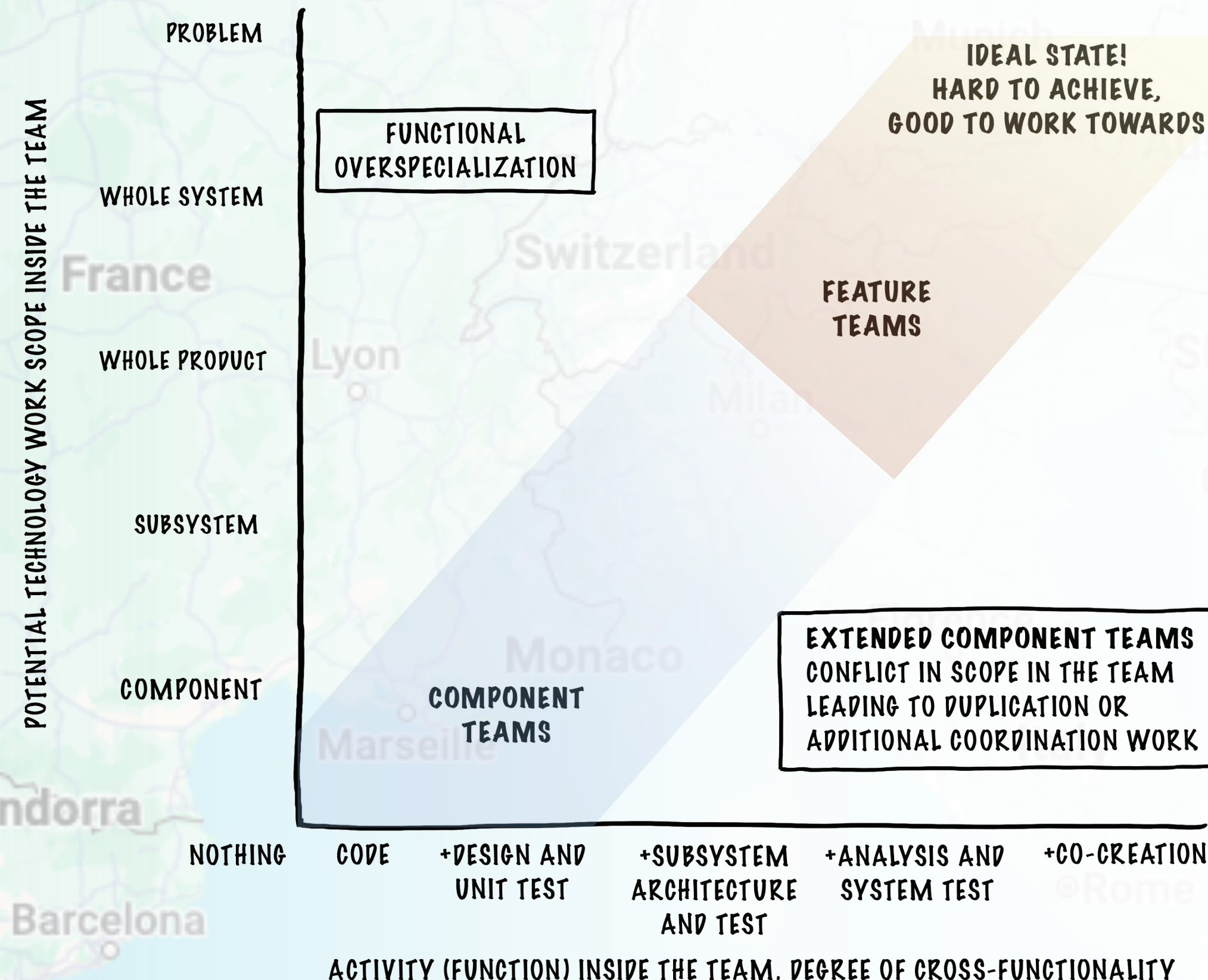


MORE

WITH

LeSS

Step by step towards Feature Teams with the Feature Team Adoption Map (FTAM)



Mark Bregenzer

- Certified LeSS Trainer -
www.bregenzer.eu

Agenda



Purpose of Maps

The Feature Team Adoption Map (FTAM) at Different Scales

FTAM Example: Microsoft (exemplary)

How to Define The Y-Axis (Product Definition)

How to Define The X-Axis (Deliver The Product, Cross-Functionality)

Working With The FTAM

Deriving The Transformation Roadmap or Concrete Steps From The FTAM

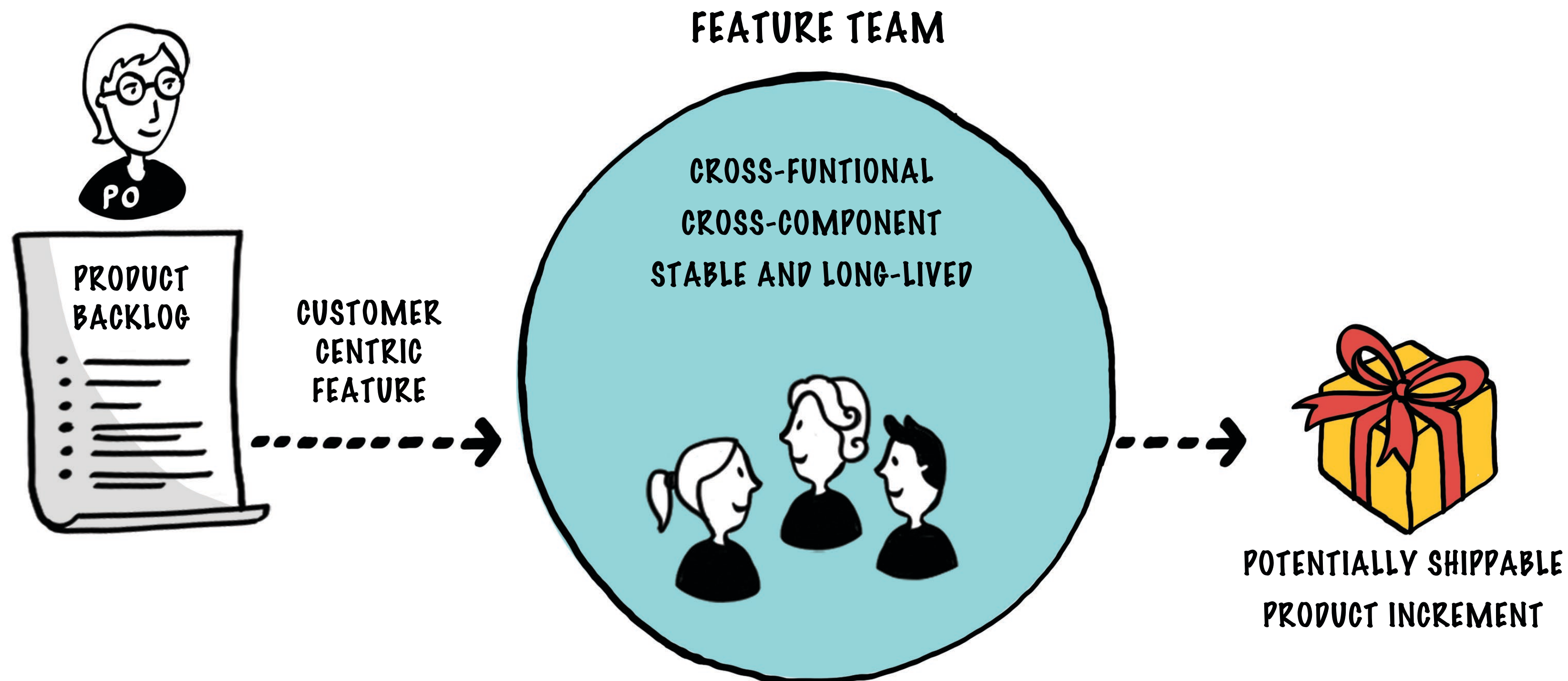
Q&A

Feature Team



Feature Teams

Organize by Customer Value



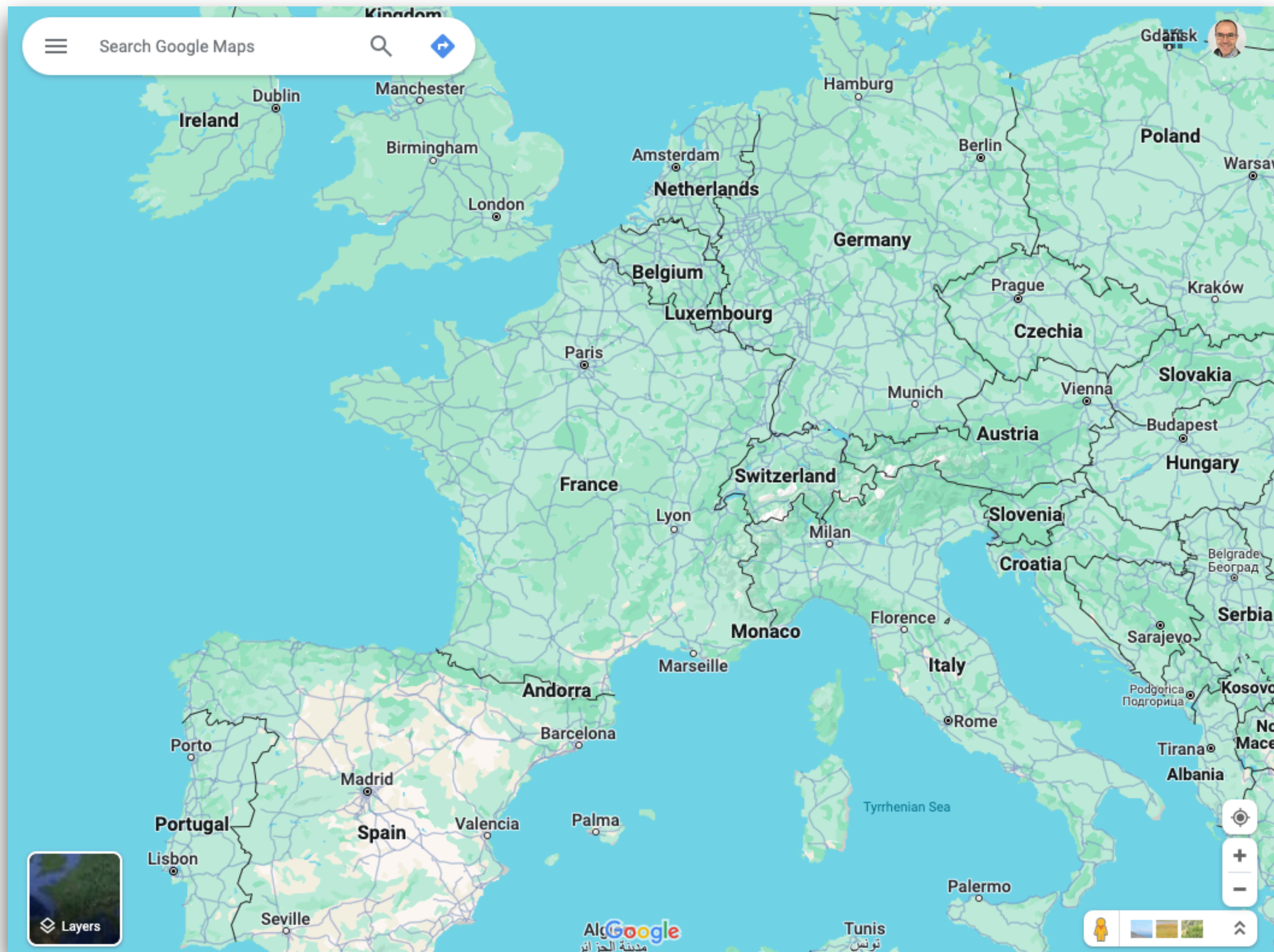
TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT, THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

Purpose of Maps



What is a Map?

Two-dimensional representation of an area

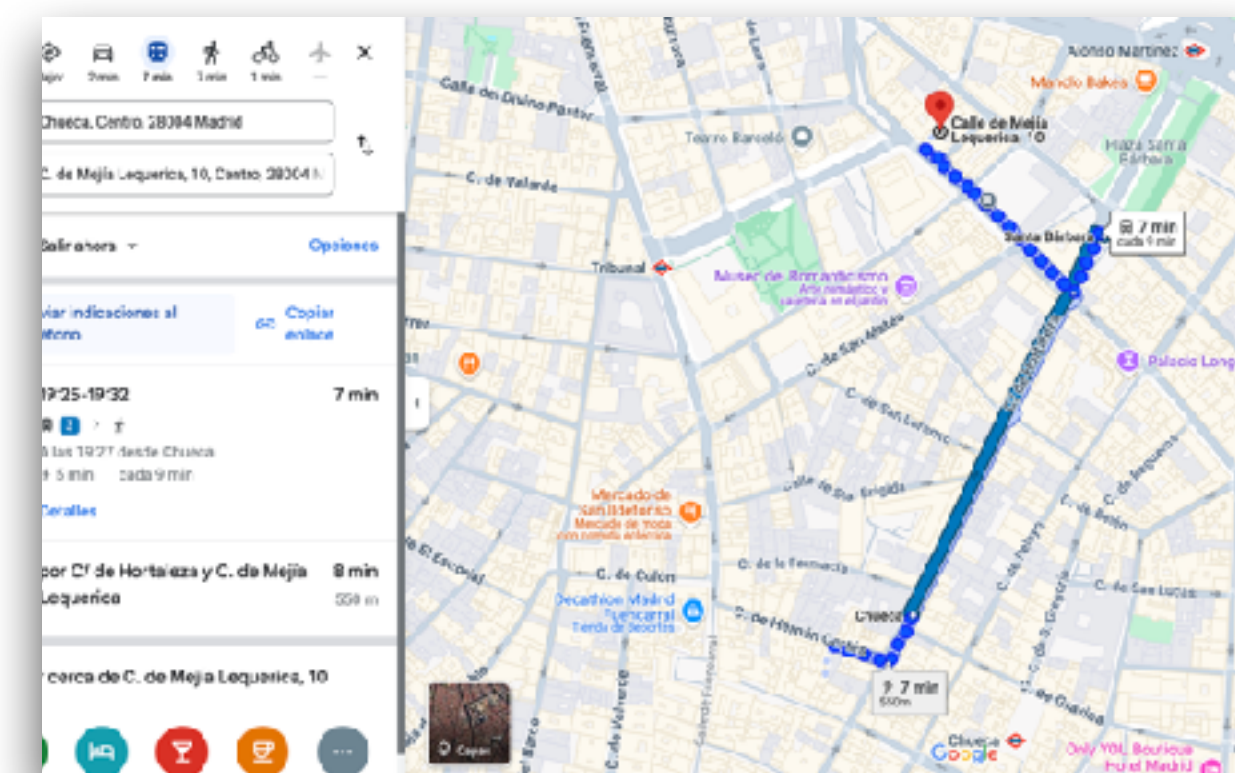
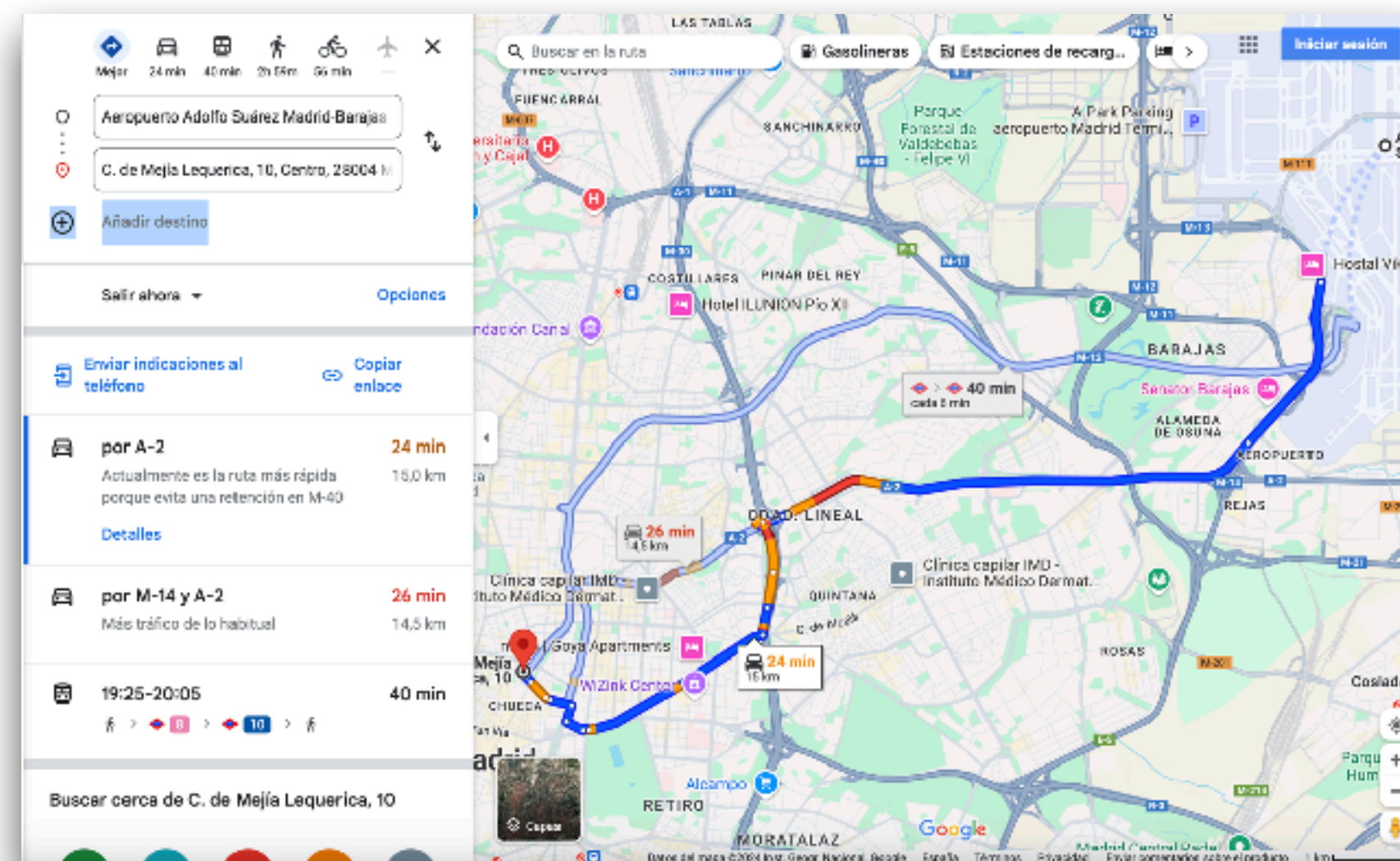
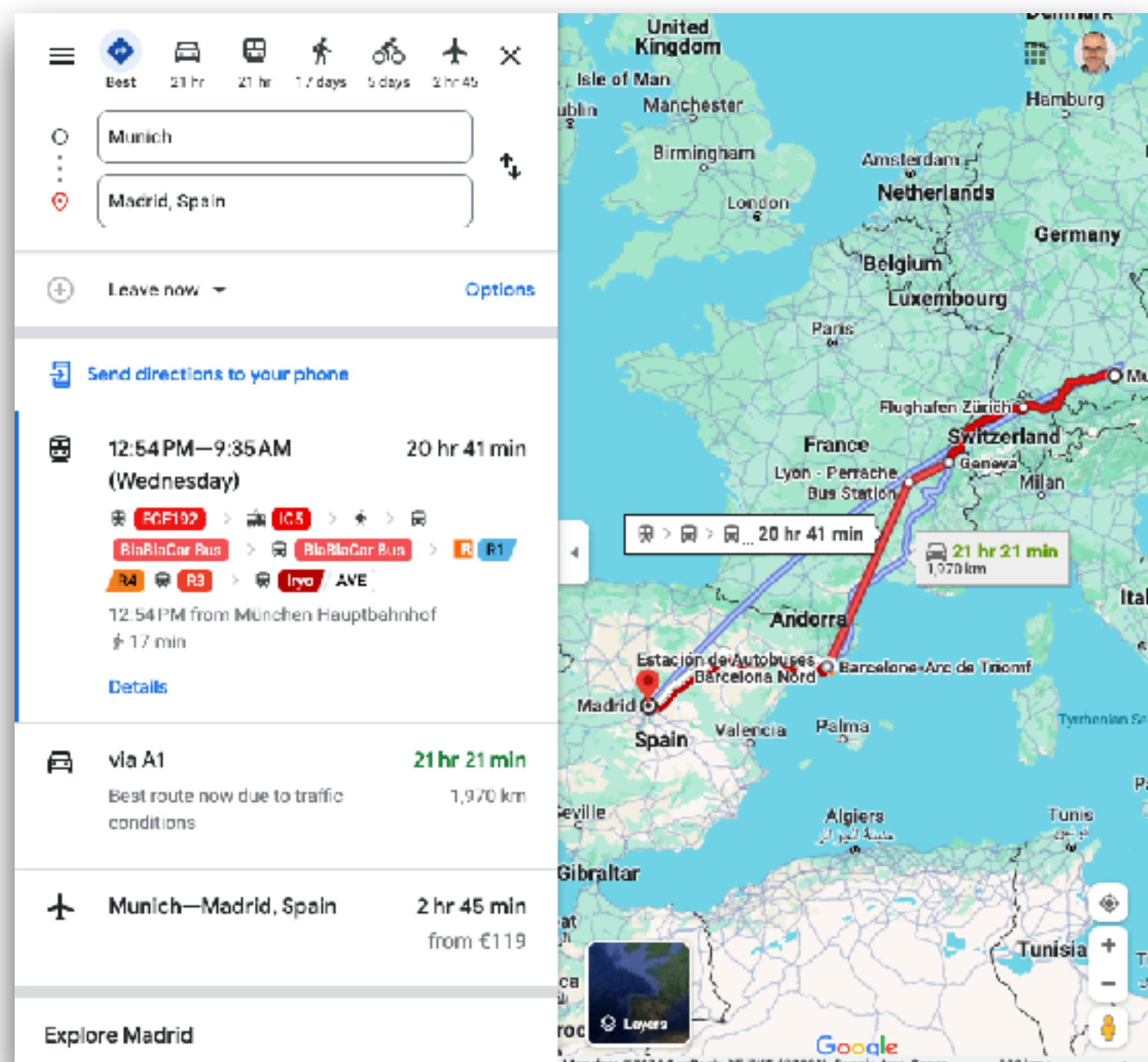


- Provides orientation if you know where you are and where you want to go
- The scale of the map is important for its use.



The Scale of The Map

Different scale, different options

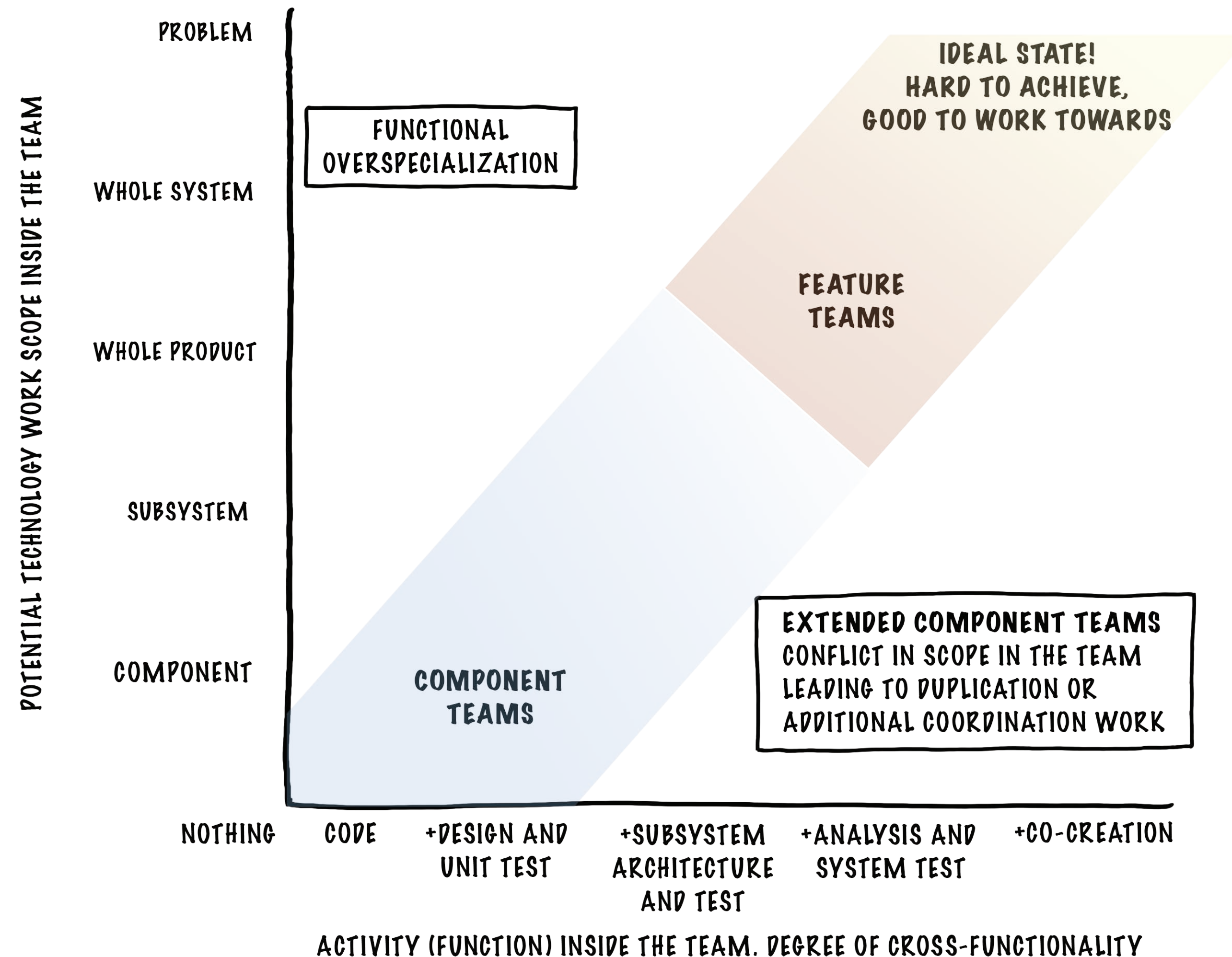


The scale of the map determines the options you have for finding your route towards your target destination.



The Feature Team Adoption Map

A Template for your Product Development Area





FTAM & Second LeSS Adoption Principle

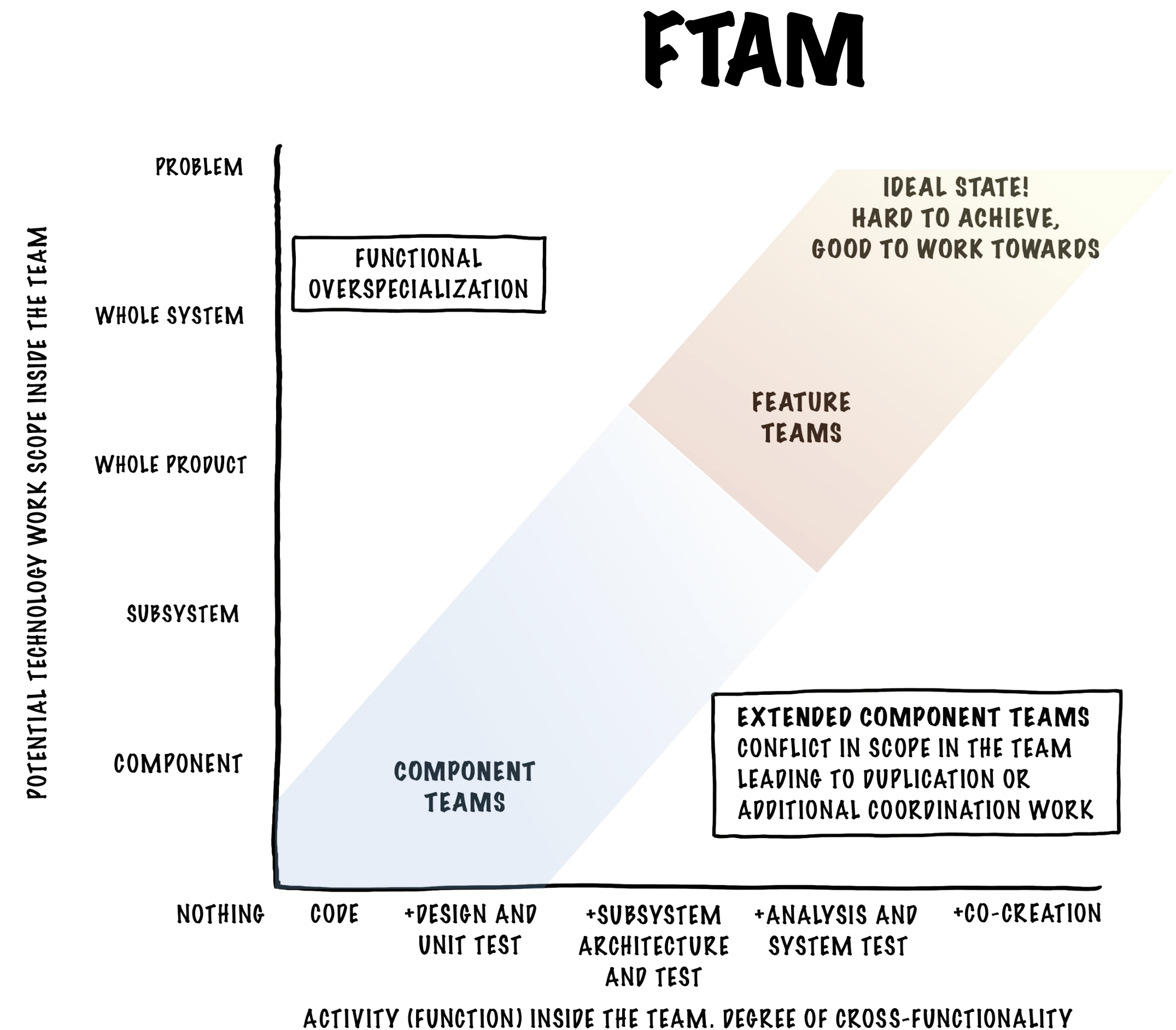
Top-down AND bottom-up

The **Feature Team Adoption Map (FTAM)** is a perfect tool to apply this adoption principle!

Top-down: Management
product definition, department structures, and site strategy, -> the big lines

Bottom-up: Team-level
concrete steps towards the top-down provided options.

Remember: Owning vs Renting



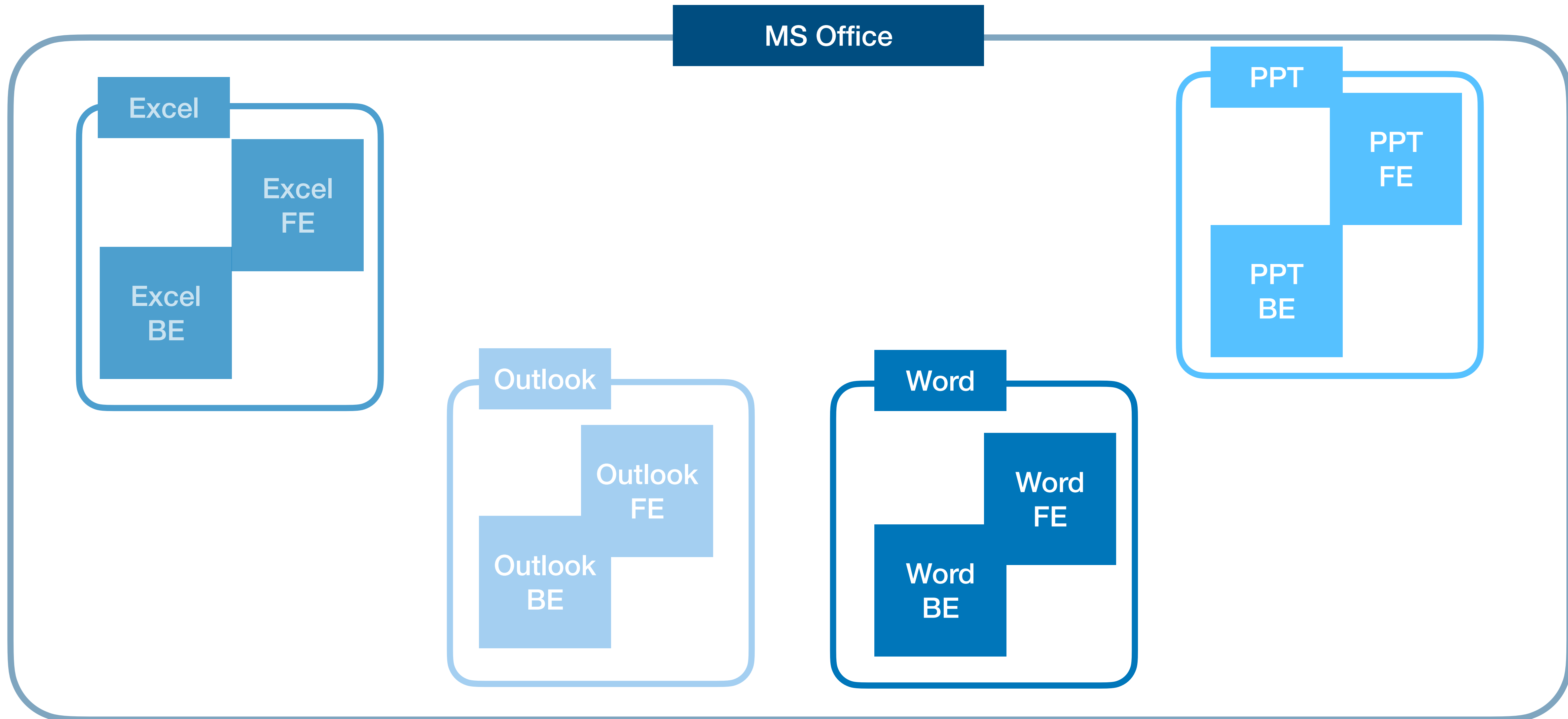
FTAM Example: Microsoft (exemplary)



(Exemplary)

Example

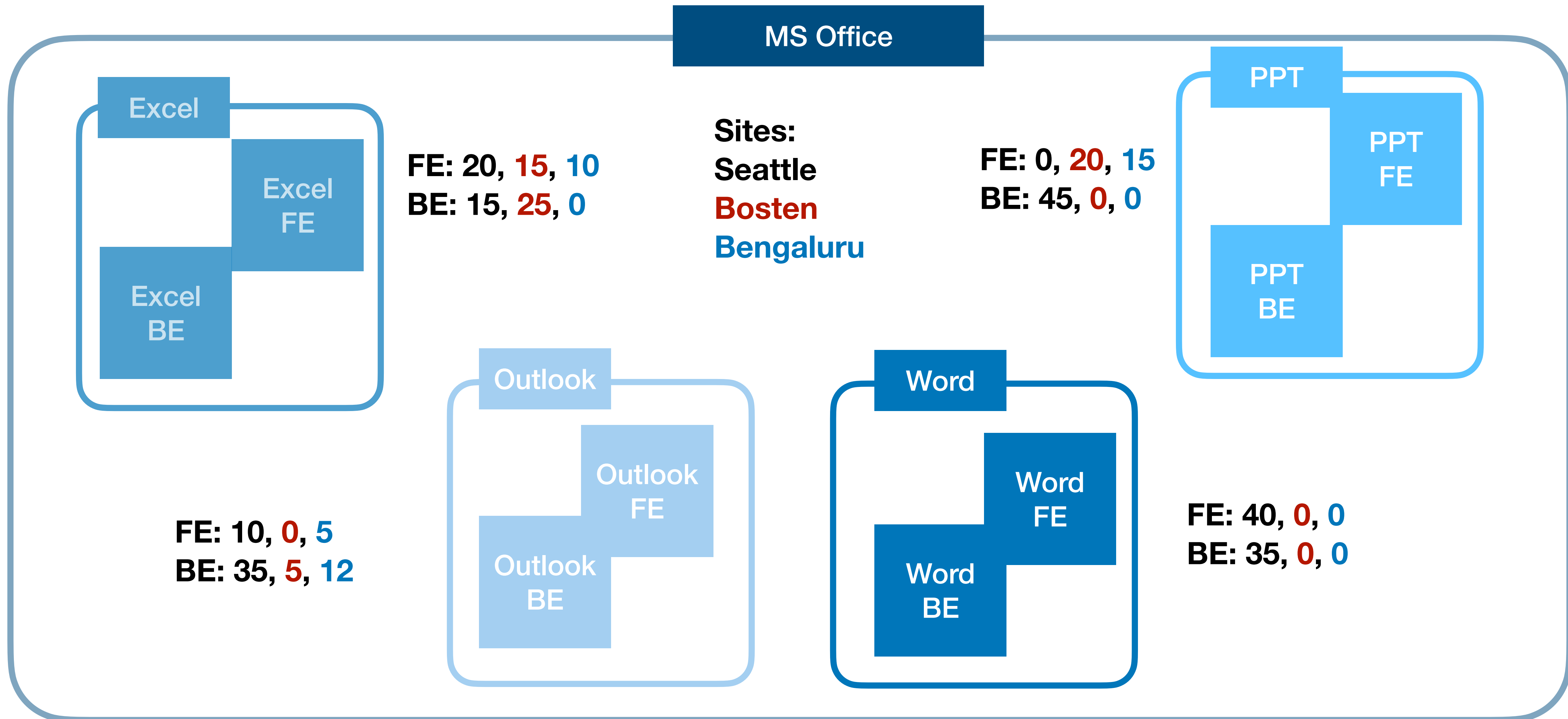
Microsoft Office





Y-Axis: top-down Management Perspective

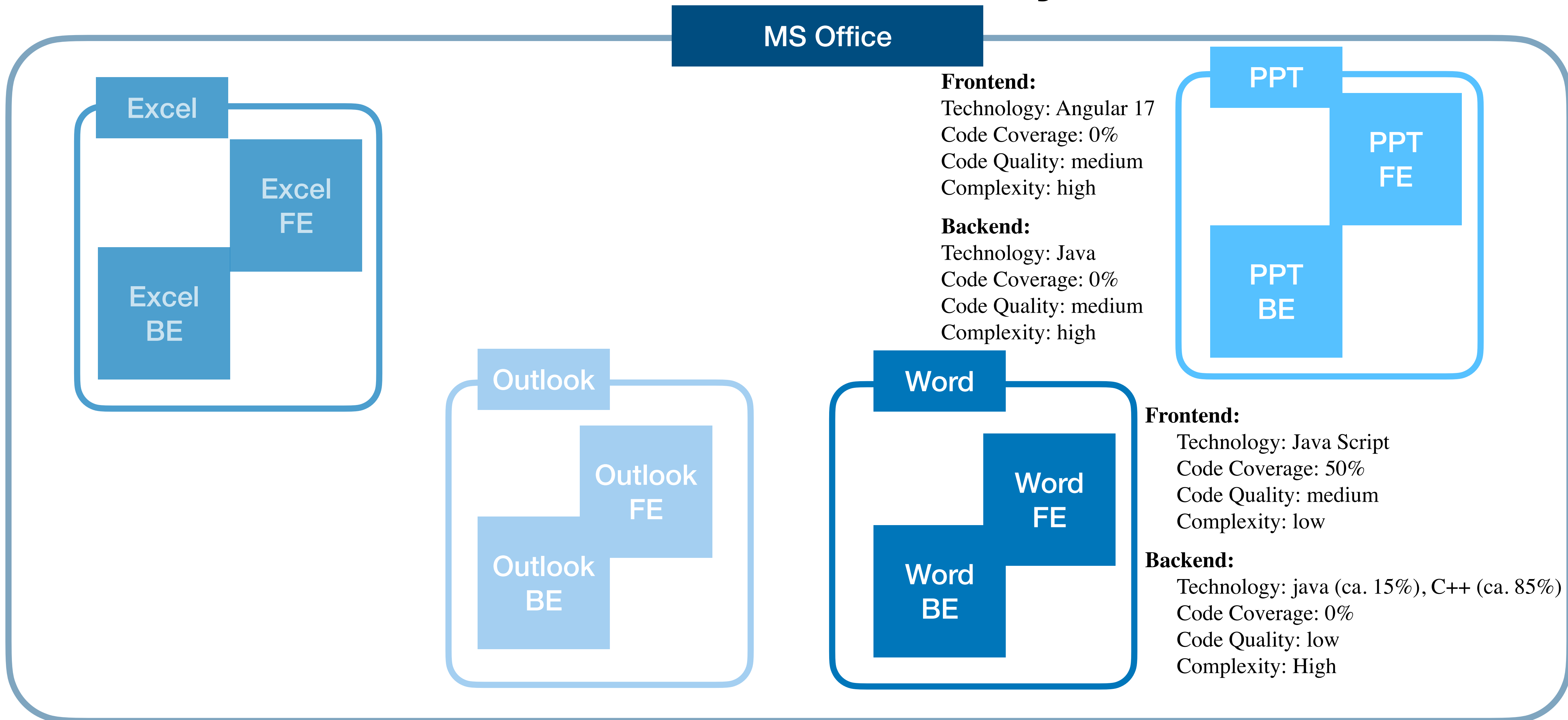
From Block Architecture to the Product Definition





X-Axis: bottom-up Team Perspective

From Block Architecture to Cross-Functionality

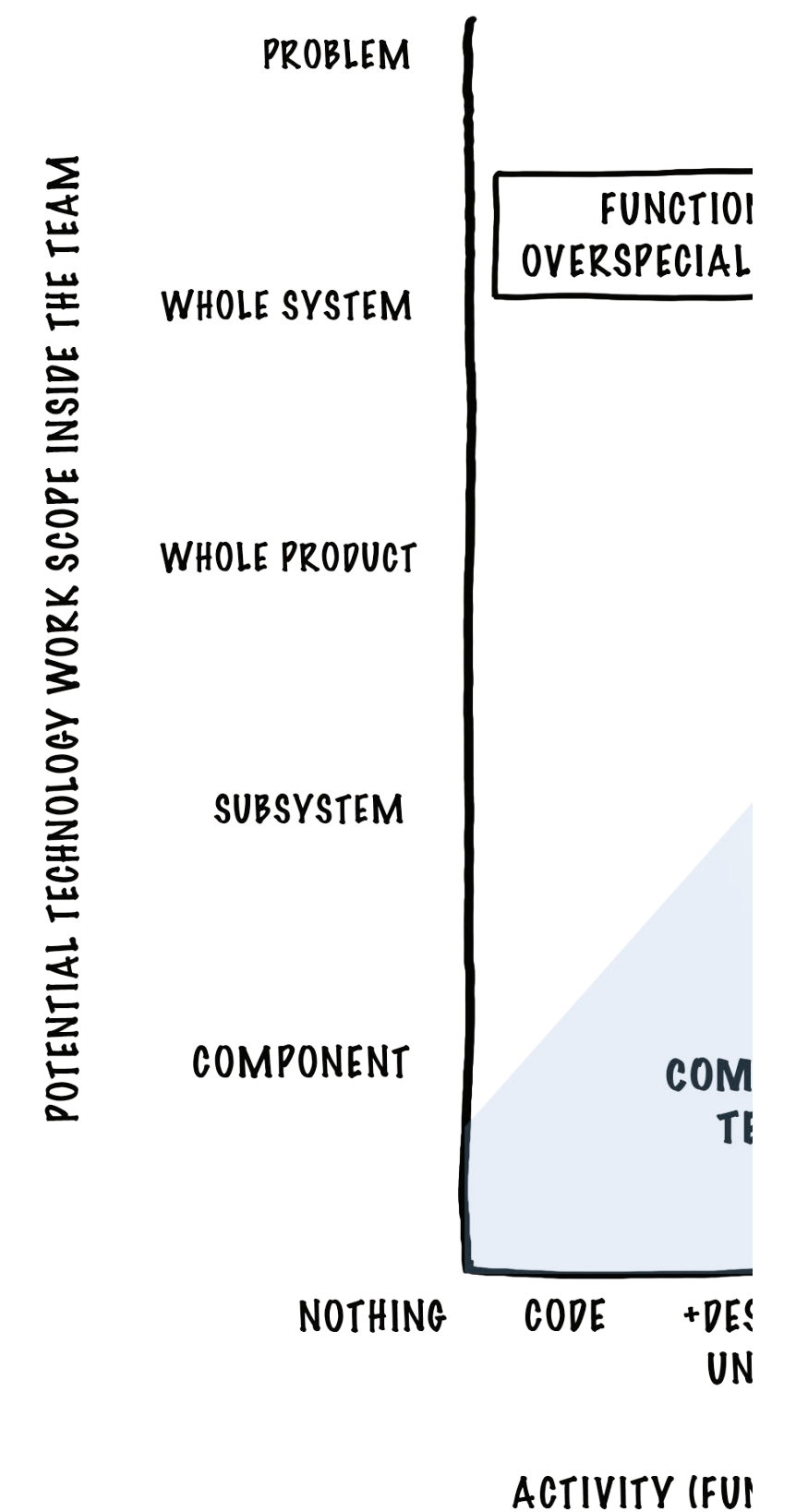
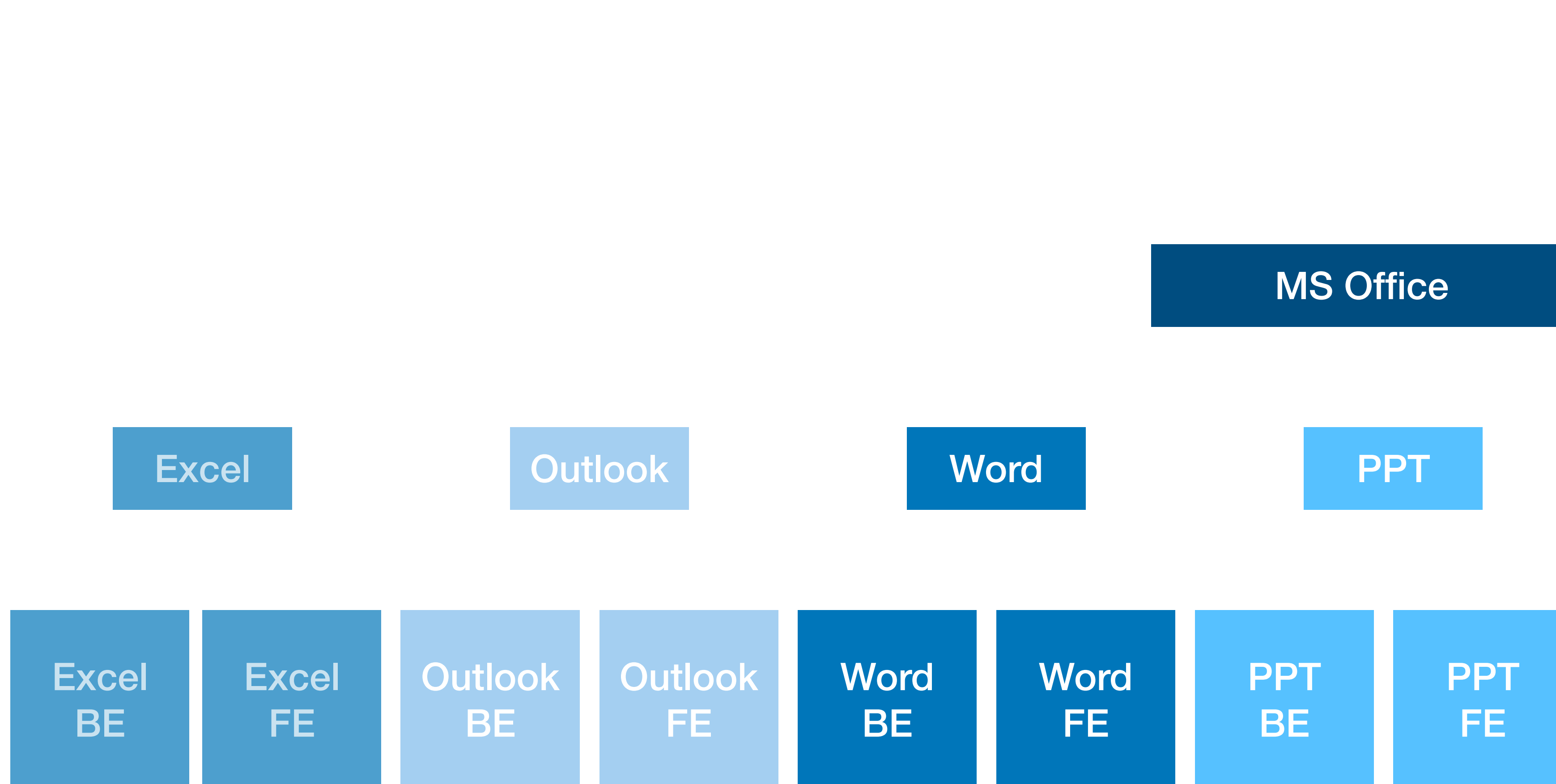




(Exemplary)

Y-Axis

From Block Architecture to the Product Definition

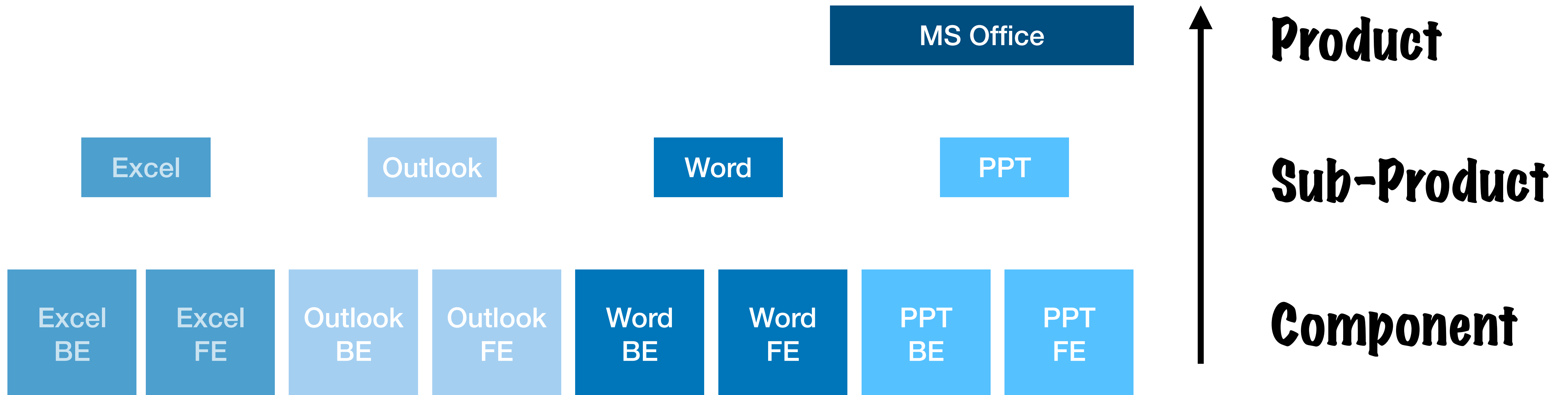




(Exemplary)

Y-Axis

From Block Architecture to the Product Definition

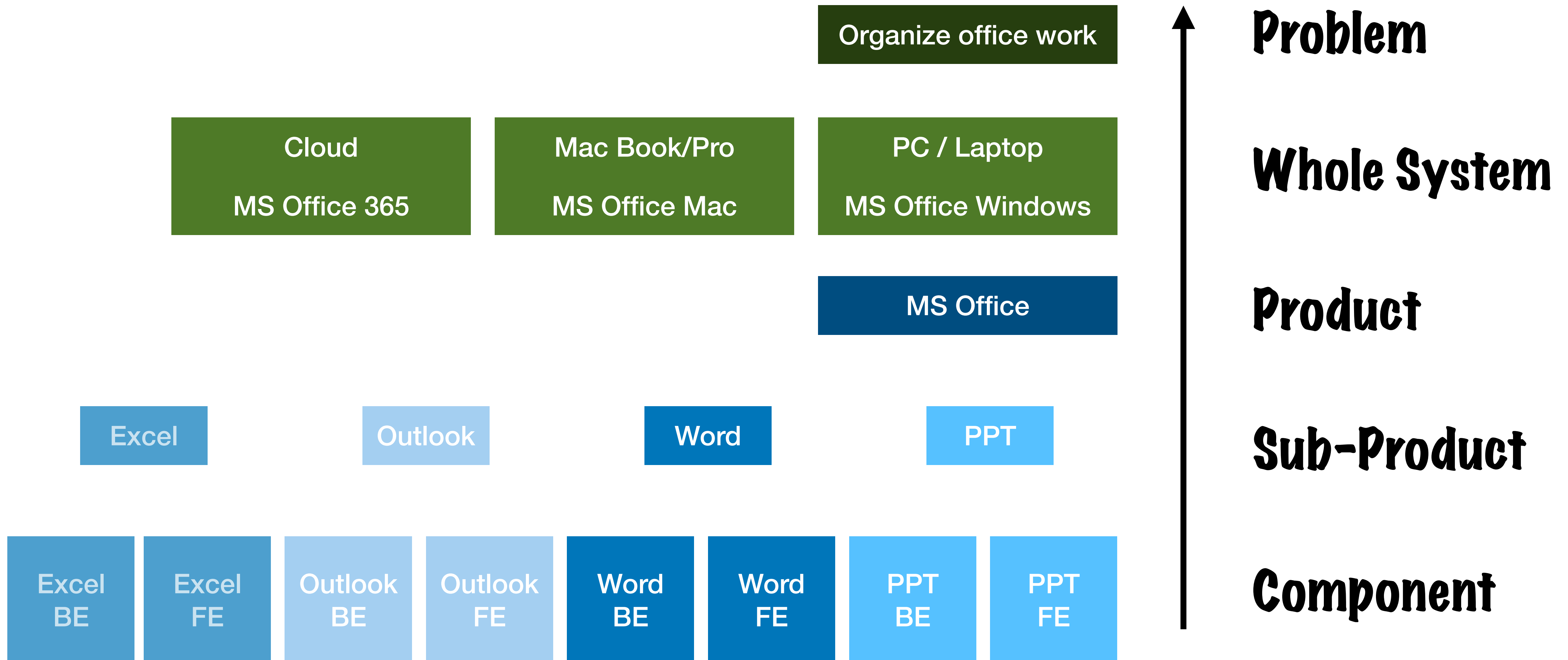




(Exemplary)

Y-Axis

From Block Architecture to the Product Definition



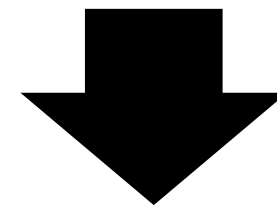


X-Axis

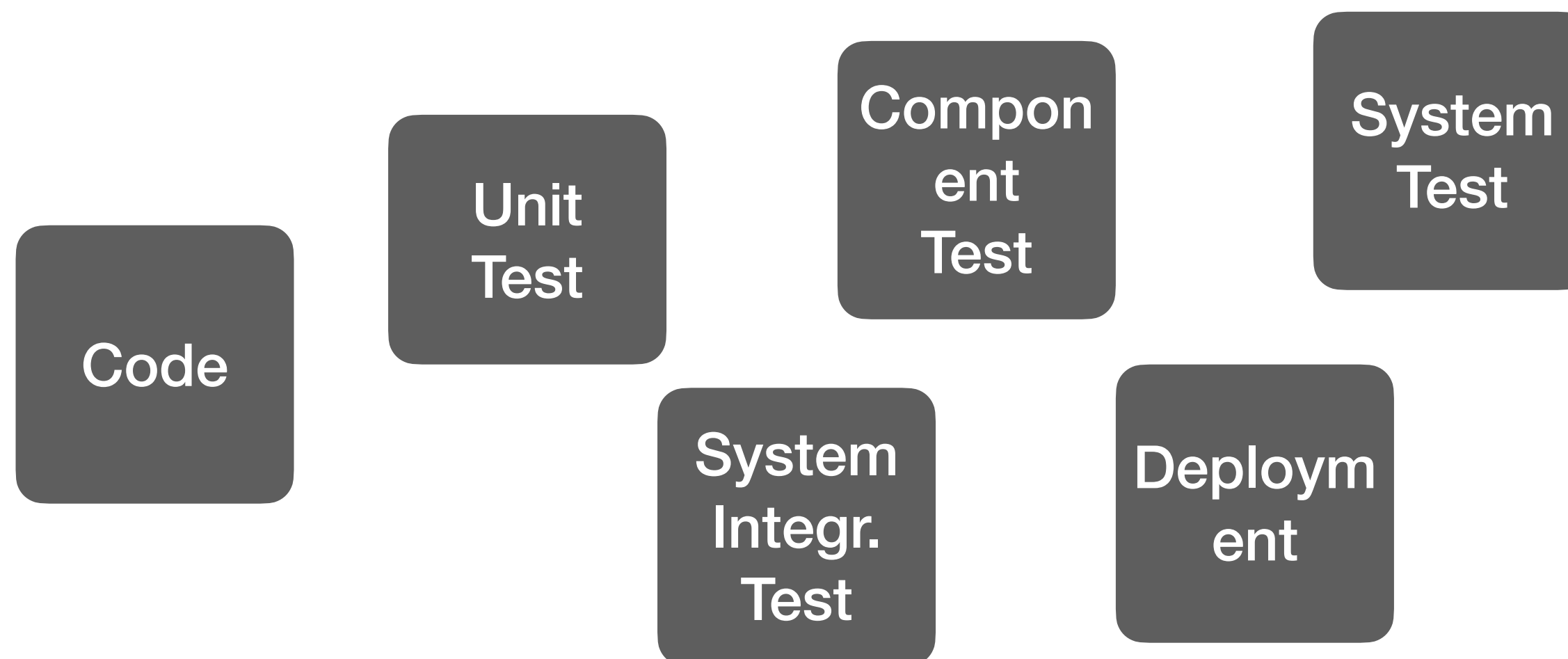
From PSPI to Cross-Fuctionality

PSPI = Requires all tasks needed to be done so that the end user can experience the change in the Product.

PSPI



Perfect DoD = DoD + Undone Work





(Exemplary)

X-Axis

From DoD to Cross-Fuctionality

DoD

Code

Unit
Test

Compon
ent
Test

**Undone
Work**

System
Integr.
Test

System
Test

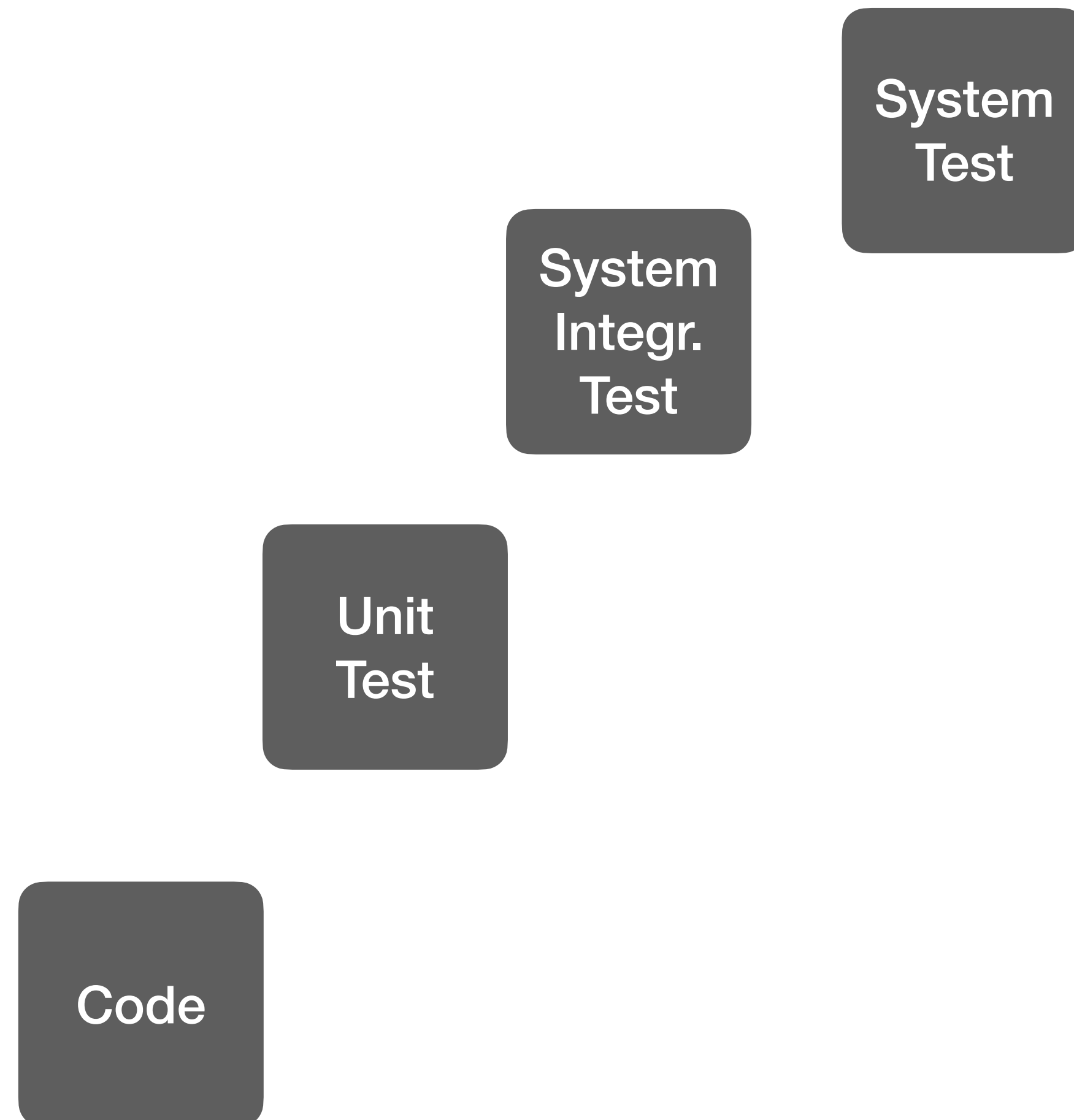
Deploym
ent



X-Axis

From DoD to Cross-Fuctionality

We put these tasks on there Position in the V-Model

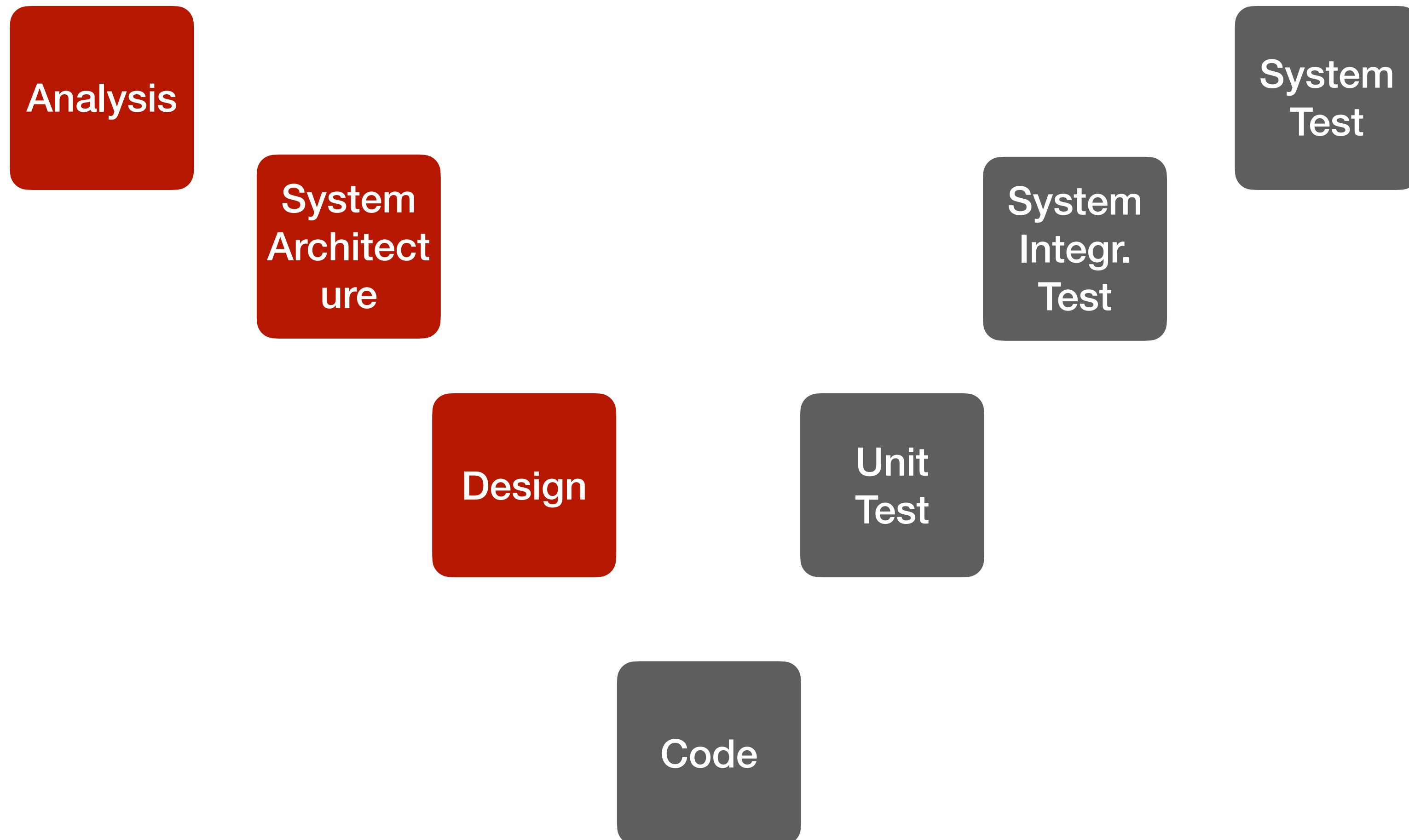




X-Axis

From DoD to Cross-Fuctionality

We put these tasks on there Position in the V-Model

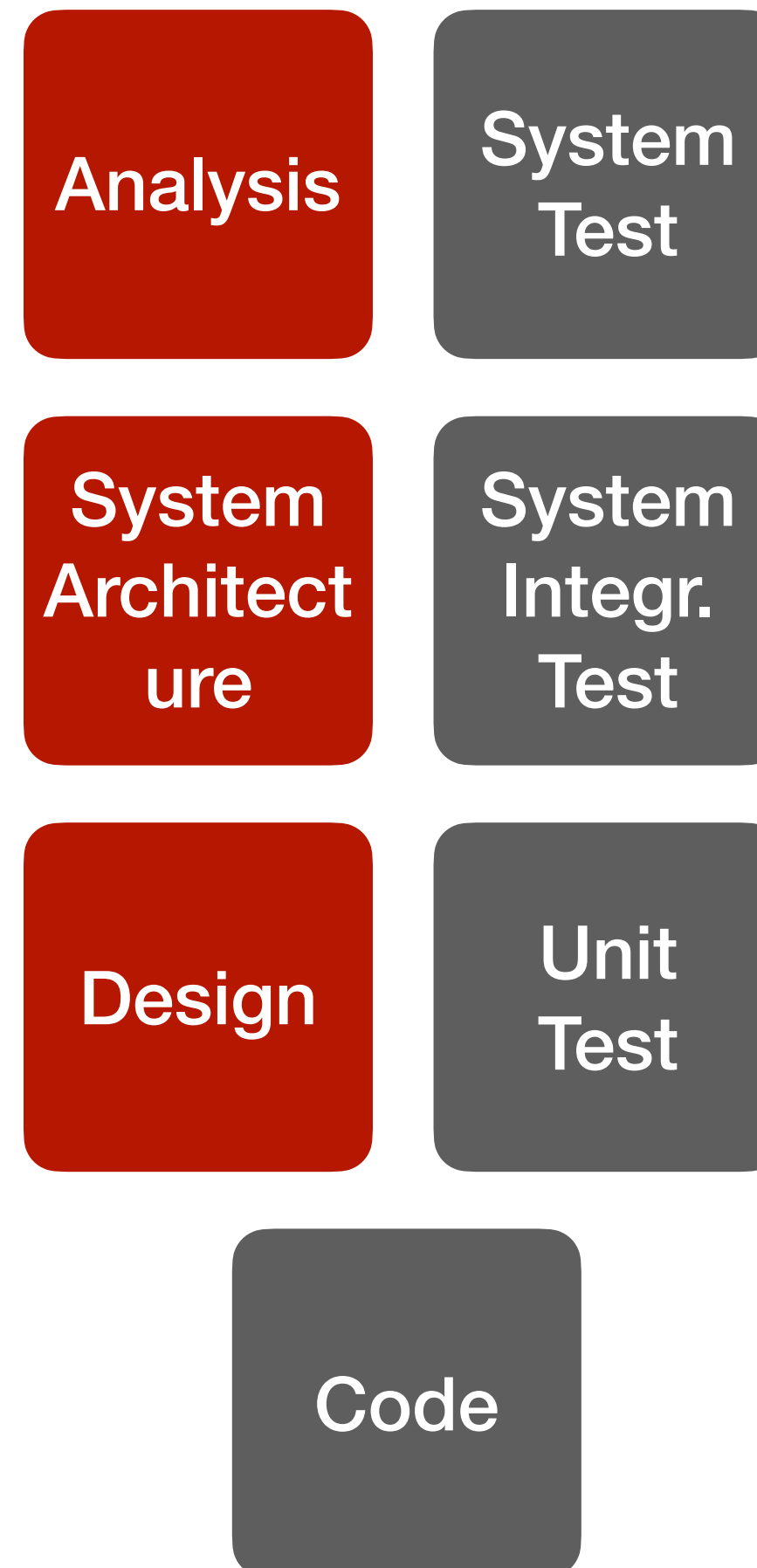




X-Axis

From DoD to Cross-Functionality

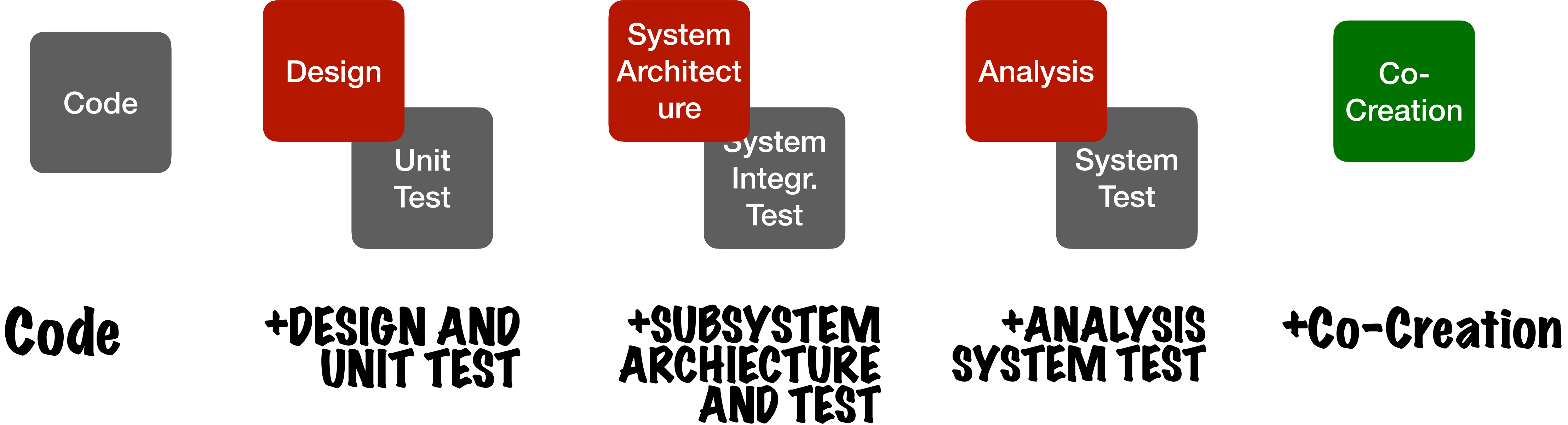
We put these tasks on there Position in the V-Model





(Exemplary)

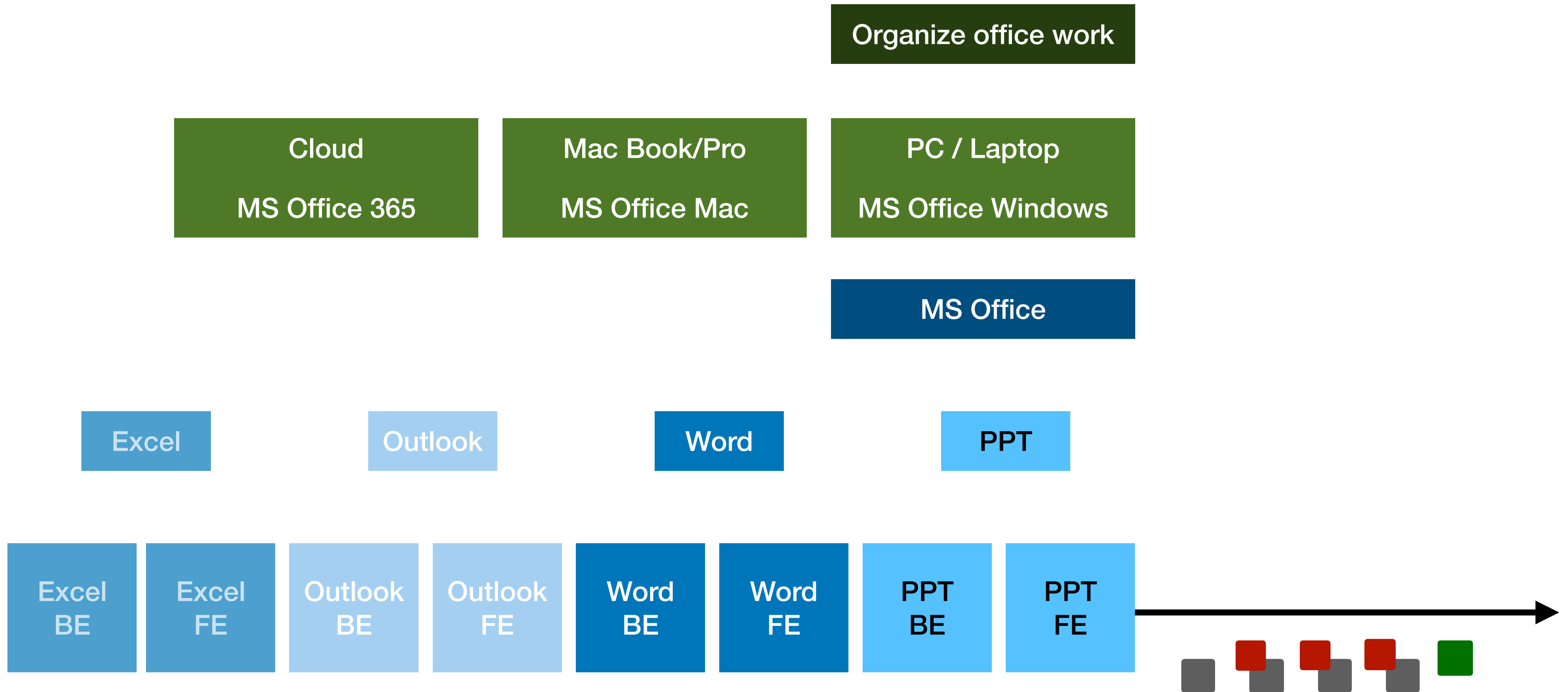
X-Axis





(Exemplary)

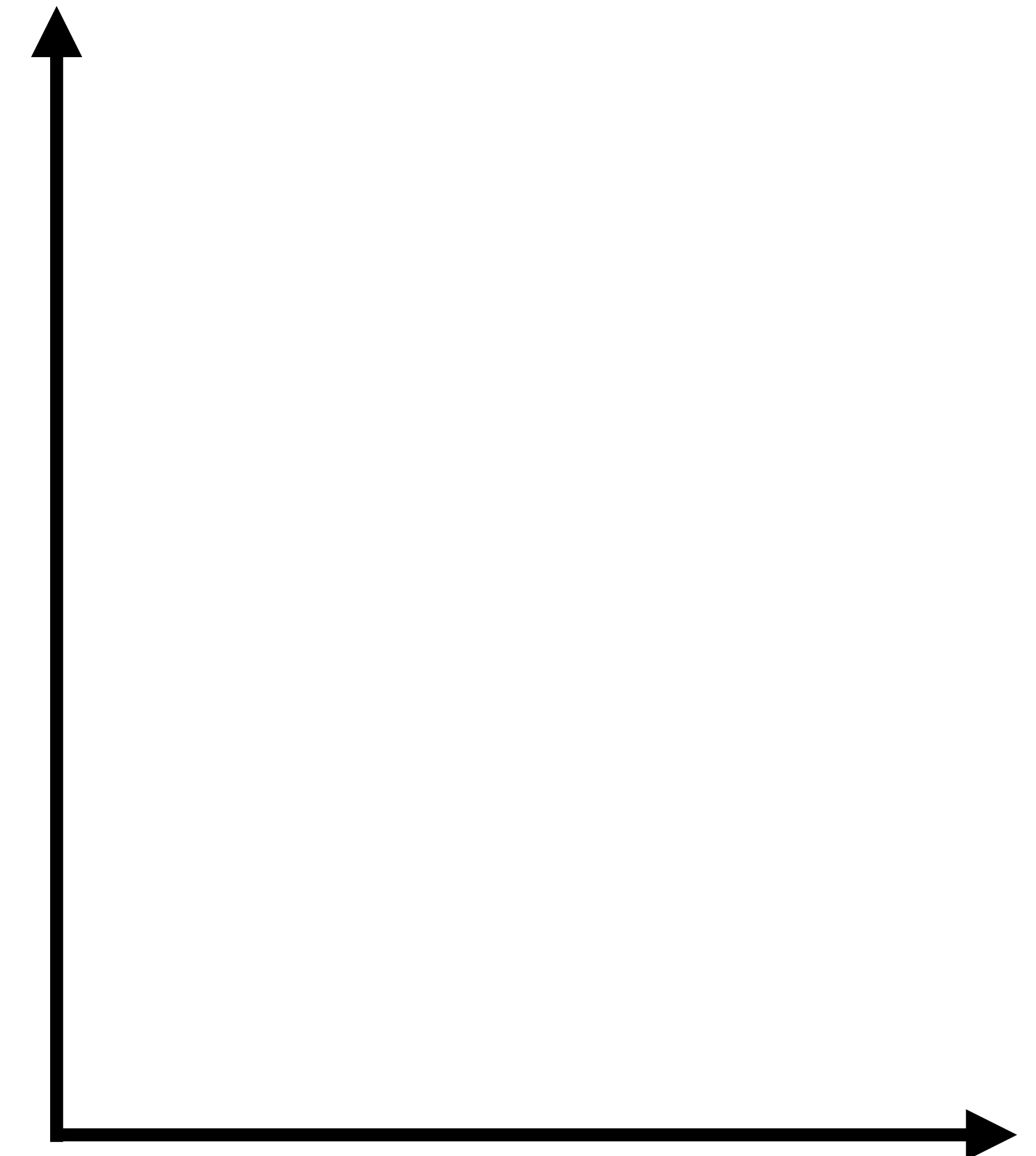
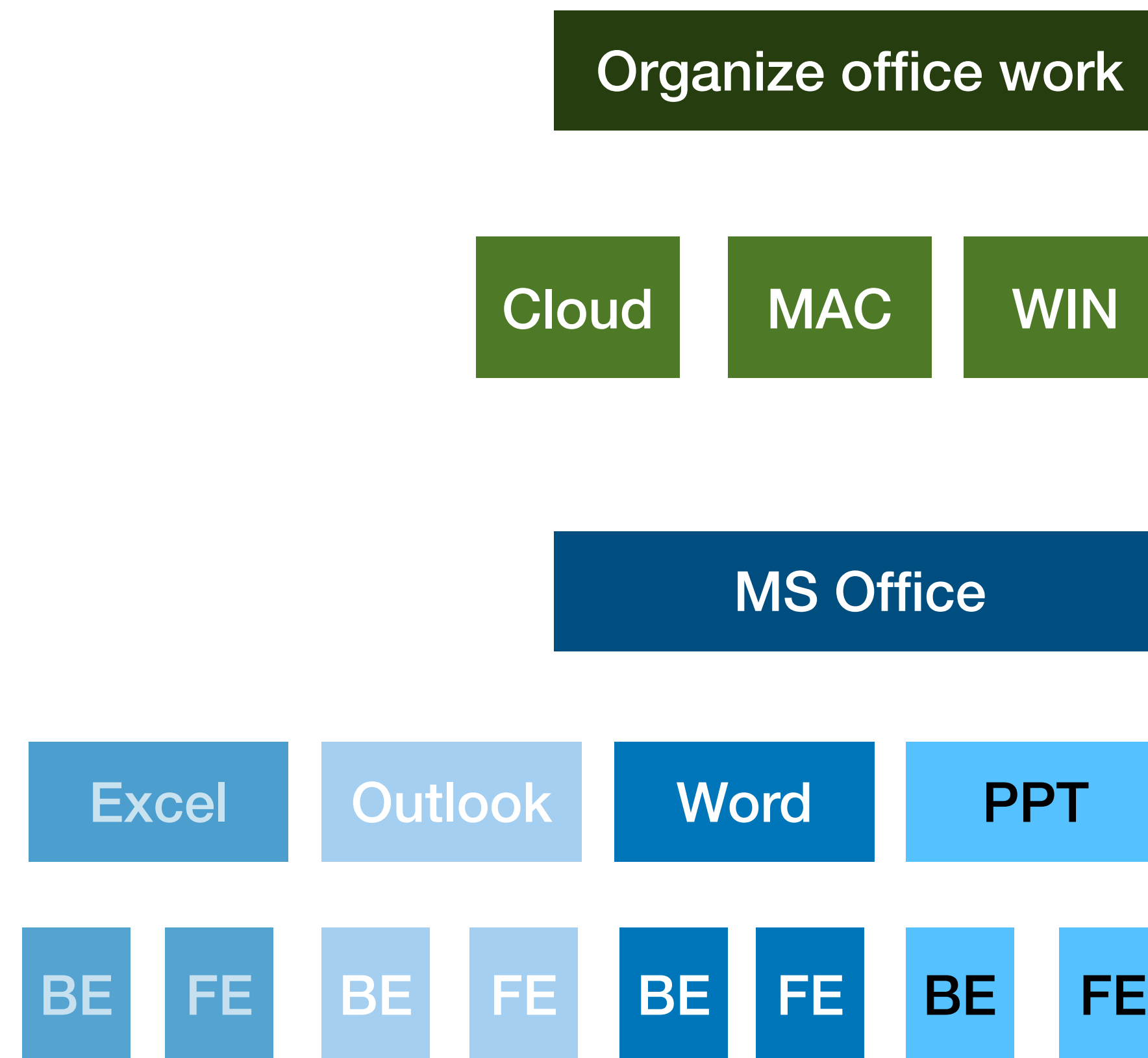
The FTAM





(Exemplary)

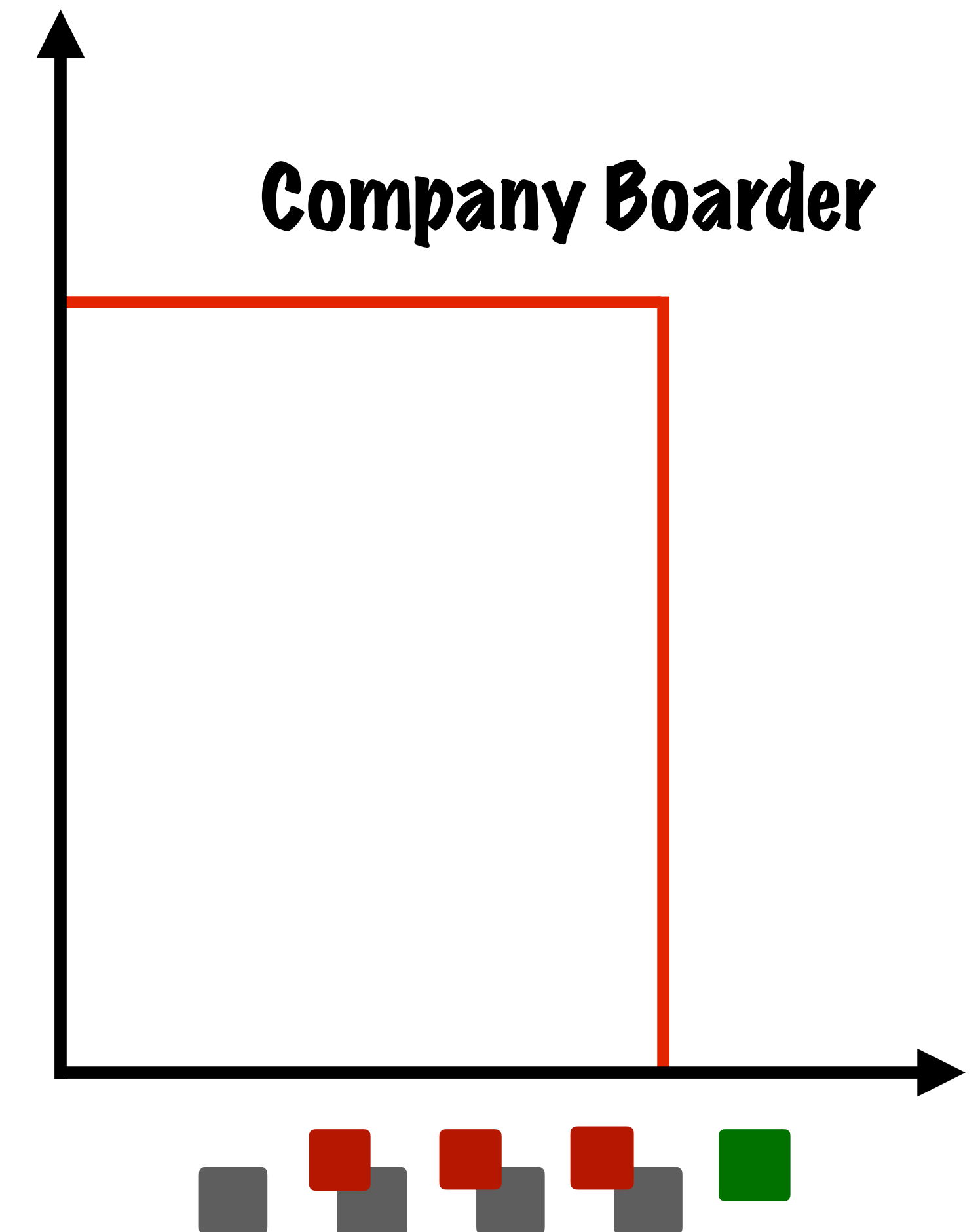
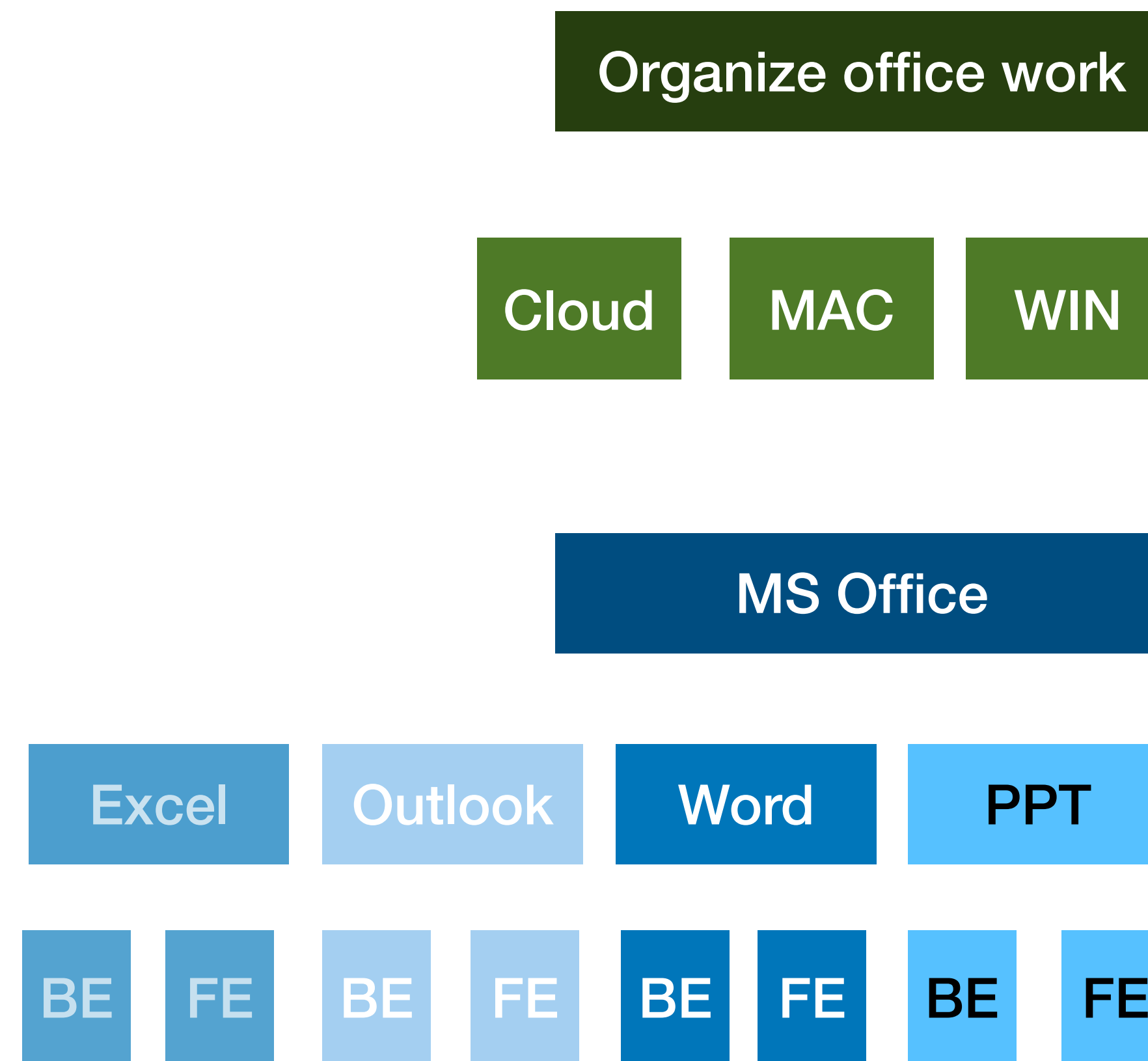
The FTAM





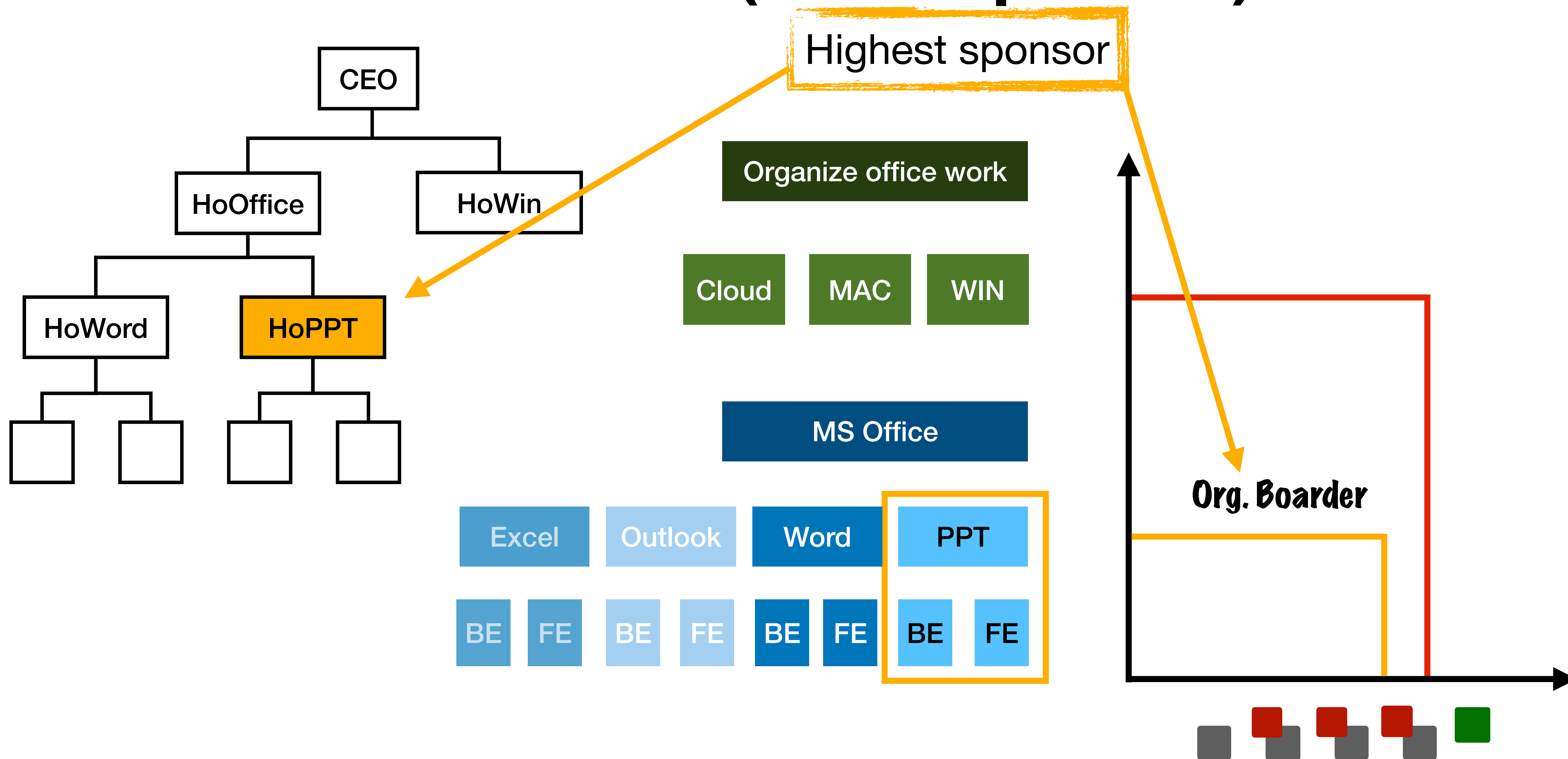
(Exemplary)

The FTAM (Limit Company Boarder)



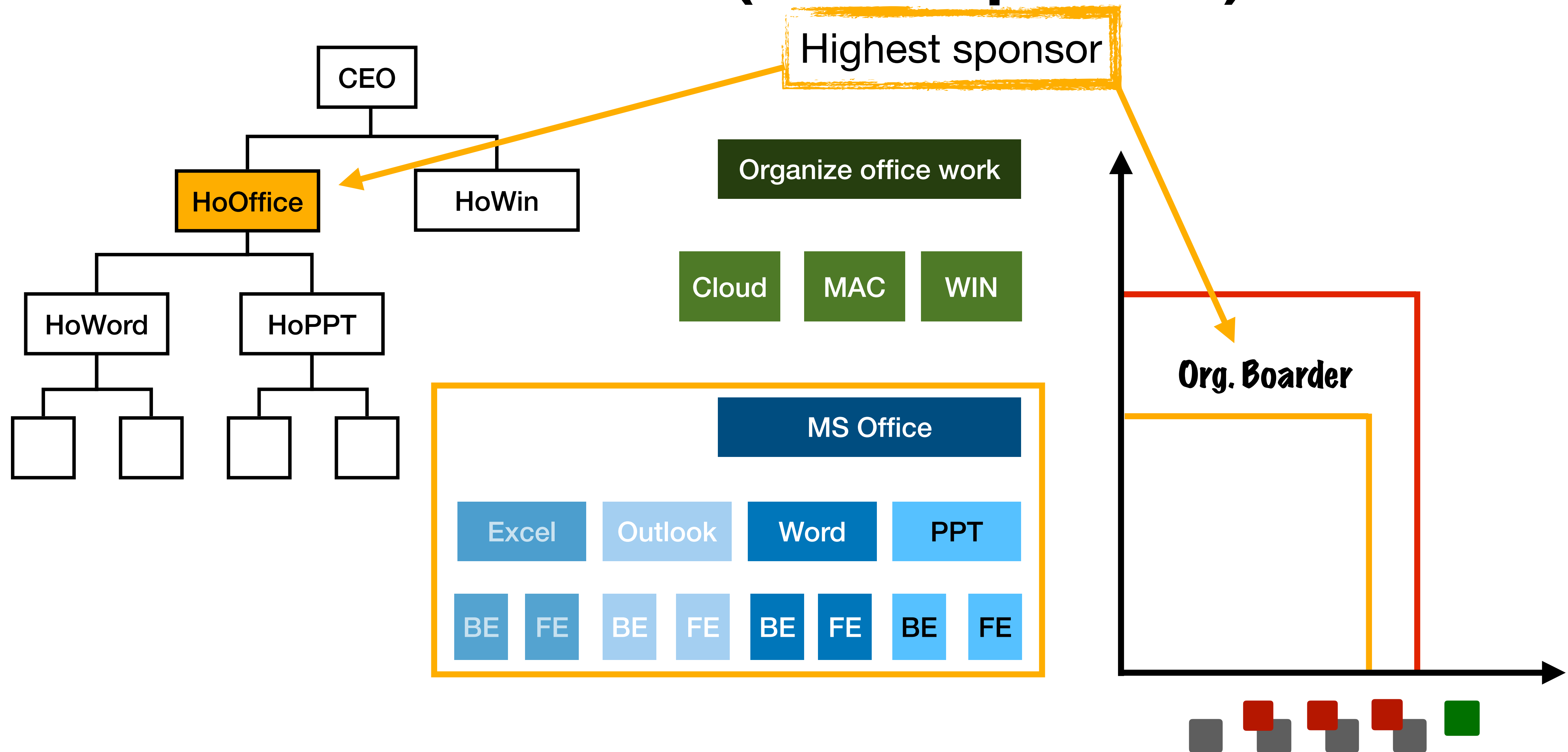


The FTAM (Limit Sponsor)





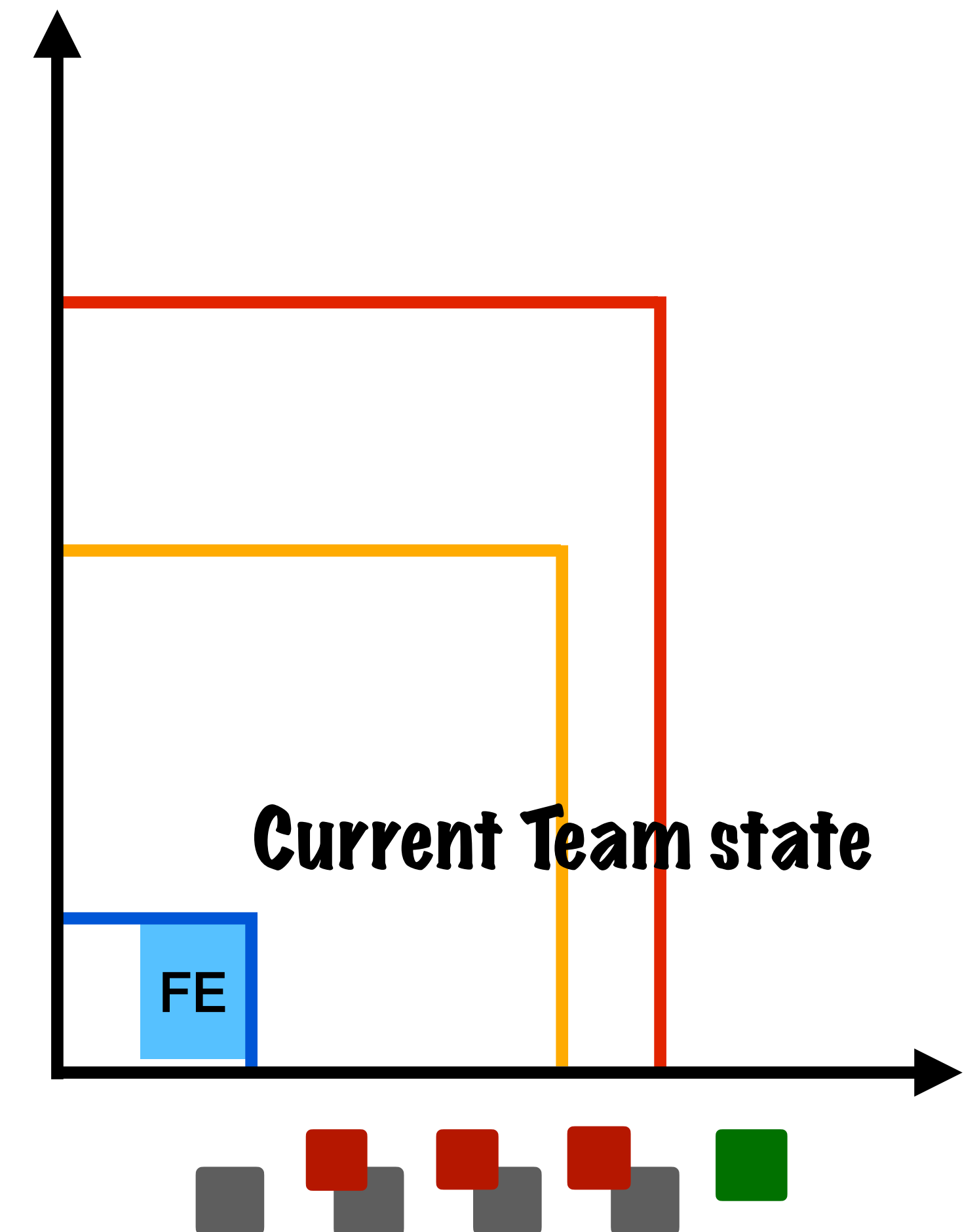
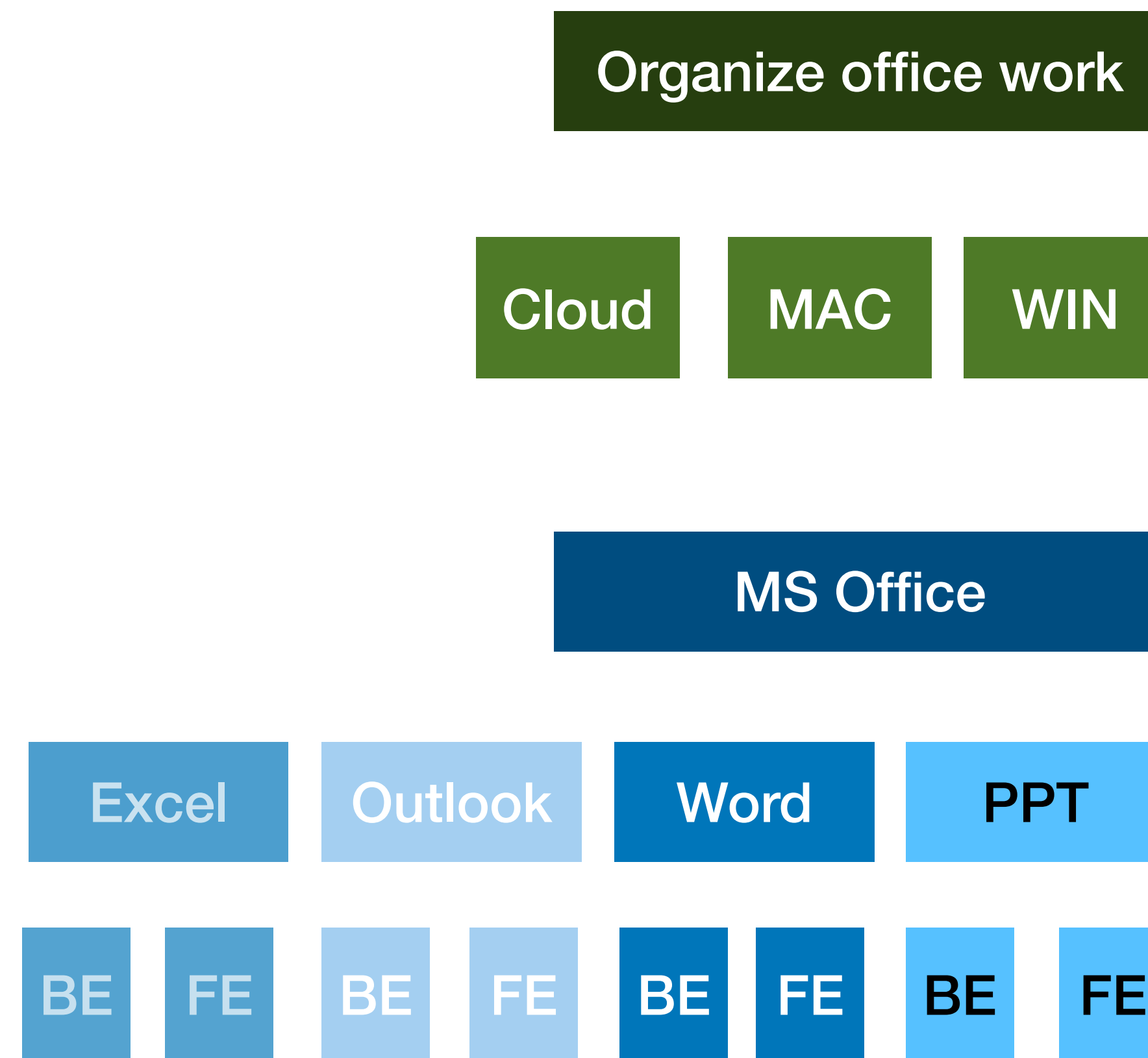
The FTAM (Limit Sponsor)





(Exemplary)

The FTAM (Current State)





(Exemplary)

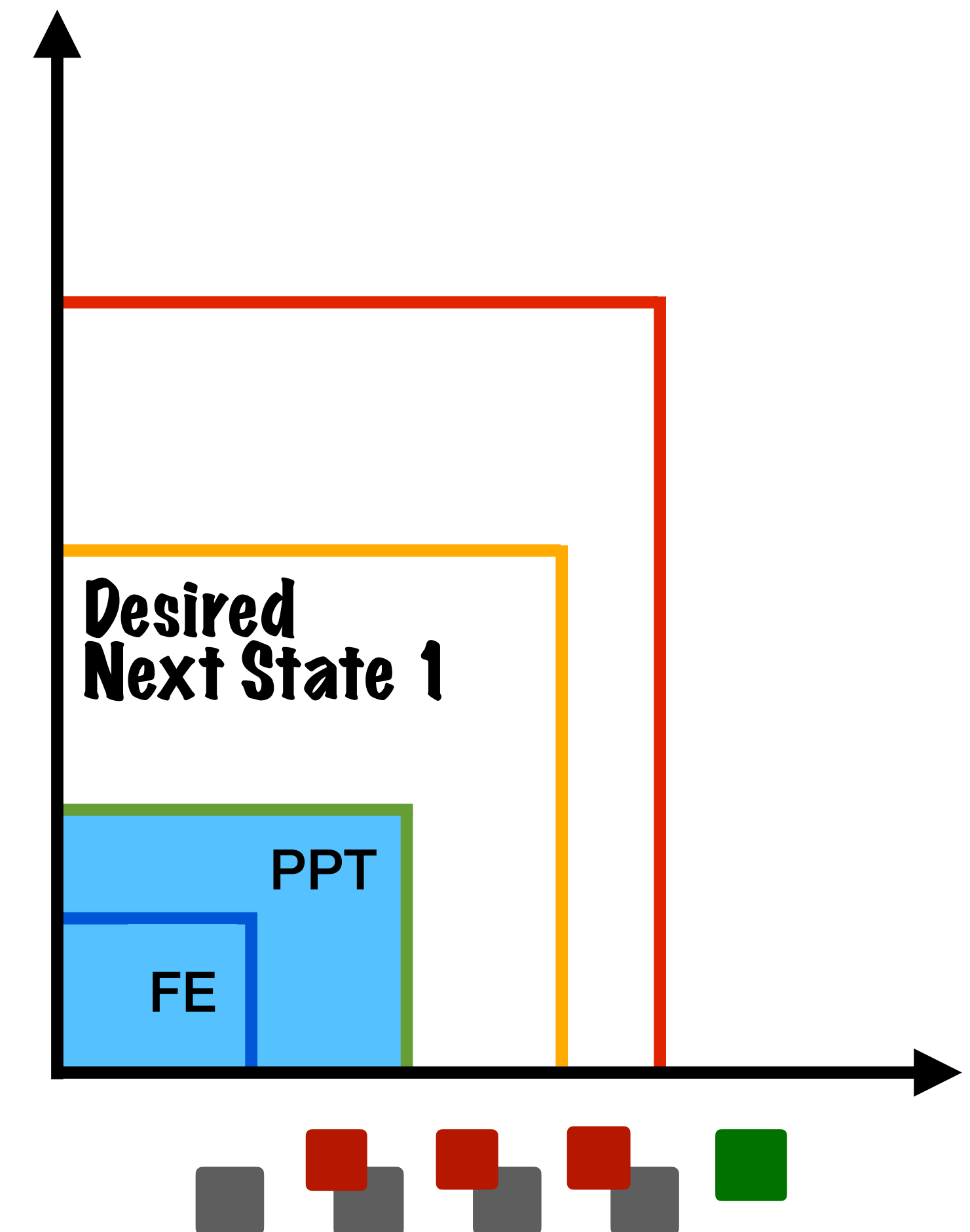
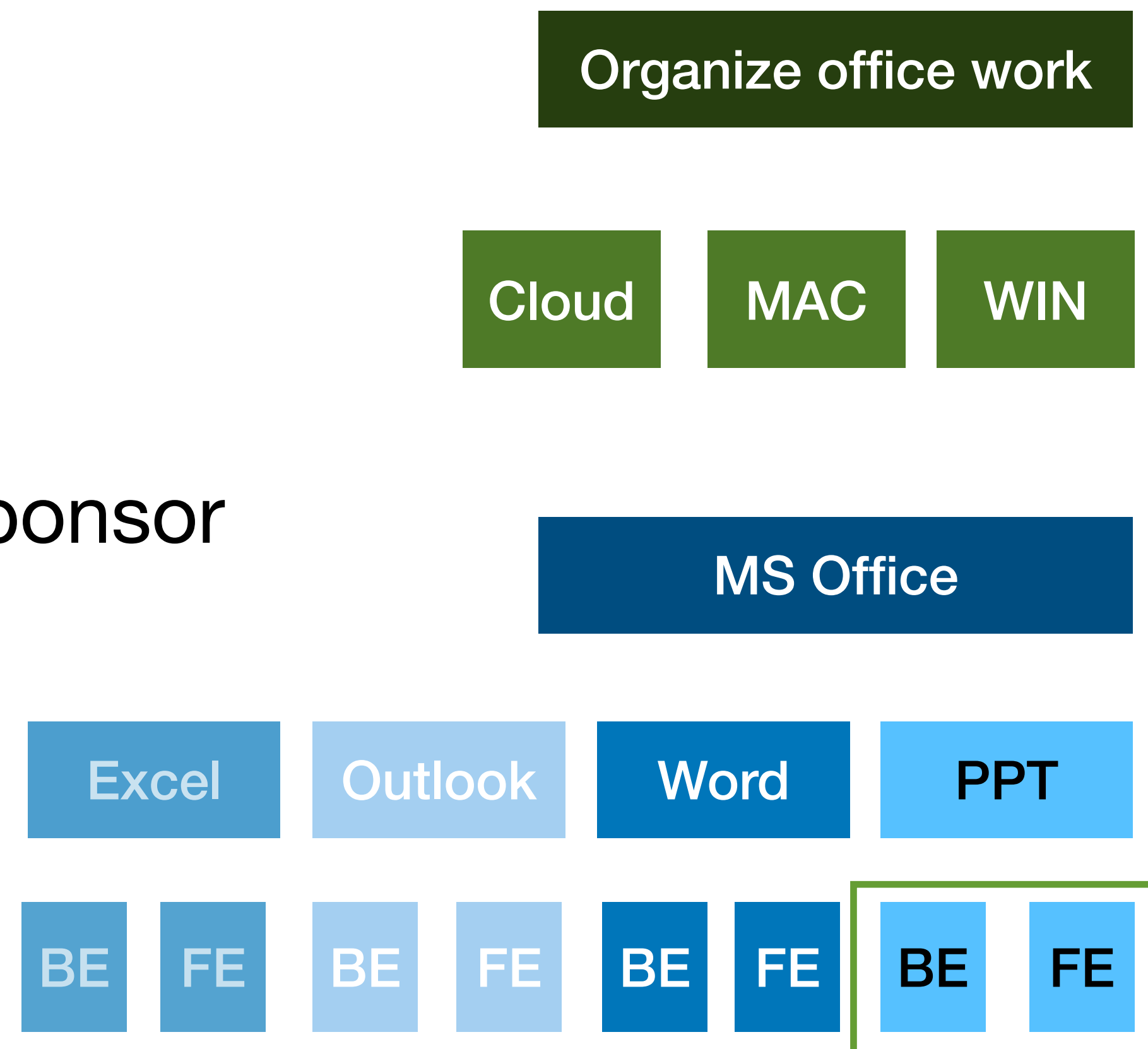
The FTAM (Opportunity)

Desired New State: Option 1

This

HoPPT

Needs to be the sponsor





(Exemplary)

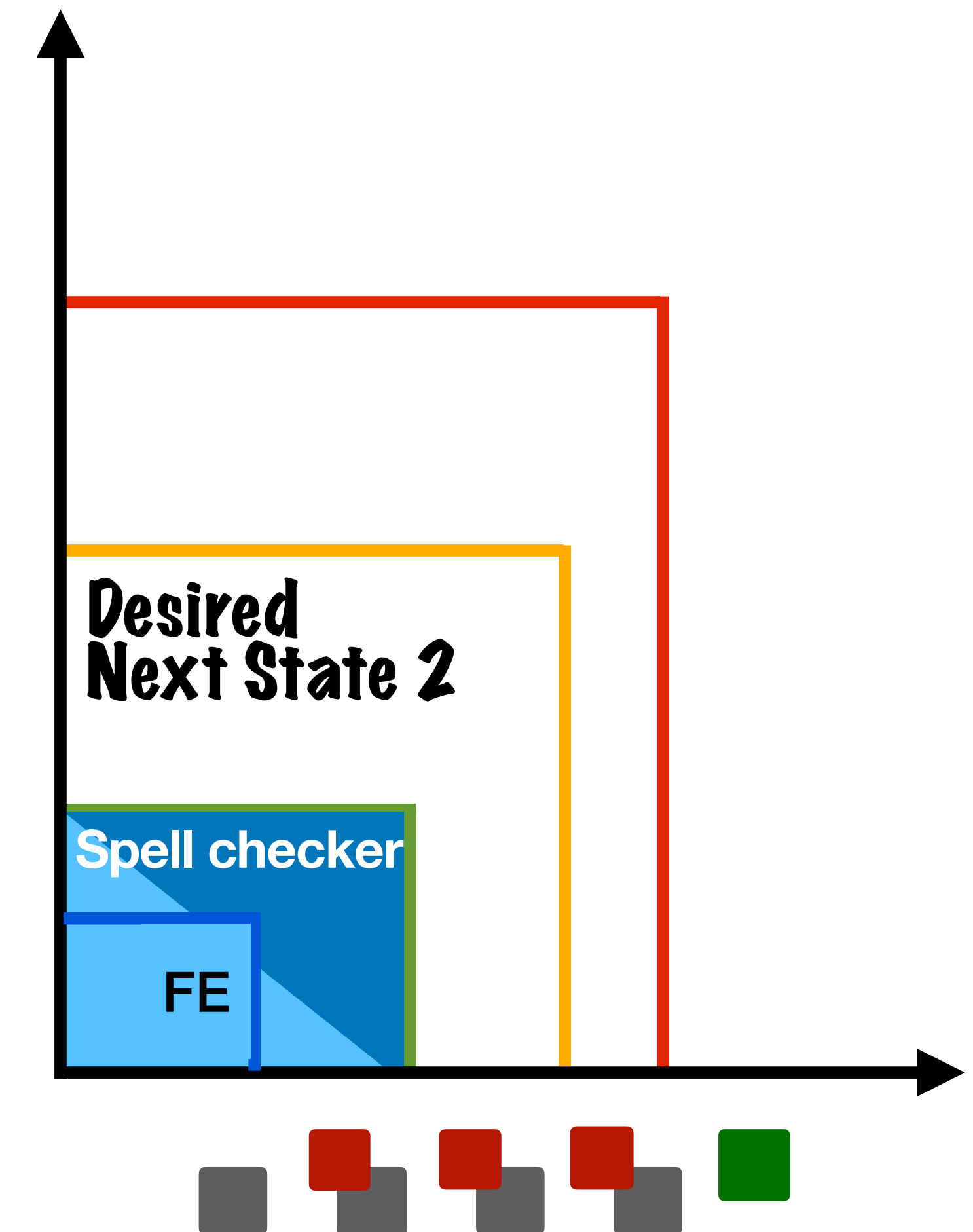
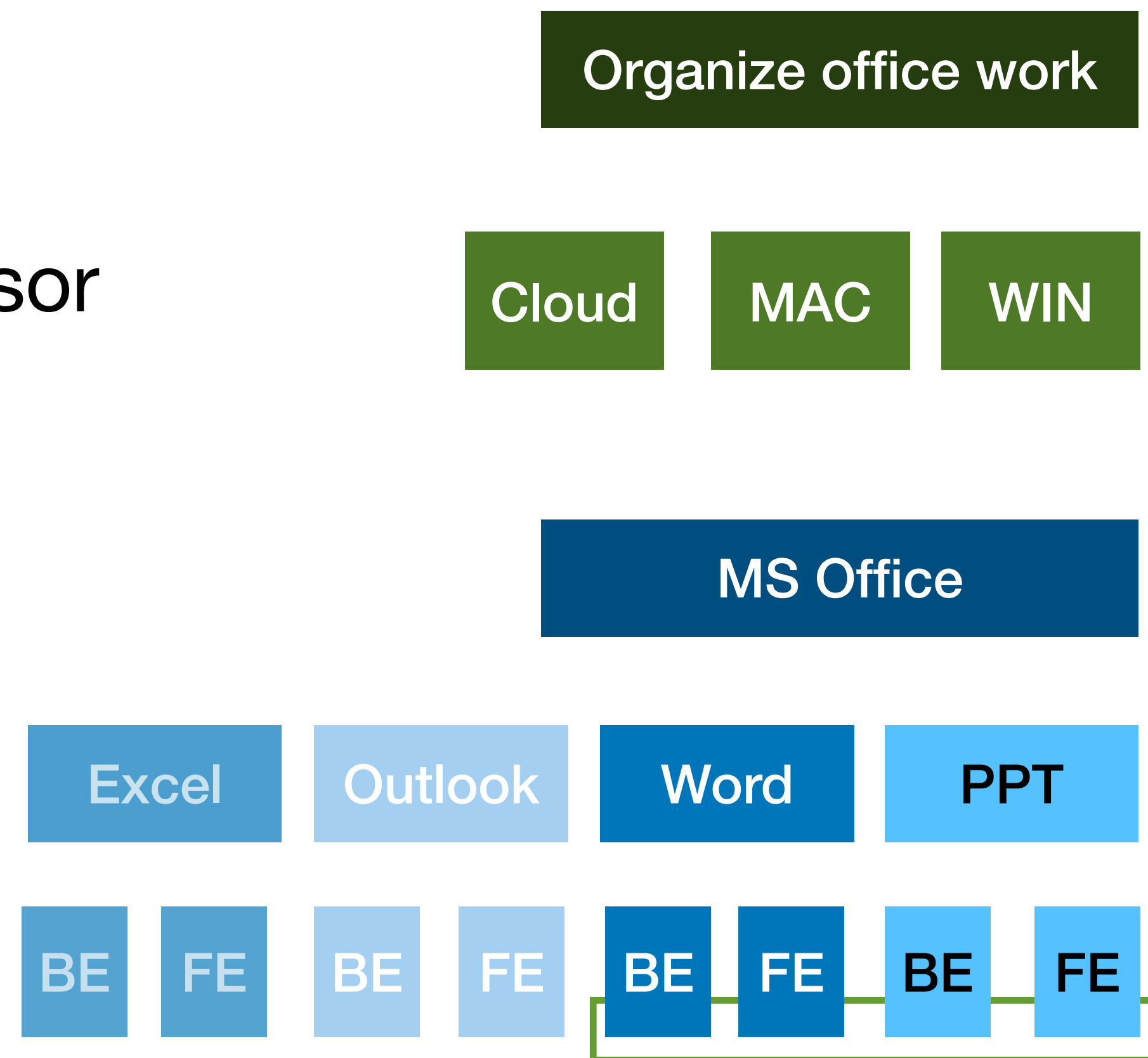
The FTAM (Opportunity)

Desired New State: Option 2

This

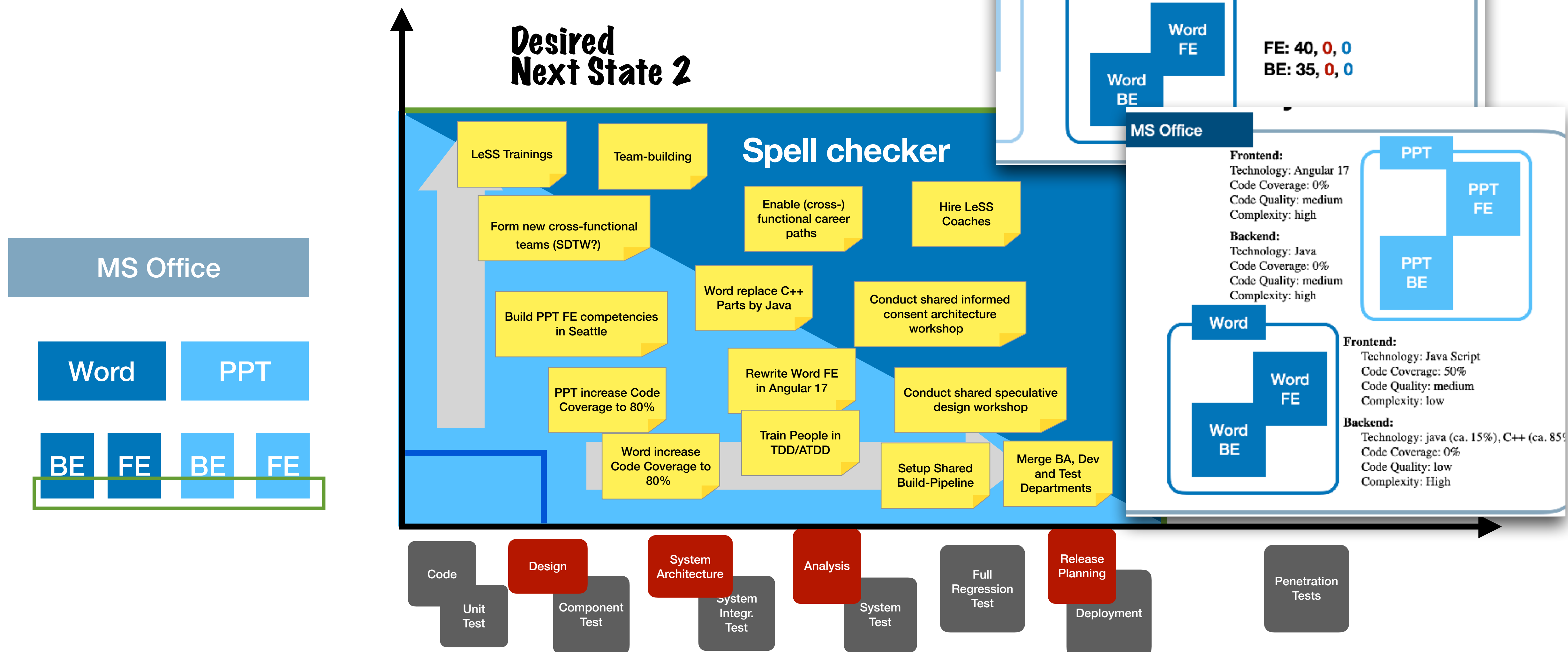
HoOffice

Needs to be the sponsor





Desired New State: Option 2

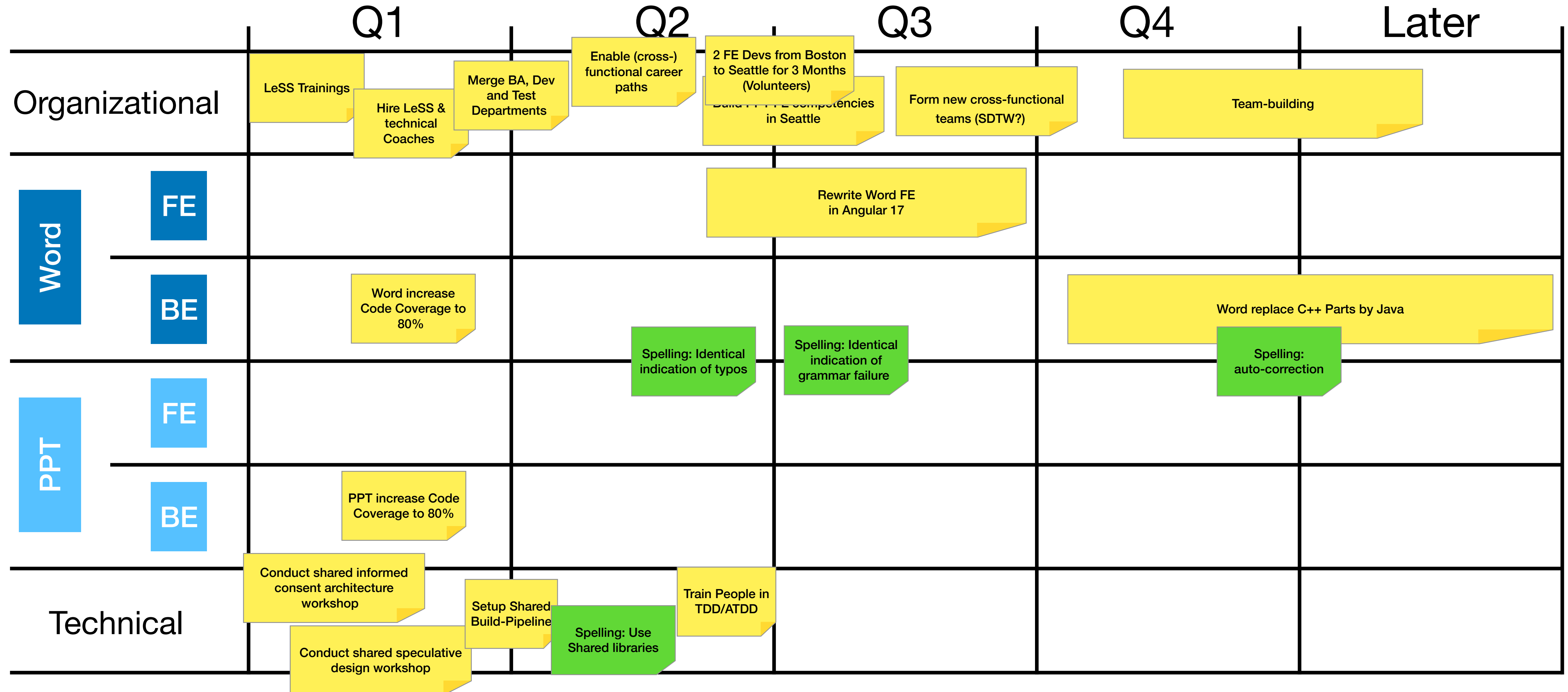




(Exemplary)

Transformation Roadmap

Align with Business Roadmap



Q&A



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