



Agile/Scrum's Significant Effect on Project Roles
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Michael J. Frenette, PMP, CMC, I.S.P., MCITP

Michael Frenette, PMP, CMC, MCITP

- Principal in Risk and Delivery Management
 - Over thirty years in IT with technical and managerial experience, managing projects since 1984, PMP since 2003
 - Over a dozen years volunteer experience with PMI
 - Currently Manager, Requirements Management Community of Practice
- Employed by Sierra Systems
 - Headquartered in Vancouver, Canada, ~ 800 consultants
 - Over 30 years in business
 - Specializing in systems integration, management consulting and managed application support

Why Should You Get Involved in a PMI Community of Practice?

What is a Virtual Community?

“A virtual community uses Internet technology to share information, ideas and resources among a group of like-minded participants located anywhere in the world.”

Free with PMI membership!



Source - TelecomsAdvice (UK)

An exclusive member benefit, PMI communities of practice offer opportunities for networking, professional development, knowledge creation and sharing, and recognition in the profession of project management.



All community opportunities are supported by the contribution of time and expertise by a dedicated group of volunteer leaders.

PMI Requirements Management Community of Practice

- Credible content, tools, and templates that help identify effective approaches for documenting deliverables to meet stakeholder needs and expectations
- Resources include:
 - GREAT Newsletters
 - Wealth-filled Webinars
 - Delicious Discussion forums
 - Space for Sharing Documents

Join us!!





Mike Frenette, CoP Manager



Beth Ouellette, KM Lead

<http://requirements.vc.pmi.org/>

Presentation Objectives

- To explain how the Agile Scrum framework changes the project approach 
- To discuss how Scrum changes perspective of various project roles with focus on:
 - project manager 
 - business analyst

Agenda

1. Challenge of Change
2. Agile background
3. Scrum concepts and roles
4. Impact on traditional project roles
5. Closing



A few words about Change



Change is Excruciating

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

-- Niccolo Machiavelli





Key areas of Change

- Focus on the positive impact of the change
- Involve the people impacted by the change
- Create a plan to deal with the change
- Proceed with the people and the plan to create the change

...AND Agile is indeed a Change

A misty, golden-hour landscape. In the foreground, a wooden fence runs across the frame. Behind it, several tall, dark trees stand in silhouette against a hazy, yellowish sky. In the distance, a line of trees is visible through the mist. A small group of birds is flying in the sky to the right. The overall atmosphere is calm and serene.

AGILE BACKGROUND

Project: Plan versus Reality

Plan:
Start —————> Finish

Actual:
Start ————> Finish



Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

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

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	



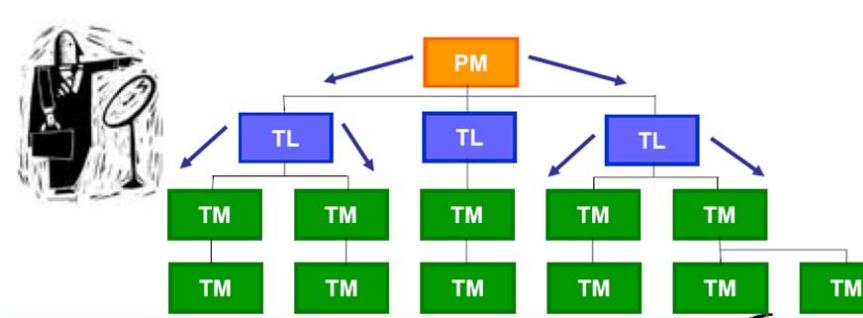
Agile Values

- Individuals and Interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiations
- Responding to change over following a plan



Traditional Top-Down Model*

- From this:



- To this:

- Team members create value
- Leadership role – to serve the team



Remove impediments to progress

Shield team from interruptions

Communicate shared vision

Provide the environment for success

Intervene when appropriate

* Mike Griffiths, Leading Answers Inc.

Introduction to Scrum Concepts

(the change begins here)

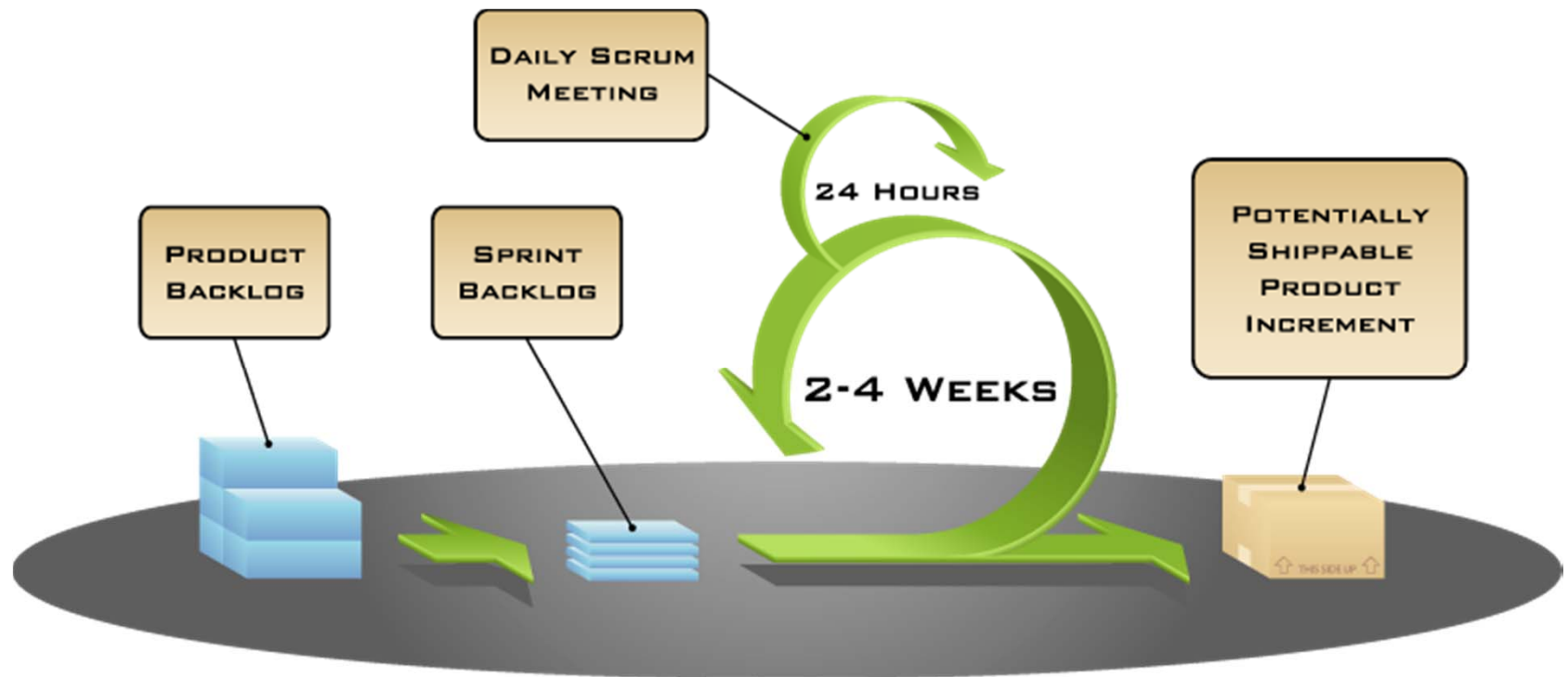


Scrum



Scrum Framework

- Continuous feedback loops
- Self managing teams
- Impediments addressed daily
- Short development cycles, iterative



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Scrum Framework

Roles

- Product Owner
- Scrum Master
- Team



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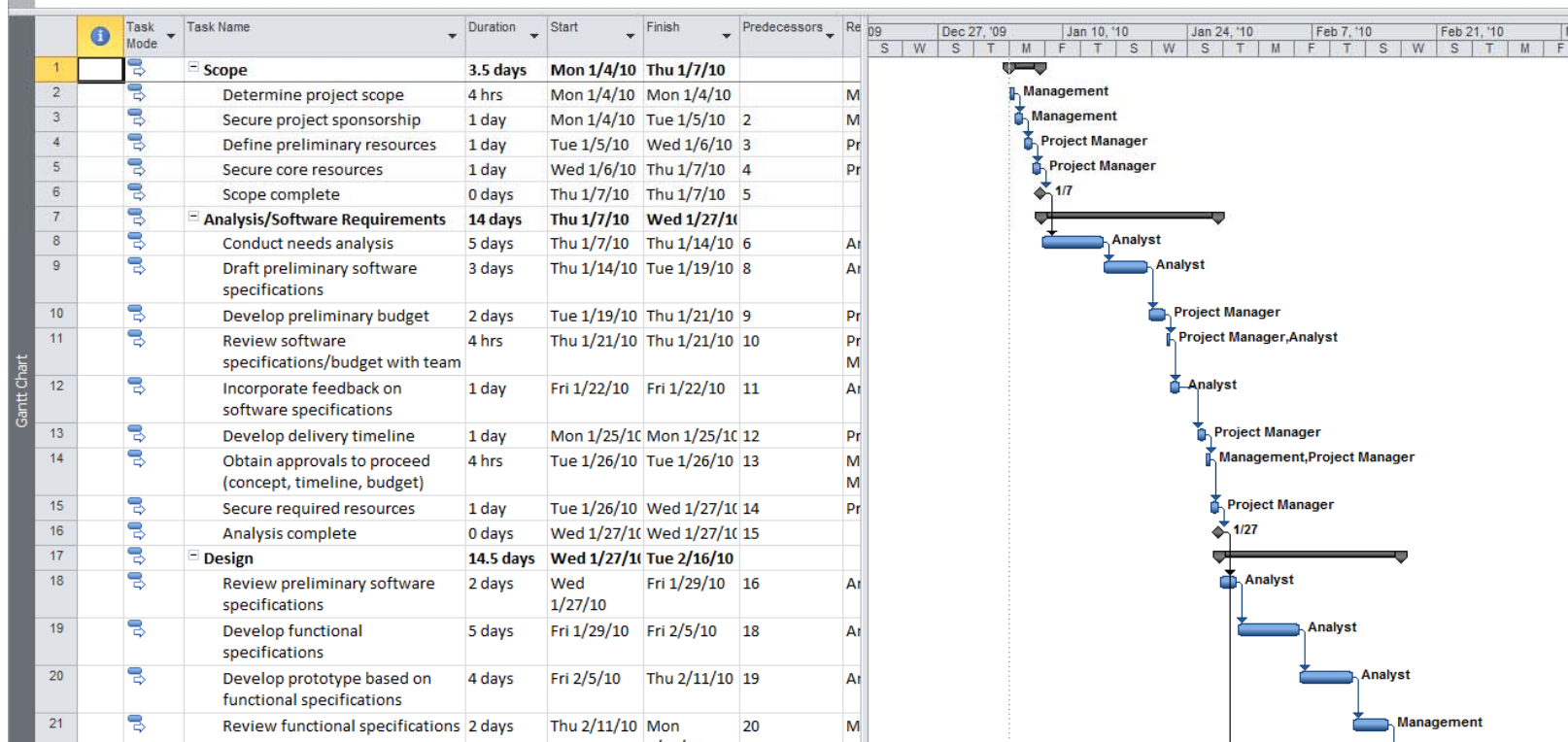
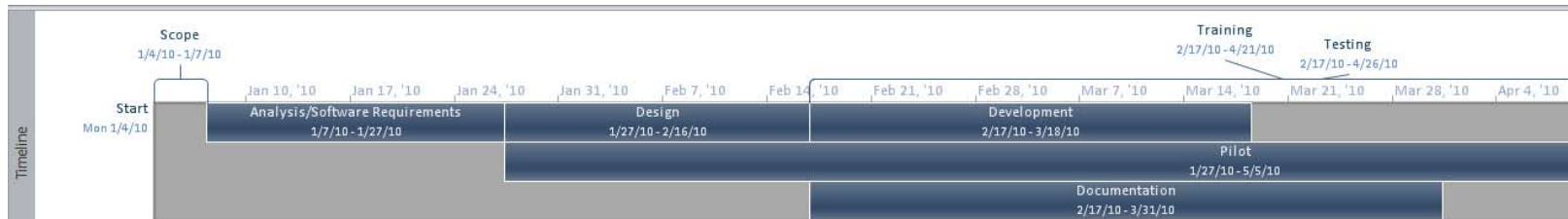
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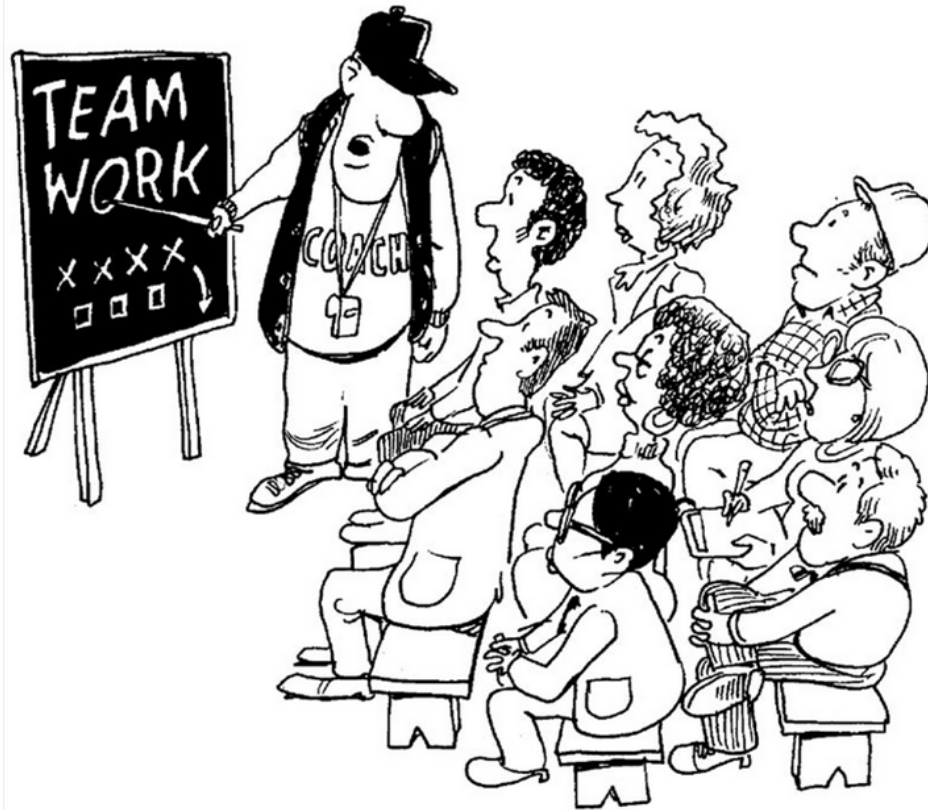
SCRUM'S IMPACT ON PROJECT ROLES

SCRUM'S IMPACT ON THE PROJECT MANAGER



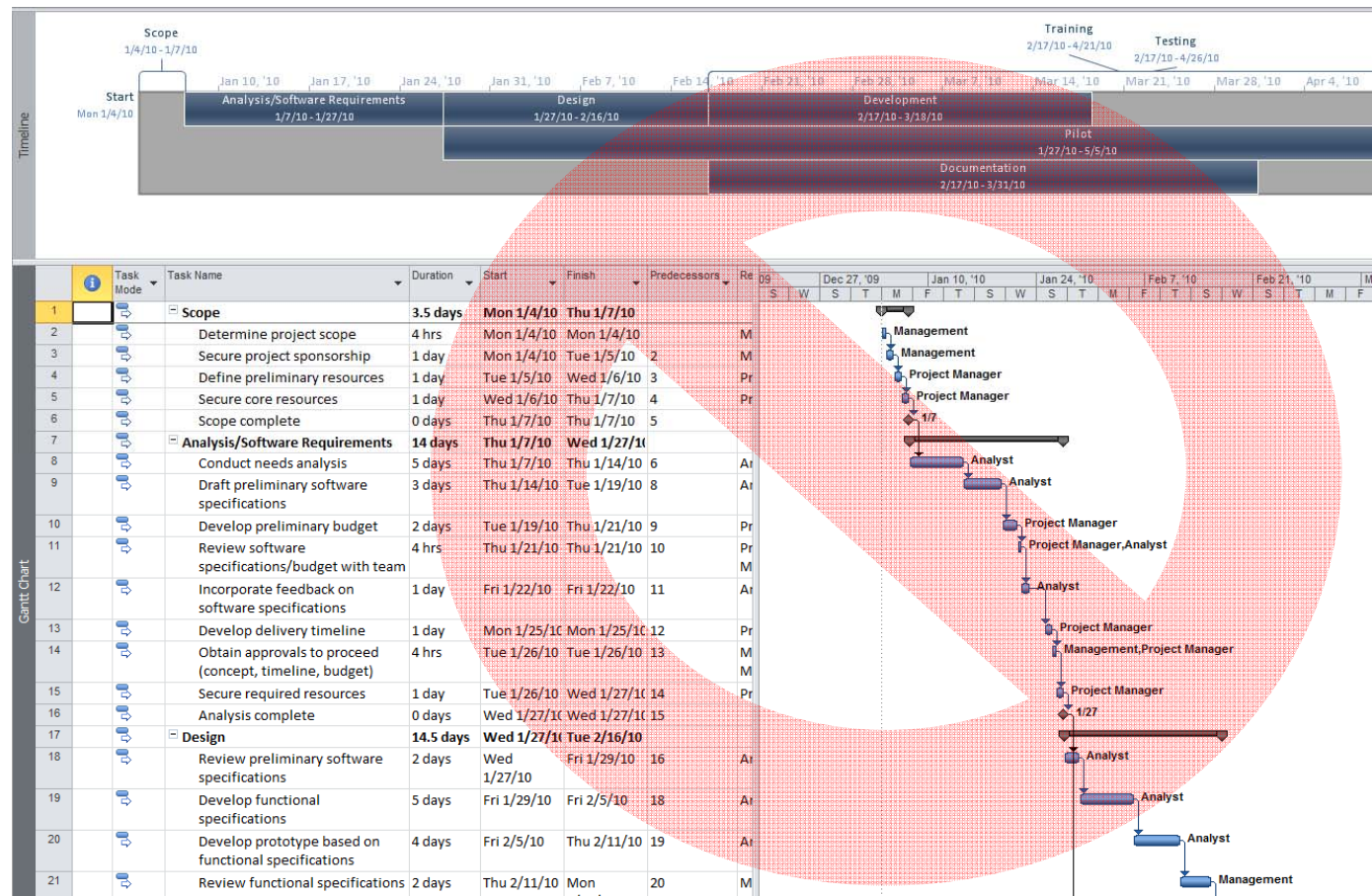
The Project Manager

- May feel like he/she has less control - self-managed teams



The Project Manager

- May want to plan everything in detail in advance, but cannot except # of Releases, # of Sprints and (sometimes) which features and when

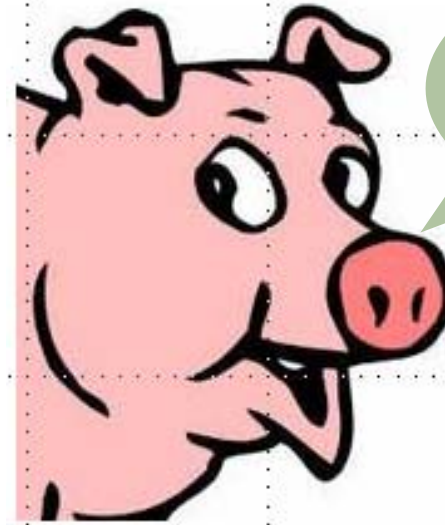


The Project Manager

- May have to be a “chicken” and bite his/her tongue in Scrum meetings



I'm very involved!



Oh yeah? Well
I'm committed.

The Project Manager – Servant Leader

- Team
 - Updates burndown charts during Sprint
 - Team refers to Sprint Backlog, estimates, ownership to manage themselves
 - Everyone helps with decisions – not just “leads”
 - Team explores options before deciding next steps
 - Team reviews their processes regularly to continuously improve
 - Team generally manages their own issues, escalating only when necessary

- PM

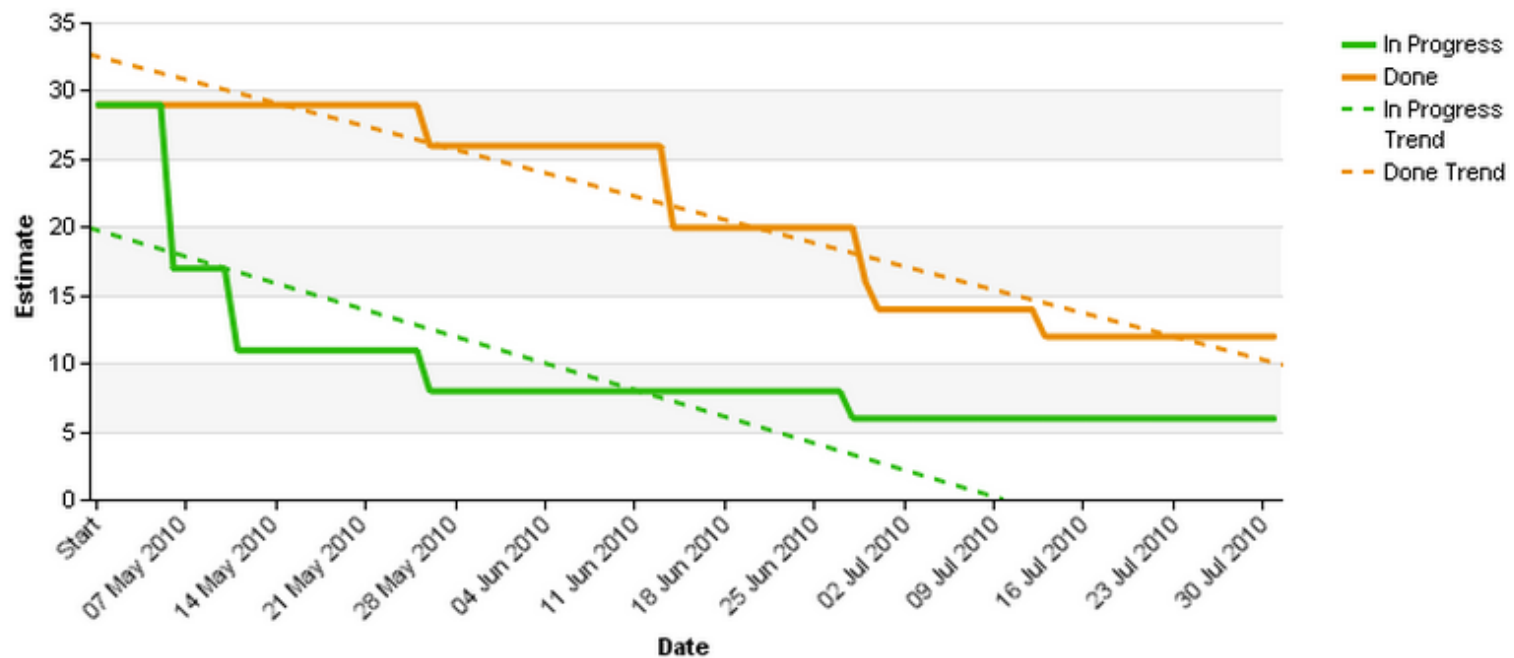
- Long term planning, projections, forecasts, budget, communication with sponsors & important stakeholders, big issues



The Project Manager

- Determines project status and forecasts from burn-down charts, current team velocity and remaining time and \$ budget \$

Current Release Burn Down – Stories

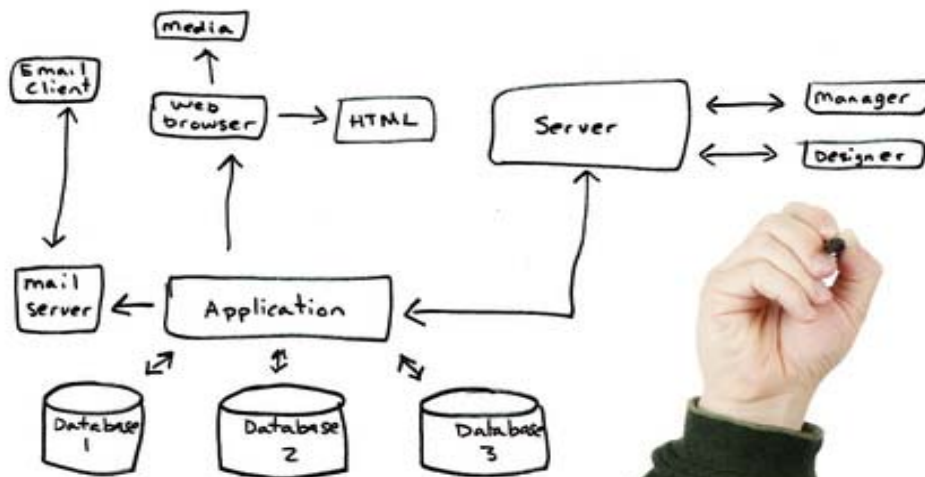


The Project Manager

- May have to deal with more change requests – change is welcomed on Scrum projects!



Scrum's Impact on The Business Analyst



From Use Cases to User Stories

- User story structure:
 - “As a <role> I want to <goal> so that I can <reason>.”
- Example of a user story:
 - “As an camper I want to be able to reserve a camping spot to relieve stress & so I can set up when I arrive.”



From Use Cases to User Stories

- Why is this better than a Use Case?
 - It may not be! It is situational, but this is where we start.
 - An associated use case may be necessary for complex situations, or for support reasons
- User stories will have acceptance criteria
- May have associated business rules and more detailed functional requirements that may not be elaborated until addressed in a sprint

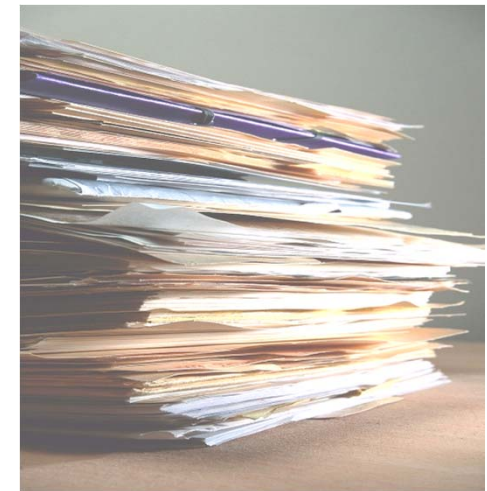
Involved for project duration

- Involved in project from beginning to end - requirements analysis at the beginning of every Sprint
 - Just in Time Analysis - done when required at the level of detail that makes sense



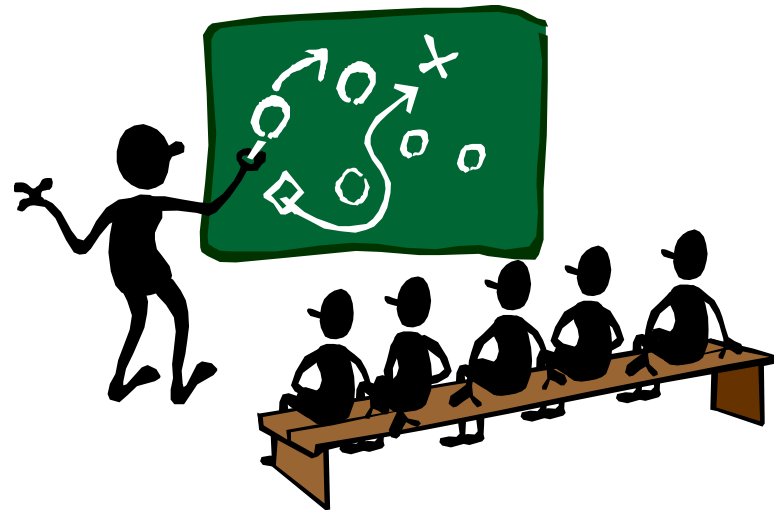
Requirements Documentation

- Some requirements may not be written in other than meeting minutes – and sometimes not even then
- Requirements Hierarchy
 - Epics
 - Features
 - Stories
 - Tasks
- Product Backlog – List of user stories
 - Prioritized by the Product Owner – Must, Should, Could, Won't
- Useful link on this topic:



An Integral Part of the Team

- May work more closely with other team members
- Collaborative – with the team and the client throughout the project

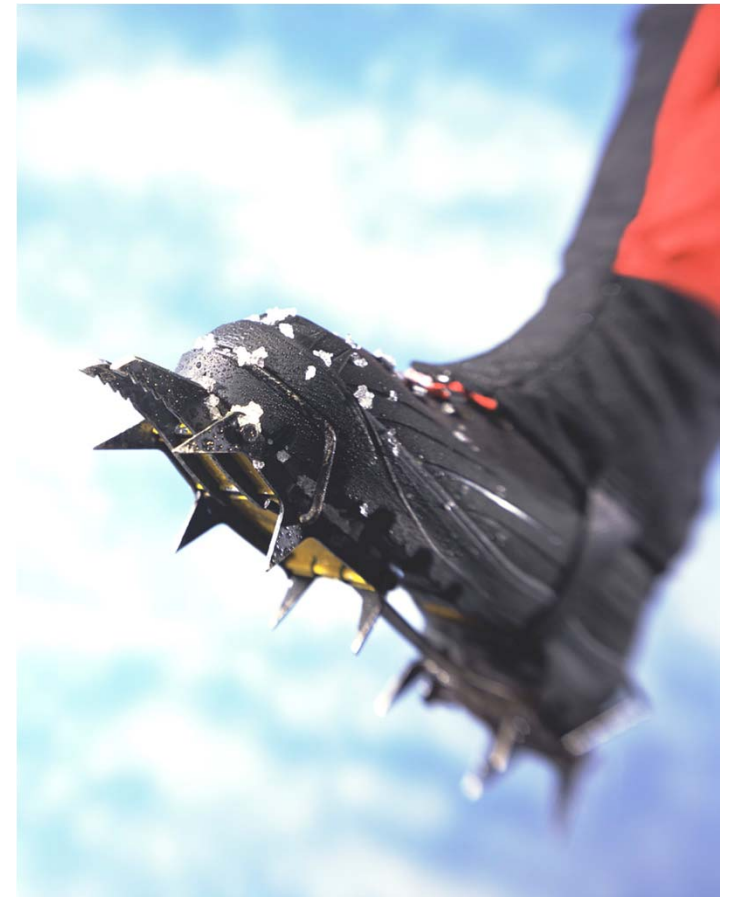


Document Only as Needed

- Use cases may still be needed for complex items – but probably created during a Sprint
- An alternative is in-card detailed analysis or links to use cases and/or documents

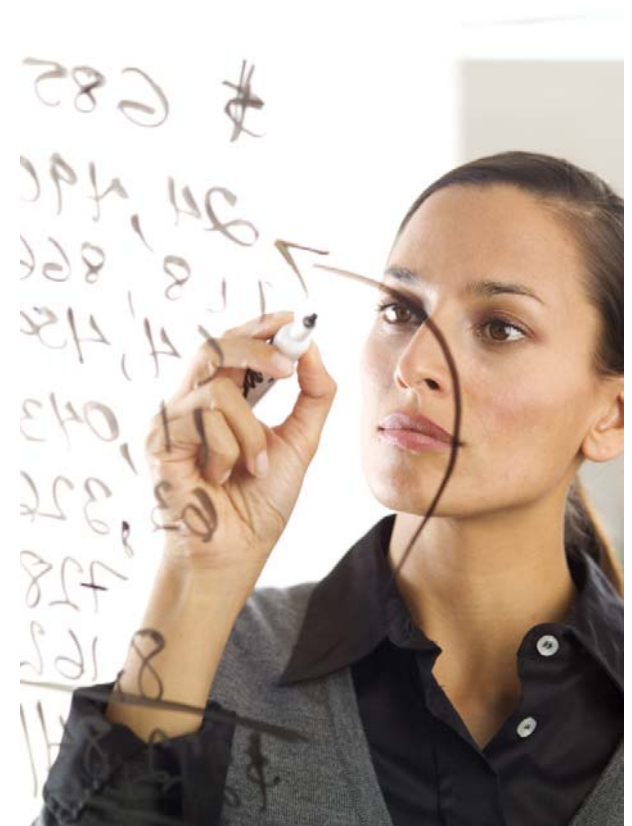
Spikes

- Special sprints designed to allow teams to learn more about a requirement
- Might be a prototype
 - ... of a new technology, or
 - ... elaboration of a story with unknown characteristics to allow for more research until enough is known for it to be estimated



Relative Estimating

- Estimating may be relative – story points
- Often based on the Fibonacci Sequence, 1,2,3,5,8,13...
- Story point planning poker
- Velocity – number of story points a team can do in a sprint
 - Known for a team that has worked together before
 - Not comparable between teams



A pair of hands is shown holding a globe made of white puzzle pieces. One piece is missing, and a hand is placing a new, glowing yellow puzzle piece into the gap. The background is a bright, hazy outdoor scene.

SCRUM'S IMPACT ON OTHER PROJECT ROLES

Scrum Changes all Project Roles

- Team members have the opportunity to choose their work
- Everyone attends the daily Scrum... every day... no exceptions
- Everyone shares progress, plans and impediments
- Everyone looks around for more work when theirs is done

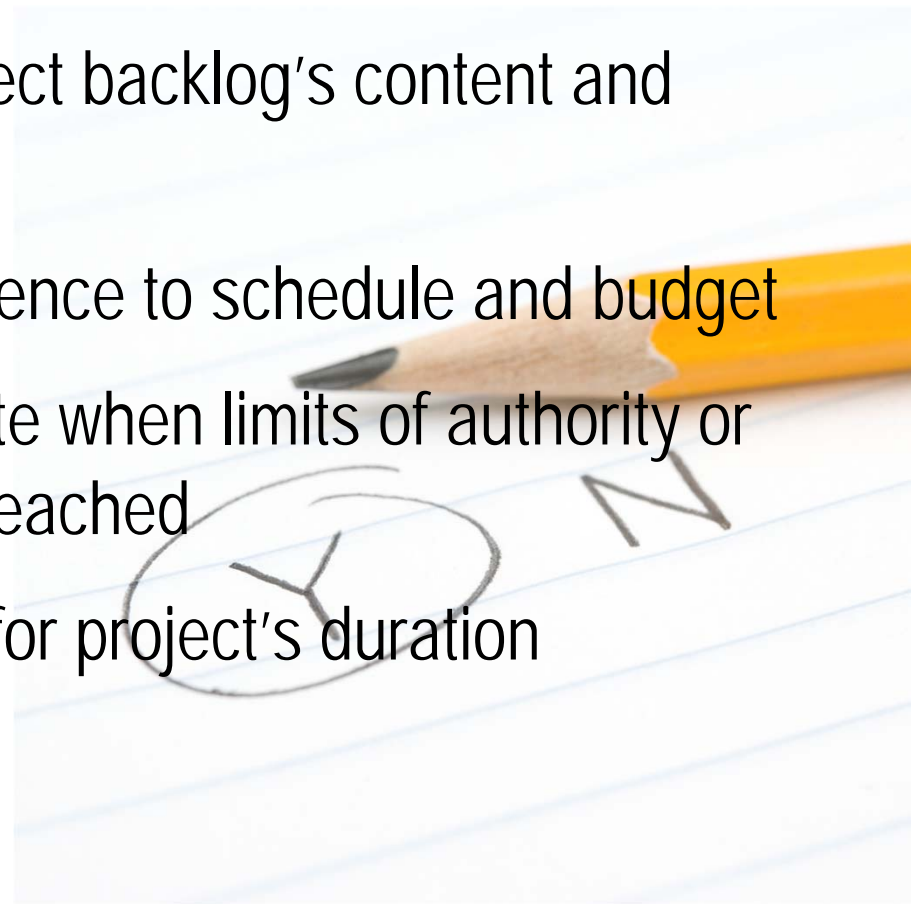
Scrum Changes all Project Roles (cont'd)

- Everyone tries to help others succeed
- Everyone showcases their work... and are proud to do so
- The team fails and succeeds together
- Multi-talented team members are more valuable than specialists in a single area



The Client

- Has authority to make business decisions
- Is responsible for the project backlog's content and priorities
- Flexible on scope in deference to schedule and budget
- Knows to whom to escalate when limits of authority or responsibility have been reached
- Is embedded in the team for project's duration



The Developer

- Will join the project earlier
- Will take ownership of estimating story size
- Will help plan Sprints
- Will take on responsibility of completing chosen (or assigned) items during the Sprint
- Will work more closely with the client (Product Owner)



The Tester

- Testing occurs at the end of each Sprint as product is ready for testing and approval to be potentially shippable product
- Will be associated with the project from beginning to end



All Roles: Multi-Talented-May Take On Other Roles





CONCLUSION

- Scrum has an impact on projects
 - Faster (often)
 - Team Spirit (greater sense of control)
 - User/client (heavy involvement, more control, flexibility)



- When should I use Scrum?
 - When your client trusts you and your team
(*Probably not fixed time, budget and scope!*)
 - When your client is empowered, committed and available
- Will it impact your Project Roles?

What do you think?



Questions?

Comments?



Useful Links

- Agile Manifesto – AgileManifesto.org
- Agile Alliance – AgileAlliance.org
- Mountain Goat Software – mountaingoatsoftware.com
- Scrum for TS www.scrumforteamssystem.com
- PMI – www.pmi.org
- Tao for Scrum- [collectiveedgecoaching.com/2010/04/the-
tao-of-scrum-complete/](http://collectiveedgecoaching.com/2010/04/the-
tao-of-scrum-complete/)



Thanks for your kind attention

MichaelFrenette@SierraSystems.com

@HalifaxPM

Linkedin.com/in/mikefrenette

requirements.vc.pmi.org/