Workshop: Game changing beliefs
... a never-ending game

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Find the slides here: http://42ndstreetcompany.com/eurospi-contribution-on-agileengine-and-gamechangingbeliefs/
• Game changing beliefs, a (never-ending) game organized by Morten Elvang from DELTA:

• If you should build and sustain a successful product development organization, which are the 3-5 most powerful things you would bring into play?
  • Sharing personal condensed experiences.
  • Grouping them in a moderated game.
  • Summarizing an innovation story board.
Your thoughts? Your help needed!

• Please briefly tell your name and share your ideas and expectations for what we should do today

• Which organization are you from and **what value** does your organization deliver?

• (We need real cases to work with)
My proposal

• You have found out what your game changing beliefs are?
• Now, let’s use them on some real cases!

• We want to work for successful organizations which operate in sustainable ways

• We want to be agile and lean
  – moving as fast, smart and clever as required [agile]
  – wasting as little opportunity as possible [lean]

• The game we play is a never ending journey
#AgileEngine – It’s Running Lean

![Diagram showing the structure of AgileEngine]

- STRUCTURE
- DELIVER
- LEARN
- IMPROVE
- IMPEDIMENTS
- BUSINESS MODEL
- METRICS

It’s running lean...
#AgileEngine – It’s Running Lean

- The #AgileEngine is a transformational approach, where you deliver value and eliminate impediments continuously.
- Eliminating impediments can cause changes to any part of the #AgileEngine.
- The #AgileEngine is a lens for observing a system under transformation – or part of a system. If only a part is being observed, then be careful not to suboptimize.
- The #AgileEngine can be applied in many levels. There are no restrictions on how #AgileEngines can be combined within a system, except as to meet the overall system objectives.
#AgileEngine – Under the Hood

- Organize to purpose and goals – to achieve *freedom to perform* (Structure)
- Optimize flow of value – to *deliver customer value* (Deliver)
- Optimize for feedback and continuous learning – to *learn and adapt fast* (Learn)
- Drive innovation and continuous improvement – to enable *sustainable growth/evolution* (Improve)
- Context required to operate the agile engine: Business model, metrics and insight in prevailing impediments

www.42ndstreetcompany.com/agile-engine/
Let’s start the game

- Organize into groups
- Pick a case to work from – preferably a case owned by one in the group
- Agree in the group what specific part you want to work on

SETTING UP YOUR AGILE ENGINE
1. What is the business model? What is value?
2. How do you deliver value? [Check: Are you able to optimally deliver value?]  
3. What is the structure? [Check: Does your structure enable everyone to act intelligently?]
   a) Organization – static/dynamic?  
   b) Culture – values, principles, beliefs?
4. What metrics do you follow? [Check: Are your metrics able to express your performance? Success?]

RUNNING LEAN
1. What is holding you back? (Impediments?) Experiments you need to make?  
   [Check: Do you know your true blockers/bottlenecks? What you need to know more about?]
2. How do you learn and improve on an ongoing basis? [Check: Do you learn and improve?]
3. What is the next break-through target?
4. How are you doing? How is your #AgileEngine? [Check: Are your results recognized and appreciated?]
#NeverEndingGame – Part 1: Setting up

**Business model & What is Value?**

- Structure
  - STATIC; DYNAMIC; CULTURE?
- DELIVER
- IMPROVE
- LEARN
- #AgileEngine
- It’s running lean...
- IMPEDIMENTS
- GOVERNANCE/LOAD/FLOW
- ALLIGN

**Metrics?**

3 principal levels
- NEED/OPPORTUNITY
- BREAKDOWN
- MAKE VALUE
- INTEGRATE
- ROADMAP/STRATEGY
- PROGRAM/PROJECT
- TEAM

**Value flow (Kanban board)**

- How is value delivered?

#1: Business model & What is Value?

#2: Value flow (Kanban board)

#3: Structure? Static; dynamic; culture?

#4: Metrics?
#NeverEndingGame
– Part 2: Running it lean … Forever!

#4 HOW ARE YOU DOING?
• Structure?
• Delivering?
• Learning?
• Improving?

#3 NEXT AMBITION?
What is your next level?
How do you define ‘success’?

#1 IMPEDIMENTS TO OVERCOME?
EXPERIMENTS TO RUN?
What is holding you back?

#2 HOW ARE YOU LEARNING AND IMPROVING?
Morten Elvang – in brief

- Principal Consultant, at DELTA since 2012, consultancy.madebydelta.com
- 14 years at Nokia, latest as Director, Quality, S40 Products
- MSc & PhD in Computer Science from TUD
- See more from: www.linkedin.com/in/mortenelvang

- Personal belief: Create freedom to perform – help spread the word about lean and agile!
  Blog: www.42ndstreetcompany.com

- Facilitating:
  - http://tecpoint.dk/grupper/agil-produktudvikling/ (membership required!)

- Building: www.lku.dk (with Jesper Boeg)

- Interests: Agile, Lean, SW testing, Innovation

#GameChangingBeliefs
Imagine if you could chose to believe in something ... and then it would change your luck ... forever!

www.42ndstreetcompany.com/game-changing-beliefs "Change your luck ... forever!"
<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
<th>Unique Value Proposition</th>
<th>Unfair Advantage</th>
<th>Customer Segments</th>
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<td>Top 3 problems</td>
<td>Top 3 features</td>
<td>Single, clear, compelling message that states why you are different and worth buying</td>
<td>Can’t be easily copied or bought</td>
<td>Target customers</td>
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<tr>
<td>Key Metrics</td>
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<td>Key activities you measure</td>
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<th>Relevance Streams</th>
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<td>Path to customers</td>
<td>Revenue Model</td>
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<td>Life Time Value</td>
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<td></td>
<td>Revenue</td>
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<td>Gross Margin</td>
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<th>Product</th>
<th>Market</th>
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<td>Cost Structure</td>
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<tr>
<td>Customer Acquisition Costs</td>
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<td>Distribution Costs</td>
<td>Life Time Value</td>
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<td>Hosting</td>
<td>Revenue</td>
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<tr>
<td>People, etc.</td>
<td>Gross Margin</td>
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Lean Canvas is adapted from The Business Model Canvas (http://www.businessmodelgeneration.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.
Value flow (Kanban board)
Eleven Game Changing Beliefs

http://42ndstreetcompany.com/game-changing-beliefs/

• The OPPORTUNITY SPACE is huge – never stop searching
• Know and be who you are…be RELENTLESS in what you are aiming for
• PEOPLE make the difference
• Enable everyone to LEARN and ACT INTELLIGENTLY
• Understand what VALUE is and where it comes from
• Optimize the FLOW OF VALUE
• The worst COST is what you can’t do, because of what you did
• Accept that MOST IDEAS ARE BAD
• Accept that MOST PROJECTS ARE CHAOTIC
• SMALL, FAST, SIMPLE beat large, slow, complex any day
• ENGAGE with the world – SHARE what you know – STEAL with pride

(Based on version 1.194)