

Daily Standups



RefineM PROJECT
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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Daily Standups
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



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www.RefineM.com

What's New at RefineM

* Upcoming Free Webinars

Webinar Title	Date
Frequent Reviews / Demos	Aug 2
Retrospectives	Sept 6

* 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://refinem.com/pmp-exam-prep-practice-test/>

* PMP Videos at <https://refinem.com/pmp-videos/>

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. **Daily standups**
 4. Retrospectives
 5. Frequent reviews / demos
 6. Use of Wireframes for UI design
 7. Visualizing work through Kanban Board(s)
 8. Limiting Work In Progress (WIP)
 9. Customer involvement throughout project
 10. Smaller iterations
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. **Daily Standups**
4. **Retrospectives**
5. **Frequent Review/Demos**
6. **Using Wireframes for UI Design**
7. **Visualizing Work through Kanban Board(s)**
8. **Limiting Work in Progress (WIP)**
9. **Customer Involvement Throughout the Project**
10. **Smaller Iterations**

Mapping to Agile Practices

To which Agile principles would you map the practice of daily standups?

Mapping to Agile Principles

Agile Practice	Matching Agile Principle
Maintaining Backlog	Welcome changing requirements
Progressive Elaboration	Satisfy the customer through early and continuous delivery of valuable software
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

Daily standups could also map to:

- Face-to-face conversations is the most effective method (if team is co-located)

Daily Standups



- What are daily standups?
- How to put them in practice?
- How to adapt to a Waterfall Team?

Daily Standups

How many of you use daily standups on projects?

What questions do you ask?

Questions from Attendees

- 1. What are the top 3 questions to ask in a daily standup? (From Edmonton PM)*

Are there any other questions?

Daily Standups

- * 15-minute daily meeting of the team to synchronize planning
- * Held in the same place at the same time to reduce complexity
- * Answers following questions:
 1. What did I do yesterday that helped the Development Team meet the Sprint Goal?
 2. What will I do today to help the Development Team meet the Sprint Goal?
 3. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
- * Each team member should be prepared to contribute

Helps team identify issues, and stay focused on what is important

Source: <http://www.scrumguides.org/scrum-guide.html#events-daily>

Purpose of Daily Standup

1. Identify showstoppers and barriers to progress
 - ✓ This is the most important thing
2. Bring transparency to the team's work
 - ✓ Everyone talks about what they are working on
 - ✓ Therefore, everyone knows the rest of the team's schedule
3. Bring greater efficiency
 - ✓ Daily standup eliminates need for other meetings
 - ✓ Face-to-face communication is most efficient

Question 1

- * What did I do yesterday that helped the Development Team meet the Sprint Goal?
- * We ask: What did I achieve since yesterday?
- * Why ask this question?
 - ✓ To focus on value delivery and the iteration goals
 - ✓ Not providing a laundry list of everything that has been done

Team should view yesterday in terms of value delivered

Question 2

- * What I plan to do today to help the Development Team meet the Sprint Goal?
- * We ask: What do I plan to achieve today?
- * Why ask this question?
 - ✓ Not just a to-do list for today
 - ✓ This question shows each team members' understanding of what the iteration goal is
 - ✓ If team does not view iteration goal in the same way, then meeting that goal will be difficult

Team should be on the same page

Question 3

- * Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
- * We ask: What help do I need to achieve my goal of the day?
- * Why ask this question?
 - ✓ To identify the blockers/show stoppers to progress
 - ✓ Invite others to lend their skills to help, building team chemistry

Identify blockers and develop action items to resolve them

Other Approaches

- * Talk about user stories and tasks, not people
 - ✓ As each story or task is read, people involved speak up
 - ✓ This way, no one is “on the spot” to talk about their whole day
 - ✓ In addition, tasks are less likely to be forgotten
 - ✓ Focus is also kept on delivering value to the customer

Other Approaches

* Randomize the questions

- ✓ Use a program or spinning wheel to generate alternative questions
- ✓ This allows you to mix up the questions
- ✓ Once you find a good mix, keep using it

Adapting to Waterfall

- * Find ways to have the team meet frequently
 - ✓ Discuss their progress
 - ✓ Identify roadblocks to future progress
 - ✓ Develop action items for resolution

- * Regular team review keeps everyone on the same page

Challenges with Daily Standups

1. Staying within the 15-minute timebox
 - ✓ Teams easily digress into discussions that may eat up lot of time.
 - ✓ Making sure whole team gets a turn is challenging
2. Keeping the meeting from becoming a status meeting
 - ✓ Make sure focus stays on value delivery, not just what everyone has done
 - ✓ Make sure blockers are identified
3. Making sure everyone on the team is present
 - ✓ Finding a time and place that is consistent for everyone can be difficult

What challenges do you face?

Discussion

Do you think implementing daily standups would be feasible in your organization? Why or why not?

Questions from Attendees

- 1. What are the top 3 questions to ask in a daily standup? (From Edmonton PM)*

Conclusion

1. Daily standups are time-boxed and focused on identifying blockers and how team members are delivering value to the customer.
2. However they can be structured for agile or waterfall, keep them to 15 minutes and keep the focus on value delivery.
3. If starting out, use the basic questions.

Enhance project delivery with Daily Standups

Next Online Training Course

First Steps Toward Agility

August 24, 9:00 AM-5:00 PM Central US time

\$345 until August 3

Learn how to start your organization's Agile journey.

More info at <https://refinem.com/first-steps-toward-agility-public/>

Contact us at Contact@RefineM.com

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Project Management Professional (PMP)[®] Exam Prep

Project Management Professional (PMP)[®] Exam Prep Course

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Where: Multiple Cities

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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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FREE LIVE PMP® CHAT with NK Shrivastava

Every Saturday
from 9 to 10 AM CT

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Bring your questions about the PMP Exam.

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

Next Lunch and Learn

* *Frequent Reviews / Demos*

- ✓ How frequently should you review progress with the customer?
- ✓ How should reviews / demos be structured?
- ✓ What are some best practices for Agile and Waterfall teams?

* *Wednesday, August 2, 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 and log in.
2. Click on “Report PDUs” link.
3. Click “Courses and Training” in upper left.
4. **Activity Name:** “Daily Standups”
(complete this first, before you go to #5)
5. **Provider:** “RefineM LLC” *(don’t select dropdowns)*
6. **Date started:** July 5, 2017
7. **Date completed:** July 5, 2017
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** 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:

Tim A.



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

Questions?



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More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	Online
First Steps Toward Agility	Oct 19	Sept 22	Aug 24
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		Nov 08-09
Process Improvement Workshop	Sept 27		
Advanced Techniques in MS Project		Oct 11	Sept 06-07

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