



# FROM TRIBES WITH DEDICATED PO TO ONE PRODUCT BACKLOG



**John Kop**  
Product Owner



**Roy Klein**  
Scrum Master

# Is this product worthy to enter the Agile Gardens?

Help us decide

*Impersonating  
the Product*



*Gatekeeper*



# Global leader

in decarbonisation of Marine and Energy markets

FOUNDED IN

**1834**

REVENUE (EUR)

**~5BN**

ACTIVE IN

**68 countries**

OUR PERSONNEL APPROX.

**17,000**



# What We Do

An oversimplified explanation

## We manufacture engines



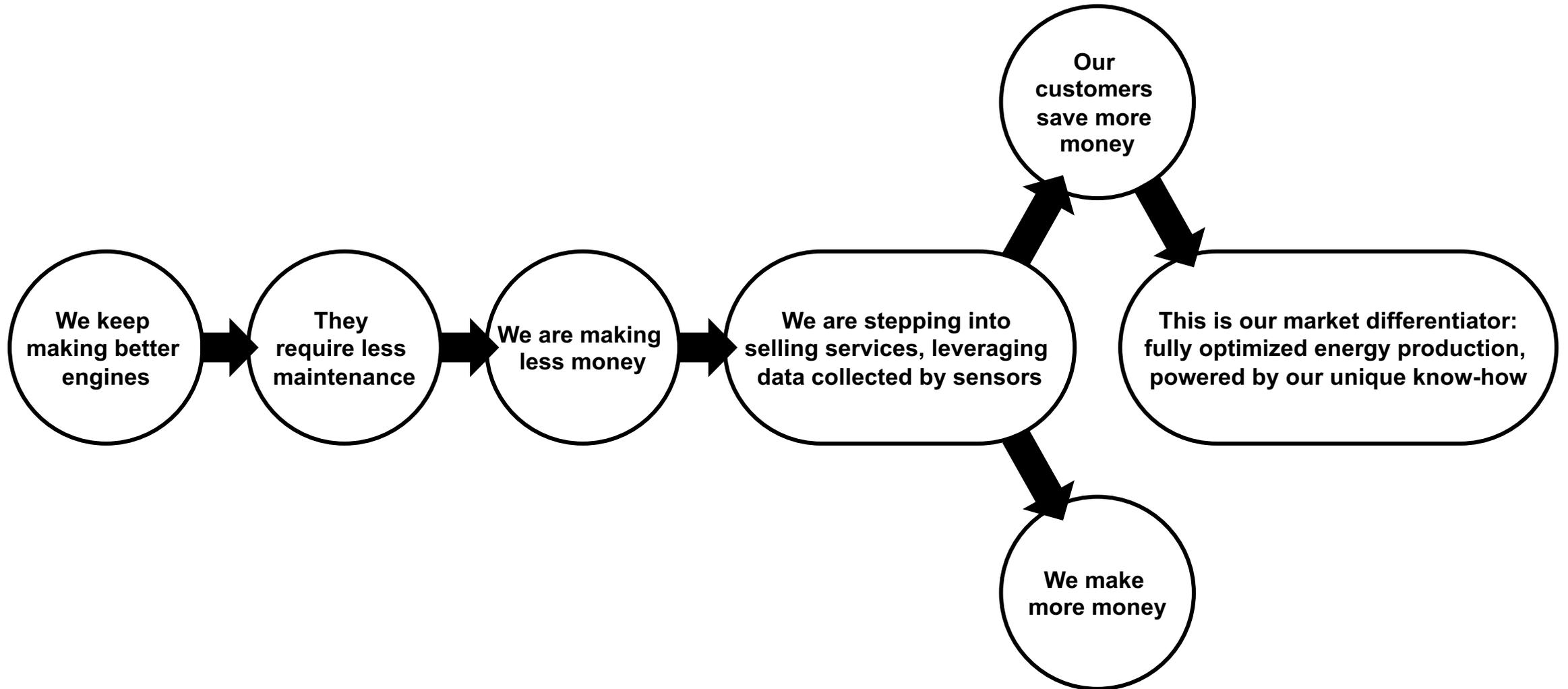
for Powerplants



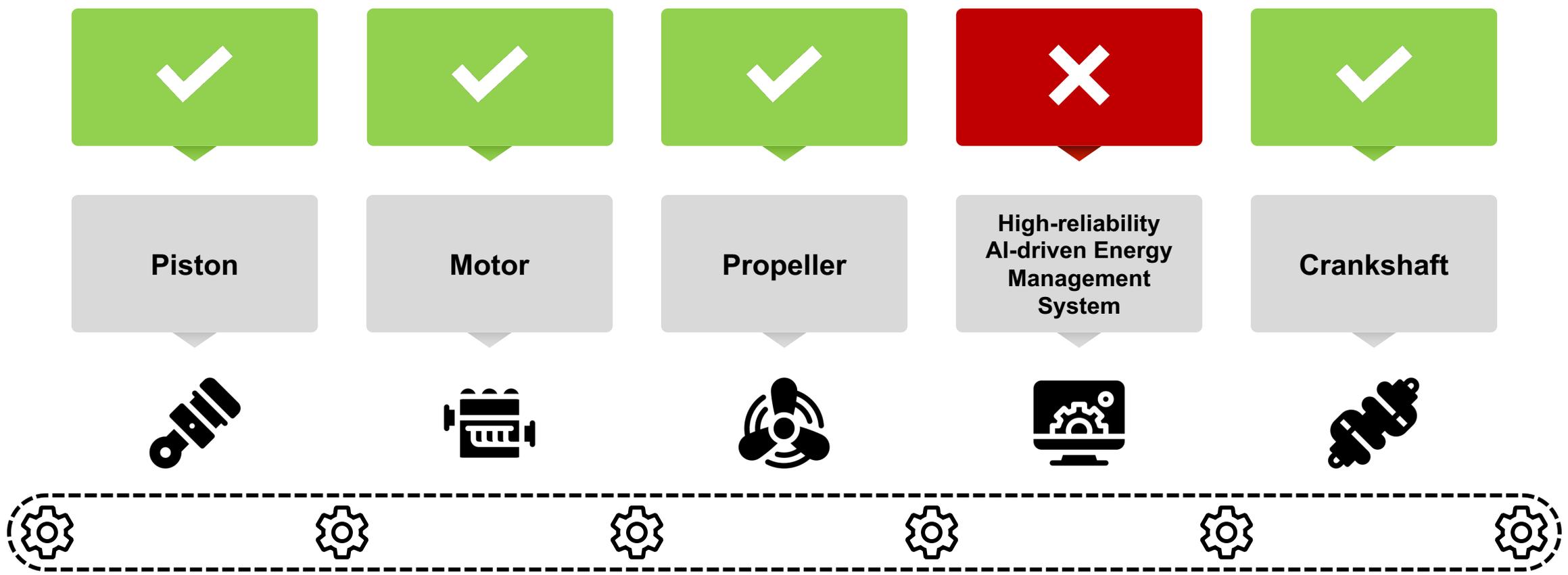
for Ships

## OUR PURPOSE

Enabling sustainable societies through  
innovation in technology and services



# Introducing agile practices in an organization that saw success with waterfall projects



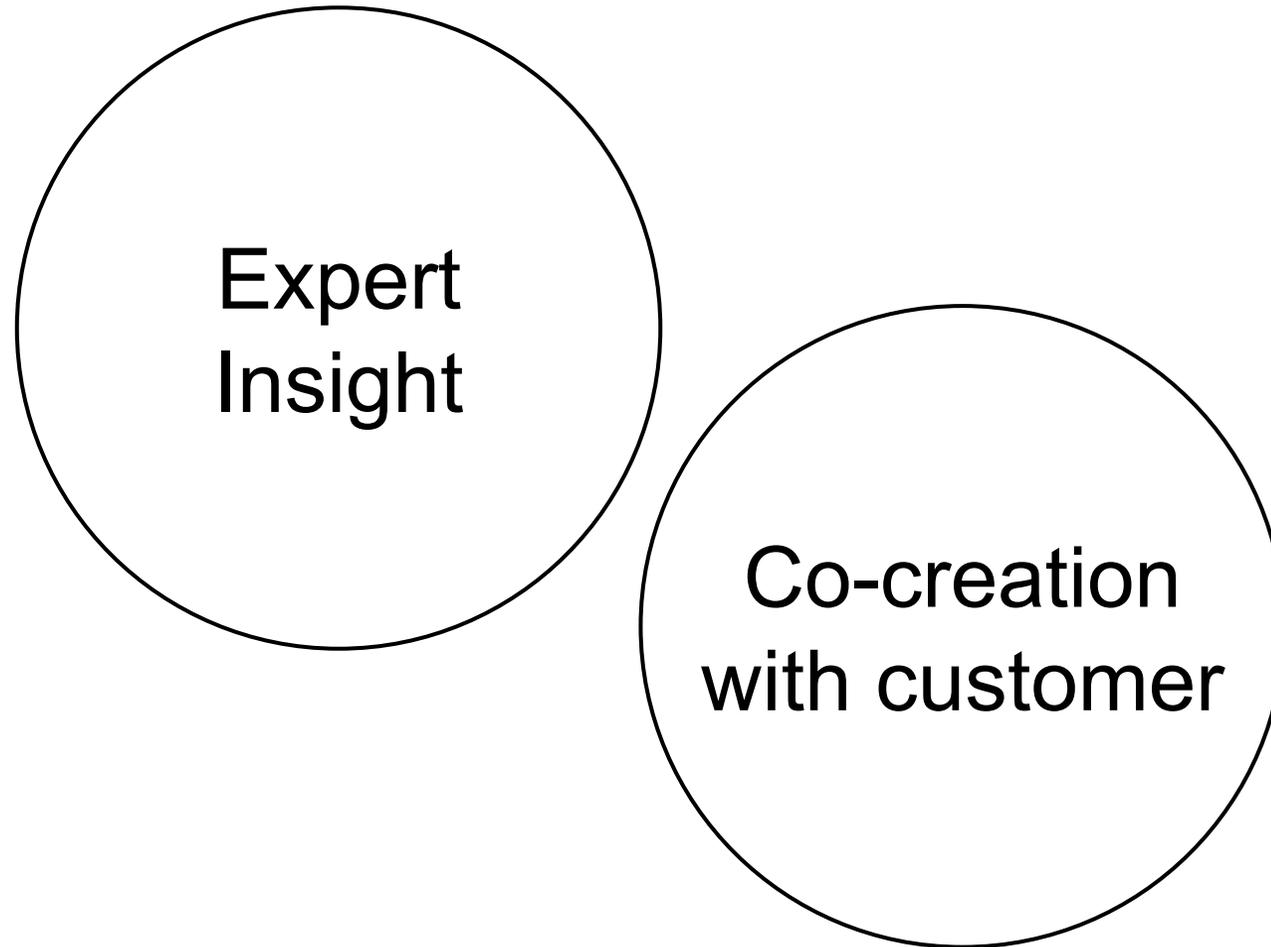
## How things went for us (product-wise)



Expert  
Insight

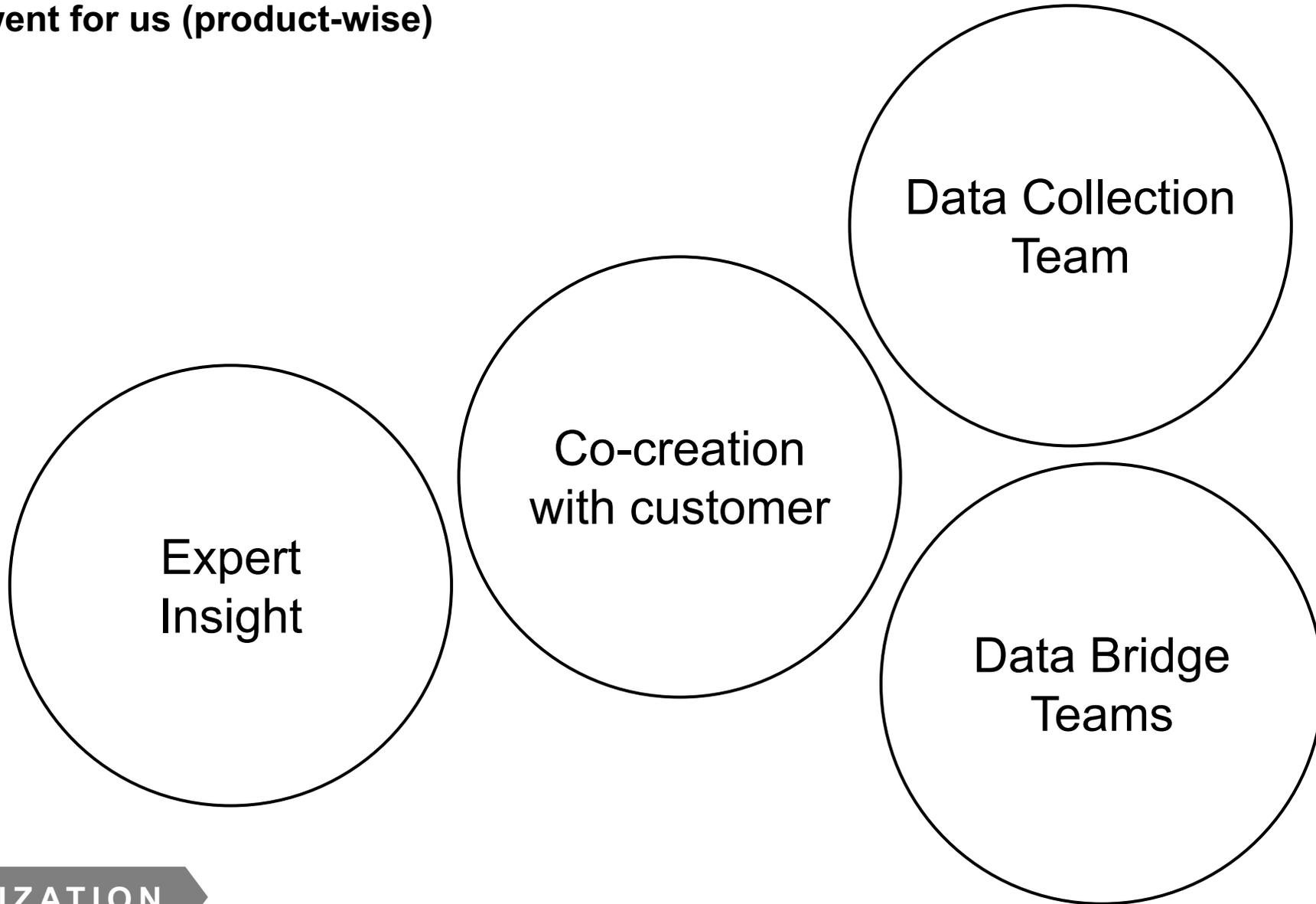
PILOT

## How things went for us (product-wise)



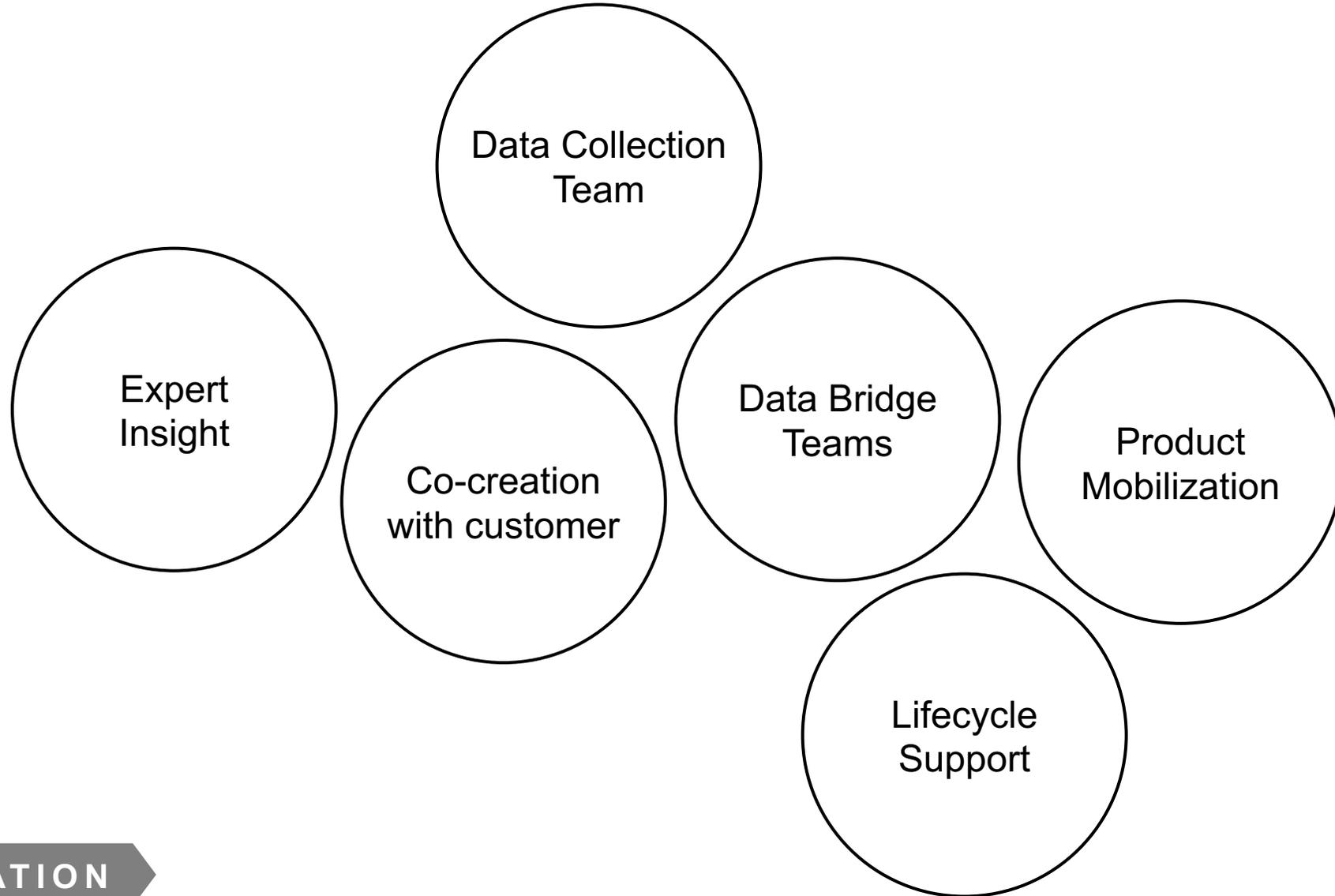
PILOT

## How things went for us (product-wise)



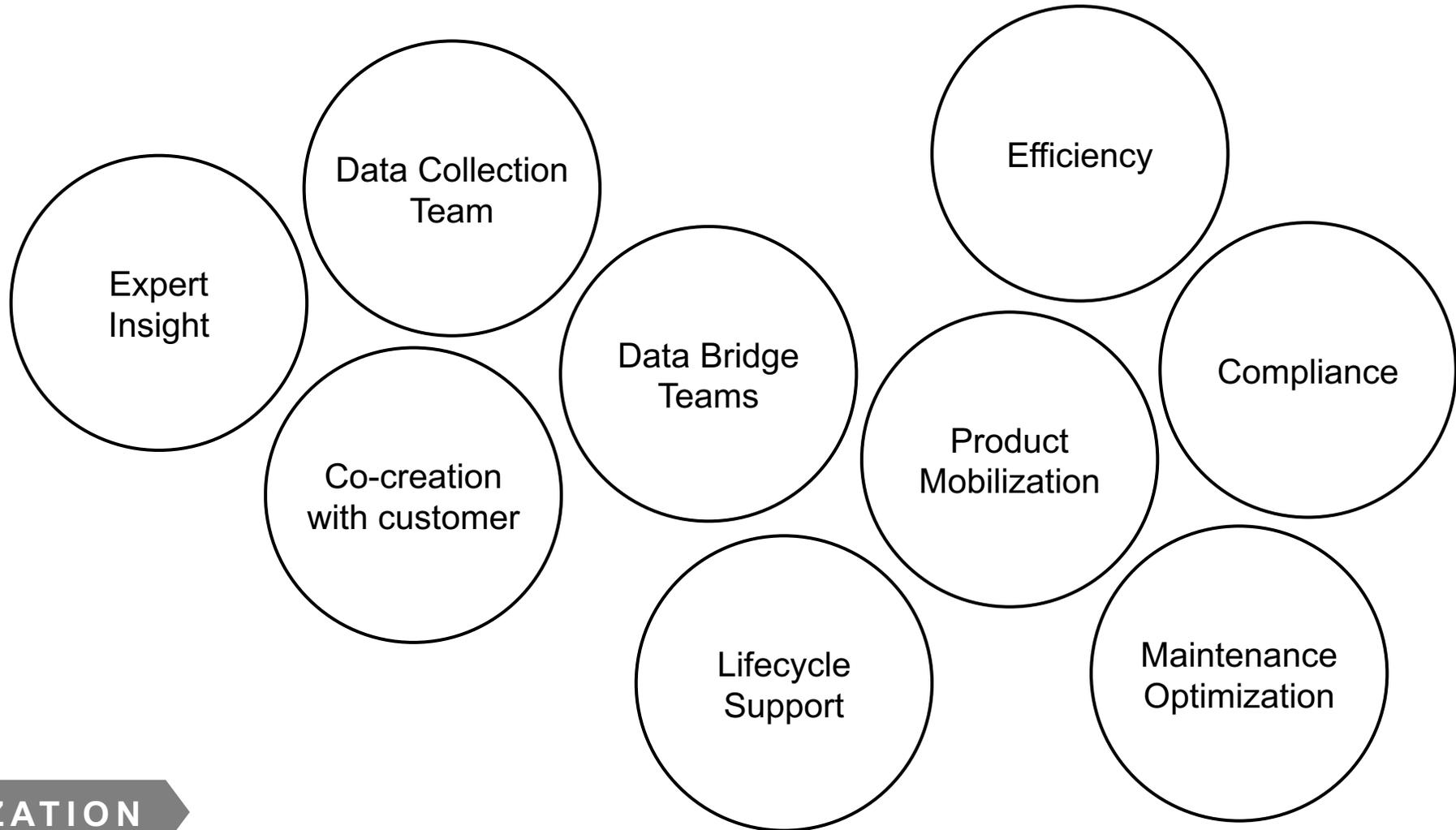
**PRODUCTIZATION**

## How things went for us (product-wise)



**PRODUCTIZATION**

## How things went for us (product-wise)



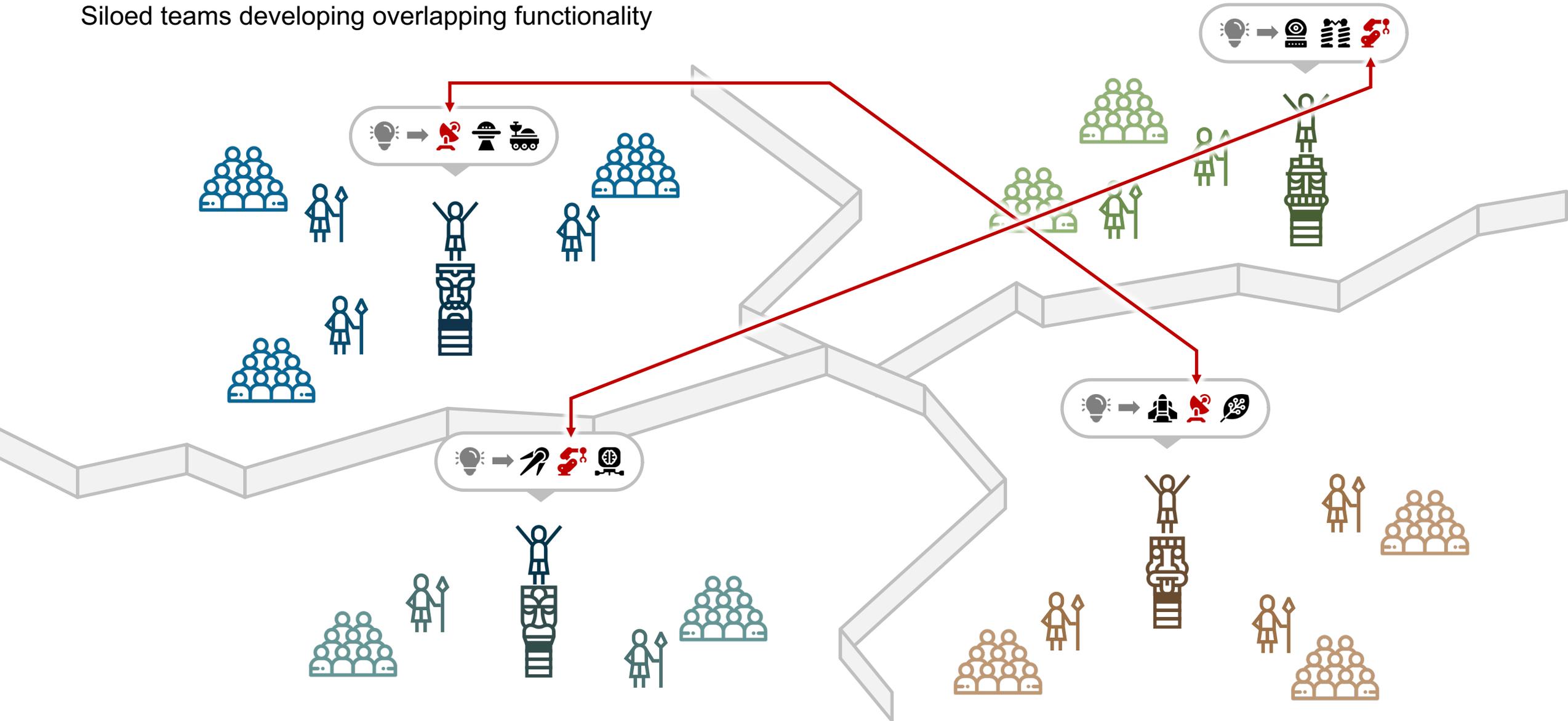
**PRODUCTIZATION**





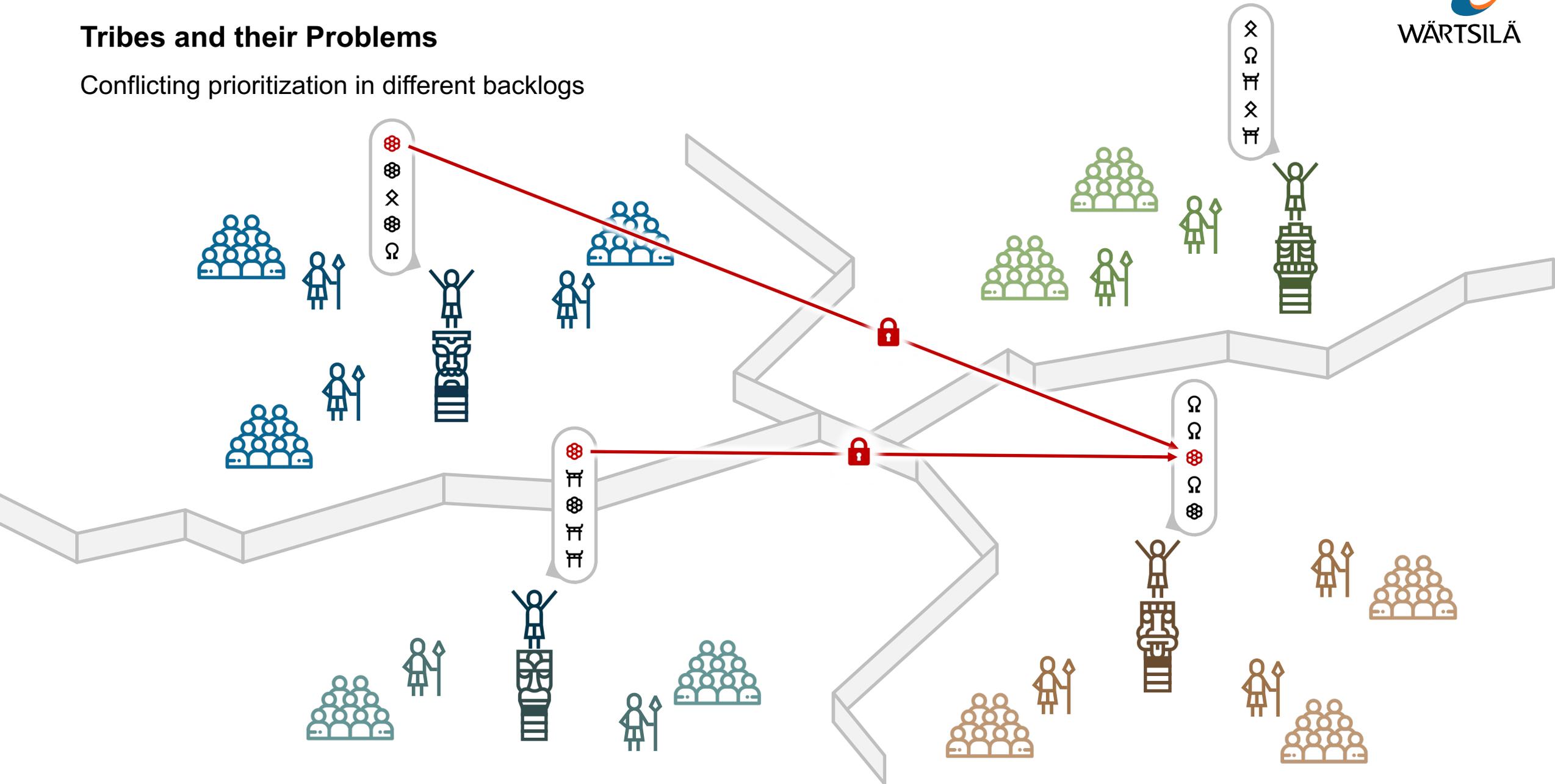
# Tribes and their Problems

Siloed teams developing overlapping functionality



# Tribes and their Problems

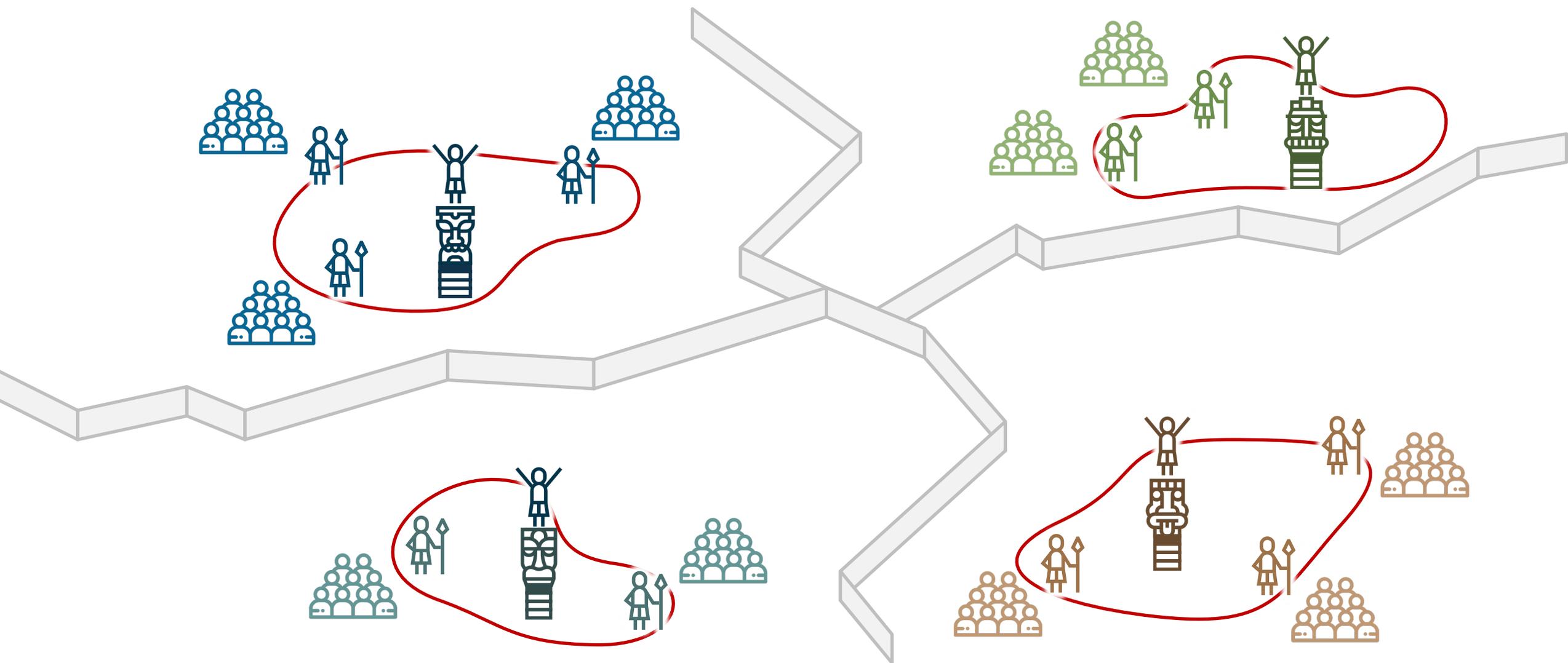
Conflicting prioritization in different backlogs





# Tribes and their Problems

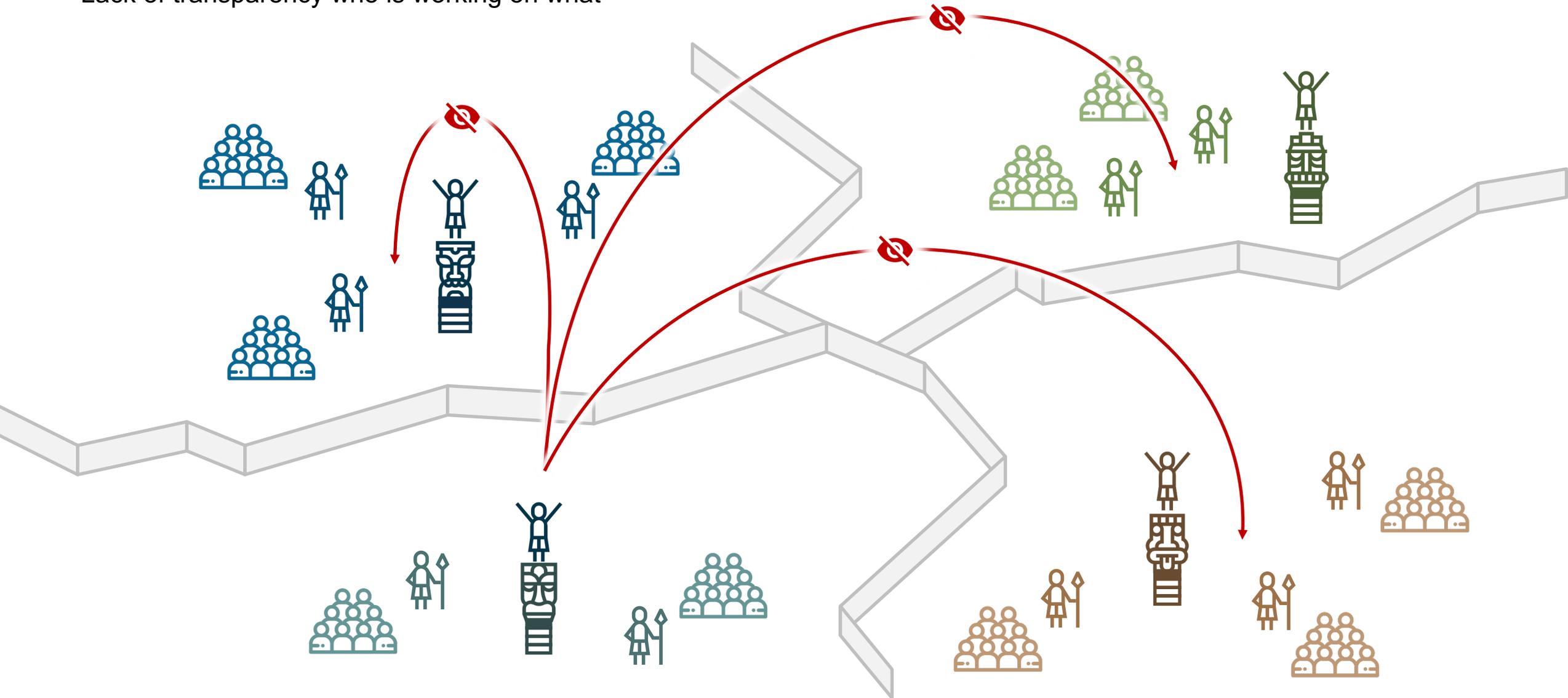
“Overhead” roles on top of development teams





# Tribes and their Problems

Lack of transparency who is working on what





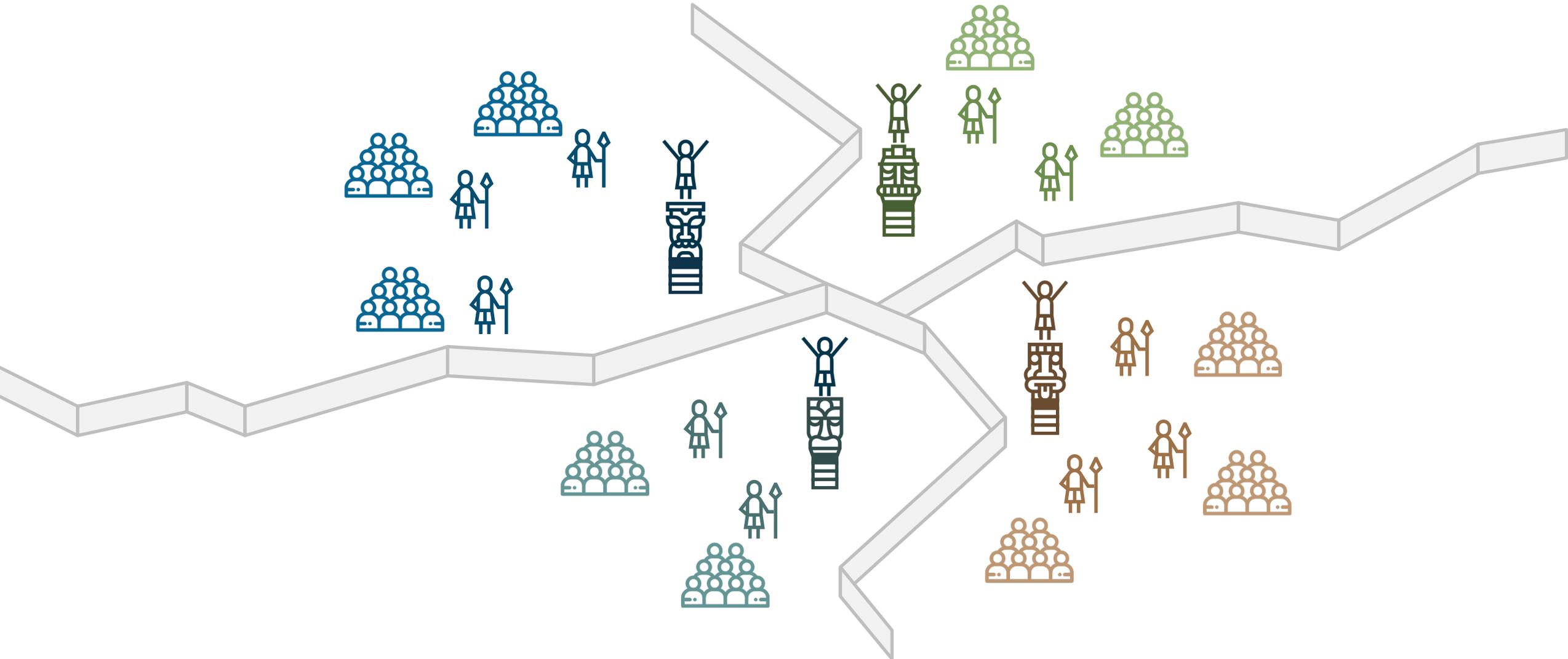
# Tribes and their Problems





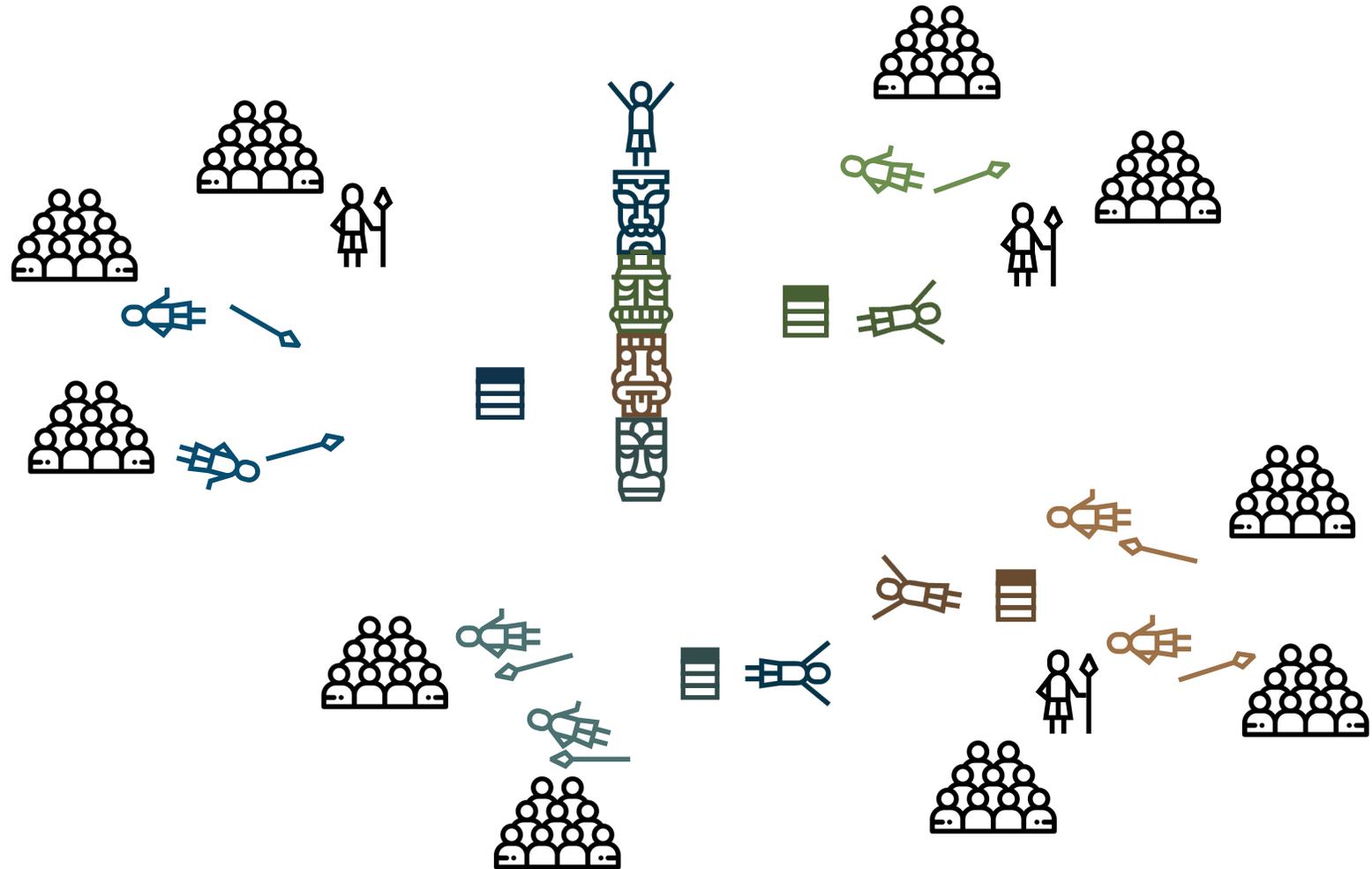
# At some point we realized that we're all working on the same product

Trying to synchronize the backlogs did not solve all the problems caused by the silos



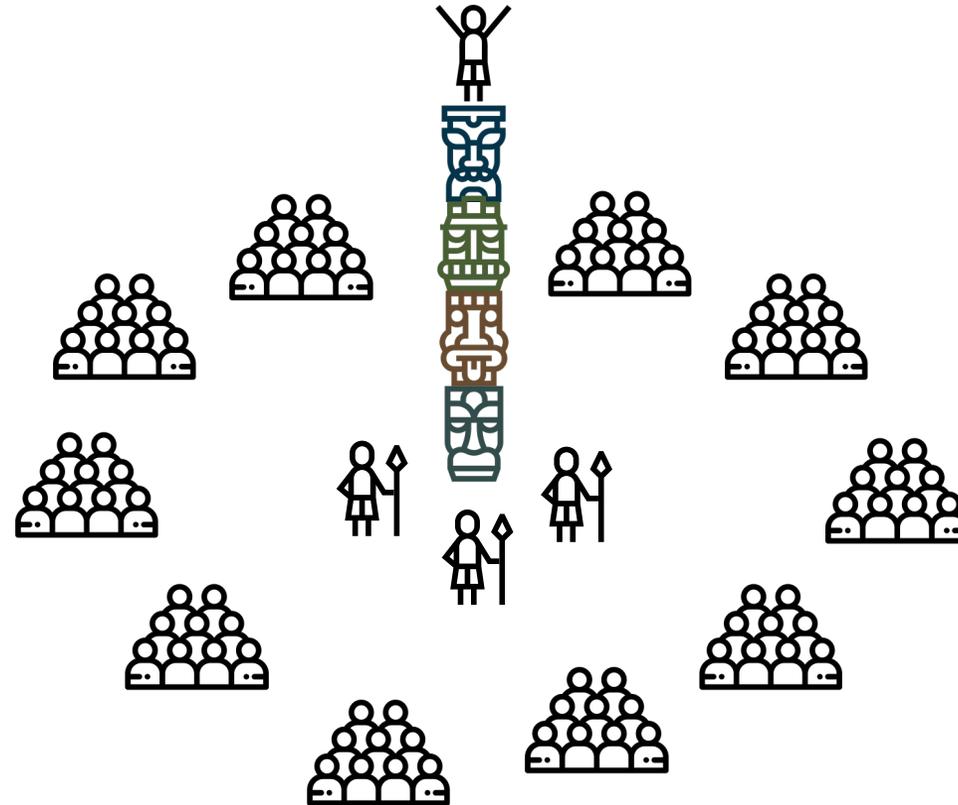
# Transitioning to the one backlog

Compromises had to be made and there were some casualties



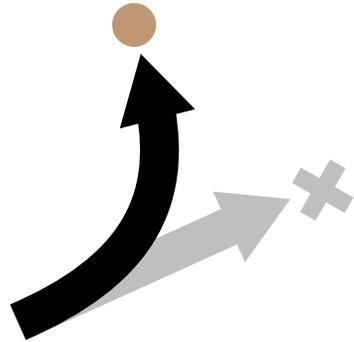
# Transitioning to the one backlog

We have one PO supported by a PO team

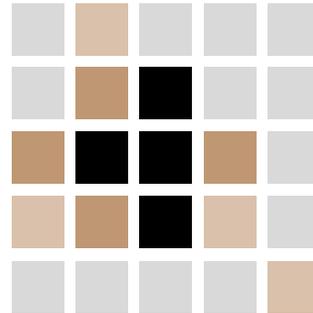


# Challenges right after the transition to Less

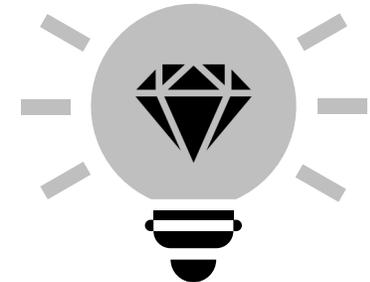
For the teams in general



**Changing teams' direction to align with new backlog**



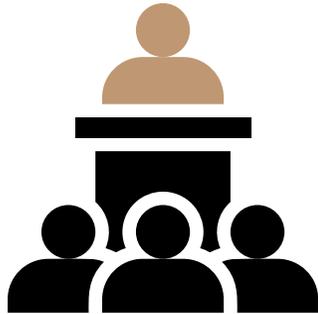
**Expanding team's competences and expectations**



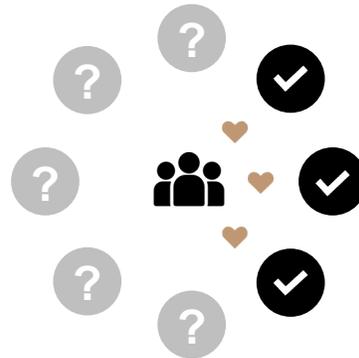
**Accepting that increasing knowledge is valuable output**

## Challenges right after the transition to Less

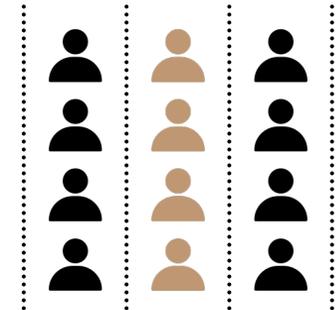
For the established Tribes mentality



**Teams naturally are still looking for guidance / authority instead of embracing ownership**



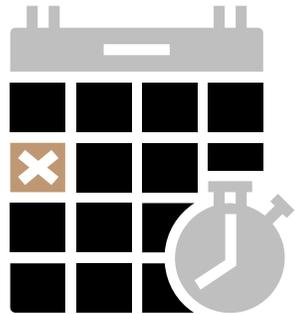
**Teams keep picking up tasks that are well within their domain of expertise instead of expanding their competences with fresh challenges**



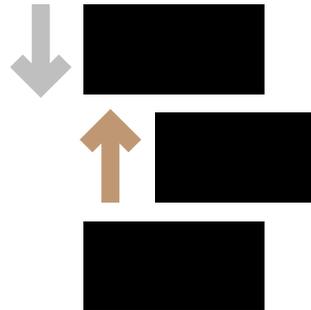
**People tend to communicate explicitly with ex-tribe members and don't mix up with the rest of the organisation**

## Challenges right after the transition to Less

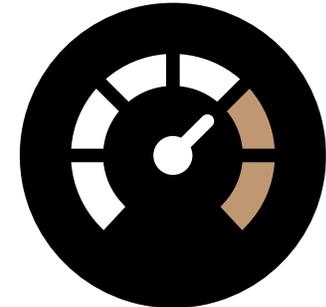
Telling stakeholders the harsh truths of agile development



**We can no longer promise delivery dates for concrete tasks**



**They don't have direct control over the priority of the tasks in the backlog**



**Less items in progress is a good thing as it leads to better velocity**

# What are some of the challenges you are currently facing?

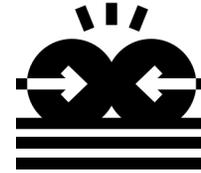
*State on September 2022  
(Less conference )*



**Not spoon feeding solutions to teams, let them evolve and 'fail'**



**Potential Shippable  
Product gap is big and slow to close**



**Clash between corporate guidance and our preferred WOW (targets)**

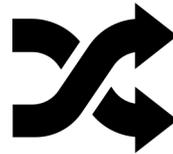


**High cognitive load to grasp the whole product**

**With the knowledge of hindsight, what would you definitely reconsider to do differently?**



**Opt-in / ask for buy-in  
for teams for the flip**



**Give teams options for  
mixing / restructuring**



**Longer prep time –  
we rushed in**

# New chapter: new scope, new people

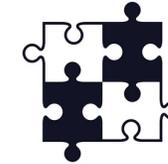
*Happening as we speak*



**Management recognized "one backlog" as the right direction**



**Strategy work on consolidating to one solution for Common Edge**



**Re-organisation in 'neighbour' department**



**DPD grows with 20 people  
+  
Additional product scope  
+  
Additional product mandate**

*How to manage this?*



**LESS HUGE**

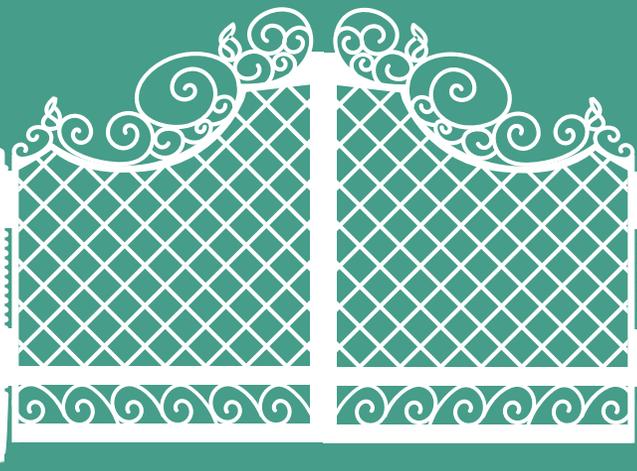


# Is this product worthy to enter the Agile Gardens?

Help us decide

Yes

No



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Help us decide





WÄRTSILÄ

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