



Agile with a lowercase 'a': *The Art of Collaborative PM*

Hosted by **Kylie Forcinito** and **Nick Switzer**

Join Us for **Contribution Sprints**

Friday, April 28, 2017

**First-Time Sprinter
Workshop**

9:00am - 12:00pm

Room: 307 - 308

**Mentored Core
Sprint**

9:00am - 12:00pm

Room: 301 - 303

General Sprints

9:00am - 6:00pm

Room: 309 - 310

#drupalsprints



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We're a digital agency that helps organizations solve **technology and **marketing** problems.**



WHY ARE WE *HERE?*

To help cure your post discovery hangover.



The discovery process has ended and everyone is pumped! **Now what?**

Don't lose the momentum you gained **during**
the discovery process.



Discovery Process Assumptions

- Include the same cross-functional team - every discipline should be involved
- Project docs are solid and ready to use in implementation



WHERE WE *WERE*

Discovery was defined, but the project would plateau as the team went different directions.

Projects were being completed, but it felt like we needed a clearer, more unified approach.



THERE HAS TO BE AN
EASIER WAY!

Satisfy client
contract and
budget needs
**while keeping
collaboration a
priority.**



An aerial view of a city skyline at night, with a blue overlay. The text "WHY THE A *IS LOWERCASE*" is centered in the image. The word "WHY" is in white, "THE" is in white, "A" is in white, and "IS LOWERCASE" is in a light blue, italicized font. The background shows a dense urban landscape with many buildings and a river or bay in the foreground.

WHY THE A *IS LOWERCASE*

No Scrum Master, No Problem

- Agile: “Quick and well-coordinated in movement; Active, lively; Marked by an ability to think quickly.”
- Grab the best parts of agile and modify them for your needs.

Collaborative PM

Each team member needs to understand their role, responsibility, expectations and how to make an impact on the project.



“The best architectures, requirements and designs emerge from **self-organizing teams.**”

-The Twelve Principles of Agile Software



A blue-tinted photograph of a city street with brick buildings and fire escapes. The text "WHERE DO WE *START?*" is overlaid in the center.

WHERE DO WE *START?*

Take the values of agile development and **bend them to fit your process.**



An aerial photograph of a city skyline at night, with numerous buildings illuminated. The image is overlaid with a semi-transparent blue filter. The text is centered on the left side of the image.

MEETINGS AND COMMUNICATION

*INDIVIDUALS AND INTERACTIONS OVER
PROCESSES AND TOOLS*

Communication tool **consistency.**

Remote team members
don't need to struggle!

Consistency is key.



Communication is **streamlined** & **direct.**



Prioritize **straight talk** & develop a **shared understanding** of **expectations** with the entire project team.

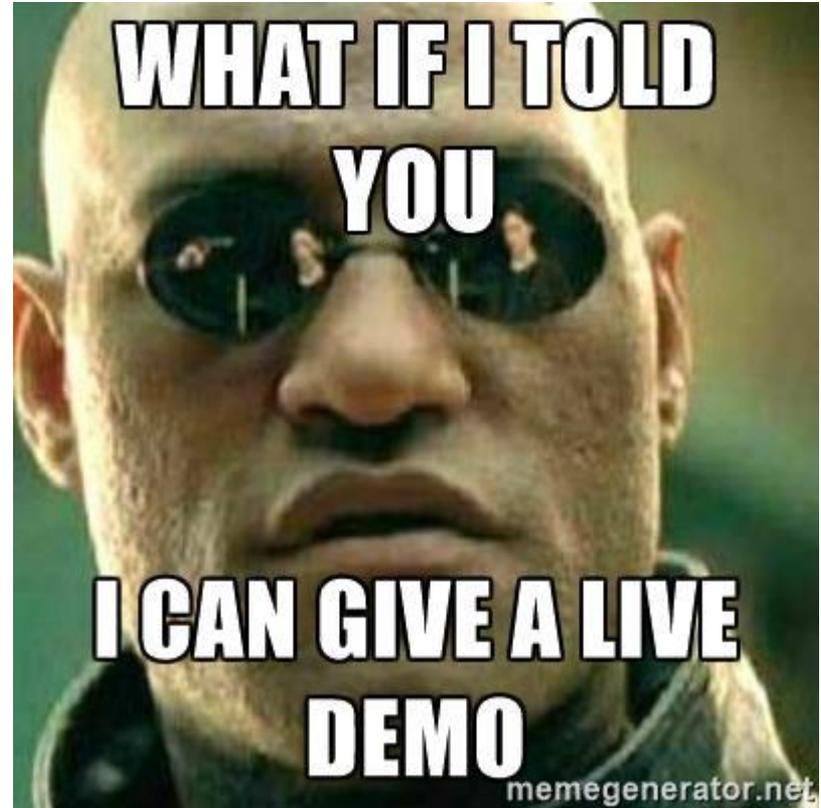
Right people in the (virtual) room at the right time.



More, focused, shorter meetings with **only the relevant team members.**

Live demos for internal & client teams

Review the work
internally each week,
& **with the client after
each sprint.**



Try This!

Gamify your meeting rules.

Team members pay \$1 for being late and \$1 for veering off-topic.



An aerial view of a city skyline at night, with a blue overlay. The city lights are visible, and a large body of water is in the foreground. The text is overlaid on the image.

PLANNING AND SCOPING

*CUSTOMER COLLABORATION OVER
CONTRACT NEGOTIATION*

Involve your client in sprint planning and feature prioritization from the beginning. **Help them understand how to be a good product owner.**



All stakeholders should be aligned on feature priority and budget **before implementation begins.**



Let your PM tools make you **more efficient.**

In Pro...	Conte...		>	4h 30m	3h	3h
In Pro...	Conte...		>	6h 30m	36h	36h
In Pro...	Conte...		>	24h	13h	13h
Needs...	Intern...		>	33h 45m	91h	91h
Needs...	Intern...		>	98h 45m	87h	87h
Backl...	Intern...		>			

Organized, efficient and simple task and budget management **is invaluable.**

Try This!

Share budget progress and current risks with your client in a weekly meeting.



A large, multi-masted sailing ship is docked at a pier. The ship is dark-colored with white accents on the hull and rigging. It is moored with several large, conical buoys. The background shows a cityscape with buildings and a clear sky. The entire image is overlaid with a semi-transparent blue filter.

DOCUMENTATION

*WORKING SOFTWARE OVER COMPREHENSIVE
DOCUMENTATION*

Find the right **balance** of shared understanding and documentation. It's okay for this to **change** across projects!



Prioritize living documents that are **maintained & useful** over throwaway deliverables.



Must-Have Documents

User stories - Prioritize functionality.

Risk mitigation - Document possible threats to scope.

Build spec - Accessible content architecture plan.

Feature estimates - Full list with estimate ranges.

Wireframes and Styleguide/Designs - Look and feel.

Try This!

Create a spreadsheet with all **user stories** & their associated priority. Turn this into your **UAT document** when it's time to test.

Complete		
Untested		
Unresolved	https://app.asana.com/0/234551838797277/320689657885874	
Unresolved	https://app.asana.com/0/234551838797277/320689657885874	
Unresolved	https://app.asana.com/0/234551838797277/320689657885874	
Complete		
Untested		
Untested		
dmin	System	



BALANCE THE BIG PICTURE
WITH THE LITTLE DETAILS

RESPONDING TO CHANGE OVER FOLLOWING A PLAN

Don't be discouraged
when your plans go
down the drain. Bring
the team together and
respond to change.



Set aside time to take on **specific problems** with only the team members required to remove any blockers.



Try This!

Include an **agenda & goal** in every meeting.

If it begins to veer off course, make a note & schedule a time to address other issues.

Description	Standup Agenda: What are you working on today? What are you working on tomorrow? What are your roadblocks?
Description	Agenda: Review Budget Burn Down Demo Community Dashboard Discuss New Feature Priority Object: Align on Priority for New Feature Takeaway Community Dashboard Feedback

The background is a blue-tinted photograph of a building facade. It features a staircase with a metal railing on the left side. A flag is visible on the left, and there are several windows with decorative grilles. The overall scene is a classic urban building.

USER ACCEPTANCE *TESTING*

Testing after each sprint isn't a reason to skip a final UAT period. **Take time to ensure the system works together as intended.**



UAT Must-Haves

- The implementation team and the client team should be performing tests from the same document.
- The UAT document should not include functionality outside of the current, approved user stories.

Try This!

Involve people from outside the project.

Assign user roles & run through your UAT plan with users unfamiliar with your product.



An aerial night view of a city skyline, likely New York City, with a river in the foreground. The image is overlaid with a dark blue filter. The word "LAUNCH!" is written in large, white, sans-serif capital letters across the middle of the image. The background shows a dense urban landscape with numerous skyscrapers and buildings, some of which are illuminated. The river reflects the city lights, and a large, curved building is visible in the foreground. The overall atmosphere is one of a vibrant, modern city at night.

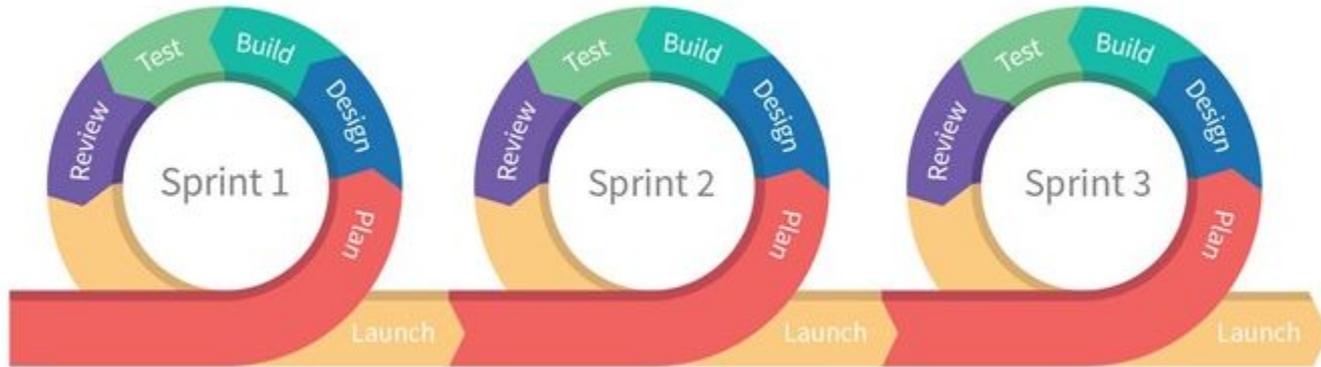
LAUNCH!

Rebrand the icebox

Keep track of features,
& address them within
a reasonable amount
of time.



A live site doesn't mean our process ends. Work with your client to create a **development cycle** to **iteratively improve** your product.



Great software & a happy client.



The “highest priority is to **satisfy** the customer through **early** & **continuous** delivery of **valuable software**.”



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#333

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The logo for 'elevated third' consists of the words 'elevated' and 'third' stacked vertically in a white, lowercase, sans-serif font, enclosed within a white square border.

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What did you think?

Locate this session at the DrupalCon Baltimore website:

<https://events.drupal.org/baltimore2017/sessions/agile-lowercas-e-art-collaborative-project-management>

Take the survey!

<https://www.surveymonkey.com/r/drupalconbaltimore>

An aerial photograph of a city skyline at dusk, with a blue color overlay. The text "QUESTIONS/COMMENTS?" is centered in white. The background shows a dense urban landscape with various buildings, including a prominent skyscraper on the left and a large, curved building in the foreground. A body of water is visible on the right side of the image.

QUESTIONS/COMMENTS?