

AGILE PHILOSOPHY AS ANOTHER TOOL IN THE PROGRAM MANAGER'S REPERTOIRE, AND HOW IT COMPARES TO TRADITIONAL MANAGEMENT

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INTRODUCTION

- ✘ As a PMP certified program manager, there are numerous tools, processes, methodologies, and tricks that are available to you to execute your programs.
- ✘ One of those tools is the agile process.
- ✘ Much like the traditional PMBOK/PMP approach is not a monolithic methodology, the agile approach is a family of methodologies.
- ✘ This presentation is meant to introduce the audience to the family of agile processes, and how they compare and contrast to the standard PMP process.
- ✘ The presentation will also cover the basics of becoming PMI certified in agile, which includes a lot more than folks may know or realize.



QUIZ TIME

- ✘ Can you describe the PMP methodology?
- ✘ This is audience participation!

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
Project Integration Management	<ul style="list-style-type: none"> • Develop Project Charter 	<ul style="list-style-type: none"> • Develop Project Management Plan 	<ul style="list-style-type: none"> • Direct and Manage Project Execution 	<ul style="list-style-type: none"> • Monitor and Control Project Work • Perform Integrated Change Control 	<ul style="list-style-type: none"> • Close Project or Phase
Project Scope Management		<ul style="list-style-type: none"> • Collect Requirements • Define Scope • Create WBS 		<ul style="list-style-type: none"> • Verify Scope • Control Scope 	
Project Time Management		<ul style="list-style-type: none"> • Define Activities • Sequence Activities • Estimate Activity Resource • Estimate Activity Duration • Develop Schedule 		<ul style="list-style-type: none"> • Control Schedule 	
Project Cost Management		<ul style="list-style-type: none"> • Estimate Cost • Determine Budget 		<ul style="list-style-type: none"> • Control Costs 	
Project Quality Management		<ul style="list-style-type: none"> • Plan Quality 	<ul style="list-style-type: none"> • Perform Quality Assurance 	<ul style="list-style-type: none"> • Perform Quality Control 	
Project Human Resource Management		<ul style="list-style-type: none"> • Develop Human Resource Plan 	<ul style="list-style-type: none"> • Acquire Project Team • Develop Project Team • Manage Project Team 		
Project Communications Management	<ul style="list-style-type: none"> • Identify Stakeholders 	<ul style="list-style-type: none"> • Plan Communications 	<ul style="list-style-type: none"> • Distribute Information • Manage Stakeholder Expectations 	<ul style="list-style-type: none"> • Report Performance 	
Project Risk Management		<ul style="list-style-type: none"> • Plan Risk Management • Identify Risk • Perform Qualitative Risk Analysis • Perform Quantitative Risk Analysis 		<ul style="list-style-type: none"> • Monitoring and Control Risks 	
Project Procurement Management		<ul style="list-style-type: none"> • Plan Procurement 	<ul style="list-style-type: none"> • Conduct Procurement 	<ul style="list-style-type: none"> • Administer Procurements 	<ul style="list-style-type: none"> • Close Procurements

AGILE

- ✘ Agile is a family of methodologies:
 - + Scrum
 - + XP
 - + Lean
- ✘ Originally developed for software development
- ✘ One person may be smarter than the rest of us, but no one is smarter than all of us
- ✘ Customer involvement is a key part of Agile
- ✘ Iterative and Team based

AGILE MANIFESTO AND VALUES

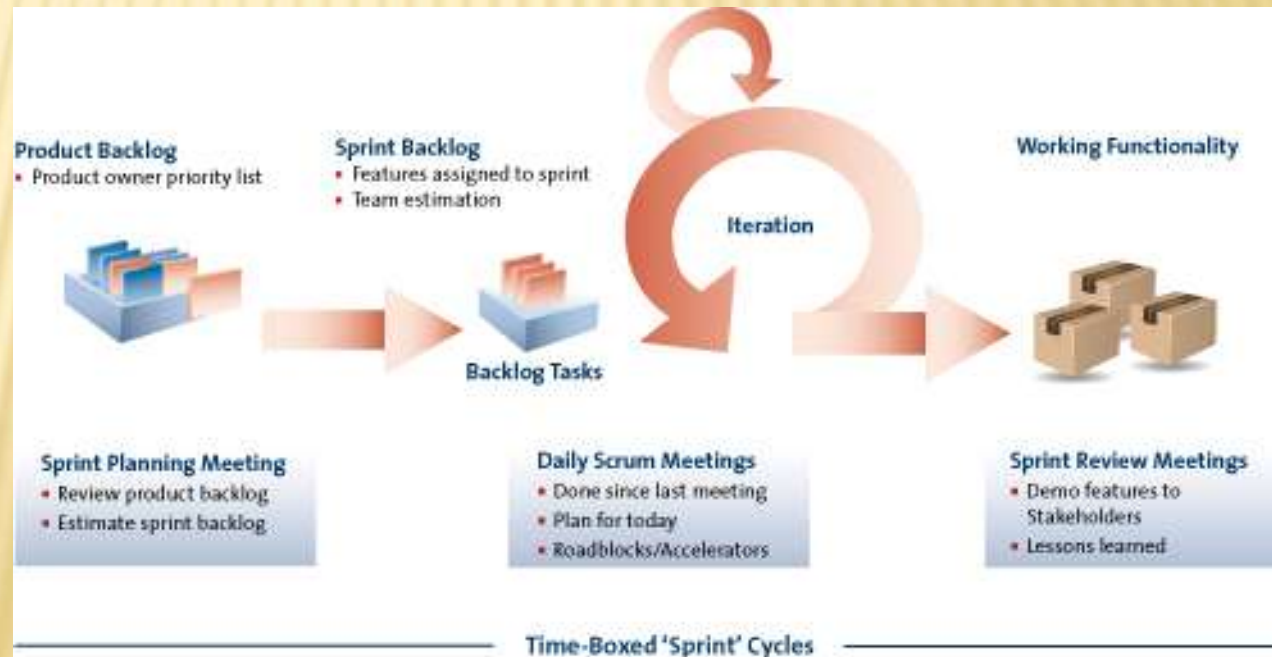
- ✘ Doing it and helping others do it
 - + Individuals and interactions *over process and tools*
 - + Working software (it) *over comprehensive documentation*
 - + Customer collaboration *over contract negotiations*
 - + Responding to change *over following the plan*

12 AGILE PRINCIPLES

- ✘ Customer satisfaction by rapid delivery of useful software
- ✘ Welcome changing requirements, even late in development
- ✘ Working software is delivered frequently (weeks rather than months)
- ✘ Working software is the principal measure of progress
- ✘ Sustainable development, able to maintain a constant pace
- ✘ Close, daily co-operation between business people and developers
- ✘ Face-to-face conversation is the best form of communication (co-location)
- ✘ Projects are built around motivated individuals, who should be trusted
- ✘ Continuous attention to technical excellence and good design
- ✘ Simplicity- The art of maximizing the amount of work not done - is essential
- ✘ Self-organizing teams
- ✘ Regular adaptation to changing circumstances

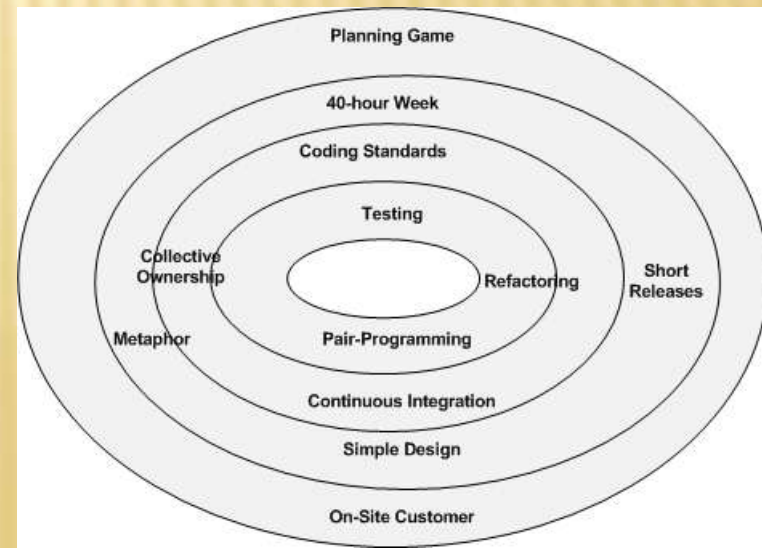
SCRUM

- ✘ Most visible and well known Agile methodology
- ✘ Activities performed in short repeating cycles
- ✘ Three pillars of scrum:
 - + Visibility
 - + Inspection
 - + Adaptation



XP

- ✘ Stands for Extreme Programming
- ✘ Uses “stories” to capture small scenarios in the project
- ✘ Shorter iterations compared to scrum
 - + Most high performance teams use Scrum and XP together
- ✘ 12 (or 6) practices



LEAN

- ✘ A principle based on Toyota's manufacturing program
- ✘ Seven basic Principles
 - + Eliminate waste
 - + Amplify learning
 - + Decide as late as possible
 - + Deliver as fast as possible
 - + Empower the Team
 - + Build integrity in
 - + Set the whole



The infographic features a dark blue header with a white upward-pointing arrow icon and the text "[seven principles to work by]". Below this, seven principles are listed in bold red text, each followed by its associated sub-points in smaller black text. The principles are: ELIMINATE WASTE (Extra Features • Requirements Churn • Organizational Boundaries), CREATE KNOWLEDGE (Adopt the Scientific Method • Challenge & Improve Standards • Use Feedback to Achieve Predictability), BUILD QUALITY (Mistake-Proof Code with Test-Driven Development • Stop Building Legacy Code • Use Continuous Integration & Nested Synchronization), DEFER COMMITMENT (Break Dependencies • Maintain Options • Schedule Irreversible Decisions at the Last Responsible Moment), DELIVER QUICKLY (Combine Rapid Delivery with High Quality and Low Costs • Apply Queuing Theory to Development • Limit Work to Capacity), SHOW RESPECT (Build a Team with Pride, Commitment, Trust and Appreciation • Provide Effective Leadership • Respect Partners), and IMPROVE THE SYSTEM (Focus on the Entire Value Stream • Deliver a Complete Product • Measure Process Capabilities, Team Performance & Client Satisfaction). The word "LEAN" is written in large, white, outlined letters at the bottom of the infographic.

↑ [seven principles to work by]

ELIMINATE WASTE
Extra Features • Requirements Churn • Organizational Boundaries

CREATE KNOWLEDGE
Adopt the Scientific Method • Challenge & Improve Standards •
Use Feedback to Achieve Predictability

BUILD QUALITY
Mistake-Proof Code with Test-Driven Development • Stop Building
Legacy Code • Use Continuous Integration & Nested Synchronization

DEFER COMMITMENT
Break Dependencies • Maintain Options •
Schedule Irreversible Decisions at the Last Responsible Moment

DELIVER QUICKLY
Combine Rapid Delivery with High Quality and Low Costs •
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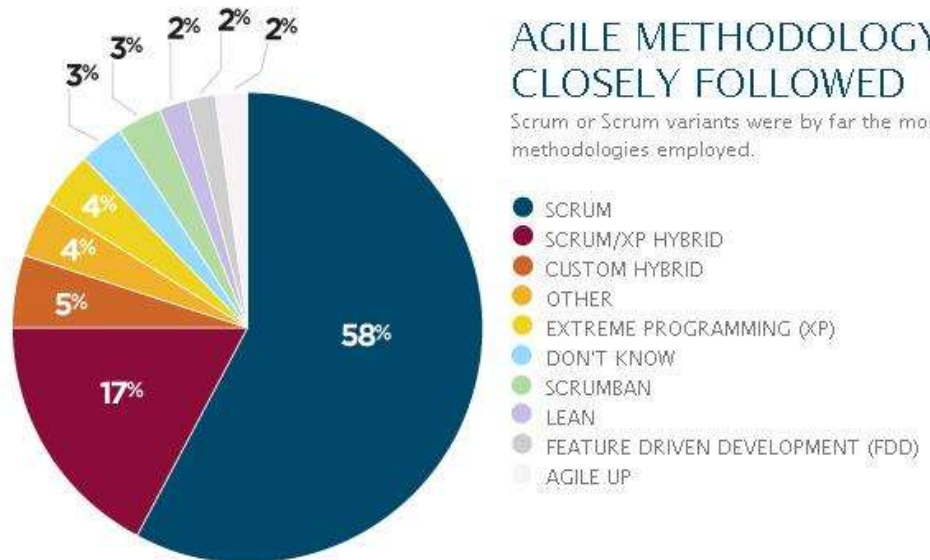
SHOW RESPECT
Build a Team with Pride, Commitment, Trust and Appreciation •
Provide Effective Leadership • Respect Partners

IMPROVE THE SYSTEM
Focus on the Entire Value Stream • Deliver a Complete Product •
Measure Process Capabilities, Team Performance & Client Satisfaction

LEAN

WHICH AGILE METHOD?

- ✘ It depends
- ✘ Much like the PMP processes, agile is not a one size fits all



PMI WEBSITE

PMI Agile Certified Practitioner (PMI-ACP)SM

[Ready to apply?](#) Register and log in to get started.

The world is quickly becoming agile. Are you?

If you use agile practices in your projects, or your organization is adopting agile approaches to project management, the PMI-ACPSM certification may be right for you. The PMI-ACP recognizes knowledge of agile principles, practices and tools and techniques across agile methodologies.

The use of agile as an approach to managing projects has been increasing dramatically over the last several years. Gartner predicts that by the end of 2012, agile development methods will be used on 80% of all software development projects. PMI's research has shown that the use of agile has tripled from December 2008 to May 2011. Furthermore, research demonstrates the value that agile can have in decreasing product defects, improving team productivity, and increasing delivery of business value. The PMI-ACP is positioned to recognize and validate knowledge of this important approach.

Who should apply?

If you are working in organizations using agile to manage projects, the PMI-ACP can provide an opportunity to demonstrate your knowledge of agile practices. The PMI-ACP is not limited to project managers or Project Management Professional (PMP)[®] credential holders; individuals with experience working on agile project teams can apply.

Practitioners who are seeking to:

- Demonstrate to employers their level of professionalism in agile practices of project management
- Increase their professional versatility in both Waterfall and agile techniques
- Hold a certification that is more credible than existing entry-level, training or exam-only based offerings

Quick Links

- [PMI-ACP Handbook](#)
- [PMI-ACP examination content outline.](#)
- [PMI-ACP examination reference list](#)
- [Certification Agreement](#)
- [PDU Activity Reporting Form](#)
- [Online CCR System \(claim PDUs\)](#)
- [How agile are you? Find out by taking the agile quiz.](#)
- [Learn more about the PMI-ACP certification in the PMI-ACP FAQs.](#)
- [Visit PMI's agile toolbox](#) to get training in agile techniques and access books, papers and other materials.
- [Visit PMI's Agile Community of Practice.](#)

PMI-AGILE REQUIREMENTS

PMI-ACP Requirements

To apply for the PMI-ACP, you need to meet the following requirements:

PMI Agile Certification Eligibility Requirements	
Requirement	Description
General Project Experience	<ul style="list-style-type: none">▪ 2,000 hours working on project teams▪ These hours must be earned within the last 5 years▪ Active PMP® or PgMP® will satisfy this requirement
Agile Project Experience	<ul style="list-style-type: none">▪ 1500 hours working on agile project teams or with agile methodologies▪ These hours are in addition to the 2,000 hours required in "general project experience"▪ These hours must be earned within the last 3 years
Training in Agile Practices	<ul style="list-style-type: none">▪ 21 contact hours▪ Hours must be earned in agile practices
Examination	<ul style="list-style-type: none">▪ Tests knowledge of agile fundamentals

How to apply

To apply for the PMI-ACP, [register and log in to get started](#). A printable [PMI-ACP printable application form](#) is also available.

Need more information? See the detailed requirements in the [PMI-ACP Handbook](#).

If you're ready to take the exam, the [PMI-ACP exam preparation](#) can get you started.

PMI-ACP EXAM

- ✘ 120 questions with 100 counting towards passing
- ✘ Pass/fail score is secret (research indicates about 69%)
- ✘ 3 hours to take exam
- ✘ Format very much like your PMP exam

KEY DIFFERENCES

- ✘ Agile methods are sometimes characterized as being at the opposite end of the spectrum from *plan-driven* or *disciplined* methods
- ✘ Agile teams may, however, employ highly disciplined formal methods
 - + A more accurate distinction is that methods exist on a continuum from *adaptive* to *predictive*
 - + Agile methods lie on the *adaptive* side of this continuum

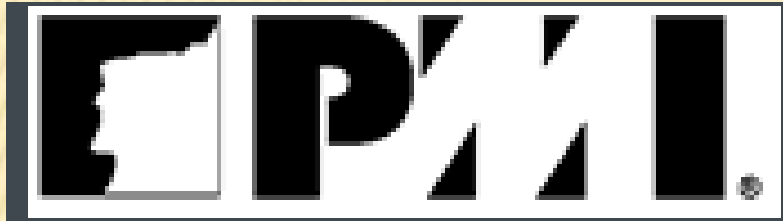
AGILE SUITABILITY

- ✘ Agile development has been widely seen as being more suitable for certain types of environments, including small teams of experts

Agile Home Ground	Plan-driven Home Ground	Formal Methods
Low criticality	High Criticality	Extreme criticality
Senior Developers	Junior Developers	Senior Developers
Requirements change often	Requirements do not change often	Limited requirements, limited features
Small number of developers	Large number of developers	Requirements that can be modeled
Culture that responds to change	Culture that demands order	Extreme quality

SUMMARY

- ✘ Agile is another tool available for the Program Manager
 - + Within each tool bag, there are more tools to apply to your project
- ✘ Neither approach is “better”
- ✘ Each approach needs to be tailored to the project



QUESTIONS?