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Agile leadership roles - let's clear up the confusion

Project Managers, Scrum Masters and Agile Coaches

A wee plan

- First we'll talk about you, and about me
- Then we'll cover a range of things related to projects, agility, key Agile principles, etc.
- Once we've done that, and all have the same understanding of Agile, we'll get into what it can mean for PMs and for those governing projects

About me

- Project Management Professional (PMP)

- Registered PRINCE2 Practitioner

- Certified Scrum Master and Certified Agile Leader

- I've been through my own personal "Agile transformation"

- I deliver projects, help teams and product owners adopt Agile, train PMs and others wanting to be more agile, and provide IQA services to programmes and projects

A familiar story (in a galaxy not so far away)

Our systems are a mess after **8** prior major IT projects
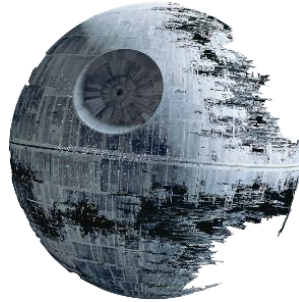
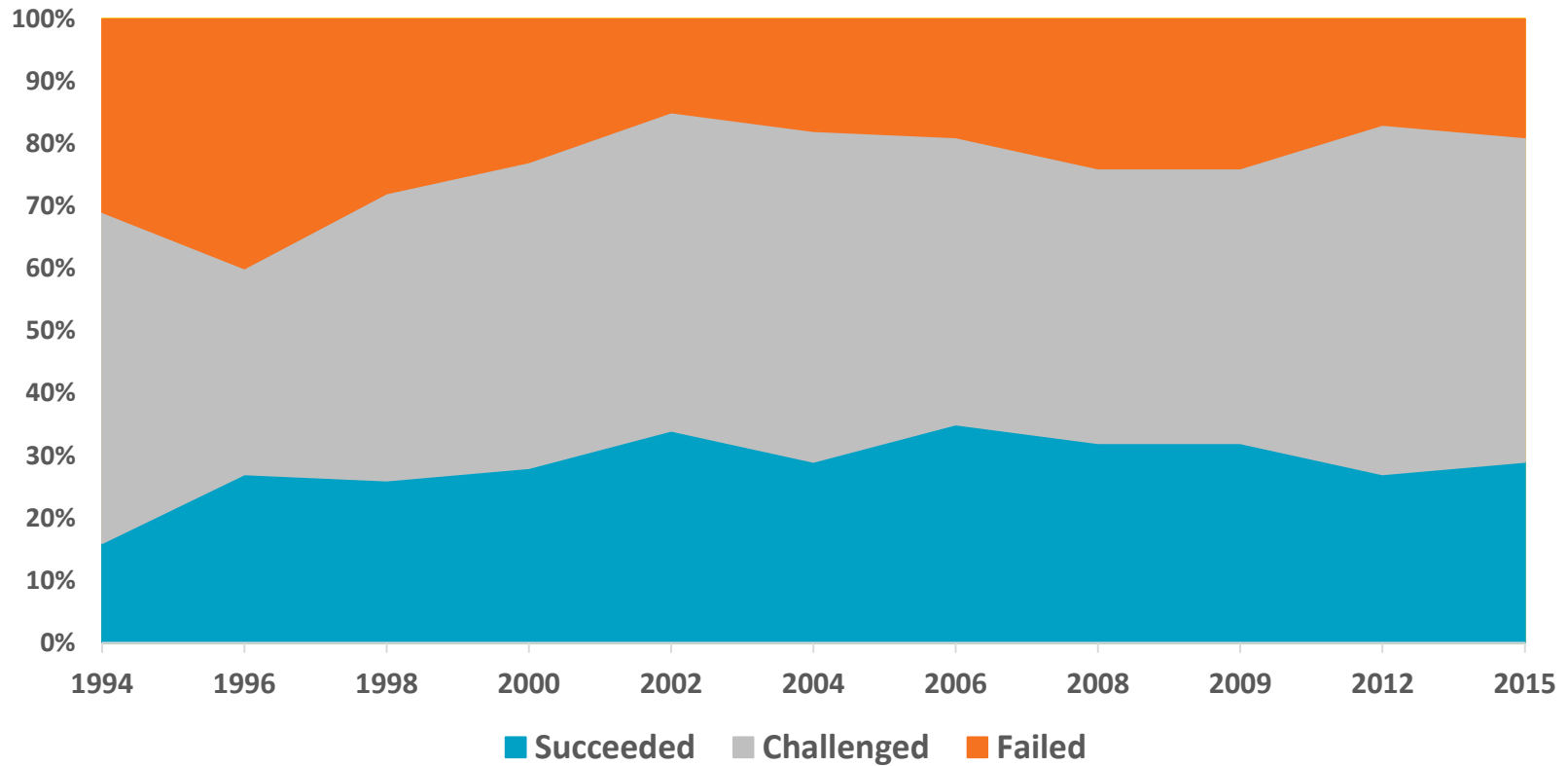We will build a new Deathstar and learn the lessons of the past

Our systems are a mess after **9** prior major IT projects

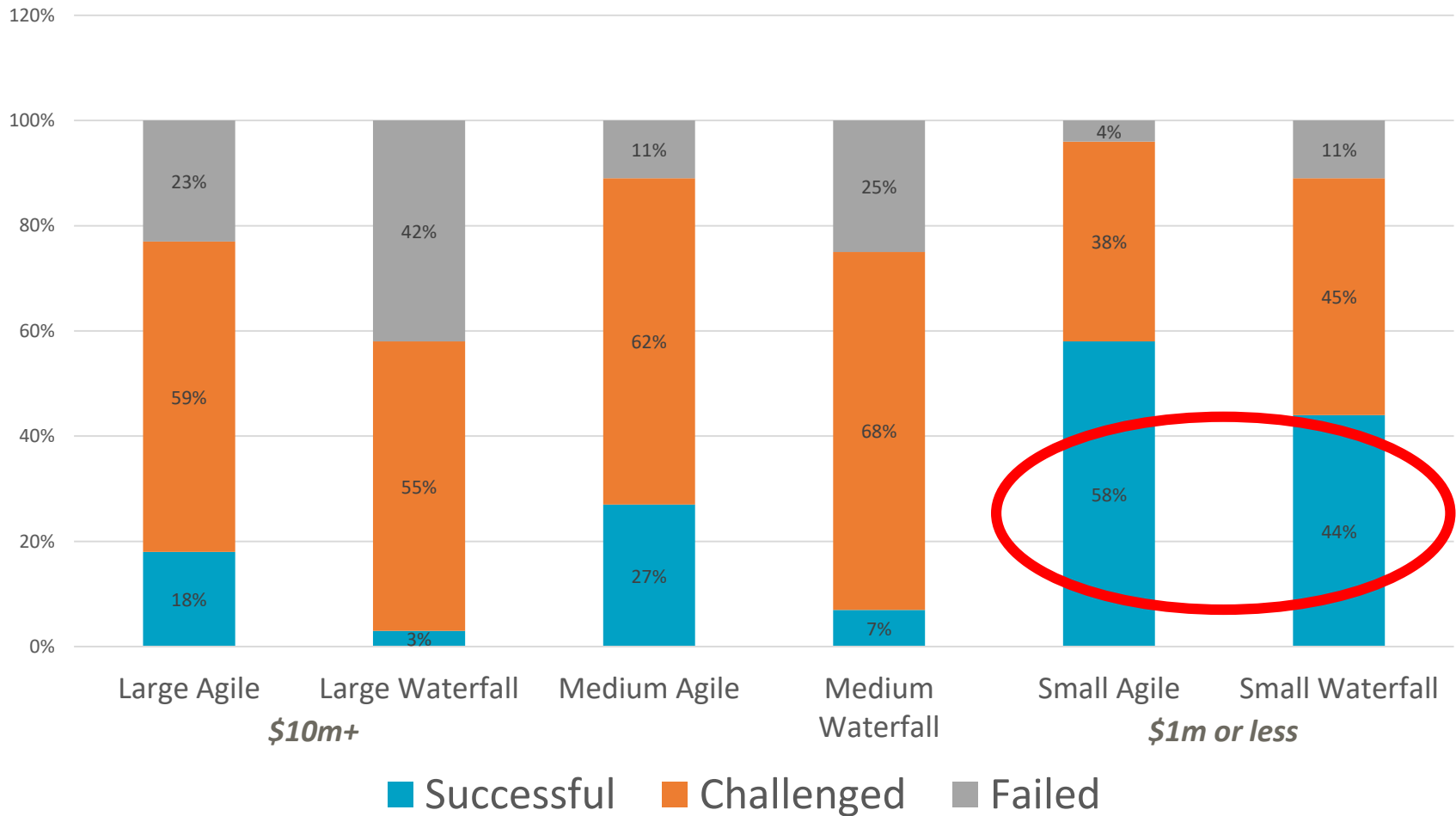We will build a new Deathstar and learn the lessons of the past
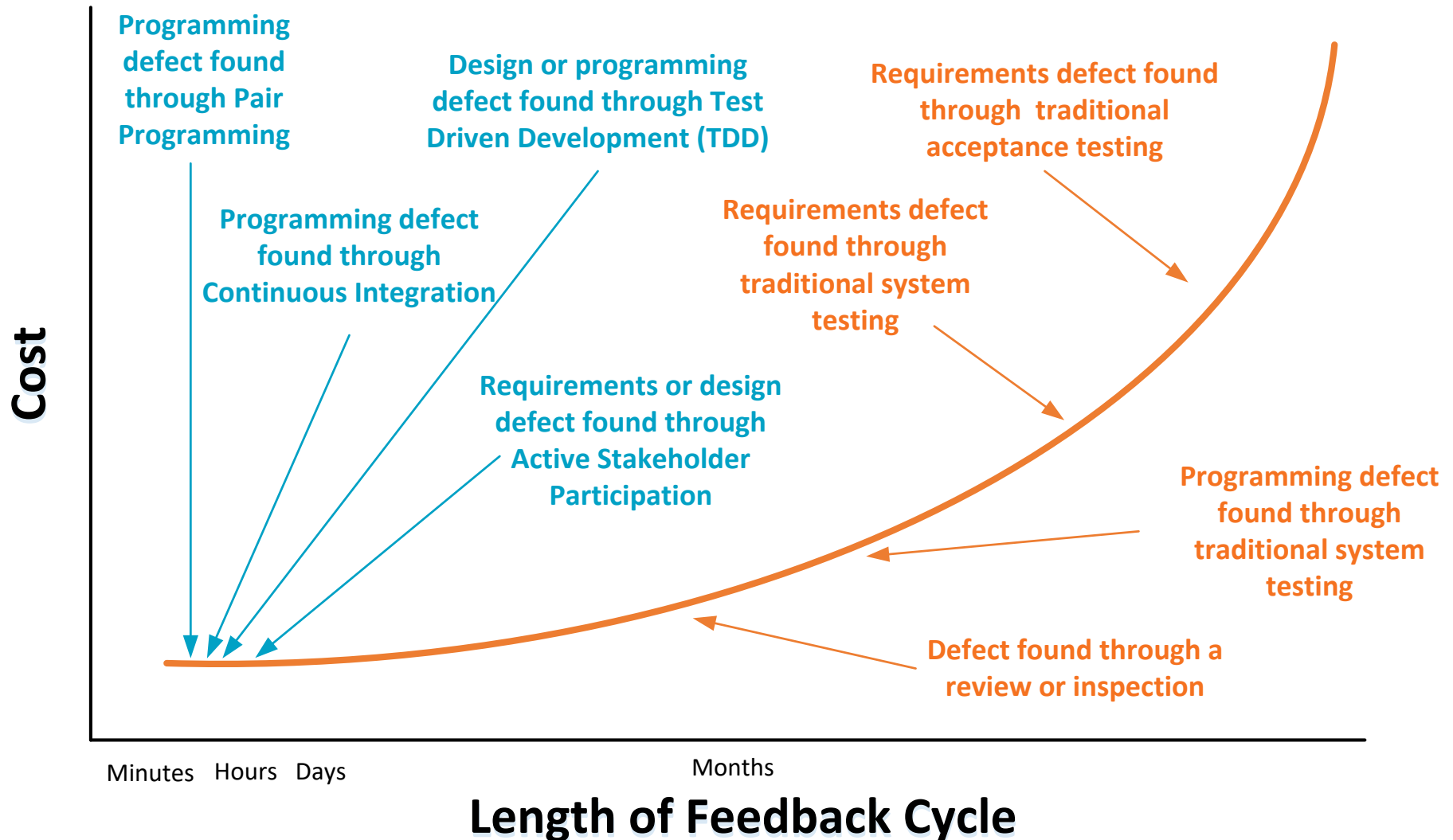
Project success remains elusive

Courtesy of the Standish Group

Key principle – risk scales non-linearly with size

Courtesy of the Standish Group, Chaos Manifesto 2015

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Agile is an approach to minimising risk...

Cost (vertical axis)

Length of Feedback Cycle (horizontal axis)

Horizontal axis labels: Minutes · Hours · Days · Months

Programming defect found through Pair Programming

Programming defect found through Continuous Integration

Design or programming defect found through Test Driven Development (TDD)

Requirements or design defect found through Active Stakeholder Participation

Requirements defect found through traditional system testing

Requirements defect found through traditional acceptance testing

Programming defect found through traditional system testing

Defect found through a review or inspection

Source: Scott Ambler http://www.ambysoft.com/essays/whyAgileWorksFeedback.html

...but is also a 'radical virus' that is often rejected by its host

VersionOne "State of Agile"	2015	2016	2017
Company philosophy or culture at odds with core agile values	42%	46%	63%
Lack of experience with agile methods	44%	41%	47%
Lack of management support	38%	38%	45%

Vastly different paradigms
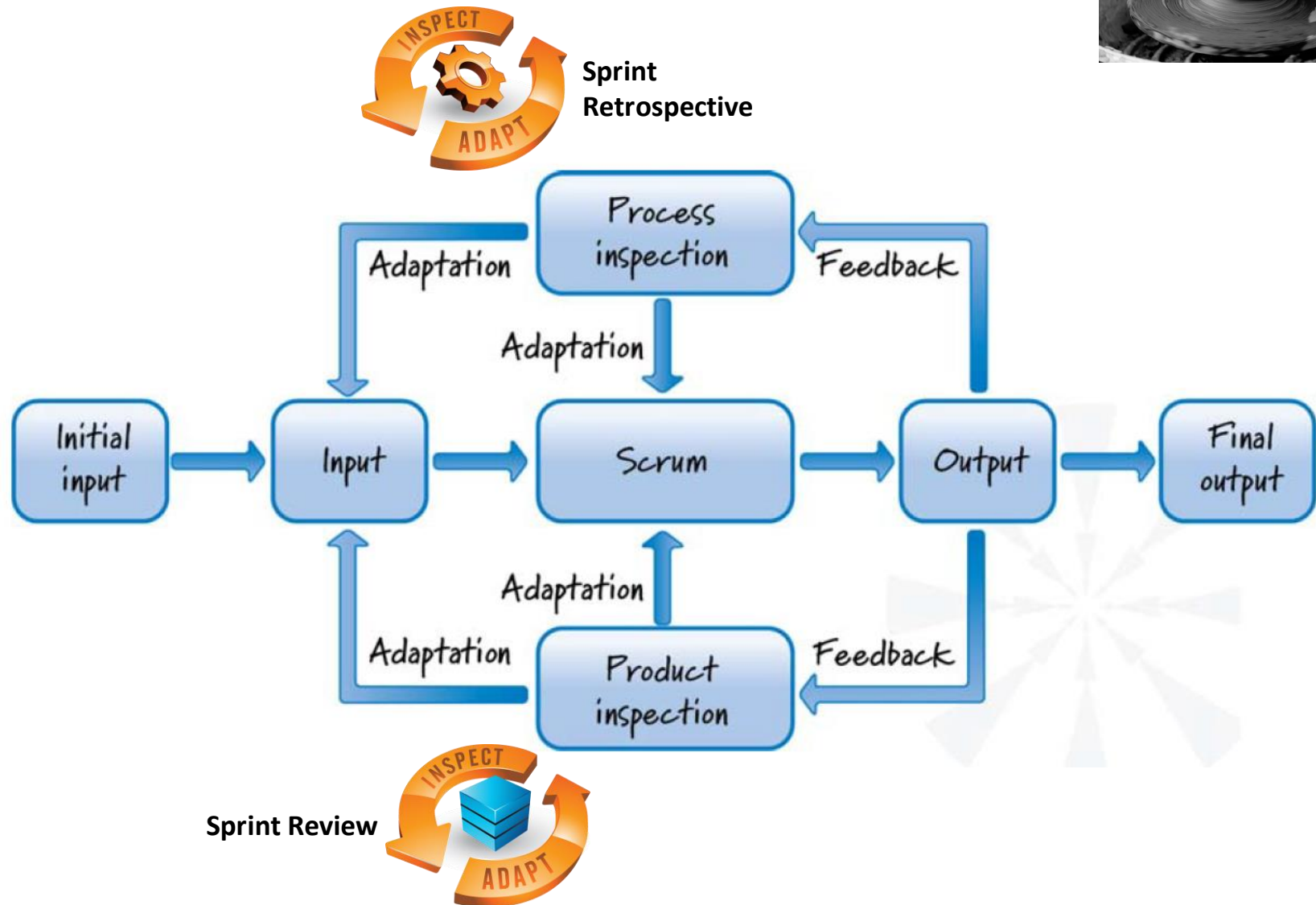
Mechanistic/reductionist

Artisanal/responsive

Defined Process Control
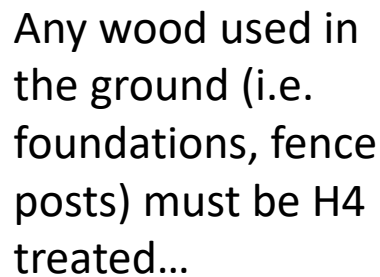
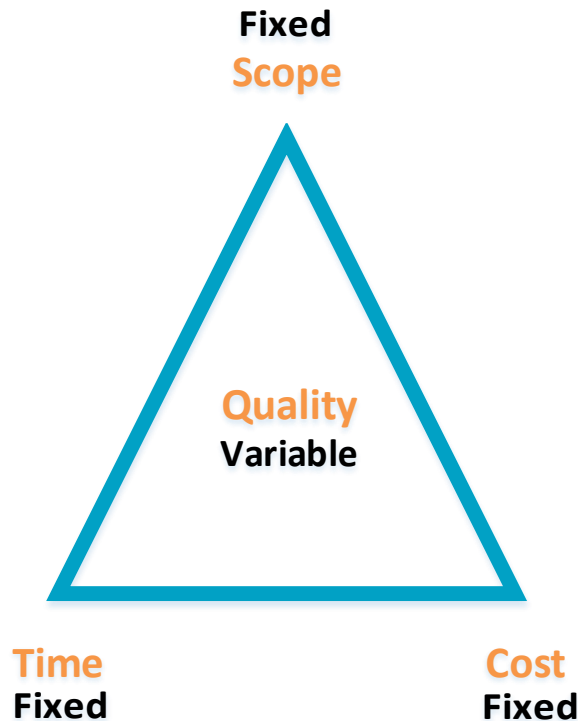| Same input	A defined process	Same output
Any wood used in the ground (i.e. foundations, fence posts) must be H4 treated…	Spacing of foundations must meet standard, joists must be fixed to foundations using z-nails…	Foundations and other structural elements must meet durability expectations of 50 years…

Empirical Process Control

Sprint Retrospective

Sprint Review

Key principle – being in control is making explicit trade-offs (1)

Fixed
Scope
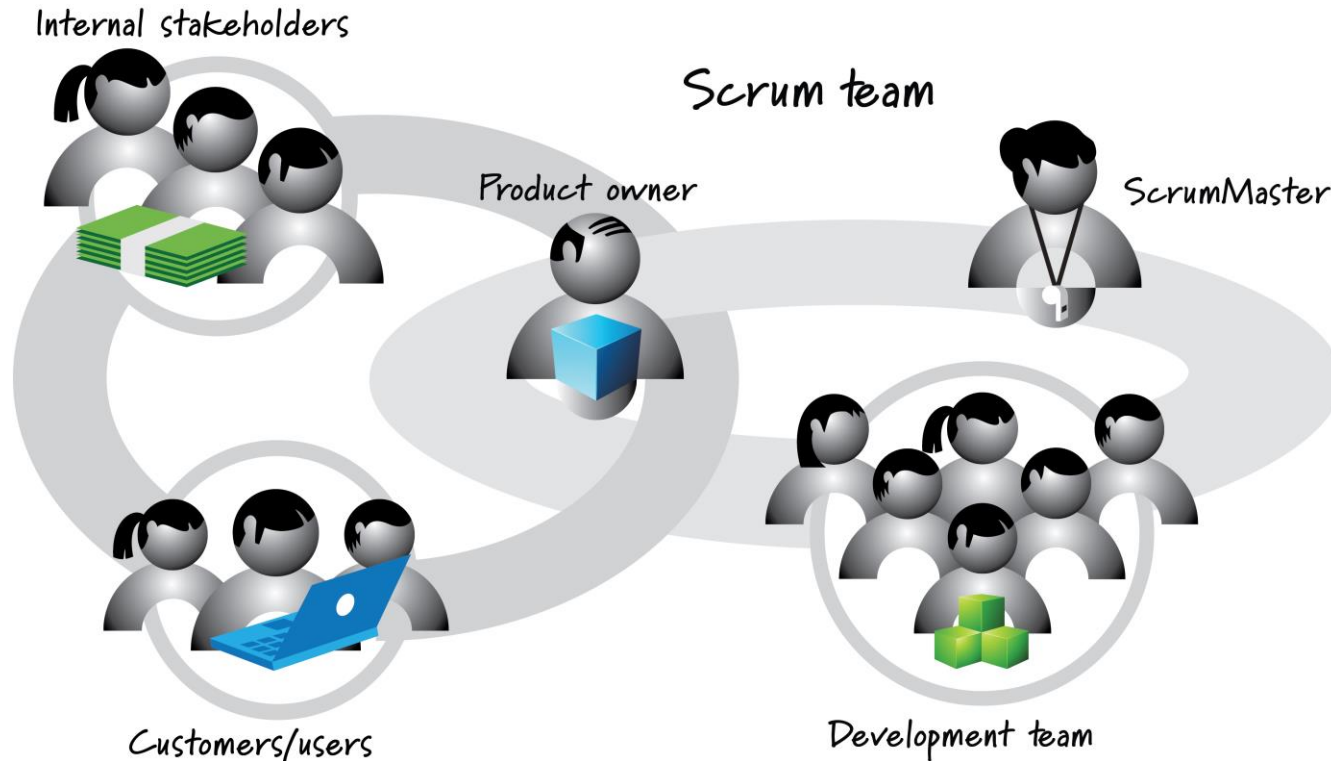
Quality
Variable

Time
Fixed

Cost
Fixed

Key principle – being in control is making explicit trade-offs (2)
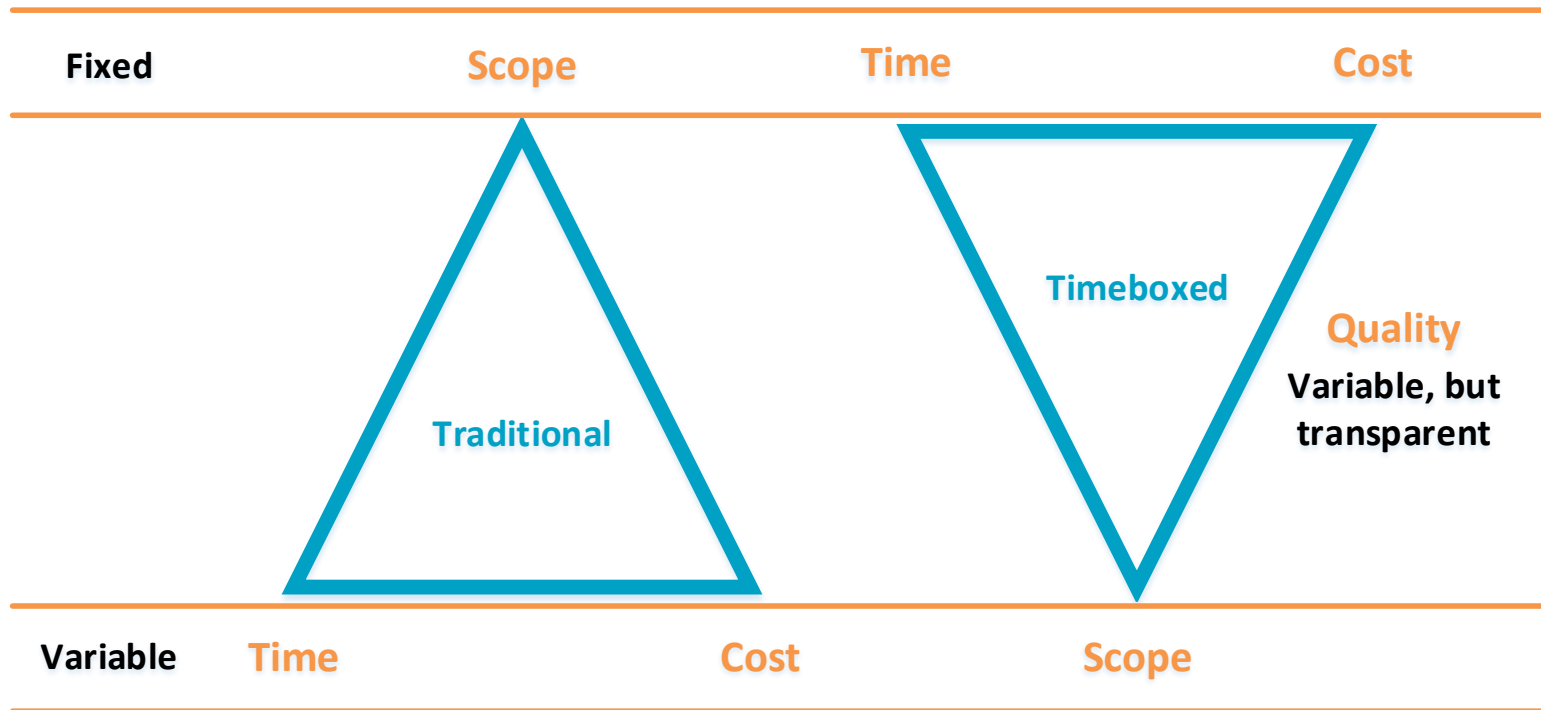
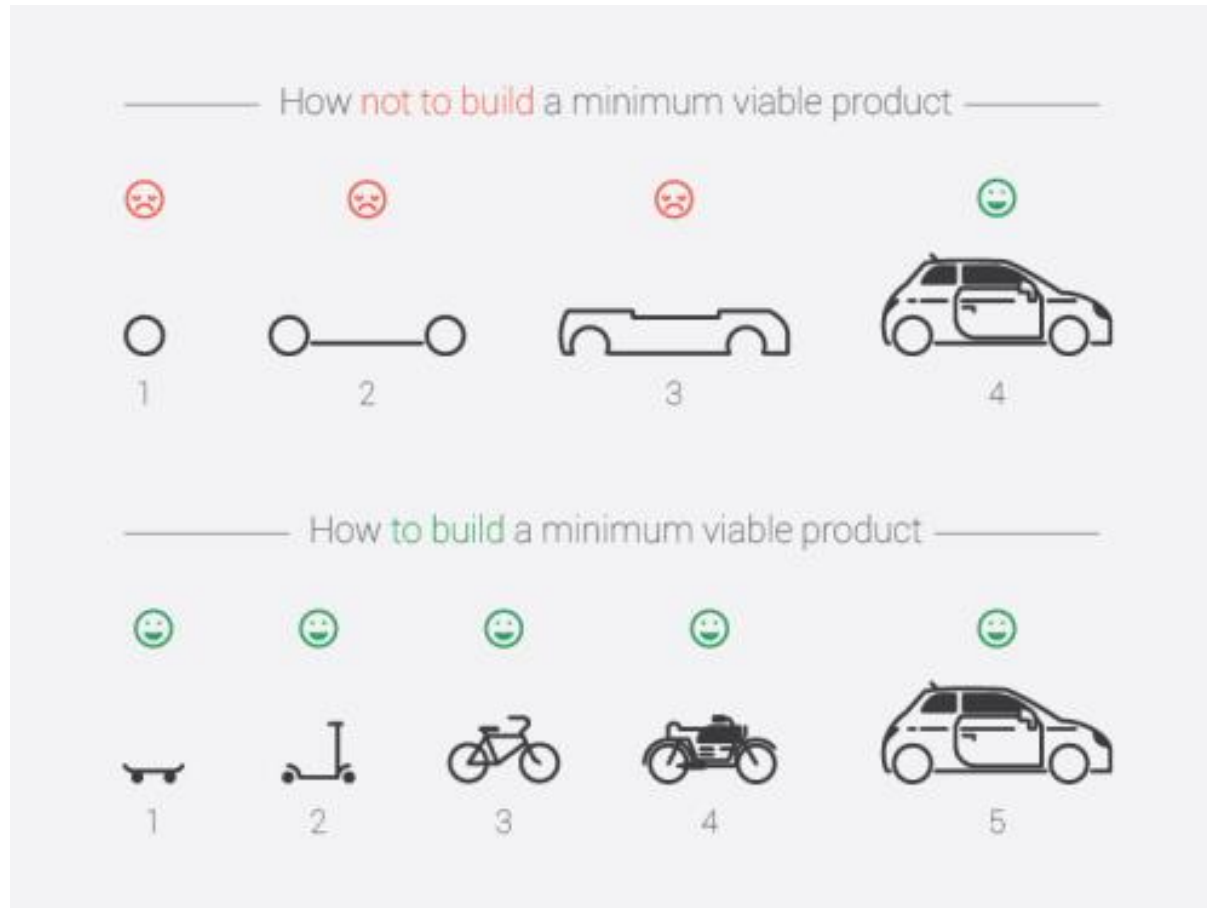Source: DSDM Consortium

A very different engagement model

Internal stakeholders

Scrum team

Product owner

ScrumMaster

Customers/users

Development team

WARNING

Radical transparency

Key principle – MVP is the least you can do and be successful

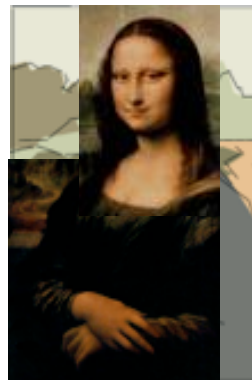*https://www.quora.com/Startups/What-is-a-minimum-viable-product#!n=48*

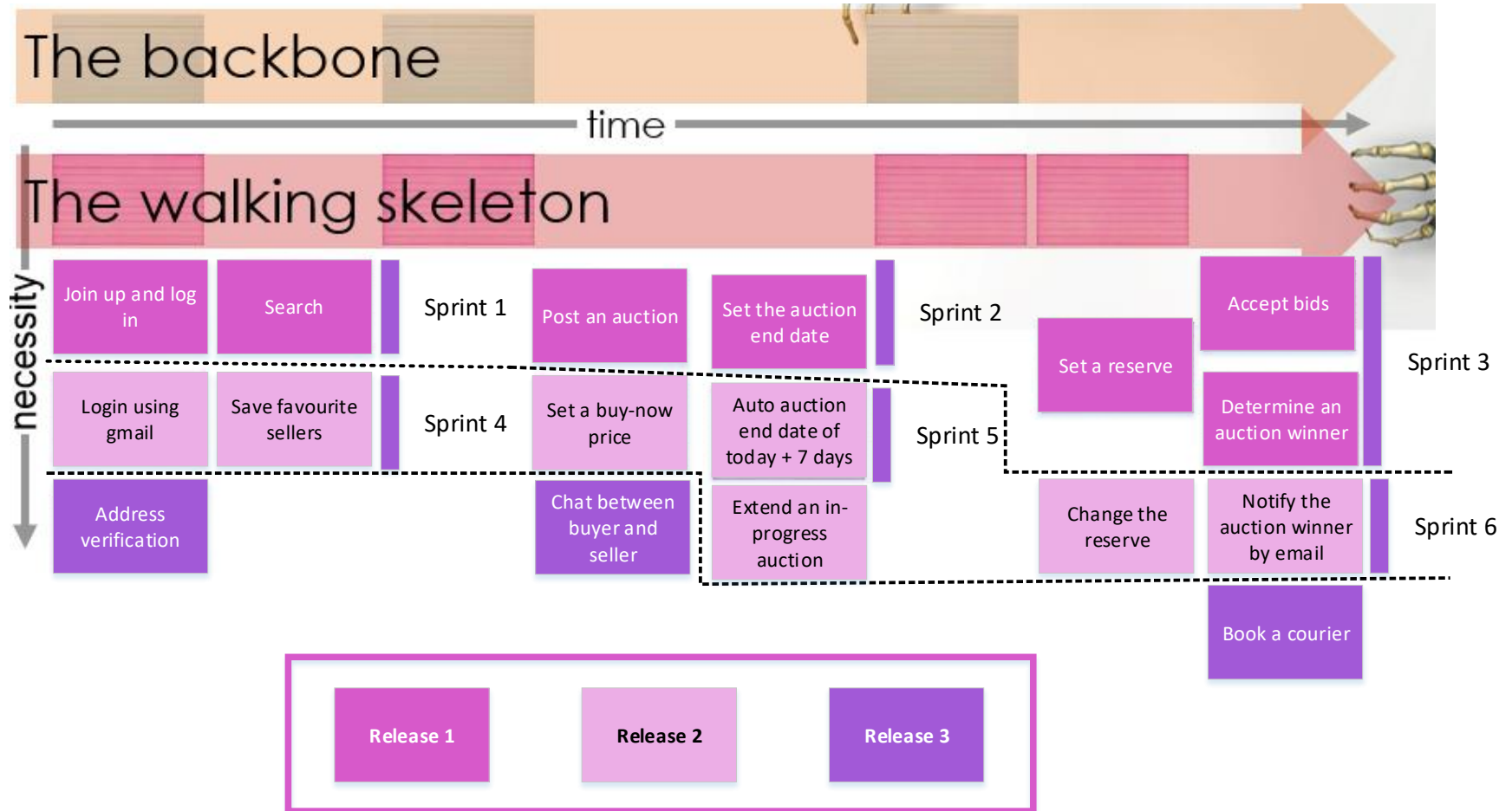# Increments and iterations – the "secret sauce" of Agile (1)

Source: Jeff Patton www.AgileProductDesign.com

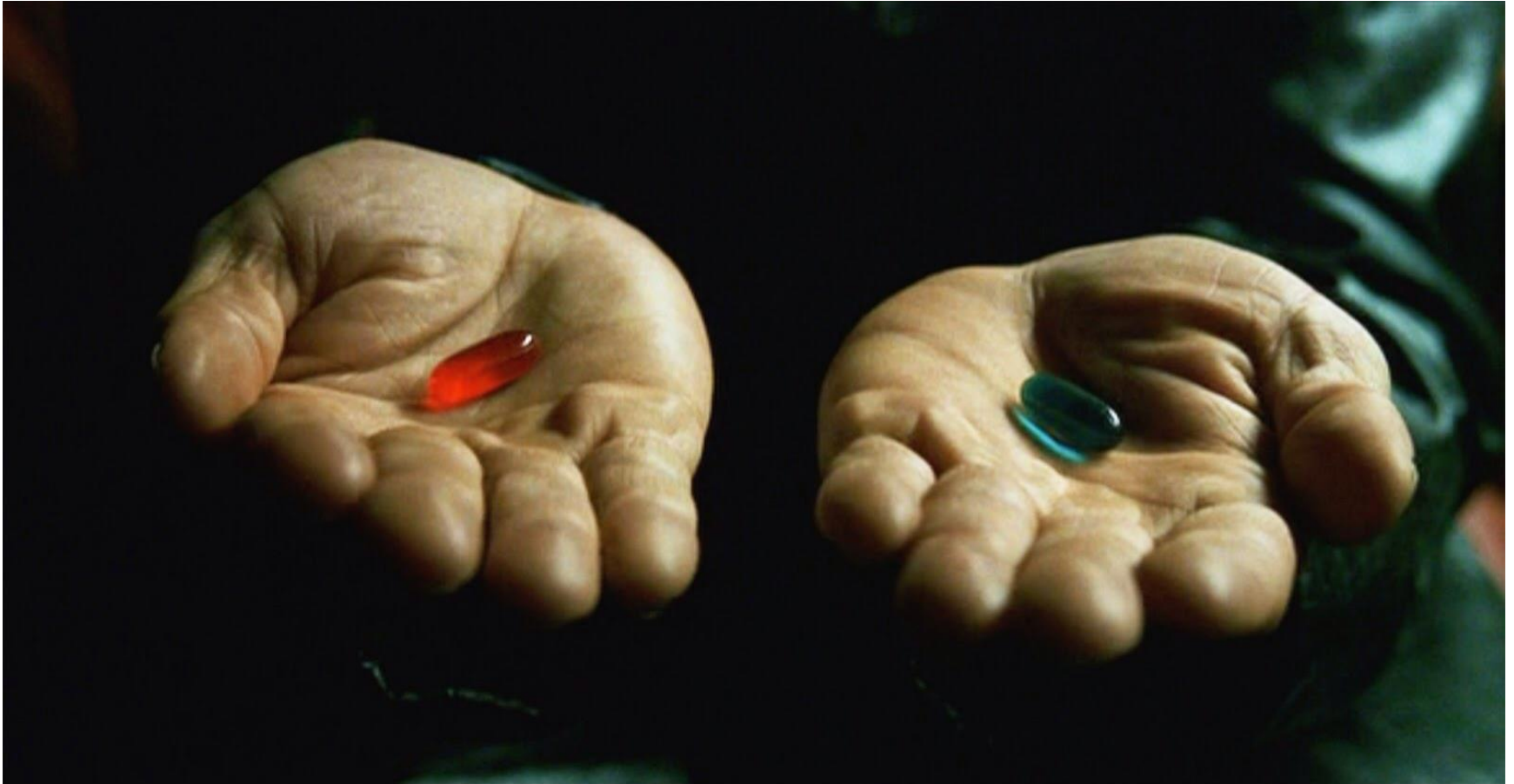# Increments and iterations – the "secret sauce" of Agile (2)

Story mapping as visual planning

The backbone

time →

The walking skeleton

necessity

Join up and log in	Search	**Sprint 1**	Post an auction
Login using gmail	Save favourite sellers	**Sprint 4**	Set a buy-now price
Address verification			Chat between buyer and seller

Set the auction end date — **Sprint 2**

Auto auction end date of today + 7 days — **Sprint 5**

Extend an in-progress auction

Set a reserve

Accept bids

Determine an auction winner

Sprint 3

Change the reserve

Notify the auction winner by email — **Sprint 6**

Book a courier

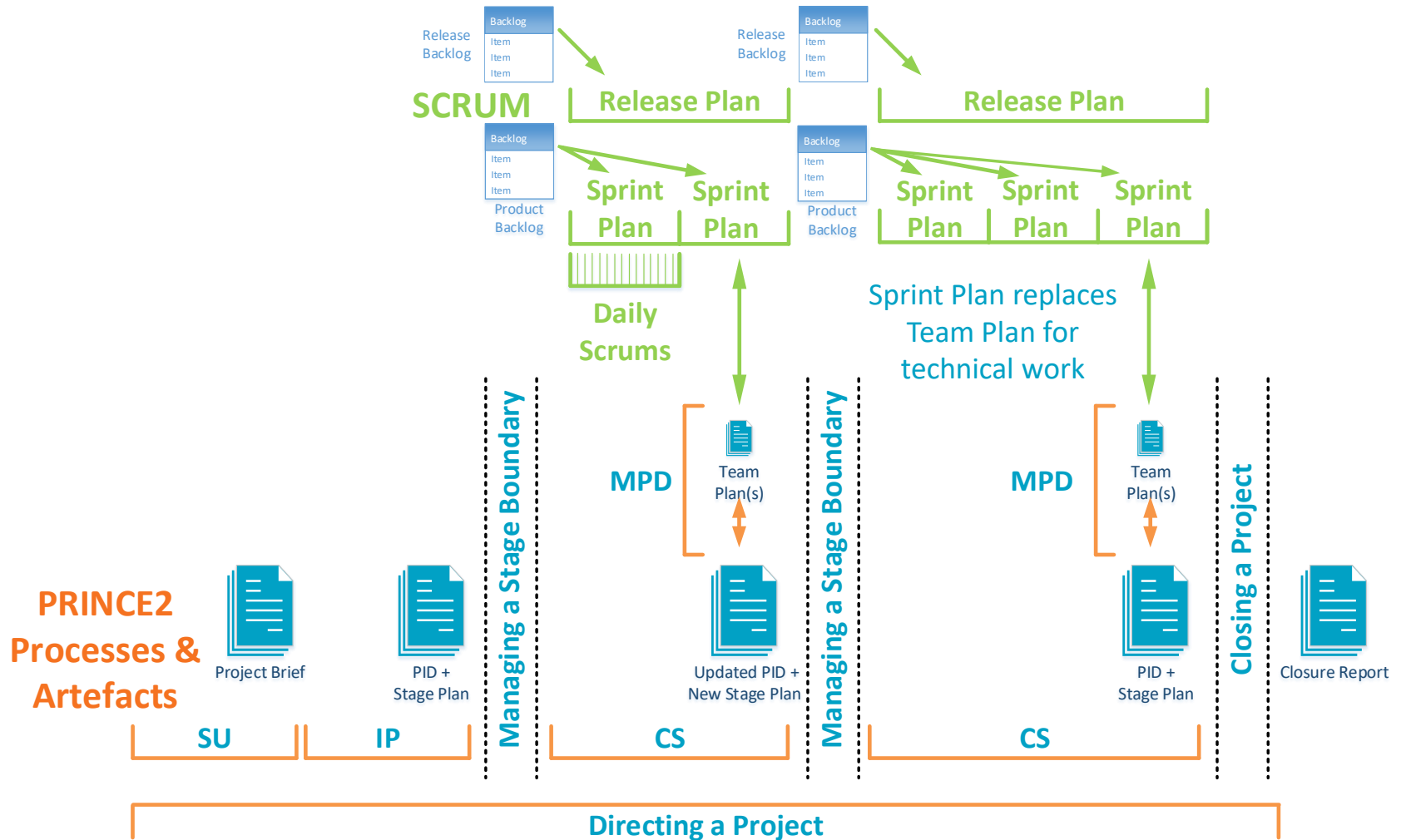| Release 1	Release 2	Release 3

Adapted from work by Jeff Patton www.agileproductdesign.com

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A choice…

Agile is workflow management

Agile as delivery AND governance

Directing a project

| Authorize Initiation | Authorize the Project | Authorize a Stage Plan or Exception | Give ad-hoc Direction | Authorize Project Closure |

Lean Start-up
Google Design Sprint
PoCs/Spikes

BAU backlog

Backlog prioritisation
Sprint Planning
Sprint Review

Controlling a Stage
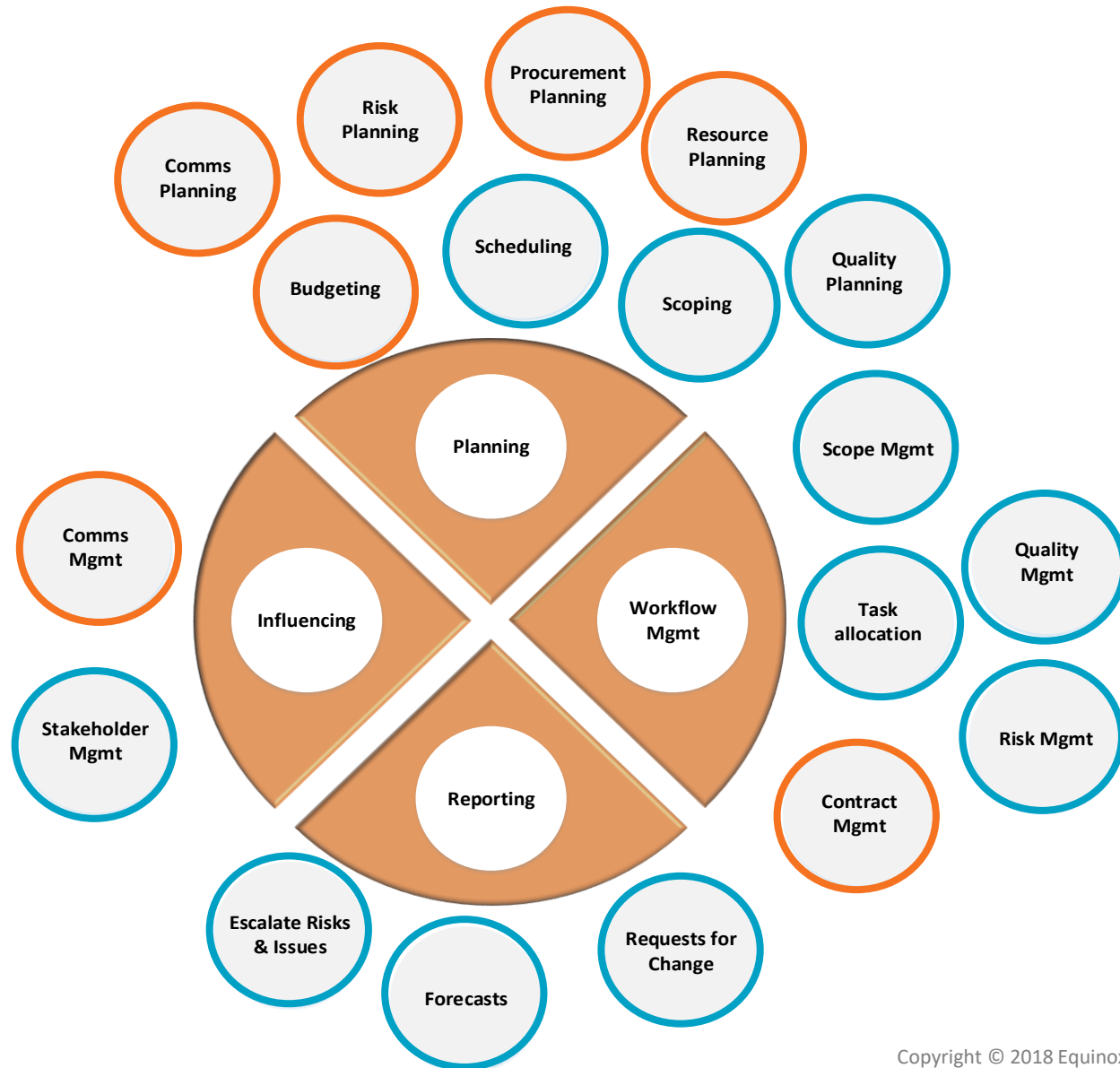
Issues and Risks

Highlight Reports

| Take Corrective Action | Escalate Issues and Risks | Review the Stage Status | Report Highlights | Capture and Examine Issues and Risks |

| Authorize Work Packages | Review Work Package Status | Receive Completed Work Packages |

Sprint Review

Sprint Planning

Authority to deliver a Work Package   Checkpoint Reports   Completed Work Package

| Accept a Work Package | Execute a Work Package | Deliver a Work Package |

Sprint execution

Managing Product Delivery
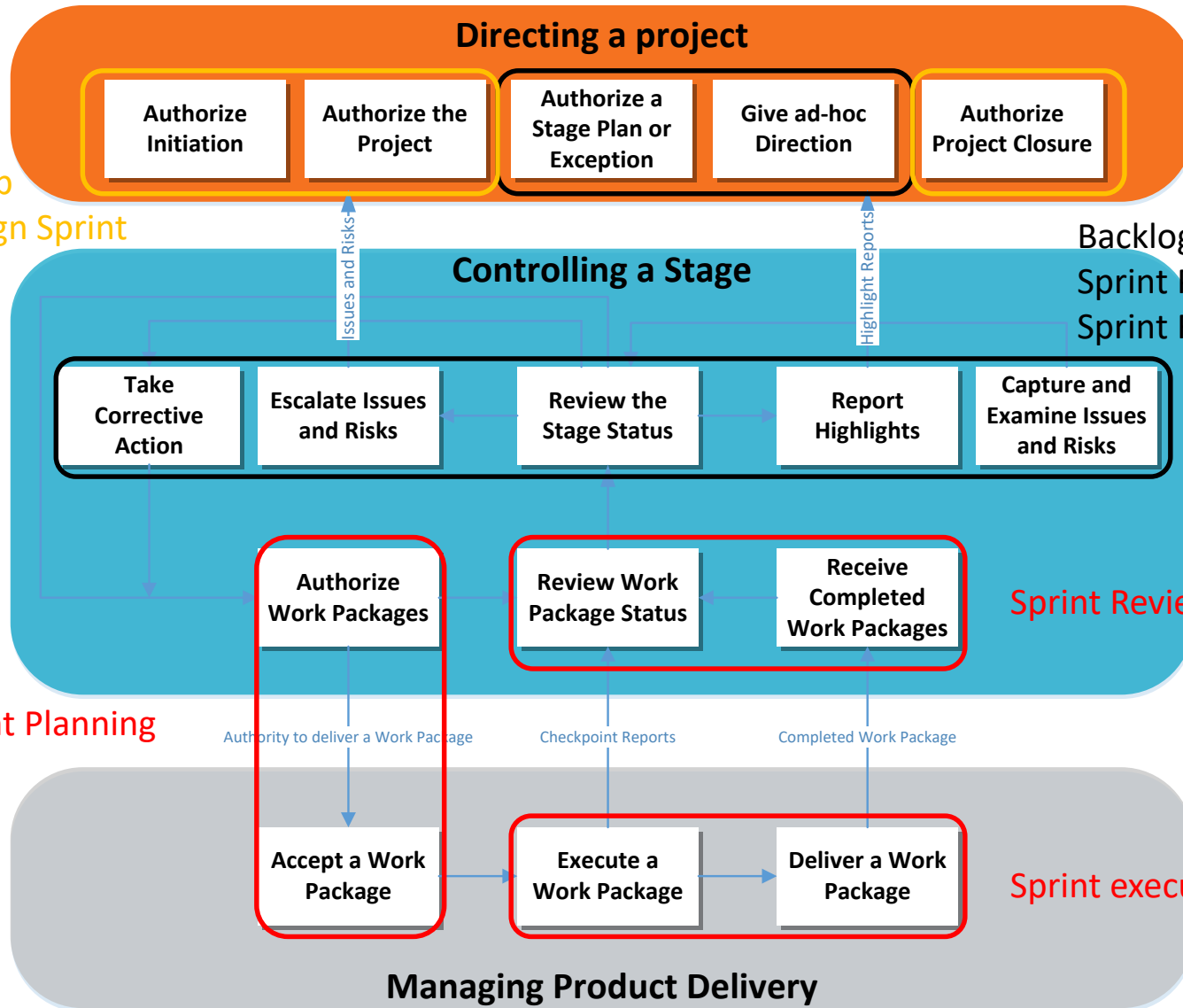
Agile and key project concerns

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Planning and Workflow Mgmt

Product Vision

Comms Planning

Risk Planning

Procurement Planning

Resource Planning

Release Planning

Sprint Planning

Budgeting

Scheduling

Scoping

Quality Planning

Definition of Done

Planning

Workflow Mgmt

Scope Mgmt

Quality Mgmt

Product Backlog

Tech Practices

Task allocation

Self-organisation

Risk Mgmt

Iterations

Contract Mgmt

Prioritisation

Spikes

Increments

# Scrum Master accountabilities – are they really different from a PMs?

- Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible

- Finding techniques for effective scope management

- Helping the Scrum Team understand the need for clear and concise WBS/PBS items

- Understanding product planning in an empirical environment;

- Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value

- Facilitating Scrum events as requested or needed

- Removing impediments to the Development Team's progress

- Coaching the Development Team in organizational environments in which Scrum is not yet fully adopted and understood.

WARNING

Possible conflict

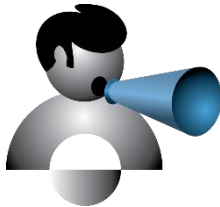EQUINOX IT

So what are the options?
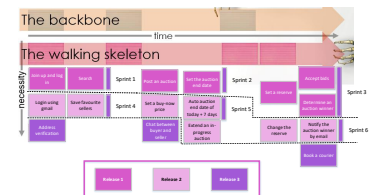
Personal attitude to uncertainty
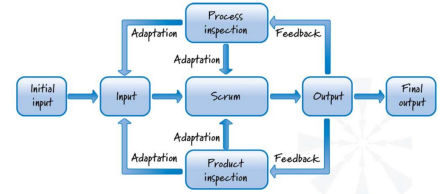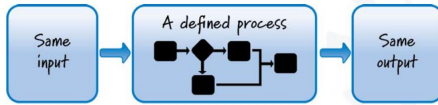
Organisational attitude to uncertainty

- **No or low tolerances and contingency**
- **Weekly Reporting**
- **Large Steering Committees**

- **Good use of Tolerances and contingency**
- **Reporting by Exception**
- **Smaller Project Board**

Project approach

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Key Agile Project Manager tasks

- Provide 'shelter' for the team

- Act as a translation layer and create 'adaptors'

- Understand and use Agile techniques and metrics appropriately

- Support the Product Owner, especially in areas where Agile is weak

- Slides in this presentation contain items from the Visual AGILExicon®, which is a trademark of Innolution, LLC and Kenneth S. Rubin.

- The Visual AGILExicon is used and described in the book: ***Essential Scrum: A Practical Guide to the Most Popular Agile Process***.

- You can learn more about the Visual AGILExicon and permitted uses at: http://innolution.com/resources/val-home-page
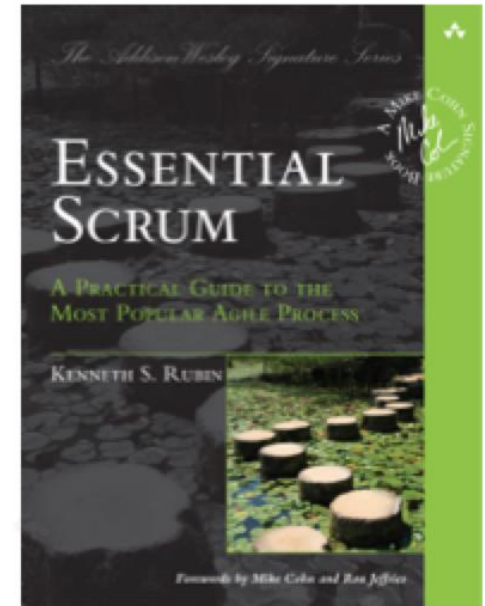
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