

Leading Agile International Projects

Agenda

- Intro & Meetup networking (10 Min)
- Factors involving International Projects (10-15 Min)
- Agile frameworks applied to large-complex (10 Min)
- Applied Agile / hybrid practices (10 Min)
- Group exercise (10 Min)
- Q/A & Sharing the knowledge (10 Min)

About Me ...

David Bakhtnia

- BSEE, MS-Engineering Management
- Programmer (Mobile App, LAMP, .NET, (pl-)SQL, XML/DTD, Python, Shell, Full Stack, etc.)
- Technical Solutions Provider (CMS, CRMS, ERPS, HRIS, IT-Labs, DevOps, Analytics, System Prototyping)
- 200+ testimonials, 20+ Apps (PM), 40,000+ Hours of documented PM
- Coach & Trainer; PM & Agile Frameworks (CSP/CSM & CSPO, SAFe®-SPC, Scrum@Scale)
- Change/Transformation Coach, training Instructor (UCSC Extension – PPMT.X400, 411, 413) Customized Classes/Workshops; Agile Product Life-Cycle Management (APLM), Agile International Project Management, Scaling Enterprise Agility, Agile Program Managers, Applied Agile Frameworks for Managers, Leading SAFe®, Scrum Engineer, CSM, CSPO, Kanban-Lean, XP, FDD, TDD, Agile for Non-Technical, Agile Marketing Department, etc.



Networking ... 10 Min.

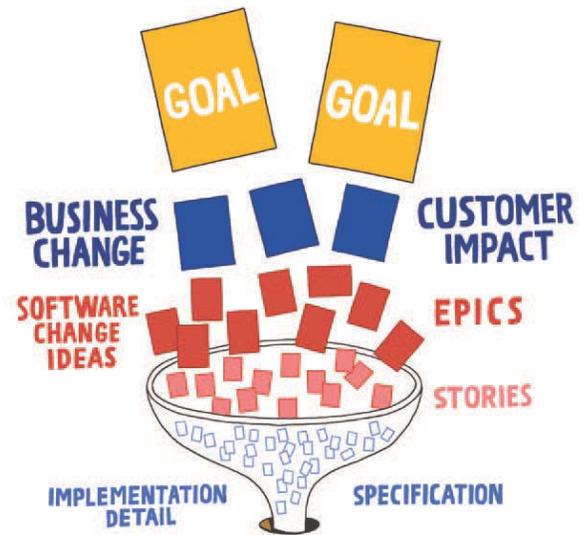
Find someone you
DO NOT KNOW



30 Sec. Elevator Pitch (each)

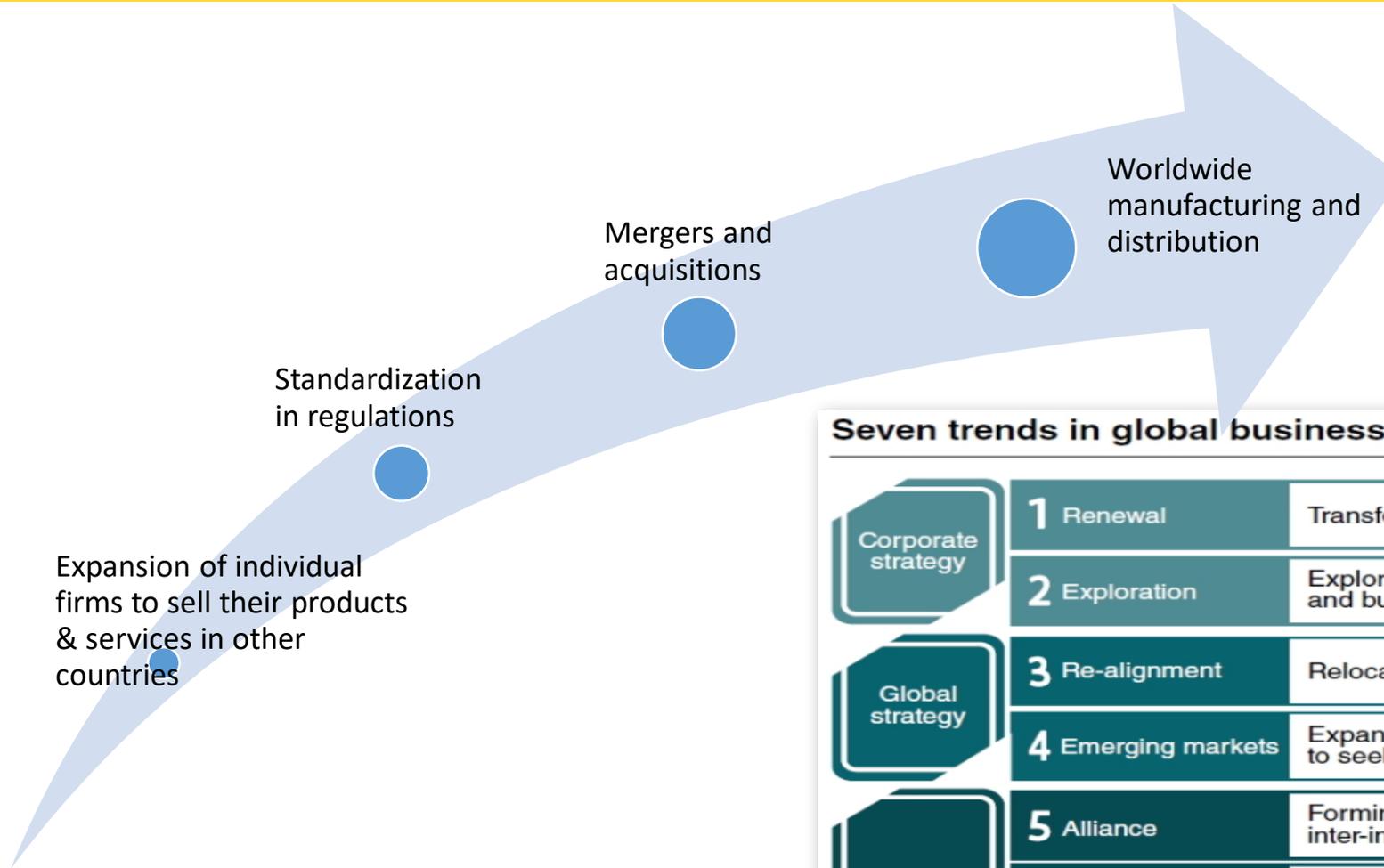


2 Min - What's your dream job!



Why Lean Agile?

Trends in Global Business ...



Seven trends in global business strategies

Corporate strategy	1 Renewal	Transforming business structures and brand
	2 Exploration	Exploring new businesses and business models
Global strategy	3 Re-alignment	Relocating production and R&D bases
	4 Emerging markets	Expanding to these markets to seek long-term growth
Competitive strategy	5 Alliance	Forming new intra and inter-industry partnerships
	6 Convergence	Converging technologies and functions
	7 Cheap and competitive	Providing low-cost, competitive products and services

Business Benefits of Being Global



DynamicLanguage.com; 7 reasons to go global
Colorado Tech: 6 Reasons Businesses go global
Entrepreneur.com; 5 reasons starting an overseas business
MSDN; top 10 of developing a business globally



2016: For 87% US companies expansion is essential
[Bennet P. Lientz](#), [Kathryn P. Rea](#)

Affecting Factors of Intl. Projects ...

A few factors impacting International Projects:

- **Logistical Concerns:**

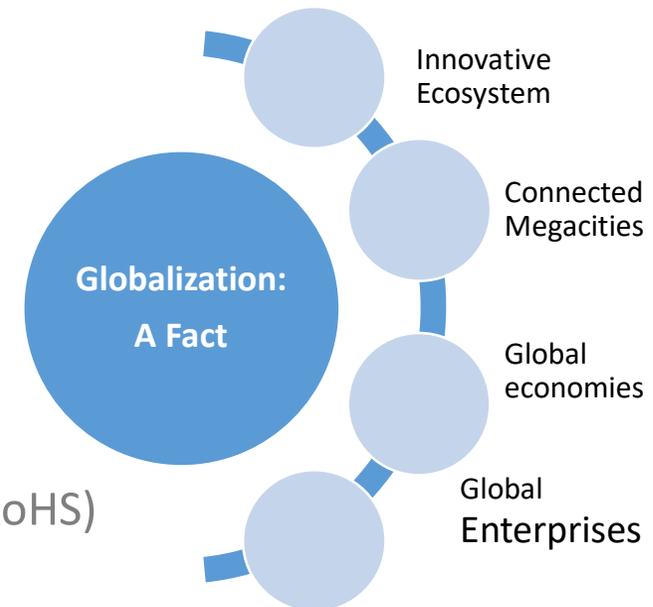
- Communication
- Cultural Values
- Geographical Issues
- Time Differences
- Coordinating Interdependencies
- Global Business Environment
- Legal and Political Issues
- Integration Management
- Project Organizational Structure
- Global Procurement Management
- Leadership and Trust
- Planning, Execution, and Control
- Stakeholder and Customer Satisfaction
- Fast and Reliable Information Systems

- **Regulatory Issues:**

- IP Laws (Patents, Copyrights, Trademarks, etc.)
- Regulations and Restrictions On Hazardous Substances (RoHS)
- Import / Export Regulations / Processes
- Sales and marketing restrictions and Laws

Global Project:
A Cautionary
Tale

- Faltering by Political Instability
- Home-Field Advantage
- Lost in Translation
- Misreading Environment



International Standards...

Emerging International Standards



International Standards Organization (ISO)

<http://www.itu.org>

World Intellectual Property Organization (WIPO)

<http://www.ipo.int/amc/en/index.html>

International Telecommunications Union (ITU)

<http://www.itu.int/net/home/index.aspx>

International Electrotechnical Commission (IEC)

<http://www.iec.ch>

Project Management Standards



Project Management Institute (PMI)

www.pmi.org

International Project Management Association (IPMA)

www.ipma.org

Association of Project Managers (APM)

www.apm.org.uk

UK Office of Government Commerce (OGC)

PRINCE2 www.prince2.com

International Agreements...

Convention of Kanagawa (1854); ended Japan's economic & cultural isolation.

Cobden-Chevalier Treaty (1860); reduced tariffs between the UK and France.

The European Coal and Steel Community (1952); created coal, iron ore, scrap metal trade barriers across six member-states (Belgium, France, West Germany, Italy, the Netherlands and Luxembourg).

Comprehensive Economic and Trade Agreement (CETA - 2016); eliminated tariffs for 98.6 percent of Canadian goods and 99 percent of those originating in the EU.

North America Free Trade Agreement (1994); created the world's largest free trade linking 444 million people, produced \$17 trillion in goods and services annually. **Donald Trump tried to scrap!**

Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP - 2018); covering over 500 mil people (Australia, Brunei, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam.) **Donald Trump pulled U.S.A. off from the agreement!**

Paris & Kyoto Agreements, JCPOA Agreement, UNESCO, INF Treaty, etc. In jeopardy!

Export Regulations Considerations...

- U.S. Government's Screening List: <https://www.export.gov/article?id=Consolidated-Screening-List>
- Freight Forwarder Role: to properly manage transportation to a market.
- Harmonized Tariff & Customs code; U.S. International Trade Commission
- Country-specific import duties & taxes: https://2016.export.gov/logistics/eg_main_018142.asp
- INCOTERMS: i.e. which party covers shipping, insurance, customs fees, etc.
- Export Documentation: i.e. U.S. Common Export Documents from Export.gov
- Specialized Export Documents, Free Trade, Certificate of Origin, etc.
- U.S. Goods Returned (for warranty/repair); <https://www.export.gov/>.
- U.S. Government controls exports of sensitive materials for national security
- ITAR (International Traffic in Arms Regulations)
- EAR (Export Administration Regulations)
- Arms Export Control Act (AECA) covers technologies with “dual-use”

Recent Changes in U.S. Government Policies...

Export Controls, Sanctions, Trade Restrictions

Tax, Cyber Security, Arms Restrictions, Sanctions, Extra Tariffs, etc.

CAATSA (Countering America's Adversaries Through Sanctions Act – 12/18) *Iran, North Korea, and Russia.*

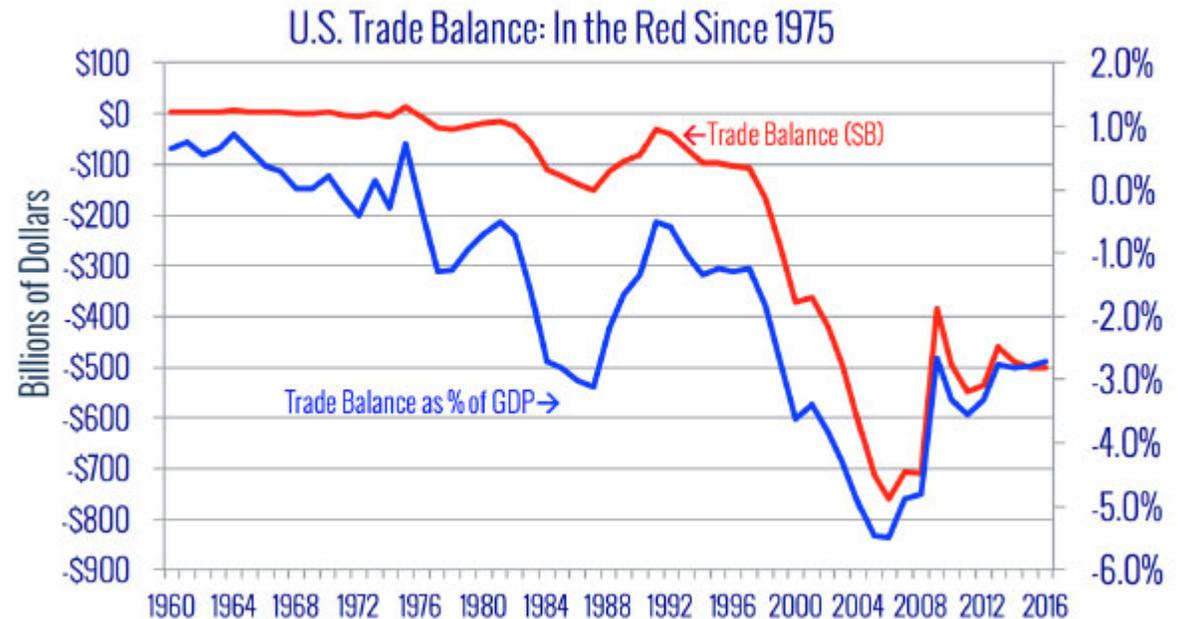
OFAC removed U.S. sanctions on Sudan on 12/17 (many transactions on Commerce Control List remain)

Cuba sanction is rescinded (9/17 & 09/19),
China wants export controls to mirror the U.S. restrictions and sanctions.

Cybersecurity laws that (software/hardware) that are modified almost daily.

Sanctions; Counter Terrorism (11/19),
Belarus (10/19), DRC (03/19), Libya (11/18),
Mali (07/19), etc.

Most of the tariffs imposed by Executive Orders on Solar Panels & Washing Machines (30%-50%),
Steels (25%), Aluminum (10%), etc.



Intl. Project Complexity, Market, Costs ...

- **Complex Projects = Complex Cost Issues:**
forecast failure, cost controls, schedule & cost integration, multiple data sources, poor inter-org. support, reactive budgeting, insufficient resources, Cost Breakdown Structure & WBS, etc.
- **Complex Projects = Complex Risks Issues:**
Uncertain events/conditions usually lead to risks that delay at least the three pillars of the project; scope, schedule, or cost.
- **Finding Customers, Partners, Vendors:**
Prepare offerings, choose/Act on CRMS, network, partner, collaborate, etc.
- **Challenges:**
Time/language/cultural differences, shipping/payments methods, Communications/documentation methods, technical/talent sharing, etc.
- **Incoterms (International Commercial Terms):**
inland/waterway/sea transportation rules and terms of engagement with international offices and vendors, and appropriate obligations .



Common Collaboration & Communications Tools...

collaboration is an art and science with many tools to make people, life and business much easier to manage.



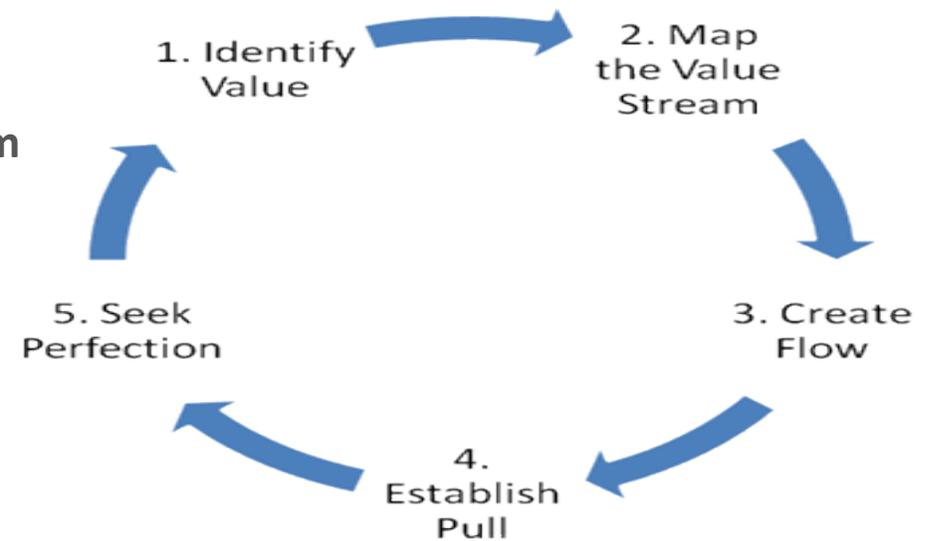
Lean Agile Mindset & Practice

Lean Thinking

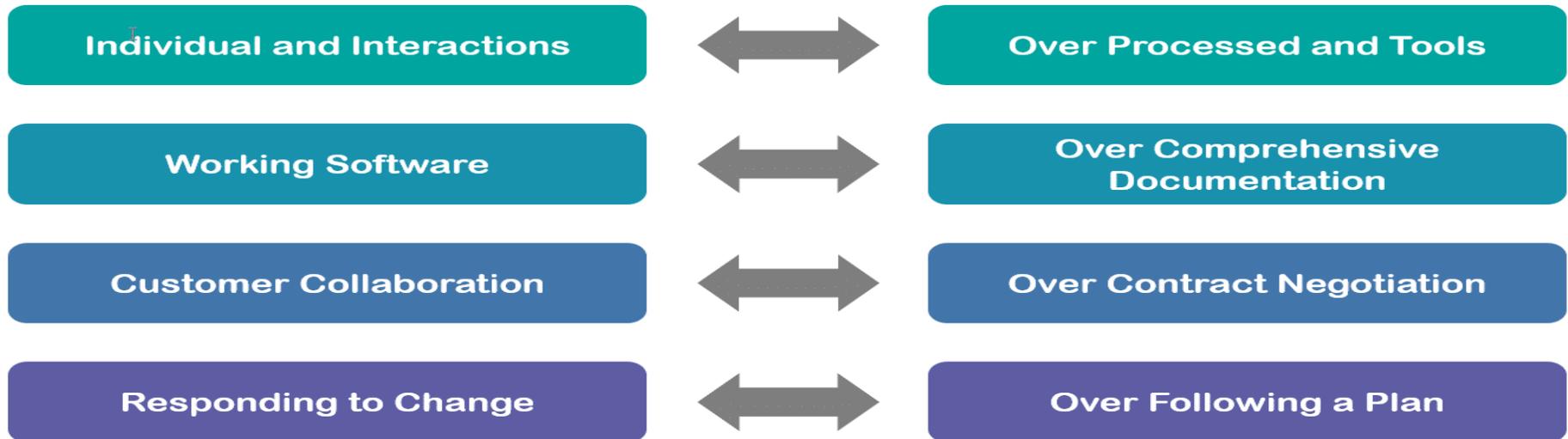
- Optimize the whole
- Eliminate waste
- Create knowledge
- Build quality in
- Deliver fast by managing flow
- Defer commitment
- Respect people

Lean Principles

- Identify Value
- Map the Value Stream
- Create Flow
- Establish Pull
- Seek Perfection
- Learn More



Agile Values

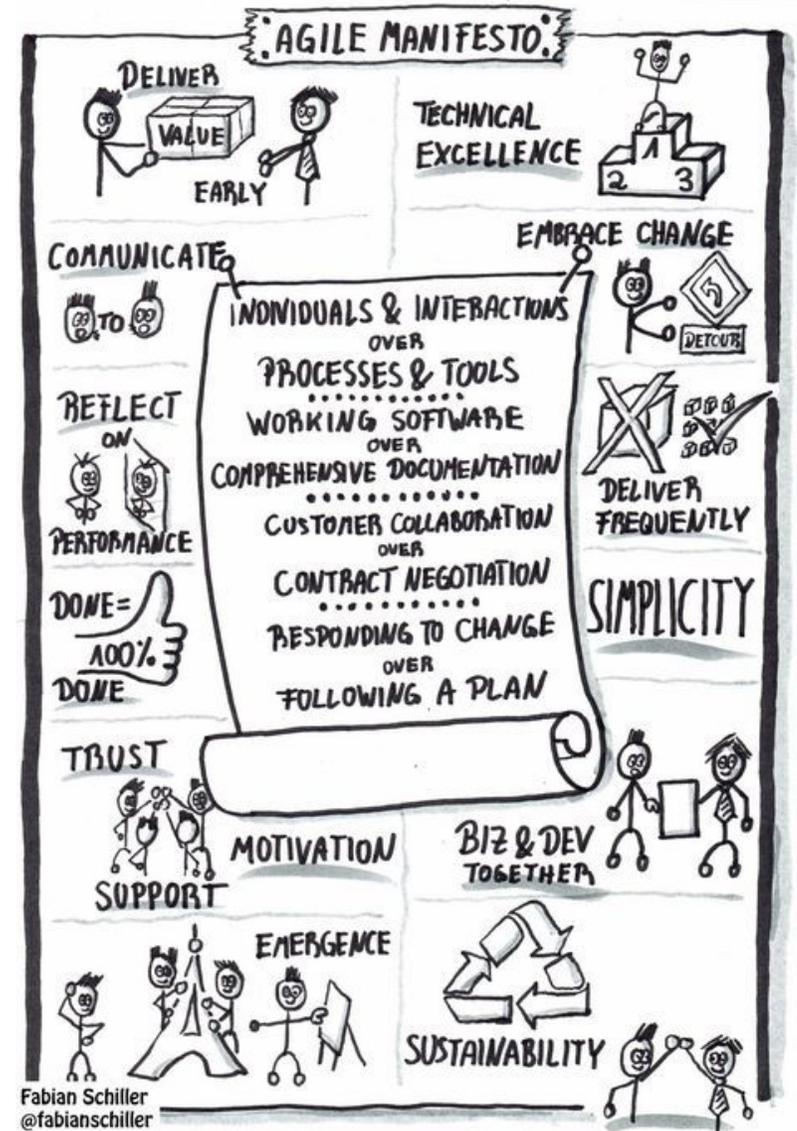


Lean Agile Cultivation

- Concurrent adoption:

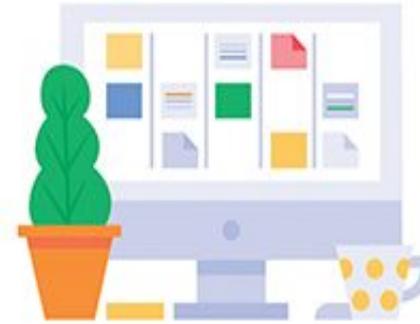
- Iterative
- Interactive
- Incremental
- Collaborative
- Eliminate fears
- Short feedback loop
- Open communication
- Trusting environment
- Evolutionary improvement
- X-talent values (not resource)
- Improvements (quality, skills, process, etc.)
- Adapt flexibility (values, team, customers, etc.)

- **Continuous adaption of change(s)**
- **Scale Agile centers to aligned with mission**



Scale The Change!

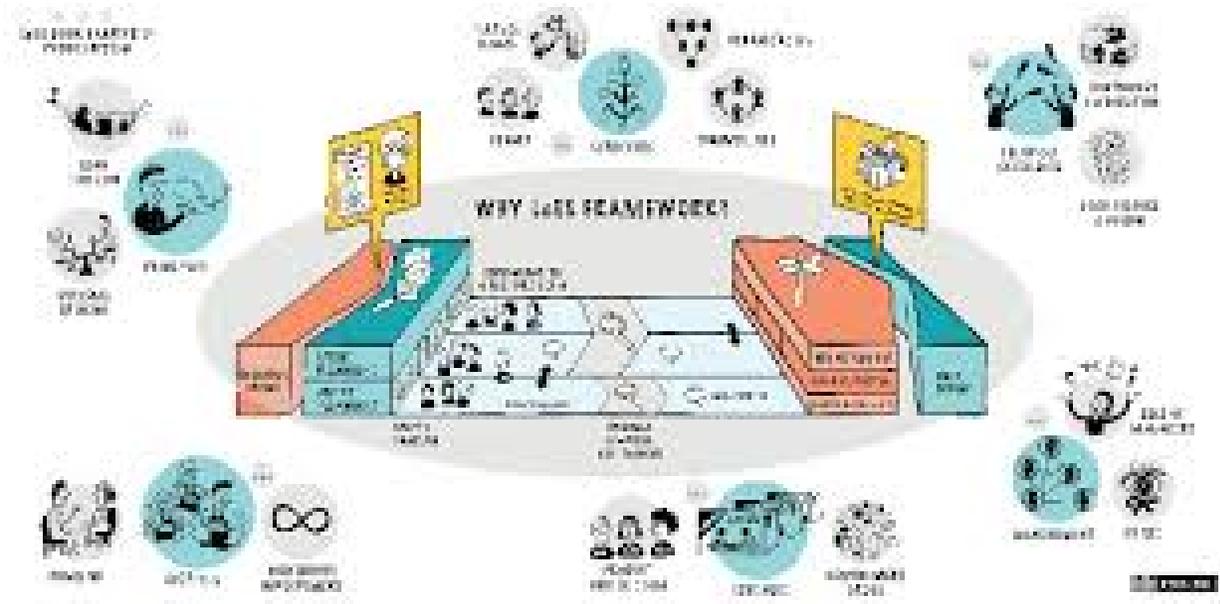
- **Multiply to scale!**
 - Scrum of Scrum
 - Hybrid - adapt the practice
 - Agile at field office
 - System Thinking
 - Long term planning
 - Program/Portfolio Agility
 - Bottom-up & Top-down Buy-in
 - People, Lean, Evolving culture
 - **Train, & Train Again**



Scale The Change!

Large-Scale Scrum (LeSS & Huge LeSS)

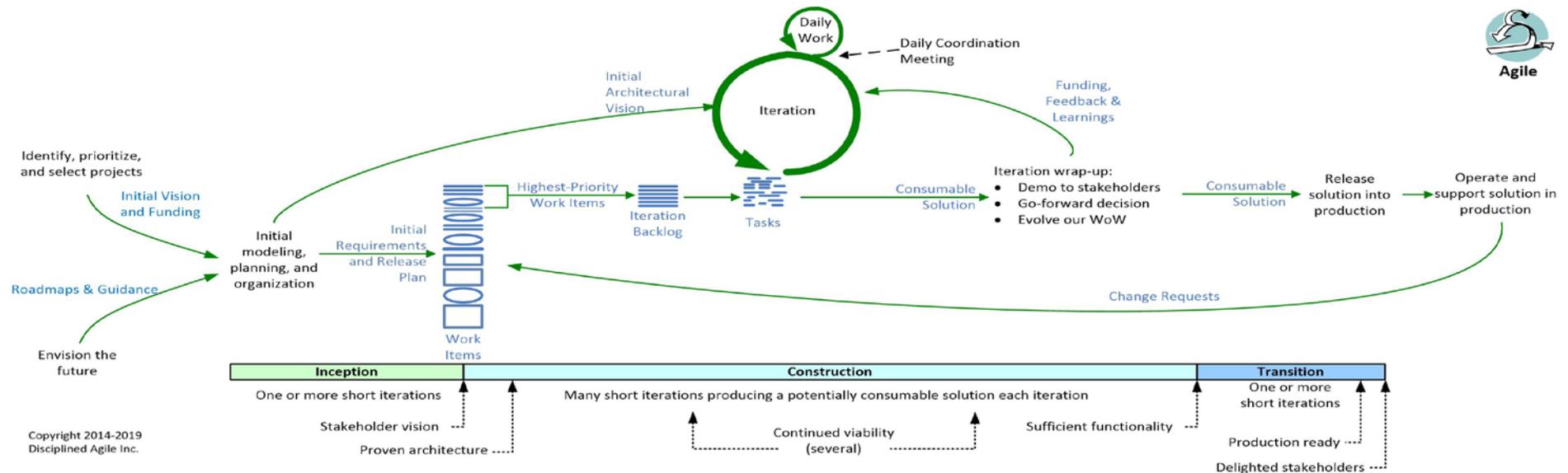
- Multi team Scrum framework
- Less enforcement of Rules, Roles, Artifacts, and processes.
- PO focussed PO set roadmap, priorities, product vision, etc.
- Teams, Scrum Master, Product Owner, and Area Product Owner
- Teams; Coordination at code base
- Customer-centric, feature-oriented, multiple component approach



Scale The Change!

Disciplined Agile Delivery (DA)

- A hybrid toolkit using: Scrum, Kanban, XP, Rational/Unified Process, some sections of SAFe[®], etc.)
- Full delivery lifecycle, supports multiple lifecycles, goal & outcome-driven, self-organized, appropriate governance (structured!)

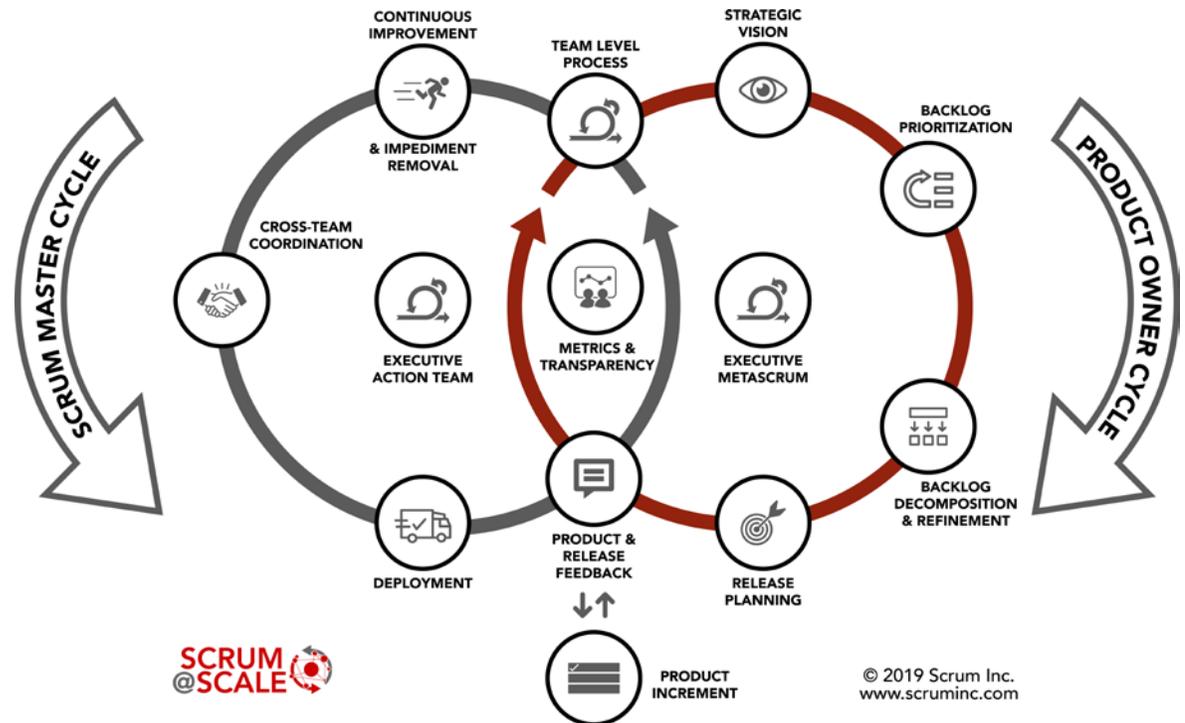


Scale The Change!

Scrum At Scale (S@S)

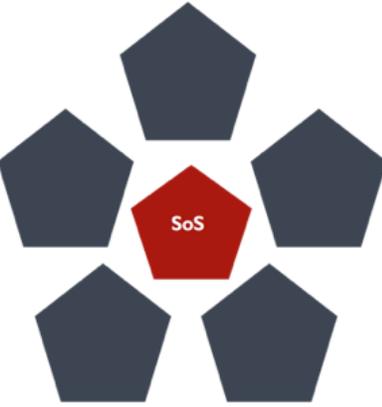
By definition, S@S is a framework within which people can address complex adaptive problems, while productively and creatively delivering viable products or services of the highest possible value.

Scaled from SoS to SoSoS to Executive Metascrum, Executive Action Team, and Executive Meta Scrum



Scale The Change!

Scrum At Scale (S@S)



SoS of 5 Teams



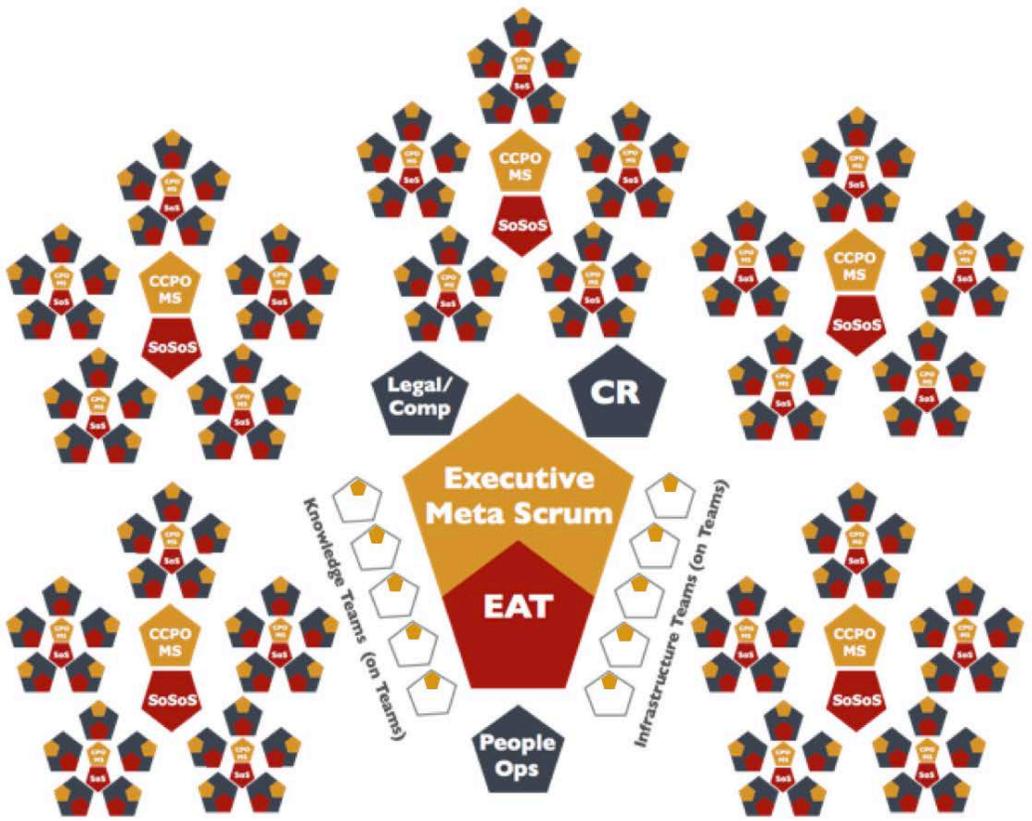
SoSoS of 25 Teams



MetaScrum of 5 Teams



MetaScrum of 25 Teams

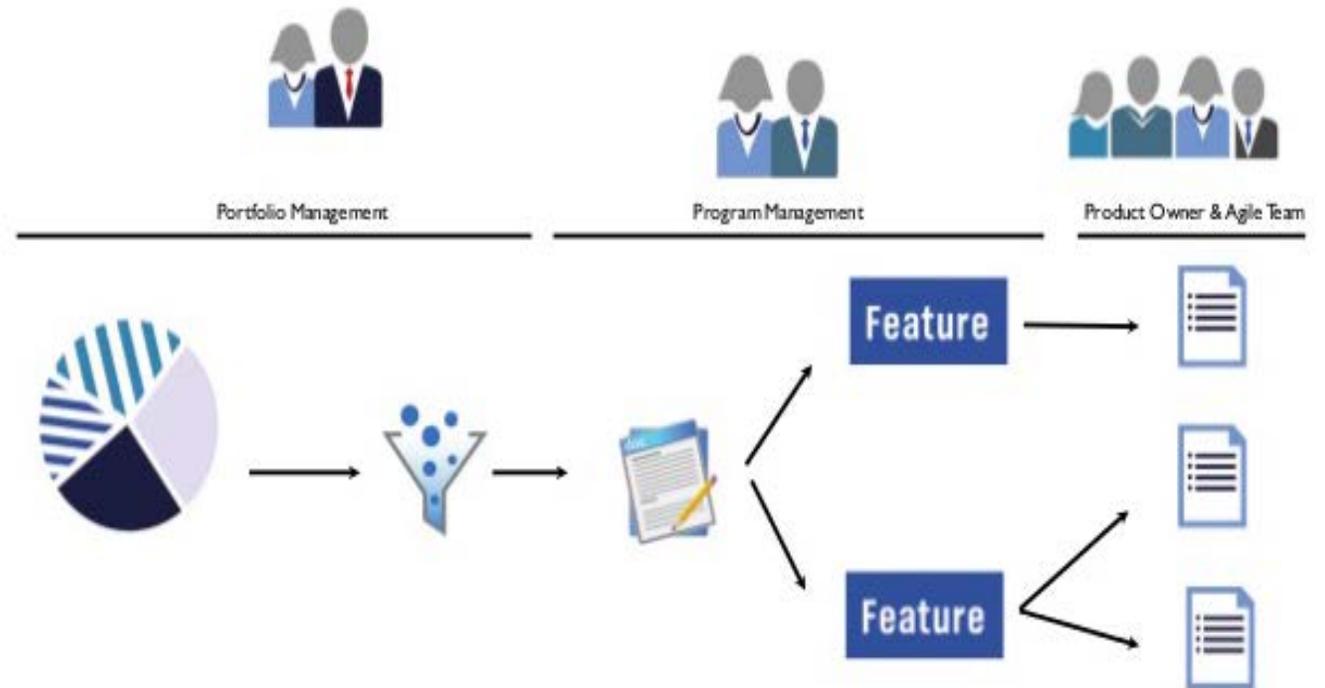


- CR** Customer Relations
- Legal/Comp** Legal / Compliance
- People Ops** People Operations (Agile HR)

Scale The Change!

Scaled Agile Framework (SAFe®)

- Challenges;
 - Lean-Agile leadership
 - Team & technical agility
 - DevOps & RoD
 - Business Solutions & Lean Business Engr
 - Lean portfolio Mngt.
 - Lack of long term planning, system-wide sync., Innovation, Agile Mngt. engagement



The Goal: Value

Shortest sustainable lead time. Best quality and value to people and society.
High morale, safety, customer delight.

Respect for people and culture

- ▶ People do all the work
- ▶ Your customer is whoever consumes your work
 - Don't overload them
 - Don't make them wait
 - Don't force them to do wasteful work
 - Don't impose wishful thinking
- ▶ Build long-term partnerships based on trust
- ▶ Culture change comes last, not first
- ▶ To change culture, change the organization

Flow

- ▶ Optimize continuous and sustainable throughput of value
- ▶ Build in quality; flow depends on it
- ▶ Understand, exploit, and manage variability
- ▶ Avoid start-stop-start project delays
- ▶ Use informed-decision making via fast feedback

Innovation

- ▶ Producers innovate; customers validate
- ▶ Get out of the office
- ▶ Provide time and space for creativity
- ▶ Apply innovation accounting
- ▶ Pivot without mercy or guilt

Relentless improvement

- ▶ A constant sense of danger
- ▶ Optimize the whole
- ▶ Consider facts carefully, then act quickly
- ▶ Apply Lean tools to identify and address root causes
- ▶ Reflect at key milestones; identify and address shortcomings

Foundation: Lean-Agile Leadership

Management applies and teaches Lean thinking, bases decisions on this long-term philosophy.
Principles of Lean-Agile Leadership.

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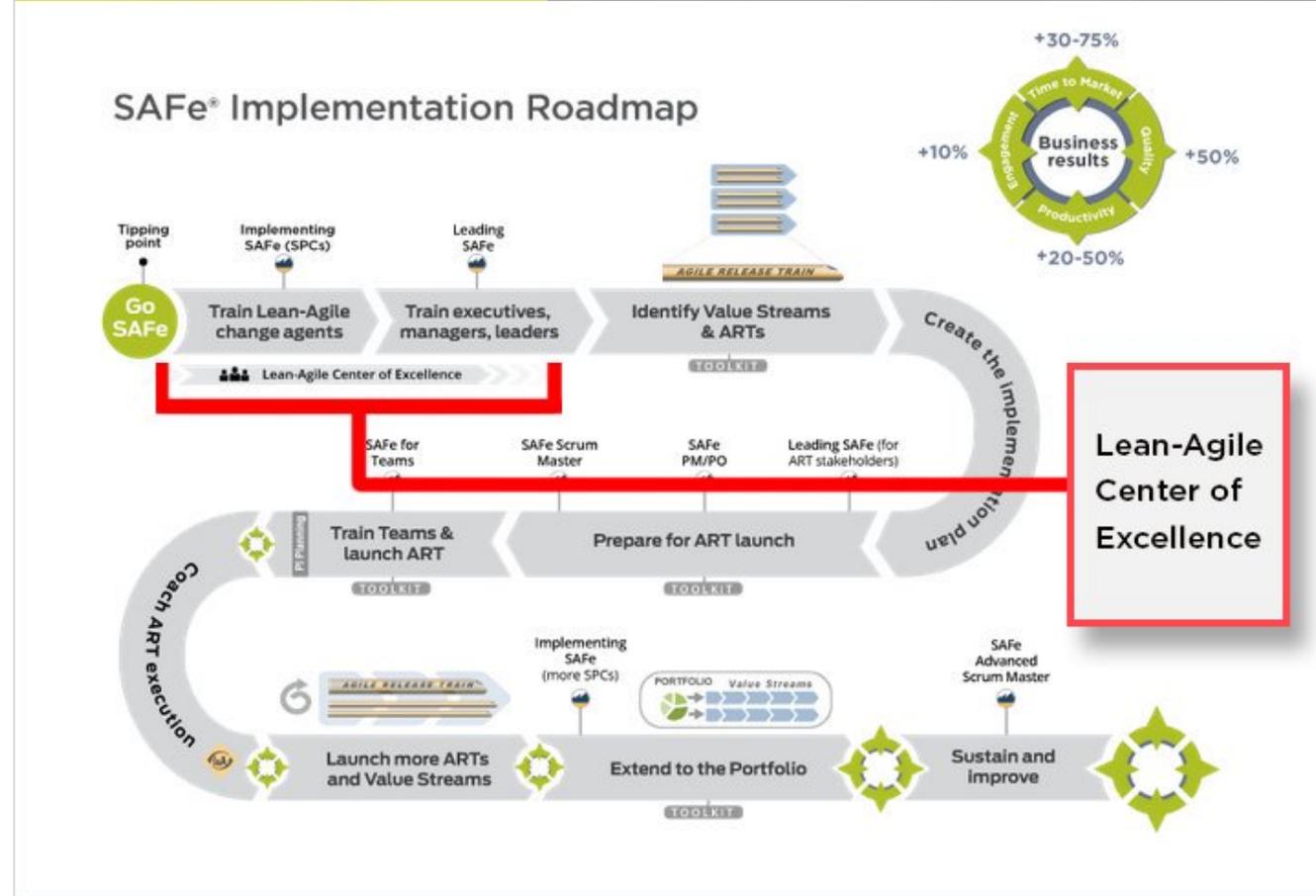
Scale The Change!

SAFe® Implementation

- Train Lean-Agile Change Agents
- Train Executives and Leaders
- Create a Lean-Agile Center of Excellence
- Identify Value Streams and ARTs
- Create the Implementation Plan
- Prepare for ART Launch
- Train Teams and Launch the ART
- Coach ART Execution
- Launch More ARTs and Value Streams
- Extend to the Portfolio
- Sustain and Improve

NEW SAFe®
ARTICLE SERIES

Learn the critical moves
in a successful SAFe
implementation



Closing Minutes ...

- **Group Exercise** (10 Min)

- **Q & A** (5 Min)

- **Share Your Story**