**FACTORS INSTRUMENTAL TO SUCCESS**

* **acceptance** of the philosophy
* appropriate **empowerment** of solution Development Team
* **commitment** of senior business management to provide necessary business ambassador and advisor involvement
* **incremental** delivery
* access by **solution development** team to business roles
* solution development team **stability*,* skill**, and **size**
* **supportive** commercial relationship
* what is Agile?
  + a generic style of working
    - working closely with the customer
    - ensuring final solution actually meets the business need
    - deferring decisions about detail as late as possible
    - flexibility
* agile approaches
  + extreme programming (XP)
    - TDD, pair programming and CI
  + Lean
    - efficient process and eliminate waste (reduce cost)
  + Scrum
    - delivering software in small chunks taken from a backlog of work
    - very simple
  + DSDM
    - deliver projects in an agile way
* Agile Manifesto
  + people and interactions -over- processes and tools
  + working software -over- comprehensive documentation
  + customer collaboration -over- contract negotiation
  + responding to change -over- following a plan
* which agile approach?
  + lightweight agile approaches are adequate for simple environments
  + complex environments need a fuller agile approach
    - concept of "project" management and delivery
    - full lifecycle
* AgilePM Philosophy
  + projects aligned to clearly defined strategic goals
  + focus on early delivery of real benefit to the business
  + to be successful:
    - key stakeholder understanding of business objectives
    - empowerment to the appropriate level
    - collaboration to deliver the right solution
    - on time delivery
    - acceptance that change is inevitable
    - fit for purpose solution
* AgilePM 8 Principles

1. FOCUS on the business need
   * decisions based around project goal
     1. to deliver what the business needs it to deliver and when it needs to be delivered
   * requires the team to:
     1. understand true business priorities
     2. establish sound business care
     3. seek continuous business sponsorship and commitment
     4. guarantee minimum useable subset
2. DELIVER on time
   * timebox the work
   * focus on business priorities
   * always hit deadlines
3. COLLABORATE
   * involve the right stakeholders at the right time throughout the project
   * ensure team members are empowered to make decisions on behalf of those that they represent
   * actively involve business representatives
   * build team culture
4. NEVER compromise quality
   * set level of quality at the outset
   * ensure quality does NOT become a variable
   * design, document and test appropriately
   * test early and continuously
   * build in quality by constant review with the right people
5. BUILD incrementally
   * strive for early delivery of business benefit where possible
   * continually confirm correct solution is being built
   * re-assess priorities and ongoing project viability with each delivered increment
6. develop ITERATIVELY
   * iterative development allows team to converge on an accurate solution
   * nothing is built perfectly on the first go around
   * requires the team to:
     1. build products using an iterative approach
     2. embrace change… the right solution will not evolve without it
     3. do enough design up front (EDUF) to create strong foundations
     4. accept that most detail emerges later rather than sooner
     5. build customer feedback into each iteration
7. COMMUNICATE continuously and clearly
   * run daily stand-up sessions
   * use facilitated workshops
   * use 'rich communication' – modeling, prototyping
   * present iterations of evolving solutions early and often
   * keep documentation lean and timely
   * manage stakeholder expectations throughout
   * encourage informal, face-to-face communication at all levels
8. demonstrate CONTROL
   * use appropriate level of formality for tracking and reporting
   * make plans and progress visible to all
   * measured progress through delivery of products
   * continuously evaluate project viability based on business objectives
   * manage proactively

* Some Roles & Responsibilities
  + business sponsor
    - ability to open closed doors
    - authority to make financial decisions
    - commitment to project, solution and approach
    - ability to resolve business issues
    - crucial responsibility to enable fast progress
  + business visionary
    - provides strategic direction
    - ensures business needs and case are aligned
    - ensures solution will enable business benefits
    - excellent communication skills and clarity on business goals
  + project manager
    - delivery focused
    - good communicator with planning management and coordination skills
    - provides high level direction to solution development teams
  + team leader
    - reports to the project manager
    - ensures team functions as a whole and meets objectives
    - works with team to plan and coordinate all aspects of product delivery at detailed level
    - leadership rather than management
* Agile Project Management
  + different style of management
    - enabling *constant change* during elaboration of the detail
    - *continuously* correcting course
    - *maintaining aim* on target (delivery a usable solution by a fixed date)
  + monitoring progress in a different way
    - measured by *delivery* of products
    - *sustaining* the high rate of progress throughout
  + targeting and motivating empowered teams
    - collaboration requires a *no-blame culture*
    - building culture of *team success/failure*
* Test Driven Development (TDD)
  + evolving products should be tested at all stages of development
  + requirements should have clear and testable success criteria
* Risk Based Testing
  + some tests significantly reduce risk of going live, other provide little value
  + focus on high-risk areas first
  + assess impact and probability of failure then apply resources and efforts to run most important tests first
* DSDM (dynamic systems development method)
  + process used to create lifecycle for each project
  + each phase has defined objectives
  + configure DSDM for scalability and formality

**Pre-Project and Foundation Processes and Products**

* Pre-Project Phase
  + main purpose is to position the project and justify feasibility
  + objectives
    - *describe* business problem to be addressed
    - *confirm* project is in line with business strategy
    - *scope*, *plan*, and *resource* feasibility phase
  + keep pre-project short and sharp
* Feasibility Phase
  + objectives
    - to *establish* if there is a feasible solution to the business problem (both from a business and technical point of view)
    - to *identify* benefits likely to arise from delivery of proposed solution
    - *outline* possible approaches for delivery
    - *describe* organization and governance aspects of project
    - state first cut *estimates* of timescales and costs of project overall
    - *plan* and resource foundations phase
* Feasibility Products
  + Feasibility assessment
    - summarized at end feasibility
    - provides snapshot for:
      * business care
      * prioritized requirements list
      * solution architecture definition
      * development approach definition
      * delivery plan
      * management approach definition
  + foundations summary
    - summarized at end foundations
    - provides updates and more detailed snapshot of feasibility assessment information
* Foundation Phase
  + firm foundations for *business*, the *solution*, and for *management*
  + assess the continuing viability of the projects
  + models

**Techniques and Practices**

* Communication
  + SHORT FEEDBACK CYCLES (e.g., replying to an email)