

Masters in Digital Business

Agile Project Management

IU1: Introduction to Agile Management

ECLaaS®
digital skilling



Learning Objective

By the end of this unit, learners will get an understanding of what is Agile Management, why Agile is important, and how Agile can impact a business.

The learners will also gain exposure to the important Agile values, principles and the Agile Mindset.

C Topics Covered

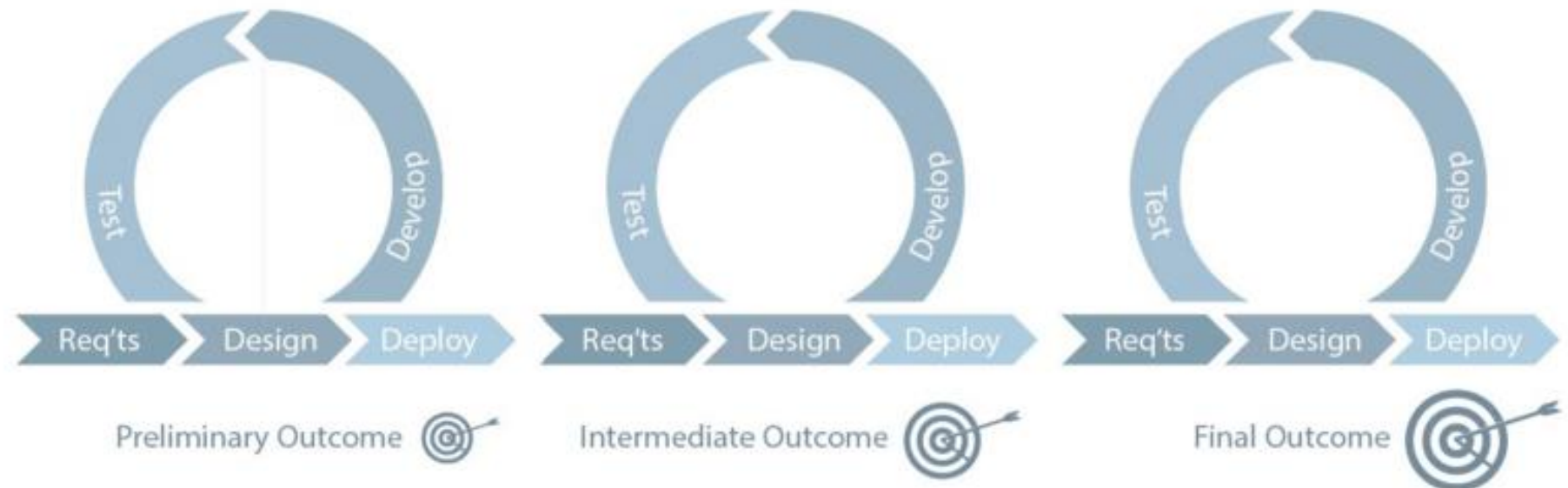
#	Topics
1	What is Agile Management?
2	Why Agile Management is important?
3	The Evolution of Agile Management practices
4	The Agile Manifesto: Values and Principles, The Agile Mindset

What is Agile Management?

Agile project management is an **iterative** approach to delivering a project throughout its lifecycle.

Iterative or agile life cycles are composed of several **iterations** or **incremental** steps towards the completion of a project. Iterative approaches are frequently used in **software development** projects to promote velocity and adaptability since the benefit of iteration is that you can adjust as you go along rather than following a linear path.

One of the aims of an agile or iterative approach is to release benefits throughout the process rather than only at the end. At the core, agile projects should exhibit central values and behaviors of trust, flexibility, empowerment and collaboration.





Why Agile Management

What is common among all these organizations?

NOKIA

YAHOO!



Netscape

Kodak



MOTOROLA



Internet Explorer



CLaaS®

What is common among all these organizations?

FAILURE TO ADAPT

- Scientific research: Organisms that ***adapt*** to changing environment can ***survive***.
- Adaptability required to avoid extinction.
 - Applies to organizations, and
 - Individuals also.

C What is VUCA in Business Environment

VUCA is all about how people and organizations view the working conditions under which they make decisions, plan forward, manage risks, foster change and solve problems.

V

Volatility

Nature, speed, size, dynamics and importance and impact of changes

U

Uncertainty

Lack of predictability, awareness and understanding of events

C

Complexity

Perplexing problems and chaos that surround an organization

A

Ambiguity

Vagueness of reality, circumstances, cause-effect relationships

Importance of VUCA

VUCA is important because:

- Disruption is happening at record speed.
- Change is happening at record speed.
- Technology is advancing at record speed.
- Skillsets are becoming redundant at record speed.
- Growth is happening at record speed.
- Reach is a happening at record speed.

Benefits of being responsive to VUCA:

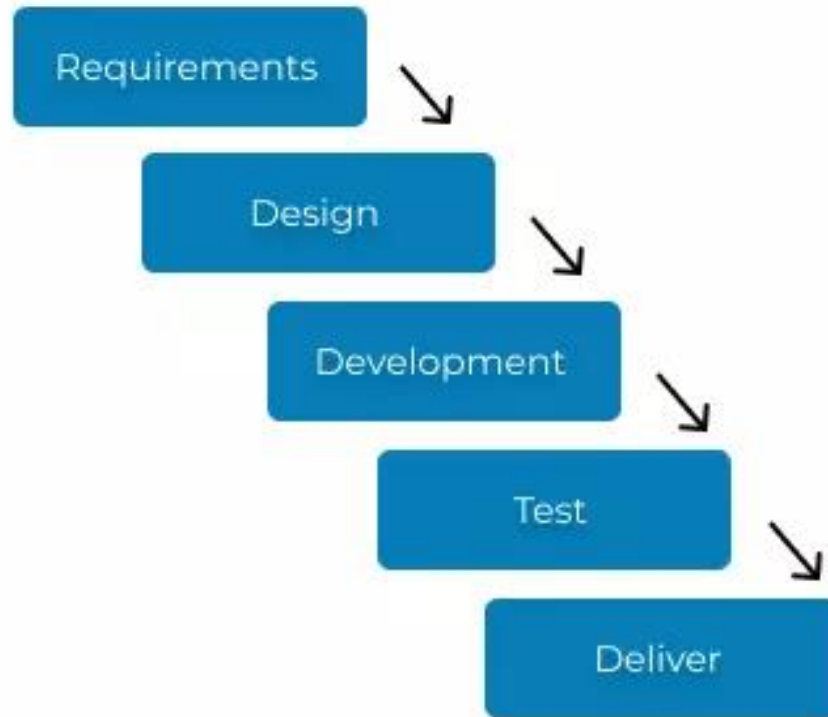
- Anticipate the Issues that Shape
- Understand the Consequences of Issues and Actions
- Appreciate the Interdependence of Variables
- Prepare for Alternative Realities and Challenges
- Interpret and Address Relevant Opportunities

Purpose of Agile

To be *fast, swift* and *responsive*
to cater to ever changing business demands

How is Agile Management different

Traditional vs Agile Planning

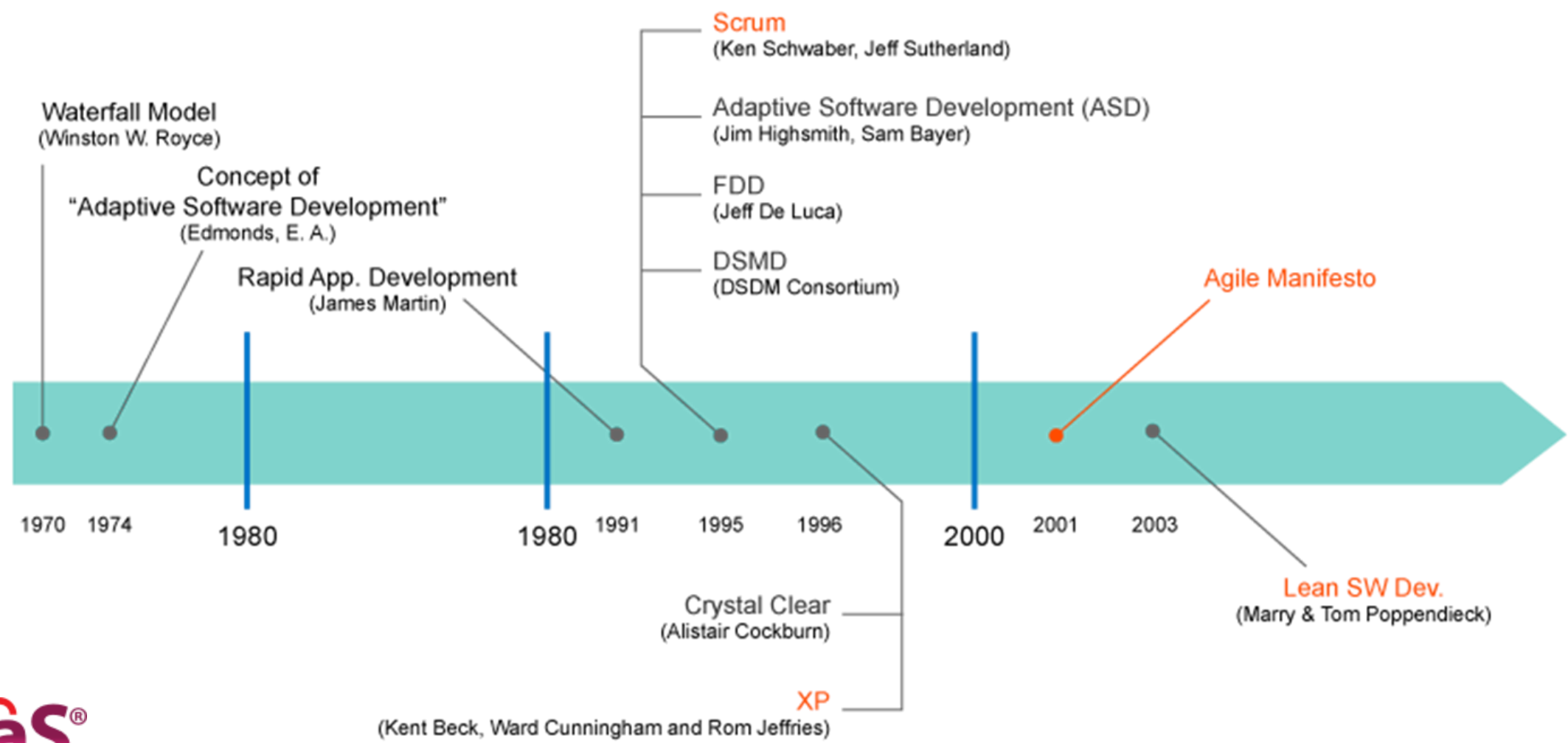




The Evolution of Agile Management practices

The Evolution of Agile

History of Agile



The Evolution of Agile

The Agile Manifesto was originally created in February 2001 to create **a new way of managing software development.**

This manifesto was the result of a retreat in Utah, where a group of leading software developers met to discuss industry problems and potential solutions.

This group of individuals understood that the software industry needed **a better way to get products to market faster.**

Their goal was to come up with new methods for **product and project changes** without significantly impacting the **project cost or delaying the production schedule.**

It was determined that by dividing a project into **shorter iterations** that could be simply and rapidly developed and tested, **customer reviews could take place** and changes could be made **without having to wait for the end product.**



The Agile Manifesto: Values and Principles, The Agile Mindset

The birth of Agile Manifesto

These four core values represent a significant breakthrough in the history of Agile, but the group didn't stop there. They also laid out 12 principles that stand behind these values.

Those principles include:

- Satisfying customers through early and continuous delivery of valuable software
- Welcoming changing requirements at any point in the delivery cycle
- Delivering software frequently through shorter development timelines
- Using working software as the primary measure of progress
- Taking regular moments of self-reflection to identify opportunities for improvement

These four values and 12 principles continue to guide the Agile methodology used by teams today.

The Agile Manifesto is a **document that identifies four key values and 12 principles** that its authors believe software developers should use to guide their work.

The Agile Manifesto

Individuals and Interactions	over	Processes and Tools
Working Product	over	Comprehensive Documentation
Customer Collaboration	over	Contract Negotiation
Responding to Change	over	Following a Plan

*That is, while there is value in the items on the right,
we value the items on the left more.*

www.agilemanifesto.org

(The 12 Agile Principles

12 AGILE PRINCIPLES BEHIND THE AGILE MANIFESTO

- | | | |
|---|---|---|
| 1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. | 2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage. | 3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale. |
| 4 Business people and developers must work together daily throughout the project. | 5 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done. | 6 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely. |
| 7 Working software is the primary measure of progress. | 8 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation. | 9 Continuous attention to technical excellence and good design enhances agility. |
| 10 Simplicity – the art of maximizing the amount of work not done – is essential. | 11 The best architectures, requirements, and designs emerge from self-organizing teams. | 12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly. |

The 12 Agile Principles

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- The first principle of Agile methodology states that customers should receive project deliverables or iterations across regular intervals throughout the project's life cycle, rather than just one product delivery at the end.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

- One of the issues the Manifesto authors found with traditional project management is that it was difficult to accommodate last-minute change requests from the customer. This principle ensures that Agile projects have the ability to adapt to any changes, no matter how late in the game, with minimal delay.

C The 12 Agile Principles

3. Deliver working software frequently, from a couple of weeks to a couple of months, with preference for the shorter timescale.

- Agile projects plan for frequent, short project timelines that allow for a fast turnaround of workable products.
- Agile projects will be broken into 1 to 4 week-long sprints or project intervals, each one ending in a product delivery.

4. Businesspeople and developers must work together daily throughout the project.

- Regular communication with all stakeholders is critical to the project's success.
- Commonly, this involves a short daily meeting with both the project team and any other key stakeholders.

C The 12 Agile Principles

5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

- The right people need to be placed in the right positions and given the autonomy required to do their jobs well.
- It's important to design a project team based on capabilities rather than job positions or titles within the company.
- The focus of the project manager should be on motivating the project team and supporting them, rather than micromanaging them.

C The 12 Agile Principles

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

- The creators of the Agile Manifesto strongly believe in the importance of co-locating teams and stakeholders whenever possible, as face-to-face communication is more effective than other options, such as email or phone.
- If your team cannot be co-located, video conferencing is an option that can still capture some of the same value, such as non-verbal cues.

C The 12 Agile Principles

7. Working software is the primary measure of progress.

- The emphasis within the Agile methodology is on providing completed, working deliverables.
- This should always take priority over any supplementary requirements, such as project documentation.
- Other metrics, such as hours spent or time elapsed, are not considered as important as delivering working products.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

- Agile projects should have a consistent pace for each iterative cycle or sprint within the project.
- This breakdown should eliminate the need for overtime or crashing schedules while promoting frequent output of workable products.
- It should also create a repeatable cycle that the team can continuously follow for as long as necessary.

The 12 Agile Principles

9. Continuous attention to technical excellence and good design enhances agility.

- A primary focus of an Agile project should be on improving the end product and achieving advancements consistently over time.
- Each iteration should always be an improvement over the previous one, and the team should always be looking for new innovations.

10. Simplicity – the art of maximizing the amount of work not done – is essential.

- The goal of an Agile project is to get just enough done to successfully complete the requested project and meet the requested specifications.
- Any additional documentation, steps, processes, or work that does not add value to the customer, or enhance the project outputs, should be avoided or eliminated.

The 12 Agile Principles

11. The best architectures, requirements, and designs emerge from self-organizing teams.

- Agile is based on the belief that motivated, autonomous, and skilled teams are required in order to deliver the best results and products.
- Teams should be empowered to organize and structure themselves as needed.
- They should have the freedom to collaborate and innovate as they see fit, without being hampered by too much oversight.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

- A successful, self-motivated team requires a strong focus on how they can advance their skills and processes to continually grow and improve.
- The team should have regular reviews on their performance and outcomes, including discussion on how they can improve as they move forward.

The core Agile Values

Continuous Adaptation:

The Agile method is based on the concept of **ongoing waves or sprints** of project planning and execution, enabling you to **continuously adapt** and mature your plan, scope, and design throughout the project.

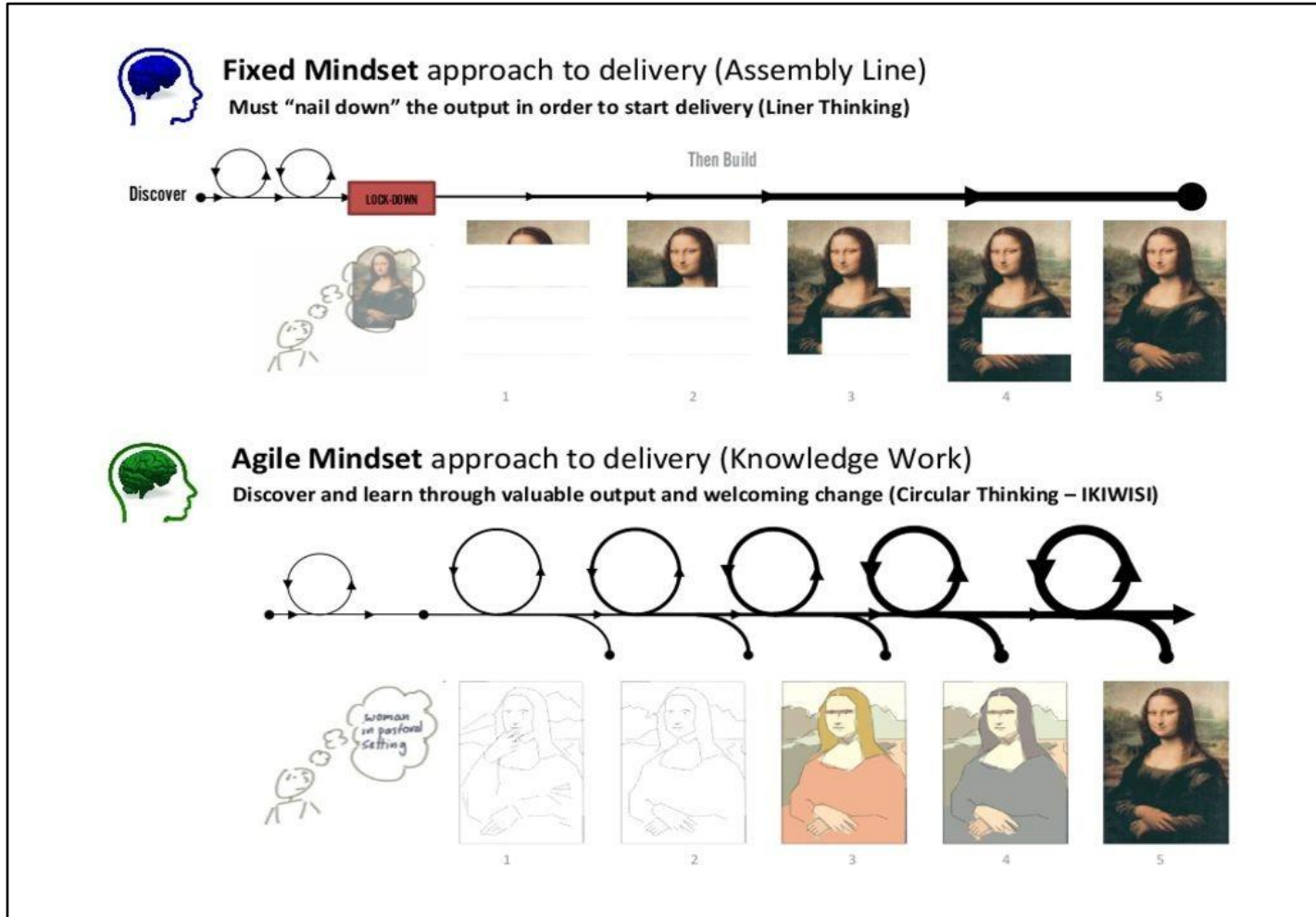
Iterative Approach:

Agile projects require an **iterative approach**, which supports **incremental, frequent, and consistent** deliveries of workable products to your customer or client.

This innovative approach ensures your project team can **consistently deliver concrete products** without being delayed by changes and evolving requirements.

Agile has a **high level of customer involvement** and includes **frequent reviews of progress** with both the project team and the customer.

The Agile Delivery Mindset

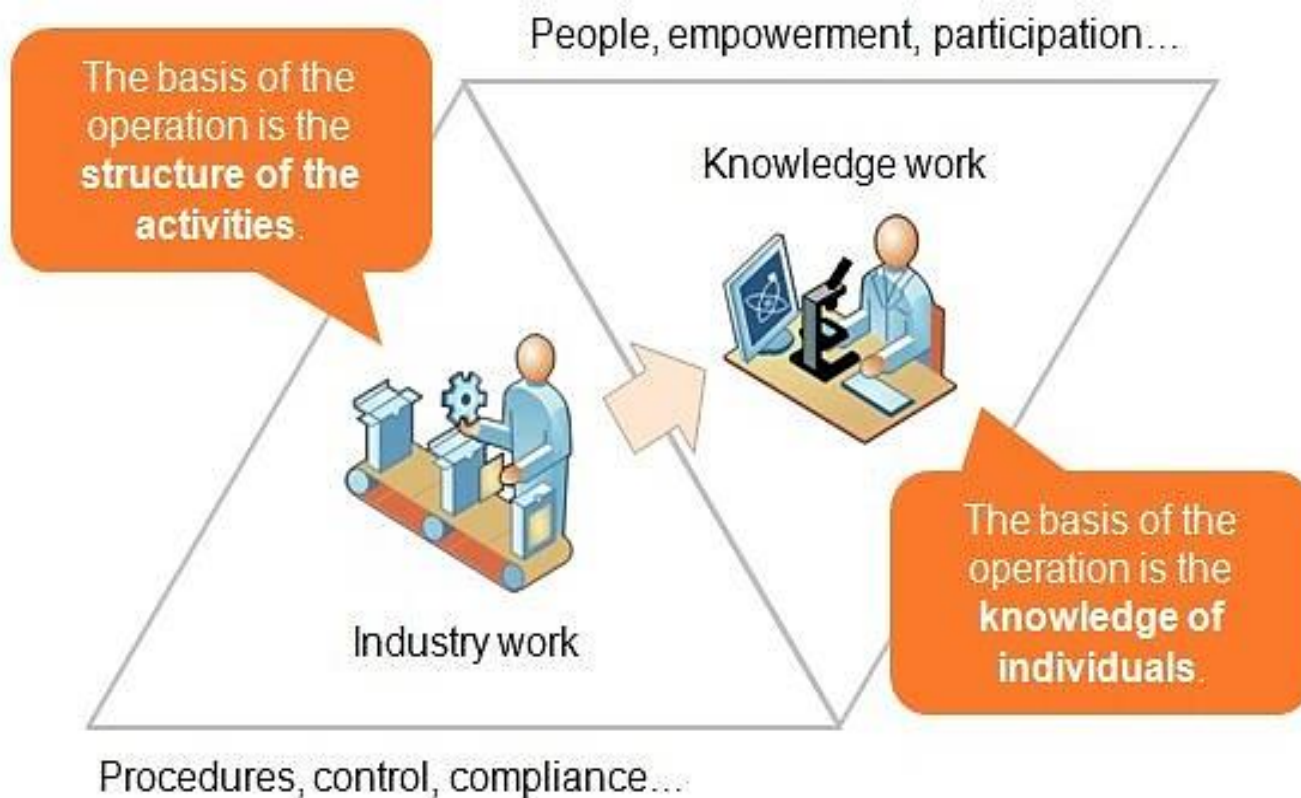


A 'Reiterative' Mindset

- ❑ Welcome change
- ❑ Failing early
- ❑ Learn through discovery
- ❑ Build in short feedback loops
- ❑ Small value-add slices
- ❑ Continuous delivery
- ❑ Value driven development
- ❑ Continuous improvement

Agile Delivery Mindset

from #Industrial_work to #Knowledge_work



- The most valuable assets of a 20th-century company was its *production equipment*.
- The most valuable asset of a 21st-century institution (whether business or non-business) will be its **knowledge workers** and their productivity "**Knowledge Work**".

Management Challenges for 21st Century
Peter Drucker

Agile Delivery Mindset

from #Industrial_work to #Knowledge_work

#Industrial_work

- ❑ Visible work / Define the task
- ❑ Work is specialized
- ❑ Work is stable
- ❑ Strict standards
- ❑ Emphasis is on running things
- ❑ Focus on quantity
- ❑ Measure to strict standards
- ❑ More structure / few decisions
- ❑ Focus on the right answer

Knowledge_work

- ❑ Invisible work / Understand the task
- ❑ Work is holistic
- ❑ Work is changing
- ❑ Continuous innovation
- ❑ Emphasis is on changing think
- ❑ Focus on quality
- ❑ Continuous learn and teach
- ❑ Less structure / more decisions
- ❑ Focus on the right question

Thank You

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