

Evolution Strategy for the Enterprise with

GAME 3



Peter Beck

<https://www.linkedin.com/in/curlypeter/>



DAS **SCRUMTEAM**



➤ scaledprinciples.org

ScALeD Agile Lean Development - The Principles


Agile methods are becoming ever more popular, and a growing number of companies has adopted agile practices on a large scale. But successfully scaling agility is challenging. As companies, projects and teams differ, there is no silver bullet solution to...

GAME 3



On the Shoulders of Giants

GAME3

 game3.info

The New New Enterprise Game - GAME3

The New New Enterprise Game - GAME3

Generic Adoptable Metaframework for Empirical-based Enterprise Evolution

Game 2

SCRUM Development Process

Ken Schwaber

Advanced Development Methods
131 Middlesex Turnpike Burlington, MA 01803
email: virmas@jackson.com Fax: (517) 272-0555


ABSTRACT The stated, accepted philosophy for systems development is that the development process is a well understood approach that can be planned, estimated, and successfully completed. This has proven incorrect in practice. SCRUM assumes that the systems development process is an unpredictable, complicated process that can only be roughly described as an overall progression. SCRUM defines the system development process as a loose set of activities that combines known, workable tools and techniques with the best that a development team can devise to build systems. Since these activities are loose, controls to manage the process and inherent risk are used. SCRUM is an enhancement of the commonly used iterative/incremental object-oriented development cycle.

KEY WORDS: SCRUM, SEI Capability-Maturity-Model Process Empirical

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

Ken Schwaber & Jeff Sutherland



Game 1



W. Edwards Deming

Hiroataka Takeuchi and Ikujiro Nonaka

The New New Product Development Game

1986, Harvard Business Review







GAME3

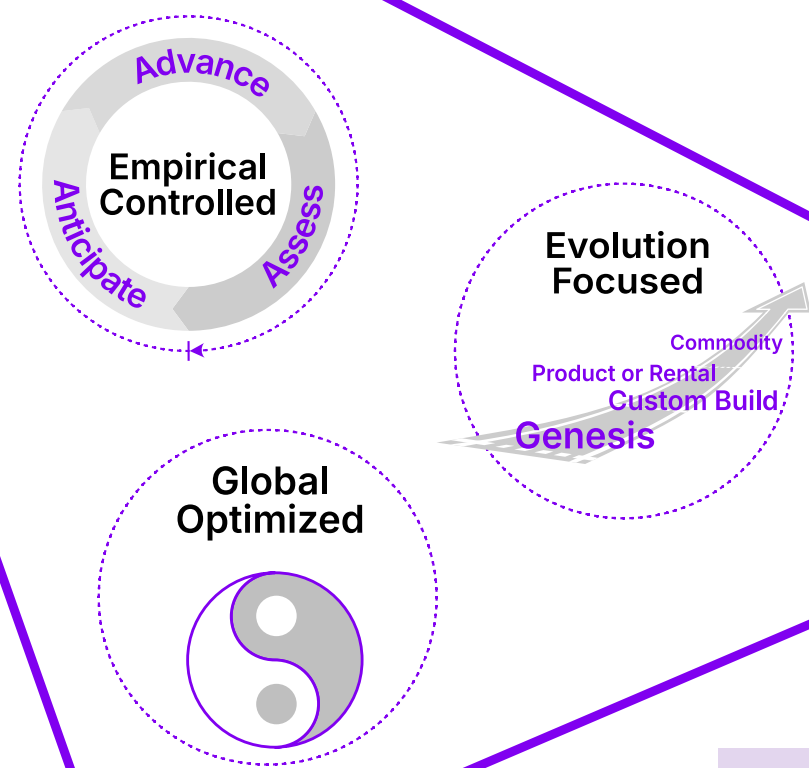
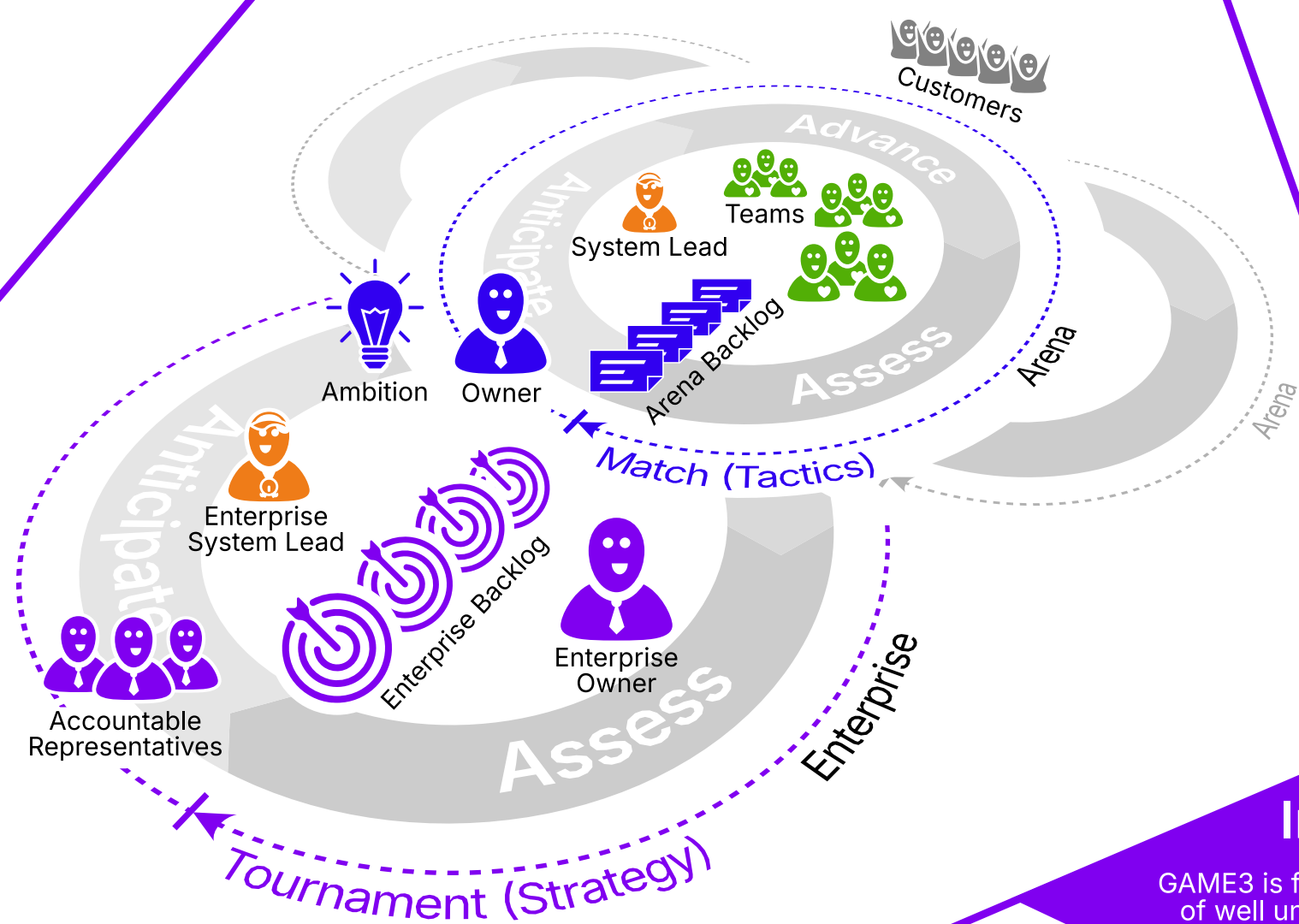
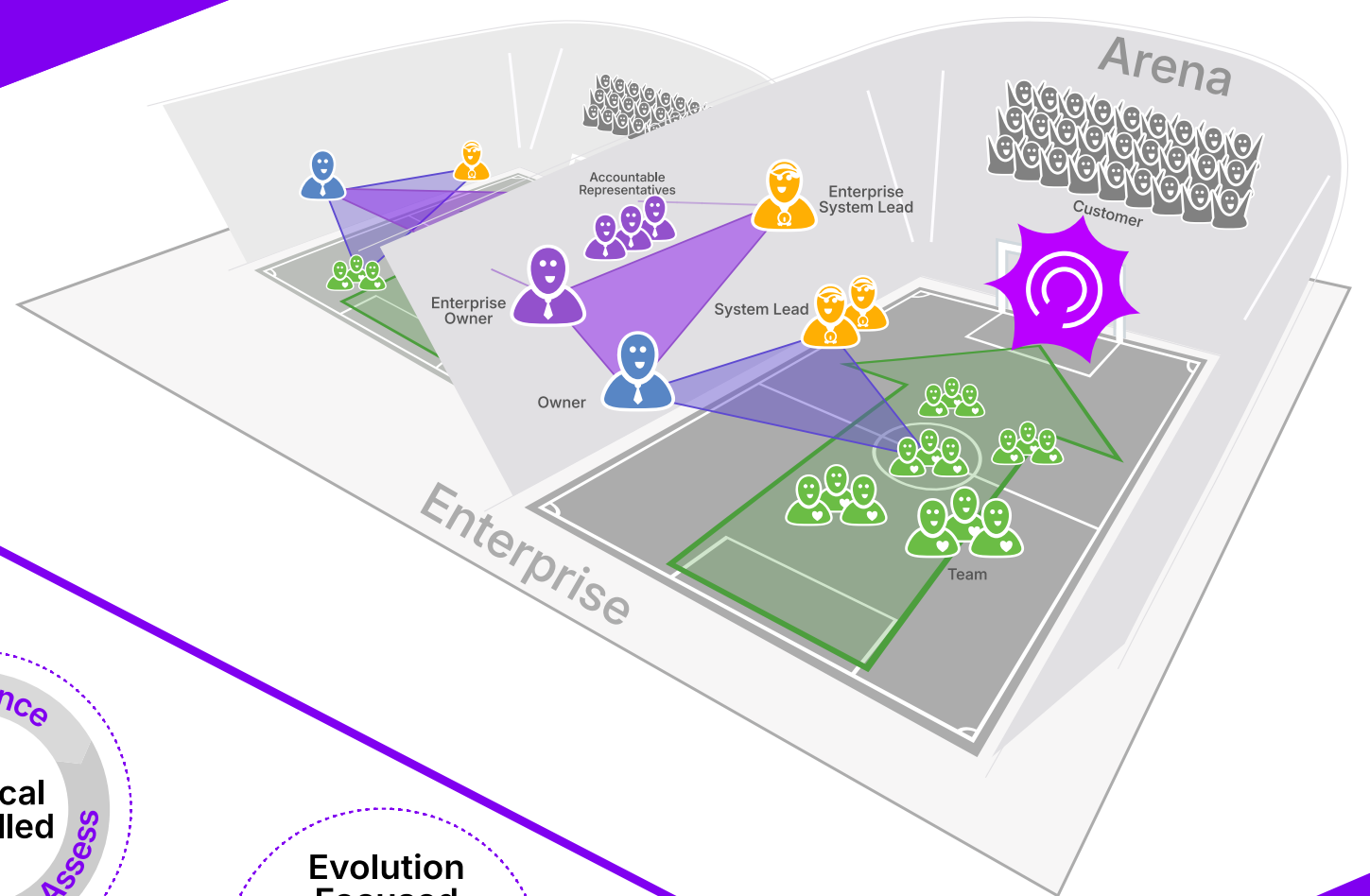
GAME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

System
GAME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

Leadership

Rules

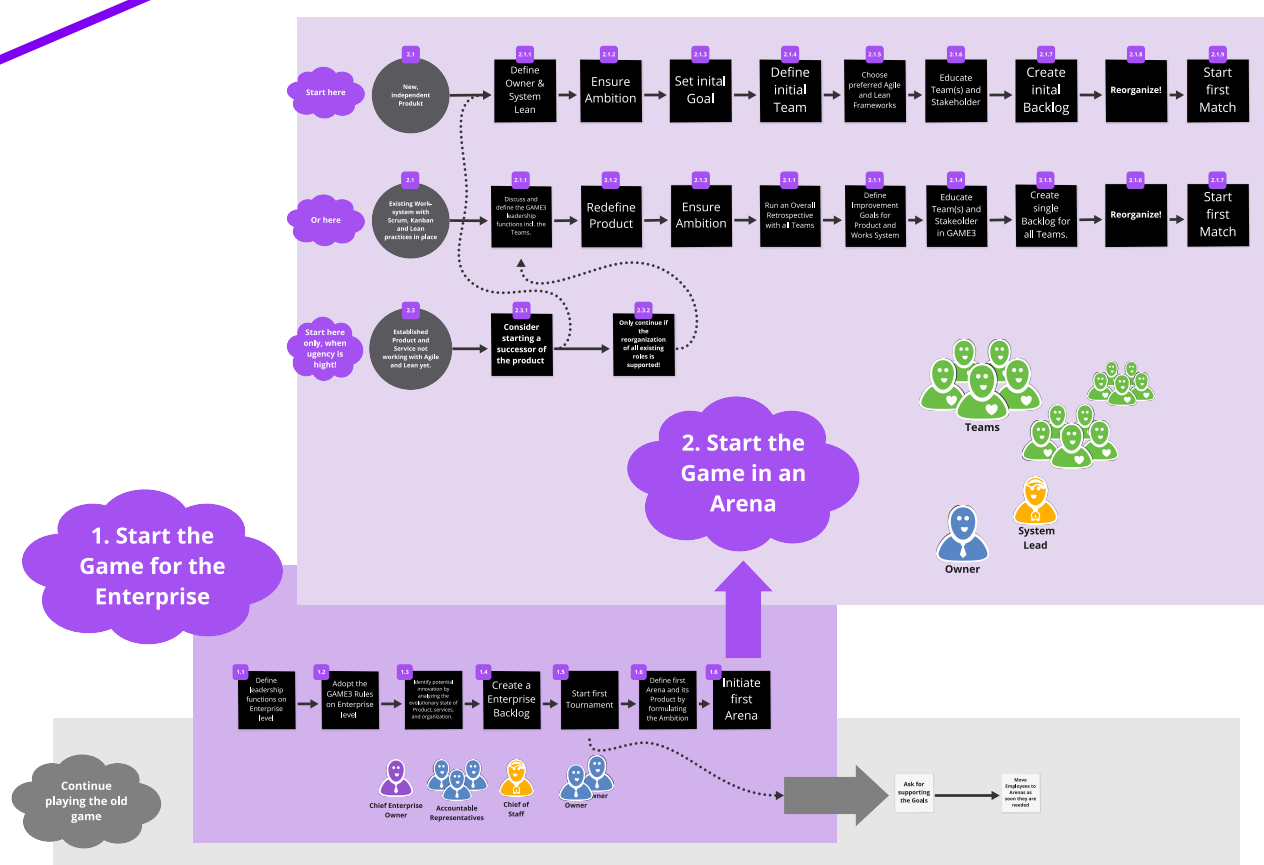
Strategy



Playbook
GAME3 does not require costly transformation projects. Instead, it establishes continuous innovation on the enterprise level. Start by following the playbook.

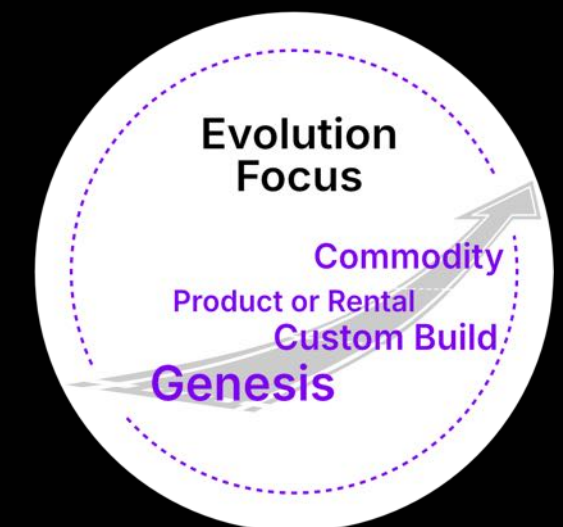
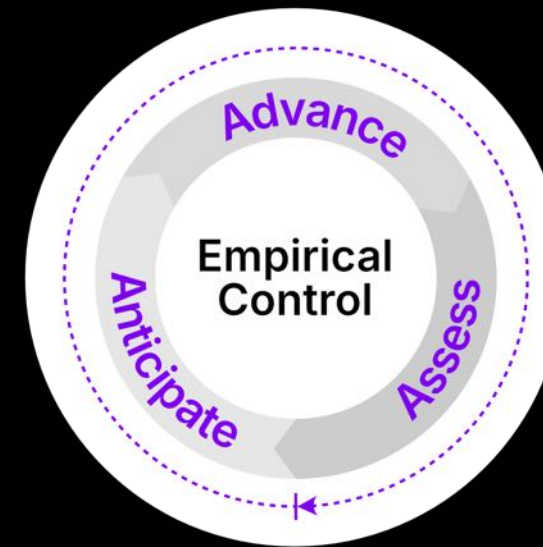
Interplay
GAME3 is fostering the use of well understood Agile & Lean methods like Scrum and Kanban. GAME3 gives guidians on when and how to use them.

Scrum
LeSS
Cynefin
Design Thinking
Scrum@Scale
Product Discovery
Wardley Mapping
eXtreme Programming
Kanban



Agenda

- What is Strategy anyway?
- #1 Empirical Control
- #2 Overall Optimization
- #3 Evolution Focus



What is strategy
anyway?

Tactics scores goals

strategy

1. a plan of action designed to achieve a long-term or overall aim.
2. the art of planning and directing overall military operations and movements in a war or battle.

Principles, doctrines, long-term goals and plans to provide a framework for detailed decisions

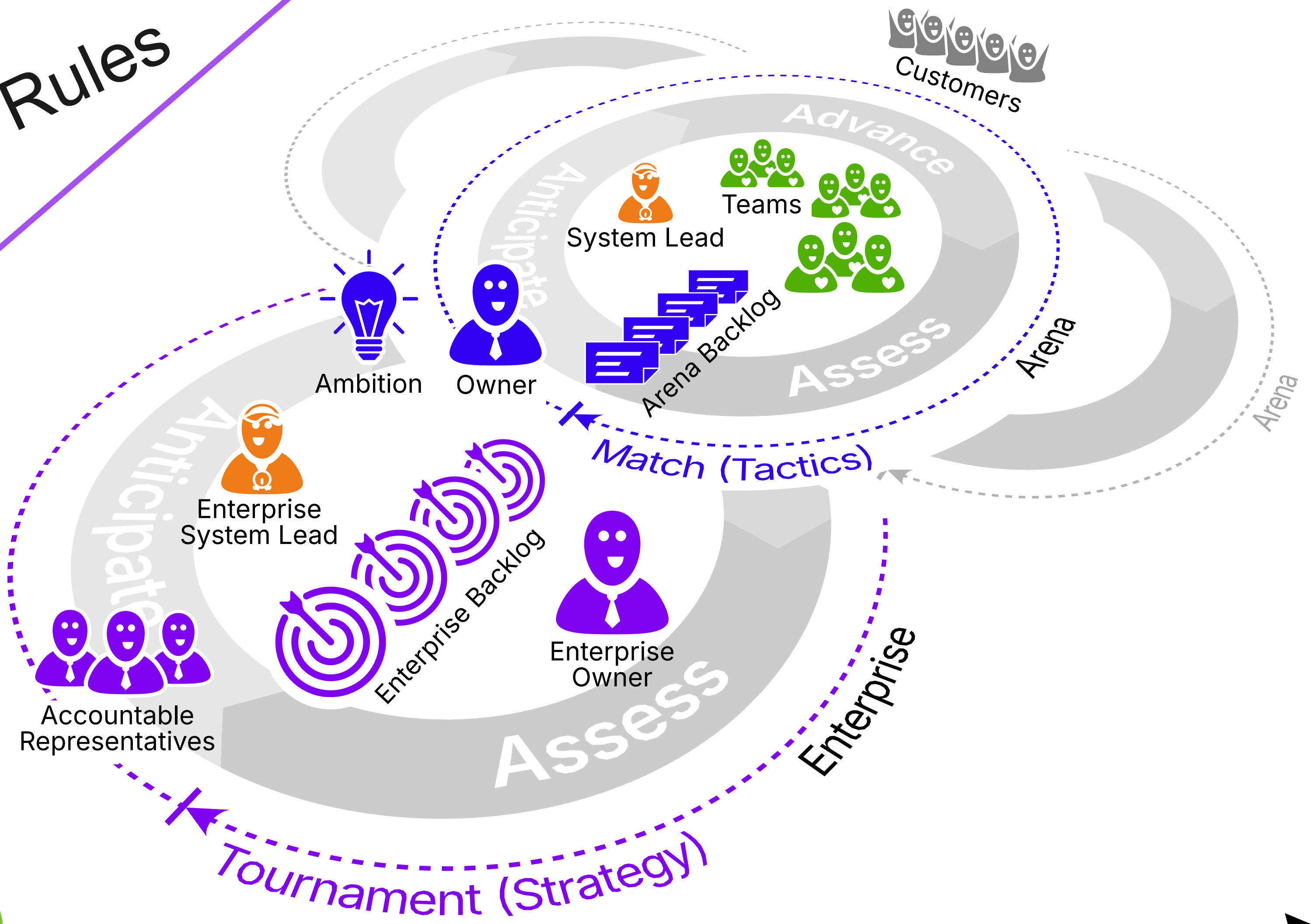
tactic

1. an action or strategy carefully planned to achieve a specific end.
2. the art of disposing armed forces in order of battle and of organizing operations, especially during contact with an enemy.

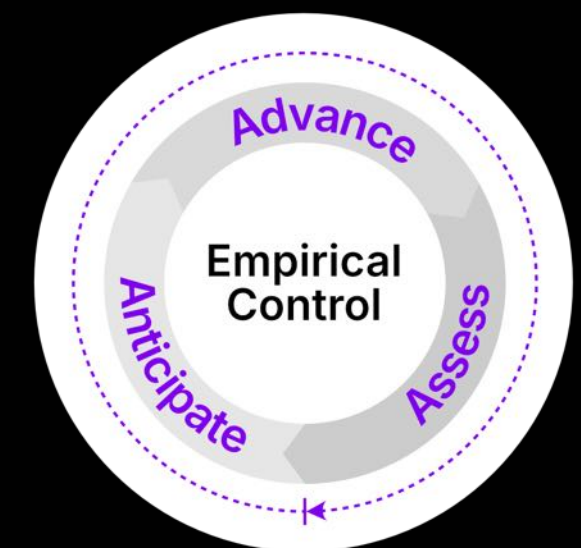
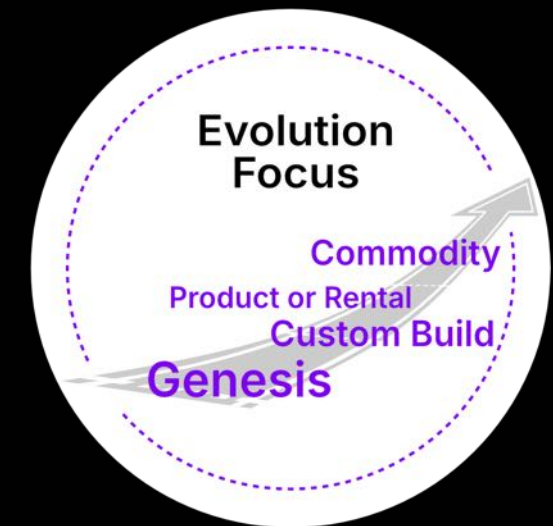
Short-term goals, plans and courses of action that serve the purpose of direct implementation and are aligned with a strategy.

Strategy builds Arenas

Rules



Strategic Doctrines

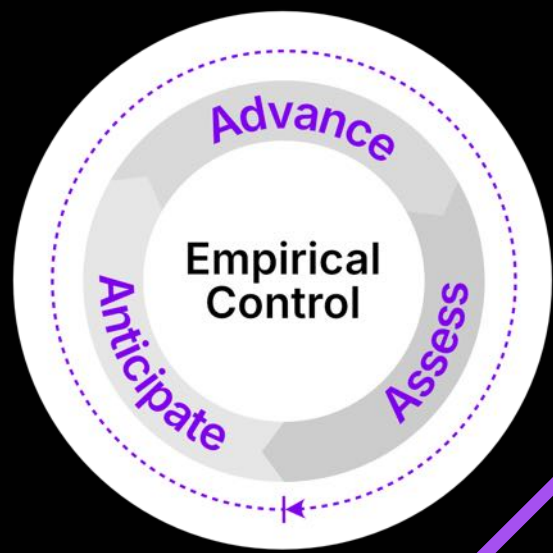


	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)								
	Communication	Development	Operation	Learning	Leading	Structure			
IV				Listen to your ecosystem	Exploit the landscape There is no core	Design for constant evolution No single culture			
III				Optimise flow	Bias towards the new	Commit to the direction Be the owner	Provide purpose, mastery & autonomy		
				Do better with less		Inspire others	Seek the best		
				Set exceptional standards		Embrace uncertainty Be humble			
			II			Focus on the outcome Think fast, inexpensive, restrained and elegant Use appropriate tools		Bias towards action	Move fast
						Manage inertia	Strategy is iterative		Distribute power and decision making
Manage failure				Think aptitude and attitude					
Be pragmatic									
Effectiveness over efficiency									
A bias towards open		Use standards							
Phase I		Common Language	Know your users	Know the details	Bias towards data	*STEVE PURKIS VARIATION			
		Challenge Assumptions	Focus on user needs						
		Understand what is being considered	Remove bias and duplication						
	Use appropriate methods								

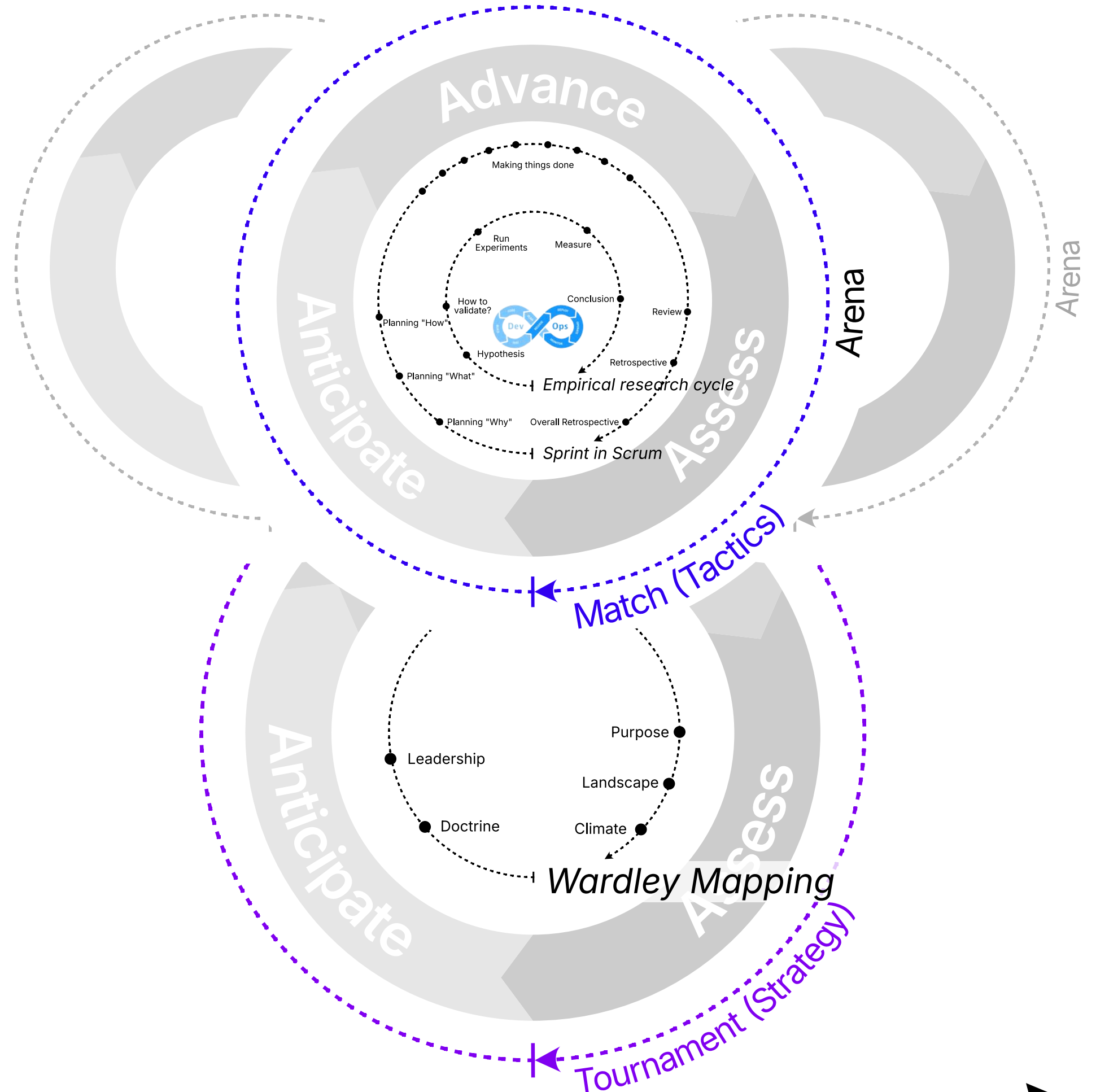
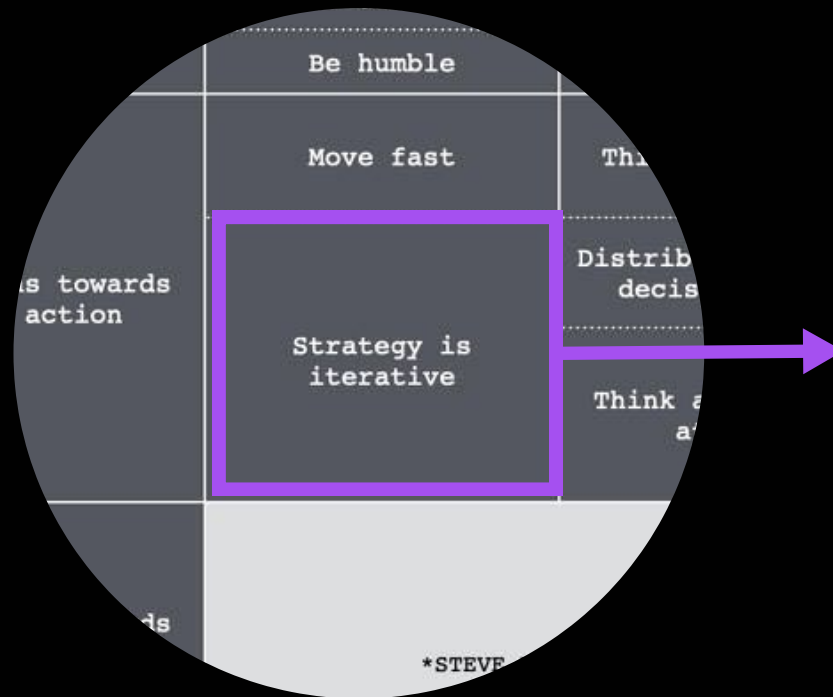
doctrine.wardleymaps.com

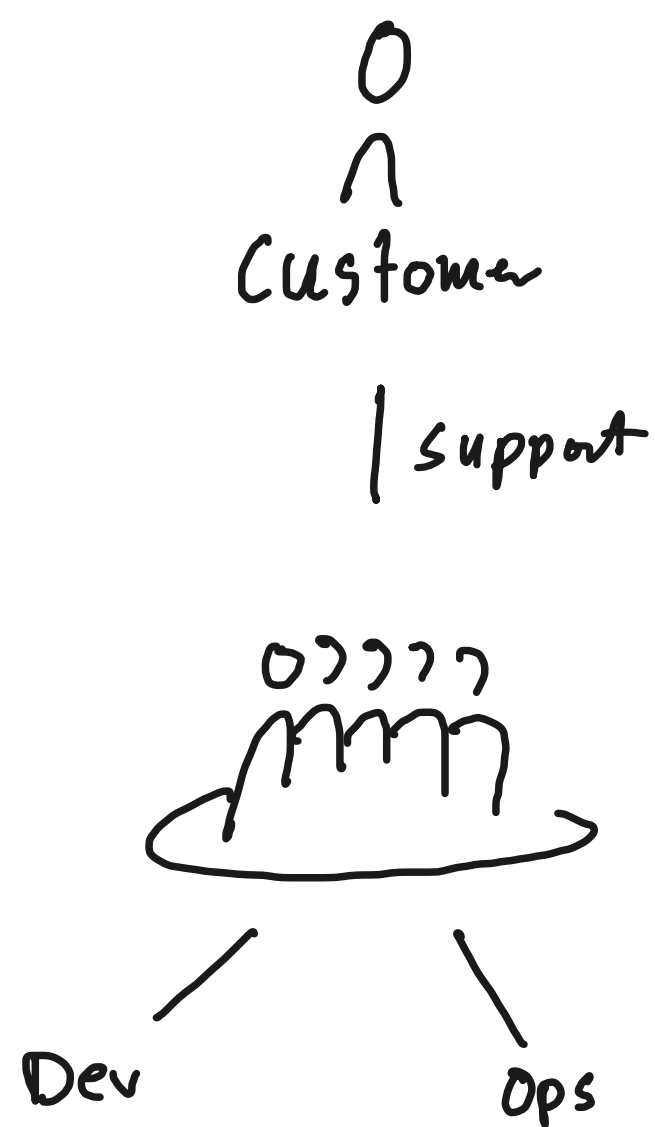
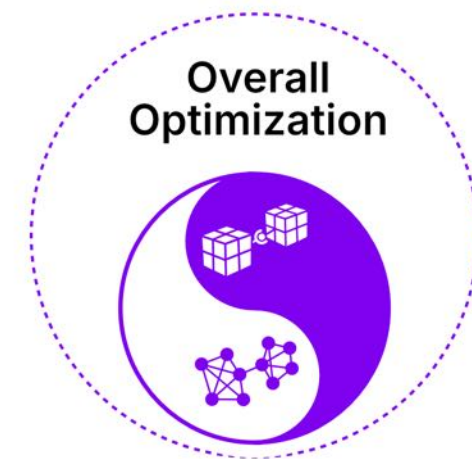
Doctrine assessment

Wardley's Doctrine assessment tool

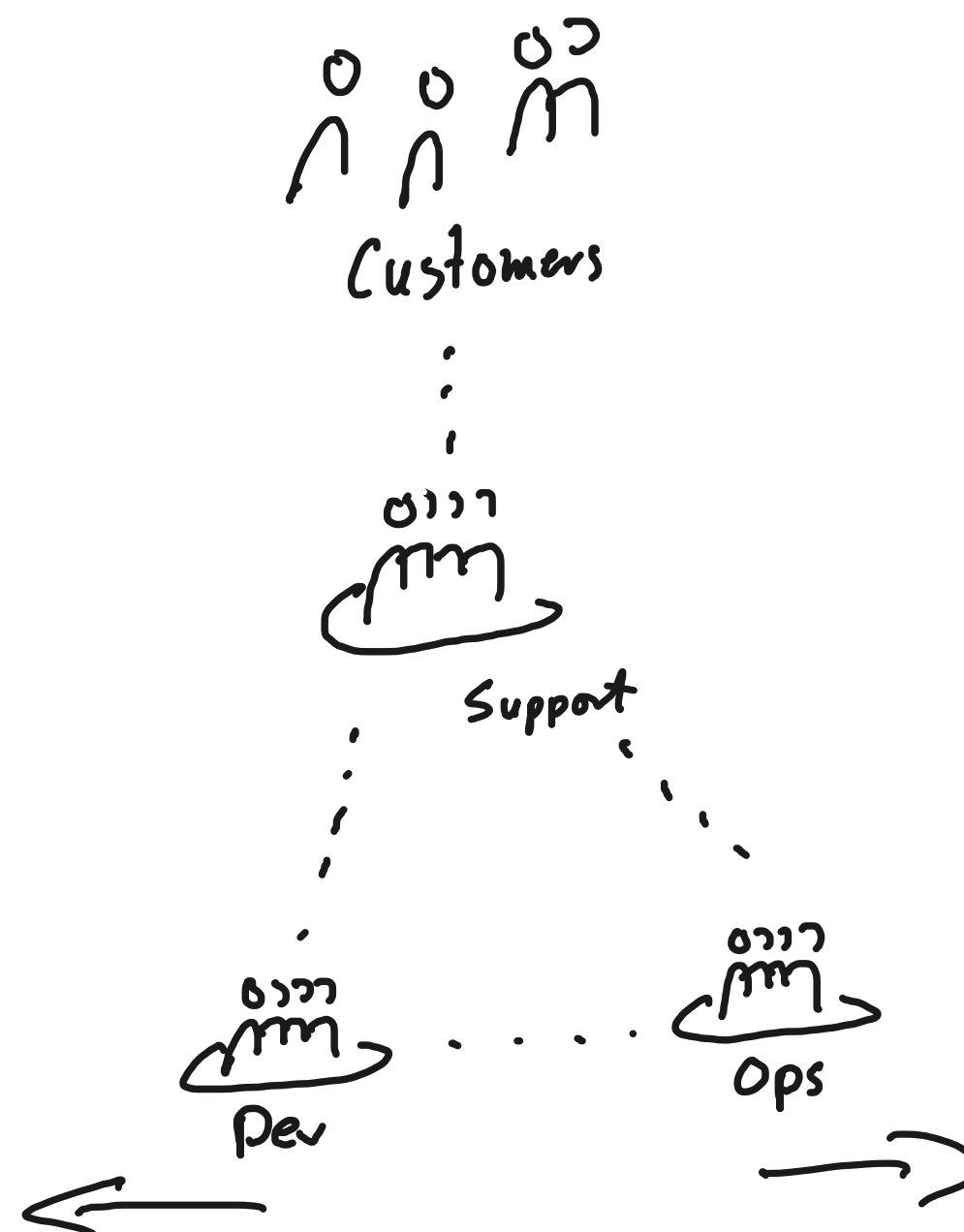


Empirical: Based on what is experienced or seen rather than on theory

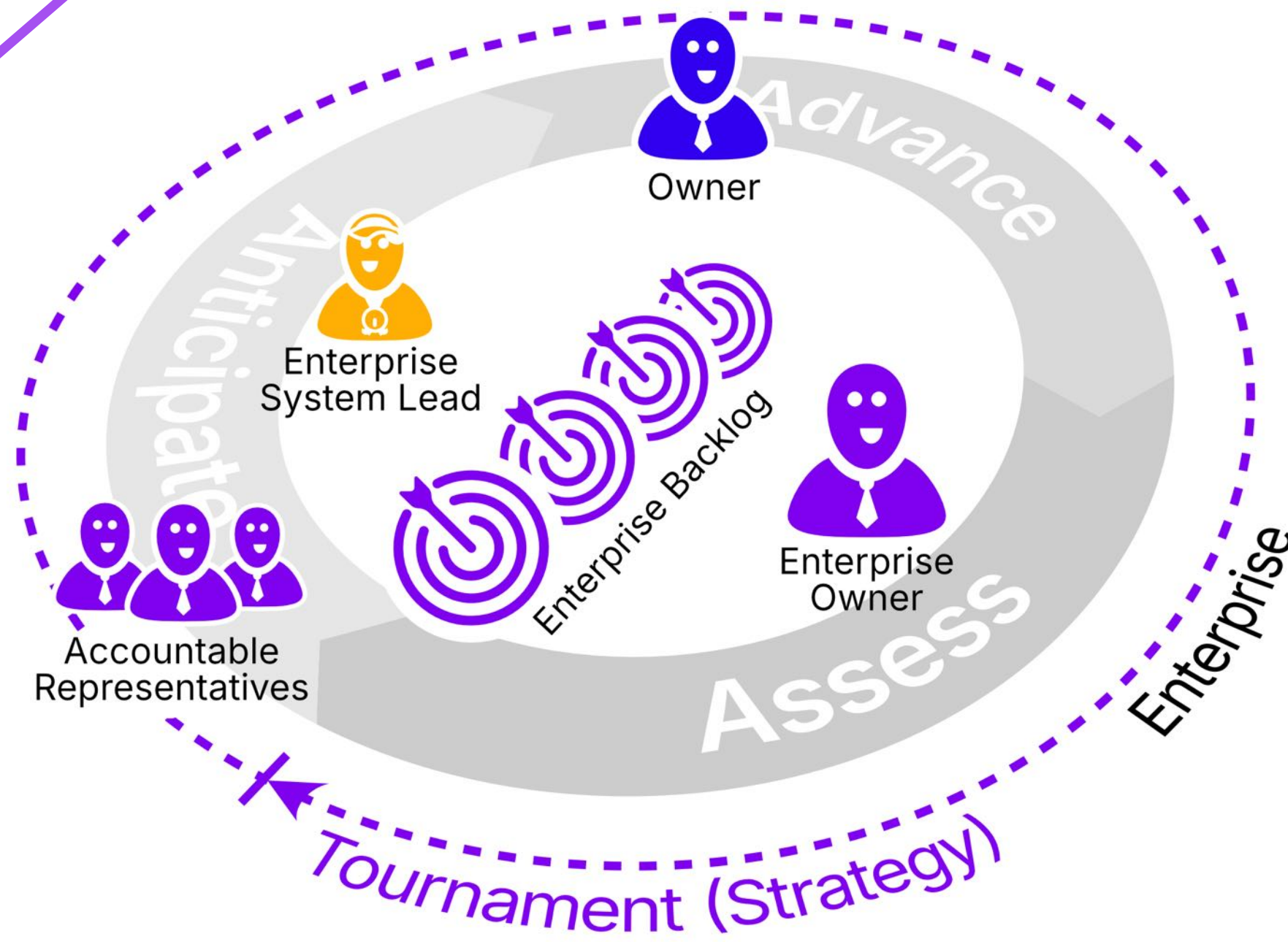




Scaling
⇒



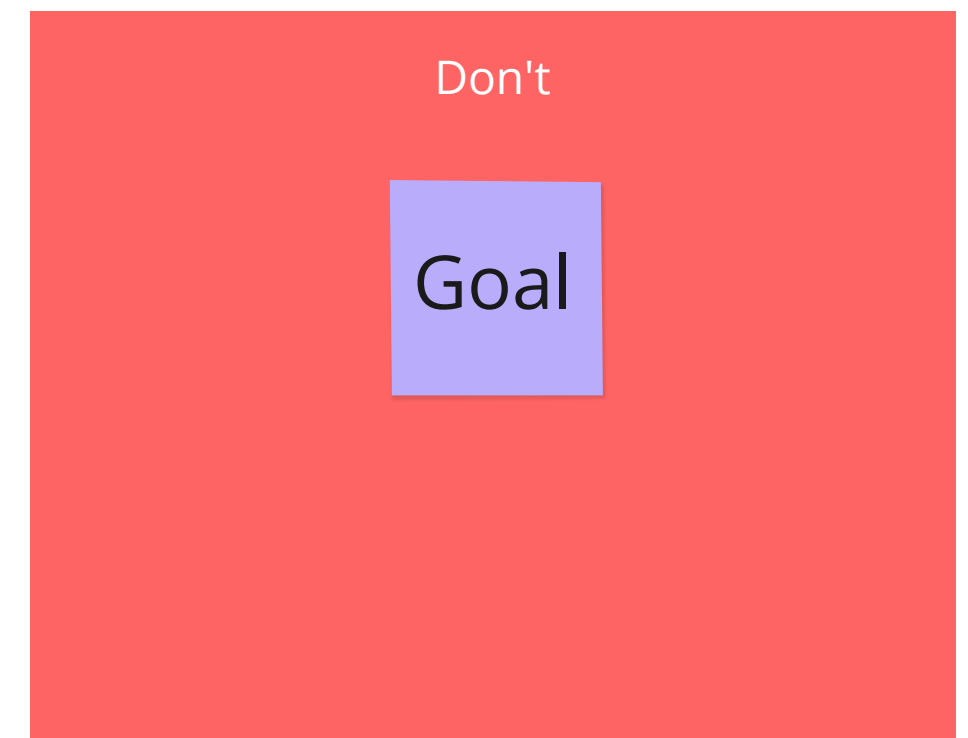
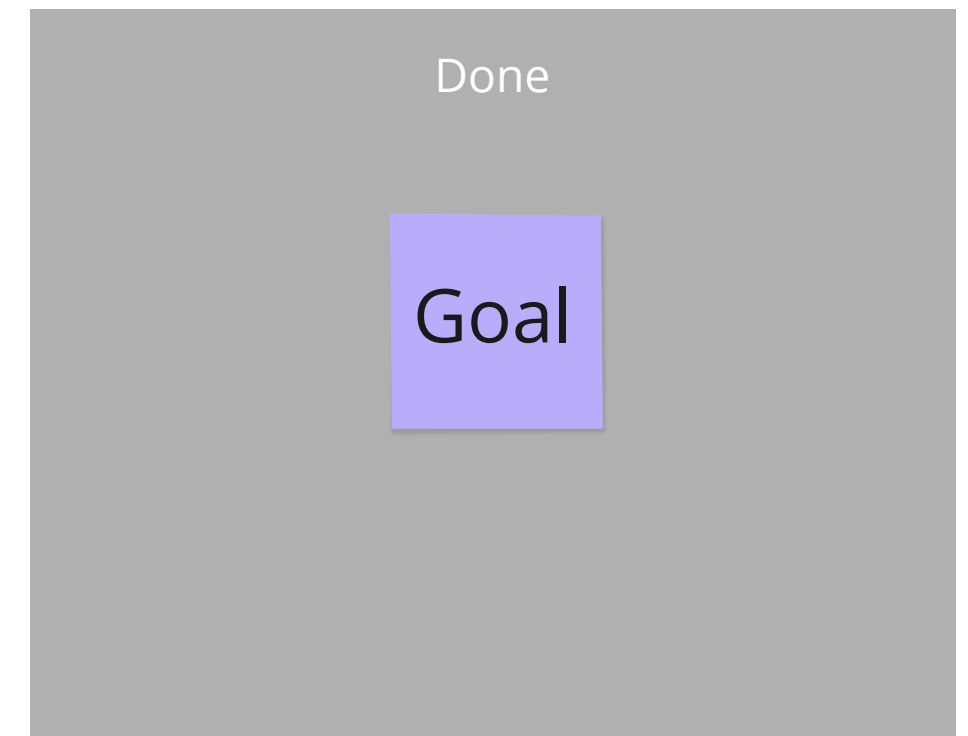
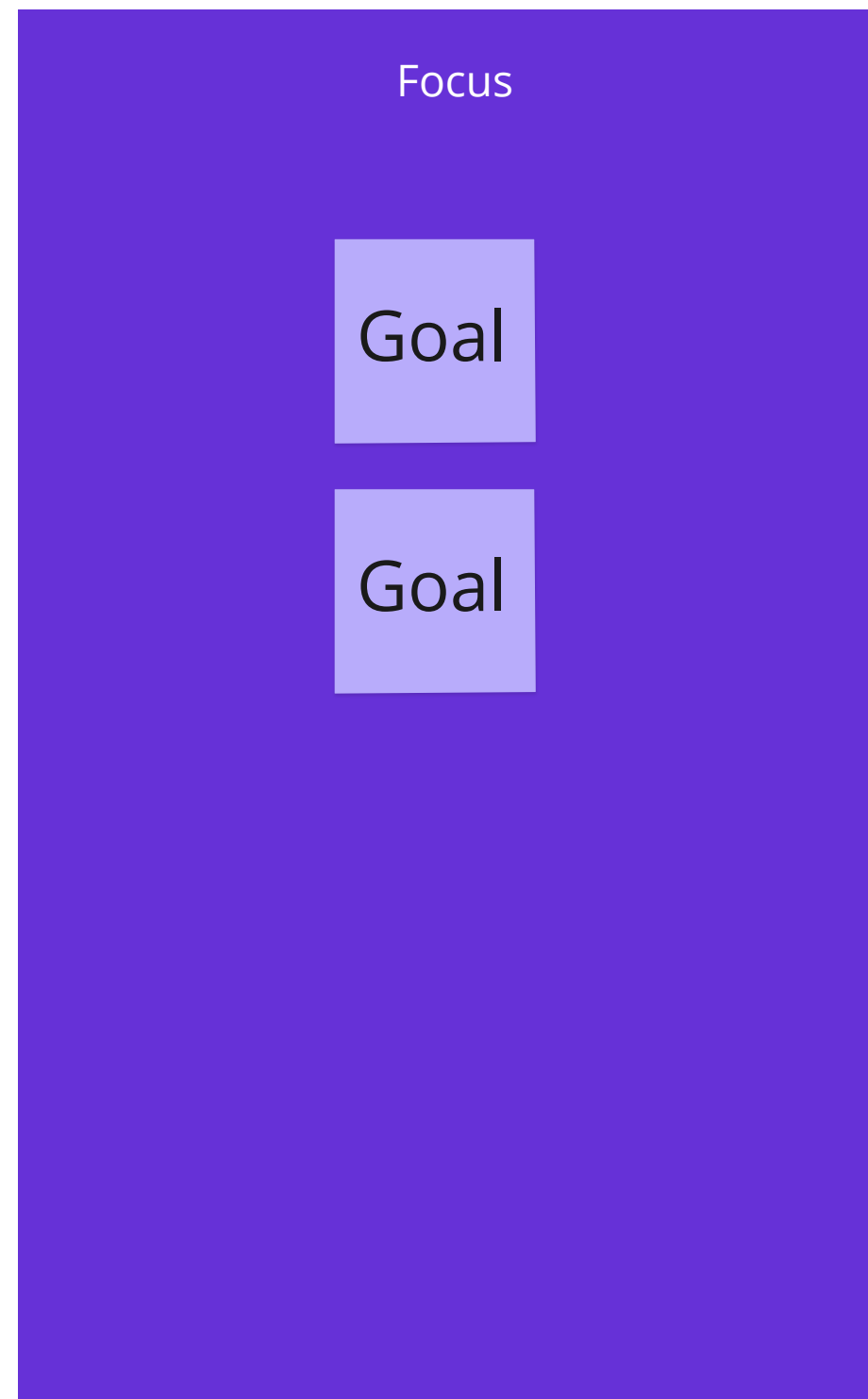
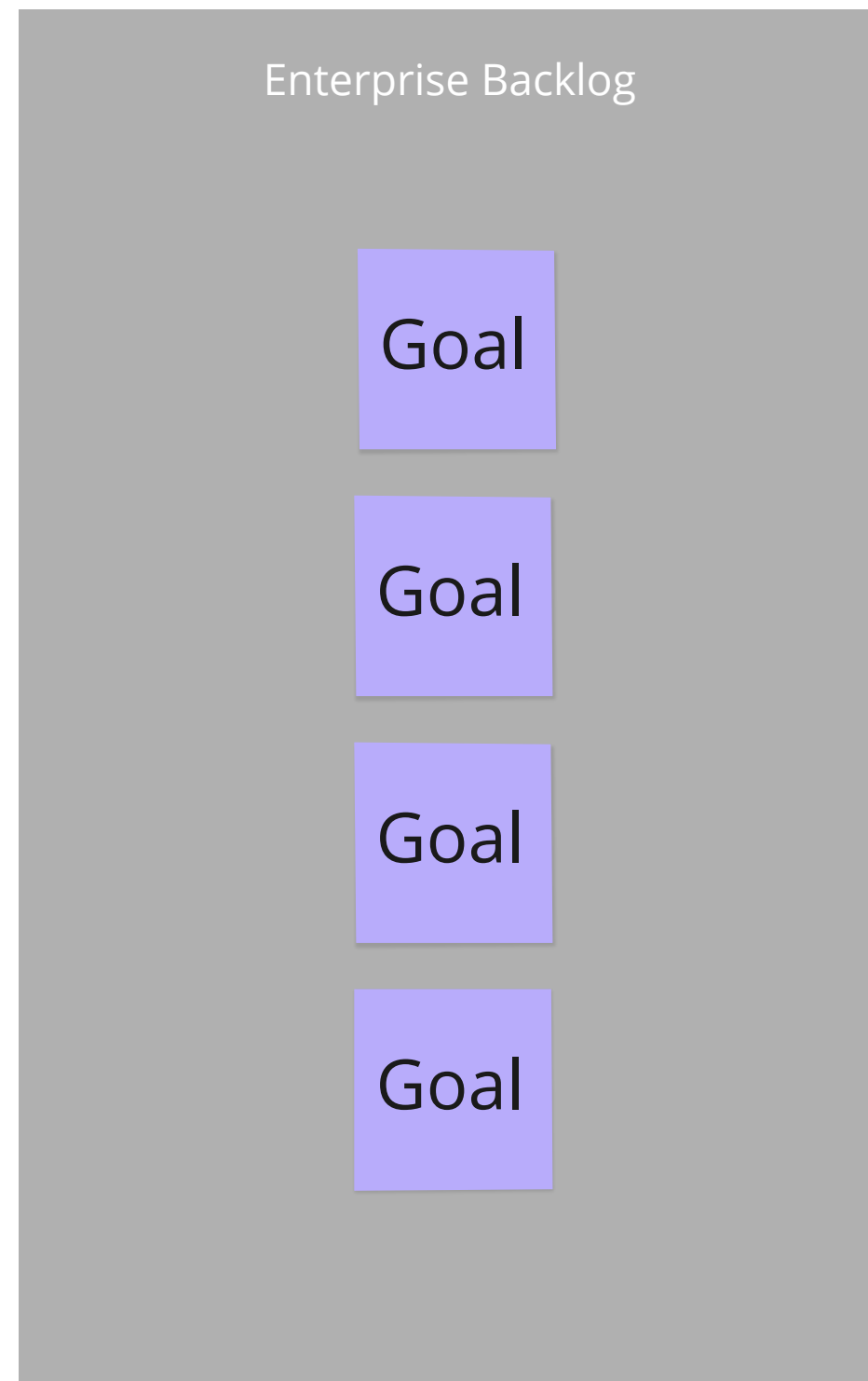
Enterprise Backlog



- The [Enterprise Backlog](#) is the list of all [Goals](#) that an Enterprise has not yet started to work on.
- Applicable to all Teams. Highly independent organizational Units (Arena) may have different Goals.
- A Goal should have a lifetime of at least 1 month and a maximum of 12 months. The most effective Goals typically span 3-6 months.



From Concept to Cash



How to create Goals



Goal as Key Results Card Structure/Skeleton

Goal: *(A clear, inspiring, short story to achieve)*

1. Key Result 1 – *(A measurable outcome that indicates progress toward the goal)*
2. Key Result 2 – *(Another measurable outcome)*
3. Key Result 3 – *(Another measurable outcome)*

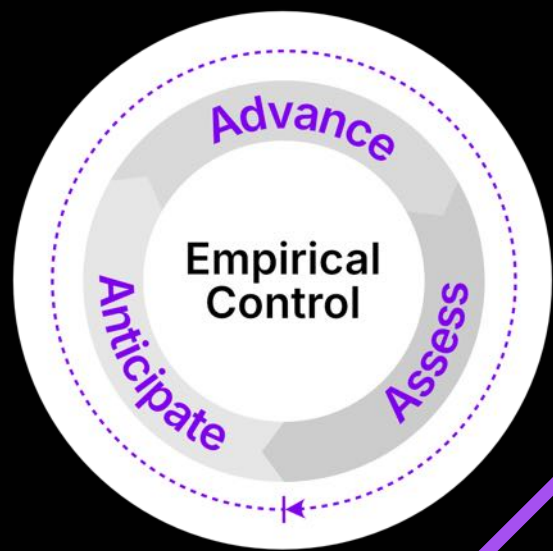
Example Goal

Goal: Improve customer satisfaction and retention

1. Key Result 1: Net Promoter Score (NPS) has increased from 50 to 70
2. Key Result 2: Customer churn rate has reduced from 8% to 5%
3. Key Result 3: Average customer support response time has increased from 80% within 24 hours to 95%

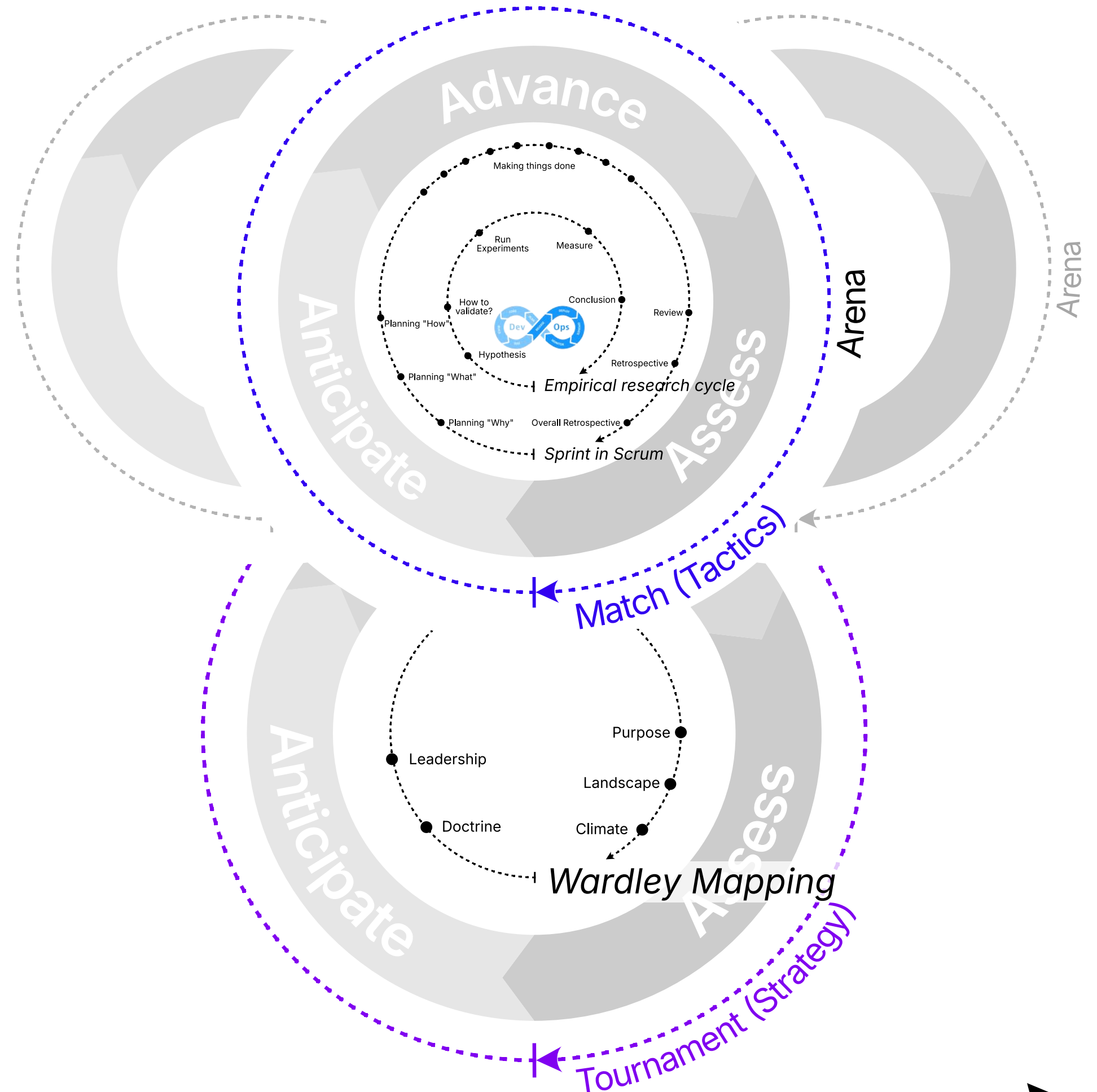
Tips

- Goals should be ambitious
- Goals will not be achieved 100%. Over time, it may become evident that reaching 70-80% is sufficient. At that point, the Goal should be declared as "out-of-focus" or "done".
- Key Results should be measurable. It makes the Goal more tangible.
- Each Goal should have 2-5 Key Results. Focus solely on Key Results that are essential to the essence of the Goal.
- Avoid setting too many Goals in focus. Experiment with a WIP-Limit.



Empirical: Based on what is experienced or seen rather than on theory

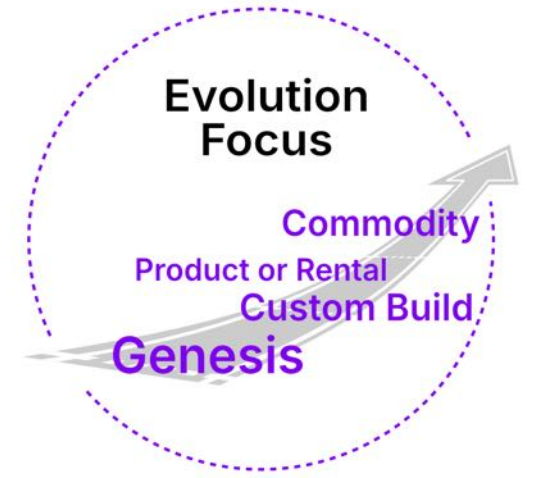
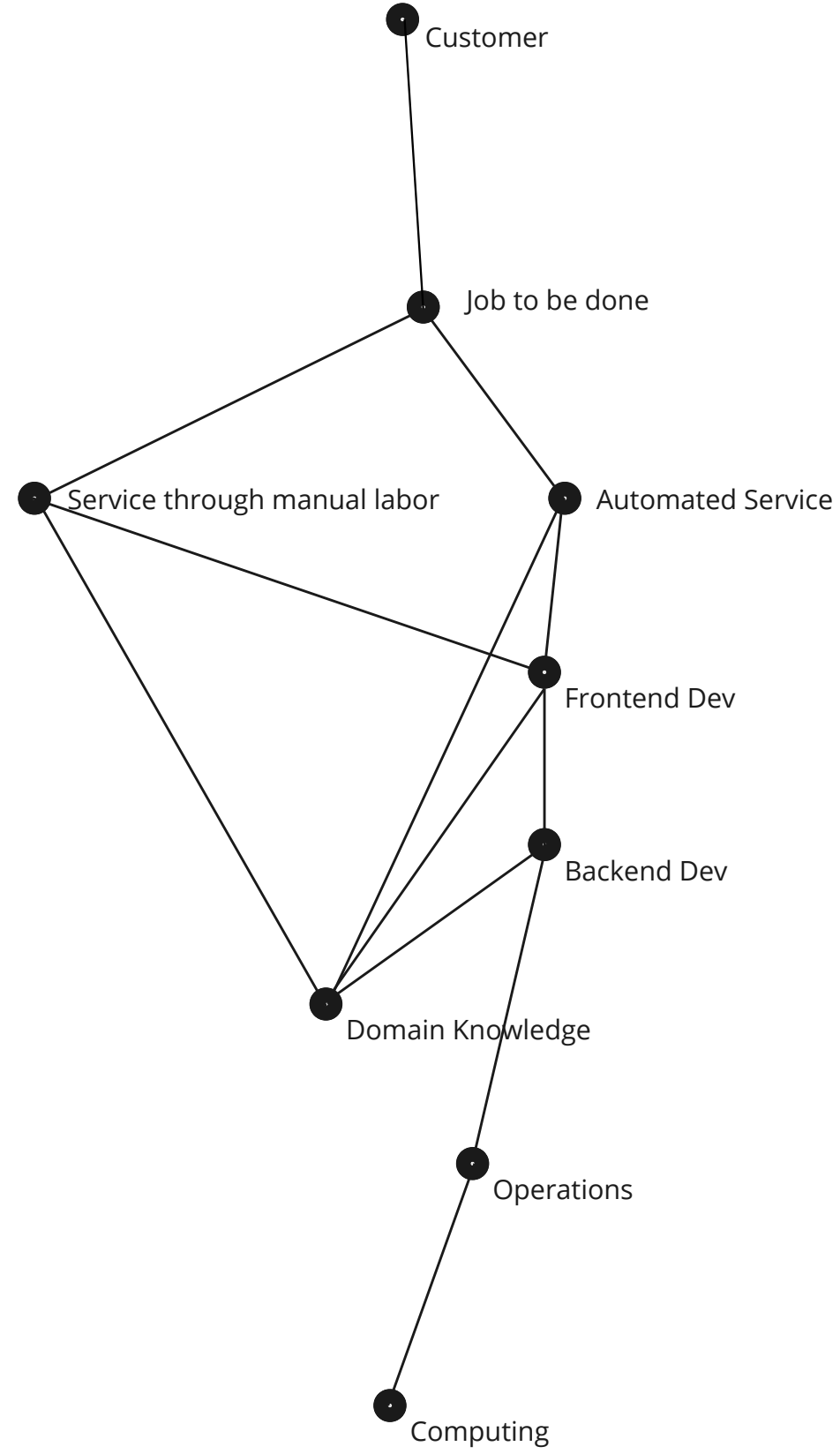
Context (Landscape of context)	
Leading	Strategic
exploit the landscape	Design for constant evolution
there is no core	No single culture
Commit to the direction	Provide purpose, mastery & autonomy
Be the owner	
Inspire others	
Embrace uncertainty	Seek the best
Be humble	
	Think small

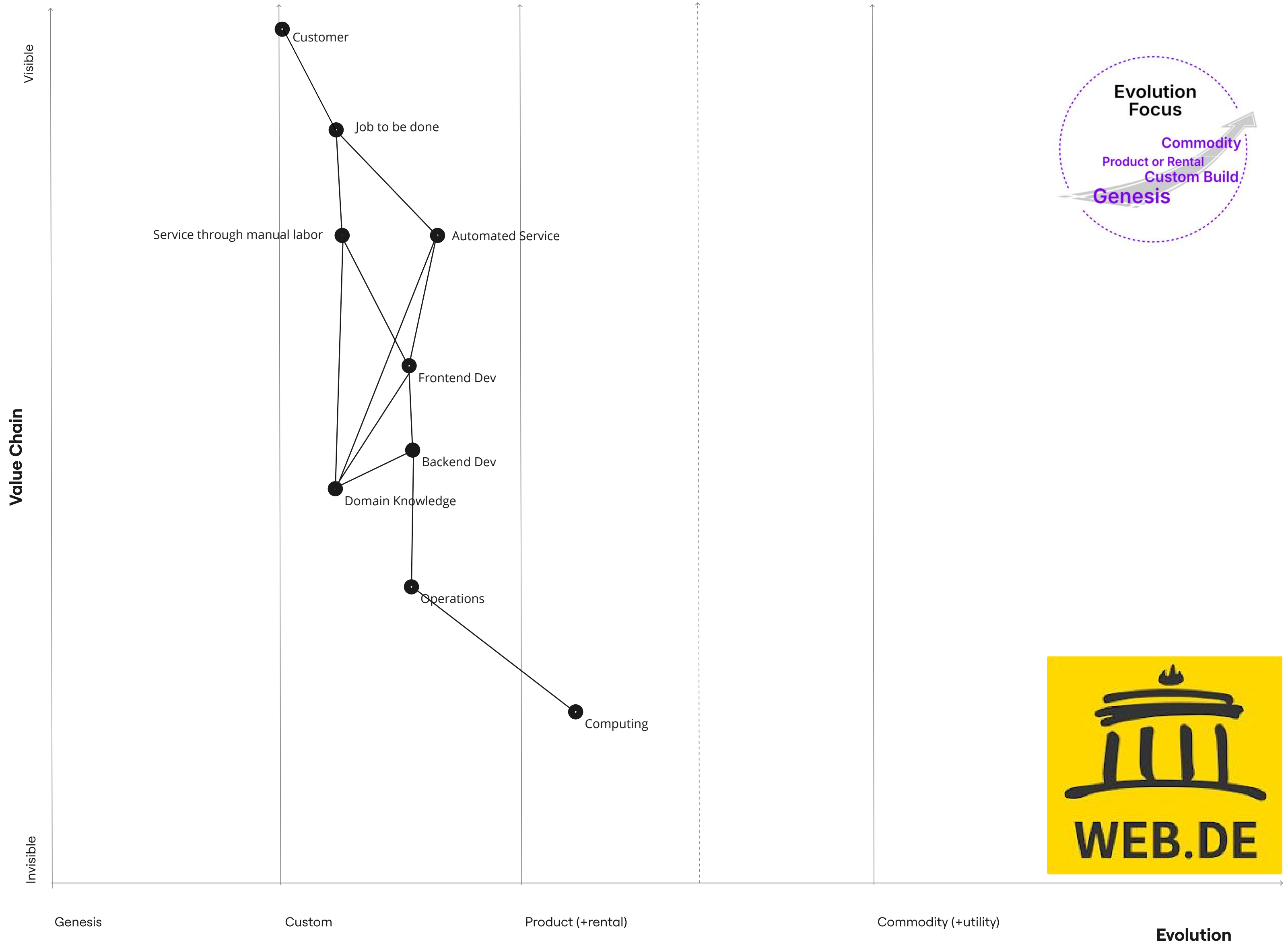


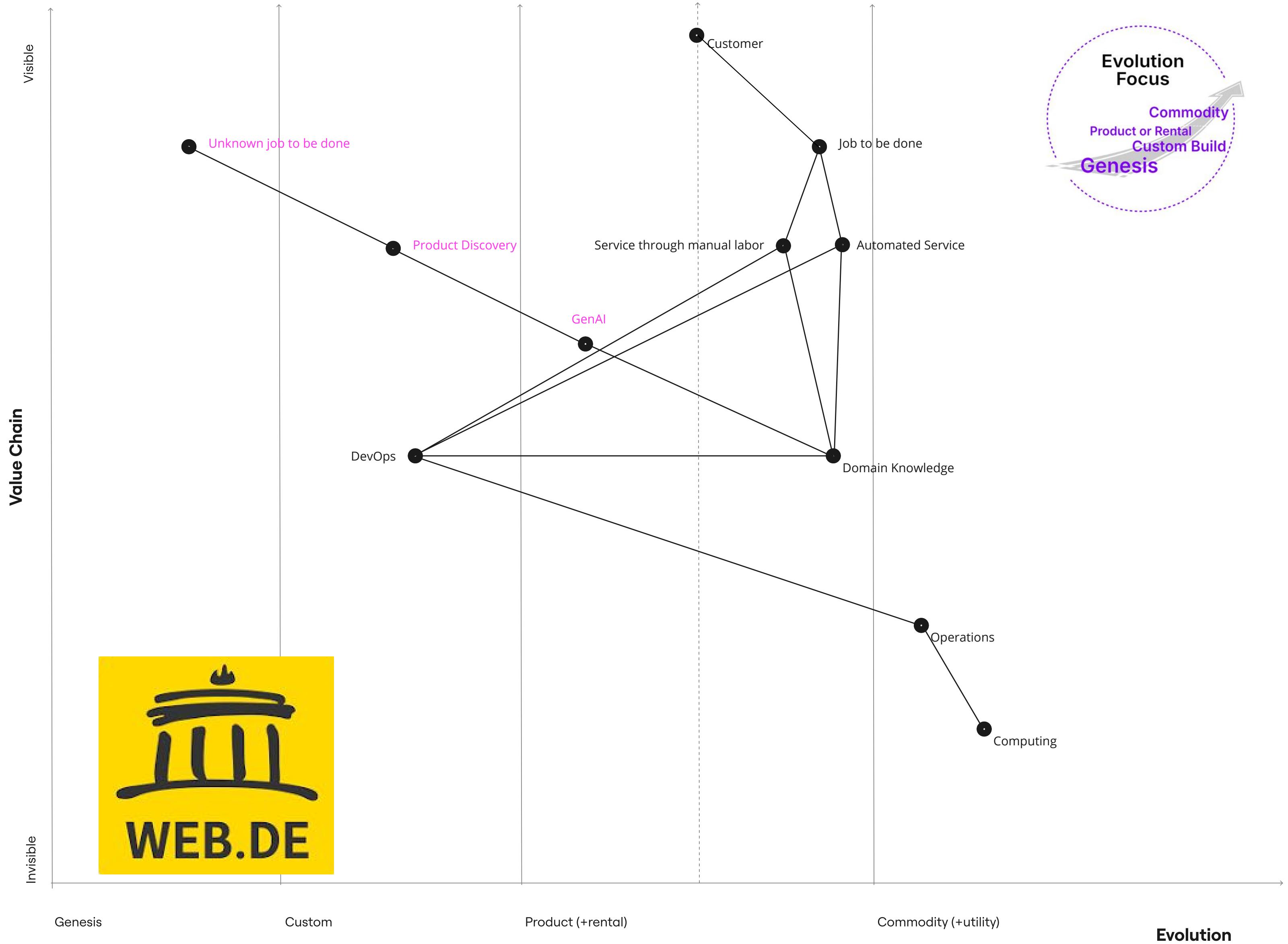
Value Chain

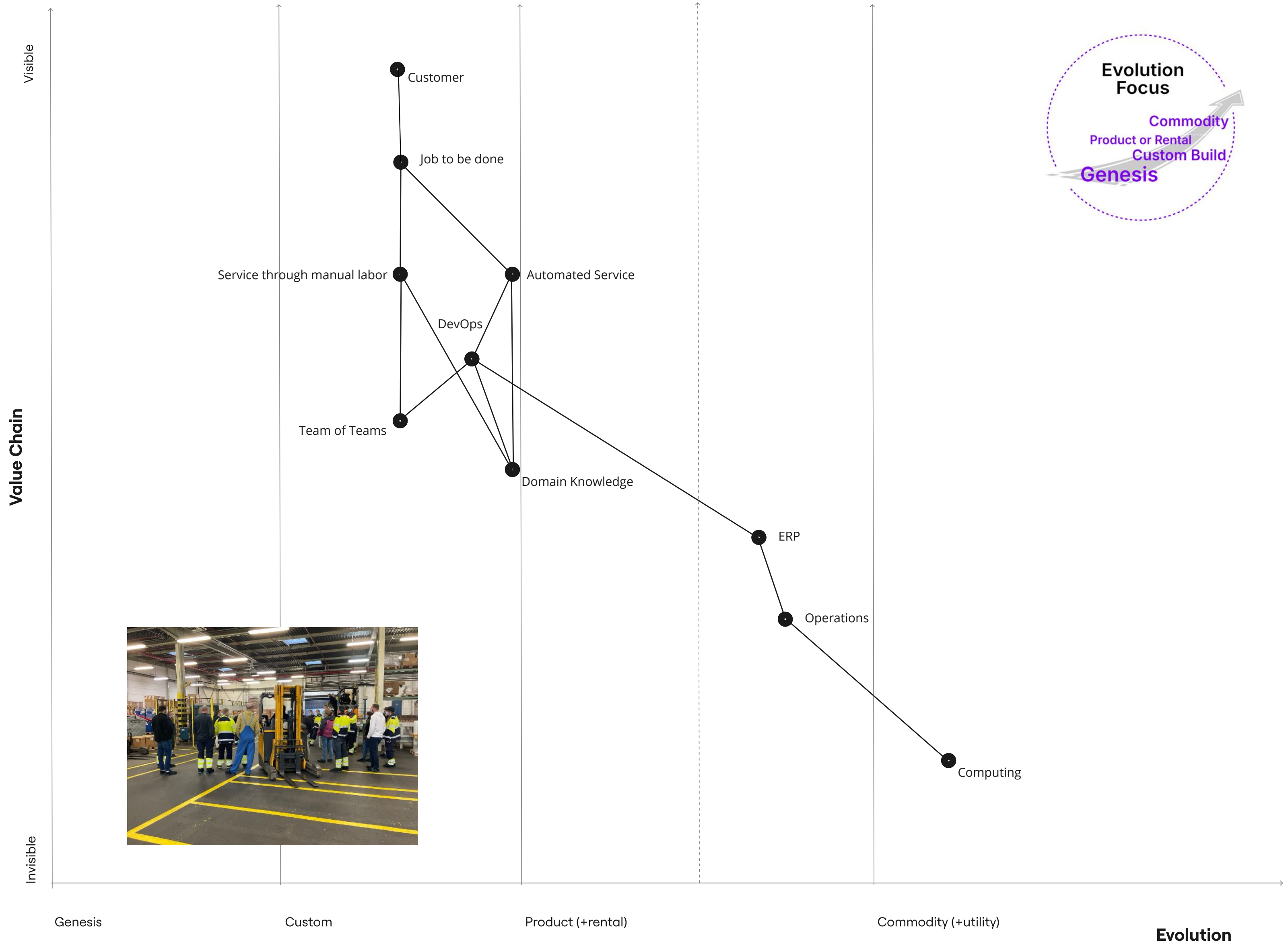
Visible

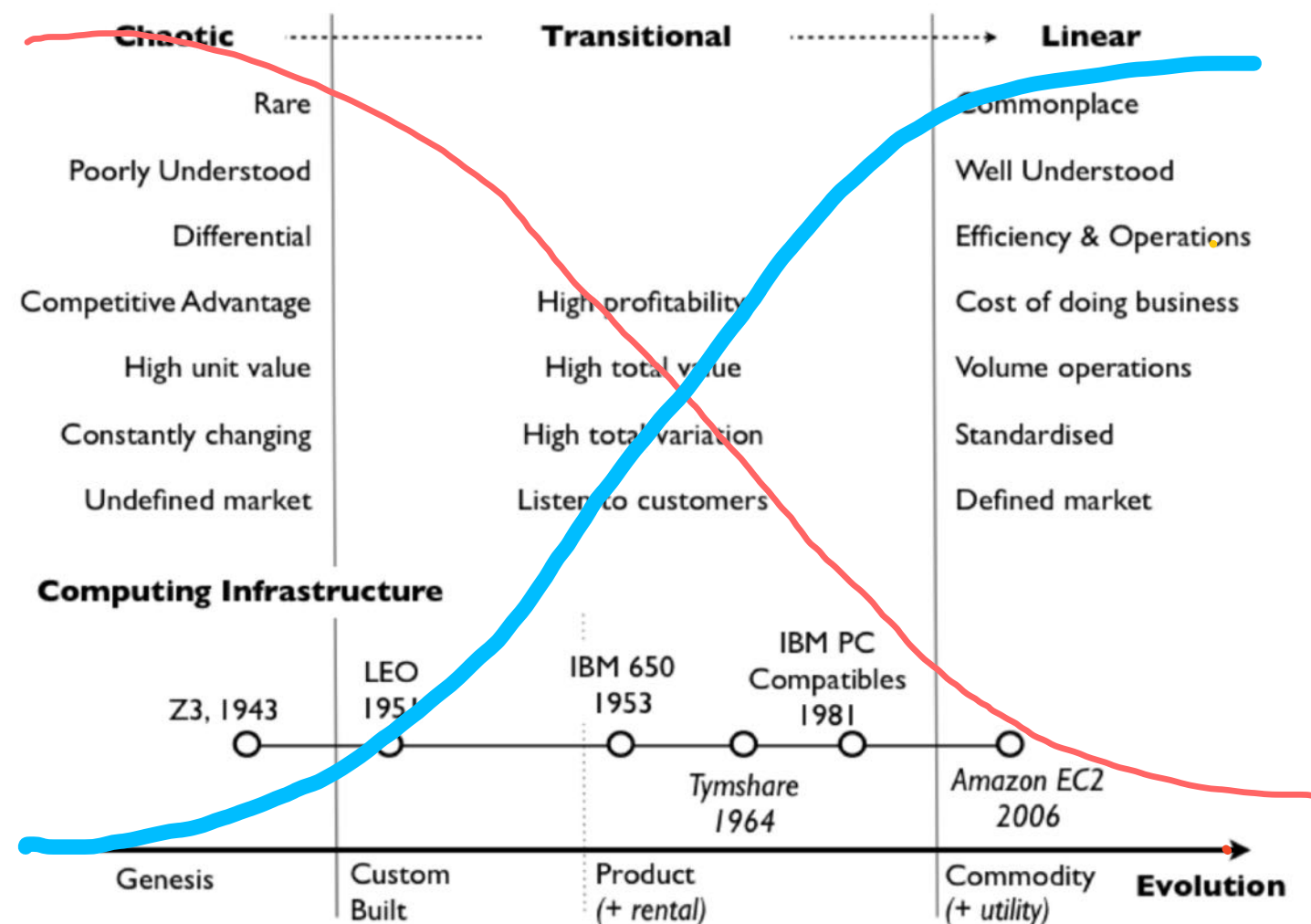
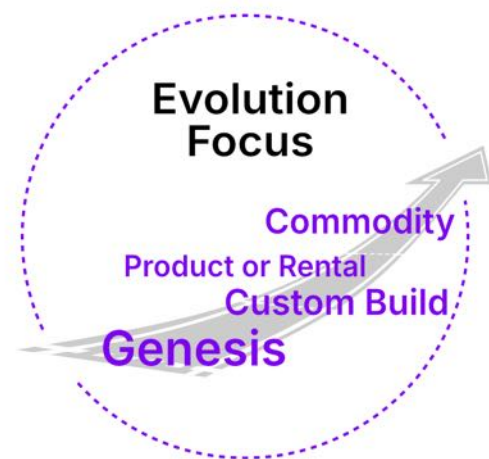
Invisible











Book: Future **is** predictable, Simon Wardley and others

- Competition means everything is subject to evolution
- The decisions we make today for our products and services create the problems of tomorrow.
- Evolution is not a constant flow.
- On average, evolution is progressing faster and faster.
- We cannot stop evolution. That is human nature. But we can **guide** them .

Evolution Focused *First!*

Second:

Agile

Efficiency

GAME3

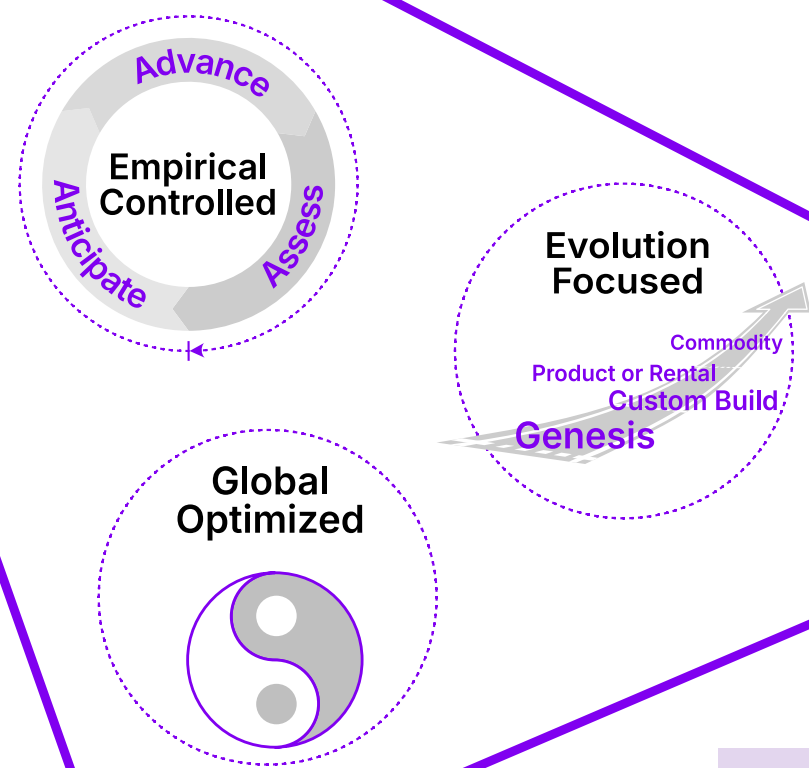
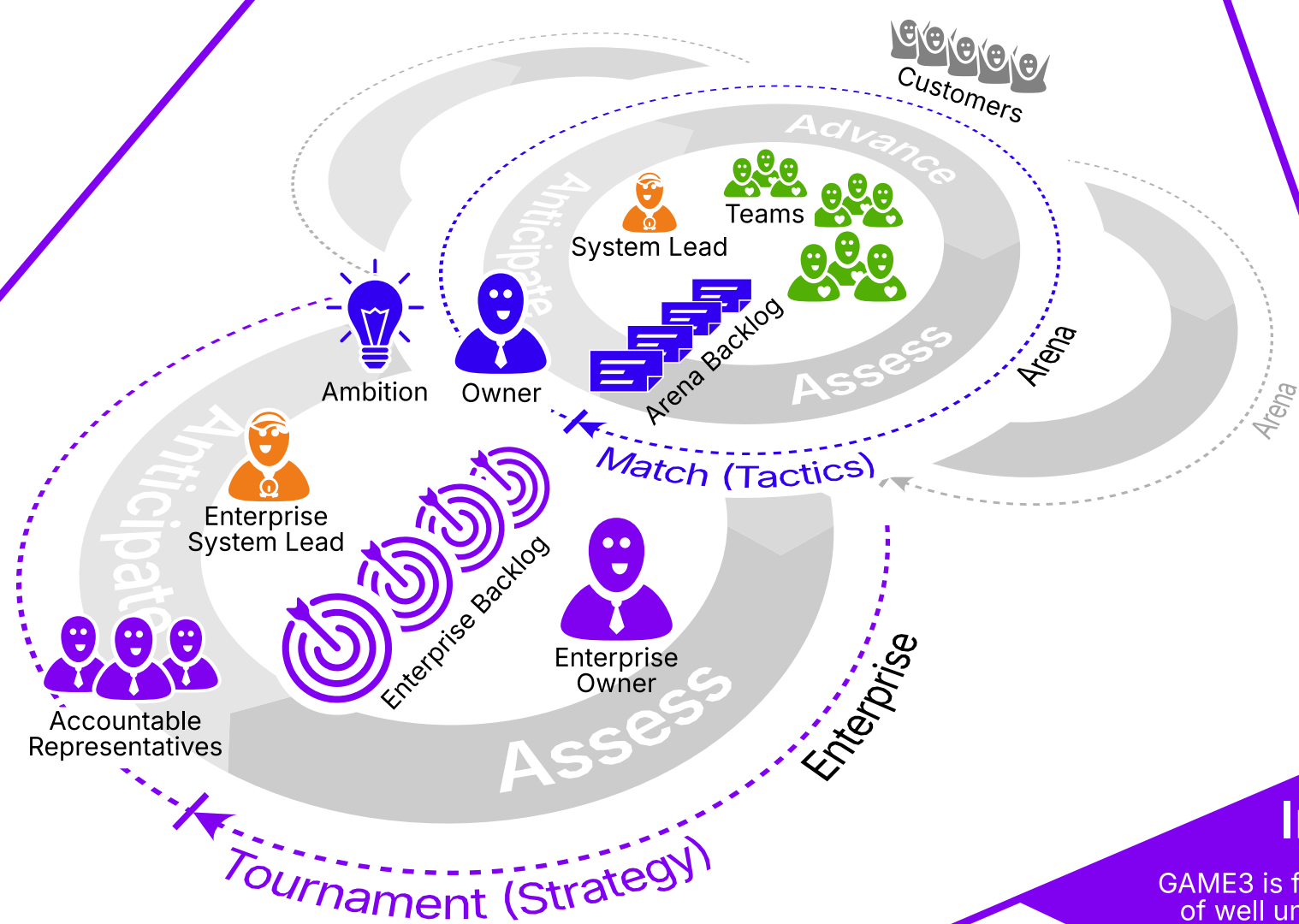
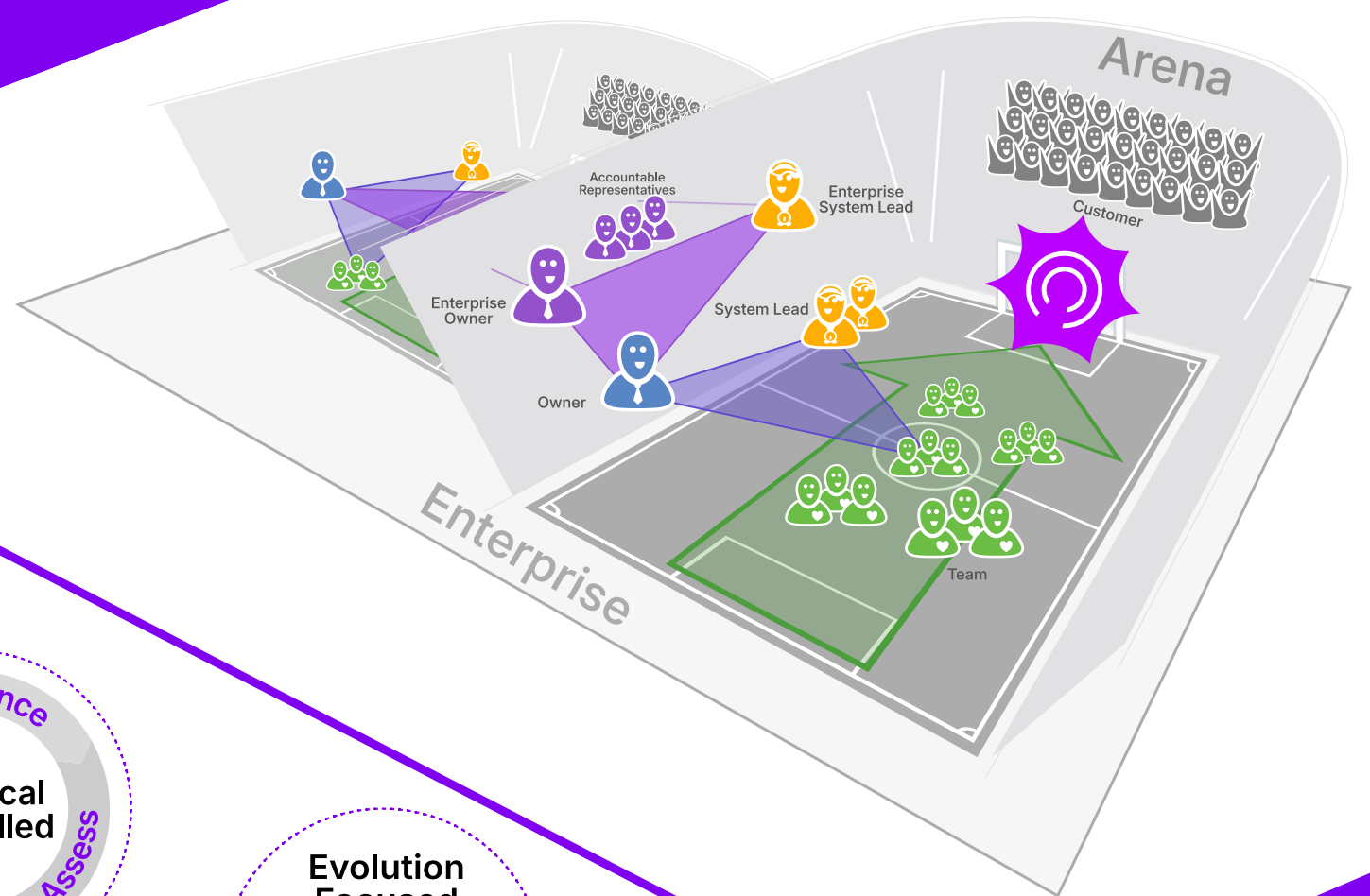
GAME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

System
GAME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

Leadership

Rules

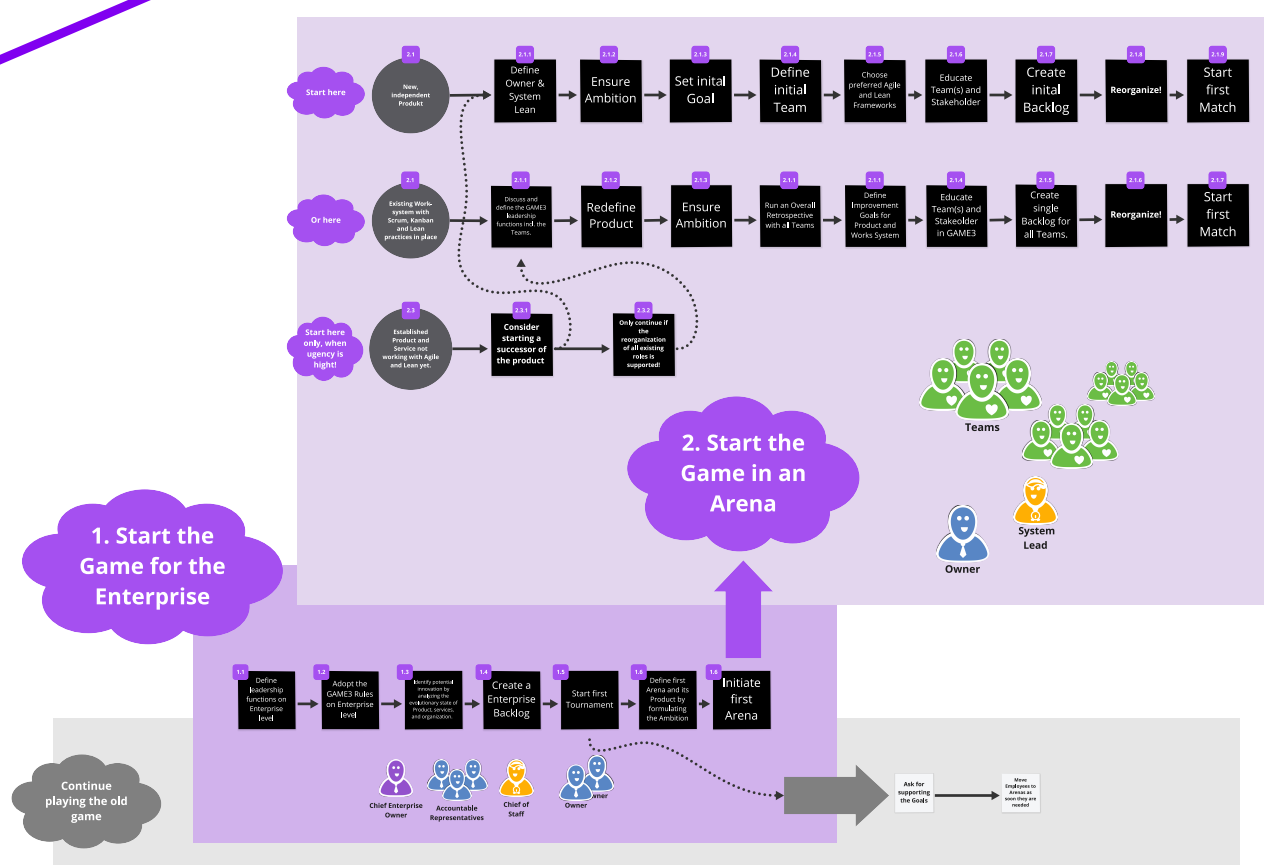
Strategy



Playbook
GAME3 does not require costly transformation projects. Instead, it establishes continuous innovation on the enterprise level. Start by following the playbook.

Interplay
GAME3 is fostering the use of well understood Agile & Lean methods like Scrum and Kanban. GAME3 gives guidians on when and how to use them.

Scrum
LeSS
Cynefin
Design Thinking
Scrum@Scale
Product Discovery
Wardley Mapping
eXtreme Programming
Kanban



Takeaway

1. Do not confuse strategy with tactics
2. Empirical Control and Overall Optimization is the foundation for an evolution-focused Strategy
3. DevOps are just a step in the evolution of teams



Peter Beck

<https://www.linkedin.com/in/curlypeter/>