THE POWER OF

Agile

PROJECT MANAGEMENT

Customer, Team and Organizational Satisfaction

PRESENTED BY:

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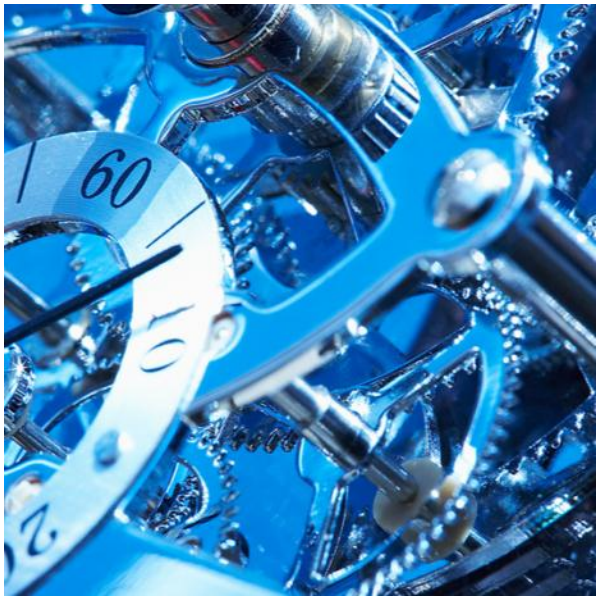
My Commitment

Why CEO's Get Fired?



1. Mismanaging change
2. Not listening to customers
3. Tolerating low performance
4. Not facing reality

Source: Leadership IQ

Turning Strategy into Results

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Influence vs. Interest

You can blame these guys!

Ikujiro Nonaka & Hirotaka Takeuchi
"The New Product Development Game"
HBR Jan-Feb 1986

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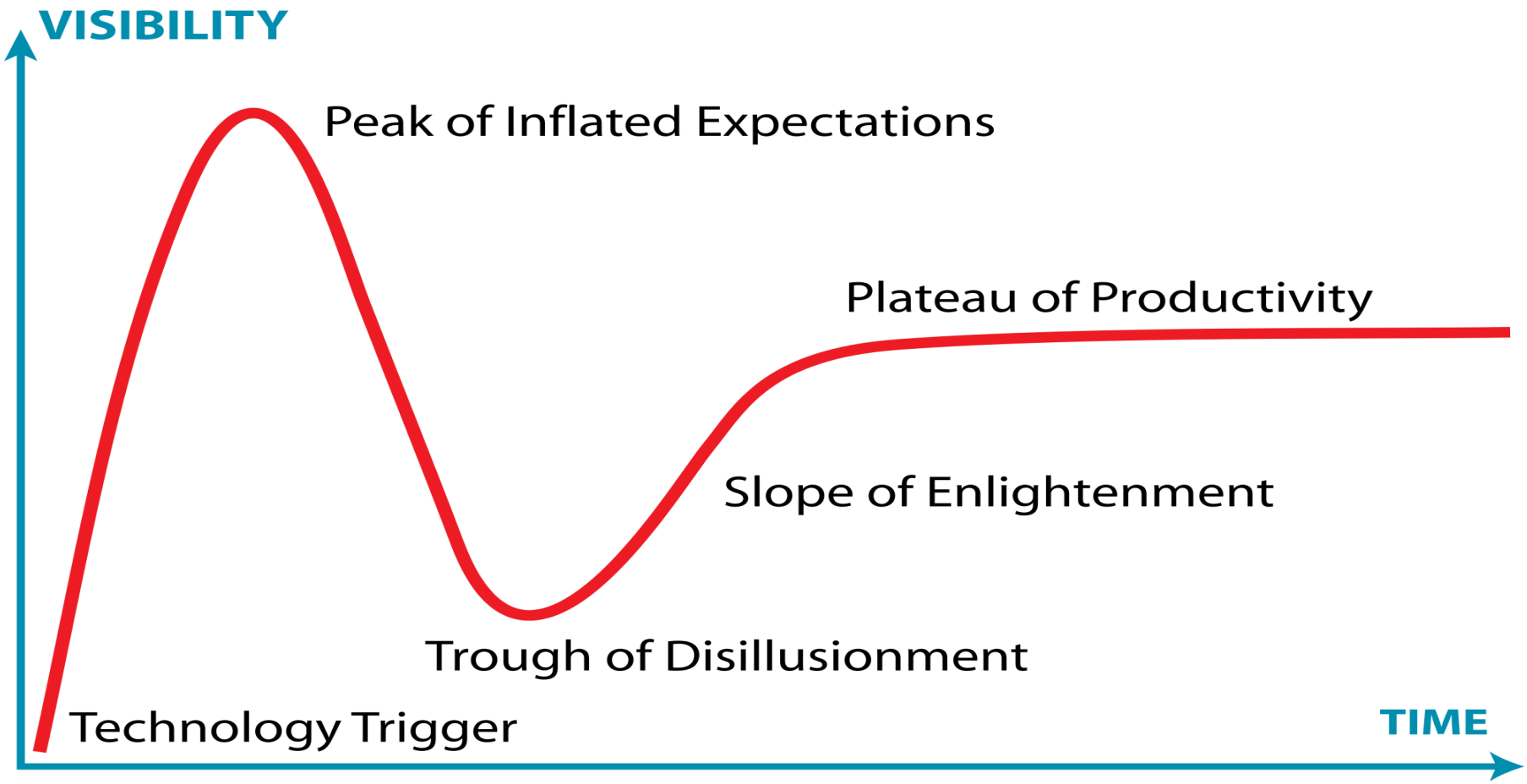
Where is Agile on the Gartner Hype Cycle?



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Gartner Hype Cycle Today

Nathan Wilson

"…*Project Level Agile is pretty close to the* ***trough of disillusionment.***

While this can seem like the end of agile, it is a normal part of any IT trend that is going mainstream.

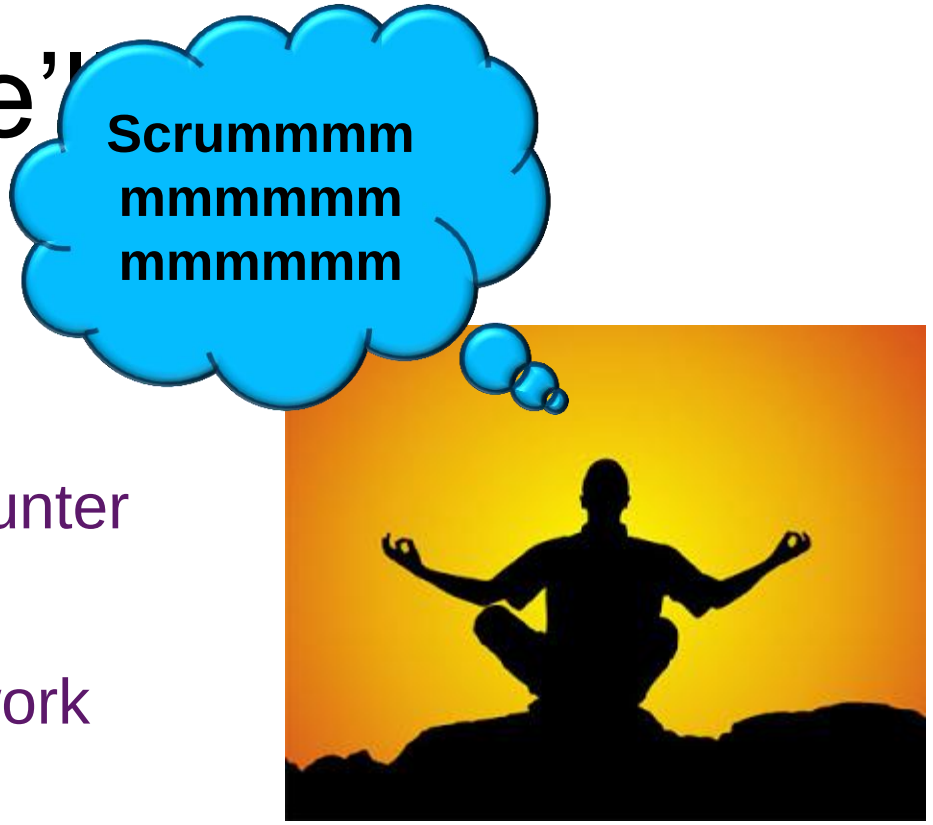
The early days of any trend are full of promise, followed by a level of hype that the trend is going to be a silver bullet that will solve all problems."

Nathan Wilson
July 12, 2012

And the question is….

WHY?

Here's what we'll



Success of Agile Practices
quick facts

Challenges You May Encounter
what to look for

Adopting the Agile Framework
an approach

Final Thoughts
A few things to "meditate" on

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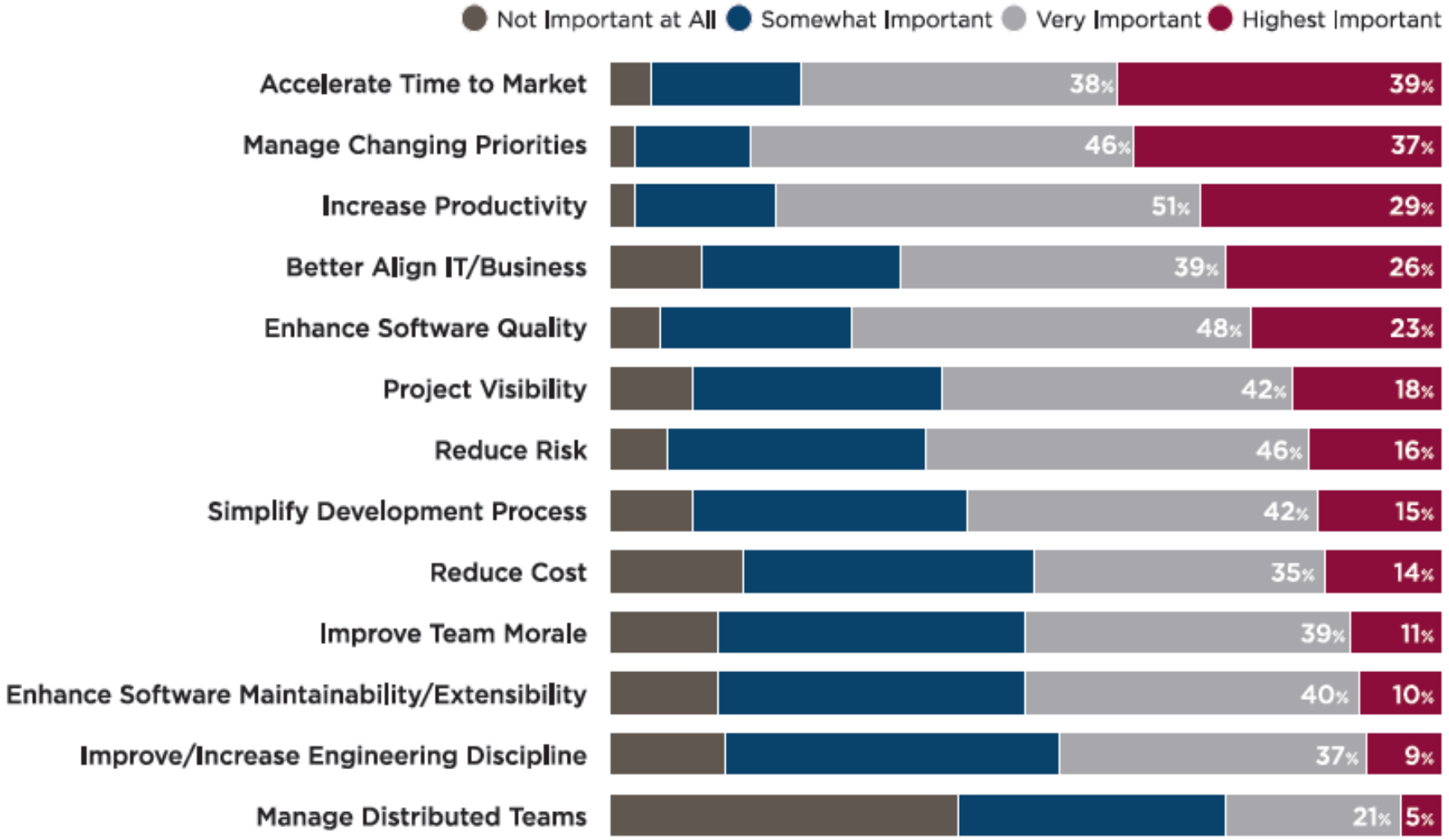
Success of Agile Practices

quick facts

Why the “rush” to Agile?

Cherokee Strip Land Rush of 1893

Reasons for Adopting Agile



From State of Agile Survey 2011, VersionOne

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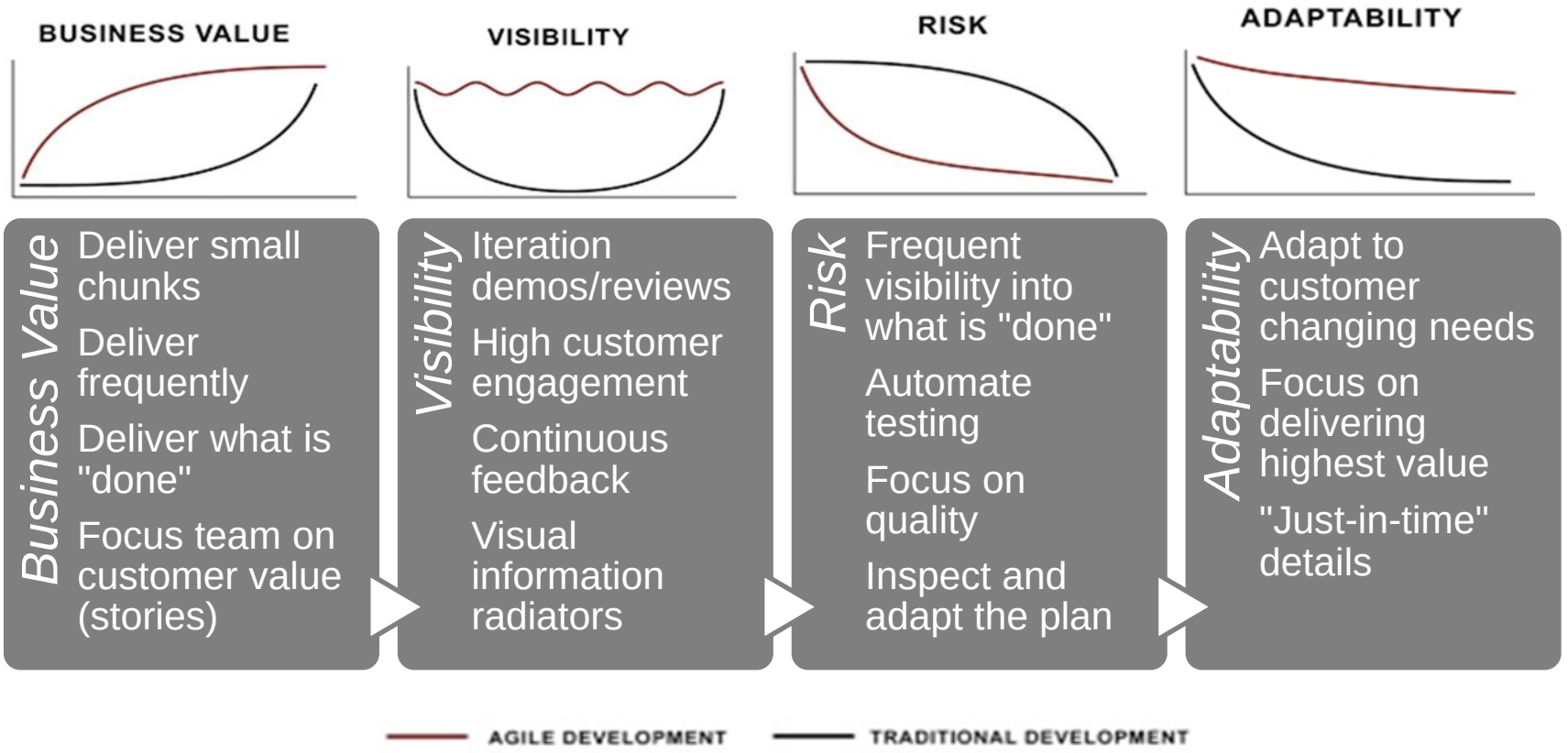
Agile Value Proposition



Value Drivers Adapted from VersionOne

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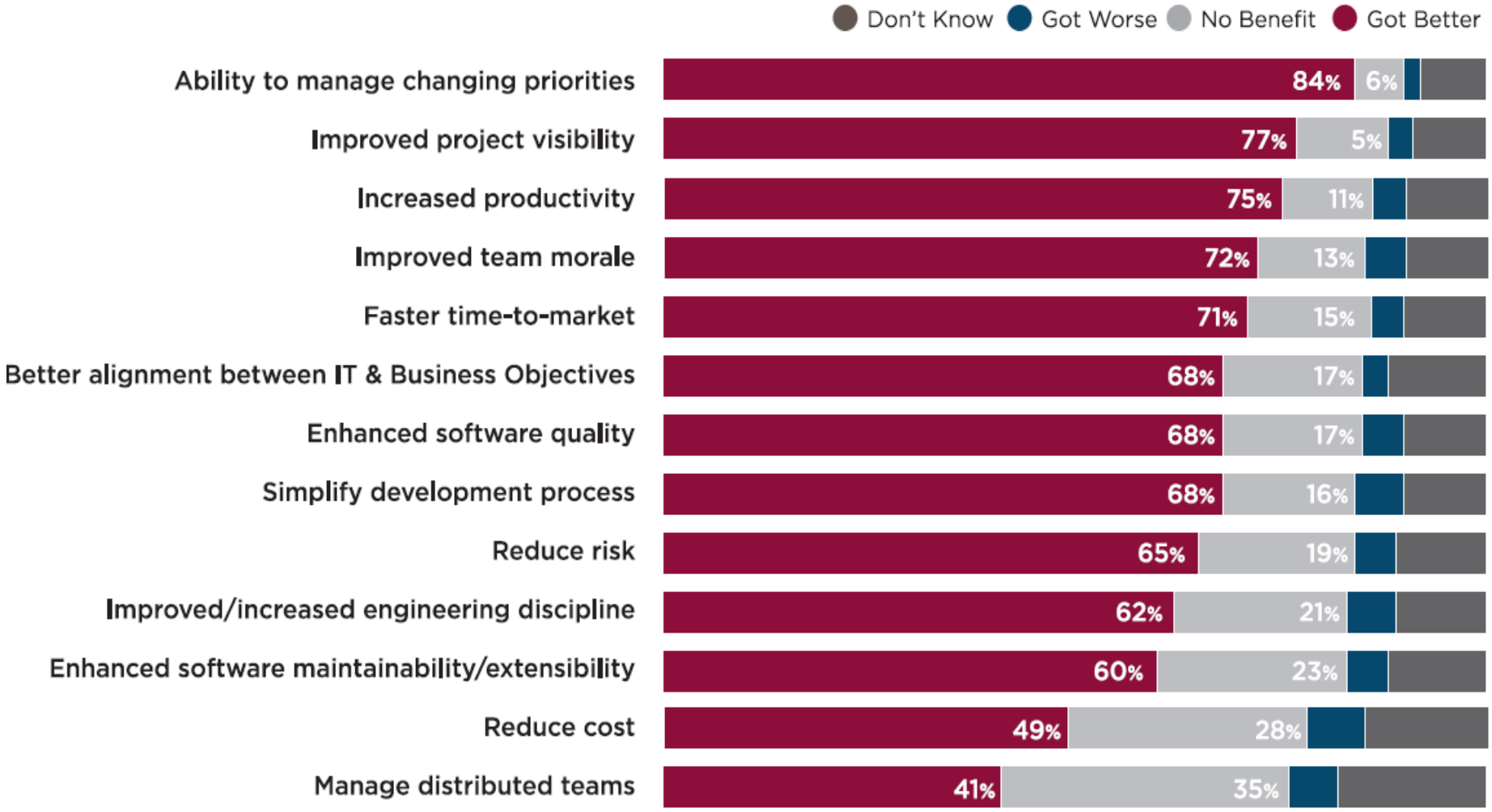
Benefits from Implementing Agile



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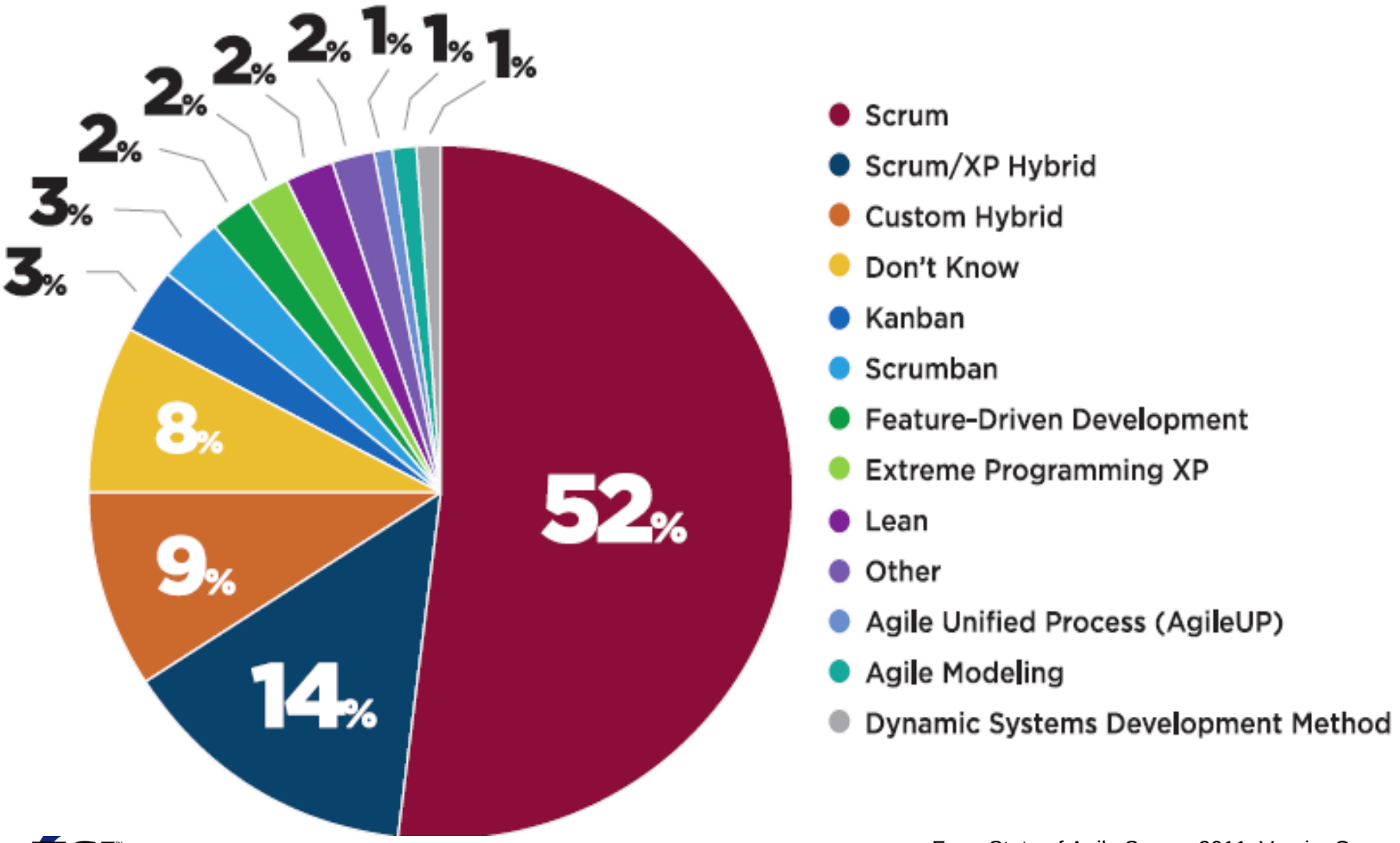
Agile Methods & Practices



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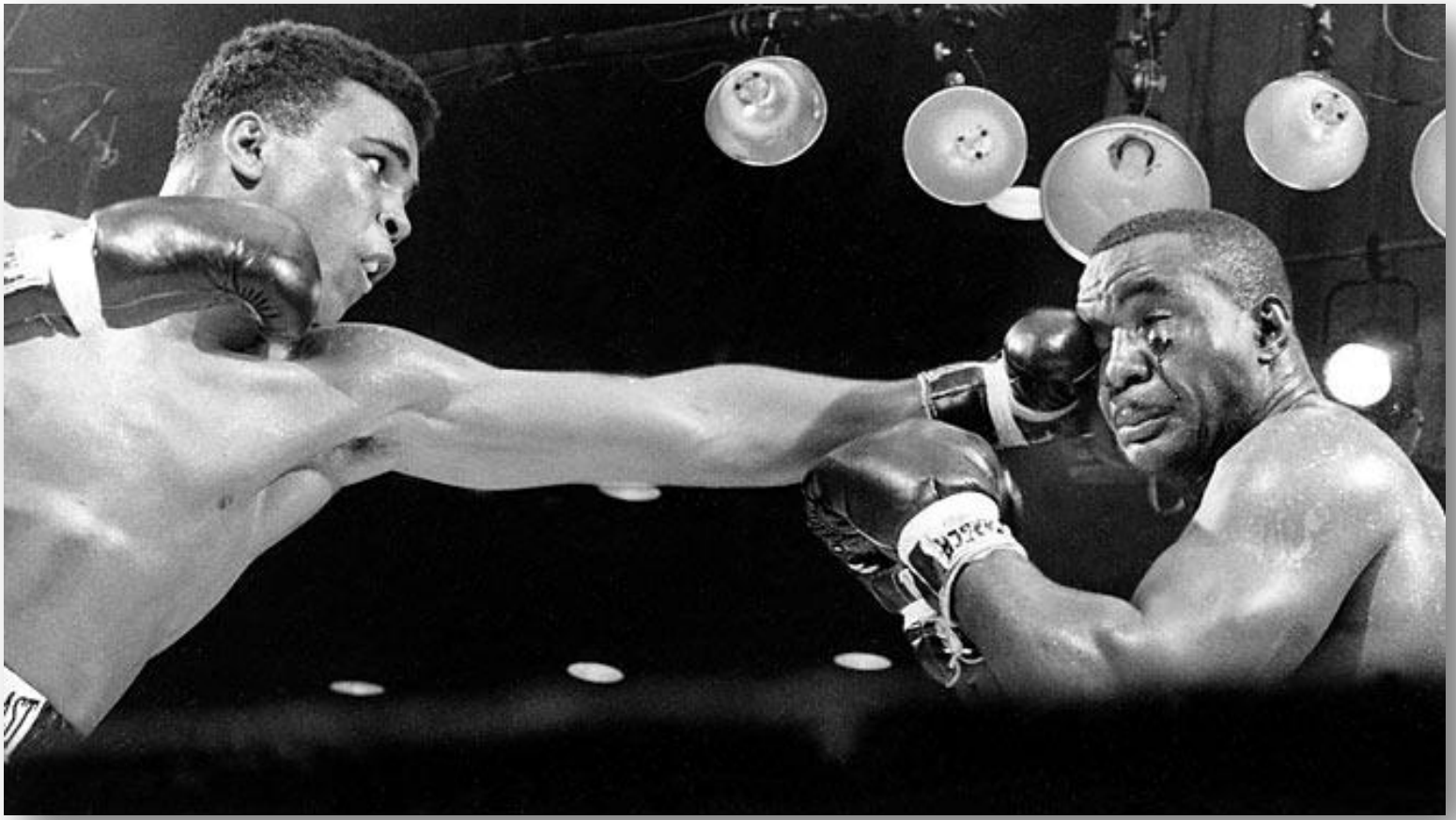
Agile SOFTWARE DEVELOPMENT VS Traditional SOFTWARE DEVELOPMENT

AND THE WINNER IS..



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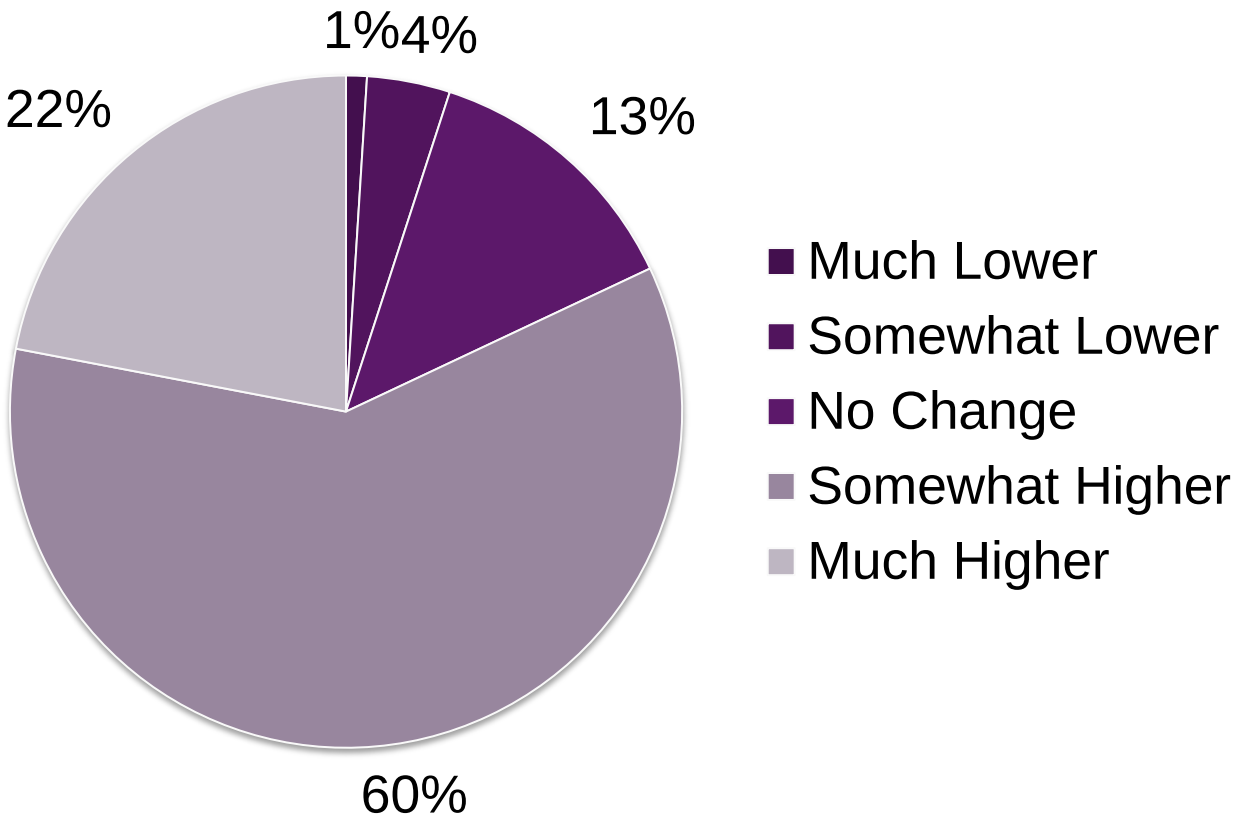
Agile SOFTWARE DEVELOPMENT VS Traditional SOFTWARE DEVELOPMENT

PRODUCTIVITY



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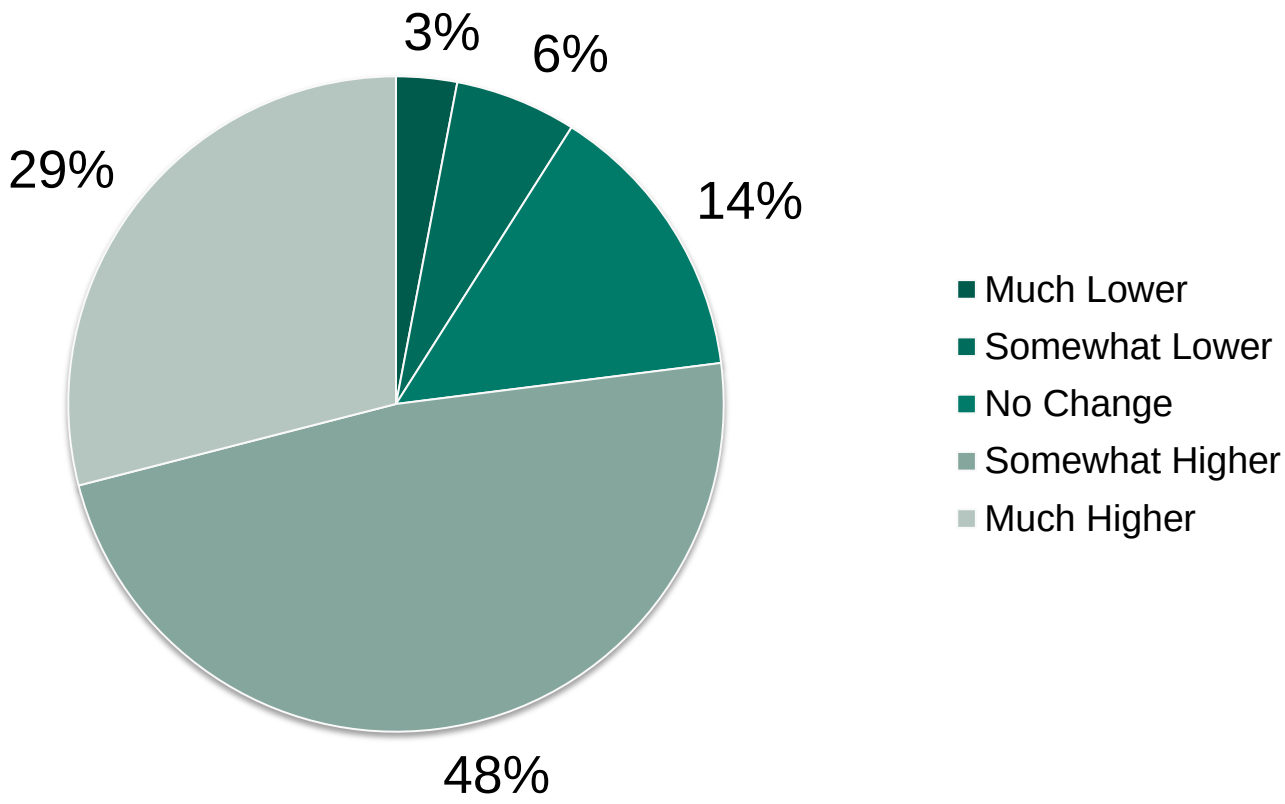
Source: DDJ's 2007 Project Success Survey, www.ambysoft.com/survey

Agile SOFTWARE DEVELOPMENT VS Traditional SOFTWARE DEVELOPMENT

QUALITY



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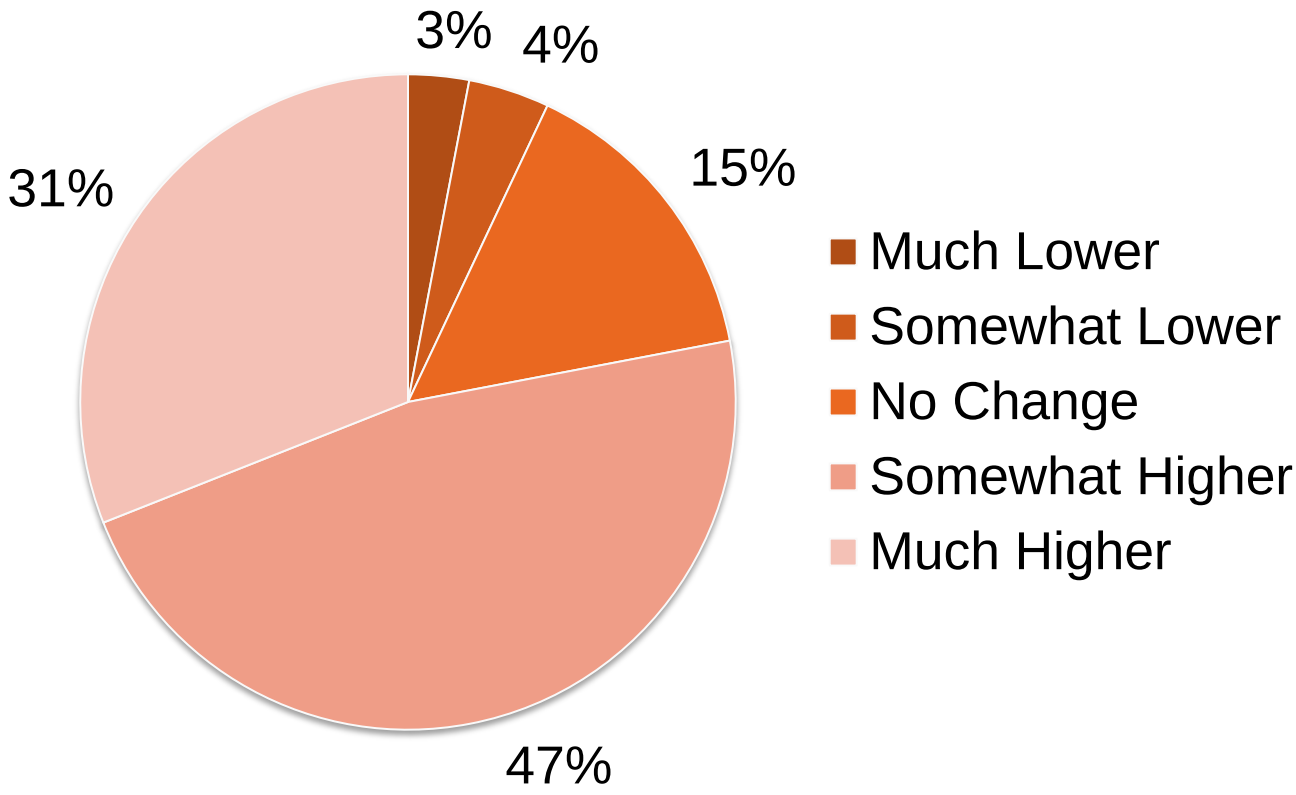
Agile SOFTWARE DEVELOPMENT VS Traditional SOFTWARE DEVELOPMENT

STAKEHOLDER SATISFACTION



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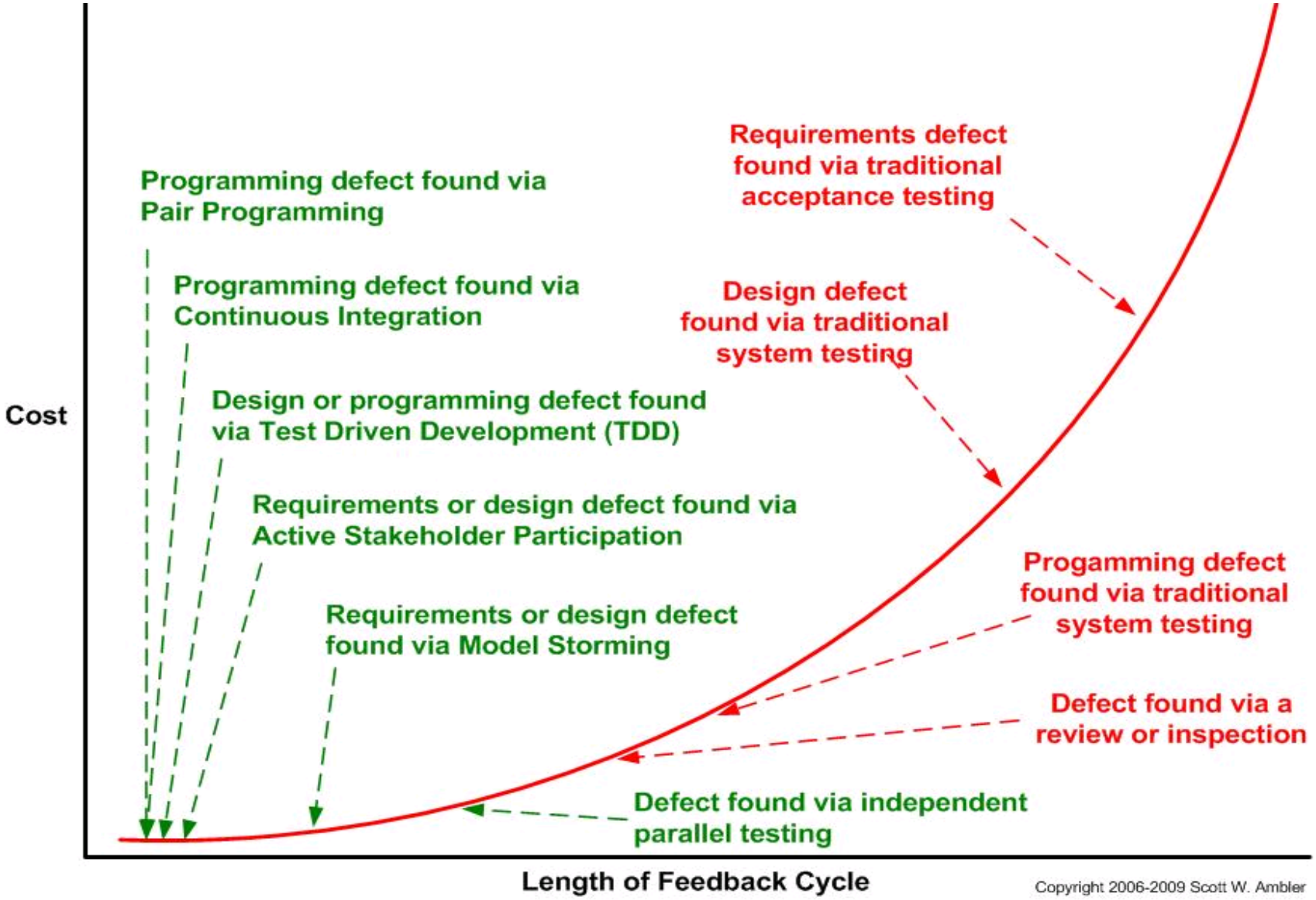
COST OF CHANGE



By all accounts looks like the right direction

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Challenges You May Encounter

what to look for

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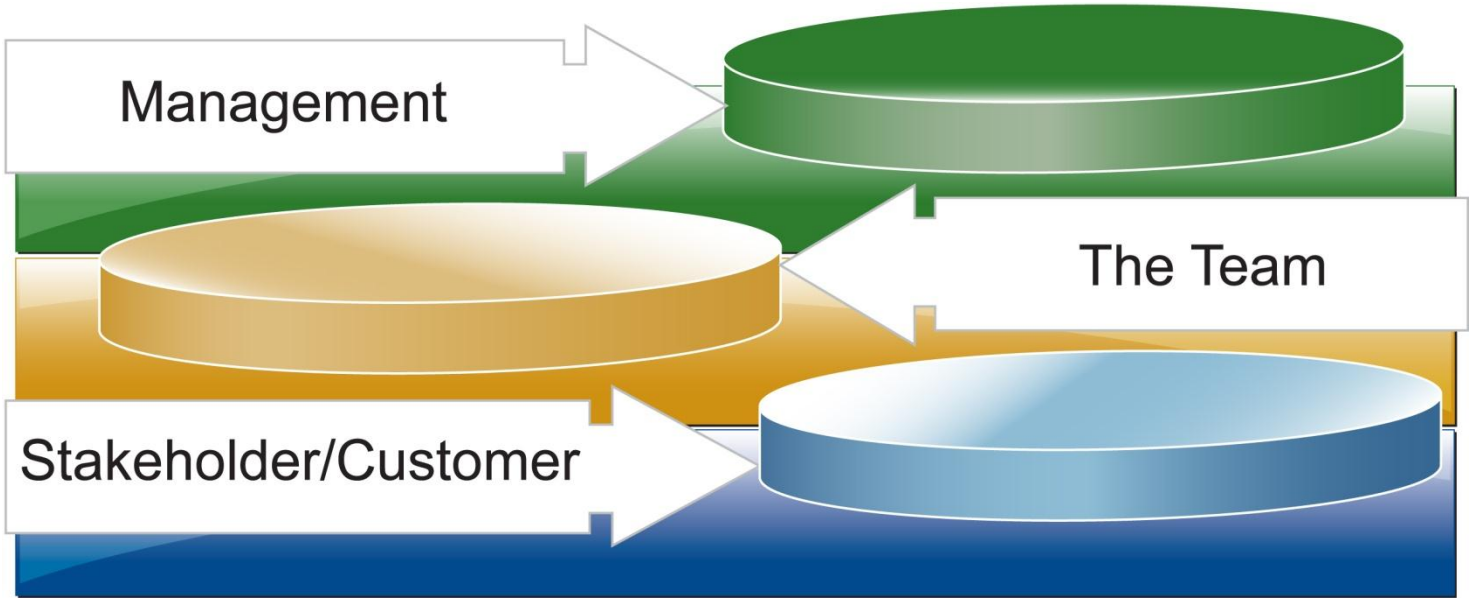
Challenges to Agile Adoption



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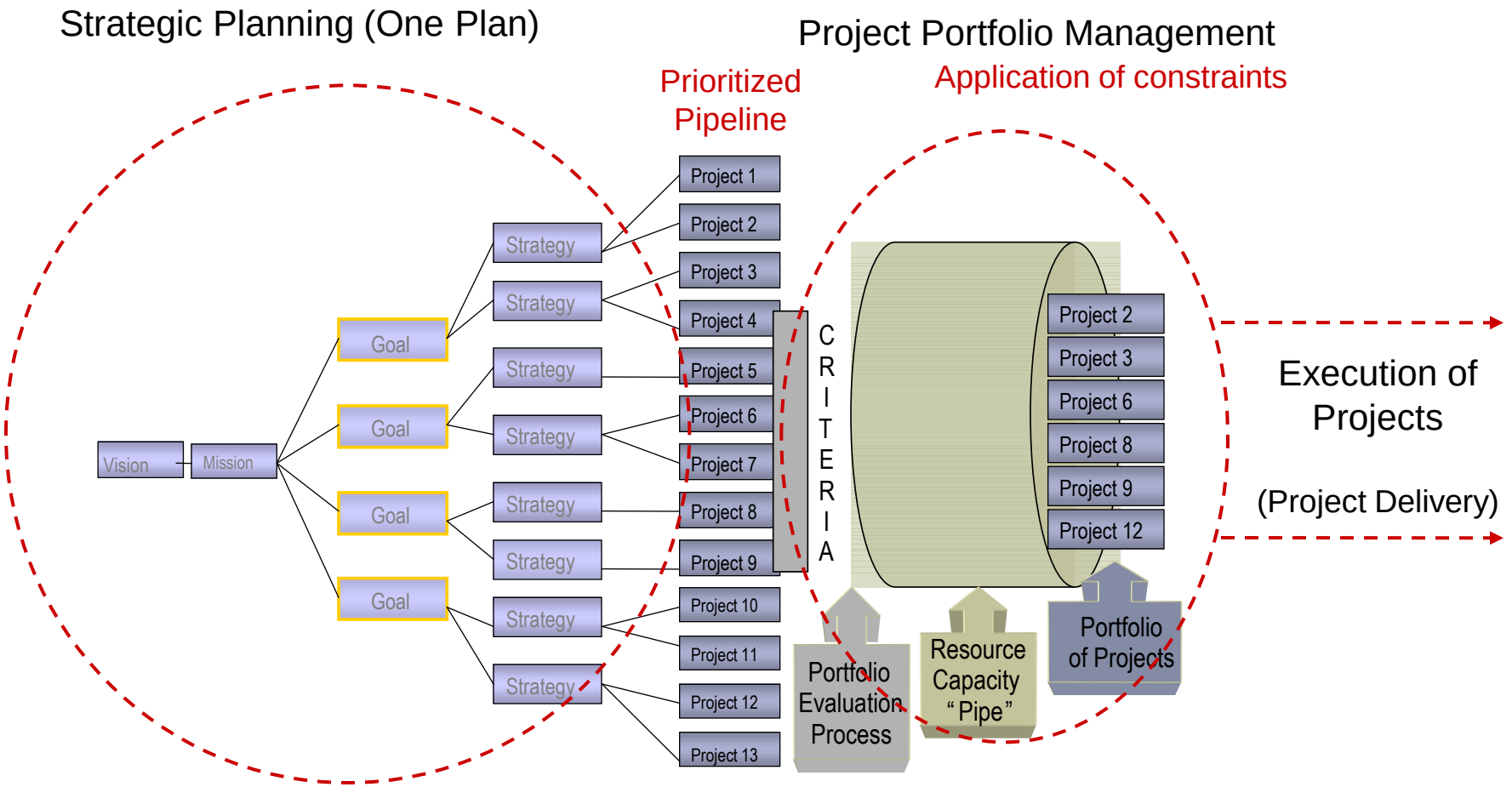
Turning Strategy into Results



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Management Challenges to Agile Adoption

Management Challenges	How This is Addressed in the Agile Environment
Management Style	Promoting leadership and collaboration over command and control
Knowledge Management	Accepting tacit (lean thinking) over detailed documentation and artifacts
Reward System	Rewarding the agile team over individual performance

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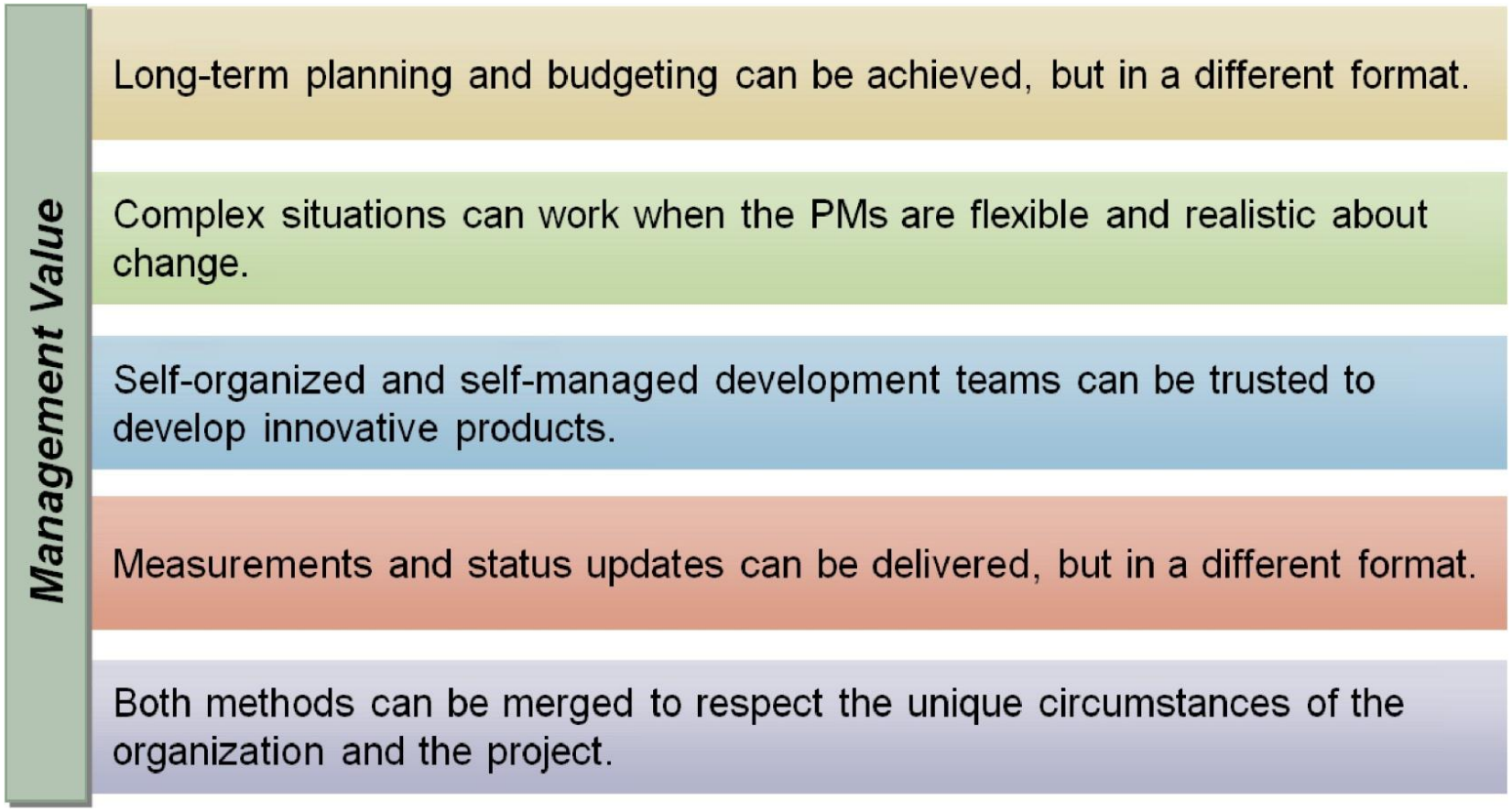
Management Value of Migrating to Agile Methods

Management must be convinced that the adoption of agile methods will still achieve the same traditional results:



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Team Challenges to Agile Adoption

Team Challenges	How This is Addressed in the Agile Environment
Requirements for intense and constant customer collaboration	• Highly transparent environment • No "black-box" programming • Team accomplishments
Need for daily meetings	• Daily, 15-minute meetings run by the team to coordinate and communicate • 90-minute planning sessions
Fear that scope will spin out of control	• Incremental adoption • Excellence through practice
Adaptation to new tools, techniques, and methods	• Reassurance of team members that jobs are secure • Support and sponsorship by management

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Boy, could he use veneers!
Will he ever shut up?
My feet are killing me!

Stakeholder Challenges to Agile Adoption

Stakeholder Challenges	How This is Addressed in the Agile Environment
Reliance on and comfort with the perceived predictability of traditional development methods	• Different estimation techniques and status reports
Requirement for intense customer collaboration and constant availability	• Up-front expectations of customer collaboration and availability
Perceived lack of control when contractors rather than employees run agile projects	• Prioritization of features by customers • Determining where the features fit in the iterations • Halting the project

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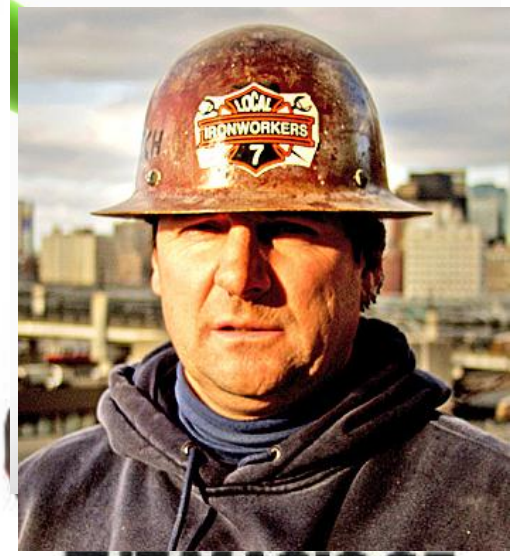
The Agile PM

The successful agile PM must migrate from—

- Management to leadership
- Monitoring compliance to enabling self-direction
- Acting as a foreman to becoming a facilitator of creativity and innovation



Adopting the Agile Framework

an approach

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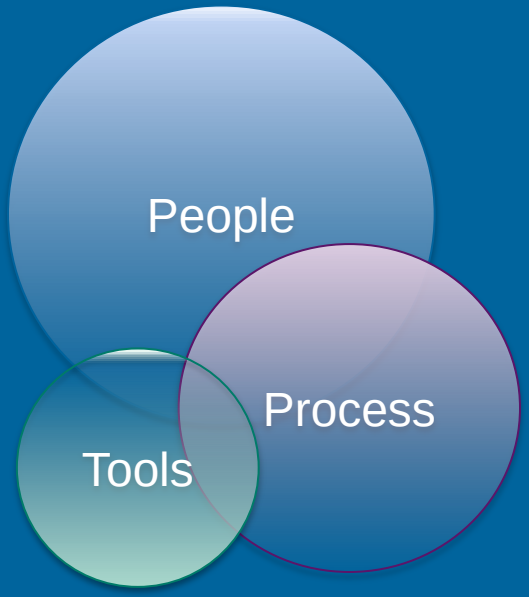
Barriers to Agile Adoption

From State of Agile Survey 2011, VersionOne

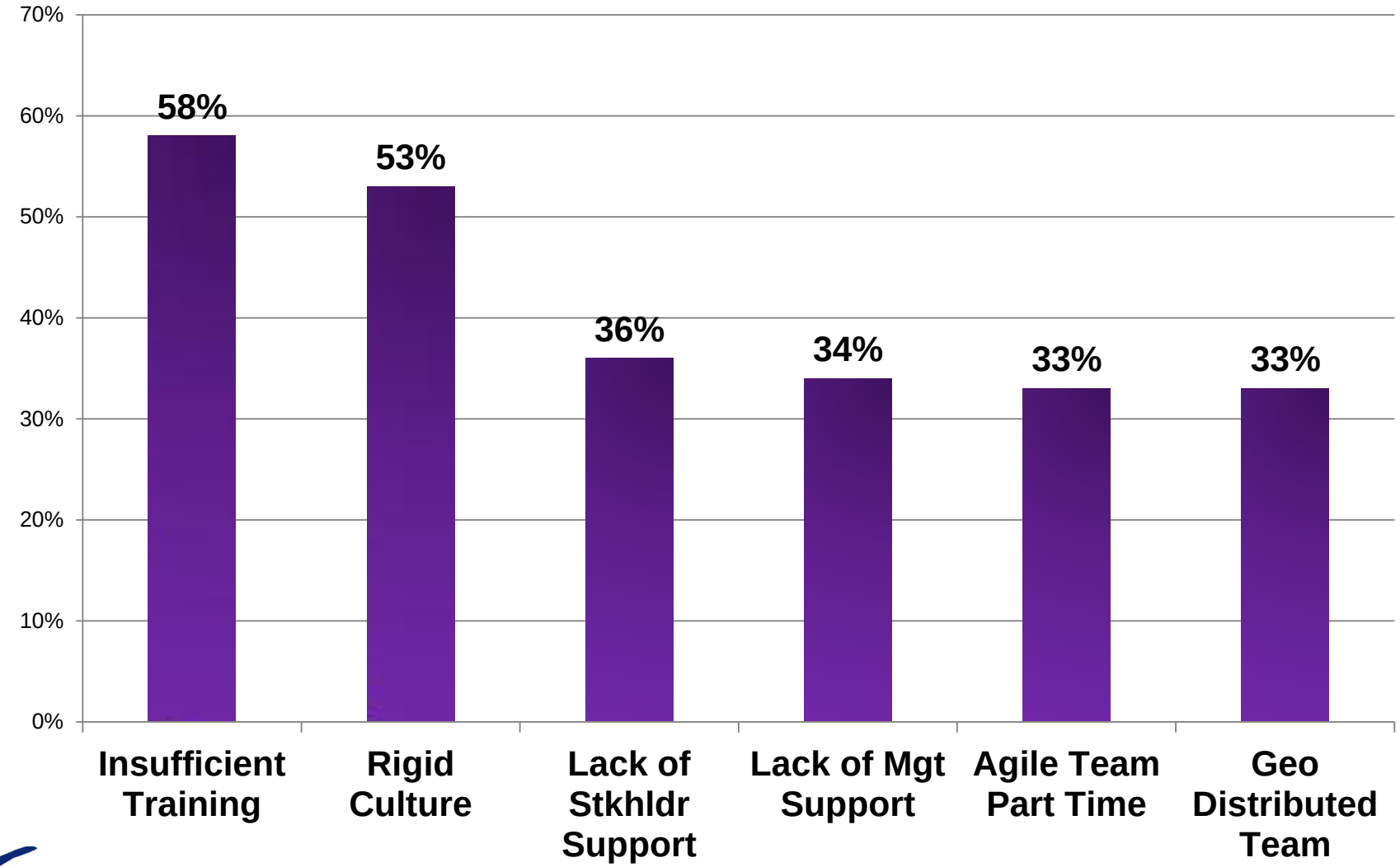
STEP 1:

Learn



- Learning by all stakeholders is critical, particularly management who is expected to support and drive Agile initiatives.
- Learning the principals and philosophy of the Agile Manifesto and Values is critical
- Learning the “mechanics” of agile is equally important
- Learning how to coach an agile teams is also critical

Agile's Biggest Challenges



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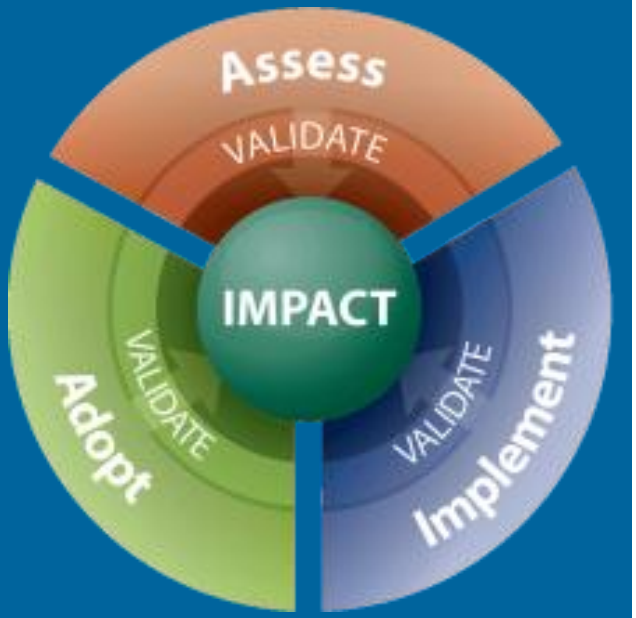
STEP 2:

Assess Organizational Readiness



- To what degree does your organization value innovation and creativity over organizational stability?
- Is your organization will to work in the context of uncertainty?
- Is your organization willing to allocate resources to one project and one project only?
- Is your organization open to multiple approaches to documenting and measuring project success?
- Does your organization foster collaborative working relationships with customers and all project team members?

STEP 3:

Assess Project Portfolio

- Not all project may be worthy of attempting agile for the first time.
- Which projects currently in the portfolio have the following characteristics:
  - Innovative
  - Exploratory
  - Experimental
  - “Never been done before”

STEP 4:

Assess Project Manager Readiness

- Can your project mangers focus on the customer and NOT standards and processes of project management?
- Does your project manager value innovation versus process and practice?
- Is your project manager comfortable with constant change
- Is your project manager reading for servant leadership vs command and control leadership?
- Is your project manager willing to allow a team fail for sake of learning?

Step 5:

Assess Project Team Readiness

- Is your team ready to make decisions independently?
- Are all team members willing to work collaboratively?
- Are your stakeholders willing to become a team member?
- Are your team members will to problem solve on their own?
- Is your team committed to remain focused and transparent during development activities?

Deep Dive

STEP 1:

Learn

STEP 2:

Assess Organiz-ational Readin-ess

STEP 3:

Assess Project Portfolio

STEP 4:

Assess Project Manager Readin-ess

Step 5:

Assess Project Team Readin-ess

Final Thoughts & Questions

What are the top sources of waste <u>your</u> organization has faced with delivering value from your portfolio of project initiatives?

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Top Challenges/Drivers for Change

Large backlog of work not getting done	Constantly changing business priorities	Silos, handoffs, heavy processes, lack of trust/ communication	Slow time to market, too long to deliver
Missing, incomplete, changing, ambiguous requirements	No focus, multi-tasking several projects by the same people	Lack of enterprise capacity measurement	Ineffective and wasteful meetings
Quality and rework issues	Unrealistic estimates and due dates set by the wrong people	Heavy engineering and testing processes, no automation	Lack of empowerment, low engagement and morale
Specialized roles, "not my task" thinking	Lack of collaboration and trust between business and team	Overproduction, working on wasteful features	No ROI or value measurement or tracking

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Here's how Kroger got "ready" for Agile

1. Determine suitability of projects
2. Determine willingness of team
3. Determine capability of team
4. Assess engineering practice and agile mindset
5. Assign agile coach
6. Establish strategic roadmap for implementing agile
7. Establish periodic progress meeting
8. Establish agile roles & responsibilities
9. Determine stakeholder support
10. Establish the agile methodology and practice framework
11. Consider agile tool needs

Let's continue the conversation!

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