Tutorial-1-Case-study:

TUTORIAL TASK: Please read the above case study and identify the following:

• What were the initial challenges faced by NPWD in this article? And how did the challenges hinder in the adoption of the traditional approach?

• Finally, how did the adopted Agile approach help in making this project a success?

What were the initial challenges faced by NPWD in this article:

* Time was short.
* Stakeholders did not feel engaged
* The budget was fixed.

And how did the challenges hinder in the adoption of the traditional approach:

* On 11th April 2006 the first increment was delivered which provided a simple on-line information capture and reporting website. It came as a surprise to some on the project who were used to traditional development techniques that even a basic system like this immediately delivered one of the project’s key aims, accurate and timely quarterly market information.
* Getting a simple system online early and then developing it incrementally smoothed out any change management issues. It was easier to learn for people used to the paper-based regime, the paper system could still be used as backup and for those without web access and any operational issues were sorted out early before the full switch.

Finally, how did the adopted Agile approach help in making this project a success:

* For this project, particularly since there was initially a wariness between some of the stakeholder groups, an Agile project facilitator was essential to bring people together and keep them working together to bring in the project on time and in budget.
* The project facilitator, Jeremy Renwick, successfully created a distinctive project team culture, which proved extremely resilient even when it was challenged by external events or individual behaviour. Because of this, when problems emerged, the commitment of team members to the process meant that the problems were overcome. Even though the project’s formidable overall target of implementing “electronic evidence of reprocessing” and doing away entirely with paper could easily have been demoralising, in fact it proved highly motivational, such was the team spirit he was able to foster.