AGILE FOR NON-IT PRACTITIONERS

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2016 Project Management Symposium

Agile Overview

◆ What is Agile?

◆ Why Agile? When Agile?

◆ Agile Manifesto

◆ Agile Projects

◆ Comparing Traditional Project Management to Agile

◆ Agile Scrum for Non-IT Practitioners

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What is Agile?

◆ Principles that guide teams

◆ Principles that guide development

◆ A culture shift

◆ A great solution for some types of projects

◆ Open Communication: between teams, stakeholders and customers

◆ Different from traditional project management

Busting Agile Myths!

◆ Agile works for any project

◆ Agile is new and better!

◆ Agile is faster!

◆ Agile is unstructured

◆ Agile doesn't have documentation

◆ Agile doesn't need requirements

◆ Agile is cheaper

◆ In Agile the team get to do what they want

◆ Agile is easy…

What is Not Agile?

- The solution to all project management problems

- A toolbox of methodologies to be used as needed

- The replacement for traditional project management processes

- One specific method for projects to use

- A reason to not collect requirements and understand customer needs

- A way to complete projects without following processes

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When use Agile?

Consider using an agile approach when 1 or more of these conditions are present:

◆ Uncertainty

➢ particularly in requirements and changing conditions

◆ Complexity

➢ content, integration, stakeholder mgmt., solution

◆ Innovation

➢ new technology, content or system

◆ Urgent

➢ high priority, short timeline

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Agile Project Management

The Agile Manifesto for Non-IT Projects

"We are uncovering better ways of accomplishing work by doing it and helping others do it.

Through this work we have come to value:

➢ *Individuals & interactions* over   *processes and tools*
➢ *Working* product   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."**

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What Agile Entails…

Characteristics:

◆ Iterative

◆ Incremental

◆ Time-boxed

Requires:

◆ Trust, commitment, flexibility

◆ Understanding business priorities

◆ Significant stakeholder engagement

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Comparing Traditional to Agile

The Triple Constraint: time, cost, scope

Traditional Project Process:

Plan Driven

> Cost and Schedule are estimated

> Requirements are fixed

Agile/ Adaptive Project Process:

Value Driven

> Features are estimated

> Cost and Schedule are fixed

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Agile Methodologies

- Scrum, Kanban, Lean, etc.

Which is the Best? … there is no 'best'

- Which is the best tool?
  - A knife or a fork?
  - What about chopsticks?

- There is no one method which is best for all projects

- Depends on the culture/ environment and processes of the organization
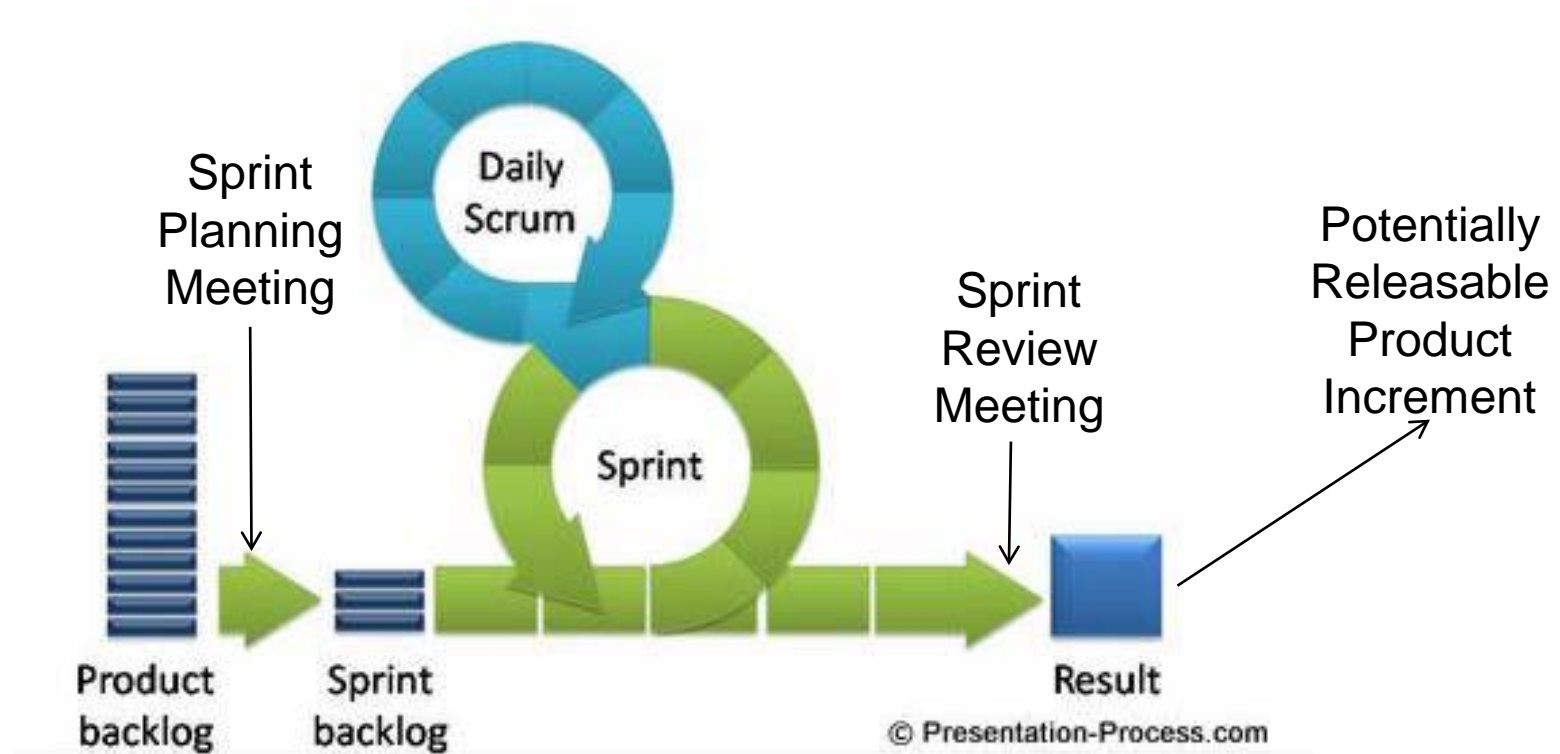
- Require a change to the organizational culture

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Agile Scrum

What is Scrum?

- Created in the 1990s by Jeff Sutherland and Ken Schwaber

- Scrum is an Agile practice for project management

- Scrum is a specific Agile practice methodology

- In Scrum work is done in 2-4 week iterations (Sprints)

Agile Scrum

What is Scrum?

Sprint Planning Meeting

Daily Scrum

Sprint

Sprint Review Meeting

Potentially Releasable Product Increment

Product backlog

Sprint backlog

Result

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Agile Scrum- Planning

◆ Done continuously…

◆ Supports the focus of 'Inspect and Adapt'

◆ Planning sessions:

➢ Product Planning Meeting

➢ Sprint (iteration) Planning Session

➢ Co-location ad-hoc meetings

➢ Daily Stand Up

➢ End of iteration Meetings

➢ Product review/ demo Meeting

➢ Retrospective

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Agile Scrum

Who's who? (The roles of Agile Scrum)

◆ Product Owner

➢ Responsible to ensure value is delivered to customer

◆ Scrum Master
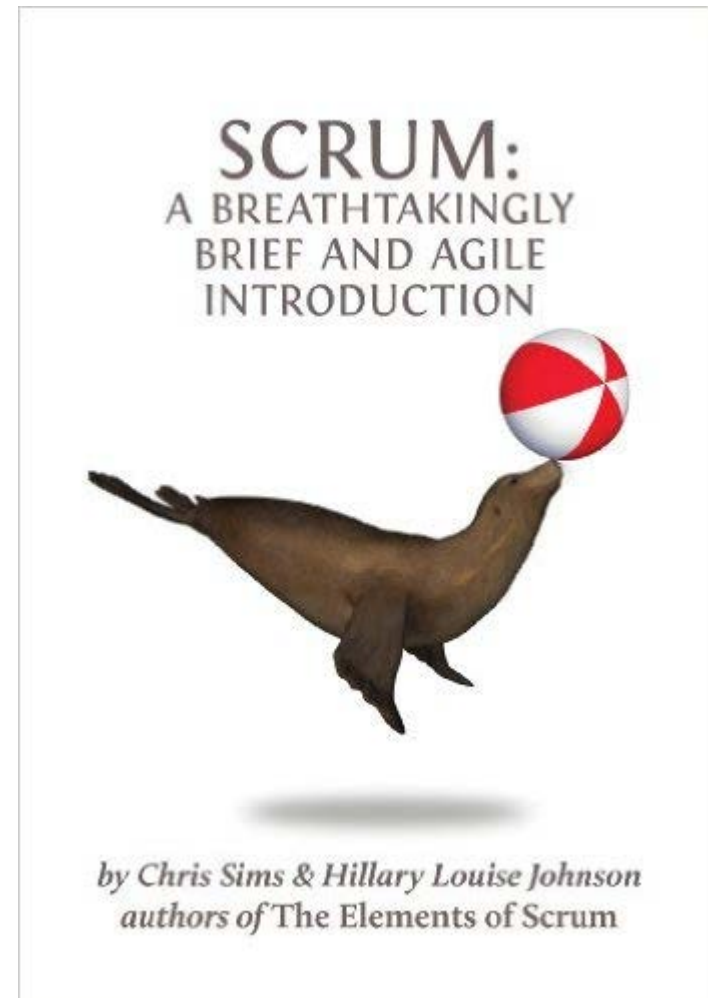
➢ Facilitator of Scrum method

◆ Team Member (Team Size 7 +/- 2)

➢ Responsible for contributing their skills to the team

➢ Completes the work of the project

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Agile Scrum

Scrum Artifacts

- ◆ The Product Backlog

- ◆ The Sprint Backlog

- ◆ Burn Charts

- ◆ Task Board

- ◆ Definition of Done (DoD)

SCRUM:
A BREATHTAKINGLY
BRIEF AND AGILE
INTRODUCTION

by Chris Sims & Hillary Louise Johnson
authors of The Elements of Scrum

Agile Scrum- Artifacts

Scrum Artifacts (continued)

◆ The Product Backlog

  ➢ Created & managed (groomed) by the product owner (who represents the business/ customer)

  ➢ List of all features for the product

  ➢ Prioritized by the value each will provide to the customer

  ➢ The development Team may add items to it

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Agile Scrum- Artifacts

Scrum Artifacts (continued)

◆ The Sprint Backlog

   ➢ List of product features which have been agreed upon to complete during a Sprint

   ➢ Once this is agreed upon it cannot be changed

◆ Burn Charts

   ➢ Tools used to show the work completed for the project (relationship between time and scope)

   ➢ Examples: Burn Down Chart, Risk Burn Down Chart

Agile Scrum- Artifacts

Scrum Artifacts (continued)

◆ Task Board

- ➢ An information radiator

- ➢ Shows tasks and assignees: Planned, WIP, Test, Complete

- ➢ Supports: transparency, communication

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Agile Scrum- Artifacts

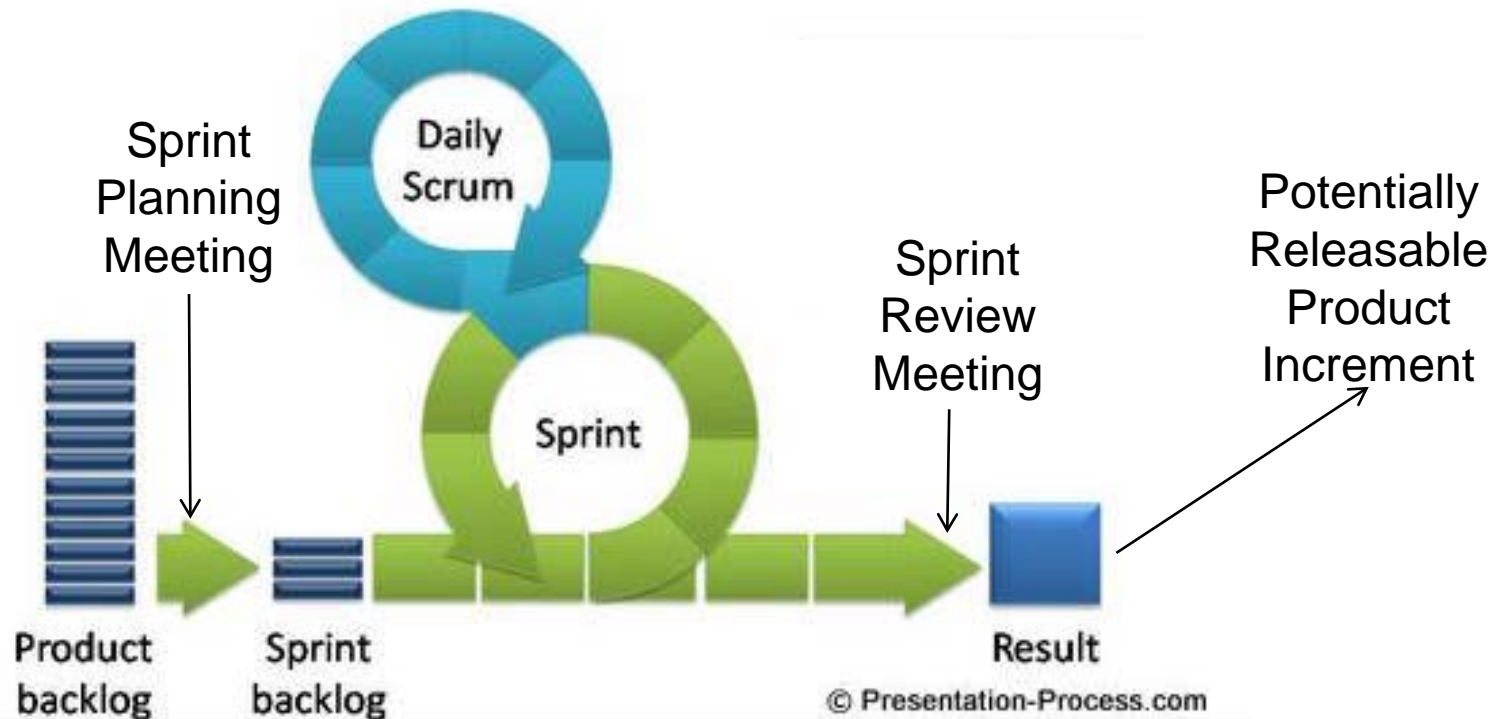**Scrum Artifacts** (continued)

◆ Definition of Done (DoD)

➢ Agreed upon to ensure customer needs are met

➢ What is so for product backlog item so it is considered done

❖ Definition of Done for a feature (story or product backlog item)

❖ Definition of Done for a sprint (collection of features developed within a sprint)

❖ Definition of Done for a release (potentially shippable state)

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Agile Scrum

Sprint Planning & Ceremonies:

◆ The Sprint Cycle

➤ A 2-4 week cycle which delivers a portion of business functionality

Daily Scrum

Sprint Planning Meeting

Sprint

Sprint Review Meeting

Potentially Releasable Product Increment

Product backlog

Sprint backlog

Result

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Agile Scrum

Sprint Planning & Ceremonies: (continued)

- ◆ Sprint Planning Meeting
  - ➢ 1-2 hours; Output -> the Sprint Backlog
  - ➢ Part 1) "What will we do?"
    - ❖ Commit to deliverables for the sprint
  - ➢ Part 2) "How will we do it?"
    - ❖ ID the tasks to complete to deliver the agreed upon user stories (features)

Agile Scrum

The Daily Scrum:

- 15 minutes (hard stop)

- Standing Meeting

- Each participant (team member) answers:
  - What have I done?
  - What I plan to do?
  - What barriers are in my way?

- Not for solving problems

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Agile Scrum

User Stories:

- A requirement detailed using 1-2 sentences in the language of the user

- It describes the need or function they would like the system to do

- Stories are sized (estimated)

- Example format:

As a <type of user>,

I want to <do something>,

so that <some value is created>.

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Sprint Review:

◆ The end of the sprint

◆ Any and all Stakeholders are invited to this meeting

◆ Review the stories which meet the DoD

◆ Review the stories which did not get done

◆ Schedule 0.5-1 hr/ week of development

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Agile Scrum

Sprint Retrospectives:

- Continuously 'Inspect and adapt'

- Team and Product Owner

- Lessons Learned

- Process Improvement

- ID no more than 1-2 strategic changes for the next sprint
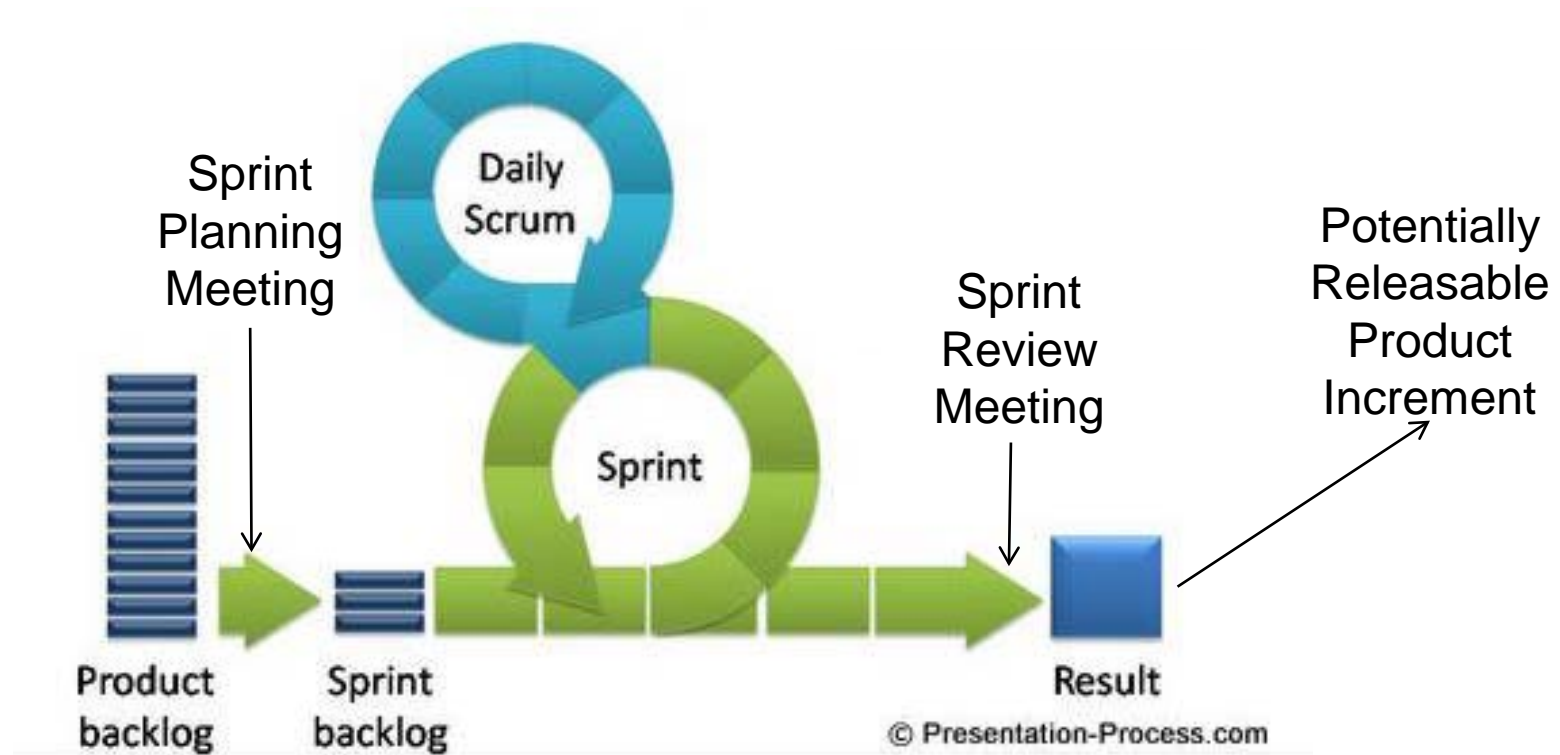
- 1-2 hours/ week of development

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Agile Scrum

Abnormal Sprint Termination:

◆ Requirement are not changed during a Sprint

◆ Decision to terminate the Sprint early

◆ Product Owner makes this business decision

◆ If done:

> ➢ All changes made during the sprint are backed out

> ➢ Hold a retrospective (very important to do!)

> ➢ After the retrospective, plan the new Sprint

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Agile Scrum

Scrum in 1000 words (a picture)…

Sprint Planning Meeting

Daily Scrum

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Agile Methodologies

References:

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◆ *"Agile Risk Management for Projects and Programmes"*, Hamilton-Whitaker, (2011, Canada)

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Agile Methodologies

For discussion and resources on Agile…

Please join me on **Linked** in the

Agile Risk Management Group

http://www.linkedin.com/groups?gid=4020498&trk=myg_ugrp_ovr

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Additional Information

PMI-ACP® Certification

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PMI-ACP® Certification

PMI Agile Certified Practitioner (PMI-ACP)®

◆ "PMI's Agile Certified Practitioner (PMI-ACP)® credential is a response to project management's increasing

◆ "The PMI-ACP recognizes knowledge of agile principles, practices and tools and techniques across agile methodologies." (PMI, 2014)

By earning the PMI-ACP®, practitioners can:

◆ Demonstrate to employers their level of professionalism in agile principles, practices, tools and techniques.

◆ Increase their professional versatility in project management tools and techniques.

◆ Hold a certification that is more credible than existing offerings based only on exams or training.

Reference: PMI, *"PMI Risk Management Professional (PMI-RMP)"* Retrieved from: http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx

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PMI-ACP® Certification

Who should apply:

◆ If you already use agile practices or your organization is adopting agile methods, earning the PMI Agile Certified Practitioner (PMI-ACP)® certification will demonstrate your knowledge of and commitment to this rapidly growing approach to project management.

PMI-ACP Requirements:

General Project Experience

◆ 2,000 hours working on project teams (within the last 5 years), or an active PMP®

Agile Project Experience

◆ 1500 hours working on agile project teams or with agile methodologies (within the last 3 years)

Education

◆ 21 contact hours in agile practices

Reference: PMI, *"PMI Risk Management Professional (PMI-RMP)"* Retrieved from:
http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx

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PMI-ACP® Certification

How to Apply:

◆ **Online at www.pmi.org**

◆ **More Info:**

> ➢ PMI-ACP® Handbook
>
> ➢ PMI-ACP® Exam Content Outline

◆ Learn more at: http://www.pmi.org/Certification/New-PMI-Agile-Certification.aspx

Reference: PMI, *"PMI Risk Management Professional (PMI-RMP)"* Retrieved from:
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