

# Will Agile Help My Organization Achieve Performance Excellence?

Agile Project Management  
and the Management of Change



Presented at:  
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Project Management Community  
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# Will Agile Help My Organization Achieve Performance Excellence

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- **How Agile project management differs from traditional project management**
- **How to prepare the organization for Agile and performance agility**
- **Key success factors for using Agile with integrated project teams (IPTs)**



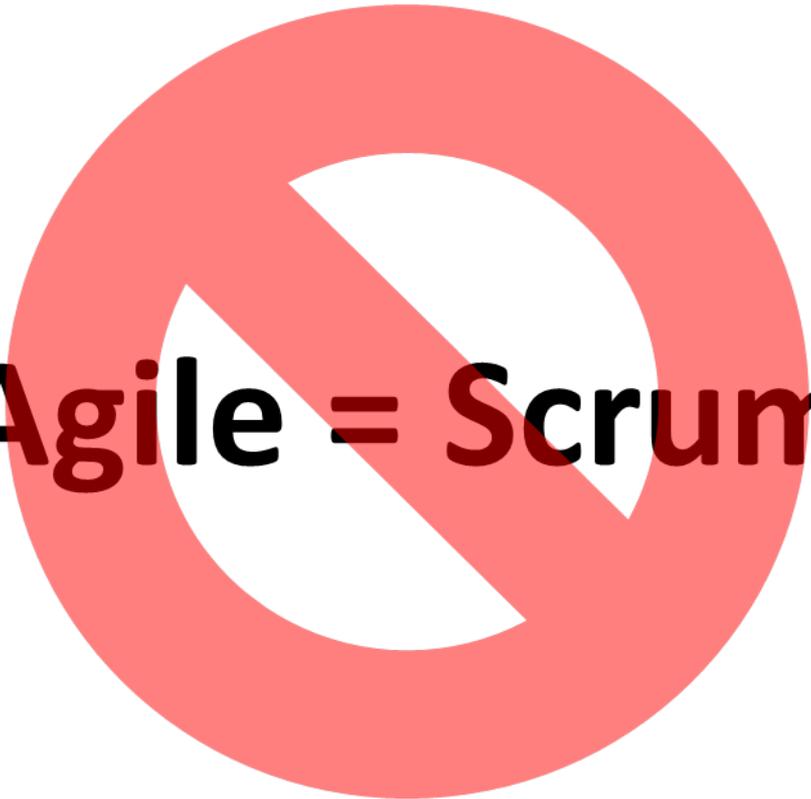
**Steve Ziegler**

## **How Agile Project Management Differs from Traditional Project Management**

*Traditional views of Agile from the Software  
Development Perspective*

## Agile Manifesto

- **Individuals and interactions** over processes and tools.
- **Working software** over comprehensive documentation.
- **Customer collaboration** over contract negotiation.
- **Responding to change** over following a plan.



**Agile = Scrum**

✓ **Scrum**

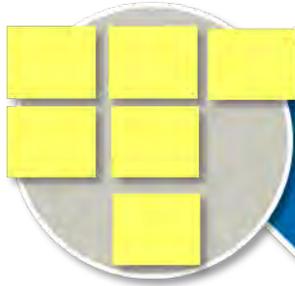
✓ **Kanban**

✓ **XP**

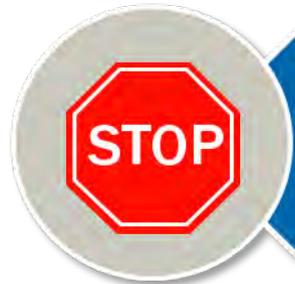
✓ **Your Project**

# Kanban Philosophies

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Visualize your workflow



Limit your Work-in-Progress



Make continued,  
incremental improvements

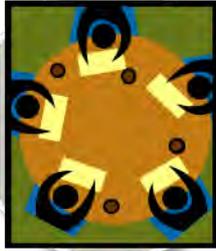
# Visualize Your Workflow

The image shows a Kanban board interface from LeanKit. The board is organized into five vertical lanes representing workflow stages: Story Qu..., Design, Dev, Test, and Deploy. Each lane has a count in a small box at the top right. The 'Story Qu...' lane has a count of 5, 'Design' has 1, 'Dev' has 2, 'Test' has 3, and 'Deploy' has 5. A vertical toolbar on the left side contains icons for navigation and actions, with the word 'OPTIONS' written vertically at the bottom. The board contains several task cards with titles and small profile pictures of team members.

Story Qu...	Design	Dev	Test	Deploy
5	1	2	3	5
<ul style="list-style-type: none"><li>Add elements over time chart</li></ul>	<ul style="list-style-type: none"><li>Include recently updated items on Dashboard</li></ul>	<ul style="list-style-type: none"><li>Security bug</li><li>Add approval workflow</li></ul>		

# Agile Baby Steps

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Daily standup meetings



Frequent demos



Retrospectives



**Cory McConnell**

## **How to Prepare the Organization for Agile and Performance Agility**

*Agile in the trenches:  
Using Agile to cope with constant change*

## Have You Thought about Your Products?

- Most organizations have customers
- Most organizations have too many customers
- Organize the needs of our customers into products
- Then, prioritize



## Are We Speaking the Same Language?

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### ■ Product?

- It's a thing that someone wants
- It has an owner
- It has a priority

### ■ Story?

- It's a requirement
- It has a priority
- It has a level of complexity



## Is This Legal?

	Product	Story	Task
COR	<ul style="list-style-type: none"> <li>• Create</li> <li>• Prioritize (Business)</li> <li>• Assign PO</li> </ul>		<ul style="list-style-type: none"> <li>• Create</li> </ul>
Product Owner (PO)		<ul style="list-style-type: none"> <li>• Create</li> <li>• Prioritize (Business)</li> </ul>	<ul style="list-style-type: none"> <li>• Create</li> </ul>
Project Manager (PM)	<ul style="list-style-type: none"> <li>• Prioritize (Business)</li> </ul>	<ul style="list-style-type: none"> <li>• Assign TL</li> </ul>	<ul style="list-style-type: none"> <li>• Create</li> </ul>
Technical Lead (TL)		<ul style="list-style-type: none"> <li>• Assign Team</li> <li>• Prioritize (Technical)</li> <li>• Determine Complexity</li> <li>• Update Progress</li> </ul>	<ul style="list-style-type: none"> <li>• Create</li> </ul>
Tech. Team		<ul style="list-style-type: none"> <li>• Work</li> </ul>	<ul style="list-style-type: none"> <li>• Create</li> </ul>
Stakeholders		<ul style="list-style-type: none"> <li>• Validate</li> </ul>	

## What Are We Doing?

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- **What are we working on?**
  - The top priorities
- **When will it be finished?**
  - Never
  - But we measure stories by points

*(Points Completed)*  
*÷ (Given Length of Time)*  
*= Velocity*

## A New Framework?

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**Narayan Prasad**

## **Key Success Factors for Using Agile with Integrated Project Teams (IPTs)**

*Agile in the Program Management Office:  
Going Modular*

## Organizing for Agility

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- Traditional methods and IPTs
- Transitioning to Agile – Key Factors
- Transforming the IPT for Agility



# Making the Change to Agile: Reconstitute and Re-characterize

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Team Leadership



The Team



Agile PMO

## Preparing to Practice...

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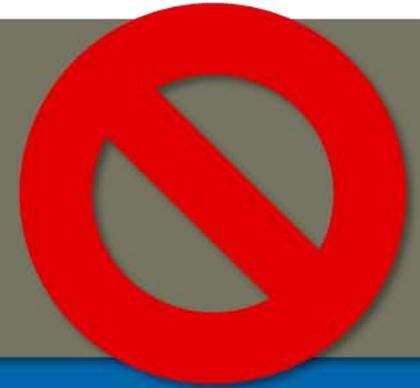
**START**

Start with  
organizational  
processes  
already in  
place



**BEST**

Do what  
works best  
for your  
organization



Don't be too  
idealistic

# Success Factors

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**Empowerment**

**Collaboration**

**Leadership**

**Dedication**

**Collocation**

## For More Information, Contact...

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For more information visit [www.icfi.com/agile](http://www.icfi.com/agile)

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# Q&A

