

**Product Managers
Product Marketing Managers
Product Owners
Program Managers
Business Leaders
Team Leaders**

New



Advanced Lean-Agile Practitioner (ALAP)

Orlando World Center Marriott

Orlando, FL • 30 Jan 2017 • 8:45 am - 5:00 pm • 8 PDUs



Advanced Lean-Agile Practitioner (ALAP)

Career

2017 Trends and Career moves you must take now

Competitors are not asleep. Organization must increase their business agility capability.



From Holacracy and Teal to agile frameworks such as LeSS, DAD, Scrum@Scale, SAFe 4.0, ...2017 will be more challenging than ever to get ahead. Protecting the status-quo will be futile. Learn. Do. Lead. –Karl

- What?**
- Compose your own 2017 career action plan
 - Classify your internal challenges and analyze the root cause

- Topics?**
- Certifications: Options and value.
 - Business Trends
 - Update on: Scrum, LeSS, DAD, Scrum@Scale, SAFe 4.0 and DevOps
 - Spotify: Example of networked scaling
 - The future: Holacracy and Teal

1

Value

VALUE MANAGEMENT with AHP (Analytic Hierarchy Process)

From emotions to math: Ranking by value and making decisions.



Organizations know the cost of everything and the value of nothing. Let's define value and use math instead of emotions to go beyond ranking by whoever screams the loudest.

–Karl

- What?**
- Summarize your current value management system
 - Assess advantages and disadvantages
 - Compose your definition of value going forward using a base of 200 criterions
 - Actualize the use of AHP in your organization
- Topics?**

- Subjective information: Quantifying intangibles
- Objective information: Quantifying facts
- Mathematical Foundation: Understanding AHP (Analytical Hierarchy Process)
- Selecting the right criteria
- Ranking backlogs by value, step-by-step

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Value Streams

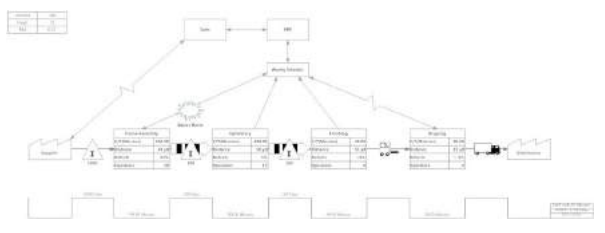
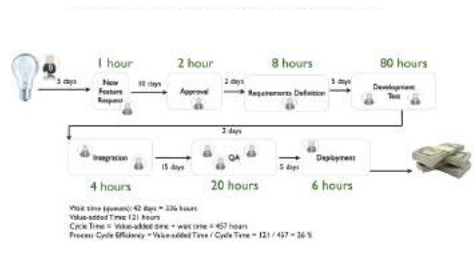
Mapping and optimizing your VALUE STREAMS

How to increase your efficiency by 25% or more

“ If value streams are not mapped, nothing else matters. —Karl

- What?**
- a. Assess your current value stream
 - b. Calculate your value stream efficiency and classify inefficiencies
 - c. Construct a plan of action to increase your value stream efficiency by at least 25 %

- Topics?**
- 1. Value streams and Conway’s law: Advanced organizational design
 - 2. SAFe® 4.0: Example of hierarchical scaling
 - 3. Functional, projectized or matrix: Activity vs. outcome oriented teams



Roles

Connecting PRODUCTS, PROJECTS and agile TEAMS

Define and clarify all roles & responsibilities

“ Project Managers in ScrumMaster roles, Projects as Epics, and the one Product Owner who knows it all. Really? Cmon. Without clearly defined roles and responsibilities and a solid agile product management process, agile teams will build the wrong things faster than ever. Let’s fix this.

- What?**
- a. Abstract your current gaps between projects, products and agile teams
 - b. Recognize successful patterns for roles & responsibilities in advanced agile environments
 - c. Analyze root-causes of your gaps and generate a plan of action to fix it

- Topics?**
- 1. Case Study: Roles & Responsibilities at Spotify
 - 2. Analysis: Roles & Responsibilities in Scrum@Scale and SAFe 4.0
 - 3. GAP analysis (your organization): Products, Projects, Teams
 - 4. Resolution: Your roles & responsibilities decision matrix

Product

From the VOICE OF YOUR CUSTOMERS to actionable BACKLOGS

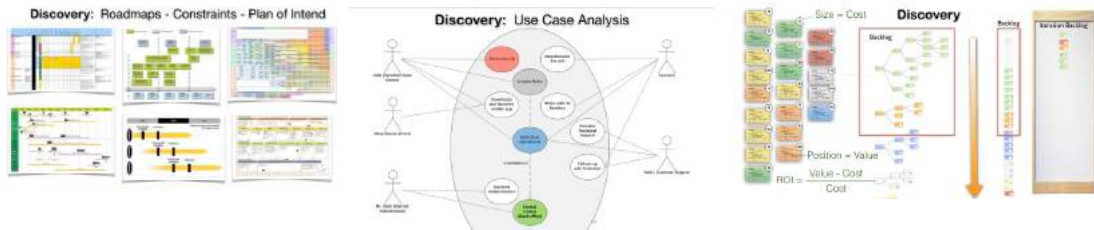
A solid lean-agile product management process. End-to-end.

“ Value creation is conditional upon the creation of optimal backlogs. Agile frameworks don't provide guidance on product management best practices. The most important *process* of agile product and value management is yours to define. —Karl

If you can't describe what you are doing as a *process*, you don't know what you're doing. —W. Edwards Deming

What? a. Create your own agile product management process end-to-end

- Topics?**
1. Creating an executable roadmap
 2. Design Thinking with Rolling Wave Planning and Progressive Elaboration
 3. Product Owner Teams: The Product Manager's bridge to Agile Product Owners
 4. Going Lean: MVPs, set-based design, concurrent engineering, delayed decision making
 5. Discovery with Use-Case Analysis



Project

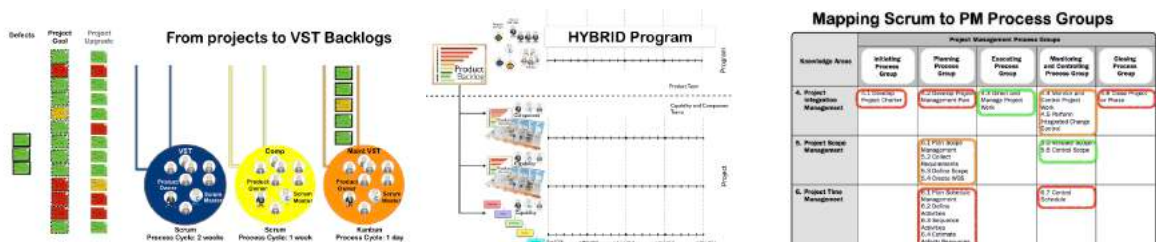
The role of the AGILE PROJECT MANAGER and the AGILE PMO

The dynamic view of value delivery

“ Agile Value Stream Teams are the static implementation of value creation living beyond project (scope) boundaries. *Projects provide the dynamic view.* They provide different lenses to manage work and one does not replace the other. —Karl

- What?**
- a. PMO as Lean-Agile Center of Excellence
 - b. The agile project manager: Enabler, mentor, and yes: Project Manager

- Topics?**
1. Importance of Project Management in Agile environments
 2. Roles and Responsibilities (Project, Product, Team)
 3. The PMO as Lean-Agile Center of Excellence
 4. Scaling Agile: Program and Portfolio Management



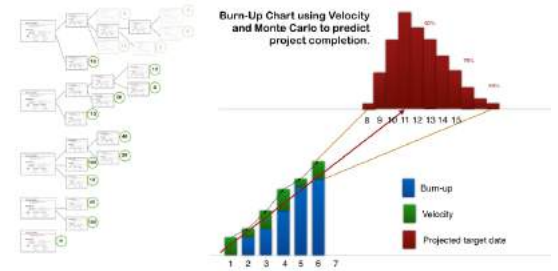
Executive Dashboards, Agile CONTRACTS, BUDGETS and introduction to the BEYOND BUDGETING Approach

When are you done?
How much will it cost?

“ Team: We don't commit beyond the next iteration.
You: Yes we are.
—Karl

- What?**
- a. Combining Velocity with Monte Carlo Simulation to answer: When are you done?
 - b. Execute and ROI calculation on your current project or program
 - c. Judge if EVM (Earned Value Management) will support your business expectations
 - d. Produce a business case and budget

- Topics?**
- 1. Burn-up charts and Monte Carlo Simulation
 - 2. Agile contracts
 - 3. CAPEX and OPEX in agile environments
 - 4. Traditional Budgets vs. Beyond Budgeting
 - 5. Dashboards for Executives: Solutions



Lean changed the world of manufacturing.
Agile brought Lean Thinking to software development.
Scrum changed the world of IT.
Project Management changed strategic execution.

Business Agility

needs all of the above.