#Backlogs & Multi-learning

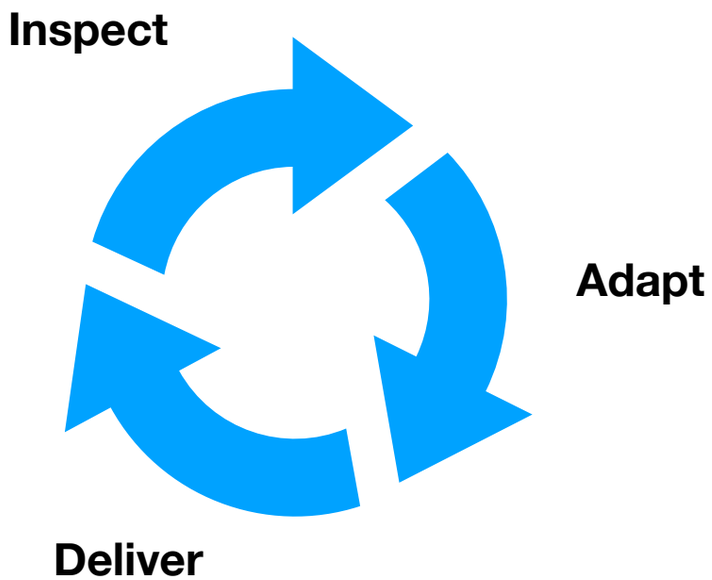
Lv Yi
www.odd-e.com

Agenda

1. Introduction
2. Functional & Component Teams
3. Specialized Feature Teams
4. Conclusion

Introduction

Agility Goal

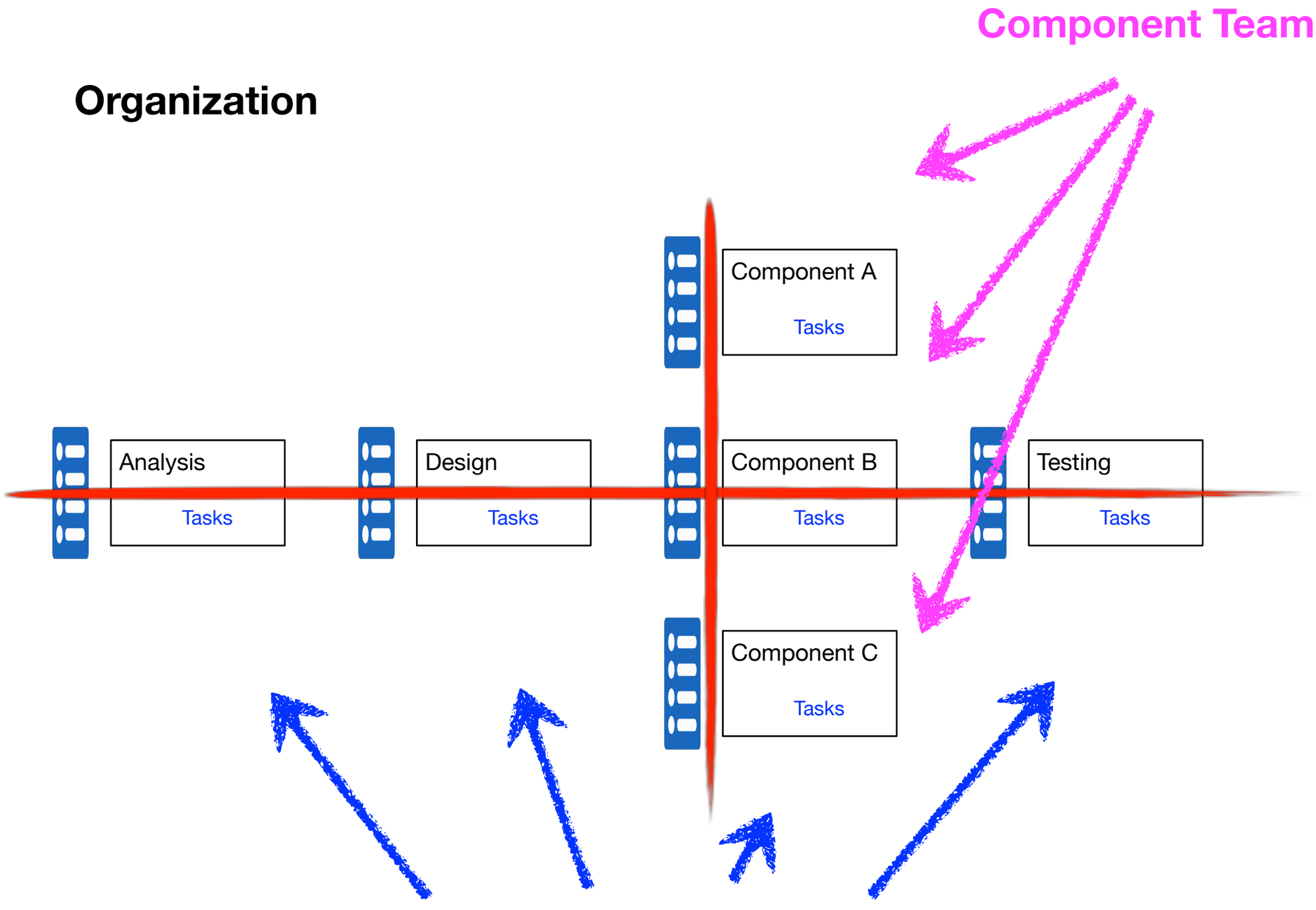


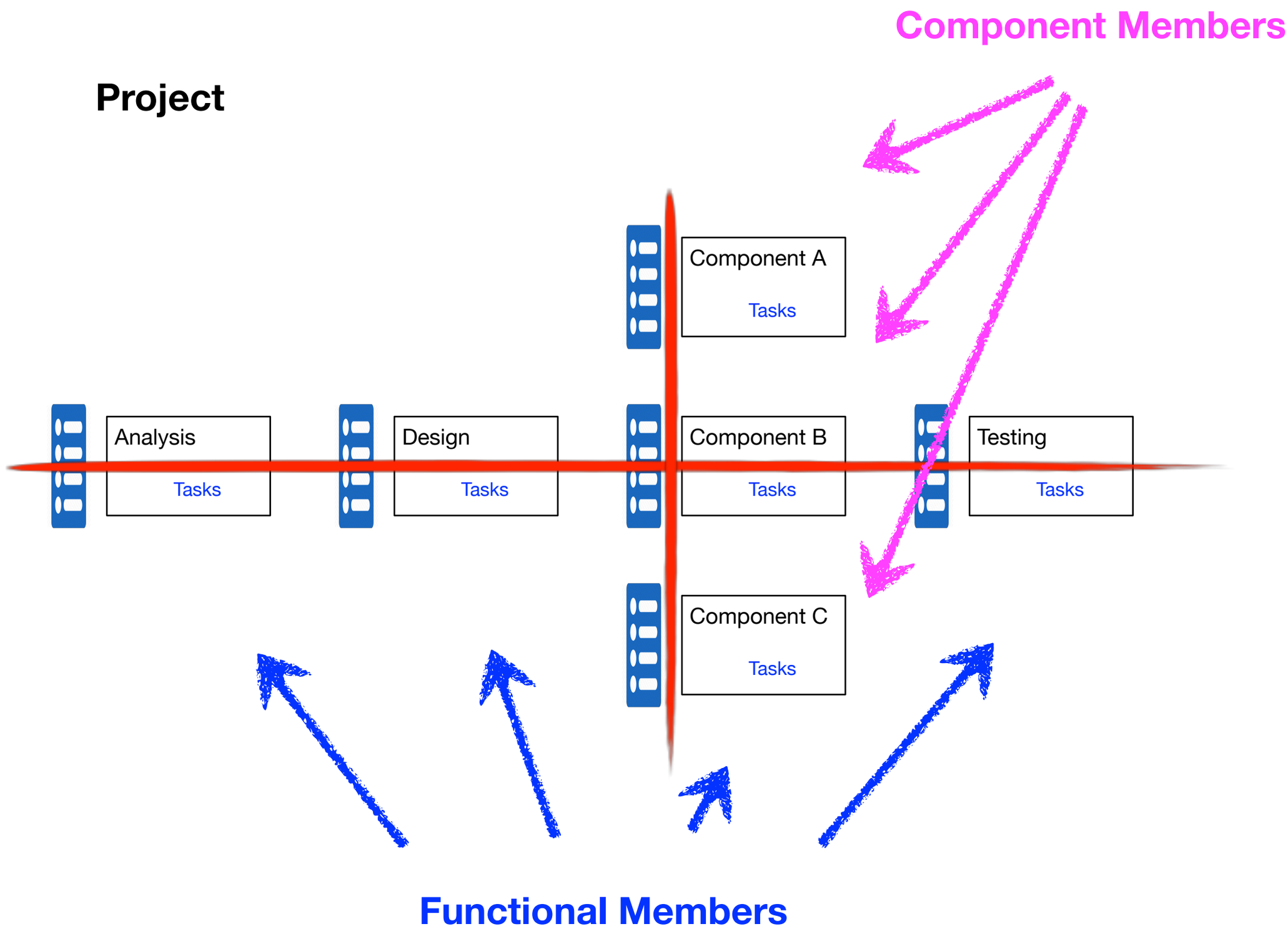
Deliver high customer value in uncertain environment

The Backlogs

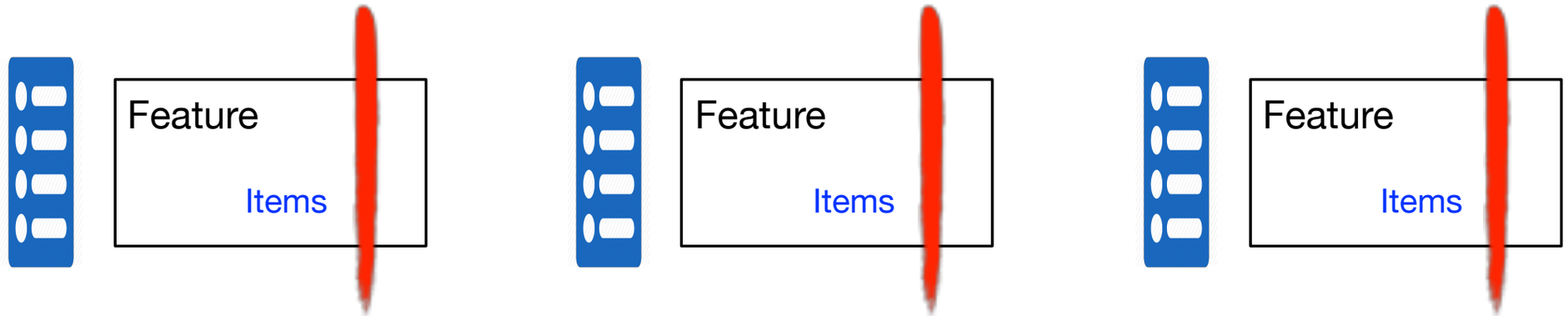
- Functional backlog
- Component backlog
- Product backlog

Organization



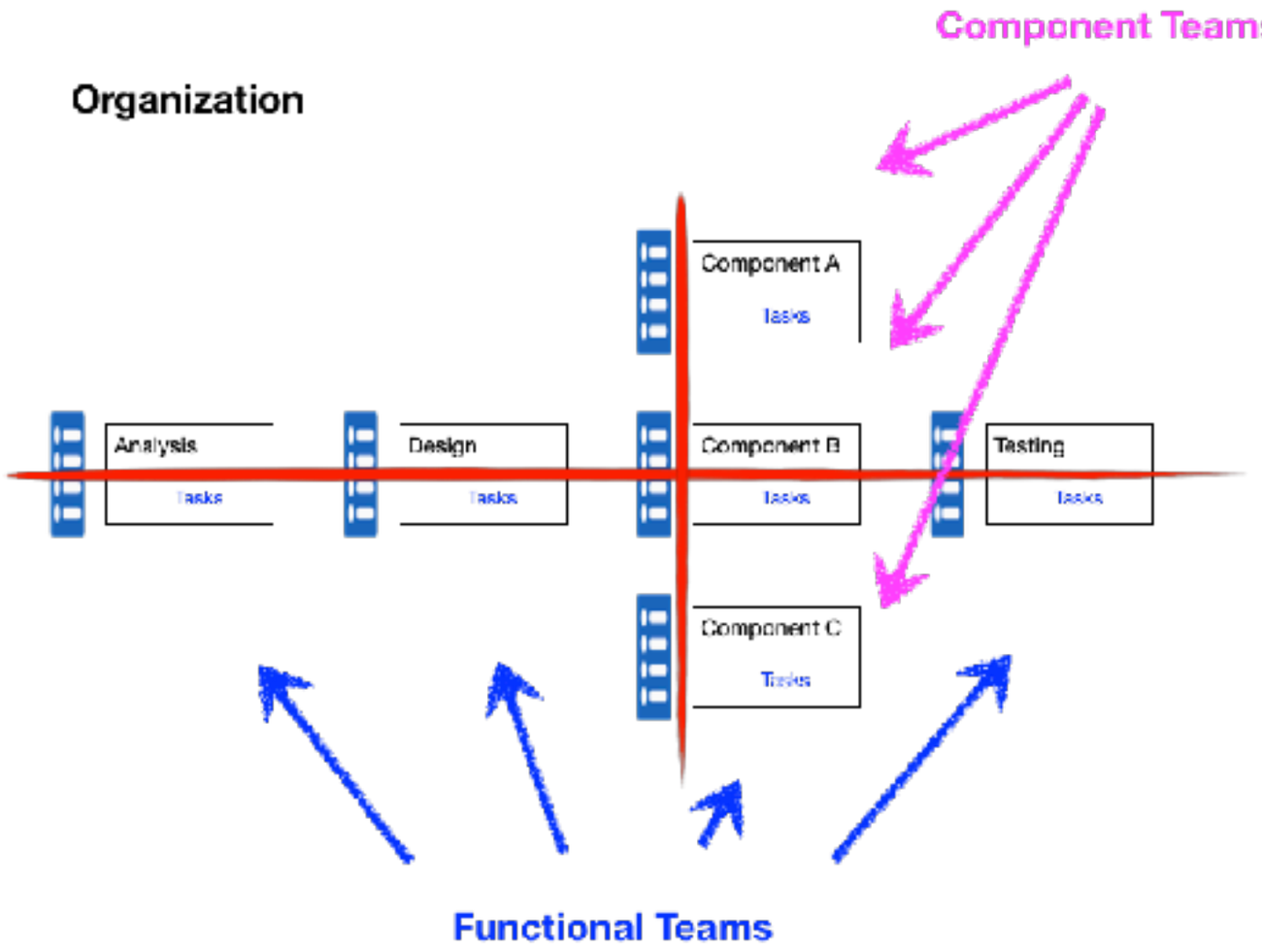

Component Members
Project
Component A
Tasks
Analysis
Tasks
Design
Tasks
Component B
Tasks
Testing
Tasks
Component C
Tasks
Functional Members

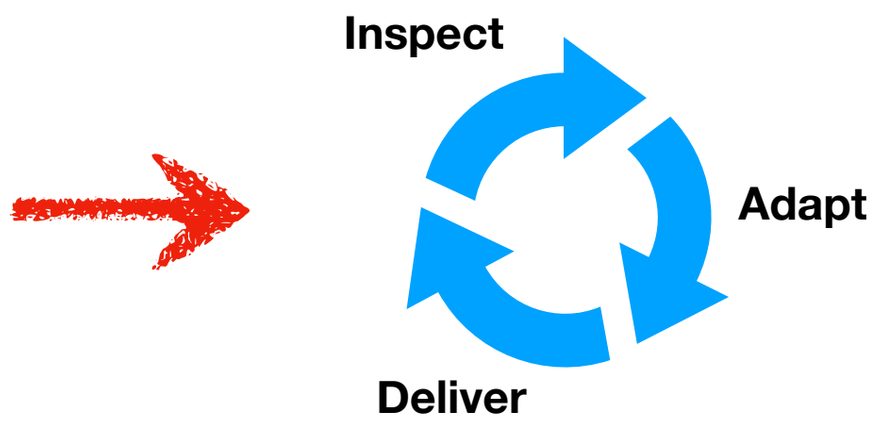
Organization



Feature Teams

Functional & Component Teams


Component Teams
Organization
Component A
Tasks
Analysis
Tasks
Design
Tasks
Component B
Tasks
Testing
Tasks
Component C
Tasks
Functional Teams


Inspect
Adapt
Deliver

System Modeling - 1

https://kumu.io

Why those backlogs?

System Modeling - 2

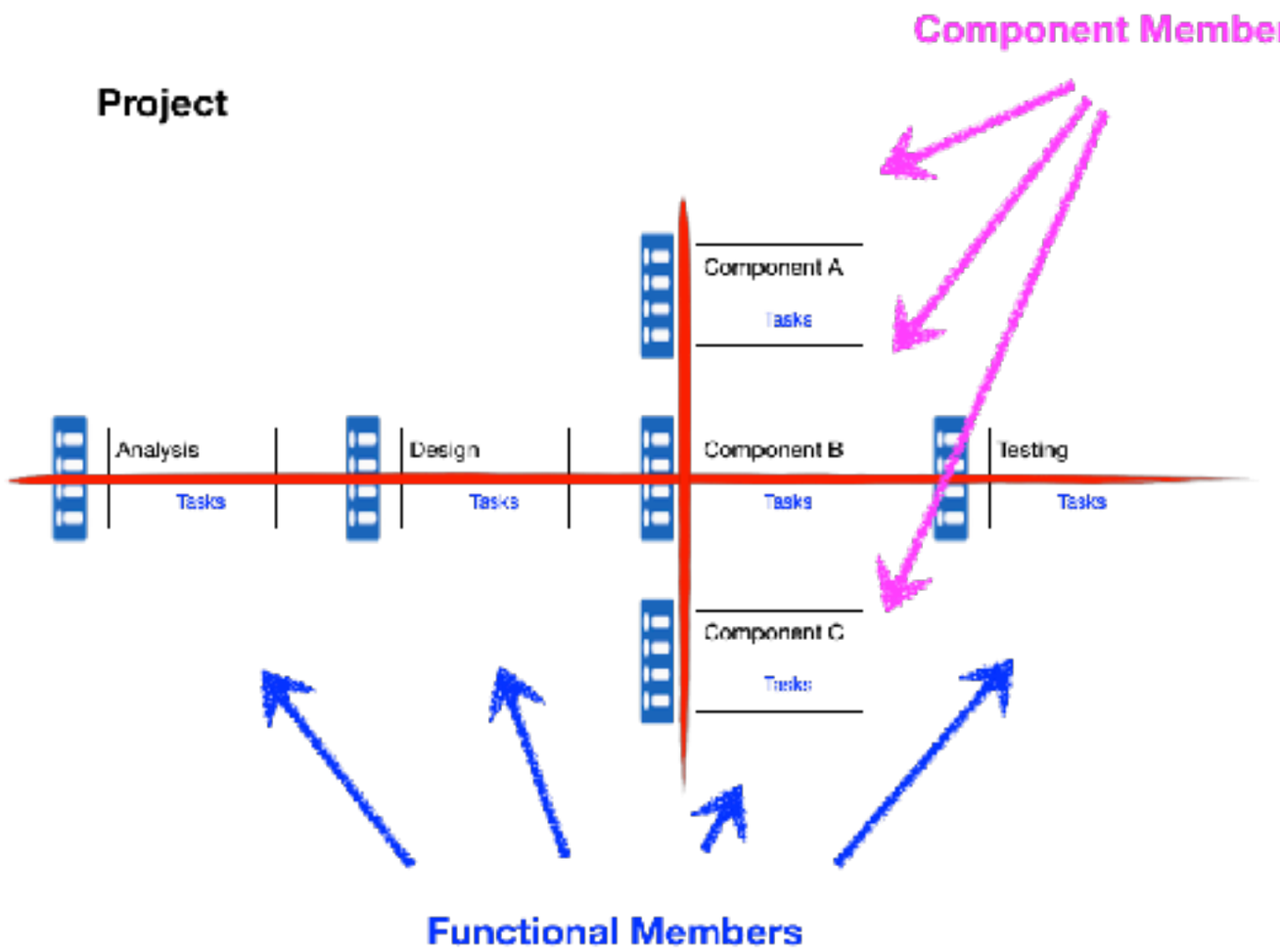
https://kumu.io

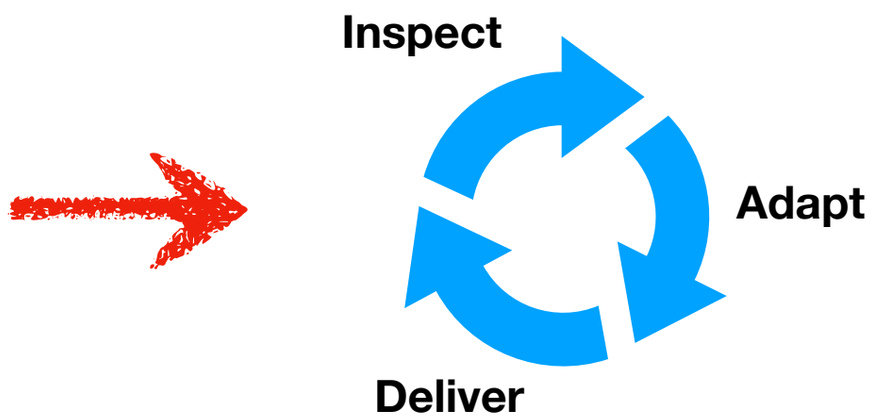
What is the impact on e2e cycle time?

System Modeling - 3

https://kumu.io

What is the impact on efficiency?


Component Members
Project
Component A
Tasks
Analysis
Tasks
Design
Tasks
Component B
Tasks
Testing
Tasks
Component C
Tasks
Functional Members

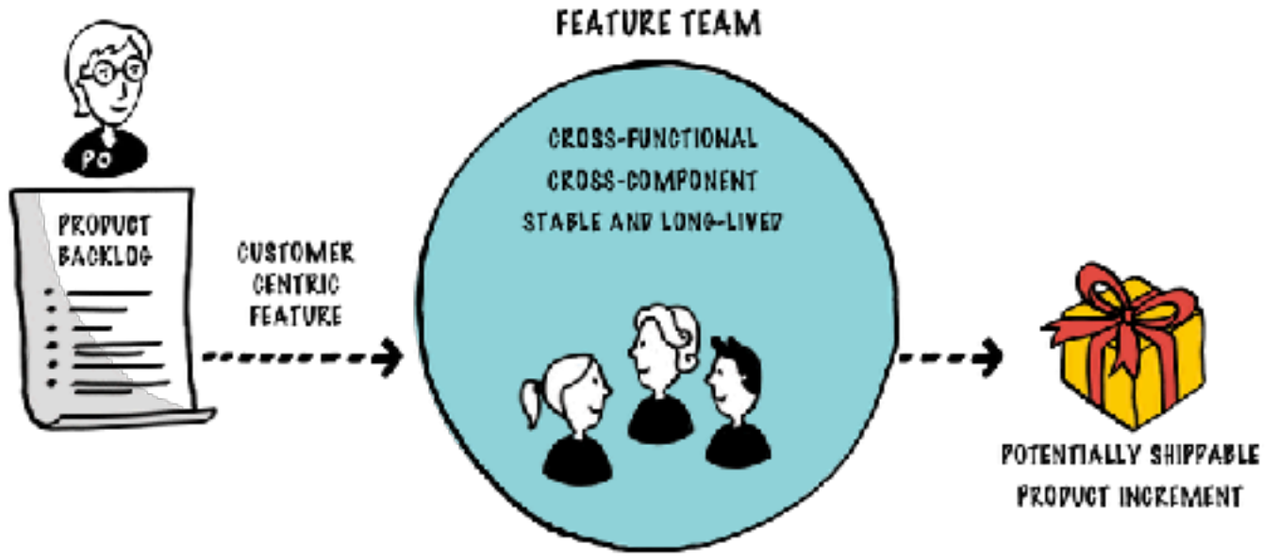

Inspect
Adapt
Deliver

- Efficiency goal drives more backlogs
- More backlogs causes longer e2e cycle time
- More backlogs causes lower efficiency (surprisingly!)

System Modeling - 4

https://kumu.io

What is the lever?

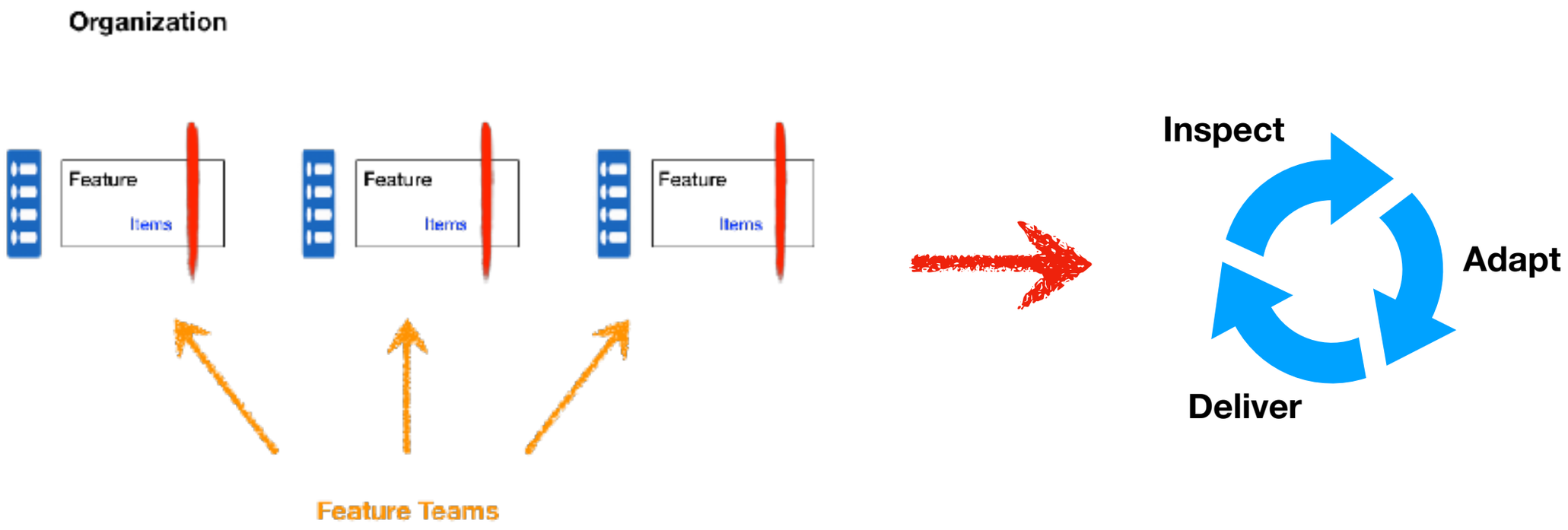


- Fewer backlogs drives multi-learning
- Multi-learning enables fewer backlogs

Cross-functional & Cross-component Learning

- Specification by example
- Collective code ownership
- Pair/mob programming
- Communities of practices (both functions and components)
- Component mentor
- Current-architecture workshop
- Multi-team design workshop

Specialized Feature Team


Organization
Feature
Items
Feature
Items
Feature
Items
Feature Teams
Inspect
Adapt
Deliver

System Modeling - 1

https://kumu.io

Why those backlogs?

System Modeling - 2

https://kumu.io

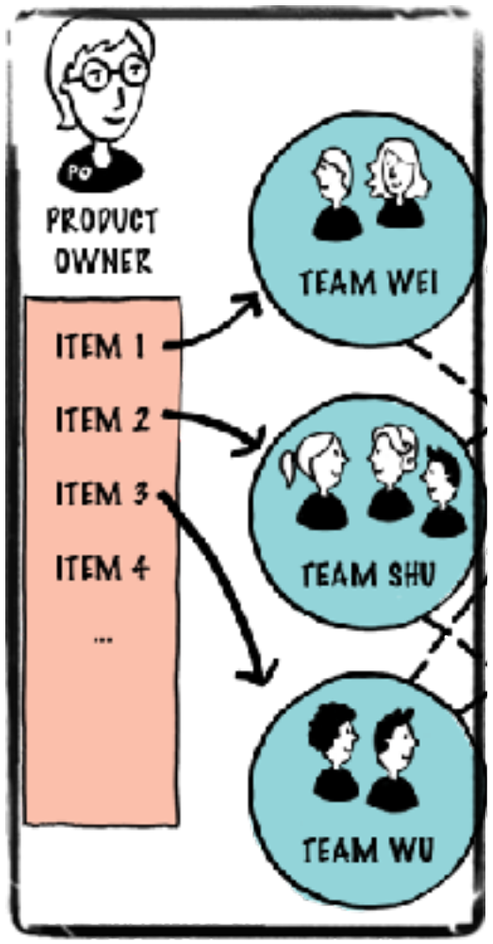
What is the impact on adaptability?

- Efficiency goal drives more backlogs
- More backlogs causes lower adaptability

System Modeling - 3

https://kumu.io

What is the lever?



- Fewer backlogs drives multi-learning
- Multi-learning enables fewer backlogs

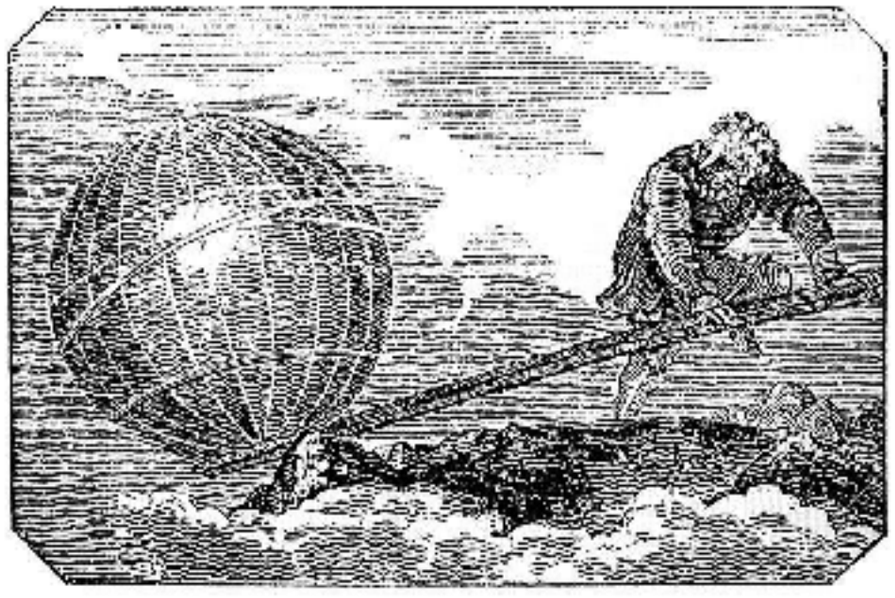
Cross-domain Learning

- Multi-team PBR
- Initial PBR
- Overall PBR
- One sprint review
- Review bazaar

Conclusion

Put All Together

Backlog type	Drive for more backlogs	Lever for fewer backlogs	Impact from #backlogs
Functional backlog	Functional specialization	Cross-functional learning	e2e cycle time
Component backlog	Component specialization	Cross-component learning	
Product backlog	Customer domain specialization	Cross-domain learning	adaptability



The ultimate lever:

#backlogs & multi-learning

Contact

Yi Lv

yi.lv@odd-e.com

http://blog.odd-e.com/yilv/

Appendix

E2E Cycle Time

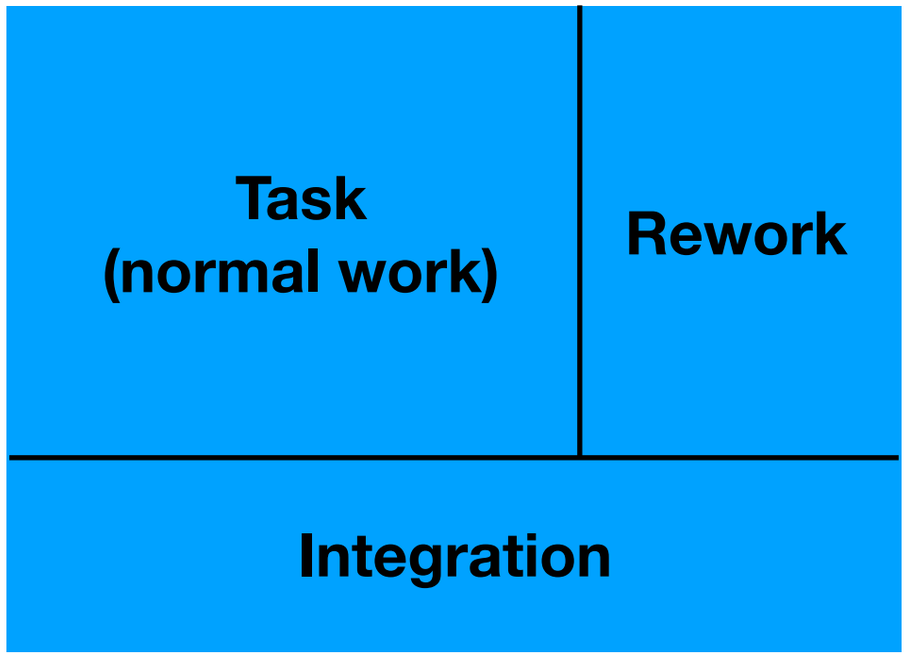
touch time

waiting time

integration time

rework time

Efficiency



Efficiency = #tasks per time unit