

Take Quiz #1 On Canvas

10 min

4 questions

Opened Book



REMINDER:

SEND ME YOUR TEAM LIST AND TEAM NAME **BY EOD TODAY**

ONE EMAIL PER TEAM :

A) 3 TO 4 TEAM MEMBERS

B) NAME OF YOUR TEAM

Introduction to Agile

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What does Agile mean?

ag·ile

Adjective

- Able to move quickly and easily.

“Sophie was as agile as a monkey”

Synonyms: nimble, lithe, supple, limber, acrobatic, fleet-footed, lightfooted, light on one's feet;

Antonyms: clumsy, stiff, slow, dull

➤ **Agile** = Able to think and understand quickly.

AGILITY IN BUSINESS

“Agility is the ability to both create and respond to change in order to profit in a turbulent business environment. Agility is the ability to balance flexibility and stability.”

-Jim Highsmith, 2002

MY FAVORITE AGILE QUOTE

“It’s neither the strongest of the species that survive, nor the most intelligent, but the most responsive to change.”

- Charles Darwin

ARE YOU READY TO LEAD?



Agile was not developed in a single day. People across the globe felt the need for adaptive project management because they saw that *traditional predictive waterfall methods lacked flexibility.*

DID YOU KNOW?

The most important thing to know about Agile methods or processes is that there is no such thing. There are only *Agile people*. The processes that we describe as Agile are designed to create environments for people to learn how to be Agile.

What is the “Agile Manifesto”?

Web
research

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 Product/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

INDIVIDUALS AND INTERACTIONS OVER PROCESSES AND TOOLS

Although processes and tools help you in successfully completing a project, it is people who undertake, participate in, and implement a project. The *key actors in any project are the people*, and the emphasis should be on them and their interactions.

WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION

While documentation is necessary and useful for any project, the real value is delivered to the customer primarily in the form of working software. The focus therefore, is on *delivering working software in increments* throughout the lifecycle of the project.

CUSTOMER COLLABORATION OVER CONTRACT NEGOTIATION

Traditionally, customers were seen as outside players involved mainly at the start and end of the product lifecycle and whose relationships were based on contracts and their fulfillment.

Agile believes in a shared value approach in which customers are seen as *collaborators*. The *team and customer work together to evolve and develop the product*.

RESPONDING TO CHANGE OVER FOLLOWING A PLAN

In the current market, in which customer requirements, available technologies, and patterns of business keep changing, it is essential to approach product development in an *adaptive manner*. One that **enables change incorporation and fast product lifecycles**, rather than place emphasis on following plans formed on potentially outdated data.

WHAT ARE THE “AGILE PRINCIPLES”?



Web
research

How many?

I need 12 Volunteers to:

- 1) Explain the principle**
- 2) Provide an example on how you can apply it to your project this semester**

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- **Satisfy the customer (not the project management office)**
- **With early and continuous delivery (to get early feedback and have time to fix issues)**
- **Offer valuable software (focus is on value and the end product; that is, software, not documentation)**

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

- **Embrace change; it will happen anyway**
- **Strive to provide late-breaking, high-value functionality (competitive edge)**
- **More time can be spent on the end-product by accepting change rather than fighting it**

Deliver working software frequently – from a couple of weeks to a couple of months – with preference for the shorter timescale.

- **Delivery frequently**
- **Get feedback early and often**
- **Detect whether you can proceed or need to change things**
- **Keep the business people engaged**

Business people and developers must work together daily throughout the project.

- **Developers will learn about, and understand, the business**
- **Business representatives gain better understanding of what is difficult/expensive to develop and what is easy/cheap**
- **Strive for daily meetings; the more frequently, the better**

**Build projects around motivated individuals.
Give them the environment and support they
need and trust them to get the job done.**

- **The difference in the impact of “having the best people” versus “having the best processes and tools” is 10:1**
- **Empowered teams: Rely on their expertise and their teamwork**
- **Provide support when needed**

The most efficient and effective method of conveying information to, and within, a development team is face-to-face conversation.

- **We all know that emotion and body language are a significant part of communication.**
- **Reality (even more right now!!!) will dictate that there cannot always be face-to-face communication; do it as often as possible; when not, use similar means of communication, such as zoom meetings**

Working software is the primary measure of progress.

- **Making working software is the primary focus.**
- **Documentation and design become second priority; take a support role.**
- **Measure “done” software.**

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

- **While Agile methodologies are geared toward short-term flexibility and value, they also strive to maximize value over time.**
- **Do not burn out valuable individuals.**

Continuous attention to technical excellence and good design enhances agility.

- **In the software world, once the software gets intertwined heavily, it becomes resistant to change.**
- **Keep the software maintainable (similar to the previous principle for people). Keep technical debt under control.**
- **Spend some effort maintaining software flexibility; if your product becomes inflexible and resistant to change, then even the best intentions will not allow you to address changing requirements quickly.**

Simplicity - the art of maximizing the amount of work not done - is essential.

- **In the software world, 60 percent of the features built are rarely (or never) used.**
- **Avoid dead code that wastes effort and causes problems.**
- **Use the smallest and simplest approach possible first.**

The best architecture, requirements, and designs emerge from self-organizing teams.

- **To get the best out of people, let them organize their set-up and teamwork themselves.**
- **It increases commitment to, and pride in, their work.**
- **The team knows best what is working and what is not.**

AGILE PRINCIPLE TWELVE

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

- **These are the lessons learnt. It is done throughout the project not just at the end.**
- **Since change is embraced and possible during the project, don't wait until after the project for lessons learned; discuss them regularly, and adjust during the project.**
- **The team will define necessary changes and implement them.**
- **By doing so, you can immediately benefit from the improvements in your current project.**

The 12 agile principles*

1 Satisfy the **customer**



2 Welcome **change**



3 Deliver **frequently**

sprint 1	sprint 2	sprint 3	sprint 4	sprint 5
story	story	story	story	story
story	story	story	story	story
story	story	story	story	story

4 Work **together**



5 Trust and **support**



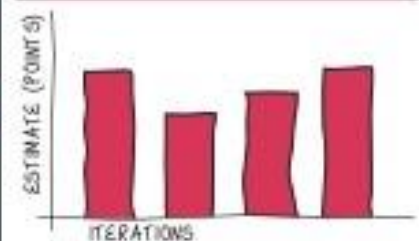
6 Face-to-face **conversation**



7 Working **software**



8 Sustainable **development**



9 Continuous **attention**



10 Maintain **simplicity**



11 Self-organizing **teams**



12 Reflect and **adjust**



The Right Conditions for Agile

CONDITIONS	FAVORABLE	UNFAVORABLE
Market Environment	Customer preferences and solution options change frequently .	Market conditions are stable and predictable.
Customer Involvement	Close collaboration and rapid feedback are feasible . Customers know better what they want as the process progresses.	Requirements are clear at the outset and will remain stable. Customers are unavailable for constant collaboration.
Innovation Type	Problems are complex, solutions are unknown , and the scope isn't clearly defined. Product specifications may change. Creative breakthroughs and time to market are important. Cross-functional collaboration is vital.	Similar work has been done before, and innovators believe the solutions are clear. Detailed specifications and work plans can be forecast with confidence and should be adhered to. Problems can be solved sequentially in functional silos.
Modularity of Work	Incremental developments have value, and customers can use them. Work can be broken into parts and conducted in rapid, iterative cycles. Late changes are manageable.	Customers cannot start testing parts of the product until everything is complete. Late changes are expensive or impossible.
Impact of Interim Mistakes	They provide valuable learning.	They may be catastrophic.

What are the differences between Agile & Waterfall?

AGILE VERSUS WATERFALL

It takes an iterative approach that is derived from Lean thinking and it allows changing the scope of the project.	It takes a sequential approach to software development where a project is divided into different phases.
It works well when the scope of the project is unknown.	It works well when the scope of the project is known beforehand.
It allows changes to be made as it starts with a simple design which is divided into small modules.	The contract terms won't allow changes to be made as the process is sequential.
Customer availability is important through the entire project.	Customer availability is required only at set milestones.
It allows partial success as valuable features are implemented first thereby decreasing risk of failure.	It doesn't allow partial success which increases the risk of failure.
Products are tested thoroughly for bugs and errors during the development cycle.	Testing cannot be done during the development cycle, but only at the end.
It provides flexibility to oversee the development project.	Flexibility is limited as products are based upon documented requirements.

Difference Between | net

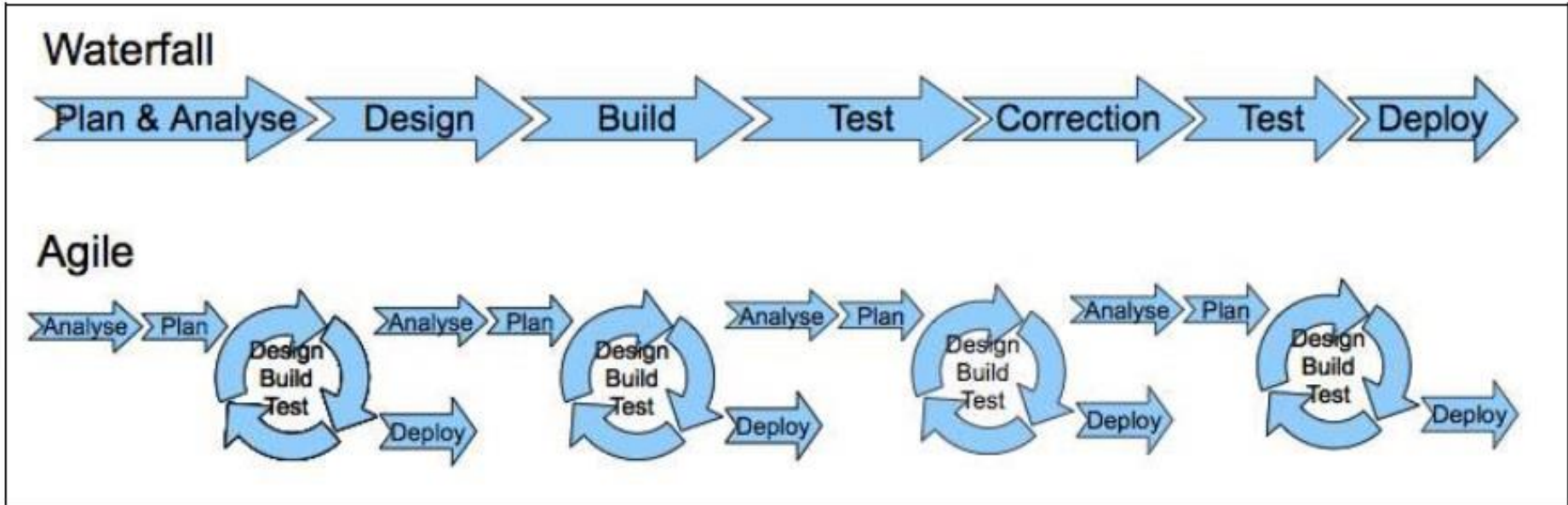
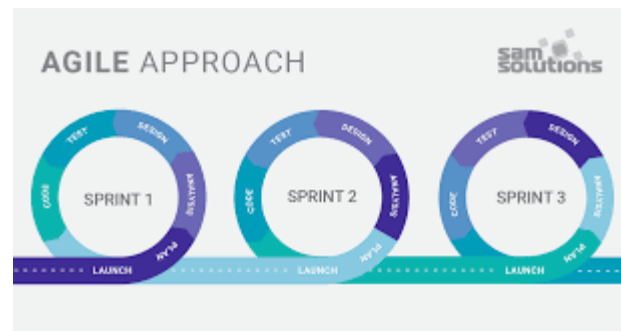


Figure 1. Waterfall & Agile Models (image adapted from one by Amit Gupta, courtesy of article-stack.com)

Ask this one question while making any decision in Agile product management:

Is this decision going to help us

ACHIEVE HIGHEST ECONOMIC VALUE IN THE SHORTEST POSSIBLE TIME ?





Web research

WHAT IS A “**STAKEHOLDER**”?

CAN YOU NAME A FEW EXAMPLES?

HOW DO YOU DOCUMENT YOUR
STAKEHOLDERS?

WHAT DO YOU INCLUDE IN YOUR ANALYSIS?

WHAT IS A “STAKEHOLDER”?

A person with an interest in a project or strategy undertaken by a company, especially if **impacted** by the process/situation/change.



Web research

WHAT IS A “STAKEHOLDER REGISTER”?

The stakeholder register, which records relevant information for each stakeholder or group of stakeholders, is a wonderful tool to keep information organized. It also help you appropriately **manage the communication** with all your stakeholders.

WHAT IS A “STAKEHOLDER MANAGEMENT STRATEGY”?

Stakeholder Management is the process of **developing appropriate management strategies to effectively engage stakeholders** throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success.

Stakeholder Management

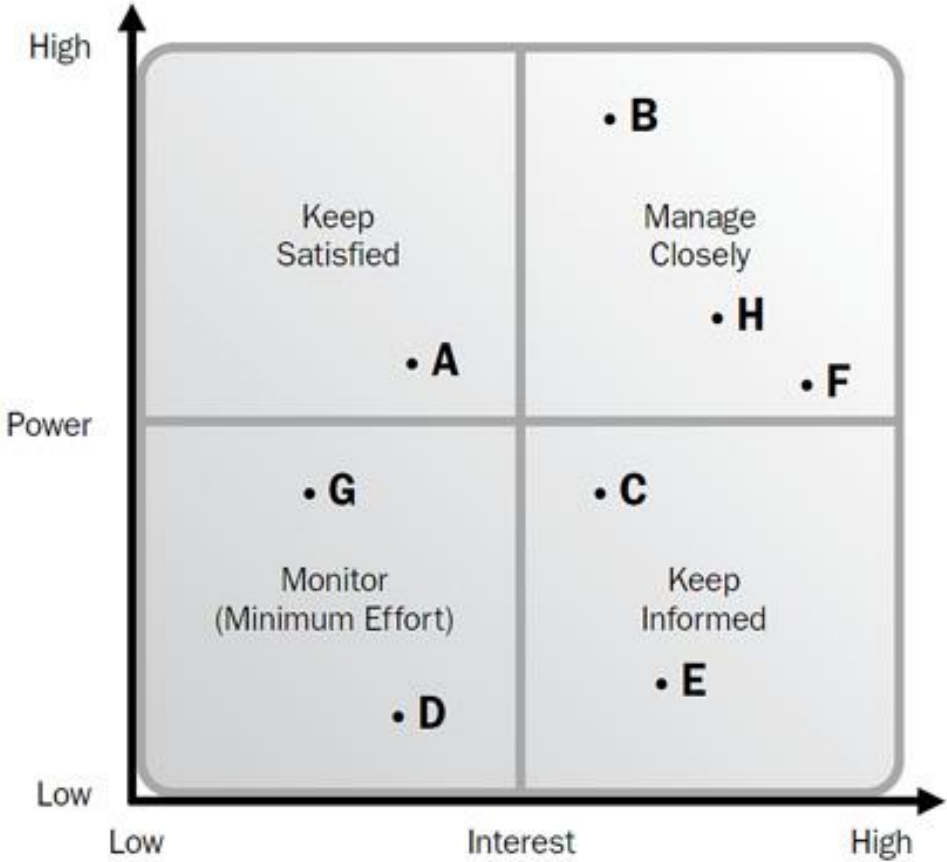


Figure 10-4. Example Power/Interest Grid with Stakeholders

Stakeholder Register - Example

Project Title: ABC of ABC			Date: November 15, 2023	
Name	Position	Role/Expectation in the project	Influence	Classification
Jan Bastien	Founder	Manage internal and external functionality of ABC	High	Internal
Board Members	Internal board members	Provide insight supporting the goals of the organization	Medium	Internal
Veterans/Family Members	External beneficiaries	Receive support/services from ABC	Medium	External
Donors	External support	Provide financial backing to the organization to fund services	Low	External
Team members	Developers	Develop Digital Products	High	Internal
Professor Martin	Advisor	Act as liaison between client and projects teams; provides project direction	Medium	Internal

Change Leadership: Kotter

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Marie-Christine Martin



Compare & Contrast

See-Feel-Change Vs. Analysis-Think-Change Technique?

3 major limitations with Analysis-think-Change Technique:

- 1) Do we need a 50 pages detailed report to find that the old strategy isn't working?
- 2) Analytical tools have their limitations... even more in a fast paced ever changing environment!
- 3) Who will have the desire/time/motivation to read 100 pages analysis?

Which approach do you learn in a business school?

I need volunteers to briefly explain the eight steps from Kotter:

1. Increase Urgency
2. Build the Guiding Team
3. Get the Vision Right
4. Communicate for Buy-in
5. Empower action
6. Create Short-term Wins
7. Don't Let Up
8. Make Change Stick

On all future leadership day :

Each student prepare a brief PowerPoint presentation (2-5 slides) for **your 3 favorite short stories.**

- 1) The first slide will **“tell the story”**.
- 2) The following slide will include **key lessons learned** the reader should take away from the case.
- 3) The last slide will include a **real-life example that relates to the stories (from your past experience or your current project)**

Students will be selected at random to lead the class discussion on one of these short stories and will use this slide deck to add structure to their discussion.

FIRST CLIENT INTERVIEW



Thursday January 25

Company: Student Clinic for Immigrant Justice (SCIJ)

Youth-led organization fighting for the safety of immigrants by training and mobilizing college students to provide pro bono legal support to asylum seekers and to organize for local change.

Founded during the beginning of the pandemic in 2020, SCIJ has grown and changed significantly since its inception, and we are seeking to update our website to reflect those changes.

Client attending the first interview:

❖ Jonathan Goldman, Founder and Executive Director

TO DO BEFORE THURSDAY:

1. Review the Project Document (posted on our community site under the Team Project tab)
2. Meet with your team and prepare your questions for the interview (data requirements)

Day 2

FIRST CLIENT INTERVIEW



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TEAM PROJECT

Project Objectives

1. Redesign SCIJ's website in order to have it reflect the current language, voice, and design of the organization. This will include but is not limited to:
 - a) Making the website more easily navigable
 - b) Updating language on the website to reflect SCIJ's current programs/operations
 - c) Updating images/graphics on the website to reflect SCIJ's current programs/operations
 - d) Ensuring all forms, links, and embedded content is properly integrated
 - e) Updating SCIJ's website to the most current version of Squarespace
 - f) Redesigning the student portal for easier use
 - g) As much as possible, designing the website to not require edits/changes.
2. Search Engine Optimization (SEO) SCIJ's website to boost SCIJ appearing in search results

Extra Credit:

- a) Developing a guide on the types of content that will require ongoing updates or changes such as links that may need to be updated, how to upload or change staff members, etc.

AND

- b) Implement Google Analytics or another analytics platform to provide SCIJ with a regular understanding of the people who visit the website and how they use the website

PROCESS & SCHEDULE

- Each team: name **a representative** to ask your team's questions
- First round of questions: each team can ask up to **3 questions** (after the first round, we will open it up for additional questions from any teams)
- **Order:**

<u>Team #</u>	<u>Team Name</u>	<u>Student Full Name</u>
1	MIS Evolution	Czernik, Nick
		Shimchak, Aidan
		Wagner, Cameron
2	Team #2	Huang, Eric
		Liang, David
		Ngo, Colby
3	Team #3	Gerald, India
		Maru, Kanchi
		Quinn, Mason
		Ward, Elijah

Order (page 2 of 2):

<u>Team #</u>	<u>Team Name</u>	<u>Student Full Name</u>
4	Team #4	Rakhman, Jess
		Sall, Ndeye
		Zahodnick, Taylor
5	RITZ	Robinson, Devon
		Time, Garryl
		Zhang, Ying
6	Team #6	Ahmad, Jabriel
		Arramada, Nikitha
		Bowers, Skylar
		Carpenter, Jackson
		Wu, Connie

TO DO:

Get ready for our **Quiz#2 next Tuesday!**

You will be taking the quiz at the start of class (first 10 minutes) on your Laptop.

Don't forget to bring your laptop!

Quiz will cover the **content listed for week 3 Day 1** on our community site (readings & web research).

