

Battle for Agility - LeSSons from the Trenches

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Government Digital Products (Platform)

4 November 2024



ABOUT ME

Agile Practitioner

Professional Scrum Master (II), Certified LeSS Practitioner

Experience

Scrum Master, Business Grants Portal
(2021-2023)

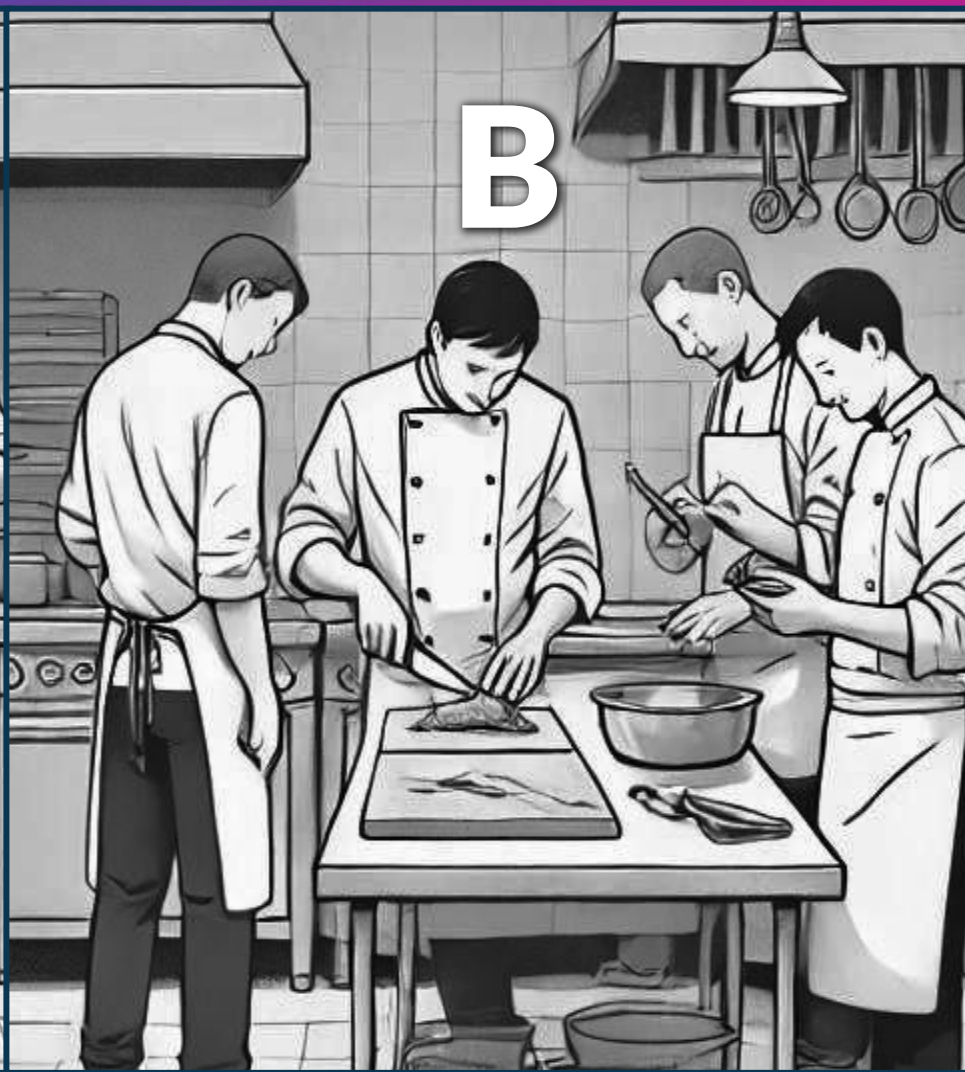
Product Owner, Build On BoB (2024-Now)



A



B



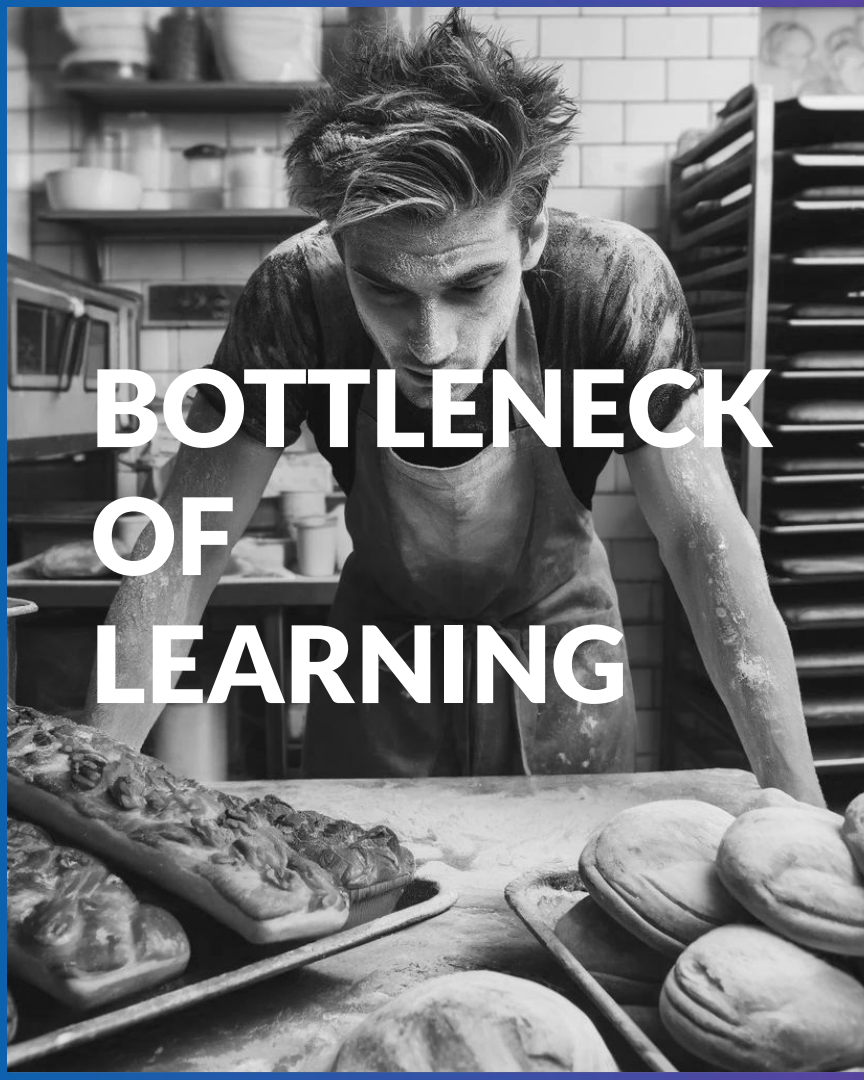
New order of 1000 Desserts





SUSTAINABLE?

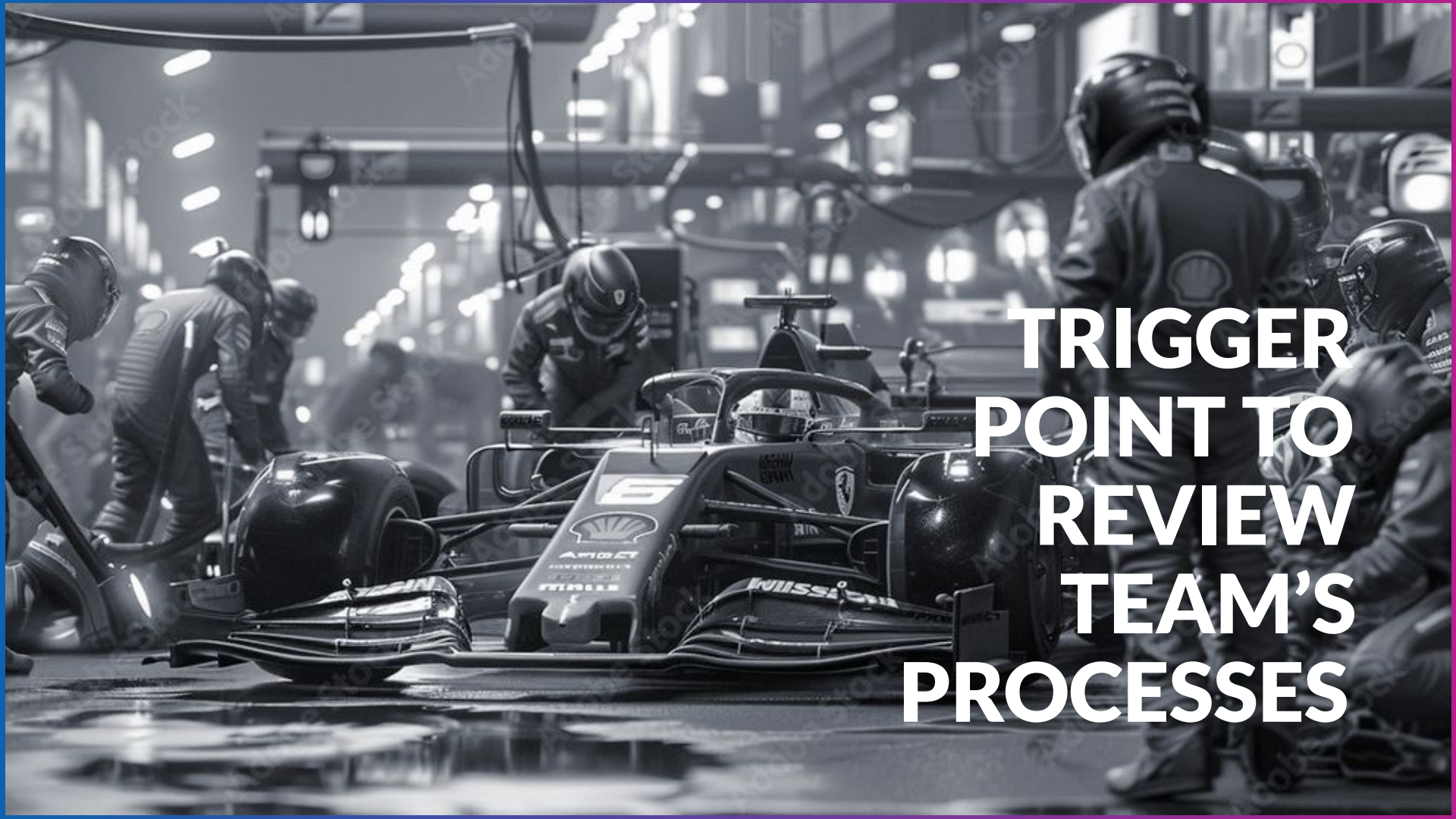




UNINTENDED CONSEQUENCES

TECH DEBT
BOTTLENECKS
WASTE
UNRESPONSIVENESS





TRIGGER POINT TO REVIEW TEAM'S PROCESSES



MULTIPLE BACKLOGS
+ SILOS
+ SUDDEN CHANGE IN PRIORITY
+ TIME CRUNCH

→ BOTTLENECK OF LEARNING
→ INABILITY TO PIVOT AND REACT
→ WASTE

WHAT GOOD LOOKS LIKE



1 product
backlog

10



Flexibility over
productivity

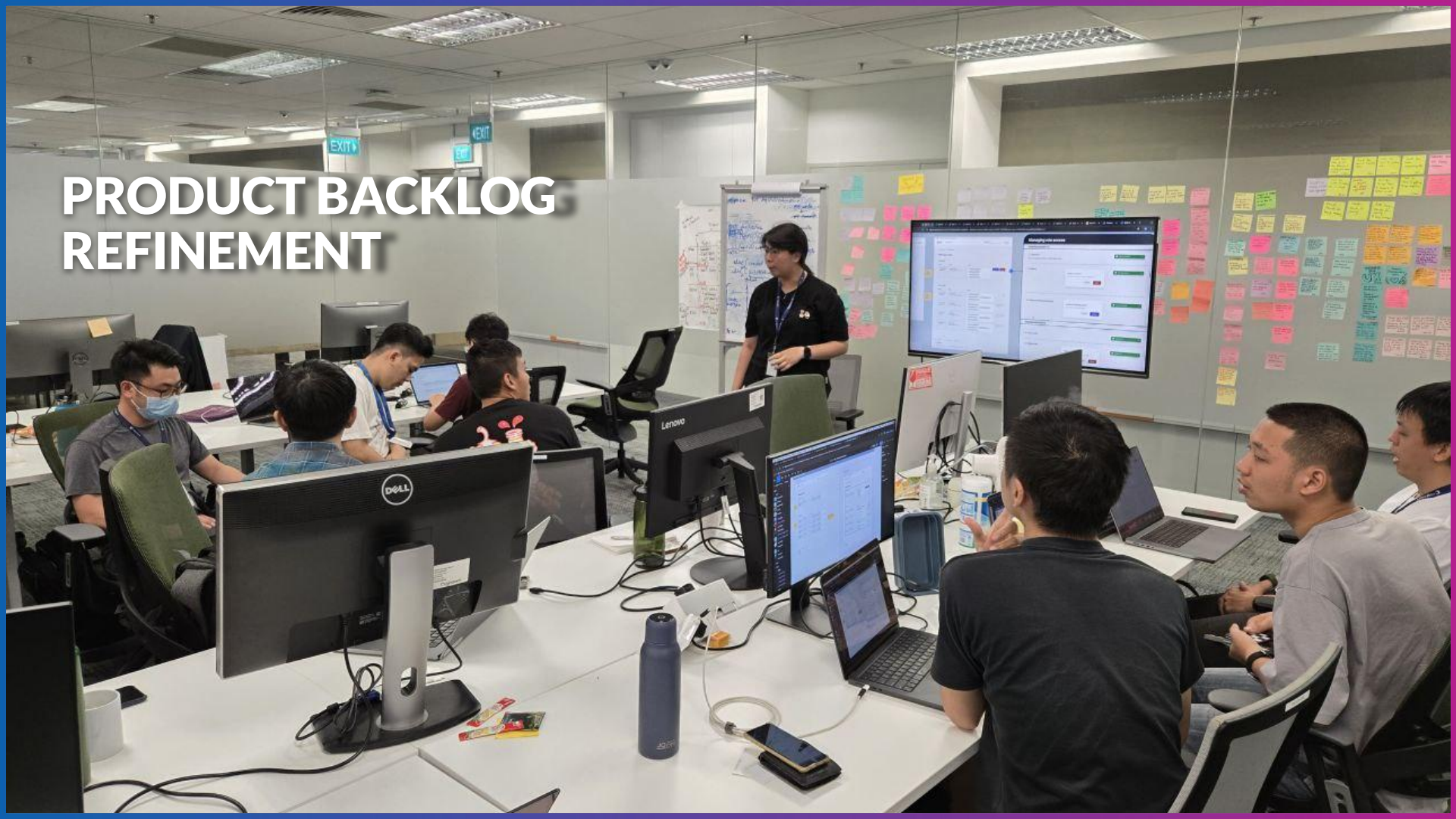
“You can legislate education, but you cannot compel learning.”



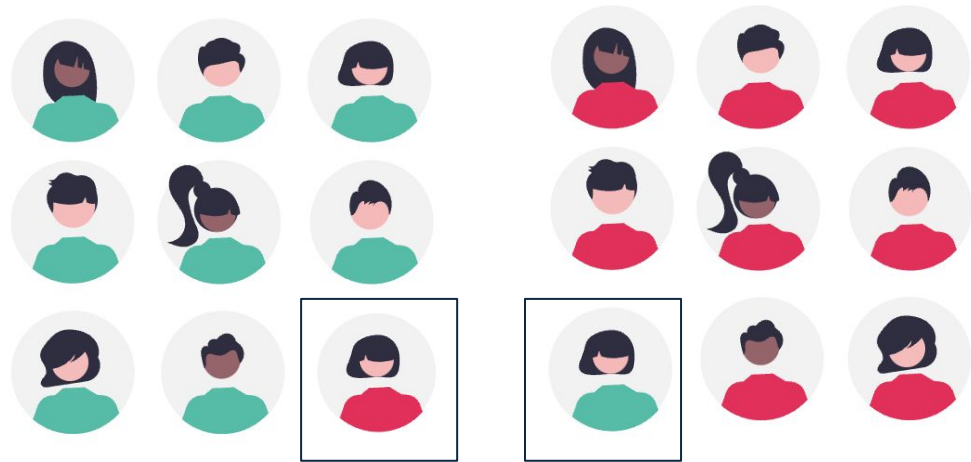
SPRINT PLANNING 1



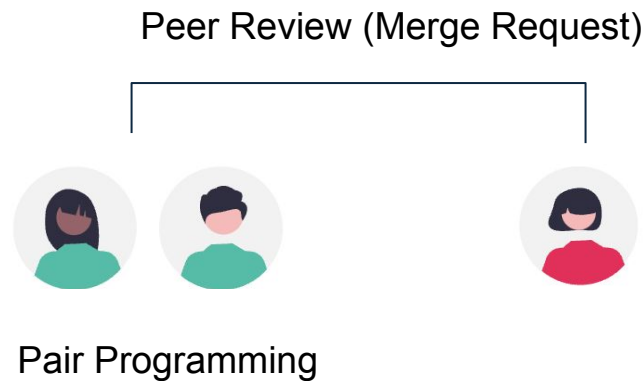
PRODUCT BACKLOG REFINEMENT



[illegible]



CODING PRACTICES



MEASURING SUCCESS

Delivering Value



Good: We deliver great stuff! We're proud of it and our stakeholders are really happy.

Bad: We deliver crap. We feel ashamed to deliver it. Our stakeholders hate us.



Easy to Release



Good: Releasing is simple, safe, painless and mostly automated.

Bad: Releasing is risky, painful, lots of manual work and takes forever.



Health of Codebase



Good: We're proud of the quality of our code! It is clean, easy to read and has great test coverage.

Bad: Our code is a pile of dung and technical debt is raging out of control.



Learning



Good: We're learning lots of interesting stuff all the time!

Bad: We never have time to learn anything.



Mission



Good: We know why we are here and we're really excited about it!

Bad: We have no idea why we are here. There's no high lever picture or focus. Our so-called mission is completely unclear and uninspiring.



Fun



Good: We love going to work and have great fun working together!

Bad: Booooooring...

Pawns or Players



Good: We are in control of our own destiny! We decide what to build and how to build it.

Bad: We are just pawns in a game of chess with no influence over what we build or how we build it.



Speed



Good: We get stuff done really quickly! No waiting and no delays.

Bad: We never seem to get anything done. We keep getting stuck or interrupted. Stories keep getting stuck on dependencies.



Suitable Process



Good: Our way of working fits us perfectly!

Bad: Our way of working sucks!



Support



Good: We always get great support and help when we ask for it!

Bad: We keep getting stuck because we can't get the support and help that we ask for.



Teamwork



Good: We are a totally gelled super-team with awesome collaboration!

Bad: We are a bunch of individuals that neither know nor care about what the other people in the squad are doing.



BGP Principles :):):)



Value Obsession



My Voice Matters



It's My Team, My Product!



Empower Myself, Empower Others



Fail Fast, Fail Properly

Which sprint i...	Delivering ...	Easy to Rel...	Health of ...	Learning
5010	4.1	3.9	3.95	4.25
5008	4.24	4.12	4.04	4.08
5006	4.38	4.31	4.44	4.13
5004	4.42	4	4.42	3.92
5002	4	4.08	4.25	3.75



Key Benefits

Quality improvement and time savings



HOSEH
.com.sg

ENERGY EFFICIENCY GRANT (EEG)

FOOD SERVICE, FOOD MANUFACTURING, RETAIL INDUSTRY
WHAT IS THE ENERGY EFFICIENCY GRANT? (EEG)

The EEG is a government grant that provides support for food service, manufacturing, and retail industry.

Application window for the EEG is from 1 Sep 2022 to 31 Mar 2024

Benefits of the EEG

-  Receive up to 70% funding support
-  Upgrade outdated Equipment
-  Achieve sustainability Targets
-  Invest in long-term cost savings

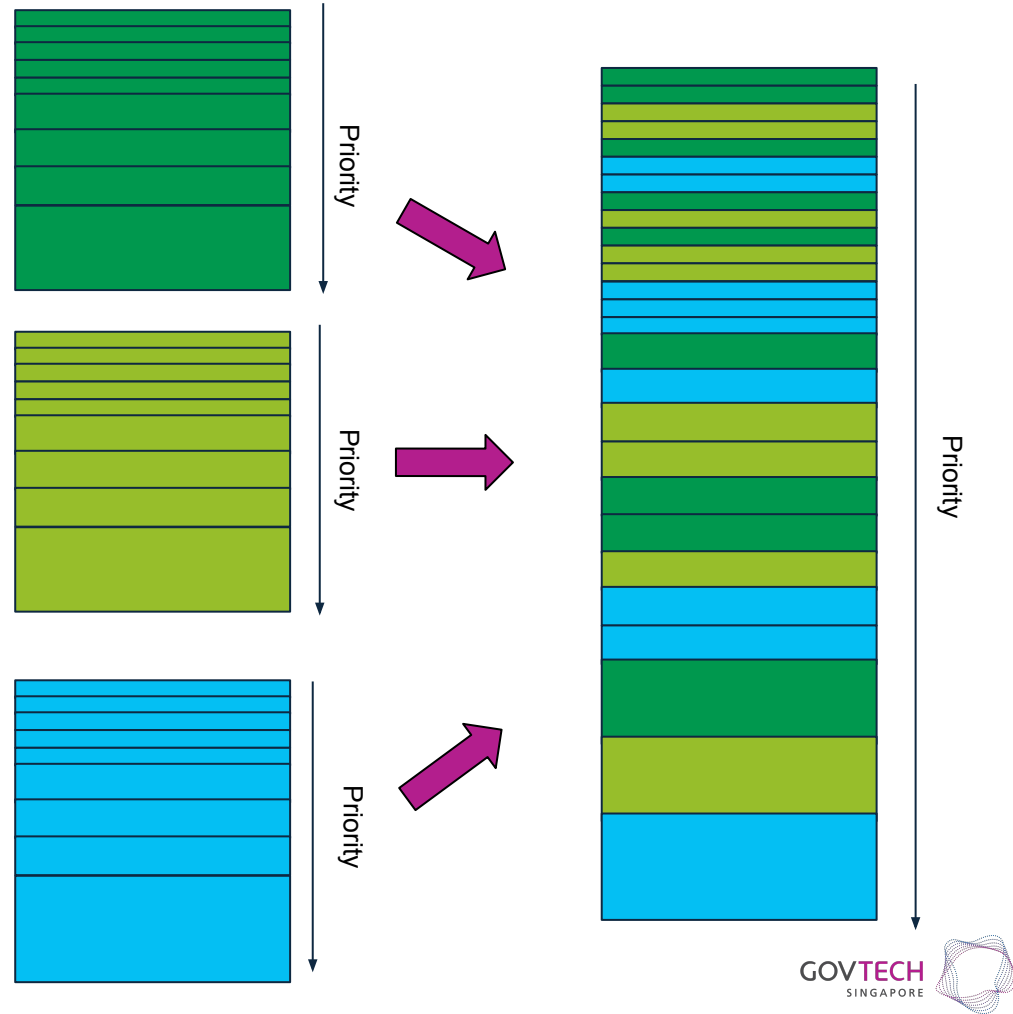
Are You Eligible?

- ☒ Minimum 30% local shareholder
- ☒ No more than \$100 million in annual turnover OR no more than 200 employees
- ☒ Business entity registered and operating in Singapore in the food services, manufacturing, or retail sector



WHOLE-PRODUCT FOCUS

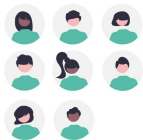
Local to Global Optimisation of Backlogs



LESSON 1

**One team scrum
is more than the
sum of its parts**





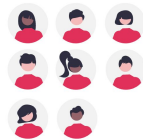
Sprint Planning

Daily Scrum

PBR

Sprint Review

Sprint Retro



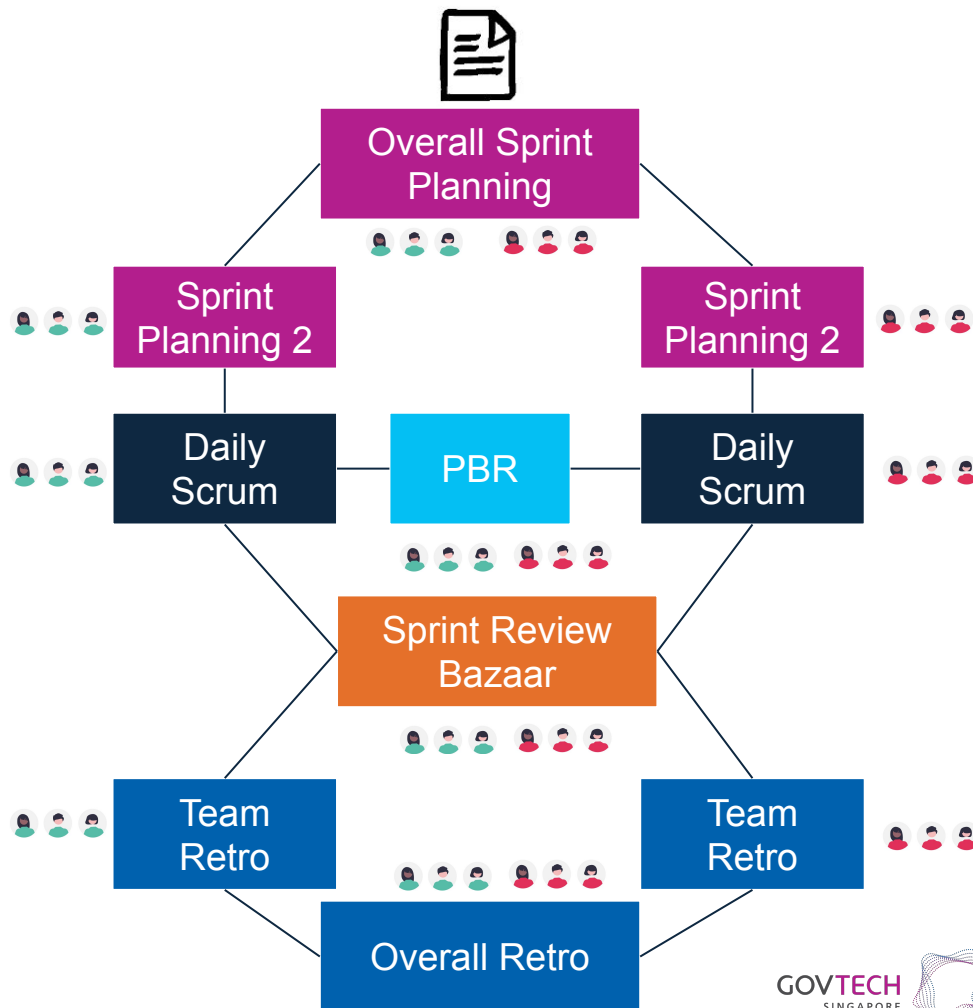
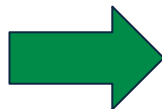
Sprint Planning

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LESSON 2

Be careful of clauses within Agile contracts that may hinder LeSS

Excerpts of an Agile Contract

Billing and Payment Schedule

Customer X will be invoiced monthly, based on the actual resources purchased from the agile contract for **Customer X's enhancements**

Deliverables

Product Owner shall have the **right to decide which features and deliverables to prioritise, including but not limited to, prioritising the deliverables in the table below and BGP backlog** that are not requested by or related to Customer X



A close-up photograph of two hands holding lit sparklers. The sparklers are bright and produce a shower of golden sparks. The background is dark with out-of-focus bokeh lights in warm tones. The overall mood is celebratory and festive.

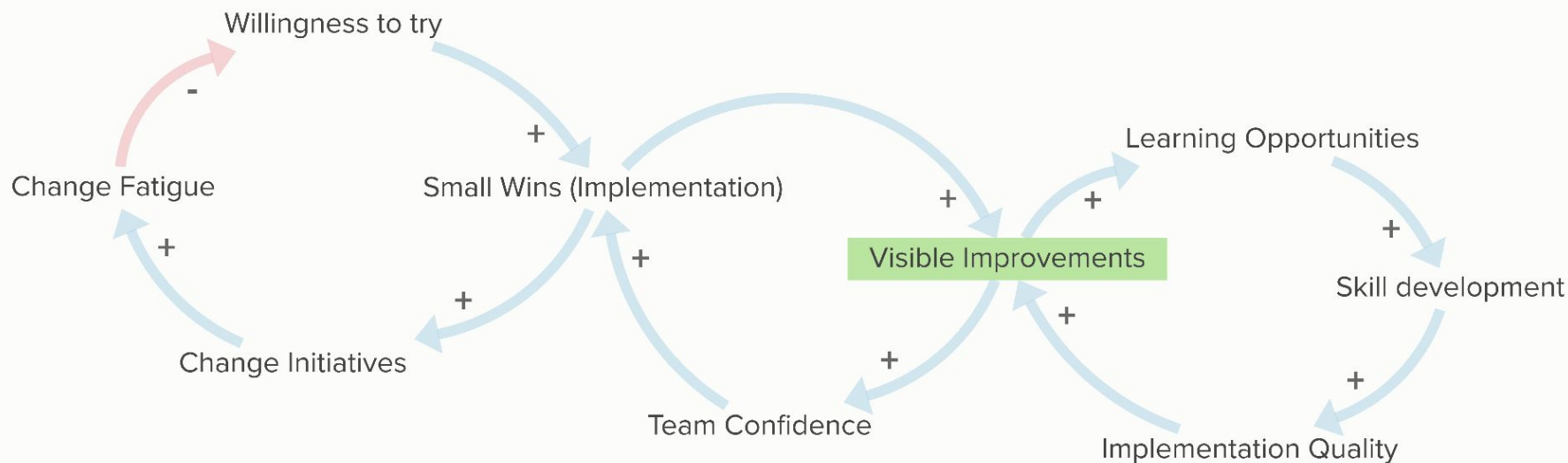
LESSON 3

Right-sizing changes and celebrating small wins

The momentum from small wins can be quickly eroded by change fatigue.



Celebrating small wins can reduce the impact of change fatigue and create a momentum of learning



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LeSS is more!

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