

# AGILE PROJECT MANAGEMENT

ICAGILE, PMI (14 PDUS)

## DURATION

2 days

## INTENDED FOR

- Managers and Executives responsible for software and solutions development
- Iteration Managers and Scrum Masters working on Agile projects
- Project Managers responsible for software and solutions development projects
- Business Analysts gathering requirements for software and solutions development
- Team Leaders and Developers building software systems
- Business Managers who have to sponsor and are responsible for the introduction of new computer based information systems

## PREREQUISITES

This is an expert level course designed for people with prior experience and fundamental training within Agile and Project Management. If you need to learn more about Agile practices, then we recommend our Agile Fundamentals course as a lead-in.



## Want to improve the success rate of your projects?

While some organisations using Agile development do not use the title of 'Project Manager' and put a strong emphasis on self-organising teams, Agile project management skills are key to working more cohesively, communicating more effectively with stakeholders and supporting the team with an appropriate level and combination of leadership and guidance, coordination and facilitation.

This course will help you learn the skills, techniques and mindset needed to manage projects using an Agile approach. You'll learn how to collaborate with stakeholders and support self-organising teams in continuously adjusting and refining their efforts to increase efficiency and effectiveness.

## LEARNING OUTCOMES

By the end of the course you will be able to understand:

- The background to and the driving forces for taking an Agile approach to software and solutions development
- The core practices and philosophies behind a number of specific Agile methodologies
- How to apply a number of tools and techniques to develop the project community, from structuring and coordinating self-organising teams to ensuring continuous feedback across all layers of the organisation
- How to use Agile techniques to plan, track and monitor Agile projects, programs and portfolios
- The importance of value-driven delivery and continuous customer and user feedback in increasing team effectiveness
- How to apply a variety of Agile tools and techniques to provide a guidance and decision making framework for self-organising Agile teams to ensure their continuous alignment to organisational goals

## CONTENT

### Developing the project community

Split into three main parts, this module explores the principles behind developing the project community as well as a variety of tools and techniques used to create a shared understanding across all layers of the organisation.

### Project stakeholders

Early and continuous stakeholder engagement is a significant part of successful project delivery. This module discusses the differences between 'customers' and 'users' of a system and introduces tools and techniques to identify key stakeholders, create a shared understanding of project goals across all levels of the organisation and manage on-going stakeholder communication efficiently and effectively.

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## CONTENT

### **Project teams**

This module looks at a number of different team structures and the benefits and drawbacks of different organisational models in the context of Agile delivery methods and introduces models to allow for the scaling of Agile methods for large-scale, multi-team project delivery.

This section also introduces a model to understand and assess team development stages and discusses the importance of an “Agile culture” for team and individual development within an Agile environment.

### **Project leadership**

This section reviews the concept of Servant Leadership within the context of self-organising Agile teams and teaches participants a number of tools and techniques to successfully facilitate team decision making and handle conflict in a team environment.

### **Planning Agile projects**

This module is dedicated to concepts, tools and techniques for planning Agile projects. Specifically, the module looks at how to gather and process requirements in an incremental and iterative way, how to identify and manage risks in a collaborative environment and how to plan for quality in Agile software development.

This module also reviews the concept of relative estimation as a preferred method of estimation within an iterative, incremental development approach and discusses techniques for successful planning within an Agile environment.

Finally, this section discusses Agile governance across the organisation, from the portfolio level down to the governance of individual iterations and includes approaches on how to manage contracts within an Agile environment.

### **Delivering sustainable solutions**

The final module of the course focuses on the Project Manager’s involvement in delivering value-driven, sustainable solutions within an Agile environment by ensuring team focus, facilitating continuous feedback and ongoing team improvement to enhance efficiency and effectiveness. The module also introduces a variety of tracking and monitoring techniques a project manager can use to provide feedback on team performance as well as enhance visibility for stakeholders and decision makers across all layers of the organisation.

## METHOD USED

Lecturing is kept to the minimum necessary, most of the learning is achieved through applying the practices and techniques in group exercises.