

PMI-Agile

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17/09/2012

- Introdução
- Entrega de Valor
- Participação dos Stakeholders
- Impulsionando o desempenho da equipe
- PMI-ACP
- Referências

80%

**Of all software development
projects in 2012**

Gartner

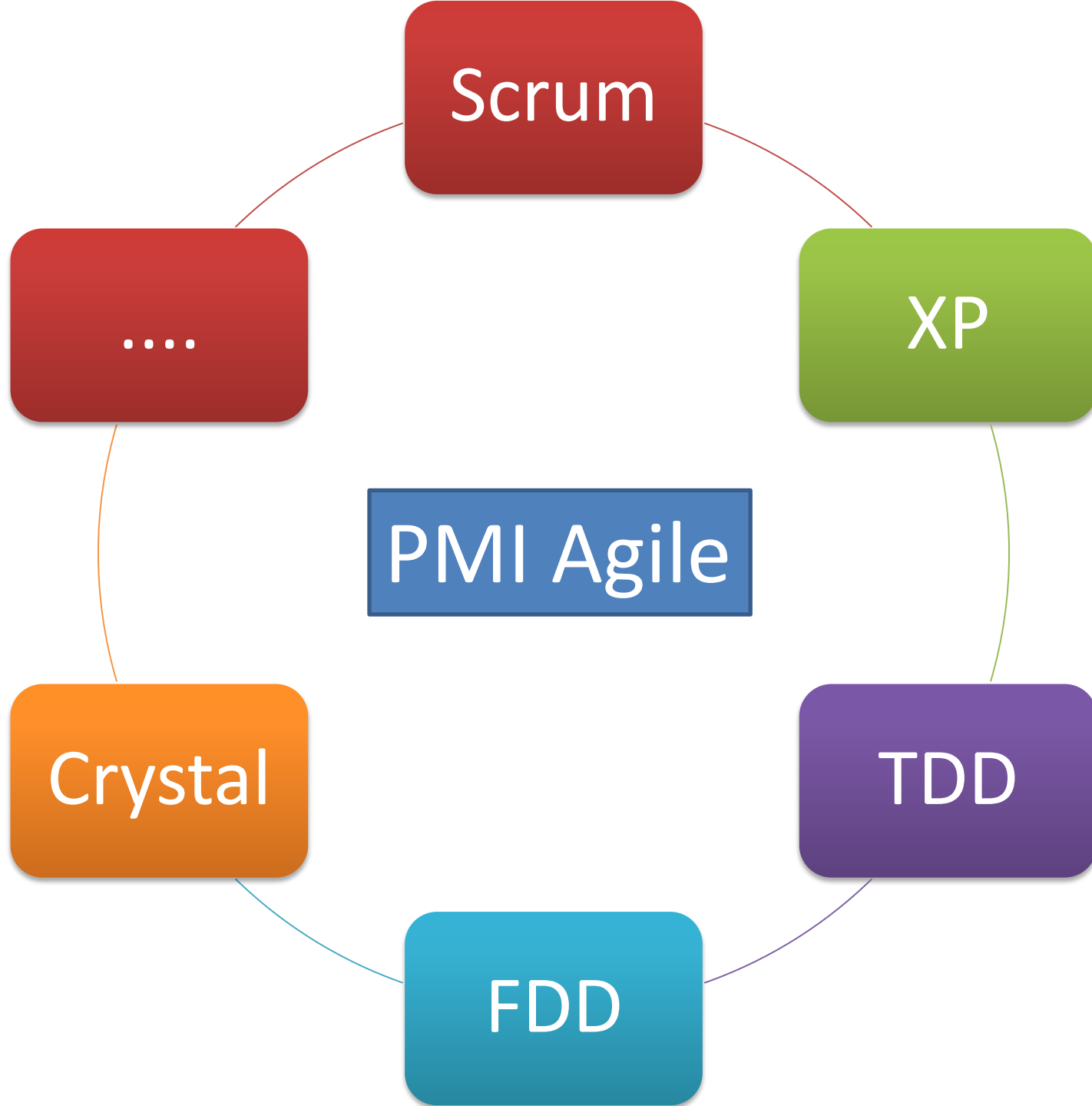
[PMI-ACP]

3x

Use os agile between Dec. 2008 and May 2011.

Furthermore, research demonstrates the value that agile can have in **decreasing product defects, improving team productivity, and increasing delivery of business value.**

[PMI-ACP]



Scrum

XP

PMI Agile

TDD

FDD

Crystal

....

Hey, vamos construir um super-castelo de areia!

Sóó!

Mas antes, vamos criar a documentação, com as especificações, requisitos e diagramas do projeto!

Ih...

Logo...

Já temos nosso primeiro protótipo! Podemos fazer agora um estudo mais detalhado do projeto!

OK, agora podemos passar para a fase de manutenção e fazer as devidas correções.

Putz!

CHUUUAAAAA
SPLASH SPLASH

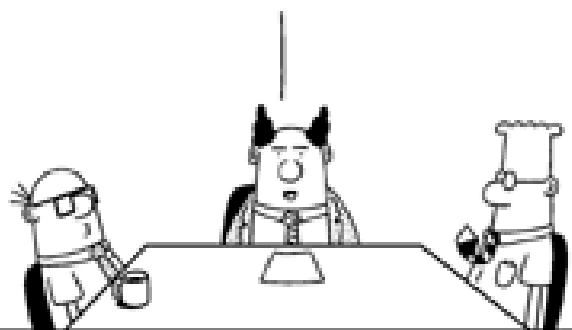
Anota isso pra próxima versão.

Isso não estava previsto na documentação...

Cadê o diagrama de casos de uso?



WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.

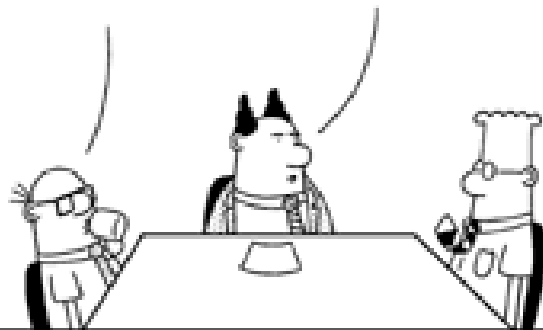


THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.



I'M GLAD IT HAS A NAME.

THAT WAS YOUR TRAINING.

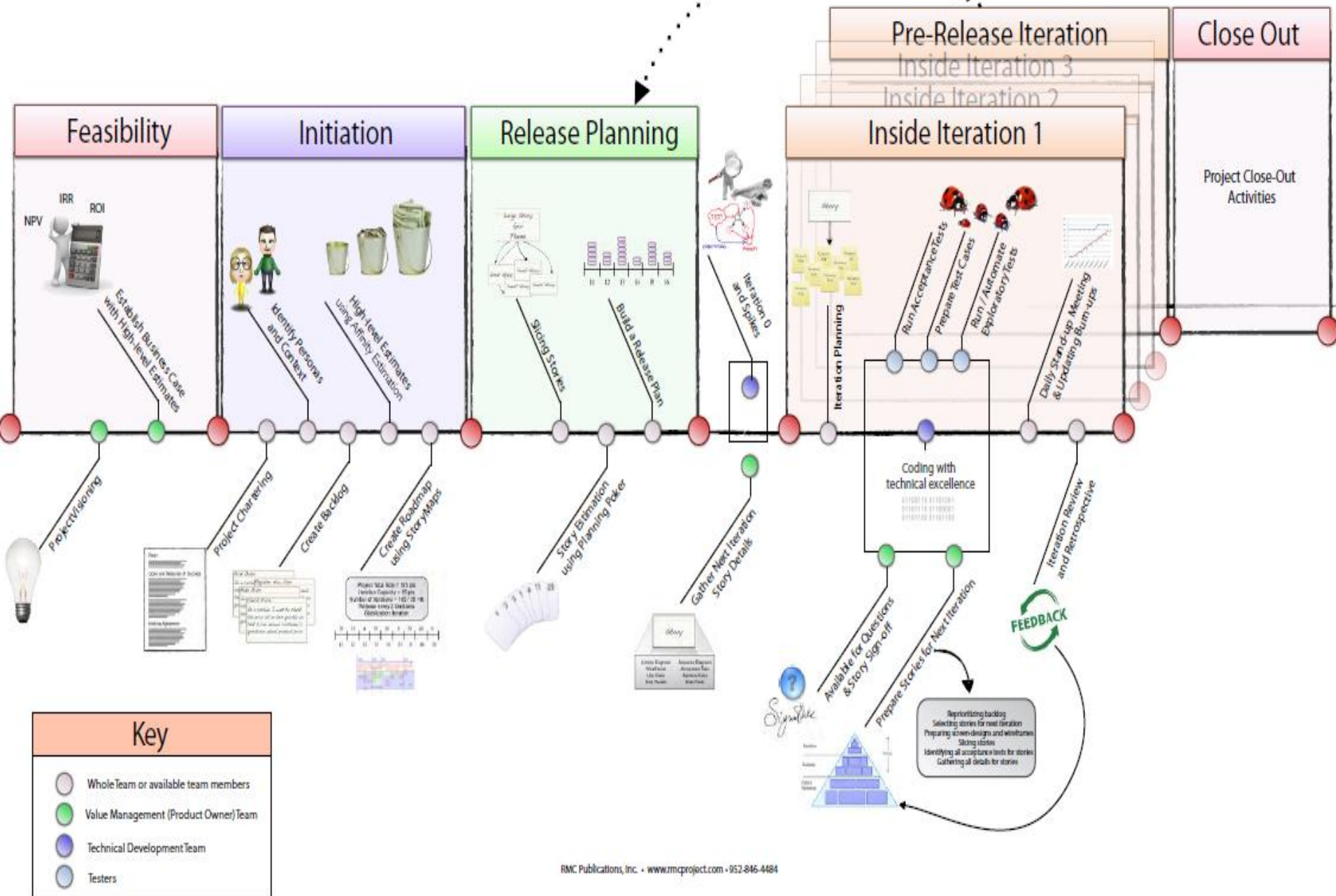


scottadams@aol.com

www.dilbert.com

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After a release we go to release planning for another release or if it is the final release we close out the project



Entrega de Valor



**Software em
funcionamento** mais que
documentação abrangente

[Manifesto Ágil]

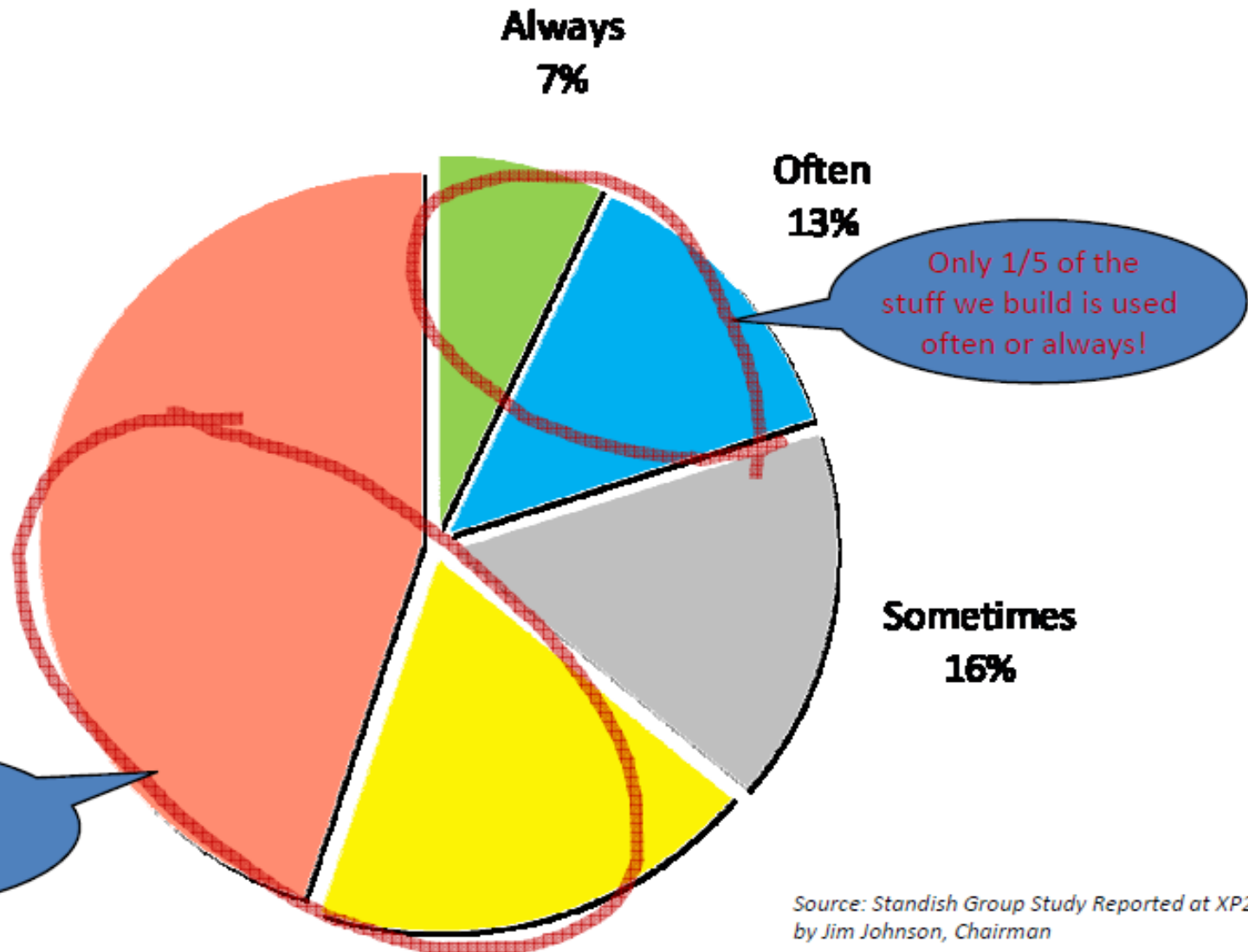
**Qual escolha adicionará
um maior valor ou
negócio ou ao cliente?**



**Coma a sobremesa
antes**



Why are we building the wrong stuff?



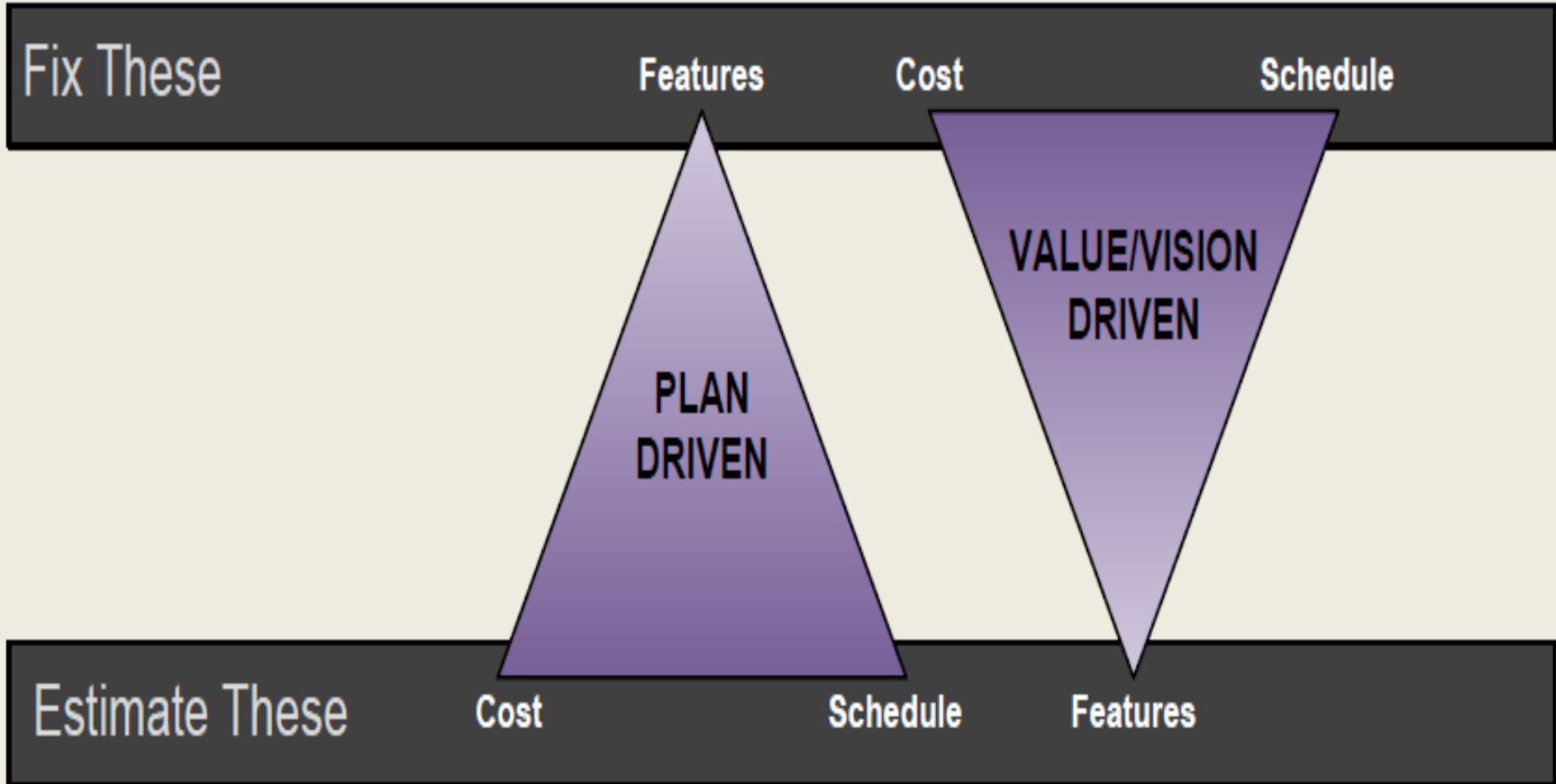
Source: Standish Group Study Reported at XP2002
by Jim Johnson, Chairman

Waterfall

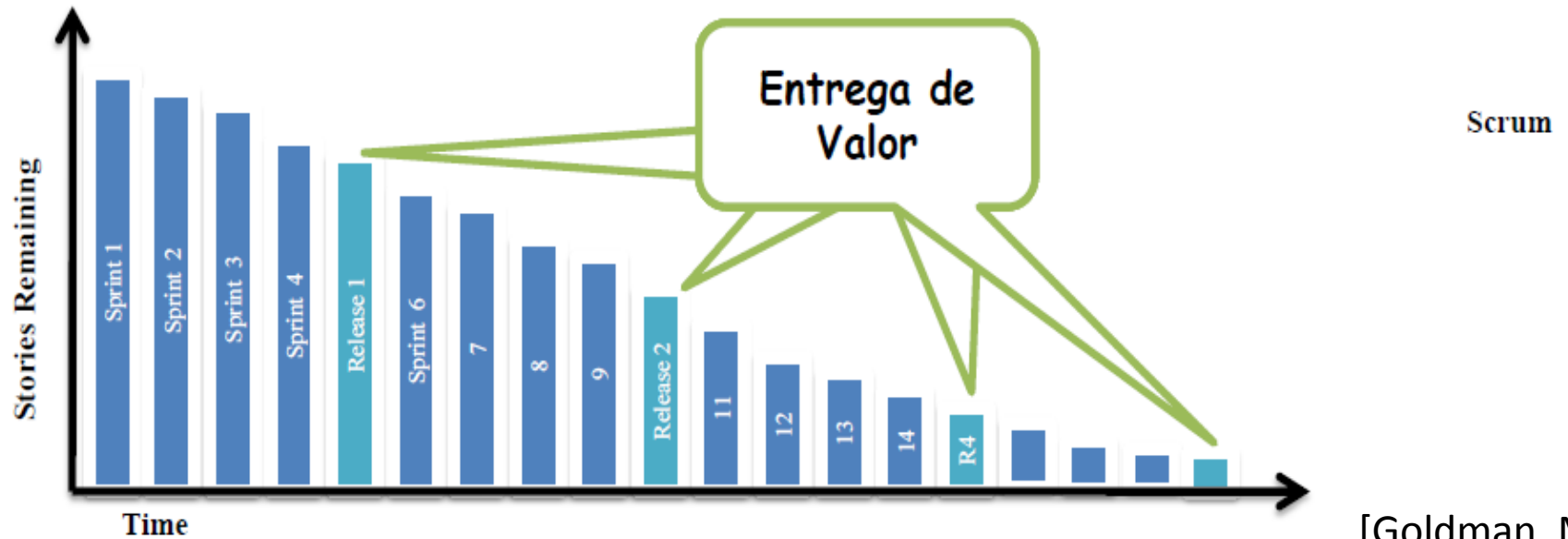
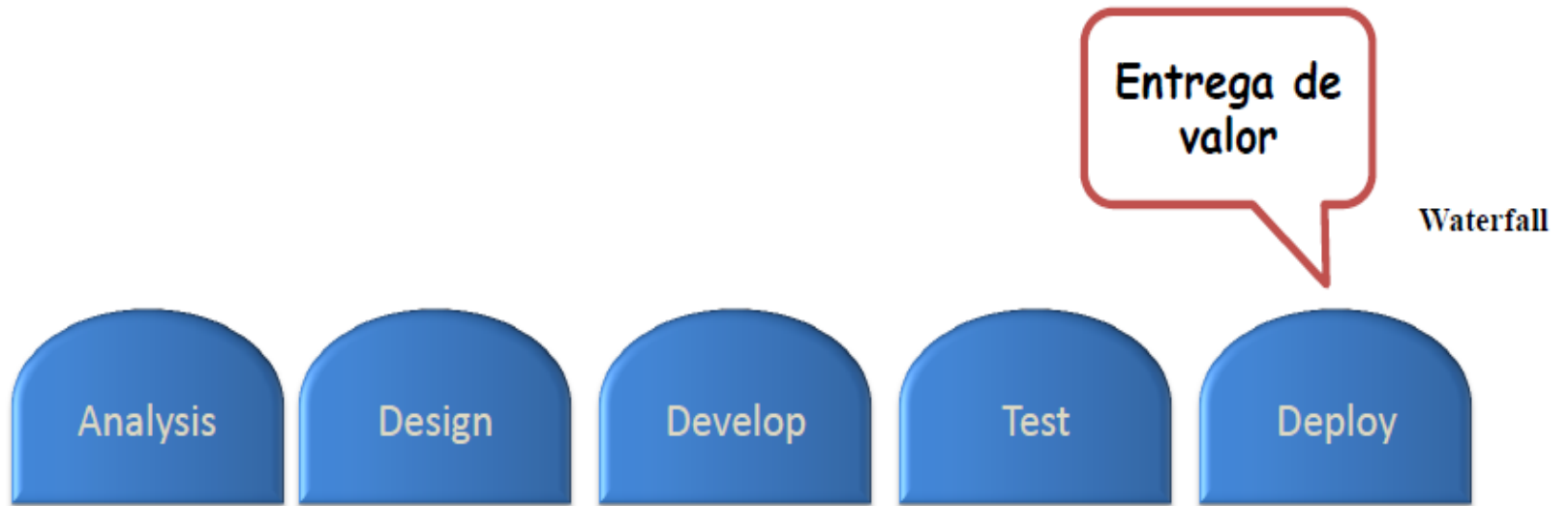
Agile

The Plan creates cost/
schedule estimates

The Vision creates feature
estimates



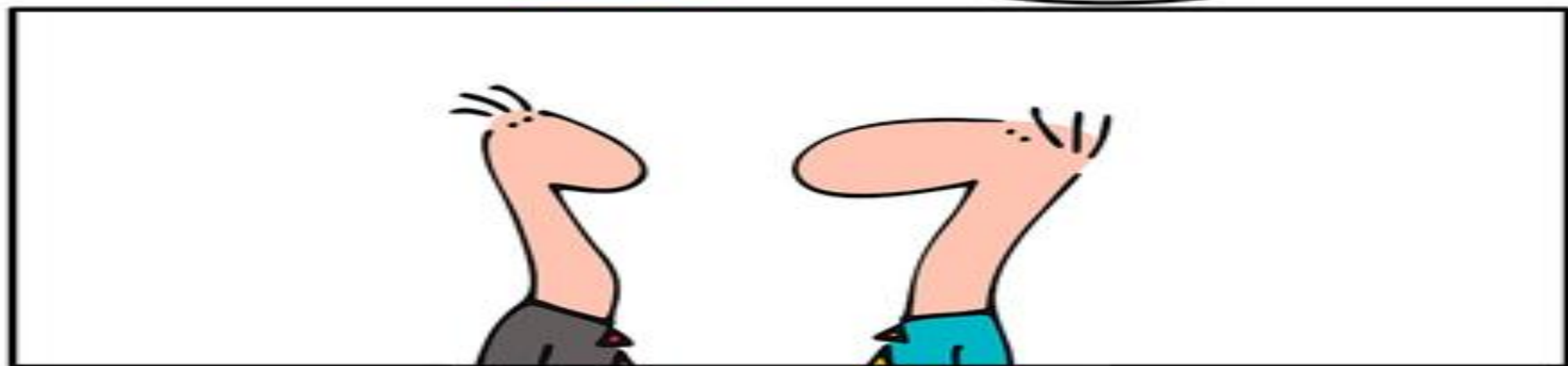
Waterfall vs Agile



ROI

Coma a sobremesa antes [2]





geek & poke

ROI

Business Value

As a Product Backlog, I want to change all the time that is need, to be able to become a great product.

As a Product Backlog, I want to change all the time that is need, to be able to become a great product.

As a Product Owner, I want to the best ROI.

As a Product Owner, I want to the best ROI.

As a Product O want to the best w...

As a CSM, I want to have a senior Team.

As a CSM, I want to have a senior Team.

As a Product Owner, I want to the best ROI.

As a Team Member, I want to work in a great team

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As a CSM, I want to have a senior Team.

As a Product Owner, I want to the best ROI.

As a CSM, I want to have a senior Team.

Complexity

Should be Done



High ROI



Nice To have



To Avoid

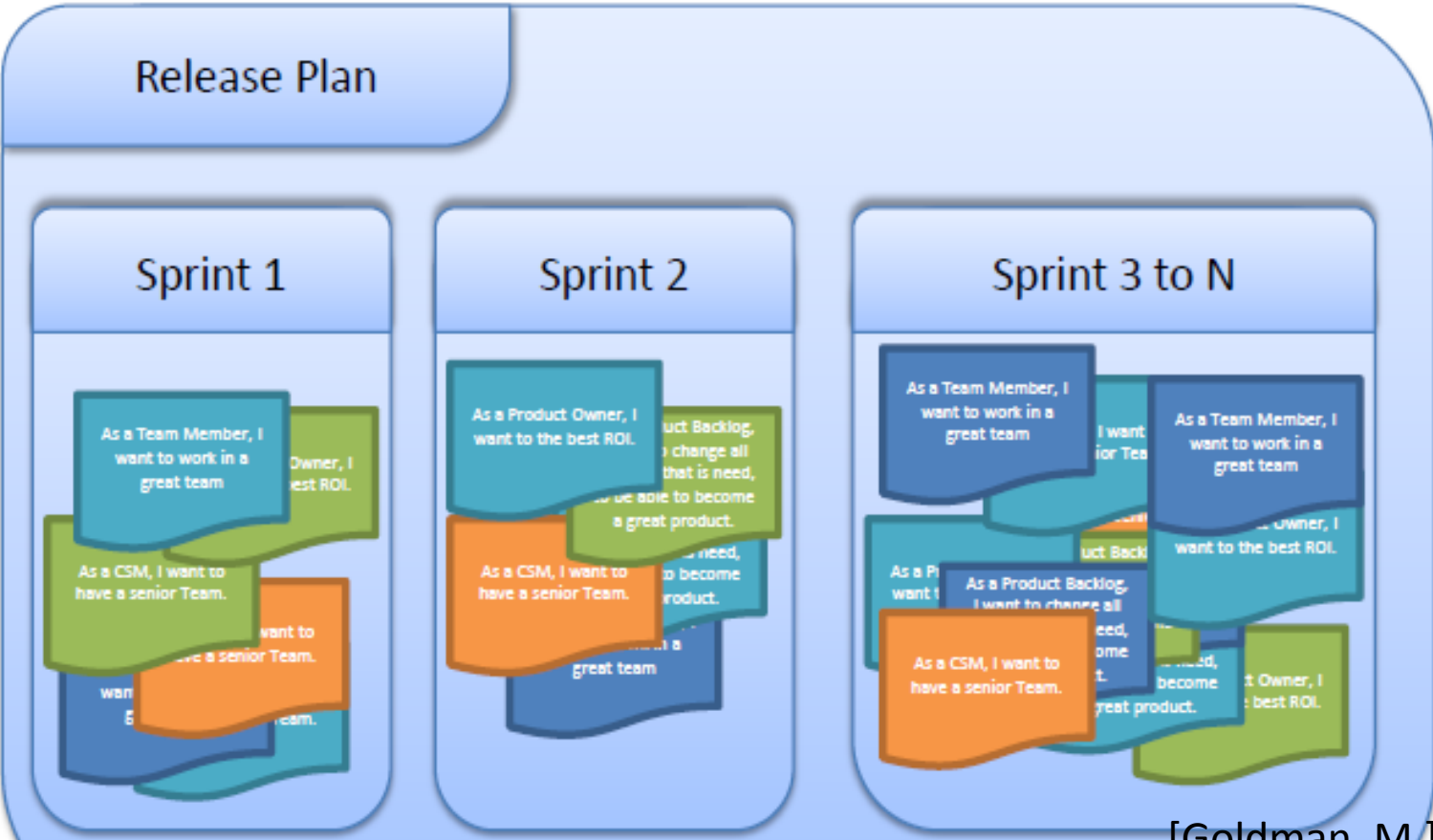


Low ROI





Release Planning Meeting



Basicamente, entrega de valores diz respeito à tomar **decisões** que priorizem as atividades mais importantes, **reduzindo riscos** para o projeto e levando em considerações suas **prioridades**.

Participação dos Stakeholders



Qualquer pessoa ou grupo que será **impactado**
ou **impactará** no projeto

[PMBOK]

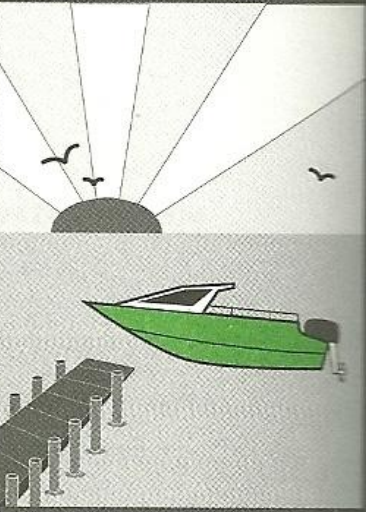
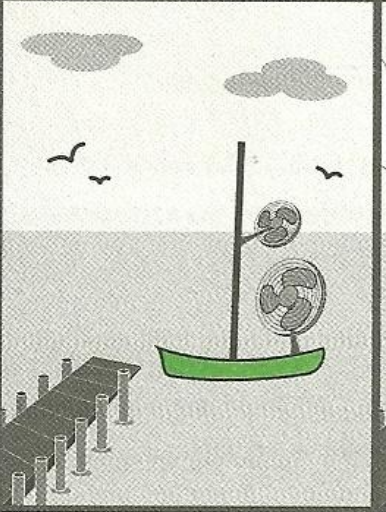
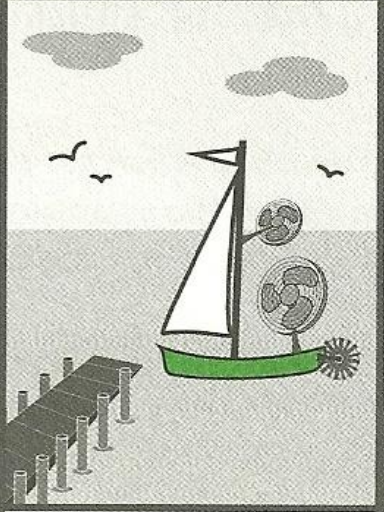
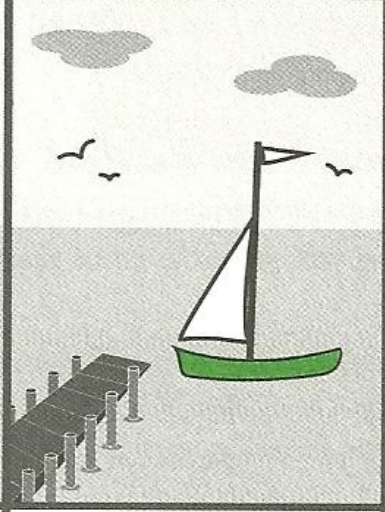
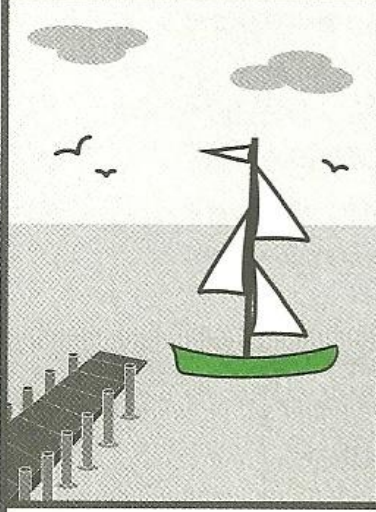
Indivíduos e interação entre eles

mais que processos e ferramentas

Colaboração com o cliente

mais que negociação de contratos

[Manifesto Ágil]



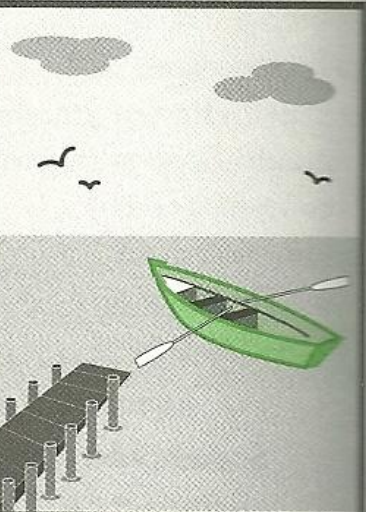
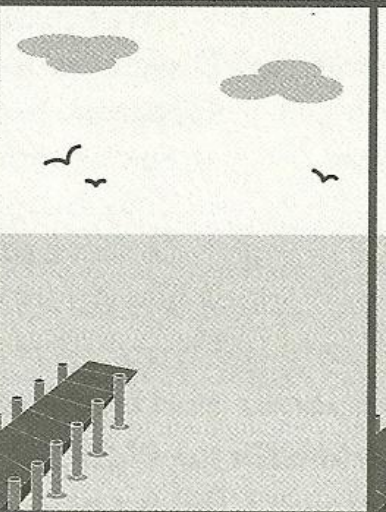
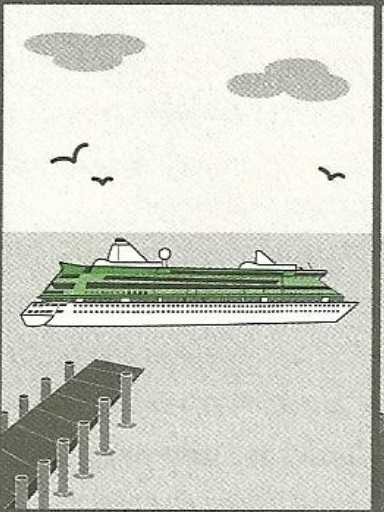
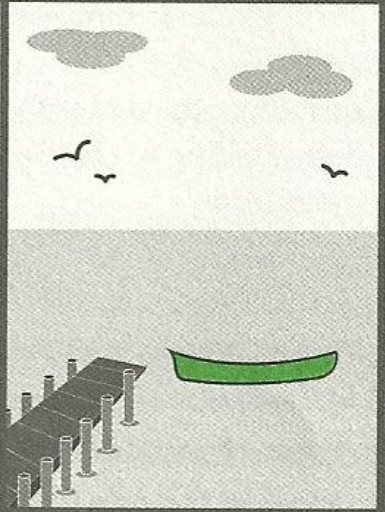
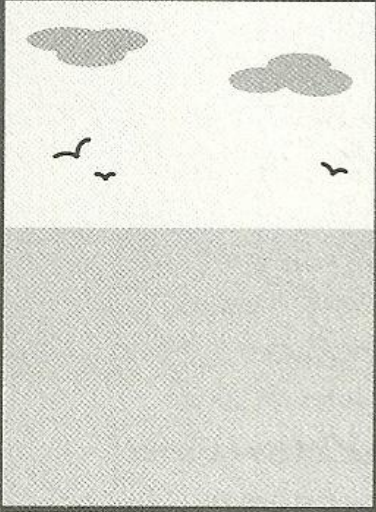
How the customer explained it

How the project leaders understood it

How the engineers designed it

How construction built it

How the business consultant described it



How the project was documented

What was operational

How the customer was billed

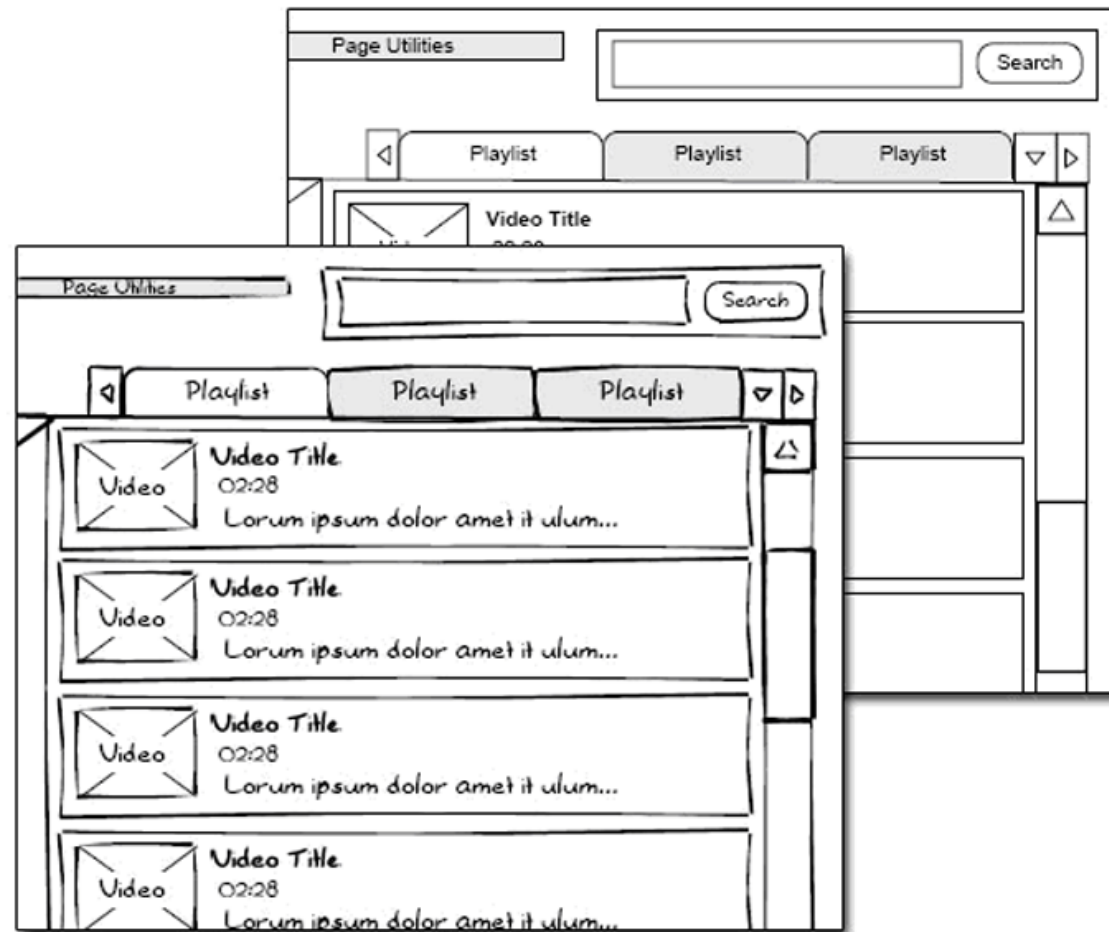
How it was supported

What the customer really needed

Prática	Ferramenta / Técnica
Alinhando o entendimento	Wireframes Personas User stories/backlogs Story maps
Comunicação	Burn down Velocity Modelagem ágil Task Boards
Habilidades	Negociação Resolução de conflitos
Liderança efetiva	Liderança servidora

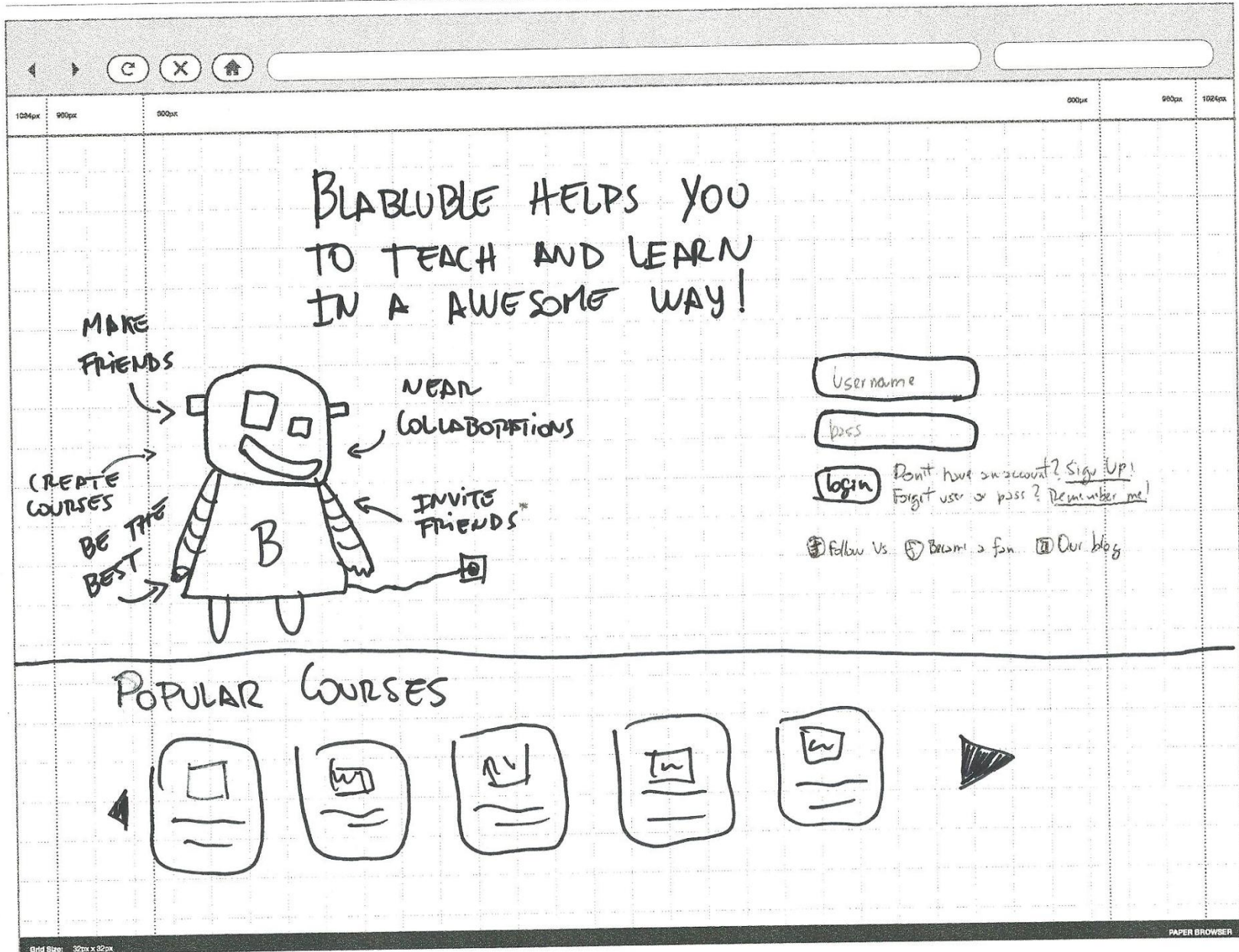
Maneira popular de criar rápidos protótipos do seu produto?

Wireframes!



HOME 1

PROJECT NAME:

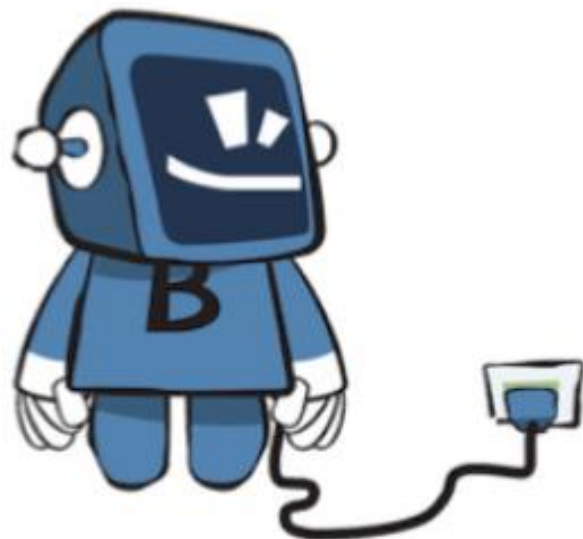


* FRIENDS = STUDENTS

obs: ALT do jobs. We're loading.

Clouds em ggums dsr Gracksthuar, vsi p/ tour

Cursos -> link p/ home do curso



Blabluble ajuda você a ensinar e
aprender de forma única Veja como funciona

Experimente!

Conheça alguns cursos populares



MODA

Desenhista de moda - iniciante



Sérgio Henrique Nunes
Professor da UFRJ e integrante da eq...



Vera Lúcia respondeu uma questão do
curso de Marketing de Moda... 18:54



Cristine Hamburg recebeu aprovação do
professor... 18:01



Pedro Letti finalizou o exercício do curso de
Básico de Vinhos... 17:53



GASTRONOMIA

Passo-a-passo da cozinha dos chefs



Sérgio Henrique Nunes
Professor da UFRJ e integrante da eq...



Vera Lúcia respondeu uma questão do
curso de Marketing de Moda... 18:54



Cristine Hamburg recebeu aprovação do
professor... 18:01



Pedro Letti finalizou o exercício do curso de
Básico de Vinhos... 17:53



EMPREENDEDORISMO

Sua nova empresa



Sérgio Henrique Nunes
Professor da UFRJ e integrante da eq...



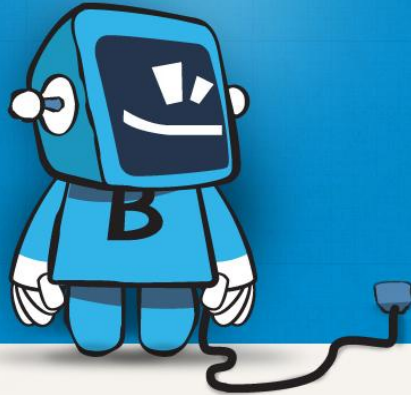
Vera Lúcia respondeu uma questão do
curso de Marketing de Moda... 18:54



Cristine Hamburg recebeu aprovação do
professor... 18:01



Pedro Letti finalizou o exercício do curso de
Básico de Vinhos... 17:53



ENSINE E APRENDA DE FORMA ÚNICA

EXPERIMENTE

VEJA COMO FUNCIONA

CURSOS POPULARES



DESIGN DE MODA

Desenhista de moda iniciante



Sérgio Henrique Nunes
Professor da UFRJ



Vera Lúcia respondeu uma questão da aula de Marketing da moda



Cristiano Hamburg recebeu aprovação do professor Sérgio Henrique Nunes



Paulo Braga recebeu aprovação do professor Sérgio Henrique Nunes



CULINÁRIA

Passo-a-passo da cozinha dos chefes



certificado por **[Nome]** da Fonseca
Professora da PUC-SP



Ana Maria Braga respondeu uma questão da aula de Marketing da moda



Roberto Moreira recebeu aprovação do professor Sérgio Henrique Nunes



Samuel da Silva recebeu aprovação do professor Sérgio Henrique Nunes



EMPREENDEDORISMO

Os segredos do sucesso



Camila dos Santos
Professora da UFRJ



Rosana Freitas respondeu uma questão da aula de Marketing da moda



Ronaldo da Silveira recebeu aprovação do professor Sérgio Henrique Nunes



Sophia Maria recebeu aprovação do professor Sérgio Henrique Nunes

Quem são meus usuários?



Utilização de **Personas**

Guias ou lembretes dos **stakeholders** do projeto e seus **interesses**

Fornecer uma **descrição** dos usuários

Baseado na **realidade**

Específico e relevante ao projeto



“Auto Pilot” - Financial Goals



Joe Jones

- 34 year old
- Commercial airline pilot
- Married with newborn

- Joe is a 34 year old commercial airline pilot.
- He jokes that he is a “pretty boring guy.”
- Remembers his small town childhood fondly, but is grateful that he moved away when he did.
- Three months ago, their first child was born, an unplanned, but welcome surprise.
- Since the birth of the baby Joe has started to focus on the financial health of the family. He started a college fund for the baby, with small contributions each month.
- Small balances on his credit cards (he usually pays off each month) since the unexpected pregnancy and expenses that come along with preparing for a new family addition. “Who knew that diapers could cost so much?”
- Credit report is rarely considered, but requests copies at milestones, such as home purchase in 2000

Needs

- Joe needs *security, comfort, stability and honesty*
- Joe expects *respect and humor*
- Joe hates being *undermined or deceived*

Jamie

Profit conscious Agency MD

Worldview

Not sure UX is something I can relate to, I don't really understand it. I'm not sure it can really help my clients convert more visitors to customers. It could be a fad.

Looking for

I'm looking to hire someone who can improve our design process, be it called designer or UX I don't mind, but I need a star.

Not looking for

People who claim things they can't deliver, overpriced creatives without a sense of marketing and client relations.

Next experience

I hope it will be easier than test time and I will benefit more for being someone for UX.

Last experience

Last time it was very difficult to find someone. There were so many wannabe designers with too much creativity and little organization.

Motivation

I want to give my clients very well thought through websites that will convert visitors to customers and increase sales.

Demotivation

I'm not sure it's worth the effort to go through the hiring process again.



See my user journey

An overheard discussion with a colleague:

What are you up to this weekend Jamie?

I'll get my thoughts sorted... Playing with the kids. You know things like that.

Good stuff. By the way, are we actually going to do something with this UX thing?

His questions

How much should I spend on UX?

How to make our designs better?



PERSONA NAME,

“Persona categorization”



« Short Persona Quotation »

Narrative

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam sodales luctus risus ut luctus. In at odio vel elit rhoncus pharetra a eget mi. Suspendisse quam odio, accumsan eget suscipit in, tincidunt vitae magna. Proin tristique nisl ac quam rutrum ut semper metus feugiat. Aenean lobortis, est in semper faucibus, leo arcu faucibus risus, ut dignissim nisi odio Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam sodales luctus risus ut luctus. In at odio vel elit rhoncus pharetra a eget mi. Suspendisse quam odio, accumsan eget suscipit in, tincidunt vitae magna. Proin tristique odio pharetra a eget mi. Suspendisse quam odio, accumsan eget suscipit in, tincidunt vitae magna. Proin tristique nisl ac quam rutrum ut semper metus feugiat. Aenean lobortis, est in semper faucibus, leo arcu faucibus risus, ut dignissim nisi odio Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam sodales luctus risus ut luctus. In at odio vel elit rhoncus pharetra a eget mi.

User Goals

Our persona wants to:

- Action 1
- Action 2
- Action 3
- Action 4

Our Business Objectives

We want our persona to:

- Action 1
- Action 2
- Action 3
- Action 4

Personal Information

Job: Lorem ipsum

Location: Lorem ipsum

Age: Lorem ipsum

Status: Lorem ipsum

Hobbies: Lorem ipsum

Domain Information

Lorem ipsum: Lorem ipsum

Lorem ipsum: Lorem ipsum

Internet /IT

Experience: Lorem ipsum

Service usage: Lorem ipsum

Favorites : Lorem ipsum

Delighters

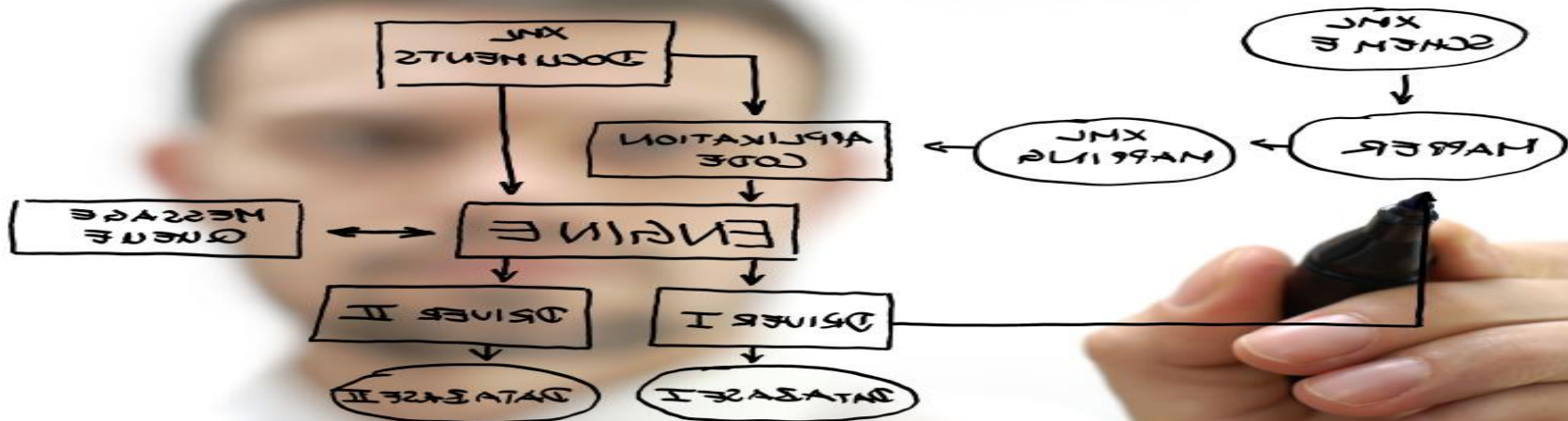
« Lorem ipsum »

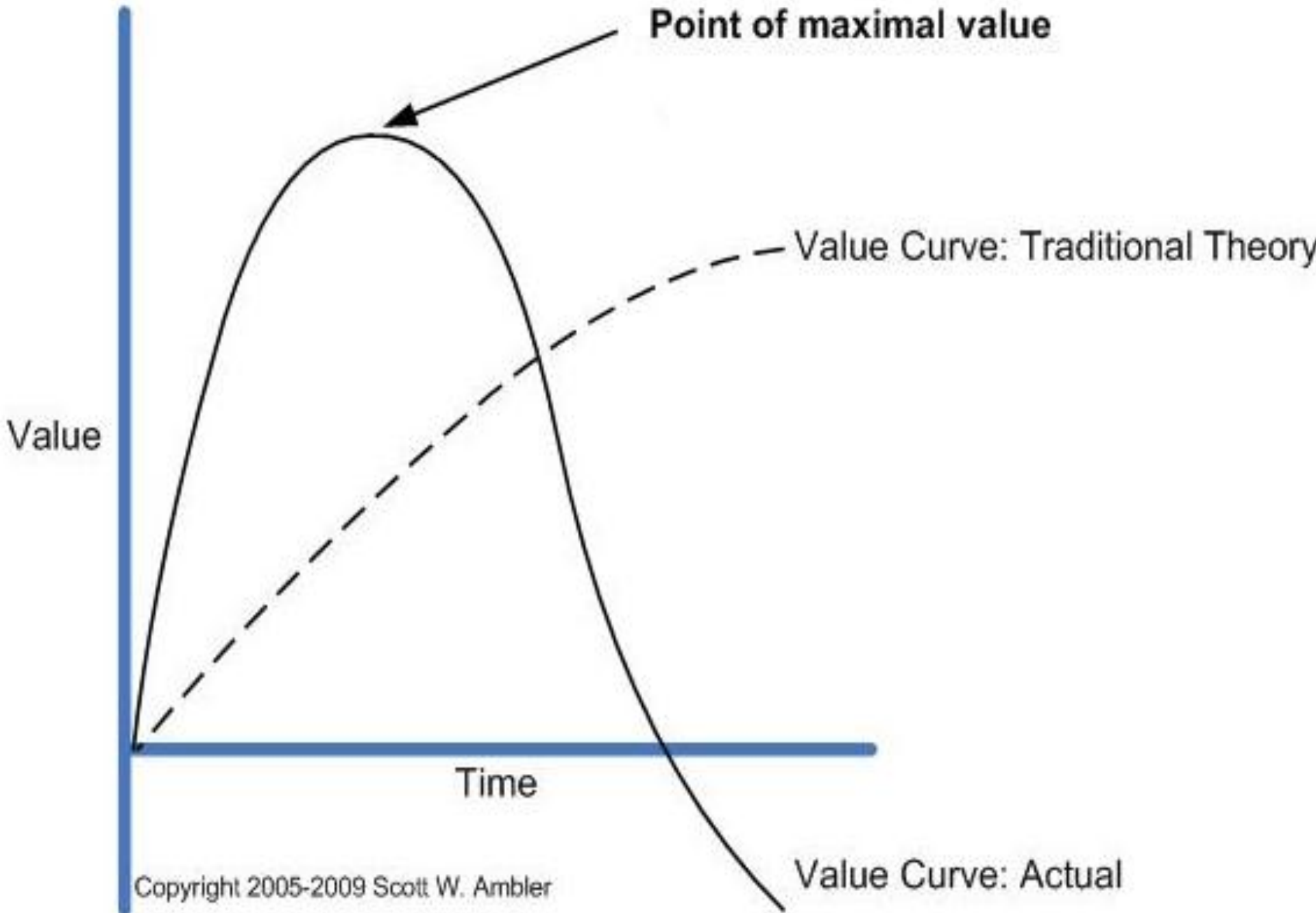
Frustrations & Pain Points

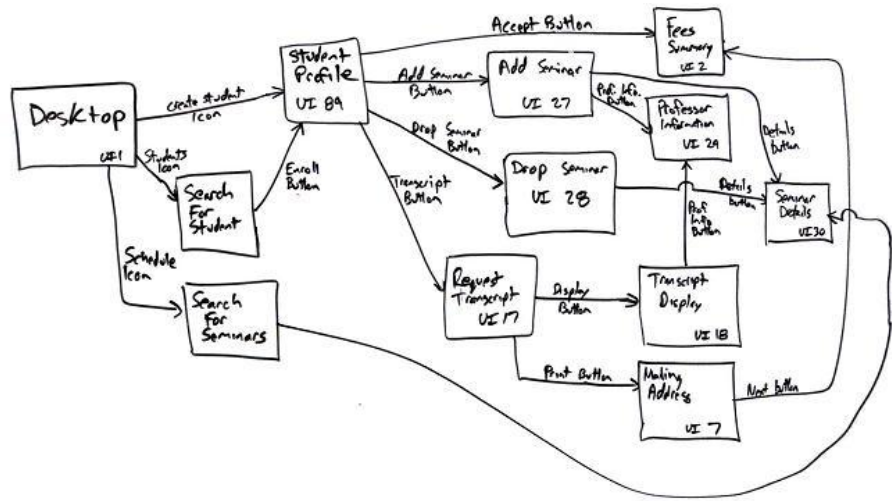
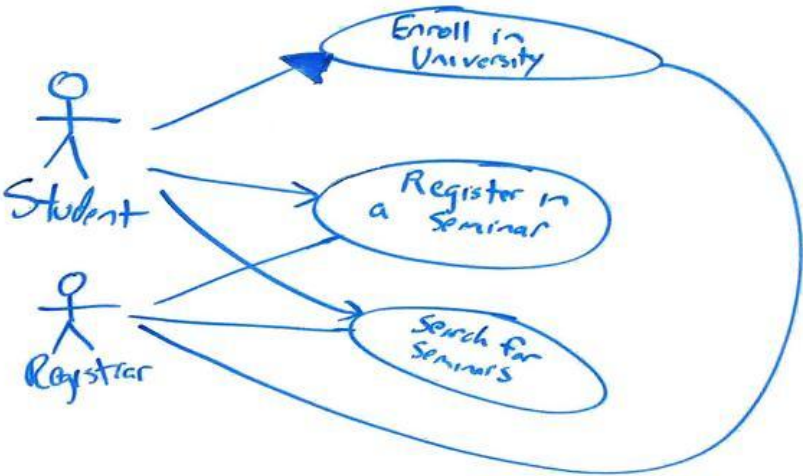
« Lorem ipsum »

Modelar a aplicação?

Apenas o suficiente







Student Information [Help]

Student Number: 789-567-234

First Name:

Middle:

Surname:

Salutation:

Date First Enroll: June 14 2003

Seminars:

Seminar	Term	Mark	Status
CSC 100 Intro to CS	Fall 2003	A+	Passed
CSC 200 Intro to AM	Fall 2003	A	Passed
CSC 203 Advanced AM	Spring 2004	-	Enrolled

[Add] [Drop] [Transcript] [Close]

Add a seminar [Help]

Seminar Number:

Name:

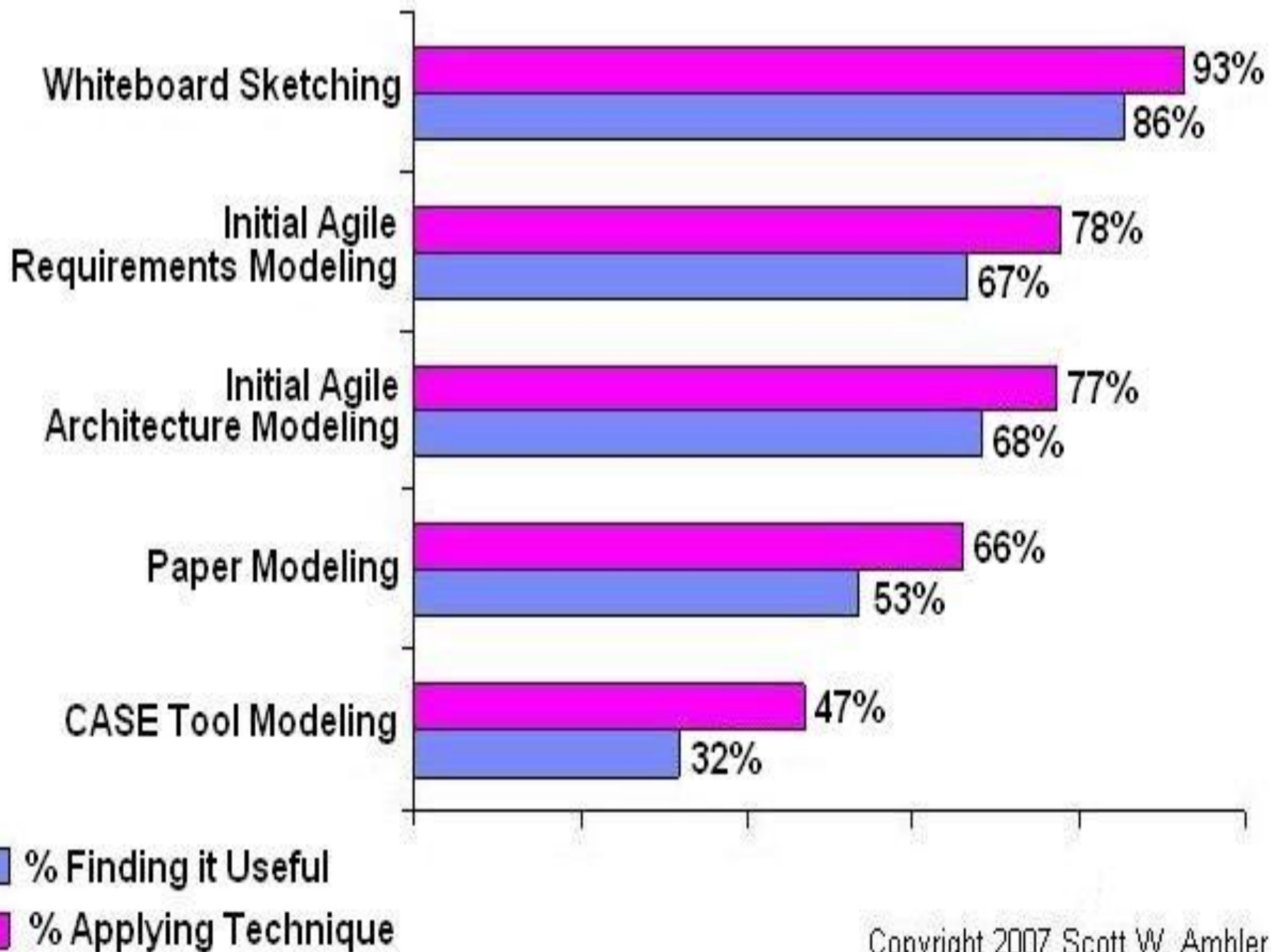
Results

Seminar	Term	Sets/Avail	Professor
CSC 250 Agile Techniques	Fall 2004	4	Smith, J.
CSC 300 Agile EUP	Spring 2005	17	Jones, S.
CSC 310 Agile Database techniques	Spring 2004	0	Johnson, M.

Course description:

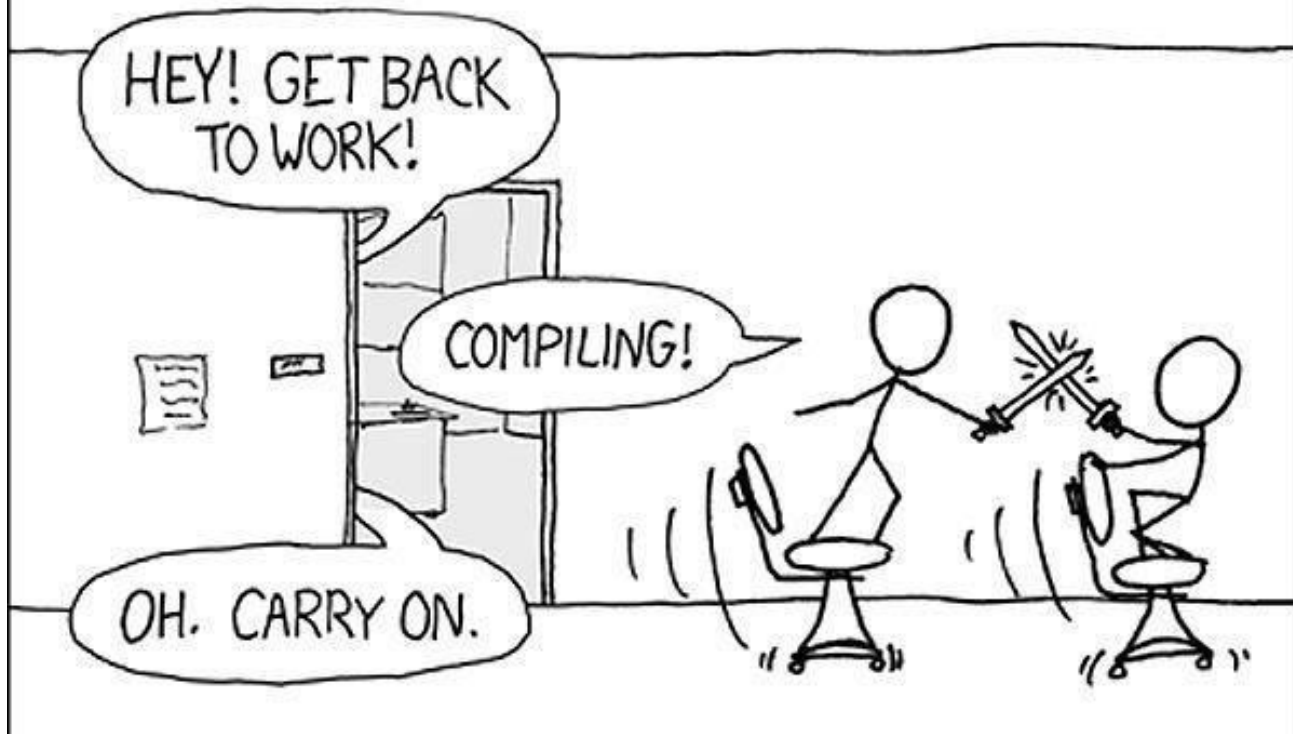
CSC 310 Agile Database Techniques
 This course describes evolutionary development strategies for data oriented development. See www.agiledb.org for details.

This course currently has 39 people waitlisted for it. [Close]



Está pronto!?

THE #1 PROGRAMMER EXCUSE
FOR LEGITIMATELY SLACKING OFF:
"MY CODE'S COMPILING."



Apenas compilando?

Testado?

Aceita erros não impeditivos?

Documentado?



- 1. Testado.** Unitário, integração, com o cliente?
- 2. Codificação.** Todo o código foi escrito?
- 3. Estrutura.** Foi refatorado pelo time?
- 4. Integração.** A história funciona de um ponto a outro e se encaixa com o restante do software?
- 5. Revisado.** A história foi revisada pelo cliente ou PO?
- 6. Fixed.** Todos os bugs foram concertados?
- 7. Accepted.** Todos estão de acordo que a história acabou?

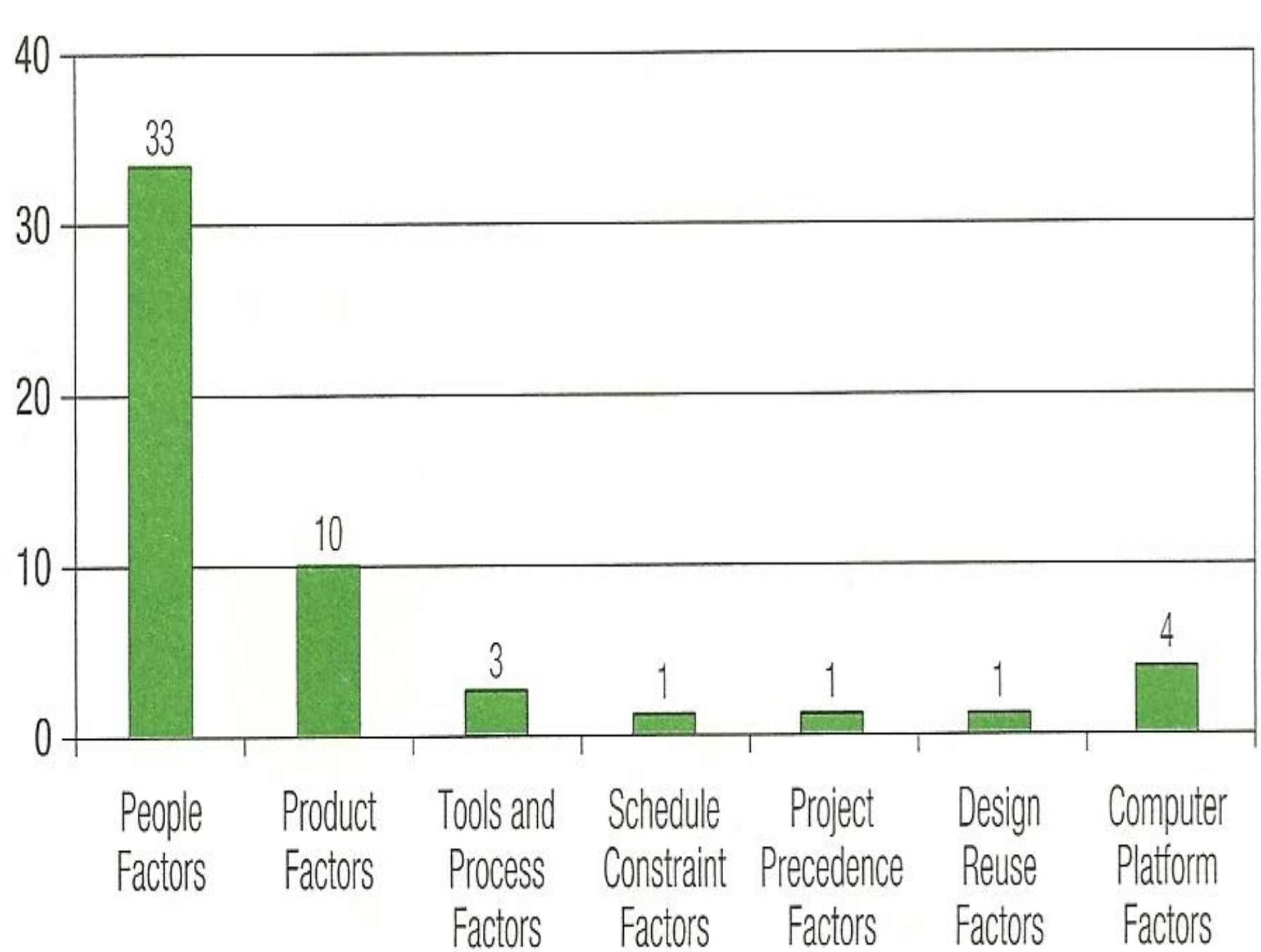
(Lista de James Shore)

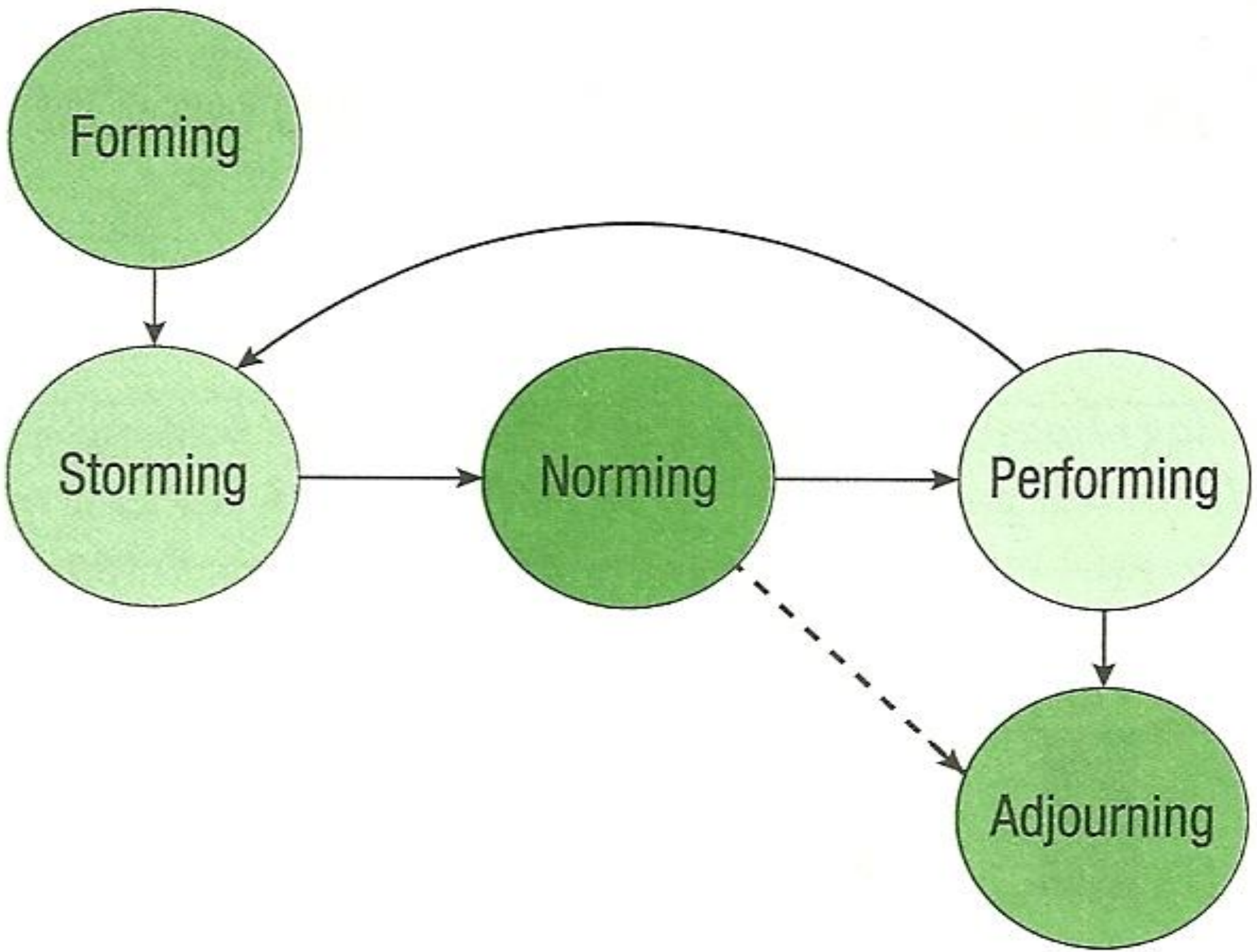
Acelerando a performance do time



**Indivíduos e interação
entre eles mais que
processos e ferramentas**

[Manifesto Ágil]





A **potential team** that is working with each other and developing into a **real team**

A **pseudo team** that is challenging each other and developing into a **potential team**

NORMING

STORMING

3

2

4

1

PERFORMING

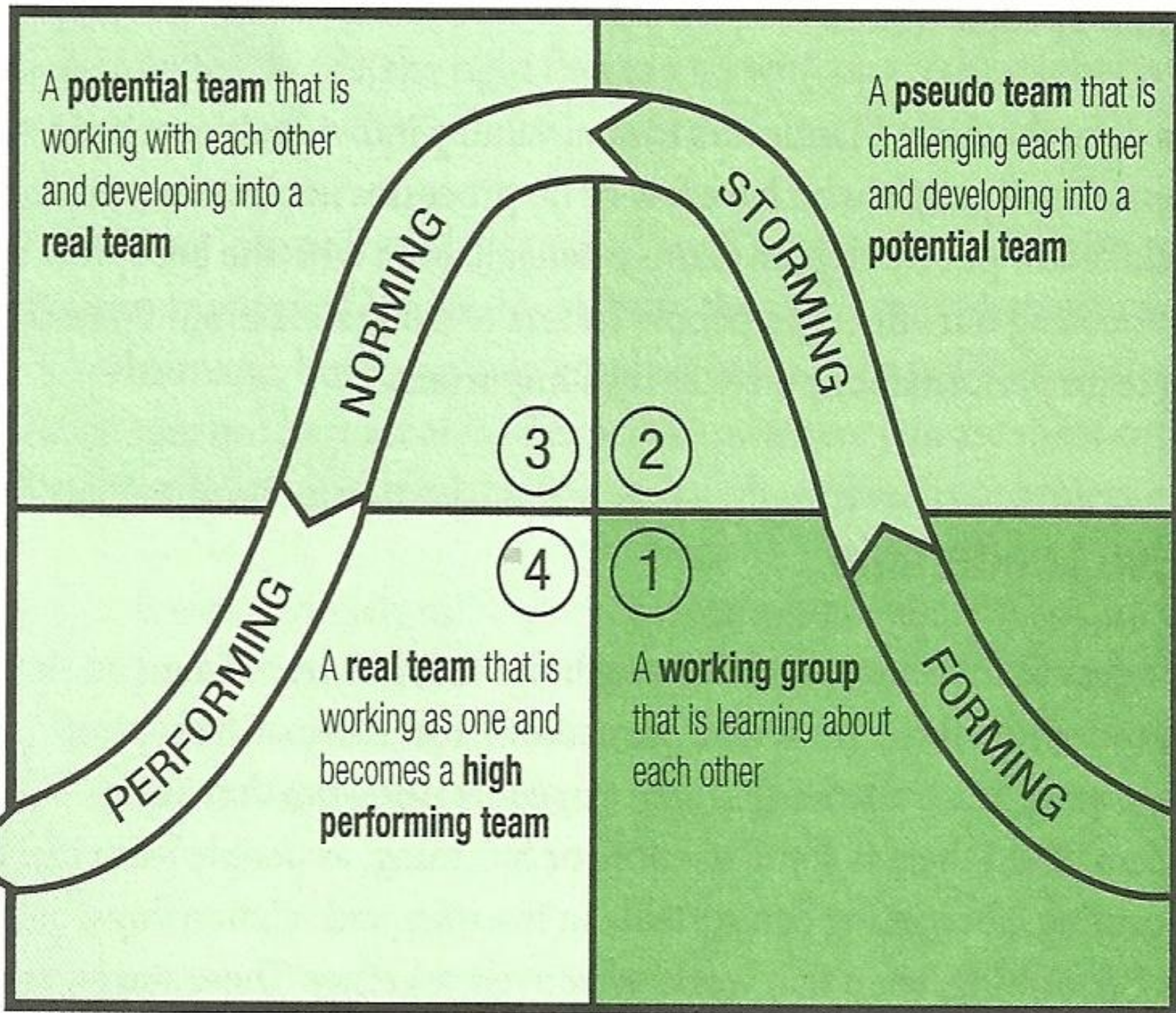
A **real team** that is working as one and becomes a **high performing team**

A **working group** that is learning about each other

FORMING

5

Adjourning / Mourning



Liderança situacional Ken Blanchard e Paul Hersey

Team members:
Moderate/high
competence, variable
commitment

Leader:
Low directive, low
supportive behavior

SUPPORTING

3

2

Team members:
Low/some
competence, low
commitment

Leader:
High directive,
high supportive
behavior

COACHING

1

DELEGATING

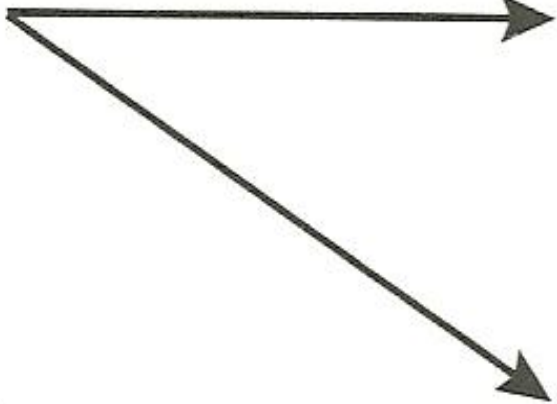
Team members:
High competence,
high commitment

Leader:
Low directive, low
supportive behavior

Team members:
Low competence,
high commitment

Leader:
High directive, low
supportive behavior

DIRECTING



Project Manager

Team Leader

Team Leader

Team Leader

Team Member

Team Member

Team Member

Team Member

Team Member

Team Member

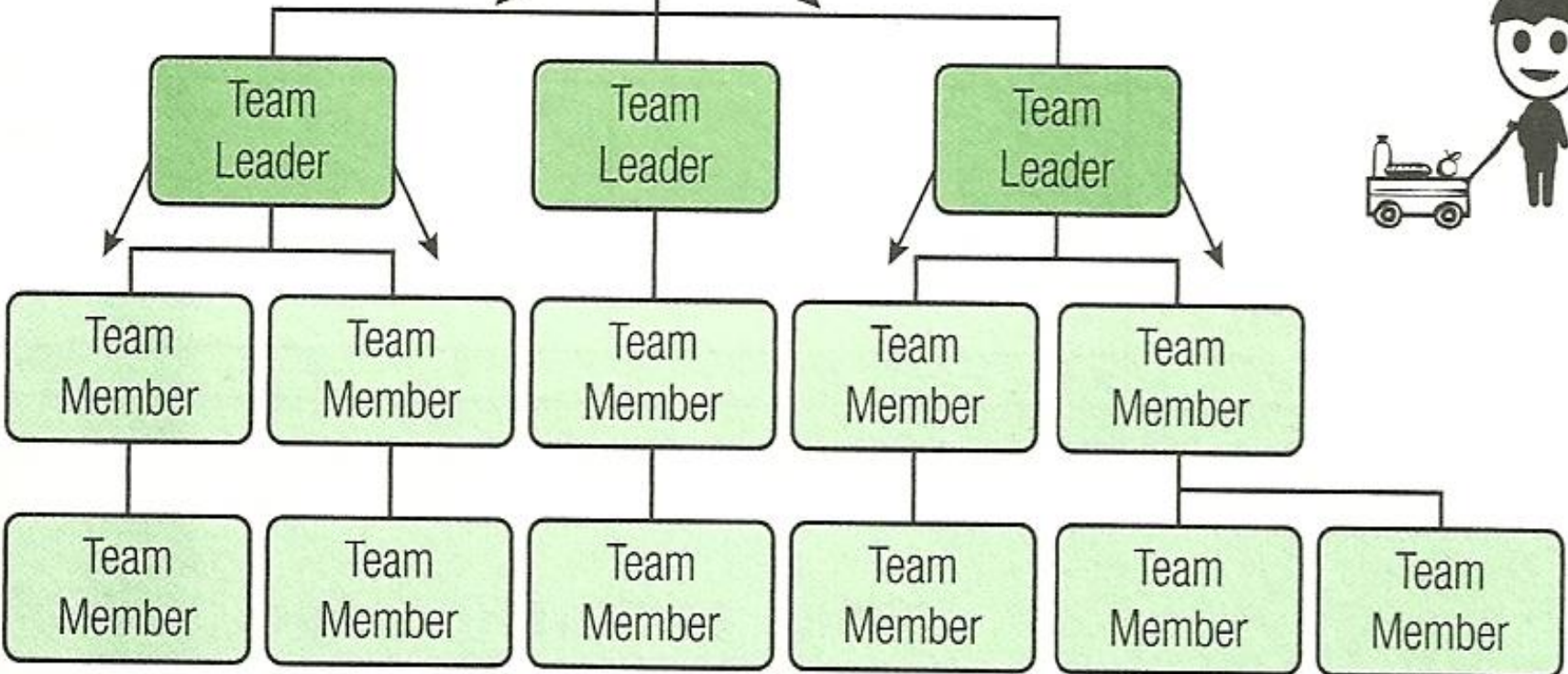
Team Member

Team Member

Team Member

Team Member

Team Member

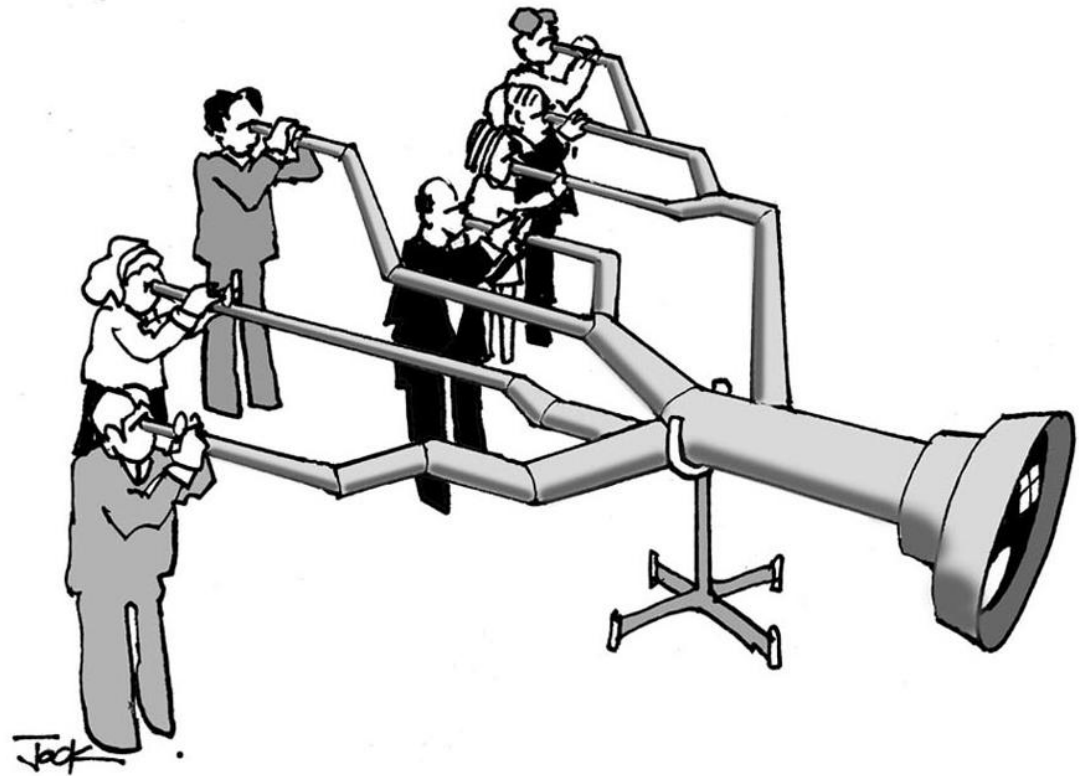


Alta performance?

Alta performance?



Criar uma visão compartilhada para o time



Criar objetivos baseados na realidade



Limitar o tamanho do time em, no máximo, 12 membros



Criar uma identidade com o time



Fornecer uma forte liderança



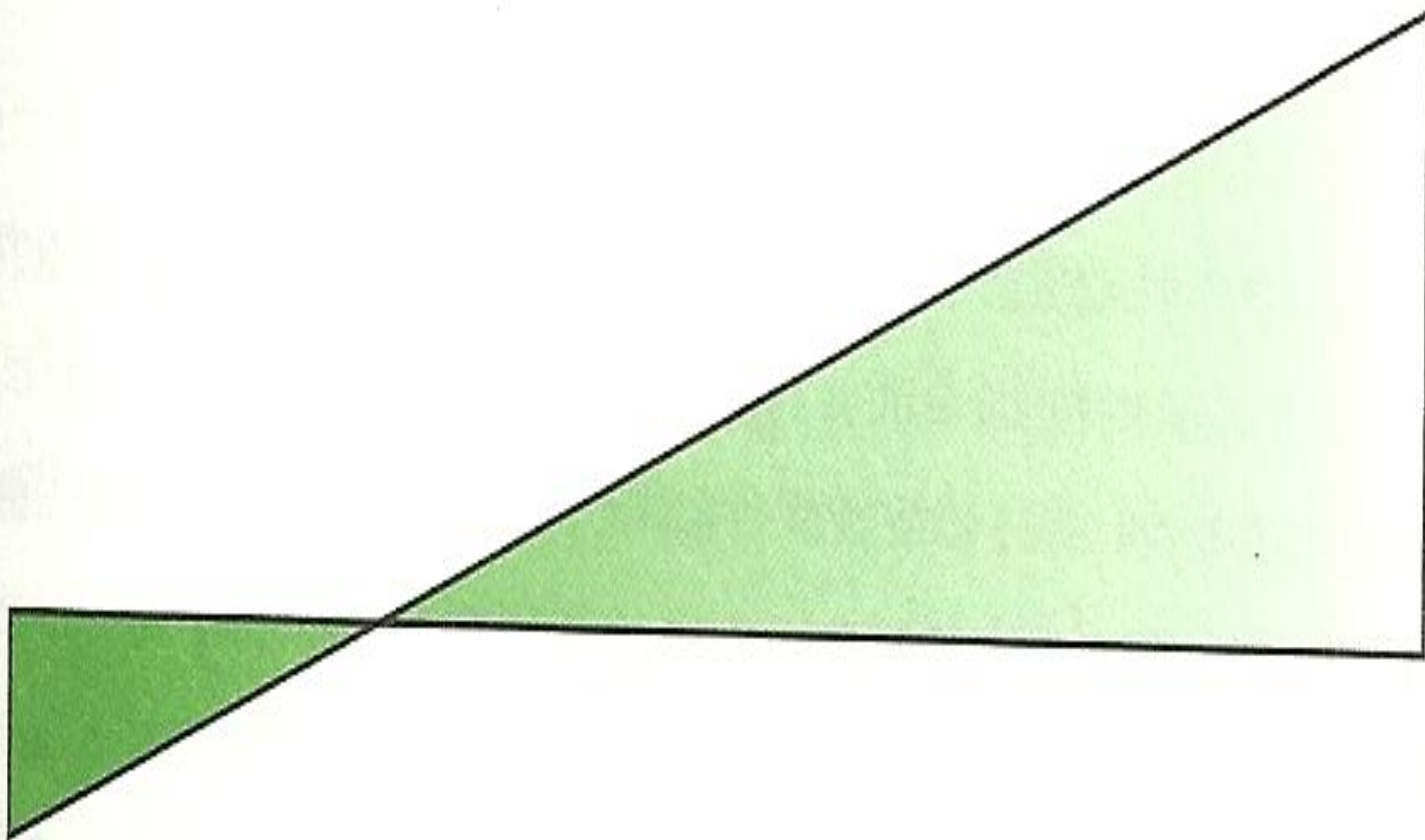


MOTIVATION

It's not that I'm lazy, it's that I just don't care.

+

-



Undermining /
Resistance

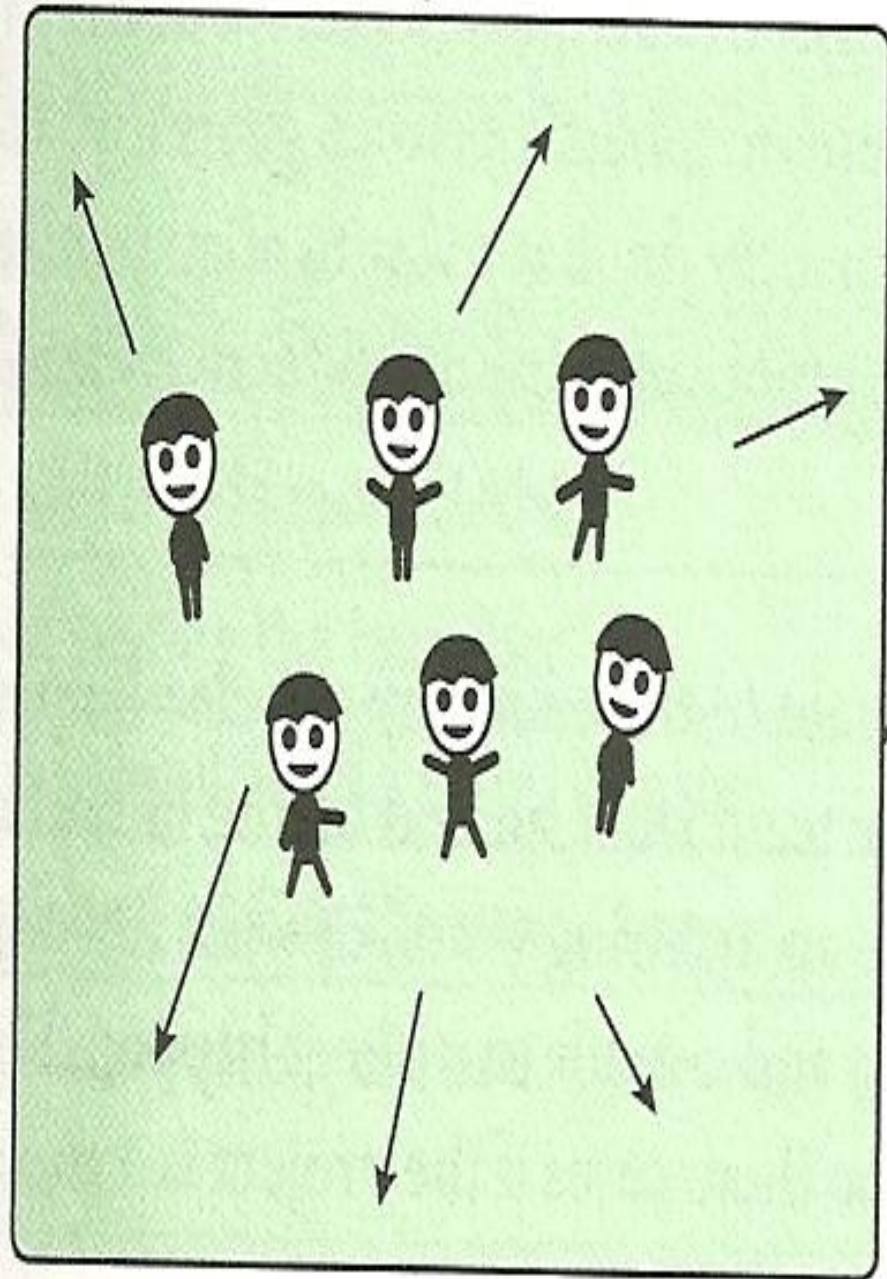
Passive
Compliance

Active
Participation

Committed
Dedication

Passionate
Innovation

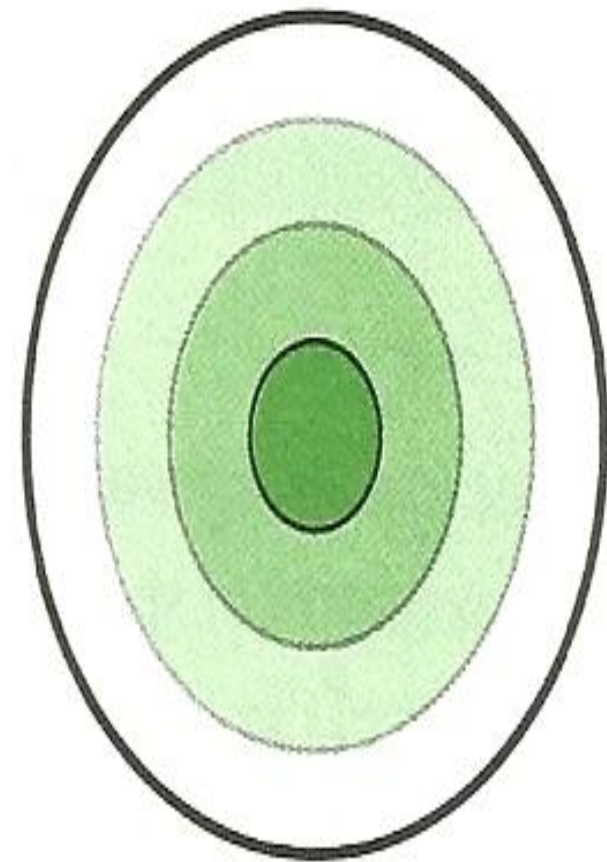
Nonaligned Team



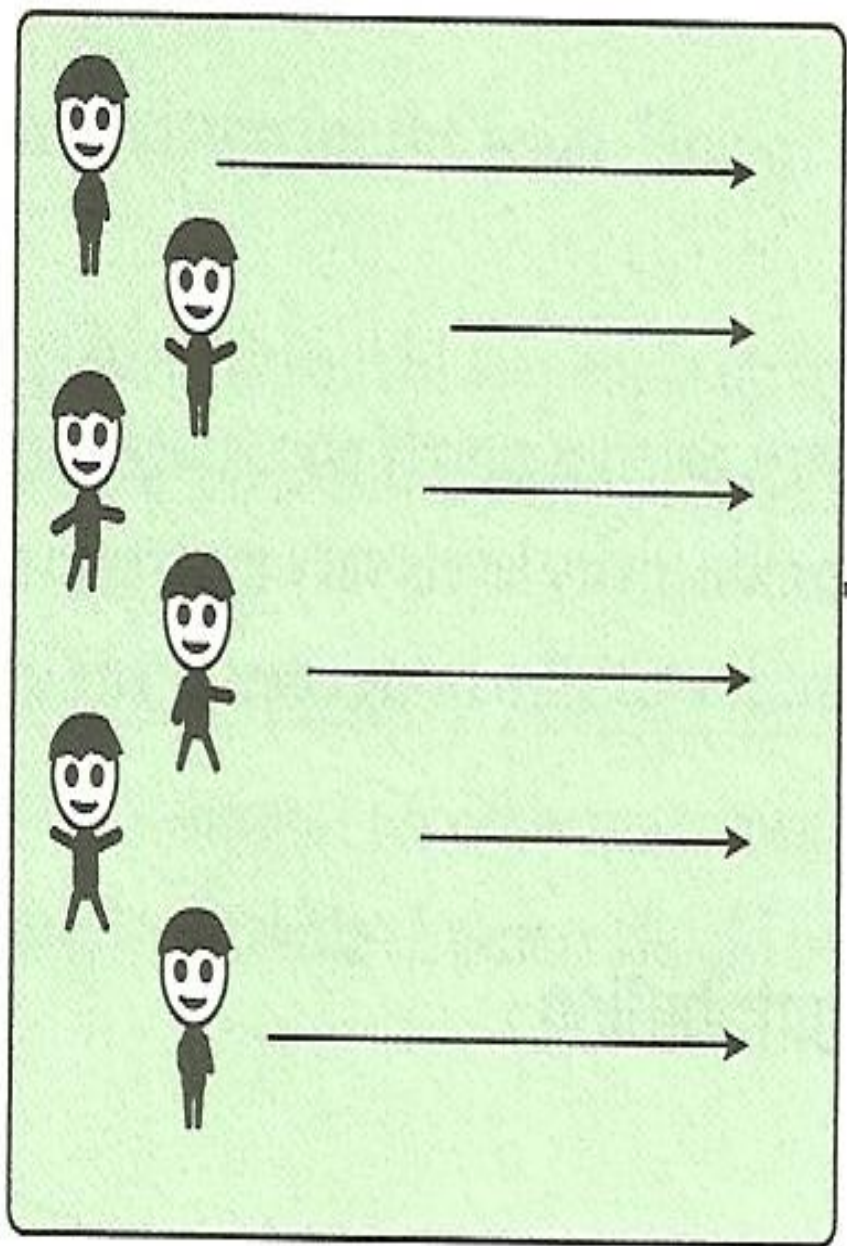
Net Vector



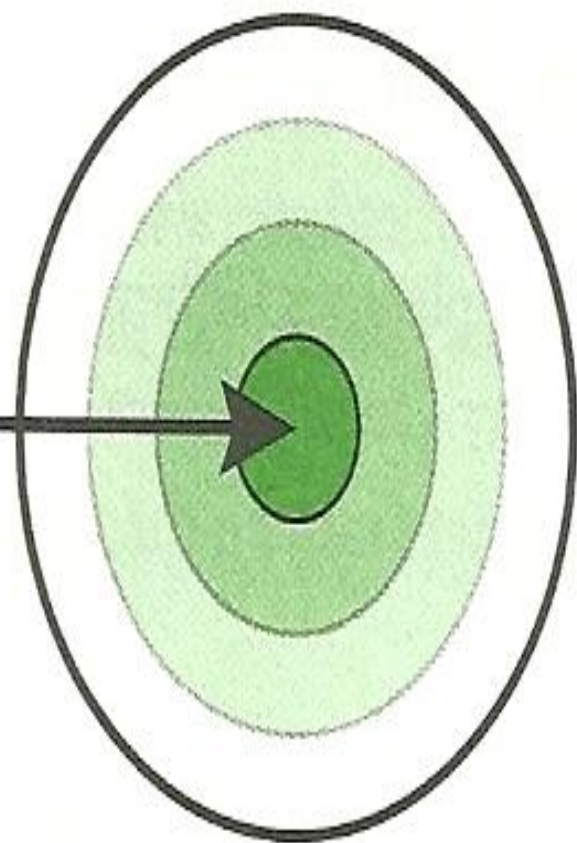
Project Goal



Aligned Team



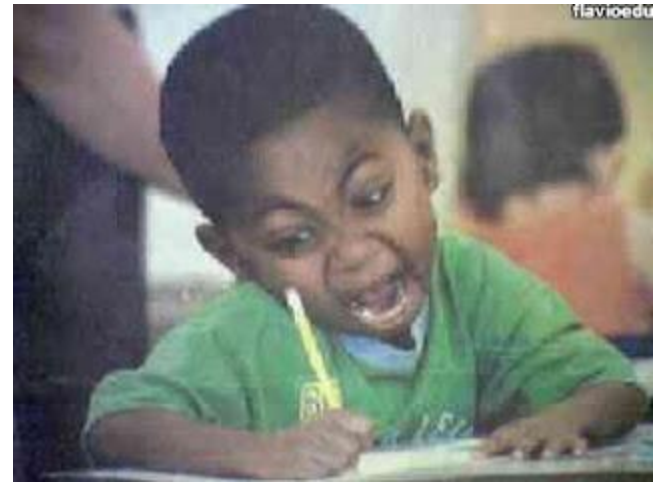
Project Goal



Net Vector



Certificação PMI-ACP



Não importa o quão íntegro seja um programa, nenhuma certificação pode garantir 100% o nível de competência de um profissional, mas...

Education	General Project Management Experience	Agile Project Management Experience	Agile Project Management Training
High school diploma or equivalent	2,000 hours (about 12 months) of project team experience within the last five years	1,500 hours (about 8 months) of agile project team experience within the last two years	21 hours

Referências



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