

Tackling Complexity

Case Study

for

Defining a Major Transformation Roadmap

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Introduction

Objectives For Today

Topic

Tackling Complexity: Case Study for Defining a Major Transformation Roadmap

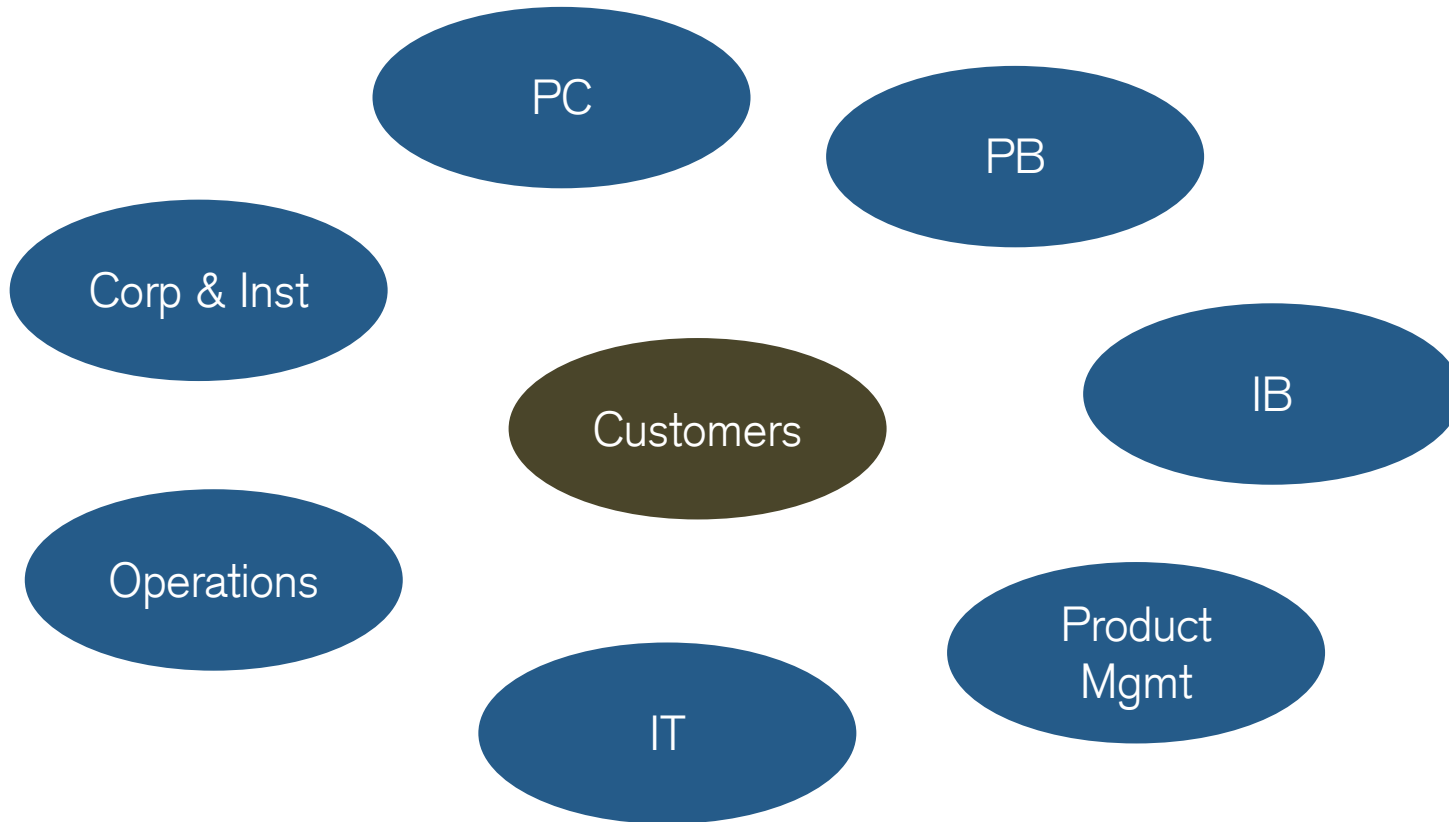
Objective

Share some practical methods to overcome obstacles and deliver results



Challenges – Stakeholder Management

Prerequisite: Top Management Attention

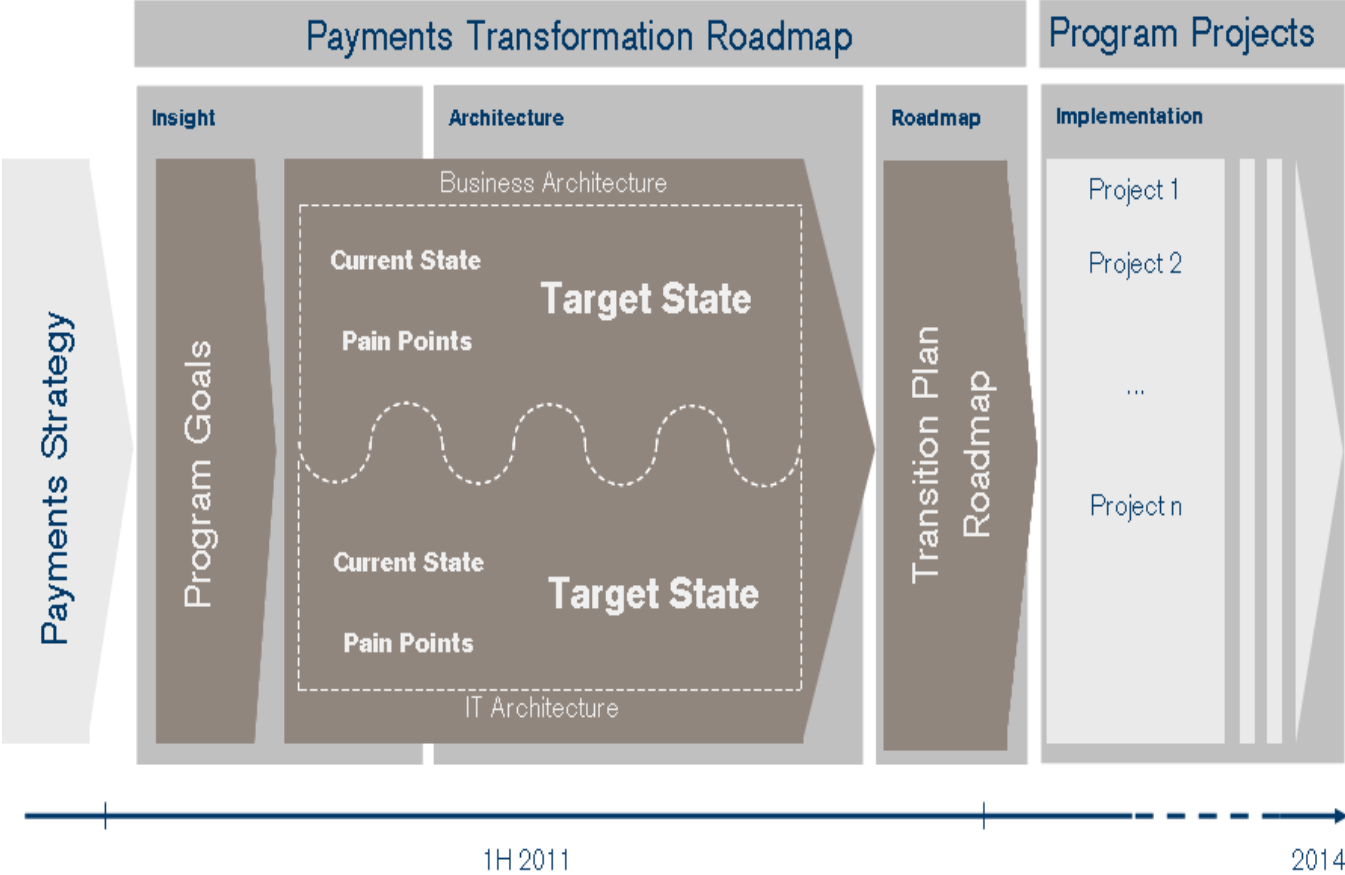


Constantly resolve:

- Customer vs Internal view
- Strategic Thinking vs Daily Business
- Common vs Individual Goals
- Willingness to carry risks vs comfort zone

The Project 'Payments Transformation Roadmap'

General Approach



- Agree on approach and deliverables
- Define overall plan
- Parallelize work

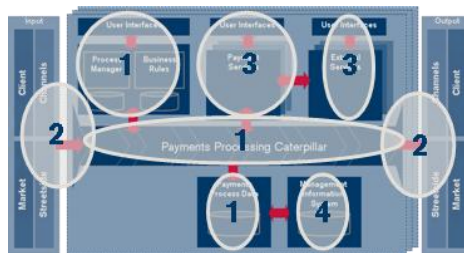
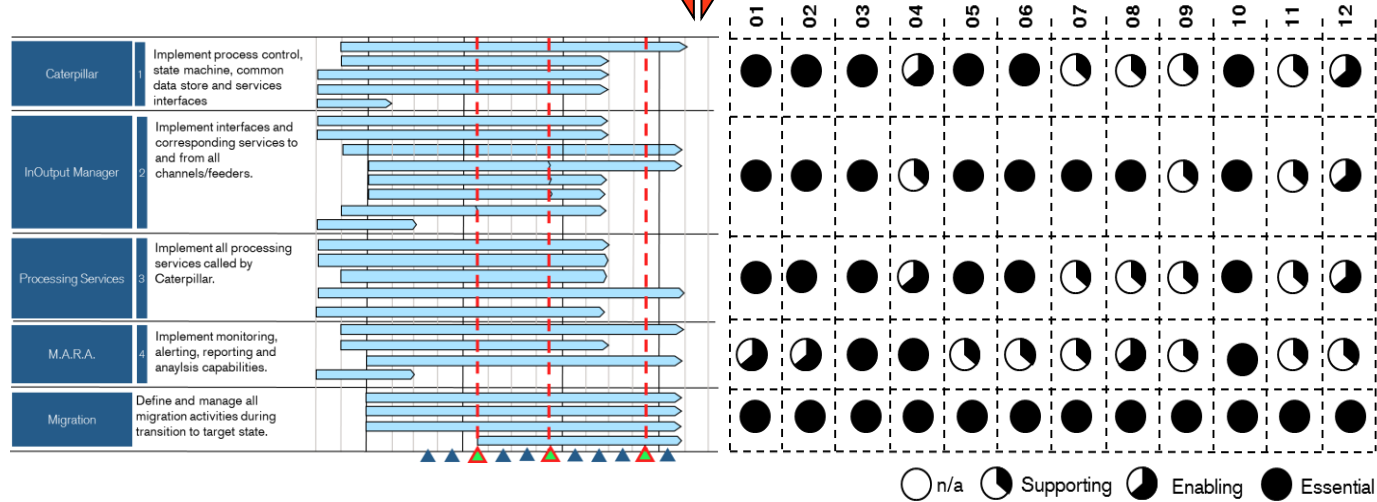
Source: Payments Transformation Overview (A. Pfenninger)

The Project 'Payments Transformation Roadmap'

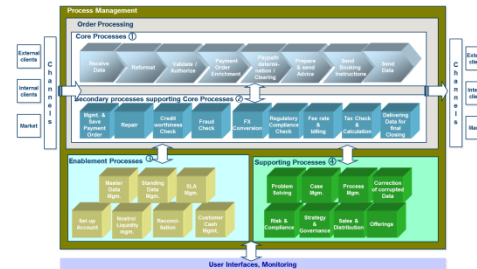
Selected Results

5 Implementation Projects

12 Strategic Business Goals



IT Target Architecture



Business Target Architecture

- Traceability from and to business goals, target architectures and implementation projects

Source: Payments Transformation Overview (A. Pfenninger)

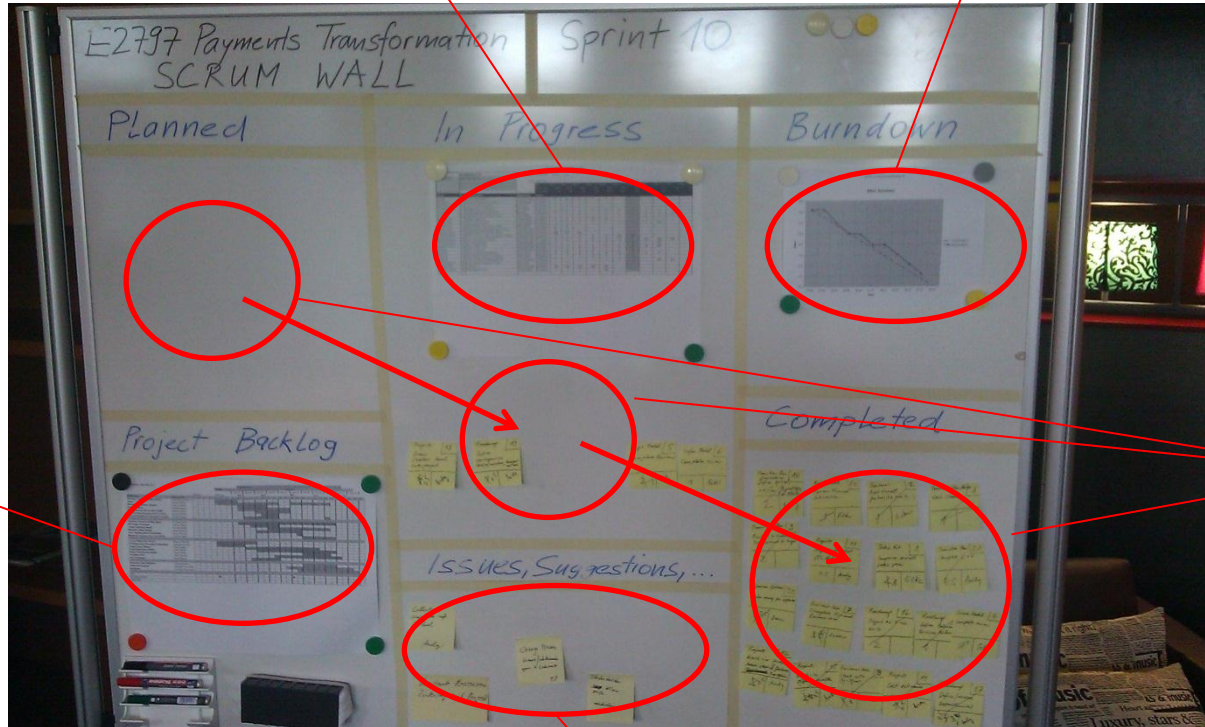
Challenges – Leading the Project

Scrum

Sprint Backlog

Objectives, Tasks, Efforts

Burndown Chart



Overall Backlog

- Objectives
- Deliverables
- Efforts
- Timeplan

Individual Tasks

- Planned
- In Progress
- Completed

Improvements, obstacles etc

- 2-week-sprints
- Bi-weekly meetings: planning (2h), demo (2h), retrospective (0.5h)
- Daily meeting: scrum (15min)

Challenges – Productivity

Coach the Team



- Core Team: Team members fully allocated to project
- Extended Team: consulted for selected topics
- Scrum walls visible for everyone
- Physical presence
- Quick communication and easy collaboration

Challenges – Produce Results

Selected Tool Kit



Objectives
&
Principles

- Objective: criteria, owner, means, deadline
- Principle: higher value applicable to most topics and situations



Time Boxing

- Practical results on time instead of perfect results too late
- Manage level of detail: go only as deep as needed



Pareto Principle

- Solve show stoppers now
- Defer non-essential problems to appropriate point in time

Demo!

Prototyping

- Tangible solutions instead of academical concepts
- Concrete proposals instead of long discussions



Heat Maps

- Visualize need for change



Outside View

- Challenge sometimes limited internal perspectives

Closure

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Thank You!