Agile Project Management and PMI's DA Toolkit for Team & Enterprise Agility

A Free Course for PMI-KSA members

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PMP
CAPM
PMI-PBA
PMI-RMP
PgMP
PMI-ACP
PMI-SP
PfMP
DA SCRUM MASTER
DA SENIOR SCRUM MASTER
DA VALUE STREAM CONSULTANT
DA COACH

SA Leading SAFe®
SPC Implementing SAFe®
SP SAFe® for Teams
SSM SAFe® Scrum Master
SASM SAFe® Advanced Scrum Master
RTE SAFe® Release Train Engineer
POPM SAFe® Product Owner/ Product Manager
SDP SAFe® DevOps
ASE SAFe® Agile Software Engineering
ARCH SAFe® for Architects
APSM SAFe® for Agile Product and Solution Management

INSTRUCTOR DAC

SPC SAFe 5

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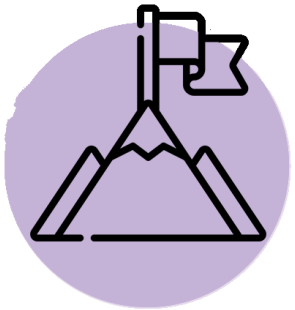
Dr Faiz Rasool

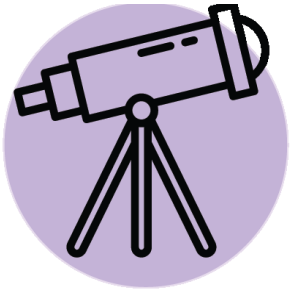
Getting to Know Each Other

My name is _____.

My role at work is _____.



What will make this course a success for me? _____.



One thing you don't know about me is _____.

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PMI TRAINING SCHOOL

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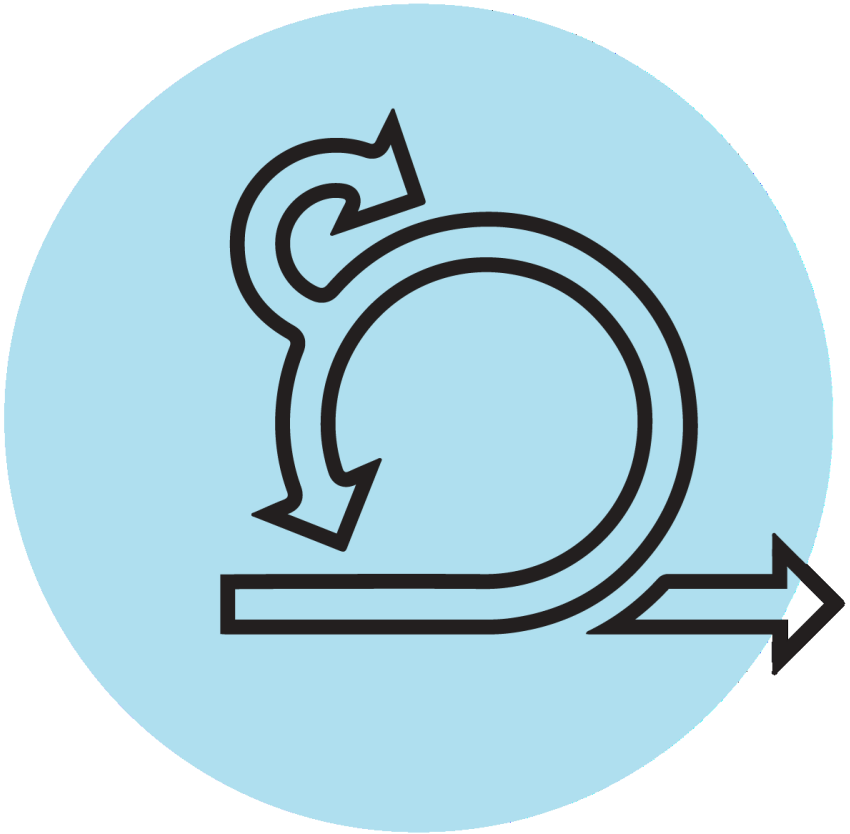
Agile Project Management ?



Disciplined Agile

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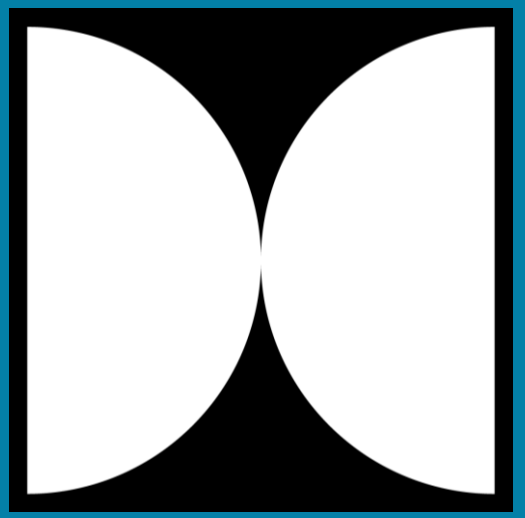
Agenda

In this lesson, you'll learn agile concepts and how to work with agile as a Disciplined Agile Scrum Master (DASM)™. The DASM coordinates and facilitates agile "ceremonies" or critical team events involved in developing a solution. The DASM also helps the team improve their processes by implementing Disciplined Agile® (DA™), which is based on agile and lean approaches.



1. Traditional approach to technology powered products
2. What is Agile?
3. The Agile Manifesto
4. How Does Agile Work?
   - The Iterative Process
   - Planning an Iteration
   - Agile Ceremonies and Artifacts
   - User Stories
   - Iteration Demonstration
5. Information Radiators

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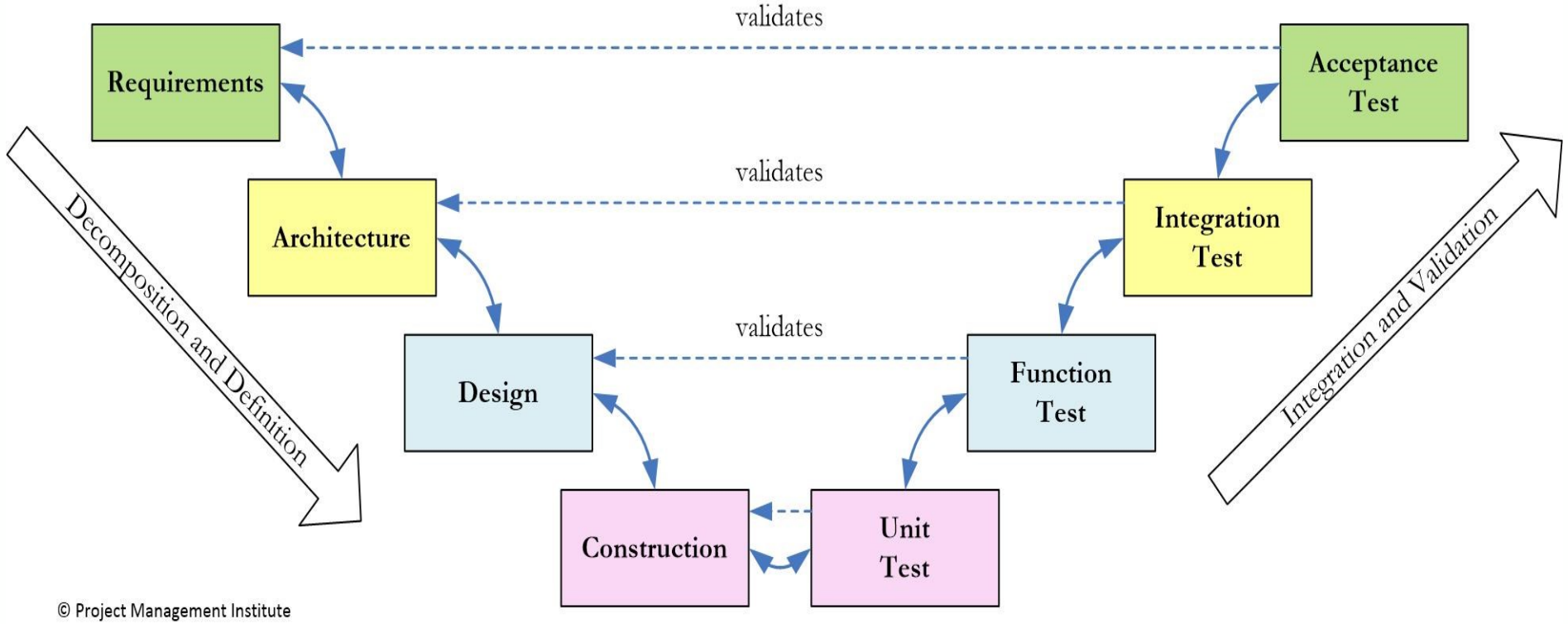

Predictive SDLC

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Yay or Nay?

Predictive SDLC approach is a defined – Process approach

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Yay or Nay?

In V-Shaped approach to Project Management, The team members are used effectively

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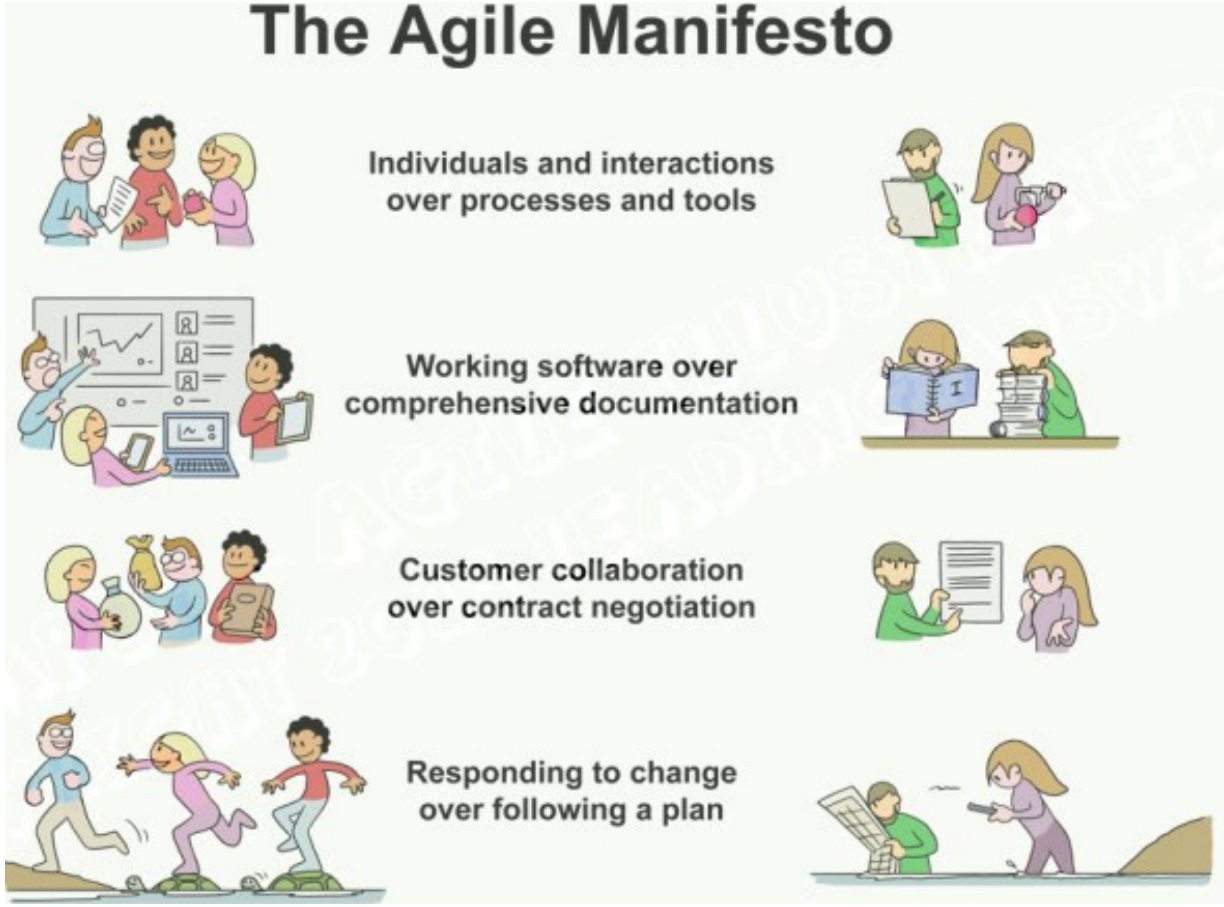
The 4 Values of the Agile Manifesto



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The 12 agile principles*

*Quoted from the Agile Manifesto at http://agilemanifesto.org

1 Satisfy the customer

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2 Welcome change

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

3 Deliver frequently

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4 Work together

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

5 Trust and support

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

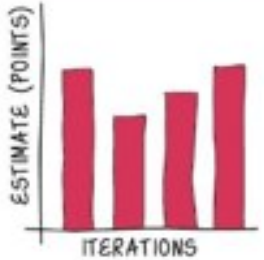
6 Face-to-face conversation

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7 Working software

Working software is the primary measure of progress.

8 Sustainable development



Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9 Continuous attention

Continuous attention to technical excellence and good design enhances agility.

10 Maintain simplicity

The art of maximizing the amount of work not done - is essential.

11 Self-organizing teams

The best architectures, requirements, and designs emerge from self-organizing teams.

12 Reflect and adjust

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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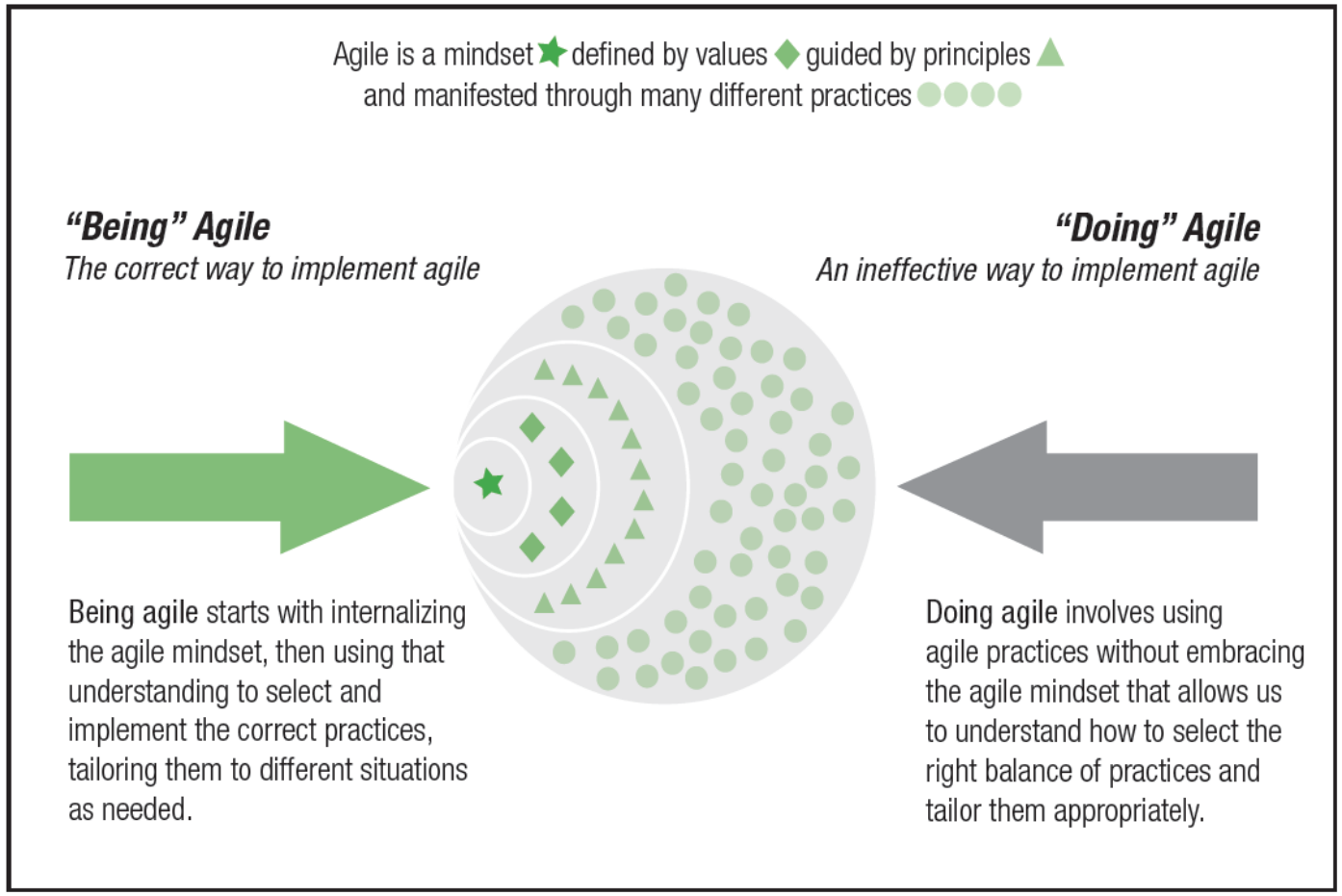
Being Agile Versus Doing Agile



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Yay or Nay?

Agile Manifesto is applicable to all type of projects

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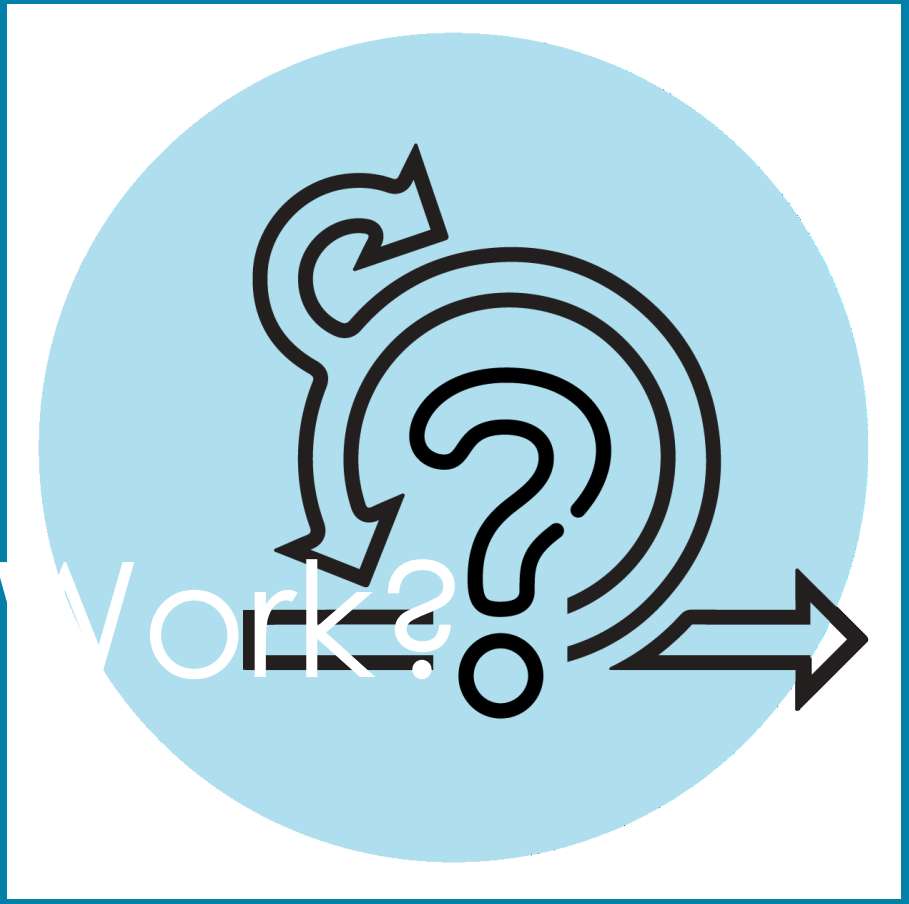
How Does Agile Work?



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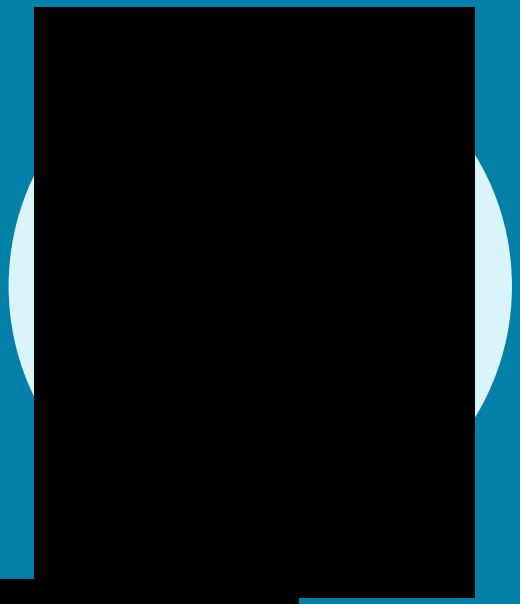
The Iterative Way of Working



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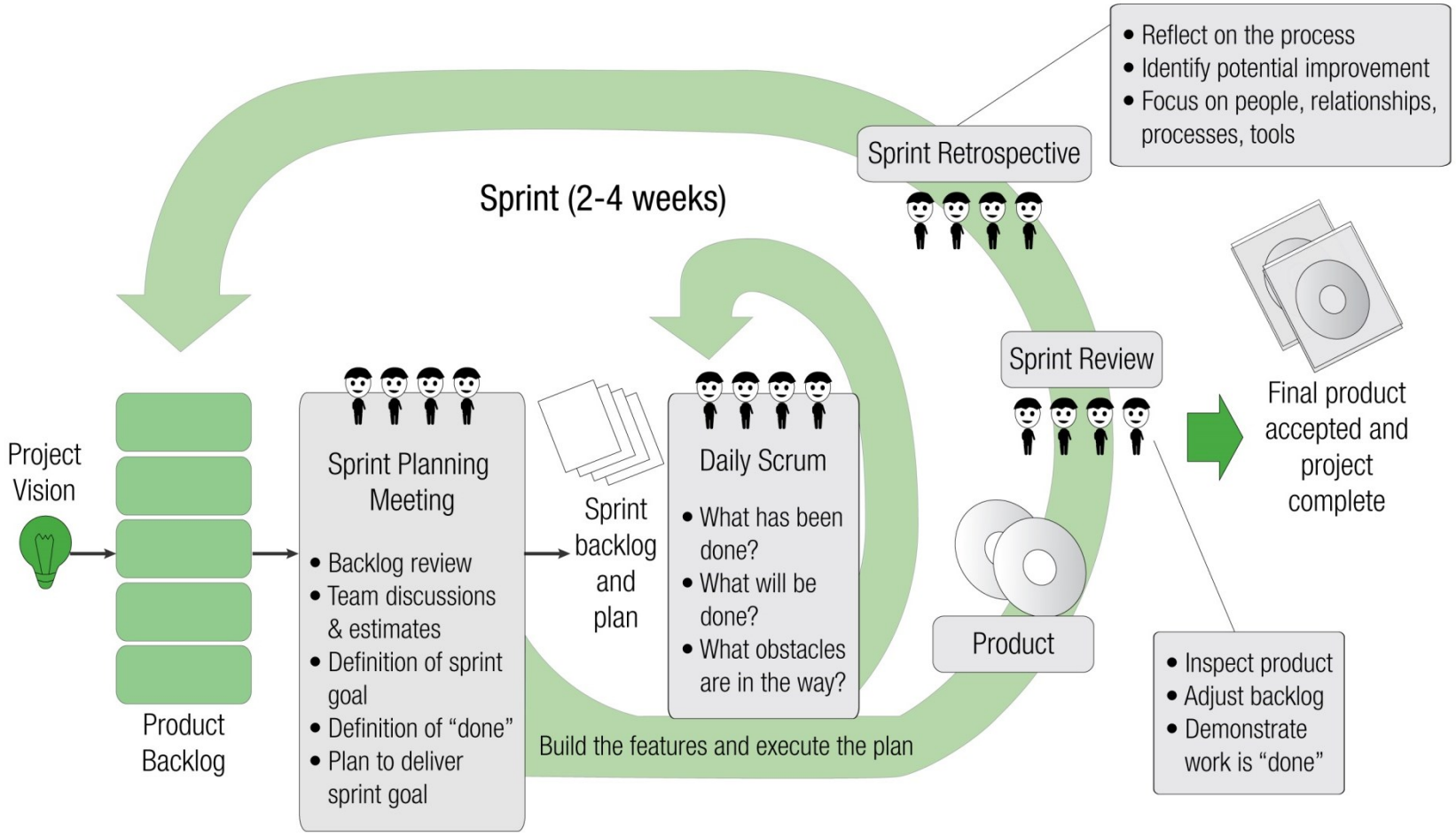
Scrum Process



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There is no Standard for Agile Terminology

DA strives to be agnostic.

Disciplined Agile Terms	XP Terms	Scrum Terms	Spotify® Terms
Iteration	Iteration	Sprint	Sprint
Team Lead	Coach	Scrum Master*	Agile Coach
Daily Coordination Meeting	Daily Meeting	(Daily) Scrum Meeting	Huddle
Retrospective	Retrospective	Sprint Retrospective	Retrospective
Team	Team	Team	Squad, Tribe
Architecture Owner	Coach*	--	--
Domain Expert	Customer*	Customer*	Customer*

* Means “not an exact match”

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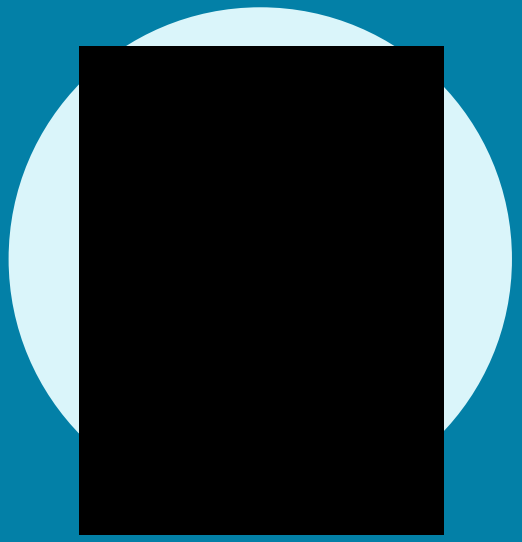
Try It Out: Planning an Iteration



I will be the **product owner**.

You will each be **team members**.

Our task will be to pull those tasks with the most immediate need from the **product backlog** into the **next iteration**.

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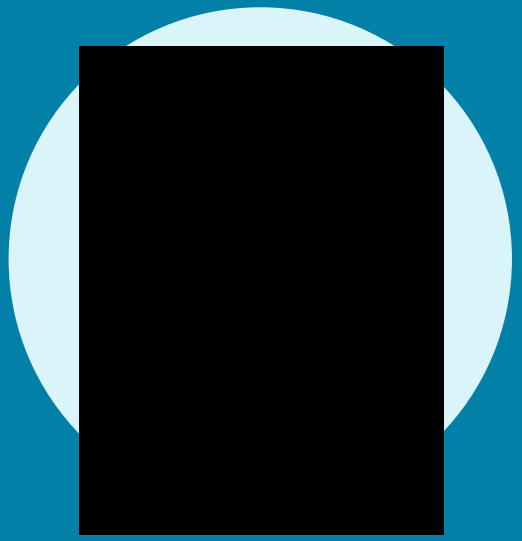
Planning an Iteration



Product Backlog

Card 1:

As a learner, I'd like to learn more about how agile works.

Card 2:

As a learner, I'd like to learn the steps my team needs to take to choose its own way of working.

Card 3:

As a learner, I'd like to be able to build and maintain an effective Disciplined Agile team.

Card 4:

As a learner, I'd like to learn about what Disciplined Agile is.

Card 5:

As a learner, I'd like to find out about how to influence team-level agility outside my team.

Card 6:

As a learner, I'd like to learn the principles, promises and guidelines that govern Discplined Agile.

Iteration

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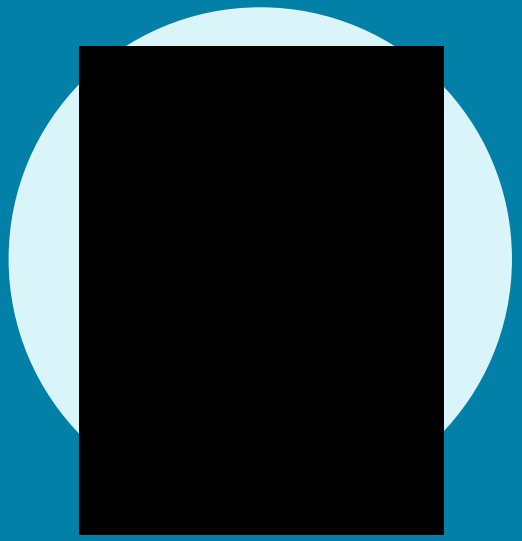
Planning an Iteration



Product Backlog

Card 2:

As a learner, I'd like to learn the steps my team needs to take to choose its own way of working.

Card 3:

As a learner, I'd like to be able to build and maintain an effective Disciplined Agile team.

Card 5:

As a learner, I'd like to find out about how to influence team-level agility outside my team.

Iteration

Card 1:

As a learner, I'd like to learn more about how agile works.

Card 4:

As a learner, I'd like to learn about what Disciplined Agile is.

Card 6:

As a learner, I'd like to learn the principles, promises and guidelines that govern Discplined Agile.

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Agile Ceremonies

Product Backlog Refinement	The activities to add and prioritize user stories/ Features and risks in the product backlog. Product owner is responsible for this activity. Scrum Master and teams helps the PO in this task
Iteration Planning	The activities to prioritize and identify the stories and concrete tasks for the next iteration. Also known as “loading the front burner” or “sprint planning.”
Daily Coordination Meeting	A regular, short meeting of the team where status is exchanged, progress is observed, and impediments are noted and removed. There are many approaches to doing this. Also known as the daily standup or scrum.
Iteration Demonstration	The event that showcases what the team accomplished in the iteration. It focuses on value delivered and getting feedback from stakeholders.
Iteration Retrospective	A structured reflective practice to learn and improve based on what has already been done. The purpose of retrospection is to build team commitment and transfer knowledge to the next iteration and other teams.

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Agile Ceremony Summary

Product Backlog refinement

Attendees	Frequency	Length of Time	Purpose
Team members, team lead, product owner PO is responsible for this activity	Beginning of the project and ongoing basis	About 1-2 hours	The intent of backlog refinement is to ensure that the backlog remains populated with items that are relevant, detailed and estimated to a degree appropriate with their priority, and in keeping with current understanding of the project or product and its objectives

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Agile Ceremony Summary

Iteration Planning

Attendees	Frequency	Length of Time	Purpose
Team members, team lead, product owner	Beginning of every iteration	About one hour for each week of iteration	Set the team up for success; the product owner and development team discuss the product and iteration backlogs and the amount of work to be completed.

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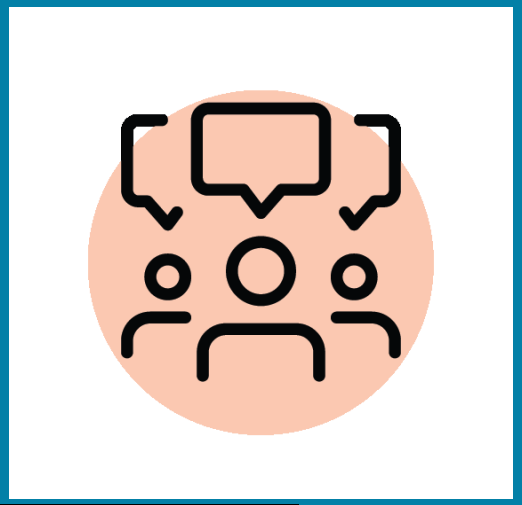
Agile Ceremony Summary



Daily Coordination Meeting

Attendees	Frequency	Length of Time	Purpose
Team members, team lead, product owner	Once daily, at a time that works for the team.	About 15 minutes	Light, quick meeting to let the team know what was completed, in progress and blocking.

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Agile Ceremony Summary

Iteration Demonstration

Attendees	Frequency	Length of Time	Purpose
Team Members, Team Lead, PO Stakeholders (optional)	At the end of an iteration	About 30-60 minutes	Showcases the work of the team during an iteration.

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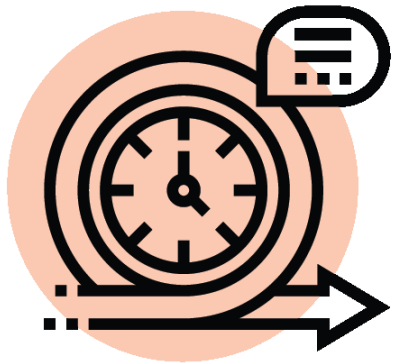
Agile Ceremony Summary



Iteration Retrospective

Attendees	Frequency	Length of Time	Purpose
Team Members, Team Lead, PO	At the end of an iteration	About 60 minutes	Helps the team understand what is and what is not working with the team.

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Agile Ceremonies

Iteration Planning

Coordination Meeting

Iteration Demonstration

Iteration Retrospective

Activity Book

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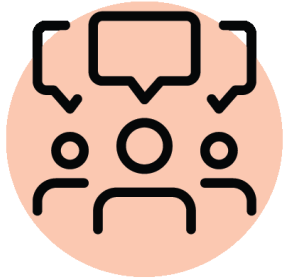
Agile Ceremonies Answers

Iteration Planning



Coordination Meeting

Iteration Demonstration

Iteration Retrospective

Activity Book

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Agile Artifacts

Product Backlog	The list of work required to create the product. The artifact that collects all the work flowing to the team. The product owner prioritizes the product backlog, signaling to the team what work is the most important.
Iteration Backlog	The list of work to be completed in an iteration in the order determined by the team.
Burndown Chart	A graphic representation of how quickly the team is working through work items. The burndown chart shows the total effort of work for each iteration.
User Story	A tool used in agile to capture a description of a feature from an end user's perspective. A user story describes the type of user, what they want, and why. A user story helps to create a simplified description of a requirement.

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User Stories

(Explore Scope > Explore Usage)

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Effective User Stories

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Example User Story

Writing User Stories

As a participant,

I want to learn how to write user stories **so that** I can use them in my own team setting to enable our agility.

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Yay or Nay?

User stories are tools used in agile to capture
a description of a feature from the end user's perspective.

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Yay or Nay?

User stories are only written by the product owner.

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Yay or Nay?

A good user story is independent, valuable and complex.

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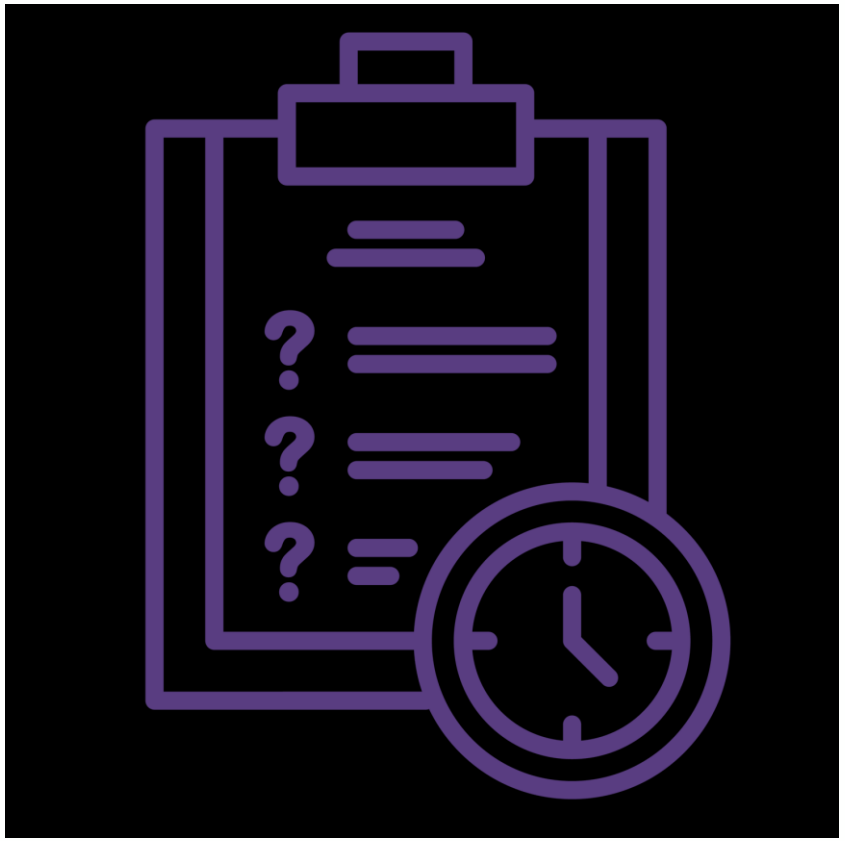
Estimating User Stories

(Plan the Release > Choose Estimation)



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Common Estimation Challenges and Solutions

Estimates are

- Best **guesses**
- Based on **current information**
- **Refined as we go** and gain more information

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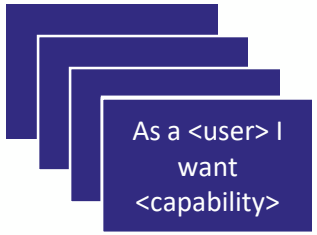
Team Estimation Steps

Starting Point



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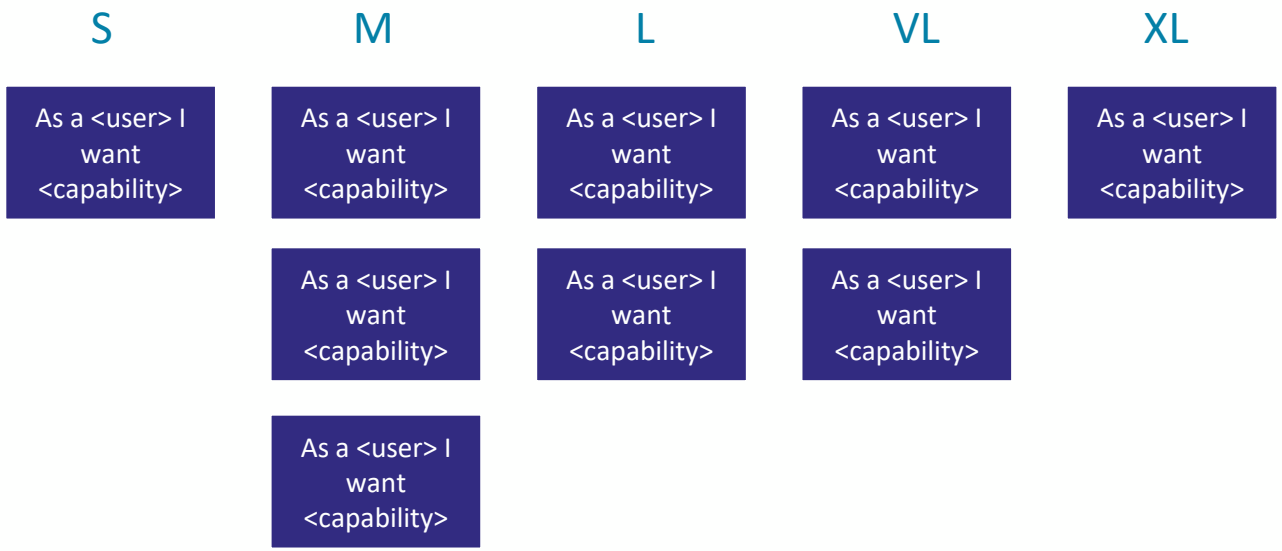
Team Estimation Steps

Starting Point

Ending Point



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Knowing When the Story Is Done

(Explore Scope > Explore Quality Requirements)

How do we know the user story is **done**?

How do we know we have **completed** it and can **move on** to the next story?

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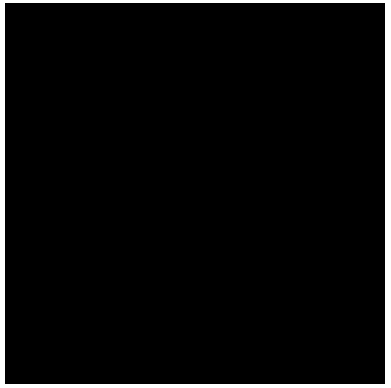
When is the Story Done?



- **Acceptance criteria**
  Detailed aspects of a high-level requirement from the point of view of a stakeholder, which are unique for each user story

- **Definition of done**
  a checklist of what makes a story "done," in general, for all user stories

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Example Acceptance Criteria

User Story

As a *participant,*

I want *to learn how to write user stories*

so that *I can use them in my own team setting to enable our agility.*

Acceptance Criteria

We have covered the topic of user stories

We have watched a video on user stories

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Defining "Done"

Accelerate Value Delivery > Verify Quality of Work

Definition of Done (DoD):

an **agreed upon** set of **items** that

must be satisfied before a user story can be considered complete

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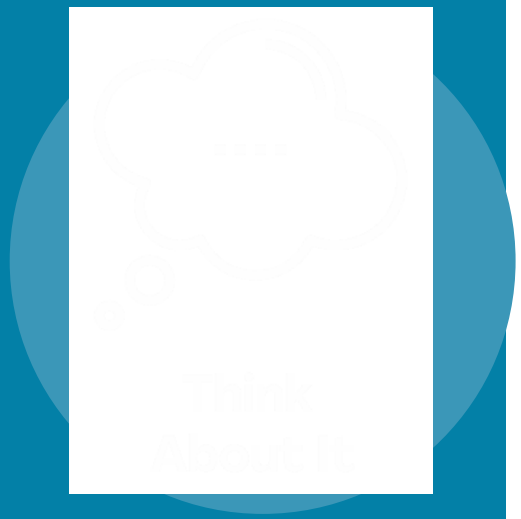
What's Your Definition of "Done"?



Done.

What is a **definition of "done"** for the work in this lesson?

What **points** do we need to **check off** before we can consider each topic finished?

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Definition of Done Example

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Iteration Demo

Produce a Potentially Consumable Solution > Ensure Consumability

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What is the Purpose of the Iteration Demonstration

The purpose of iteration demo…

- Demonstrate each story: **how features function.**
- **Ensure consumable** solution.
- Focus on **value delivered.**
- Gather **feedback from stakeholders.**

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How a Demo Works

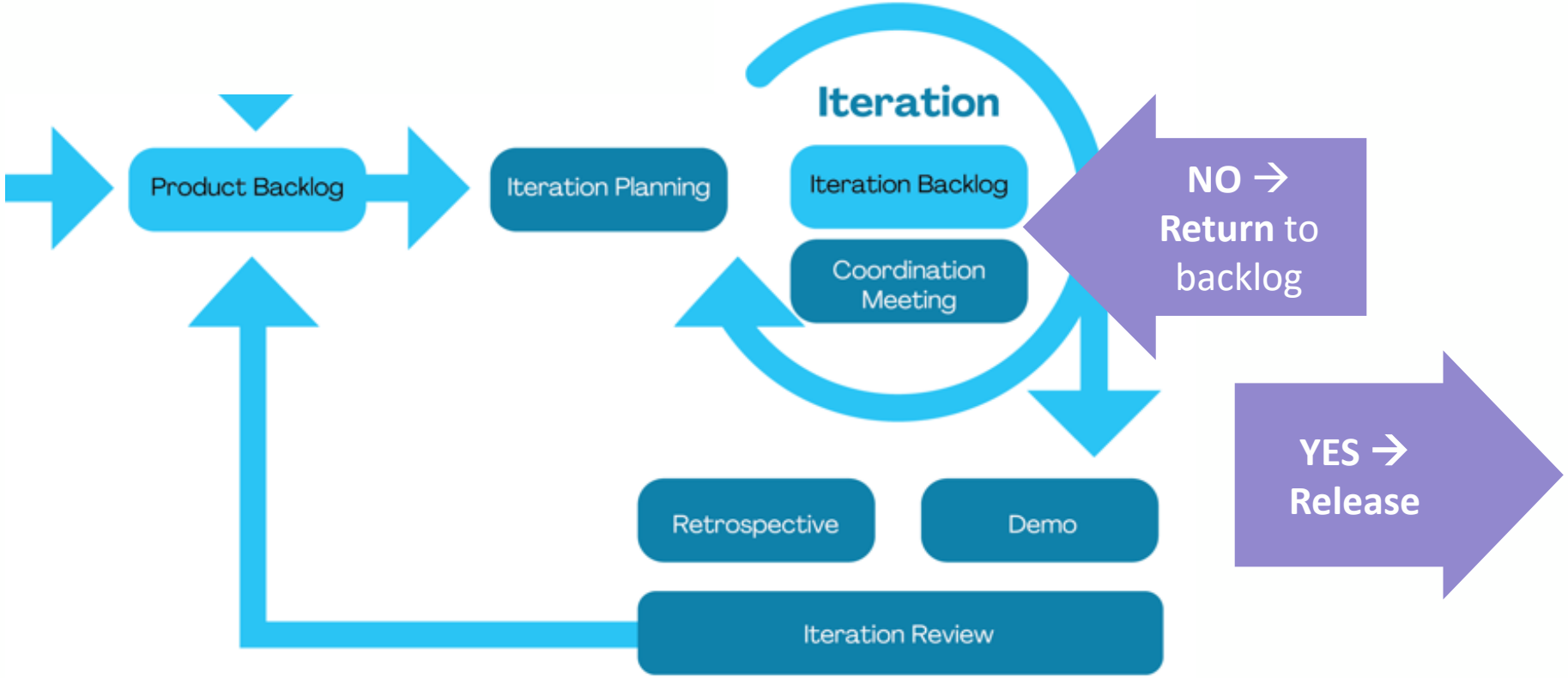
1. Does it meet the **definition of done**?

If yes→

2. **Demonstrate** features.

3. Solicit **feedback.**

- Is it **ready** for release?
- Does it meet **customer needs**?
- Is it **free of issues** requiring more work?



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Poll: Demos Question 1

Does your team conduct demos?

a. Yes

b. No

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Poll: Demos Question 2

Can a demo include unfinished stories?

a. Yes

b. No

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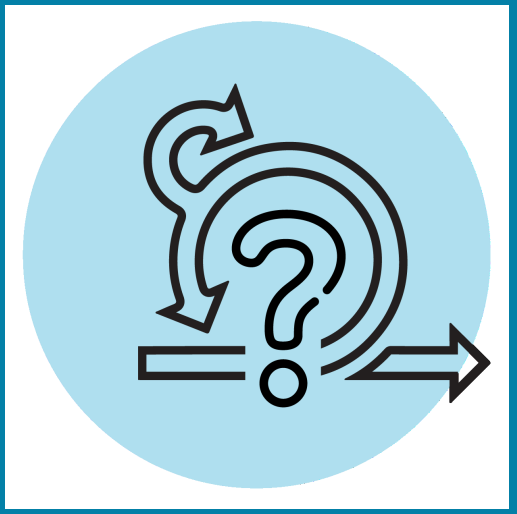
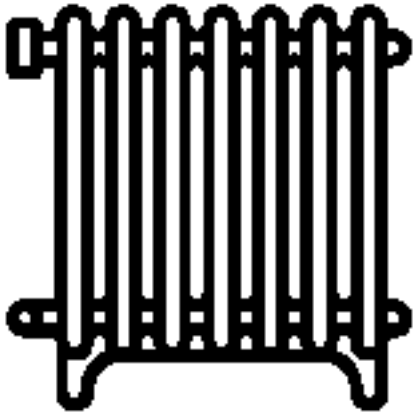
How Do You Keep Your Team Informed?



How do you keep your team informed about where everything is—both within the current iteration and for the overall project?



Use an information radiator.

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Information Radiator

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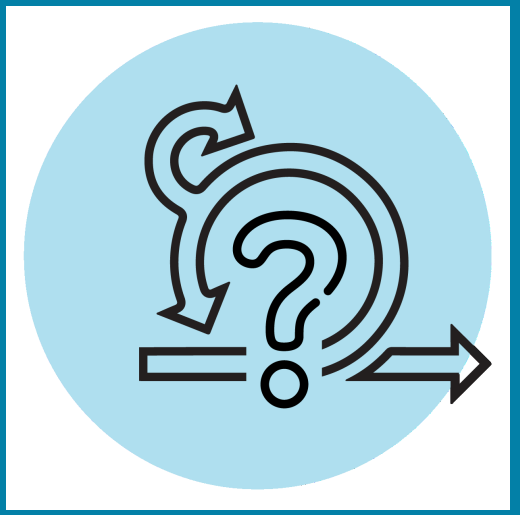
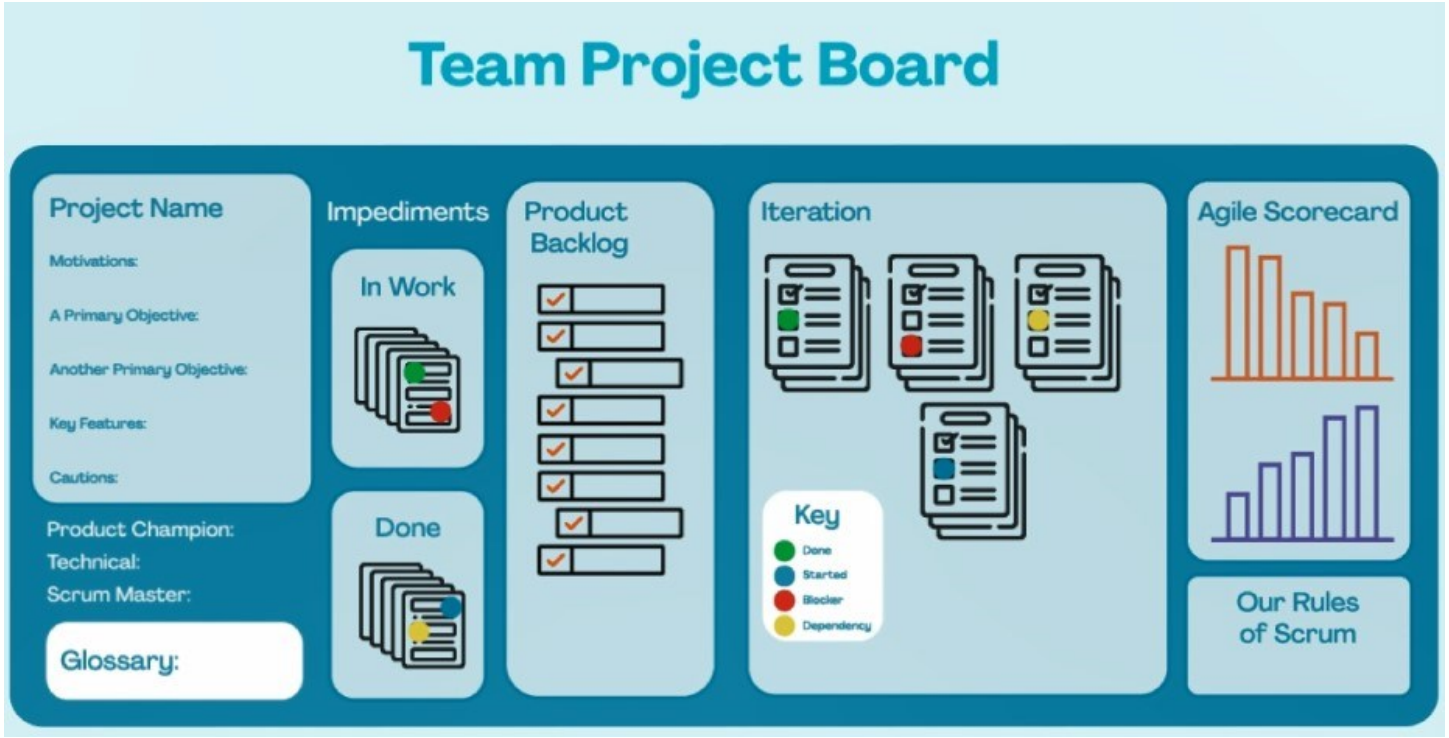
Information Radiator





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Yay or Nay?

Agile is just for software development teams.

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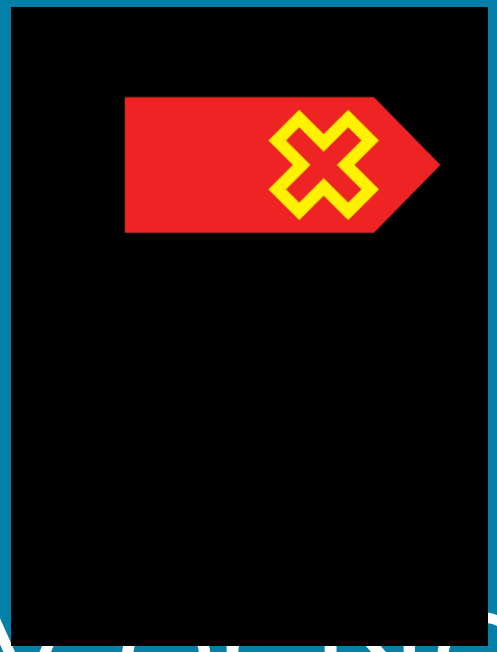

Yay or Nay?

Agile is based on systems thinking.

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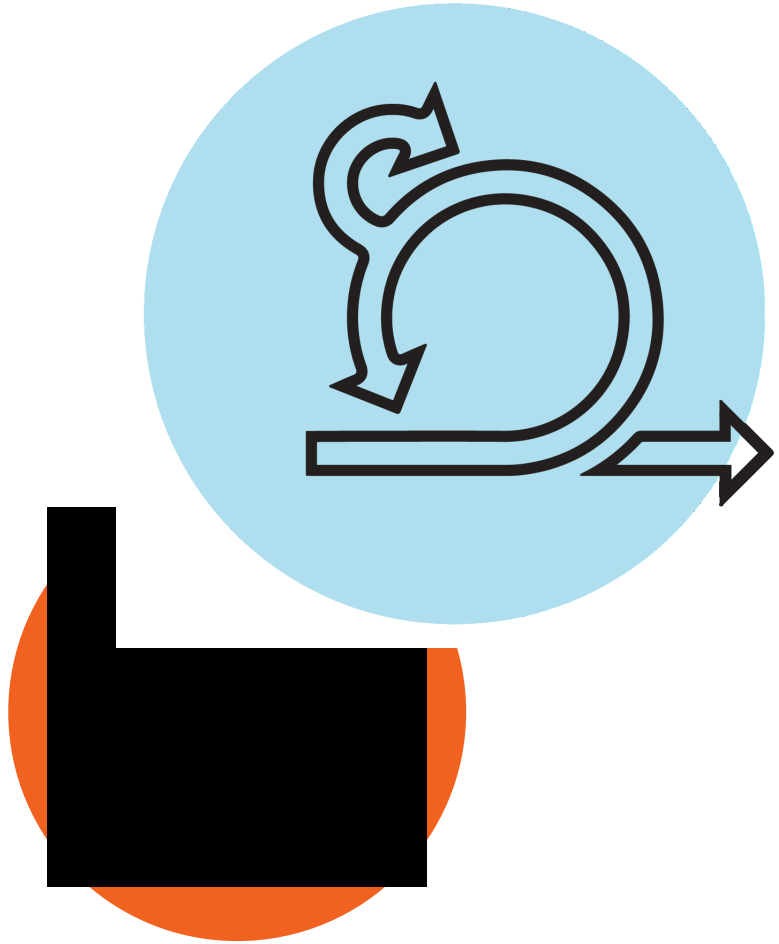
Agile and You

Think about your answers to these questions:

1. What are two points that **stood out** for you?
2. What's one point that's **still puzzling** for you that you need to dive deeper into?
3. What's one idea that, if implemented, **will help your team**?



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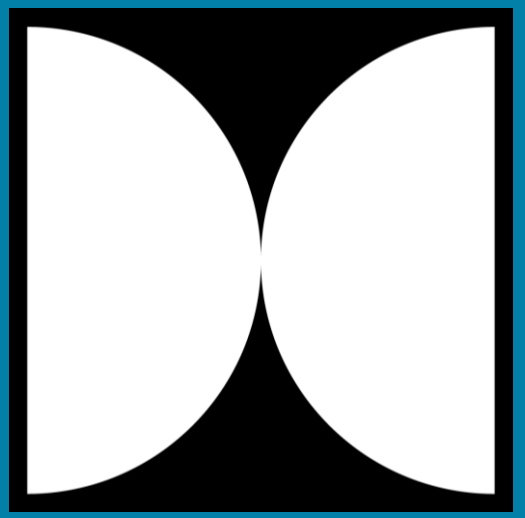
Conclusion



Disciplined Agile

You now know about:

1. What **agile** is and where it originated.
2. How **agile works**, including the iterative process.
3. Agile **ceremonies and artifacts.**
4. How to build an **information radiator.**

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Why

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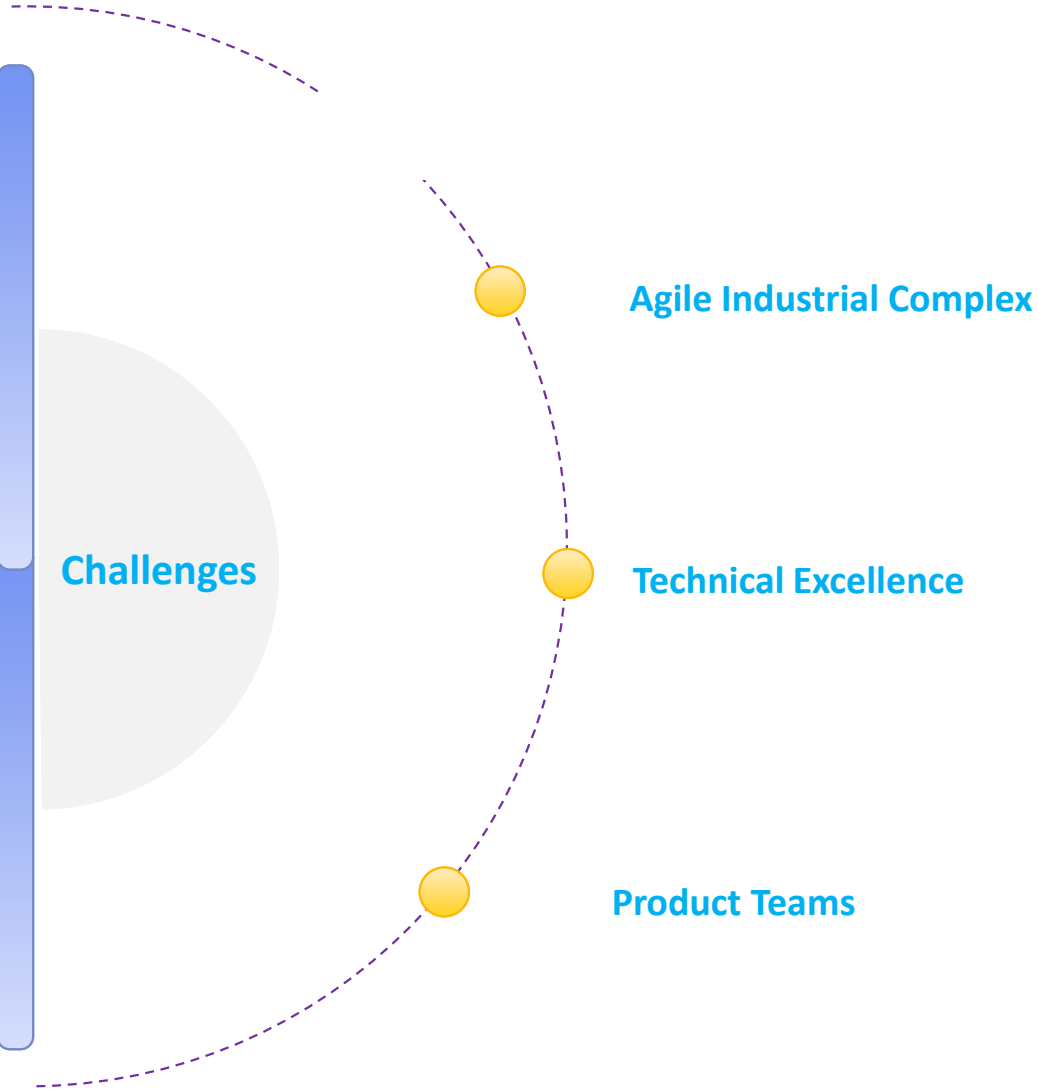
Challenges to Agile Movement



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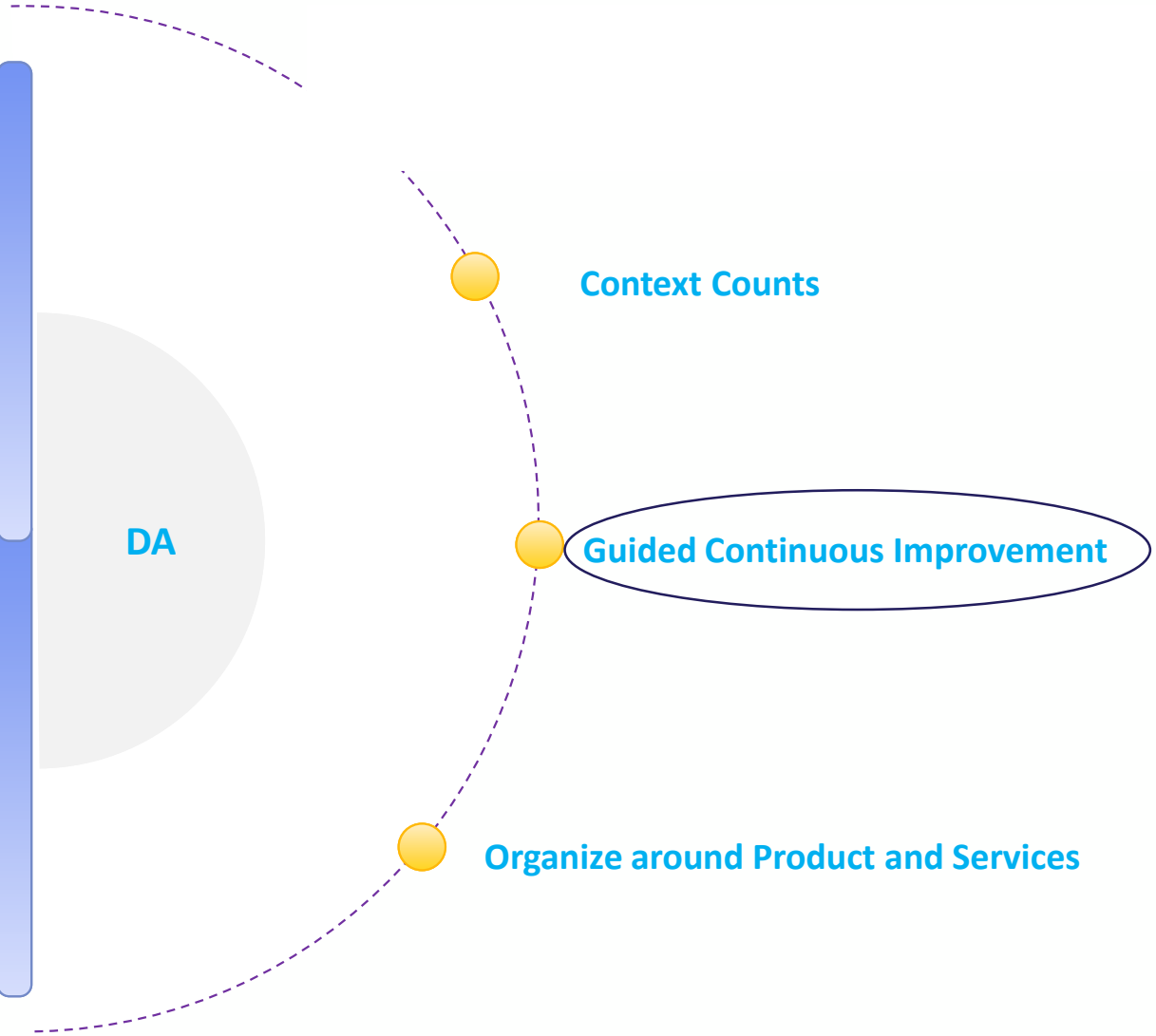

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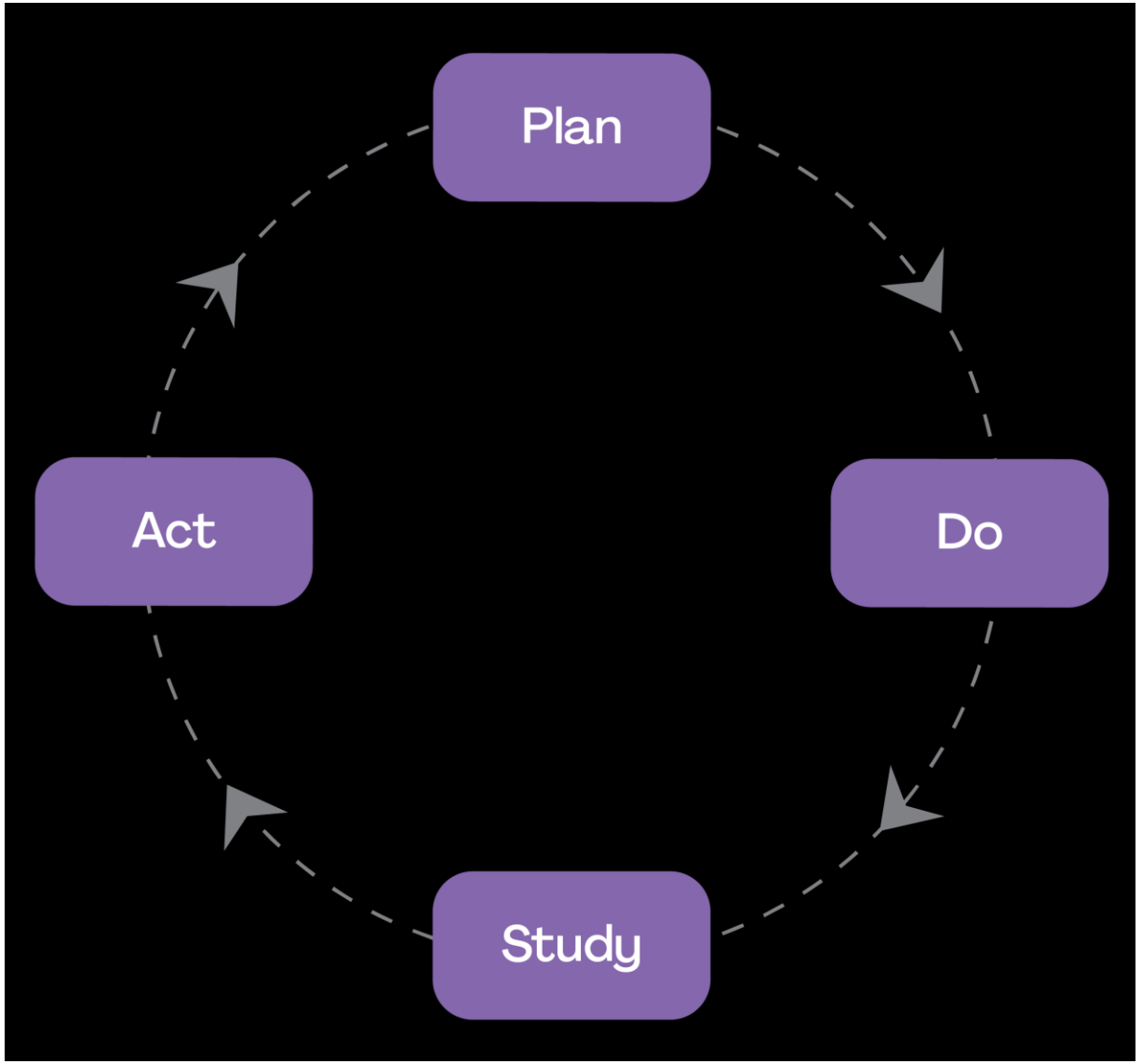
Continuous Improvement



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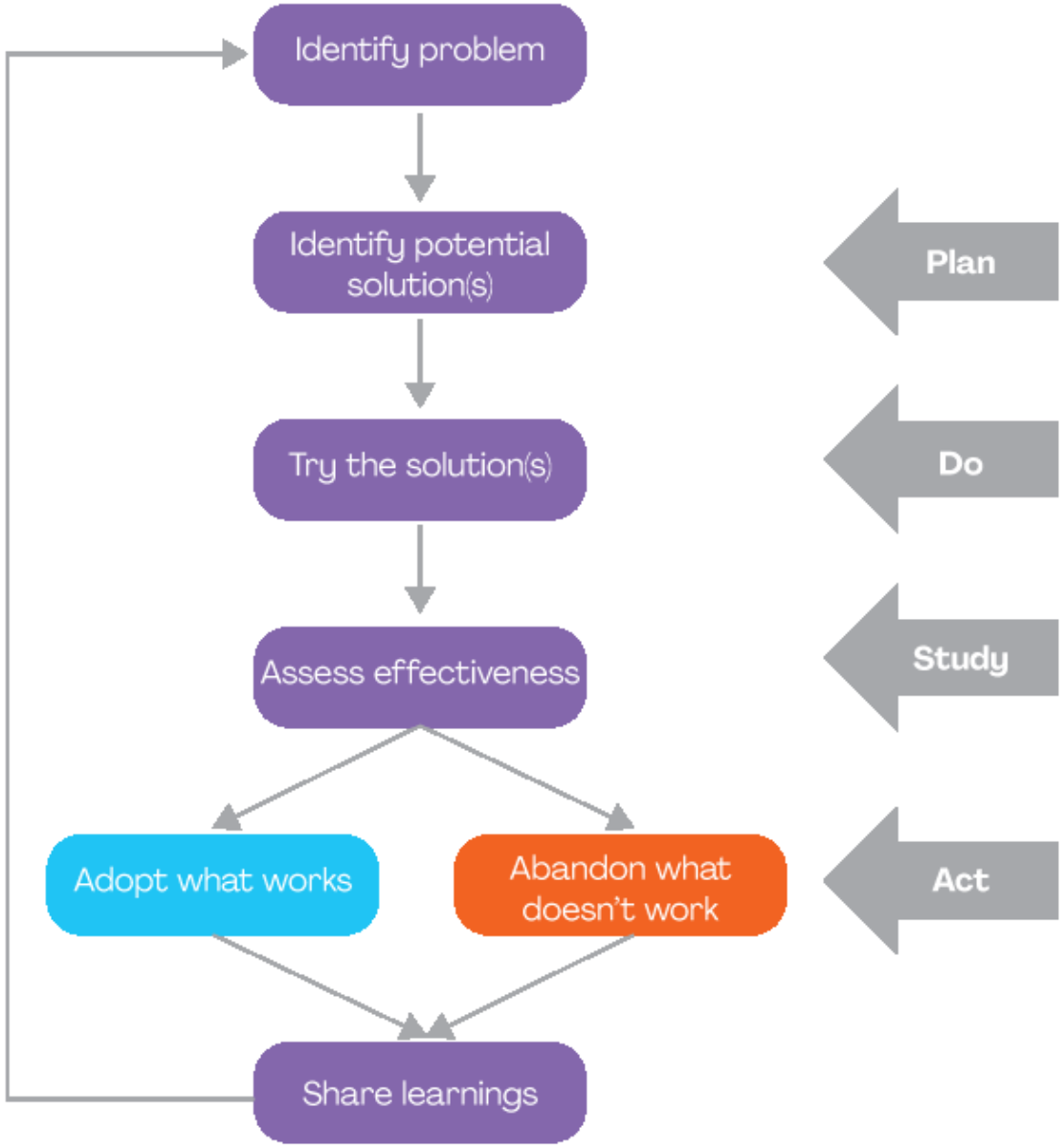
Kaizen Loops: Improve via Experiments



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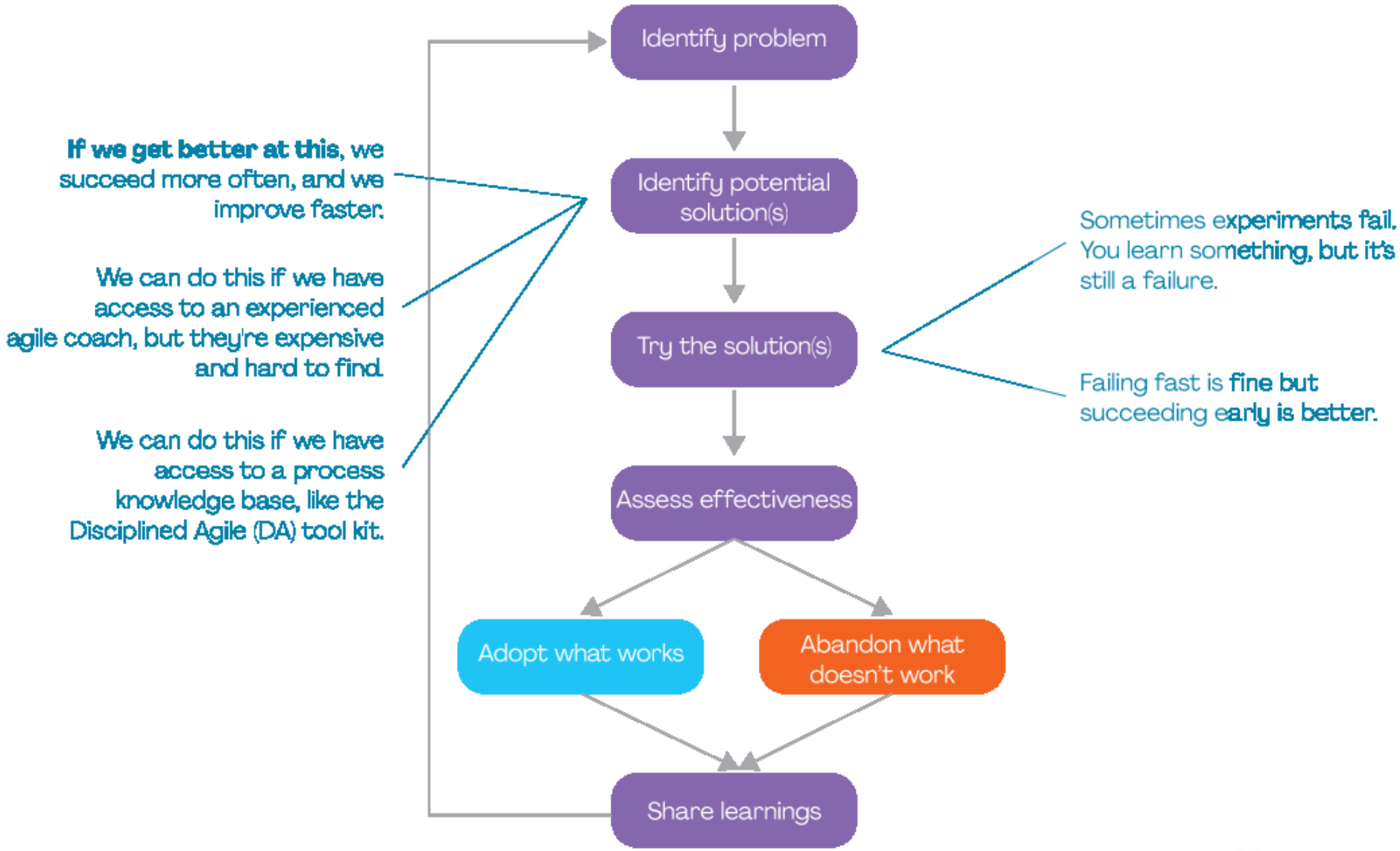
Guided Continuous Improvement



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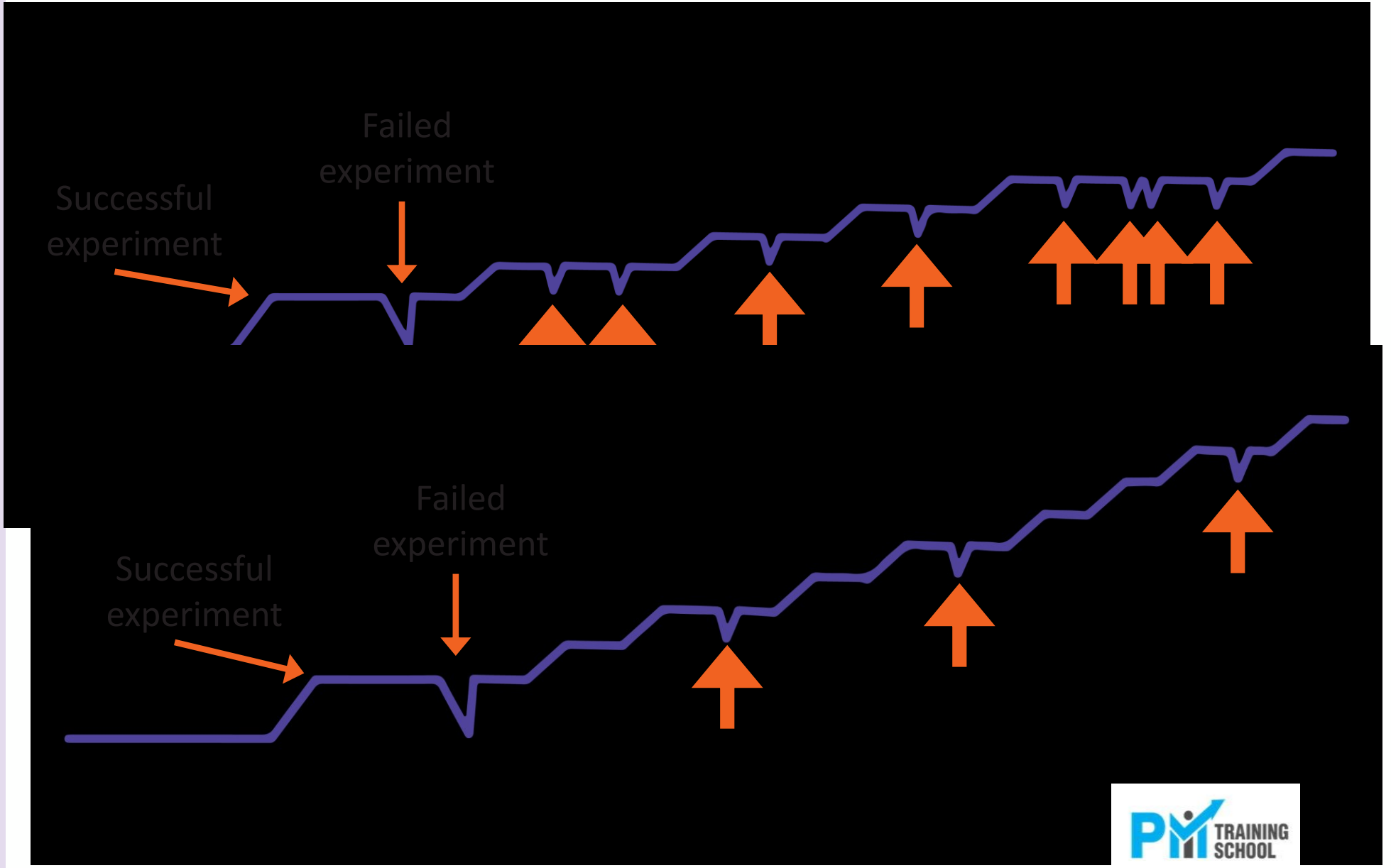
Succeeding More Often



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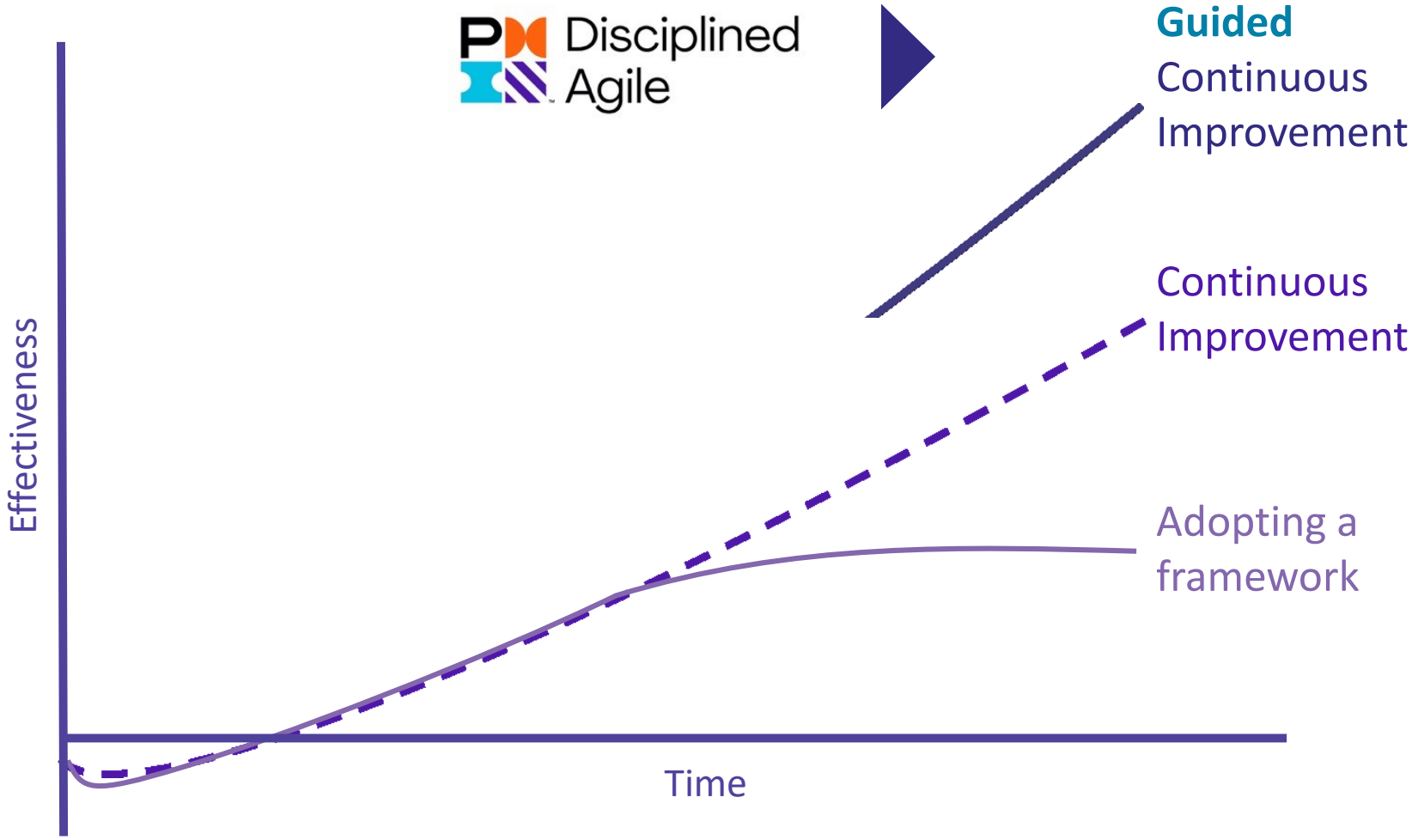
Improve faster through **Guided Continuous Improvement**



Start where you are.
Do the best that you can in the situation that you face.
Always strive to get better.

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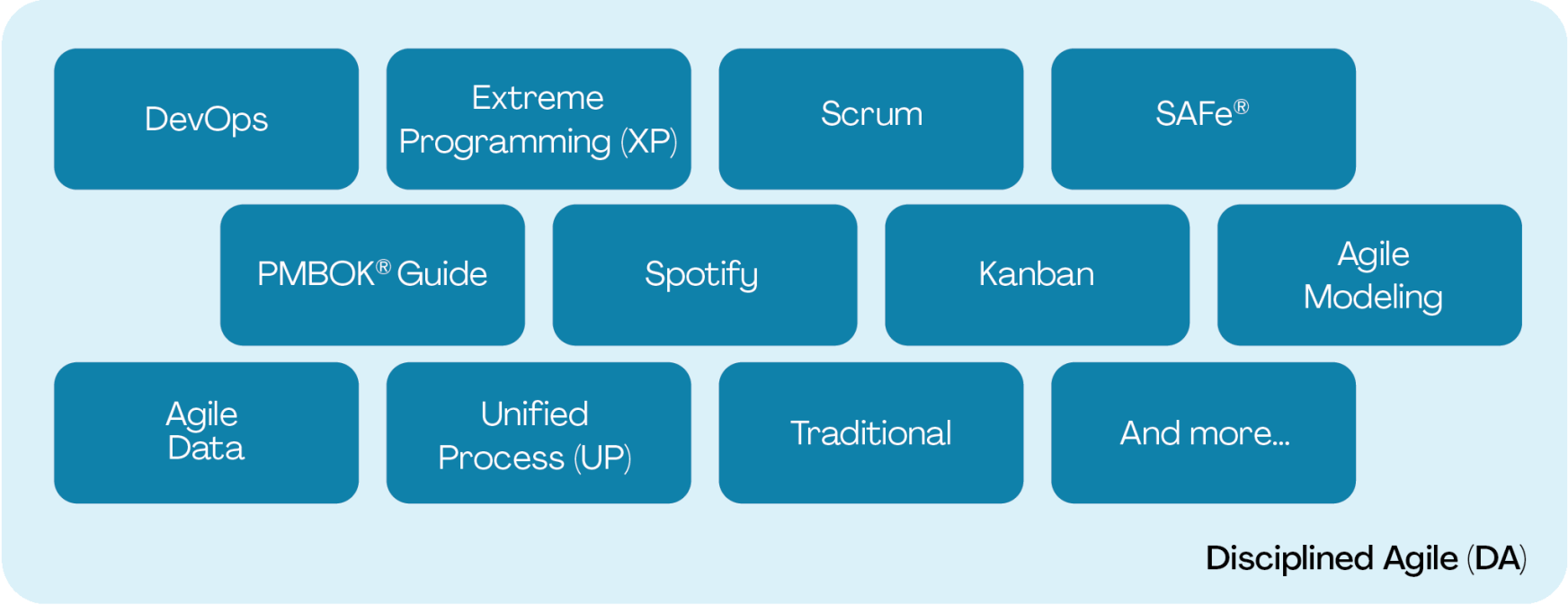
Disciplined Agile Is an Agnostic Hybrid that Leverages Strategies from a Variety of Sources



Disciplined Agile

PMI TRAINING SCHOOL

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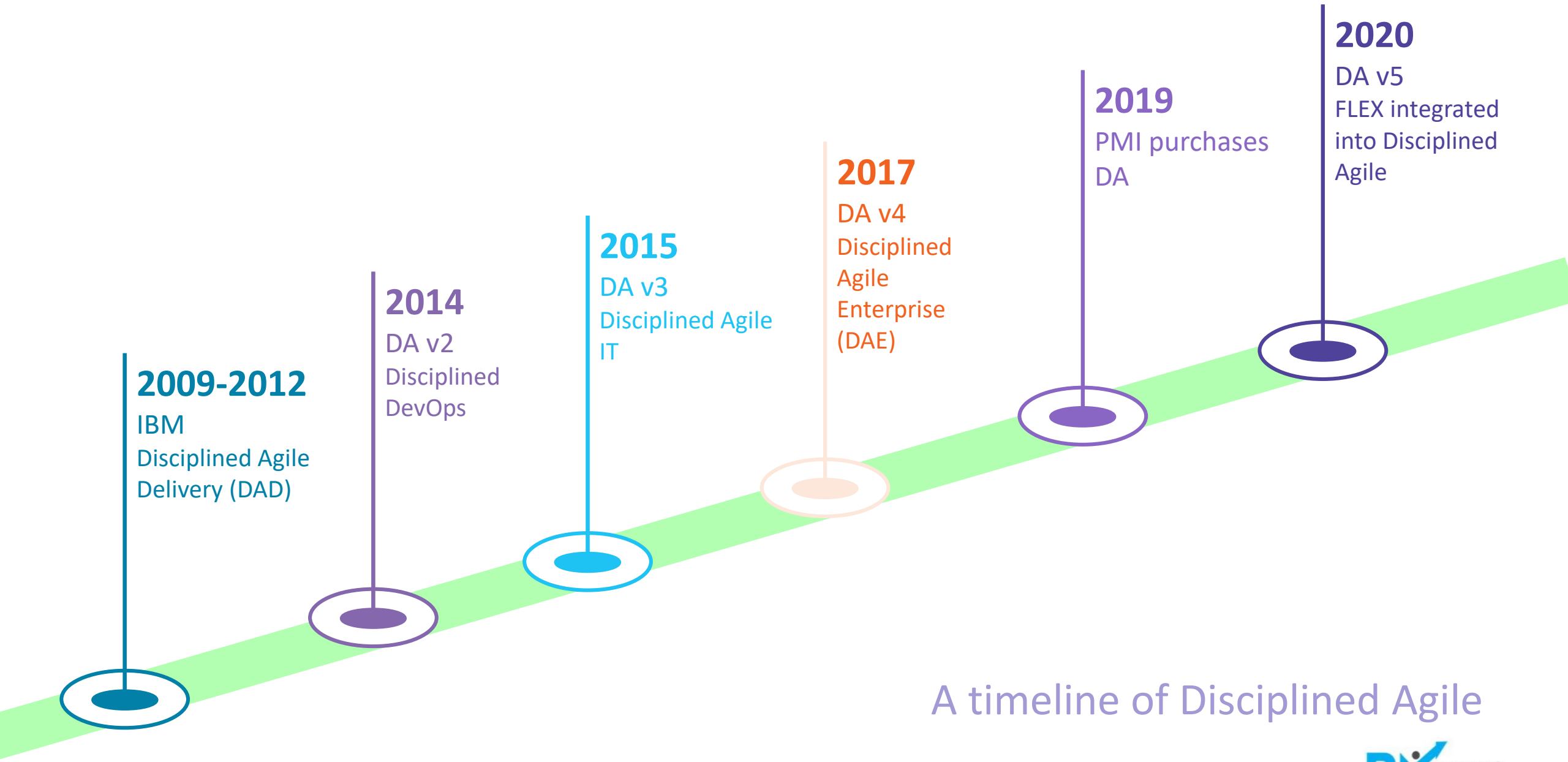

A timeline of Disciplined Agile

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Disciplined Agile Fundamentals

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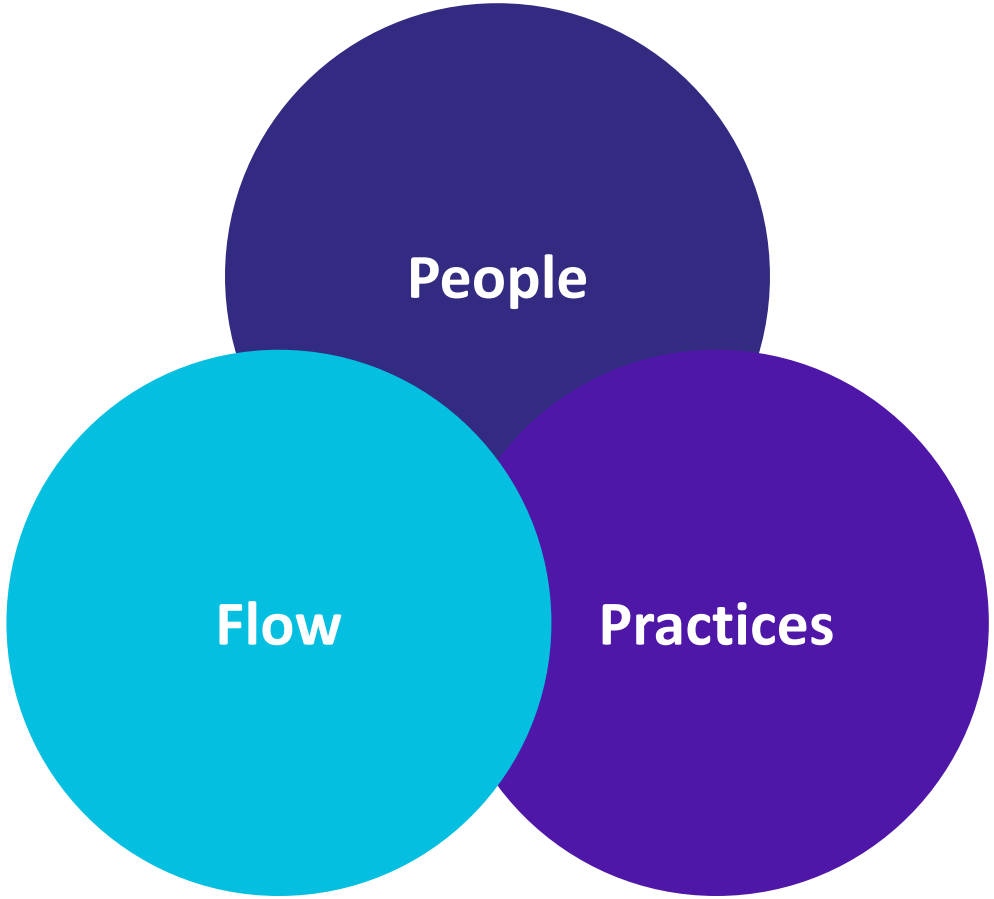
DA MINDSET

Roles & responsibilities, team structures



Life cycles & workflows

Goal diagrams

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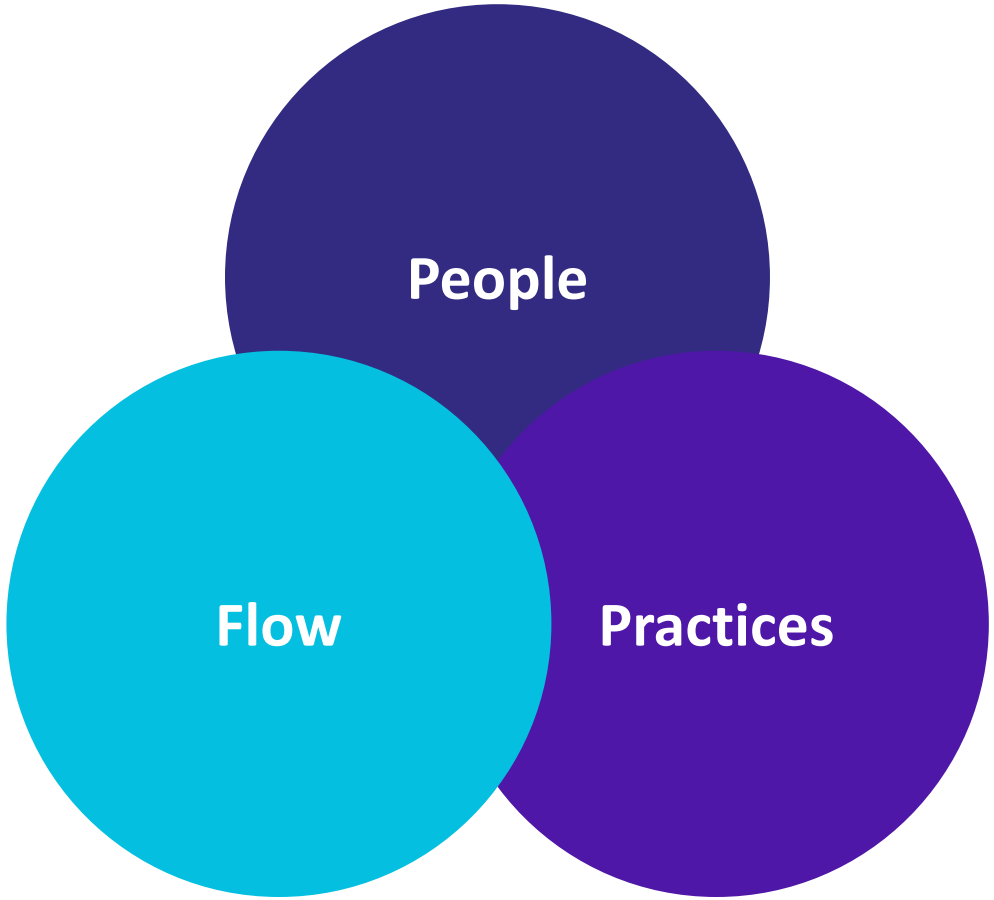

Life cycles & workflows

Goal diagrams

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DA Mindset

Principles

We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

Promises

So we promise to:

- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

Guidelines

And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

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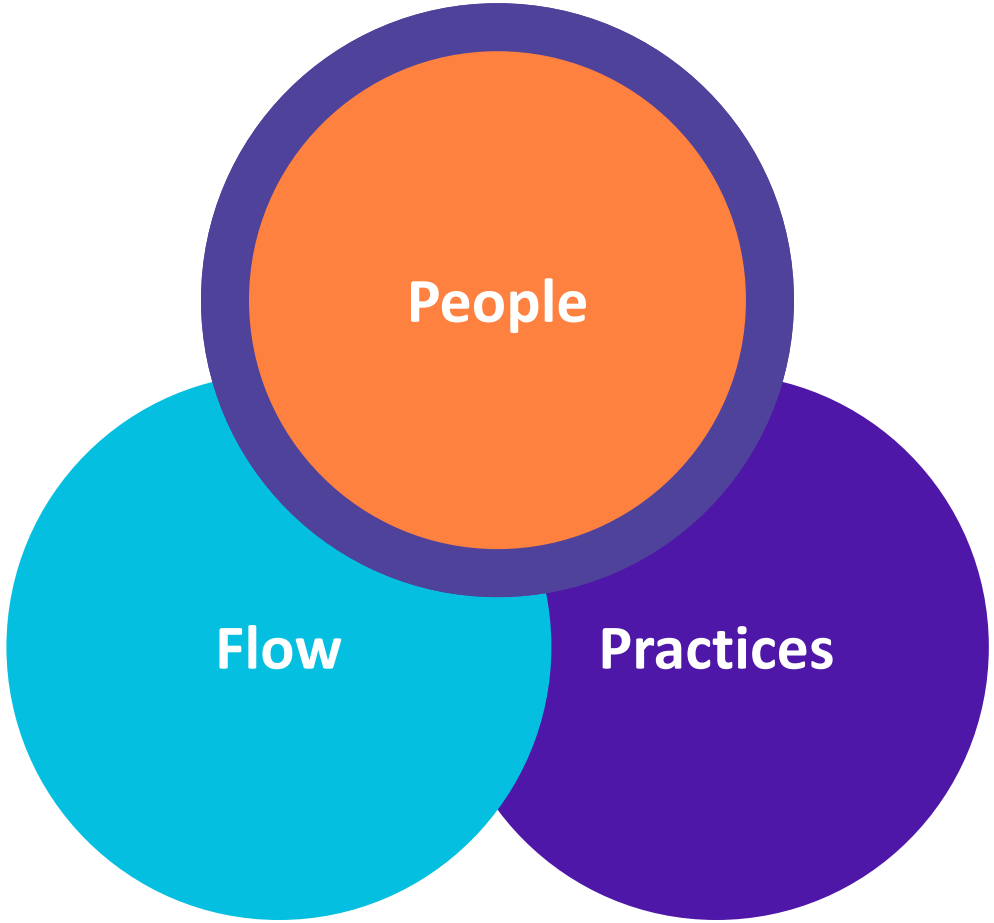
Roles & responsibilities, team structures



Life cycles & workflows

Goal diagrams

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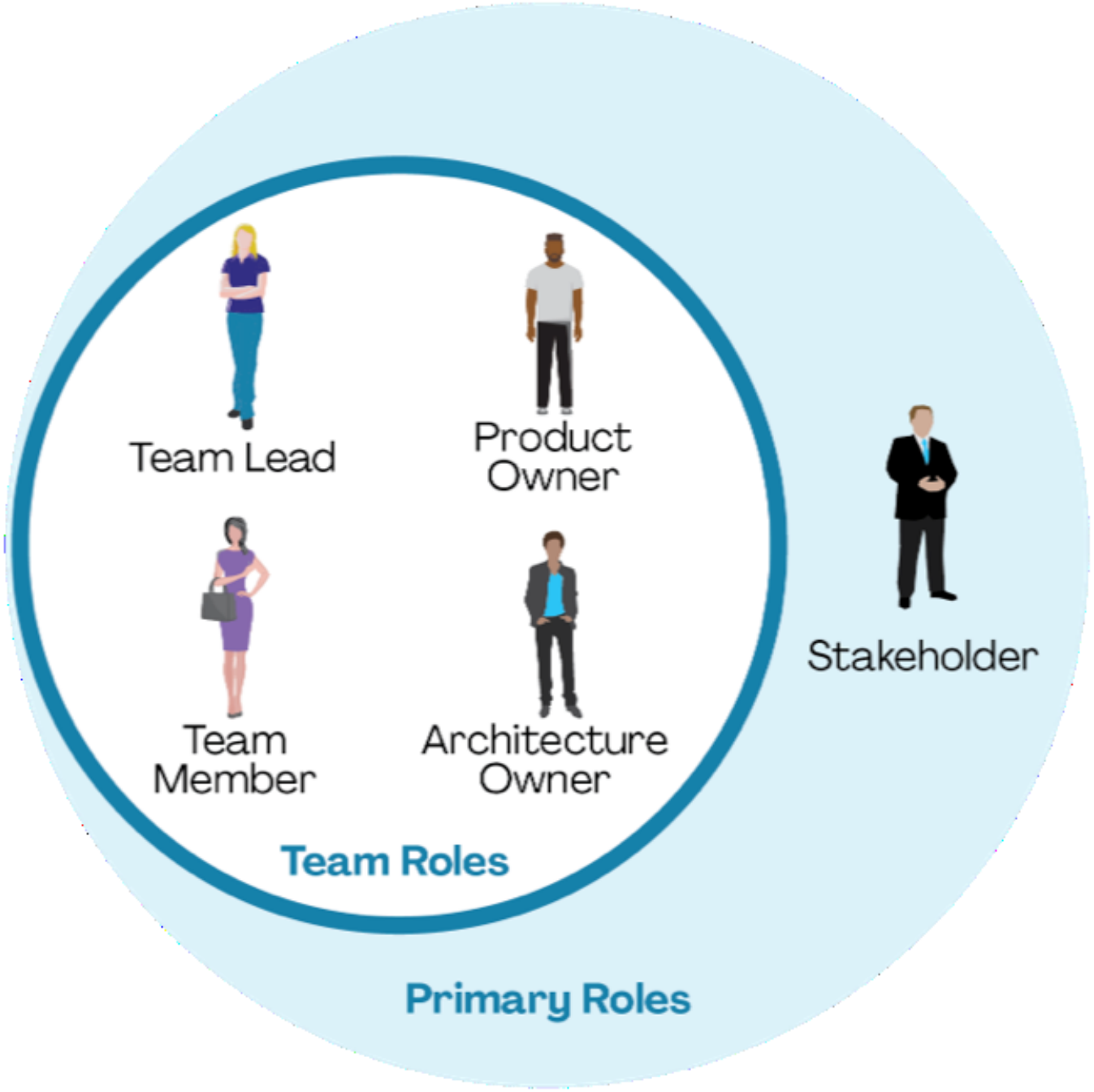
Primary roles in an agile/lean team



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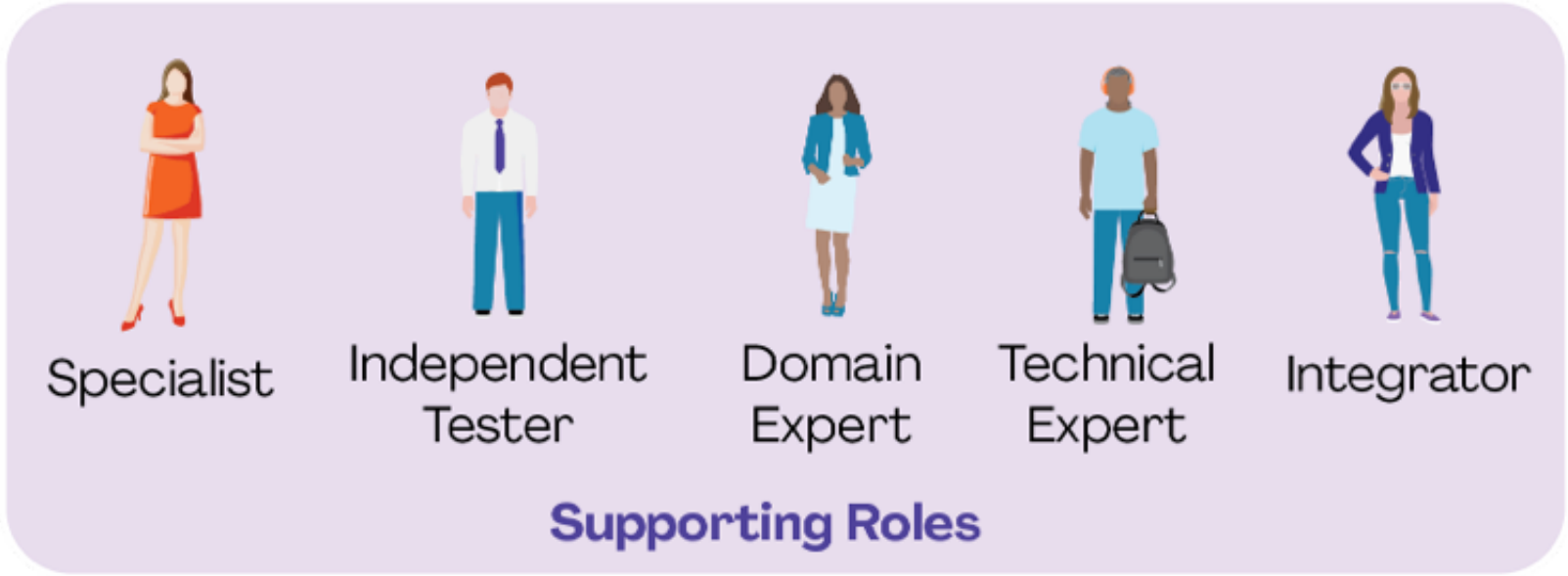
Supporting roles in an agile/lean team



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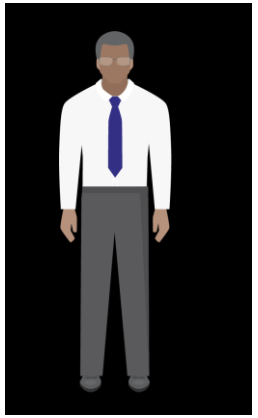
There are a myriad of roles within organizations

Procurement Specialist

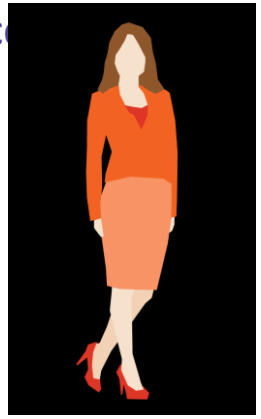


People Manager

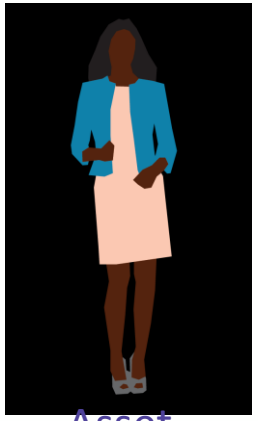
Portfolio Manager

Chief Financial Offic

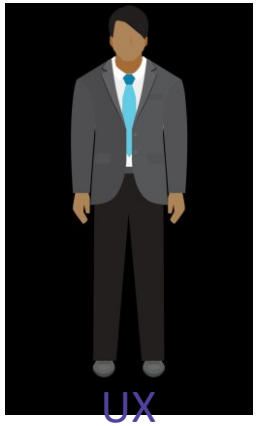
Customer Care Specialist



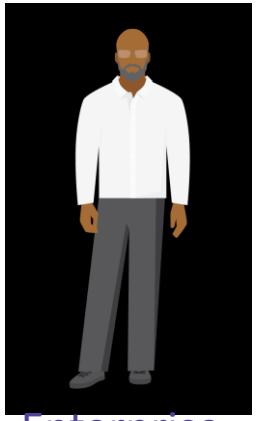
Data Manager



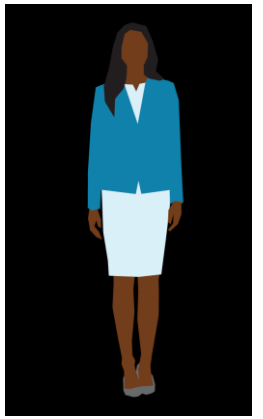
Asset Manager



UX Designer



Enterprise Architect



Security Engineer

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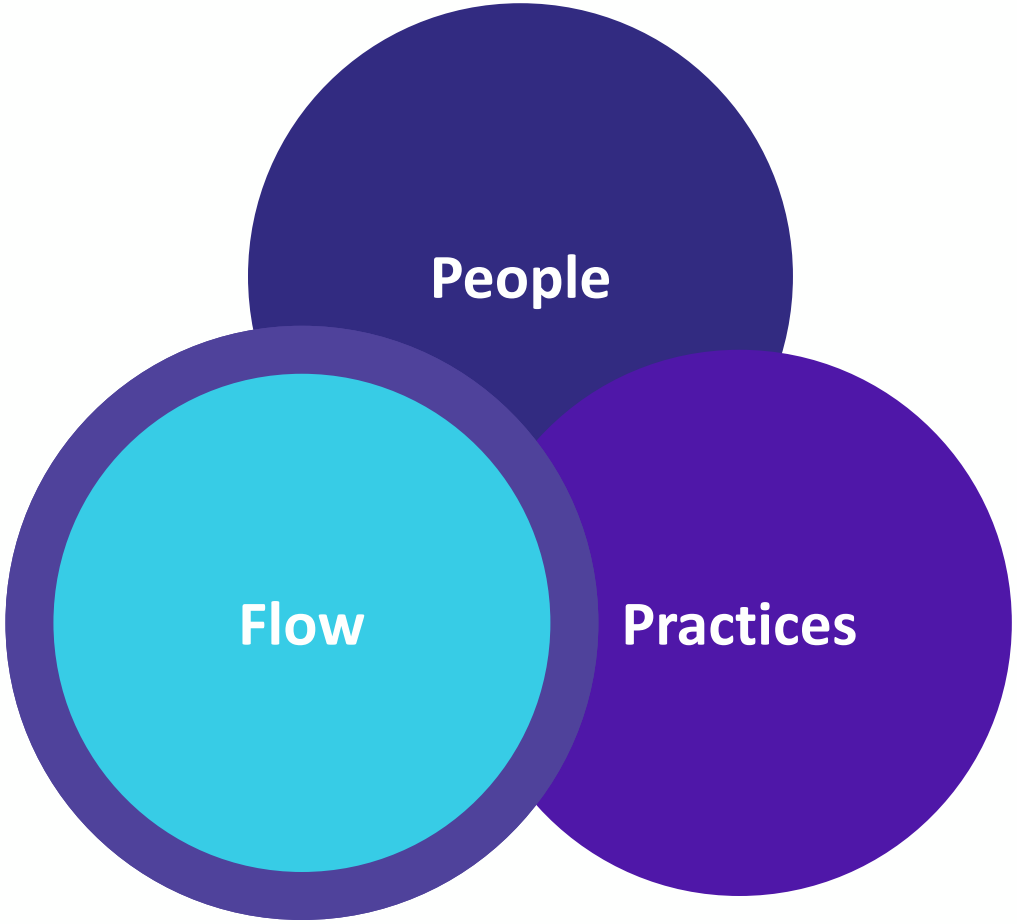
Roles & responsibilities, team structures



Life cycles & workflows

Goal diagrams

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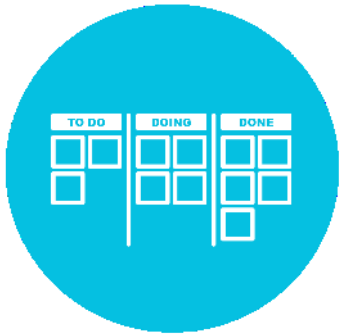
Teams should choose a life cycle appropriate for the context.

Agile



Lean

Exploratory

Continuous Delivery: Agile

Continuous Delivery: Lean

Program

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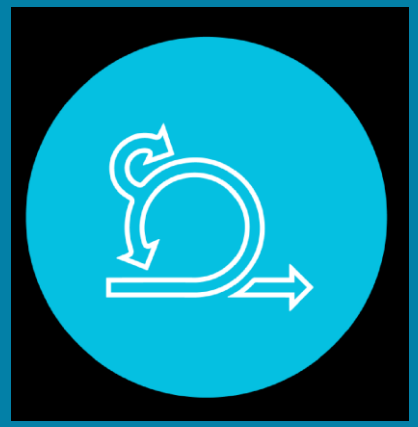
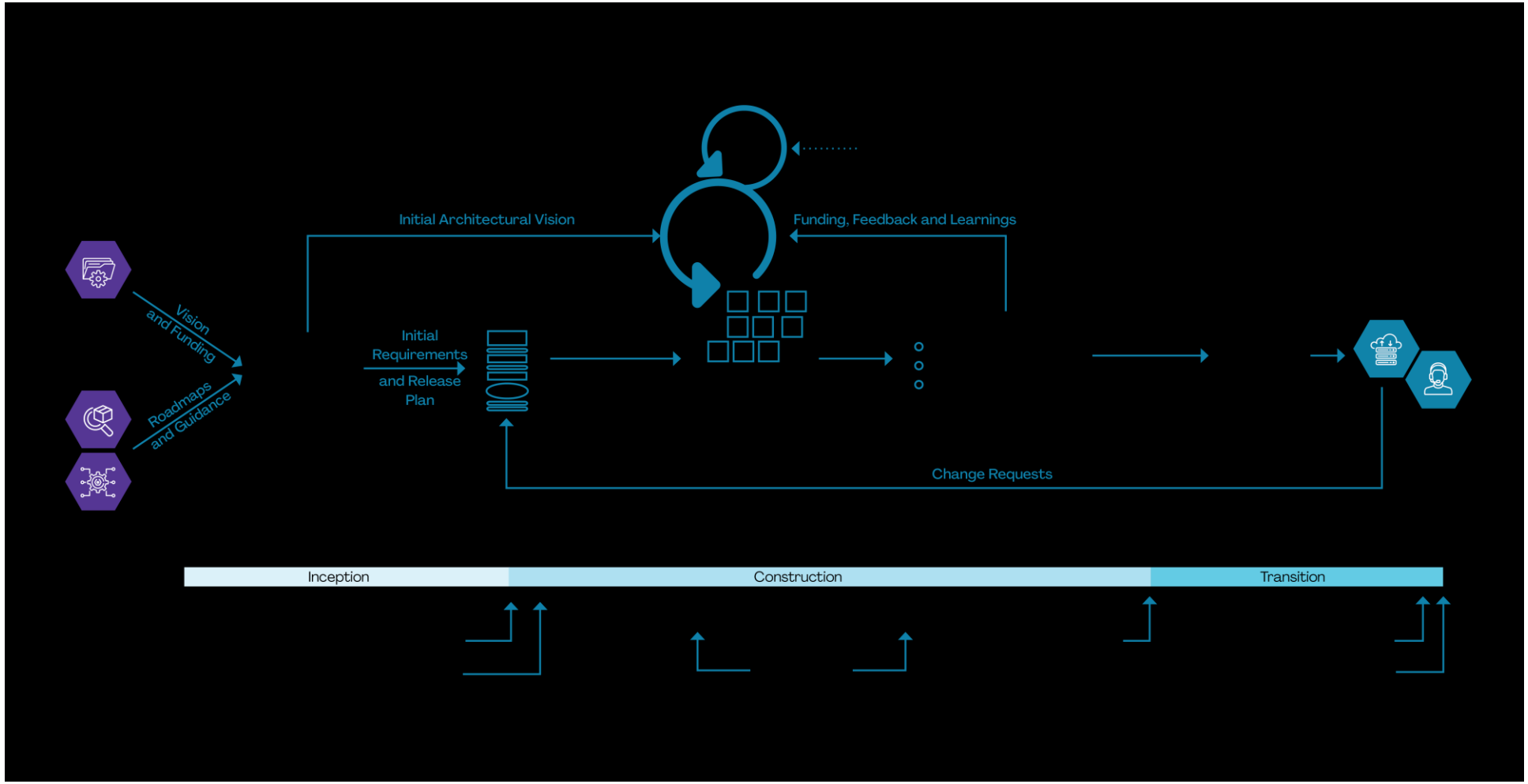
Disciplined Agile Life Cycles: **Agile**





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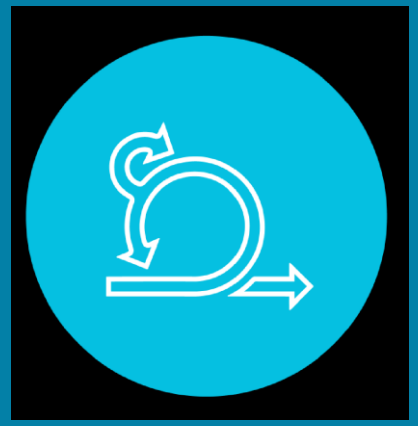
When to Choose **Agile** Life Cycle



The Work	The Team
Primarily **enhancements** or **new features**	**New to agile** practices
Can be identified, prioritized, and estimated **early in the project**	Familiar with **Scrum** and **Extreme Programming (XP)**
	Typically working on a **project**

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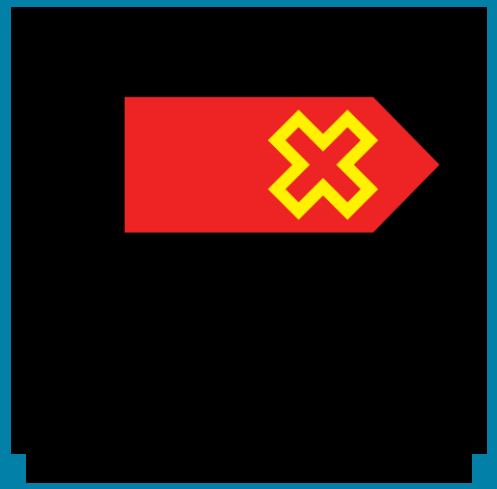

Yay or Nay?

The DA agile life cycle requires a mature set of practices around continuous integration and continuous deployment.

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Yay or Nay?

The DA lean life cycle is a Kanban-based project life cycle.

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How Do You Choose Your Way of Working?

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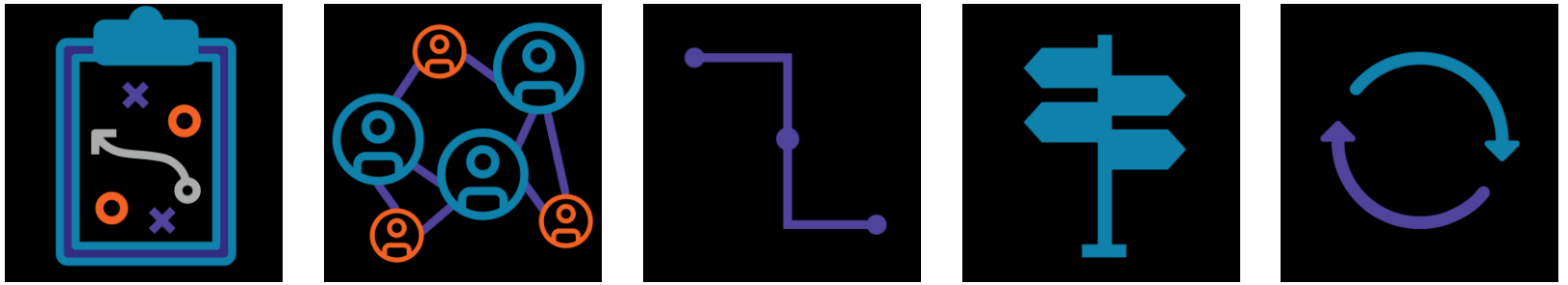
How Do You Choose Your Way of Working?



Practice Continuous Improvement

With the way of working established, create the habit of continuously improving.

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How Do You Choose Your Way of Working?

This lesson focuses on the first two steps:

- Analyze the Context
- Select the Best-Fit Life Cycle

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Analyzing Your Context: **Spider Diagram**

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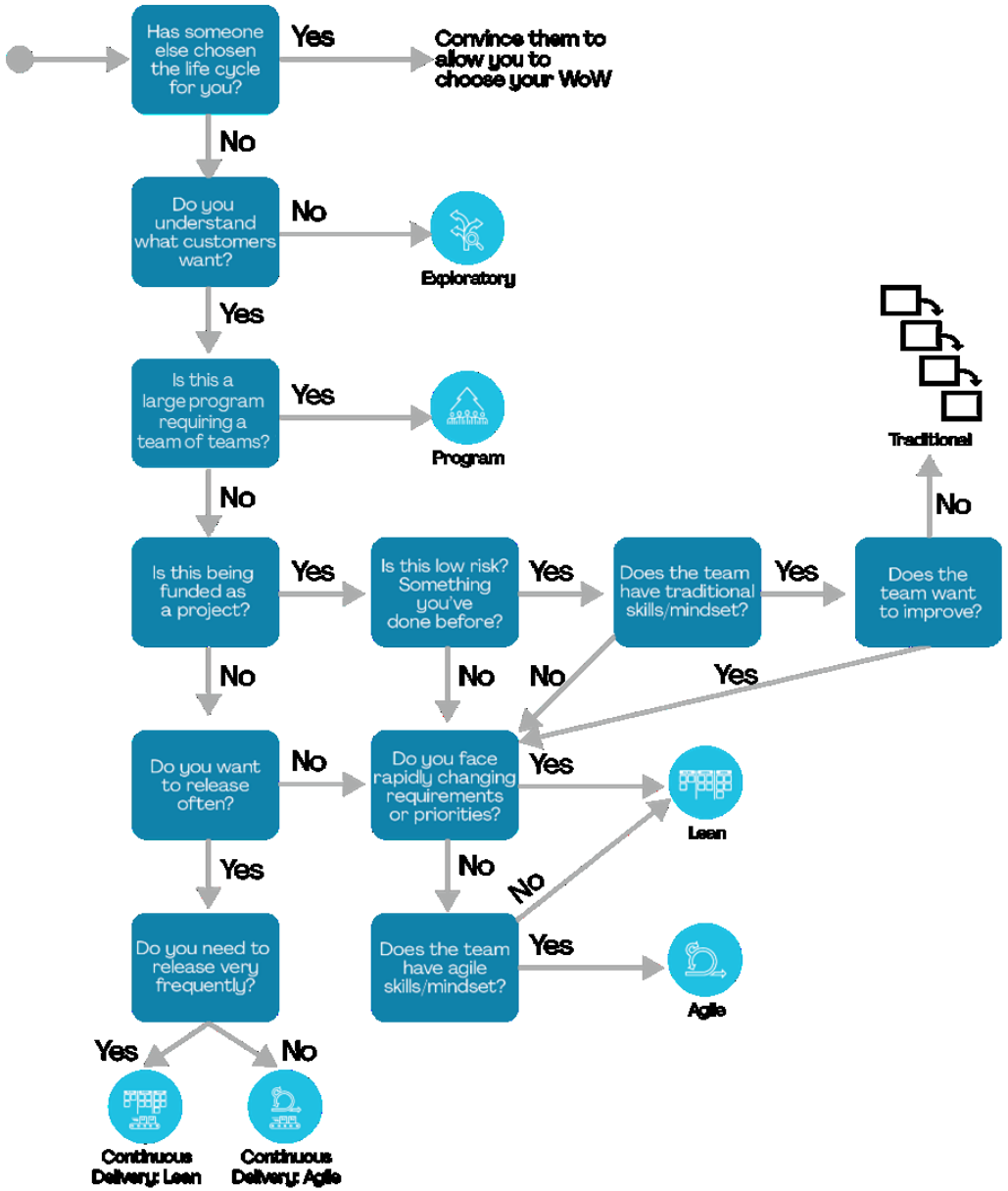
Analyzing Your Context: **Life Cycle Decision Tree**



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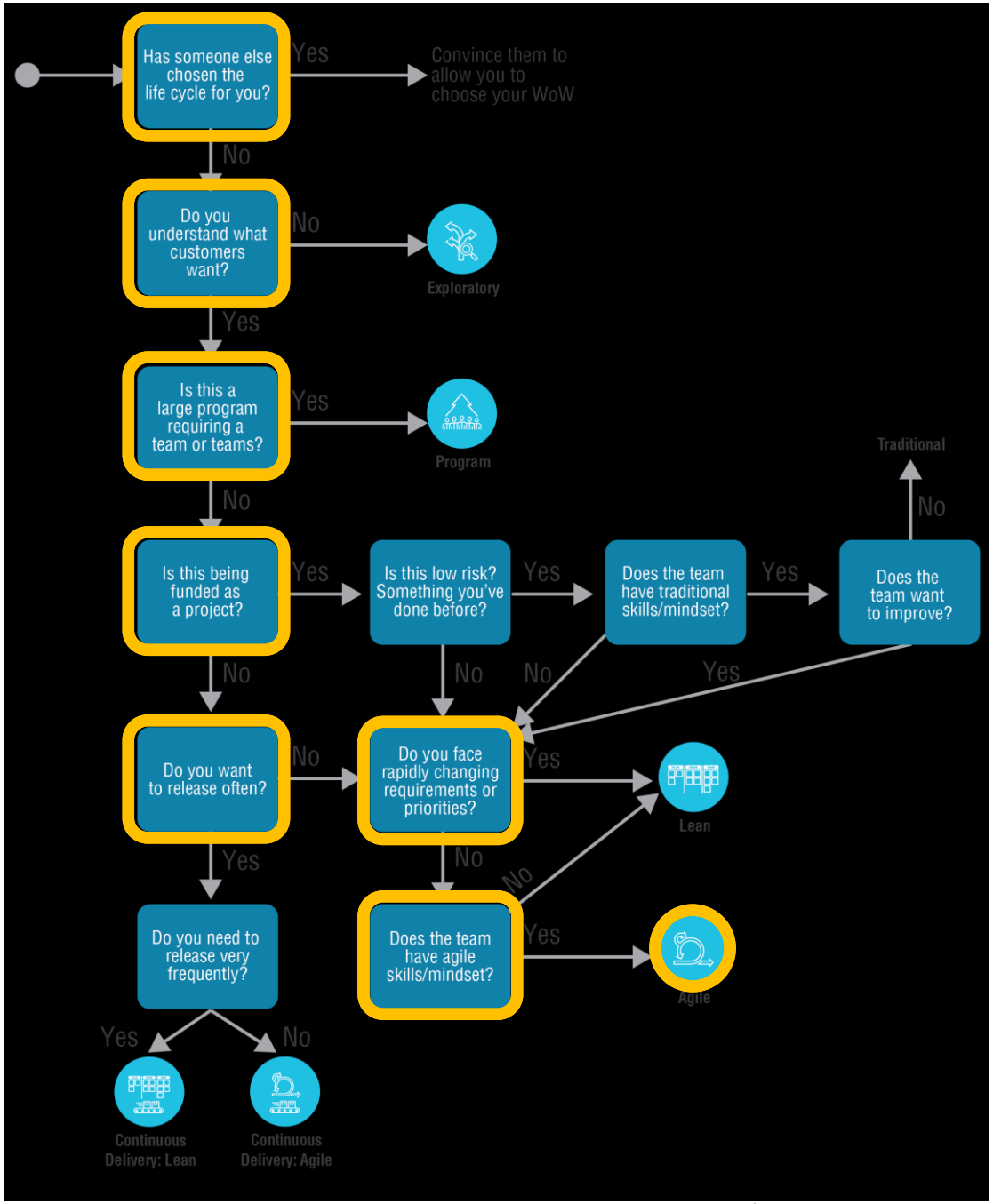
Example Life Cycle Decision Tree



Activity Book

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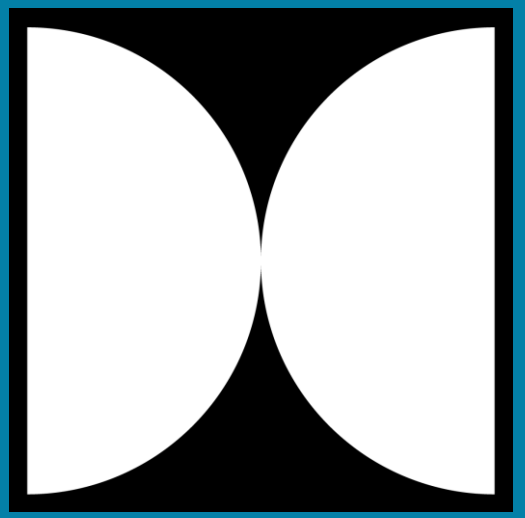
Thanks for Participating

Questions ???



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