AGILE FOR NON-IT PRACTITIONERS

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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
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
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
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.”

*Reference: [www.agilemanifesto.org](http://www.agilemanifesto.org)*
What Agile Entails…

Characteristics:

- Iterative
- Incremental
- Time-boxed

Requires:

- Trust, commitment, flexibility
- Understanding business priorities
- Significant stakeholder engagement
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
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
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

Sprint Review Meeting

Potentially Releasable Product Increment

Product backlog

Sprint backlog

Sprint

Daily Scrum

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
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
Agile Scrum

Scrum Artifacts

◆ The Product Backlog
◆ The Sprint Backlog
◆ Burn Charts
◆ Task Board
◆ Definition of Done (DoD)
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
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
Scrum Artifacts (continued)

❖ Task Board

➢ An information radiator

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

➢ Supports: transparency, communication
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)
Agile Scrum

Sprint Planning & Ceremonies:

- The Sprint Cycle
  - A 2-4 week cycle which delivers a portion of business functionality
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
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>.
Agile Scrum

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
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
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
Agile Scrum

Scrum in 1000 words (a picture)...

Sprint Planning Meeting

Daily Scrum

Sprint Review Meeting

Product backlog

Sprint backlog

Result

Potentially Releasable Product Increment

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Agile Methodologies

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Agile Methodologies

For discussion and resources on Agile…

Please join me on LinkedIn 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
PMI-ACP® Certification

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“PMI’s Agile Certified Practitioner (PMI-ACP)® credential is a response to project management’s increasing needs for agile skills.”

“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.

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

PMI-ACP® Certification

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