

# Hands On: Scaling Product Backlogs using Visual Models

**Candase Hokanson, PMI-ACP**

*Senior Product Manager, Seilevel*



## OUR AGENDA

TOPIC	YOU WILL LEARN
<b>Why does the backlog need to scale and what's out there?</b>	What is different about agile in the large enterprise and what major methodologies are out there
Scaling the backlog with Business Objectives Models	How to create and use the Business Objectives Model to scale objectives for different levels of the organization
Scaling the backlog with Feature Trees	How to create and use Feature Trees to show scope at all levels of the organization
Conclusion/ Q&A	

# What Do I Mean By “The Enterprise”



Global time zones

---



Distributed team members

---



Diverse users, many system integrations, and complex data

---



Corporate-level strategies drive portfolio- down to the team level (2 or 3 levels of planning)

---

# What It Means to “Be Agile”

Individuals & Interactions

Processes & Tools

Working Software

Comprehensive Documentation

Customer Collaboration

Contract Negotiation

Responding to Change

Following a Plan

“while there is value in the items on the right, we value the items on the left more”

# Large Enterprise Challenges on the Agile Manifesto

Individuals & Interactions

Processes & Tools

Distributed so interactions are hard

**MORE tools to facilitate interactions and structure to coordinate**

Working Software

Comprehensive Documentation

Can't remember all the details to make it work

**MORE documentation to capture details and allow large teams to see**

Customer Collaboration

Contract Negotiation

Many people to gain agreement with

**MORE facilitation to gain agreement about what to build**

Responding to Change

Following a Plan

Too many interfaces to not formally coordinate

**MORE planning to coordinate interfaces and blocks**

# Scaled Agile Approaches

SAFe – Scaled Agile Framework

LeSS – Large Scale Scrum

DaD – Disciplined Agile Delivery

Nexus

Spotify Model

SSwS – Scaling Scrum with Scrum

DSDM – Drive Strategy Deliver Mode

RAGE – Recipes for Agile Governance

Scrum at Scale

Enterprise Scrum

SLIM – Scrum Lean in Motion

FAST Agile

SCARE – Sustainable, Cultural Agile Release in the Enterprise

# With So Many Options, How Do We Choose?

<b>Approach</b>	<b>IT Teams</b>	<b>Dependency Complexity</b>	<b>Assumed Level of Eng. Practices</b>	<b>PO/ Backlog Scaling</b>	<b>Overhead</b>
SAFe	15+	High	Advanced	At each level	High
LeSS	2-8	Low	Beginner	Product	Low
DaD	15+	High	Advanced	Team/Portfolio	Medium
Nexus	2-8	Medium	Intermediate	Product	Low



## OUR AGENDA

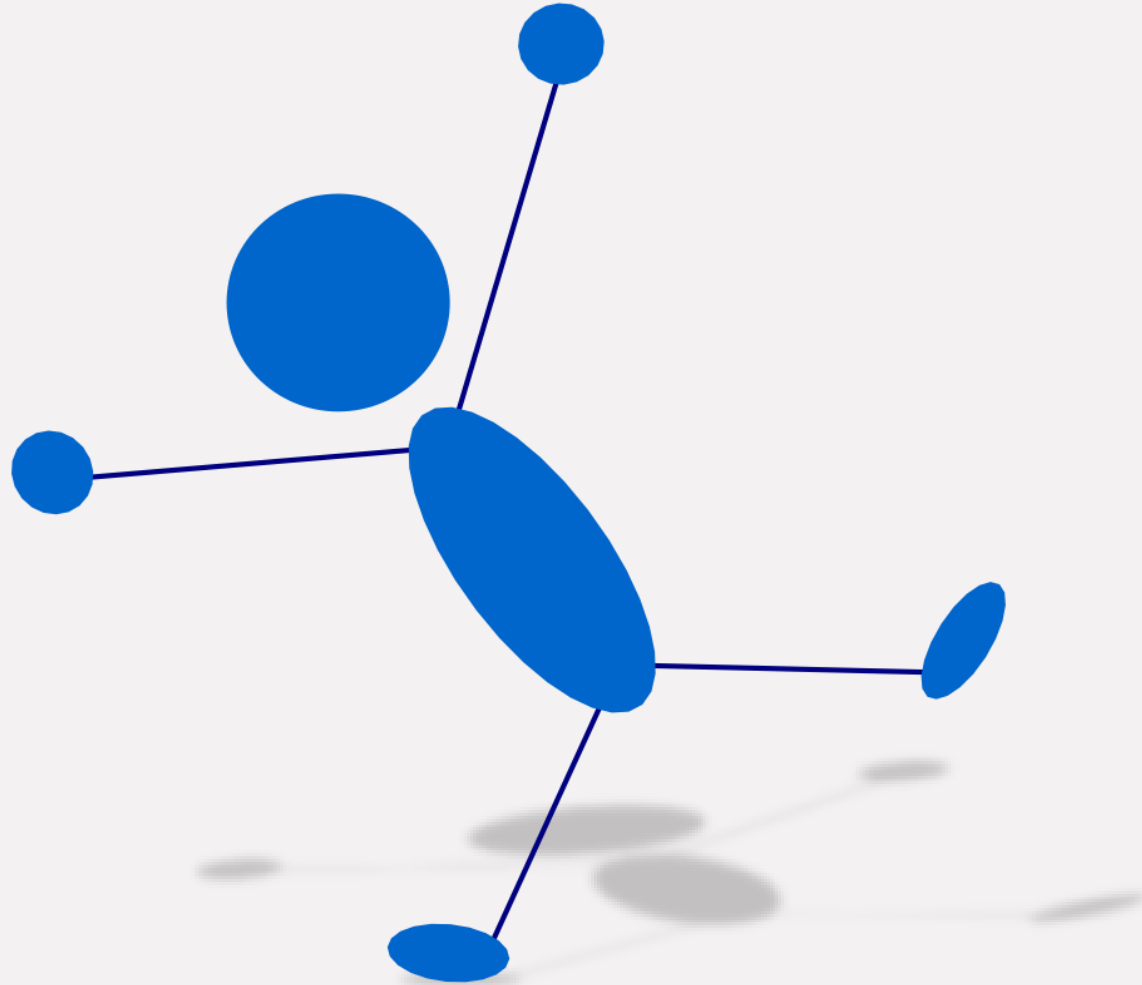
TOPIC	YOU WILL LEARN
Why does the backlog need to scale and what's out there?	What is different about agile in the large enterprise and what major methodologies are out there
<b>Scaling the backlog with Business Objectives Models</b>	How to create and use the Business Objectives Model to scale objectives for different levels of the organization
Scaling the backlog with Feature Trees	How to create and use Feature Trees to show scope at all levels of the organization
Conclusion/ Q&A	



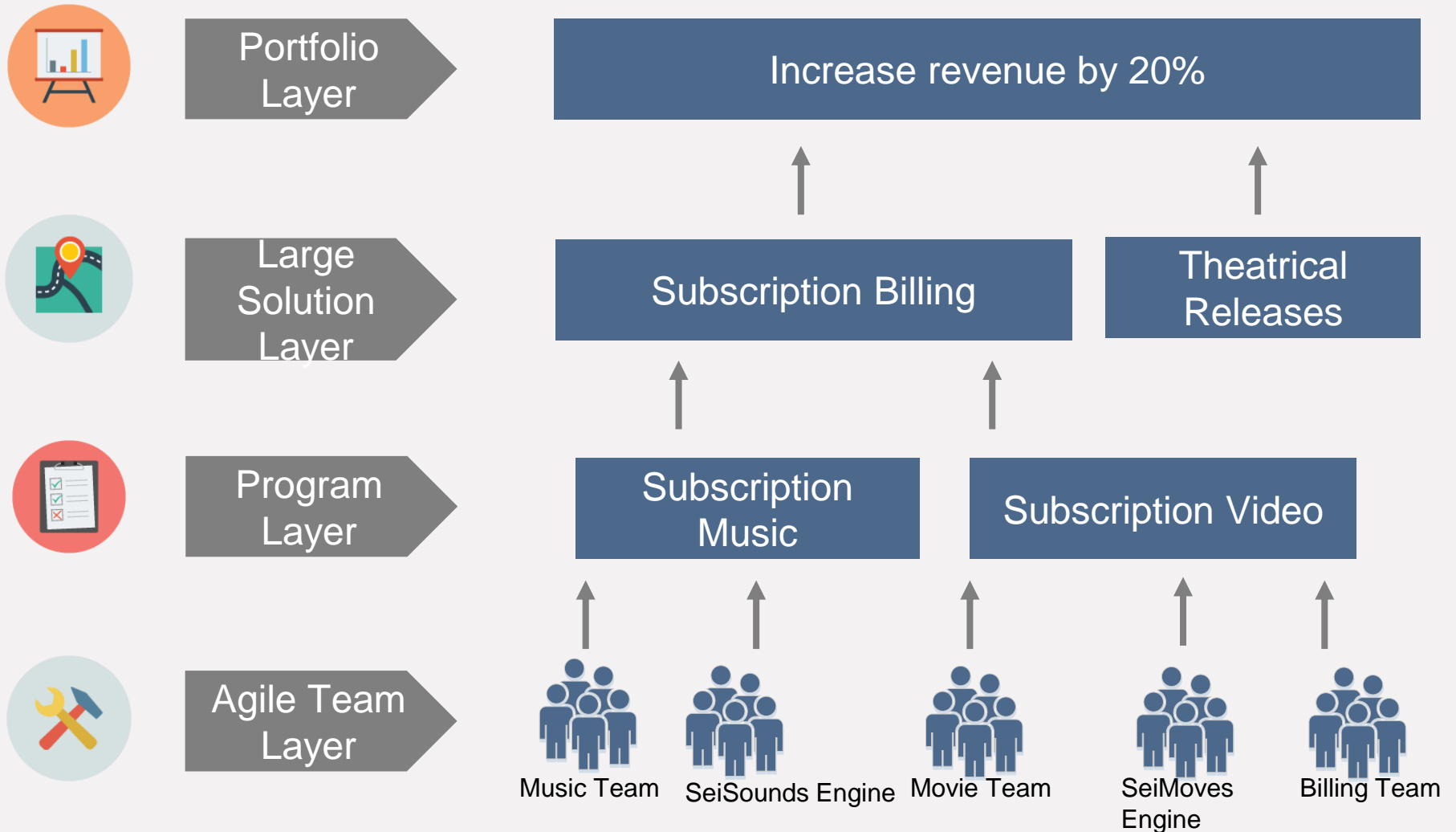
# How do you coordinate between the levels?



# Meet Blue, the SeiEntertainment Large Solution Manager



# SeiEntertainment SAFe<sup>®</sup> Structure

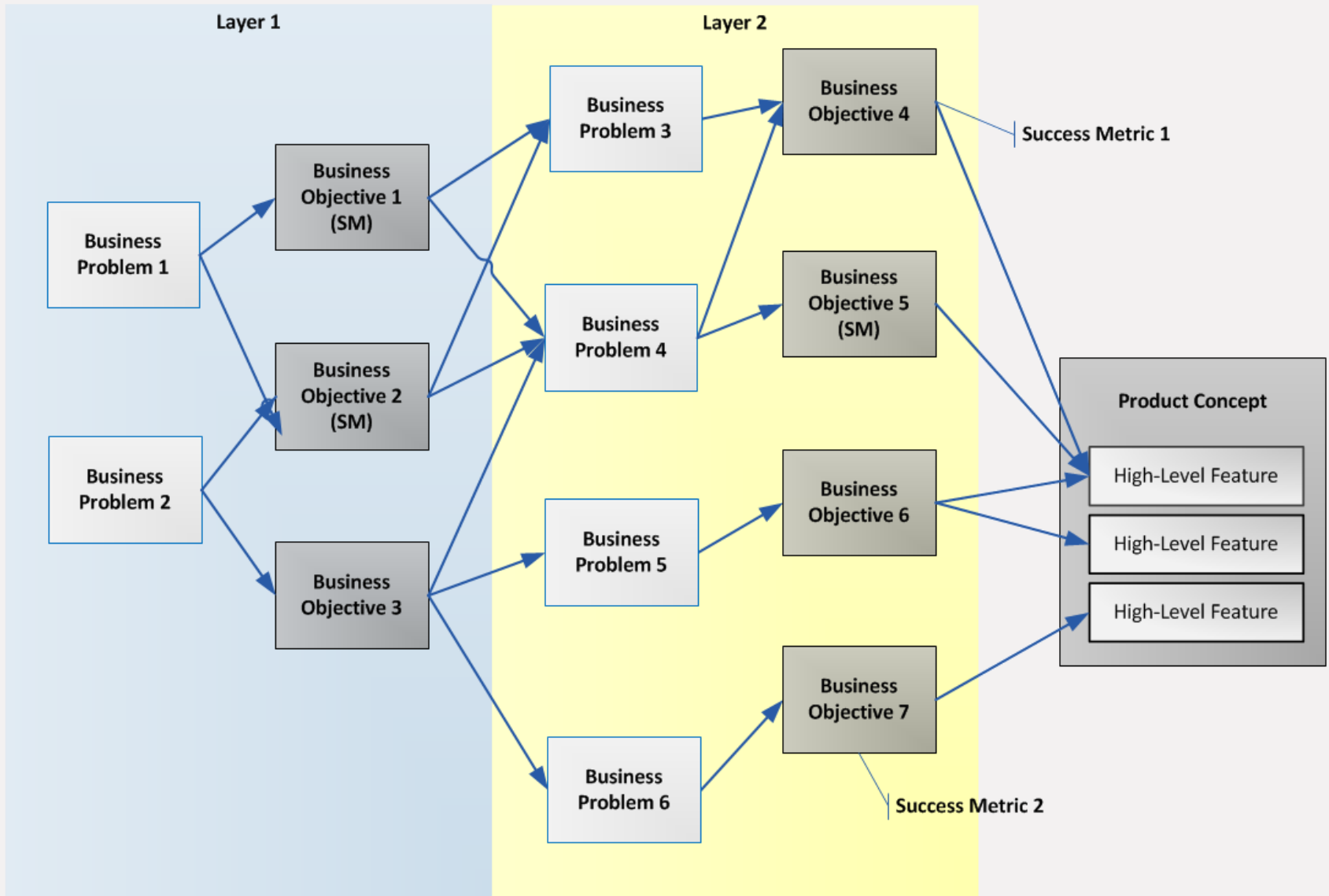


# Business Objectives Model

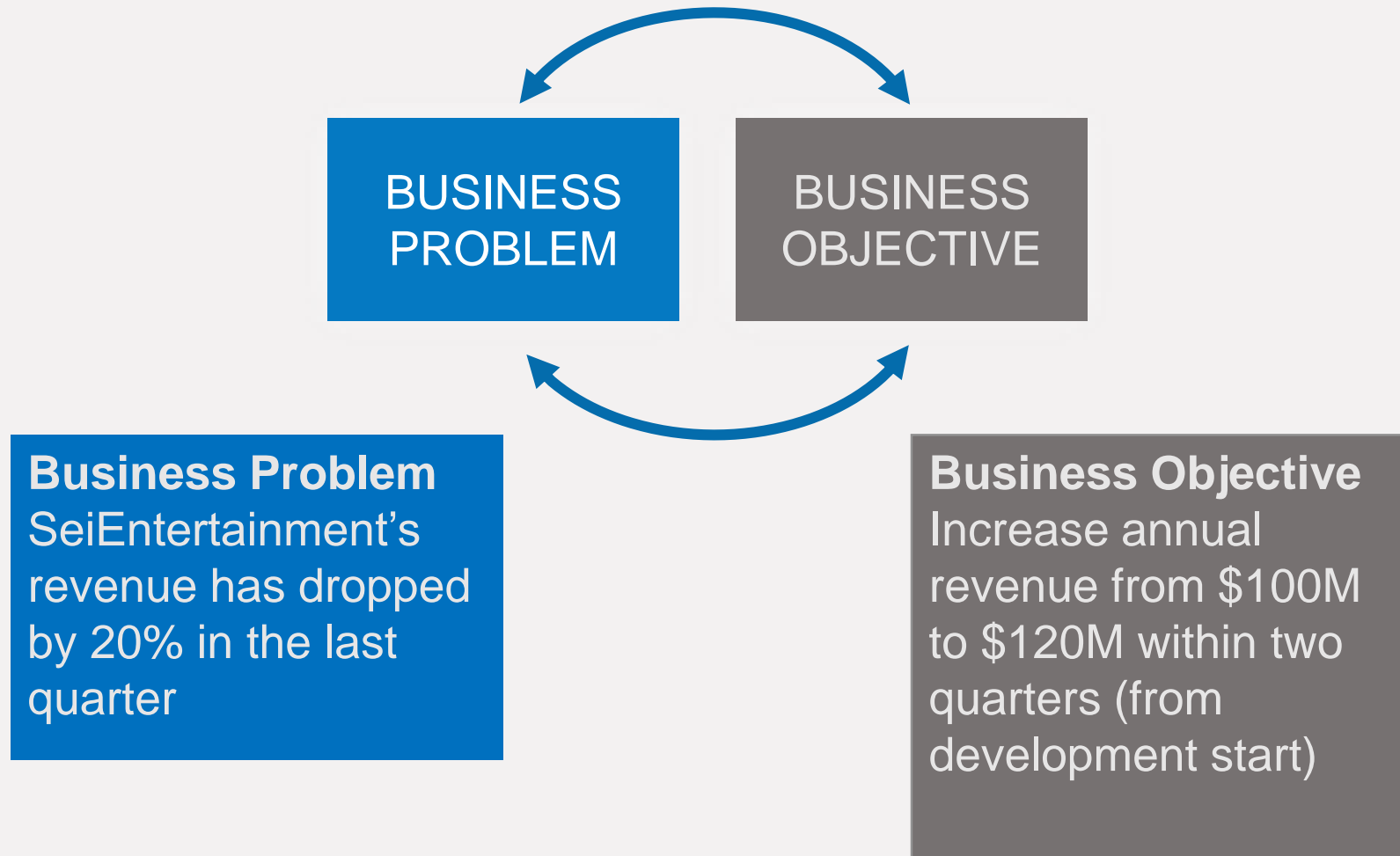


- **Objectives help find problems:** What is the primary reason that I'm not achieving the objectives today?
- **Problems help find objectives:** How can I tell this is a problem today? What would the business look like if it were solved?
- **Product Concepts map to objectives:** What are we building? What products must be built for each of the business strategies, in order to meet the business objectives?

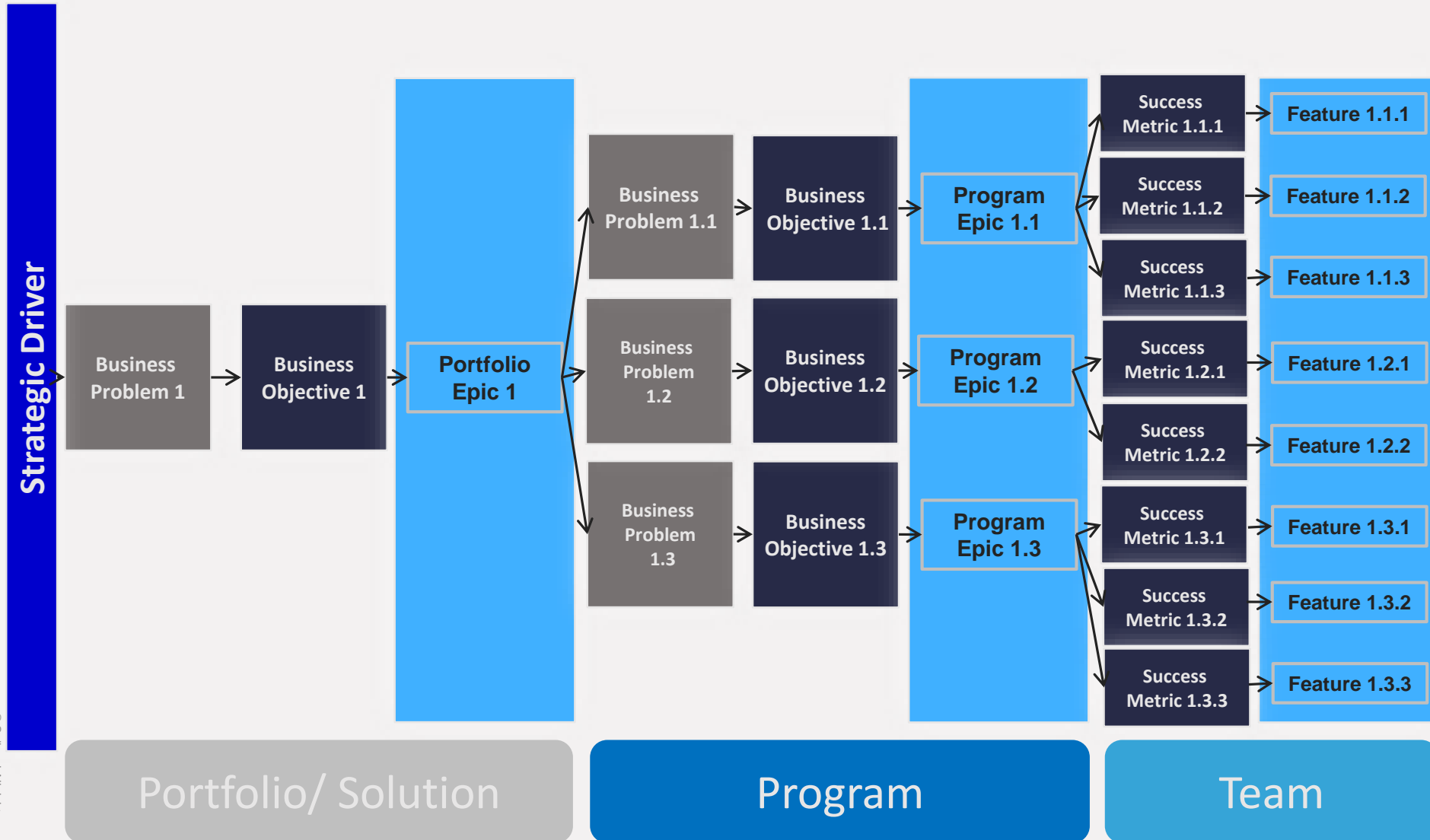
# Business Objectives Model



# Business problems & objectives drive the backlog at any level



# Business Objectives Model by Levels

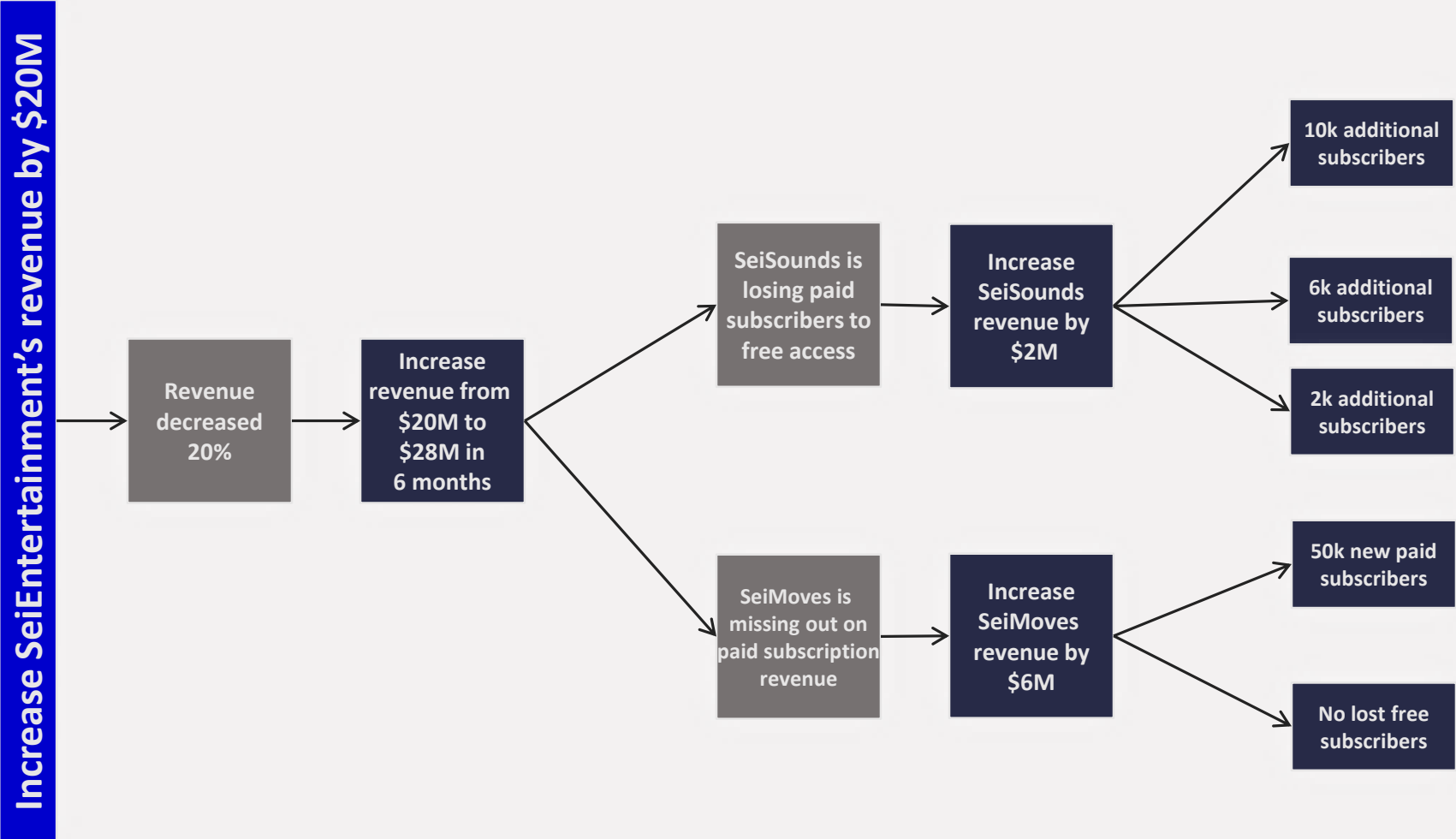


Create a Business  
Objectives Model for  
our scenario!

EXERCISE  
BUSINESS  
OBJECTIVES  
MODEL



# Business Objectives Model by Levels



Solution

Program

Team

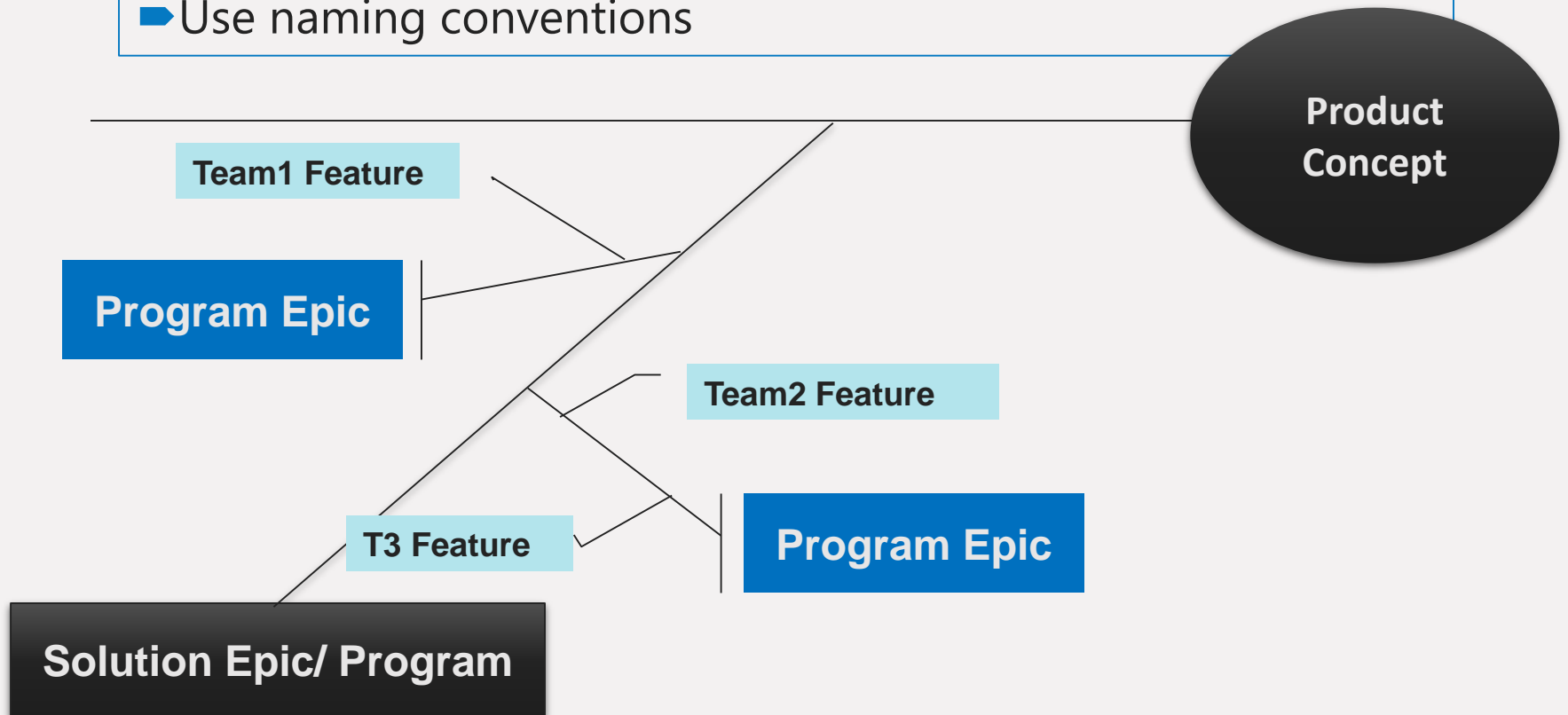


## OUR AGENDA

TOPIC	YOU WILL LEARN
Why does the backlog need to scale and what's out there?	What is different about agile in the large enterprise and what major methodologies are out there
Scaling the backlog with Business Objectives Models	How to create and use the Business Objectives Model to scale objectives for different levels of the organization
<b>Scaling the backlog with Feature Trees</b>	How to create and use Feature Trees to show scope at all levels of the organization
Conclusion/ Q&A	

# Feature Trees can help you organize value and organize by programs/teams

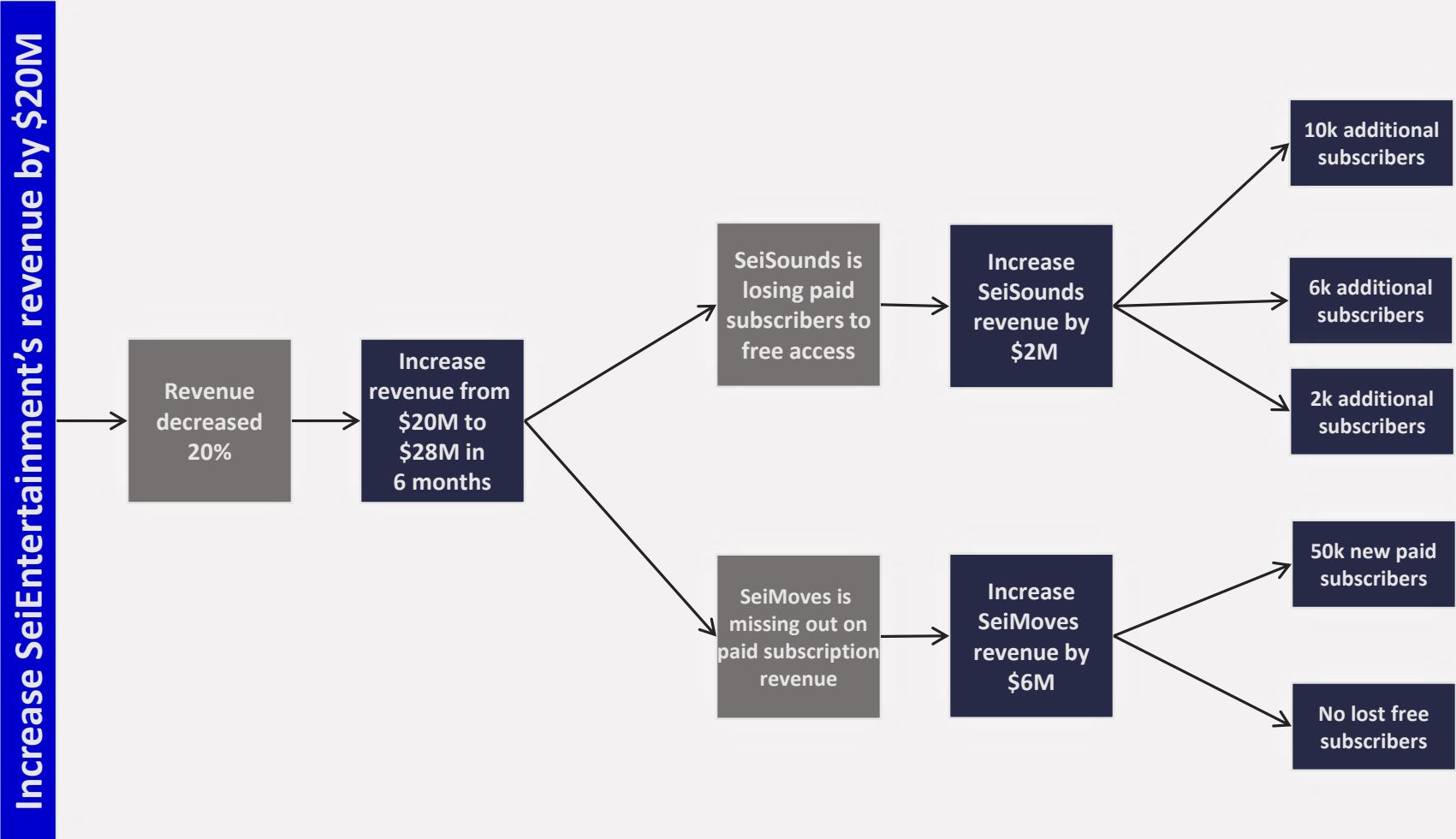
- ▶ A one-page view of all the features
- ▶ Organized into levels of features
- ▶ Used to organize requirements by feature
- ▶ Use naming conventions



Create a Feature Tree  
for our scenario!

EXERCISE  
FEATURE  
TREE

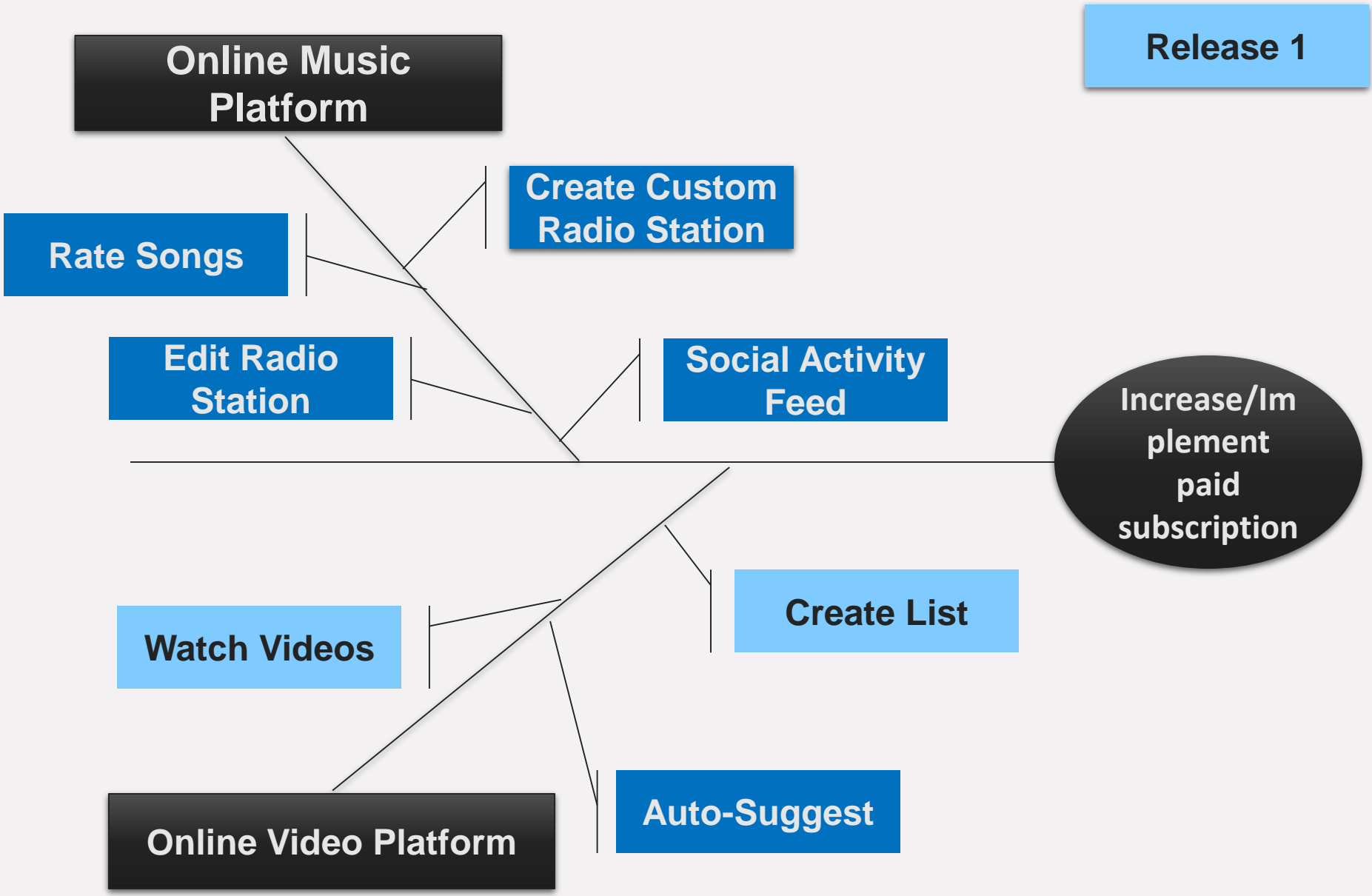
# Business Objectives Model by Levels



Solution

Program

Team



**Online Music Platform**

**Release 1**

**Rate Songs**

**Create Custom Radio Station**

**Edit Radio Station**

**Social Activity Feed**

**Increase/Implement paid subscription**

**Watch Videos**

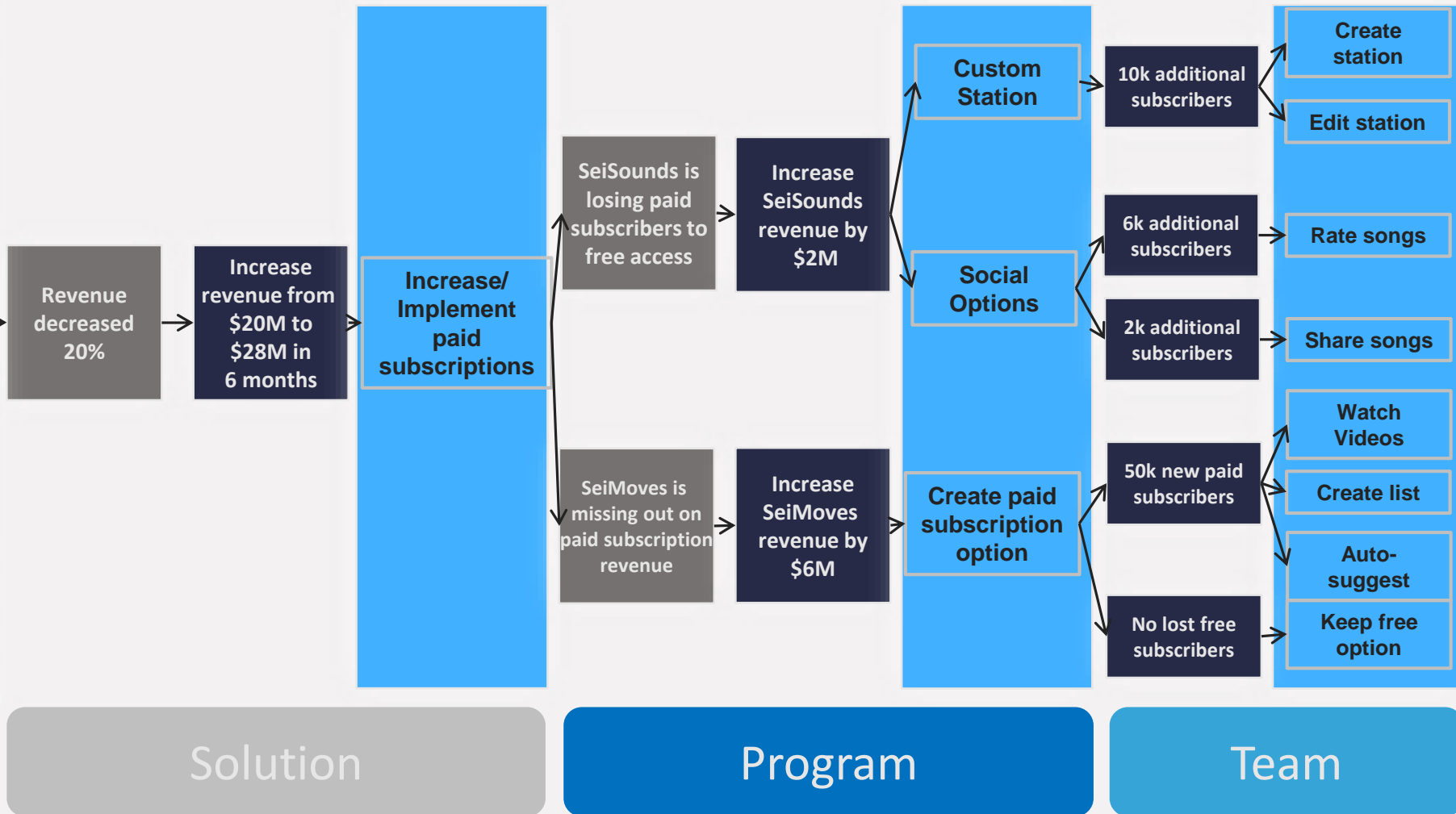
**Create List**

**Online Video Platform**

**Auto-Suggest**

# Business Objectives Model by Levels

**Increase SeiEntertainment's revenue by \$20M**





## OUR AGENDA

TOPIC	YOU WILL LEARN
Why does the backlog need to scale and what's out there?	What is different about agile in the large enterprise and what major methodologies are out there
Scaling the backlog with Business Objectives Models	How to create and use the Business Objectives Model to scale objectives for different levels of the organization
Scaling the backlog with Feature Trees	How to create and use Feature Trees to show scope at all levels of the organization
<b>Conclusion/ Q&amp;A</b>	



# Takeaways, Next Steps and What Can I Do Now?

## Pick an Approach

- All approaches have some way of scaling product ownership

## Use objectives to align all teams/programs

- Each level's objectives or success metrics should tie back to the organization's goals

## Tie features together across teams and programs with a Feature Tree

- Feature trees are a great one page view to show how scope is spread across teams or programs

# Read More



- *Software Requirements, 3<sup>rd</sup> Edition* (Wiegers and Beatty 2013)
- *Visual Models for Software Requirements* (Beatty and Chen 2012)
- *Succeeding With Agile* (Cohn 2009)
- *Scaling Software Agility: Best Practices for Large Enterprises* (Leffingwell 2007)
- Gartner article: Market Guide for Enterprise Agile Frameworks
- Scaled Agile Framework for Enterprise (SAFe) (<http://scaledagileframework.com/>)
- Large Scale Scrum (LeSS) (<https://less.works/>)
- Nexus (<https://www.scrum.org/Resources/The-Nexus-Guide>)
- Disciplined Agile Delivery (<http://www.disciplinedagiledelivery.com/>)

Questions?

# Candase Hokanson

Seilevel

Candase.hokanson@seilevel.com



[www.seilevel.com](http://www.seilevel.com)



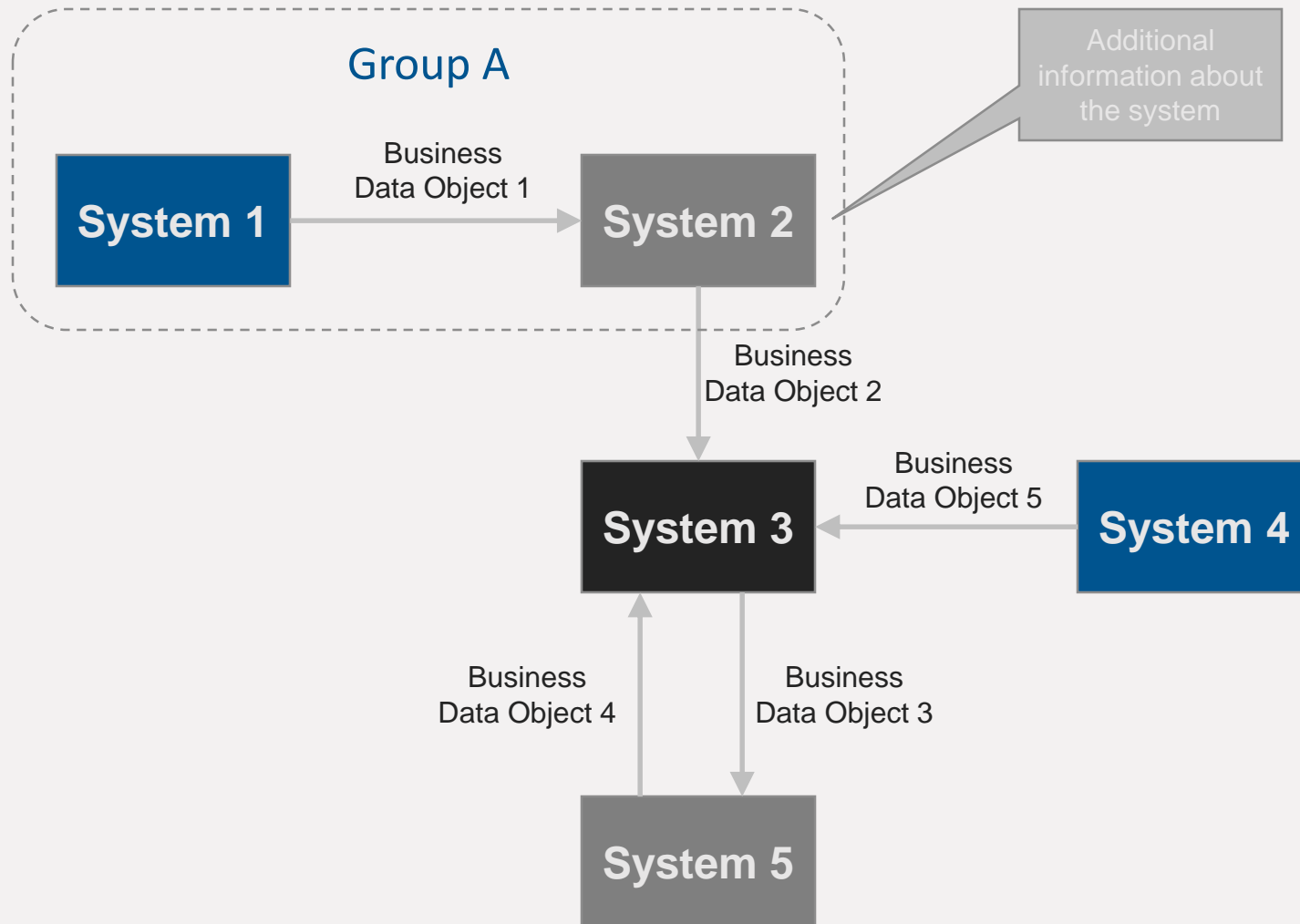
@Seilevel, @candasea2006



[www.facebook.com/Seilevel](http://www.facebook.com/Seilevel)

**Download 6 Requirements Models for Agile Projects Whitepaper:**  
<https://page.seilevel.com/6-requirements-models/>

# Ecosystem Maps Help Identify Dependencies



- Consider every logical system in the organization
- Shows all system interfaces

# SeiEntertainment Example Ecosystem Map

