This e-Book has been adapted/recreated from original textual information from the *Agile Project Management handbook V2*. In this e-Book you will find out about what we mean when we say that a project is being managed in an agile way and what type of things you will be studying when you sit the AgilePM Foundation and Practitioner courses.
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AgilePM® is an agile project delivery framework that delivers the right solution at the right time. It harnesses the knowledge, experience and creativity of end users and uses an iterative lifecycle to evolve the most appropriate solution that satisfies the project objectives.

By breaking the project down into short, focused periods of time, each with clearly specified outcomes, control is exercised throughout by clearly defined roles. Work is divided into ‘timeboxes’ with immoveable deadlines and agreed outcomes.

In the traditional approach to project management, the features content of the solution is fixed whilst time and cost are subject to variation. If the project goes off track, more resources are often added or the delivery date extended but adding resources at a late project just makes it later. A missed deadline can be disastrous from a business perspective and could easily damage credibility. Quality is often a casualty and also becomes a variable, accompanied by late delivery and increased cost.

DSDM’s approach to project management fixes time, cost and quality at the foundations phase while contingenc is managed by varying the features to be delivered. As and when contingenc is required, lower priority features are dropped or deferred with the agreement of all stakeholders in accordance with MoSCoW rules.

A DSDM project will always deliver a viable solution, as long as MoSCoW and Timeboxing rules are followed then a minimum subset of features is absolutely guaranteed to be delivered on time and in budget.

Unlike a traditional approach to project management DSDM fixes ‘Time, Cost and Quality’ at the early phases of a project. Contingency, in the form of lower priority features, ensures that on-time delivery of a viable solution can be achieved by protecting the ‘Minimum Usable Subset’ and dropping of or deferring lower priority features, if necessary, in accordance with MoSCoW rules.

The DSDM framework details a set of eight working principles. These guide practitioners in the adoption of the philosophy. They are supported by a ‘Product Lifecycle’ (processes) with ‘Products, Roles and Responsibilities’ (People) and recommended ‘Techniques’ (Practices).
The eight principles help direct and shape the attitude and mind set of an Atern team.

- Focus on the business need
- Deliver on time
- Collaborate
- Never compromise quality
- Build incrementally from firm foundations
- Develop iteratively
- Communicate continuously and clearly
- Demonstrate control
1. Embracing the DSDM approach
2. Business Engagement
3. Transparency
4. Effective Solution Development Team
5. Iterative Development, Integrated Testing and Incremental Delivery

The above factors are seen as instrumental to the success of the project and they represent a significant risk to the DSDM approach where they cannot be met.
DSDM integrates a project management lifecycle and a product development lifecycle into a single framework. The project process, shown below, has six phases.

1. **Pre-Project** - ensures that only the right projects are started based on a clearly defined objectives and are set up correctly.

2. **Feasibility** - high level investigation of the potential solutions, costs and timeframes to assess whether a proposed project is viable from both a business and technical perspective.

3. **Foundations** - aimed at establishing a firm and enduring foundation for the project and how it will meet the needs of the business. The detail of the solution is limited so that it does not constrain the way the solution evolves.

4. **Evolutionary Development** - working within Timeboxes, the Solution Development Team create the solution increments, iteratively exploring the low level detail and testing continuously as they move forward.

5. **Deployment** - to bring a baseline of the solution into live use and act as a review point prior to deployment of future development work. There may be a number of passes through deployment for the business to accept delivery of the overall solution incrementally. After the last realise the project is formally closed.

6. **Post-Project** - takes place after the final planned deployment of the solution to reflect on the performance of the project in terms of the business value actually achieved.
People working together effectively are the foundation of any successful project. DSDM recognises this and assigns clear roles and responsibilities to each person in a project, both from the customer and supplier area of the project. These two communities work very closely together in DSDM projects to break down any communication barriers. The roles are colour coded as follows:

- **Business personnel**
- **Process facilitation**
- **Technical development**
People continued

Business Sponsor - provides overall strategic direction and controls the funding for the project.

Business Visionary - responsible for interpreting the needs of the business sponsor. Technical Co-ordinator - the project's technical design authority, advises on technical decisions and innovation.

Project Manager - responsible for all aspects of the delivery of the solution but is expected to leave the detailed planning of the actual delivery of the products to the Team Leader and members of the Solution Development Team.

Business Analyst - focuses on the relationship between the business and the technical roles, ensures that the business needs are properly analysed and correctly reflected in guidance given to the technical roles.

Technical Advisor - provides specific and often specialist technical input to the project often from the perspective of those responsible for operational change management, operational support and ongoing maintenance of the solution.

Business Advisor - normally an intended user or beneficiary of the solution and is called upon to provide specific specialist input to solution development or solution testing.

Team Leader - reporting to the project manager, this is a leadership role that works with the team to plan and co-ordinate all aspects of product delivery at the detailed level.

Business Ambassador - comes from the business area being addressed and provides the business perspective for all decisions related to the way the solution’s fitness for purpose is defined and implemented.

Solution Developer - interprets the business requirements and translates them into a deployable solution.

Solution Tester - fully integrated into the Solution Development team and performs testing in accordance with the Technical Testing Strategy.

Workshop Facilitator - is responsible for managing the workshop process.

DSDM Coach - where DSDM experience is limited in the team this role helps team members get the most out of the approach.
Atern identifies deliverables associated with each phase of the lifecycle which are referred to as Products. Not all products are required for every project and the formality of each product will vary from project to project and organisation to organisation. The product focus is colour coded as follows:

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The products and where they feature in the lifecycle are shown below. Products marked by a G may also play a part in governance processes, such as approval gateways, and may be used to demonstrate compliance with corporate and regulatory standards.
Workshops
A specialist form of meeting in which a neutral facilitator, with no stake in the outcome of the workshop, enables a group to work together to achieve an agreed goal. Whether that be solving a problem, building a plan, gathering requirements or making a decision.

MOSCOW
A prioritisation technique that can be used to help to understand priorities, the letters stand for:
Must have - the Minimum Usable SubseT (must) which are the requirements that the project guarantees to deliver.
Should have - important but not vital.
Could have - wanted or desirable but less important.
Won’t have this time - requirements that the project team has agreed it will not deliver.

Iterative development
A process in which the Evolving Solution, or part of it, evolves from a high level concept to something with acknowledged business value.

This is always a collaborative process involving two or more of the solution development team and only as formal as it needs to be. Usually an informal cycle of:
Thought – a consideration of what needs to be done.
Action – to complete the work considered.
Conversation – review with a view to determining whether further work is needed.
Modelling
DSDM advocates the use of models to improve communication and to create or challenge ideas by using visualisation and abstraction.

Models are often diagrams but can be as different as a storyboard to represent an advertisement or a scale model proposed for a hospital. They can be temporary or a full prototype that will evolve to become an integral part of the final solution.

Timeboxing
DSDM recognises two styles of ‘Timebox’:

A Structured Timebox - a well-defined process to control the creation of low level products in an iterative fashion with several specific review points to ensure the quality of those products and the efficiency of the delivery process.

<table>
<thead>
<tr>
<th>Kick-off</th>
<th>Short session for the Solution development team to understand Timebox objectives and accept them as realistic</th>
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<tbody>
<tr>
<td>Investigation</td>
<td>Initial investigation of the detail of all the products to be delivered by the Timebox including agreement on the Timebox deliverables and testing criteria</td>
</tr>
<tr>
<td>Refinement</td>
<td>The bulk of the development and testing of the Timebox products in line with agreed priorities</td>
</tr>
<tr>
<td>Consolidation</td>
<td>Tying up of any loose ends related to development and ensuring all products meet their acceptance criteria</td>
</tr>
<tr>
<td>Close-out</td>
<td>Formal acceptance of the Timebox deliverables by the Business Visionary and Technical Co-ordinator</td>
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A free format ‘Timebox’ - used by other popular Agile approaches such as Scrum Sprint. May be useful where the formality of the DSDM structured Timebox is not possible or helpful.
About SPOCE training

Classroom courses
Our classroom courses are a supportive and collaborative experience where you will get to learn in a group, sharing your experience with other professionals and applying the method we are teaching to your working life. The majority of SPOCE's classroom training consists of pre-course materials that provide attendees the opportunity to prepare for the course. During the course, the combination of trainer presentations, individual and group tasks, and workshoped flip chart diagrams help delegates to understand and learn the subject.

e-Learning
Do you like the flexibility of being able to choose when and where you study, are fairly confident learning with technology but don't want to lose on quality in your course material? Here at SPOCE we have developed our own brand of award winning e-Learning courses to support your self-study, accessible worldwide from our Learning Management System. Now you can even take your exams online too!

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If you are part of an organisation looking for a more be-spoke package for your employees then SPOCE has the expertise to customise your learning and deliver an experience tailored to your needs. We also provide on-site training at your own location anywhere in the world.

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ONLIVE virtual classroom from SPOCE gives you and your organisation the best of both worlds when it comes to training. It is an online learning platform with a very big difference. SPOCE ONLIVE training is presented 'live' by our expert team of trainers and gives you the ability to interact with the trainer and the rest of their virtual class throughout the sessions. When you book virtual classroom training with SPOCE, you will also be able to choose a schedule that is suitable to you and not the other way around. You will not find this option with any other training provider!

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