Agile Project Management

Source: “Agile Project Management”, Highsmith
Uncovering better ways of developing products by doing it and helping others do it. Through this work we have come to value:

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

Agile product management has five phases, and they are:
- Envision
- Speculate
- Explore
- Adapt
- Close
Envision

- Creates a vision for the customers and the project team, covering:
  - What to deliver a vision of the product and the scope of the project
  - Who - the community of customers, product managers, project team members, stakeholders
  - How the team members intend to work together
Speculate

- "to conjecture something based on incomplete facts or information"
- Term used deliberately to contrast with “planning”
- Outcomes from this phase:
  - Gather initial broad product requirements
  - Define the project workload as a list of product features
  - Create a delivery plan that includes a schedule and resource allocation
  - Include risk mitigation strategies
  - Estimate project costs and generate admin and financial information
Delivers product features by:
- Managing workload, mitigating risk and use technical resources appropriate to the task.
- Creating a collaborative, self-organising project community, responsibilities facilitated by the project manager.
- Managing the development teams interaction with customers, product management and other stakeholders.
Adapt

- Respond to changes in needs or understanding of the project
- Revise, learn and retain lessons learned from earlier iterations
- After envisioning there is a Speculate-Explore-Adapt loop where each iteration refines the product
- Results are reviewed from customer, technical, process performance, project status.
- Reviews actual status against the up-to-the-minute concept.
- Important to mark the closure of the project
- Mini-closures at the end of each iteration
- Point at which learning is incorporated into the revised process.