

THE AGILE  
PROJECT  
MANAGEMENT  
PROFESSIONAL

PRESENTED BY:  
BILL GAIENNIE, DAVISBASE

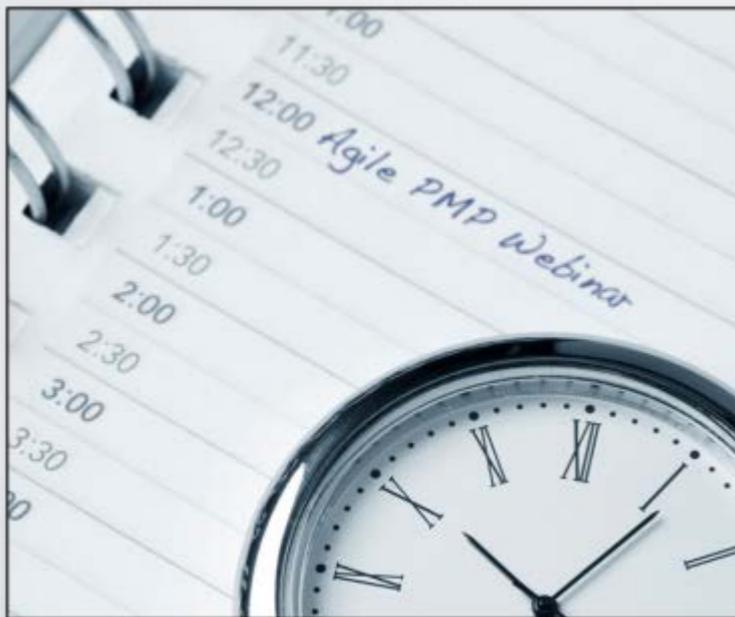
Presented to:



# Introduction and Agenda

## ▶ Bill Gaiennie, Davisbase Consulting

- ▶ 17 years in software development.
- ▶ 7 years working with software development teams, training, leading, and coaching Agile teams.
- ▶ Trained and coached over 500 teams ranging from start-ups to Fortune 50 corporations.



## ▶ Agenda

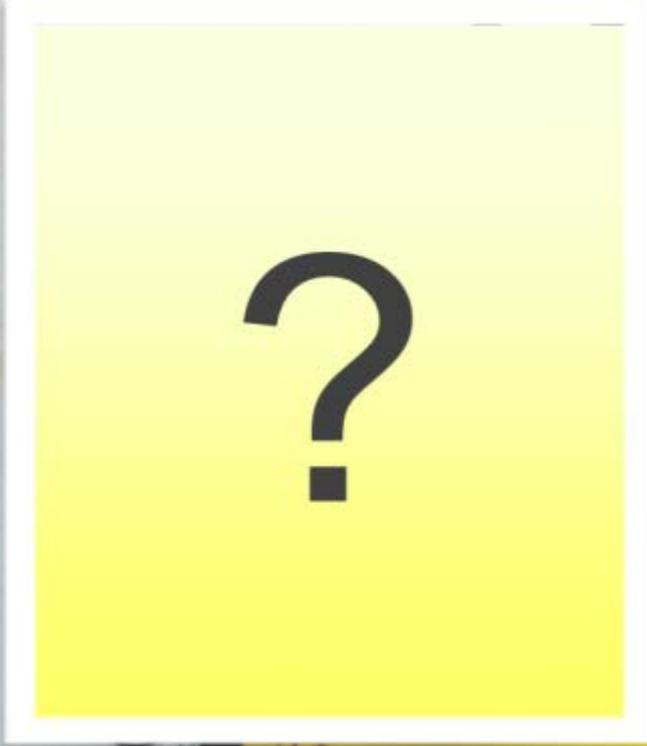
- ▶ The Project Management Professional (PMP)
- ▶ What Are We Managing? Why?
- ▶ Using an Agile Approach?
- ▶ Your Next Steps





# What do PMP Project Managers Manage?

- ▶ **When** will we be done with the project?
- ▶ How much **money** can we spend to get it all done?
- ▶ What do we have to **deliver** for us to be done?
- ▶ Do we have what we **need** to get everything done?
- ▶ What are the **risks** that might keep us from getting the project done?
- ▶ What does it even mean to be done?



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# Bill's Law: $on\ t + all\ s + within\ \$ \neq \text{😊} C$

## Your Project

on time

### Schedule:

- Project delivered within the timeframe originally identified
- No date slips
- Every milestone achieved



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all scope

### Scope:

- Everything originally requested is delivered
- Everything delivered works perfectly as the customer requested, no bugs

within budget

### Budget:

- Did not spend a single cent more than originally estimated to spend
- Did not need any additional resources, hardware, etc. throughout entire project

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happy customer



# Bill's 2nd Law: ☹️ C ≠ sP

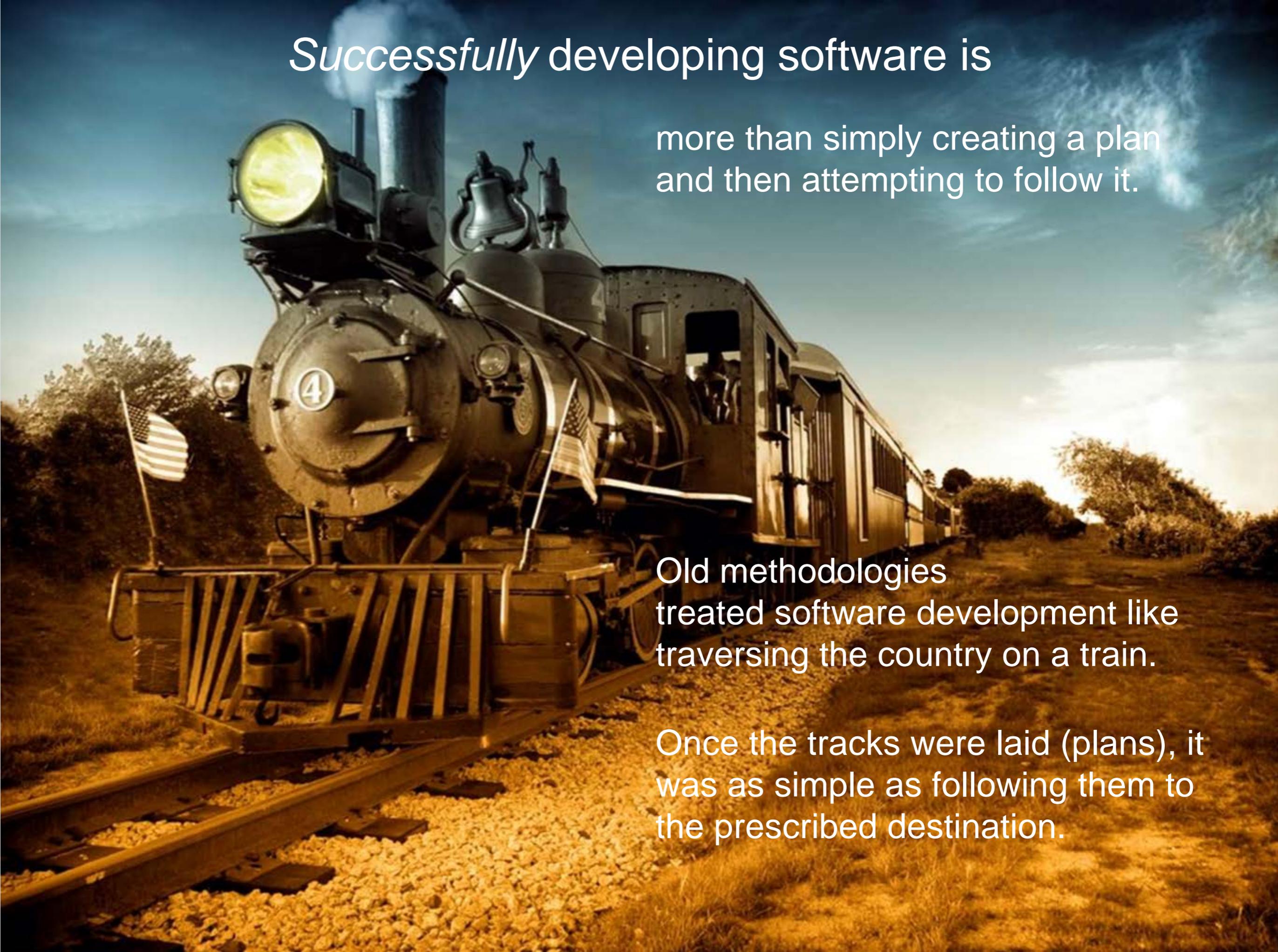


An Unhappy Customer



never equals A Successful Project



A steam locomotive, numbered 4, is pulling a passenger train through a rural landscape at sunset. The locomotive is emitting a plume of white smoke from its chimney. The train is moving along tracks that curve into the distance. The sky is a mix of blue and orange, and the ground is covered in dry grass and trees.

*Successfully* developing software is

more than simply creating a plan  
and then attempting to follow it.

Old methodologies  
treated software development like  
traversing the country on a train.

Once the tracks were laid (plans), it  
was as simple as following them to  
the prescribed destination.

# So what is Software Project Reality?

**31%**

IT projects will be *cancelled*  
before completion

**52%**

Completed projects cost on  
average *189%* over their original

**17%**

Projects are completed on time and  
on budget

Source: Standish Group Chaos Report 1995 - 2008

# Complicated Vs. Complex

## Watch Making



- ▶ Thousands of parts, hundreds of steps to assemble
- ▶ Intricate, delicate work, difficult to complete
- ▶ Must work in specific order
- ▶ In order for watch to work, the final build should reflect the original plan.
- ▶ Deviation from plan is considered a defect

**Complicated, *but not complex***

## Weather



- ▶ Difficulty to predict details about behavior or outcomes
- ▶ Outcomes are results of many variables
- ▶ Variables that affect outcomes are difficult to impossible to predict reliably
- ▶ Plans expect variability and deviation, then account for this in the plan

**Complex**





- ▶ All processes used by a development team should serve to support their ability to **deliver** their product
- ▶ The longer a product is in development, the more **at risk** it is of failing to meet market expectations
- ▶ Teams must embrace **uncertainty**, or else they run the risk of being adversely affected by it
- ▶ Agile teams must always ask “Is what I am doing adding **value** to the product we are delivering?”

## If We Don't Deliver, Nothing Else Matters

Much

Our approach must be all about delivering our product.



# How *Should* We Define Success?

	<b>Traditional</b>	<b>New Definition</b>
<b>Schedule</b>	Schedule is determined based on early estimates and speculation	61% believe that it is more important to deliver a system when it is ready to be shipped than to deliver it on time.
<b>Scope</b>	Scope is determined by the specification, effectively locking in the product to the plan	87% believe that meeting the actual needs of stakeholders is more important than building the system to specification.
<b>Money</b>	Budget is determined based on early estimates on cost to deliver requested scope	79% believe that providing the best return on investment (ROI) is more important than delivering a system under budget.
<b>Quality</b>	Quality is defined in the initial documents and often tied closely to the number of defects.	87% believe that delivering high quality is more important than delivering on time and on budget.
<b>Staff</b>	Resource requirements are defined by requested product scope	75% believe that having a healthy, both mentally and physically, workplace is more important than delivering on time and on budget.

- ▶ New Definitions Based On [Dr. Dobb's Survey](#).



# Agile PMP Rule #1



- ▶ Agile teams work collaboratively with the customer throughout the project lifecycle.
- ▶ The customer is exposed to the emergent product.
- ▶ Determinations on functionality and product maturity is evaluated and examined regularly.
- ▶ The Agile team is able to ready the product for production when the customer deems the product creates sufficient business value.
- ▶ The Key: The customer determines when the product is ready to ship.

# Agile PMP Rule #2

- ▶ Agile teams practice continuous planning, always responding to an evolution of customer requirements.
- ▶ New requirements can be added at any time to the project.
- ▶ Agile teams know that value in a product is not created a point of plan.
- ▶ Seeking to avoid the “you built what I asked for, but its not what I need” syndrome.
- ▶ The Agile PMP must always pay closer consideration for the best product outcome, rather than adherence to the original plan.



Meet  
your  
customer's  
needs,  
*even if they  
change during  
the project!*

# Agile PMP Rule #3

Focus on maximizing ROI rather than simply attempting to adhere to a budget.

“Software development is an investment, not simply a capital expenditure, and as project managers, we must treat it as such.”

- A Wise PM



- ▶ The team works with the customer to prioritize the work.
- ▶ The team then delivers incrementally in order of priority.
- ▶ As the product emerges, the customer is able to regularly review and validate the business impact of each feature.
- ▶ When sufficient **value** is present in the features delivered in multiple iterations, the customer can request a product release.
- ▶ The customer is always in the driver's seat, determining the value being created in the product as it emerges.

# Agile PMP Rule #4

True product quality is more than just a measure of defects.  
The customer defines quality.

← Product Spec

Product Quality →

Not Always  
The Same  
Destination

- ▶ The customer on an Agile project is always driving product direction.
- ▶ At the end of each iteration cycle, the development team demonstrates the product to the customer.
- ▶ With greater product visibility, the product emerges to reflect the customer's desire for product functionality.
- ▶ The increased collaborative approach to product development ensures that the customer is always in control of product quality.

**Agile Principle:** Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

- ▶ Agile teams are empowered to make decisions that support their short term iteration goals.
- ▶ The Agile PMP supports and manages results and outcomes, not tasks and activities.

**Agile Principle:** At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

- ▶ Agile teams meet at the end of each iteration to examine the past iteration to determine where improvements can be made, then plans accordingly.

A man in a dark suit, white shirt, and tie is looking down at a large white sign he is holding with both hands. The sign contains text about Agile PMP Rule #5. The background is a plain, light-colored wall.

## Agile PMP Rule #5

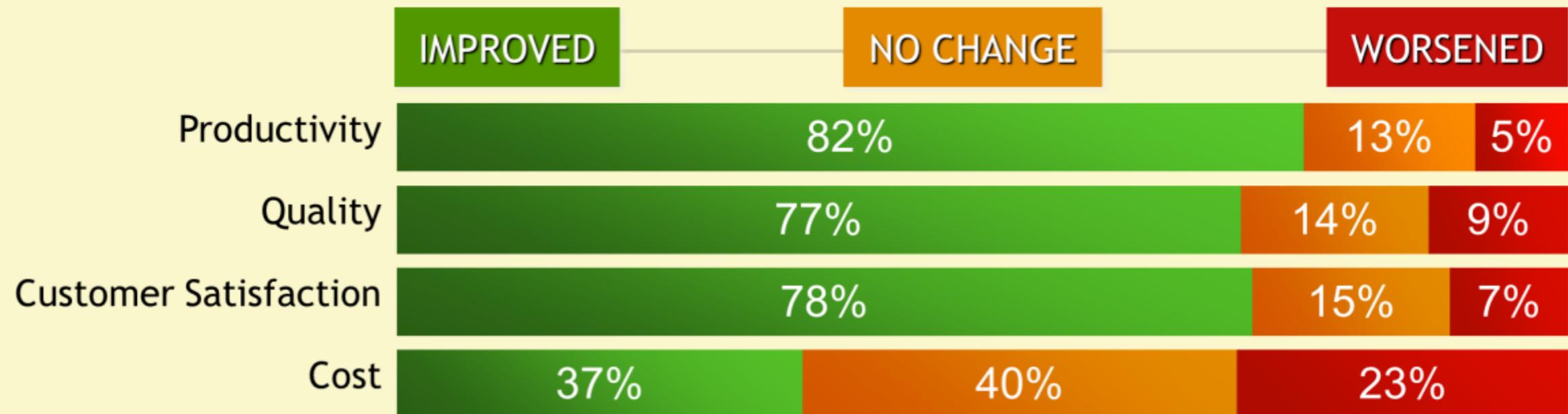
Provide your team the **mechanisms** to allow for improvement.  
When your team is **happy** they produce better products.



# What Can I Expect?

642 developers and managers surveyed *after* adopting Agile...

How has using Agile approach for product development affected your IT projects?



Dr. Dobb's Survey: <http://ddj.com/architect/207600615>



# The Agile PMP Dictum

- ▶ Agile holds that defined processes alone cannot be used to effectively manage complex and dynamic software projects.
- ▶ The ‘Cone of Uncertainty’ principle dictates that attempting to predict outcomes in the distant future is error prone.
- ▶ Agile only attempts to **manage the manageable**.
- ▶ The Agile approach brings the customer into the process to drive and manage a project’s ‘triple constraints’ .
- ▶ Although a better approach, **Agile is not a silver bullet**. Agile is a tool and like other tools, you *get out of it what you put into it*.

“A command and control approach to management only produces stifled productivity. To truly manage a hyper-productive team, we must practice servant leadership.”



# Your Call To Action

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- Find experts that can point you in the right direction.
- Recognize that training is the proper foundation on which team's build.
- It takes time to get good at anything, Agile is no exception, but the rewards are well worth it.
- Getting started is easier than you might think.



“Simplicity does not precede  
**COMPLEXITY,**  
it follows it.”  
- Alan Perlis

“Whether your next  
project is a **SUCCESS** or  
a failure is not a matter  
of **chance**, it is a  
**matter of choice.**”  
- A wise Agile coach and trainer

*Davisbase  
2010*

# Your Questions, My Answers

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- ▶ Note: For those questions we do not have time to answer during the webinar, I will be providing a written response.

