

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



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



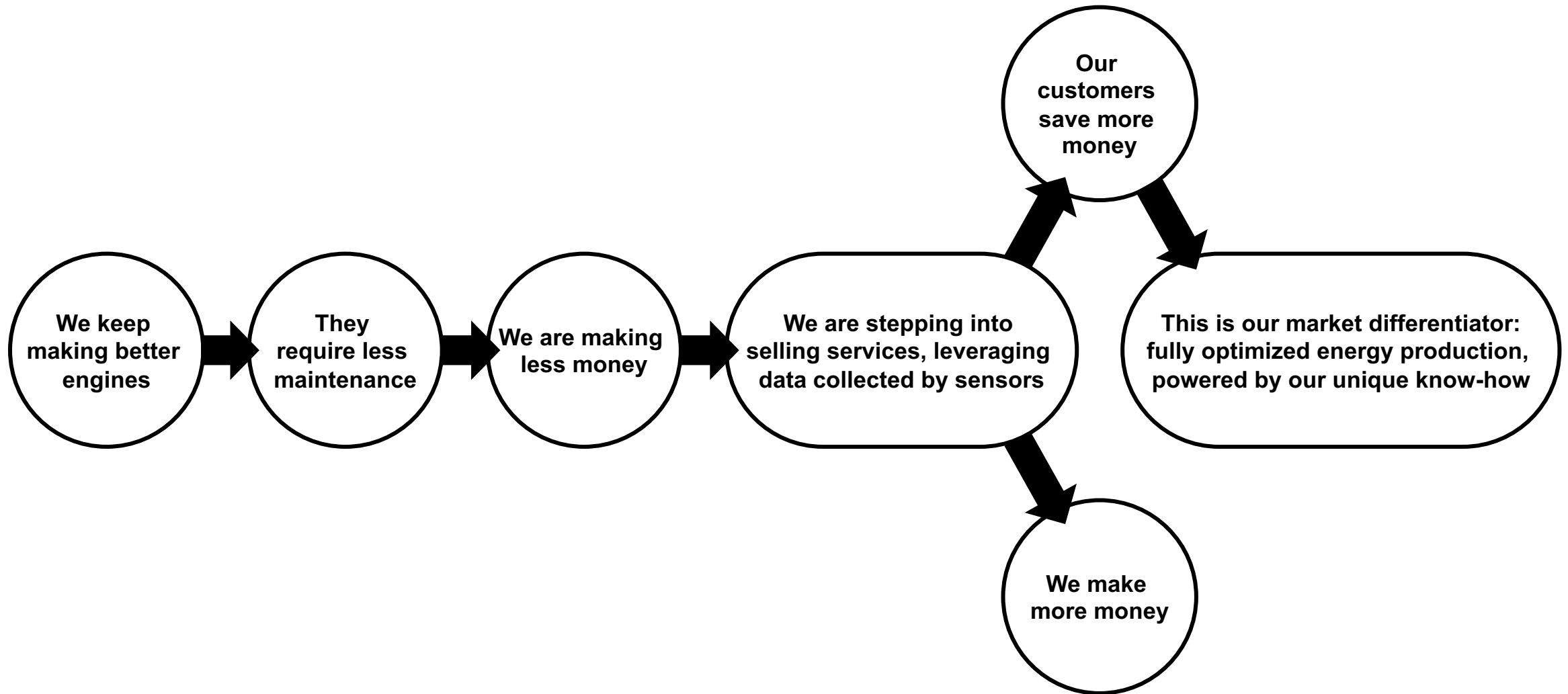
for Powerplants



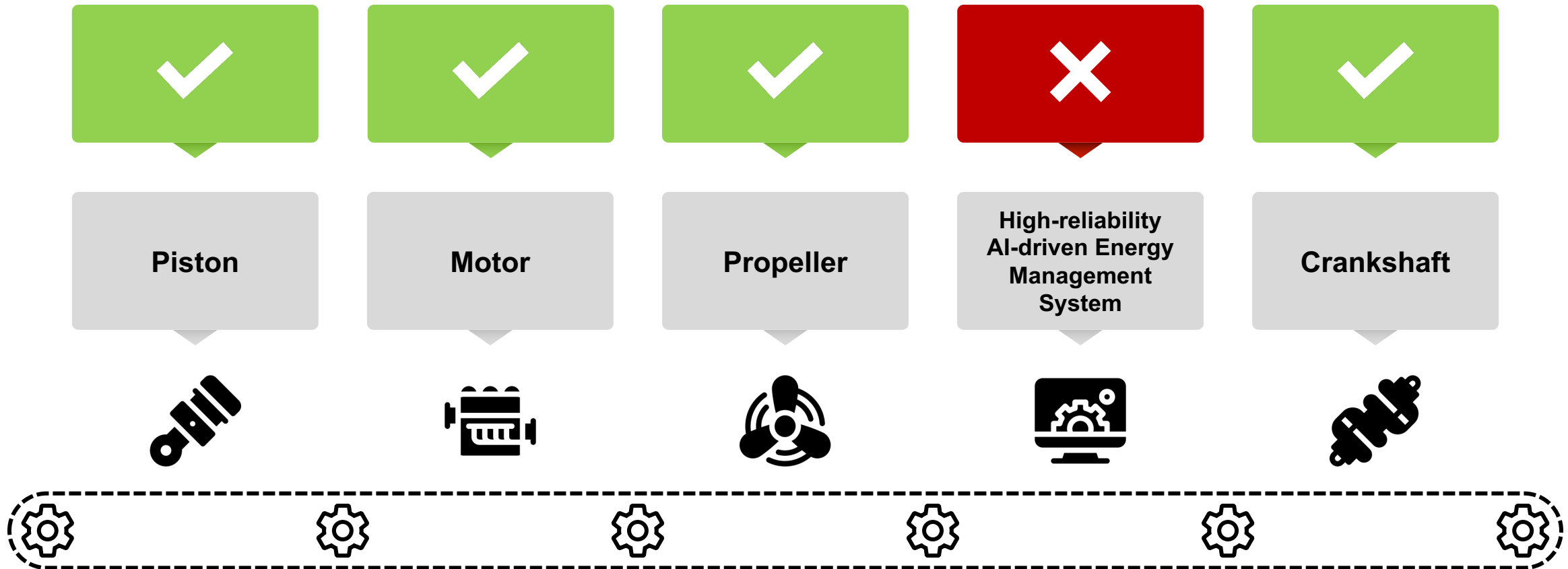
for Ships

OUR PURPOSE

Enabling sustainable societies through
innovation in technology and services



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



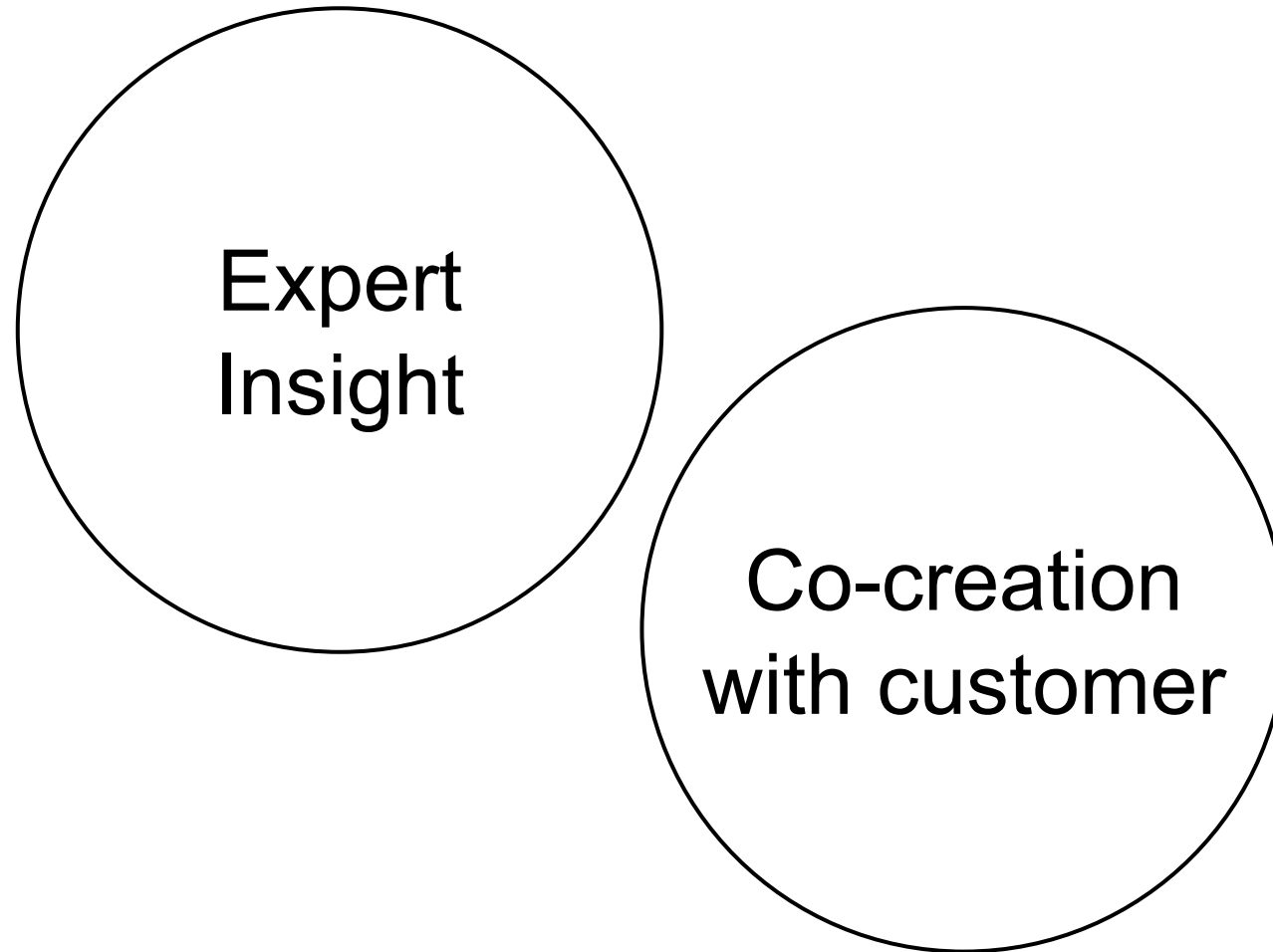
How things went for us (product-wise)



Expert
Insight

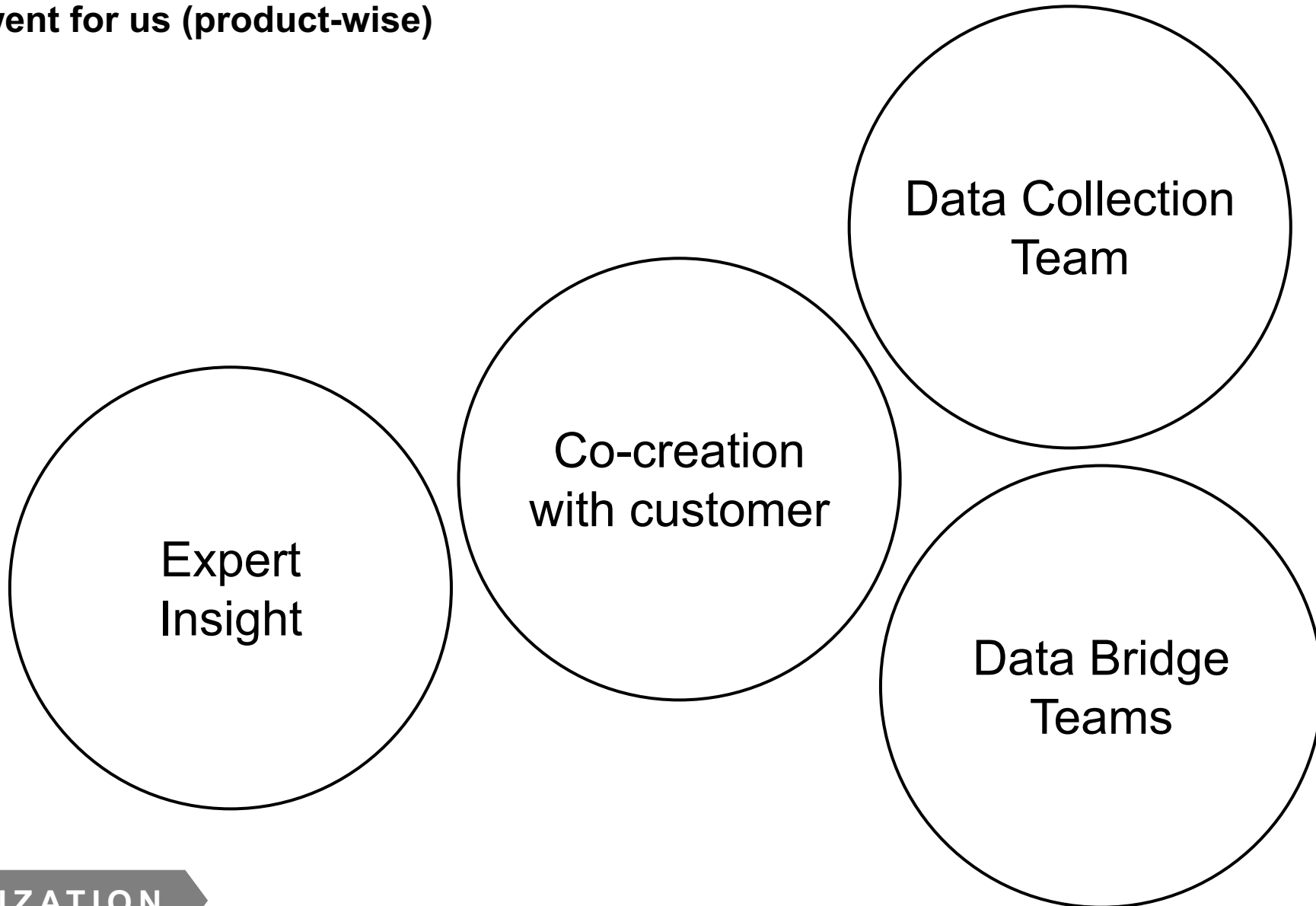
PILOT

How things went for us (product-wise)



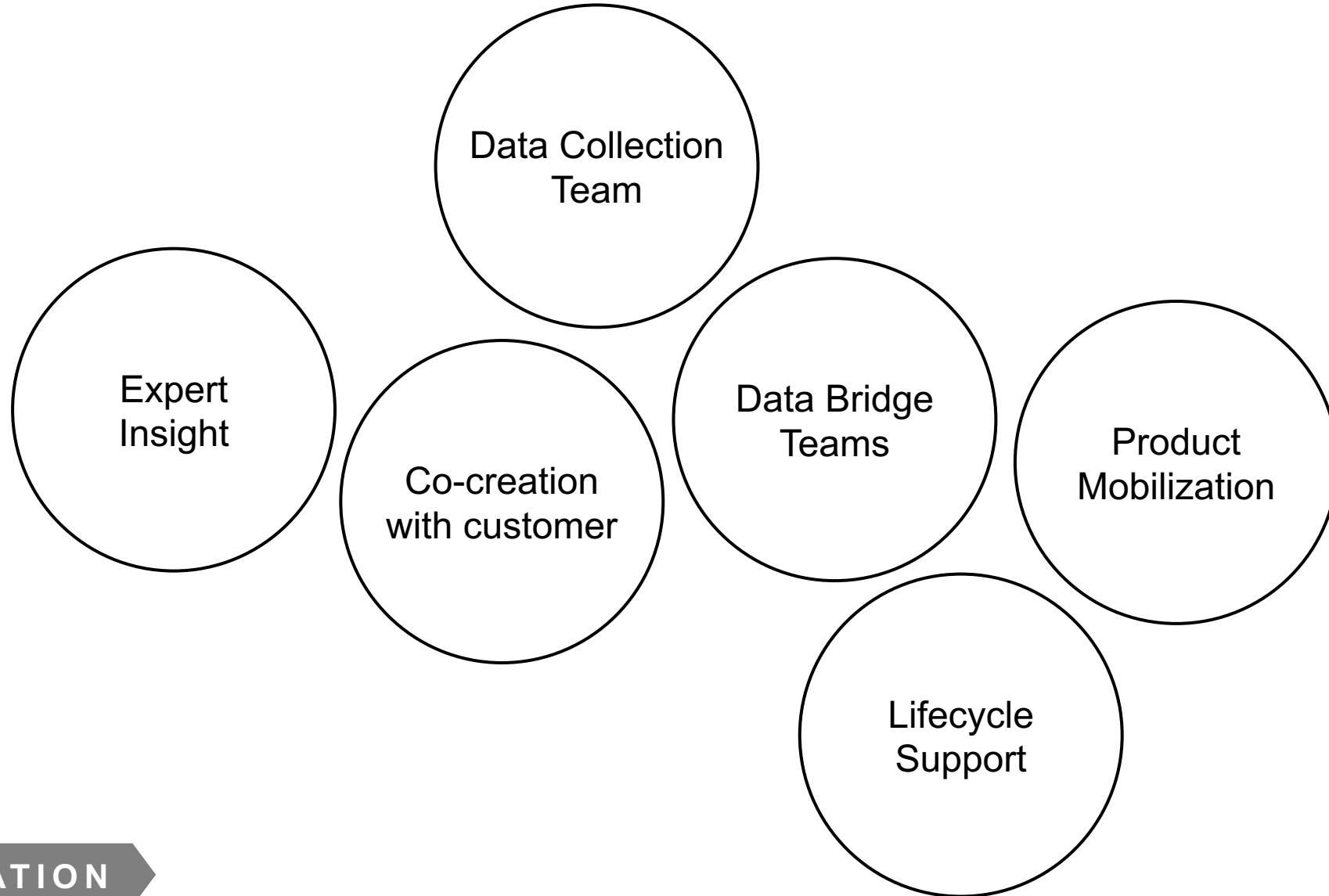
PILOT

How things went for us (product-wise)



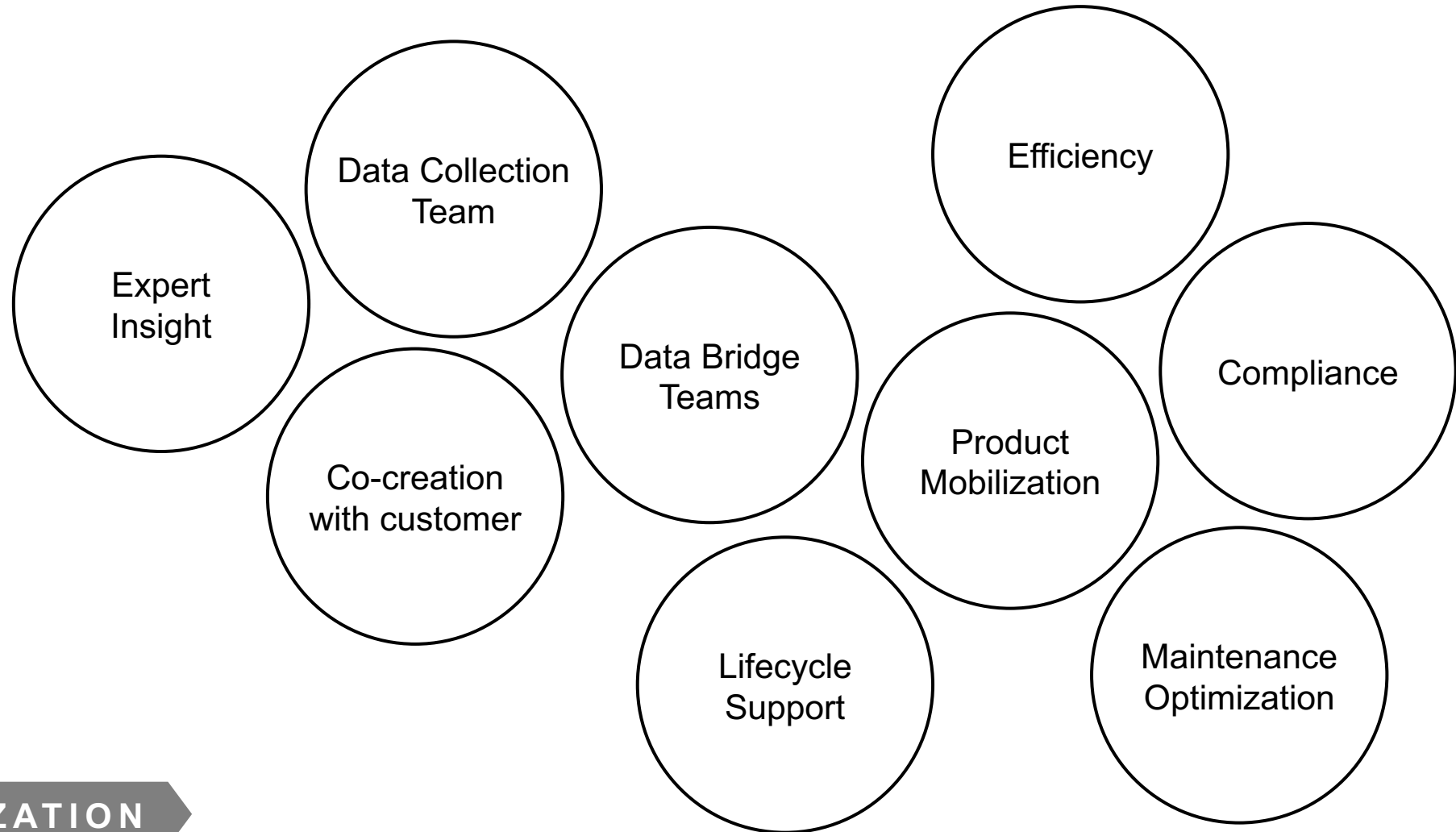
PRODUCTIZATION

How things went for us (product-wise)



PRODUCTIZATION

How things went for us (product-wise)



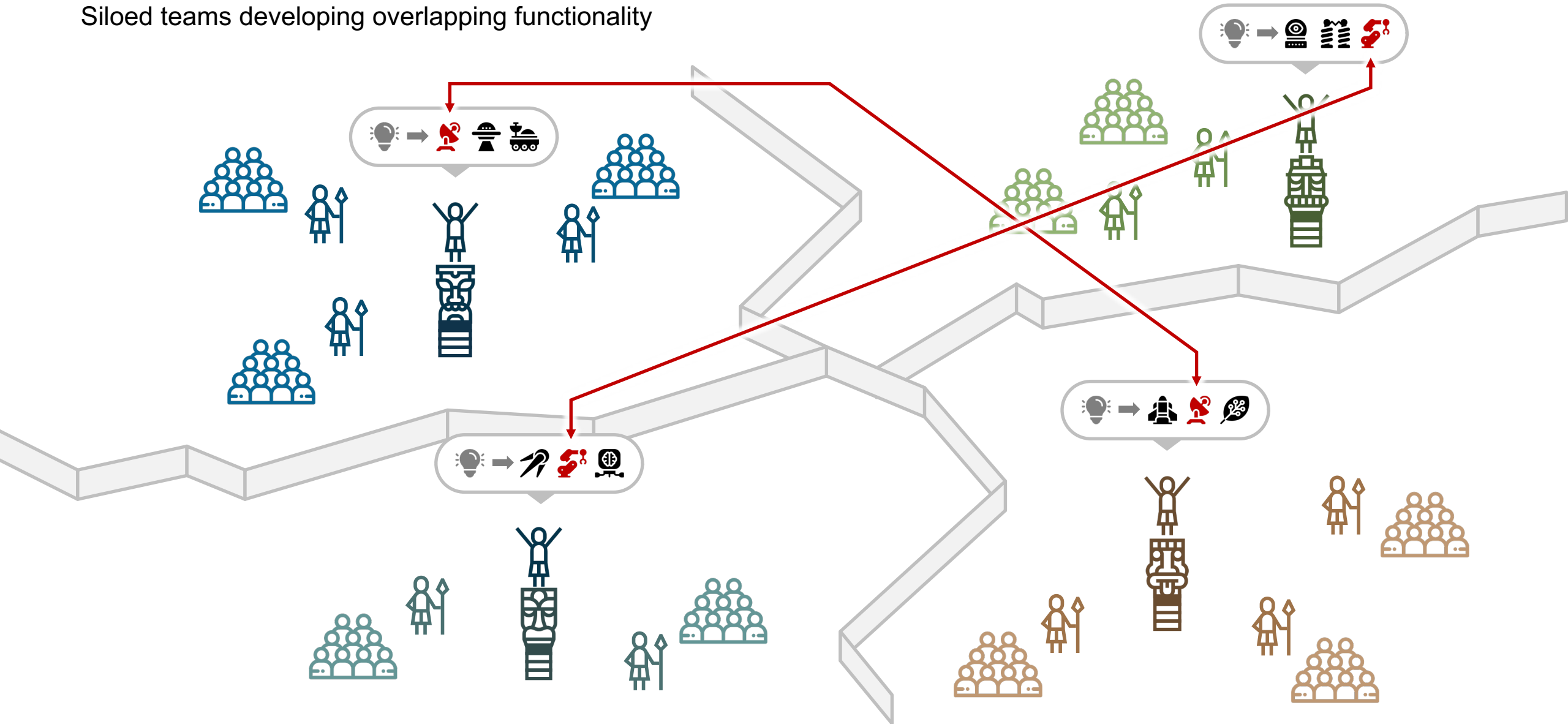
PRODUCTIZATION

Tribes and their Problems



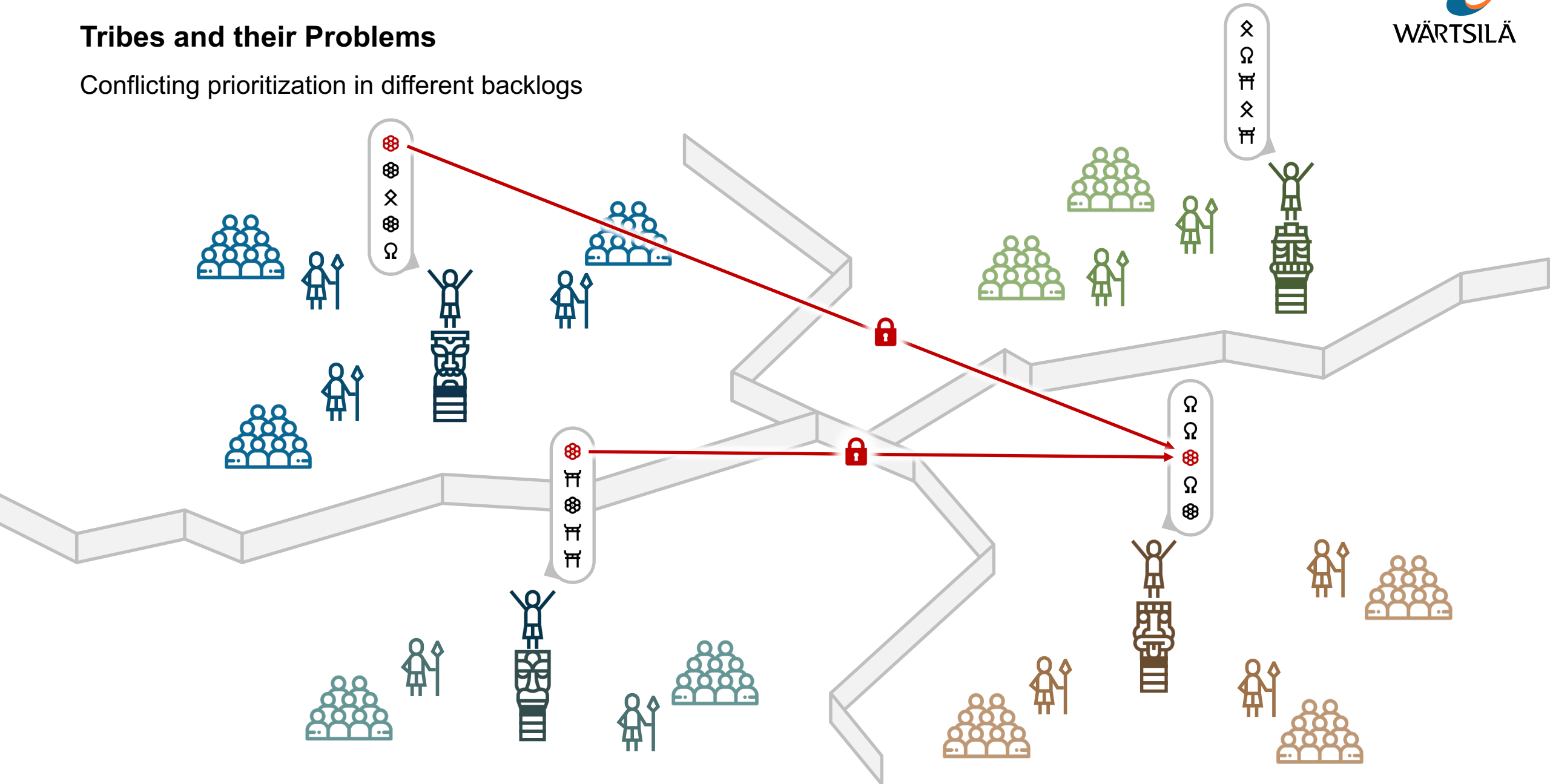
Tribes and their Problems

Siloed teams developing overlapping functionality



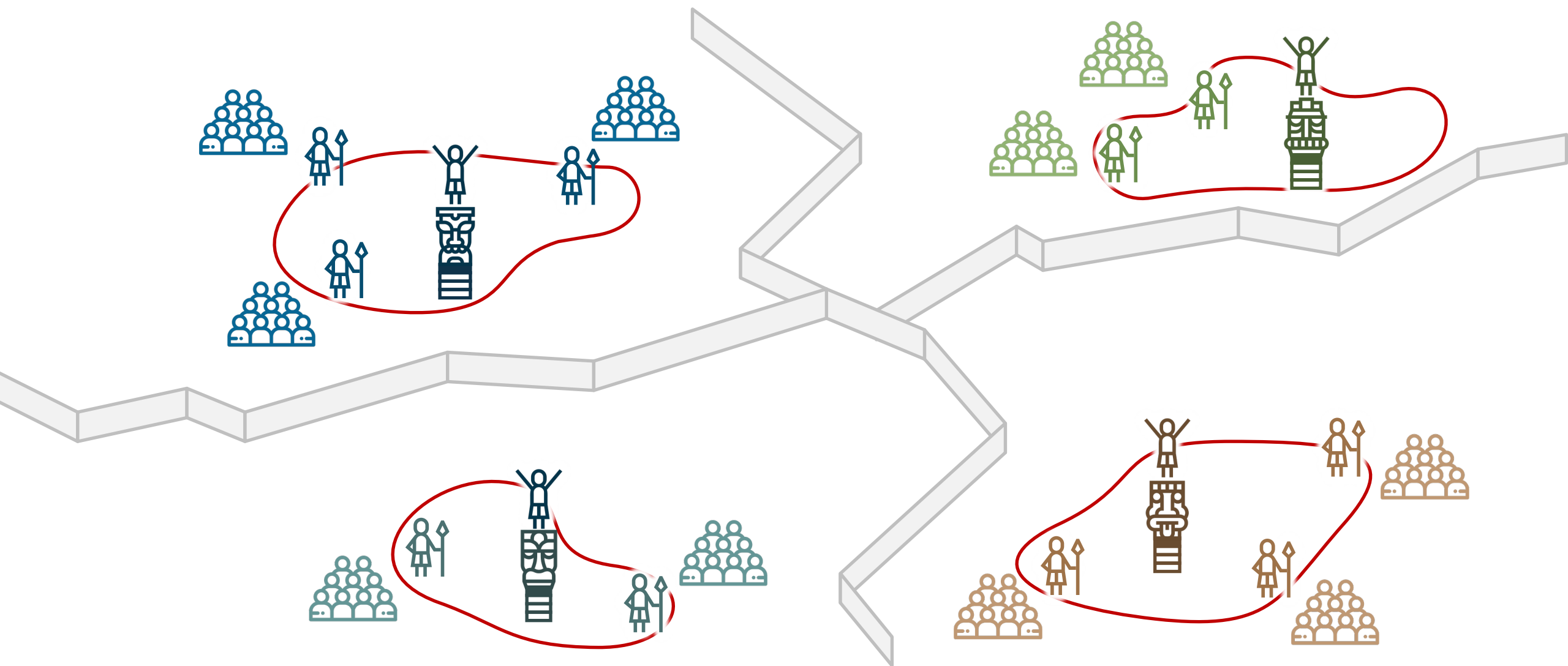
Tribes and their Problems

Conflicting prioritization in different backlogs



Tribes and their Problems

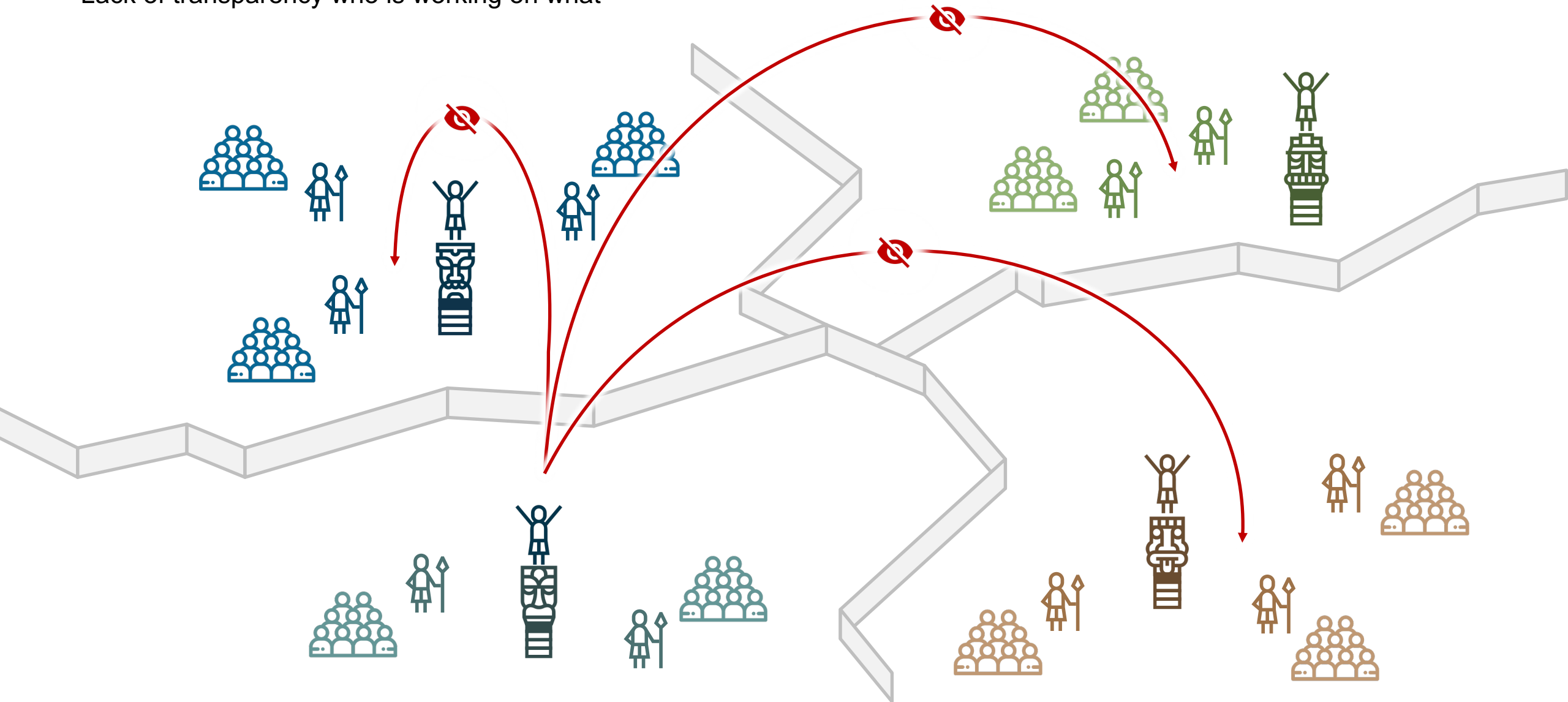
“Overhead” roles on top of development teams



[illegible]

Tribes and their Problems

Lack of transparency who is working on what

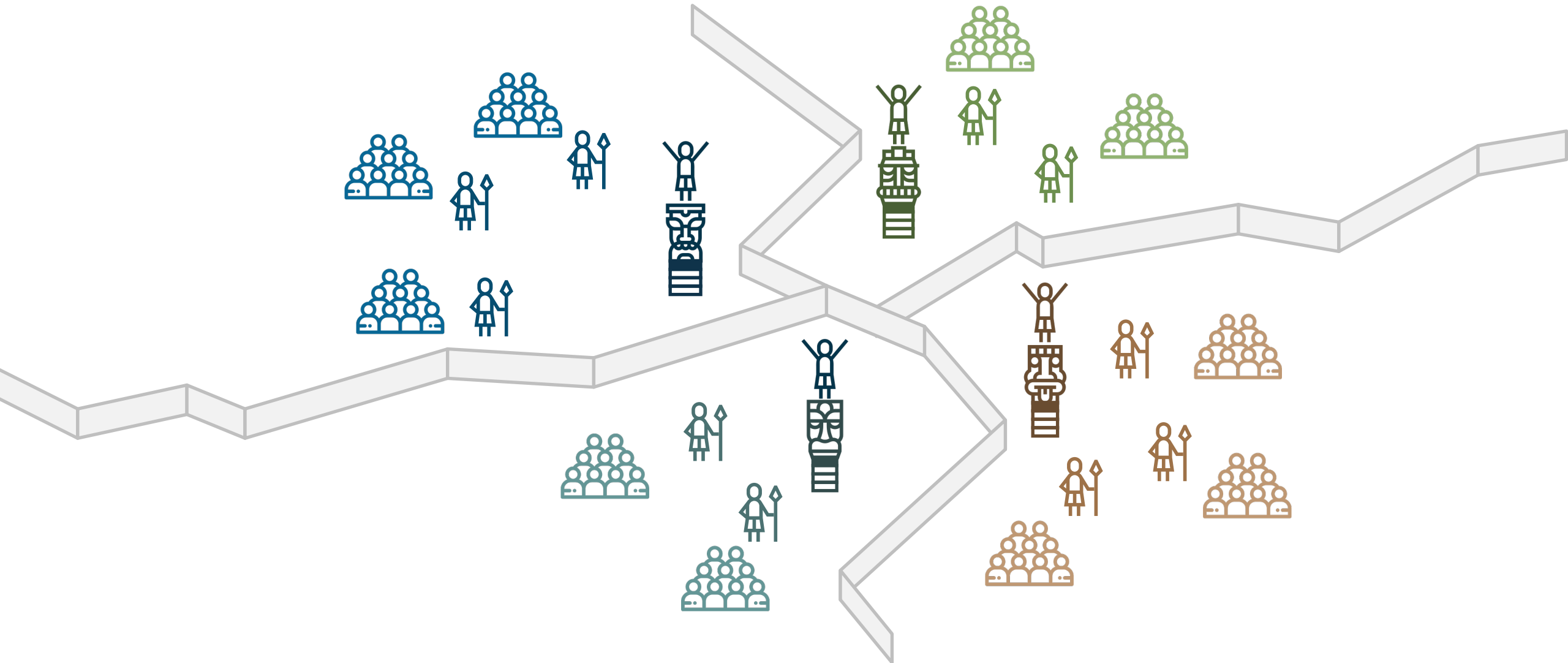


Tribes and their Problems



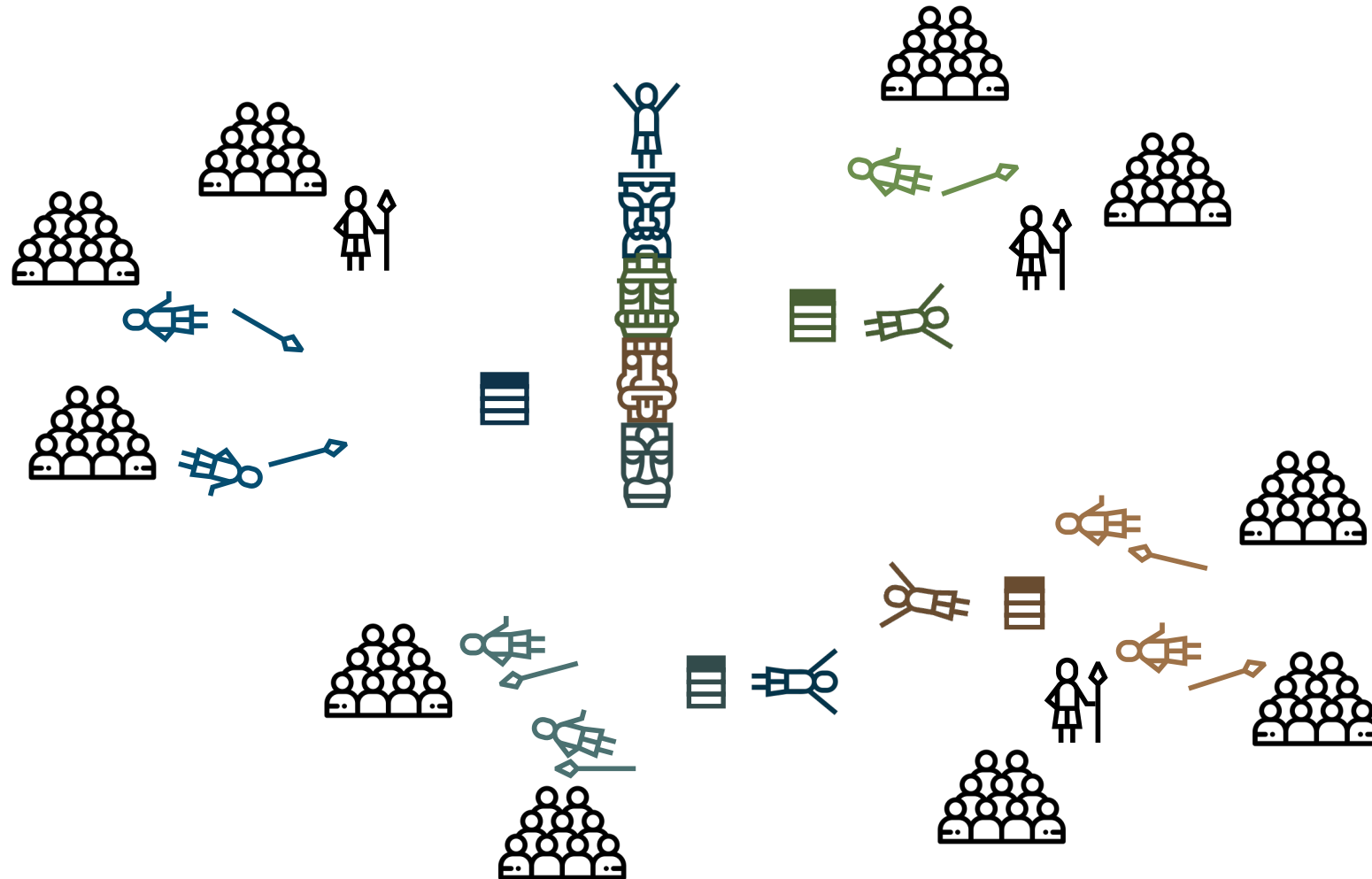
At some point we realized that we're all working on the same product

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



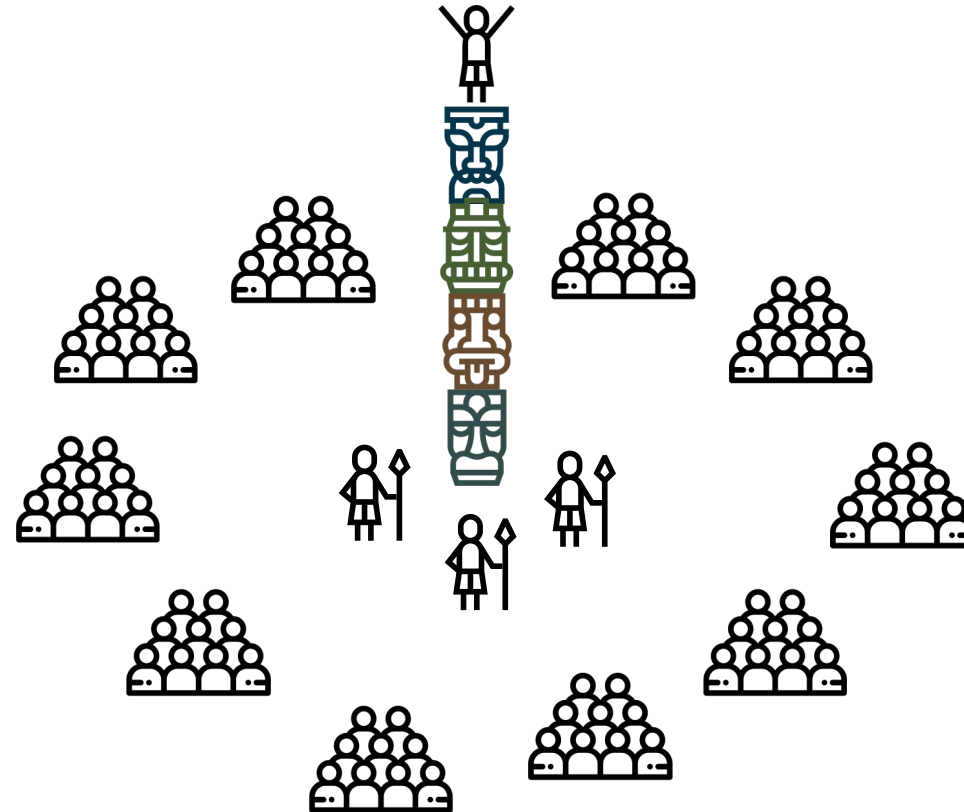
Transitioning to the one backlog

Compromises had to be made and there were some casualties



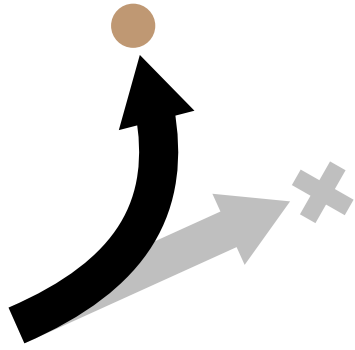
Transitioning to the one backlog

We have one PO supported by a PO team

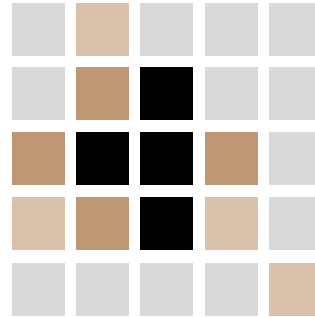


Challenges right after the transition to Less

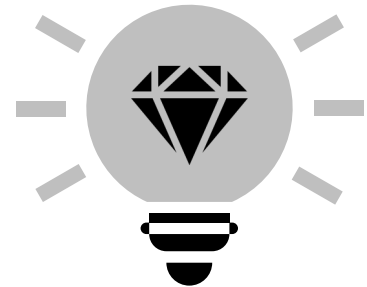
For the teams in general



Changing teams' direction to align with new backlog



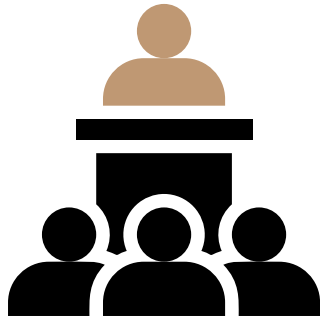
Expanding team's competences and expectations



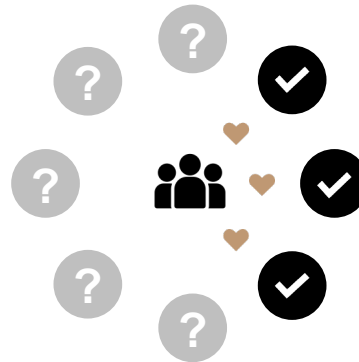
Accepting that increasing knowledge is valuable output

Challenges right after the transition to Less

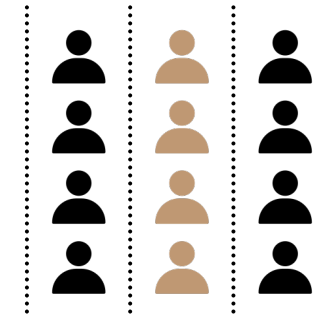
For the established Tribes mentality



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



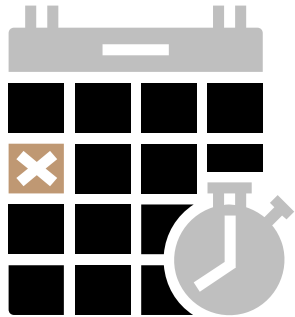
Teams keep picking up tasks that are well within their domain of expertise instead of expanding their competences with fresh challenges



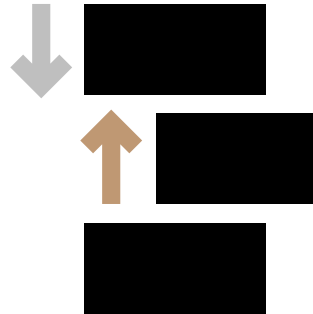
People tend to communicate explicitly with ex-tribe members and don't mix up with the rest of the organisation

Challenges right after the transition to Less

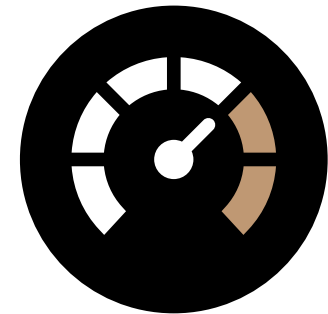
Telling stakeholders the harsh truths of agile development



**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?

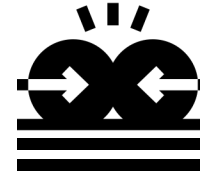
*State on September 2022
(Less conference)*



**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)**

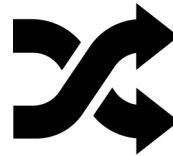


**High cognitive load
to grasp the whole
product**

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

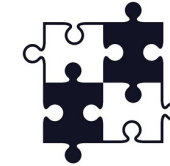
Happening as we speak



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



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

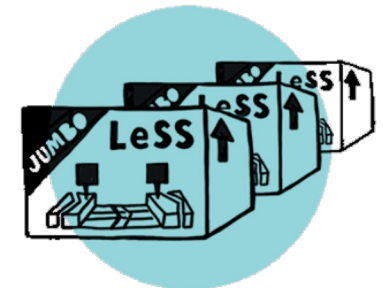


**Re-organisation in
'neighbour' department**



**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



Is this product worthy to enter the Agile Gardens?

Help us decide





WÄRTSILÄ

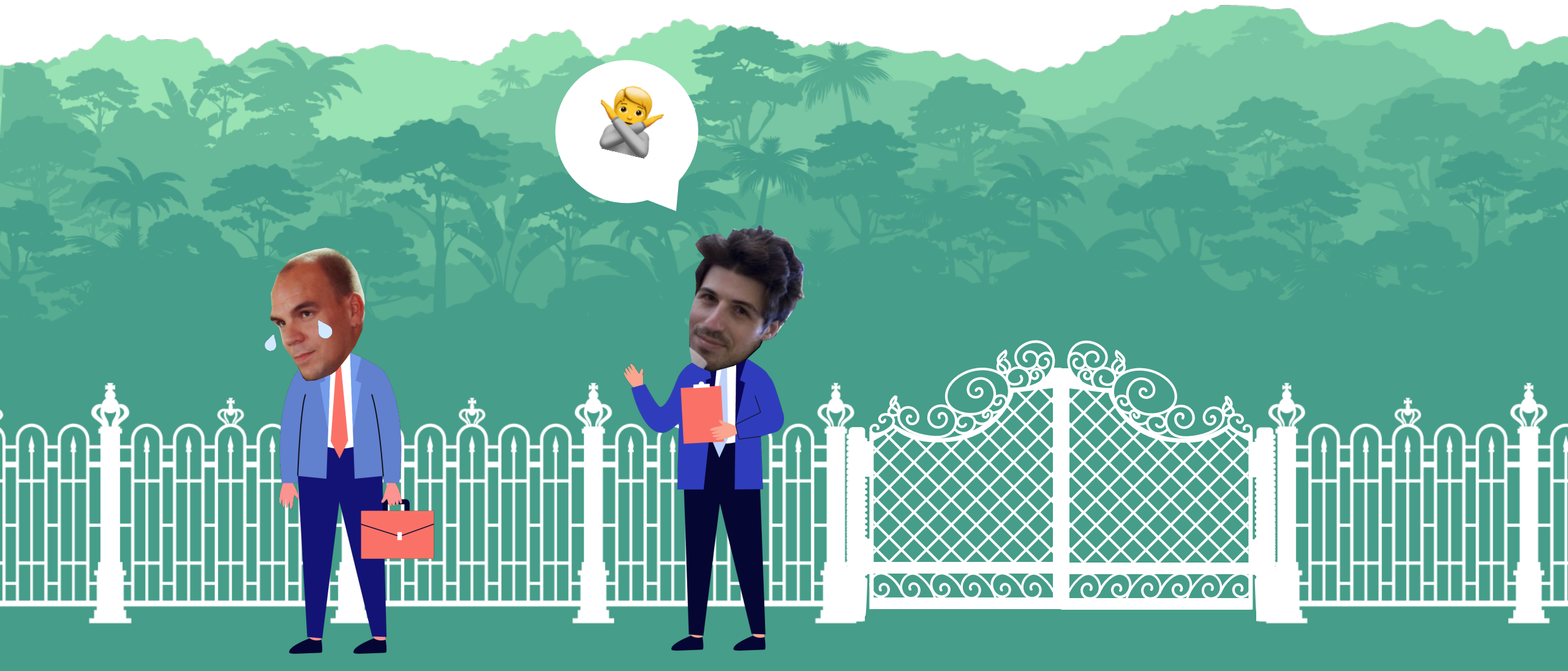
Is this product worthy to enter the Agile Gardens?

Help us decide



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WÄRTSILÄ