

# AGILE EVOLUTION

## Case study

# Steering a Product team to peak efficiency and punctuality

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# AGENDA

- ✓ Initial state
- ✓ Transformation
- ✓ Measuring productivity
- ✓ Handover

# ABOUT ME

Ex developer, project manager,  
fell in love with Agile and  
Scrum  
and living it ever since!



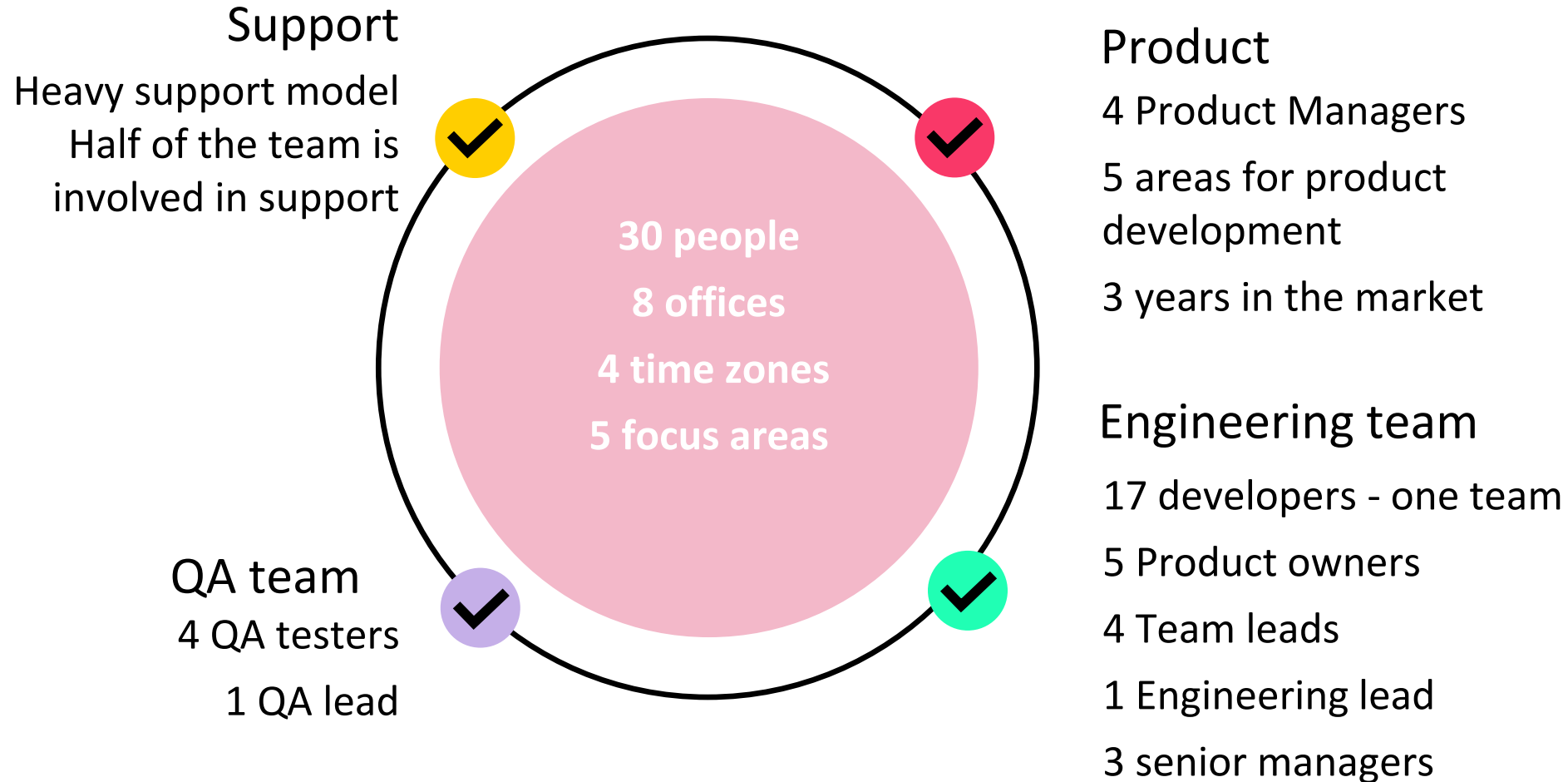
# NAVIGATING SUCCESS



## KEY ACTIVITIES

- Identification of challenges with previous operating model
- Optimize team performance and product value delivery

# TEAM / PRODUCT STRUCTURE



# ASSESSMENT and CHALLENGES

## Assessment



- Agile process immaturity
- Lack of scope planning
- Delivery risk

## Challenges



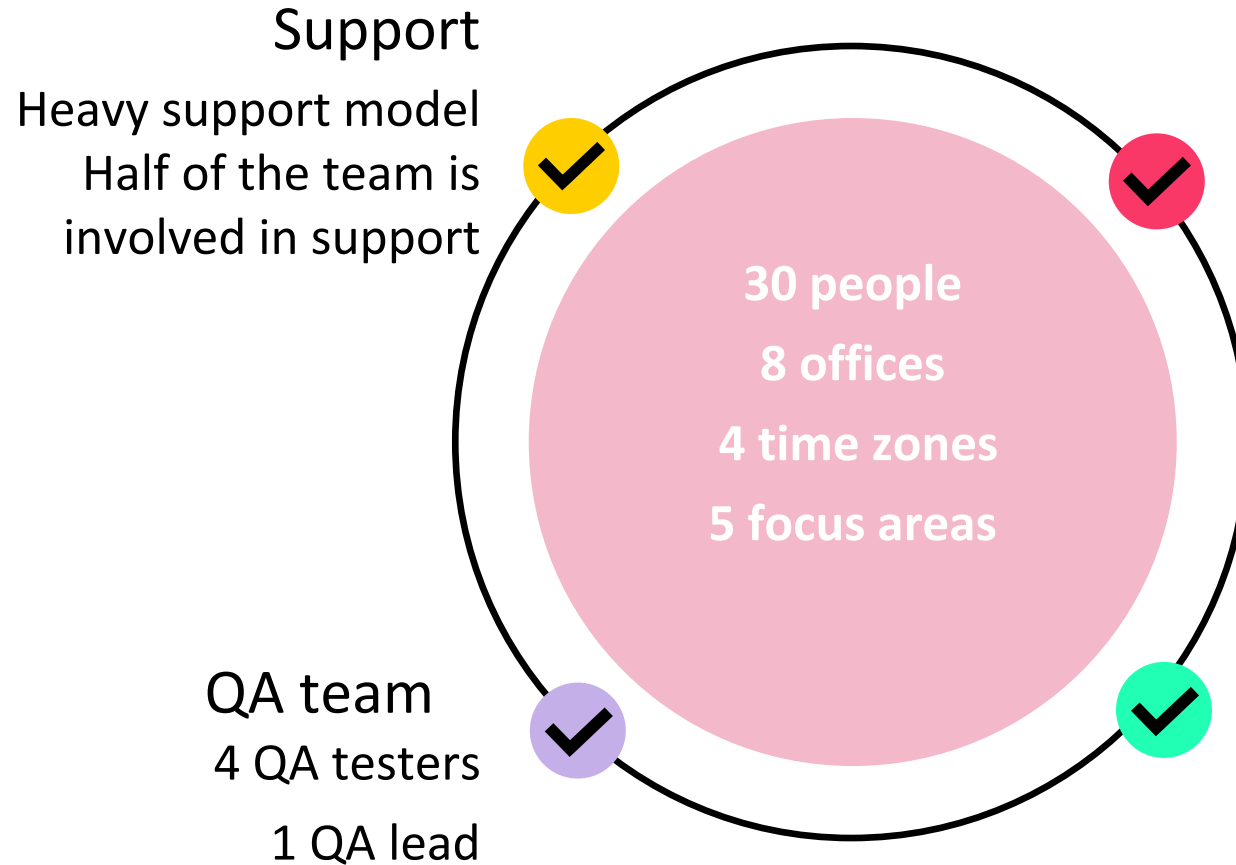
- Product owner's strategy
- QA testing strategy
- Team's Reputation
- Limited engagement of Agile coach

# TRANSFORMATION

What to do first?!



# TEAM / PRODUCT STRUCTURE



## Product

4 Product Managers  
5 areas for product development  
3 years in the market

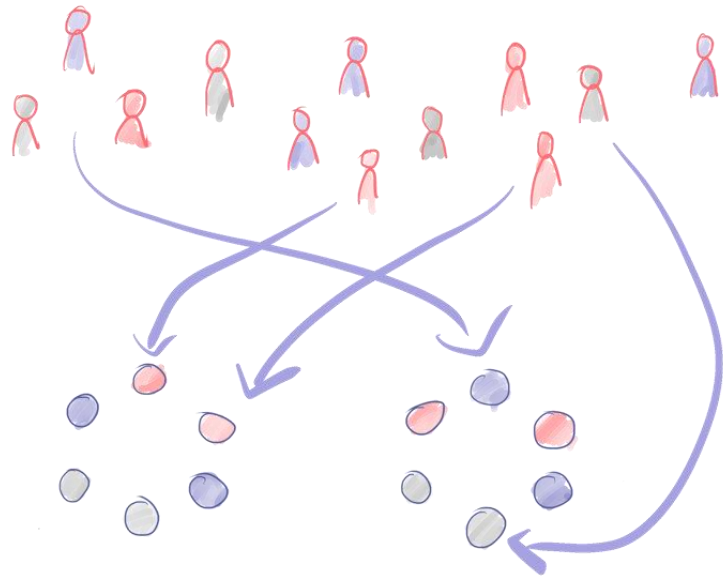
## Engineering team

17 developers - one team  
5 Product owners  
4 Team leads  
1 Engineering lead  
3 senior managers

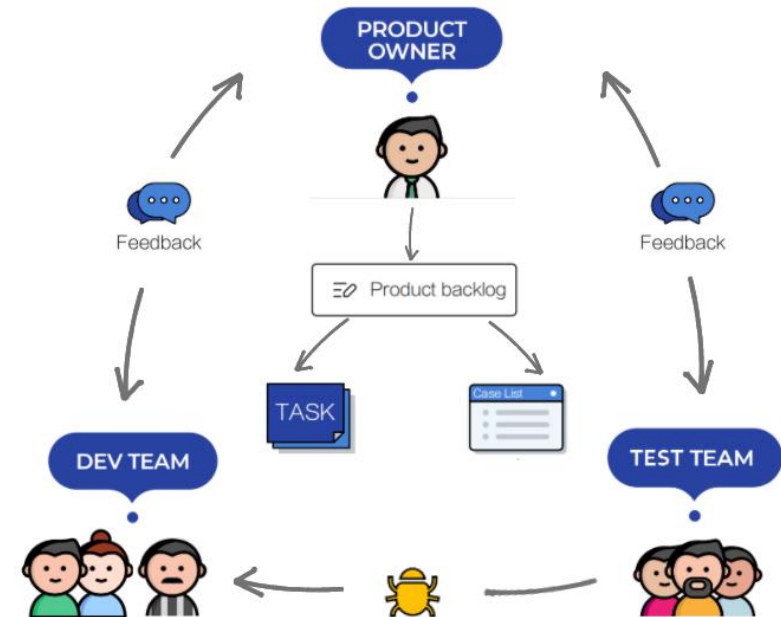


# TRANSFORMATION of Engineering team

## 1 Create team's operating model



## 2 Create Product owner development strategy

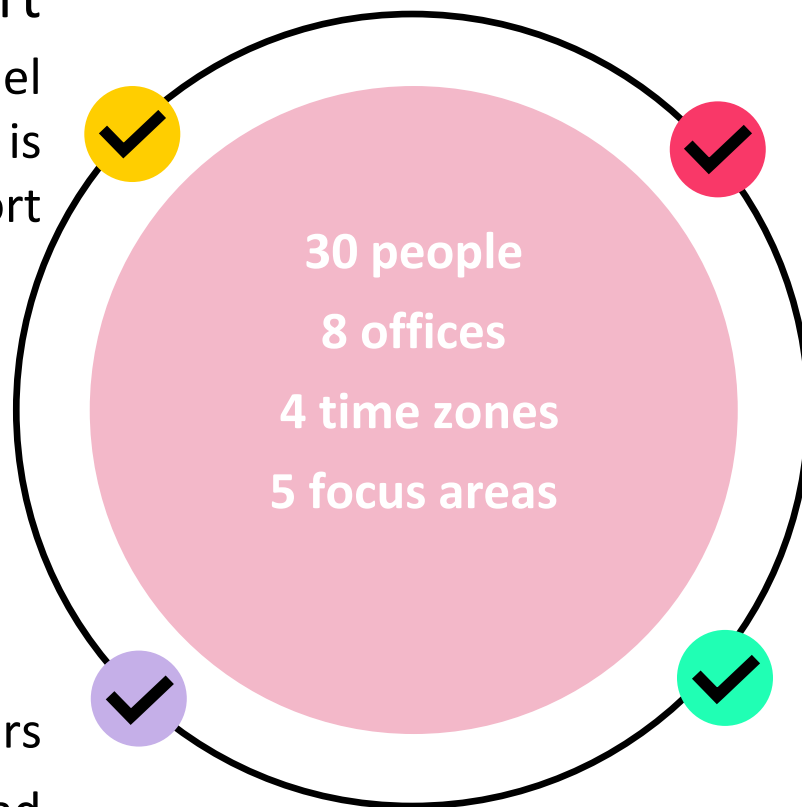


| Type  | Meeting name              | Participants, occurrence and owner   | Purpose  | Notable Impact   |
|-------|---------------------------|--|--|--|
| SCRUM | <b>Backlog Refinement</b> | <b>Participants:</b> PMs and POs, QA representatives (+ Scout)<br><b>Occurrence:</b> 2 times per sprint<br><b>Duration:</b> 1 hour<br><b>Owner:</b> Agile coach (transitioning to POs) | <ul style="list-style-type: none"> <li>Refine and estimate work items for future Sprints</li> <li>Answer business / technical questions</li> </ul> | <ul style="list-style-type: none"> <li>Agree on acc criteria</li> <li>Collaborative estimation</li> <li>Identify prep work (e.g. analyses or spikes) before actual work can start</li> </ul> |

# TEAM / PRODUCT STRUCTURE

**Support**  
Heavy support model  
Half of the team is involved in support

**QA team**  
4 QA testers  
1 QA lead



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# TRANSFORMATION of Product team

## Focus areas



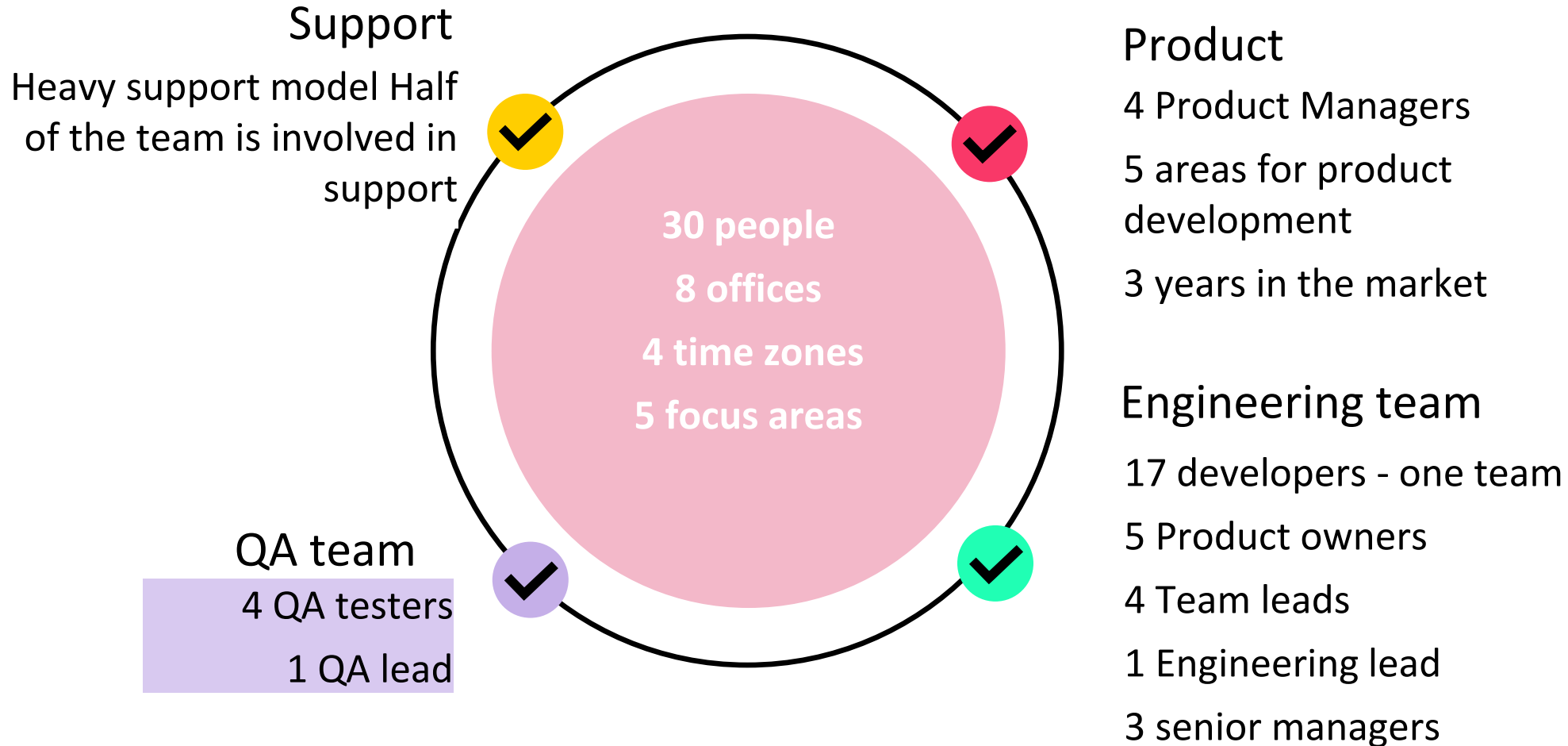
- Establish connections:
  - PO, Engineering and QA team
- Stabilize release cycle frequency
- Requirement quality

## Enforce processes



- Quarterly planning process
- Outline dependencies and milestones
- PI kick off
- Progress monitoring
- Tools standardization

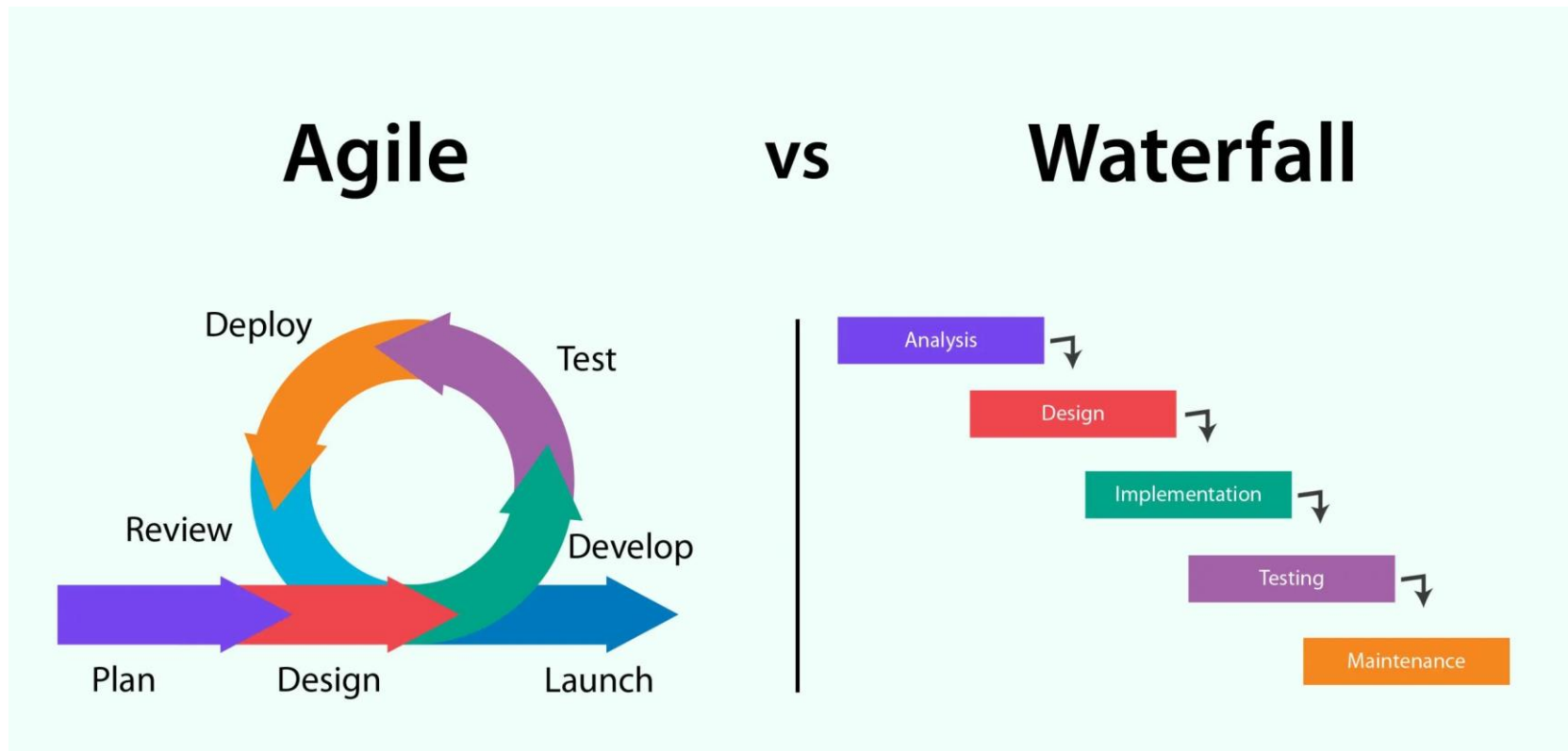
# TEAM / PRODUCT STRUCTURE



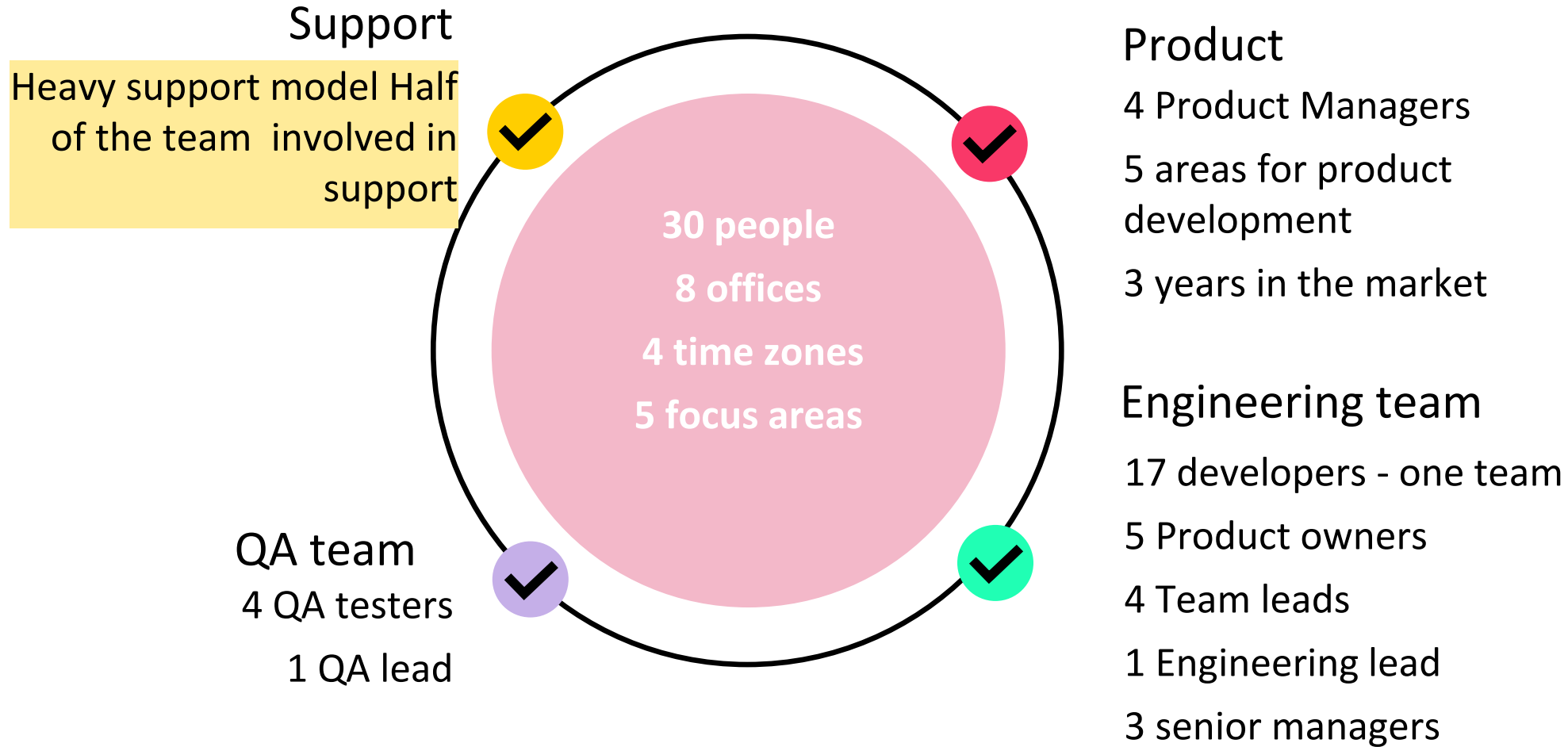
# TRANSFORMATION of QA team

**1** Replace waterfall - Embed into DoD

**2** Shift left the mindset



# TEAM / PRODUCT STRUCTURE



# TRANSFORMATION of SUPPORT MODEL

- 1 Challenging efficiency
- 2 Implement efficient support model



# MEASURING PRODUCTIVITY

What to measure?



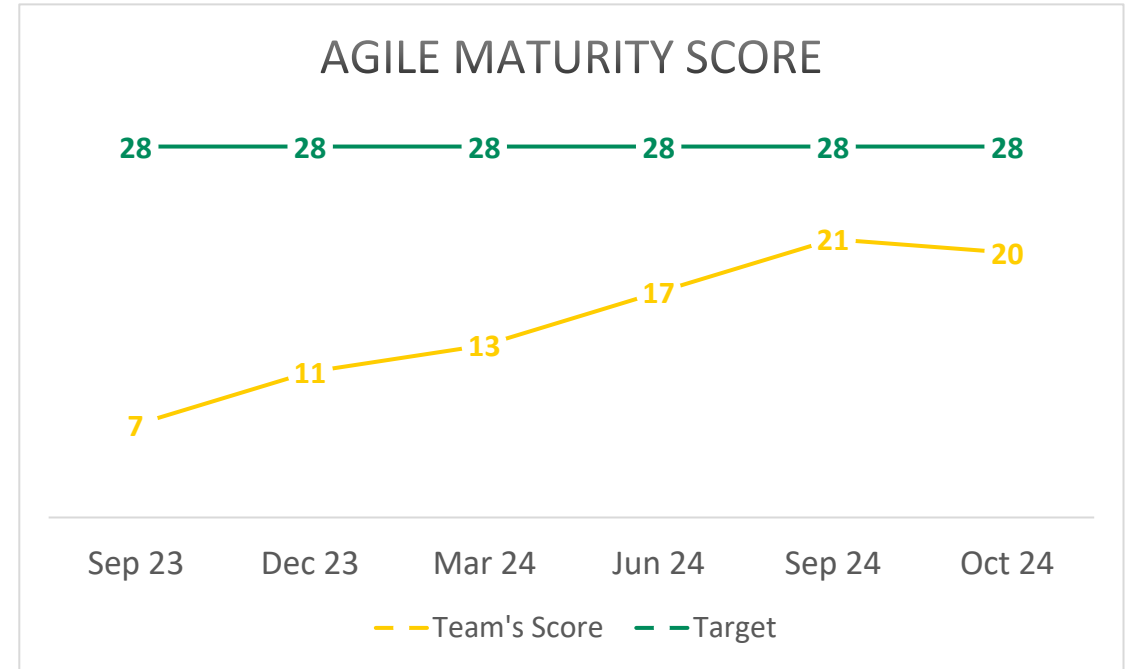


# Maturity score

Metrics to follow



- Commitment reliability
- Scope change
- Velocity volatility
- Cycle time
- Backlog health
- **Agile maturity score 7 -> 21 (of 28)**



# HANDOVER

## Delegate

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- Frequent practices - Scrum ceremonies
- Non-frequent practices - PI preparation
- Backlog maintenance
- Empower team leadership

## Keep

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- Focus on important milestones
- Planning for the next cycle
- Team's reputation

# KEY TAKEAWAYS



Assess and review operating model constantly.  
Rely on feedback



Draft OKRs per quarter and reflect.  
Define measure of success in each step of the way



Recognize handover moment.  
Start with high-frequency activities. Then extend.

**And enjoy the results!!**

# TIPS & TRICKS



“There are too many meetings”. On the other hand, “There are less meetings and meetings are well-purposed”. Measure time needed for meetings and do the analyses



First retrospective - Feedback workshop.  
Giving personal touch, add humour to it



Always that one “complainer”  
Keep that person close to you, get additional view, give suggestion a chance, put him as an owner



Repeat what you want very often.  
It takes a lot of time until people really start adopting 😊

Questions