

Managing Projects/Releases Using **Lean/Agile** Techniques

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Lean/Kanban/Agile Coach @ [AgileSparks](#)

Brief Intro

AgileSparks is an elite firm focused entirely on helping companies improve their product development operations, by leveraging Lean/Agile/Scrum thinking and techniques. Find us at www.agilesparks.com

Yuval Yeret – Lean/Kanban/Agile Consultant/Coach, coming from R&D leadership background, specializing in Kanban and scaling agile through Lean.

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Scrum, Lean and beyond

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Agenda

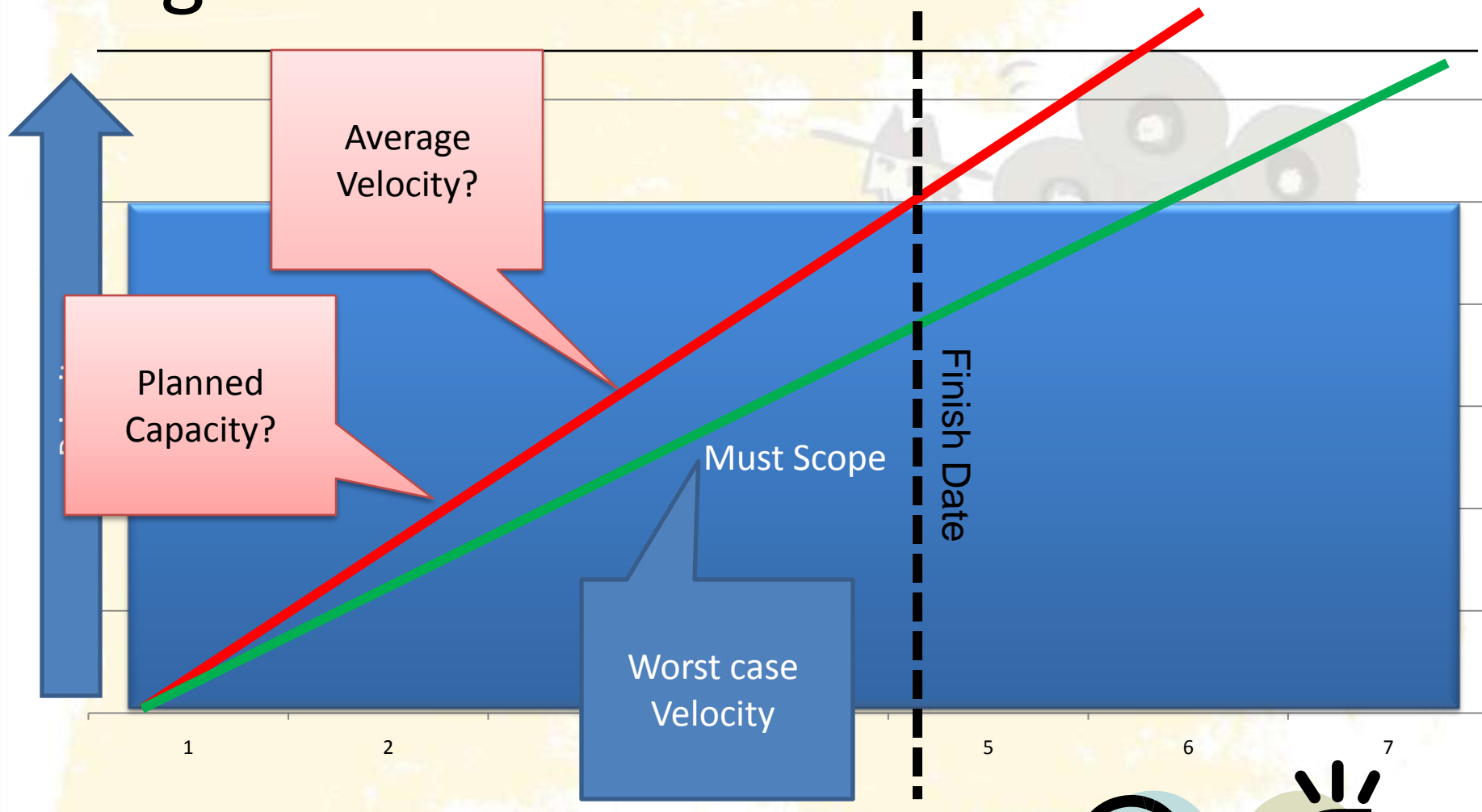
- Agile Release Planning in the Real world
- Managing Agile Releases
- Agile End Game
- Agile Program/Release Trains
- Measuring Agile Release

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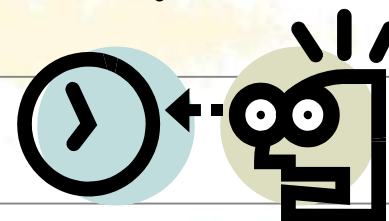
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Agile has no Buffers



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“In Agile the Team Commits”

- “As a manager, I cannot commit”
- “I cannot commit to Scope/Timeline, I’m Agile!”



Commitments



Soft



Hard

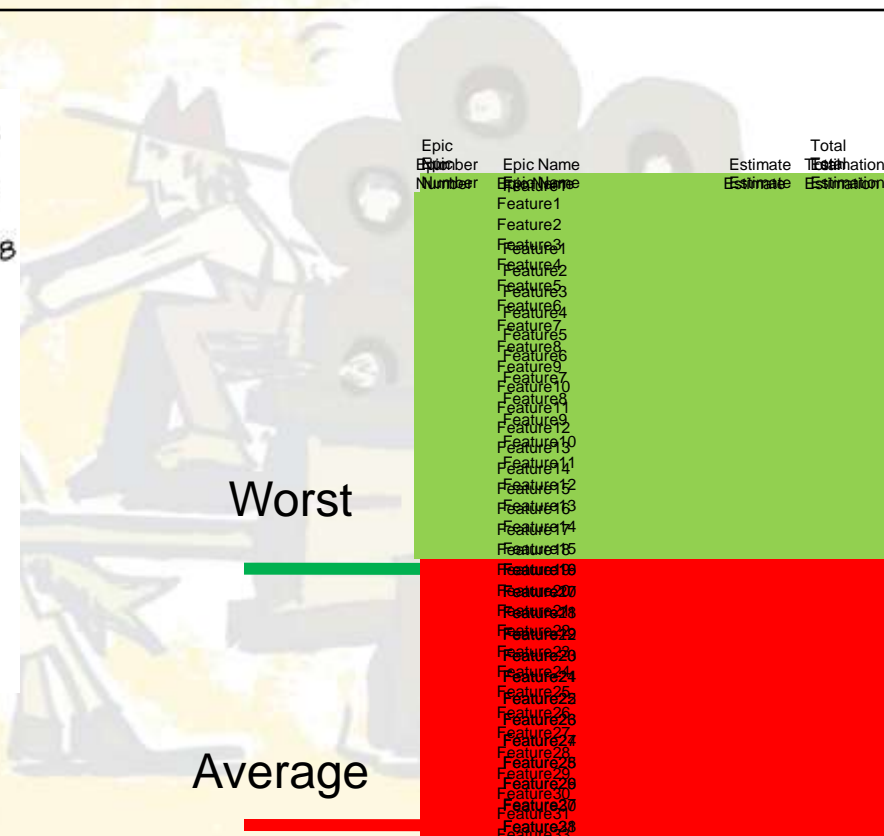
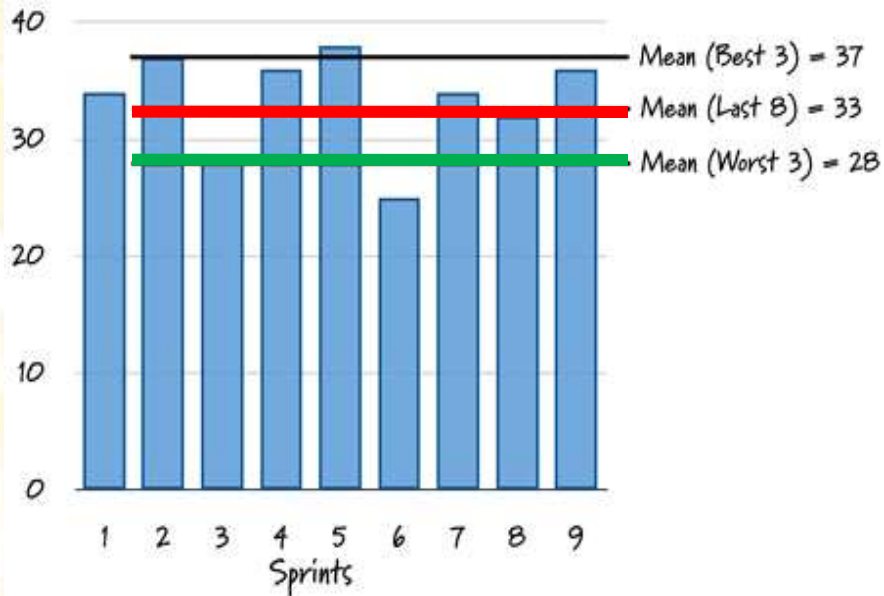


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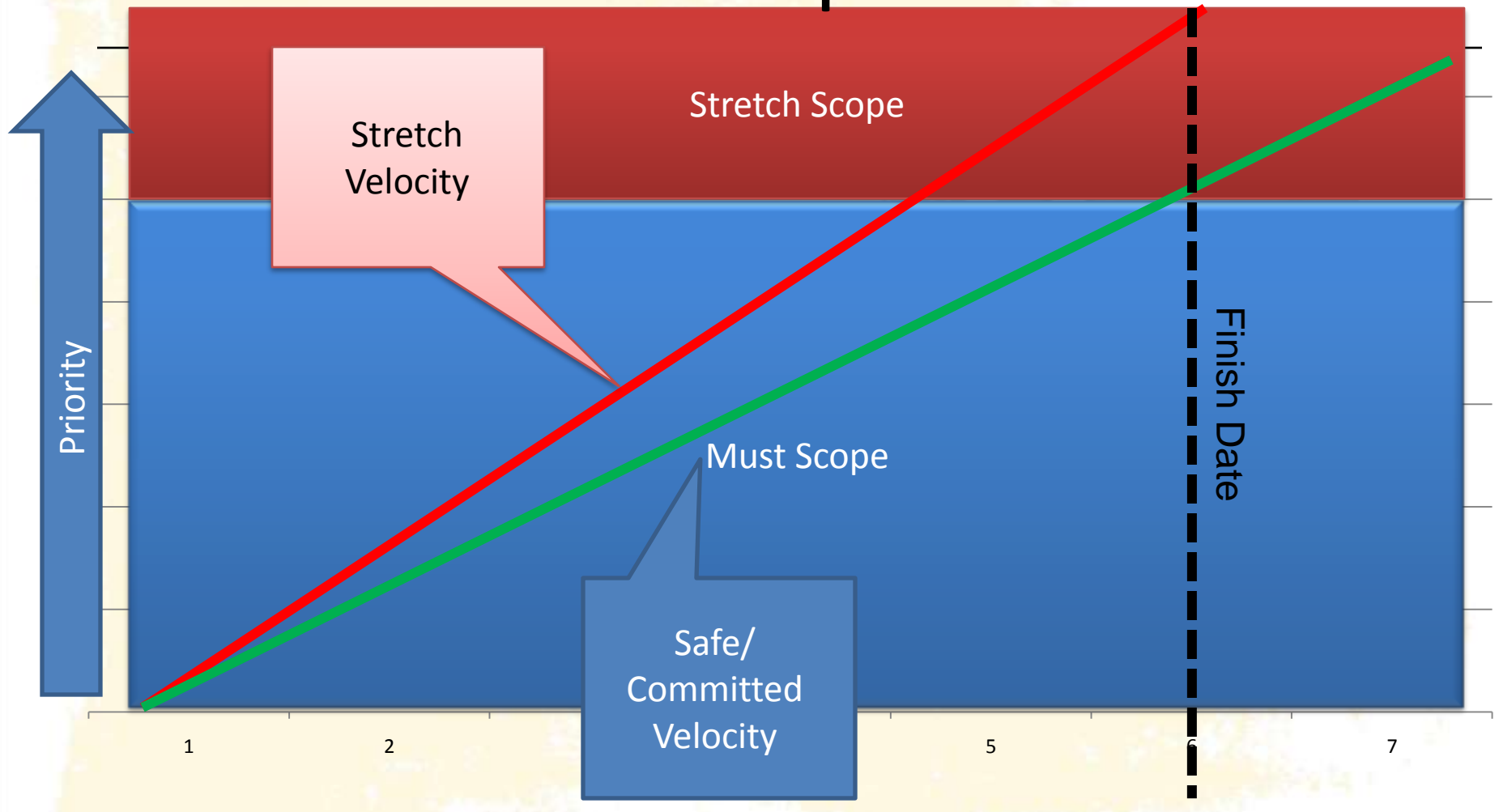
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“There are no
Buffers **TASK** in Agile”

Fit Scope to Timeline



Fit Timeline to Scope



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The Chicken and Egg problem (aka Bootstrapping Velocity...)



http://www.truthandscience.net/chicken_or_egg.%20gif.jpg

History 101

- Compare current features/stories to previous releases (even if before Agile)
- Look at actual effort and time of previous releases
- Derive approximate Velocity

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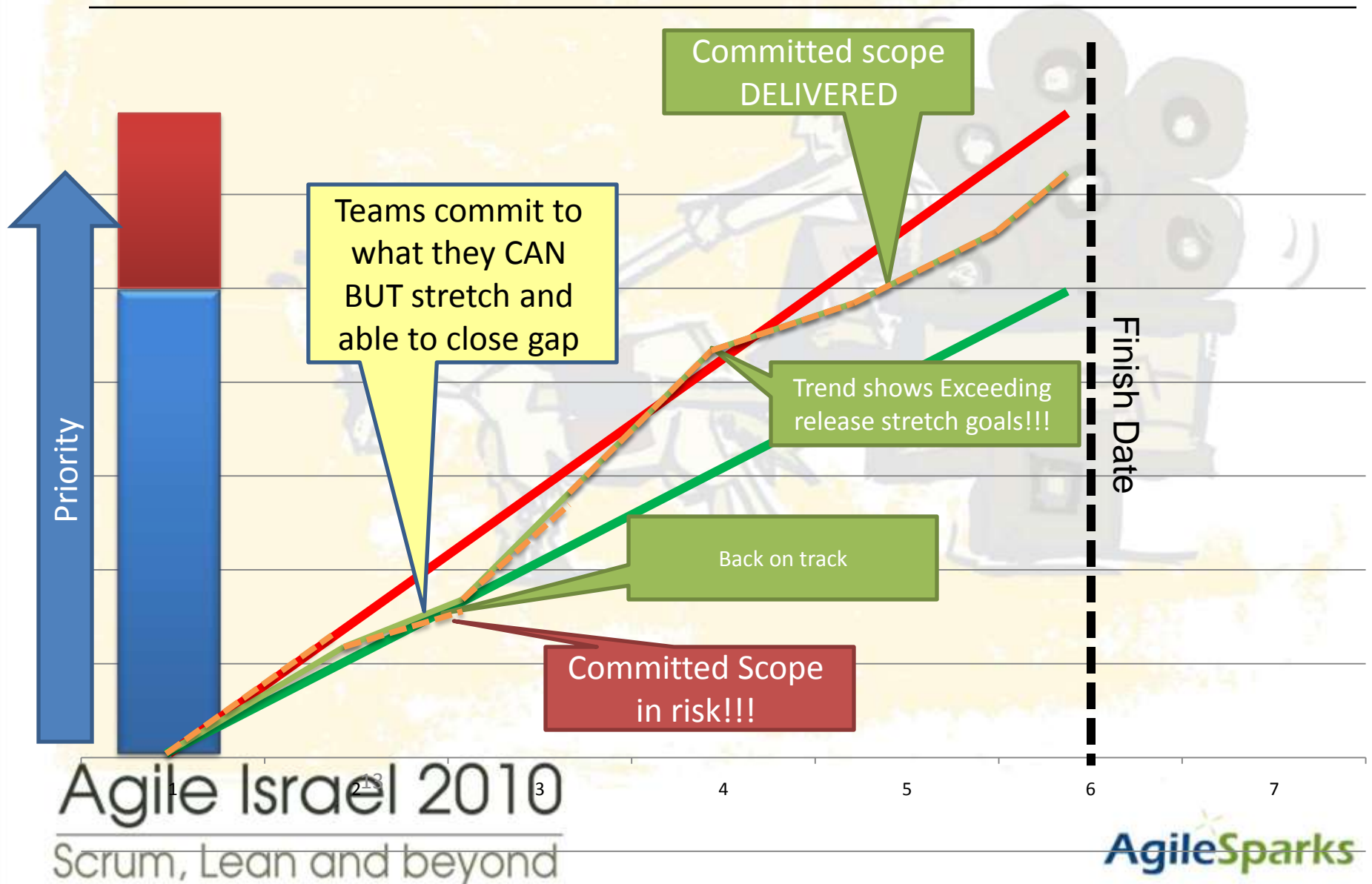
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Flash Forward

- Plan the few upcoming Features/Stories in detail
- Guesstimate the ratio between estimate time and actual time on tasks (Ideal to Actual)
- Derive the velocity

Team Commitments within Release Commitments



Managing the Release

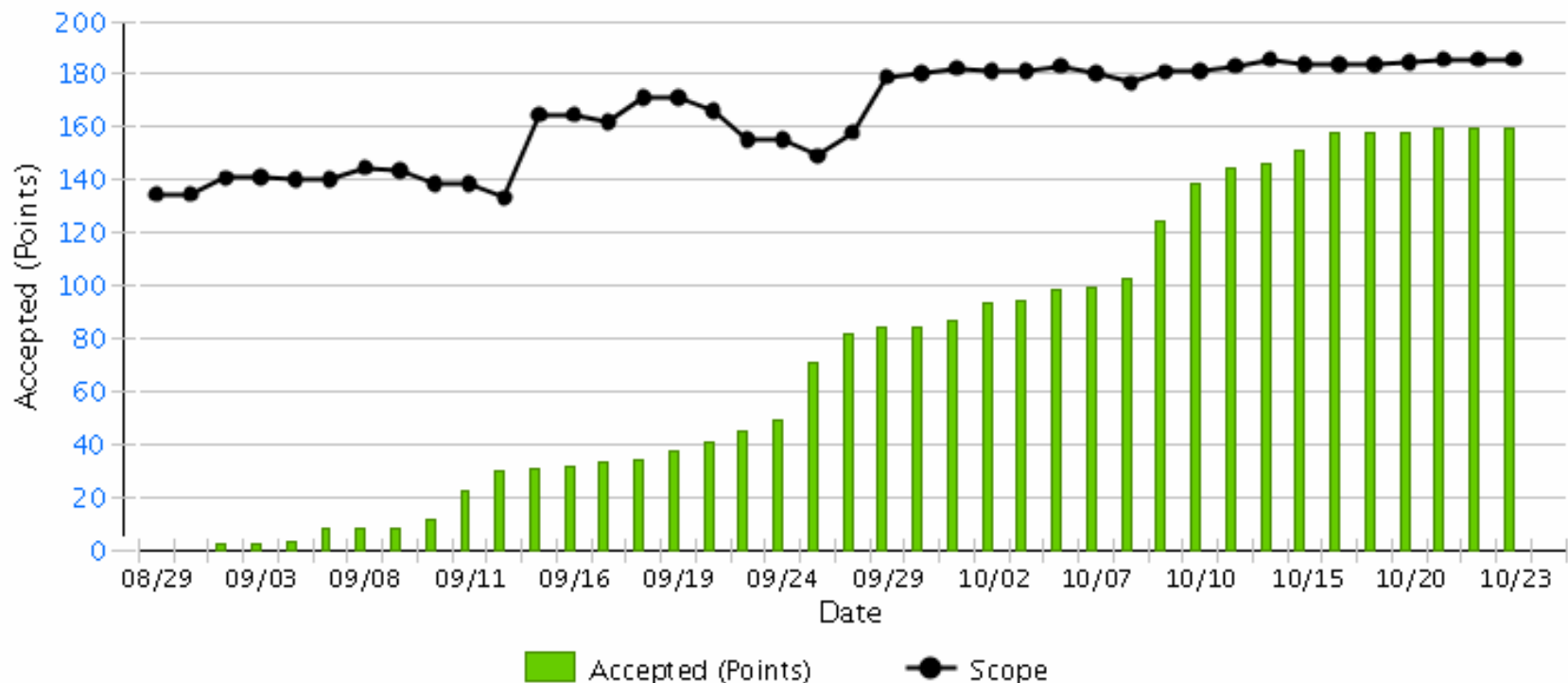


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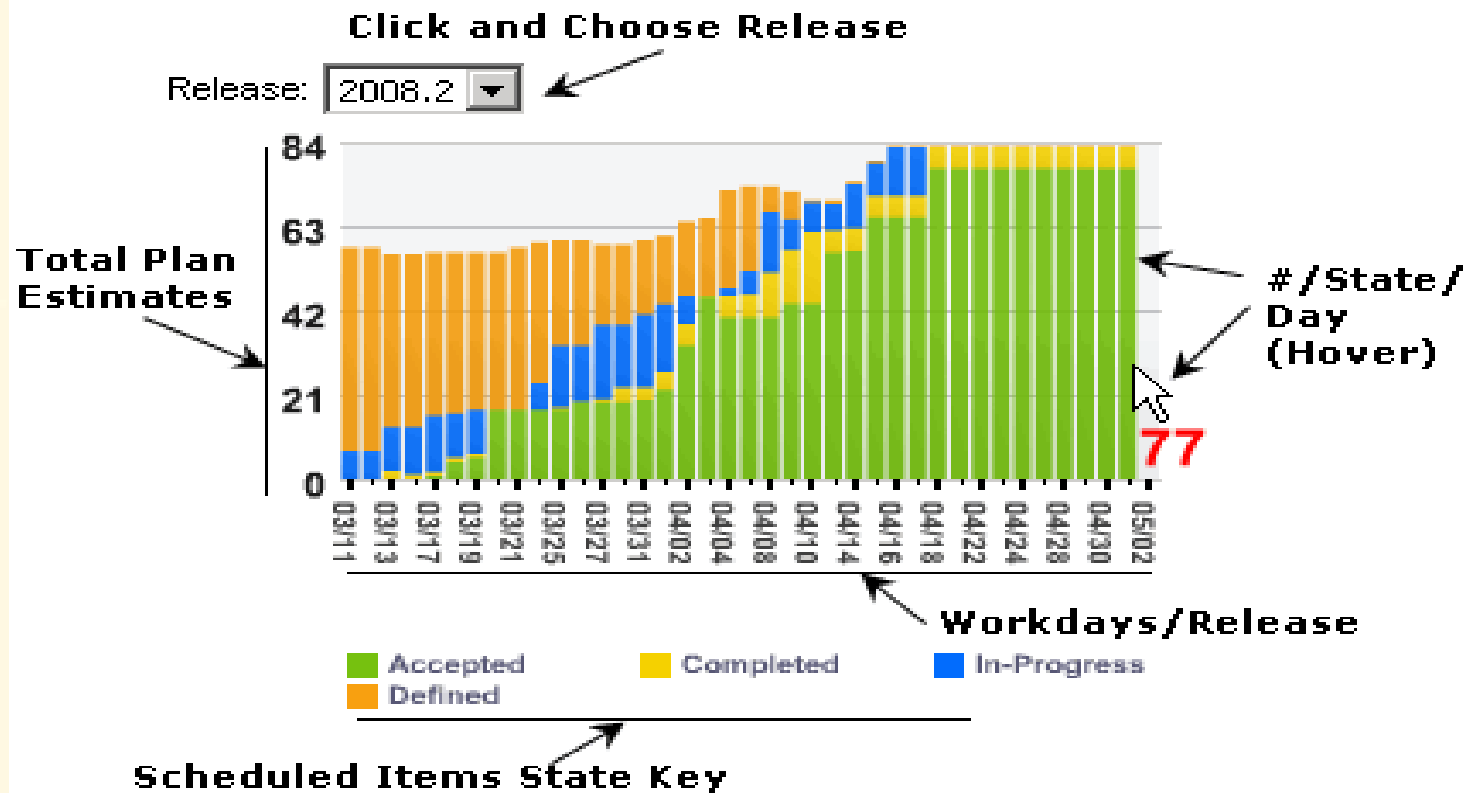
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Release Burnup

Release Burnup
ALM - 2008.5 (08/29/08 - 10/25/08)

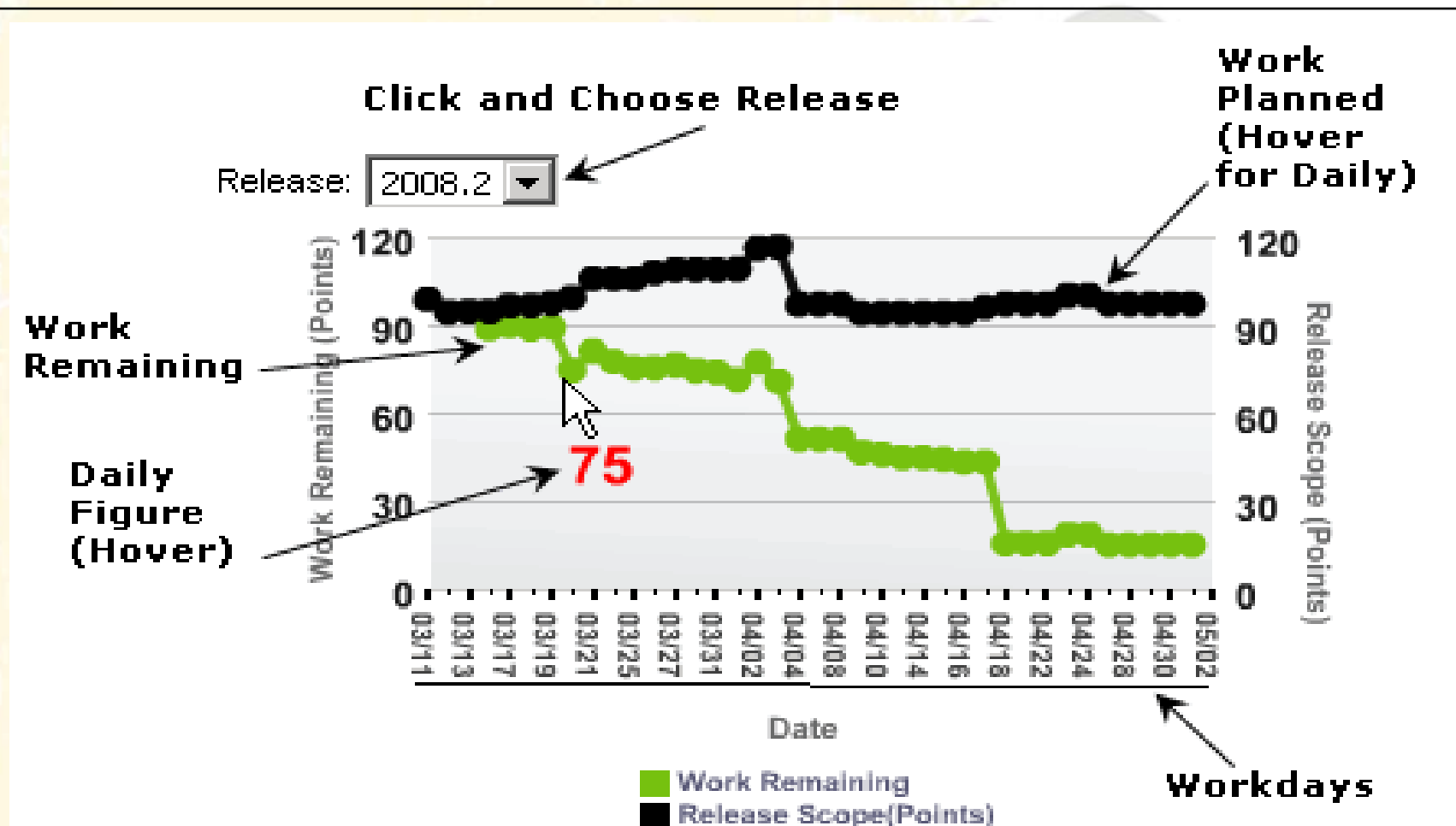


Release Cumulative Flow



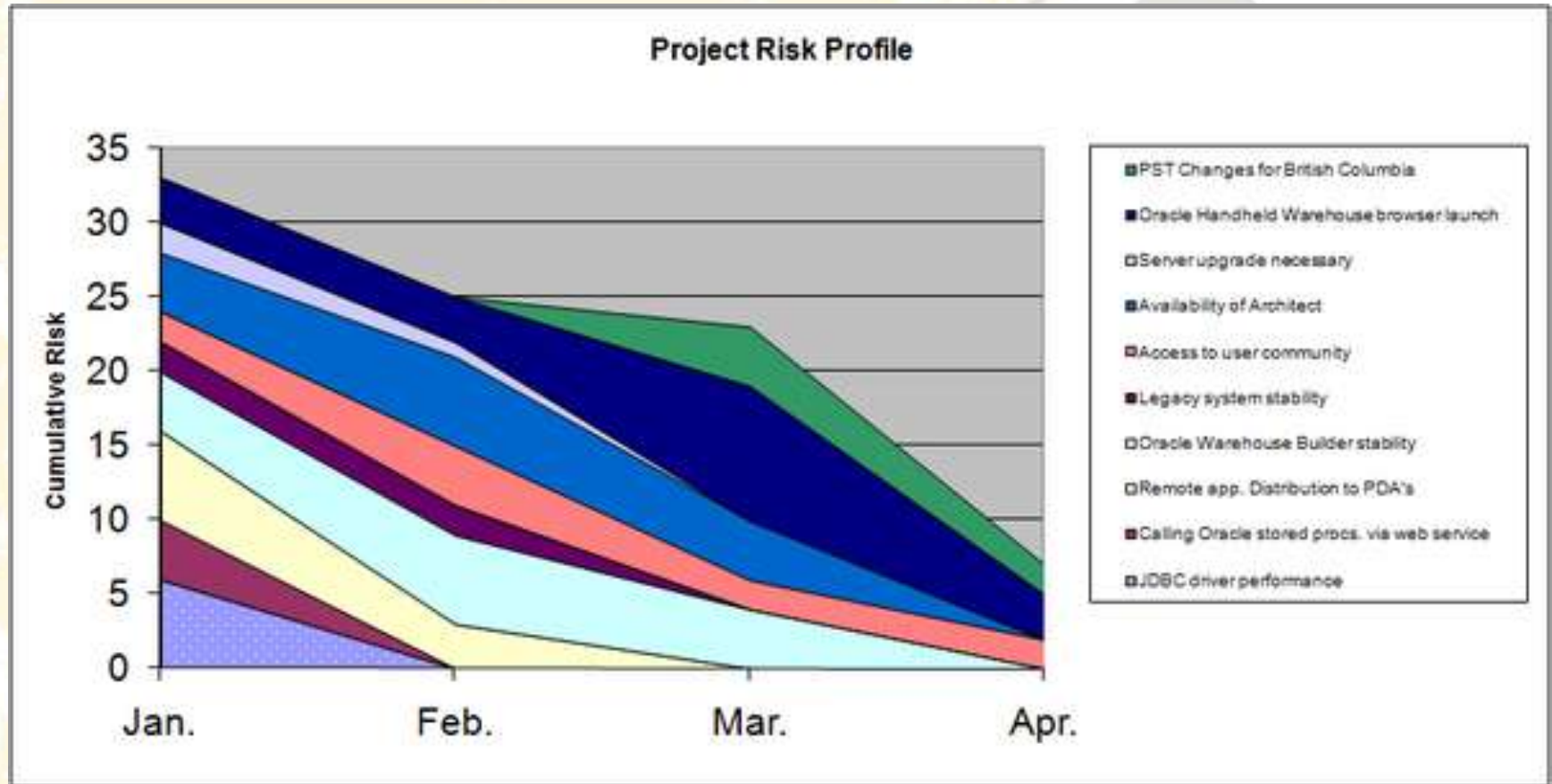
<https://wiki.rallydev.com/display/rlyhlp/Release+Cumulative+Flow+Chart>

Release Burndown



<https://wiki.rallydev.com/display/rlyhlp/Release+Burn+Down+Chart>

Risk Burndown



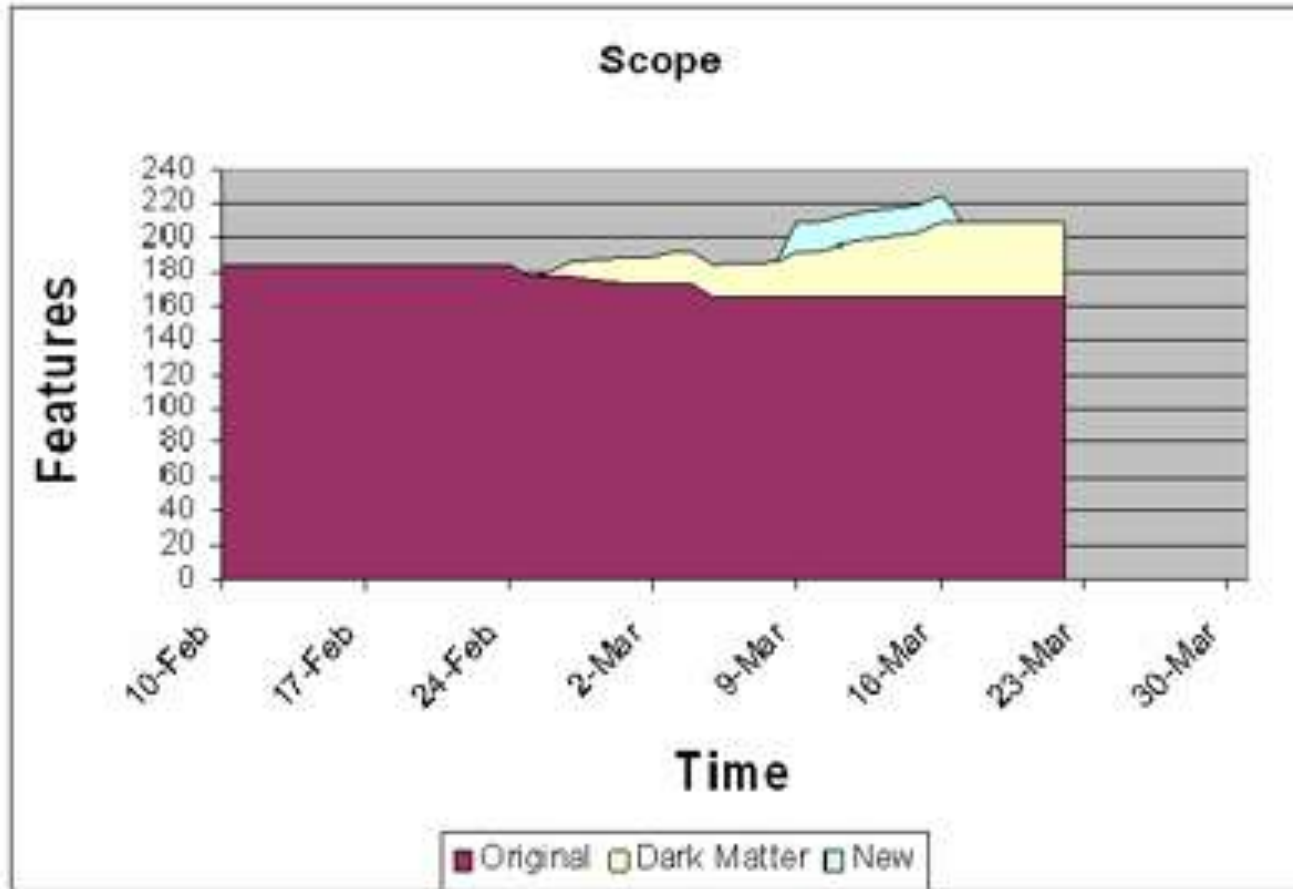
http://leadinganswers.typepad.com/leading_answers/2007/09/agile-risk-mana.html

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Tracking Dark Matter



David Anderson - http://agilemanagement.net/index.php/Blog/revealing_dark_matter/

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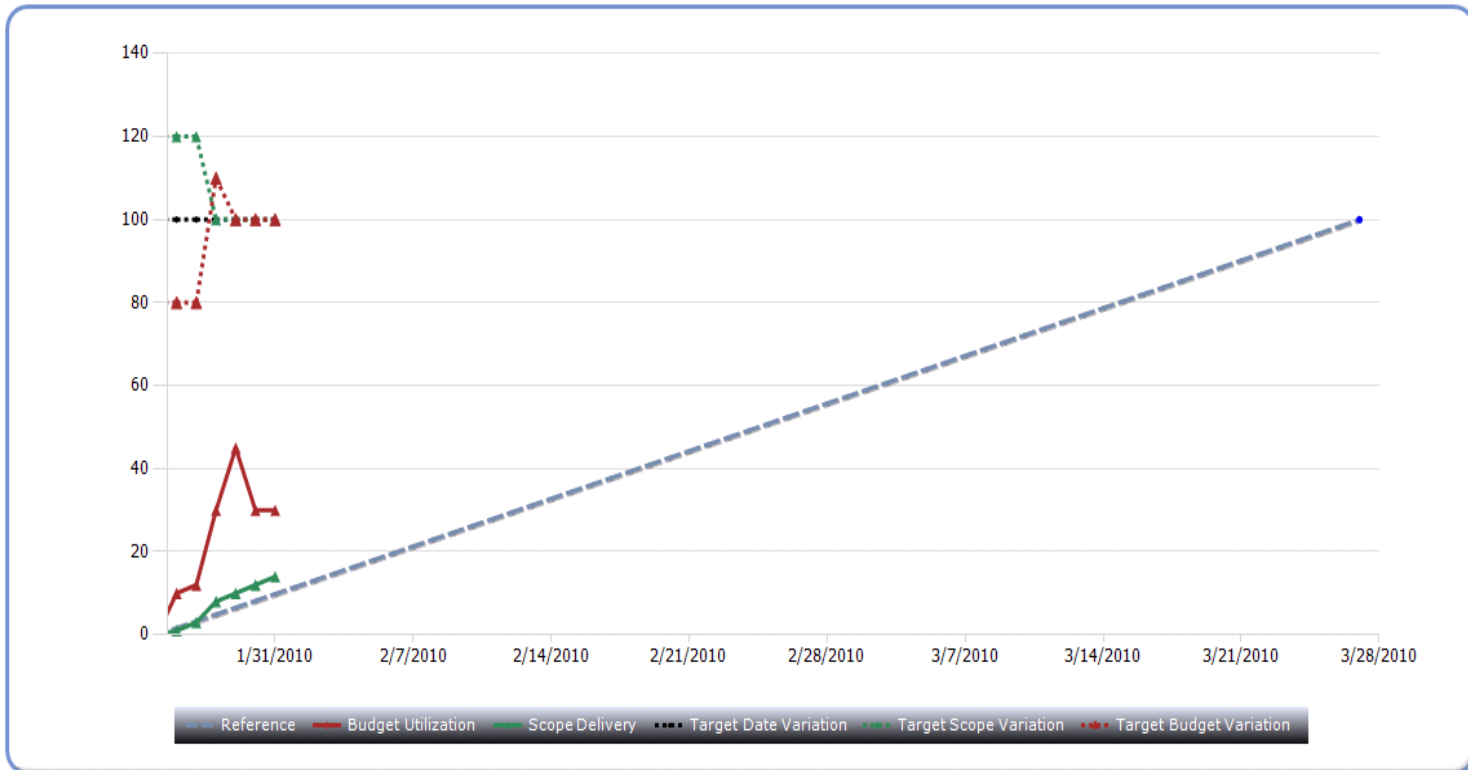
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AgileEVM

EVM chart Report for RLC Transformation

Report is current for Tuesday, February 23, 2010 11:50

Current Target
Budget: 400
Feature Points: 1000



Courtesy Amdocs Process Eng group

The Endgame

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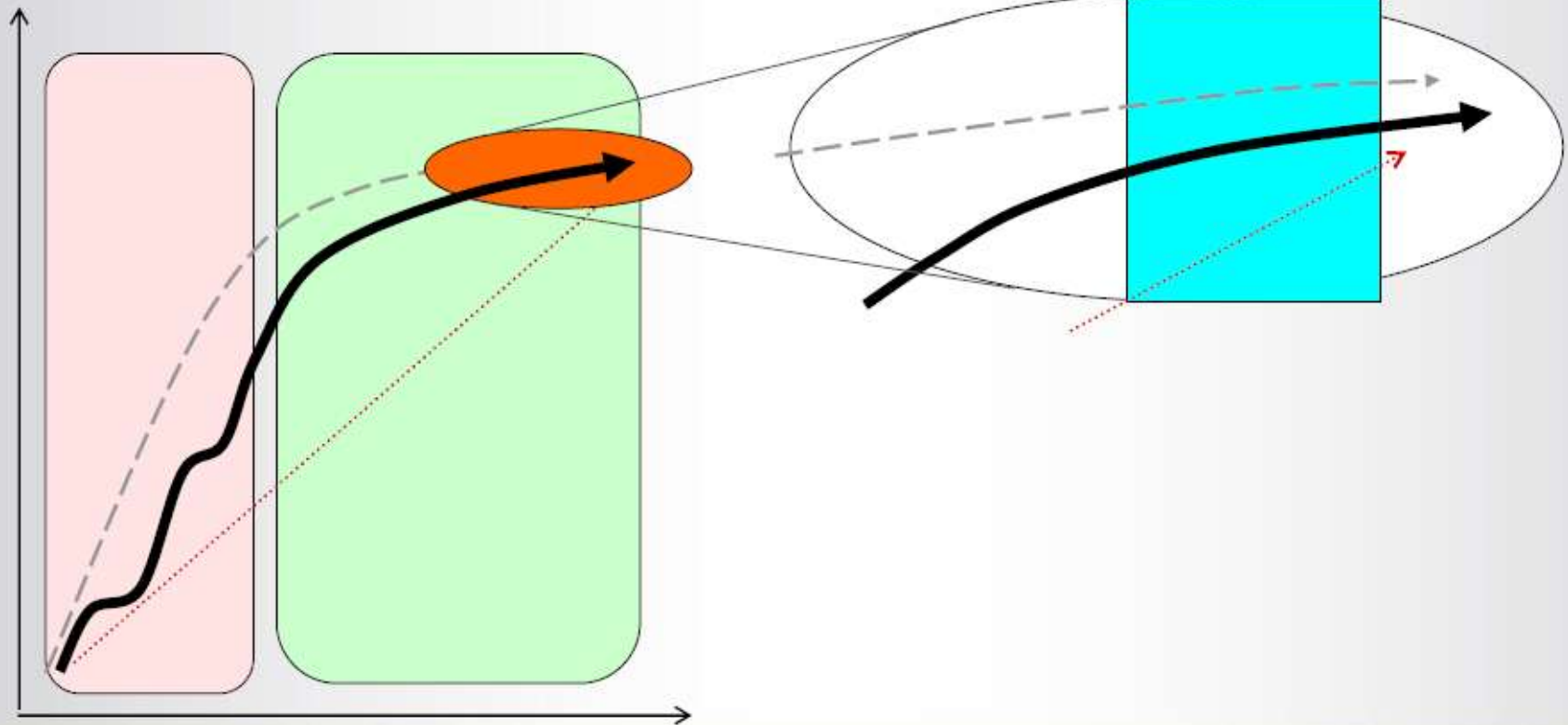
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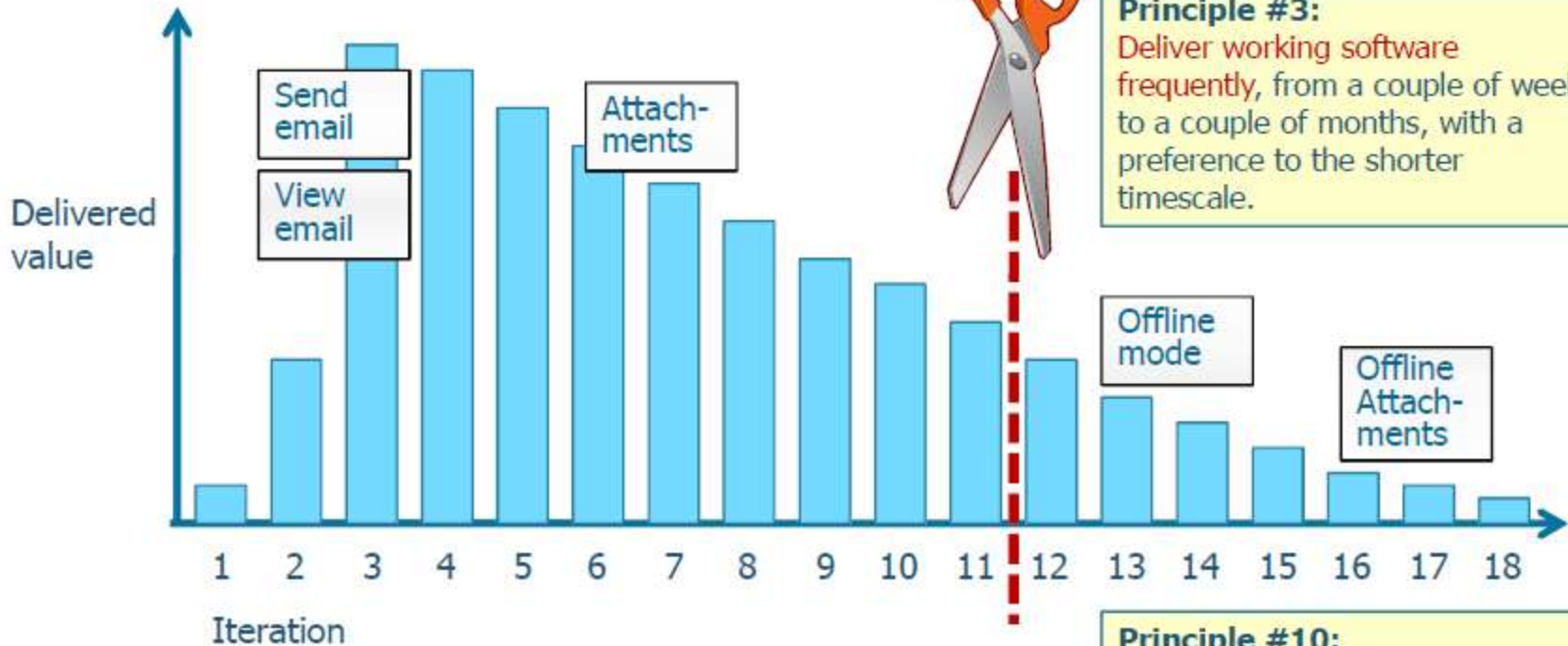
Be able to choose to deliver by *value* or *date*
"Trim the Tail"

Trim functions or quality to deliver on-time or early

Delay to get more or better function



Trim the tail

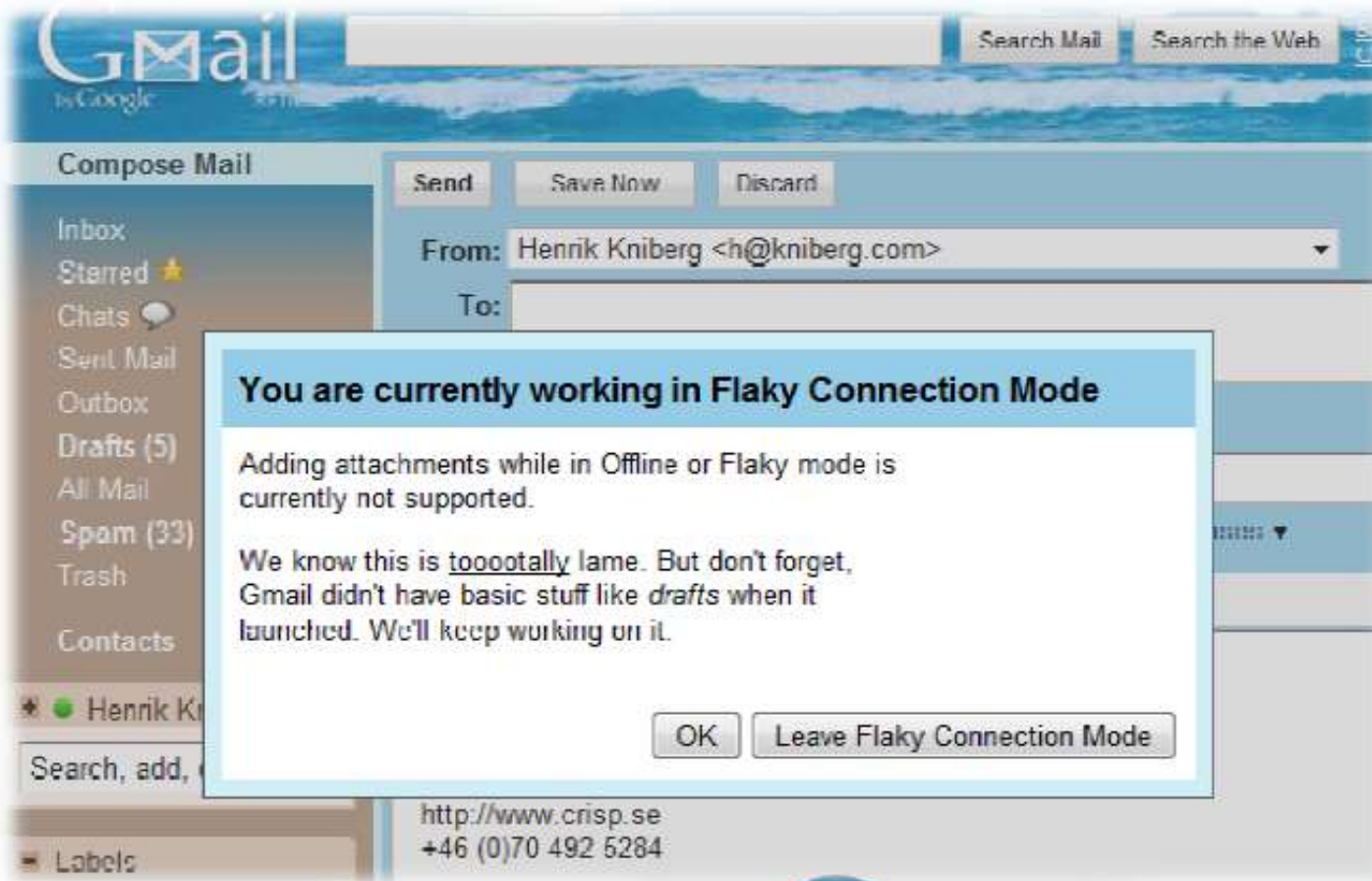


Principle #1:
Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software.

Principle #3:
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Principle #10:
Simplicity--the art of maximizing the amount of work not done--is essential.

Iterative, incremental development



Henrik Kniberg



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How do we minimize Buffering for the next Project/Release?

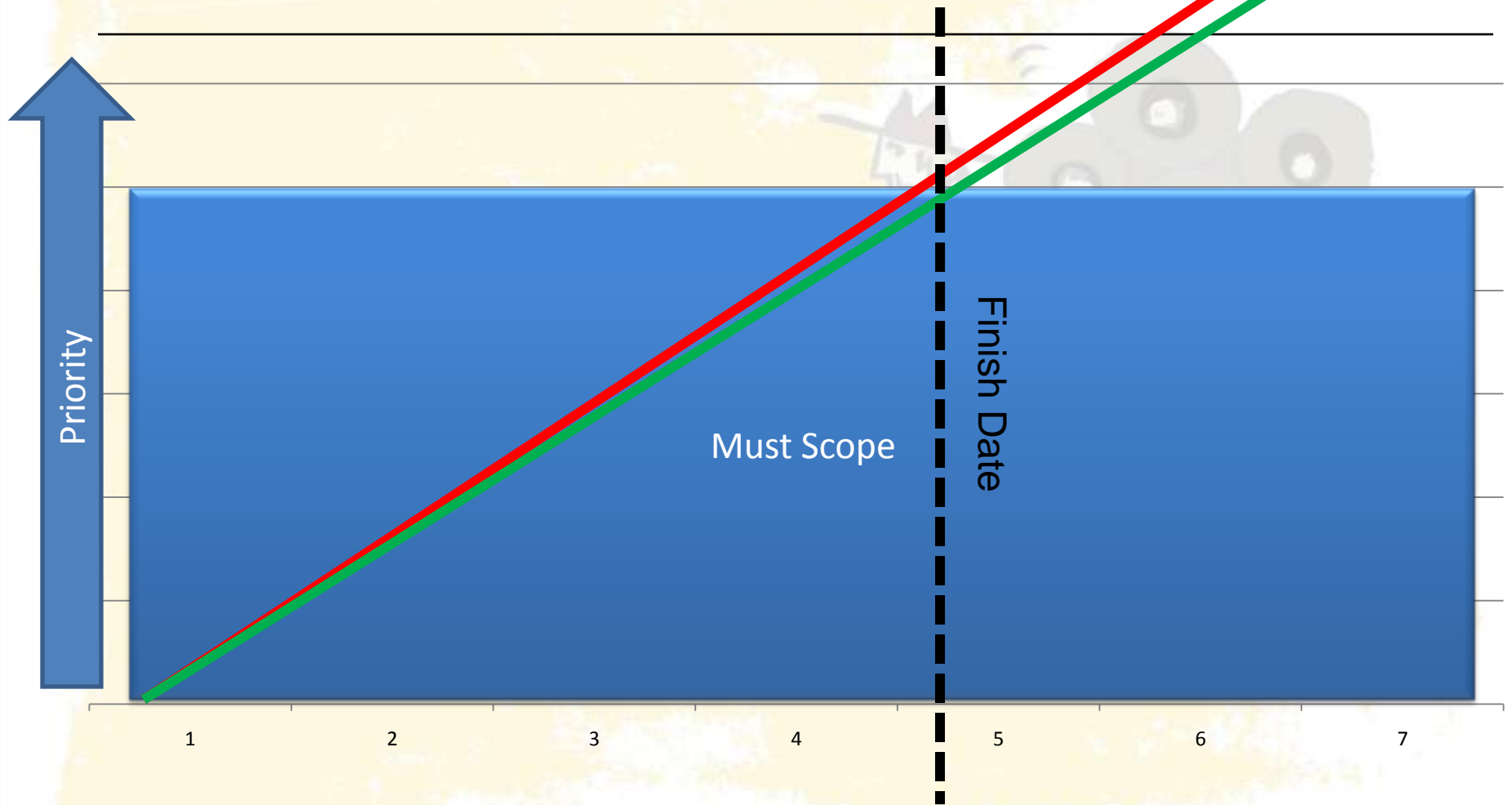


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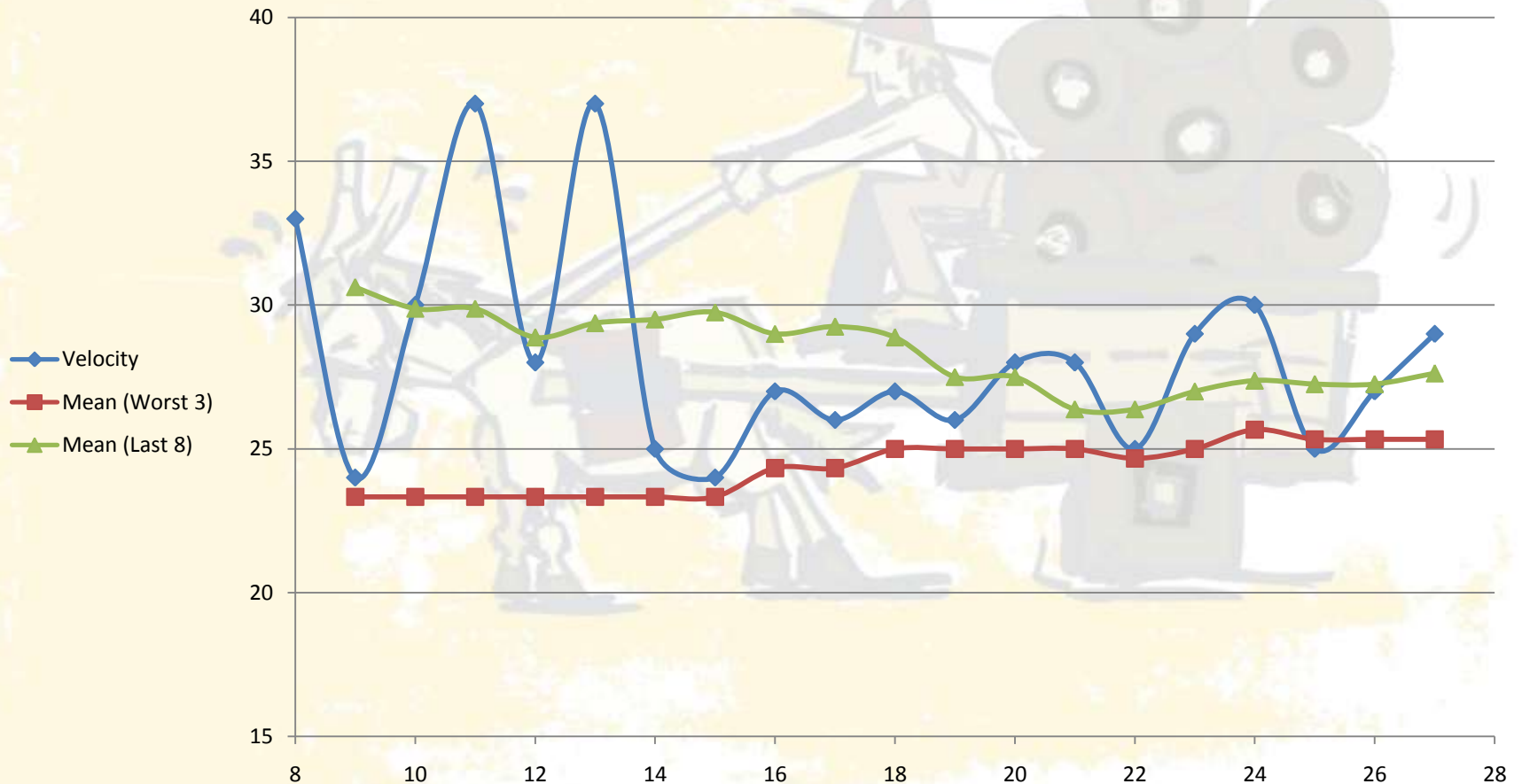
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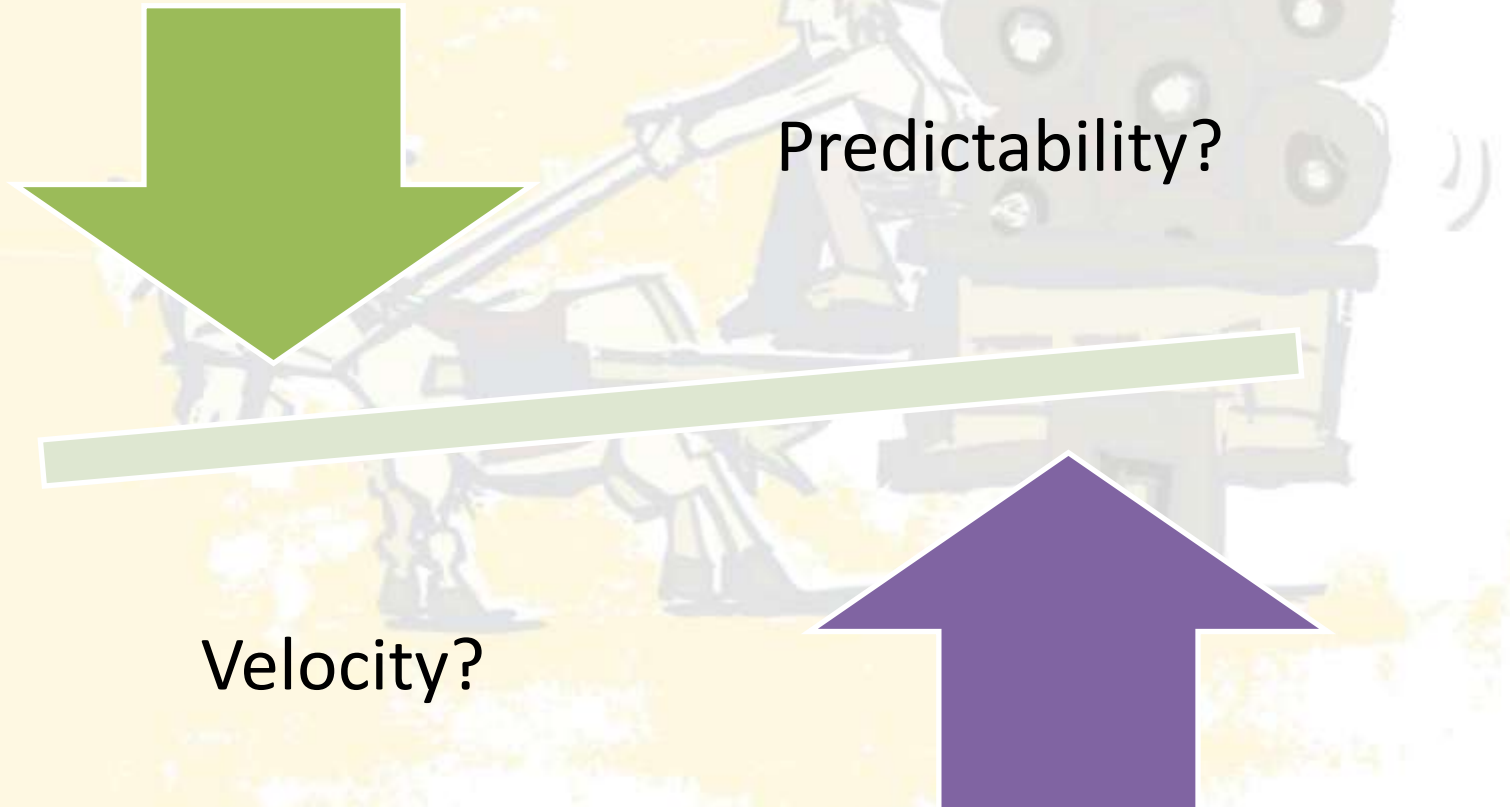
Better Predictability



Stable Velocity



Which is Better?



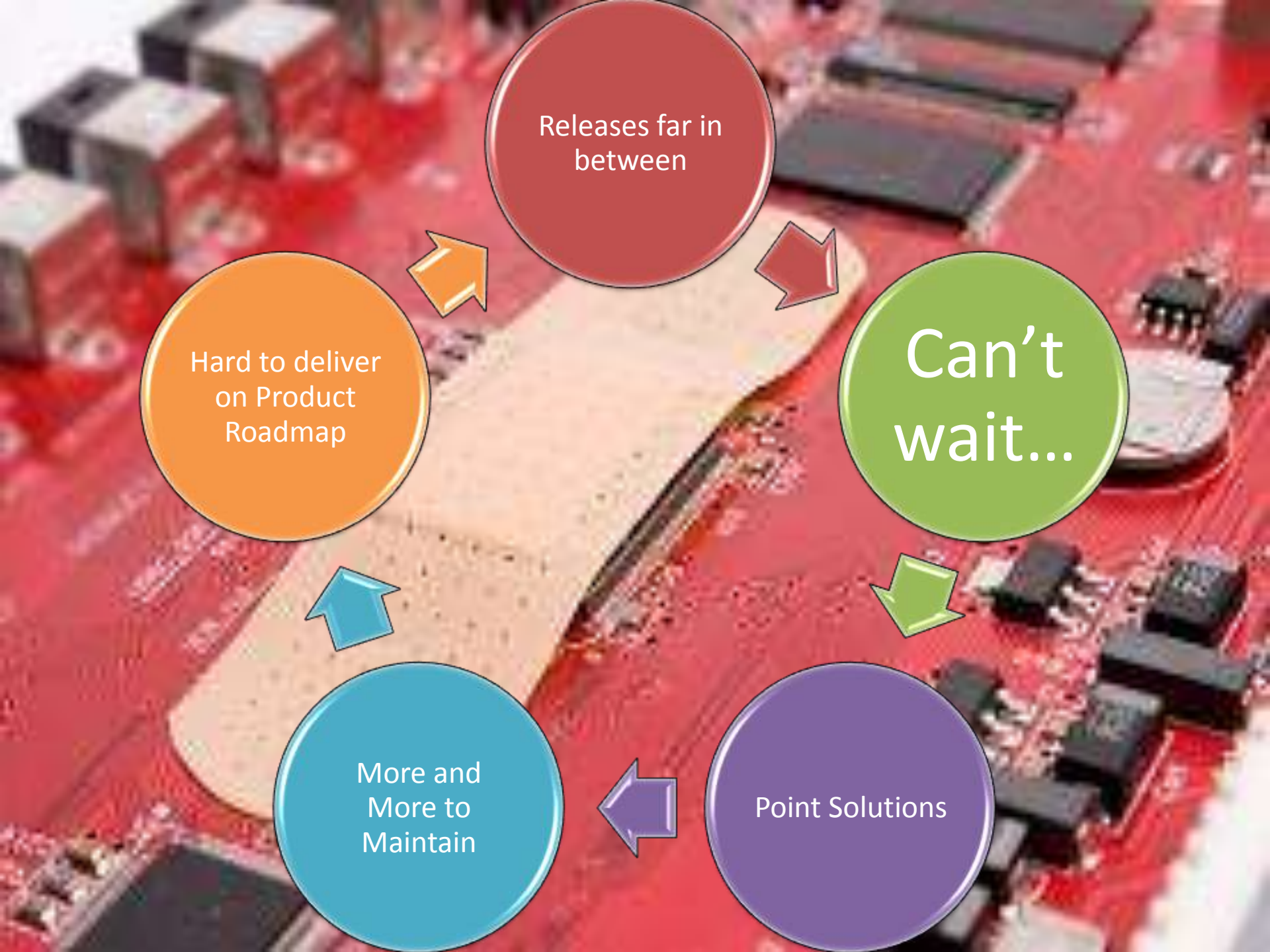
Managing Agile Programs



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Releases far in
between

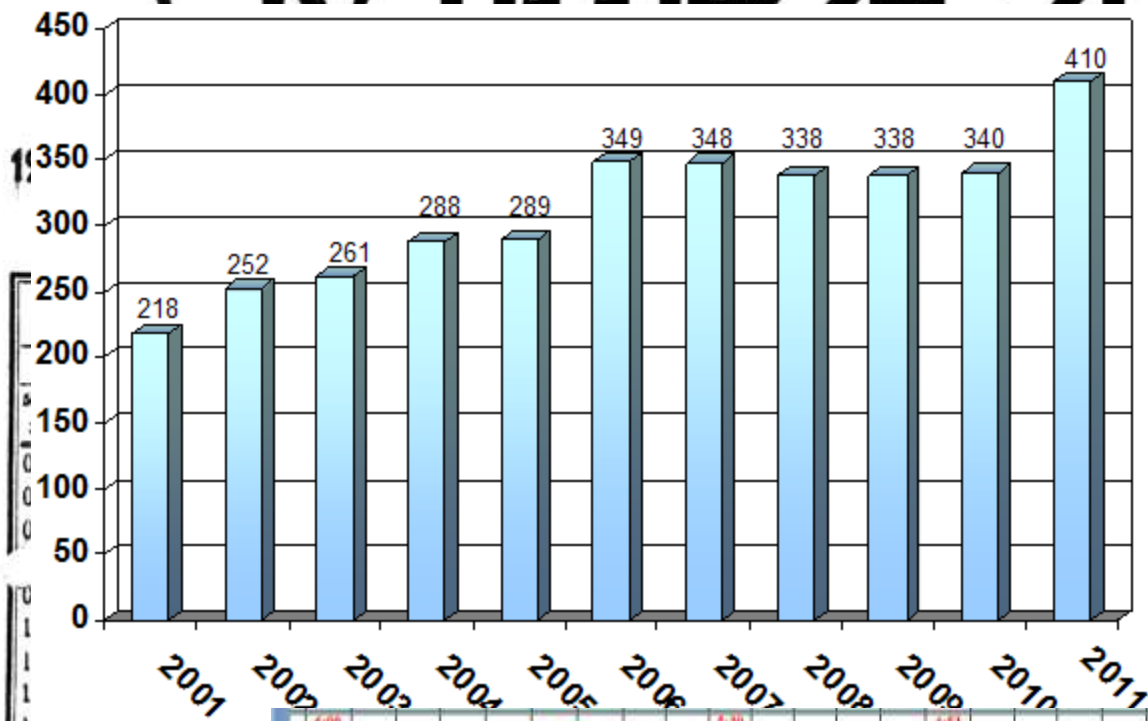
Can't
wait...

Point Solutions

More and
More to
Maintain

Hard to deliver
on Product
Roadmap

מסלת ברזל פלשתין (א"י)



לוח החרל מ'ז למאי 1944 עד הודעה חדשה

חיפה - תל-אביב - יפו - ירונו

	שורות יומיים		
	1/750 * נוסעים	3/205 נוסעים	תחנות
קהיר .	1520	0610	חיפה ימרוחית . יוצא
אלכסנדר	1540	0625	חיפה מרכות .
בנה .	1607	0652	עתלית .
בנה .	1624	0709	זכרון-יעקב .
סואץ .	1636	0720	בנימינה .
אסמעילי	1651	0734	חרה .
אסמעילי	—	0747	קפון .
אסמעילי	1717	0802	תול-כרם .

מסלול	תחנות	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1230	בית שמש	6:00										
1325	בית שמש	6:09										
1347	בית שמש	6:23	6:11									
1423	בית שמש	6:26	6:13									
1455	בית שמש	6:30	6:17									
1506	בית שמש	6:33	6:20									
1530	בית שמש	6:40	6:27									
1554	בית שמש	6:46	6:31									
1610	בית שמש	6:52	6:38									
1700	בית שמש	7:12	6:56									
1708	בית שמש	7:15	7:06									
1715	בית שמש	7:20	7:15									
1729	בית שמש	7:29	7:29									
1746	בית שמש	7:40	7:35									
1815	בית שמש	7:48	7:39									
1822	בית שמש	7:48	7:41									

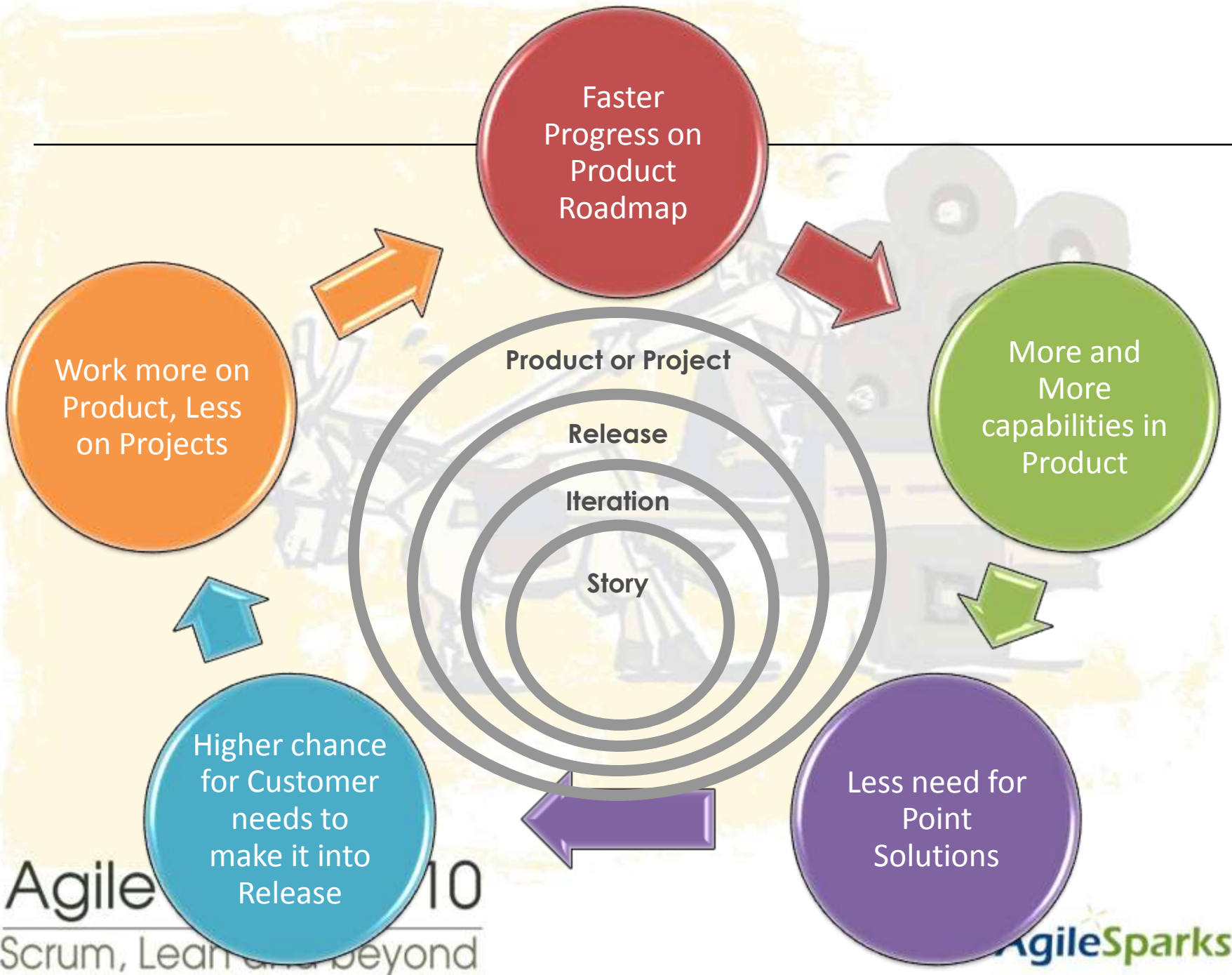
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אסדוד - אל-מגדל - יבנה - רחובות

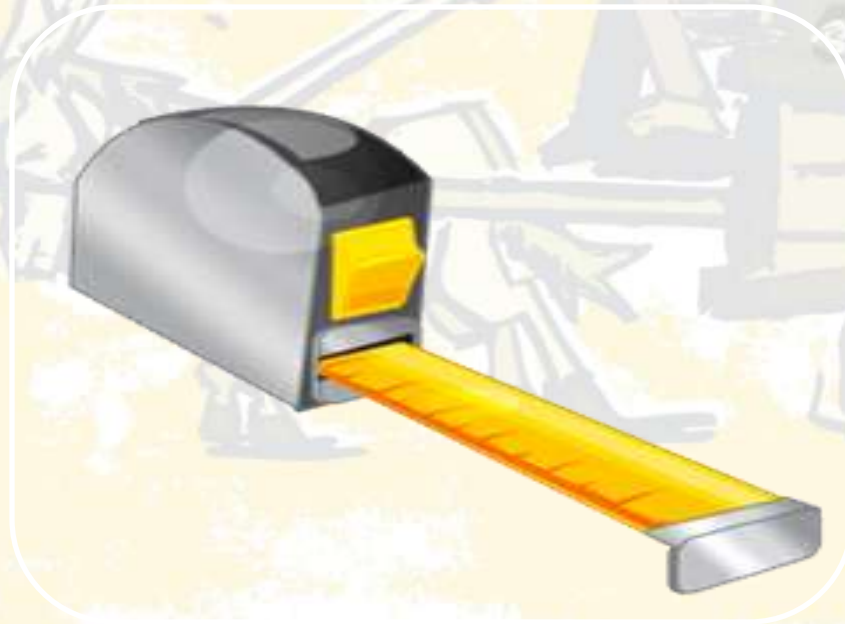


How to escape this Vicious Cycle?

- Focus on a “Train service” rather than “Taxis”
- “Project” requirements delivered on main product releases
- Product Roadmap delivered on main product releases
- Key? Delivering a frequent and reliable main product release.
- Build Quality In – Focus on making these releases bulletproof
 - Improve Customer Satisfaction
 - Solution for “Give it to me on the stable release”



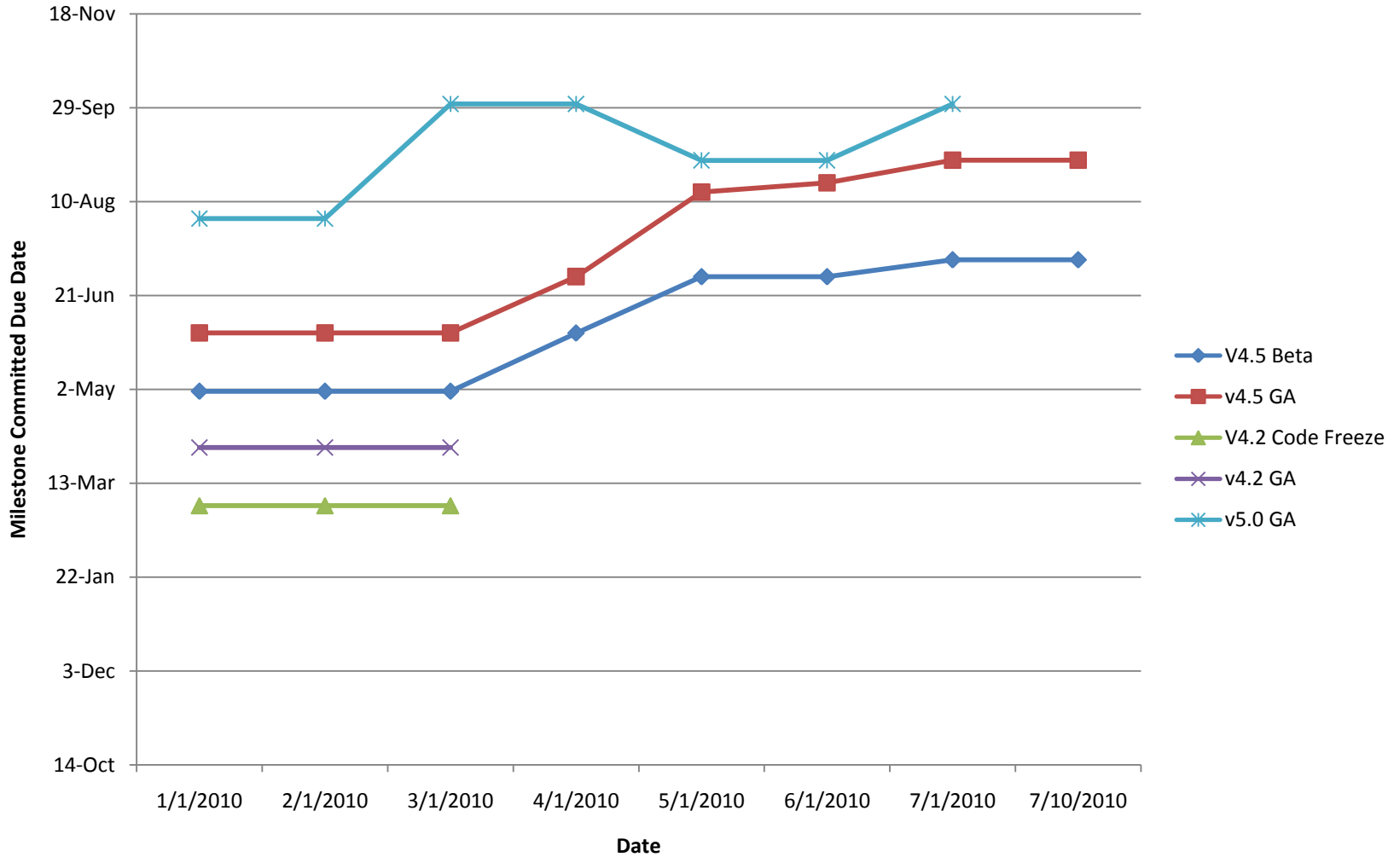
Measures for effective Releases



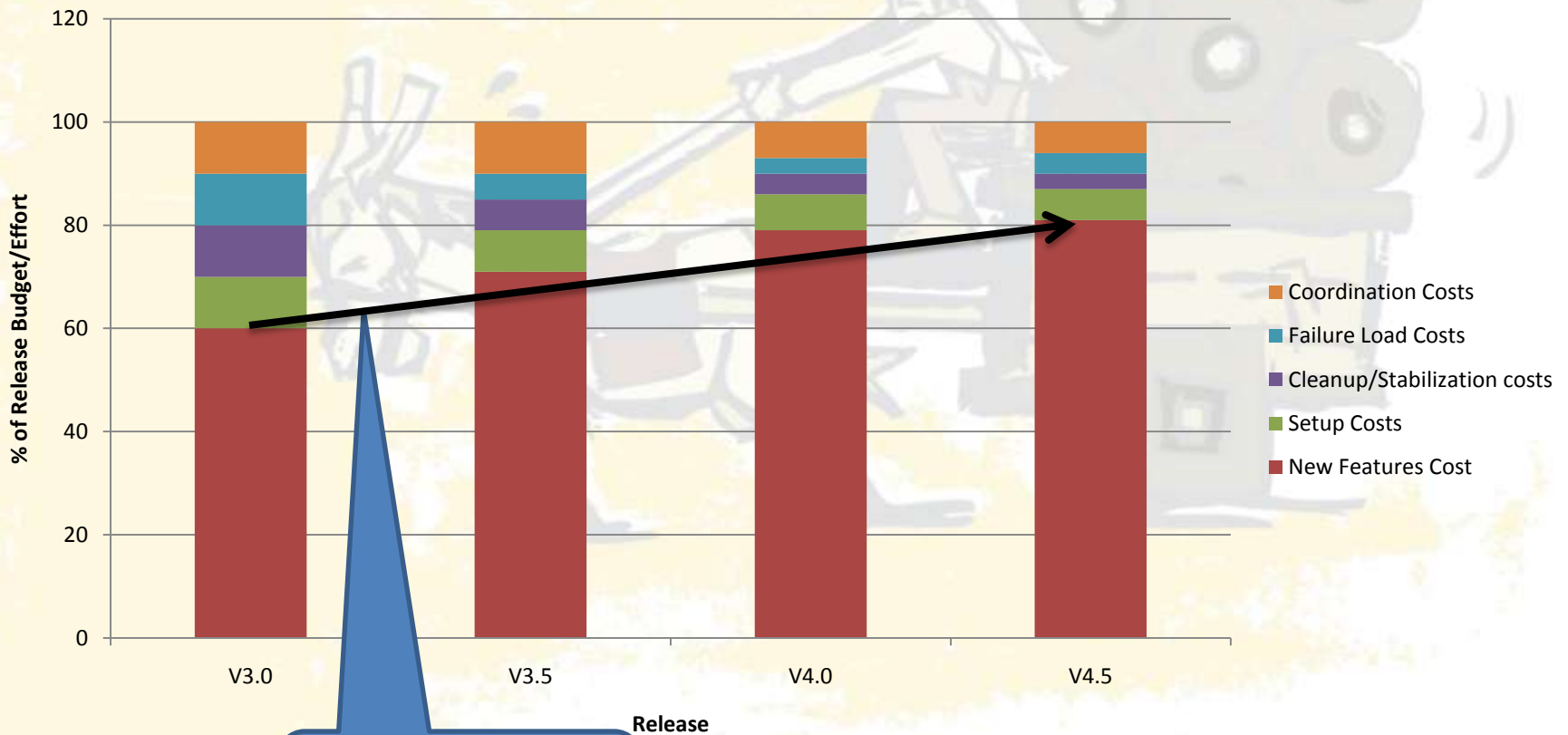
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Due Date Performance Tracking



Release Cost Breakdown Trend




Reduced overheads
lead to more budget
for New Features

Ask us how

“Managing Agile Projects/Programs” Workshop –
Coming Soon...

(Contact me to be notified about next public workshop)

yuval@agilesparks.com

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 www.linkedin.com/in/yuvalyeret

<http://www.slideshare.net/yyeret/>

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