



Agile Project and Program Management

Abstract

Moving to Agile methodologies changes the traditional Project Manager's role. While Project and Program managers are still expected to plan and track budget and progress (time and scope), Agile requires a new way of thinking and brings with it different measurements and practices that project managers need to incorporate into their toolbox. In this workshop we will review how to manage projects and programs in an Agile organization, how to plan them, as well as how to measure, track, and predict their success.

The goal of this workshop is to supply project and program managers, as well as executives, with the tools required to achieve healthier, saner, more successful projects by making the best of Agile principles and practices.

Target Audience

Program Managers, Project Managers, Development Managers

Prerequisites

Experience with planning, execution, and management of projects or product development

Main Topics Covered

- An Introduction to Lean and Agile
- Scaling Agile to the Release and Portfolio
- Demand Analysis
- Planning in an Agile Organization
- Metrics and Governance
- Risk Management and Control
- Models for Improvement
- Complementing Parts of the Project Team
- In-depth Case Study
- Transition Strategies



Course Curriculum

An Introduction to Lean and Agile

- An overview of the principals and practices of Agile and Lean
- What are the economic principles behind agile methods
- The assumptions behind why Agile will help your organization

Scaling Agile to the Release and Portfolio

- Using kanban and flow thinking to scale Agile to end to end product development
- How end to end flow can help deal with some common shortcomings of team level agile
- Managing/Monitoring releases and product life cycle using Release Burnups and Cumulative Flow Diagrams
- Case studies of end to end kanban from the field

Demand Analysis

- The basics of Demand Analysis and how to use it to better design your system
- Service versus Project Delivery, what they are, and how to manage each
- Service Level Agreements and their use in projects and software delivery
- Value Stream Mapping and its usage in mapping and controlling processes

Planning in an Agile Organization

- Agile Release Planning and Tracking Overview
- Estimations and Commitments in an Agile Organization
- Portfolio, release, and iteration planning strategies
- Requirement best practices for agile planning and tracking

Metrics and Governance

- The basics of tracking project and work health in an Agile Organization
- A Deep Dive into Lean/Agile Metrics and Execution Control
 - How to use Metrics to manage Product Development
 - What metrics should we use to manage Product Development in a flow system
 - Leading/Lagging metrics and why to use each
 - Towards a Lean/Agile Balanced Score Card
 - When and how to introduce Metrics
- The main tools which will be covered are:
Agile EVM, Process Control Charts, Process Efficiency Charts, Story Boards, ToC Buffer Management, SLAs, CFD (cumulative flow diagrams)

Risk Management and Control



- The risk management tools built into Agile
The main tools which will be covered are:
Building Quality In, Iterative development, Customer Interaction, Integration/Technical Debt management, Classes of Service, Buffer Management, Variability
- Augmenting Agile with additional risk management techniques

Models for Improvement

- An introduction into Lean and ToC thinking tools and Systems Thinking
- Operations Reviews and the value of a data driven organization

Complementing Parts of the Project Team

- The basics of testing in an agile organization
- The complementing engineering practices required in an agile organization

In-depth Case Study

- Choice of Case Study according to group preference:
 - Using Scrum and Agile to achieve organizational goals at an enterprise grade software development organization
 - A Year of Agile – going thru Scrum and evolving to Scrumban
 - Achieving agile at scale using E2E Kanban at a major Telco

Transition Strategies

- How to start an agile implementation
- Patterns and anti-patterns during an agile implementation

Course Duration

2 days (16 hours)