

DigOps: The Power of Small Incremental Change

2023

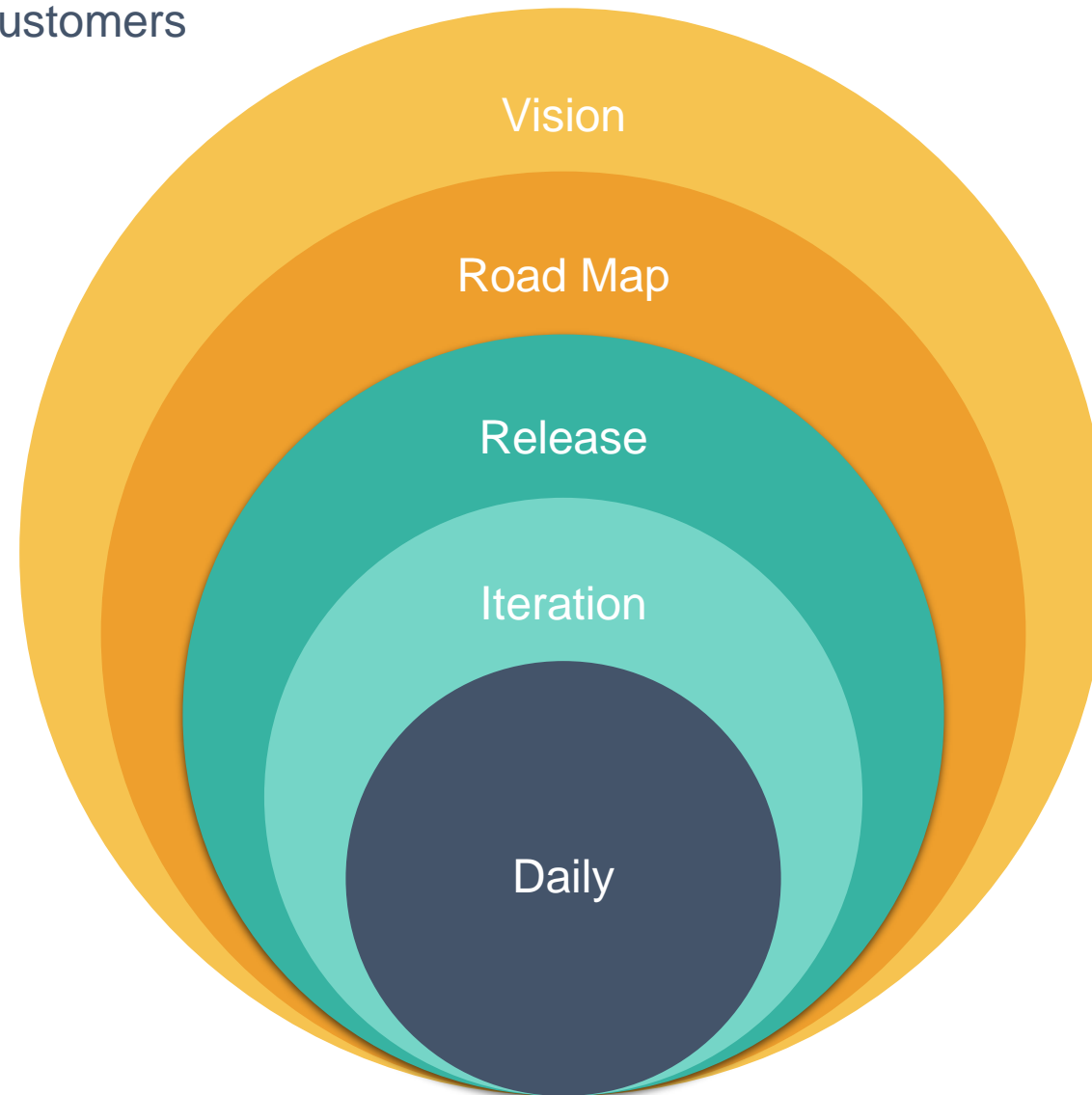


Five levels of Agile planning

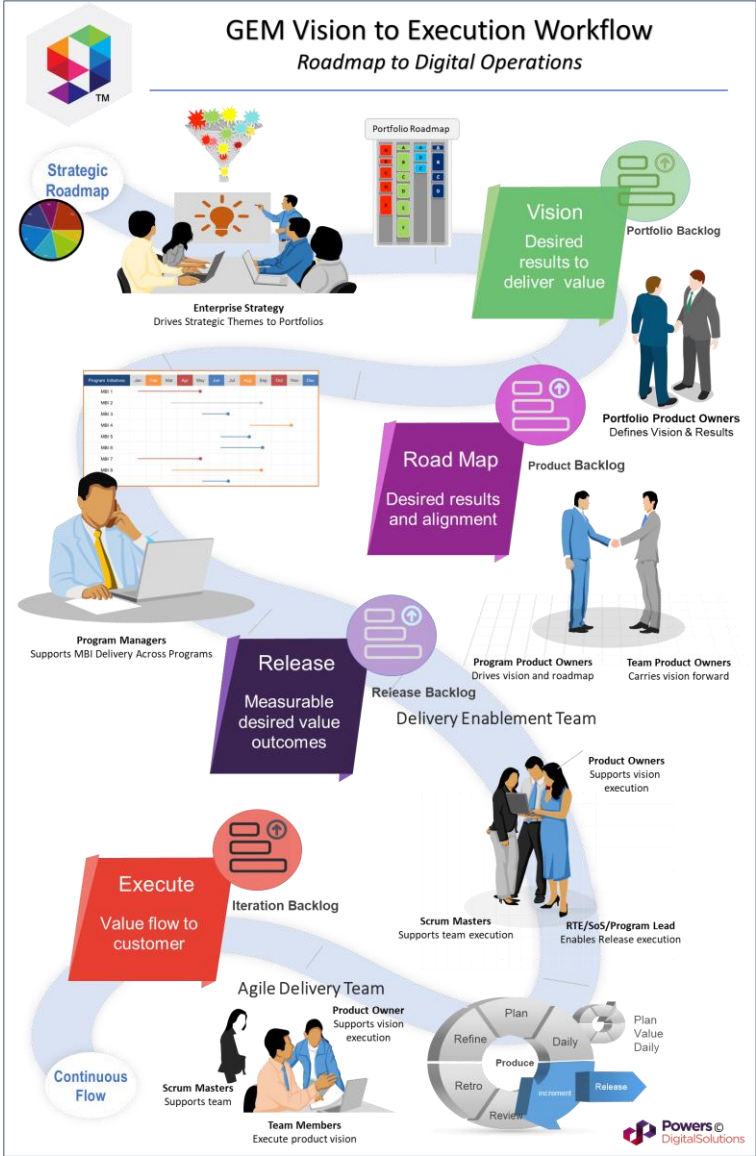
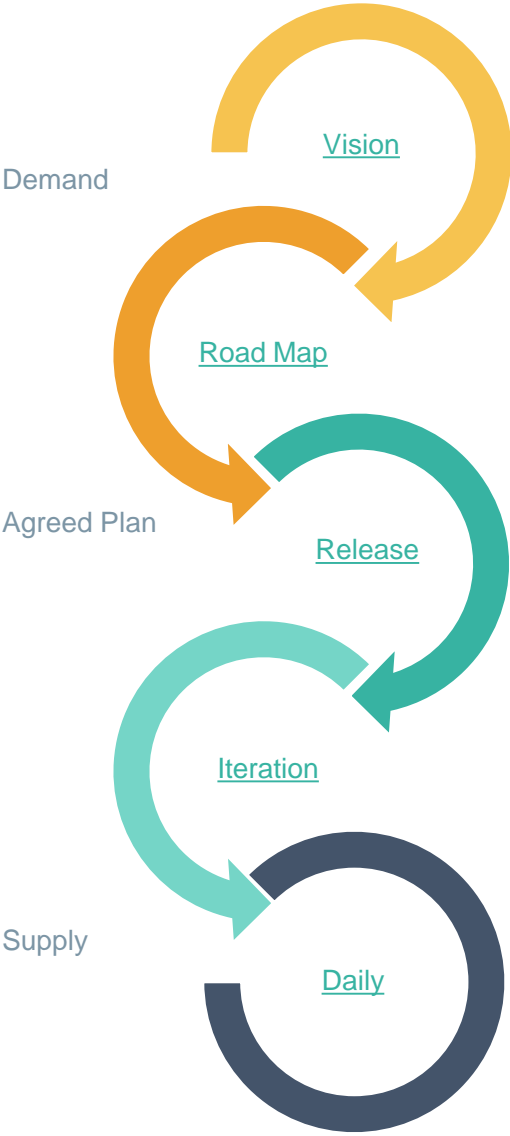
High Level Overview

Enterprise Product Management

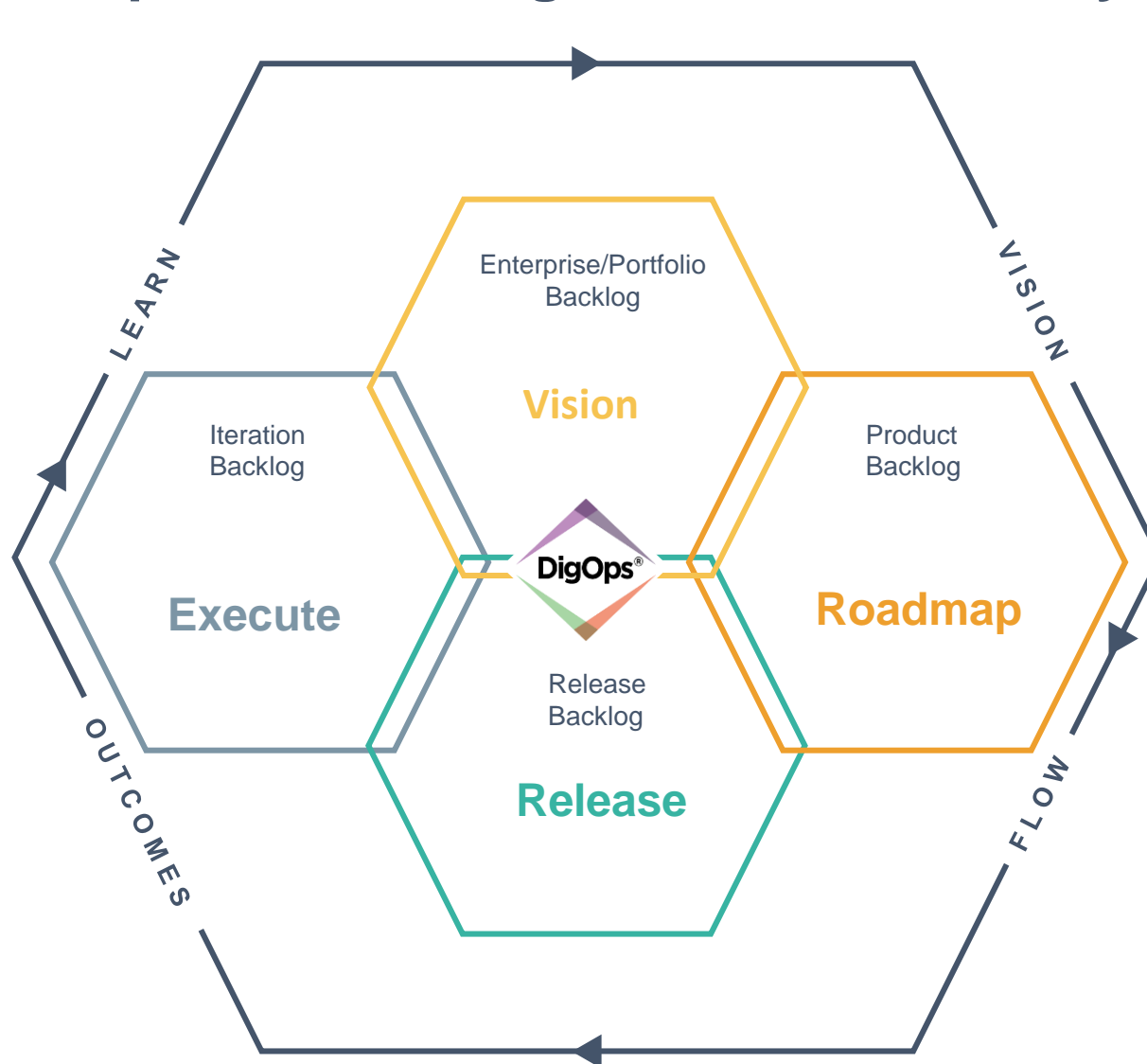
Deliver Value Flow to Customers



Strategy to Execution - Value Flow to Customers



Where does product management live? – Everywhere!



Vision



Enterprise/Portfolio Product Owners

- Defines Vision & Results

Roadmap



Program Product Owners

- Drives Vision & Results

Team Product Owners

- Carries Vision forward

Release



Scrum Masters/Team Coaches

- Supports team execution

RTE/SeS/Program Lead

- Enables Release execution

Execute



Scrum Masters/Team Coaches

- Supports team

Team Members

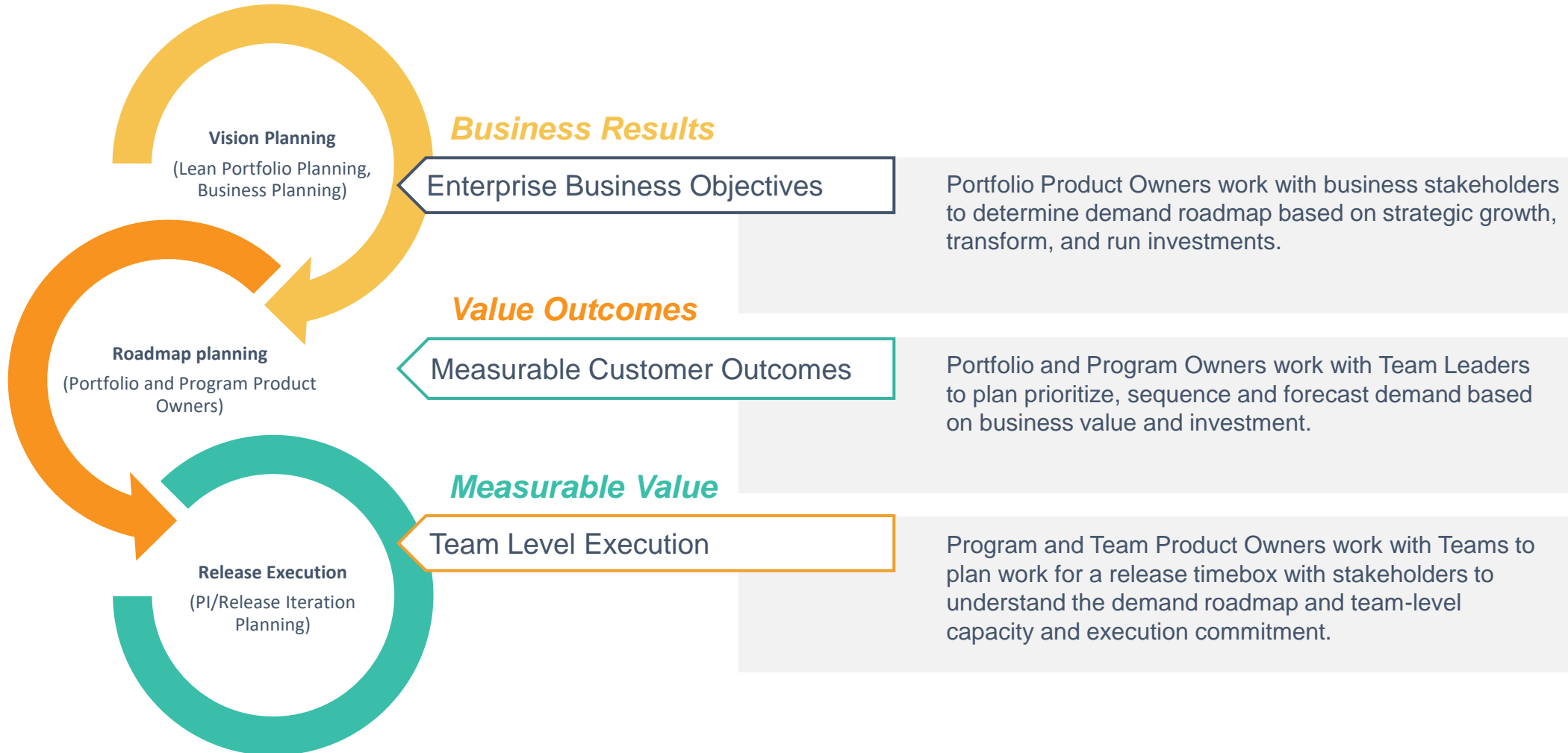
- Execute product vision

Product Owners

- Supports vision execution



Product Management Strategy to Execution Model



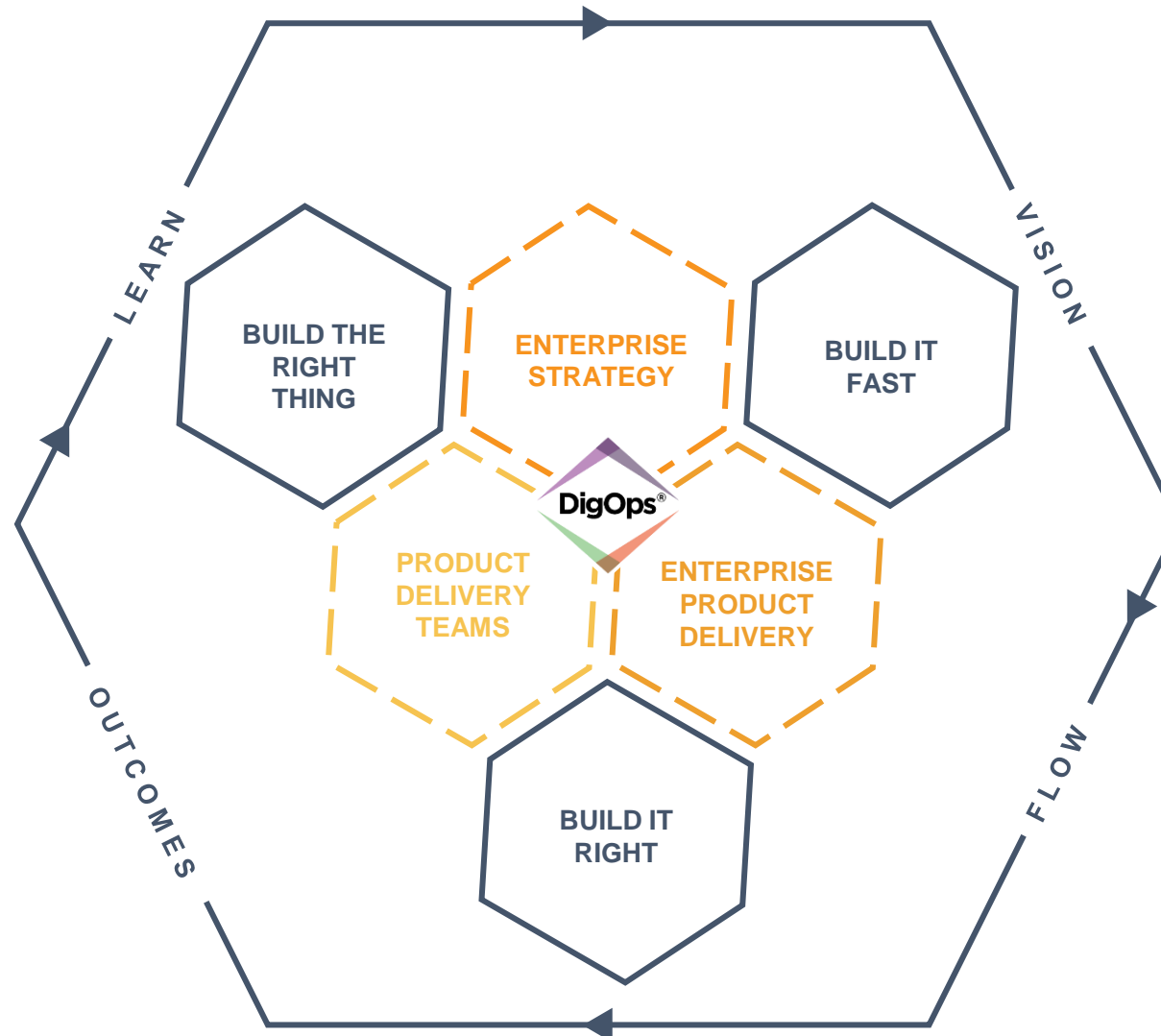
Enterprise teams and roles

Enterprise Strategy Team/Council

- Business Owners
- Product/Service Management
- Program/Project Management
- Technology Leader
- Business Analysts

Product/Service Delivery Team

- Product/Service Management
- Program/Project Management
- Technology Leader
- Delivery Teams
- Business Analysts



Enterprise Delivery Team of Teams

- PMO/AMO/LACE
- Product/Service Management
- Program/Project Management
- Change Management
- Technology Leader
- Business Analysts



Vision Planning Overview (Product/Project Demand)



Roadmap Planning Overview (Product/Project Demand Forecasting)

Critical Success Factors

- Launch/Access Product/Service Team/Council
- Create/Update Product/Service Roadmap
- Create/Update Product/Service Backlog
- Create Feature Sets/MBIs/Features

Possible Events

- (Re-)Launch Team & Events
- Product/Service Roadmap Planning/Review
- Product/Service Backlog Review
- Product/Service Backlog Refinement

Events and Product Management Skills

Launch Team & Events

- Team Leadership
- Workflow Management
- Process Engineering
- Process Improvement
- Problem Solving

Product/Service Road Map Review

- Forecasting Ability
- Value Driven Decision Making
- Trend Analysis & Findings
- Change Management

Product/Service Backlog Review

- Elicitation Skills
- Prioritization Techniques
- Technical Writing
- Diagramming Skills

Product/Service Backlog Refinement

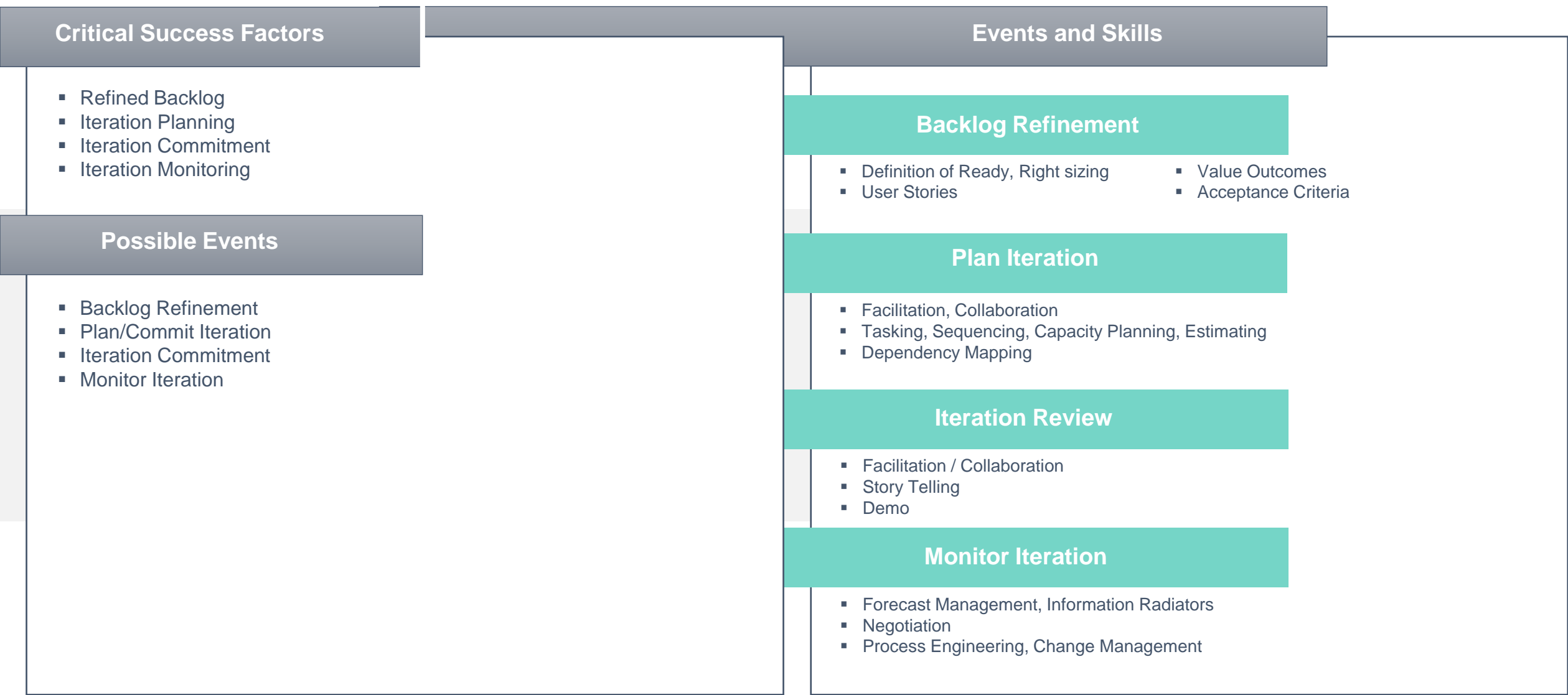
- Collaboration
- Technical Writing
- Technical Acumen
- Story Mapping



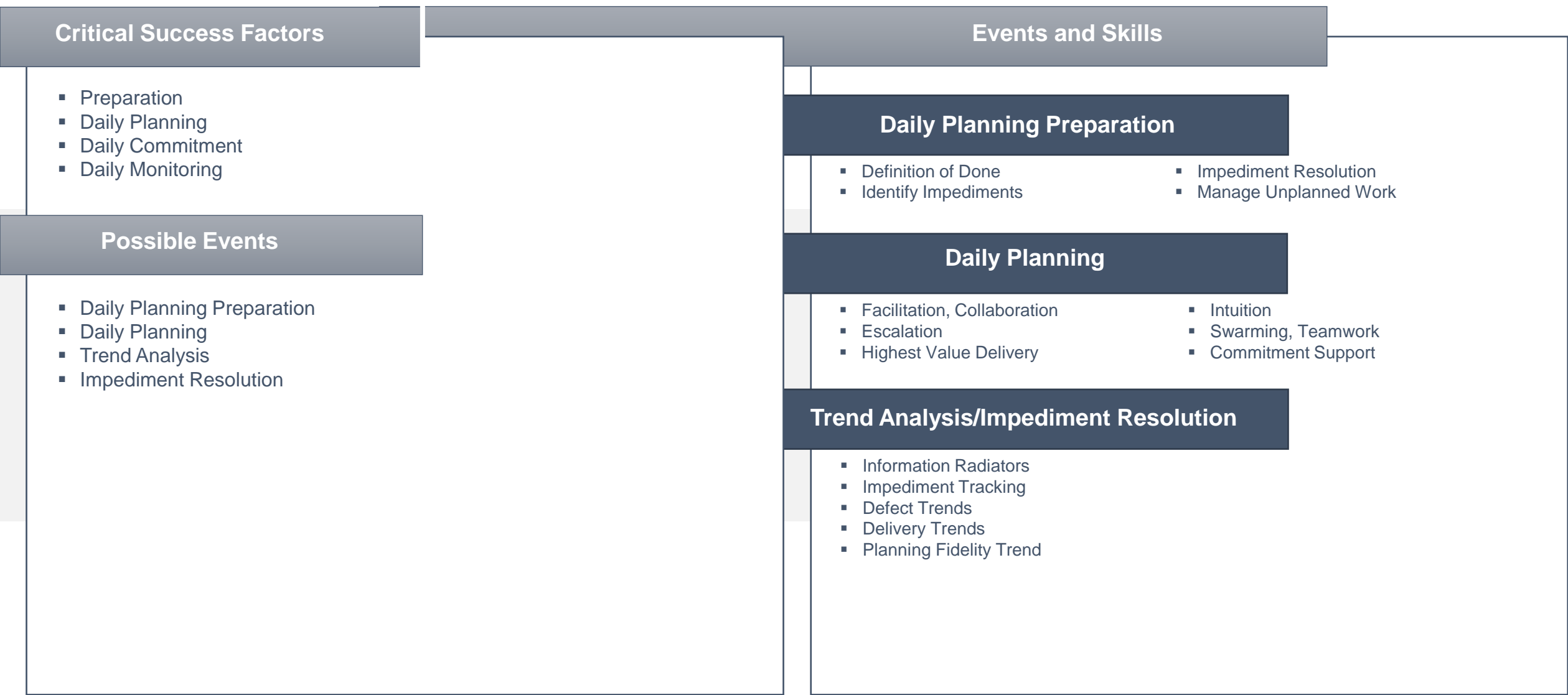
Release Planning Overview (Demand Meets Supply)



Iteration Planning Overview (Supply)



Daily Planning Overview (Supply Impacts Demand)



The Devil is in the Details

Read details related to critical success factors, events, skills, and roles and how they interact below.

AND/OR

Play the game

EVENT Empathy Interviews Pay: \$700	Skill Problem Solving A3 Receive: \$300	Skill Work Flow Diagrams Receive: \$200	Quest Card	Skill Early Indicator Identification Receive: \$200	Skill Data Flow Diagrams Receive: \$200	Quest Card	Skill Empathy Interviewing Technique Receive: \$200	Skill Design Thinking Facilitation Receive: \$200	EVENT Stakeholder Heat Map & Comms Pay: \$400	testteam2 adrienne Bank: \$3000 Event Cards Leader Board
Skill Business Increment Definition Receive: \$200	Critical Success Factors Enterprise Strategy Mastery								Quest Card	
Quest Card	Customer Value As an organisation we need to be able to clearly define the value we are delivering to our customers and how we are meeting their understood needs. Skills Problem Solving A3 Empathy Interviewing Technique Personas Value Proposition Canvas Customer Journey Map Cost - \$1200 Lean Principles				Prototypes & MVPs After we clearly understand the customers needs we need to innovate and experiment to develop the best possible solutions using a variety of techniques. Skills Work Flow Diagrams Data Flow Diagrams Design Thinking Facilitation Wire Frames Cost - \$1000 Design Thinking Principles				Communication Plan Receive: \$200	
Skill Personas Receive: \$200					Business Increments Once the product is defined there needs to be a prioritized set of Business Increments with expected outcomes and an inspect and adapt cadence to pivot according to findings. Skills Business Increment Definition Prioritisation Techniques Early Indicator Trends Identify Return On Investment Trend Analysis & Findings Cost - \$1000 Lean Principles				Skill Identify Return On Investment Receive: \$200	
Quest Card					Communicate Vision The final step in this initial phase of planning is developing and implementing a communication plan. Skills Stakeholder Heat Map Communication Plan Early Indicator Identification Cost - \$800 Project Mangement				Quest Card	
Skill Wire Frames Receive: \$200									Quest Card	
EVENT Design Thinking Workshops Pay: \$700	Skill Prioritisation Techniques Receive: \$300	Skill Value Proposition Canvas Receive: \$400	Quest Card	Skill Stakeholder Heat Map Receive: \$200	Skill Customer Journey Map Receive: \$200	Quest Card	Skill Trend Analysis & Findings Receive: \$200	Skill Early Indicator Trends Receive: \$200	EVENT Prioritisation Meeting Pay: \$600	

- Set Up the Game
 - Before players connect setup the game, team names, and boards
 - <https://plantowin.gempowersds.com/onboarding>
 - Click Upload Session when done
- Players Connect
 - <https://plantowin.gempowersds.com>
 - Select the game and name of the team
 - Enter player username and click join.



Five levels of Agile planning

Detail Level

- Levels of planning, critical success factors, events, and skills

Vision

- DigOps Enterprise Strategy Mastery: **Levels 1 – 3**
- DigOps Product/Services Mastery: **Level 2**

Critical Success Factors	Description
Customer Value	Organization clearly defines desired customer outcomes, Minimum Business increments, and value proposition.
Prototypes & MVPs	Testing with low fidelity prototypes refines needs, innovate, and experiments to develop the best possible solutions.
Business Increments	Defined products/services are broken down into Business Increments with expected business results (KPIs/OKRs)
Communicate Vision	Share the vision. Develop and implement a communication plan for everyone impacted and involved provides organizational clarity needed for well-coordinated movement, nimble approach.



Critical Success Factors and Events

Critical Success Factors	Event	Description
Customer Value	Empathy Interviews	Understanding another person’s thoughts, feelings, and motivations helps appreciate their choices, behavioral traits, biases, and needs. This understanding spurs innovation to create products/services that deliver value.
Prototypes and Minimum Viable Products/Services	Design Thinking Workshops	Design Thinking workshops are an iterative process to understand the user, challenge assumptions, and redefine problems. The goal is to identify alternative strategies and solutions that might not be instantly apparent using a solution-based approach to solving problems. It is a way of thinking and working and a collection of hands-on methods to drive innovation and value to customers.
Business Increments	Prioritization Meetings	Prioritization is crucial to ensure the right things are being delivered in the desired order. The approach should identify the Business Increments with the most value delivered the fastest for timely feedback and measurement.
Communicate Vision	Stakeholder Heat Map & Engagement/Inclusion Plans	This ongoing event identifies the people involved and how to engage and include them in the Vision and the forum and cadence for two-way communication. Communications are reviewed and improved on an ongoing basis based on outcomes.



Customer Value – Skills and Roles

Skills	Description	Roles
Problem Solving A3/Root Cause Analysis and Solutions	Problem Solving A3 is a tool used to identify problems/opportunities and understand the root cause to develop solutions. It isn't necessary to use the A3 tool, but defining the root cause, problem statement, and desired outcomes is vital to clarify Vision.	<ul style="list-style-type: none"> ▪ Business Owners ▪ Product/Service Management ▪ Project Management ▪ Business Analysts
Empathy Interview Techniques	Used to elicit customer needs and understand their perspective. It is crucial to understand likes, wants, and needs from the customer lens to deliver value.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Business Analysts
Personas	Developing compelling personas is a unique skill utilized from the visioning phase throughout the entire value stream realization. Personas help clarify Vision by customer segments.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Business Analysts
Customer Journey Mapping	Understanding customer interaction with digital products/services sharpens Vision. This skill can also be used to help share Vision with different groups during engagement and inclusion planning.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Business Analysts
Value Proposition Canvas	Understanding the business landscape is essential to clarify Vision. A variety of canvases are available online; the key is identifying the suitable canvas for your organizational needs. The canvas should include both Product and Market analysis. (See Lean Business Canvas)	<ul style="list-style-type: none"> ▪ Business Owners ▪ Product/Service Management ▪ Business Analysts



Prototypes and Minimum Viable Product/Service – Skills and Roles

Skills	Description	Roles
Design Thinking Facilitation	Leveraging the Design Thinking process to create an innovative environment and develop fresh ideas is a unique skill. Workshops include understanding the process and facilitating activities for people to self-learn, test ideas, and introduce new products/services to market faster through incremental design.	<ul style="list-style-type: none"> Product/Service Management Business Analysts Lead Engineers Lead Solutions Designers
Wire Frames	Use Wire Frames across all planning levels. This skill is often overlooked during the Vision phase, which can confuse later stages. The skill of sketching low fidelity wireframes is invaluable to help sharpen the Vision and test hypotheses before building products/services.	<ul style="list-style-type: none"> Product/Service Management Business Analysts UX Designers
Data Flow Diagrams (Supply Chain)	A high-level view of how people and processes may interact with data helps clarify Vision. The initial diagrams are high-level with further refinements as value stream planning continues.	<ul style="list-style-type: none"> Business Analysts Lead Engineers Lead Solutions Designers Architects
Work Flow Diagrams (Assembly Line)	Expected workflow impacts related to new products/services are crucial to support Vision realization. These diagrams provide insights into workflow impacts to support Vision implementation and are essential to identify organizational changes and develop engagement planning for areas impacted.	<ul style="list-style-type: none"> Business Owners Product/Service Management Project Management Business Analysts Change Managers Business Process Engineers



Business Increments – Skills and Roles

Skills	Description	Roles
Define Business Increments (BI)	A BI is a set of capabilities, functionality, or knowledge that, when realized, provides value to the customer and improves business outcomes. Correctly defining BIs helps create the Vision Scope and Roadmap.	<ul style="list-style-type: none"> Product/Service Management Project Management Business Analysts Business Owners
Prioritization Techniques	Prioritization skills are critical to ensure the organization is building the right things, with the highest business value and the lowest technical difficulty, to drive customer value fast and react to feedback.	<ul style="list-style-type: none"> Product/Service Management Business Owners/Analysts Lead Engineers/Architects
Early Indicator Trends	As value is delivered, the Early Indicator data is collected, analyzed, and reviewed to support iterative releases and emergent decision making.	<ul style="list-style-type: none"> Business Owners/Analysts Product/Service Management Project Management
Identify Return on Investment	Return on Investment is often ignored, which results in organizations 'shooting in the dark' and not able to make data-driven decisions. The ability to identify and track Return on Investment data is necessary to make value-driven decisions.	<ul style="list-style-type: none"> Product/Service Management Project Management Business Owners Program Managers
Inspect & Adapt Trend Analysis & Findings	As the organization looks at ways to improve internal and external relationships, it is essential to collect data and analyze trends. The findings from these trends can be used to pivot, improve delivery, and make better decisions.	<ul style="list-style-type: none"> Product/Service Management Project Management Business Analysts



Communicate Vision – Skills and Roles

Skills	Description	Roles
Stakeholder Heat Map	Identifying people impacted by the proposed Vision, both internally and externally, is a key to Vision realization. Understanding people's needs are essential to create ways to communicate. Sometimes customer journey mapping can be used to understand the causal effects as people are impacted through an introduced change.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Project Management ▪ Change Managers ▪ Business Process Engineers ▪ Business Analysts ▪ Program Managers
Engagement Plan	Effective engagement planning that is focused on who needs what information, how, and when it is communicated is a cornerstone of any change management effort. Overlooking communication causes a vacuum of change filled with false information and dilutes the intended Vision. This impacts effective decision-making at every level.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Project Management ▪ Change Managers ▪ Business Process Engineers ▪ Business Analysts ▪ Program Managers
Communication Trend Analysis & Findings	Gathering data, analyzing results, and reporting findings related to the effectiveness of communicating Vision is invaluable and should be done on a regular cadence to keep Vision realization clear.	<ul style="list-style-type: none"> ▪ Product/Service Management ▪ Project Management ▪ Change Managers ▪ Business Process Engineers ▪ Business Analysts ▪ Program Managers



Roadmap

- DigOps Enterprise Strategy Mastery: **Levels 1 – 3**
- DigOps Product/Services Management Mastery: **Level 1 - 3**

Critical Success Factors	Description
Product/Service Team/Council	Before work begins, form/assess the Product/Service Management Team/Council within the identified value stream. It is essential to create teamwork, well-coordinated movement, and flow.
Product/Service Road Map	The Product/Service Roadmap communicates how a product/service demand is likely to evolve across several major releases. It describes the product/service journey and expected outcomes across a 12-month rolling plan.
Product/Service Backlog	Based on the Product/Service Roadmap, a prioritized set of all work to be done to achieve defined outcomes. The backlog replaces the traditional requirements specification artifacts.
MBIs/Features	The Product/Service Backlog is broken down into Minimum Business Increments (MBIs) and Features that can be released, with measurable outcomes, so the organization can adapt its Vision based on emergent needs.



Critical Success Factors and Events

Critical Success Factors	Event	Description
Product/Services Team/Council	Launch Team & Events	The team launch is not something that just happens; it is a crucial piece of work that both the Team Leader and the Team intentionally focus on achieving. Teamwork helps support the Vision and carry it forward.
Product/Services Roadmap	Monthly Product/Service Roadmap Review	A regular cadence, usually monthly, to review the Product/Services Roadmap and refine for the coming three months. Information related to the current Release and other forecasted work should be factored to create an accurate Roadmap.
Product/Services Backlog	Product/Service Backlog Review	The Product/Service Backlog should be reviewed and prioritized with business stakeholders on a regular cadence. The work should meet the definition of ready and be well documented to get the best outcome.
MBIs/Features Refinement	Product/Service Backlog Refinement	Stakeholders and Delivery Team refine the work that is ready, meaning the Product/Service Management Team has defined the requirement to the best of their ability so that everyone can develop a shared view of the complexity, time investment, and uncertainty of the work in the backlog. The Product/Service Backlog should contain MBIs and Features at a minimum.



Product/Service Team – Skills and Roles

Skills	Description	Roles
Team Leadership	Leading a self-organized team around a shared Vision is a unique skill and one of the most valuable in developing new ways of working. It is essential that the Vision and Roadmap are clearly defined and understood to empower the team.	<ul style="list-style-type: none"> Product/Service Management Team/Council leader
Workflow Management	The team needs to agree and document how to manage their work. This will provide clarity and transparency and reduce risk in managing the Product/Service Road Map and Backlog flow.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Team Stakeholders
Process Engineering	Work processes need to be developed, documented and implemented, so the entire product team/council operates in a well-coordinated manner. This allows for flexibility, manages risk, and creates flow.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Team Business Analysts Lead Engineers Lead Solutions Designers Architects
Process Improvement	Regularly inspect and adapt cadence to review how work is processed and how the team works together to highlight gains, address pains, and create flow.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Team
Problem Solving	The leaders' ability to identify pain points and help the team collaborate to resolve them rather than 'fixing it for them' is a unique skill. This approach will help build strong, empowered teams.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Team Delivery Team



Product/Service Roadmap – Skills and Roles

Skills	Description	Roles
Forecasting Ability	The ability to look at current trends, delivery patterns, feedback, and other factors and forecast the Product/Service Roadmap is a necessary skill that is crucial to deliver predictably.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Program Managers
Value-Driven Decision Making	Collecting data and reviewing trends to make decisions about the Product/Service Roadmap is a skill that is often overlooked. It is essential that customer value is considered and is input into regular Roadmap Review sessions.	<ul style="list-style-type: none"> Product/Service Management Team/Council Stakeholders Program Managers
Trend Analysis & Findings	Trends related to customer satisfaction, product/service satisfaction, brand loyalty, and usage of Features and Minimum Business Increments should be analyzed on an ongoing basis with findings feeding into Product/Service Road Map Review.	<ul style="list-style-type: none"> Product/Service Management Team/Council Business Analysts Lead Engineers Lead Solutions Designers Architects
Change Management	The Product/Service Road Map should be open to continuous change based on a variety of data. Managing this change is a crucial skill to enable flexibility in a well-coordinated environment and flow.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Business Analysts Lead Engineers, Lead Solutions Designers, Architects Program Managers



Product/Service Backlog – Skills and Roles

Skills	Description	Roles
Elicitation Skills	Conversations are critical to gathering the information that improves clarity and understanding. The ability to gather and document needed information in the Product/Service Backlog will ensure that the right things are delivered correctly.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts
Prioritization Techniques	Prioritization skills are critical to ensure the organization prioritizes items with the highest business value and the lowest technical difficulty to drive value to customers fast.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers Architects
Technical Writing	Communicating technical information in a clear, uncomplicated way is essential to develop a Product/Service Backlog. Well-defined requirements and measurable outcomes help drive clarity.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts
Diagramming Skills	Driving communication through diagrams is essential and helps people understand customer needs and outcomes. There are various diagramming techniques; mapping the suitable diagram to support clarity is a unique and valuable skill. Include diagrams in the Business Increment, Minimum Business Increment, and Feature definitions to clarify and focus.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers Architects



MBIs and Features – Skills and Roles

Skills	Description	Roles
Collaboration	Active listening is a crucial collaboration skill that is often misunderstood. With a clear Vision, teams can center themselves around the goal at hand, listen, and work together to refine the Product/Service Backlog into small, consumable chunks that deliver value. Teams should practice having parallel conversations as part of leveraging Diverse Collaboration [®] .	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers, Architects
Technical Writing	Communicating technical information in a clear, uncomplicated way is essential to develop MBIs and Features. Well-defined requirements and outcomes help drive clarity.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers, Architects
Technical Acumen	Everyone should have at least a basic understanding of the technical aspects of the work and high-level knowledge of the complexity and engineering practices.	<ul style="list-style-type: none"> Product/Service Management Team All aspects of the business Business Analysts Lead Engineers Lead Solutions Designers, Architects
Story Mapping	Story Mapping is a well-documented approach to breaking work down into sizable chunks that deliver value to the customers.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers, Architects



Release



- DigOps Product/Service Management Mastery: **Levels 2 – 3**
- DigOps Product/Service Delivery Mastery: **Level 2 - 3**

Critical Success Factors	Description
Shared Vision	Everyone - Stakeholders, Leaders, Product/Service Management, Enterprise Delivery, and Delivery & Support Teams must have a clear vision and understand the Roadmap to make informed commitments.
Release Planning	The Product/Service & Delivery Team plans a time-boxed Release focused on working together, so everyone understands the work that needs to be done and plans what can be done as a team.
Release Commitment	The Product/Service & Delivery Team commits to a Release plan. They commit to the work they believe can be done and the support needed to deliver agreed outcomes.
Release Monitoring	The Product/Service & Delivery Team agrees on how MBIs and Features will be monitored throughout the Release and how unplanned work will be tracked and managed.



Critical Success Factors and Events

Critical Success Factors	Event	Description
Shared Vision	Vision Preparation	Set time aside to prepare the Vision to be consumed by people who will be delivering the value. If the Vision phase has been skipped or not done well, the delivery will be at risk, and Release Planning will most likely waste time and money.
Release Planning	Release Planning Preparation	Set time aside to coordinate activities before Release Planning. This includes all the logistics and who should be included. As part of this event, there should be a communication plan for each group of people who are expected to attend.
Release Commitment	Release Planning	The Delivery Team must commit to work for a Release, with the full support of the Product/Service Management team and Enterprise Delivery team. There is clarity in delivery outcomes and understood impacts on the Product/Service Roadmap.
Release Monitoring	Release Progress	The Delivery Team identifies and agrees on how to track their progress as a team and metrics that are important to leaders to set benchmarks and identify ways to improve. This will create transparency and manage risks to the Product/Service Backlog and Roadmap.



Shared Vision – Skills and Roles

Skills	Description	Roles
Articulate Customer Value	Communicating customer value is key to helping people understand the Product/Service Vision. Communicate customer value in ways that will be consumable by everyone involved in the delivery outcomes.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers Lead Solutions Designers, Architects
Demonstrate Testing	Share all testing and Minimum Viable Product/Service outcomes with everyone to understand the measurable outcomes the customer view. Showcasing this information in a meaningful way is essential to ensure everyone has the learnings and understands how outcomes will be measured.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Business Analysts Lead Engineers Lead Solutions Designers, Architects
Business Increments	Business Increment elaboration, desired results, and how customer feedback loops will be executed for each minimum business increment are essential to develop a shared Release plan.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts
Product/Service Roadmap	The Product/Service Roadmap, at a detailed level, for the future Release is shared in a way that the delivery team can understand. The coming six-month high-level Business Increments can be reviewed to give a picture of what is coming. Ensuring this is meaningful and consumable by the delivery team is a specific skill essential for successful outcomes.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Business Analysts Lead Engineers Lead Solutions Designers, Architects



Release Planning – Skills and Roles

Skills	Description	Roles
Elicitation	Conversations are critical to gathering the information that improves clarity and understanding. The ability to gather and document information to clarify Release Plan will ensure the right things are planned.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Lead Engineers
Facilitation	The planning sessions must be well-facilitated, with desired outcomes, tasks, and processes for managing work are fully developed and documented.	<ul style="list-style-type: none"> Product/Service Management Team Enterprise Delivery Team
Collaboration	Active listening is a crucial collaboration skill that is often misunderstood. With a clear Vision, teams can center themselves around the goal at hand, listen, and work together to refine the Release Plan into small, consumable chunks that can be delivered.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Business Analysts Delivery Teams
Story Mapping	Story Mapping is a well-documented approach to breaking work down into sizable chunks that deliver value to the customers. This is used during Release Planning to ensure hidden requirements are surfaced.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Delivery Teams
Iteration Forecast	The ability to forecast potential work for each Iteration in the Release is essential to develop a good plan. This should be based on various factors, history, capacity, dependencies, talent, and gut feel. Everyone can work on this together.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Business Analysts Delivery Teams



Release Commitment – Skills and Roles

Skills	Description	Roles
Capacity Planning	A Capacity Plan is needed for release commitment so the team can review it before committing to work for the Release. This is an essential skill and often overlooked, impacting predictability and trust, especially with newly formed teams.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Enterprise Delivery Team Delivery Teams
Estimation	The ability to give rough estimates is essential to make a Release Commitment. Breaking work into 1 - 3-day chunks and tasking work helps teams build accuracy and trust in Release Commitment.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Delivery Teams
Dependency Mapping	Mapping all dependencies will help teams sequence work and develop an achievable Release Plan that they commit to with confidence. Dependencies should be removed before committing to the Release Plan.	<ul style="list-style-type: none"> Product/Service Management Team Project Management Business Analysts Delivery Teams
Right Sizing	Sizing work based on Relative Sizing helps the entire organization understand the items that need to be broken down. This can also create an Inspect & Adapt loop by releasing part of a feature and receiving feedback before delivering the complete functionality.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Delivery Teams



Release Monitoring – Skills and Roles

Skills	Description	Roles
Forecasting Ability	As things change throughout the Release, the Product/Service Backlog and Road Map are adjusted to reflect current reality. Regularly update progress on cadence throughout the Release.	<ul style="list-style-type: none"> Product/Service Management Team/Council Business Analysts Program Managers
Negotiation	The ability to negotiate priorities and changes throughout the Release is essential to be flexible and respond to emergent needs.	<ul style="list-style-type: none"> Product/Service Management Team/Council Business Analysts Delivery Teams Program Managers
Process Engineering	Work processes need to be developed, documented and implemented, so the entire team is operating in a well-coordinated manner to manage risk and create flow.	<ul style="list-style-type: none"> Product/Service Management Team/Council Enterprise Delivery Team Business Analysts Delivery Teams Program Managers
Change Management	The Release Plan should be open to change based on a variety of data. Managing this change is a crucial skill to enable flexibility in a well-coordinated environment to mitigate risk daily.	<ul style="list-style-type: none"> Product/Service Management Team/Council Business Analysts Delivery Teams Program Managers Change Managers



Iteration



- DigOps Product/Service Delivery Mastery: **Level 2**

Critical Success Factors	Description
Refined Backlog	The Product/Service Delivery Team works together to ensure well-understood work that meets the Definition of Ready in the Product/Service Backlog.
Iteration Planning	The Product/Service Delivery Team plans refined work items from the Product Backlog for an iteration. Any potential impacts to the Release Plan should be communicated and managed.
Iteration Commitment	The Product/Service Delivery Team commits to an agreed Iteration backlog as a team. The team identifies their goals and agrees to support each other to achieve them.
Iteration Monitoring	The Product/Service & Delivery Team agrees on how to monitor the iteration manage unplanned work will be tracked and managed. Also, impacts to the Product/Service Roadmap are identified during Iteration Review.

Execute



Scrum Master/Team Coaches

- Supports team

Team Members

- Execute product vision

Product Owners

- Supports vision execution



Critical Success Factors and Events

Critical Success Factors	Event	Description
Refined Backlog	Backlog Refinement	The Product/Service Owner and Delivery Team refine the work that is ready, meaning the Product/Service Owner has defined the requirement to the best of their ability so that everyone can develop a shared view of the complexity, effort, and uncertainty of the work in the backlog.
Iteration Planning	Plan Iteration	The Delivery Team plans their work for an iteration, usually during an 'Iteration/Sprint Planning' as a team, focusing on the flow of business value during an agreed time box; this helps the team track delivery against capacity.
Iteration Commitment	Iteration Review	The Product/Service Management and Delivery Teams collaborate together to demonstrate the work that has been achieved against their commitment in an Iteration/Sprint. Everything showed must be truly working; no partial work can be displayed to celebrate their accomplishments, solicit feedback, identify issues, update forecasts and develop a strong relationship with stakeholders.
Iteration Monitoring	Monitor Iteration	The Delivery Team identifies and agrees on how to track their progress as a team and metrics that are important to leadership to set benchmarks and identify ways to improve. This will create transparency and impacts to the Product/Service Backlog and Road Map.



Refine Backlog – Skills and Roles

Skills	Description	Roles
Definition of Ready	Crafting and using the Definition of Ready is essential to save time and ensure clarity for the entire team. Work should not be discussed until it is ready for more inputs. After the session, updates should be made according to the outcomes of the session.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams
Right Sizing	Relative Sizing helps the entire organization understand the items that need to be broken down. This can also create an Inspect & Adapt loop by releasing part of a feature and receiving feedback before delivering the complete functionality.	<ul style="list-style-type: none"> Delivery Teams Business Analysts
User Stories	Writing concise and well-documented User Stories helps the team understand the persona, the need, and the desired value to ensure they deliver value over technology.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Business Analysts
Value Outcomes	Articulating value outcomes from the customer perspective is essential to ensure this is the focus and measured. Outcomes are the highest priority and should not be confused with Outputs.	<ul style="list-style-type: none"> Product/Service Owners Business Analysts
Acceptance Criteria	Clearly articulated Acceptance Criteria give the delivery team the parameters for accepting work as done. This should not be confused with Outcomes. Acceptance ensures the feature is built technically sound and achieves desired outcomes.	<ul style="list-style-type: none"> Product/Service Owners Business Analysts Delivery Teams



Iteration Planning – Skills and Roles

Skills	Description	Roles
Facilitation	The planning sessions must be well-facilitated, with desired outcomes, tasks, and processes for managing work fully developed and documented.	<ul style="list-style-type: none"> Product/Service Owners Leadership Delivery Teams
Collaboration	Active listening is a crucial collaboration skill that is often misunderstood. With a clear Vision, teams can center themselves around the goal at hand, listen, and work together to refine the Iteration Plan into small, consumable chunks that can be delivered.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Business Analysts
Tasking	As part of Iteration Planning, delivery teams should break work down into tasks. This allows for more accurate planning, helps identify dependencies, and helps the team pair and swarm.	<ul style="list-style-type: none"> Delivery Teams Business Analysts
Sequencing	It is up to the Product Owner to prioritize the Iteration Backlog, but the team also needs to review and use sequencing skills to identify dependencies. This negotiation involves all team members to ensure they are working on the right things in the required order.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Business Analysts



Iteration Commitment – Skills and Roles

Skills	Description	Roles
Capacity Planning	The Capacity Plan has been reviewed before committing to work for the Iteration. This is an essential skill and often overlooked, impacting predictability and trust, especially with newly formed teams.	<ul style="list-style-type: none"> Leadership Delivery Teams
Dependency Mapping	Mapping all dependencies will help teams sequence work and develop an achievable Iteration Plan that they commit to with confidence.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Business Analysts
Estimation	The ability to give rough estimates is essential to make an Iteration Commitment. Breaking work into 1 - 3-day chunks and tasking work helps the team build accuracy and trust in Iteration Commitment.	<ul style="list-style-type: none"> Delivery Teams Business Analysts



Iteration Monitoring – Skills and Roles

Skills	Description	Roles
Information Radiators	The team should agree, develop, and use information radiators to monitor the Iteration progress against the original plan. These should be understood and available to all Stakeholders to provide transparency and help make adjustments.	<ul style="list-style-type: none"> Product/Service Owners Leadership Delivery Teams
Negotiation	The ability to negotiate priorities and changes throughout the Iteration is essential to be flexible and respond to emergent needs.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Process Engineering	Work processes need to be developed, documented and implemented, so the entire team operates in a well-coordinated manner. This allows for flexibility.	<ul style="list-style-type: none"> Delivery Teams Business Analysts
Change Management	The Iteration Plan should not change much, but there should be a change plan to manage unexpected occurrences. The ability to manage this change is a crucial skill to enable flexibility in a well-coordinated environment.	<ul style="list-style-type: none"> Product/Service Management Team Business Analysts Delivery Teams
Forecast Management	The Product/Service Road Map and forecasts should be adjusted based on the progress of the Iteration. This requires the ability to understand progress, changes, dependencies, and projected work.	<ul style="list-style-type: none"> Product/Service Management Team Leadership Program Manager



Daily



- DigOps Product/Service Delivery Mastery: **Level 2**

Critical Success Factors	Description
Preparation	The entire team takes the time to prepare for the daily planning meeting to ensure transparency and that issues are ready to be discussed.
Daily Planning	The team reviews previous commitments and makes a team plan for the next 24 hours. Any impediments and issues are raised and monitored.
Daily Commitment	The team agrees on the planned work for the next 24 hours and commits to working together to deliver on their commitment.
Daily Monitoring	The team monitors their progress daily to determine progress, course correct, and ensure the highest value items are being delivered according to commitment.

Execute



Scrum Master/Team Coaches

- Supports team

Team Members

- Execute product vision

Product Owners

- Supports vision execution



Critical Success Factors and Events

Critical Success Factors	Event	Description
Preparation	Daily Planning Preparation	Daily Planning Preparation is done either individually or with pairs or teams working together on specific items. The team must come prepared to discuss the flow of the highest value items.
Daily Planning	Daily Planning	The Delivery Team plans their work daily, usually during the 'Stand Up.' As the team develops fluency, their Daily Plan should focus on planning and commitments they have made in the last 24 hours and how they, as a team, can move work forward in the next 24 hours.
Daily Commitment	Daily Planning	The Delivery Team makes commitments and reviews them daily. As teams see trends in an inability to achieve daily commitments, they will remove root causes that will help planning at every level.
Daily Monitoring	Trend Analysis Impediment Resolution	The Delivery Team plans their work daily, usually during the 'Stand Up' as a team; as the team develops fluency, they should take ownership of their workflow to understand trends using information radiators and ensure transparency and predictability.



Preparation – Skills and Roles

Skills	Description	Roles
Definition of Done	Team documents and uses Definition of Done to ensure all work that is completed meets this test. This applies to all work, specific requirements, and acceptance criteria.	<ul style="list-style-type: none"> Product/Service Owners Leadership Delivery Teams
Identify Impediments	In preparation for daily planning, it is essential to be ready to discuss any new impediments and the status of existing constraints.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Impediment Resolution	The team should review the Impediment register/backlog to identify and update impediment resolution before attending the daily planning meeting.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Business Analysts
Manage Unplanned Work	Any unplanned work should be highlighted, and the team should hold themselves accountable to the agreed process for managing this work. The leader should help to resolve these issues.	<ul style="list-style-type: none"> Product/Service Owner Business Analysts Delivery Teams Leadership



Daily Planning – Skills and Roles

Skills	Description	Roles
Facilitation	The planning sessions must be well-facilitated, with desired outcomes, tasks, and processes for managing work fully developed and documented.	<ul style="list-style-type: none"> Product/Service Owners Leadership Delivery Teams
Collaboration	Active listening is a crucial collaboration skill that is often misunderstood. With a clear Vision, teams can center themselves around the goal at hand, listen, and work together to refine the Daily Plan into small, consumable chunks that can be delivered.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Escalation	This is a critical skill that is often overlooked by teams and leaders. Escalation should be quick, well-articulated, and progress tracking. We cannot manage what we do not know; it is essential to have an escalation plan and have critical conversations.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Highest Value Delivery	The team should create their daily plan based on the highest business value based on backlog prioritization.	<ul style="list-style-type: none"> Product/Service Owner Delivery Teams



Daily Commitment – Skills and Roles

Skills	Description	Roles
Intuition	Some gut feel is part of daily plan and should be considered when the team is working on their plan. There is nothing wrong with voicing a feeling and considering this as 'data' when developing a plan.	▪ Delivery Teams
Swarming	The ability for the team to work together to solve a problem or focus on delivering an essential work item is essential for high performing teams.	▪ Delivery Teams
Team Work	Working as a team to achieve daily commitments should be the first priority for the entire team. They should commit and deliver as a team.	▪ Delivery Teams
Commitment	Daily commitment should be achieved at every session. Status updates do not help everyone understand what is expected of the team and what they expect from each other.	▪ Delivery Teams



Daily Monitoring – Skills and Roles

Skills	Description	Roles
Information Radiators	The team should agree, develop and use information radiators to monitor the Iteration progress against original plan. These should be understood and available to all Stakeholders to provide transparency and help make adjustments.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Impediment Tracking	Impediments should be visible and tracked. The team should be reviewing the trends for types of reoccurring impediments and time lost.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Defect Trends	The team should be openly discussing defects and trends at the daily planning session so they can push quality left and identify issues that cause defects.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership
Delivery Trends	The team should be reviewing trends in delivery, what impacts delivery and what helps accelerate delivery so they can improve regularly.	<ul style="list-style-type: none"> Product/Service Owners Delivery Teams Leadership



Learning Options - Leverage New Ways of Learning

1. Game Play With Your Team

- *Plan a workshop or off-site with your Product Management Team*
- *Login to game and leverage learnings with your team*
- *Use this guide as a tool for deeper understanding*

2. Enterprise Product Management Master Certification

- *Offered by Apex Systems*
- *15 hours of learning and practicing*
- *Learning and application (10%, 20%, 70% learning)*

3. Enterprise Product Management Workshop

- *Apex Systems onsite 2-day workshop with your team(s)*
- *Professional facilitation and experienced coaching*
- *Practical application*

