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# LEVERAGING AGILE PROJECT MANAGEMENT

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# Objectives

- ▣ What is agile project management
- ▣ Reviewing individual techniques that can be re-applied on a broad range of projects
- ▣ Guidance on avoiding the pitfalls associated with agile
- ▣ What is available

# Agile for All Projects

- ▣ More than IT Projects:
  - Mergers & Acquisitions
  - Marketing
  - Sales
  - Tax & Legal
  - Regulated
- ▣ Attributes:
  - Need to time box
  - Changing environment/requirements
  - Customer expects flexibility from supplier

# A Way Forward

- ▣ Establish guidance for when to use and not use agile approach and/or specific agile techniques & tools
- ▣ Choose an agile approach that utilizes your organization's competencies
- ▣ Agile or not - reduce multi-tasking, improve customer focus, feature driven development

# Potential Barriers

- ▣ Co-location
- ▣ Keeping the team together
- ▣ Team size - 7 people
- ▣ Architecture
- ▣ No multi-tasking (assigned to multiple projects)
- ▣ Requirements before commencement of work
- ▣ Requirements traceability

# Forget the hype

- ▣ Project Manager – From uninspired taskmaster to Visionary Leader
- ▣ From command and control to empower and inspire

# History

- ▣ RAD – Rapid Application Development late 80's – Barry Boehm, James Martin
- ▣ SCRUM mid-90's – Ken Schwaber
- ▣ DSDM mid-90's
- ▣ Extreme Programming 1999 Kent Beck
- ▣ Agile Manifesto 2001 – Jim Highsmith
- ▣ DSDM Atern 2007 – Dot Tudor

<p><b>RAD - Rapid Application Development</b></p>	<p>JAD sessions          Business participation          Time-boxing          Iterative development (spiral vs waterfall)          Rapid prototyping          Reusable code          Small teams (Skilled Workers with Advanced Tools)</p>
<p><b>SCRUM</b></p>	<p>30 day (or less) cycles          Scrum Master versus Project Manager          Burndown Chart/Sprint Backlog          Co-located team (face to face)          Customer focus (feature driven priority setting)          Business part of team          Early &amp; continuous delivery          Welcome changing requirements          Self organized teams          Team stays together</p>
<p><b>DSDM - Dynamic Systems Devt. Methodology</b></p>	<p>Based on RAD - time-boxing/prototyping/modeling          80% benefits from 20% functionality          Always deliver - MoSCoW (Must have/Should have/Could Have)</p>

<p><b>Extreme Programming</b></p>	<p>Unit of measure – working software                  Time-boxing                  Coach (versus Scrum Master or Project Manager)                  Pair programming                  Test driven development (with unit test focus)                  Refactoring                  Sustainable pace (40 hour week)</p>
<p>Extreme or Agile Project Management                  - high uncertainty                  /high change projects</p>	<p>Success – customer happy with progress/final deliverable, post project benefits realized/good team experience                  What/How/Do/Review/Harvest                  Little’ Law - Faster delivery, reduce the portfolio size &amp; reduce the process time</p>
<p>DSDM Atern</p>	<p>Pre-Project Feasibility/Foundations/Exploration/Engineering/Deployment/Post Project</p>

# Re-application on a broad range of projects

Iterative development (spiral vs waterfall vs sprint)

- ▣ We embrace that there will be change
- ▣ Early and continuous delivery
- ▣ EDUF not NDUF



IEEEarticle

- Business participation
- Rapid prototyping

# Re-application on a broad range of projects

Always deliver

- ▣ Time boxing
  - MoSCoW
  - Backlog charts

# Prioritisation

## MoSCoW

- ▣ Must have
- ▣ Should have
- ▣ Could have
- ▣ Won't have

## Product Backlog

## Sprint Backlog & Burn down chart

# Re-application on a broad range of projects

## Customer focus

- ▣ Business participation
- ▣ Feature driven prioritization
  - 80% benefits from 20% functionality

# Rework

- ▣ What is the right amount?
- ▣ Refactoring
- ▣ Retrospectives
- ▣ Reusable Code

# Three Questions

What did you do yesterday?

What will you do today?

What is in your way?

Note: 15 minute meetings, everyone encouraged to attend, no problem solving

# The 8 Principles of DSDM Atern

1. Focus on the business need
2. Deliver on time
3. Collaborate
4. Never compromise quality
5. Build incrementally from firm foundations
6. Develop iteratively
7. Communicate continuously and clearly
8. Demonstrate control

# External Sources

- ▣ [http://www.keithrichardsconsulting.co.uk/site/DSDM\\_Atern/downloads/](http://www.keithrichardsconsulting.co.uk/site/DSDM_Atern/downloads/)
- ▣ <http://www.dsdm.org/products/atern.asp>
- ▣ [www.APLN.org](http://www.APLN.org)
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