

Beyond R&D: Designing Product Teams for the Entire Customer Journey

A LeSS Case Study



Background

The Product

Companies and authorities want or need to implement **energy, climate and resource management of buildings** (electricity, water, heating, cooling, waste)



Energy Manager

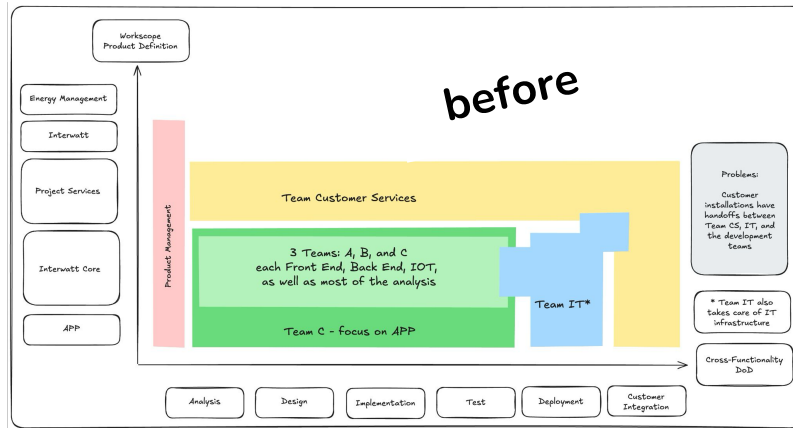


Facility Manager

We need to do: development, **installations**, customization, as well as **operations and support**.

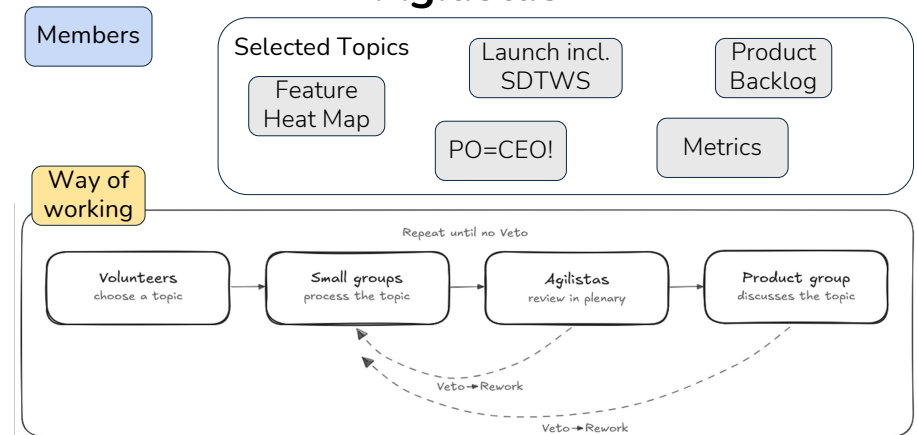
Background

Feature Team Adoption Map (FTAM)



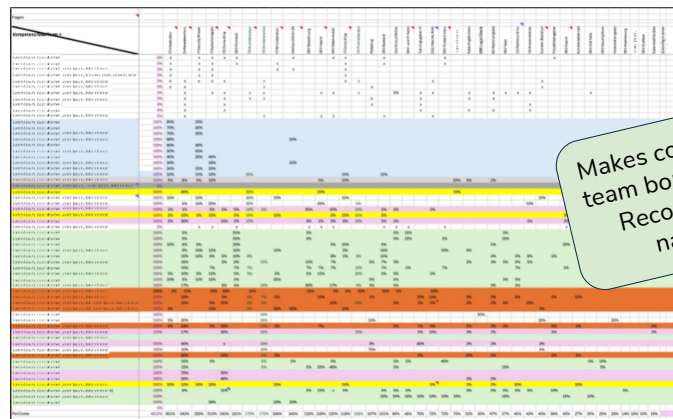
Prepare the launch

Agilistas



Prepare the launch

Feature Heat Map



Makes connections across team borders transparent. Recognizing the true nature of work.

Source: Product Definition in Large Scale Scrum (LeSS) by Cesario Ramos

Prepare the launch

The skill card

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In hindsight:

We allowed to mark what people **already know** and what they are **interested to learn** - later on the difference was not clear
-> better visual mgmt would have helped

The launch

Self-Designing Team Workshop - the plan

Topic	Start	End
Opening and why this change Goals of this workshop	09:00	09:15
Boundaries for this workshop	09:15	09:30
Self-Designing Team Workshop	Team forming I	09:30 09:55
	Team forming II	09:55 10:20
	Break	10:20 10:35
	Team forming III	10:35 11:00
	Selection of SMs Team name	11:00 11:20
	Presentation of new teams	11:20 11:50
	Feedback and next steps	11:50 12:00

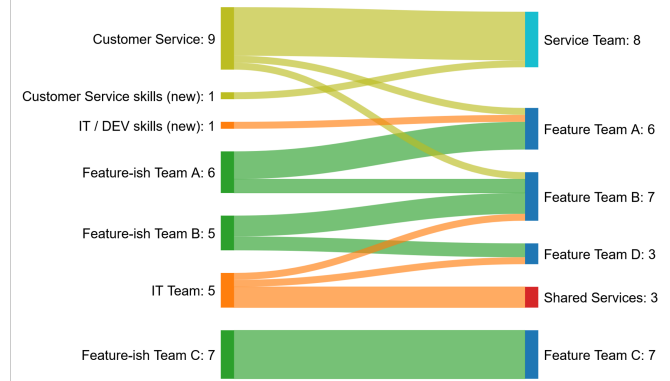


What happened...

Discussion on whether the Customer Service work shall completely merge with the teams due to unclear boundaries

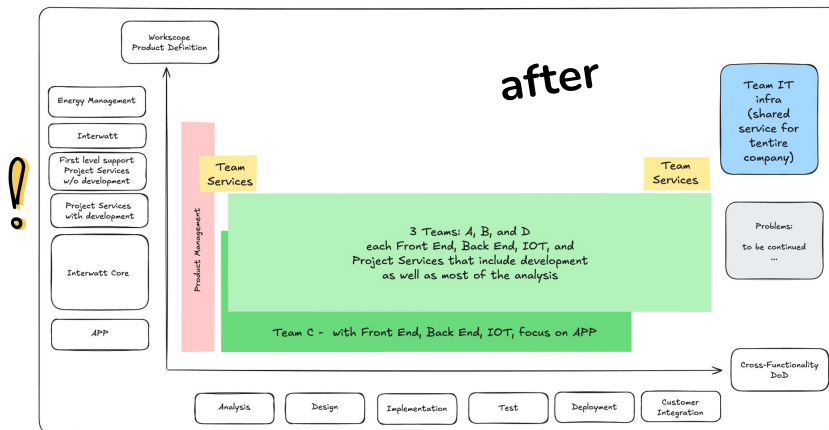
The launch

The movement between teams



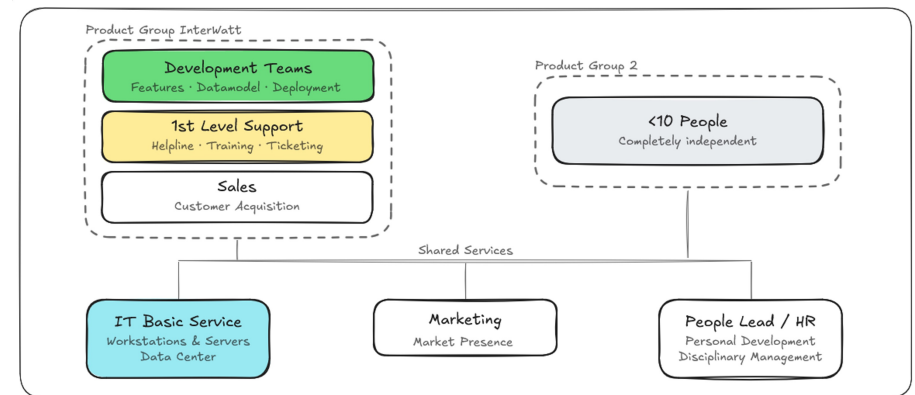
The launch

FTAM - the 2025 Change



The launch

Organization chart entire firm



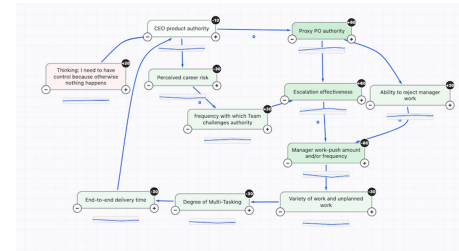
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Product Backlog - more transparency



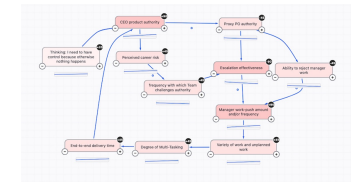
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Roles: PO = CEO



Reality for many organizations: PO and CEO in one person (or the version that the Product Group's manager is de-facto PO and one has a proxy PO)

=> Conflict and issues



Target: The PO has full product authority and is not the teams' manager

- higher psychological safety
- more focus in what you are doing
- shorter lead times

The launch

Metrics

WIP: # topics in the backlog

Teams per topic

Cycle Time

Why those metrics?

- CEO/PO belief "we MUST work on x topics"
- creating a connection between # topics in the backlog as well as focus and cycle time

After the launch

Consequences and today ?

Would you go back? ... No!

New customer installations went smoothly

Metrics helped to steer continuous improvements and enable discussion

Product Backlog made workload visible

But...

Upgrades of on-premises installations remained difficult (see next slide)

After the launch

Systemic AHA -Moment

- Installation workload became painfully visible
- What to do?
 - QuickFix: remove the Kanban lane i.e. hide the problem
 - OR**
 - Fix the problem: Automate the installation



Bonus

The role of Scrum Master

- Scrum Master is responsible for a well-working LeSS adoption
- Scrum Master is not an easy job
 - situation: wedged between teams and PO / CEO (management)
 - knowing about why something is happening (understand the system and identifying local optimization)
 - Keep the Scrum values, ideas, and underlying mental models upright for oneself and others and don't degrade to a feel-good manager or secretary
 - Scrum Master might not be the most popular role
- the success of the Scrum Master depends on
 - perseverance
 - toughening up
 - humour
 - support of management

Break your silos and stop wasting your teams
precious time!

THANK YOU!

