

Agile @ LEGO

Passion for Projects
Uppsala, 14 March 2016



"Captain Agile"
Eik Thyrsted Brandsgård



"Dr Agile"
Henrik Kniberg



Context & Problem

You are here...



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Consumer Marketing Agency



**What it is
is beautiful.**

Have you ever seen anything like it? Not just what she's made, but how proud it's made her. It's a look you'll see whenever children build something all by themselves. No matter what they've created.

Younger children build for fun. LEGO® Universal Building Sets for children ages 3 to 7 have colorful bricks, wheels, and friendly LEGO people for lots and lots of fun.

Older children build for realism. LEGO Universal Building Sets for children 7-12 have more detailed pieces, like gears, rotors, and treaded tires for more realistic building. One set even has a motor.

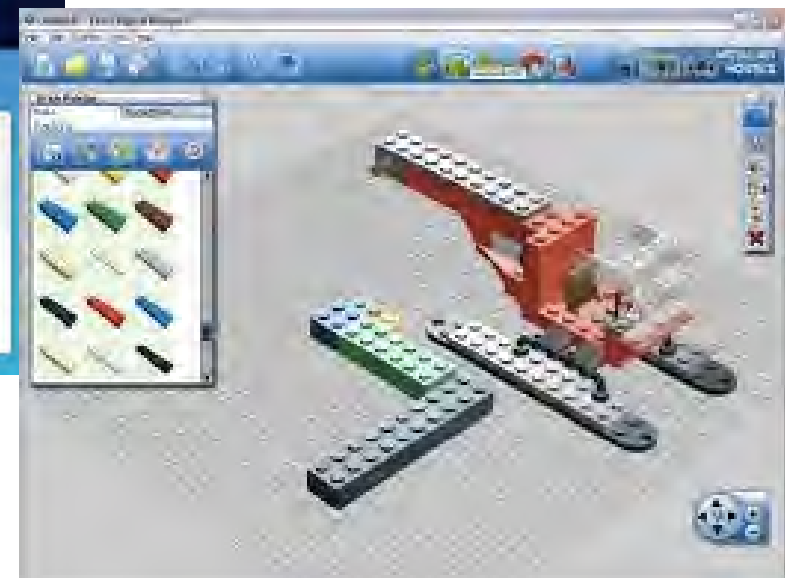
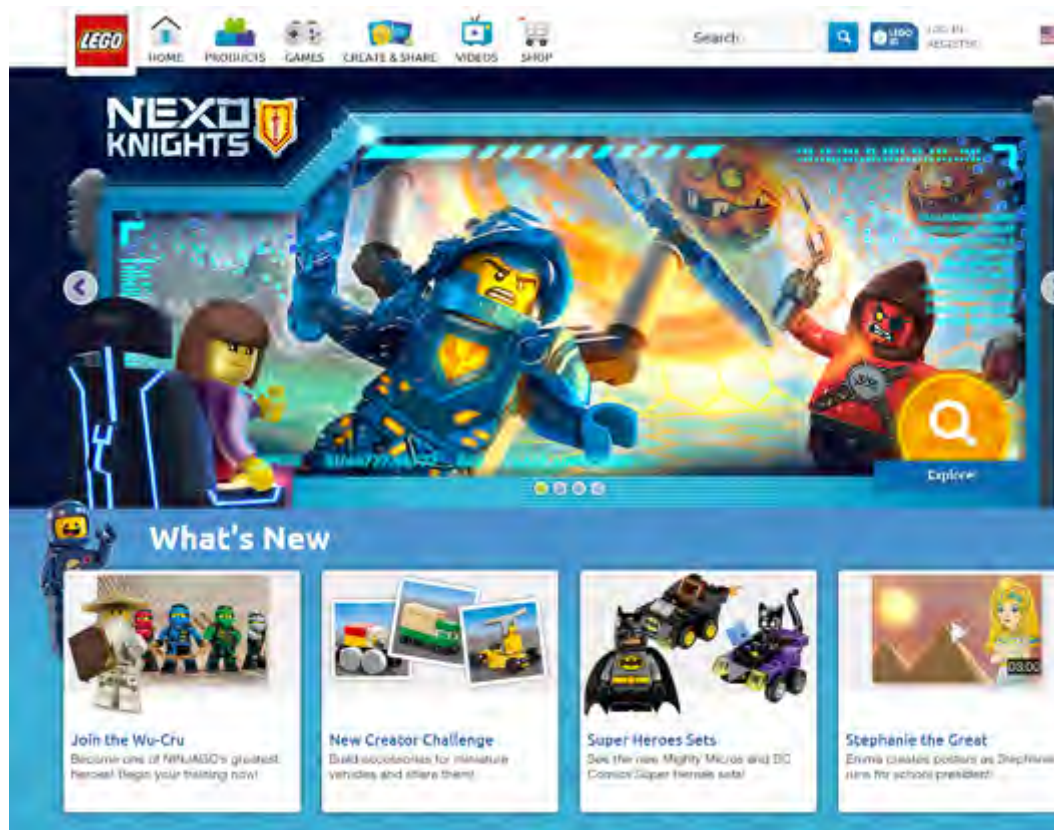
LEGO Universal Building Sets will help your children discover something very, very special: themselves.

Universal Building Sets
744 pieces
LEGO
3-7 years old
7-12 years old
LEGO

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Digital Solutions



Family owned



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Growth...



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Going Digital

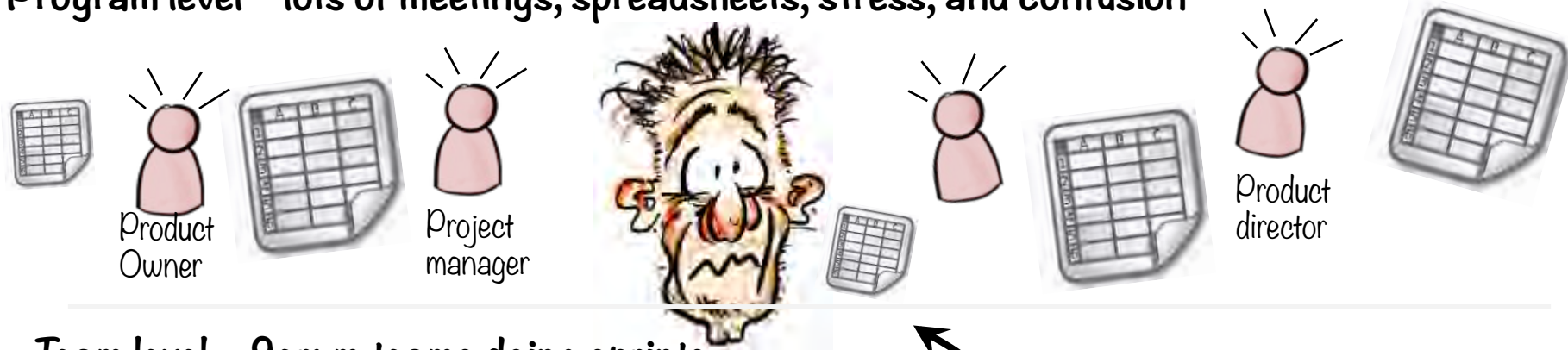


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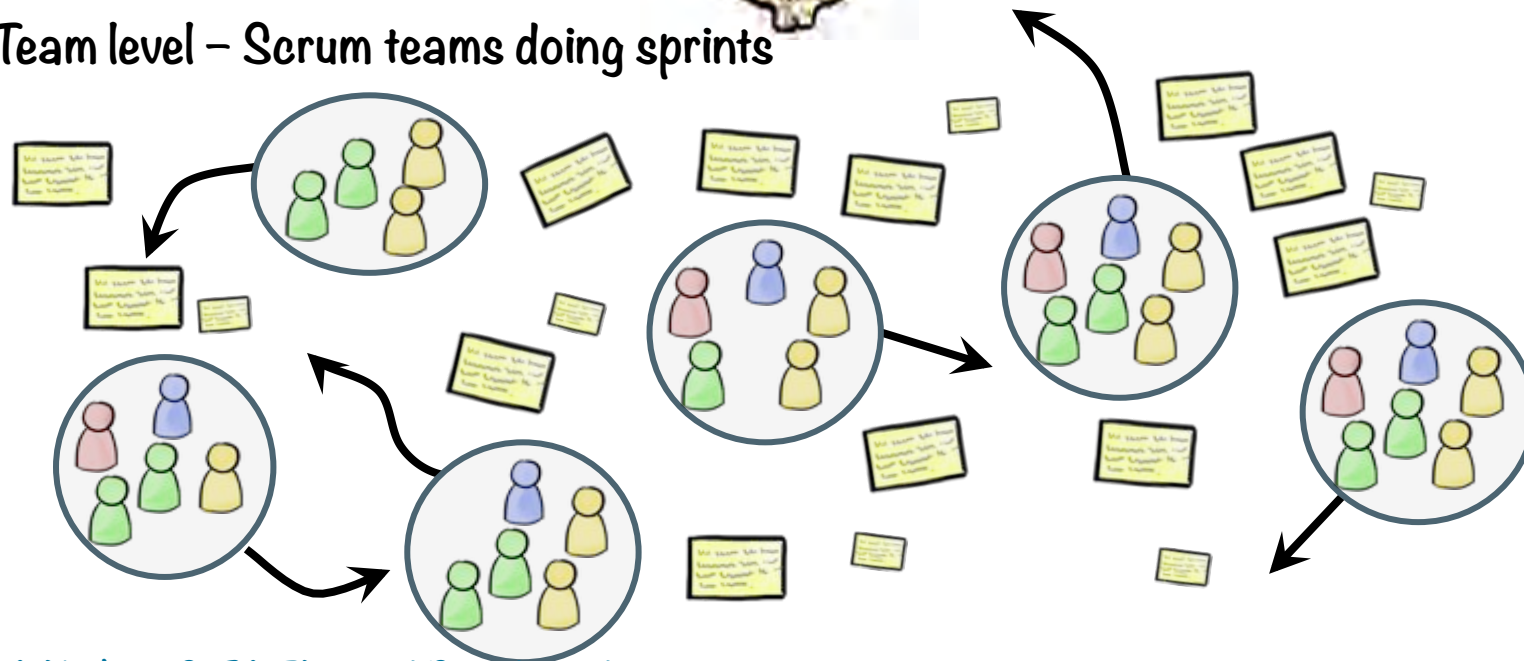
Portfolio level – stable yearly process, budget frames, long term planning



Program level – lots of meetings, spreadsheets, stress, and confusion



Team level – Scrum teams doing sprints



Example: PI-planning

Planning as a social event

“Product Increment planning”
Happens every 2nd month

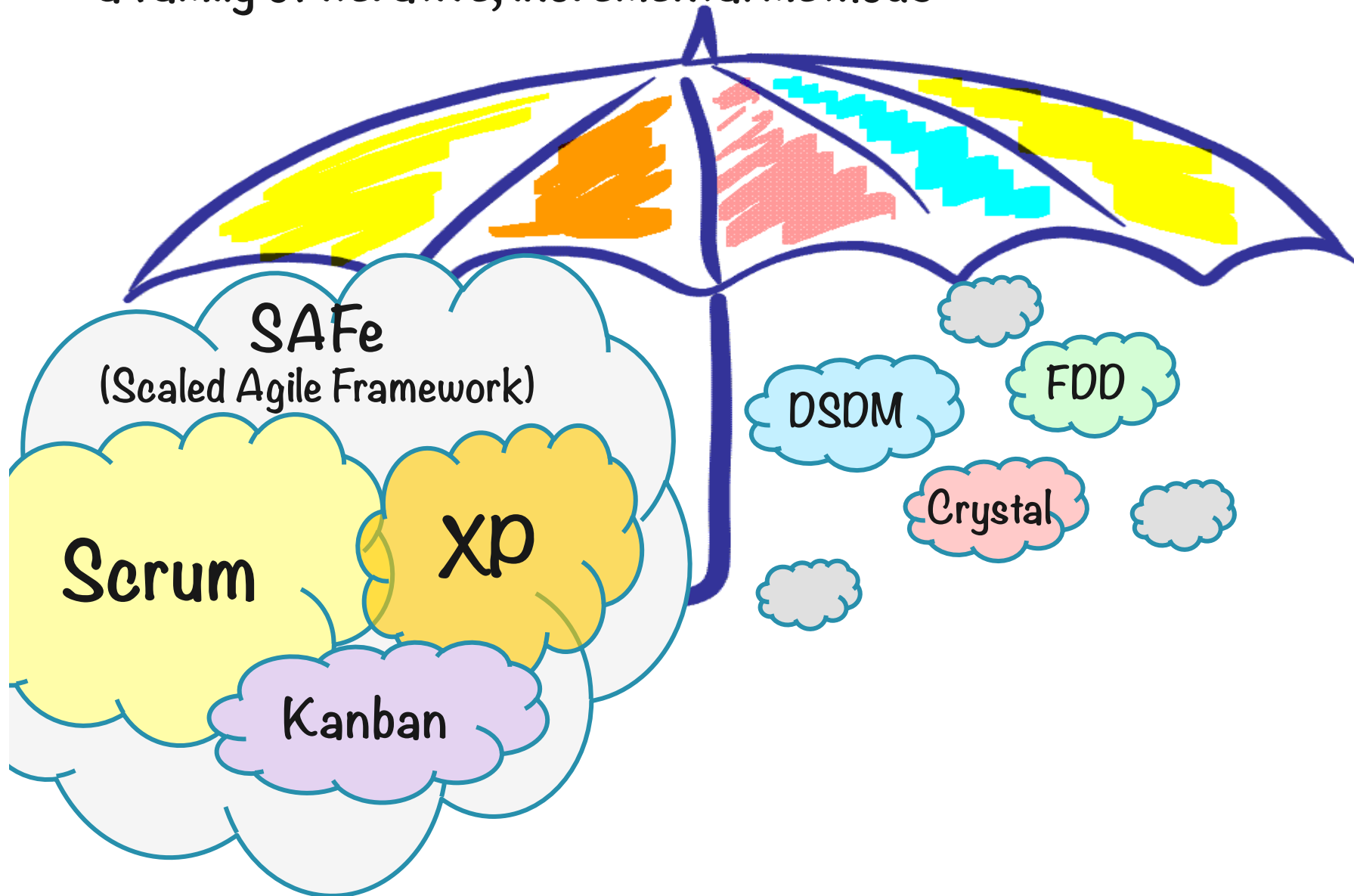


2 days, 20 teams, 150 people
Purpose: Alignment!



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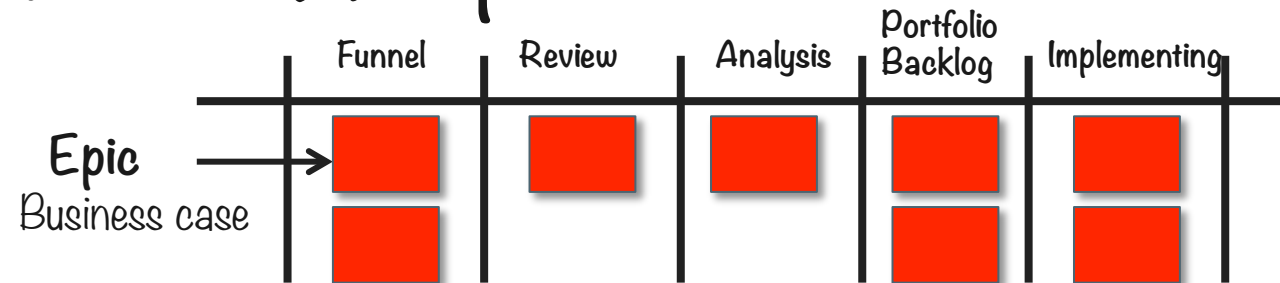
Agile "umbrella" – a family of iterative, incremental methods



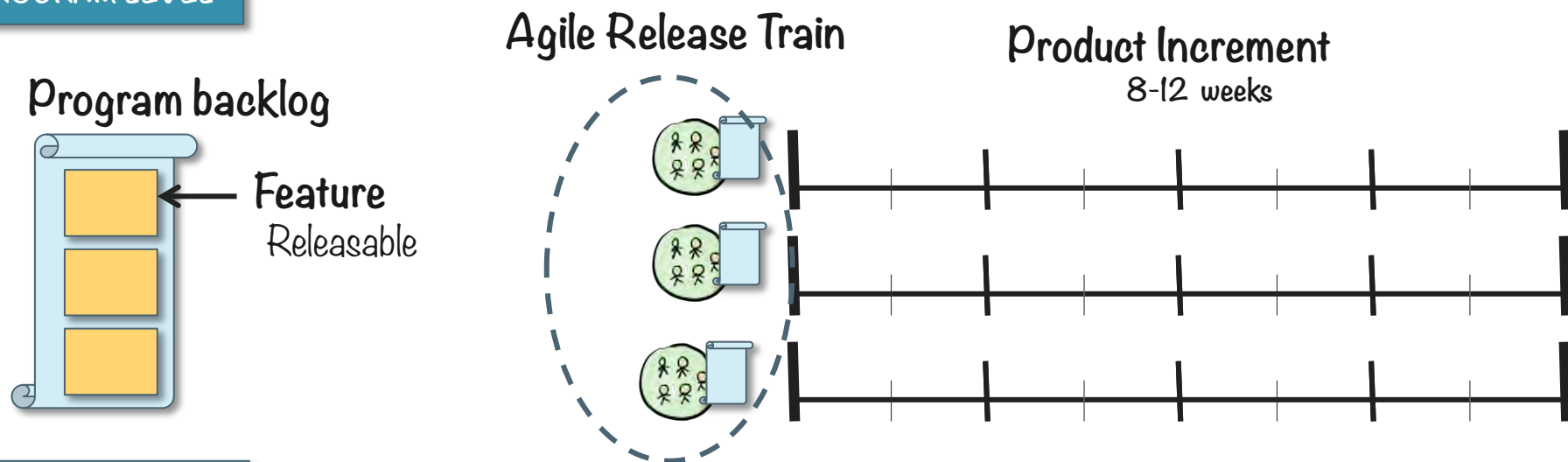
Scaled Agile Framework (simplified...)

Portfolio Kanban System

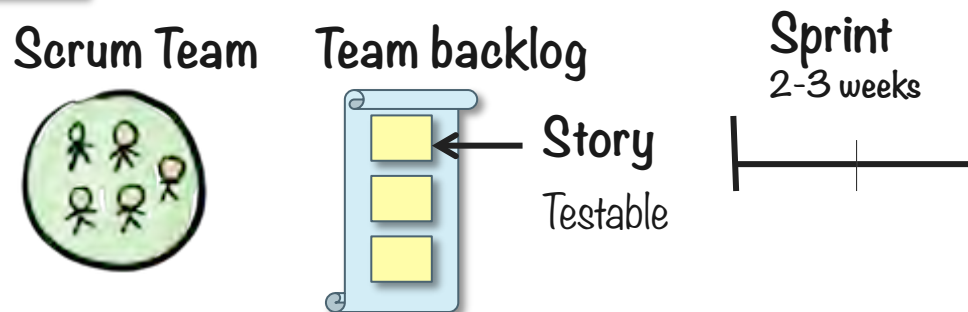
PORTFOLIO LEVEL



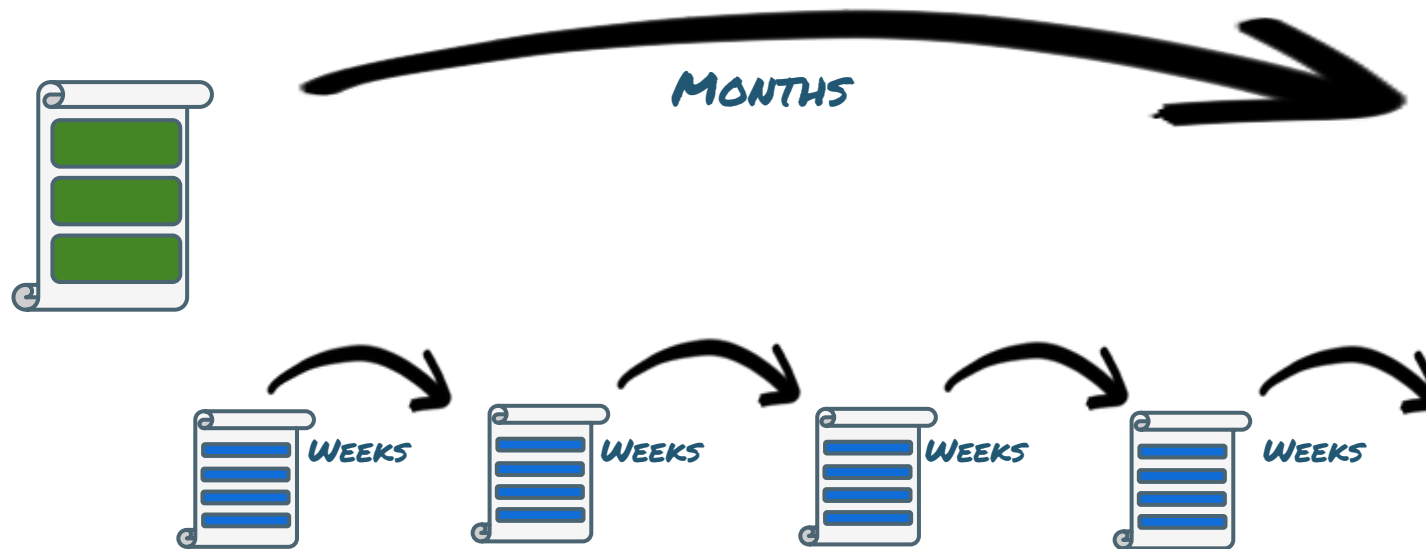
PROGRAM LEVEL



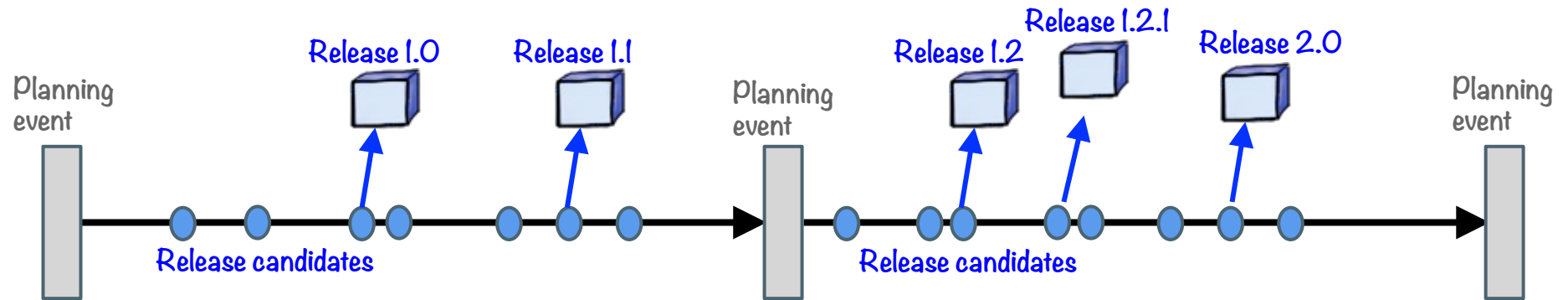
TEAM LEVEL



Pattern: 2-tier planning



Pattern: Plan on a cadence, release on demand



PI4 demo video – what did we accomplish?



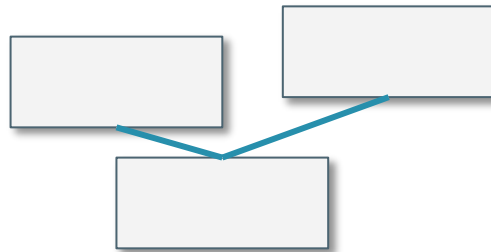
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Lightning talks

High level priorities:

1. ...
- 2....
- 3.....

Architecture vision / priorities / constraints



Feedback & Data

Out of what we planned for PI4,
how much was delivered? **80% (+/- 10%)**

26% (+/- 20%) How much unplanned stuff got into PI4?

How much did we plan for PI4,
but decided to take out again during the PI? **19% (+/- ...a lot)**

Mission	Inspire and develop the builders of tomorrow	
Aspiration	Globalize and innovate the LEGO system-in-play	
Promises	Play Promise Joy of building. Pride of creation	Partner Promise Mutual value creation
	Planet Promise Positive Impact	People Promise Succeed together
Spirit	Only the best is good enough	
Values	Imagination - Creativity - Fun - Learning - Caring - Quality	

Digital Child Safety



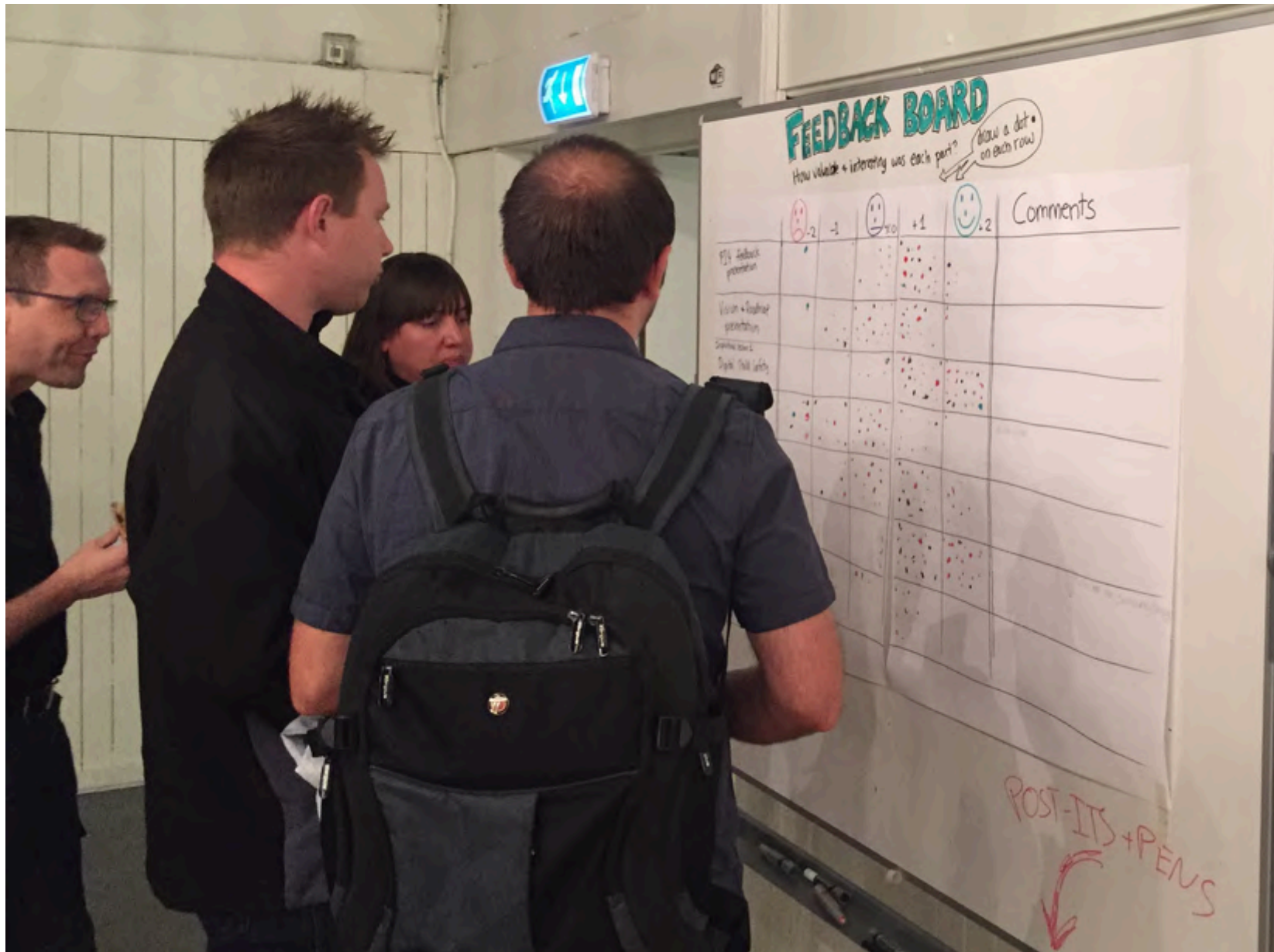
Global Insights



Data Privacy Law



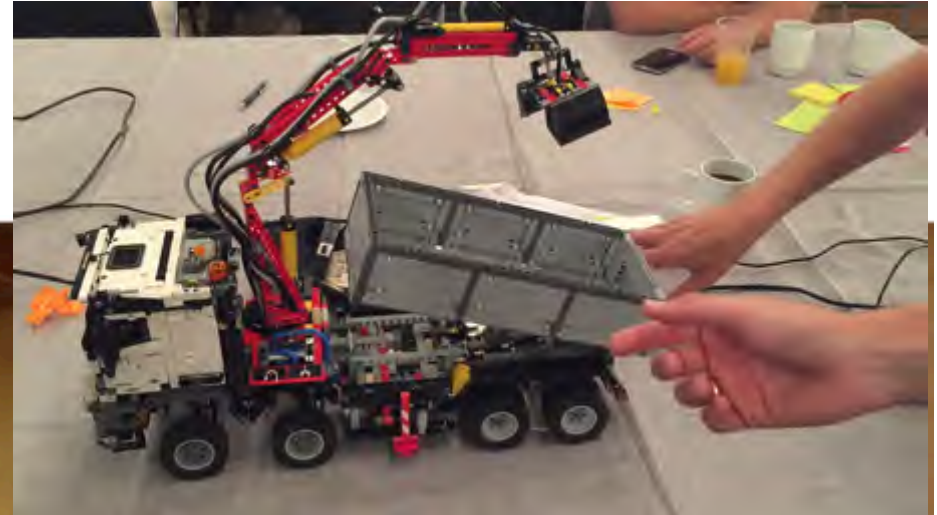
Fast feedback



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Team breakouts

Law of 2 feet....



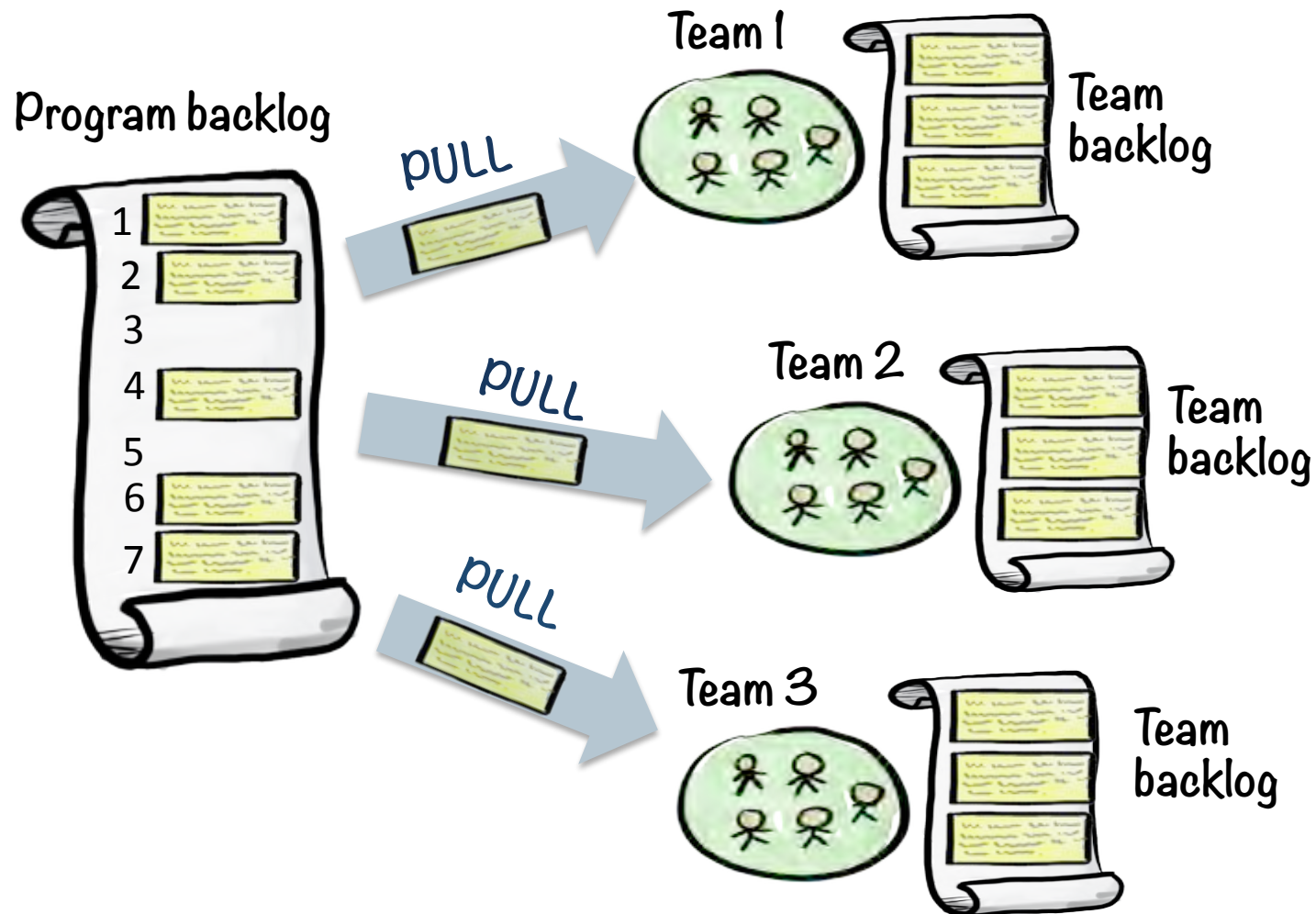
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Team breakout: Pulling from the program backlog



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Team breakout: Pulling from the program backlog



Team breakout: Pulling from the program backlog (digital version)

The image shows a group of people, mostly wearing purple t-shirts with 'TAKUMI' and 'a bit perfect' printed on the back, gathered around a large screen. The screen displays the Rally Digital Experience Platform interface. The interface has a top navigation bar with 'PLAN', 'TRACK', 'QUALITY', 'PORTFOLIO', and 'REPORTS'. Below this, there's a 'PORTFOLIO ITEMS' section with a table of items. To the right, there's a 'GROUP ALLOCATIONS' section with a table showing team capacity and usage.

ID	NAME	ESTIMATE
F2014	Handling of ...	10
F3781	[SRCH] STAT...	2
F2805	[AKAMA] VL...	5
F2803	[AKAMA] VL...	15
F2878	[LEGO ID] P...	15
F2524	[SEC] Spike...	5
F3733	[Bomae] Co...	15
F2816	[AKAMA] Ev...	5
F3923	[MyLEGO] ...	30
F3939	[MyLEGO] V...	5
F3190	[MLE] STOR...	25
F3653	[MLE] AWAT...	25
F2882	[Insights, M...	60
F3938	[MLE] COM...	45
F3937	[MLE] POLL...	25

GROUP	CAPACITY	Usage	Percentage
SYSTEM ...	40	125%	125% >
TEAM OV...	75	81%	81% >
TEAM SP...	120	108%	108% >
TAG TEAM	55	118%	118% >
TEAM TA...	26	69%	69% >
TEAM KE...	43	133%	133% >
TEAM DA...	85	100%	100% >

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Team board

TEAM TAKUMI

PI 5 VELOCITY 26 LOAD

PI OBJECTIVES

STRETCH OBJECTIVES

RISK


SPRINT 1 VEL.: 10
LOAD:

SPRINT 2 VEL.: 10
LOAD:

SPRINT 3 VEL.: 4
LOAD:

SPRINT 10 VEL.: 0
LOAD:

SPRINT ? VEL.:
LOAD:



Team board



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Team board

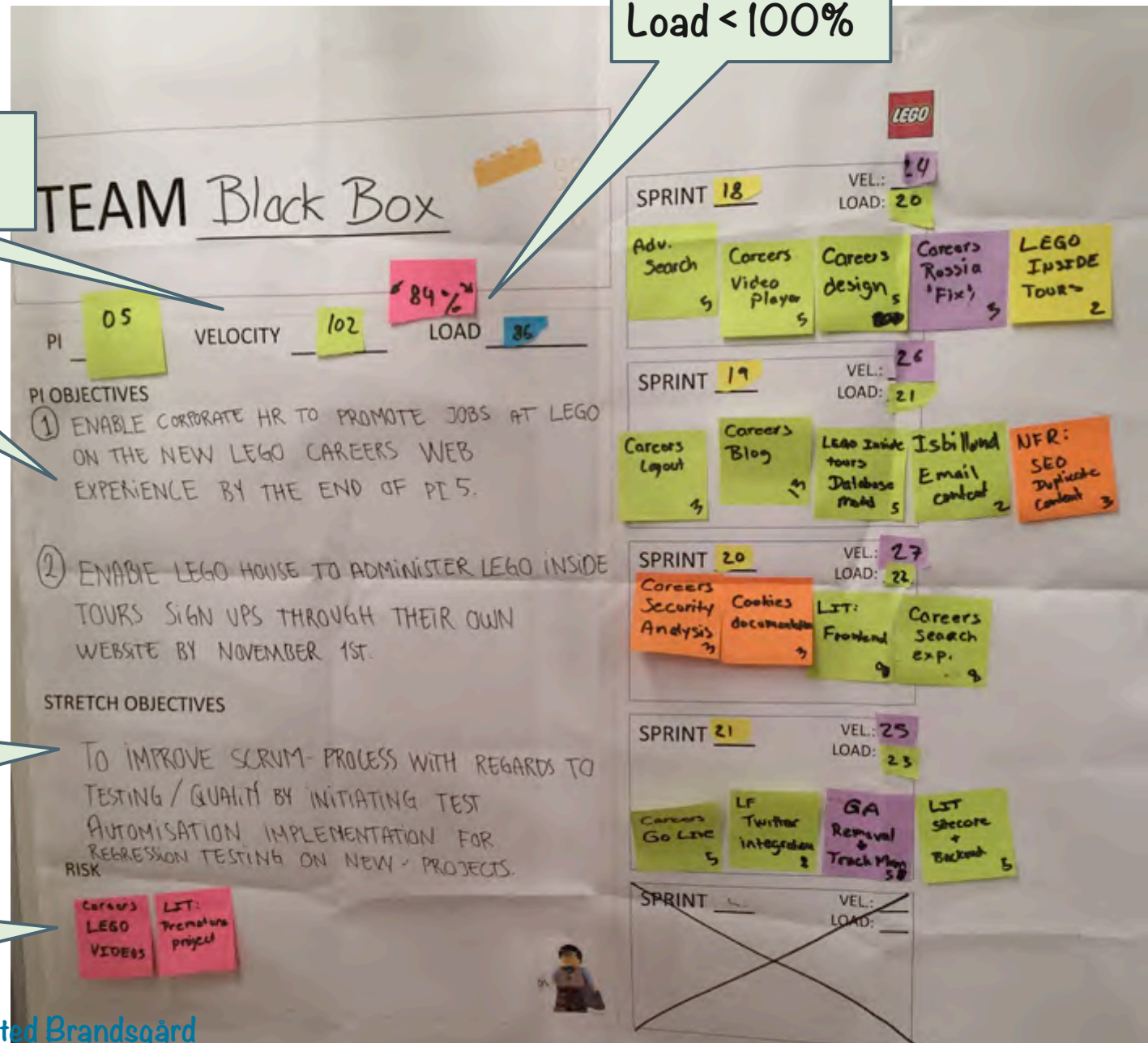
Team capacity
(story points &
"yesterday's weather")

Impact-based
PI objectives

Stretch
objectives

Risks

Load < 100%



Draft plan "fair"

4 presentation rounds: 10 min + 10 min + 5 min + 5 min



The old way: Presented ALL plans



Stopped doing this.



Program Board

(a.k.a Dependency Board)



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A centralized tool to enable decentralized behaviour

A centralized tool to enable decentralized behaviour



Scrum of Scrums



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Risk board

(per project/epic)



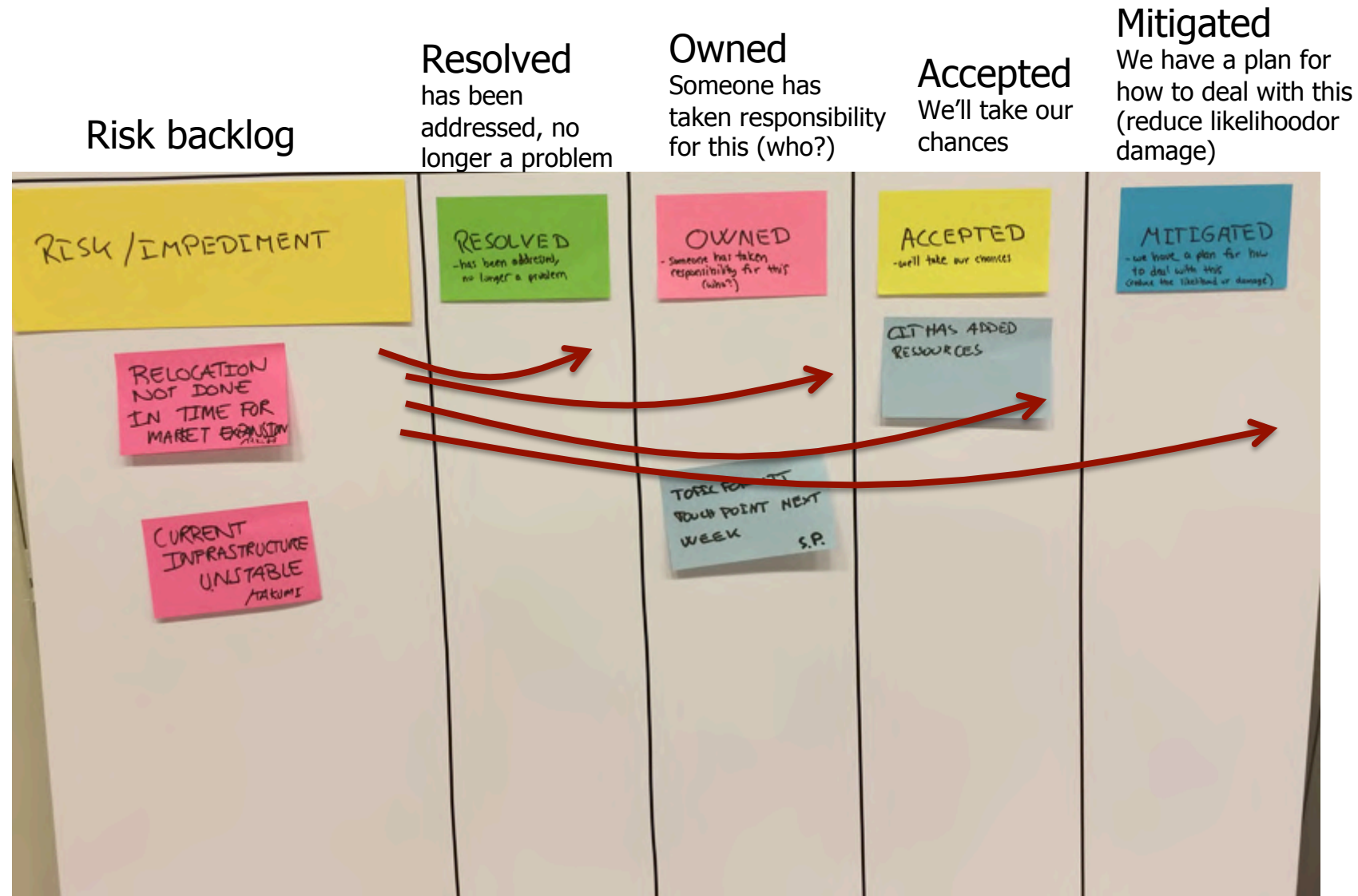
Management review / problem solving



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Risk board

(per project/epic)



Management review / problem solving



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Next morning...

Management feedback & commitment to help



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Day 2 = more of the same

(break-out planning & review & discussions)



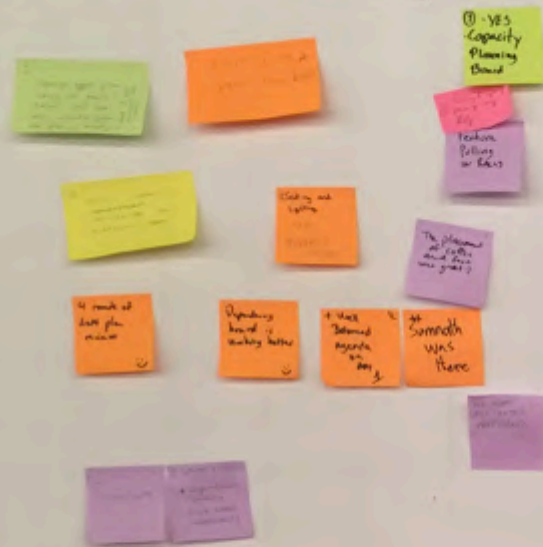
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Mini-retro: Improving the PI planning



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What improved most?



5 😊

x12

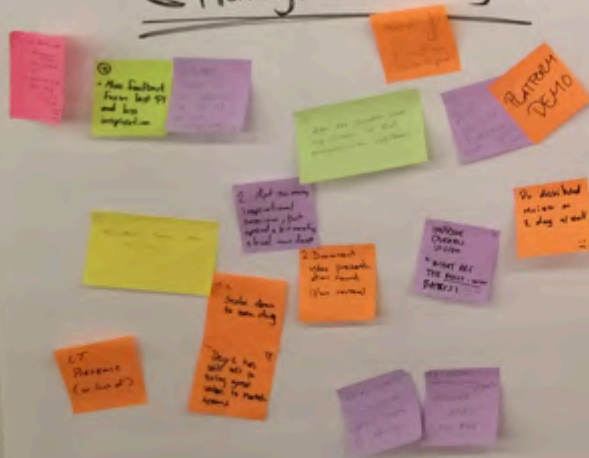
4 😊

x27

3 😐

x8

Change one thing?



2 😐

x10

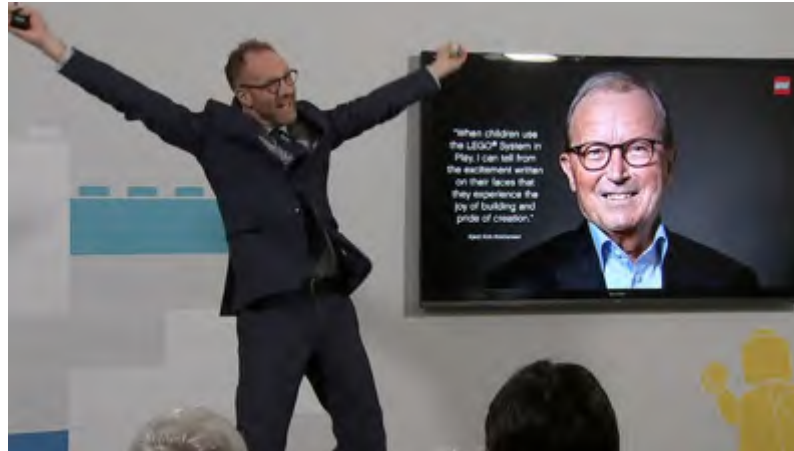
1 😞

x3

Average: 3.58 (last P1: 3.54) (last-last P1: 3.64)

Impact & results

Key Performance Indicators



Happy Executives: Singing & Dancing



Happy children: Net Promoter Score



Happy customers: Survey / Hourly Rate



Happy employees: Survey

Benefits reported

Improved Transparency



Teams handle their own
“resource allocation”



Priorities
more clear!

I add more
value

Employee
satisfaction



Agile Finance



Awareness of
change



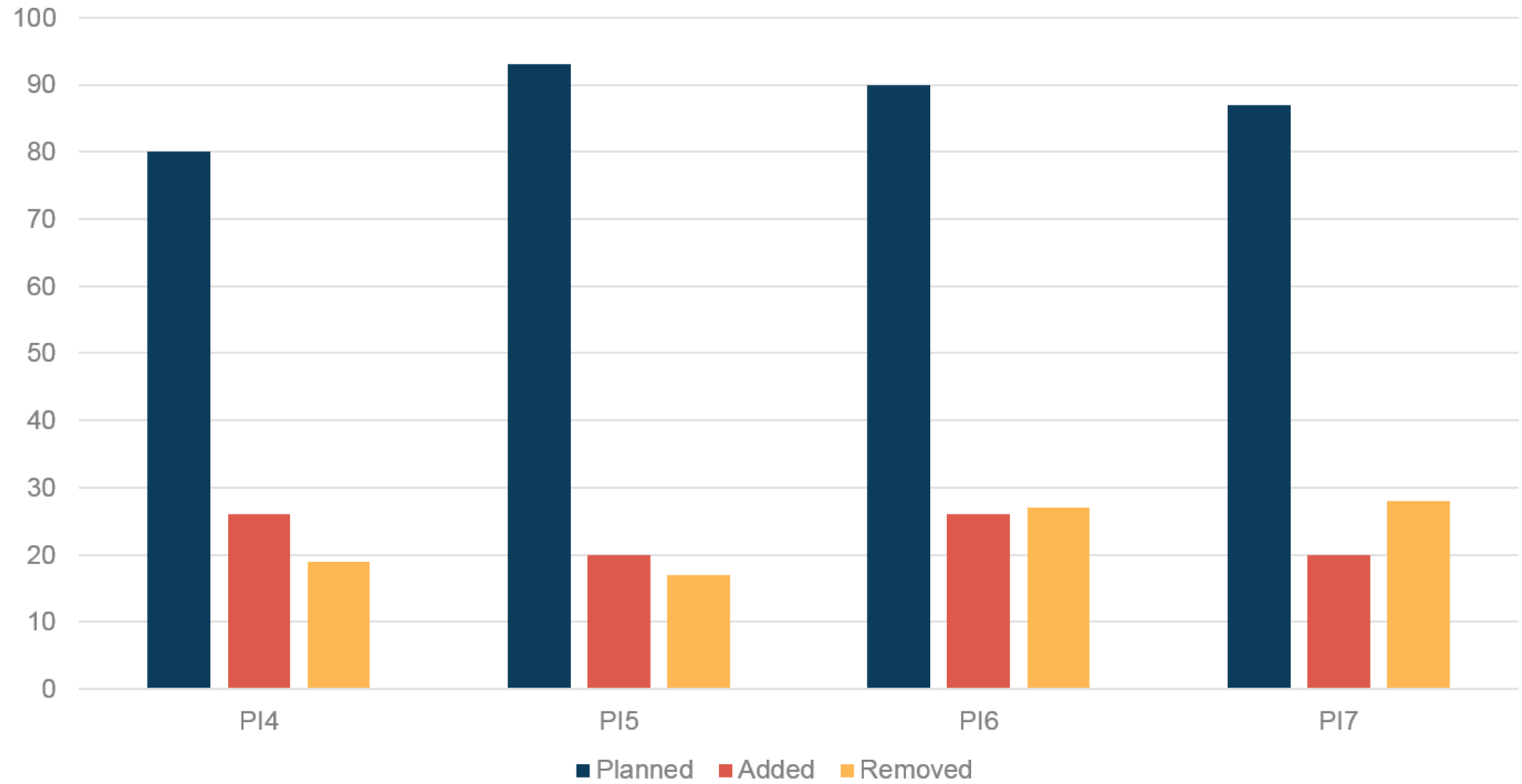
Better interface with other
departments



Momentum



Planning Metrics



Spreading seeds



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How we got started

Exploring



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Training



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Leap of faith



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Future



17:25

Portfolio



Program



CREATE FLOW

Team



DO THE THING
RIGHT (AND FAST)



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Demand - Capacity



Demand



Capacity



Throughput



Help the teams improve



Roadmaps



Portfolio – What to measure



Effort

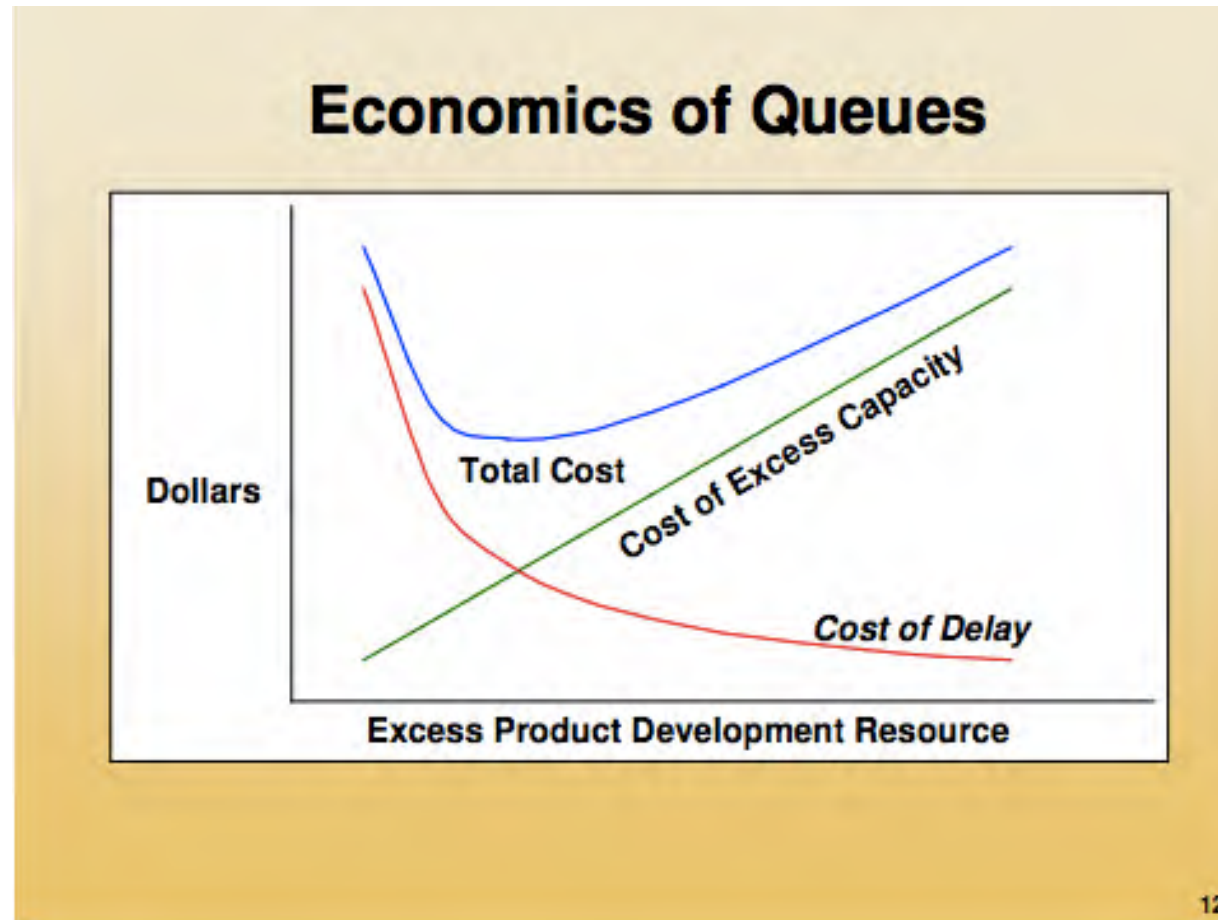


Output

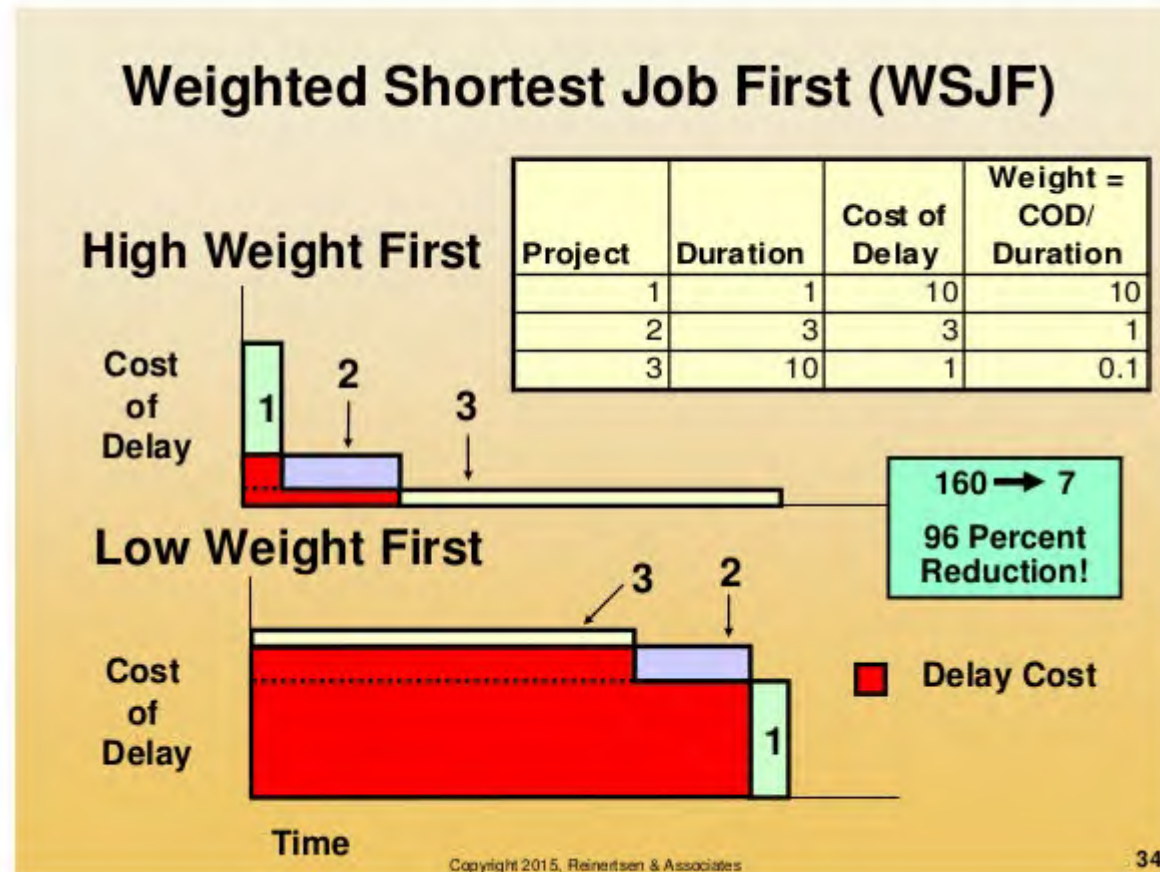


Outcome

Cost of Delay



Sequence



Keep experimenting



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The journey has just begun...

