

The Struggle Between Agile and Project Management

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Agenda

1. Agile Myths

2. Looking at Agile

3. What does Agile Mean?

4. Agile and Project Management

5. Questions and Answers



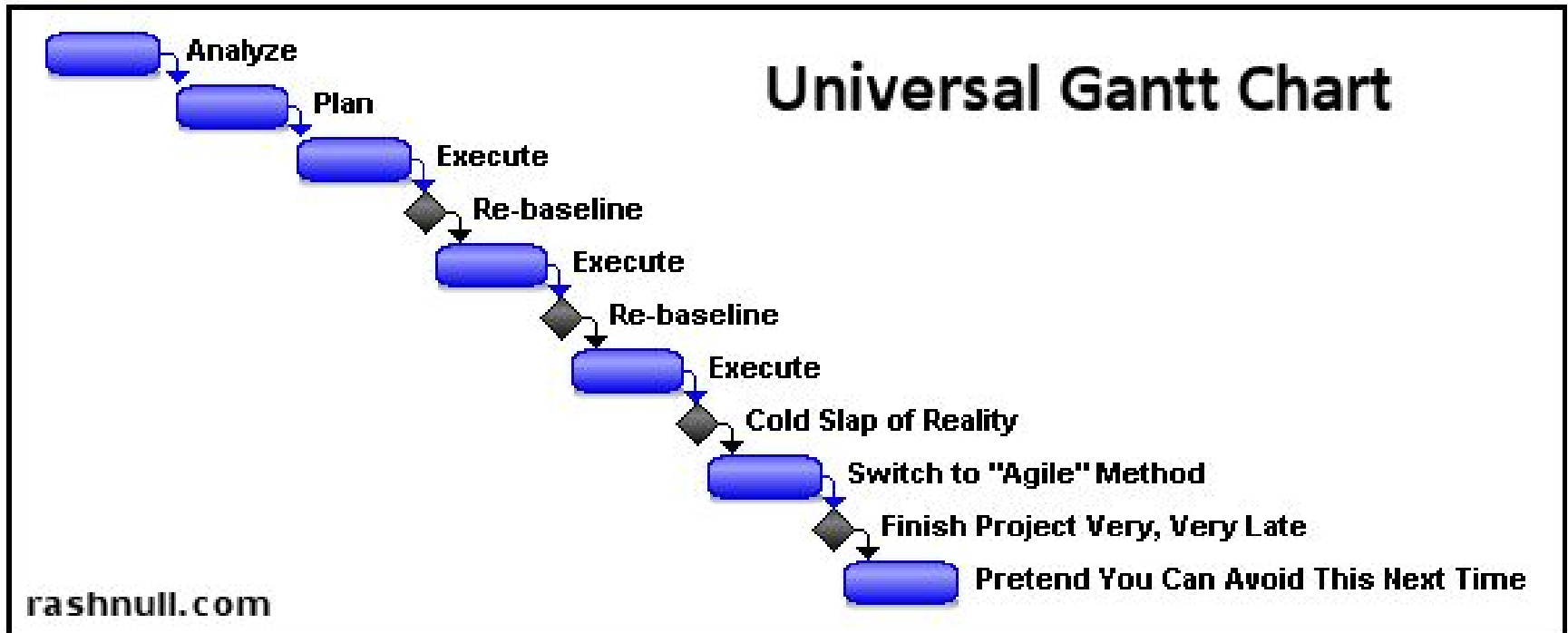
Sound Familiar?

- Projects with realistic budgets and timetables don't get approved.
- The more desperate the situation the more optimistic the progress report.
- A user is somebody who rejects the system because it's what he or she asked for.
- Nothing is impossible for the person who doesn't have to do it.
- A freeze on change melts whenever heat is applied.
- You understood what I said, not what I meant.
- If at first you don't succeed, rename the project.
- We are Agile now, we don't need project management!
- We are Agile now, we don't need to document!
- We can't tell you when we will be done, we are Agile!





Universal Gantt Chart





Project Management



My Defining Moment

“Projects fail because of context, not content.”

(Thomsett, Radical Project Management, 2002, p37)



Agile Myths

- We can't commit to a timeframe because we are agile.
- Project Management is evil in an agile world!
- We don't document when we are agile
- Agile only works with small projects
- Agile is a cure-all to development issues
- Agile is only for development teams.



My Personal Journey

- First brush was outspoken as a fad.
- Saw several clients abandon project management as a whole for Agile.
- Went down a certification journey to understand.
- Sought counsel from some of the industry's best.



The Agile Landscape

Deloitte.

THE AGILE LANDSCAPE V3

Developed by Christopher Webb



Things you might not know

- Agile is not a new concept
- Agile Manifesto (2001) introduced 12 principles of agile development
- There are many variations of Agile!



We are Agile!

- Adaptive Software Development (ASD)
- Agile Modeling
- Agile Unified Process (AUP)
- Crystal Clear Methods
- Disciplined Agile Delivery
- Extreme Programming (XP)
- Feature-Driven Development (FDD)
- Lean Software Development
- Kanban
- Scrum
- Scrumban
- Rapid Application Development (RAD)



Even More!

- Scaled Agile Framework (SAFe)
- Disciplined Agile Delivery (DAD)
- Large-Scale Scrum (LeSS)
- Nexus
- Scrum at Scale
- Enterprise Scrum
- Setchu
- Xscale
- Agile Path
- Holistic Software Development



What does this mean?

- Common theory is that there is 17 variations. Why?
- What do we call Agile Theater?
- The industry is shifting to value based decision making and delivery.
- Speed and experimentation is key.
- Tools are allowing us to fail fast and this is becoming acceptable.



Where does that leave us?

- The new role of PM:
 - Long drawn out schedules and Gantt charts are becoming less important
 - Soft skills and management are key drivers
 - Moving more into a strategic management role
 - Anarchy will reign without vision
 - Culture will eat vision for lunch



Some of my shifts

- Importance of time reporting
- Capital and Expense
- Estimation
- Portfolio Planning
- Learning how to adapt
- Our skillset is still as important as ever
- Still have to become knowledgeable





Completely Updated!

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Questions?

