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Introduction

For many years, there has been a traditional method of project management based on the idea that the customer can know and define his or her requirements fully up front. While this is occasionally the case, very often customers either don't know precisely what they want or, more often, "will know it when they see it." As pictured to the left, the waterfall model defines a cascading series of phases from requirements through maintenance. (Although the names of the phases may be different, the idea is the same). Agile started to emerge in 2001 when software developers gathered near Salt Lake City, Utah looking for a better way. They created the Agile Manifesto which states its precepts as:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan[1]

It is this last precept that especially interests us here. Note, that while Agile clearly had its roots in software, it is believed to be applicable across any discipline. There are several variations on Agile, some of which include Lean, Kanban, Extreme Programming, and Crystal. In this article we will focus on one of the more popular methodologies, Scrum.

The word scrum - a method of restarting play - comes from rugby. Its usage here is based on a Harvard Business Review study that compared high-performing cross-functional teams to the formation used by rugby teams. So out of all this work there grew an organization known as the Scrum Alliance whose stated mission is to

"encourage and support the widespread adoption and effective practice of Scrum[2]. "The very idea of Scrum is radically different from traditional or waterfall project management. While in waterfall it is assumed that the plan is all and change is difficult, in Scrum - or indeed in all of Agile - change is expected and is made visible.

What is agile management?

Definition

Agile project management is an approach based on delivering requirements iteratively and incrementally throughout the project life cycle. At the core of agile is the requirement to exhibit central values and behaviors of trust, flexibility, empowerment and collaboration.

- Read more in the blog: Agile project management - the what and the why.

- Common myths and misconceptions around agile

- Do you know your Scrum from your Sprint? Read our handy glossary of popular agile terminology to find out what they mean in the resources section below. (https://projectmanagementacademy.net/articles/introduction-agile-project-management/)

The general principles of the Agile Method

o Satisfy the client and continually develop software.

o Changing requirements are embraced for the client's competitive advantage.

- Concentrate on delivering working software frequently. Delivery preference will be placed on the shortest possible time span.

- Developers and business people must work together throughout the entire project.

- Projects must be based on people who are motivated. Give them the proper environment and the support that they need. They should be trusted to get their jobs done.

- Face-to-face communication is the best way to transfer information to and from a team.

- Working software is the primary measurement of progress.

- Agile processes will promote development that is sustainable. Sponsors, developers, and users should be able to maintain an indefinite, constant pace.

- Constant attention to technical excellence and good design will enhance agility.

- Simplicity is considered to be the art of maximizing the work that is not done, and it is essential.

- Self-organized teams usually create the best designs.

- At regular intervals, the team will reflect on how to become more effective, and they will tune and adjust their behavior accordingly.

References:

(https://www.apm.org.uk/resources/find-a-resource/agile-project-management/)
(https//projectmanagementacademy.net/articles/introduction-agile-project-management)

(3https://project320.comInvalid source specified./resources/the-agile-method/)