



# APLN Atlanta Leadership Summit

*“Leading the Agile Transition”*

September 25<sup>th</sup>-26<sup>th</sup>, 2008  
Marriott Atlanta Perimeter Center

## *Speaker Bios and Presentation Abstracts*

### **Robert Holler**



Robert Holler is president and CEO of VersionOne, a provider of enterprise planning and management tools for Agile development. Mr. Holler has more than seventeen years of high-tech software experience, including VP of Development, CTO, and CEO of several enterprise software firms over the last decade. His career in the software arena encompasses working as a consultant, developer, tester, technical writer, DBA, development manager and senior executive. A frequent speaker at industry related conferences and corporate functions on the implementation and benefits of Agile methodologies, Mr. Holler’s writing on the subject have been published in both traditional and Agile specific publications. Holler holds a Master of Science in management from the Georgia Institute of Technology and a Bachelor of Science in electrical engineering from Auburn University.

### **Christopher Avery**



Best-known for his cutting-edge work to de-mystify and then develop practical team leadership skills for knowledge workers —i.e., engineers, geeks, and other technical professionals all of whom Peter Drucker claimed must be led rather than managed— Christopher Avery, Ph.D., is a popular speaker, author, and international business advisor on responsible leadership, teamwork, and change. He wrote the popular book *Teamwork Is An Individual Skill* for everyone at work who thinks they must put up with bad teams.

And now he’s redefining responsibility. As the visionary force behind the Responsibility Redefined™ framework, Christopher applies ground-breaking research on personal responsibility and performance to support enterprise leaders intent on rapidly building highly reliable, agile, sustainable, and accelerating cultures.

Christopher is a Senior Consultant with the IT and Agile Project Management practices of the Cutter Consortium, a Boston-area think tank. He co-founded the Agile Project Leadership Network dedicated to connecting, developing, and supporting great project leaders. Christopher earned his Doctorate in the Communication of Technology from The University of Texas at Austin where he occasionally lectures. He is a Visiting Scholar at Capella University.

### **The Power of Responsible Change**

Straight talk about why most attempts to manage change instead mangle people, and how to take true responsibility for a change.

## Peter Hodgkins



Peter Hodgkins brings more than 15 years of technology and program leadership to his role at Enthiosys, where he is responsible for the firm's strategic Roadmapping practice. He is one of the first industry experts to implement and manage multi-project / multi-location agile program management, including the creation roadmaps-of-roadmaps for complex division-level planning.

Most recently, Peter was a senior manager at VeriSign, where he led that company's worldwide Engineering Project Management Initiative. This included leadership for cross-functional multinational project teams, and pioneering techniques for coordinating agile software development across many time zones. In this role, he defined and deployed agile methodologies that reduced development time by 30%. Peter was also head of VeriSign's Agilist Group.

### **Roadmaps and Quality in an Agile world; Why use them in strategic planning and what do they bring to your business?**

This presentation and QA session is aimed at managers of Products and Technology groups who wish to understand roadmapping and quality levels and their benefits and facets. The session will look at how Agile Roadmaps and Quality Levels can be used to co-ordinate efforts on both single products and portfolios of products, even to the point of being used across an entire business. The participants will get to see various types of roadmap and suggested Quality Level decision processes and will walk away equipped with a knowledge of where to apply these techniques in their business lives. We will discuss how a roadmap and quality level drive down into the daily world of requirements and development in an Agile organization

### **Building your Agile Roadmap**

This is a practical seminar designed for those who wish to learn the basics of how to build an Agile roadmap, what its component parts are, how they interact, why they are important and how to apply them to a product. Attendees will leave the seminar with a basic understanding of the roadmap technique and how that map drives down into requirements gathering, prioritization and development. Although Agile in nature, roadmapping can be utilized by those who are working in non-agile environments as the technique stands alone as a differentiator in its own right.

## Mitch Lacey



Mitch honed his agile skills at Microsoft Corporation, where he successfully released core enterprise services for Windows Live. While at Microsoft, he transitioned from Program Manager to Agile Coach, working hand-in-hand with groups throughout their transition to Agile practices. After Microsoft, Mitch was the Agile Practice Manager at Ascentium Corporation where he practiced agility on the projects he ran every day while coaching customers on agile practices and lessons on agile adoption worldwide.

As a Certified Scrum Trainer (CST) and a registered Project Management Professional (PMP), Mitch shares his experience in project and client management through Certified ScrumMaster courses, Agile coaching engagements, conference presentations, blogs and white papers.

He is the author of "Adventures in Promiscuous Pairing" presented and published at the Agile 2006 conference, "Transitioning to Agile: Key Lessons Learned in the Field" presented and published at the Fall 2007 PMI Global Congress in Atlanta, Georgia and "The Impacts of Poor Estimating - and How to Fix It" presented and published at the winter 2007 SQE Agile development conference in Orlando, Florida. He is presenting at Agile 2008 in Toronto Canada on a variety of topics, as well as the Better Software Conference in Las Vegas, Nevada in June 2008.

Mitch is currently under contract with Addison Wesley to publish a book titled "Adopting Agile: 101 Tips for Surviving Your First Year" scheduled for publication in 2009

## Mixing Roles in Scrum: The Good, The Bad, and The Ugly

When is mixing roles on a Scrum team an acceptable solution on a project? On the surface, it seems innocent enough. Capable people should be able to switch roles among team members, ScrumMaster, and product owner. Why is it that this approach often ends in disaster for the team, the project, and the customer? What are the impacts of mixing roles on projects? What are some early warning signs that tell you that your role mixture is destined for failure? Mitch Lacey takes you through examples of projects in which the teams mixed roles—one turned out good (OK, well), one was bad, and one was ugly. We will explore Scrum roles in great detail to identify the actions each team took that led to three dramatically different outcomes. Leave this session with a deep and clear understanding of Scrum roles and how they counterbalance each other. Ensure your team remains balanced—and productive.

## 42 Ways to Ensure Agile Failure

With the rising popularity and success of Agile methods in technology circles, many organizations have attempted to transition their development processes to a leaner, more customer focused development model. Why do some organizations gracefully transition to Agile methods while others do not? What are the common traits of success? What are warning signs of failure? Whether you are a manager driving a top down adoption of Agile, a team that has tried an agile practice and failed or individual trying to drive adoption from the bottom up, you will find value in this presentation.

## Michele Sliger



Michele Sliger is the co-author of *The Software Project Manager's Bridge to Agility*. She has extensive experience in agile software development, having transitioned to Scrum and XP practices in 2000 after starting her career following the traditional waterfall approach. A self-described “bridge builder,” her passion lies in helping those in traditional software development environments cross the bridge to agility. Michele is the owner of Sliger Consulting Inc., where she consults with businesses ranging from small start-ups to Fortune 500 companies, helping teams with their agile adoption, and helping organizations prepare for the changes that agile adoption brings. A frequent conference speaker and regular contributor to software industry publications, Michele is a strong advocate of agile principles and value-driven development practices. She is a certified Project Management Professional (PMP®) and a Certified Scrum Trainer (CST). She has an undergraduate MIS degree and an MBA. You can download her articles by visiting her website at [www.sligerconsulting.com](http://www.sligerconsulting.com) or contact her directly at [michele@sligerconsulting.com](mailto:michele@sligerconsulting.com).

## Selling Agile: How to Get Buy-in from Your Team, Your Customers, and Your Managers

Are you excited by the potential of agile software development, but find that your colleagues are a bit reticent? Is your whole team ready to dive in, but your business partner is only interested in dipping in a toe—if that? Are you struggling as a project manager, wishing for the right way to help your management see that agile is the way to go? Are you a manager, wishing for the words that will help your teams feel more confident about trying agile? Or maybe you're wishing you could find a way to convince your clients that there's a better way to contract for a software development job—without having to do a full-blown detailed design spec up front. This presentation will look at all of these questions surrounding how to best sell agile in your organization. We'll focus first on the general idea of a sales pitch, including what to do and what not to do. Then we'll look at selling agile to the team, to management, to the customer, and to others in your organization. We'll wrap up with a pointed look at not selling, and instead focus on finding other ways to promote and share agile.

## Bridge to Agility

This session will help traditional software development project managers understand agile concepts more quickly by relating these new concepts to practices they are already familiar with—in particular those outlined by the Project Management Institute (PMI). Attendees will first learn about different agile frameworks and the meaning of value-driven development. Scrum, XP, and Lean methods are discussed as part of the mapping of PMI's PMBOK Guide® knowledge areas to agile practices. This mapping will include answers to questions such as how to manage risk, what happens to change control, what project plans now look like, and whether or not scope creep still has any meaning. The tutorial will also cover how the job of the traditional project manager is re-defined into a new—and often more important—role in the agile development process. Leadership, facilitation, advocacy, and coaching are all skills that are expected in an agile manager. Learn about some of the changes you may have to personally make, and where to find support as you begin your journey. As a result of being able to associate many of these new agile ideas to things that are already familiar, the listener can begin to cross the bridge to agility with a new shared lexicon and knowledge of basic agile concepts.

## Roland Ceullar



Roland has years of Agile Project Management and Lean expertise - he is a leader in helping enterprise level clients to adopt the use of both agile and lean in their organizations. Roland has helped executives prepare their organizations for agile transformation by identifying challenges and opportunities related to agile and lean implementation and developing action plans and risk mitigation strategies to insure that agile and lean initiatives are successful. Roland has led numerous agile product development teams in the areas of marketing applications, mortgage, compliance, and logistics. Roland has also given numerous agile training classes to both management and technology teams. Roland has prior experience leading large software development projects for IBM, Lockheed Martin, and DHL. Roland has a B.S. in Computer Science, an MBA, and is a Certified ScrumMaster and a Lean Six Sigma Green Belt.

## Agile Metrics

Metrics that are suitable for traditional SDLC methods may not be appropriate for Agile projects either because they do not drive the appropriate behavior or because they do not act as effective leading indicators of project health. In this talk, Roland will discuss metrics that are more suitable for Agile projects in terms of measuring success and as diagnostic tools for assessing the project.

## Agile Portfolio Management

Scaling agile to the organizational level has implications at the project portfolio level. Resource allocation, capacity planning, and the number of simultaneous projects that can be supported are all effected. In this talk, Roland will discuss the impacts of Agile at the portfolio level and will also discuss solutions for effective agile portfolio management.

## David Hussman



David has been creating software for more than 15 years in a variety of domains: digital audio, digital biometrics, medical, financial, retail, legal, and education to name a few. For the past 8 years, David has mentored and coached agile teams in the U.S., Canada, Europe, India, Egypt, Russia, and Ukraine. Along with presenting and leading workshops / tutorials at conferences in the U.S. and Europe, David has contributed to several books (Managing Agile Projects and Agile in the Large), and worked on agile curriculum for The University of Minnesota and Capella University. David is currently writing a book for the Pragmatic Programmer series.

David leads DevJam, a Minneapolis based company composed of agile collaborators. As mentors and practitioners, DevJam focuses on using agile to help people and companies improve their software production skills. DevJam provides seasoned leaders that strive to pragmatically match technology, people, and processes in a way which produces software that makes people happier and more productive.

### Agile and Architecture Are Not Mutually Exclusive

Being agile does not mean living life one iteration at a time. Agile projects without a long view can run into the common design problems of the past. Planning iteration by iteration is often foolish and feeds the myth that agile projects do not think beyond a few weeks. Successful agile projects plan within iterations and across iterations. The later planning is called release planning and it is the forum where agility first engages architecture and other cross cutting concerns.

### Test Driven Everything

Why do we wait to test? Of course when you read this your thoughts went to testing code. While we still wait to test code and products early, we also wait to test ideas, projects, product direction, meetings and more. This session will show you (or challenge you) to think about test driven beyond the coding realm. You will be doing some thinking and talking and other things that involve more than just listening to someone blather with slides for 90 minutes.

### Agenda

Thursday September 25 <sup>th</sup>		Friday September 26 <sup>th</sup>	
<i>Breakfast</i>	8:00 -9:00	<i>Breakfast</i>	8:00 – 9:00
Opening Keynote: Robert Holler	9:00 – 9:30	<b>Session 5</b>	9:00 – 10:00
<b>Session 1</b>	9:45 – 10:45	Birds of a Feather	10:15 – 12:00
<b>Session 2</b>	11:00 – 12:00	<i>Lunch</i>	12:00 – 1:00
<i>Lunch</i>	12:00 – 1:00	Closing Keynote: Christopher Avery	1:00 – 2:00
<b>Session 3</b>	1:00 – 2:00		
<b>Session 4</b>	2:15 – 3:15		
Panel Discussion	3:30 – 5:00		
Reception	5:00 – 7:00		

	Session 1	Session 2	Session 3	Session 4	Session 5
<b>Track 1</b> Practitioner	<i>Bridge to Agility</i> Michelle Sliger	<i>Building Roadmaps</i> Peter Hodgkins	<i>Test Driven Everything</i> David Hussman	<i>Agile Metrics</i> Roland Cuellar	<i>42 Ways to Fail at Agile</i> Mitch Lacey
<b>Track 2</b> Leader	<i>Agile Portfolio Management</i> Roland Cuellar	<i>Mixing Roles in Scrum</i> Mitch Lacey	<i>Roadmaps and Quality</i> Peter Hodgkins	<i>Agile and Architecture</i> David Hussman	<i>Selling Agile</i> Michele Sliger

