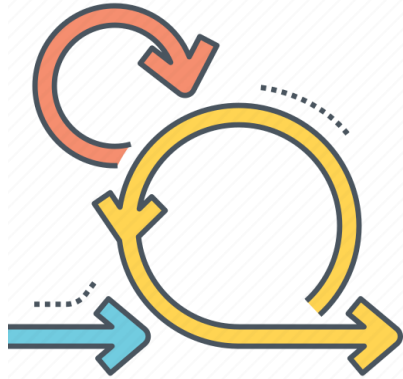# RESEARCH PMO BROWN BAG LUNCH

## THURSDAY, 11:30 AM 03/24/22

## AGILE 101

**RESEARCH PMO TEAM:**

Anne E. Geary, MBA, PMP – Assistant Director

Ruth Caisse, PMP – Senior Project Manager

Margeya Patel, BS – Project Manager

Court Demuth, MPH – Project Manager

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# AGENDA

Housekeeping Items

Session Overview

Introductions

Agile Philosophy & Mindset

Agile Examples & Templates

Takeaways/Resources/Tools

Quick Quiz

Final Questions/Survey

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# HOUSEKEEPING

**Today's Session:**

- We will share our slides and materials post-session

- Everyone is <u>muted</u>, if you would like to speak or ask a question:
    - Type your question in the *Chat Box*
    - Ask a question with *Raise Hand* function

- Post-session evaluation Survey

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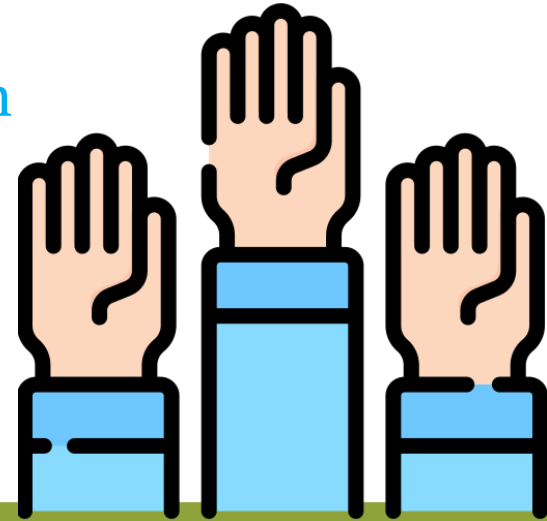
# SESSION OVERVIEW

**THIS SESSION WILL COVER:**

Agile values, frameworks, terminology, and examples.

We will do a deep dive on the Agile Methodology which encourages a collaborative, transparent, and supportive mindset.

We will also introduce you to Agile concepts, methods, and principals which can be applied to your project and/or study management.

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# INTRODUCTIONS

**Anne E. Geary, MBA, PMP**

Assistant Director,
Research PMO

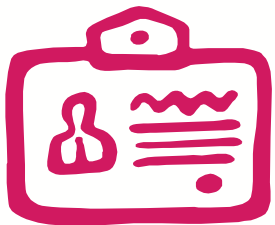**Margeya Patel**

Project Manager,
Research PMO

**Ruth Caisse, PMP**

Senior Project Manager,
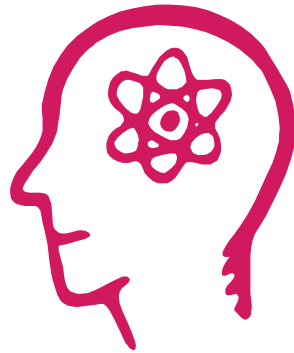Research PMO

**Court Demuth, MPH**

Project Manager,
Research PMO

**PARTICIPANTS:**

- Name, Role, and Functional Team

- Why did you sign up for this event, and what do you hope to learn?

# AGILE PHILOSOPHY & MINDSET

# AGILE MANIFESTO
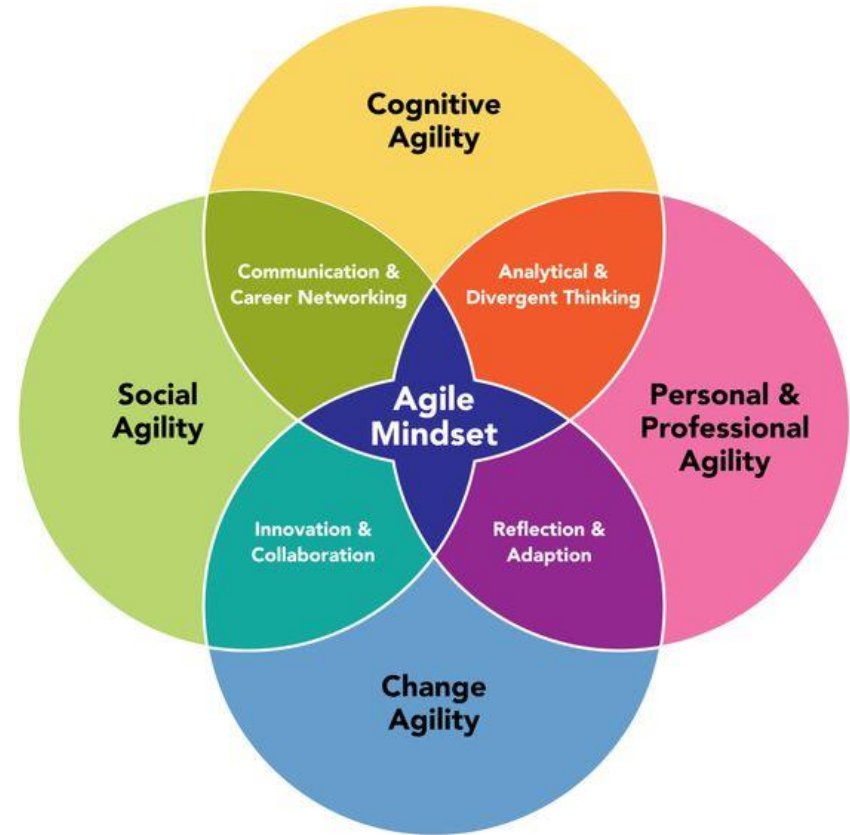


*Reference #1

# WHEN TO USE AGILE



*Reference #3
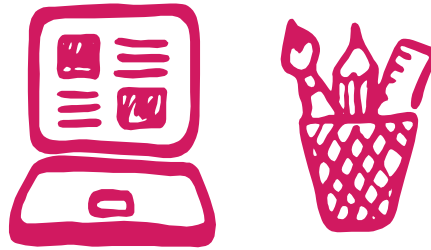
# WHEN TO USE AGILE

**Try the Agile approach when...**

- You want to use a more iterative process

- You want to deliver results quickly

- Your team moves quickly

- Your team values adaptability over predictability

- Your end users/target population want to  be active stakeholders



*Reference #4

# AGILE EXAMPLES & TEMPLATES

# CULTIVATING AN AGILE MINDSET

*The agile mindset is a thought process that involves understanding, collaborating, learning, and staying flexible to achieve high-performing results. By combining the agile mindset with processes and tools, teams can adapt to change and deliver incremental value to their customers or stakeholders.*
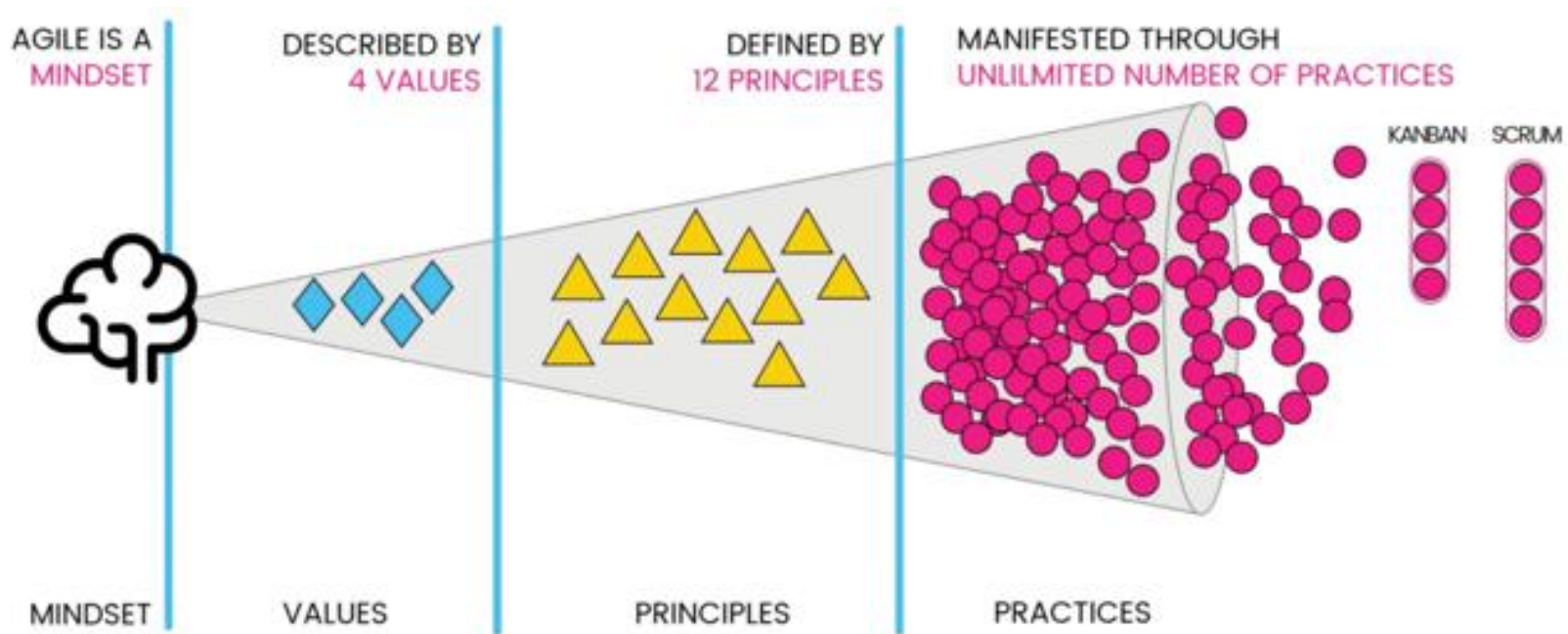


*Reference #6

# AGILE FRAMEWORK: SCRUM

Scrum is a subset of Agile and one of the most popular frameworks for implementing the project management framework.
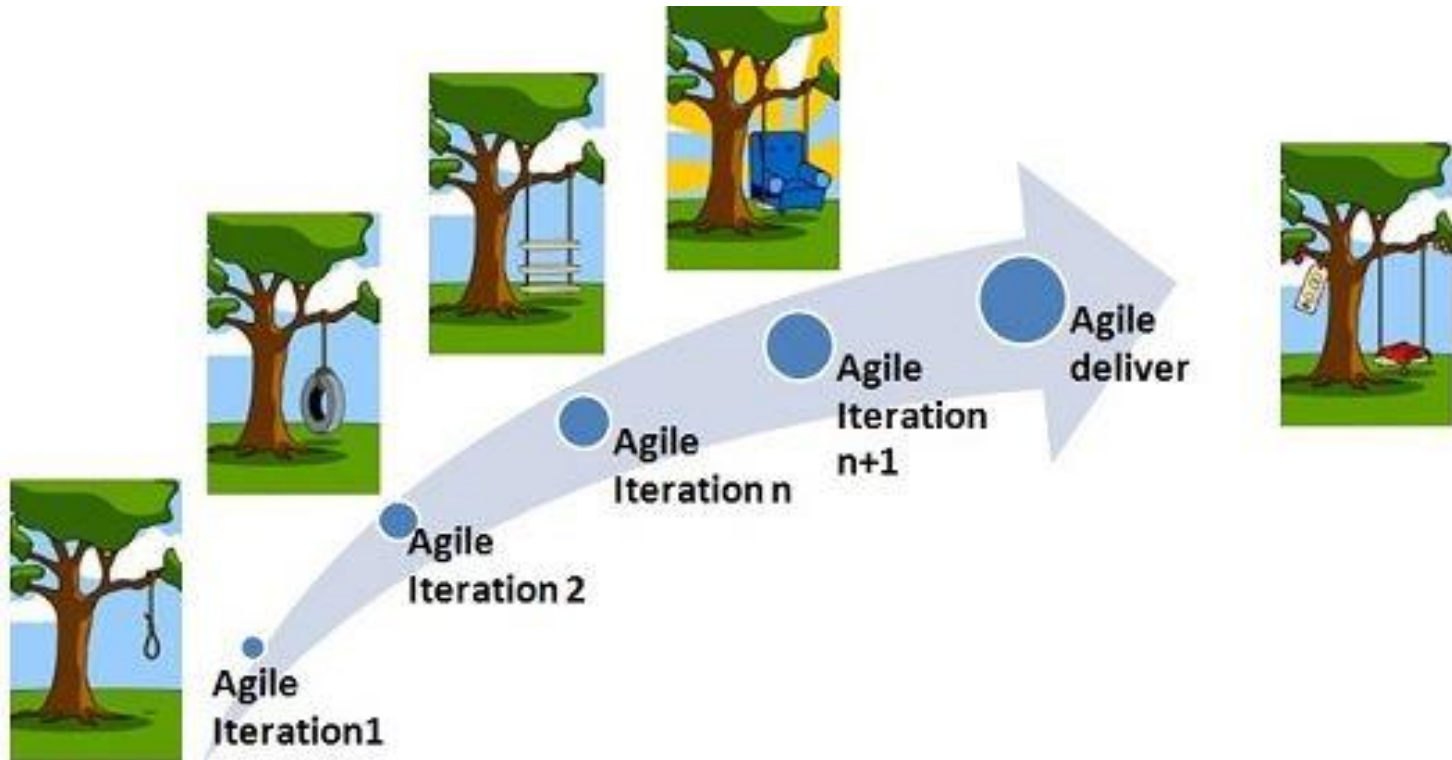


*Reference #12

# ALSO, ANOTHER TYPE OF SCRUM



*Reference #8

# AGILE / SCRUM

## 4 SCRUM ROLES

**SCRUM TEAM**
The Scrum Team is 10 or fewer people including one Product Owner, one Scrum Master and Developers.

**PRODUCT OWNER**
A single decision-maker who is responsible for prioritizing the backlog and maximizing the value delivered by the Scrum Team.

**DEVELOPERS**
Cross-functional team of 3-9 people who plan, adapt and hold each other accountable to deliver a usable increment each sprint.

**SCRUM MASTER**
A True Leader who serves, coaches and supports the Scrum Team, Product Owner and Org to adopt Scrum as defined in the Scrum Guide.

*Reference #2

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# The Agile: Scrum Framework at a glance

**Inputs from Executives, Team, Stakeholders, Customers, Users**

**Product Owner**

**The Team**

**Scrum Master**

**Burndown/up Charts**

**Daily Scrum Meeting**

**Every 24 Hours**

**1-4 Week Sprint**

**Sprint Review**

| 1 |
|---|
| 2 |
| 3 | Ranked list of what is required: features, stories, ... |
| 4 |
| 5 |
| 6 |
| 7 |
| 8 |

**Product Backlog**

Team selects starting at top as much as it can commit to deliver by end of Sprint

**Sprint Planning Meeting**

Task Breakout

**Sprint Backlog**

**Sprint end date and team deliverable do not change**

**Finished Work**

neon rain® interactive

[AGILE FOR ALL]

**Sprint Retrospective**

*Reference #7

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# KANBAN



**"Kanban": is the Japanese word (かんばん), meaning visual signal**

Kanban is a way to help teams balance the work they need to do with the available capacity of each team member.
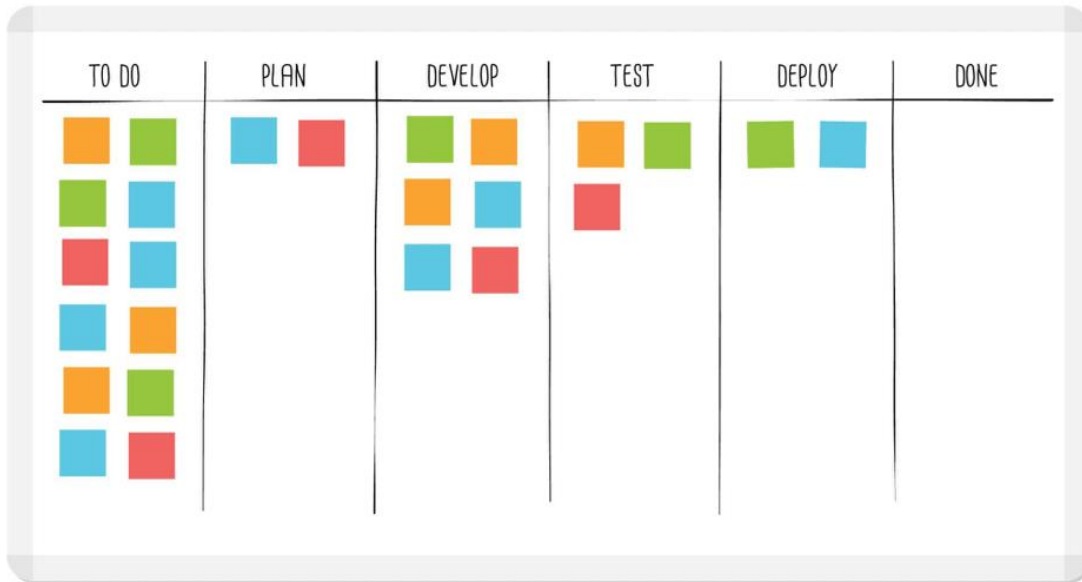
**6 Core Practices:**
- ✓ Visualize work
- ✓ Limit work-in-progress (WIP)
- ✓ Manage flow
- ✓ Make process policies explicit
- ✓ Implement feedback loops
- ✓ Improve collaboratively

**Kanban System Goal:** to provide maximum value while eliminating waste.

*Reference #9

# HOW DO I USE A KANBAN BOARD?



| TO DO | PLAN | DEVELOP | TEST | DEPLOY | DONE |
|-------|------|---------|------|--------|------|

Legend:
- 🟩 User Story
- 🟥 Defect
- 🟦 Task
- 🟧 Feature

Card details:
- Unique identifier based on team standards → Ticket ID #42
- Activity name → The week view of the new calendar feature
- Rough estimate of size of work in hours or other metric → (3)
- Name of who's working on the card → Chris, Alex
- Red sticker indicates a blocker

1. Identify the process you want to improve

2. Map your workflow and label columns (stages of work)

3. [Visualize your Work](#) by writing each activity on its own card (use colors to differentiate between task types)

4. Limit your Work in Progress (WIP)- a cap on the # of tasks your team is actively working on

*Reference #11

# APPLYING AGILE PRINCIPLES IN COLLABORATIVE RESEARCH PROJECTS
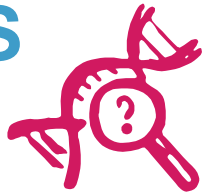
**Challenges in Managing Collaborative Research:**
- Leadership
- Trust
- Transparency
- Clarity
- Communication
- Progress Monitoring

**Framework for how organizations can join the agile science movement:**
- Anticipate skepticism
- Emphasize the "why"
- Implement flexibly
- Organize around the right kind of teams

*References #12 & #15

Go to: https://www.menti.com

Please enter the code:
59 17 05 8

*Reference #13

# KEY TAKEAWAYS

Agile methods and tools favors an adaptive, iterative, and evolutionary development approach.

Using agile tools and techniques can help to:

- Self-organize and plan
- Communicate (within the team, the rest of your organization, the sponsor)
- Continuously improve the way you work
- Ensure value on what's being delivered

# PRIMARY TOOLS FOR THE RESEARCH PMO

- MS Office 365 Suite; Word, Excel, Visio, SharePoint, Teams, Outlook, Power Point, One Note, OneDrive and Project

- Smartsheet; sheets, forms, reports, dashboards and calendars

- Research PMO Website:
  - Submit a question to us
  - Request Project or Process Improvement Support

- Research PMO Portfolio; Program and project visibility

- Research PMO Key Deliverables

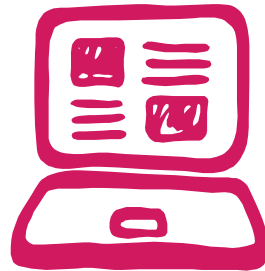Children's Hospital of Philadelphia
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# Final Questions?



Do Agile or Do Not, There is no Try

# Don't Forget to Complete your [Survey](Survey)

*Reference #14

# APPENDIX

# SCRUM PILLARS & VALUES

| | | | |
|---|---|---|---|
| Transparency & Trust | Minimize Mistakes | Inspection | Continuous Stakeholder Reviews |
| Adaptation (adjustments to minimize any further deviation or issues) | Commitment to achieving the goals of the Scrum Team | Courage to do the right thing & work on tough problems | Focus on work within the Sprint & the overall goals of the Scrum Team |
| | Openness to the work & the various challenges that come with performing the work | Respect Team Members | |

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# ADDITIONAL RESOURCES

- **Take a class at CHOP:**
  - Project Management
  - Applying Improvement Methods (AIM)
  - Leading Improvement Course (LIC)
  - MS Office
  - DISC I & II with your team
  - CLI: Presenting with Impact: Presentations Skills Workshop
  - Virtual Meeting Technology Coaching Session

# ADDITIONAL TOOLS

- **Collaboration Tools:**
  - Microsoft Teams
  - Spreadsheets
  - Slides
  - Video Conferences
  - 1:1 chats Emails

- **Cloud-based Tools:**
  - ServiceNow
  - [Smartsheet](#)*

# KEY TERMS & DEFINITIONS

# KEY AGILE TERMS

**Backlog**
- Also known as product backlog. A prioritized features list containing a short description of all functionality desired in end product or deliverable.

**Kanban Board**

"Kanban" is the Japanese word for "visual signal." A Kanban board helps make your work visible so you can easily monitor and keep everyone on the same page. Kanban boards use cards and columns to help technology and service teams commit to the right amount of work.

**Scrum**
- Agile development project management framework based around sprints generally comprised of the scrum team.

**Sprint**

A short, consistent, time-boxed period when a team works to complete a set amount of work. A product or service is provided in a series of iterations that break down big, complex projects into bite-sized pieces. Approximately two weeks in length.

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# AGILE / SCRUM

## 5 SCRUM EVENTS

### THE SPRINT

**PURPOSE** – The sprint is a fixed length event up to a month in length where all the work is completed to turn ideas into value. Considered the heartbeat of Scrum.

1. Every Sprint should be the **SAME LENGTH**.

2. As soon as one Sprint ends, the **NEXT SPRINT BEGINS**.

3. The Sprint is a container for all the other **SCRUM EVENTS**.

### SPRINT PLANNING

**PURPOSE** - Understand WHY the Sprint is valuable, WHAT prioritized items the team will work on and HOW the team will complete the work.

1. The **SCRUM TEAM IS RESPONSIBLE** for planning each backlog item and taking on a realistic amount of work based on their capacity and past performance.

2. The Scrum Team **PLANS THE WORK TOGETHER** with the goal of completing the work together.

3. The Sprint Goal, selected Backlog Items and plan for delivering them is called the **SPRINT BACKLOG**.

### DAILY SCRUM

**PURPOSE** – Inspect progress toward the sprint goal, coordinate efforts and adapt plans.

1. The Daily Scrum is for the **DEVELOPERS** to improve communication and decision-making.

2. The format can vary but the **FOCUS** is on hitting the **SPRINT GOALS**.

3. The meeting should last **LESS THAN 15 MINUTES** and be held at the same time and place every working day of the sprint.

### SPRINT REVIEW

**PURPOSE** - Demonstrate progress, inspect the team results and get feedback for future adaptations.

1. The Scrum Team should show actual working **RESULTS FROM THE USER'S PERSPECTIVE**. Don't show lines of code or PowerPoint.

2. **GET ORGANIZED**, start on time and be succinct. Plan for 4-5 minutes per completed backlog item and leave time for engagement with stakeholders.

3. **EXPECT FEEDBACK** including new requests.

### RETROSPECTIVE

**PURPOSE** - Allow the Scrum team to pause, reflect and plan ways to improve team quality and effectiveness.

1. Retrospectives are **FOR THE SCRUM TEAM** and the team decides who should attend.

2. **NO BLAMING OR COMPLAINING**. Assume that everyone did the best they could under the circumstances.

3. Use **ROOT CAUSE ANALYSIS** to go beneath the surface. Select just one or two improvement actions each sprint.

*Reference #2

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