

Agile

*for Workplace Learning
Professionals*

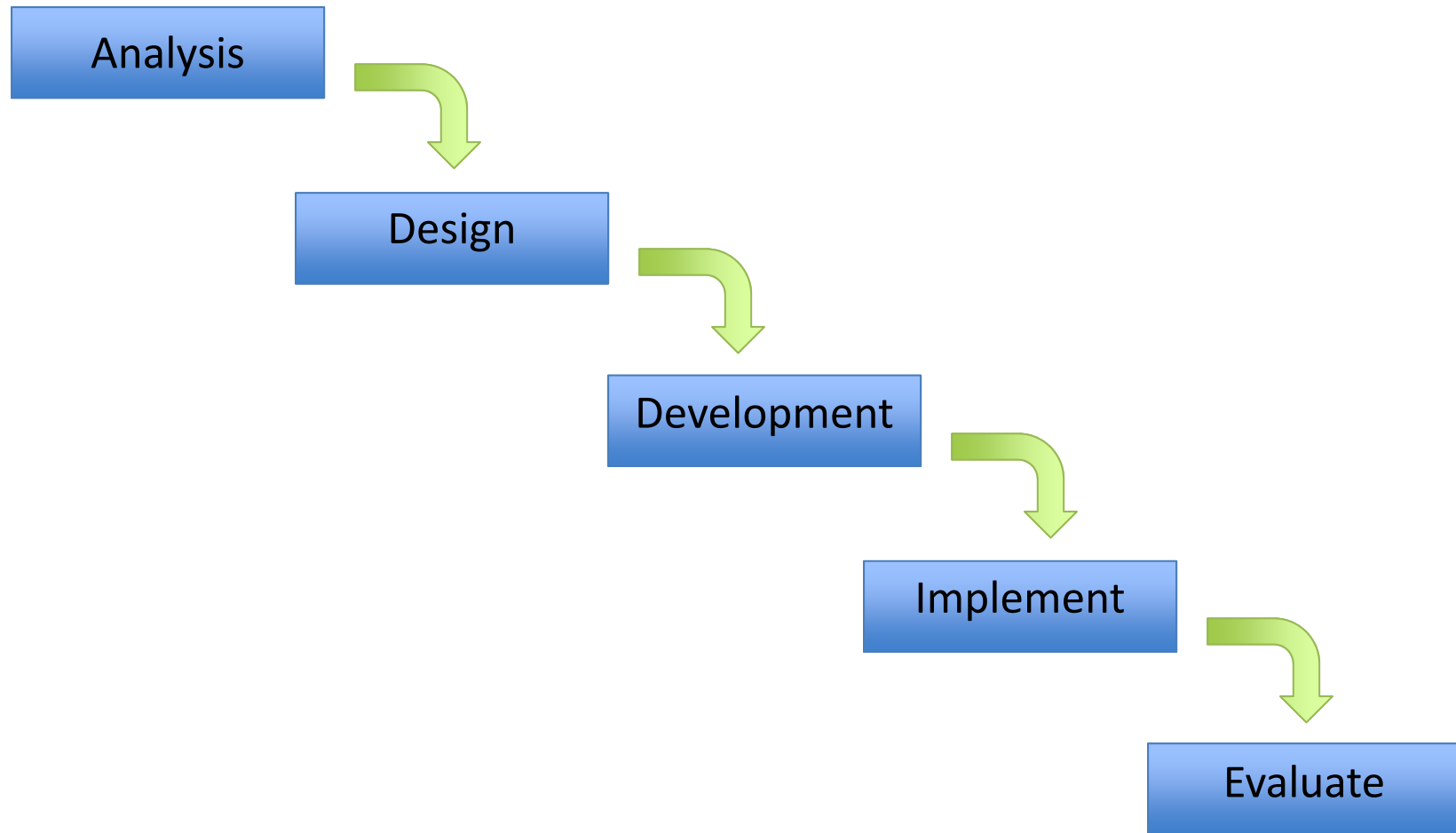
Don Bolen, PMP, CSM

Why do we manage?

Knowledge Areas	Project Management Process Groups – <i>PMBOK 4th Edition</i>				
	Initiation	Planning	Executing	Monitoring & Controlling	Closing
Integration	Develop Project Charter	Develop Project Management Plan	Direct & Manage Project Execution	Monitor & Control Project Work Perform Integrated Change Control	Close Project or Phase
Scope		Collect Requirements Define Scope Create Work Breakdown Structure (WBS)		Verify Scope Control Scope	
Time		Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule		Control Schedule	
Cost		Estimate Costs Determine Budget		Control Costs	
Quality		Plan Quality	Perform Quality Assurance	Perform Quality Control	
HR		Develop HR Plan	Acquire Project Team Develop Project Team Manage Project Team		
Communications	Identify Stakeholders	Plan Communications	Distribute Information Manage Stakeholders Expectations	Report Performance	
Risk		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses		Monitor & Control Risks	
Procurement		Plan Procurement	Conduct Procurements	Administer Procurements	Close Procurements

So, what's wrong?

Is this your approach?



Is it effective? Efficient? On time?

The Agile Manifesto

“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.***”

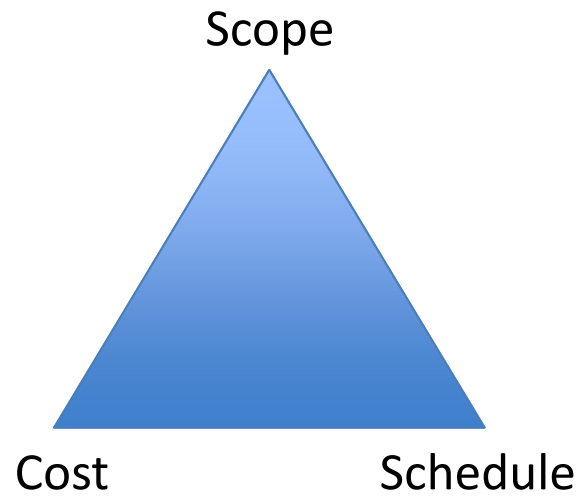
<http://www.agilemanifesto.org/>

The Agile Principles

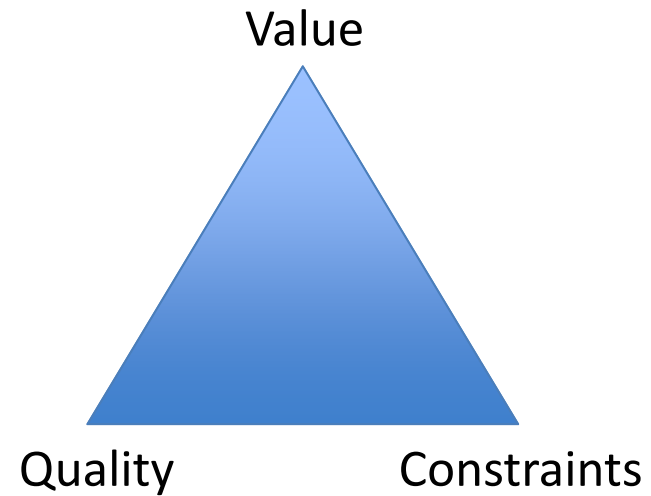
- *Customer satisfaction* by rapid delivery of useful software
- *Welcome changing requirements*, even late in development
- *Working software is delivered frequently* (weeks rather than months)
- Working software is the principal measure of progress
- *Sustainable development*, able to maintain a constant pace
- Close, *daily co-operation* between business people and developers
- Face-to-face conversation is the best form of communication (*co-location*)
- Projects are built around motivated individuals, who should be trusted
- Continuous attention to technical excellence and good design
- *Simplicity*
- *Self-organizing teams*
- *Regular adaptation to changing circumstance*

<http://agilemanifesto.org/principles.html>

Traditional Iron Triangle



Agile Triangle



Why agile

- Less defects - QUALITY
- Increased productivity, faster time to market
- Lower costs
- Market alignment
- Quicker identification of loser projects
- It's LEAN

Traditional vs Agile

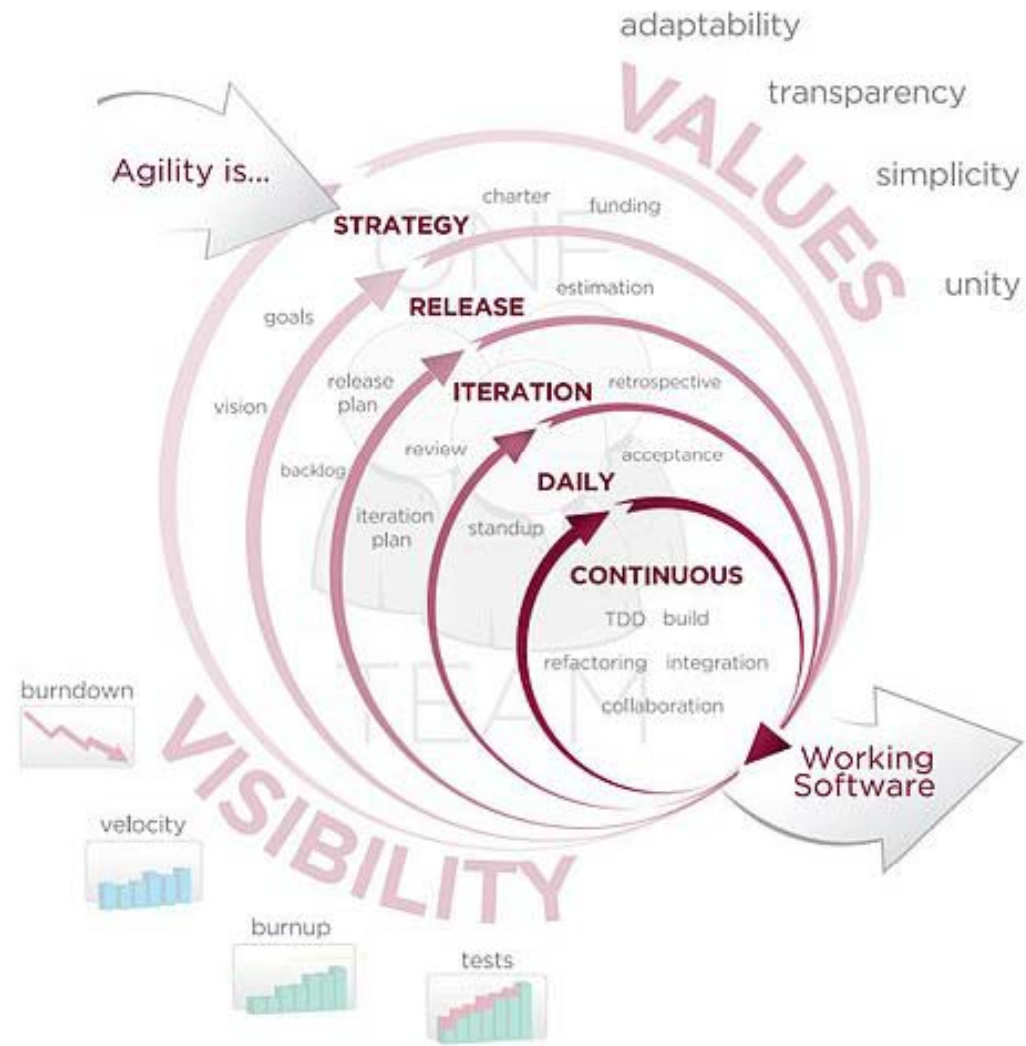
Traditional

- Plan what you **expect to happen**
- **Enforce** the plan
 - Large, in-charge PM
 - Directive, top down
- Use **change control**

Agile

- Plan what you **expect by iteration**
- Control is through **adaption/inspection**
- Use Agile proactively to **manage change**

AGILE DEVELOPMENT



ACCELERATE DELIVERY

How will this work?

Agile uses stories
to gather customer
requirements and
expectations

A backlog is a

list of prioritized

stories

Persona Activity

As a

I want

So that

As a learner, I want my elearning courses to have open navigation so that I can freely move through the course

As a SME, I want the elearning courses to have linear navigation so that the learners progress in an orderly fashion

As a manager, I want my employees to be able to test out of content that they already know so that the training is efficient and they're back to work as soon as possible

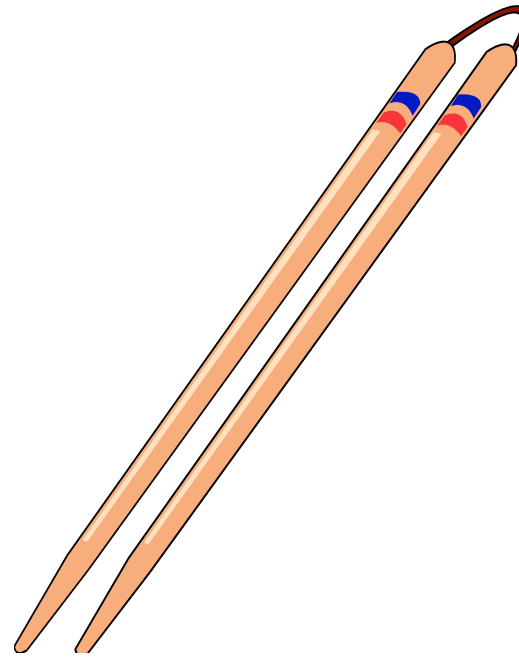
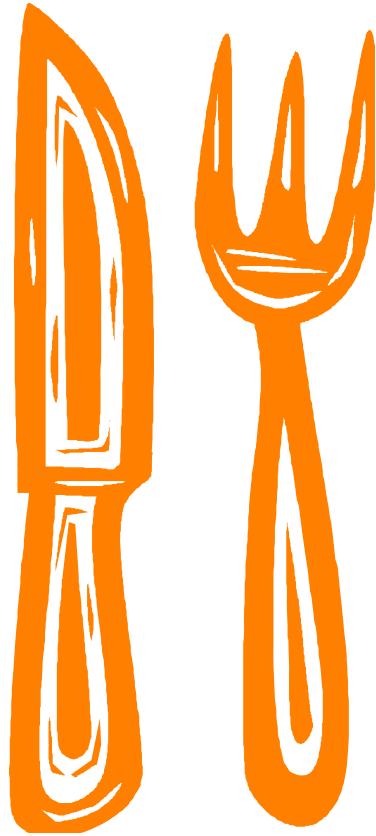
As a

I want

So that

Let's talk tools

Which is better?



Scrum

The Scrum Guide

The Definitive Guide to Scrum:
The Rules of the Game



Jeff Sutherland



Ken Schwaber

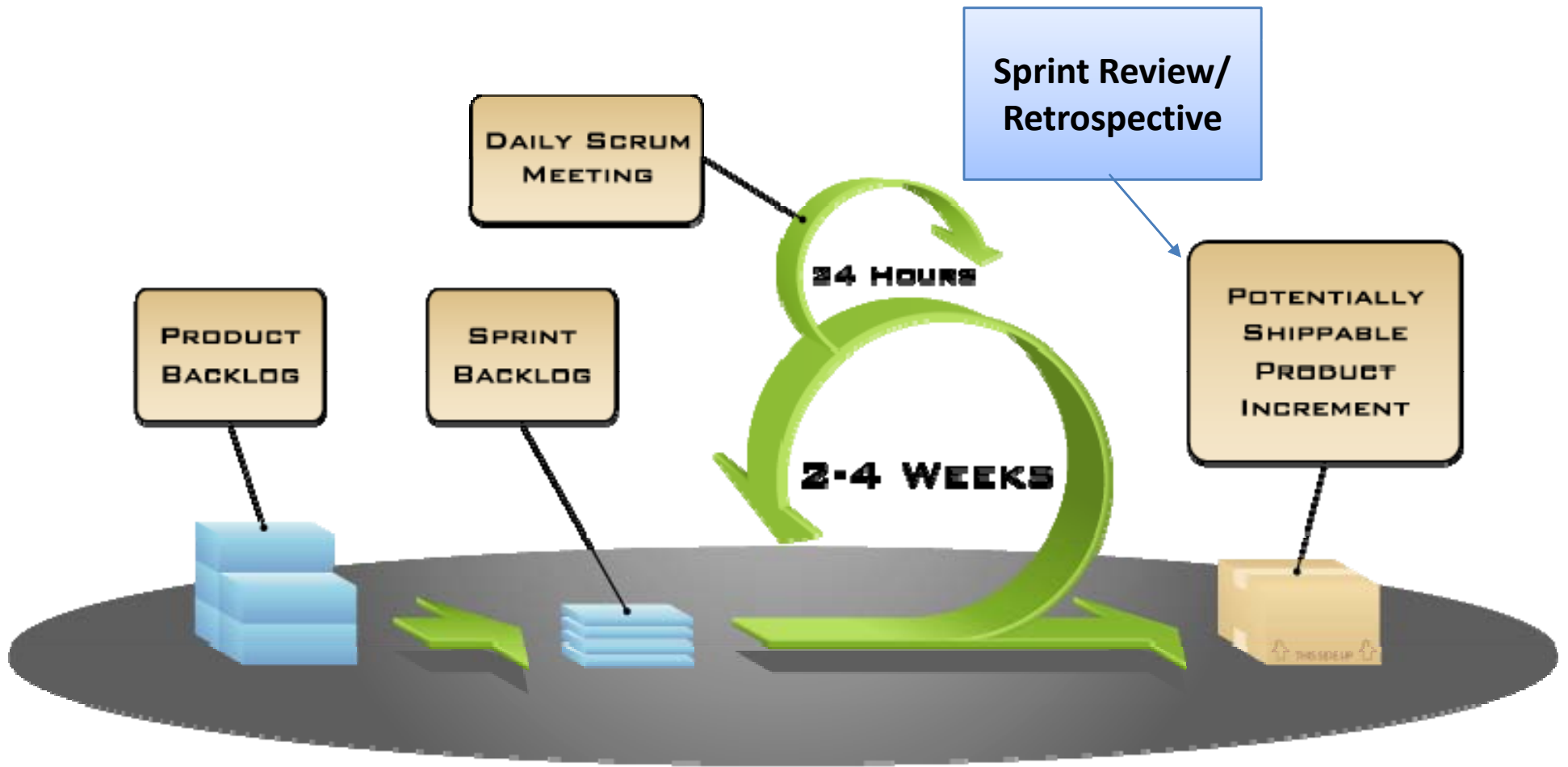
July 2011

Developed and sustained by Ken Schwaber and Jeff Sutherland

www.scrum.org

Scrum

- Prescribes ROLES
 - Product Owner: manages the product backlog, is the voice of the customer
 - Development Team: turns the backlog into functioning product
 - Scrum Master: makes scrum work, removes impediments
- Timeboxed SPRINTS
- Prescribed and limited MEETINGS
- Defining “DONE”
- Sprint RETROSPECTIVE



Sprint Planning

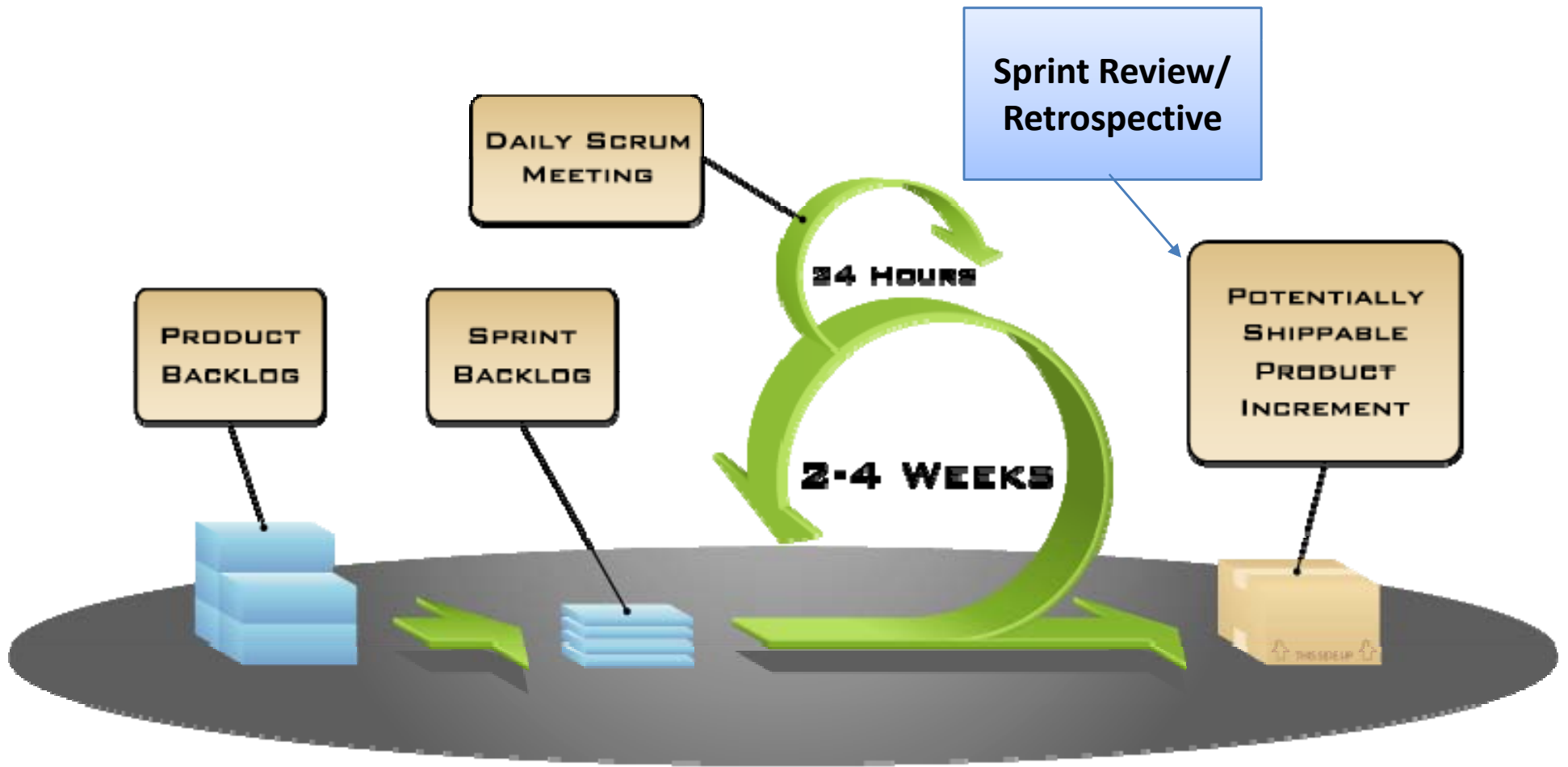
- Define the sprint goal and summarizes product backlog
- Team time estimates
- Selects stories for the sprint
- Selects time for daily scrum
- Defines “DONE”

Daily Scrum Meeting

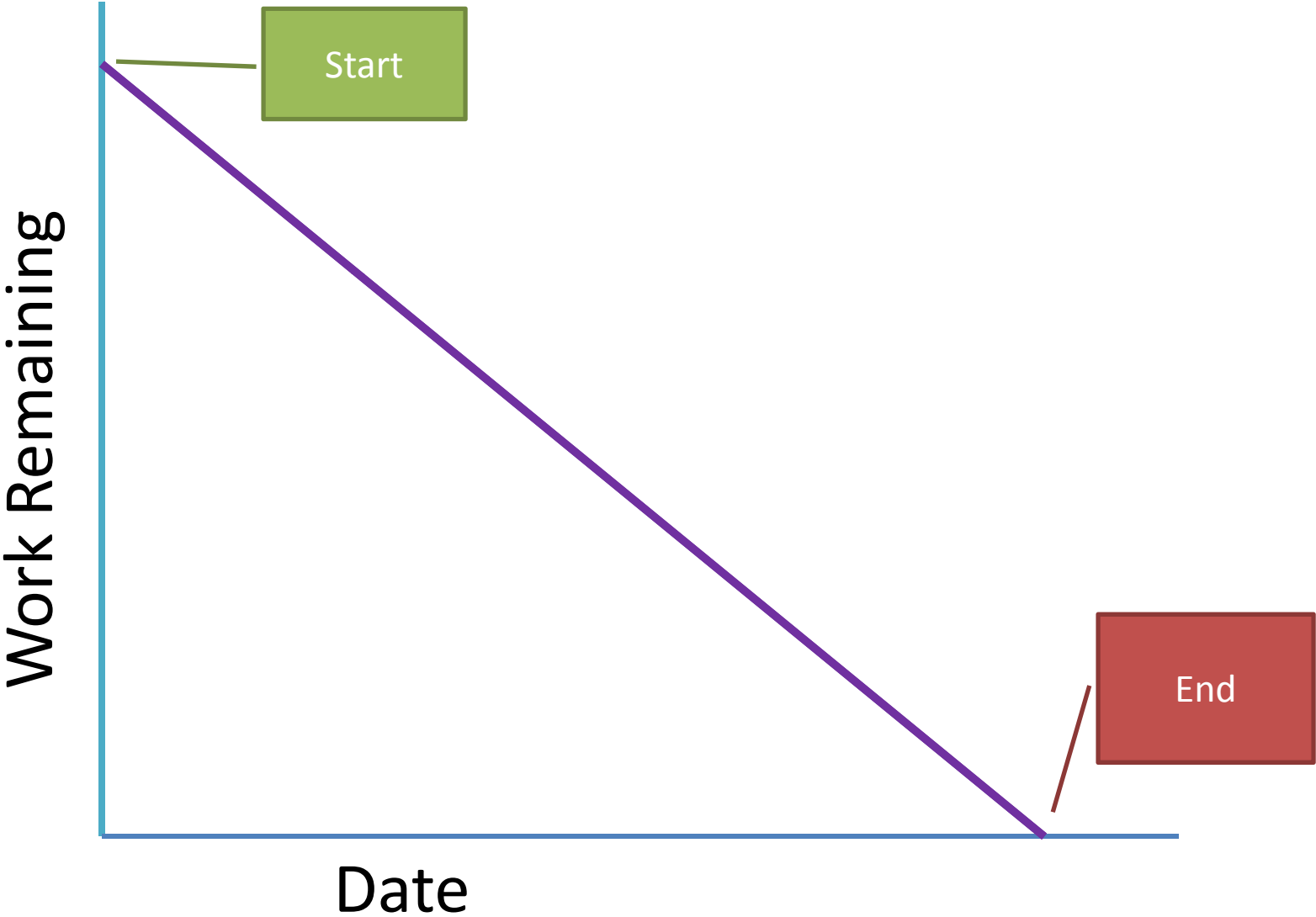
- 15 minutes same time each work day
- Ask 3 questions
 - What did you yesterday?
 - What will you do today?
 - What obstacles are there?
- Only pigs, no chickens

Sprint Review / Retrospective

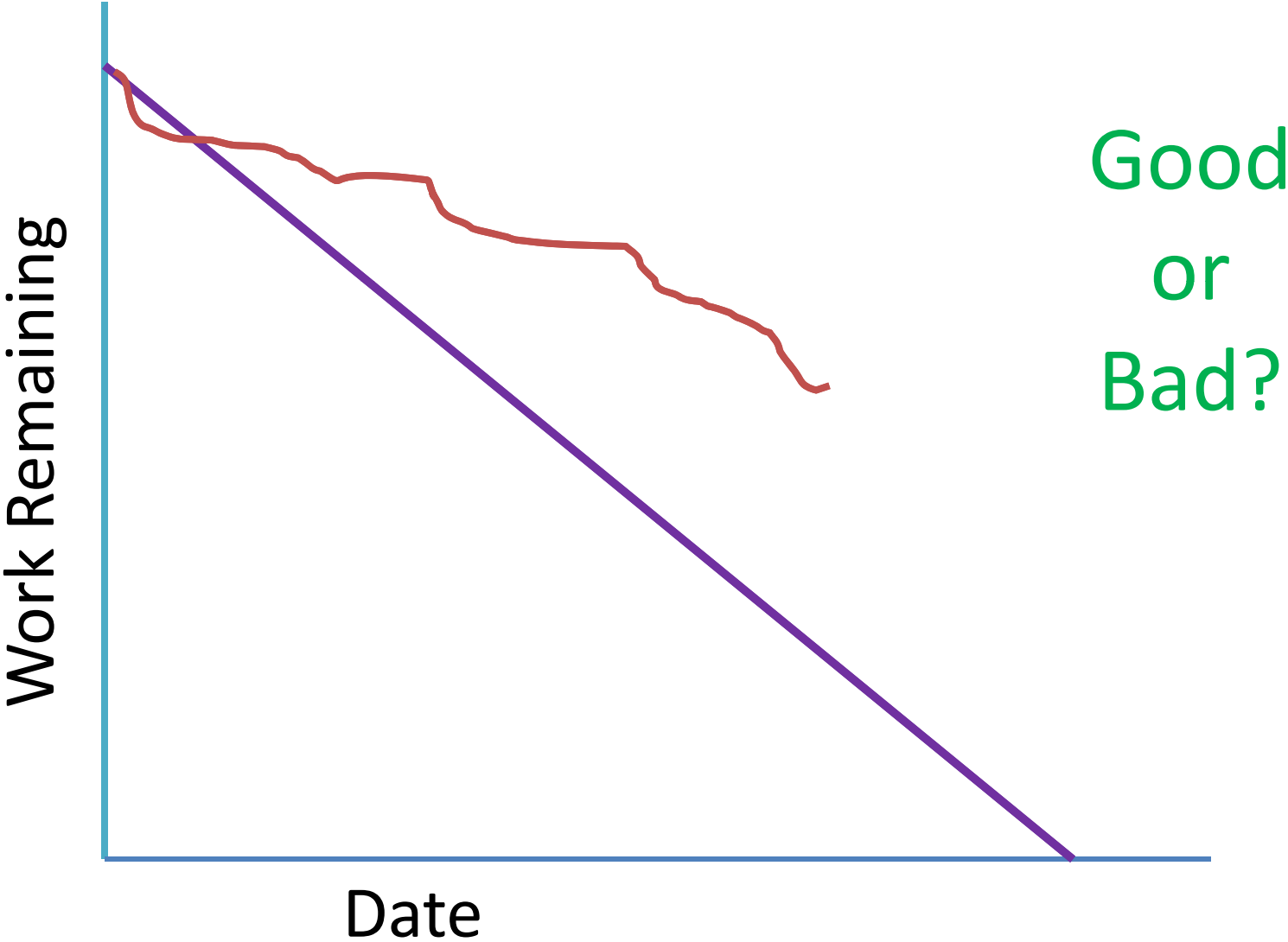
- Reviews what and was not completed
- Presents the “working” increment - demo
- Reflects on what worked, what didn't
- Identify improvements



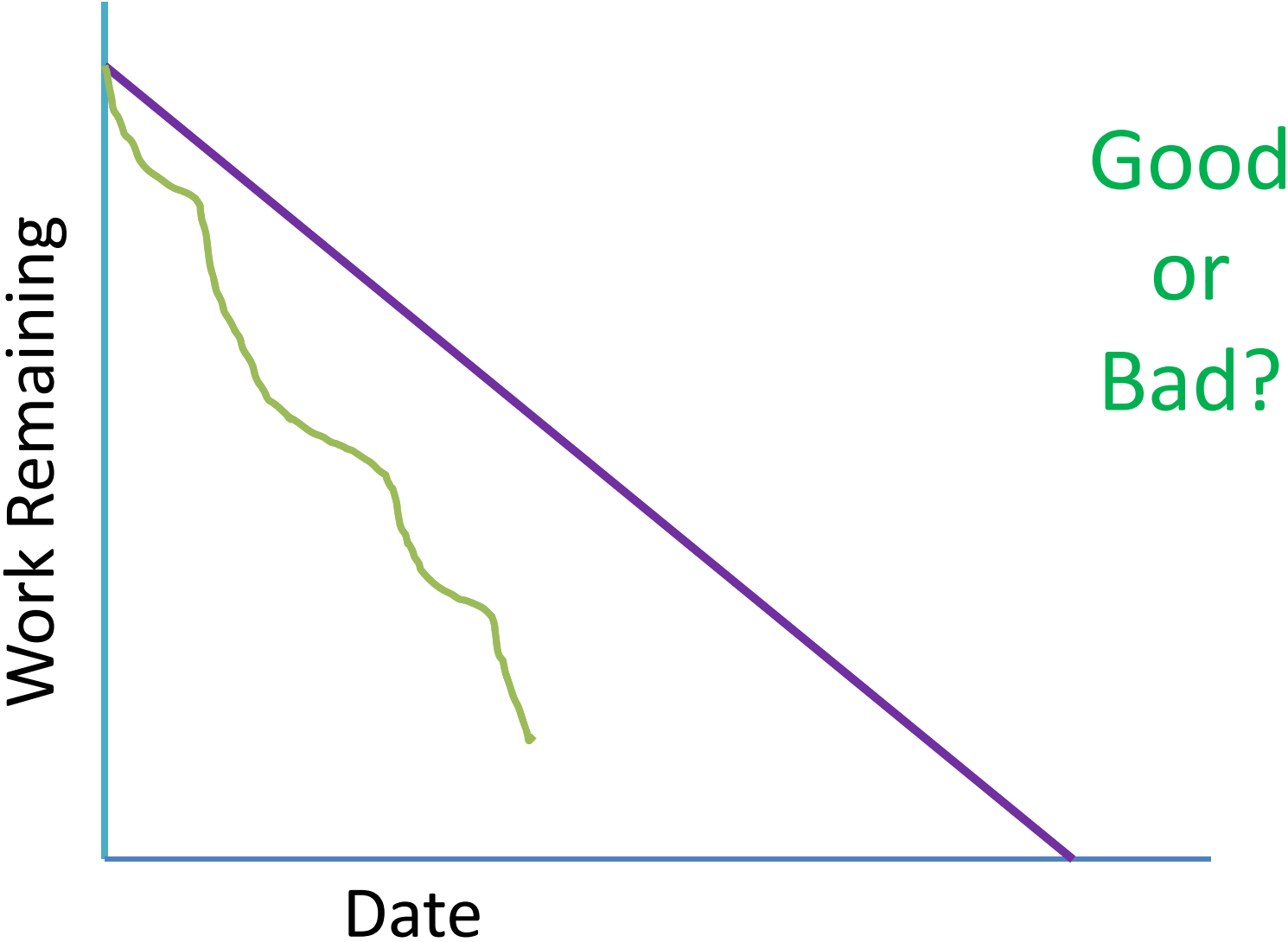
Measuring via “Burndown”



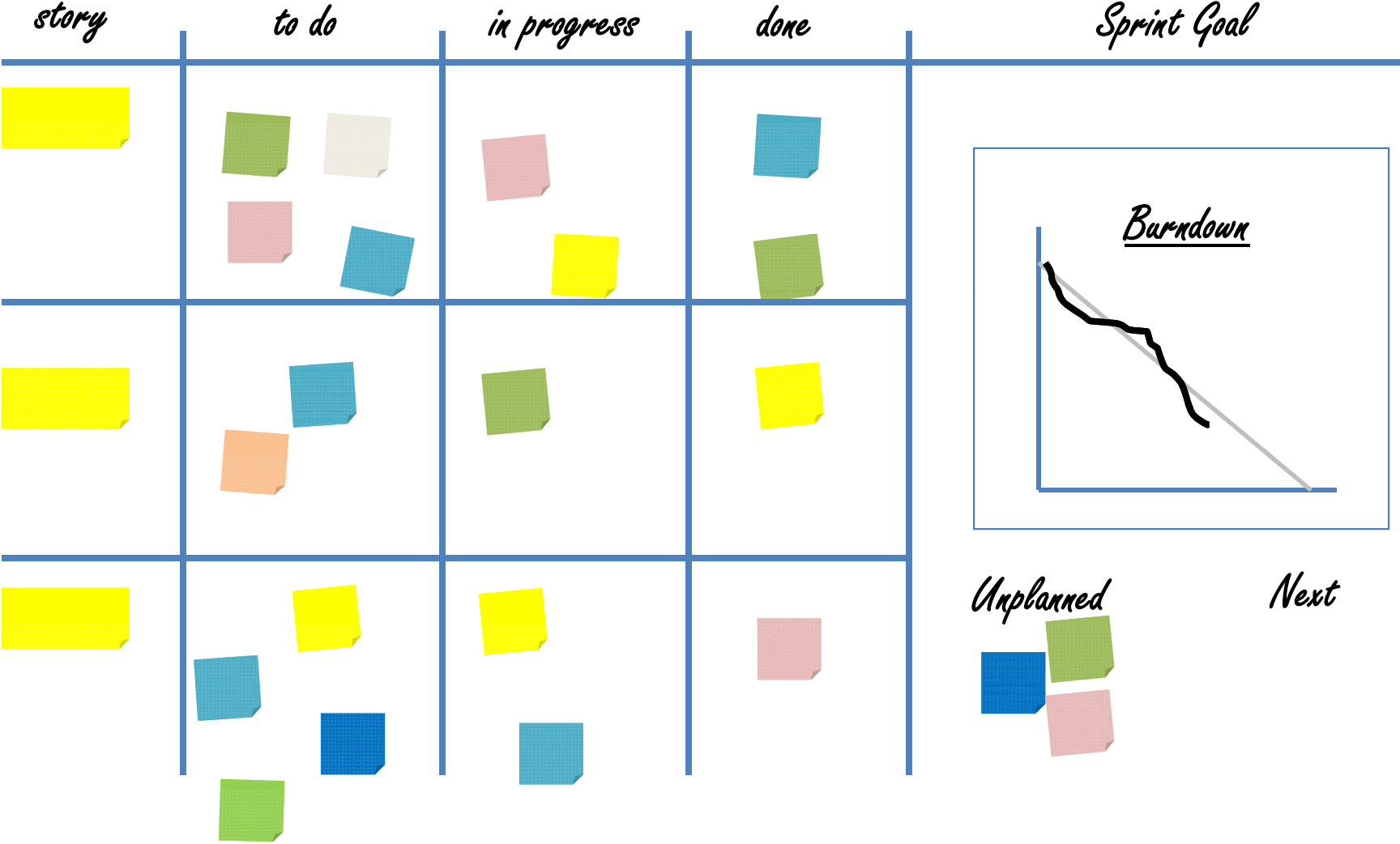
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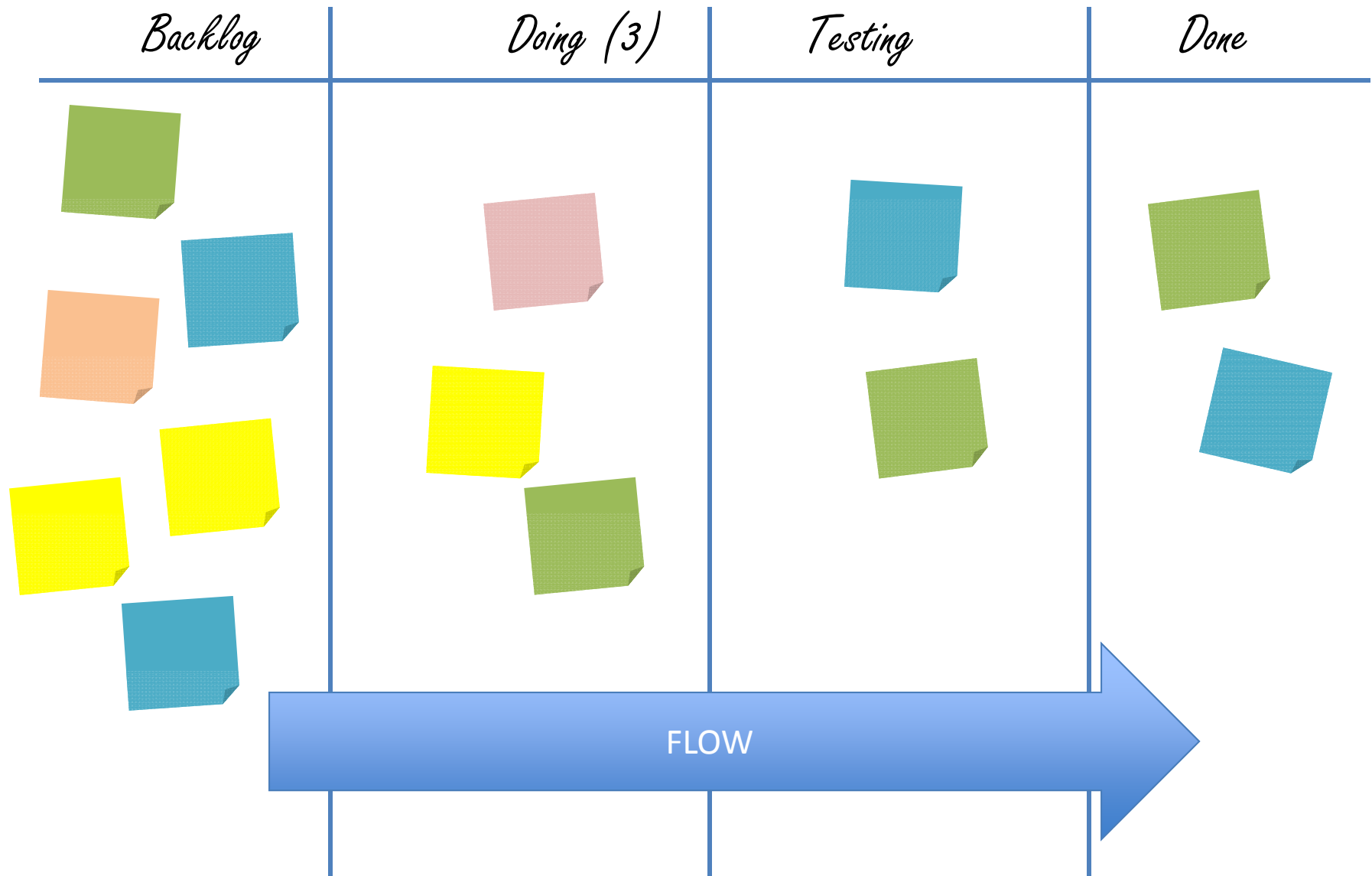
Scrum Taskboard



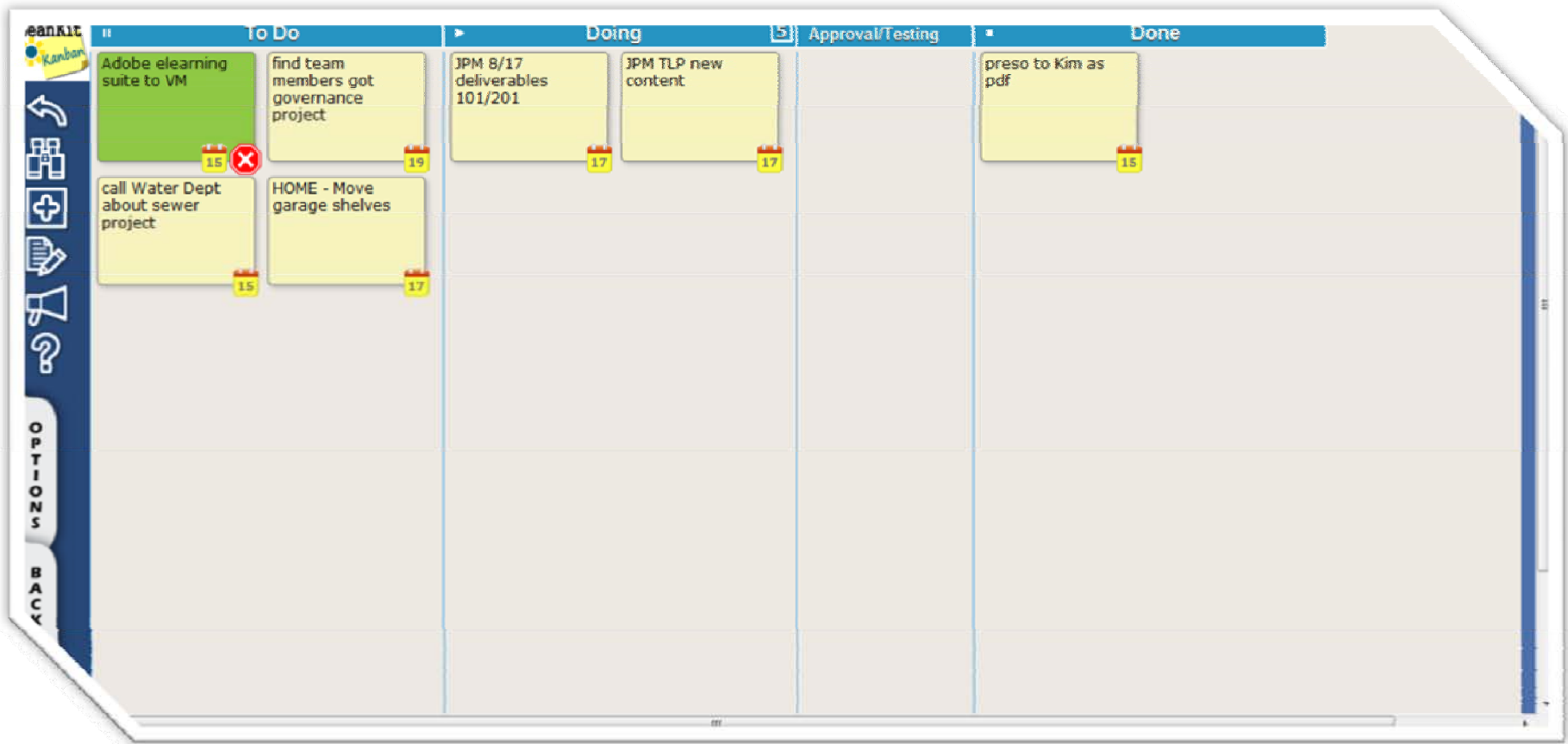
Kanban

Kanban

- PULL
- Non prescriptive
- Visualize the workflow
- Measure the lead time (cycle time)
- Limit Work In Progress (WIP)



dbolen.leankitkanban.com



Search for agile software tools

Summary

- Limit WIP
- Commit to frequent releases
- PULL the work
- Be transparent (use Task/Kanban board)
- Collaborate, leverage team creativity
- Do what works for your environment
- Don't limit to one tool
- Be AGILE!

References

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- Ken Schwaber & Jeff Sutherland, Scrum Guide July 2011
<http://www.scrum.org/>
- Michele Sliger & Stacia Brokerick, The Software Project Manager's Bridge to Agility

Online Resources

- <http://www.pmi.org/>
- <http://www.projectsatwork.com>
- <http://www.projectmanagement.com/>
- <http://www.scrumalliance.org/>
- <http://twitter.com/pmiagile>
- <http://www.facebook.com/PMIAgile>

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