

From Local Efficiency To Global Value



Lv Yi, 2025.9

1. Local Efficiency
2. Move to Global Value without AI
3. Move to Global Value with AI

I. Local Efficiency

Local - Functional vs. Done



local



global

Programming

P + Design

P + D + Testing

P + D + T + Analysis

Local - Component vs. Product



local



global

Component **a**/b/c/...

Subsystem **A**/B/C/...

System **I**/II/III/...

Product

Efficiency - Task vs. Feature



Principle of Holism

Efficiency - Feature vs. Value



Local - Domain vs. Product



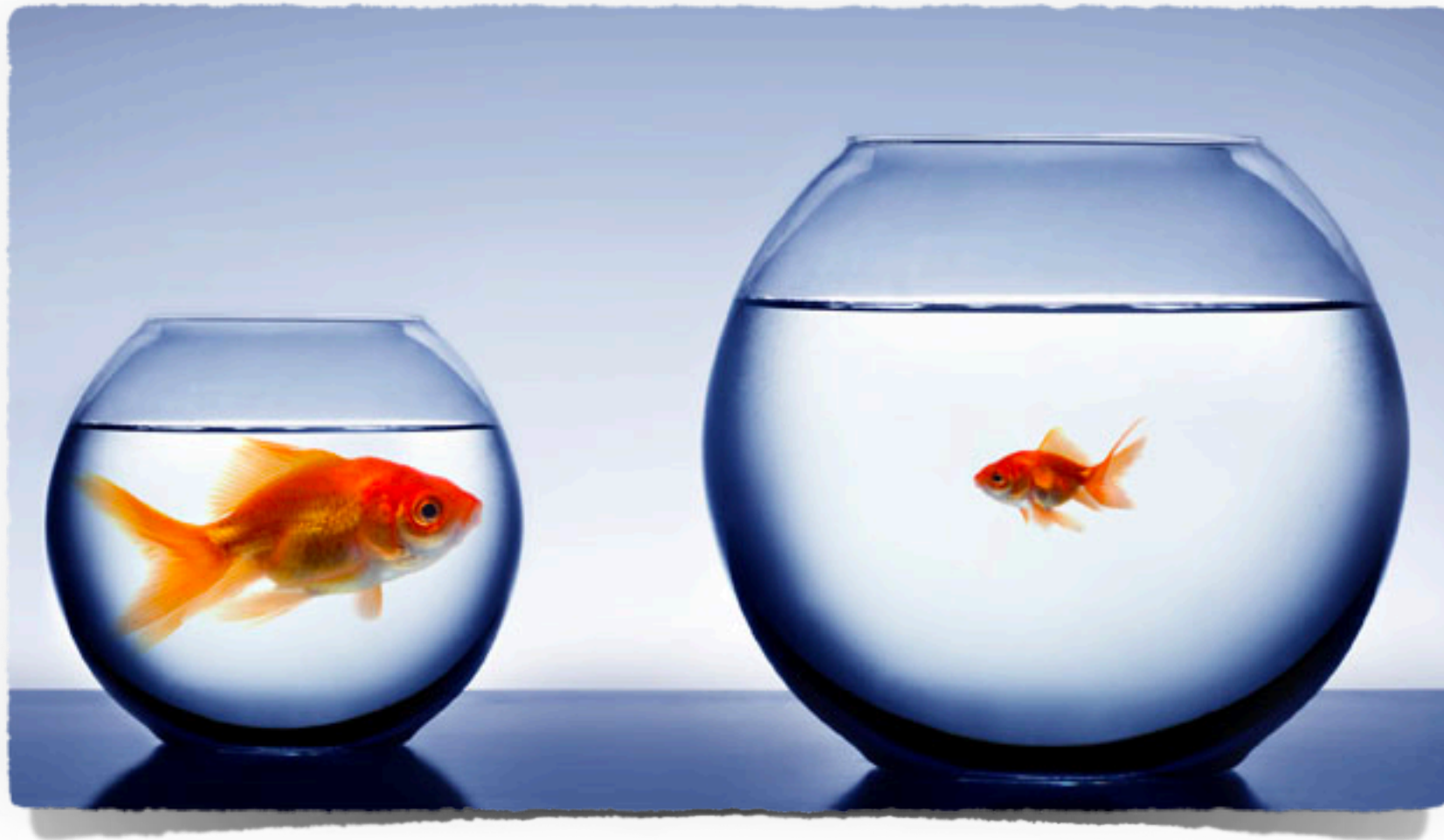
local

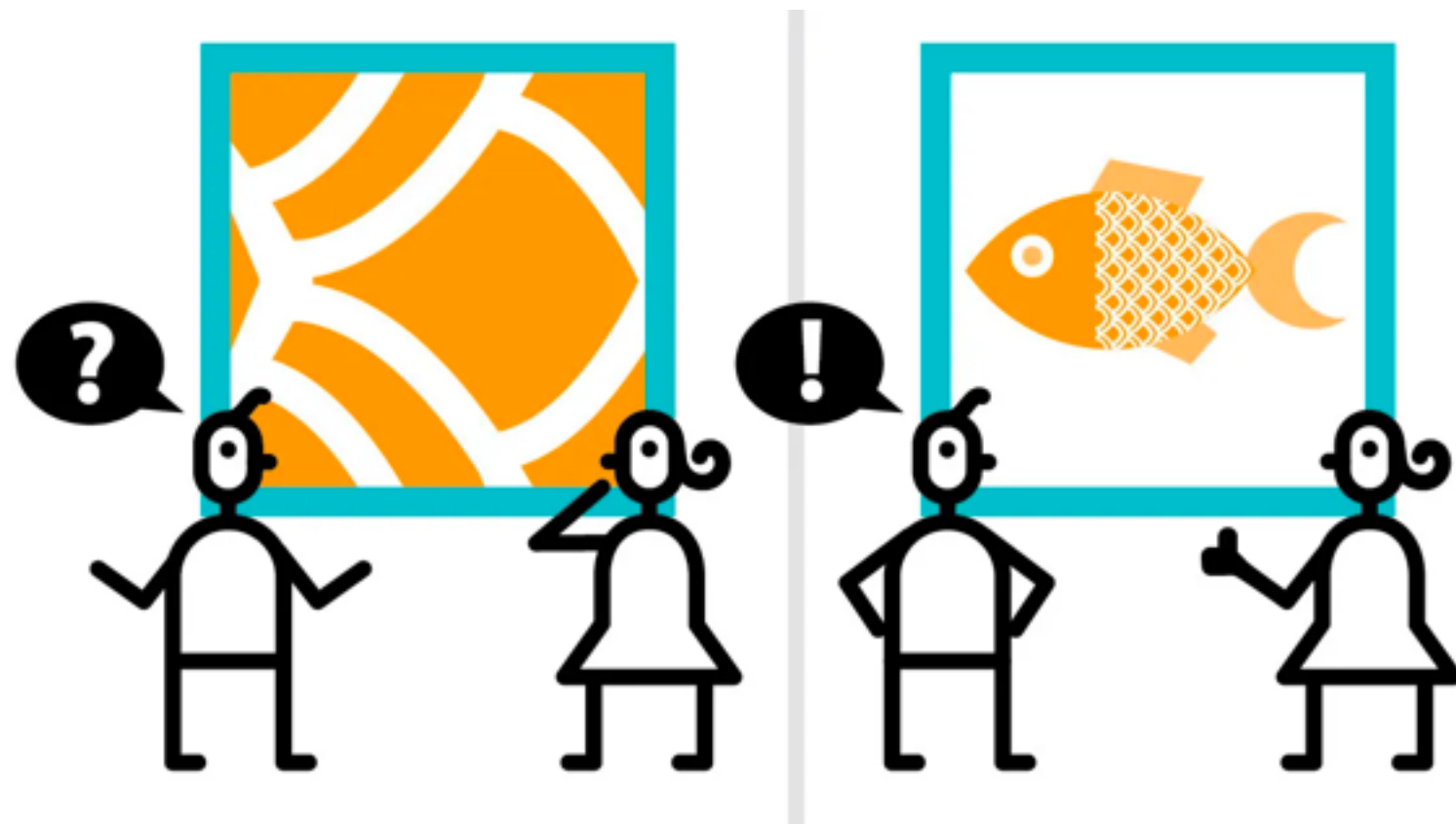


global

Group/Private/Study/...
Tours/Hotels/Flights/...
Trip.com

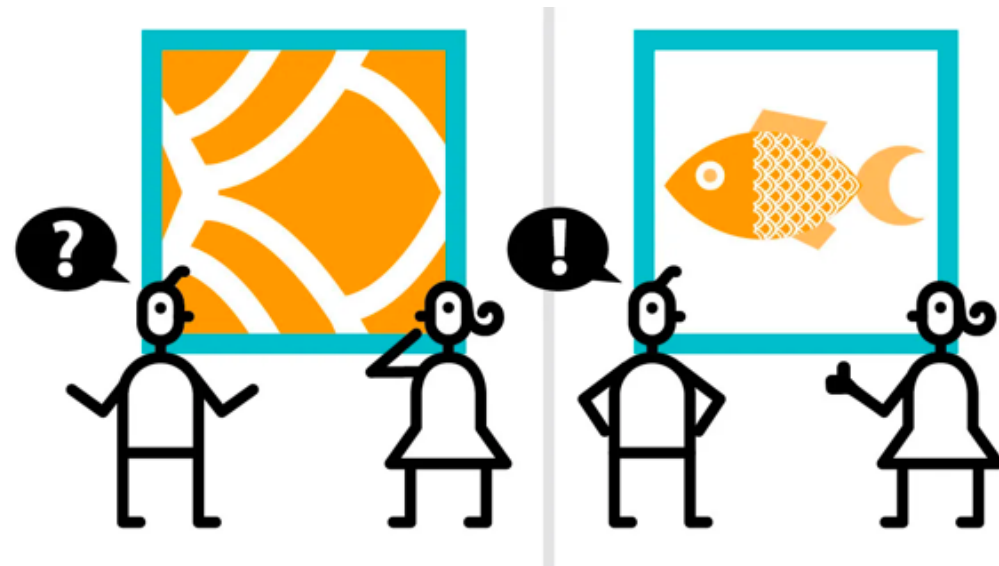
Value - Local vs. Global





Task → Feature → Local Value → Global Value

2. Move to Global Value without AI

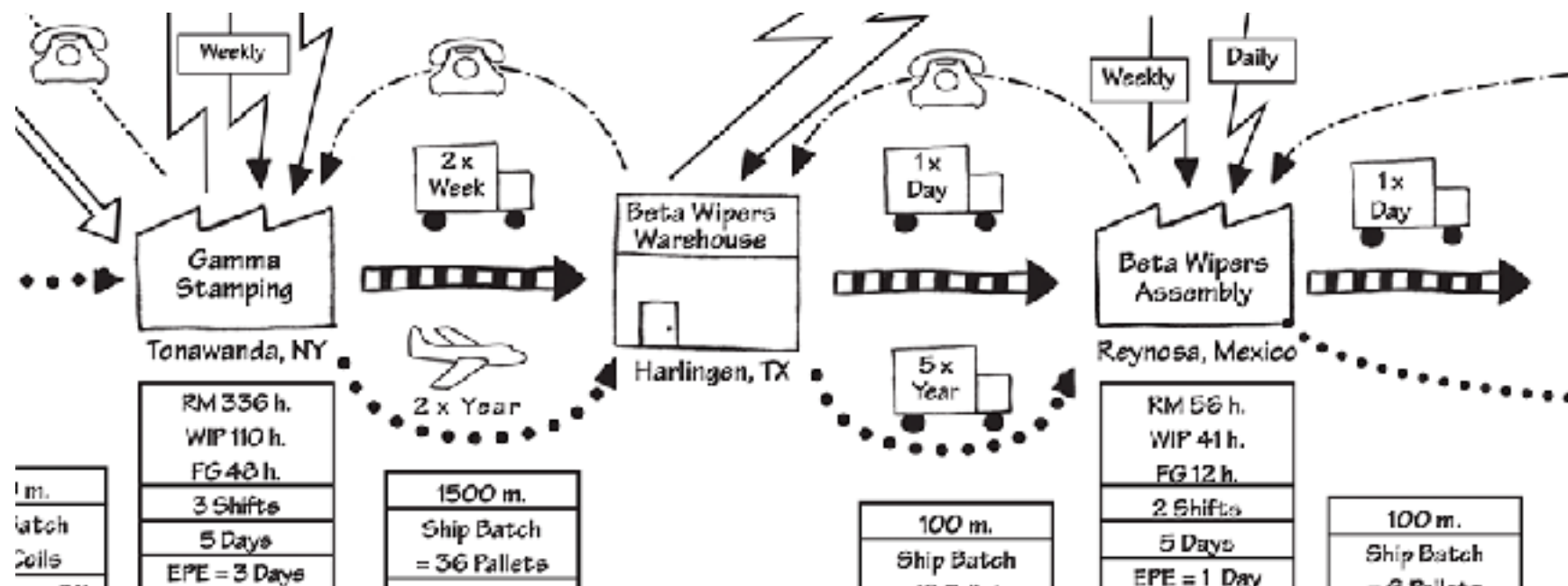


Task → Feature → Local Value → Global Value

Value ← ONLY IF e2e Feature

e2e Cycle Time

- 1. Development
- 2. **Waiting**
- 3. **Integration**



Waiting - dependency across teams



Integration - **silo** across teams

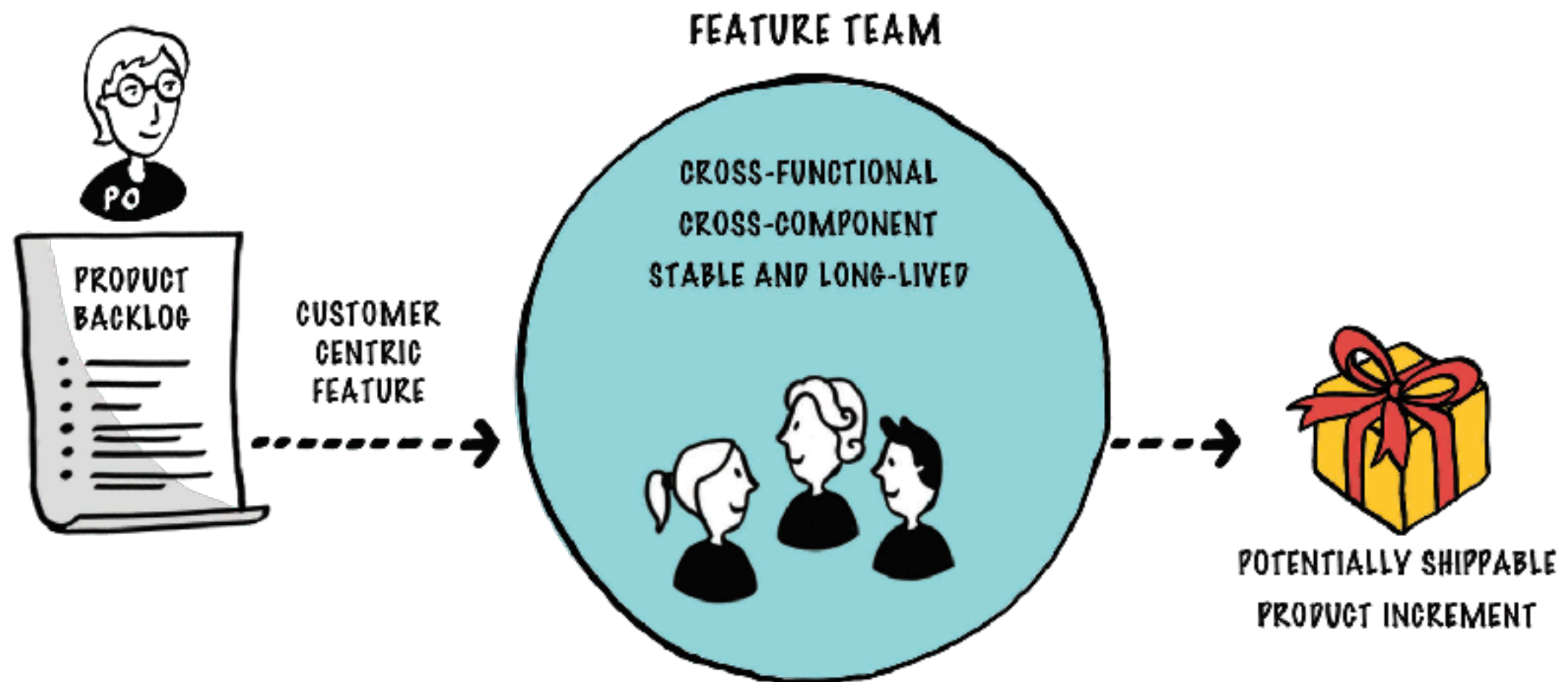


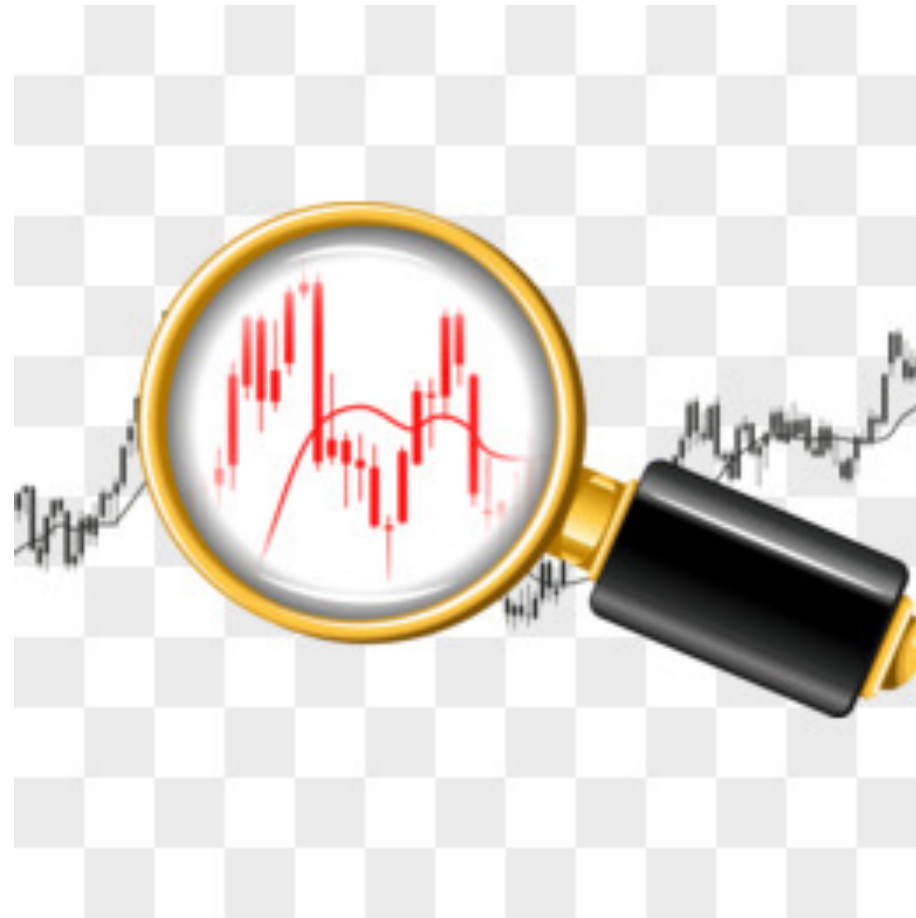
Motivation



Capability

Feature Team



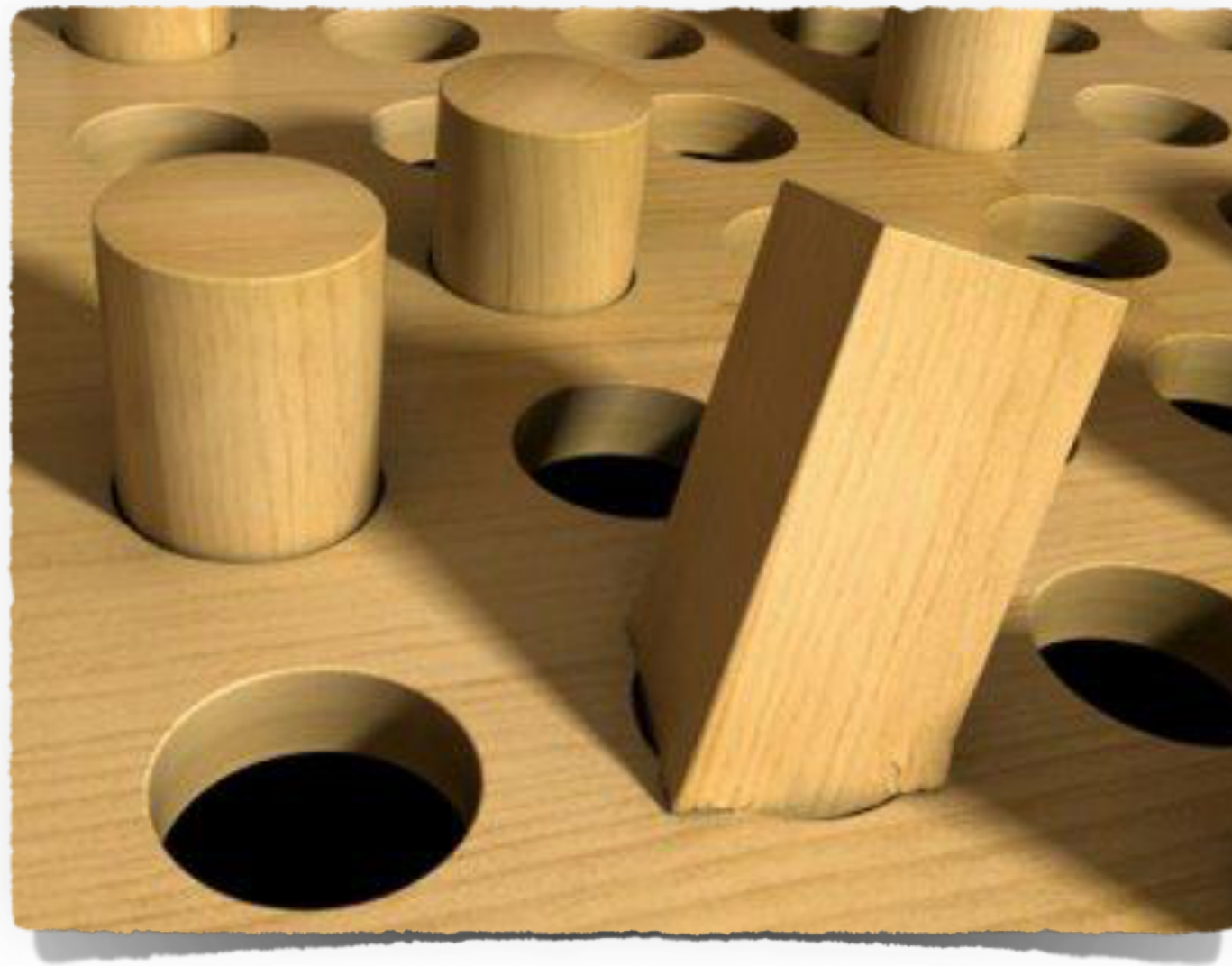


Waiting - dependency within a team
Integration - silo within a team

Feature Team (not Feature Group)

Feature Team	Feature Group / Project
stable team that stays together for years and works on many features	temporary group of people created for one feature or project
shared team responsibility for all the work	individual responsibility for 'their' part based on specialization
self-managing team	controlled by a project manager
results in a simple single-line organization (no matrix!)	results in a matrix organization with resource pools
team members are dedicated - 100% allocated - to the team	members are part-time on many projects because of specialization

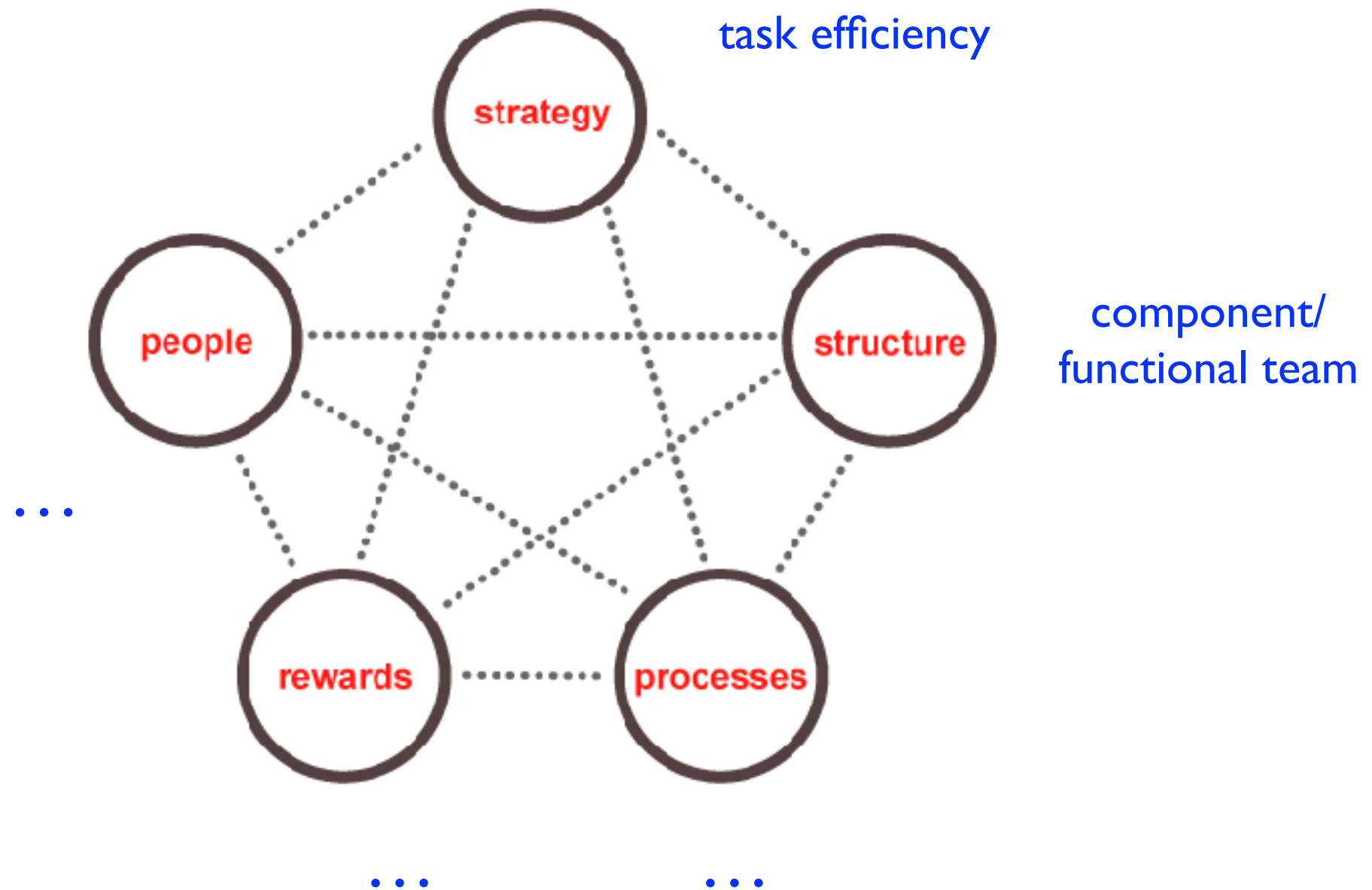
Dynamic Requirements vs. Static Skills



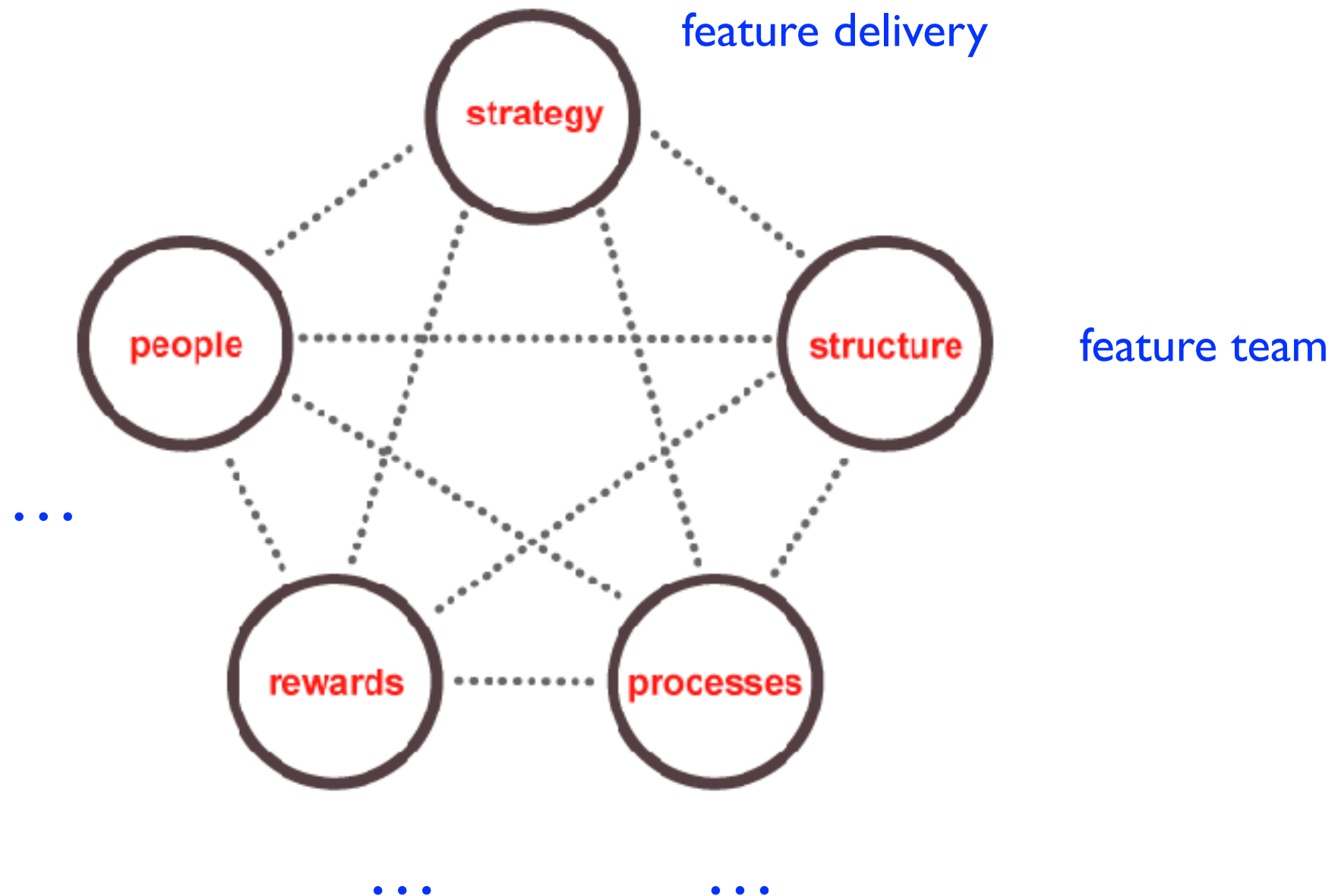
Feature Team - Develop Multi-Specialist



Organizational Design - Star Model



Organizational Redesign



(Feature Team) Motivation:

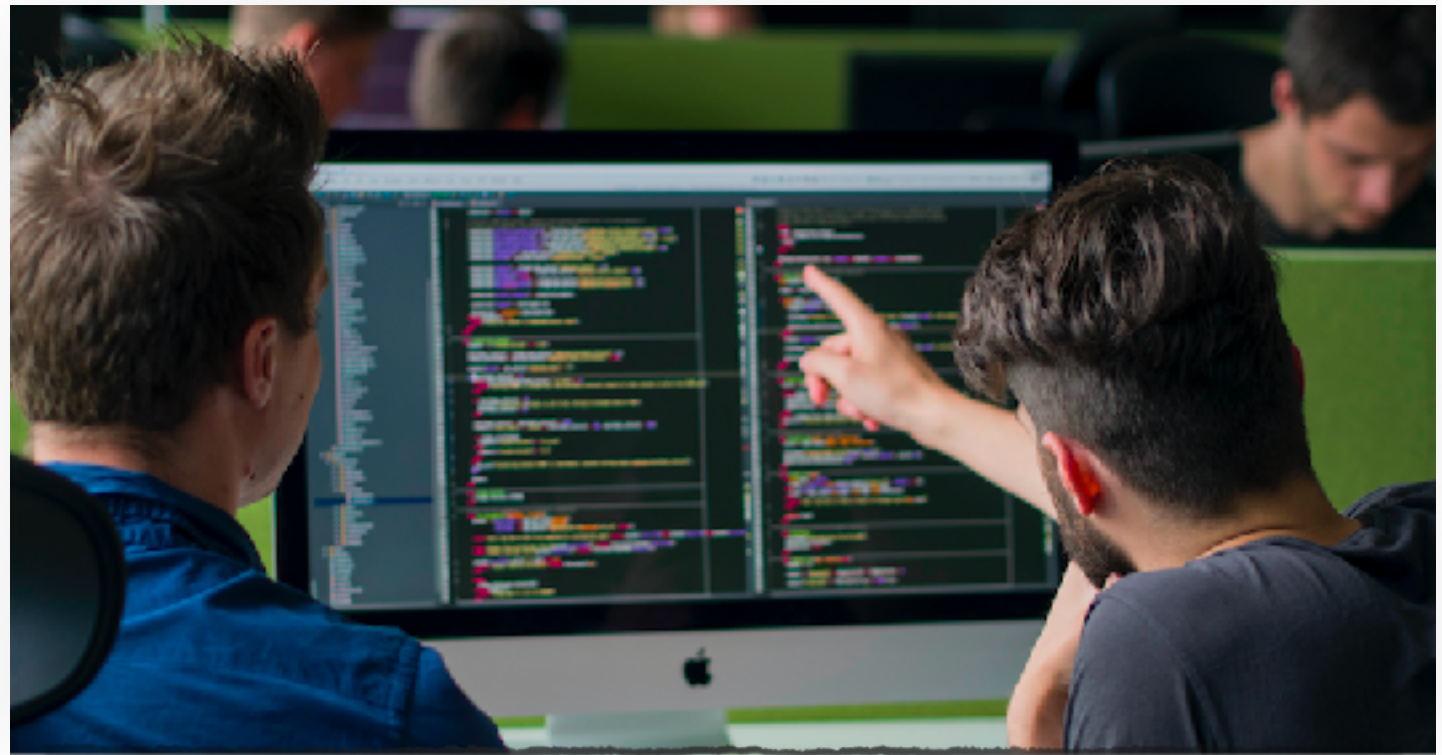
Common goal and Shared responsibility



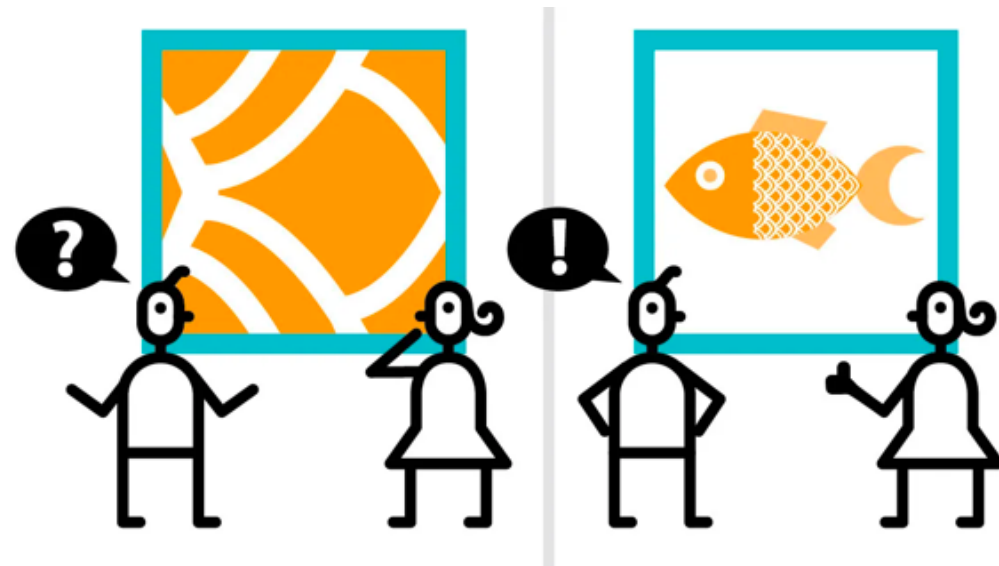
(Feature Team) Capability: Multi-learning across functions and components



Specification By Example



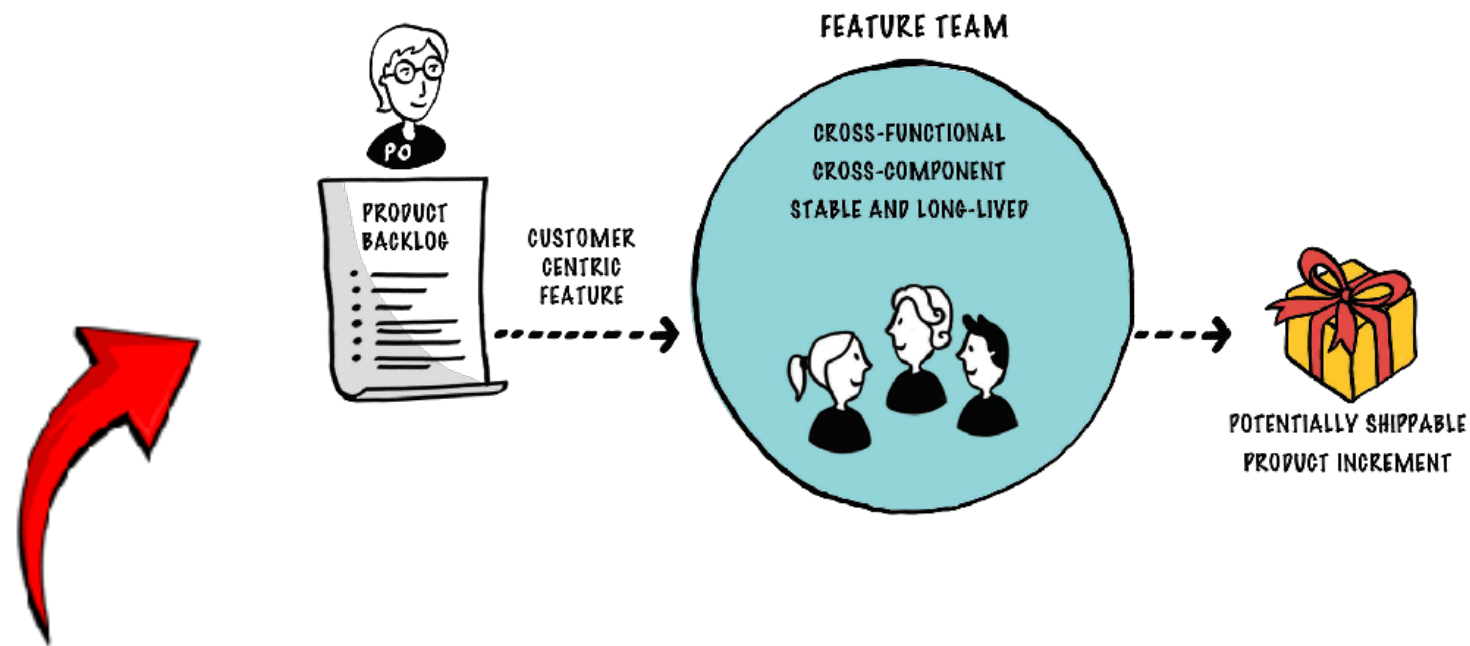
Pair and Mob Programming



Task → Feature → Local Value → Global Value

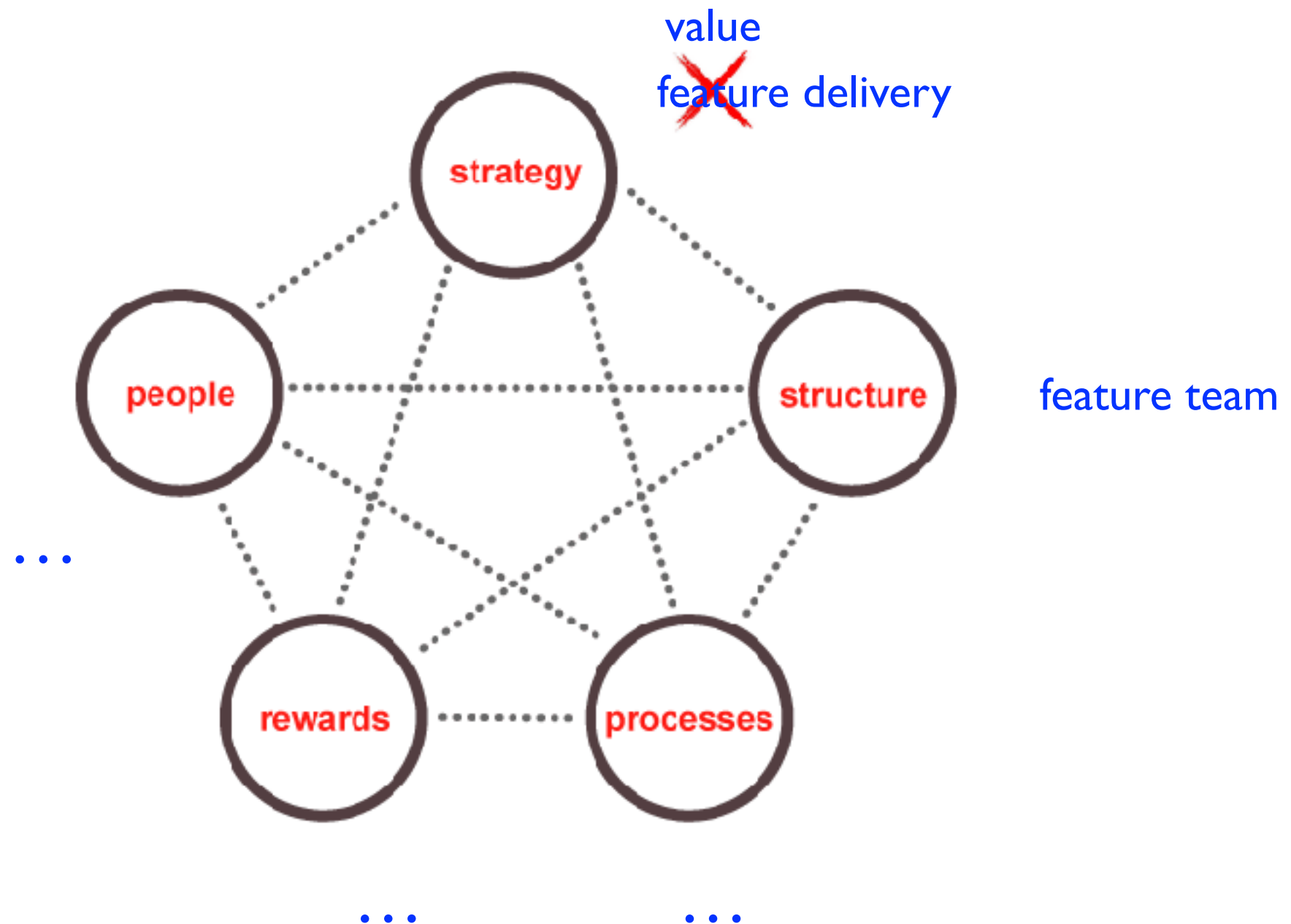


Feature Team on **Feature** or **Value**?

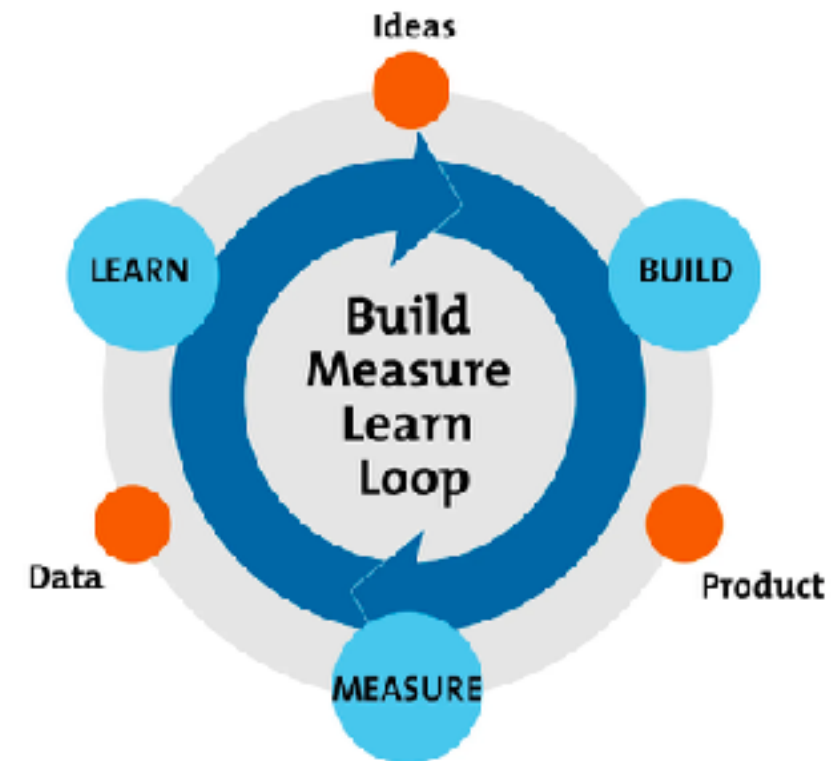
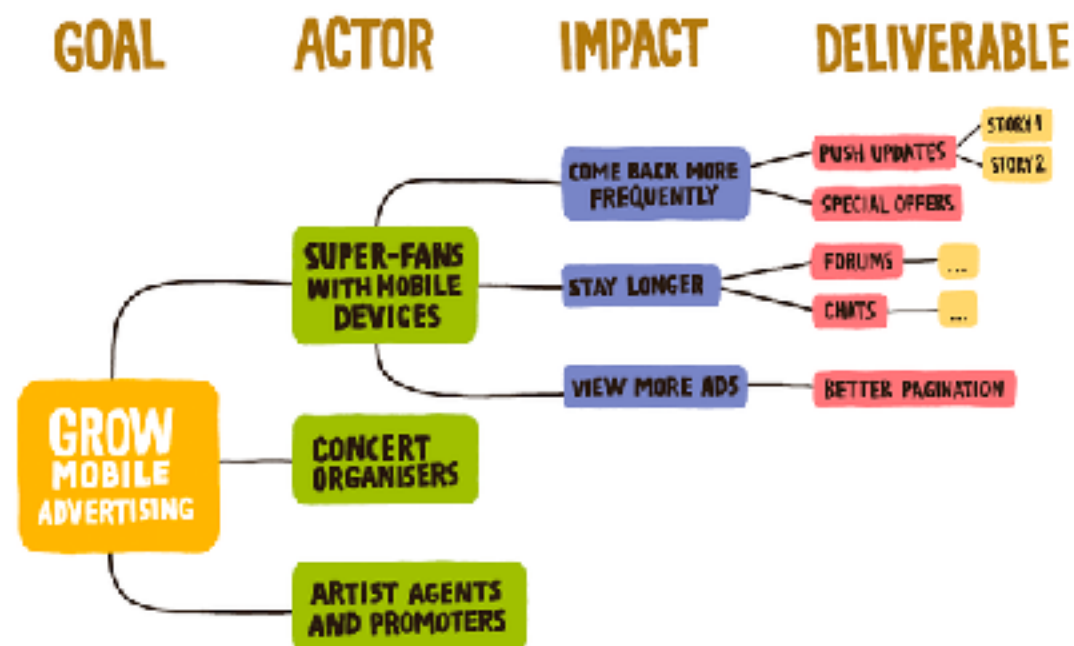


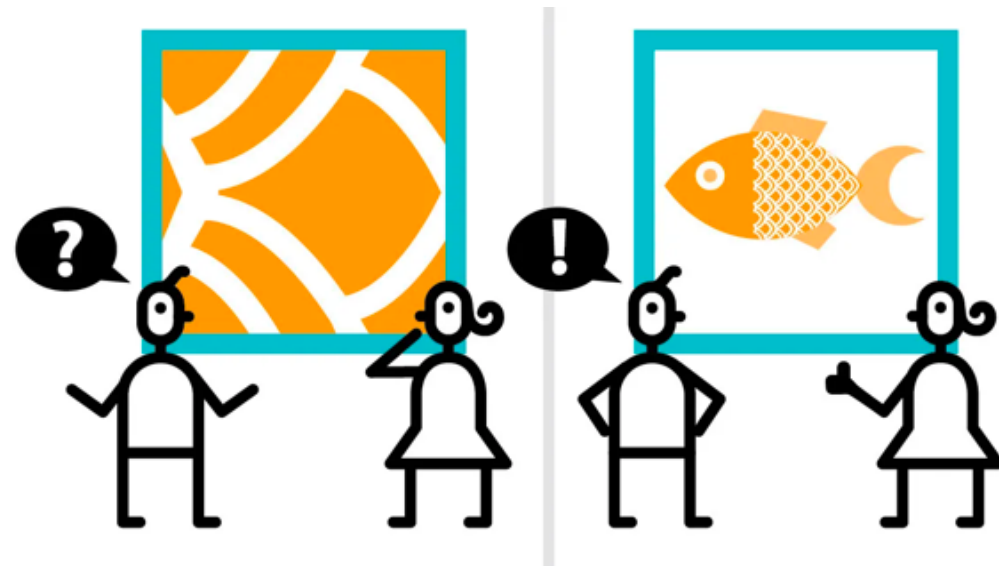
Can a PBI be a customer problem
or a business goal?

Organizational Redesign



Value - Assumption and Validation

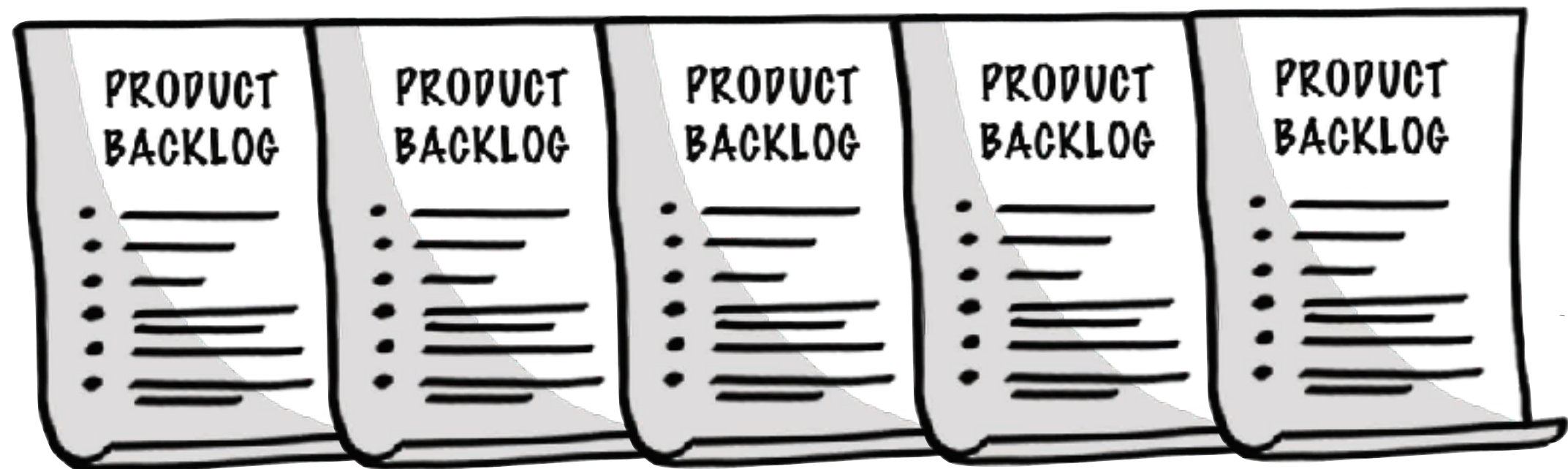


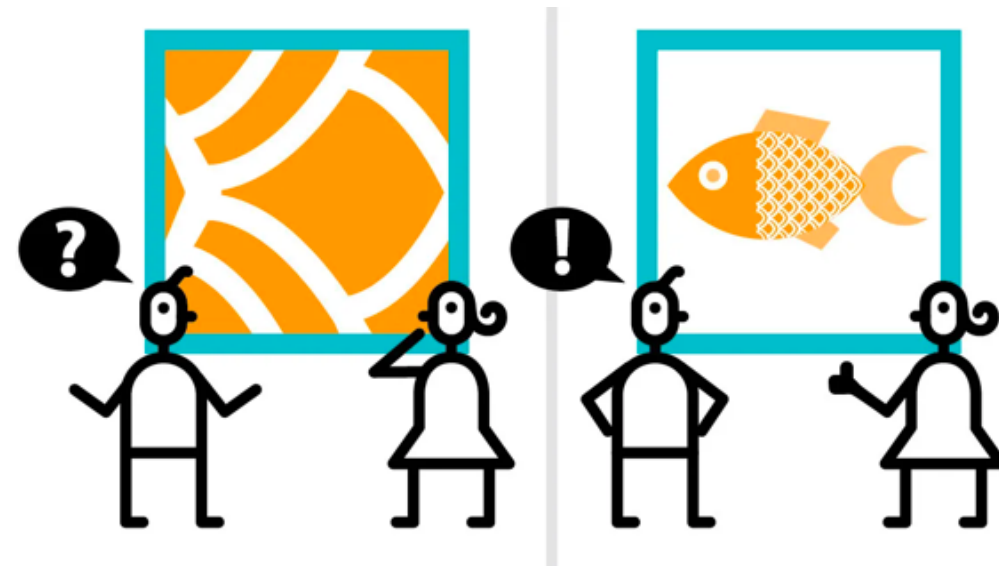


Task → Feature → Local Value → Global Value



Local Value Optimization



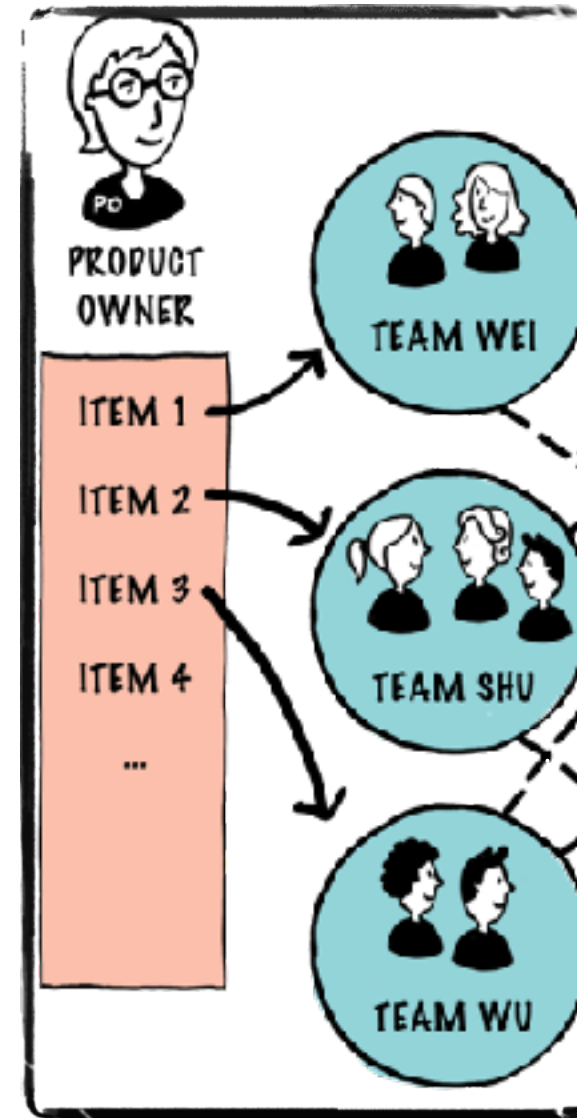


Task → Feature → Local Value → Global Value

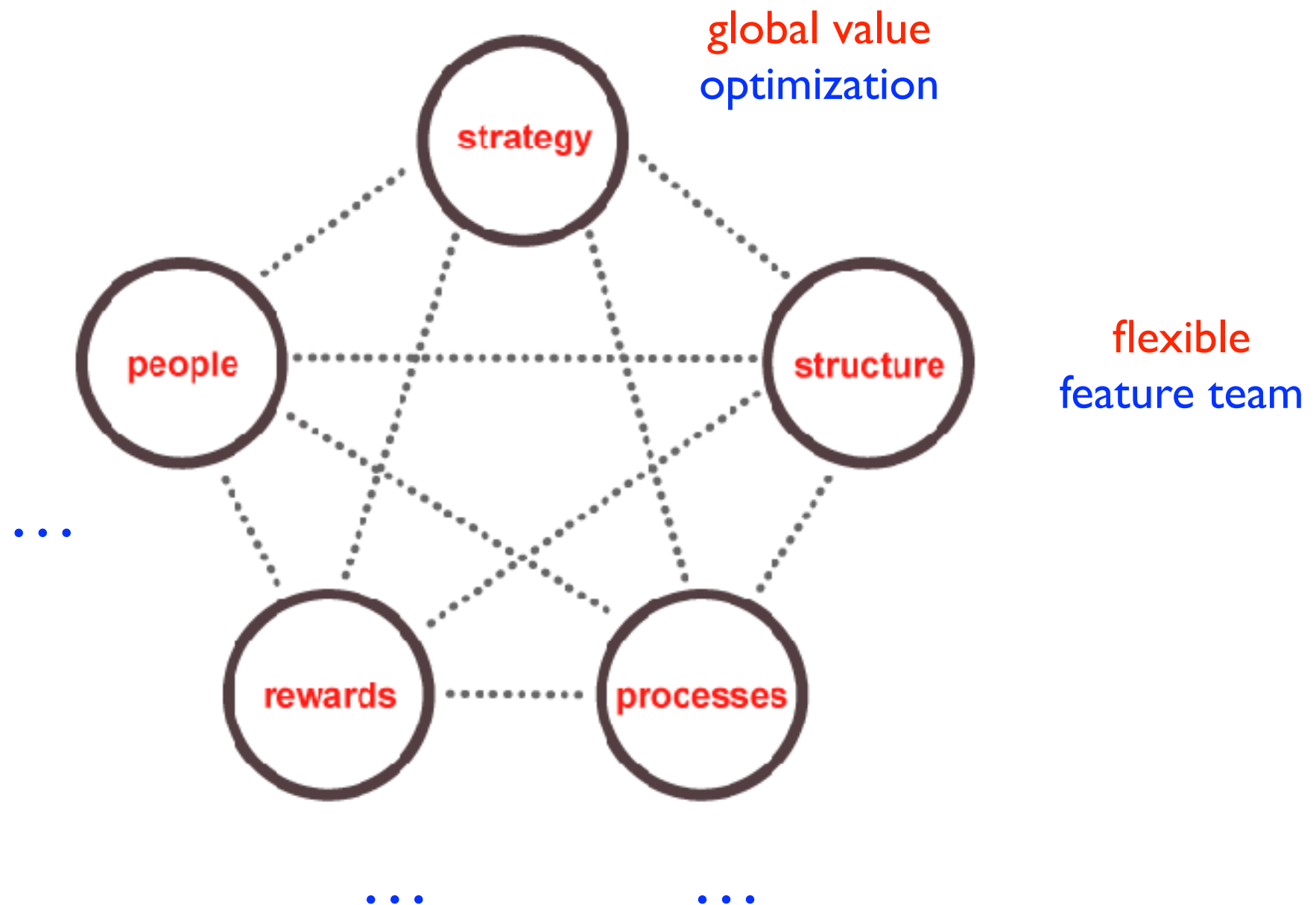


One Product Backlog

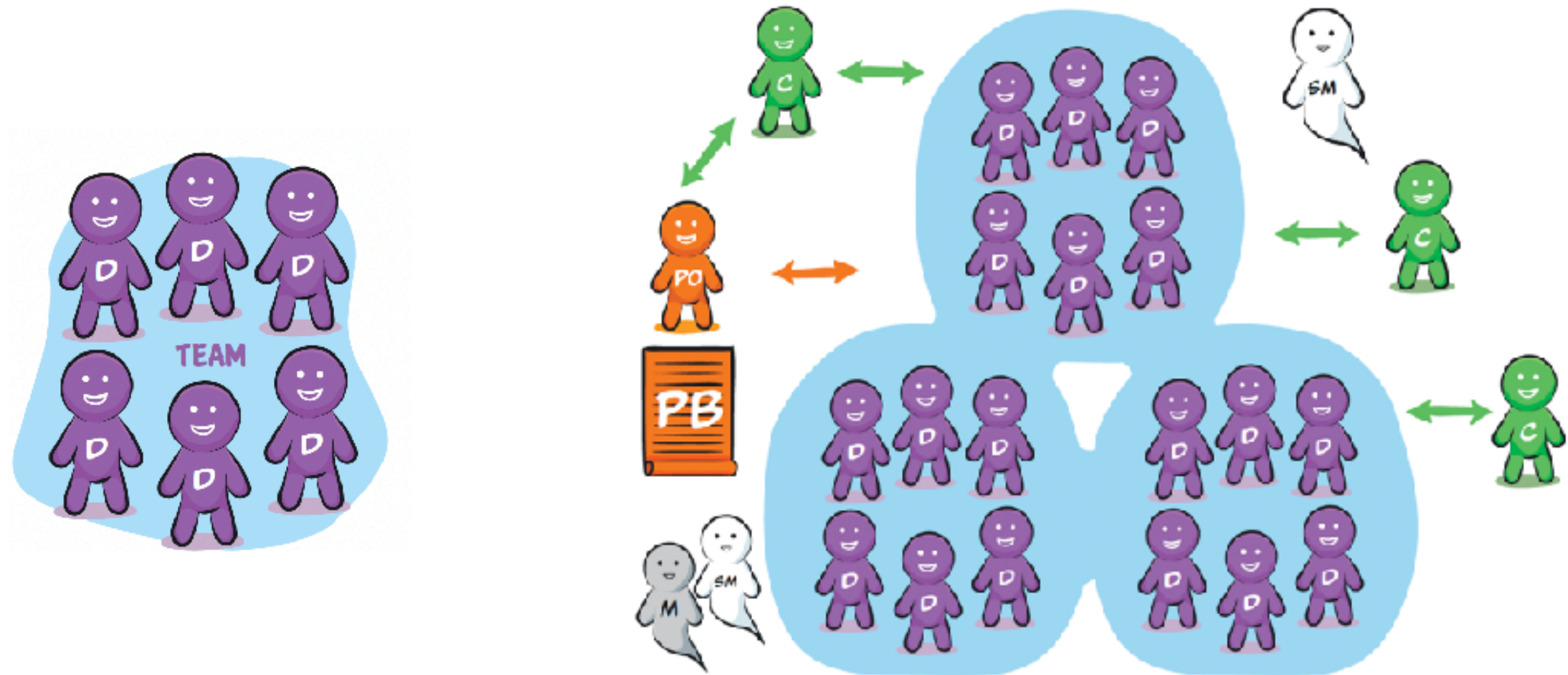
Shared by multiple Feature Teams



Organizational Redesign



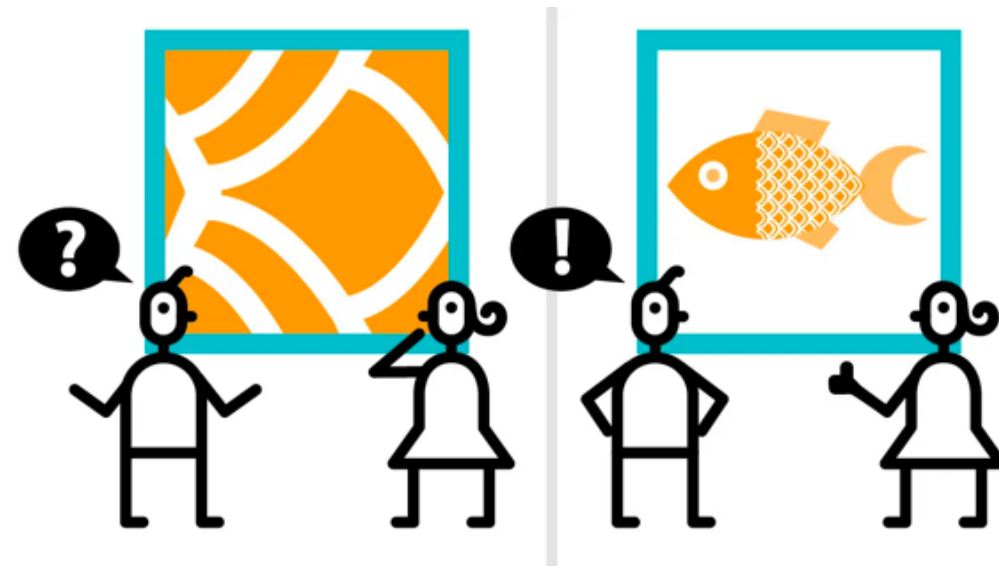
(One Product Backlog) Motivation: Common Goal and Shared Responsibility



(One Product Backlog) Capability: Multi-learning across domains



Multi-team PBR



Task → Feature → Local Value → Global Value



3. Move to Global Value with AI

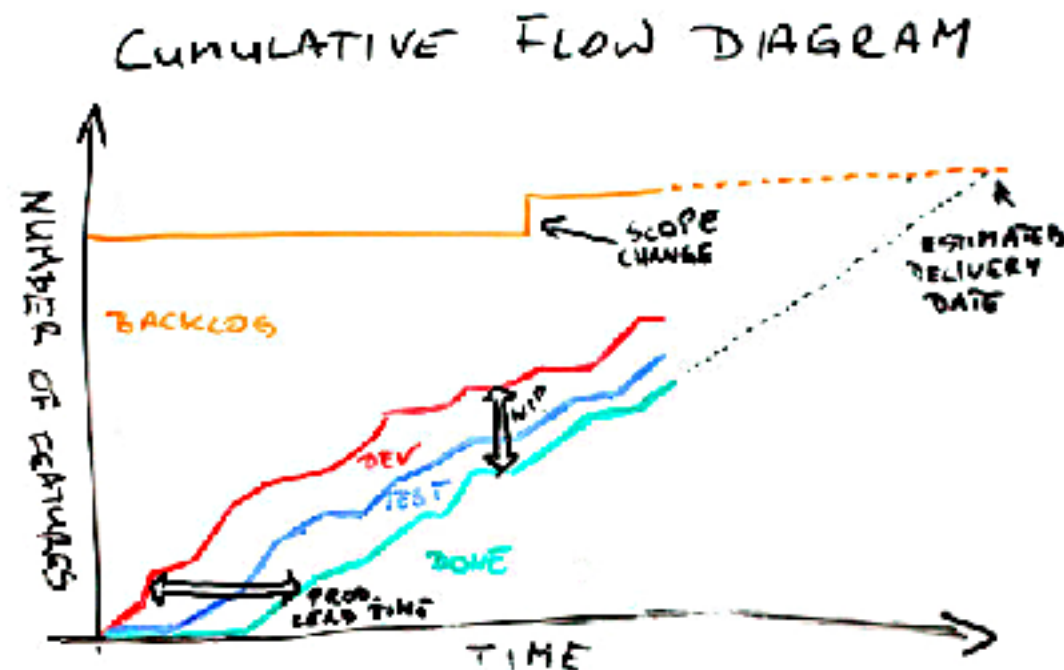
AI for Task Efficiency

- More tasks done
- Fewer people
- Less overtime
- Stronger DoD
- Less technical debt
- More time for learning

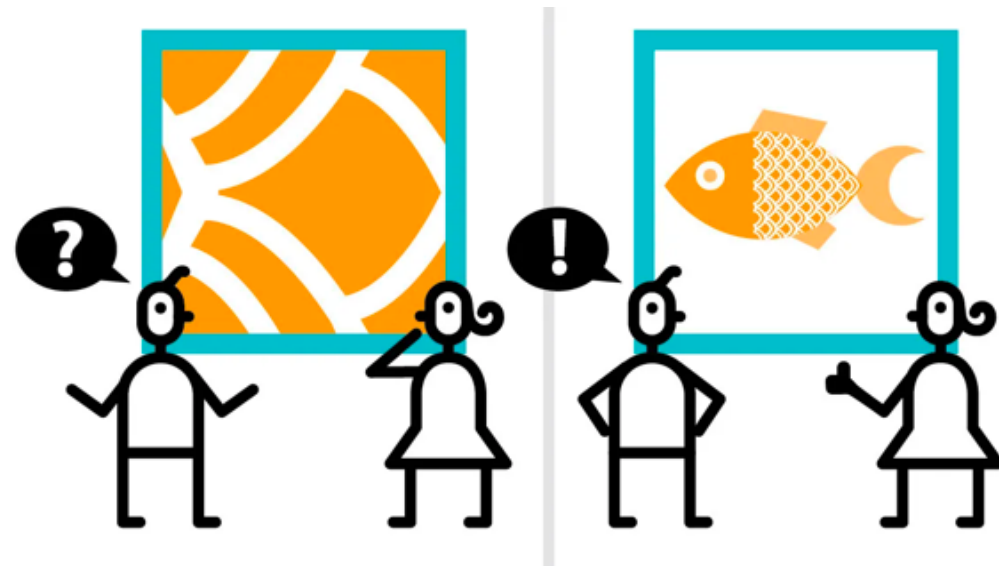


e2e Cycle Time

- 1. Development
- 2. Waiting
- 3. Integration



Watch out for **WIP**!



Task → Feature → Local Value → Global Value



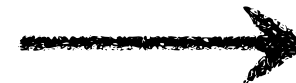
AI for Feature Team



AI adoption

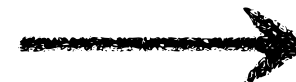


Organizational
design



Motivation

Multi-learning



Capability

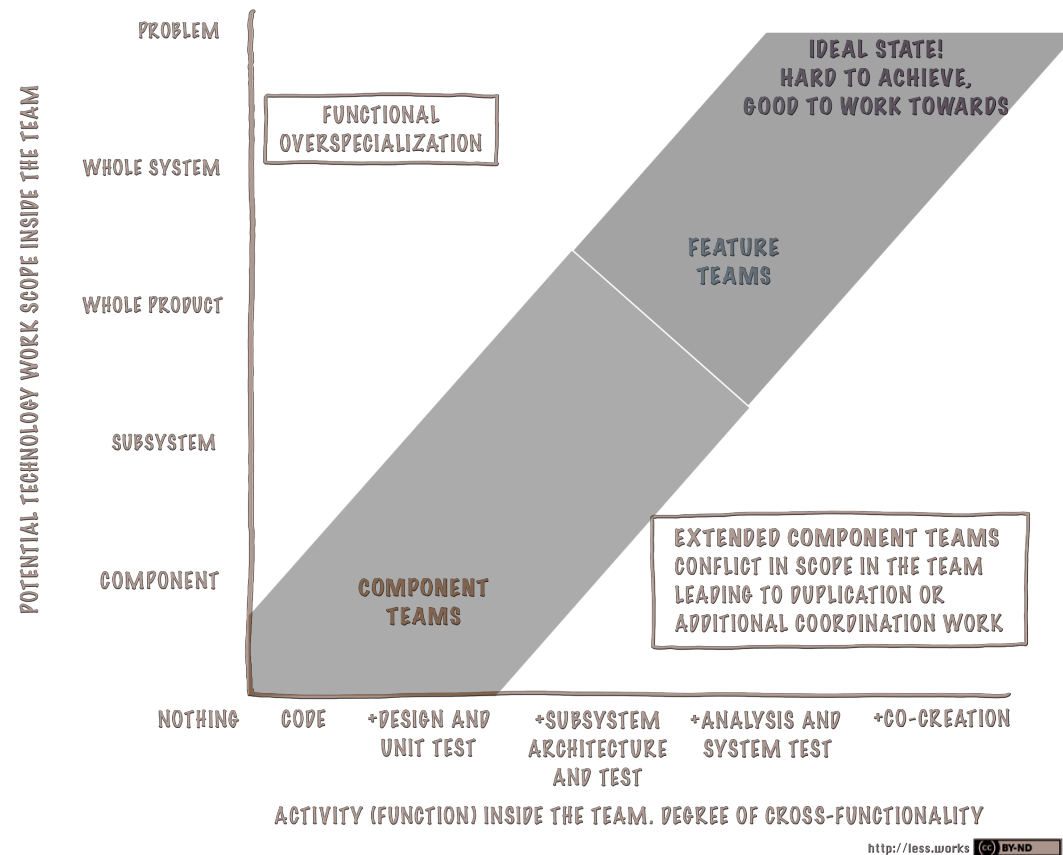
- cross-functional
- cross-component

Size of Feature Teams

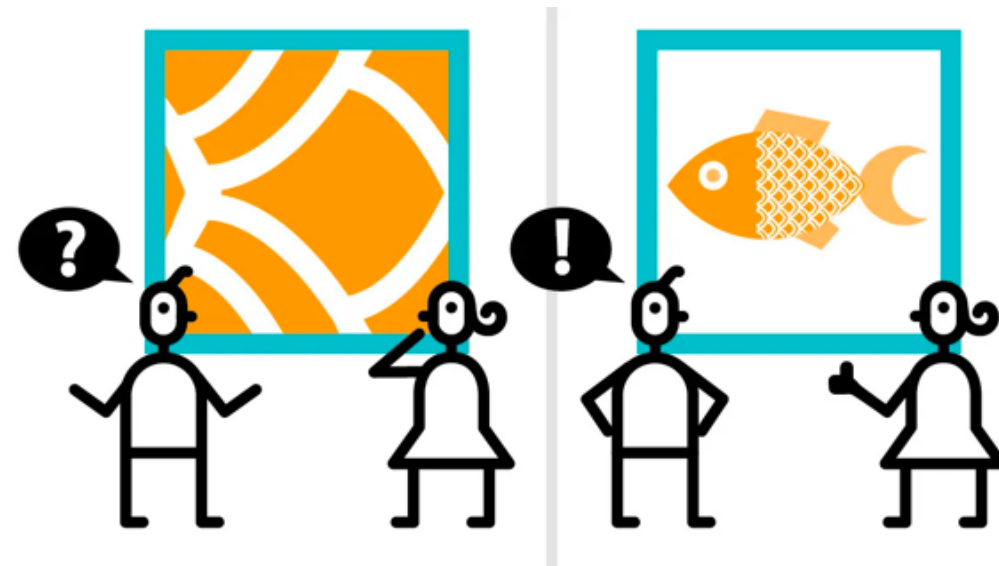


Would the **size** of teams decrease?

Scope of Feature Teams



Would the **scope** of teams expand?



Task → Feature → Local Value → Global Value



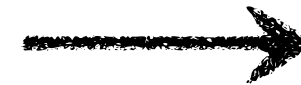
AI for One Product Backlog



AI adoption

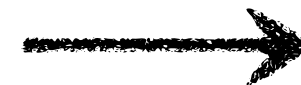


Organizational
design



Motivation

Multi-learning
• cross-domain



Capability

Size of Product Backlog Items



Would the **size** of
PBIs become larger?

(i.e. **no more items** in
one product backlog)

Number of Feature Teams

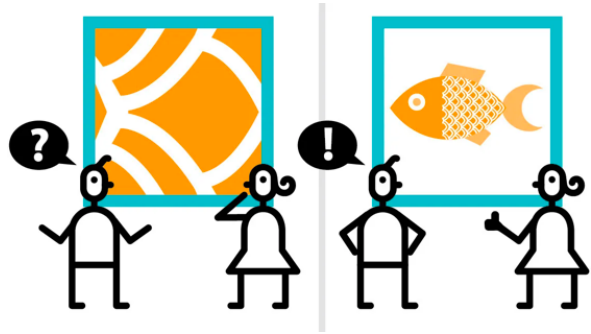


Would the **number** of teams decrease?
(i.e. **fewer teams** for one product backlog)

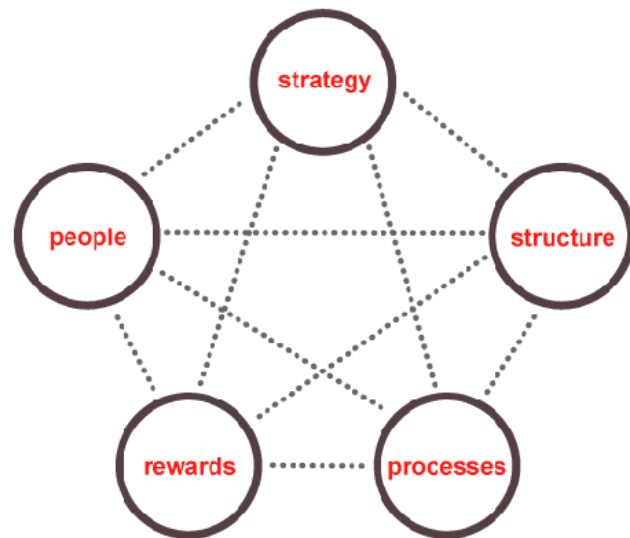
Focus on Global Value



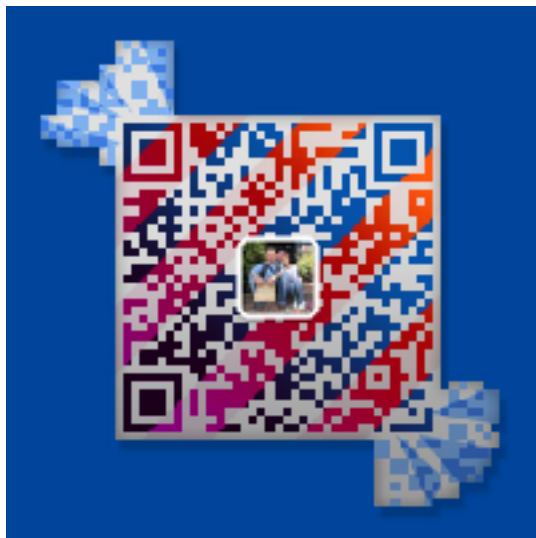
Would the **focus** on
global value be diluted?



Task → Feature → Local Value → Global Value



Contact



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