# PROJECT MANAGEMENT FOR INNOVATIVE PROJECTS
## (part 2 OF IT PROJECT MANAGEMENT)

# 8th LESSON MAY 14 th 2025

# STAKEHOLDERS&TEAMS

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# SUMMARY

1. INNOVATION AND METHODOLOGIES
2. AGILE CONCEPTS
3. AGILE METHODOLOGIES OVERVIEW WITHOUT SCRUM
4. SCRUM
5. LEAN
6. DESIGN THINKING
7. VALUE DRIVEN DELIVERY
8. **STAKEHOLDERS,TEAMS**
9. CASE STUDIES
10. EXERCISES
11. CONTINUOUS IMPROVEMENT
12. REVIEW
13. CONCLUSION

# PROJECT MANAGEMENT FOR IT REVIEW LESSONS 1-7

…after a genral analysis of AGILE APPROACH we presented 3+5 METHODOLOGIES  **outlining 3 words:**

# ITERATION-REQUIREMENT-DONE

Methodologies:FDD,DSDM,AUP,XP,LEAN,KANBAN,CRYSTAL and finally

# SCRUM&HYBRID AGILE APPROACHES

**which**

**prioritize deliveries according to assigned value by the customer:**

## *"EAT YOUR DESSERT FIRST"*

# STAKESHOLDER&TEAM

## *PEOPLE OVER PROCESSES*

**PROJECTS ARE UNDERTAKEN FOR PEOPLE AND BY PEOPLE**

# REMINDER: AGILE VALUES

## AGILE MANIFESTO COMES BY EFFORTS IN DEVELOPING SOFTWARE TO VALUE:

**1-INDIVIDUALS AND INTERACTIONS** OVER PROCESSES AND TOOLS

**2-WORKING SOFTWARE** OVER COMPREHENSIVE DOCUMENTATION

**3-CUSTOMER COLLABORATION** OVER CONTRACT NEGOTIATION

**4-RESPONDING TO A CHANGE** OVER FOLLOWING A PLAN

# PART A:STAKEHOLDERS

«any people who will be impacted or have impact on a project»

**Customers&users,suppliers,business representatives,project managers,norms representatives,quality inspectors,product owners,teams,scrummaster**

GETTING THEM INVOLVED IS ESSENTIAL FOR THE SUCCESS OF ANY PROJECT

# STAKEHOLDERS ENGAGEMENT:5 THEMES

1. TAKING CARE
2. ESTABLISHING A SHARED VISION
3. COMMUNICATION
4. WORKING COLLABORATIVELY

# 1-TAKING CARE OF STAKEHOLDERS

IN THE AGILE MINDSET THE CONCEPT OF STAKEHOLDER MANAGEMENT BECOMES

# **STAKESHOLDERS STEWARDSHIP**

# TAKING CARE OF STAKEHOLDERS

- STAKEHOLDERS STEWARDSHIP IS MAKING SURE THEY HAVE WHAT THEY NEED

- AS IN PRESCRIPTIVE MANAGEMENT,ALSO IN AGILE IT IS KEY TO IDENTIFY ALL THE STAKESHOLDERS AND  CAREFULLY FOLLOW THEIR INVOLVMENT

- SOME OF THEM ARE OBVIOUS BUT SOME OF OTHER ROLES MAY BE TRICKER TO IDENTIFY SUCH AS AUDITORS

- EXCLUDING OR ALIENATING ANY OF THEM MAY PUT SUCCESS AT RISK

# TAKING CARE OF STAKEHOLDERS: EDUCATING THEM ABOUT AGILE

- SOME STAKEHOLDERS MAY BE NEW TO AGILE METHODS
- THEY MUST BE EDUCATED ON VALUES,GOALS,PRACTICES,BENEFITS
- ANY CHANGE MEETS SOME DEGREES OF SKEPTICISM AND CAUTION (NOT BAD)

# TAKING CARE OF STAKEHOLDERS: KEEPING THEM ENGAGED

- ONE BENEFIT OF SHORT ITERATIONS:STAKEHODERS DON'T LOSE INTEREST

- REMINDER: INCREASED VISIBILITY IS ONE ELEMENT OF THE AGILE VALUE PROPOSITION

# DELIVERY VALUE IS THE REASON TO DO PROIECTS



**AGILE DEVELOPMENT**
VALUE PROPOSITION

VISIBILITY

ADAPTABILITY

BUSINESS VALUE
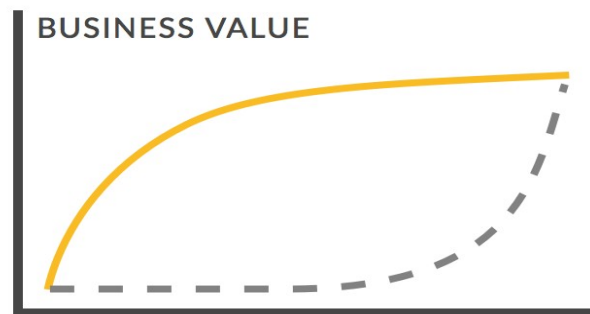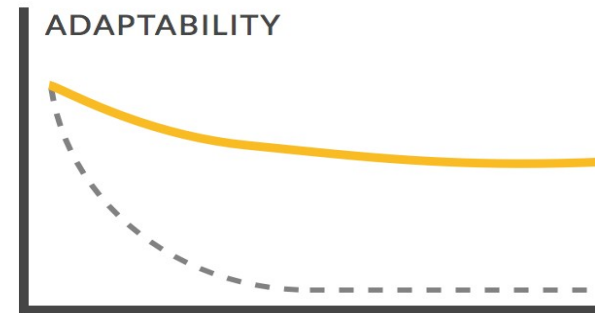
RISK

— AGILE DEVELOPMENT    --- TRADITIONAL DEVELOPMENT

# ENGAGING STAKEHOLDERS

- STAKESHOLDERS MUST HEAR ABOUT CHANGE REQUESTS ASAP

- AN ONGOING DIALOGUE HELP A QUICK RISKS AND ISSUES IDENTIFICATION

# GULF OF EVALUATION

The **gulf of evaluation** is the degree to which a system provides <u>representations</u> perceived and interpreted in terms of expectations and intentions of the <u>user</u>

The gulf is small when the system provides information about its state in a easy to interpret form matching the way the person thinks of the system"

# POOR STAKESHOLDERS ENFAGEMENT✉
# RISK TO FALL IN THE GULF OF EVALUTION
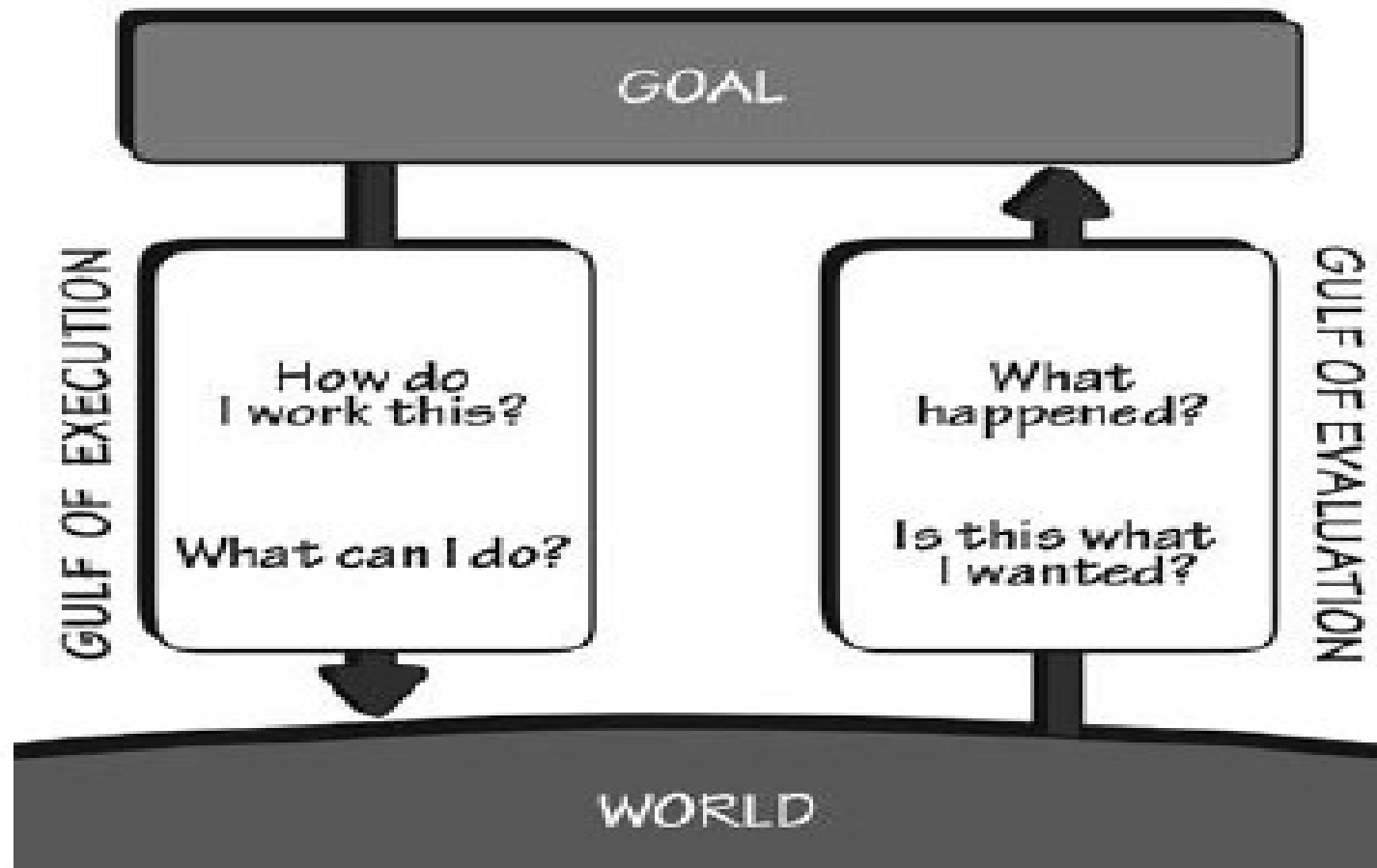
# BRIDGE THE GULF OF EVALUATION

- COMMON BECAUSE MISMATCHES ARISE BETWEEN WHAT A PERSON ENVISIONS AND TRIES TO DESCRIBE AND HOW THIS DISCRIPTION IS INTERPRED BY ANOTHER PERSON

- IF THE MISMATCH REMAINS UNCECKED FOR TOO LONG REWORK OR FAILURE CAN OCCUR

- AGILE METHODS USE MANY TOOLS TO BRIDGE THIS GULF

# PRINCIPLES OF ENGAGING STAKEHOLDERS

- GET THE RIGHT STAKESHOLDERS
- CEMENT STAKESHOLDERS INVOLVMENT
- ACTIVELY MANAGE THEIR INTERESTS
- FREQUENTLY DISCUSS WHAT «DONE» LOOKS LIKE
- SHOW PROGRESS AND CAPABILITIES
- CANDIDLY DISCUSS ESTIMATES AND PROJECTIONS

# 2-ESTABLISHING A SHARED VISION

- CHARTER IS ONE OF THE FIRST DOCUMENTS PRODUCED FOR A PROJECT

- IT DESCRIBES GOALS,CONTENTS,APPROACH AND GETS AUTHORIZATION

- TWO KEY CHARTER ASPECTS  ARE ACKNOWLEDGED **IN AGILE:**

**1- SCOPE MAY CHANGE**

**2-INITIALLY SOME ASPECTS  MAY BE UNKNOWN**

**SO FOCUS IS MAINLY ON GOALS**

# DEVELOPING AN AGILE CHARTER

- WHO WILL BE ENGAGED?
- WHAT IS THE PROJECT ABOUT?
- WHERE WILL IT OCCUR?
- WHEN WILL IT START AND END?
- WHY IS IT BEING UNDERTAKEN?
- HOW WILL IT BE UNDERTAKEN?

# DONE and DELIVERABLES

2 ESSENTIAL CONCEPTS FOR ESTABLISHING A SHARED VISION

- A LIST OF ITEMS MUST BE DISCUSSED AND CHECKED IN A SW PROJECT

**BEFORE DECLARING ANYTHING «DONE»**

- A DELIVERABLE IS ANY VERIFIABLE PRODUCT,RESULT,CAPABILITY TO PERFORM A SERVICE THAT MUST BE PRODUCED TO COMPLETE A PROJECT OR  A PHASE

**DELIVERABLES MEETING ACCEPTANCE CRITERIA ARE  SIGNED OFF AND APPROVED BY THE CUSTOMER OR SPONSOR**

# LIST OF ITEMS TO BE DISCUSSED AND CHECKED IN A SW PROJECT

## BEFORE DECLARING ANYTHING «DONE»

- ARE ALL UNITS **TESTED**?

- IS ALL CODE **WRITTEN**?

- HAS THE CODE BEEN **REFACTORED** TO THE TEAM'S SATISFACTION?

- DOES THE BUILD **SCRIPT** INCLUDE ANY NEW MODULES?

- DOES THE INSTALLER **MIGRATE** DATA WHEN APPROPRIATE?

- HAVE ALL KNOWN BUGS BEEN **FIXED**?

# DELIVERABLES

- KEY ELEMENTS OF THE SCOPE OF A PROJECT


- THEY INCLUDE BOTH THE PRODUCT/SERVICE OUTPUTS  AND ANCILLARY RESULTS AS REPORTS AND DOCUMENTATION **IF PLANNED**

# DELIVERABLES

FINAL PREREQUISITE BEFORE CLOSING A PROJECT: CONFIRMATION THAT THE CUSTOMER IS SATISFIED WITH THE QUALITY OF ALL THE DELIVERABLES

TANGIBLE OR INTANGIBLE AS A RESULT OF THE PROJECT TO BE DELIVERED TO A CUSTOMER

# 3-COMMUNICATION WITH STAKEHOLDERS

STATE OF A KNOWLEDGE PROJECT,OFTEN INVISIBLE, CAN'T BE STATED LOOKING **AROUND THE OFFICE**

SO IT IS CRITICAL A FREQUENT COMMUNICATION TO ENSURE EVERYONE IS ON THE

**SAME PAGE**

MANY PROJECT FAILURES ARE TRACKED BACK TO

**FAILURE COMMUNICATION**

# KNOWLEDGE SHARING

- INFORMATION IS THE BASIC COMMODITY OF AGILE PROJECTS

- AIM MUST BE SHARING INFORMATION AND MAKING IT AVAILABLE TO EVERYONE TO CONSUME IT RATHER THAN HOARDING IT

# KNOWLEDGE SHARING

- IT APPEARS AT MANY LEVELS IN BOTH OBVIOUS AND SUBTLE WAYS:

-TEAM TO CUSTOMER

-CUSTOMER TO TEAM

-KANBAN BOARDS

-INFORMATION RADIATORS

-PERSONAS

-WIREFRAMES

# KNOWLEDGE TRANSFER IN XP's CORE PRACTICES
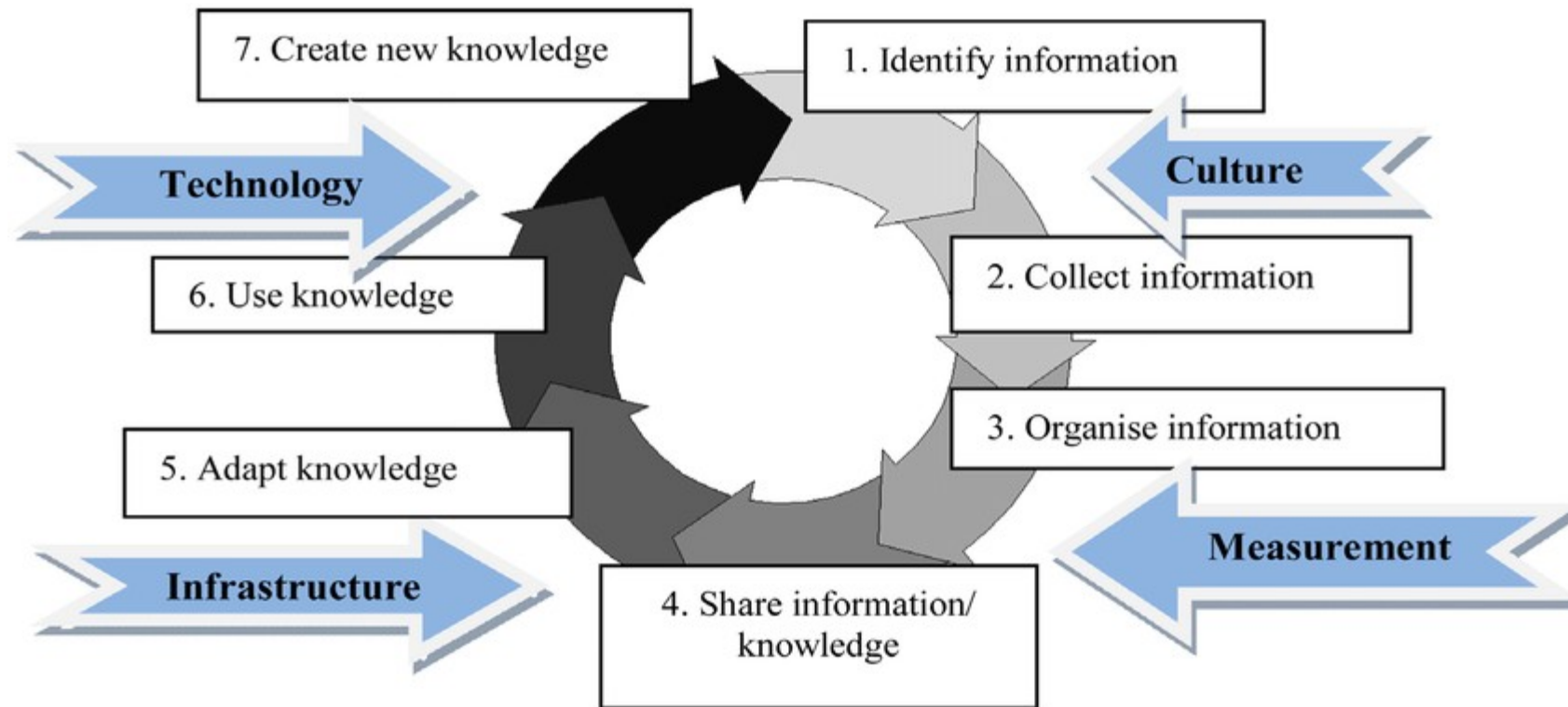
# INFORMATION RADIATORS

AGILE'S UMBRELLA TERM FOR HIGHLY VISIBLE DISPLAYS OF INFORMATION:

TOOLS OFTEN REFERRED AS «VISUAL CONTROLS», DISPLAYED IN HIGH-TRAFFIC AREAS TO MAXIMISE EXPOSURE FOR A QUICK STAKESHOLDERS INFORMATION ABOUT THE PROJECT'S STATUS

THEY «RADIATE» INFORMATION QUICKLY TO ANYONE WHO IS INTERESTED

# DATA DISPLAYED IN INFORMATION RADIATORS

- FEATURES DELIVERED VERSUS FEATURES TO BE DELIVERED
- WHO IS WORKING ON WHAT
- FEATURES SELECTED FOR THE CURRENT ITERATION
- VELOCITY AND DEFECT METRICS
- RETROSPECTIVE FINDINGS
- LIST OF ISSUES AND THREATS
- STORY MAPS
- BURN CHARTS

# DATA DISPLAYED IN INFORMATION RADIATORS
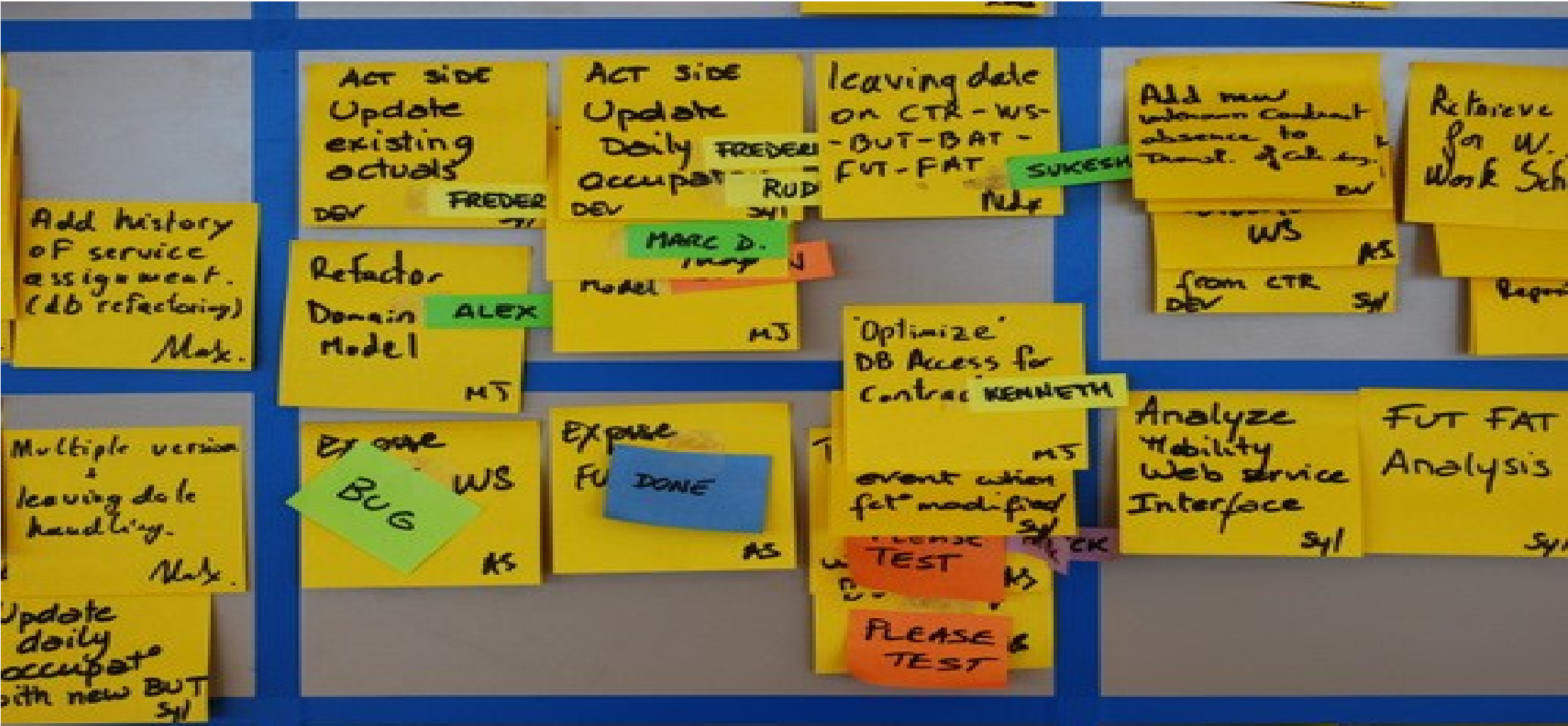
# REMOTE TEAMS

A lot of people work from home these days and many aren't used to it-

A period of adjustment is needed

Companies try to provide virtual collaboration software by allowing  customers to expand the use of the platforms without additional costs.

**But  successful remote working is more than just to get the right software solution**.

It requires a different mindset, a different way of collaborating✉ MANY CHALLENGES

**The ability to move the project forward is important to people right now as they look for some sense of continuity in a time of extreme disruption.**

# INNOVATION GAMES

- REMEMBER THE FUTURE✉BASED ON COGNITIVE PSYCOLOGY
- PRUNE THE PRODUCT TREE✉BRAINSTORMING PRODUCT FEATURES TO SET PRIORITIES AND DEFINE SEQUENCES
- SPEEDBOAT✉REDUCE OR AVOID THREATS AND EXPLOIT OPPORTUNITIES
- BUY A FEATURE✉PRIORITIZATION EXERCISE
- BANG FOR THE BUCK✉VALUE VERSUS COST RANKINGS

# 4-WORKING COLLABORATIVELY

- COLLABORATION IS IN THE 3° VALUE AND 4° PRINCIPLE OF THE MANIFESTO

BENEFITS:

1. GENERATION OF WISED DECISION
2. PROMOTION OF PROBLEM SOLVING
3. ACTION FOSTERING
4. SOCIAL CAPITAL BUILDING
5. FOSTERING OWNERSHIP OF COLLECTIVE PROBLEMS

# TOOLS&TECHNIQUES FOR A COLLABORATIVE WORK

- WORKSHOP:MEETINGS WHERE PARICIPANTS GET THE WORK DONE

-DIVERSE GROUPD REFLECTING A WIDER RANGE OF VIEWPOINTS

-PREVENTION OF DOMINANT INDIVIDUALS FROM DISCUSSION MONOPOLIZING

-5 MINUTES ACTIVITY OF EVERY PARTICIPANT

**WORKSHOP NATURE IS VERY ACTIVE**

- BRAINSTORMING:  GENERATION  OF IDEAS («there are not stupid ideas»)

- INNOVATION GAMES:FACILITATED TECHNIQUES FOR BETTER UNDERSTANDING OF COMPLEX OR AMBIGUOUS ISSUES

# 5-INTERPERSONAL SKILLS:HARDER THAN TECHNICAL SKILLS

- EMOTIONAL INTELLIGENCE= ABILITY TO IDENTIFY, ASSESS,INFLUENCE OUR EMOTIONS AND THOSE OF OTHER PEOPLE

- OUR OWN FEELINGS HAVE TO BE FIRST RECOGNIZED; THEN TO BE CONTROLLED

- THEN WE CAN DEVELOP EMPATHY WITH OTHERS, IDENTIFYING WHEN THEY ARE STUCK, FRUSTRATED,UPSET IN ORDER TO HELP THEM

- AT THIS POINT WE CAN USE OUR ABILITY TO INFLUENCE,INSPIRE,LEAD OTHERS

# EMOTIONAL INTELLIGENCE
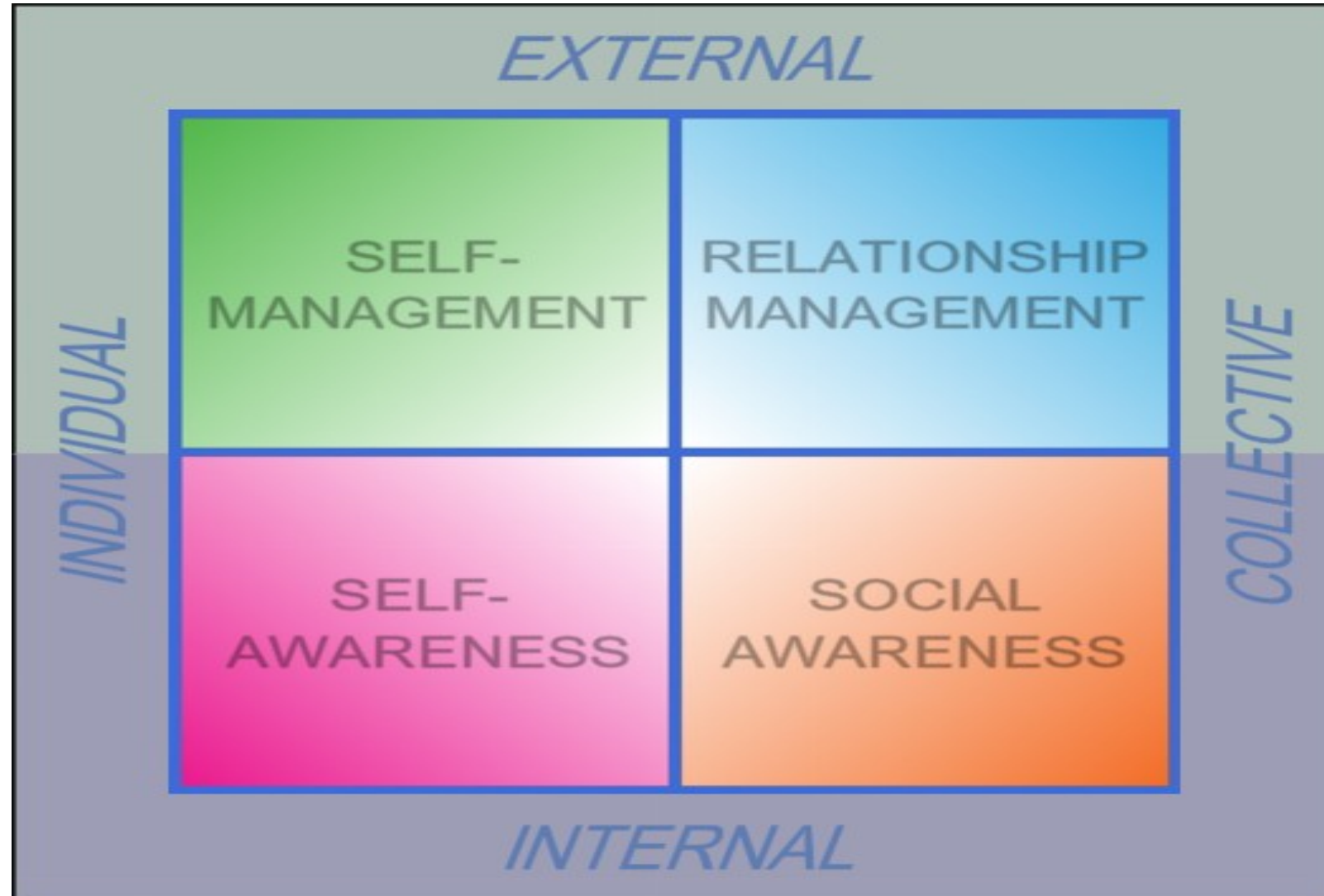
# NEGOTIATION

- **3 SUBJECTS:**
**-REQUIREMENTS**
**-PRIORITIES**
**-»DONE»**

# PART B:AGILE TEAMS

- AS TEAM MEMBERS ARE STAKEHOLDERS MANY COVERED ITEMS IN PART A AS COMMUNICATION,COLLABORATION, EMOTIONAL INTELLIGENCE,FACILITATION ARE ALSO RELEVANT TO TEAM PERFORMANCE, MAINLY FOR LEADERS

WHAT DOES REMAIN TO BE COVERED?

1. BUILDING AGILE TEAMS
2. TRACKING TEAM PERFORMANCES

# PEOPLE OVER PROCESSES

1° VALUE OF MANIFESTO:

**«INDIVIDUALS AND INTERACTIONS OVER PROCESSES AND TOOLS»**

# *«The soft stuff is the hard stuff»*

# BUILDING AGILE TEAMS

- TEAM: A SMALL NUMBER OF PEOPLE WITH COMPLEMENTARY SKILLS; COMMITTED TO A COMMON PURPOSE

- AGILE METHODS RECOMMEND TO KEEP THE DELIVERY TEAM SMALL TO ALLOW THE DEVELOPMENT OF RELATIONSHIPS AND A DIRECT COMMUNICATION

# BUILDING AGILE TEAMS GENERALIZING SPECIALISTS

- SPECIALISTS HAVE A NARROW SKILLSET AS THEY SPECIALIZE IN ONE FUNCTION OR ROLE BY CAUSING 2 PROBLEMS:
- 1-MULTIPLE HANDOFFS NEED: SLOW AND RISKY
- 2-THE SEQUENTIAL PROCESS CAN LEAD TO BOTTLENECKS

# CHARACTERISTICS OF HIGH PERFORMANCE TEAMS

- SHARED VISION (faster decisions and trust)
- REALISTIC GOALS (people need success)
- SMALL TEAM SIZE (communication  and tacit knowledge)
- SENSE OF TEAM IDENTITY (increase loyalty to the team)
- STRONG LEADERSHIP (poinying out the way, then teams own the mission)

# AGILE LEADERSHIP

Creating the right context for self-organisation:where **agile** teams

-collaborate

-learn from each other

-get quick feedback from users

-are focused on continuous learning.

**The agile leader doesn't manage the people**

# AGILE LEADERSHIP VERSUS PRESCRIPTIVE MANAGEMENT

**Traditional management** is based on decision-makers who **control** the **behaviors of the people underneath**.

**Agile Leadership** flips the chart upside down focusing on **customers at the very top.**

# LEADERSHIP ALSO BY ACTIVE LISTENING

- «DO WHAT I MEAN,NOT WHAT I SAY»

- OUR LISTENING SKILLS PROGRESS THROUGH 3 LEVELS:

1-**INTERNA**L: INTERPRETATION THROUGH OUR LENS

(*how is this going to affect me?*)

2-**FOCUSED**:PUTTING IN THE MIND OF THE SPEAKER

(*how are her words,pauses, voice, tone?*)

3-**GLOBAL:** ADDITION OF SUBTLE AND ENVIRONMENTAL INDICATORS

(*do other listeners seem to agree or are they averting their eyes?*)

# FACILITATION IN MEETINGS

- **GOALS: DECISIONAL OR INFORMATIVE?**

- **RULES: DURATION,RESPECTNG VIEWS OF PARTICIPANTS**

- **ASSESSING: MEETING IS MUST BE PRODUCTIVE,ALLOWING EVERYONE TO EXPRESS HIS OPINIONS**

# ADAPTIVE LEADERSHIP

- ONE POPULAR MODEL IS THAT OF SITUATIONAL LEADERSHIP WHICH IDENTIFIES 4 LEADERSHIP STYLES:

1-FORMING /DIRECTING:STORMIN (low competence,high committment

2-STORMING/COACHING: (some competence,low committment)

3-NORMING/SUPPORTING: (moderate competence, variable committment)

4-PERFORMING/DELEGATING: (high competence,high committment)

# MOTIVATION

"If you want to build a boat, don't gather men to cut wood, divide tasks and issue orders, but teach them nostalgia for the vast and infinite sea"

Antoine de Saint-Exupéry

# MOTIVATION

- I have missed more than 9000 shots in my career.
- I have lost almost 300 games.
- 26 times, they gave me the confidence to make the winning shot of the last second and I was wrong.
- I have failed over and over and over again in my life.

**That's why I was successful**

**Michael Jordan**

# TRAINING,COACHING,MENTORING

- **TRAINING:teaching skill or knowledge via practice and instruction**
- **COACHING:facilitated process helping people to develop their performance**
- **MENTORING:professional relationship, for tackling isues on a as needed basis**

# BURN CHARTS

- ONE OF THE MOST COMMON TOOLS DISPLAYED ON HIGHLY VISIBLE INFORMATION RADIATORS

- BURNDOWN CHARTS SHOW THE ESTIMATED REMAINING EFFORT

- BURNUP CHARTS SHOW THE ALREADY DELIVERED FEATURES

# BURN CHARTS
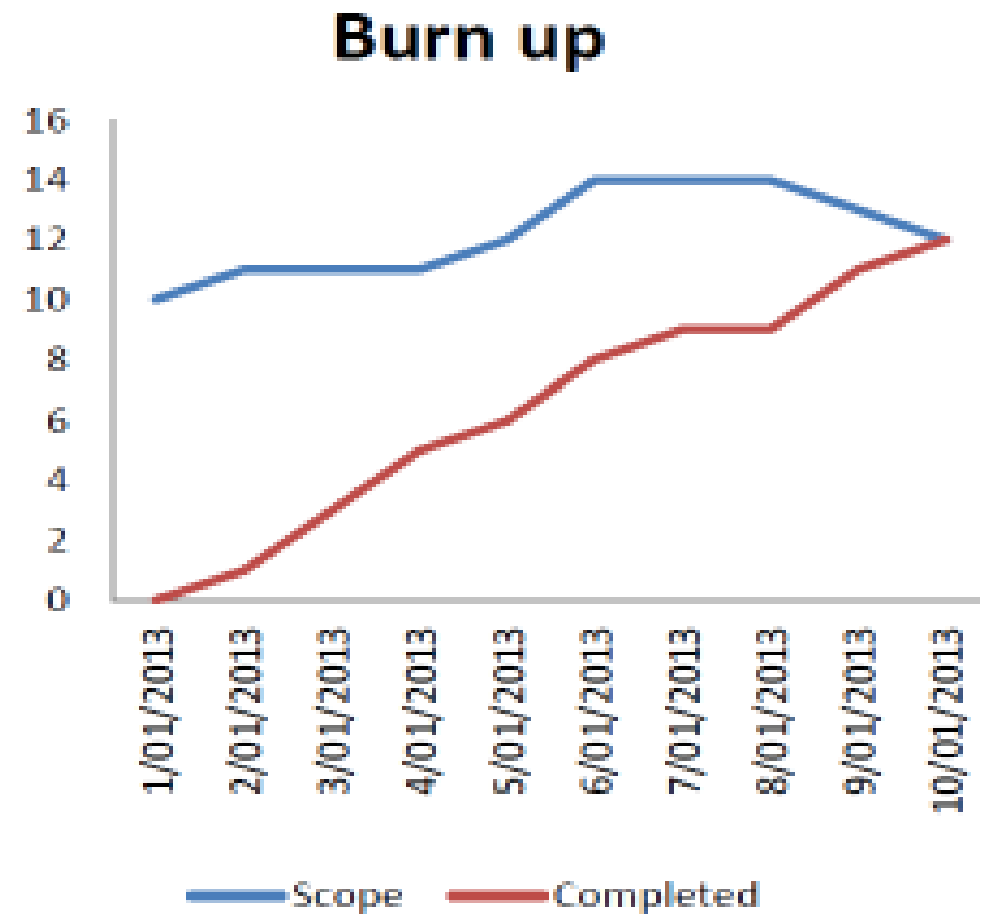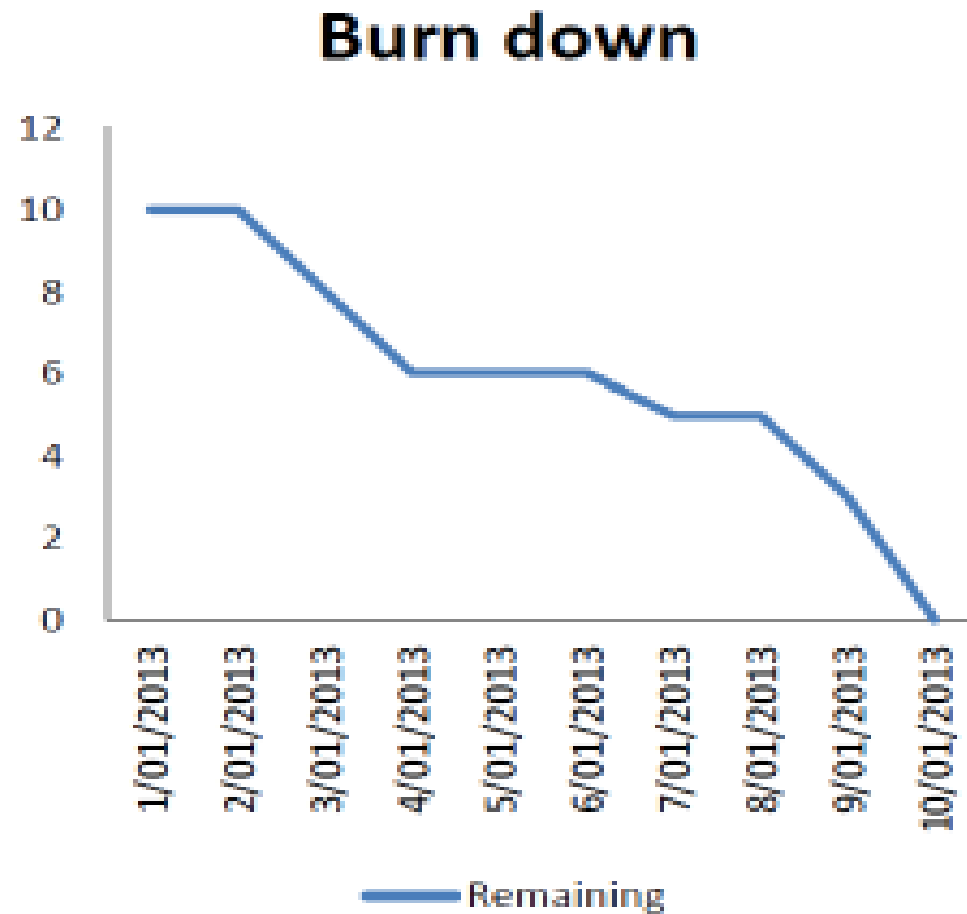
# WHAT DID I TRY TO COMMUNICATE TO DAY?

- PEOPLE OVER PROCESSES
- GETTING STAKEHOLDERS INVOLVED

AND TEAM MOTIVATED IS ESSENTIAL FOR THE SUCCESS OF ANY PROJECT

# EXERCISE 1

- 1-Say the best way to share the team progress with other stakeholders
- 2-Definition of «done» in Scrum: is it

A-Coming by the product owner

B-Defined by the Scrummaster

C-Defined by the team

D-Agreed by the team and the product owner

3-Describe an agile project charter

4-To what the gulf of evaluation refers to?

A-Gap between product owner and testers knowledge

B-Mismatch between customer's vision and team understanding of a solution

C-Disparity between what a customer want and what he really need

# EXERCISE 2

- 1-What would be a step forward in your tem's evolution?
- 2 If it is not possible to locate all team members in the same location what are the likely to experience?
- 3. As an agile team leader what do you want toavoid:

A-prioritizing team goals

B-rewards for expected behaviour

C-individual motivation

D-reward individual goals at the expense of project goals

- 4 1- At what team formation phase is conflict like to be the highest?
(forming, storming…)

# PROJECT MANAGEMENT FOR IT REVIEW LESSONS 1-7

# AGILE✉ITERATION&REQUIREMENT «DONE»

**METHODOLOGIES to get VALUE**

# A CASE STUDY SHOWED THAT IT'S MAINLY A MATTER OF MINDSET WITH SOME TAILORING

# PROJECT MANAGEMENT FOR IT REVIEW LESSONS 1-7

…after a genral analysis of AGILE APPROACH we presented 3+5 METHODOLOGIES  **outlining 3 words:**

# ITERATION-REQUIREMENT-DONE,**presenting these methodologies:**

**FDD,DSDM,AUPXP,LEAN,KANBAN,CRYSTAL and finally ,SCRUM**

**But the temptation of reaching value goals through a hybrid approach is very strong!**

# GOING FORWARD INTO AGILE MINDSET AND PRACTICES

IN ORDER TO PROVIDE YOU WITH A QUITE COMPREHENSIVE VIEW OF AGILE,AFTER DESCRIPTION OF CONTENTS AND METHODOLOGIES WE ANALYZED:

***CONTEXT***

**-VALUE DRIVEN DELIVERY**✉ ***EAT YOUR DESSERT FIRST***

AND WE WILL ANALYZE

**-STAKESHOLDER&TEAM: PEOPLE AS THE MOST IMPORTANT ITEM**

THEN WE WILL CLOSE ON *WHAT&HOW TO ACT*

**-ADAPTIVE PLANNING&PROBLEM DETECTION/RESOLUTION**

**-CONTINUOUS IMPROVEMENT and DESIGN THINKING TO GO ON**