

Infinite Possibilities - Measurable Results

Project 2010

### **Agile with Project 2010**

Robert Happy, PMP, MCT, MCTS
Project Management Practice Inc. (PMPI)
www.pmpractice.com

PROJECT MANAGEMENT PRACTICE INC.

### Who is Robert Happy and the Project Management Practice, Inc.

Microsoft Gold Certified Partner PMI Registered Education Provider

www.pm-practice.com

#### rhappy@pmpractice.com

- Provides
   consulting and
   training
   services to
   support the
   successful
   implementation
   of PM solutions:
  - \*PM Training
  - \*PM Systems
  - \*PMO Set-up
  - \*PM Support



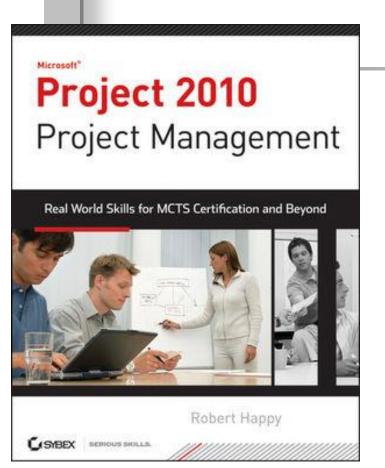
- Providing the most effective roles based **knowledge transfer** programs available today
- Offers world-class consultants and trainers and can integrate with key disciplines within your current environment to establish a high performance project management culture

PROJECT MANAGEMENT PRACTICE INC.





# Project 2010 Project Management



Get the most out of Microsoft's latest release of the popular project management tool, Project 2010, with this comprehensive guide from Author Robert Happy.

ISBN: 978-0470561102

Price: \$49.99 (Cheaper Online)

Available: NOW!

Pages: approx. 500

Media: CD, with videos, sample files, and PDF of book

Can be ordered - from your favorite bookstore, including Amazon, Barnes&Noble, or check out

www.pm-practice.com

Note: Prepares Candidates for **Certification** Exam 70-178, Microsoft Project 2010, Managing Projects – Exam Available Date - TBA

### Video Based eLearning (CBT) Training for Project 2010 or Project 2007

Both courses offer 16 PDU (PMI) credits and prepare for Microsoft Project Certification Exam



"I just finished taking your course on Microsoft Project Core Essentials, and absolutely loved it! I plan on sitting for my MCTS exam...Thank you once again for a fantastic class!"

Unsolicited email from a certified PMP customer

When you purchase "Project 2010 Project Management: Real World Skills for Certification and Beyond" by Robert Happy, PMP, save \$50 on the Project 2010 Core Essentials course.

Get the most out of Microsoft Project 2010, with this **video-based**, on-demand training course from Project Management Practice, Inc and Keystone Learning Systems.

In this course Robert combines real-world examples and step-by-step instruction to equip you with the knowledge you need to effectively plan, track, and execute projects in Project 2010.

Price: \$449 \$399

Available: Now

**Includes:** 100 + lessons, Videos, Sample Files, Quizzes,

Exercises, and complete KeyNotes.

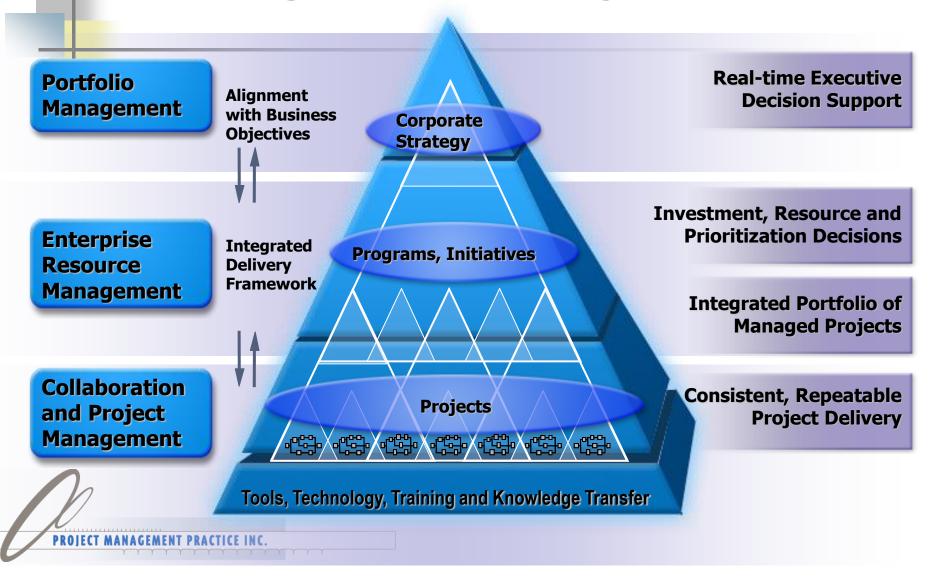
Media: Online or DVD-ROM.

PROJECT MANAGEMENT PRACTICE INC.

### **TNT Overview**

- Part 1: Project and Agile and How they Fit Together
- Part 2: Getting Started & Setting-up Project 2010 for Success in an Agile Environment
- Part 3: Planning Essentials Effectively Planning Applying Best Practices with Project in an Agile Environment
- Part 4: Communicating & Reporting Essentials Use
   Powerful Reporting and Communicating Tools
- Part 5: Tracking and Analyzing Essentials –
   Updating, Tracking and Analyzing Projects

### Strategic Fit of Project 2010



# What is Agile Project Management

- Agile Management or Agile Project Management is a method of delivering projects in a highly flexible and interactive manner.
  - It is a variant of iterative life cycle where deliverables are submitted in stages.
  - The difference between Agile and iterative development is that the delivery time in Agile is in weeks rather than months.
  - Since Agile Management derives from Agile software development, it follows the same standards defined in the Agile Manifesto when it comes to collaboration and documentation.
  - Several software methods derive from Agile, including Scrum and Extreme Programming.



### Agile Manifesto

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. The meanings of the Manifesto items on the left within the agile software development context are described below.



### Agile Values

- Individuals and Interactions in agile development, selforganization and motivation are important, as are interactions like co-location and pair programming.
- Working software working software will be more useful and welcome than just presenting documents to clients in meetings.
- Customer collaboration requirements cannot be fully collected at the beginning of the software development cycle, therefore continuous customer or stakeholder involvement is very important.
- Responding to change agile development is focused on quick responses to change and continuous development



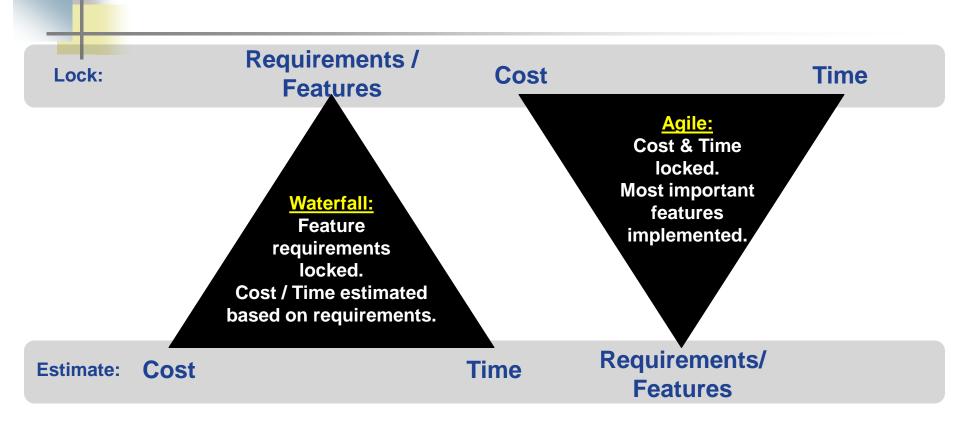
### Comparison With Waterfall

- Waterfall, as a Project Management methodology, has been criticized for not being able to cope with constant changes in software projects. The iterative nature of Agile makes it an excellent alternative when it comes to managing software projects.
- Agile, however, has its disadvantages. Many believe that it doesn't scale well, hence large software projects are still being conducted in Waterfall.
- Additionally, since the strength and usefulness of Agile are both exhibited in projects with frequent changes, it may not offer any advantage over Waterfall when it comes to classical projects where requirements are nearly always constant and unknowns are rare (such as construction projects).



### Waterfall vs Agile

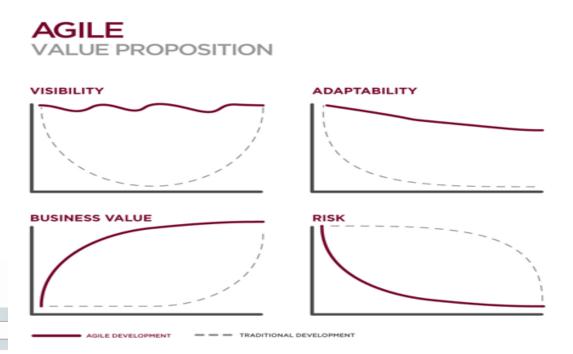
Different approaches to balancing the Project Management Triangle





### Agile Value Proposition

•Agile accelerates the delivery of initial business value, and through a process of continuous planning and feedback, is able to ensure that **value** is continuing to be maximized throughout the development process.





### Top 5 Business Benefits of Agile

#### Lower Risk

When business value stops, the project stops.....Better ROI.

#### Change is welcome

You have a chance to change course every two or four weeks. As value is added your priorities might change.

#### More communication with the team

Daily 15 minute "stand up meeting", continuous planning and feedback.

#### **Faster Results**

The goal of a sprint is shippable functionality...

#### Less management overhead with self-managing teams

Self-managing teams determine what they will commit to completing during a sprint, and how they will make it happen.



### Agile Iterations

- There are many specific agile development methods. Most promote development, teamwork, collaboration, and adaptability (embracing change) throughout the life-cycle of the project.
- Iterations are short time frames (timeboxes) that typically last from one to four weeks.
- Each iteration involves a team typically working through a full software development cycle including planning, requirements analysis, design, coding, unit testing, and acceptance testing when a working product is demonstrated to stakeholders.
- An iteration may not add enough functionality to warrant a market release, but the goal is to have an available release (with minimal bugs) at the end of each iteration.
- Multiple iterations may be required to release a product or new features.

### **Team Collaboration**

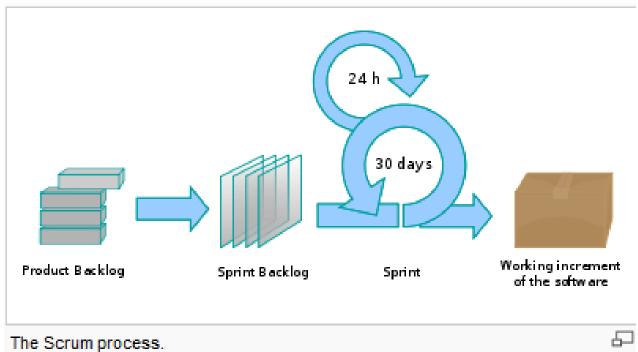
- Team composition in an agile project is usually cross-functional and self-organizing without consideration for any existing corporate hierarchy or the corporate roles of team members.
- Team members normally take responsibility for tasks that deliver the functionality an iteration requires. They decide individually how to meet an iteration's requirements.
- Each agile team will contain a <u>customer representative</u>. This
  person is appointed by stakeholders to act on their behalf and
  makes a personal commitment to being available for developers
  to answer mid-iteration problem-domain questions.



### Agile Teams and Collaboration

- At the end of each iteration, stakeholders and the customer representative review progress and re-evaluate priorities with a view to optimizing the ROI and ensuring alignment with customer needs and company goals.
- Most agile implementations use a routine and formal daily face-to-face communication among team members. This specifically includes the customer representative and any interested stakeholders as observers.
- In a brief session, team members report to each other what they did the previous day, what they intend to do today, and what their roadblocks are. This face-to-face communication exposes problems as they arise.
- The agile method encourages stakeholders to prioritize wants with other iteration outcomes based exclusively on business value perceived at the beginning of the iteration.

# Scrum Example

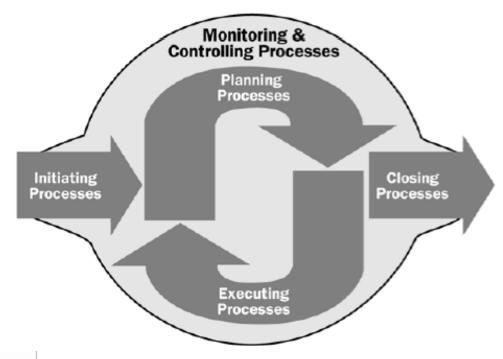




## PMI Process Groups

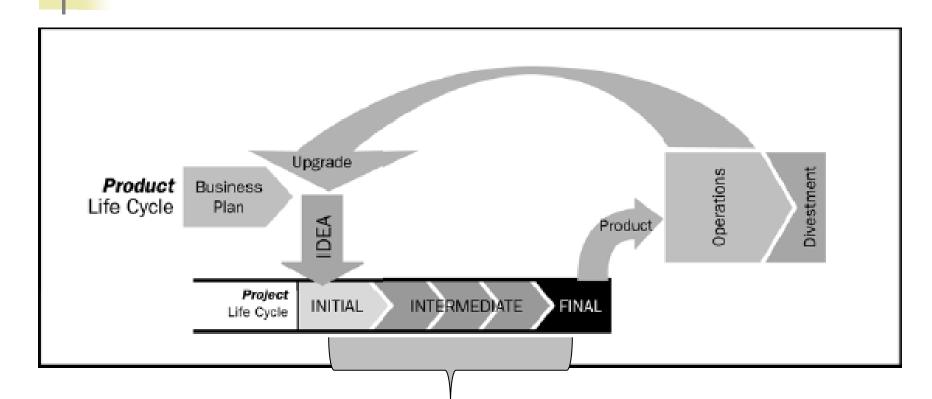
- Initiating
- 2. Planning
- 3. Executing
- 4. Monitoring & Controlling
- 5. Closing

Project 2010 better supports Modern Day Project Management Techniques





# PM Life Cycle vs. Product Life Cycle – PMBOK Guide



**Project 2010 as an Enabling Tool Here** 

PROJECT MANAGEMENT PRACTICE INC.

## Agile and Project Management

- Based on core concepts like rolling wave planning with iterative and incremental development delivery.
- Integrations are rapid and flexible with open and continuous communication between the project teams and customers.
- Although an Agile approach puts more emphasis on the doing, the new features of Project 2010 are aligned to support the management of various agile approaches such as Scrum, XP, Lean and Test-driven Development
  - New Interface Improved Access and Functionality
  - User Controlled Scheduling for flexible planning
  - Rolling Wave Planning and Top Down Summaries
  - Team Planner View
  - Timeline View
  - Inactivate Function
  - New Collaboration and Reporting Tools



### How Do I Get Started?



- Overview of the new look
  - Gantt Chart with Timeline view
  - Zoom Slider
- New Ribbon Interface
  - Logical Groupings of Commands
- Checking out the 'Backstage'
  - Managing project files and templates
  - Adjust Project Options to meet your needs
- Define the project start date
- Apply project calendars that match how we work on a project

PROJECT MANAGEMENT PRACTICE INC.

# Demo

**Getting Started** 



### Planning Essentials

- Quickly set up your project plan phases, sprints, tasks, milestones, scrum meetings
  - New User Controlled Scheduling
  - Creating 'Top-Down' Summaries
  - Easily add Milestones
  - Estimating Duration & Setting Dependencies
- Assign and clearly identify resource needs & coordinate workload proactively
  - New 'Team Planner' to move work from one resource to another

PROJECT MANAGEMENT PRACTICE INC.

### Demo

## Planning Essentials

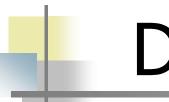


## Communicating Essentials: Keeping Stakeholders Aligned

- Quickly access and share relevant project information
  - New Timeline View to show concise overview of the entire schedule
  - Add new columns quickly
  - Easily Save Tables and Views
  - Maintain formatting with Enhanced Copy and Paste
- Export Project files to a SharePoint List that can be viewed across the organization

# Communicating to Multiple Stakeholders – No Easy Job





### Demo

## Communicating Essentials



# Tracking Essentials – Execute and Control to Stay on Course

- Use the baseline to manage your objectives and constraints better
- Easily move tasks forward or backward
- Mark tasks as 'Inactive'
- Use the 'Task Inspector' to review problems and take corrective actions
  - Improved Project Version Comparison



### Tracking Progress

- Collect actual information about tasks
  - What percentage of the task is complete?
  - When did the task actually start?
  - When did the task actually finish?
  - What was the actual duration/work?
- Enter actual data into Project 2010
- Compare actual progress with baseline plan
- Analyze the plan
  - Find problems
  - Keep on track/take corrective action



### Demo

## Tracking Essentials



## What's New in Project 2010?

- Improved Interface
  - Ribbon style commands to better support how you plan and manage schedules
  - Backstage for managing files and Project environment options
  - Most common commands are one click away
- User Controlled Scheduling
  - Choose to Manually schedule for an easy to use Excel like interface or take full advantage of the powerful schedule engine with Auto Schedule
  - Create Top-Down Summary Tasks that don't use rollup for scheduling and even compare to details
  - Inactivate tasks to retain information without deleting (Professional Investment)



### What's New in Project 2010 (cont'd)...

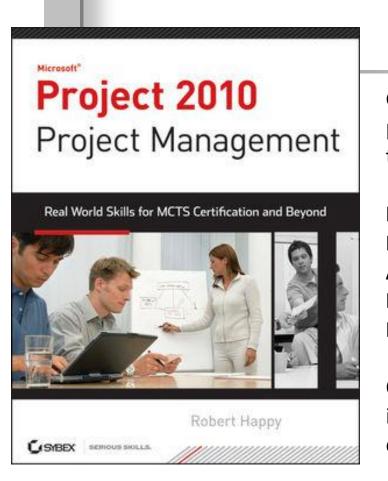
- New Viewing Options
  - Timeline view to see the big picture part of the default view
  - The Team Planner for resource management and drag and drop resources scheduling (Professional Investment)
  - New Gantt chart bar styles
  - Easier View Creation and Customization
- Better Analysis
  - 'Task Inspector' shows why a task is scheduled where it is and allows action to correct
  - Move Tasks to reschedule forward or back
  - Project Version comparison now includes Gantt bars
- Easier Collaboration and Sharing of Information
  - Sync with SharePoint lists (Professional Investment)
  - Save to PDF for easier sharing
  - Enhanced Copy and Paste







# Project 2010 Project Management



Get the most out of Microsoft's latest release of the popular project management tool, Project 2010, with this comprehensive guide from Author Robert Happy.

ISBN: 978-0470561102

**Price:** \$49.99

Available: NOW!

Pages: approx. 500

Media: CD, with videos, sample files, and PDF of book

Can be ordered - from your favorite bookstore, including Amazon, Borders, Barnes&Noble, or check out www.pm-practice.com

Note: Prepares Candidates for Certification Exam 70-178, Microsoft Project 2010, Managing Projects – Exam Available Date - TBA

### Video Based eLearning (CBT) Training for Project 2010 or Project 2007

Both courses offer 16 PDU (PMI) credits and prepare for Microsoft Project Certification Exam



"I just finished taking your course on Microsoft Project Core Essentials, and absolutely loved it! I plan on sitting for my MCTS exam...Thank you once again for a fantastic class!"

Unsolicited email from a certified PMP customer

When you purchase "Project 2010 Project Management: Real World Skills for Certification and Beyond" by Robert Happy, PMP, save \$50 on the Project 2010 Core Essentials course.

Get the most out of Microsoft Project 2010, with this **video-based**, on-demand training course from Project Management Practice, Inc and Keystone Learning Systems.

In this course Robert combines real-world examples and step-by-step instruction to equip you with the knowledge you need to effectively plan, track, and execute projects in Project 2010.

Price: \$449 \$399

Available: Now

**Includes:** 100 + lessons, Videos, Sample Files, Quizzes,

Exercises, and complete KeyNotes.

Media: Online or DVD-ROM.

PROJECT MANAGEMENT PRACTICE INC.

### **Questions & Answers**

Robert Happy – (707) 280-8560 <a href="mailto:rhappy@pmpractice.com">rhappy@pmpractice.com</a>

www.pm-practice.com

Michael Delzell - (707) 953-8097 mdelzell@pmpractice.com

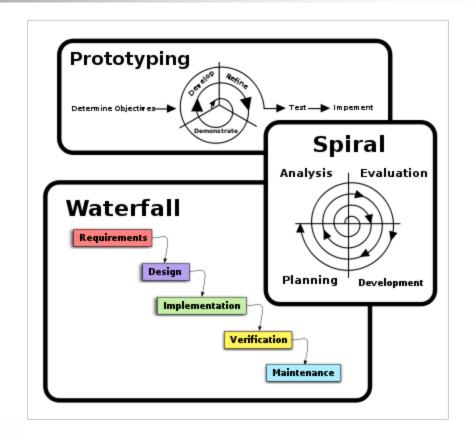


# **Appendix**



# 3 Basic Approaches Applied to Software Development Methodology Frameworks

A software development methodology is a framework that is used to structure, plan, and control the process of developing an information system - this includes the pre-definition of specific deliverables and artifacts that are created and completed by a project team to develop or maintain an application





### Waterfall development

- The <u>Waterfall model</u> is a sequential development approach, in which development is seen as flowing steadily downwards (like a waterfall) through the phases of requirements analysis, design, implementation, testing (validation), integration, and maintenance. The first formal description of the method is often cited as an article published by <u>Winston W. Royce</u> in 1970 although Royce did not use the term "waterfall" in this article.
- The basic principles are: [2]
- Project is divided into sequential phases, with some overlap and splashback acceptable between phases.
- Emphasis is on planning, time schedules, target dates, budgets and implementation of an entire system at one time.
- Tight control is maintained over the life of the project via extensive written documentation, formal reviews, and approval/signoff by the user and information technology management occurring at the end of most phases before beginning the next phase.

#### Prototyping

- <u>Software prototyping</u>, is the development approach of activities during <u>software</u> <u>development</u>, the creation of prototypes, i.e., incomplete versions of the software program being developed.
- The basic principles are:
- Not a standalone, complete development methodology, but rather an approach to handling selected parts of a larger, more traditional development methodology (i.e. incremental, spiral, or rapid application development (RAD)).
- Attempts to reduce inherent project risk by breaking a project into smaller segments and providing more ease-of-change during the development process.
- User is involved throughout the development process, which increases the likelihood of user acceptance of the final implementation.
- Small-scale mock-ups of the system are developed following an iterative modification process until the prototype evolves to meet the users' requirements.
- While most prototypes are developed with the expectation that they will be discarded, it is possible in some cases to evolve from prototype to working system.
- A basic understanding of the fundamental business problem is necessary to avoid solving the wrong problem.



### Incremental development

- Various methods are acceptable for combining linear and iterative systems development methodologies, with the primary objective of each being to reduce inherent project risk by breaking a project into smaller segments and providing more ease-of-change during the development process.
- The basic principles are: [2]
- A series of mini-Waterfalls are performed, where all phases of the Waterfall are completed for a small part of a system, before proceeding to the next increment, or
- Overall requirements are defined before proceeding to evolutionary, mini-Waterfall development of individual increments of a system, or
- The initial software concept, requirements analysis, and design of architecture and system core are defined via Waterfall, followed by iterative Prototyping, which culminates in installing the final prototype,

### Spiral development

- The spiral model.
- The <u>spiral model</u> is a <u>software development process</u> combining elements of both <u>design</u> and <u>prototyping</u>-in-stages, in an effort to combine advantages of <u>top-down and bottom-up</u> concepts. It is a meta-model, a model that can be used by other models.
- The basic principles are: [2]
- Focus is on risk assessment and on minimizing project risk by breaking a project into smaller segments and providing more ease-of-change during the development process, as well as providing the opportunity to evaluate risks and weigh consideration of project continuation throughout the life cycle.
- "Each cycle involves a progression through the same sequence of steps, for each part of the product and for each of its levels of elaboration, from an overall concept-of-operation document down to the coding of each individual program."

  [4]

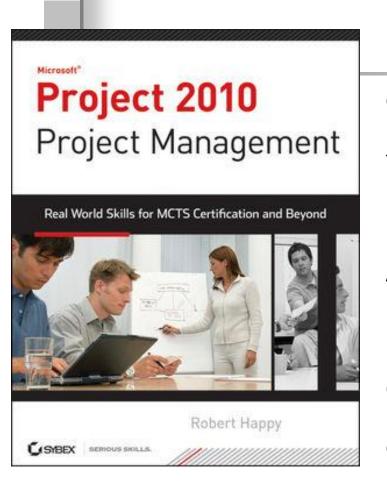
#### Rapid application development

- Rapid application development (RAD) is a software development methodology, which
  involves iterative development and the construction of <u>prototypes</u>. Rapid application
  development is a term originally used to describe a <u>software development process</u>
  introduced by <u>James Martin</u> in 1991.
- The basic principles are: [2]
- Key objective is for fast development and delivery of a high quality system at a relatively low investment cost.
- Attempts to reduce inherent project risk by breaking a project into smaller segments and providing more ease-of-change during the development process.
- Aims to produce high quality systems quickly, primarily via iterative Prototyping (at any stage of development), active user involvement, and computerized development tools. These tools may include <u>Graphical User Interface</u> (GUI) builders, <u>Computer Aided Software Engineering</u> (CASE) tools, <u>Database Management Systems</u> (DBMS), <u>fourth-generation programming languages</u>, code generators, and object-oriented techniques.
- Key emphasis is on fulfilling the business need, while technological or engineering excellence is of lesser importance.
- Project control involves prioritizing development and defining delivery deadlines or "timeboxes". If the project starts to slip, emphasis is on reducing requirements to fit the NAGEMENT PROSECT NOT IN INCREASING THE DESCRIPTION OF THE PROPERTY OF THE PRO
- Generally includes joint application design (JAD), where users are intensely involved in





# Project 2010 Project Management



Get the most out of Microsoft's latest release of the popular project management tool, Project 2010, with this comprehensive guide from Author Robert Happy.

ISBN: 978-0470561102

**Price:** \$49.99

Available: NOW!

Pages: approx. 500

Media: CD, with videos, sample files, and PDF of book

Can be ordered - from your favorite bookstore, including Amazon, Borders, Barnes&Noble, or check out www.pm-practice.com

Note: Prepares Candidates for **Certification** Exam 70-178, Microsoft Project 2010, Managing Projects – Exam Available Date - TBA

## Video Based eLearning (CBT) Training for Project 2010 or Project 2007

Both courses offer 16 PDU (PMI) credits and prepare for Microsoft Project Certification Exam



"I just finished taking your course on Microsoft Project Core Essentials, and absolutely loved it! I plan on sitting for my MCTS exam...Thank you once again for a fantastic class!"

Unsolicited email from a certified PMP customer

When you purchase "Project 2010 Project Management: Real World Skills for Certification and Beyond" by Robert Happy, PMP, save \$50 on the Project 2010 Core Essentials course.

Get the most out of Microsoft Project 2010, with this **video-based**, on-demand training course from Project Management Practice, Inc and Keystone Learning Systems.

In this course Robert combines real-world examples and step-by-step instruction to equip you with the knowledge you need to effectively plan, track, and execute projects in Project 2010.

Price: \$449 \$399

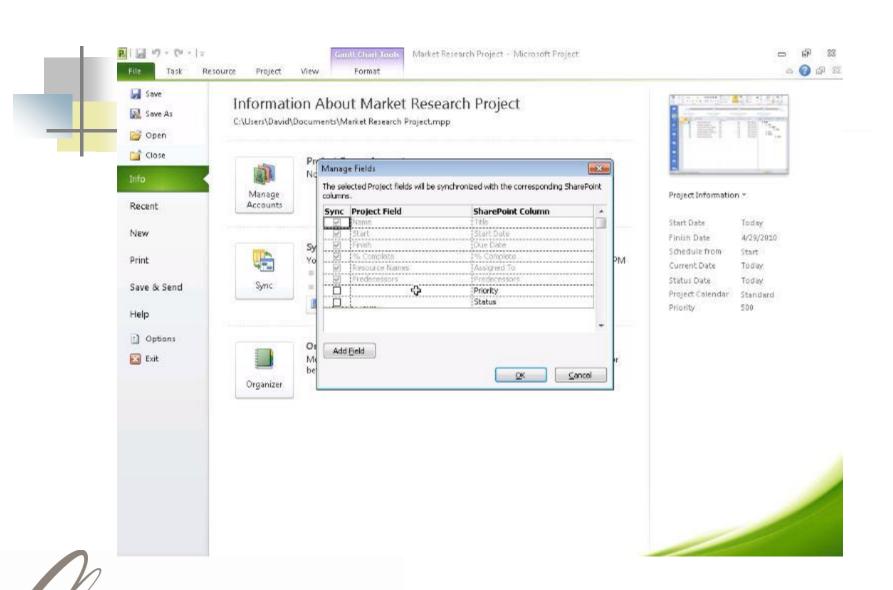
Available: Now

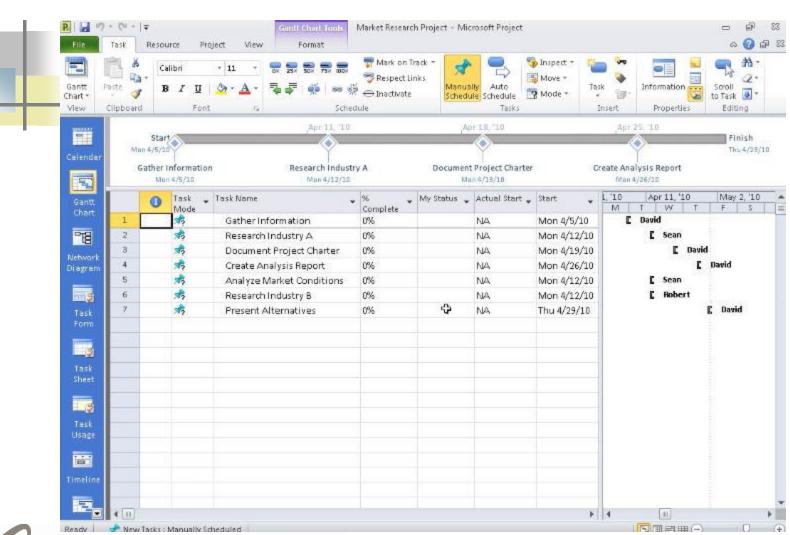
**Includes:** 100 + lessons, Videos, Sample Files, Quizzes,

Exercises, and complete KeyNotes.

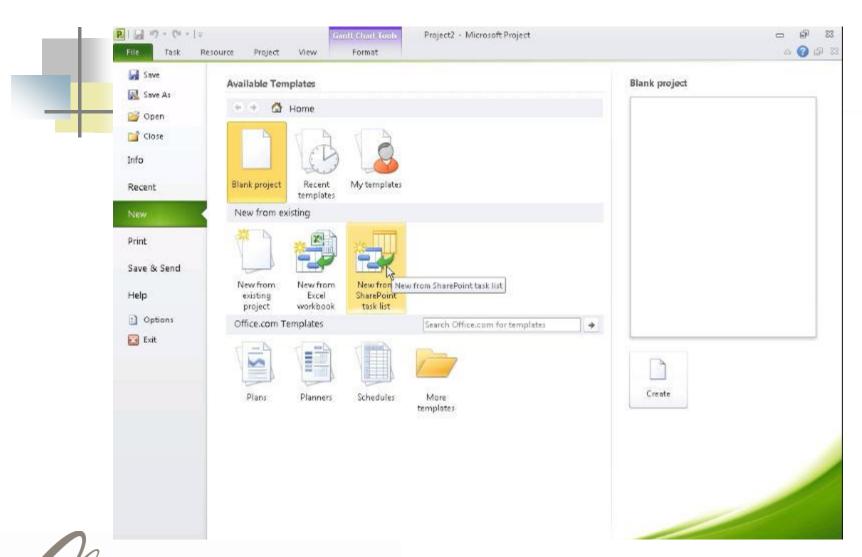
Media: Online or DVD-ROM.

PROJECT MANAGEMENT PRACTICE INC.

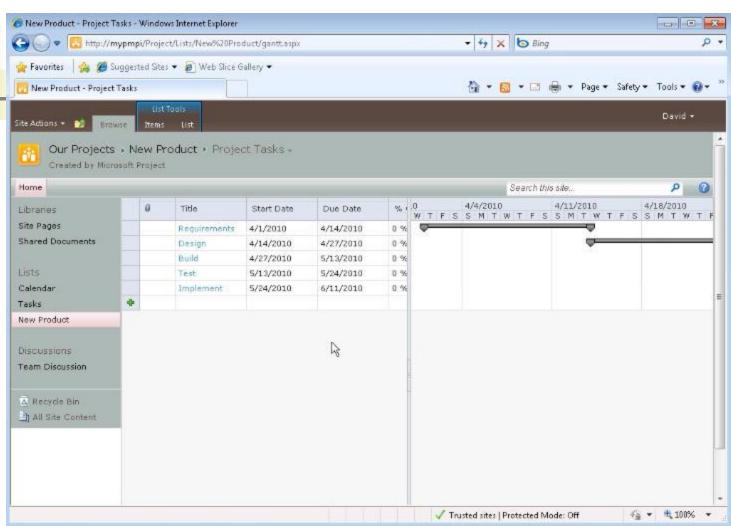




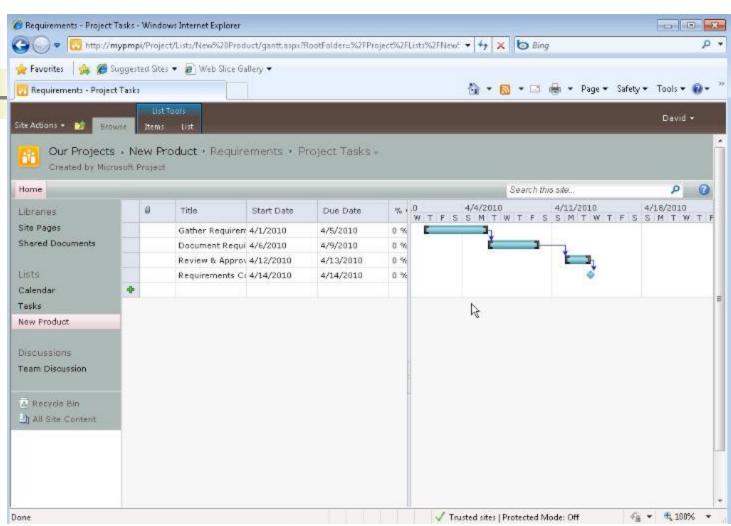




PROJECT MANAGEMENT PRACTICE INC.



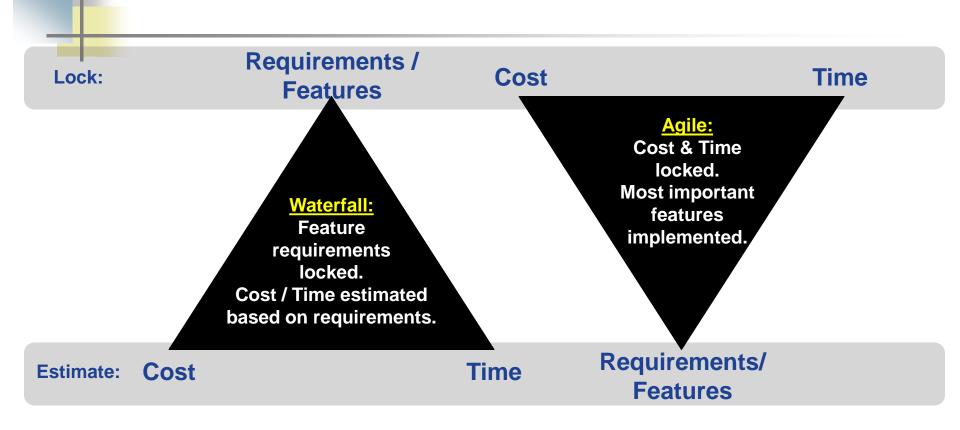






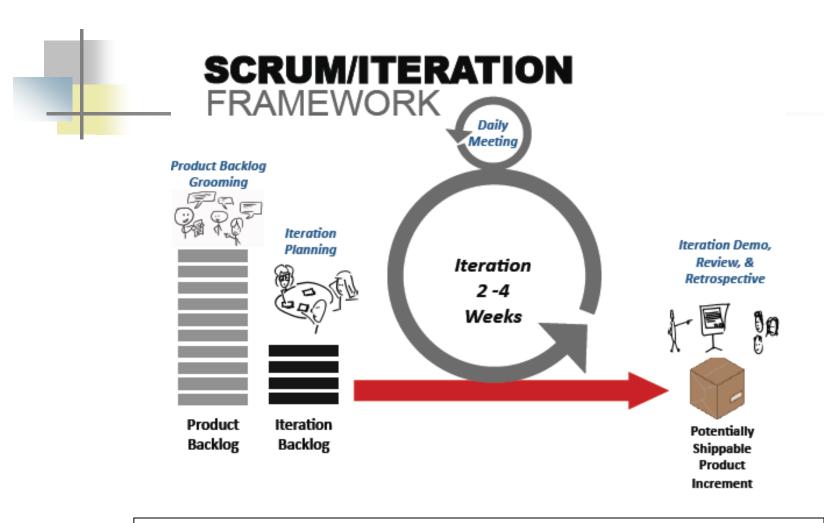
# Waterfall vs Agile

Different approaches to balancing the Project Management Triangle





# How does Agile Work?

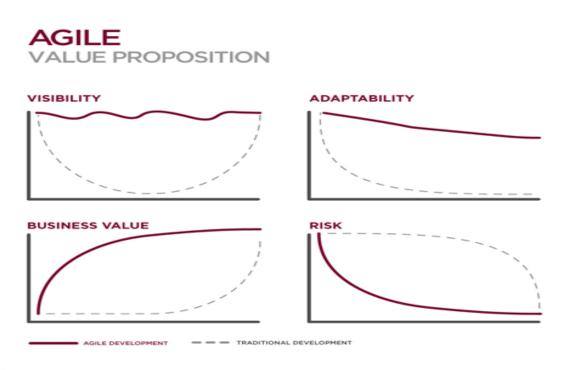


Agile is framework that emphasizes customer satisfaction through continuous delivery of functional software.

PROJECT MANAGEMENT PROSCEUM Framework is the most widely used Agile approach.

## Agile Value Proposition

Agile accelerates the delivery of initial business value, and through a process of continuous planning and feedback, is able to ensure that **value** is continuing to be maximized throughout the development process.





# Top 5 Business Benefits of Agile

### **Lower Risk**

When business value stops, the project stops.....Better ROI.

### Change is welcome

You have a chance to change course every two or four weeks. As value is added your priorities might change.

### More communication with the team

Daily 15 minute "stand up meeting", continuous planning and feedback.

#### **■**Faster Results

The goal of a sprint is shippable functionality...

### Less management overhead with self-managing teams

Self-managing teams determine what they will commit to completing during a sprint, and how they will make it happen.



# **User Story**

### (front)

Story 1: Home Page
As a prospective user, I can view the home page so that I can decide if I want to try the service.

### (back)

Story 1: Acceptance Criteria

- ( ) Shows company logo and site banner at top
- ( ) Show sales pitch
- ( ) Introduces site services
- ( ) Has copyright information at bottom
- ( ) Uses site "look and feel"



# Prioritization - MoSCoW

Must Have

Should Have

Could Have

Won't Have



# High Level Project Plan

✓ 8/9/2011

#### Initiation

- Global Methodology SDLC high level flow, Metrics, Terminology, Routes and Templates
- Initiation and Op Mechanisms
- Project Server Configuration

8/29/2011

Iteration 1

- Envisioning Workshop 1
- · Product backlog defined
- Sprint 1 configuration

9/16/2011

Interation 2

- Envisioning workshop 2 (Global) – Aug 29<sup>th</sup>
- Product backlog refined
- · Sprint 2 configuration

Iteration 3 &

#### **Sprint 1 Key Deliverables**

- ✓ Envisioning Workshop 1
- □ Product Backlog Defined
- □ Sprint 1 Configuration
- Baseline Metrics for Current State

- · Product backlog refined
- Sprint 3 & 4 configuration

Training

10/28/2011

12/30/2011

Launch & Support

11/18/2011

- \* Dates reflect milestone end date
- \*\* Timelines will be validated post initiation

