

Building a Product Operations Framework:

From Chaos to Clarity





Who am I?

- Coca
- Founder of Agile Beer Meetup
- Business Transformation & Strategy
- Agile & Product Expert
- Mentor & Coach
- Design Thinking Practitioner
- Lean Inception Practitioner, Consultant & Trainer



What inspired this talk?



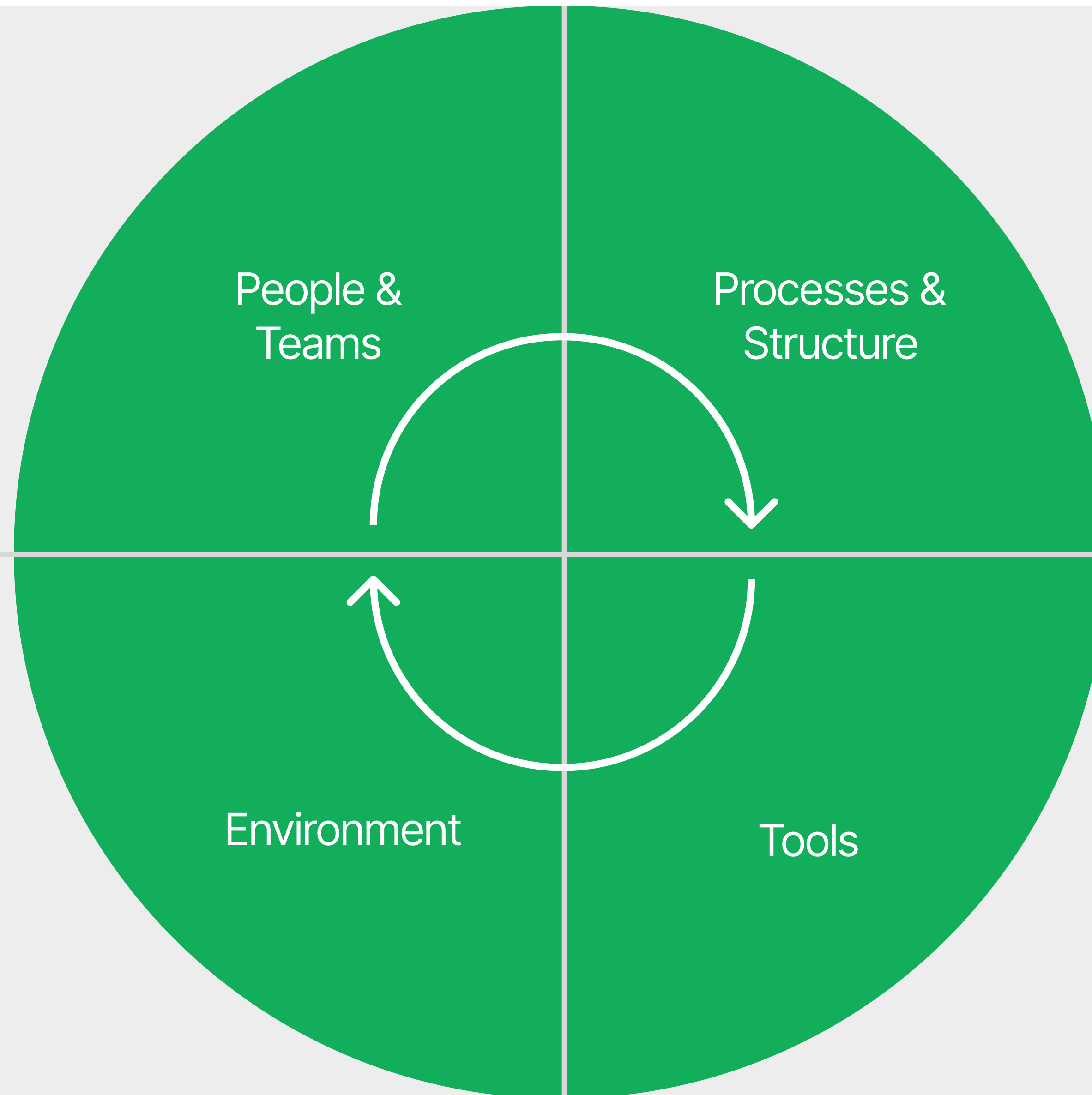
Understanding Product Chaos in Organisations

State of Chaos & Pillars of an Ecosystem



- Misaligned teams.
- Silos.
- Endless meetings.
- Reactive "firefighting".
- Reduced Productivity.
- Frustration.
- Low morale and engagement.

- Unclear Roles.
- Conflicting priorities / failure to prioritise.
- Lack of transparency.
- Slow decision-making & paralysis.
- Missed deadlines.
- Quality issues.
- Low customer satisfaction.



- Inconsistent Workflows.
- Poor communication channels -
- misunderstandings and
- missed information.
- Last-minute changes.

- Fragmented tools.
- Data that don't talk to each other.

Starting a Journey

1. Context

- Traditional organisation.
- Regulated industry.
- Risk-averse.

2. Symptoms & Causes defined

- Firefighting culture.
- Slow to deliver.
- Difficult to evolve.

3. Experimentation

- Selection of one area to start with, develop and learn the basics.

4. Rollout Plan

- Alignment with Business Strategy & Objectives
- Bringing Executives on board.
- Funding.

5. Bringing it to Life

- Integration with teams to support cohesive work towards common goals and shared outcomes.

6. Vision

- Streamlined organisation.
- Faster time-to-market.
- More competitive.

Defining Product Ops Terms of Reference

The Central Nervous System for Product Teams

- Streamlining processes.
- Enhancing product team efficiency and consistency.
- Supporting Product Managers & Teams.
- Managing Tools.
- Connecting data.





Operating Product Ops

Comms & Alignment

Building bridges & breaking silos

Processes & Artefacts

Repeatable

Scalable

Tools

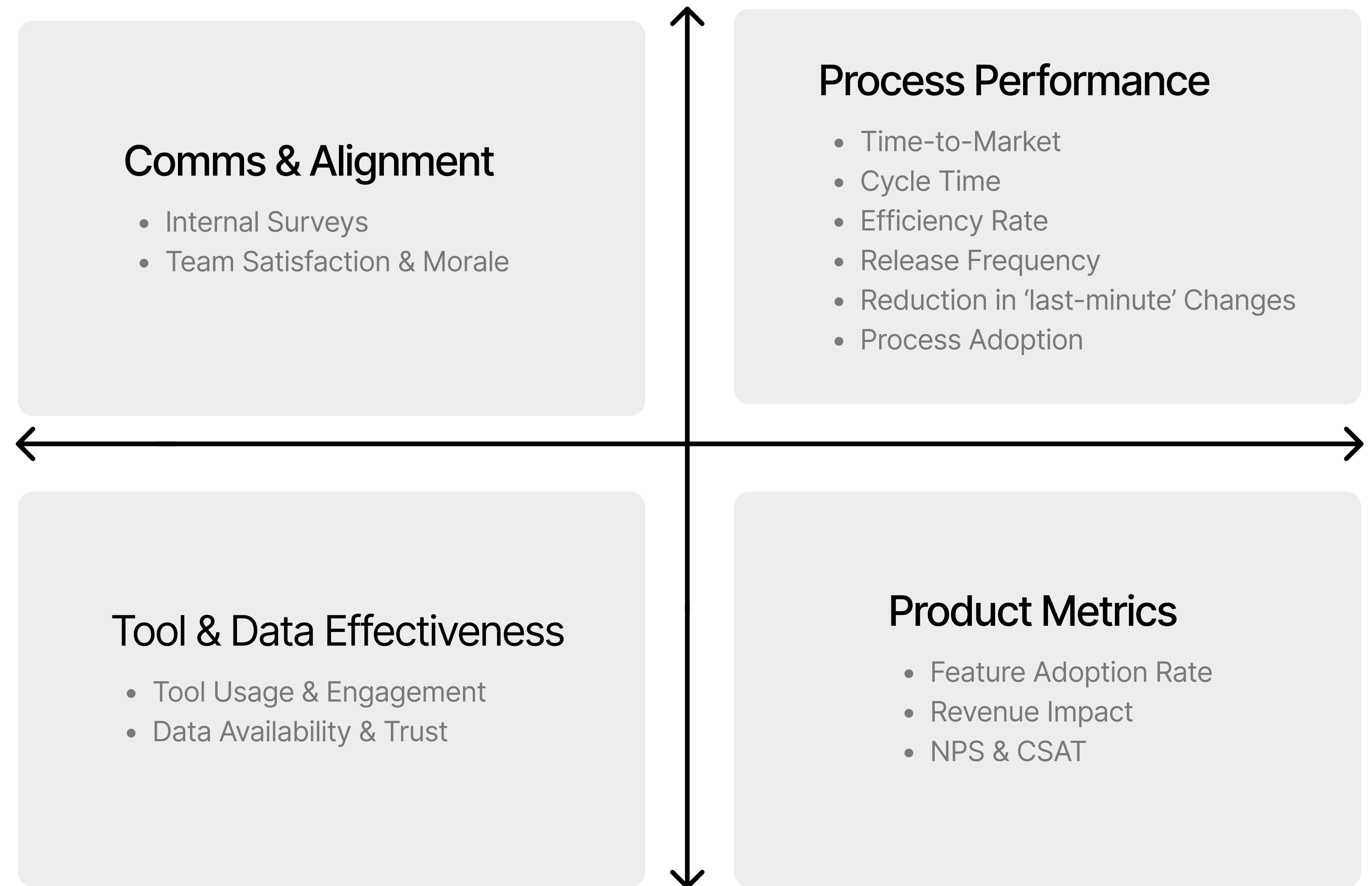
Consolidating & Optimising

Data & Insights

Building the right things, the right way.



Measuring Success



Challenges we are facing

Culture

- Slow Decision Making
- Silos
- Hidden Agendas
- Fear of change

Tools

- Ownership
- Lack of standardisation
- Too many tools
- Too many 'hacks'

Ownership

- Who owns the product roadmap?
- Who owns each part of the value stream?
- Reporting lines

Ourselves

- Not enough arms
- WiP too high



My Favourite Strategies

Short
feedback loops

Invest in
education

Bring people
together

Create a
centralised hub

Identify & prioritise
pain points

Started small

Say things
as they are

Build trust



Takeaways

Stay Aware of the Symptoms

Identifying signs of chaos is the first step to correcting it.

Start Small

You can't change all at once. Prioritise.

Don't BDUF, be Agile.

Build Bridges

Organisations don't change, people do.

Listen to people.

THANK YOU

