Agile Project Management and Scrum

Andrew Craddock
Welcome

Andrew Craddock
- Agile Consultant specialising in Agile Transformation
- Certified DSDM Advanced Practitioner, Trainer and Coach
- Certified Scrum Master (trained by Ken Schwaber)

Partner at nlighten
- Specialists in Agile Transformation and Training
- Clients include:
  - Daiwa Capital Markets (Europe), AXA Personal Lines, AXA Commercial Lines, Reliance Mutual, Infonic Ag, Callcredit, Hybris Software

Author
- Agile Project Management and Scrum pocket book
Why Agile?

- Improved Product Quality
  - Better fit with business need
  - Fewer defects

- Improved Project Performance
  - Quicker time to market
  - Reduced cost
  - Better productivity
Governance
- Rules and Regulations
- Investment and Return

Tradition
- Custom and Practice
- Organisation
Many Methods
- All with their own strengths
- All with their own weaknesses

Scrum
- Most widely used globally
- Software development focus
- Limitations with regards to:
  • Project focus
  • Scaling
  • Governance ‘hooks’

One size will not fit all
- All organisations are different
- All projects are different
- But method ‘alchemy’ is not easy

AgilePM
- Growing in popularity globally
- Strong where Scrum is limited
AgilePM and Scrum

Programme/Portfolio

Project Management

Product Development

Technical Practices

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

July 2013

Developed and sustained by Ken Schwaber and Jeff Sutherland

Scrum.org

Improving the Profession of Software Development
Each with a distinct:
  - Focus
  - Style
  - Language
Integrated Process Framework

- Centred on Scrum
- Augmented by AgilePM
  - Project Focus
  - Governance ‘hooks’
  - Portfolio Management ‘hooks’
Two sets of roles

Each with a distinct:
- Focus
- Style
- Language
Integrated Roles

- Centred on Scrum
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  - Business Focus
  - Governance
  - Scaling
Product Owner relationships:

- The Product Owner retains Scrum responsibilities for:
  - Providing *exclusive* direction to the Development Team
  - Optimising the value of development work

AgilePM elements help:

- Anchor Product Owner role in the business/corporate context
- Ensure governing roles and domain specialists (both business and technical) have a Scrum-compliant way of influencing development
Featuring:

- New **Project Planning** event to help:
  - Refine the Product Backlog to:
    - Reflect current business priorities
    - Accommodate wider feedback
  - Influence backlog priorities to:
    - Coordinate cross-team delivery
    - Proactively manage dependencies
- Two phase sprint
  - Product Refinement
  - Sprint Consolidation
- Consolidation Scrum
  - Predicting what will be in the Product Increment
  - Planning consolidation work
The concept of a ‘Scrum of Scrums’ as a mechanism for scaling has existed since the earliest of the publications about Scrum. Including Project Team roles (drawn from AgilePM) in the Scrum of Scrums event enhances:

- The effectiveness of day-to-day coordination across teams
- The effectiveness of the new Project Planning event as the strategic roles are always up to date with current issues
Other AgilePM ‘features’ to consider

- **On-time, On-budget delivery**
  - The unique focus of AgilePM (and other DSDM-inspired methods) on the guarantee of ‘on-time, on-budget, to quality’ delivery can be adopted in the combined AgilePM/Scrum framework if desired
  - Simply apply MoSCoW prioritisation to your Product and Sprint Backlogs.

- **Facilitated Workshops**
  - Structure and facilitate any session where groups of people need to collaborate to shape a product or a solution to a problem

- **Modelling**
  - Use models and prototypes to help provide a business and/or technical context for the business solution being evolved

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Note: An overview of these techniques can be found in the Agile Project Management for Scrum pocket book with more detail in the Agile Project Management or DSDM Atern handbooks (available from www.dsdm.org)
Thank you