

PMI®—Agile Certified Practitioner (PMI-ACP)®

Knowledge and Skills: Part 3



After completing this lesson, you will be able to:



- Recognize the project and quality standards for Agile projects
- List the principles of stakeholder management
- Explain Agile team motivation
- List the characters of Agile high performance teams
- Differentiate between distributed and collocated teams in Agile projects
- Describe Agile facilitation techniques and Agile participative leadership methods

Extreme programming (XP) recommends creating a coding standard and enforcing the adherence to it. All developers agree to adhere to these guidelines while programming. The guidelines should be as follows:

- It should be beyond formatting.
- It should focus on consistency and consensus over perfection.
- It should have minimal set of standards to follow.

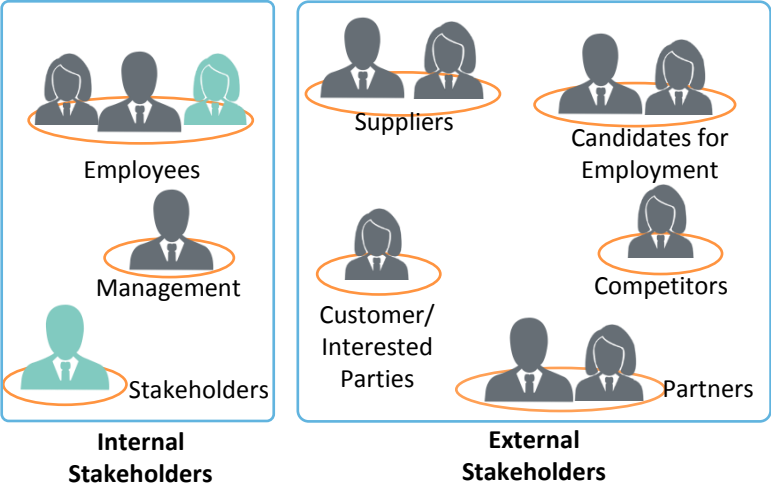


Teams should also develop their standards of behavior which can be posted in the team room as a visual radiator.

Stakeholder Management

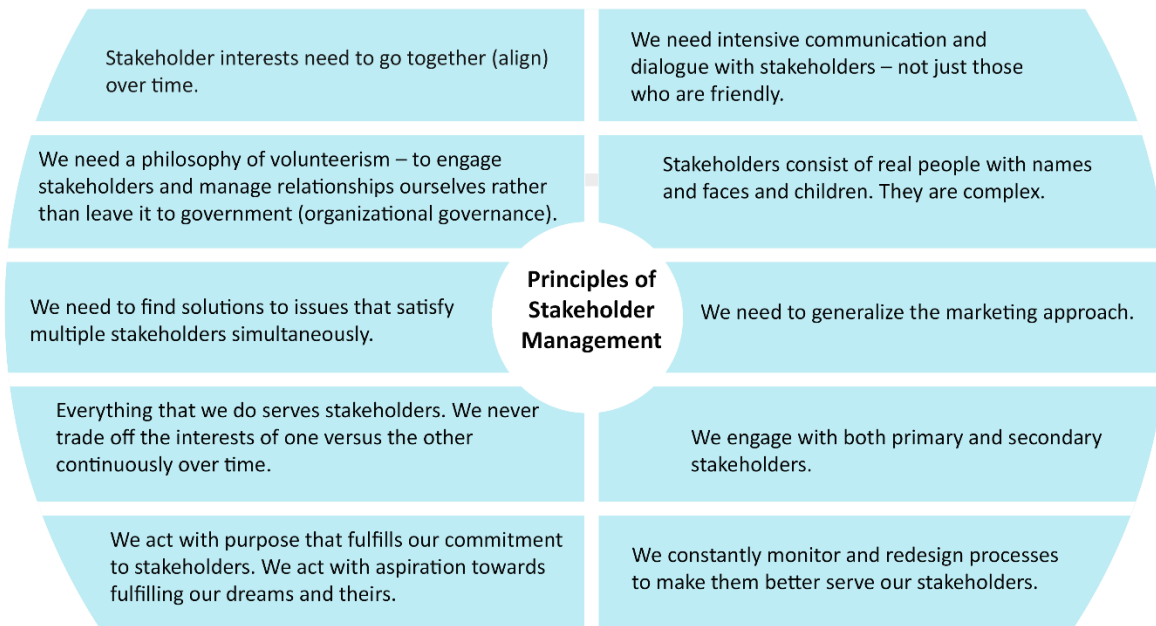
Anyone who has a stake in the project is a stakeholder. Anybody whose interest is positively or negatively impacted by the project's outcomes or anybody who can impact the project positively or negatively is a stakeholder.

Effective management of stakeholders can be one of the most important determinants of project success. Much of stakeholder management requires effective communication.



Principles of Stakeholder Management

The ten principles of stakeholder management are as follows:



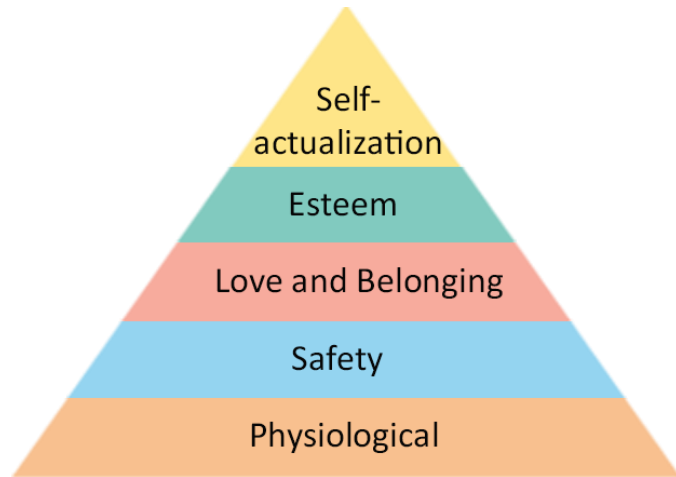
One of the Agile Principles states, “Build the team around motivated individuals; give them the support and encouragement they need.”

An Agile leader needs to motivate the team. Some of the well-known motivation theories are as follows:

- Abraham Maslow's Hierarchy of Human Needs
- Motivational Factors by Boehm
- Frederick Herzberg's Two-Factor Theory
- David McClelland Achievement Motivation Theory

Abraham Maslow's hierarchy of human needs is depicted as a five level pyramid.

- The four lower levels represent the most fundamental needs, what Maslow called 'deficiency needs' or 'd-needs'. They are physiological, safety, love and belonging, and esteem.
- The fifth level is self-actualization where people reach their full potential.
- Maslow indicates that the lower level needs have to be satisfied before one can move on to the higher tiers.



Frederick Herzberg established a theory on motivators based on the following two factors:

Motivators

These give satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

E.g., challenging work, recognition, and responsibility.

Hygiene factors

These are necessary, but do not give motivation; although the absence will result in dissatisfaction.

E.g., status, job security, salary, fringe benefits, and work conditions.

! An Agile project team requires hygiene factors to establish a minimal level of team performance, but establishing motivators determine if the team can achieve high performance.

David McClelland's achievement motivation theory is based on Maslow's hierarchy of needs.

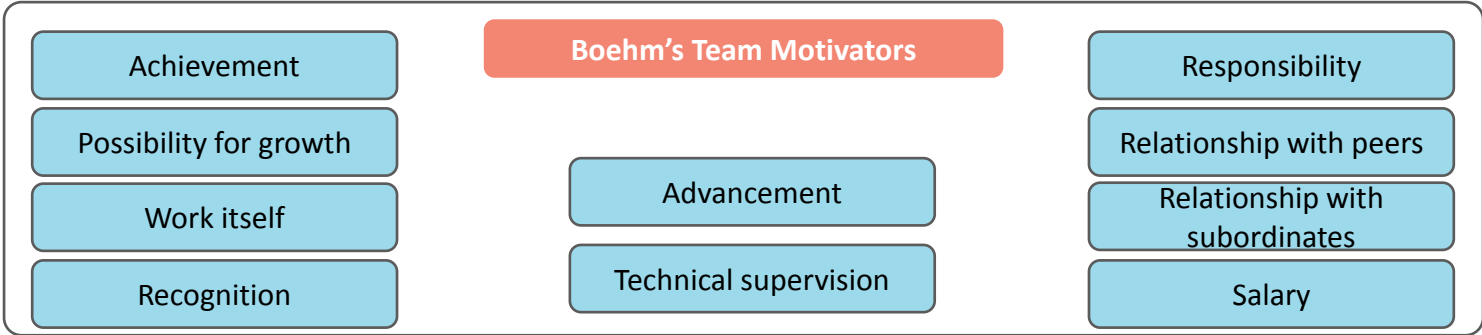
Dominant Motivator	Characteristics of the Person
Achievement	<ul style="list-style-type: none">• Has a strong need to set and accomplish challenging goals.• Takes calculated risks to accomplish goals.• Likes to receive regular feedback on progress and achievements.• Often likes to work alone.
Affiliation	<ul style="list-style-type: none">• Wants to belong in the group.• Wants to be liked, and will often go along with what the rest of the group wants to do.• Favors collaboration over competition.• Doesn't like high risk or uncertainty.
Power	<ul style="list-style-type: none">• Wants to control and influence others.• Likes to win arguments.• Enjoys competition and winning.• Enjoys status and recognition.



People with achievement motivator require challenging tasks, ones with affiliation require a cordial work environment and the ones with dominant power motivator need to manage people and enjoy recognition.

Barry Boehm has created team motivational factors from his extensive project work. He established the Theory W Software Project Management: Make Everyone a Winner. His theory was supported by two principles: Plan the Flight and Fly the Plan, and Identify and Manage Your Risks.

Boehm identified the following team motivators:



Building High-Performance Teams

High-performance teams (HPTs) is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and achieve superior business results. High-performance teams outperform all other similar teams and they also outperform expectations, given their composition.

Composition of High-Performance Teams

It has people with right skills and motivation.

It is a committed team that has been effectively empowered.

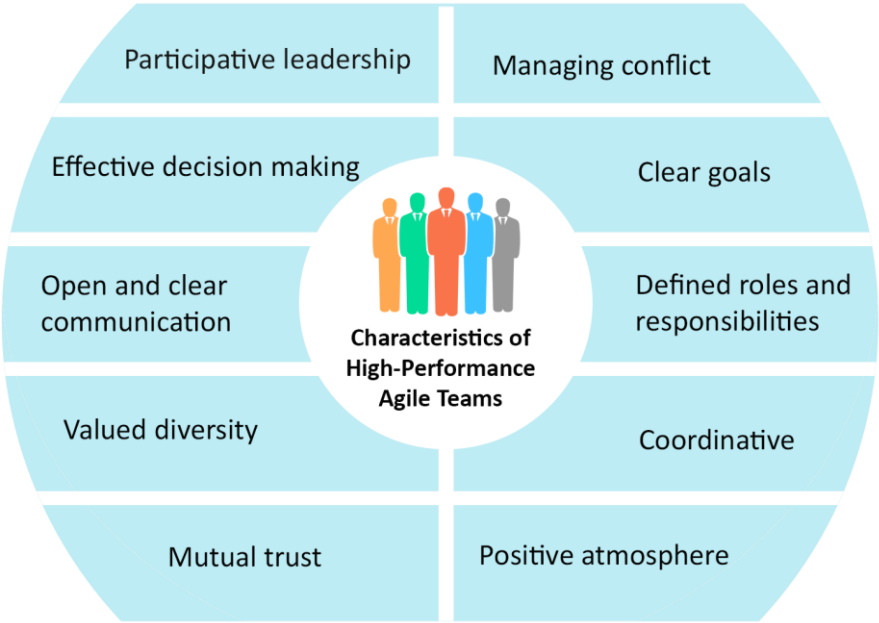
It has established trust.

It works at a sustainable pace to deliver high quality software.

It reflects a consistent high velocity.

It factors in influences like capacity and support.

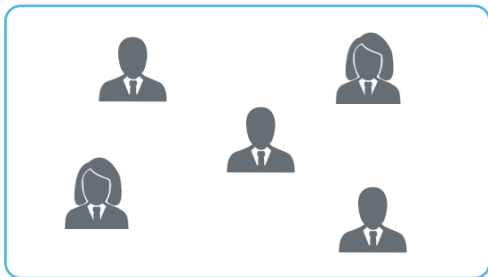
High-performance Agile teams would have the following characteristics:



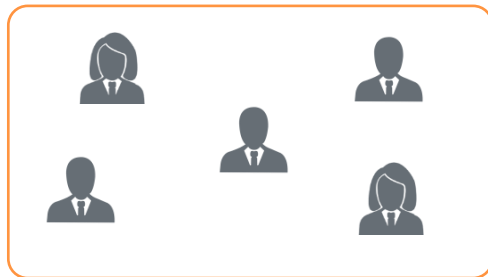
Collocated teams work together in the same physical location. The characteristics of collocated teams are as follows:

- Each team will have all the skills required.
- Teams in different locations work independently, but collaborate to coordinate their work.

Team 1



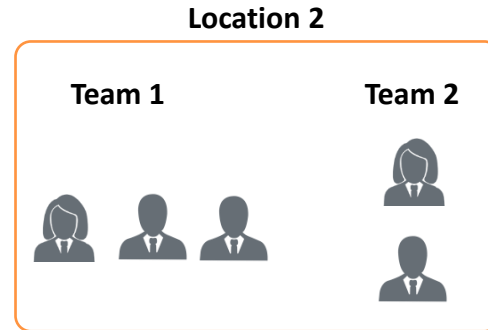
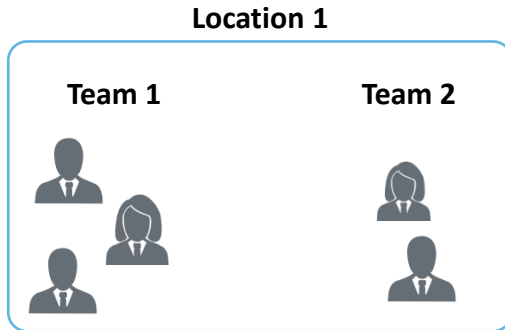
Team 2



Deliberately Distributed Teams

In distributed teams the team members work in geographically dispersed locations. The characteristics of distributed teams are as follows:

- Individuals in different cities work together as one team.
- Each location has people with different skills.
- Forming collaborating colocated teams would not have sufficient depth of skills.
- It is more effective to leverage distributed teams.



Distributed vs. Collocated Teams

Agile can work on both distributed and collocated teams. However, the following aspects would work differently in both the teams:

Distributed Teams	Collocated Teams
Formal logging of knowledge	Issues resolved informally, in a timely manner
Structured use of processes	Incidental interaction leads to productivity
Explicit role definition through tasks	Meetings focused on strategic discussion
Exploiting technology for collaboration	More collaborative technical system

Facilitation is enabling a discussion that aims to achieve a decision. Facilitation is particularly important for visioning, requirements solicitation, and retrospectives. There are many techniques for facilitating ideas and enabling team input.

Visioning

- 'Product box' encourages the team to identify the most important features for the product.
- 'Spider web' helps represent the relationships of a product with other products and services.

Requirements

- 'Buy a Feature' game helps the team in prioritizing features.
- 'White Elephant Sizing' is an estimation technique used for relative sizing and categorization of user stories.

Retrospectives

- 'Sailboat' is a game used to identify the retrospective experiences as positive or negative.
- 'Learning Matrix' is used to identify what went well, what did not go well, ideas that can be implemented and individuals who performed well.

Participatory decision making is to involve the team in making the decisions. The objective of participatory decision making is to provide the project community with specific practices to frame, analyze, and make the myriad decisions that arise during a project.

The primary goals of participatory decision making are:

- to foster clear communication of goals and constraints;
- to liberate the untapped knowledge; and
- to harness the creativity and insights in the organization.

There are three representative positions in the overall framework for participatory decision making.

Input based

All the participants should have the opportunity to provide inputs in the decision making process.

Shared Collaboration

Participants are not only consulted, but are actively involved in arriving at the decision.

Command

The decision is made by a senior leader or by a small group of people. The team members are informed about the decision.



QUIZ

1

Which of the following is not an example of project standard?

- a. Definition of Done
- b. Team Coding standards
- c. Code of Conduct
- d. Data center failover



QUIZ

1

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- a. Definition of Done
- b. Team Coding standards
- c. Code of Conduct
- d. Data center failover



Answer: d.

Explanation: A data center failover would not be a standard activity or guideline.



QUIZ 2

Maslow categorized four needs as 'd-needs' or deficiency needs, identify which of the following is not a D-need.

- a. Esteem
- b. Self Actualization
- c. Love/Friendship
- d. Security



QUIZ
2

Maslow categorized four needs as 'd-needs' or deficiency needs, identify which of the following is not a D-need.

- a. Esteem
- b. Self Actualization
- c. Love/Friendship
- d. Security



Answer: b.

Explanation: The fourth d-need is physical. Self actualization is the fifth level and reflects a person who is performing at their full potential.



QUIZ

3

Which of the following is an example of a motivator in Herzberg's theory?

- a. Status
- b. Job Security
- c. Challenging Work
- d. Salary



QUIZ

3

Which of the following is an example of a motivator in Herzberg's theory?

- a. Status
- b. Job Security
- c. Challenging Work
- d. Salary



Answer: c.

Explanation: Challenging work is a motivating factor.



QUIZ
4

Which of the following is not a satisfactory reason to undertake command decision in a participative decision making model?

- a. Insufficient time is available to get the entire team involved in reviewing a decision
- b. Decision makers cannot come to agreement on an issue
- c. The team is not accessible for a decision that needs to be made expeditiously
- d. A complex decision needs to be made



QUIZ

4

Which of the following is not a satisfactory reason to undertake command decision in a participative decision making model?

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- b. Decision makers cannot come to agreement on an issue
- c. The team is not accessible for a decision that needs to be made expeditiously
- d. A complex decision needs to be made



Answer: d.

Explanation: Complex decisions are the best opportunities to engage the team to participate.



QUIZ

5

What does Barry Boehm's 'Theory W for software development' refer to?

- a. Employees are ambitious, self-motivated and exercise self-control. Management should foster an environment of trust to allow employees to develop.
- b. Workers need to be closely supervised and comprehensive systems of controls developed.
- c. Make Everyone A Winner
- d. Increase employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee.



QUIZ 5

What does Barry Boehm's 'Theory W for software development' refer to?

- a. Employees are ambitious, self-motivated and exercise self-control. Management should foster an environment of trust to allow employees to develop.
- b. Workers need to be closely supervised and comprehensive systems of controls developed.
- c. Make Everyone A Winner
- d. Increase employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee.



Answer: c.

Explanation: Boehm emphasized making everyone a winner in his Theory. Option A is Theory Y, option B is Theory X, and option D is Theory Z.



Here is a quick recap of what was covered in this lesson:



- Extreme programming recommends creating a coding standard and enforcing the adherence to it.
- Well-known motivation theories used in Agile are Abraham Maslow's Hierarchy of Human Needs, Frederick Herzberg's Two-Factor Theory, David McClelland Achievement Motivation Theory, and Motivational Factors by Boehm.
- High-performance team is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and achieve superior business results.
- Agile facilitation is important for visioning, requirements solicitation, and retrospectives.
- Participatory decision making is to involve the team in making the decisions. It provides the project community with specific practices to frame, analyze, and make the myriad decisions that arise during a project.



THANK YOU