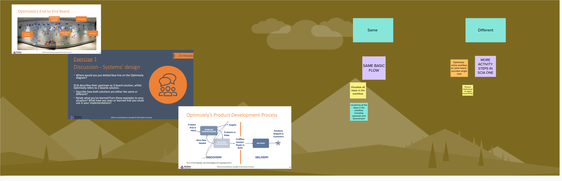
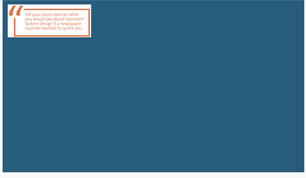

Optimizely's End to End Board
Exercise 1
Discussion - Systems' design
Same
Different
SAME BASIC FLOW
MORE INTENSIVE ACTIVITY SOME ONE
Optimizely's Product Development Process

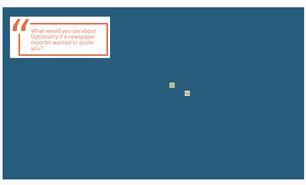

Tell your peer partner what you learnt about Optimizely's system design if a newspaper reporter wanted to quote you

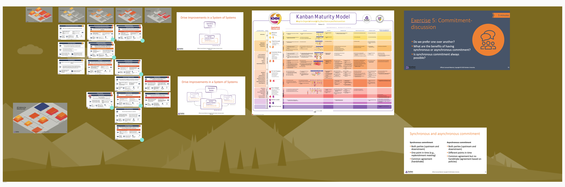
Exercise 2 - Turbulent Flow
15 min
Do you observe at your work any causes of turbulent flow? Which of the items resulted from failure, disruptive or speculative demand?
Did you have to expedite them in consequence?
What improvements could you introduce to minimise or cancel this demand?
Regulatory work Disruptive demand
LOOK FOR ACTIVITIES INCLUDE TEAM MEMBERS WHO ARE NOT ON THE BOARD
Regulatory work
Speculating Team & INPUT Speculative Demand
People Team & INPUT Disruptive Demand
Causes of a Turbulent Flow

Exercise 3 – Discarded and aborted work
15 min
Trace back to the Practice Map and mark down the practices talking about discarding and aborting items.
What maturity level are they?
What can you do at the maturity level you are now?
What value would that bring to your organization? How could you use this knowledge?
Kanban Maturity Model
Discarded Work
Aborted Work

1 minute walk and talk, tell a partner what you learnt about turbulent flow and discarded and aborted work

Exercise 4 – Roles
5 min
Does the role of Flow Manager or Service Delivery Manager exist in your organization (which if not, would it be easier to Scrum)?
If not, who is responsible for support roles, responsibilities & job descriptions?
Who would play the Flow Manager role?
What other roles cannot take? Which responsibilities and what policy changes? Do you envisage an issue?
Typical Structure of a Flow Manager
Typical Structure of Wiki


What would you say about Optionality if a newspaper reporter wanted to quote you?


Kanban Maturity Model
Exercise 5: Commitment-discussion
Do we prefer one way product development or a Kanban-based approach?
Is Kanban a sustainable commitment?
Is a continuous commitment always desirable?
Systematic and psychosocial commitment

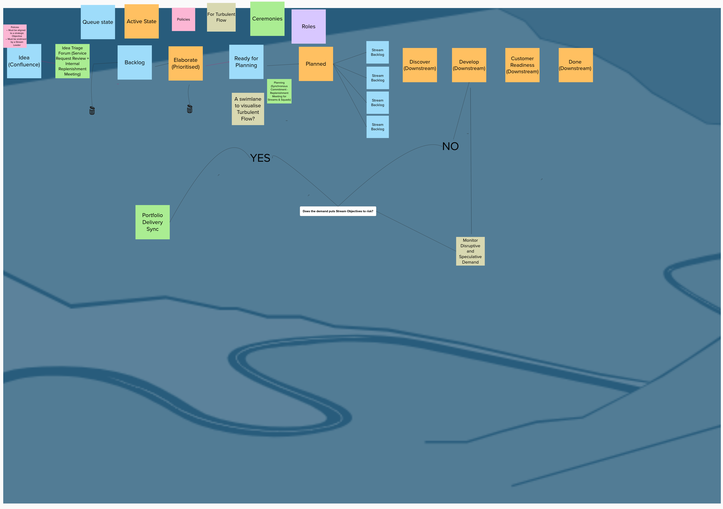
1 minute walk, stretch and tell your partner what you just learnt about triage.

DESIGN EXERCISE – PART 1
20 minutes
Using the knowledge from this module, draft your 1st upstream system design.
Consider:
Kanban design (1-2, 3 boards solution?)
Visualisation practices
Policies (e.g., definition of ready, re-order policies)
Work in Progress limits and re-order point
Commitment point
Discarded items bin
If your upstream system already exists, use it and think about improvements you could introduce.

DESIGN EXERCISE – PART 2
10 minutes
Using the knowledge from this module, add turbulent flow and discarded items elements to your upstream system design.
Consider:
Type of turbulent flow you observe
How to visualise it
Where to place it
Policies for turbulent flow
Visualisation and management of discarded items
Establishing a healthy large for discarded items

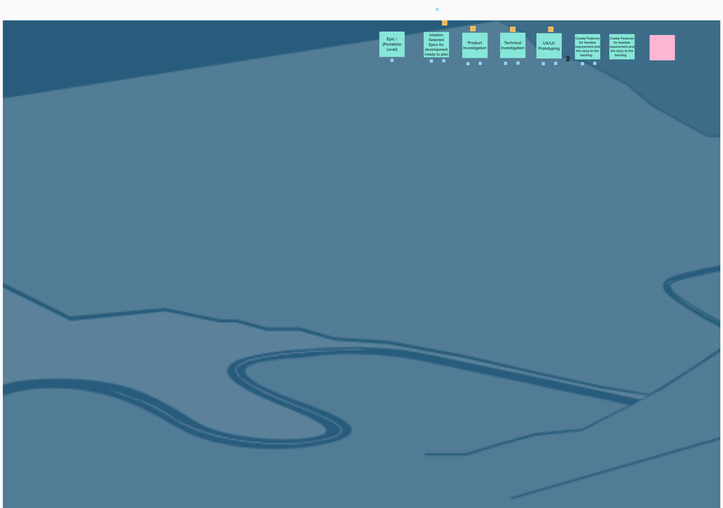
DESIGN EXERCISE – PART 3
15 minutes
Using the knowledge from this module, add using and feedback loops to your upstream design.
Consider:
The rates you would need to introduce
The purpose of your current cadences
Which feedback loops operate effectively already
The cadences which could be improved
The cadences which are missing and would bring the value to the organisation

DESIGN EXERCISE – PART 4
10 minutes
Using the knowledge from this module, add real options and triage to your system design.
Consider:
How difficult that would be for your organisation to introduce triage and real options
What resistance you can face and from whom
What policies you should add to ask options and triage
Which feedback loops would support real options and triage


Queue state
Active State
Policies
For Turbulent Flow
Ceremonies
Roles
Idea (Confluences)
Idea Triage Forum (Product Backlog Refinement Meeting)
Backlog
Elaborate (Prioritised)
Ready for Planning
Planned
Stream Backlog
Discover (Downstream)
Develop (Downstream)
Customer Readiness (Downstream)
Done (Downstream)
A swimlane to visualise Turbulent Flow?
YES
NO
Portfolio Delivery Sync
Does the demand pulls Stream Objectives to start?
Monitor Disruptive and Speculative Demand

DESIGN EXERCISE – PART 5
Turbulent Flow

DESIGN EXERCISE – PART 6
20 min
Complete the following activities and prepare to report your results.
Review your design
Does it open the typical "Kanban" priorities in upstream workflows from your chosen domain?
Do you need to add or remove policies to ensure that the wire workflow maps? If so, why?
Did you detect the points of production in your design?
Recognize that at the point of diminishing returns from an activity it is time to make a decision.
Collect potential decision points and their characteristics
Do you have the information to make and how would you master them?
Do what foundation?
Design upstream policies
Describe the roles which would help you in managing upstream system.
How would you introduce them? You can use the „introducing roles" slide to support your decision.


Epic / Portfolio Level
Initiative Level (Epics for development ready for pull)
Product Investigations
Technical Investigations
UX/UI Prototyping
Create Features for feasible development the story to the backlog
Create Features for feasible development the story to the backlog