agile project management
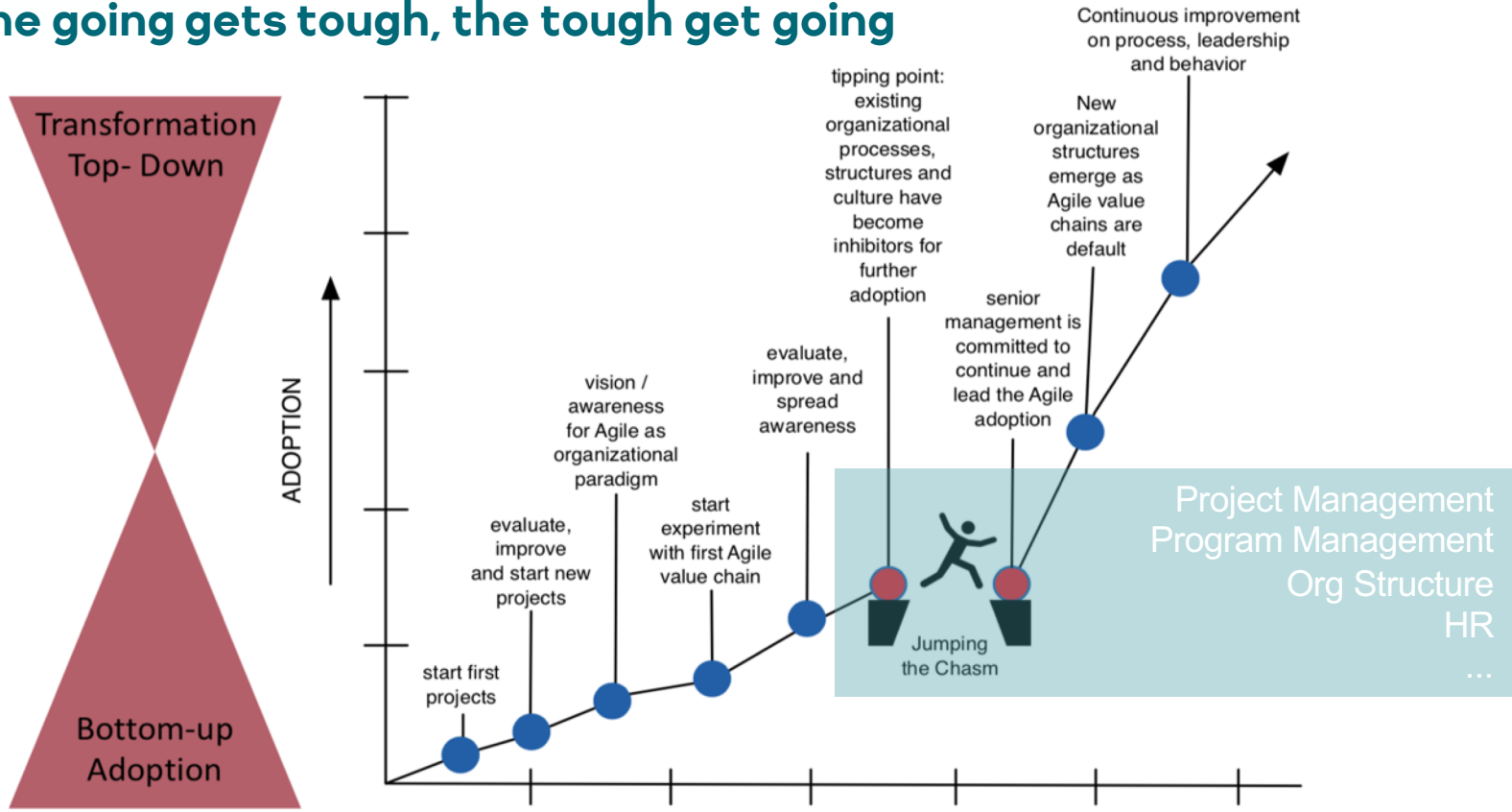
no bullshit, just practice

Jan Gregor, CEO ableneo

When the going gets tough, the tough get going

Transformation Top-Down

Bottom-up Adoption

ADOPTION

start first projects

evaluate, improve and start new projects

vision / awareness for Agile as organizational paradigm

start experiment with first Agile value chain

evaluate, improve and spread awareness

tipping point: existing organizational processes, structures and culture have become inhibitors for further adoption

senior management is committed to continue and lead the Agile adoption

New organizational structures emerge as Agile value chains are default

Continuous improvement on process, leadership and behavior

Jumping the Chasm

Project Management
Program Management
Org Structure
HR
...

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 # 1 Individuals and Interactions Over Processes and Tools means, that they should be enablers of interactions, not their limitations.

But good practice still needs to be repeated.

Agile Manifesto demystified

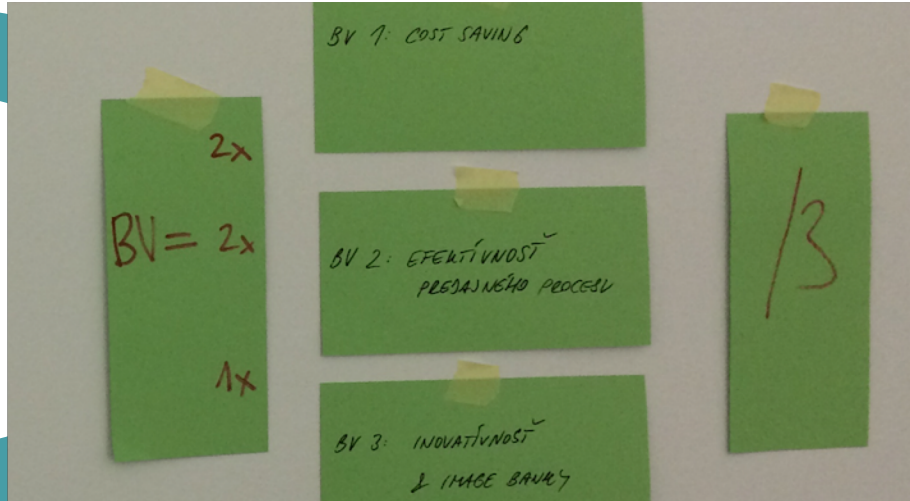# 01

Measurements

Measuring what is valuable

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Sprint

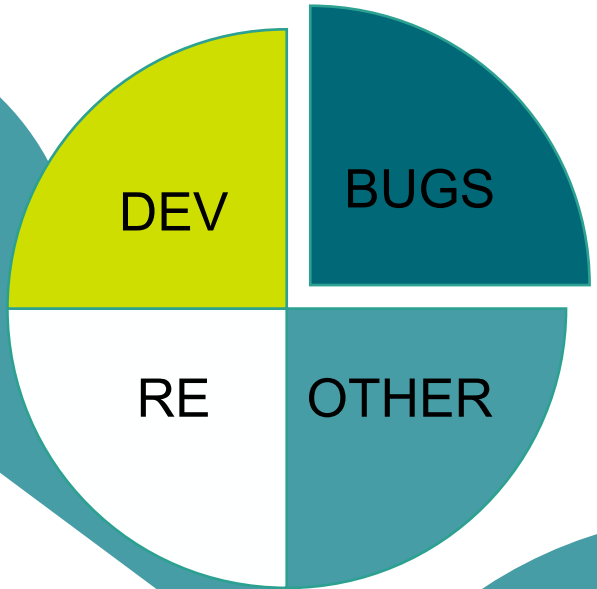Offers great basis for objective measurements. Time-boxed, repeating period with relatively stable conditions

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Value - are we doing the right things ?

Measuring complexity is good, but measuring actual business value is great

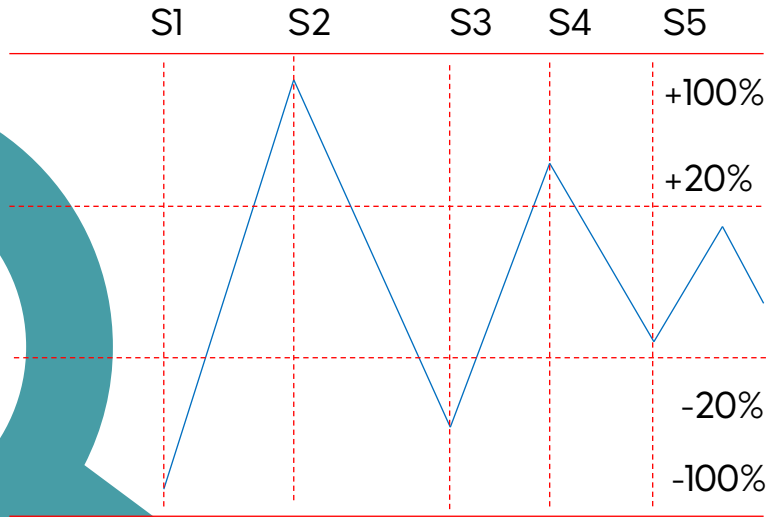- Identify the project value

- Value vs effort

- Velocity

Efficiency - are we doing things right ?

DEV

BUGS

RE

OTHER

Measuring sprint time distribution

- % of sprint capacity invested in
  - Development
  - Requirements Engineeering
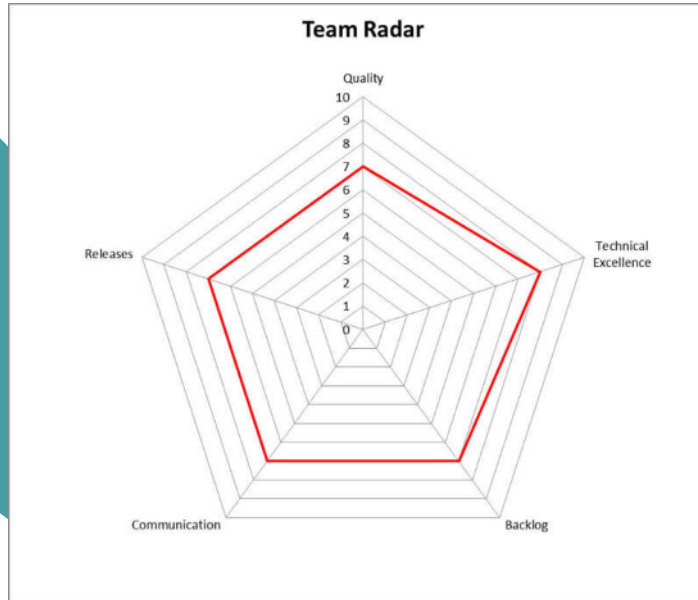 - Bug-fixes
  - Other efforts
  - Spikes & Impediments

Learning - how are we improving ?
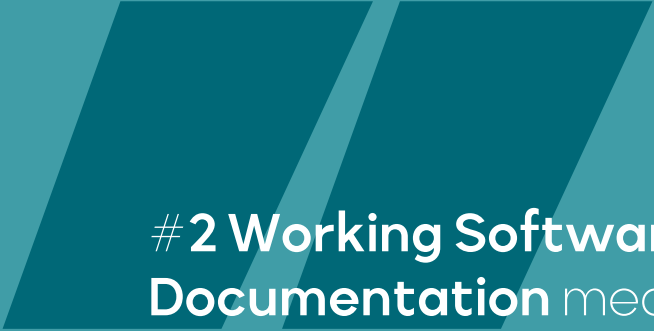

Measuring mastery

- Building new skills
  - Planning vs Reality
  - Estimation vs Reality
  - Commitment vs Reality

Team Feedback - how is the environment?

Subjective Feedback

- Quality input
- Quality output
- Communication
- Transparency
- Fun
- …

#2 Working Software Over Comprehensive Documentation means, that only documentation contributing to better software is created.

But no requirements are being implemented by "word of mouth"

Agile Manifesto demystified

02

Requirements engineering

Creating valuable User Stories

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4 different perspectives of a user story

Goal

Why ?

- Who ?
- What ?
- Why ?
- As ... I want ... Because ...

Preconditions

When should it work ?

- Criterias which need to be met before the described functionality can apply

Acceptance criteria

When is done ?

- Short, 1-sentence statements
- Quality-gate for development

Limitations & Risks

When should it not work ?

- Situations, when desired functionality will not work
- Possible consequences

#3 Customer Collaboration Over Contract Negotiation means, that building transparency and trust has to be priority #1

But nobody will pay your invoice because of your "blue eyes".
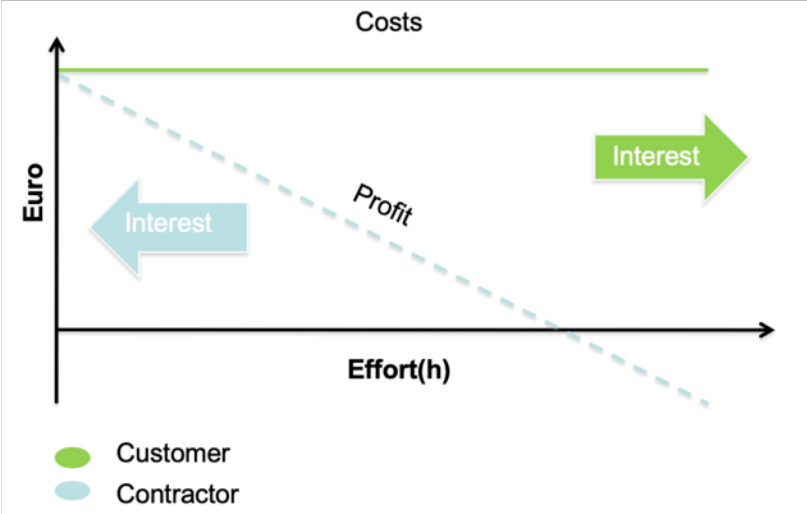
Agile Manifesto demistified

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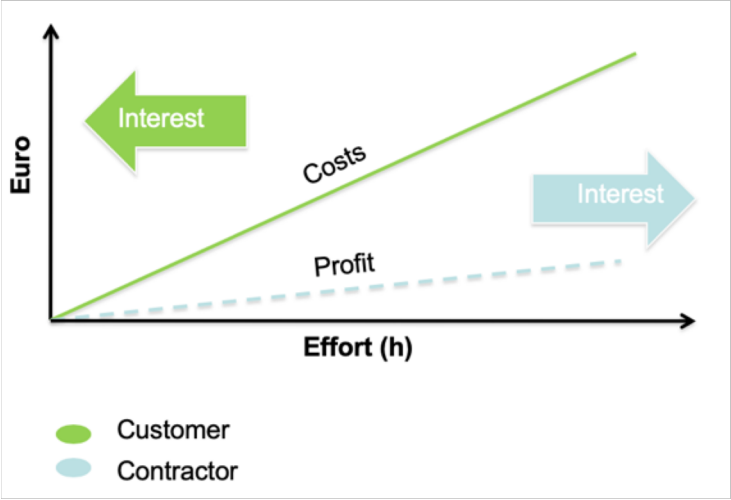# 03

Contracts

Setting-up commercial basis for agile projects

The classic dilema
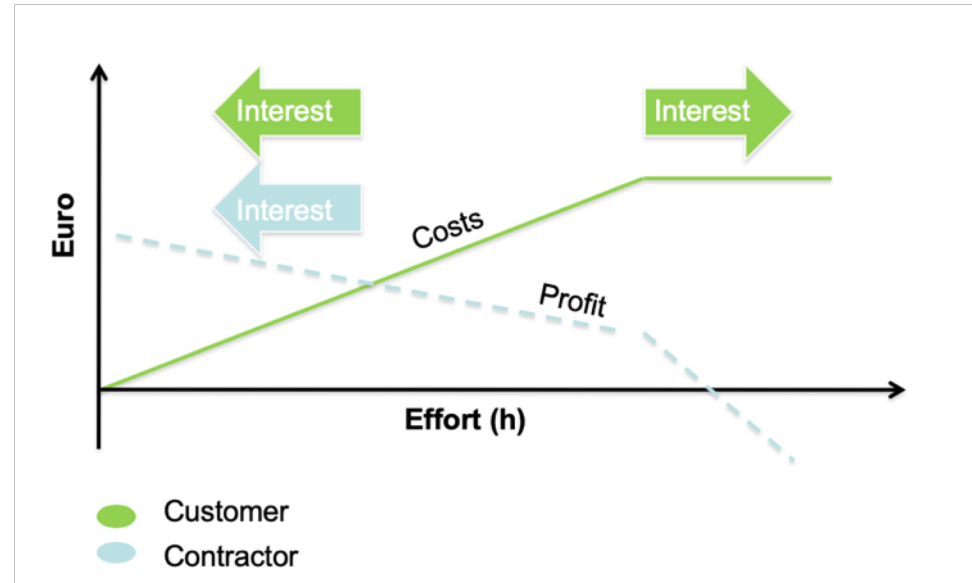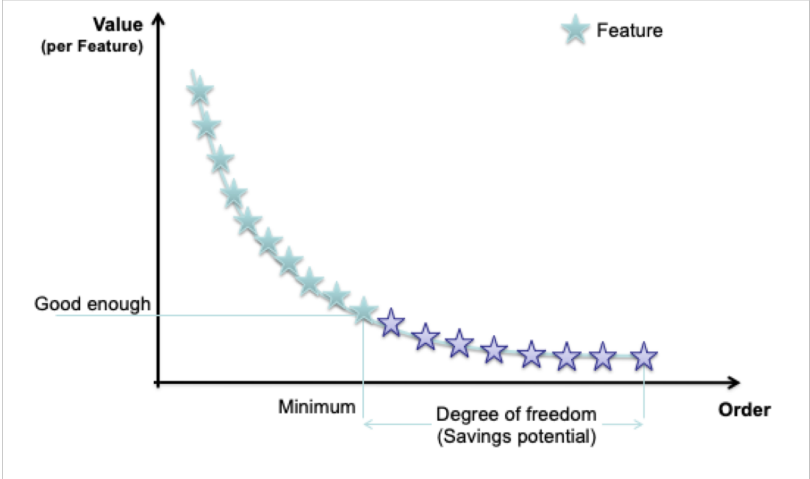
Fix-price

Time & Material

Money for nothing, change for free

- Concept developed by Jeff Sutherland in 2008

- Time & material / fix-price

- Goal is to align motivations for both customer and vendor

- Value is used as primary measurement of progress

- Early termination - 20% of remaining contract value will be payed

- Items within scope can be changed as long as whole scope will not be affected
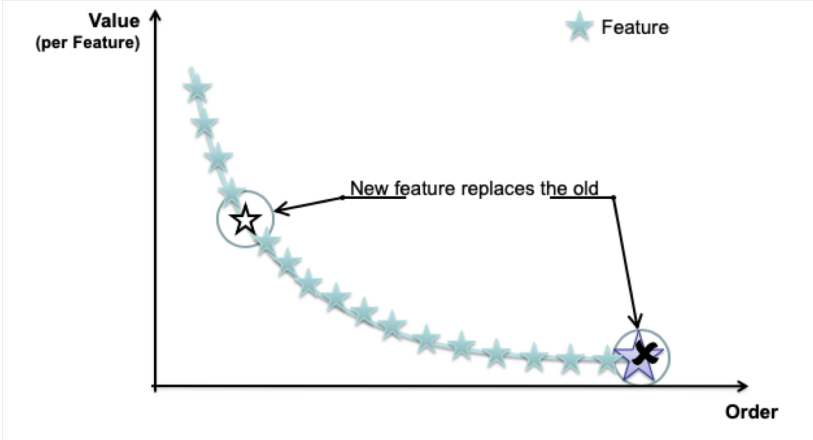
Value-based prioritization & change management

Freedom in scope

Value (per Feature) ★ Feature

Good enough

Minimum

Degree of freedom (Savings potential)

Order

Change for free

Value (per Feature) ★ Feature

New feature replaces the old

Order

#4 Responding to Change Over Following a Plan means, that uncertainty should be no surprise, but daily business.

But any goal without a plan is a wish (Antoine de Saint-Exupéry)

Agile Manifesto demistified

04

Planning

5 levels of agile planning

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5 levels of agile planning

Level	Freq	Who	What
Vision	1-2/year	Prod. Owner	Vision statem.
Product Roadmap	1-2/year	Prod. Owner Architect	Product Evolution/time
Release Plan	34/year	Team, P.O., Stakeholders	Features/Stories
Sprint Plan	1-2/month	Team, P.O. Stakeholders	Stories/Tasks
Daily	1/day	Delivery Team	Tasks, to do, Burndown
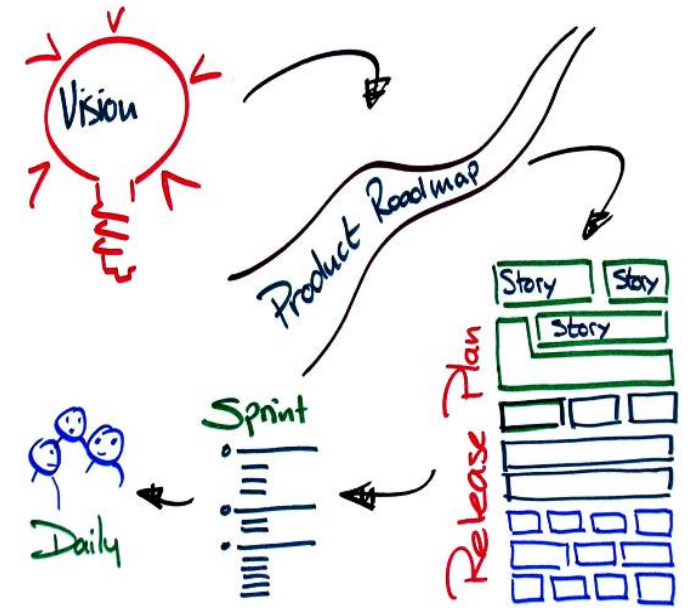
Hubert Smits

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Project management in agile environment is necessary, but requires new skills and respecting new values.

be able to change, be ableneo