

2 DAYS

Intended Audience

This expert level course is for:

- Managers and Executives responsible for software development
- Iteration Managers and ScrumMasters working on Agile projects
- Project managers responsible for software development projects
- Business Analysts gathering requirements for software development
- Team Leaders and Developers building software systems
- Business Managers who have to sponsor and are responsible for the introduction of new computer based information systems.

Prerequisites

This course builds on your existing knowledge of both Agile and Project Management - you need to have a good understanding and experience in both to get the maximum benefit from attending this course.

Certification

This course covers the first step in the Agile Management Track of the IC Agile pathway and covers all the learning objectives of the Project Management Certification (ICP-APM). The ICP-APM Certification is granted on the successful completion of this course.



Agile Project Management



Overview

This ICAgile accredited course will help you learn the skills, techniques and mindset needed to orchestrate a team effort, collaborate with stakeholders, and support self-organising teams in continuously adjusting and refining their efforts to increase efficiency and effectiveness.

While some organisations using Agile development do not use the title of “Project Manager” and put a strong emphasis on self-organising teams, it is nonetheless beneficial for one or more people on the team to have skills in helping the team work more cohesively, communicate more effectively with their stakeholders and support the team with an appropriate level and combination of leadership and guidance, coordination and facilitation.

Learning Outcomes

- Understand the background to and the driving forces for taking an Agile approach to software development
- Understand the core practices and philosophies behind a number of specific Agile methodologies
- Confidently apply a number of tools and techniques to develop the project community, from structuring and coordinating self-organising teams to ensuring continuous feedback across all layers of the organisation
- Understand how to use Agile techniques to plan, track and monitor Agile projects, programs and portfolios
- Understand the importance of value-driven delivery and continuous customer and user feedback in increasing team effectiveness
- Apply a variety of Agile tools and techniques to provide a guidance and decision making framework for self-organising Agile teams to ensure their continuous alignment to organisational goals.

Content

- **Developing the Project Community**

Split into three main parts, this module explores the principles behind developing the project community as well as a variety of tools and techniques used to create a shared understanding across all layers of the organisation.

- **Project Stakeholders**

Early and continuous stakeholder engagement is a significant part of successful project delivery. This module discusses the differences between “customers” and “users” of a system and introduces tools and techniques to identify key stakeholders, create a shared understanding of project goals across all levels of the organisation and manage on-going stakeholder communication efficiently and effectively.

- **Project Teams**

This module looks at a number of different team structures and the benefits and drawbacks of different organisational models in the context of Agile delivery methods and introduces models to allow for the scaling of Agile methods for large-scale, multi-team project delivery. This section also introduces a model to understand and assess team development stages and discusses the importance of an “Agile culture” for team and individual development within an Agile environment.

- **Project Leadership**

This section reviews the concept of Servant Leadership within the context of self-organising Agile teams and teaches participants a number of tools and techniques to successfully facilitate team decision making and handle conflict in a team environment.

- **Planning Agile Projects**

This module is dedicated to concepts, tools and techniques for planning Agile projects. Specifically, the module looks at how to gather and process requirements in an incremental and iterative way, how to identify and manage risks in a collaborative environment and how to plan for quality in Agile software development. This module also reviews the concept of relative estimation as a preferred method of estimation within an iterative, incremental development approach and discusses techniques for successful planning within an Agile environment. Finally, this section discusses Agile governance across the organisation, from the portfolio level down to the governance of individual iterations and includes approaches on how to manage contracts within an Agile environment.

- **Delivering Sustainable Solutions**

The final module of the course focuses on the project manager's involvement in delivering value-driven, sustainable solutions within an Agile environment by ensuring team focus, facilitating continuous feedback and on-going team improvement to enhance efficiency and effectiveness. The module also introduces a variety of tracking and monitoring techniques a project manager can use to provide feedback on team performance as well as enhance visibility for stakeholders and decision makers across all layers of the organisation.