

# Break Through the Barriers to Scaling Agile and Product-Centric Delivery

Matthew Hotle

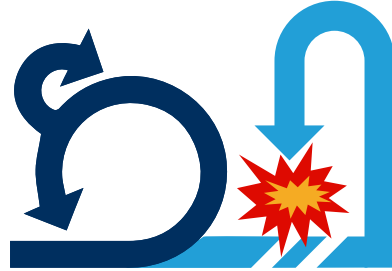
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# Obstacles to Product Model and Agile

**Us!**

1



Incomplete Adoption of Agile by Individual Teams

**Them!**

2



Unclear Business Objectives

**Bureaucrats!**

3



Legacy Governance, Financial and Management Practices

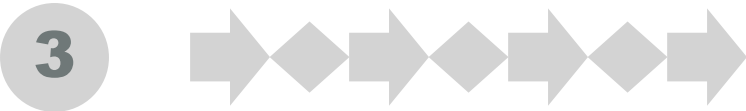
# Obstacles to Product Model and Agile



1 Incomplete Adoption of Agile by Individual Teams



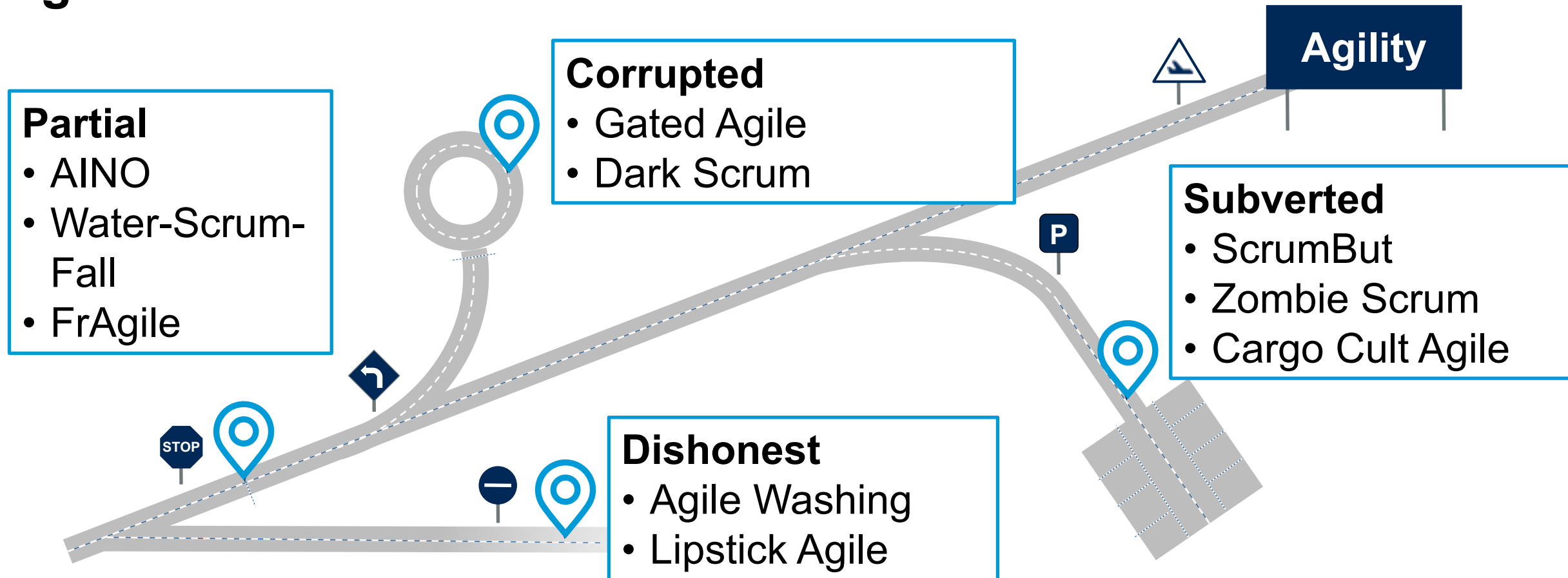
2 Unclear Business Objectives



3 Legacy Governance, Financial and Management Practices

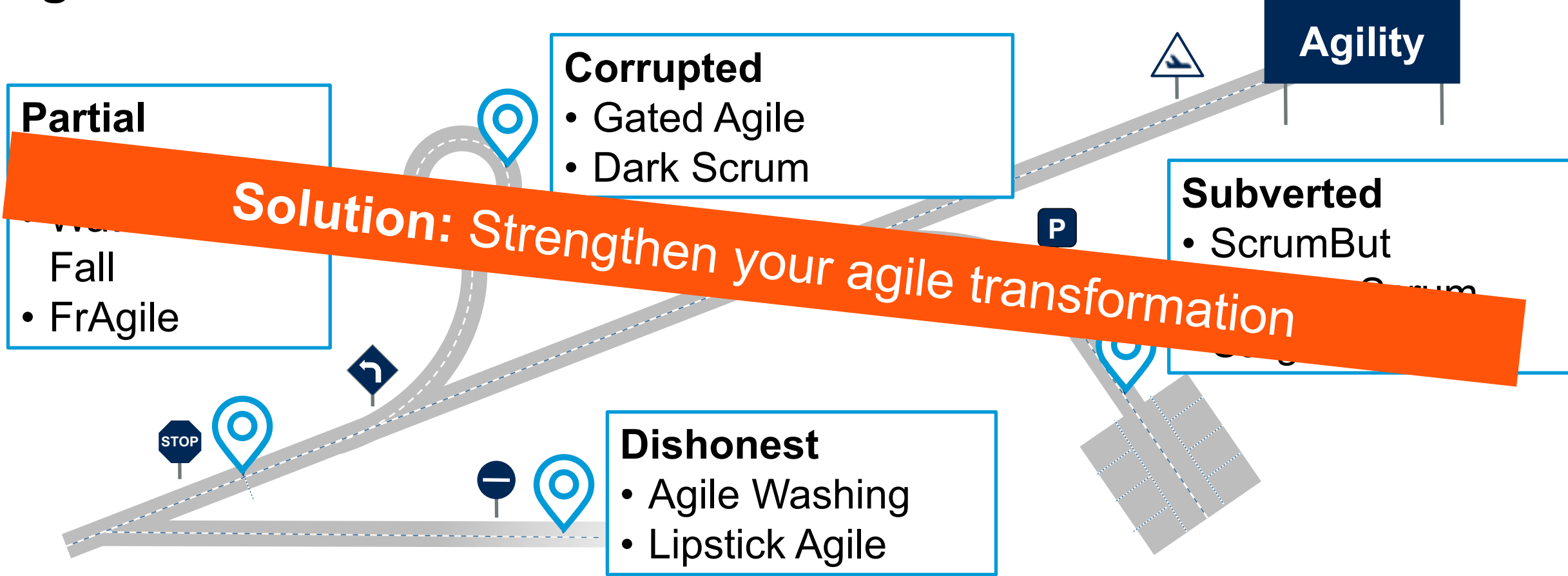
# Problem: Incomplete Adoption of Agile by Individual Teams

## Agile Transformation Anti-Patterns



# Problem: Incomplete Adoption of Agile by Individual Teams

## Agile Transformation Anti-Patterns



Source: [10 Ways Your Agile Adoption Will Fail](#) (G00388938)

# Problem: Command and Control

## Solution: Practice Servant Leadership

### Don't — Manage

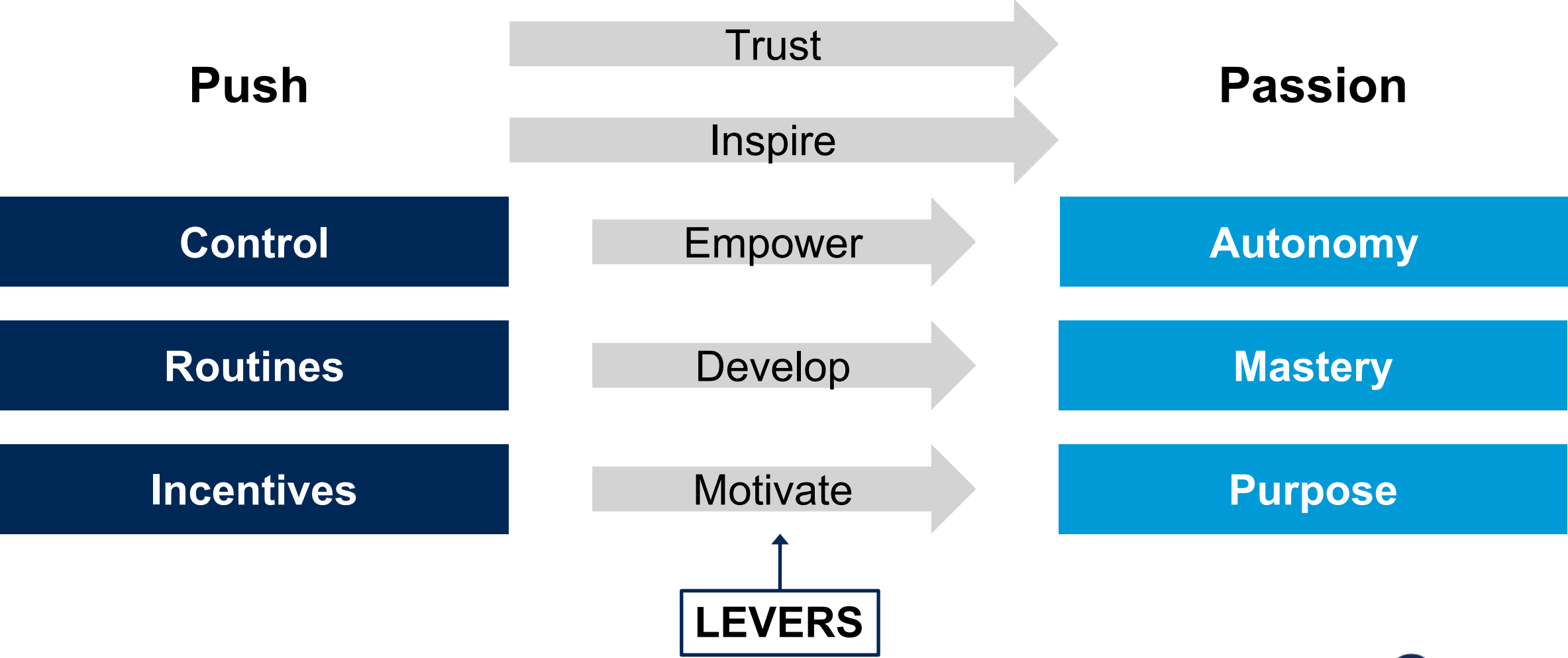
- Assign Tasks
- Review Task Status
- Tell People What to Do Each Day

### Do — Lead

- Assign People to Teams
- Ensure Teams Working Well
- Eliminate Obstacles
- Hire and Fire as Needed
- Manage Performance
- Develop Individuals' Careers
- Coach and Connect

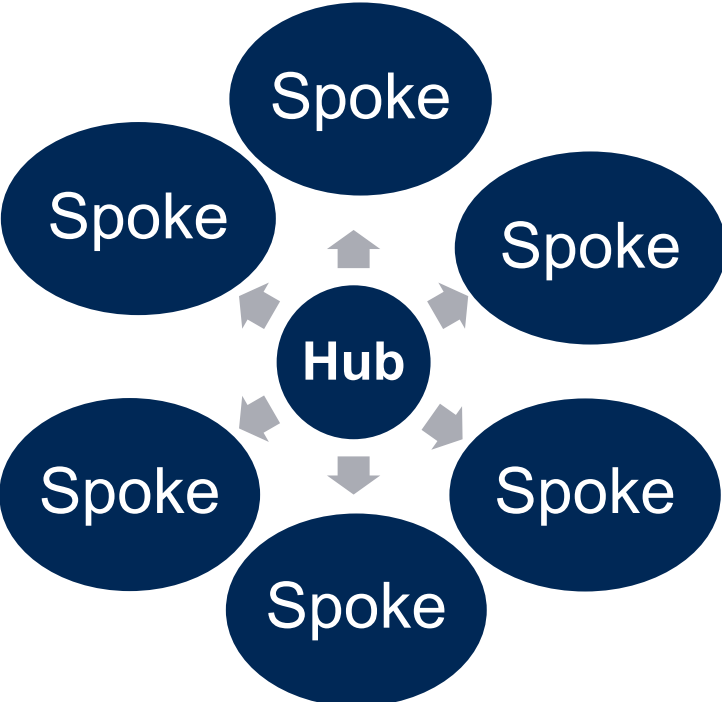
# Problem: Resistance to Change

Solution: Establish Agile and Collaborative Mindset

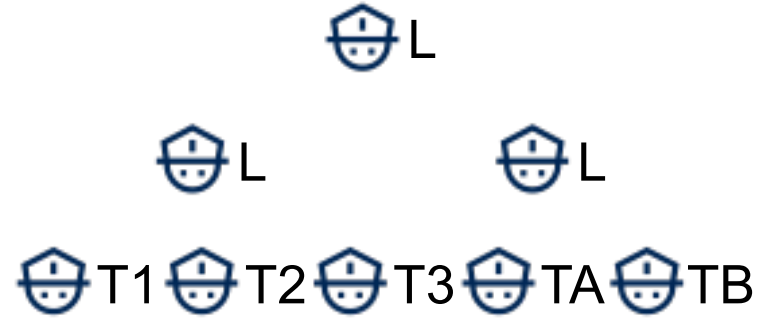


# Problem: Teams Lack Training and Don't Self-Organize

Solution: Build Coaching to Build Agile Competency



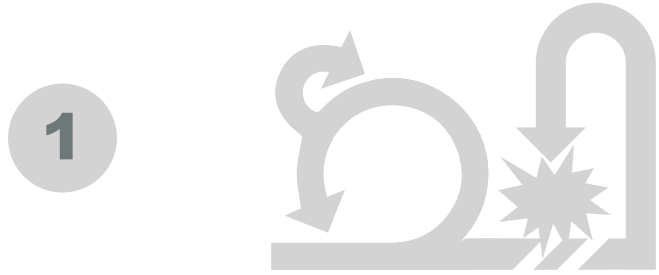
Dojo					
C1	Team				
C2					
C3	T1	T2	T3	PO	SM
C4					



**Volunteer Fireman**



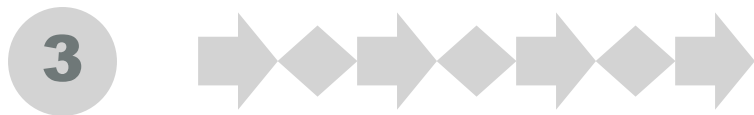
# Obstacles to Product Model and Agile



Incomplete Adoption of Agile by Individual Teams



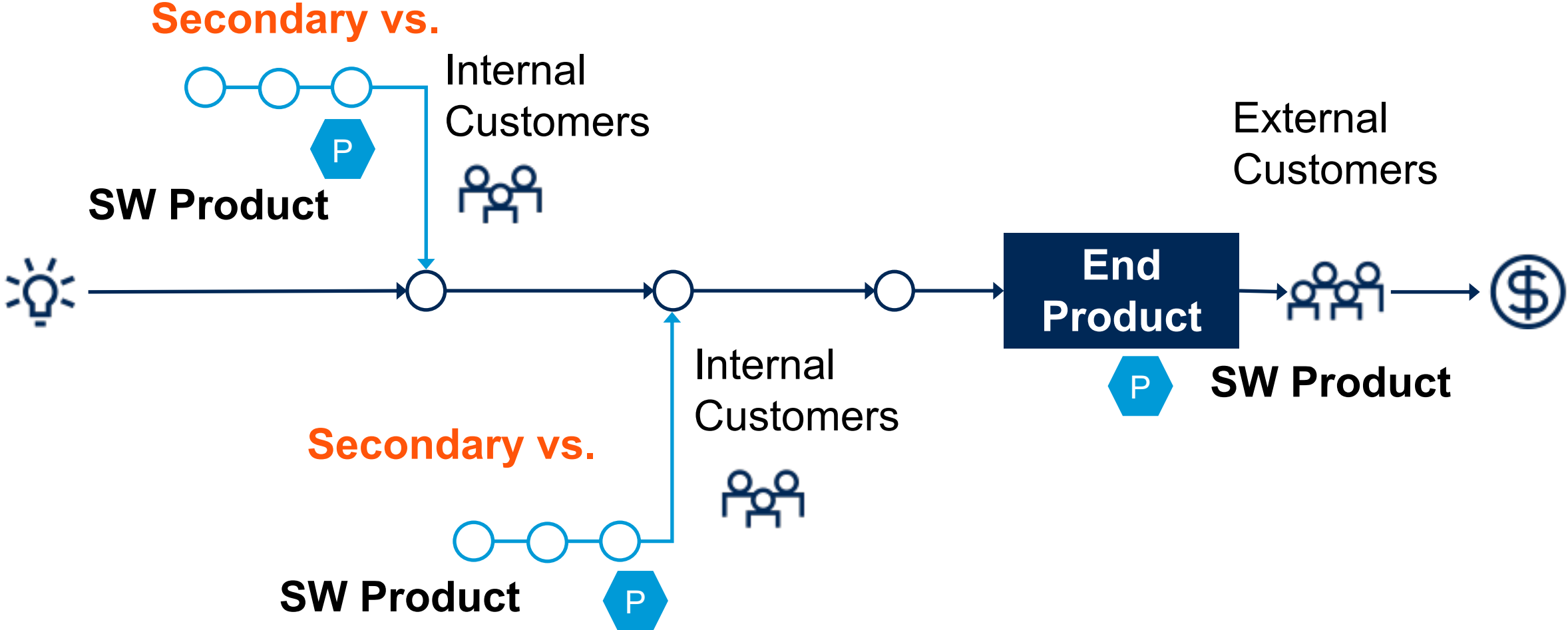
Unclear Business Objectives



Legacy Governance, Financial and Management Practices

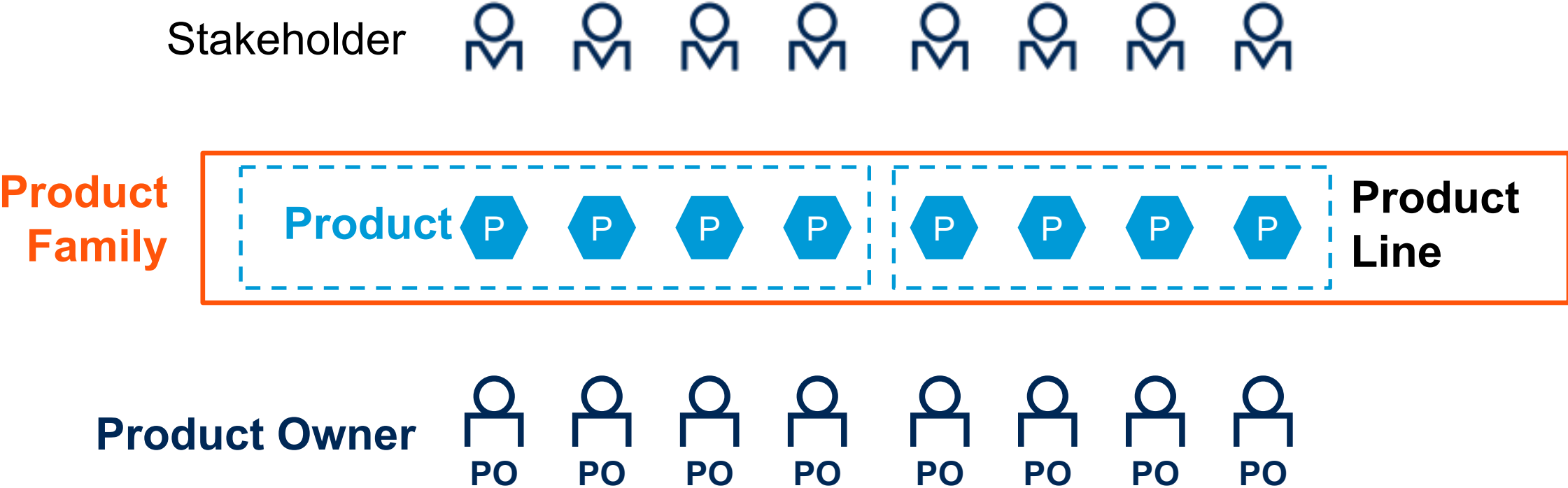
# Problem: Isolated Projects and Stakeholders

Solution: Identify Value Streams and Business Capabilities

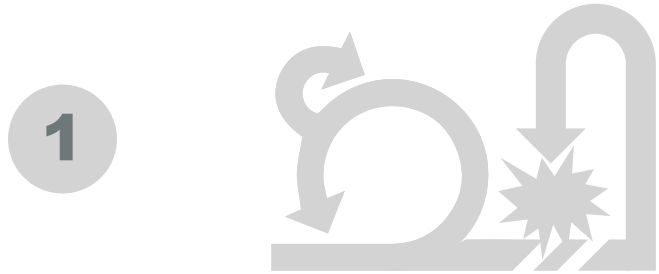


# Problem: Business Not Engaged

Solution: Establish Product Lines With Product Owners and Stakeholders



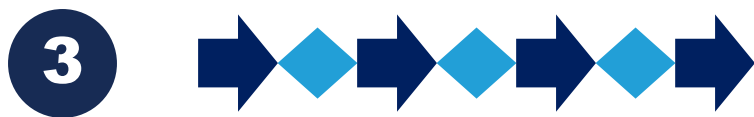
# Obstacles to Product Model and Agile



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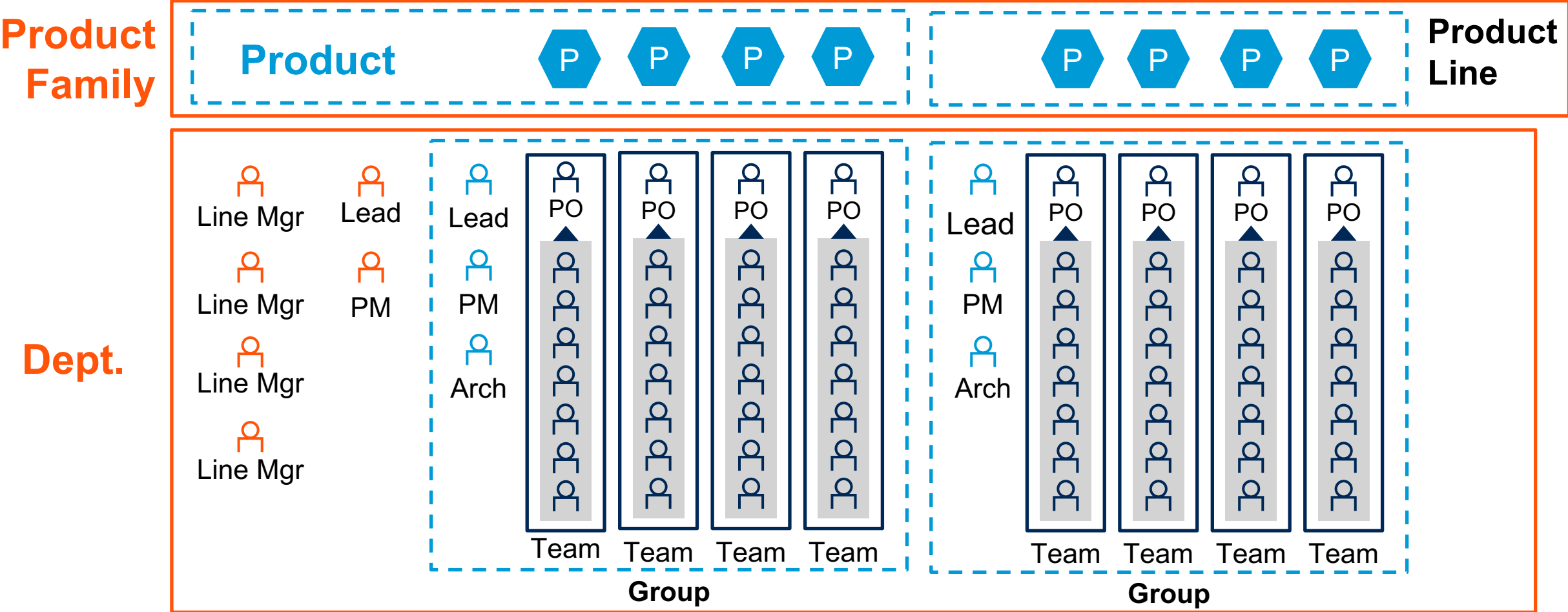
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Legacy Governance, Financial and Management Practices

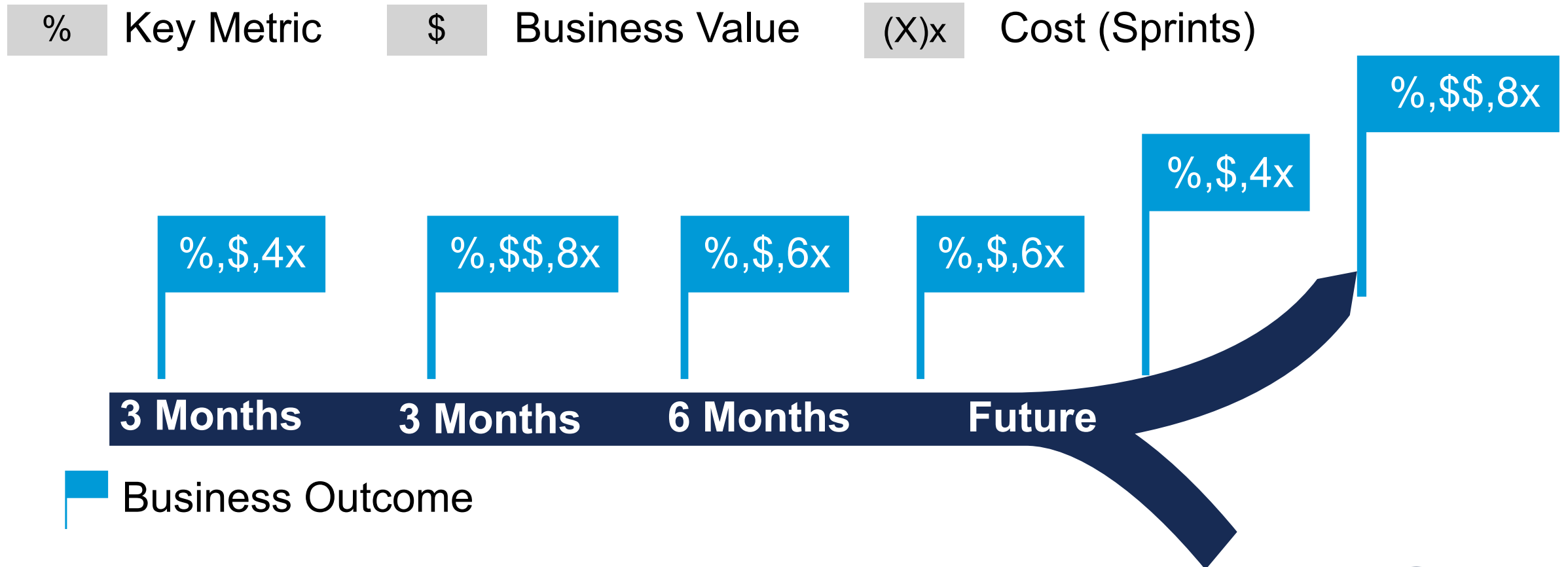
# Problem: Team Structure Reflects Management Hierarchy

Solution: Establish Teams/Groups Based on Product Line



# Problem: Budget and Milestone Reporting and Accountability

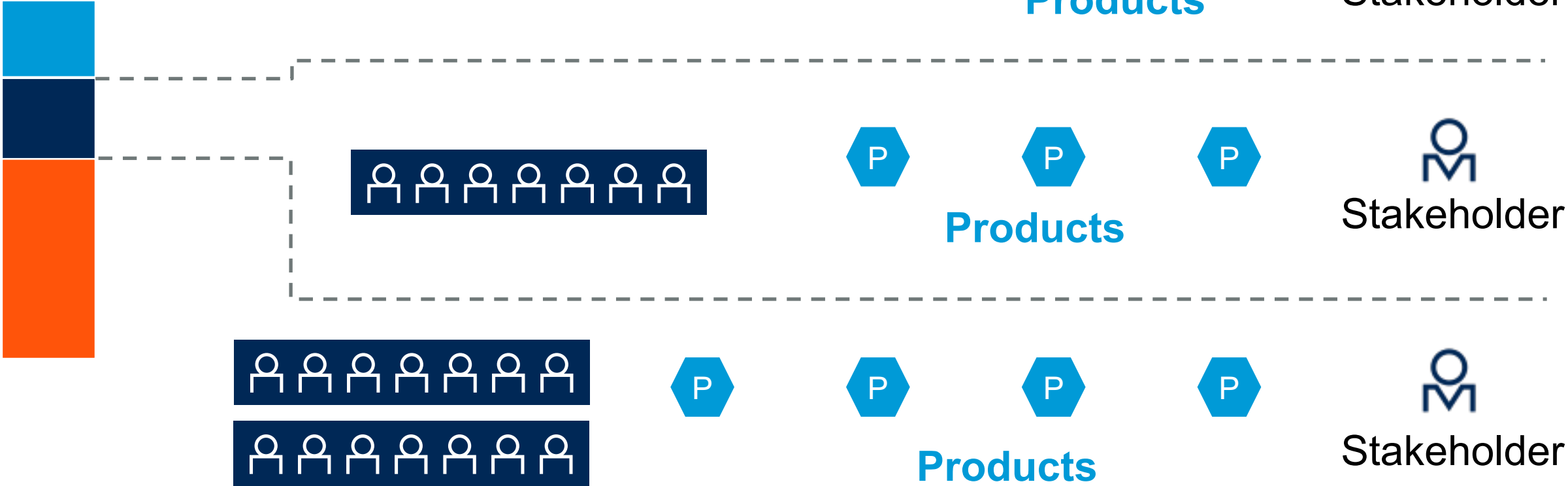
## Solution: Product Roadmap and Business Outcome Reporting



# Problem: Project Budgeting and Teams

## Solution: Establish Product Line Budget/Team Allocation

Capex and Opex Targets



# Problem: Traditional Individual Performance Management

Solution: Base Performance on Team/Individual Learning





# Overcome the Obstacles to Product Model and Agile

1



**Strengthen Your Agile Transformation**

2



**Define Value Streams and Outcome-Based Roadmaps**

3



**Shift to Product Line Budgets, Transparent Reporting and Team Oriented HR Practices**

# Recommended Gartner Research

- 🔍 [Overcome Objections and Sell the Benefits of Moving From Projects to Products and Agile](#)  
Bill Swanton (G00383228)
- 🔍 [Transform Application and Project Portfolios Into a Product Portfolio](#)  
Bill Swanton (G00319839)
- 🔍 [10 Ways Your Agile Adoption Will Fail](#)  
Peter Hyde (G00388938)
- 🔍 [Changing Leadership and Motivation in a Product-Centric Development Organization](#)  
Bill Swanton (G00464394)
- 🔍 [The Role of the Application Leader Must Change for Successful Digital Product Delivery](#)  
Matthew Hotle, Bill Swanton and Mike West (G00389460)
- 🔍 [From Push to Passion: Using Inspiration as a Management Approach](#)  
Elise Olding and Suzanne Adnams (G00402932)

For information, please contact your Gartner representative.