

Agile “Mumbo Jumbo”

# Helping ICEAA and Cost Estimators Be Agile

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# Agile “Mumbo Jumbo”

# Agile “Mumbo Jumbo” – The Agile Approach

Presented at the 2017 ICEAA Professional Development & Training Workshop

[www.iceaaonline.com/portland2017](http://www.iceaaonline.com/portland2017)

Agile is NOT “Mumbo Jumbo” and is a well practiced approach to software AND non-software projects...



Val Kilmer – The Saint



# Agile “Mumbo Jumbo” – What is NOT Agile?

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While Agile is not “mumbo jumbo” let’s get several things straight, it also is NOT ...

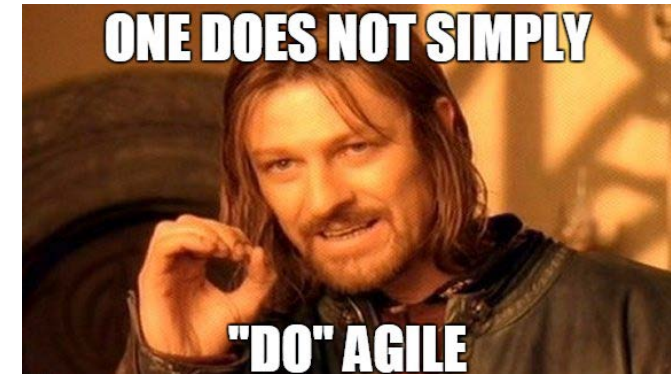
- The same for any two or more projects
- An excuse for missing project deliverables
- Anti-methodology
- Anti-documentation
- Applicable to every project
- Just for software projects
- Likely to have solid planning data

**Remember that the Product Owner plays a crucial role in the Agile process!**



Agile is a *mindset* with...

- Defined by values
- Guided by unalterable principles
- Adopted framework
- Manifested through emergent practices
- Scalable to large teams
- Many approaches or “flavors” such as Scrum, Kanban, etc.



“Boromir” – Lord of the Rings

**Agile represents a way of thinking that embraces change, regular feedback, value-driven delivery, full-team collaboration, learning through discovery, and continuous improvement.**

# Agile “Mumbo Jumbo” – Where did Agile come from?

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## Agile was developed as...

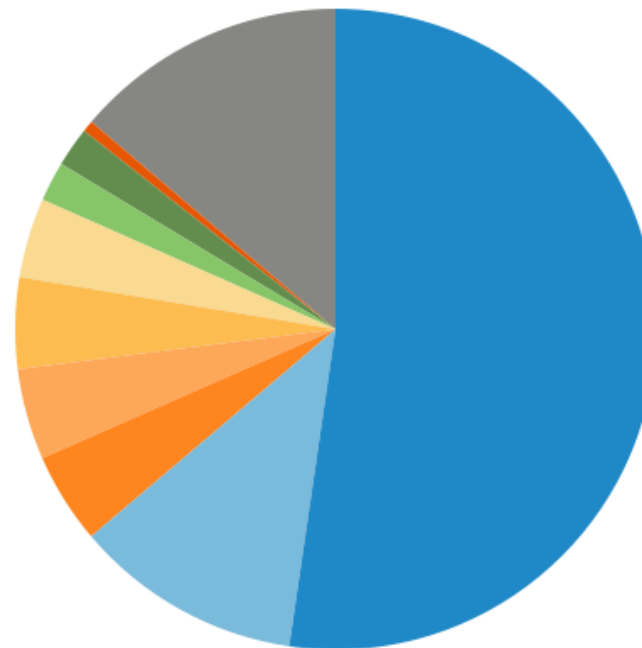
- A Manifesto for Software Development in 2001 by a group of software developers
- A successful attempt of limiting the negative impacts of organizational impracticality on projects
- A practice to ensure success and focus on the project deliverable



Snowbird Utah – “Birthplace of Agile”

## Agile is used by software developers, but also by ...

- Department of Defense, Intelligence Agencies, other US Government organizations
- Fortune 50 companies
- Software companies, non-software companies, organizations, project managers



N = 174

Tiaga Blog, April 9 2016

# Agile and Cost Estimating



## Because Agile projects are...

- Often (not always) software projects
- As always, projects that are “special snowflakes”
- Projects with changing requirements
- Projects with changing time constraints and schedules
- Projects with changing scope



**Are Agile projects really more difficult to create cost estimates for?**

## It’s unfair to attempt traditional cost estimating approaches with Agile projects ...

- Just as using traditional development and project scheduling techniques for non-agile projects was not always successful, the results of traditional cost estimating techniques for those projects might not have been as successful as we remember
- If traditional development and project management techniques are not appropriate for a an agile project, traditional cost estimating techniques probably are not either

## But we keep trying to do it...

Is Agile development like traditional development?

Is Agile project management like traditional project management?



“Billy Beane” — Moneyball

**Then why are you trying to use traditional cost estimating techniques on Agile projects?**

## Agile! Take advantage of the Agile process in your cost estimate...

- You are probably using some Agile techniques and don't realize it, recognize those techniques and use them more
- Take part in the Agile and engage:
  - “Daily Scrums/Stand Ups”
  - Sprint Planning Meetings
  - Sprint Retrospectives
  - The Project Management Team
  - The Product Owner Team
  - The Architecture Owner Team



**Make your estimates compliment the approach of the project. For example, if the project uses sprints for development, conduct cost estimates at the beginning of each sprint at that sprint level**

## Study on Agile cost estimation...

Siobhan Keaveney and Kieran Conboy, National University of Ireland, Galway, Ireland

- Included four companies
- Project lengths varied from multiple months to multiple years
- Conducted more frequent cost estimates
- Cost estimates generally conducted at the beginning of each iteration
- Found Agile estimation was easier/more accurate than when traditional approaches were used



*“The study revealed that estimation inaccuracy was a less frequent occurrence for these companies. The frequency with which estimates are required on agile projects, typically at the beginning of each iteration, meant that the companies found estimation easier than when traditional approaches were used.”*

# ICEAA and Agile

## Agile! ICEAA has an opportunity to grow and serve it's membership at the same time through Agile cost estimation ...

- Include sections on Agile cost estimating techniques in the Cost Estimating Book of Knowledge (CEBoK) or create an Agile Cost Estimating Book of Knowledge (ACEBoK)
- Include Agile cost estimating in the currently offered classroom training or offer Agile versions of the classroom training
- Create a Agile Certified Cost Estimator/Analyst (ACCA) credential (or a specialty credential similar to the Parametric Specialty Certification) that compliments the existing Certified Cost Estimator/Analyst (CCEA) along with the requirements guidance to sustain the credential



**An Agile Cost Estimator certification would standardize the baseline knowledge required to conduct cost estimates on Agile programs and further expand ICEAA as a cost estimating organization**

## With some small tweaking, the Agile Manifesto can be applied from a **cost estimating** perspective ...

Our highest priority is to satisfy the customer through early and continuous delivery of valuable **cost estimate**.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver a working **cost estimate** frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people, developers, and **cost estimators** 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

A working **cost estimate** is the primary measure of progress.

The most effective and efficient way of conveying information to and within a **cost estimate** team is face-to-face conversation.

Agile processes promote sustainable development. The sponsors, developers, **cost estimators**, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity – the art of maximizing the work not done – is essential.

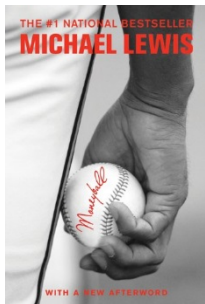

The best architectures, requirements, **cost estimates**, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

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[https://www.amazon.com/Moneyball-Art-Winning-Unfair-Game-ebook/dp/B000RH0C8G/ref=sr\\_1\\_1?ie=UTF8&qid=1490367706&sr=8-1&keywords=moneyball+book](https://www.amazon.com/Moneyball-Art-Winning-Unfair-Game-ebook/dp/B000RH0C8G/ref=sr_1_1?ie=UTF8&qid=1490367706&sr=8-1&keywords=moneyball+book)



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