

No More Hippos!

Collaborative Prioritization



This case study is from a UK Government department providing data and compliance services to the UK public through Web, Mobile and API channels.



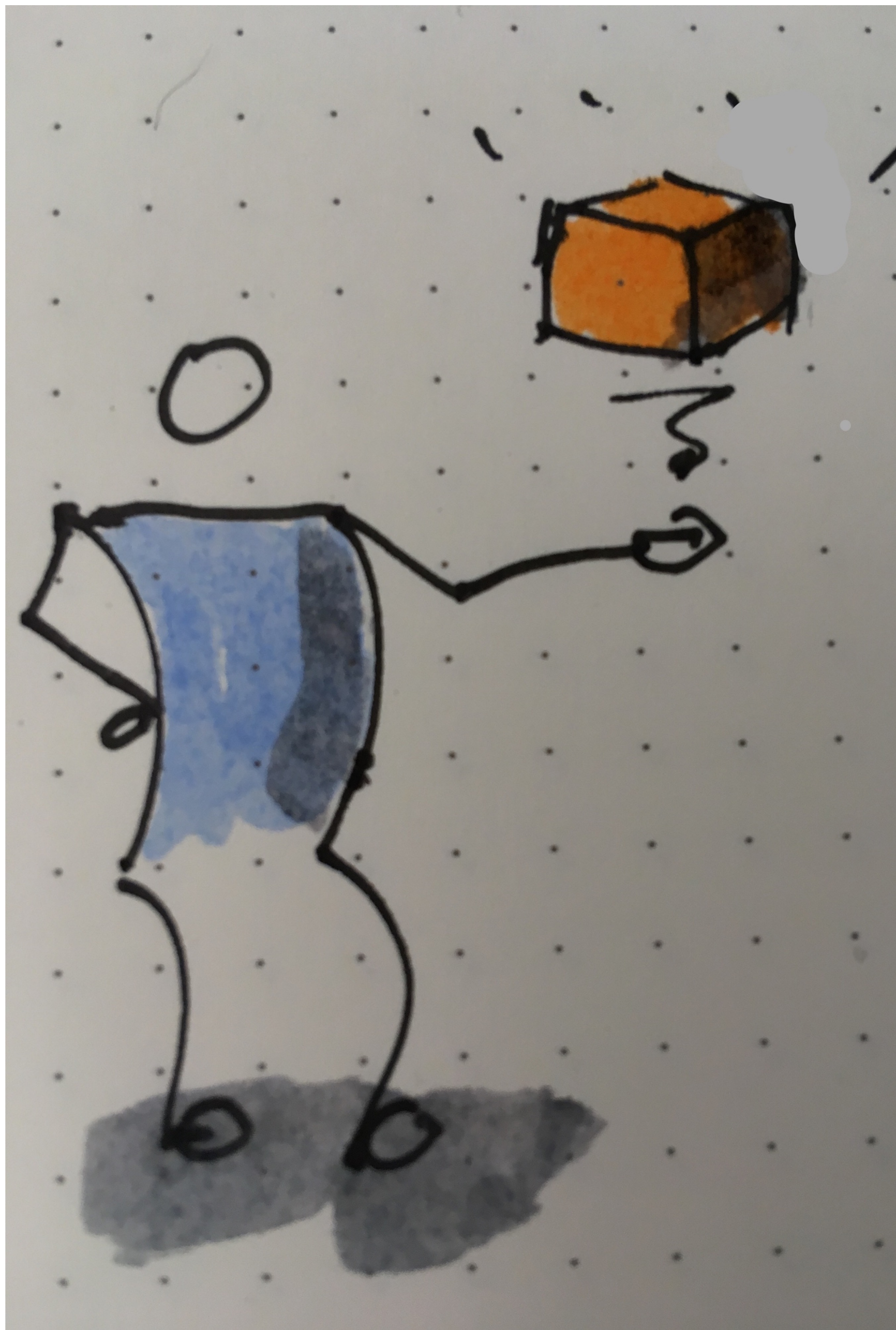
Organizational State of Play

- Inconsistent prioritization – constantly changing priorities at executive level
- Project focused teams with traditional project management – lack of PO empowerment and team engagement
- 8 teams each with their own backlog causing local optimization

Transparent Prioritization

- Understand criteria – executive workshop to agree criteria
- Agree weighting – score weightings agreed
- Apply to initiatives – prioritize and then reduce WIP
- Make transparent – criteria and initiative priority displayed clearly

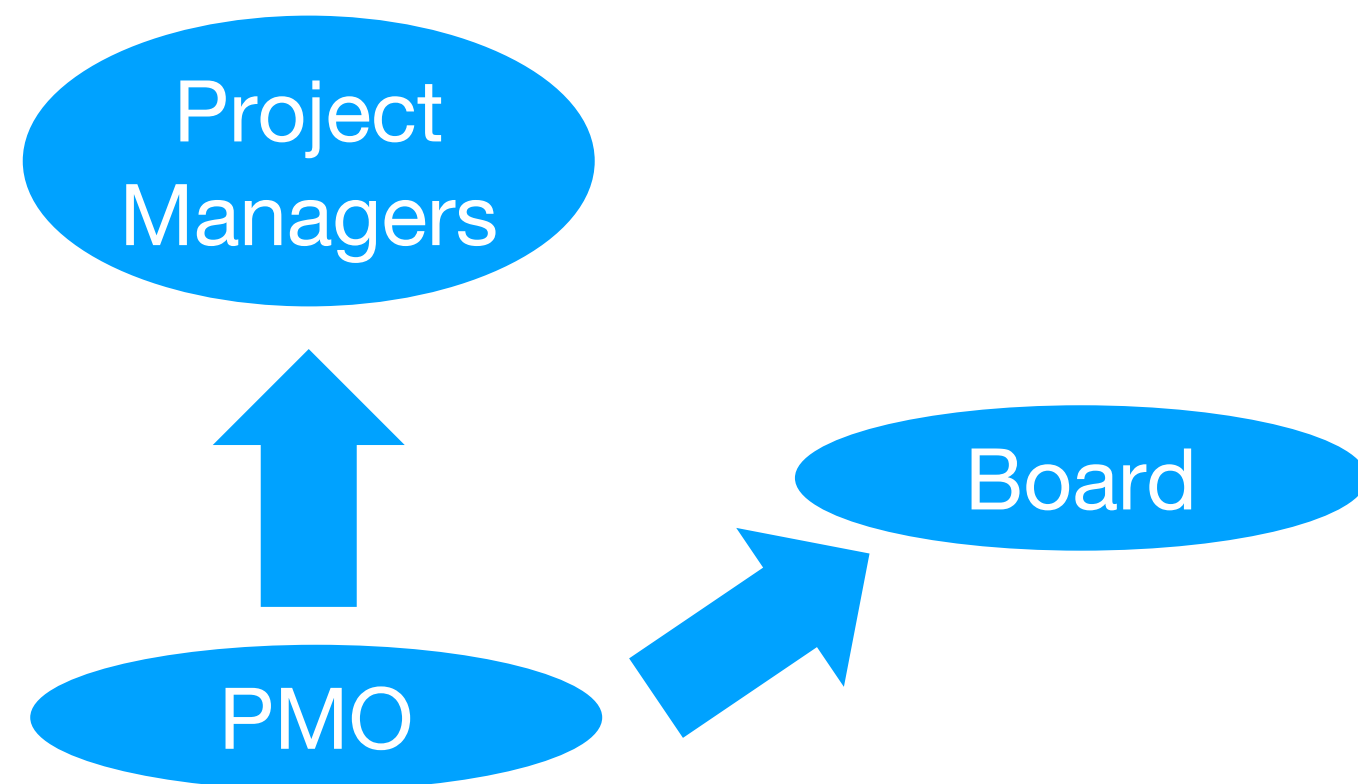
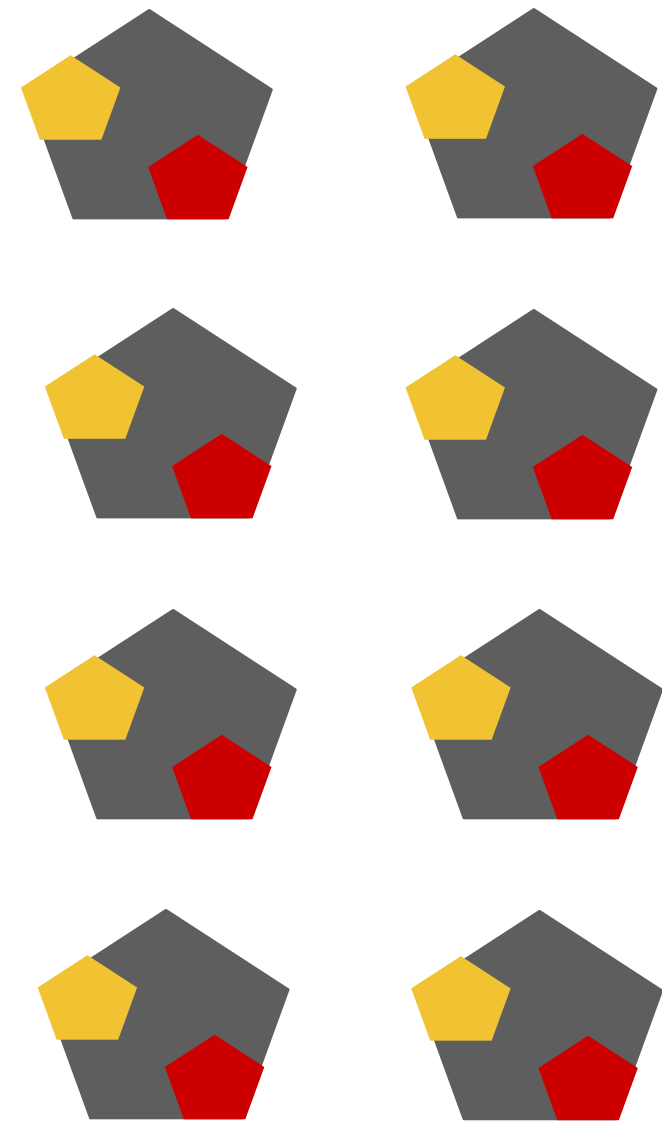




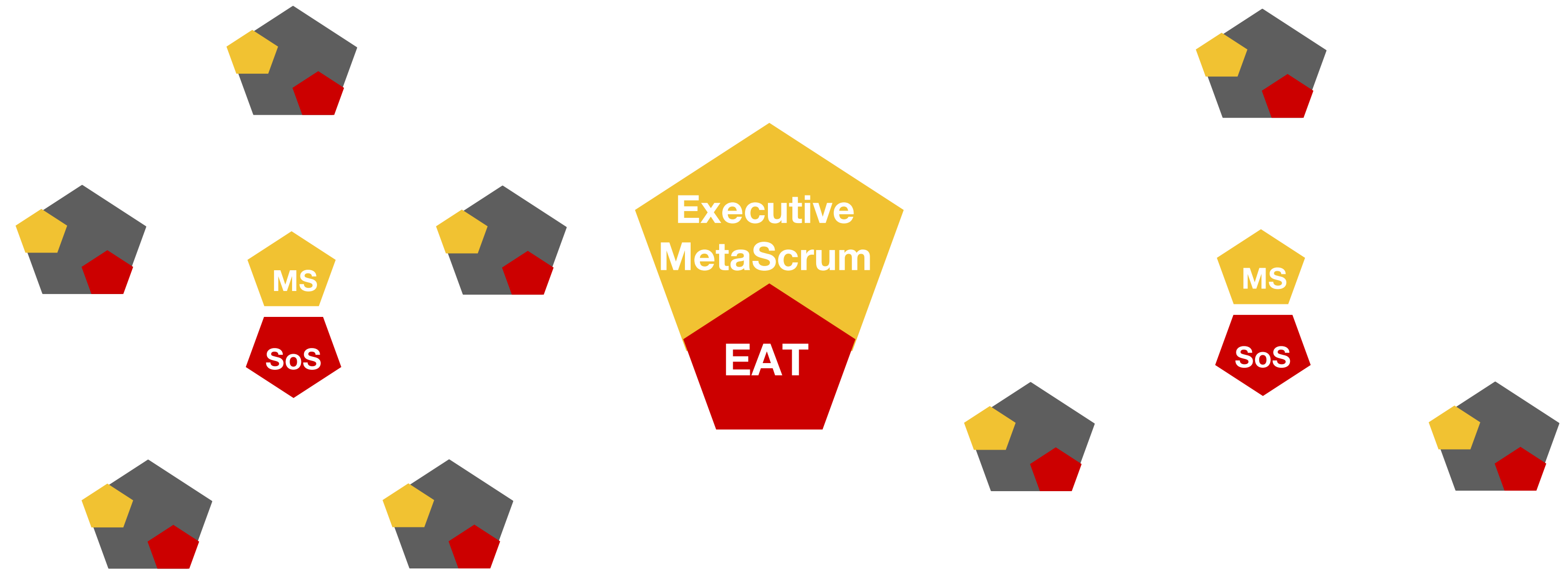
Product focused teams

- Product Workshops run to agree products - 17 products reduced down to 3
- System Optimization – still a lack of flexibility - now single product
- Component Team – rearranged to feature teams
- Alignment – SoS repurposed from an event to a Release Team

Before



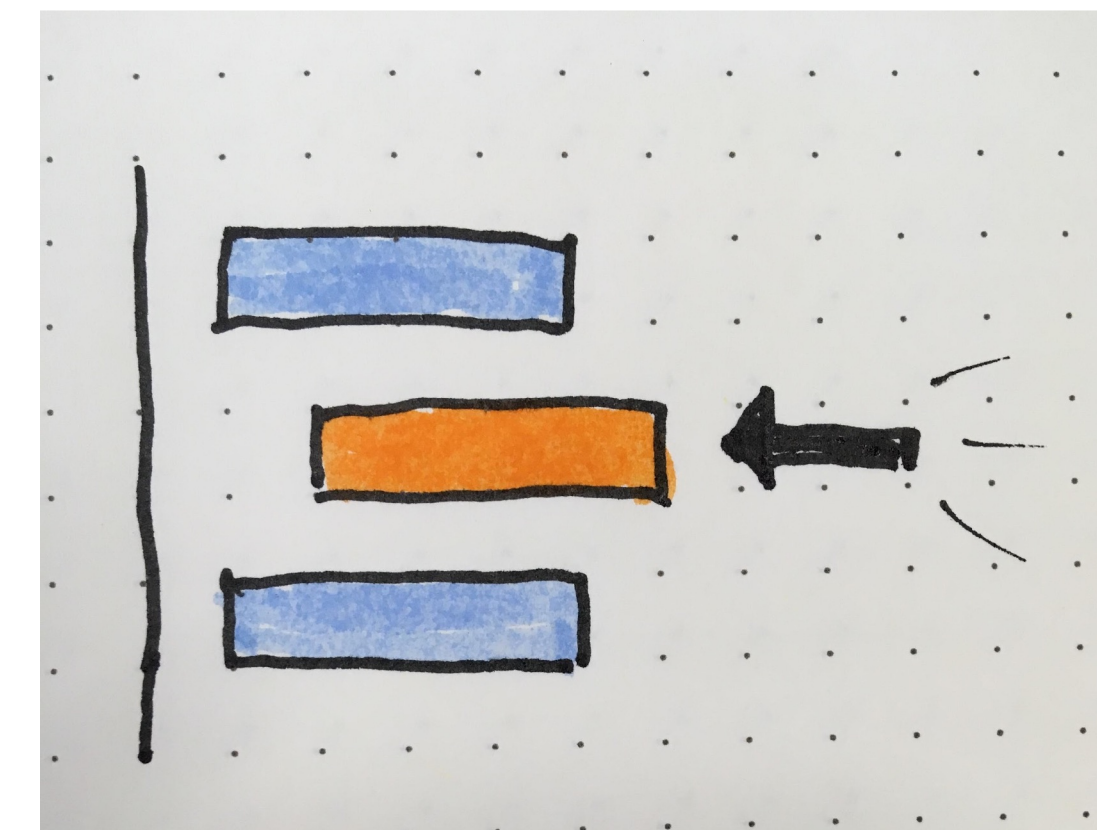
After



Product focused teams

Team Alignment and Coordination

- Collaborative Refinement and Planning – teams that worked in the same business domain planned together
- Cross-Team Learning – addition of group retro
- Ownership –organised around a business domain
- Focus – less context switching due to new structure



Conclusion

- Team health visualization performed before and multiple times during transformation have shown improvements especially in the categories of “Team Dynamics”, “Leadership”, “Quality” and “Time to Market”
- NPS scores (run at EAT and Team) are consistently improving
- Escaped defects reduced by 30%
- The organization is now working on reducing time to market even further through applying DevOps mindset and tools