

Top 5 Challenges in Agile



RefineM PROJECT
MANAGEMENT
CONSULTING

www.RefineM.com

NK Shrivastava, PMP, RMP, ACP, CSM, SPC
CEO/Consultant/Agile Coach - RefineM

Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Top Five Challenges in Agile
 - a. Communicating the Value of Agile to Leadership
 - b. Clarifying Roles and Responsibilities
 - c. Delivering Value Consistently With Each Iteration
 - d. Delivering Working Software With Each Iteration
 - e. Avoiding “Waterfalling” Iterations
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Loyal Attendees
8. Q & A

RefineM

www.RefineM.com

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

RefineM

www.RefineM.com

Your Expectations

What are your expectations from this webinar?

Why are you here today?

RefineM

www.RefineM.com

NK Shrivastava, PMP, RMP, ACP, CSM, SPC

RefineM

Helping organizations turn their project management capability into a *competitive advantage*

My professional journey b/f RefineM



- * CEO/Consultant since Dec 2011
- * Agile Coaching/Adoption
- * Project Management/ Process Improvement Consulting and Training
- * Project Management Toolkits (for PMs, Executives and Agile Practitioners)

- * 20+ years of Successful Project Leadership
- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and some executives
- * Board Member – SWMO PMI Chapter (2008-2014)

RefineMwww.RefineM.com

Top 5 Challenges in Agile



- Introduction
- Communicating the Value of Agile to Leadership
- Clarifying Roles and Responsibilities
- Delivering Value Consistently With Each Iteration
- Delivering Working Software With Each Iteration
- Avoiding “Waterfalling” Iterations

RefineM PROJECT MANAGEMENT CONSULTINGwww.RefineM.com

Introduction to Agile

- * Not a silver bullet but more than a buzzword

- * Many benefits come to companies after adopting agile
 - ✓ Faster project delivery
 - ✓ Improved time to market
 - ✓ Higher adaptability to changing business needs
 - ✓ Greater team learning and cohesion

- * There are some challenges to realizing these benefits

Benefits are worth the struggle

RefineM

Contact@RefineM.com

www.RefineM.com

Communicating the Value of Agile to Leadership



RefineM PROJECT MANAGEMENT CONSULTING

www.RefineM.com

Communicating Value of Agile

- * Communicating the value of agile to leadership
 - ✓ Need to do this before you even get off the ground
- * Leadership support has many benefits
 - ✓ Green light to move forward with agile
 - ✓ Removal of project barriers
 - ✓ Ability to convince others in the company to try agile
- * How best to communicate this value to leadership?

RefineM

Contact@RefineM.com

www.RefineM.com

How to Overcome

- * Find leadership's top challenge
 - ✓ Then show them how agile can help overcome that challenge
- * Common challenges that agile can help address:
 - ✓ Time to market: Agile can speed it up
 - ✓ Responding to changing business needs: Agile welcomes change
 - Even late in the project
 - ✓ User dissatisfaction: Agile involves users more often
 - ✓ Project cost and time overruns: Cost and time are fixed in most agile projects
- * Get leadership on board for agile by finding pain points
 - ✓ Then showing how agile can help with pain points
 - ✓ Also, how agile can deliver far more "value" to business than current process

RefineM

Contact@RefineM.com

www.RefineM.com

Clarifying Roles and Responsibilities



RefineM PROJECT MANAGEMENT CONSULTING

www.RefineM.com

Clarifying Roles and Responsibilities

- * Many times, people struggle with agile roles
 - ✓ Defining role of product owner is a common struggle
 - ✓ Defining role of ScrumMaster is another struggle, and
 - ✓ What about project manager's role?
- * Without knowledge of roles, can't get most out of agile
- * How to clarify roles and responsibilities?

RefineM

Contact@RefineM.com

www.RefineM.com

How to Overcome

- * Break down the most critical traits of the role
 - ✓ Then match people to those traits or bring them in
- * Write down job descriptions for key roles
 - ✓ Product Owner
 - ✓ ScrumMaster
 - ✓ Team (Developer, Business Analyst, QA)
 - ✓ Other roles—Project Manager, Stakeholders, IT infrastructure/security, etc.
- * Getting coaching on roles can also help (mostly unbiased)
 - ✓ Coaching can clarify the description of the role
 - ✓ Answer any questions anyone has
 - ✓ Coaches can also model the role behavior to help understanding

RefineM

Contact@RefineM.com

www.RefineM.com

Role of the Product Owner

- * Acts as “voice of the customer”
- * Works with customer to create product roadmap
- * Works to refine product roadmap and product backlog
- * Helps with user stories
- * Assists ScrumMaster in preparing release / sprint plans



**Agile project with no PO is like a bus with no driver
Ready to go, but not going anywhere**

RefineM

Photo Credit: visualpun.ch from Flickr, Creative Commons Licensed.

Contact@RefineM.com

www.RefineM.com

Role of the ScrumMaster

- * Acts as a servant-leader to team
- * Helps eliminate barriers to progress
- * Acts as subject matter expert on rules of Scrum
- * Helps guide and coach team, and everyone else to success



ScrumMaster helps team get the most out of agile

RefineM

Photo Credit: Kay Kim from Flickr. Creative Commons Licensed.

Contact@RefineM.com

www.RefineM.com

Role of the Team

- * Estimates their tasks
- * Picks up tasks to do during the iteration
- * Takes ownership of their tasks
- * Participates in daily standups, reviews, and retrospectives
- * Reports any barriers to progress in daily standups



Team is self-managing in agile

RefineM

Photo Credit: Klean Denmark. Creative Commons Licensed.

Contact@RefineM.com

www.RefineM.com

Role of the Project Manager

- * Monitors budget and schedule
- * Performs overall risk management
- * Helps ScrumMaster facilitate meetings and remove barriers
- * Helps product owner communicate with stakeholders
- * Manages contracts



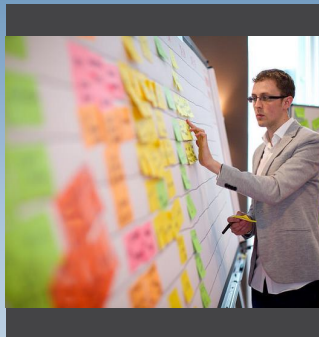
PM role can thrive within Agile

RefineM

Contact@RefineM.com

www.RefineM.com

Delivering Value Consistently Within Each Iteration



RefineM PROJECT MANAGEMENT CONSULTING

www.RefineM.com

Delivering Value Consistently

- * Many times, teams struggle to relate with “value”
- * Sometimes, highest-value items are most intimidating
 - ✓ Highest-value items may be larger
 - ✓ Might be more technically difficult
 - ✓ They don’t always fit in one iteration
- * It is easy to lose track of “value” for every iteration
- * How to convince team to prioritize these items?

RefineM

Contact@RefineM.com

www.RefineM.com

How to Overcome

- * Break down user stories across multiple iterations
 - ✓ Do the highest-value stories first, then lower priority next iteration and so on
- * Remember agile is not checklist-driven
 - ✓ The goal is delivering value to the customer
 - ✓ The goal is not crossing as many items off a list as possible
 - ✓ Road to overcoming difficulties is where maximum learning happens

RefineM

Contact@RefineM.com

www.RefineM.com

Breaking Down User Stories

- * Key skill for teams to master
- * Start with the basic user story, then look at:
 - ✓ Steps: Does the user story have multiple steps that can be split?
 - If so, split each step into a user story or task
 - ✓ Spikes: Does anything about the user story need investigation?
 - If so, split the story into investigating and implementing
 - ✓ Value Stream: Where is the most value in the user story?
 - If there are low-value pieces that are not essential, remove them

RefineM

Contact@RefineM.com

www.RefineM.com

User Story Breakdown Example

- * “As a teacher, I want to see student grades for each assignment and send an automated email to the student if a grade is missing.”
 - ✓ Can any steps be broken down?
 - ✓ Does anything need investigation?
 - ✓ Is one part of the story more valuable?
 - Can other parts be removed?



RefineM

Contact@RefineM.com

www.RefineM.com

Delivering Working Software Consistently Within Each Iteration



RefineM PROJECT MANAGEMENT CONSULTING

www.RefineM.com

Delivering Software Consistently

- * Teams often struggle with delivering working software
 - ✓ Working software means it has been developed *and* fully tested

- * Testing often gets put off until close to the end
 - ✓ Not enough time to find and fix critical problems
 - ✓ Testers get overwhelmed trying to finish the job

- * How to get team comfortable with consistent delivery?

RefineM

Contact@RefineM.com

www.RefineM.com

How to Overcome

- * Master the skill of breaking down user stories
 - ✓ Divide into manageable chunks and work on highest-value chunks
 - ✓ Allow testers to work on first chunks while developers move on
 - ✓ This way, neither developers nor testers are idle

- * Have team members switch hats
 - ✓ Developers work as testers for one iteration and vice-versa
 - ✓ Make sure requirements are reviewed before switching roles
 - ✓ This way there are not errors introduced due to misinterpretations

RefineM

Contact@RefineM.com

www.RefineM.com

Switching Hats Example

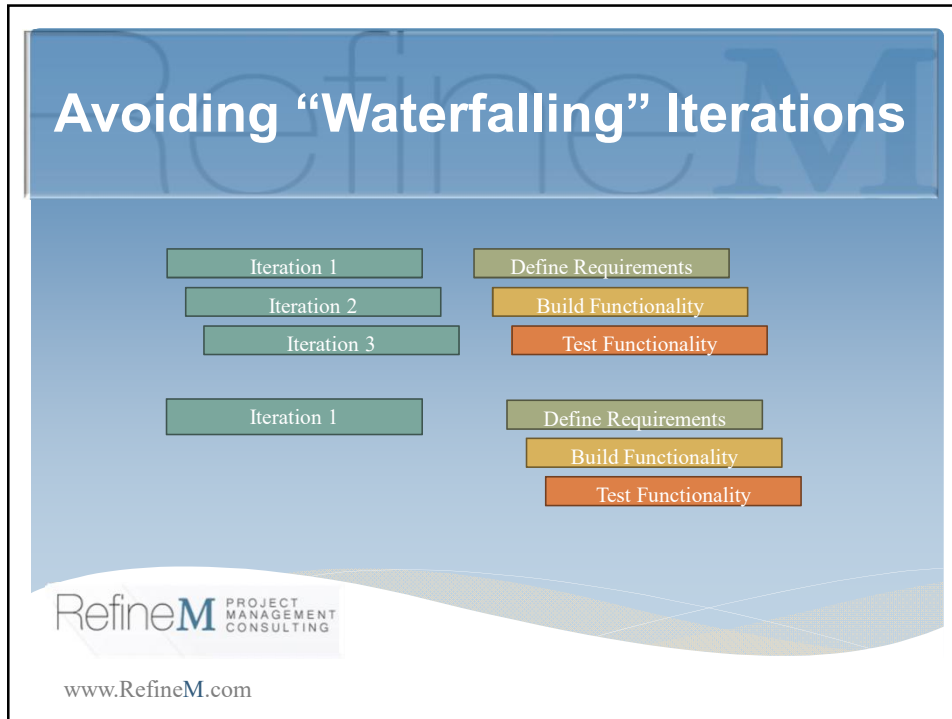
- * Have one developer serve as tester for one iteration
 - ✓ Learns more about how to test
 - ✓ Can apply knowledge of testing to future development
 - ✓ May see things others don't see
 - ✓ Gains additional knowledge and can serve as tester for future teams



RefineM


Contact@RefineM.com

www.RefineM.com



Avoiding “Waterfalling” Iterations

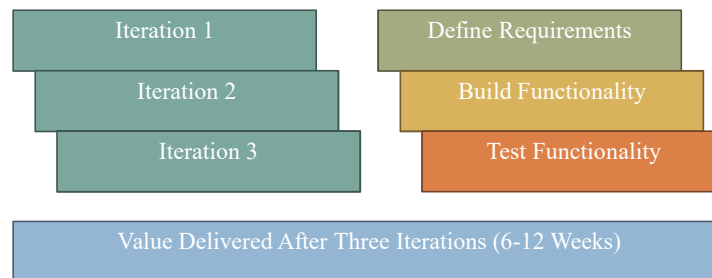
- * Teams often try to revert to waterfall
 - ✓ This is natural when they are used to waterfall
- * Inter-iteration “waterfalling”
 - ✓ One iteration to define requirements
 - ✓ One iteration to build/code functionality
 - ✓ One iteration to test functionality
- * Intra-iteration “waterfalling”
 - ✓ Defining all at once, building all at once, then testing all at once
 - ✓ Nothing gets finished until close to the end
- * How to get team comfortable with iterations?

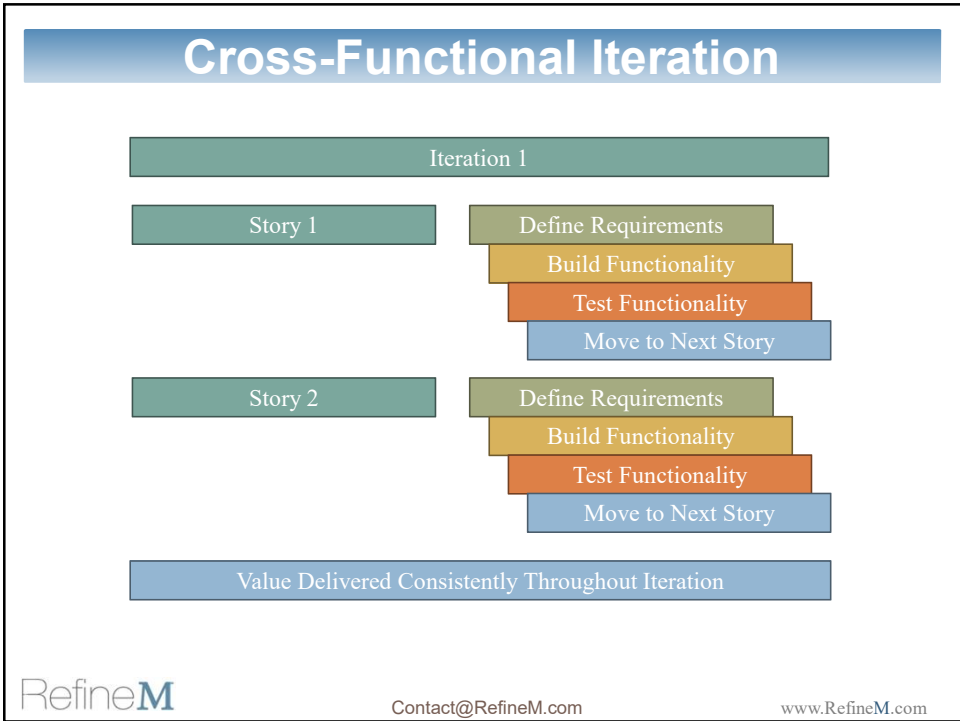
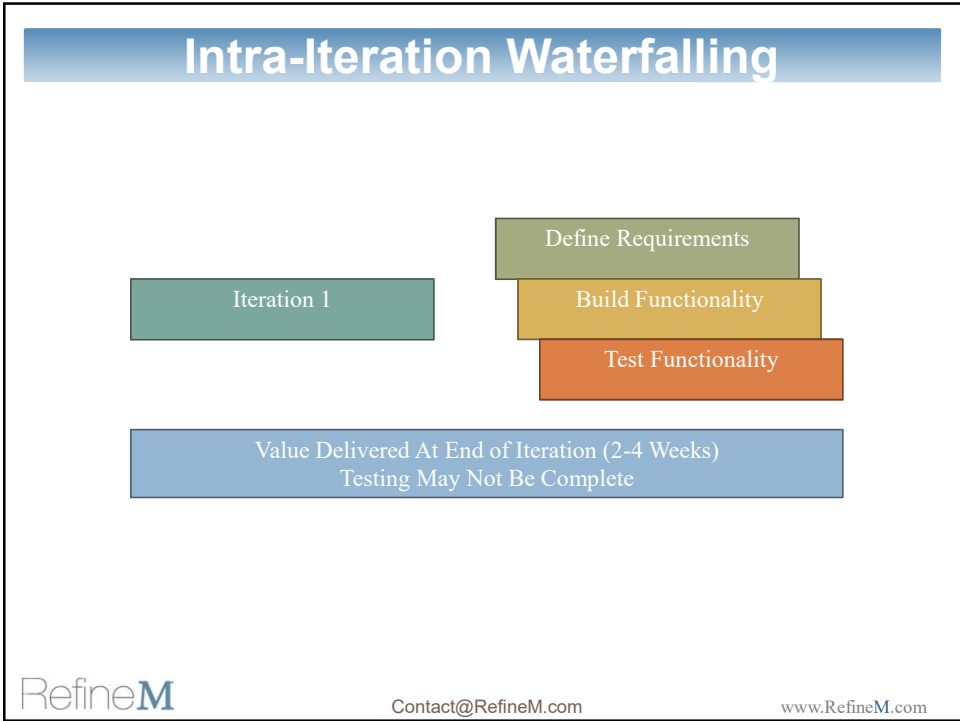

Contact@RefineM.com
www.RefineM.com

How to Overcome

- * Use cross-functional iterations
 - ✓ Take one story through the full define-build-test cycle
 - ✓ Verify it is completely done
 - ✓ Then move on
- * Advantages of cross-functional iterations
 - ✓ Still familiar to teams so they can use it
 - ✓ Developers and testers are never fully idle
 - ✓ Value is added on a consistent basis

Inter-Iteration Waterfalling





Conclusion

- * These challenges can occur at many stages of agile
- * May be difficult to overcome
 - ✓ Benefits of overcoming challenges are worth it
- * Agile is continuing to grow
 - ✓ Important to address these challenges to stay ahead

Are you ready to smooth your road to agile success?


Contact@RefineM.com
www.RefineM.com

More Training Opportunities From RefineM

Training Title	Springfield, MO	Overland Park, KS	St. Paul, MN	Regina, SK, Canada	Atlanta, GA
Agile Fundamentals		Oct 27-28	Sept 16		
PMI-ACP® Exam Prep		Oct 27-29			
Agile Foundation	Nov 17				
Leading SAFe® Course [SA training]	Nov 18-19	Nov 09-10			
PMP® Exam Prep	Dec 07-10				
Do More With Less: Delivering Projects Successfully with Only 8 PM Processes				Nov 05	
Earned Value Management					Nov 07

Visit <https://refinem.com/trainings/> for more details


Contact@RefineM.com
www.RefineM.com

Online Training Opportunities From RefineM

Training Title	Instructor-Led Online	Free Webinar
Ace Your PMP® Exam: Final Review	Sept 10	
Early Warning Signs of IT Project Derailment		Oct 07

Visit <https://refinem.com/trainings/> for more details


Contact@RefineM.com
www.RefineM.com

RefineM Customized Training

We also offer customized trainings, On-site & Virtual

Topics include

- * **Agile,**
- * **Project Management,**
- * **Process Improvement,**
- * **Leadership and**
- * **PMI & SAFe Certifications.**



More info at <http://refinem.com/trainings/>

Contact us at Contact@RefineM.com


Contact@RefineM.com
www.RefineM.com

Next Lunch and Learn

- * ***Early Warning Signs of IT Project Derailment***
 - ✓ Is your IT project headed for troubled waters?
 - ✓ How can you spot signs of trouble?
 - ✓ What can you do to keep projects on track?
- * ***Wednesday, October 7, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

RefineM

Contact@RefineM.com

www.RefineM.com

How to Claim 1 PDU for this Webinar?

- * PDU Category – B, Continuing Education
- * Program Title – Webinar on “Top Five Challenges in Agile”
- * Date Started – Today's date
- * Date Completed – Today's date
- * Hours Completed – 1.00
- * Provider
 - ✓ Name – RefineM
 - ✓ Phone # 417-414-9886
 - ✓ Email – nks@refinem.com
- * PDUs Claimed – 1.00

RefineM

Contact@RefineM.com

www.RefineM.com

Rewarding Our Loyal Attendees

* Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a \$10 Amazon gift card.



Congratulations to the winner!
Stay tuned for our next drawing in October.

RefineM Contact@RefineM.com www.RefineM.com

Questions?



RefineM PROJECT MANAGEMENT CONSULTING

NK Shrivastava, MBA, PMP, RMP, ACP, CSM, SPC
CEO/Consultant, RefineM
Nixa, MO 65714, USA
nks@refinem.com, www.refinem.com
 <http://www.linkedin.com/in/nkshrivastava>  [justrightpm](https://twitter.com/justrightpm)

RefineM Contact@RefineM.com www.RefineM.com