Agile Project Management

Source: “Agile Project Management”, Highsmith

Manifesto for Agility

- 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

Explore

- 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.

Close

- 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.