Collaboration at Scale: Advanced Roadmapping

14-Mar-2018
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

- Roadmap
- Liftoffs
- Refining
- Release Planning
- Value/ROI
- Priorities
- Done, Done
- Retros
- Dependencies
- CI/CD
- Tech Debt

TODAY: Advanced Roadmapping

DAILY SCRUM MEETING (EVERY 24 HOURS)

2-4 WEEK SPRINT

POTENTIALLY SHIPABLE PRODUCT INCREMENT

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
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

- Daily
- Sprint
- Strategy
- Portfolio
- Product
- Release
- Team
- Exec

- 1-4 wks
- 2-9 mos
- 1-3 years
- many years

- Org level
- Planning level
- Time Horizon
- Artifact

Content – Intranet
PDF, PPT, other
Portfolio Map
Vision & Roadmap
Release Plan
Sprint Backlog
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
Roadmaps and Backlogs Are Independent But Linked

Time Horizon -- Quarters work well...

<table>
<thead>
<tr>
<th>Market Map</th>
<th>F/B Map</th>
<th>Market Events &amp; Rhythms</th>
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<tr>
<td></td>
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<td>Tarchitecture Roadmap</td>
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<td>The Real Schedule</td>
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Feature
- User story
- Bug Fix
- Enhancement
- User Story

“Infinite” Backlog
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?
Color Coded Feature Categories

Target Market Split into Two Segments

- Q1
- Q2
- Q3
- Q4
- Q1

Parking Lot

WHO

WHY

WHEN

HOW

Blocking Schedule

Marketing Not Sure When This Should Be Delivered

Technical Team Unsure of How to Solve Problem
Market Events / Market Rhythms
Market Rhythms and Release Value

When should we release?

To Customers, Partners, the Business

Value

Low Value

High Value

Q1 Q2 Q3 Q4

B2C (Facebook, MMOs)
Market Rhythms and Release Value

To Customers, Partners, the Business

When should we release?

Time

Value

High Value

Low Value

Q1 Q2 Q3 Q4

B2C (Facebook, MMOs)
Toys (with spikes)
Market Rhythms and Release Value

To Customers, Partners, the Business

Value

Low Value
High Value

Time
Q1
Q2
Q3
Q4

When should we release?
Market Events

- Known change to regulations
- Expected release by competitor
- Potential technology change
- Our customers need time to prepare
- We want to beat the competition!
- We want to leverage new tech after it is stable.

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

This Quarter

Next Quarter

Initiatives

Future

Commitments and Scenario Planning
How committed are we to a commitment

Exterminally Driven

- Completely Inflexible (Laws, Regulations)
- Contractual Commitments
- Partner Commitments

Zone of Negotiation

Internally Chosen

- Security Infrastructure
- Tech Infrastructure
- Stakeholder Commitments
- Product Features

Greater Agility

Less Agility

Completely Flexible
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

1. Explore possibilities

Divergent thinking

2. Decide what to do

Convergent thinking

Current Roadmap

Revised Roadmap
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.

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

Post and distribute the roadmap

Include a “Next Update on DD-MMM-YYYY” and then repost it!

Avoid versioning a roadmap. No one references the past.

Let people update it.

Include legend, assumptions, decisions, risks, any other relevant information
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
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


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

Scrum Alliance Roadmapping Case Study: http://bit.ly/1JGY8zz
Discussions
Thank you for attending

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