

# Building agile tools using agile at scale: an inside look at how we plan work for Agile Central

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# Business Agility



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**PROJECT AND  
PORTFOLIO  
MANAGEMENT**



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**PRODUCT  
PORTFOLIO  
MANAGEMENT**

# Project to Product

## Legacy Mindset

- Schedule-focused
- Yearly budgets
- Large upfront planning
- Track to plan
- Individual capacity
- Elastic resource pool
- Assign FTEs to projects
- Program = group of Projects
- Plan-Based

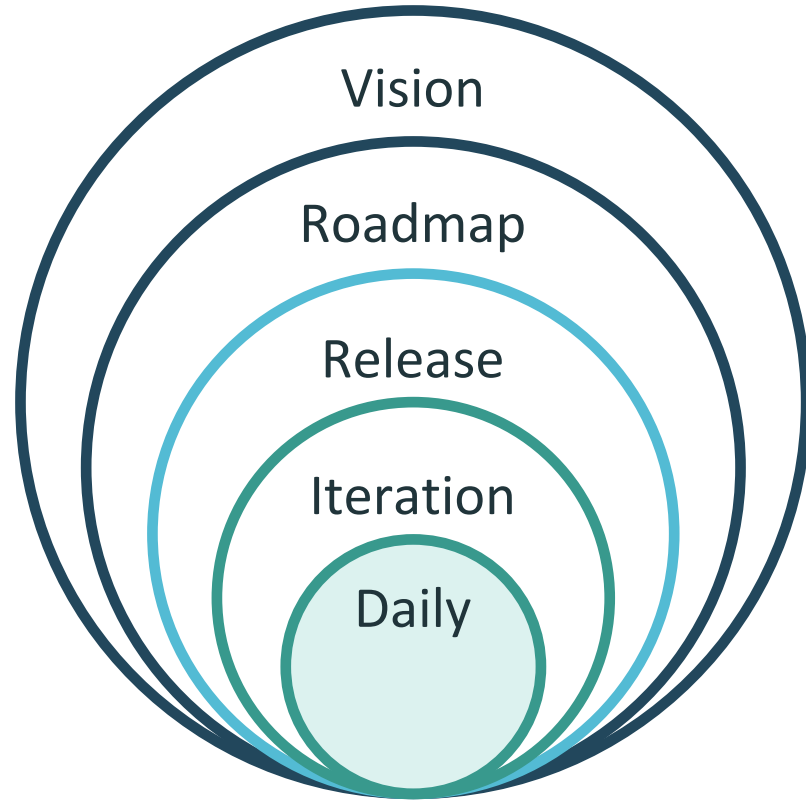
## Lean Thinking

- Value-focused
- Incremental funding
- Continuous steering
- Plan to replan
- Team capacity
- (mostly) Fixed capacity
- Flow features thru teams
- Program is a group of Teams
- Adaptive

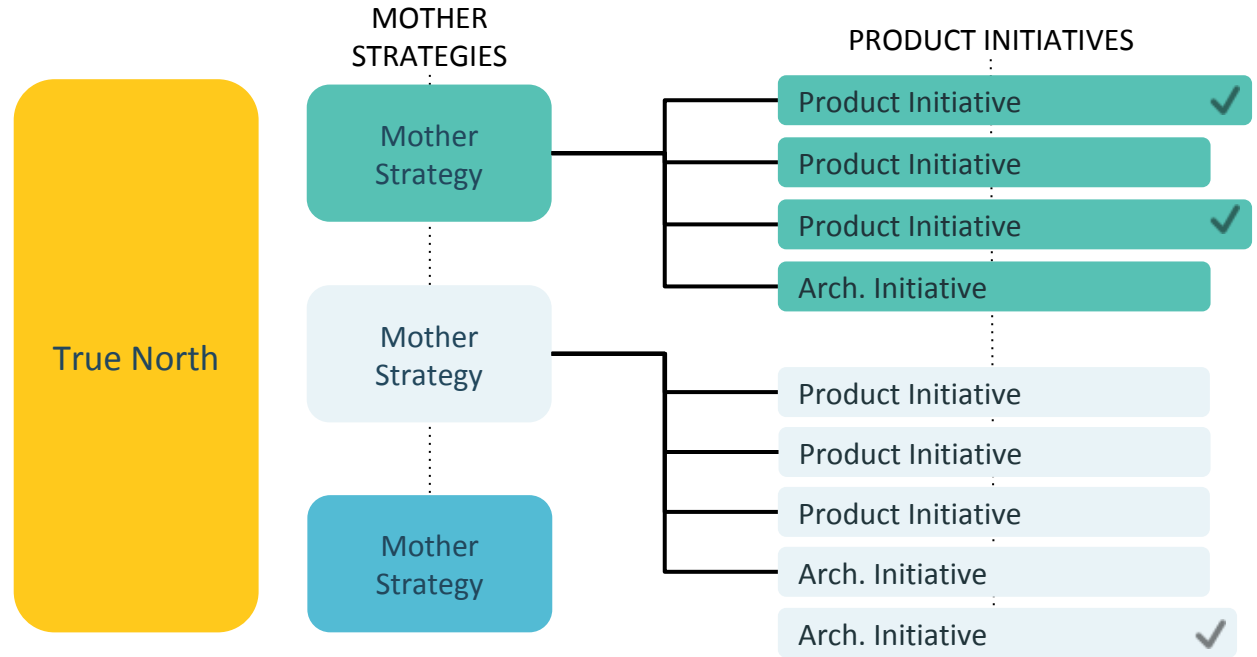
# Agile Product Management:

## **Iteratively working on the right thing at all levels**

# Multi-level Planning

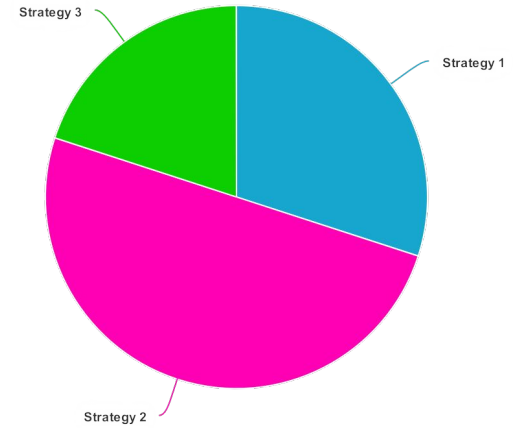


# Strategy

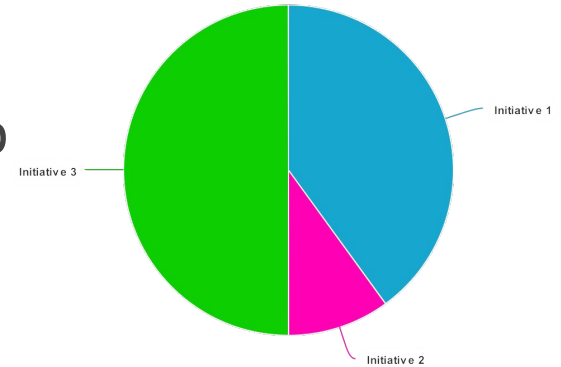


# Funding

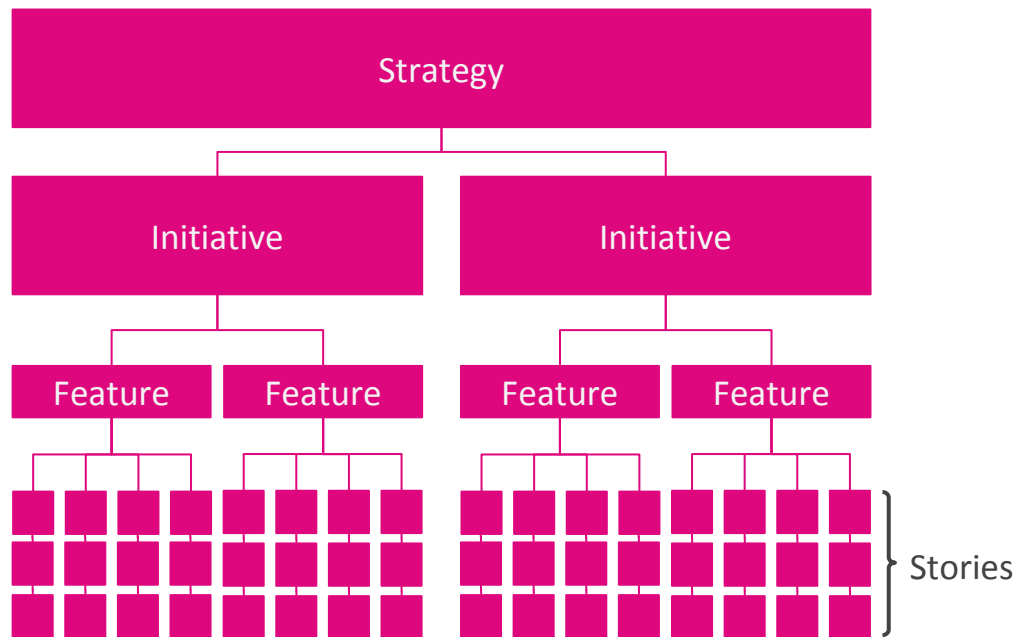
Executive Leadership



Product Leadership

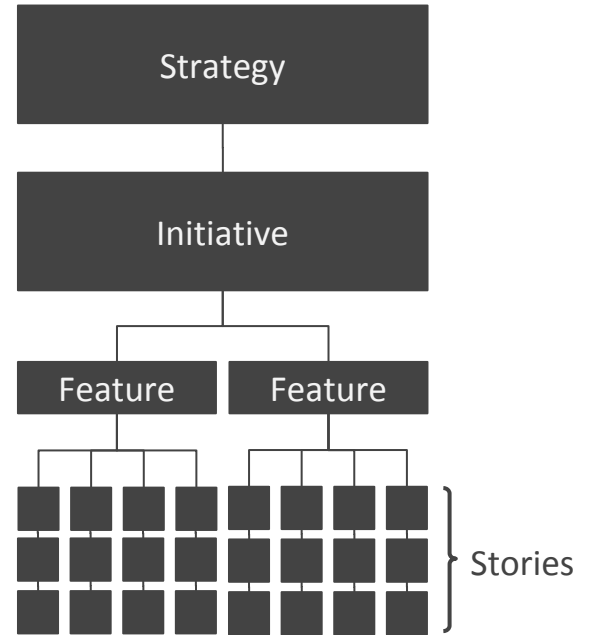
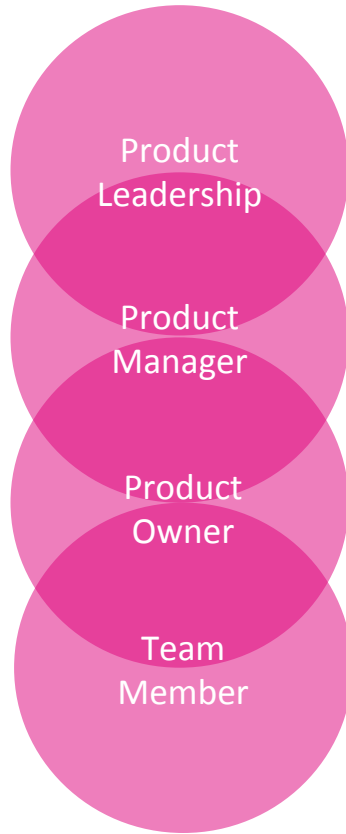


# Work hierarchy

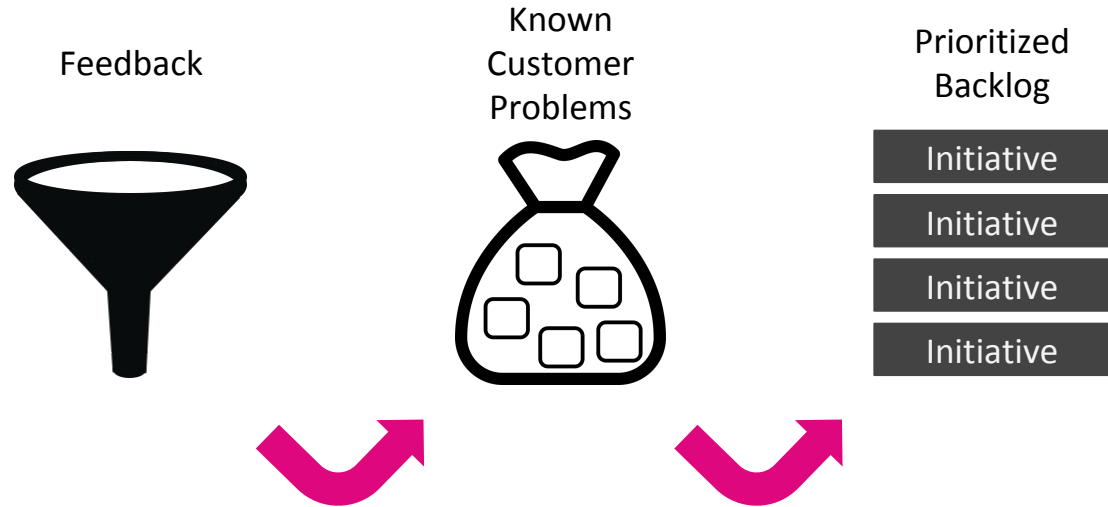




# Collaboration at the edges

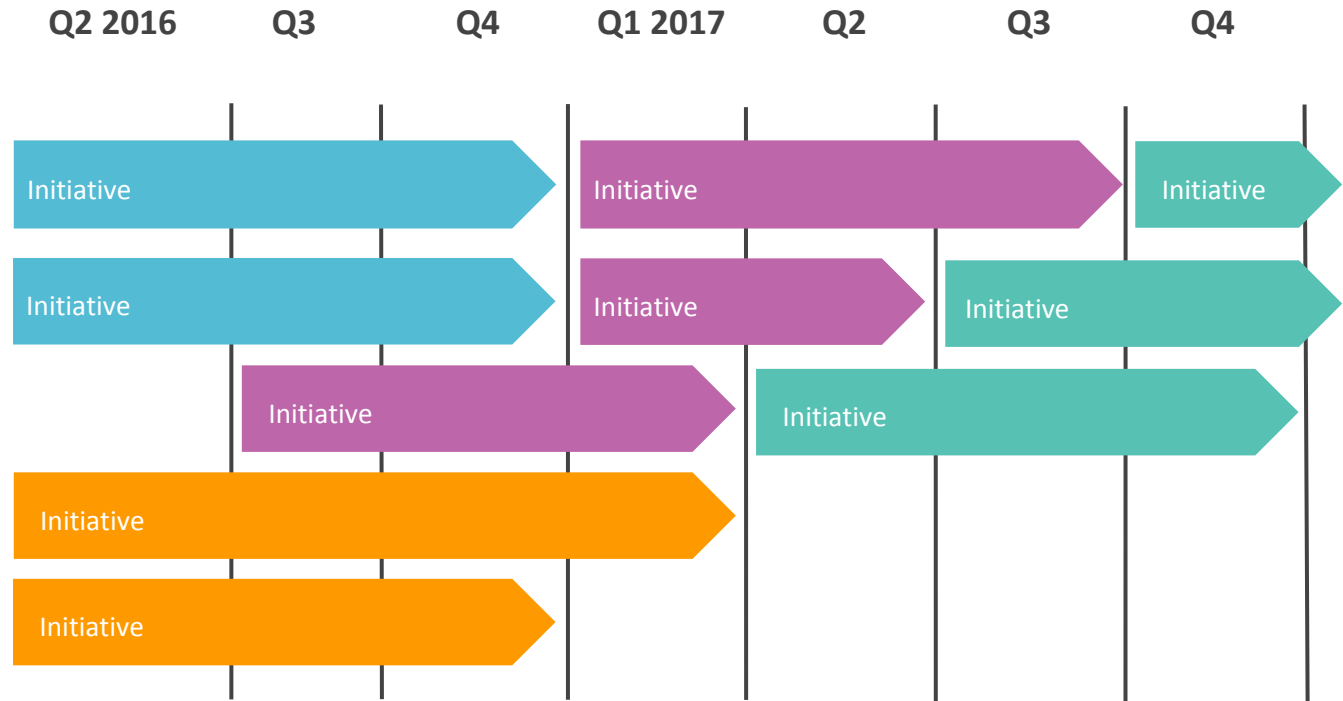


# Continuous feedback loops



# Initiative roadmaps

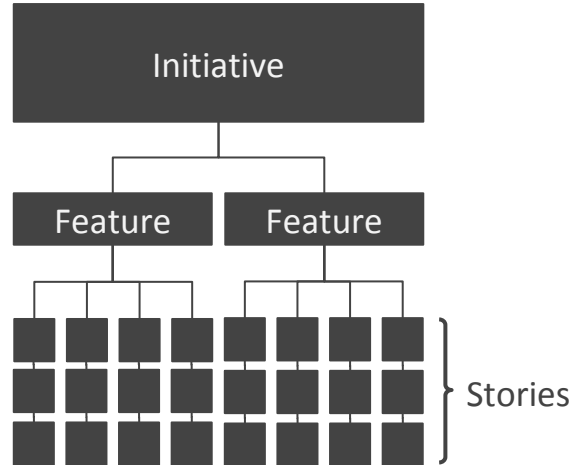
- Strategy 1
- Strategy 2
- Strategy 3
- Strategy 4



# Release planning

Pre-Big Room  
Planning

Big Room  
Planning

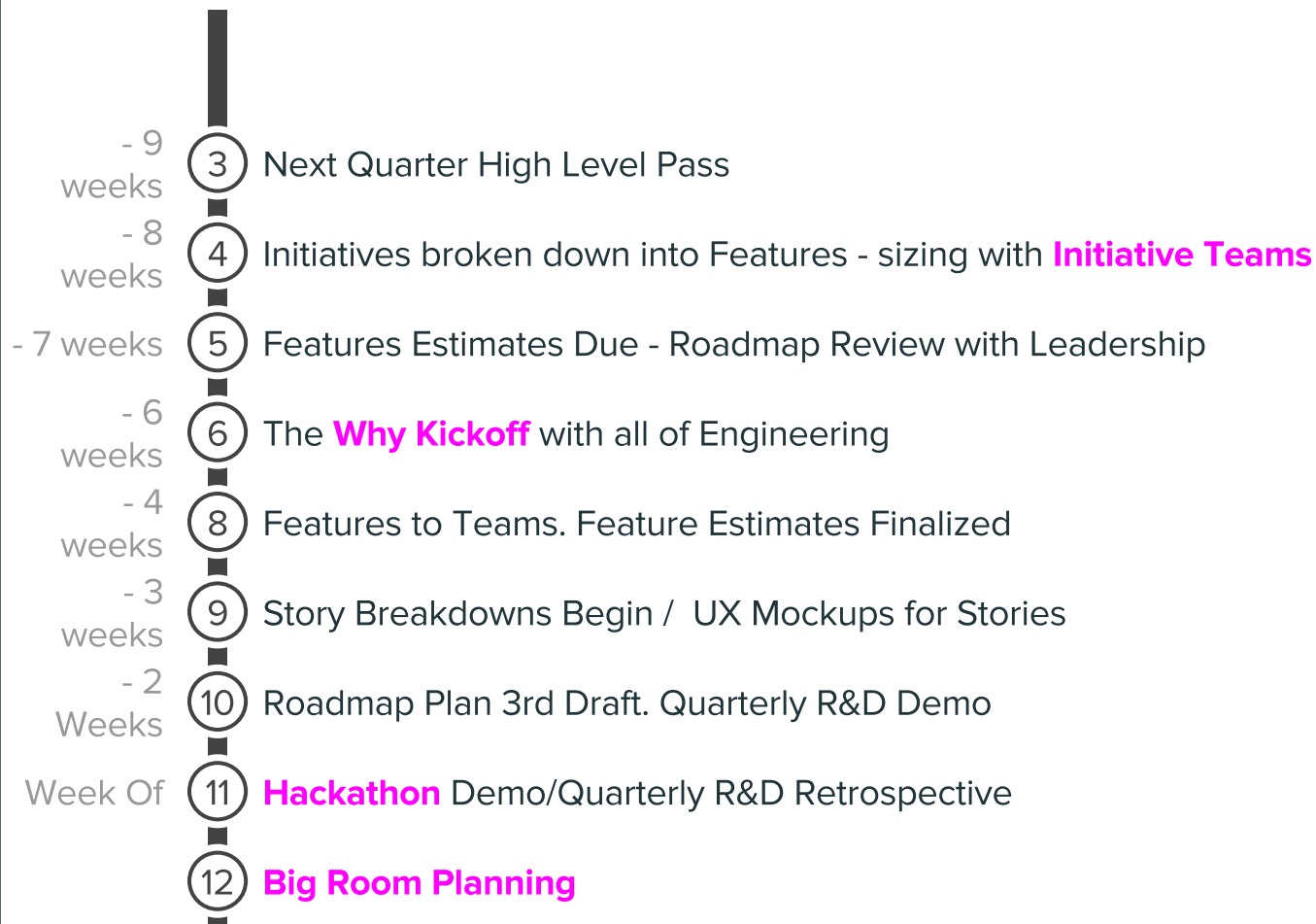


Product  
Manager

Product  
Owner

Team  
Member

# Calendar



# Portfolio Items

Consumer Site

Search...

?

Portfolio Items

BETA

Initiative

+ Add New

+ +

Select or Add Saved View...

Feedback

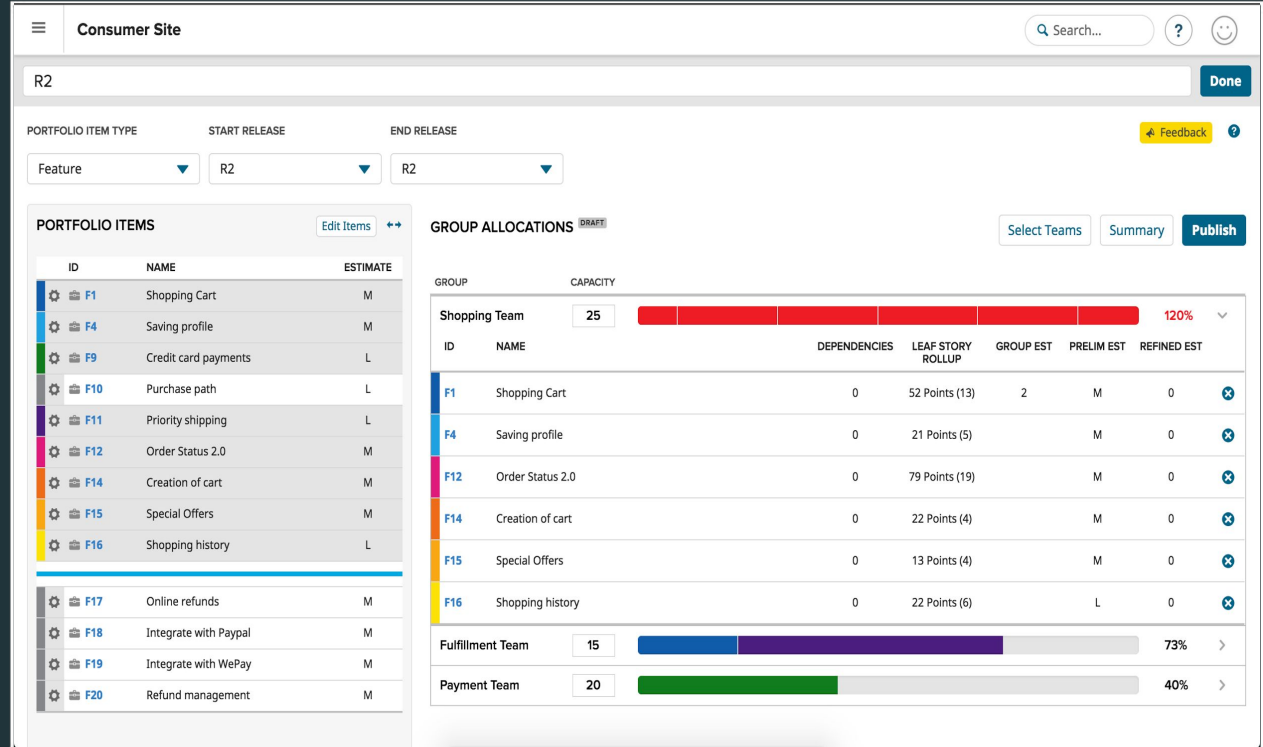
Switch Back

	RANK	ID	NAME	RELEASE	STATE	PROJECT	OWNER
	1	I1	Minimal online shopping site	--	Build	Consumer Site	Rachel
	2	I3	Personalized online shopping experience	--	Build	Consumer Site	Rachel
	3	I4	Modernize customer service portal	--	Build	Consumer Site	Rachel
		F2	Support write API	R2	Develop	API Team	Aaron
		US116	As a user I would like to update tickets	R2	--	API Team	
		US115	As a user I would like to update data	R2	--	API Team	
		US114	As a user I would like to post tickets	R2	--	API Team	
		US113	As a user I would like to post attributes	R2	--	API Team	Peter
		US112	As a user I would like to delete data	R2	--	API Team	Peter
		F5	Online chat support	R2	Develop	API Team	Aaron
		US41	As a user I would like to search for chat history	R2	--	API Team	
		US40	As a user I would like to delete a chat	R2	--	API Team	
		US39	As a user I would like to create a chat	R2	--	API Team	Dudley
		F12	Order Status 2.0	R2	Develop	Shopping Team	Peter
		F13	Rearchitect User Management	R2	Discover	API Team	Aaron
		F26	Realtime chat support	R3	Discover	API Team	Aaron
	4	I5	Maintain legacy purchasing system	--	Build	Consumer Site	Rachel
		F3	Extended Email-to-case integration	R2	Develop	API Team	Aaron
		F7	Email-to-case integration	R2	Develop	API Team	Aaron
		F8	Outbound SMS messages for support case updates	R2	Develop	API Team	Aaron
	5	I7	Integrate in-store and online experience	--	Prioritize	Consumer Site	Rachel
	6	I8	Integrate into Facebook	--	Prioritize	Consumer Site	Rachel
	7	I9	Integrate social into shopping experience	--	Prioritize	Consumer Site	Rachel
		F6	Realtime notifications	R2	Develop	API Team	Aaron

SHOW 25

FirstPrev1-7 of 7NextLast

# Capacity Planning



# Cutlines

Consumer Site

Q Search...

?

😊

R2

Done

PORTFOLIO ITEM TYPE

START RELEASE

END RELEASE

Feedback

Feature

R2

R2

SELECTED PORTFOLIO ITEMS

Edit Items

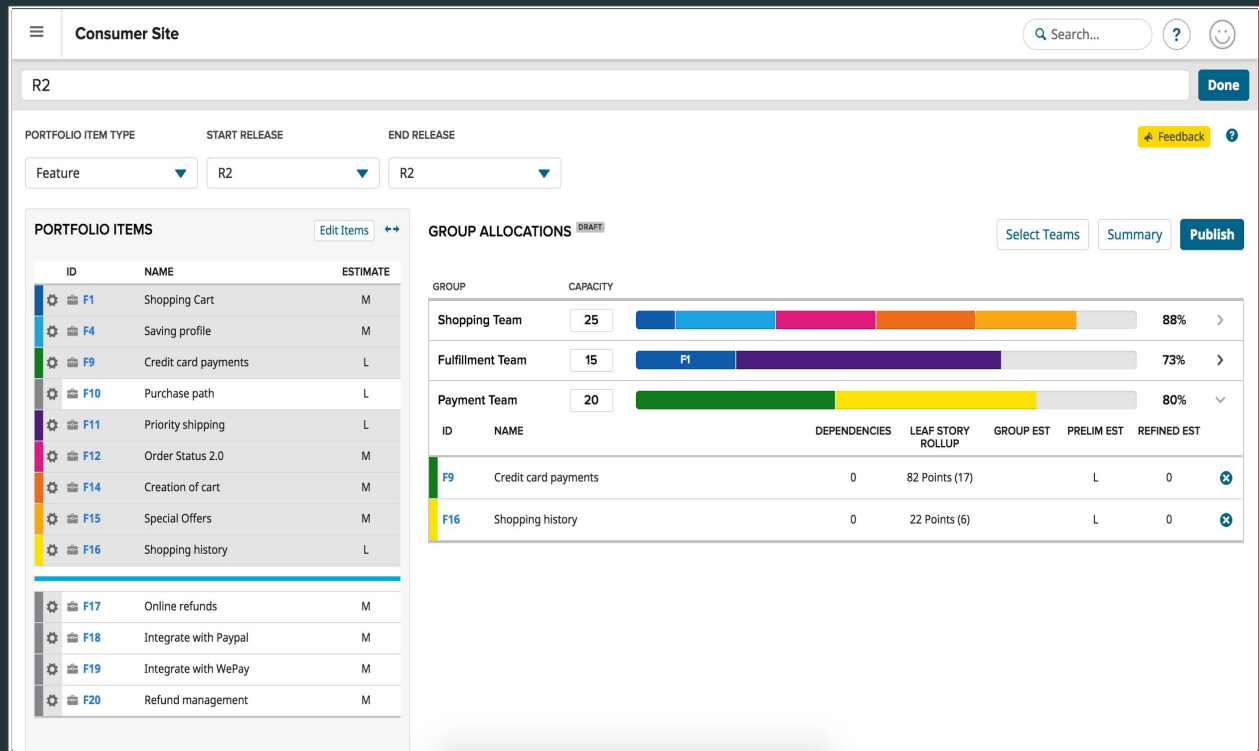
ID	NAME	PARENT	DEPENDENCIES	LEAF STORY ROLLUP	GROUP EST ROLLUP	PRELIM ESTIMATE	REFINED ESTIMATE
F1	Shopping Cart	I1: Minimal online shopping site		52 Points (13)	5	M	
F4	Saving profile	I3: Personalized online shopping experience		21 Points (5)		M	
F9	Credit card payments	I1: Minimal online shopping site		82 Points (17)		L	
F10	Purchase path	I1: Minimal online shopping site		0 Points (0)		L	
F11	Priority shipping	I1: Minimal online shopping site		23 Points (7)		L	
F12	Order Status 2.0	I4: Modernize customer service portal		79 Points (19)		M	
F14	Creation of cart	I3: Personalized online shopping experience		22 Points (4)		M	
F15	Special Offers	I3: Personalized online shopping experience		13 Points (4)		M	
F16	Shopping history	I3: Personalized online shopping experience		22 Points (6)		L	
						95% (-3)	0% (-60)
F17	Online refunds	I1: Minimal online shopping site		0 Points (0)		M	
F18	Integrate with Paypal	I1: Minimal online shopping site		0 Points (0)		M	
F19	Integrate with WePay	I1: Minimal online shopping site		0 Points (0)		M	
F20	Refund management	I1: Minimal online shopping site		0 Points (0)		M	



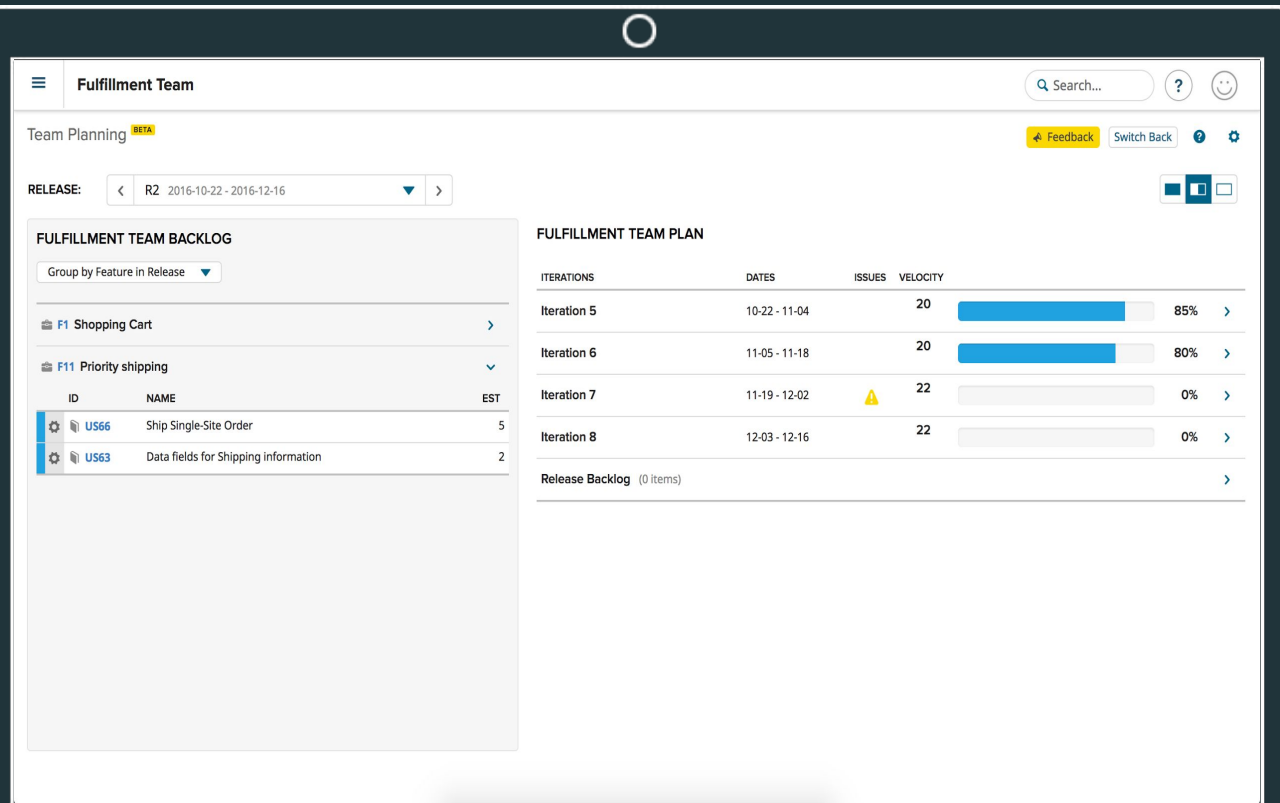
# Big room planning



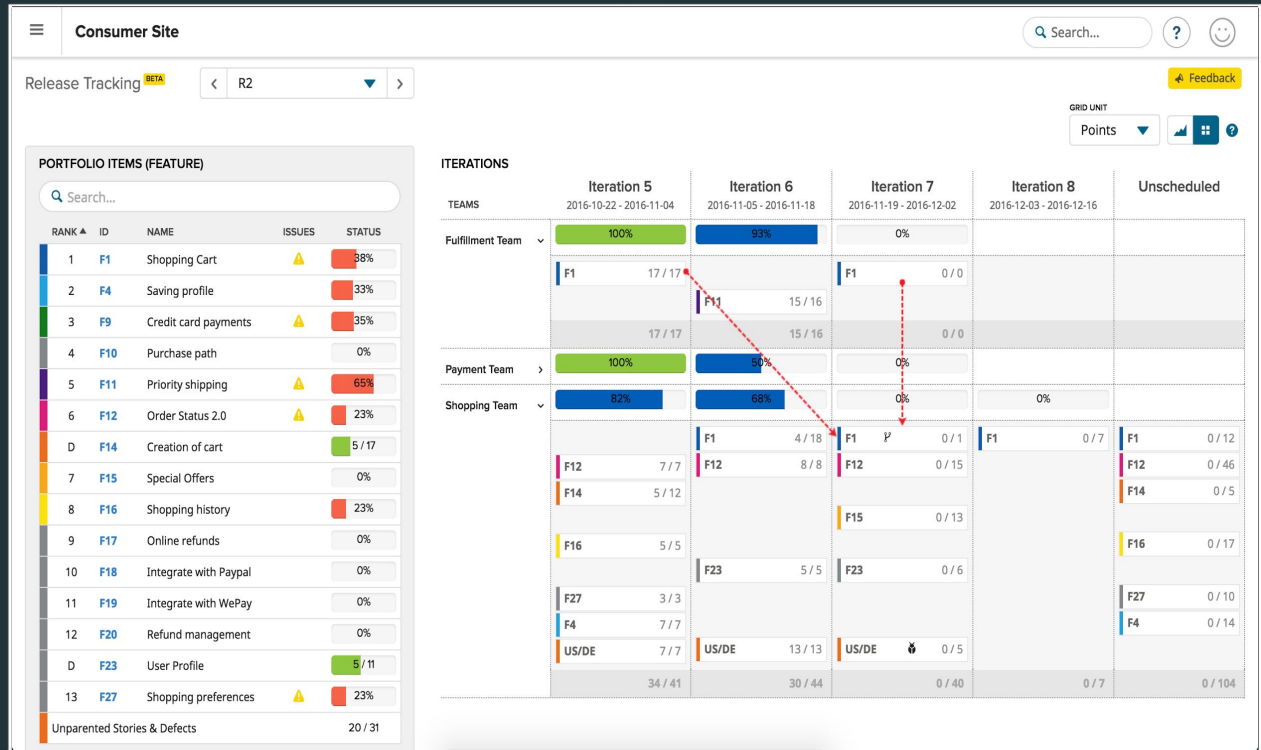
Roughly  
Right



# Feature Breakdown



# Program View



# No More Spreadsheets...



# No More Stickies...

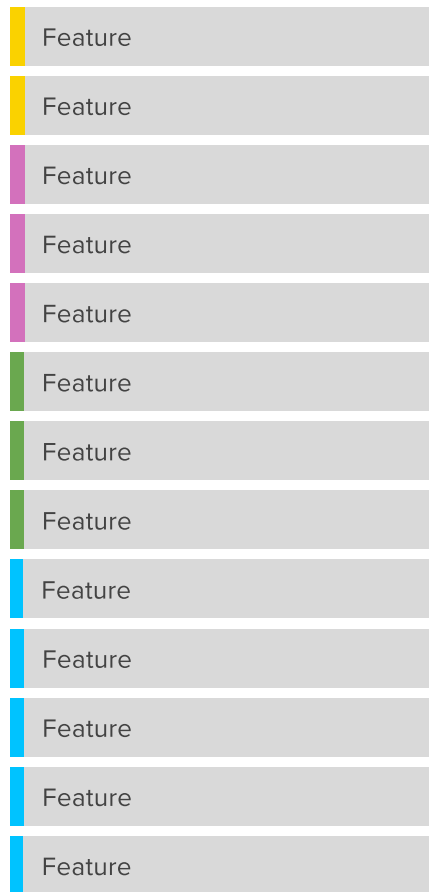


# No More Strings

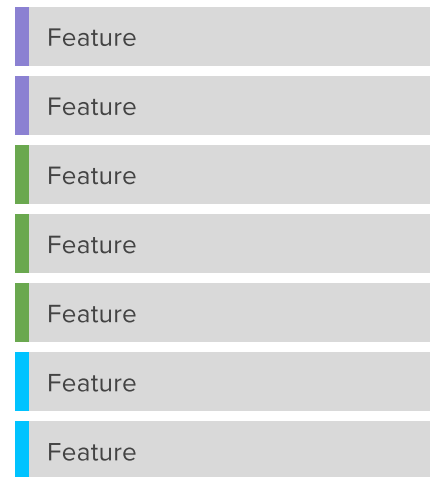


# Feature roadmaps

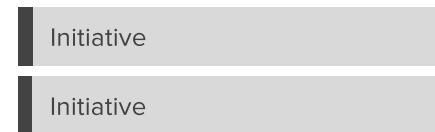
Q4



Q1

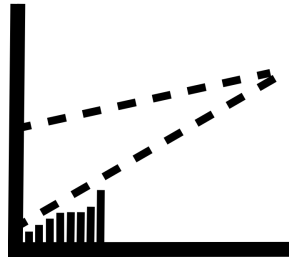


Q2



**Execute  
within the  
release**

Track



Steer



Ship



# Repeat!

