

A close-up photograph of a person's hand resting on a red running track. The track has white lane markings, including a white arrow pointing to the right. The hand is positioned in the lower right quadrant of the image, with fingers slightly spread. The background is a blurred view of the track lanes.

RefineM

Expanding Agile into Other Business Functions – Overview

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM

Agenda

1. Introductions and Expectations
2. Expansion of Agile Into Other Business Functions
 - a) Brief Overview of Agile
 - b) Functions of a Business
 - c) Where Agile Methodologies Can Be Used and How
3. Summary / 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?

NK Shrivastava

PMP, RMP, ACP, CSP, SPC4



- CEO/Consultant since Dec 2011
 - Agile Transformation/Coaching/Adoption
 - Enterprise Agile Coach @ IBM
 - Project Management/Process Improvement Consulting and Training Products for Project and Agile Professionals
 - Essential Gear for Project Managers
RefineM.com/products/essential-gear-for-project-managers/
 - PMP Exam Simulator
RefineM.com/pmp-exam-prep-practice-test/
 - Agility Assessment Tool
Agility.RefineM.com/
 - Videos – PMP and Agile
<https://vimeo.com/search?q=RefineM>
- 20+ years of successful project leadership
 - Successfully led hundreds of projects of all sizes
 - Recovered many projects, saved millions of dollars
 - Implemented numerous process improvements
 - Coached/mentored hundreds of PMs and executives
 - Board member of SWMO PMI Chapter (2008-2014)

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

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What's New at RefineM

Upcoming Free Webinars	Date
Utilization vs. Throughput	Apr 1
I Am a PMP, Now What? Career Strategies for PMs – on PM.com	May 6

RefineM Products

1. Essential Gear for PMs- Refinem.com/products/essential-gear-for-project-managers/
2. PMP Exam Prep Test Simulator – Examprep.RefineM.com
3. PMP® Self-Paced Online Training - Vimeo.com/ondemand/refinempmpexamprep
4. Agility Assessment – Agility.RefineM.com
5. Agile Fundamentals Self-Paced Online Training - Vimeo.com/ondemand/refinemagile
6. Agile Business Reqs. Self-Paced Online Training - Vimeo.com/ondemand/refinembusreq



Expansion of Agile Into Other Business Functions

1. Brief Overview of Agile
2. Functions of a Business
3. Where Agile Methodologies Can Be Used and How

Question – Benefits of Agile

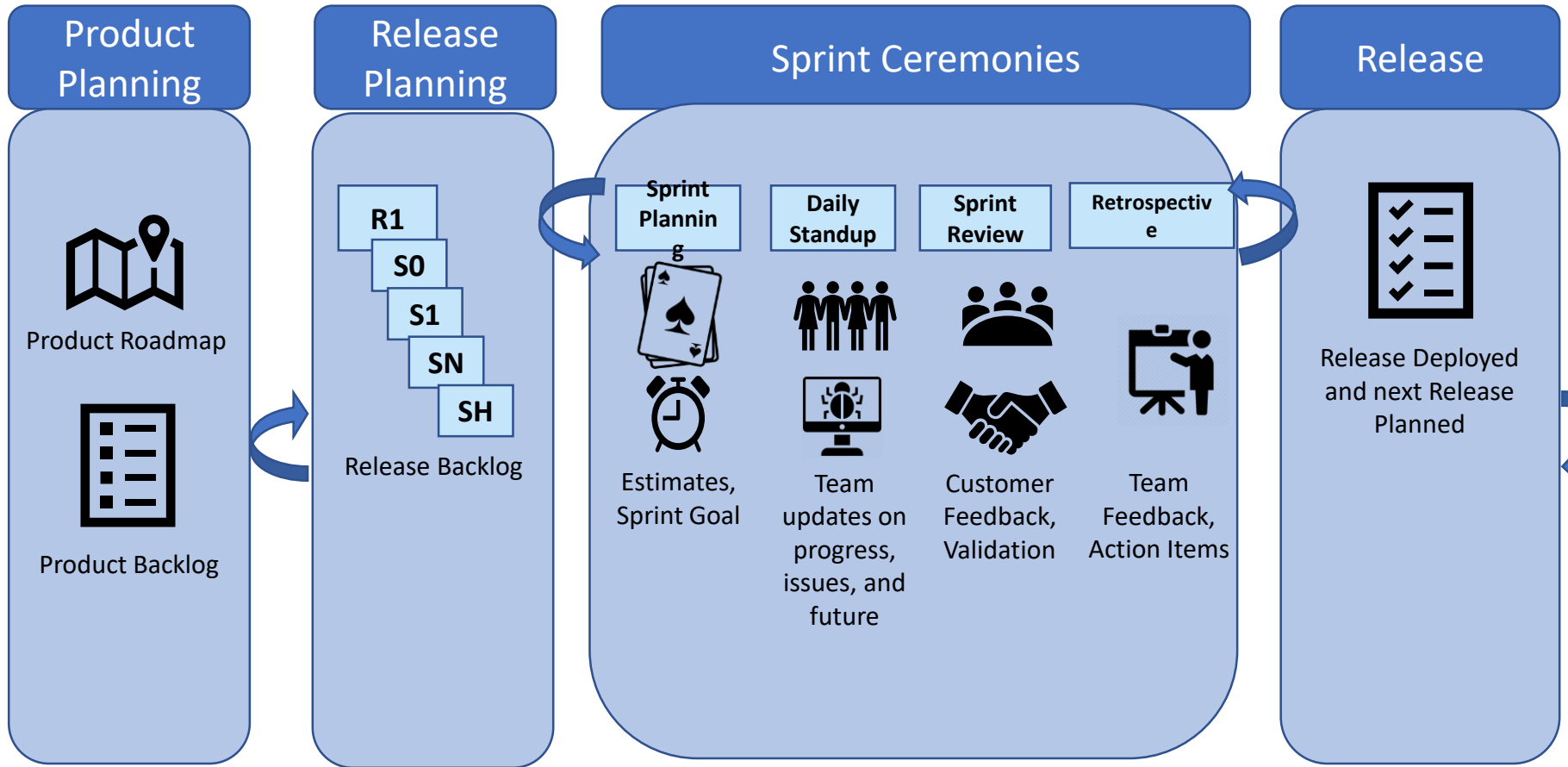
Where do you see Agile practices benefitting other business functions?

Share your thoughts in the Chatbox.

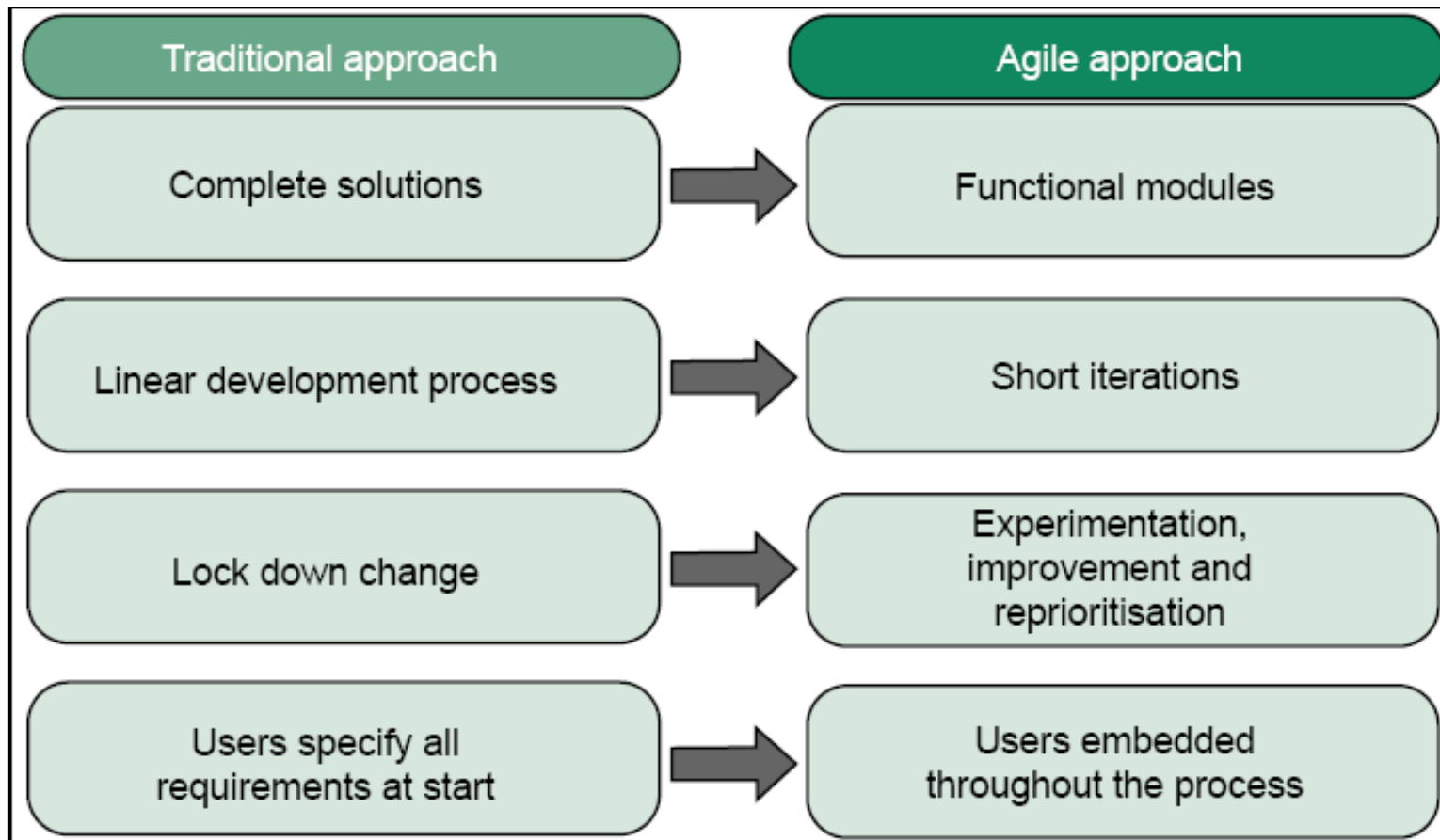
2 minutes

Agile Concepts / Recap

Agile: A New Way of Developing Software

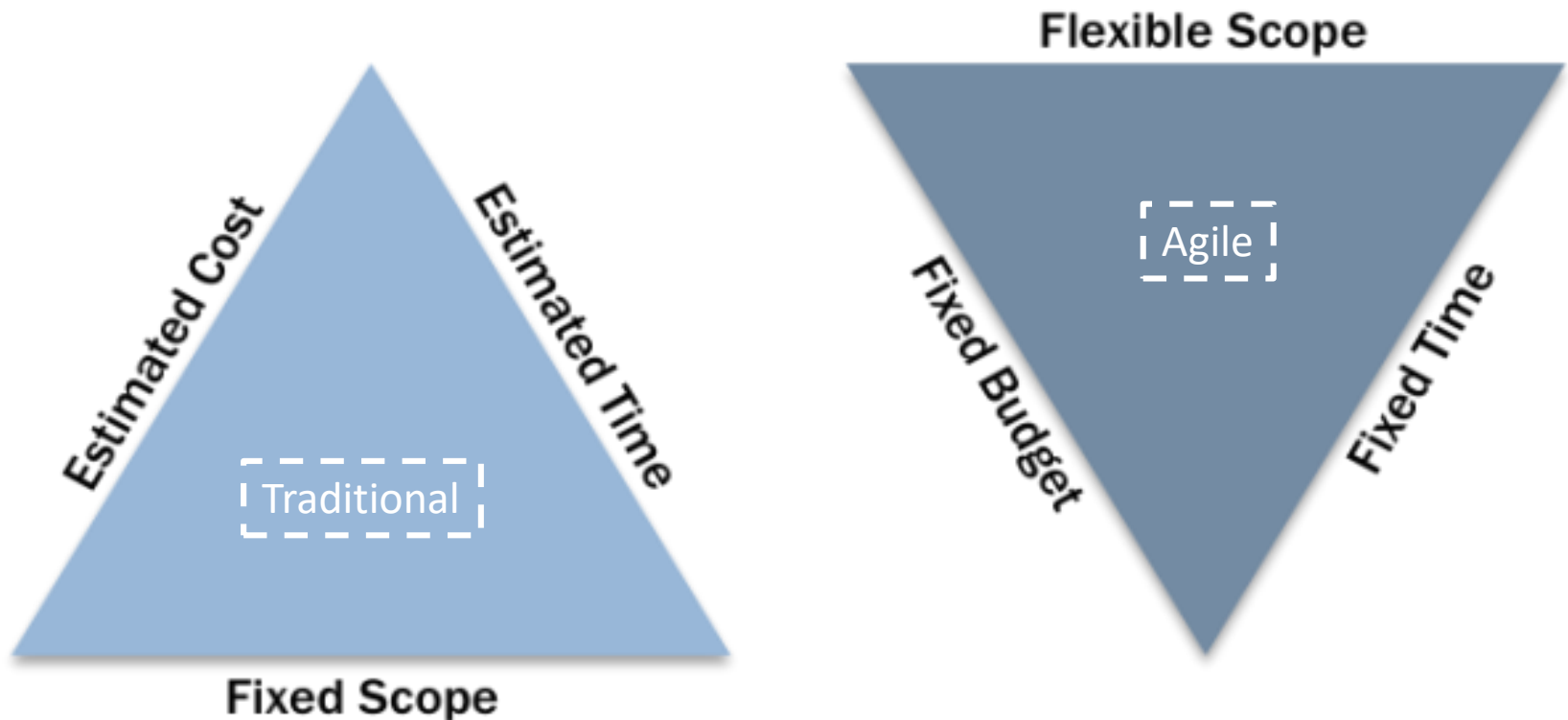


Agile: How is it different?



Agile Contracts

- Flexible on scope/features



Manifesto for Agile Software Development

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

The 12 Principles of Agile

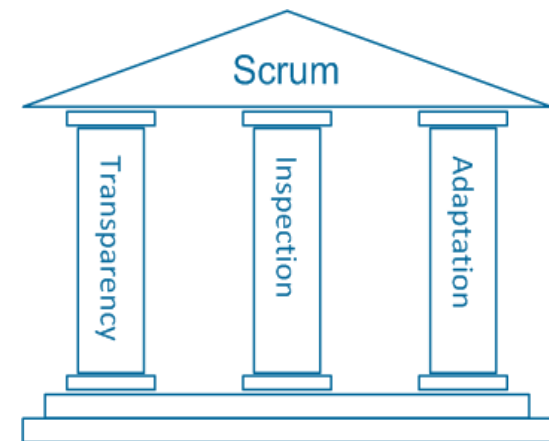
1. Satisfy the customer through early and continuous delivery
2. Welcome changing requirements even late in development
3. Deliver working software frequently, every couple weeks to every couple months
4. Work together daily (business people and developers)
5. Motivate individuals, build projects around them, and give them freedom
6. Face-to-face conversations are the most efficient and effective form of communication
7. Measure progress according by working software
8. Create sustainable development
9. Pay continuous attention to technical excellence and good design
10. Simplicity – the art of maximizing work not done – is essential
11. Self-organizing teams deliver the best architectures, requirements, and designs
12. The team reflects on how to become more effective at regular intervals

Scrum

Scrum is an iterative and incremental agile software development framework that focuses on delivering the highest business value in the shortest time.

- ✓ It has been around since early 1990s.
- ✓ Its primary champions and creators were Ken Schwaber and Jeff Sutherland.

- ✓ It is built upon three pillars of Transparency, Inspection and Adaptation.
- ✓ It is a highly iterative methodology.
- ✓ While things may repeat, that does not mean that they are identical each time. Rather the team makes small improvements and changes throughout the project life cycle.



XP – Extreme Programming

1. XP Extreme Programming is a software development-centric Agile method which focuses on software development best practices
2. Software developers work in pairs: one programmer works on writing the code and the other one actively watches. The second programmer is focused on higher level issues such as integration and functionality
3. Iterations are typically shorter than Scrum iterations (1-3 weeks)
4. A team member cannot take on more story points in the current iteration than they were able to complete in the last iteration

LEAN

- **Lean:** The Lean Software Development was derived from the production processes adopted by Toyota. It focuses on a demand-driven approach with an emphasis on:
 - ✓ Building only what is needed
 - ✓ Eliminating anything that does not add value
 - ✓ Stopping production if something goes wrong

Kanban

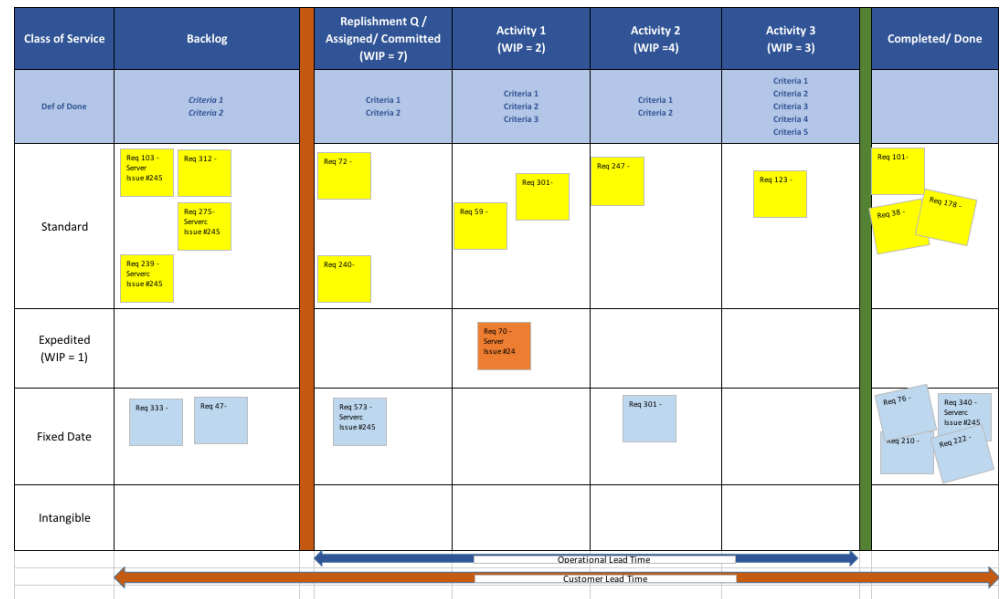
Rules

- Visualize the workflow
- Limit WIP
- Measure and optimize the flow

Tools – Kanban Board

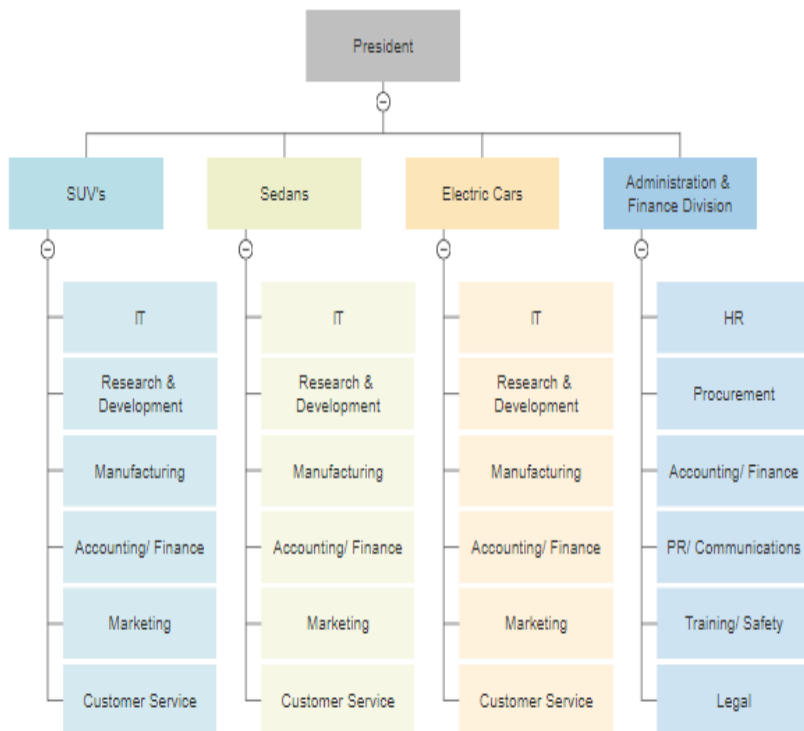
Activities

- Move items through the states
- Identify and resolve bottlenecks



Functions of a Business

Org. Chart / Business Functions



Groups of Business Functions:

1. **Projects – Milestone based/Development**
 - a. IT Projects
 - b. R&D Projects
 - c. Other Projects
2. **Ongoing/Operational Work – Flow based/Services**
 - a. Manufacturing
 - b. Accounting
 - c. Marketing
 - d. Customer Service
 - e. IT Support
3. **Support Functions – Adhoc and Ongoing**
 - a. HR
 - b. Procurement
 - c. PR/Communications
 - d. Training/ Safety
 - e. Legal

Org. Chart / Business Functions



Groups of Business Functions:

1. **Projects – Milestone based/Development**
 - a. Clinical Implementation
2. **Ongoing/ Operationa Work – Flow based/Services**
 - a. Guidance
 - b. Content and Analytics Feedback
3. **Support Functions – Adhoc and Ongoing**
 - a. Executive Leadership

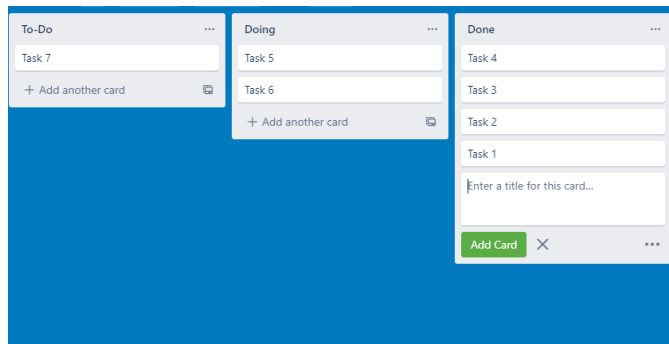
Expanding Agile to Other Business Functions

Where Agile Can Fit

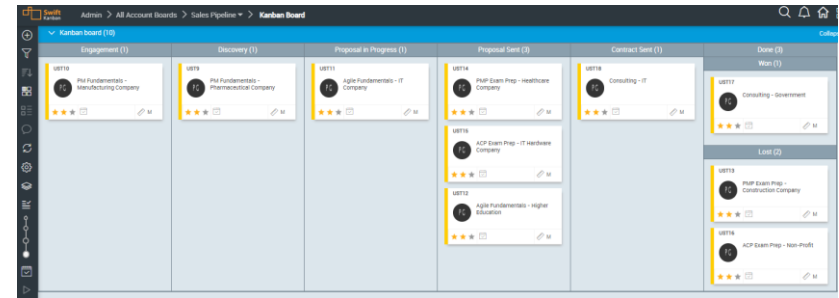
Functional Group	Examples	Agile Fit
Projects	IT Projects, Research, Product Development	Scrum
Ongoing Work	Helpdesk, HR, Marketing, Sales, Purchasing	Lean, Kanban
Support Functions	Reporting, Planning	Task Board

Task Board vs. Kanban Board

Task Board



Kanban Board



Kanban Board is *flow-based*

Projects

1. Business Functions with the aim of producing new products/services/results.
2. Examples: IT Projects, Research, Product Development
3. Because this work is mostly predictable and can be time-boxed in sprints, Scrum can work well here.
4. Scrum provides the framework for delivering valuable solutions iteratively and incrementally.

Ongoing/Operational Work

1. Business functions designed to provide services to the internal or customers.
2. Most of these functions have a unit of work and a flow process that takes the unit of work from start to finish – for example, sales processes leads through a pipeline or a service ticket serviced by Help Desk
3. Kanban works well for the business functions that are flow based and the work is unpredictable
4. Lean can also support these functions by providing a framework for improving efficiency.

Support Functions

1. Support Functions provide support to Projects and Operational Work
2. They themselves are neither projects nor flow-based such as – HR, Strategic Planning, Budgeting, Reception/front desk.
3. Because the action items produced in these functions tend not to follow a flow, a task board is a simple way of tracking them.
4. Some support functions may follow a flow, such as purchasing, in those cases Kanban may be a good choice over task boards.

Conclusion

1. Agile methodologies and practices can be used to boost efficiency of many business functions.
2. When considering Agile, look at each business function and what type of work they do – projects, ongoing flow-based work, or support work.
3. Based on the type of work and unit of work, pick up an Agile methodology that will be a best fit

Jump-start business functions with Agile

Questions?

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Next Lunch and Learn

- ***Utilization vs. Throughput***
 - ✓ How should resources be utilized?
 - ✓ What is the difference between utilization and throughput?
 - ✓ Which is ideal to implement?
- ***Wednesday, April 1, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

Next Training Course

Agile for Waterfall and Operational Work



April 17, 2020, Half-Day Over the Web

\$150 until April 3, \$200 afterwards

Learn how to use Agile techniques in any project environment.

<https://refinem.com/agile-for-waterfall-and-operational-work/>

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How to Earn 1 PDU for this Webinar?

1. Log in to ccrs.pmi.org and Click on “Report PDUs” link.
2. Click “Courses and Training” and Input the following:

Activity Name	“Expansion of Agile Into Other Business Functions: Overview” <i>(complete before selecting provider)</i>
Provider	“RefineM LLC” <i>(key in the Provider name)</i>
Date Started	March 4, 2020
Date Completed	March 4, 2020
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	Trainings@RefineM.com
PDUs	1.00 Technical.

3. Check “I agree this claim is accurate” box and then Submit.

Questions?

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Training Opportunities from RefineM

Name	Online	SGF	Raleigh
PMP® Exam Prep		TBD	May 11-14
Recipe to Deliver Projects Successfully	May 15		May 18
Agile Fundamentals / Agile 101	May 13-14		
PMI-ACP® Exam Prep	May 13-15		
Agile for Waterfall/Operational Work	Apr 17		
Backlog Grooming for Agile	Apr 24		
Kanban Fundamentals / Kanban 101	May 08		
Business Requirements for Agile Projects	Apr 10		

Click [here](#) for more details.