Rochester AGILE Community Networking Mixer

5:30-6:15 pm: Registration and Networking

6:15-6:25 pm: Opening words from PMI ROC and Digital Rochester

6:25 – 6:30 pm: Intro to CoP

6:30 – 6:45 pm: Business Perspective - Why Agile Matters

6:45 – 7:30 pm: Blending Waterfall with Agile

7:30- 7:45 pm: Games, Retrospectives and a few Desserts

7:45-8:15 pm: Wrap up

8:15-9:00 pm: Additional Networking

Presenter- David Sherburne

Your CoP Team

David G. Sherburne - CoP Sponsor for PMI
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Presenter- David Sherburne

Supporting CoP

- Targeted Collaboration Around A Specific Topic

- Joint Activities With Other Organizations

- Broader Networking Opportunities For Members

- Encourages Diversity Of Thinking

- Fun Informal Gatherings and Mentoring

- Provides Exposure To PMI Resources
  - Professional Development Day
  - PMBOK v6 – Includes AGILE!

Member Survey CoP topics

Presenter- David Sherburne

At a Glance

- **Mission:** The Rochester Chapter will be the source and resource to enable our members to improve project, program, and portfolio performance for individuals and organizations in the Greater Rochester Region by fostering a vibrant and engaging community.

- **Vision:** Organizations in Greater Rochester will embrace, value, and utilize project management and attribute their success to it.

- Founded in **1985,** currently **800+ members** across Greater Rochester and southern tier
    - 2 Branches: Ithaca and Brockport College

- Our members are part of a **Global PM** community of **450,000+ members** in over **80 countries**

Presenter- Michelle Venezia

Corporate Sponsors

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HARRIS TECHNOLOGY TO CONNECT, INFORM AND PROTECT

Carestream

R·I·T

Presenter- Michelle Venezia

Mission: *Strengthen and grow the region's technology community through education and relationship building.*

Vision: *Digital Rochester advances the transformation of Rochester into a top 10 technology region through collaboration, education and recognition.*

Connect

- Visibility
- New Business
- Partnerships
- GRE/HTR

Learn

Special Interest Groups
- Technology Leaders
- Healthcare Technology
- Digital Marketing
- Women in Tech

Succeed

- Sharing Expertise
- Recognition Events
- Access to top talent

For people and companies who embrace technology in the greater Rochester region, DR provides relationship development and educational opportunities to promote collaboration and drive professional, business and community growth.

Presenter- Judy Miller

DR CORPORATE MEMBERS 2018
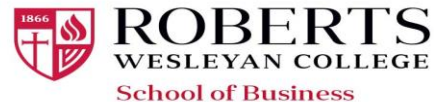
Meet Our Sponsors

ENTRE Computer Services

Entre Computer Services is a proud sponsor of Digital Rochester and founder of DR's Technology Woman of the Year Award. Since 1984, Entre has provided far ranging IT Managed Services including Network and Remote Managed Services, Application and Web Development, and applies their unique understanding of Information Technology to provide robust Staffing solutions for their clients.

[genuent]

Technology staffing firm focused on delivering masterful technologists & resource solutions to solve complex technology & business challenges. Through relationships with our consultants and clients, Genuent is an element of change in the world of work. Founded in 2006 and headquartered in Houston, Genuent services clients nationally across the entire technology spectrum.

M&A MILLER & ASSOCIATES

M&A is a leading IT services and workforce solutions firm. We are a people-centered business who treat our clients, partners, and employees as our most-valued assets. Recognized on Rochester's Top 100 list of fastest-growing privately owned companies, honored by our customer as diversity supplier of the year, and in 2016 a GREAT Award recipient with DR for excellence in the area of technology innovation.

Presenter- Judy Miller

Welcome Agilists

- Goals of Agile CoP
  - To spread the awareness of Agile practices
  - To learn from each other
  - To build a strong Agile community in Rochester
  - Networking – meet other agilists in Rochester
  - Speed Mentoring – sessions designed to have experts help learners
  - Bring together various organizations, functions and experience levels

Presenter- Abhilash Chandran

CoP format

- One major meetup every month at a large venue – open to large crowd
  - Areas of focus
    - Training on Agile Topics
    - Workshops on Agile topics
    - Presentation on Agile Topics
- Followed by a small informal meetup at a public place like coffees shops, restaurants etc. – limited to a small crowd
  - After 2 weeks of the main meetup
  - Areas of Focus
    - Informal retrospective on main agile event, CoP
    - Informal discussion on agile topics
    - Organize topics for the upcoming months

Agile CoP groups

- LinkedIn Agile Rochester

  - https://www.linkedin.com/groups/12079239

  - The Agile group of Rochester.

  - In depth discussion of agile and related topics

  - Connect with other agilists in Rochester

- Meetup - https://www.meetup.com/PMI-Rochester-Agile-Community/

  - Will provide the details of the upcoming meetups

meetup

Tuesday, February 27, 2018

27 FEB **ROCHESTER AGILE COMMUNITY NETWORKING MIXER**

Hosted by Lori G.
From PMI Rochester Agile Community

Presenter- Abhilash Chandran

Introduction

Why being AGILE matters

Data availability is reshaping markets and customer expectations, the ability "hyper innovate" will become the competitive advantage

Presenter- David Sherburne

" Overlapping Technology Waves Are Birthing A New Age of Human Productivity"

- Computing > Powerful Mobile Devices
- Computing > Cloud Infrastructure
- Internet > Connectivity as a Utility, 5G
- Social Networking > Open Data Sharing
- Sensing > Low Cost Ubiquitous
- Interfaces > Voice, Vision
- Analytics > Artificial Intelligence

Presenter- David Sherburne
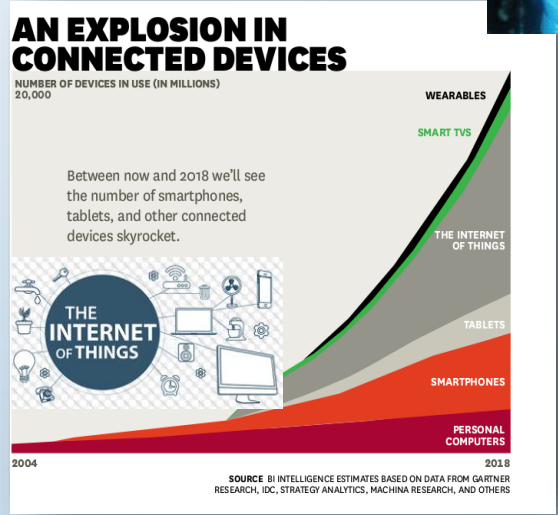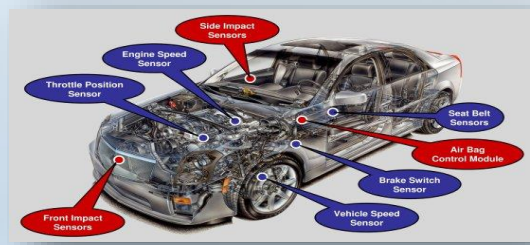
Digital Enablement is here!

"Over the next five years many business components will be digitized to enable a new range of products, services, and business models."
HBR Nov 2014

New Connected Devices

NEST- *will not only play in the $3 billion global thermostat sector;*

NEST *will shape the $6 trillion energy sector.*   **HBR Nov 2014**

New Business Models - CEO Travis Kalanick on Uber's ~$60B Valuation

San Francisco market~$140 million per year

With Uber ~ $500 million per year

That's over 3x market expansion!

Uber and automated cars are reshaping the world wide automotive industry

Presenter- David Sherburne

Selling Things

Digital Transformation

Selling Services

Mechanical

Product Interface

Electrical — NEW PRODUCT — Product Software

DATA

Data Sharing

WEB Applications

APPs

New Interfaces

IT Applications and Back Office Systems

IoT Platform

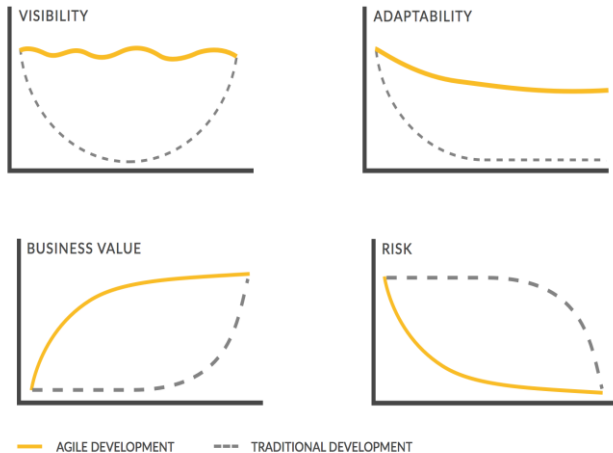Analytics Platforms- AI, Data Science

Presenter- David Sherburne

Digital Transformation is here, what does it really mean?

The ability to gain customer insights and "hyper innovate" services that leverage data will become the competitive advantage as data availability reshapes markets and consumer expectations

The agile value proposition

Business Value Proposition

Consistent Cadence Enables Coordination

Perfect for Continuous Improvement

Focuses on the Highest Value Functionality

Supports Stronger Architecture

Supports Automation to Handle Complexity-Dev Ops

Source: https://apiumtech.com/blog/agile-project-management-benefits/

Presenter- David Sherburne

Blending Waterfall with Agile

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Paula Haefner- AGILE CoP Contributor- Agile Coach, Sr. Project Manager, Scrum Master and Product Owner. Coaching Agile teams for 10+ years, including Paychex. Worked with Federal Reserve Bank and Federal Reserve System. Over 15 years regulatory experience with Federal, State, FDA, Health Care regulations.

Presenter- David Sherburne

Understanding the transition and blending of Waterfall to Agile Projects

- ➤ *Agile Basics:* The Four Values of the Agile Manifesto
- ➤ *Roles Impacted*
- ➤ *Applying PMBOK to the Agile framework*
- ➤ *Communication*
- ➤ *Fake News*
- ➤ *Lessons Learned: Lessons from Actual Implementations*

Included Reference
- ➤ *Terms*
- ➤ *Links*
- ➤ *Lifecycle*

Presenter- Paula Haefner

Four Values –
Individuals and Interactions over Processes and Tools

➡ As written

1. **Valuing people more highly than processes or tools**… the people who respond to business needs and drive the development process….process or the tools drive development

2. **Communication** is an example of the difference between **valuing individuals versus process**. In the case of individuals, communication is fluid and happens when a need arises.

3. In the **case of process, communication is scheduled and requires specific content**.

➡ Issue within Organizations

1. Organizations may not be able to or open to **dedicated teams** and/or Self actualizing teams

2. Depending upon company culture, sharing information, not finger pointing etc. **may impact teamwork.** How are employees rewarded / promoted etc.?

3. Scrum's, Grooming, planning all support communication of issues. If team members are on several projects it will impede success by limiting communication. Impression is Agile ceremonies add more meetings

➡ Resolving the Issue

1. Teams and resources can migrate from **supporting projects to supporting systems,** ultimately one team

2. Enable team members
   a) Review HR Procedures;
   b) **Understand 'Servant Leader'**
   c) **Job Descriptions vs. Job titles vs. Role Titles s**hould be reviewed. Job title might be a Business Analyst*, however person could be acting as a Product Owner

3. **Scrum Masters (SM) requires understanding Agile,** moving the Sprints and stories along and making sure they're ready for end of Sprint. **Focus on MVP – Minimal Viable Product**

Four Values –
Working Software over Comprehensive Documentation

➡ As written

1. …enormous amounts of time were spent on **documenting the product for development** and ultimate delivery. Technical specifications, technical requirements, technical prospectus, interface design documents, test plans, documentation plans, and approvals required for each.

2. Agile does not eliminate documentation, but it **streamlines it in a form that gives the developer** what is needed to do the work...

3. Agile documents **requirements as user stories**, which are sufficient for a software developer to begin the task of building a new function.

➡ Issue within Organizations

1. Regulations, audit standards, other standards may require specific 'documents', in a specific completion expectation (e.g.. Requirements 100% complete) which may limit sprints and/or iterations.

2. Story format may not be natural, along with generating reports out of tools or spreadsheets. Organizational Standard may not be written to support Agile

3. User Stories are not natural to most Development teams. As a….I need to…..So that….

➡ Resolving the Issue

1. Review standards, especially around Audit and **optimize tools, like a Wiki to support documentation requirements**

2. Understand **'Definition of Ready'**, what your team deems required for a story to be addressed. Also define **'Definition of Done',** when a story is considered complete based on your team

3. To enable writing User Stories, they can also be written as:

   a) As a…...I Need to…. So that... or

   b) **Who…..What…..Why….**

   c) Agile Tools (eg. JIRA or Rally) can also help

Four Values –
Customer Collaboration Over Contract Negotiation

➡ As written

1. Negotiation is the period when the customer and the product manager work out the **details of a delivery, with points** along the way where the details may be renegotiated.

2. Development models such as **Waterfall, customers negotiate the requirements** for the product, often in great detail, prior to any work starting.

3. The Agile Manifesto describes a customer who is **engaged and collaborates throughout the development process,** making. This makes it far easier for development to meet their needs of the customer.

➡ Issue within Organizations

1. Requirements are defined within a project before any work starts. Agile prefers high level requirements and **identification of Epics and stories within a release**

2. Customers identify requirements and wait for the finish product with minimal interaction in-between definition and release **Customers initially find additional meetings time consuming.**

3. Customers may not be used to the more active engagement

➡ Resolving the Issue

1. Initial high level requirements, along with a Charter are negotiated and **stories/requirements are defined through iterations and Sprints**

2. Meet with customers at the end of each Sprint and/or Iteration. **customers transition to appreciate contact over time**

3. **Most Customers will not only appreciate more frequent engagement,** but will request it when working on Waterfall projects. Some customers may never appreciate the increased engagement.

Four Values –
Responding to Change over Following a Plan

As written

1. Agile methodologies allow the **Agile team to modify the process** and make it fit the team rather than the other way around

2. With Agile, **the shortness of an iteration means priorities can be shifted from iteration to iteration** and new features can be added into the next iteration. Agile's view is that changes always improve a project; changes provide additional value.

3. "A process or capability in which human agents determine a system development approach for a specific project situation through responsive changes in, and dynamic interplays between contexts, intentions, and method fragments."

Issue within Organizations

1. **All Agile projects are the same and should run the same** – should provide metrics we're used to seeing

2. **First few Sprints for a team can be confusing** and how to manage the stories

3. Agile Coaches, Scrum Masters **may get impatient on how a team works and their velocity**

Resolving the Issue

1. **Determine Goals of organizational Agile.** If standard metrics are needed, limit to standard sprint length, etc.

2. Understand it takes about **2-4 Sprints for new teams to optimize** how they work. For High Performing teams, allow them to work together

3. **Focus shifts from Managing Projects to update systems to updating Systems via a project**

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Changes in Roles and Possibly Job Titles
- Three Examples

Project Manager
- Scrum Master
- Project Manager

The **Scrum Master i**s the keeper of the process, the advocate for the team, and the protector of the team. They remove obstacles, facilitate team communication, mediate discussions within the team and negotiate with those external to the team. Above all, **they exist in service to the team.**

Business Analyst

Product Owner

The **Product Owner** represents the **voice of the customer** and has the authority to make decisions about the product. This person owns the product backlog and is responsible for communicating the vision to the team, and defining and prioritizing backlog items. The Product Owner works with the team on a daily basis to **answer questions and provide product guidance. The** Product Owner **owns the "what."**

Product Manager
- Product Manager
- Product Owner

The **Product Manager is the person who owns the product road map,** advocates for the product internally, and represents the customer in meetings with development. Agile development ushered in a new role. The **Product Owner grooms the team's backlog,** answers the team's questions about requirements, has discussions with stakeholders, and accepts content from the team. They **work with their teams daily** to make sure the content in the sprint sees completion. It's worth noting that "product manager" is also a job title, while in scrum the "product owner" role could be handled by someone with any title,

Applying the PMBOK Concepts to Agile Concepts

☛ PMBOK Concepts	☛ Agile Concepts
1. Schedule	1. Schedule – Higher Level
2. Requirements	2. User Stories + Business Requirements
3. Acceptance Criteria	3. Acceptance Criteria
4. Work Breakdown Structure	4. Epics / User Stories
5. Fast Tracking	5. Sprint or Kanban Swim Lane
6. Risks & Issues	6. Risks & Issues
7. Change Control / Change Request	7. Change Control / Change Request
8. Release Planning	8. Iteration, Release Planning
9. ~~Operational Readiness~~ ??	9. Definition of Ready
10. ?	10. Definition of Done
11. ?	11. Minimal Viable Product (MVP)
https://www.pmi.org/pmbok-guide-standards/lexicon	

Communication throughout the Organization

- Executive
  - Sprint Reviews ?
  - Simplified, Charter, high level – Scorecard?
- Other Leadership
  - Daily Scrum
  - **Sprint Reviews**
  - Triangle / Three Amigo Meetings
- Development and QA
  - Daily Scrum
  - **Sprint Reviews**
  - IT Operations\Daily Scrum
  - Sprint Reviews

- Release Management
  - Daily Scrum?
  - **Sprint Reviews**
  - Release Meeting
- Production Support
  - Daily Scrum?
  - **Sprint Reviews ?**
  - Kanban?
  - Production Support meetings
- Customer Support
  - Daily Scrum?
  - **Sprint Reviews**
  - Release Meeting

> Collaboration
> Team

Fake News

- 50% Of Agile Projects Fail
  - http://www.paymentscardsandmobile.com/failed-agile-it-projects/
  - **Bring back planning**
    - The survey found that 34% of failed Agile projects failed because of a lack of upfront and ongoing planning. Planning is a casualty of today's interpretation of the Agile Manifesto, which can cause Agile teams to lose their way and their customers to lose visibility of what they are getting for their money…
  - **Bring back IT architecture**
    - 68% of CIOs agree that Agile teams require more Architects. From defining strategy, to championing technical requirements (such as performance and security) to ensuring development teams stick to the rules of the game, the role of the Architect is sorely missed in the Agile space. It must be reintroduced.
    - But the report did uncover some relatively good news for the UK tech industry. While the rate of complete failure of Agile projects was 12% in the UK – in the US, CIO's report 21% of Agile projects result in complete failure.
- Teams will be up and running on Agile Projects in three months… six months…
  - Organizational, Team, Project – all impact Agile success
  - Organization should have a goal on why Agile vs. Waterfall etc.
- All Agile projects need to be the same
  - Goes against Agile. Tools can identify metrics but each team is different on how they work as a team. Even one team member can change the dynamics
- A schedule and/or release plan isn't needed for Agile
  - Why? Developers lean towards indicating 'no plan is needed'. Work with Team on Release Planning
  - Deliverables are still funded
  - Regulated industries still require an implementation date
  - Backlog may impact schedule

Lessons Learned

15	Depending upon a company's culture, there may either be a perception problem if a PM and/or Scrum Master becomes a '**Servant Leader',** or the person may never realize the benefits to Agile
14	As Agile is rolled out, a clarification of Job Title / Description is different than Job Role. A Project Manager may play several roles on a project
13	**Definition of Ready and Definition of Done** are key to a Sprint and a release success.
12	General user story language is not natural. 'As a X…I Need to Y…So that I can Z…' Instead try **'Who….What….Why….'**
11	The role of Project Manager and Business (Systems) Analyst will be impacted more when transitioning to Agile, than Developer and/or QA/Testing
10	As Teams mature with Agile: Project mindset starts to change from updating a **System via a Project vs. running a Project to update a system** (the system becomes the focus vs. the project)
9	Customers, including Business Teams**,** will initially find the additional Agile Ceremonies redundant and cumbersome. Over time they will welcome them, since they provide immediate feedback and ability to request updates
8	**Epics and Stories** and very similar to the breakdown within **Work Breakdown Structure**
7	**It takes at least 2-6 Sprints** with a new Team to begin to work cohesively, and to start to realize the benefits from Agile
6	**No two Sprint teams are the same**. Breaking up a high performing team does not mean the next teams and/or projects will be successful
5	**No two Agile Projects are the same**. When first rolling out Agile, work to not judge one team against another team
4	Developers, or other team members, may support Agile, however Agile implementation will increase in success if there is **buy-in from Organizational Leadership**
3	Understanding Architecture and/or **having an architect on the team** is key to Agile's success. Without understanding the impact of Architecture to Agile projects increases the potential to fail
2	Team Members are performing Agile activities in their day-to-day life. Whether, by example, shopping in a grocery store, completing a 'honey do' list or ordering Chinese Food or Pizza. The same practices are still needed: o What is the urgency? o What is the (Business) Need / who is the main consumer? o What are the risks / issues that may impede success? o What is the Definition of Done? o **If funding were to stop today, what is the desired Minimal Viable Product (MVP)?** o What is the urgency?
1	**Establish a tangible goal why Agile is being implemented.** The goal(s) should be communicated and/or supported by Organizational Leadership

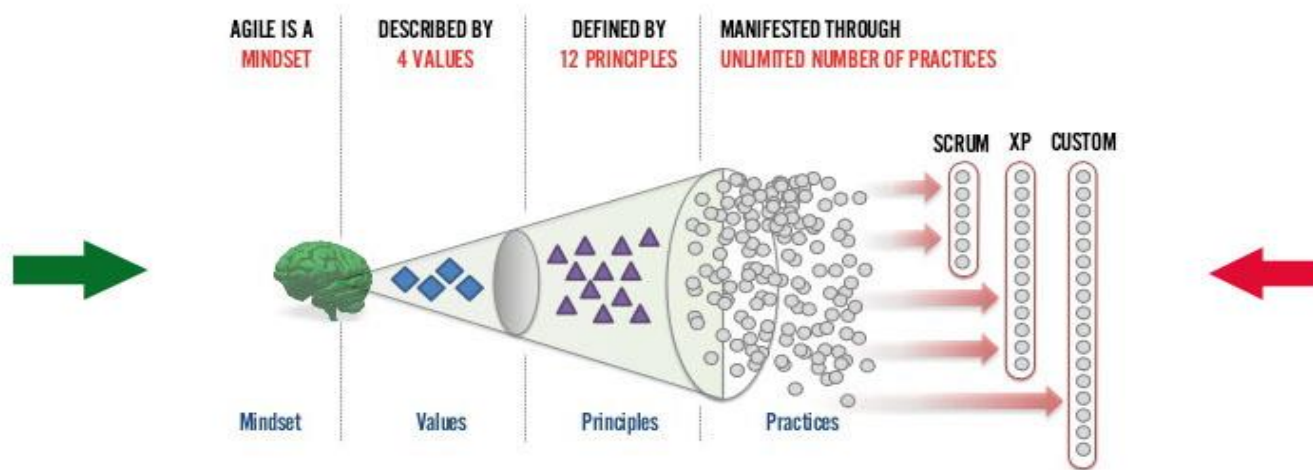*@Paula M Haefner / PM-H BAQA Solutions / P.Haefner@gmail.com*

Doing Agile

Fun and Games

Presenter- Abhilash Chandran

Presenter - Youssoupha Gaye

Being agile vs Doing agile

Imagine copyright Dr Ahmed Sidky

Presenter - Youssoupha Gaye

Game 1

Objective – to introduce everyone to the concept of iterations, cycle time , queuing theory

- Materials needed – Sticky Notes/Notepad, Pen/Pencil

- Steps

1. Divide the group into multiple teams

2. Give different roles to each team member
    – Customer
    – Business Analyst
    – BSA Manager
    – Developer
    – Tester
    – Project Manager
    – Dev Manager
    – QA Manager
    – Ops Engineer
    – Release Manager
    – (create more roles or add multiple people if there are more people in the team)

Presenter- Abhilash Chandran

Game 1 – cont'd...(2)

Iteration 1 - Traditional Method

- Customer should have all the Sticky notes – at least 5 different cards to represent 5 different features

- Give all the cards to BSA who will add the Fibonacci series numbers to all the cards and pass it to the next person

- The next person will add the next number in the series and pass all the cards to next person in the pipeline

- All the managers will note the turnaround time within their departments e.g. QA manger will note down the time taken by the QA person to "validate" all the cards

- Project manager will observe the overall process and ensure that everyone is following the rules; He/she is also the timekeeper for the entire process starting from the time customer gives the cards to BSA ; till all the cards are received back by the customer

- Note down the time taken by all the departments and the overall time

- Repeat this exercise if needed

Game 1 – cont'd…(3)

Iteration II - Agile Method

- Customer should have all the Sticky notes – at least 5 different cards to represent 5 different features

- Give one card to BSA who will add the Fibonacci series numbers to one single card and pass it to the next person ; after the first card is passed BSA should receive the next card from customer and this process will continue until all the cards are processed

- The next person will add the next number in the series and pass the single card to next person in the pipeline

- All the managers will note the turnaround time within their departments e.g. QA manger will note down the time when the first card is received by QA and the time last card is send to the next person

- Project manager will observe the process and ensure that everyone is following the rules; He/she is also the timekeeper for the entire process starting from the first card from the customer and till the last card is received by the customer

- Note down the time taken by all the departments and the overall time

- Repeat this exercise if needed

Game 1 – cont'd…(4)

Retrospective

Compare the cycle time in each process

- Overall time

- Individual departments

Presenter- Abhilash Chandran

Game 2

Objective – to show importance of empowered self organized team/individuals

- Create few groups with a manager and employee

- Will need an open space where people can move around

- Traditional approach – wait for approvals
  - Set the timer for 2/3 minutes
  - The manager should direct the employee to move around. He/she should direct the direction , when to stop, when to move etc.
  - Note down the number of steps taken by employee
  - Repeat this exercise if needed.

Presenter- Abhilash Chandran

- Agile approach – empowered
  - Set the timer for 2/3 minutes
  - The manager should ask the employee to start but no further instruction/direction is needed. Employee can move around freely
  - Note down the number of steps taken by employee
  - Repeat this exercise if needed.

- Compare the number of steps in two different approaches

Doing Agile

References

Agile Terms

- https://www.pmi.org/learning/library/agile-approach-critical-projects-2934

CRACKING THE CODE

- Sometimes it seems like agilest are speaking their own language. Here's a rundown of some of the more common terms.

- **Backlog:** The scope of the project broken down into prioritized work packages

- **Burndown Chart:** A graphical display of the remaining work left before a deadline

- **Incremental:** Dividing project scope into vertical slices of business value delivered early and often, rather than all at once at the end

- **Product Owner:** A representative of the sponsor, who prioritizes work packages and approves deliverables

- **Scrum:** An agile project framework proscribing some processes while leaving room for context-specific processes

- **Spike:** An investigative work package undertaken to learn something about another work package

- **Sprint:** A time-boxed project phase resulting in an incremental deliverable business value

- **Story:** A work package or requirement written as a simple sentence from a stakeholder's perspective

- **XP:** Short for eXtreme Programming, an agile software project methodology

Links

Collaboration

Team

Agile Lifecycle

Agile Project Life cycle