Project Management 101
Manage Projects the Agile Way

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Agenda

Hello
Stories - Success and Failure
Principles of Agile and Lean
How to Get Started
Next Steps
Q & A
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About Me

Grew up in Detroit area, live in Ann Arbor

Self-taught coder, consultant, team lead, regional management

Passion for high-quality, high-speed technology delivery
Where do we come from?

Your experiences?

What do you want to get out of today?

What concerns do you have?
Stories
Motor City Past

A tale of two Fords

Model T

Edsel
Startup Challenges

Don’t build an Edsel, but also don’t miss an opportunity to innovate

Focus in one direction, with flexibility to pivot
Lean & Agile Principles
Google Maps is wrong: this trip takes longer than 2 days.
Iterate, not just increment

Lean Product Development

Not like this....

Like this!
Getting Started
Project Management

Pick any two
Principles

Agile Mindset

- Deliver early and often
- Expect change
- Continuously improve
- Feedback is gold
- Quality counts
- Focus on the Value
4 Basic Practices

Keep a backlog and put somebody in charge of prioritizing it.

Limit work-in-progress to reduce cycle time.

Raise issues ASAP & fix problems before moving forward.

Regularly discuss and implement ways to make the team more effective.
**Iteration (aka Sprint):** time-boxed period during which the team, together, delivers working software

**Stand-Up:** The team checkpoints every day in a meeting

**Cadence Day:** Demonstration, Retrospective, Planning
“Business people and developers must work together DAILY throughout the project.”

“The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.”
POs and even SMEs are still proxies for the end users.

"I am not the target user"
...try personas

Make opportunities for real end user feedback.

**Usability**
Answer if there is a market
Will they use it?

Provides the vision
Owns the business case
Empowered to:
• Drive acceptance criteria
• Provide business verification
• Set priorities
• Make trade offs

Includes members with all the necessary skills and expertise to deliver and feature the customer needs end to end.
• Feasibility
• Lowest cost solution
• DELIVERY
The heart and soul of an agile team room.

A living, breathing window into work backlog, work in progress, completed work, blockages, spikes, and other work status.

On distributed teams, it is often beneficial to keep a card wall in a central location in addition to using electronic tools.
Project Burn Down Chart

“Will we make our end date?”
Gantt vs. Burn Down

**Gantt Chart**
- Sequence of Tasks
- Task Length
- Time Spent

**Burn Down Chart**
- Scope
- Velocity
- Value Delivered

The Gantt Chart illustrates the sequence, length, and time spent on tasks, while the Burn Down Chart tracks scope, velocity, and value delivered over iterations.
Gantt vs. Burn Down

**Gantt Chart**
- Sequence of Tasks
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**Burn Down Chart**
- Scope
- Velocity
- Value Delivered

**Key Difference:**
Burn Down measures output
Scaling Agile

- Business Model Transformation
- Management Transformation
- Organizational Transformation
- Process Adoption

- Competitive Advantage
- Self-organizing Servant Leadership
- Recruiting, Project Budgeting, Product Management, Career Paths
- Developer Practices, Architecture Leadership, Team Practices

- Big Visible Charts
- Scaling Agile
Next Steps

Recommended Reading

1. "The Goal" by Eliyahu M. Goldratt
2. "The Lean Startup" by Eric Ries
3. "Scrum and XP from the Trenches" by Henrik Kniberg
4. "Lean UX" by Jeff Gothelf with Josh Seiden
Thank You