Assuring Agile Projects

Managing the project hinterland
Sell

- Research feasibility
- Accept career risk
- Persuade regional sales managers
- Trade-off chips against people’s projects
- Call in favours
- Persuade board
- ...

Business Case

- Better segmentation (analytics, analysts)
- Better targeting (product db, scripting, …)
- Improved scheduling of telesales & meetings (systems, adoption)
- Refined compensation policies
- ...

Build

- Procurement
  - Customer
  - Refine
  - …
- Pipeline reporting
- Sales force auto
  - (& inhouse mgt)
- Inhouse
  - Call scripting
  - HR & compensation
- Training
- Internal communications
- …

Realise Benefits

- Monitor
- Cajole
- …
Roles (PRINCE)

- Investment Decision Maker
- Senior Responsible Owner
- Project Sponsor
- Project Board
- Stakeholders
- Professional Advisors
- Project Team
- Project Manager
Roles (PRINCE)

Which of these factors has the greatest impact on the success/failure of projects?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM Process</td>
<td>6%</td>
</tr>
<tr>
<td>People</td>
<td>86%</td>
</tr>
<tr>
<td>Technology</td>
<td>8%</td>
</tr>
</tbody>
</table>

http://www.peopledeliverprojects.com/
DSDM

- Core Team Roles
  - DSDM Team Leader
  - Developer
  - Ambassador User
  - Tester
  - Scribe

- Other Roles
  - Advisor User, Facilitator, Specialists

- Project Level Roles
  - Executive Sponsor
  - Visionary
  - DSDM Project Manager
  - Technical Co-ordinator

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### Scrum
- Product manager
- Scrum master
- Self-organising team

### XP
- Customer
- Developer
- Coach
Assurance is an information conduit

- Project teams often have problems communicating key messages:
  - Lack savvy
  - Lack credibility
  - Lack access

- Assurance teams can help them frame their messages and communicate them effectively

- Likewise, sponsors often have trouble picking the critical information from the mass of stuff that comes their way

- Assurance teams can help them recognise key information and frame appropriate interventions
Why don’t we do this?

- It’s hard to make reviews relevant
- It’s hard to cover ground effectively
- It’s hard to make reviews happen
Decision Making - spheres of influence

Set Direction

Board

Implement

Sponsor

Assure

Assurance

STEER

Policies & Standards

PM

Assurance

MANAGE

PMO

Admin & Status

Peer Review

EXECUTE

Agile

Delivery

Technical Verification
Review process

Control parameters

Baseline
Criteria
Reference Models

Feedback to improve reference models

Inputs
Artefacts & other items to review, plus supporting details.

Outputs
Go/No-go decision.
Improved artefacts.

Recommendations to improve review artefacts

Analysis Loop
## Types of review (a sample)

<table>
<thead>
<tr>
<th>Review type</th>
<th>Inputs</th>
<th>Baseline</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project definition</td>
<td>Project Plan Quality Plan Interviews</td>
<td>Objectives Budget</td>
<td>Consistency Compliance</td>
</tr>
<tr>
<td>Project status</td>
<td>Milestone deliverables, status reports &amp; RISKS</td>
<td>Project Plan Quality Plan</td>
<td>Completeness Correctness Quality criteria</td>
</tr>
<tr>
<td>Requirements</td>
<td>Use cases Functional spec Non-functional spec</td>
<td>Business objectives</td>
<td>Completeness Correctness Clarity</td>
</tr>
<tr>
<td>Architecture</td>
<td>Technical Architecture</td>
<td>Business strategy Enterprise architecture Requirements</td>
<td>Systemic attributes (“ilities”)</td>
</tr>
<tr>
<td>Design</td>
<td>Object models Sequence diagrams</td>
<td>Architecture Requirements</td>
<td>Completeness Compliance Correctness</td>
</tr>
</tbody>
</table>
Agile is well suited to review

- Open mindset
- High visibility of status & metrics
- Willingness to recalibrate
- Pretty well a project manager’s dream in this regard
Agile is ill suited to review

- External reviewers disrupt the team
- Team develops own language
- Few documents mean reviewers must focus on face-to-face meetings
Summary

- Agile can be a highly efficient delivery method
- It hasn’t “crossed the chasm”
- Effectiveness is different to efficiency
- We need to reach out to beyond the fortress
- Assurance can be a valuable bridge
- Agile can work well with assurance
Thank You
Making sense of technology…

Many organisations are caught up in the complexity of technology and systems.

This complexity may be inherent to the technology itself. It may be created by the pace of technology change. Or it may arise from the surrounding process, people and governance structures.

We help untangle complexity and define business strategies that both can be implemented and will be adopted by people throughout the organisation and its partner network. We then help assure delivery of implementation projects.

Clients…

- Dover Harbour Board – Systems and architecture review
- Council of Europe – Systems for monitoring national compliance with international treaties
- Sony Computer Entertainment – Common product approval process for global units
- National Savings & Investments – Joint IS strategy for NS&I and BPO Partner
- Amnesty International – ECM strategy for researchers, activists and campaigners
- Cisco Worldwide Education – Researched competitive marketplace for e-learning assets
- The Open University – Enterprise architecture, CRM and product development strategies
- Oxfam – Strategy for content management, CRM, e-Commerce
- MessageLabs – Implementation assurance for customer service portal
- Sapient Ltd – Risk management strategy for customer billing solution