



Power UP

Working in Mixed Project Methodology Environments

September 2, 2020

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We are helping companies via better resource management to achieve improvements in:

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- Employee engagement/retention

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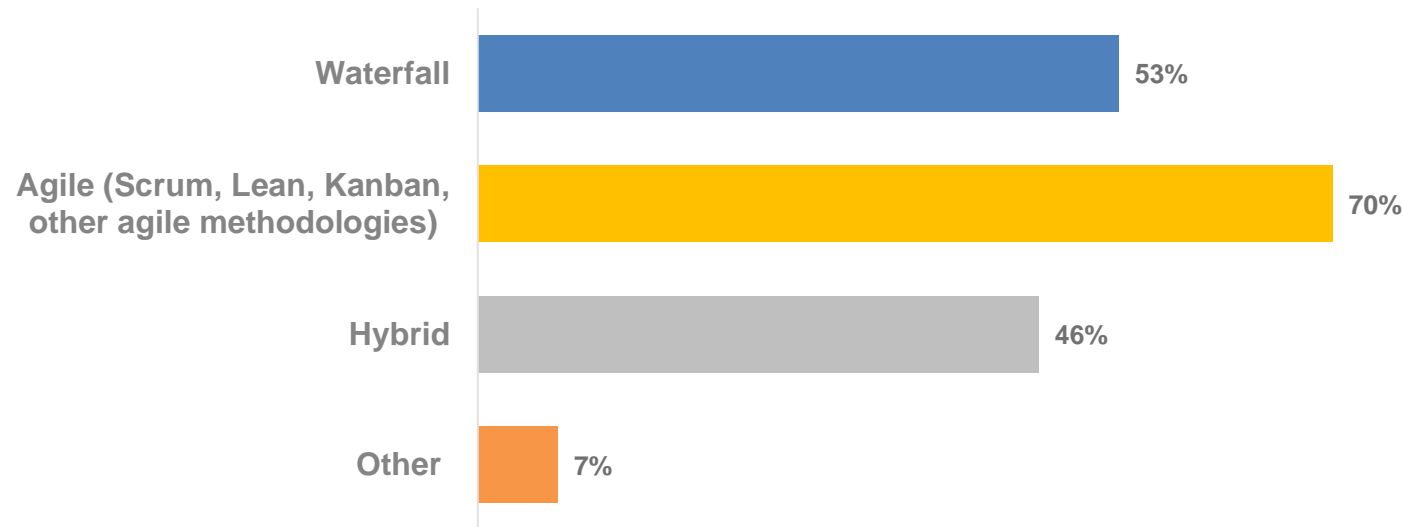
RMI offers resource management classes and certification for project-based services teams.

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Working in Mixed Project Methodology Environments

RMI Research Report – Q2 2020

Q: What project methodologies do you use? (check all that apply):

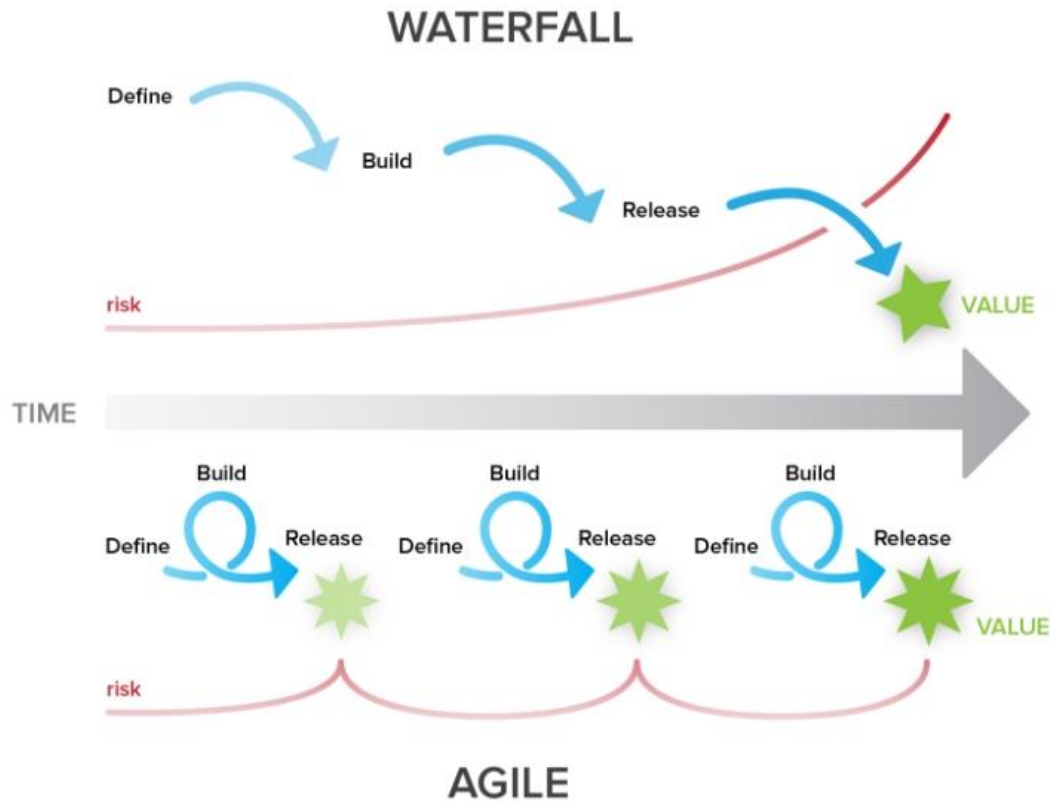


Other:

- PRINCE2
- 99% waterfall with a few periodic agile projects
- Bench Ageing, Resource Utilization, Demand-Supply Forecasting
- Most of our Teams use Waterfall; RMO primarily schedules and reports

Agile and Waterfall

The objective of both the Agile and Waterfall approach is getting to the same end point: business value, but the path to getting there is different.



- Projects structured into a series of stages – complete one stage before moving to the next
 - Requirements are documented upfront
 - Scope is determined and fixed
 - Resource needs are estimated
 - Longer, more time-intensive planning cycle
-
- Projects structured as a series of smaller iterations/sprints
 - Timeframe is determined upfront
 - Resource needs are fixed
 - Scope is negotiable
 - Shorter, more dynamic planning cycle

How Does Each Method Affect RM?

Agile

- Shorter, more dynamic planning cycle
- Shorter planning horizon
- Smaller assignments = MORE CHURN
- More part-time roles
- More time slicing of resources
- More cross functional roles



So what does that mean to RM?

- Some longer term assignments
- Some shorter term assignments
- Good visibility into some of our demand
- Not as good visibility into other demand
- Will need skills to operate in an agile and/or waterfall methodology

Waterfall

- More rigorous planning upfront
- Longer planning horizon
- More predictable
- Longer assignments = LESS CHURN
- More full-time roles
- More specialized roles

RMI Recommended Practices

*Agile, waterfall, and hybrid delivery methods all have their place in project and service delivery.
Don't let delivery methods change the fundamentals of effective resource management.*



Focus on the Fundamentals

- 1. Know your Supply**
 - Normalized set of roles and role names
 - Well defined and managed skills inventory
 - Establish a global view into your assignments
- 2. Know your Demand**
 - The work is still a project, regardless of delivery methodology
 - Define resource needs (i.e. role, start date, end date, allocation %, special skills, etc.)
 - Establish a global view into your demand
- 3. Govern Assignments and Allocation**
 - Govern that assignments hold and reduce switching
 - How many ways can you slice a resource? Spreading resources too thin to be effective can be a problem

Working in Mixed Project Methodology Environments

Teradata Overview

About Teradata

Teradata (NYSE: TDC), the cloud data and analytics company, transforms how businesses work and people live through the power of data. We leverage 100% of the relevant data, all of the time, so businesses can analyze anything, deploy anywhere, and deliver analytics that matter. This is called pervasive data intelligence, powered by the cloud. And it's the answer to the complexity, cost and inadequacy of today's approach to analytics. Teradata's HQ is based in San Diego, USA.

Products and Services

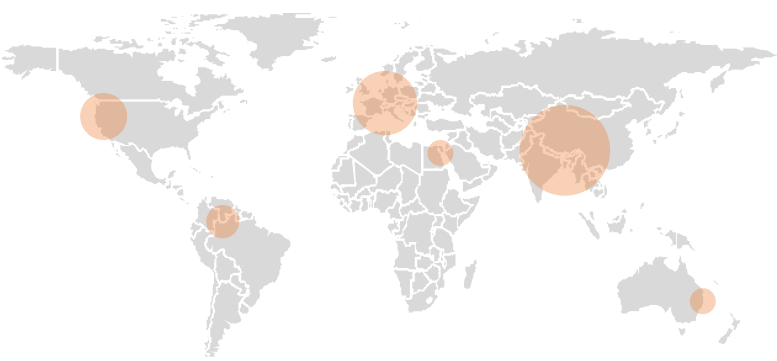
Teradata Vantage, the platform for pervasive data intelligence, is the company's flagship product. Vantage is the only hybrid-cloud solution of its kind, providing the ability to run powerful analytics that leverage all of a company's relevant data, all of the time. Vantage enables enterprises to uncover actionable answers to their toughest business questions by tightly integrating the best analytic functions and engines with preferred tools and languages. The largest enterprises in the world can drive significant business value via a wide variety of descriptive, predictive and prescriptive analytics; autonomous decision making and more.

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Vantage offers risk-free decisioning by building in choice, agility and flexibility for the customer. Deployment options include public clouds, such as AWS, Microsoft Azure and (coming in 2020) Google Cloud Platform, on-premises, on optimized or commodity infrastructure, or as-a-service. With Teradata's as-a-service offerings for Vantage, customers are able to consume its market leading analytic capabilities any way they prefer, in the environment of their choice.

Site Locations



teradata.

Agile vs. Waterfall

Resource Management

Waterfall

Fixed Scope, estimated resources & time.

Agile

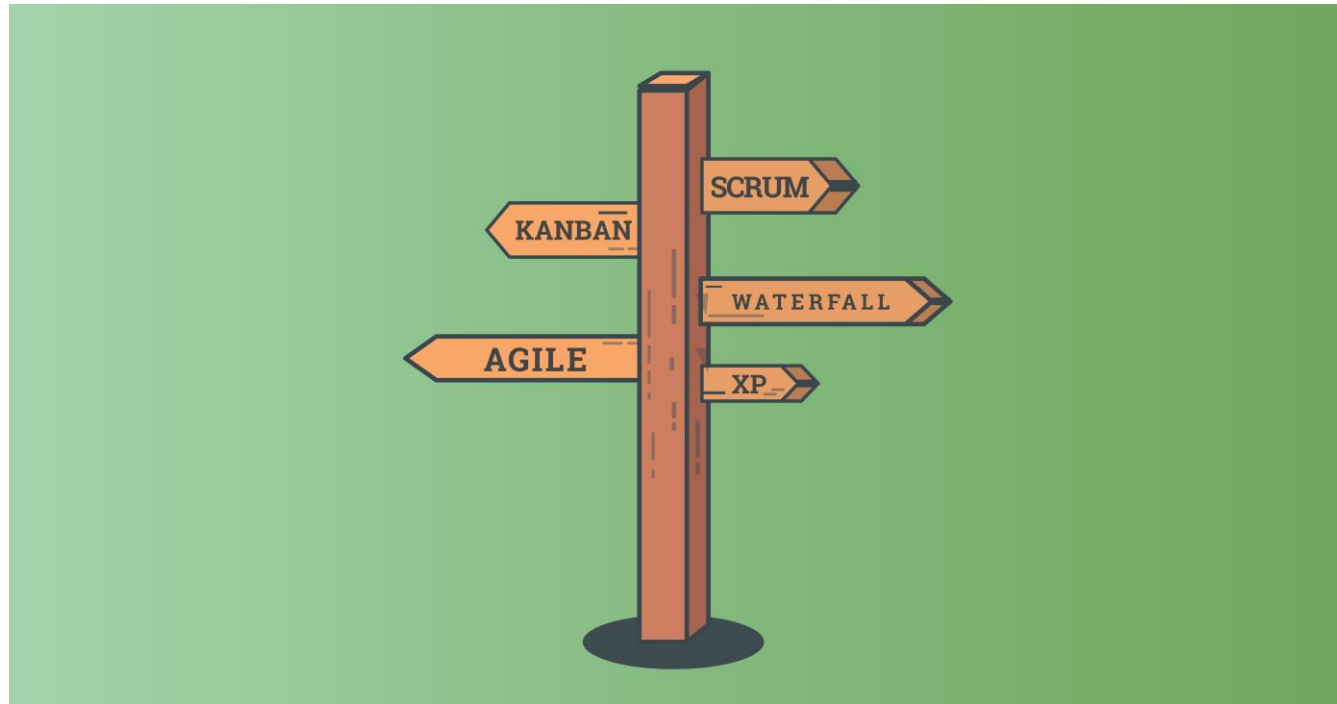
Fixed resources & Time with Estimated scope.

- Waterfall projects requirements are developed and documented extensively in order to produce a fixed scope. Resource and time estimates are based on this fixed scope and tracked throughout the project.
- Agile projects are more aimed at delivering project outcomes within a fixed time frame with fixed resources. Scope is not critical to achieving the project outcomes and therefore become the constraint that is most negotiable.



Agile vs. Waterfall

Most development teams will self identify as using an agile methodology. But they are likely using a hybrid model that includes elements of agile methodologies (this includes scrum) as well as Waterfall.



Incremental Waterfall and Iterative Methods

Part of being agile includes adjusting and adapting rather than using a prescriptive set of guidelines, so claiming agile is the best approach is, in itself, anti-agile.

At Teradata we have several “Big Data” projects for our customers. Typically most people would think, we must be working in agile. I would disagree, we are probably delivering the project in Incremental waterfall or Iterative methods

Incremental Waterfall

Requires stable project requirements & clear deliverables. Work is broken into a set of fixed-time, resources and fixed-cost “waterfalls” or increments, that are run concurrently or sequentially. This method reduces risks commonly associated with pure waterfall and improves quality, as testing is done during each increment rather all at once at the end.

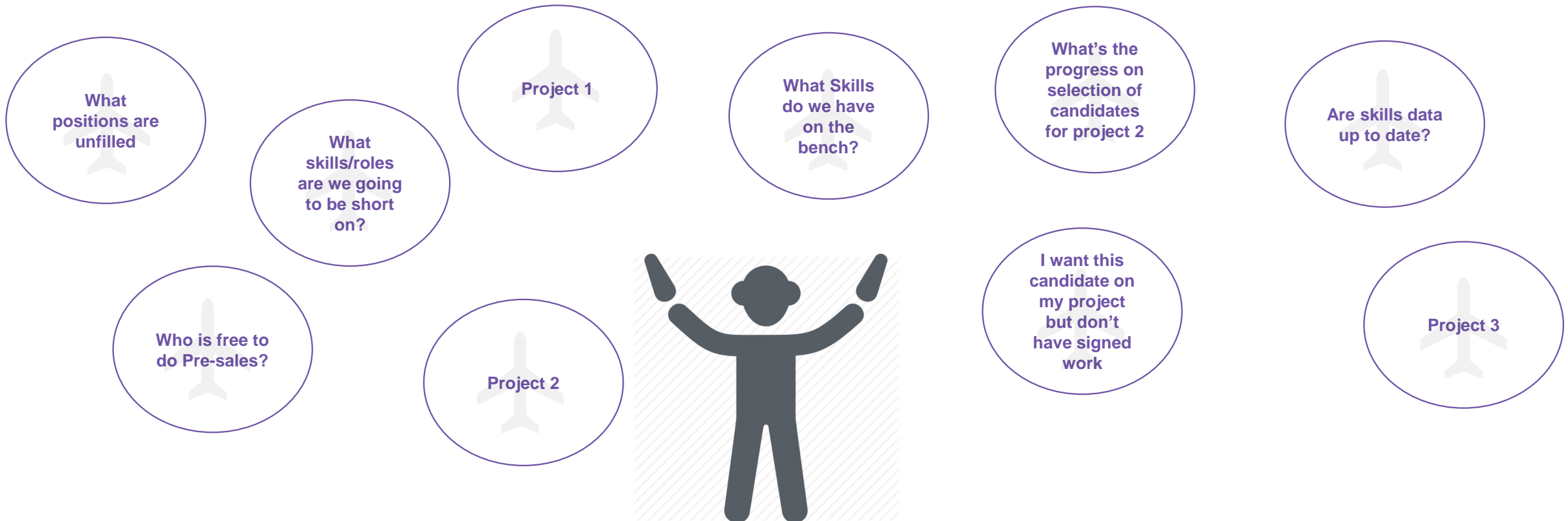
Iterative Methods

Accept that requirements might change and allow for their evolution by adding opportunities for feedback after each increment, or iteration. This helps identify and resolve issues early in the project. Again, testing is performed throughout, rather than all at once at the end, so risks are lessened and quality improved.

Managing in a Mixed Methodology Environment

How do we staff different types of projects without knowing what type it is?

Ultimately RM's are still all going to be air traffic controllers and looking at current, upcoming and demand coming out of nowhere.

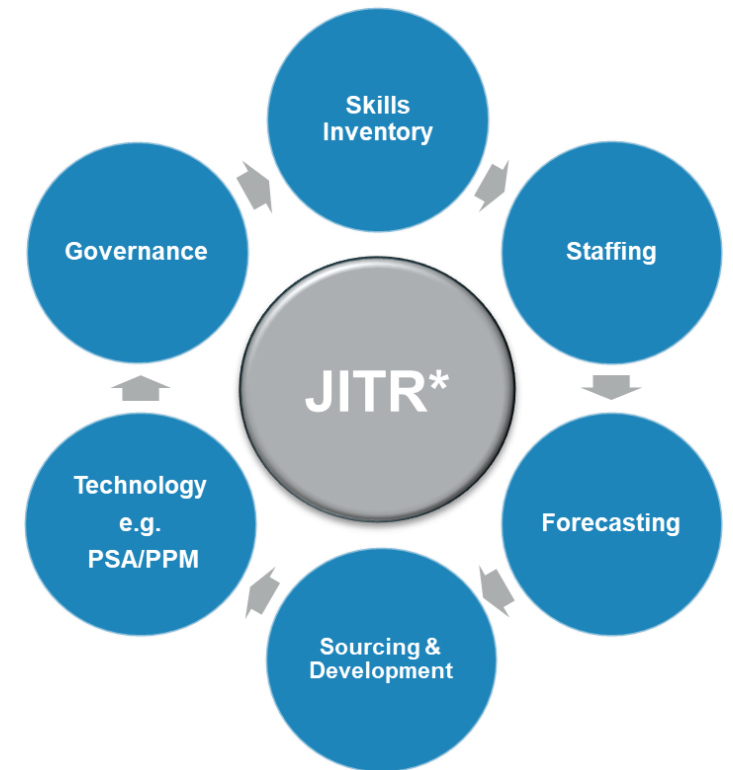


Managing in a Mixed Methodology Environment

How do we staff different types of projects without knowing what type it is?

All the principles of JITR will apply no mater what type of projects

- Make sure you are having staffing meetings. It's worth checking with PM's to see if anything has changed on the project from a deliverable to staff changes. From when a resource request is made until that person is hard booked make sure you stay in regular contact with the project team.
- Once the project has started, agree to have regular catch up meetings. This can be used to see if consultants are reaching expected hours on the assignment or if we need to roll off/bring on additional help. Do not be afraid to challenge a PM.
- For projects ending/ needing to be extended we should be working with the account team 30+ days in advance to understand expected needs / deliverables and help break it down on what is need and be prepared to be flexible. We are all on the same team and for some projects they might know who is going to be needed until the next extension. Give options to them and explain risks.



Managing in a Mixed Methodology Environment

Get to know your Resources, understand their needs whilst balancing utilization goals of your company.

Make sure you have process documented to give a baseline of what the RMO can to help.

Understand a project plan is just a plan. No matter if it is Agile, Scrum or Waterfall things change. Highlight risks of the consultants being double booked and produce a Plan B, C & D.

At Teradata we are finding more consultants that are working on multiple projects at once. Allow for float time in your resource planner. This normally allows for a buffer when a worker who might have a certain skill to be able to dip into different projects at unexpected timing.

Work with the project teams to make sure we are not Front Loading. If a team is constantly overestimating your resourcing needs, that's not a good plan because then you're creating inefficiencies, which wastes time and money and could impact your deadline, or worse, your end goal.



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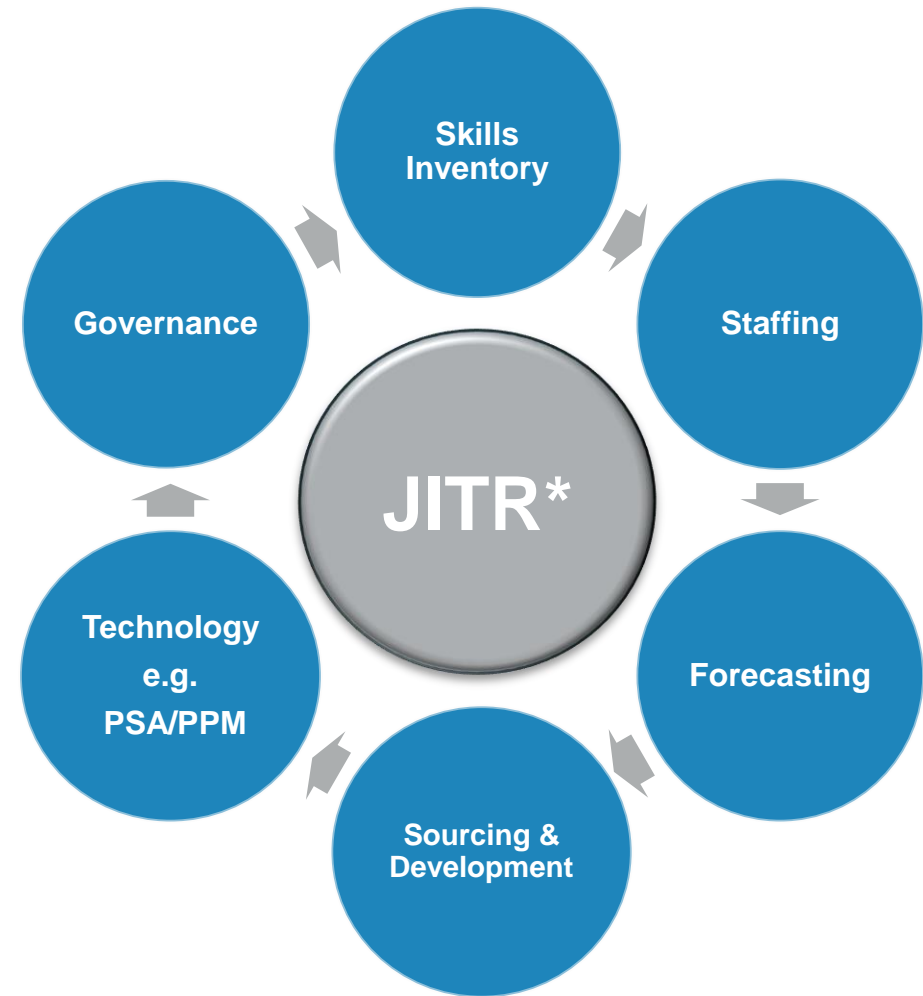
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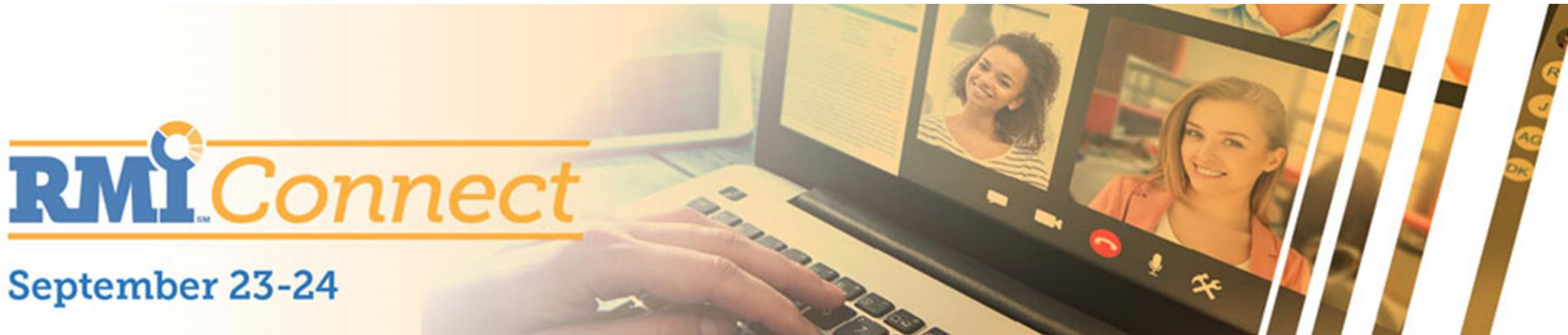
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A virtual forum focused on examining the strategic value of resource management. Delivered virtually in two 90-minute sessions on September 23-24, **RMI Connect** will identify the strategic value of RM and the investments in process and technology necessary for building and operating a successful approach to Resource and Workforce Management.



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Sciforma's PPM capabilities also support multiple methodologies: waterfall, Agile, and critical chain project management. Whether you're trying to adopt agile, or have mixed methodologies with your teams, Sciforma can be your partner to support your PPM.

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Q&A

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