

Collaboration and Contracting with Partners in Large Agile Development

Verträge, Zusammenarbeit und
Auswirkungen auf Innovationsfähigkeit

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Think of ...

■ 3 companies

- Clear Steam Products – classic
- Montana Soft – modern
- Luminol Monad Corp – large and modern

■ 3 different

- ... ways of contracting with external partners
- ... ways of innovation capability
- ... behaviors on product ownership

01

section

Why? Business

Considerations

Business aspect

- There is no static world
 - Continued ability to adapt to market change

- Uphold high brand image
 - Fast reaction to discovered “rough-edges” in user workflow
 - Fast reaction to discovered “bugs” or undesired behaviors

- Keeping options open
 - E.g. ability to phase-out the product in favor to a new product

- ... and more ...


02

Legal consideration

considering German Labor Law
and Company Law

section

Neither Valtech nor I do
provide legal counsel



*If you say, you contract an independent company.
The contractor need to stay independent.*

German law for beginners

Independent

- I'm independent, if I decide for myself
 - When to work
 - Where to work
 - How to work
- I'm independent, if there is no
 - ... strict and legal binding hierarchy restricting my work
- I'm
 - Free make own entrepreneur decisions
 - Take an entrepreneur risk

collaboration?

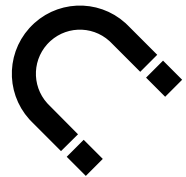
Why the fuss?

- Audit on actual processes not on “solely” contracts
 - Walk the talk
- Employer may be verdict with an economic crime
 - Possible exclusion from tenders
 - Since 2017
- No a-priori pardon
 - You need to state the concrete collaboration details prior to begin of work
 - Since 2017

innovatibility

Rendered pragmatically – for this talk’s purpose

- (human) capacity to think
- (human) capacity to experiment
- Organizational capacity to host experiments
- Organizational capacity to re-structure as needed
- Plenty of “feel pulse of market”
- Capacity to preempt competition by “listing beyond”
- ...



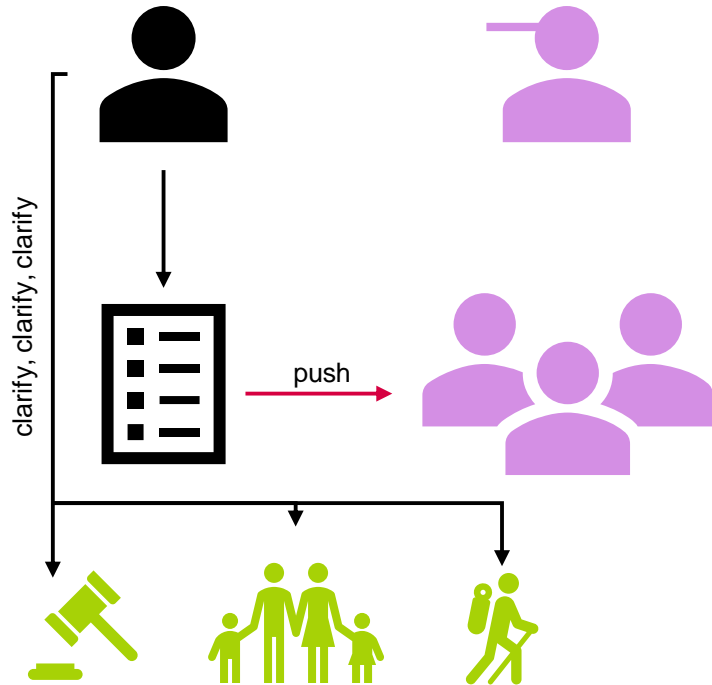
03

section

Starting small and simple:
**One Team Product
Development**

Setup

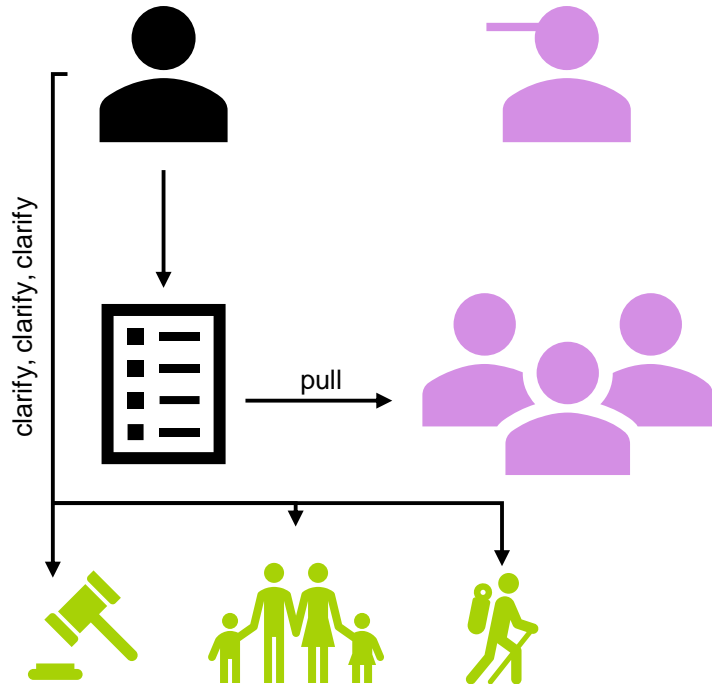
highly critical



- PO provide massive details
 - Team is deprived from customer clarification
- PO direct development
 - via “Why” and characteristic of the product
 - via the Product Backlog
 - via massive details in item, comments, emails, meeting
- Teams compiles a Sprint Backlog by themselves
- Team is directed directly by PO via assignment of items in the backlog

Setup

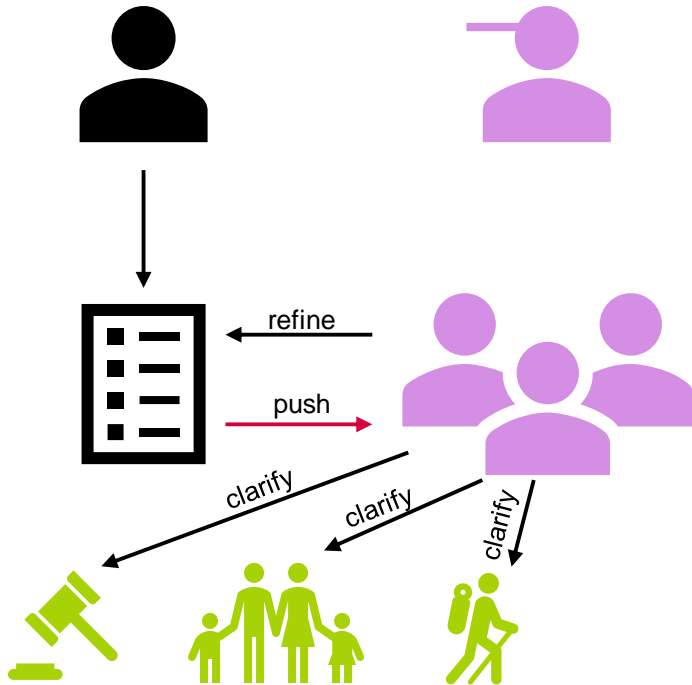
critical



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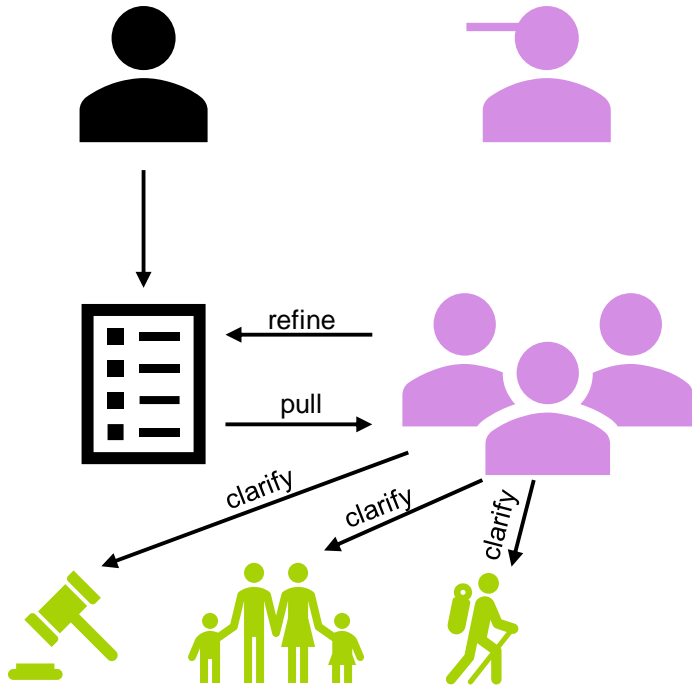
critical



- Team refines items themselves
- Team clarify details themselves
- PO direct development
 - via “Why” and characteristic of the product
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- Teams compiles a Sprint Backlog by themselves
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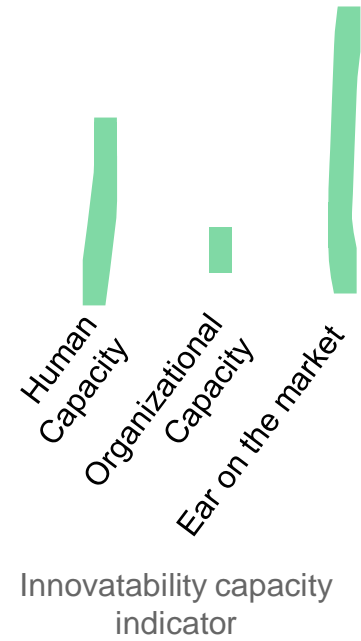
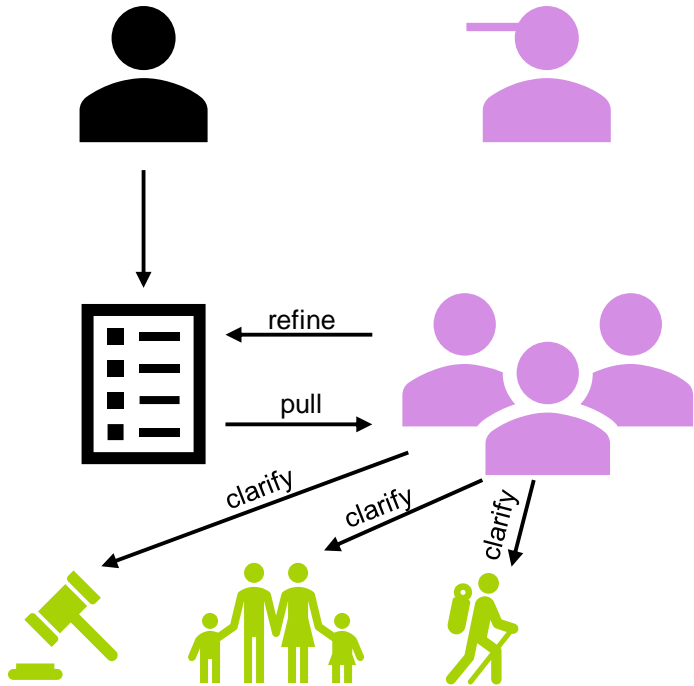
Setup

okay



- Team refines items themselves
- Team clarify details themselves
- PO direct development
 - via “Why” and characteristic of the product
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- Teams compiles a Sprint Backlog by themselves
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Setup



Product Backlog vs. To-Do lists

Legally import differentiation

■ Product Backlog

- “The Product Backlog is an ordered list of everything that is known to be needed in the product” (<https://www.scrumguides.org/>)
- “[...] Product Backlog that defines all of the work to be done on the product. They [Teams] do not each have their own Product Backlog. Product Backlog Items are not pre-assigned to the teams.” (<https://less.works/>)
- → product focus

■ (dynamic) To-Do list

- No necessary product focus
- → no product focus, therefore, risk of focus on “how and what” and not of “why”

How to contract this?

Assuming contract for work

- Per Refinement contract

- Deliverable

- Refined product backlog items

- Per Sprint contract

- Deliverable

- Necessary work as defined by Definition of Done

- Outcome from Retrospective as a prove to improve the own processes

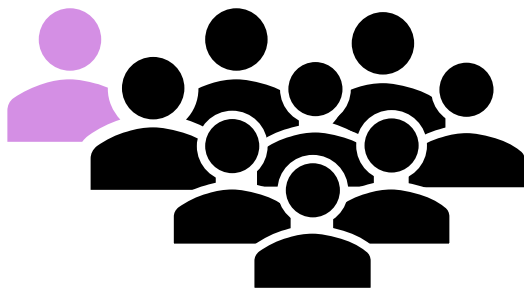
04

Different models for more than one team

section

1 partner in 1 team

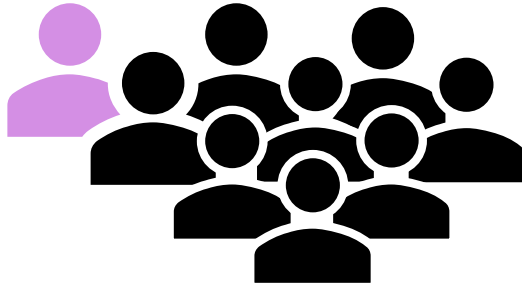
1 partner in 1 team



Watch critically for
DOs and DON'T DOs

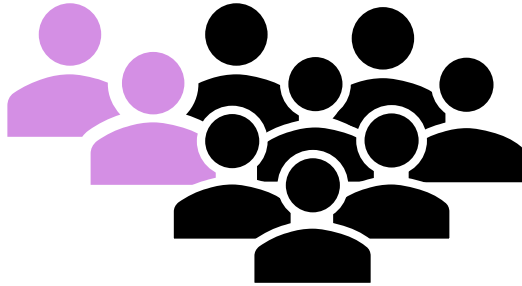
- Refinement
 - Team refine
 - Partner refine in parallel, not joined ← **critical**
 - Join and exchange refinement result
- Planning 1
 - Volunteer for item based on ordering in backlog
 - (A)PO approve or decline selection of teams
- Planning 2
 - Independent SP2 and solution planning
 - Join and exchange
 - Decided by non-hierarchical vote ← **critical**
- Sprint
 - Team and partner work in parallel (not on the same item)
 - Constant exchange of work results by frequent merge and push on origin/master
 - No pairing and no mob working ← **critical**

1 partner in 1 team



2... partner in 1 team

2... partner in 1 team

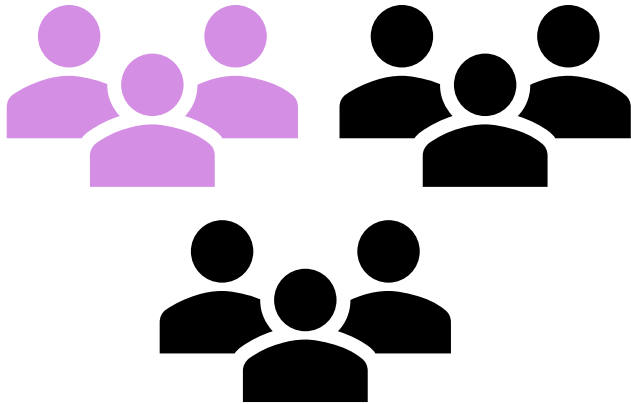


Watch critically for
DOs and DON'T DOs

- Refinement
 - Team refine
 - Partner refine in parallel ← **critical**
 - Join and exchange refinement result
- Planning 1
 - Volunteer for item based on ordering in backlog
 - (A)PO approve or decline selection of teams
- Planning 2
 - Independent SP2 and solution planning
 - Join and exchange
 - No grantee pick for partner
 - Decided by non-hierarchical vote ← **critical**
- Sprint
 - Team and partner work in parallel (not on the same item)
 - Constant exchange of work results by frequent merge and push on origin/master
 - Two partner may pair work ← **critical**

One partner team

One partner team



Watch critically for
DOs and DON'T DOs

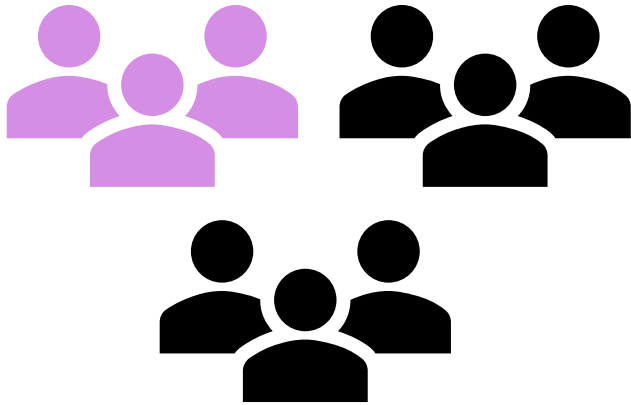
■ Refinement

- All teams refine, no mix of partner and non-partner team during multi-team PBR
- Refinement also defines the product → you may want to direct the refinement, legally not needed

■ (Special) Refinement

- Employer provides headlines for refinement
 - May be provided by non-partner teams
- Partner team refine within the predefined headlines
 - specially devised contract, to refine only the headlines
 - “real” refinement

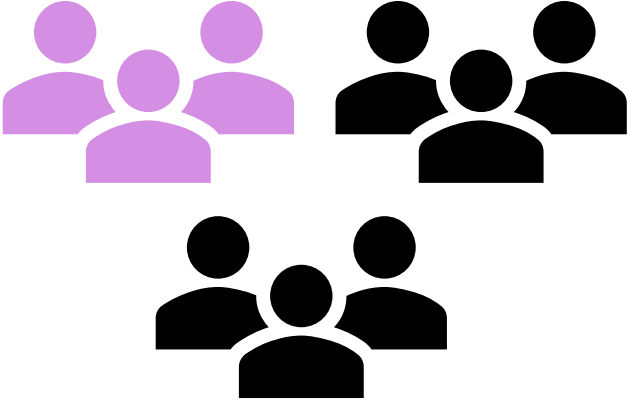
One partner team



Watch critically for
DOs and DON'T DOs

- Planning 1
 - Volunteer for item based on ordering in backlog
 - (A)PO approve or decline selection of teams
- Planning 2
 - Done within each team individually
- Sprint
 - Done within each team individually
 - Information exchange allowed
 - no collaborative work on same item allowed
 - Constant exchanging work results by frequent merge and push on origin/master

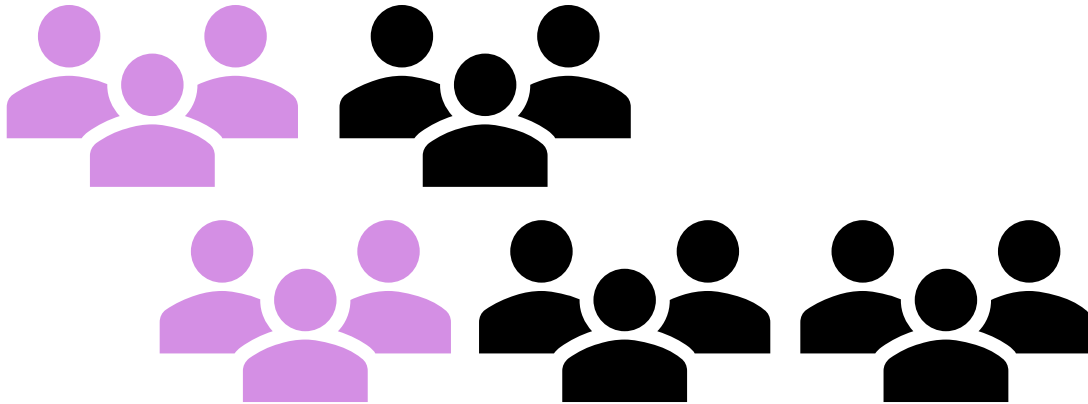
One partner team



Many partner team

Many partner teams

- Almost the same as in “One partner team”

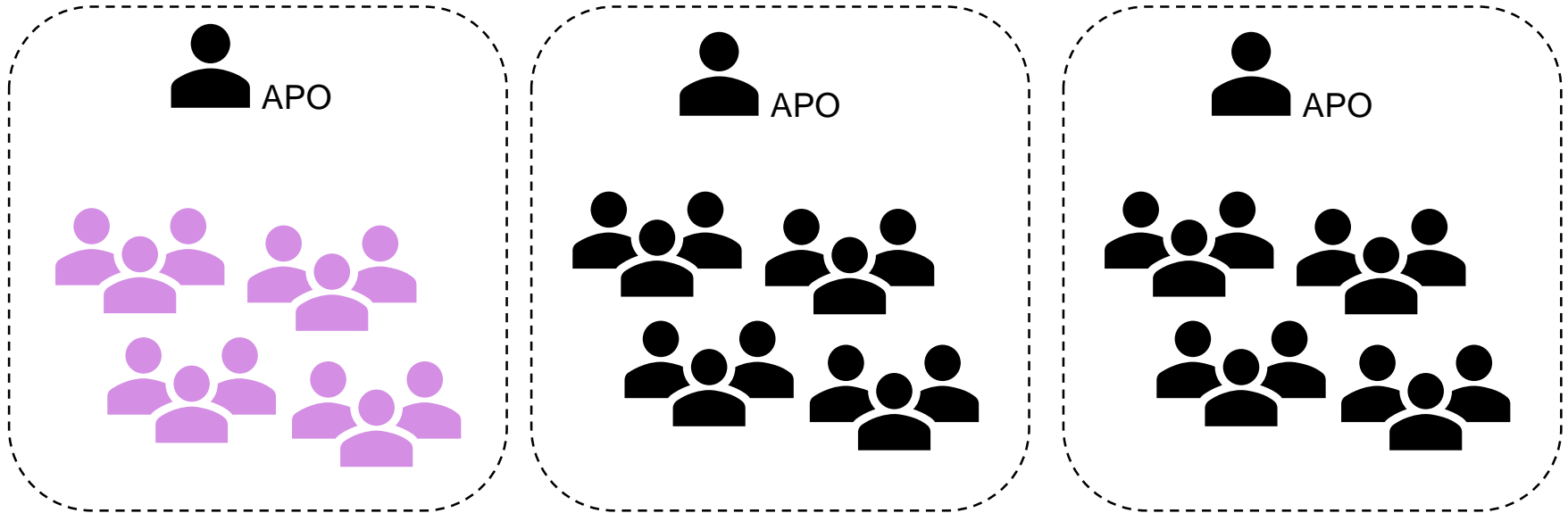
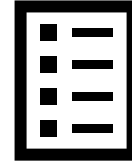


Watch critically for
DOs and DON'T DOs

One partner requirement area

One partner requirement area

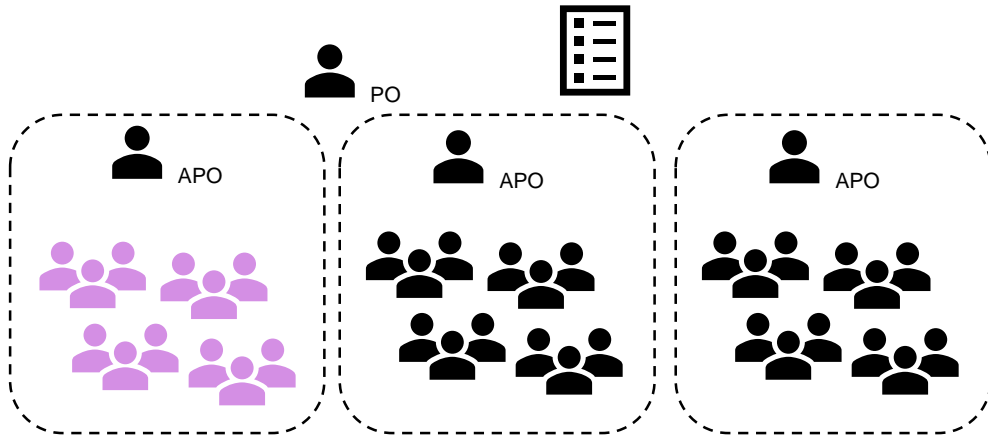
Areas along customer features



Structure similar to <https://less.works/less/less-huge/index.html>



One partner requirement area

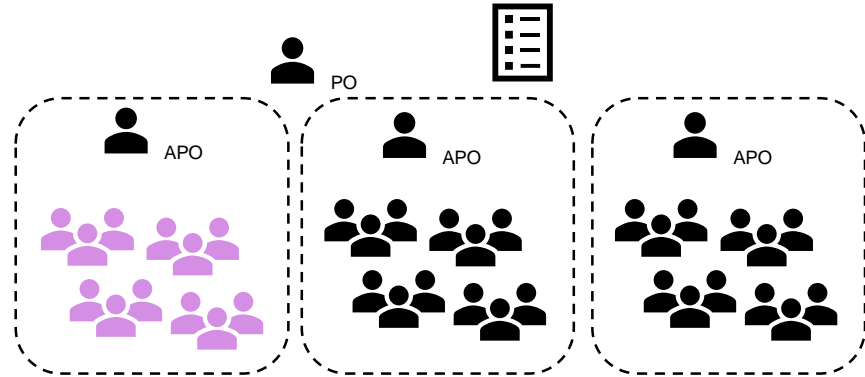
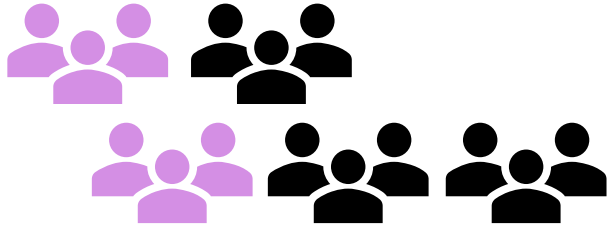
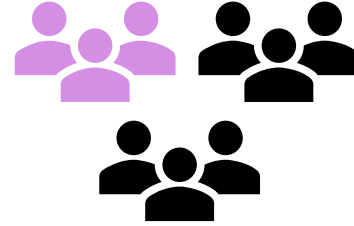




Wrap it up

section

Diffent models – wrap up



Hint: Close ear on market → teams clarify themselves
Hint: Span of control is critical → less (A)PO

Innovatability – wrap up

- Team “pull” items from Product Backlog
- Product company should retain as much as possible within itself
 - Ability to experiment
 - Ability to restructure
 - Employee's ability to have an ear on the market
- Product company should retain
 - Ability to develop new ideas → know your product and customer by heart
 - Ability to steer direction → freedom of decision is greater with own employees

thank you

Slides:

<http://www.agilesoftwaredesign.de/posts/2019/contracting-collaboration-innovation-ma2019aha/>