

# Progressive Elaboration

P R O G R E S S I V E E L A B O R A T I O N

# Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Progressive Elaboration
4. Upcoming Learning Opportunities from RefineM
5. How to get 1 PDU for this Webinar?
6. Rewarding Our Star Attendees
7. Q & A

# 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.**

# Your Expectations

What are your expectations from this webinar?

Why are you here today?

## RefineM

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



CEO/Consultant since Dec 2011

- \* Agile Transformation/Coaching/Adoption
  - ✓ Agile Coach @ IBM
- \* Project Management/ Process Improvement Consulting and Training
- \* Products for Project Professionals
  - ✓ Essential Gear for Project Managers
  - ✓ PMP Exam Simulator
  - ✓ PMP Videos at Vimeo

### My professional journey b/f RefineM

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 executives
- \* Board Member – SWMO PMI Chapter (2008-2014)

# What's New at RefineM



RefineM PROJECT  
MANAGEMENT  
CONSULTING

[www.RefineM.com](http://www.RefineM.com)

# What's New at RefineM

## \* Upcoming Free Webinars

Webinar Title	Date
Smaller Iterations	Jun 7
Daily Standups	Jul 5

## \* New Training and Outreach

- ✓ New class – Agile Practices for Waterfall Teams
- ✓ New workshop – Lean/Agile Process Improvement Workshop  
*(Achieve 15-40% efficiency improvements in 4-8 weeks)*
- ✓ New live PMP video chat sessions every Saturday, 9-10 AM Central

## \* PMP Exam Prep Test Simulator

- ✓ <https://Examprep.RefineM.com>

## \* PMP Videos at <https://vimeo.com/ondemand/refinempmpexamprep>

# Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

*Developed in 2001 by 17 agile advocates at Snowbird resort in Utah*



# Agile Twelve Principles

1. **Satisfy the customer** thru early and continuous delivery
2. **Welcome changing requirements** even late in development
3. **Deliver working software frequently** a couple of weeks to a couple of months
4. **Work together daily** (business people and developers)
5. **Motivated individuals**, build projects around them, and give them freedom
6. **Face-to-face conversations** is the most efficient and effective method
7. **Working software** is the primary measure of progress
8. **Sustainable development** i.e. maintain a constant pace indefinitely
9. **Continuous Attention** to technical excellence & good design enhance agility
10. **Simplicity** – the art of maximizing the amount of work not done – is essential
11. **Self-organizing teams** deliver the best architectures, requirements, and designs
12. **At regular Intervals** the team reflects on how to become more effective

# Agile Practices

1. **Maintaining a Backlog / Prioritized List**
  2. **Progressive elaboration**
  3. Smaller iterations
  4. Daily standups
  5. Retrospectives
  6. Frequent reviews / demos
  7. Use of Wireframes for UI design
  8. Visualizing work through Kanban Board(s)
  9. Limiting Work In Process (WIP)
  10. Customer involvement throughout project
1. Continuous integration (CI)
  2. Iteration planning meeting
  3. Planning poker
  4. Refactoring
  5. Test-driven development (TDD)
  6. User Stories

# Top 10 Agile Practices for Waterfall Teams

1. **Maintaining a Backlog / Prioritized Requirements**
2. **Progressive Elaboration**
3. **Smaller Iterations**
4. **Daily Standups**
5. **Retrospectives**
6. **Frequent Review/Demos**
7. **Using Wireframes for UI Design**
8. **Visualizing Work through Kanban Board(s)**
9. **Limiting Work in Progress (WIP)**
10. **Customer Involvement Throughout the Project**

# Mapping to Agile Practices

**To which Agile principles would you map  
progressive elaboration?**

# Mapping to Agile Principles

Agile Practice	Matching Agile Principle
Maintaining Backlog	Welcome changing requirements
Progressive Elaboration	<ul style="list-style-type: none"> <li>Satisfy the customer through early and continuous delivery of valuable software</li> </ul>
Smaller Iterations	Deliver working software frequently
Daily Standups	Work together daily
Retrospectives	At regular intervals, the team reflects on how to become more effective
Frequent Review/Demos	Working software is the primary measure of progress
Using Wireframes for UI Design	Continuous attention to technical excellence and good design enhance agility
Visualizing Work through Kanban Board(s) & limiting WIP	Sustainable development
Customer Involvement Throughout the Project	Business people and developers must work together daily throughout the project

## Progressive elaboration could also fall under:

- Welcome changing requirements even late in development
- Face-to-face conversations is the most efficient and effective method
- Simplicity – the art of maximizing the amount of work not done – is essential

## 2. Progressive Elaboration



- What is progressive elaboration?
- Why is it an important practice?
- How to adapt to a Waterfall Team?

# What is Progressive Elaboration?

**How do you define progressive elaboration?**

**How many of you practice progressive elaboration on your projects?**

# What is Progressive Elaboration?

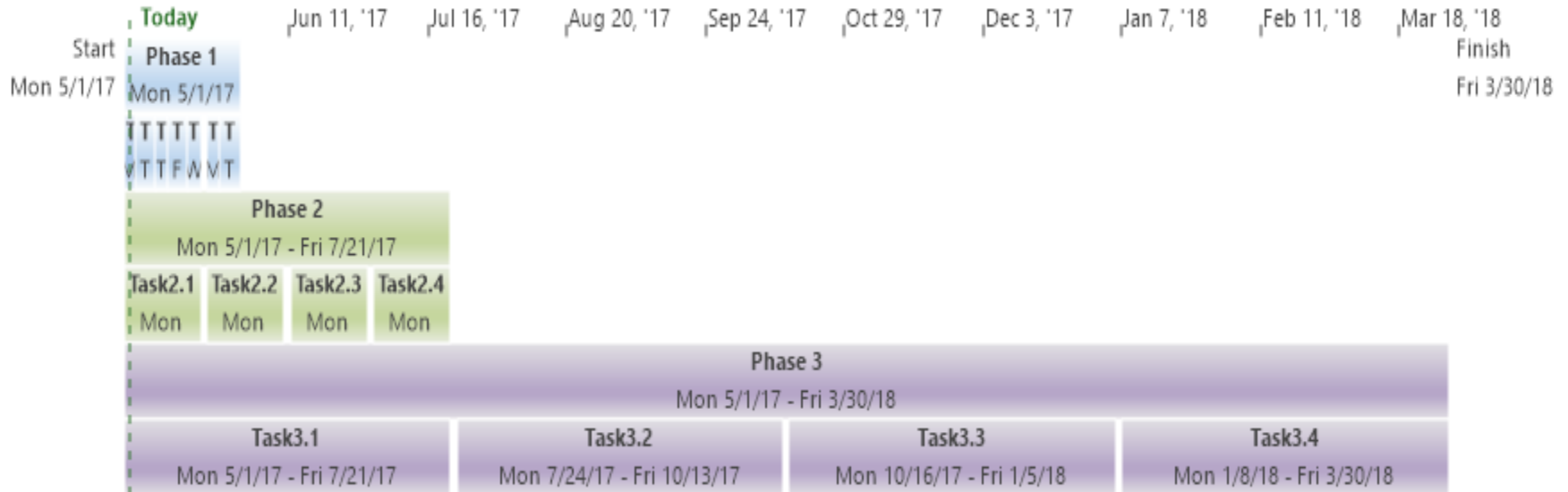
- \* Further refining details as the project progresses
- \* Helps to enable early and continuous delivery
- \* Saves time and overhead of planning upfront



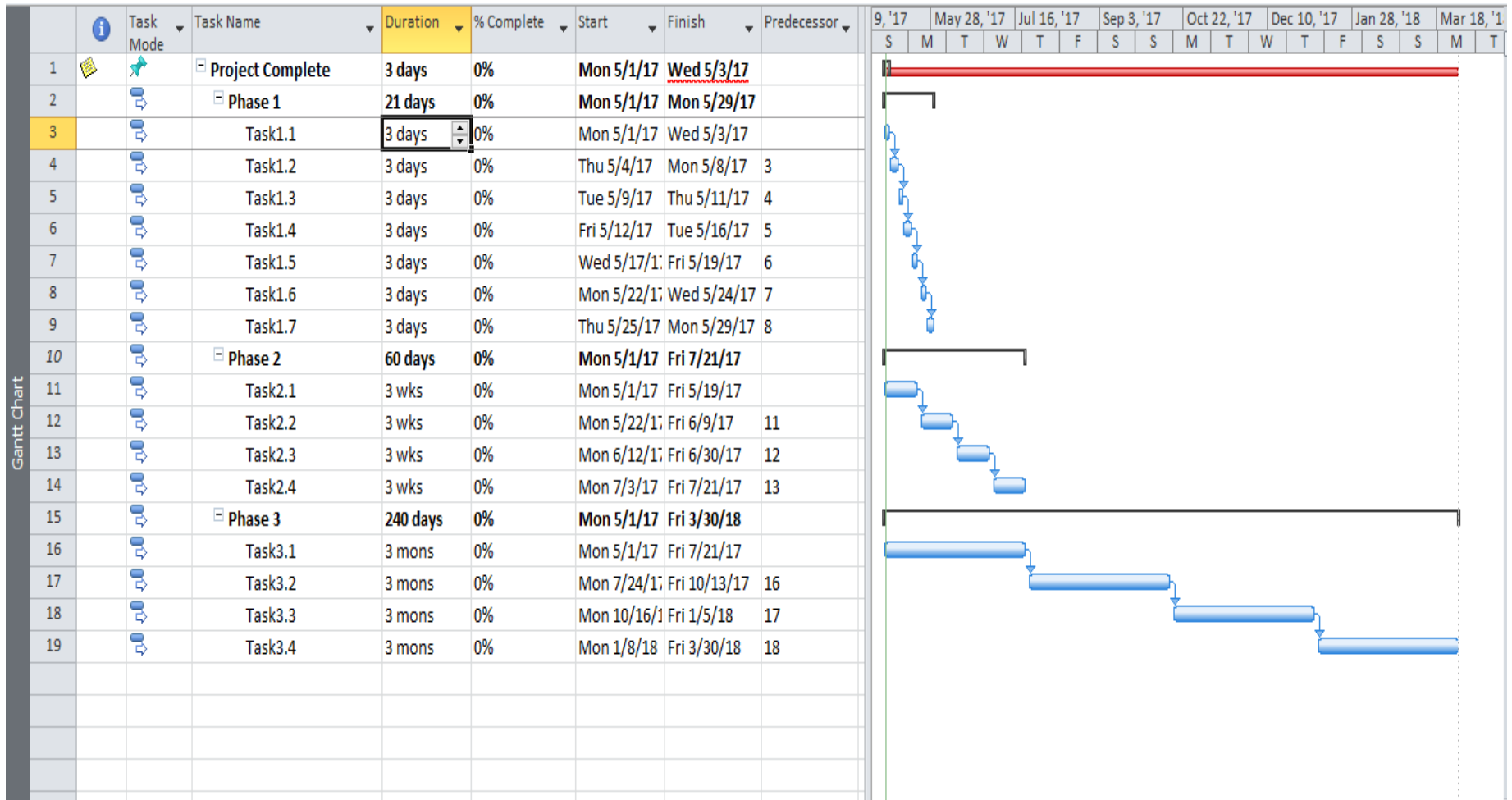
**Reduces Risks of Rework and Misalignment**



# Progressive Elaboration Project Timeline



# Progressive Elaboration Project Gantt



# Progressive Elaboration in Traditional PM

- \* Additional planning as significant changes occur
- \* Refinement of planning should be expected throughout any given project
- \* Differs from Agile approach in that planning is a response to more information becoming available

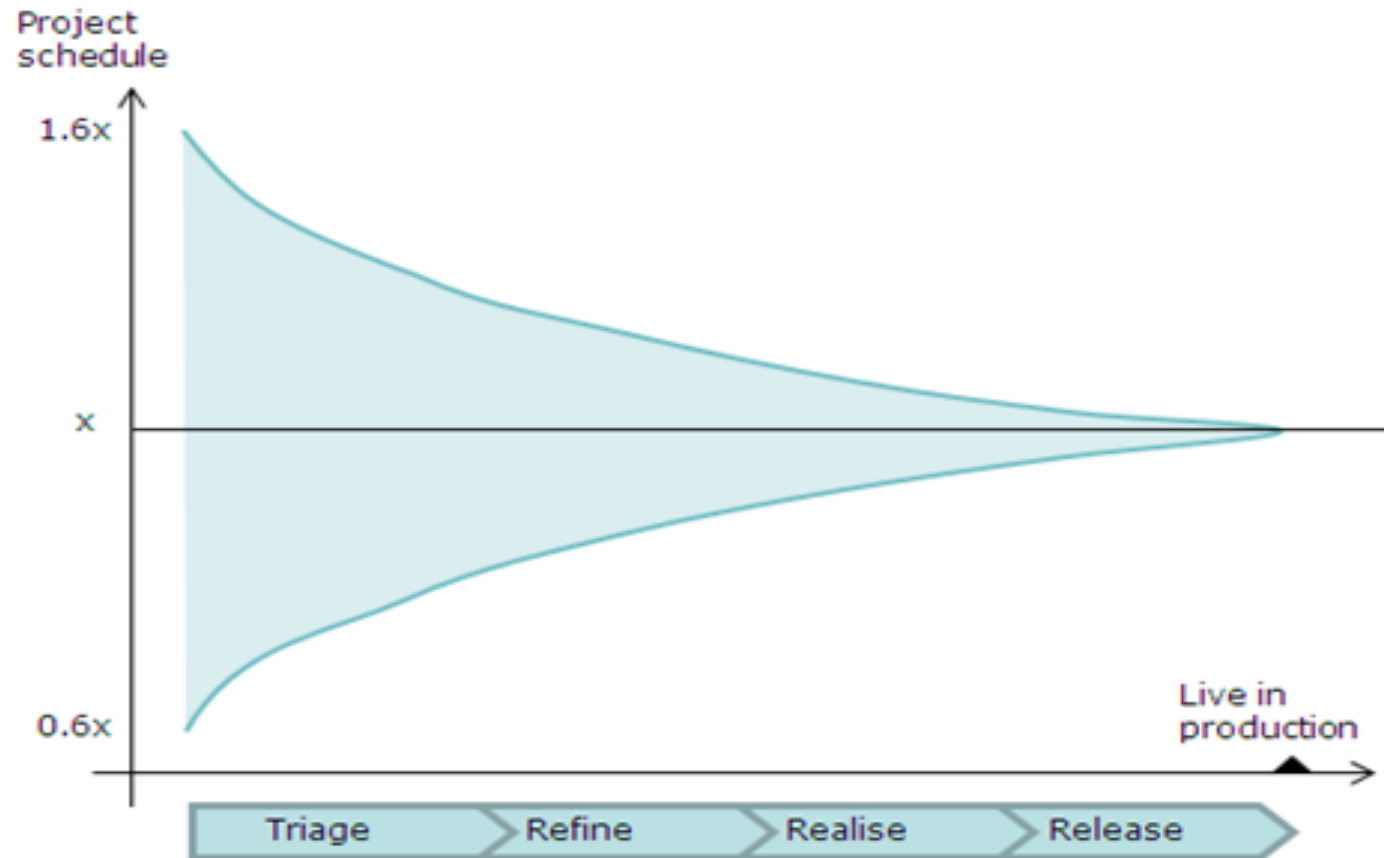
# Progressive Elaboration in Agile

- \* Team plans the highest-value backlog items
- \* Anything not high-priority is planned later
- \* This allows the team to focus on the highest-value items and minimize overhead due to planning.

# Progressive Elaboration of Estimates

## \* Accuracy of estimates

- ✓ They vary over time and also known as cone of uncertainty
- ✓ Estimates should get sharper over time towards the end of the project



# Release Backlogs

## \* Release Backlog

- ✓ A Release Backlog is a limited set of items from the Product Backlog selected for a specific release. While the product backlog may contain all of the wish list for the product without regard of time-frame, the release backlog is focused to specific **objectives or goals** identified for a **specific time-frame**.

Product Backlog	Release 1		
Feature 1	Feature 1	Feature 2	Feature 3a
Feature 2			
Feature 3			
Feature 4			
Feature 5			
Feature 6			

Release Backlog	Iteration 1	Iteration 2	Iteration 3
Feature 1	Feature 1a	Feature 1c	Feature 2b
Feature 1a	Feature 1b	Feature 2a	Feature 3a
Feature 1b			
Feature 1c			
Feature 2a			
Feature 2b			
Feature 3a			

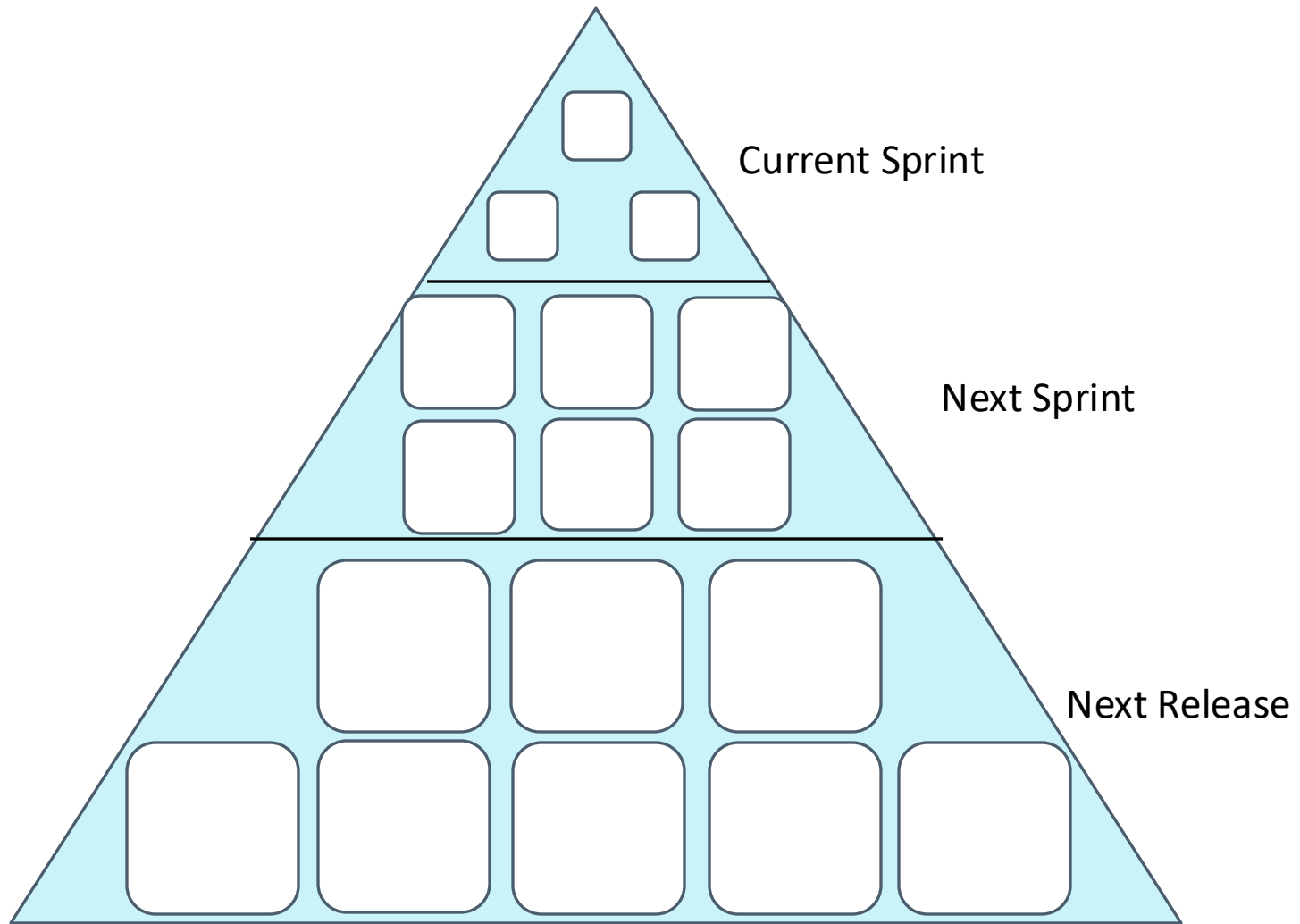
Product Backlog
Feature 3b
Feature 3c
Feature 4
Feature 5
Feature 6

# Iteration or Sprint Backlog

## \* **Iteration Backlog:**

- ✓ The Iteration Backlog is the output of the iteration planning meeting.
- ✓ It is essentially the list of tasks that the team needs to complete during the iteration in order to turn a selected set of product backlog items into a deliverable increment of functionality.
- ✓ Unlike product backlog items, iteration backlog tasks have a time-based (hourly) estimate.
- ✓ Since the team is doing the work, they are responsible for keeping the Iteration Backlog up to date.

# Progressive Elaboration Pyramid





# Adapting to Waterfall

- \* In Waterfall, entire functionality delivered in big bang
  - ✓ Or in phases for larger projects
- \* However, team can use rolling wave planning to progressively elaborate.
- \* Provide requirements detail just in time for the current release/phase, and the releases/phases can be as short as possible

# Rolling Wave Planning

- \* Plan immediate work at most granular level of detail
- \* Future work is kept at higher level of planning
- \* As the present work progresses and future work approaches, future work gets planned at more granular levels of detail



# Discussion

**Do you think implementing progressive elaboration would be feasible in your organization? Why or why not?**

# Conclusion

1. Using progressive elaboration is important to keep the focus on the highest priorities on any given project.
2. Waterfall teams can use rolling wave planning to achieve an effect similar to progressive elaboration.
3. Adopting this practice will help waterfall teams keep their focus on the highest priorities to increase customer satisfaction.

**Enhance project delivery with Agile practices**

# Next Online Training Course

## Leadership Skills for Managers

June 22-23, 9:00 AM-1:00 PM Central US time each day

**\$345 until June 1**

*Learn key leadership skills for success.*

More info at <https://refinem.com/leadership-skills-for-managers-public/>

Contact us at [Contact@RefineM.com](mailto:Contact@RefineM.com)

# Featured Upcoming In-Person Training

## Project Management Professional (PMP)<sup>®</sup> Exam Prep

### Project Management Professional (PMP)<sup>®</sup> Exam Prep Course

#### Course Details:

**When:** Multiple Dates

**Where:** Multiple Cities

**Format:** 4-day, in-person training

**Standard Fee:** \$1,595 until 3 weeks before start date, \$1,800 afterwards  
*Food and course materials included with fee. [Other discounts available.](#)*

**Earn:** 35 PDUs / Contact Hours

#### Register:

Jul 31-Aug 3, Kansas City, MO

REGISTER

Sept 18-21, Springfield, MO

REGISTER

Oct 30-Nov 2, Kansas City, MO

REGISTER

[Contact us about future dates or to arrange for this training to be delivered in your organization or city.](#)

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More info at <https://refinem.com/pmp-exam-prep-course-public/>

Contact us at [Contact@RefineM.com](mailto:Contact@RefineM.com)

# Introducing our PMP Exam Prep Site

More details at <https://Examprep.RefineM.com>



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RefineM



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Every Saturday  
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Join NK Shrivastava to discuss passing the Project Management Professional (PMP)® Exam. Whether you're looking for the best study materials, building a study plan, or need help with your application, NK is here to help you get on the path to certification.

*Bring your questions about the PMP Exam.*

More details at <https://refinem.com/free-pmp-live-chat-with-nk/>

# Next Lunch and Learn

## \* *Smaller Iterations*

- ✓ What is the benefit of smaller iterations?
- ✓ What are the best iteration sizes for different situations?
- ✓ What are some best practices for Agile and Waterfall teams?

\* *Wednesday, June 7, 12:00-1:00 PM Central*

**Register Today - Don't wait for the last Minute**

# How to Claim 1 PDU for this Webinar?

1. Visit [ccrs.pmi.org](https://ccrs.pmi.org) and log in.
2. Click on “Report PDUs” link.
3. Click “Courses and Training” in upper left.
4. **Activity Name:** “Progressive Elaboration”  
*(complete this first, before you go to #5)*
5. **Provider:** “RefineM LLC” *(don’t select dropdowns)*
6. **Date started:** May 3, 2017
7. **Date completed:** May 3, 2017
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** [Trainings@RefineM.com](mailto:Trainings@RefineM.com)
11. **PDUs:** 1.00 Technical.
12. Click on the “I agree this claim is accurate” box and then Submit.

# Rewarding Our Star 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.

This month's winner is:

Dave R.



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

# Questions from Attendees

- 1. How do you prevent scope creep under this system?*

# Questions?



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**NK Shrivastava, MBA, PMP, RMP, ACP, CSP, SPC4**  
**CEO/Consultant, RefineM**  
Nixa, MO 65714, USA

[nks@refinem.com](mailto:nks@refinem.com), [www.refinem.com](http://www.refinem.com)

 <http://www.linkedin.com/in/nkshrivastava>

 [justrightpm](https://twitter.com/justrightpm)

# More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	Joplin	Online
Agile Practices for Waterfall Teams	Oct 19	Sept 22		Jul 20
PMP® Exam Prep	Sept 18-21	Jul 31-Aug 3 Oct 30-Nov 2		
Agile Fundamentals / Agile 101		Aug 16-17 Nov 15-16		
PMI-ACP® Exam Prep		Aug 16-18 Nov 15-17		
Leadership Skills for Managers	Sept 28		Jun 08	June 22-23 Nov 08-09
Process Improvement Workshop	Sept 27	Jun 15		
Advanced Techniques in MS Project		Oct 11		Sept 06-07

Please visit <https://refinem.com/training/public> for more details.