



Managing a Portfolio of Agile Projects

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Getty Images

“We’ve gotten rid of false notions of delivery time frames, and it’s a beautiful thing”

Nina Schoen, Senior Director of Planning and Program Management

<http://www.youtube.com/watch?v=VQHw1mKTfoo>

<http://www.rallydev.com/toolkits/agile-portfolio-management-toolkit>

How do
we Plan

Agile
Projects?





How do we fund
agile projects?

Could I have some money? I don't have a plan, but I'm agile...





Scope

Time

Cost

THE TEAM





Sized Backlog

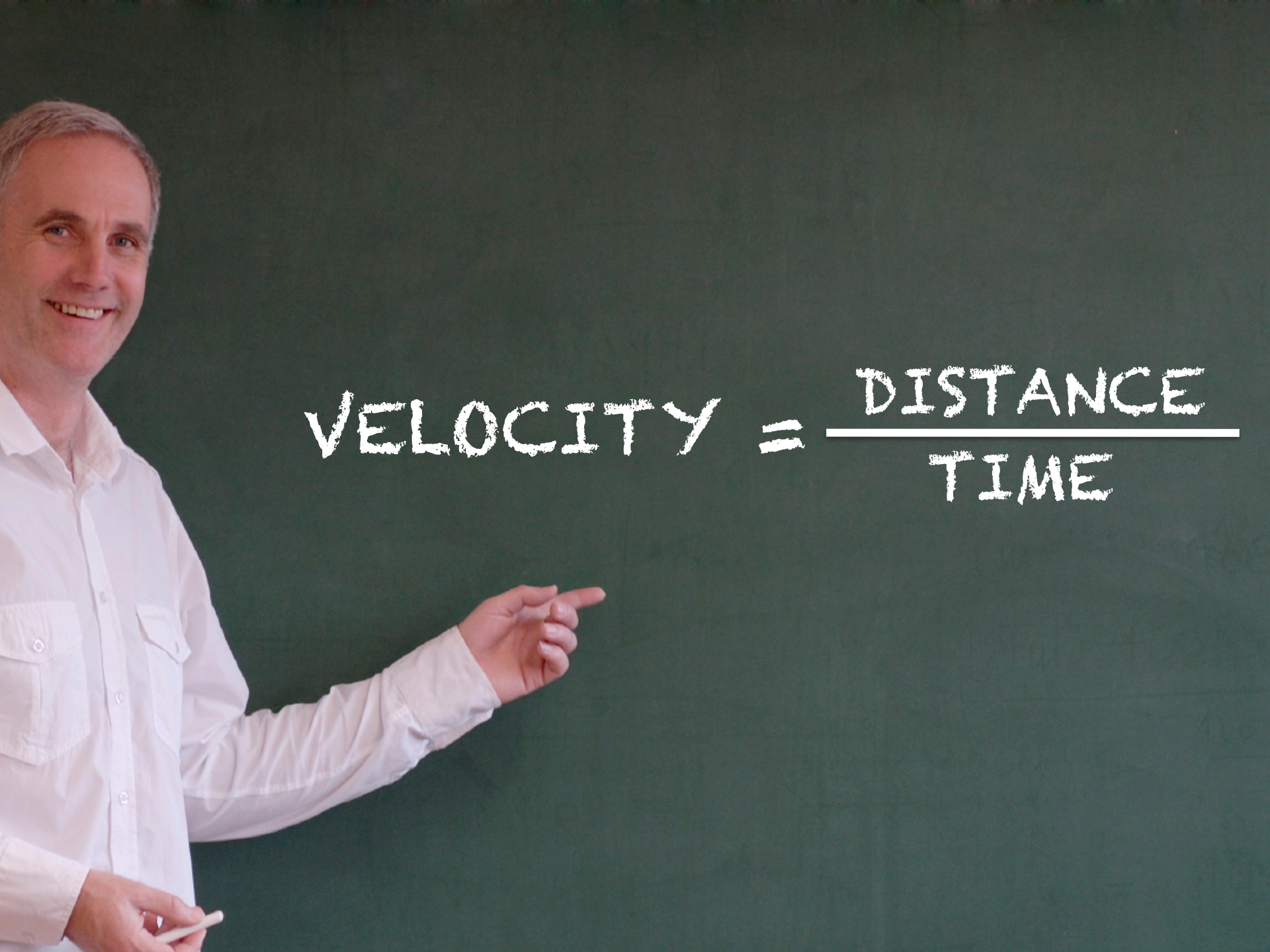
2yrs
Oil Changes

PRICED TO
GO
£56,000
per
iteration

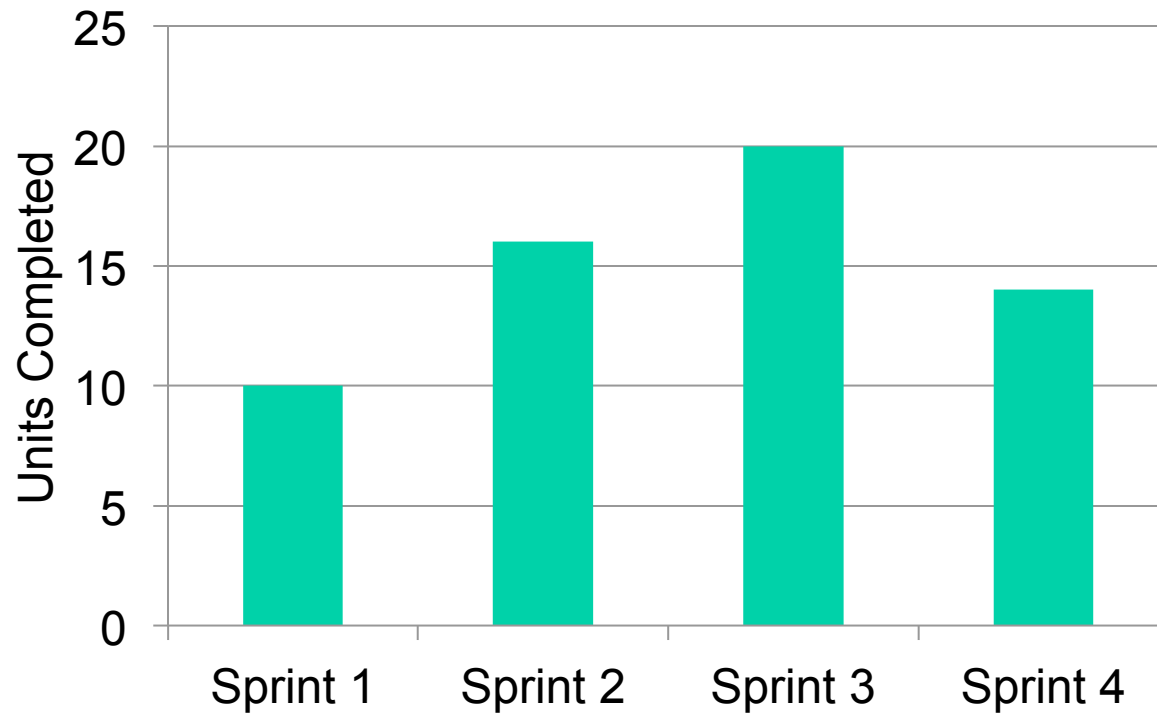
COST

Velocity



A man with short grey hair, wearing a white button-down shirt, stands on the left side of the frame. He is smiling and pointing his right hand towards the right. In his left hand, he holds a piece of white chalk. The background is a dark green chalkboard. On the chalkboard, the formula for velocity is written in white chalk: "VELOCITY = DISTANCE / TIME". The word "VELOCITY" is on the left, followed by an equals sign, then "DISTANCE" is written above a horizontal line, and "TIME" is written below the line.
$$\text{VELOCITY} = \frac{\text{DISTANCE}}{\text{TIME}}$$

EMPIRICAL EVIDENCE

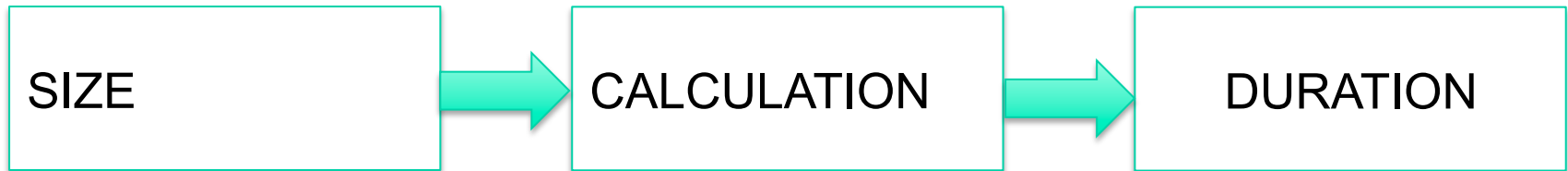


Worst = 10

Average = 15

Best = 20

ESTIMATE **SIZE** **DERIVE** DURATION



WHEN will we finish?

(Fixed scope)

Total Units	120
Low Velocity	10
Average Velocity	15
High Velocity	20

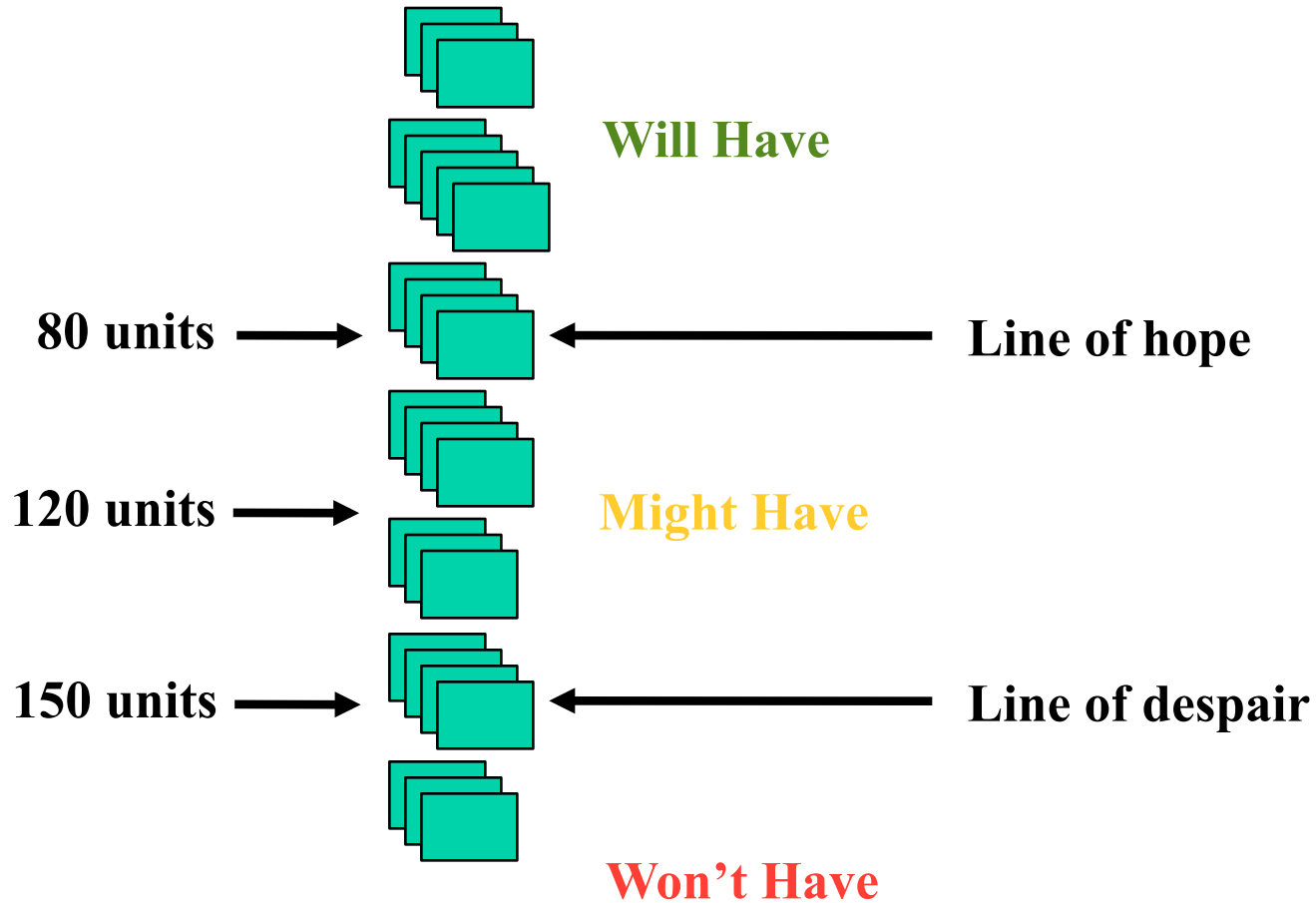
$$120 \div 20 =$$


$$120 \div 15 =$$


$$120 \div 10 =$$


WHAT will we finish?

(Fixed schedule)



PROJECT PLAN

Data

Backlog size: 274 units

Team Velocity: Low: 18

Avg: 22

High: 26

Team Cost: £52,400 / iter.

Iter. Length: 2 weeks

Projections

Best Case:

Schedule: 22 wks

Cost: £576,400

Most Likely:

Schedule: 26 wks

Cost: £681,200

Worst Case:

Schedule: 32 wks

Cost: £838,400

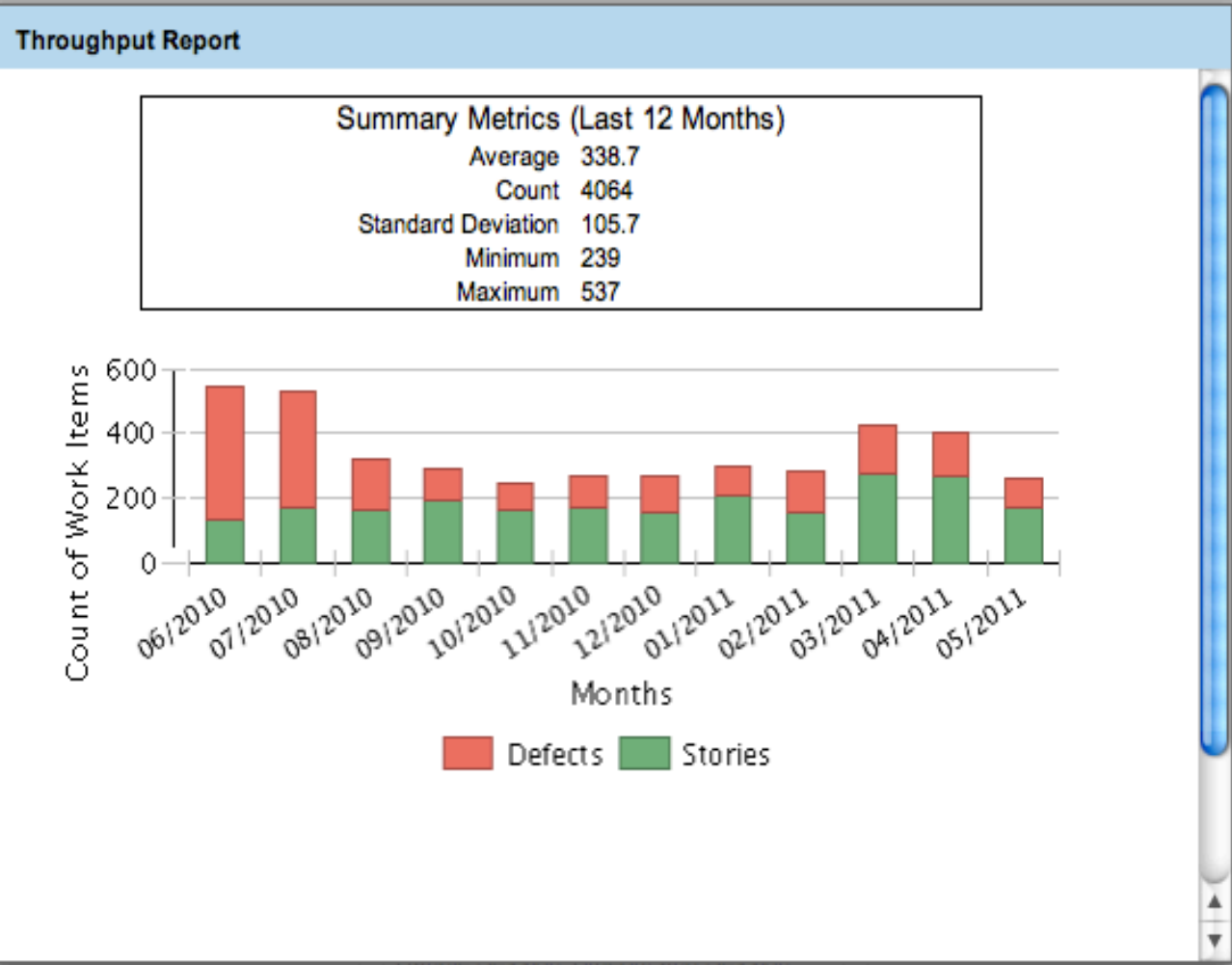
Track

Quality

Reports

Search

- Release Status
- Work Product Status
- Release Metrics
- Tasks
- EEK
- Story Map
- A-TeamBan
- BanBan
- Open Defect Age
- Kanban
- DevOpsSync
- Task Board
- Super Customizable Iteration Chart
- Story Board
- Story Deep Copy
- Story Map



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- Owner
- jago.sp)

- DE11166
- End arrow page of disabled
- S26102
- Ability to e
- S26106
- Ability to e
- S26108
- Ability to c
- S26107
- Ability to c
- S26103

Katrina

Warning behavior

DE10823

Kip

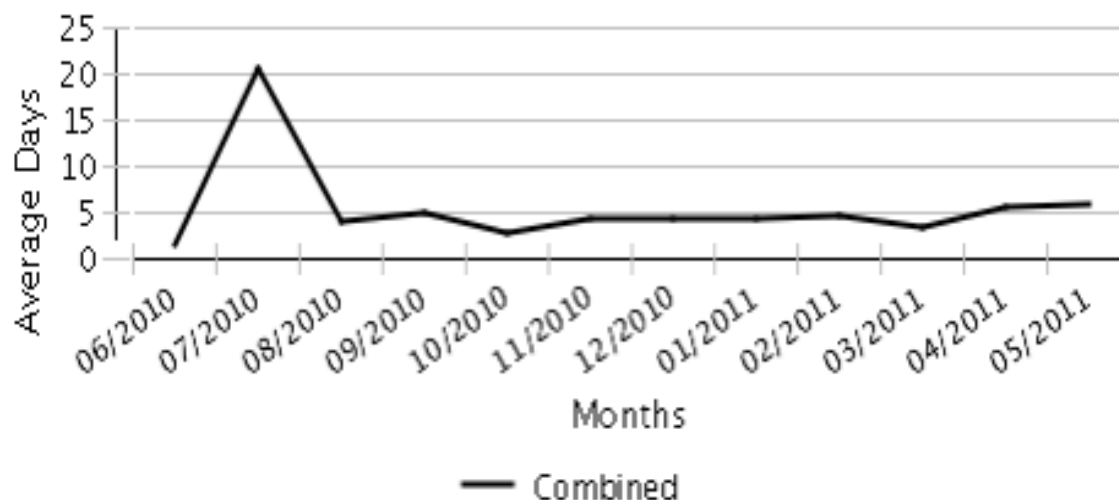
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- DE11164
- Error found in the bottom of
- S25676
- Convert set Ruby code
- DE11118
- tag search disabled if it

Cycle Time Report

Summary Metrics (Last 12 Months)

Average	6.2
Count	3918
Standard Deviation	24.7
Minimum	0
Maximum	317



DE11166

End arrow on Cycle Time page of dashboard disabled

S26102

Ability to edit a card

S26106

Ability to edit iterations

S26108

Ability to create a card

S26107

Ability to create a card

S26103

Project name is shown on multi-project scope

S26105

Katrina

Indicate on card when card is in a different release than the selected

S25802

Will

Add old workspace picker to viewport

S24651

Kyle M

C# REST API

DE11164

Error found on the bottom

S25676

Convert some Ruby code

DE11118

tag search disabled if

S20811

MMF: JIRA beyond

S20816

MMF: App

DE11097

Some users

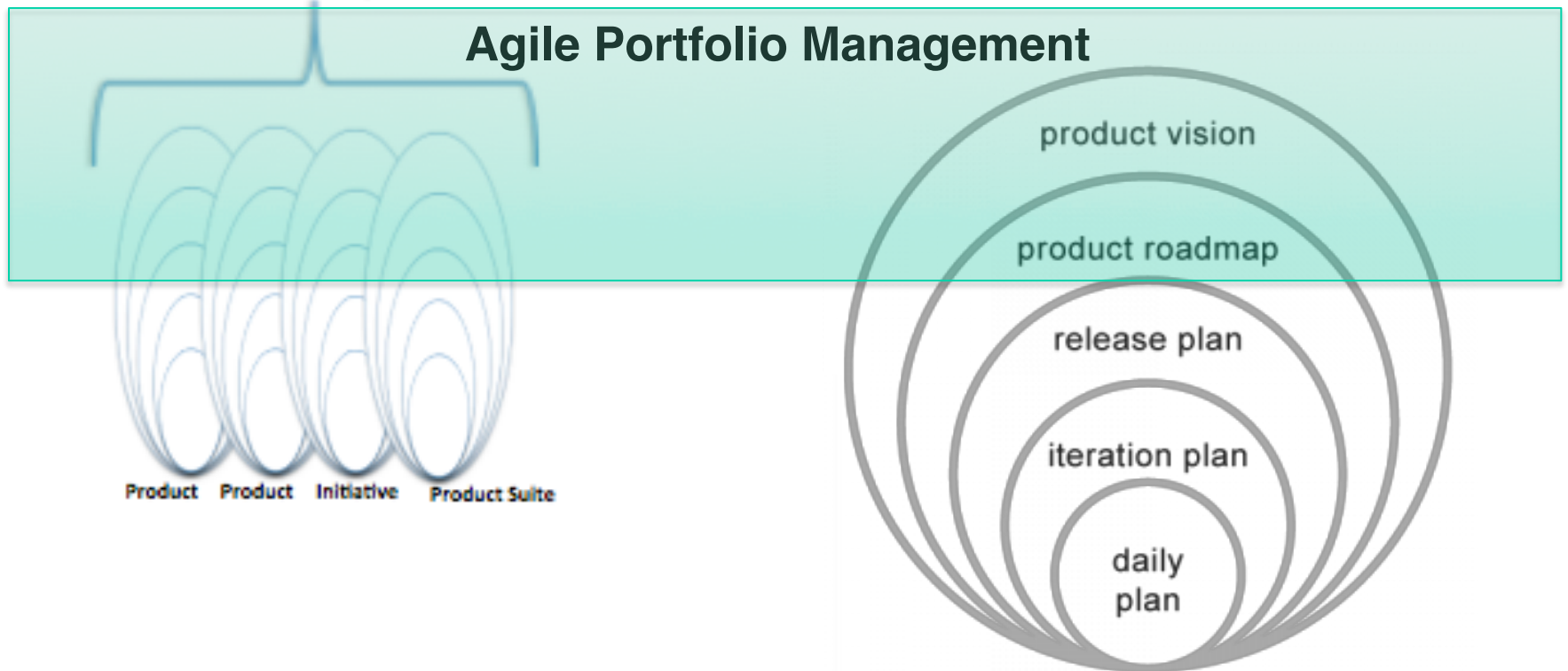
DE11096

Applying Agile to Strategic Levels

Portfolio of Products

Product

Agile Portfolio Management



MOBILE PHONE USERS IN AFRICA

2005 – 134 MLN

2011 – 660 MLN

FACEBOOK USERS

2006 – 10MLN

2011 – 800 MLN

MOBILE APPS

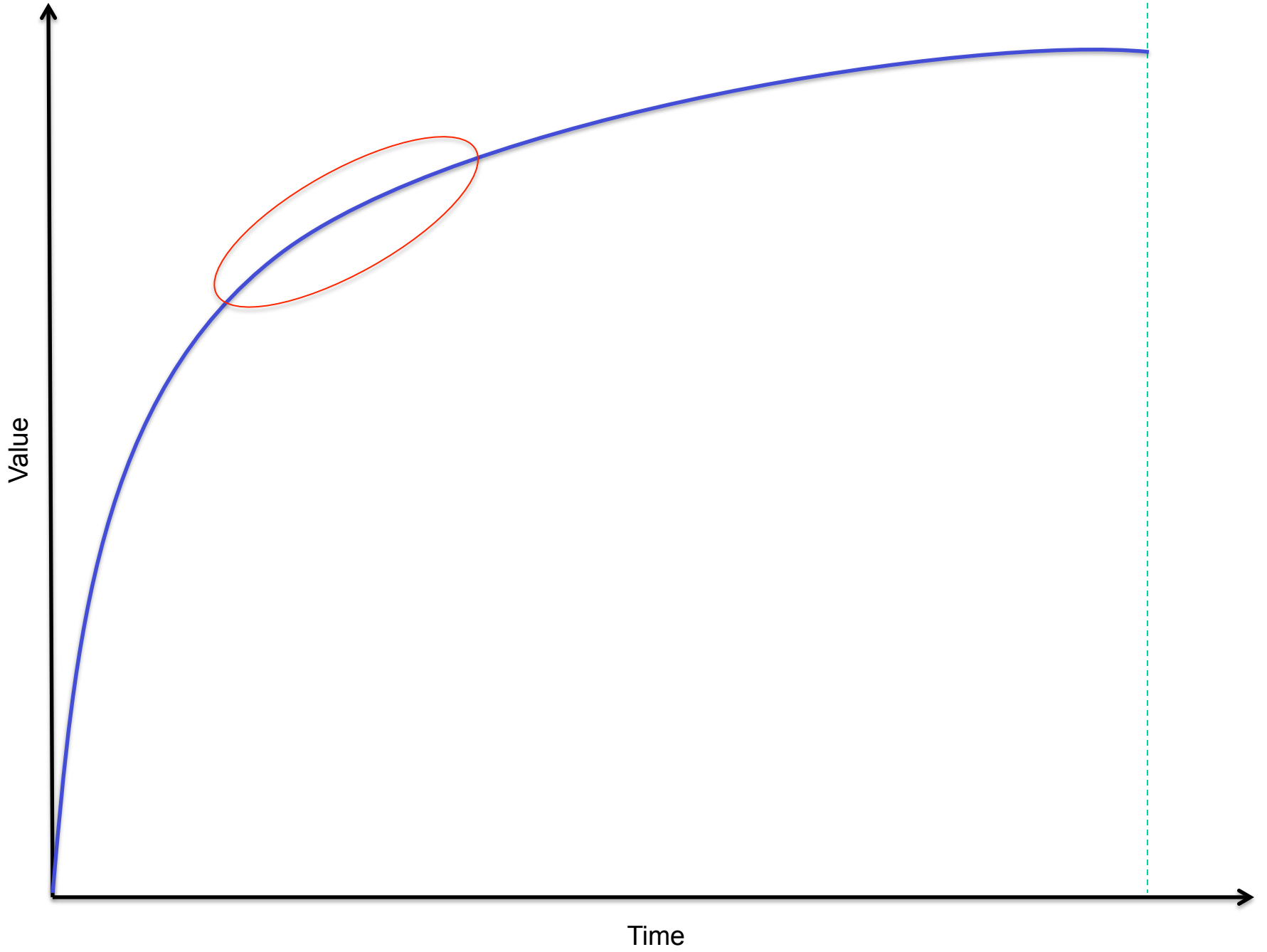
2008 – 8000

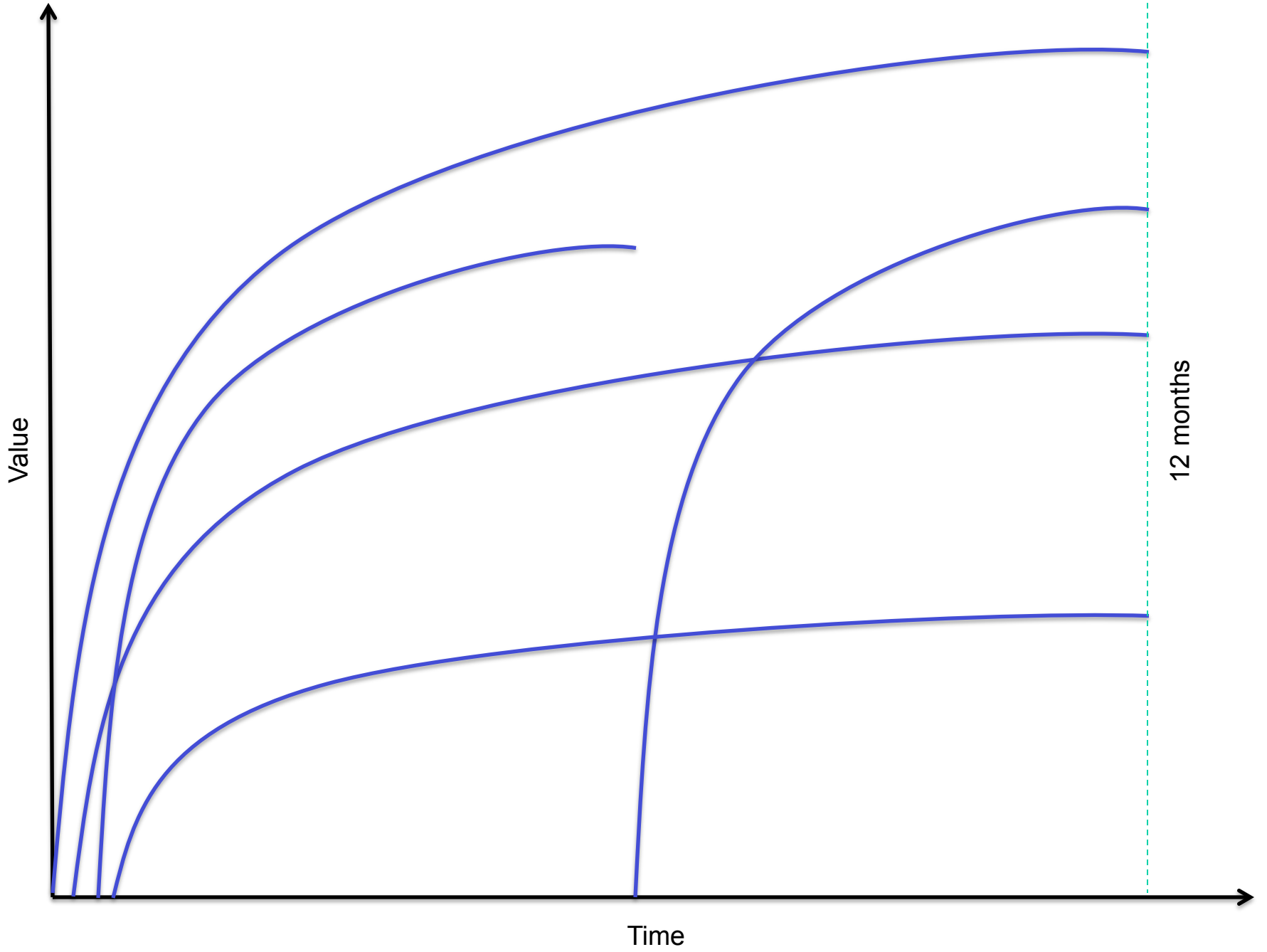
2012 – 1MLN +

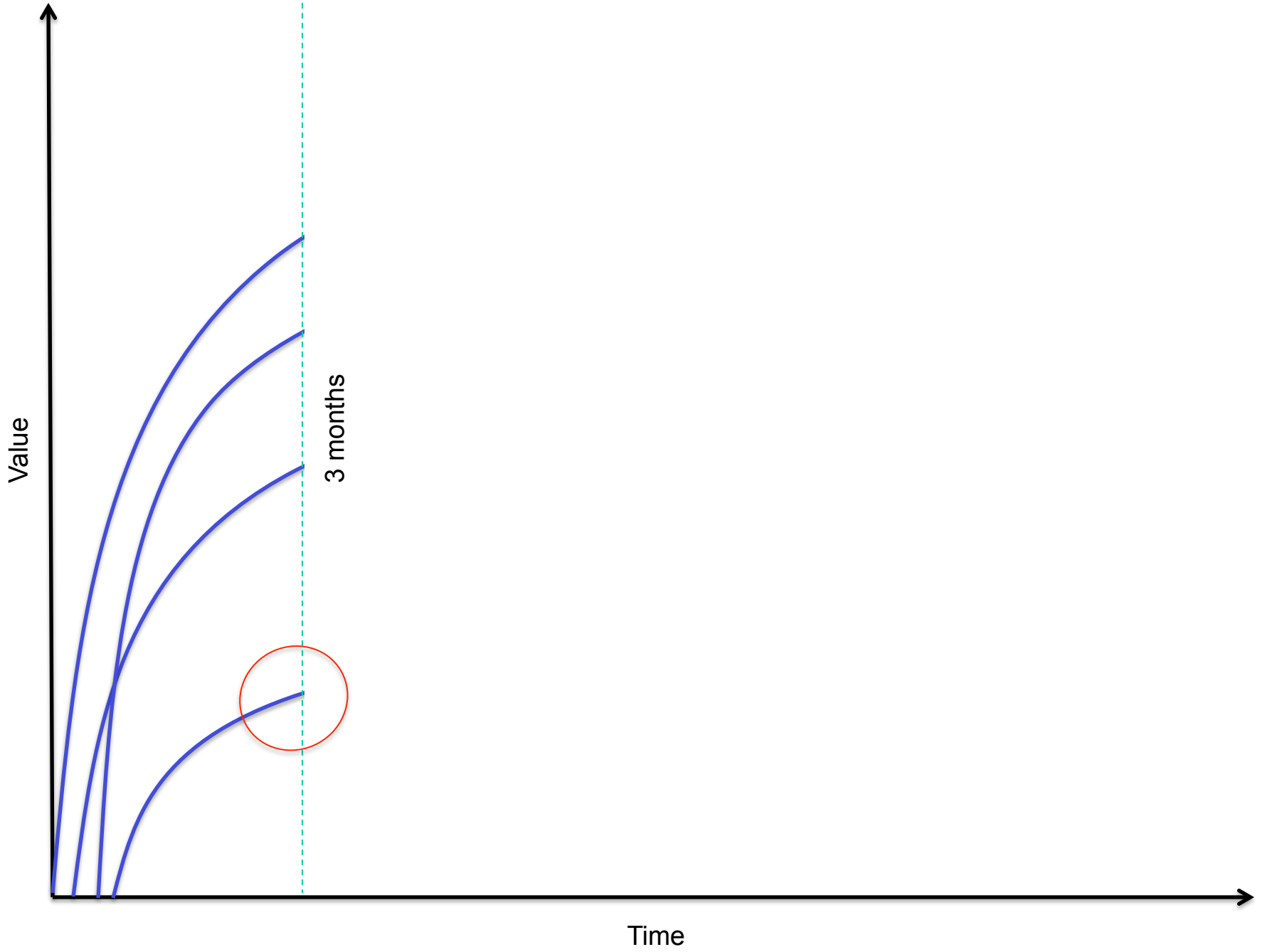
E-BOOKS

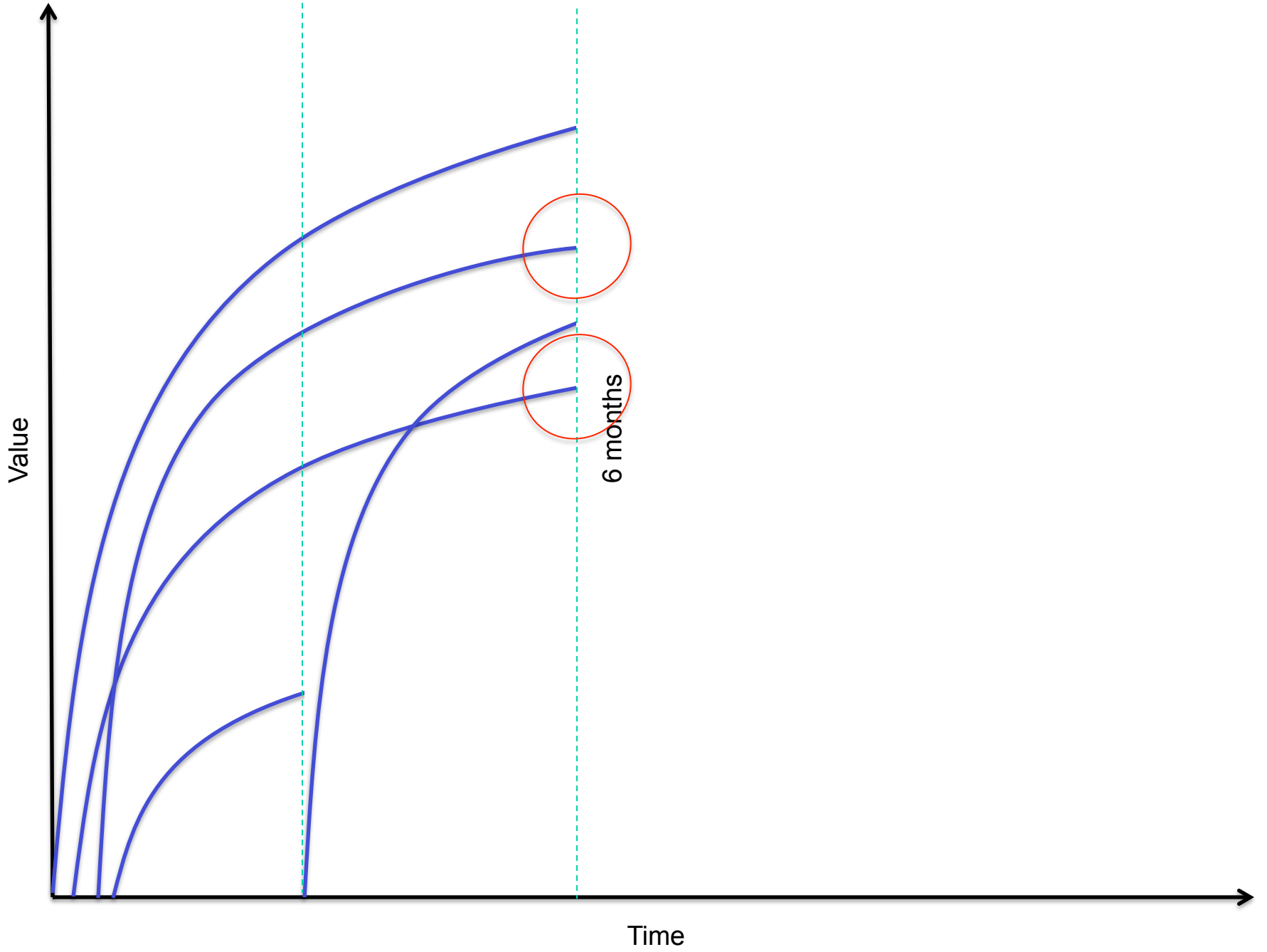
2008- 0.6%

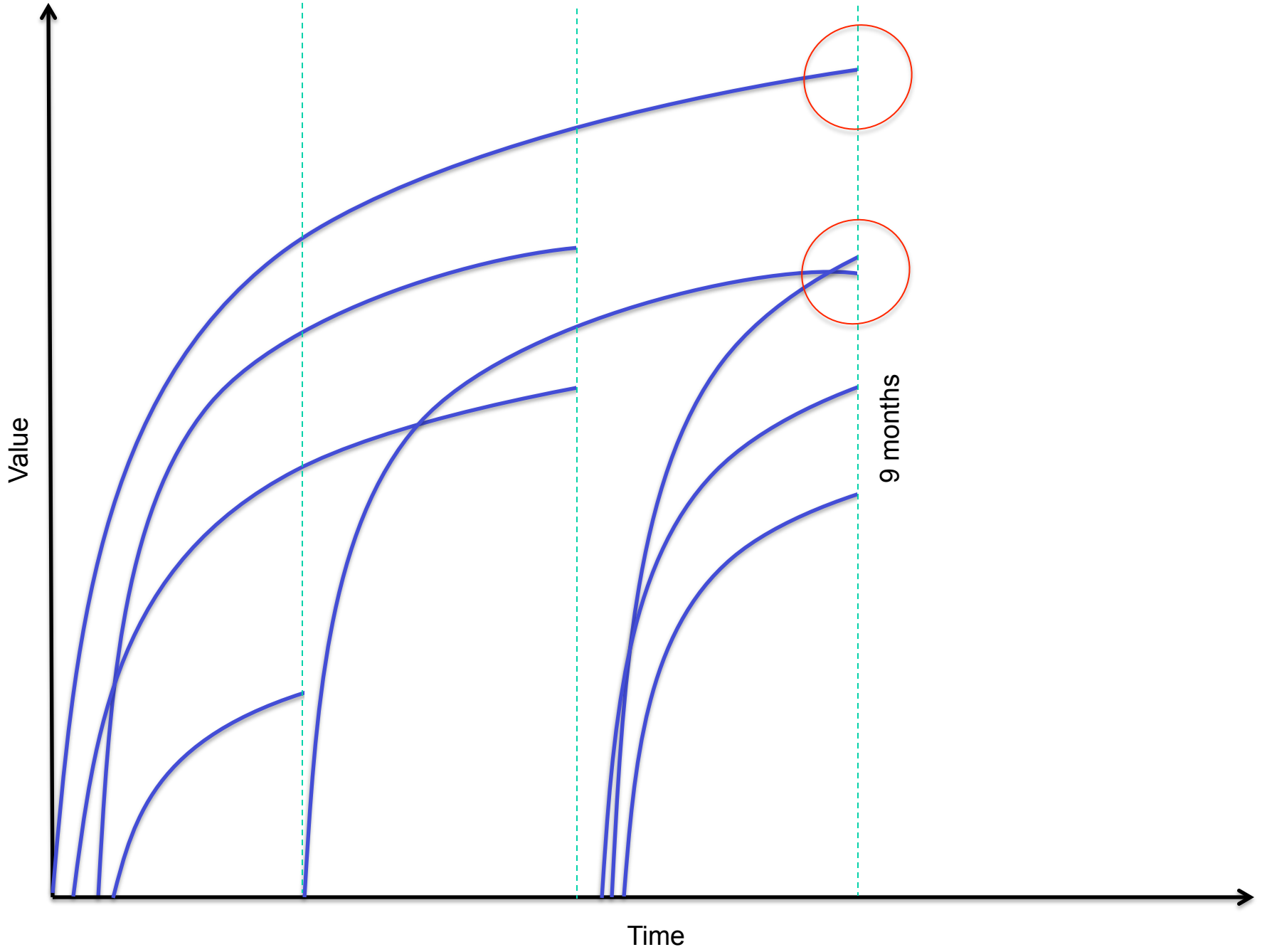
2011 – 18%

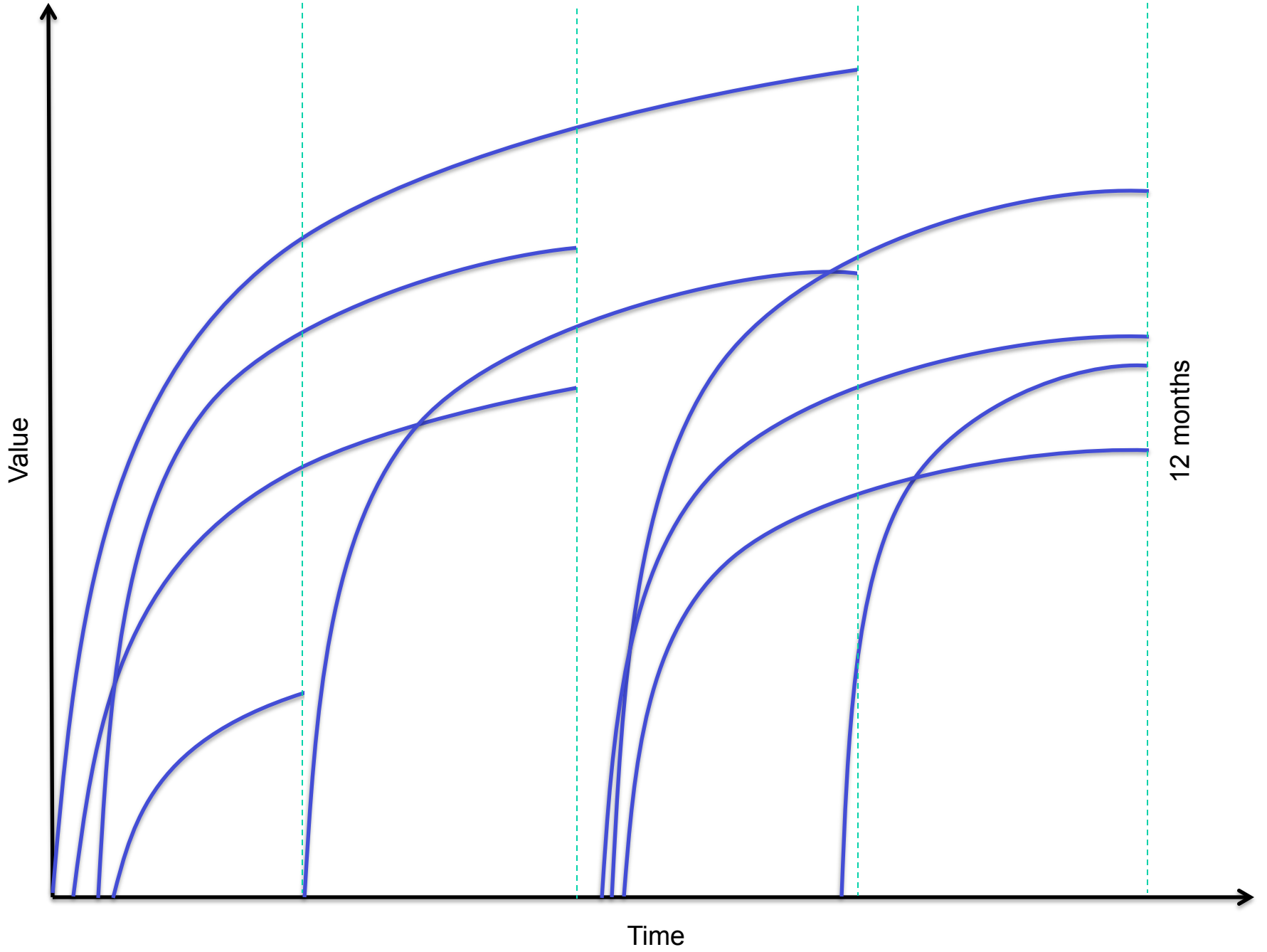






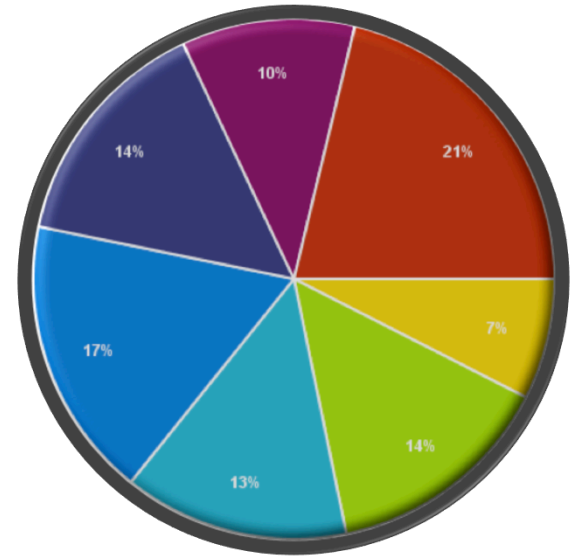
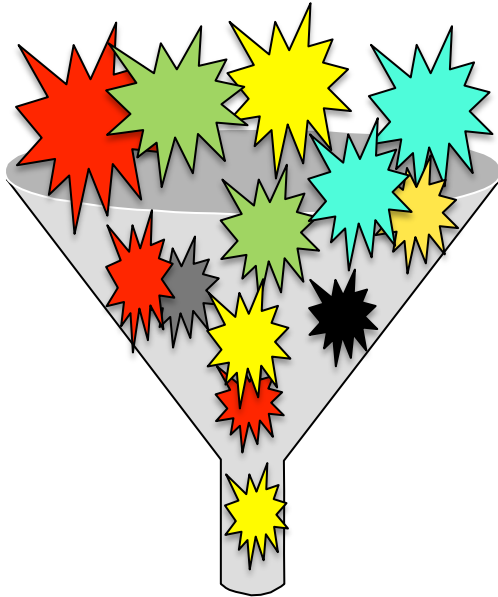






Funnel

New Products and it's MMFs
Enhancements
Defects
Architectural refactoring



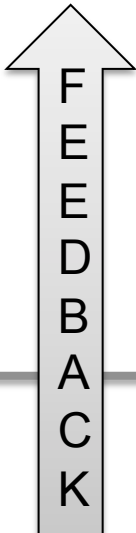
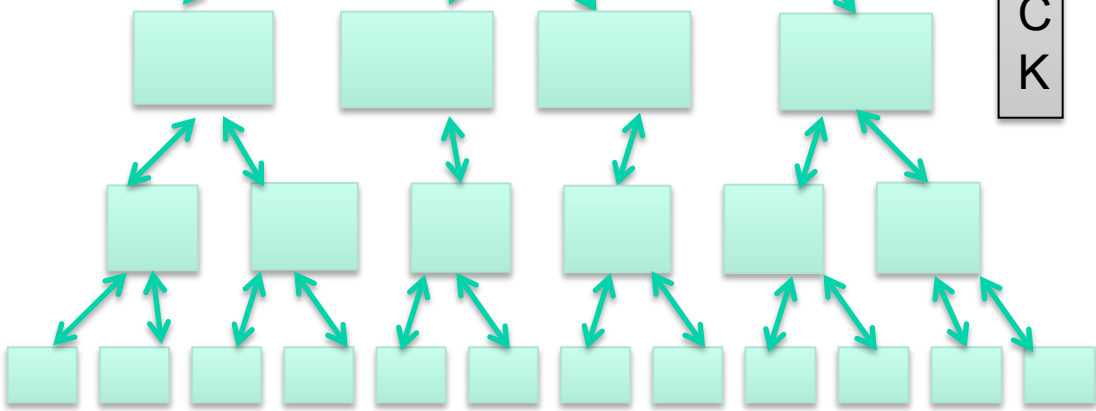
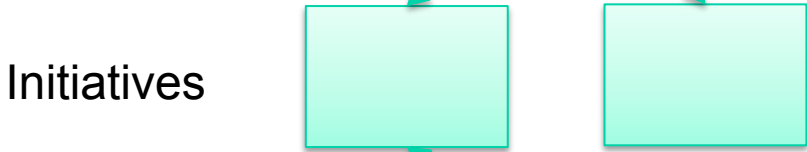
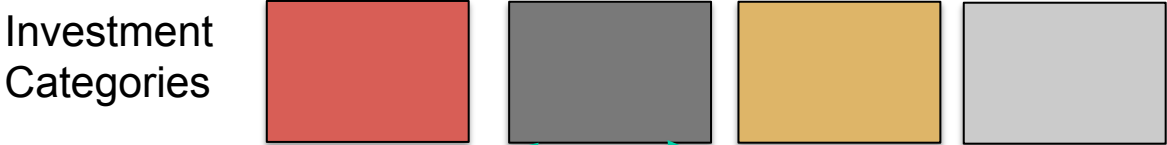
Investment Allocations

New products
Cost saving projects
Maintenance

Connect Strategy & Execution

S
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Story Hierarchy

Tasks

Planning

- Prioritised initiatives
- Fewer projects (focus)
- Review cadence
- Communication
- Value over Cost
- Budget over Cost
- Risk Management

Delivery

- Flow work through teams
- Gather metrics
- Minimise delays
- Swarm to get things done
- Collaborate in planning

Steering

- Steering over Managing
- Cadence
 - Feedback from the market
 - Feedback from Agile teams
- Probe, Sense, Respond
- Planning process is much faster

Establish **Flow**

- Limit WIP at all levels

Deliver **Value**

- Establish a cadence for steering

Build **Capability**

- Measure strategically aligned teams





THANK YOU!



RALLY

S O F T W A R E

2 0 1 5 M A Y

