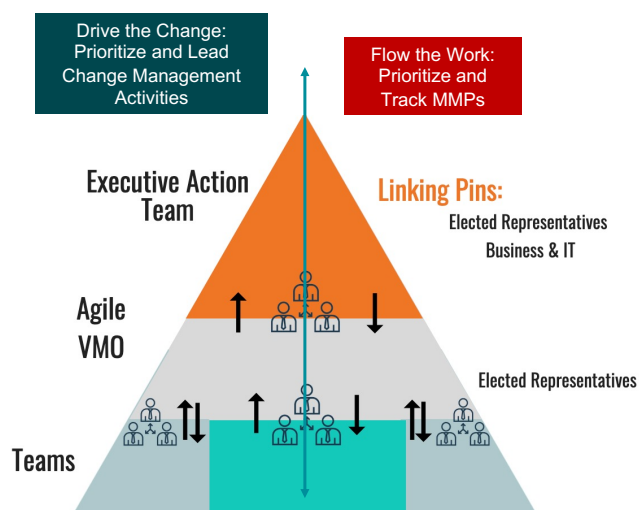
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Agile VMO – Team of Teams

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Agile VMO –Team of Teams Driving End-to-End Governance and Lean Portfolio Management



- **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**

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We need to “shift-right” and put in stop gap measures to address post-dev deployment bottlenecks, **even as we move towards deploy-on-demand** DevOps capabilities.

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Dealing with the Reality of Deployment Bottlenecks

Week Starts	4/21	4/28	5/5	5/12	5/19	5/26	6/2	6/9	6/16	6/23	6/30	7/7	7/14	7/21	7/28	8/4	8/11	8/18	8/25	9/1	9/8	9/15	9/22	9/29	10/6	10/13	10/20	10/27	11/3	11/10	
Week Ends	4/25	5/2	5/9	5/16	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	10/24	10/31	11/7	11/14	
Iteration	IT 0	IT 1	IT 2	IT 3	IT 4	IT 5	IT 6	IT 7	IT 8	IT 9	IT 10	IT 11	IT 12	IT 13	IT 14																
Deploy Test											PT/ST/UAT				PT/ST/UAT																
Release Dates														7/25				8/22											10/17		11/14

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2. Value streams with seamless communication and end-to-end flow of value

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What Should Happen: Portfolio Kanban for full transparency and end to end flow of value



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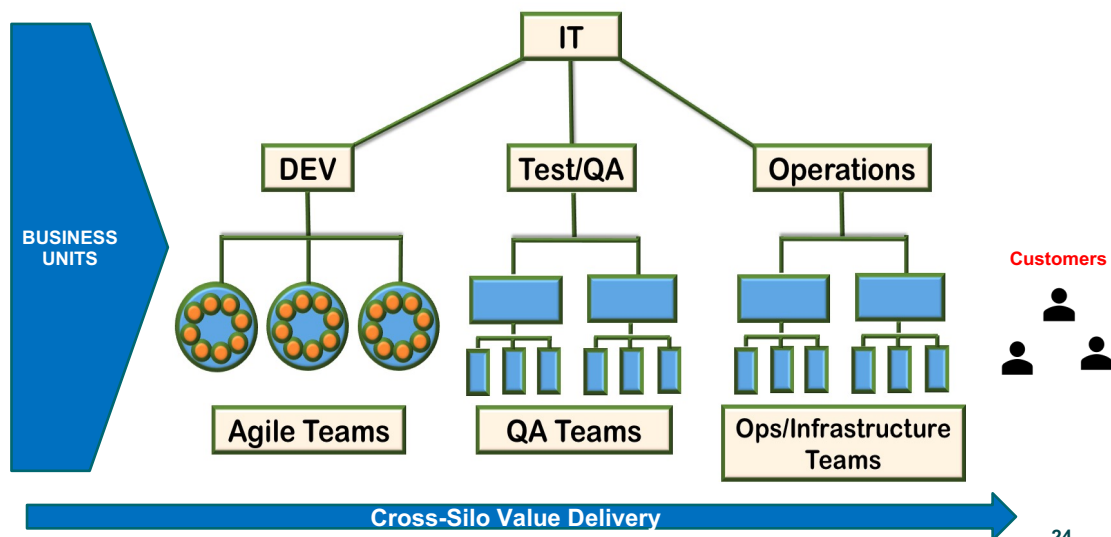
What really happens is that while agile teams might be cross-functional with a few integrated functions (dev, test, etc), **organizational silos still persist.**

Typically, we end up have having to traverse an average of **9 silos** to deliver value to our customers.

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What Really Happens: Agile Teams, Waterfall Silos



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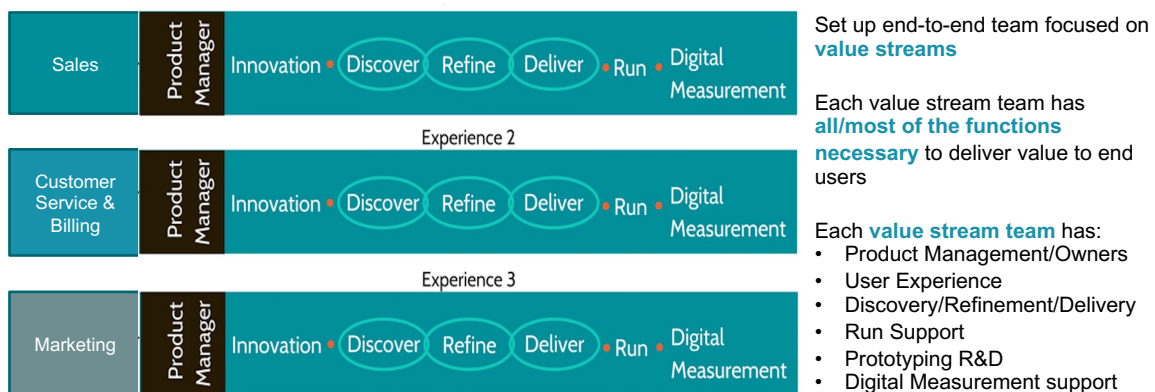
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We need to “shift-left” and integrate end-to-end with business to address pre-dev bottlenecks with value stream teams.

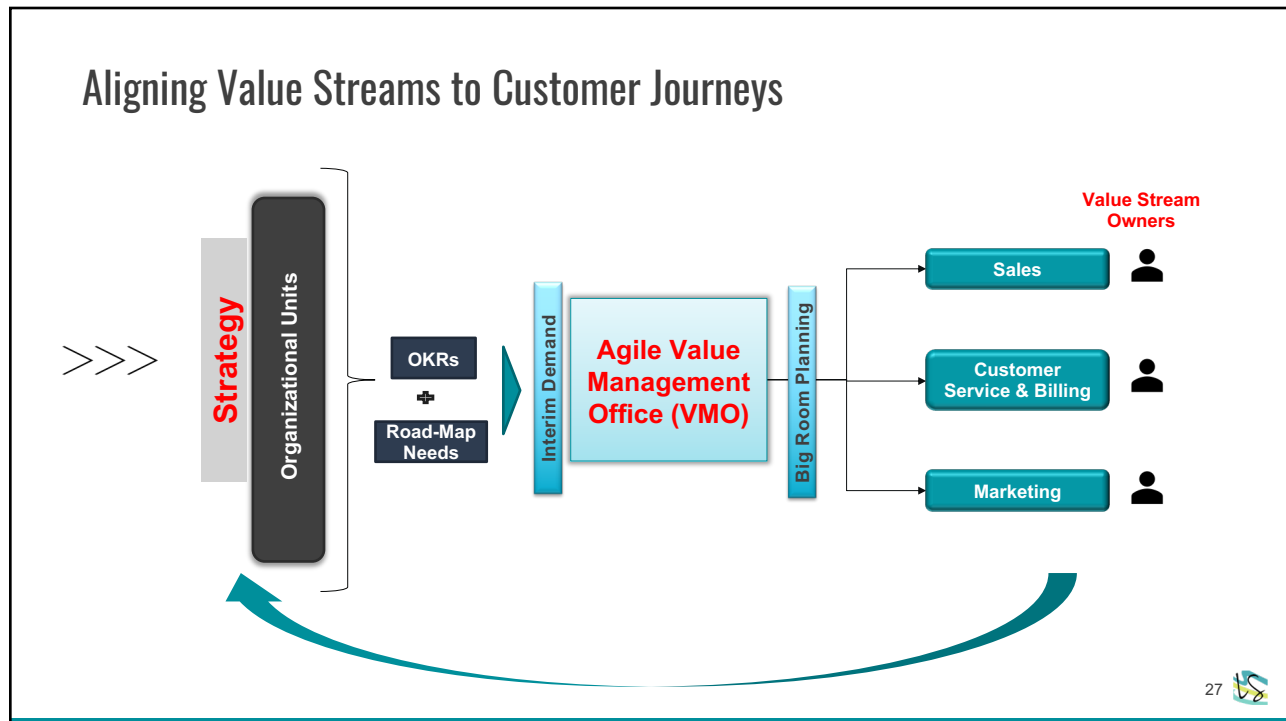
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Setting up End-to-End Value Stream Teams

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What are some simple ways you can implement "light touch" governance?

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Go to [Menti.com](https://www.menti.com) and enter: **1503 6867**

What are some simple ways you can implement “light touch” governance?



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3. Audit-based governance with compliance to value and business outcomes



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What Should Happen: Clear Chain of “Why” from Strategy to Execution

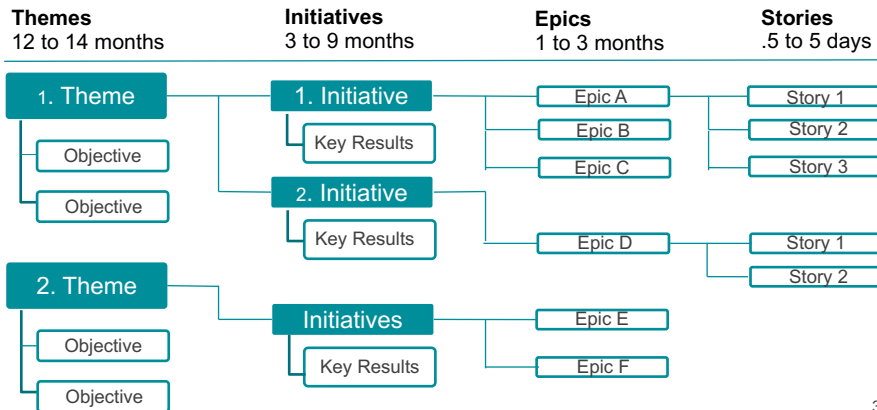
Themes, Initiatives, Epics, and Stories (TIES) provide a structure for the work required to deliver objectives and key results

Themes and Initiatives spell out what needs to be achieved and are broken down into...

...Epics and Stories, smaller units of work that are delivered by Agile Squads

Strategic Objectives

Source:
BCG Analysis



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What Really Happens: Execution Falls Well Short of Strategy

Companies on average only deliver only 63% of the financial performance their strategies promise.
Harvard Business Review

82% of Fortune 500 CEO's feel their organization is effective at strategic planning. Only 14% indicated to be effective at implementing the strategy.
Forbes Magazine

Executorial Excellence is the number one challenge facing global corporate leaders.
Harvard Business Review

50% of well formulated strategies fail to deliver expected results because of poor execution.
Harvard Business Review

Two-thirds to three-quarters of large organizations struggle to implement their strategies.
Harvard Business review

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What really happens is that strategy is unclear and generally disconnected from execution...

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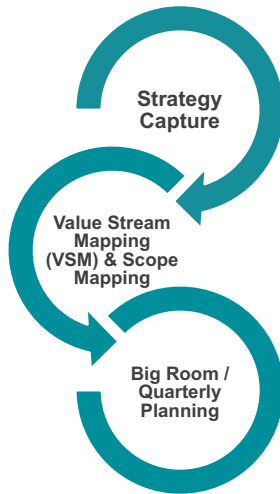
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We need to make all the work in the portfolio visible as MMPs and tie them directly to strategy as defined by OKRs.

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Defining a Clear Chain of “Why”



Strategy Capture:

- Analyze and explore a few possible future scenarios and **delineate actions** to be taken for each one.
- Capture Objectives and Key Results (OKRs).

Value Stream and Scope Mapping:

- Identify value streams & organize around value
- VSM completed by VMO
- Scope mapping after VSM to identify MMPs

Big Room Planning (BRP):

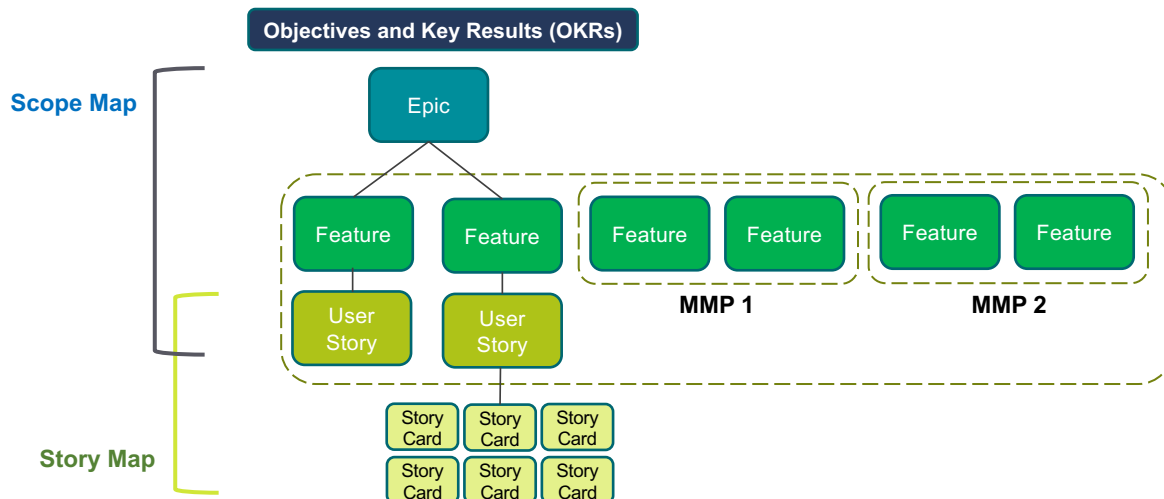
- Formalize **clear objectives and key results (OKRs)** for the upcoming quarter
- Align MMPs with OKRs, define Quarterly Release Plan

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Getting From OKRs to MMPs and Fine-Grained User Stories



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