PMI and Agile
Oil and Water or Can They Co-exist?

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Meet the team

- Who is a practicing PM?

- Who is a practicing Scrum Master?

- Who is both?

PMI and Agile: Oil and Water or Can they Co-exist?

What's the Mood of the Room?

- What comes to mind when you here/think about PMI and PMBOK?

- What comes to mind when you hear the term Agile?

- What is a CSP? A PMP?

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Why are we here?

- Session objective: To investigate the alignment of PMI and Agile/Scrum

- Can PMI help Agile teams to identify needed project management tasks?

- How can traditional project management activities be leveraged in Agile?
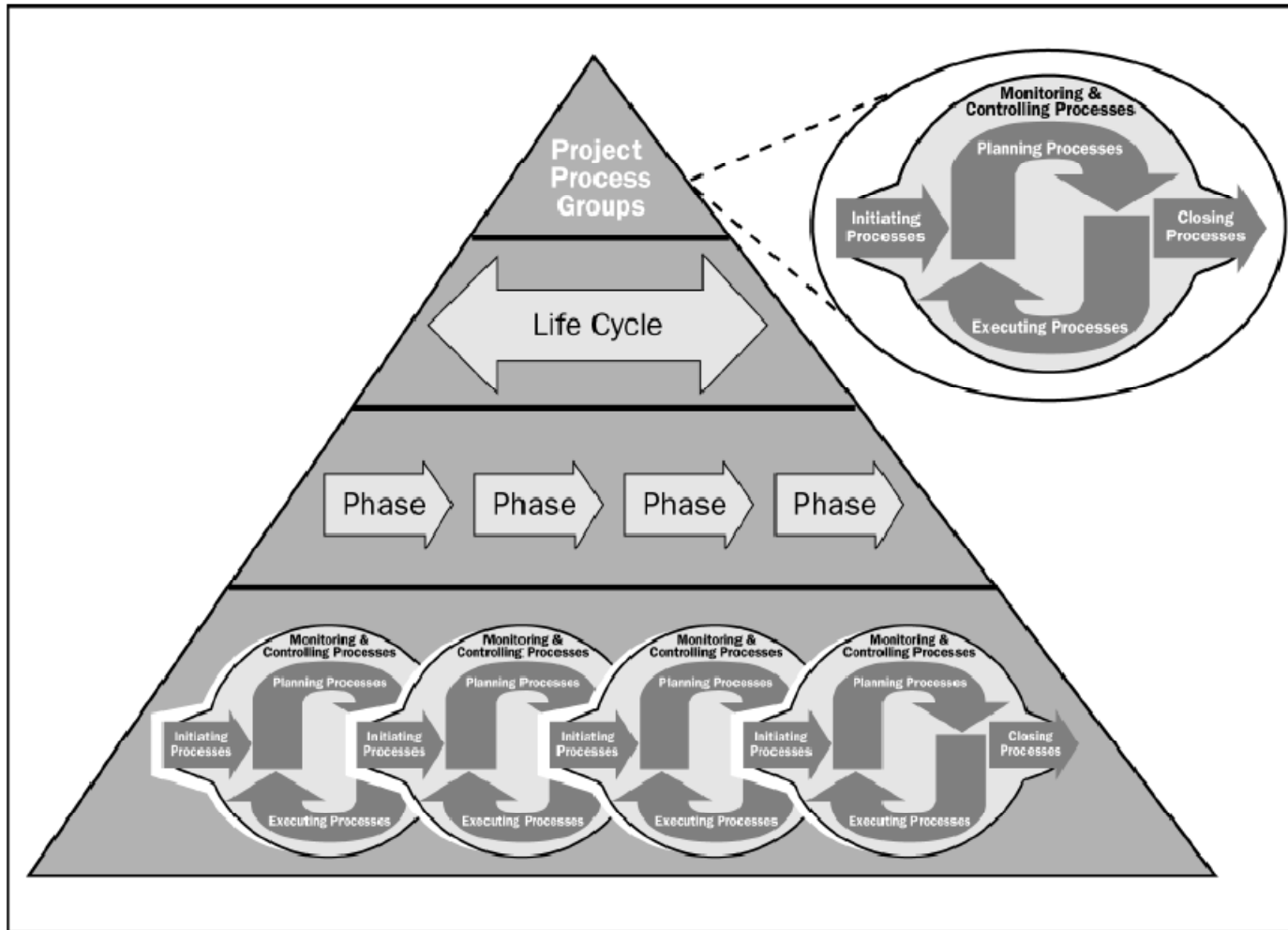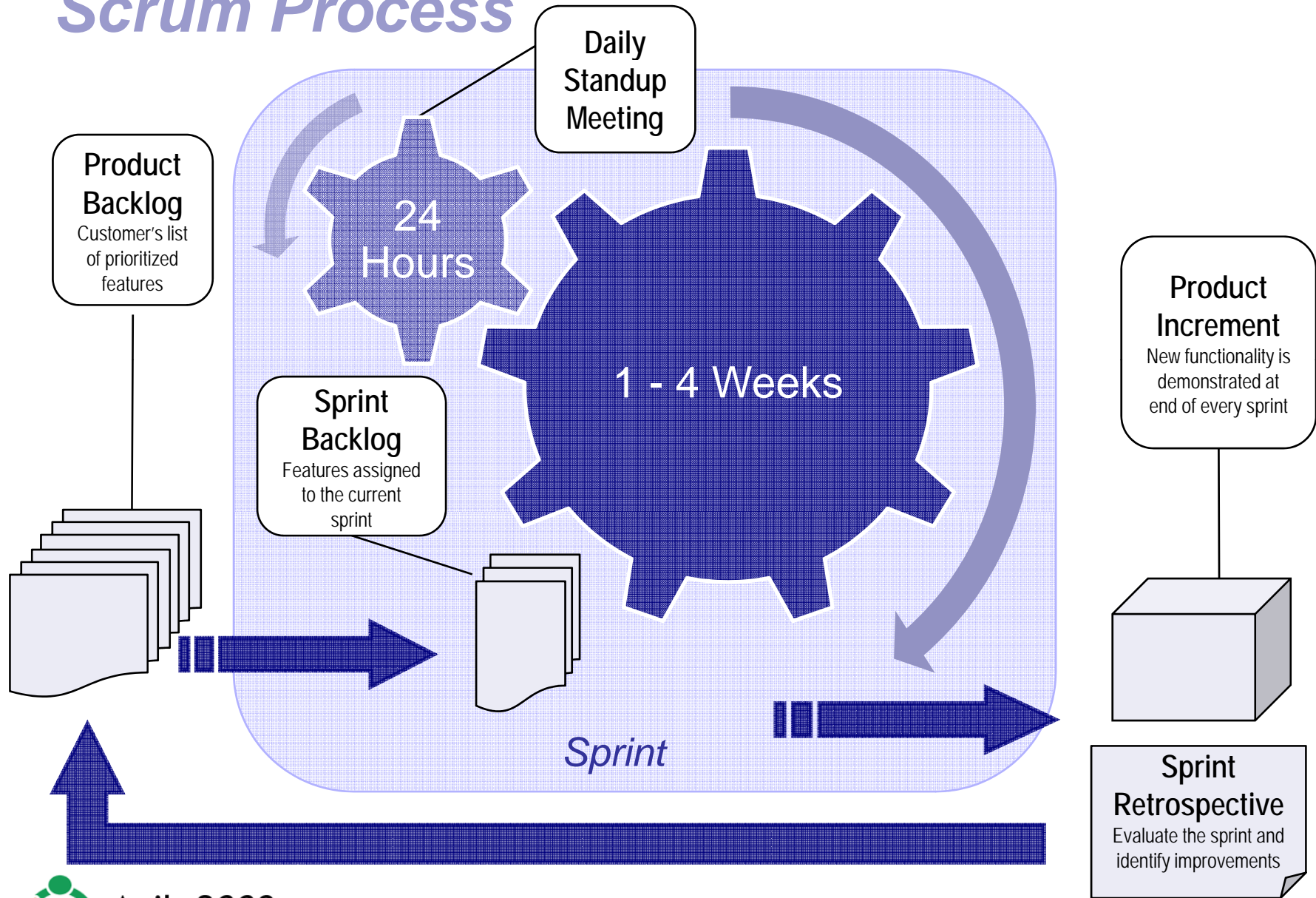
PMI Process Groups

Figure 3-12. Project Management Process Group Triangle

Scrum Process

Daily Standup Meeting

24 Hours

Product Backlog
Customer's list of prioritized features

Sprint Backlog
Features assigned to the current sprint

1 - 4 Weeks

Product Increment
New functionality is demonstrated at end of every sprint

Sprint

Sprint Retrospective
Evaluate the sprint and identify improvements

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Fact or Fiction

- PMBOK guides the audience what methodology to use

  FICTION

  - "A project Management methodology can be either a formal mature process or an informal technique…." *(References: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition, Ch 4)*

  - "Methodology. *A system of practices, techniques, procedures* and rules used by those who work in a *discipline*" *(References: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition, Glossery)*

  - The third edition of PMBOK states it is up to the reader to determine what processes/methodology are most appropriate for their situation

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Fact or Fiction

NOT YET...

- PMI has an Agile SIG (Special Interest Group)

  □ PMI has placed a moratorium on the creation of any new SIGs, until a new community governance model has been developed *(References: Agile Alliance http://www.agilealliance.com/show/1982)*

  □ PMI has potentially chosen Agile as the very next new SIG/Community, unofficially targeted for launch at the October Global Congress *(Jesse Fewell http://www.jessefewell.com/)*

Fact or Fiction

FICTION

- Scrum is CMMI Level 2 Certified

  - ☐ Scum itself is not 'certified'

  - ☐ However, "there [is] no fundamental contradiction between agility and CMMI for the maturity/capability levels 2 and 3" (SEPG 2008 presentatioin by Sabine Canditt and Dr. Winfried Russwurm)

  - ☐ In 2006 Boltech Systems achieved CMMI level 4 while utilizing XP and Agile practices (www.agileadvocate.blogspot.com)

Things to Ponder

- According to PMBOK: "the project manager, in collaboration with the project team, is always responsible for determining what processes are appropriate and the appropriate degree of rigor for each process"

- PMI was founded with the purpose for members to share experiences in project management and discuss issues

- APLN (Agile Project Leadership Network) mission: "Connecting, developing, and supporting great project leaders"

PMBOK Key Process Areas

■ Workshop: For each of the key PMBOK process areas consider the following:

☐ Do these activities have a place in Agile?

☐ If so, why and where should they take place relative to Scrum?

☐ If not, why not?

Wrap up

- The results of this workshop will be posted to the Agile 2008 wiki: http://agile2008toronto.pbwiki.com

- Other resources to consider:
  - The Software Project Manager's Bridge to Agility (The Agile Software Development Series) (Paperback) by Michele Sliger (Author), Stacia Broderick (Author)
  - PMI.ORG – search on Agile
    - Will agile development change the way we manage software projects? [electronic resource] Agile from a PMBOK® Guide perspective
    - Project management and agile [electronic resource] : perfect together
  - Agile Alliance http://www.agilealliance.com/show/2074
  - Yahoo APM http://finance.groups.yahoo.com/group/agileprojectmanagement/
  - www.APLN.org