Project HEADWAY Webinar

Thinking Agile in Traditional Projects

Mark Mullaly
We will be starting at 3:00 PM EST

Mark Mullaly is the host for today's webinar. Mark is a management consultant with more than 25 years of project management experience.

He brings a wealth of experience in managing projects in a broad array of sectors and industries.

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Webinar Objectives

- ➢ **Understand The Origins Of Traditional And Agile Viewpoints**

- ➢ **Examing The Challenges Of Employing Truly Agile Approaches**

- ➢ **Explore The Integration Of Agile And Traditional Principles**

Webinar Process – Things to Know

- ➤ **GoToWebinar Presentation**
  - • **PowerPoint**
  - • **Computer-based audio stream**
- ➤ **Problems or Help?**
  - • **Heather - heather@projectmanagement.com**
- ➤ **Questions?**
  - • **Submit a question in the Question box on the right-hand side**
  - • **Questions will be answered during the Q&A session**
  - • **We may not be able to answer all questions**
- ➤ **This Presentation Will Be Recorded for Future Reference**
- ➤ **PDUs**

Agenda

- ➢ **Introduction**
- ➢ **Defining Our Terms**
- ➢ **Origins Of Traditional vs. Agile Approaches**
- ➢ **The Challenges Of Being Exclusively Agile**
- ➢ **Common-sense Strategies For Integration**
- ➢ **Question & Answer Session**

Defining Our Terms

Agile

Agile

➤ **Marked By A Ready Ability To Move With Quick Easy Grace**

➤ **Having A Quick, Resourceful And Adaptable Character**

➤ **Source: merriam-webster.com**

  • **Definition taken 13 May 2013**

Agile Software Development

➢ **Agile software development is a group of software development methods**

- Based on iterative and incremental development
- Where requirements and solutions evolve
- Evolution is managed through collaboration between self-organizing, cross-functional teams

➢ **It promotes:**

- Adaptive planning
- Evolutionary development and delivery
- A time-boxed iterative approach
- Rapid and flexible response to change

➢ **Source: wikipedia.com**

- Definition taken 13 May 2013

Agile (Project) Management

- ➢ **An iterative method of determining requirements for engineering and information technology development projects**
    - • **In a highly flexible and interactive manner**
    - • **Requires empowered individuals from the relevant business**
    - • **Also often involves supplier and customer input**
- ➢ **It is a variant of iterative life cycle**
    - • **Deliverables are submitted in stages**
    - • **The delivery time in agile is in weeks rather than months**

- ➢ **Source: wikipedia.com**
    - • **Definition taken 13 May 2013**

Origins Of Traditional Vs. Agile Approaches

Thinking About Traditional vs. Agile

➢ **The Principle Of Agile (As A Word) Suggests A Set Of Principles**

- Speed of reaction
- Adaptability
- Resourcefulness

➢ **All Of The Principles Are Entirely Desirable In A Project Management Context**

➢ **None Of The Principles Presume Specific Actions Or Processes**

- They imply a way of thinking, not a prescribed means of doing

Emergence Of Agile

➢ **Began In Software Development Movement**

- Based upon iterative approaches

- Driven by a desire for 'lightweight' development practices

➢ **Reaction To Perceived Inadequacies Of Traditional Approaches**

- Too bureaucratic

- Excessively micromanaging

- Emphasis on formality

What Prompted Agile

➢ **Reaction To Practices As They Were Employed**

- **Excessively formal**
- **Unnecessarily rigid and unbending**
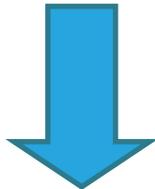- **Prescriptive and non-value-adding**

➢ **Not Necessarily A Reaction To Practices As Defined**

- **Most methodologies imply some (or significant) adaptability**
- **Most practices ignore these guidelines**

➢ **On-going Challenges Exist**

- **Some view agile practices as being very different**
- **Others view as extension of understanding**
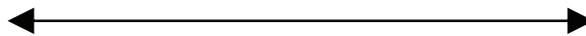- **'Agile' seen by some as common-sense application of processes**

Different Types Of Project

Planned ←――――――――――――――→ **Emergent**

Planned	Emergent
• Certainty	• Uncertainty
• Control	• Flexibility
• Predictability	• Responsiveness
• Order	• Adaptability
• Structure	• Fuzziness
• Rigour	• Murphy's Law

Control   **Learning**

Different Management Approaches

Planned ←――――――――――――――→ **Emergent**

Planned	Emergent
•Deliver planned results •Planning drives results •Correct to baseline •Manage tasks •Employ robust procedures •Eliminate mistakes	•Deliver desired Results •Results drive planning •Correct to what's possible •Manage relationships •Employ guidelines and values •Reward mistakes

Values Efficiency

Values Effectiveness

The Challenge Of Being Exclusively Agile

Virtues Of Agile

➢ **Embrace (And Reinforce) Responsiveness**

- Emphasis on rapid development

➢ **Focus On Stakeholders**

- Close and collaborative engagement of customers

➢ **Iterative Nature**

- Particularly relevant in the face of unclear requirements

➢ **Emphasis On Value**

- Delivery of functional and useful deliverables
- Focus on what the customer cares about

Positive Practices

➢ **Scrum**
- **Daily, brief meetings**
- **Emphasis on what is important right now**

➢ **Iterations**
- **Aversion to excessive, formal requirements definition**
- **Emphasis on recursive evaluation of prototypes**

➢ **Co-location Of Teams**
- **Emphasis on face-to-face, fully present communication**

➢ **Intense Collaboration**
- **Focus on on-going, direct engagement in deliverable production**

➢ **Acceptance Of Change**
- **Seen as positive and valuable, even at the eleventh hour**

Challenges - Philosophical

➤ **Viewed By Some As Ideological**

- Started with principles and ideals

- Evolved to practices with as much rigour and emphasis as those of more traditional approaches

- Corresponding rejection of adherence to those practices as not doing 'real' agile

➤ **Defined In Contrast To Traditional Views**

- Characterized as 'high ceremony', 'big design up front', 'excess bureaucracy', 'micromanagement', 'opacity'

- Often pejorative terms, rather than constructive ones

Challenges - Practical

➢ **Pair Programming**
- Intended to promote consistency and quality
- Often misuderstood and viewed as inefficient

➢ **Expectation Of Leadership**
- Integration of non-hierachical teams in hierarchical organizations

➢ **Level Of Stakeholder Involvement**
- Presumption of on-going, daily collaboration
- Far greater than many are prepared to commit

➢ **Issues Of Clarity And Accountability**
- Executives want to know exactly what they are buying
- There is an expectation of knowing who is in charge (or who to blame)

Common-Sense Strategies For Integration

Arguments Exist For Both

➢ **Many Principles Of Agile Are Appealing**

➢ **Fully Agile Approaches Are Difficult For Some Executives To Accept**

  • Wrong or right, they are still today's sponsors and gatekeepers

➢ **Most Projects Can Benefit From Both Aspects**

  • Consistency is perceived as valuable organizationally

  • Flexibility and adaptability is still important in individual project contexts

Value Of Traditional Approaches

➢ **Consistency**

- **Repeatability of process**
- **Common terminology and vocabulary**
- **Uniform definition of activities and structure**
- **Basis of improving planning and estimation reliability**

➢ **Clarity**

- **Most appropriate where requirements are well understood**
- **Definition of expected schedule, cost and outcomes**

➢ **Formality**

- **Emphasis on formal documentation**
- **Can be appropriate (or necessary) in contractual contexts**

Value Of Agile Approaches

➢ **Practicality**

- **Continuous testing of relevance, usefulness and value**

➢ **Involvement**

- **On-going feedback and refinement of expectations**

➢ **Responsiveness**

- **Rapid acceptance and incorporation of changing requirements**

➢ **Scalability**

- **Focus on simplicity and relevance of solutions**
- **Rejection of work that does not provide value**

Integrating Viewpoints

➢ **Assess How Well Understood The Project Is**

- Clarity of requirements
- Articulation of deliverables
- Definition of process to deliver

➢ **Evaluate How Much Stakeholder Can (And Want To) Be Involved**

- Define the involvement necessary
- Assess its attainability

➢ **Identify Formality That Is Required**

- Should primarily be driven by contractual expectations
- Test degree to which what is asked for delivers value

➢ **Define The Methods And Practices That Make Sense**

- Avoid ideology
- Favour relevance
- Incorporate what makes sense

Applying – Rethink Status Meetings

➢ **Think About How You Collaborate As A Team**

- How often do you meet?

- How long does it take?

- How valuable are the sessions?

- Are we sharing the essential information people need?

➢ **The Principle Of Scrum Has Some Useful Features**

- Meetings are fast and informal

- Meetings are where people work

- Meetings focus on what matters today

- Meetings are usually over in 15 minutes

Applying – Rethinking Planning

➢ **Think About How You Plan**

- How well do you understand the requirements?

- How much potential is there for change?

- How well can you anticipate what it will take to deliver?

➢ **Agile Focusses On Bite Sized Chunks (Sprints)**

- Focus on what you know you can deliver now

- Make sure each deliverable is relevant and usable

- Prioritize work based on doing what is most important first

- Plan early learning to answer questions that are unknown

Applying – Rethinking Participation

➢ **Think About How You Involve Your Stakeholders**

- When are they involved and consulted?

- How integral are they to the on-going delivery of the project?

- What is the extent of on-going consultation?

➢ **Agile Is Built Around A Philosophy Of On-going Collaboration**

- Where in your projects would it be helpful to have further input?

- How can you keep your stakeholders regularly involved?

- What would it mean to continually check in on relevance?

Applying – Thinking About Control

➢ **Think About How You Control Your Project?**

  • What is the focus of your project control process?

  • How important is delivery to plan?

  • How important is delivery of effective solutions?

➢ **Agile Focusses On Delivery Of Functionality, Not Activities**

  • Track delivery of requirements, not tasks

  • Monitor progress of learning – what is now known and answered, what is still unknown and uncertain?

  • What would it mean to periodically release (or share) in-progress deliverables for feedback or use?

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In Conclusion…

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- ➢ **Agile And Traditional Approaches Are Often Viewed Through Ideological Lenses**
  - Tendency to promote one at the expense of the other
- ➢ **Rational Arguments Exist For Both**
  - Both definitions allow for adaptation and flexibility
  - Few practitioners keep in mind this perspective
- ➢ **The Focus Is On Delivering Solutions That Work**
  - Question is the degree of requirements clarity
  - Work approach needs to adapt to this clarity
  - Emphasis need to be on the approach that is most efficient and effective
- ➢ **Each Approach Can Benefit From The Other**
  - Common sense application is critical

Q&A

Thinking Agile in Traditional Projects

Questions?

➢ **Quick Review: Process to Pose a Question**

➢ **Questions?**

Mark E. Mullaly, PMP

What Is project HEADWAY?

➢ **projectmanagement.com's Process For Project Management**

➢ **Designed to Provide**

- **Organizations**
- **Project managers**
- **Project teams**

With the Processes to Manage Projects and Programs Within a project Framework

➢ **Simple and Straight-forward**

➢ **Open to *"Premium Plus"* and *"Corporate"* Members**

PMI PDU Information

- ➢ **To Claim PDU For This Webinar**
  - Go to "My Account" on the projectmanagement.com website
  - Click on "PDU's Awarded" link
  - View the PDU award certificate
  - It will contain all the corresponding information you require to claim your PDU on the PMI website
- ➢ **Problems: heather@projectmanagement.com**

Webinar Survey

➢ **Feedback Survey**

- A feedback survey will be forwarded to you by email

- Please input your feedback and give us an idea of what you think

- It takes about 3 min to complete

Mark Your Calendars!

Project HEADWAY

When Do You Need A Consultant? When Don't You?

Thursday, 20 June 2013
@ 3:00 PM EST

Project **PM**
Management.com
formerly gantthead.com

The End

Questions for the Presenter?
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He brings a wealth of experience in managing projects in a broad array of sectors and industries.