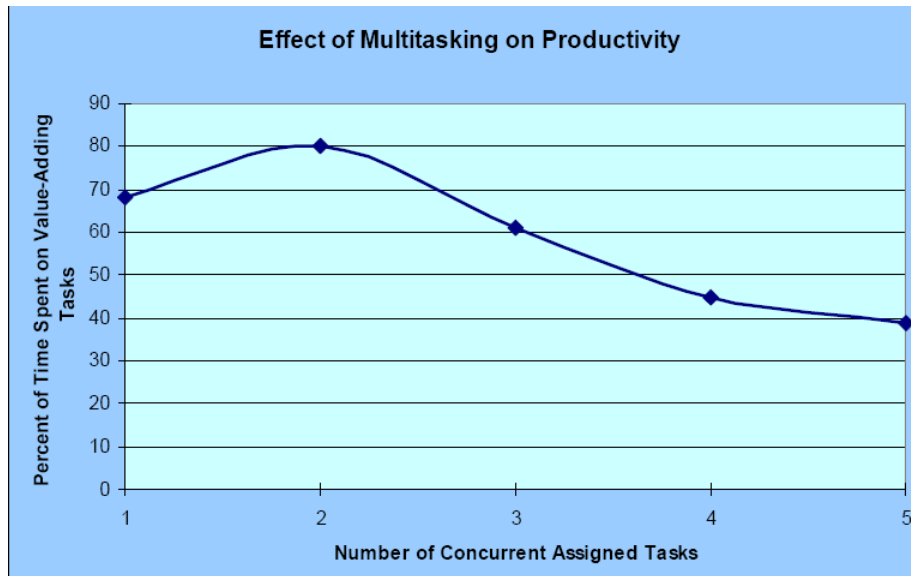


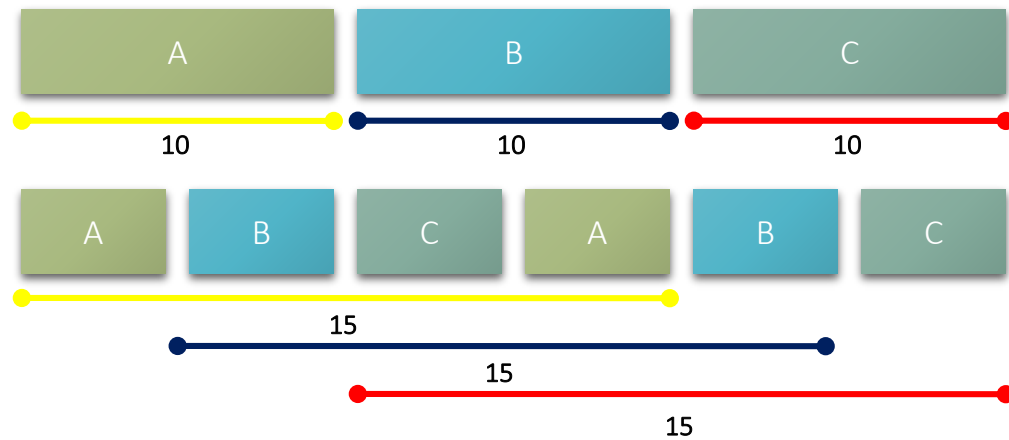
Multi-tasking

Multi-tasking

When working on more than two tasks, a person's time spent on value-adding work drops rapidly - Clark and Wheelwright (1993)



Multi-tasking



Cognitive control in media multitaskers

(<http://www.pnas.org/content/early/2009/08/21/0903620106.full.pdf+html>)

Processing multiple incoming streams of information is a challenge for human cognition

The study attempted to determine if there are differences in information processing styles between heavy and light media multitaskers

Results showed that heavy media multi-taskers are more susceptible to interference from irrelevant environmental stimuli

The surprising result was that heavy media multi-taskers performed worse on a test of task-switching ability, likely due to reduced ability to filter out interference from the irrelevant tasks

Exercise: Multi-tasking

Goal: Demonstrate that multi-tasking is less efficient

Setup: Run 3 Simultaneous projects

Project #1 – Write the numbers 1-26 in a column

Project #2 – Write the letters A-Z in a column

Project #3 – Write the Roman numerals 1-26 in a column

Rules

#1's – do it by column

#2's – do it by row

Duration: 10 minutes

Multi-tasking

Don't do it...

Single-Task

Increased focus

Complete tasks faster compared to multitasking (Psychology Today's "The Power of Prime.")

More efficient transfers to next person

Requires

- Small units of work

- Prioritizing the work becomes a key task

Agile Delivery Framework

Agile Project Management, 2nd Edition - Jim
Highsmith

Sorry to say...

*Scrum as defined is not sufficient
for agile development!*

Values for Agile Leaders

Agile Project Management 2nd Edition, Jim Highsmith

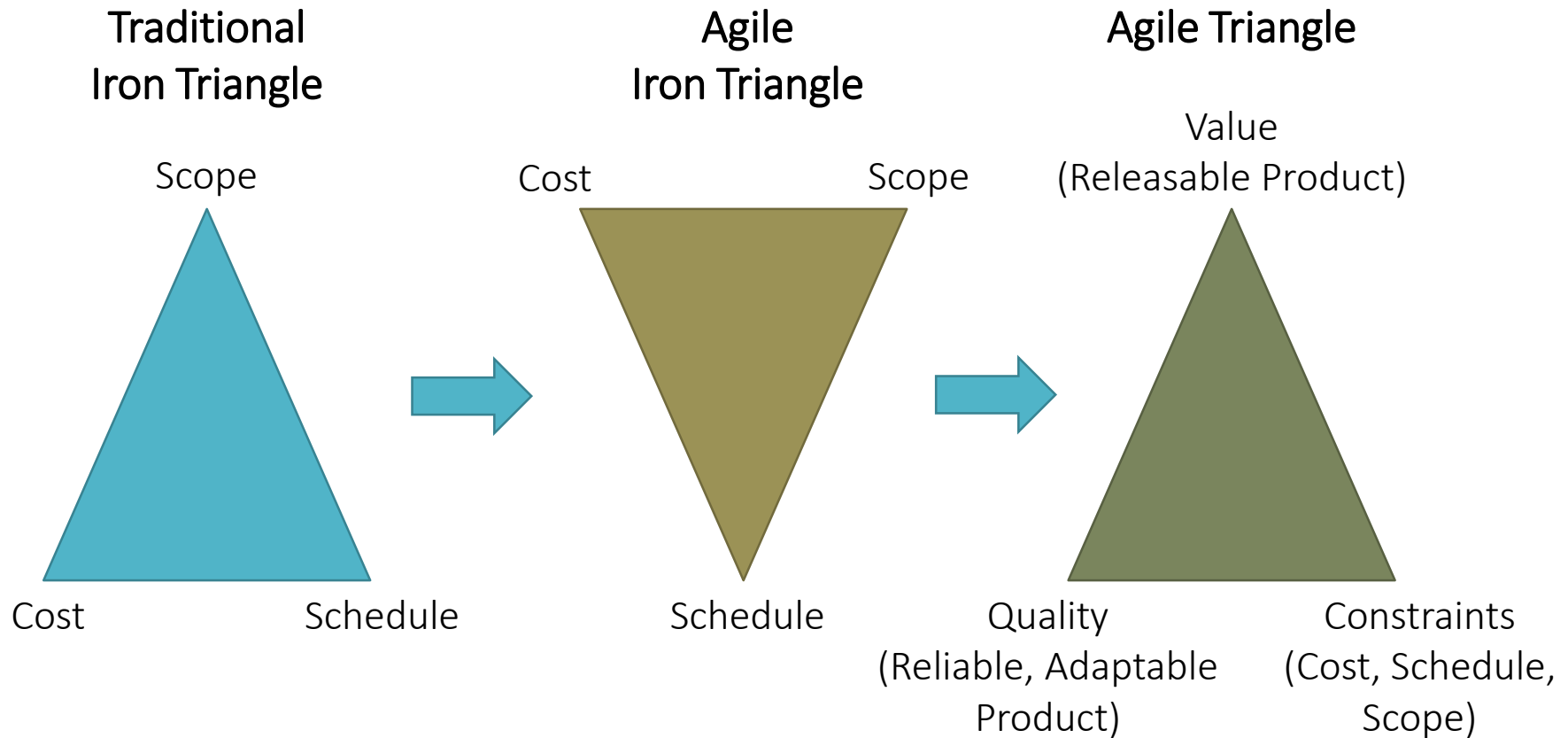
Delivering Value over Meeting Constraints (Value over Constraints)

Leading the team over managing tasks (Team over Tasks)

Adapting to change over conforming to plans (Adapting over Conforming)

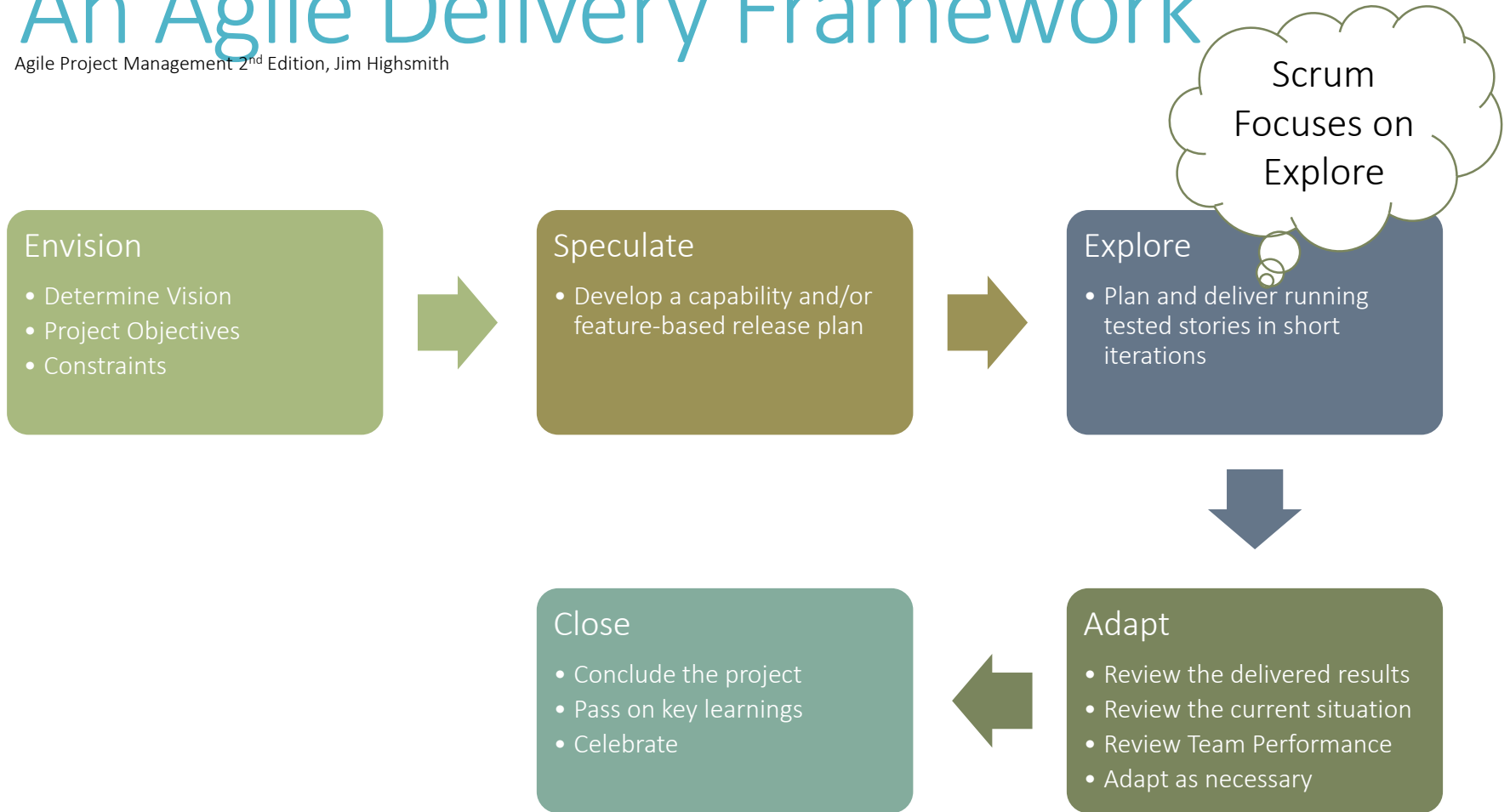
Agile Performance Measurement

Agile Project Management 2nd Edition, Jim Highsmith



An Agile Delivery Framework

Agile Project Management 2nd Edition, Jim Highsmith



Envision

It really starts with a clear vision

Envision References

Agile Project Management: Creating Innovative Products (2nd Edition), Jim Highsmith

Jeff Atwood Blog Posts

<http://www.codinghorror.com/blog/2007/09/can-your-team-pass-the-elevator-test.html>

<http://www.codinghorror.com/blog/2005/08/vision-quest.html>

Asking Why

What are you working on?

I'm fixing the sort order on this datagrid.

Why are you working on that?

Because it's on the bug list.

Why is it on the bug list?

Because one of the testers reported it as a bug.

Why was it reported as a bug?

The tester thinks this field should sort in numeric order instead of alphanumeric order.

Why does the tester think that?

Evidently the users are having trouble finding things when item 2 is sorted under item 19

A key to project success

“It is rare to discover anything in the realm of human behavior that occurs with great consistency... Therefore, it was surprising to find that in every case, without exception, when an effectively functioning team was identified, it was described by the respondent as having a clear understanding of its objective” – Larson and LaFasto, 1989

Key Envisioning Questions

What business problem is being solved?

What are the key capabilities required?

What are the products quality objectives?

Identify the project constraints (scope, schedule, cost)?

What approach will be used for delivery?

Envisioning Practices

Elevator Test Statement

Design-The-Box

Project Data Sheet

Objectives and Constraints

Trade-Off Matrix

Constituents

Process Tailoring

Bad Envision Statements

Lame vision statement	Example	Why it fails
The kitchen sink	Maximize our customers' ability to get their work done	Too broad to be useful. This is a mission statement for an organization, not a vision for a project.
The mumbo-jumbo	Develop, deploy, and manage a diverse set of scalable, performant, and strategic knowledge management tools to best serve our constituents, partners, and collaborative organizations, improving the possibility of overall satisfaction among our diverse customer profiles	This is committee-speak jargon. It uses complex language to hide the absence of strong ideas. No one can figure out what this means and therefore it's useless.

Bad Envision Statements

Lame Vision Statement	Example	Why it fails
The wimp-o-matic	We may eventually consider trying to do something that's kind of better than what we've done before. At least that's what we think our vision should be now. But don't go too far because we think it might change again pretty soon.	Everyone will see how spineless this is. There's nothing for the team to rally around.
What the VP wants	Mr. VP's vision for our corporation is to be the best producer of widgets in mid-size markets, and we will work very hard to live up to Mr. VP's standard.	"I said so" is not a supportable argument. VPs are obligated to provide reasons for important decisions. That's what the vision is for.

1996 Palm Pilot – An Example

Size. Fit into a shirt pocket. Light enough not to feel unwieldy.

Cost. Less than a luxury paper organizer (\$300 US).

Simplicity. As simple as paper. Turns on instantly. Uses simple conventions.

Sync with PC. Use the PC as a common point of interaction.

Elevator Test Statement

For (target customer)

Who (statement of need or opportunity)

The (product name) is a (product category)

That (key benefit, compelling reason to buy)

Unlike (primary competitive alternative)

Our product (statement of primary differentiation)

Geoffrey Moore, Crossing the Chasm 1991

Elevator Test Statement Example

For mid-sized companies distribution warehouses who need advanced carton movement functionality, the Supply Robot is a robotically controlled lifting and transferring system that provides dynamic warehouse reallocation and truck loading of multi-sized cartons that reduces distribution costs and loading time. Unlike competitive products it is highly automated and aggressively priced.

- Pollice, Gary, Liz Augustine, Chris Lowe, Jas Madhur. Software Development for Small Teams: A RUP-Centric Approach. Addison-Wesley Professional, 2003

Exercise: Create a Elevator Statement

Goal: Write an elevator test statement for an online travel website.

Setup: Teams of 3-5

Rules

- Be Creative

- You can focus on any area of the business, etc.

- You can look at it from the perspective of starting from scratch or add a piece of functionality

Duration: 20 minutes, 10 minutes Presentation and Retrospective

Design-The-Box

Key Principle – Every project should be considered to produce a “product”.

Design-The-Box Exercise - The team makes the assumption that the product will be sold in a shrink-wrapped box, and their task is to design the product box front and back. The box consists of:

- Product Name

- A Graphic

- 3-4 Key Bullet Points on the front of the box

- Detailed Feature Descriptions on the back

- Operating Requirements

Design-The-Box Example



Pages

You have a beautiful way with words.

\$19.99



Pages

Pages '09 is both a streamlined word processor and an easy-to-use page layout application. It allows you to be a writer one minute and a designer the next, always with a perfect document in the works.

Pages starts with an enhanced Template Chooser that lets you skim through more than 180 Apple-designed templates. You can easily create stunning documents, ranging from a simple letter to a professionally polished resume to a newsletter and more. Or start with a blank page and create your own design on a free-form canvas. Everything you create in Pages looks stunning on the MacBook Pro with Retina Display. And with iCloud built right in on OS X Mountain Lion, the documents you create are kept up to date across all your devices. Whatever you write, Pages puts powerful tools at your fingertips. So you can create beautiful, media-rich documents in minutes.

Streamlined word processor

- Simple interface that lets you launch and start typing in seconds
- Paragraph and character styles
- Automatic list formatting
- Flexible structure for creating any type of document with section, layout, and page breaks
- Table of contents

Advanced writing tools

- Full-screen view
- Outline mode
- Seamless integration with MathType 6 and EndNote X4*
- Change tracking
- Mail merge with Contacts or Numbers
- Spell checker and proofreader
- Search view
- Page Navigator
- Word processing utilities including word count and automatic page numbering

Great-looking documents in minutes

- Over 180 Apple-designed templates
- Advanced Template Chooser
- iLife Media Browser for quick access to iLife photos, movies, and music
- Powerful graphics tools including Instant Alpha, masking, and photo adjustments
- Tables with headers, cell formatting, and calculations
- 2D and 3D charts

Typography features including smart quotes, ligatures, and automatic scaling

[Apple Web Site](#) ➤

[Pages Support](#) ➤

[App License Agreement](#) ➤

Information

Category: Productivity

Updated: Dec 04, 2012

Version: 4.3

Price: \$19.99

Size: 359 MB

Languages: English, Chinese, Danish, Dutch, Finnish, French, German, Italian, Japanese, Korean, Norwegian, Polish, Portuguese, Russian, Spanish, Swedish

Seller: Apple Inc.

© 2005–2012 Apple Inc.

Rated 4+

Requirements:
OS X 10.7.4 or later

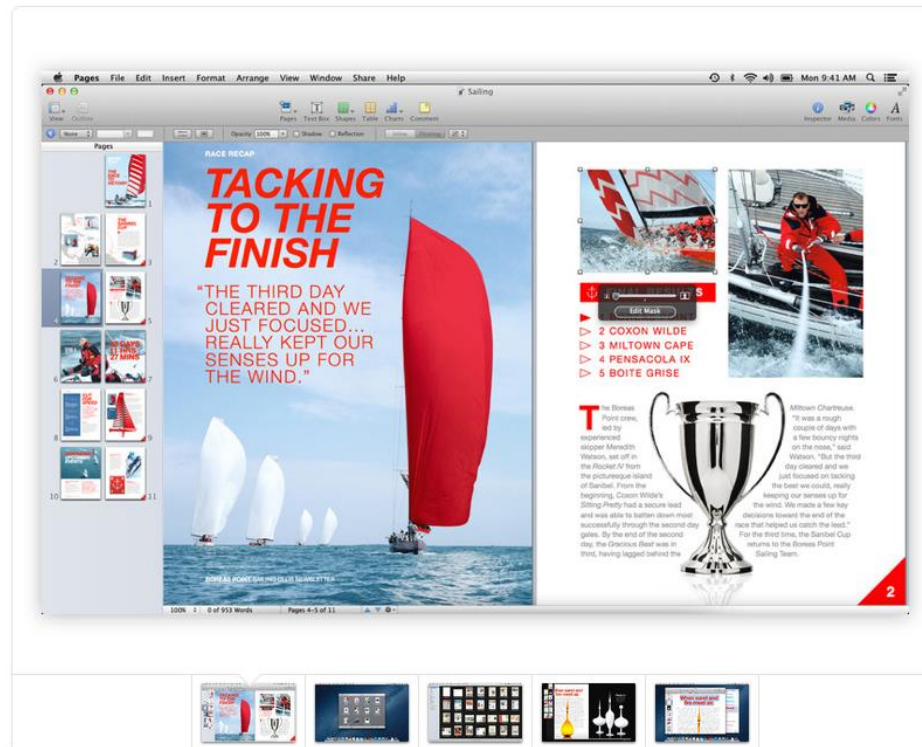
More by Apple



OS X Mountain Lion
Productivity



Design-The-Box Example



What not to do...

<http://www.youtube.com/watch?v=EUxnJraKM3k>

Exercise: Design-The-Box

Goal: Design-the-Box for an online travel website.

Setup: Teams of 3-5

Rules

- Be Creative

- You can focus on any area of the business, etc.

- You can look at it from the perspective of starting from scratch or add a piece of functionality

Duration: 20 Minutes, 10 minutes Presentation and Retrospective

Project Data Sheet

Clients/Customers

Project Leader

Product Owner

Project Objective Statement: A specific, short (25 or fewer words) statement that includes important scope, schedule and cost information.

Tradeoff matrix

Exploration Factor

Delay Cost

Capabilities

Quality Objectives – Quantitative and qualitative quality goals for a releasable product.

Issues/Risks

Tradeoff Matrix

	Fixed	Flexible	Accept
Scope	X		
Schedule		X	
Cost			X

Requirements Variability Guide

Category	Requirements Variability
Erratic	> 35%
Fluctuating	20-35%
Routine	5-20%
Stable	< 5%

Exploration Factor

Product Requirements Dimension	Bleeding Edge	Leading Edge	Familiar	Well-Known
Erratic	10	8	7	7
Fluctuating	8	7	6	5
Routine	7	6	4	3
Stable	7	5	3	1

Delivery Approach

Determine the best approach to achieve the vision

Practice Selection and Tailoring

- What practices are required?

- What supplementary practices do we need?

- What modifications do we need to make to the selected practices?

- What level of formality or ceremony should be used for documentation, approvals, changes?

Bias towards barely sufficient process and barely sufficient practices

Questions