

Virtual Lunch & Learn

August – 2013

AGILE



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CEO/Consultant - RefineM

RefineM PROJECT MANAGEMENT CONSULTING
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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour on the first Tuesday 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 hot Project Management topics.

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Agenda

1. Your expectations from this webinar – why you are here?
2. Introduction - myself
3. Agile Concepts, Manifesto & 12 Principles
4. Waterfall vs. Agile – a comparison
5. Scrum – the most common Agile Methodology
6. Is Agile A Silver Bullet?
7. Steps to Implement Agile
8. Q & A



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Your Expectations

What are your expectations from this webinar?

Or

Why are you here today?



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

- * CEO/Consultant since Dec 2011
- * Agile Coaching/Adoption
- * Project Management/ Process Improvement Consulting and training
- * Project Management Products (for PMs, Executives and Agile Practitioners)
- * Board Member – SWMO Chapter since 2009

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 some executives

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Ready to become AGILE?



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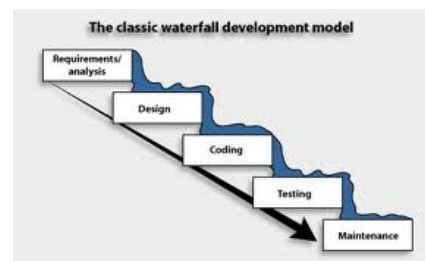
What is this?



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Software Development

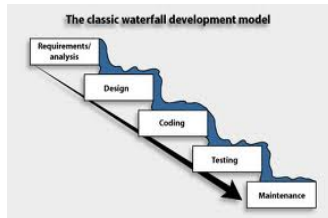


In grandpa days...

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Issues with Waterfall Methodology

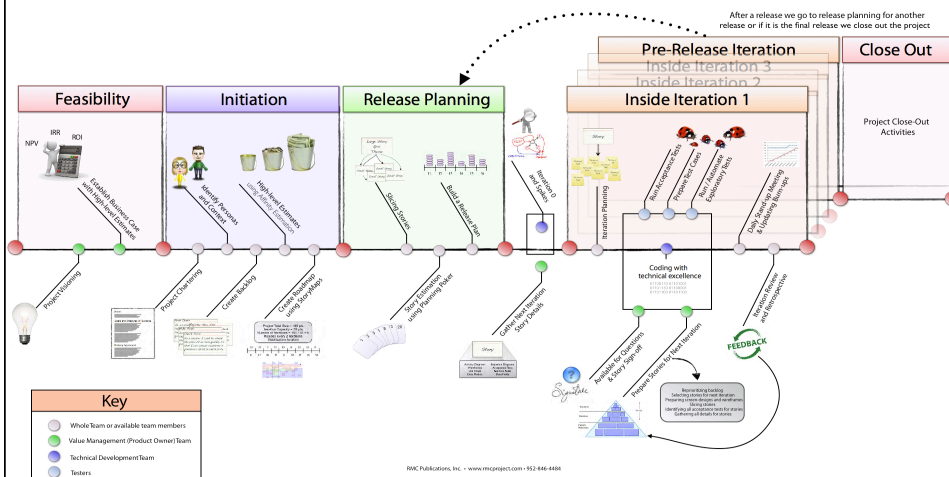


- * No value delivered until the end
- * Heavy upfront planning
- * Enormous documentation
- * No customer involvement during development
- * Numerous change requests
- * QA/testing – a sticker shock
- * Cost overruns, delays resulting in project failures (70%)

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AGILE



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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.

Was developed in 2001 by 17 agile advocates in Snowbird, UT



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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

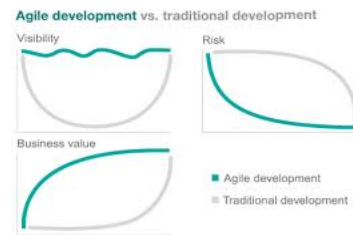
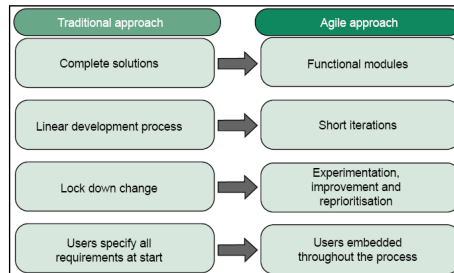


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Agile

How is it different than Traditional?

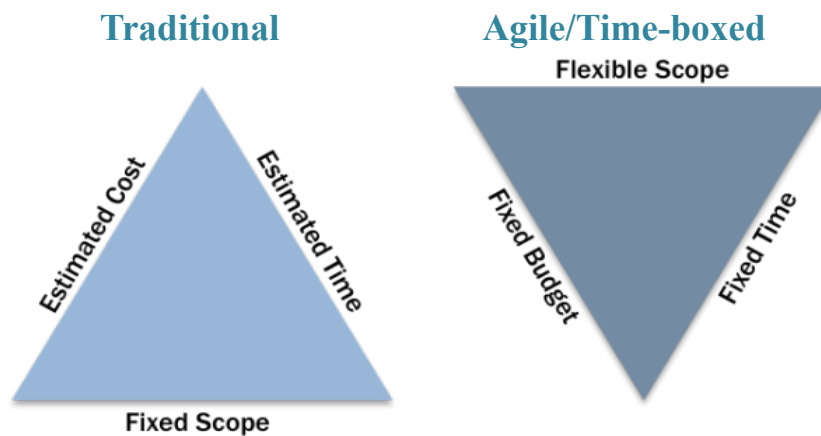


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AGILE Contracts

Flexible on scope/features



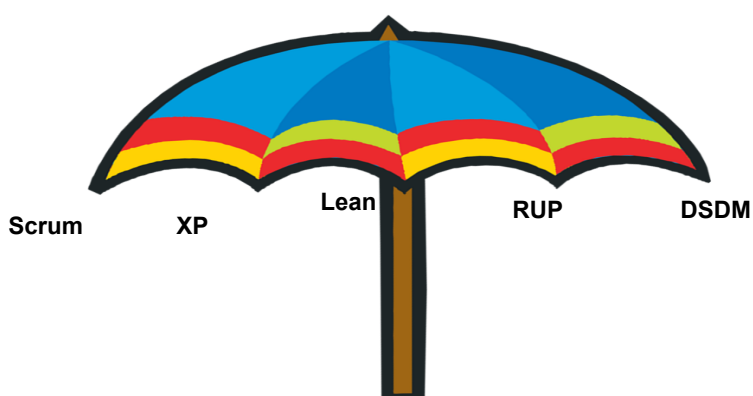
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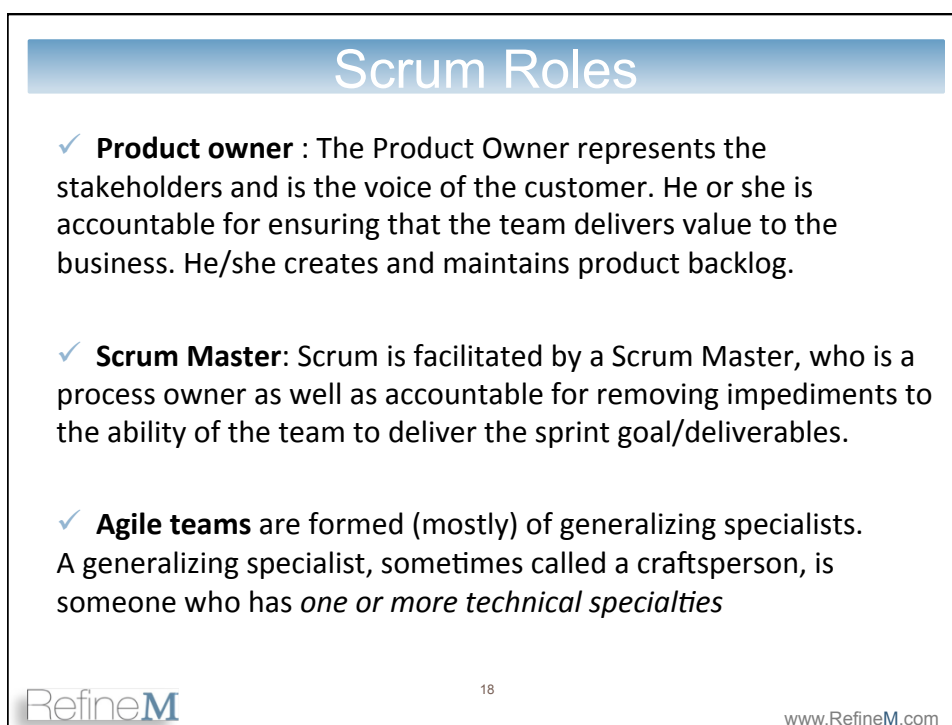
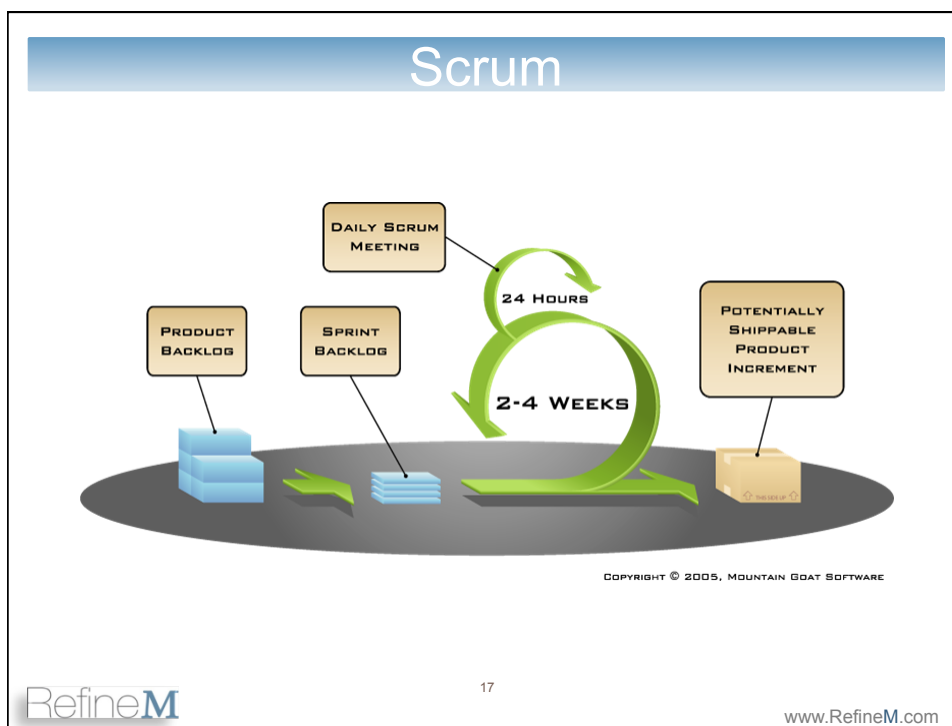
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Waterfall Vs. Agile

Factors	Waterfall	Agile
Size	Large projects and large teams	Small projects and small teams
Mission-Critical	Long history of use in such implementations	Untested ; no prior organizational assets or documents
Stability & Complexity of the software	Static & complex environments	Dynamic & simple environments
Skills	High skills in initial stages and low skills in later stages	High skills in all the stages
Organizational culture	Structured	Chaotic
PM	Command and control	Participative management
Optimize	Productivity & Quality	Customer Satisfaction, Project success, and Risk-reduction
Customer	Takes backseat	Actively involved
Communicate	Slow	Quicker
Decisions	Emphasized presence of customer	Decision making data/"on the fly"
Change	Resist change	Embrace change
Deliverable	At the end	end of each sprint
Retrospectives/Lessons Learned	At the end	After each iteration

Agile Methodologies





Scrum Ceremonies – Time Boxed

Sprint Planning: (2 – 8 hours)

If sprint duration is 4 weeks then sprint planning meeting is $4 \times 2 = 8$ hrs

If sprint duration is 2 weeks then sprint planning meeting is $2 \times 2 = 4$ hrs

If sprint duration is 1 week then sprint planning meeting is $1 \times 2 = 2$ hrs

Part 1 focuses on *what* the team is being asked to build and is attended by both the product owner and the team (1-4 hours)

Part 2 focuses on *how* the team plans to build the desired functionality. Although the entire team must attend Part 2, attendance by the product owner is optional (1-4 hours)

Sprint Review: (1 – 4 hours)

At the end of each sprint a sprint review meeting is held. During this meeting the Scrum team shows what they accomplished during the sprint. Typically this takes the form of a demo of the new features.



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Scrum Ceremonies

Sprint Retrospective: (0.75 – 3 hours)

The sprint retrospective is usually the last thing done in a sprint. Many teams will do it immediately after the sprint review. The entire team, including both the Scrum Master and the product owner should participate.

Daily Standup Meetings: (15 minutes)

Scrum daily standup meetings are strictly time-boxed to 15 minutes. All team members are required to attend the Scrum meetings including the scrum master and product owner.

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Challenges in Agile Adoption

- * Mindset/Cultural transformation to become “agile”
 - * Value focus, deliver value faster
 - * Fix cost and time, scope can be flexible
 - * Deliver most high value items within the fixed cost & time
 - * Deliver working software at the end of each iteration
 - * Self-managing teams, don’t need any managers ☺
 - * Delivering faster with self managing teams does not mean chaos or poor quality product

Mindset/Cultural Changes are not trivial ☹



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Challenges in Agile Adoption

- * Mindset/Cultural transformation to become “agile”
- * Dedicated, co-located team is not today’s “reality”
 - * Team members work on multiple projects (multi-tasking)
 - * They switch among the projects to fight fires
 - * They are not co-located, and may work remotely
 - * Communication/collaboration is constrained



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Communication is the key



Challenges in Agile Adoption

- * Mindset/Cultural transformation to become “agile”
- * Dedicated, co-located team is not today’s “reality”
- * It is a slippery slope, as some teams may think that
 - * Planning is not required in agile projects so they may skip it altogether, inviting disasters
 - * Meeting everyday for 15 minutes (daily scrums) will make them agile
 - * It is only the development team (including QA) that needs to follow agile, other teams (sales, support etc.) can keep doing what they have been doing

Avoid Slipping

Challenges in Agile Adoption

- * Mindset/Cultural transformation to become “agile”
- * Dedicated, co-located team is not today’s “reality”
- * It is a slippery slope
- * Alignment of Customer contracts/agreements with agile methodology
 - * A very high level of customer involvement/collaboration
 - * More flexible contracts that focus on delivering value earlier in the project life cycle
 - * Time & material contracts preferred over fixed cost.
 - * They could be fix time and cost but some flexibility in scope is highly desirable

Customer Collaboration is THE KEY in Agile projects

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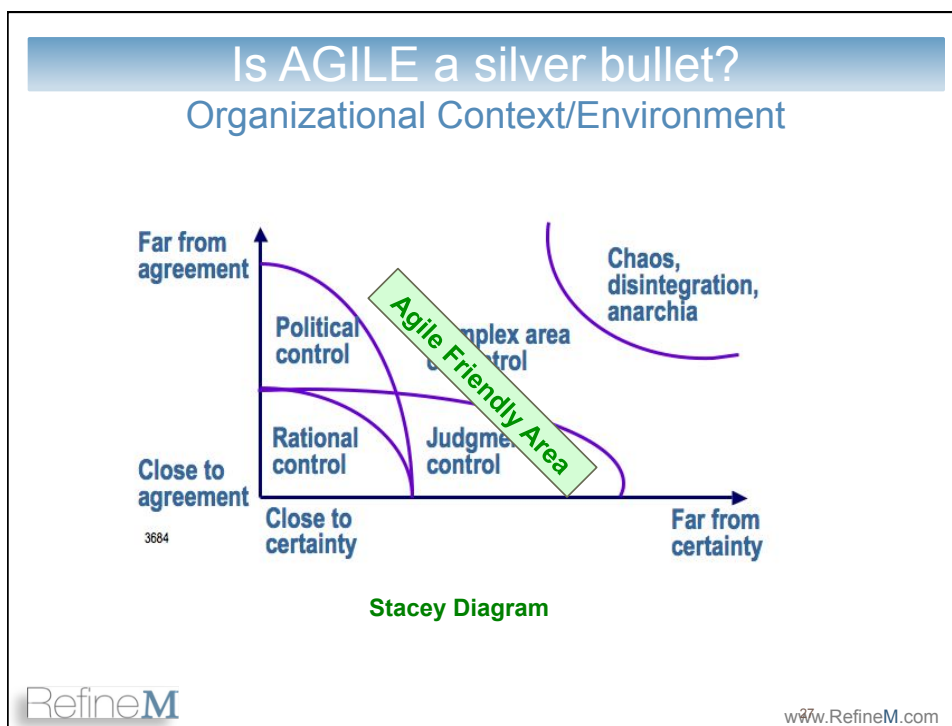
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For Successful Agile Adoption

Everyone needs to be on the same side

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Most suitable candidates for Agile

1. Projects where the leader/sponsor has a clear vision but all the requirements can't be spelled out upfront
2. The requirements are evolving, things become more clear with time (cone of uncertainty)
3. Changes are expected, even late in the project life cycle
4. The time and the cost are fixed, but the scope is flexible
5. Sponsors, customers and stakeholders are anxious to consume the low hanging fruits ASAP without waiting for entire project to finish.
6. Customers are highly involved in the project

***Any project that has such attributes is a good fit for Agile,
Otherwise NOT***

Agile/Scrum Steps

1. Develop product vision/roadmap
2. Budget time & cost for the project (*time-boxed, fixed cost*)
3. Identify the Product Owner (PO), Scrum Master (SM) and the TEAM – *Project Sponsor/Executive/Department Head may perform steps 1-3*
4. Develop product backlog and prioritize it with highest value items at the top – *PO working with stakeholders and customers*
5. Create release plan – *SM working with the PO and the TEAM*
6. Update backlog for the sprints included in the release, and make it ready for the sprints by breaking larger items (epics/stories) into smaller stories (INVEST) and developing estimates for each story – *PO working with the TEAM (BA and Tech Leads)*
7. Start Sprints – *TEAM working under guidance of the PO and the SM*

The project is finished within the given time-frame & cost starting with highest value items delivered first.

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Agile Tools

1. MS Office (*mainly Word, Excel, Power Point and Outlook*)
2. JIRA/Greenhopper
3. VersionOne (*supports integration with JIRA*)
4. Almost all PPM tool vendors support Agile

MS Project may still be needed for release level/project level planning, scheduling and tracking

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Let us become AGILE



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Questions?



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RefineM's Upcoming Events

Start Date & Time	Topic	Delivery	Duration	PDUs
Sep 04 - 11:30-12:30 CT	RefineM Virtual Lunch & Learn - Agile Estimation	Virtual	1 hour	1
Sep 11 - 08:30-04:30 CT	Agile Methodologies	In-person	1 day	8
Oct 31 - 08:30-12:30 CT	MS Project 2010 - Basic level	Virtual	2, half day classes	8
Nov 05 - 09:00-01:30 CT	PMI-ACP Exam Prep Class	Virtual	4, half day classes	21
Nov 14 - 08:30-12:30 CT	MS Project 2010 - Advance Level	Virtual	2, half day classes	8

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