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Agile Project Management: Creating Innovative Products (2nd Edition)



Synopsis

Best practices for managing projects in agile environmentsânow updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Â Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmithâs new coverage of promoting agility through performance measurements based on value, quality, and constraints. Â This editionâs coverage includes:

- Understanding the agile revolutionâs impact on product development
- Recognizing when agile methods will work in project management, and when they wonât
- Setting realistic business objectives for Agile Project Management
- Promoting agile values and principles across the organization
- Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices
- Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close
- Organizational and product-related processes for scaling agile to the largest projects and teams
- Agile project governance solutions for executives and management
- The âAgile Triangleâ: measuring performance in ways that encourage agility instead of discouraging it
- The changing role of the agile project leader

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Customer Reviews

Jim Highsmith is one of those few people that have really been-there-done-that and continue to be a pleasure to meet, accessible and down-to-earth. But anyway, this review is about his new book and not about him so I'll get to it. From my perspective Agile Project Management has two accomplishments: It fills in the gaps left by other books on the same subject and brings us one step further on different ways to see and approach the way we manage agile projects, within and outside software development. Chapter 1 contains one of the best introductory chapters I've seen in any book on management. It is both a great motivation to read the rest of the book with interesting real cases. This chapter also refreshes the audience on the basics of agile, including the declaration of interdependence, which is explained in detail throughout the book, and provides some lesser known and relatively recent basis such as the Agile Triangle (not the Agile Iron Triangle). Chapters 2, 3 and 4 are a detailed study of leadership values: Value over Constraints, Teams over Tasks, and Adapting over conforming. Similar to the agile values in the manifesto, these invite a cultural change in the way we measure project performance, lead teams, and focus on customer needs. Highsmith explains how the quality of the product and the work environment is improved through these. He also emphasizes on the fact that fail-often-fail-early is of very high value in building a successful agile organization. Chapter 5 has two objectives, to introduce an agile enterprise framework consisting of four layers that is arguably more appealing to large organizations, and to introduce an agile delivery framework consisting of five phases.

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