

Enterprise-level Agile Project Management

Making Agile Work at an Enterprise Level

(Course # 7 of 7)

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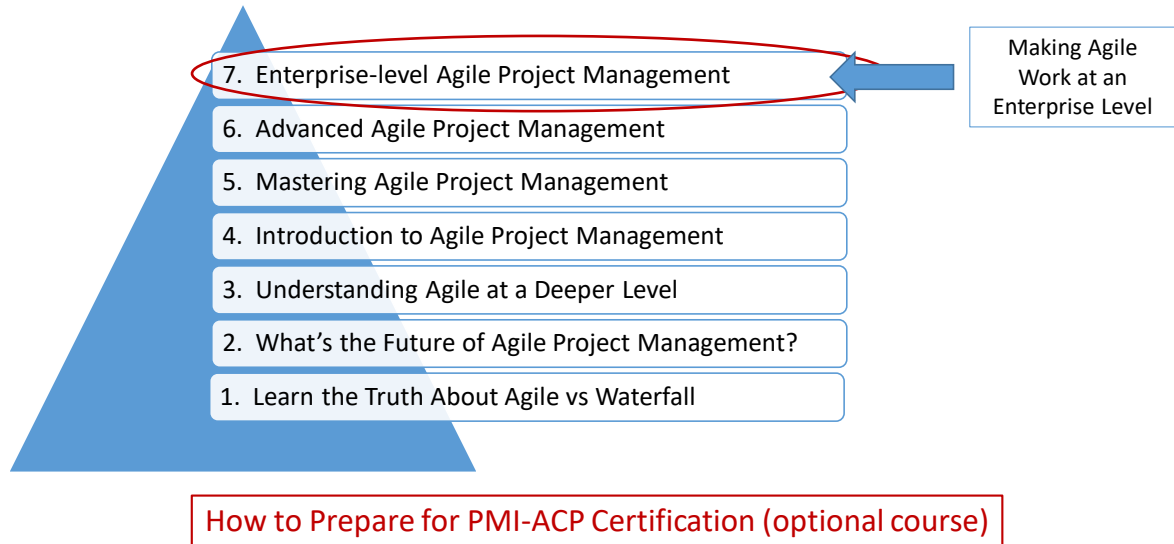
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Hi, My name is Chuck Cobb – I’m the author of “The Project Manager’s Guide To Mastering Agile”. That will be the third book I’ve published to date on Agile Project Management and I’ve also published two earlier books on business excellence.

Welcome to my training course on “Enterprise-level Agile Project Management”. This course is focused on “Making Agile Work at an Enterprise Level” and is the seventh course in a series of seven courses I offer on Agile Project Management.

This course is designed to help you prepare to take a leadership role in large, complex enterprise-level projects and also to take a leadership role in helping companies develop a high-impact Agile Project Management Strategy that is very well-aligned with their business direction.

Agile Project Management Roadmap



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This slide shows where this course fits into the overall Agile Project Management road map that I've developed and the recommended prerequisites for taking this course.

There are six recommended prerequisites for this course as shown on this slide. Please take all of those prerequisites before taking this course. You will definitely get a lot more out of this course if you do.

Applying Agile at an enterprise level is, by far, the most rapidly-evolving area in Agile today

“While many organizations have teams working in an agile way, very few businesses have been able to implement this model across their entire enterprise.

As companies move from implementing agile on individual projects to portfolios and, ultimately, to an entire business, more and more core processes need to be adapted—a significant operational challenge in itself.”



<https://www.bcg.com/en-us/digital-bcg/agile/large-scale-agile-transformation.aspx>

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This is exactly the challenge that this course is designed to address.

Enterprise-level Agile Overview



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In this lesson, we're going to discuss an overview of what's different about implementing Agile at an enterprise level.

How Do You Define Project Success?

This is value-driven delivery



Build the right thing

- Maximize the business value of the product

Build the thing right

- Deliver on-time and under-budget
- Use an efficient and effective process

<http://www.infoq.com/resource/minibooks/agile-guts/en/pdf/AgilewithGuts-final.pdf>

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As I've previously mentioned in a previous discussion on value-driven delivery, the world is changing rapidly. For many years in the world of traditional plan-driven project management, success has been defined by delivering what was committed on-time and under-budget. And a secondary goal has been to use an efficient and effective process to do it.

The problem with that approach is that many projects met their cost and schedule goals and were considered successful but failed to deliver the required business value. That's what value-driven delivery is all about – it puts an additional emphasis on “building the right thing” that produces real value for the customer. It's a major shift in emphasis in a project management approach and requires some different thinking and practices from what has been emphasized in the past with traditional, plan-driven project management.



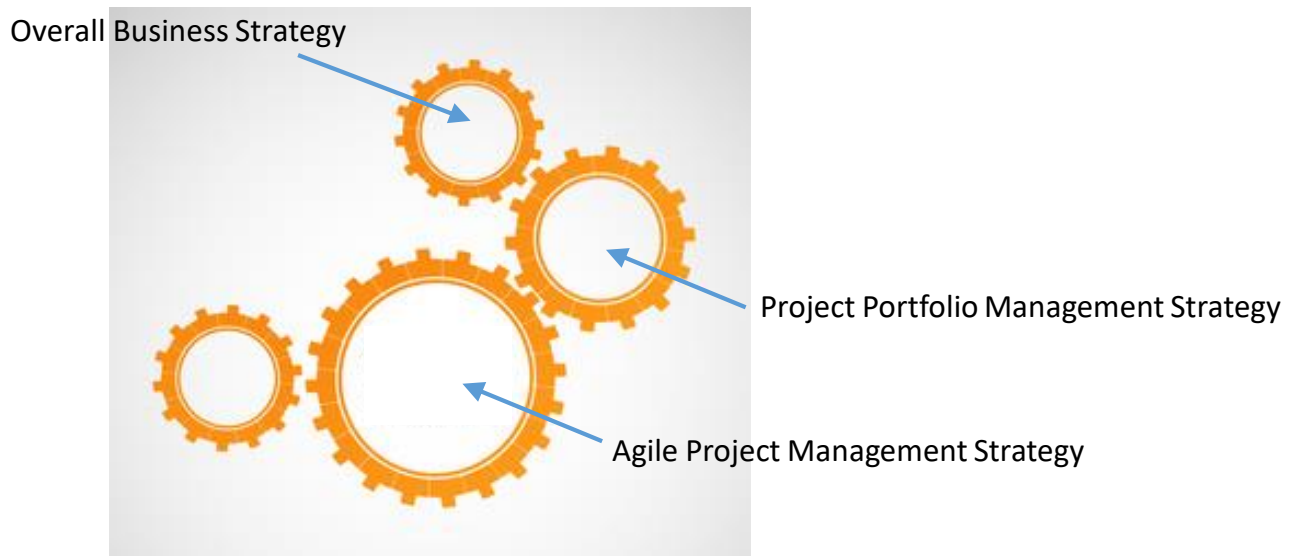
In this new environment, simply managing projects to deliver well-defined requirements against schedule and cost goals is no longer adequate in many situations.

Taking an enterprise-level perspective requires delivering business value that is well-aligned with the company's overall business goals.

In this new environment, creativity and innovation and time-to-market can be equally important, if not more important than planning and control to achieve predictability.

Simply managing projects to deliver well-defined requirements against schedule and cost goals is no longer adequate in many situations. That will force project managers to take an overall approach that is well-integrated with the company's business strategy to maximize the business value of the solutions a project delivers.

Enterprise-level Agile Project Management



This slide shows the major challenges associated with implementing an enterprise-level Agile Project Management strategy.

Up until now in this curriculum, we've focused on the skills required to integrate Agile principles and practices with traditional plan-driven project management principles and practices at the project level; however, as you get into larger and more complex enterprise-level projects, it becomes a bit more complicated. There are challenges associated with scaling projects to work with multiple Agile teams and providing some sort of project portfolio management approach to keep all the projects moving in the right direction to align with the company's business strategy.

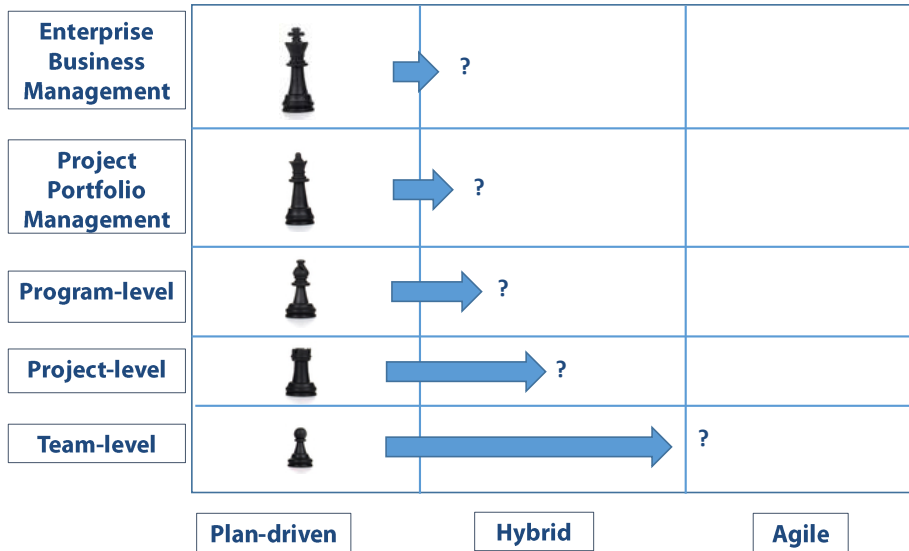


It is well-known that an Agile Project Management approach won't work well unless it is well-aligned with the overall strategy of the organization that it is part of and that is particularly true of large, complex enterprise-level projects.

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This course is designed to help prepare senior-level project managers and program managers to take a leadership role in either leading large enterprise-level projects and/or leading enterprise-level Agile transformations.

Why Is This Important to Project Managers?



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There are potentially a number of different levels of management in a large complex enterprise-level Agile implementation.

At the bottom level, simple team-level Agile implementations are the most likely to move to a complete Agile implementation and are likely to have the smallest need for traditional project management. As you move up to higher levels, the value-added that a project manager can potentially provide becomes much more significant.



Many simple, team-level project management roles will be displaced by Agile requiring project managers to move up to a higher level.

The key message is that “Many simple, team-level project management roles will be displaced by Agile requiring project managers to move up to a higher level.”

That’s why it is so important for project managers to go beyond leading simple team-level projects and focus on higher-levels in the enterprise architecture.

Enterprise-level Challenges

Challenges inherent in the methodology

Differences in practices for larger, more complex projects

Reinterpret Agile Manifesto values and principles

Challenges imposed by the enterprise

Adapting an Agile approach to fit the company's business

Overcoming cultural issues and change management

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There are two major types of challenges associated with scaling Agile to an enterprise level.

- The first is associated with challenges that are inherent in the methodology. Those challenges come in two forms:
 - Some of the Agile team-level Agile practices need to be scaled to an enterprise level
 - There is a need to reinterpret some of the Agile Manifesto values and principles in a much broader, enterprise-level context
- The second set of challenges is associated by challenges imposed by the enterprise and includes:
 - Adapting an Agile approach to fit the company's business
 - Overcoming cultural issues and change management

We will talk about these challenges in more detail in the next two lessons

NEXT LECTURE...
ENTERPRISE-LEVEL CHALLENGES
DIFFERENCES IN ENTERPRISE-LEVEL AGILE PRACTICES

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In the next lesson, we're going to start the first section of the course on Enterprise-level Agile Implementation topics and the first lesson in that section is on Enterprise-level Challenges and Differences in Enterprise-level Agile Practices