We’re Implementing Agile – What Happened to my Day Job?

Welcome

• Thank you for joining us for this College of Continuing Education webinar.

• We’re Implementing Agile – What Happened to my Day Job?

• Moderator: Mike Amidon
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Please submit questions at any time during the webinar. Questions will be addressed as time permits at the end of the webinar.

Key Factors of Project Success
Webinar Recording

- A link to a recording of this webinar will be e-mailed to all registrants.
- You can expect to receive the webinar link in the next few days to the e-mail you submitted during your registration.

Angela Johnson, PMP, PMI-ACP, CST

- 17+ Years Information Technology with both traditional SDLC and Agile
- Certified Scrum Trainer and Agile Transformation Coach
- Based in Minneapolis, Minn.
- Interests include sailing, rollerblading, and reading

Mike Stuedemann, PMP, CSM

- 13+ Years Information Technology with multiple methodologies and roles
- Certified Scrum Master
- Engagement Manager, Savigent Software
- Based in Minneapolis, Minn.
- Interests include sports and reading
What is Scrum?
• Scrum is an innovative approach to getting work done.
• Scrum is an agile framework for completing complex projects.
• Scrum is about people.
• Scrum is NOT a software development methodology.
• Scrum is NOT magic or a silver bullet.

What is Agile?
• More of a philosophy
• An approach to product development
• Adaptive – there is no “THE AGILE METHOD”
• To “be agile” put the values and principles into practice
• Processes such as Scrum, eXtreme Programming, and Kanban support Agile values and practices

Agile-Related Methods
• Scrum
• XP
• Feature-Driven Development
• Lean-Software Development
• Kanban
• Others?
The Agile Manifesto

We are discovering better ways of delivering software by doing and learning what works.
Through this work, we have come to value:

Individuals and interactions over processes and tools.
Working software 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.

http://agilemanifesto.org/

Scrum: An Empirical Process

- Learn as we go
- Embrace change
- The three legs of the stool:
  - Inspect
  - Adapt
  - Transparency

As opposed to...
Traditional Process

“I believe in this concept but the implementation is risky and invites failure.”
- Dr. Winston Royce

“Managing the Development of Large Software Systems”

Traditional vs. Agile

Waterfall vs. Agile

Successful: 29%
Challenged: 57%
Failed: 14%

Successful: 9%
Challenged: 49%
Failed: 49%


Basic Scrum Flow

Analysis and Planning

Day

Sprint

Product Backlog

Sprint Backlog

Complete Work Product
Scrum Roles

- Product Owner
- ScrumMaster
- Team

Product Owner

- Understands the market, customers, and users
- Has good working relationship with stakeholders
- Empowered to make decisions, is decisive, is willing to say no
- Leader and facilitator
- Focus is successful “Product”

Team

- Self-organizing composed of 7 +/- 2 members
- Members accountable to self and team
- Deliver working product increments
- Manage Sprint backlog and burndown
- Demonstrate working software to product owner
- Participate in sprint planning
- Dedicated
ScrumMaster
• Servant leader to product owner and team; nobody reports to the ScrumMaster
• Encouraging disciplined engineering practices
• Removes impediments or barriers
• Full-time role
• Enables cooperation
• Facilitator
• Focus is successful team

ScrumMaster and the Organization
• Shields the team from distractions or interruptions
• Champion for the Scrum process teaching as a simple process with few rules
• Change agent
• Radiates information
• Advocates best practices

Traditional Project Managers
• Responsible for project plan including work breakdown structure, driving to deliverable dates
• Responsible for status reporting including Issue and risk tracking
• Responsible for facilitating status meetings, obtaining approval on handed-off artifacts, etc.
Perceived Similarities

• Removing barriers that impede the team’s ability to deliver Sprint goals
• Keep information about the team’s progress up-to-date and visible to all parties
• Facilitate the daily Scrum, Sprint planning and retrospectives

Why not Agile PM?

“I wanted to highlight the extent to which the responsibilities of the ScrumMaster are different from those of a traditional project manager.”

Ken Schwaber
Agile Project Management with Scrum

Definite Differences

• Teach the product owner how to maximize ROI and meet his or her objectives through Scrum
• Improve the lives of the team by facilitating creativity and empowerment
• Improve the productivity of the team in any way possible
• Improve the engineering practices and tools so that each increment of functionality is potentially shippable
More Differences

- Committed to the project
- Responsible for teaching others about Scrum
- Providing the leadership, guidance and coaching necessary for the paradigm shift from control to empowerment to occur

Traditional Developers

- Create code from a technical design document or requirements document
- Work individually on an assigned piece of functionality based on expertise – “Own” the code
- Manage code individually until integration phase of SDLC
- Provide status updates via the project manager

Paradigm Shift to Agile Team

- Communication via face-to-face with team and product owner
- Adopting practices such as collective code ownership, continuous integration, and test driven development
- Work cross functionally – perform analysis or testing
- Pairing or “Swarming” with other team members
More Paradigm Shifts

- Engaging in organic, dynamic architecture and design
- Delivering just enough, just in time – no "Gold Plating"

Traditional Business Analysts

- Emphasis is on creating requirements documents
- Focus is on the requirements document as a contract
- Positioned between the business users and the team
- Provides status via the project manager
- Moves on to gathering requirements for next project before current project is complete

Paradigm Shift to Agile Team

- Emphasis is on communication and collaboration
- Works cross functionally as part of the team delivering business value
- Performs tasks as part of the team to get work items to “Done” (documenting, testing, providing acceptance criteria, etc.)
More Paradigm Shifts

• Helping capture user stories as incremental functionality instead of large system requirements
• Assist the product owner in grooming the Product Backlog

More Paradigm Shifts

Focus on Requirements
• Agreed to up front
• Document takes the place of conversations
• Control discouraging change
• All requirements are complete by the end of the project

Focus on Stories
• Incremental, elaborating requirements
• Document only the results of the conversation
• Change is encouraged and embraced
• Stories are complete every iteration

“How Managers can Support a Move to Agility” by Bob Fischer January 2012

Traditional Testers

• Not typically engaged in the project until late in the process
• If time runs out – testers are under pressure to finish in shorter amounts of time or testing is not performed as planned
• Emphasis is on creating test plans, test cases and scripts
• Focus is on manual functional testing and regression testing
Paradigm Shift to Agile Team

- Have a “seat at the table” as part of the team from the beginning of the project
- Testing is performed every Sprint or iteration and is included incrementally as part of the “Definition of Done”
- Emphasis is on communication and product owner acceptance
- Automation is encouraged to enhance agility

Organization Paradigm Shifts

Focus on Projects
- Investments made at the Project Level
- Temporary Teams
- Relatively Static Scope

Focus on Products
- Investment in Products
- Intact Teams
- Dynamically Changing Scope

“How Managers can Support a Move to Agility” by Bob Fischer January 2012

More Paradigm Shifts
Questions?

Thank you for attending

- Look for an e-mail with link to presentation in the next few days.
- Upcoming Introduction to Agile Development dates:
  - June 7, 2013
  - July 19, 2013
  - October 18, 2013
  - November 12 and 14, 2013

For more information
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