

A close-up photograph of a person's hand resting on a red running track. The track has white lane markings, including a large white arrow pointing to the right. The hand is positioned in the lower right quadrant of the image, with fingers slightly spread. The background is the textured surface of the track.

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**Stop Making and
Breaking Teams and
Watch Enterprise
Agility Flourish**

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM

Agenda

1. Introductions and Expectations
2. Stop Making and Breaking Teams and Watch Enterprise Agility Flourish
 - a. Survey – How Many Project Teams Do You Work With Simultaneously?
 - b. Teams in Matrix Environments
 - c. Pain Points and Challenges
 - d. Overcoming the Challenges
 - e. The New Way to Structure Teams
 - f. Potential Roadblocks with the New Way
 - g. Roadmap to Iteratively Transition to New Way
 - h. Survey – Challenges You Anticipate
 - i. Conclusion
3. Final Q&A

Your Expectations

What are your expectations from this webinar?

Why are you here today?

NK Shrivastava

PMP, RMP, ACP, CSP, SPC4



- CEO/Consultant since Dec 2011
 - Agile Transformation/Coaching/Adoption
 - Enterprise Agile Coach @ IBM
 - Project Management/Process Improvement Consulting and Training
 - Products for Project Professionals
 - Essential Gear for Project Managers
 - PMP Exam Simulator
 - PMP Videos at Vimeo
- 20+ years of successful project leadership
 - Successfully led hundreds of projects of all sizes
 - Recovered many projects, saved millions of dollars
 - Implemented numerous process improvements
 - Coached/mentored hundreds of PMs and executives
 - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations
turn their project
management capability
into a *competitive
advantage*

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Stop Making and Breaking Teams



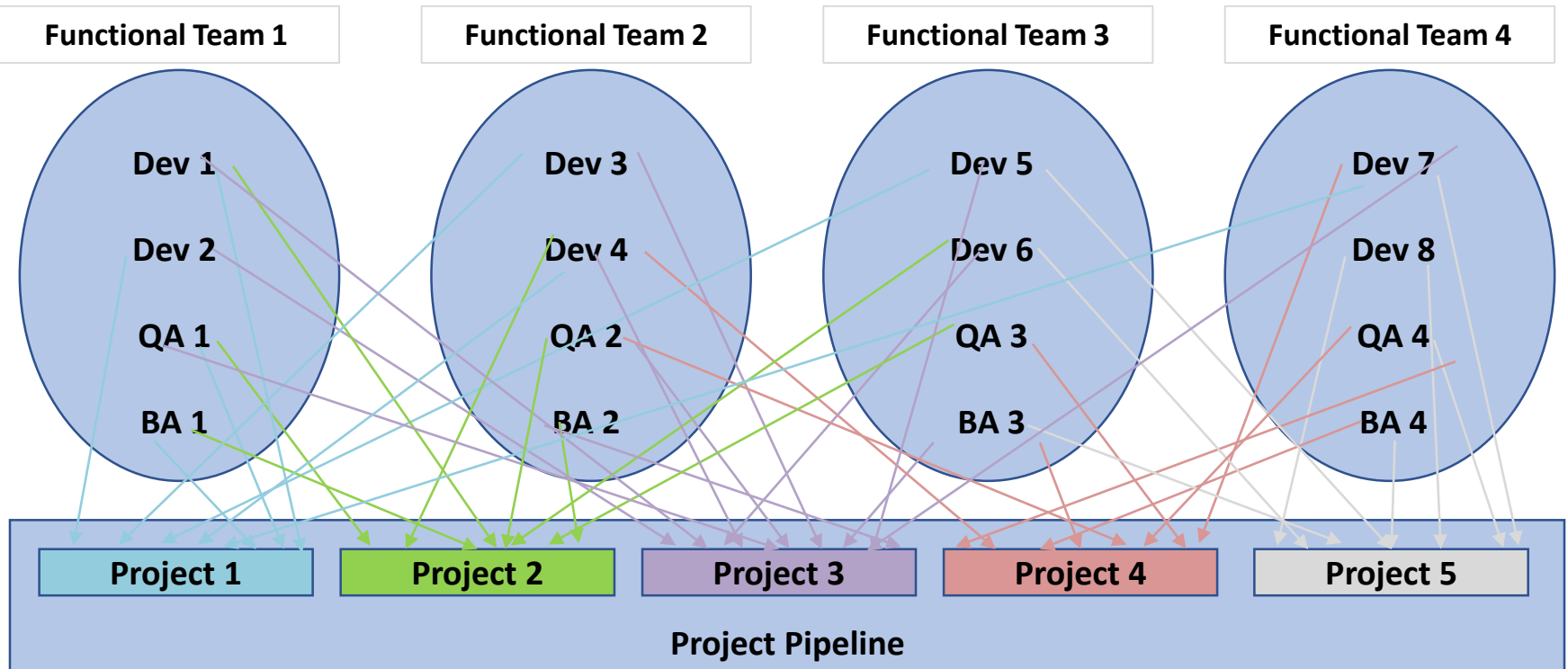
Survey

Do your team members work on multiple project teams? Usually, how many at a time?

1. Just one
2. Two
3. Three
4. Four
5. Five or more

Take the survey – 1 minute

Teams in Matrix Environments



Pain Points/ Challenges

- Productivity loss due to too much switching among projects.
- Too many meetings.
- If a high-priority project surfaces, freeing the right resources is difficult.
- Team cohesion is broken when teams are broken – teams must undergo Tuckman ladder (forming, storming, norming...) for each new project.
- Learning is not carried forward.

Any other pain points/challenges?

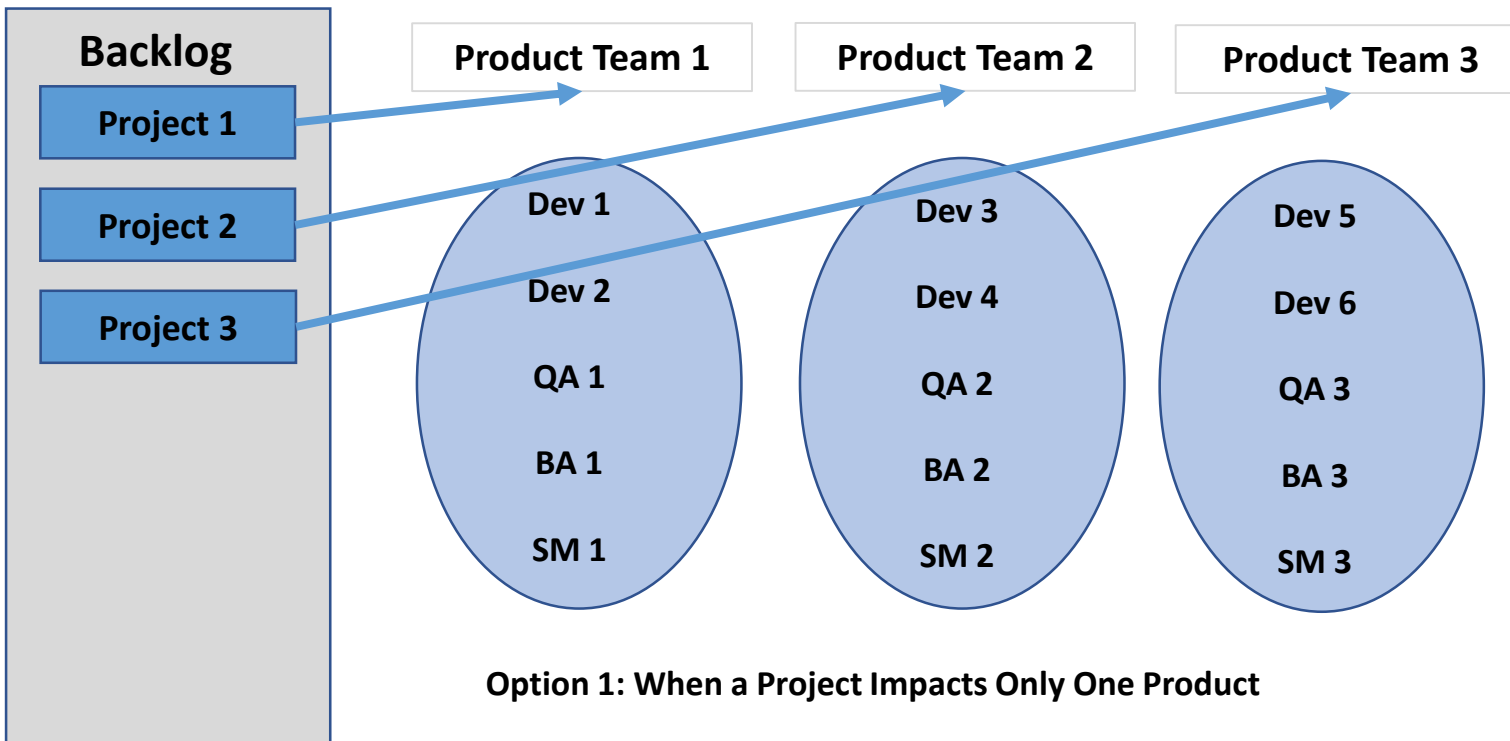
Overcoming the Challenges

- **Productivity loss due to switching:** Keep teams together
- **Too many meetings:** A product team daily standup can accomplish the work of several meetings.
- **Freeing up resources:** use a product team approach where teams pick up a new project once their previous one is done.
- **Breaking team cohesion:** Keep teams together and you will eliminate the issue of having to bring them back up to speed.
- **Learning not carried forward:** Document retrospectives in a central place to aid learning, and make sure each team is practicing regular retrospectives, noting results, and acting on any potential action items.

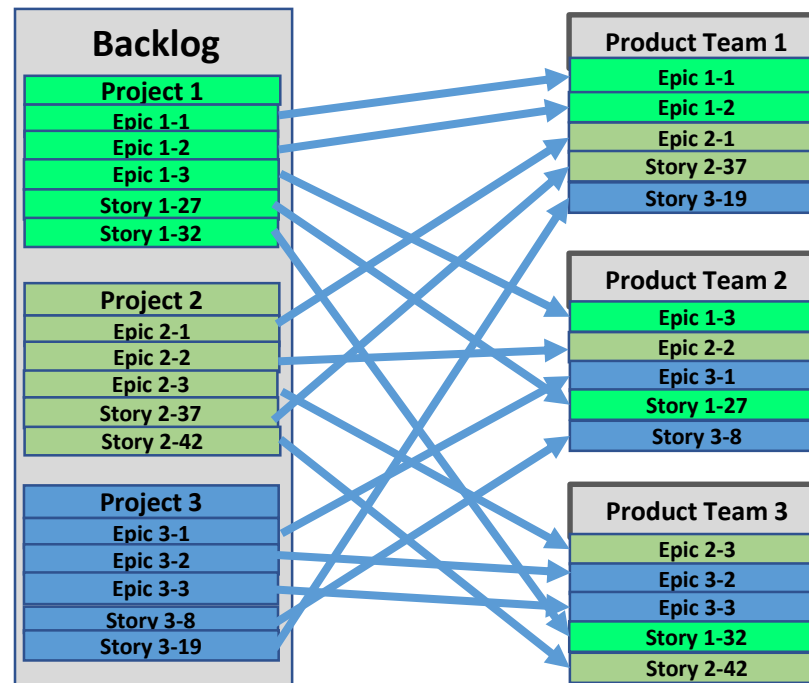
Product Teams

- Product teams are assigned long-term to implementation and support for one product
- Product teams are end-2-end and include members that are 100% dedicated to the team with no one shared among teams.
- Once they are done supporting that product, they are free to support another product
- Benefits:
 - ✓ No overload of meetings
 - ✓ Not so much context switching
 - ✓ Greater team cohesion
 - ✓ Preservation of knowledge
 - ✓ Greater customer satisfaction due to less transition between implementation and support

The New Way to Structure Teams



The New Way to Structure Teams



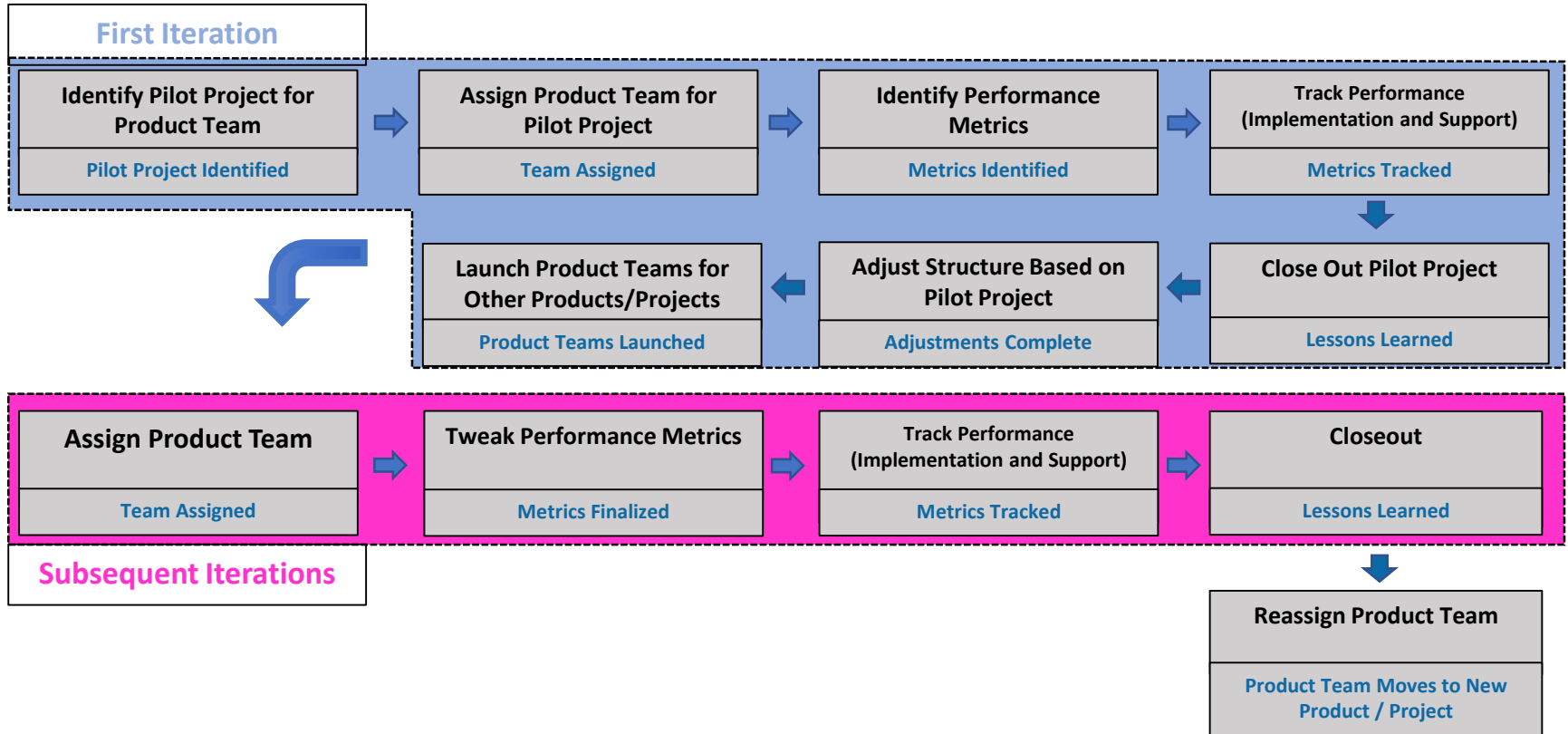
Option 2: When a Project Impacts Multiple Products

Potential Roadblocks with the New Way

- Getting management/executive buy-in
 - ✓ Show them the potential efficiency gains
- Current projects/priorities
 - ✓ Team members may need time getting freed up
- Acquiring new resources
 - ✓ Hiring may be needed to make sure each team has the right people e.g. a QA tester or BA for each team

Any other roadblocks?

Roadmap to Iteratively Transition to New Way



Following Up on the Roadmap

- Getting management/executive buy-in is boosted by using pilot projects to show the results
- Using the roadmap can also help make the case for acquiring new resources to speed the transition to product teams
- Use a tool to baseline and track your organizations' and teams' agility throughout the implementation

RefineM has one such free tool: Agility.RefineM.com

Survey

What challenges do you anticipate in implementing product teams in your organization? Select all that apply.

1. Getting management/executive buy-in
2. Freeing project team members from current priorities
3. Acquiring new resources
4. Others

Take the survey – 1 minute

Conclusion

- Making / breaking teams does more harm than good
- Keep teams together by making them into long-term product teams
- Restructure the product / project pipeline
- Teams should pick up new projects as they are ready

**Enterprise agility improves 4-10 times
with dedicated end-2-end product teams**

Questions?

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