

ACTIVITY 1–7

Building a Shared Understanding about a Project

Scenario

Your newly formed migration team is reviewing the documentation that is available about the project. The available documentation is pretty underwhelming; you have a general vision statement to migrate all of the laptops with the new software, and a deadline date by which all of the work needs to be done. That's about it.

- 1. To ensure you have the necessary buy-in, commitment, and resources required to make the project a success, you offer to assist them in creating a formal project charter. What should be included, and who should sign it?**

A: The charter should already be in place! However, too many projects start without a formal charter, and this sets the table for lots of misunderstandings later. Your charter at a minimum should include the project's purpose, measurable project objectives and related success criteria, high-level requirements, a project description, boundaries, and key deliverables, project risk, milestone schedules, pre-approved financial resources, key stakeholders list, project approval requirements, exit criteria, the assigned project manager and responsibility/authority level, and the name and authority of the project sponsor. Anything in the list that doesn't exist needs to be identified and agreed with the project sponsor.

- 2. You have decided due to the rapidly changing nature of the project's requirements that you wish to run this project using an agile approach such as Scrum. Your team is unfamiliar with the agile ceremonies and wants you to explain what they are and how they work. What are the agile ceremonies that need to be included?**

A: The agile ceremonies should include Sprint Planning Meetings, Daily Standups, Sprint Reviews, and Retrospectives.

- 3. As your team is unfamiliar with agile, they are also unfamiliar with some of the agile practices for achieving agreement, estimation of effort, and creating a shared vision of the solution they are trying to produce. What are some methods for achieving agreement?**

A: Answers could include Fist of Five, Roman voting, and consensus.

- 4. What are some techniques for estimation?**

A: Answers should discuss the use of techniques like planning poker, and the use of T-shirt sizing, modified Fibonacci, and other techniques to size the relative level of effort.

- 5. What are some techniques for establishing a shared vision?**

A: Answers should include the use of a product vision statement, potentially the use of an XP Metaphor or Product Box, or the use of Brainstorming and Dot Voting to identify and prioritize options.