Agile Project Management:

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Best Practice News

- Skip PRINCE2 Foundation
    - Exemption for APM - APMPs, PMI - PMPs and IPMA Level A - D
- Continual Professional Development
    - New "Axelos status" achieved by:
        - Professional Experience
        - Training
        - Community
        - Self-study
    - Tools and content to support Axelos status
    - Portal for content providers

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Agile Project Management

APMG International™
AgilePM

ADVANTAGE learning

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Buying more than you need?

However……

45% - Never used

7% - Always used

13% - Often used

16% - Sometimes

19% - Rarely

Standish Group survey
of IT projects

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The Standish Group surveyed several thousand IT projects and demonstrated that of those supposed features that were classed as definite NEEDS, 45% of them were never actually used once the system went live. It is a sad situation that only 20% of the features are used on a regular basis.

What is Agile <u>Project Management</u>?

The main driver behind Agile Project Management is to ensure that the project goals align with the business need so that real benefits can be delivered early.

Traditional Waterfall Approach

75% completed = **nothing delivered**

Plan and analyse

Design

Build

Test

Correct

Test

Deploy

Not PRINCE2 !!

Sadly this is how many companies implement PRINCE2

75% completed = 50% delivered, 25% in progress

Agile Project Management Approach

Analyse | Plan | Design | Analyse | Plan | Design

Build — Test

Deploy

Build — Test

Deploy

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Traditional waterfall approach was first mentioned in 1956 but related to the manufacturing and construction industries.

The first mention of waterfall thinking used in an IT environment is often cited as Winston Royce in 1970 – although he did not mention the exact term "waterfall". The earliest use of the term in an IT environment was in 1976 by Bell and Thayer.

In an Agile environment the build and test are done close to each other, module by module. In this way the "fast fail" technique can be used to correct problems before they ripple down the line and become big problems. Fast fail reduces the risk in projects.
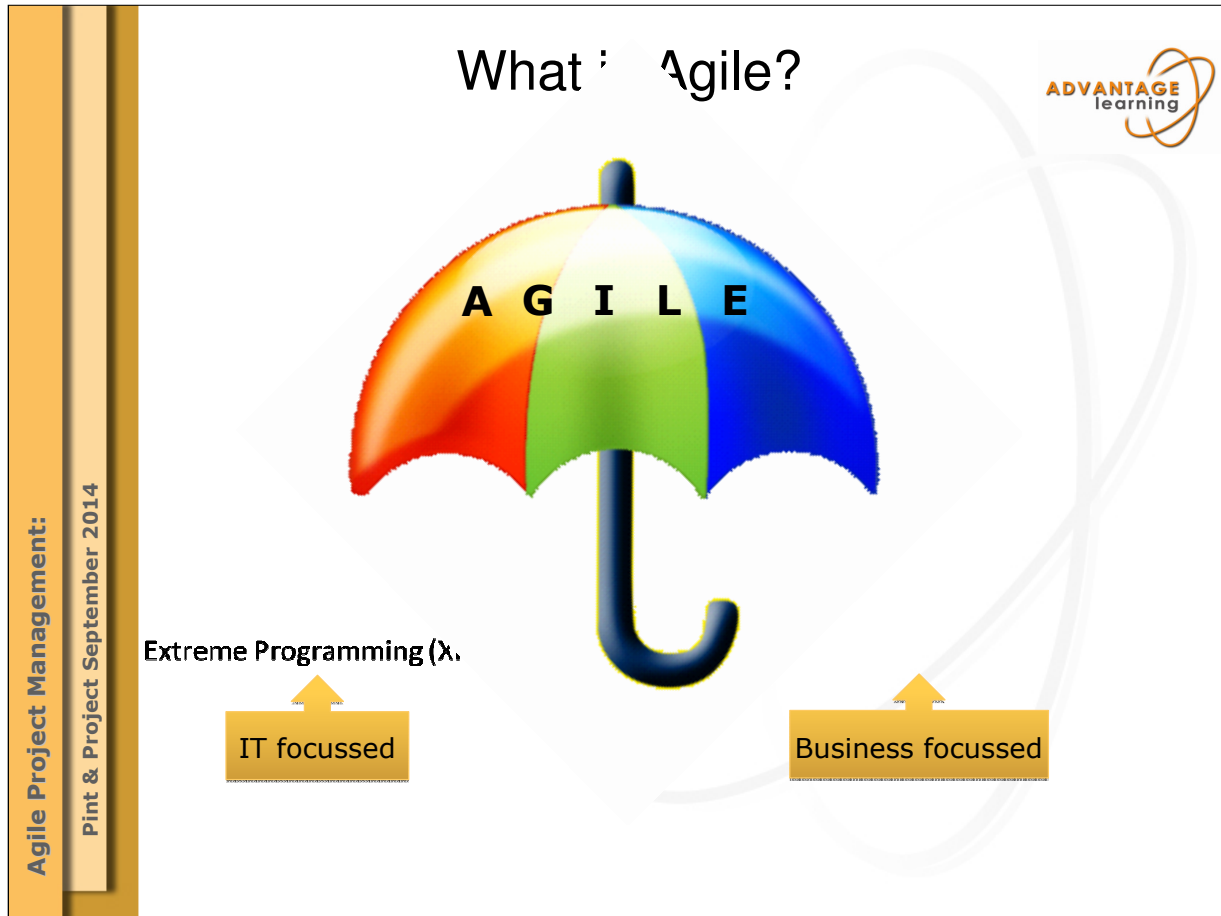
The "Agile Methodology" doesn't exist. Agile is a generic / umbrella term that applies to a number of methodologies. Scrum, Lean, XP and Crystal are all good lightweight approaches that are predominant in the IT industries. DSDM, however, works in both IT and non-IT environments and is focused on business improvement and change. The APMG International exams (Foundation and Practitioner) are based on DSDM.

What is Agile?

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value
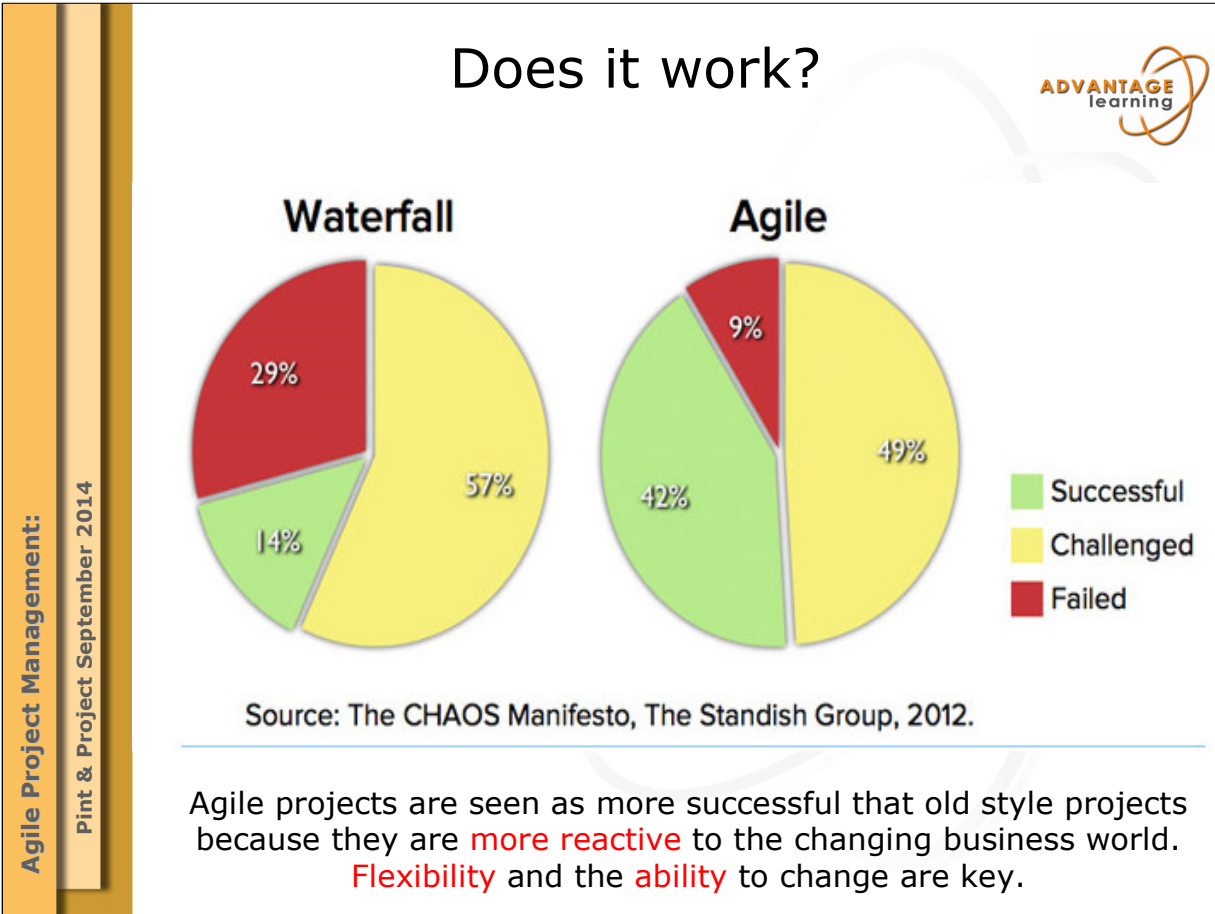
2001

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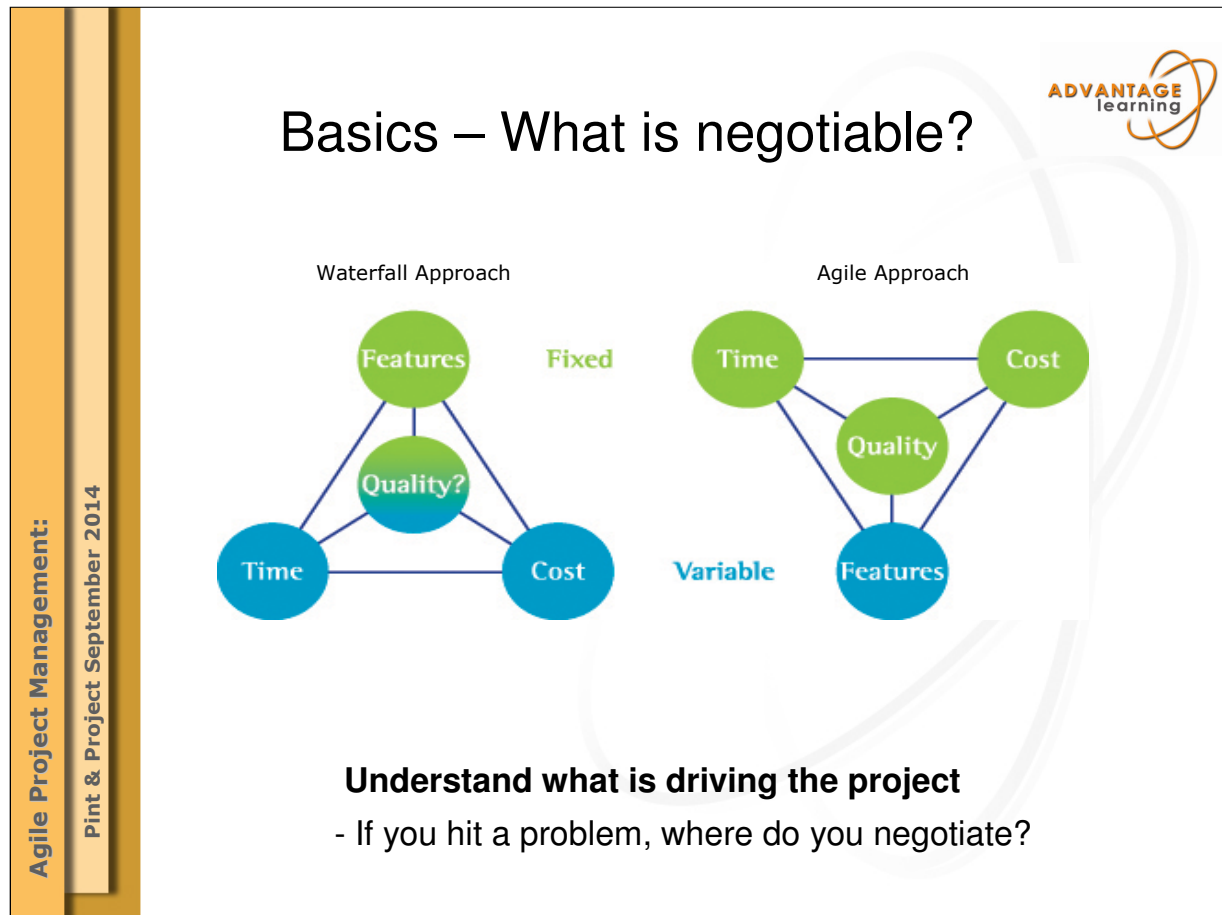| People and Interactions	over	Processes and Tools
Working Solution	over	Comprehensive Documentation
Customer Collaboration	over	Contract Negotiation
Responding to Change	over	Following a Plan

But Agile is not just about delivering software, it applies to all types of project

At the DSDM conference in 2013 Arie Van Bennekum, who was one of the original signatories to the 2001 Agile manifesto, said that the manifesto still works today. His only comment was that he would change "Working Software" to "Working Solution".

Does it work?

Waterfall

Agile

29%

57%

14%

9%

49%

42%

- Successful
- Challenged
- Failed

Source: The CHAOS Manifesto, The Standish Group, 2012.

Agile projects are seen as more successful that old style projects because they are more reactive to the changing business world. Flexibility and the ability to change are key.

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Basics – What is negotiable?

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Waterfall Approach

Agile Approach

Features

Fixed

Quality?

Time

Cost

Time

Cost

Quality

Variable

Features

Understand what is driving the project
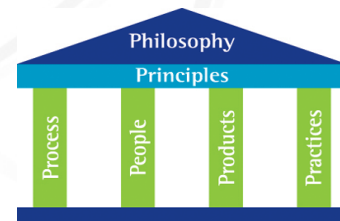
- If you hit a problem, where do you negotiate?

If you obsess and fix the features of a project, then you must accept that Time and Cost will vary. Basically it will take as long as it takes and cost as much as it costs.

Agile Project Management fixes the Time and Cost in the Foundations process after a reasonable amount of planning has taken place. With a given timeframe and a given cost – the amount that can be delivered in that timeframe will vary. The customer will ALWAYS receive a working solution.

Basics – Philosophy

- Projects aligned to clearly defined strategic goals

- Focus on early delivery of real benefits to the business

- To be successful requires

  - Key stakeholder understanding of business objectives

  - Empowerment to the appropriate level

  - Collaboration to deliver the right solution

  - On time delivery, according to business priorities

  - Stakeholders willing to deliver a fit-for-purpose solution

  - Acceptance that change is inevitable

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Agile Snowman

- One person can have more than 1 role

- A role can be shared between people

- All responsibilities must be covered

- Project roles

  – Managing, directing, co-coordinating

- Solution Development Team (SDT) roles

  – Creating the Solution

- Other roles

  – As appropriate, specialists

Note that the Project Manager has now been "promoted" to the Project Board. Their role is now one of monitor / coach / mentor / un-blocker of problems. They need to trust the Team Leader and the rest of the Solution Development Team.

Agile Project Manager

- Enabling constant change (rather than suppressing change)
- Continuously improving the ideas
- Maintaining aim (delivering the right thing at the right time)
- Monitoring progress
  - Measuring progress by delivery of products (not by activity)
  - Sustaining the high rate of progress throughout
- Motivating empowered teams
  - Collaboration requires a **no-blame** culture
  - Building team spirit

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How it's done
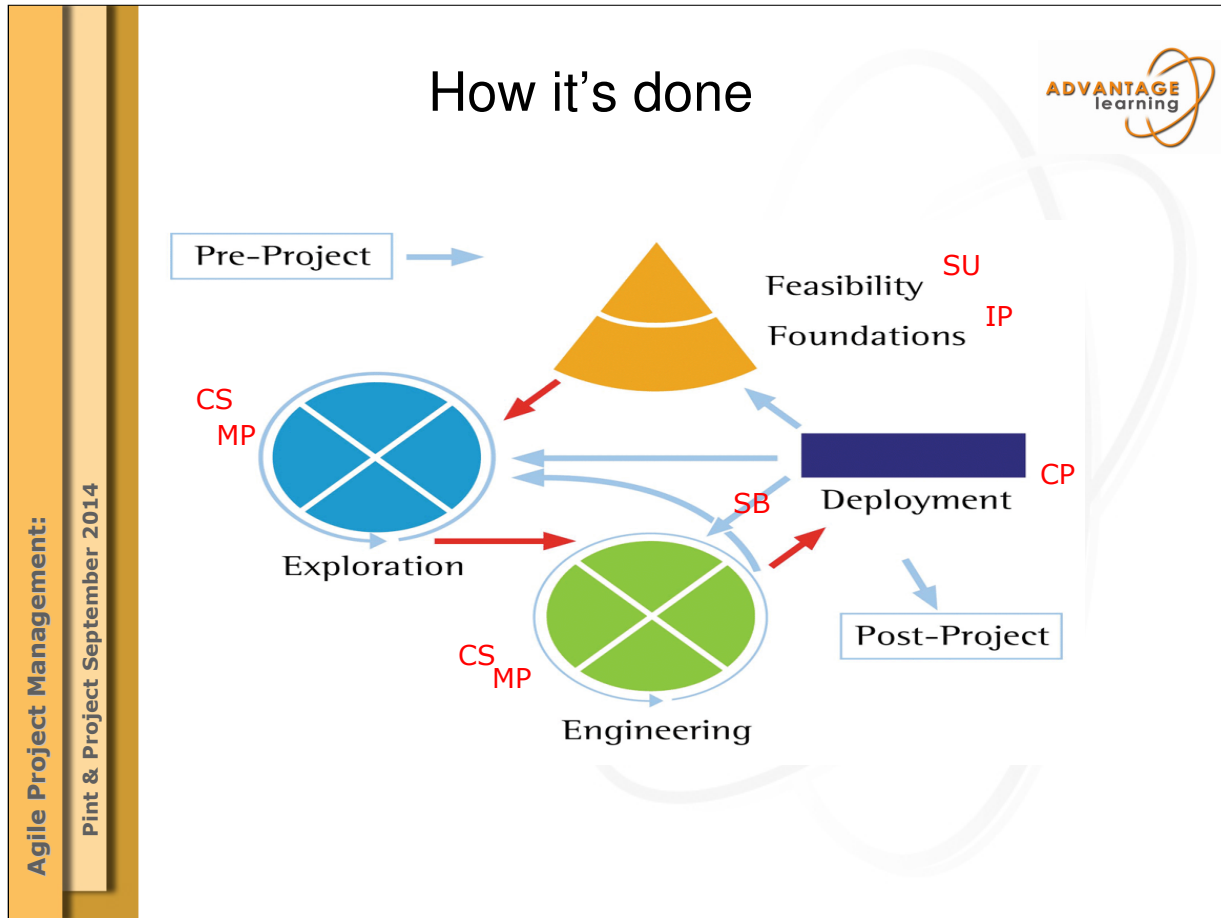
Cheese and Pizza diagram.

Take Away Techniques

- MoSCoW

- Stand ups

MoSCoW technique

Must Have
No more than 60% effort

🔴 Guaranteed **M**inimum **U**seable **S**ubse**T**

Should Have
@ 20% effort

🟠 Expected Work arounds difficult/costly

Could Have
@ 20% effort

🟢 Possibly Work arounds easy/cheap

Won't have
this time

Maybe next time Out of Scope for this
timeframe

🔴 Requirements that cannot be de-scoped without causing the project to fail

🟠 Requirements that can be de-scoped as a last resort to keep the project on track

🟢 Requirements that can be de-scoped without causing significant problems

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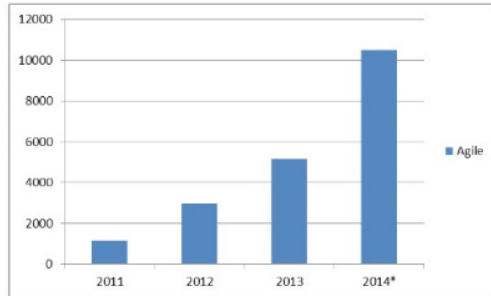
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Stand Ups

- Happens every day
  - Ideally whole Solution Development Team participate
  - Wider stakeholders are welcome to attend and listen

- Opportunity to understand daily progress

- Each team member says
  - What they have been doing since yesterday
  - What they will be doing today
  - Any problems, risks or issues they have

- Short and focused
  - Normally no longer than 15 minutes (two minutes per team member + two minutes a good guide)
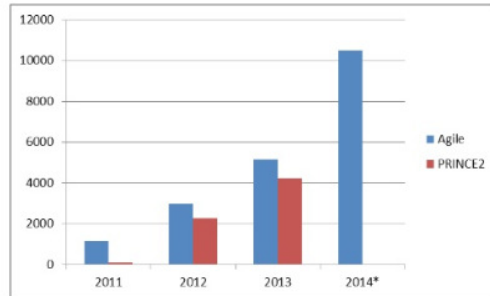
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Agile vs PRINCE2?

APMG-International ™
Agile Project Management

PRINCE2®
TRAINING ORGANIZATION
ACCREDITED BY APMG International

AgilePM wins popularity polls!

No. of candidates doubling year on year

Early years comparison – AgilePM has faster growth

Agile Qualifications

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- Agile PM Foundation
  - 3 days, 60 questions, 1 hour, 50% to pass
- Agile PM Practitioner
  - 1 day, 4 main areas, 60 questions, 2 hours, 50% to pass
- Public courses coming up:
  - 25th November - Edinburgh
  - 16th February - Glasgow
- Onsite courses anytime…

Resources & Savings

- 20% discount on training for Pint and Project attendees

- Agile Project Management by Keith Richards - £20

- Agile Pocketbook - £5

- White paper: Agile Project Management

- PDF slides

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Questions on Agile Project Management?

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