

HYBRID AGILE & THE MISSING LINK

Efficient development of
irresistible products & services

LPPDE Europe 2023, Munich April 24th



Who am I?

Henrik Sonnenberg

Lives in Copenhagen, wife, 3 kids, 1 dog, 1 cat

Sports (tech) nerd, snowboard, nordic skiing, in-line skate, swimming & mtb. Anything Garmin can track

Education

- Engine fitter/ CNC Operator (Denmark)
- Mechanical engineer (DK/ Germany)
- MBA Operations (USA/ France)

Work

- MAN Energy Solutions (DK)
- Mercedes Benz (Germany)
- KUKA (Germany)
- Yaskawa Electric (Germany)
- Gemini Consulting (Germany)
- Implement Consulting Group (Denmark)
 - Partner, Agile & Innovation

PRESENTATION OBJECTIVES

- Improve efficiency and effectiveness of new products & services that the world needs
- Among product development professionals, generate reflections about
 - Problems that should be addressed
 - Solutions that could work

AGENDA (40m):



Problems we experienced



Reflection/ comments: What do you recognize as problems worth solving



Solutions we have seen working



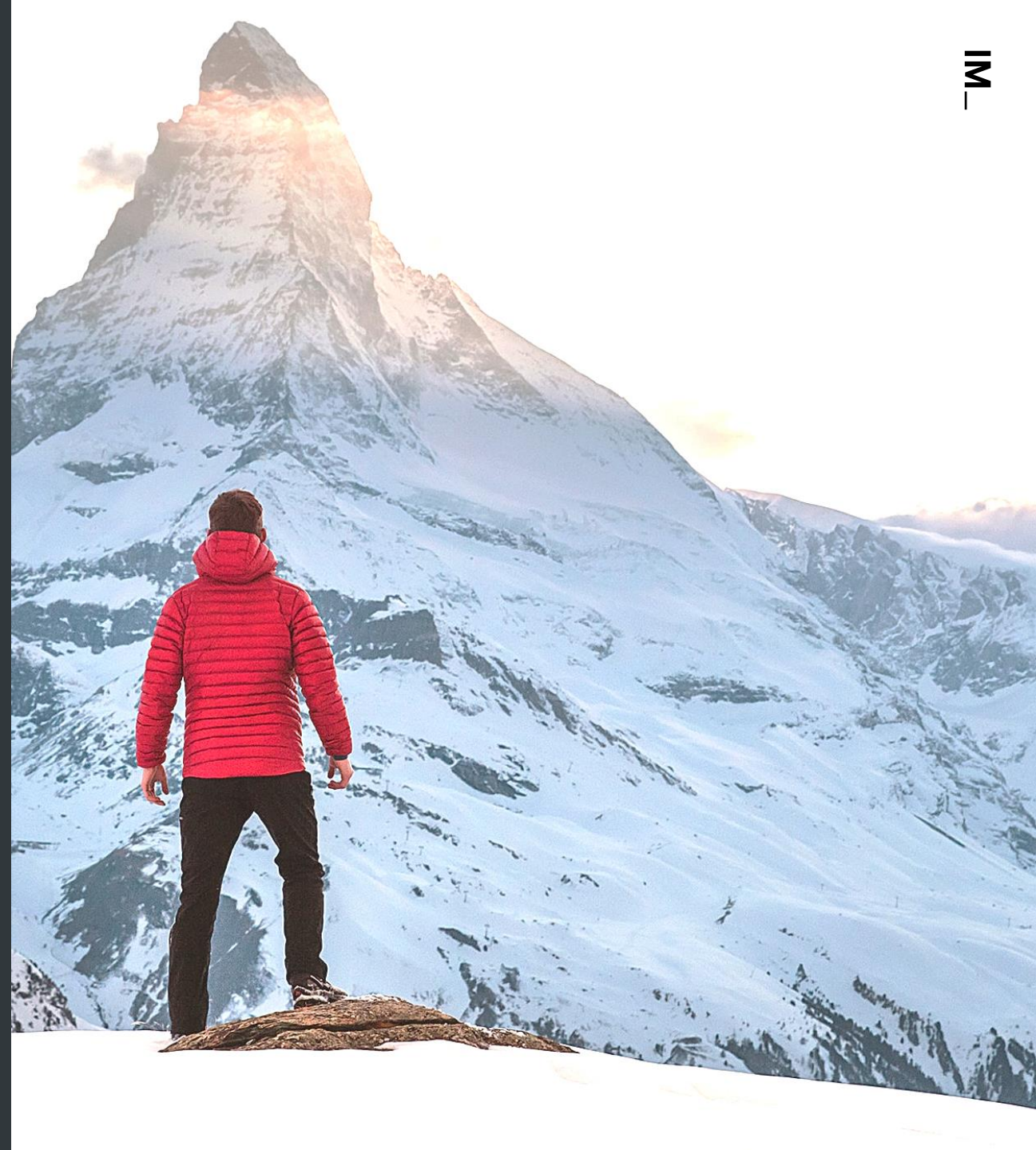
Reflections/ comments: What do you like/ dislike, have tried or not tried



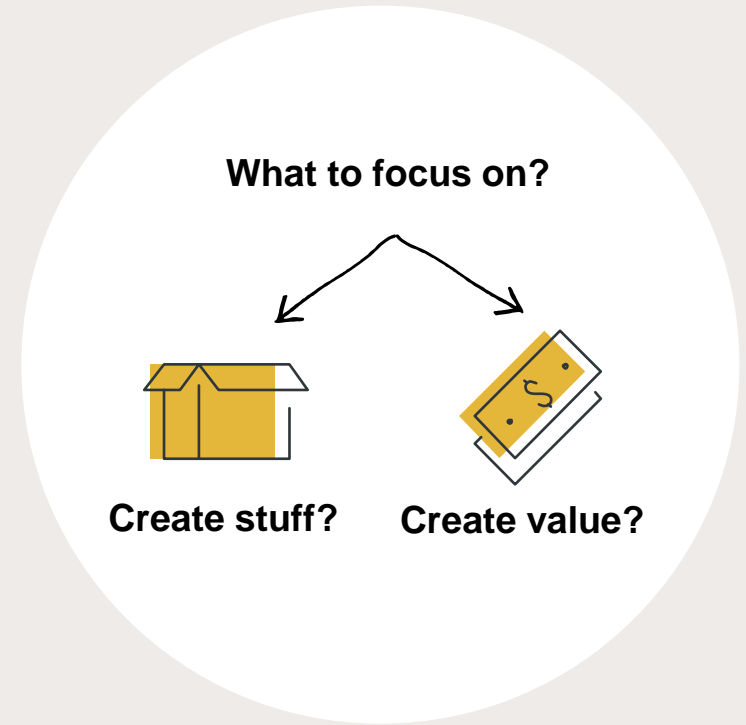
Outro

5 BIG

challenges
of product
development



#1 IT'S CALLED PRODUCT DEVELOPMENT



Strategy/
insights

Research and
development

Sell like
mad

Idea

Concept

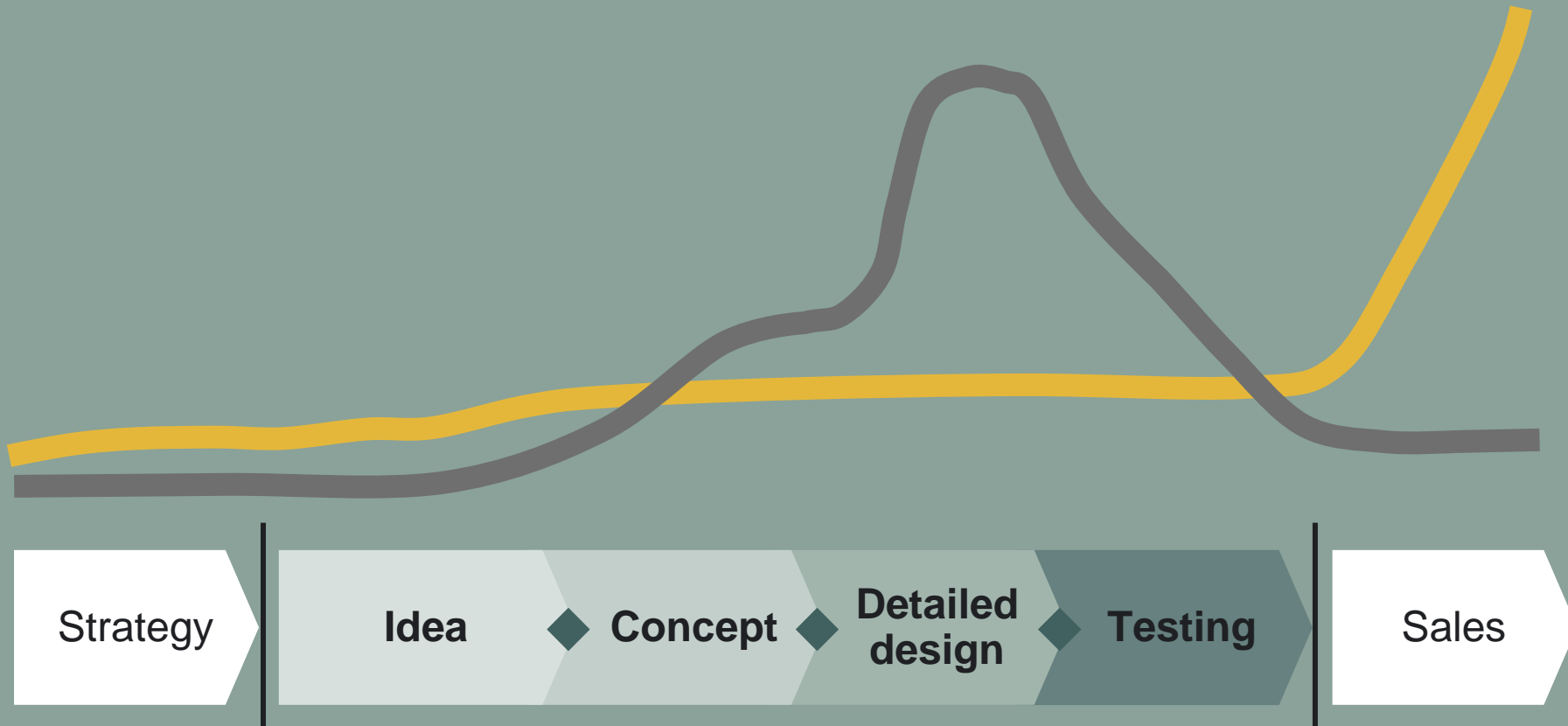
Detailed
design

Testing

#2

LAUNCH IS THE END – NOT THE BEGINNING

IM



**LEARNING:
WHAT
CUSTOMERS
CARE ABOUT**

**DEVELOPMENT
EFFORT**

#3

HANDOVER OF RESPONSIBILITY



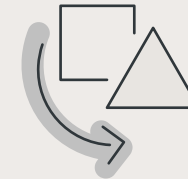
FRONT-END

(Define the need)

(Think)



Handover



DEVELOPMENT

(Deliver the solution)

(Do)

#4

WE DEAL WITH **UNCERTAINTY** USING **PREDICTION &** **WEAK EVIDENCE**



**BUSINESS
CASE**



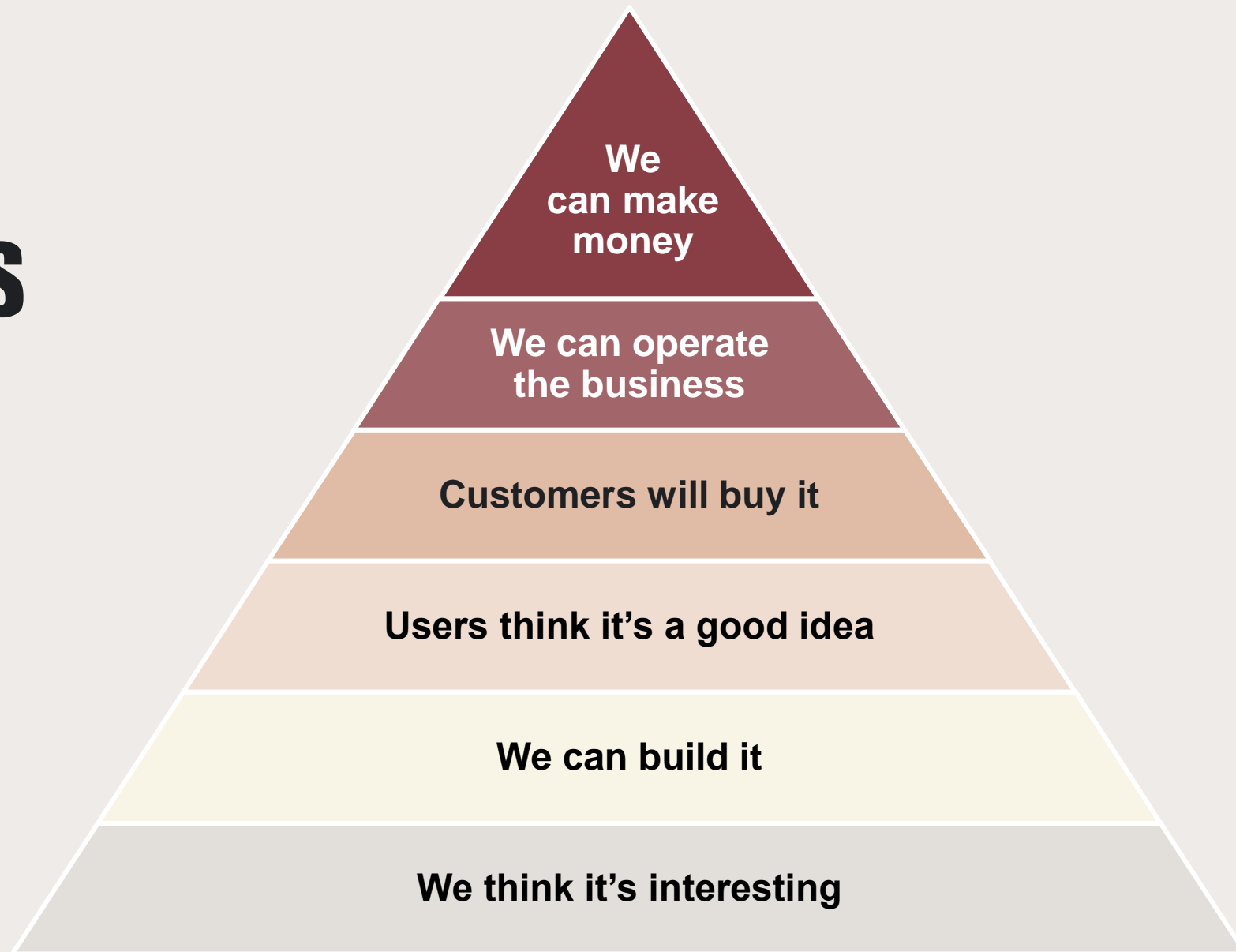
**BASED ON
PREDICTIONS**

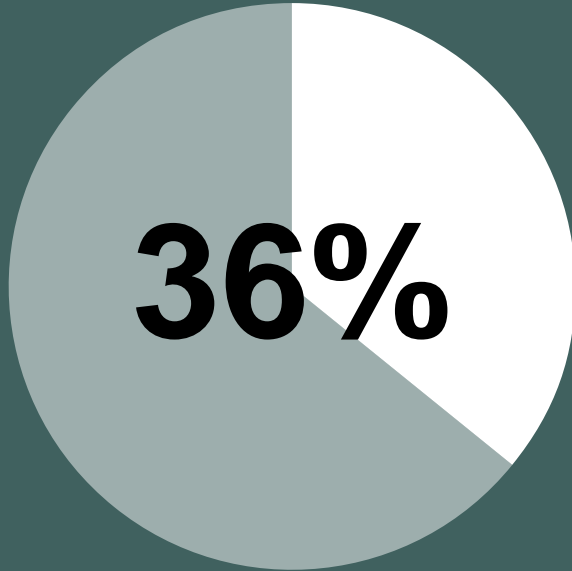


**BASED ON
“SAY EVIDENCE”**

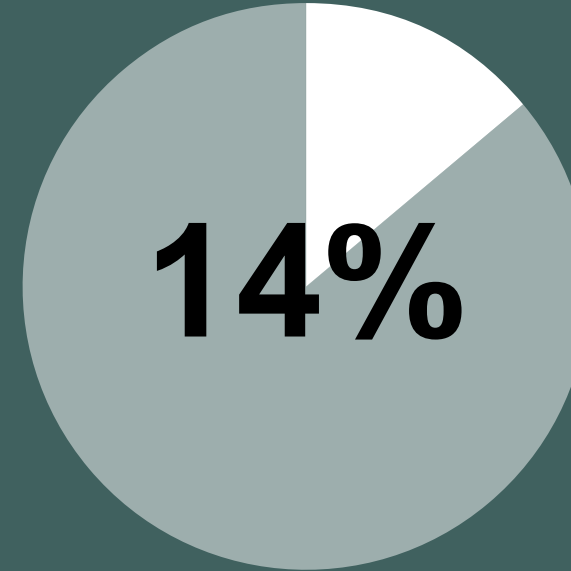
#5

INSIDE-OUT AND SOLUTION FOCUS





**of all projects
today are
characterized as
successful***



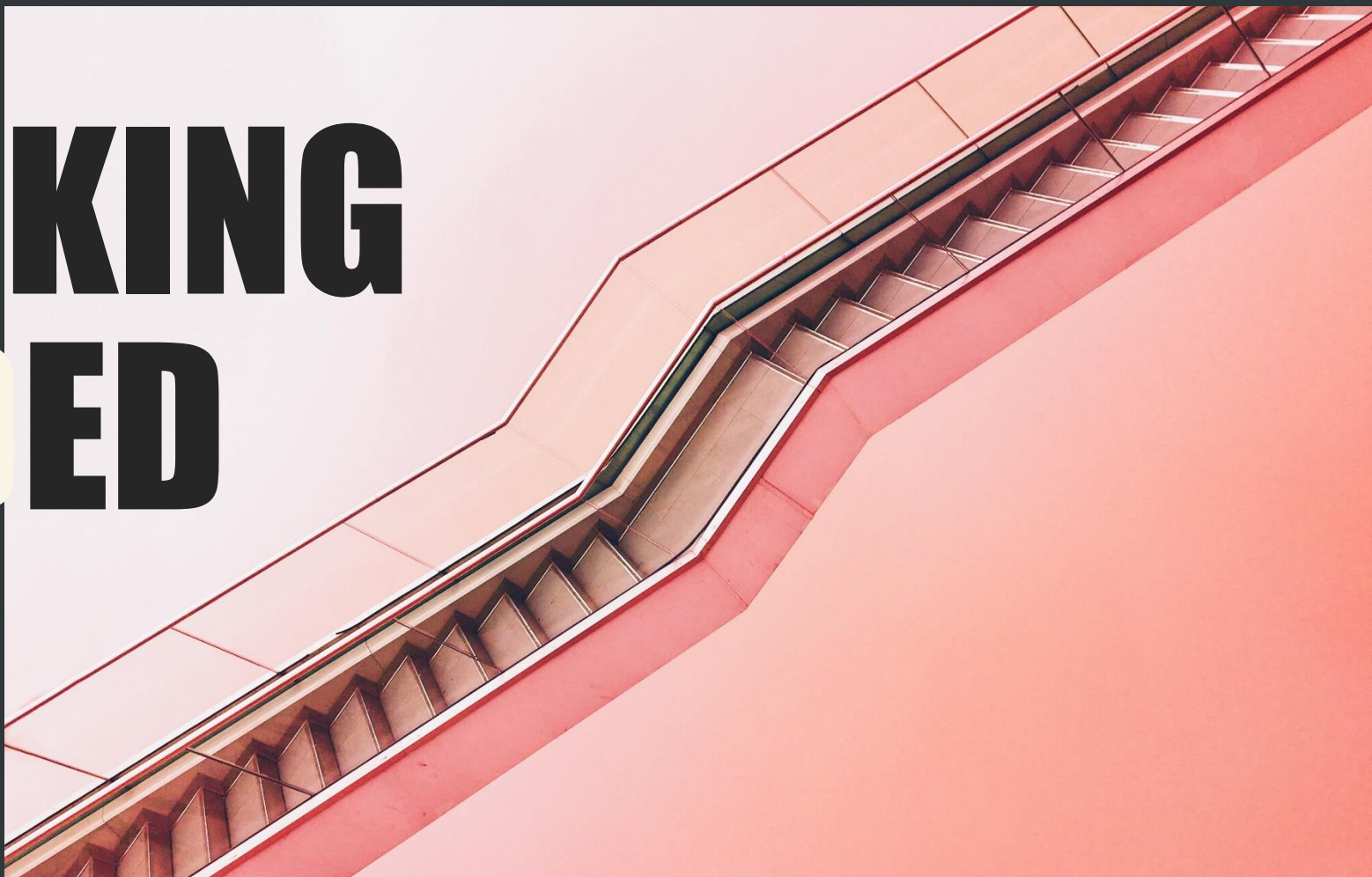
**of knowledge
workers are
fully engaged
in their work***

PROBLEMS

- Which of the mentioned challenges do you recognize?
- What other opportunities for improvement do you see?

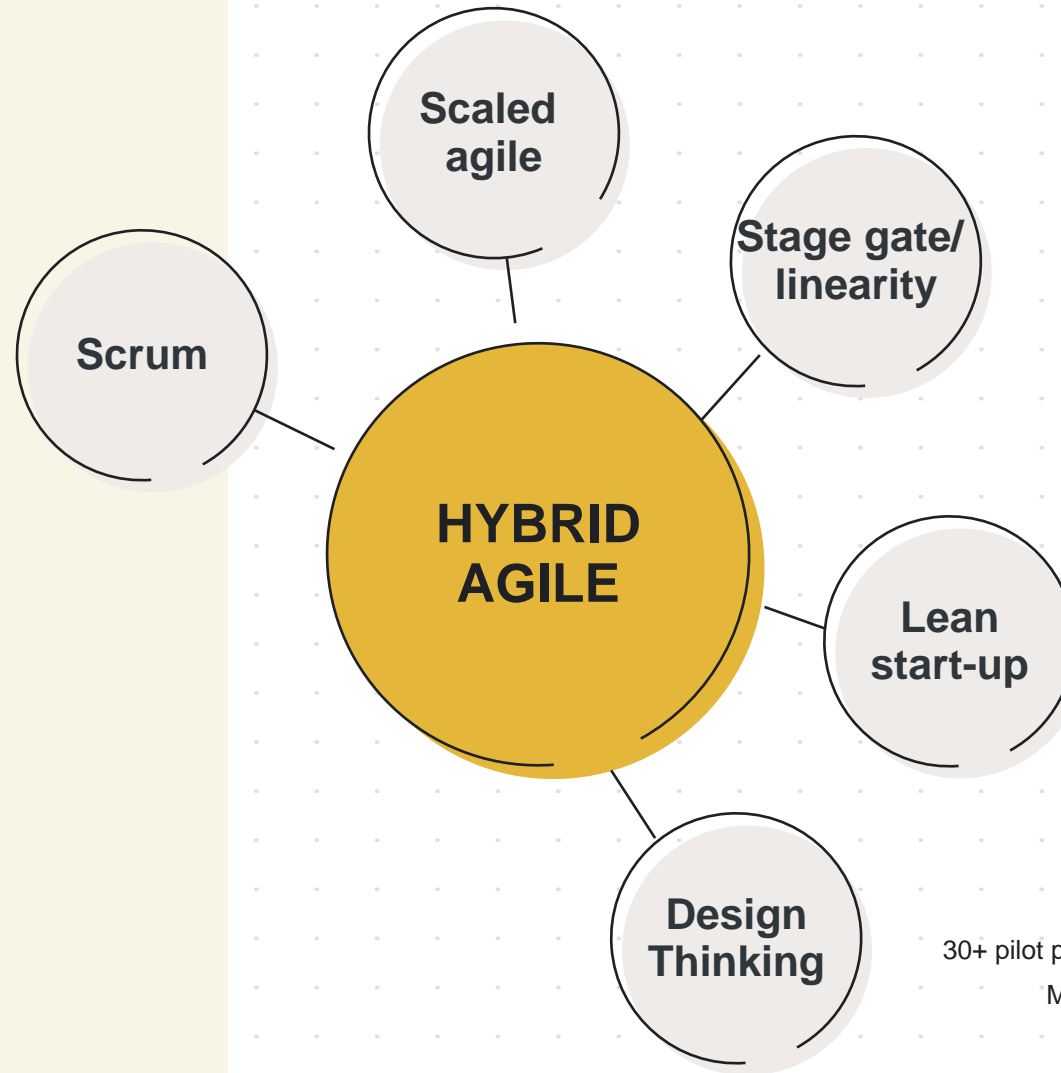
Please reflect for a moment & write something in the comments. Thanks

NEW THINKING NEEDED



HYBRID AGILE

- Solve user problems with new solutions (not just operational improvement).
- Solution is more than software.
- Create business impact and not just features.
- Firms with existing development setup and process (& physical supply chain)



Half Double Community of 2,500+
PMO/PM professionals

30+ pilot projects conducted across industries

Method impact validated by research
(3 universities)

Certifications by APMG

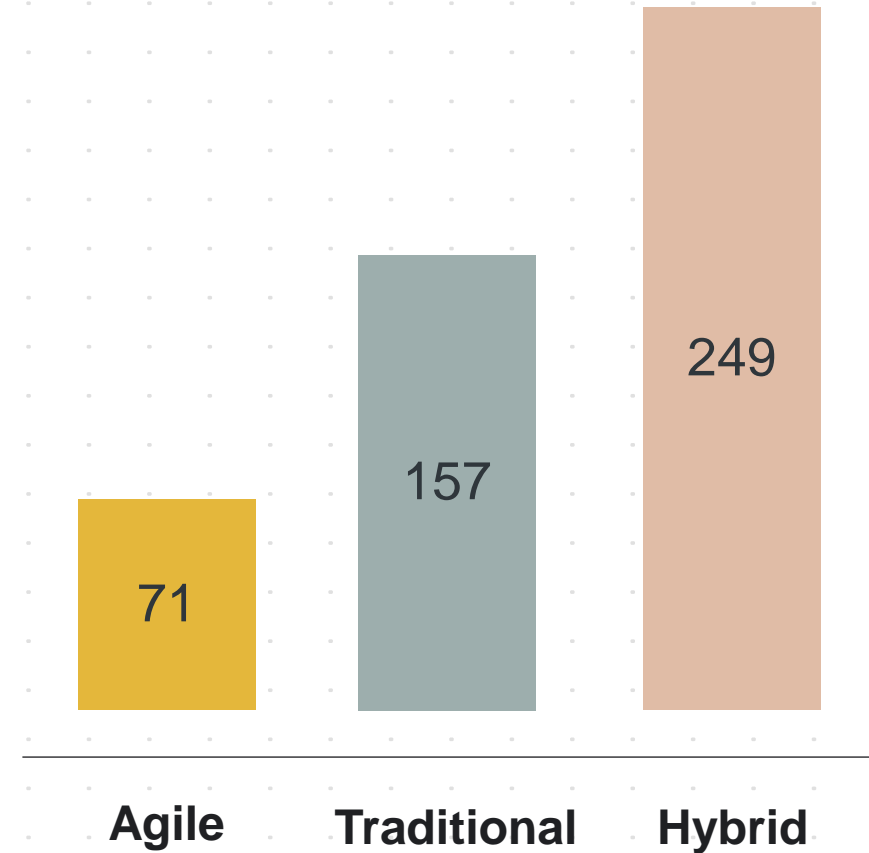
HYBRID AGILE IS HERE TO STAY

Project Management Journal 2020

- Study of 477 cross industry projects
- Andrew Gemino, Blaize Horner Reich, and Pedro M. Serrador

Key findings

- Hybrid is the most widespread method
- Agile outperforms Traditional in terms of stakeholder success
- More surprisingly, Hybrid outperforms Agile in terms of stakeholder success



We believe that three principles should be at the core of all development projects



IMPACT

Focus more on impact than deliverables

All commit to end-to-end value
Frequent value demonstrations



FLOW

Keep the project (the value process) flowing at almost any cost

Cross functional teams co-located to minimise handover loss
Highly allocated (+50%) multi-skilled teams



LEADERSHIP

Leadership and decision authority as close as possible to real insights

Small sponsor teams and frequent touchpoints
Facts & decisions in the open

DANGER!



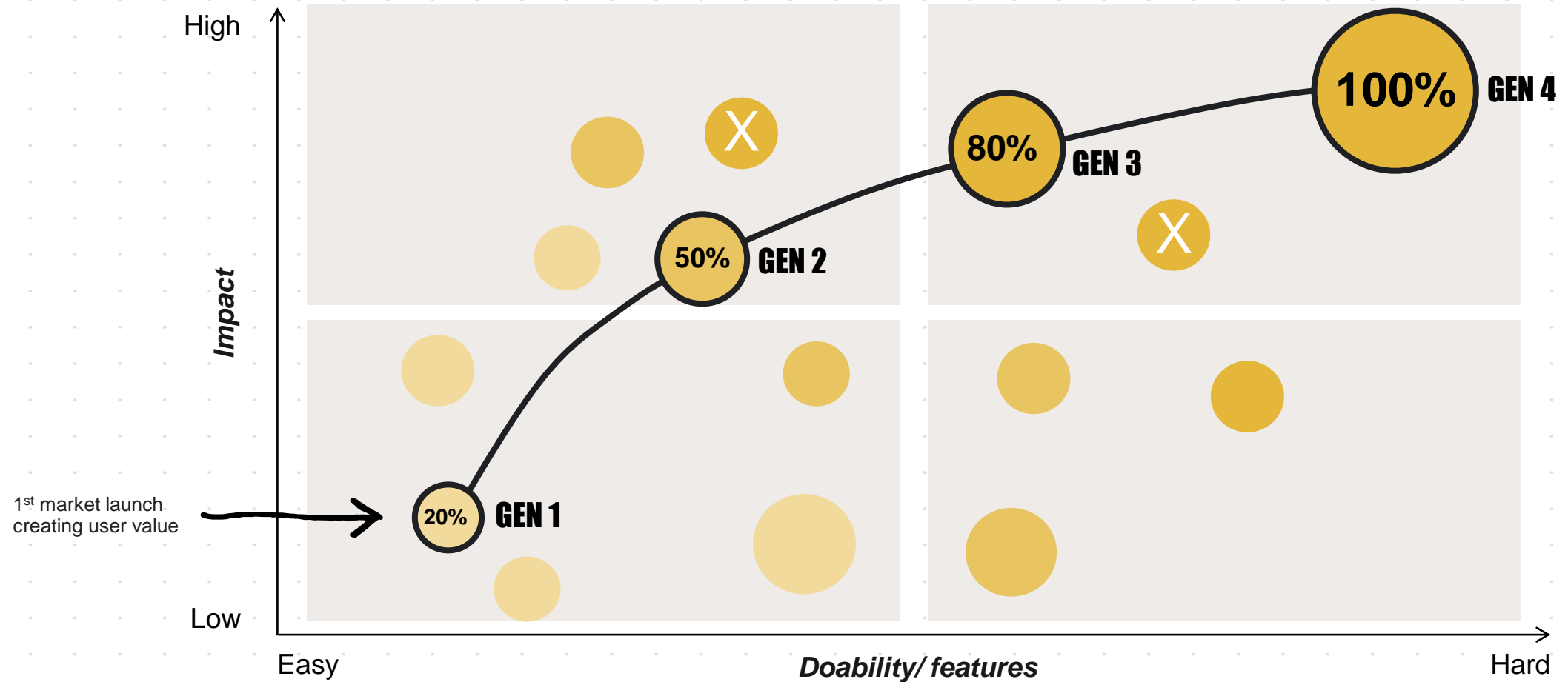
**Great engagement
& efficient development
of products,
that nobody wants.**

MISSING LINK

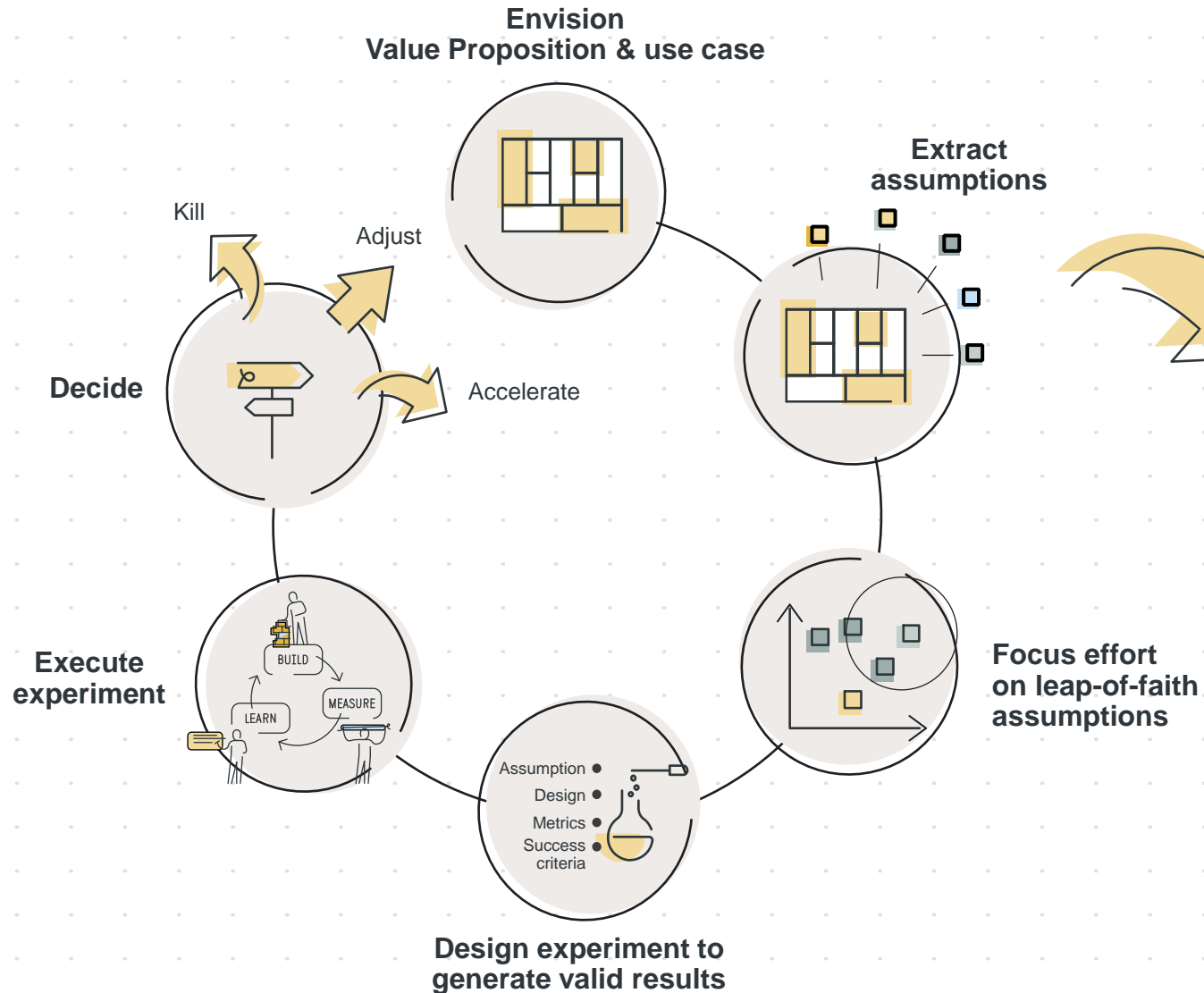


**Methods & mindset to
validate & de-risk investment**

Generate the “end-game vision”, the paths towards it, and then get moving on the first version

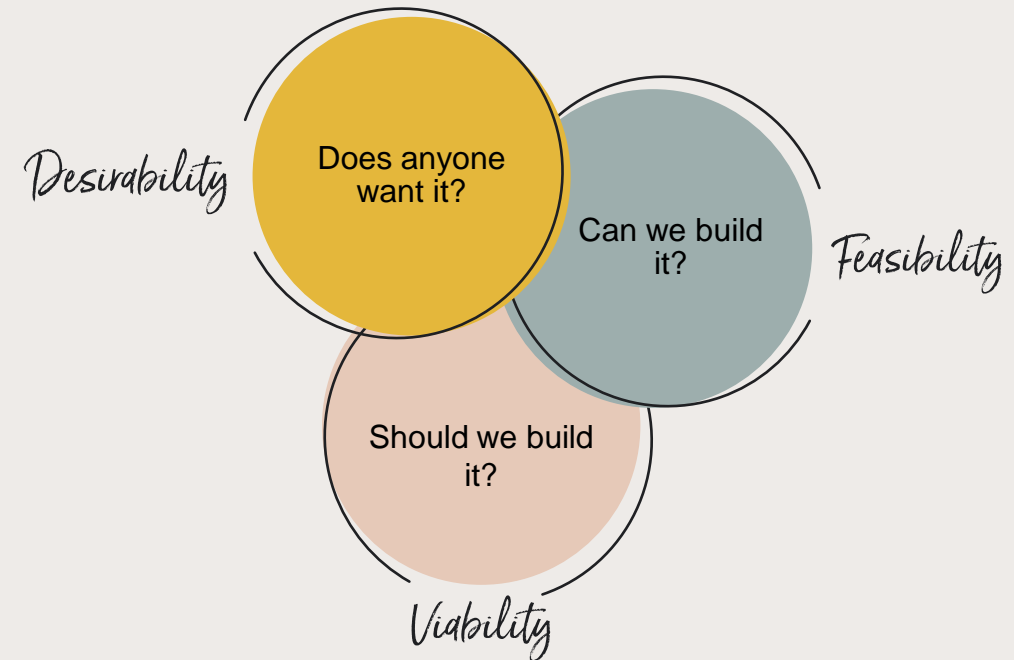


New solutions are uncertain by design, therefore validation process must be firm to not lose orientation - or money



Assumptions based process

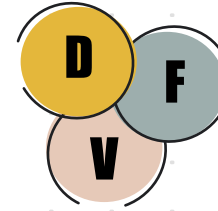
Traditional forms of development apply to little rigor to “Desirability validation” – often building solutions that work, but creates too little value for the users



A change from “entitlement” funding to “metered” funding is often needed

If we say YES, we say YES to

- The specific contract for next timebox
- Target metrics & deliverables
- Investment: People, services & equipment
- Further exploring the vision & path towards it



Metered funding for next timebox only.

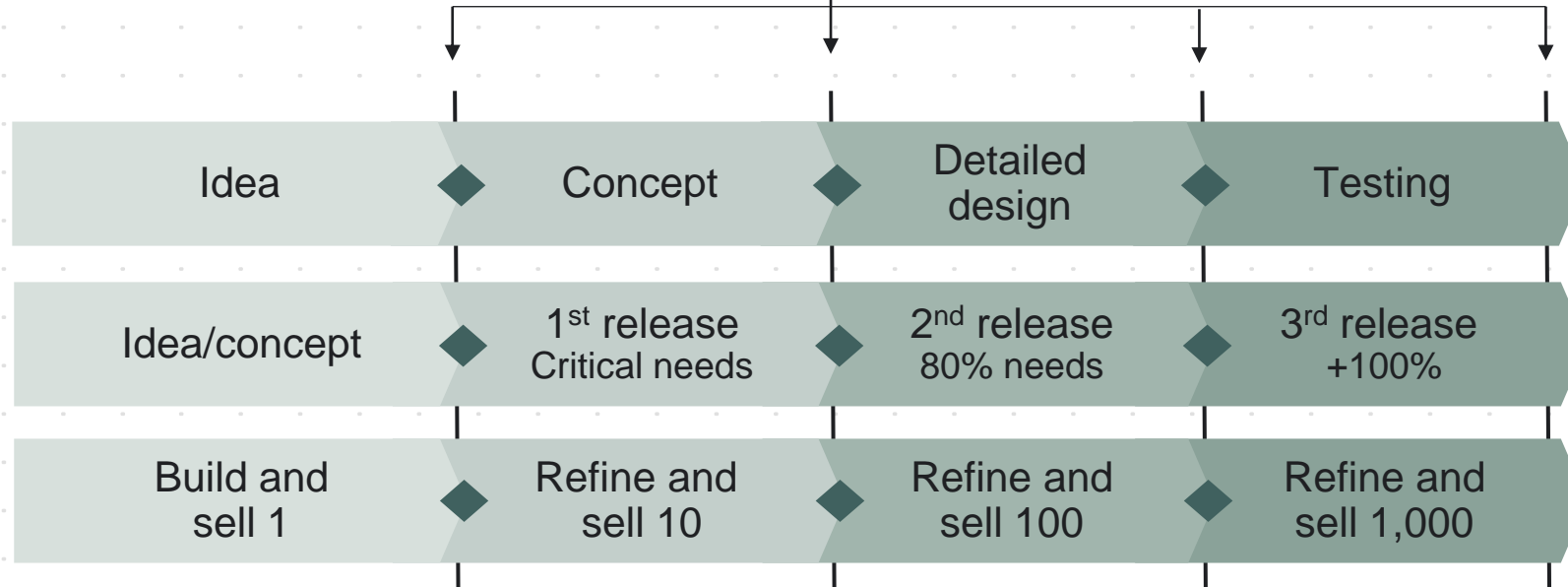
And only if positive and real-world validation of

- Desirability, Feasibility & Viability

Low uncertainty



High uncertainty



Vision

Great people before great ideas – cause the team must take a lot of “beating” & keep driving hard - with a smile on their face



Curiosity
& knowledge
about user
& system
friction

Freedom &
accountability
to move fast

Courage and
passion to
think big and
beyond

End-2-end
& cross-
functional
mindset

Hard working
& structured

Business
mindset &
investment
thinking

- Which of the mentioned “solutions”...
 - Do you like/ dislike?
 - Have you tried/ not tried?

Please reflect for a moment & write something in the comments. Thanks



**DON'T DEVELOP
PRODUCTS**

**DEVELOP
BUSINESS**