

Agile Software Project Management

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Agile People's Skill

Introduction to Agile People Skills

- Agile emphasizes **individuals and interactions over processes and tools**.
- People skills are **essential** for collaboration, decision-making, and adaptability.
- Key skills for Agile professionals:
 - Listening to others
 - Negotiating
 - Addressing and resolving conflict
 - Utilizing emotional intelligence
 - Conducting effective meetings
 - Embracing diversity
 - Leading and managing effectively
 - Embodying the PMI Code of Ethics

Listening in Agile Teams

- **Active listening** promotes understanding and trust.
- Tips for effective listening:
 - **Give full attention** to the speaker.
 - **Avoid interrupting** and listen to understand, not just to respond.
 - **Reflect and summarize** what has been said.
 - **Observe non-verbal cues** such as body language and tone of voice.
- Encourages **openness and innovation** in Agile teams.

Negotiation in Agile

- Negotiation is **ongoing** in Agile, occurring in:
 - **Sprint planning:** Agreeing on scope and priorities.
 - **Backlog refinement:** Balancing business value and feasibility.
 - **Stakeholder communication:** Aligning expectations.
 - **Team collaboration:** Resolving competing priorities.
- Effective negotiation ensures **win-win outcomes** rather than conflicts.

Addressing and Resolving Conflict

- **Conflict is natural** in Agile teams due to diverse perspectives.
- Methods for conflict resolution:
 1. **Identify the cause** of the conflict.
 2. **Encourage open discussions** in a safe environment.
 3. **Use a neutral facilitator** (Scrum Master or Agile Coach).
 4. **Focus on facts, not emotions**, for resolution.
 5. **Seek common ground** and create an action plan.
- **Healthy conflict** leads to better ideas and stronger teams.

Utilizing Emotional Intelligence (EI)

- EI is key for **handling uncertainty and fostering collaboration**.
- Components of EI:
 - **Self-awareness:** Recognizing one's emotions.
 - **Self-management:** Controlling emotions and staying motivated.
 - **Social awareness:** Understanding team dynamics.
 - **Relationship management:** Building trust and managing conflicts.
- Teams with high EI experience **higher productivity and morale**.

- Self
 - Self-management
 - Self-control
 - Flexibility
 - Motivation and ambition
 - Carefulness
 - Self-awareness
 - Sureness in self
 - Emotional self-awareness
 - Correct self-assessment
- Others
 - Social skills
 - Self-control
 - Motivating leadership
 - Developing other people
 - Alliances and teamwork
 - Social awareness
 - Compassion
 - Organizational consciousness
 - Understanding of surroundings

Conducting Effective Agile Meetings

- Agile meetings should be **structured, concise, and goal-oriented**.
- Best practices:
 - **Set a clear agenda.**
 - **Timebox discussions** to keep them productive.
 - **Encourage participation** from all team members.
 - **Summarize key points** and assign action items.
- Agile ceremonies that require strong facilitation:
 - **Daily Standups**
 - **Sprint Planning and Reviews**
 - **Retrospectives**

Embracing Diversity in Agile

- **Diverse teams** offer multiple perspectives, leading to **better innovation**.
- Benefits:
 - **Improved problem-solving** and creativity.
 - **Greater adaptability** to market needs.
 - **Higher team satisfaction** and retention.
- Challenges:
 - **Cultural differences** in communication styles.
 - **Biases and misunderstandings**.
- Solution: **Foster an inclusive culture** through training and open dialogue.

Leading and Managing Effectively

- Agile leadership focuses on **empowerment, collaboration, and transparency**.
- Strong leaders:
 - **Inspire trust** and align teams with Agile values.
 - **Foster autonomy** and self-organization.
 - **Encourage continuous improvement** and feedback.
- Agile leaders balance **supporting** and **challenging** their teams.

Leading and Managing Effectively

Principles for leading the agile project:

1. Identify the needs of the project team.
2. Understand the project's requirements.
3. Function for the best interests of the team and project.
4. Establish an environment for functional accountability.
5. Develop a vision for the finished product.
6. Apply the vision to model your own behavior as leader.
7. Be the central figure in successful project team development.
8. Acknowledge team conflict as positive.
9. Manage with a focus on ethical behavior.
10. Include ethics as an integral part of your thinking as a leader.
11. Reflect on the project.
12. Think in reverse.

Adaptive Leadership in Agile

- Adaptive leaders **adjust their approach** based on the situation.
- Agile teams go through different phases requiring different leadership styles:
 - **Supporting:** Encouraging collaboration.
 - **Delegating:** Allowing teams to self-manage.
 - **Directing:** Providing guidance where needed.
 - **Coaching:** Helping team members grow their skills.
- **Flexibility** is key to successful Agile leadership.

Servant Leadership in Agile

- Servant leadership puts the **team's needs first**.
- Key responsibilities:
 - **Remove obstacles** that block progress.
 - **Support autonomy** and self-organization.
 - **Promote learning** and skill development.
 - **Act as a mentor** rather than a boss.
- Servant leaders create **highly motivated, engaged teams**.

PMI Code of Ethics in Agile

- PMI's Code of Ethics ensures **integrity and professionalism** in Agile teams.
- Four core values:
 1. **Responsibility:** Be accountable for decisions.
 2. **Respect:** Foster an inclusive and respectful environment.
 3. **Fairness:** Avoid favoritism or discrimination.
 4. **Honesty:** Communicate truthfully and openly.
- Adhering to these values strengthens Agile teams.

Key Takeaways from Agile People Skills



People skills are essential for Agile success.



Active listening, negotiation, and conflict resolution improve teamwork.



Emotional intelligence enhances **collaboration** and productivity.



Adaptive and servant leadership empower Agile teams.



A strong **ethical foundation** ensures trust and accountability.

Chapter Summary



Soft skills are as important as technical skills in Agile.



Effective communication and leadership foster team success.



Servant and adaptive leadership create high-performing teams.



Emotional intelligence, ethical behavior, and diversity are crucial for Agile growth.