

Project Management and Agile Development

This is not going to be an in-depth or deep dive into methodologies. It will be an overview of tools to solve the vexing problems that teams are faced with when given a project to complete.

For the **General User Group**, it will be high level – we only have about 45 minutes after all.

For the **Developers**, I have something different in mind – a look into the small, independent team and developer's professional lives and how the tools help remove constraints and other types of problems.



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- Our training has helped our customers learn how to get the most out of Microsoft Project and Microsoft Project Server and we help them understand the discipline of Project Management. We have been doing this for 20 years.

Today's Presenter

- Sam Huffman
- PMP, MCT, MCITP
- Microsoft Project MVP
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Member of original Project Team at Microsoft

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I am a certified Project Management Professional, Microsoft Certified Trainer, Microsoft Certified IT Professional, and in 2010 & again in 2011 was awarded the prestigious Most Valuable Professional – or MVP – designation by Microsoft in recognition of his contribution to the worldwide Project user community.

Welcome & Agenda

- PM Tools of the Trade
- Agile / SCRUM Tools
- Q&A



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Here is today's agenda – essentially a tour of the **TOOLCHEST**.

1. PM Tools are not limited to MS Project or Project Server!
2. Agile and Scrum are “twists” to PM and it's tools. They are a cool set of scalable team management tools. **(Yes, MS Project does fit in this model!)**
3. What if you have a teeny team? Do you still need fancy tools to conduct you projects?

Traditional PM Tools



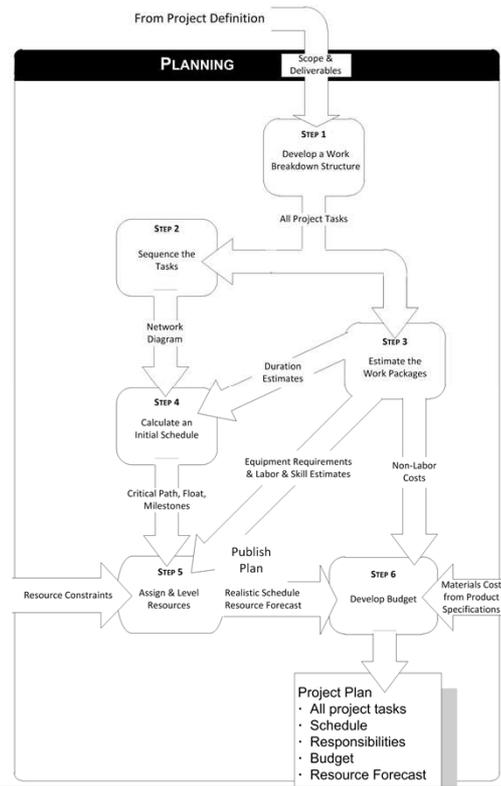
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A Planning Method

- Create and outline the project tasks
- Sequence the tasks
- Estimate work and task duration
- Analyze initial schedule
- Adjust it to make schedule & other goals



The planning process. This structured approach is valued highly for predictability and for scalability. Works as an estimating and risk management tool as well.

Notice that it is dependent on a strong definition. The definition is usually structured as well. This can also be an iterative approach.

Statement of Work

- Purpose
- Scope Statement
- Deliverables
- Objectives
- Cost & Schedule Estimates
- Organization Structure
- Monitoring & Control Processes
- Risks
- Project Specific Issues



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On larger projects this tends to be a living document. It is valuable as the agreement from everyone on the project. Often its signed.

Is this just for a large project?

What else could be in a SOW?

(Smallest I have seen is a one pager containing only the necessary items for a 2 week simple project.)

Any **good** plan would include a schedule

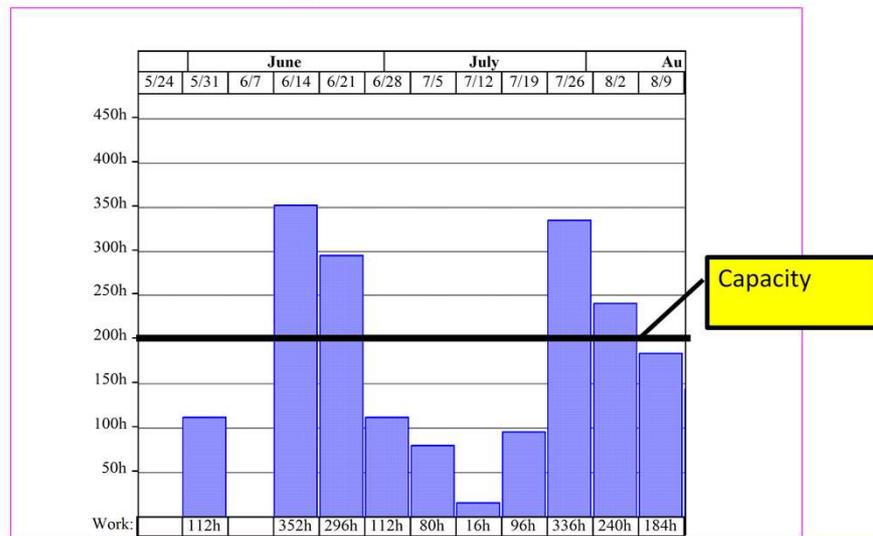
(The concept you are about to see is at the very heart of MS Project!)

Task	Skill	Equip	1	2	3	4	5	6	7	8	9
4.1	2A, B	X	█								
4.2	2B	X	█								
4.3	2A, B, C	X			█						
4.4	B, C	X			█						
4.5	C	X					█				
4.6	2A, C	X								█	
4.7	2A, B	X								█	
	Resource	Plan									
	A		2	2	4	2	2	0	0	4	
	B		3	3	3	2	2	0	0	1	
	C		0	0	2	2	2	1	1	1	
	X		2	2	3	2	2	1	1	2	

- Concurrent activities, not just a waterfall
- Resource head count is measurable – **even if small – this is a measurement of “capacity” needs to meet the schedule.**
- When converted to effort and cost, cash and work flow is observable. Should move with the current date.

Next chart looks at the project through the eyes of the resource.

Resource Histogram



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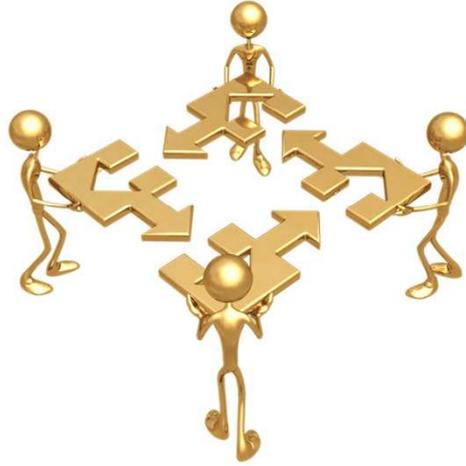
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The resource histogram helps the PM / Scrum master / Team Leader find problems in assignments.

Histogram and Capacity. Also Current Date, Completed Work, Remaining Work

In the world of Software, Agile and Scrum methods (horrible name. Actually a rugby term – you’ll see that again coming up.) parallel those found in traditional PM. They are interesting and may be all you need to manage rapid development.

Agile Development Tools



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We're losing the relay race

“The... ‘relay race’ approach to product development...may conflict with the goals of maximum speed and flexibility. Instead a holistic or ‘rugby’ approach—where a team tries to go the distance as a unit, passing the ball back and forth—may better serve today’s competitive requirements.”

Hiroataka Takeuchi and Ikujiro Nonaka, “The New New Product Development Game”, *Harvard Business Review*, January 1986.

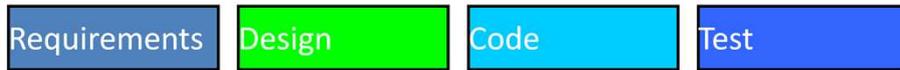


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Jan de Rijke, Mountain Goat Software
From redistributable presentation on SCRUM

Sequential vs. overlapping development



Rather than doing all of one thing at a time...

...Scrum teams do a little of everything all the time

Source: "The New New Product Development Game" by Takeuchi and Nonaka. *Harvard Business Review*, January 1986.

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SCRUM is a subset of AGILE – all we have to remember is that we aren't planning series of tasks – we're planning concurrently towards a goal.

Scrum has been used by:

- Microsoft
- Yahoo
- Google
- Electronic Arts
- High Moon Studios
- Lockheed Martin
- Philips
- Siemens
- Nokia
- Capital One
- BBC
- Intuit
- Intuit
- Nielsen Media
- First American Real Estate
- BMC Software
- Ipswitch
- John Deere
- Lexis Nexis
- Sabre
- Salesforce.com
- Time Warner
- Turner Broadcasting
- Oce



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Scrum has been used for:

- Commercial software
- In-house development
- Contract development
- Fixed-price projects
- Financial applications
- ISO 9001-certified applications
- Embedded systems
- 24x7 systems with 99.999% uptime requirements
- the Joint Strike Fighter
- Video game development
- FDA-approved, life-critical systems
- Satellite-control software
- Websites
- Handheld software
- Mobile phones
- Network switching applications
- ISV applications
- Some of the largest applications in use



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The Agile Manifesto—a statement of values

Source: www.agilemanifesto.org

Individuals and interactions	over	Process and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

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From redistributable presentation on SCRUM
And from Agilemanifesto.org

Let's start with the assumptions that Agile and Scrum makes. The Agile Manifesto nicely states what the core values are.

The emphasis here is on ***collaboration and speed***:

- **Working software, not models**
- **Customer relationship NOT restrictive agreements. (What's the danger to the developer here?)**
- **Rapid change management**

So the tools utilized take on a more "Personal Hands On" approach to managing the project

Backlogs

Core - Sprint 16 Backlog																
Team:	8	Sprint Start Date:	9/25/2006													
Days:	10	Sprint End Date:	10/6/2006													
Hours:	45															
Max Hrs:	358															
Working Days Left:		10 9 8 7 6 5 4 3 2 1														
		Remaining Effort in Hours														
#	Gemini	Item	Task	Status	P1	P2	9/25/2006	9/26/2006	9/27/2006	9/28/2006	9/29/2006	10/2/2006	10/3/2006	10/4/2006	10/5/2006	10/6/2006
1		Complete XXX Page (continued)					344	317	248	226	176	176	120	93	22	8
2		licensing (design only)		Complete	CJ	CC	40	37	32	16	16		8	0.5		
3		Field visibility (tech design)		In Progress	SB	CJ	20	20	20	20	20		20	20	4	1
4		Remove side panel & implement tabs		Complete	GB	AM	24	20								
5		Lookups (dropdowns, lookups, datepicker)														
6		Classification Code implementation		Complete	SB	GB	32	27	23	8						
7		Lookup control build		Complete	SB	GB				32	24		8			
8		UI Testing		In Progress	CA								8	6	4	
9		Documentation		In Progress	GB								8	8	2	
10		Web participation		Complete	GB		8	5	8							
11		AAA Use Cases														
12		ABC Management		Complete	RG	AT	4	4	4	4	4		4	4		
13		Personal Information Management		Complete	RG	AT	4	4	4	4	4		4	4		
14		Address Management		Complete	RG	AT	36	36	32	24	16		12	6		
15		DEF Management (scenario 1)		Complete	RG	AT	8	8	5	5	4		4	4		
16																
17																

Graphic Courtesy Richard Banks, MXL



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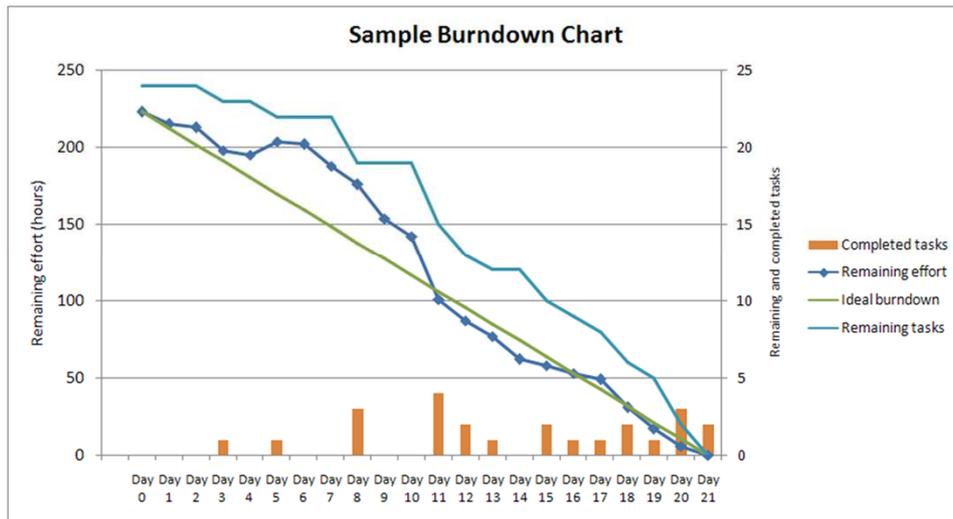
This should look familiar by now:

Work organized and accounted for; remaining work noted as well as the task state.

Backlogs have a lot of flavors: can be used for work, tasks, use your imagination!

The next tool **graphically** looks at the project and tasks from the remaining work and task perspective:

Burndown Chart



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This is an example of a simple **“Burndown Chart”**. This example came from an Excel spreadsheet. The X axis represents time, and the chart graphics represent the comparison of :

- **Remaining work** to an ideal or baselined amount of work. Remaining work above the baseline means work isn't being accomplished quickly enough.
- **Remaining tasks** to the number of tasks completed.
- When the current date is at the end of the burndown, there should be no work left.
- Advantage of using this is:
 - **the focus on work and task completion.**
 - **Uncluttered** – easy to understand
 - **Easy to update**
- **Disadvantage:** Unless the planning that underlies the numbers is based on history or a more comprehensive plan, the chart can be misleading.

Reading List

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Thank You!

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Hopefully, this provides an explanation of who we are and what we are passion passionate about.

AS for who I am <NEXT SLIDE>

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- Agile / SCRUM Tools
- Team Leader Needs
- Q&A



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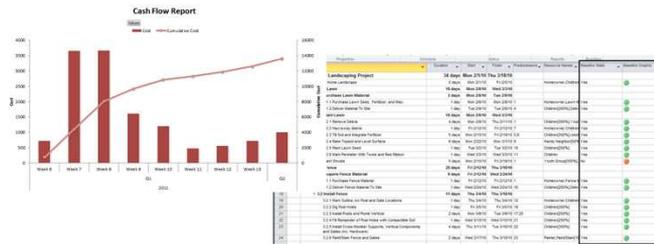
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A Look at MS Project

- Traditional: The Planning Model
- Comparison of Traditional VS. Agile / Scrum *in the same file.*
- Features Providing Power for managing any size team.



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This will be a demo of Project using the file “PM Agile Sample”

Views:

Resources, show work and cost tables, group by resource group and point out group totals

Gantt, show work and cost

Task Usage, integrate cost, work over time

Resource Graph, the resource graph over Gantt

Tracking Gantt.

Visual Reports – show resource remaining work, cost over time, etc.

Project brings the power of built in disciplinary focus. It’s about PM, not cells in a spreadsheet.

Agile / Scrum has it’s tools as well:

Scrum Models

- Great Examples of available templates
- Excel templates mean rapid tool use with minimal learning curve.
- Have you checked out MSF? MS Word and MS Excel documents that can save *hours* of planning time.



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I don't have it yet, but TFS has new Scrum add-ins!
Microsoft Foundation provides many templates for project control though all phases.

Team Leader Tools



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As promised, I'll now show an example backlog, burndown chart, and introduce you to the MSF and templates:

Rb_sprint.xls - Richard Banks sample file has burndown and backlog. (Example is only about a week's duration.)

The tools I've shown so far refer to other control documents in the context of reporting. Control documents...

Use Control Documents (A Few)



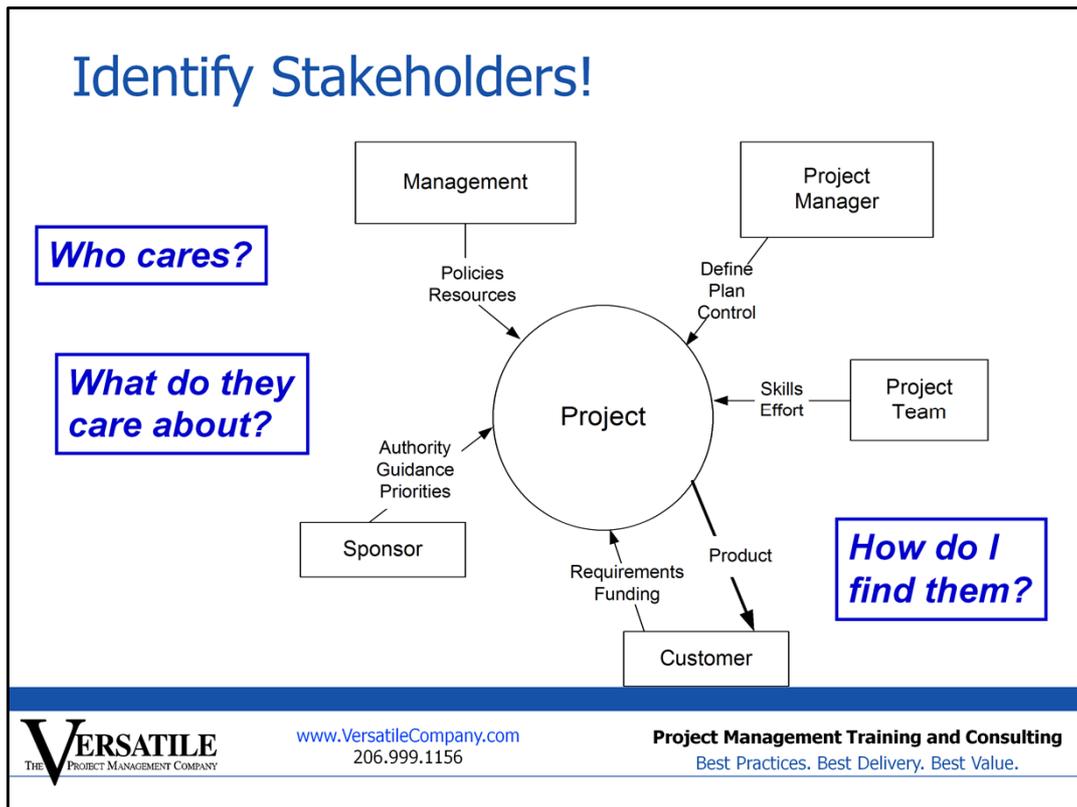
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It doesn't take many. Just the effective ones! **Cool leaders follow the cool rule: The best tools help you understand the people, their roles and their responsibilities. Reduces frustration and increases control. COOL IS THE RULE.**

Check out the next couple of tools.



Stakeholder diagram or statement. Helps with communication, authority, and influences.

While there are all kinds of stakeholders, these typical stakeholder roles exist on all projects. One of the challenges of stakeholder management is to **find** the stakeholders. With this perspective you could ask, “On this project who is providing the *skills and effort*?” or “Who is providing the *funding*?” The answers to those questions are your stakeholders. This type of questioning might surface more stakeholders than the PM would initially list as stakeholders.

Note the role inputs to the project and the outputs.

Once we know who the players are....

Responsibility Matrix

EXAMPLE STAKEHOLDERS

MAJOR PROJECT ACTIVITIES	EXAMPLE STAKEHOLDERS					
	Sponsor	Customer	Project Team	Supplier	Project Manager	Purchasing Manager
1			R			
2	A	C	R	I		I
3		R		C		
4	A	A		R		C
5		I				
6						

R – Responsible for driving execution
 A – Final approval for decisions
 C – Must be consulted
 I – Must be informed



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We can give them responsibility over their area of the project or even tasks.

How would this help with responsibility?

Could you manage a project using only this chart?

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