What is Agile?

* Agile project management is the process by which projects can be managed and implemented in small chunks of work.
* Agile project deliver values to the business in frequent small deliveries of product called features.

Suitable Agile Projects:

* IT and non-IT
* Facility moves
* Company reorganization
* Changing business processes
* Projects with short production and implementation times.

Agile Lifecycle (Phases):

* Envision(想象)：
* Determine what you will build
* Determine team members
* Establish team values and norms(建立团队价值和规范)

Envision Phase Deliverables:

* Project charter (项目任务书)

1. Boundaries for the project
2. Product Vision (产品前景)
3. Target customer, benefits
4. Project manager
5. Level of authority given to the project manager

* Defined stakeholders

1. Easy communication
2. Track and report status
3. Facilitate(促进) joint feature development
4. Push information out to team

* Collaboration tools

Examples:

1. Size of the project
2. Number of stakeholders and amount of collaboration desired

* Team norms:

1. How they will work together
2. Where they will work

Example:

1. Actively listen
2. Attack the problem, not the person
3. Seek to understand
4. Focus on the current sprint
5. If you see a problem, say something
6. Engage in daily meetings
7. Solve problems with your peer
8. Email is not to solve problems
9. No texting during meetings
10. Be respectful
11. Have the projects as your first priority
12. Share and respect roles and responsibilities.

* Speculate(推测)

The primary purpose of the speculate phase is for the business and technical teams to identify the features for this iteration.

* Feature-based delivery plan
* Estimates
* Risks to manage

The Speculate Phase Deliverables:

* Requirements
* Features to be developed
* Effort estimates
* Risks by feature

Speculate Phase Considerations:

* New features
* Features from the backlog list
* Features not completed from the prior sprint

Features：

* A feature is a small client valued function expressed in a form (action & result) that allows the user to satisfy a business objective or need.
* A feature is similar to requirements but instead focuses on a specific business need.
* Examples of Features:

1. Calculate tax for supplies ordered
2. Display the name and address of buyer
3. Display the shipping name and address on the invoice
4. Enroll a student in a course
5. Track course completions

* With a Complete Set of Features

1. Review and prioritize
2. Ask Questions
3. Add features
4. Discuss features for a future project

* Using Agreed Features

1. Estimate the work effort
2. Verify estimates are accurate
3. Develop the Iteration, Milestone and Release Plan

* Lists all features
* When features will be completed
* when features will be implemented
* Explore

This phase is about

* Collaboration
* Daily stand-up meetings

1. What was achieved yesterday
2. What is planned for today
3. Any help needed to progress work
4. Not for resolving issues

Project Manager at Stand-Ups

1. An observer
2. Watch for issues
3. Remove roadblocks
4. Ensure risks are decreasing over time
5. Listen carefully
6. Protect and enhance productivity
7. Handle organizational distractions

Project Manager’s Control Mechanism

1. Track progress
2. Use a feature board
3. Find out why any features are late
4. Make adjustments quickly

Don’t let time get away

1. Timekeeping is essential
2. Maintain the sprint schedule
3. End the phase on time

* Peer reviews
* Daily interactions
* Testing

1. Adapt

* Review what has been delivered
* Compare to your plan
* Discuss what is and is not working
* Agree to changes
* Review the product with customer
* Confirm if working as expected
* Validate business benefits

The Adapt Phase Activities

1. Final review of features
2. Reflection on performance
3. Capture lessons
4. Adjust future sprint plans

Typical Adjustments

1. Adding or removing features
2. Adjusting estimates
3. Reprioritizing estimates
4. Modifying the daily stand-up agenda
5. Changing team members
6. Updating the risk register
7. Modifying processes
8. Adding processes, if essential
9. Close

Ensure all deliverables are completed

Finalize lessons learned

Close Phase Activities

* Ensuring vendors are paid and payments received
* Reconciling financials
* Redeploy people to other projects or work activities
* Communicating the overall project results
* Ensure business benefits are monitored and achieved

Risks With Agile

* Larger teams
* Too ambitious a schedule
* Not having decision makers on the team