

Agile Project Management (AgilePM[®]) – version 2 – What's changed



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AgilePM

Agile Project Management v2

What's changed from v1.2

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1. Why change?

The previous version of AgilePM was based on DSDM® Atern®. Since the launch of DSDM Atern in 2007, a lot has changed in the world of Agile, and in 2014 a new version of DSDM – the DSDM Agile Project Framework – was launched. This new version of DSDM brings together the very latest Agile thinking and the current experience of DSDM in practice in the complex corporate world.

One of the main changes in the Agile world is the increasing use of "blended Agile" – where an organisation chooses to combine Agile approaches, in order to bring together different strengths. In Agile Project Framework (AgilePF), links out to other Agile approaches or techniques are highlighted by . One common example of this, for AgilePM, is where DSDM (AgilePM) provides the (Agile) project management but where DSDM's Evolutionary Development is replaced by Scrum at the development level.

2. What has changed – the detail

2.1 AgilePM Handbook - A new structure

The new handbook is divided into three sections.

Section One – The Agile Project Foundations – This section describes the Foundation-level information of the DSDM Agile Project Framework. All the core topics are covered to provide a simple but rounded understanding of how DSDM works. This information is common to all roles on a DSDM project, and is not tailored towards any specific role viewpoint. This Foundation-level information forms the basis for the first part of Agile Project Management accredited training – the Foundation introductory module (1 day) - and is used as the base for the Agile Project Management Foundation examination

Section Two - The Agile Project Manager Perspective – Digging Deeper – This section goes deeper into a number of the topics introduced in Section One, looking at this from the viewpoint of the Agile Project Manager. It also introduces some additional topics of particular interest to the Agile Project Manager, either because the Agile PM is responsible for these areas, or because these areas have a direct impact on the Agile PM's ability to deliver successful Agile projects.

Appendices: A Glossary and a full Index are provided, as well as the detail of the Project Approach Questionnaire.

2.2 AgilePM Handbook content – Chapter by Chapter

The AgilePM Handbook provides the Project Manager viewpoint of DSDM. So within this document, the use of "DSDM" also encompasses "AgilePM".

2.2.1 Section One – The Agile Project Foundations

- **Chapter 1 - Introduction**
- **Chapter 2 – Choosing DSDM as your Agile Approach**
This chapter positions DSDM within Agile, the Agile Alliance and shows how it aligns to the Agile Manifesto. It also explains basic differences between DSDM and other Agile approaches, such as Scrum.
- **Chapter 3 - Philosophy and Fundamentals – Minor change**
The wording of the Philosophy has changed slightly, and the Temple diagram highlights DSDM

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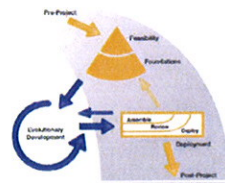
being based on "common sense and pragmatism".

- **Chapter 4 – DSDM Principles – Minor wording tweaks.**
- **Chapter 5 – Preparing for Success – major rewrite**
There are now 5 main Instrumental Success Factors (ISFs), reflecting a better grouping and structure.



Many of the previous version's ISFs appear as bullets within the new 5 main ISFs

- **Chapter 6 - The DSDM Process - amended**



The Process has a new graphic.

Pre-project, Feasibility, Foundations and Post-project are similar:

The separate phases of Exploration and Engineering are replaced by a single Evolutionary Development phase, as current practice rarely splits these across different Timeboxes. This also enables an easier link to embed Scrum at this point.

Deployment has changed to show how a Deployment comprises Assemble, Review and Deploy.

NB. Term "process" is now used, rather than Lifecycle. The Process is used to expand into (i.e. create) the Lifecycle for each project.

- **Chapter 7 - Roles and Responsibilities**



There is a new graphic, clarifying the position of "Supporting Roles" (previously "Other") as outside the Solution Development Team

There are three Categories of role: Project Level, Solution Development Team and Supporting "Interests" – the interests of each role are reflected by the following colour scheme: Orange – Business interests, Green – Solution / Technical interests, Blue – Management interests, Grey – Process interests. A mix of colours identifies a role that covers two separate areas of interest.

The Team Leader role moves to the middle of the Solution Development Team.

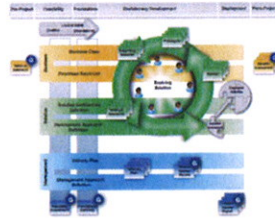
The Business Analyst role moves to straddle the Project level roles and the Solution Development Team roles, reflecting how the Business Analyst is actively involved at both levels.

- **Chapter 8 – Products – complete rewrite**

There is a new Products graphic, less linear, and with the Evolving Solution at the centre of everything.

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Product colours are unchanged (Orange = Business, Green = Solution/Technical and Blue = Project Management / Control products). Products which may play a part in Project Governance or to demonstrate compliance are marked with a **G**. Products are also identified as Evolutionary or Milestone. The new product set comprises 14 products:

1. Terms of Reference **G** (Milestone)
 2. Business Case (Evolutionary)
 3. Prioritised Requirements List (Evolutionary)
 4. Solution Architecture Definition (Evolutionary)
 5. Development Approach Definition (Evolutionary)
 6. Delivery Plan (Evolutionary)
 7. Management Approach Definition (Evolutionary)
 8. Feasibility Assessment **G** (Milestone)
 9. Foundation Summary **G** (Milestone)
 10. Evolving Solution (Evolutionary)
 11. Timebox Plan (Evolutionary)
 12. Timebox Review Record **G** (Evolutionary)
 13. Project Review Report **G** (Milestone)
 14. Benefits Assessment **G** (Milestone)
- **Chapter 9 – Planning and Control – new chapter**

This chapter brings together elements from earlier chapters, together with some new content. It defines three Agile Project Planning Concepts, six Testing Concepts (amended from earlier version) and four Tracking and Control concepts. It also describes planning activity through the lifecycle, and considers planning for quality.
 - **Chapter 10 – DSDM Practice – MoSCoW Prioritisation – minor change**

The recommended split of effort across MoSCoW priorities has been changed. The explicit statement of an effort split of 60%/20%/20% has been removed and softened to a recommendation that the Must Have effort should not exceed 60%, and the effort associated with delivering the Could Haves should not exceed 20%. This is to encourage those on the project to calculate the balance for themselves, based on the level of Musts for this project, compared to the level of Could.

The direct link between MoSCoW and Business Case has been removed.
 - **Chapter 11 – DSDM Practice – Timeboxing - rewritten**

The major change is to introduce two distinct types of Timebox: a DSDM structured Timebox (as per previous version of AgilePM) and a Free format Timebox. The Free format Timebox aligns more easily with the use of Scrum during Evolutionary Development.

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- **Chapter 12 – Other DSDM Practices – some change**
The Practices of Facilitated Workshops and Modelling are predominantly unchanged.
The Practice of Iterative Development has been rewritten. The cycle of Identify, Plan, Evolve, Review has been removed and replaced with more informal cycles of Thought, Action, Conversation. Additional detail on Testing as part of Iterative Development has been introduced.
- **2.2.2 Section Two – The Agile Project Manager Perspective – Digging Deeper**
- **Chapter 13 - Practical application of the DSDM Principles – new chapter**
This chapter provides additional detail on the Principles
- **Chapter 14 - Roles and Responsibilities - The Agile Project Manager View – new chapter**
This chapter provides additional detail on the roles and responsibilities. It also highlights the key PM relationships, both within the project and with the stakeholders.
- **Chapter 15 - Project Management through the Lifecycle – new chapter**
This chapter provides additional detail on the process. It also provides detail on the PM focus phase by phase through the lifecycle
- **Chapter 16 - The Effective use of the DSDM Products – new chapter**
This chapter builds on the Foundation information to explain the Products and their use in more detail, with PM Top Tips for each product.
- **Chapter 17 – Deliver on Time – Combining MoSCoW and Timeboxing – new chapter**
This chapter explains the practices of MoSCoW prioritisation and Timeboxing in more detail and explains how they work together to enable on-time delivery
- **Chapter 18 – People, Teams and Interactions – new chapter**
This chapter looks at the people aspects of a project, the style of an agile team and how the principles of “Collaborate” and “Communicate Continuously and Clearly” work in practice.
- **Chapter 19 - Requirements and User Stories**
This chapter explains the detail around Agile requirements and the structure and benefits of User Stories as a way of defining requirements in an Agile style. It also looks at how requirements evolve through the lifecycle.
- **Chapter 20 - Estimating - rewritten**
This chapter explains how agile estimating works and the different styles of estimating used throughout the lifecycle. It also provides more detail around how uncertainty is handled in agile.
- **Chapter 21 - Planning through the Lifecycle – new chapter**
This chapter explains the different plans used during the lifecycle and the style of planning needed at each phase.
- **Chapter 22 - Never Compromise Quality - rewritten**
This chapter addresses the issue of ensuring a quality solution, both from a process and a technical point of view. It explains quality through the lifecycle, and explains how the different levels of maintainability impact the level of quality to be measured.
- **Chapter 23 - Risk Management - rewritten**
This chapter has now been rewritten to encompass the latest thinking around risk management, and shows how the use of DSDM addresses some common risks.

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- Chapter 24 - Tailoring the DSDM Approach – new chapter

This chapter explains how the DSDM framework has been designed to be tailored. Using the Project Approach Questionnaire (PAQ) as a basis, it looks at each element and shows possible tailoring options based a negative response on the PAQ.

2.2.3 Appendices

Appendix A – Glossary – revised

Appendix B – Project Approach Questionnaire – revised

Appendix C – Planning Poker – new, detailed guidance of the use of Planning Poker as an Agile estimating technique.

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