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Bringing a Peaceful Coexistence between Project Management and Agile Methodologies

Taming the Beast

Feb. 26th, 2014

Doug Carter, PMP/Agile Guru
Gus Cicala, CEO
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Taming the Beast

Bringing a Peaceful Coexistence between Project Management and Agile Methodologies

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Agenda

- The Evolution of Methodologies
- Where Agile Fits
- Challenges
- Panel Discussion
  - Fact or Myth
  - Questions from the Audience
- Driving the Change in the Real World
  - Integrating the Two
  - VIA Methodology
- Next Steps

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The Evolution of Methodologies

- "Try to learn something about everything and everything about something."
  - Thomas Huxley

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The Evolution of Methodologies

Started as a developer

Born in the traditional 70s main-frame computing, waterfall, Yordon

Grew up through all the perspectives:

• Object-oriented
• Time-boxing
• Iterative development
• Changes from main-frame to client-based to web-based

Each provide their own value

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The Evolution of Methodologies

- Reversion to flexibility, popular embrace of processes that allow for more innovation

- Methodologies were airy

- Processes became better defined

Moore’s Law
- Projects that are too Plan-Defined can’t keep up with today’s rate of change

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Where Agile Fits

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Challenges

"Nothing is worth doing unless the consequences may be serious."

-George Bernard Shaw
Challenges

Two processes that are (supposedly) at odds

Accurate estimates, defining boundaries

What to look for in tools

Is it right for your organization?

Change

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Challenges: Change

Overhauling the long-standing, practiced process

Changing the managers’ day-to-day role

- Used to weekly reports
- Used to details of where the project is, what’s on schedule, what isn’t etc.

Cultural Change

Adaptability: It is not the strongest of the species that survives, nor the most intelligent; it is the one that is most adaptable to change. (Charles Darwin)

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Panel Discussion

“Beware the man of one book.”

-St. Thomas Aquinas

Doug Carter
VP: Global Agile Practice
PMO and Technology Services

Gus Cicala
President & CEO
Project Assistants

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**Poll #1**

How many constraints do Agile methods provide?

- a) None
- b) Few
- c) As many as Waterfall
- d) Organizational approach is the biggest determinant

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**Fact or Myth:**

*Agile Is Free of Constraints*

**All of the pre-implementation artifacts are defined as usual**
- RFPs
- SoWs
- Etc

**Long-term, major milestones**
- Product Analysis
- Business Analysis
- Overall requirements

**Then, individual sprints happen**
*within this framework*
- Typically is 2-4 weeks
- Recommended to have a verifiable, tangible deliverable

**Revisit**
- Go back, make adjustments to ensure you’re still on track

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Hybrid Methodology

PMLC: Plan Program / Re-Plan Program

Backlog / Velocity / Program EVM

Requirements and Program Planning

Inspect and Adapt

Sprint 1

Inspect and Adapt

Sprint 2

Inspect and Adapt

Sprint n

Retrospective → Product Deliverable Evaluation → Release → Update Release Plan → Evaluate Backlog → Plan Next Sprint

SDLC: Agile

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# The Project Management and Planning

## Planning iteration
- Planning and team management
- Review progress
- Update plan weekly with actual hours worked
- Synchronize team’s efforts with expectations
- Fixed amount of time
- Doesn’t result in a customer release

## Release increment (1 to 3 months)
- Series of iterations
- Results in working software, either:
  - Released to customer or QA
  - Headed to customer for early feedback

## Release
- Milestone on plan when working software is released to a customer or QA

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The Project Management and Planning

Inception
1. Project Chartering and Kickoff

Discovery / Planning
2. Release Planning

Development
3. Plan the Iteration
4. Revise the Product Backlog
5. Execute the Iteration
6. Show Results
7. Reflect and Adapt
Cycle Repeats Until Release is Complete

Close
8. Conduct Release Retrospective

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# The Project Management and Planning

<table>
<thead>
<tr>
<th>Agile Hybrid Adaptive Planning Core Practices:</th>
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</thead>
<tbody>
<tr>
<td>Prioritizing requirements</td>
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<tr>
<td>Estimating</td>
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<tr>
<td>Release planning (breaking the project into smaller releases)</td>
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<tr>
<td>Tracking project velocity (need to maintain history of velocity)</td>
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<tr>
<td>Timeboxing (a set period of time planned at beginning)</td>
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<tr>
<td>Tracing requirements back to goals</td>
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<tr>
<td>Minimize use of Gantt charts</td>
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</tbody>
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### Agile Hybrid Adaptive Planning:

#### Iteration Plan vs. Release Plan

<table>
<thead>
<tr>
<th>Iteration Plan: Technical development work plan</th>
<th>Release Plan: Business-level work plan</th>
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<tbody>
<tr>
<td>• Track progress</td>
<td>• Translate technical plan into “Gantt-type” plan</td>
</tr>
<tr>
<td>• Adjust expectations</td>
<td>• List of requirements, or high-level deliverables</td>
</tr>
<tr>
<td>• Project onto higher-level plans</td>
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</tbody>
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**Becomes more accurate as project progresses**

**Keeps management appraised of overall project progress**

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The Project Management and Planning

Agile Hybrid Adaptive Planning: Business-level Plan

- Is the project on track?
- Is the next release going to be late?
- What will be in the next release?
- Has anything slipped to the next release?

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Poll #2
In traditional project management, the end points of a project are:

a) Absolute and Fixed
b) Flexible
c) Changeable, but only with great difficulty
d) It depends on the organization’s approach and culture

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Fact or Myth:
Project Management Prescribes Inflexible Endpoints

True in some cases:
• Stakeholders are like the parents, and there are stakeholders who are inflexible

PM and Agile are closer than perception has it

Common Theme: It takes the right people with the right expertise in the right environment with the right communications for projects to succeed

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Poll #3:
How is a scope determined for an Agile project?

a) Sheer guesswork
b) Expertise and historic information
c) Exact quantitative and qualitative data
d) Agile projects do not allow for a scope
Fact or Myth: Agile Has Nebulous Scopes

Based on:
- Expertise
- Historical information
- Knowledge of the project

You can estimate:
- Complexity
- How many stories it will take
- How much time and money each of those stories will take

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Fact or Myth: Agile Has Nebulous Scopes

Catches:

Require experience with Agile before you can provide good estimates for Agile projects

Estimates must have tolerability

When the scope changes it’s going to take more sprints, which means more scrums, which means more time and money...delivering better, faster, more cost-effective project-based results
Poll #4:
Agile works well for:

a) IT organizations
b) Client-based projects
c) Any project-oriented organization
d) Any organization that is good at handling change
**Fact or Myth:**
Agile Only Works for Certain Types of Organizations

Project Management focus or Lifecycle focus?

Project and Program Mgmt.
On Time/On Budget

Lifecycle Management
On Specification

Organizational adaptability:

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."

Charles Darwin

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Driving the Change in the Real World

“*In theory there is no difference between theory and practice. In practice there is.*”

-Yogi Berra

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Driving the Change in the Real World

Balancing risk and reward
A superior process performed incompetently will have inferior results
Can’t always wait for the perfect time to improve
Setup process procedures; no Big Bang approach

Make sure the projects on the Slow Beginning have a favorable profile:
Isolated
Low-risk profile
New Interface

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Introducing Agile with an Agile Lens

Pushback against project managers:

- Development team feels like they'll be reporting all the time, it'll take over what they do.
- We don't want to know all their stories, just burnup/burndown; when you put things in the backlog and when you take them out.
- We don't want to be in daily scrum meetings; we want to be able to trust the vital signs we're given.

Language matters:

- "Planning" makes people think Waterfall.
- Use "Collaboration" instead.
- Speak in the language of: "What's your product backlog? What's in your iteration backlog?" Then choose what sprints you have.

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Change Methodology
The VIA Methodology

Vision
• Current State
• Future State
• Gap Analysis
• Visioning
• Roadmap

Implement
• Requirements
• Process Alignment
• Software Install & Config.
• Customization
• Education

Adopt
• Process Improvement
• Ongoing Operations
• Ongoing Governance: Measure & Report

Deliverables
• Analysis Findings
• Vision
• Roadmap

Deliverables
• Implemented Solution
• Governance Procedures

Deliverables
• Adopted Solution

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Next Steps

- “An ounce of action is worth a ton of theory.”
  
  - Ralph Waldo Emerson
Next Steps: Moving into Implementation

Yin and Yang

You need to have seen both Plan-Driven project Methodologies as well as Agile methodologies in order to know how to move between the two

Whether you’re struggling, getting back on track, or doing it for the first time, there’s a process for the change itself

Advisement on the next step for your organization

Planning phase / Visioning step

Pilot projects / gradual implementation

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Keep in Touch

- You can download today’s slides at:
  - projectassistants.com/slides
- Gus Cicala: GusCicala@ProjectAssistants.com
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- Send me a LinkedIn invite
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Thank you!

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