HOW TO SUCCESSFULLY LAUNCH PROJECTS WITH MULTI-FUNCTIONAL DISCIPLINES (SILOS)

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The power to overcome mission-critical challenges. The power to increase sales, improve customer loyalty and drive profits simultaneously.

Expert people, intelligent data, innovative process, and proven technology all working together to produce exponentially more effective solutions that create unparalleled results.

This is the Power of 4™
3 pilot projects in 2011

- Only 2 part-time coaches during pilot, trained one as an instructor
- Mixed results with the pilot

Hired full time people to support the effort going forward in March 2012

- Both became Authorized Instructors
- Both were certified TSP Coaches by Dec 2012
- Supporting 3 – 4 projects each

Identified the need for additional coach
DISCUSSION TOPICS

- Organizational Structure
  - Functional Structure
  - Reporting Hierarchical Structure
  - Project Team
- TSP Launch Process Review
- Challenge and Potential Solutions
  - Single / Combined Project Teams
  - Multi – Team Project
  - Separate Project Teams
  - Hybrid Project Team
- Final Thoughts
- Questions
Coaches and Decision Makers support the entire process

TSP Coaches

Decision Makers

Client Teams

Business Analyst

Development

IT Operations

Quality Assurance

Completed product handed off for final deployment

Completed code is turned over for testing

Requirements are consumed by Development

Work together with the customer to create requirements
ORGANIZATIONAL STRUCTURE – REPORTING HIERARCHY

Similar type of hierarchical structure for:
- Business Analyst (BA)
- Quality Assurance (QA)
- Development (Dev)
Business Analysts DON’T write Code or Create/Execute Test Cases
Developers review and act upon Requirements.

Developers do Unit Testing, not System or UAT testing.
Quality Assurance DOES NOT write Product Code or document Requirements
What is the proper structure for launching these 3 functional disciplines?

Options:

- Launch as a single / combined team
- Launch as a TSP Multi-Team
- Launch as three separate project teams
- Launch as a hybrid project team
TSP LAUNCH PROCESS REVIEW
The Launch Process

1. Establish product and Business goals
2. Assign roles and define team goals
3. Produce development strategy and process
4. Build overall and near-term plans
5. Develop the quality plan
6. Build individual and consolidated plans
7. Conduct risk assessment
8. Prepare management briefing and launch report
9. Hold management review

A TSP coach guides the team through a defined process to develop its plan and to negotiate that plan with management.
LAUNCH AS A SINGLE / COMBINED PROJECT TEAM
CHALLENGES WITH EVERYONE TOGETHER

BA  DEV  QA
The ‘black bar’ represents when the ENTIRE team would complete the project based upon the team’s capacity and the number of hours of estimated work.
PROS / CONS FOR COMBINED TEAM

PROS for using this option:

- Better communication between functional disciplines
- Easier to plan and execute cross-functional sessions and inspections

CONS for using this option:

- Keeping everyone engaged during discussions
- More complex to determine true capacity of team (skewed due to assumptions that everyone can do everyone else's work)
- Balancing functional areas is more complex
TSP MULTI-TEAM LAUNCH
TSP MULTI-TEAM

Team A
(10 – 15 team members)

Team B
(10 – 15 team members)

Team C
(10 – 15 team members)

Team D
(10 – 15 team members)

Team E
(10 – 15 team members)

Team F
(10 – 15 team members)

Team G
(10 – 15 team members)

Unit Leaders

TSP Leadership Team

Unit Leaders

Project Leader

Unit Leaders

Unit Leaders

Unit Leaders

Unit Leaders
The Cross-Team Launch Process

1. Establish product and business goals
   1A. Team Strategy
       Sub-team responsibilities

2. Assign roles and define team goals

3. Produce development strategy and process
   3A. Leadership team
       Review and resolve issues

4. Build overall and near-term plans
   4A. Leadership team
       Review and resolve issues

5. Develop the quality plan
   5A. Leadership team
       Review and resolve issues
   5B. Planning managers
       Identify dependencies
   5C. Quality managers
       Consolidate quality plan

6. Build individual and consolidated plans
   6A. Leadership team
       Review and resolve issues
   6B. Planning managers
       Consolidate team plan

7. Conduct risk assessment
   7A. Leadership team
       Resolve issues
       Plan final meeting

8. Prepare management briefing and launch report
   9. Hold management review

Launch postmortem

A TSP coach guides the team through a defined process to develop its plan and to negotiate that plan with management.
**PROS / CONS FOR TSP MULTI-TEAM**

**PROS for using this option:**

- Works for unit teams that follow different processes
  - BA, Dev and QA do follow different processes
- Designed for teams greater than 10 -15 people
- Each unit team has its own common plan, defined goals, single team leader and set of role managers

**CONS for using this option:**

- Our project teams generally relatively small (10 – 15 made up of 1 or 2 BA’s, 5 – 8 Developers, 3 – 4 QA’s)
- Our teams are not currently large enough to support this type of setup
LAUNCH AS SEPARATE PROJECT TEAMS
OPTION – LAUNCH AS THREE SEPARATE PROJECTS

BA Project

Dev Project

QA Project

Waterfall
PROS / CONS FOR SEPARATE TEAM

PROS for using this option:

• Segregate the work into the functional disciplines
• Requirements work is fully completed before development starts work

CONS for using this option:

• Everyone views this as a single project. More complexity in reporting the status of the overall project
• Coaching resources spread across three projects
• Coordination of other functional areas in cross functional meetings or inspection would be more complex
LAUNCH AS A HYBRID PROJECT TEAM
The Launch Process

1. Establish product and Business goals
2. Assign roles and define team goals
3. Produce development strategy and process
4. Build overall and near-term plans
5. Develop the quality plan
6. Build individual and consolidated plans
7. Conduct risk assessment
8. Prepare management briefing and launch report
9. Hold management review

Split project teams by functional areas of expertise for these meetings

A TSP coach guides the team through a defined process to develop its plan and to negotiate that plan with management.
Created three separate project

- Dev
- BA
- QA

Created a Master project to roll all three together
OPTION – HYBRID PROJECT TEAM

Code Complete Oct 4, 2013

Test Designs Complete Sept 24, 2013

Oct 4 end of coding + 27 days for Test Execution = Approx. Nov 12 UAT can start
OPTION – HYBRID PROJECT TEAM

Code Complete Oct 4, 2013

10 day gap

Test Designs Complete Sept 24, 2013
PROS / CONS FOR HYBRID TEAM

PROS for using this option:

• Allows the functional disciplines to work independently or together when necessary
  • Gives them a sense of ownership for ‘their’ plan
  • Balancing work within functional disciplines
• Reporting can be done at both the functional or the project level
• There is only one launch
• Easier to plan and execute cross-functional sessions and inspections

CONS for using this option:

• Keeping everyone engaged during discussions
• A little more overhead in maintaining separate projects in Process Dashboard tool
SUMMARY OF OPTIONS

Launch as a combined team
- Everyone engaged during the launch
- Some Functional disciplines felt ‘swallowed up’ by others.

Launch as a TSP Multi-Team
- Our teams were not large enough to support this approach

Launch as three separate projects
- Interactions between projects were more complicated
- Functional disciplines

Solution: Launch as a hybrid project
Do not be afraid to ‘tweak’ the process to fit your needs

- Experiment and try new approaches
- You are not going to get it right the first time

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Questions?
The End

Thank you for your time!