



regoUniversity

KANSAS CITY • 2024

Sponsored by

ValueOps
by Broadcom

Clarity
by Broadcom

Rally
by Broadcom

ConnectALL
by Broadcom

Insights
by Broadcom

Projects to Products – Your Path for a Smooth Transition

Your Guides:

Rob Greca - Managing Director

Jeff Barschaw - Director, Agile Practice

Part I: Introduction



Your Journey?

- How many of you are All Waterfall, All Agile, or a Mix?
- Are you considering a Product Model over the Projects?



Abstract

The movement from managing technology organizations and development by Products instead of Projects has grown in recent years. This has many advantages, but only if there are critical changes in defining and funding the development.

First, we shift from defining specific solutions to developing and defining the outcomes we want to accomplish with that development.

Second, we should rethink how we fund development. Instead of funding a specific scope of work, we should fund the capacity to develop products.

Agenda

- Introduction
- What is a Product
- Product Funding
- Product Organizations
- Product Personas
- Funding Capacity not Scope
- Conclusion

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards

How Organizations Should Define Products



regoUniversity

KANSAS CITY • 2024

...From Projects to Products

PROJECT MANAGER FOCUSES ON:

DEVELOPMENT

Project requirements
Investment delivers scope

PLAN

Predictive Planning (up-front)

TEAM-ORIENTED

Short-lived Project Team

TECH KNOWLEDGE

Beginning and end date
One-off delivery

BUDGET

Isolated costs

COMPLETION

Focus on delivery

PRODUCT MANAGER FOCUSES ON:

STRATEGY

Evolving customer needs
Investment delivers benefits/KPIs

VISION

Adaptive planning (iterative)

BUSINESS-ORIENTED

Long-lived Feature Team

INDUSTRY KNOWLEDGE

Permanent (until decommissioned)
Continual Improvements

TCO

Product-level P&L

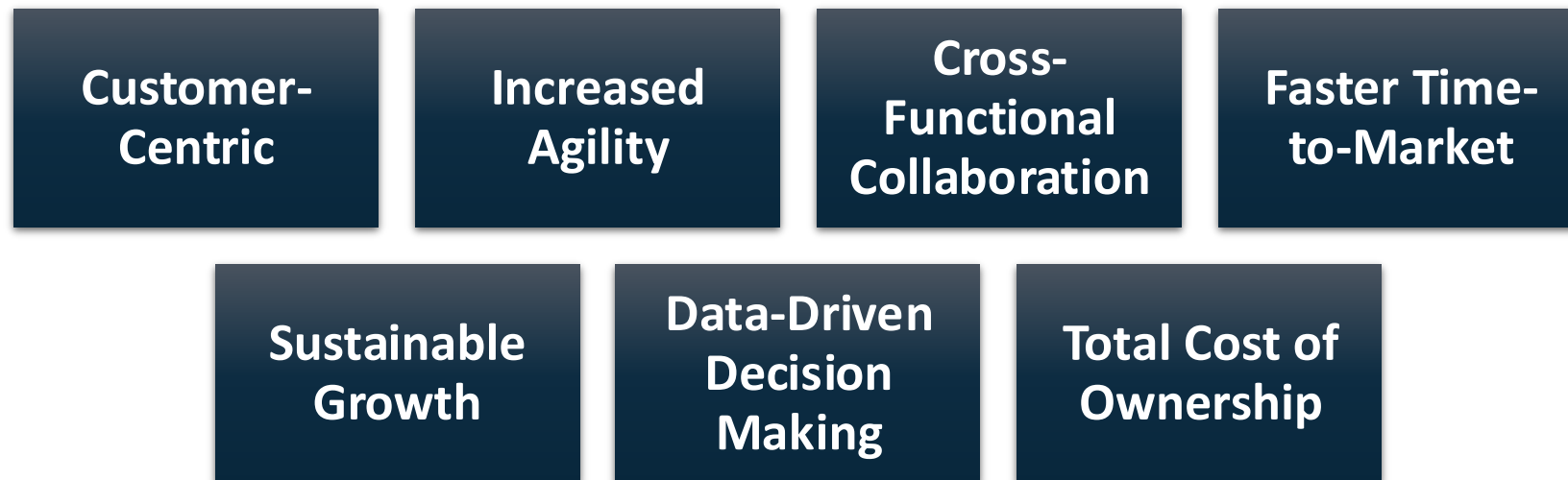
GROWTH

Focus on outcomes

Why shift from a Project to Product-led Organization

As business landscapes continues to shift and accelerate, companies need to be agile and responsive to change. Traditional waterfall project management practices, while structured and predictable, often lack the flexibility needed to adapt quickly. Shifting to a product-driven culture allows companies to be more innovative, customer-centric, and competitive. This approach focuses on delivering value through products that meet customer needs and drive business growth.

Key Advantages of Product-Led Organizations:

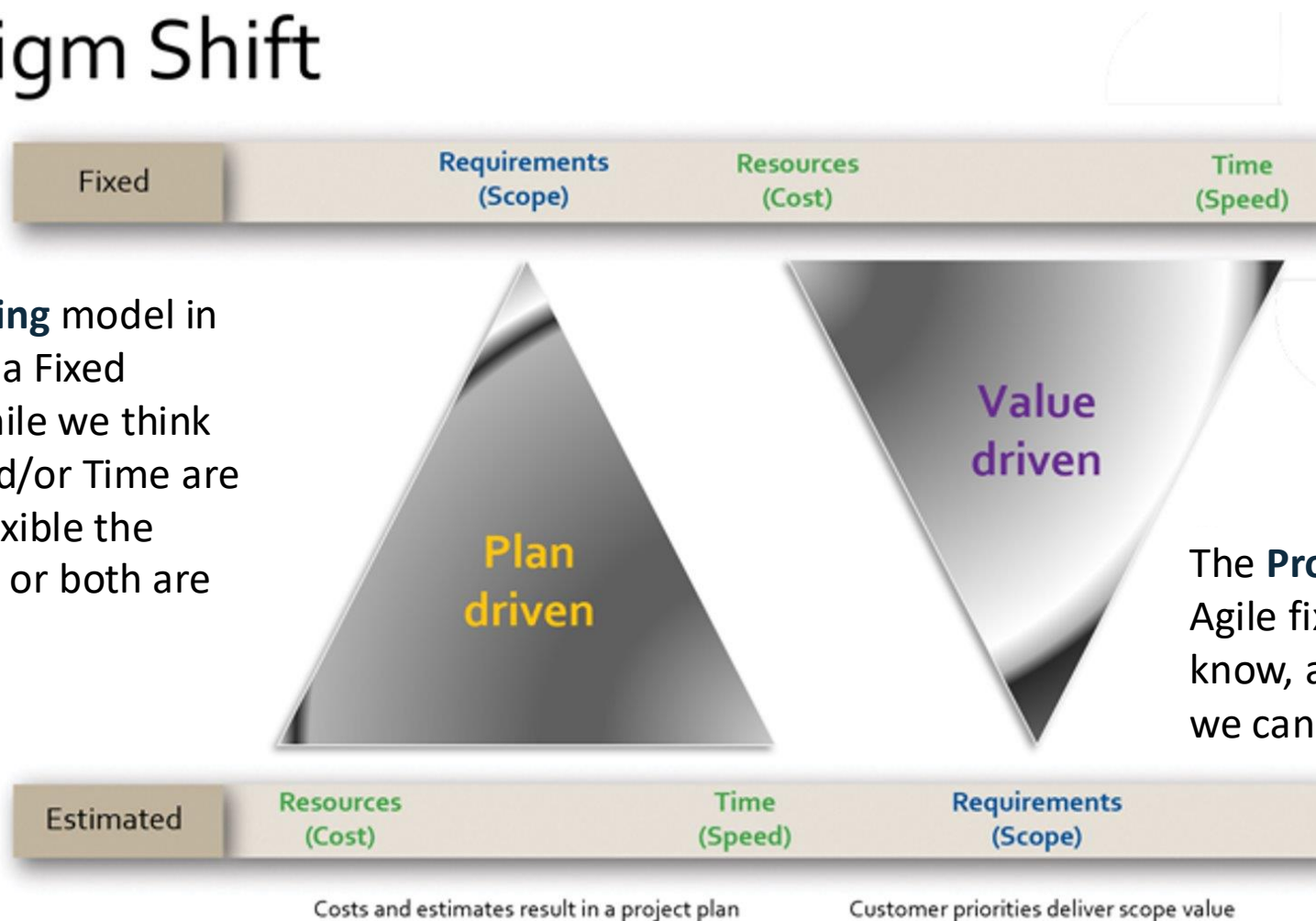


Remember, the shift to a product-driven culture is a strategic decision that involves changes in processes, mindset, and sometimes, organizational structure. It's not just about developing products but about building a culture that values customer satisfaction, collaboration, and continuous learning.

Why shift from Project to Product?

Paradigm Shift

The **Project Funding** model in Waterfall creates a Fixed Requirement. While we think the Resources and/or Time are estimated and flexible the reality is that one or both are fixed as well



The **Product Funding** Model in Agile fixes what we reasonably know, and then we estimate what we can fit into those two factors.

Product Funding



regoUniversity

KANSAS CITY • 2024

Project Funding vs Product Funding

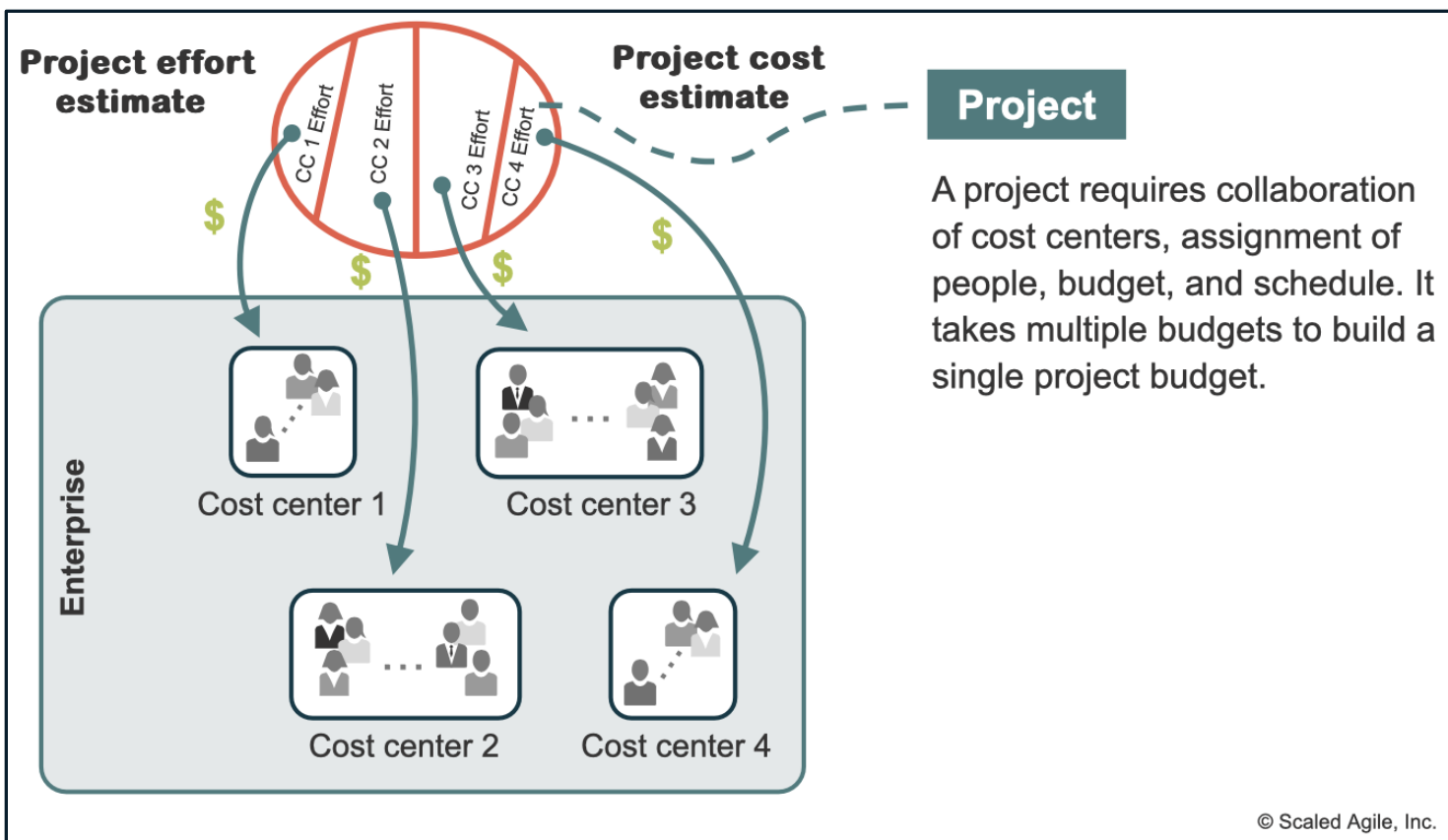
Project Funding Model

- Projects are time-boxed. There is an assumed start and stop date. This results in creating many Projects in many different Processes & Tools.
- Teams and resources are staffed on Projects, often resulting in resources being “peanut-buttered” across multiple Projects at the same time.
- Annual planning activities take months and force teams to estimate time-to-market and costs based only on very high-level requirements.
- Principles align to typical Waterfall processes.

Product Funding Model

- Products are NOT timeboxed. Products exist if they are profitable and provide customer value.
- A Physical, Software, or Service Product can only exist if it meets customer needs and provides value.
- Teams and resources are static and support a single Product or Product Group. Work is brought to these static teams, simplifying budgeting and planning.
- Annual planning is reduced to weeks since static teams establish budgets and costs.
- Product Backlogs are prioritized and ranked.
- Teams move to high-margin Products.
- Principles align to typical Agile Methodologies & Frameworks.

Project Funding vs Product Funding

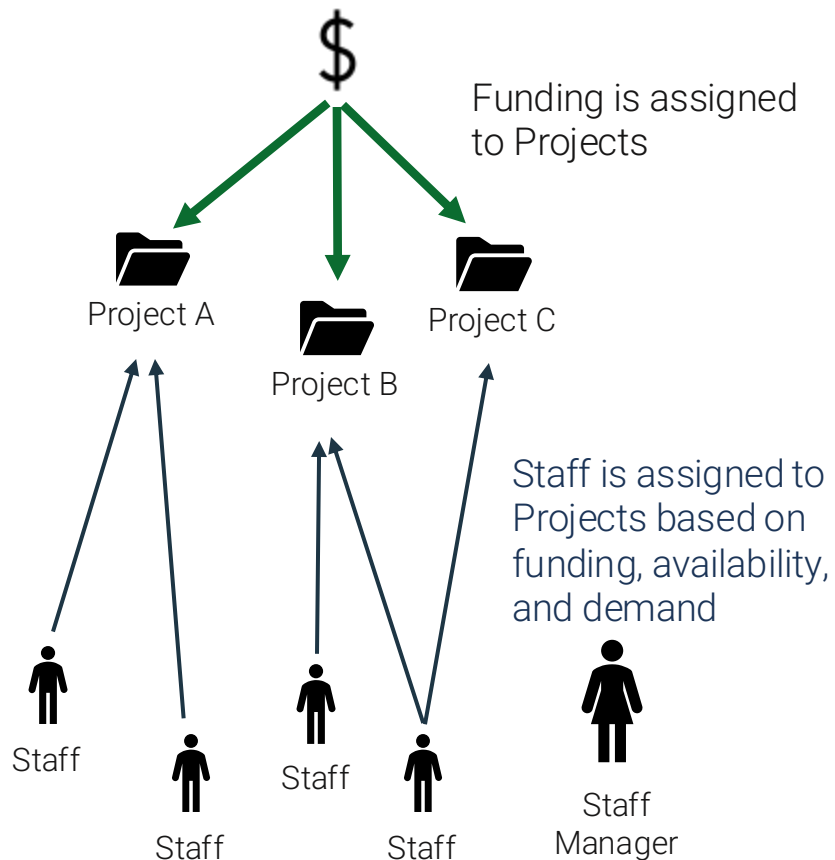


Problems that standard budgeting models create:

- Slow, complicated budgeting process
- Less accuracy in decision-making
- Lower overall performance due to temporary teams
- Delays to value delivery due to waiting on specialists
- Full resource utilization is favored over a fast flow of value

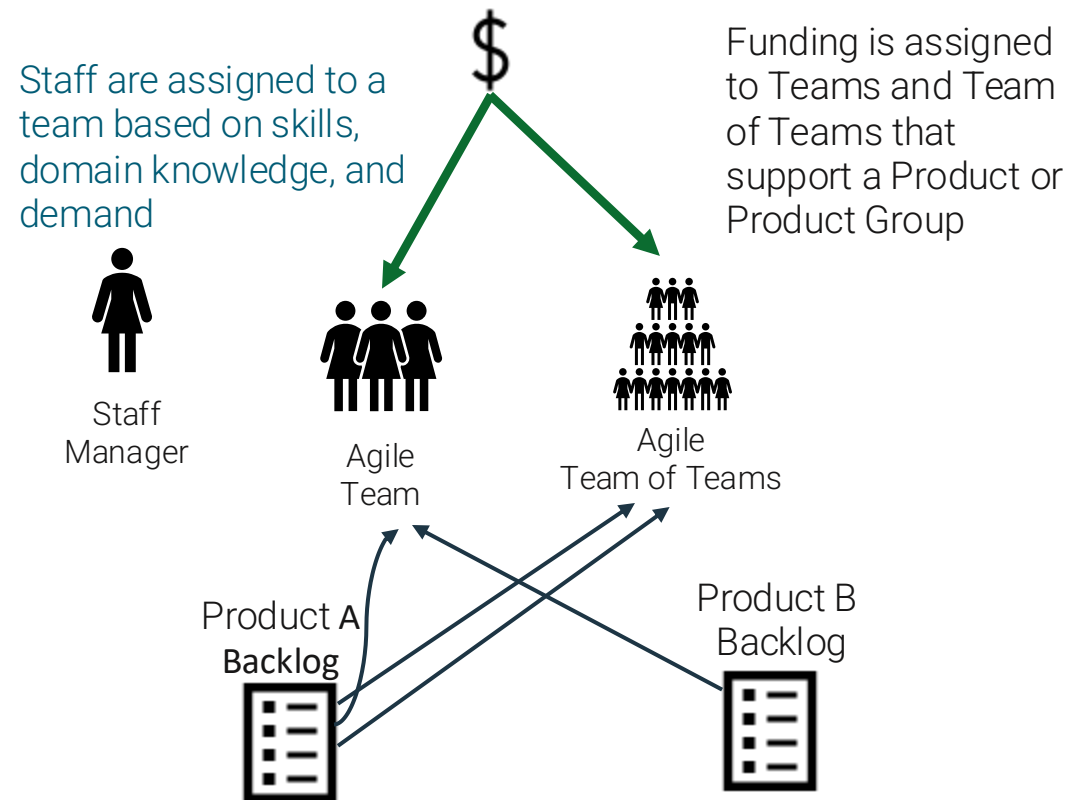
Project Funding vs Product Funding

Waterfall Projects



Brings Staff to the Work

Agile Products



Brings Work to the Team

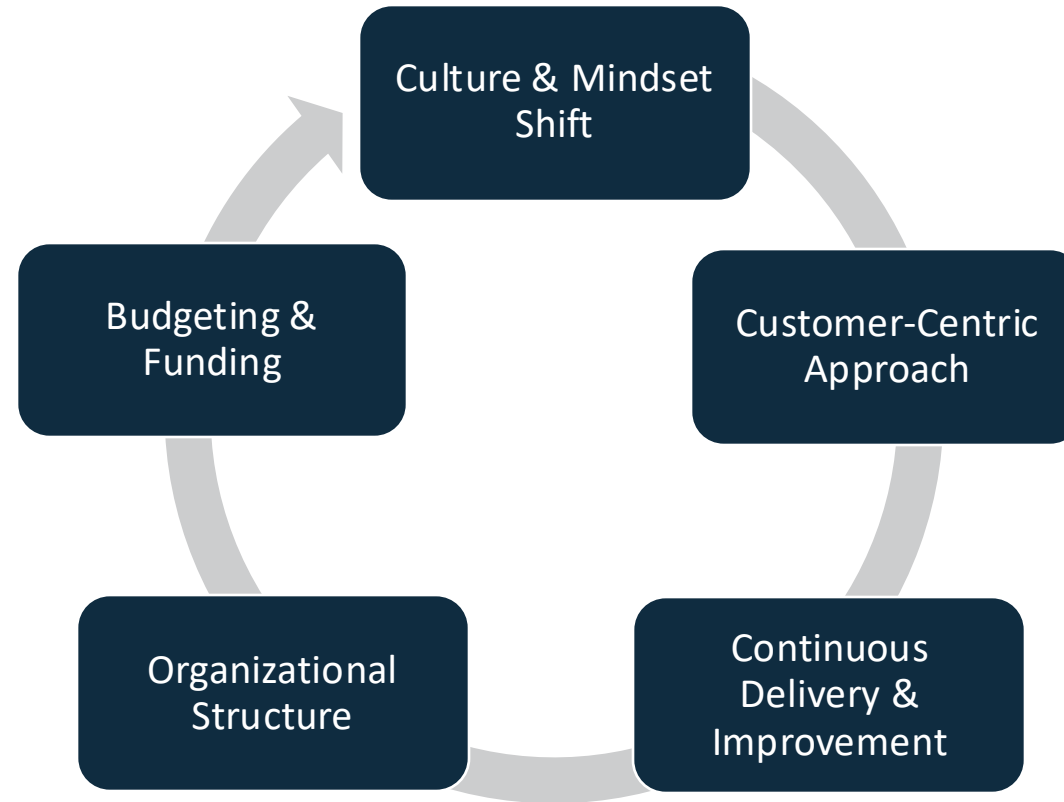
How Organizations Should Define Products



regoUniversity

KANSAS CITY • 2024

Moving from Project to Product - A Mindset Shift



Are We Ready to Be a Product Organization?

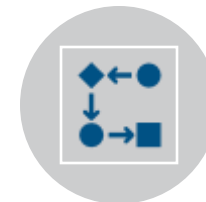
If the answer is not “crystal clear” to any of the following, further alignment is necessary for the adoption of a product organization model that maximizes the benefit of both traditional and Agile methods.



Strategic—Do our products align with the overall business objectives, vision, and Strategy?



Cultural—Does our culture prioritize long-term customer value and continuous improvement?



Process—Does our development process accommodate continuous feedback loops, iterative development, and cross-functional team collaboration?



Technical/Tooling—Does our technical infrastructure and tooling support Product, DevOps, continuous integration/continuous deployment, and both waterfall and Agile project management?



Governance—Are our governance structures setup to support rapid decision-making, reduced administration, and increased autonomy at the team level?



Financial—Does our financial planning and budgeting processes accommodate the dynamic nature of product delivery?



Stakeholders—Are we engaging all relevant stakeholders in our development lifecycle, including our customers?



Training and Skills—Do we have the right skills to support customer-centric design thinking, data analytics, and Agile methods necessary for product development and management?

Anti-Patterns of Product Implementations

Due to misconceptions about Product-Focused Development, organizations often treat Products and Projects interchangeably and undermine their efforts to realize the value of Product-Focused Funding and Development.

Common anti-patterns of Product



Rename the Projects to Products



Internal Components are Products

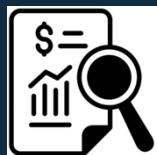


Capabilities labeled as Products



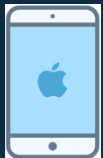
Services that are provided within the business

What is a Product - Examples



Insurance Underwriting

No, this is a component of selling insurance



iPhone

Hardware, Software, & App Store



Point of Sale Software

Could be either

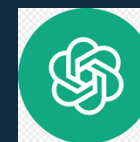


Etsy Yes



Large Language Model

Could be either



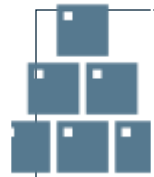
ChatGPT Yes

Recommended Approach to Defining Products

Characteristics of Products:

- Should have the potential or be revenue-generating
- It must be a Service, Functionality, or Capability that can be identified by the customers
- It should follow a defined Product Lifecycle

Characteristics of Products



Relevant



Unique



Problem-Solver



User-Friendly



High-Quality
Design



Comprehensive
Documentation



Cost Effective



Scalable



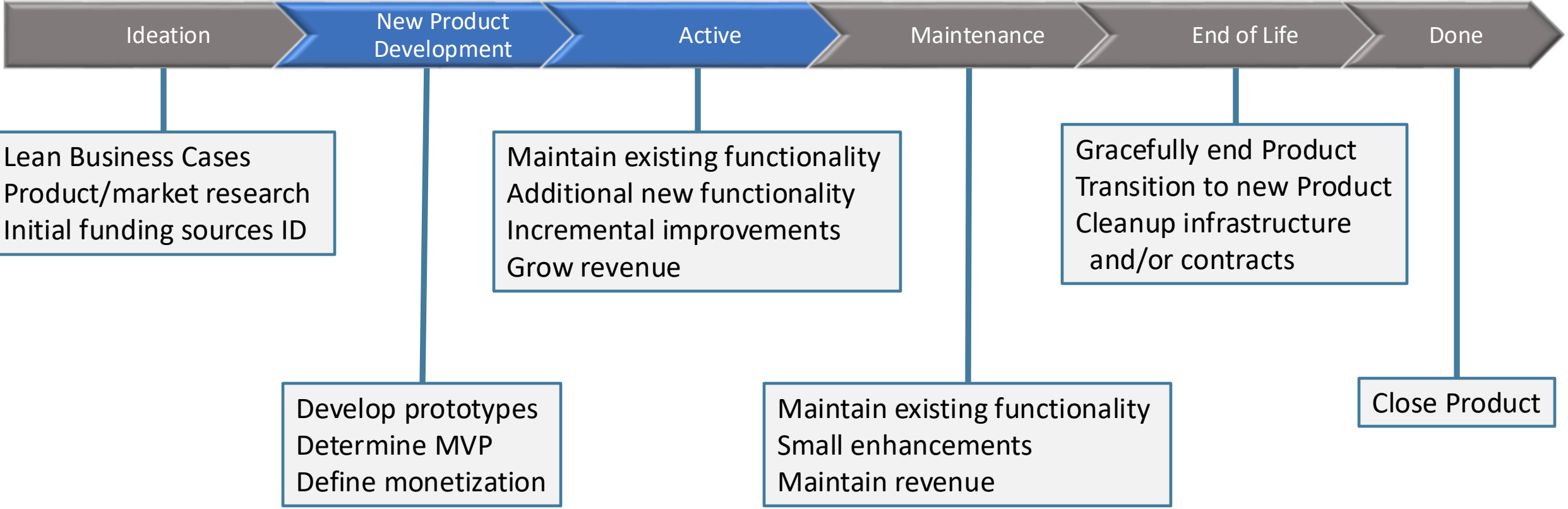
Brand
Awareness



Adaptability

Product Lifecycle Examples

Product Lifecycle



Understanding Personas Leads to Understanding Your Products



regoUniversity

KANSAS CITY • 2024

Introduction to Personas

Common Questions About Personas

- What are they?
- Why are they valuable for product teams?
- How do personas help product teams create better products?

Outcomes of Using Personas

- Better understanding of user needs and behaviors
- Clearer communication and alignment within the product team
- More effective product design and development
- Increased customer satisfaction and loyalty
- Differentiate between the customer and the consumer

Using Personas in Product Development

- Design user experiences that meet specific user needs
- Create more targeted and effective marketing campaigns
- Tailor product features to specific user groups
- Prioritize product development based on user needs
- Base user persona on actual data



The Art of Discovery: The Benefit of Creating Personas

- Personas provide often missed context for Product Development
- They help teams better understand user needs and behaviors through data
- They force teams to think deeply about the "pains" and "gains" to be addressed by the product
- They lead to more effective product design and development
- They result in happier customers

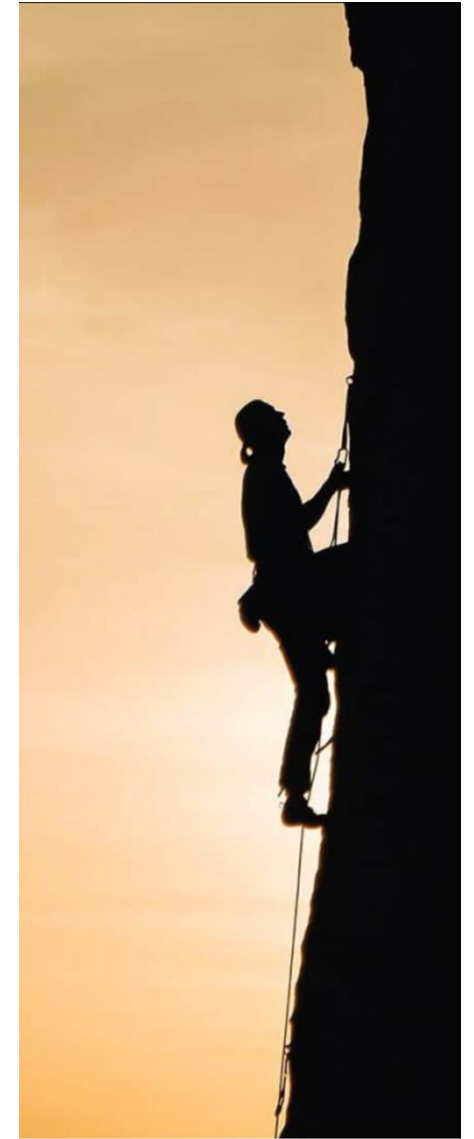


Shift from Defining Scope/Solutions to Defining Outcomes

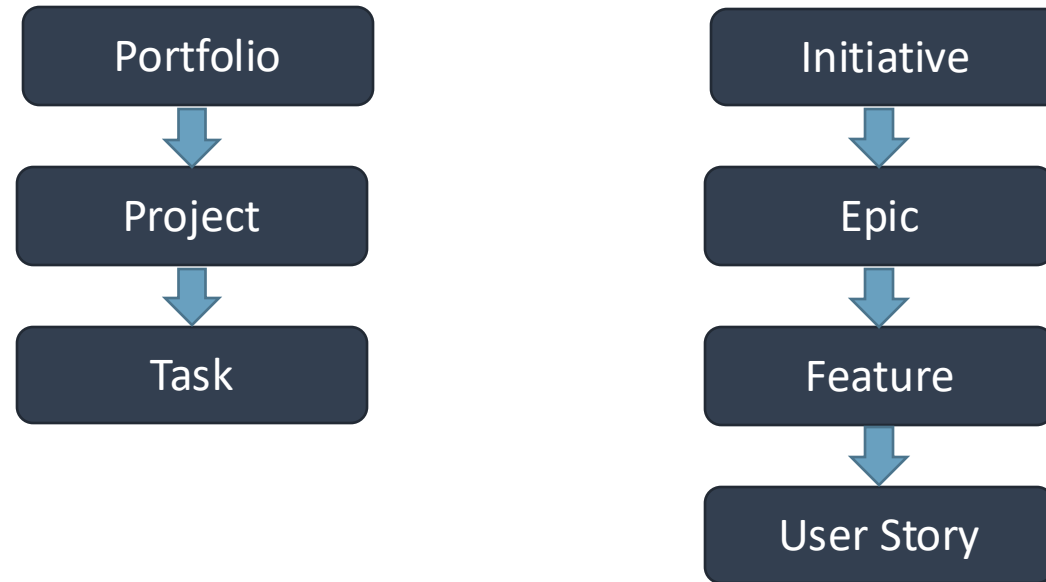


The Challenge of Software Projects

- A Project does not translate to Business Value
- Too much focus on 'The Solution' and not what will delight customers
- The fallacy that the Customer/Stakeholder/User know what is needed
- Requirements can stifle innovation & creativity
- Technologies are evolving rapidly; competitors may have already delivered 'the next new thing'



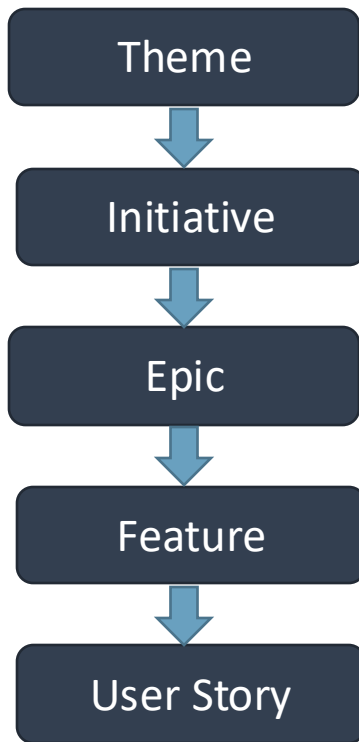
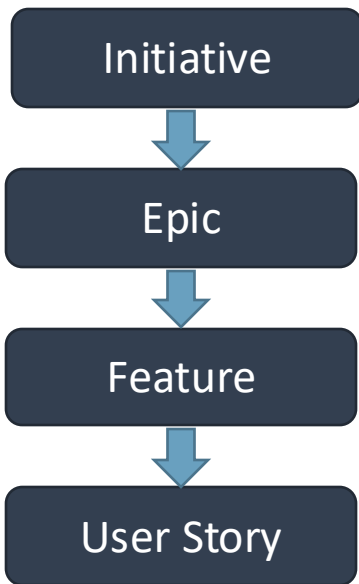
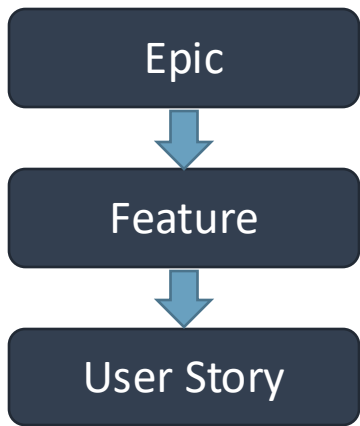
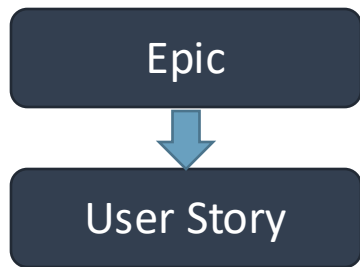
Transition from Traditional to Agile



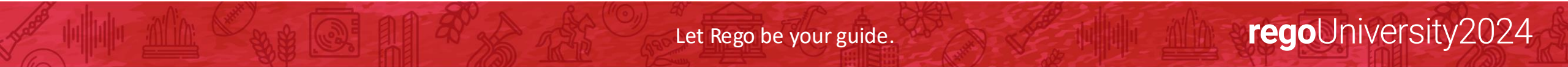
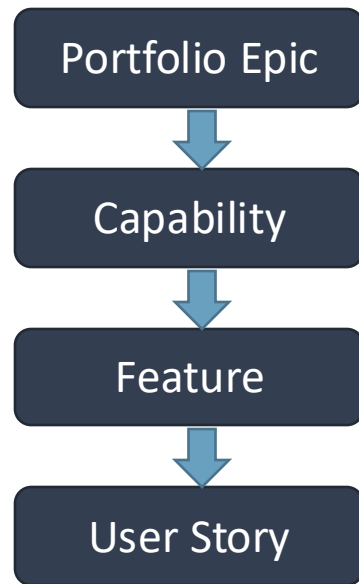
Consider this an incremental step, but don't stop here

Revisit Agile Portfolio Taxonomy

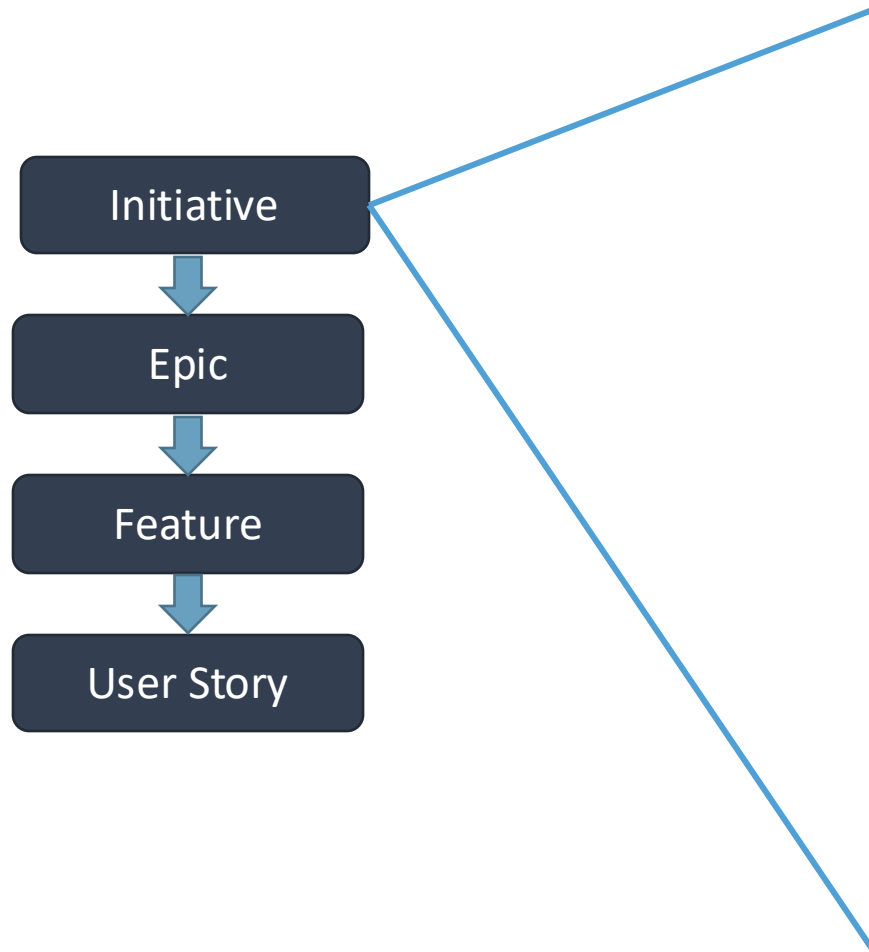
Time



Essential SAFe



Rethink What to Define in Portfolio Items



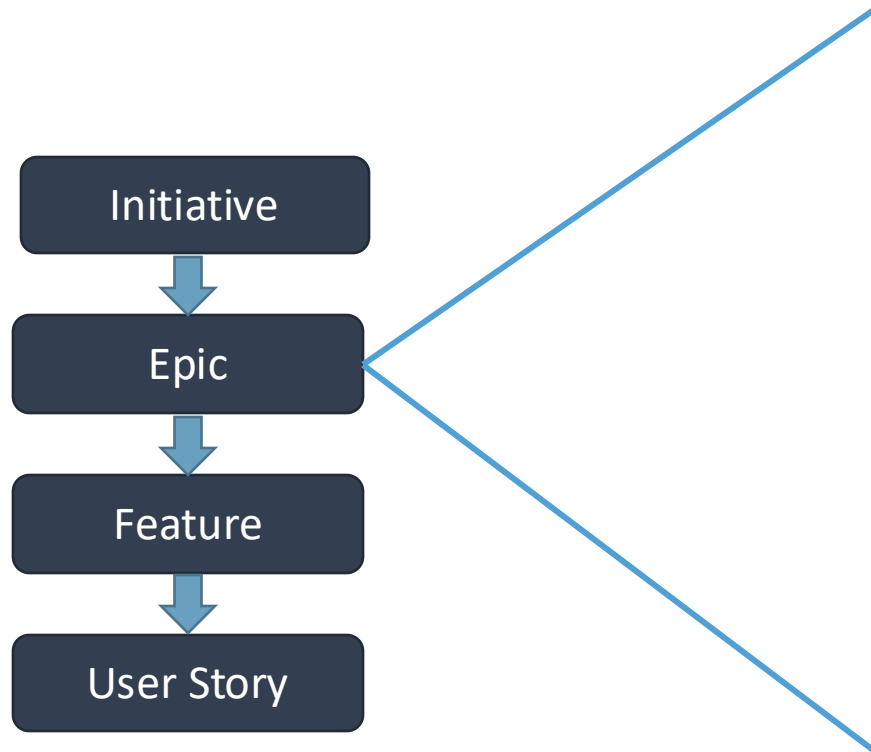
Is a hypothesis to deliver an Outcome

- A new Product in your market/domain
- New functionality for existing Product
- Simplify or phase out part or all of a Product
- Satisfy the need or want of a customer

How:

- Light Business Case and/or Canvas
- Include or reference Objective & Key Results (OKR)

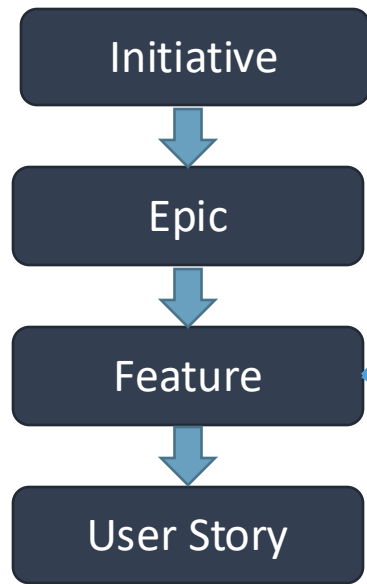
Rethink What to Define in Portfolio Items



A series of experiments to deliver the Outcome

- Should not define Phases of Initiative
- Each experiment should have a defined goal
- Allows evaluations with data/insights to continue or pivot
- Support incremental funding

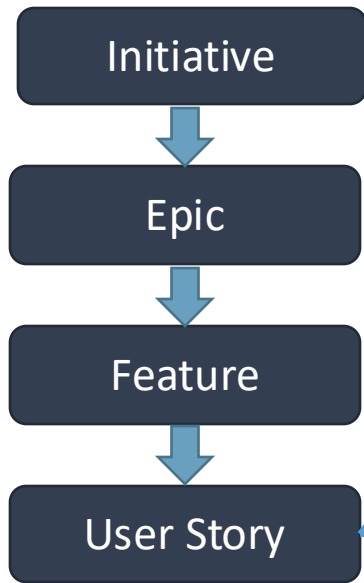
Rethink What to Define in Portfolio Items



Tactical Steps for the experiment

- Determine what steps to take to prove/disprove the experiment
- Transitions from Outcomes/Experiment to Tactical
- Best defined for a Team of Teams
- Watch for “exit ramp” if Experiment concludes
- Should be timeboxed, ie. PI/Quarter

Rethink What to Define in Portfolio Items

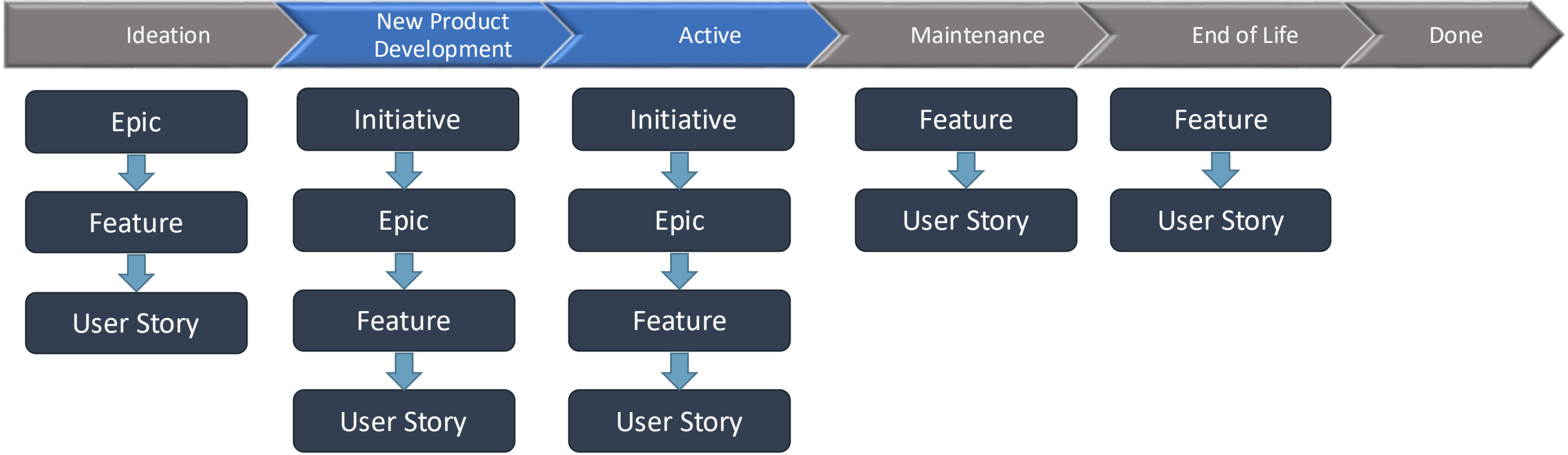


Tactical Steps for Delivering the Feature

- Determine what is needed for the Feature by a single team
- Continue to focus on Outcome in the context of the Feature, typically at the individual consumer-level

Product Lifecycle Examples

Product Lifecycle



Final Thoughts on Defining Work

Avoid the
Agile Veneer

“We’ve always
done it this way...”

Doing the same thing, but
expecting different results

“Our tools define
the process...”

- A shift in terminology does not change the way we work
- We must change how we define work, along with the process that manages the work
- Promote continuous exploration and learning
- Avoid sunken costs, be open to “Pivots”
- Fund Capacity to support Product strategy, Operations, and Maintenance

Conclusion



regoUniversity

KANSAS CITY • 2024

Wrap-up

In conclusion, the transition from managing organizations and development by Products rather than Projects has seen significant growth in recent years.

This approach offers numerous benefits, such as improved customer retention, deeper market penetration, and increased satisfaction and loyalty. However, it necessitates crucial organizational culture, process, and tooling changes.

The focus has shifted from defining specific solutions to determining the desired outcomes. Furthermore, the funding model has evolved from supporting a particular scope of work to funding the capacity for product development.

If adequately implemented, this paradigm shift can unlock organizations' full potential and lead to more efficient and effective product development.

Questions?





Master Clarity with Rego University

Earn Certifications in Administration, Leadership, and Technical Proficiency

Let Rego be your guide.



Elevate Your Professional Expertise with Rego University Certifications

Rego is excited to introduce our **new certification programs**, designed to enhance your expertise in Clarity administration, leadership, and technical skills. These certifications provide hands-on experience and knowledge to excel in your career.



Certification Requirements:

✓ **Completion:** 12 units per certification track

✓ **Eligibility:** Open to all Rego University attendees



Important Reminder:

To have your certification **credits tracked**, ensure you **complete the class surveys in the app** after each session. This step is critical for certification progress.

Surveys

Please take a few moments to fill out the class survey.
Your feedback is extremely important for future events.



Thank You For Attending Rego University

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!
Don't forget to fill out the class survey.



Phone

888.813.0444



Email

info@regoconsulting.com



Website

www.regouniversity.com