

AGILE PROJECT DELIVERY

THE NIMBLE TRANSFORMATION OF YOUR BUSINESS

Introduction

Traditional organisational structures are challenged with new ways to engage employees and to create individual responsibility, independence and team spirit.

At the same time, commercial pressure demands nimble adaptation to changing markets and creates the desire to be ahead of your competition through innovation and creativity.

Agile project management is being praised as one of the keys to support such a business transformation. And it is truly a transformation or organisation development process and not just an introduction of a new methodology.

This flyer gives you an insight how november ag successfully supports this transformation with their kick-start package.

What is Agile?

Agile project management based on Scrum and Kanban methods is gaining in popularity. Those methods can be tailored to suit the individual organisation's needs. With those methods you can react swiftly to external and internal influences.

The development of products is oriented at the demand of the customer and their market. This way you focus on what meets the customer demands.

In the "backlog" you collect requirements, features, ideas, suggestions and feedback from proof of concepts. You prioritise, refine and size the items in your backlog together with key customer representatives.

Product, market and process developments can be reflected well with these methods.

To visualise the work progress and to refine and plan the next 2-weekly working blocks (Sprints) you can use Kanban and Scrum boards. A simple board consists of 3 columns "to do", "in progress" and "done". Refined requirements (Stories) are captured on cards, which move through those columns on the board. Depending on the customer market those columns can be amended.

The practical approach

november ag uses the concept of preparation and delivery. The preparation focuses on prioritising, refining and sizing of the backlog with the Kanban method and the delivery is with the Scrum method.

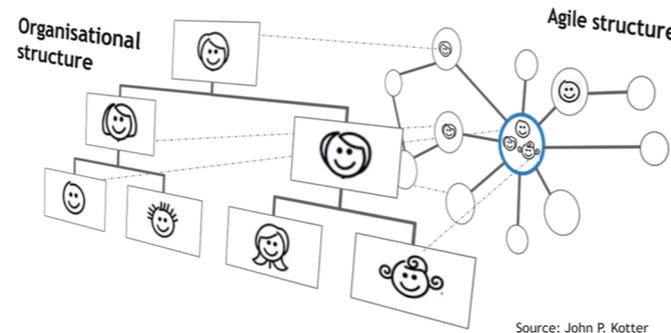
The preparation is completed when stories pass the quality gate "Ready". The delivery is completed when the stories pass the quality gate "Done".



Getting started

The success of your business transformation starts with the organizational and management commitment to endeavour into a new approach to manage their teams and to deliver projects.

This is a transformation to a new mind-set of the organization you are working in. Therefore, setting up an organizational structure for your first Agile Scrum team, which allows to move independent of existing procedures, processes and hierarchies is crucial and requires the support from the senior management.



Start with the right project

We need to identify a suitable project, which has the right pre-requisites for your first Agile pilot project.

This project could be part of a larger program or a stand-alone initiative.

To select the right project, we consider the following:

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Dynamics, how flexible or final are requirements.

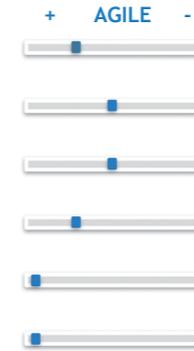
Reversibility, how reversible or structurally firm are deliverables.

Criticality, how explorative or critical is the project to the customer.

Size, how small and simple, or large and complex is the project.

Culture, how innovative or conservative are the customers.

Team, how creative or conservative are the team members and customers.



Your first Agile scrum team

november ag uses a "start small and grow into the right direction" approach. We rely on SAFe® (Scalable Agile Framework), tailor it and apply it gradually. It takes up to 12 sprints (6 months) to have a scrum team you can be proud of. On this journey, we typically take the lead and tailor our kick-start package to your needs based on the following steps:

1. Prepare the management and organization.
2. Confirm the project for the agile pilot.
3. Set-up the facilities and rooms.
4. Select the Scrum Team.
5. Configure and tailor the tools (Jira, Confluence or TFS) based on our best practices.
6. Adjust and align SAFe® processes and templates to your organisation.
7. Run a Kick-off Work-shop with all involved, establish a result oriented (e.g. GDPM) based high level milestone plan.
8. Train the scrum team and the involved key external and internal customers.
9. Coach the planning, refinement and sizing of the backlogs.
10. Coach the scrum team and customers through their first sprints.
11. Fine-tune the processes and templates further to suit best your organization.
12. Train an administrator for the tools in use.
13. Adjust the management dash-boards to provide transparency of the team progress.
14. Work-out a concept to continue the rollout to other teams and projects in your organization.



Mature and grow your Agile culture

The first scrum team generates momentum, they don't want to go back to the "old way". You naturally want to "clone" more teams, but you face the challenge to align the "old way" with the new way, as systems, organisation and people need to support both seamlessly.

november ag will help you to progress safely with tailored coaching and leadership by focussing on following questions:

1. Is the management keeping up with the dynamic acceleration?
2. Are the internal and external customers aligned and have they realised their "product owner" responsibilities?
3. Are the supporting processes and tools fine-tuned, do they support growing complexity and retain transparency?
4. Has a risk aware culture accompanied the Agile culture development?
5. Is Quality Assurance and Quality Control engrained in your teams?
6. Have you transitioned from a "gut feel" based prioritisation approach to a value based backlog refinement approach?
7. Have you aligned an efficient, well-structured operations management, which duff-tails into the Agile culture enabling continuous delivery?
8. Do your traditional projects co-exist with the new way of delivering?
9. Is the team efficiency gain, measurable and consistent?

Conclusion

With our proven approach to introduce organisation wide scalable Agile project delivery, you will have the tailored methods, templates, tools, controls and motivated teams to keep the momentum going for a successful business transformation towards a new way to drive your business forward and deliver the right products for your customers.

The next steps would be to sit down with us for 1 or 2 days and scope out the approach for your organisation.