




**Tri-C  
WEBINAR  
SERIES**

# Using Agile to Address Waterfall Challenges

Date: 6/10/2020  
Time: 12:00 p.m. EDT



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## INTRODUCTIONS . . .



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# PROBLEM

We face gaps that keep us from the results we want, but we aren't able to effectively close the gaps and hold others accountable.

# SOLUTION

Learn powerful skills for thinking about, talking about, and closing gaps between what we want and what we get.



## Using Agile to Solve Traditional Project Problems

- What is agile and how is it different from waterfall?
- Can we use agile when waterfall fails?
- How can we address the top four reasons projects fail?
  1. Lack of users and customer's input
  2. Incomplete requirements
  3. Changing requirements
  4. Lack of project management skills



5

## Complementary Rather Than Competitive

- Agile is not a “silver bullet”
- Think of them as two styles with different methodologies for each style
- It's a matter of blending a plan-driven style of methodology with a more adaptive style of methodology
- Saying that “Agile is better than Waterfall” is like saying “A car is better than a boat”.



## Waterfall: What is It?

- “Linear Sequential Life Cycle Model”
- Project work is done in sequential order
- Project team only moves to next phase of development or testing if the previous step completed successfully



- **Waterfall** is one the easiest models to manage as each phase has specific deliverables
- It works well for smaller size projects where requirements are easily understandable
- Process and results can be well documented
- The methodology is beneficial when you have to manage dependencies according to a plan



## Downside of Waterfall

- It is not ideal for large complex projects
- If the requirement is not clear at the beginning, it is less effective
- Very difficult to move back to makes changes
- The testing process starts once development is over
  - high chances of errors and bugs
  - they are expensive to fix
  - they create "negotiations" with customer



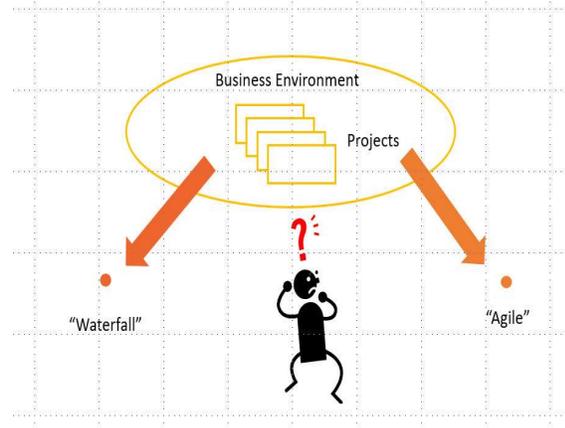
## If Waterfall is Failing, Is Agile the Answer? (Poll)

1. Is the project and work environment uncertain?
2. Is it challenging to achieve predictability over the costs and schedule of a predetermined project plan?
3. Is the customer disappointed in the quality of the product or service you are delivering?
4. Is employee satisfaction declining because they are less engaged or not given opportunity to take responsibility for their own work as part of an empowered team?
5. Is organizational synergy hampered by silos and a diminishing spirit of trust and partnership around goals?



## Agile: Can It Make A Difference?

1. Continuous iteration of development and testing
2. More innovation and creativity without over emphasis of planning and control
3. Allows more communication between customers, project team
4. Teams are self-organized and cross-functional



- **Agile** is focused on the client and they are continuously involved during every stage
- Agile teams are extremely motivated and self-organized so it likely to provide a better result
- Agile method assures that quality of the development is maintained throughout the project
- The process is based on making incremental progress, so the client and team know exactly what is complete and what is not
- Risk is reduced in the project development process



## Yeah, But Is It Truly Better For My Organization?

- Can your culture relinquish the traditional Project Manager role and share it among the team? (functional organization)
- Will faster time to market benefit the organization? (shorter start-up and incremental delivery to customer)
- Are workers ok with working in a different manner? (reduced documentation, self-organize, stop when you reach the point of diminishing returns)
- Is staff prepared to take on the responsibility for quality? (interacting with the customer and accepting feedback)



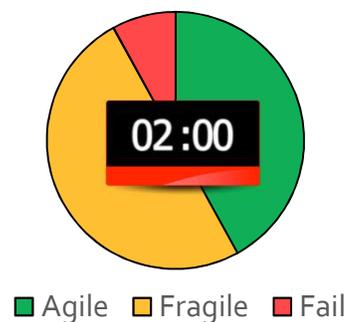
## Exercise: Pie Chart for Your Organization

Is your organization **Agile Ready**?

- What percent of your typical project results fall in each category?
  - **Agile** = happy customers, happy teams, shippable product every sprint
  - **FrAgile** = late, over budget, unmotivated teams, unhappy customers
  - **Fail** = total disaster, poor morale, nothing delivered

Draw a pie chart reflecting your organization at 100% (or part where you have influence)

Agile Projects

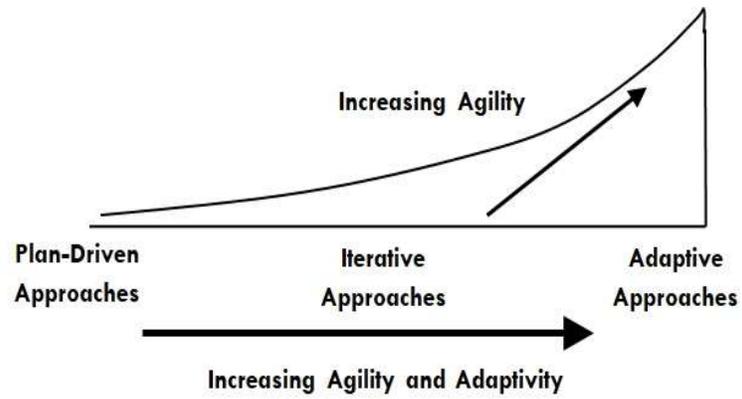


## Increasing Agility to Fix Project Problems

Don't force-fit the project to a methodology



Fit the methodology to the nature of the problem you are trying to solve



## Its Not that Easy!

"Agile succeeds three times more often than Waterfall" The report goes so far as to say, "The agile process is the universal remedy for software development project failure." (Standish Group Chaos Report)

- A. How did they define how "success" was measured?
- B. How do you compare success from one project to another? Are the metrics for success really the same across all projects to make that comparison?
- C. How can anyone possibly say that the agile process is the universal remedy for software development project failure?



## Where Do We Start?

Figure 3. The organization of the future: Old rules vs. new rules

Old rules	New rules
Organized for efficiency and effectiveness	Organized for learning, innovation, and customer impact
Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression	Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing
Structure based on business function with functional leaders and global functional groups	Structure based on work and projects, with teams focused on products, customers, and services
Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
People "become leaders" through promotion	People "create followers" to grow in influence and authority
Lead by direction	Lead by orchestration
Culture ruled by fear of failure and perceptions of others	Culture of safety, abundance, and importance of risk-taking and innovation
Rules-based	Playbook-based
Roles and job titles clearly defined	Teams and responsibilities clearly defined, but roles and job titles change regularly
Process-based	Project-based

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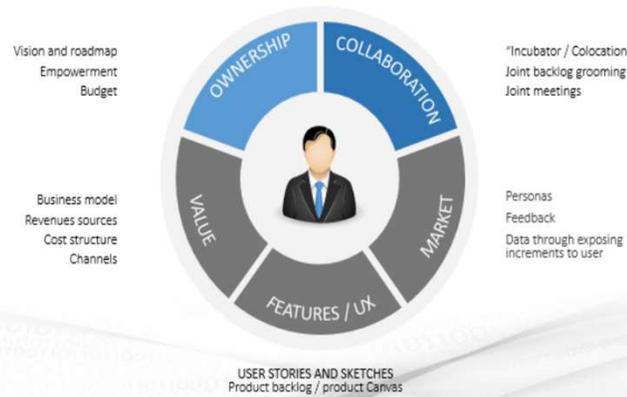
## Address Failure Head-on to Avoid Landmines

- Use Agile to minimize risks
- Focus on Value Driven Delivery
- Capitalize on incremental and iterative process
- Collaborate and build team cohesiveness
- Change culture to be less siloed / hierarchical / command & control



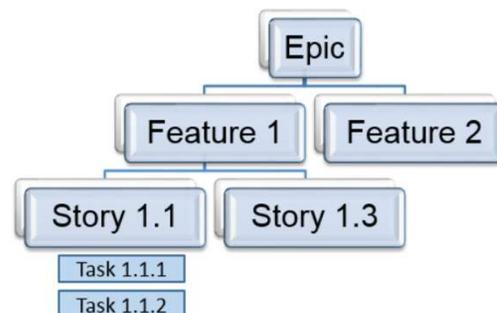
## Failure 1 – Customer & Stakeholder Input

- The Team will invest in hearing the voice of the customer (VOC)
- The team engages with stakeholders to define and rank user features
- Customers become intimately engaged in the project, confirm priorities and value upfront, and verify requirements are being met
- ✓ Results – Better project performance in Scope, Quality, Communications, that support better time and cost estimates



## Failure 2 – Incomplete Requirements

- Customer needs are collected, baselined, then translated into functional requirements that isn't tested until all development is done
- The team breaks down the work in small chunks that is scoped, built, and tested in timely iterations.
- Use product backlogs to manage requirements prioritized by business value (Epics, Features, Stories – short user narratives)
- ✓ Results – Better gathering of customer requirements and confidence in what they see as value; simpler documentation



## Failure 3 – Changing Requirements

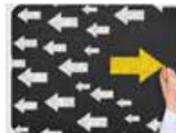
- Flash! The stakeholder has a great idea while in traffic. The team welcomes the change to give the customer a competitive advantage
- Heavily documented and formal change control process is not required to stop “scope creep”
- The team composition and project goals remain constant through change.
- “Good” changes can be identified, approved, and implemented earlier and more efficiently
- ✓ Results – Negative effects of changes are minimized and clients are happier with final results

No changes are made that would affect the Sprint Goal.  
Development Team composition and quality goals remain constant.  
Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.



## Failure 4 – Shortage of Skillsets

- The Team knows Agile requires a training and skill and is committed
- The organization decide to invest in improving the mechanics of Agile
- The organization create a hybrid approach that blends traditional and Agile in the right proportions to fit the situation
- ✓ Results – Team learn new skills and better collaborate on customers highest priorities therefore increasing efficiency and effectiveness



Ability to  
manage  
changing  
priorities  
(88%)



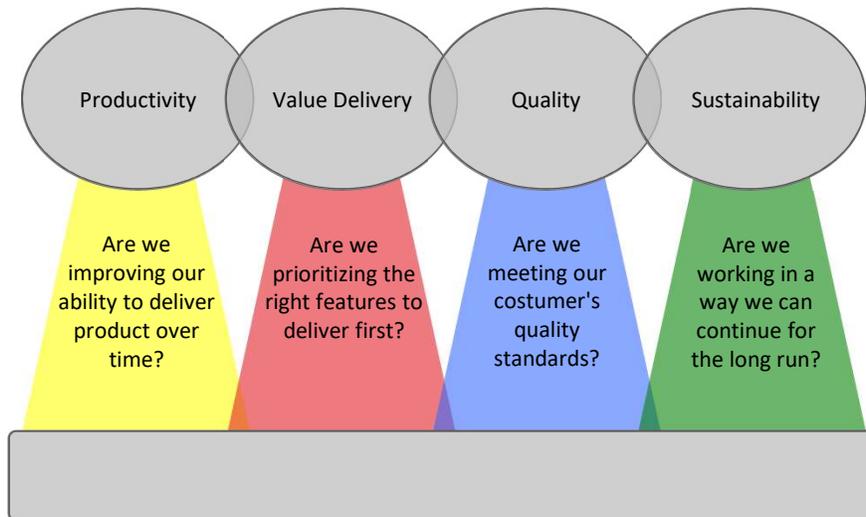
Increased  
team  
productivity  
(83%)



Improved  
project  
visibility  
(83%)



## Did it Work? Four Lenses for Measuring Progress

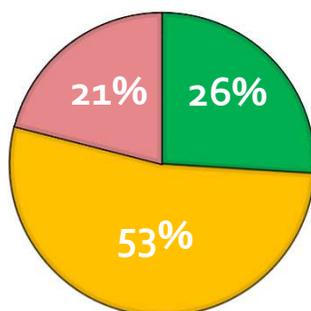


23

## Project Success Rates

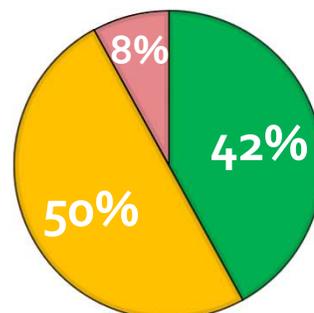
### Traditional Projects

■ Success ■ Challenged ■ Failed



### Agile Projects

■ Success ■ Challenged ■ Failed

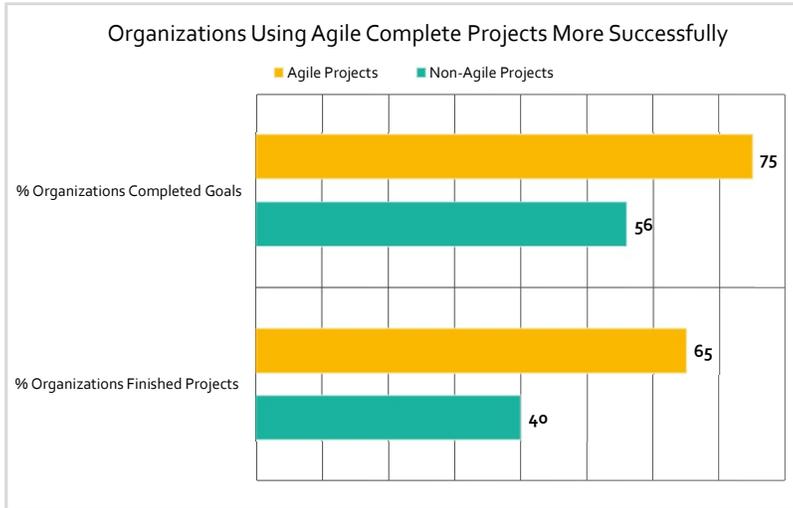


On average Agile Projects have a 42% success rate compared to 26% for traditional projects from 2014-2018.

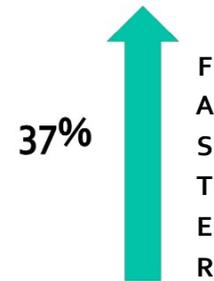
Source: Jim Johnson, Standish Group, Chaos Report, 2018

24

## Organizations Are Transforming Using Agile



Agile organizations experience revenue growth faster than Non-Agile companies



## Rate Your Org's Readiness for Agile Transformation (Poll)

- 1
- 2
- 3
- 4
- 5
- 6

O	Great No Impediments
△	Some Impediments Team Not Impacted
↑	Some Impediments Team Progress Impacted Situation Improving
↔	Some Impediments Team Progress Impacted Situation Stagnant
↓	Significant Impediments Team Progress Impacted Situation Deteriorating
X	Major Impediments Team Totally Blocked

02:00

## How Do We Become Agile at Work?

- Attend a Tri-C "All Things Agile" virtual breakfast event
- Register for agile training and certification courses at CCE
  - PMI-acp
  - Scrum and S@S
  - SAFe
  - DevSecOps
  - Agile for Cybersecurity
  - Crucial Conversations/Accountability
  - Agile Portfolio Management
- Sign up for a complimentary agile assessment & maturity model



27



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