

PMI Northern Italy Chapter
Agile Project Management
Beyond the software development



*The P.O in SCRUM is the interface between the team and the customer.
What if the customer is a traditional project management advocate?*

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Adjusting the responsibilities of the Product Owner in SCRUM
A zipper-man or a SuperMan?





Abstract

The product owner (PO) in SCRUM, is one of the most **crucial figure** of the stakeholders community formed around a SCRUM project. His role is to **behave** as an **interface** between the **team** and the **customer** (internal or external).

He should **master** the **communication** and **negotiation** techniques, he should also know how to manage **politics** and take advantage from it.

The role of the **PO** is even more **important** when the **client** is **external** and it is **not familiar** with the **agile** practices and, furthermore, he **doesn't want** to **change** his habits in managing projects.

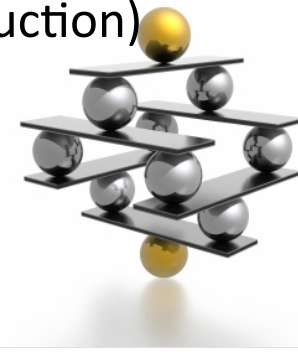




Objective

Use **SCRUM** internally continuing to gather most of the **benefits** from it. Contemporarily trying to **engage** and **involve** the **customer** as much as possible in the agile practices, **adapting** the **language** and the **communication** style to the **traditional** way of conducting projects as well.

- **Evangelize by explaining** and show the benefits of **Agile**
- Follow the '**Customer on-site**' practice at least for:
 - Requirements (user stories) gathering and prioritization
 - Making decisions and giving advises (feedback cycle reduction)
- **Supplying** project **progress** information using the **traditional** project management tools
(**conversion** of project data from agile to traditional)





A matter of Communication

The PO should **continuously** try to **engage with agile** as much as possible the **customer**.



- During the gathering requirements phase: find the way to **give** some “**agile**” **pills** to the patient, explaining how **agile works** (stories prioritiz., product backlog, iterations, etc.)
- **Bringing** the **customer** at the “war room”
- Inviting (forcing) the customer to assist to the **demo/review meeting** and soliciting feedback

*PS: In projects like this one, is preferable to have **short iteration** duration (1/2 weeks).*

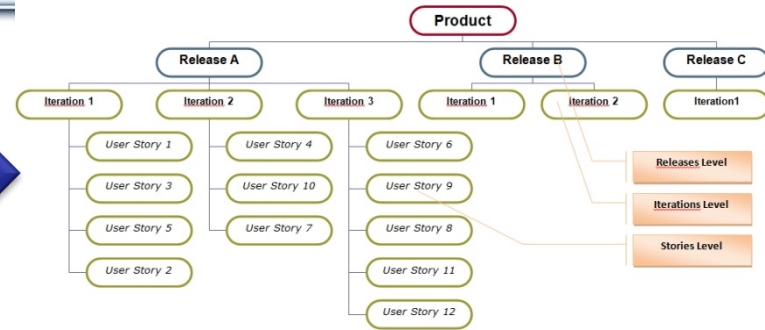


...and of Tools

WBS

Product Backlog

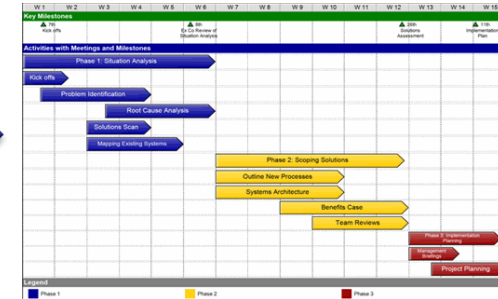
Feature A	5
Feature B	3
Feature C	5
Feature F	3
Feature D	5
Feature E	5
Feature G	3
Feature I	3
Feature H	5
Feature J	2
Feature K	5
Feature L	3



Gantt Chart

Product Backlog + Sprint Backlog + Task Board + Burndown Chart

Story	To Do	In Process	To Verify	Done
As a user, I... 8 points	Code the... 9	Test the... 8	Code the... DC 4	Test the... SC 6
	Code the... 2	Code the... 8	Test the... SC 8	Code the... SC 4
	Test the... 8	Test the... 4		Test the... SC 6
As a user, I... 5 points	Code the... 8	Test the... 8	Code the... DC 8	Test the... SC 6
	Code the... 4	Code the... 6		Test the... SC 6



EV Analysis

Budget	180k
Sprint Planned	6
Sprint Completed	2
S. Points Planned	300
S. Points Completed	105
Actual Cost	55k



Expect. Complete	= 2 / 6 (sprints)	> 33%
Actual Complete	= 105 / 300 (s. points)	> 35%
EV	= 0.35 * 180k	> 63k 😊
PV	= 0.33 * 180k	> 59.4k
CPI	= 63k / 55k	> 1.14 😊
SPI	= 63k / 59.4k	> 1.06 😊
EAC	= 1/CPI * (Budget-EV)	> 103k 😊



Results

The main result we achieved was to **gradually** bring the **customer closer** to the **agile** world, avoiding any "cultural" shock.

The results can be summarized as follows:

- **Delivered** what the **customer** wanted
- **Avoided** the **development** of some **unnecessary** features
- Accepted and decided together about **project changes**
- **Anticipating** customer **ROI**



The ZipperMan was a central point throughout the project lifecycle.



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