

The Optimal Agile Framework for

WorldVisitz

Part II

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Identified Problems with WorldVisitz Projects

1. Current detailed requirements and specifications document has an 18 months' estimate for project delivery.
2. Lack of knowledge transfer between team members
3. Not adhering to coding standards (weak)
4. Lack of trust and camaraderie between the offshore and onshore resources.

Anti-Agile Practices in WorldVisitz Project

1. The Project Manager was planning the work out primarily herself and assigning work to individuals based on her preference.
2. The Product Manager conducts extensive market research and product planning upfront; he is detached from the developers by process, department and facility boundaries.
3. The offshore developers are individually assigned the more complex project deliverables by the Project Manager. The less complex deliverables are individually assigned to the onshore developers. There is no process to transfer knowledge from the offshore contractors to the onshore developers.
4. The Tester steps into the process lifecycle once the code has been developed thoroughly. She likes to go thorough testing and provide full feedback to the Project Manager once she completes her testing cycle
5. The Business Analyst conducts upfront business analysis and product definition; requirements are detailed and frozen early on so a detailed project plan can be followed.
6. UX Designer builds out UX based on specifications and requirements in the Project Plan created by the Project Manager and Business Analyst. Customer feedback is received late, in market testing and after product launch.
7. The subject Matter Expert one on one interviews and calls with the Project Manager and Business Analyst to provide expert opinion and guidance.

Missing Agile Core Values

Since WorldVisitz has been operating on a traditional project template, there is a need for a complete restructure based on the Agile core values

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan

Missing Agile Principles / Which ones to adopt

What we need

and

what they offer to WorldVisitz

Control over the empirical process	Offers transparency, evaluation and adaptation to the team
Self-organization	Gives independence to the team, will enhance creativity and asses performance
Collaboration	Brings awareness and clarity. Everyone is on the same page with scheduled releases
Value-based prioritization	Gives priority based on value and importance to the end-users and company for order of completion
Timeboxing	Allow tasks to be determined during sprint planning, which is monitored and discussed daily in standup
Iterative development	Requirements will be constantly revised and adjusted. Software development

Recommendation

- I recommend the Scrum Framework for WorldVisitz because of its benefits, as well as cultural impact on the entire organization's approach to software project management.
- In order to help the teams to embrace the Scrum Framework, understanding the framework values, rules and principles should come first. Then, start transferring the ownership of the process to the teams by focusing their attention on roles and ceremonies.

How Scrum Framework will help

WorldVisitz Address some of the issues

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Problem/Concern	Scrum Framework Advantage
Current detailed requirements and specifications document has an 18 months' estimate for project delivery.	<p>"Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter time scale."</p> <p>Agile incremental short-term frequent delivery approach will eliminate the 18 months wait time. We must deliver value timely and frequently</p>
Lack of knowledge transfer between team members	<p>"The most efficient and effective method of conveying information to and within a development team is face-to-face conversation."</p> <p>Often times, lack of communication between team members leads to lack of knowledge transfer. Adopting Agile face-to-face conversation within will definitely improve the situation . Also, culture of trust and respect.</p>
Lack of trust and camaraderie between	"Agile Frameworks promote trust and respect