The Project to Product with Scrum Playbook

A GAME3 Decision-Making Guide for Project-Centric Organizations

Peter 'Pit' Beck

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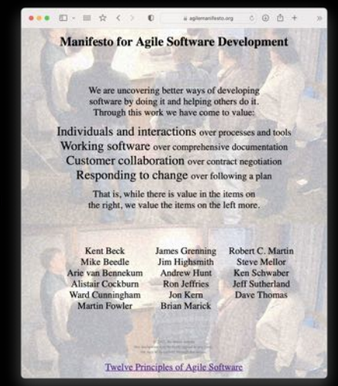

WEB.DE

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

Empirical

Enterprise

Evolution

Peter Beck

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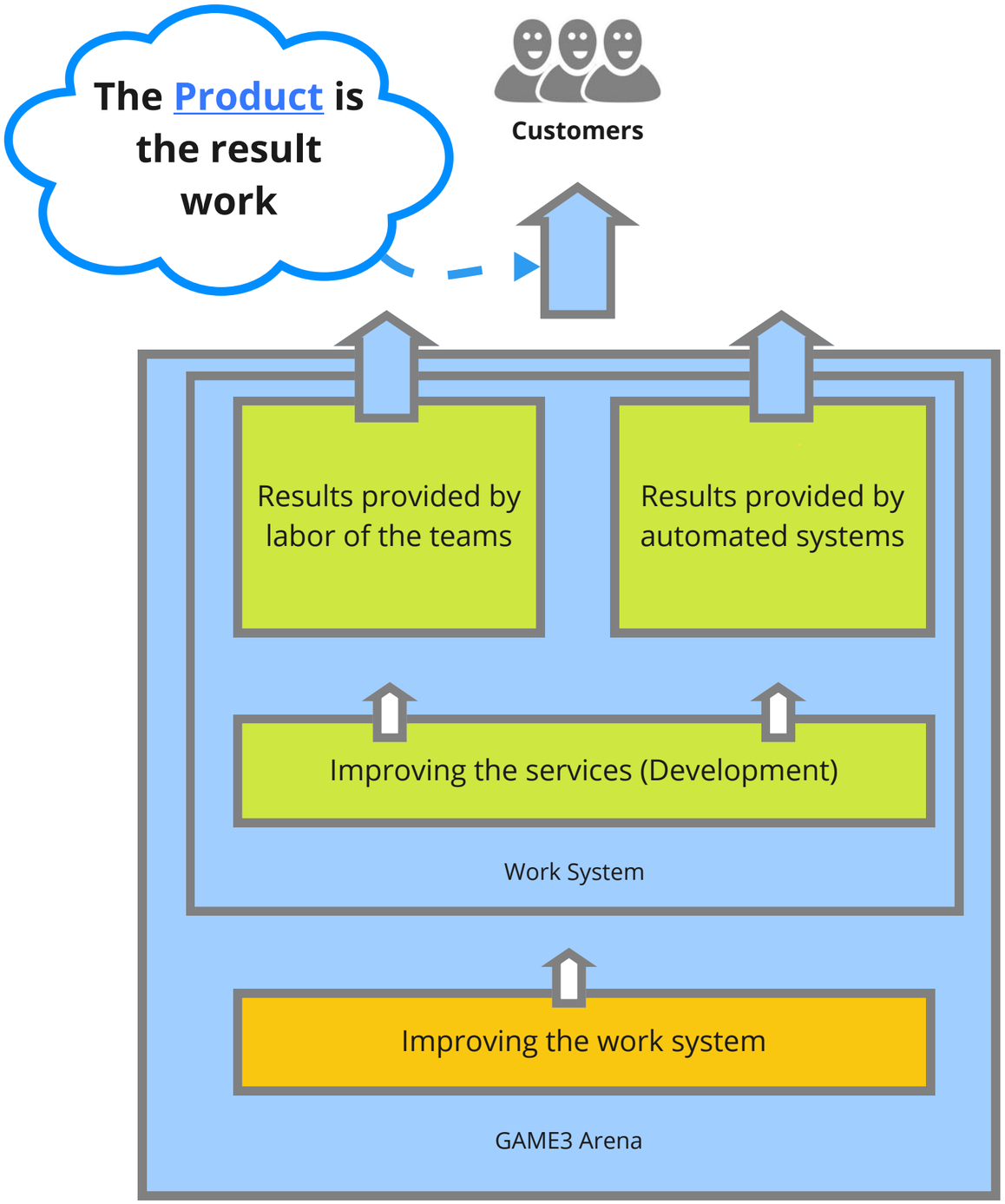
What is a Product?

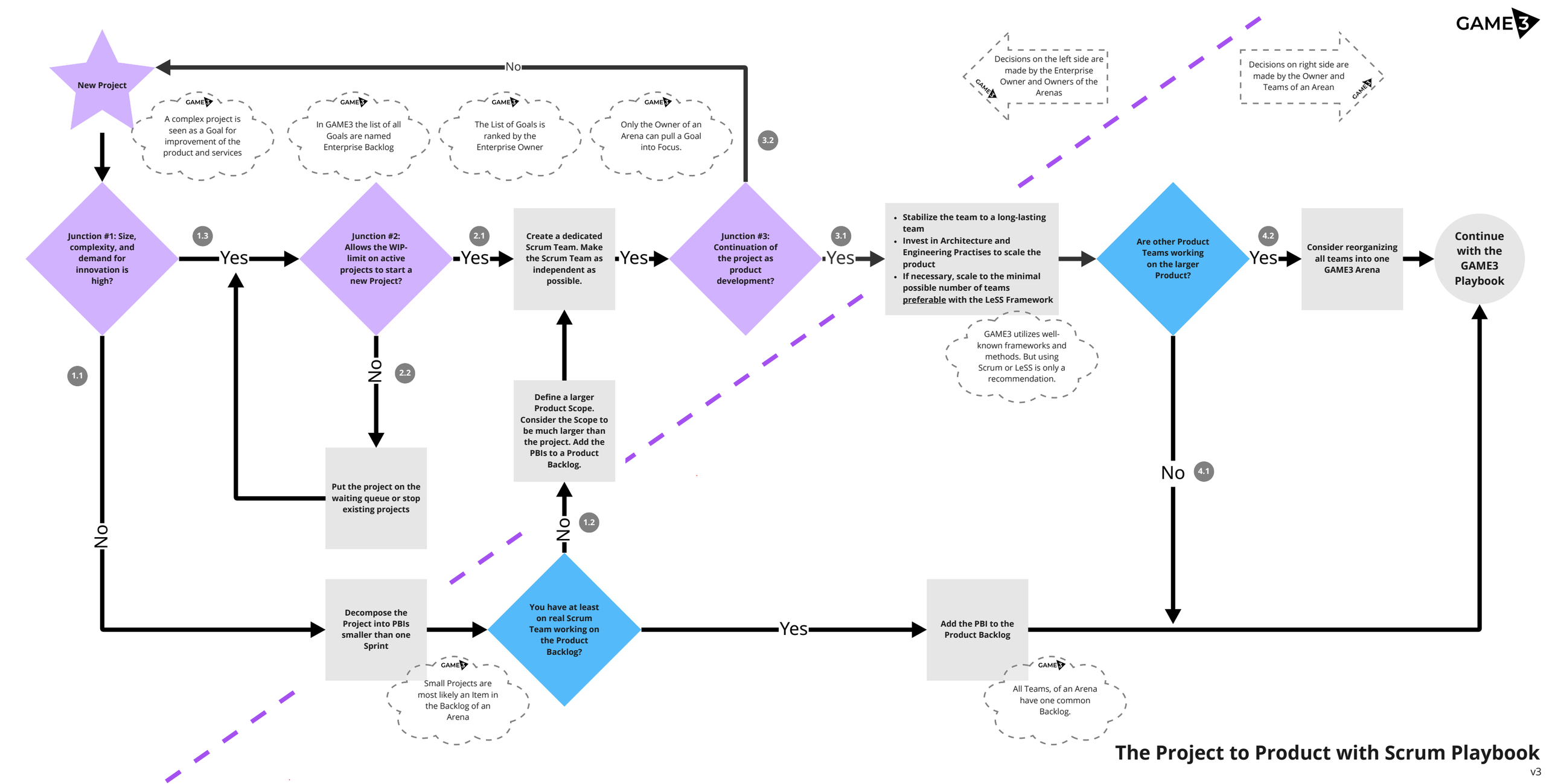


What is a Project?

„A project is a temporary endeavor undertaken to create a unique product, service, or result.“

Project Management Institute (PMI)

New Project


GAME3
New Project
No
A complex project is seen as a Goal for improvement of the product and services
In GAME3 the list of all Goals are named Enterprise Backlog
The List of Goals is ranked by the Enterprise Owner
Only the Owner of an Arena can pull a Goal into Focus.
3.2
Decisions on the left side are made by the Enterprise Owner and Owners of the Arenas
Decisions on right side are made by the Owner and Teams of an Arean
Junction #1: Size, complexity, and demand for innovation is high?
1.3
Yes
Junction #2: Allows the WIP-limit on active projects to start a new Project?
2.1
Yes
Create a dedicated Scrum Team. Make the Scrum Team as independent as possible.
Yes
Junction #3: Continuation of the project as product development?
3.1
Yes
Stabilize the team to a long-lasting team
Invest in Architecture and Engineering Practises to scale the product
If necessary, scale to the minimal possible number of teams preferable with the LeSS Framework
GAME3 utilizes well-known frameworks and methods. But using Scrum or LeSS is only a recommendation.
Are other Product Teams working on the larger Product?
4.2
Yes
Consider reorganizing all teams into one GAME3 Arena
Continue with the GAME3 Playbook
No
2.2
Put the project on the waiting queue or stop existing projects
Define a larger Product Scope. Consider the Scope to be much larger than the project. Add the PBIs to a Product Backlog.
1.1
No
Decompose the Project into PBIs smaller than one Sprint
No
1.2
You have at least on real Scrum Team working on the Product Backlog?
Small Projects are most likely an Item in the Backlog of an Arena
Yes
Add the PBI to the Product Backlog
All Teams, of an Arena have one common Backlog.
No
4.1
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v3

Desired ROI development for the product

Return

Invest

Time

Desired ROI development for the product

A project is a time-limited investment in the product

Return

Time

Invest

Desired ROI development for the product

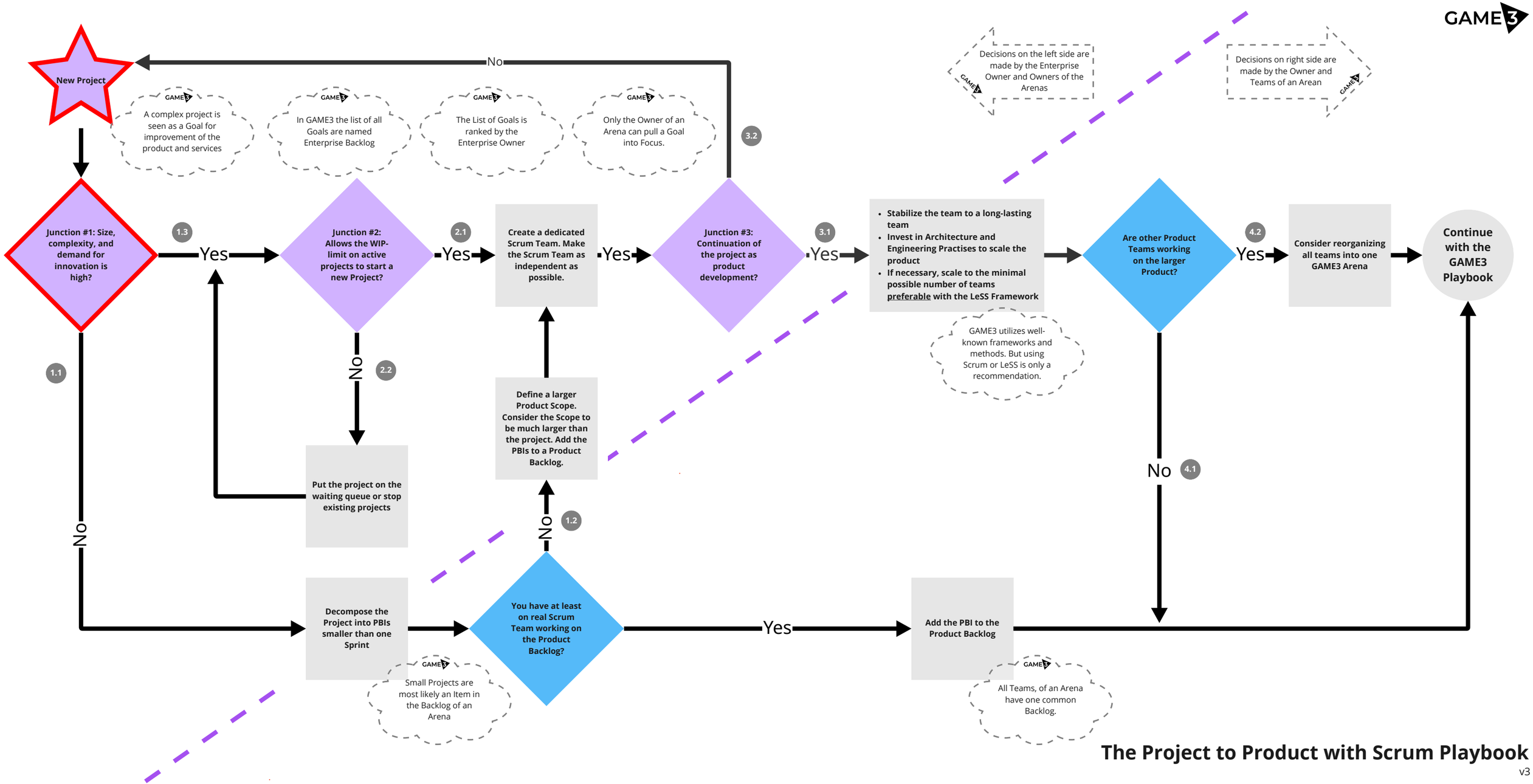
A project is a time-limited investment in the product

A Sprint is a project

Return

Invest

Time



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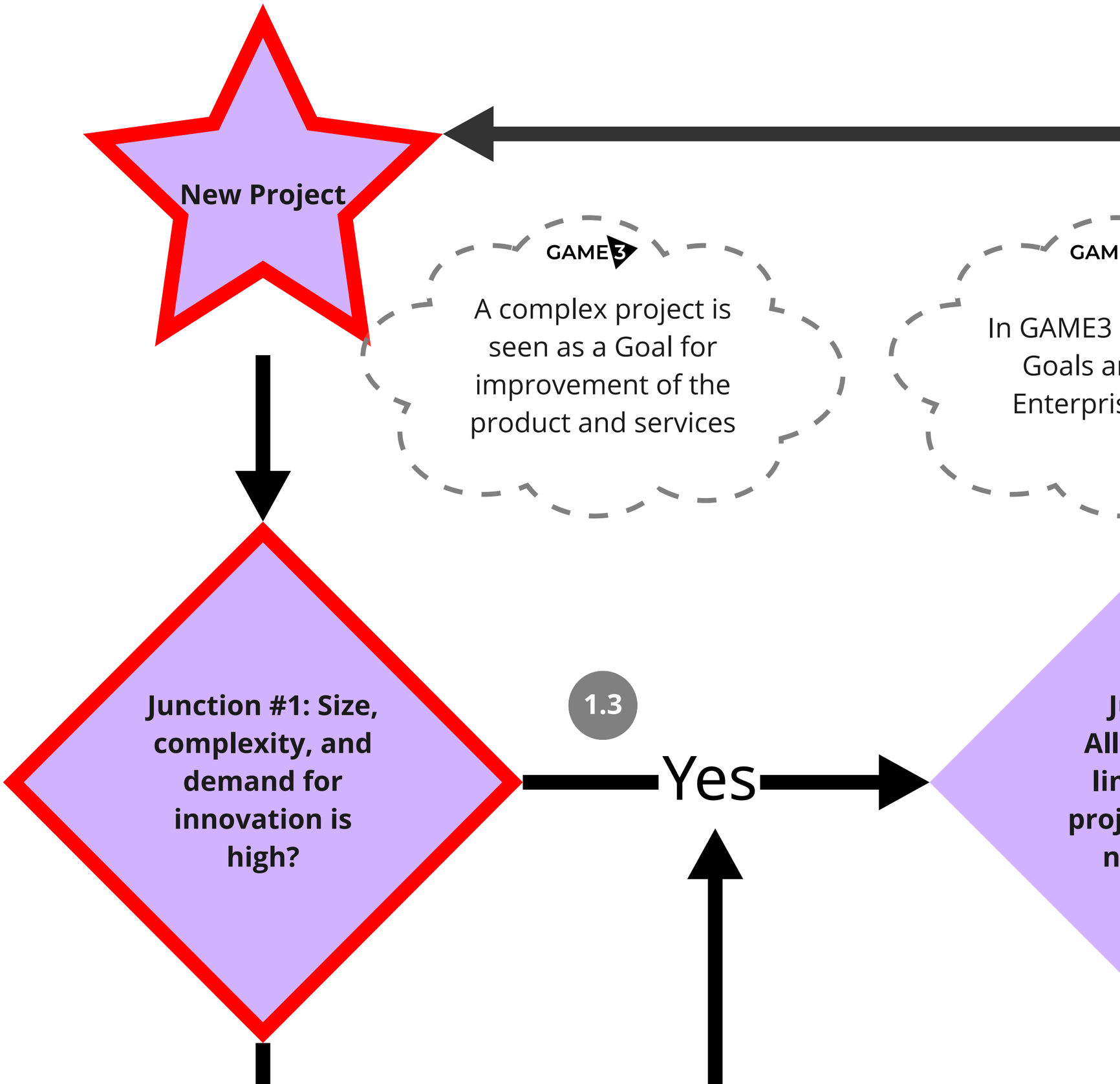
New Project
GAME3
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In GAME3
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Enterpris
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1.3
Yes
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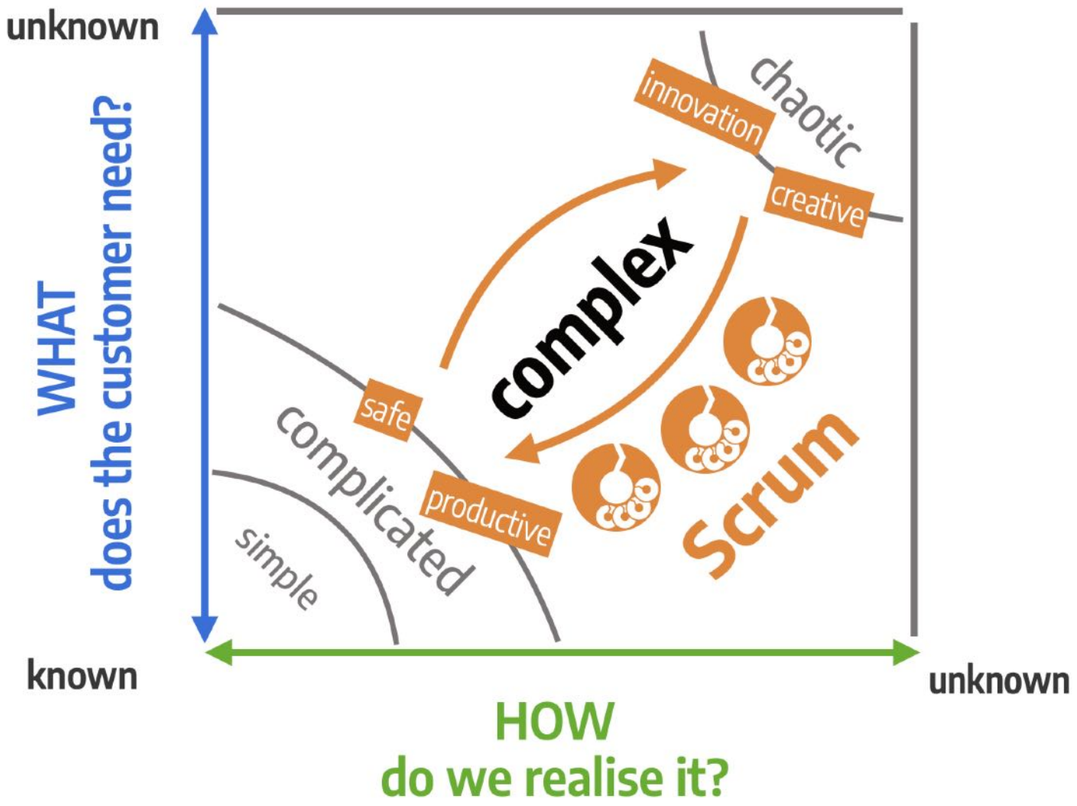
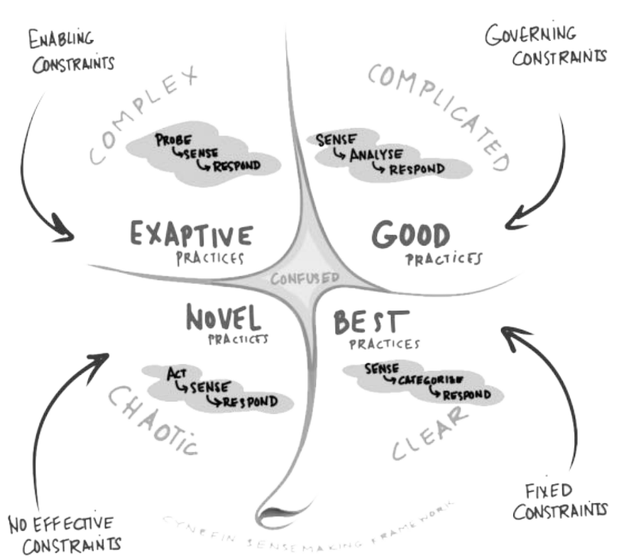
Junction #1: Size, complexity, and demand for innovation is high?



thecynefin.co

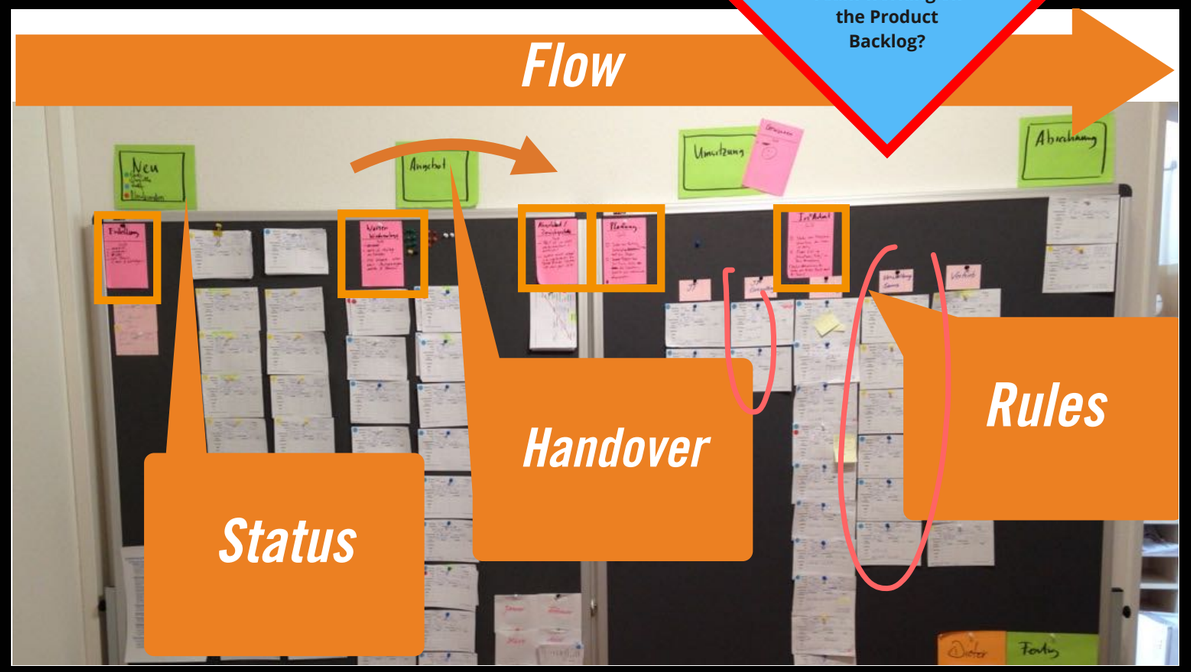
About - Cynefin Framework - The Cynefin Co

The idea of the Cynefin framework is that it offers decision-makers a "sense of place" from which to view their perceptions.



1. Discuss one or two projects of your companies
2. Are they simple/complicated or complex/chaotic?
3. Which way should you choose for the project in the Playbook?

If you don't know yet whether your project is complex or complicated, then it's complex.



Same Board, 2 years later

Bring the Project to the Teams

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GAME3

Problem:
To many project in work.

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Desired ROI development for the product

A project is a time-limited investment in the product

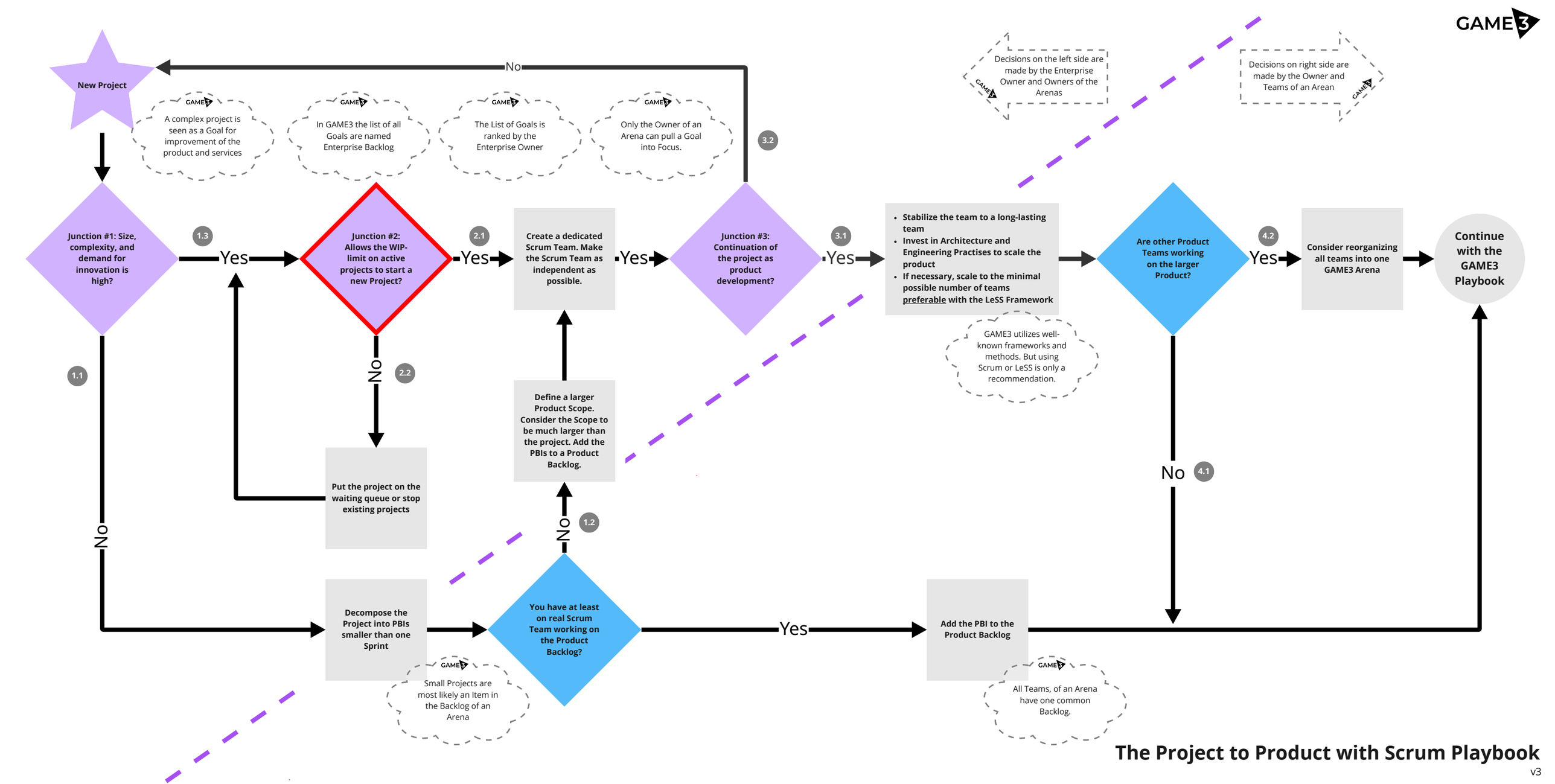
Problem:
To many project in work.

A Sprint is a project

Return

Time

Invest



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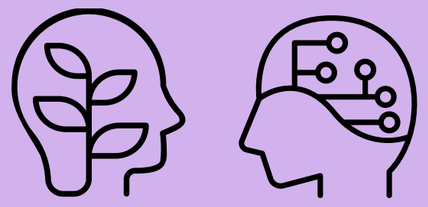
Junction #2: Allows the WIP-limit on active projects to start a new Project?



1. How many projects can your organization handle at the same time?
2. Has the WIP limit been exceeded?
3. What is the best way to introduce a WIP limit for projects in the organization?

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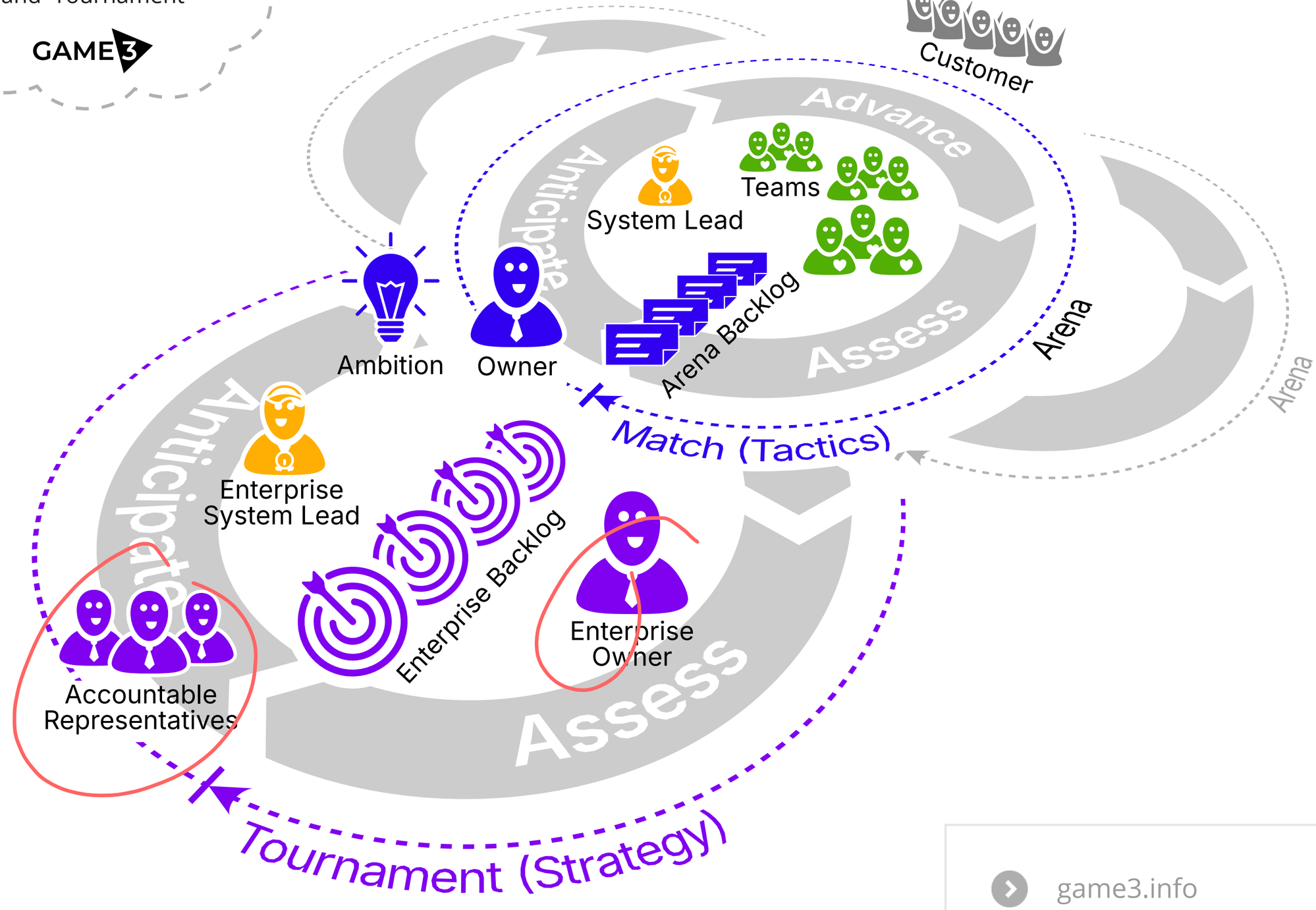
Solution:
Enterprise Backlog
and Tournament

GAME3



game3.info

Rules - GAME3

Rules - GAME3

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From Concept to Cash

Enterprise Backlog

Goal

Goal

Goal

Goal

Focus

Goal

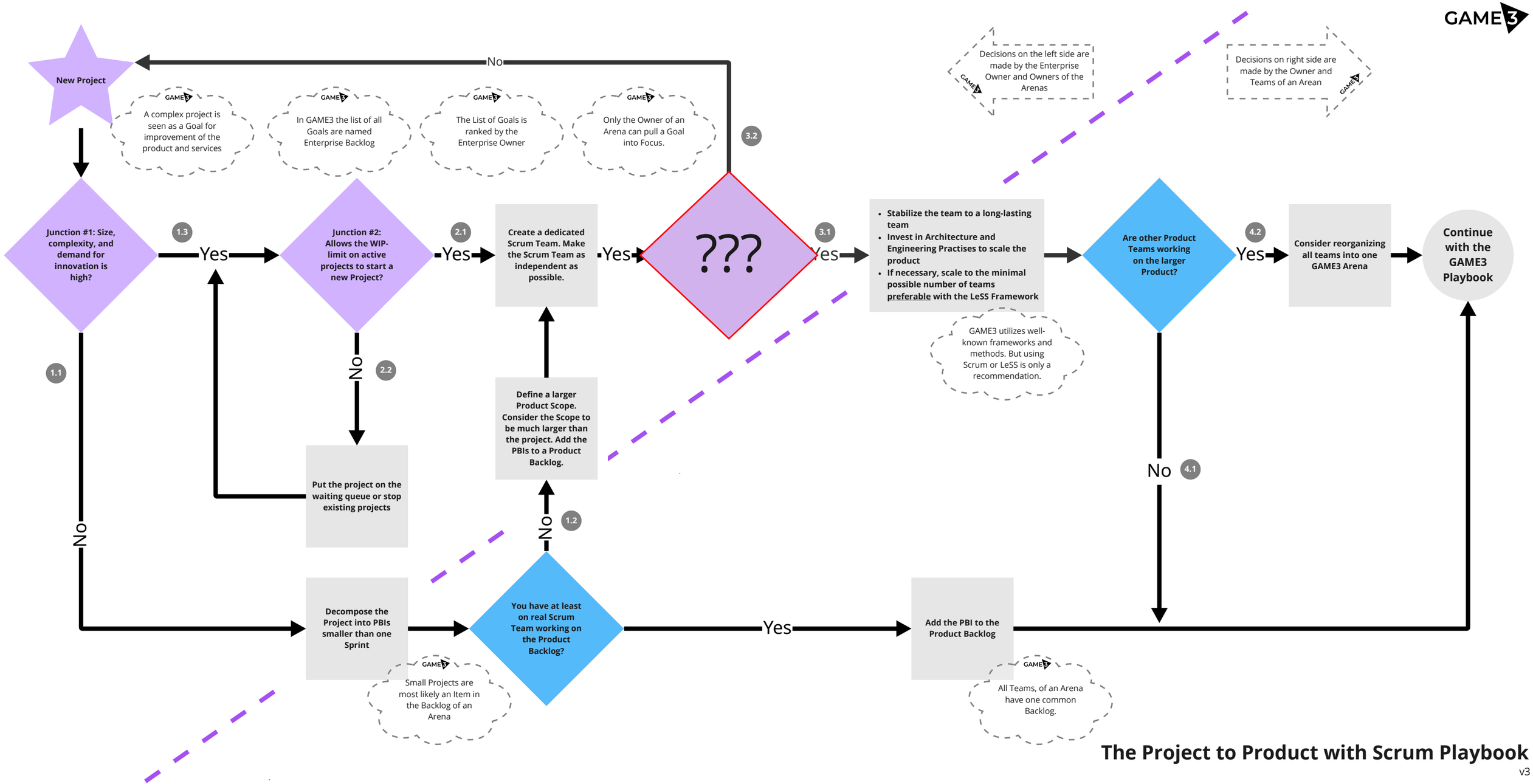
Goal

Done

Goal

Don't

Goal



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Return

Desired ROI development for the product

Junction #3: Decide on continuing as product development before the end of the project

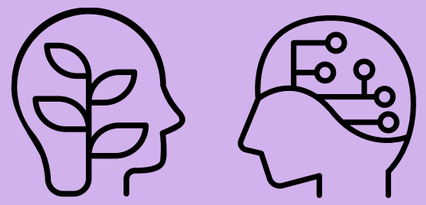
Prediction A after 5 Sprints.

Time (Sprints)

Prediction B after 5 Sprints.

Invest

Junction #3: Continuation of the project as product development?



1. How does your organization deal with the transition from a project organization to a service and product organization?
2. Who in your organization can make the decision to end a project?

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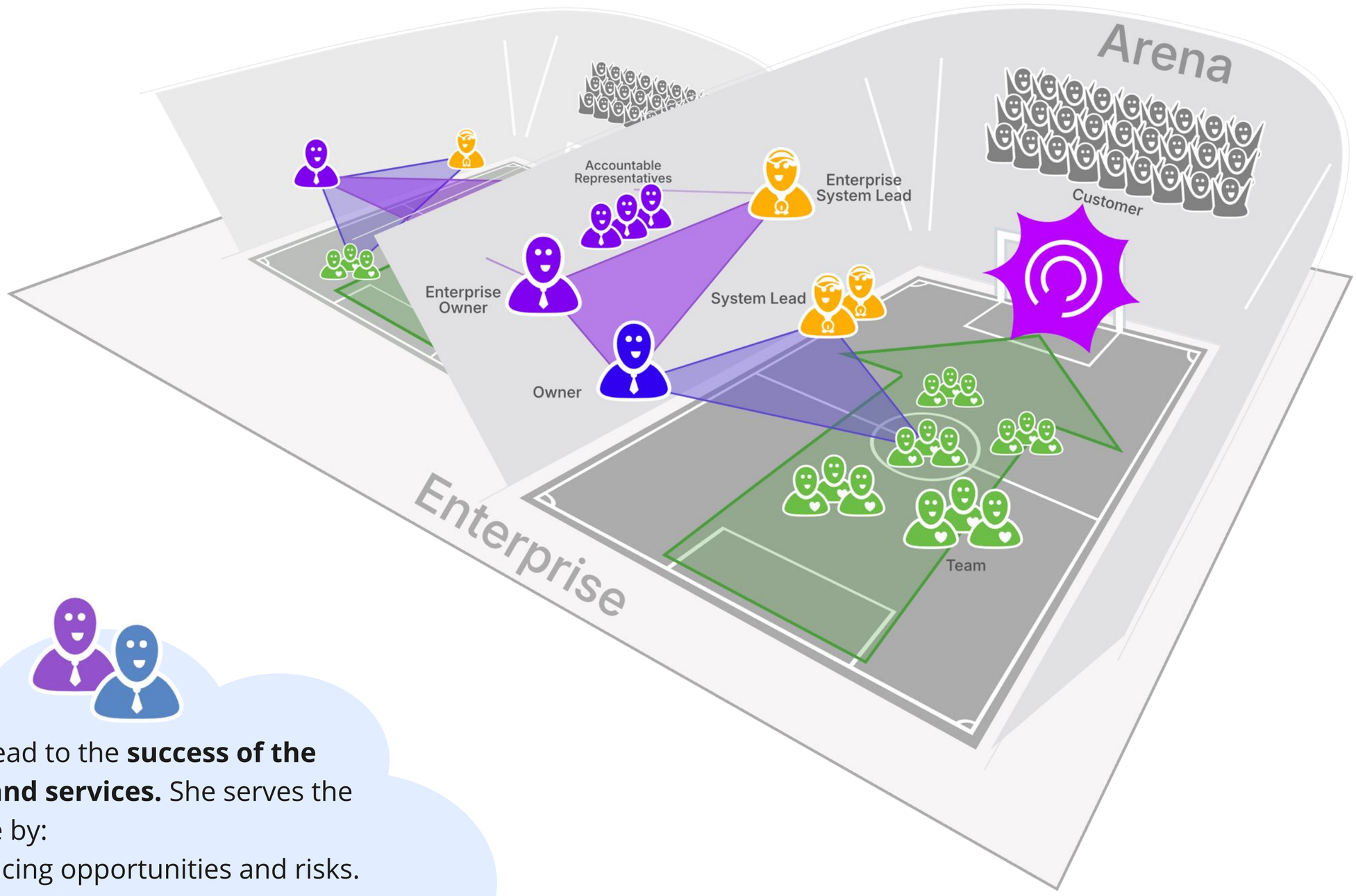
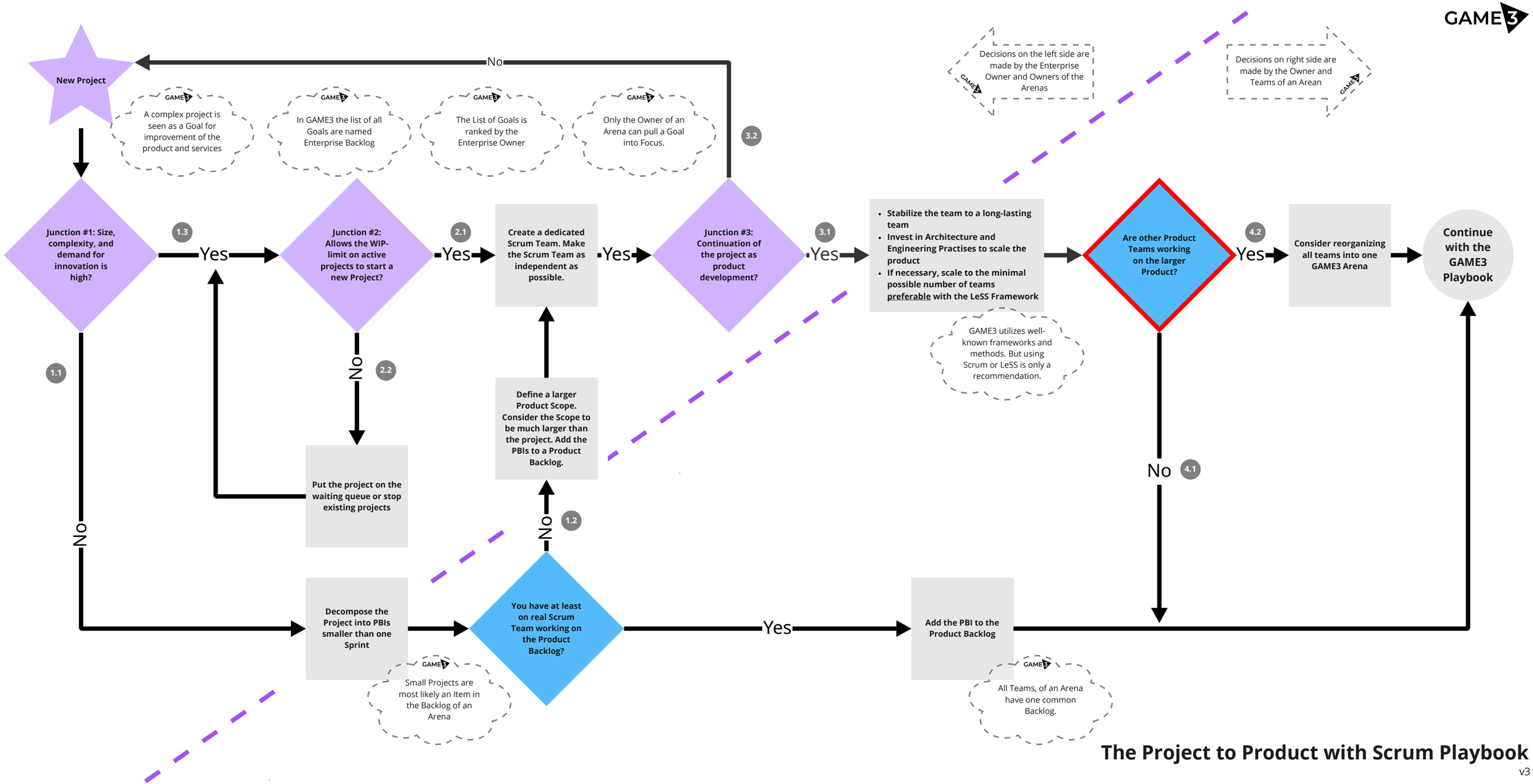


Owners lead to the **success of the product and services.** She serves the enterprise by:

- Balancing opportunities and risks.
- Focusing the organization to increase effectiveness.
- Ensuring decisions are made.



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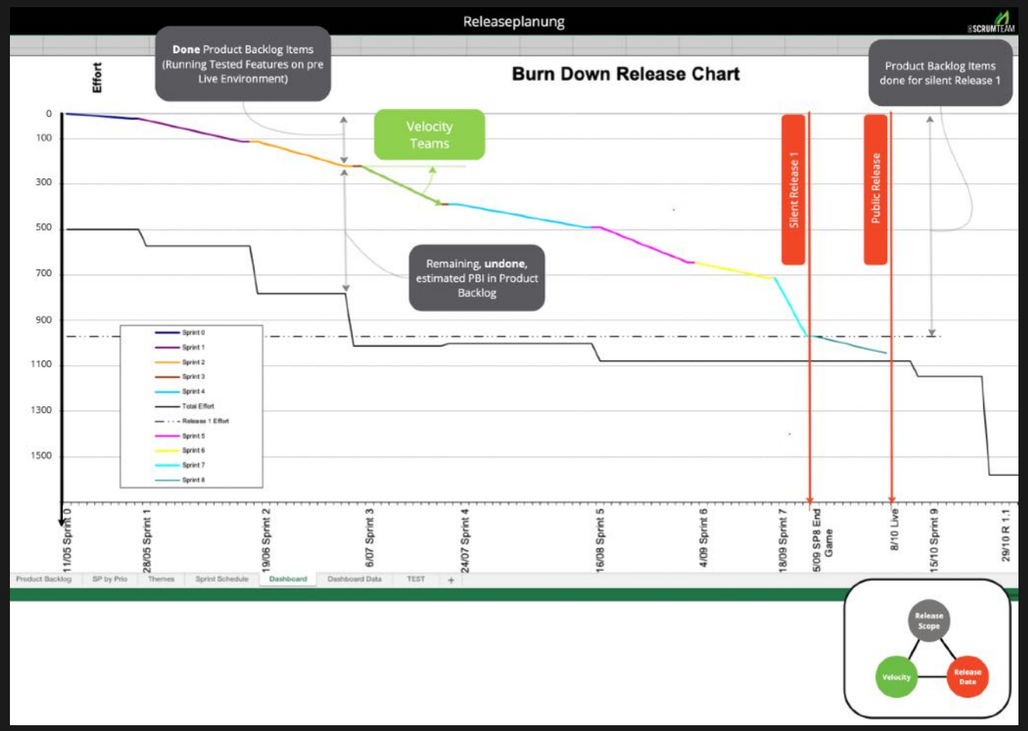
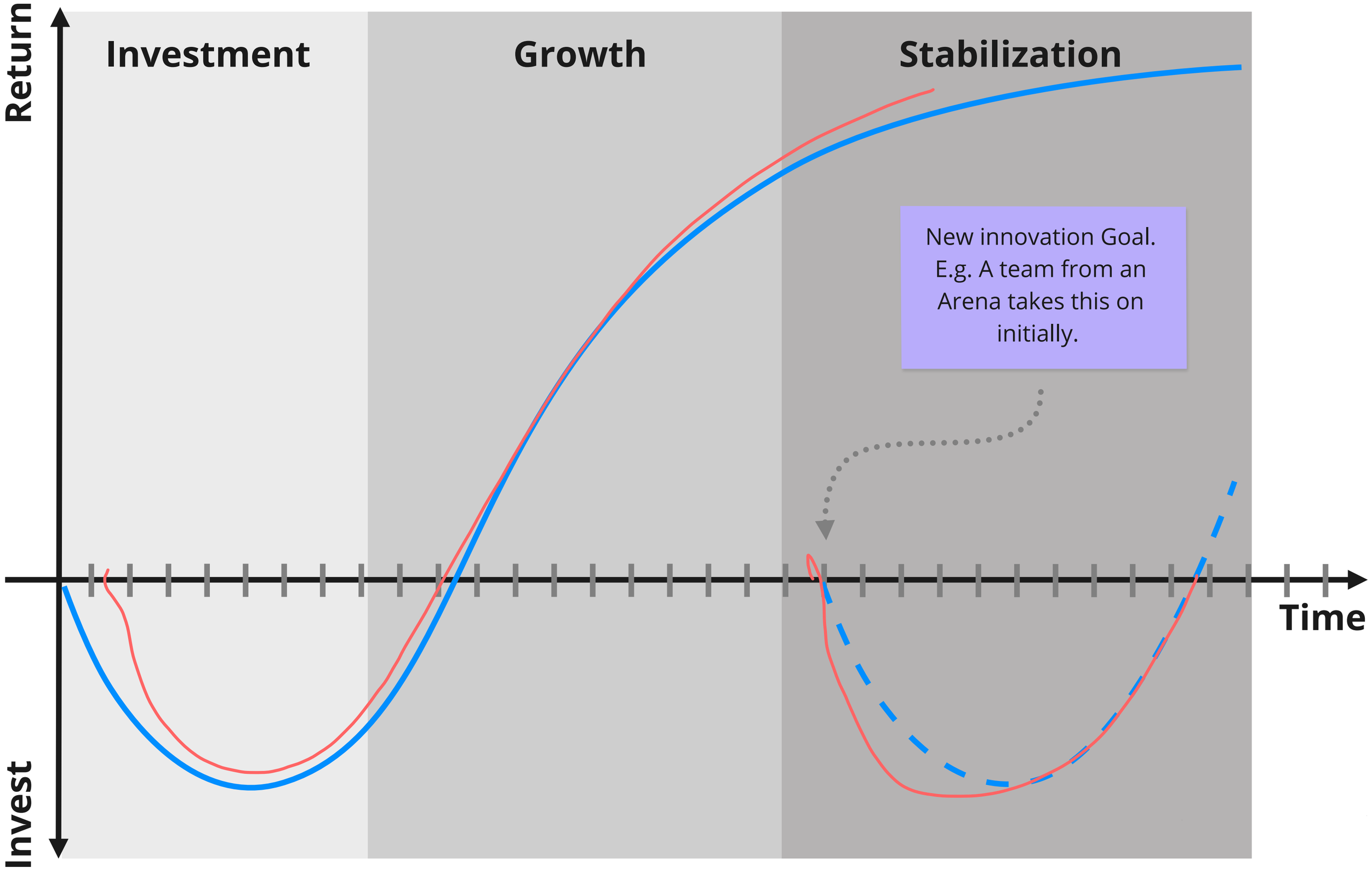
Are other Product Teams working on the larger Product?




Return
Investment
Growth
Stabilization
New innovation Goal.
E.g. A team from an
Arena takes this on
initially.
Time
Invest

GAME3

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

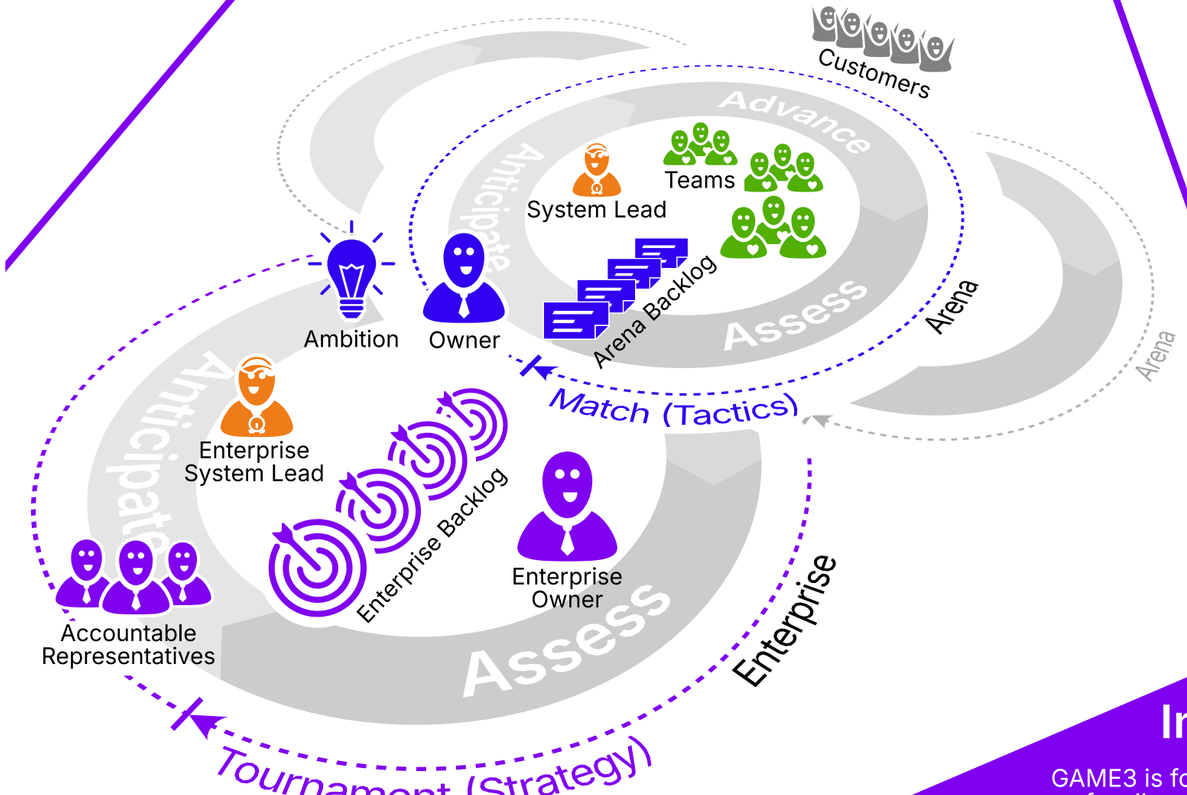
System

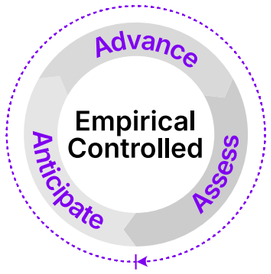
GAME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

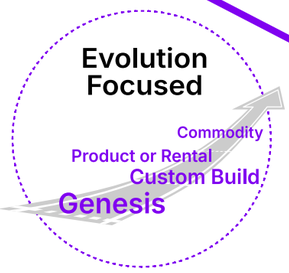
Leadership

Rules

Strategy

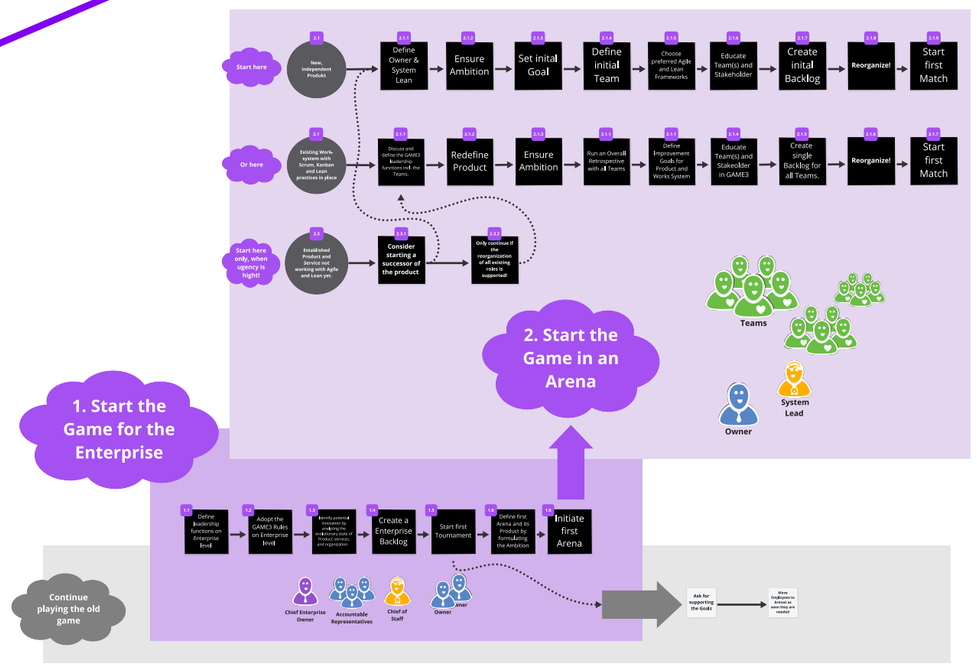






Playbook

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

Design Thinking

Cynefin

Product Discovery

Scrum@Scale

Kanban

Wardley Mapping

eXtreme Programming

Junction #1: Size, complexity, and demand for innovation is high?

Junction #2: Allows the WIP-limit on active projects to start a new Project?

Junction #3: Continuation of the project as product development?

GAME3

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