Robert (Bobby) Woods

Creating a CLEAR Agile Roadmap

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Host ***Unlocking Agile*** Podcast

Creating a CLEAR Agile Roadmap

Which side do you fall on?

What are YOUR challenges?

ROADMAP CREATOR

ROADMAP CONSUMER

Why Are YOU Here?

Why a Roadmap at all?!

- In 2020, The Standish Group's CHAOS report estimates that around 66% of software projects fail.

WHY?

- Lack of goals and *appropriate* planning
- Changing priorities
- Technical Debt (Time Management)
- Minimal customer involvement
- Over-engineering the solution

Common Roadmapping Pitfalls (by Roman Pichler)

Read more at: https://www.romanpichler.com/blog/three-common-product-roadmapping-mistakes/

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The “Guaranteed” Roadmap – “…your product roadmap is not fixed; it will change particularly if your product is immature or if your market is dynamic.”

The ”Roadmap as a Backlog” – “While it’s helpful to consider how the product is likely to evolve, you should focus on its key capabilities and leave out the details.”

“Wishful Thinking Product Strategy” Roadmaps – “Don’t create a roadmap if you don’t have a valid product strategy available or if you cannot look beyond the first public release.”

Hillbilly Wisdom:

“If you don't take the time to do it right, you'll find the time to do it twice.”

1 – 3 – 5yr Plan

Q1	Q2	Q3	Q4	Q1

Web Based X Thingy

Data Thingy

Something way down the road

API X Thingy

Big Huge Expensive Thingy

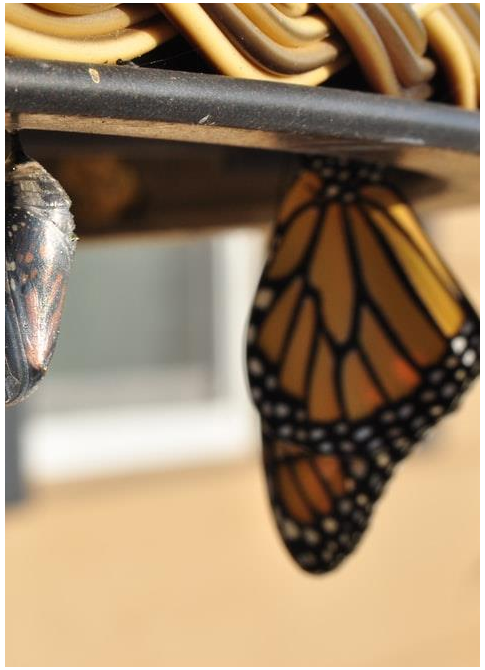
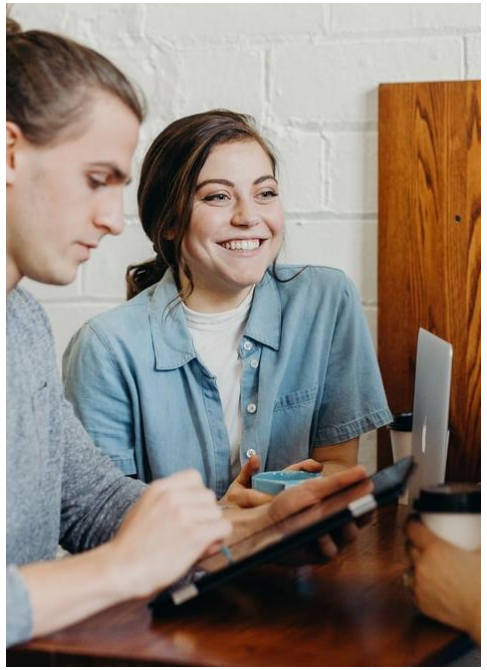
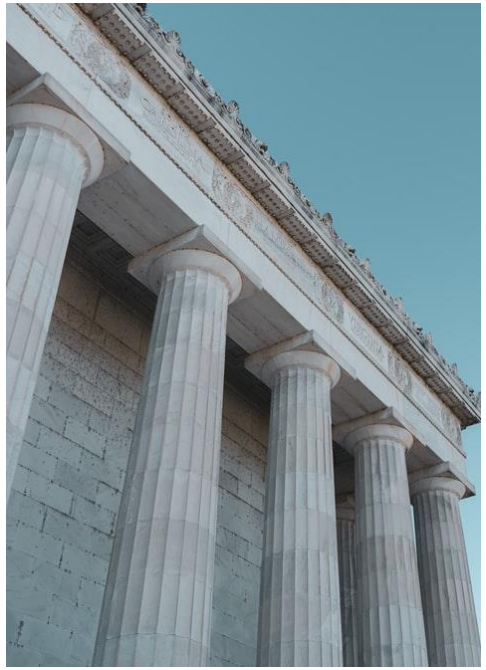
?

?

Modernization of Thingy

"Your fences need to be horse-high, pig-tight and bull-strong."

Translation: A good roadmap isn't purely about the visual outcome, it's about how it was created and how it will be used.

Question: What kinds of qualities should an ‘Agile’ roadmap have?

Defining the CLEAR Principles

- Collaborative
- Lean
- Evolving
- Adaptable
- Reportable

A Collaborative Roadmap

- Never done in a vacuum
- Include all the right people
- Don’t include everyone!

“Ain’t a one of y’all as smart as all y’all.”

Translation: The roadmap will have greater success with more than just you.

Simplicity, focus and priorities with Lean

“Life is simpler when you plow around the stump.”

“Don't be banging your shin on a stool that's not in the way.”

“Don‘t interfere with somethin’ that ain’t botherin' you none.”

- Brutal prioritization at each level (just what’s needed for feedback)
- ***Simplified*** needs, artifacts, plans and architectures
- Focus, with as little context switching as possible

Evolution as a fact; not theory

“Good judgment comes from experience, and most of that comes from bad judgment.”

- We KNOW things will have to change, just embrace it
- Watch for the need to evolve our original goals/outcomes.

Adaptable Foundation with Learning

"A bumble bee is considerably faster than a John Deere tractor."

- A plan that can adapt by design
- Adaptable financing
- Adaptable architectures
- Adaptable org structures
- Adapt and F.A.I.L

Reportable - Measure to F.A.I.L.

“Lettin’ the cat outta the bag is a whole lot easier than puttin’ it back in.”

- Easy to get
- Just enough and people appropriate
- Helps us ask meaningful questions
- Know leading vs lagging (output vs outcomes)
- What have we learned?

Business & Customer Outcomes (OKRs?)

Capabilities that get us there (measured)

Solutions that create capabilities (the work)

Start With What You Want

The right roadmap view for the right people

Sr Leadership

Business Outcomes Roadmap – What customer and business needs/goals are we achieving and how it is evolving?

Programs

Capability Roadmap – What abilities are we enabling that create business outcomes and how it is evolving?

Teams

Solution Roadmap – What solutions are we creating which enable awesome business capabilities?

CLEAR Example

Leadership: We are creating another source of revenue, streamlining our operations, catering to a new generation of customers and disrupting our market.

Program: We are enabling the business to rent furniture and appliances online.

Team: We are iteratively putting in place an eCommerce platform no one has ever done before.

It’s ok to think long term and plan short term

The CLEAR Benefits

A mix of all the right people and just enough people

Focused and Simple

An evolutionary mindset

Adaptably sourced

Founded in learning and continuous improvement

Final bits of “Hillbilly Wisdom”

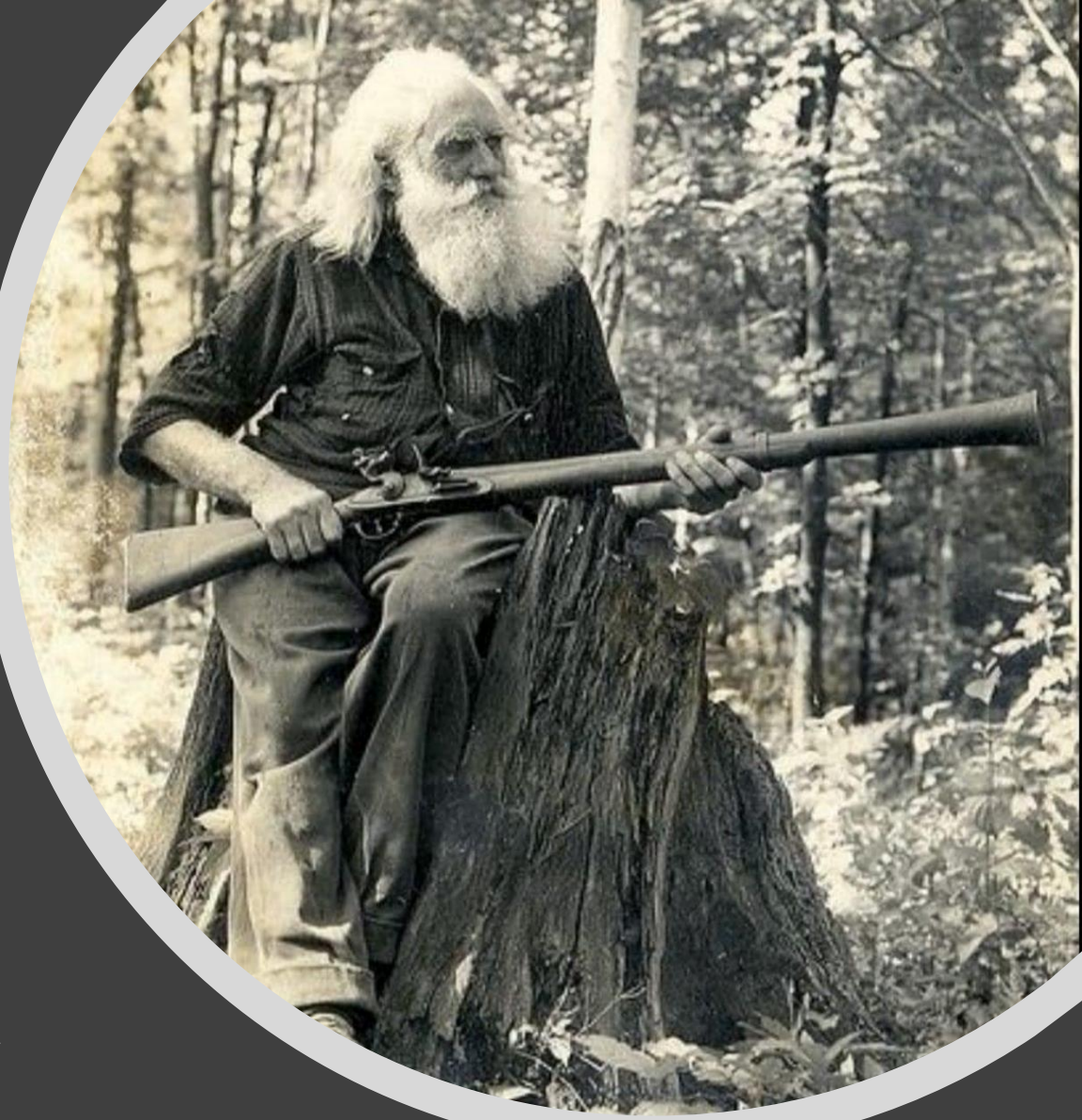
“If you get to thinkin’ you’re a person of some influence, try orderin’ somebody else’s dog around.”

(Don’t let your title get in the way of getting others involved)

“When you waller with pigs, expect to get dirty.”

(Don’t allow a waterfall third party development shop determine your roadmap)

“Live a good, honorable life. Then when you get older and think back, you’ll enjoy it a second time. Live simply. Love generously. Care deeply. Speak kindly.”



Ya’ll Come Back Now, Ya Hear…

What’s on yer mind?

scruminc.