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Agile Scrum Fundamentals for Executives & Managers

1. Why Agile

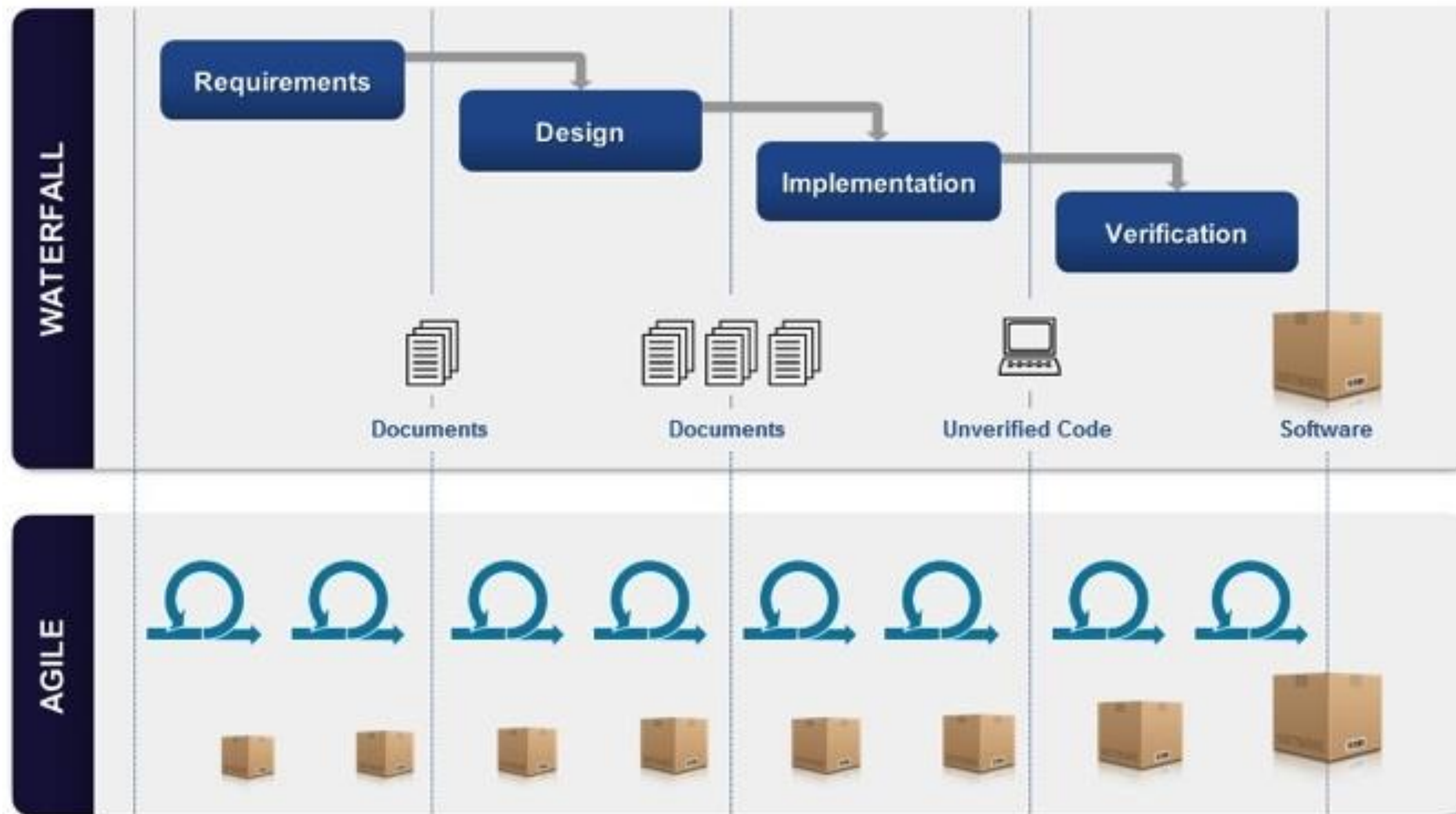
2. What is Agile

3. Scrum

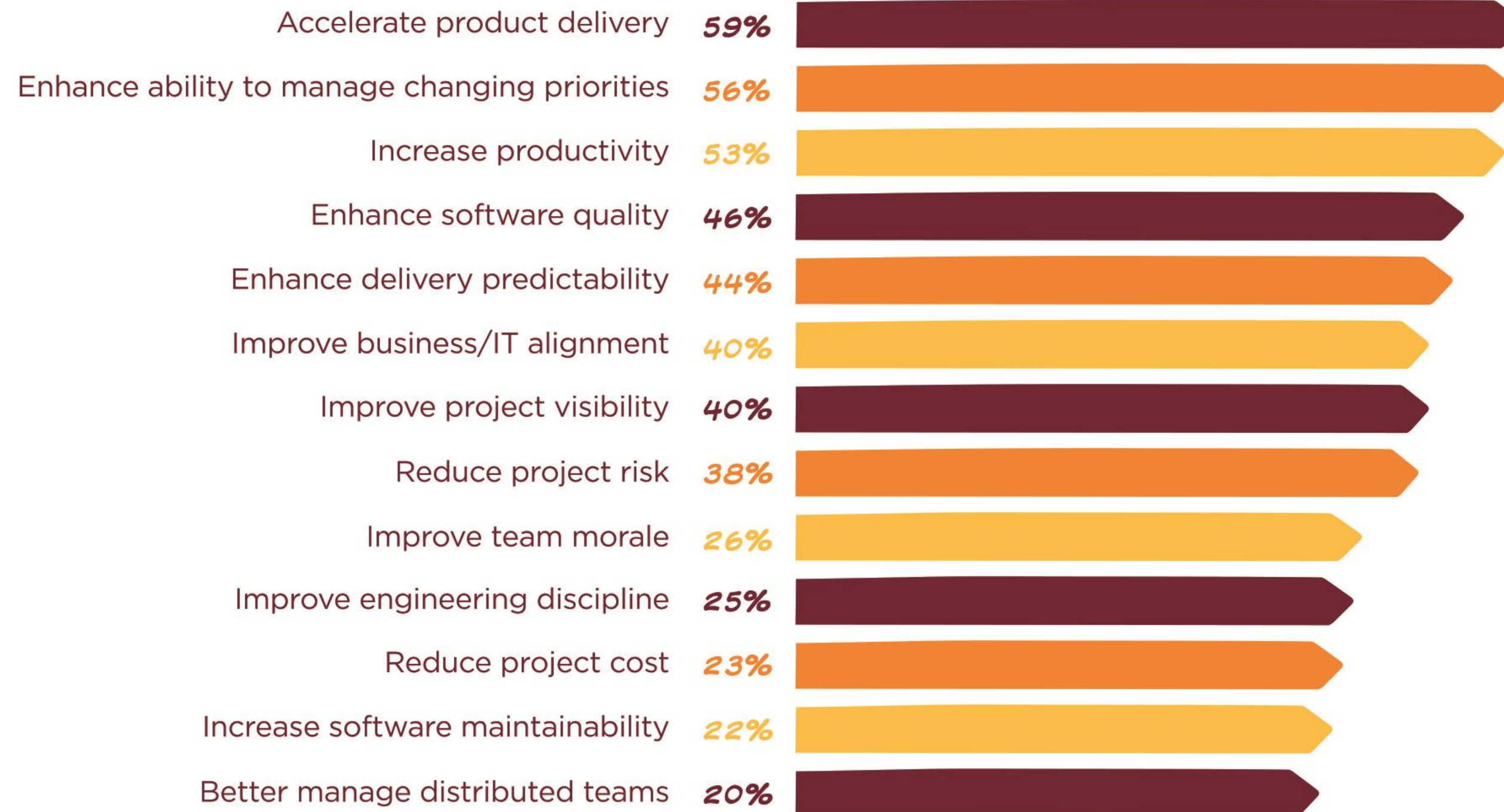
4. Leading Agile

5. Organizational Alignment & Impacts

Agile Accelerates Value Delivery

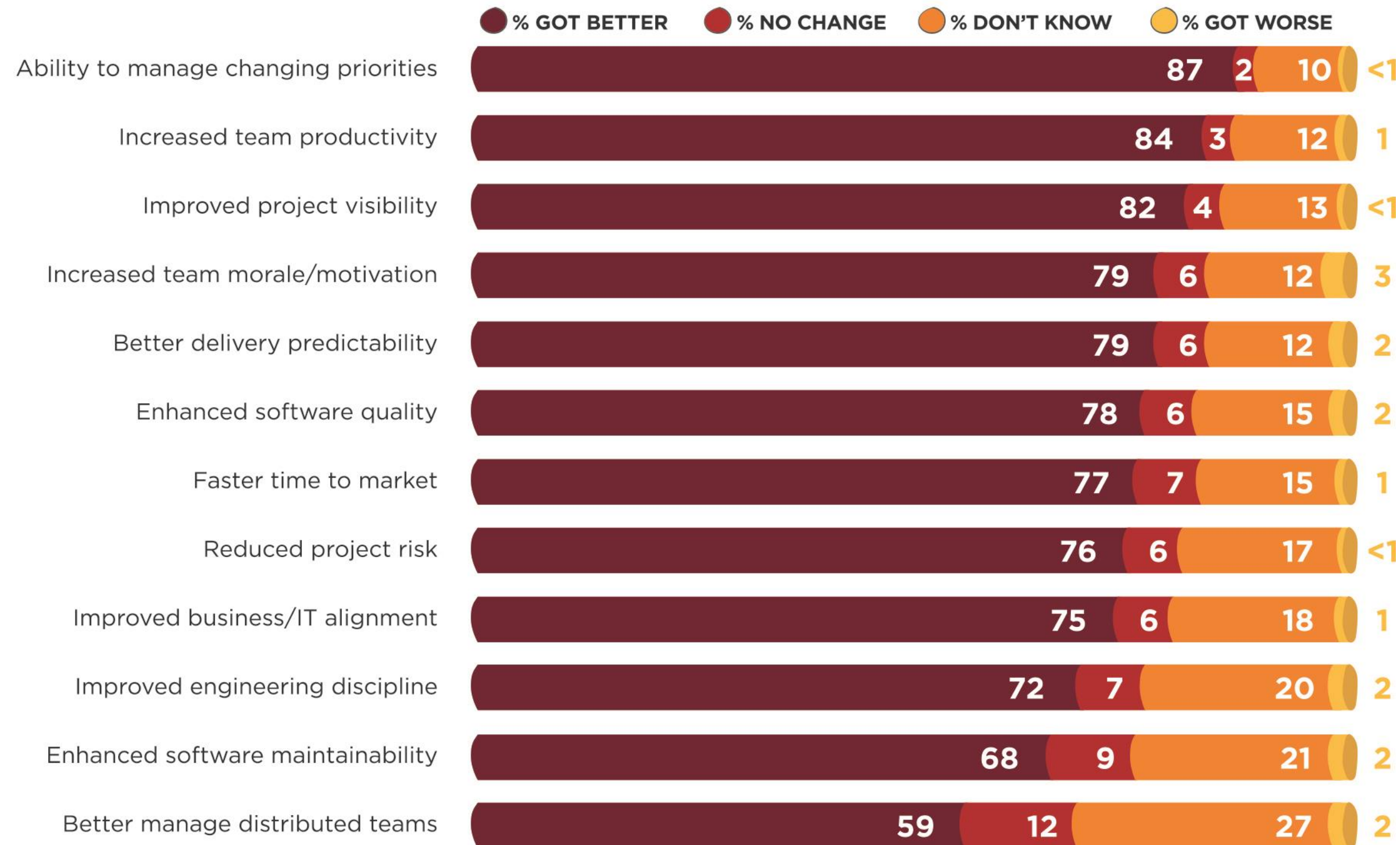


REASONS FOR ADOPTING AGILE



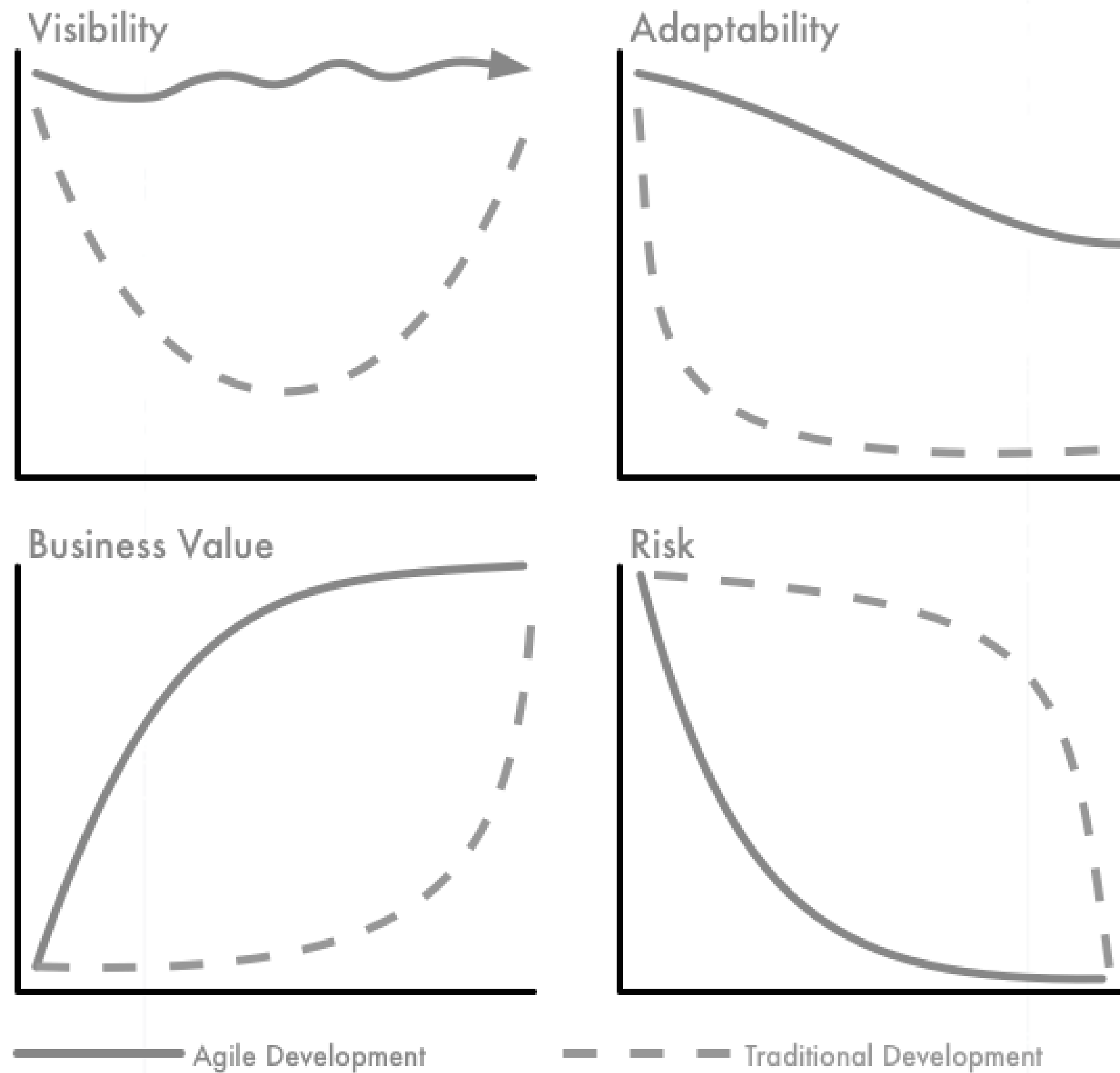
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ACTUAL IMPROVEMENTS FROM IMPLEMENTING AGILE



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Agile Value Proposition



Agile Adoption- Barriers



From Version One “State of Agility Survey 2013”

Rate the Barriers to your organization

Consider barriers on the slide above, they currently exist in your organization as well
As a team, you will rate the of impact of these barriers to your organizational transformation

Section you boards in two columns [Barriers | % Impact to the Organization]

1. Each member of the team, places a post it against each barrier with a % of impact it has on the success of your journey
2. Each team presents

Total time for Activity (15mins)

Total time for Presentation & Questions (5mins)

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Flexible

is about selection and choice



Adaptable

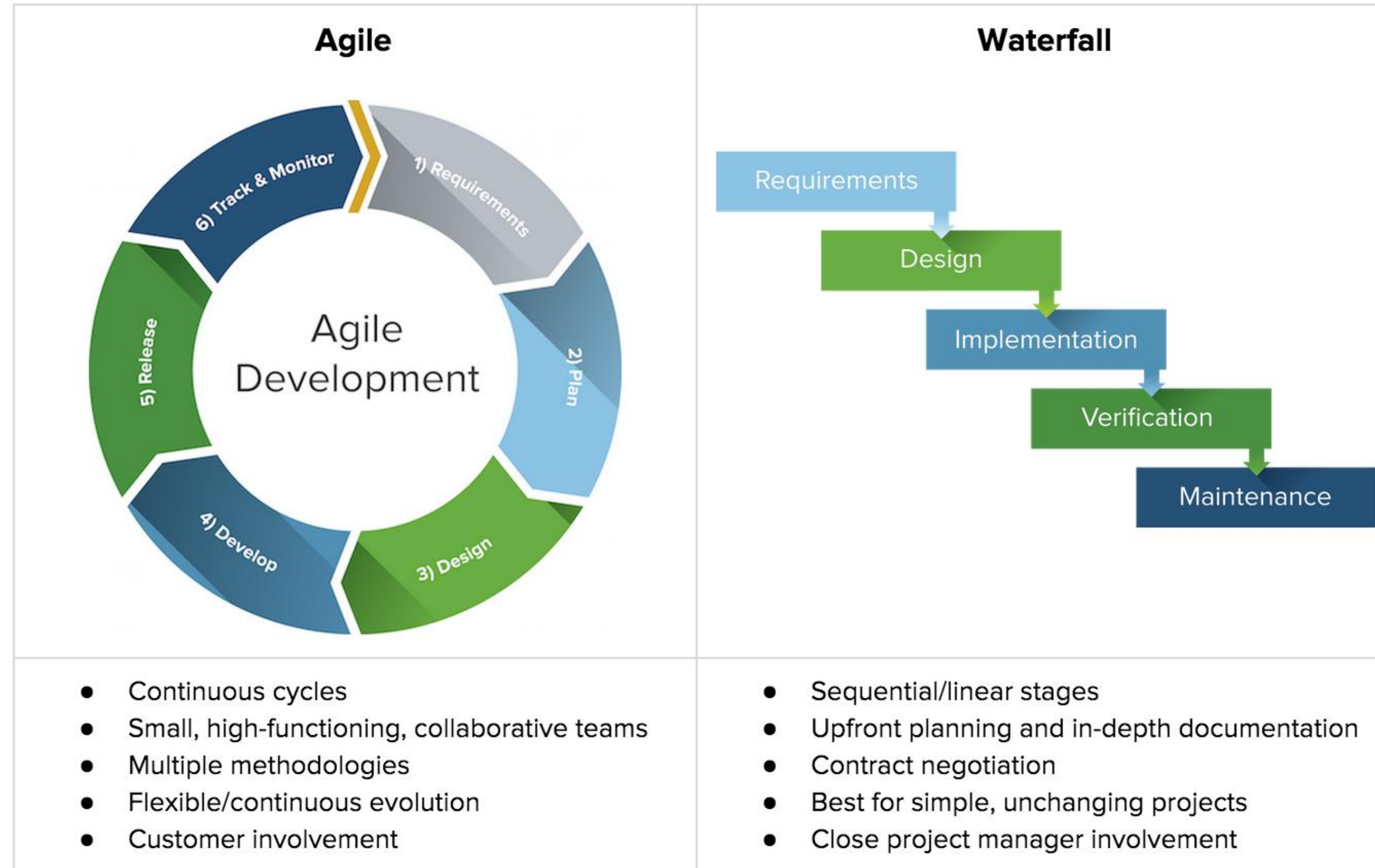
is about integration and change



Scalable

is about migration path and growth





Traditional

Initiating

Defines and authorizes the project.

Planning

Describes how the project will be managed.

Executing

Helps the project groups work together to complete the work.

Monitoring and Controlling

Checks the progress of the project and corrects problems.

Closing

Formally closes each phase or the project and receives approval of the project work.

Agile

Envisioning

Defines the product sufficiently to provide a sandbox with borders in which to work.

Roadmap

Translates the vision into a set of features and an expected timebox in which to deliver them.

Release

Helps the team incrementally and iteratively develop potentially shippable code.

Adapting

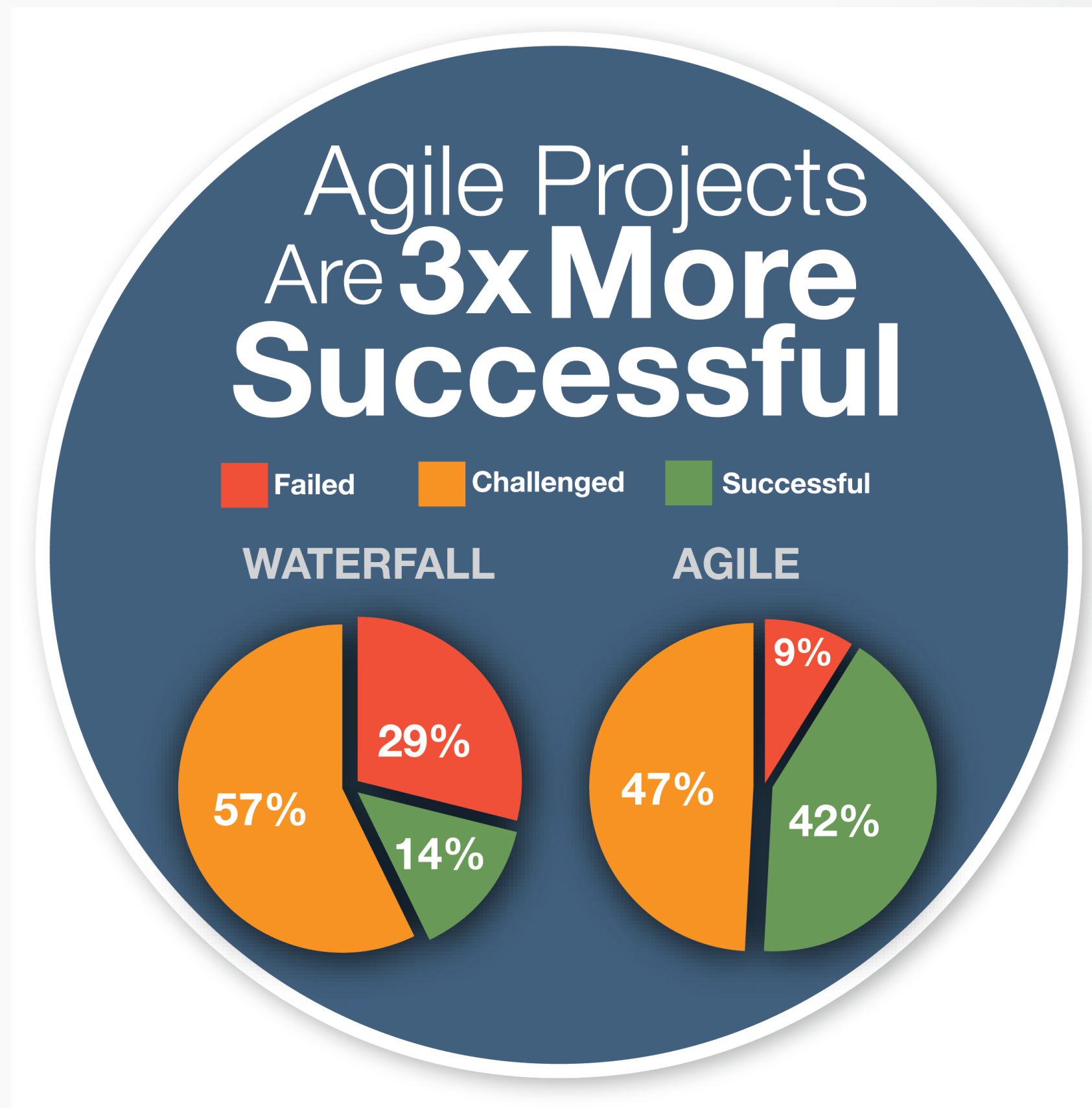
Integrates planned stopping points to inspect and adapt the process and product.

Closing

Team reflects on achievements and decision-making per lessons learned.



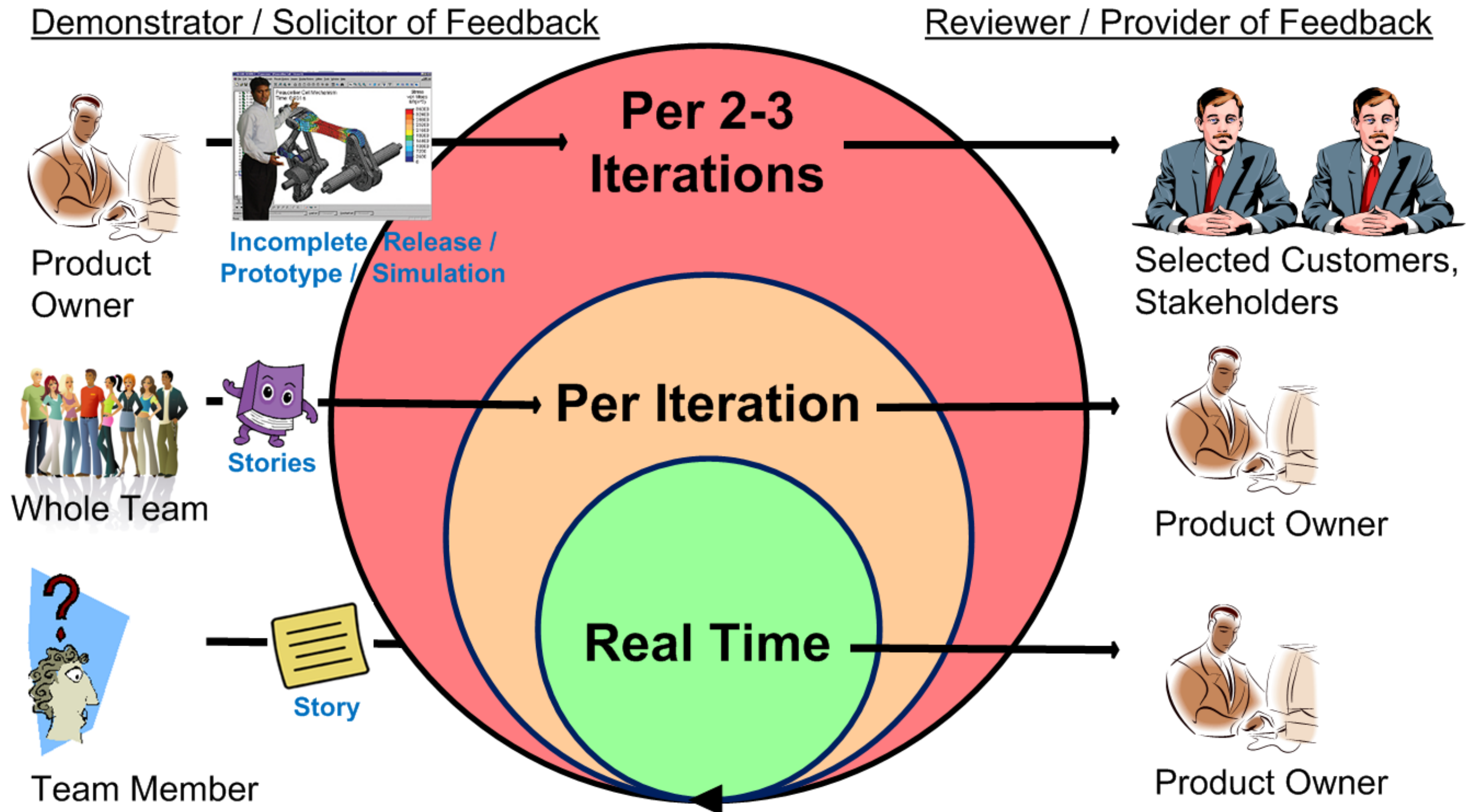
Agile software projects
succeed 3X more often
than Waterfall projects



Challenged

- late (100% median)
- over budget (50% median)
- lacking functionality
- low quality

Continuous feedback powers Agile



The Agile Manifesto

Individuals and interactions	over	Processes and Tools
Working Product	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.

www.agilemanifesto.org

Individuals and interactions over processes and tools:

1. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done
2. The best architectures, requirements and design emerge from self organizing teams
3. At regular intervals, the team reflects on how to become more effective, then tunes & adjusts its behavior accordingly (Retrospect)
4. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely
5. The most efficient & effective method of conveying info to and within a development team is **F2F** conversation (Co-location)

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

Working software over comprehensive documentation:

- 6. Working Software is primary measure of progress
- 7. Our highest priority is to satisfy the customer through early & continuous delivery of valuable software
- 8. Deliver working Software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale
- 9. Continuous attention to technical excellence and good design enhances agility
- 10. Simplicity - the art of maximizing the amount of work not done - is essential (Design for today)

Customer collaboration over contract negotiation:

- 11. Business people and developers must work together daily throughout the project

Responding to change over following a plan:

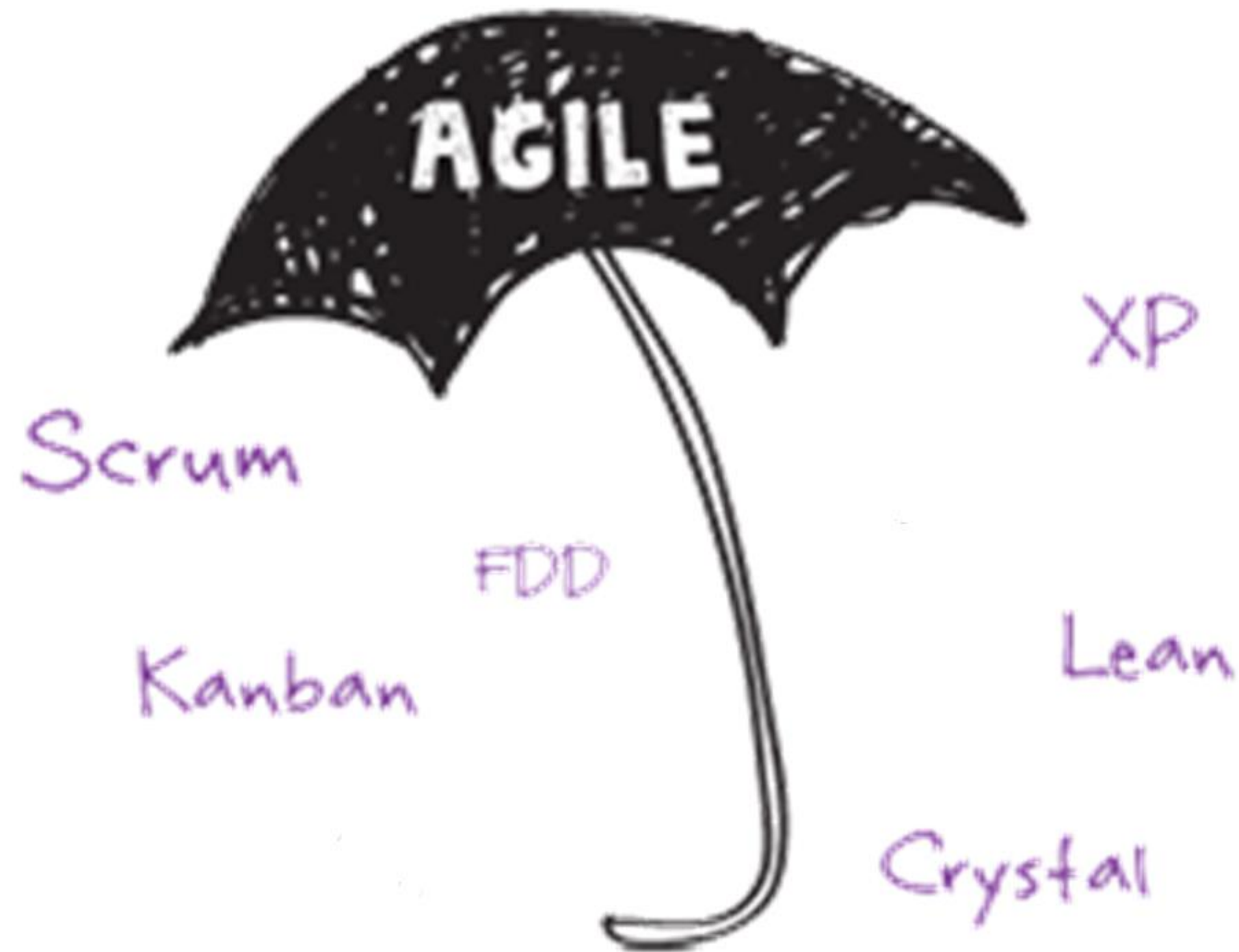
- 12. Welcome change in requirements, even late in development. Agile processes harness change for the customer's competitive advantage

Agile Principles – Benefits & Challenges

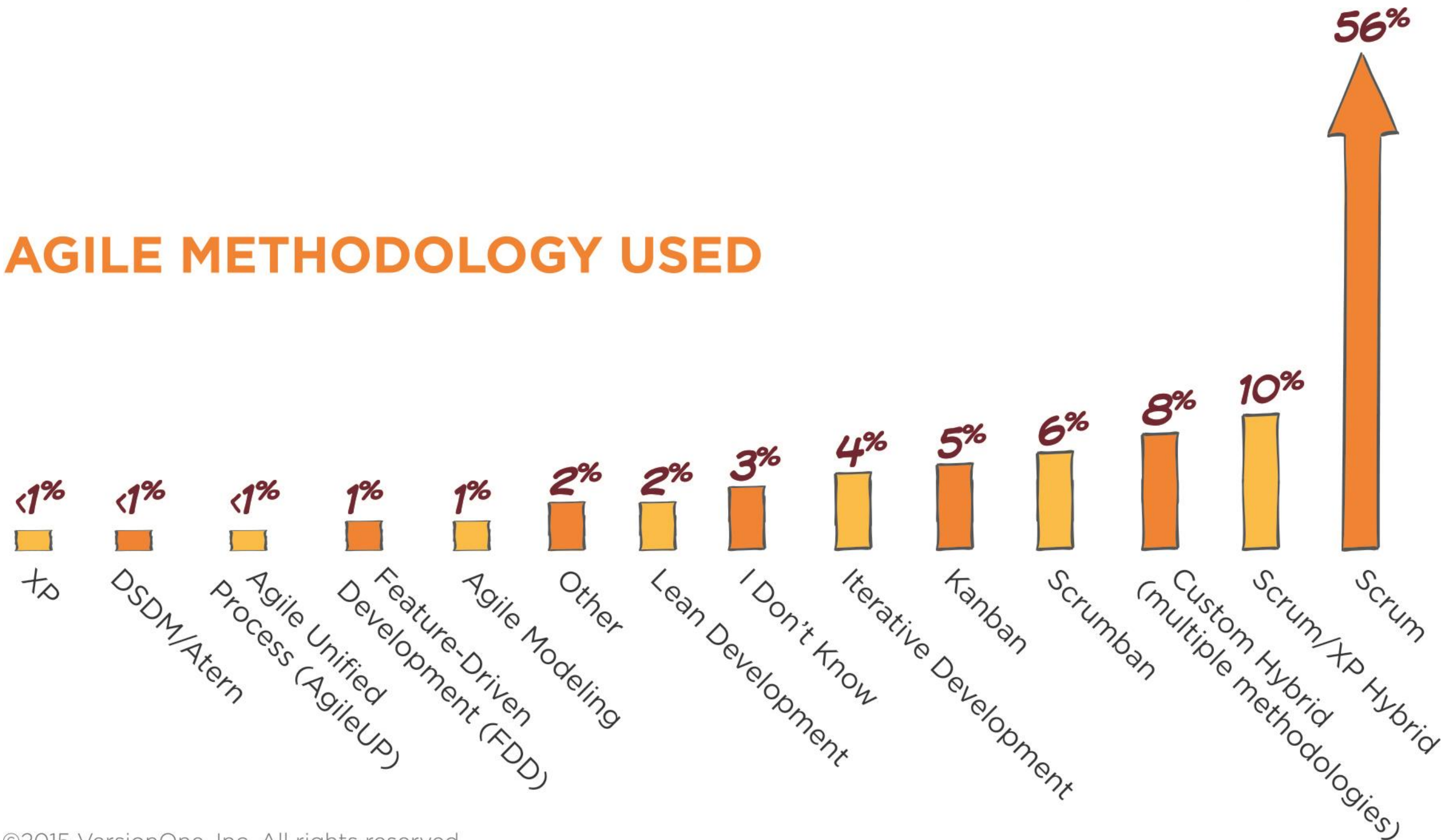
1. Each team selects **3 unique Agile principles**.
2. As a team discuss the benefits and challenges of implementation of each selected principle within your organization
3. Write your findings on your boards
4. Each team presents.

Total time for discussion (15mins)

Total time for Presentation & Questions (5mins)

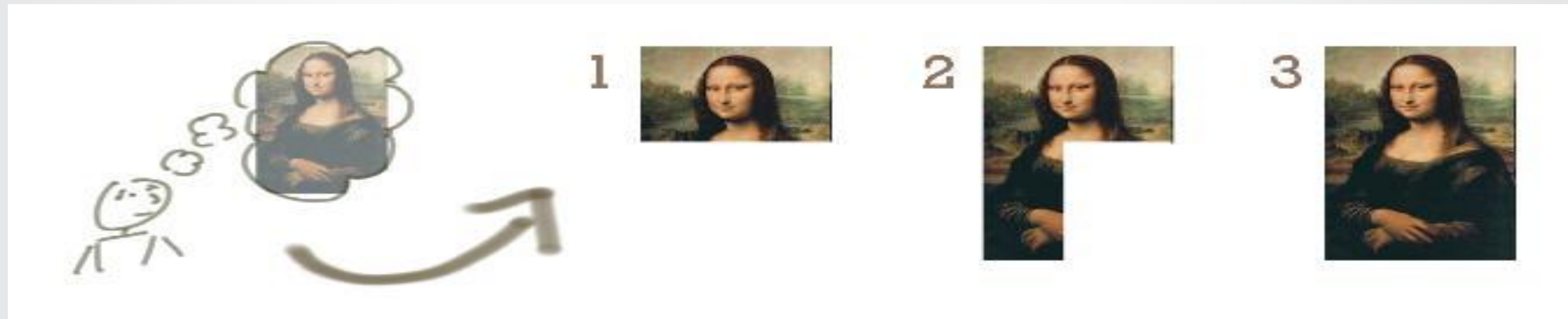


AGILE METHODOLOGY USED



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Incremental



Iterative (Scrum)



http://www.agileproductdesign.com/blog/dont_know_what_i_want.html

1. Why Agile
2. What is Agile
3. Scrum
4. Leading Agile
5. Organizational Alignment & Impacts

A lightweight, Agile methodology for iterative development

Methodology: A specific set of practices

Lightweight: Set is small, not comprehensive

Agile: Reflects the *Agile Manifesto*

Iterative: Deliver results in frequent increments

Roles

- Team
- Scrum Master
- Product Owner

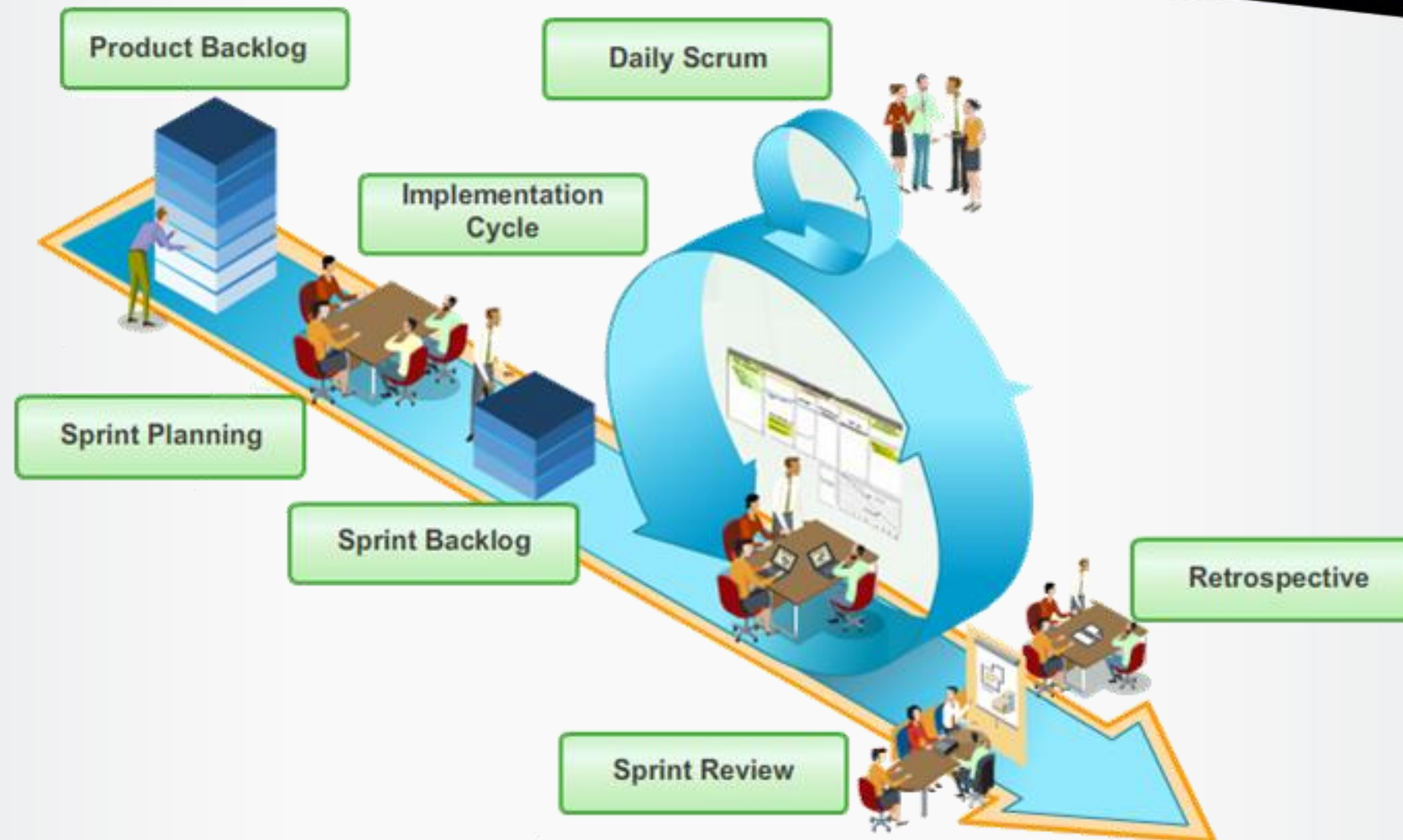
Artifacts

- Product Backlog
- Sprint Backlog
- Product Increment

Events/Ceremonies

- Sprint Planning Meeting
- Daily Stand-Up Meeting
- Sprint Review Meeting
- Retrospective Meeting

Scrum in Nutshell



<https://www.scrum.org/Scrum-Guide>

Working Increments

Scrum Master

- **Servant Leader**
- Owns **Resolution** of Impediments
- Manages **Team Productivity**
- Ensures **Scrum Processes**
- Facilitates **Scrum Events/Ceremonies** (Daily Scrum, Sprint Planning, Retrospective Meetings)

Scrum Team

- **Self-organizing, Self-managing, Cross-functional**
- Owns **Delivery** of Product Increments
- Manages **Sprint Backlog**
- Participates in **Scrum Events/Ceremonies**
- **3-9** People team

Product Owner

- Manages **Product Backlog**
- **Collaborates** with Team and Stakeholders
- Participates in **Scrum Events/Ceremonies**
- Responsible for **Maximizing** value of the Incremental Product
- **Empowered** Individual

Scrum Master Vs Traditional Project Manager Product Owner Vs Traditional BA

1. As a team, **discuss difference in roles between a** Scrum Master Vs Traditional Project Manager ; Product Owner Vs Traditional BA
2. Write your findings on your board
3. Each team presents

Total time for discussion (15mins)

Total time for Presentation & Questions (5mins)

Project Manager Vs Scrum Master

Project Manager

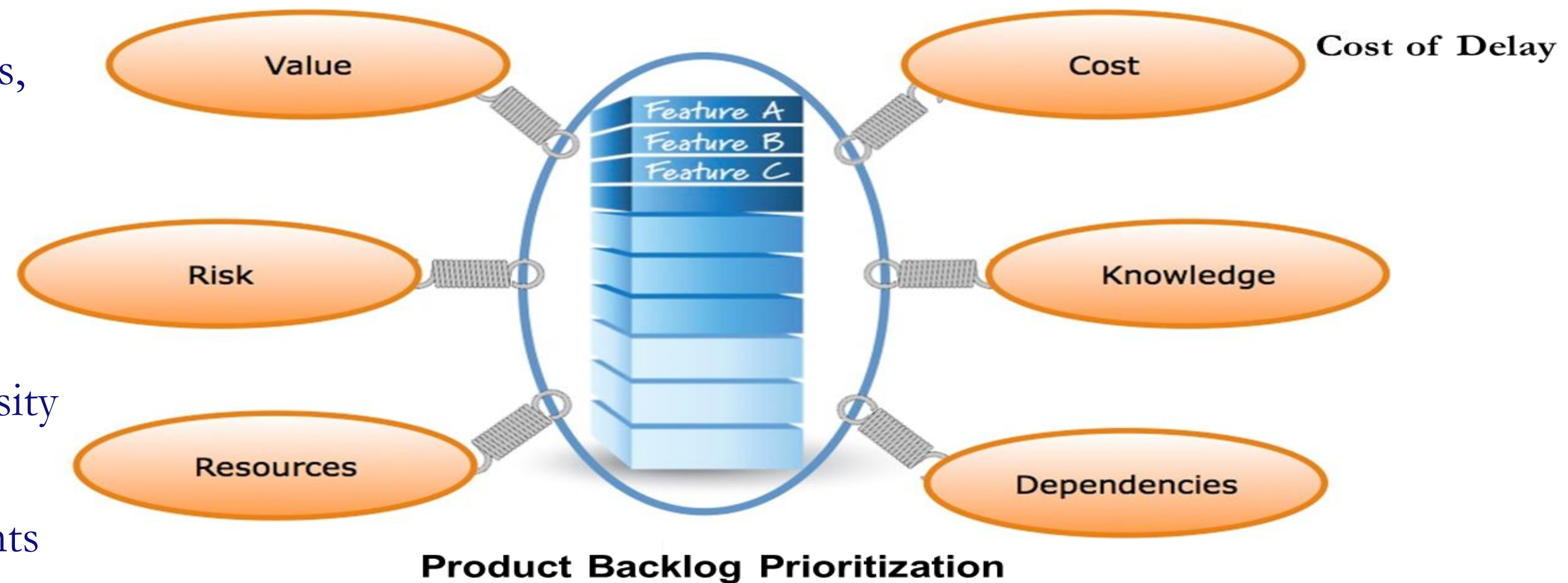
- Manages the budget
- Report to management on progress of project
- Process focused
- Task allocation
- Identifying and mitigating risk
- Cross-function coordination
- Assessing the scope of scalability, portability and interoperability of the project

Scrum Master

- Removes impediments for the team
- Is a coach for the product owner
- Monitors Sprint progress
- Advocates open communication
- Facilitates Scrum and Sprint meetings
- Motivates the team
- Supports all aspects of the project, as and when required

Product Backlog

- Single source for Product features, functions, enhancements, fixes...
- Provides **Description, Estimate, Priority**
- **Is Prioritized** based on Business Value, Complexity, Cost & Necessity
- Single, dynamic and **evolving source** from which all requirements flow
- **Product Owner** is responsible for maintaining the Product Backlog



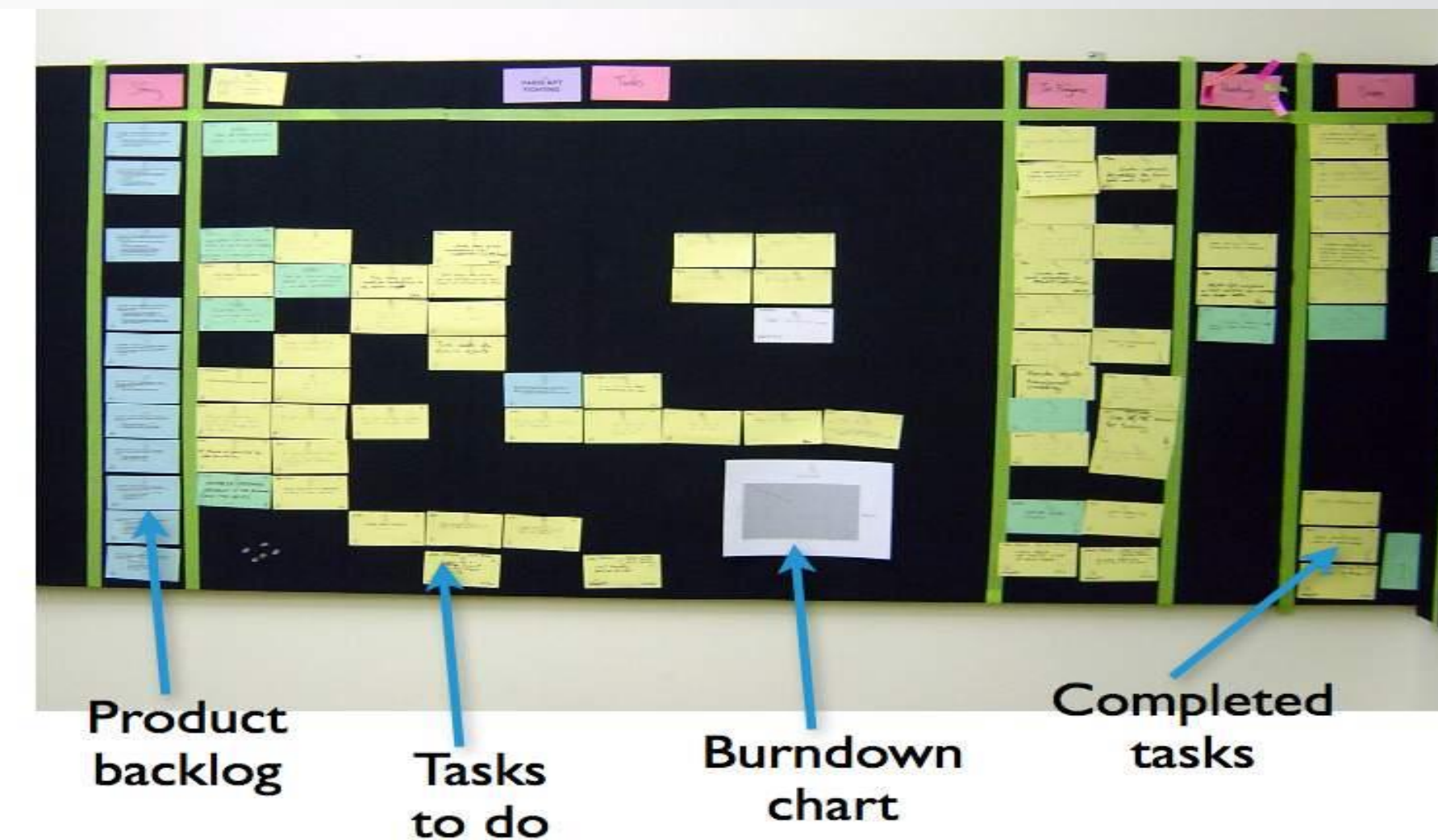
Must have	Should have
Could have	Would like to have, but not this time

Sprint Backlog

Sprint Backlog

- Product Backlog items for the sprint + Task plans
- Contains User stories, Tasks, Schedule, Resources, Status, Progress of work for a Sprint {DAY 1, DAY 2,..., DAY N}
- **Scrum Team/Development Team** is responsible for maintaining the Sprint Backlog

Story	To Do		In Process	To Verify	Done
As a user, I... 8 points	Code the... 9	Test the... 8	Code the... DC 4	Test the... SC 6	Code the... D
	Code the... 2	Code the... 8	Test the... SC 8		Test the... SC 8
	Test the... 8	Test the... 4			Test the... SC 6
As a user, I... 5 points	Code the... 8	Test the... 8	Code the... DC 8		Test the... SC
	Code the... 4	Code the... 6			Test the... SC 6



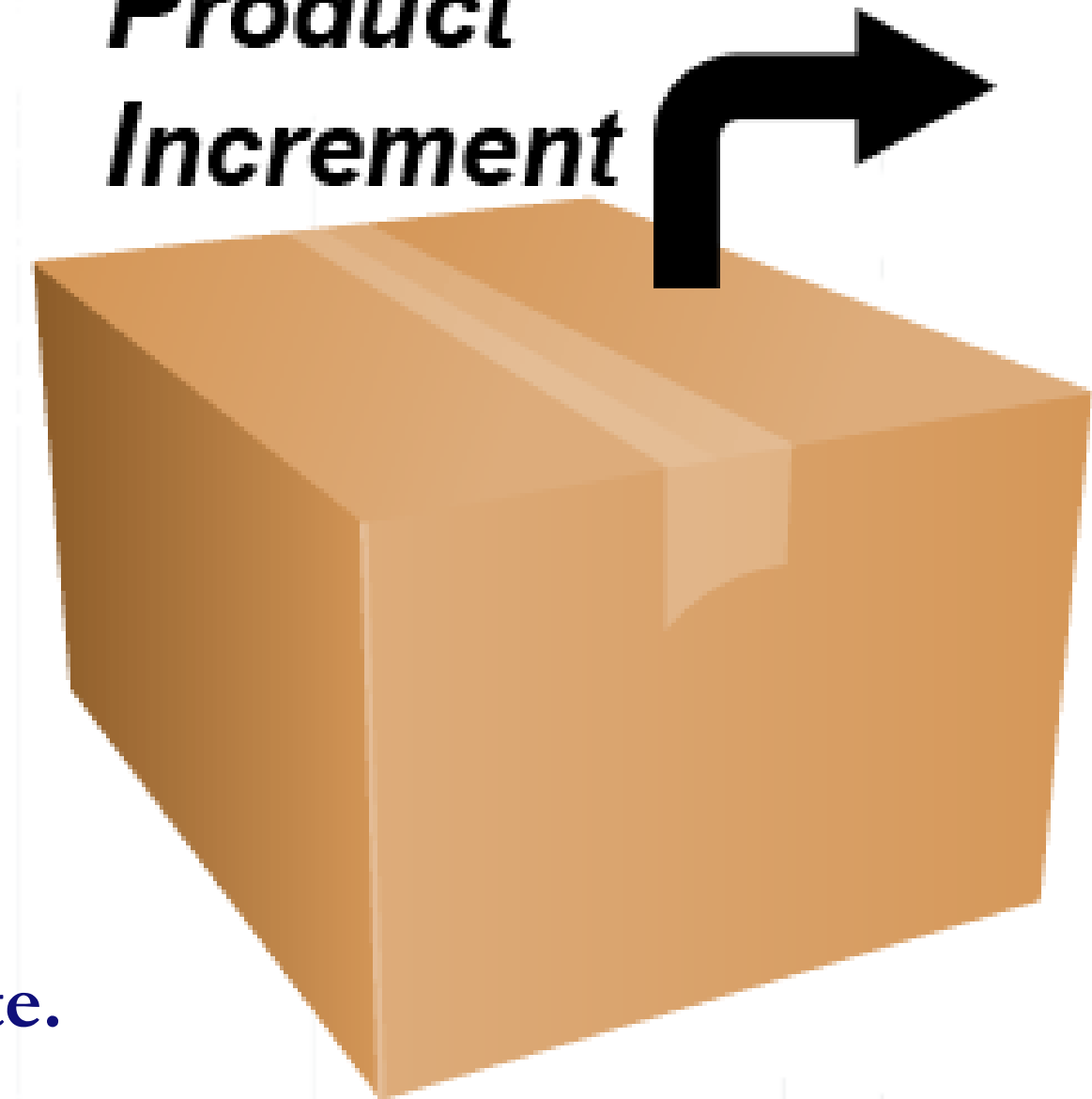
Product Increment

- Σ completed Product Backlog items across each Sprint
- At the **end of the Sprint**, the new Increment should be **in a usable condition**.
- It should meet the Scrum Team's **Definition of "Done"** regardless of whether the Product Owner decides to actually release it

Definition of Done

It is a shared understanding of what it means for work to be complete.

***Potentially
Shippable
Product
Increment***



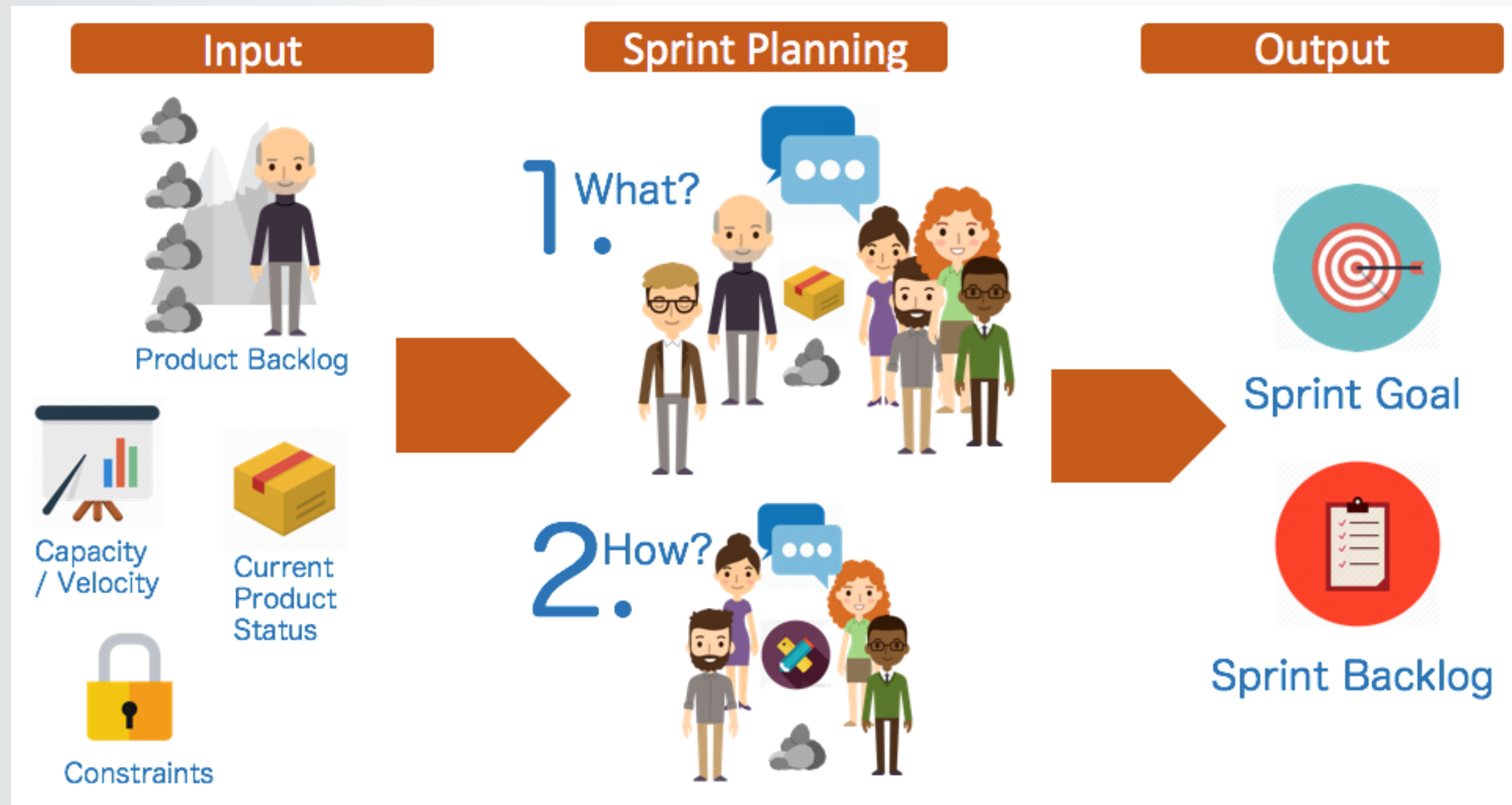
- **Time-box of one month or less** during which a ‘**Done**’, useable, and potentially releasable product Increment is created.
- The **Sprint length should remain consistent** for the duration of a project.
- The Scrum Team should identify a **Sprint Goal** on what they plan to deliver at the end of the Sprint.
- May be **cancelled** by the Product Owner
- Typically 2 to 4 weeks



Sprint Goal

An objective set for the Sprint that can be met through the implementation of the Product Backlog.

Sprint Planning



Sprint Planning

- Entire Team participates
- Defines what can be delivered in the Sprint
- Defines how it will be achieved
- Defines the Sprint Goals
- Ensures the entire Team believes plan is achievable
- Ensures POs satisfied with priorities
- **Input:** Top Prioritized Product Backlog items, technically refined
- **Output:** What: Refined Stories, How: Plan to deliver the Increment

Duration:
Not more than 8 hrs/sprint

3 important questions

What work did you complete yesterday?

1

What have you planned for today?

2

Are you facing any problems or issues?

3

Daily Scrum

Who: Product owner, scrum master, development team, interested stakeholders.

Purpose: 15-minute meeting to establish and coordinate priorities of the day.

When: Daily.

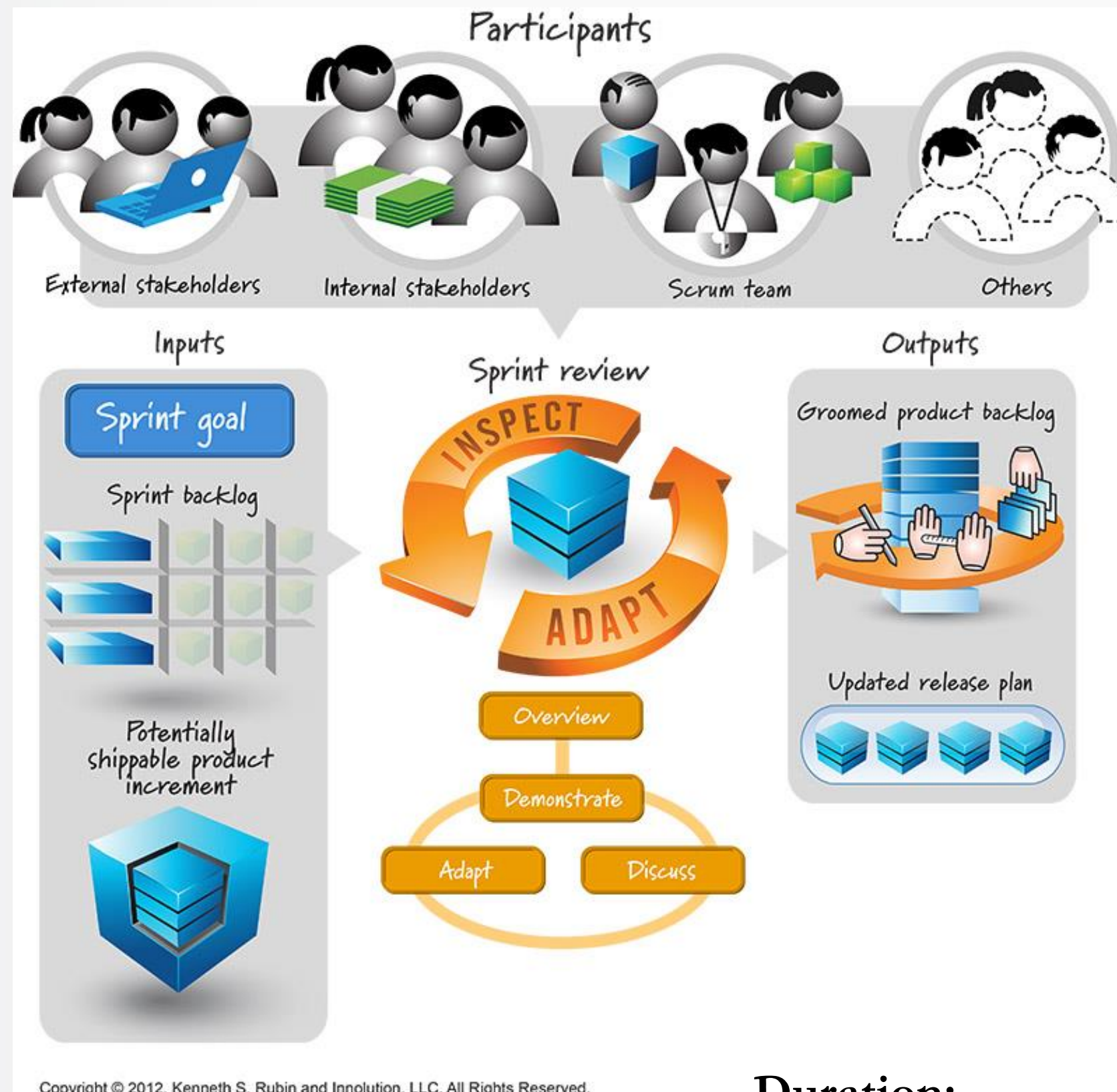
Duration:

Not more than 15mins/day

Daily Scrum

- At the same time, and at the same place
- Entire Team participates
- Check-in meeting, NOT a status update to PO or Stakeholders
- Ensures each Team member knows what the others are doing
- Problems and impediments are surfaced
- **Input:** Sprint Backlog (Scrum board)
- **Output:** Daily progress update

Sprint Review

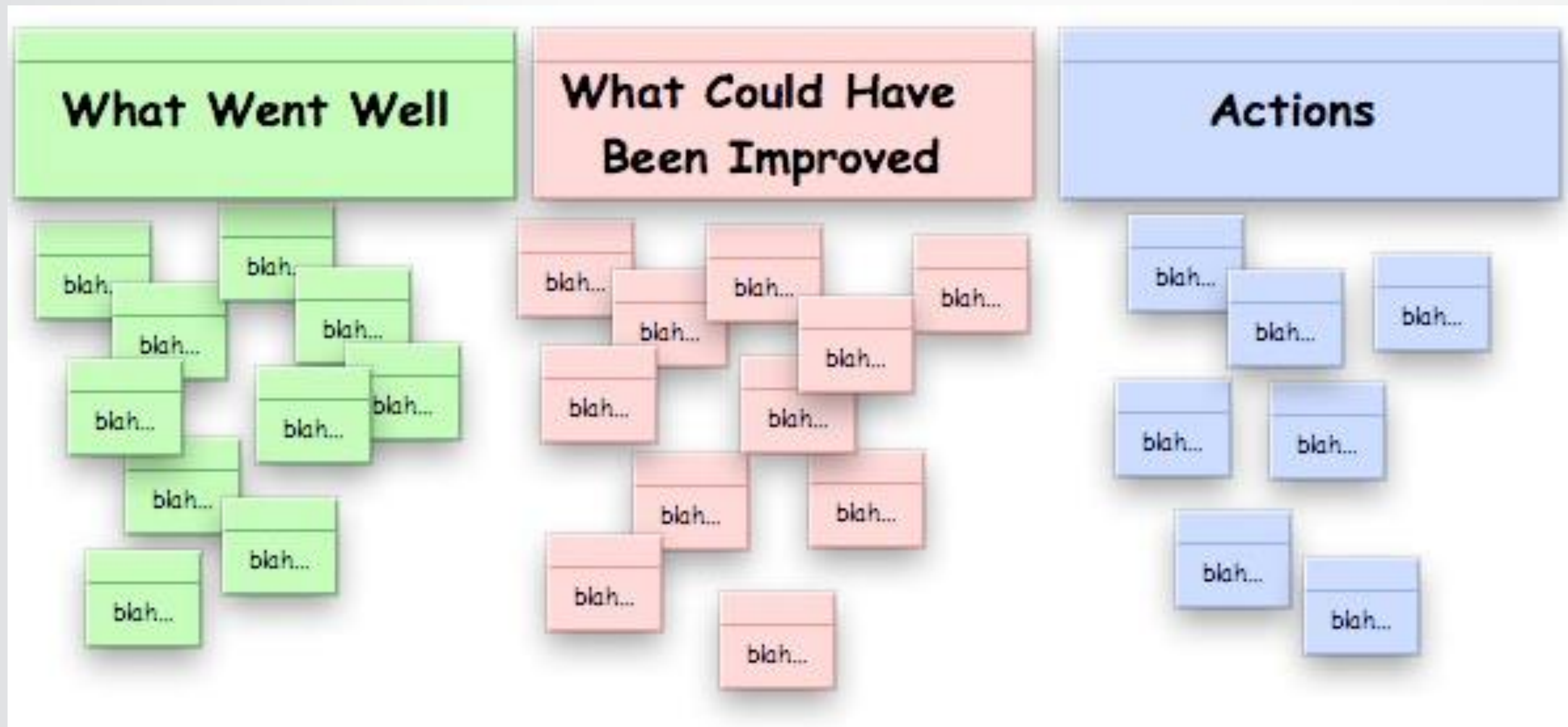


Sprint Review

- Team shows 'Done', working, tested software
- Feedback received from Stakeholders
- Changes are discussed and fed into the Product Backlog
- The team discusses what went well, problems encountered, and how they were resolved
- **Input:** Done Increment
- **Output:** Refined Product Backlog

Duration:
Not more than 2hrs/Sprint

Sprint Retrospective



Retrospective

- Inspect how the last Sprint went re. people, relationships, process, tools
- Identify what worked well, what needs improvement, what questions needs answering
- Concrete improvement proposals that include objectives and steps to achieve those objectives
- **Input:** Increment, Sprint Goals list
- **Output:** Action Plan for area to improve

Duration:
Not more than 90 minutes/Sprint

Scrum Ceremonies

Ceremony	Time Box	Input	Output	Value
Backlog Grooming*	<1 hr	Draft User Stories, Epics from Product Owner	Finalized User Stories Technical Stories Ranking for top PBIs	Product Backlog & Team are ready for Sprint Planning
Sprint Planning	<8 hr	Ranked Product Backlog with Acceptance Criteria	Sprint Backlog: • Selected stories + estimates • Tasks + estimates*	Team has a plan to implement Sprint Backlog
Daily Stand-Up	<15 min	In-progress Tasks	Stories/Tasks updated Impediments raised	Team members on same page re: Sprint progress and impediments
Sprint Review	< 2 hr	Demo prepared for completed stories	New Stories, based on review by Product Owner Ranking may be revised	Ensure appropriateness of deliverables
Retro-spective	<1.5 hr	Sprint performance data, e.g. Burndown chart	Short list of improvements for next Sprint, with owners	Learn from experience, enable continuous improvement

* Not officially a Scrum Ceremony or Practice

Decrease

- Uncertainty and risk
- Wasted process effort
- Wasted development effort
- Chaos in the delivery cycle
- Inability to adapt to changing needs / demands



Increase

- Predictability
- Visibility of Delivery
- Speed to Market
- Customer satisfaction
- Alignment with business priorities
- Focus on Quality
- Team Morale

Value & Risk Rating

1. Business values and risks on slide above, currently exist in your organization as well
2. As a team, **rate the current prevalence** of these values and risks in your organization
3. Use scale 1 through 5 ; **1 - least prevalent , 5 - most prevalent**
4. Write your findings on your board
5. Each team presents

Total time for discussion (10mins)

Total time for Presentation & Questions (3-5mins)

1. Why Agile

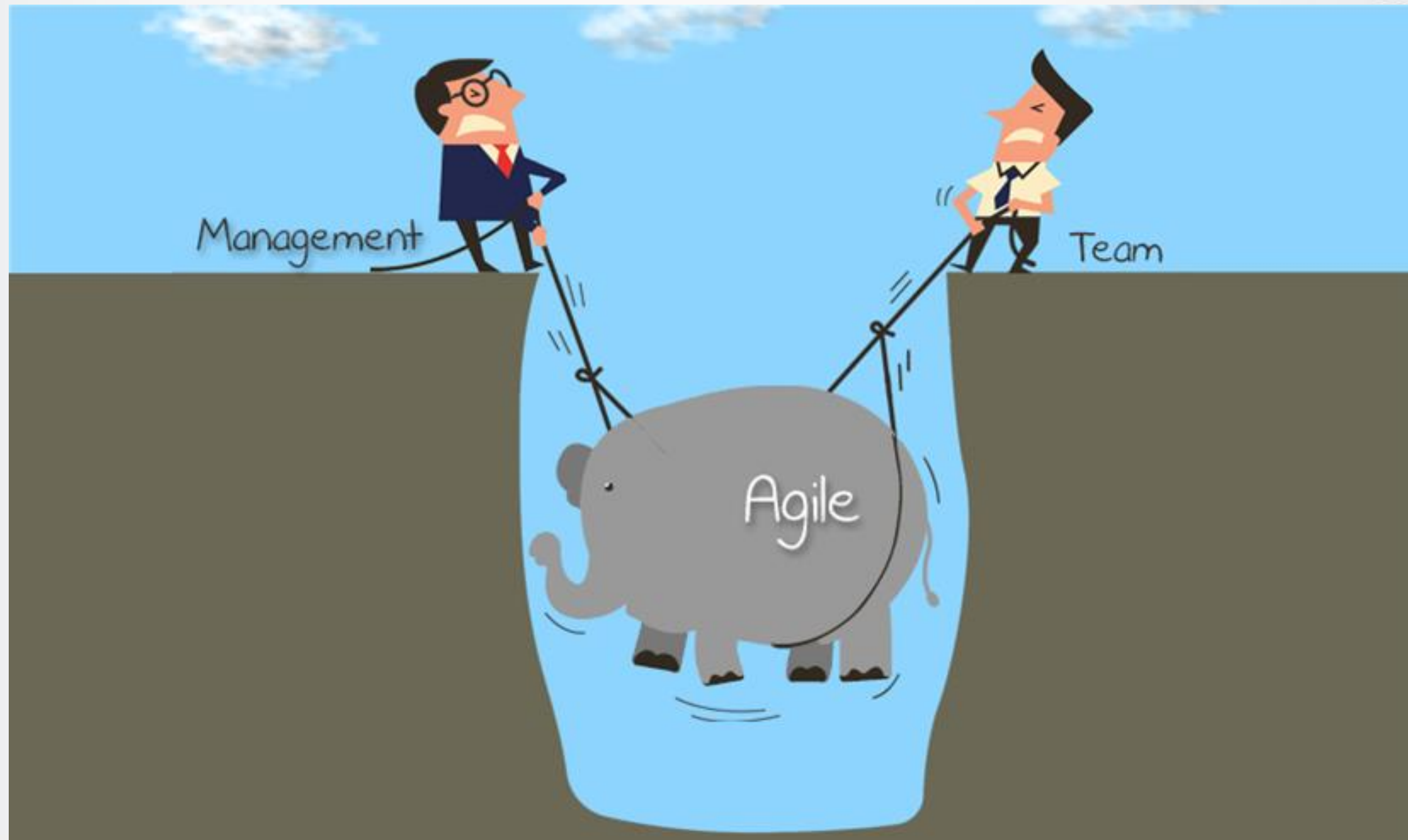
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The Agile Lift



Management Vs. Leadership

"Management is getting people to do what needs to be done"

"Leadership is motivating people to want to do what needs to be done"

Management	Leadership
Tasks/things	People
Control	Empowerment
Efficiency	Effectiveness
Doing things right	Doing right things
Speed	Direction
Practices	Principles
Command	Communication

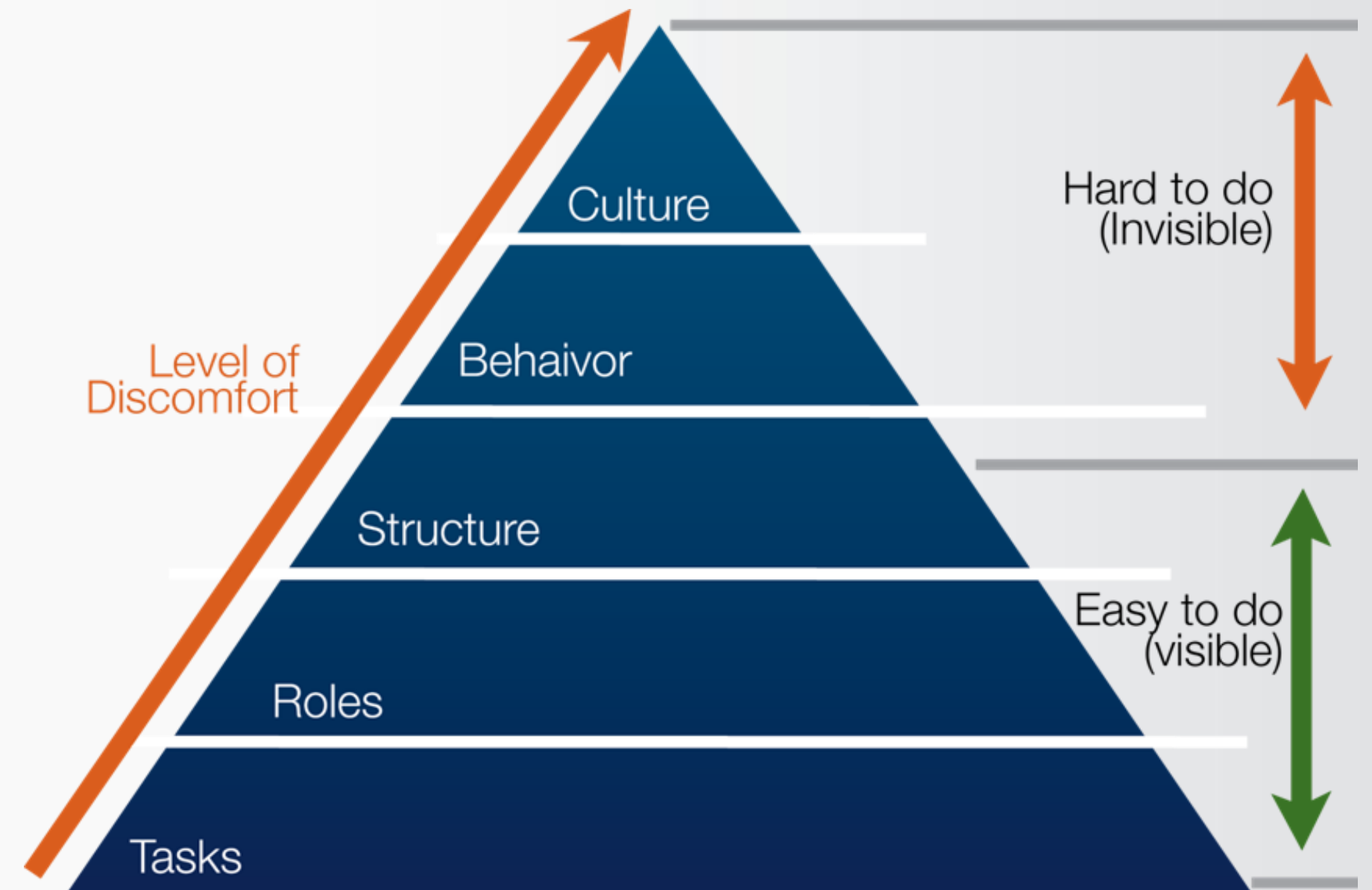
Mindset Shift

From:

Management has successfully mastered the art of planning and monitoring the development process through hierarchical control

To:

Management enables an Agile culture of continuous evolution toward more successful fluid division of work that emerges and self-adjusts in response to changing conditions



10 Intrinsic Desires

Acceptance	The need for approval
Curiosity	The need to think
Power	The need for influence of will
Honor	Being loyal to a group
Social Contact / Relatedness	The need for friends
Idealism / Purpose	The need for purpose
Status	The need for social standing
Independence / Autonomy	Being an individual
Order	Or stable environments
Competence / Mastery	The need to feel capable

Use 7 approaches to competency

1. Self-Development
2. Coaching & Mentoring
3. Training & Certification
4. Culture & Socialization
5. Tools & Infrastructure
6. Supervision & Control
7. Management



Seven Levels of Authority

1. **Tell**: make decision as the manager
2. **Sell**: convince people about decision
3. **Consult**: get input from team before decision
4. **Join**: make decision together with team
5. **Advise**: influence decision made by the team
6. **Confirm**: ask feedback after decision by team
7. **Delegate**: no influence, let team work it out

Management in the Agile Environment

Team focused to support and motivate

- Autonomy, mastery, purpose
- Multi-disciplined teams, product focused, co-located
- Servant leadership
- Team members are not “pluggable resources”

Expect the issues to surface

- Agile is designed to highlight problems
- Work with the teams to resolve
- Agile is not a “silver bullet”

Create focus, eliminate waste

- Do not try to advance on too many fronts
- Keep it simple; clear goals; focus on value

Encourage Collaboration

- Collaborate continuously

Be present and supportive

- Go to reviews
- Ensure obstacles are removed

The Servant Leader:

- ▶ Listens to and supports team members in decision-identification and decision-making
- ▶ Understands and empathizes with others
- ▶ Encourages and supports the personal development of each individual
- ▶ Persuades, rather than uses authority
- ▶ Thinks beyond day-to-day realities
- ▶ Looks for where he/she could help without diminishing others' commitment
- ▶ **Builds Trust with followers**

Executive Responsibilities in Agile World

Familiar

- Build organization
- Run the business
- Manage budgets
- Handle problems passed up chain
- Recruit, hire, fire
- Handle reviews, raises, career development
- Formalize, disseminate technical best practices

Not Appropriate

- Commit deliverables unilaterally
- Direct day-to-day Team activities
- Modify scope mid-Sprint

New



- Sponsor/Participate in Agile Transformation
- Champion the Agile process
- Not be Scrum Masters, Product Owner!
- Arrange funding, training, tools, facilities (e.g., Team Space),...
- Back up Team Members, Scrum Masters, Product Owners
- Motivate and inspire
- Servant leadership by example
- Respect the process!
- Establish self-organizing, cross-functional teams
- Find ways to reduce waste and organizational impediments

Management Jenga

Scenario 1

1. Select a person to be the Manager on your team
2. The team will play Jenga but **no one other than the Manager can speak**, He will be the only one directing each team member's participation, all actions in Jenga will be controlled by the Manager and the team members will comply.
3. Manager only directs and keeps the time but does not participate

Total time for Activity (10mins) , Review Time (5mins)

Scenario 2

1. Select a person to be the Scrum Master on your team, He will only facilitate team participation
2. The team will play Jenga with open participation from all team members in his activity.
Support your team members and provide suggestions to build the tower
3. Scrum Master will only support and facilitate, keep the time but does not participate

Total time for Activity (10mins) , Review Time (5mins)

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New Rules and Roles for HR

Traditional Management

Focus on Control & Alignment



Creates: Execution, Order, Control

HR's Job: Implement controls, standards, and systems to **drive alignment & execution**

Agile Management

Focus on Speed & Customers



Creates: Adaptability, Innovation, Speed

HR's Job: Implement programs, systems, strategies, which **foster expertise, collaboration, and decision-making**

Agile HR

- Examples of agile HR strategies include:
 - Training leaders at all levels of the company to act as hands-on coaches, not "managers".
 - Designing the organization into small, high-performance teams that set their own targets.

Agile Contracting Models

- New contract models emerged for agile contracts
- Goals, objectives, and visions are established early
- Buyers and suppliers collaborate throughout contract

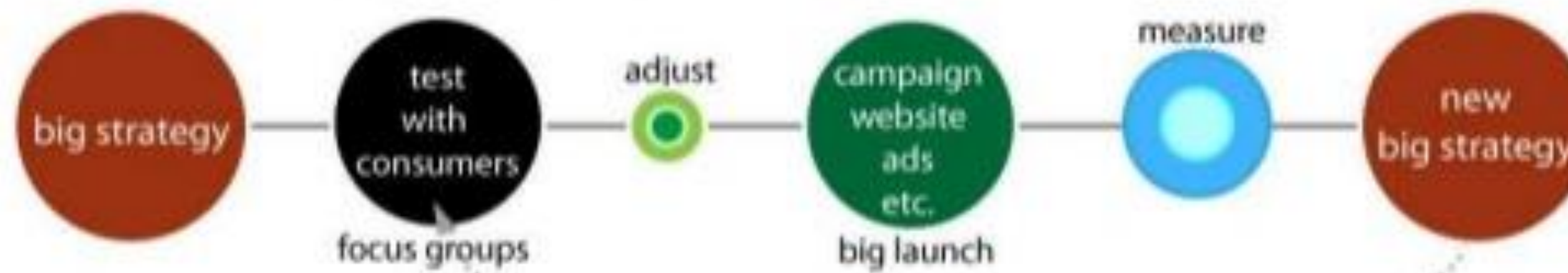
Contract Type	Description
Dynamic Value	Specify initial scope and needs (with iterative enhancements)
Performance Based	Establish performance objectives (but not technical solutions)
Target Cost	Broad boundaries for time, cost, and quality (but not scope)
Optional Scope	Set minimum and maximum costs (based on initial scope)
Collaborative	Outline initial scope (with fixed no. of releases and iterations)
Lean	Lean tools such as small batches, Kanban, WIP constraints, etc.

Rico, D. F. (2011). *The necessity of new contract models for agile project management*. Fairfax, VA: Gantthead.Com.

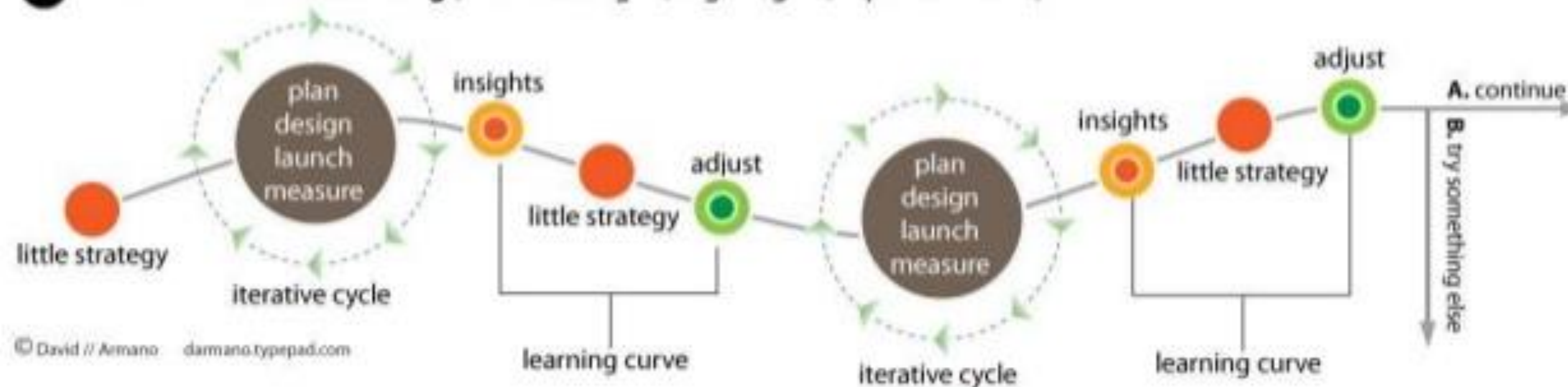
Comparison of Contract Models

Attribute	Traditional Contract Models	Agile Contract Models
Requirement Definition	All the requirements are defined at the time of contract creation.	Requirements are added in the product backlog which is flexible not fixed at the time of contract creation.
Change control	There is a separate change control system for managing changes.	Agile very well manage the changes by non contractual evolving product backlog.
Budgeting	Budgeting is done upfront at the planning stage with penalty clauses.	Budgeting is done as per sprints with shared gain/pain model.

1 Conventional Marketing (big ideas, big bang launch, big budgets)

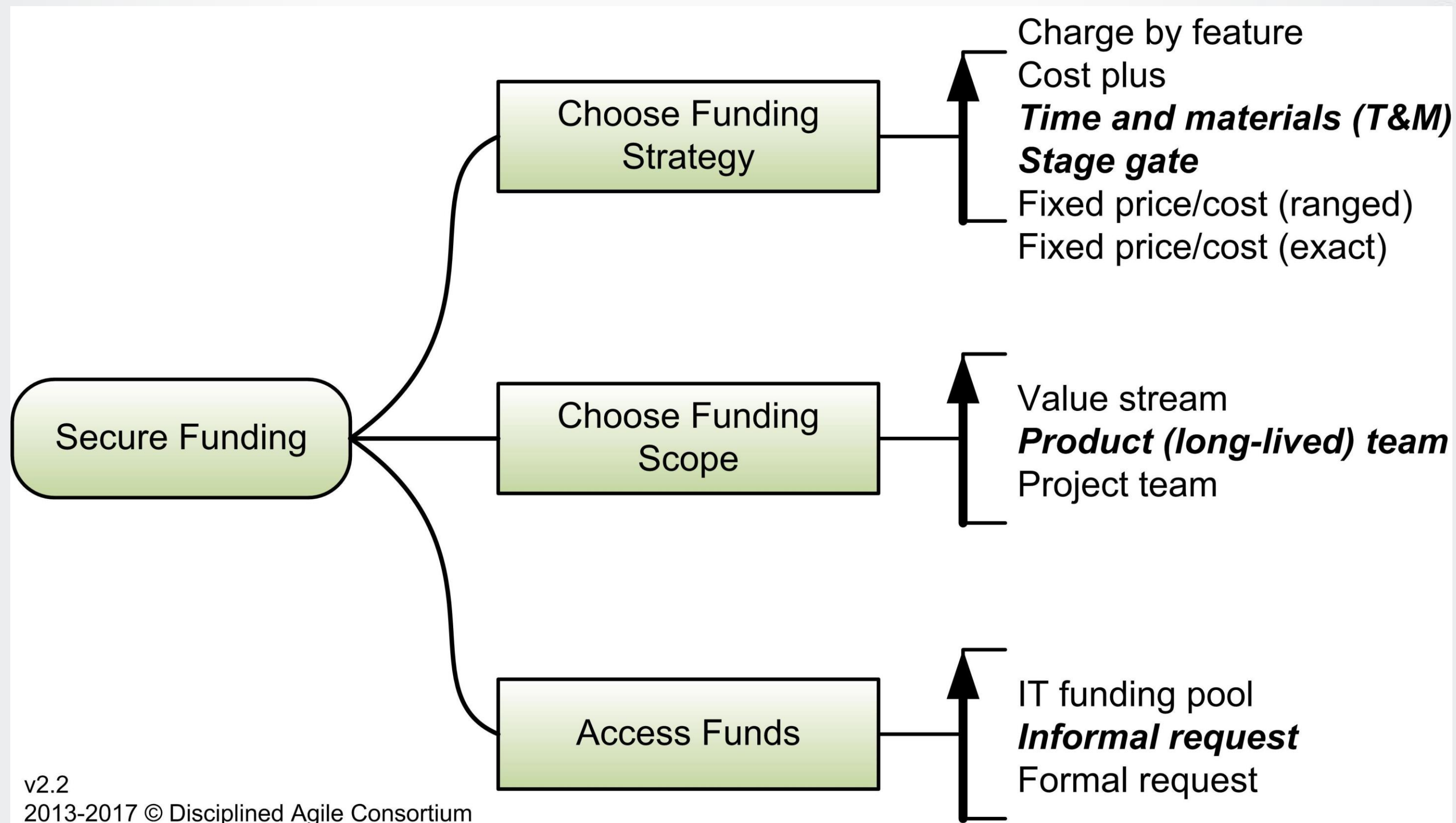


2 Unconventional Marketing (micro strategies, big insights, rapid iterations)



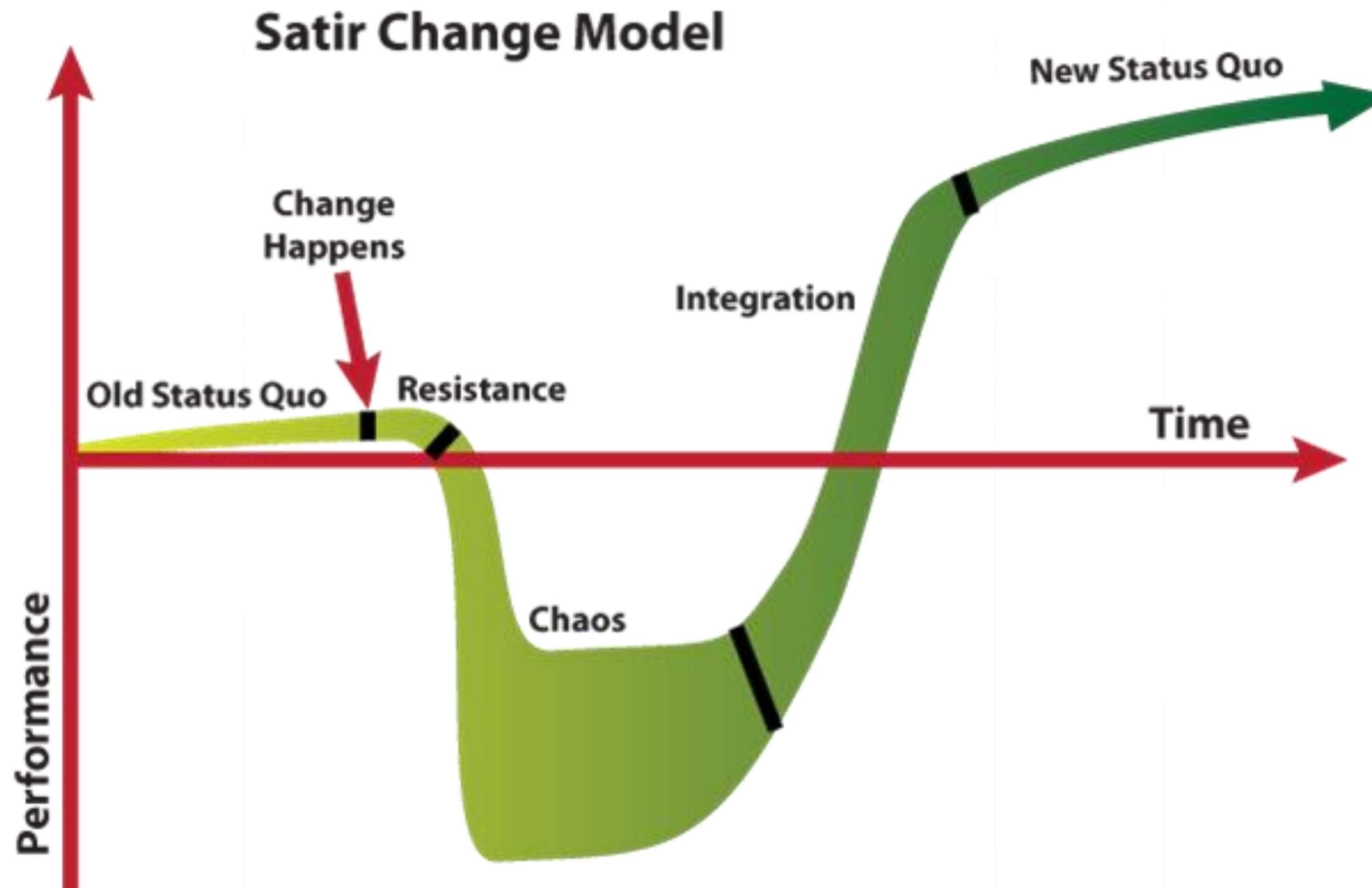
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- Expense project labor costs during the preliminary (feasibility) phase
- Once the asset is defined and budget authorized, project labor costs to create the asset are capitalized
- Following production implementation and stabilization, maintenance costs and bug fixes are expensed





SATIR Change Model for Agile Transformation



Managing Change in your Organization

1. Consider SATIR model implementation within your organization
2. As a team, discuss **how best to work through various stages of change through** your organizational transformation
3. Write your findings on your board
4. Each team presents

Total time for discussion (10mins)

Total time for Presentation & Questions (3-5mins)

Q&A or Comments



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TECHNOLOGIES, INC.

Thank You

info@ramantech.com