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# → Tips and Tricks for Successfully Implementing Agile Project Management





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## ➔ Braintrust Software, LLC

### ➔ What we do

#### ➔ Consulting in

➔ Project management (traditional and agile)

➔ Software Development Lifecycle (SDLC)

➔ Currently focused on helping companies successfully implement Agile





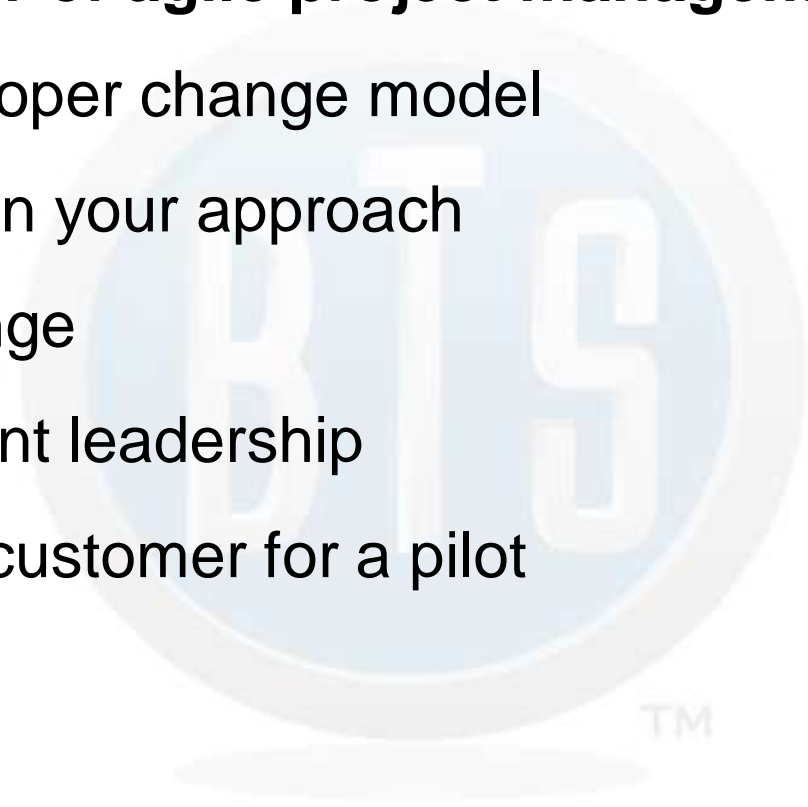
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- ➔ **Brian M. Rabon, CSM, MSEE, PMP**
- ➔ IT Professional With Over 12 Years of Industry Experience
- ➔ Adjunct Instructor at the University of Alabama at Birmingham (Information Engineering and Management Master's Degree program)
  - ➔ EE 606 – Technical Project Management
  - ➔ EE 615 – Business Process modeling
- ➔ BS in CS from Auburn University
- ➔ MS in EE from University of Alabama at Birmingham (IEM)
- ➔ Avid Author and Speaker
- ➔ Blog – <http://blog.braintrustsoftware.com>



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- ➔ **Brief overview of agile project management**
- ➔ Choose the proper change model
- ➔ Be pragmatic in your approach
- ➔ Embrace change
- ➔ Practice servant leadership
- ➔ Find the right customer for a pilot
- ➔ Conclusion





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- ➔ **Common misnomers**
- ➔ Always faster
- ➔ Project never ends
- ➔ Is the total absence of processes and procedure
- ➔ No scope control
- ➔ No documentation
- ➔ Not scalable





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## ➔ Benefits

- ➔ **72%\*** of Agile projects are successful, compared to only 63% that are traditionally managed
- ➔ Reduces risk
- ➔ Faster to market (can clear a logjam)
- ➔ More customer focus
- ➔ Builds confidence (stakeholders and project team)
- ➔ Builds high performing self-managed teams
- ➔ Keeps the PM focused on the highest value tasks

\* According to Scott W. Ambler (<http://www.ddj.com/architect/204200877>)



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## ➔ The Agile Manifesto (the 4 values)

➔ *“We are uncovering better ways of developing software by doing it and helping others do it. 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.”* – Feb 2001, Snowbird, UT

<http://www.agilemanifesto.org>



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## ➔ The Agile Manifesto (the 12 principles)

- ➔ In addition to the 4 values there are 12 principles
  - ➔ ...highest priority... satisfy the customer...
  - ➔ Welcome changing requirements...customer's competitive advantage...
  - ➔ Working software is the primary measure of progress
  - ➔ Business people and developers must work together daily...
  - ➔ Build projects around motivated individuals...

<http://www.agilemanifesto.org>





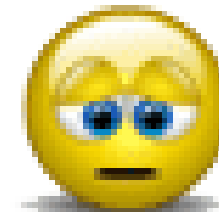
## → Traditional software development

Presentation Tier

Logic Tier

Data Tier

Integrate

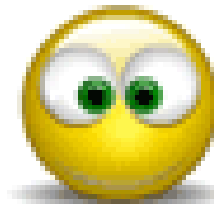
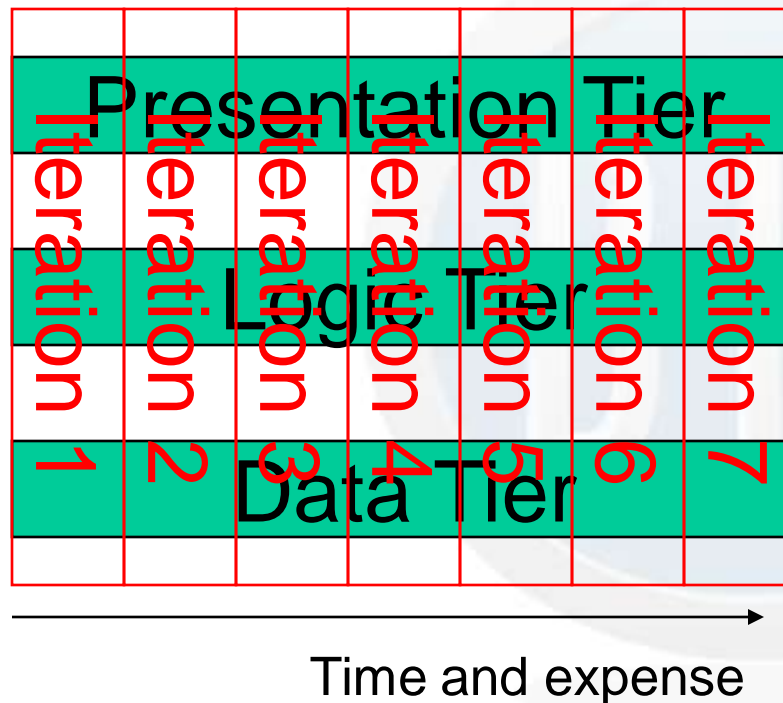


→  
Time and expense

Adapted from Michele Sliger "Cake slices"



## → Agile software development



Software is capitalizable  
after iteration 1  
(asset vs expense)

Adapted from Michele Sliger "Cake slices"



## ➔ Traditional vs. Agile

➔ 5 process groups

➔ PMI

➔ Jim Highsmith

Traditional	Agile
Initiating	Envision
Planning	Speculate
Executing	Explore
Monitor and Control	Adapt
Closing™	Close



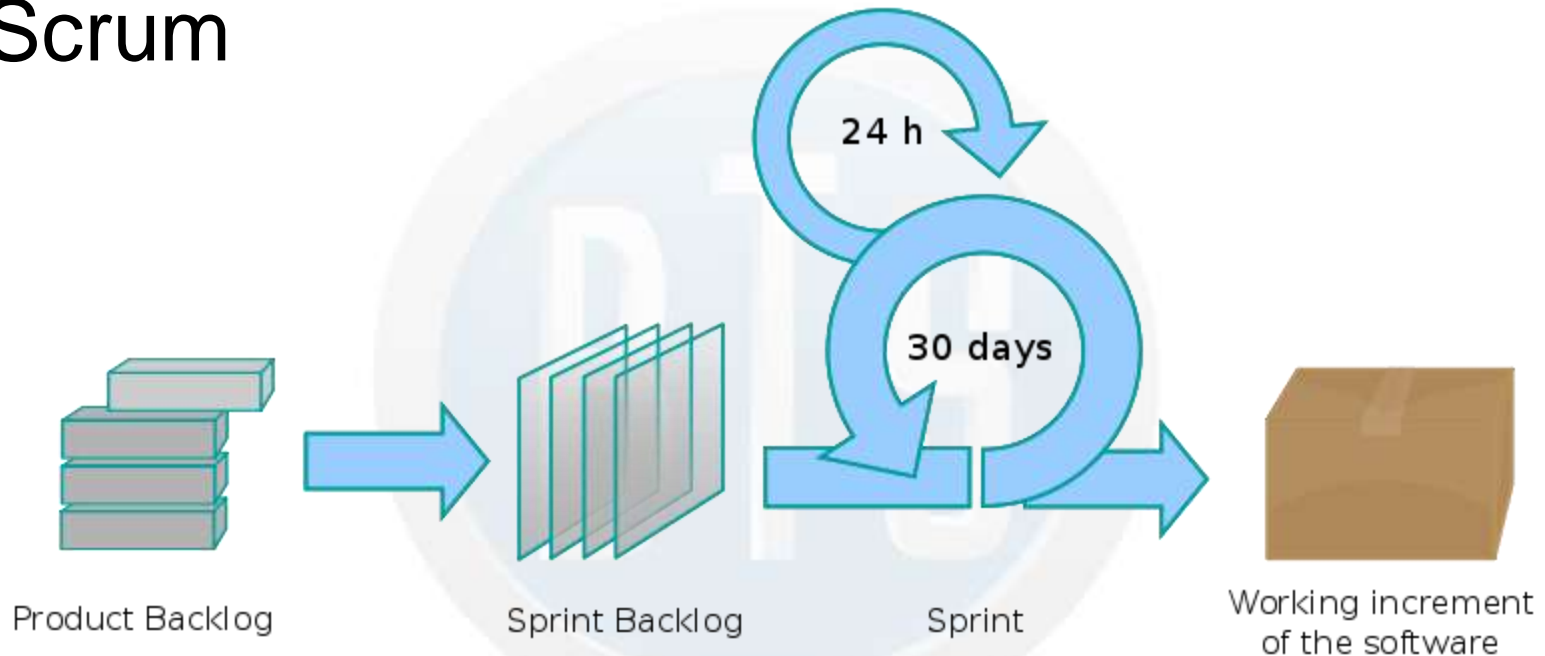
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## ➔ Agile frameworks

- ➔ Adaptive Software Development (ASD) - Jim Highsmith
- ➔ Crystal - Alistair Cockburn
- ➔ Dynamic System Development (DSDM) - Dan Faulkner
- ➔ Feature Driven Development (FDD) - Jeff DeLuca
- ➔ Lean Software Development – Mary Poppendieck
- ➔ **Scrum – Ken Schwaber**
- ➔ **Extreme Programming (XP) – Kent Beck**



# → Scrum



[http://en.wikipedia.org/wiki/File:Scrum\\_process.svg](http://en.wikipedia.org/wiki/File:Scrum_process.svg)



# → Extreme Programming (XP)

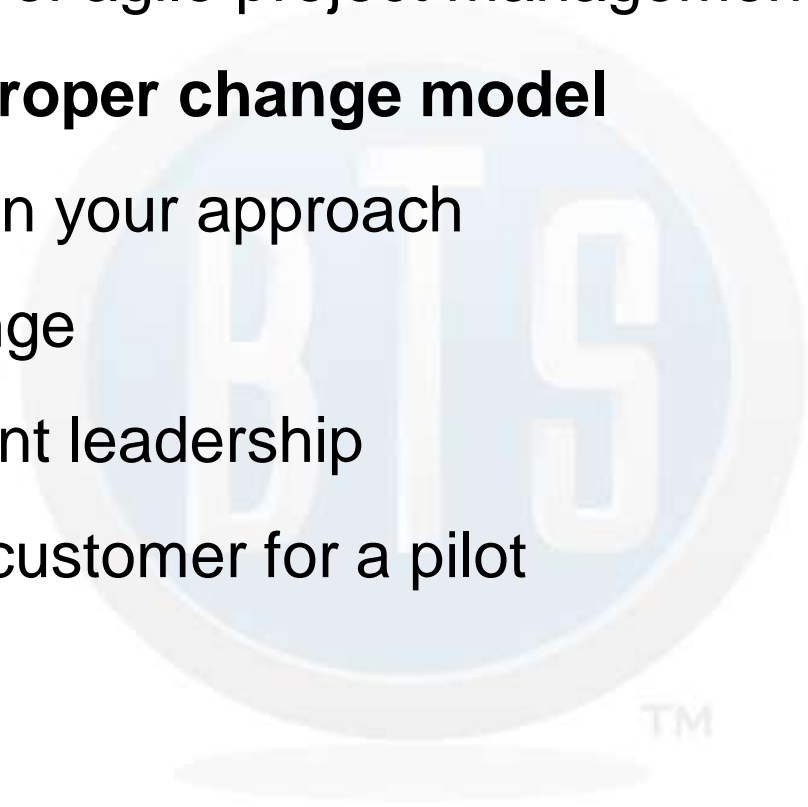


[http://en.wikipedia.org/wiki/File:Xp-loop\\_with\\_time\\_frames.svg](http://en.wikipedia.org/wiki/File:Xp-loop_with_time_frames.svg)



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- ➔ Brief overview of agile project management
- ➔ **Choose the proper change model**
- ➔ Be pragmatic in your approach
- ➔ Embrace change
- ➔ Practice servant leadership
- ➔ Find the right customer for a pilot
- ➔ Conclusion





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- ➔ Choose the proper change model
- ➔ Model A
  - ➔ Radical change
- ➔ Model B
  - ➔ Gradual change







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- ➔ Choose the proper change model
- ➔ Model A
  - ➔ Change everything all at once





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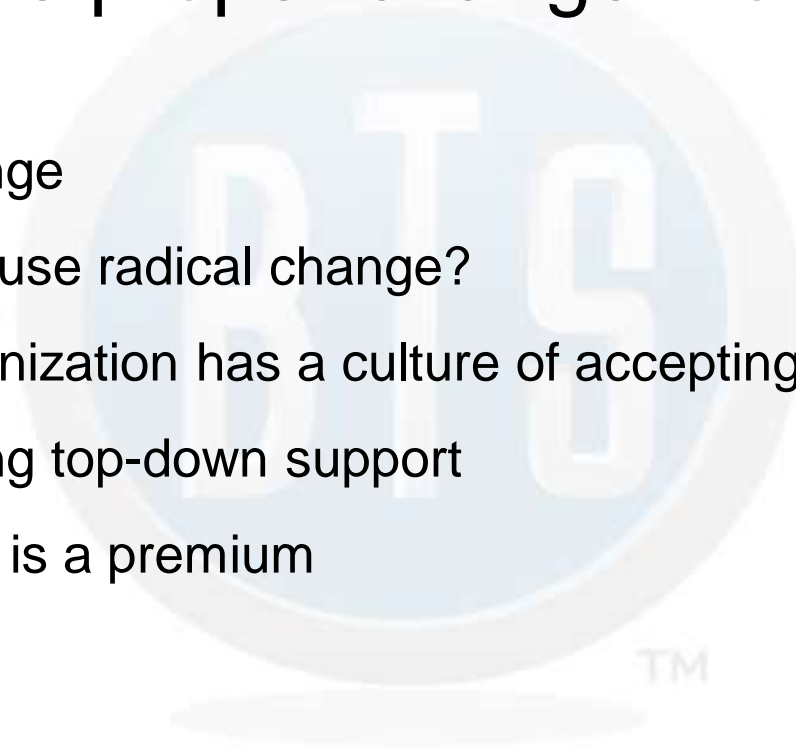
## ➔ Choose the proper change model

### ➔ Model A

#### ➔ Radical change

#### ➔ When to use radical change?

- ➔ Organization has a culture of accepting change
- ➔ Strong top-down support
- ➔ Time is a premium





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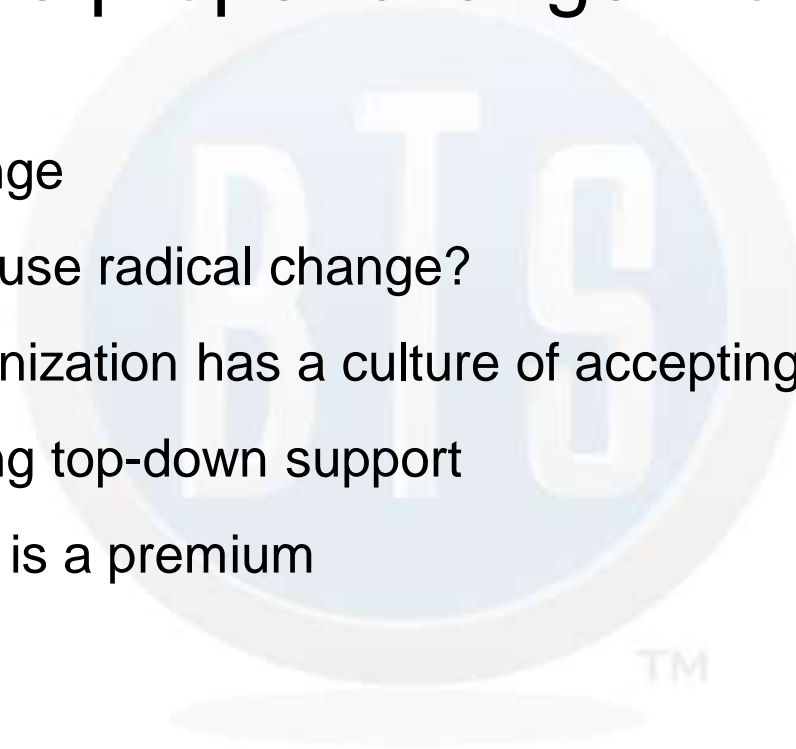
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## ➔ Choose the proper change model

### ➔ Model A

#### ➔ Radical change

#### ➔ Necessary factors for success

➔ Empowered champion

➔ Strong governance

➔ Profuse communication

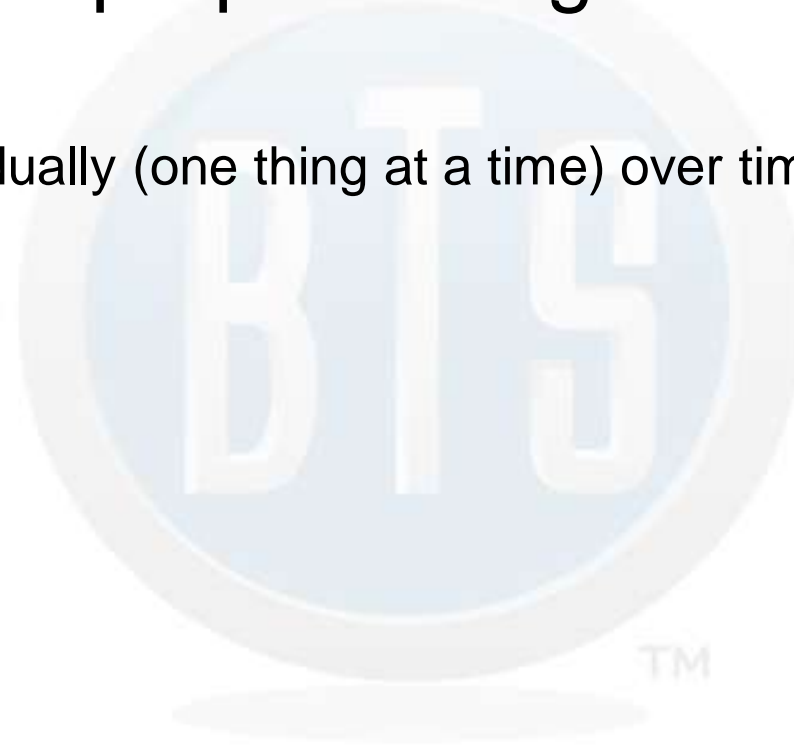


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- ➔ Choose the proper change model
- ➔ Model B
  - ➔ Change gradually (one thing at a time) over time





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## ➔ Choose the proper change model

### ➔ Model B

#### ➔ Gradual change

#### ➔ When to use gradual change?

- ➔ Organization that has a culture of not accepting (resisting change)
- ➔ No strong top-down support
- ➔ Time is not of the essence

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## ➔ Choose the proper change model

### ➔ Model B

#### ➔ Gradual change

#### ➔ Necessary factors for success

➔ Grassroots champion(s)

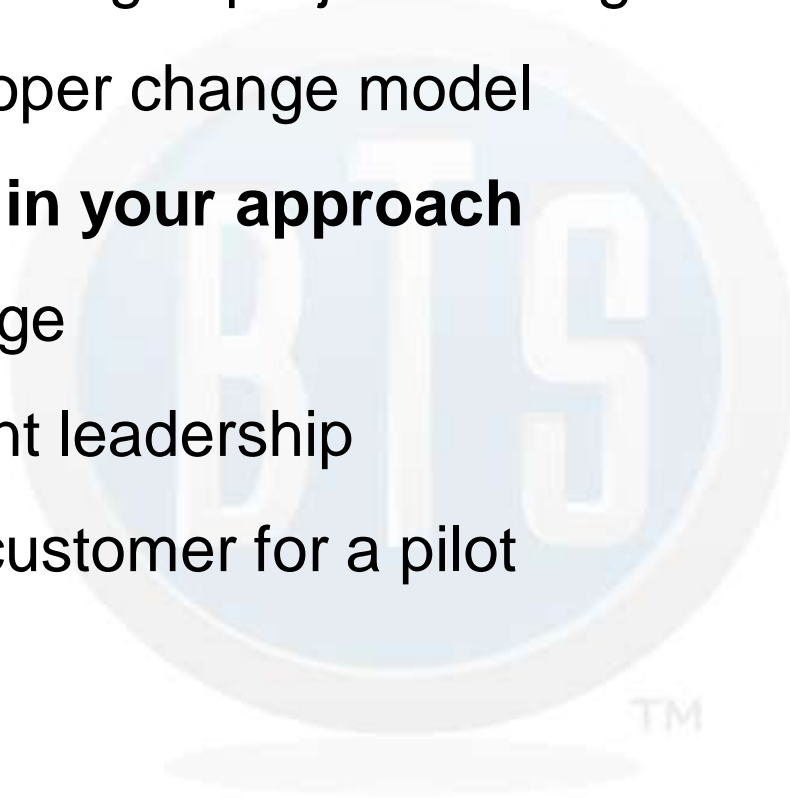
➔ Clear mission and/or vision (to keep the organization on the right path for the long haul)

➔ Persistence and willingness to re-plan



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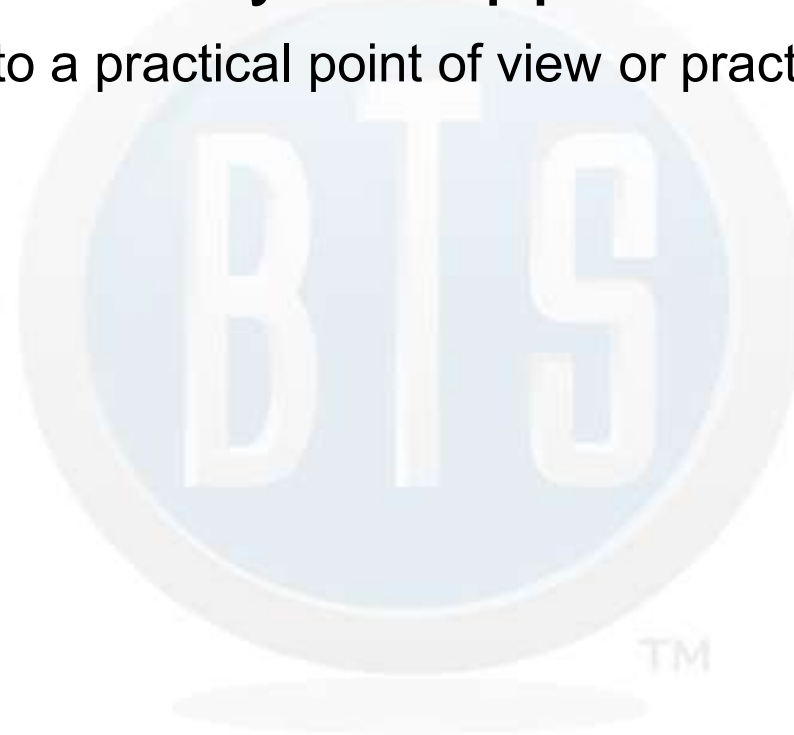




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## ➔ Be pragmatic in your approach

- ➔ “Of or pertaining to a practical point of view or practical considerations.”  
– Dictionary.com





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## ➔ Be pragmatic in your approach

### ➔ Misnomer

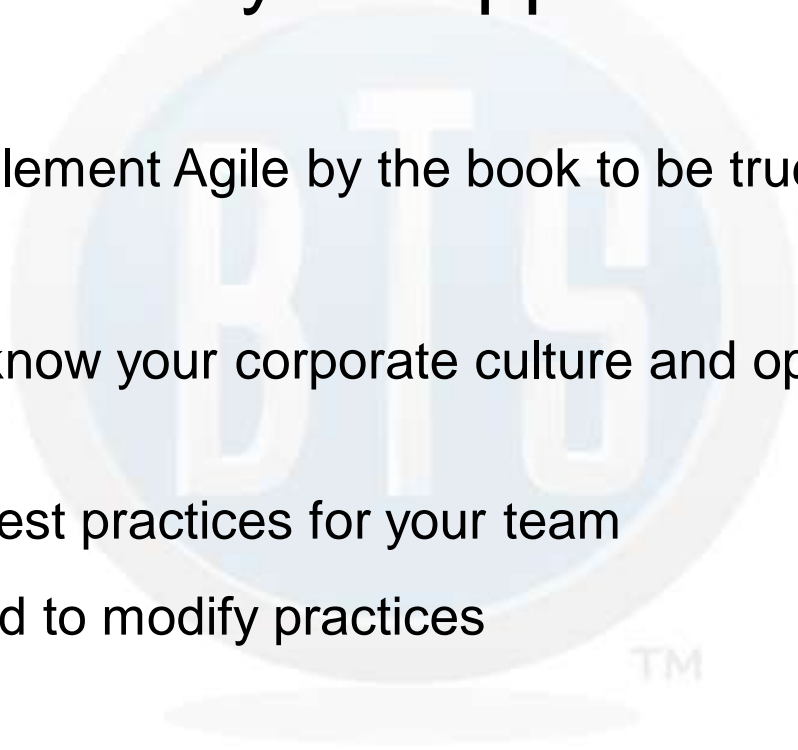
➔ You must implement Agile by the book to be true to the methodology

### ➔ Truth

➔ You need to know your corporate culture and operational environment

➔ Roll out the best practices for your team

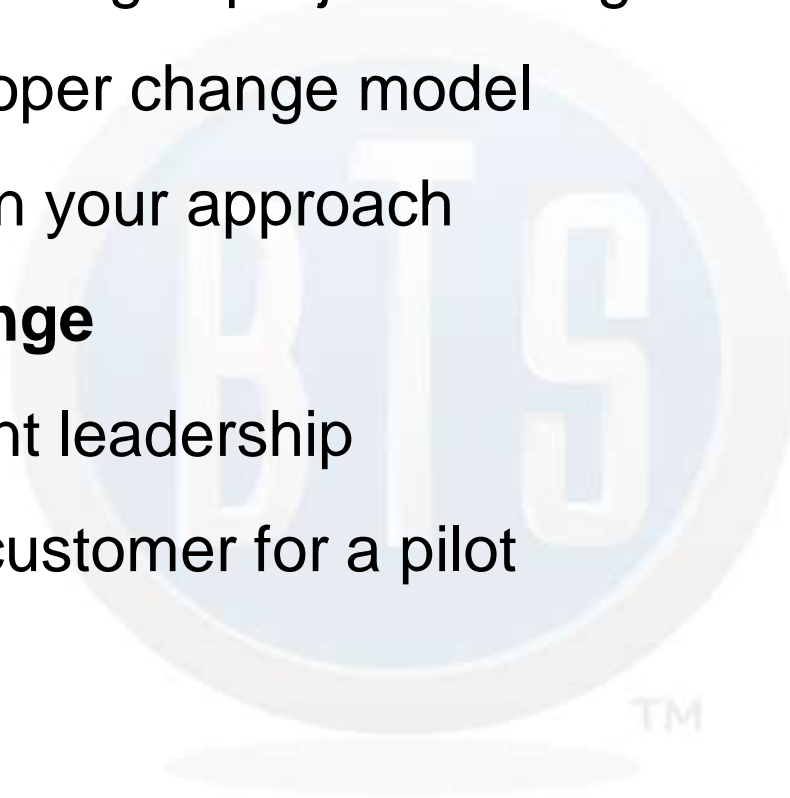
➔ Don't be afraid to modify practices





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## ➔ Embrace change

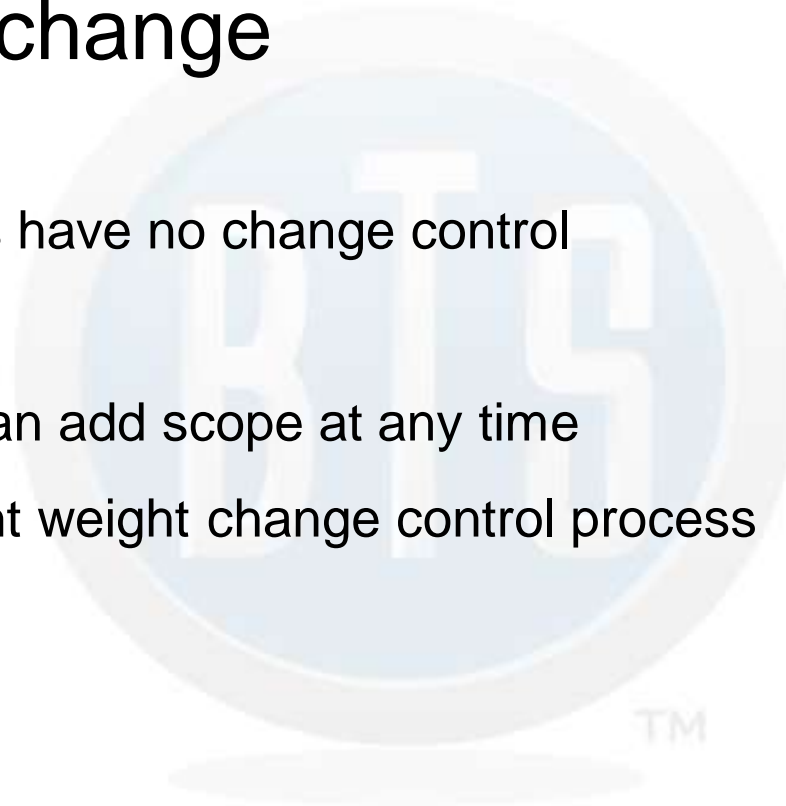
### ➔ Misnomer

- ➔ Agile projects have no change control

### ➔ Truth

- ➔ Customers can add scope at any time

- ➔ PM has a light weight change control process



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## ➔ Embrace change

- ➔ Traditional change control process
  - ➔ Baseline scope (WBS) after planning
  - ➔ Any deviation is a change request
  - ➔ All change requests are reviewed by a change control board
  - ➔ Any change in scope affects cost and time

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## ➔ Embrace change

### ➔ Agile change control process

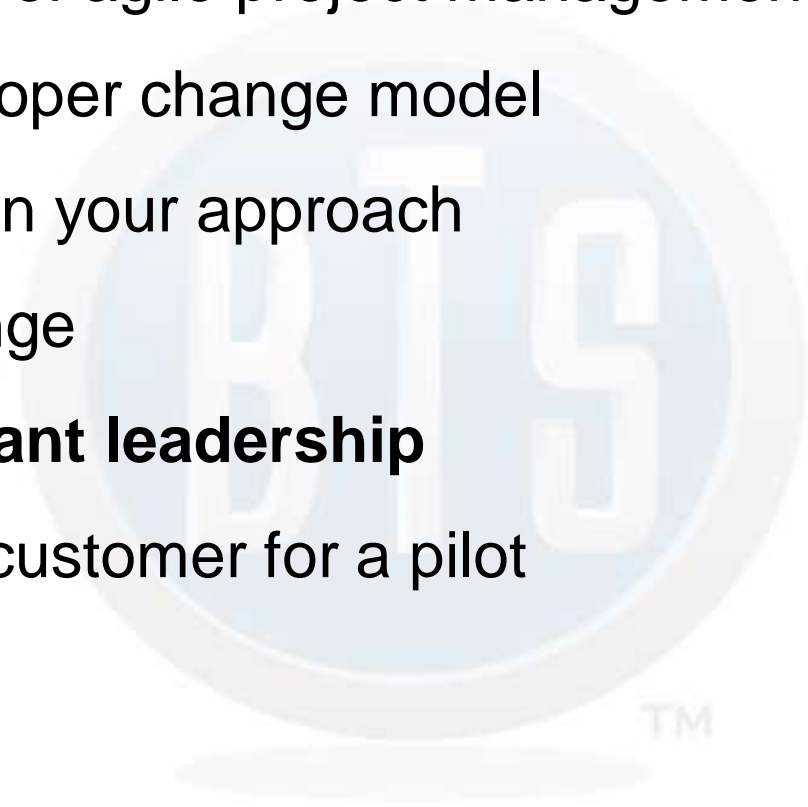
- ➔ At any time customer can add scope to project backlog
- ➔ Project team works with customer to prioritize scope and implement in iterations
- ➔ Eventually customer will run out of time or money
- ➔ Typically some scope is left on the table

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## ➔ Practice servant leadership

➔ Agile project management is not

➔ About you

➔ Command and control

➔ “Theory X”

➔ Dictating

➔ Regularly checking status



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## ➔ Practice servant leadership

- ➔ Agile project management is
  - ➔ About the project team
  - ➔ Leading not managing
  - ➔ Self directed teams
  - ➔ Clearing roadblocks



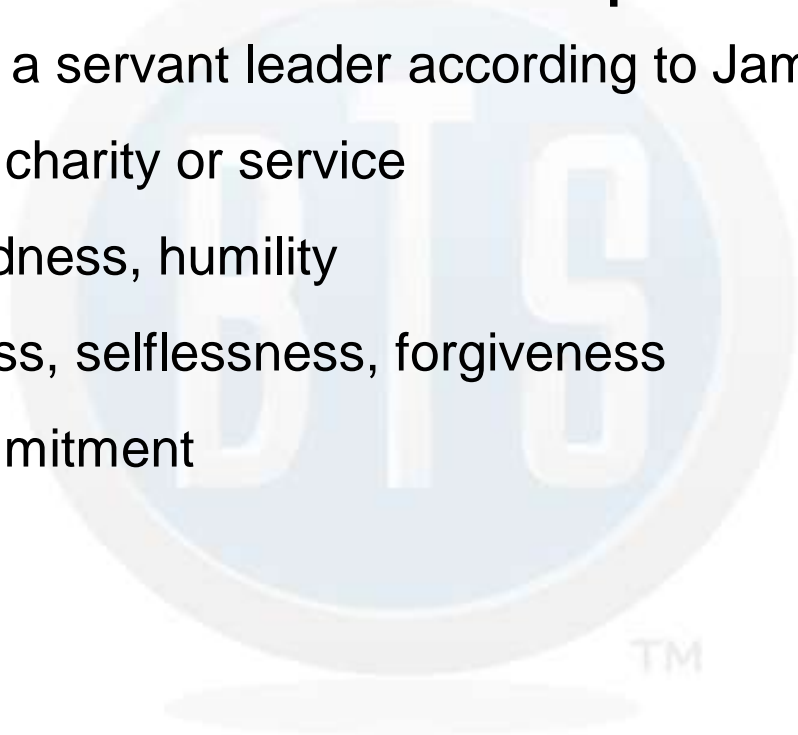
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## ➔ Practice servant leadership

- ➔ Characteristics of a servant leader according to James C. Hunter
  - ➔ Agape love – charity or service
  - ➔ Patience, kindness, humility
  - ➔ Respectfulness, selflessness, forgiveness
  - ➔ Honesty, commitment

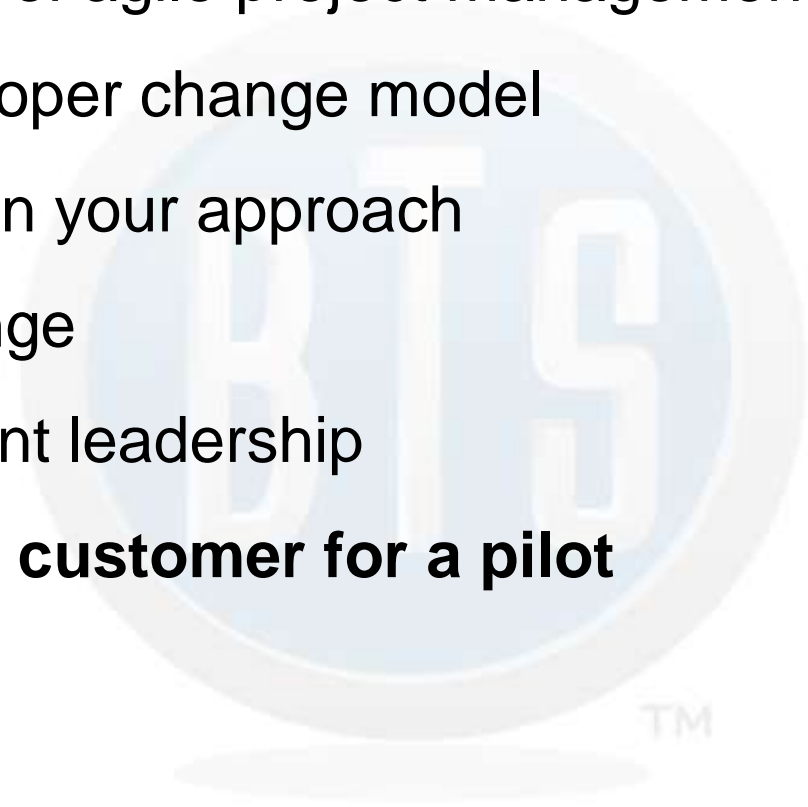


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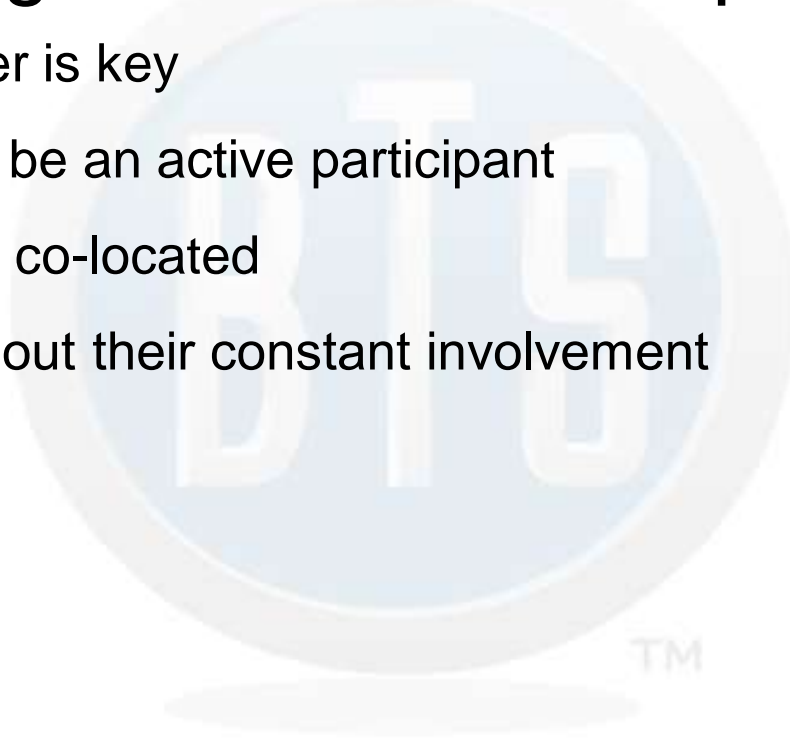
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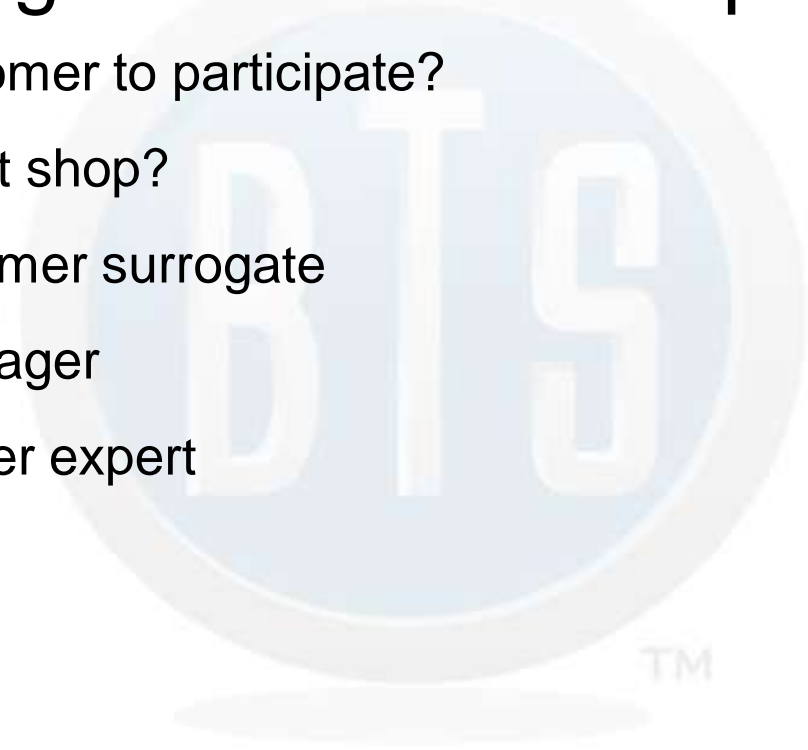
- ➔ Find the right customer for a pilot
- ➔ The right customer is key
- ➔ Must be willing to be an active participant
- ➔ Even better when co-located
- ➔ Doesn't work without their constant involvement
  - ➔ Why?





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- ➔ Find the right customer for a pilot
- ➔ Can't find a customer to participate?
- ➔ Work in a product shop?
- ➔ Consider a customer surrogate
  - ➔ Product manager
  - ➔ Subject matter expert

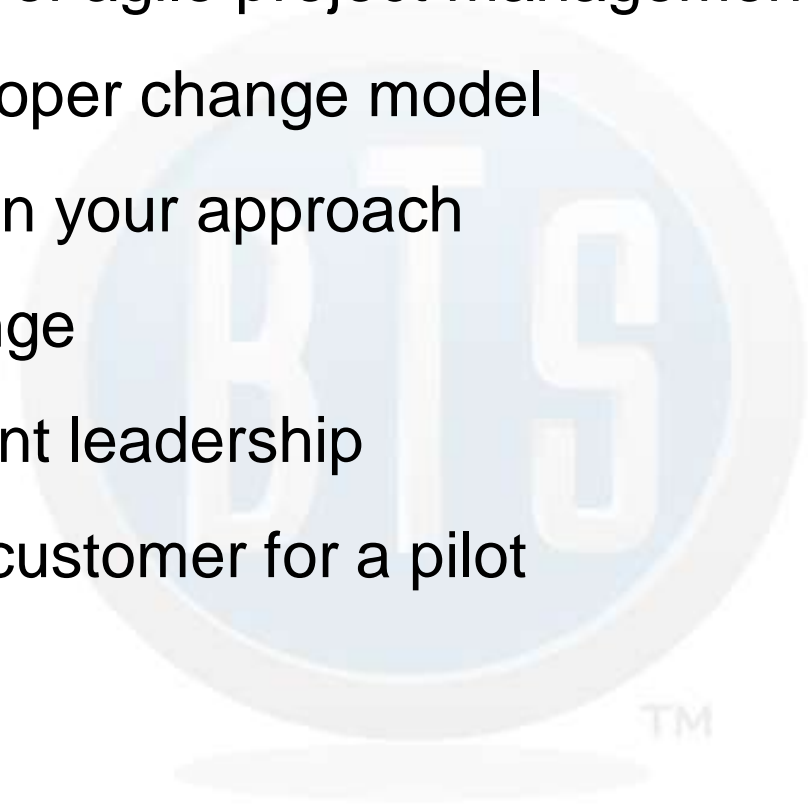


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## ➔ Conclusion

- ➔ Traditional development is done in horizontal “cake slices” and then we integrate
- ➔ Agile development tackles the “cake” slices in smaller vertical slices integrate more frequently
- ➔ 5 tips and tricks
  - ➔ Choose the proper change model
  - ➔ Be pragmatic in your approach
  - ➔ Embrace change
  - ➔ Practice servant leadership
  - ➔ Find the right customer for a pilot



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## ➔ Questions and Resources

➔ ???

➔ <http://blog.braintrustsoftware.com>

➔ <http://library.braintrustsoftware.com>

➔ <http://resources.braintrustsoftware.com>



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