

The Demise of the Long-Term Large Scale Project – What should a Project Manager do?

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Objective

You will understand the key components of improving time to market and obtain a general understanding of Iterative Development



Agenda

- What is the Problem?
- How does it change our perceptions of Product development?
- Can Iterative Development help and why?

“Time is a jet plane, it moves too fast.
You've known it all the time, I'm learnin' it
these days.”

Bob Dylan

“You’re a Big Girl Now”

Do you have a strategy for
improving Time to Market?

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A Vacation Home Scenario



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Would you wait 18 months or
longer for a product to be
delivered?

*Sorry, the payroll system updates are not
ready, so you will have to wait 18 months
for your bonus*

Yes, we can we build software faster

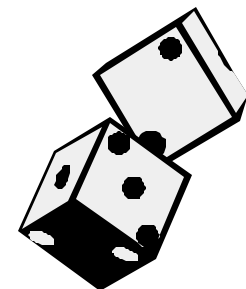
- Crashing every project
- Fast Tracking every project
- Limit the scope
- Use Best Practices
- Limit mistakes
- Use only the best people
- A lot of sweat and overtime



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But at what price?

- Lower Quality?
- Lower Morale?
- Higher Turnover?
- The detriment of other projects?
- Too many product compromises?
- Poor Design?
- Higher costs?



eXtreme Programming

RUP Methodology

Capability Maturity Model (CMM)

“The single accomplishment of
the industrial age is the concept
of continuous improvement”

Gary Hamel

“Leading the Revolution”

Iterative Development

PMBOK

Agile Modeling

What is a Project?

It is a temporary endeavor undertaken to
create a unique product or service

“in a timely manner”

What is Project Management?

It is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project

“So that the business can stay ahead of the curve in product development”

Using an iterative approach to product development

- Successive series of implementations
- Pass through a sequence of processes
- Iterations within a phase
- Product development proceeds through generations
- To the Project Manager it is more complex not less

How does an iterative approach change the characteristics of a Project?

1. Focuses on Risk
2. Fences in the Scope
3. The Resources are in place throughout the project
4. Progress or lack of it is perceived quicker

Focuses on Risk

- Avoiding risk is the risk
- Focuses on the powerful few:
 - Must run on day 1
 - Riskiest features built up-front
 - Cross Functional team junctions are fundamentally changed
 - You must plan iteratively, too
 - Quality is continually checked
 - Something tangible ready sooner
 - Acknowledges rework up-front

Fences in the Scope

- The probability distribution of a schedule is managed better through scope
- Scope and schedule becomes a matter of balance
- Build on builds

Resources are in place throughout the Project

Since you are developing a “releasable” product in a short period, all project resources are on board throughout

Progress or the lack of it is
perceived quicker

Each Iteration is a Milestone

Iterative Development is an Art not a Science

Defining an iteration is probably the most
difficult and creative activity

How to succeed in Iterative Development

- Start with a general plan for the project and provide details prior to each iteration
- Let your requirements evolve over iterations
- Keep the iterations to short periods of time
- Do parallel iterations within reason
- Define your planning goals: Feature driven, Use Case driven, GUI driven
- Verify and Validate throughout

No one factor can lead to faster
time to market

So, what should a Project Manager
do?

Develop a strategy in addition to a plan

"Tomorrow, and tomorrow, and
tomorrow, creeps in this petty pace from
day to day, to the last syllable of
recorded time"

Macbeth, Act v, Sc.5

Questions?

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