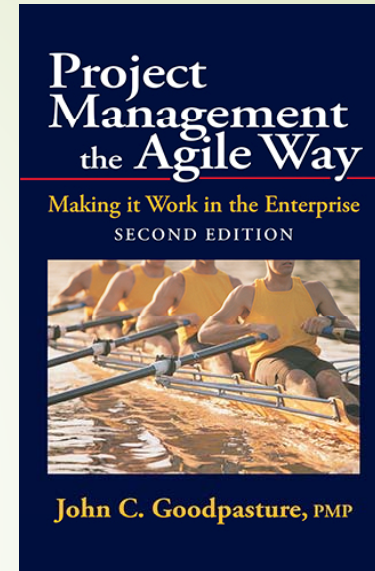


# Instructor's Guide



1

A companion to “Agile Project Management: Making it Work in the Enterprise, Second Edition”

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J. Ross Publishing WAV™ material

JR1157-00\_Instructor's Guide

# Module 1 Outline

- ▶ A Short History Provides Context
  - ▶ Early thinkers
  - ▶ Group of 17
- ▶ Agile Manifesto and Agile Principles Set Up Agile Methods
- ▶ Agile Principles
  - ▶ Commentary on the 12 Principles
  - ▶ Other Agile principles

# Module 1 Discussion for Critical Thinking

## **Does the manifesto call for a total change in paradigm that all but abandons the traditional constituents?**

Author's notes: Agile should not be undertaken as a total change in paradigm; practical implementations of agile are shifts of emphasis from traditional priorities and methods, even as some new agile practices are introduced. In the general case of projects in enterprise situations, the agile method is expected to co-exist with non-software project scope and work activities. Thus, some ability to interface with those activities is necessary. Documentation is a good example: no practical project operates without documentation, but agile emphasizes “just enough” and “just in time”. Of course, “just enough” is a judgment call, but it is certainly different from “nothing at all”

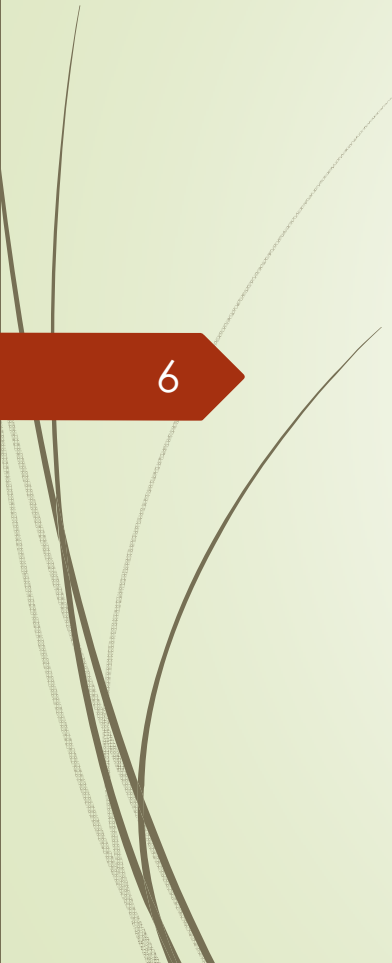
# Module 3 Outline

- ▶ Agile Lifecycle
  - ▶ An Agile manager's agenda
  - ▶ Guiding principles for Agile managers
  - ▶ Addressing the major risks

# Module 3 Project Management Tips

## Agile Commitment

- ▶ Agile project managers commit to best-value
- ▶ Total cost and resource consumption are limited by investment funds and milestones
- ▶ Focus on product quality: form, fit, feature, and function
- ▶ Stakeholders and managers may have to give up central planning, but they do not give up project outcomes consistent with vision, architecture, and the prospect of benefits.



# Chapter 1

## Module 4

### Scaling for Enterprise Agile

6

Hybrids and more; team network over linear team threads; complex over complicated

# Module 5 Objectives

- ▶ Discuss and explain representative agile methodologies
- ▶ Familiarize readers with Agile operations and practices

# Appendix Project Management Tips

## Risks in Traditional Methods

- Requirements are never complete
- Documents written early in the lifecycle are always at the risk of being overcome by events and rendered obsolete
- Requirements discovered after baselines are set almost always impact unfavorably
- The testing comes at the end
- Benefits come late and may not materialize because the business and the market have moved on, regardless of the project outcomes



## Chapter 1 Take Away (continued)

- ▶ Module 2: Plan-driven methods have their place, particularly on projects of very high scale, safety-critical requirements, mission-critical objectives, and many contract situations
- ▶ Module 3: There is still a place for the project manager in Agile
- ▶ Module 4: Agile can be scaled to larger projects, and also can exist in a hybrid form
- ▶ Module 5: Many methodologies that subscribe to the agile manifesto and the agile principles
- ▶ All Agile methodologies fit a cycle of cycles: the daily cycle → the iteration → the release → the planning wave → the business cycle → the market

# Module 1 Objectives

- ▶ Explain the value-add of a business case as an Agile tool
- ▶ Make the case for best-value as the optimum project objective

# Module 1 Outline

- ▶ Adding value with the business case
  - ▶ Three levels of the business case
  - ▶ An Agile business case framework
- ▶ Best value emerges tactically but is strategically anchored
  - ▶ Strategy and goals
  - ▶ Planning element relationships

# Module 3 Discussion for Critical Thinking

The project balance sheet is a way to illustrate the constant and dynamic tension between the business and the project.

**In your experience, how might such tension impact the PMO as a primary arbiter of this tension in an Agile project?**

Author's note: The PMO (in the sense of the project office staff, extended resources, and the project manager) is the only expert in the room that can evaluate and mitigate the risk that balances the business demands on the one side and the capabilities and capacity of the project team on the other side. Thus, a key impact on the PMO is the energy that goes into constant attention to risk management. Such requires situational awareness of what is going on in the business as well as the project, and a practiced program of getting ahead of potential issues before they become debilitating to the project.

# 4: Agile in the Waterfall

13

Embracing and respecting open and stationary qualities of architecture, functionality, and governance are the keys to a successful hybrid project context

# Module 2 Outline

- ▶ The black box
  - ▶ Architecture is mapped
  - ▶ Encapsulated scope and methodology
  - ▶ Tactical emergence and iteration
- ▶ Network of boxes
  - ▶ Network attributes
  - ▶ Network operating system
  - ▶ Network extension

## Module 3 Outline (continued)

- ▶ Change management, risk management
  - ▶ Change management
  - ▶ Risk management
  - ▶ Verification and validation
- ▶ Are we done?
  - ▶ The basic question
  - ▶ Zero base
  - ▶ Other factors
  - ▶ Value v cost

## Chapter 4 Take Away

- ▶ Theme: a successful hybrid methodology is only possible if there can be embracing and respecting of open and stationary qualities of architecture, functionality, and governance
- ▶ Module 1: *Agile projects are simultaneously strategically stationary and tactically iterative and emergent* is a necessary condition for a hybrid methodology
- ▶ Module 2: Hybrid methodology reconciles two these ways:
  1. Encapsulation of requirements (architecture), method, and practices with black boxes that have open interfaces
  2. Milestone planning provides the means to synchronize outcomes for customer deliverables



# Module 1 Outline

- It's Agile! Why plan? Why schedule? Why estimate?
  - Planning dominates management
  - Are we DONE?
- Agile planning portfolio
  - Agile plans adapt
  - Work stream plans
  - Release plans
  - Time-boxing plans
  - WIP plans
  - Labor plans team-by-team
  - Daily plan
  - Summary of planning portfolio

# Chapter 8

## Module 4

### Some Teams Work, Others Do Not

18

Among all methodologies, Agile is the most heavily dependent on teams

# Module 1 Outline

- Value qualities
- Objective measures
- Accounting for value
  - Cost accounting
  - Throughput accounting
  - Percent complete
- Accumulating value is earning back the investment
  - Three components of earned and accumulated value
- Value accumulation measurements
  - Hybrid project, traditional practices

# Module 2 Outline

- ▶ The Burndown chart
  - ▶ Burndown chart characteristics
  - ▶ Burndown chart example
- ▶ The WIP chart
  - ▶ WIP chart characteristics
  - ▶ WIP chart example
  - ▶ Management actions

## Module 3 Discussion for Critical Thinking

The use of virtual teams in a management network is quite ordinary in the software business.

But, sometimes virtual teams work too slowly.

**What would you do to increase the pace and throughput if you were asked to accelerate schedule on a large scale project?**

Author's note: A paraphrase of Brooks' Law leaps to mind: adding staff to a late project will make it later. So, adding yet more teams to speed things up may actually slow things down; or at the very best only attain a marginal improvement. The reasons are explained in the book, but in a few words: the communications overhead of more staff and more teams overwhelms the potential for increased throughput. Virtual teams are not immune to this phenomenon.

That all said, the first remedy is to move virtual work to the real environment where velocity can be greater—"in-source, as it were". And, some companies are doing this, not only at the individual level rather than working from home, but at the more strategic level of bringing scope back in-house.

## Module 4 Outline

- ▶ Contract objectives
- ▶ Contracts through the risk management lens
- ▶ Contracting concepts for cost and results
- ▶ Contracted incentives and rewards
- ▶ Contracting relationships
  - ▶ Contractors have values, practices, and methodology
  - ▶ Cost reimbursable contracts for agile projects
  - ▶ Agile time and materials contracts

# Module 2 Outline

- Commitment
  - Their participation
  - Transitioning to stories and use cases
  - Your management
  - Product owner at scale
- Training for the job

# Module 2 Project Management Tips

## From Database to Backlog

- At the time of the build of the iteration backlog, selected stories are printed onto cards if that makes sense. But in a fully distributed project with everybody working remotely, the war room has to be virtual, thus electronic.

## Global Deployment

- One could imagine that when global deployment was in progress, the council, committee, or working group would make sure that all user stories that enabled the country teams to go-live would be prioritized ahead of just functional requirements, including some less critical defects or debt



# Module 3 Outline

- ▶ Project Design
  - ▶ System engineering and scale
  - ▶ Project scorecard
  - ▶ Change management
- ▶ Remote working
- ▶ Environment density
- ▶ Risk management
  - ▶ Sustainable pace
  - ▶ Scheduling for slack
  - ▶ Sign-off and approval

# Module 4 Project Management Tips

## Managing Tension

- There will be competition and disagreement among projects as each seeks local optimization for resource allocation and backlog construction
- There will be business objectives that are optimum for the portfolio but are compromising to projects with emergent and iterative scope

## Chapter 12 Take Away (continued)

- ▶ Module 3: to design a project for best fit to the business, consider colocation, virtual teams and remote working, environment density, and other factors. Include a pilot project.
- ▶ Module 4: The portfolio manager has tools to manage scope distribution. The distribution of teams among locations and projects impacts portfolio objectives
- ▶ Module 5: transitioning in the public sector includes government projects, non-profits, and volunteer projects.