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Portfolio Agile for TBM Practitioners

Your Guides:

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Part I:
Introduction

Introductions

- Take 5 Minutes

- Turn to a Person Near You

- Introduce Yourself

- Business Cards

Agenda

- Why Agile?
- What is Agile?
- Levels of Agile
- How Can Agile impact TBM

Part 2:
Why Agile?

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Why Agile?

Agile Projects are 3X more likely to succeed and 2X less likely to fail than waterfall projects
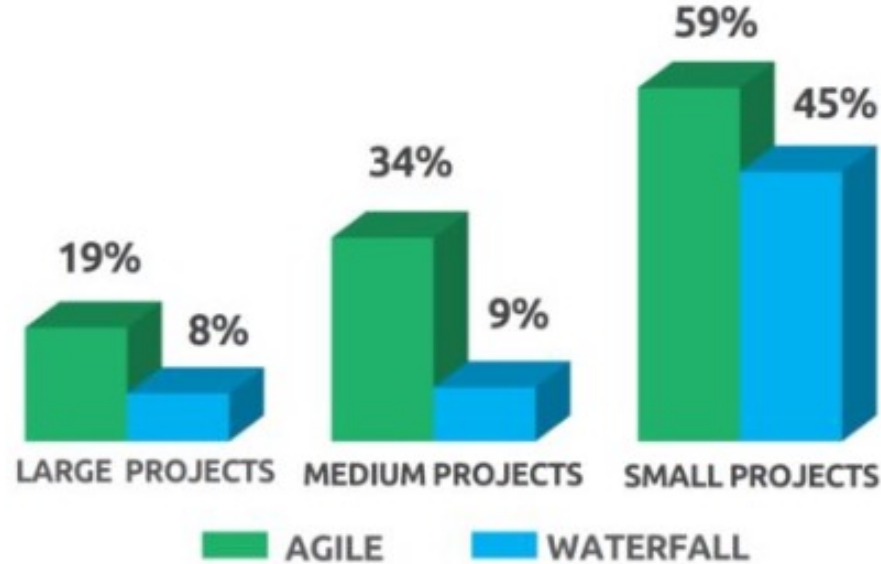

PROJECT SUCCESS RATES
AGILE VS WATERFALL

METHOD	SUCCESSFUL	CHALLENGED	FAILED
AGILE	42%	47%	11%
WATERFALL	13%	59%	28%

WWW.VITALITYCHICAGO.COM

Source: Standish Group Report 2020

Why Agile?

Part 3:
What is Agile?

What is Agile?

The Agile Manifesto and 12 Principles

"We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and Interactions *over* processes and tools

Working software *over* comprehensive documentation

Customer collaboration *over* contract negotiation

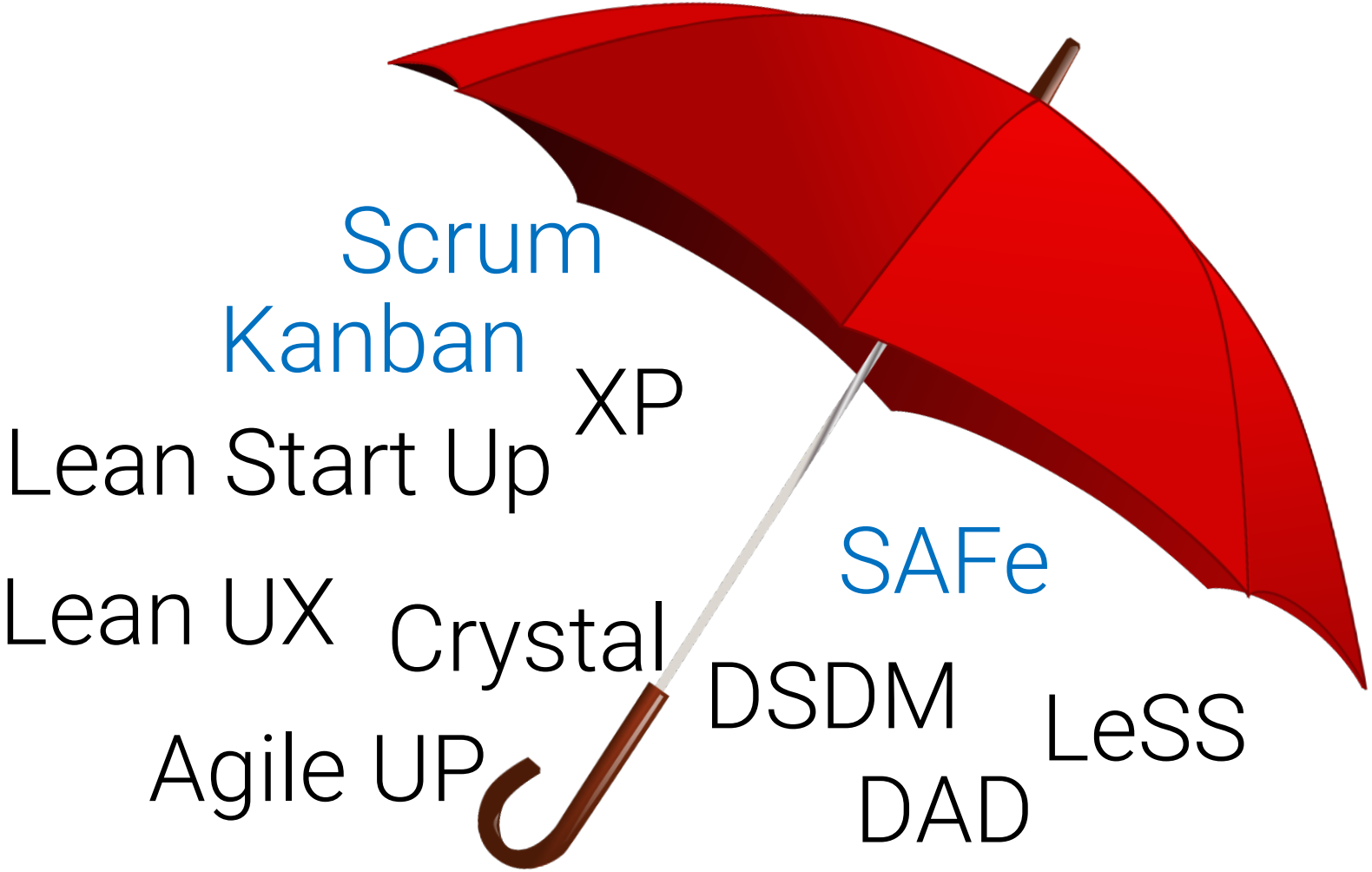**Responding to change** *over* following a plan

That is, while there is value in the items on the right, we value the items on the left more."

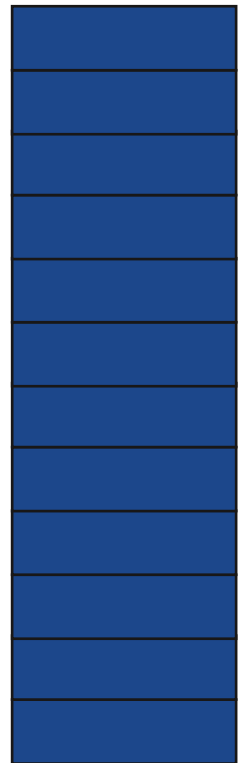https://agilemanifesto.org/

12 Agile Principles
- Accommodate changing requirements throughout the development process
- Deliver working versions frequently
- Bring business people and "techies" together
- Motivate, trust, and support your team
- Engage in face-to-face conversation
- Measure progress with working versions of the final product
- Encourage sustainable development
- Maintain a constant pace of development
- Pay attention to technical excellence and good design
- Simplify the work as much as possible
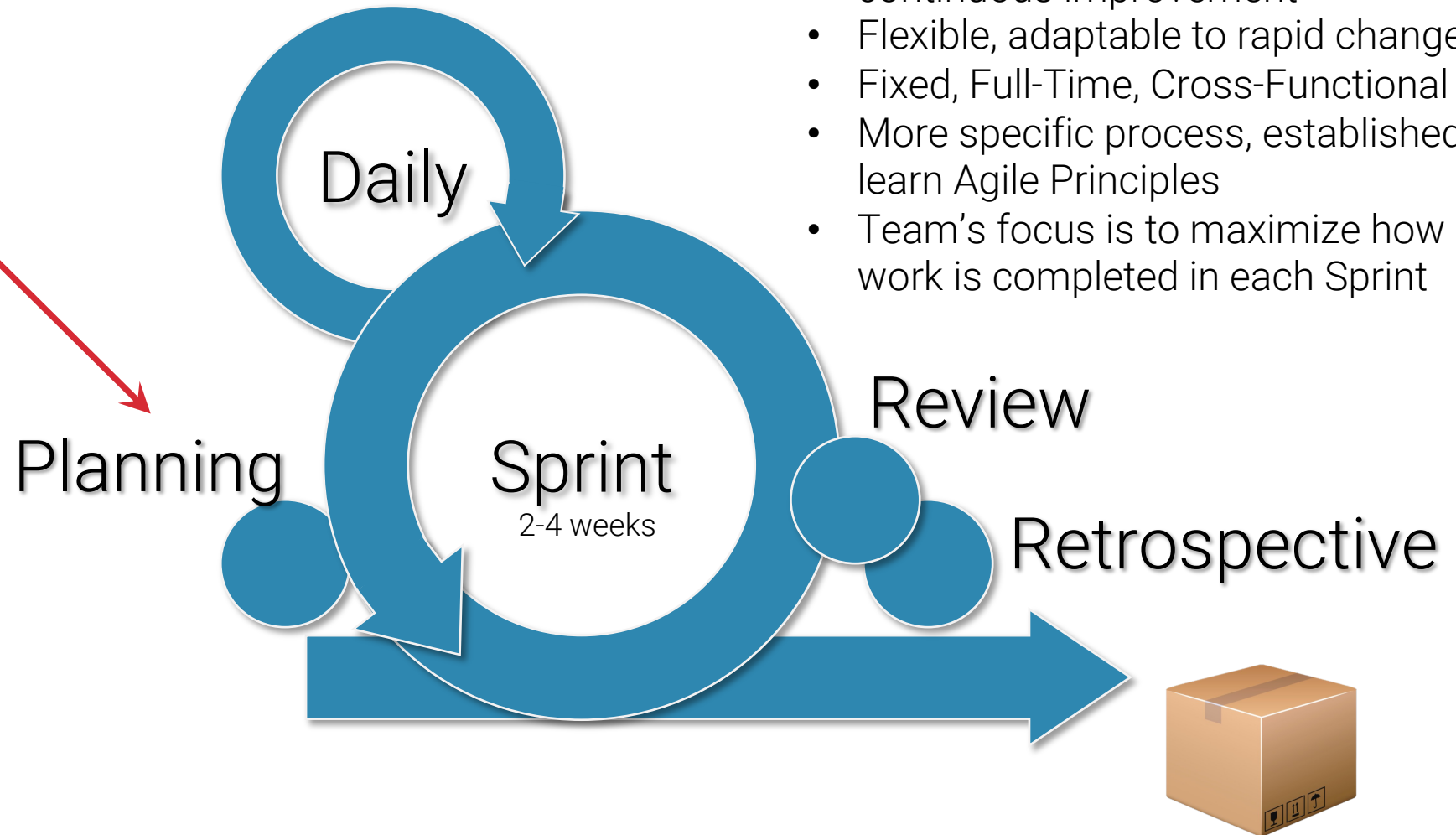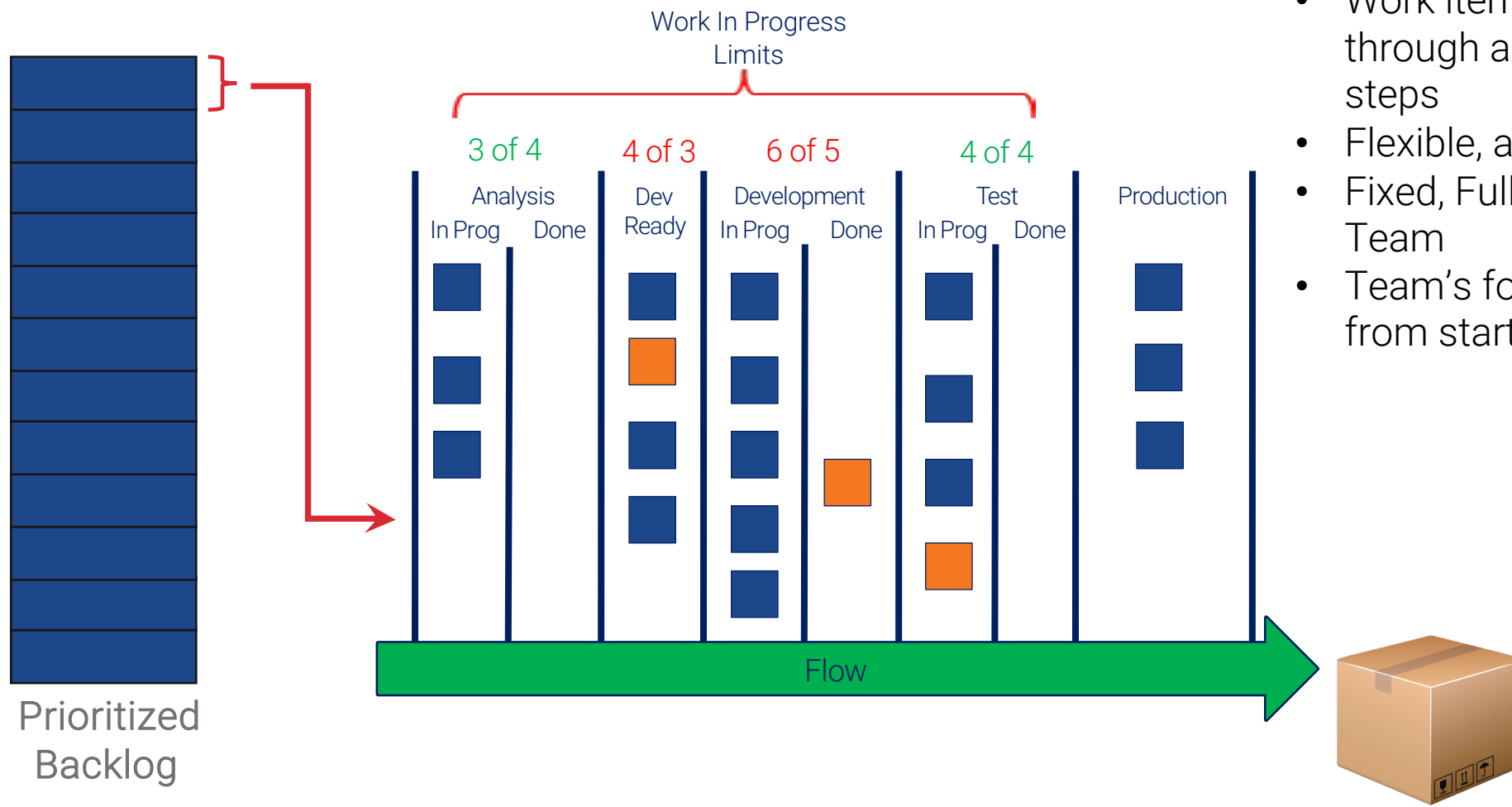- Self-organize and reflect on how to improve

Agile Umbrella

Scrum
Kanban
XP
Lean Start Up
Lean UX
Crystal
Agile UP
SAFe
DSDM
LeSS
DAD

Scrum

- Work organized into shorter Sprints and continuous improvement
- Flexible, adaptable to rapid changes
- Fixed, Full-Time, Cross-Functional Team
- More specific process, established way to learn Agile Principles
- Team's focus is to maximize how much work is completed in each Sprint

Daily

Planning

Sprint
2-4 weeks

Review

Retrospective

Prioritized Backlog

Kanban

Work In Progress Limits

3 of 4   4 of 3   6 of 5   4 of 4

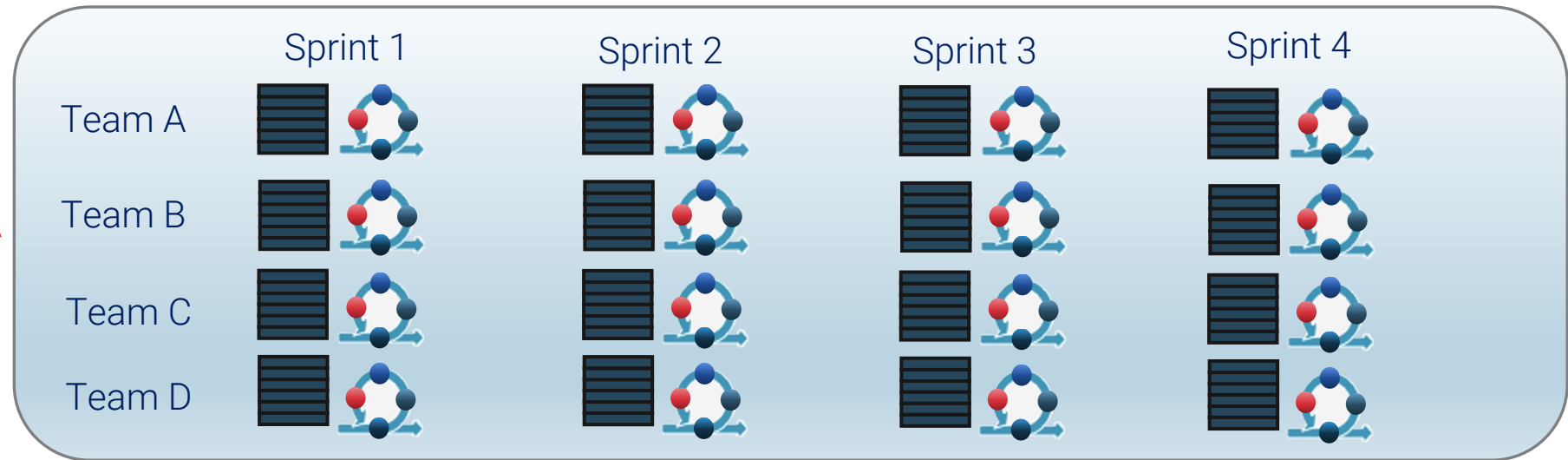| Analysis		Dev	Development		Test		Production
In Prog	Done	Ready	In Prog	Done	In Prog	Done	

Flow

Prioritized Backlog

- Work items flow continuously through a well-defined sequence of steps
- Flexible, adaptable to rapid changes
- Fixed, Full-Time, Cross-Functional Team
- Team's focus is to reduce the time from start to finish of each work item

Scaled Agile

- The foundation of Scaled Agile is Agile Teams
- Provides tools for planning and coordinating larger work efforts across multiple Scrum teams
- The group of teams agree to a timeframe for completing the coordinated work
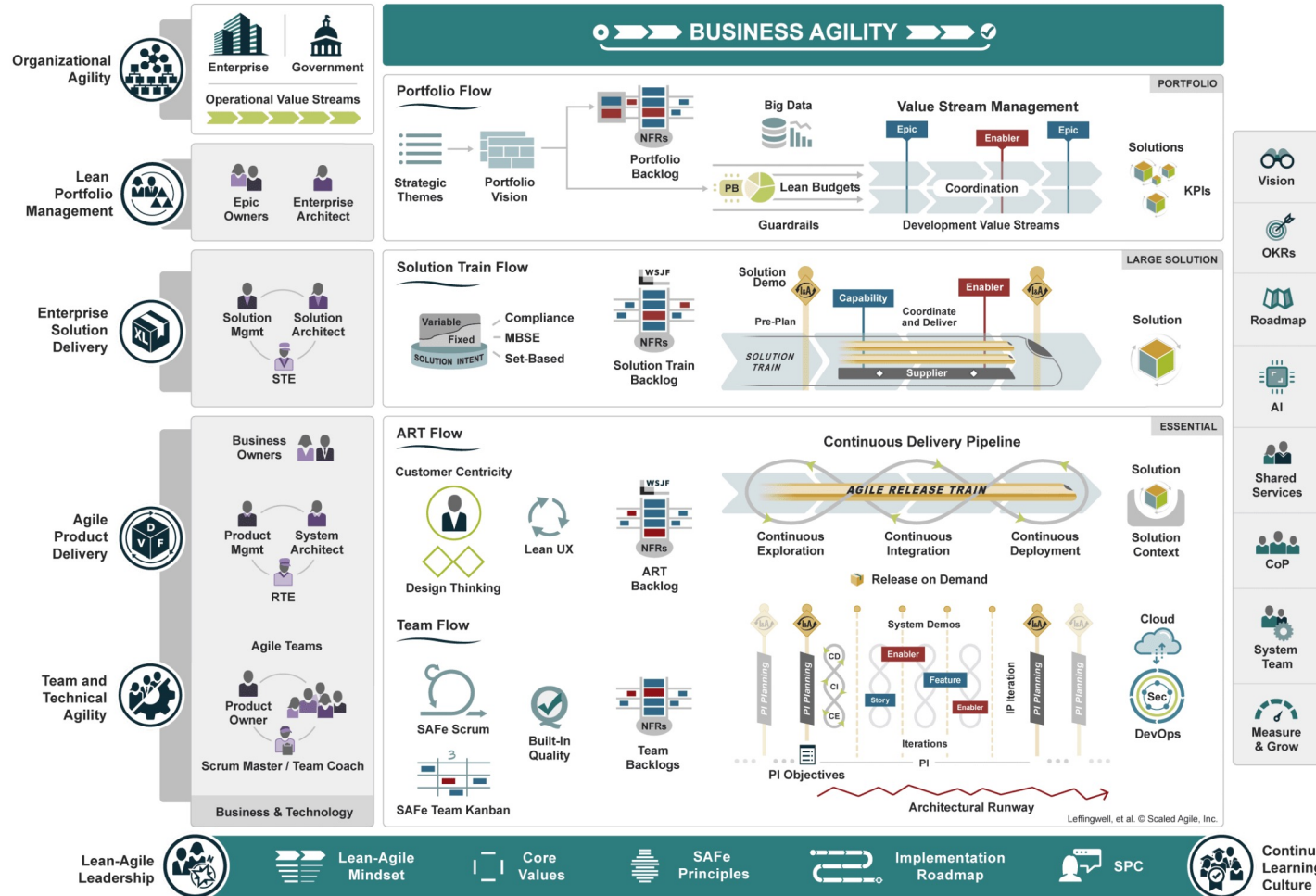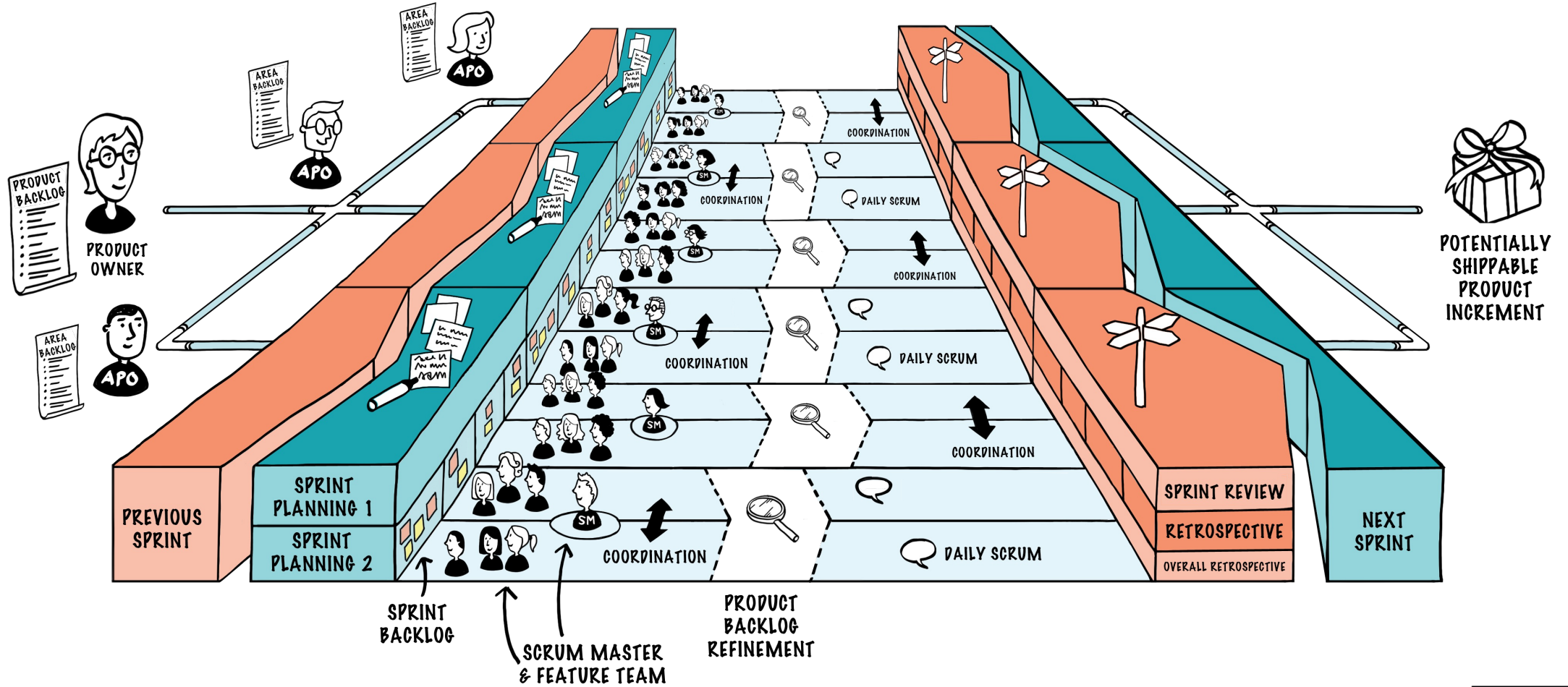

Prioritized Product Backlog

SAFe Framework

https://www.scaledagileframework.com/#

LeSS Framework

Part 4:
Levels of Agile?

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Characteristics of Agile

- Team Agile
  - This is where Scrum and Kanban methodologies are leveraged
  - Teams work in an agile mindset and flow individually
    - Shared accountability
    - Empowered to understand and identify value of work
    - Manages readiness of work and velocity

- Portfolio Agile
  - Funding capacity instead of Projects
  - Work is brought to the Teams vs staff assigned to Projects
  - Work is defined as a hypothesis to deliver value instead of fixed scope projects

Part 5:
What is the Impact of Agile on TBM?

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Impact of Agile on TBM Models

- Agile can enable changes or even elimination of timekeeping

  - Has anyone experienced the elimination of timekeeping due to agile?

- Agile can include a shift of funding from projects to capacity

  - Has this happened to anyone here and how did you realign to accommodate it?

- Agile lean budgeting transitions to rolling wave forecasting

  - Is anyone here experiencing rolling wave forecasting? Has it changed TBM for you?

Discussion

Are there any other impacts you have seen from the shift to Agile?

Questions?

Surveys

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Add QR Code to event survey

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