



Selling Agile at Your Company



Presented by:
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Presenter's Background



- ❖ **Twenty years of success in delivering enterprise software solutions for Fortune 100 companies, he has provided unparalleled services in project mentoring, use case and user story training and modeling, agile SCRUM, XP, TDD, service-oriented architecture, Unified Process and CMMi adoption, Java, C++, C, and Smalltalk programming languages, and technical curriculum development and delivery.**
- ❖ **His pragmatic emphasis on project execution and process improvement has benefited major insurance, health-care, human resources, stock market organizations and Department of Defense where he has enabled the transformation of their corporate development processes and development teams of diverse skill-levels.**
- ❖ **He has provided in-depth talks on Agility, Use Case Modeling, Service-Oriented Architecture, Unified Process, Object Technology and Data Modeling.**
- ❖ **He has extensive background in project management, and has successfully led teams on multi-million dollar projects to provide the highest-quality technical solutions in the most efficient and effective manner.**

Introduction

I'm often asked by my clients

“We want to move forward with the adoption of agile practices but we are met with resistance from others within our organization and we are unsure of how to sell the benefits of agility to our customers and stakeholders.”

The good news is this is a common problem

In this presentation we will discuss how to “sell” agile and address some of the common misconceptions that both your management and customers may have when trying to transition to agile.

Agenda

❖ **Barriers to Agile Adoption**

❖ **Top 5 Common Misconceptions and Concerns**

1. Agile teams don't do long-range planning or estimating
2. Agile doesn't work for matrixed teams or organizations
3. Agile doesn't work for non co-located teams
4. Agile expects too much involvement from the customer
5. Agile works on a time and materials (T&M) basis

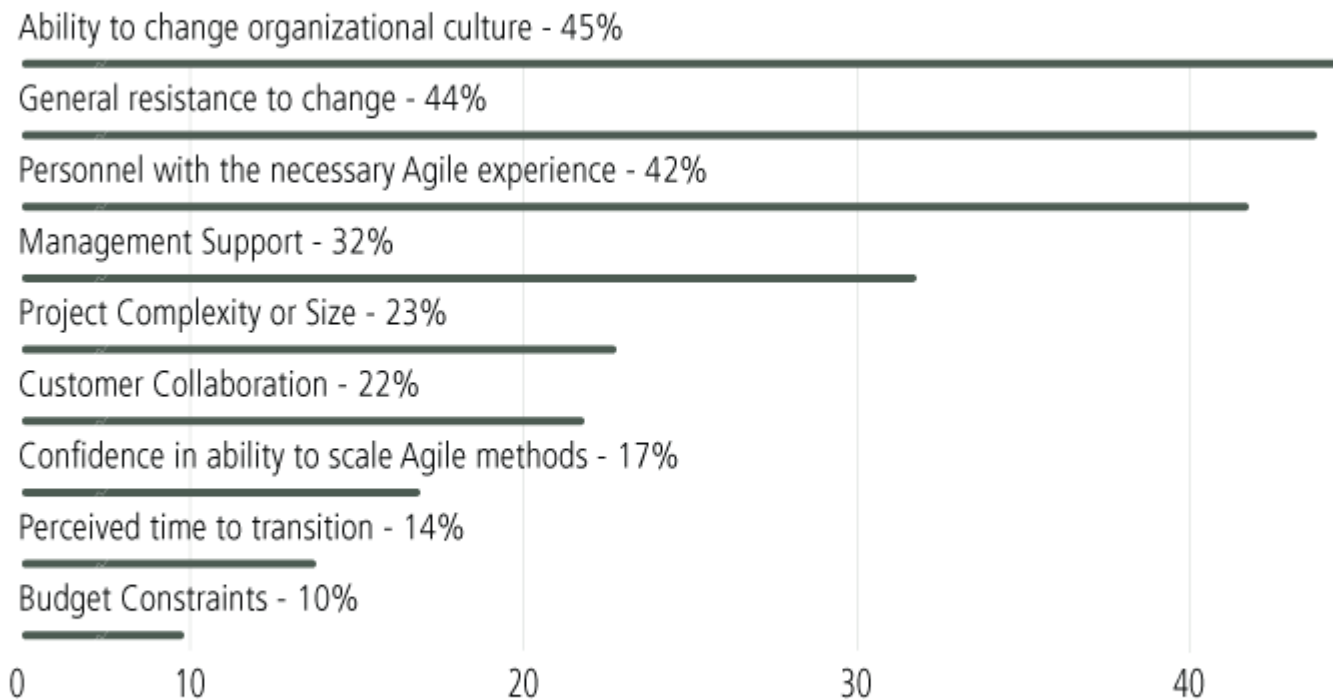
❖ **Benefits of Agile – Some Numbers To Consider**

❖ **Wrap-Up**

Barriers to Agile Adoption – 1

What are the barriers to further adoption of Agile in your current organization?

(select all that apply)



Source: VersionOne 2008 State of Agile Development Survey

Barriers to Agile Adoption – 2

**“Whether you think that you can, or that you can't,
you are usually right” – Henry Ford**

Where Are We?

❖ Barriers to Agile Adoption

❖ **Top 5 Common Misconceptions and Concerns**

1. Agile teams don't do long-range planning or estimating
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❖ Benefits of Agile – Some Numbers To Consider

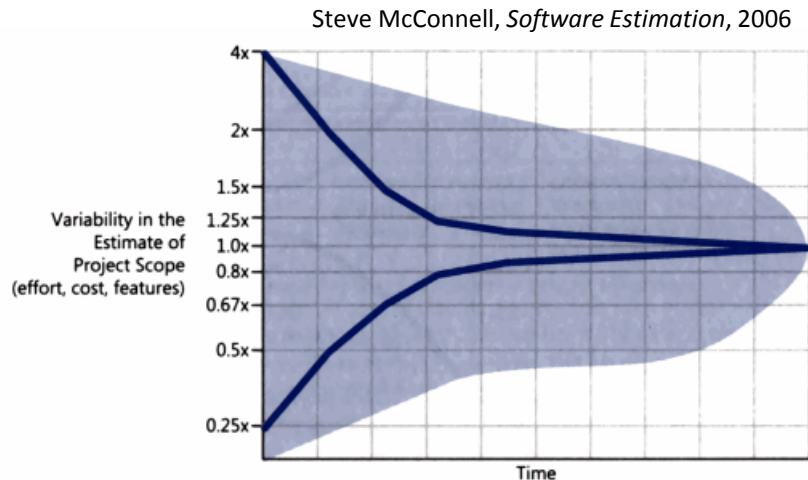
❖ Wrap-Up

1. Agile Teams Don't Do Long-Range Planning Or Estimating – 1

❖ Why do we plan?

- Reduce risk and uncertainty
- Support decision making
- Establish trust
- Convey information

❖ A good plan is one that support reliable decision making

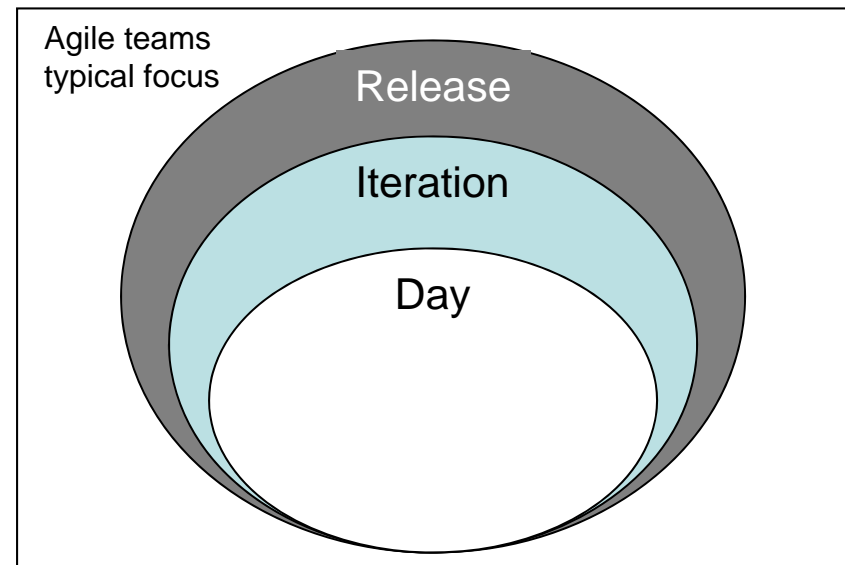


❖ My one client told me she wanted to get away from the way they ran their traditional projects

- We spend time planning and estimating at the beginning of the project
- We commit to this project plan and estimate at the beginning of the project
- We know, and our customer knows, the plan and estimate are incorrect
- Historical data verifies we are typically incorrect on our plan and estimate
- We move forward with the expectation that the information is correct
- We are disappointed and our customer is upset when we fail to deliver based on our initial plan and estimate

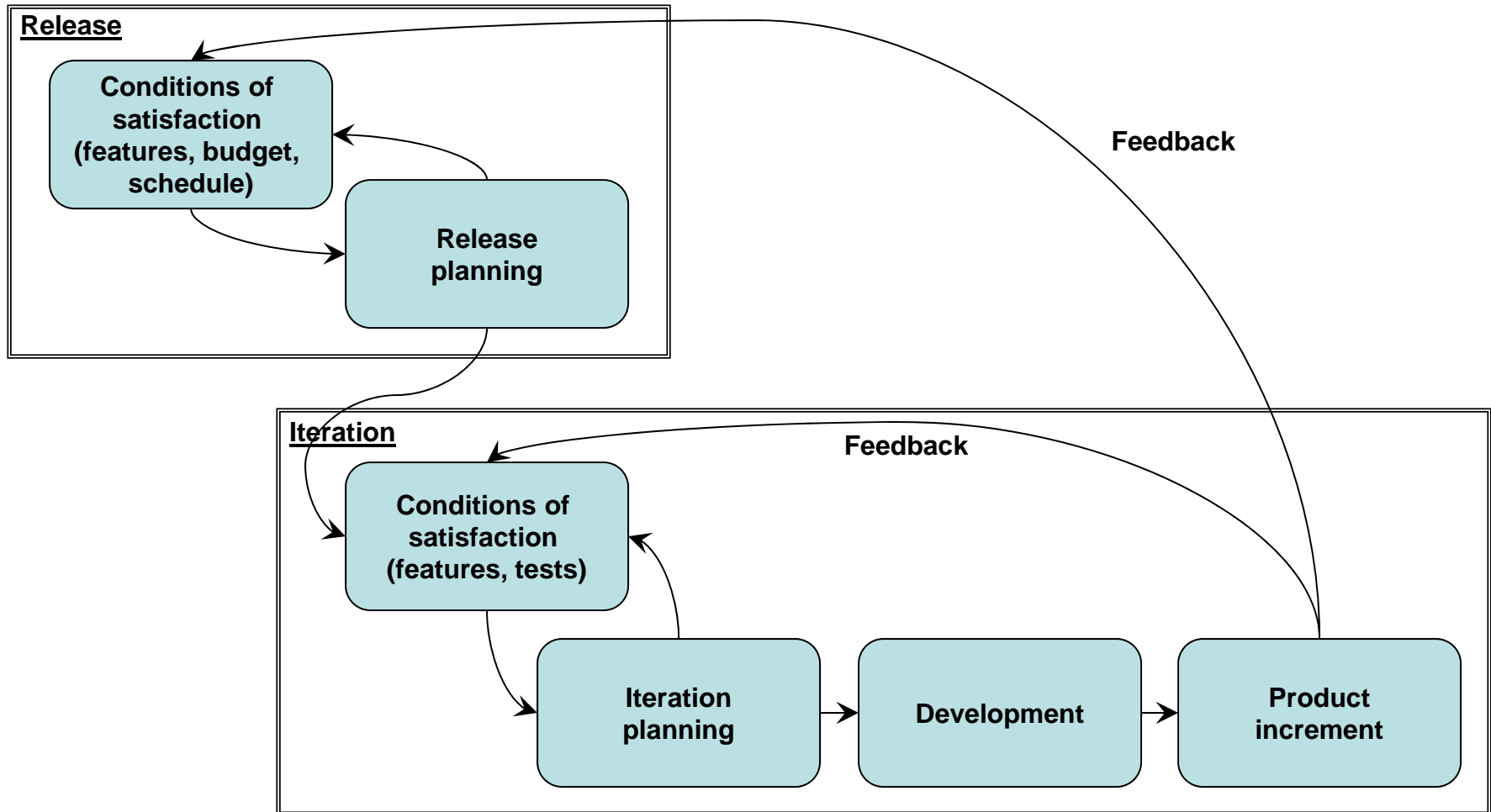
1. Agile Teams Don't Do Long-Range Planning Or Estimating – 2

- ❖ Somewhere along the line a belief cropped up that Agile projects don't do planning or estimating
- ❖ This is a **MYTH**, in fact I've found I've done more planning and estimating it's just that I plan to certain horizons
- ❖ There are different levels of planning
 - Release planning determines the scope, schedule, and resources needed for a product
 - Iteration planning determines which features will be built in an iteration, and what tasks need to be done to build them
 - Day planning monitors progress and deal with obstacles
- ❖ We plan and estimate to our horizon, then we inspect and adapt



Planning Onion – Mike Cohn,
Agile Estimating and Planning, 2006

1. Agile Teams Don't Do Long-Range Planning Or Estimating – 3



Source: Mike Cohn, Agile Estimating and Planning, 2006

2. Agile Doesn't Work For Matrixed Teams Or Organizations – 1

- ❖ **Matrixed teams are created by pulling a variety of different resources from resource managers and these resources are allocated to a project manager while working on that project**
- ❖ **I'm actually fine with this concept of matrixed if that's all we did and Agile does work if that's all we did**

However, we usually go way beyond this

- ❖ **We've mutated the concept of matrix into time-slicing to gain maximum efficiency of resources**
 - Bill and Patty are each allocated 50% to project A and 50% to production support
 - OR –
 - Rick is allocated to four projects and each project is expecting that he is available to work 35% on their project (OK, who's checking the math here?)



2. Agile Doesn't Work For Matrixed Teams Or Organizations – 2

❖ What's an interruption?

1. To break the continuity,
2. To hinder or stop the action of (someone) by breaking in on,
3. To break in on an action

❖ Why am I not a fan of time-slicing?

- If you're being interrupted while working on a task you're losing time
- For a simple IM or telephone call Microsoft ¹ found it took their workers 15 minutes to get back into the task whenever they were interrupted
- The impact of changing projects is even greater, every time you're have a context switch, it takes even longer to remember not just the task but why you were working on the task
- Studies have shown that productivity can be hindered by as much as 40% ²

¹ Microsoft – “The Grand Seduction of Multitasking”

² Mike Cohn – “The Dark Side of Multi-Tasking”

3. Agile Doesn't Work For Non Co-located Teams – 1

- ❖ **To be truthful, agility can be more difficult for teams that aren't co-located because of the expectation to communicate more**

So how can we over come this?

- ❖ **We have to be more creative**
 - Shifting of hours or work schedules to create an opportunity for overlap
 - Leveraging a variety of communication tools (e.g., GoogleTalk, IM, Wikis, virtual team rooms, digital cameras, etc.)
- ❖ **Strive for purpose and value-driven communication**



3. Agile Doesn't Work For Non Co-located Teams – 2

- ❖ **When hiring team members stress their ability to be able to communicate**

- ❖ **Communication is more than just talking, it can also be**
 - How to express an idea (i.e., Textual, UML, Architecturally, code)
 - Do they seek to be understood or to understand
 - How do they listen?

- ❖ **Ironically, teams that don't communicate very well that are co-located are the first to mention that agile won't work for teams that aren't co-located**



4. Agile Expects Too Much Involvement From The Customer – 1

- ❖ **The reality is that agile does expect the customer or Product Owner to be involved with the team**

- ❖ **Ideally the product owner should be thought of as part of the team**

- ❖ **Scenario: Customer may say,**
 - “Perfect, I really want to get this done”
 - » **On this project, we physically co-located the product owner with the team**
 - “I want to be engaged but I don’t have enough time”
 - » **On this project, the product owner established “office hours” and the team knew they could call on him during those times**
 - “Working with you isn’t my day job”
 - » **On this project, the product owner was unavailable with the exception of possibly 30 minutes at the beginning or end of day**



4. Agile Expects Too Much Involvement From The Customer – 2

- ❖ **Regardless of the scenario we need to be prepared to let our customer know our expectations for their time and the amount of involvement we will require of them**

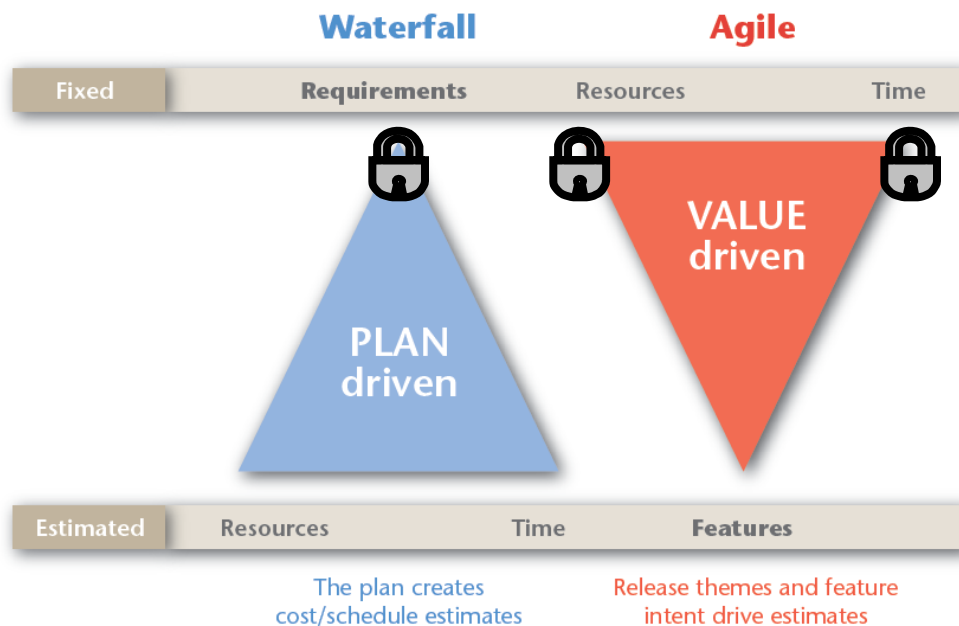
- ❖ **We can let them know we will require them for**
 - Product Backlog
 - Release & Sprint Planning
 - Review and Retrospective

- ❖ **We can be creative with their involvement and work with them**



5. Agile Works On A Time And Materials (T&M) Basis * – 1

- ❖ This is most likely the biggest deterrent and concern that a customer will have when you are trying to move towards Agile



Source: <http://www.rallydev.com>

- ❖ On an agile project the customer can set the budget they want to spend, they can set the timeline, and then they can prioritize the features

* Sliger and Broderick, The Software Project Manager's Bridge to Agility, 2008

5. Agile Works On A Time And Materials (T&M) Basis * – 2

❖ **Based on the Standish Group, we should remind our customers that 64% of software features are rarely or ever used**

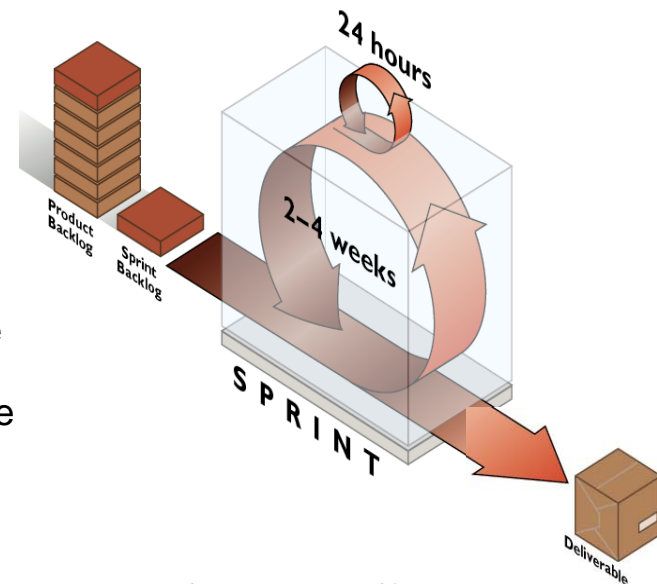
- The Standish Group's CHAOS Report 2006

❖ **Fixed scope / fixed price results in**

- Customer required to specify everything upfront
- Any change to the original specifications goes to through a change control process
- Customer realizes a change is need
- IT doesn't want to change it because it will impact the project plan and budget
- Customer doesn't want to pay for the change because it should have been there all along

❖ **Sligler and Broderick stated in their book**

- Changing contracts from fixed scope / fixed price to a pay-as-you-go time and material (T&M) means that customers are now more responsible for the success of the product
- The customer directly control the cost of the contract because they authorize its existence on a recurring basis



Source: www.softhouse.se

* Sligler and Broderick, The Software Project Manager's Bridge to Agility, 2008

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❖ Top 5 Common Misconceptions and Concerns

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❖ Benefits of Agile – Some Numbers To Consider

❖ Wrap-Up

Benefits of Agile – Some Numbers To Consider *

- ❖ **93% increased productivity** ¹
- ❖ **88% increased quality** ¹
- ❖ **83% improved stakeholder satisfaction** ¹
- ❖ **49% reduced costs** ¹
- ❖ **66% three-year, risk-adjusted return on investment** ²

- ❖ **Reasons for Agile adoption include:**
 - 47% to better manage project scope ³
 - 45% to create clear business requirements ³
 - 40% to speed or better predict time to market ³



¹ "Agile Methodologies: Survey Results", Shine Technologies, 2003

² Forrester Research, 2004

³ "Agile 2006 Survey Results and Analysis", Digital Focus, 2005

* Source: <http://www.rallydev.com>

Wrap-Up

❖ **Barriers to Agile Adoption**

❖ **Top 5 Common Misconceptions and Concerns**

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❖ **Benefits of Agile – Some Numbers To Consider**



Thank You!



Version 4.00

More Information

- ❖ **To contact us about our consulting and training services or how we work with organizations to build a Agile Center of Excellence**
 - Please call +1.484.854.1354
 - E-mail: bill@Process-Synergy.com

- ❖ **Ask about some of our popular courses like:**
 - Agile Project Management Primer
 - Developing Requirements with User Stories
 - Applying Scrum with User Stories
 - Applying Scrum with Use Cases
 - Service-Oriented Analysis
 - Effective Use Case Development
 - Business Analysis – Requirements Discovery and Facilitation