



the agile enterprise

planning and managing agile projects

managing scope value-based requirements incremental releases iterative design
sprint planning risk management team collaboration continuous improvement

delivering client-centric solutions

To bring this course to your organization, call us to schedule an on-site session: 1-800-397-9744

1. Why Agile?

Origins, the manifesto, the declaration of interdependence.

- History & Mindset
 - Understand how the agile approach arose and the mindset
- Agile as values and culture, cultural mismatches and potential rejection
- The Agile Lifecycle
- Introducing Agile to the organization
 - Establishing the roles and responsibilities on an Agile project team
- Understand the importance of how individuals provide value through working in teams
 - Moving ideas between minds
 - Shifting of power: New roles
 - Implications of distance, face-to-face, tacit versus documented culture
 - Increasing team cohesion, visibility displays, collaborative requirements/planning applications
- Planning and managing business analysis and performance communication
- Agile and CMMI
- How to build end-to-end systems in early iterations

2. Value Driven Delivery.

Understanding incremental, iterative and risk-driven approaches.

- Incremental/iterative/risk development, importance of retaining design quality
- Work-in-Progress (WIP), shorter iterations, continuous flow
- Cost of WIP, relation to design and value of front-loading value in the project
- Value-based work breakdown: Spikes or walking skeleton
 - Tracking progress
 - Risk or incremental-based planning
 - Tools to help track

4. Tools and Techniques for Managing Change.

Learn the essentials for scoping a project in a dynamic setting.

- Communications
- Planning, Monitoring and Adapting
- Agile Estimating
- Agile Analysis and Design
- Product Quality
- Soft Skills Negotiation

5. Initiating an Agile Project.

How does it all come together in a real-world project?

- Envision the Product and Project outcomes
- Project chartering and project planning
- Assembling the Agile project team – what are their responsibilities?
- How to compile the Product Backlog (Coarse-Grain Requirements)
- Plan Sprints and Releases
- Embrace the High-Level (Coarse-Grain) Plan
- Managing different types of Personas on an Agile Project
- Creating and managing team rooms
- Identifying and managing “Information Radiators”
- Planning in Agile Projects – Common gotchas and practices that work
- Determine how the team will track and monitor activities

Your course leader

Patrick van Abbema



Patrick is an Intervista faculty member and has over 20 years of progressive accomplishments in competitive digital media, Web collaboration and Enterprise/SaaS software markets. Patrick is the Senior Project Advisor and Chief Business

Analyst for AltNexus Corp. and provides consulting expertise on enterprise service strategies for various public and private sector clients across the USA, Canada and Europe.

He is responsible for analyzing the business needs of his clients and acts as a liaison among stakeholders to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems. Patrick is also known in the industry for his innovative approaches to solving common project management problems. He focuses on two project management specialty areas: Agile Project Management and troubled project recovery.

Patrick is a Certified Business Analysis Professional (CBAP®), Certified Scrum Professional (CSP), and Certified Project Management Professional (PMP®). Patrick has a Bachelor of Arts and a Master's Certificate in Business Analysis, from the Sprott School of Business, Carleton University. Patrick's experience and credentials allows him to bring the unique skills and knowledge areas required for both PM and BA disciplines to the table - ensuring that the product will be on time, on budget and most importantly, on requirements.

6. Planning Releases and Managing Expectations.

Implementing the product, the process, the team and the organization.

- Project-level planning and Adaptive Planning
- Levels of Planning
 - Product-level adaptation and process-level adaptation
 - Organization-level adaptation
- Estimating
- Velocity, throughput and cycle time
 - Stage of Learning affects range of adaptation
 - Why different processes/methodologies for different situations?
- Chartering, release & iteration planning or lean/kanban work breakdown
 - Monitoring
 - Mid-project reflection / process & product adjustments
- Establishing decision and acceptance criteria for user stories
- Planning Poker
- Prioritize themes and releases
- Prioritize user stories
- Estimating team velocity
- Preparing for change
 - Is the organization ready?
- Create a release plan

7. Boosting Team Performance.

How to keep them motivated towards the desired outcome.

- Team formation, empowerment, collaboration, and commitment
- Coaching the team
 - Immersing the team in Status
 - Communicating Status
- Assisting the team to detect and resolve problems

8. Plan the Iteration (The Sprint).

Agile Project plans that work.

- Sprint Zero activities
- Elements of a successful Sprint Planning meeting
- Create a Sprint Backlog
- Create a Sprint Plan
 - Establishing Sprint success metrics
- Define the vision and Iteration Requirements
- Estimating the level of effort (LOE) with the team
- Creating User Stories for the Product Backlog
- How to create a task board
- Managing the Solution Scope and Requirements using 2-4 week Sprints
- Adapting a change-driven (Agile) Project plan that works
 - What are the key differences from traditional (waterfall) project plans?
- Finalize the Iteration Plan and how the team will operate



9. Running the Sprint.

Planning through to review and retrospective.

- Managing your Scrums and setting expectations with your team
- Using Burndown charts to track progress
- Manage changes during the Sprint – What questions to ask
- Prepare for the Sprint Review
- Obtain customer acceptance of the product increment
- Holding an effective Sprint retrospective
 - What is working and what needs to be improved upon during the Sprints
- Update the product backlog
 - Rework the High-Level (Coarse-Grain) Plan
- Plan and execute the next Sprint
- Create an environment for continuous improvement: Product, Process and People

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