



The Software Project Manager's Bridge to Agility

Michele Sliger and Stacia Broderick

Agile Software Development Series

Alistair Cockburn and Jim Highsmith,
Series Editors



The Software Project Managers Bridge To Agility

Ram Babu Sao



The Software Project Managers Bridge To Agility:

The Software Project Manager's Bridge to Agility Michele Sliger, Stacia Broderick, 2008-05-19 When software development teams move to agile methods experienced project managers often struggle doubtful about the new approach and uncertain about their new roles and responsibilities In this book two long time certified Project Management Professionals PMPRs and Scrum trainers have built a bridge to this dynamic new paradigm They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration not command and control The authors begin by explaining how agile works how it differs from traditional plan driven methodologies the benefits it promises and the real world results it delivers Next they systematically map the Project Management Institute's classic methodology independent techniques and terminology to agile practices They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication Finally drawing on their own extensive personal experience they put a human face on your personal transition to agile covering the emotional challenges personal values and key leadership traits you'll need to succeed Coverage includes Relating the PMBOKR Guide ideals to agile practices similarities overlaps and differences Understanding the role and value of agile techniques such as iteration release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance QA where it belongs in analysis design defect prevention and continuous improvement Learning to trust your teams and listen for their discoveries Procuring purchasing and contracting for software in agile collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non agile teams Selling agile within your teams and throughout your organization For every project manager who wants to become more agile

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The Software Project Manager's Bridge To Agility Sliger Broderick, 1900 This is the eBook version of the printed book If the print book includes a CD ROM this content is not included within the eBook version When software development teams move to agile methods experienced project managers often struggle doubtful about the new approach and uncertain about their new

roles and responsibilities In this book two long time certified Project Management Professionals PMPRs and Scrum trainers have built a bridge to this dynamic new paradigm They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaborati Software Project Manager's Bridge to Agility Michele Sliger,Michele,Broderick,2008 **The Software Project Manager's Bridge to Agility** Michele Sliger,2008 *The Agile Consultant* Rick Freedman,2016-08-29 Learn the agile philosophy of lean processes incremental delivery deep client participation decentralized authority and just in time planning to bring speed creativity empowerment and increased productivity to product development This book is your guide to becoming the go to advisor for the enterprise agile transition Many organizations have brought in agile coaches and achieved great progress in software development productivity only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices Agile coaches and consultants need to up their game to successfully partner with executives managers and PMOs to evolve from traditional methods to a lean agile mindset The Agile Consultant by former Intel Worldwide Project Management Director and agile expert Rick Freedman author of Amazon best seller The IT Consultant shows how to overcome transition challenges and move beyond team level practice coaching to guide the entire organization to enterprise agility Agile methods are displacing traditional process heavy project management techniques and are poised to migrate from software development to the rest of IT and to the entire enterprise Agile s rapid adoption proves a simple truth agility works Agile methods are here to stay and will continue to expand within the organization Enterprises are rapidly moving beyond agile development to agile IT agile marketing and agile strategic planning Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility What You ll Learn Instill effective agile practices across the enterprise Coach teams managers and executives in learning adopting and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation interpersonal and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean agile mindset Who This Book Is For Besides IT consultants The Agile Consultant will also appeal to developer teams internal IT staffers and their managers and to executives leading the transition to agile development *The Project Manager's Guide to Mastering Agile* Charles G. Cobb,2015-01-27 Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management

profession however we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers There are many stereotypes and misconceptions that exist about both Agile and traditional plan driven project management Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and Waterfall are thought of as two binary mutually exclusive choices and companies sometimes try to force fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It s no wonder that many Project Managers might be confused by all of this This book will help project managers unravel a lot of the confusion that exists develop a totally new perspective to see Agile and traditional plan driven project management principles and practices in a new light as complementary to each other rather than competitive and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation There are many books on Agile and many books on traditional project management but what s very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project The book includes discussion topics real world case studies and sample enterprise level agile frameworks that facilitate hands on learning as well as an in depth discussion of the principles behind both Agile and traditional plan driven project management practices to provide a more thorough level of understanding

The Professional ScrumMaster's Handbook Stacia Viscardi,2013-04-19 Focusing on the ScrumMaster role and responsibilities this book presents solutions and ideas for common problems improving the overall methodology of a ScrumMaster s approach The Professional ScrumMaster s Handbook is for anybody who wishes to be a true ScrumMaster as the role was originally intended a fearless professional change facilitator This book extends your working knowledge of Scrum to explore other avenues and ways of thinking to help teams and organizations reach their full potential

Elements of Software Project Management G. P. Sudhakar,2010-08 Project management requires immense skills to achieve the end result But sometimes lack of project management skills results in failures It is therefore essential to study the basic features of project management This book is a contribution towards that goal Divided into three sections introduction people related aspects or human resources and advanced topics the book brings forth the inside story of the software project management in an IT company The simple descriptive style of presentation will enable any beginner to get a clear picture of the procedures that are followed in the IT companies Intended for undergraduate and postgraduate students of computer science and engineering this textbook will also be useful for many software engineers and professionals dominating the hierarchy of the IT industry Key Features Review Questions to grasp the topics easily Quiz Questions to reinforce the understanding of the subject Relevant Case Studies depicting various situations and the necessary actions and decisions to be taken

Agile Software Requirements Dean Leffingwell,2010-12-27 We need better approaches to understanding and managing software

requirements and Dean provides them in this book He draws ideas from three very useful intellectual pools classical management practices Agile methods and lean product development By combining the strengths of these three approaches he has produced something that works better than any one in isolation From the Foreword by Don Reinertsen President of Reinertsen author of Managing the Design Factory and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development Until now however requirements and Agile methods have rarely coexisted peacefully For many enterprises considering Agile approaches the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption In Agile Software Requirements Dean Leffingwell shows exactly how to create effective requirements in Agile environments Part I presents the big picture of Agile requirements in the enterprise and describes an overall process model for Agile requirements at the project team program and portfolio levels Part II describes a simple and lightweight yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever larger systems of systems application suites and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis You ll find proven solutions you can apply right now whether you re a software developer or tester executive project program manager architect or team leader

Managing Projects in Trouble PMP, Ralph L. Kliem, 2016-04-19 Whether you use budget schedule quality or other criteria the statistics by think tanks institutes associations and other trade organizations all point to one inescapable conclusion your project has a greater chance of getting into trouble than staying out of it Based on the lessons learned by the author during a quarter of a century of lea

Software Project Management Ashfaq Ahmed, 2016-04-19 To build reliable industry applicable software products large scale software project groups must continuously improve software engineering processes to increase product quality facilitate cost reductions and adhere to tight schedules Emphasizing the critical components of successful large scale software projects Software Project Management A

[Ace the PMI-ACP® exam](#) Sumanta Boral, 2016-12-26 Prepare for the Project Management Institute s PMI Agile Certified Practitioner ACP exam Augment your professional experience with the necessary knowledge of the skills tools and techniques that are required for passing the examination This is a comprehensive and one stop guide with 100% coverage of the exam topics detailed in the PMI ACP Exam content outline Rehearse and test your knowledge and understanding of the subject using the practice quizzes after each chapter three full length mock exams and practical tips and advice You will be able to understand the Agile manifesto its principles and many facets of Agile project management such as planning prioritization estimation releases retrospectives risk management and continuous improvement The book covers Agile metrics and means of demonstrating progress People management aspects such as behavioral traits servant leadership negotiation conflict management team building and Agile coaching are explained

Whether you are a beginner or a seasoned practitioner this book also serves as a practical reference for key concepts in Agile and Agile methodologies such as Scrum XP Lean and Kanban What you will learn The necessary knowledge of the skills tools and techniques that are required for passing the PMI ACP examination To understand the scope and objectives of the PMI ACP exam and gain confidence by taking practice quizzes provided in each chapter and three full length mock exams To gain exposure to Agile methodologies such as Scrum XP Lean and Kanban plus various tools and techniques required to conduct Agile projects The focus is to Be Agile rather than Do Agile Who this book is for The audience for this book primarily includes IT professionals who wish to prepare for and pass the Agile Certified Professional ACP exam from the Project Management Institute PMI The book also is a practical reference book for Agile Practitioners div **Lean Software Development** Mary Poppendieck, Tom Poppendieck, 2003-05-08 Lean Software Development An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager project manager and technical leader Lean software development applying agile principles to your organization In Lean Software Development Mary and Tom Poppendieck identify seven fundamental lean principles adapt them for the world of software development and show how they can serve as the foundation for agile development approaches that work Along the way they introduce 22 thinking tools that can help you customize the right agile practices for any environment Better cheaper faster software development You can have all three if you adopt the same lean principles that have already revolutionized manufacturing logistics and product development Iterating towards excellence software development as an exercise in discovery Managing uncertainty decide as late as possible by building change into the system Compressing the value stream rapid development feedback and improvement Empowering teams and individuals without compromising coordination Software with integrity promoting coherence usability fitness maintainability and adaptability How to see the whole even when your developers are scattered across multiple locations and contractors Simply put Lean Software Development helps you refocus development on value flow and people so you can achieve breakthrough quality savings speed and business alignment Agile Project Management Jim Highsmith, 2004-04-06 Please note there is now a second edition of this book available with the ISBN of 0321658396 Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy Rob Austin Assistant Professor Harvard Business School This is the project management book we've all been waiting for the book that effectively combines Agile methods and rigorous project management Not only does this book help us make sense of project management in this current world of iterative incremental Agile methods but it's an all around good read Lynne Ellen Sr VP CIO DTE Energy Finally a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management Jim's book has provided a service to all of us Neville Roy Singham CEO ThoughtWorks Inc The world of product development is becoming more dynamic and uncertain Many managers cope by reinforcing processes adding documentation or further

honing costs This isn't working Highsmith brilliantly guides us into an alternative that fits the times Preston G Smith principal New Product Dynamics coauthor Developing Products in Half the Time One of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project Jim Highsmith shows why APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches He systematically introduces the five phase APM framework then presents specific proven tools for every project participant Coverage includes Six principles of Agile Project Management How to capitalize on emerging new product development technologies Putting customers at the center of your project where they belong Creating adaptive teams that respond quickly to changes in your project's ecosystem Which projects will benefit from APM and which won't APM's five phases Envision Speculate Explore Adapt Close APM practices including the Product Vision Box and Project Data Sheet Leveraging your PMI skills in Agile environments Scaling APM to larger projects and teams For every project manager team leader and team member

Lean Enterprise Software and Systems Brian Fitzgerald, Kieran Conboy, Ken Power, Ricardo Valerdi, Lorraine Morgan, Klaas-Jan Stol, 2013-11-26 This book contains the refereed proceedings of the 4th International Conference on Lean Enterprise Software and Systems LESS 2013 held in Galway Ireland in December 2013 LESS fosters interactions between practitioners and researchers by joining the lean product development and the agile software development communities in a highly collaborative environment Each year the program combines novelties and recent research results that make new ideas thrive during and after the conference This year the conference agenda was expanded to incorporate topics such as portfolio management open innovation and enterprise transformation The 14 papers selected for this book represent a diverse range of experiences studies and theoretical achievements They are organized in four sections on lean software development quality and performance case studies and emerging developments

The Complete Business Process Handbook Mark Von Rosing, Henrik von Scheel, August-Wilhelm Scheer, 2014-12-06 The Complete Business Process Handbook is the most comprehensive body of knowledge on business processes with revealing new research Written as a practical guide for Executives Practitioners Managers and Students by the authorities that have shaped the way we think and work with process today It stands out as a masterpiece being part of the BPM bachelor and master degree curriculum at universities around the world with revealing academic research and insight from the leaders in the market This book provides everything you need to know about the processes and frameworks methods and approaches to implement BPM Through real world examples best practices LEADING practices and advice from experts readers will understand how BPM works and how to best use it to their advantage Cases from industry leaders and innovators show how early adopters of LEADING Practices improved their businesses by using BPM technology and methodology As the first of three volumes this book represents the most comprehensive body of knowledge published on business process Following closely behind the second volume uniquely bridges theory with how BPM is applied today with the most extensive information on extended BPM The third volume will

explore award winning real life examples of leading business process practices and how it can be replaced to your advantage Learn what Business Process is and how to get started Comprehensive historical process evolution In depth look at the Process Anatomy Semantics and Ontology Find out how to link Strategy to Operation with value driven BPM Uncover how to establish a way of Thinking Working Modelling and Implementation Explore comprehensive Frameworks Methods and Approaches How to build BPM competencies and establish a Center of Excellence Discover how to apply Social BPM Sustainable and Evidence based BPM Learn how Value Performance Measurement and Management Learn how to roll out and deploy process Explore how to enable Process Owners Roles and Knowledge Workers Discover how to Process and Application Modelling Uncover Process Lifecycle Maturity Alignment and Continuous Improvement Practical continuous improvement with the way of Governance Future BPM trends that will affect business Explore the BPM Body of Knowledge

Evolving Software Processes Arif Ali Khan,Dac-Nhuong Le,2022-01-05 EVOLVING SOFTWARE PROCESSES The book provides basic building blocks of evolution in software processes such as DevOps scaling agile process in GSD in order to lay a solid foundation for successful and sustainable future processes One might argue that there are already many books that include descriptions of software processes The answer is yes but Becoming acquainted with existing software processes is not enough It is tremendously important to understand the evolution and advancement in software processes so that developers appropriately address the problems applications and environments to which they are applied Providing basic knowledge for these important tasks is the main goal of this book Industry is in search of software process management capabilities The emergence of the COVID 19 pandemic emphasizes the industry s need for software specific process management capabilities Most of today s products and services are based to a significant degree on software and are the results of largescale development programs The success of such programs heavily depends on process management capabilities because they typically require the coordination of hundreds or thousands of developers across different disciplines Additionally software and system development are usually distributed across geographical cultural and temporal boundaries which make the process management activities more challenging in the current pandemic situation This book presents an extremely comprehensive overview of the evolution in software processes and provides a platform for practitioners researchers and students to discuss the studies used for managing aspects of the software process including managerial organizational economic and technical It provides an opportunity to present empirical evidence as well as proposes new techniques tools frameworks and approaches to maximize the significance of software process management Audience The book will be used by practitioners researchers software engineers and those in software process management DevOps agile and global software development The Best Knowledge of Project Management Ram Babu Sao,2025-11-14 This book The Best Knowledge of Project Management is intended for the best way to Project Planning and Review work Project management is all about change Think about the scope of changes personnel changes and budget changes that are all

part of the job The best project managers find a way to stay on top of change not just within individual projects but across the span of a career With that in mind we put out a call asking veteran project managers for their thoughts on how project management has changed over the past several decades Project management methodology began to take form with the advent of the Critical Path Method CPM and the Program Evaluation and Review Technique PERT The Critical Path Method CPM was developed by Dupont CPM is a technique used to predict project duration by analysing which sequence of activities has the least amount of scheduling flexibility It was designed to address the complex process of shutting down chemical plants for maintenance and maintenance The PERT is a method for analysing the tasks involved in completing a project especially the time needed to complete each task and identifying the minimum time needed to complete the total project Project management was largely based on Waterfall techniques This was good enough to land men on the moon and bring them home safely But the world has only become more complex and we've seen project management techniques adapt to those changes over time The American Association of Cost Engineers invented the Program Evaluation Review Technique PERT first for the U S Navy's Polaris Project The Gantt Chart Developed by Henry Gantt in 1917 One of the forefathers of project management Henry Gantt is best known for creating his self named scheduling diagram the Gantt chart In the 1950s project management methodology began to take form with the advent of the Critical Path Method CPM for the Polaris missile project and the U S Navy's development of the Program Evaluation and Review Technique PERT The American Association of Cost Engineers invented the Total Cost Management Framework Early practitioners of project management and the associated specialties of planning and scheduling cost estimating cost and schedule control formed the AACE in 1956 Total cost management is a process for applying the skills and knowledge of cost engineering It is also the first integrated process or method of portfolio programmed and project management The United States Department of Defense created the WBS concept as part of the Polaris mobile submarine launched ballistic missile project

The Business Value of Agile Software Methods David F. Rico, Hasan H. Sayani, Saya Sone, 2009-10-15 Whether to continue using traditional cost and benefit analysis methods such as systems and software engineering standards or to use a relatively new family of software development processes known as Agile methods is one of most prevalent questions within the information technology field today Since each family of methods has its strengths and weaknesses the question being raised by a growing number of executives and practitioners is Which family of methods provides the greater business value and return on investment ROI Whereas traditional methods have been in use for many decades Agile methods are still a new phenomenon and until now very little literature has existed on how to quantify the business value of Agile methods in economic terms such as ROI and net present value NPV Using cost of quality total cost of ownership and total life cycle cost parameters The Business Value of Agile Software Methods offers a comprehensive methodology and introduces the industry's initial top down parametric models for quantifying the costs and benefits of using Agile methods to create innovative software products Based on real

world data it illustrates the first simple to use parametric models of Real Options for estimating the business value of Agile methods since the inception of the Nobel prize winning Black Scholes formulas Numerous examples on how to estimate the costs benefits ROI NPV and real options of the major types of Agile methods such as Scrum Extreme Programming and Crystal Methods are also included In addition this reference provides the first comprehensive compilation of cost and benefit data on Agile methods from an analysis of hundreds of research studies The Business Value of Agile Software Methods shatters key myths and misconceptions surrounding the modern day phenomenon of Agile methods for creating innovative software products It provides a complete business value comparison between traditional and Agile methods The keys to maximizing the business value of any method are low costs and high benefits and the business value of Agile methods when compared to traditional methods proves to be very impressive Agile methods are a new model of project management that can be used to improve the success business value and ROI of high risk and highly complex IT projects in today s dynamic turbulent and highly uncertain marketplace If you are an executive manager scholar student consultant or practitioner currently on the fence you need to read this book

The Scrumban [R]Evolution Ajay Reddy, 2015-06-29 Create Thriving High Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes amplifying and expanding upon Scrum s benefits Now there s a definitive guide to Scrumban that explains what it is and isn t how and why it works and how to use it to improve both team and organizational performance Comprehensive coherent and practical The Scrumban R Evolution will help you incrementally apply proven Lean Agile principles to get what matters most pragmatic bottom line results Pioneering Scrumban coach Ajay Reddy clarifies Scrumban s core concepts and principles and illuminates their application through real life examples He takes you from the absolute basics through sustainable adoption and from choosing metrics to advanced forecasting and adaptive management Whatever your role in the organization this essential guide liberates you to tailor Kanban systems based on your unique challenges and to solve delivery problems and improvement stagnation you haven t been able to solve with Scrum alone Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose values and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight track progress and improve forecasting Take advantage of Scrumban s advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision making

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