PANEL

Incremental project management in business sense

How to manage incremental software development in dynamic environment

Profes 2005

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DELTA

We help ideas meet the real world

Manage projects with people in mind

**The three top project management factors in reducing development time:**

- **Hiring the best people and supporting them with training**

- **Improving the communication between team members**

- **Learning the customer wants and needs up front**

"Improving Speed and Productivity of Software Development:
A Global Survey of Software Developers"
IEEE TSE Vol 22 No 12 1996

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Working in an iterative environment is HARD work

- **Customer driven**
  - **Value for money**

- **Time has priority over functionality**
  - **Fast delivery cycles**

- **Adaptability**
  - **Changes are the norm**

- **Empowered teams**
  - **Right skills, personality, and decision-making ability**
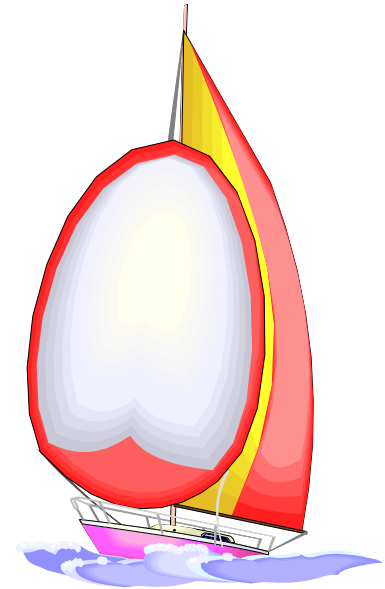
Project manager role changes

From: To:

"manager"   "coach"

"keeping the team on track"   "enabling the team to shape the track"

"managing detailed activities"   "manage in iterations"

"one time planner"   "continuous re-planner"

"only one in charge"   "delegated responsibility"
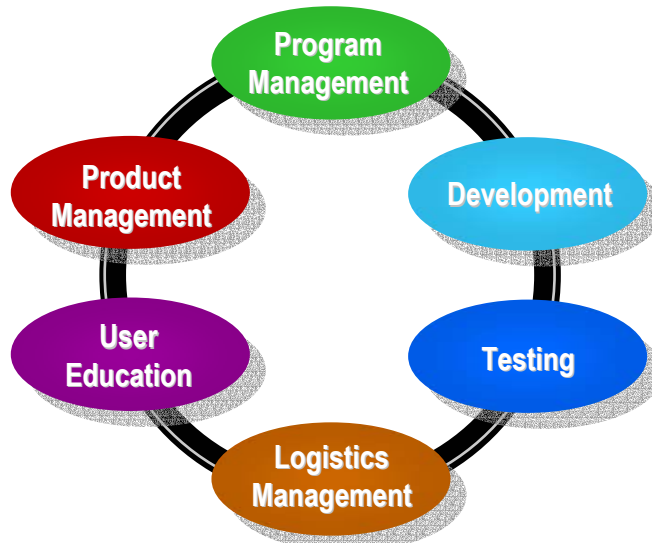
From: Microsoft Solutions Framework

Team member roles change

- Short delivery cycles – means stress

  - **Constantly going at a high pace**

  - **Scoping features to deliver value at the deadlines**

- Delegated responsibility – means decisions an interaction

  - **No-one thinks for you**

  - **You are responsible for your actions**

  - **You must accept constant change**

  - **Communicative skills**

  - **Co-operation and team work**

- Empowerment – requires more skills

  - **Requirements and design skills**

  - **Testing techniques and quality management**

"Col de XP"

- Each iteration is a new challenge
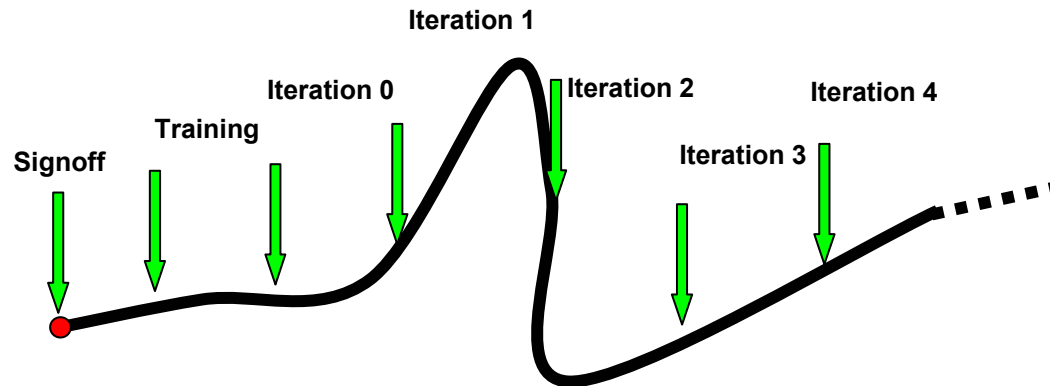
"Iterative Software Development – A Practical View"
Datateknisk Forum Report DF-16, DK-2970 Hørsholm

Manage iterative development with people in mind !

- Select team members with the right personal skills

- Use generalists rather than specialists

- Perform proper team building and re-building

- Involve the team in all planning and decision-making

- Minimise inter-team dependencies and manage changes

- Create visibility internally and externally

- Look for deviations in progress, and act fast on them

- Offer appreciation and recognition