Agile project management

Content

- analogy
- elements of traditional project management
- elements of agile project management
- conclusions

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Analogy for traditional planning

Route planer to Prague

Departure: Baden, Rütistrasse 9	| Display map	
1 Leave Baden2.5km	| Display map	
Continue along: **Burghaldenstrasse**	(<0.1km)	
Take**Schlossbergweg**	(0.2km)	
Turn right	(0.2km)	
Turn left: **Mellingerstrasse**	(0.2km)	
Turn right: **3** / **Neuenhoferstrasse**	(1.4km)	
Continue along: **3**	(0.2km)	
Exit Baden	**2.5km**	**00h042**
3 Continue along: **3**	0.8km	
	| Display map	
	3km	**00h053**

A1 E60 Turn left: **A1** / **E60** towards: Zürich 126km

\| Display map

Roadworks

Passing close to **Zürich**	5km	00h07
Head towards: Exit 59 E41 Sankt Gallen Flughafen Nordring-Zürich Urdorf		

http://www.viamichelin.co.uk/viamichelin/gbr/dyn/controller/Driving_directions

Traditional project plan

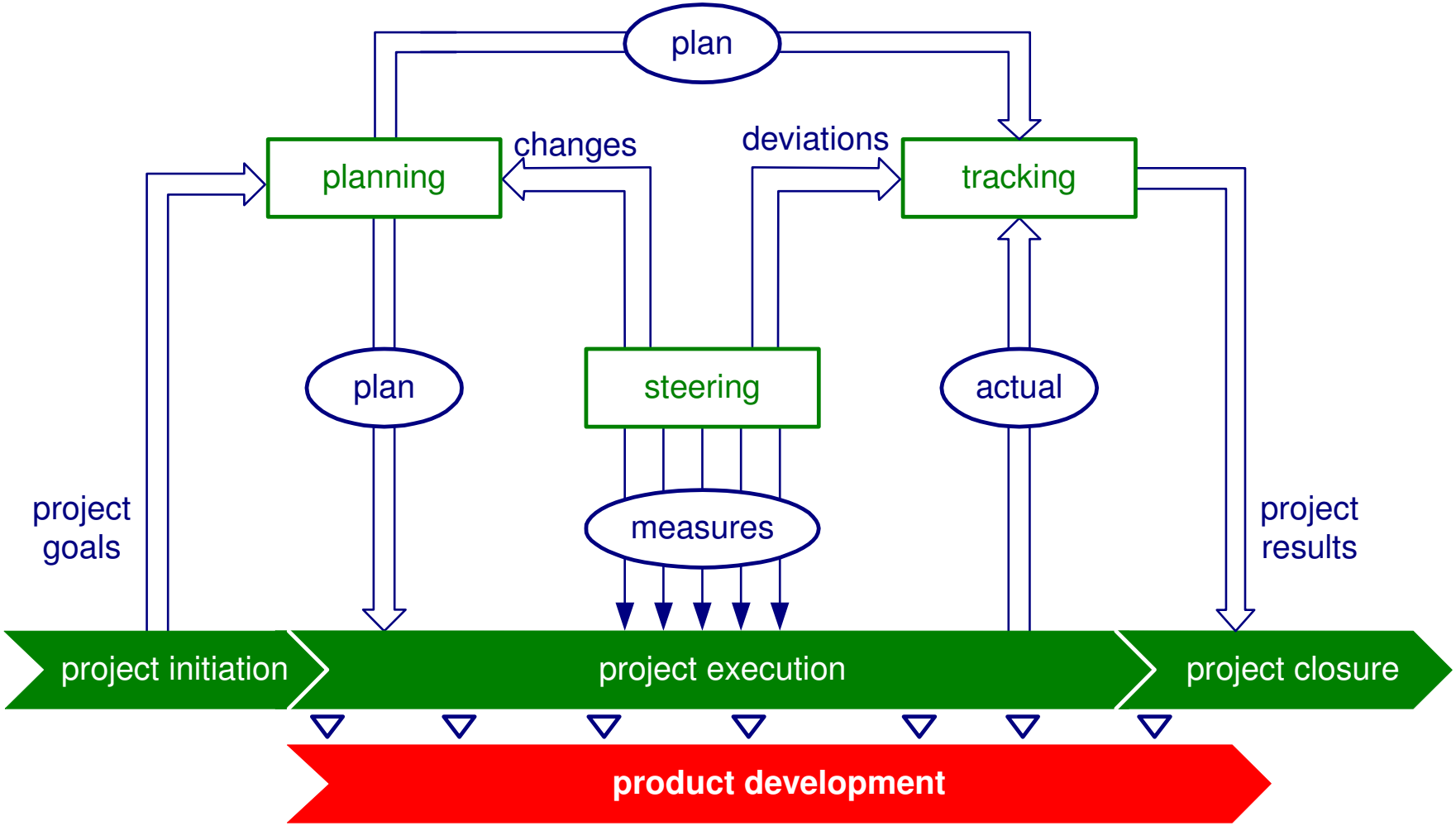
ID	Task Name	Start	Finish	Resource Names	Lead	Pred	Succ	Duration	Work	%C	Process	Resource Initials
0	ASM2 - Argus Safety and Insight 4.2	03.07.06	26.06.08					495.02 d	14'119.72 h	0%		
1	Milestones Planning Phase	27.09.06	24.07.07					213.75 d	0 h	0%		
9	External Dependencies	11.09.06	27.10.06					34 d	0 h	0%		
16	Project Deliverables during Planning Phase	17.10.06	20.08.07					218.25 d	0 h	0%		
78	Milestones Execution Phase	16.01.08	26.06.08					92.26 d	0 h	0%		
83	Pre-Project (Mandate Creation to Approval)	03.07.06	27.09.06					62.88 d	424.5 h	0%		
84	Proposal is confirmed in CPS and all relevant data is available	03.07.06	03.07.06				86	0 d	0 h	0%		
85	Define Business Case & Develop Draft Mandate	03.07.06	25.07.06					17 d	209 h	0%		
104	Define Project Approach	11.07.06	21.08.06					29.13 d	64 h	0%		
114	Plan Project	03.08.06	18.09.06					32.25 d	144 h	0%		
132	Obtain Approval	18.09.06	27.09.06					7.5 d	7.5 h	0%		
138	Project Mandate approved	27.09.06	27.09.06		PM	137	248;24	0 d	0 h	0%		
139	Project Management - Planning Phase	03.07.06	20.08.07					286.13 d	1'783 h	0%		
140	Pre-Planning Phase activities (incl. Kick-off Meeting)	27.09.06	17.10.06					13.5 d	67 h	0%		
145	Project Ready to Start	17.10.06	17.10.06		PM	147	289;15	0 d	0 h	0%		
149	Plan & Organize Project (POP) - For Execution Phase	01.03.07	20.08.07					121.67 d	326 h	0%		
185	Project Ready to Start Execution	20.08.07	20.08.07			177;182;'	265FS	0 d	0 h	0%		
189	Identify Execution Partner/Develop Contract	17.10.06	27.07.07					203.25 d	170 h	0%		
190	Pre-Requisite: Functional Specs are final	06.06.07	08.06.07			703	193	0 d	0 h	0%		
191	Prepare External Partner selection (Test Support & Issue tracking)	17.10.06	31.05.07					161.83 d	52 h	0%		
205	External partner selection prepared	31.05.07	31.05.07			200;204		0 d	0 h	0%		
206	Approach external partners (Test Support & Relays)	09.04.07	21.06.07					53.71 d	36 h	0%		
223	Conduct evaluation (Test support & Issue tracking)	17.10.06	18.07.07					196.25 d	74 h	0%		
238	Partner selected/Ready approve SOW.	18.07.07	18.07.07			238	174;24	0 d	0 h	0%		
239	Finalize Contract	24.07.07	27.07.07					3 d	8 h	0%		
244	Contract approved	27.07.07	27.07.07			241;242;'	245FS	0 d	0 h	0%		
245	Contracts effective	10.08.07	10.08.07			244FS+2		0 d	0 h	0%		
246	Control Project (COP) Planning Phase	27.09.06	11.04.07					140 d	1'220 h	0%		
261	Planning phase completed	03.07.06	03.07.06					0 d	0 h	0%		
262	Project Management - Execution Phase	20.08.07	12.06.08					190 d	1'407.4 h	0%		
279	Solution Delivery - Planning Phase	26.09.06	24.05.07					172.46 d	6'742.6 h	0%		
280	Analysis & Conceptual Design (A&C) CIH	26.09.06	24.05.07					172.46 d	6'742.6 h	0%		
281	User Requirements Analysis (URA)	17.10.06	17.01.07					65.83 d	2'026 h	0%		
282	Review and Document Present Status	17.10.06	03.11.06					13 d	429 h	0%		
283	Review present business state	17.10.06	27.10.06					8 d	171 h	0%		
294	Current Business State identified	27.10.06	30.10.06		BA	284;285;'	324;32	1 d	0 h	0%		
295	Review present technology state	17.10.06	30.10.06					9 d	230 h	0%		
296	Document present technology	17.10.06	20.10.06					3 d	32 h	0%		
301	Current technology documented	20.10.06	20.10.06		BA	297;298;'	311;42	0 d	0 h	0%		
302	Document present application	17.10.06	30.10.06					9 d	198 h	0%		
310	Present application & Interfaces documented	30.10.06	30.10.06		BA	303;304;'	311;40	0 d	0 h	0%		
311	Present Technology state identified	30.10.06	30.10.06		BA	301;310	314;31	0 d	0 h	0%		
312	Review system requirements for Argus 4.2	17.10.06	18.10.06	2[50%]	BA	11;148	313;31	1 d	12 h	0%		SA;BA1;BA2
313	Create Draft Technical Requirements (Application, Data, Infrastru	30.10.06	03.11.06	el[50%]	BA	312;311;'	314	4 d	16 h	0%		SA
314	Current Business & IT Environment identified and documented	03.11.06	03.11.06		PM	294;311;'	400;41	0 d	0 h	0%		
315	Develop & Document Business Requirements	17.10.06	05.01.07					57.83 d	1'046.2 h	0%		
316	Prepare Business Requirements documentation	17.10.06	02.11.06					12 d	48 h	0%		
321	Style guide for User Requirements Documentation ready for use	02.11.06	02.11.06		BA	320;319;'	18;345	0 d	0 h	0%		
322	Develop 1st Draft-proposal for Future Business (Process/Rol	30.10.06	16.11.06					13.33 d	106 h	0%		

Traditional strategy: Follow the plan

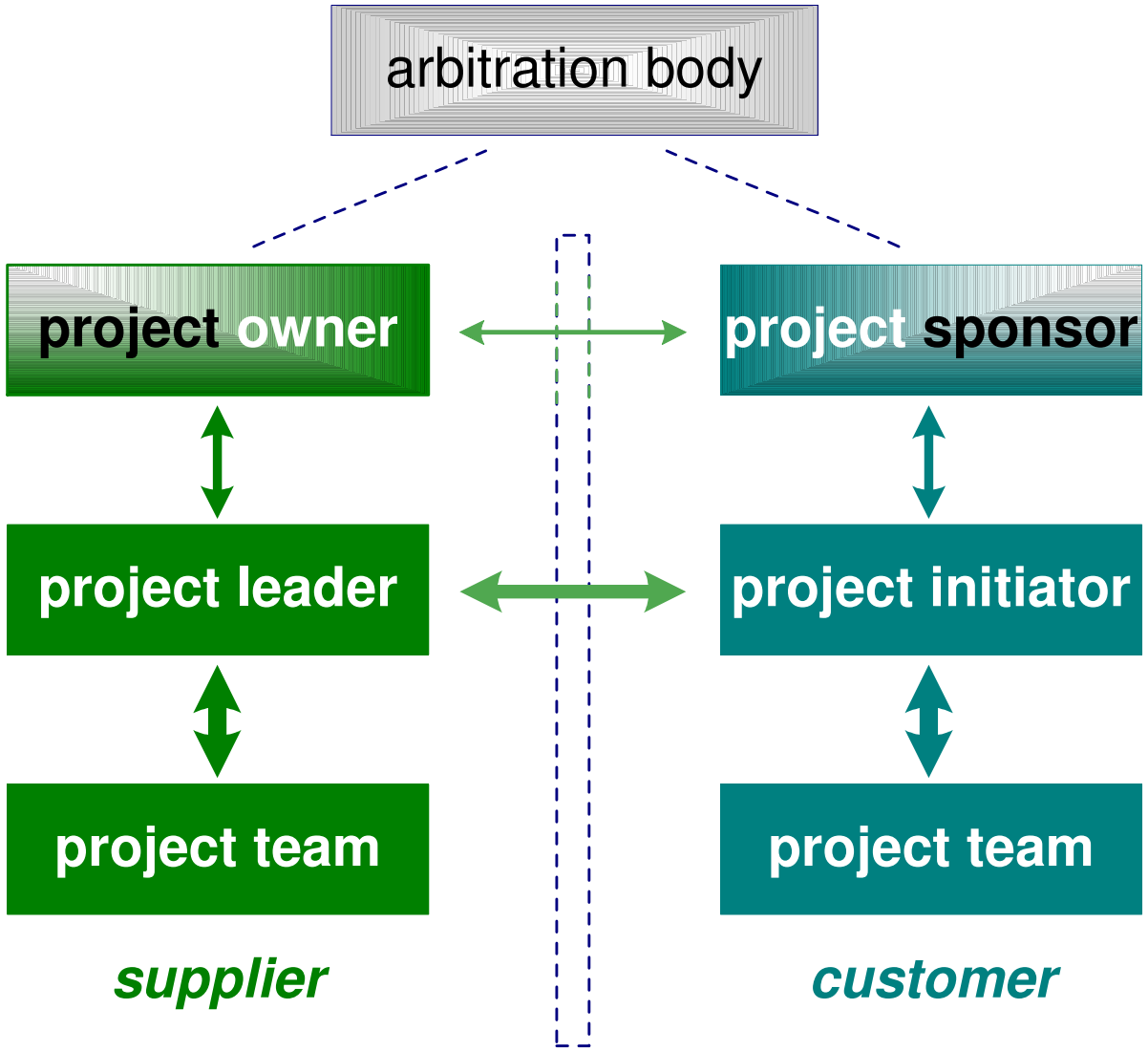
plan and implement the plan

deviations from plan are mistakes that must be corrected

Traditional project life-cycle



General project organisation model



Responsibilities (traditional)

project initiator (customer)

- for fitness for use of the product, i.e. quality and priority of product requirements

project leader (supplier)

- for protecting project interests
- for achieving the project goals (deadline, cost, requirements conformance)

project owner (and sponsor)

- for protecting the interests of his / her organisation
- for reconciling the organisation's and project's interests

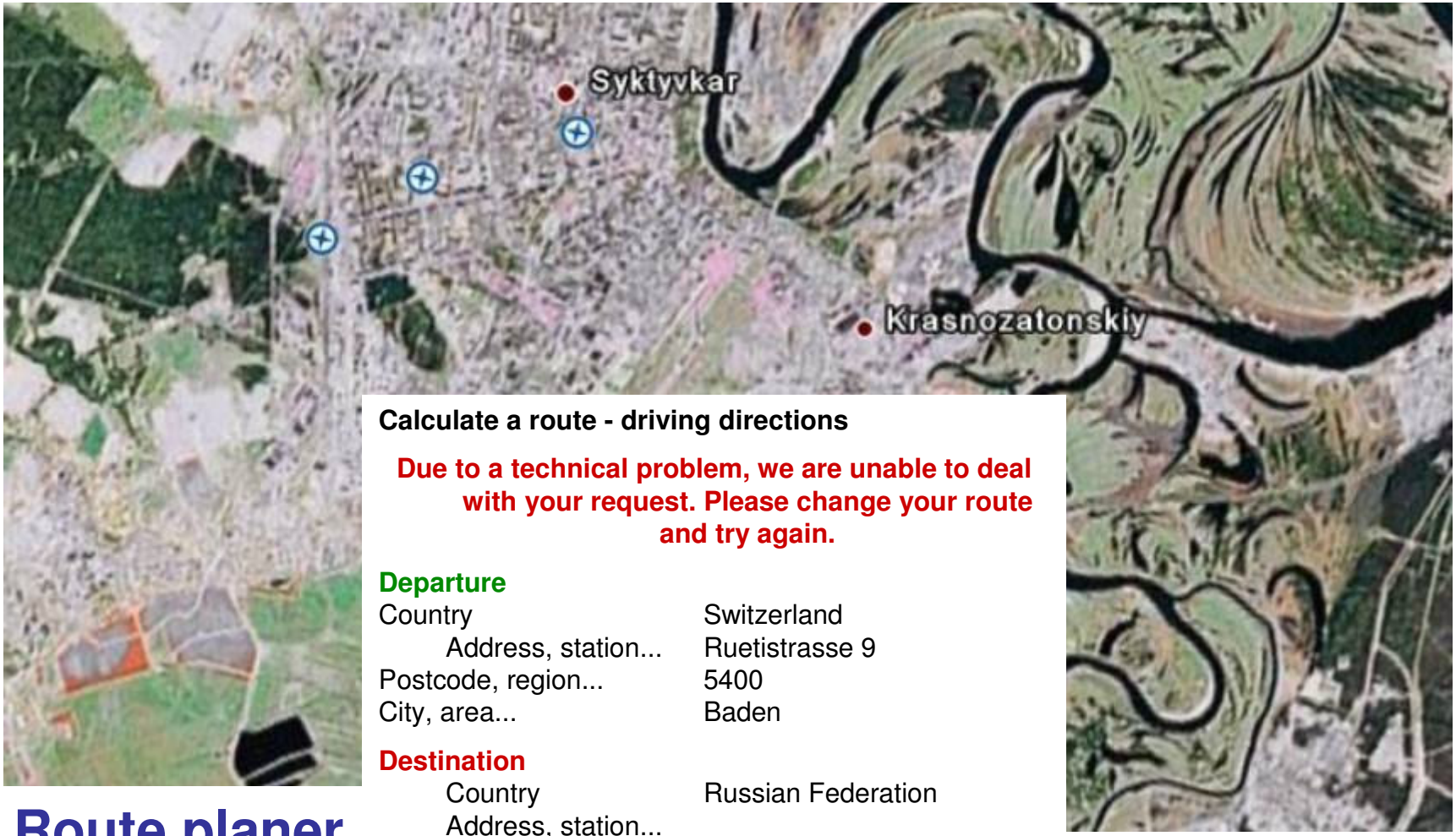
project team members

- for the quality of their work products

arbitration body

- for reconciling the interests of both, the customer and supplier

Analogy for agile planning



Calculate a route - driving directions

Due to a technical problem, we are unable to deal with your request. Please change your route and try again.

Departure

Country	Switzerland
Address, station...	Ruetistrasse 9
Postcode, region...	5400
City, area...	Baden

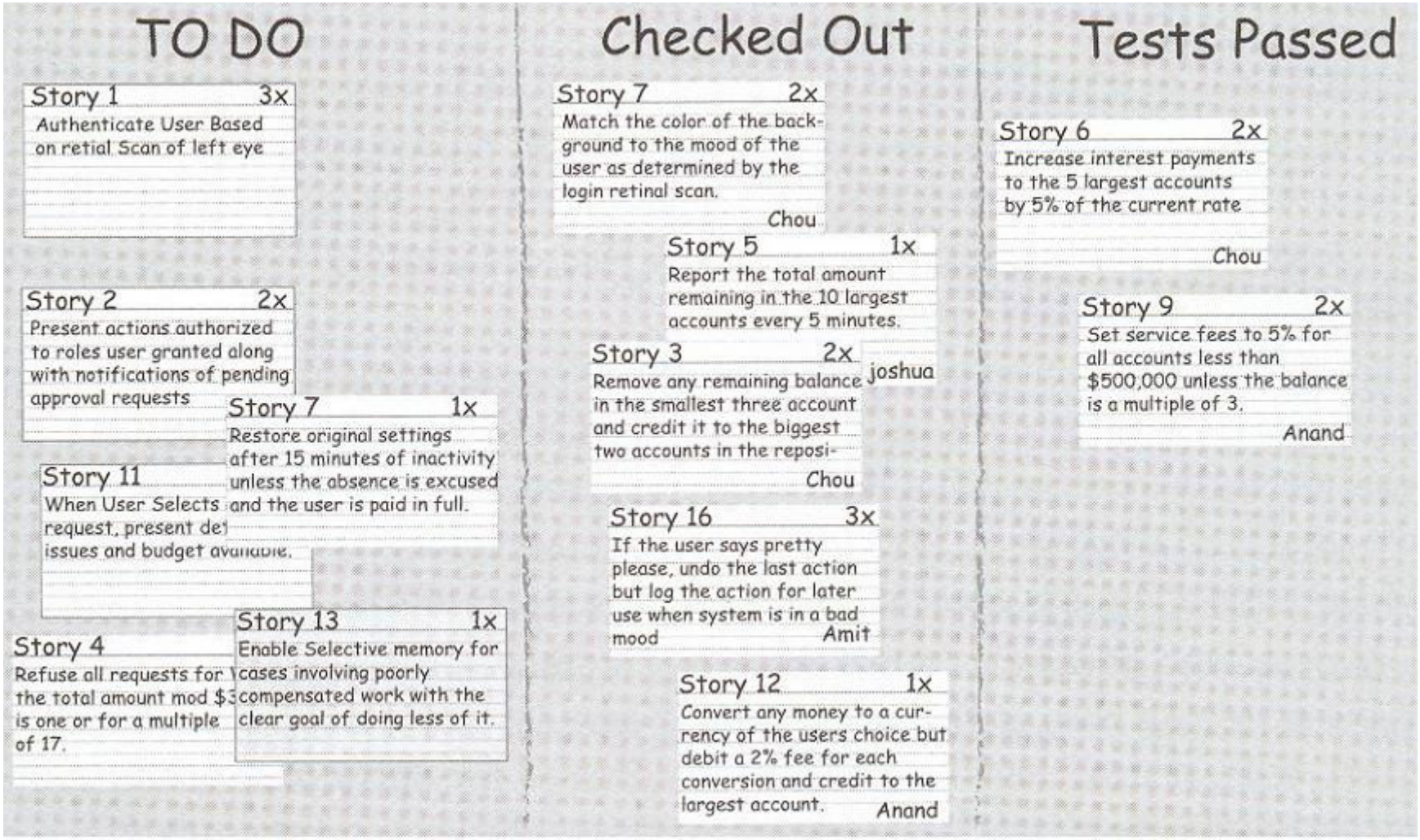
Destination

Country	Russian Federation
Address, station...	
Postcode, region...	
City, area...	Syktyvkar

Route planer to Siberia

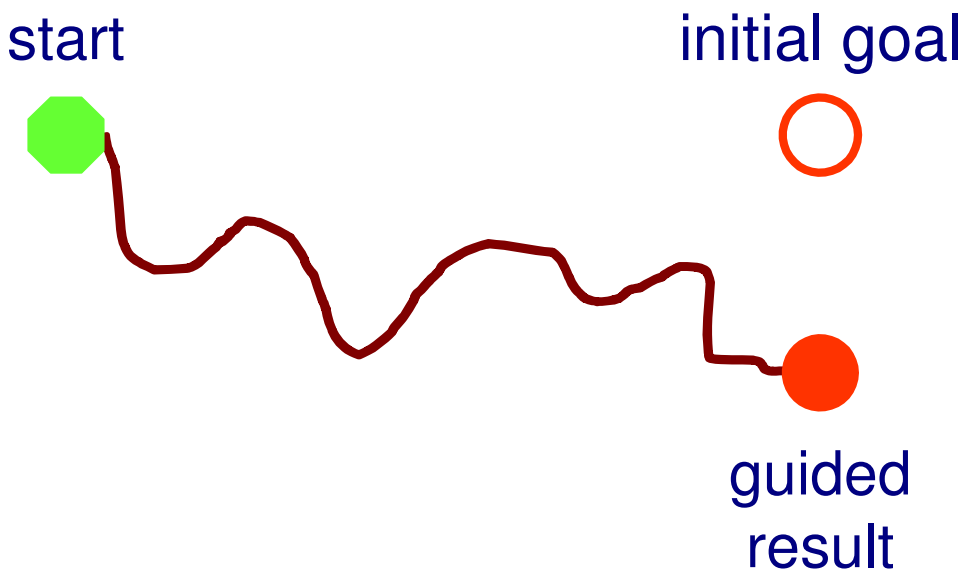
picture from Google Earth

Agile project planning



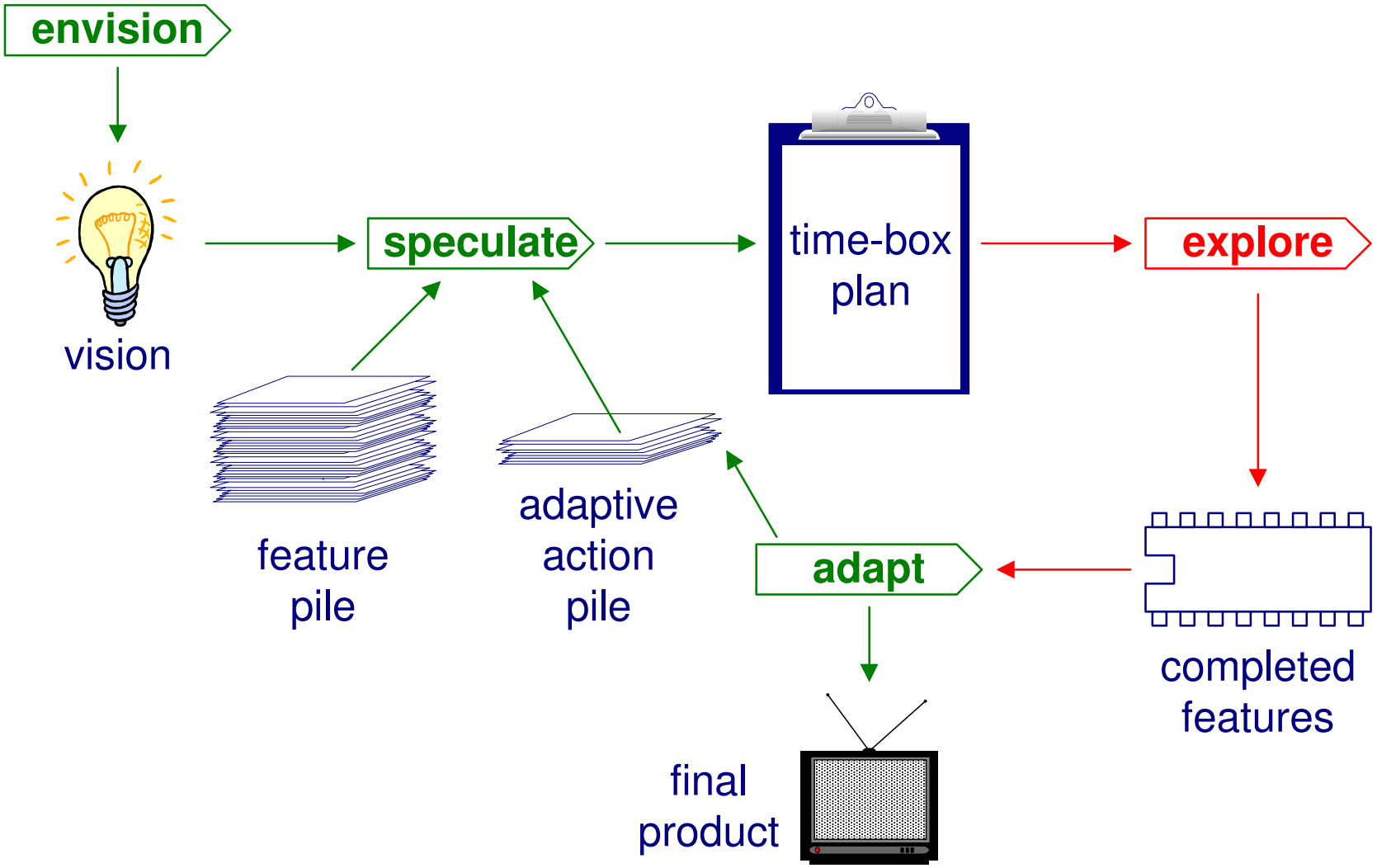
Agile Strategy: Guide the development

expect to end up at different spot than initially envisaged
even though you don‘t know where it is

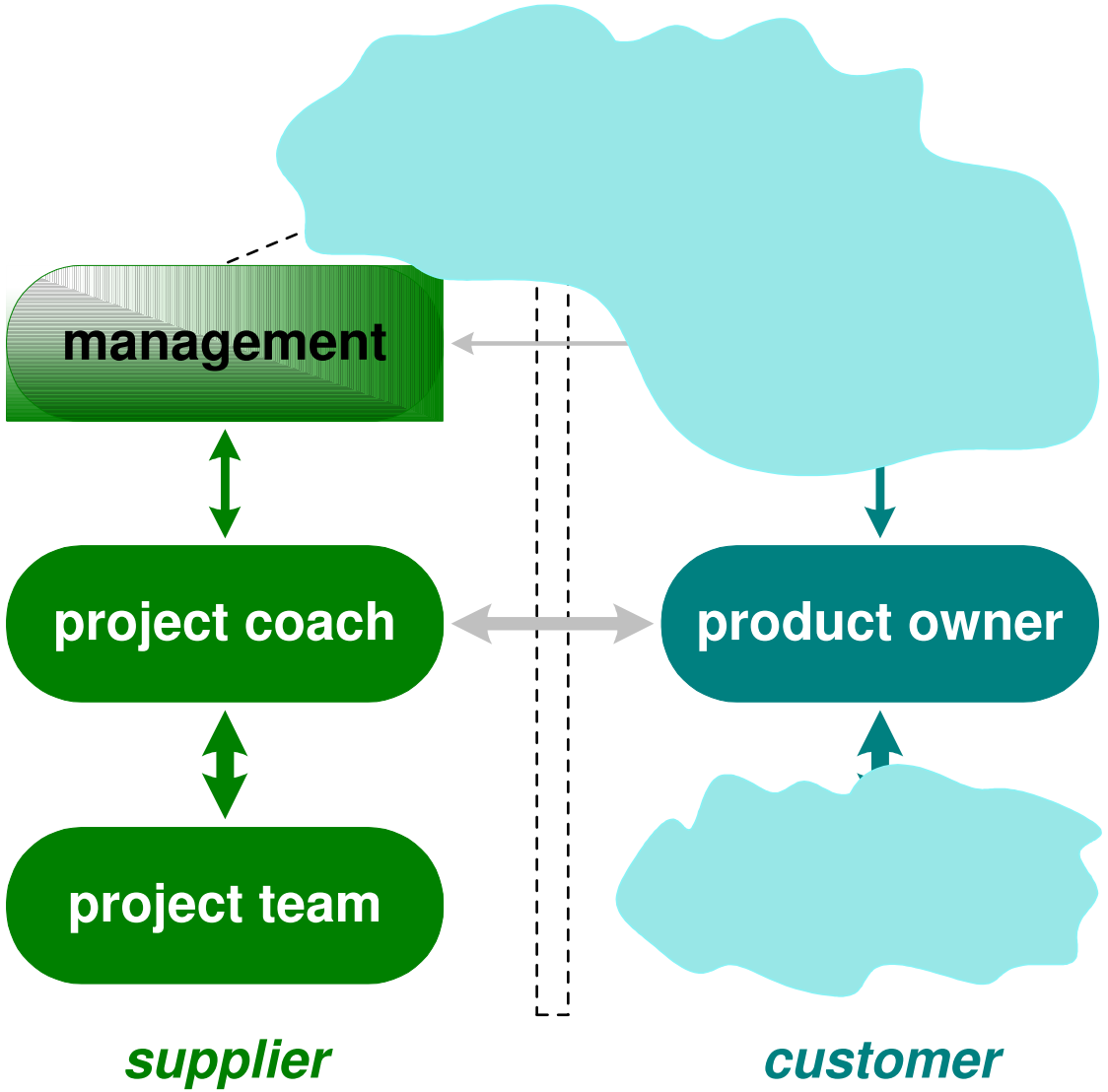


deviations guide us toward the correct solution

Agile Project Life Cycle



Agile project organisation model

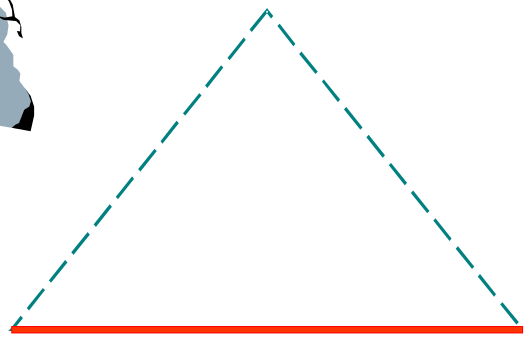


Responsibilities (agile)

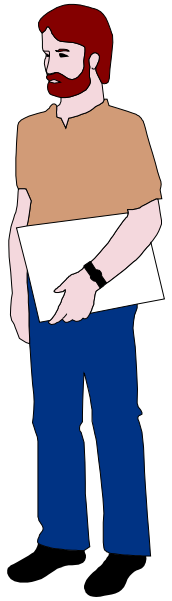
product owner

scope, features

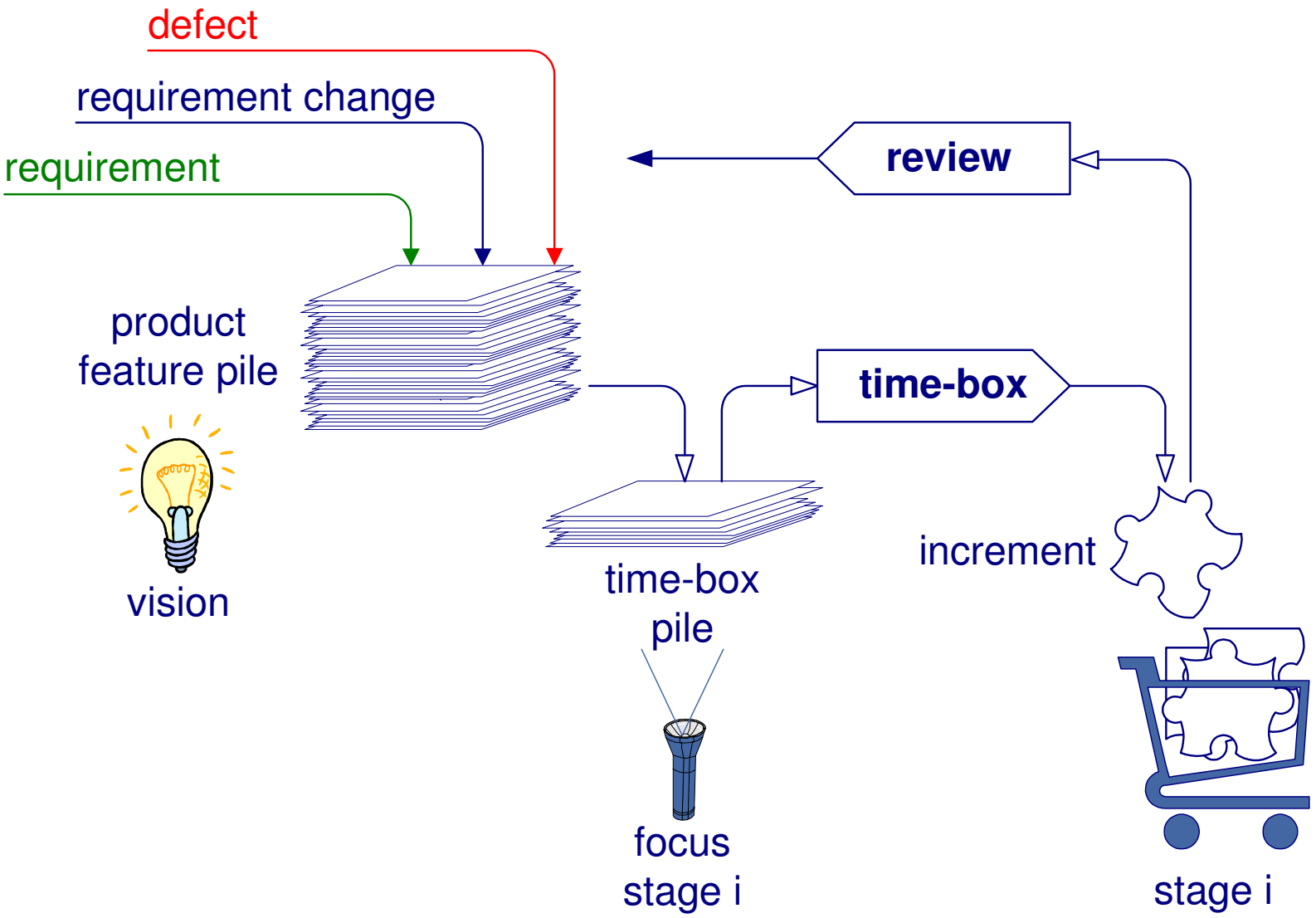
project coach
(project team)



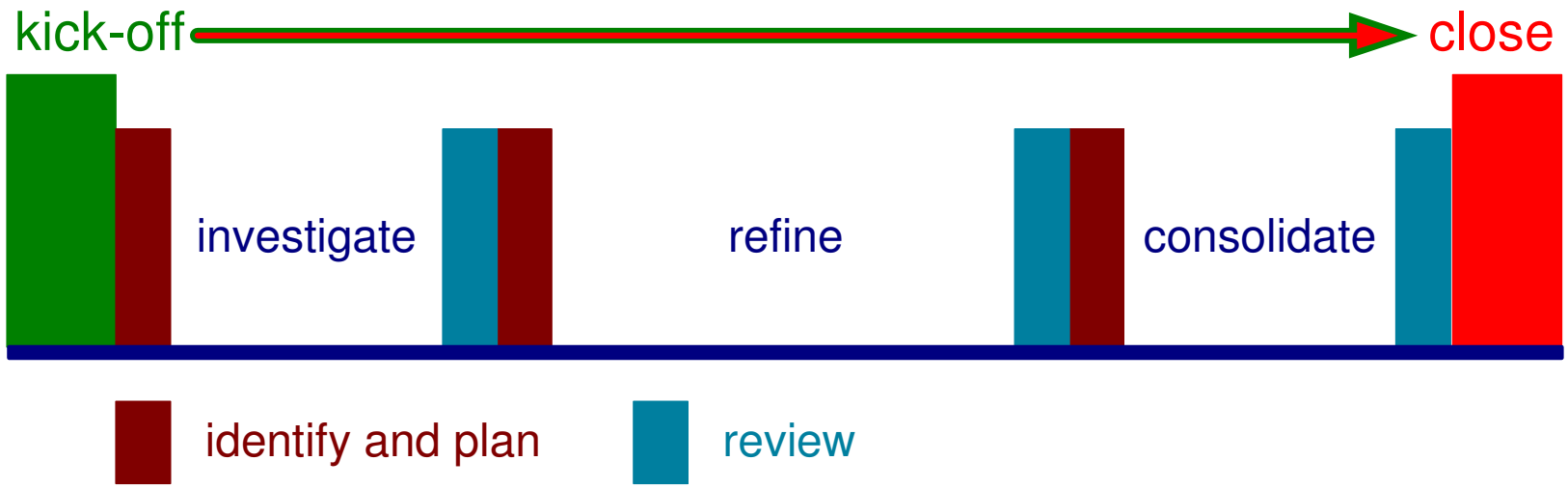
developer



Development in increments



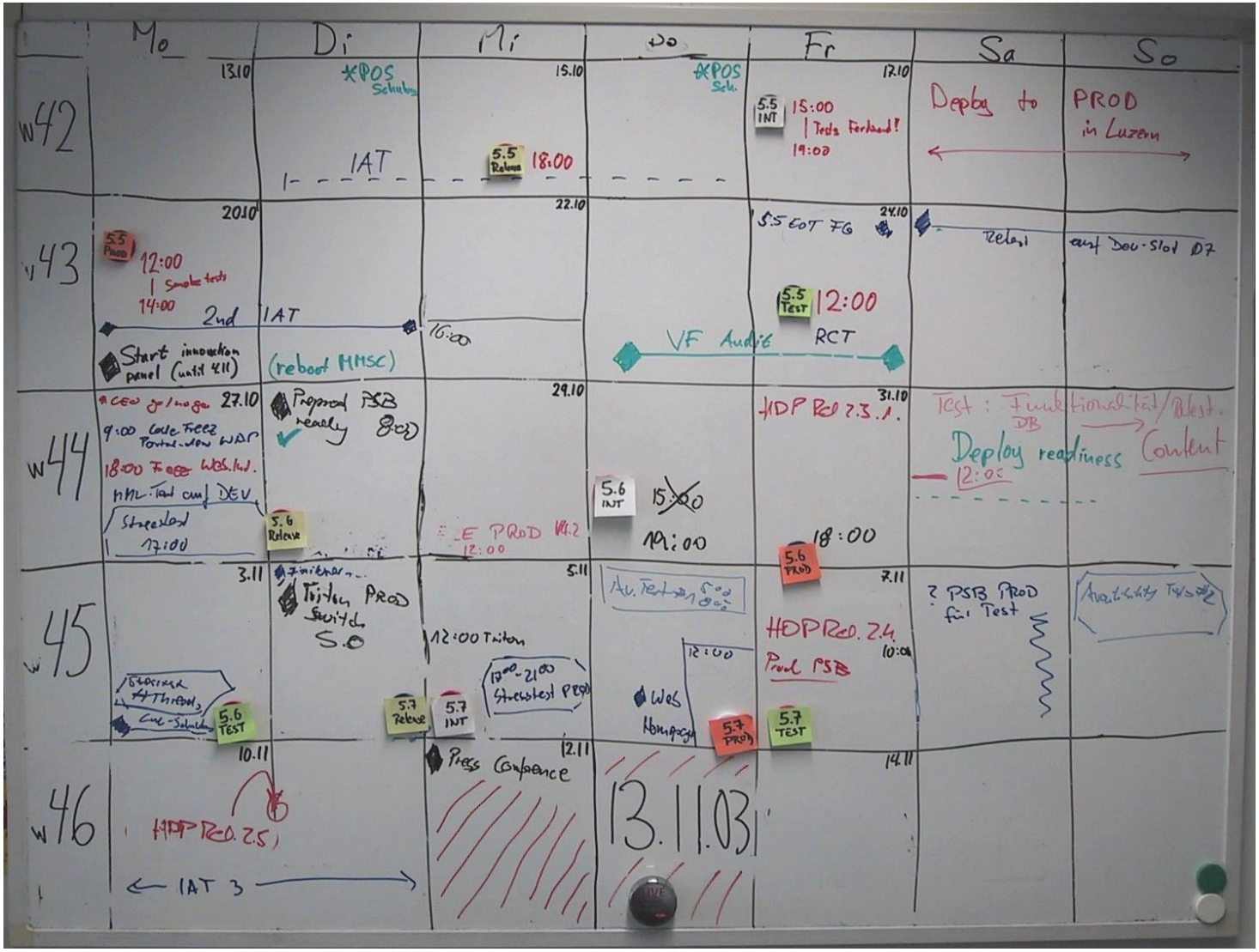
Characteristics of the time-box



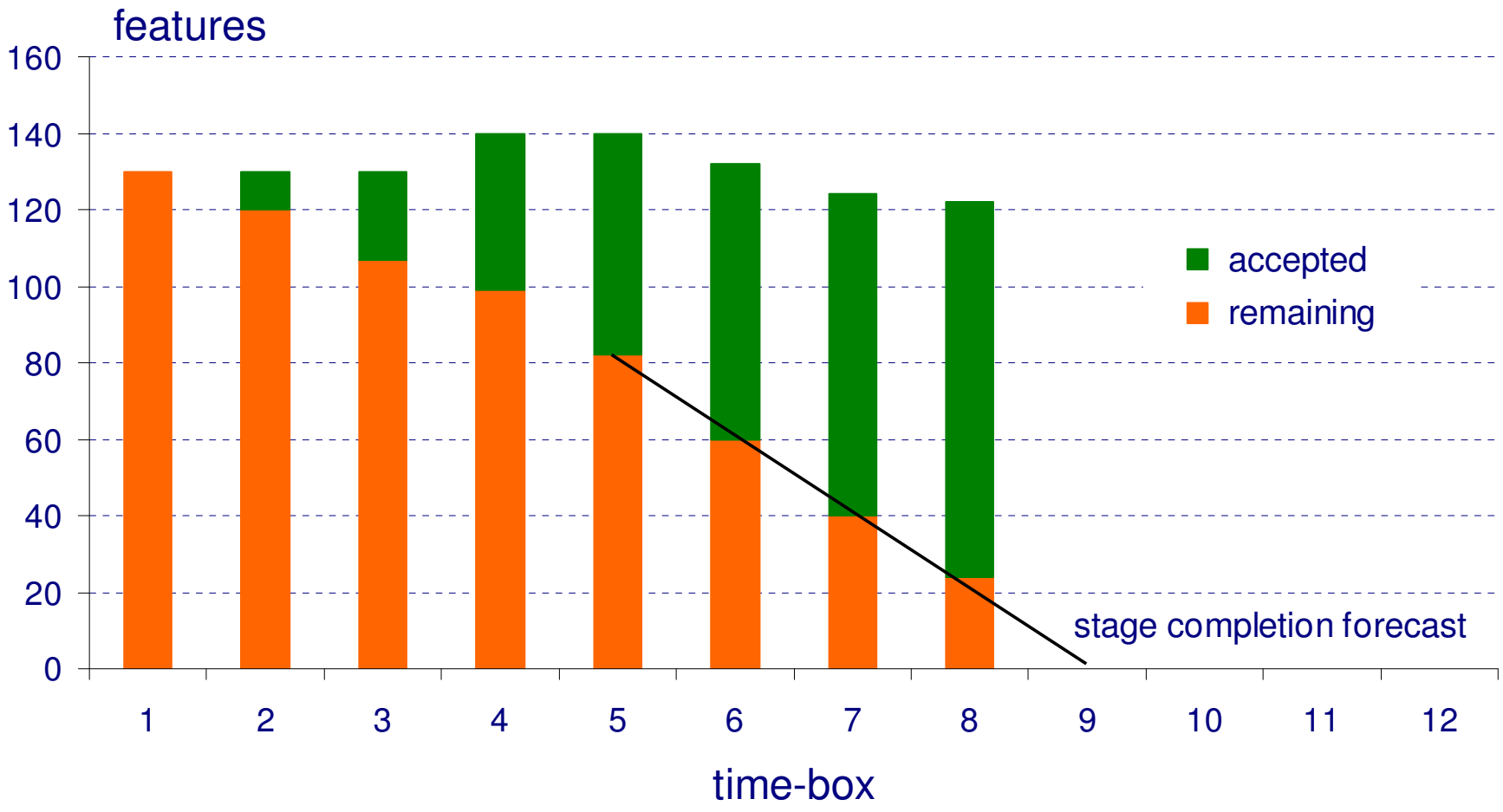
- defined period of time
- whole team focused on time-box work
- constant capacity during the time-box
- balance between workload and capacity
- tasks delivering the greatest value in the next time-box
- project coach takes care of all problems, barriers, and disruptions
- management helps to get rid of the obstacles

Daily stand-up meeting

Visibility of planning: Final count-down



Visibility of progress: Burn-down diagram



Conclusions: Mental model

traditional

- project execution can be standardised
- customer involvement is unlikely
- requirements need to be defined to a large extent up front
- it takes time to make something the customer can have an intelligent judgement on

agile

- no two projects will ever be the same
- customer involvement is critical
- only architecture relevant requirements need to be known “entirely” up front
- do first whatever enables the customer to have an intelligent judgement on

Conclusions: Principles

traditional

- management oriented
- deadline minded
- sum of individuals
- collaboration via meetings
- responsibility for processes
- communication via documents
- change resistant
- focus on safeguards
- go, go, go

agile

- technology oriented
- result, quality minded
- team
- continuous working in team
- responsibility for tasks
- mainly face-to-face communication
- change tolerant
- focus on simplicity
- feedback, feedback, feedback

The Conclusion

future is always fuzzy

⇨ don‘t plan in too much detail too much ahead

innovation projects are a discovery journey

⇨ utilise the creativity of an empowered team

territory you’ll cross in innovation projects is shaky

⇨ apply frequent checks

the journey of innovation projects
is full of surprises

⇨ be flexible! (John Elgar)

Mummenschanz, a Swiss pantomime group

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