

Agile Project Management

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PMG 622
Master of Project Management

Lecture 09





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Role of the Project Manager in Agile Projects

Lecture 9

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Learning Objectives

- The role and responsibilities of the project manager in Agile Projects
- How applying Servant Leadership principles improves agile projects
- How the Agile team operates

Key Points from Previous Lecture

Monitoring and controlling is done throughout agile projects using existing events and artifacts

KPIs allows us to forecast, analyze, take decisions and corrective actions

There are many KPIs around efficiency, customer value, and quality

Applying Agile principles reduces project risks. We develop Risk Adjusted Backlog that prioritizes high value and high risk features.

Risk management is inherent in Agile processes and the team is responsible for identifying, prioritizing and mitigating risks.

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The Project Manager in an Agile Environment



Role of the Project Manager in an Agile Environment

- Role and responsibilities of the project manager in an agile project is different from traditional projects.
- Many Agile approaches do not address the role of the project manager.
- Some agile practitioners think the role of the project manager is not needed due to self-organizing teams taking on the responsibilities.
- Project managers can add significant value in agile projects.

The value of projects managers is not in their position or authority, but in their ability to make everyone else better.

There are many names for project manager in Agile projects

Project Manager

Scrum Master

Team Coach

Project Team Lead

Team Facilitator

Delivery Manager

The Traditional Project Manager

A project Manager: the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Responsible for Planning the Project

At the center of coordination for the project

Manages day-to-day activities

Tracking and representing the status to the rest of the organization

Role of the Project Manager in an Agile Environment

Teams coordinate their own work and collaborate with the business representative (Product Owner).

Project managers shift form being the center to serving the team and management.

Project Managers are Servant Leaders, changing their emphasis to:

- Coaching people who need help,
- Foster greater collaboration on the team,
- Aligning stakeholders' needs, and
- Encourage the distribution of responsibility to the team.

Agile Values to Guide the Project Manager

“We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

- **Individuals and interactions over processes and tools**
- **Working software over comprehensive documentation**
- **Customer collaboration over contract negotiation**
 - Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.”

Agile Principles to Guide the Project Manager (1/2)

1

- Business people and developers must work together daily throughout the project.

2

- Build projects around motivated individuals. Give them the environment and the support they need, and trust them to get the job done.

3

- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

4

- Continuous attention to technical excellence and good design enhances agility.

Agile Principles to Guide the Project Manager (2/2)

5

- Simplicity--the art of maximizing the amount of work not done—is essential.

6

- The best architectures, requirements, and designs emerge from self-organizing teams.

7

- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

As a Project Manager, Start with an Agile Mindset

Ask the following questions together with the team to help develop an implementation strategy:

- How can the project team act in an agile manner?
- What can the team deliver quickly and obtain early feedback to benefit the next delivery cycle ?
- How can the team act in a transparent manner?
- What work can be avoided in order to focus on high-priority items?
- How can a servant-leadership approach benefit the achievement of the team's goals?

Charter the Project and the Team

The Project Charter helps the team know why this project matters, where the team is headed, and what the project objective is.

The Team Charter (or “Social Contract”) provides team norms and an understanding on how to work together.

Team Charter helps create an Agile Environment and may include :

- Team values, such as sustainable pace and core hours,
- Working agreements, such as what “ready” means so the team can take in work; what “done” means so the team judge completeness consistently; respecting the time box; or the use of work-in-progress limits;
- Ground rules, such as one person talking in a meeting, how we make decisions, and how we resolve conflicts
- Group norms, such as how the team treats meeting times.

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Servant Leadership



Servant Leadership

“Servant leadership is an approach to leadership that emphasizes the importance of serving others. Servant leaders put the needs of others first and help people develop and perform as highly as possible.”

- Agile approaches promote using Servant Leadership to lead the team.
- Servant Leadership can be applied in any situation that requires leadership or management and not only in Agile project management

Servant Leader Characteristics



Empathy

Understand the feelings of others. They are able to put themselves in other people's shoes and see things from their perspective.

Humility

Servant leaders are not arrogant or self-serving. They are willing to admit their mistakes and learn from others.

Awareness

Being aware of own strengths and weaknesses. Being also aware of the needs of others and the needs of the organization.

Persuasion

Can influence others without using coercion. They are able to build consensus and get people to buy into their vision.

Conceptualization

Able to see the big picture, think strategically, and come up with innovative solutions to problems.

Benefits of Servant Leadership



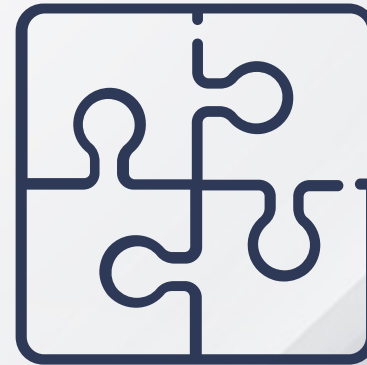
Increased Engagement

Create a work environment where employees feel valued and respected. This can lead to increased employee engagement and productivity.



Improved Decision Making

Gather input from a variety of stakeholders. This can lead to more informed and effective decision-making.



Enhanced Innovation

Create a culture of creativity and innovation. This can lead to the development of new products, services, and processes.



Stronger Customer Relationship

Focused on serving others. This can lead to stronger customer relationships and increased customer satisfaction.

Servant Leader Responsibilities

Facilitate

Manage relationship to build communication and coordination within the team and across the organization.

Facilitation helps everyone do their best thinking and work.

Remove Organizational Obstacles

Identify obstacles and work to eliminate them.

For ex. streamline processes, eliminate lengthy documentation, and deal with difficult stakeholders.

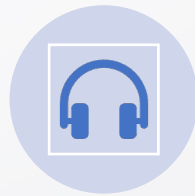
Pave the way for Others' Contribution

Create positive environments, fulfill the needs of the team, project, and organization to make everyone focus and do their best work.

Servant Leadership Characteristics that help being Agile and facilitate Team's success:



Promoting self-awareness



Listening



Serving those on the team



Helping people grow



Coaching vs. controlling



Promoting safety, respect, and trust



Promoting the energy and intelligence of others

Servant Leader activities examples:

Educate	Educate stakeholders on why and how to be Agile
Support	Support the team through mentoring, encouragement and support
Advocate	Advocate for team members training and career development
Grow	Grow team members through and beyond their current role
Help	Help the team with technical project management activities
Build	Build relationships with external groups
Celebrate	Celebrate successes

The 3Ps for the Agile Project Manager

Purpose

- Work with the team to define the "why" or purpose so they can engage around the goal for the project.

People

- Encourage the team to create an environment where everyone can succeed.

Process

- Do not plan on following the "perfect" agile process, but look for the results. When the team delivers finished value often and reflects on the product and process, the team is agile and the process doesn't matter.

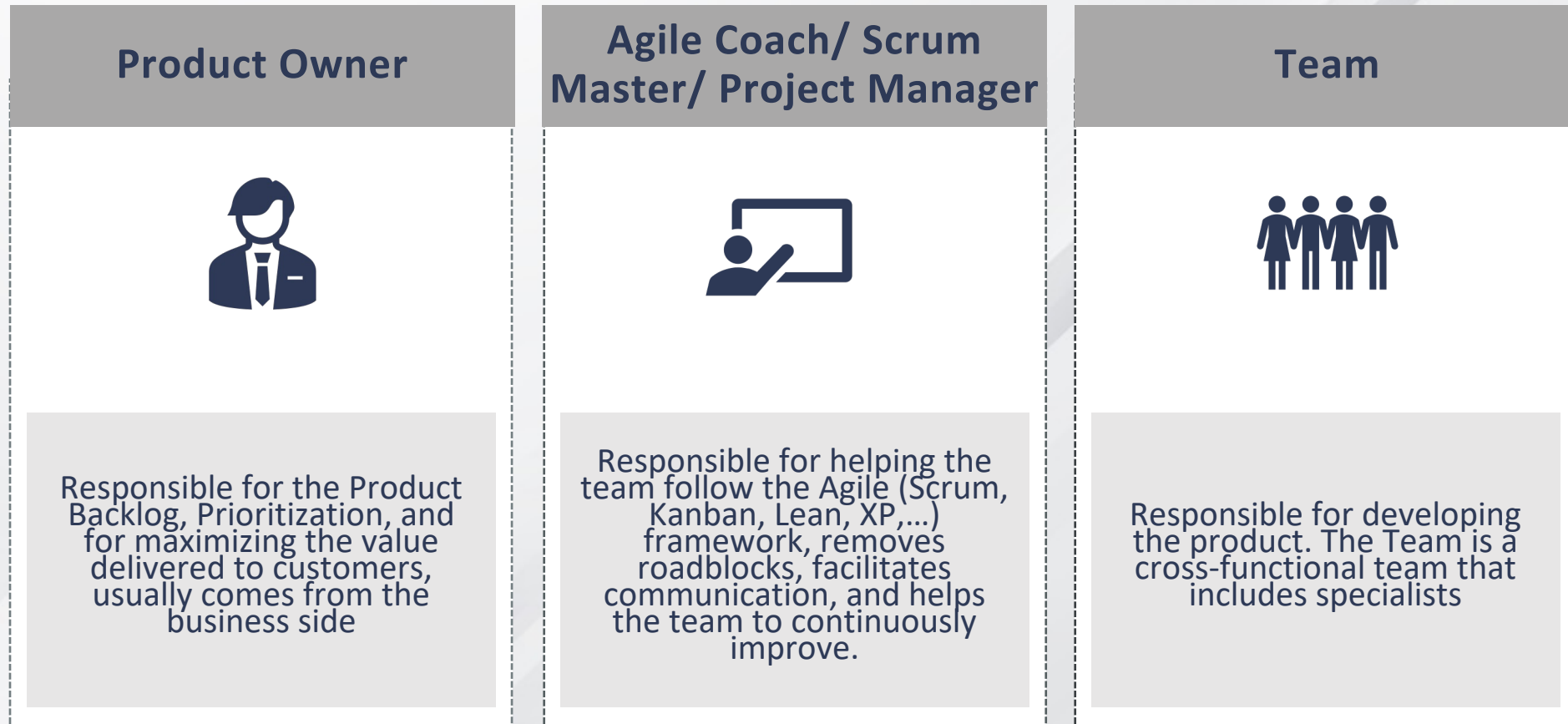
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The Agile Team



Main Roles in an Agile Team



Attributes of Successful Agile Teams (1/2)

Attribute	Goal
Dedicated People	• Increased focus and productivity • Small team, usually 5-9 people
Cross-Functional team members	• Develop and deliver often • Deliver Finished value as an independent team • Integrate all work activities to deliver finished work • Provide feedback from inside the team and from others, such as the product owner
Colocation or ability to manage any location challenges	• Better communication • Improved team dynamics • Knowledge sharing • Reduced cost of learning • Able to commit to working with each other

Attributes of Successful Agile Teams (2/2)

Attribute	Goal
Mixed team of generalists and specialists	• Specialists provide dedicated expertise and generalists provide flexibility of who does what • Team brings their specialist capabilities and often become generalizing specialists with a focus specialty plus breadth of experience across multiple skills
Stable work environment	• Depend on each other to deliver • Agreed-upon approach to the work • Simplified team estimations and calculations

I-Shaped and T-Shaped Teams

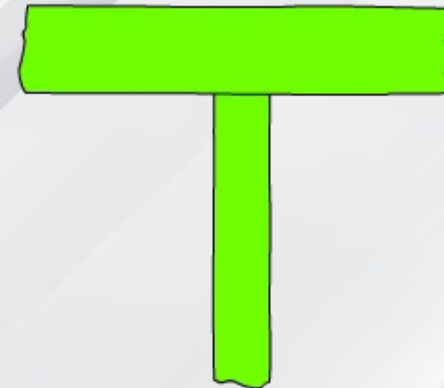
- Successful Agile Teams are made up of Generalizing Specialists (or T-Shaped people)



"I-shaped"
Expert at one thing



Generalist
Capable in a lot of things
but not expert in any



"T-shaped"
Capable in a lot of things
and expert in one of them



Colocation “Team Room”

Ideally the whole team, including the product owner or domain expert, has the use of a dedicated space for the duration of the project, set apart from other groups’ activities.

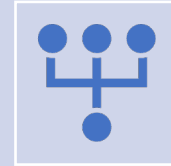


This space is furnished with the various amenities that the team may need: workstations, whiteboards and flipcharts, wall space to display task boards, project plans or other charts, and so on.

Geographically distributed teams need Virtual Workspaces



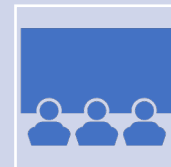
Use collaboration tools
(Trello, Slack,....)



Gather the team face-to-face
at the beginning of the
project to know each other
and build relationships



Make video-conferencing for
stand-up meetings



All ceremonies/events are
made as video-conference

Geographically distributed teams need Virtual Workspaces

- **Fishbowl Window:**

- Set up long-lived video conferencing links between various locations
- Start it at the beginning of the day and keep it open all day long.
- People can see and engage with each other
- Improves communication in remote teams



Geographically distributed teams need Virtual Workspaces

- **Remote Pairing:**

- Derived from XP Methodology
- Divide the team into pairs of two
- Each pair shares screen, voice, and video all day long
- Improves collaboration in the team



Tips for Agile Team Management

Keep It Simple, don't apply rigid process and focus on results

Aim for dedicated teams (fully assigned to the project)

Bring in complimentary and multi-functional skills

Let the team do the planning

Emphasize Collaboration

Don't focus on roles, pick skills and capabilities instead

Key Points

Role of Agile Project Manager is different from Traditional Project Manager and emphasizes facilitation, support, development, removing obstacles and creating the right environment.

Agile values and principles guide the Agile Project Manager.

Servant Leadership focus on helping people to develop and perform at their best.

Agile approaches emphasize using Servant Leadership to help and support the team, and create positive Agile environments to increase performance.

Your team should be composed of T-Shaped People (Generalized Specialists and should be dedicated to the project and collocated).

Preparation for discussion panel:

- Read the article: [“Servant Leadership: How Does Leadership Work in an Agile Context?”](#)
- Watch the VIDEO: [“What is Servant Leadership”](#)
- Question: Have you every applied Servant Leadership? What makes it standout from other Leadership Styles?



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For Discussion Panel

Before next lecture:

- Key Challenges and Trends in Agile Project Management
- Read the Article

[“Top Agile Trends 2024: Stay ahead with these latest Agile trends”](#)



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For Next Lecture



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Thank You

