



# PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



# AGILE MYTH BUSTERS- *THAT'S NOT AGILITY!*

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# Agile Myth Busters Overview

***That's NOT Agility, that's stupidity...!***

- ◆ What is Agile?
- ◆ 12 Principles of Agile
- ◆ Busting Agile Myths...
- ◆ Top 10 Myths!
- ◆ When Agile?
- ◆ Comparing Traditional Project Management to Agile

# What is Agile?

- ◆ A method to manage projects?
- ◆ A software coding method?
- ◆ A set of process like traditional project management has, but new and improved...?

# What is Agile?

- ◆ It is a set of **PRINCIPLES!** ...*really!*
- ◆ Principles that guide **teams**
- ◆ Principles that guide **development**
- ◆ A **culture** shift
- ◆ A great solution for **some** types of projects
- ◆ **Open** Communication: between teams, stakeholders and customers

# 12 Principles of Agile

1. Our highest priority is **to satisfy the customer** through **early and continuous delivery** of **valuable** software.
2. **Welcome changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
3. **Deliver working software frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. **Business people and developers** must **work together** daily throughout the project.
5. Build projects around **motivated individuals**. Give them the environment and support they need, and trust them to get the job done.
6. The **most efficient and effective method** of conveying information to and within a development team is **face-to-face conversation**.

# 12 Principles of Agile

7. **Working software is the primary measure of progress.**
8. Agile processes **promote sustainable development**. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous **attention to technical excellence** and **good design** enhances agility.
10. **Simplicity**-the art of maximizing the amount of work not done--is essential.
11. **The best** architectures, requirements, and designs **emerge from self-organizing teams**.
12. At regular intervals, the **team reflects** on **how to become more effective**, then tunes and adjusts its behavior accordingly.

# Busting Agile Myths!

- ◆ Agile works for any project
- ◆ Agile is new, better, faster, cheaper, and easier!
- ◆ Agile is unstructured
- ◆ Agile doesn't have documentation
- ◆ Agile doesn't need requirements
- ◆ In Agile the team get to do what they want
- ◆ Agile is easy...

# More Myths...?!!

- ◆ Agile is a silver bullet/ easy button...
- ◆ Agile means no planning, '*Just do it!*'
- ◆ Agile requires a lot of rework.
- ◆ Agile only relates to software delivery
- ◆ Agile means 'No Design'
- ◆ Developers get to do what they like.
- ◆ Agile doesn't work for fixed deadline projects.



# Top 10 Myths!



Agile Myths

Reference: *The Late Show with David Letterman* broadcast by CBS.

# Top 10 Myths!

◆ Here are my top 10 Agile Myths...



# 10: Agile has no Planning...

- ◆ Wait!... There is planning in Agile?
- ◆ Supports the focus of **'Inspect and Adapt'**
- ◆ Lots of planning- but incremental:
  - Product Planning Meeting
  - Sprint (iteration) Planning Session
  - Co-location ad-hoc meetings
  - Daily Stand Up
  - End of iteration Meetings
  - Product review/ demo Meeting
  - Retrospective

# 9: Agile has no Documentation

What?... There is documentation in Agile?

**These are called Artifacts**

- ◆ The Product Backlog, The Sprint Backlog
- ◆ Burn Charts, Task Board...

Task #	Tasks	WIP	Test/ Review	Done	Resources
1	Site Welcome Page		X		John
2	User Login				Susan

# 8: No End to Development

*You're never really done...*

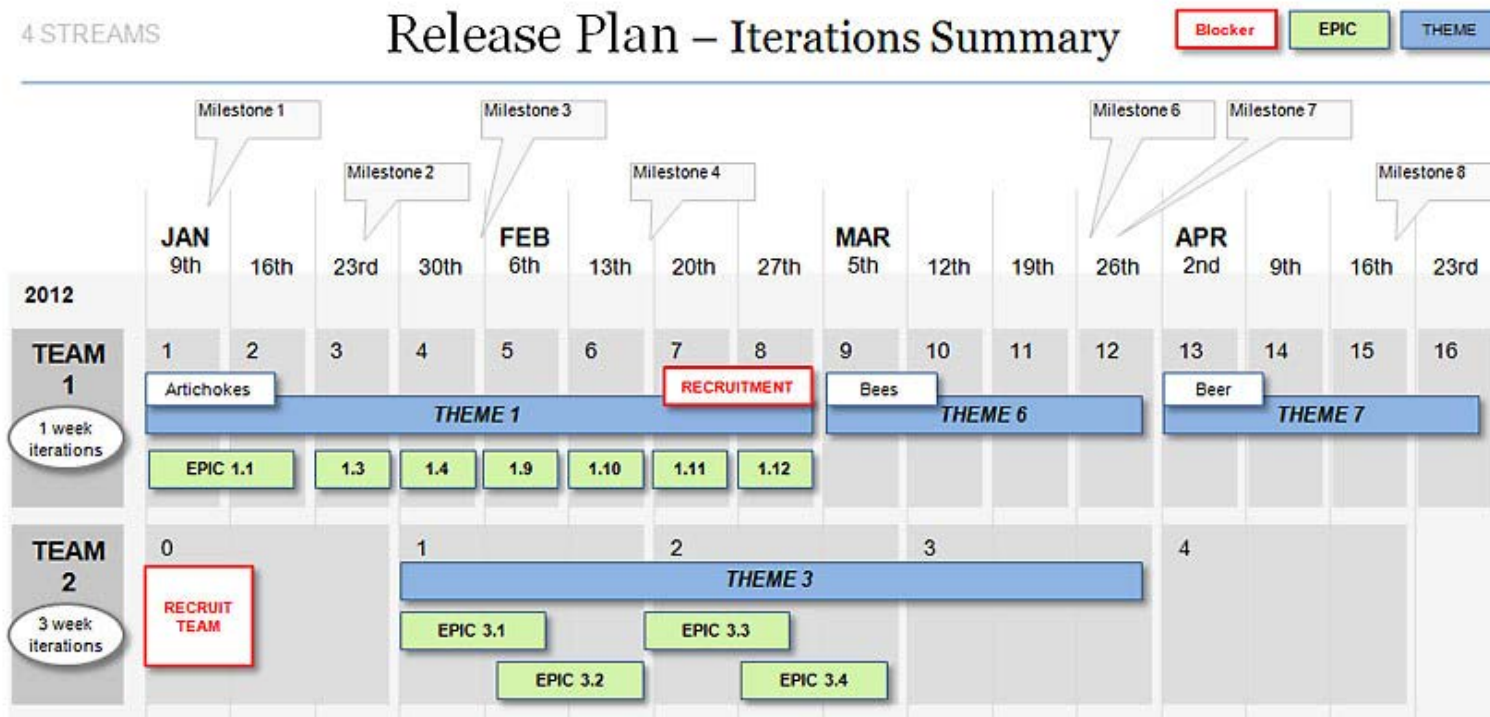
## ◆ Definition of Done (DoD)

- Agreed upon to ensure customer needs are met
- What is so for product backlog item so it is considered done
  - ❖ DoD for a **feature** (story or product backlog item)
  - ❖ DoD for a **sprint** (collection of features developed within a sprint)
  - ❖ DoD for a **release** (potentially shippable state)

# 7: No Long Term Planning

*We don't need to plan, we are doing Agile...*

## ◆ Release Planning



Armstrong, J. (8/22/2016) Business Documents UK Retrieved from <https://business-docs.co.uk/downloads/powerpoint-agile-release-plan-template/>

# 6: Daily Standup & Solutions

*The Daily Standup is for problem solving...*

- ◆ 15 minutes (hard stop), Standing Meeting
- ◆ Each participant (team member) answers:
  - What have I **done**?
  - What I **plan** to do?
  - What **barriers** are in my way?
- ◆ Not for solving problems



# 5: No Requirements

***Agile doesn't need requirements, that's what agility is about... right?***

*(That's NOT Agility, that's stupidity...)*

## **User Stories:**

- Requirement in the language of the user
- Describes the need or function they would like
- Stories are sized (estimated)
- Example format:

*As a <type of user>,  
I want to <do something>,  
so that <some value is created>.*



# 4: No focus on Quality

*With Agile you get what you get...*

Iteration Retrospectives:

- ◆ Continuously '**Inspect and adapt**'
- ◆ Team and Product Owner
- ◆ Process Improvement
- ◆ ID no more than 1-2 strategic changes for the next sprint
- ◆ 1-2 hours/ week of development

# 3: Agile is Faster

***We don't have time for project management,  
so we use Agile! 😊***

*(That's NOT Agility, that's stupidity...)*

- ◆ Agile is time-boxed in iterations
- ◆ Each iteration includes: Initiating, Planning, Executing, Monitoring & Controlling, and Closing
- ◆ Iteration Plan-> Daily Work & Daily Scrum-> Iteration Review-> Iteration Retrospective

# 2: Agile is Better!

***Traditional project management is no longer needed, now that we have Agile!***

AKA the 'Silver Bullet' *That's NOT Agility...*

- ◆ Agile does not solve every project problem you have
- ◆ Implementing Agile generally shows all the ways your project is not Agile
- ◆ Communication is a bigger problem with Agile
- ◆ Agile isn't the best approach for all projects...

# When use Agile?

Consider using an agile approach when 1 or more of these conditions are present:

## ◆ Uncertainty

- particularly in requirements and changing conditions

## ◆ Complexity

- content, integration, stakeholder mgmt., solution

## ◆ Innovation

- new technology, content or system

## ◆ Urgent

- high priority, short timeline

# What Agile Entails...

## Characteristics:

- ◆ Iterative
- ◆ Incremental
- ◆ Time-boxed

## Requires:

- ◆ Trust, commitment, flexibility (*culture*)
- ◆ Understanding business priorities (*value*)
- ◆ Significant stakeholder engagement (*people*)

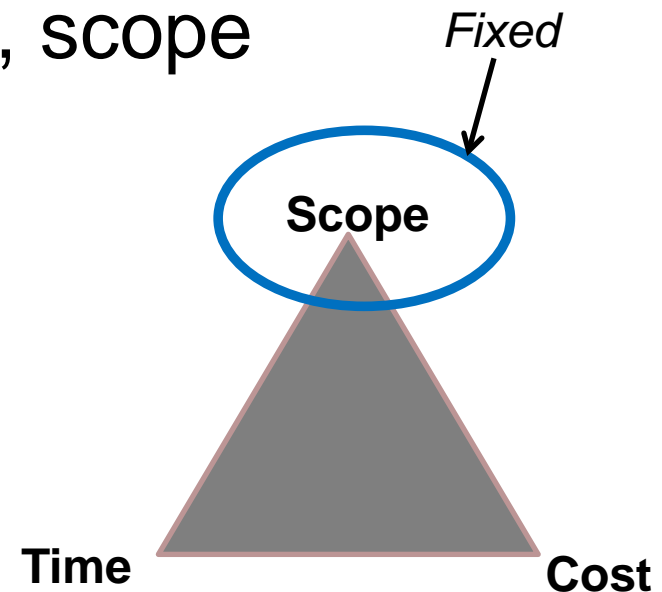
# Comparing Traditional to Agile

**The Triple Constraint:** time, cost, scope

## Traditional Project Process:

*Plan Driven*

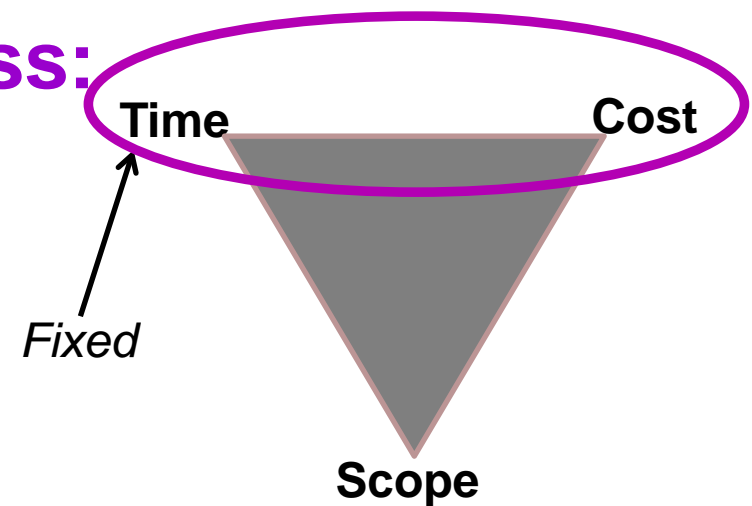
- Cost and Schedule are estimated
- Requirements are fixed



## Agile/ Adaptive Project Process:

*Value Driven*

- Features are estimated
- Cost and Schedule are fixed

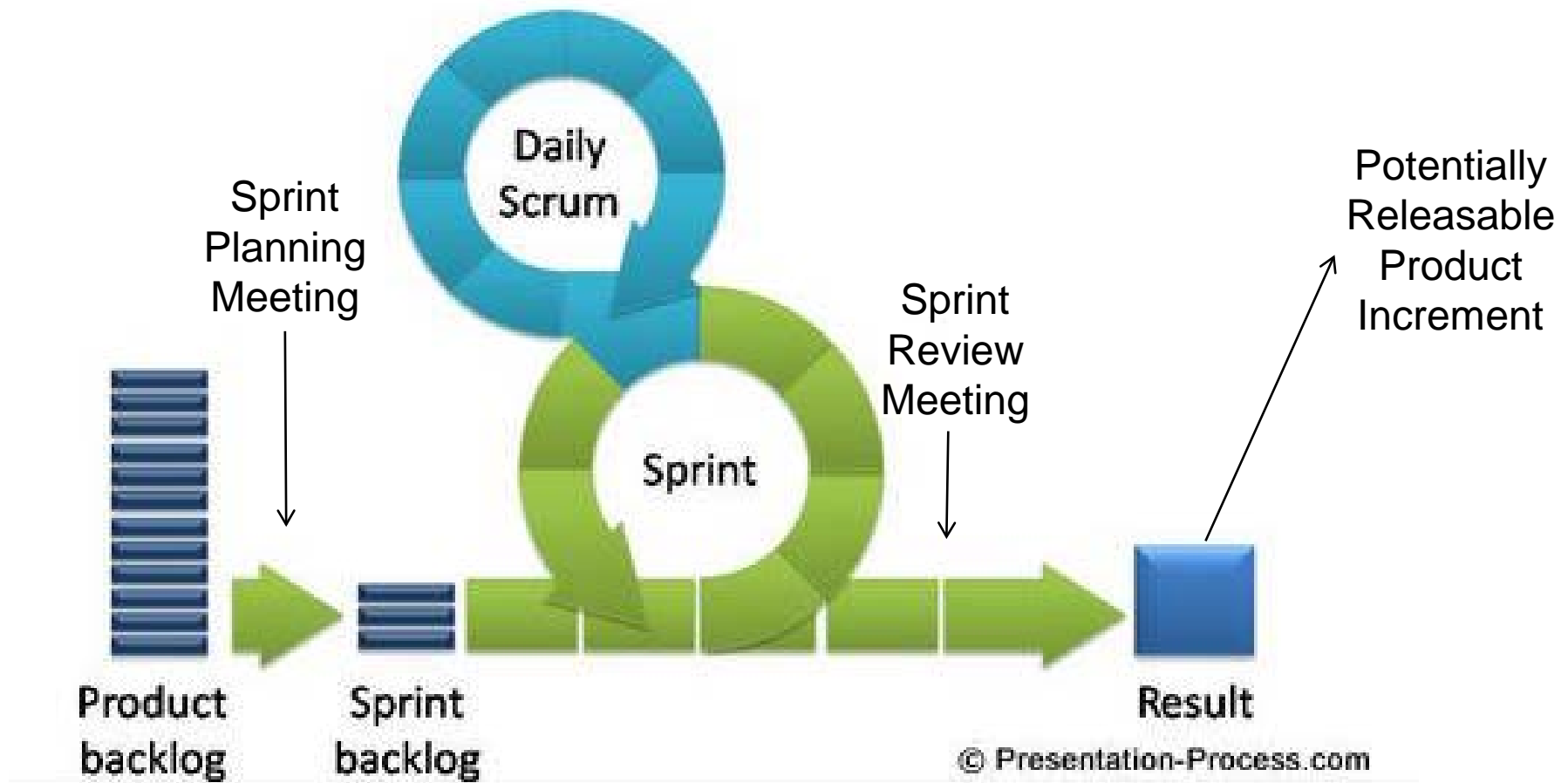


# Top 10 Myths!




# 1: Agile has no structure

## Agile Scrum in 1000 words...





# Busting Agile Myths!

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- ◆ Agile is unstructured
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- ◆ Agile doesn't need requirements
- ◆ In Agile the team get to do what they want
  
- ◆ Agile is easy...  *If so, why are we here...?*

# Agile Methodologies

## References:

- ◆ *“Relating PMBOK Practices to Agile Practices”*, Sliger, Michele, (2011)

<http://www.stickyminds.com/sitewide.asp?Function=edetail&ObjectType=COL&ObjectId=11133>

- ◆ *“Agile Risk Management for Projects and Programmes”*, Hamilton-Whitaker, (2011, Canada)

<http://agile101.net>

<http://agile101.net/2009/07/27/agile-risk-management-for-projects-and-programmes/>

<http://agile101.net/2009/07/28/12-principles-of-risk-management-pmbok-with-an-agile-slant/>

- ◆ Vikas Hazrati: ‘Agile in Enterprise’
- ◆ Softhouse, (n.d.) Scrum in Five Minutes. Retrieved from <http://www.softhouse.se>

# Agile Methodologies

*For discussion and resources on Agile...*

Please join me on **LinkedIn** in the



**Agile Risk Management Group**

[http://www.linkedin.com/groups?gid=4020498&trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups?gid=4020498&trk=myg_ugrp_ovr)

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# Agile Project Management

## The Agile Manifesto for Non-IT Projects

*“We are uncovering better ways of **accomplishing work** by doing it and helping others do it.*

*Through this work we have come to value:*

- *Individuals & interactions* over *processes and tools*
- *Working product* over *comprehensive documentation*
- *Customer collaboration* over *contract negotiation*
- *Responding to change* over *following a plan*

*That is, while there is value in the items on the right, we value the items on the left more.”\**

# Additional Information

PMI-ACP® Certification

# PMI-ACP® Certification

## PMI Agile Certified Practitioner (PMI-ACP)®

- ◆ “PMI’s Agile Certified Practitioner (PMI-ACP)® credential is a response to project management’s increasing
- ◆ “The PMI-ACP recognizes knowledge of agile principles, practices and tools and techniques across agile methodologies.” (PMI, 2014)

### By earning the PMI-ACP®, practitioners can:

- ◆ Demonstrate to employers their level of professionalism in agile principles, practices, tools and techniques.
- ◆ Increase their professional versatility in project management tools and techniques.
- ◆ Hold a certification that is more credible than existing offerings based only on exams or training.

Reference: PMI, “PMI Risk Management Professional (PMI-RMP)” Retrieved from:

<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>

# PMI-ACP® Certification

## Who should apply:

- ◆ If you already use agile practices or your organization is adopting agile methods, earning the PMI Agile Certified Practitioner (PMI-ACP)® certification will demonstrate your knowledge of and commitment to this rapidly growing approach to project management.

## PMI-ACP Requirements:

### General Project Experience

- ◆ 2,000 hours working on project teams (within the last 5 years), or an active PMP®

### Agile Project Experience

- ◆ 1500 hours working on agile project teams or with agile methodologies (within the last 3 years)

### Education

- ◆ 21 contact hours in agile practices

Reference: PMI, "PMI Risk Management Professional (PMI-RMP)" Retrieved from:

<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>

# PMI-ACP® Certification

## How to Apply:

- ◆ Online at [www.pmi.org](http://www.pmi.org)
- ◆ More Info:
  - PMI-ACP® Handbook
  - PMI-ACP® Exam Content Outline
- ◆ Learn more at: <http://www.pmi.org/Certification/New-PMI-Agile-Certification.aspx>

Reference: PMI, “PMI Risk Management Professional (PMI-RMP)” Retrieved from:  
<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>