Task I: Sell the Leadership Team

WorldVisitz Agile Onboarding

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Overview of what Agile is ?

What is Agile ?

- Started in 2001 with its manifesto

- Originally made for software development

- Agile is an iterative approach to project management

- It consists of various methodologies based on flexibility, transparency, quality, adaptability and continuous improvement
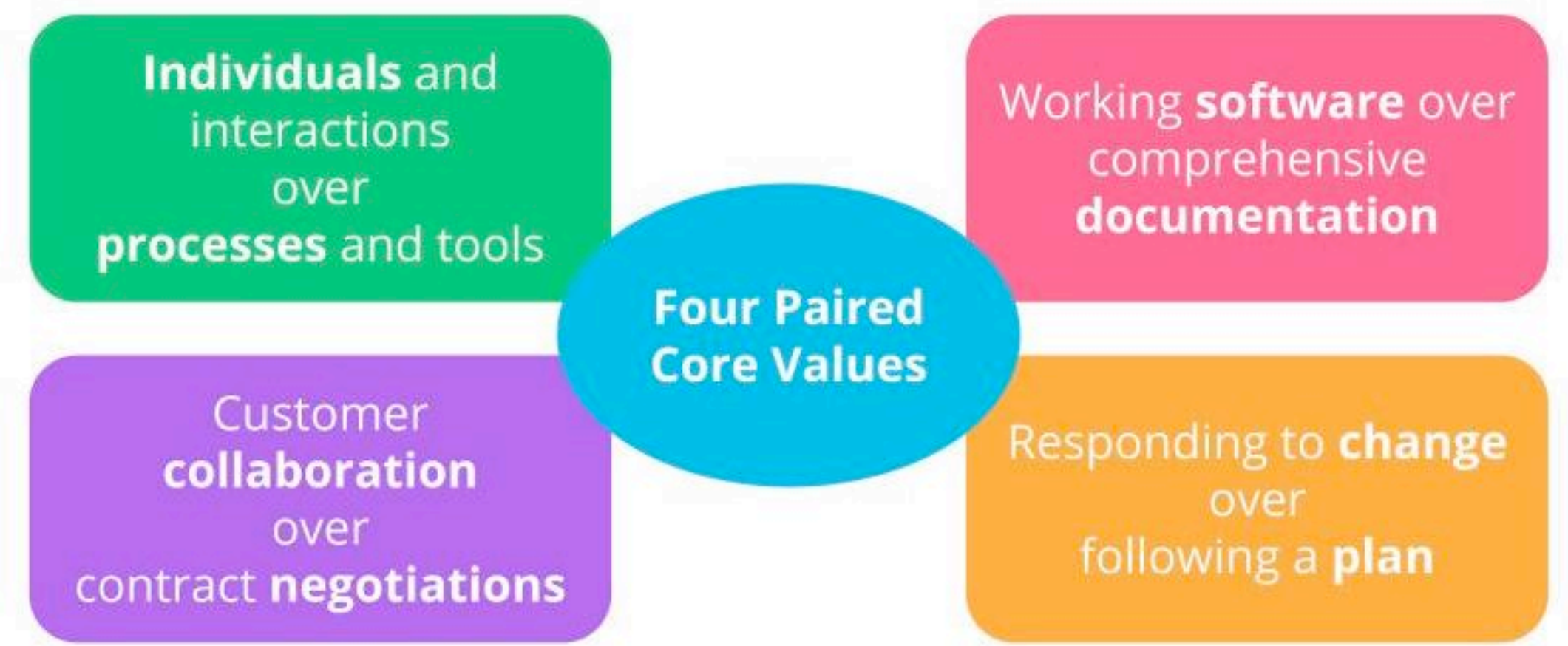
Why Agile ?

- Data indicates that projects using Agile are 28% more successful

- Almost 71% of organizations use Agile with varying frequencies

- Shorten development cycles

- Focus on business value of developed product

- Allow testing concurrently

- Allow changes in project development requirements simultaneously

What is Agile Manifesto ?

- The Manifesto 4 paired core values and its associated 12 guiding principles set a solid foundation for the various Agile Frameworks


Individuals and interactions over **processes** and tools

Four Paired Core Values

Working **software** over comprehensive **documentation**

Customer **collaboration** over contract **negotiations**

Responding to **change** over following a **plan**

Adapted from: www.agilemanifesto.org

Waterfall vs Agile ?

|	Agile	Waterfall
Life Cycle	Continuous Iteration	Linear Sequential
Approach	Flexible approach	Structured methodology
Collaboration	Significant/continuous	Limited, often silos
Focus	Customer Needs	Finishing Project
Direction	Self-directed	Direction provided by PM
Change Management	Embraced	Often challenging
Project Requirements	MVP/incrementally	Prepared at start
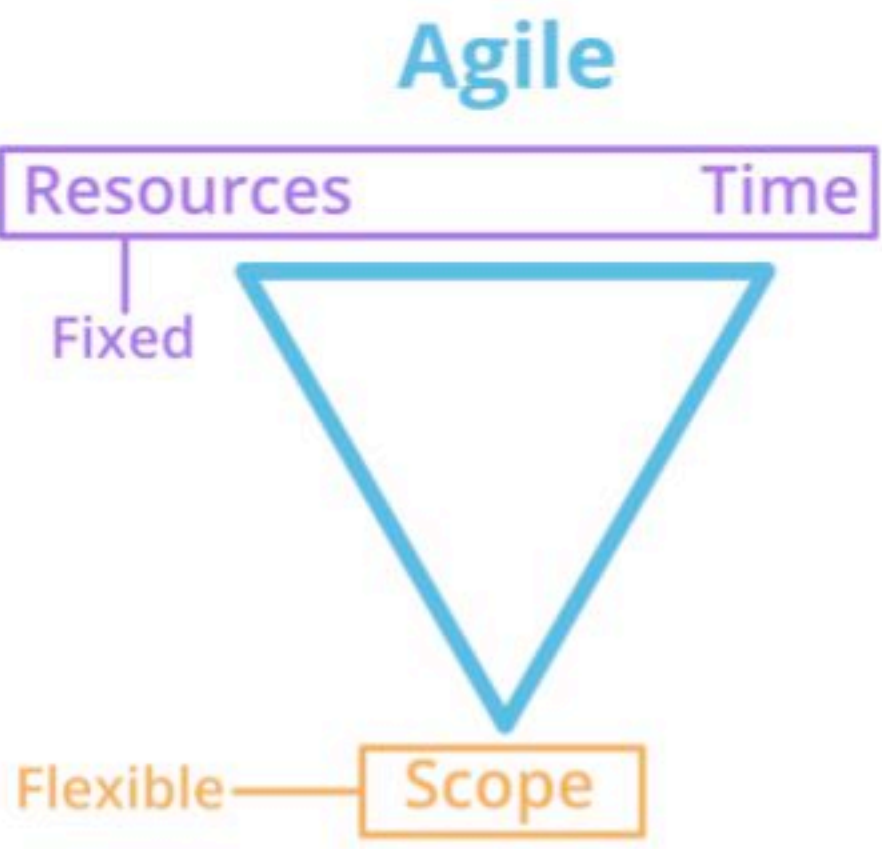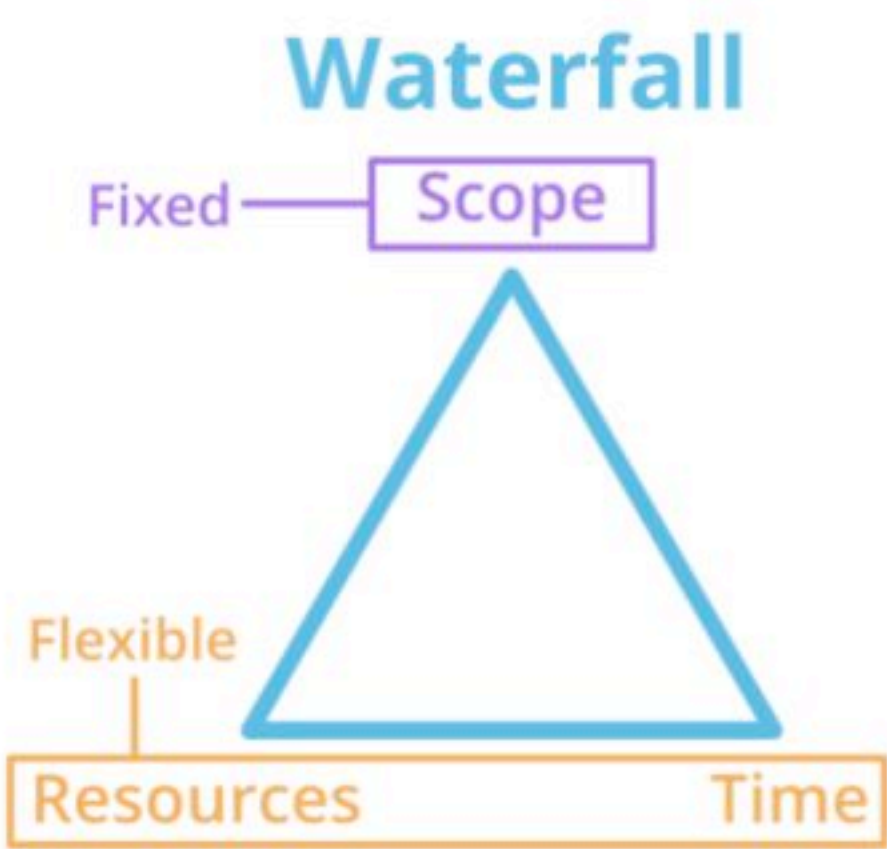
Why Agile better for WorldVisitz ?

- Because low level of agreement on life cycle and 18 months estimated delivery time

- And medium level of agreement on needs, several needs are specified and need to be implemented quickly

- Requirements are complex and need to be achieved within a short time frame

- Only limited resources are available to achieve the result

Adapted from: Stacey RD. *Strategic management and organisational dynamics: the challenge of complexity*. 3rd ed. Harlow: Prentice Hall, 2002
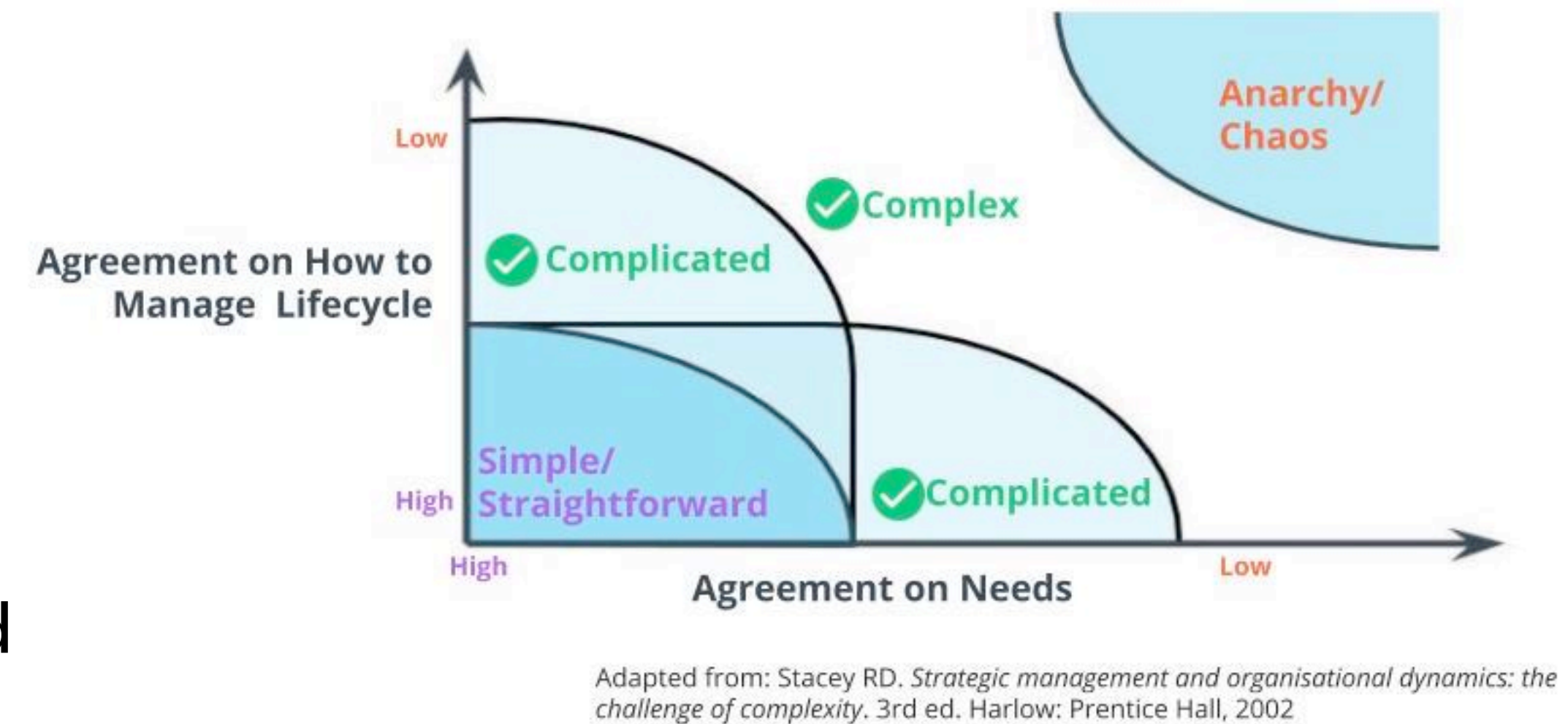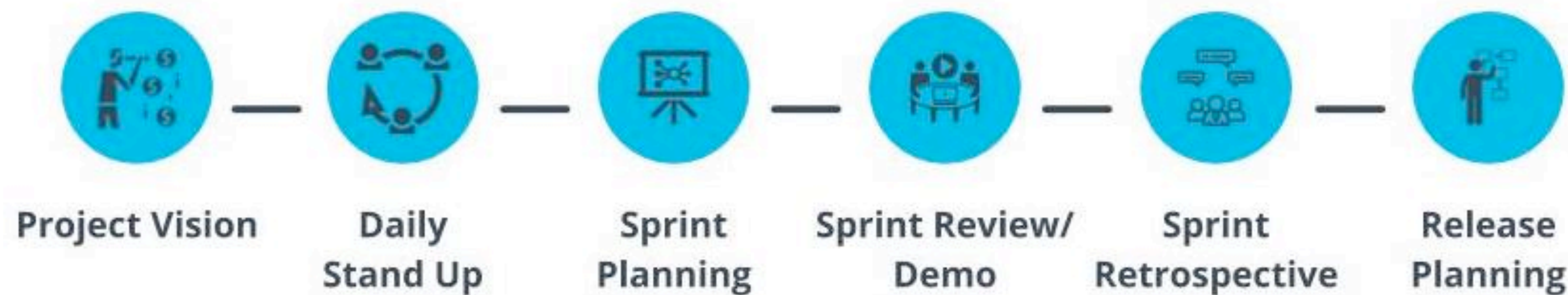
Framework 1: Scrum

- Delivery through iterations known as Sprints.

- Daily Stand-Ups in which team provide updates in front of each other.

- Retrospectives are conducted to identify opportunities for improvement at the end of each Sprint.
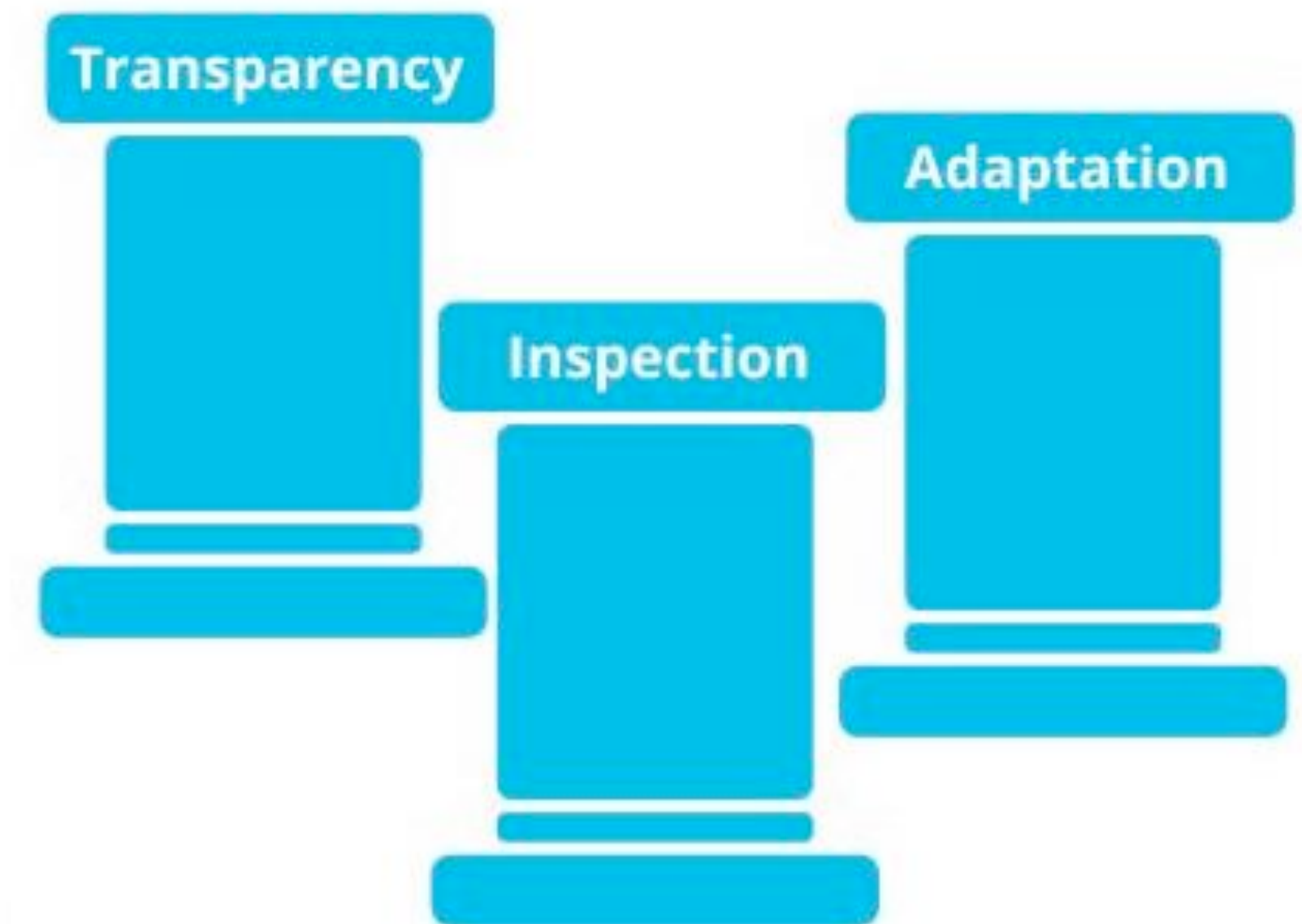
Framework 1: Scrum Ceremonies

Project Vision — Daily Stand Up — Sprint Planning — Sprint Review/ Demo — Sprint Retrospective — Release Planning

- Project Vision: layout vision once per project, time-boxed to 1 hour

- Daily Stand Up: short term plan for 24h, 15min every day

- Sprint Planning: plan work for sprint, take backlog items and define work to be carried out

- Sprint Review: get feedback and nurture collaboration, at the end of each sprint, time-boxed to 4h per month

- Sprint Retrospective: team self-inspects its performance during the Sprint and identifies practical opportunities for improvement for subsequent Sprints

- Release planning: defines a collection of functionality will be delivered to the customer base in the next release

Framework 1: Scrum Roles

Product Owner Scrum Master Agile Team

- Product Owner: voice of the customer

- Scrum Master: who is the key facilitator of the flow of the process

- Agile Team: Rest of technical oriented members who is doing the real work

Framework 2: Kanban

- Eliminate Waste: Anything that does not add value to the customer.

- Build Quality In: Lean focuses on good practices to ensure integrity and prevent defects.

- Create Knowledge: Lean encourages both training and peer to peer knowledge transfer.

- Defer Commitment: wait until the "last responsible moment" to make a decision, which allows for additional time to innovate.

- Deliver Fast: Lean encourages the Agile Team to create and deliver the product incrementally.

- Respect People: must feel trusted and valuable to think and solve problems for themselves.

- Optimize the Whole: encourages decreasing barriers to increase efficiencies by decreasing the amount of hand-offs and reducing WIP.

Framework 2: Kanban Ceremonies

Project Vision — Daily Stand Up — Review/ Demo — Release Planning

- Project Vision: layout vision once per project, time-boxed to 1 hour

- Daily Stand Up: short term plan for 24h, 15min every day

- Review/Demo: get feedback and nurture collaboration, at the end of each sprint, time-boxed to 4h/month

- Release planning: Developed by the Agile team, set to 20min when there is a release

Framework 2: Kanban Roles

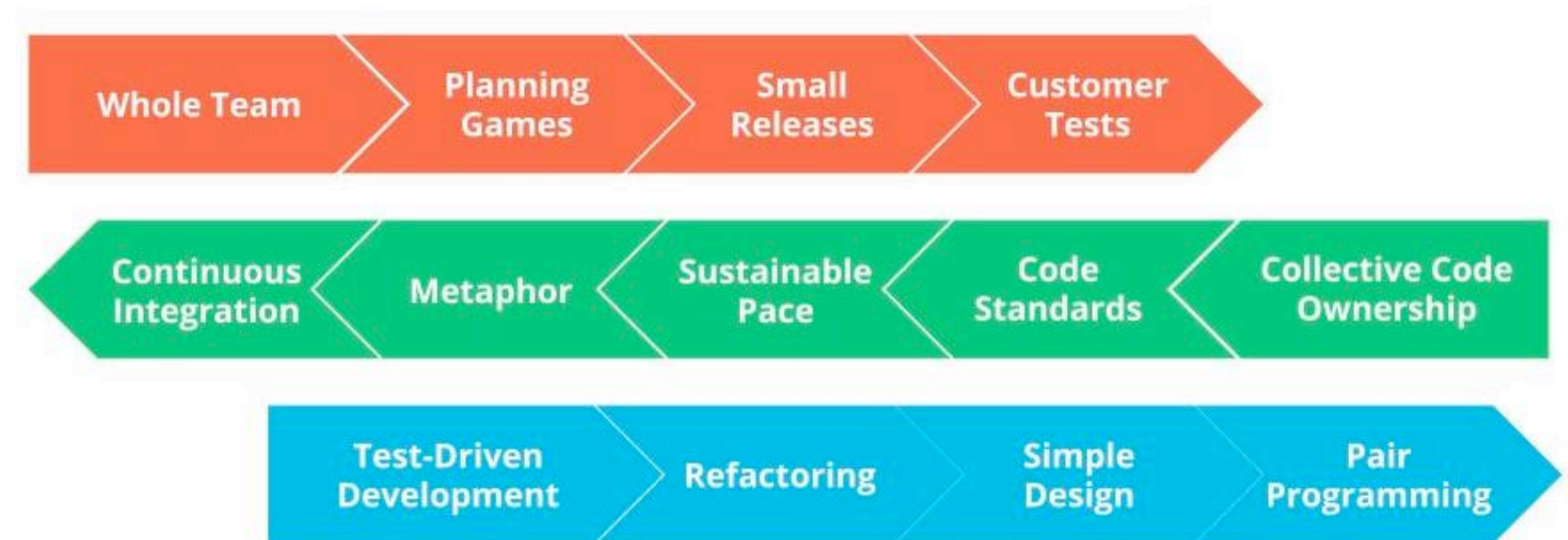Product Owner   Facilitator   Agile Team

- Product Owner: voice of the customer

- Fascilitator: Team's Servant Leader, who is the key facilitator of the flow of the process

- Agile Team: These are the resources that collaborate and work on the product deliverables

Framework 3: XP

- Simplicity: encourages reducing unnecessary complexity when building a solution to avoid waste.

- Communication: All team members have transparency in being aware of what is expected of them in terms of deliverables, as well as being aware of what others in the team are contributing towards.

- Feedback: Feedback in every iteration is taken seriously in XP. It provides an opportunity to demonstrate working results early and often.

- Courage: Courage allows a team to bravely tell the truth about progress, estimates and any impediments to value delivery. It also gives the necessary fuel to adopt technical best practices.

- Respect: Respect is key foundational element in XP for a high achieving Team.

- 13 Core Practices shown on the right image

Framework 3: XP Ceremonies

Project Vision — **Daily Stand Up** — **Sprint Planning** — **Sprint Review/ Demo** — **Sprint Retrospective** — **Release Planning**

The XP ceremonies are the same as with Scrum. However, the naming might differ

3 frameworks differences

	Scrum	Kanban	XP
Focus	• For teams that can devote their collective time to a project or product • Brings structure to help teams make major productivity gains through frequent communication • At the same time, provide freedom for team to decide on their own	• For teams with a continually changing backlog • Limiting WIP • respecting existing roles and responsibilities.	• Towards engineering process • Focus on quality • Adds another level of sophistication
Goal	• cross-functional, self-organized, and empowered teams • divide their work into short, concentrated work cycles called Sprints	• Reduce obstacles that increase delivery time	• organize people to produce higher-quality software more productively
Strengths	• Use of cross-functional, self-organized, and empowered teams that run sprints	• Workflow is visualized	• Stresses customer satisfaction instead of everything possible

Optimal Framework for WorldVisitz

We need first to consider the following challenges:

- Current detailed requirements and specifications document has an 18 months' estimate for project delivery

- Current lack of knowledge transfer between team members

- Not adhering to coding standards

- Lack of trust and camaraderie between the offshore and onshore resources

Optimal Framework for WorldVisitz

Our suggestion is using Scrum because:

- Collaboration and Communication:with Scrum, team members will be engaged in many cross-functional tasks. Higher frequency of communication can enahance understanding between them.

- Software Quality: numeral iterations, we will be having continuous improvements on the code.

- Lower Risk and Customer satisfaction: introducing customers to test the application and making changes according to their feedback.

- Effective Work Procedures: Product owner will take responsibility of development with daily standup reduce chance of the inefficient work procedure.