



**UCI**

Universidad para la  
Cooperación Internacional

# Actualización Profesional en Dirección de Proyectos- Semana 6

Universidad para la Cooperación Internacional

# Índice

- Retos
- Autogestión
- Eventos
- Artefactos



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# Retos y oportunidades

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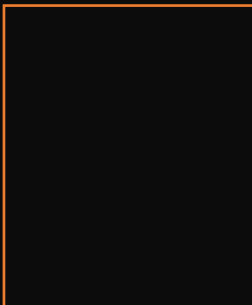
- Members are committed to clear, short-term goals
- Members can gauge the group's progress
- Members can observe each other's contribution
- Members feel safe to give each other unvarnished feedback

<https://www.youtube.com/watch?v=eFB2BLpByXw>

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# Autogestión

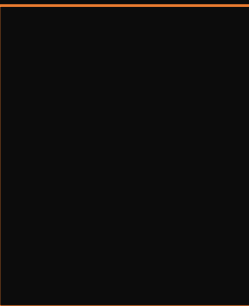
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# EVENTOS

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# Ceremonias de Scrum

## CEREMONIA

### SPRINT PLANNING

- Que hacer en un sprint planning  
<https://www.youtube.com/watch?v=9NWbQIRcdh0>

### Daily Scrum

- Que hacer en un Stand up meeting  
<https://www.youtube.com/watch?v=er9gntPJTJU>

### REFINAMIENTO

- Que hacer en un refinamiento  
<https://www.youtube.com/watch?v=pSguy2FuC2c>

### SPRINT REVIEW

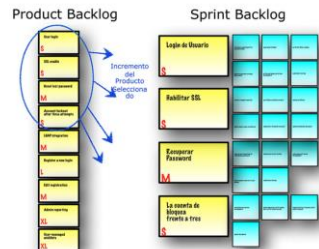
- Que hacer en un sprint review  
[https://www.youtube.com/watch?v=lnXAS\\_zRvqQ](https://www.youtube.com/watch?v=lnXAS_zRvqQ)

### RETROSPECTIVA

- Que hacer en una retrospectiva  
<https://www.youtube.com/watch?v=9NWbQIRcdh0>

## RESULTADO

- **Sprint Backlog**  
Impedimentos, mejoras y productos a trabajar (Historias) con sus respectivas estrategias (sub-task)



- **Estrategia del día:**  
¿Qué hice ayer?, ¿Qué voy hacer hoy? Y ¿Cuáles impedimentos tengo?

- ¿Qué hice ayer que ayudó al Equipo a lograr el Objetivo del Sprint?
- ¿Qué haré hoy para ayudar al Equipo a lograr el Objetivo del Sprint?
- ¿Veo algún impedimento que evite que el Equipo yo logremos el Objetivo del Sprint?

- **Dos Sprint ¡READY!:**  
Historias, impedimentos y productos ¡ready! para trabajar.



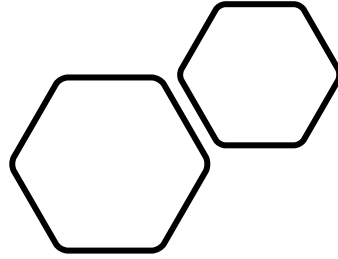
Increment

1. **Plan de Mejora Continua:**  
¿Que hicimos bien? ¿Qué hicimos Mal? ¿Acciones?
2. **Documentación en confluence**



Journey

Artefactos



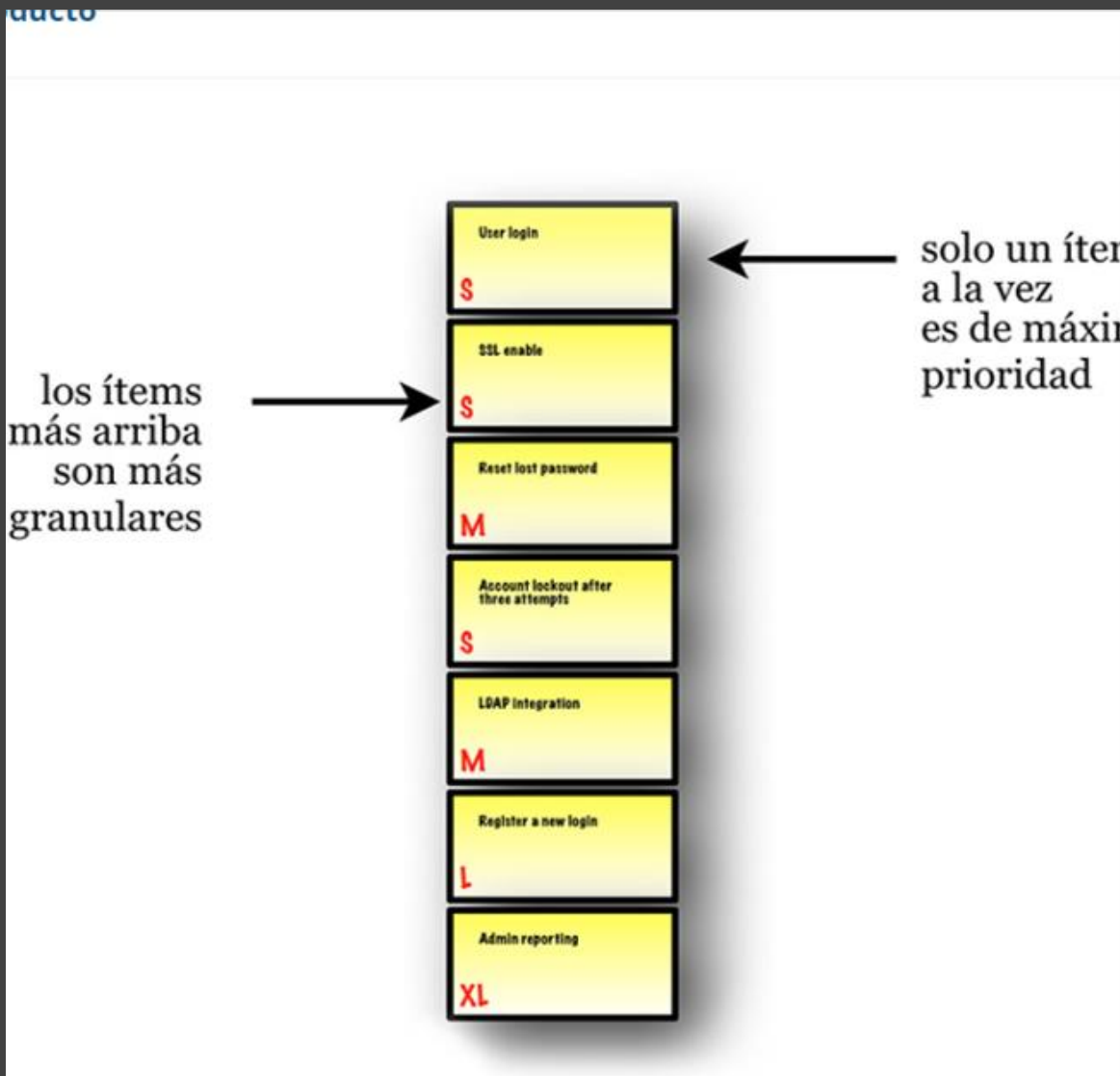


# Artefactos - Product Backlog

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- Lista ordenada de funcionalidad deseada
- Visible para todos los stakeholders
- Cualquier stakeholder (incluido el equipo) puede agregar ítems
- Constantemente re-priorizado por el Product Owner
- Los Ítems superiores son más granulares que los inferiores
- Mantenido durante la reunión de Refinamiento del Backlog
- A menudo escrita en forma de Historia de Usuario
- Puede tener criterios de aceptación específicos del ítem
- El esfuerzo es calculado por el equipo, de preferencia en unidades relativas (por ejemplo, puntos de la historia)

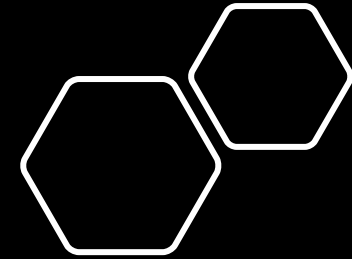


Features  
Epics

Historias

Release 1

Release 1



XS=2

Actualizar contenido /lugar 2

Actualizar info de dirección 2

S=3

Borrar contacto 3

Borrar correo 3

Vaciar correos borrados 3

Actualizar info de contacto 3

Mandatorio opcional 3

Enviar adjuntos 3

Crear folder 3

Mover correo 3

Añadir información de dirección 3

Crear prioridad en correo 3

M=5

Buscar por palabra clave 5

Ver lista de eventos 5

Proponer nuevo horario 5

Abrir correo básico 5

Abrir adjuntos 5

Buscar por un campo 5

Enviar correo RTF 5

Abrir correo RTF 5

Vista Mensual 5

Ver formato diario 5

Obtener direcciones de contactos 5

Buscar en calendario 5

Obtener dirección de contactos 5

L=8

Enviar correo básico 8

Crear evento básico 8

Crear evento RTF 8

Crear evento HTML 8

Abrir correo HTML 8

Añadir adjunto 8

Crear contacto básico 8

Buscar por >1 campo 8

Buscar por folder 8

Enviar correo HTML 8

XL=13

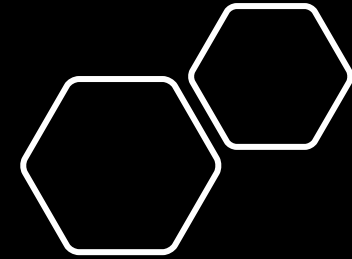
Ver formato semanal 13

Importar contactos 13

Exportar contactos 13

Buscar por adjunto 13

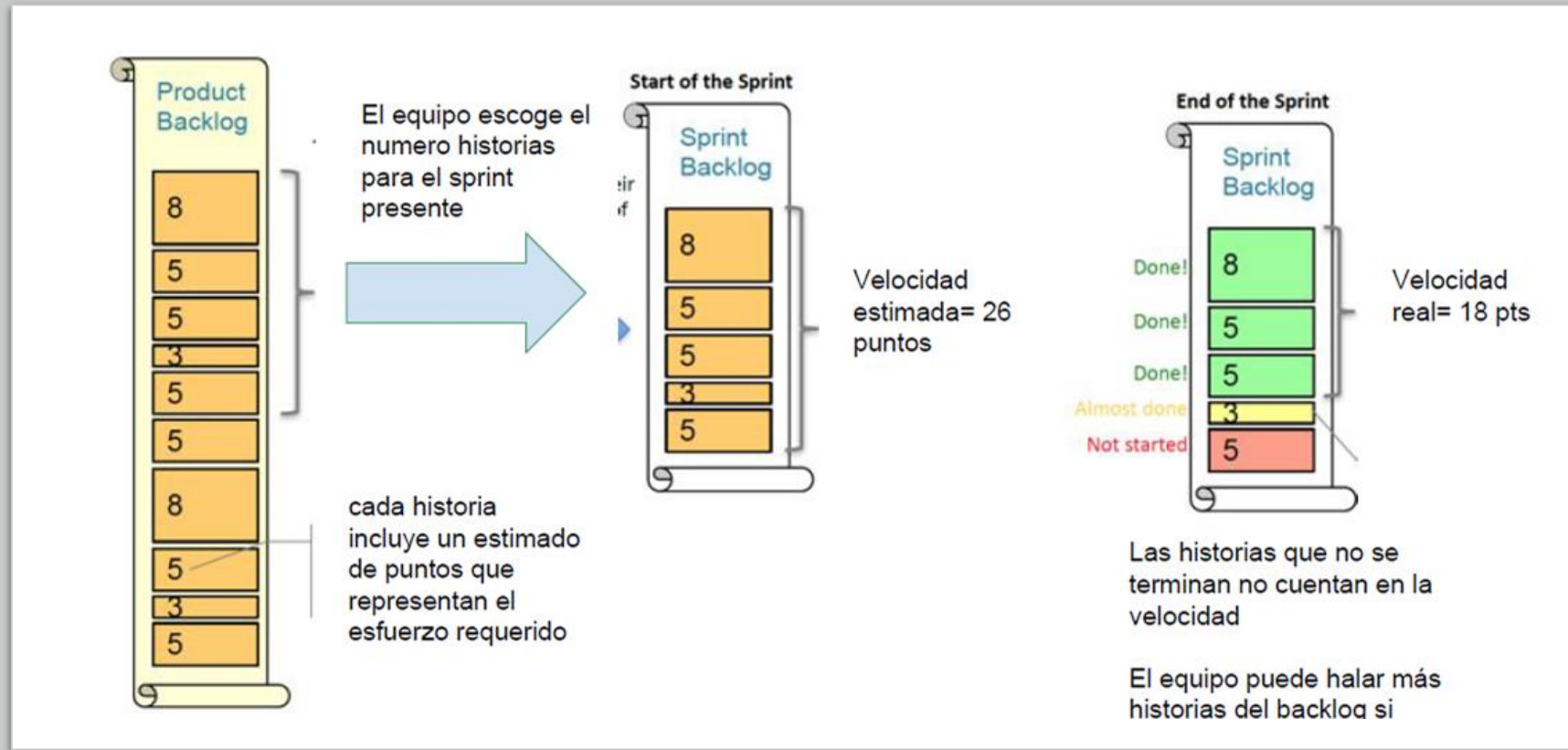
Tamaño estimado = 231





# Artefactos – Sprint Backlog

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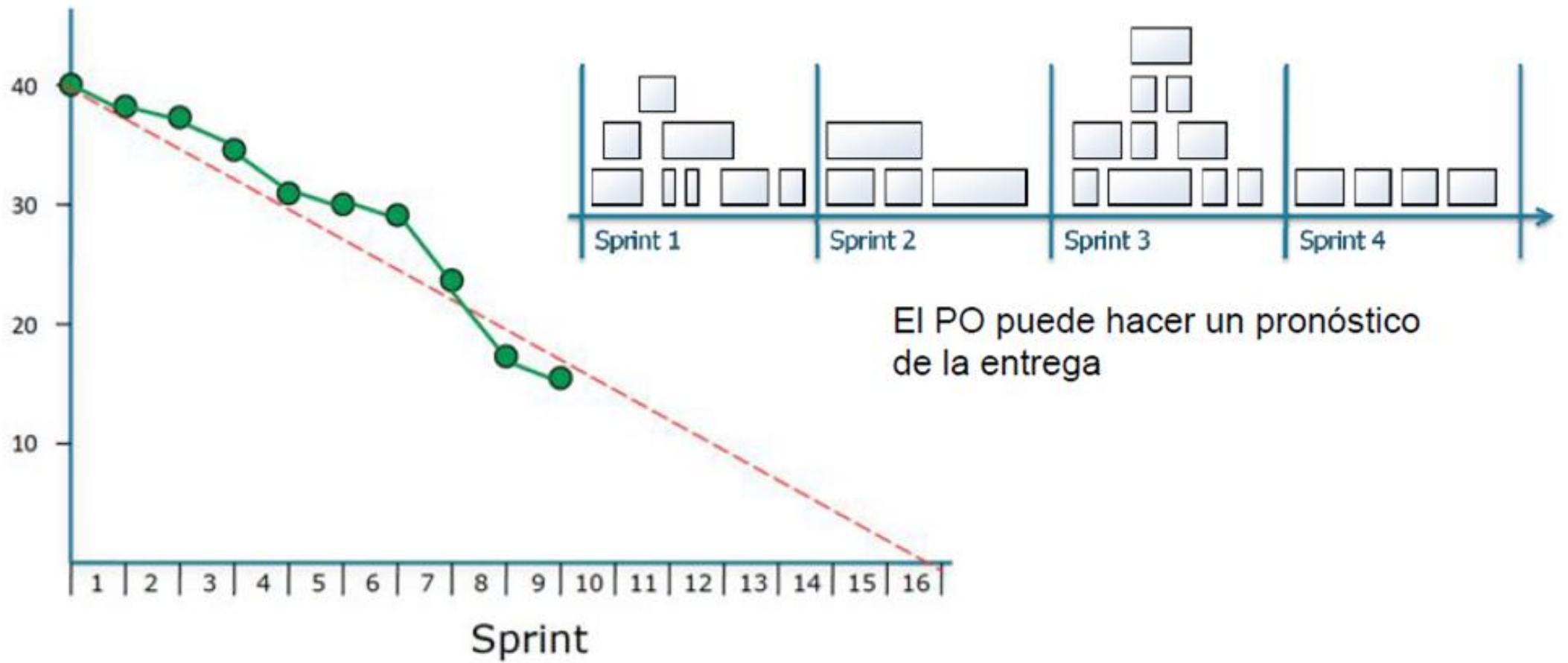


La velocidad es la clave

Artefactos –  
Incremento



Trabajo pendiente (Puntos de historia)



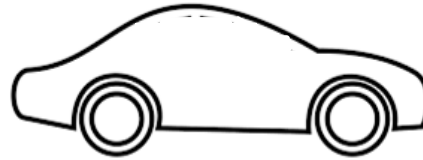
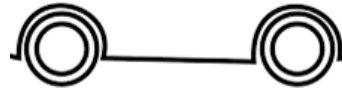
# Burndown Chart

<https://www.youtube.com/watch?v=HV76WzqpSI0>

- Burndown Chart

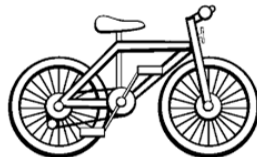
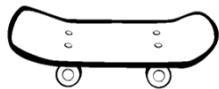


## Incrementos horizontales

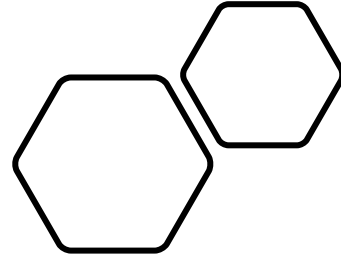


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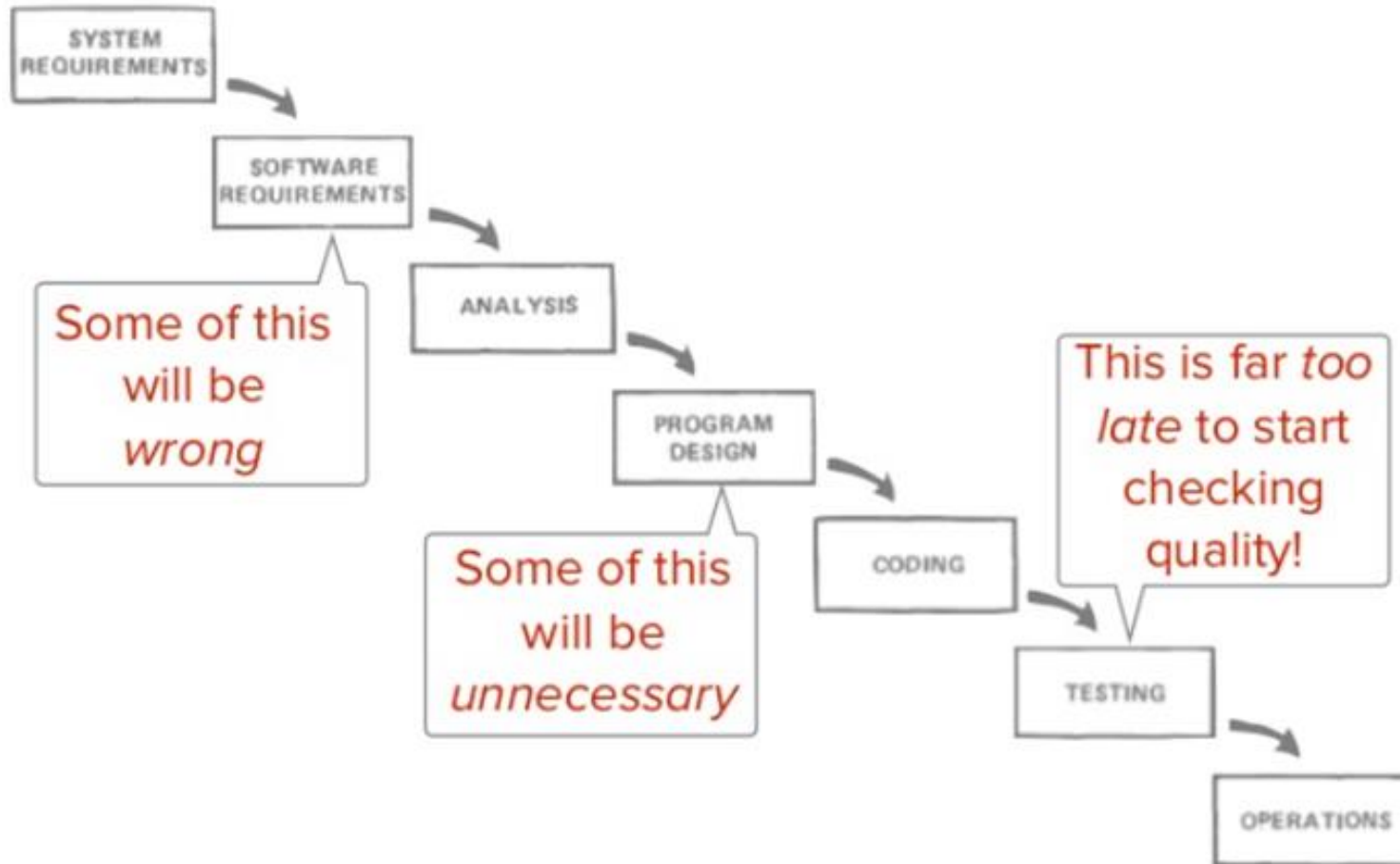
## Incrementos verticales



# Gestión de Riesgos



# Systemic problems with Waterfall



Risk in  
normal  
project

## Risk categories



Business

Are we developing the right thing?



Social

Can these people develop it?



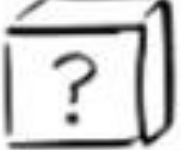


Tech

Will our solution work?



Cost &  
Schedule

Do we understand the cost  
& timing?

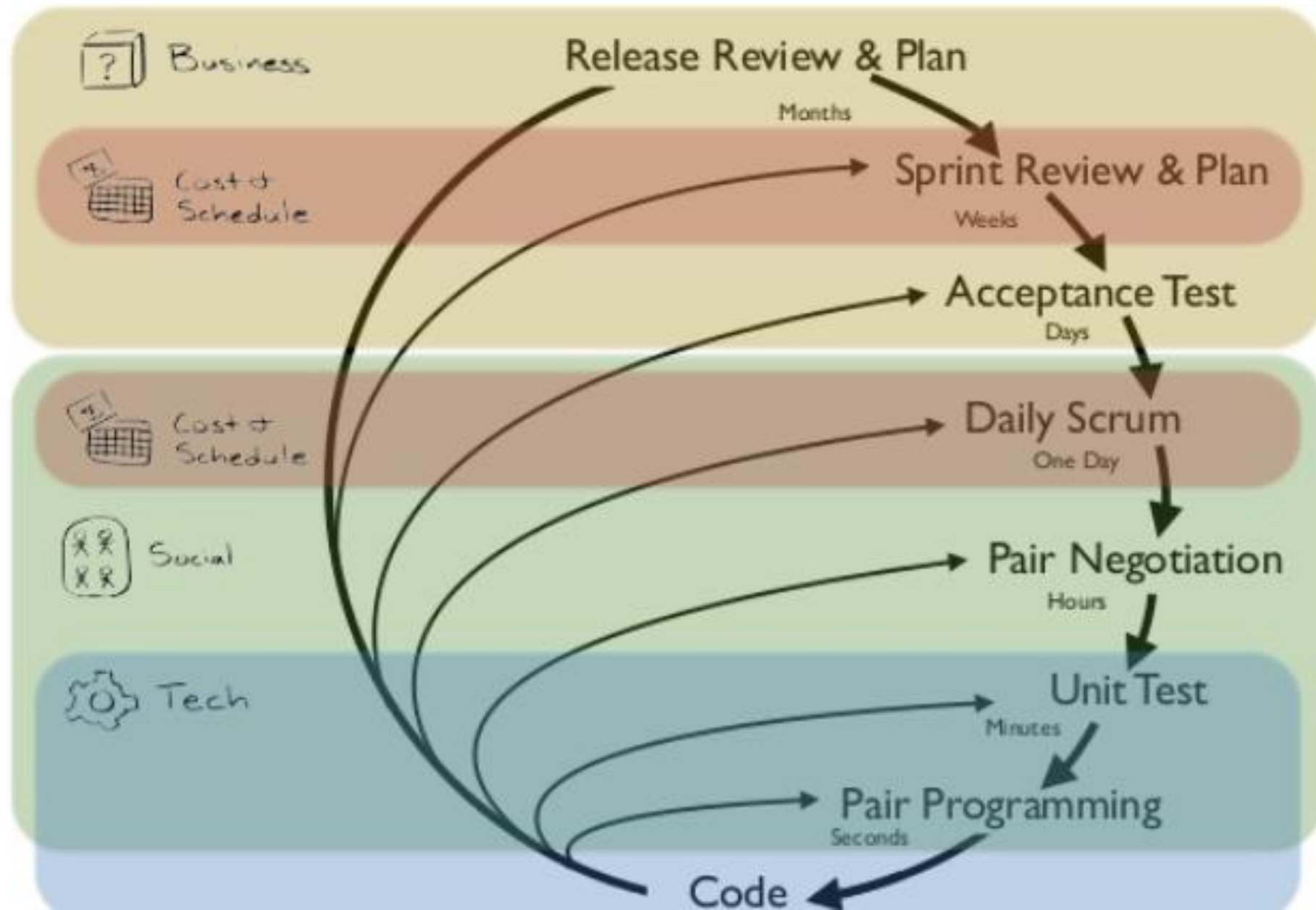
 Business	Not pleasing the customer	Customer sees product constantly. Customer on-site.
 Cost & Schedule	Not completing all functionality	Develop in priority order.
 Cost & Schedule	Poor estimating and planning	Small estimates tracked daily. Review and adjustment every iteration.
(multiple)	Not resolving issues properly	Active daily management. Bi-directional reporting.
(multiple)	Not being able to complete the development cycle	Delivery of working software every iteration. Team forced to confront issues early

## Scrum Risk Strategy

# Scrum risk management



# Scrum & XP Feedback Loops



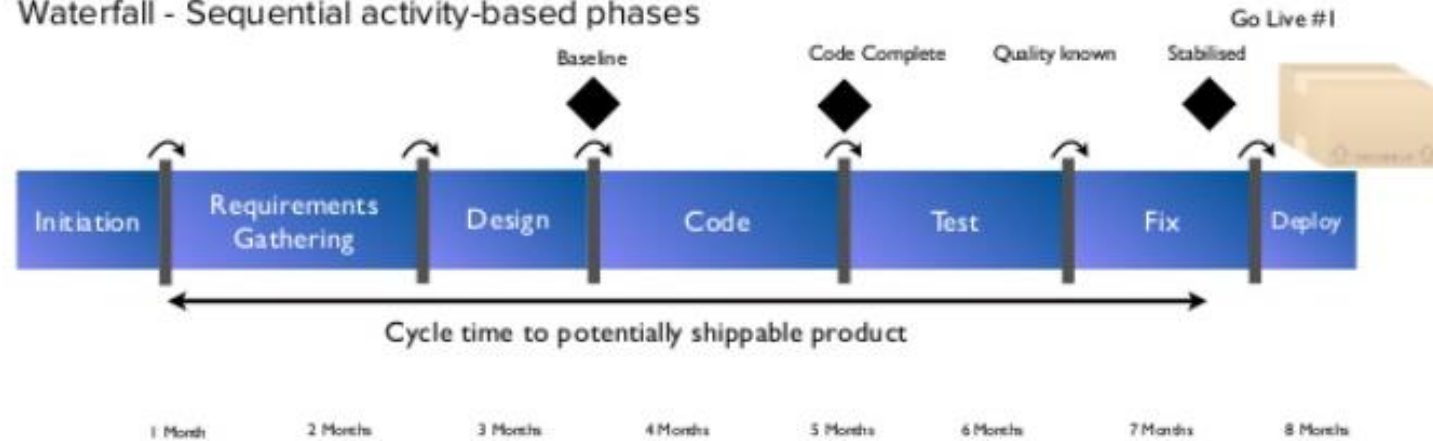
Keep a working system  
every step of the way



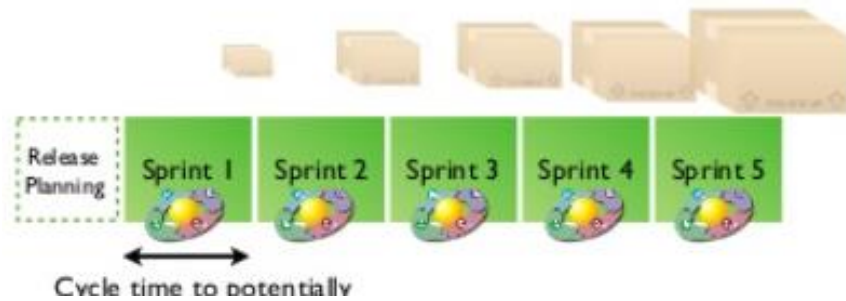
# Comparing approaches

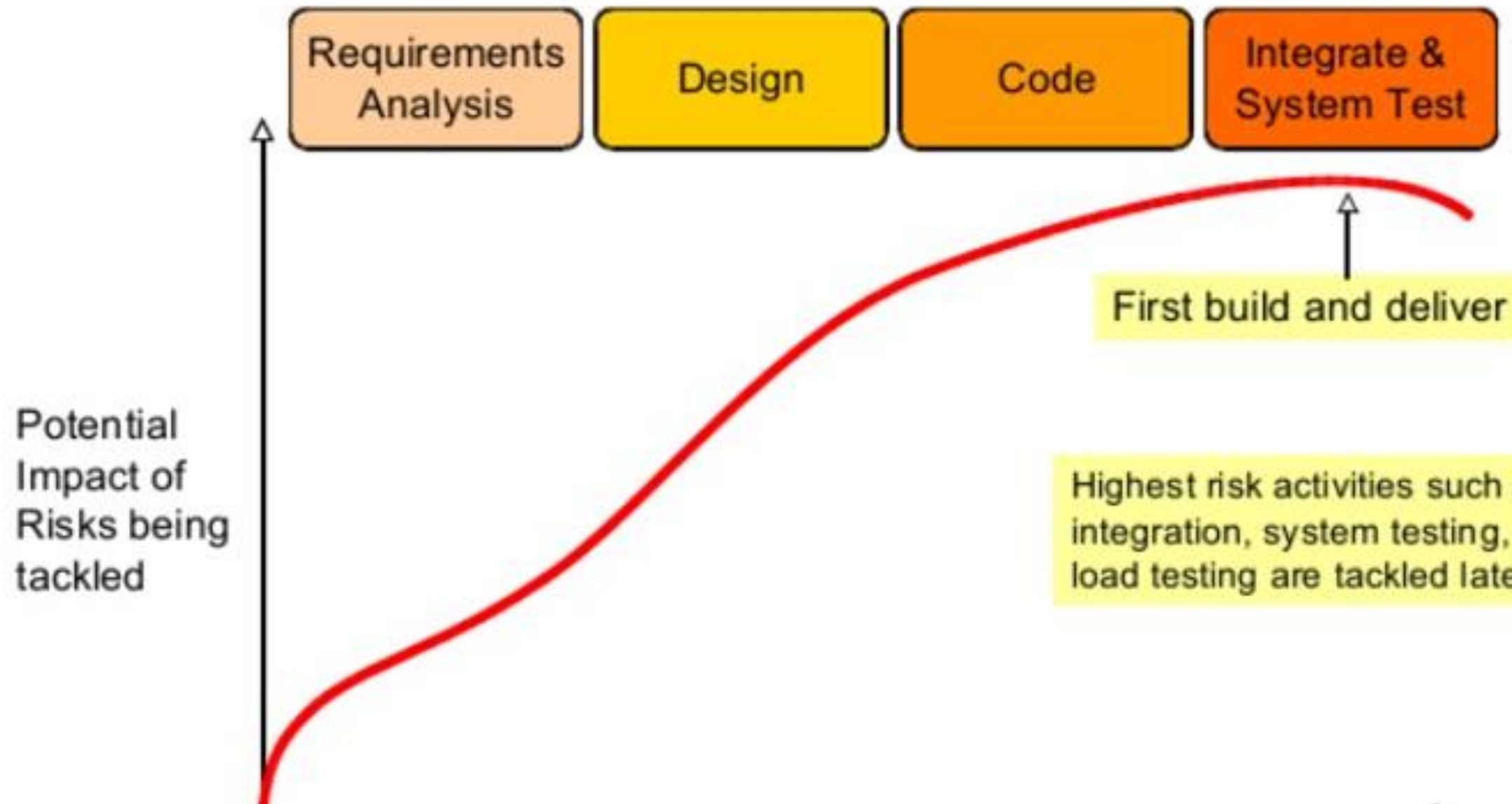
Clip slide

## Waterfall - Sequential activity-based phases



## Scrum - Iterative Incremental

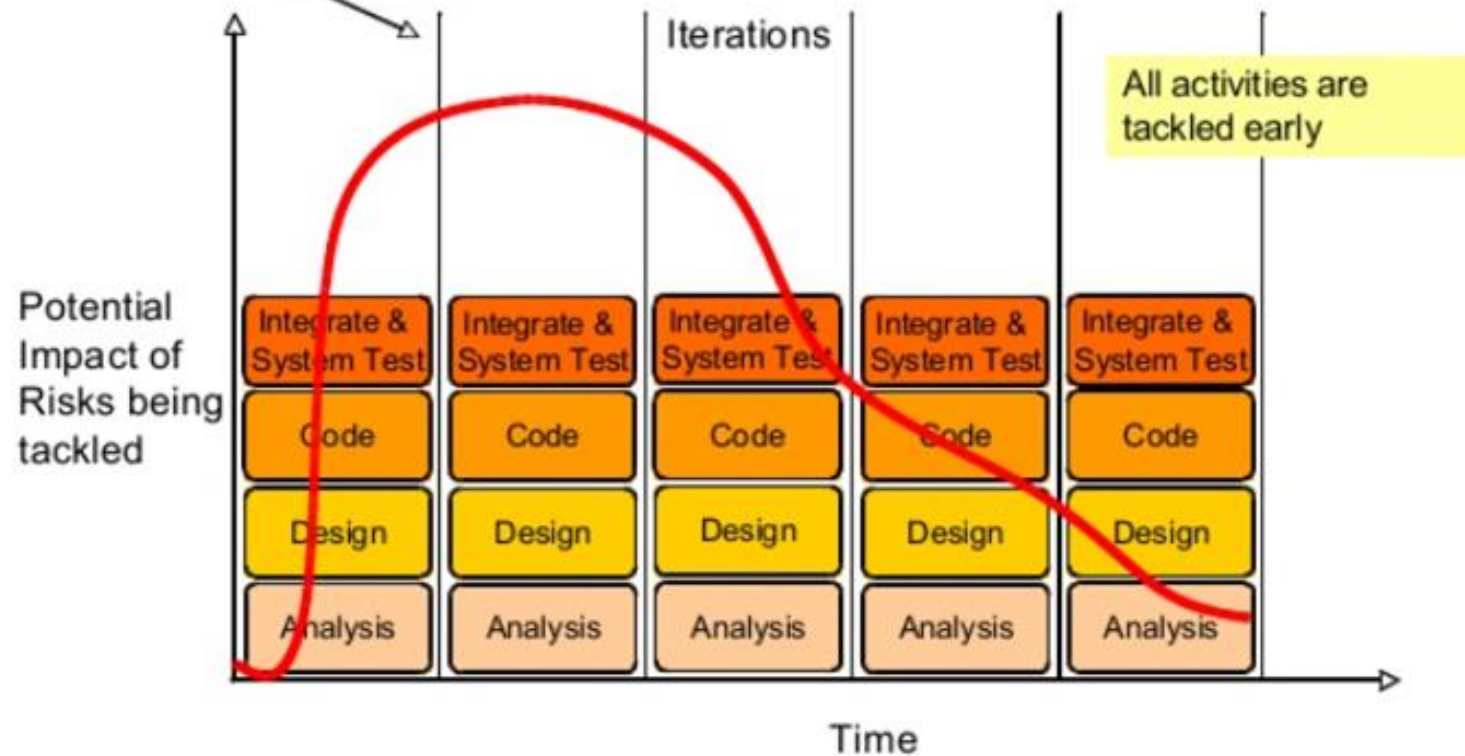




# IID and risk impact

Clip slide

First build and deliver



% Business Value delivered

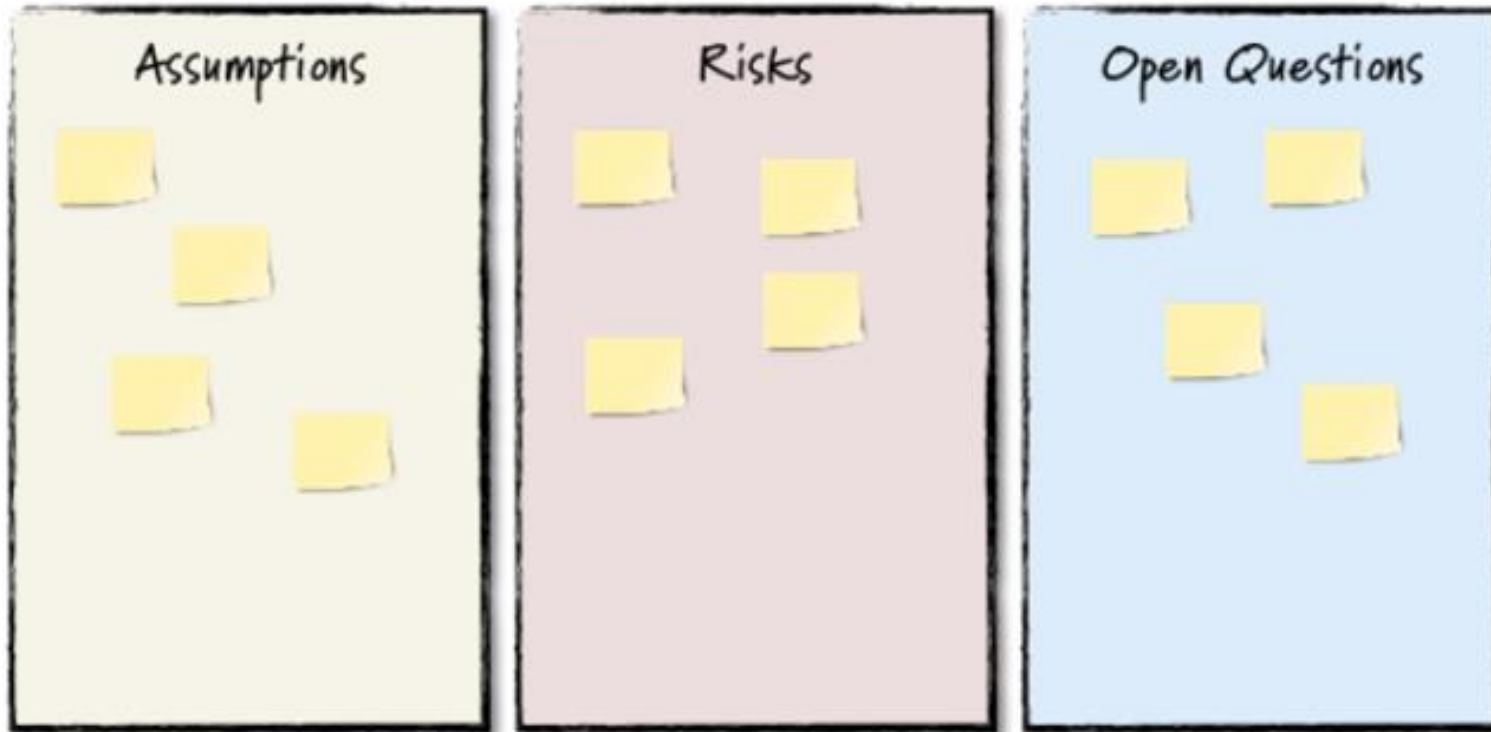


# Uncertainty/Risk

Clip Slide

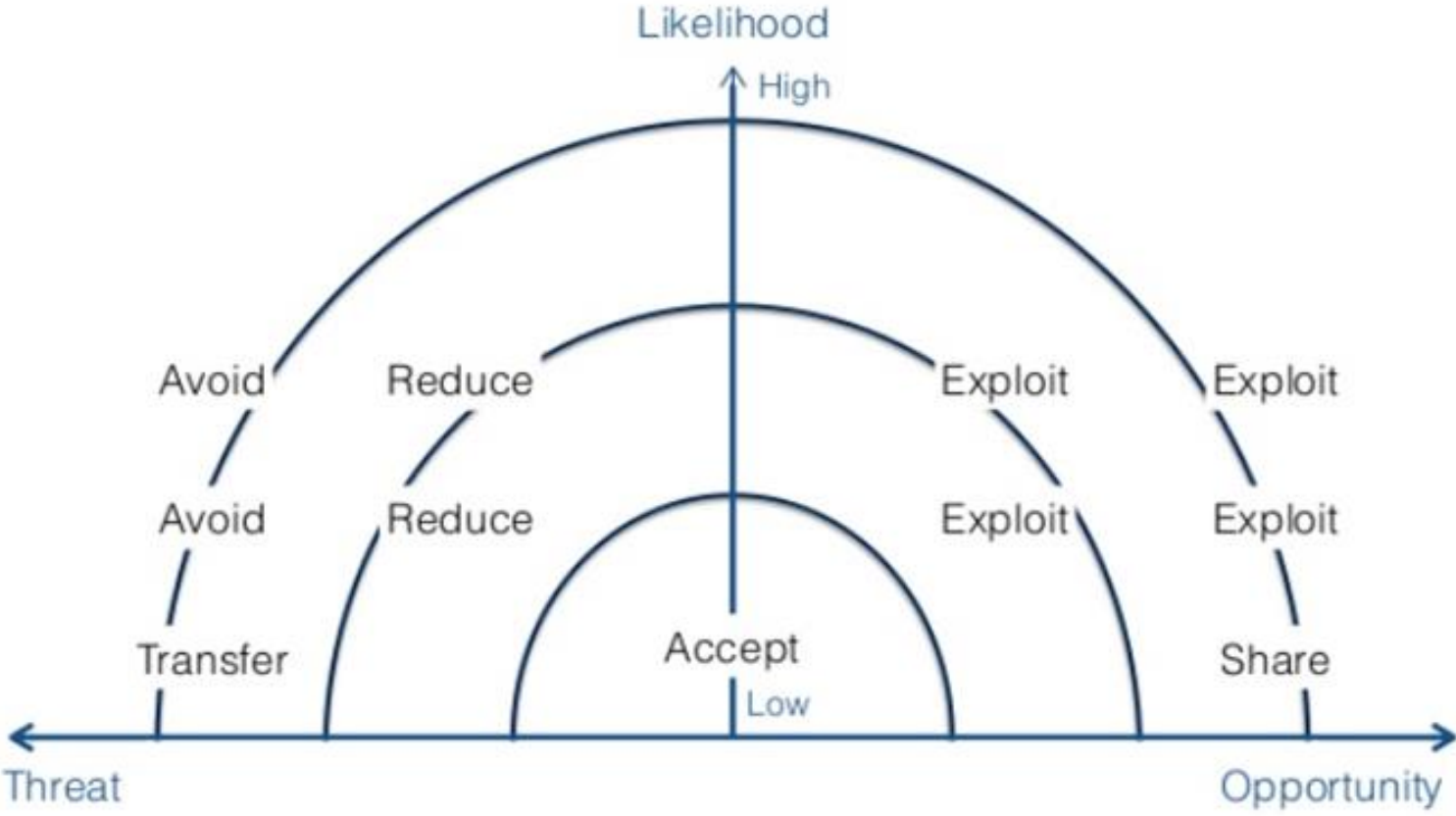


Collect these during Release Planning



Risk discovery

# Choosing risk management strategy



# Making risk explicit on story cards

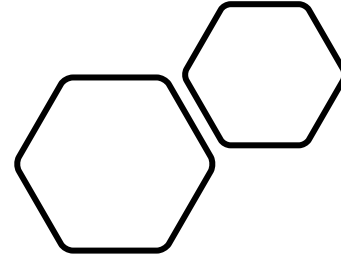
ID:	Parent:	Themes:	Contact:
			
	Started:	Risks:	Value estimate:
	Done:	Confidence:	Size estimate:



# Risk on the card wall

To Do Backlog Items	To Do Tasks	Impeded	Work In Progress	Completed Tasks	Done Backlog Items
		 		   	
	 				
	 				

# Gestión de involucrados



# The Stakeholder Management Process



Stakeholders

Identify  
Stakeholders

Analyze  
Stakeholders

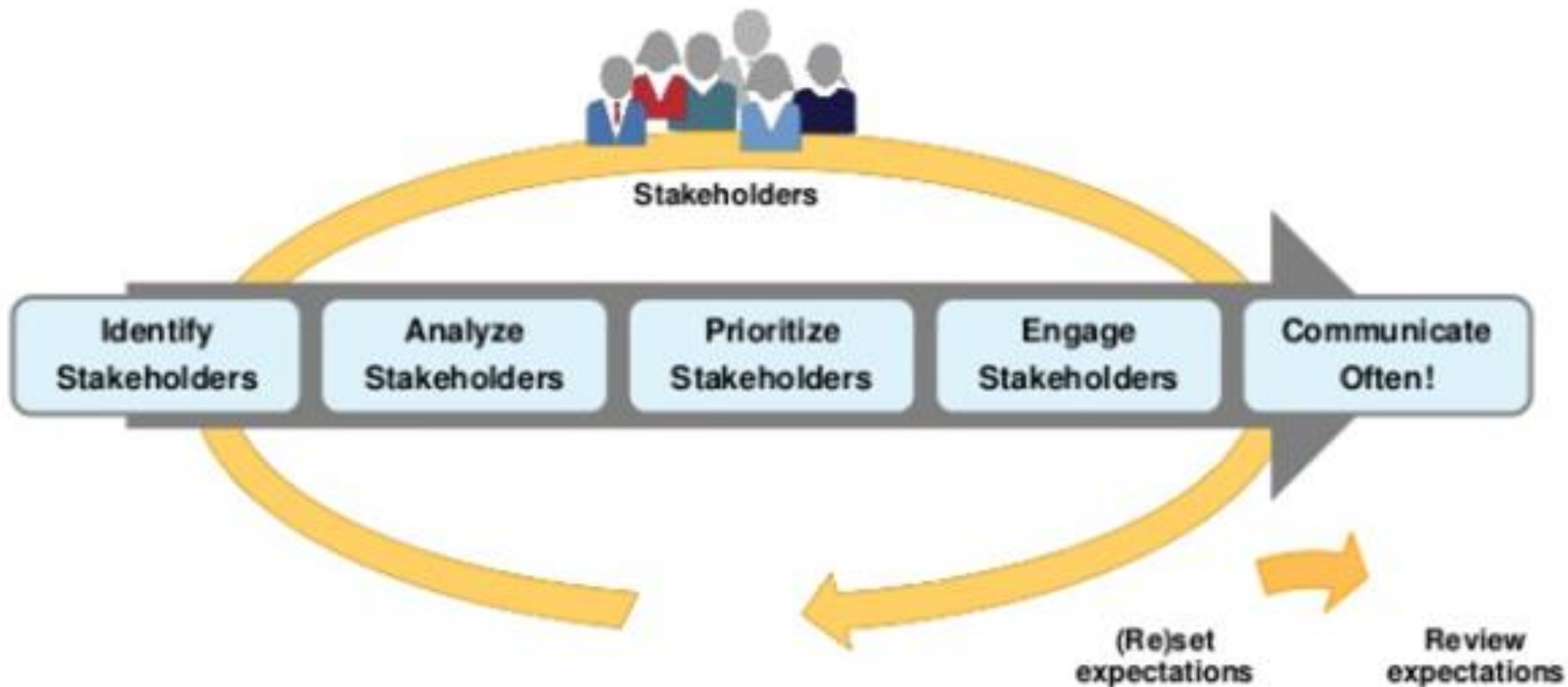
Prioritize  
Stakeholders

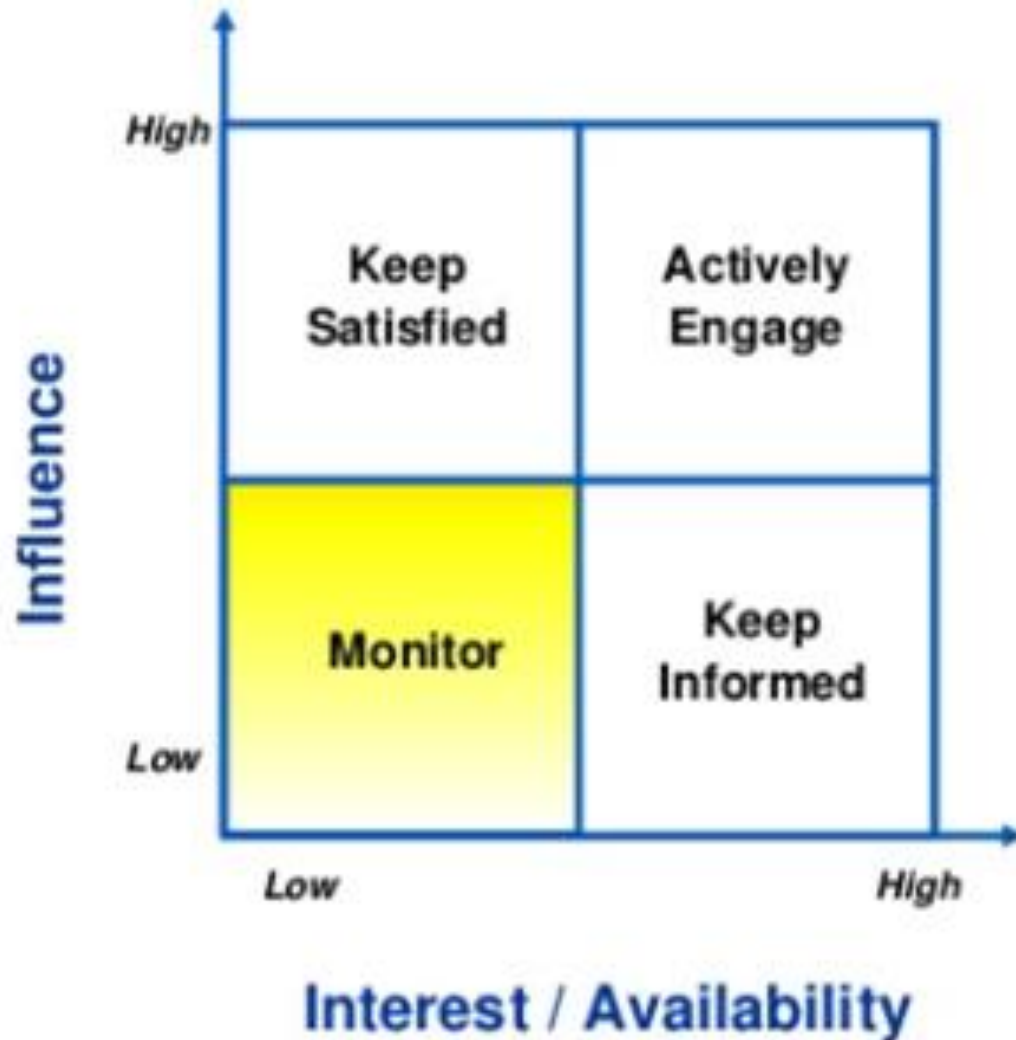
Engage  
Stakeholders

Communicate  
Often!

(Re)set  
expectations

Review  
expectations

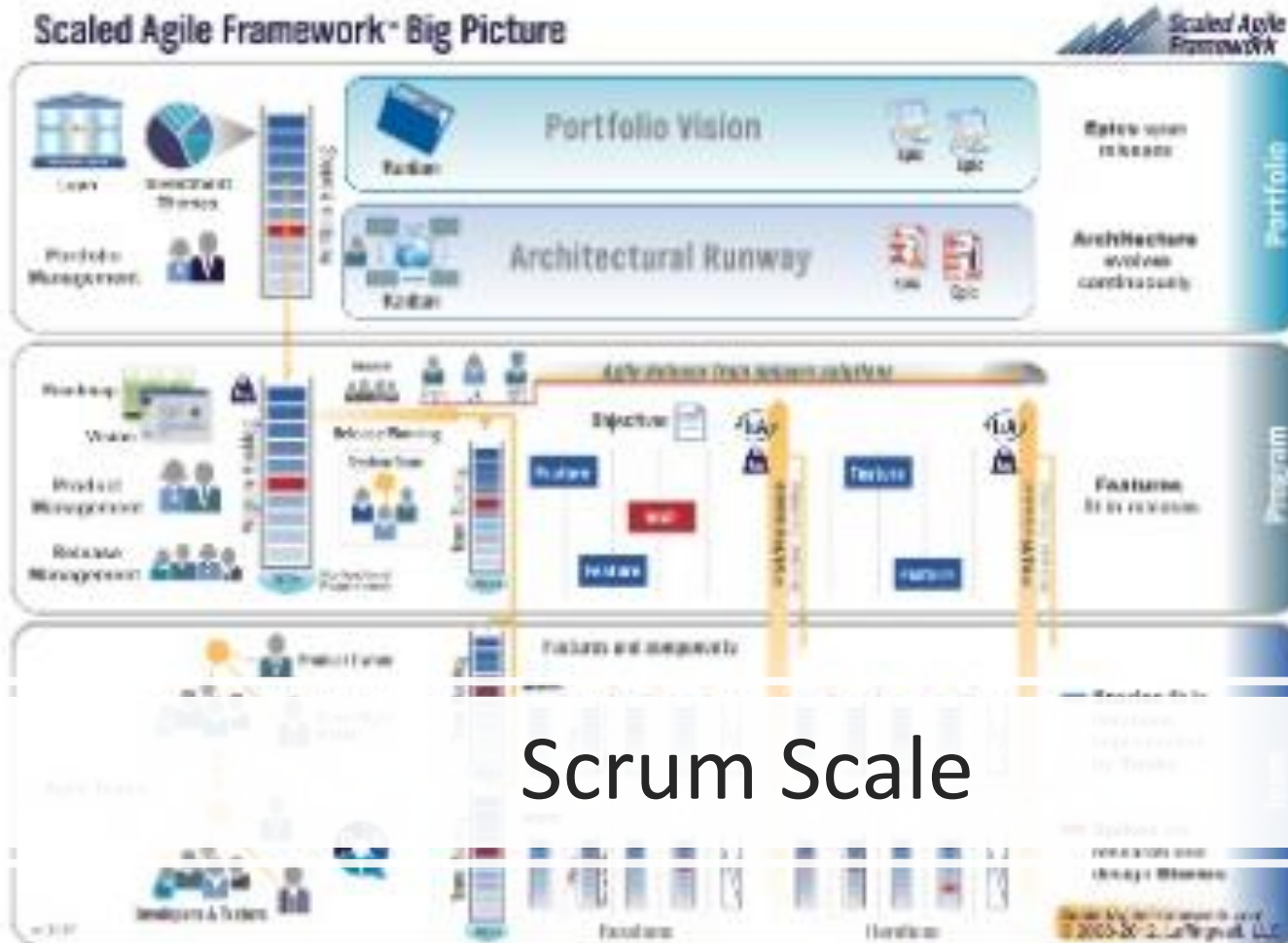




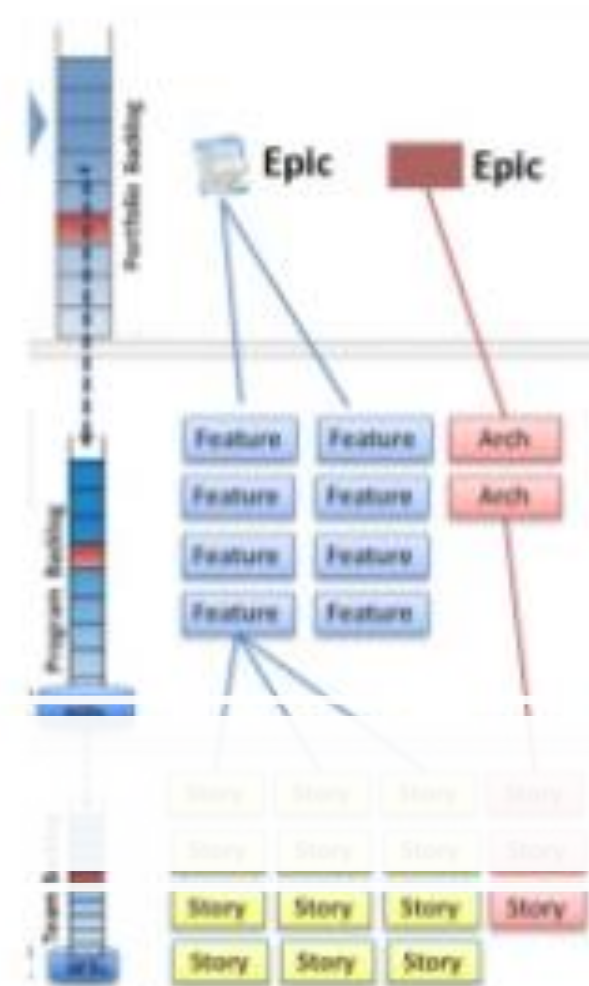
## Low Influence Low Availability

- ▶ They aren't (and don't expect to be) significantly involved
- ▶ They may not even be aware of your project... and may not want another email in their inbox!
- ▶ Know who they are
- ▶ Monitor them and be

There are also three levels of backlogs with priorities influenced by customers and stakeholders at each level



Scrum Scale



# Events and Touch Points

