All in! IASA 2015

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Waterfall, Agile, or Wagile

IASA Session #673
Waterfall, Agile or Wagile - Speakers

George Grieve – CastleBay Consulting
Larissa Tosch – Glatfelter Insurance Group
Ken Mitchel – Clements Worldwide Insurance
Ralph Vagnoni – CastleBay Consulting
Larissa Tosch, CIO
Glatfelter Insurance Group
Waterfall
Waterfall – misconceptions
Any good project…

Has frequent communication touch-points:

… with the project team
… with the stakeholders
… with the sponsor
… with the vendors
Purist Perspective

If you get the requirements and design correct up front, you will spend less time in the testing cycle.
Waterfall Reality

- No spec is perfect!
- Business requirements may change
- Technical expertise varies
- Ambiguity occurs
- There will be defects anyway
Glatfelter Waterfall

Phase 1:
- Reqs.
- Design
- Develop
- Test

Phase 2:
- Reqs.
- Design?
- Develop
- Test

Phase 3:
- Reqs.
- Design?
- Develop
- Test

Steven Covey:
Do it once, do it right, do something else...
One size does not fit all

Billing System Replacement
- Core functionality
- Set requirements
- Not a lot of moving parts
- Various integration points
  - Vendor deliverables
  - Internal deliverables
  - Two sponsors
  - Two business units

Website Redesign
- New Public Presence
- No set requirements
- New tools, new technology
- Creative opportunities
- Vendor design consulting
- Internal deliverables
- One sponsor
- Multiple business units
Billing System Replacement

Requirements & Design

Development

Testing

Implementation

- Set phased deliverables
- Biggest items first
- Eliminate risks early

- Revisit Ambiguity
- Revise Specifications
- Tune Architecture
Billing Approach - downfalls

- Little opportunity to reconsider business process changes. “how we’ve always done things”.

- Large production implementation:
  - Conversion of historical data from old system
    - All integrations
    - All features
    - Lots of moving pieces
  - Production issues = crisis!

Plan for Crisis
My advice on Project Management

- Create YOUR own approach
  - No “purist” approach will work.
  - Even the most vocal advocates modify their approaches.

- Beware of vendor buzzwords (“agile”, “iterative”)
  - Fixed price: specs upfront / may argue scope later.
  - T&M: less specs upfront / more costs as you solidify.
  - Their “approach” is from their point-of-view, not yours.

- Partner with your business units.
Ken Mitchel, Director of IT
Clements Worldwide Insurance
It’s Agile Baby!

- Functionality delivered one slice at a time
- Iterative form of development
  - Still has requirements and specifications
Fits like a shiny new metallic jacket

Where Agile fits:

• Loosely defined specs

• Rapidly changing environments

• Highly collaborative cultures
Scrum / Sprint / Spin – the process

- Build “75%” specs before starting development
Control the Chaos!

- Moves fast – drinking through a firehose
- Unlike waterfall, testing starts right away – be prepared
- You can get buried quickly
The Player

- Our culture
  - Global MGA operating in 170+ countries
  - Constant change
    - Opportunistic – place a lot of bets
    - Carrier Demands
    - Increasing global regulation
The Bet

- Three lines of business – personal auto, personal property, commercial auto
- Full suite implementation, including client web portals and interfaces to new GL
- Aggressive 13 month implementation schedule
The Line

- Master specs – 3 months
- Planned implementation – 13 months
- Major change in month 12 extended schedule four months
- Project was “moving target” the whole time – no other way but Agile would do
Don’t get taken to the cleaners

Be this guy.

- Be prepared to test
- Get outside help if needed
- Get stakeholders involved & communicate regularly
- Revisit master specs often to avoid veering off course
- Build contingency into contract

Not this guy…
Thank you

And remember …

What happens at IASA stays at IASA
WAgile

Ralph Vagnoni, VP Delivery Services
CastleBay Consulting
What is WAgile?

Waterfall + Agile = WAgile

Combination of Waterfall and Agile project management methodologies
Overview - Waterfall Vs. Agile

**Waterfall**
- Complete solutions
- Linear development process
- Lockdown change
- All requirements at start

**Agile**
- Functional modules
- Short iterations
- Experimentation, improvement, reprioritization
- Users embedded throughout process

**Collaboration, Adaptation, Visibility**
Overview - Waterfall Vs. Agile

- Requirements
- Design
- Development
- Test
- Deploy
- Maintenance

Product Backlog → Sprint Backlog → Sprint → Release

Daily Meetings
Sprint Burn Down
Sprint Review
Common Complaints
Waterfall & Agile Methodology

Waterfall:
- Rigid Structure
- Can’t handle change
- Over managed/ discourages team work
- Prohibits creativity
- Limited customer involvement
- Do not see software till end of process

Agile:
- There is no accountability
- They use funny words
  - Backlogs, sprints, scrums…
- Difficult to assess overall effort
- Weak documentation
Waterfall – Sound Principles

- Customer knows what to expect: size, cost, timeline, functionality
- Requirements and design prior to writing code can identify design issues and reduce rework
- Problems can be solved more easily if they are more clearly defined
- Work is verified many times over
- Strong documentation is a byproduct of the development process. This helps with turnover and knowledge transfer
Agile – It has structure and process and it’s a “state of mind”

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

Agilemanifesto.org
Principles behind the Agile Manifesto

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Agilemanifesto.org
Moving from Waterfall to WAgile “The Best of Both Worlds”

- Iterative delivery
- Prototypes
- Product owner / decision maker
- Empower / co-locate teams
- Embed customers
- Plan to accommodate change
- Daily meetings
- Team based performance objectives
  - Tech and Business (including Execs)
WAgile Works!

Release 1

- Requirements
  - Design
    - Development
      - Test

- Functional / Regression
  - SIT

Release 2

- Requirements
  - Design
    - Development
      - Test

- Functional / Regression
  - SIT

Release 3

- Requirements
  - Design
    - Development
      - Test

- Functional / Regression
  - SIT

- UAT
  - Deploy
    - Maintenance
It’s a matter of degrees. Where will you wind up?

Waterfall

Control

Process (Control)

Empowerment/Motivation

Customer Collaboration

Planning Approach

Business Environment and Culture

Agility

Agile
WAgile - Give / Take / Improve

- **Give:**
  - Accountability – Timeframes/Costs

- **Take:**
  - Flexibility in delivery
  - Flexibility in team structure & accountability
  - Considerable customer involvement

- **Improve:**
  - Change control (lighter)
  - Requirements (lighter)
  - Testing (more frequent)
Factors that may impact your decision when selecting a methodology

- Organizational buy-in
- Fixed requirements
- Level of complexity
- Internal vs. third-party projects
- Large vs. small
- Vendor driven / Fixed price
Remember….

THE TRUTH IS OUT THERE
Questions?
Panel Discussion – George Grieve

Waterfall vs. Agile
Please Complete the Session Evaluation Form on the Conference App