Practical Agile: Lessons from the Trenches

Serena Ness, PMP
Manager, IT Infrastructure - HBO
Agenda

- What is Agile
  - What is SCRUM
- My World
  - Expectations
  - Challenges
- How does This Methodology Address the Needs of the Project Team and Business
- How Agile/SCRUM Help
- What is Working
- What We Have Learned
- Roadmap to Getting Started
Agile

Unpredictable + Collaborative

Iterative + Empowerment

Agile
Chess For Dummies

Now revised and updated!
How to play to win, from the opening to the endgame

2nd Edition

James Eade
Chess Master, U.S. Chess Federation and Fédération Internationale des Échecs

A Reference for the Rest of Us!
How Does Agile Address with Our Challenges

CLIENT SATISFACTION
How Does Agile Address with Our Challenges

- Processes
- Effort
- Resources
- Forecasting

TRANSPARENCY
Addressing the Needs of the Project Team and Business

Agile

Empowerment
Addressing the Needs of the Project Team and Business

Collaborative

Agile
Addressing the Needs of the Project Team and Business

- Unpredictable

- Agile
Addressing the Needs of the Project Team and Business

Iterative

Agile
Addressing the Needs of the Project Team and Business

- Iterative Development / Planning
- Responding to Change
- Collaboration between customers / business and technical project team
What is Working?
What is Working?

- Better planning
- Updated visibility into the everyday

Transparency

- People
- Time
- Work Effort/Efficiency

Motivation
Acknowledgement
Better work experience

Team Building

- Empowerment
- Ownership
- Inclusive
- Self Actualize
What Has Worked?

- Leveraging total knowledge
- Think tank of expertise
- Cross training
- Complete planning

Managing time, effort, resources
Managing the everyday to anticipate the unexpected and have flexibility to adjust
What Has Worked?

Collaboration

Transparency

Team Building

Artifacts

Collaboration

PLANNING
<table>
<thead>
<tr>
<th>Team</th>
<th>PTO (based on 6hr day)</th>
<th>Meetings</th>
<th>Service calls, interruptions, resource for other teams...</th>
<th>Unplanned Project work</th>
<th>Total % of time not working on planned projects (Calculation column)</th>
<th>Total Available Project Hours (Actual)</th>
<th>Total Working Days (Actual)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>in hrs.</td>
<td>in hrs.</td>
<td>in %</td>
<td>in %</td>
<td></td>
<td>in hrs.</td>
<td>in days</td>
</tr>
<tr>
<td>1 Sookie Stackhouse</td>
<td>0</td>
<td>9</td>
<td>45%</td>
<td>15%</td>
<td></td>
<td>32</td>
<td>5</td>
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<tr>
<td>2 Bill Compton</td>
<td>0</td>
<td>6</td>
<td>60%</td>
<td>5%</td>
<td></td>
<td>29</td>
<td>5</td>
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<td>3 Eric Northman</td>
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<td>3</td>
<td>85%</td>
<td>0%</td>
<td></td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>4 Jason Stackhouse</td>
<td>36</td>
<td>14</td>
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<td>30%</td>
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<td>18</td>
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<tr>
<td>5 Tara Thornton</td>
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<tr>
<td>6 Sam Merlotte</td>
<td>12</td>
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<td>5%</td>
<td></td>
<td>18</td>
<td>3</td>
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<tr>
<td>7 Lafayette Reynolds</td>
<td>6</td>
<td>5</td>
<td>60%</td>
<td>10%</td>
<td></td>
<td>23</td>
<td>4</td>
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<td><strong>Total Team 1</strong></td>
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<td><strong>48</strong></td>
<td><strong>59%</strong></td>
<td><strong>10%</strong></td>
<td></td>
<td><strong>154</strong></td>
<td><strong>26</strong></td>
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<tr>
<td>8 Carmela Soprano</td>
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<td>26</td>
<td>20%</td>
<td>30%</td>
<td></td>
<td>32</td>
<td>5</td>
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<tr>
<td>9 Dr. Jennifer Melfi</td>
<td>39</td>
<td>5</td>
<td>60%</td>
<td>10%</td>
<td></td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>10 Christopher Moltisanti</td>
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<td>7</td>
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<td>5%</td>
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<tr>
<td>11 Tony Soprano</td>
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<td>15%</td>
<td></td>
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<tr>
<td>12 Corrado Soprano, Jr</td>
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<td>85%</td>
<td>0%</td>
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<tr>
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<td>5%</td>
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<tr>
<td>14 Silvio Dante</td>
<td>42</td>
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<td>70%</td>
<td>5%</td>
<td></td>
<td>10</td>
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<td><strong>Total Team 2</strong></td>
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<td><strong>62%</strong></td>
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<td><strong>61%</strong></td>
<td><strong>10%</strong></td>
<td></td>
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### Team 1 - Gumby

<table>
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<tr>
<th>Team Capacity</th>
<th>154</th>
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#### Hours/Day

<table>
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<tr>
<th></th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>15</th>
<th>Totals</th>
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<tbody>
<tr>
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<td>3</td>
<td>8</td>
<td>5</td>
<td>12</td>
<td>10</td>
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<td>12</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unplanned</td>
<td>2</td>
<td>4</td>
<td>12</td>
<td>19</td>
<td>7</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unplanned Done</td>
<td>2</td>
<td>12</td>
<td>18</td>
<td>6</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Work remaining in iteration</td>
<td>282</td>
<td>279</td>
<td>278</td>
<td>272</td>
<td>257</td>
<td>255</td>
<td>246</td>
<td>235</td>
<td>235</td>
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<td>223</td>
<td>223</td>
<td>223</td>
<td>104</td>
<td></td>
</tr>
</tbody>
</table>

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**Orange Team Burndown**

![Burndown Chart](chart.png)

- **Planned**: 65
- **Unplanned**: 45
- **Unplanned Done Done**: 39
- **Total Done Done**: 104
## Combined Team Burndown

**i7**  
**4/22/09-5/13/09**

**Team Capacity**: 285

<table>
<thead>
<tr>
<th>Hours/Day</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planned</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td>434</td>
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<td>434</td>
<td>434</td>
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<td>434</td>
</tr>
<tr>
<td><strong>Planned Done Done</strong></td>
<td>2</td>
<td>11</td>
<td>11</td>
<td>17</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>49</td>
</tr>
<tr>
<td><strong>Unplanned</strong></td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>10</td>
<td>3</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td><strong>Unplanned Done Done</strong></td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>11</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>17</td>
</tr>
</tbody>
</table>

**Work Remaining in Iteration**: 432 421 419 401 393 393 393 393 393 393 393 393 393 393 393 66
Create follow-up notes

Central
- Training Materials

Office 2003
- Training
  - Diana
  - 6 hrs

Office 2008
- Write FAQs for client
  - using (new) spreadsheet
  - John
  - 2 hrs
What We Have Learned

- People
- Client Satisfaction
- Patience
- Artifacts
- Organization
Agile Team Formation and Evolution
Forming – Storming – Norming - Performing

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directing</td>
<td>Coaching</td>
<td>Supporting</td>
<td>Delegating</td>
</tr>
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</table>

Management

Empowerment

Team Formation | Team Building | Collaboration | Self-Direction
## What We Have Learned

### i6 4/1-4/21/09

<table>
<thead>
<tr>
<th>Team</th>
<th>Team Capacity</th>
<th>Hours Planned</th>
<th>Hours planned above capacity</th>
<th>% Planned above capacity</th>
<th>Required average daily velocity to meet Capacity</th>
<th>Required average daily velocity to meet Planned</th>
<th>Total Hours Unplanned Added</th>
<th>Unplanned as a % of planned</th>
<th>Unplanned Done as a % of total Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Gumby</td>
<td>162</td>
<td>282</td>
<td>120</td>
<td>74%</td>
<td>11</td>
<td>19</td>
<td>51</td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td>Team 2</td>
<td>123</td>
<td>248</td>
<td>125</td>
<td>102%</td>
<td>8</td>
<td>17</td>
<td>53</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>Overall</td>
<td>285</td>
<td>530</td>
<td>245</td>
<td>86%</td>
<td>10</td>
<td>18</td>
<td>104</td>
<td>20%</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Team</th>
<th>Planned Hours Done</th>
<th>Unplanned Hours Done</th>
<th>Total Hours Worked</th>
<th>Hours worked above capacity</th>
<th>% worked above capacity</th>
<th>Planned work not completed</th>
<th>% Planned work not completed</th>
<th>Unplanned work not completed</th>
<th>% Unplanned work not completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Gumby</td>
<td>180</td>
<td>35</td>
<td>215</td>
<td>53</td>
<td>33%</td>
<td>102</td>
<td>36%</td>
<td>16</td>
<td>31%</td>
</tr>
<tr>
<td>Team 2</td>
<td>120</td>
<td>44</td>
<td>164</td>
<td>41</td>
<td>33%</td>
<td>128</td>
<td>52%</td>
<td>9</td>
<td>17%</td>
</tr>
<tr>
<td>Overall</td>
<td>300</td>
<td>79</td>
<td>379</td>
<td>94</td>
<td>33%</td>
<td>230</td>
<td>43%</td>
<td>25</td>
<td>24%</td>
</tr>
</tbody>
</table>

Burndown chart v3, will show a line for planned vs a line for unplanned and a line for the average. Unplanned work vs Unplanned work done done, what % of unplanned work was completed. Planned and unplanned hours work that is being carried over.
What We Have Learned

- Wow – What a difference…focused, motivating…acknowledgement and appreciation
- Better opportunities to clarify priorities - for group and individual
- More manageable tasks bites
- Planned work is agreed upon by management and owner
- Unplanned work more accurately captured
- Flexibility in work load
- Clearer understanding by group and management of workloads
- Guess I can’t hide behind the “service call” any more but, neither can anyone else
Roadmap to Getting Started
Roadmap to Getting Started

Listen & Ask – Your Team, Management, Other Departments, Yourself
Define expectations – get signoff

Team Capacity
Define what is the capacity to do the work – set up for success!

Priorities
Define work efforts – success criteria, what has to get done to deliver

Schedule
Define iteration, meeting schedule, estimations of work

Roles
Define Stakeholders, Product Owner, Scrum Masters, Teams etc

Kickoff & Build
Define baseline with Retrospective and Collaborate as a Team

Get Started!
Daily Scrum and Tracking
What Success Looks Like
Which piece……

Works for you ???