# “We’re gonna need a bigger boat - Convincing leaders your team needs help”

Marie Dingess learnadaptimprove.com

# Marie Dingess

## Learn Adapt Improve, LLC

25 years in Tech

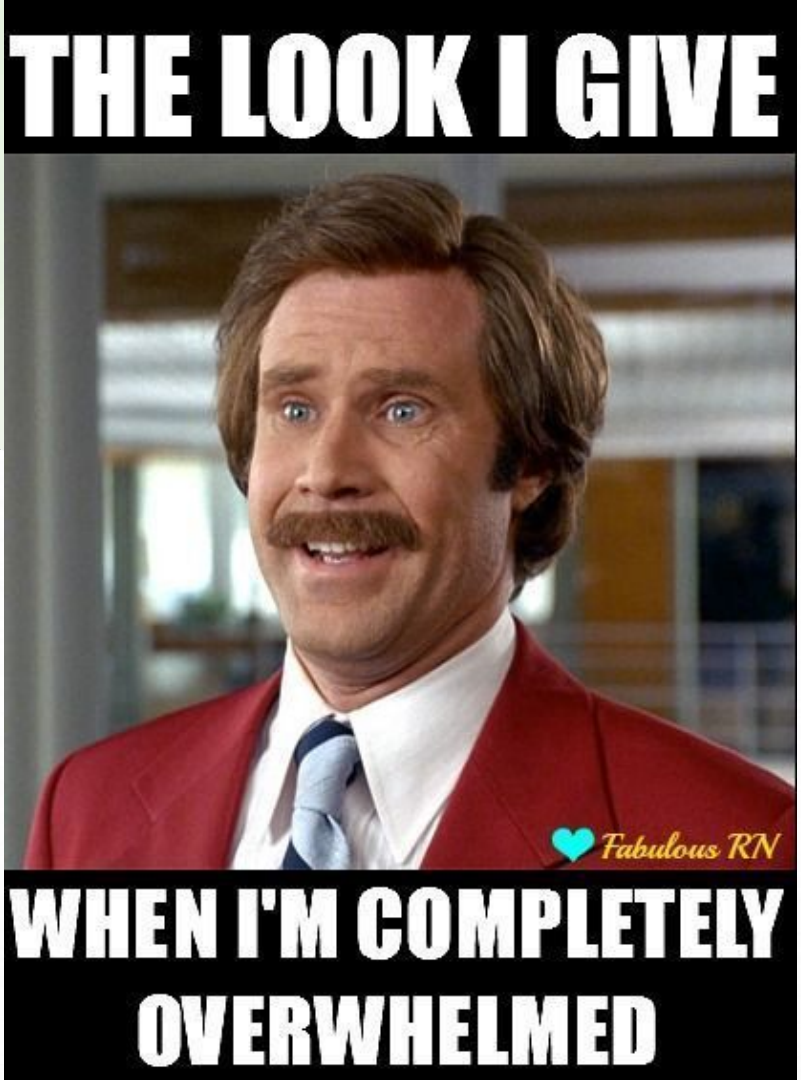
FORTUNE 100

WOMEN in AGILE

ProKanban.org PK I Professional Kanban 1

ICAgile ICP-ACC CERTIFIED PROFESSIONAL

SPC SAFe® 6




## How do we know when our teams are struggling?

Activity #1

# How do we know when our teams are struggling?

| | |
|---|---|
| What are their behaviors? | What does their performance & work product look like? |
| What are requesters and product owners saying? | Anything else? |

# TOP REASONS FOR BURNOUT:

25.3% Unmanageable workload

15.7% Insufficient rewards

15% Lack of control over work

13.4% Lack of support from manager

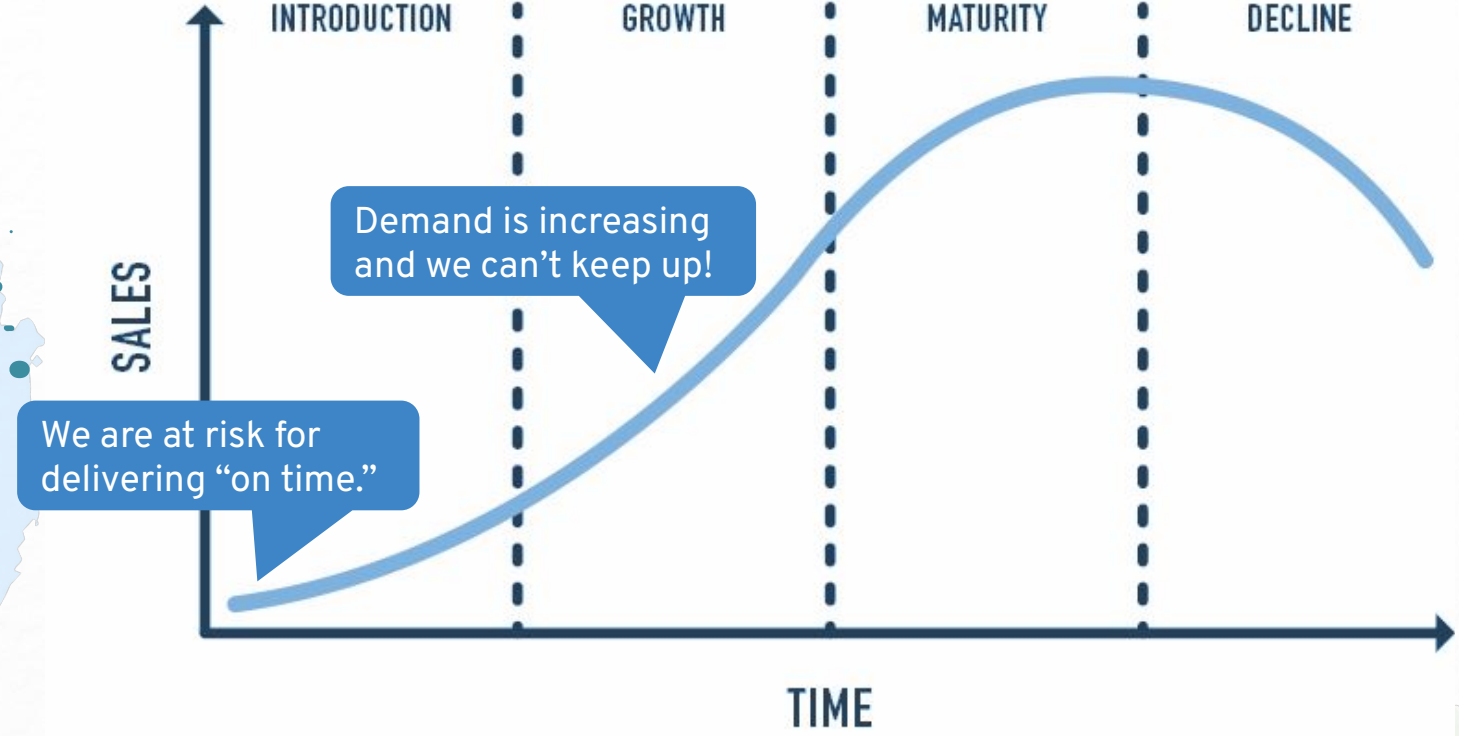
12.2% Burnout is not a problem here

10.2% Unfair treatment

8.3% Other

blind

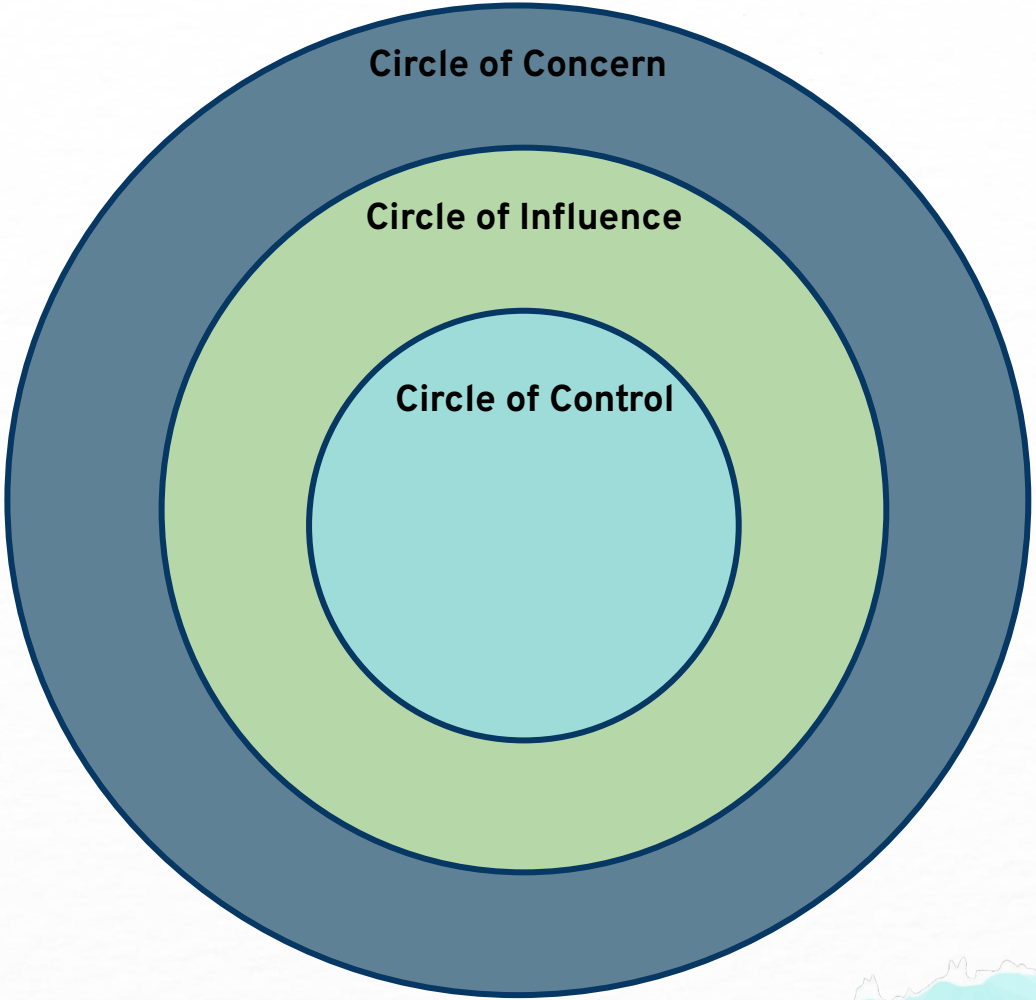
# PRODUCT LIFECYCLE



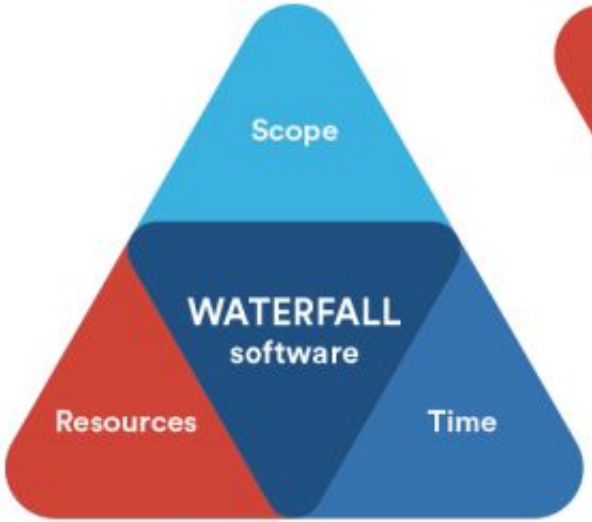
# STOP

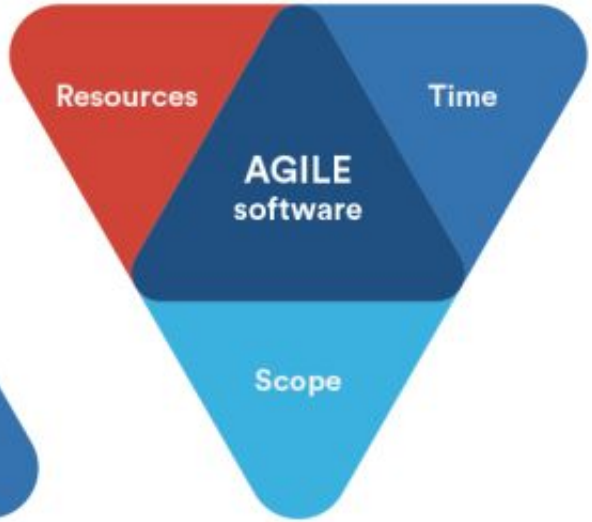
- Before you ask for help, ask yourself...

- What can you/your team do about it?


Circle of Concern
Circle of Influence
Circle of Control

Fixed




Estimated

Pull the lever, Kronk!

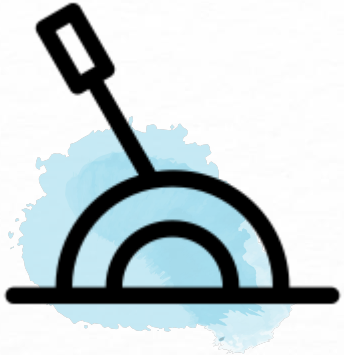
# Levers requiring influence

Scope

Time

Resources

# Levers requiring influence



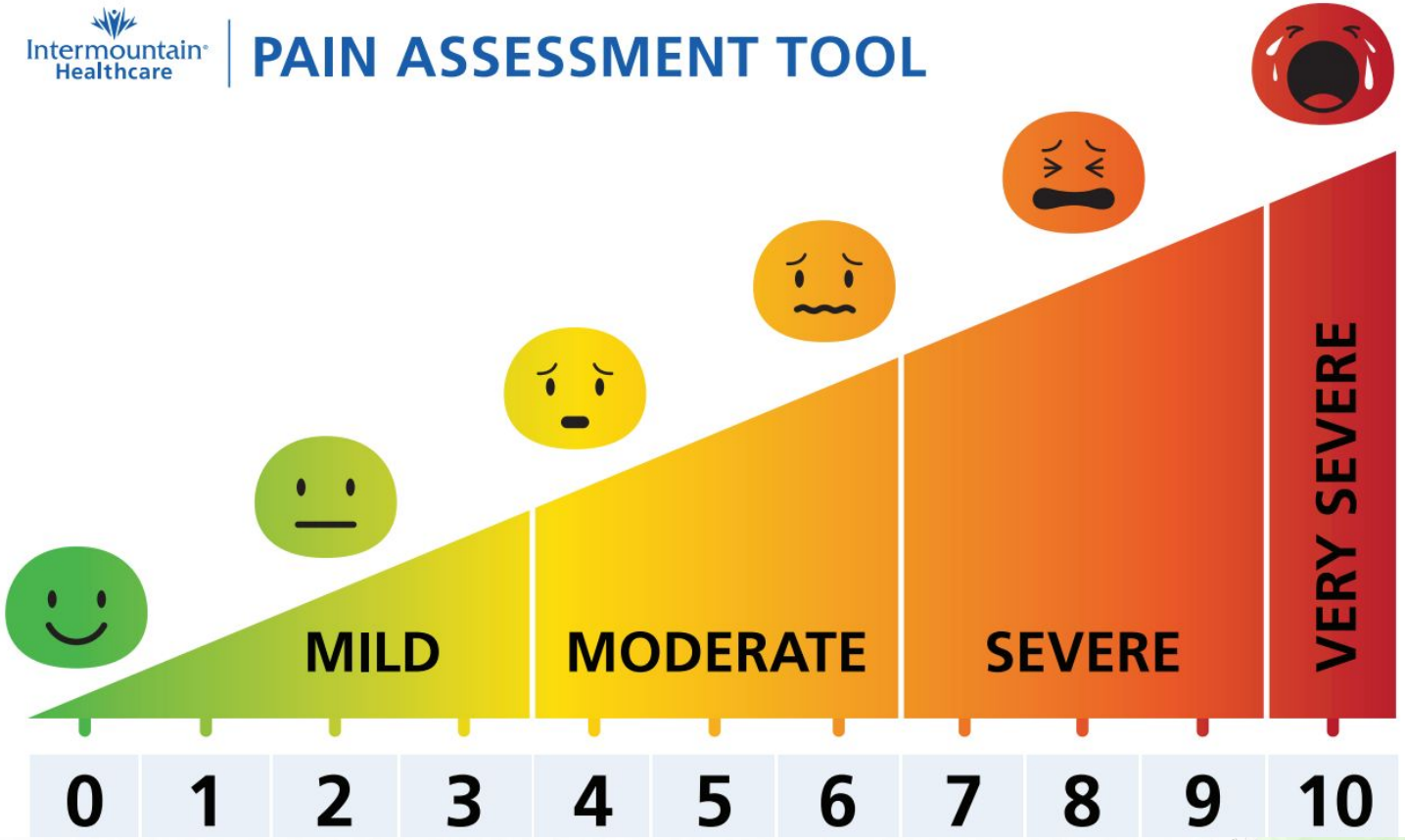
Scope

Schedule

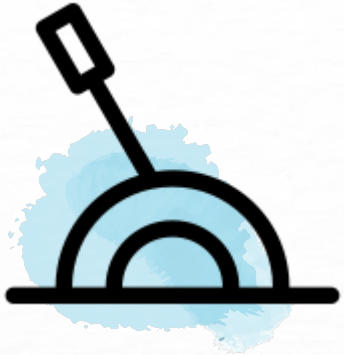
Budget

Intermountain® Healthcare

# PAIN ASSESSMENT TOOL



# Levers requiring influence



Scope

Schedule

Budget

peacock

# Levers requiring influence

Scope
Priority

Schedule

Budget

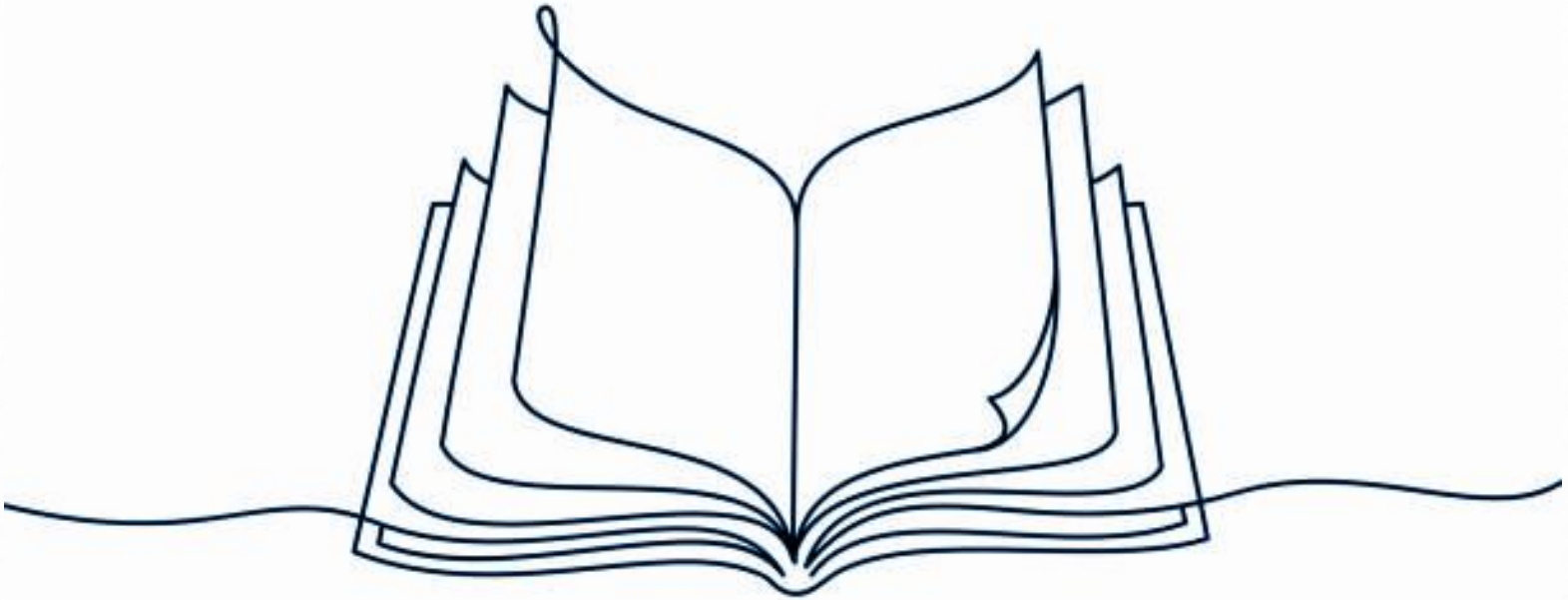
# Levers requiring influence

Scope
Priority

Schedule

Capacity Budget

# Story Time...



# Story Time...

Busy Bees

**Product:** Productivity Tooling

**Scenario:** High demand due to dependencies & critical cyber work

Excellent team work
Get sh*t done attitude

Hard to meet with - always busy
Most dependencies from other teams
PI Carryover
Long feature list

# Demand Analysis

| Request Types | Tracked / Not Tracked | Source | Arrival Rate | Capacity<br>Are you able to service the monthly rate without working over 40 hrs/week? |
|---|---|---|---|---|
| *Example: Enhancements* | *Tracked* | *PO or Team Name or Organization* | *5-15* | *No - Sometimes we cannot service the monthly rate in a 40hr workweek* |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Resource: Google Sheet

# Demand Analysis

| Request Types | Tracked / Not Tracked | Source | Arrival Rate | Capacity<br>Are you able to service the monthly rate without working over 40 hrs/week? |
|---|---|---|---|---|
| *Example: Enhancements* | *Tracked* | *PO or Team Name or Organization* | *5-15* | *No - Sometimes we cannot service the monthly rate in a 40hr workweek* |
| Migration | Tracked | Team A | 1-2 | No - Sometimes we cannot service the monthly rate in a 40hr workweek |
| Enhancements | Sometimes Tracked | Any Team in ART | 30-40 | Yes - We can service the monthly rate without working overtime |
| Governance | Sometimes Tracked | Team C | 200 | Yes - We can service the monthly rate without working overtime |
| Research | Tracked | Security / Team B | 25 | No - Sometimes we cannot service the monthly rate in a 40hr workweek |
| Support | Not Tracked | Ops, Slack, LOB, Security | 400 | No - We definitely cannot service the monthly rate in a 40hr workweek |

# Busy Bees

ype
Cat.
Hidden
Source
Monthly Rate
Predict
Capacity
Primary
ligration
V
NAble PLP
1-2
70%
YN
-NC
laintenance
R
-H
int
30-40
100%
Y
orernance
R
-H
Ext
200
50
Y
Breakfix
F
H
Ext
10
0
Y
esearch
S,V
Cyber, AC
25
50
N
Suite Admin
V,R
-H
Cyber, AC, Legal
60
75
Y
ailrules/Enh.
V,R,S
Cyber LOB Int
30
25
Y
Support
F,R
H
Ops Slack LOB Cyber
400
80
YN
nhancements
V,S
Int AC Cyber
5
95
N
Intake (Dependending on source - ext)
Mike
Ops

Scope
Priority

Schedule

Capacity
Budget

Scope
Priority

Schedule

Capacity
Budget

## Actions

“Intentional priority”

Limited work in progress

Shifted some work to an L3 support team

## Results

Better pace of work

Leaders more involved in PI planning & prioritization conflicts

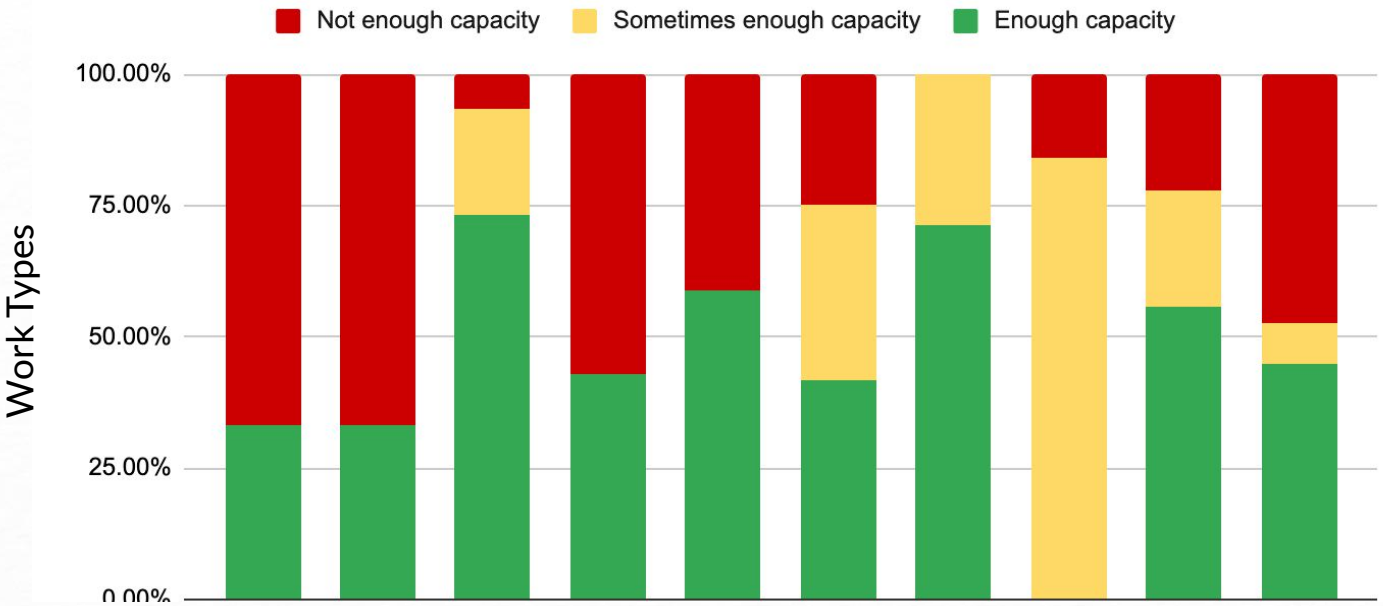
# Activity #2 - Demand Analysis

| Request Types | Tracked / Not Tracked | Source | Arrival Rate | Capacity<br>Are you able to service the monthly rate without working over 40 hrs/week? |
|---|---|---|---|---|
| *Example: Enhancements* | *Tracked* | *PO or Team Name or Organization* | *5-15* | *No - Sometimes we cannot service the monthly rate in a 40hr workweek* |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

# Why is it important to let the team create this?

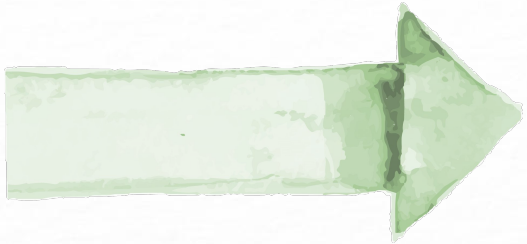
# Making the case for change

"Can we handle the monthly rate without working over 40 hours per week?"

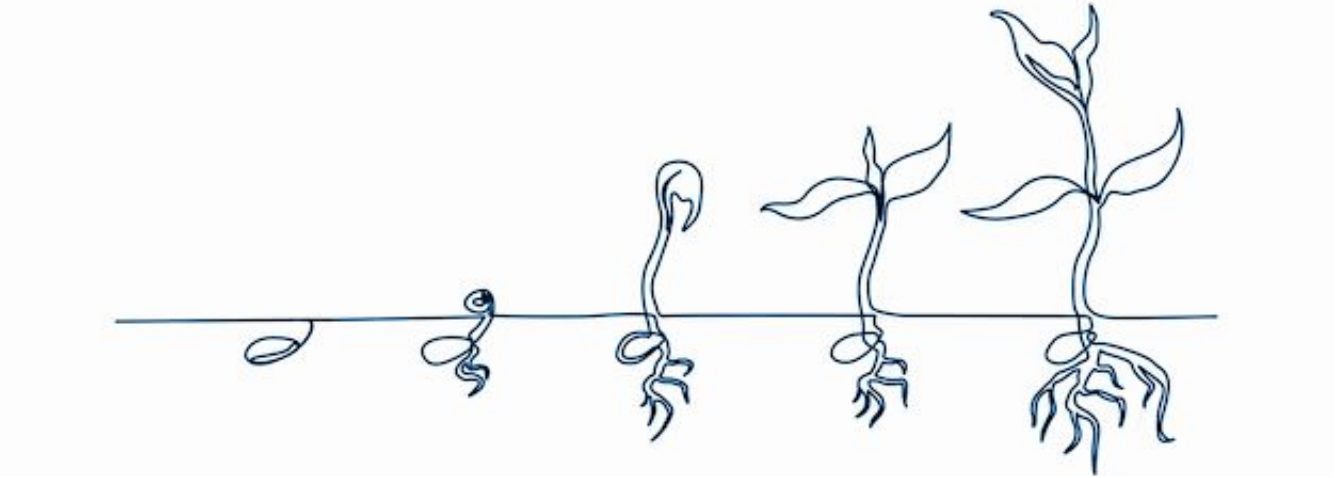


# After some time, the feedback changed...

We need
more people



We need
clear
prioritization



# Timing Tip: Don’t wait - plant seeds & bring your manager along

# Story Time...

**Tech:** APIs for customer-facing apps

**Scenario:** High demand

High delivery rate

Unhappy - High turnover
Agility Health morale scores low
Could never find time to automate
Outside perspective, is this normal?

Scope
Priority

Schedule

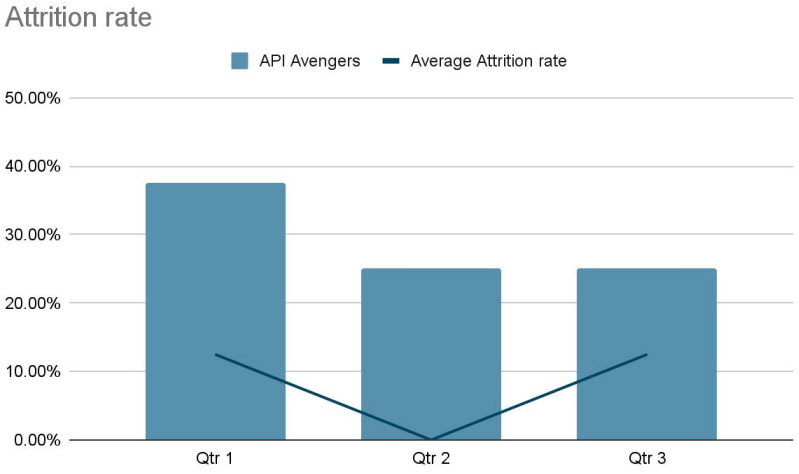
Capacity
Budget

Scope
Priority

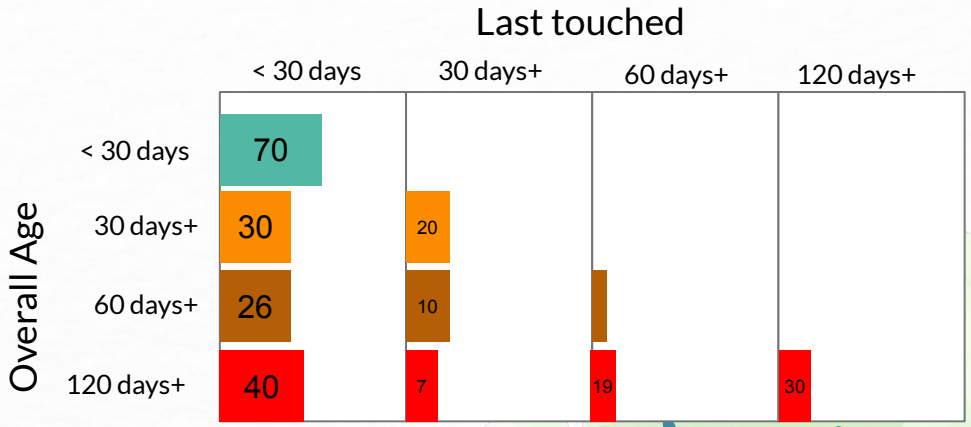
Schedule

Capacity
Budget

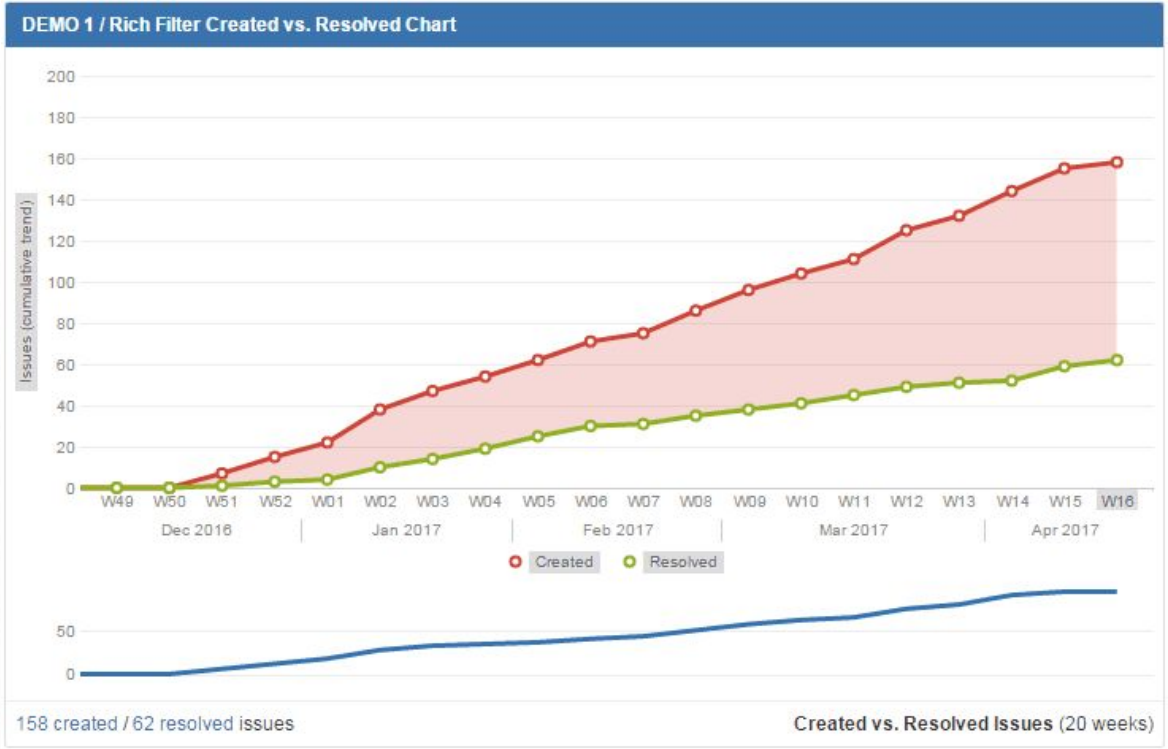
# Making the case for change



"It takes forever for my requests to get fulfilled. Sometimes it just feels like a black hole."



# Tip: Show supporting data



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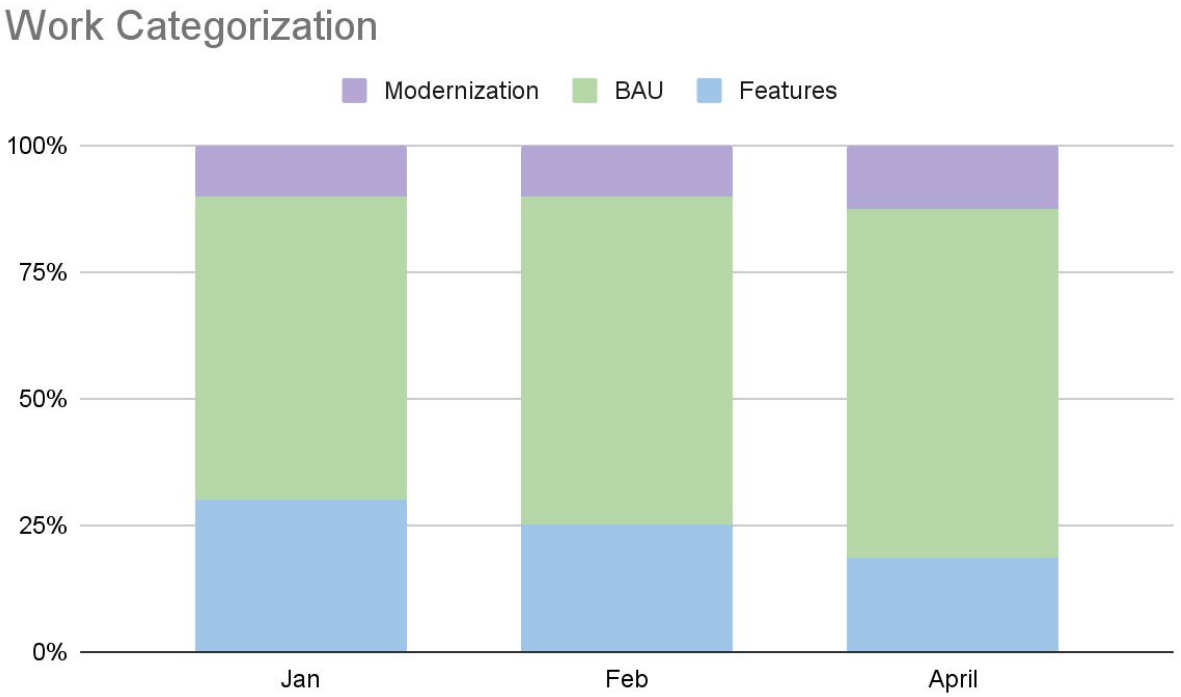


# Timing Tip: Know your budget cycle

**July 2023**

Finance starts drafting next year's budget

**January 2024**

Budget is "settled"

2023 | 2024

**September 2023**

Strategy, goal creation, negotiation with Finance.

# Story Time...

**Scenario:** Large acquisition/ integration effort

High visibility

High level of complexity
Lots of unknowns
Large/multi-portfolio scope

Scope
Priority

Schedule

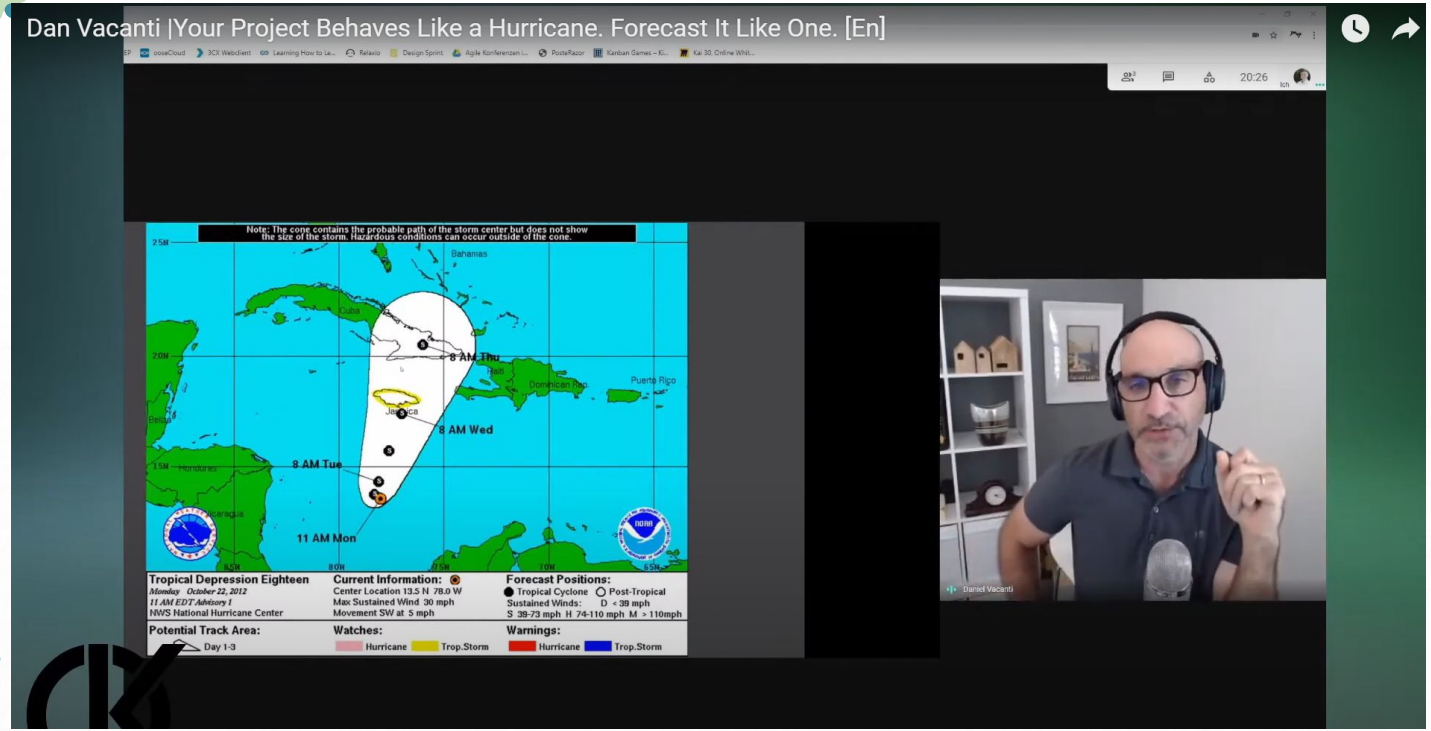
Capacity
Budget

Scope
Priority

Schedule

Capacity
Budget

# About probabilistic forecasting...



# About Monte Carlo forecasting...

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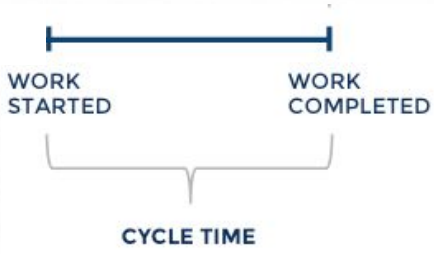
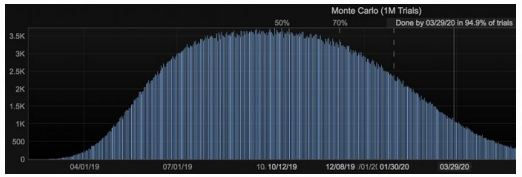
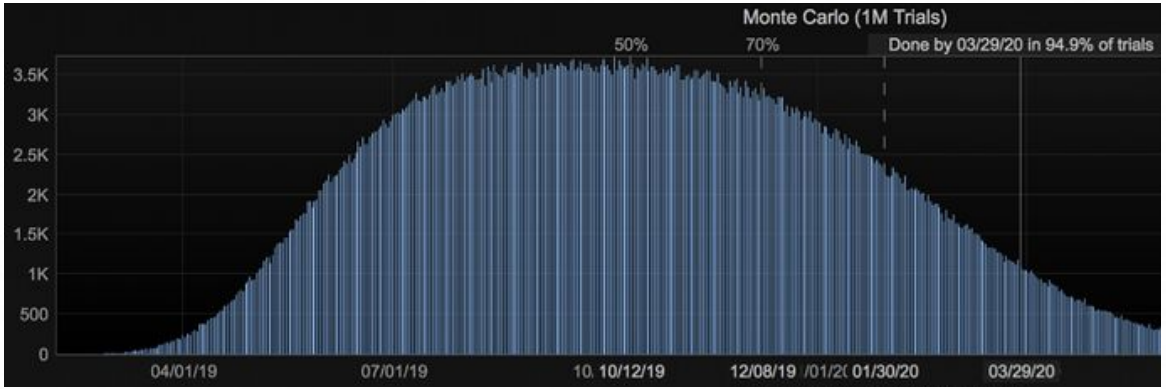



| Start date | End date |
|---|---|
| 4/2/23 | 4/15/23 |
| 4/5/23 | 5/13/23 |
| 4/5/23 | 5/10/23 |
| 4/17/23 | 5/24/23 |
| ... | ... |

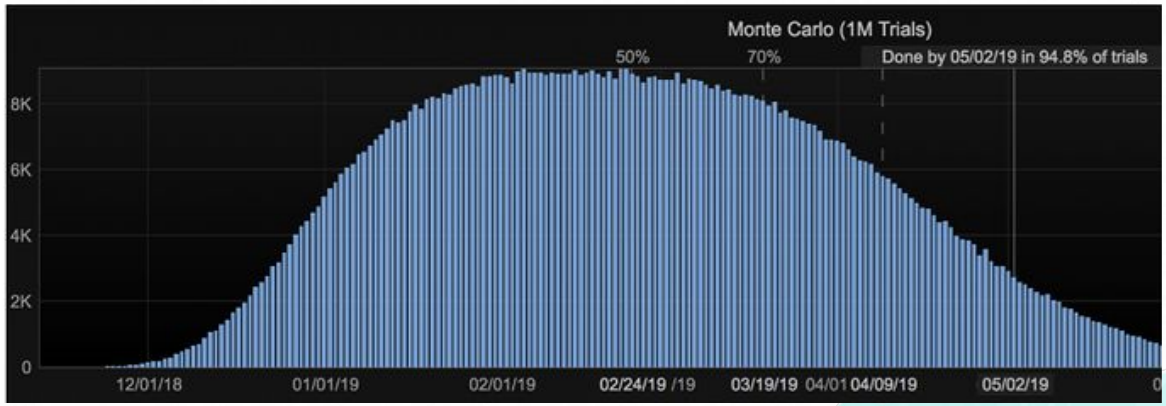


# Making the case for change

Current Forecast - 4 existing teams will take 15+ months to deliver scope (95% probability)



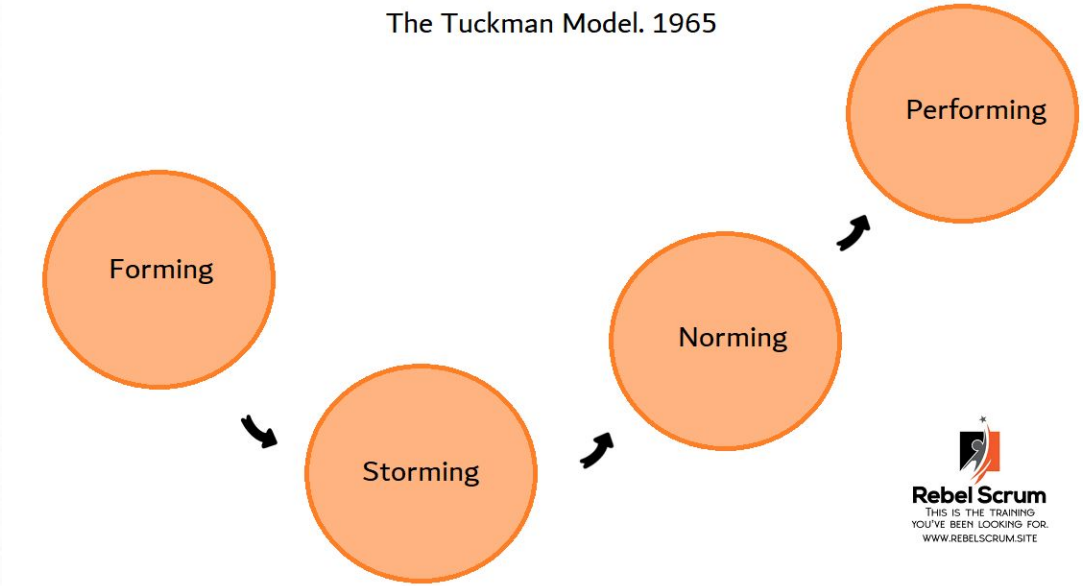

If we have 8 teams, forecast changes to 7 months to deliver scope (95% probability)



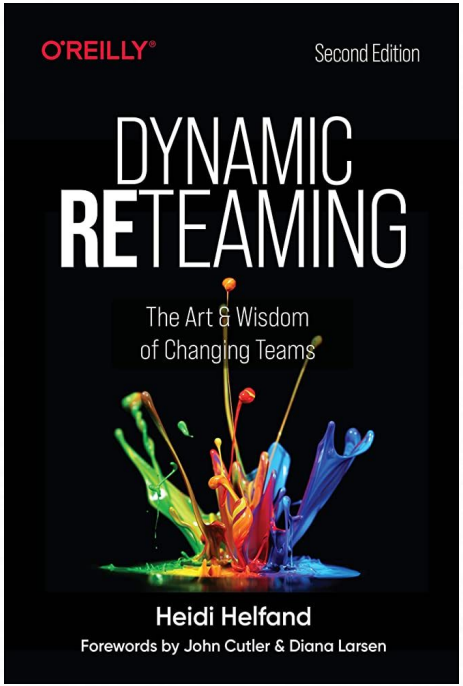
# Timing Tip: The earlier the conversation, the more options available

Event Info & Registration

# Adding people late to the game, may not result in increased productivity immediately



# but it may lead to other positive things...




- Reduce knowledge silos across the organization
- Cross-skilling
- New challenges can be exciting

# Story Time...

## The Big Bang

**Scenario:** Replatforming

High visibility

Large, complex effort
Scope continuing to increase
Not able to move users to the new system

Scope
Priority

Schedule

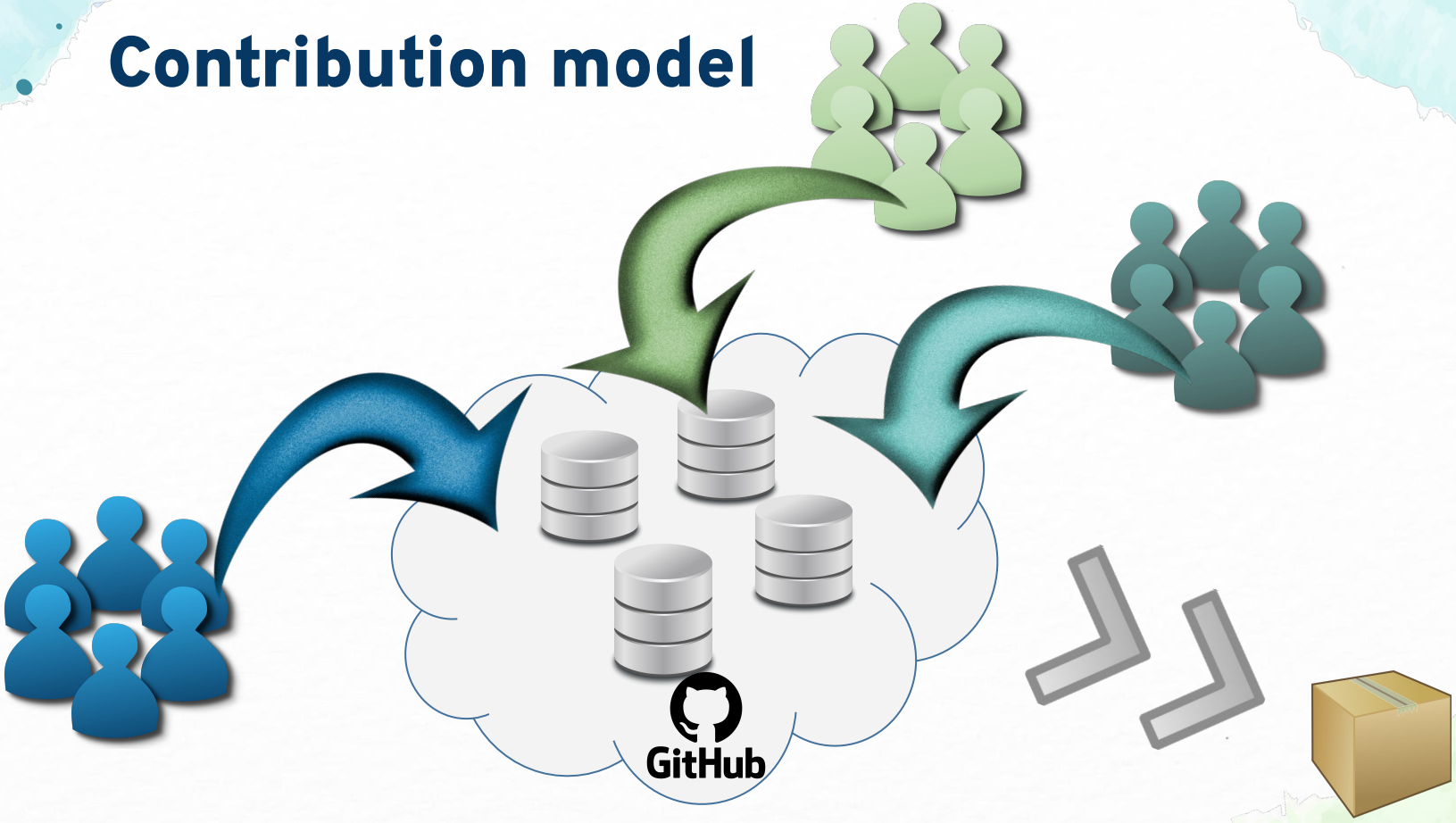
Capacity
Budget

Scope
Priority

Schedule

Capacity
Budget

# Contribution model



Scope
Priority

Schedule

Capacity
Budget

Scope
Priority

Schedule

Capacity
Budget

| | Full Scope | 5% Reduced Scope | 10% Reduced Scope | 20% Reduced Scope |
|---|---|---|---|---|
| Remaining Epics | 55 | 52 | 50 | 45 |
| Delivery Forecast with 85% Confidence | Late Aug | Mid July | Mid June | Mid May |
| Customer conversion | 10 million | 9.5 million | 8 million | 6 million |

# Tip: Align your ask to what decision makers care about

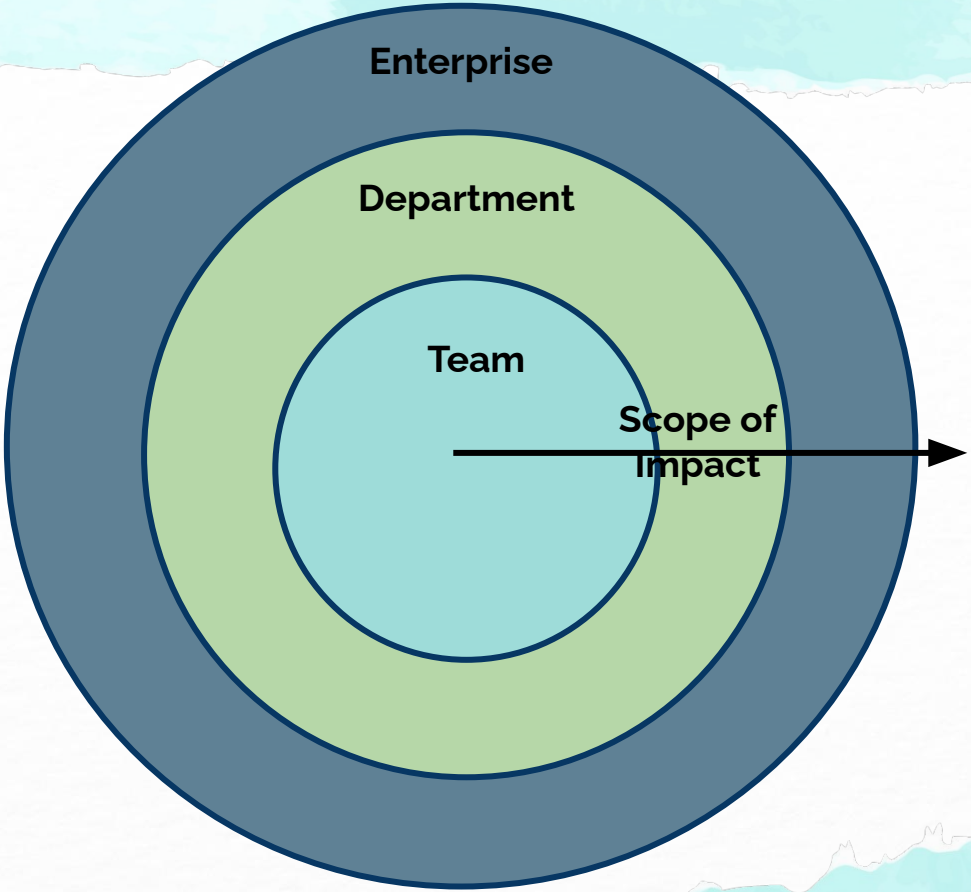
Revenue growth | Cost savings | Customer value | Risk reduction | Accelerated productivity

Decreased redundancy | Customer satisfaction | Employee satisfaction and retention

## Activity #3 - Knowing Your Decision Maker(s)

| Name | Decision maker or stakeholder? | Top Objectives | Top Pain Points / Challenges | |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

# Tip: Show your impact



# Proposal

**Problem Statement:** The demand for our team has increased X% over the last X months, impacting _____ and _____.

*(use objectives they care about)*

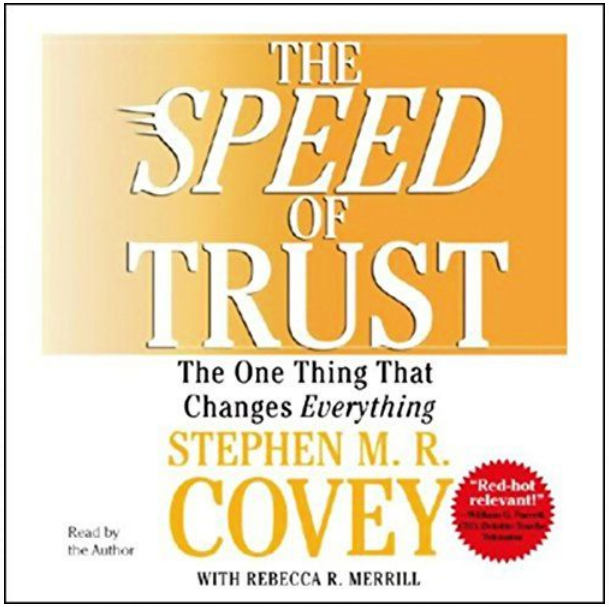
**Proposal (& Benefits):** If we focus on enabling a self-service chatbot, we can accommodate 25% of the new demand and share our learnings and chatbot platform across our servicing teams.

*(use objectives they care about and show how your solution can positively impact other teams/products)*

# Tip: Build Trust

## Character

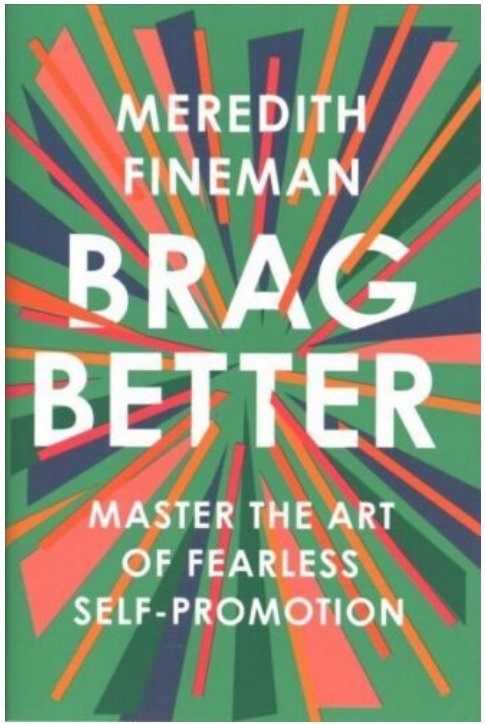
- Integrity
- Intent




## Competence

- Capabilities
- Results

# Tip: Build Trust




**Conversation with your boss:**

"Hey, I'd really like to talk about what I'm proud of right now. What's the best way to get that to you?

Do you want it written out?

Do you want to do a quick call?

Do you want to have me present it to you?

I want to make sure that you're able to see what I'm doing even though I can't walk by your office."

# Find your advocates

| Name | Decision maker or stakeholder? | Top Objectives | Top Pain Points / Challenges | Who do they trust? (potential advocates) |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

*Outside consultants can also help influence

# 7 Tips for influencing leaders

## Timing Tips:

- Don’t wait… plant seeds & bring your manager along
- Know your budget cycle
- The earlier the conversation, the more options available

## Other tips:

- Show supporting data
- Align your ask to what decision-makers care about
- Show your impact
- Build trust and/or ask others to help advocate

**Upcoming Classes**
**Slides & Demand Analysis Sheet**

# THANKS

https://www.linkedin.com/in/dingess/

marie@learnadaptimprove.com

Upcoming Kanban Classes:

Aug 22 - 24, 12:00 - 5:00pm ET | info

Oct 24 - 26, 12:30 - 5:00pm ET | info

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