Leverage Agile Project Management to Foster Collaboration in Distributed Teams

Hasnain Rizvi

PMP, CBAP, PMI-ACP, PMI-RMP, PMI-SP, CSM, CISA, CISM, CRISC, CSSGB, CSSBB, CMBB, CPCU, CITP(Fellow), CDIA+, Project+, OPM3 Certified Consultant, PhD

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HRizvi@GlocalPM.com HRizvi@AAA-U.com

Los Angeles- Camarillo- Canoga Park- Regina - Toronto

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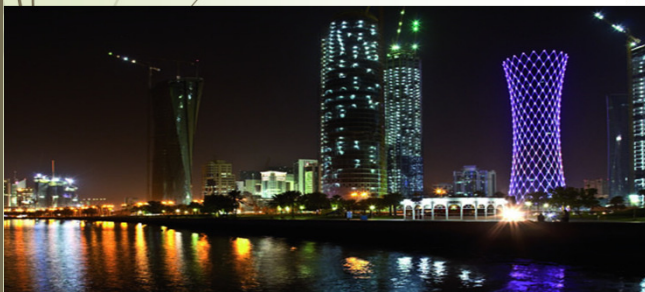
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Agenda

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- Welcome and Introduction
- History and Introduction of Agile
- Strategies for Handling Distributed Agile
- Wrap Up

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Brief History of Project Management

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- Ancient era
  - o Great pyramid Giza, Great Wall of China
- 1950s: US Navy
  - o Polaris missile system project
- 1960s-70s: DoD, NASA and construction companies
  - o Large budget, schedule-driven projects
- 1980s: Manufacturing and software development sectors
- 1990s: Multiple-industry adoption, "birth" of Agile methodologies

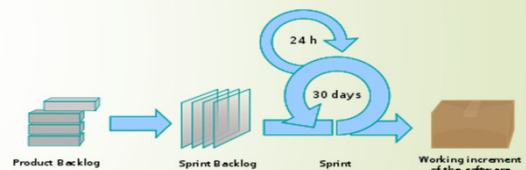GlocalPM
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Methodologies

- Methodology
  - **A set of processes and practices performed a specific way in order to accomplish a project**

- Agile Methodologies
  - **A family of methodologies**
  - **Includes Scrum, XP and Lean**

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"Traditional" Waterfall Projects
Family of Methodologies

- Heavy up-front analysis
- Documentation of the need and problems
- Solution proposed
- Plan is formed
- Results compared with plan
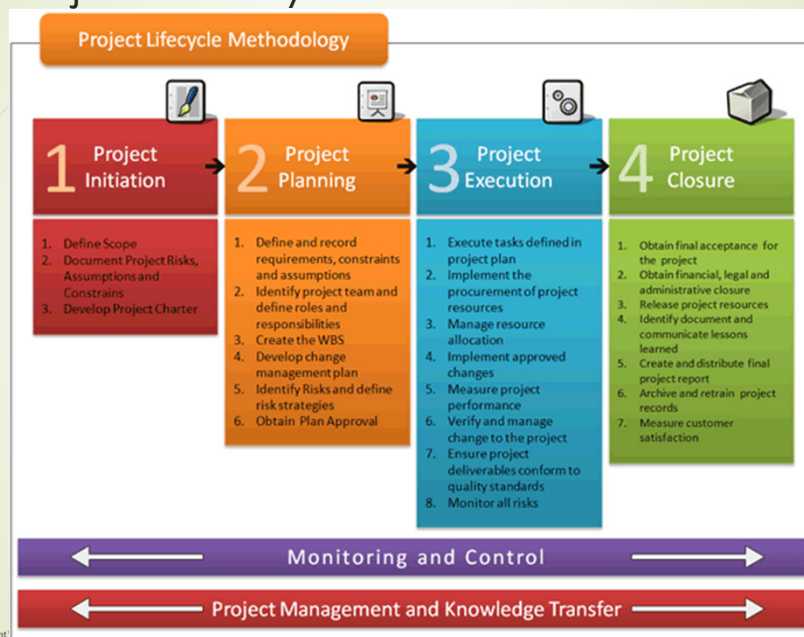- Corrective action taken if necessary

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Project Lifecycle – Waterfall

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Agile

- Came into existence formally in mid 1990's
- *'Old' way:* Management told everyone what to do
- *Agile way:* Team may conduct a few experiments to see what works
- Teams no longer hierarchical; Agile projects value self-organizing teams with no formal PM
- Work is distributed by team consensus rather than by an authority
- Team makes decisions with focus on delivering value to customer
- Meetings conducted in the open, with free flow of communication among ALL team members
- Daily Stand Up Meetings
- Information Radiators posted in highly visible locations and kept up to date
- When issues arise, team works to resolve them internally (minimal escalation to a manager)
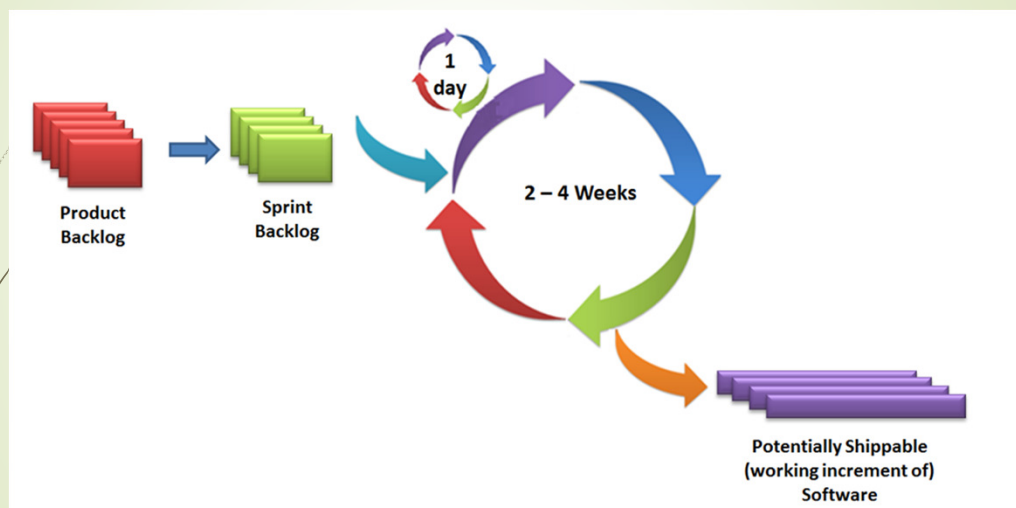
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10 Agile Project Lifecycle

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Plan Driven vs. Change Driven

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- Predictive (Plan Driven) - Waterfall
  - o Structured
  - o Well documented
  - o Traditional waterfall type

- Adaptive (Change Driven) - Agile
  - o More collaborative
  - o Rapid solution development
  - o SCRUM, XP, Lean, Crystal, etc.

Agile Versus Traditional Waterfall

Metric	Waterfall	Agile
Planning scale	Long-term	Short-term
Distance between customer and developer	Long	Short
Time between specification and implementation	Long	Short
Time to discover problems	Long	Short
Project schedule risk	High	Low
Ability to respond quickly to change	Low	High

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PM Domains

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Project Management spans across each of the following knowledge Areas:

- Integration Management
- Procurement Management
- Scope Management
- Risk Management
- Time Management
- Project Knowledge Areas
- Stakeholder Management
- Cost Management
- Communications Management
- Quality Management
- Human Resources Management

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Agile Manifesto- *Four Paired Core Values*

- *Individuals and interactions* over **processes and tools**
- *Working software* over **comprehensive documentation**
- *Customer collaboration* over **contract negotiation**
- *Responding to change* over **following a plan**

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Strategies for Handling Distributed Agile

- **Manage the Communication Bandwidth**
  - Create 'rich' communication channels to reduce the impact of low levels of 'face-to-face'
  - Using video, webcams, WebEx, Skype, etc. should be seen as routine
  - Assign a person to a role of 'Communication Coordinator'
  - Identify the possible overlapping hours to maximize interaction
  - Set up meetings in advance
  - Invest in travel- emotional and professional bonds are built
  - Create an atmosphere of e-Osmotic Communication

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Strategies for Handling Distributed Agile

Ensure Visibility into Project Status

- Stakeholders often experience problems related to timely and accurate project status; the distributed team dimension heightens the problem further
- This can be bridged to a great extent through Collaborative Information Radiators (i.e., Project Management Tools)
- Leverage dashboards and reporting tools effectively

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Strategies for Handling Distributed Agile

Develop Virtual Taskboards

- A taskboard is representative of all the work being done for a Sprint/Release/Iteration
- Must be updated every day
- A quick look at a well designed taskboard gives provides a clear indication of how well the sprint is progressing
- Distributed agile projects should handle this situation by use of virtual online taskboards (generally available along with agile project management tools)

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Strategies for Handling Distributed Agile

- **Assess Your Tools and Working Environment**
  - Invest in this area if it is needed
  - Poor tools and a poor environment can lead to a poor distributed agile project experience
  - Many areas could benefit such as documentation, collaboration, communication, requirements management, planning, reporting and versioning
  - The right tools will significantly facilitate Test Driven Development (TDD) and Continuous Integration (CI)

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Strategies for Handling Distributed Agile

- **Lead e-Effectively**
  - Servant Leadership- learn to serve 'virtually'
  - Model desired e-behavior; reward desired e-behavior
  - Periodically community the project vision and what 'done' looks like
  - Enable distributed team members to act; tolerate some risk
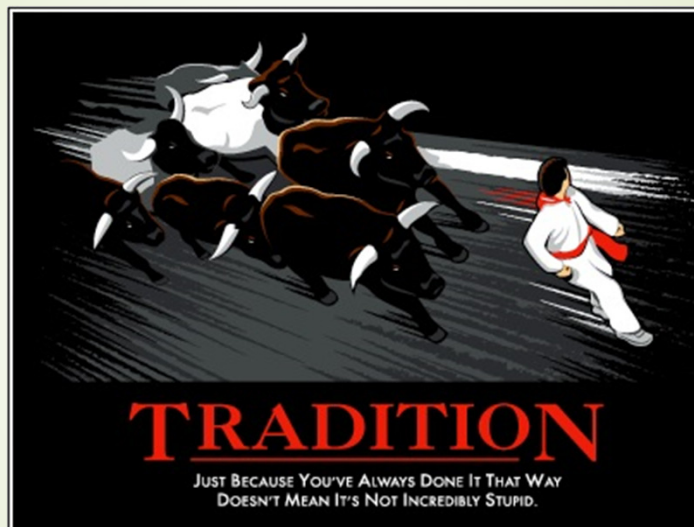 - Encourage and allow the team to challenge the status quo

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Strategies for Handling Distributed Agile

- **Recap:**
  - Manage the Communication Bandwidth
  - Ensure Visibility into Project Status
  - Develop Virtual Taskboards
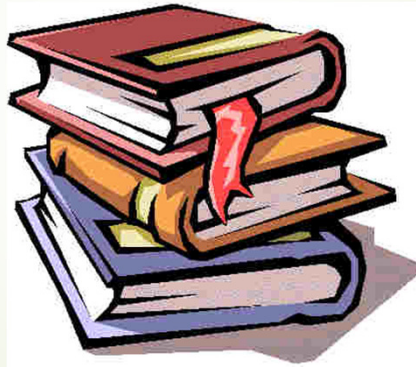 - Assess Your Tools and Working Environment
  - Lead e-Effectively

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Wrap-Up

- Comments/Feedback
  - HRizvi@AAA-U.com
  - 818-428-7768

Reference Material
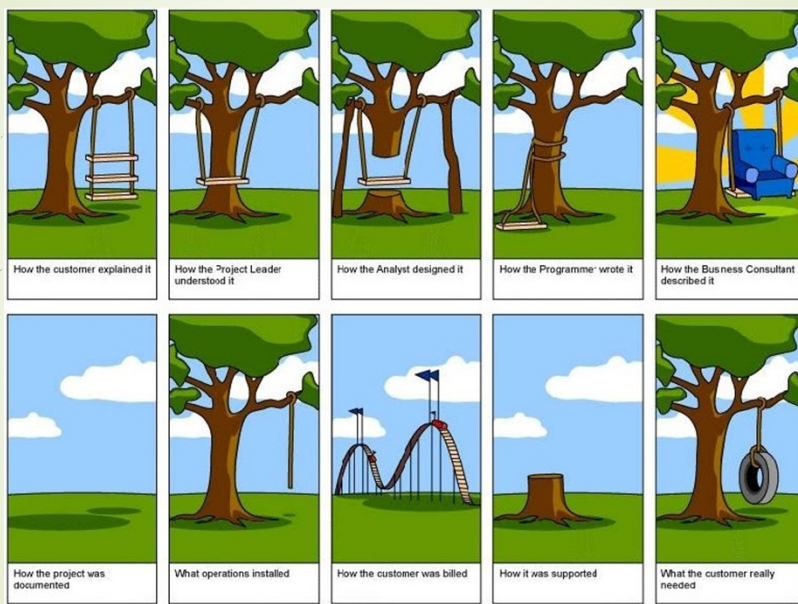
7 deadly SINS of project management

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- Lack of Formal Training: Halo Effect
- No Project Management Process
- Lingering Projects: neither killed nor completed
- Uncontrolled Scope Creep or Gold-Plating
- Poor Communications: simply happen, not planned
- Unreasonable Expectations
- Incomplete Definition

Solution:
✓ Embrace & Adopt Project Management Culture and Process

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The Project Governance Framework

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Implementing the 'Right' systems to monitor and adjust the framework as needed

Selecting the 'Right' Projects and Programs to do

Developing the 'Right' Culture & Capability

Doing the selected Projects and Programs 'Right'

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Project Objectives- "SMART"

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- S • Specific
- M • Measurable
- A • Achievable
- R • Relevant
- T • Time Framed

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Seven Constraints Model

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- Fast
- Good
- Or Cheap

Fast Good
Cheap

Scope
Customer Satisfaction
Cost
Resources
Quality
Schedule
Risk

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Chart of Responsibilities (RACI, RAM)

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R	Responsible — Person working on activity	
A	Accountable — Person with decision authority	
C	Consult — Key stakeholder who should be included in decision or work activity	
I	Inform — Needs to know of decision or action	

	ROLE 1	ROLE 2	ROLE 3	ROLE 4
TASK 1	R	C	I	A
TASK 2	I	I	R	A
TASK 3	C	R	A	I
TASK 4	A	R	I	
TASK 5	R	A	C	I
TASK 6	C	C	A + R	I

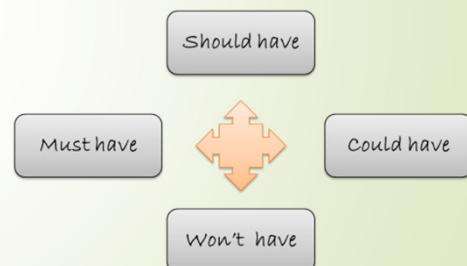GlocalPM
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Planning Value
Customer -Valued Prioritization

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- Work on items that yield highest value to customer as soon as possible

- Prioritization Schemes:

  - Simple Schemes- Priority 1, Priority 2, etc.

  - MoSCoW

Should have

Must have

Could have

Won't have

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Benefits of the WBS

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- Facilitates communication

- Creates work packages that allow for more accurate estimates

- Facilitates performance measurement

- Allows for improved handling of changes

- Available for re-use, with appropriate modifications on future similar projects
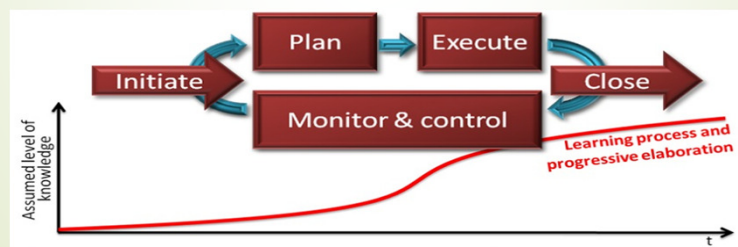
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Progressive Elaboration

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- The iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available
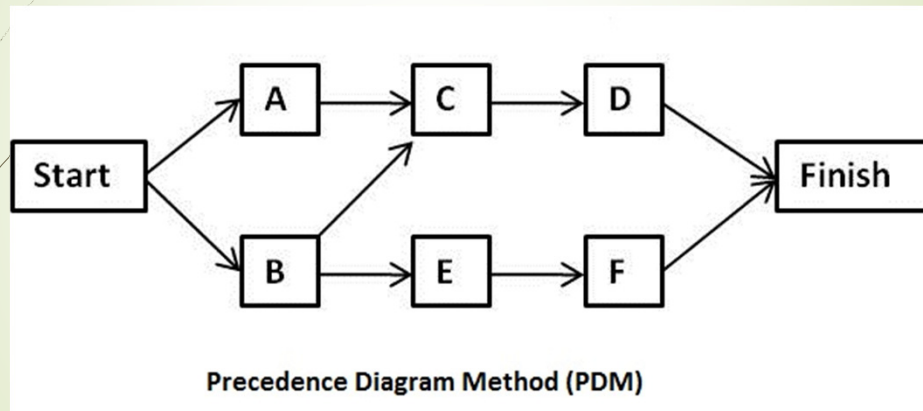

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Network Diagram

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Precedence Diagram Method (PDM)

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Cost of Quality

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Conformance

- ➡ Prevention Costs
  - o Training
  - o Document Processes
  - o Equipment
  - o Time to do it right

- ➡ Appraisal Costs
  - o Testing
  - o Destructive Testing Loss
  - o Inspections

vs.

- ➡ Internal Failure Costs
  - o Rework
  - o Scrap
- ➡ External Failure Costs
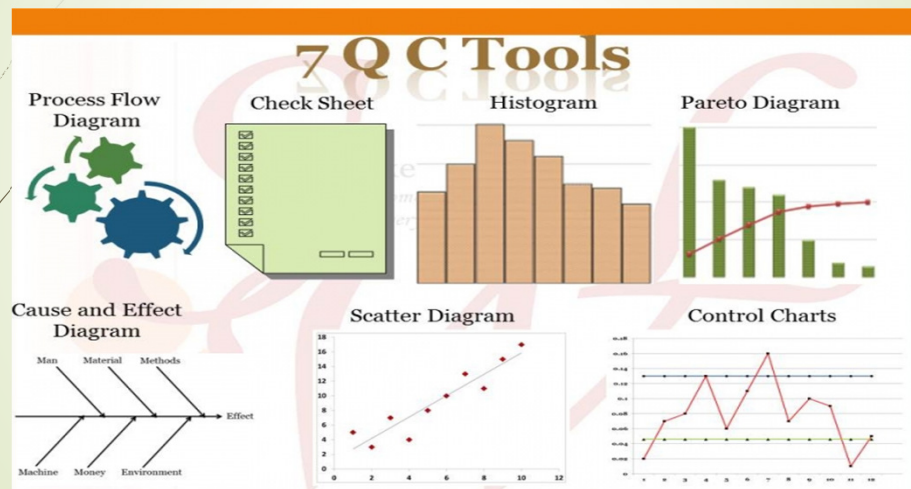 - o Liabilities
  - o Warranty work
  - o Lost business

Non-conformance

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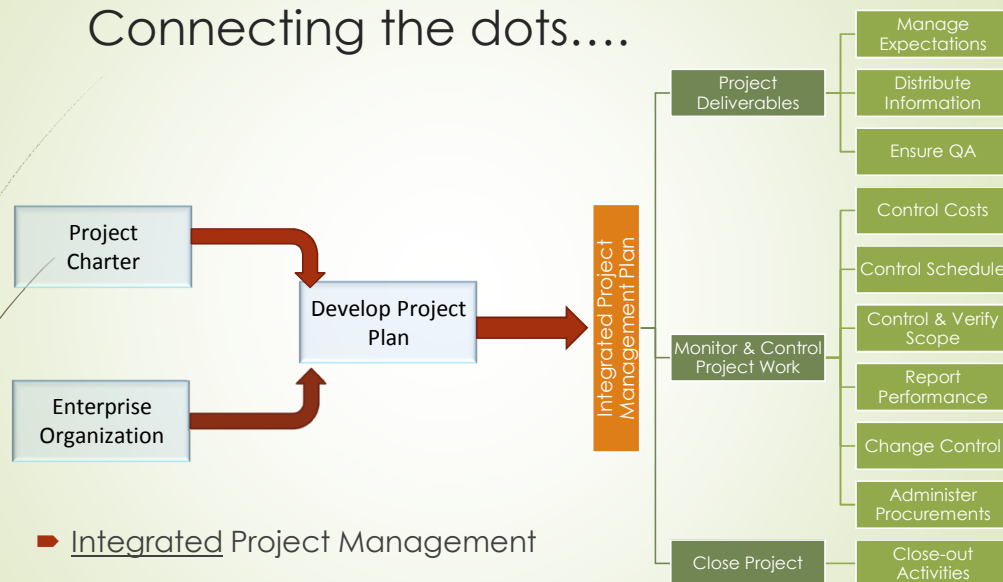experience our commitment™

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7QC Tools

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Connecting the dots....

➡ <u>Integrated</u> Project Management