

Agile Project Management



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CENTER FOR Faith & Innovation

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*“Whoever wants to become great among
you must be your servant,
and whoever wants to be first must be slave of all.
For even the Son of Man did not come to be served,
but to serve, and to give his life as a ransom for many.”*
Mark 10:43-45

Agile as a methodology can be defined as “*using data and analytics to continuously source promising opportunities or solutions to problems in real time, deploying tests quickly, evaluating the results, and rapidly iterating*” ([Edelman, Heller, and Spitaels, 2016](#) – [McKinsey & Company](#)).

Like the Design Thinking process, the Agile methodology is built to mitigate the risk of committing time and resources to a product that will ultimately not meet the customer’s needs.

The Agile methodology offers structure to Design Thinking and human-centered design project; one that clearly defines roles to keep the project moving, while communicating efficiently, frequently, and effectively with the customer.

¶*Agile Manifesto*¶

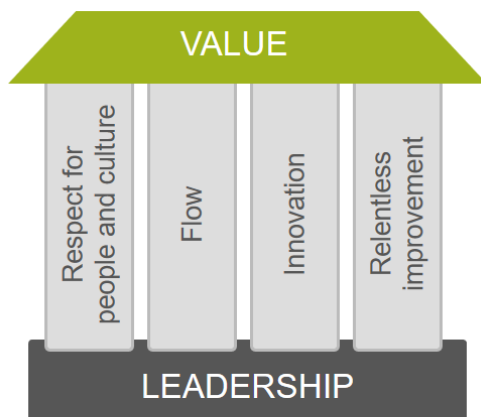
We are uncovering better ways of developing
INSIGHTS by doing it and helping others do it.

Through this work we have come to value:
Individuals and interactions over processes and tools
Working SOLUTIONS 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.*

Characteristics of Agile

Agile project management will provide you with a methodology, and there are many frameworks under this umbrella to help you structure and achieve your Design Thinking (faithful human-centered) goals. Your team will adopt the Agile-SCRUM framework to define the roles of your team members, host events, and create artifacts to achieve your goals. The House of Lean (another Agile framework, pictured below) captures the core values of Agile. The House of Lean articulates the goal of co-creating value – this means that you want to iteratively create value with your team and your customer in the shortest sustainable lead time. You will achieve this by building on the following 4 principles:



Value in the shortest sustainable lead time

House of Lean

Respect for People & Culture – Design Thinking (and human centered design) AND Agile (Scrum) emphasize helping the customer, the end-user, and You to flourish throughout the process. You embody a respect for people and the culture of your team as you reflect on the needs of others and provide solutions to meet those needs. Your goal is to unlock each other’s knowledge. Strengths and the Motivation Code (M-Code) will help you to understand and listen to each other well as you go! You will be supported by CFI leadership, your faculty and marketplace coaches. Your goal is to build a long-term partnership built on trust by communicating with your customer in a way that delivers succinct value, doesn’t overload them throughout sprints, and provides timely valuable insights throughout the process.

Flow – Scrum is lightweight and will help you to manage the complex problems you are facing with quick, iterative cycles of learning, experiencing, brainstorming, decision making, and testing prototypes and solutions. Your goal is to continuously improve and co-create value with your customer and the end-user while integrating new learning and insights frequently.

Innovation – the #1 thing you should keep in mind is that iterative creation demands that you have room to FAIL! You will need to fail and learn to adapt quickly to a new solution that will “work”. Embrace things that go wrong because you can learn from them! Pivot without mercy or guilt!

Relentless Improvement – you will need to persevere and keep adapting to reach an acceptable product or solution for your customer. Stay vigilant and optimize the whole project with each Sprint and each iteration of your product or solution. Reflect on milestones as you go. Do not tire of asking how you can make the life of your customer, the lives of their customers, and the lives of your teammates better.

Framework – Scrum Framework (Agile Frameworks also include Lean & Kanban)

The Scrum framework will help you to develop, improve, and adapt towards a solution to a complex problem. Scrum includes roles, events, artifacts, and rules that will help to shape your project. If design thinking is the “what,” Scrum is the “who,” “when,” and “how.”

Definition of Scrum: a framework within which people can address complex adaptive problems, while productively and creatively delivering solutions of the highest possible value.



Roles

The scrum team consists of three roles – a product owner, development team, and Scrum Master. Teams should be self-motivated and cross functional. Your goal is to optimize flexibility and creativity as you navigate the events that will help you deliver value to the customer each Sprint.

- Product Owner – owns the product and is responsible for maximizing its value and the work of the development team. Your responsibilities include:
 - Customer relationship building
 - Expressing product backlog items and ordering the items to achieve goals and missions
 - Optimizing the value of the work of the development team
 - Coach the development team on the needs of the customer & environment
 - Ensuring that the end goal stays in sight, keeping the backlog visible so the team knows what to do next
- Scrum Master – own the process and is responsible for ensuring the Scrum is understood and executed. They are servant leaders to the team. They should help everyone to maximize value for each sprint.
 - With Product Owner:
 - Find techniques for effective backlog management & deliverables
 - Understand the customer needs in the marketplace environment
 - Practice agility
 - Lead meetings and Scrum events
 - With the Development Team
 - Coach self-organization and cross-functional thinking
 - Help to develop value each Sprint
 - Facilitate meetings and Scrum events
- Development team – the development team consists of thinkers, creators, and professionals who do the work of delivering value and achieve the “Done” at the end of each Sprint. The Development Team is responsible for:
 - Self organizing
 - Understanding cross-functional skills and empowering everyone’s unique skill sets
 - Accountability for the end product belongs to the development team as a whole, not to any one individual.

Events

Throughout the semester and project, you will have deliverables that you will be working on to create value for the customer. Each of these deliverables will serve as a unique Sprint that you will design to create value and arrive at your predetermined definition of “DONE.”

DONE = a useable, potentially releasable asset that can be delivered to the customer.

- Sprint – the Sprint will be your timebox that builds the calendar for each deliverable. The next sprint begins immediately after the previous sprint ends.
- Sprint Planning – this plan should be created at your project team meeting. You will determine the following two things:
 - What can be delivered in this Sprint?
 - How will the work needed to deliver value be achieved? How will the work get done?
- Daily Scrum – project management requires as consistent cadence of communication. This way no roadblocks can prevent team members from achieving each sprint goal. This daily scrum can be a 15-minute meeting or a quick exchange of texts (everyone must check in with an update) that checks in on team members to ensure that work is happening unhindered. The Scrum Master is responsible for ensuring that communication happens, but the Development Team is responsible for the content of these meetings. In a scrum meeting, each development team member answers the following questions:
 - What did you do yesterday?
 - What are you going to do today?
 - Do you have any roadblocks?
- Showcase – for each deliverable the Product Owner will be responsible to share the deliverable with the customer and to communicate back to the team feedback for the next iteration.
- Sprint Retrospective – after each Sprint – the team should spend time reflecting on what went well, and what they would do differently, before delving into the next Sprint plan.

Artifacts

- Product Backlog – this is the list of everything you will need to complete in order to meet the customer’s requirements and deliver value. The Project Owner is responsible for keeping the backlog relevant to the customer’s needs and prioritized.
- Sprint Backlog – These are all of the tasks that the Development Team and Scrum Master determine should happen each Sprint. This should be highly visible to the entire team as you move through each Sprint toward a deliverable.

Application

1. Stay in touch with the market & your client
2. Do something each Sprint
3. Validate what you have done
4. Get feedback on what you have done
5. Prepare for what you’re going to do next