# 📖 Chapter 2 — Key Concepts

## **2.1 Introduction to Key Concepts**

AgilePM v3 introduces several **core concepts** that define its approach to project delivery. Understanding these concepts is critical for successful application:

1. **Agile Principles & Values** – The foundation of all Agile practices, guiding behavior and decisions.
2. **Timeboxing** – A mechanism for ensuring controlled, predictable iterative delivery.
3. **MoSCoW Prioritization** – Focus on delivering maximum business value by prioritizing features.
4. **Roles & Responsibilities** – Clear definitions to prevent ambiguity and ensure accountability.
5. **Work-Products** – Artifacts that provide transparency, governance, and documentation.
6. **Lifecycle Phases** – Structured phases from Pre-Project to Realisation to maintain balance between agility and control.

### **Table 1 — Overview of Key Concepts**

| **Concept** | **Description** | **Practical Application** |
| --- | --- | --- |
| Agile Principles | Guiding values for Agile behavior | Decision-making, value-driven delivery |
| Timeboxing | Fixed time periods for iterative delivery | Ensure predictable increments |
| MoSCoW | Prioritization method (Must, Should, Could, Won’t) | Focus on value delivery |
| Roles | Sponsor, PM, Business Ambassador, Team | Clear accountability |
| Work-Products | Standardized artifacts | Governance, transparency |
| Lifecycle Phases | Pre-Project → Realisation | Structured, controlled delivery |
| Risk Management | Identify, evaluate, treat | Minimize threats, maximize opportunities |
| Collaboration | Continuous stakeholder engagement | Workshops, retrospectives |

## **2.2 Agile Principles and Values in Depth**

AgilePM v3 builds upon **eight key principles**:

* **Focus on business need** – All project activities must prioritize business objectives.
* **Deliver on time** – Timeboxing ensures incremental delivery without delay.
* **Collaborate** – Cross-functional team alignment is critical.
* **Never compromise quality** – Built-in quality ensures reliable outcomes.
* **Build incrementally from firm foundations** – Early delivery of foundational functionality.
* **Develop iteratively** – Adaptive approach, learn from each iteration.
* **Communicate continuously and clearly** – Avoid misunderstandings, foster transparency.
* **Demonstrate control** – Governance ensures accountability and compliance.

### **Table 2 — Principles vs Practical Impact**

| **Principle** | **Practical Implementation** | **Benefit** |
| --- | --- | --- |
| Focus on business need | Align features with business objectives | Maximize ROI |
| Deliver on time | Use strict timeboxing | Predictable delivery |
| Collaborate | Workshops & daily stand-ups | Reduced misalignment |
| Never compromise quality | Definition of Done, built-in QA | Reduced defects |
| Build incrementally | Deliver foundational modules first | Early value delivery |
| Develop iteratively | Inspect & adapt cycles | Continuous improvement |
| Demonstrate control | Checkpoints, approvals | Compliance, audit-ready |

## **2.3 Timeboxing in AgilePM v3**

Timeboxing is a **central mechanism** in AgilePM v3. It is a fixed duration for activities or iterations, used to manage scope, delivery, and resources.

* **Purpose:** Deliver work in predictable increments, minimize risk, and enforce discipline.

### **Table 3 — Timeboxing Summary**

| **Timebox Type** | **Duration** | **Purpose** | **Example** |
| --- | --- | --- | --- |
| Iteration | 2–4 weeks | Deliver features | Sprint for core module |
| Workshop | 1 day | Prioritize backlog | MoSCoW session |
| Retrospective | 1–2 hours | Process improvement | Team learns lessons |

## **2.4 MoSCoW Prioritization**

MoSCoW ensures that the **most important requirements** are delivered first:

* **Must Have:** Essential for the solution.
* **Should Have:** Important, but can be deferred.
* **Could Have:** Optional enhancements.
* **Won’t Have:** Excluded for this release.

### **Table 4 — Example Feature Prioritization**

| **Feature** | **Priority** | **Rationale** |
| --- | --- | --- |
| Core login | Must | Required for access |
| Reporting module | Should | Important for management |
| UI themes | Could | Enhances user experience |
| Social media integration | Won’t | Out of scope |

## **2.5 Roles and Responsibilities**

**AgilePM v3 defines clear roles** to ensure accountability:

* **Sponsor:** Provides funding, strategic alignment, approves PAQ.
* **Project Manager (PM):** Ensures planning, execution, and delivery.
* **Business Ambassador (BA):** Represents business needs, prioritizes requirements.
* **Technical Coordinator:** Ensures architecture & technical consistency.

### **Table 5 — Roles and Key Responsibilities**

| **Role** | **Key Responsibilities** | **Example Task** |
| --- | --- | --- |
| Sponsor | Approve PAQ, provide direction | Sign-off on business case |
| PM | Plan, control, manage risks | Create timebox plan |
| Business Ambassador | Prioritize MoSCoW items | Feature backlog review |
| Team Member | Develop, test, deliver | Implement user stories |
| Technical Coordinator | Ensure architecture & quality | Code review & standard compliance |

## **2.6 Work-Products**

Work-products are **artifacts that provide governance, transparency, and documentation**.

### **Table 6 — Work-Products Overview**

| **Work-Product** | **Phase** | **Owner** | **Frequency** |
| --- | --- | --- | --- |
| Project Brief | Pre-Project | PM | Once |
| Foundations Document | Foundations | PM + BA | Iterative |
| Timebox Plan | Evolutionary Development | Team | Every timebox |
| Release Plan | Deployment | PM | Every release |
| Risk Register | All phases | PM | Continuous |

## **2.7 AgilePM v3 Lifecycle Phases**

AgilePM v3 lifecycle contains **six phases**:

1. **Pre-Project:** Identify objectives, define scope.
2. **Feasibility:** Assess viability & risk.
3. **Foundations:** Establish solution architecture & initial plan.
4. **Evolutionary Development:** Iterative feature delivery.
5. **Deployment:** Release features to production.
6. **Realisation:** Evaluate benefits and close project.

### **Table 7 — Lifecycle Phase Summary**

| **Phase** | **Key Activities** | **Deliverables** | **Stakeholders** |
| --- | --- | --- | --- |
| Pre-Project | Business case, high-level scope | Project Brief | Sponsor, PM |
| Feasibility | Assess feasibility & risk | Feasibility Report | Sponsor, PM |
| Foundations | Solution definition, initial planning | Foundations Doc | PM, BA, Tech Coordinator |
| Evolutionary Development | Build & test increments | Timebox Deliverables | Team, PM |
| Deployment | Go-live preparation & release | Release Plan | PM, Sponsor |
| Realisation | Review benefits & lessons | Benefits Review | PM, Sponsor |

## **2.8 Risk Management**

AgilePM v3 incorporates **proactive risk management** by continuously identifying, evaluating, and applying mitigation plans.

### **Table 8 — Risk Classification**

| **Risk Type** | **Example** | **Mitigation Strategy** |
| --- | --- | --- |
| Schedule | Delay in feature delivery | Timebox adjustment |
| Scope | Feature creep | MoSCoW reprioritization |
| Quality | Defects | Built-in QA & testing |
| Compliance | Regulatory breach | Governance checkpoints |

## **2.9 Collaboration & Communication**

Continuous communication is vital through:

* **Workshops:** Prioritize, plan, review.
* **Daily Stand-ups:** Track progress, identify blockers.
* **Retrospectives:** Continuous process improvement.

### **Table 9 — Communication Methods**

| **Method** | **Purpose** | **Frequency** | **Participants** |
| --- | --- | --- | --- |
| Workshop | Backlog prioritization | Monthly | BA, Team, PM |
| Stand-up | Status update | Daily | Team |
| Retrospective | Lessons learned | End of timebox | Team, PM |
| Dashboard | Stakeholder visibility | Weekly | Sponsor, PM |

## **2.10 Metrics and KPIs**

Measuring success is critical in AgilePM.

### **Table 10 — Key Metrics**

| **Metric** | **Definition** | **Frequency** | **Purpose** |
| --- | --- | --- | --- |
| Velocity | Story points completed per timebox | Each timebox | Forecast future delivery |
| Forecast Accuracy | Planned vs delivered | Release level | Predictability |
| Defect Rate | Number of defects per iteration | Continuous | Quality tracking |
| Timebox Completion | Planned vs actual | Each timebox | Discipline & control |
| Stakeholder Satisfaction | Survey feedback | Quarterly | Value delivery assessment |