




URBAN SCIENCE®

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

Bradley Zabinski

19-Sep-2013



We Are Urban Science

GUIDING BUSINESS THROUGH SCIENCE

THE POWER OF 4™



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™

URBAN SCIENCE'S TSPSM JOURNEY

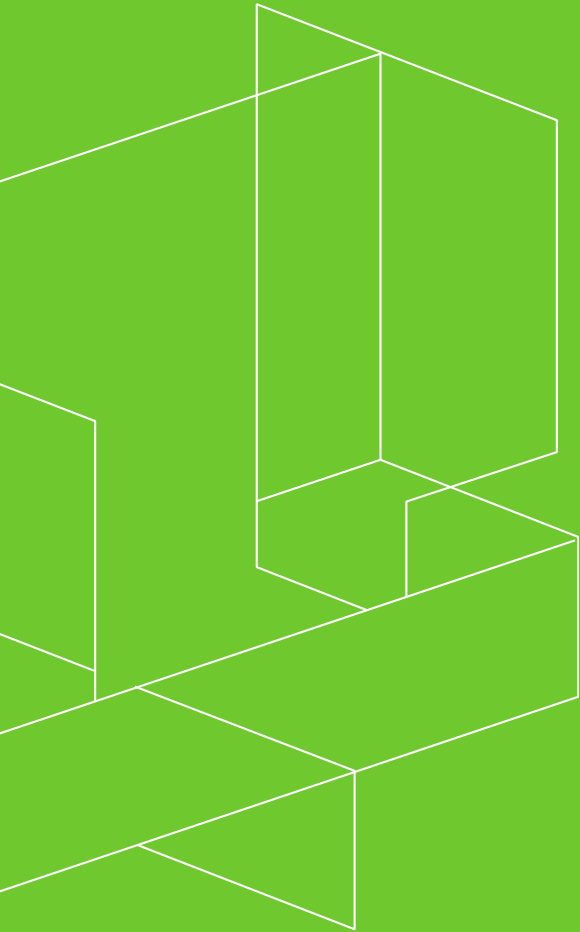
- 3 pilot projects in 2011
 - Only 2 part-time coaches during pilot, trained one as an instructor
 - Mixed results with the pilot
- Hired full time people to support the effort going forward in March 2012
 - Both became Authorized Instructors
 - Both were certified TSP Coaches by Dec 2012
 - Supporting 3 – 4 projects each
- Identified the need for additional coach



DISCUSSION TOPICS

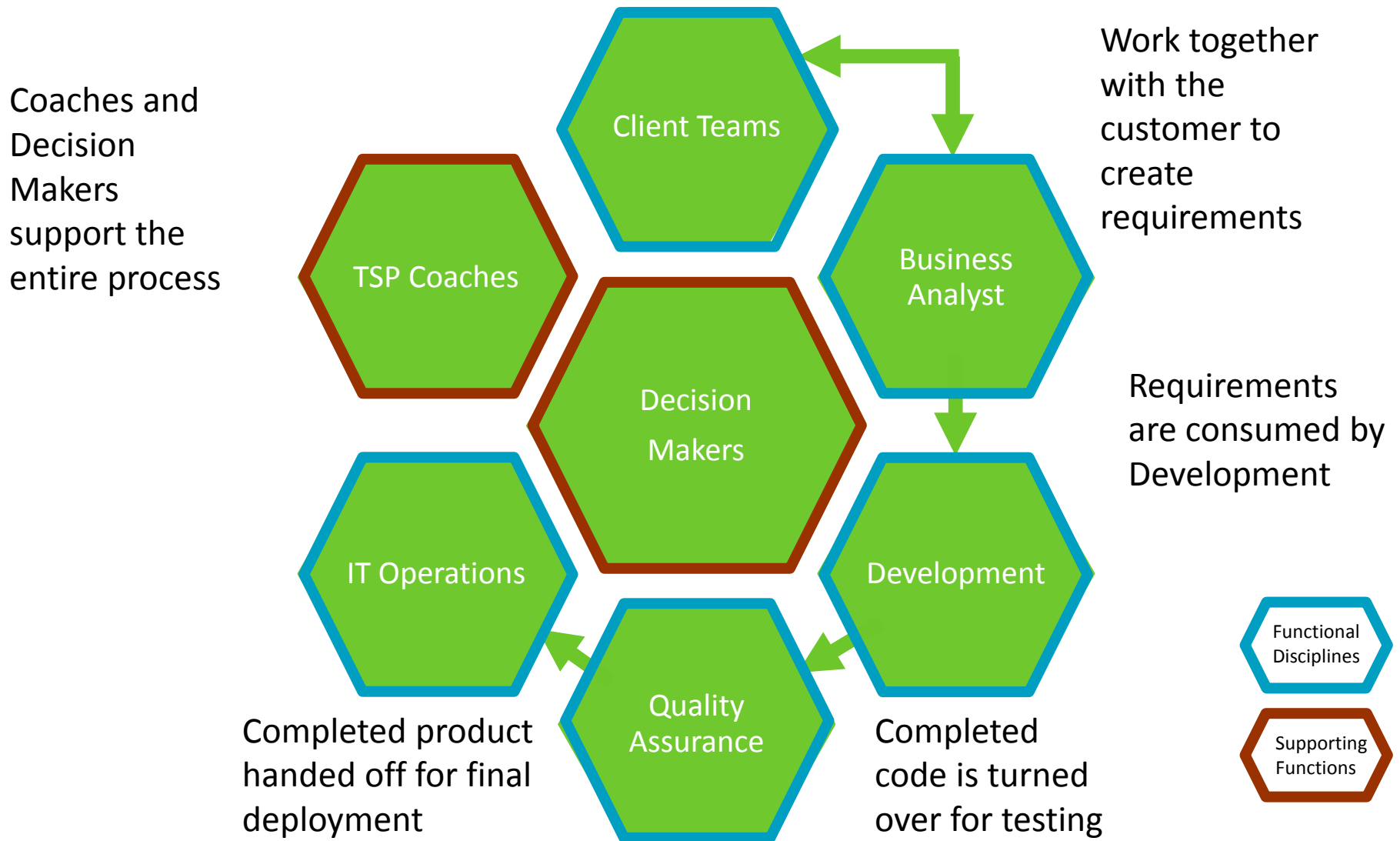
- Organizational Structure
 - Functional Structure
 - Reporting Hierarchical Structure
 - Project Team
- TSP Launch Process Review
- Challenge and Potential Solutions
 - Single / Combined Project Teams
 - Multi – Team Project
 - Separate Project Teams
 - Hybrid Project Team
- Final Thoughts
- Questions



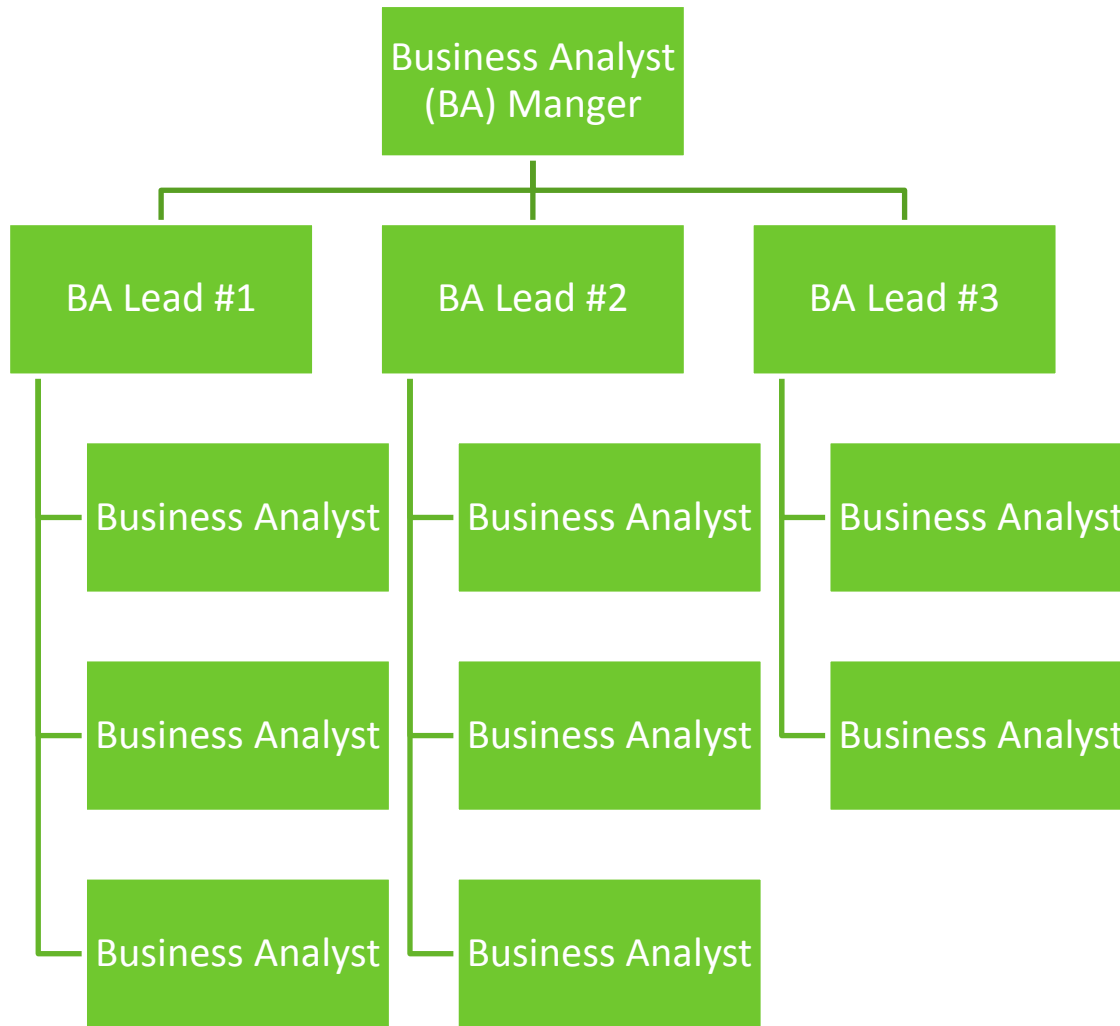


ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE - FUNCTIONAL DISCIPLINES



ORGANIZATIONAL STRUCTURE – REPORTING HIERARCHY



Similar type of hierarchical structure for:

- Business Analyst (BA)
- Quality Assurance (QA)
- Development (Dev)

PROJECT TEAM

Project Team

Business Analysts
(BA)

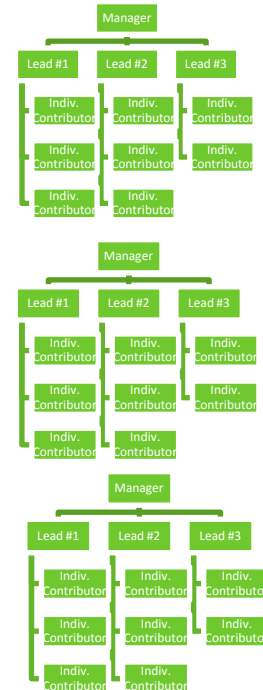
BA Lead &
Analysts

Development
(Dev)

Dev Lead &
Developer

Quality Assurance
(QA)

QA Lead &
Analysts



TSP Coaches

Decision Makers



BUSINESS ANALYSTS

Project Team

Business Analysts
(BA)

BA Lead &
Analysts

Development
(Dev)

Dev Lead &
Developer

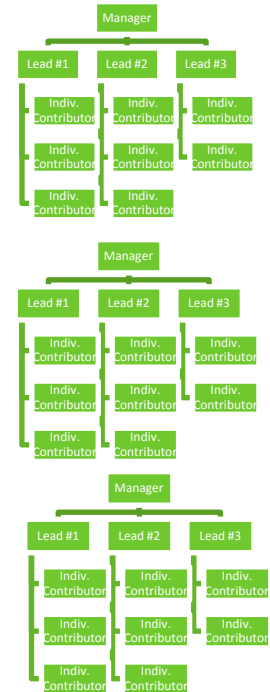
Quality Assurance
(QA)

QA Lead &
Analysts

TSP Coach

Decision Makers

Business Analyst DON'T write Code or
Create/Execute Test Cases



DEVELOPMENT

Project Team

Business Analysts
(BA)

BA Lead &
Analysts

Development
(Dev)

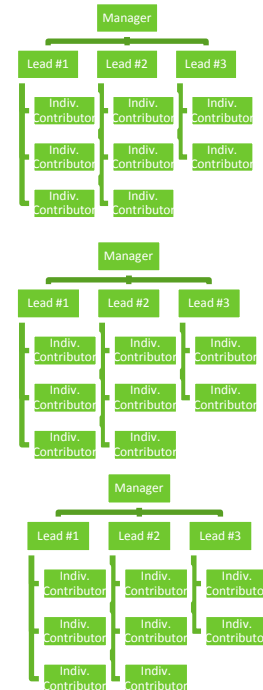
Dev Lead &
Developer

Quality Assurance
(QA)

QA Lead &
Analysts

TSP Coach

Decision Makers



Developers review and act upon Requirements.

Developers do Unit Testing, not System or UAT testing

QUALITY ASSURANCE

Project Team

Business Analysts
(BA)

BA Lead &
Analysts

Development
(Dev)

Dev Lead &
Developer

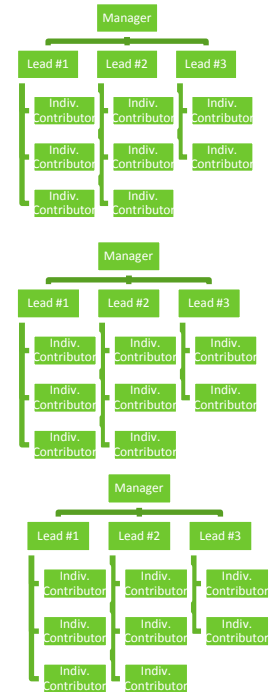
Quality Assurance
(QA)

QA Lead &
Analysts

TSP Coach

Decision Makers

Quality Assurance DOES NOT write
Product Code or document
Requirements



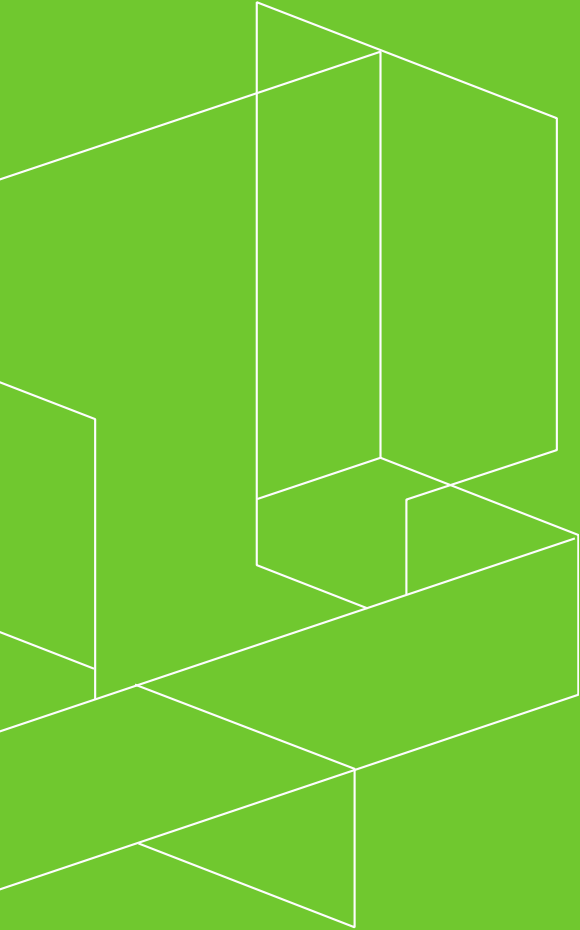
CHALLENGE



■ What is the proper structure for launching these 3 functional disciplines?

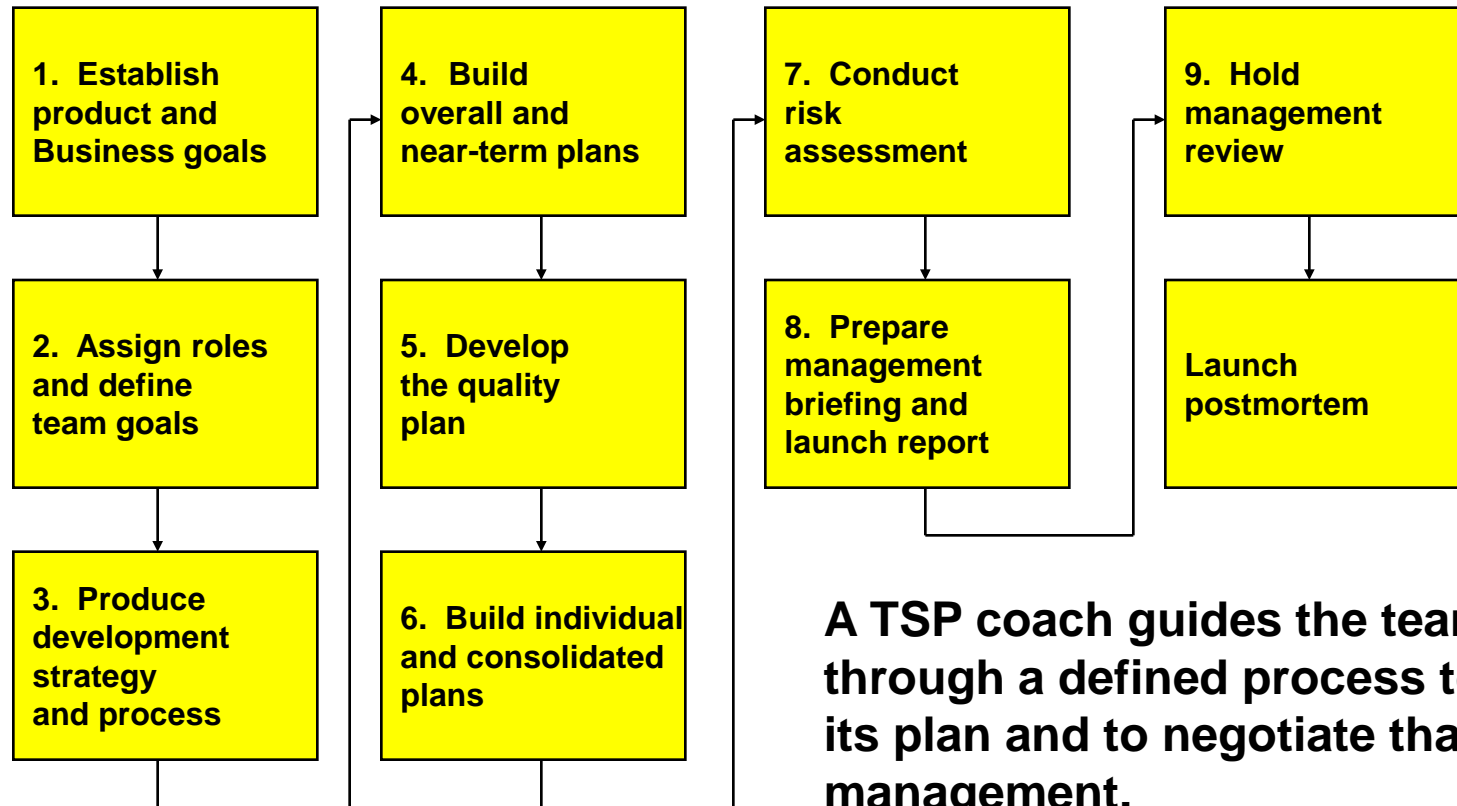
■ Options:

- 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





LAUNCH AS A SINGLE /
COMBINED PROJECT TEAM

CHALLENGES WITH EVERYONE TOGETHER

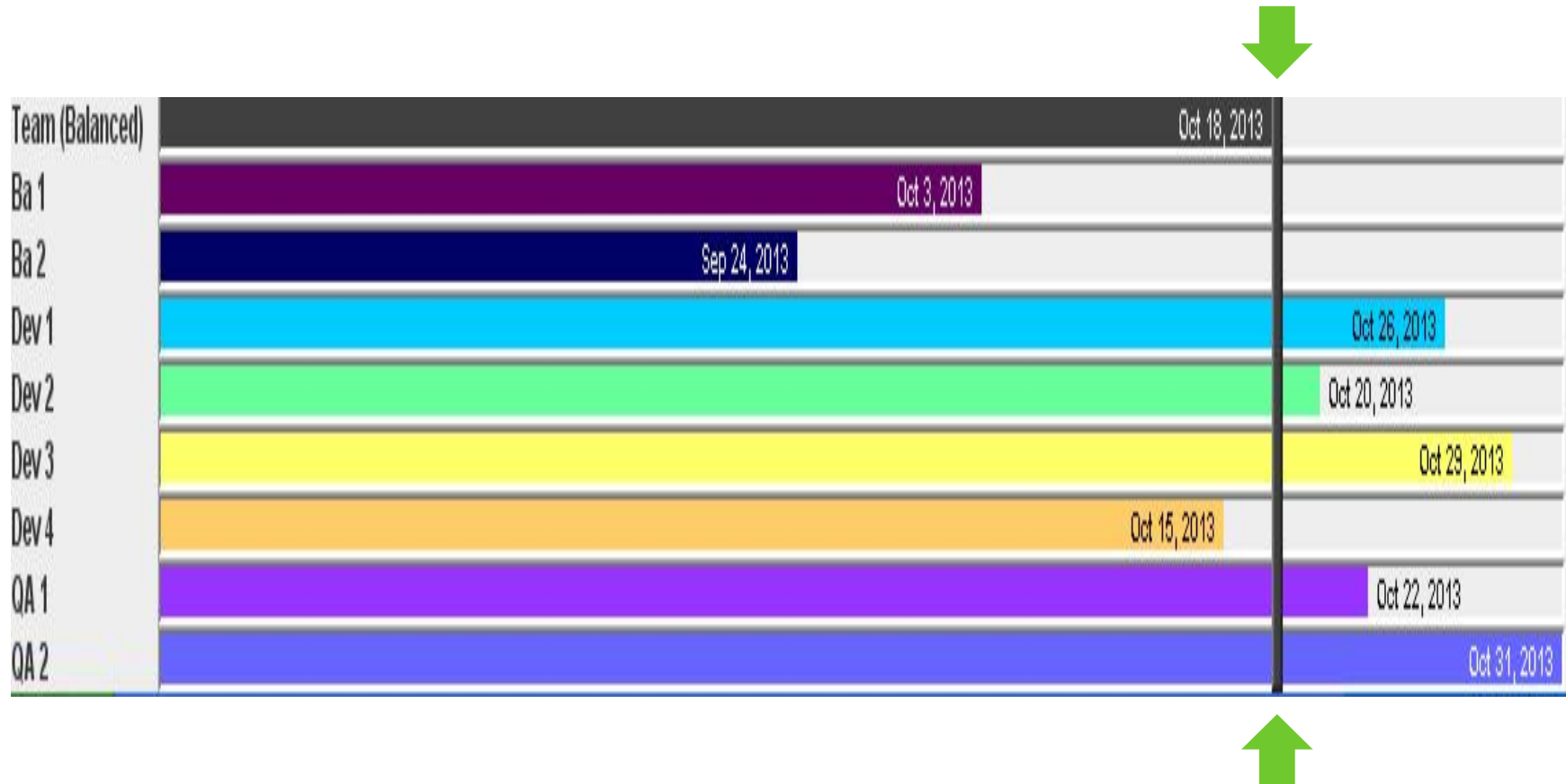
BA

DEV

QA



OPTION – LAUNCH AS COMBINED TEAM



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

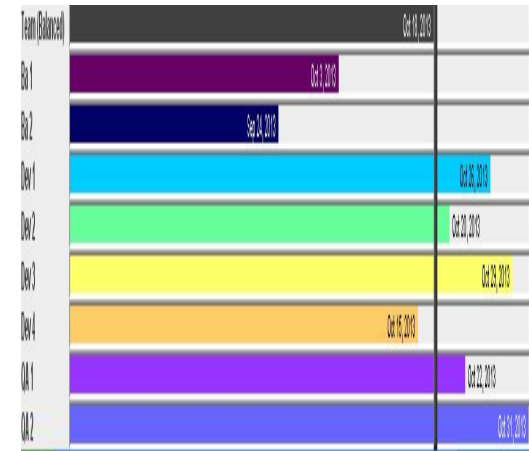
PROS / CONS FOR COMBINED TEAM

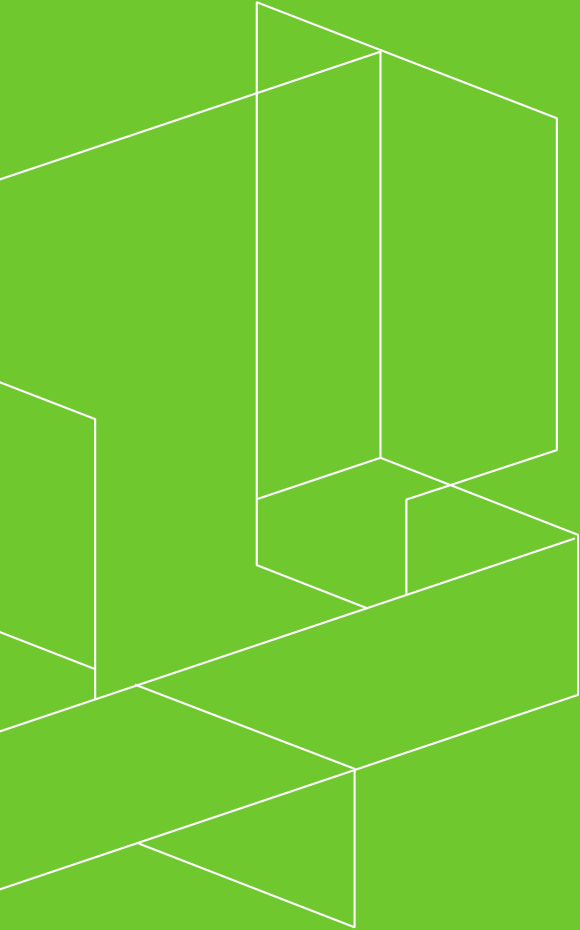
PROS for using this option:

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

CONS for using this option:

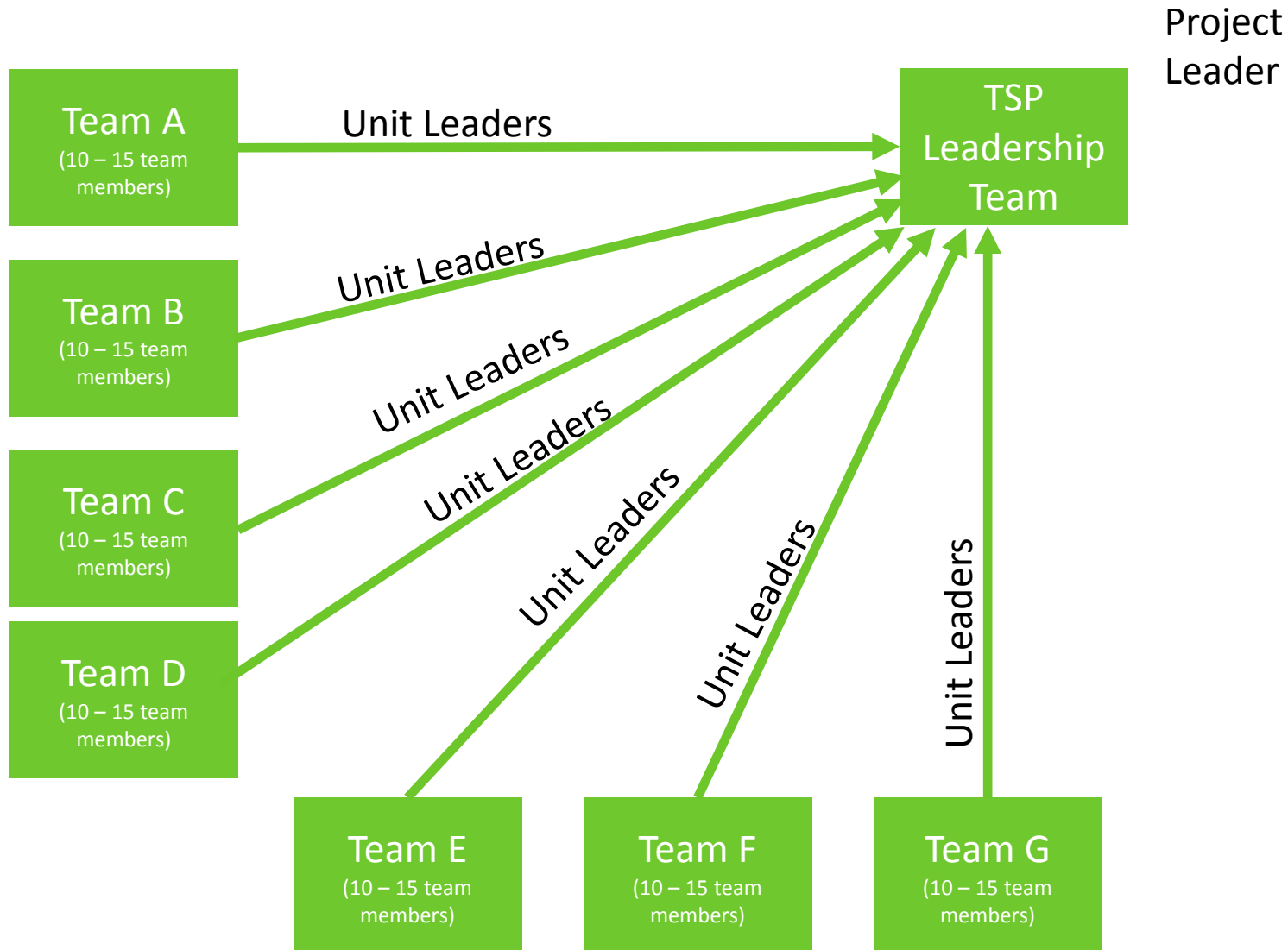
- Keeping everyone engaged during discussions
- More complex to determine true capacity of team (skewed due to assumptions that everyone can do everyone else's work)
- Balancing functional areas is more complex



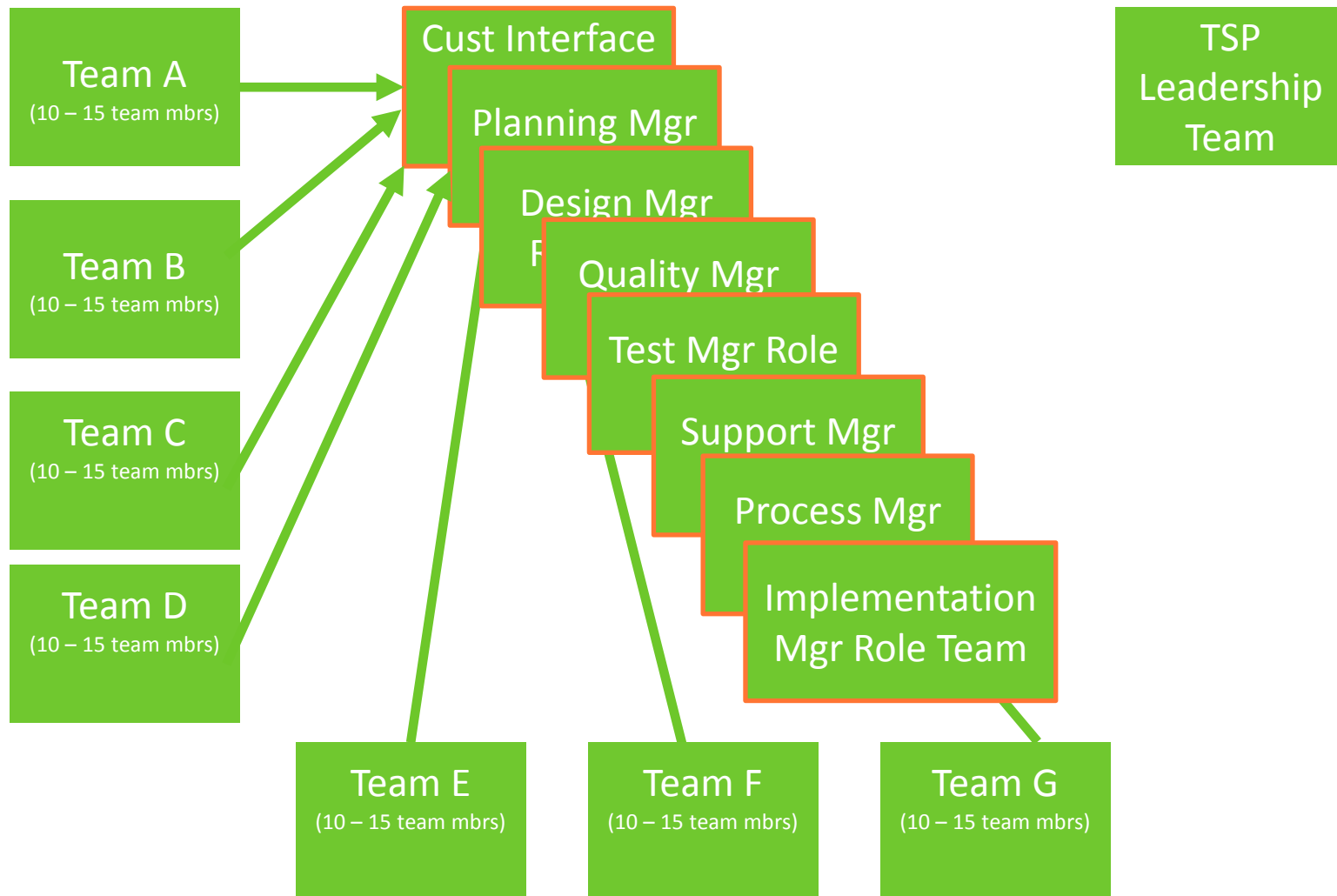


TSP MULTI-TEAM LAUNCH

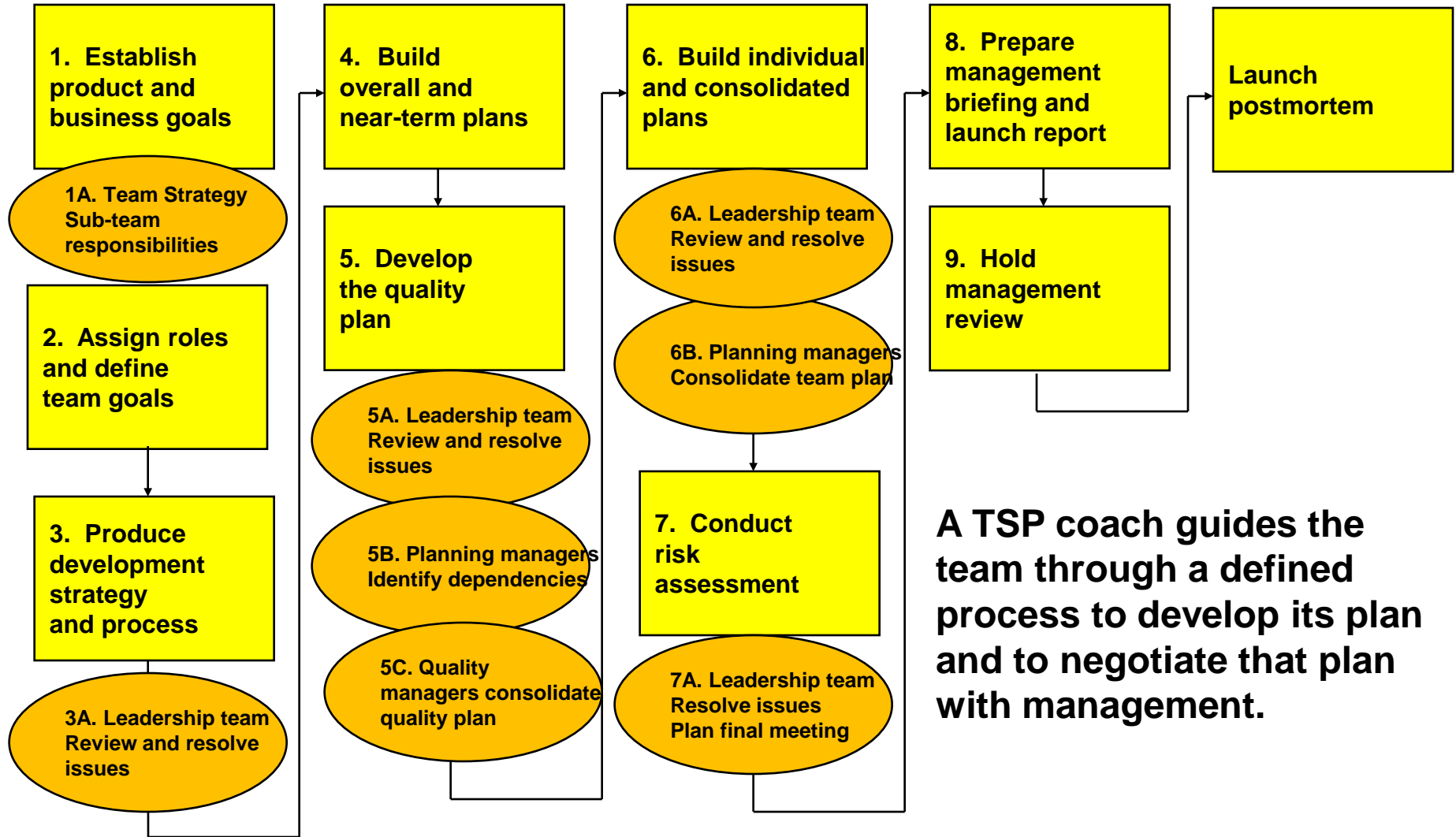
TSP MULTI-TEAM



TSP MULTI-TEAM



The Cross-Team Launch Process



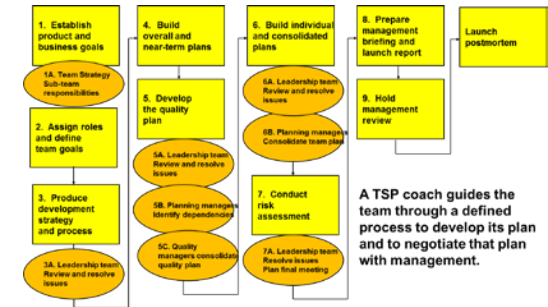
A TSP coach guides the team through a defined process to develop its plan and to negotiate that plan with management.



PROS / CONS FOR TSP MULTI-TEAM

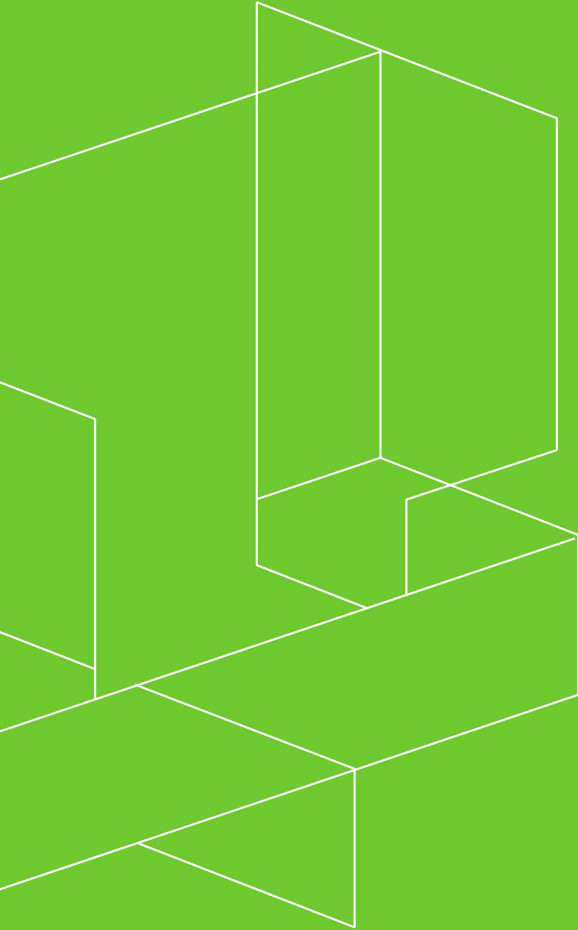
PROS for using this option:

- 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 it's own common plan, defined goals, single team leader and set of role managers



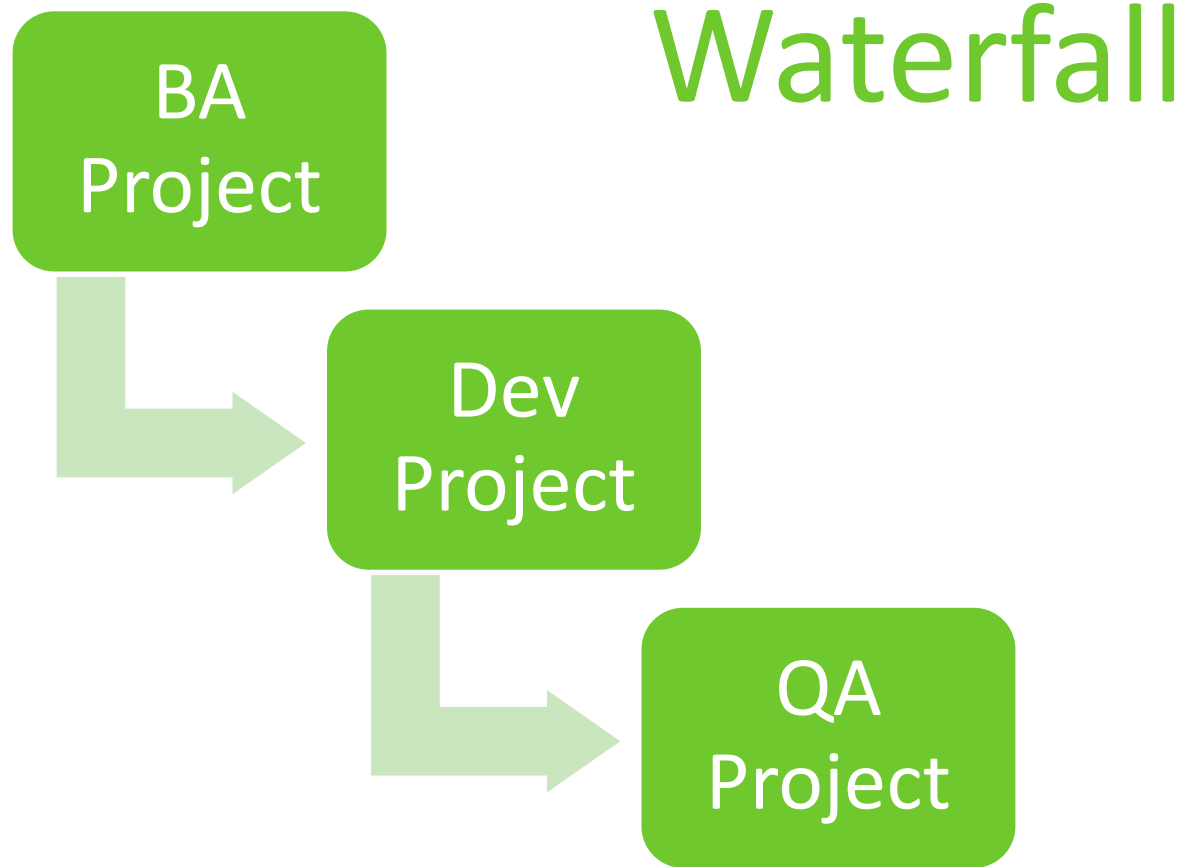
CONS for using this option:

- 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



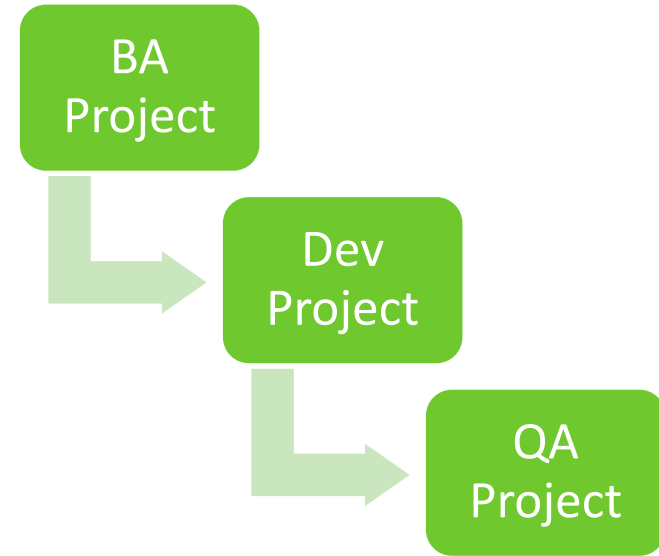
PROS / CONS FOR SEPARATE TEAM

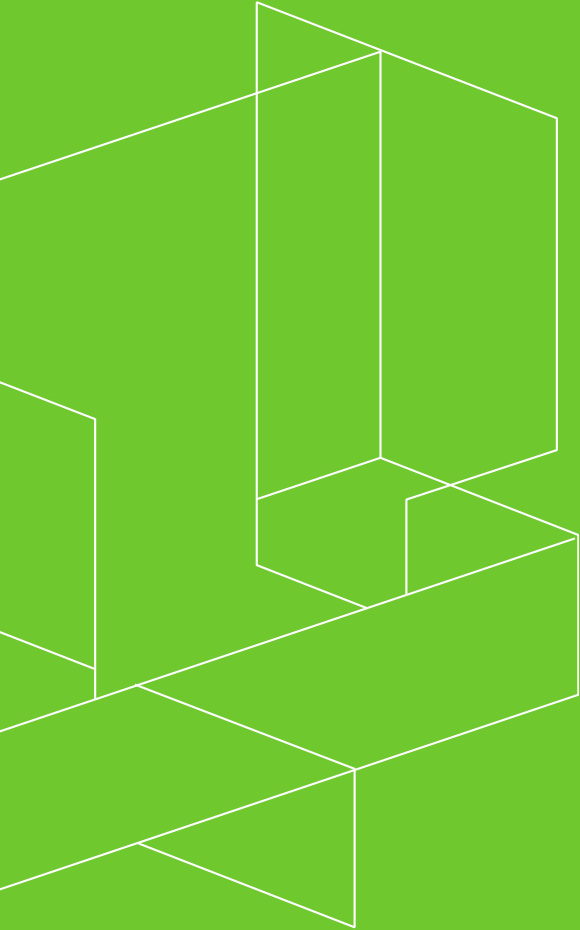
PROS for using this option:

- 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

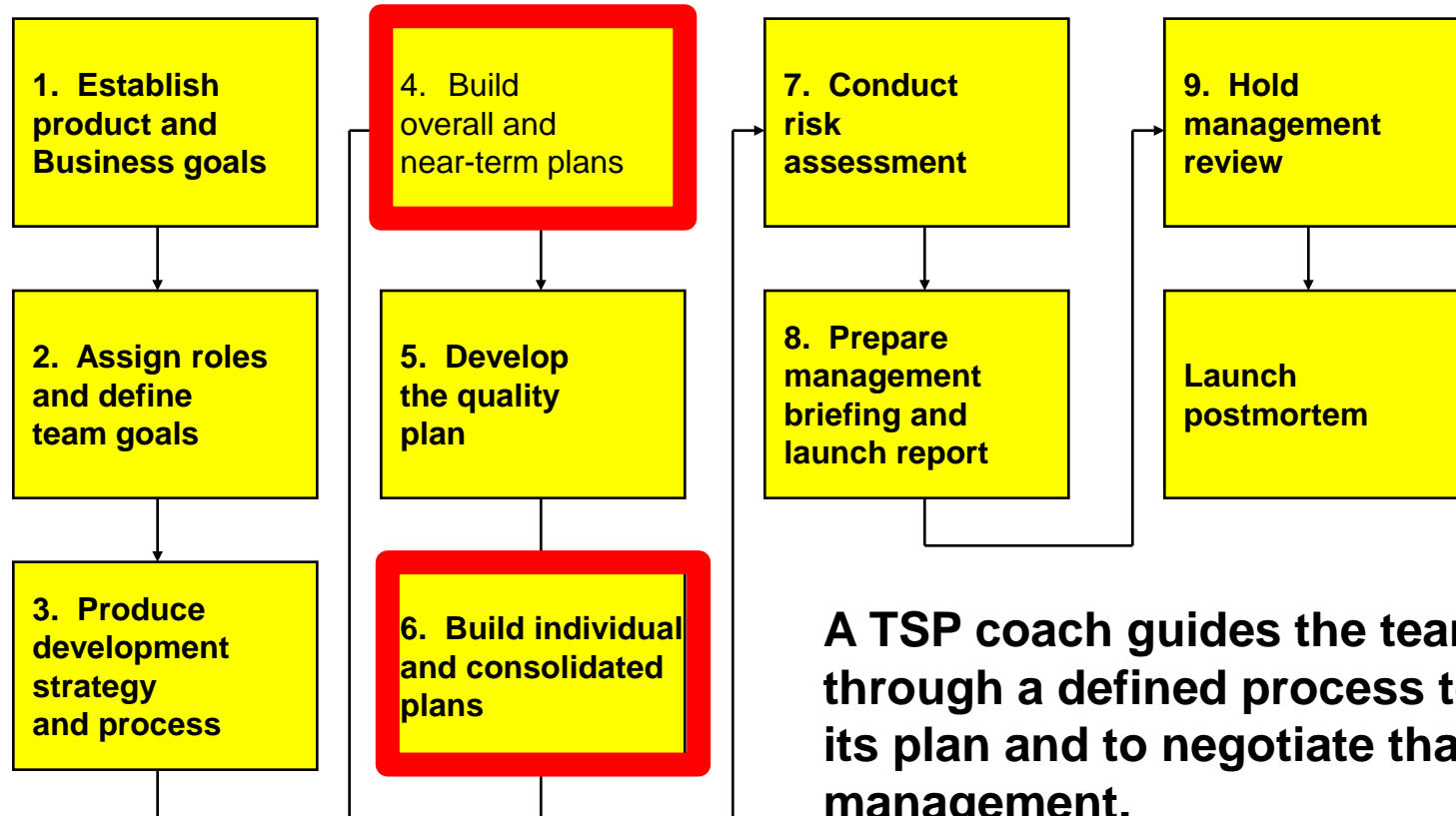




LAUNCH AS A HYBRID PROJECT TEAM

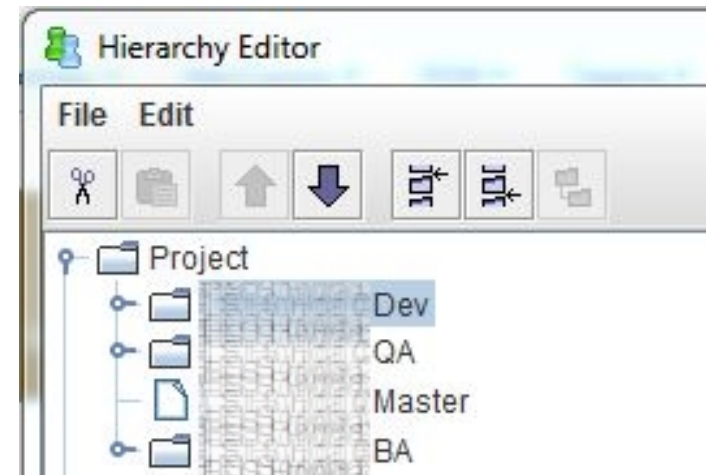
The Launch Process

Split project teams by functional areas of expertise for these meetings



OPTION – HYBRID PROJECT TEAM

- Created three separate project
 - Dev
 - BA
 - QA
- Created a Master project to roll all three together



OPTION – HYBRID PROJECT TEAM

Earned Value -

Master

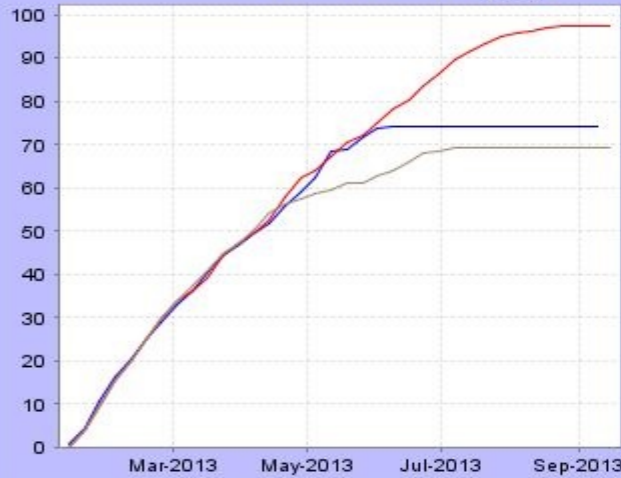
[Show Weekly View](#)

[Show Kanban View](#)

[More Charts](#)

[Customize...](#)

Earned Value (%)



Direct Hours



Earned Value -

Dev

[Show Weekly View](#)

[Show Kanban View](#)

[More Charts](#)

[Customize...](#)

Earned Value (%)



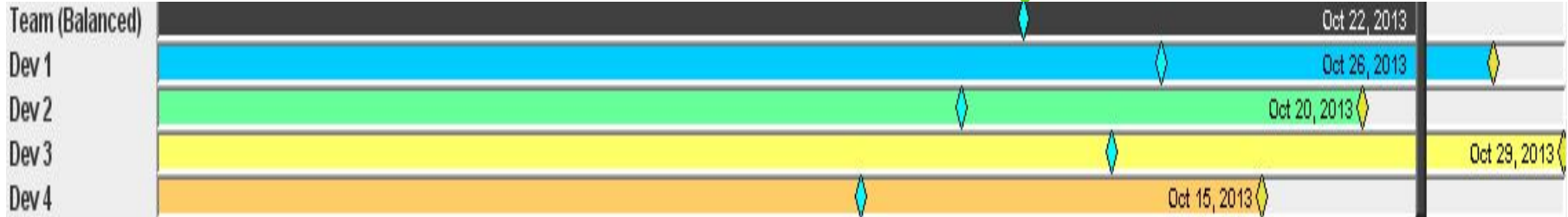
Direct Hours



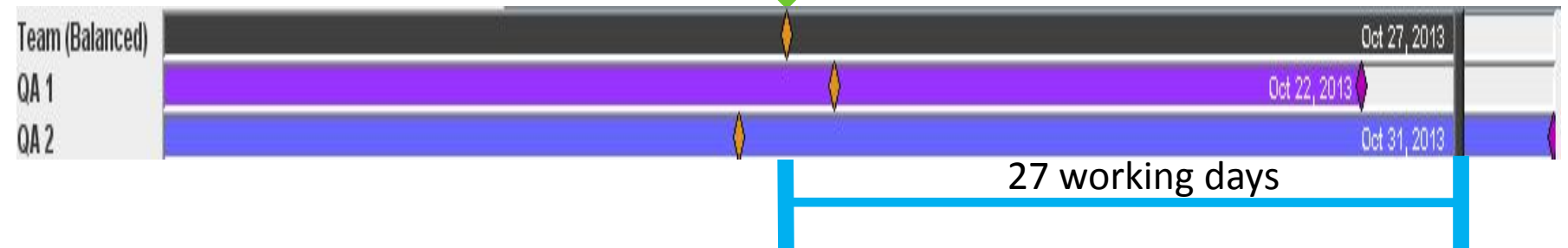
OPTION – HYBRID PROJECT TEAM



Code Complete Oct 4, 2013



Test Designs Complete Sept 24, 2013

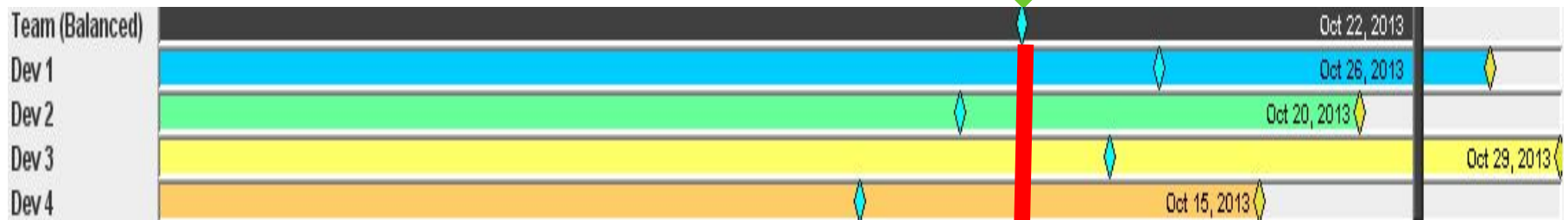


Oct 4 end of coding + 27 days for Test Execution
= Approx. Nov 12 UAT can start

OPTION – HYBRID PROJECT TEAM

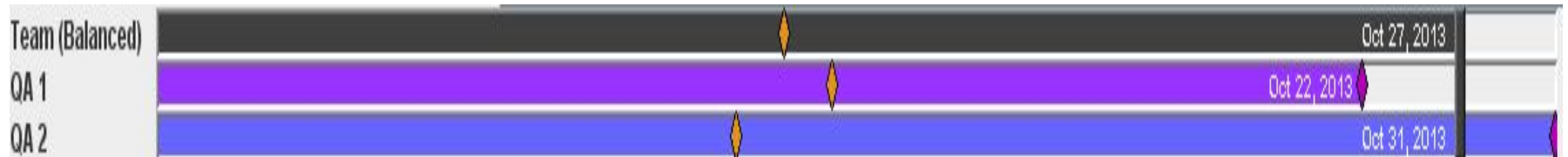


Code Complete Oct 4, 2013



10 day gap

Test Designs Complete Sept 24, 2013



PROS / CONS FOR HYBRID TEAM

PROS for using this option:

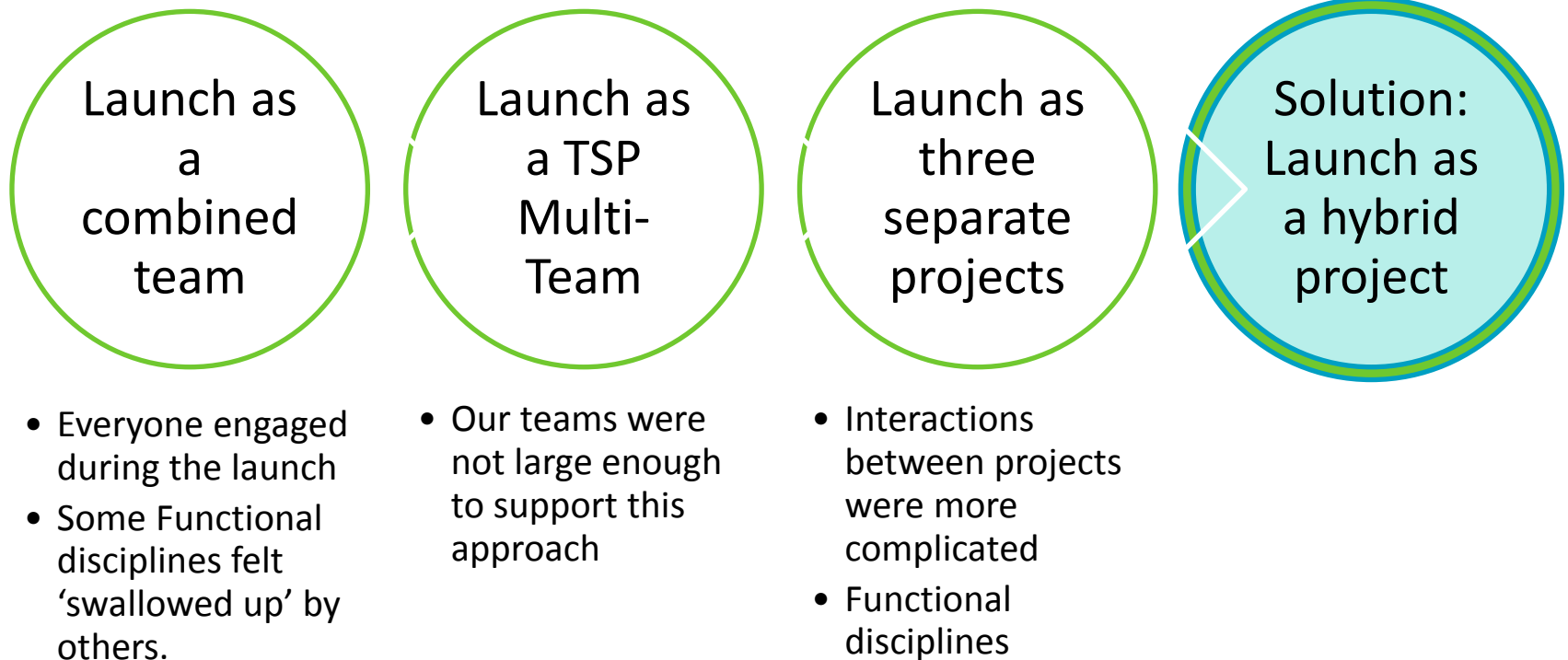
- Allows the functional disciplines to work independently or together when necessary
 - Gives them a sense of ownership for 'their' plan
 - Balancing work within functional disciplines
- Reporting can be done at both the functional or the project level
- There is only one launch
- Easier to plan and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





FINAL THOUGHTS

Contact me:

Bradley Zabinski

bwzabinski@urbanscience.com

- 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





Questions?

