



**LUISS BUSINESS SCHOOL**

Divisione LUISS Guido Carli

# Rispondere al cambiamento attraverso un approccio agile al PM

Gestire grandi Programmi Agili: giusto equilibrio tra flessibilità e predicibilità

28 Febbraio 2013  
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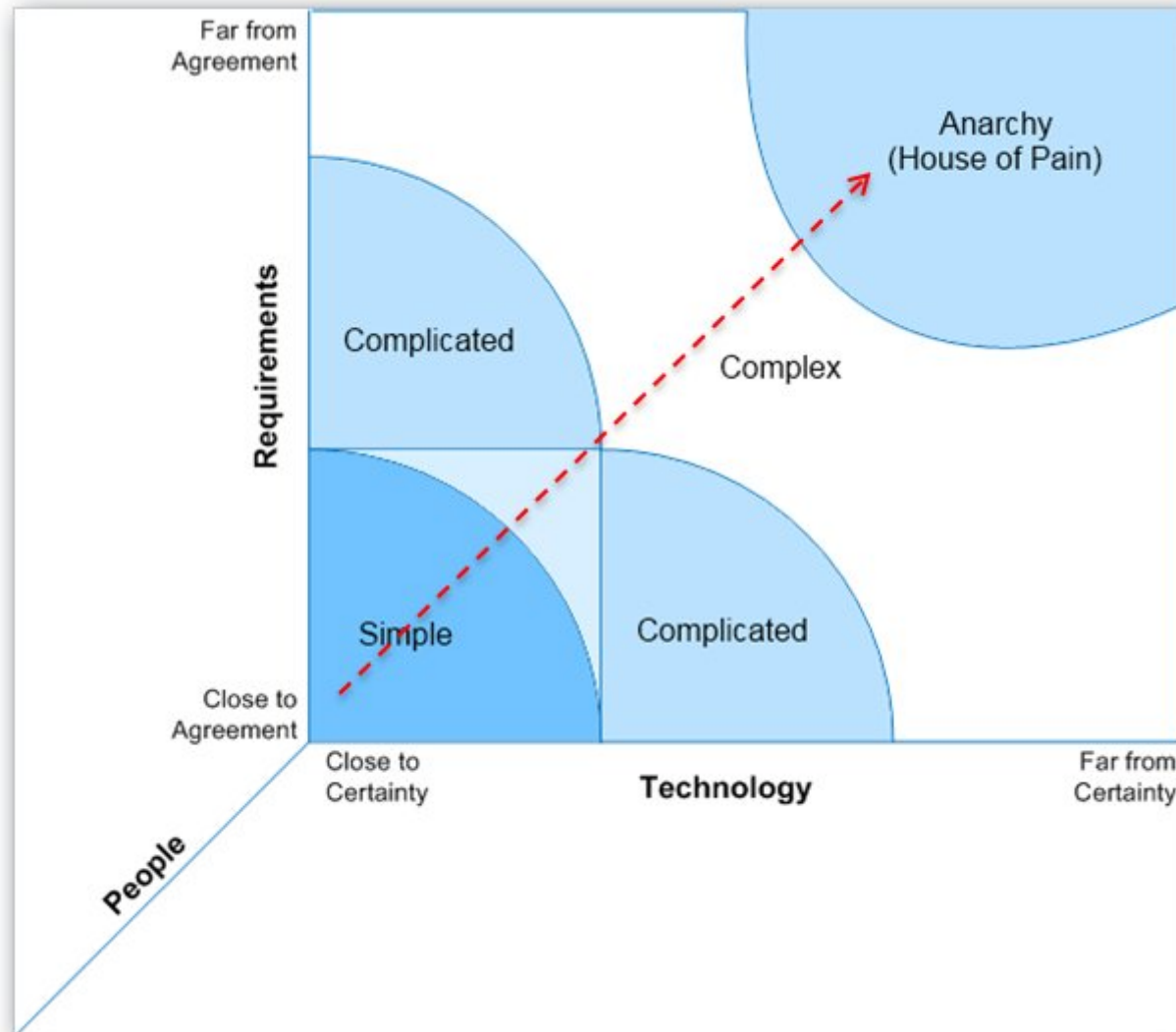
- Complexity
- Is it a successful Project?
- Agile Triangle
- Agile Planning Principles
- Need for Control
- Case Study
  - Control velocity to be predictable
- Summary

- **Misconception**
  - Agile is undisciplined process of simply writing code with no planning and control
- **Truth**
  - Implementing agile process requires just as much or more discipline as traditional approaches

Provide some basic to understand how to  
integrate agile into business



# LBS The Stacey Matrix



**Source:** Stacey RD. Strategic management and organisational dynamics: the challenge of complexity. 3rd ed. Harlow: Prentice Hall, 2002



# LBS CHAOS Report Findings by Year 1994 to 2009

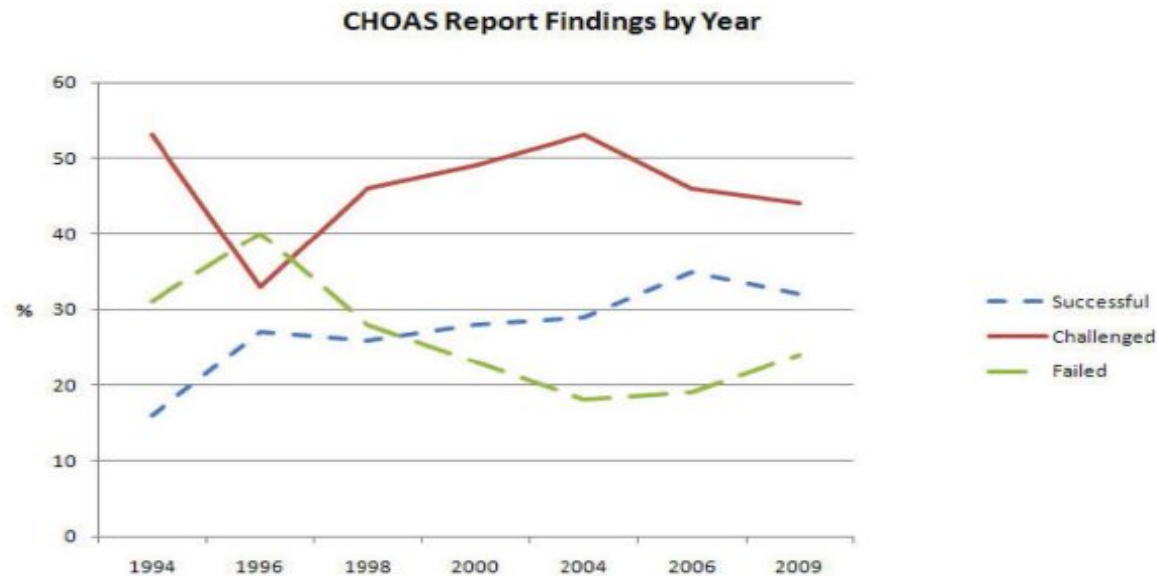


Figure from [http://leadinganswers.typepad.com/leading\\_answers/2011/04/lies-damn-lies-and-statistics.html](http://leadinganswers.typepad.com/leading_answers/2011/04/lies-damn-lies-and-statistics.html) , based On Eveleens & Verhoef "The Rise and Fall of the Chaos Report Figures," IEEE Software, January/February 2010

- **Successful:** *The project is completed on time and on budget, offering all features and functions as initially specified.*
- **Challenged:** *The project is completed and operational but over budget and over the time estimate, and offers fewer features and functions than originally specified.*
- **Failed:** *The project is cancelled at some point during the development cycle*

## LBS Successful Project ?

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- 6 months later
- 66% over budget, at that time the most expensive movie 200 million \$
- Best forecast gross 190 million \$
- Highest grossing movie all time: \$1,835,300,000 (100 million in 12 days, 250 million in 25 days)
- ***Titanic*** was nominated for 14 ***Academy Awards*** and won 11 of them

Source: Titanic Anatomy of a Blockbuster, Kevin S. Sandler

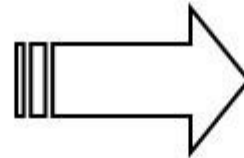
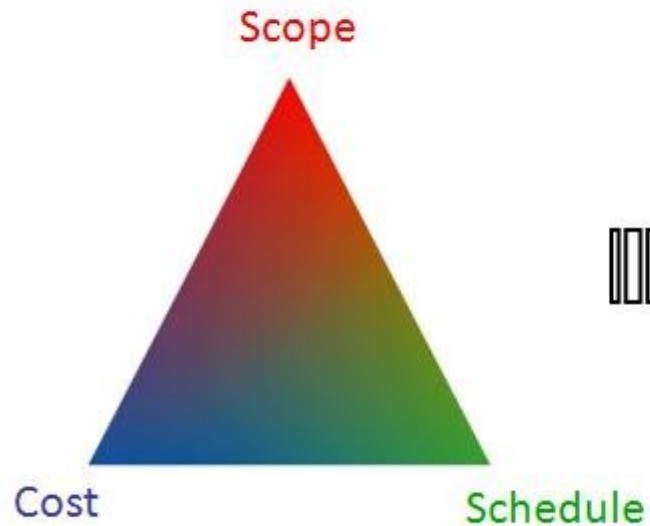
- Time/Schedule
  - 20% prefer to deliver on time according to the schedule
  - 26% prefer to deliver when the system is ready to be shipped
  - 51% say both are equally important
- Return on Investment (ROI)
  - 15% prefer to deliver within budget
  - 60% prefer to provide good ROI
  - 25% say both are equally important
- Value
  - 4% prefer to build the system to specification
  - 80% prefer to meet the actual needs of stakeholders
  - 16% say both are equally important
- Quality
  - 4% prefer to deliver on time and on budget
  - 57% prefer to deliver high-quality, easy-to-maintain systems
  - 40% say both are equally important
- Only 12% of respondents indicated that their definition of success on their most recent project included all three of delivering according to schedule, within budget, and to the specification.



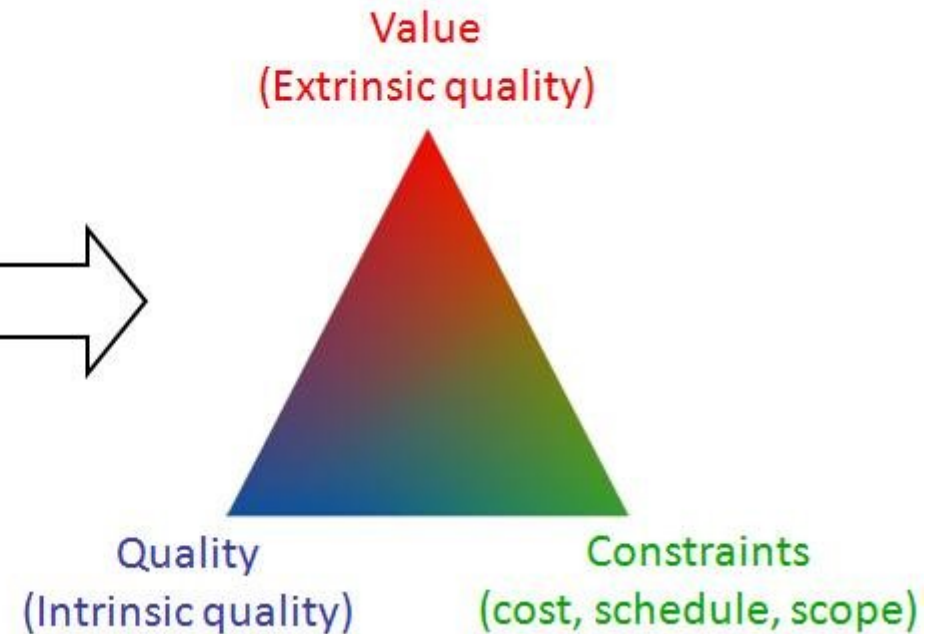
# LBS The Agile Triangle

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The Traditional Iron Triangle



The Agile Triangle



**Source:** Jim Highsmiths, Agile Project Management, Creating Innovative Products





# LBS AGILE & Planning

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- **Rolling Wave Planning**
  - Upfront planning to minimum effort
  - Breakup functionalities into iterations and prioritize requirements
- **Customer Collaboration**
- **Collective Ownership**
  - Team as whole is expected to take collective ownership of delivering the solution
- **Emphasis on Validation over Verification**
  - Is the product Right? Or Is the Right product?
- **Fail Early, Fail Often and Continuous Improvement**

- **Vision**, For ..Who ..The ..That ..Unlike .. Product Provides
- **Roadmap**, break down vision down into releases to describe how the overall functionality required by the vision will be delivered
- **Release**, how each release is break down into iterations to describe how functionality will be incrementally developed
- **Iteration**, define tasks to be performed to develop User Stories required for Iteration
- **Daily**, review progress against planned effort for the iteration



# LBS AGILE Mechanics Flow

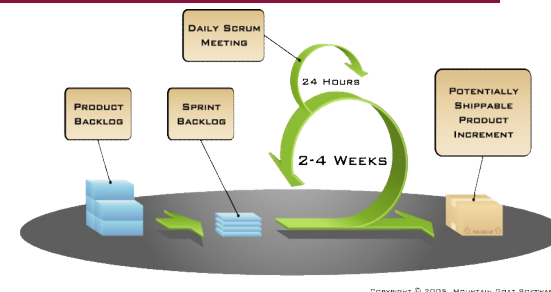
Product Backlog  
Anatomy

SPRINTS

Delivery

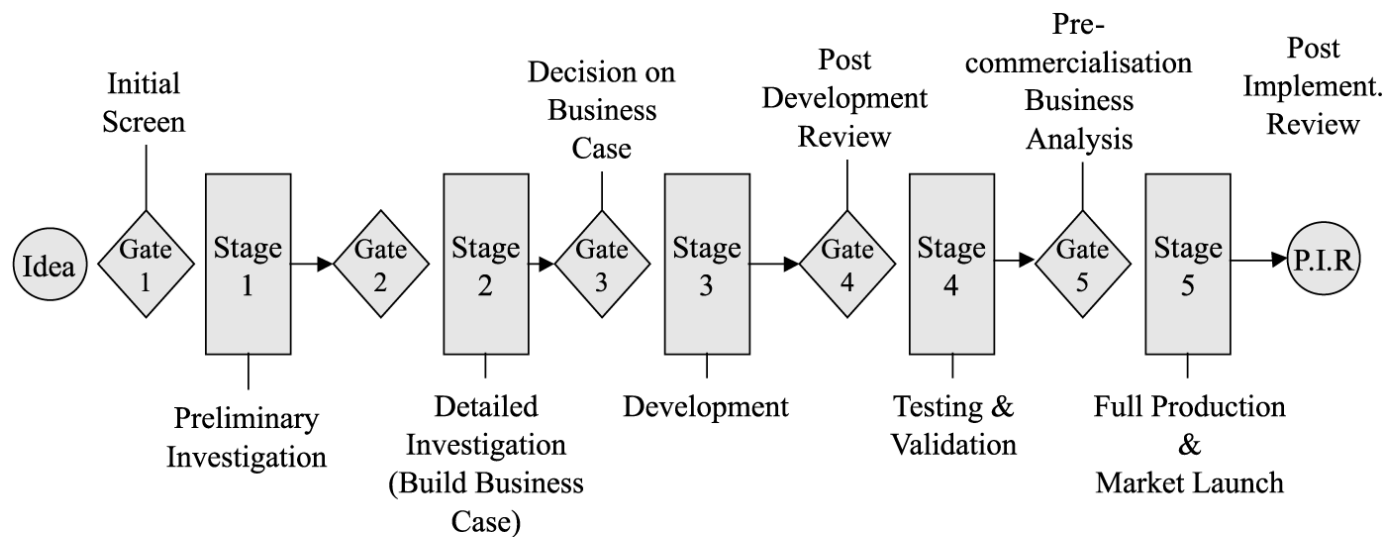
Test & Quality

Product to be released





# LBS Stage Gate Model

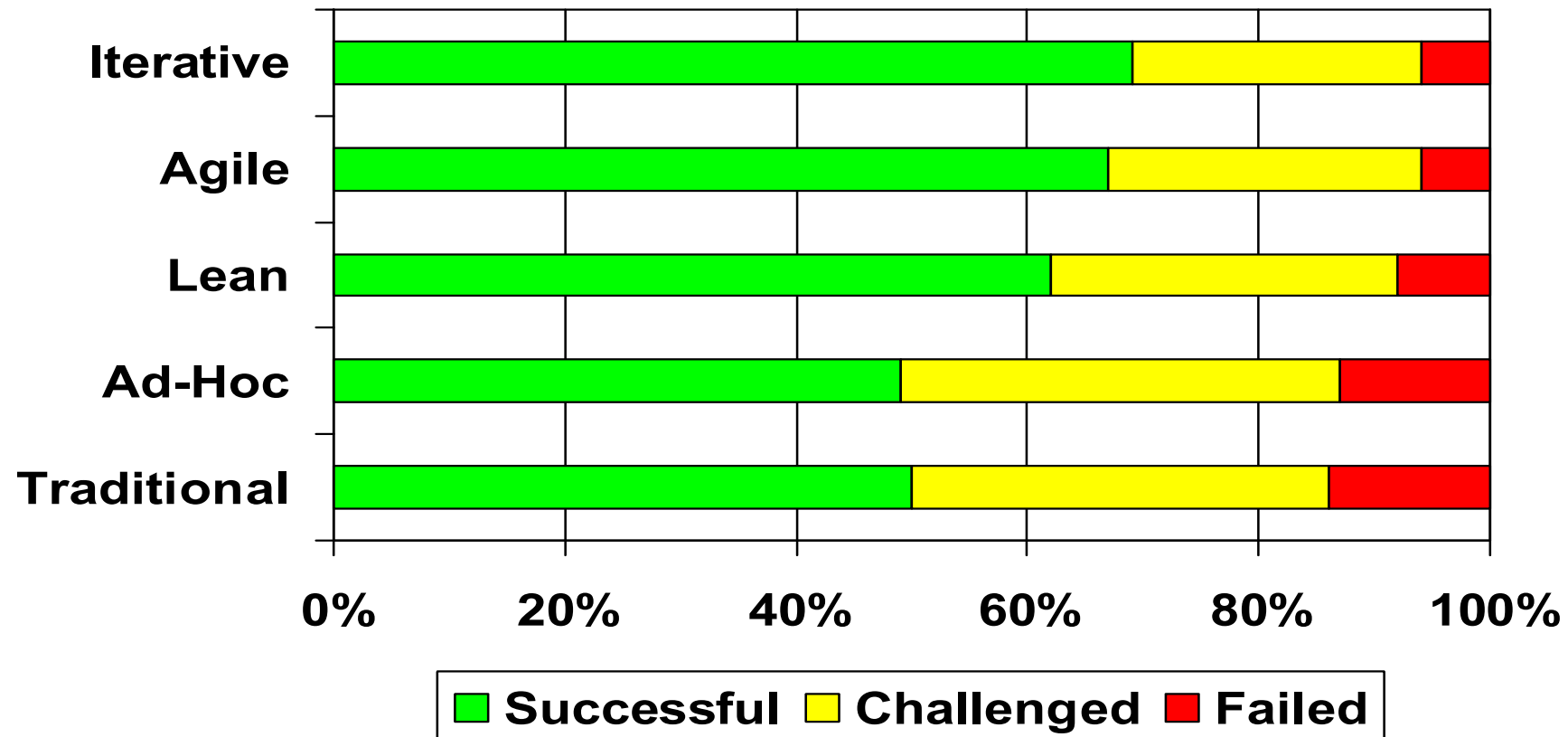


**Source:** Cooper (1994)



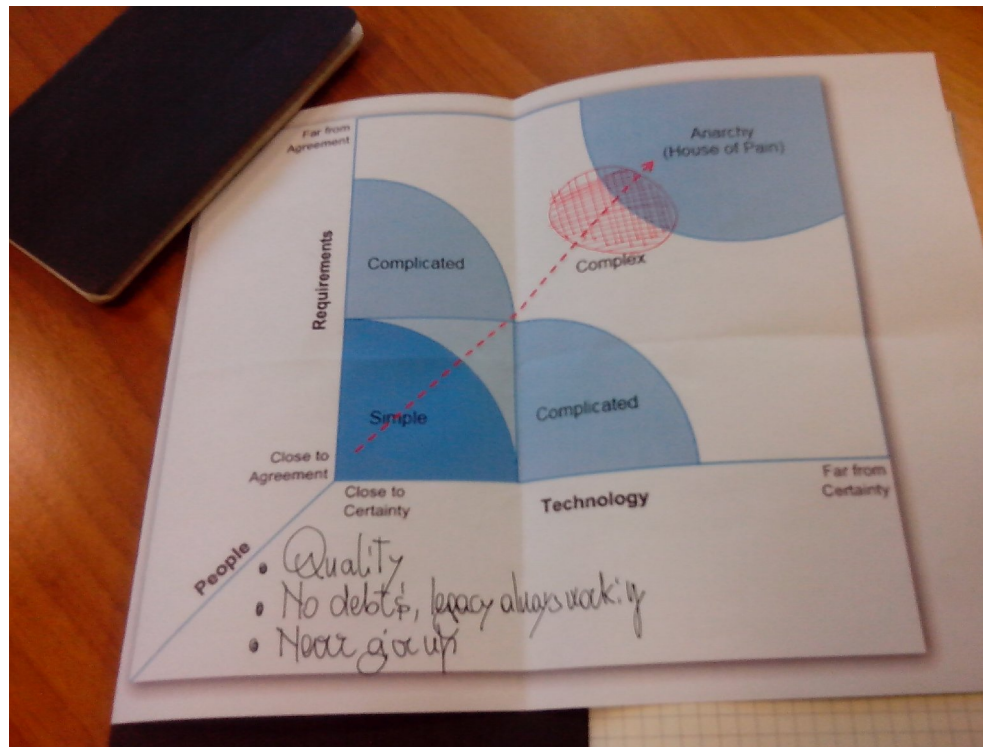
# LBS Why AGILE? High Success Rate

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- Program in Telecommunication Industry
- 20 million euros development per year
- 18 Team + 3 Platform (HW) project
- Teams distributed among Italy, Sweden (2 sites), Hungary, China
- Program Benefits
  - Develop a common SW to be used by three different product platform while continuing introducing new system functionalities
  - Apply common Agile practices among the three platform developments to develop common SW

# LBS Positioning

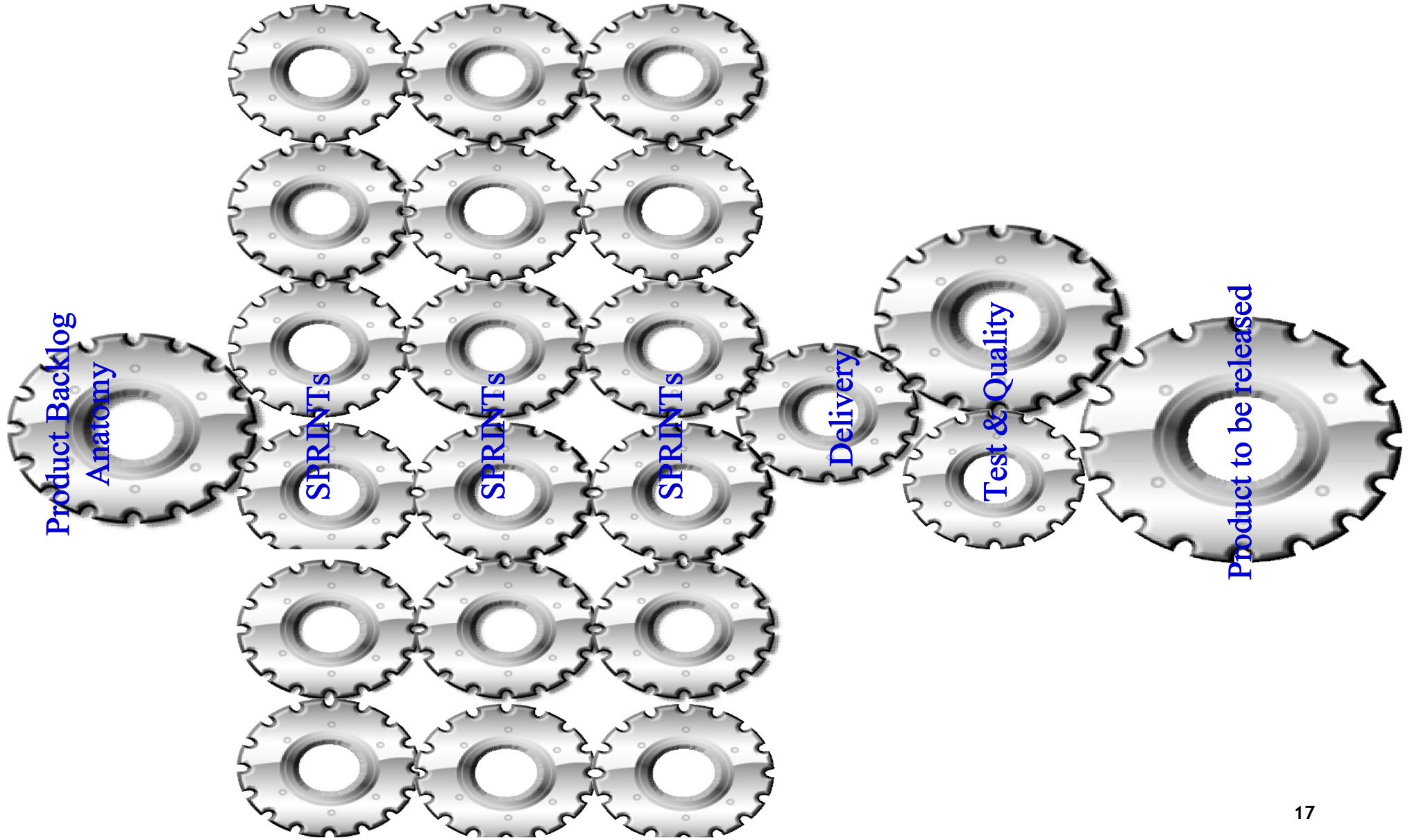






# LBS Dealing with complexity

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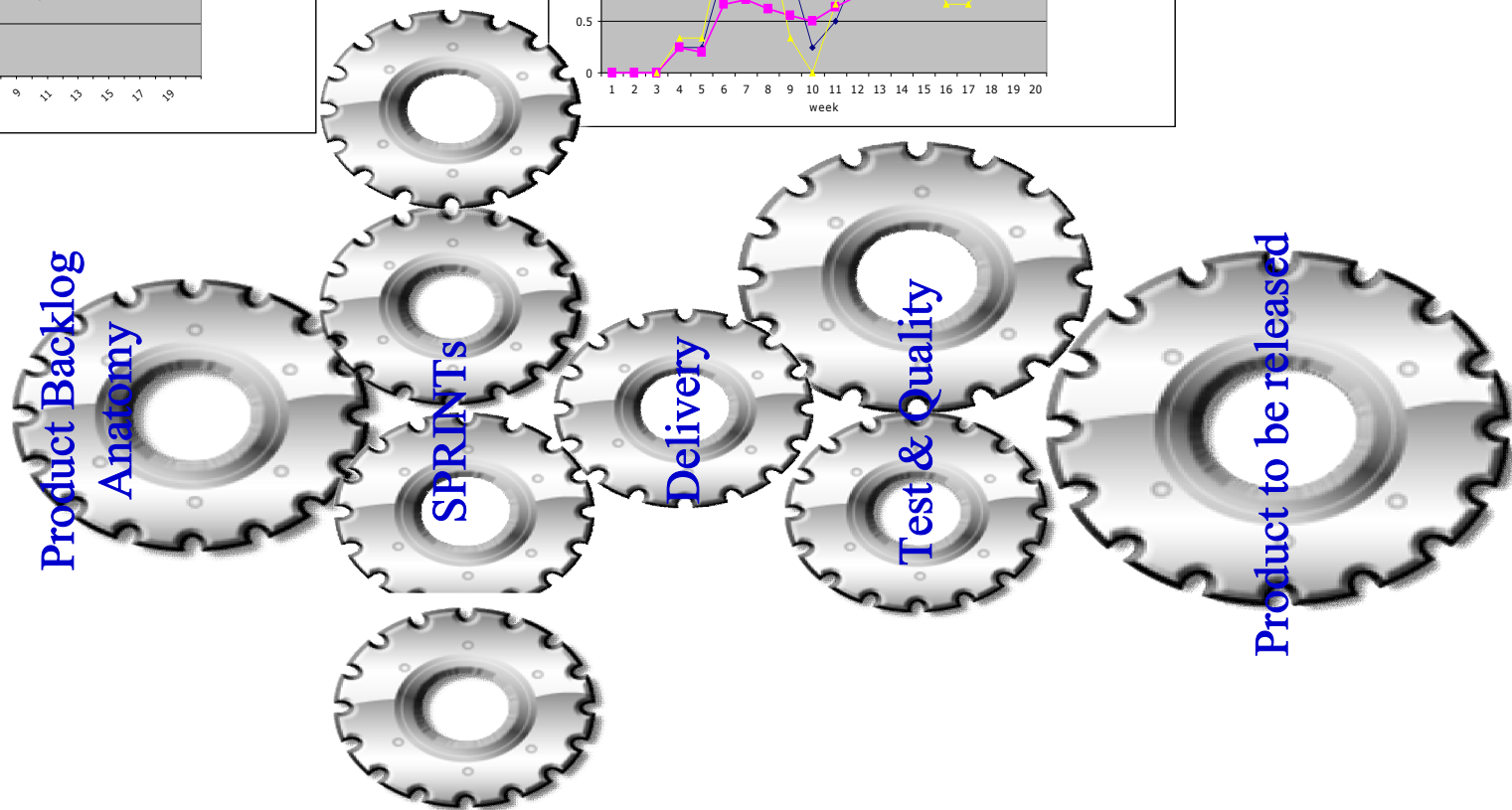
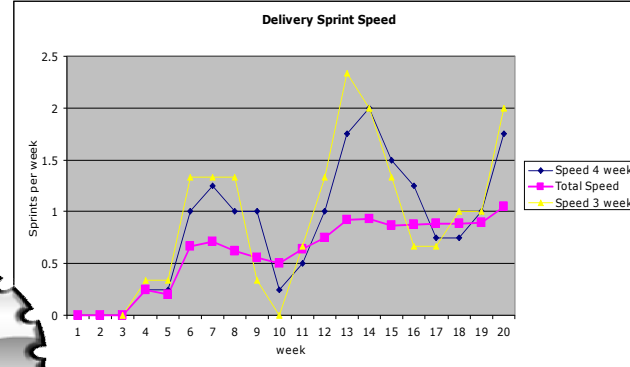
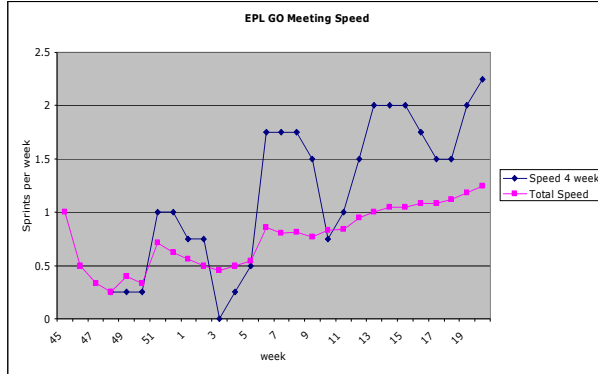


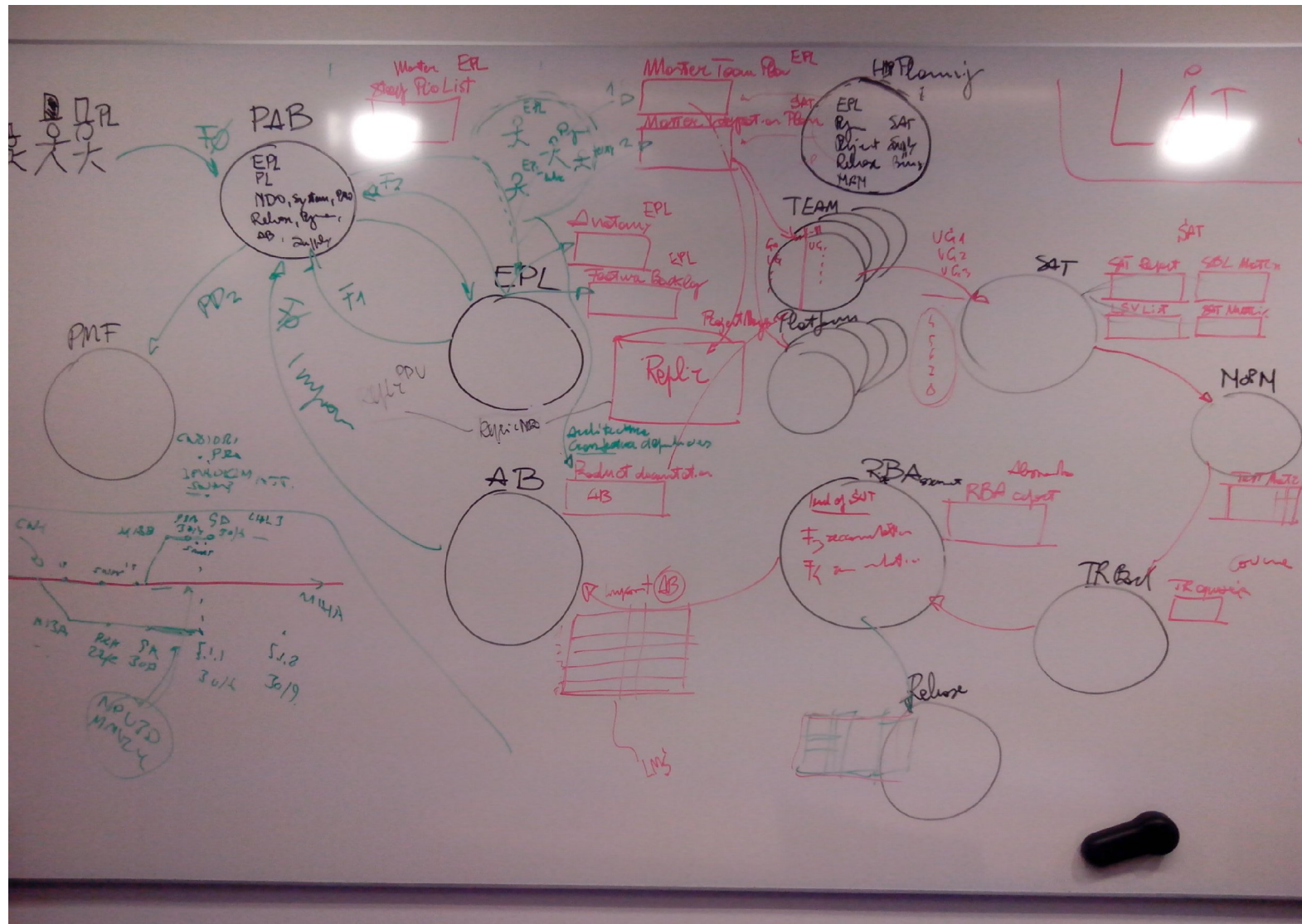
# LBS Working Procedure in pills

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- Product Backlog
- System Team prepares/updates Anatomy made by *anatoms* that could have dimension of one iteration to be developed by a team composed by 7/8 people in 4/5 weeks
- Ceremonies
  - Go Meeting by System to present User Stories: User Stories prioritized according to MOSCOW
  - Commit Meeting by the team to present iterations scope according to Time Box approach, Time Breakdown Chart, Cost, Risks, expected delivery
  - Delivery Meeting by the Team
  - SAT by Acceptance Test Team to evaluate if the quality is good enough to merge delivery into main Latest System Version (LSV)
  - Retrospective
- Node & Network Test continuously evaluate quality on main LSV by executing specific Test Campaigns last 2 weeks
- Risk Based Assessment, Every two Test Campaigns the quality of LSV and overall releases forecast

# LBS Speed Control











- Many companies want to jump on agile bandwagon and attempt to implement standard agile methodologies without taking the time to understand and tailor them.
- It is important to take time to understand agile at deeper level to fit into an overall business strategy that provides the right balance of control and agility for the business