

# What really happens when you move to light touch agile governance

PRESENTED BY

## Sanjiv Augustine

*Don't forget*  
Use *Ukova* for session feedback

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## About LitheSpeed [lithespeed.com/agile-arizona-2021/](https://lithespeed.com/agile-arizona-2021/)

“ Making peoples’ work more valued, productive and fulfilling ”

**Management Consulting & Training:**  
 Project to Product  
 Lean Portfolio Management  
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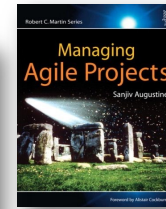
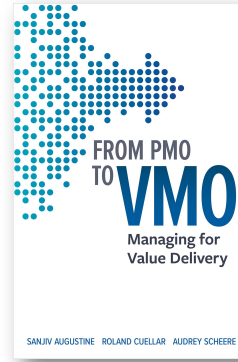
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## About Me



**Sanjiv Augustine**

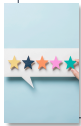
- **Sanjiv** is the founder and CEO of LitheSpeed, LLC.
- He has enjoyed 20 years of practicing and evangelizing Agile, with a focus on **agile leadership**.
- Sanjiv loves travel, world cultures and music.
- Latest book: From PMO to VMO
- Podcast: agilecaravanserai.com



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.

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



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

**Short iterations with rapid value delivery**



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

**Small, value-stream-aligned teams**



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

**Strategy linked to agile execution**



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# 1. Short iterations with rapid value delivery



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



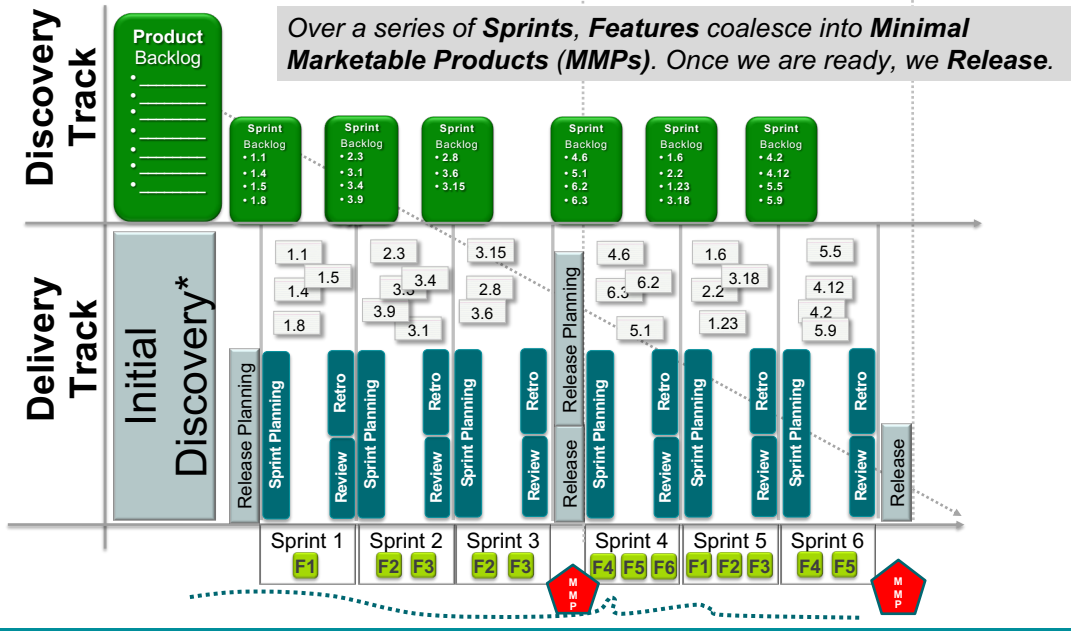
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...and we aim to deliver  
product increments to  
customers rapidly.



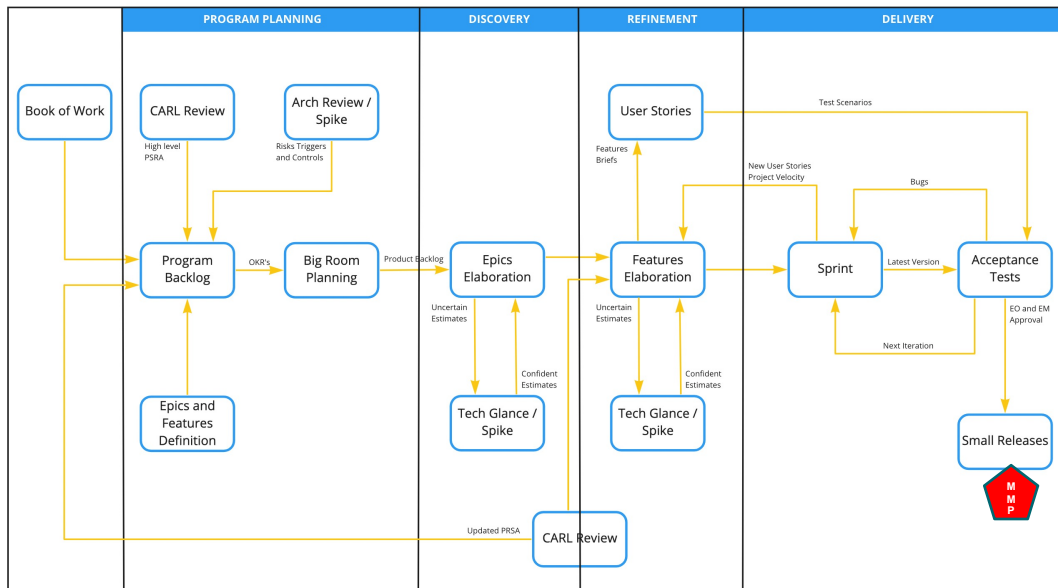
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### What Should Happen: Small Batch Delivery with Validated Product Increments



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### What Should Happen: Integrated Oversight and Feedback

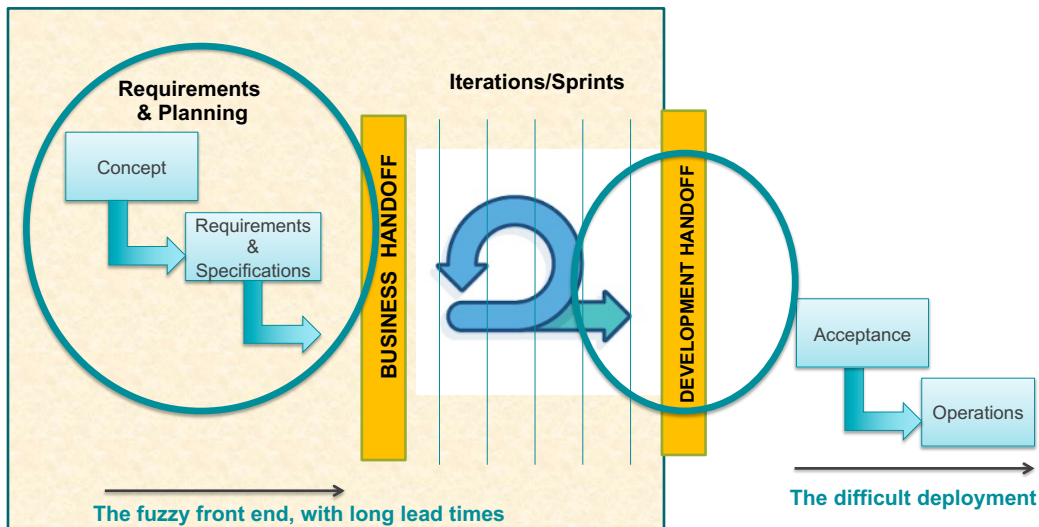


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What really happens is that we end up with long lead times **before** and **after** development...

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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 up-front and on regular basis.

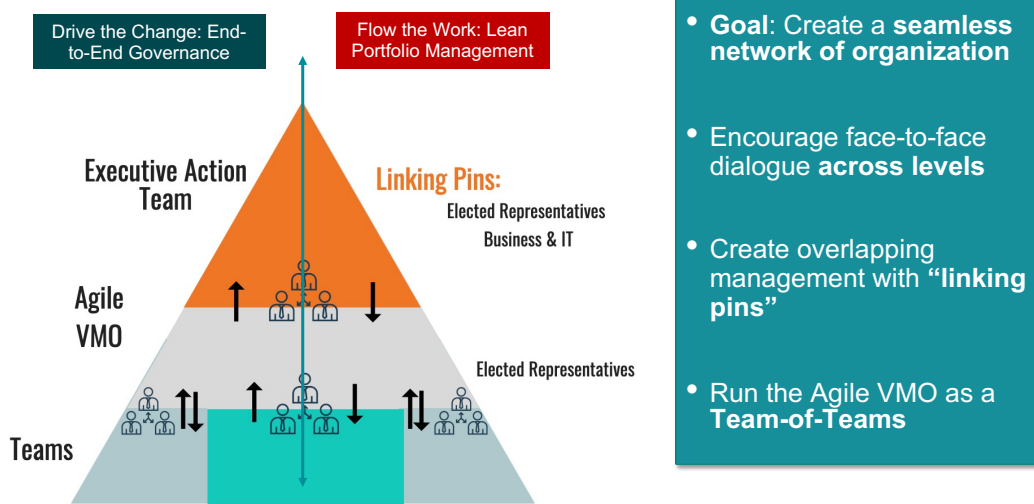
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# Agile VMO – Team of Teams



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





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		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT		PT/ST/UAT			
Release Dates														7/25				8/22				9/19					10/17				11/13

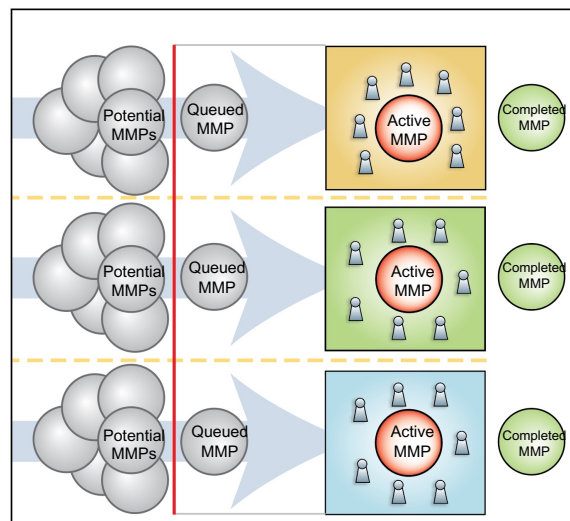
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# 2. Small, value-stream-aligned teams

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## What Should Happen: Value-Stream-Aligned Teams

- **Multiple, dedicated stream-aligned teams** supporting Value Streams or lines of business.
- **Prioritize the potential MMPs** in ways that are economically sound to ensure we invest in the best opportunities.
- **Use Weighted Shortest Job First (WSJF)** to drive MMP selection and sequencing
- Ensure each value-stream-aligned team **focuses on a single MMP at a time**, and delivers that before starting new work.



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



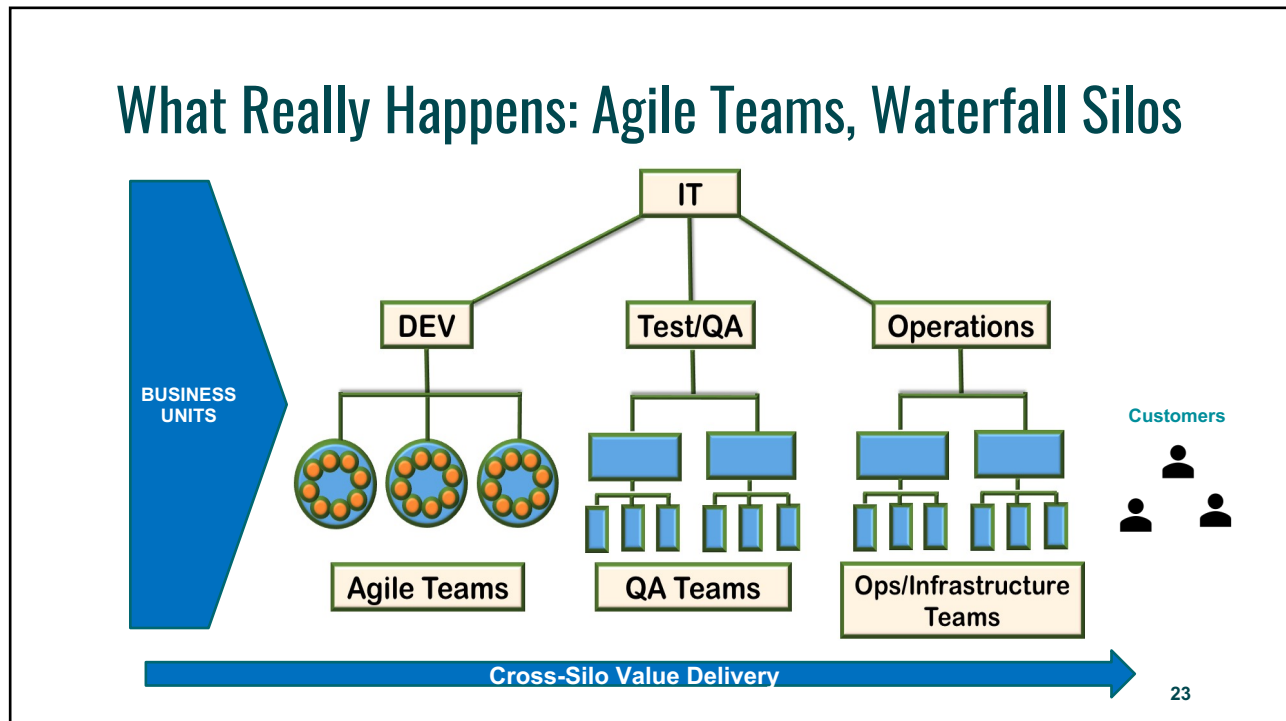
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What really happens is that while agile teams might be cross-functional with a few integrated functions (dev, test, etc.), **organizational silos still persist.**

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

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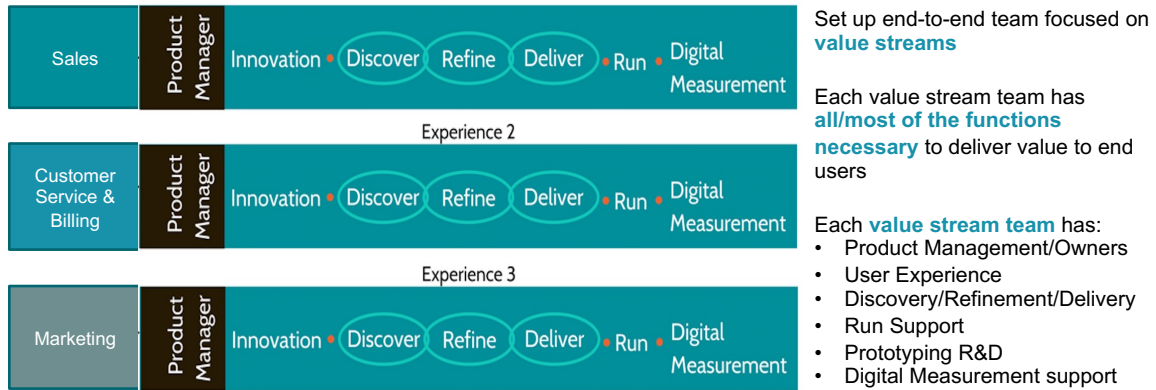


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We need to “**shift-left**” and integrate end-to-end with business to address pre-dev bottlenecks with value stream teams.

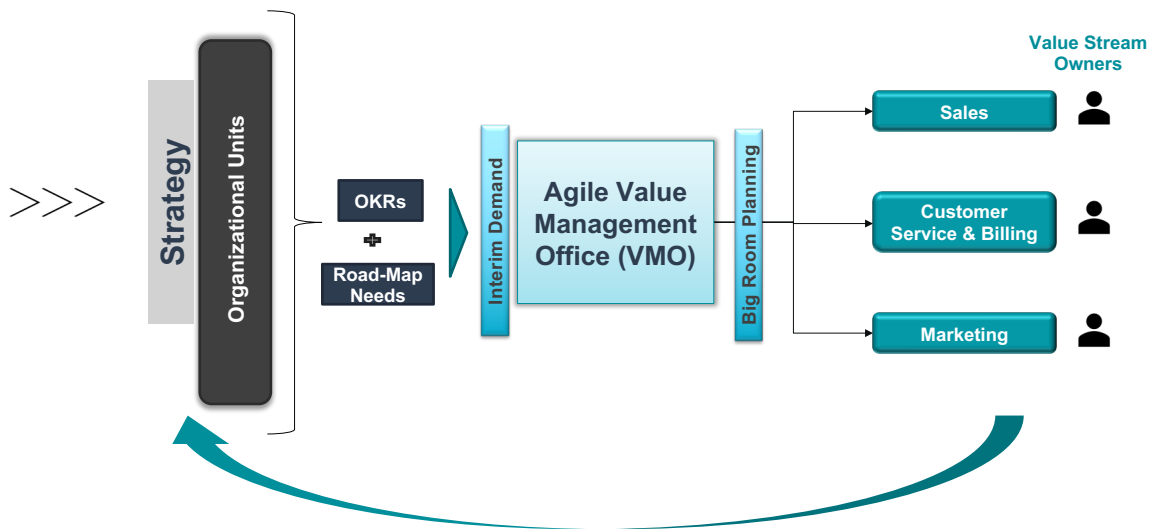
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# Setting up End-to-End Value Stream Teams



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# Aligning Value Streams to Customer Journeys



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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: 3122 7471

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



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# 3. Strategy linked to agile execution

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

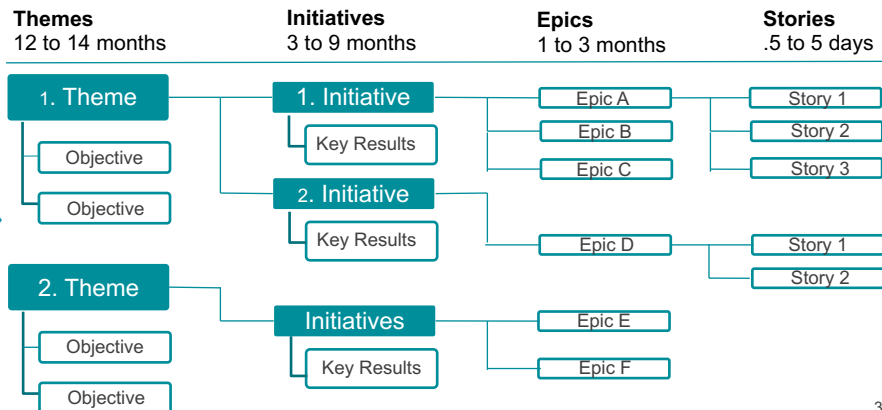
Themes, Initiatives, Epics, and Stories (TIES) provide a structure for the work required to deliver objectives and key results

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



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*

Execuational 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...

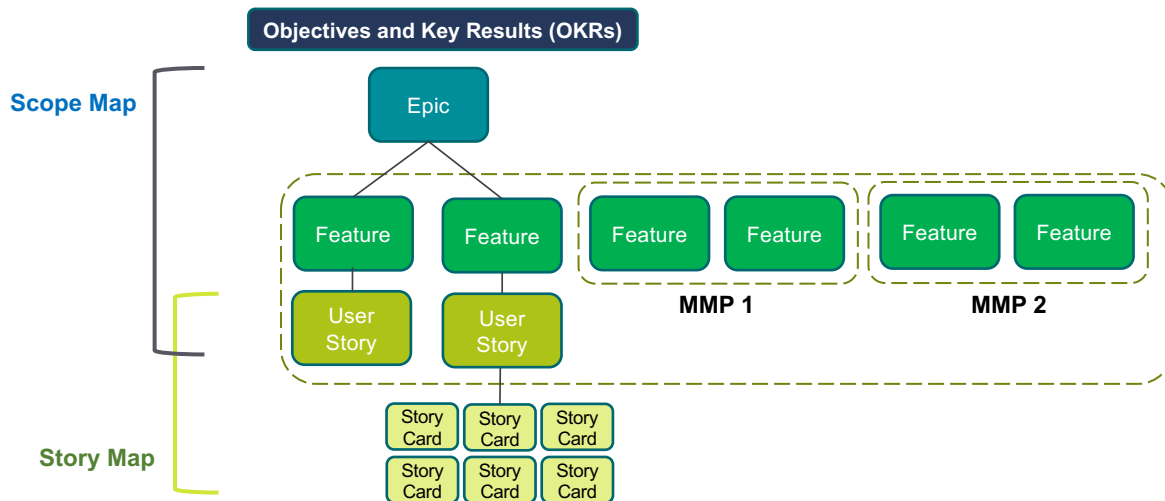
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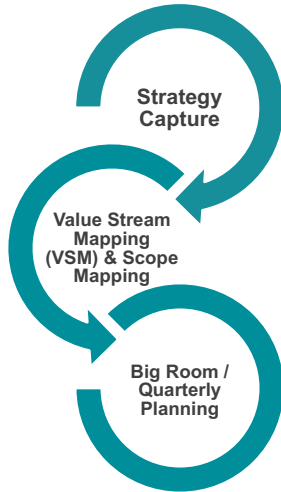


We need to make all the work in the portfolio visible as MMPs and tie them directly to strategy as defined by OKRs.

### Linking OKRs to MMPs and Fine-Grained User Stories



# 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).

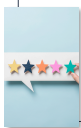
### Value Stream and Scope Mapping:

- 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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**CONTACT**

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