



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



SCRUM, KANBAN, SCRUMBAN AND BANJOS

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www.mindavation.com

2017 Project Management Symposium



Presentation Outcomes

- Breaking down “agile” into a set of principles that can be considered and applied separately
- Considering and examining the environment under which agile principles can successfully be applied
- Understand Scrum vs. Kanban and why discuss “banjos”?



Agile Principles: Iterative

Agile is based on iterative approaches to delivery...

- Frequent and short requirements collection
- Iterative planning
- Breakdown product creation and delivery into smaller pieces
- Two to three iterations or more before delivery – “sounds of agile” only



Agile Principles: Control Concepts

Agile requires discipline and control, but it differs from traditional projects

- Schedule time-boxing
- Business controlled versus technical team driven
- Kanban controls flow rate/area
- Unbroken expert partnership required



Agile Principles: Flexibility

The definition of agile comes in two base areas:

- Reprioritisation for next phase or stage
- Conversation and confirmation
- Traditional change control – “agile sounds”



An Agile Project Example

- Electric and Gas Public Utility
- Expanding in competitive landscape
- “Strategic dashboard” objective
- Initial functionality – 7 weeks
- Additional functionality every 2 weeks
- Completed in 6 months

All eight principles were applied.



An Agile Principles Example

- Rapid growth medical instruments company
- Need to create a standardised quality management scheme
- Initial scoping – frequent short requirements collection
- Traditional gap and business analysis phase
- Time-boxed “sprints” for process development
- Reprioritisation by the business areas

Three principles applied at separate times



The Environment for Agile Success

- “Agile is Fragile”
- Significant conditions and management decisions must be in place, or agile projects will fail
- These must be in place at the start and throughout the project lifecycle



Prerequisites – Required Conditions for Agile Projects

- Business priority
- Team members with workload prioritised and:
 - Authority
 - Knowledge
- Organisational change capability
- Base environment or infrastructure for the project
- If new to agile – willingness and patience to govern differently
- Without this – you are PRETENDING, or on a path to high risk



Final Environmental Factor - Short and Long View

- What makes Agile, agile, is people and what is expected of them, and how they interact
- Can interact with waterfall initiatives
- Can manage flow with Kanban if frequency is sufficient
- Use caution with legacy systems create obstacles, however agile can:
 - Fix business functionality fast – short view
 - Need to converge solutions – long view



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UMD Project Management Symposium
May 4-5, 2017
Slide 11

Questions and Discussion





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- ⓐ **A** – means you want a free article each month related to project management and leadership. Many Mindavation articles are published in PMI newsletters and other project management journals.
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