



<http://scrumpt.com/>

A Fixed Fee Project Story

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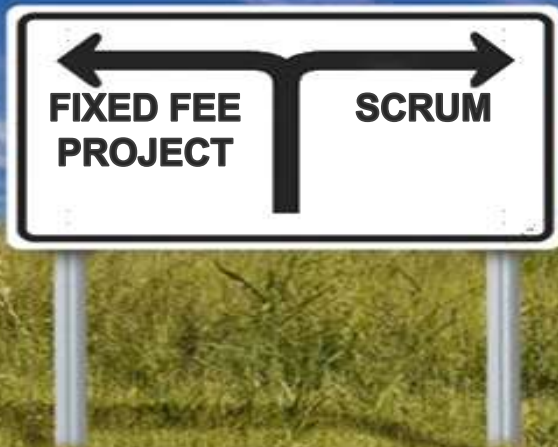
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- Consulting + Premier Services
 - “Partner Powered” when possible
- Lighthouse projects
 - Specialized Support Services
 - Technology Consulting
- >100 Team Members
 - >35 **Consulting Delivery** Team Members
 - Consultants, Architects, Project Managers, Engagement Managers
 - 5 CSM

We are here to...

...SHARE & LEARN!

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- **Leads its Industry Sector**
 - More than 12M customers
 - Worldwide Presence
- **Enterprise Group with large ecosystem of brands**
- **Top Brand at Portugal**
 - Innovation, Exclusiveness
 - Early Adopter

- **Business Grow and Diversity**
 - Reach more customers
 - Increase market share
- **Exclusiveness and Innovation**
- **Project is directly related with Customer's core business**
 - Seen as strategic asset to grow customer base

- Reinforce and grow Microsoft's position in a crucial business for the Customer
- Microsoft Platform adoption
 - Microsoft Silverlight
 - Windows Server Platform
- Tier 1 Worldwide Reference
- Early Adopter Worldwide Reference

- Customer was under Market Demand pressure
 - Yesterday was a good date 😊
- Long list of requirements
 - Examples:
 - >10 different troubleshooting and operational manuals
 - Long list of monitoring and operations requirements
 - Backoffice, Dashboards, health check, ...
- ...Fixed Scope, Fixed Fee...

- SoW approach
 - “User Stories” gathering
 - Together with customer
 - Complexity Classification (macro level)
 - Let the customer know the complexity
 - yesterday gets “far... far away...well.. And hard!”
 - Wave (iteration) approach
 - Let the customer classify the Stories priority
 - We tried to scope/size/limit ALL activities
 - Including meetings with customers
 - And yes... we explicitly defined maximum meetings duration

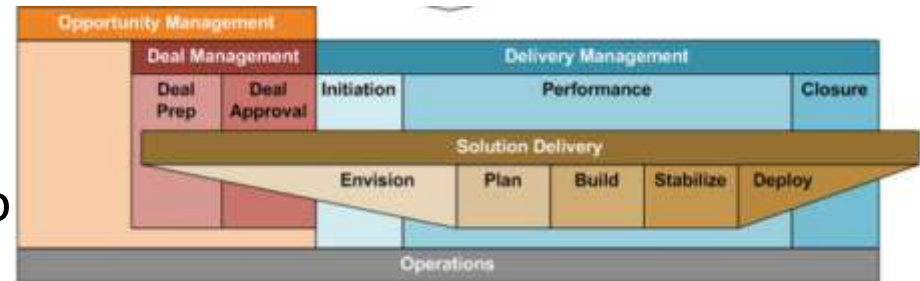
Lesson learned:

- Assumptions are your best friend.
 - If you don't know all the scope/dependencies, assume only what you know and explicitly exclude ALL that you don't know.
 - Let the customer know what you are assuming and excluding
 - (yes.. we know.. That's not easy though)
- Better to know the full story, before you sell *the Dream*

- High Risk Project
 - Large/Enterprise Project
 - Technology Early Adoption

- SDM

- Scope includes several SDM deliverables
 - SoW
 - Vision Scope
 - Architecture Plans and Do
 - Testing Plans
 - Acceptance Forms
 - ...



- Remember: Fixed Scope, Fixed fee

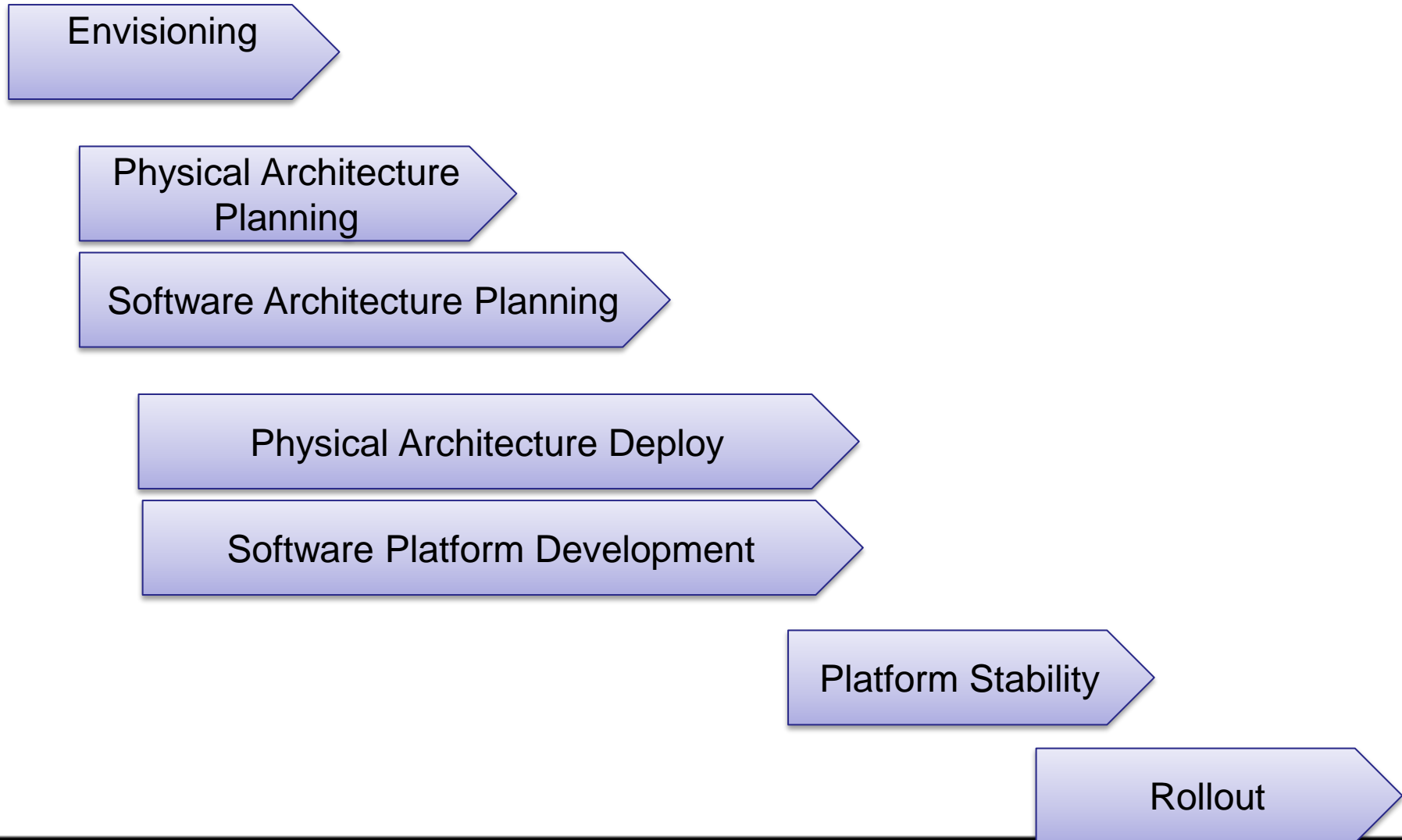
- **Interesting field scenario...**
 - Project directly involves 9 different Customer Teams (>150 people);
 - (Customer) PMO Managed;
 - Platform success depends on 4 other external platforms;
 - Two different project customer sponsors;
 - Bi-weekly steering committees (>20 attendees)
 - Weekly coordination meetings (>10 attendees)

Just another “project” ...

- SoW agreement delayed by 4 months
 - Once you start making questions....

Guess what:

Customer demands the same target dates 😊





...DELIVER IT!

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(project scope is known from the start = *easy*)

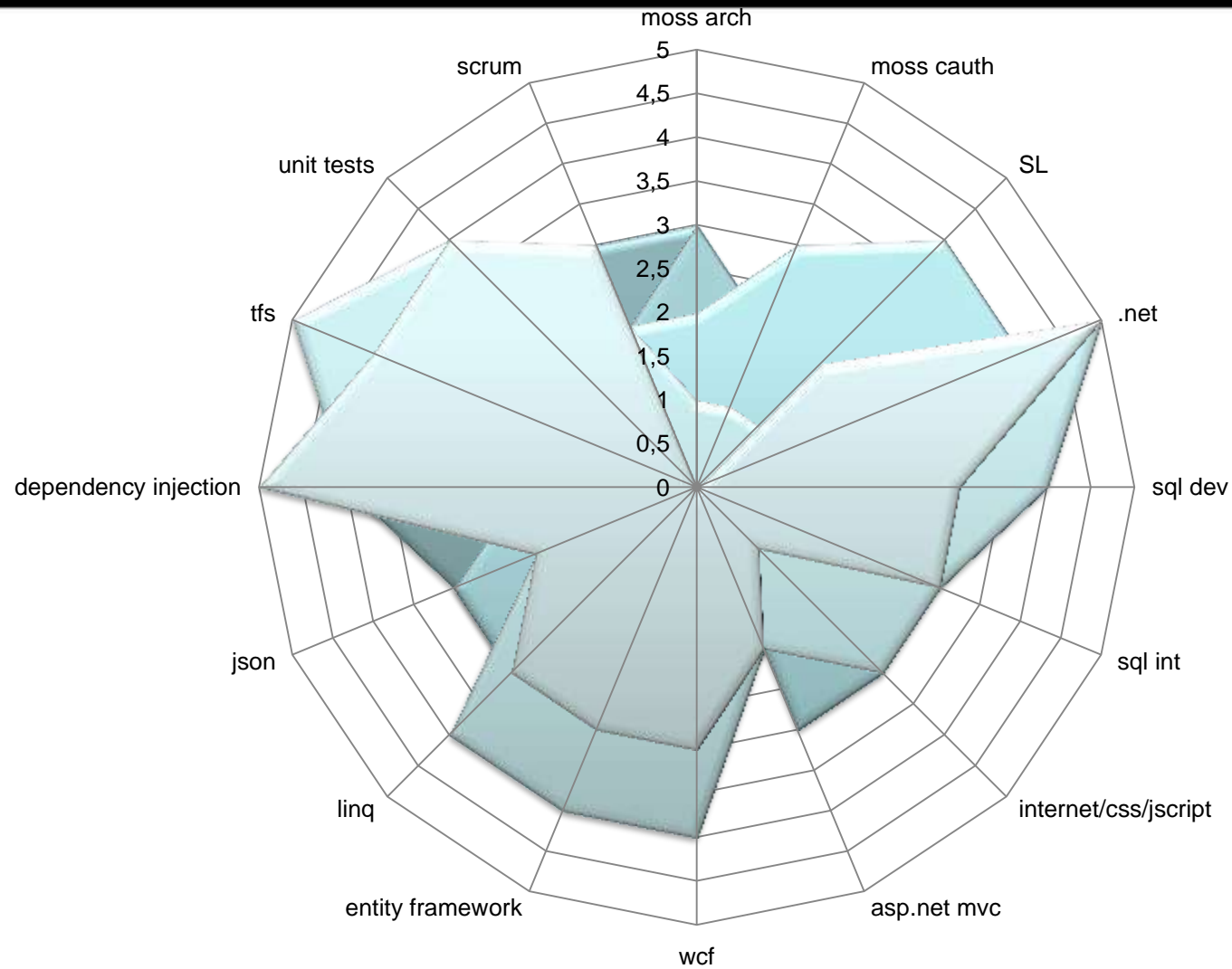
- On Time
- On Budget
- VSAT Customer
- Good Press Coverage

(...looks promising...)

- Partner “Powered”
 - Scale on resources
 - Create know-how on Partners (Microsoft Ecosystem)

- Technical Skills are important, Culture is Core, Commitment is Vital
 - We interviewed all partner candidates
 - Phone Screening
 - TrueColors Match
 - Core skills Technical Assessment
 - What we were looking for
 - Basic skills
 - Commitment
 - Involvement
 - Proactive
 - Out of the box thinking

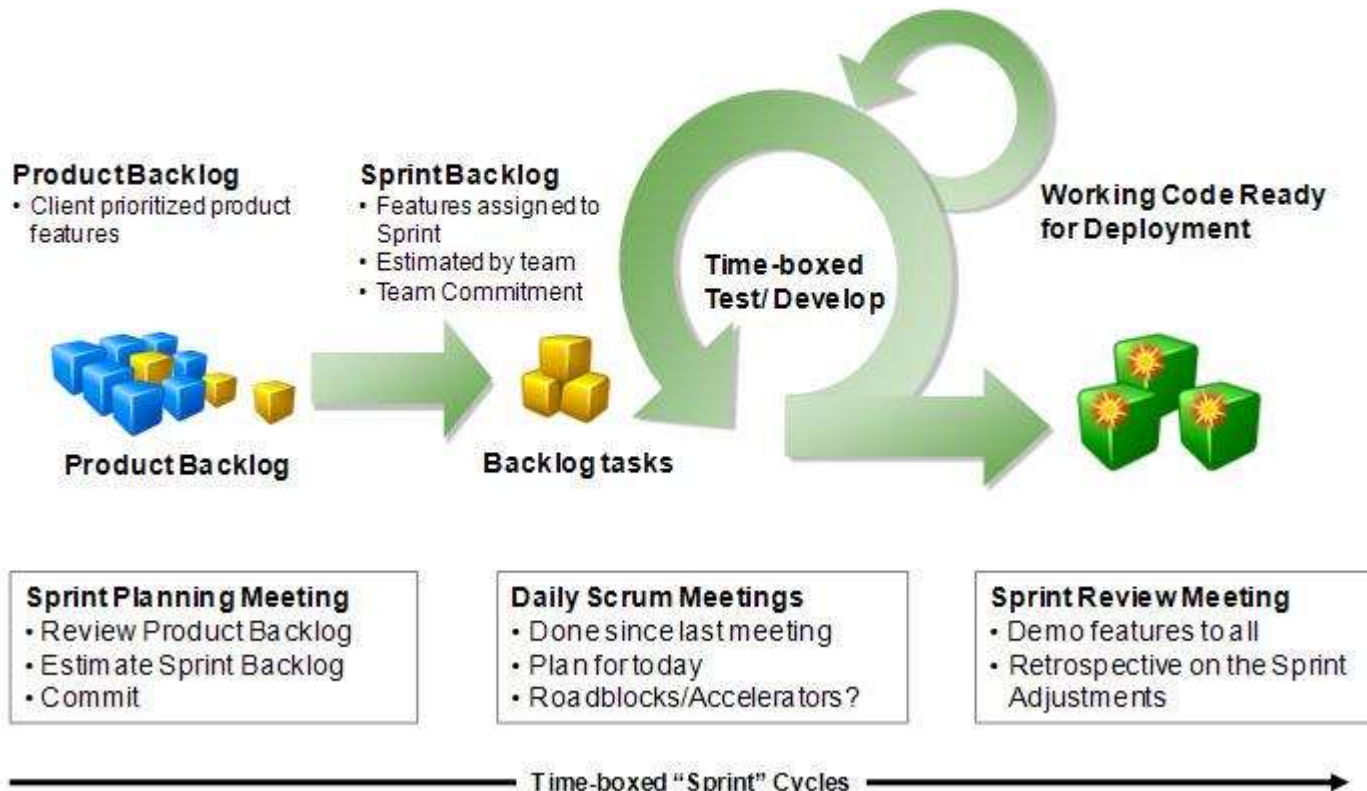
Team Core Skills – Analysis Sample



What we were looking on a methodology

- Predictability
- Fast and easy adoption, few constraints
- Simple, flat and plain
- Incremental rules
- Easily adoptable to project scope changes
- Fast results

Scrum as base, Team as Core



Bacon & Eggs



Engagement Manager
(MCS)

Developer
(Partner)

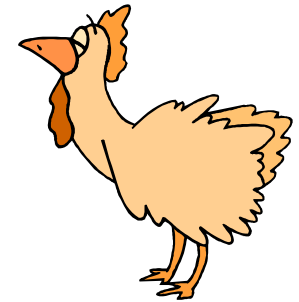
Consultant
(MCS)



Architect
(MCS)

Developer
(Partner)

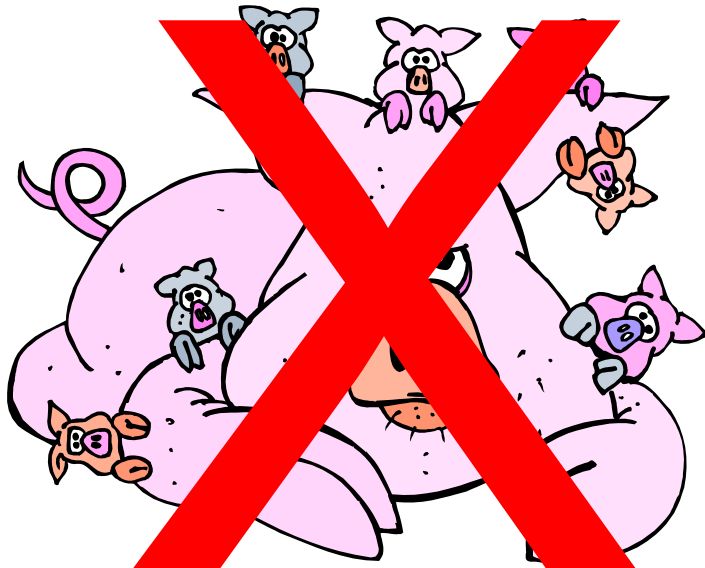
Developer
(Partner)



Technology
Consultant
Expert
(MCS)

Technology
Consultant
Expert
(MCS)

Product
Group
Team
(Microsoft)



- Team Principles is the Team's bible and owned by the Team.



- Common timetable window
 - 10:00 ->17:00
 - During this time, team's place is the project room
 - No exceptions allowed
 - All the team should have feedback in case of absence

- What “done” means
 - () p. p. from Do, and formerly the infinitive.
 - Given; executed; issued; made public; -- used chiefly in the clause giving the date of a proclamation or public act.
 - (p. p.) of Do
 - (Infinitive.) It is done or agreed; let it be a match or bargain; -- used elliptically.
 - (Infinitive.) Performed; executed; finished.
 - In software development, the definition of done should mean:
 - Fully tested;
 - Accepted by product owner and customer;
 - Styled;
 - Documented;
 - **Shippable**;

Team Artifacts – “Mr Pig”



- Room Team is a Zen Zone
 - No Phones or guests allowed
 - “Dummy” conversations are not “welcome” 😊



Team Artifacts – Team Room



- SoW + Vision Scope
- User Stories
 - SoW format helped creating stories
 - Initially (wave 1) persisted on TFS
- Maintained and Approved by Project Manager (Product Owner)

- All team members have practiced the Scrum Master Role

Lesson Learned:

Rotating SM role increased Team common knowledge and sprint quality



- 2 week based
- Starts at Monday, ends at Friday
- Includes deployment on Integration Environment (Customer)
 - Every sprint has a build
 - All Sprint Builds are always available to the Customer

- All sprints have a “Goal” (ex: “let’s finish the provisioning component block”)
 - Team’s commitment to the goal
- Wave1 : 15 sprints

Lesson Learned:

Flexibility is part of good sense – Rules should not be blockers

(for at least 3 sprints, the team has decided to increase the sprint size by one day – in order to ensure sprint quality deliverables)

Team Artifacts – Sprint Planning

- Several techniques tried during Wave 1

- Poker Cards
- “Loud” voting

- “What are the milestones for this sprint?”

	4/11	5/11	6/11	7	10	11	12	
PS	4	8	8	2	2	8	8	52
PC	4	8	4	8	2	8	4	44
PD	4	8	5	8	1	8	8	44
HD	2	2	8	8	8	8	4	66
	14	32	24	32	28	32	24	

- Buckets

- Estimation on multiples of 2hours (tasks <2h = 2h);
- No task is smaller than 2 hours – context switching;

- SoW milestones and deliverables are part of the backlog
- Mostly board maintained
 - Easy and plain (and you can try a sponsorship from “Post-It” 😊)

Lessons Learned:

- TFS is cool, but visibility and easy of access is core
- Favors Team Commitment
- Tasks do not need to be previously allocated to resources, unless ownership seems vital

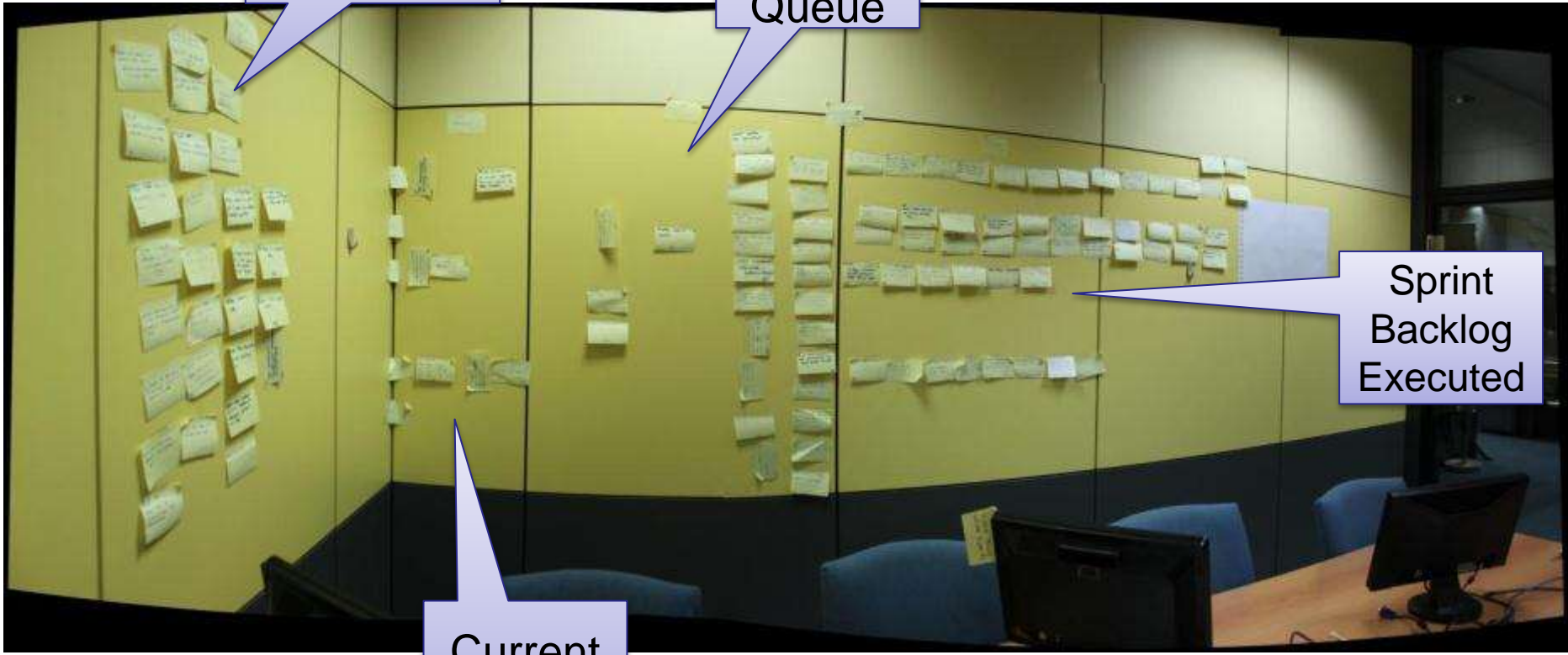
Team Artifacts – Sprint Backlog

Product Backlog

Sprint Backlog Queue

Sprint Backlog Executed

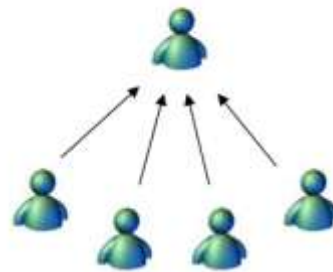
Current Task(s)



Team Artifacts – Sprint Backlog



- Daily Meetings are a “Religion”
 - Chickens don’t talk
 - 10:00 AM (**SHARP**)
 - Confcall is available
 - Physical presence is desirable...
- Scrum Master is a facilitator



Flow of Conversation in
a Daily Pseudo-Scrum Meeting



Flow of Conversation in
a Daily (real) Scrum Meeting

Team Artifacts – Daily Meeting

- Feel the Pulse!
- Easily spot on estimation troubles
- Unblock the blocking issue



Team Artifacts – Daily Meeting



- We have done 33% retrospectives
 - May take longer than planning
 - Hard to fit in team's agenda

Lessons Learned:

- Retrospectives are the only moment that team synchronizes
- Lunch time (?)



- Only one sprint demo was provided to Customer (~sprint 4/5)
 - Customer acceptance tests around Sprint 8

Lesson Learned:

Hard to find a balance between “protecting your scope” and agility – needs customer commitment (?)



“Figure out stuff that we don't know and need to know in order to understand the complexity so that it can be properly estimated;”

“Simply to find out if something is technically possible or not;”

- Time boxed, no longer than 24 M/h

Lesson Learned:

Retrospectives shown that spiking before a sprint planning (Spike at sprint n-1) increases Quality, Predictability and Team knowledge

Team Artifacts – Sacrifice one person



**Final
Thoughts
and
Conclusions**



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Change is part of life.

Face it.

(and that includes Scope Changes)
(as well as Project Budget)

- **Best asset in a Project: Team!**
 - No individual ownership
 - Commitment becomes easy
 - Everybody was involved as a Team
 - Partners as TEAM members
 - Cruise Control Speed
- **Milestones**
 - Milestones are shorter, rhythm is flowing...
 - Speed.. Speed. .. Speed...!

- **Team Room is an essential asset**
 - Negotiated at SoW
 - Whiteboard is like O2
 - “Noisy”
 - Team Focused – constant communication
- **Team Rules**
 - Common Agreement and Religion
- **Get a Scrum Sponsor to the Team**

- Adopting a new methodology
 - “Slow is smooth, Smooth is fast”! (D. Rhea)
- There is no such thing like Paper and whiteboard “replacement”
 - TFS helps a lot, but...
 - Team - not processes or tools...

- ...outside of the team this was still a FF/waterfall project
 - Product Backlog was prioritized according to SDM milestones
 - Quality Assurance Team was following the project progress on SDM task base;
 - Customer was asking for progress on SoW task base;
 - Team was committed with Milestone deliverables;(Yes.. It is possible...)





- Scrum User Group Portugal

<http://www.scrumpt.com>

- Training

<http://www.scrumpt.com/training/>

- LinkedIn Group

<http://www.linkedin.com/groups?gid=2748705>

- Scrum Alliance

<http://www.scrumalliance.com/>