

Presented by:  
Dayle Beyer  
PMP, ACP, RMP, PBA

September 20, 2019

1

### WELCOME

For over 25 years, Dayle Beyer has taught thousands of people how to save lives, manage projects better, take sophisticated exams and deal with business and personal obstacles and is a frequent speaker at industry events.



**Certifications:**

- Professional in Business Analysis (PMI-PBA®)
- Project Management Professional (PMP®)
- Project Risk Management (PMI-RMP®)
- Agile Certified Practitioner (PMI-PBA®) Project Management
- Scrum Master
- Certified Business Analysis Professional (CBAP®)

**Education:**

- MBA: Roosevelt University, Chicago, Illinois
- BA, Psychology: Stony Brook University, Stony Brook, NY

Dayle Beyer  
[www.daylebeyer.com](http://www.daylebeyer.com)

2

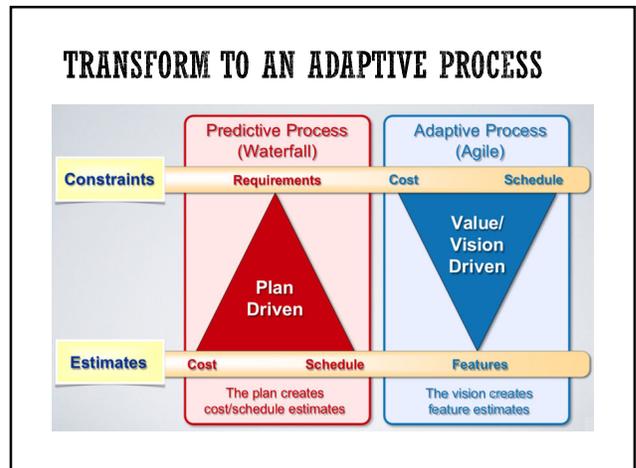
## WHAT IS AGILE?

What is your Agile or Scrum Experience?

-  Agile is more of a philosophy
-  An approach to PRODUCT development
-  Adaptive – there is no “THE AGILE METHOD”
-  To “be agile” put the values and principles into practice

**Transforms from PROJECTS to PRODUCTS**

3



4

## 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:

### AGILE VALUES

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

That is, while there is value in the items on the right, we value the items on the left more. [www.agilemanifesto.org](http://www.agilemanifesto.org)

**Can apply the agile philosophy to any complex problem and/or project**

5

## 12 PRINCIPLES BEHIND THE AGILE MANIFESTO

We follow these principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project. **MOST COMMON TO GET VIOLATED**
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

6

## 12 PRINCIPLES BEHIND THE AGILE MANIFESTO (CONT.)

- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity--the art of maximizing the amount of work not done--is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

7

## EXERCISE

- Using the Agile Manifesto as a guideline, create a slogan, billboard or bumper sticker that is the essence of 3 of the principles just discussed.
- Use sticky notes, etc. as available to capture your slogan and be prepared to share.

8

## DISCUSSION

### Given the agile manifesto and principles

1. How much documentation is necessary?
2. Do teams need to be collocated?
3. How important is producing a quality product given the need to welcome change?

9

## AGILE VALUES, PRINCIPLES AND PRACTICES

Agile principles provide a bridge from the values to the practices

- Values and principles are the “**why**”
- Practices are the “**how**”
  - Practices are situational evidence of values

**Value:** Customer collaboration over contract negotiation

**Principle:** Business people and developers must work together daily throughout the project.

**Practice:** Customer on the team

10

## WHEN TO USE AGILE?

- Project conditions that indicate an agile/adaptive (vs. waterfall/predictive) approach:
  - The project is new to the team or organization
  - The technology is new or risky
  - The requirements are not well understood and are likely to change over the course of the project
  - There is a high degree of uncertainty and the team needs to conduct exploratory design and coding efforts
  - Direct, continuous customer involvement is available to the team
  - The project has a long duration

Source: Gary Evans, Evanetics newsletter, June 7, 2010

11

## SURVEY OF USE OF AGILE METHODS

Agile Method	% Used
Scrum	58%
Scrum/XP Hybrid	17%
Custom	5%
Extreme Programming	4%
Other	4%
Don't Know	3%
Scrumban	3%
Feature Driven Development	2%
Lean Development	2%
Open Unified Process (OpenUP)	2%

*Version One State of Agile Development*

12

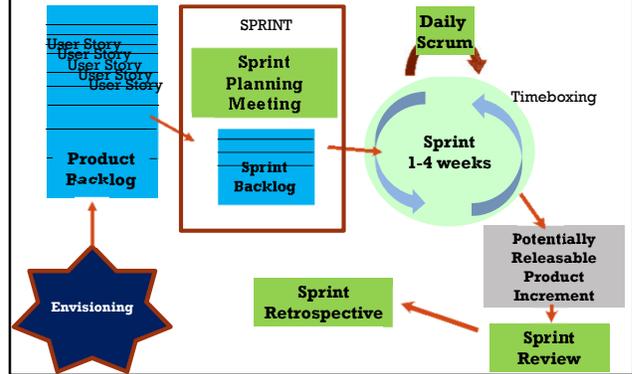
### 3 PRINCIPLES OF SCRUM

- **Transparency:** All aspects of the project are visible, including processes and outcomes, are transparent to the team and all stakeholders.
- **Inspection:** When transparent, processes and outcomes can be inspected regularly to identify problems and inconsistencies that may compromise project outcomes.
- **Adaptation:** The results of inspection and identification of problems enable the team to make adjustments to bring the project performance and outcomes back into alignment with stakeholders expectations.

In SCRUM, decisions are made based on observation and experimentation rather than detailed upfront planning

13

### THE SCRUM FRAMEWORK



14

### SCRUM TERMINOLOGY

- **Product backlog** – ordered list of desired features, outcomes, issues, etc. (WHAT) Owned by the Product Owner.
- **Sprint** – a predetermined timeframe within which the team completes sets of tasks from the Backlog. The length of time depends on the needs of the team, but two weeks is typical.
- **Sprint backlog** – committed Product Backlog items broken down into Tasks. (HOW) Owned by the Team
- **User story** - a requirement described in one or two sentences in the everyday language of the user.
- **Sprint Retrospective** – held at the end of a Sprint to celebrate successes and examine what did not go so well.

15

### PROJECT APPROACHES

Waterfall (Predictive)	Incremental	Agile (Adaptive)
<ul style="list-style-type: none"> <li>▪ Sequential lifecycle phases</li> <li>▪ Documentation and approvals tend to be more formal</li> <li>▪ Can be done incrementally</li> <li>▪ Can be used on global projects or with geographically dispersed teams</li> <li>▪ Often used on complex projects with complex interfaces</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multiple planned development segments (increments)</li> <li>▪ Time-boxed or function-boxed</li> <li>▪ New features are added with each increment</li> <li>▪ Incremental development may or may not include an iterative approach which includes rework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus on collaboration</li> <li>▪ Prioritize features before next Sprint or iteration</li> <li>▪ Document with user stories</li> <li>▪ Best with collocated teams</li> <li>▪ Is both incremental and iterative (evolve and improve functionality)</li> <li>▪ Many small development segments</li> </ul>
<b>Iterative</b>		
<ul style="list-style-type: none"> <li>▪ Planned review and rework</li> <li>▪ Multiple development segments</li> <li>▪ Time-boxed</li> <li>▪ Improved features &amp; functions with each release</li> </ul>		

16

## SPRINT: ITERATIVE OR INCREMENTAL?

ITERATIVE

We build **expecting** to change it.

INCREMENTAL

We **have** to get it right the first time.

Source: [https://www.ipationassociates.com/dont\\_know\\_what\\_i\\_want/](https://www.ipationassociates.com/dont_know_what_i_want/)

17

## TRELLO BOARDS

18

## VIRTUAL PMI-ACP EXAM PREP – 21 HOURS – JANUARY 2020

**Who Should Apply?**

- If you work on agile teams or if your organization is adopting agile practices, the PMI-ACP is a good choice for you.

**Gain and Maintain Your PMI-ACP**

- The certification exam has 120 multiple-choice questions and you have three hours to complete it.
- To maintain your PMI-ACP, you must earn 30 professional development units (PDUs) in agile topics every three years.

**Prerequisites**

- 2,000 hours of general project experience working on teams. A current PMP® or PgMP® will satisfy this requirement but is not required to apply for the PMI-ACP.
- 1,500 hours working on agile project teams or with agile methodologies. This requirement is in addition to the 2,000 hours of general project experience.
- 21 contact hours of training in agile practices.

19

## QUESTIONS?

DAYLE BEYER™  
building leadership strength for extraordinary success™

224-241-2261  
DAYLE@DAYLEBEYER.COM

Dayle Beyer Solutions provides project management, business analysis and leadership development training, coaching and consulting.

Website: [www.daylebeyer.com](http://www.daylebeyer.com)

20