How To Benefit From Agile Methodologies?

Putting The „Active Ingredients“ Of Scrum And Agility To Work

Wiesbaden
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Agenda

- Why Agile?
- What‘s „Agile“?
- Is It Either Agile Or Classic? Hybrid Practices
- Agile = Poor Quality And Documentation?
- Agile And Regulated
- Scaling - Portfolio Management - Choosing The Appropriate Approach
- How To Start/ Implement Agile Methods?
Prof. Dr. Ayelt Komus

- Professor of Organizational Design and Information Systems
- 12+ high-profile studies, 50+ publications, 100+ keynotes/ lectures, 150+ interviews/ media reports
- Co-Initiator of „Modellfabrik Koblenz“ (Model factory Koblenz)
- Scientific director of data center - University of appl. Sc. Koblenz
- Certified Scrum Master (3 organizations)
- Scientific advisory board Heupel Consultants
- Scientific advisory board member „Projektmagazin“

Further information www.komus.de
Current Initiatives (sorry, some in German only)

Surveys/Studies

- My Digital Profile  
  www.mein-digital-profil.de
- Status Quo Agile  
  www.status-quo-agile.net
- „Projektumfeldstudie“ (Project Environment)  
  www.projektmagazin.de/oekosystem-projekt
- Agile Procurement Survey  
  www.process-and-project.net/agile-procurement-survey
- Multitasking in project management
- BPM Compass
- Agile PMO
- Evidence Based „Success Factors in Project Management“
- Metastudy BPM-quintessence
- Process-/IT-Management in Chemistry /Life Science
- COO in Corporate Practice
- Quality in BPM
- BPM and Six Sigma
- IT-Radar for BPM and ERP
  www.process-and-project.net/studien

Workshops

- Agile Project management (07.11.17)
- Agile PMO (08.11.17)
- Agile Procurement (09.11.17)
- Webinar Scrum and agile methods (10.11.17)
- BPM Compass (17.10.17)
- Project management Success Factors (Inhouse)
  www.process-and-project.net/workshops

Events

- 11th “Praxisforum” Process and IT Management  
  (June 12th 2018) www.praxisforum.eu
- 3rd “Praxiswerkstatt” Digitization and Agility  
  (June 13th 2018) www.praxiswerkstatt.eu

www.process-and-project.net
Heupel Consultants

- Practical experience for science
- In-depth knowledge for practice

www.heupel-consultants.com
### Research

- „Status Quo Agile“ (longitudinal study, 2012, 2014, 2016, 1,000+ participants, 30+, countries)
- „Agile PMO“ (2015/16)
- „Agile Procurement Survey“ (2016)
- Evidence Based „Success Factors in Project Management“ (2015)
- IT-Radar
- BPM-Compass
- PM-Environment
- ...

### Tools and Methods

- My Agile
- Evidence-based success factors project mgmt.
- Stacey-Projectportfolio-Analysis
- My Digital Profile
- MDF My-Digital-Framework

### Project Experience

- Implementation/Integration/Support/Coaching/Training, Usage of Agile Methods
- Tailoring, Coaching, Quick Check Status Quo of Agile Methods
- Organizational Development
- Support of PMOs concerning Transition
- Coaching/Support Top Mgmt. Agilization/Digitization
- Digital Transformation (Analysis, Concept, Support)
- Development, Coaching BPM CoE
- 20+ yrs. of project experience
Companies We Supported Successfully

F. Röttger, Geschäftsführer, AggerEnergie GmbH

Gelebte Kompetenz zu "agilen Methoden" im Einkauf-praxisgerecht, fundiert und umsetzungsorientiert auf die Herausforderung der Beschaffung ausgerichtet.

O. Schell, Bereichsleiter Beschaffungsmanagement, Messe Frankfurt GmbH

"Konkrete Unterstützung bei der Gestaltung des Prozessmanagements. Umsetzungsorientiert, fundiert und nutzenorientiert."

Julia Jeub, Leiterin Vertriebs-/Handelsreporting & IT-Koordination, Mainova AG Frankfurt am Main

Das systematische Vorgehen und die Fähigkeit, Dinge auf den Punkt zu bringen, haben mich beeindruckt. Wir sind jetzt deutlich besser aufgestellt, um Projekte wirtschaftlich abzuwerten.

R. Sichler, CIO, Pfalzwerke AG

"Wissenschaftlich fundierte Erkenntnisse und Erfahrungswissen aus der Praxis kombiniert zu einer pragmatischen zielorientierten Vorgehensweise geben uns wichtige Impulse bei der wertorientierten Weiterentwicklung unseres PMO-Ansatzes."

Dr. Jan Holthuis, Head of Corporate IT Demand & Project Office, Boehringer Ingelheim Pharma GmbH & Co. KG

Boehringer Ingelheim

"Fällen hat uns insbesondere die systematische Vorgehensmethodik - ohne viel Schnick-Schnack und pseudogenauen Kalkulationen. Entscheidend war, die betroffenen Kollegen emotional mit ins Boot zu bekommen."

A. Dreissan, Geschäftsführer, Stadtwerke Soest GmbH

"Heupel Consultants habe ich als Partner "auf der anderen Seite des Tisches" kennengelernt. Durch die kooperativen, lösungsorientierten Anregungen konnten wir kritische Projekt situationen erfolgreich managen."

Jost Herrmanns, Geschäftsführer, NetCologne GmbH

"Ein Sparrings-Partner auf Augenhöhe: von einer pragmatischen, mittelstandsauglichen Konzeption, einer exemplarischen Umsetzung in unserem ERP-System ABAS bis hin zur internen Personalentwicklung."

M. Mittenbühler, Geschäftsführer, PEMAT GmbH

"Die Fähigkeit von Heupel Consultants, auch in klassischen PM-Ansätzen denken zu können, unsere Aktivitäten kritisch- konstruktiv zu begleiten und letztendlich die Branchenerfahrungen zu verstehen, war entscheidend für den großen Erfolg von Scrum in unserer Organisation."

Stefan Haake, Prokurist, BAS Abrechnungsservice GmbH & Co. KG

"Kennen und schätzen gelernt haben wir Heupel Consultants als "Risiko-Manager" in einem essentiellen Projekt für uns. Seitdem begleiten sie uns nun schon seit Jahren als Sparrings-Partner bei Themen mit Prozess- und IT-Bezug."

Anne Beck, Funktionsbereichsleitung Strategie, Struktur, Prozesse bei Die Zieglersehe e.V.
Why Agile?
What’s „Agile“?
Why Agile?
3 Assumptions…

3 things we wish were true…

- The customer knows what he wants
- The developers know how to build it
- Nothing will change along the way

3 things we have to live with…

- The customer discovers what he wants
- The developers discover how to build it
- Things change along the way

Source: Henrik Kniberg
Agile Methods From A Bird’s Eye View

- Renouncement of Big Design Up Front
- Autonomous Teams – within defined boundaries
- Focusing, Flow-Orientation
- Simplicity, Visualization, Transparency
- Continuous Learning
Planning Horizon Of Process Management Initiatives

Uncertainty of knowledge/prediction

increasing vagueness

Today → Future

Based on idea of Schlereth, CanDo
Planning Horizon Of Process Management Initiatives

Uncertainty of knowledge/prediction

increasing vagueness

Level of detail planning

reasonably predictable

Today

Future

Based on idea of Schlereth, CanDo
Planning Horizon Of Process Management Initiatives

**Uncertainty of knowledge/prediction**

- Increasing vagueness

**Level of detail planning**

- Reasonably predictable
- Excess planning

**Today** — **Future**

Based on idea of Schlereth, CanDo
Consequences – Excess Planning

Consequences and risks “excess planning”

- “Waste”
- Devoutness to plans
- Little learning effects (no checkpoints, no predetermined breaking point)
- …

Based on idea of Schlereth, CanDo
What's "Agile"?
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck  James Grenning  Robert C. Martin
Mike Beedle  Jim Highsmith  Steve Mellor
Arie van Bennekum  Andrew Hunt  Ken Schwaber
Alistair Cockburn  Ron Jeffries  Jeff Sutherland
Ward Cunningham  Jon Kern  Dave Thomas
Martin Fowler  Brian Marick

Source: http://agilemanifesto.org/, abg. 11.3.11
Scrum – Interest Google Germany

„Scrum“ – Google Germany

Source: https://trends.google.de/trends/explore?date=all&geo=DE&q=scrum, abg. 16.10.2017
## Importance Of Agile Methods

### How important are the following methods for your area?

<table>
<thead>
<tr>
<th>Method</th>
<th>Very Important to my area</th>
<th>Is used in my area next to other methods</th>
<th>Low importance in my area</th>
<th>Not relevant in my area</th>
<th>No statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scrum</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>n= 707</td>
</tr>
<tr>
<td>Kanban (&quot;IT-Kanban&quot;)</td>
<td>95%</td>
<td></td>
<td></td>
<td></td>
<td>n= 705</td>
</tr>
<tr>
<td>Lean</td>
<td>90%</td>
<td></td>
<td></td>
<td></td>
<td>n= 688</td>
</tr>
<tr>
<td>DevOps</td>
<td>85%</td>
<td></td>
<td></td>
<td></td>
<td>n= 677</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>80%</td>
<td></td>
<td></td>
<td></td>
<td>n= 683</td>
</tr>
<tr>
<td>Extreme Programming (XP)*</td>
<td>75%</td>
<td></td>
<td></td>
<td></td>
<td>n= 682</td>
</tr>
<tr>
<td>Feature Driven Development</td>
<td>70%</td>
<td></td>
<td></td>
<td></td>
<td>n= 698</td>
</tr>
<tr>
<td>Lean Startup</td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
<td>n= 668</td>
</tr>
<tr>
<td>Agile Moedling</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
<td>n= 674</td>
</tr>
<tr>
<td>Usability Driven Development</td>
<td>55%</td>
<td></td>
<td></td>
<td></td>
<td>n= 677</td>
</tr>
<tr>
<td>Adaptive Software Development</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td>n= 668</td>
</tr>
<tr>
<td>Unified Process (incl. RUP, AUP, OUP)</td>
<td>45%</td>
<td></td>
<td></td>
<td></td>
<td>n= 675</td>
</tr>
<tr>
<td>Dynamic System Development Method</td>
<td>40%</td>
<td></td>
<td></td>
<td></td>
<td>n= 660</td>
</tr>
<tr>
<td>Crystal</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
<td>n= 671</td>
</tr>
</tbody>
</table>

* (incl. Test Driven Development and Pair Programming)

(Responses from the categories “Consistently agile”, “Hybrid” and “Selective” – single choice)

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**Scrum is still the most common method. DevOps is gaining in importance.**

Source: Status Quo Agile 2016/2017

www.status-quo-agile.net
Improvement Of Results And Efficiency Due To Agile Methods

Did the usage of agile methods lead to improved results and efficiency?

- Yes: 73%
- No: 12%
- Not specified: 15%

(Responses from the categories “Consistently agile”, “Hybrid” and “Selective” – single choice)

Again, the vast majority of respondents see improvements through agile methods.

Source: Status Quo Agile 2016/2017

www.status-quo-agile.net
Manageable Planning Horizon – 2 Weeks

Average 2 weeks – 4 weeks max.
Freedom Within Defined Boundaries

Product Owner

Team

„Protected Space“
Work-In-Progress-Exercise – Step 1

1 - 10

A - J

I - X
(Roman numerals)
<table>
<thead>
<tr>
<th>1 - 10</th>
<th>A - J</th>
<th>I - X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(Roman numerals)</td>
</tr>
</tbody>
</table>
Focus - Ensured With Narrowly Defined Sprint-Backlogs
Simplicity, Simple Visualization, Haptics

Source: Heupel Consultants, April 2016
Inspect and Adapt – Continuously

Impediment-Orientation
(Daily Scrum)

Team

Product Owner

Retrospective

P x

P x

P x

P x

P x

P x

P x

P x

P 1!

P 2!
Success Rates Agile Versus Classic PM

**Sum of the "very good" and "good" ratings**

- Scrum
- Kanban
- Design Thinking
- Extreme Programming
- DevOps
- Lean
- Feature Driven Development
- Classic Project Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Scrum</th>
<th>Kanban</th>
<th>Design Thinking</th>
<th>Extreme Programming</th>
<th>DevOps</th>
<th>Lean</th>
<th>Feature Driven Development</th>
<th>Classic Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of results</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>50%</td>
<td>60%</td>
<td>80%</td>
<td>70%</td>
<td>40%</td>
</tr>
<tr>
<td>Teamwork</td>
<td>90%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
<td>70%</td>
<td>90%</td>
<td>80%</td>
<td>60%</td>
</tr>
<tr>
<td>Planning security</td>
<td>60%</td>
<td>70%</td>
<td>50%</td>
<td>40%</td>
<td>60%</td>
<td>70%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>Efficiency</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>Velocity</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Time to market</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>Ability to innovate</td>
<td>60%</td>
<td>70%</td>
<td>50%</td>
<td>40%</td>
<td>60%</td>
<td>70%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Accuracy of evaluation of progress</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>Overall performance of method</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
<td>80%</td>
<td>90%</td>
<td>70%</td>
<td>60%</td>
</tr>
</tbody>
</table>

*Responses from the categories “Consistently agile”, “Hybrid”, “Selective” and “Consistently classic project management” – single choice*

Agile methods are also clearly superior regarding Quality of results, Customer satisfaction, and Accuracy of evaluation of progress

Source: Status Quo Agile 2016/2017

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Fields Of Application And Usage

In which areas do you use agile methods/project management?

- **Software-Development:**
  - 2014: 90% (n=387)
  - 2016: 82% (n=720)

- **Other IT-related topics (for example SAP-projects):**
  - 2014: 21% (n=387)
  - 2016: 40% (n=720)

- **Activities without specific references to IT:**
  - 2014: 27% (n=387)
  - 2016: 34% (n=720)

(Responses from the categories “Consistently agile”, “Hybrid” and “Selective” – multiple choice)

Agile methods are no longer used only in software development

The Taylor-Tub

DYNAMISM

1900

Stability

Individual, low efficiency

Networked, dynamic, efficient „VUCA“

Dynamic networked, agile enterprises

Conventional enterprises

Craftsmanship

Taylorism

Digital Age

Concept: Gerhard Wohland
Is It Either Agile Or Classic?

Hybrid Practices
Fields Of Application And Usage

In which form do you use agile methods in your area to plan and execute projects/development processes?

- Consistently agile: 20%
- Hybrid: 31%
- Selective: 37%
- Consistently classic project management: 12%

(Responses from the categories "Consistently agile", "Hybrid", "Selective" and "Consistently classic project management" – single choice)

Only a minority uses agile methods consistently “by the book”
Many very common techniques can also be used in classic project management

Source: Status Quo Agile 2016/2017

www.status-quo-agile.net
“Water–Scrum–Fall”

Water – Scrum – Fall

Planning

Gantt

PSP

Realization

Delivering

© Ayelt Komus / Heupel Consultants
Agile = Poor Quality And Documentation?
How much do the following statements correspond to your opinion?

- I agree absolutely
- I agree
- I do not agree
- I do not agree at all
- no answer

1. Agile methods lead to a lower quality of results
   - n=724

2. Agile teams are undisciplined
   - n=721

3. The use of agile methods goes hand in hand with insufficient documentation
   - n=724

4. The use of agile methods goes hand in hand with insufficient planning
   - n=722

Quality, Discipline, Insufficient Documentation and Planning are hardly an issue

Source: Status Quo Agile 2016/2017
### Why did your organization decide to work with agile methods?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve time to market</td>
<td>61%</td>
</tr>
<tr>
<td>Improve <strong>Quality</strong></td>
<td>47%</td>
</tr>
<tr>
<td>Reduce project <strong>Risk</strong></td>
<td>42%</td>
</tr>
<tr>
<td>Improve team morale</td>
<td>40%</td>
</tr>
<tr>
<td>Improve value of products</td>
<td>35%</td>
</tr>
<tr>
<td>Improve <strong>Predictability</strong></td>
<td>31%</td>
</tr>
<tr>
<td>Improve creativity</td>
<td>28%</td>
</tr>
<tr>
<td>Frustrated with classical project management activities</td>
<td>27%</td>
</tr>
<tr>
<td>Demand by customer</td>
<td>16%</td>
</tr>
<tr>
<td>Everyone does it</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
<tr>
<td>Not sure</td>
<td>4%</td>
</tr>
<tr>
<td>Demand by supplier</td>
<td>3%</td>
</tr>
<tr>
<td>Demand by market partners</td>
<td>3%</td>
</tr>
<tr>
<td>Compliance reasons</td>
<td>2%</td>
</tr>
</tbody>
</table>

**n=784**

(Responses from the categories “Consistently agile”, “Hybrid” and “Selective” – multiple choice)

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**Quality, Risk minimization and Predictability are often the motives for using agile methods**

Source: Status Quo Agile 2016/2017  
[www.status-quo-agile.net](http://www.status-quo-agile.net)
DoD – Definition Of Done

Sprint Review: **Done means Done!**

1. Code produced (all ‘to do’ items in code completed)
2. Code commented, checked in and run against current version in source control
3. Peer reviewed (or produced with pair programming) and meeting development standards
4. Builds without errors
5. Unit tests written and passing
6. Deployed to system test environment and passed system tests
7. Passed UAT (User Acceptance Testing) and signed off as meeting requirements
8. Any build/deployment/configuration changes implemented/documented/communicated
9. Relevant documentation/diagrams produced and/or updated
10. Remaining hours for task set to zero and task closed
Quality In Agile Methods

Definition of Done

Culture
“Inspect and Adapt”
“Done means Done”
“Freedom from Debt”

Acceptance Criteria

Learning by short cycles

Reviews

Retrospectives

Acceptance Criteria

Definition of Done

Culture
“Inspect and Adapt”
“Done means Done”
“Freedom from Debt”

Learning by short cycles

Reviews

Retrospectives
Agile And Regulated
Classical Approach

V-Model for prospective validation -
Sequential approach, each phase completed

User Requirements

Functional Specifications

Development Specifications

Configuration Customizing Development

Module-/Development - Tests

Functional Testing

Integration Testing

Risk Analysis

Verification/Validation

Verification / Validation

Verification/Validation

Specification

Verification
Requirements from GAMP 5

Quotes from GAMP 5 regarding Agile

- “Formal (change) control should not be introduced too early during development in order to minimize non-productive work during what are naturally iterative or evolutionary processes.”

- “At the end of the development phase document review and approval should act as the formal verification that the document content is complete, accurate, and fit for intended use.”

- “Changes made during approved prototyping work are exempt and should be subject to these controls only when they become documented design proposals.”
Sprint As A Small Waterfall („V“)

Sprint

Source: Komus/Komus, CHEManager
Possible Adapted Validation Procedure

Scrum cycle with sprint for formal proof in regulated environment

Good Arguments For Using Scrum In Regulated Environment

Close contact with people involved in the projects

- Direct user input for the formulation and prioritization of user requirements
- Testing of the product at the end of each sprint cycle
- Early involvement of compliance-aspect and learning curve
- Early user involvement and knowledge transfer

No accumulation of incomplete documentation

- By the end of the sprint all tasks have to be completely finished (for example with documentation and approval)
- No postponing of documentation

Accordance of documentation and **actual** updated technical and organizational system!
Scaling
Portfolio Management
Choosing The Appropriate Approach
Using Scaled Agile-Approaches In Hybrid Portfolios
Agile Scaling Approaches

SAFe
- [Image] - © Leffingwell – Scaled Agile Framework

LeSS
- [Image] - Source: http://less.works

Nexus
- [Image] - Source: Master-Thesis L. Bell on the basis of Nexus (Schwaber et al.)

Scrum@Scale
- [Image] - Source: Master-Thesis L. Bell on the basis of Scrum@Scale (Sutherland et al.)

Spotify Model
- [Image] - Source: Henrik Kniberg (https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/)

Team of teams
- [Image] - On the basis of: S. McChrystal: Team of Teams
LeSS Framework – Basic Structure

WHY LeSS FRAMEWORK?

- SPRINT PLANNING 1
- SPRINT PLANNING 2
- PRODUCT BACKLOG
- SPRINT BACKLOG
- SCRUMMASTER & FEATURE TEAM
- COORDINATION
- DAILY SCRUM
- PRODUCT BACKLOG REFINEMENT
- SPRINT REVIEW
- RETROSPECTIVE
- OVERALL RETROSPECTIVE

Source: http://less.works
Project Portfolio Management – Synchronized „Heartbeat“

- March
- September

Operative Planning

- Tactical Planning (4/year)
- Retro

Project „Marketplace“ (1/year)

Strategic Planning (2/year)

Based on Felchlin, Basler-Versicherungen
Inspired by SAFe and Heupel Consultants
Simplicity, Simple Visualization, Haptics (2/2)

Henrik Kniberg & Lars Roost

Where To Use How Much Agile
Complicated Versus Complex – Stacey Matrix

- **Simple**
  - Under control
  - High Clarity/Agreement

- **Complicated**
  - Far from Certainty
  - Low Clarity/Agreement

- **Complex**
  - Technology/Method
  - Extensive Clarity/Agreement

- **Chaos**
  - Requirements
  - Low Clarity/Agreement
Complex Versus Complicated

According to: Ralph D. Stacey: Strategic Management And Organisational Dynamic: The Challenge of Complexity
Best-Fit Methods Depending on Complexity

- **Simple**
  - Low Clarity/Agreement
  - Under control

- **Complicated**
  - Extensive Clarity/Agreement
  - Far from Certainty

- **Complex**
  - Design Thinking
  - Scrum
  - KANBAN

- **Chaos**
  - Classic Project Mgmt.
  - CPI

The diagram illustrates how different project management methods (Scrum, KANBAN, Classic Project Mgmt., CPI, Design Thinking) are best suited for projects of varying complexity and certainty.
Stacey Portfolio Analysis – Empirical Data

- Classic PM
- Mixed / Hybrid
- Agile
- Successful
- Rather successful
- Rather less successful
- Little successful

Clarity of the task
- Unclear/instable
- Clear/stable

Certainty/Control of method/tool
- New/in development
- Reliable control

Complex
- Complicated
- Simple
Using The Stacey Matrix To Decide On Methodology

Source: Heupel Consultants
Connection Agile ↔ Classic – Practical Examples

Source: Heupel Consultants
How To Start / Implement Agile Methods?
Agile Methods Can Be The Choice For Different Situations And Challenges…

Speedboat

Burning Platform

Supertanker

Lighthouse
myAgile: A Systematical Analysis Of The Five Dimensions Identifies Company Specific Challenges
Fields of action in an agile project approach can be structured by five dimensions:

- **Product:**
  Design of tasks and deliverables

- **Process:**
  Design of work organization

- **Team:**
  Composition and work skills of team

- **Sponsor:**
  Cooperation between project and sponsor/ (internal) customer

- **Environment:**
  Further framework conditions of the project
Barriers In Practice – Findings From Workshops And Events

Where do you see the greatest challenges? (3 points)

- product
- process
- environment
- team
- sponsor

Workshops

* www.process-and-project.net/agilesPMO

Scrum Day
June 8th, '16

Project examples

* www.process-and-project.net/agilesPMO
Within six months, the evaluation of the given framework conditions has improved significantly.
# Implementation And Backing Of An Agile Project

<table>
<thead>
<tr>
<th>Module</th>
<th>Objective</th>
<th>Scheduling</th>
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</table>
| **1. Analysis** | - Baseline study  
- “Readiness“ - check                                                                                                           | 1 week     |
| **2. Configuration** | - Development of agile approach  
- Selection of pilot project  
- Planning, instruction and coaching                                                                                       | 1 week     |
| **3. Ramp-Up** | - Development of initial Backlog  
- Training and provisioning of good practice  
- Intensive backing at the beginning                                                                                      | 2 months   |
| **4. Project** | - Ensuring of agile approach by context specific advice (Shadow PO / Shadow Scrum Master)  
- Inspect and adapt methodology                                                                                         | 10 months  |
Procudural Approach - Example

Lap 1: Process XY

Lap 2: E-2-E

Lap 3: Agile Capabilities

Lap n: Vision evolution

Source: Komus/Heupel Consultants
Interesting?

Study Reports, Events
(mostly German)

www.process-and-project.net

www.komus.de

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