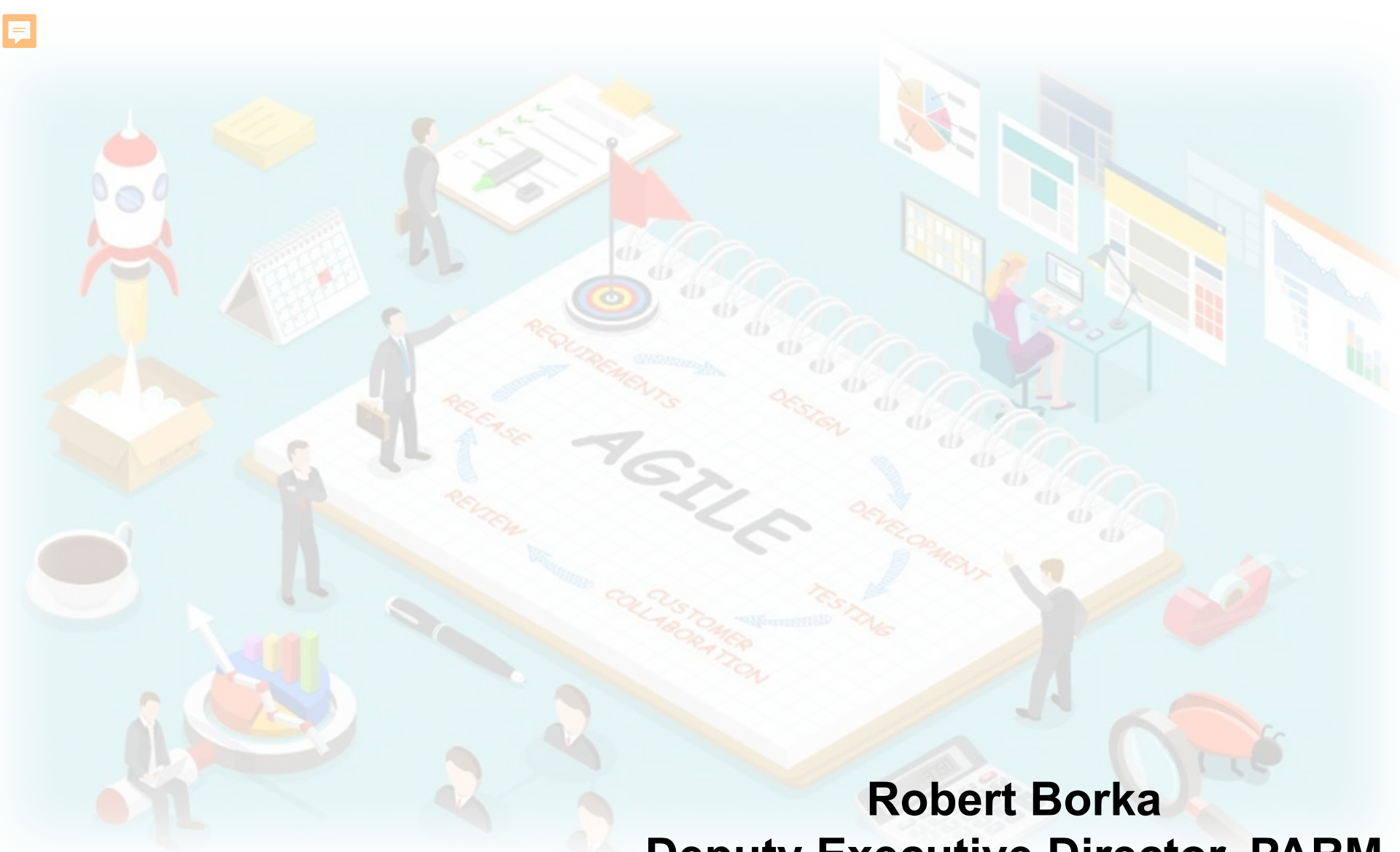

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Topics

- Key PM Focus Areas
  - Enabling Good IT Program Management
- Cost Estimating
- Iron Triangle
  - Waterfall vs. Agile

Key PM Focus Areas

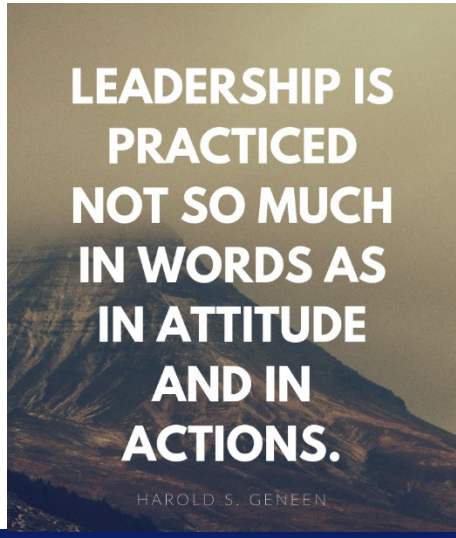
- Leadership and Culture
- Technical Excellence
- User Engagement
- Agile and Iterative Design
- Metrics and Management Approaches

Leadership and Culture

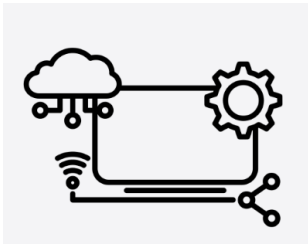
Empower Teams: Empower your teams to make decisions and take ownership of their work. Agile practices thrive in environments where teams have the autonomy to innovate and adapt.

Encourage Cross-Functional Collaboration: Foster a culture of collaboration across different disciplines – developers, designers, security experts, cost estimators, and others—to ensure that all perspectives are considered in the decision-making process.

Lead by Example: Set the tone by demonstrating commitment to your principles in your own leadership. Share your values with your team for better alignment/awareness.



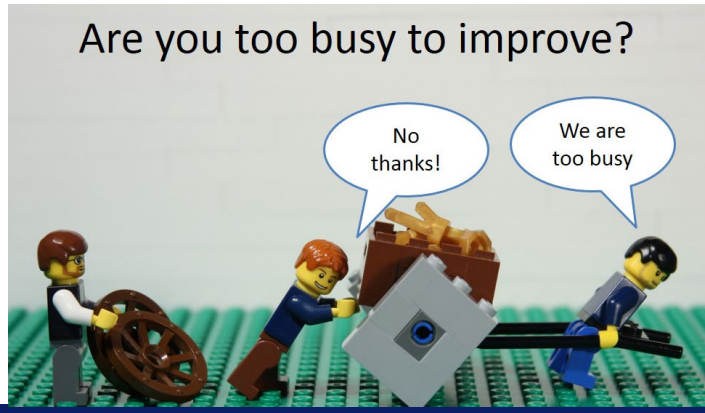
Technical Excellence



Embrace Innovation: Explore and adopt new technologies, tools, and practices that can enhance the quality and efficiency of the work. Technical excellence is not just about using the latest tech, but also about applying it effectively.

Continuous Improvement: Reinforce the importance of continuous learning and improvement in your technical practices. Advocate for regular technical reviews, code quality checks, and the use of automated testing to maintain high standards.

Security and Compliance: Integrate security and compliance requirements into the development process from the start.



User Engagement

Empathy-Driven Development: You must understand the needs and expectations of end users. Engage with users early and continuously throughout the project lifecycle to ensure the solution meets their needs.

Regular Feedback Loops: Establish consistent channels for user feedback during development. Encourage the use of prototypes, mock-ups, and demos to gather real-time user input and make adjustments as needed.

Stakeholder Collaboration: Highlight the value of collaboration with all stakeholders, including users, to build a sense of ownership and ensure alignment between the project's goals and user expectations.

Agile and Iterative Design

Start Small, Scale Fast: Adopt iterative design practices where solutions are developed incrementally. Small, frequent releases allow for rapid testing, feedback, and improvement.

User-Centered Design: Aim for a design approach that prioritizes the user experience. Iterative design should always consider how the end product will be used, ensuring that each iteration brings the product closer to meeting user needs.

Adapt and Evolve: Flexibility in the design process is important. Teams should be prepared to pivot based on user feedback, changes in requirements, or new technological developments.

Metrics and Management Approaches

Measure Value, Not Just Velocity: Focus on metrics that measure the value delivered to users, rather than just the speed of development. Metrics like customer satisfaction, feature usage, and time to market should complement traditional agile metrics like velocity and burn-down rates.

Track Progress Transparently: Promote the use of visual tools like dashboards and Kanban boards to make progress and bottlenecks visible to all stakeholders. Transparency in metrics fosters accountability and helps in making informed decisions.

Feedback-Informed Metrics: Remind teams to use feedback from users and stakeholders to adjust their metrics and goals. Metrics should evolve as the project progresses and new information becomes available

Cost Estimating

Agile: High level, focusing on the overall project budget rather than detailed task-level estimates. Agile teams typically use techniques such as relative sizing, story points, or t-shirt sizing to estimate the effort required for each feature or user story. This allows for flexibility and adaptability in cost estimation as the project progresses.

Waterfall: Done in the early stages of the project, during the planning phase. Project managers break down the project into tasks and estimate the costs of each task. These estimates are then aggregated to create a comprehensive project budget. Waterfall projects often rely on detailed and accurate cost estimates to ensure proper planning and control.

Waterfall vs. Agile - Cost

Take Aways

- This is HARD
  - Team effort is required
- No one is an expert on everything
- Delivery Method Dictates
- Make Smart Choices
- Be informed by Metrics
- It's about the PEOPLE