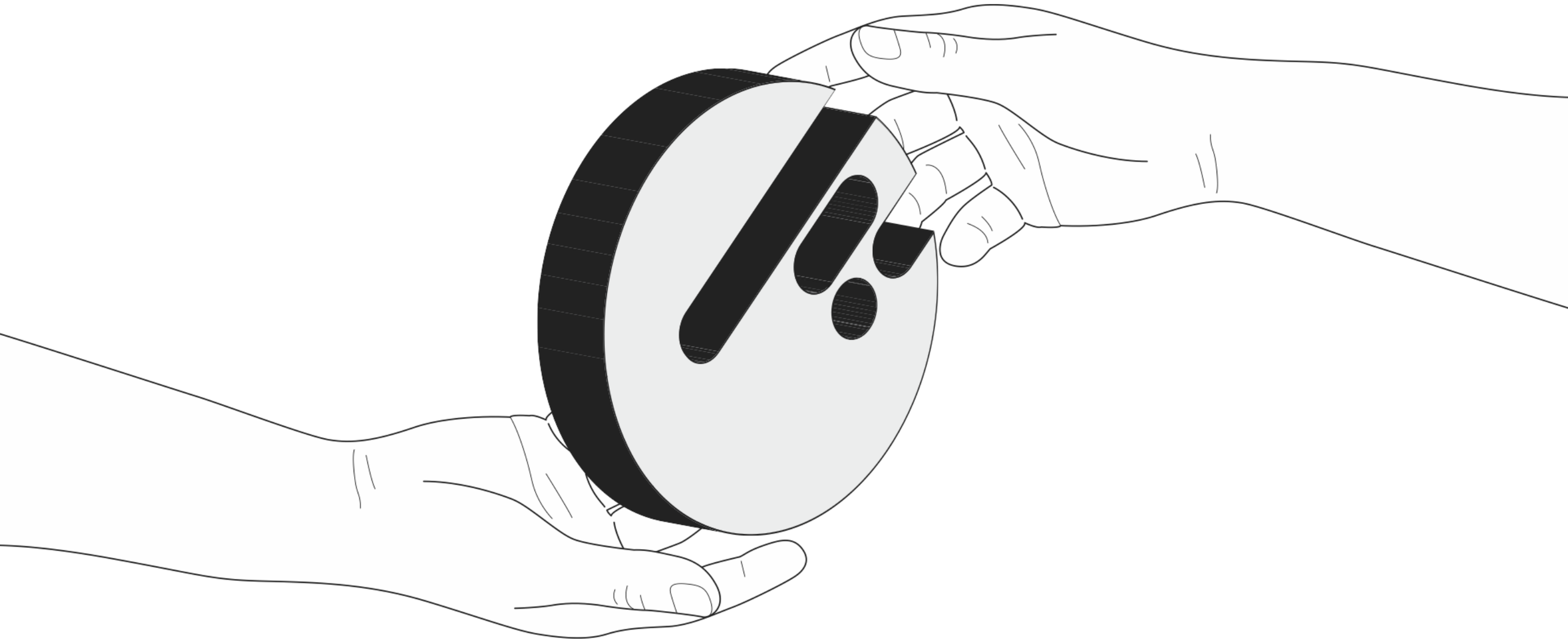

Frans Vanhaelewijck
http://www.twitter.com/fvanhaelewijck

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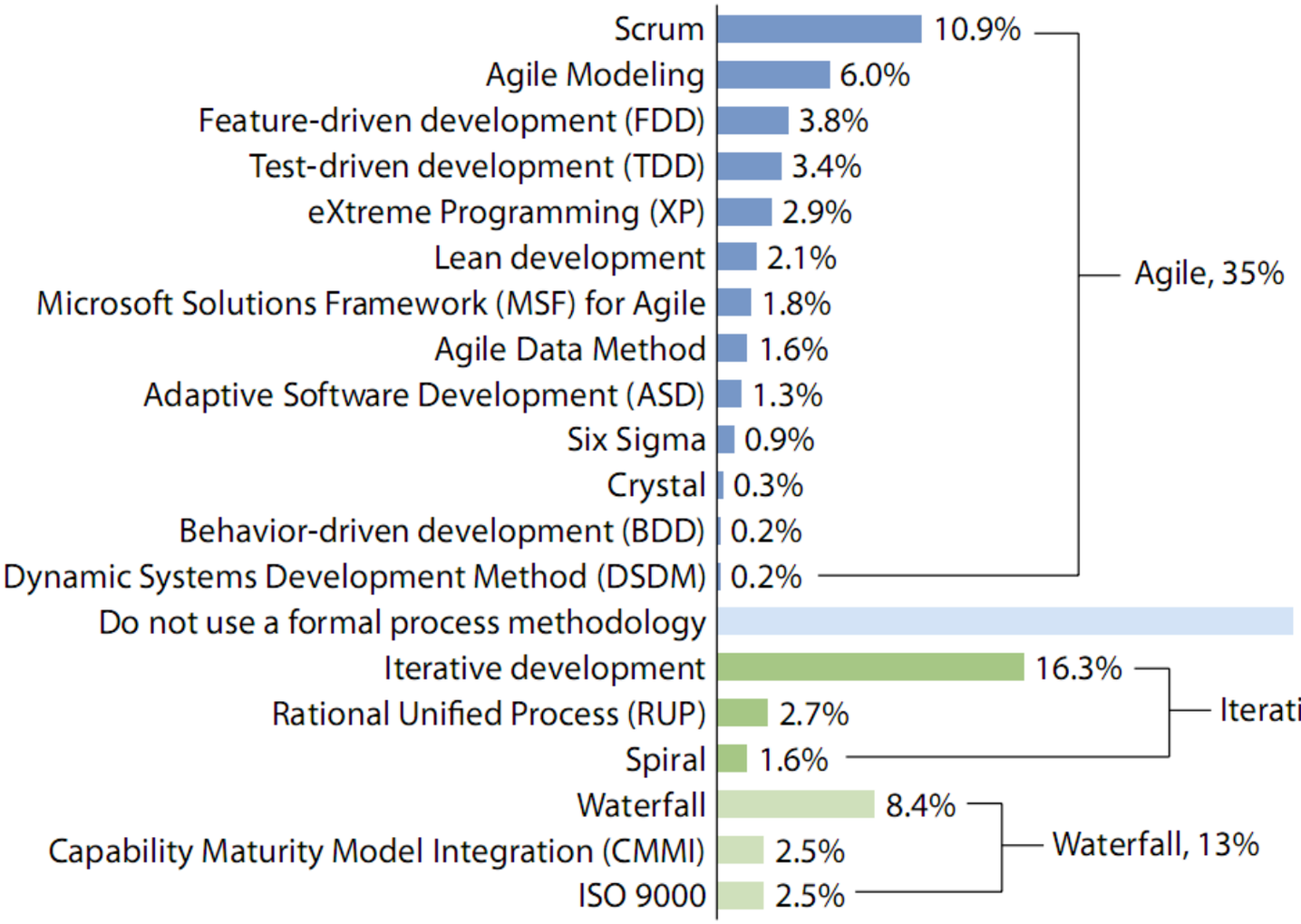
"Please select the methodology that most closely reflects the development process you are currently using."
(select only one)



Base: 1,298 IT professionals

Source: Forrester/Dr. Dobb's Global Developer Technographics® Survey, Q3 2009

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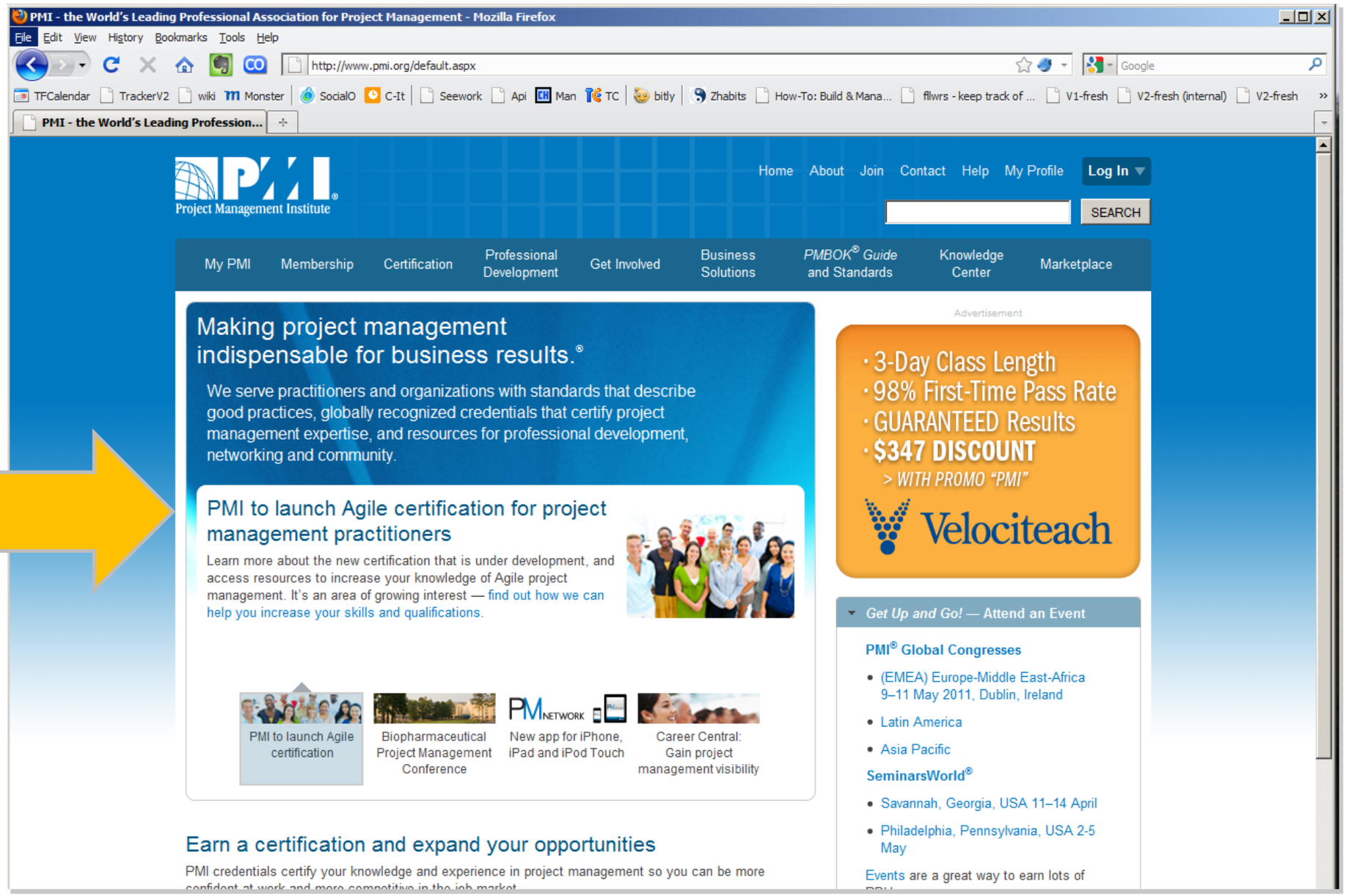
PMI - the World's Leading Professional Association for Project Management - Mozilla Firefox
File Edit View History Bookmarks Tools Help
http://www.pmi.org/default.aspx
PMI - the World's Leading Profession...
Project Management Institute
Home About Join Contact Help My Profile Log In
SEARCH
My PMI Membership Certification Professional Development Get Involved Business Solutions PMBOK® Guide and Standards Knowledge Center Marketplace
Making project management indispensable for business results.®
We serve practitioners and organizations with standards that describe good practices, globally recognized credentials that certify project management expertise, and resources for professional development, networking and community.
PMI to launch Agile certification for project management practitioners
Learn more about the new certification that is under development, and access resources to increase your knowledge of Agile project management. It's an area of growing interest — find out how we can help you increase your skills and qualifications.
PMI to launch Agile certification
Biopharmaceutical Project Management Conference
New app for iPhone, iPad and iPod Touch
Career Central: Gain project management visibility
Earn a certification and expand your opportunities
PMI credentials certify your knowledge and experience in project management so you can be more
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Events are a great way to earn lots of

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The Pragmatic Company

Semantic Technology

Creating meaning out of unstructured information (rdf,owl,skos,…)

TenForce products

pmScrum
pragmatic scrum

pmProjectTeam
pragmatic portfolio & project management

pmOperation
Pragmatic Process Industry Solutions

Wolters Kluwer

European Union

Sanoma

St. Jude Medical

Roularta

De Persgroep

Argenta

Belgacom

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The speakers

Bastiaan Deblieck

http://twitter.com/basdeblieck

Jan Van den Nieuwenhof

http://twitter.com/janvdnieuwenhof

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Agile & Scrum DNA for business

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Agile is Good

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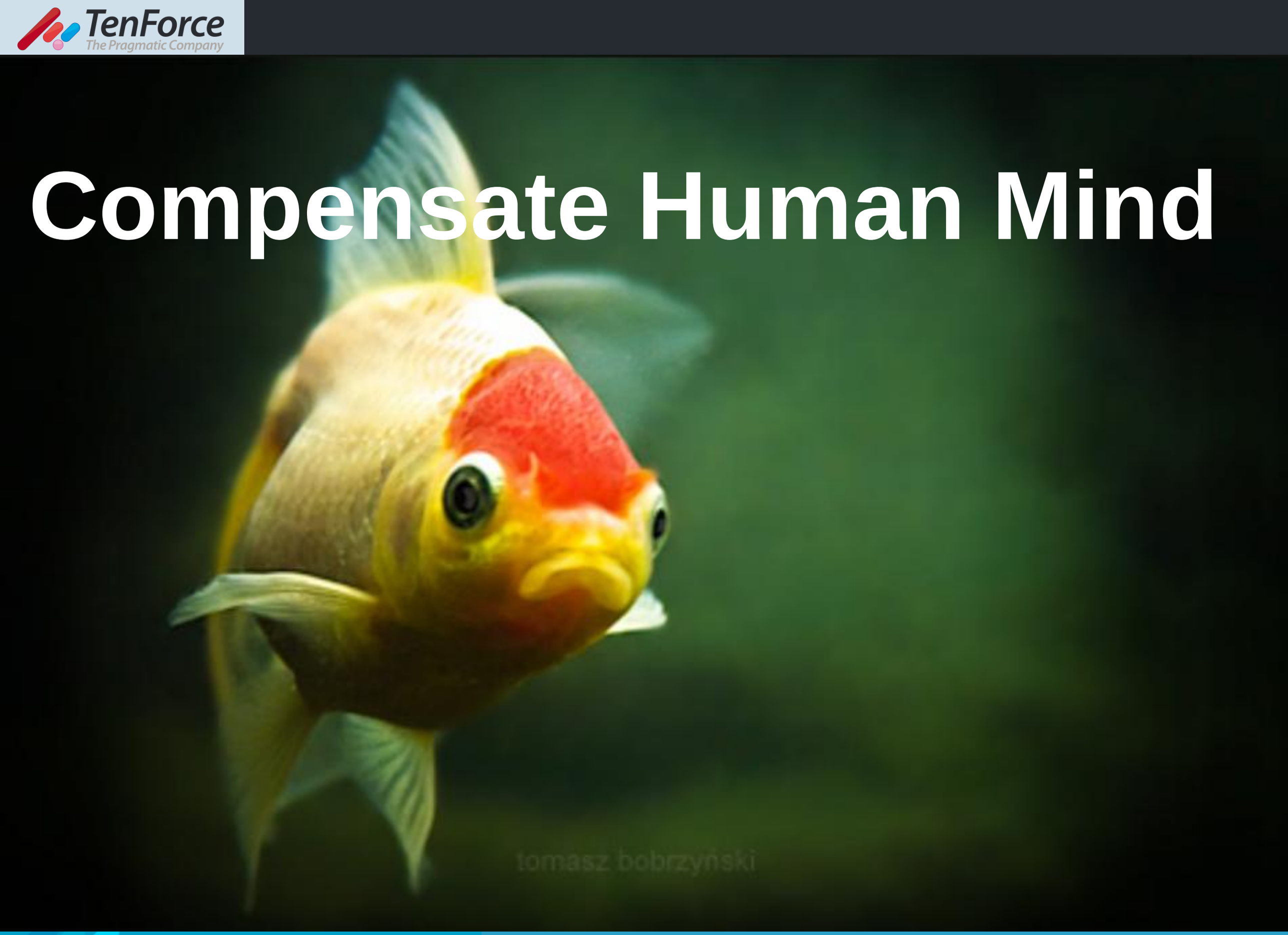
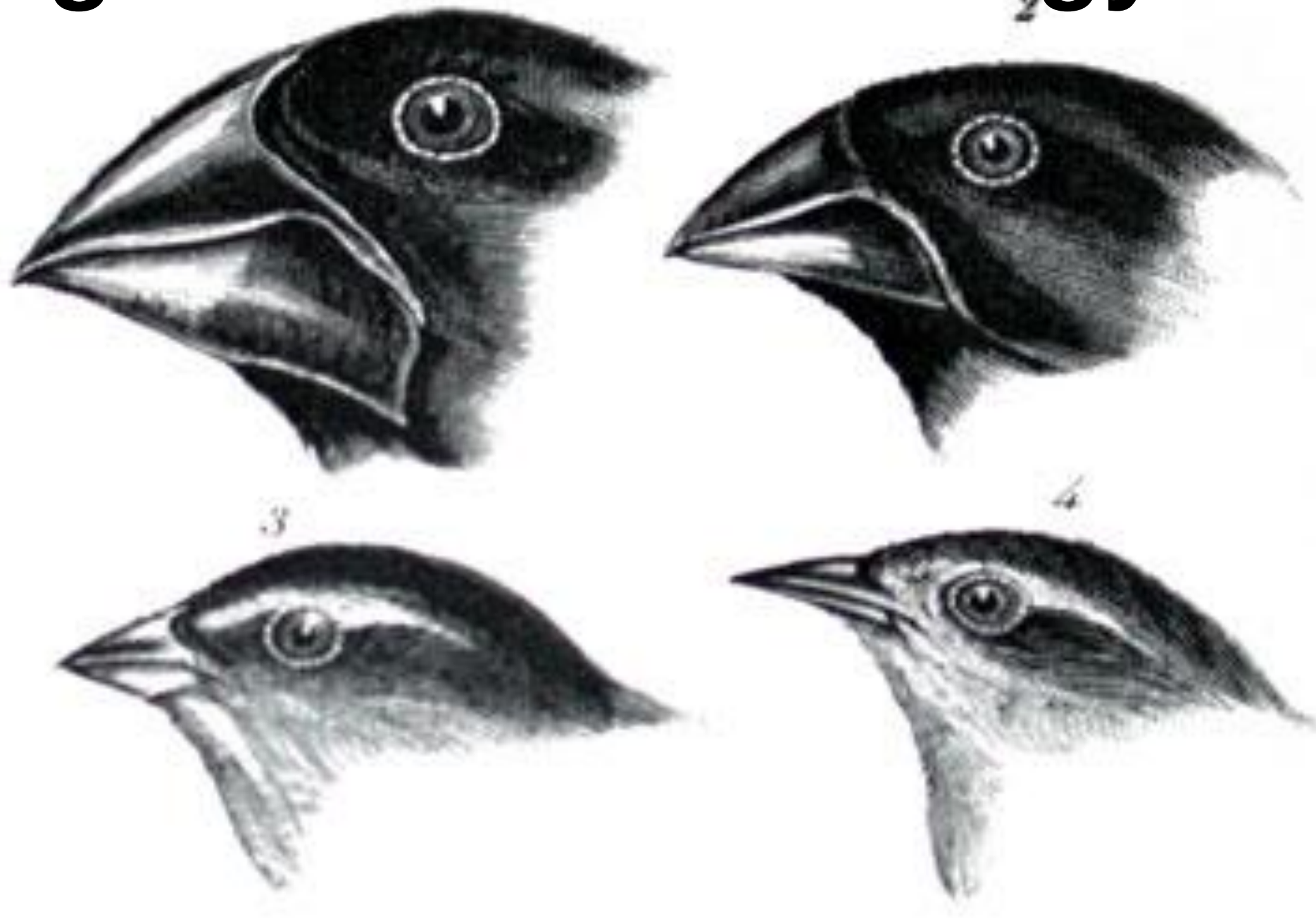
The Pragmatic Company

Compensate Human Mind



Agile Survival Strategy



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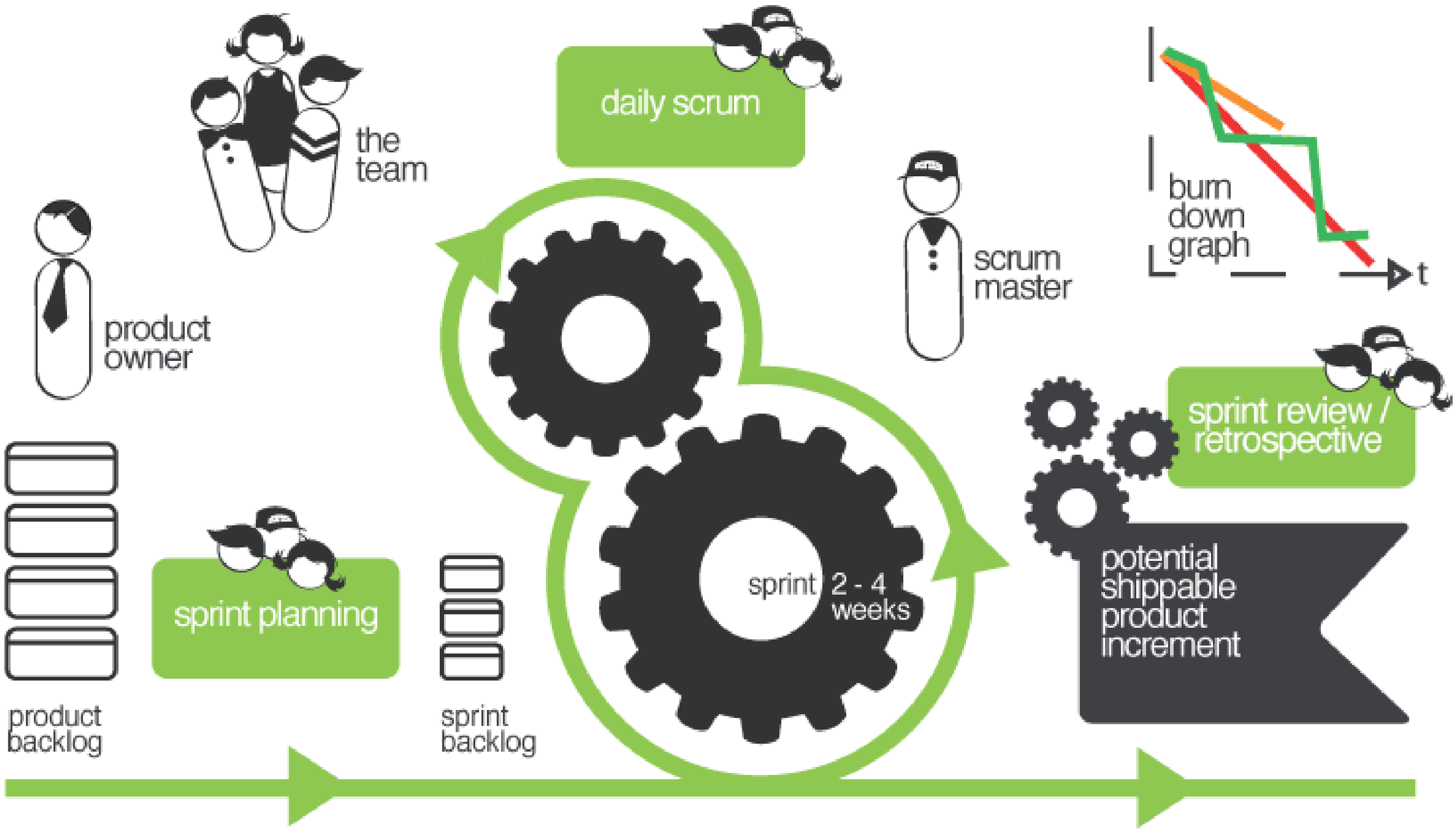
Agile Organizations


the team
daily scrum
product owner
scrum master
burn down graph
t
sprint review / retrospective
potential shippable product increment
sprint planning
sprint 2 - 4 weeks
product backlog
sprint backlog

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Agile & Scrum DNA for business

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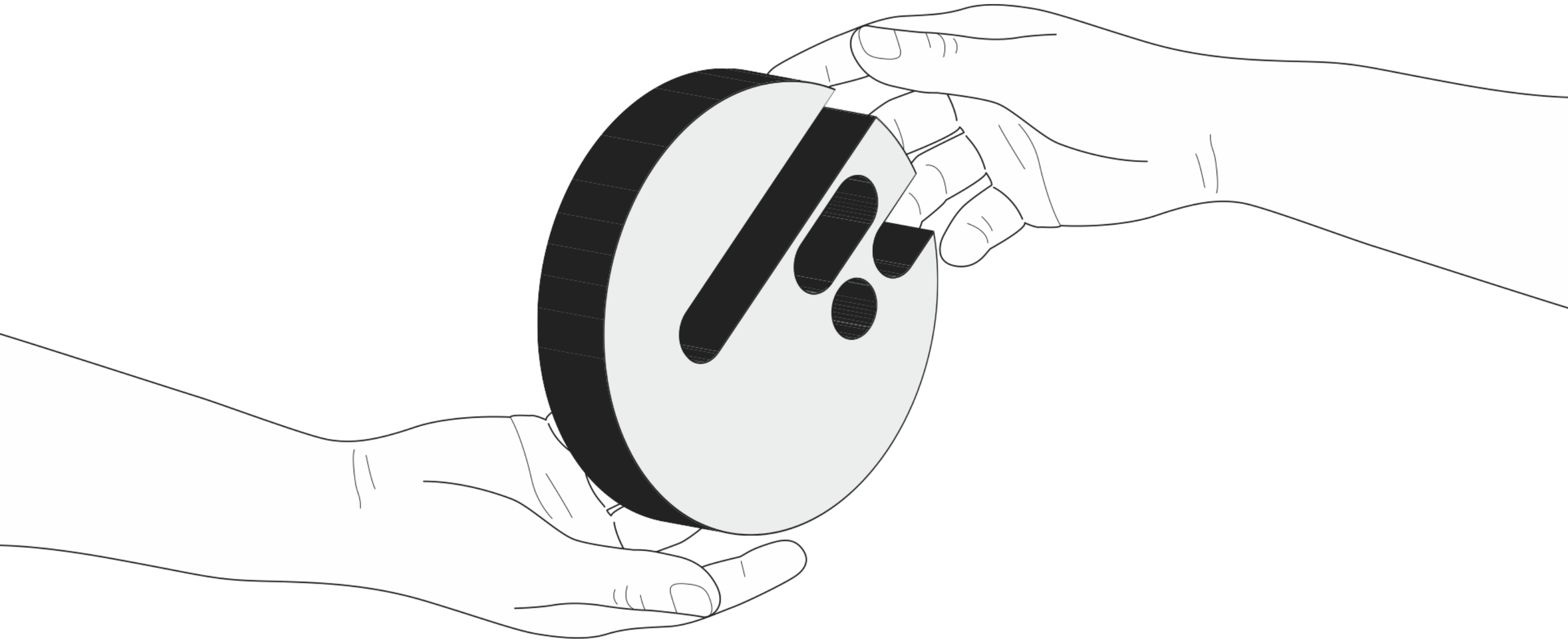

Introducing Scrum in a corporate environment

A testimonial (from the trenches)

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Product backlog

(In slide-points)

• Starting with Scrum (in a waterfall context)	10
• Successes & Failures from Pilot projects	13
• The Wall of Truth: ultimate transparency	12
• Distributed Scrum	13
• Agile contracts	9
• Project Governance (in Scrum)	11
• Entreprise Scrum roll-out strategy	9

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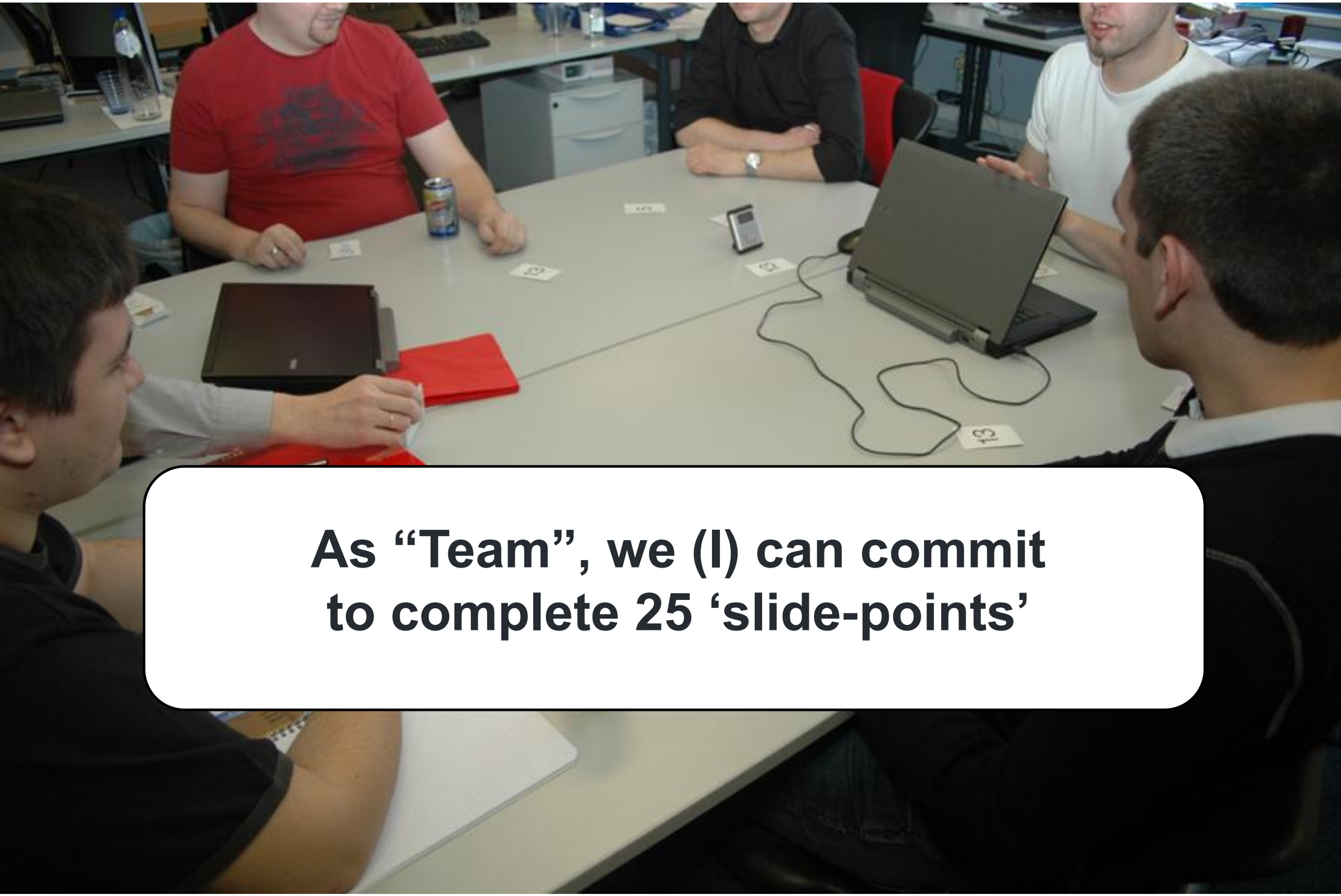

As “Team”, we (I) can commit to complete 25 ‘slide-points’

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Why use Scrum?

To deliver **faster**

with higher **quality**

in a more **transparent** way

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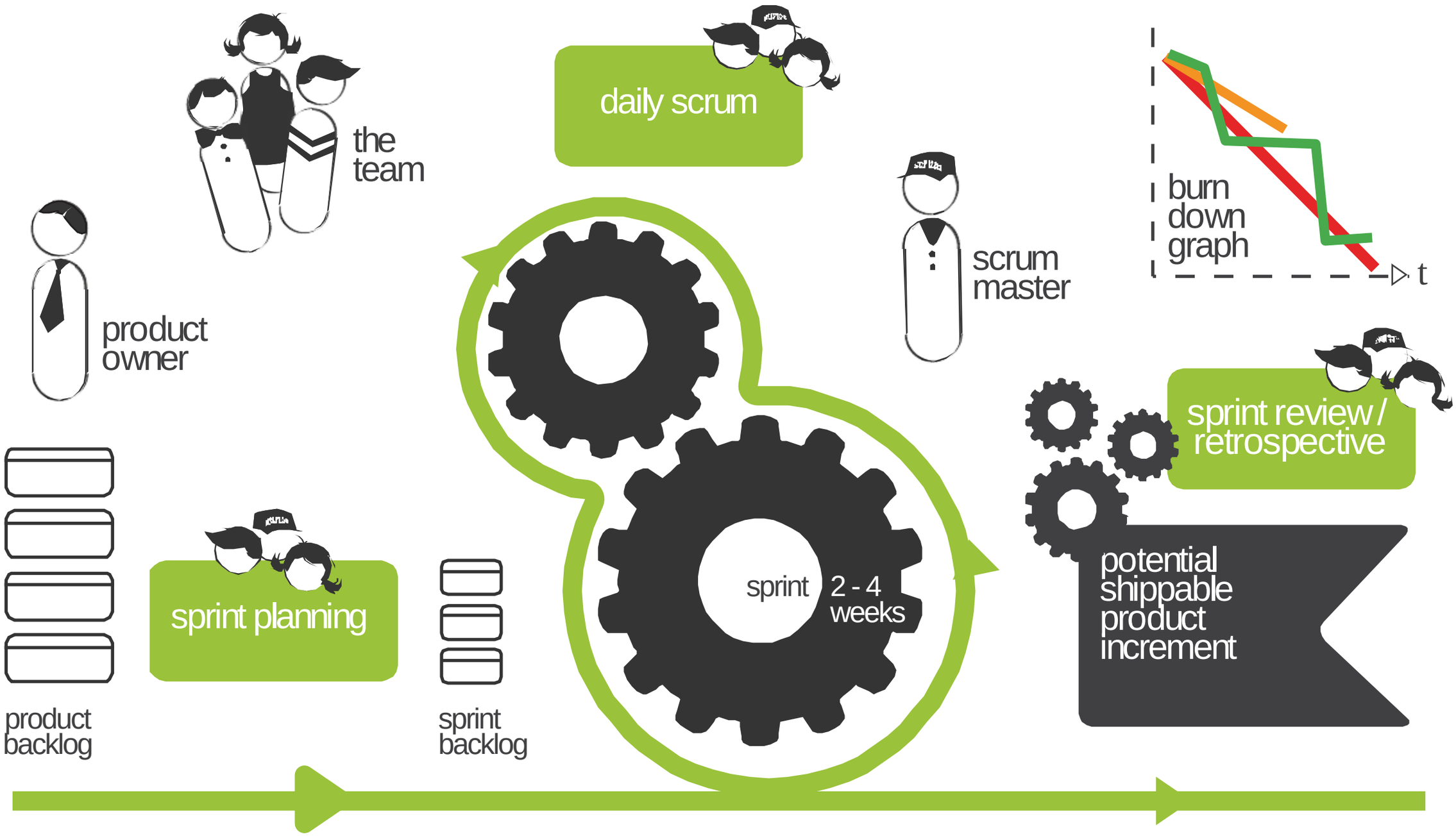
What is Scrum?



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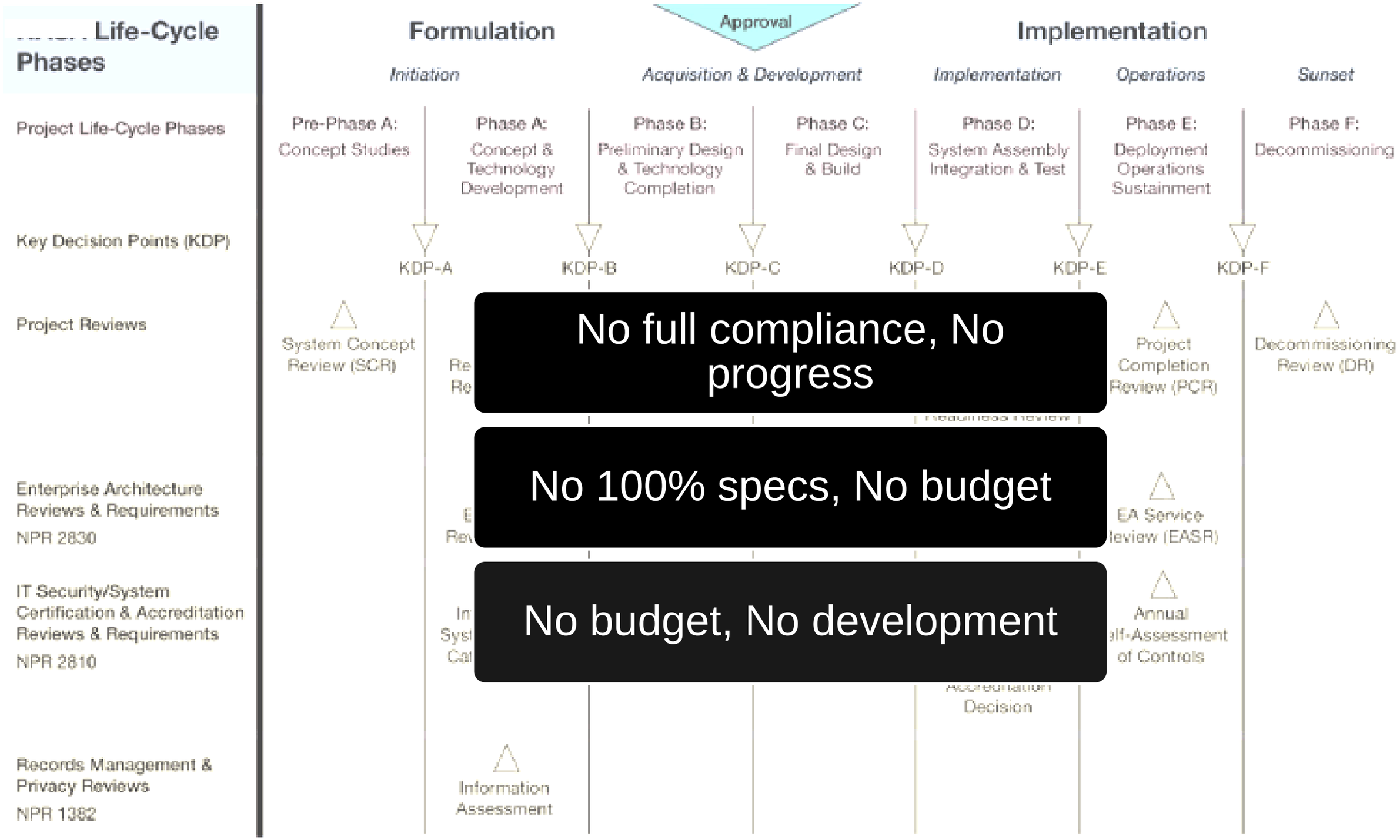
Project governance (in Scrum)

- Testimonial on how we organized our Scrum project and still complied with the corporate project governance rules
- And why Scrum projects provide more detailed and accurate status reports

The challenge



My solution: SPLIT

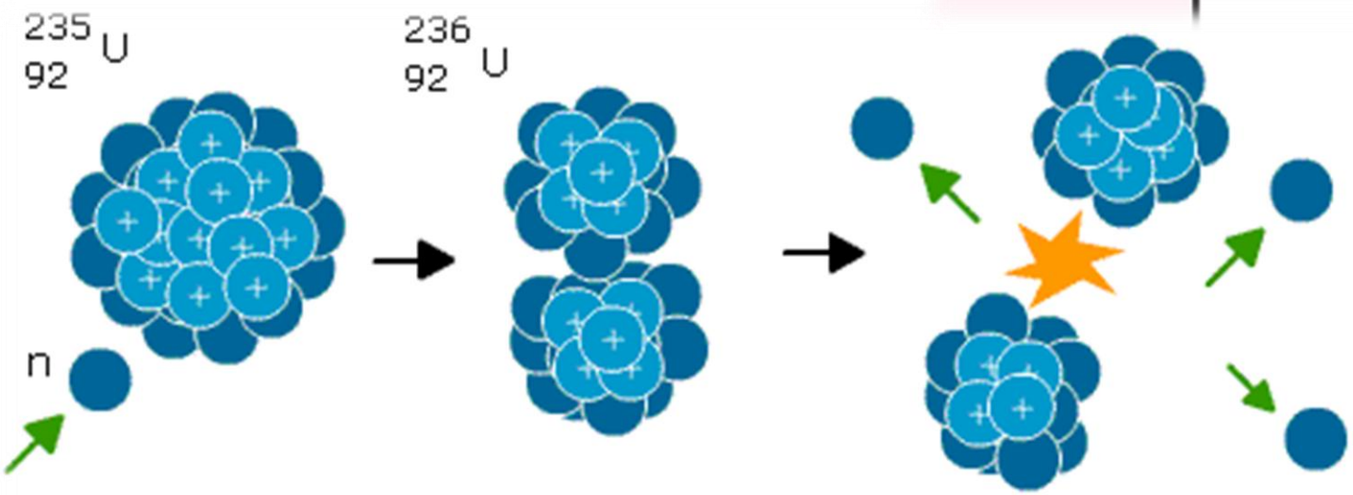
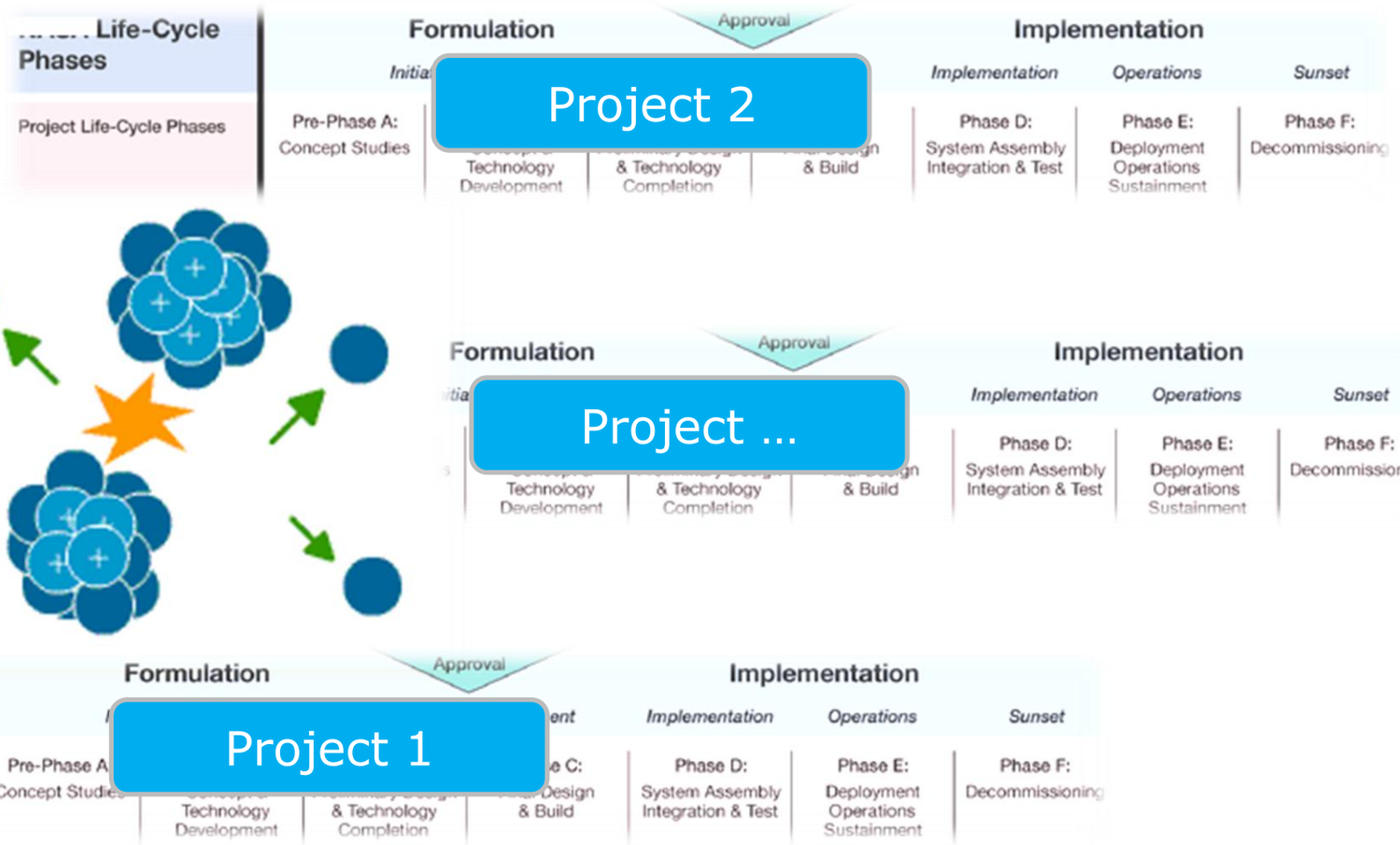
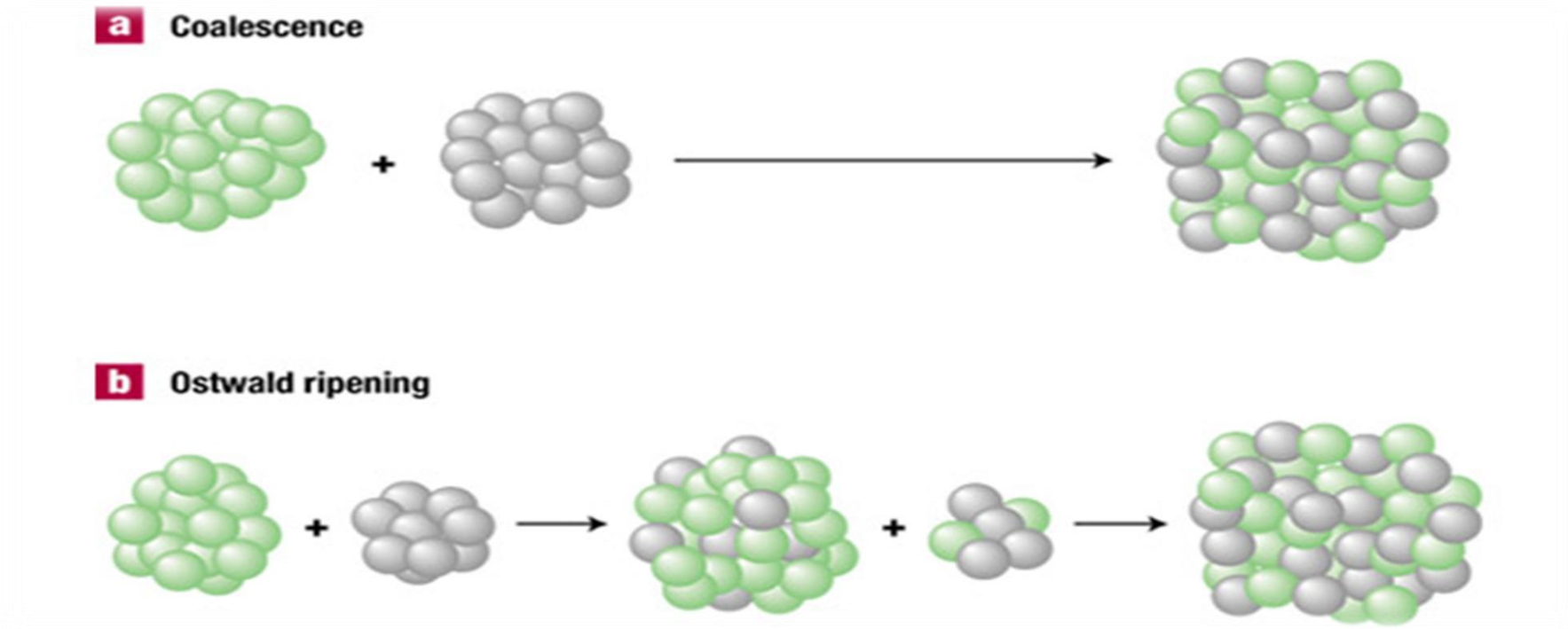
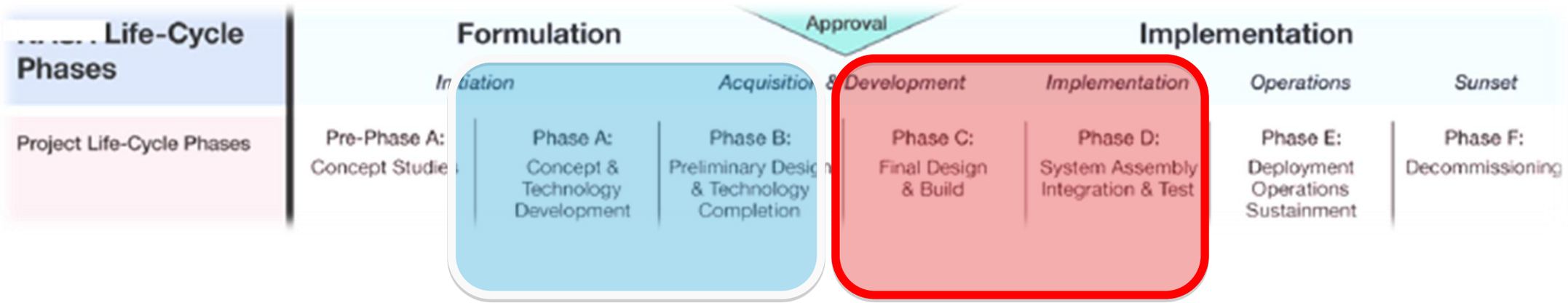


fig1. Induced fission of U-235



And MERGE


a Coalescence
b Ostwald ripening


Life-Cycle Phases
Project Life-Cycle Phases
Formulation
Approval
Implementation
Initiation
Acquisition
& Development
Implementation
Operations
Sunset
Pre-Phase A:
Concept Studie
Phase A:
Concept & Technology Development
Phase B:
Preliminary Desig
& Technology Completion
Phase C:
Final Design & Build
Phase D:
System Assembly Integration & Test
Phase E:
Deployment Operations Sustainment
Phase F:
Decommissioning

How to get project funding?

Life-Cycle Phases	Formulation			Approval	Implementation		
	Initiation		*Acquisition & Development*		*Implementation*	*Operations*	*Sunset*
Project Life-Cycle Phases	Pre-Phase A: Concept Studies	Phase A: Concept & Technology Development	Phase B: Preliminary Design & Technology Completion	Phase C: Final Design & Build	Phase D: System Assembly Integration & Test	Phase E: Deployment Operations Sustainment	Phase F: Decommissioning

No budget, No development

How we complied to it

Results in pmo reporting

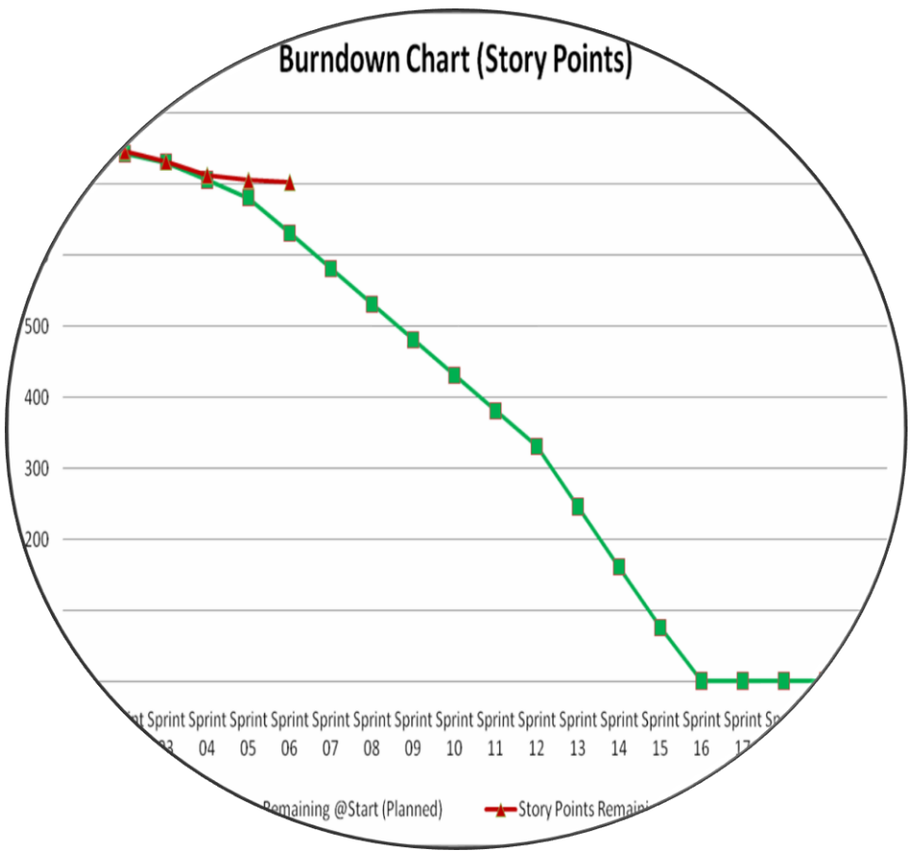
PROJECT CODE :	[redacted]
PROJECT KPI :	148%
PROJECT NAME :	[redacted]
CURRENT PHASE :	) Project Design
ENVELOPE :	B [redacted]
TECHN. SPONSOR :	V. [redacted]
BUSINESS SPONSOR :	D [redacted]
PROJECT MGR. :	VAN DEN NIEUWENHOF Jan
COST KPI :	244%
BC SDV TOTAL COST :	
SDV EAC COST :	
TIMING & SCOPE KPI :	100%
MAIN DELIVERABLES :	1) Extend [redacted]
	2) Accruing p [redacted]
	3) Adding f [redacted]
	4) Reporting or [redacted]
	5) Cancelling G [redacted]
Go for Project Design :	01/03/2010

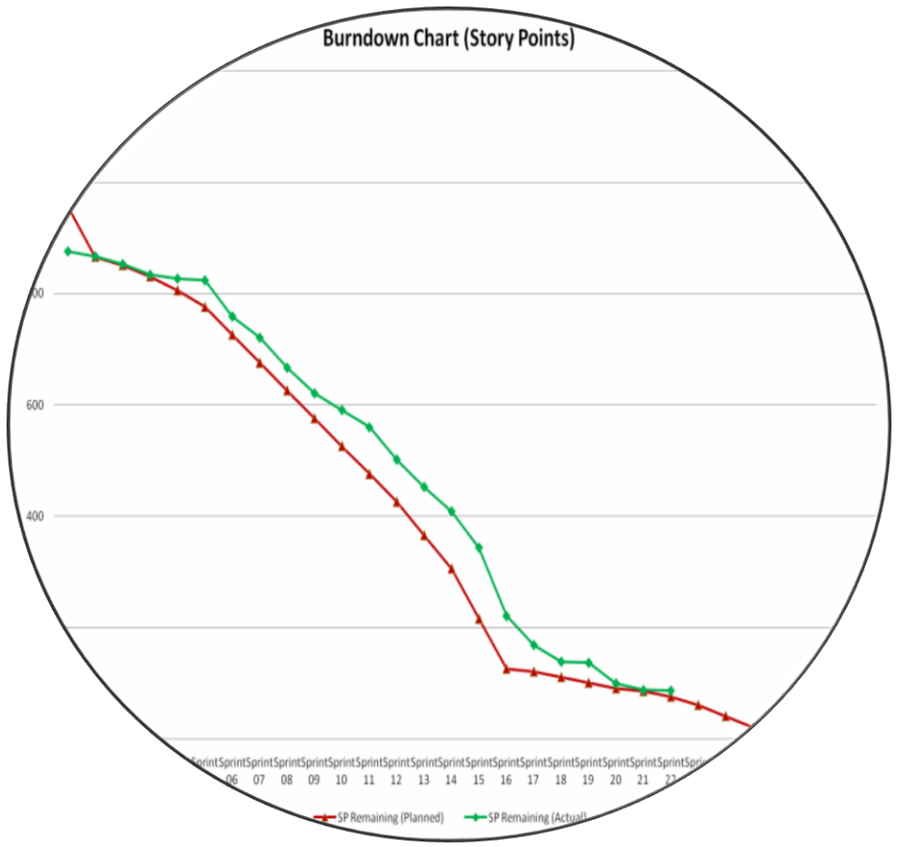
	weight	commitment	planning	KPI
Deliverable 1:	30%	CRC10 2010	CRC10 2010	100%
Deliverable 2:	30%	CRC10 2010	CRC10 2010	100%
Deliverable 3:	15%	CRC10 2010	CRC10 2010	100%
Deliverable 4:	15%	CRC10 2010	CRC10 2010	100%
Deliverable 5:	10%	CRC10 2010	CRC10 2010	100%

OK	[redacted]							
No feedback	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
OK	[redacted]	[redacted] program	VAN DEN NIEUWENHOF Jan	[redacted]	251%	100%	100%	150%
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

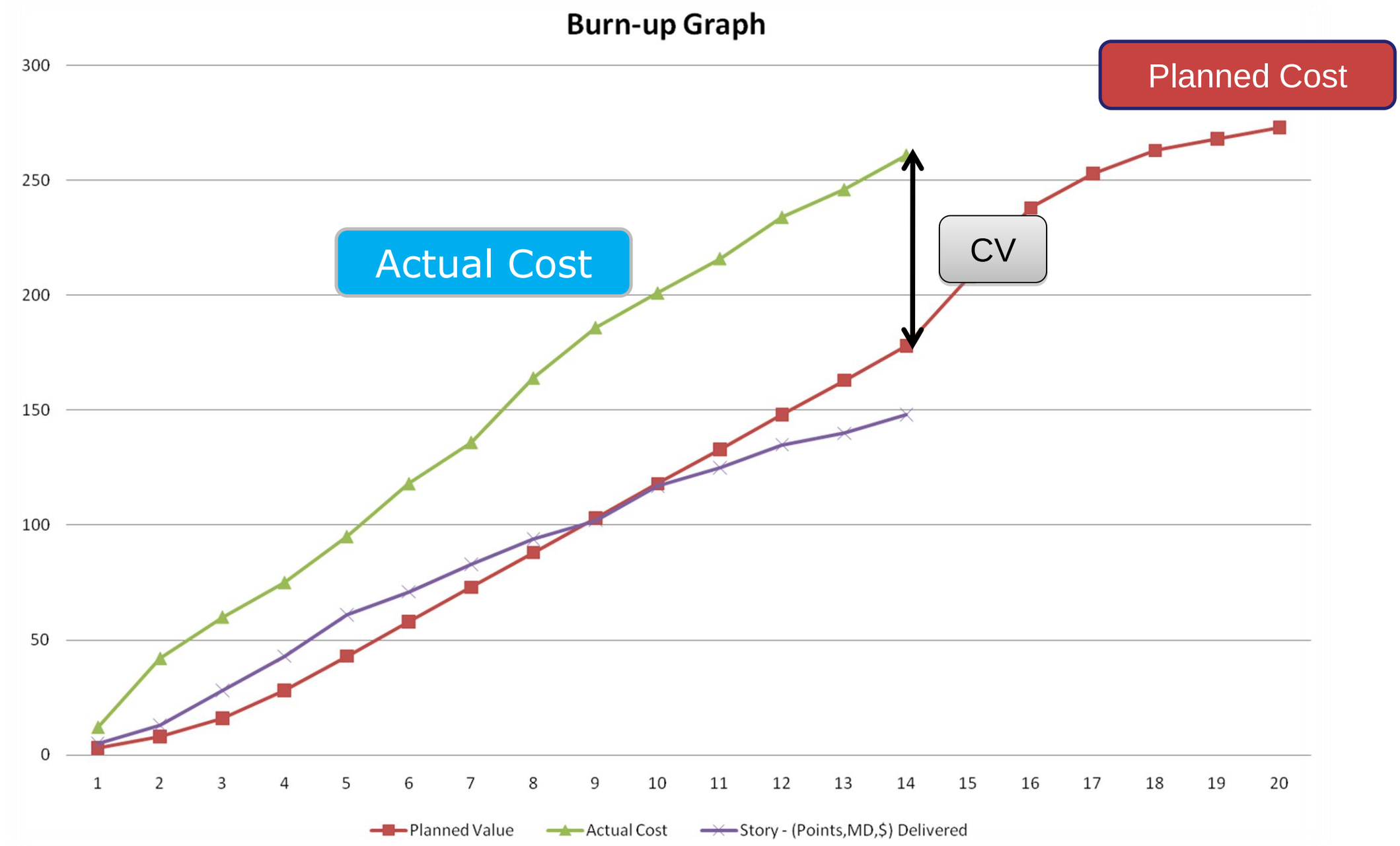
And more…

“Jan,
This is great.
We were never able to see actual progress in the project at such an early stage.
Pity that we’re already in delay though”

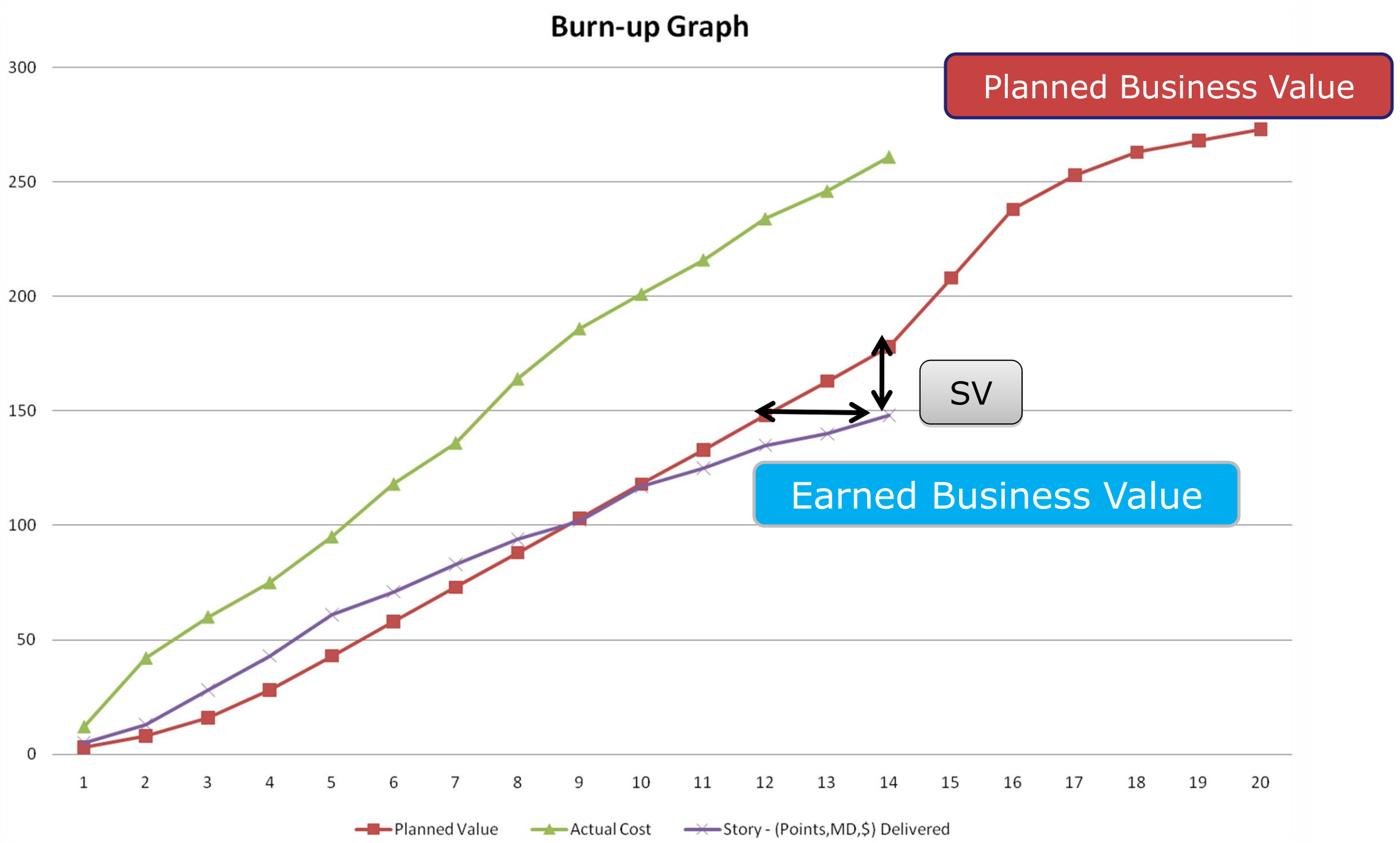




Even used EVM



Even used EVM



Questions?

Can we consider this story done?

Starting with Scrum (in a waterfall company)

- The different steps we took to get started on the first Scrum project in a BEL20 company
- a 5 step approach in starting a Scrum pilot

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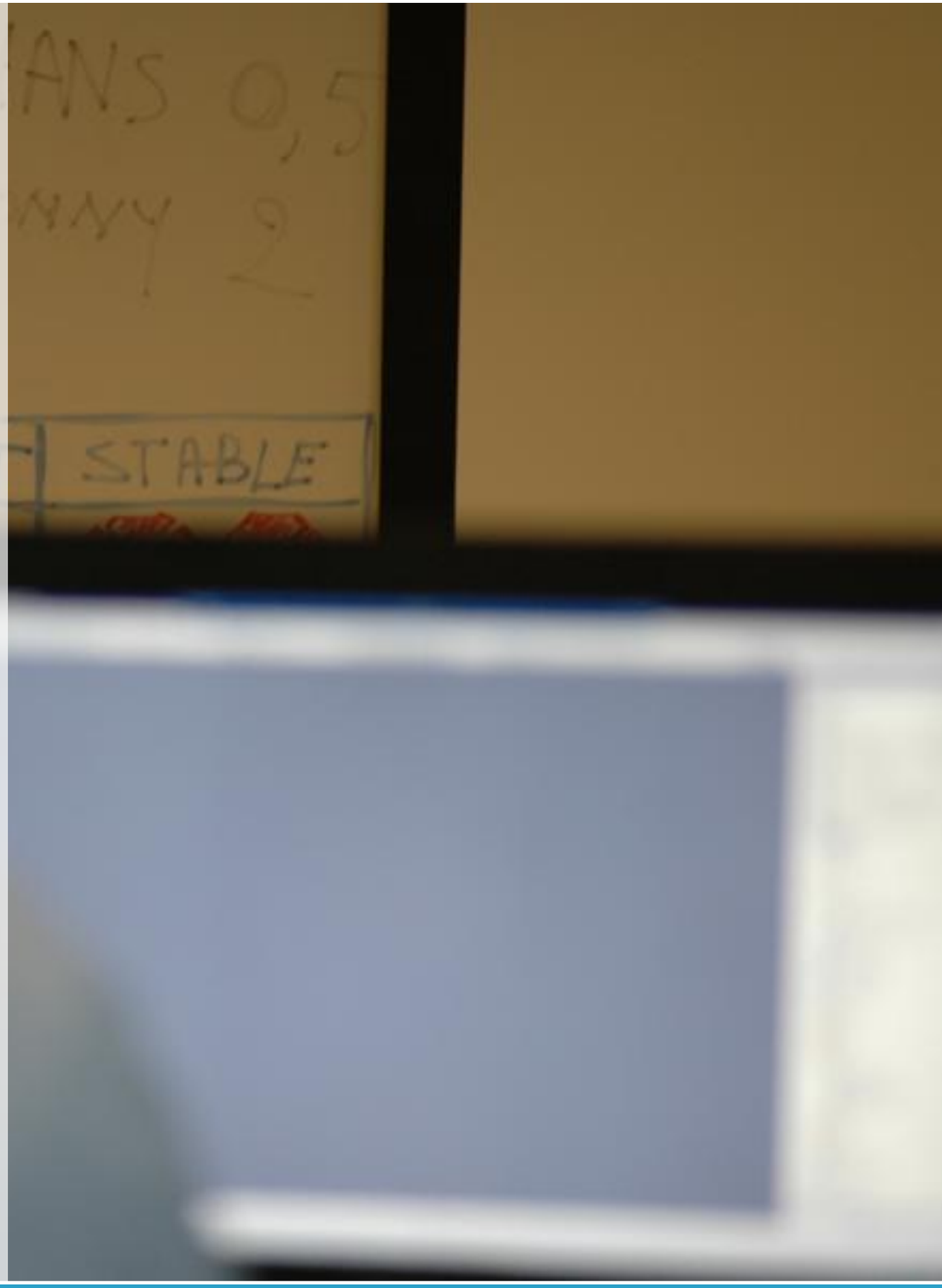
Facts and figures

- Project busy for 7 months
  - Lines of code developed: 0 (zero)
- Estimated +/- 5000 md effort
- Total budget (phase 1): 2.5 m €
- Total project team: 67 people
- 22 impacted applications
- 50% of development effort outsourced

- Time remaining to launch: less than 10 months



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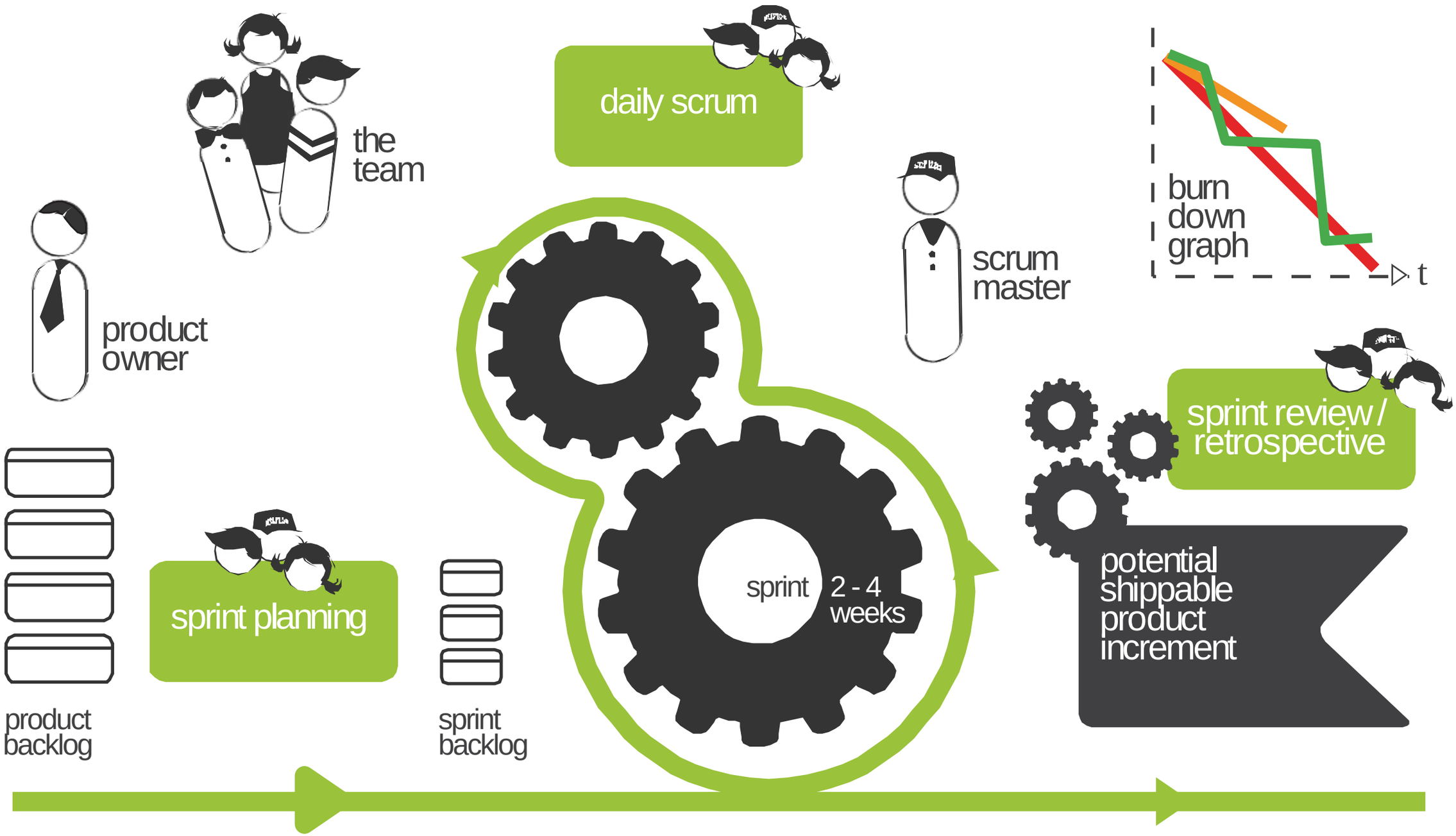
#0: What is Scrum?



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#1: Who is paying the bill

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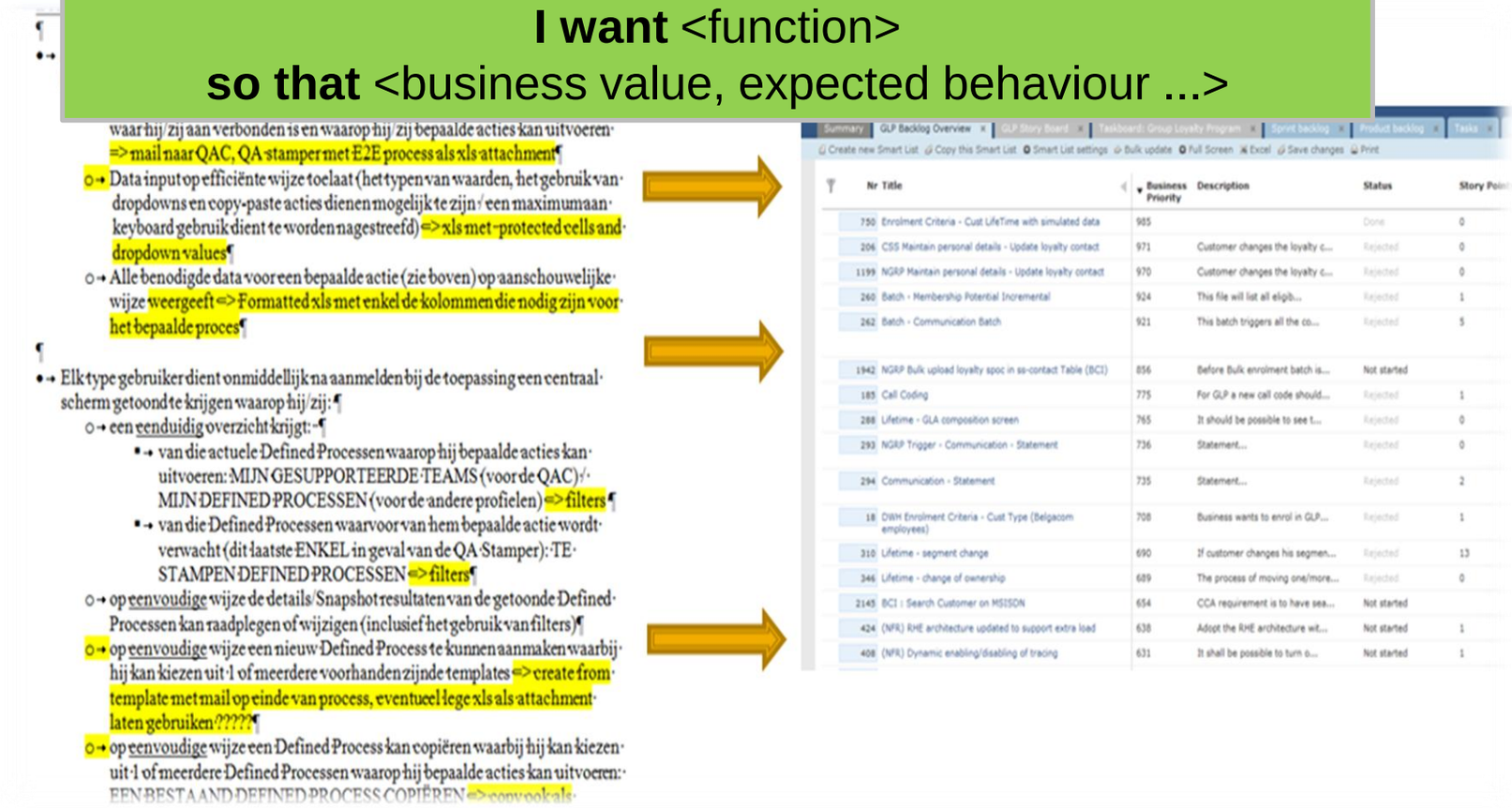
#2: What the user wants

As a <role>,
I want <function>
so that <business value, expected behaviour ...>



waar hij/zij aan verbonden is en waarop hij/zij bepaalde acties kan uitvoeren
=> mail naar QAC, QA stamper met E2E process als xls attachment
- Data input op efficiënte wijze toelaat (het typen van waarden, het gebruik van dropdowns en copy-paste acties dienen mogelijk te zijn / een maximum aan keyboard gebruik dient te worden nagestreefd) => xls met protected cells and dropdown values
- Alle benodigde data voor een bepaalde actie (zie boven) op aanschouwelijke wijze weergeeft => Formatted xls met enkel de kolommen die nodig zijn voor het bepaalde proces

- Elk type gebruiker dient onmiddellijk na aanmelden bij de toepassing een centraal scherm getoond te krijgen waarop hij/zij:
  - een eenduidig overzicht krijgt:
    - van die actuele Defined Processen waarop hij bepaalde acties kan uitvoeren: MIJN GESUPPORTEERDE TEAMS (voor de QAC) / MIJN DEFINED PROCESSEN (voor de andere profielen) => filters
    - van die Defined Processen waarvoor van hem bepaalde actie wordt verwacht (dit laatste ENKEL in geval van de QA Stamper): TE STAMPEN DEFINED PROCESSEN => filters
  - op eenvoudige wijze de details/Snapshot resultaten van de getoonde Defined Processen kan raadplegen of wijzigen (inclusief het gebruik van filters)
  - op eenvoudige wijze een nieuw Defined Process te kunnen aanmaken waarbij hij kan kiezen uit 1 of meerdere voorhanden zijnde templates => create from template met mail op einde van process, eventueel lege xls als attachment laten gebruiken?????
  - op eenvoudige wijze een Defined Process kan copiëren waarbij hij kan kiezen uit 1 of meerdere Defined Processen waarop hij bepaalde acties kan uitvoeren:
EEN BESTAAND DEFINED PROCESS COPIËREN => convookals

Summary | GLP Backlog Overview | GLP Story Board | Taskboard: Group Loyalty Program | Sprint backlog | Product backlog | Tasks

Create new Smart List | Copy this Smart List | Smart List settings | Bulk update | Full Screen | Excel | Save changes | Print

Nr	Title	Business Priority	Description	Status	Story Points
750	Enrolment Criteria - Cust LifeTime with simulated data	985		Done	0
206	CSS Maintain personal details - Update loyalty contact	971	Customer changes the loyalty c...	Rejected	0
1199	NGRP Maintain personal details - Update loyalty contact	970	Customer changes the loyalty c...	Rejected	0
260	Batch - Membership Potential Incremental	924	This file will list all eligib...	Rejected	1
262	Batch - Communication Batch	921	This batch triggers all the co...	Rejected	5
1942	NGRP Bulk upload loyalty spoc in ss-contact Table (BCI)	856	Before Bulk enrolment batch is...	Not started	
185	Call Coding	775	For GLP a new call code should...	Rejected	1
288	Lifetime - GLA composition screen	765	It should be possible to see t...	Rejected	0
293	NGRP Trigger - Communication - Statement	736	Statement...	Rejected	0
294	Communication - Statement	735	Statement...	Rejected	2
18	DWH Enrolment Criteria - Cust Type (Belgacom employees)	708	Business wants to enrol in GLP...	Rejected	1
310	Lifetime - segment change	690	If customer changes his segmen...	Rejected	13
346	Lifetime - change of ownership	689	The process of moving one/more...	Rejected	0
2145	BCI : Search Customer on MSISDN	654	CCA requirement is to have sea...	Not started	
424	(NFR) RHE architecture updated to support extra load	638	Adopt the RHE architecture wit...	Not started	1
408	(NFR) Dynamic enabling/disabling of tracing	631	It shall be possible to turn o...	Not started	1

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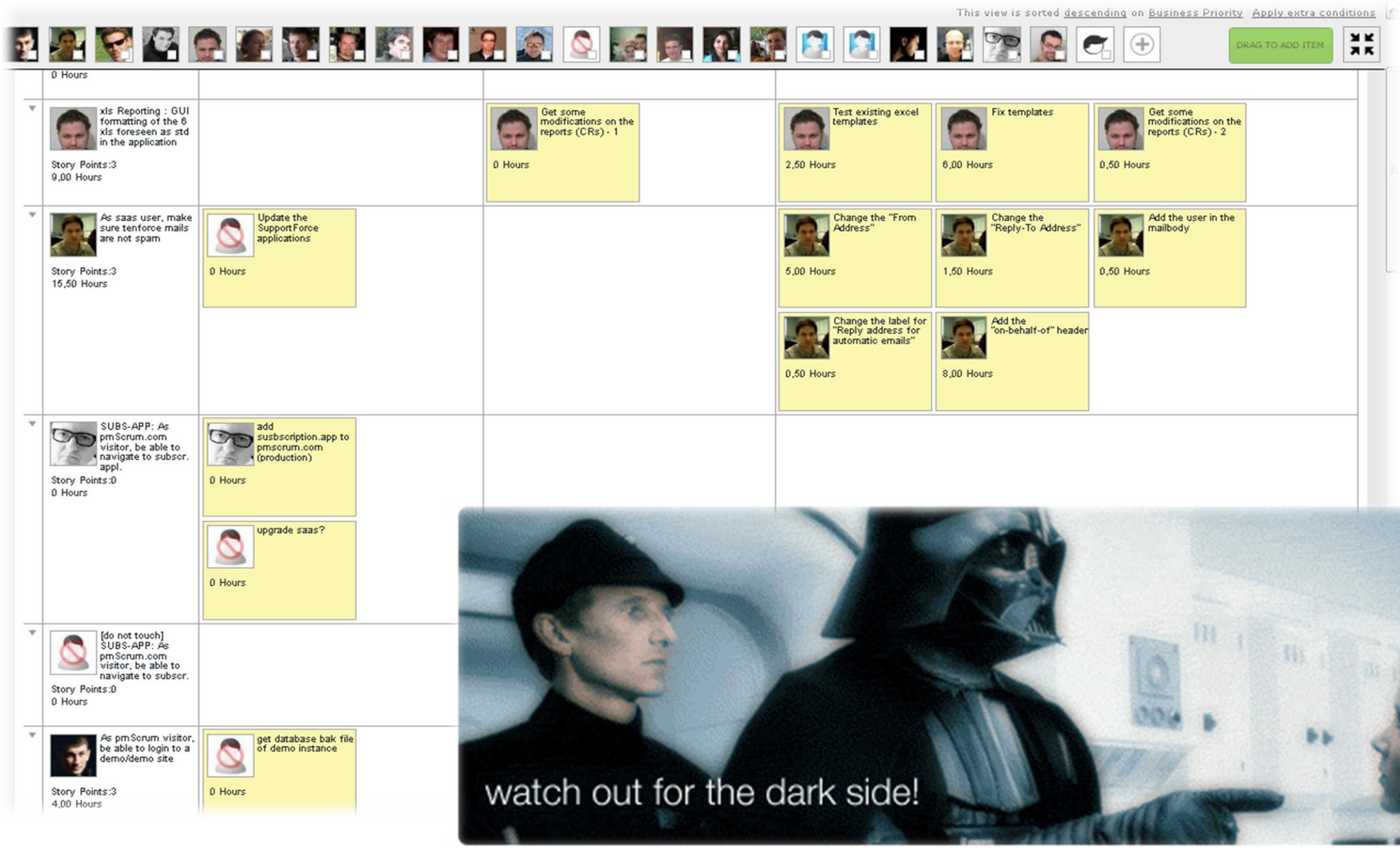
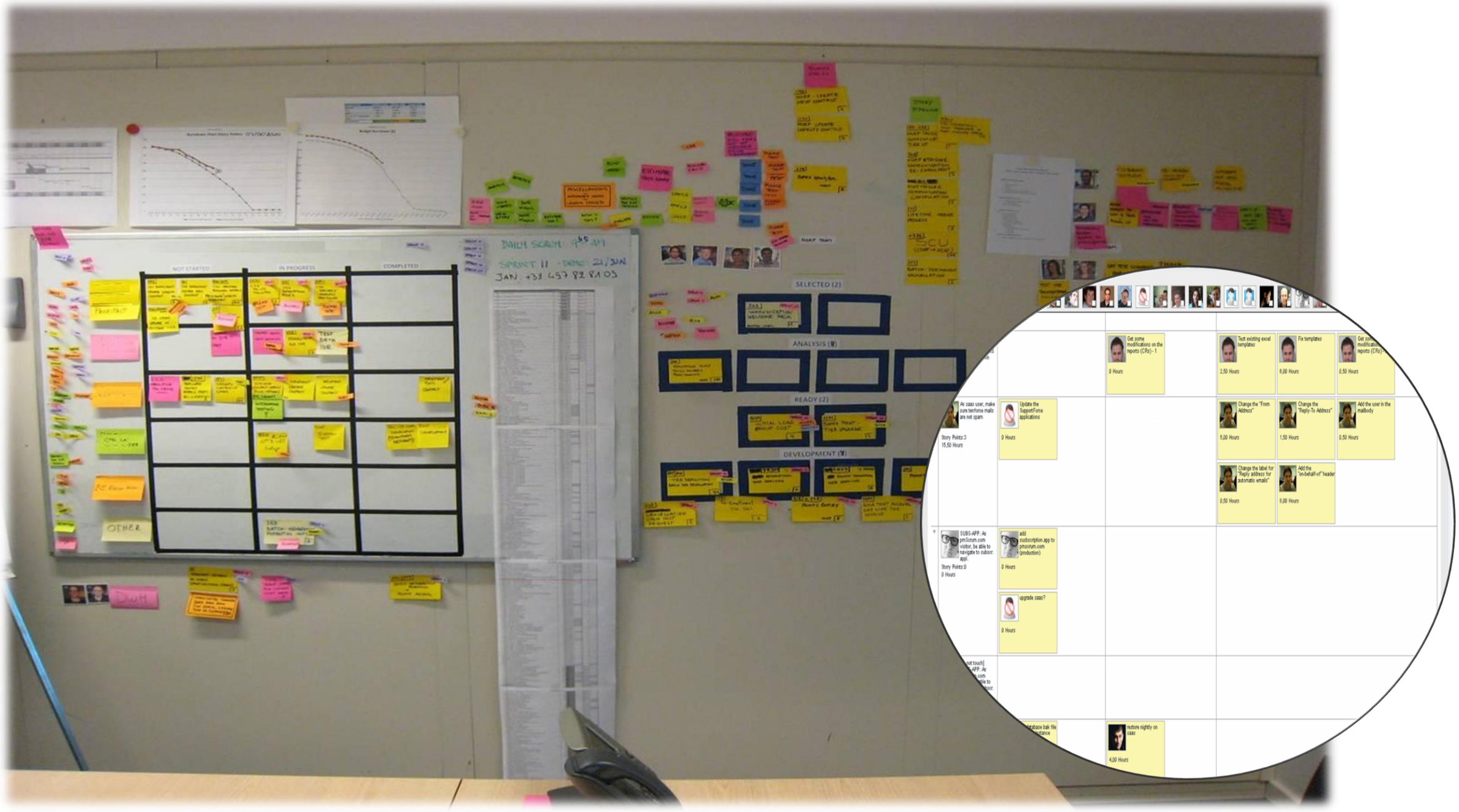
#3: Who is in my team



#4: Get a room! (and a tool)



#5: Just do it!

FROM

TO

Facts and Figures 2

Project busy for 7 months, without code
First sprint started 3 wks after arrival

+/- 5000 md / 2.5 m € budget
+/-65% of total budget on Scrum

Started with 263 stories
48 additional stories delivered
37 stories removed from original scope

(without changing the budget and time!)

Questions?

Can we consider this story done?

Agile contracts

- How to break free from fixed price, fixed scope, fixed time, fixed quality contracts
- 2 options we used on our projects
- And some additional possibilities

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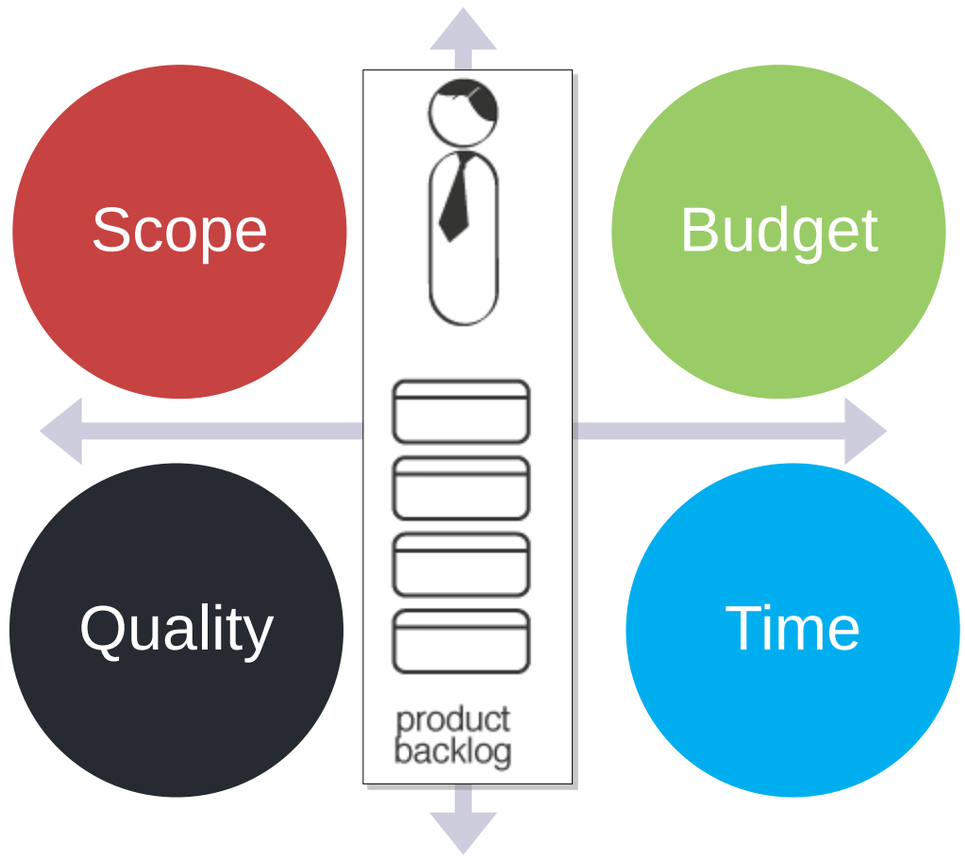
The change request change

#1 ask for a “classic FP” on your current backlog



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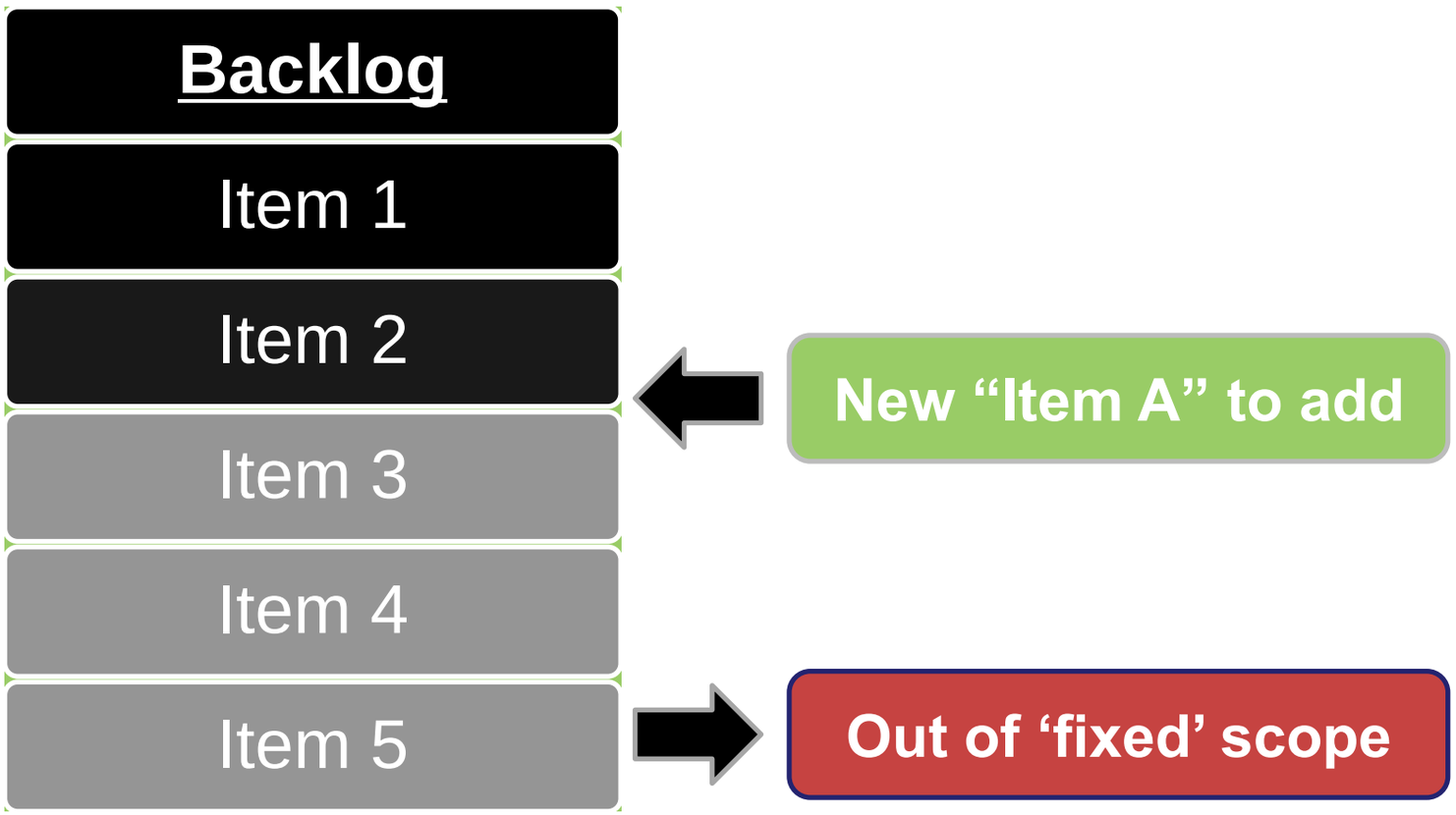
The change request change

#2 Change the “CR” section in the contract



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The change request change

#3 Result

Classic fixed price contract with variable scope

5.2 Change Request Handling

[redacted] will work on the sprints as planned by [redacted]. If an additional request is made and is prioritized in the list of requirements; this request is added to the scope of the projects. However in such a case [redacted] will remove a lower priority requirement or requirements from the scope to ensure that the overall amount of effort remains as previously agreed If such a request is made then such a request must be fully documented and both parties must sign off the CR. A CR Log will be created and all CR's will be logged, even if the CR has NO fiscal or date impact. When a hard copy CR is generated then the CR log can be added to the hard copy for contractual and legal purposes.

5.3 Change Request Planning

[redacted] will plan any changes and/or amendments and/or additions in the Sprints in consultation with Infosys Management Representative and assign work to the [redacted]

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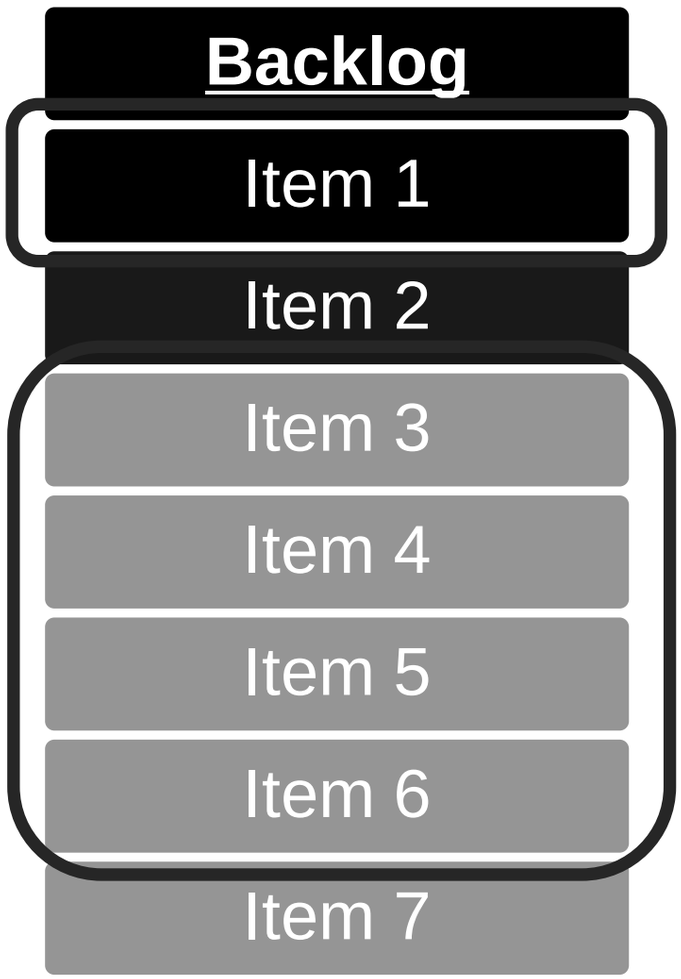
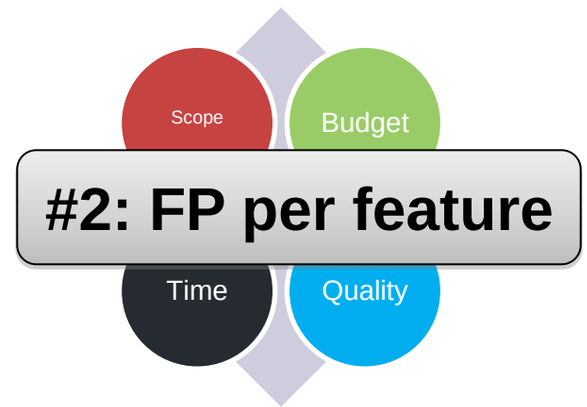
Fixed price per <something>

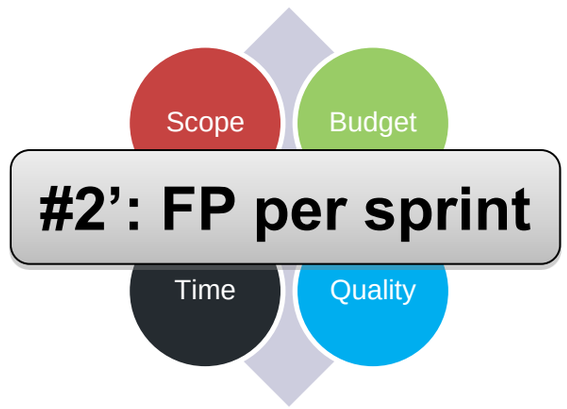
#1 Classic FP

estimate for
- **Time,**
- **Budget**
- **Scope**

“Framework contract”







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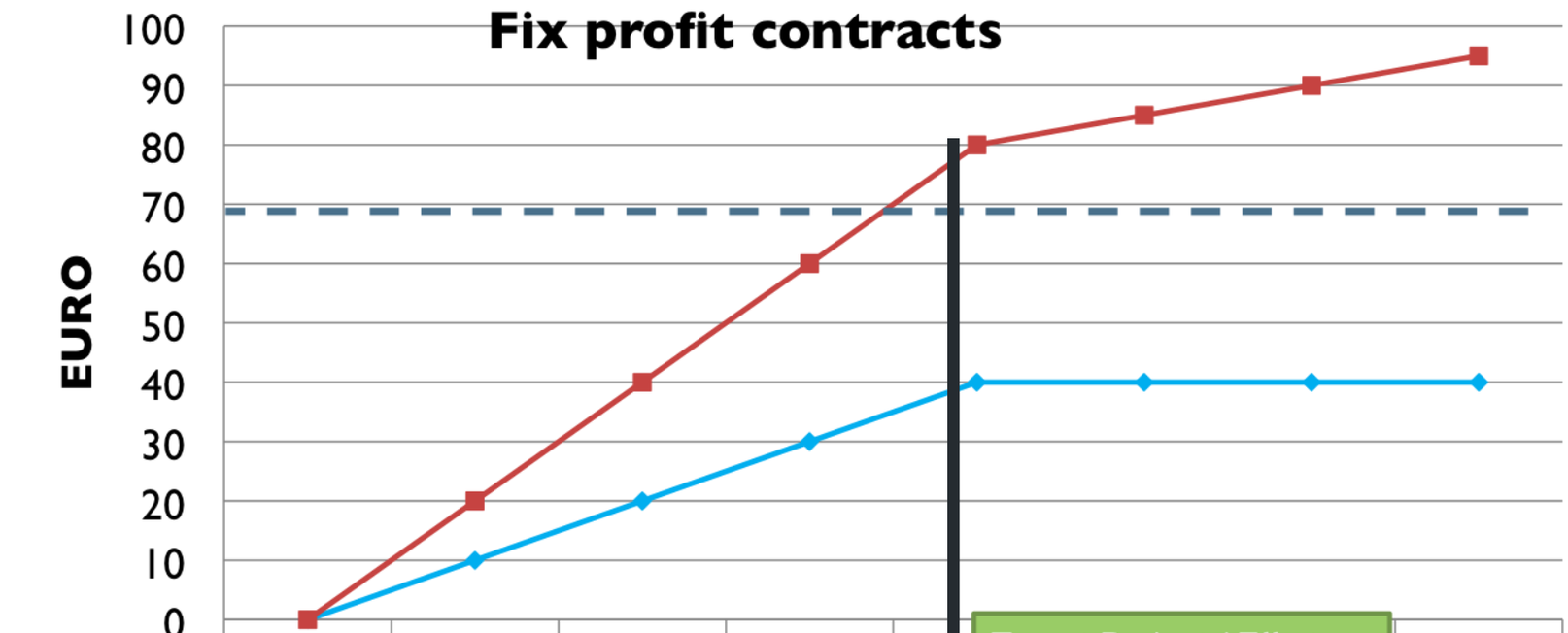
Fix profit



	Jan	Feb	March	April	M			August
Profit	0	10	20	30	40	40	40	40
Revenue	0	20	40	60	80	85	90	95

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Other possibilities

Money for nothing, changes for free

Capped budget alternatives:

With fixed scope

With variable scope

Resources:

Jeff Sutherland

Peter Stevens

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After our first Scrum project…

From:
Sent: 29 October 2010 15:14
To: VAN DEN NIEUWENHOF JAN
Subject: RE: : open for estimates

Jan,
I put for our team (+-300k) ir T&M (that's saves us the hassle of negotiating the FP; assuming we again use Scrum of course)
Stay 200k for the others
D

From: VAN DEN NIEUWENHOF JAN
Sent: 29 October 2010 12:53
To:
Subject: : open for estimates

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Questions?

Can we consider this story done?

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Thank you

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TenForce software products

pmScrum
pragmatic scrum

pmProjectTeam
pragmatic portfolio
& project management

pmOperation
Pragmatic Process Industry Solutions

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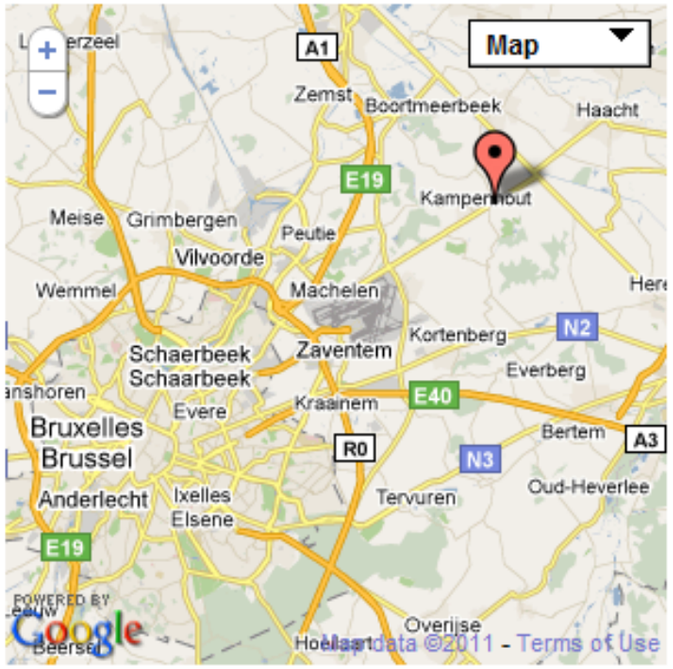

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What is Semantic Technology

Web standards to manage data

In fact we should say “Semantic Web Technology”, quite a mouthful!

In short, Semantic Technology refers to a set of web standards like RDF, OWL and SKOS, governed by W3C. We apply these standards in web as well as non-web environments.

Because we believe it brings solutions that were not possible before in the domain of Data Management.

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What is Semantic Technology

Basic principle

The basic principle of Semantic Technology is to encode the meaning of data separately of the data itself.

The meaning – or semantics – is captured in a model, typically an ontology. This model offers a kind of dictionary of how to understand the data.

Wolters Kluwer

European Union

Sanoma

St. Jude Medical

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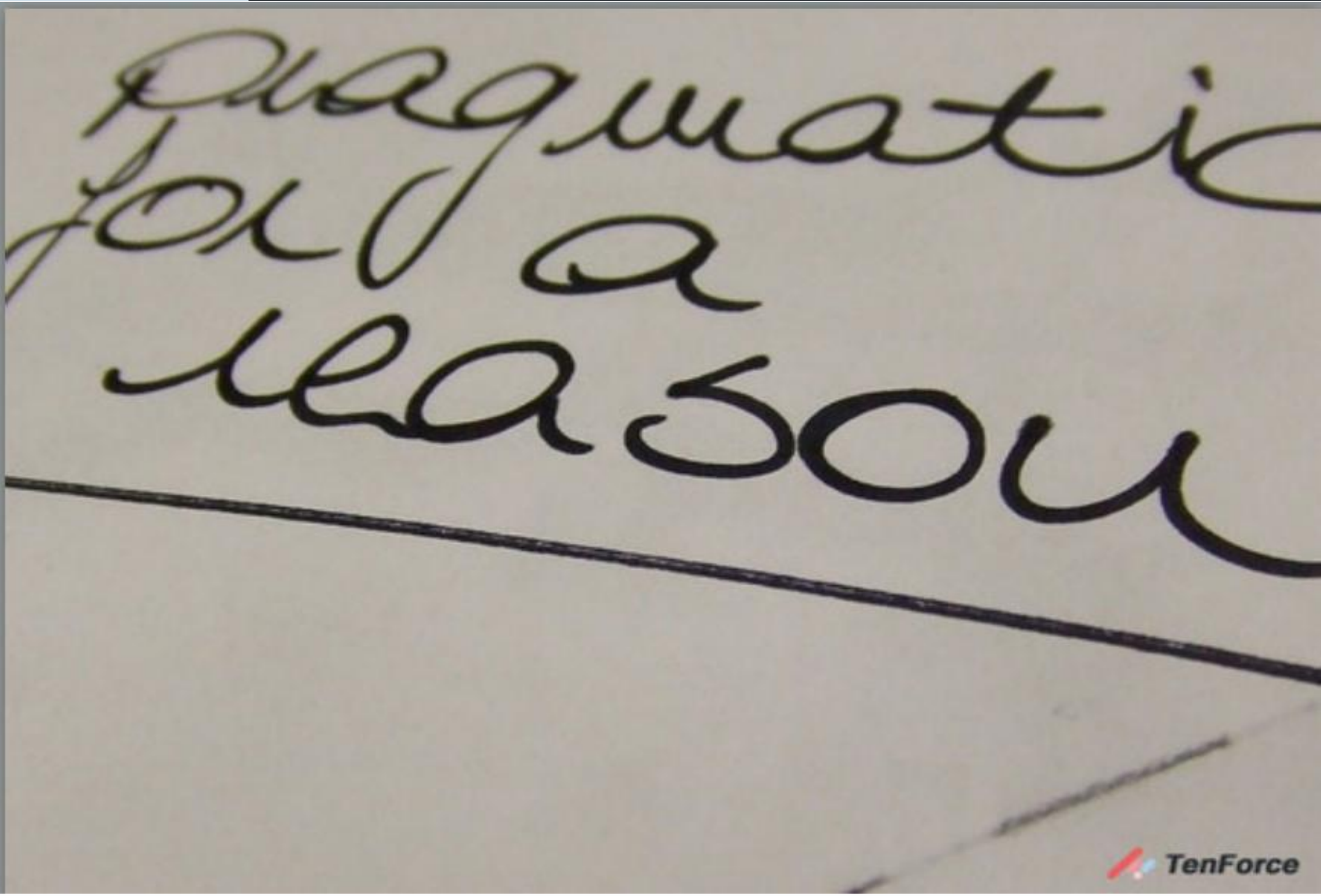

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