





# The Current State of Agile Project Management

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# Agenda

- Current State – 30minutes
- Questions and Answers – 15 minutes



# IN THE BEGINNING...

# Agile Manifesto

- While there is value in the items on the right, we value the items on the left more –

Individuals and interactions	Processes and tools
Working software	Comprehensive documentation
Customer collaboration	Contract negotiation
Responding to change	Following a plan

# Agile Principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- We welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

# Agile Principles (cont)

- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

## Agile Principles (cont)

- Continuous attention to technical excellence and good design enhances agility.
- Simplicity – the art of maximizing the amount of work not done – is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



# What was NOT mentioned?

Project Management!

# Agile History Lesson

- Late 80's-mid 90's
  - Process pendulum swung way around to Process
- Agile swung pendulum back
  - Reaction against Process

# Who were the agile founders?

- Kent Beck
  - Mike Beedle
  - Arie van Bennekum
  - Alistair Cockburn
  - Ward Cunningham
  - Martin Fowler
  - James Grenning
  - Jim Highsmith
  - Andrew Hunt
  - Ron Jeffries
  - Jon Kern
  - Brian Marick
  - Robert C. Martin
  - Steve Mellor
  - Ken Schwaber
  - Jeff Sutherland
  - Dave Thomas
- Nearly all of them are techies or methodologists
  - Few, if any, Project Managers



# Techie's view of Project Management?

- What do you think?
  - Waste of time
  - Gets in my way
  - Prevents me from doing my job
  - etc



# Agile's purpose

- Put business and tech together in same place
- Give them problem to solve
- Get out of their way
- Ship early, ship often
  
- And it *works*



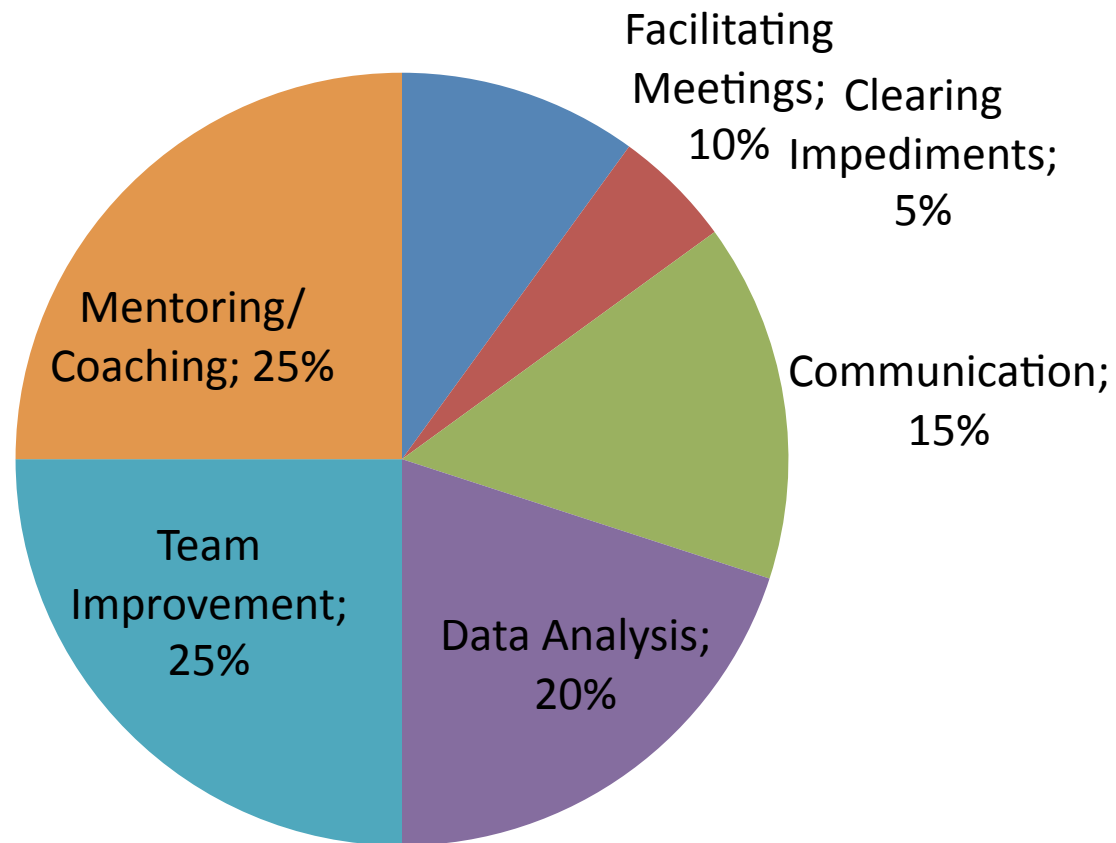
# Sweet spot for Agile Teams – circa 2002

- 6-8 people
  - 4 tech, 1 customer rep, 1 Scrum Master, 1 QA
- Co-located, dedicated
- Business representative on team
- Small-ish project (6 months?)
- Passionate people
- Self-managing

# Project Management?

- No formal Project Management role
- Scrum Master
  - Usually taken on by PMs
  - Different mindset, difficult transition
  - Supporting role

# Scrum Master duties





# BUT AGILE IS GROWING UP



# Where *is* Agile being applied?

- Project execution
- Assumes business case, etc, already set
- Puts responsibility for managing flow of value with Product Owner
  
- Starts with requirements brought to team
- Ends with delivery

# Big Agile

- Larger projects
- Multiple teams/sites
- Complex interactions
  
- People are starting to talk about Agile Project Management as valuable role
  - Valuable but undefined as of yet

# Challenges

- Sequencing work between teams
- Understanding impact of changing requirements
- Raising issues across teams
- Tracking Program level progress
- Reporting Program progress
- *Thinking* at Program level



# MANAGEMENT-LOOKING ORGANIZATIONS

# APLN

- Agile Project Leadership Network
  - [www.apln.org](http://www.apln.org)
- Nearly all Project Managers or PM Consultants
- Founders
  - David Anderson
  - Sanjiv Augustine
  - Christopher Avery
  - Mike Cohn
  - Doug DeCarlo
  - Donna Fitzgerald
  - Jim Highsmith
  - Ole Jepson
  - Todd Little
  - Lowell Lindstrom
  - Preston Smith
  - Robert Wysocki



# APLN Declaration of Interdependence

- We **increase return on investment** by making continuous flow of value our focus.
- We **deliver reliable results** by engaging customers in frequent interactions and shared ownership.
- We **expect uncertainty** and manage for it through iterations, anticipation and adaptation.

## APLN DOI (cont)

- We **unleash creativity and innovation** by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference.
- We **boost performance** through group accountability for results and shared responsibility for team effectiveness.
- We **improve effectiveness and reliability** through situationally specific strategies, processes and practices.

# APLN versus APMN

- APLN is about creating environments where teams can succeed
  - Enabling role, not managing role
  - Teams still self-managing
- NOT Agile Project Management Network
  - Intentional naming

# Scrum Alliance

- Leading organization for Scrum
  - <http://www.scrumalliance.org>
  - PM-focused Agile method
- Certification programs
  - Certified Scrum Master
    - Compatible with PMI continuing education credits
  - Certified Product Owner

# Current PM thoughts

- Much of current Agile PM thinking is in making teams more effective and self managing
- Key questions
  - What role do traditional PM skills and training have in an agile world?
  - Where are the management holes in Agile and how can you help?
  - How can help be given and still remain true to Agile principles and values?

# The Culture Clash

- Agilist View of PM
  - Control change
  - Predictive planning
  - Plan and process focused
- Agile View
  - Encourage change
  - Adaptive planning
  - People focused

# Likely areas

- Agile teams do well at internal self-management
- Areas for opportunity
  - Between teams
  - Between business and development
  - Between management and teams
  - Program-level



# Asynchrony Research

- Hopefully going to start large-scale agile implementation
- Role is Vendor Program Manager
- Active input of Agile-aware Project Management PhD in overall program management
- Explore answers to those questions and more
- Publish!



Questions about specific PM practices and their fit encouraged!

# QUESTIONS



# REFERENCES

# Websites

- Agile Project Leadership Network
  - <http://www.apln.org>
- Scrum Alliance
  - <http://www.scrumalliance.org>
- Cutter Consortium
  - <http://www.cutter.com/project.html>

# Blogs

- David Anderson
  - <http://www.agileprojectmanagement.net>
- Sanjiv Augustine
  - <http://www.sanjivaugistine.com>
- Glen Alleman (a dissenter!)
  - <http://herdingcats.typepad.com/>
- Tons of others
  - Search google for Agile Project Management blogs

# Books (small, partial list)

- Agile Project Management with Scrum
  - Ken Schwaber
- Enterprise and Scrum
  - Ken Schwaber
- Scaling Agile and Lean Development
  - Craig Larman and Bas Vodde
- Agile and Iterative Development: A Manager's Guide
  - Craig Larman
- Managing Agile Projects
  - Sanjiv Augustine
- Many, many more on Amazon.com