

Contents

1. Introduction	9
1.1 The Agile Business Consortium	10
1.2 RAD and Agile and How It All started	10
2. Key Concepts	13
2.1 Business Agility	14
2.2 Product Development	18
2.3 Project Management	19
2.4 Project Management Agility	19
2.5 AgilePM and Scrum in combination	21
3. Scrum	23
3.1 Introduction	24
3.2 Scrum Theory	25
3.3 Scrum Values	25
3.4 The Scrum Team	26
3.5 Scrum Events	27
3.6 Scrum Artefacts	29
3.7 End Note	31
3.8 Acknowledgements	31
4. AgilePM Fundamentals	33
4.1 The Philosophy of AgilePM	34
4.2 Projects in the 'Real World'	35
4.3 Rules of Engagement	38
4.4 AgilePM for Scrum	42
5 Individuals and Interactions	43
5.1 Agile Leadership – an Overview	44
5.2 Project Organisation	46
5.3 Project Leadership Roles and Responsibilities	48
5.4 Team-based Delivery Roles and Responsibilities	54
5.5 Key Project Manager Relationships	55
6. Collaboration and Communication	59
6.1 Introduction	60
6.2 Effective Collaboration	61
6.3 Effective Communication	63

6.4 Collaboration and Communication powered by Transparency of Process and Progress	67
7. AgilePM Process Framework and the Project Lifecycle	69
7.1 Introduction	70
7.2 Lifecycle Overview	71
7.3 Pre-Project Phase	72
7.4 Feasibility Phase	73
7.5 Foundations Phase	75
7.6 Development Phase	78
7.7 Deployment Phase	79
7.8 Post-Deployment Phase	82
8. Defining and Estimating the Work of the Project	83
8.1 Introduction	84
8.2 Defining the work of the Project	85
8.3 Estimating the Work of the Project	92
9. MoSCoW Prioritisation	99
9.1 Introduction	100
9.2 The MoSCoW Rules	100
9.3 MoSCoW Relating to Specific Timeframes	101
9.4 Why use MoSCoW	102
9.5 Ensuring Effective Prioritisation	103
9.6 Using MoSCoW to Manage Business Expectations	104
9.7 MoSCoW and the Business Case	104
9.8 Making MoSCoW Work	105
10. Planning and Controlling the Work of the Project	107
10.1 Introduction	108
10.2 Planning	108
10.3 MoSCoW - An Integral Part of AgilePM's Planning Process	112
10.4 Tracking Progress and Responding to Change	114
10.5 Special Considerations when Integrating AgilePM and Scrum	116
10.6 Demonstrating Control over Development using Scrum	120
11. Configuring the Project Approach to Address Risk	123
11.1 Introduction	124
11.2 Tailoring the Project Approach to mitigate risk	124

12. Governance, Compliance, and the AgilePM Products	135
12.1 Governance	136
12.2 Assuring Regulatory Compliance in an Agile Project	138
12.3 Financial Governance	139
Appendix A – The AgilePM Work-Products	143
Terms of Reference	145
Business Case	145
Solution Backlog	146
Solution Architecture Definition	146
Development Approach Definition	147
Delivery Plan	147
Management Approach Definition	148
Feasibility Assessment	148
Foundations Summary	149
Product Backlog	149
Evolving Solution	150
Sprint Backlog	150
Product Increment	151
Solution Increment	151
Sprint Review Record	152
Project Review Report	152
Benefits Assessment	153
Work-Products RACI (Summary Table)	153
Appendix B – The Project Approach Questionnaire	155
Appendix C – Estimating Using Planning Poker and Velocity	159
Introduction	160
The Cards	160
Story points	161
Why use a non-linear range of values?	161
Why use playing cards?	162
Playing the game	162
In summary	164
Appendix D – Glossary	165