

AGILE PROJECT MANAGEMENT

Shifting the focus...

WHAT IS THIS 'AGILE'?

- Definition (dictionary.com)
 - Quick and well-coordinated in movement
 - active; lively
 - marked by an ability to think quickly; mentally acute or aware

WHAT IS THIS 'AGILE'?

- Definition (Mike Allen)
 - A different approach to running projects that focuses on improved communication and collaboration with a view to maximising the benefit delivered whilst reducing risk and waste

HAS IT BEEN AROUND FOR LONG?

- The 'Agile' manifesto was created and signed in 2001 (in Snowbird, Utah)
- Prior to this it was a collection of 'rapid' delivery techniques
- Has its roots in the Lean thinking approach that came out of Japan and Toyota after WWII
- Has become mainstream since the GFC

THERE IS A 'MANIFESTO'

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer Collaboration** over contract negotiation
- **Responding to change** over following a plan

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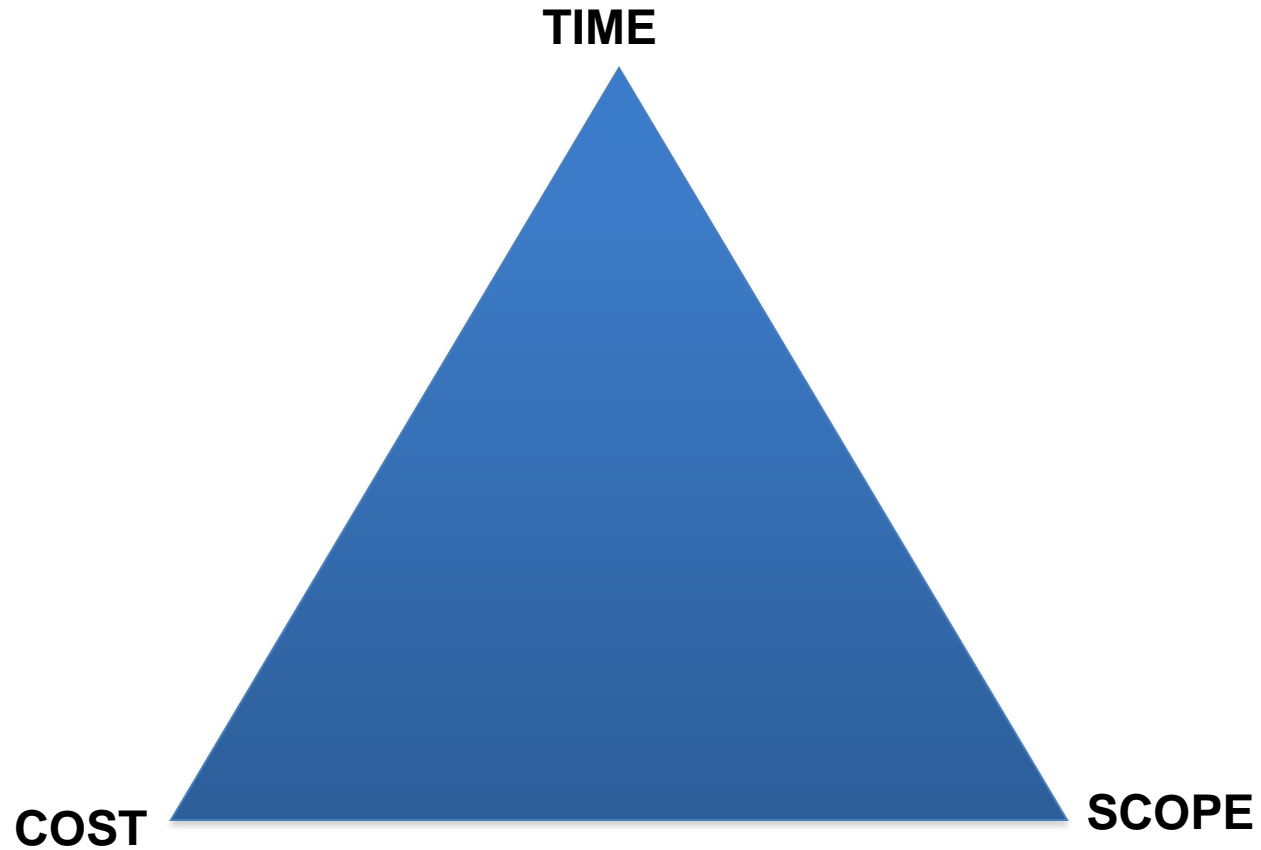
THERE ARE 12 CORE PRINCIPLES

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software
- Welcome changing requirements, even late in development
- Deliver working software frequently
- Business people and developers must work together daily throughout the project
- Build projects around motivated individuals
- The most effective and efficient method of conveying information to and within a team is face-to-face conversation
- Working software is the primary measure of progress
- Agile processes promote sustainable development
- Continuous attention to technical excellence and good design enhances agility
- Simplicity – the art of maximising the work **not** done – is essential
- The best architectures, requirements and designs emerge from self-organising teams
- At regular intervals, the team reflects on how to become more effective, then adjusts its behaviour accordingly

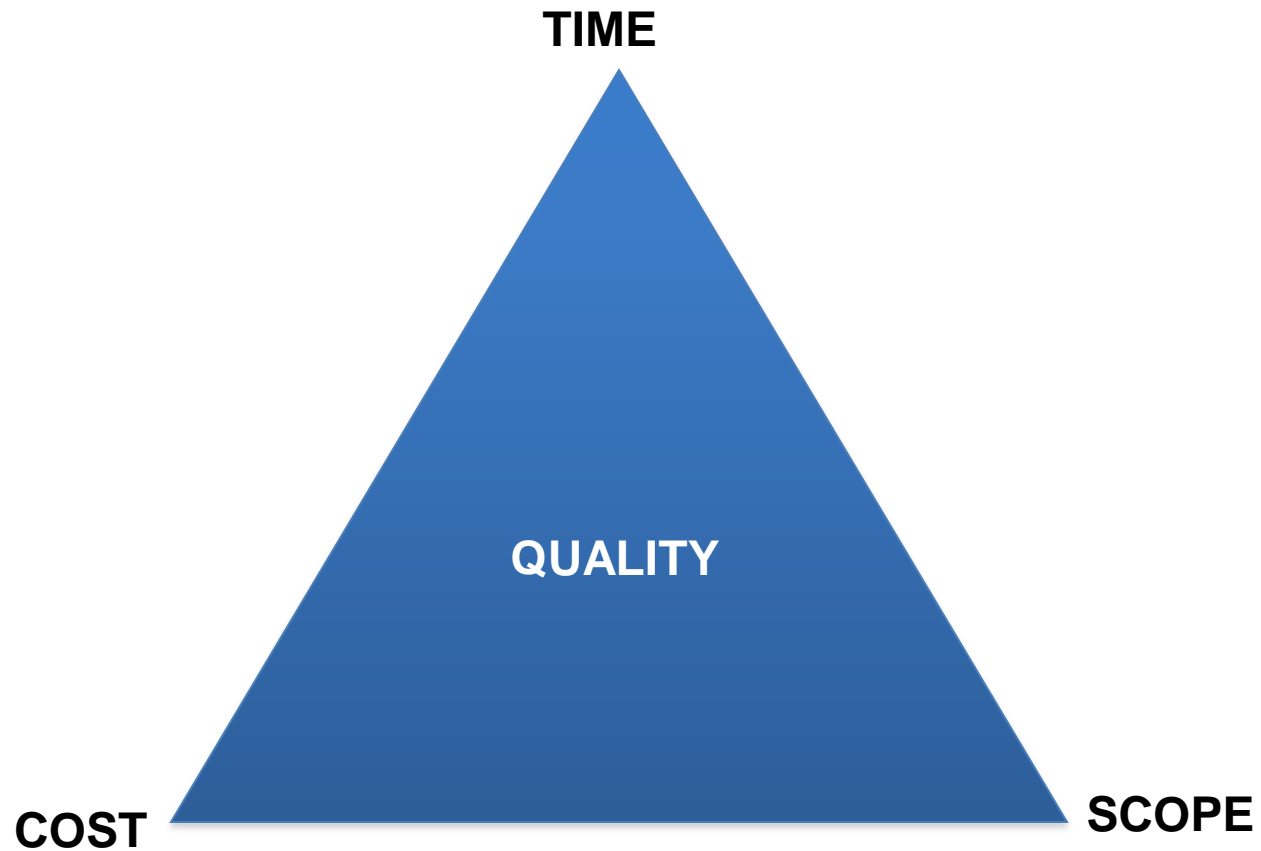
SO, WHAT IS A PROJECT?

- A temporary endeavor undertaken to create a unique product or service (PMBOK)
- A unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements including constraints of time, cost and resources (ISO)

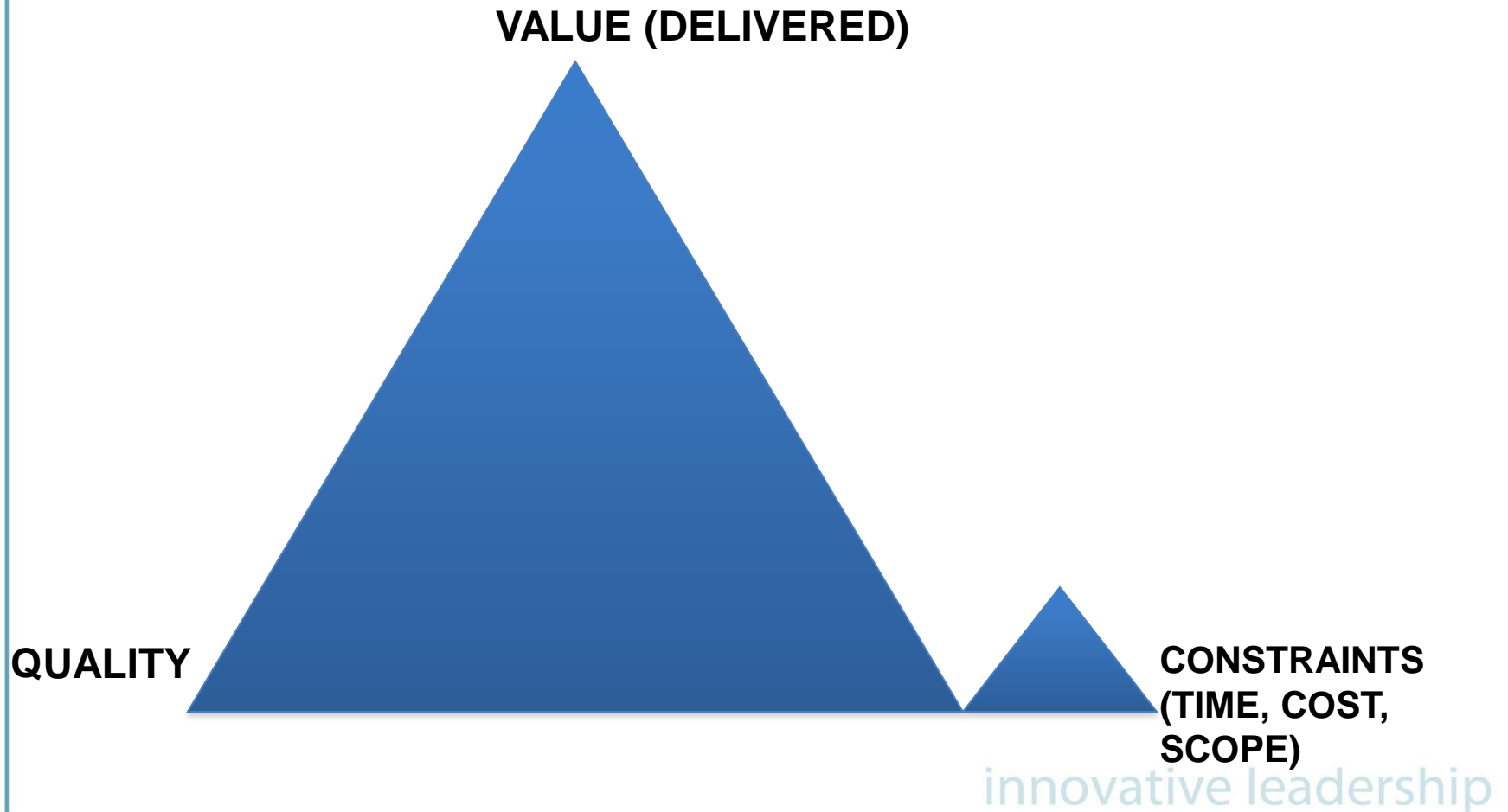
THE 'IRON TRIANGLE' OF PROJECTS



THE 'IRON TRIANGLE' OF PROJECTS



THE 'AGILE TRIANGLE' OF PROJECTS



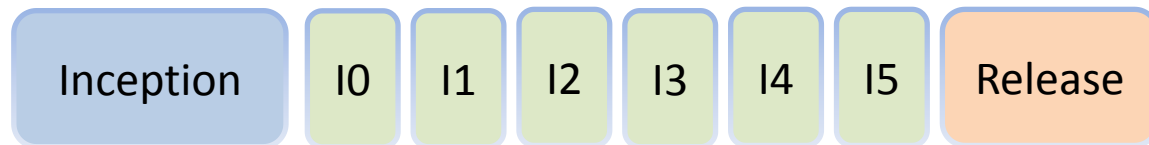
PLANNING

- In preparing for battle, I have always found that plans are useless.... But planning is indispensable
 - Dwight D. Eisenhower

PLANNING

- In preparing for and executing **projects**, I have always found that plans are useless.... But planning is indispensable
- Mike P. Allen (2010)

STRUCTURE (PROJECT)



STRUCTURE (INCEPTION)

What's an inception ?

Preliminary period of time aimed to set up a new project

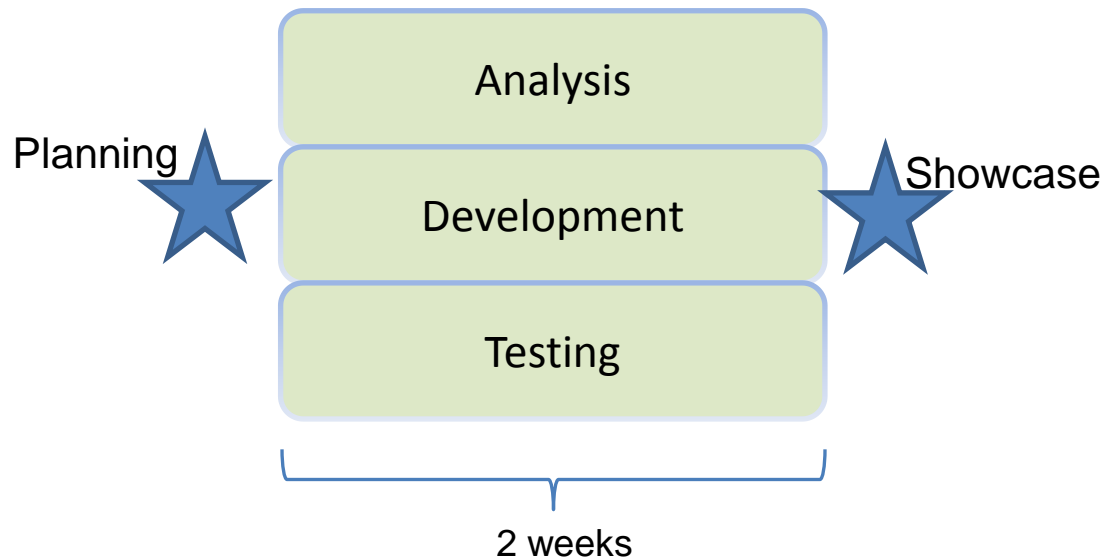
Goals:

- shared vision
- ascertain scope
- user understanding
- process analysis
- high level requirements
- build project team and momentum
- foster shared responsibility
- reduce effort in handover from business to technology
- provide early indication of technical solution

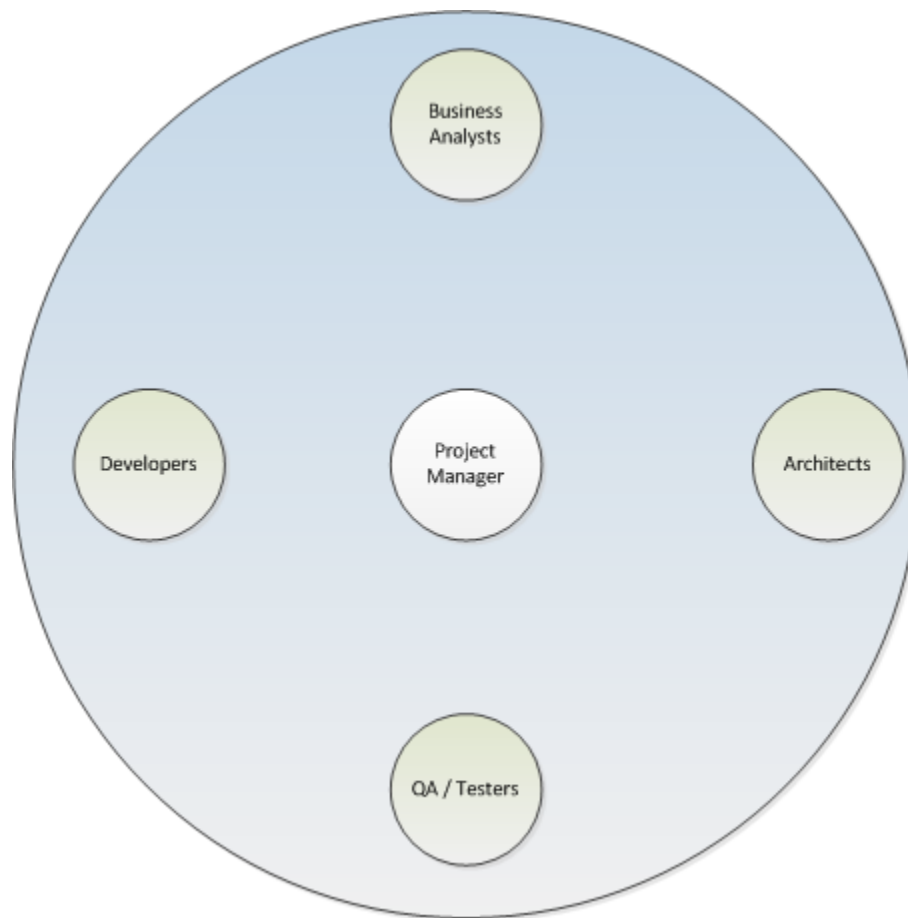
Key benefits:

- highly collaborative and inclusive
- time-boxed and rapid
- iterative and feedback driven (embracing inevitable change rather than resisting it)
- centered around very tangible models (which are frequently visual)
- driven by an evolving understanding of the the user needs vs. business value

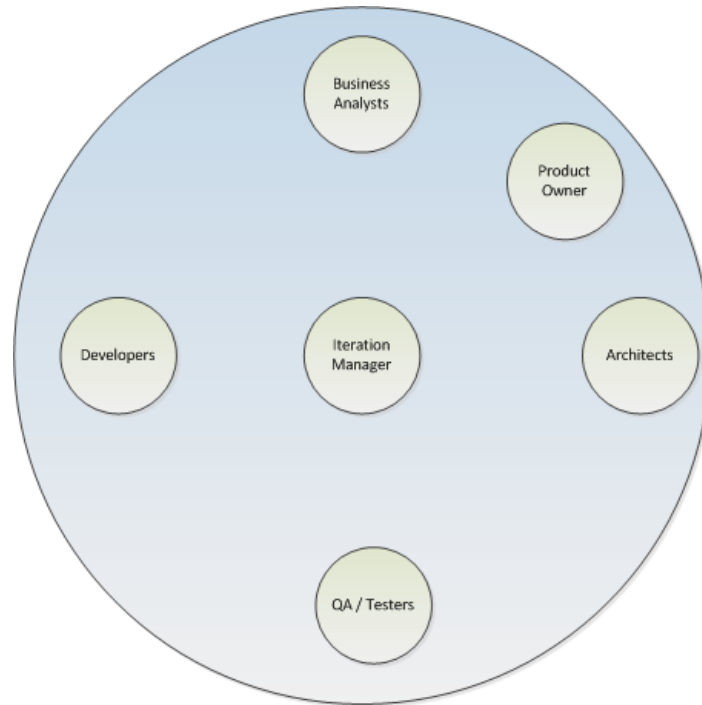
STRUCTURE (ITERATION)



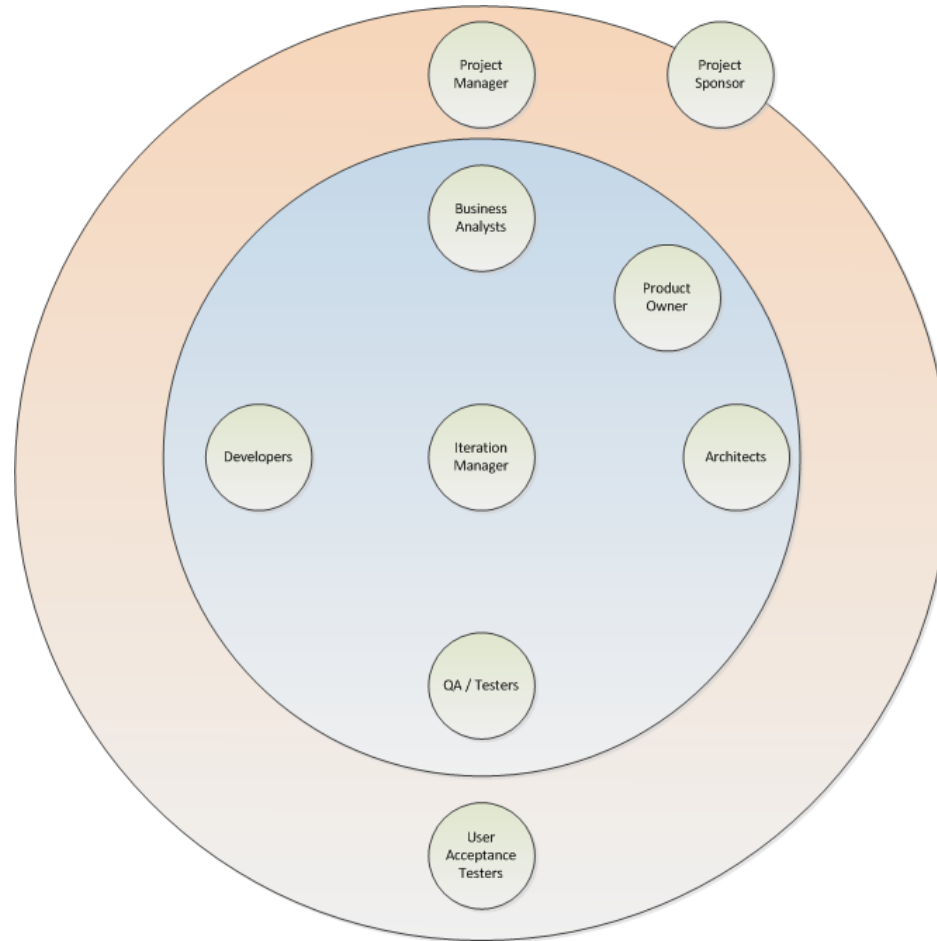
PEOPLE AND TEAMS



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WHAT'S MY ROLE AS A PM?

- A 'traditional' project manager focuses establishing and following the plan with minimal changes, whereas an agile leader focuses on adapting successfully to inevitable changes
 - Jim Highsmith – Agile Project Management (2004)

GOVERNANCE



GOVERNANCE

FEATURE DASHBOARD -SAMPLE PROJECT

# Iterations Planned	6
Current Development Iteration	3
Effort originally generated:	6
Current Total Effort	11

Feature Count				
Total	Analysed	Developed	Tested	
Must Haves (M)	11	0	3	0
Should Haves (S)	0	0	0	0
Could Haves (C)	0	0	0	0
Would Haves (W)	0	0	0	0

TOTAL (Musts and Shoulds)	11	0	3	0
	0%	27%	0%	

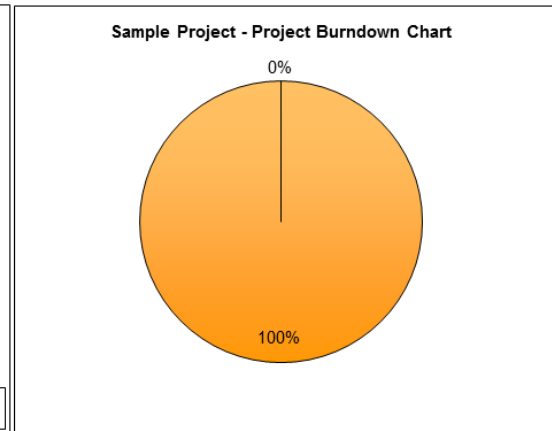
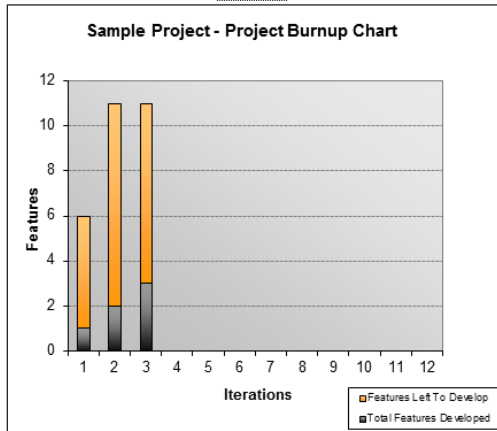
Weighted by Development Size			
Total	Analysed	Developed	Tested
5	0.0	0.0	0.0
0	0.0	0.0	0.0
0	0.0	0.0	0.0
0	0.0	0.0	0.0

5	0.0	0	0
0%	0%	0%	0%

Project Percentage Complete 27% 73%

0% 100%

Overall Project Feature Creep 5



GOVERNANCE

Getting Started With Team Edition

The diagram at the left shows an overview of the application. Hover the mouse over any of the selections to see a more detailed description in this area. Click on any icon in the Planning and Tracking section to navigate to the appropriate menu page. Clicking on an icon in the Reports or Administration sections will launch the selected function directly.

Use the Support Center links in the left navigation area to access additional information, including online Help and Support resources. Use the Support link to access the VersionOne Community site, home to video tours, a knowledge base, discussion groups and more.

Need more functionality for your growing organization? Consider an upgrade to Enterprise Edition. Follow the button above to get more information.

WHAT ARE THE RISKS OF USING AGILE?

- Requires focus from ALL team members
- Funds burn quickly, so slow decision making has a bigger impact
- Easy to lose faith and revert back to old ways
- Misconception in some Agile quarters that teams are self-managing (instead of self-organising)

CAN IT BE USED ON ANY PROJECT?

- No..... but.....
 - Can be used on compliance projects
 - Do use some of the agile practices:
 - Stand-ups
 - Co-location
 - Retrospectives

WE HAVE A COMMUNITY!



Find
a Meetup Group

Start
a Meetup Group

Mike Allen My Groups Account New Features (10) Help Log out

Agile Perth

Home About Meetups Ideas Members Photos Discussions More Group Tools

+ MANAGE MODULES

Welcome to Agile Perth!



[read more about this group](#)



Founded May 25, 2010
Perth, Australia

Agilists **177**

Reviews **17**

Meetups **6**

Rating **★★★★★**

Featured Meetup
Wed Dec 8 @ 5:30 PM

Most Recent Idea
Paperless Agile

Latest activity

Post something to your group:

Post



Adi Tedjasaputra replied to a discussion
Extra Meet Ups!

"Agile Leadership and Teams ..."

1 hour ago | Reply | View Thread | All Discussions



Drew Johnson joined the group

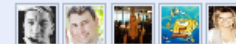
"Business Analyst at Landgate, currently working my first Agile project. Very interested in learning more from the members here, especially BA techniques in an Agile environment."

Featured Meetup

Dec **8** **Retrospectives**
Wednesday 5:30 PM

About time! Retrospectives, now we wouldn't be do some form of agile unless we are doing retrospectives! Most likely we could actually run a retrospective and discuss key points along the way.... Read more

Who's attending?



20 Agilists

RSVP >>

Upcoming Meetups

QUESTIONS?

- (e) – mike.allen@western-agile.com
- (Blog) – western-agile.blogspot.com
- (w) – www.western-agile.com