



Transitioning to **Agile Project Management**

Realizing Customer Value through Throughput, Teamwork and Leadership



Sanjiv Augustine, LitheSpeed
Washington, DC
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- **Agile at a Glance** **(10 Minutes)**
 - Landscape
 - Basics
 - APM Defined

- **Transitioning to APM** **(40 Minutes)**
 - *Optional Exercise: Penny Flow*
 - Throughput
 - Manage the Flow of Value, Not Activities
 - Teamwork
 - Create an Integrated Team
 - Focus on Project Context, Not Content
 - Move from Lessons Learned to Project Reflections
 - Leadership
 - Coordinate Execution through Commitments, Not Commands

- **Discussion** **(10 Minutes)**





Agile at a Glance

Agile Methodologies

- **eXtreme Programming**
Kent Beck, Ward Cunningham, Ron Jeffries
- **Scrum**
Ken Schwaber and Jeff Sutherland
- **Crystal Methods**
Alistair Cockburn
- **Feature Driven Development**
Jeff DeLuca
- **Dynamic Systems Development Method**
DSDM Consortium

Agile Management Frameworks

- **Agile Project Management**
Jim Highsmith, Ken Schwaber, Sanjiv Augustine
- **Agile Management**
David Anderson
- **eXtreme Project Management**
Rob Thomsett, Doug DeCarlo

Corporate IT is Leading the Second Wave of IT Adoption

Agile software development processes are in use at 14% of North American and European enterprises, and another 19% of enterprises are either interested in adopting Agile or already planning to do so.

Early adopters of Agile processes were primarily small high-tech product companies. But a second wave of adoption is now underway, with enterprise IT shops taking the lead.

These shops are turning to Agile processes to cut time-to-market, improve quality, and strengthen their relationships with business stakeholders.

*Carey Schwaber, Forrester Research
Nov 30, 2005*



Key Agile principles are:

- **Focus on customer value** – Employ business-driven prioritization of features.
- **Iterative & Incremental Delivery** – Create a flow of value to customers by “chunking” feature delivery into small increments.
- **Intense Collaboration** – Face-to-face communication via collocation, etc; diversified roles on integrated teams.
- **Self Organization** – Team members self-organize to fulfill a shared project vision.
- **Continuous Improvement** – Teams reflect, learn and adapt to change; work informs the plan.

What is Customer Value?

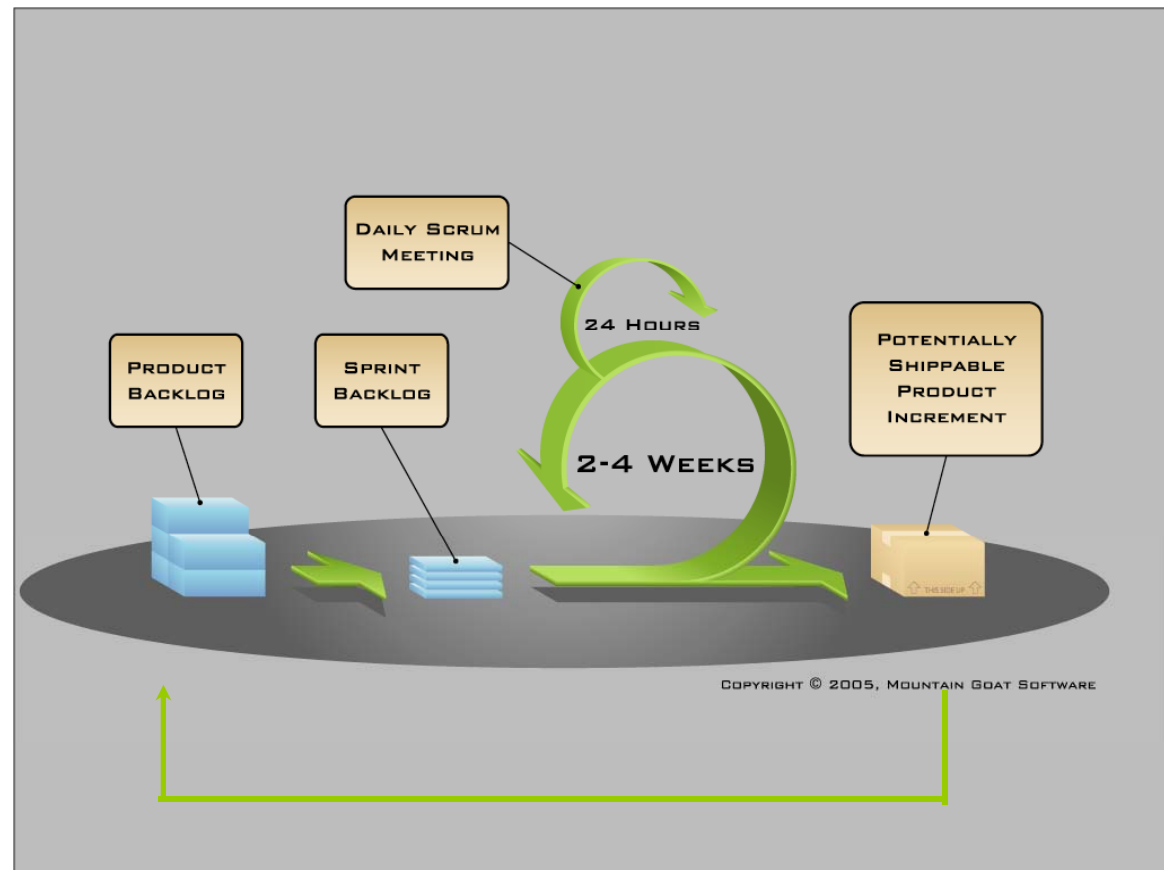
- The right **product**, for the right **price**, at the right **time**.
- The right product is the product with **exactly the features that the customer wants**.
- The right price is the price that customer believes is a **fair deal**.
- The right time is **when the customer wants it**.



Key Agile Practices:

- Release Planning
- Sprint Planning
- Daily Scrum/Standup
- Fixed-length sprints
- Sprint Review
- Sprint Retrospective

Identify top-priority items and deliver them rapidly in small batches.



Agile Project Management (APM):

- Is the work of energizing, empowering and enabling project teams to rapidly and reliably deliver customer value
 - By engaging customers, and
 - Continuously learning and adapting to their changing needs and environments
- Focuses on project throughput, teamwork and leadership

Source: *Managing Agile Projects*, Sanjiv Augustine, Prentice Hall 2005





Transitioning to APM

	Agile	APM Transition
Throughput	Flow of Value	Manage The Flow of Value, Not Activities
Teamwork	Small, Integrated Teams	Create an Integrated Team
	Customer Collaboration	Focus on the Project Context, Not Content
	Continuous Improvement	Move from Lessons Learned to Project Reflections
Leadership	Self-Organization	Coordinate Execution through Commitments, Not Commands



Let's do a simple exercise to see the difference between processing large batches and small ones:

- **Round 1**

- Each person flip **all pennies**
- When done with entire batch, pass to next person in line

- **Round 2**

- Each person flip **one penny** and pass to next person
- Keep flipping and passing until done



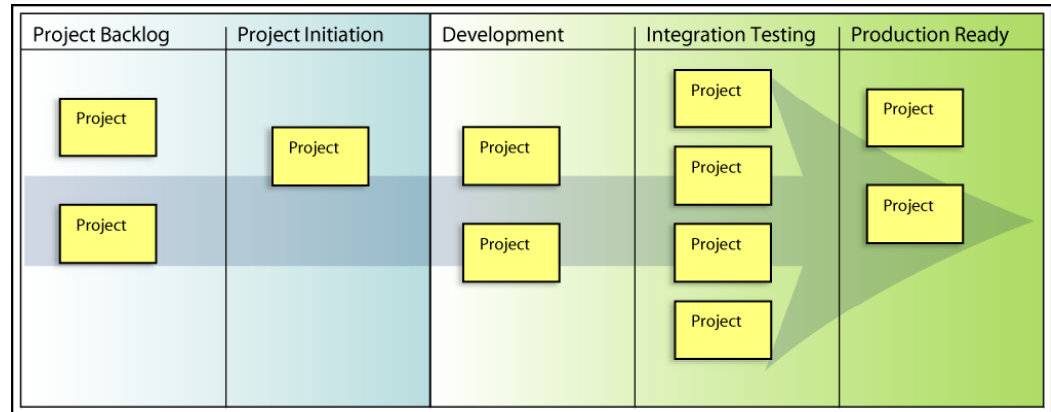
- **Manage throughput**

- Reduce utilization
- Limit work to capacity

$$\text{Lead Time} = \frac{\text{Work in Process}}{\text{Avg. Completion Rate}}$$

- **Reduce WIP**

- Reduce batch size
- Fewer simultaneous efforts
- Limit queue size



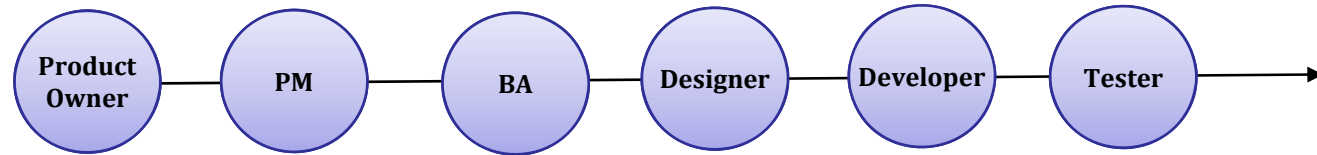
Source: *The Lean-Agile PMO*, Sanjiv Augustine & Roland Cuellar, Cutter Consortium, 2006

- **Manage constraints**

- Identify bottleneck(s)
- Increase throughput at bottleneck(s) to increase completion rate and overall throughput

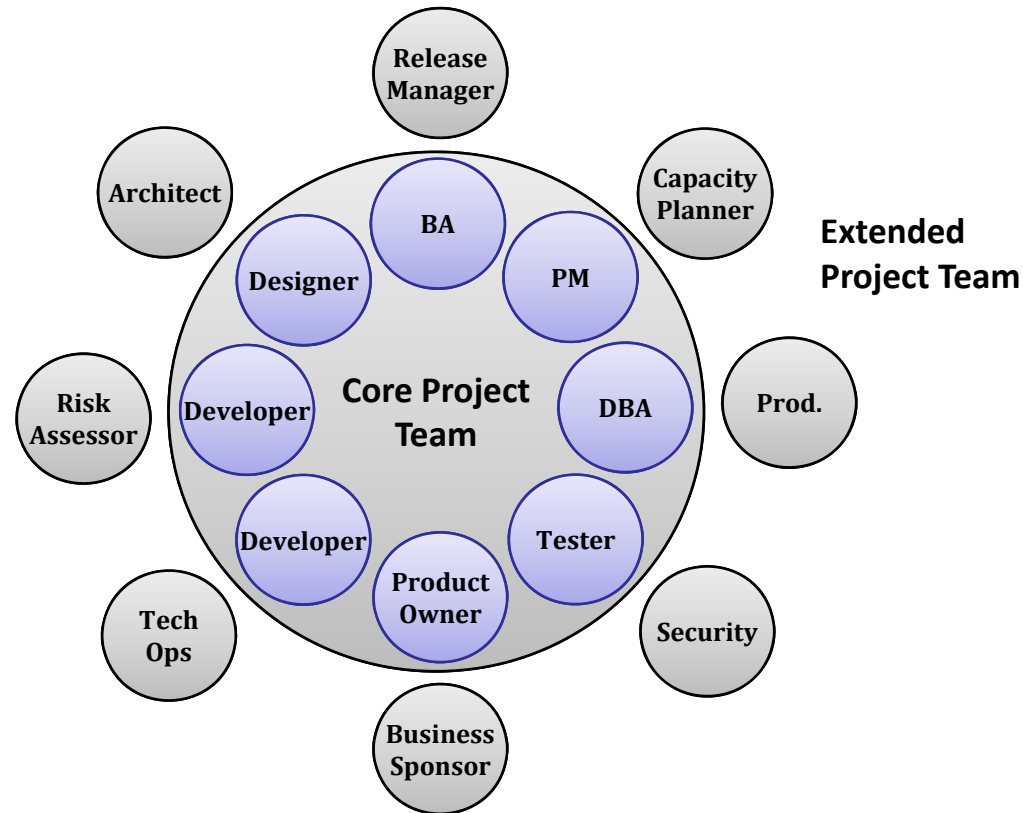


Traditional Silos



Integrated Agile Team

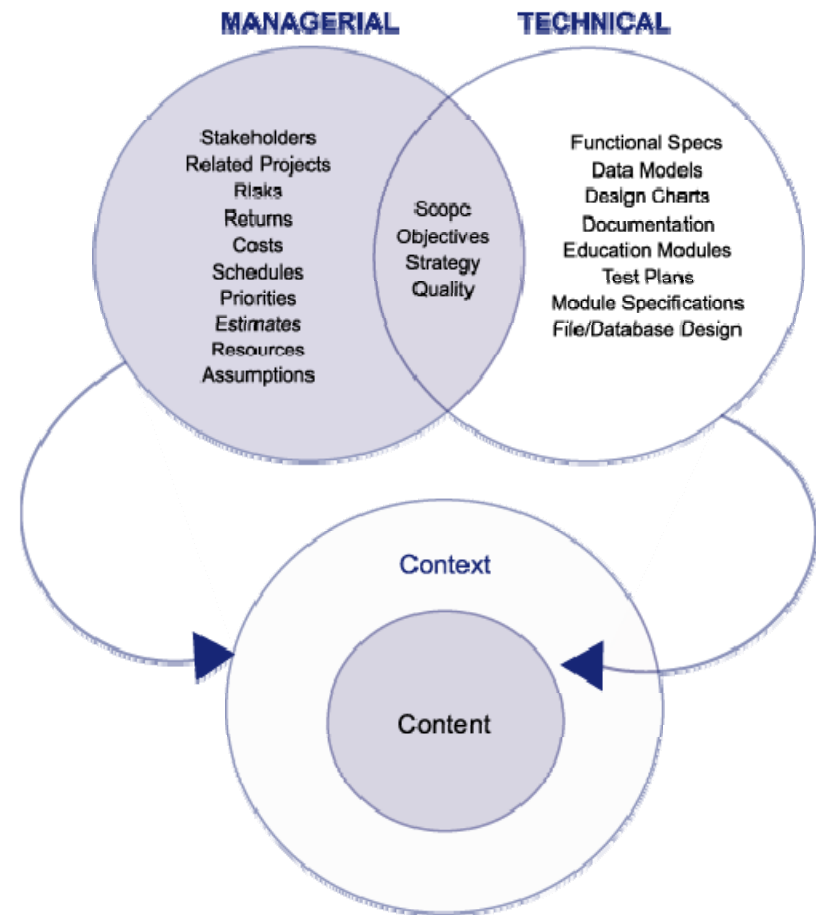
The Core Project Team ideally consists of **5-9 (7 plus or minus 2)** members.



- **Need to look upward and outward toward stakeholders and sponsor:**

- What are the project's end goals or desirable outcomes?
- What are its objectives?
- What is its scope?
- How does it relate to other projects?
- On what other projects/factors does it depend?
- What value will it add to the organization?
- How will it contribute towards achieving the organization's strategic goals?
- What is the strategy to deal with external changes?

- **Defer to the technical team on technical details**



Source: The Thomsett Company. Used with permission.



Conduct reflections/retrospectives every 2-3 iterations to analyze, adapt and improve processes and practices.

- **Sample project reflection guidelines:**

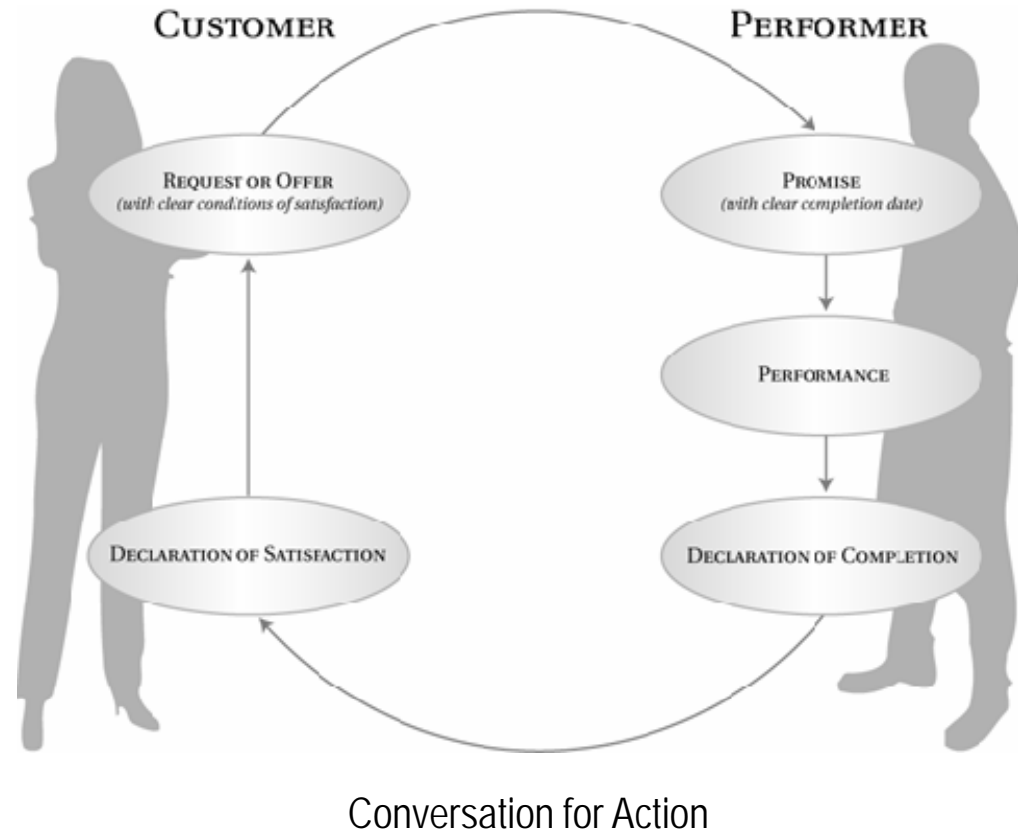
- Arrange for a neutral facilitator
- All project team members seat themselves in a large conference room, preferably in a circle
- All participants follow simple ground rules
- Each team member provides feedback on these questions: *what's working well, what can we improve, and what are some obstacles or issues facing the team*
- A brainstorming period follows to address the major issues
- Facilitator captures action items

Source: *Managing Agile Projects*, Sanjiv Augustine, Prentice Hall 2005



The Language/Action Perspective:

- Work in organizations happens through the making, keeping and coordination of individual commitments
- People make commitments and deliver on them through performance or action
- Customer value can only materialize if the networks of these commitments are coordinated effectively
- **Need to engage in conversations that create and coordinate team members' commitments**



Source: *Managing Agile Projects*, Sanjiv Augustine, Prentice Hall 2005



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Discussion

Online Discussion Groups

- Agile Project Management, <http://finance.groups.yahoo.com/group/agileprojectmanagement/>
- Scrum Development, <http://groups.yahoo.com/group/scrumdevelopment/>

East Coast User Groups

- APLN DC Chapter, <http://www.aplndc.org/>
- APLN Richmond, <http://aplndc-richmond.pbwiki.com/>
- Agile Philly, http://wiki.agilephilly.com/index.php?title=Main_Page
- Agile Atlanta, <http://agileatlanta.org/>
- Agile Carolinas, <http://agile-carolinas.pbwiki.com/>
- Agile Alliance User Group List, <http://www.agilealliance.org/show/1641>

Articles

- *The New Methodology*, <http://www.martinfowler.com/articles/newMethodology.html>
- *Getting Started with Agile Delivery*, <http://www.gantthead.com/article.cfm?ID=230943&authenticated=1>
- *So, How's that Agile Initiative Doing?*, <http://www.gantthead.com/article.cfm?ID=230943&authenticated=1>
- *Agile Project Management: Emergent Order through Visionary Leadership*, <http://www.ccpa.com/Resources/documents/AgileProjectManagement.pdf>
- *The Lean-Agile PMO: Using Lean-Thinking to Accelerate Agile Delivery*, <http://www.cutter.com/project/fulltext/summaries/2006/10/index.html>

Training Calendar

[Pragmatic Agile Adoption for Managers](#)

Philadelphia, PA, August 27-28

[Certified ScrumMaster Training](#)

Atlanta, GA , August 30-31

[Pragmatic Agile Adoption for Managers](#)

Washington, DC, September 6-7

[Certified ScrumMaster Training](#)

New York City, NY, September 20-21

<http://www.lithespeed.com/training.htm>



Blogs

- <http://lithespeed.blogspot.com>
- <http://www.leadinganswers.com>
- <http://www.agileadvice.com>

Web Sites

- <http://www.agilealliance.org>
- <http://www.apln.org>
- <http://www.scrumalliance.org>

Books

- *Agile and Iterative Development: A Manager's Guide*, Craig Larman
- *Managing Agile Projects*, Sanjiv Augustine
- *Agile Project Management*, Jim Highsmith
- *Agile Software Development*, Alistair Cockburn
- *Fearless Change*, Linda Rising and Mary Lynn Manns

Books (*contd*)

- *Lean Software Development – An Agile Toolkit*, Mary and Tom Poppendieck
- *Lean Thinking and Lean Solutions*, Womack and Jones
- *Agile Software Development with Scrum*, Ken Schwaber and Mike Beedle
- *Agile Estimating and Planning*, Mike Cohn
- *User Stories Applied*, Mike Cohn



Contact Us for Further Information

Sanjiv Augustine

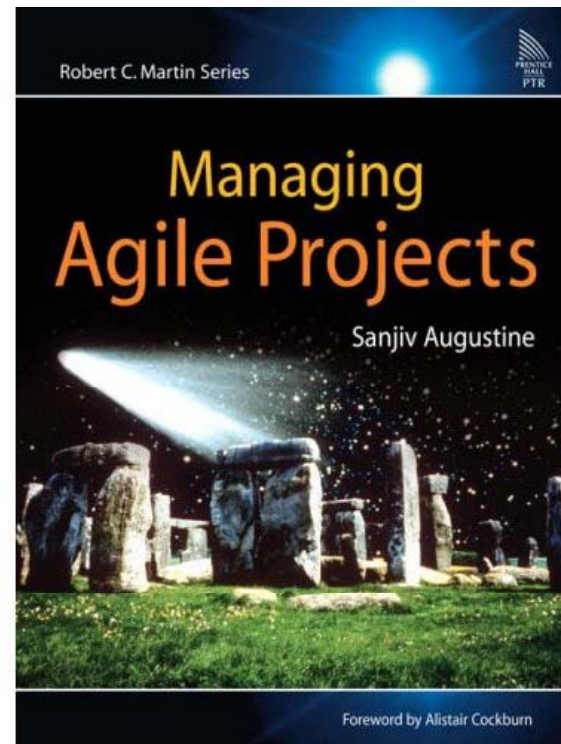
President

Sanjiv.Augustine@lithespeed.com

Sanjiv@sanjivaugustine.com

<http://www.lithespeed.com>

<http://www.sanjivaugustine.com>



"I only wish I had read this book when I started my career in software product management, or even better yet, when I was given my first project to manage. In addition to providing an excellent handbook for managing with agile software development methodologies, *Managing Agile Projects* offers a guide to more effective project management in many business settings."
John P. Barnes, former Vice President of Product Management at Emergis, Inc.

