Agenda

- Session 1
  - Is a New Process Methodology Needed?
  - Align to Your Company Vision

- Session 2
  - Introduction to Agile Thinking
  - Scrum in 30 Minutes

- Session 3
  - Define Project Scope the First Time
  - Successfully Transition to Agile

Jot down 1 or 2 things you'd like to learn from this course.
My goal for you:
You’ll learn a handful of new tips today that you can put into practice tomorrow!

Preamble
There appears to be a gap

Preamble
Let’s bridge that gap with helpful tips and techniques.
Preamble

Disclaimer

This workshop is NOT a Scrum Certification course!

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Is a New Process Methodology Needed?

CHAOS 2004 Resolution of Projects survey results (The Standish Group)
Is a New Process Methodology Needed?
Statistics You May Not Want to Know About
- Key impacts due to project failure
  1. Restarts
  2. Cost overruns
  3. Time overruns

CHAOS 2000 survey results (The Standish Group)

And, there's more ...
- Requirements change over 25% of the time

---

Large projects and large software companies with lots of resources doesn't predict success

<table>
<thead>
<tr>
<th>Project Size</th>
<th>People</th>
<th>Time (in Months)</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $750K</td>
<td>6</td>
<td>6</td>
<td>55%</td>
</tr>
<tr>
<td>$750K to $1.5M</td>
<td>12</td>
<td>9</td>
<td>33%</td>
</tr>
<tr>
<td>$1.5M</td>
<td>25</td>
<td>12</td>
<td>25%</td>
</tr>
<tr>
<td>&gt; $10M</td>
<td>500</td>
<td>36</td>
<td>0%</td>
</tr>
</tbody>
</table>

CHAOS 2000 survey results (The Standish Group)
**Is a New Process Methodology Needed?**

Famous last words
A not-so-famous marketing consultant told me

“Any software development team can get by without a process once

... but they’ll always get beaten by a competitor with a process in the long run.”

**Is Waterfall All That Bad?**
Waterfall projects introduce RISK late in a project's life cycle.

**Is a New Process Methodology Needed?**

**Is Waterfall All That Bad?**
- According to Agile & Iterative Development, the waterfall method has become *unattractive*.
- Users aren’t always sure what they want ... and once they see the work, they’ll want it changed.
- Details usually come out during the work.
- Approved specs are rarely accurate.

**Final thoughts**
- Waterfall approach has some real liabilities.
- Disconnected long series of steps.
- Handoffs can be sloppy.
- Success seems far, far away.
- In practice, schedules aren’t very predictable.
Is a New Process Methodology Needed?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specifications</td>
<td>Well-defined requirements and specifications</td>
</tr>
<tr>
<td>Schedules</td>
<td>Laid out usually to a specific date (desired)</td>
</tr>
<tr>
<td>Sequence of Events</td>
<td>One process after another (mostly)</td>
</tr>
<tr>
<td>Adaptable to Change</td>
<td>Not at all, any change usually slips the schedule</td>
</tr>
<tr>
<td>Easy to Understand</td>
<td>Yes, especially to non-technical stakeholders</td>
</tr>
<tr>
<td>Involve Customers</td>
<td>Near the end of a project (or with a beta program)</td>
</tr>
</tbody>
</table>

Align to Your Company Vision

- Partner with Product Management
  - Close collaboration required

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    - Successfully Transition to Agile
Introducing the Decision Pyramid™

- Let's group Stakeholders into decision makers ("decisionakers")

### Decisionaker Description

<table>
<thead>
<tr>
<th>Decisionaker</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Most concerned about the business</td>
</tr>
<tr>
<td>Employee</td>
<td>The team producing the product or service</td>
</tr>
<tr>
<td>Customer</td>
<td>Users and resellers</td>
</tr>
</tbody>
</table>

Pressure points you'll want to avoid

“There has to be a reason!”

Movie Time

“...”
Align to Your Company Vision

Introducing the Decision Pyramid

1. Define how decisions are to be prioritized

So what does your decision hierarchy look like?

Here's a sample decision hierarchy that works
Align to Your Company Vision

Best practice:
- Keep decision criteria simple and intuitive
- Consistently apply Decision Pyramid methodology
- Remind the staff by reinforcing how decisions are made
- Take a lesson from Guy Kawasaki: “Make meaning, not money!”
- Ensure decisions support the Project Charter

Align to Your Company Vision

Clearly Define the Project Charter
- What is it?
  - Provides the initial requirements to formally authorize a project
- Who benefits?
  1. Every Stakeholder knows what the project is all about
  2. Becomes a “collaboration contract” with PRODUCT MANAGEMENT

Group Exercise
Align to Your Company Vision

Group Exercise

- How many of you start a project with a Project Charter document?
- Breakout with your table group.
  - Prioritize the top elements of a Project Charter.
  - To be agile, you must beagile and do it fast!
  - Go!

Famous last words

There is NO project if there is no Project Charter

Break
Introduction to Agile Thinking

Quick Agile History Lesson
- Started in 1986 with Fuji, Honda, Canon...
- decided to build products:
  1. Small, cross-functional
  2. Work is time-boxed
  3. Adapt to change along the way
- Result: got to market faster, Japan shamed stigma

Introduction to Agile Thinking

Quick Agile History Lesson

P-D-S-A inspired by W. Edwards Deming
Introduction to Agile Thinking

Quick Agile History Lesson
- Agile Alliance's The Agile Manifesto emphasizes time-driven efficiency

<table>
<thead>
<tr>
<th>Key Agile Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals and interactions over processes and tools</td>
</tr>
<tr>
<td>Working products over comprehensive documentation</td>
</tr>
<tr>
<td>Customer collaboration over contract negotiation</td>
</tr>
<tr>
<td>Responding to change over following a plan</td>
</tr>
</tbody>
</table>

Introduction to Agile Thinking

Quick Agile History Lesson
- Scrum is not an acronym, but a Rugby term
- Ken Schwaber and Jeff Sutherland created Scrum through evolution on a real project
- Formed the Scrum Alliance, the first formalized Certified Scrum training
- Well over 40,000 trained to date

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Certified ScrumMasters act as project managers, but they report to the team. Customer (user) provides the guidance. Fixed time-boxed delivery (no exceptions). Self-managed teams, minimal bureaucracy. Quality tests validate product along the way. Co-located and focused, focused, focused, … Frequent communication and transparency.

The Triple Constraint is a popular project management concept. … with dependent relationships between scope, cost, and time.

When the feature set (scope) expands or the effort takes longer than expected cost and time expand, too. Not good!
But with Agile, the Triple Constraint is turned upside down:

- Scope (feature set) is driven by predefined budget (cost) and schedule (time)

Risk Impact

Waterfall projects encounter risks late in a project's life cycle.

Agile reduces risk and improves predictability.
Introduction to Agile Thinking

Case Studies
- Nokia
- Patient Keeper
- Symantec
- Salesforce.com
- Real Software (now Xojo)

Introduction to Agile Thinking

Why Focus is So Critical
- Habit is to multitask your senior staff
  - According to Peopleware, you are at your best when you reach flow
  - According to Slack, immersion (or emotional inertia) is what your want

Exercise
Exercise
Open your workbook to Page 14:

<table>
<thead>
<tr>
<th>Integers</th>
<th>Letters (A, z)</th>
<th>Roman</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>26</td>
<td>Z</td>
<td>XXVI</td>
</tr>
</tbody>
</table>

You have 30 seconds to fill across the table.
Ready? Go!

Exercise
Open your workbook to Page 15:

<table>
<thead>
<tr>
<th>Integers</th>
<th>Letters (A, z)</th>
<th>Roman</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>26</td>
<td>Z</td>
<td>XXVI</td>
</tr>
</tbody>
</table>

You have 30 seconds to fill down the table.
Ready? Go!

So, why was this exercise important?
### Introduction to Agile Thinking

#### Why Focus is So Critical

- According to Tom DeMarco’s Slack, balancing too many tasks carries a price!

![Graph: Impact of excessive multitasking](image)

- Unhappy workers
- Not living up to full potential
- Costs more
- Impacts the outcome of the team

Let’s take a couple of minutes to brainstorm:

... What can YOU do to improve team focus?

---

#### Just the Facts

You can measure this with this simple formula:

\[
E\text{-factor} \% = \frac{\text{Uninterrupted hours}}{\text{Body-present hours}} \times 100
\]

<table>
<thead>
<tr>
<th>Uninterrupted hours</th>
<th>Hours of Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>12345</td>
</tr>
<tr>
<td>2</td>
<td>12345</td>
</tr>
<tr>
<td>1</td>
<td>12345</td>
</tr>
<tr>
<td>6</td>
<td>12345</td>
</tr>
<tr>
<td>2</td>
<td>12345</td>
</tr>
<tr>
<td>1</td>
<td>12345</td>
</tr>
<tr>
<td>8</td>
<td>12345</td>
</tr>
<tr>
<td>8</td>
<td>12345</td>
</tr>
<tr>
<td>5</td>
<td>12345</td>
</tr>
</tbody>
</table>

... the first worker has to work twice as hard
Agenda

Session 1
- Is a New Process Methodology Needed?
- Align to Your Company Vision

Session 2
- Introduction to Agile Thinking

Scrum in 30 Minutes

Session 3
- Define Project Scope the First Time
- Successfully Transition to Agile
Scrum in 30 Minutes

**The Agile Project Manager**

<table>
<thead>
<tr>
<th>Process Group</th>
<th>Common Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiating</td>
<td>Starts these process cycles</td>
</tr>
<tr>
<td>Planning</td>
<td>Establishes objectives and processes</td>
</tr>
<tr>
<td>Executing</td>
<td>Implement processes (&quot;do the work&quot;)</td>
</tr>
<tr>
<td>Monitoring &amp; Controlling</td>
<td>Track and apply improvements prior to beginning of the next implementation</td>
</tr>
<tr>
<td>Closing</td>
<td>Ends the process cycles (Release!)</td>
</tr>
</tbody>
</table>

Scrum in 30 Minutes

**The Agile Project Manager**

<table>
<thead>
<tr>
<th>PDSA</th>
<th>Process Group</th>
<th>Common Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>Planning</td>
<td>Establishes objectives and processes</td>
</tr>
<tr>
<td>Do</td>
<td>Executing</td>
<td>Implement processes (&quot;do the work&quot;)</td>
</tr>
<tr>
<td>Study</td>
<td>Monitoring &amp; Controlling</td>
<td>Track and apply improvements prior to beginning of the next implementation</td>
</tr>
<tr>
<td>Act</td>
<td>Closing</td>
<td>Ends the process cycles (Release!)</td>
</tr>
</tbody>
</table>

Scrum in 30 Minutes

(aka progressive elaboration)
Scrum in 30 Minutes

Show of hands

How many of you build products nightly? _____
How many of you have dedicated testers? _____
How many of you have invested in automated testing tools and technology? _____
How many of you are lying? _____
Why is this even important?
Scrum in 30 Minutes

- Management sets the project direction
- Select the team, identify clear roles
- Identify “rules of engagement”
- Plan whatever you need to do before launching the team

Scrum in 30 Minutes

Famous last words

The benefit of incremental product building

“You’ll rarely be remembered for missing a feature...

but you’ll never be forgotten for missing a schedule.”
Scrum in 30 Minutes

The Scrum "Walkabout"

- Use Rough Order of Magnitude (ROM) technique
- Estimate a range of Sprints where release will occur
- (You can map key milestones on top)

Scrum in 30 Minutes

- We need to estimate a rough level of effort

Scrum in 30 Minutes

We need to estimate a rough level of effort
The Scrum "Walkabout"
- Step 1: Create the Product Backlog
  - Includes three ingredients:
    1. Feature descriptions
    2. Consensus estimating
    3. Priorities based on value
  - Scrum relies on a team-driven, efficient method of defining the Product Backlog
  - Stories

And what could a Product Backlog part look like?
- Pretty simple actually ...
- Let's use a spreadsheet instead of fancy tools!

Legend:
MR stands for "Must Have"
MVP stands for Min-Viable Product
Scrum in 30 Minutes

Partners with Product Management
- Deciding which features are in scope

Possibly In Scope
In Scope
Out of Scope

Step 2: Sprint Planning

Scrum in 30 Minutes

Best practice

Working more hours doesn’t mean that the team produces more output . . . for that very reason, estimates must be realistic.
**Scrum in 30 Minutes**

**Best practice**

The most important features ... ... and the highest risk features are completed early in the project life cycle.

---

**Scrum in 30 Minutes**

The Scrum "Walkabout"

- Calculate a team member's available time

<table>
<thead>
<tr>
<th>Hours</th>
<th>Time Usage This Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Maximum hours available</td>
</tr>
<tr>
<td>-5</td>
<td>In meetings</td>
</tr>
<tr>
<td>-5</td>
<td>Supporting customers</td>
</tr>
<tr>
<td>-8</td>
<td>Other projects</td>
</tr>
<tr>
<td>-0</td>
<td>Vacation/holiday</td>
</tr>
<tr>
<td></td>
<td>Total remaining available hours (55%)</td>
</tr>
</tbody>
</table>

---

**Scrum in 30 Minutes**

The Scrum "Walkabout"

- Step 2: Sprint Planning
  - How is level of effort (LOE) measured?
  - *PMBOK® Guide* relies on expert judgment
  - Technique used in Scrum planning (S = 1)
  - It starts with a simple card game ...
**Scrum in 30 Minutes**

**The Scrum "Walkabout"**

- Step 2: Sprint Planning – the game

**Open discussion**

What are the benefits to this method of estimating the level of effort?
Scrum in 30 Minutes

The Scrum "Walkabout"

Step 3: The Sprint
- A Daily Scrum Meeting takes place with the team and the ScrumMaster
- Three critical topics are covered
  1. What was just completed?
  2. What are you working on next?
  3. What is hindering progress?
- Say, what’s burning?

Scrum in 30 Minutes

Scrum in 30 Minutes

Verifying and Controlling Scope
- Daily Scrums throughout the iterative process
- Keeps team focused, controls scope
- Remaining hours per task goes to 0 when verified

Scrum in 30 Minutes

Burndown Chart

Continuously monitor remaining work with the Burndown Chart

Scrum in 30 Minutes

Verifying and Controlling Scope
- Daily Scrums throughout the iterative process
- Keeps team focused, controls scope
- Remaining hours per task goes to 0 when verified

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### Scrum in 30 Minutes

#### How Scrum Works

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specifications</td>
<td>Chisel away at feature backlog</td>
</tr>
<tr>
<td>Schedules</td>
<td>Fixed iterations</td>
</tr>
<tr>
<td>Sequence of Events</td>
<td>One iteration follows another in 30 day “sprints”</td>
</tr>
<tr>
<td>Adaptable to Change</td>
<td>Thrives on change</td>
</tr>
<tr>
<td>Easy to Understand</td>
<td>Yes, few rules and very little documentation</td>
</tr>
<tr>
<td>Involve Customers</td>
<td>At sprint reviews at the end of each cycle</td>
</tr>
</tbody>
</table>

### Scrum in 30 Minutes

#### Ways That Scrum Can Fail

- Typically 20% attrition during transition to agile
  - Old-style programmer won’t change
  - Poor performer
  - Not a “completer” – 95% almost done is not d-u-n-n (aka done)
  - First-line managers don’t want to lose control
  - Team members being defensive

- Practicing “almost Scrum-like”
- No executive management commitment
- Force-fitting a project that isn’t suited to Scrum
- Just letting the team self-manage, this is the time for leadership!
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Define Project Scope the First Time

Being Effective at Collecting Requirements
- What is a requirement anyway?
  And according to the PMBOK® Guide:
  The project and product features/functions needed to fulfill stakeholder’s needs and expectations.
Barry Boehm states that the cost of correcting a requirement (in software/IT) during the project cycle is huge. “Up to 68 times more than if it had been found at requirements definition.”

Best practice

Your role is to remove fear of accountability from the staff that has probably been ... ... burned in the past!
Define Project Scope the First Time

Best practice

If the project manager isn't technical enough ...
... partner with someone who is and make decisions as a unified project leadership team

Define Project Scope the First Time

Being Effective at Collecting Requirements
- Characteristics of a great set of requirements
  - Complete
  - Correct
  - Feasible
  - Necessary
  - Traceable
  - Verifiable

How good are my requirements?
- Complete
- Correct
- Feasible

Define Project Scope the First Time

Being Effective at Collecting Requirements
- Interviews
- Facilitated workshops
- Brainstorming
- Questionnaires
- The Delphi Technique

These also can be used to identify risks...
Define Project Scope the First Time

Being Effective at Collecting Requirements
- Deciding which features are in scope

Possible group decision-making techniques

Unanimity
Everyone agrees or it isn't prioritized

Majority Rule
At least 50% agree
**Define Project Scope the First Time**

Being Effective at Collecting Requirements
- Possible group decision-making techniques

**Consensus**
Majority agrees and the minority agrees to support the decision.

**Dictatorship**
Individual makes the final decision.

**Best practice**
- Encourage a team culture based on effective communications and team buy in
- You've got to help the team from "deep diving"
- Product Owners should be receptive to detail while focusing on the needs of the customer.
**Define Project Scope the First Time**

Being Effective at Collecting Requirements
- What are the key risks if requirements aren’t done right?
  - Product not accepted by the customer
  - Creeping user requirements result in project overruns and team morale issues
  - Ambiguous requirements are impossible to verify (test)
  - What’s worse, on-time delivery isn’t possible

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**Successfully Transition to Agile**

Communication fundamentals
- Have you ever tried to communicate what you do to your parents or non-technical friends?
- Your role requires that you become a great Motivator and Communicator
Successfully Transition to Agile

Movie Time

Excerpt copyright © 1999, 20th Century Fox, Office Space. Mike Judge.

Successfully Transition to Agile

Case Studies About Developer Motivation

- According to a recent IEEE Computer Society study, motivation impacts project outcome.

        ![Motivational Factor Highlights]

<table>
<thead>
<tr>
<th>#</th>
<th>Motivational Factor</th>
<th>Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identification with task</td>
<td>Clear goals, team identifies with product quality</td>
</tr>
<tr>
<td>2</td>
<td>Great management</td>
<td>Direction is known, effective communications</td>
</tr>
<tr>
<td>3</td>
<td>Employee participation</td>
<td>Involved, working with others is a positive experience</td>
</tr>
<tr>
<td>4</td>
<td>Career path</td>
<td>Opportunities, knows what is expected</td>
</tr>
<tr>
<td>5</td>
<td>Variety of work</td>
<td>Learning, making use of skills, being “stretched”</td>
</tr>
</tbody>
</table>

No wonder “incentives” don’t very effective with the “nerd herd”
Successfully Transition to Agile

Best practice:
- According to Project Management Practitioner’s Handbook, you can dramatically enhance an employee’s job satisfaction
  - Job rotation
  - Job enlargement

Successfully Transition to Agile

Using Organizational Theory to Develop Teams
- Basic theories that every manager should know
  - Maslow’s Hierarchy of Needs
  - McGregor’s Theory X and Theory Y
  - Tuckman’s Team Development model

Successfully Transition to Agile

Using Organizational Theory to Develop Teams
- Maslow’s Hierarchy of Needs
  - Self-Actualization
  - Esteem
  - Acceptance
  - Security
  - Physiological
**Successfully Transition to Agile**

Using Organizational Theory to Develop Teams

- **Maslow’s Hierarchy of Needs**

<table>
<thead>
<tr>
<th>Definition</th>
<th>Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physiological</td>
<td>Basic biological/workplace needs</td>
</tr>
<tr>
<td>Security</td>
<td>Freedom, fair, company is growing, stable</td>
</tr>
<tr>
<td>Acceptance</td>
<td>Part of the team, accepted, key participant</td>
</tr>
<tr>
<td>Esteem</td>
<td>Feeling of importance, recognized, clear career path</td>
</tr>
<tr>
<td>Self-Actualization</td>
<td>Working to full potential, passionate, love their work</td>
</tr>
</tbody>
</table>

**Successfully Transition to Agile**

Using Organizational Theory to Develop Teams

- **Theory X**
  - Organizations take a lot more management
- **Theory Y**
  - Allows you to lead

**Successfully Transition to Agile**

Using Organizational Theory to Develop Teams

- McGregor’s Theory Y organizations benefits
  - You can focus on removing barriers for the team
  - When staff wants to do well, “untapped energy” and creativity takes place
  - Prevailing belief of a high degree of job satisfaction in doing a great job
Using Organizational Theory to Develop Teams

- Hierarchy of Needs combined with Theory X and Theory Y

Bruce Tuckman developed a team-development psychology back in 1965.
- It is still taught to this day.
- ... and forgotten the day after.
- Premise is that a team transitions through most, five distinct stages during this.

- You might call these stages HELLI.

Best practice

- Why care about the Tuckman Team Development model?
  1. Your role is generally to direct the team.
  2. But your communication and leadership style should adjust depending on the stage.
### Successfully Transition to Agile

#### Using Organizational Theory to Develop Teams

<table>
<thead>
<tr>
<th>Stage</th>
<th>What Happens?</th>
<th>Your Leadership Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norming</td>
<td>Trust, relationship building, success takes shape</td>
<td>Participative *</td>
</tr>
<tr>
<td>Validation</td>
<td>Maintaining this model takes constant attention, if teamwork starts to break down or team members become confrontational, you are really back in the Storming stage</td>
<td></td>
</tr>
</tbody>
</table>

* with feedback cross-checks

#### Successfully Transition to Agile

<table>
<thead>
<tr>
<th>Stage</th>
<th>What Happens?</th>
<th>Your Leadership Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing</td>
<td>High-performing results, team is unified</td>
<td>Participative</td>
</tr>
<tr>
<td>Validation</td>
<td>Team almost runs without any management at all</td>
<td></td>
</tr>
</tbody>
</table>

#### Successfully Transition to Agile

<table>
<thead>
<tr>
<th>Stage</th>
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<tbody>
<tr>
<td>Adjourning (aka Mourning)</td>
<td>Project closure tasks are performed, teams disband</td>
<td>Proactive</td>
</tr>
<tr>
<td>Validation</td>
<td>Can be both positive or negative, the focus is to ensure that the spirit of lessons learned are openly discussed to improve the organization—you must have a transition plan</td>
<td></td>
</tr>
</tbody>
</table>

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Successfully Transition to Agile

Final thoughts
- Pick one of your current teams
- Where are they in Tuckman’s model?
- Your goal is to move the team to the right

Successfully Transition to Agile

Establish a Culture of Effective Communications
- If your company does regular internal employee (dis)satisfaction surveys
- What is the #1 issue of employee frustration with the overall organization?
- You guessed it: 9 times out of 10 it is: Poor Communications

Successfully Transition to Agile

Establish a Culture of Effective Communications
- Ed Yourdon’s Death March states these important communications rules
  - Total transparency
  - Clear communication of risks
- By the way, full transparency is critical for agile (Scrum) projects to succeed
Successfully Transition to Agile

Establish a Culture of Effective Communications
- Planning communication is critical
  - Who should receive project communication?
  - What communications should they receive?
  - Who should send the communications?
  - How the communications will be sent?
  - How often communications will be sent?

Successfully Transition to Agile

Establish a Culture of Effective Communications
- Understand your Stakeholders

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Be direct and truthful
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Communication Misfires
- Lay blame
- Avoid the truth about your project's status
- Stretching the truth about your project's status
- More reporting and meeting will correct projects gone bad
- Assume that one-way communication actually works

Successfully Transition to Agile

Communication things to do
- Identify and classify stakeholders, then communicate appropriately
- Communicate urgent status in a timely fashion
- Use simple-to-understand project objective measurements consistently
- Develop a culture of listening, respect, and trust

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Best practice
- The PMBOK® Guide says:
  - About 90% of a project manager's time should be focused on communication
Group Exercise

Align to Your Company Vision

Group Exercise

- What can you do to better motivate and communicate with your team?
- Breakout with your table:
  - Prioritize two or three things you can put into place tomorrow:
    - To be agile, you must decide very fast.
    - Go!

Align to Your Company Vision

September

- There's only one thing you can do today.
  - Did you learn what you expected today?