

PORTUGAL

FEB 10 & 11  
2011



# Fostering team work through SCRUM and PMBOK Guide

José Angelo Pinto



BACKLOG  
development and consulting

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# José Angelo Pinto



- 20 years of experience in project, program and general management
- Professor
- Founder and actual president of the PMI Portugal Chapter
- EMEA Regional Director for the PMI IT&T SIG
- Expert in Business Process Development, Change Management, Balanced Scorecard and Project Cost & Finance Management

# Improvement in Software Projects

Categories	1994	
Time Overruns	164%	
Cost Overruns	180%	
Success rate (On time, on scope and on budget)	16%	
Failed	31%	

Standish Group: *Chaos in 2005*

# Improvement in Software Projects

Categories	1994	2004
Time Overruns	164%	84%
Cost Overruns	180%	56%
Success rate (On time, on scope and on budget)	16%	29%
Failed	31%	18%

Standish Group: *Chaos in 2005*

# 103 BILLION USD SAVED!

If we consider that are spent on USA about 250 Billion USD per year on IT industry, this means that have been saved about 100 B USD.

31% Projects failed on 1994 = 77 B USD

18% Projects failed on 2004 = 45 B USD

This saves 32 B USD.

180% Cost overruns, means 160 B USD badly spent on 1994, against 89 B USD badly spent on 2004. This only ads 71 B USD saved.

# 103 BILLION USD SAVED!

Most of which is attributed to the use of

## PROJECT MANAGEMENT TOOLS AND TECHNIQUES

And

## THE ADOPTION OF A PROJECT MANAGEMENT METHODOLOGY

# Project Success Factors 2004

1. User Involvement
2. Executive Management Support
3. Clear Business Objectives
4. Optimizing Scope
5. Agile process
6. Project Manager Expertise
7. Financial Management
8. Skilled Resources
9. Formal Methodology
10. Standard tools & Infrastructure

# Factors that cause projects to be challenged

1. Lack of User Input 12.8%
2. Incomplete Requirements & Specifications 12.3%
3. Changing Requirements & Specifications 11.8%
4. Lack of Executive Support 7.5%
5. Technology Incompetence 7.0%
6. Lack of Resources 6.4%
7. Unrealistic Expectations 5.9%
8. Unclear Objectives 5.3%
9. Unrealistic Time Frames 4.3%
10. New Technology 3.7%
- Other 23.0

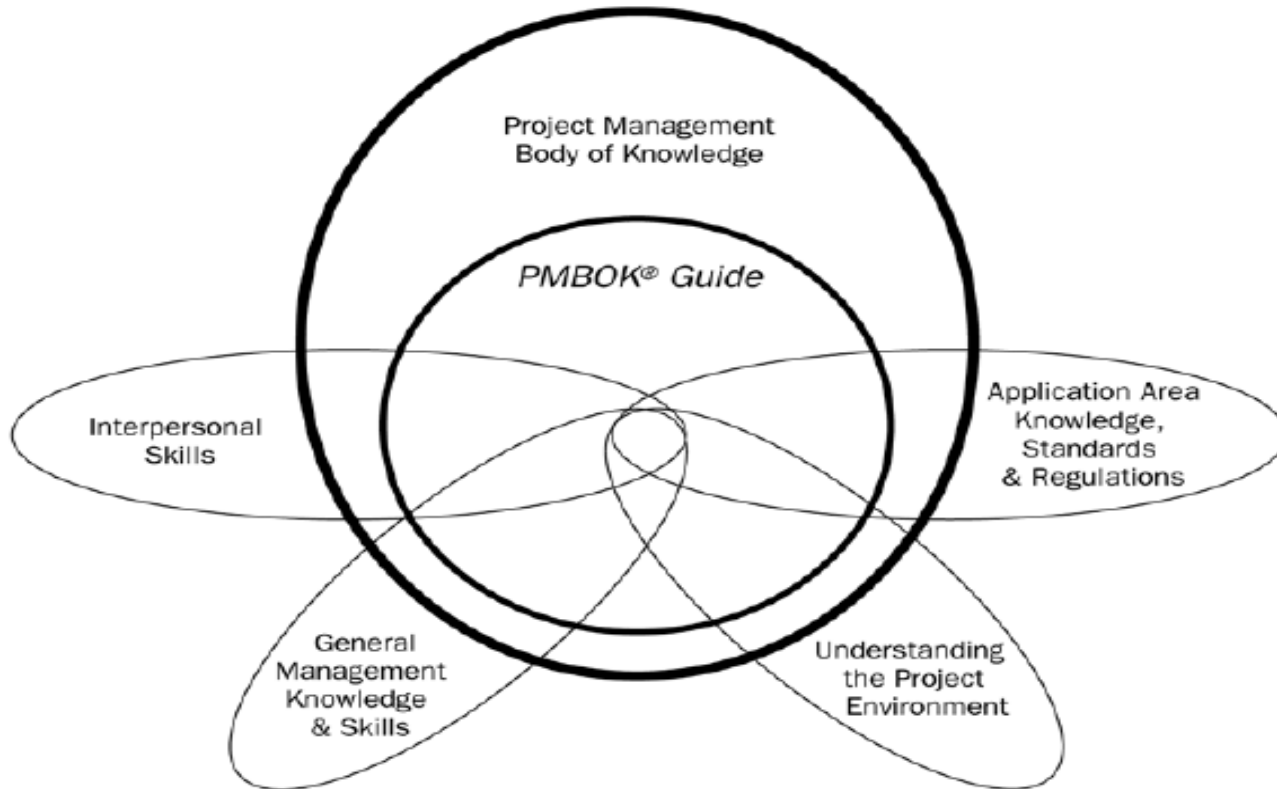
# Why are projects cancelled?

1. Incomplete Requirements 13.1%
2. Lack of User Involvement 12.4%
3. Lack of Resources 10.6%
4. Unrealistic Expectations 9.9%
5. Lack of Executive Support 9.3%
6. Changing Requirements & Specifications 8.7%
7. Lack of Planning 8.1%
8. Didn't Need It Any Longer 7.5%
9. Lack of IT Management 6.2%
10. Technology Illiteracy 4.3%
- Other 9.9%

# Project Management Evolution

Activity	1950s	1960s	1970s	1980s	1990s	2000s
Network Planning						
Integrated Project Control Systems						
PM's Interpersonal Skills						
PM's Competency						
PM's Roles/Responsibilities						
Management by Project						
Program Management						
Benefits Management						

# PMBOK



**Portfolio**

**Program**

**Project**



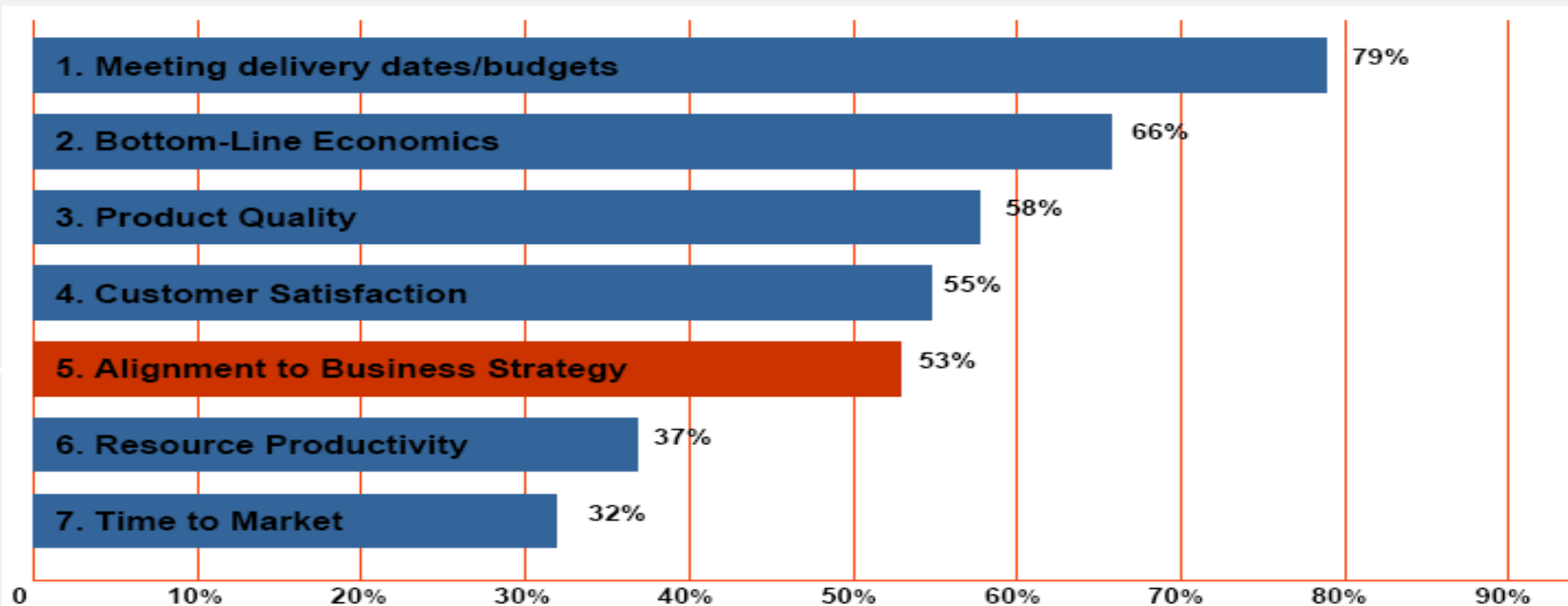
**Standardize**

**Measure**

**Control**

**Continuously  
Improve**

# Project Management value



"Value of Project Management Survey" - 2002

Source: Project Management Solutions, USA

Source: PM Network August 2003

# PMI Standards

PMBok®



Program



Portfolio



OPM3®



Earned Value



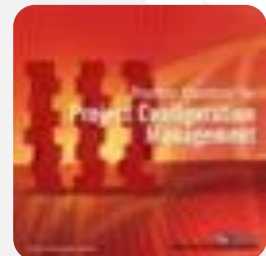
Construction



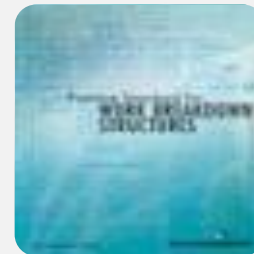
Scheduling



Configuration



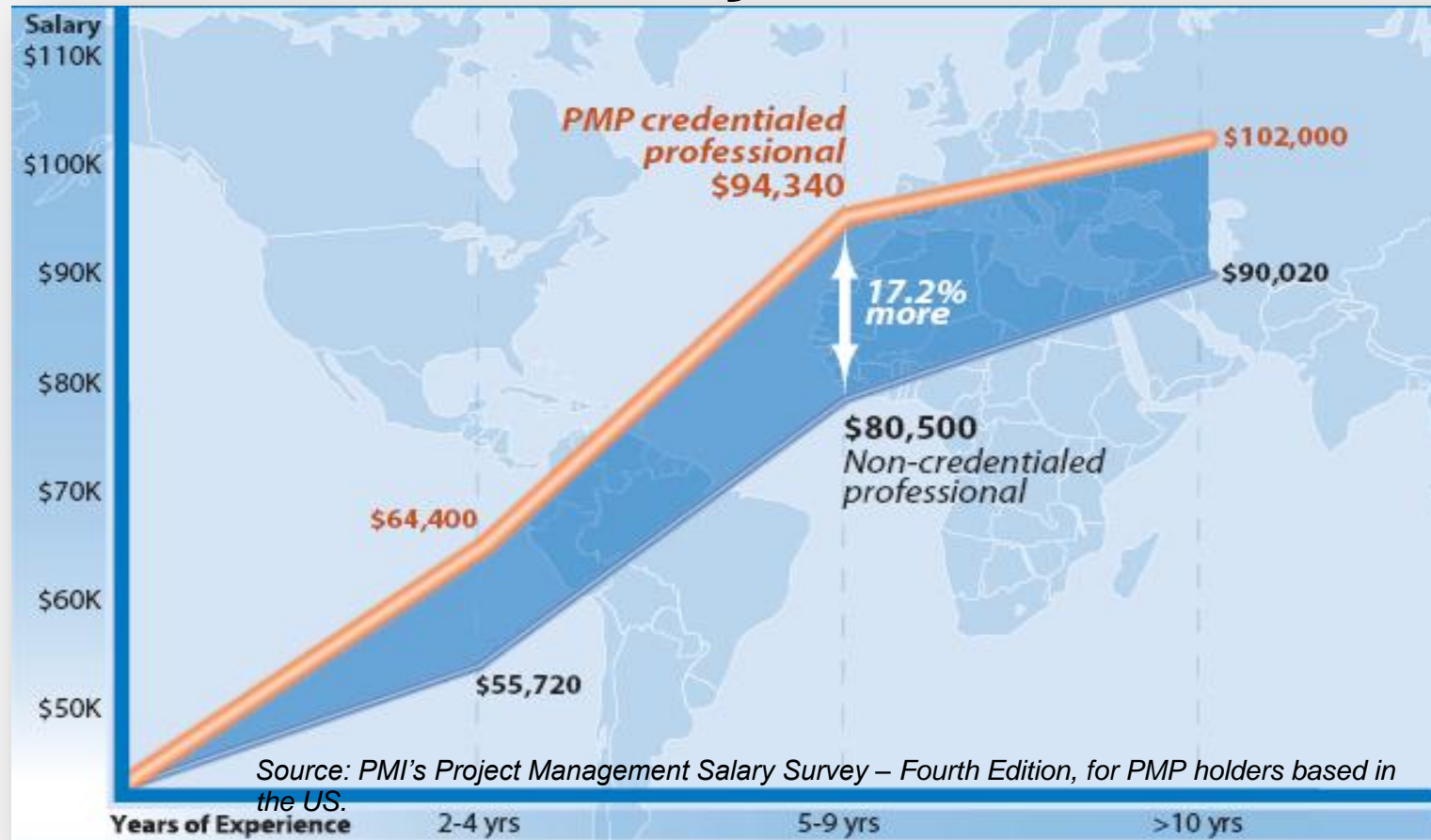
WBS



Glossary



# Certificação PMP



# Projects, Programs & Portfolios





# OPM3





# PMBOK

“Knowledge within the profession of Project Management rests with practitioners and academics that apply and advance it. Includes knowledge of proven traditional practices that are widely applied and innovative practices that are emerging in the profession. The body of knowledge includes both published and unpublished material.”

# Certified Associates in Project Management (CAPM®)

Understand the processes and terminology and have a fundamental knowledge of the *PMBOK® Guide*

Demonstrate knowledge of project management practices

Contribute to project team as a Subject Matter Expert



# Project Management Professionals (PMP®)

Are responsible for all aspects of the project for the life of the project

Lead and direct cross-functional teams to deliver projects

Demonstrate sufficient knowledge and experience to apply a methodology to projects



# Program Management Professionals (PgMP)®

Are responsible for achieving an organizational objective by overseeing a program that consists of multiple projects.

Define and initiate projects and assign project managers to manage cost, schedule and performance.

Maintain alignment of program scope with strategic business objectives.



# PMI Risk Management Professional (PMI-RMP<sup>SM</sup>)

- ▶ Responsible for identifying project risks and preparing mitigation plans.
- ▶ Supports project management and the team as a contributing member.
- ▶ Minimum of three years of project risk management experience.



# PMI Scheduling Professional (PMI-SP<sup>SM</sup>)

Responsible for creating and maintaining the project schedule.

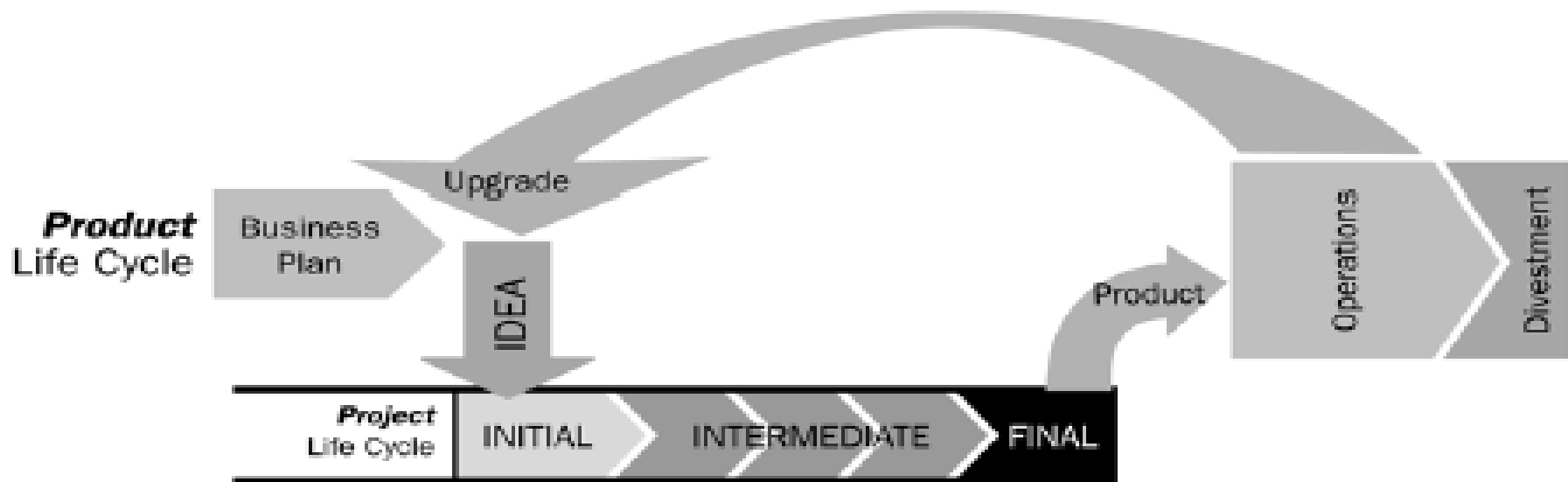
Supports project management and the team as a contributing member.

Minimum of three years of project scheduling experience.



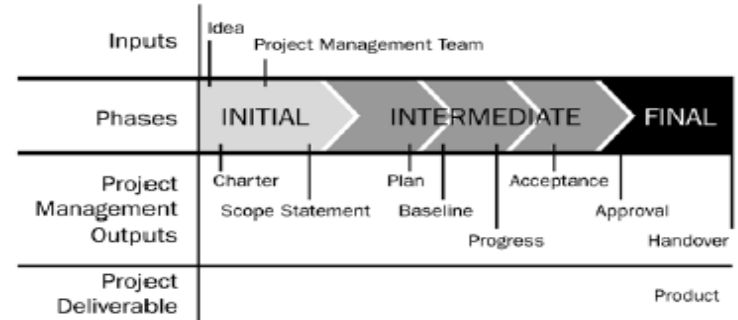
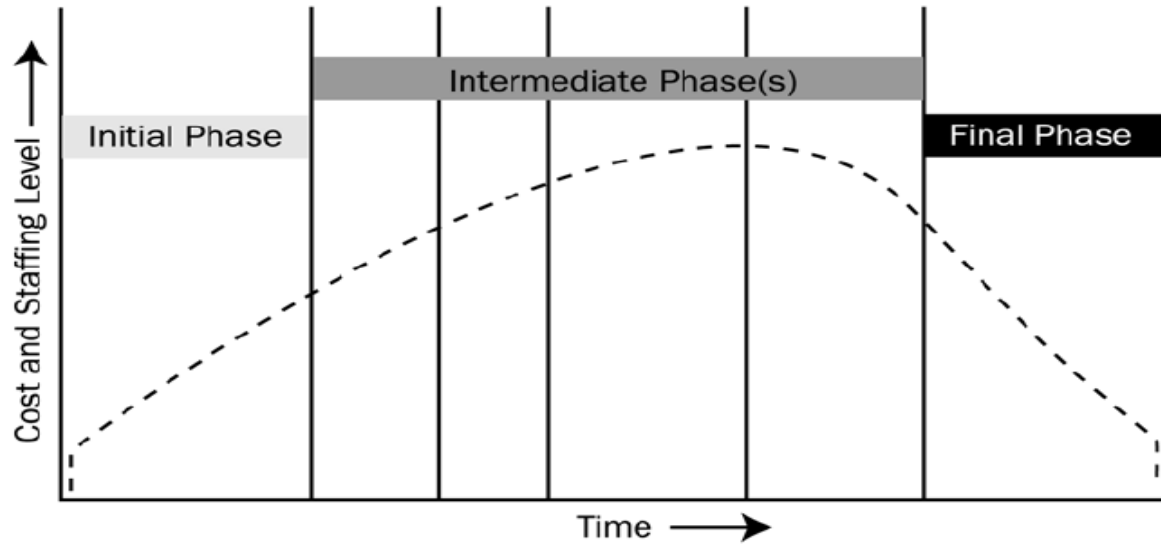
***“A temporary endeavour undertaken to create a unique product, service or result”***

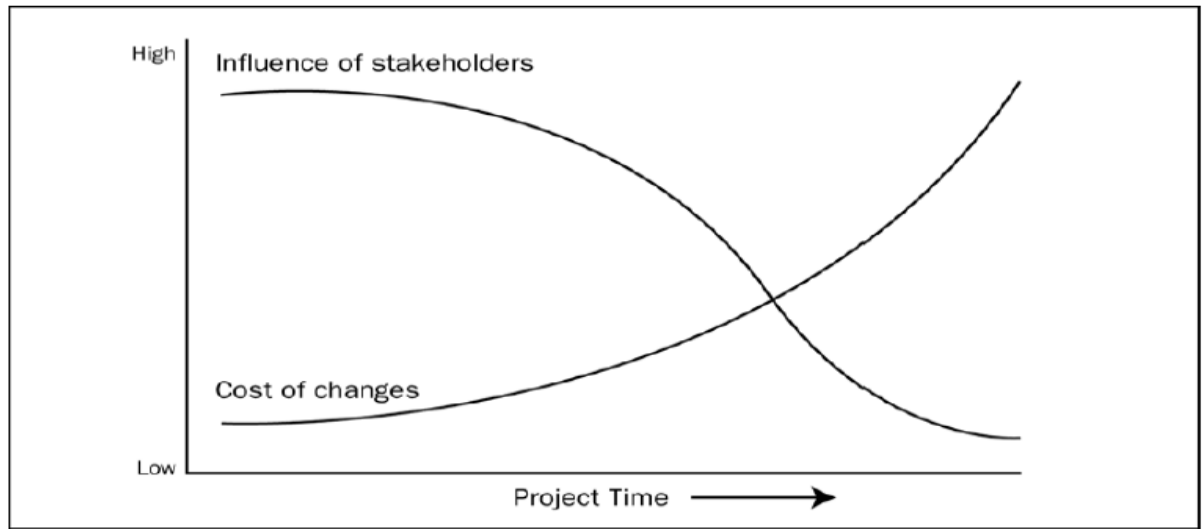
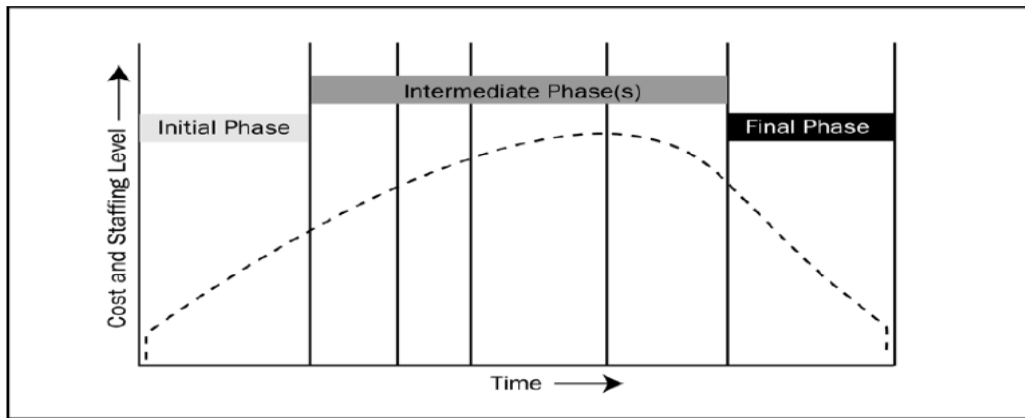
# Project and Project Product



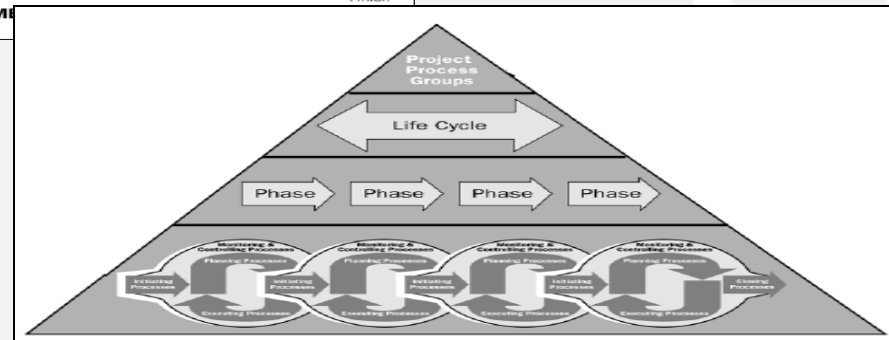
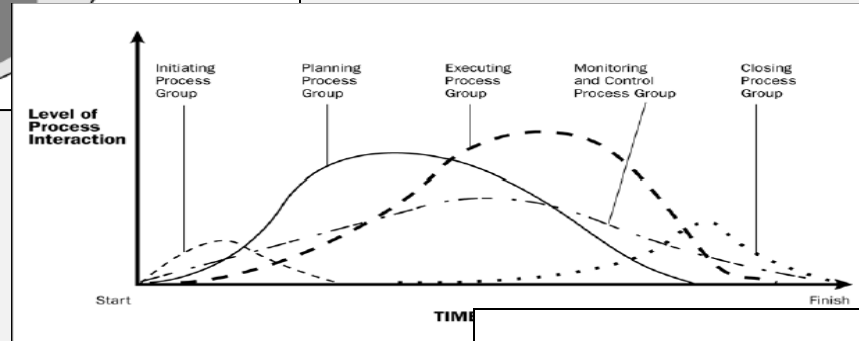
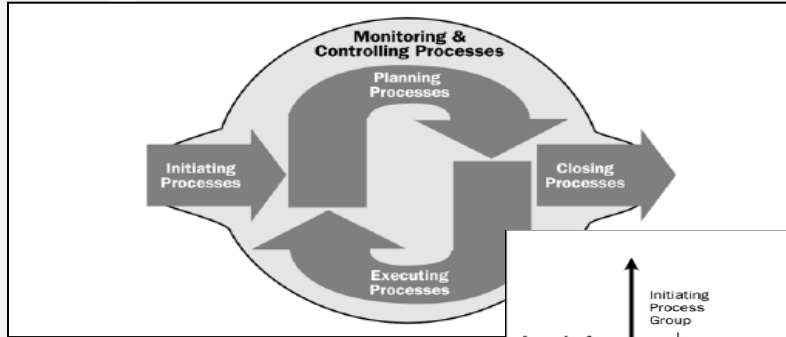
**“The application of knowledge, skills, tools, and techniques to project activities to meet project requirements”**

# Ciclo de vida do Projecto

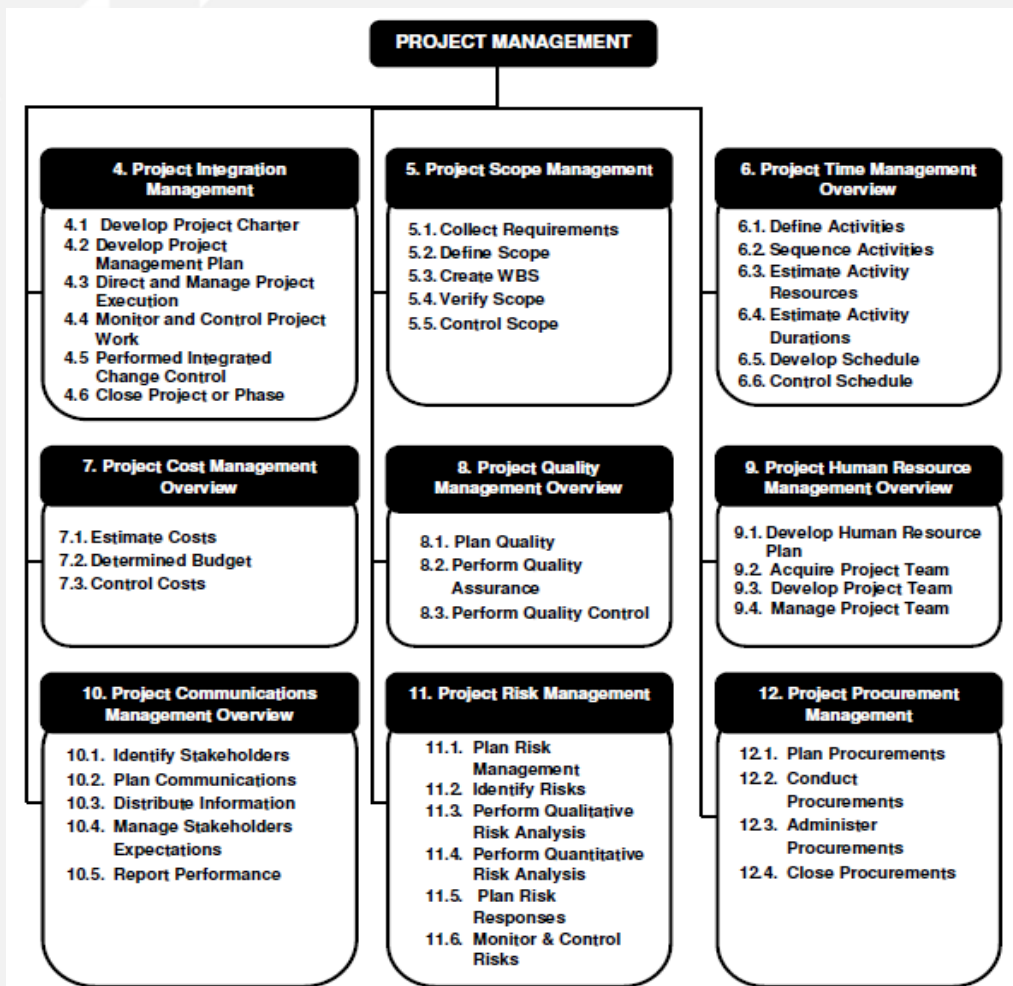




# Grupos de Processos



# Áreas do Conhecimento



# Convergence ?

PBS vs Backlog

WBS vs Backlog

Task Complete / task burndown

## PMBOK

- applies to all industries & lifecycles
- does not mandate any one approach to delivering PM services

## SCRUM

- Applies only to some Software development
- mandates SCRUM lifecycle
- mandates 30 day "sprints"

## PMBOK

→ Identifies  
Procurement and  
Risk identification.

→ Does not prefer on  
SDLC over another

## SCRUM

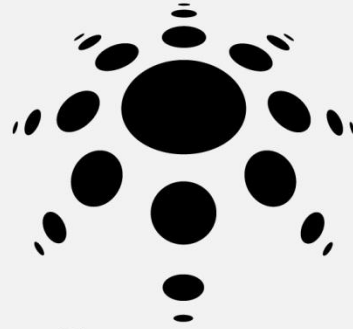
→ no Contract management  
→ no Risk Identification

→ Mandates Agile-oriented  
ones

- PMBOK and SCRUM are NOT diametrically opposed
- SCRUM emphasis on individuals and interactions, working software, and customer
- Collaboration is completely consistent with PMBOK
- SCRUM mastery's focus on coaching, cheerleading, obstacle removing and enabling
- the team to perform is highly useful and effective in building a high-performance work environment and team

- Traditional project management with its associated PM work products, check points, focus on the end-goal and how to get there, and strong communications capabilities are still valued by management and the project team alike
- Traditional PM disciplines and newly emerging software development techniques like SCRUM can work together more quickly, with greater client satisfaction and often at a lower cost.

→ PMBOK and SCRUM can be effectively integrated to better deliver on software development project commitments



# Scrum Gathering

**PORTUGAL**

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## feedback form – session

### Thursday 10

<input type="radio"/> Keynote – Mitch Lacey	
<input type="radio"/> Vasco	<input type="radio"/> Ademar
lunch	
<input type="radio"/> Vasco	<input type="radio"/> Jurgen
<input type="radio"/> Keynote - Lasse Koskela	
<input type="radio"/> João	<input type="radio"/> Tiago

### Friday 11

<input type="radio"/> Keynote – Jurgen Appelo	
<input type="radio"/> Geoff	<input type="radio"/> Fernando
lunch	
<input type="radio"/> Paul	<input type="radio"/> Lasse
<input type="radio"/> Keynote - José Angelo Pinto	
<input type="radio"/> Alexandre	<input type="radio"/> Ana Paula

### Session overall

strongly disagree    ①   ②   ③   ④   ⑤   ⑥   ⑦   ⑧   ⑨    strongly agree

### Speaker knowledge

strongly disagree    ①   ②   ③   ④   ⑤   ⑥   ⑦   ⑧   ⑨    strongly agree

### The speaker held my interest

strongly disagree    ①   ②   ③   ④   ⑤   ⑥   ⑦   ⑧   ⑨    strongly agree

### The session has met my expectations

did not satisfy    ①   ②   ③   ④   ⑤   ⑥   ⑦   ⑧   ⑨    exceeded