



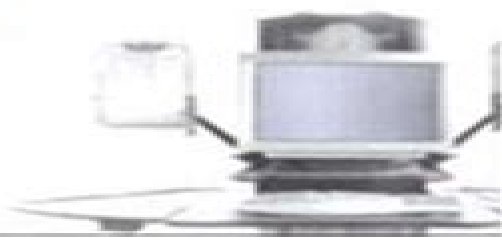
# *Agile* Project Management

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# Agile Project Management Jim Highsmith

**Joseph Phillips**



## **Agile Project Management Jim Highsmith:**

*Agile Project Management* Jim Highsmith, 2009-07-10 Best practices for managing projects in agile environments now updated with new techniques for larger projects Today the pace of project management moves faster Project management needs to become more flexible and far more responsive to customers Using Agile Project Management APM project managers can achieve all these goals without compromising value quality or business discipline In Agile Project Management Second Edition renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM extending and refining it to support even the largest projects and organizations Writing for project leaders managers and executives at all levels Highsmith integrates the best project management product management and software development practices into an overall framework designed to support unprecedented speed and mobility The many topics added in this new edition include incorporating agile values scaling agile projects release planning portfolio governance and enhancing organizational agility Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value quality and constraints This edition's coverage includes Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance project and iteration management and technical practices Optimizing all five stages of the agile project Envision Speculate Explore Adapt and Close Organizational and product related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The Agile Triangle measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

**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.

Agile Project Management James A. Highsmith, 2004. 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.

Agile Project Management Jim Highsmith, 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. Now 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 Making Sense of Agile Project Management Charles G. Cobb, 2011-02-08 Making Sense of Agile Project Management Business Economics Project Management The essential primer to successfully implementing agile project management into an overall business strategy For a project to be truly successful its management strategy must be flexible enough to adapt to dynamic and rapidly evolving business needs Making Sense of Agile Project Management helps project managers think outside the box by presenting a deep exploration of agile principles methodologies and practices Straying from traditional bureaucratic procedures that are rigidly defined this book espouses a heavy reliance on the training and skill of collaborative cross functional teams to adapt the methodology to the problem that they are attempting to solve rather than force fitting a project to a particular methodology Making Sense of Agile Project Management Focuses on how agile project management fits with other more traditional project management models to provide a more effective strategy Includes many cases taken from real world companies illustrating good and bad agile implementation Provides coverage that is balanced and objective with discussion of both agile and non agile methodologies Making Sense of Agile Project Management employs a straightforward approach that enables project managers to grasp concepts quickly and develop adaptable management tools for creating a vibrant and fluid business environment By utilizing the principles laid out in this book business managers and leaders will strengthen their ability to meet the risks and complexities of any individual project and better understand how to blend the appropriate balance of control and agility into an overall business strategy

*Adaptive Leadership* Jim Highsmith, 2013-11-01 Lessons from Agile's First Decade Leadership for Agile's Next Decade The agile software movement has now been around for a full decade As coauthor of the original Agile Manifesto Jim Highsmith has been at its heart since the beginning He's spent the past decade helping hundreds of organizations transition to agile lean When it comes to agile he's seen it all in a variety of industries worldwide Now in Adaptive Leadership he has compiled updated and extended his best writings about agile and lean methods for a management audience Highsmith doesn't just reveal what's working and what isn't he offers a powerful new vision for extending agility across the enterprise Drawing on what's been learned in application development this guide shows how to use adaptive leadership techniques to transform the way you deliver complete solutions whatever form they take You'll learn how enterprise agility can enable the ambitious organizational missions that matter most how leaders can deliver a continuous stream of value how to think disruptively about opportunities and how to respond quickly by creating more adaptive innovative organizations Coverage includes Discovering and executing new business opportunities far more quickly Delivering complete business solutions earlier and iterating them more often Organizing for innovation and systematically managing opportunity flow Clarifying the degree of strategic portfolio and operational agility you need and focusing on your highest value transformations Creating cultures that actually can adapt and learn Reinvigorating the roots of agile value and values Understanding IT's changing

value proposition and retraining your people accordingly Integrating economics products and social responsibility Choosing metrics that guide agility not counterproductive traditional metrics Understanding the financial implications of technical debt Optimizing business value by doing less and guiding the process with NOT to do lists Speculating intelligently when you can't plan away uncertainty Customizing management to each project's needs because not all projects should be equally agile

**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 Part I An Agile Overview 7 Chapter 1 What is Agile 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile 233 Chapter 15 How Can a Project Management Office Support Agile 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333 **Wild**

**West to Agile** Jim Highsmith, 2023-05-17 Wild West to Agile The evolution and revolution of software development drawn from personal experience from the Apollo moon mission to digital transformations In 2023 technology is your business no matter what your business But how did we get here and how could a historical perspective prepare us for the future Jim Highsmith tackles the evolution and revolution of software development embellishes them with personal experiences from the Apollo moon mission to modern digital transformations and introduces the adventurous pioneers from structured era developer Ken Orr to Agile methodologist Kent Beck who strived to make the world a better place by building better software Jim's six decade career has encompassed the Wild West 1966 1979 to Structured Methods and Monumental Methodologies 1980s to the Roots of Agile 1990s to the present Agile Era 2001 present In each era he explores the evolution of software development methods methodologies and mindsets Whether you are from the 1970 1980's generation looking for an I was there too moment a newer generation interested in the evolution of software development the Agile generation interested in how Agile methodologies were born and evolved or have a general interest in information technology Wild West to Agile has something for you Jim Highsmith is the Forrest Gump of software development What made the 1994 movie so entertaining was how frequently Forrest found himself in the right spot as history was being made Unlike Forrest though Jim's actions influenced that history Mike Cohn cofounder of the Agile Alliance and the Scrum Alliance author of Succeeding with Agile If you want to understand the shape of software development today this is the book for you If you want to understand how to navigate a turbulent career with grace author Extreme Programming Explained This entire journey beginning with the Wild West era of software development through the Agile Era to today's Digital Transformation era is entirely empowered by people Thank you Jim for sharing these beautiful stories and honoring the people that were a part of this amazing journey Heidi J Musser Vice President and CIO USAA retired I've always felt that understanding history is important because it's hard to understand where we are unless you understand the path that we took to get here Jim's memoir is an entertaining and astute odyssey through this history Martin Fowler Chief Scientist Thoughtworks

**Lean Enterprise Software and Systems** Pekka Abrahamsson, Nilay Oza, 2010-10-08 The LESS 2010 conference was the first scientific conference dedicated to advancing the lean enterprise software and systems body of knowledge It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking The conference was organized in collaboration with the Lean Software and Systems Consortium LSSC The conference is established as a conference series The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table Indeed LESS 2010 attracted a unique mix of participants including academics researchers leading consultants and industry practitioners The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development LESS 2010 had more than 60% of its speakers come from the

industry and the remaining from academia LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides LESS offers several avenues for knowledge exchange to create a highly collaborative environment Each year we aim to bring novelty to a program that fosters collaboration letting new ideas thrive during and after the conference

*Readings in Information Technology Project Management* Gary L. Richardson, Charles William Butler, 2006 Introducing the first collection of IT Project Management readings in the academic market *Readings in Information Technology Project Management* provides users with real world examples of information project management from experienced project managers Comprehensive case studies coupled with various perspectives from experienced project managers are sure to equip users with a strong foundation for success in today's business world

**Field Guide to Project Management** David I. Cleland, 2004-07-29 Publisher Description [Managing Agile Projects](#) Sanjiv Augustine, 2005 Your Hands On In the Trenches Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility speed and value and these promises are attracting IT organizations worldwide However agile methods often fail to clearly define the manager's role and many managers have been reluctant to buy in Now expert project manager Sanjiv Augustine introduces agility from the manager's point of view offering a proven management framework that addresses everything from team building to project control Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management demonstrating why agility is better aligned with today's project realities and how to simplify your transition Using a detailed case study he shows how agile methods can scale to succeed in even the largest projects Defining a high value role for the manager in agile project environments Refocusing on outcomes not rigid plans processes or controls Structuring and building adaptive self organizing organic teams Forming a guiding vision that aligns your team behind a common purpose Empowering your team with the information it needs to succeed Managing the flow of customer value from one creative stage to the next Leveraging your team members strengths as whole persons Implementing full life cycle agility from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environment Becoming an adaptive leader who can inspire and energize agile teams Whether you're a technical or business manager *Managing Agile Projects* gives you all the tools you need to implement agility in your environment and reap its full benefits *Managing Agile Projects* is part of the Robert C Martin series c Copyright Pearson Education All rights reserved

*Wild West to Agile* Jim Highsmith, 2023-05-18 *Wild West to Agile* The evolution and revolution of software development drawn from personal experience from the Apollo moon mission to digital transformations In 2023 technology is your business no matter what your business But how did we get here and how could a historical perspective prepare us for the future Jim Highsmith tackles the evolution and revolution of software development embellishes them with personal experiences from the Apollo moon mission to modern digital transformations



and introduces the adventurous pioneers from structured era developer Ken Orr to Agile methodologist Kent Beck who strived to make the world a better place by building better software Jim's six decade career has encompassed the Wild West 1966-1979 to Structured Methods and Monumental Methodologies 1980s to the Roots of Agile 1990s to the present Agile Era 2001-present In each era he explores the evolution of software development methods, methodologies and mindsets Whether you are from the 1970-1980s generation looking for an "I was there too" moment a newer generation interested in the evolution of software development the Agile generation interested in how Agile methodologies were born and evolved or have a general interest in information technology Wild West to Agile has something for you Jim Highsmith is the Forrest Gump of software development What made the 1994 movie so entertaining was how frequently Forrest found himself in the right spot as history was being made Unlike Forrest though Jim's actions influenced that history Mike Cohn cofounder of the Agile Alliance and the Scrum Alliance author of *Succeeding with Agile* If you want to understand the shape of software development today this is the book for you If you want to understand how to navigate a turbulent career with grace author *Extreme Programming Explained* This entire journey beginning with the Wild West era of software development through the Agile Era to today's Digital Transformation era is entirely empowered by people Thank you Jim for sharing these beautiful stories and honoring the people that were a part of this amazing journey Heidi J Musser Vice President and CIO USAA retired I've always felt that understanding history is important because it's hard to understand where we are unless you understand the path that we took to get here Jim's memoir is an entertaining and astute odyssey through this history Martin Fowler Chief Scientist Thoughtworks

*McGraw-Hill Education ACP Agile Certified Practitioner Exam* Klaus Nielsen, 2016-03-11

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**The Game Producer's Handbook** Dan Irish, 2005 This book serves as a reference for students who want to acquire the knowledge and skills to succeed in the video game producing industry book cover

*Evaluating Project Decisions* Carol L. Hoover, Mel Rosso-Llopert, Gil Taran, 2010 Effective decisions are crucial to the success of any software project but to make better decisions you need a better decision making process In *Evaluating Project Decisions* leading project management experts introduce an innovative

decision model that helps you tailor your decision making process to systematically evaluate all of your decisions and avoid the bad choices that lead to project failure Using a real world case study approach the authors show how to evaluate software project problems and situations more effectively thoughtfully assess your alternatives and improve the decisions you make Drawing on their own extensive research and experience the authors bridge software engineering theory and practice offering guidance that is both well grounded and actionable They present dozens of detailed examples from both successful and unsuccessful projects illustrating what to do and what not to do Evaluating Project Decisions will help you to analyze your options and ultimately make better decisions at every stage in your project including Requirements Elicitation description verification validation negotiation contracting and management over the software life cycle Estimates Conceptual solution design decomposition resource and overhead allocation estimate construction and change management Planning Defining objectives policies and scope planning tasks milestones schedules budgets staff and other resources and managing projects against plans Product Proper product definition development process management QA configuration management delivery installation training and field service Process Defining selecting understanding teaching and measuring processes evaluating process performance and process improvement or optimization In addition you will see how to evaluate decisions related to risk people stakeholder expectations and global development Simply put you ll use what you learn here on every project in any industry whatever your goals and for projects of any duration size or type     Brilliant Agile Project Management Rob Cole,Edward Scotcher,2016-01-05 What is Agile Project Management and will it bring my project in on time and budget If you need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach this book is essential reading Brilliant Agile Project Management does more than just talk you through the techniques and processes focussing on real life use of Agile in business environments it provides practical advice and techniques on how to implement and work with Agile so you always know exactly what to do and say to make your project a success Assess whether your organisation or project is right for using APM Understand how to implement APM into any project Overcome common problems with APM The full text downloaded to your computer With eBooks you can search for key concepts words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf available as a free download available online and also via the iPad and Android apps Upon purchase you ll gain instant access to this eBook Time limit The eBooks products do not have an expiry date You will continue to access your digital ebook products whilst you have your Bookshelf installed     *PMI-ACP Agile Certified Practitioner All-in-One Exam Guide* Joseph Phillips,2018-10-12 This comprehensive test preparation system offers complete coverage of every topic on the PMI ACP exam Pass the PMI ACP Agile Certified Practitioner exam with ease using the detailed information contained in this highly effective self study guide The book offers 100% coverage of all current exam objectives and shows step by step how to successfully set up and configure an

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