Agile Project Management

with Bob McGannon

Course Outline

Directions: Use this course outline to take notes while you view the course.

Introduction/Welcome

1. Rapid _____ _____ are the trademark of agile projects.

2. Agile helps you make your project flexible enough to accommodate _____ from your management and customers.

3. Agile projects have great potential to deliver _____ more quickly and efficiently.

Chapter 1. Understanding Agile Project Management

01. What is agile project management?

1) Some notable characteristics of agile projects are:

- You produce deliverables via _____ chunks of work

- Value is presented to the client via _____, or small deliveries

- Management of scope is _____ based

2) Traditionally, the waterfall methodology consists of these 5 phases:

_____, _____, _____, _____ and _____.

3) The small chunks of work created in sprints benefit the business when needs are _____. The agile process also provides _____ benefits early.

4) Examples of non-IT projects where agile techniques are viable include:

- _____ moves

- Company _____

- Changing business _____

5) Agile could be considered for any project with short _____ and _____ times.

6) Agile projects are typically structured with:

- _____- _____ week sprints

- _____-_____-_____ collaboration

- Co-_____

- _____ committed to agile

- Requirements changes _____ and accommodated

7) Fundamental environment elements that promote the success of agile projects include:

- A _____ for the end game

- An understood project _____

- Understood _____

- A _____ schedule

- A _____ team

- _____ communication with stakeholders

02. Overview of the agile lifecycle

1) In the Envision stage, you:

- Determine what you will _____

- Determine _____ members

- Establish team _____ and _____

2) Deliverables produced during the Envision stage typically include the:

- Project _____

- Defined _____ list

- Set of _____ tools you will use

- Team _____

3) In the Speculate stage, you produce:

- A _____-based delivery plan

- Feature _____

- Your _____ to manage

4) Additional deliverables produced during the Speculate stage typically include:

- _____ for the sprint or project

- _____ to be developed

- _____ estimates

- Risks by _____

5) In the Explore stage, you typically engage in:

- Daily_____ _____ meetings

- Peer _____

- _____ interactions

- _____ of deliverables

6) In the Adopt stage, you strive to:

- Pause and _____

- Get _____

- _____ things and move _____

7) Typical activities during the Adopt stage include:

- Final review of _____

- _____ on performance

- Capturing _____ learned

- Adjusting future _____ plans

8) The Agile Close stage is not unlike traditional projects. Activities include:

- Ensuring all _____ are completed

- _____ lessons learned

03. The Envision Stage

1) The Envision phase provides the _____ for the project.

2) The purpose of the project charter includes definitions of the:

- _____ for the project

- _____ vision

- Target _____, and _____

- Project _____ and their responsibilities

- Level of _____ given to the project manager

04. The Speculate Phase

1) Examples of features include:

- Calculate tax for _____ ordered

- Display the name and address of _____

- Display the shipping name and address on the _____

- Enroll a _____ in a course

- _____ course completions

2) With a complete set of features:

- Review and _____

- Ask _____

- Add _____

- Discuss _____ for a future project

3) With agreed features:

- _____ the work effort

- Verify estimates are _____

- Develop the Iteration, _____, and Release Plan

4) The Iteration, Milestone, and Release Plan

- List all _____

- When features will be _____

- When features will be _____

05. The Explore Phase

1) The phase is about …

- _____

- Daily stand-up _____

2) The stand-up meeting:

- What was _____ yesterday

- What is _____ for today

- Any help needed to _____ work

- Not for _____ issues

3) The Project Manager at stand-ups

- An _____

- Watch for _____

- Remove _____

- Ensure _____ are decreasing over time

4) The Project Manager's control mechanism

- Track _____

- Use a feature _____

- Find out why any features are _____

- Make _____ quickly

5) Don't let time get away

- _____ _____ is essential

- Maintain the _____schedule

- End the _____ on time

06. The Adapt and Close Phases

1) The Adapt phase:

- Review what has been _____

- _____ to your plan

- Discuss what is and what is not _____

- Agree to _____

- Review the _____ with the customer

- _____ if working as expected

- Validate _____ benefits

2) Typical adjustments:

- Adding or removing _____

- Adjusting _____

- _____ estimates

- _____ the daily stand-up agenda

- Changing _____ members

- Updating the _____ register

- Modifying _____

- Adding _____ , if essential

3) Close phase activities:

- Ensuring _____ are paid and payments are received

- Reconciling _____

- _____ people to other projects or work activities

- Communicating the overall _____ results

- Ensure business benefits are _____ and achieved

Chapter 2: Envisioning – Project Selection and Design

01. Selecting an Agile Project

1) Characteristics of good agile projects

- Need a _____ quickly

- _____ may evolve

- Capable _____ _____ are available

- Independent _____ making

- Can deliver _____ in pieces

2) Not a good agile candidate

- Been _____ using other methods

- Not ok to _____ the project

- Cannot deliver in _____

02. Scoping the Project

1) The Product Data Sheet

- Executive _____ of the project

- More detailed _____

- Easy to use _____ tool

2) Typical contents of the Product Data Sheet include:

- Product _____

- _____ objectives

- Timeline

- _____ estimates

- Constraints

- _____

3) Common constraints for the typical project include:

- _____ date

- _____ standards

- When _____ can or cannot occur

- _____ of people

- Tools or _____

- Funding

4) Client review of the PDS should:

- Describe _____ benefits

- Confirm _____

03. The Sprint Structure

1) Options for grouping features include:

- Business _____

- Available _____

- _____ resources

- _____ of the business

2) Examples for size estimate categories:

- Large - _____ hours

- Medium - _____ hours

- Small - _____ hours

04. Deriving Your Risk Management

1) Agile risks should be:

- Assigned

- Assessed against _____

- _____ by feature

2) Options for lowering overall risk include:

- Make the first _____ lower risk

- Work on more difficult _____ in the second sprint

3) When agile practice is needed:

- Keep features _____

- Allow _____ to get used to agile

- Build the team's _____

4) Other approaches to risk include:

- Adjust the _____ of features

- Allow a _____ to develop

- Reduce features in _____ sprints

Chapter 3: Speculating – Guiding the Agile Project

02. Designing Stand-Ups

1) The stand-up meetings characteristics:

- Critical _____ sharing

- Typically ____ minutes long

- Standing keeps it sharp, _____ , and active

2) The Project Manager's role in stand-ups:

- Do not _____ the meeting

- Change the _____

- Assign a _____

3) During the stand-up meetings…

- Do not _____ issues

- Limit to _____ team members

- _____ is key

4) Items to observe during stand-ups:

- Collaboration

- New _____

- Common issues or _____ issues

- Anyone _____

5) To end the stand-ups on a positive note:

- _____ wins

- Demonstrate _____

- Keep positive _____

6) On a weekly basis…

- _____ others

- _____ how the project is going

- Create _____

- Open for _____

03. Controlling and Adjusting the Plan

1) Managing scope activities include:

- _____ list

- Re-prioritizing

- _____ _____ current sprint

2) Using "velocity" involves:

- Average _____ completed

- Tracking against _____ rate

- Understanding changes in _____

- Adjusting plans as needed to _____ velocity

3) The Burn Down Chart provides information including:

- _____ status

- Targets when to _____

- Maximize _____

Chapter 4: Exploring – Managing the Building Process

01. Controlling without interfering the build

1) Items to investigate include:

- Is the customer not _____ with the development team?

- Has the customer been too busy to spend time with the_____ _____?

- Are _____ confused about the iterative approach?

02. Managing Constructive Collaboration

1) Plan, do, check, adjust

- Plan the _____
- _____ the work
- Verify
- Corrective _____ if needed

2) When co-location is not feasible:

- Provide additional _____
- Enable _____ _____ to information
- Consider _____
- Meet _____ to _____ at least once if possible
- Work the first _____ together

3) A potential framework for non-unanimous decision making involves:

- Encourage _____ sharing
- _____ to speak up
- Listen carefully to _____
- Majority _____ are feasible
- Decision _____ needs to be understood
- Need support from those who _____
- No _____ power

03. Managing Issues and Risks

1) Activities to consider when dealing with issues:

- _____ the team
- Develop _____ to resolve
- Direct an _____ conversation

2) Healthy conflict involves:

- Attack the _____

- Address _____ directly

- Bring _____ to the table

- _____ with pros and cons presented together

3) When you need to make a decision:

- Make it _____

- Provide _____

- Ask for _____

4) Evidence of a good working environment includes:

- _____ is critical

- Make _____ area available

- Provide _____

- Allow _____

5) Successful issue and risk management characteristics:

- About _____

- _____

- Providing clear _____

- _____ to resolve

Chapter 5: Adapting and Closing – Fine-Tuning to Deliver

02. Accommodation Business Priority Changes

1) Accommodation principles include:

- Business _____ needs to be honored

- Advise business of _____

- Re-estimate when _____ are lost

2) The rebuilding of features

- Requires _____

- Normal, but needs to be _____

- Review any new _____

- Enable _____ estimates

04. Closing the Project

1) When starting the Close phase:

- Provide an overall _____

- "A _____"

- Invite additional _____

2) Close phase begins when…

- All features are _____ OR

- You are out of _____ OR

- You are out of _____

3) If you did not complete all features:

- Determine _____ of remaining features

- Are other _____ _____ desired?

- A new project may be _____

4) A team event at the end of the project is critical. It:

- Provides _____

- _____ the project is over

- Recognizes _____

- Provides an opportunity to discuss benefits and _____ points

5) The "people side" of project closure involves:

- Potentially _____

- People may be _____

- Focus on overall _____

- Reflect on _____

Chapter 6: Agile Tips and Tricks

01. Spotting Signs of Trouble

1) Signs of trouble include:

- _____ features

- _____

- Building _____ _____ features

- _____ features

- Features need _____

2) Typical root causes for problems include:

- Not asking the _____ _____

- _____ does not understand what you are building

- Inaccurate _____ about business need

3) Potential actions for addressing root causes include:

- Conduct a _____ review

- Revise the product _____

4) Other trouble indicators include:

- Team _____ issues

- Using up project _____

- Project manager vs. team is the "_____"

02. Adjusting Your Management Techniques

1) When trying agile for the first time:

- Expect _____

- Focus on what is important to _____

- Move _____ thinking

2) Typical management priorities for projects include:

- _____ the business problem

- Maintain _____

- Support team _____

3) Maintaining control of the project involves:

- _____ management

- _____ management

- _____ management

4) Team morale drivers include:

- _____ skills

- Sharing _____

- Delivering _____ quickly

- _____ with repeated success

- Letting them _____ as they go