

Work Integrated Learning Program

MTech Software Engineering



Agile Software Processes

Assignment 1

Group M

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CASE STUDY 1

QUESTION 1

Explain how agile planning may be applied far beyond software development to other elements of business operations, particularly the finance function, by watching this video.

URL: <https://hbr.org/webinar/2015/05/bring-agile-planning-to-the-whole-organization>

ANSWER:

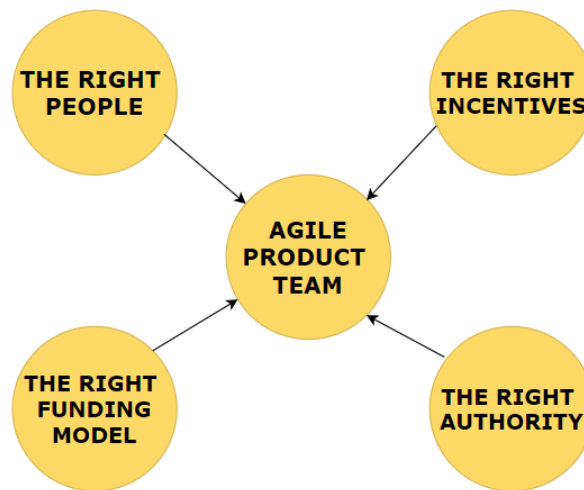
Implementing agile planning for other elements of organisation starts with the roots of agile, which is Agile Manifesto. According to the manifesto, the primary focus of organization which are focusing on implementing agile as part of their process should primarily focus on *"Being Agile"*. But, on the other hand in accordance to implementing Agile as a practice, it seems that focus has been shifted from *"Being Agile"* to *"Do Agile"*.

The intent to Implementation of Agile should be learning faster and being able to delivering value, and being able to get the customer feedback ensuring the right thing is being built and adhering to organizational agility by being flexible to change course of implementation easily and swiftly. Rather, the intent has now shifted towards quick shipment of features, increasing the velocity and being predictable. In other words implementing specific agile frameworks and methodologies without necessarily reflecting to the underlying principles can be referred as *"Doing Agile"*. Whereas, implementation where adopting to agile practices can reflect to some short term benefits but didn't incorporate the mindset shift and cultural acceptance which is required

Agile is the answer to a question when it comes to adapting the ever changing market requirements because, softwares are usually not seen as core of the business rather, solution to make the production of overall software better.

According to the video shared, agile can be applied far beyond software development to other applicable business elements as follows:

Applying agile planning principles to the finance function extends far beyond software development, encompassing various aspects such as hiring practices, incentives, funding models, and authority structures.



Hiring the Right People:

1. Entrepreneurial Spirit: –

- Individuals with entrepreneurial traits initiate creativity, and resilience, taking steps to identify opportunities and take self-charge to solve problems.
- They embrace taking risks and demonstrate leadership. Specifically for finance these could resemble ones who can figure out some inefficiencies with existing financial processes, not just identifying they can lead up to proposing alternatives or alternatives for these inefficiencies.
- Mostly importantly such individuals can quickly adapt to changing market requirements. As finance operations relate directly to risks, individuals with entrepreneurial approach can efficiently manage respective financial risks.
- Ones with entrepreneurial approach not only believe in making decisions but also taking ownership of their work.
- Entrepreneurs are primarily focused on a customer centric approach which is eventually essential for aligning with financial and business strategies which are in line with stakeholder priorities.

2. Independence:

- Independently operating candidates can work autonomously, making decisions, and taking ownership of their work. Such individuals are self-motivated, accountable, and adept at self-time management. They adapt and portray effective communication.
- For example, with case of financial analyst, who operates with independent mindset will quickly and independently analyze the respective financial data,

figure out respective trends, also based on the analysis can adjust with respective financial strategies or investment portfolios.

- Independent employees are more adaptable to accept change and can easily transit with required tasks. Based on current and emerging trends an independent finance individual can easily pivot financial strategies.
- Hiring an independent individual will take ownership of all the financial processes and responsibilities assigned to them. Additionally, it will collaborate with cross-functional financial teams which would foster agile planning principles.

3. Generalist Skills:

- Employees possess a broad skill set and adaptability, allowing them to perform effectively across various tasks and roles within the organization. They excel in versatility and quick learning, contributing to the flexibility and efficiency of the team.
- Financial professionals contribute to various aspects of financial planning such as analyzing and decision-making processes.
- Individuals with generalist skills pertain ability to communicate across different financial departments catalyzing aligning with financial strategies within cross functional teams.

4. Collaborative Attitude:

- Individuals pertaining collaborative attitude represent teamwork, communication, and cooperation, actively seeking to contribute goals and supporting their colleagues.
- In finance this collaboration resembles implementing agile principles as it enables professionals to work collaborated with other related departments
- Collaborative employees help iterating the implementation approach towards volatile business requirements.
- A collaborative approach of individuals helps them to embark on a culture of continuous improvement which empowers them to contribute, collaborate and share learnings, insights with their colleagues.

5. Humble and Transparent:

- Humble and transparent employees prioritize honesty and integrity within the team. They openly acknowledge their strengths and weaknesses, seek feedback, and are collaborative.
- In finance transparency enables stakeholders to get proper understanding of financial processes and decisions which eventually result in implanting not only trust but also overall organizational goals.
- Empowers individuals to accept mistakes and reflect over them by taking respective corrective measures.

6. De-emphasize Position Priority:

- By focusing on individuals who align with team culture rather than prioritizing with respective job titles can build an overall very positive working culture.
- This promotes finance professionals to explore beyond their daily roles and responsibilities providing uncommon solutions to deal with market competition.

Providing the Right Incentives:

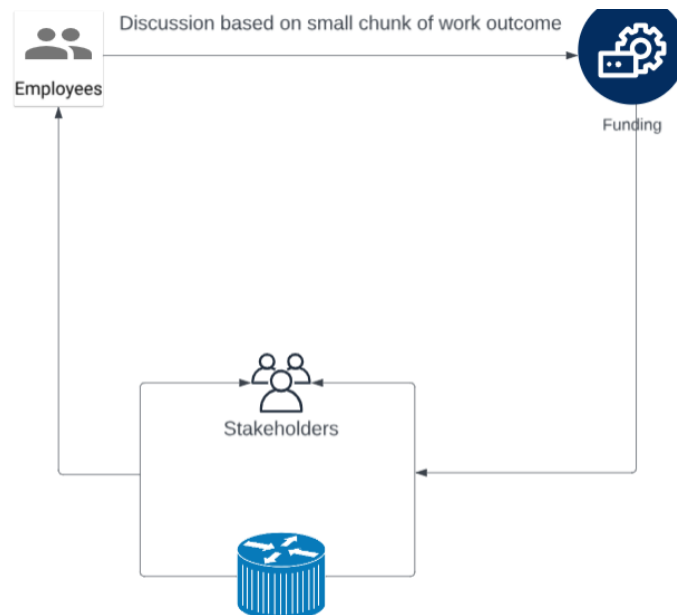
- **Reflecting HR Incentives:**
 - In an organization HR should be more agile, rather usually HRs are incentivized on basis of filling up the positions fast rather, the incentive should be based on not only people being hired but are retained for a period with organization.
 - Rather than prioritizing filling up the position, HR should prioritize seeking out for candidate which reflects for following characteristics and incorporate hiring based on How many candidates stay longer than a year: This a very simple yet very effective parameter to judge the overall sentiments of employees that are being serving within the organization.
 - For financial institutions, observing a trend where employees are observed to be leaving the organization within one year would be an alarming situation because there are usually long-term portfolios, and their long-term planning is required.
 - Returns what their customers will get would be highly impacted due to this trend hence it is important that HR seek to retain employees for the longer term.
- **Moral trend of the staff teams:**
 - The moral trend of staff team refers to the overall ethical culture, and conducts observed inter and intra team members. This eventually reflects how the individuals interact and based on the interactions take their decisions.
 - HR should focus on whether team is depicts towards positive or negative moral trends. A positive moral trend is categorized with honesty, integrity, trust and fostering collaboration amongst the team. Whereas, a negative moral would depict distrust, lack of respect and unethical practices.
 - If employees with high moral trends are appointed, this would lead to the right advice being provided to customers and eventually seeking trust and confidence of customers towards the organization.
- **Changing the Definition of Done:** Define success criteria based on customer satisfaction, business impact, and meeting objectives rather than just completing tasks.

Having the Right Funding Model:

- **Evidence-Based Funding:**
 - The problem with the annual planning cycle is that it assumes that it's clear that the future is known and based on that the decisions are made. Which seems to be drawback for Company A. Where in, setup up right funding model becomes very

essential because it emphasizes on continuous adaptation and improvement which encourages teams to reflect on the practices they are following.

- Evidence based funding will help finance teams to strategically allocate resources based on traces provided by data. This enables increased probability of resources be directed towards highest potential elements.
 - By assessing the right data, the finance team can mitigate risk and analyze risky investment. This approach ensures safeguarding organizations investment decisions and ensures resiliency towards any financial risk associated with market trends.
 - Incorporating all these tactics will lead to recognition of individuals and this recognition will help in determining factors to motivate individuals to provide more efforts in overall organization growth.
- **Mitigating Risk:**
 - Setting up an environment where mistakes are encouraged and looked up to as a means of improvement is very important. This gives employees confidence to test new ways of implementing different ideas and if things don't work out the failure is looked upon as a method of improvement and taking up the learning.
 - This will help individuals to regularly look up to the risk appetite and analyze it with business goals to increase the overall organization revenue and reflect the same risk learnings into implementing another financial decision.



Having the Right Authority:

- **Empowered and Autonomous Teams:**
 - Building and empowered and autonomous team with rightly assigned authority, enables teams to make timely and confident decisions.
 - This is a very important quality for financial organization because financial organizations are expected to respond quickly and swiftly based on market volatility and any promising market opportunity which can become a differentiating factor in overall organizational growth.
 - This enables teams to take responsibility for overall financial outcome, which would align with respective financial objectives.
- **Data-Informed, Not Data-Driven:**
 - Empowering financial officials with right and accurate data provides them confidence and authority of analyzing financial data accurately which lead to desired outcome.
 - Having a faster response to market changes and business needs provides agility to finance teams to quickly adapt to economic and regulatory requirements, keeping business in alignment.
- **Objective Measures:**
 - Providing business teams required authority allows finance professionals to track the overall success aligned with determined objectives helping in dealing and mitigating with risks.
- **Cross-Functional Collaboration:**
 - Granting authority to empower financial teams to take ownership of their work allows them with sense of responsibility and eventually enables them to collaborate effectively with colleagues with cross-functional organizational roles.
 - Empowers to schedule Inter and Intra team knowledge sharing sessions which helps them to leverage the learning experiences and keep them updated about new trends or learning that once implemented into other teams could make significant impact.
- **Learning Over Delivery:**
 - Prioritizing learning over delivery will help financial teams to shift focus onto another aspect which is keeping self-updated with new trends and events happening around.
 - Enabling this will anchor culture of innovation and creativity, where individuals would be encouraged to explore both other implementation aspects of existing and new scenarios in place.

This will encourage employees to seek opportunities to actively seek opportunities to streamline existing process implementations with new and better ones.

CASE STUDY 2

Agile can be a very difficult thing to do if a significant amount of cultural change is required. It is also a very empirical process, which means sometimes you must try things to see what works and then adjust and corrections (a key idea behind agile is “fail early, fail often”). For that reason, these case studies should be regarded as learning opportunities and not failures.

The following are some of the major issues that these businesses have encountered when implementing Agile. Look at these challenges and problems. Make a list of your solutions to these issues.

COMPANY A

Background

Company A has a mid-sized IT organization. The company embarked on an agile implementation and trained most of the IT application development staff of about 80 to 100 people in agile practices. An agile coach was brought in for over a year to provide coaching to the teams, and the company made some progress on implementing an agile process at the development team level; however, due to cost-cutting pressure, the agile coach was let go, and there was little or no support at the executive level to take the agile process to the next level.

The approach

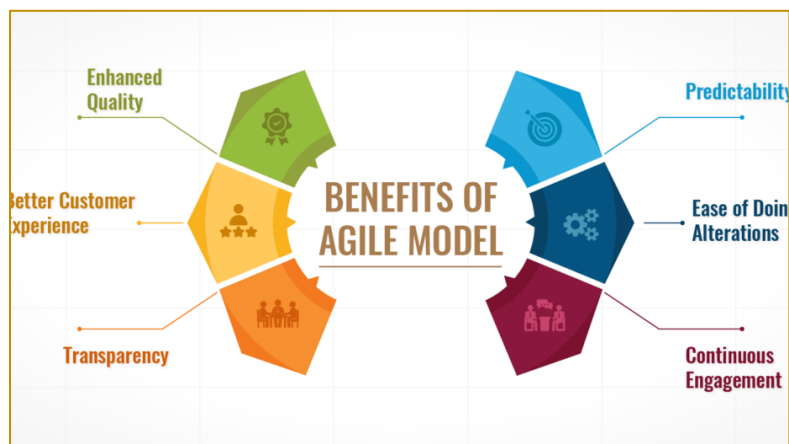
About 80 to 100 people in the organization were trained in agile practices, and, at least at a mechanical level, several agile practices such as daily standups were being implemented. However, the scope of the effort was very limited to the development organization; the approach was mechanical without an understanding of the principles behind it and without much of an attempt to fit the approach into the company's business environment. The company operated in a highly regulated environment within the financial services industry.

Issues that have arisen during the implementation of Agile:

- 1. The company's senior executives regarded the agile method as having considerable benefits in terms of speeding up IT development, so they implemented it across the board. However, they simply regarded it as an IT development process, and they didn't see the value in investing more. The development effort appeared to go faster on the surface, but the truth is that workers were overworked to make it move faster, and the quality of the products suffered as a result.*

Solution:

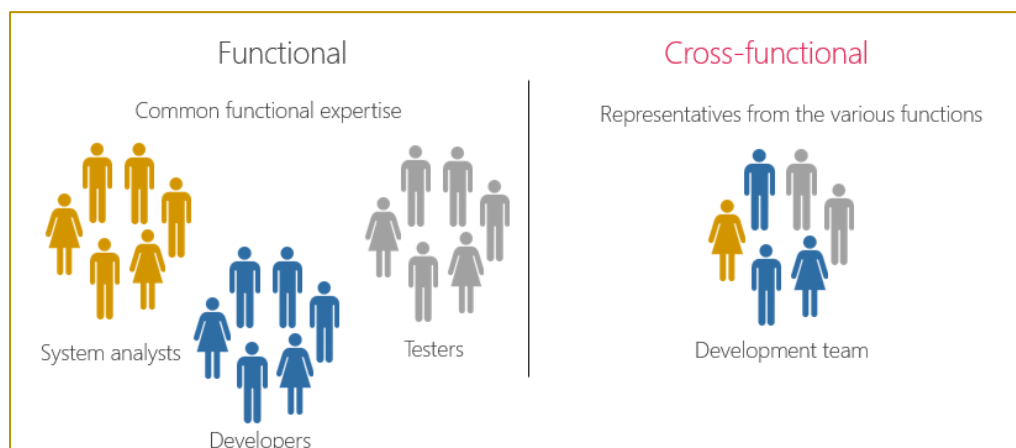
- Educate senior executives on the need for ongoing investment in Agile transformation to ensure sustained improvement and prevent burnout among teams due to overwork. Can conduct workshops from Agile experts.
- Explain the holistic benefits of Agile beyond just speeding up IT development to senior executives. Illustrate how Agile principles can improve product quality, increase customer satisfaction, and drive business value.
- Invest in the development of internal Agile coaches or seek external support as needed to provide guidance, mentorship, and support for Agile teams and leaders throughout the transformation journey as part of continuous learning and improvement.



2. Many of the "mechanical" parts of an agile development process were introduced (e.g., daily stand-ups), but there was no significant change in the way workers were assigned to teams. People were not loyal to their teams and may be allocated to as many as three or four separate groups. In certain circumstances, developers were not directly involved in the teams and were represented by their supervisors.

Solution:

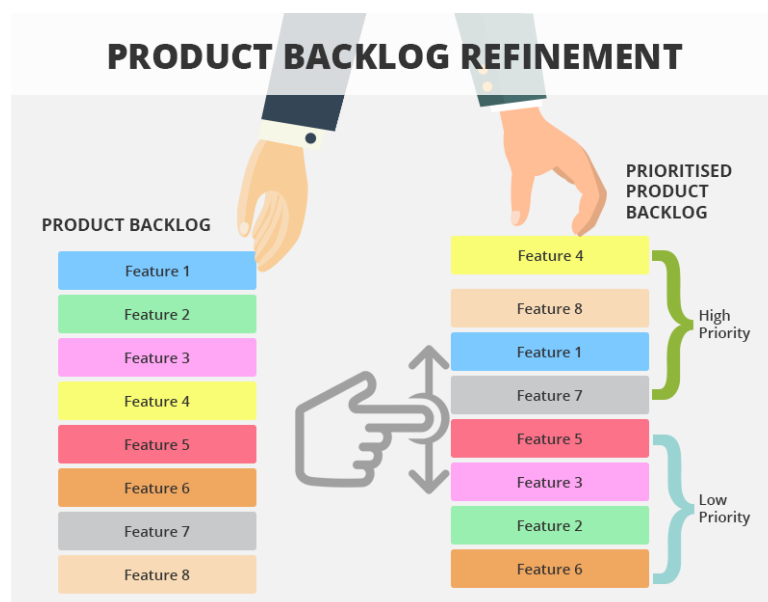
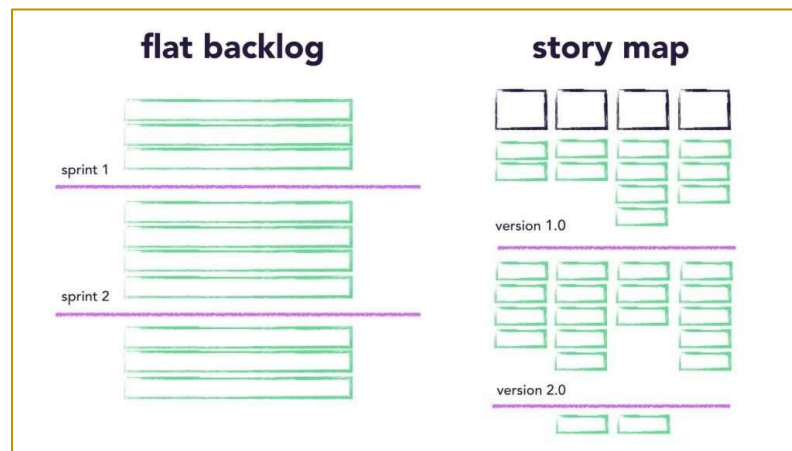
- Achieve team stability by assigning team members to dedicated, cross-functional Agile teams rather than allowing them to be allocated to multiple teams.
- Encourage loyalty and commitment to teams by including a culture of collaboration and shared ownership of goals and outcomes.
- Instead of having supervisors or leads represent the work, ensure that developers are directly involved in Agile teams, fostering a sense of ownership and accountability for the work.



3. A separate product management group was responsible for developing a business requirements document (BRD) and handing it off to the development team. The procedure was inefficient and not very collaborative. The product management team insisted on maintaining control over the requirements and served as a "middleman" between the development team and the business users to clarify requirements.

Solution:

- Encourage collaboration between product management and development teams by integrating them into cross-functional Agile teams.
- Ensure a collaborative approach where business requirements are repeatedly refined and clarified through ongoing meetings/conversation between product management, development teams, and business users. (Example: Scrum calls, implement agile practices such as user story mapping, joint backlog refinement sessions, and regular product demos to promote transparency ensuring understanding of requirements among all stakeholders)



- Incorporate Agile practices and methodologies to suit the needs of the financial services industry, such as regulatory compliance requirements and risk management considerations.
- Ensure that Agile practices are aligned with industry best practices and standards while also promoting innovation, flexibility, and adaptability to drive competitive advantage and business growth.
- By addressing these solutions, Company A can overcome the challenges encountered during Agile implementation and realize the full benefits of Agile in terms of improved product quality, faster time to market, and enhanced customer satisfaction.

COMPANY C

Company C is a tiny business with a small IT department that has been mostly focused on servicing legacy systems. For several years, the organization has not had to develop a big new application. Over a lengthy period, the existing legacy apps matured steadily and were created incrementally. The company embarked on a project to replace and restructure a huge, existing legacy programme, opting for an agile development strategy. The organisation had no prior experience with agile, and no agile coaches were hired to give project team training and mentorship.

Approach:

Within the development organization, the corporation established an agile development process from the "bottom up." The process was limited to a development process exclusively, with business input limited solely to JAD sessions to identify requirements, and the product owner's role was not completely implemented.

Issues that have arisen during the implementation of Agile:

- 1. The right people at the right levels were not engaged in making the right decisions about the project at the right times. Direction from different people was sometimes in conflict. Some people were making decisions that they should not have been making. For example, some of the executives in the company were making detailed decisions about such things as UI screen designs. Some decisions, such as defining the high-level business objectives the project needed to fulfil, were not being clearly defined by anyone at all. The project was way behind schedule with no end in sight and senior executives had lost confidence in the project being successful.*

Solution: Agile implementation requires a fundamental shift in the operational model of the company. Lack of the proper expertise and support may allow Company C, which has a history of working with legacy systems and no experience with Agile, to encounter a variety of challenges as they transition too Agile. The following options could be used to address the problems that Company C is facing:

- 1. A discussion that isn't appropriate for the level of participants:** Include pertinent parties in the process of establishing the goals of the company. Establishing and communicating business goals is essential. It is essential to integrate agile planning with business requirements when relevant stakeholders are involved in creating the business objectives, as stated in "Bring Agile Planning to the Whole Organization" (Harvard Business Review).

Communication Between Development and Business:

Company C should implement mechanisms such as sprint reviews, demos, and retrospectives to gather feedback and ensure alignment between development efforts and business objectives.

This would resolve the situation where direction from different people was in conflict. Such forums can be leveraged to not only communicate but also resolve such conflicts.

Implementing a Clear Decision-Making Process:

Implementing a clear decision-making process is essential for the driving factor for the success of an organization. According to the Harvard Business Review webinar on "Bring Agile Planning to the Whole Organization," decision-making processes are crucial for successful Agile implementation beyond software development. If Company C had implemented this structure, instances where some executives were making detailed decisions about UI and when decisions such as defining the high-level business objectives the project needed to fulfil were not being clearly defined by anyone, could've been avoided.

2. Role Clarity and Empowerment: The Product Owner should be responsible for defining functions and features to be included, communicating with Company C stakeholders, and identifying and prioritizing the product base.

Define roles and tasks:

Cross-Functional Collaboration: Foster collaboration between business, development, and other relevant departments. In the company every employee must have their roles known in the agile framework.

3. Agile training and mentorship: Bring in experienced Agile coaches to provide training, mentorship, and guidance to the project team. This can help the team understand Agile principles and practices and how to apply them effectively.

4. Adopting agile principles: Adopt Agile principles and practices, including iterative and incremental development, continuous feedback, and adaptation to change. Focus on delivering value to the business and customers in each iteration.

Sprint Regular Reviews and Retrospectives: Evaluate progress, identify issues, and make necessary adjustments to the development process.

5. Clear Communication and Transparency:

Establish Open and Transparent Communication Channels: Encourage regular communication, feedback, and collaboration to ensure alignment and shared understanding of goals and expectations.

Provide Regular Updates: Manage stakeholder expectations by providing regular updates on progress, changes, and challenges.

2. *The organization assumed that by breaking down the development process into sprints and managing the sprints with an agile methodology, the development effort could be*

sped up. However, because the agile development process was not properly integrated with the business, the project-level and release-level planning that was required was overlooked. As a result, the development team got right to work writing code, but there was no clear plan in place for how that code would be published or what the minimal functional requirements for a production release would be.

Solution: Ensure project and release level planning is done to define a clear goal and objective for each sprint and release.

Collaborate with business stakeholders: Engage business stakeholders in the design process to ensure development aligns with business goals and priorities.

Define the minimal functional requirements for the release: Define the minimum functional requirements for the production release to ensure development is focused on delivering value and meeting business needs. Defining backlog is one of the major steps of agile planning because it makes soiree that there is proper allocation present for everyone and more importantly the tasks are being performed in the direction mentioned by respective stakeholders. Making appropriate changes in the backlog allows the team to navigate into teams' direction accordingly.

Adopt agile planning: Company C should adopt Agile planning practices such as sprint planning, backlog, and release planning.

Conduct sprint reviews and retrospectives: Evaluate progress of the company C's work, by conducting the sprint review with respect to stockholders would have avoided the situation when they were deviated from the prioritized task and miscommunication observed within the team so after gather feedback and identify areas for improvement. This mechanism involves reviewing the progress made during the sprint, gathering feedback from stakeholders, and identifying lessons learned and improvements for future sprints.

Improve communication between development and business: Implement mechanisms such as sprint reviews, demos, and retrospectives to gather feedback and ensure alignment between development efforts and business objectives. This involves improving communication and collaboration between the development team and business stakeholders to ensure that everyone is aligned and working towards common goals.

Align development efforts with business objectives: Make sure that the development efforts are aligned with business objectives and customer needs by means of business stakeholders in the planning and prioritization of features and requirements. This involves prioritizing and focusing on delivering value and meeting the business needs and expectations.

3. *On the project, there were no official QA testing resources, and whatever testing that was done was done on an ad hoc basis by developers and business analysts with no professional QA test training. For many agile initiatives, this can be an issue. It was*

considered that formal QA was no longer required, and that testing would be performed by project members such as developers and business analysts who did not have official QA training. As a result, testing was rather haphazard, with no framework in place and no well-defined, repeatable test cases to assure an acceptable degree of test coverage.

Solution: Without appointing an official QA team, Company C relied on ad hoc testing by developers, resulting in a haphazard testing process with no established frameworks or defined test cases. Lack of structured testing practices resulted in unclear frameworks and insufficient test coverage. To address this problem Company C could take the following steps to create an effective testing process:

Implementing proper QA and testing practices:

Establish official quality assurance testing resources: Company C should recognize the importance of quality assurance in Agile development and hire professional quality assurance testers. Providing them with proper training will ensure systematic and effective testing. Establishing a dedicated QA team or hiring QA professionals who can create well-defined, repeatable test cases will assure an acceptable degree of test coverage.

Implement formal quality assurance processes and frameworks:

Company C needs to implement formal quality assurance processes and frameworks to ensure systematic and consistent testing throughout the development process. This makes use of defining clear testing methodologies, standards, and practices, and integrating them into the Agile development process to ensure alignment with development efforts and business objectives.

Collaborate and integrate quality assurance testing with development process:

Company C should foster collaboration and integration between QA testers, developers, and business analysts to ensure that testing is conducted in parallel with development. Quality assurance testers involved in sprint planning, backlog grooming, and release planning will make sure that testing efforts are well-coordinated.

Automated testing implementation:

Testing tools and the framework need to be developed by the Company C to automate repetitive and time-consuming testing tasks. This will improve test coverage, efficiency, and reliability. Identifying and selecting appropriate automated testing tools and frameworks and training QA testers and developers to use them effectively will automate testing processes and improve the overall quality of the software.

Provide training and foster growth:

Company C should encourage continuous learning and improvement within the QA team and the development organization by providing ongoing training, workshops, and opportunities to learn and adopt new testing methodologies, tools, and best practices.

By addressing these solutions, Company C can overcome the challenges faced during the Agile implementation and the testing resource. Eventually, improving overall product quality and experience and business to enable successful Agile transformation and achieve the desired business outcomes.

4. *There was a major risk connected with the cutover of the existing legacy system to the new system in this project, which had to be planned. For the transfer to be successful, certain key architectural considerations had to be made about how the two systems would coexist for a period of time. The architectural design for that transition was not given enough attention, and a solution to this architectural difficulty was postponed until later in the development phase.*

Solution: To be precise, the issue mentioned above is about the lack of cutover strategy for transitioning from the legacy system to the new system. This puts a major risk on the success of the project.

The Approach:

1. **Advanced Cutover Planning:** Laying the foundation for a smooth transition is crucial. In this regard, we recommend organizing your own workshop that brings together key stakeholders from development, architecture and business. This workshop should address operational challenges such as minimizing downtime and ensuring data integrity. During the workshop, you will define the requirements for living together. This requires identifying the functions that need to run simultaneously on the old and the new system for some time. In addition, the team evaluated various architectural options to achieve this coexistence. This may involve a phased implementation, where users are migrated in stages, or exploring data migration strategies and ad hoc integration between systems. Finally, a detailed migration plan is created that describes the steps to transfer users and data to the new system. The plan must also include estimates of the resources and timelines needed to implement the chosen operational strategy.
2. **Integrate Cutover into Agile Iterations:** In order for clipping to occur smoothly during an agile development process, we recommend splitting clipping tasks into user stories. These user stories must be functional and clearly define the tasks involved in the transition to the new system. By integrating these user stories alongside development tasks in an agile sprint, disruption becomes a continuous process. Prioritization is key here – categorizing functional user stories based on their importance and potential risk ensures that critical tasks are addressed first. Allocating your resources to deliver milestones in each sprint further emphasizes its importance throughout the project. Finally, tracking progress with

Burndown charts also allows the team to track the completion of breaks along with development tasks, ensuring a smooth and timely transition.

3. **Continuous Risk Management:** Proactive risk management is essential to a successful operation. Schedule regular risk assessments throughout the project, allocating time for sprints or holding separate meetings. During these assessments, identify potential challenges and disruptions that may occur during the shutdown. Once risks are identified, develop mitigation plans. These plans identify measures to address these risks and reduce their potential impact on the decoupling process. The surgical plan itself must be a living document that is modified as needed throughout the project. Lessons learned from development, testing and ongoing risk assessments must be considered to ensure the plan is relevant and responsive to potential new challenges.
5. *In this particular project, a project manager was assigned; however, the company tried to implement a pure agile approach at the development level without a higher level of planning to perform some traditional project management functions such as planning a roll-out strategy, developing milestones, and performing general risk management tasks.*

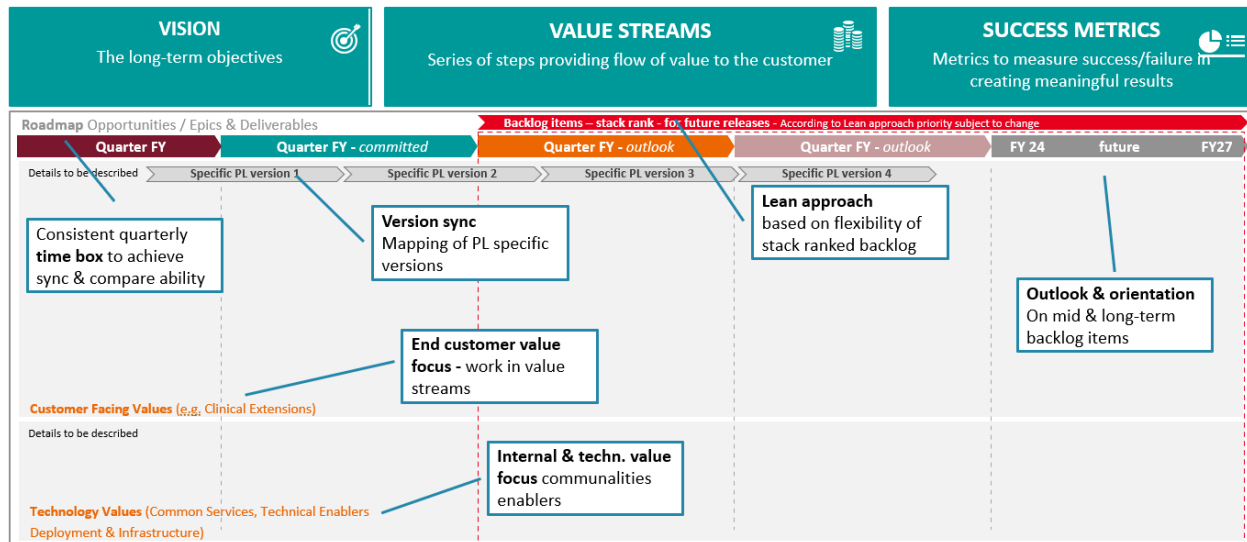
Solution: There were challenges faced by Company C in implementing agile methodology because company failed

to implement traditional project management functionalities. Missing on functions such as roll-out strategy planning, milestone development and risk management has led company to issues such as lack of clear direction, delayed timelines and overall increased project risks which ultimately impacts organization's ability of delivering.

However, implementing the following could help Company C to overcome the challenges associated with agile implementations:

1. **Defined Milestones:**

- Milestones should be based on factors such as being specific and clear, milestones which are measurable, logically achievable, related to domain and all these should be time bound providing a clear picture to stakeholders to track the achievements and progress throughout the project life cycle process.
- These parameters should be considered and discussed upon leveraging the scrum ceremonies such as planning, this will eventually help in keeping track of project objectives and the response to the changing priorities.
- Defining proper milestones and communicating them with a team helps them to keep on track to being aligned with the business requirements.



2. Planning deployment strategy:

- According to agile practice implementation keeping the deployment strategy be in sequence of development activities and based on the development plan there should be appropriate resources should be allocated to the implementation.
- Apart from these risks and dependencies it could be planned and made sure that before starting with execution of that task the respective dependencies and blockers are addressed and resolved.
- Highlighting the need, blocker, or dependencies well in advance helps not only in smooth implementation but also, with the overall planning and eventually the goal setting expectations.
- By implementing deployment strategy, would help Company C to adapt to the volatile market conditions and stakeholder requirements while keeping the delivery process intact.

3. Risk management:

- Implementing risk management focuses on proactively identifying, assessing, and mitigating the project risks that may be probable to occur.
- Implementing this would help Company C to identify and highlight the risks that may be addressed iteratively throughout the project lifecycle to minimize the impact on overall expected outcome.
- The Agile Risk Management framework as mentioned in agile implementation, is a practical approach to manage risks in agile projects. The framework also mentions integrating these risk management activities into agile ceremonies such as sprint planning and retrospective.
- They advocate for a collaborative approach to risk management, where risks are identified and addressed iteratively throughout the project lifecycle to minimize their impact on project outcomes.

- *Reference to Agile Methodology:* Layton and Ostermiller highlight the Agile Risk Management (ARM) framework as a practical approach to managing risks in agile projects. By integrating risk management activities into agile ceremonies such as sprint planning and retrospectives, this would Company C to organizations can foster a culture of continuous improvement and adaptability, enabling them to respond effectively to emerging risks and uncertainties.

6. *The individual users had sales goals that they needed to meet, and there was a significant amount of pressure to meet those goals. The management approach in the company had a strong command-and-control orientation. As a result, there was a lot of top-down direction to the project without a sufficient level of delegation of responsibility and empowerment of the team.*

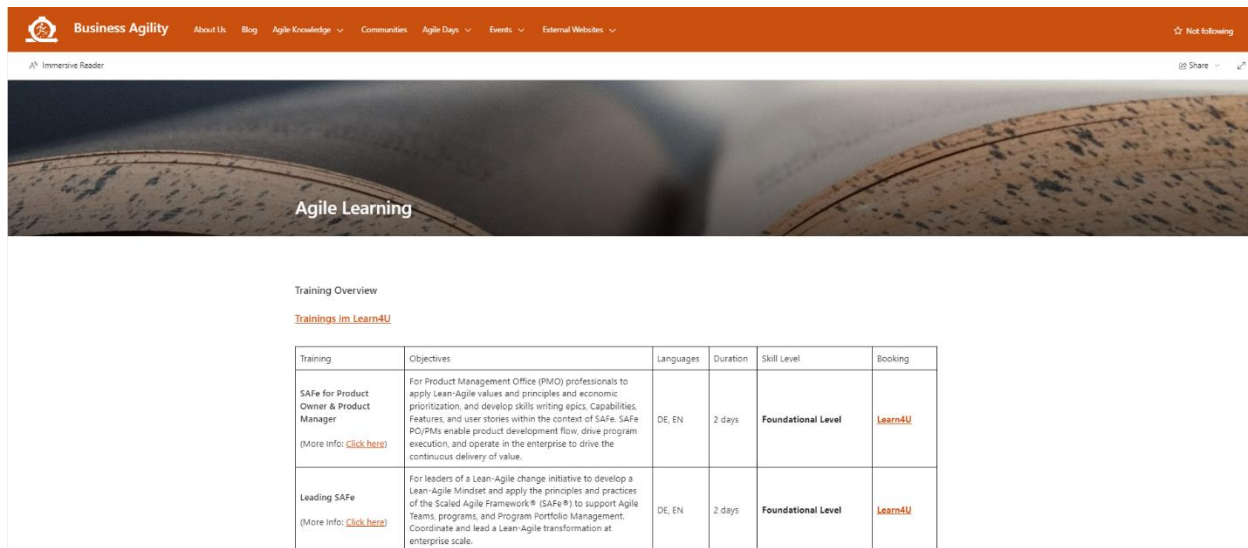
Solution: This issue deals with two factors: Individual sales targets/goals and the top-down management style that clashes with the traditional principles of Agile.

The Approach:

1. Align user goals with project goals: Proactive collaboration is essential to minimize user pressure from perceived non-compliance. For example, schedule meetings with sales representatives to gain a deeper understanding of their specific concerns and challenges. Find out if your agile sprints have user stories that could directly contribute to their sales goals. By developing a sense of shared responsibility for the success of the project, everyone contributes to a smooth transition.
2. Communicating Project Progress: Openness increases confidence and reduces anxiety. Update sales representatives regularly on project progress, including key milestones and upcoming features. Although overly detailed updates may not be necessary, providing immediate information and timelines allows them to adjust their sales strategies and proactively manage customer expectations. By keeping them informed, you can address issues before they become an unnecessary burden on the development team.
3. Implementing agile practices: Several practices are crucial to managing user pressure in an agile framework. Regular backlog refinement sessions ensure the team prioritizes user stories based on business value and user needs, which may include features that directly support sales operations. This focus on user-centric priorities demonstrates consistency and reduces pressure. Daily stand-up meetings promote clear communication, enabling early identification and resolution of problems, including user pressure issues. Finally, regular reviews foster a culture of open communication and shared ownership. Continuous learning and the team's authority to recommend improvements fosters a more collaborative and user-centric approach, ultimately reducing pressure on all stakeholders.

7. An agile project management tool was used on the project, but no one on the project team was fully trained in its use. As a result, the tool was not well utilized, and it was very difficult to plan and organize the project.

Solution: The company can create a dedicated page to promote agile, agile practices, agile project management tools as below.



Business Agility About Us Blog Agile Knowledge Communities Agile Days Events External Websites Not following

Immersive Reader Share

Agile Learning

Training Overview

[Trainings in Learn4U](#)

Training	Objectives	Languages	Duration	Skill Level	Booking
SAFe for Product Owner & Product Manager (More info: Click here)	For Product Management Office (PMO) professionals to apply Lean-Agile values and principles and economic prioritization, and develop skills writing epics, Capabilities, Features, and user stories within the context of SAFe. SAFe PO/PMs enable product development flow, drive program execution, and operate in the enterprise to drive the continuous delivery of value.	DE, EN	2 days	Foundational Level	Learn4U
Leading SAFe (More info: Click here)	For leaders of a Lean-Agile change initiative to develop a Lean-Agile mindset and apply the principles and practices of the Scaled Agile Framework® (SAFe®) to support Agile Teams, programs, and Program Portfolio Management. Coordinate and lead a Lean-Agile transformation at enterprise scale.	DE, EN	2 days	Foundational Level	Learn4U

1. The company should focus on training the project team in Agile principles, practices, and tools.
2. It should also offer specialized training on the agile project management tool being used to ensure team members are proficient in its use.
3. To drive an agile working environment in the company, they must aim to focus on sharing experience and offering learning opportunities with **agile workshops** and **agile consulting**.

Agile workshops: They can provide modular workshops to share knowledge and best practice to projects and teams, e.g.:

1. Scrum Basic Workshop
2. Setting up agile projects and roles
3. Working with backlog and user stories
4. Improving through retrospectives
5. Continuous Integration / Continuous Delivery
6. Agile Working in Azure Dev Ops
7. Hybrid Working

Agile consulting:

Support for projects that want to work according to agile principles.

1. **Selective consulting** and support for individual topics.
 - First project setup (including selection of agile methods/tools)
 - Train project roles
 - Support creating the first backlog.
 - Inspect meetings.
 - Perform retrospectives.
 - Communication to customer
 - Scrum Master / Product Owner shadowing.
 - Support setting up a Kanban board.
 - Agile working together with quality processes
 2. **Full consulting** and support of a project for a defined period depending on individual needs of client.
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4. Employees who are experienced, trained, and certified in agile methods like Scrum, Safe, Design Thinking etc. must accompany teams, Scrum Masters and Project Manager within agile setups, to help them internalize the processes of agile work, so that they are equipped for the future.
 5. Experienced employees should help and teach teams how to
 - **manage** changing priorities.
 - **accelerate** software delivery.
 - **increase** team excellence.
 - **improve** business and IT alignment.
 - **enhance** quality.
 - **reduce** project risks.
 6. Every team member must believe in the power of collaboration and synergy. Together, a team needs to unite their expertise, strengths, efforts, and work seamlessly as a unified force to support themselves in their agile journey.
 7. The company should encourage open communication channels within the team and between the development organization and stakeholders and establish regular feedback loops to gather insights into project progress, issues, and areas for improvement.
 8. If none of them in the company has a strong foundation in agile tools and practices, then hire experienced Agile coaches to provide guidance and support to the project team. These coaches can assist in implementing Agile methodologies effectively and offer advice on best practices.

9. One can begin with smaller Agile projects to gain experience and build confidence within the company. Gradually scale up Agile practices and processes as teams become more proficient and comfortable with the methodology.
