Transformation
Roadmap
Planning
Cards
## Transformation Dimensions

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Measure: Quality

Outcome: Stable and Sustainable Solutions
Quality:
Sample Enablement Path

- Shift testing from a title to a role shared across the team
- Move to common continuous deployment and integration environment
- Rigorous refactoring, code reviews and unit tests
- Automated functional / customer testing
- Reduce feature and technical complexity
- Reducing technical debt to allow for more robust, extensible and maintainable code
- Identify underperforming features / solutions and improve or deprecate them
Quality: Stable and Sustainable Solutions

Enablement Card
Shift testing from a title to a role shared across the team

**Goal:** To help the team members realize that quality is everyone’s responsibility and are doing whatever he/she can to ensure what is delivered is well tested.
Move to common continuous deployment and integration environment

**Goal:** To provide the infrastructure and processes to shorten the time it takes to integrate, test and deploy solutions to maximize ability to release on demand.
Quality:
Stable and
Sustainable
Solutions

Enablement
Card
Rigorous refactoring, code reviews and unit tests

**Goal:** To enable developers the tooling and process needed to ensure that their code is well maintained and designed, meets standards and fully tested at the component/unit level.
Quality: Stable and Sustainable Solutions

Enablement Card
**Goal:** To automate functional tests from the user perspective to validate that the solution meets the needs of the customer and acceptance criteria is testable.
Goal: To simplify code to make it more maintainable by removing or improving outdated and complicated components.
Quality: Stable and Sustainable Solutions

Enablement Card
Goal: To ensure that code is free from existing defects, aligns to the current design and intention of the code, and is able to be modified in future with ease.
Quality: Stable and Sustainable Solutions

Enablement Card
Identify under-performing features / solutions and improve or deprecate them

Goal: To evaluate and remove or redesign major components, features and/or solutions that are obsolete to focus efforts on the technology that is relevant and valuable.
Measure: Productivity
Outcome: Persistent, Dedicated High Performing Teams
Quality:
Sample Enablement Path

- Form as close to persistent, dedicated teams as possible
- Develop and understand ceremonies, roles, and artifacts necessary to maximize value delivery
- Learn how to share roles and responsibilities across team
- Move from a cooperative to collaborative team dynamic
- Enable team to become a self-organizing collective
- Focus on delivering value through improved flow and pull system
- Have a spirit of continuous improvement and learning
Productivity: Persistent, Dedicated High-Performing Teams

Enablement Card
Form as close to persistent, dedicated teams as possible

**Goal:** To provide the teams the ability to get quicker to a high-performing state by keeping people together to work effectively and mature over time.
Productivity: Persistent, Dedicated High-Performing Teams

Enablement Card
Develop and understand ceremonies, roles, and artifacts necessary to maximize value delivery

**Goal:** To gain the knowledge and skills around the process (e.g. Scrum and/or Kanban) to start to deliver potentially shippable business value more frequently.
Productivity: Persistent, Dedicated High-Performing Teams

Enablement Card
Learn how to share roles and responsibilities across team

**Goal:** To discover ways to maximize a team member’s ability to help the team through understanding and playing the roles of others to deliver work.
Productivity: Persistent, Dedicated High-Performing Teams

Enablement Card
Goal: To move the teams from a group of individuals working on their own things to leveraging the collective skills and perspectives to work on things together.
Productivity: Persistent, Dedicated High-Performing Teams
Enable team to become a self-organizing collective

**Goal:** To shift the team to a group that has autonomy, self-managed, and ability to figure out the best way to develop, deliver and learn what solutions customers need.
Productivity: Persistent, Dedicated High-Performing Teams

Enablement Card
Focus on delivering value through improved flow and pull system

**Goal:** To get to a state where the team understands their capacity and will pull in just enough work to allow them to quickly deliver to maximize their workflow.
Productivity:
Persistent, Dedicated High-Performing Teams

Enablement Card
Goal: To continually raise the bar through inspection and adaption through feedback, constant reflection and learning.
Measure: Responsiveness
Outcome: Faster Time to Market
Quality:
Sample Enablement Path

Define your portfolio - value streams, planning cadence, and inventory of current work
Align teams and programs to each value stream
Define initiatives into Epics that can be delivered within a program
Have an intake process to validate critical initiatives
Decouple supply with demand to understand capacity
Determine your investment areas and the budget you will allocate across them
Plan, track and evaluate portfolio backlog items against known capacity
Responsiveness: Faster Time to Market

Enablement Card
Define your portfolio – Value streams, planning cadence, and inventory of current work

**Goal:** To identify the key value streams of your organization, current work queues and planning frequencies to determine how you want to organize and manage your product/project portfolio.
Responsiveness: Faster Time to Market
Align teams and programs to each value stream

**Goal:** To identify and organize delivery streams of dedicated teams against each value stream in order to efficiently deliver business value across the organization.
Responsiveness: Faster Time to Market

Enablement Card
Define initiatives into Epics that can be delivered within a program

**Goal:** To break down larger initiatives or projects into incremental pieces that can be delivered more frequently across a group of dedicated teams.
Responsiveness: Faster Time to Market

Enablement Card
Have an intake process to validate critical initiatives

Goal: To ensure that all initiatives go through a validation and prioritization process to determine the highest ROI initiatives to work on now.
Responsiveness: Faster Time to Market
Decouple supply with demand to understand capacity

**Goal:** To better understand both the amount of supply (delivery streams) with demand (value streams) to pull in only work that matches the organization’s capacity.
Responsiveness: Faster Time to Market

Enablement Card
Determine your investment areas and the budget you will allocate across them

**Goal:** To determine the proper mix of areas to focus the teams’ efforts on at any given time to ensure the right balance between customer and business needs.
Responsiveness: Faster Time to Market

Enablement Card
Plan, track and evaluate portfolio backlog items against known capacity

**Goal:** To continually revise the backlog of big initiatives and epics based on current need against progress.
Measure: Predictability

Outcome: Consistent and Reliable Delivery
Predictability:
Sample Enablement Path

1. Identify individuals fulfilling program roles
2. Teams plan and execute on synchronized iterative cadences
3. Teams develop velocities that enable mid range program level planning
4. Product management team develops a vision and roadmap for the program and determines features
5. Teams are able to resolve dependencies and integrate often to a release on demand state
Predictability: Consistent and Reliable Delivery

Enablement Card
Goal: To determine the specific players and their responsibilities needed to ensure continual delivery across specific programs.
Predictability: Consistent and Reliable Delivery

Enablement Card
Teams develop velocities that enable mid range program level planning

**Goal:** To get teams to understand their capacity to deliver based on a stable velocity that can be used to estimate what is possible to deliver in mid-term (2-4 months).
Predictability: Consistent and Reliable Delivery

Enablement Card
Teams plan and execute on synchronized iterative cadences

**Goal:** To determine the common cadence across teams in a program so that they align their activities and address dependencies in a timely manner.
Predictability: Consistent and Reliable Delivery

Enablement Card
Product management team develops a vision and roadmap for the program and determines features

**Goal:** To understand how products/solutions will evolve long term based on a shared vision with incremental roadmap of what goals are expected across releases.
Predictability: Consistent and Reliable Delivery

Enablement Card
Teams are able to resolve dependencies and integrate often to a release on demand state

**Goal:** To minimize the impact of technical and release dependencies through continuous planning, integration and delivery across teams.
Measure: Customer Satisfaction

Outcome: Meeting customer needs with innovative solutions
Customer Satisfaction:
Sample Enablement Path

- Learn more about your business and competitors to determine value proposition
- Talk to real customers by “getting outside of the building”
- Prototype possible solutions before investing
- Test different solutions to small groups of customers to validate
- Implement proven experiments
- Determine how to launch products to the market
- Measure results with data to make future decisions
Customer Satisfaction: Meeting customer needs with innovative solutions
Learn more about your business and competitors to determine value proposition

**Goal:** To gain insight on the business drivers and competitive landscape to create solutions that have a good product/market fit and align to business strategy.
Customer Satisfaction: Meeting customer needs with innovative solutions

Enablement Card
Goal: To go to real customers to test your assumptions about your requirements to ensure you are addressing real needs and solving problems.
Customer Satisfaction: Meeting customer needs with innovative solutions
Prototype possible solutions before investing

**Goal:** To run experiments through prototypes or other means with little effort to test your assumptions on customer needs.
Customer Satisfaction: Meeting customer needs with innovative solutions

Enablement Card
Test different solutions to small groups of customers to validate

**Goal:** To test prototypes to different groups of related customers (cohorts) to understand customer behavior and reaction to ideas to narrow down potential solutions to implement.
Customer Satisfaction: Meeting customer needs with innovative solutions

Enablement Card
**Goal:** To take experiments that have been validated and determine the absolute minimal solution that can be used by customers.
Customer Satisfaction: Meeting customer needs with innovative solutions
Determine how to launch products to the market

**Goal:** To prepare for and release quickly new products and capabilities that will attract and compete in the marketplace.
Customer Satisfaction: Meeting customer needs with innovative solutions

Enablement Card
Measure results with data to make future decisions

**Goal:** To use qualitative and quantitative data to evaluate and learn what how people use and respond to our solutions to adapt and anticipate their future needs.
Measure: Employee Engagement

Outcome: Motivated, loyal employees with solid leadership
Employee Engagement:
Sample Enablement Path

- Develop Transformation Team *(Agile CoE)* to help initiate efforts
- Gain shared mindset around agility
- Provide training needed to learn behaviors and capabilities
- Develop communities around learning and knowledge sharing
- Develop leaders to enable others
- Hire people with desired Agile mindset and skills
- Reward outcomes achieved / exceeded by teams
Employee Engagement: Motivated, loyal employees with solid leadership
Goal: To have a dedicated, cross-functional group that is helping guide and enable organizational agility.
Employee Engagement: Motivated, loyal employees with solid leadership
Gain shared mindset around agility

**Goal:** To find ways to communicate and share to make the shift of the thinking that is needed to work differently in an Agile environment.
Employee Engagement: Motivated, loyal employees with solid leadership
Goal: To provide essential learning opportunities that will help people gain the skills and mindset needed to be successful in their role.

Provide training needed to learn behaviors and capabilities
Employee Engagement: Motivated, loyal employees with solid leadership

Enablement Card
Develop communities around learning and knowledge sharing

**Goal:** To encourage cross learning across roles, disciplines and domain knowledge based on the collective wisdom of the organization.
Employee Engagement:
Motivated, loyal employees with solid leadership

Enablement Card
Develop leaders to enable others

**Goal:** To help leaders throughout the organization be more effective in creating environments that will help people succeed and thrive.
Employee Engagement: Motivated, loyal employees with solid leadership
Goal: To increase the workforce by hiring or contracting with individuals that will easily fit into an Agile organization.
Employee Engagement: Motivated, loyal employees with solid leadership Enablement Card
Goal: To ensure that reward systems are tied to outcomes achieved by teams and not just individual contributors.