Scaled Agile Program Increment Planning

Real Life Experiences

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What is Product Increment (PI) Planning?

Agile Manifesto: "The most efficient and effective method of conveying information to and within a development team is a face-to-face conversation."

PI planning is a way to scale face-to-face conversations across multiple sites and scrum teams.

Overview: https://www.scaledagileframework.com/pi-planning/

Scaled Agile Framework v4 Introduction: https://www.youtube.com/watch?v=W0eqwUU15Eg

Useful tips: https://www.sprint0.com/five-tips-for-an-effective-pi-planning-event/

Making our Plans

Challenges

- Geographically diverse locations.

- Team members often not co-located.

- Teams and leadership in non-US locations untrained in Scaled Agile.

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- Differing levels of agreement with Agile among team leaders.

- People doing Portfolio planning not trained in Scaled Agile.

- We don't have Product Owners. Instead we have Functional Architects.

Portfolio Product Suite Teams

Team	Product	Location
Sparks	Prod_A	Sunnyvale/Costa Rica
Timber Wolves	Prod_C	Vietnam/Costa Rica
Wizards	Prod_C	Sunnyvale/Costa Rica
Simians	Prod_C	Costa Rica
P=NP	Prod_E	Sunnyvale/Costa Rica
Team I	Prod_I	Prague/Virginia
Ninjas	Prod_L	Costa Rica

Constraints

- Management wanted to do planning activities during the lab move so they would not interfere with the "real work".

- Management wanted planning that involved teams with dependencies on Products U and I to complete their planning activities before the lab move, as they would be doing joint planning with the management from product U and I during lab move week.

- Costa Rica management did not want us to use program boards.

- Timber wolves have a 14 hour time difference with Sunnyvale teams and Team I has a 9 hour difference.

Other products with dependencies to/from us

Product	Location
Prod_P	Sunnyvale/Costa Rica
Prod_S	Sunnyvale/Costa Rica
Prod_U	West Virginia /Bangalore
Prod_I	West Virginia/Bangalore
Prod_F	Texas/Israel
Prod_M	Sunnyvale/Israel
Prod_N	Sunnyvale/Costa Rica

Strategies

- Initial Tee-Shirt size scoping for all PM requests done by Functional Architects

- Narrow Scope for release through capacity planning, based on Tee-Shirt size

- Socialize the plan and requirements for PI Planning through meetings before the event begins

- PI Planning for teams with dependencies on Products U and I on Monday, Tuesday, and Wednesday mornings.

- Breakout sessions at appropriate time for each team.

- Emailed instructions for remote team breakout sessions. Video recordings where possible.

- PI Planning for other teams on Thursday and Friday. (Standard Agenda)

- Products_M and V invited to team presentations.

- Joint planning with management from product U and I held the following week

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Tactics

- Use SharePoint, Skype, & Email as everything else is down due to lab move.

- Post shared MS Word and Excel docs on SharePoint

- [Release_Planning_Agenda.docx](#)

- [Release_Plan.xlsx](#)

- [Release_Plan_Presentations.xlsx](#)

- [Release_Dependencies.docx](#)

- [VoteOfConfidence.xlsx](#)

- [Definition_of_Ready_Definition_of_Done.docx](#)

- [Release_Risks.docx](#)

- [Capacity_Planning_All.xlsx](#)

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Carrying Out our Plans

How did that go for us

- A plan never survives first contact from the enemy

- Excel is not a PI planning tool

- Delays cause even more delays

- Teams were able to meet the goals of the release planning

- Objectives were planned for each iteration

- Dependencies were identified and planned

- Risks were identified and handled

- Team was confident!

- Retrospective gave lots of good feedback

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Exercises

Exercise: Retrospective

Based on the PI Planning described in this presentation and what you know about Scaled Agile PI Planning (https://www.scaledagileframework.com/pi-planning/)

Please prepare a short presentation on the following:

- What did we do well?

- What didn't we do so well?

- How could we do better next time?

Share your presentation with the group