Delivering in an Agile Environment

Readable Study Guide

This guide summarizes key ideas for chartering agile projects and teams, and how agile teams measure results differently from traditional approaches.

1. Key Concepts

Two major differences in agile delivery compared with traditional methods:

- How the project and team are chartered.
- How results are measured.

Both are designed to support flexibility, collaboration, and frequent feedback.

2. Chartering the Project and the Team

In the PMBOK® Guide, projects typically begin with a formal Project Charter. In agile environments, cross-functional teams also create a Team Charter.

2.1 Project Charter vs. Team Charter

The Team Charter typically includes:

- The project vision or purpose.
- A clear set of working agreements for the team.

The Team Charter answers questions such as:

- Why are we doing this project?
- Who benefits and how?
- What does "done" mean for the project?
- How are we going to work together?

A servant leader (such as a Scrum Master or Agile Coach) often facilitates the chartering process, ensuring that all voices are heard and that the team co-creates its norms.

2.2 Team Charter as a Social Contract

A team charter is not just documentation—it acts as a social contract for how the team will behave and collaborate.

It may include items such as:

- Team values (e.g., sustainable pace, core working hours).
- Working agreements (e.g., what "ready" means before work is accepted, and what "done" means for consistent completion).
- Ground rules (e.g., one person speaks at a time in meetings).
- Group norms (e.g., expectations around punctuality and how the team treats meeting times).
- Any other behaviors or practices the team wants to adopt or address.

Because the team charter is created by the team, it encourages ownership, accountability, and clarity around expectations.

3. Agile Teams Measure Results Differently

Agile favors value-based, empirical measurements instead of purely predictive metrics such as traditional earned value management.

Key aspects of agile measurement include:

- Measuring what is actually done each iteration, then replanning based on real progress.
- Reducing the gap between plan and reality by inspecting and adapting frequently.
- Using visual indicators such as burndown or burnup charts to show progress versus plan.
- Estimating and tracking effort using relative measures like story points.

By focusing on completed value and regular replanning, agile teams create more opportunities to correct course, respond to change, and manage stakeholder expectations.

4. Agile Real-life Scenario (Optional Viewing)

For a practical example of these concepts in action, refer to the following video (open in a browser):

Agile Real-life Scenario:
https://www.youtube.com/watch?v=k8todZy_yVs&list=PLEWFSKHjyrwy1bYSi1WsoPGDno-LKOnhV&index=24

As you watch, look for how the team is chartered, how roles are defined, and how progress and results are measured.