



Don't Get Lost in Translation

**Effectively Translating Agile into Enterprise Program
Management for Executive Stakeholders**

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WorkflowOne

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Saturday, Mar 26th, 2011



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Agenda

- Background
- The Program Management Problem
- Benefits of an Agile Approach
- Our Approach
- Examples

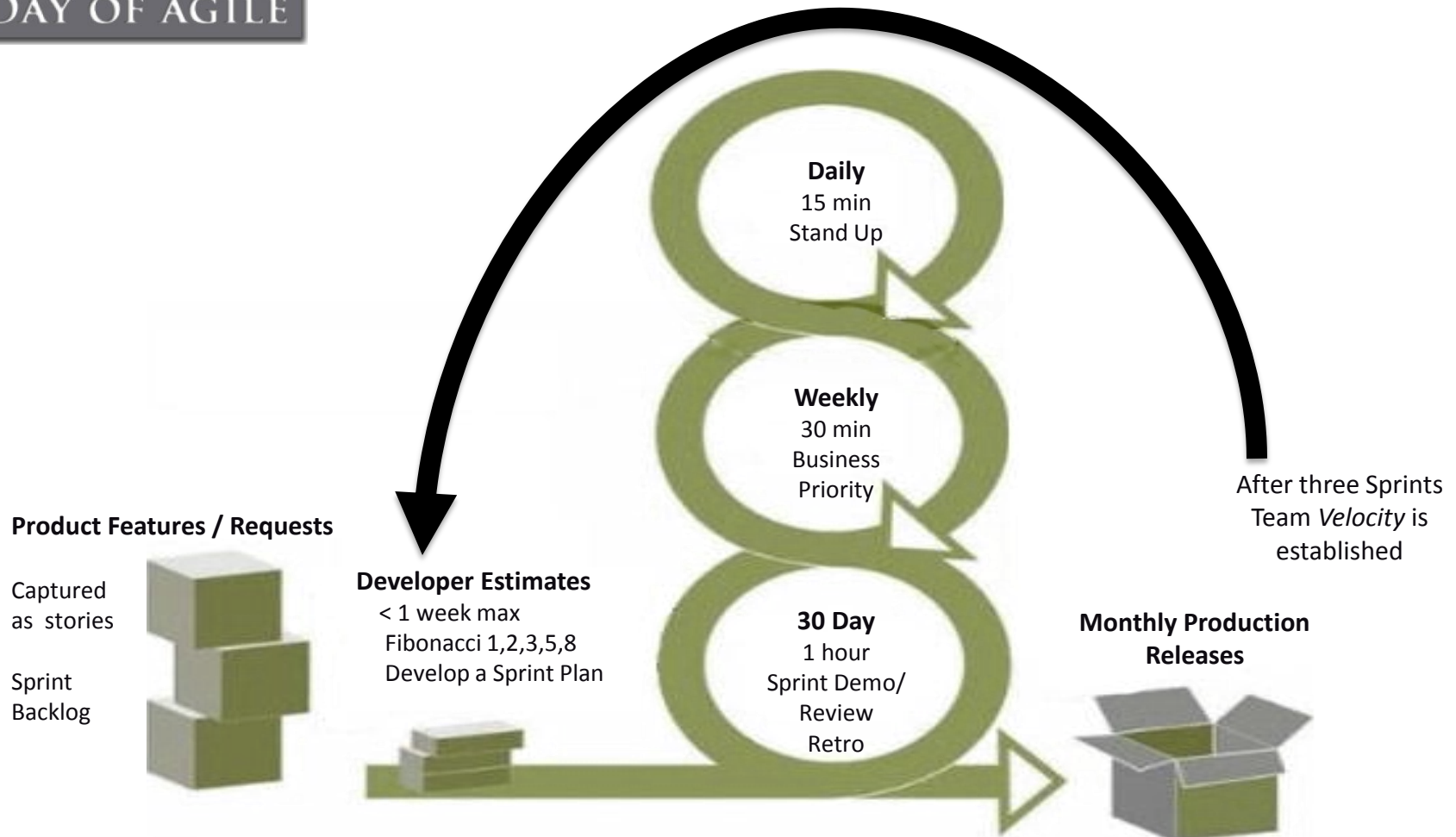


Background

- IT PM - 14 years
- PM @ WorkflowOne since 2009
- Web Development Manager for WF1
- Started 12 months ago on an eCommerce program to replace all web –based order capture systems
- A program of Core, Migration, Campaign management, and Complex order capture will all be managed using Agile / SCRUM
- All of these related projects will integrated



Agile / SCRUM





Program Management

- Traditional Program Management
- Planning, estimating and prioritizing value delivery to the organization
- Tied to Strategic and Budgetary Planning
- Communicates/Interfaces with Executives
- Tools – Processes such as Project Governance, Total IT Capacity, Roadmaps and Project Plans provided by PMs



The Gap

- In most organizations, management lacks trust based on experience
 - IT projects typically overrun
 - Project impacts come out of nowhere
 - Unknown risks and uncertainty

With one exception... "Lucky Good Guessers"
- It's g(r)EEK to me
 - A significant gap in communication between Management and IT
 - Expectations are driven by something other than facts or the ability to deliver.
 - "Take the Hill!" mentality



Applying Agile

- Challenges
 - Continually educate about Agile
 - Power of prioritization
 - Reality is better but it doesn't remove uncertainty
 - The intuitive nature of Agile vs. the corporate analytical
- Agile brings
 - Grass roots historical data
 - Incremental value not big bang
 - A pattern of consistent delivery
 - Rebuild trust ...over time



Our Approach

Establish consistent communication

- Bottom up metrics
 - Estimates based on relative complexity
 - Established monthly team velocity
 - Calc average monthly churn % (20 pts)
 - Un-estimated backlog stories get assigned a value (4 - 8 pts)
 - Rollup to Release Themes = Business Value
 - Rollup to Yearly Roadmap
- Maintain Transparency
- Settle on Tools (TFS/Excel)
- Daily Stand ups
- Weekly Steering Meeting w/Business Owners
- Monthly Demo and Sprint Review



Case Study: WorkflowOne

Current Sprint -> VS2010, TFS & Scrum Template

Current Sprint Backlog [Results] - Microsoft Visual Studio

File Edit View Build Debug Team Tools Window Help

New Work Item New Query

Current Sprint Backlog [Results] Source Control Explorer

Save Results Refresh Open in Microsoft Office Edit Query Column Options

Query Results: 22 items found (1 currently selected).

ID	Title	State	Assigned To	Description
940	Direct Data Load - Categories	In Test	Zeher, Matthe...	Migrating C...
917	Direct Dataload - Standard Item (Testing Only)	In Test	Zeher, Matthe...	
607	Direct Dataload - Item Images	In Test	Zeher, Matthe...	As a WFO ...
606	Direct Data Load - Products/Variants/Specs	In Test	Zeher, Matthe...	As a WFO ...

Save Work Item Previous Next

Product Backlog Item 940 : Direct Data Load - Categories

Title: Direct Data Load - Categories

Iteration: Store\01-Release 1\08-Nov-2010

Status

Assigned To: Zeher, Matthew A

State: In Test

Reason: Ready for Test

Code Reviewed By:

Details

Effort (Story Points): 2

Area: Migratory Data Load Scripts

Type: Migration - Categories Direct Data Load - WFOB to

Admin or End User: Admin

Backlog Priority: 1000

Business Value:

Area: Store

Description Test Cases Tasks

Migrating Categories and assigning products to the those categories from the direct load of a WFOBrands Company.

Acceptance Criteria History Links Attachments

Ready

Team Explorer

- oh01msvsp10.workflowone.net
- My Favorites
- Store
 - Work Item Templates
 - Work Items
 - My Queries
 - Current Sprint Backlog
 - New Query
 - Team Queries
 - Documents
 - Reports
 - Builds
 - Team Members
 - Source Control
 - WorkflowOneAccess

Backlog Management -> TFS/Excel Integration

Master NextGen User Stories (7).xlsm - Microsoft Excel

	A	B	C	D	E	F	G	H	I	J
1										
2		Sort by Iteration/Theme								
3	Project: Store Server: http://oh01msvps108080/tfs/customerservices Query: Product Backlog List type: Flat									
4	ID	W	Iteration Path	State	Reason	Title	ReleaseTheme	Type	Assigned To	Effort
5	604	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Churn	Miscellaneous	Engineering		
6	558	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Checkout Wizard Control Right Hand Cropping - IE	WFO WorkStore Launch	Functionality Corrections		
7	557	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Configurable Item detail not functioning in IE	WFO WorkStore Launch	Functionality Corrections		
8	933	Prod	\01-Release 1\07-Oct-2010	Done	Testing Complete	Performance Issues Investigation			White, Brian K	
9	579	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Apparel - Add item to mini cart then add Out of Stock item to mini cart, select OK - nothing happens				
10	601	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Application ID Aware - Catalog Entry DTO (Inventory, Sale Price)				
11	584	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Cart - Small Image should be a link back to the item detail				
12	559	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Cart Order Lines not appearing on Place Order Checkout Page				
13	592	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Categories collapse when changing sort option, # of items viewed or scrolling to next page - they should not				
14	608	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Config Items in Sub Catalogs not displaying				
15	589	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Configurable Item (Apparel) - personalization code needs put in place; Includes theming this area as well				
16	583	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Configurable Items - Update Cart not updating primary cart line item count				
17	564	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Correct Miscellaneous Log Exceptions				
18	602	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	dxMulti Theme Application				
19	586	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Enable actual Estimated Ship Date Display on Read Only Cart and Shopping Cart				
20	593	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Encrypt Credit Card in Order XML				
21	560	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Establish HTTPS for certain pages				
22	562	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Excessive calling of tax/cc auth service				
23	566	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Footer Categories - Inactive and First Level Display				
24	565	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	ID Log Exceptions to notify team				
25	611	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	International Country Selection				
26	596	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Item Detail - Categories Collapsing				
27	613	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Item Listing Price Sort - Use List Price				
28	563	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Missing Page Template				
29	597	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Modify Inventory Entry to have Popularity Count				
30	580	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Negative QOH - Apparel Insufficient Pop Up problems				
31	587	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Order History - Format Date to MM/DD/YYYY and change column name to Order Date				
32	598	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Performance Improvement - Item Listing				
33	615	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Price Filter - Lucene Index on List Price				
34	567	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	register.aspx - register button at top should be styled and moved to bottom of page				
35	594	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Remove CC from tax call and from log files				
36	585	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Remove Home Breadcrumb trail from all pages of the entire site				
37	582	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Remove Price Filter from Item Detail Page				
38	590	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Search Results - price field misaligned on top of update cart button on resultant Item Listing page				
39	570	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Search Results Price Filter Fix				
40	588	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Shipping Address - when United States, make state a drop down control with predefined values				
41	595	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theme - Customer Survey				
42	599	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theme - Special Order				
43	572	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theming - Applied Price Filter				
44	574	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theming - IE - Checkout Breadcrumb trail font coloring/shading is incorrect - also make read only				
45	573	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theming - IE - Shipping Page - Save this address checkbox misaligned				
46	571	Prod	\01-Release 1\07-Oct-2010	Done	Work finished	Theming - IE - Cart - Item '-' symbol misaligned				

Roadmap Story Summary -> Excel Pivots

Master NextGen User Stories (7).xlsx - Microsoft Excel

	A	B	C	D	E
1	NextGen				
2	2011 Roadmap Story Summary				
3					
4					
5					
6				Values	Sum of
7	Iteration Path	Release Theme	Type	Count of ID	Actual/Estimated Points
8	001-Release 110-Jan-2011	Admin	Admin - Item Mgt	2	6
9		Cart	Cart Validate - Net Negative Inventory Treatment Incorrect	1	1
10		Engineering	Create Log Files by Site	1	2
11		Item	File Uploader Correction - Modify HTTP Handler	1	5
12			Additional Info Link Content Builder	1	5
13			Variable Specs Logo Drop Down Selection Display Type	1	5
14		Migratory Data Load Scripts	Direct Data Load - WFOB Logo - Personalization Variable Spec	1	8
15		Miscellaneous	Churn	1	0
16		Order	New default.ASP	1	2
17			ARM Order Report Email	1	3
18	001-Release 110-Jan-2011 Total			11	37
19	001-Release 111-Feb-2011	Cart	Cart / Checkout Pages Custom Messages	1	4
20		Engineering	PCI	7	28
21		Item	Variable Spec Logo Drop Down - Test Issues	1	4
22		Migratory Data Load Scripts	Direct Dataload (Magic Button) - Functionality Corrections	1	4
23		Miscellaneous	Churn	1	3
24		Theming	dxMulti Theme	1	8
25				1	3
26	001-Release 111-Feb-2011 Total			13	54
27	001-Release 112-Mar-2011	Admin	Admin - Item Mgt	1	5
28			Admin - Site Mgt	1	3
29			Admin - Item Mgt Functionality Corrections	5	7
30		Engineering	ECF Framework Upgrade to Ver 5.2	1	30
31		Item	Additional Info Link Content Builder	1	2
32			Item Detail Out of Stock/Update Cart Error	1	2
33			Specs - Designate Spec as having Associated Item Images	1	3
34			Variable Specs Logo Drop Down Selection Display Type	1	3
35			Specs - Functionality Corrections	2	3
36		Migratory Data Load Scripts	Migration - Users Direct Data Load - WFOB to NextGen	1	3
37			Migration -User Ship To/Bill To Addresses - WFOB to NextGen	1	5
38		Miscellaneous	Churn	1	15
39		Order Status	Order Line Status Email to User	1	5
40	001-Release 112-Mar-2011 Total			18	86
41	001-Release 113-Apr-2011	Cart	Cart Validate - Variable Specs	1	3
42		Engineering	ECF Framework Upgrade to Ver 5.2	1	30
43		Integration	Integration - iSeries Line/Shipping Status	2	6
44		Migratory Data Load Scripts	Migration -AutoGen CSS Files from WFOB	1	3
45		Miscellaneous	Churn	1	11
46		Order	Add to Cart - Net Negative Inventory Issues	1	6
47		Promo Mailing List	Email Subscription / Mailer Mgt	1	2
48		Theming	Theming Corrections	1	2
49			B2C Hero Area - Permit Varying Number of Marquee Images	1	3
50	001-Release 113-Apr-2011 Total			10	66
51	Grand Total			52	243
52				156	729

Sprint Load Balancing -> Excel Pivots

Master NextGen User Stories (7).xlsx - Microsoft Excel

G H I J K L M N O P Q R S T U V

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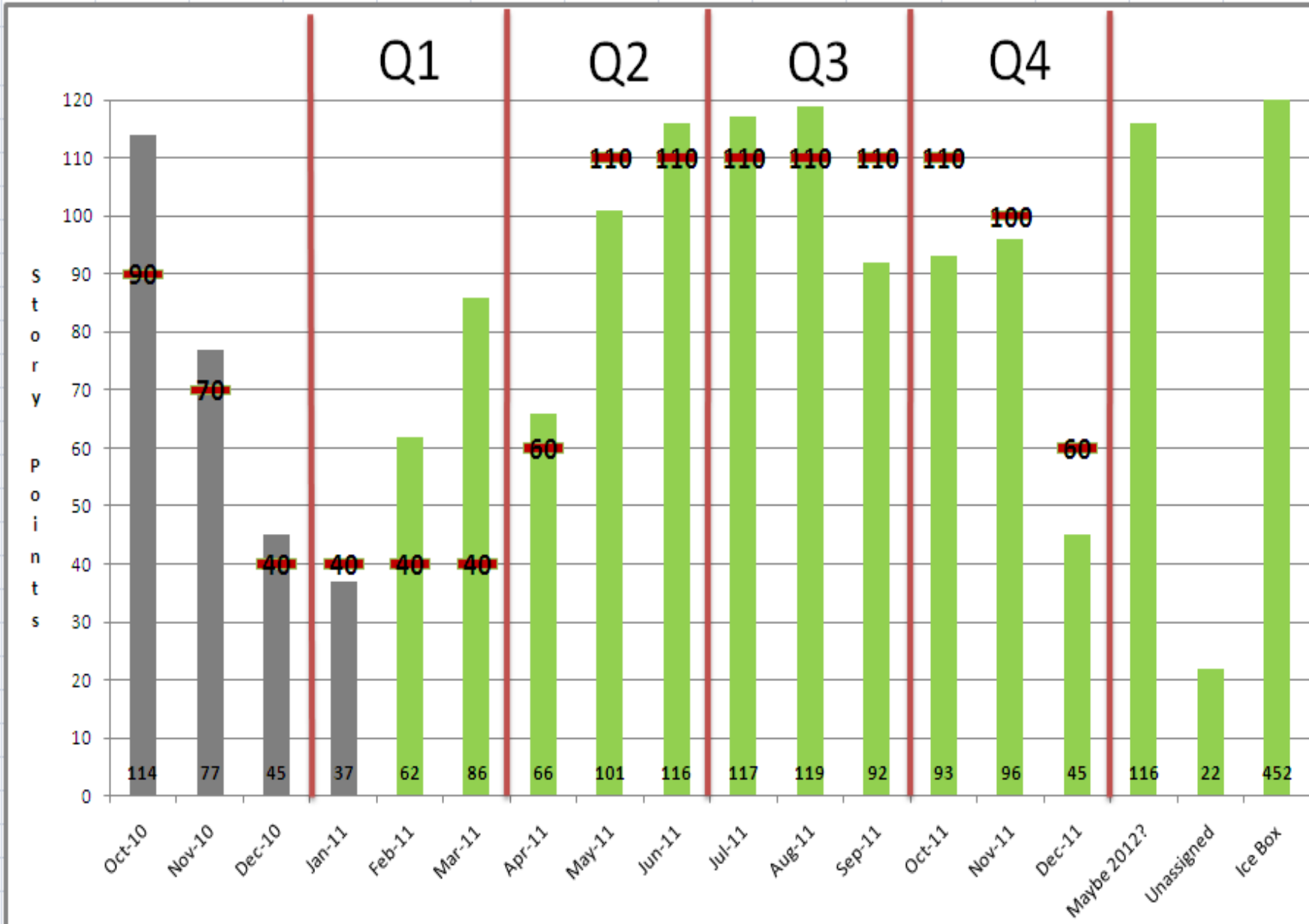
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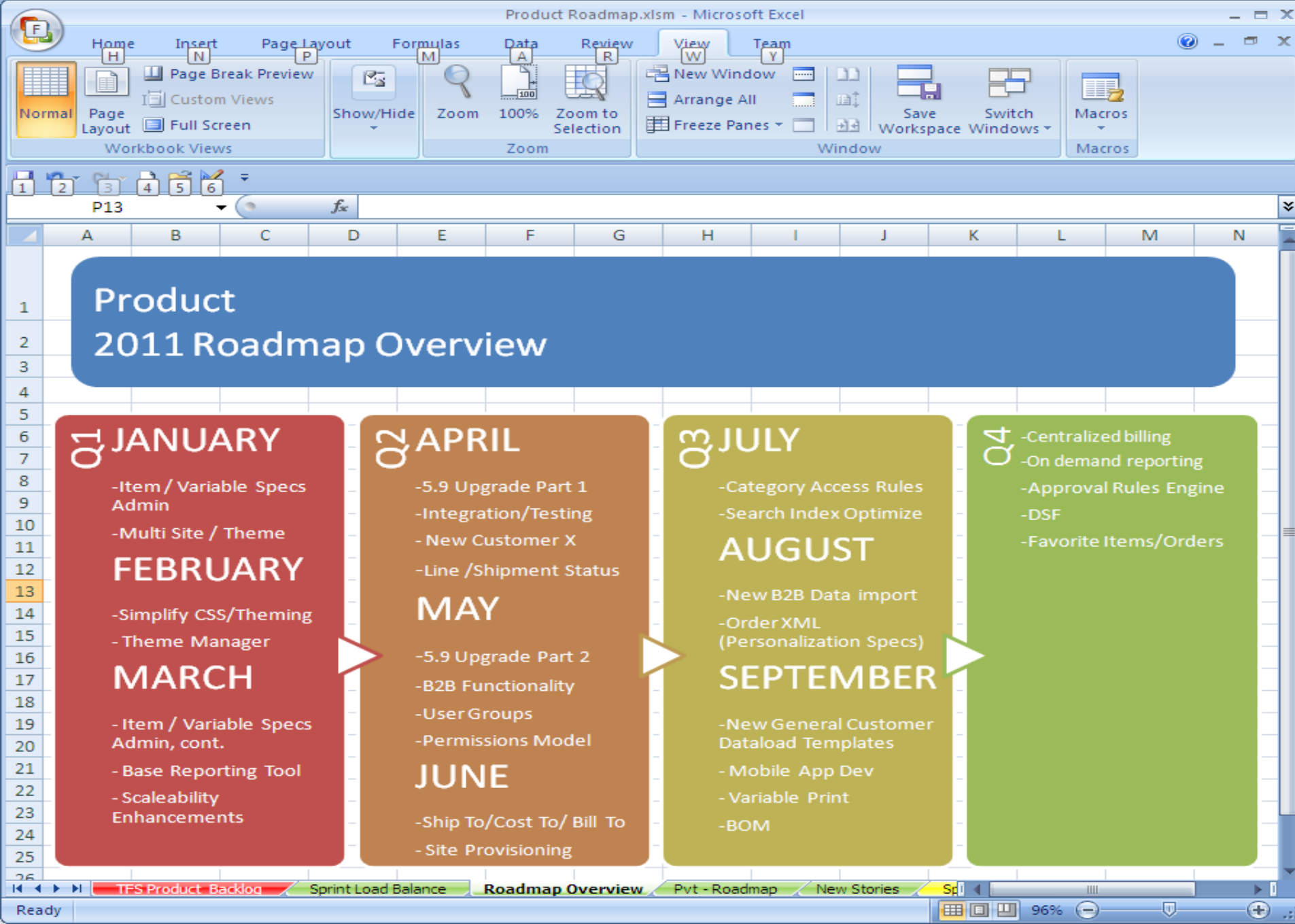
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2011 Roadmap Overview -> Based on Excel Pivots





Next Steps

- Aggregate other projects following the same model into an Enterprise Program Portfolio View
- We will be doing this with two other related projects this year.

(Prototype) 2011 Portfolio Overview

Portfolio.xlsx - Microsoft Excel

WorkflowOne 2011 Portfolio Overview

1 Jan	Feb	Mar	2 Apr	May	Jun	3 Jul	Aug	Sep	4 Oct	Nov	Dec
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C o r e

B 2C Programs, Platform Upgrade & PCI

Foundational B2B

Variable Print

Migrations

Campaign Manager

Complex Order Capture

Project Z



Thank you.

Questions?

Comments?