Retrospective "Business Value With Systems Thinking" tryout at XP Belgium user group hosted by Cap Gemini 26/10/2010

What went well	What Went Wrong	Puzzles	Lessons Learned
Goals highlighted quickly Mesures detected	Relations to/from stakeholders not easily found Relations to/from constraints not easily found		Focus on Goals AND Measurements Stakeholders are easily mapped
Practical way of having the workshop	Some feedback on the different exercises by discussing it in a larger group	Still do not figure out how to apply this (not having all requirements upfront) for fixed price project	Focus on goals Agree on acceptance criteria
Intro Dynamic speaking Structure – TOC	Bright white slides (light) Feedback on exercise Output of exercise 1 is input of exercise 2: a bad start influences the rest Mix question with retro	Did we do ok?	Paper orientation on table How to capture info Postpone questions on red post-it People look for solutions in a box
Creativity due to team dynamics Managed to make something up in given timeframe Collaboration	Lacking a customer Lacking experience makes people discuss more than required	Who to really involve? How to verify the model? Run it by a PO? How am I going to facilitate this myself?	Ideas come from collaboration Why don't we do it on each project? 6 teams => 6 different takes on the same subject More books to read Good for bidding => helps concentrate on value in tender
Goal Table workshop	Lost track of the theoretical talk at some point	How to convince client that Goal Table might be a good way to start?	Use requirements a a start for a collaboration with client, not as the Holy Bible…
Building the Value Model Following the path to actual user stories	Designing a really "beautiful" Business model ☺ Hearing everything (you could speak louder)	I still have concerns about relationships between goals and constraints and measurements Prioritisation is still a bit unclear, does it only depend on goals/measurements/constraints relationships or just measurements or both	How to actually write user stories based on <u>real</u> stakeholders' needs in a structured way

Exercise	First slides went by very quickly => lots of interesting stuff (keywords) on it were only briefly explained Maybe don't show them and concentrate on the exercise	"Business" => Financial => forces you (implicitly) to think about money and your thought process is influenced by it Value may be something different (safety, "pleasure"…)	Every action you do in a project should be traced back to a "business" value
Cooperation Work in a team to achieve goals	Timeboxing Defining measurements	How to determine valuable constraints	Take small steps to move on more quickly Put things in perspective of business to understand the need A good solution may have a negative impact
Clear explanation of goals, measurement…	Exercises were a race against time	Constraints? Are our answers correct?	Business Value Model => Agile stories Look for early measurement
Nice new features discovered Explanation was clear and correct	Probably give a headstart with the "case" so that we are prepared Not really prepared for the short time for each step	"How to" for own project together with the customer and internal stakeholders?	First steps of a business value model
Time pressure (driver) We were doing something Acceptance tests	Feedback on what we did at each stage (don't wait until the end)	Is it necessary to put in the parts before and after the game? Much too much info When do you adapt your business value model?	It is a dynamic way of finding goals
The exercise Real example	Too much information, not enough depth per item	Is there a structured way to discover relationships between goals, metrics and constraints?	Goal Table Leading indicators trump lagging indicators
Motivated presentation Can relate with the stories Retrospective	Examples before the exercises too abstract, too little time to prepare No background, suppose some concepts explained too fast	Last part of the slides talks about a lot of new concepts I hadn't heard of before	A few new tools for my toolbox

Exercise was nice Exercise was representative of difficulties in Business Value Planning Making (or Meeting?) Workshop explained the purpose	The time to read the exercise was too small. I would propose the exercise execution time to stay the same but the reading time to be increased	Was my first time in a workshop Wasn't very acquainted with the concepts of agile	Business Value to tasks Business Value to initial planning
Hands on, not just dry theory	Too much discussion about functional problems in group exercise, not enough about the result to be obtained Exercise to determine the goals: it wasn't clear if we had to use the predefined goals or if we should add new goals		It's important to determine goals, constraints… upfront before starting a project

Intro Case studies at the end	A lot of discussion in our group about what we were supposed to do, about the meaning of the concepts (ex. "constraint") A lot of text on the slides => distracting What is a Business Value Model? Why do you build one? Explain briefly at the start, during the session and again at the end I don't understand what a leading & lagging indicator is Did you expect us to add new goals/measurements or only use the existing ones? "Understand my bill" goal was confusing: where did that come from? Not a lot of explanation about the link with Systems Thinking We follow a process during the exercises. It would be useful to keep the process visible during the whole session, on screen or on a poster		
Identifying goals	5 minute timeslots Difficult to manage the <u>relationship</u> between goals and leading and lagging indicators (in the team) Definition of <u>constraints</u> in this type of Business Value Model is unclear for the team	Systems thinking is for me unclear in this workshop???	The visualization of the Goal Table is a good tool for goals!!!

Relation between leading and lagging indicators	Defining constraints	How do we go from indicators and BVM to stories?	Agree on acceptance criteria and goals because it's all what we "think" is correct (hypothesis)
Some good ideas to apply to our agile project(s)	Team was not aligned on definitions of "goals vs measurements" and "constraints" Return to old name "Customer Value Analysis"		Interesting perspective
I could see the key lessons of the Business Value I participated (passively) in the activity. Learned how the hypothesis was built	I arrived late ☹	I would like to have a greater insight	The model which takes into account the Business value approach The model is not static Great performance can be expected => client satisfaction Allows great level of risk management
Timing Structure	Five minutes is too short => limit to 3-2 goals? Introduction and "outro" take up valuable time Not clear what the poster should communicate	I noticed quite some debate around what are leading/lagging measures => confusion with before/after putting a feature in production	I'm going to have to read the books anyway… 90 mins is too short ☺
Time limit for every exercise Switching between slides and exercises Understandable "simple" exercise + context that was immediately useable (no long discussion about "what do we need to do?" or "what does he mean?") Tips and books	Typo on slide No focus on prioritization	What does the "Perfect Business Model" look like? It's a circle, contains stakeholders… Example?	Every minute counts Don't forget the risks, the negative effects your solution may introduce Leading measures vs lagging Keep in mind the balance: people / financial / organization

Exercise history Roles definition Business case and experience sharing	Missing a good process for each step Between exercise: no time to start the next step with a good start. We had missing stuff from step 1 still in the last step No check on each table to readjust the current step Missing a template for the final goal	I still can't do it by myself, maybe more clear use case before each step + check list? Is the Mobile Phone company "XXX"/"YYY"? (red: it's not a real company, it's a mixture of experiences with real companies) What does the final document really look like?	Don't wait too long before starting a step… Time is running ☺ It's important to evaluate business value of a project and to create a clear explanation