



Agile
Manifesto

Value 1

Individuals and interactions
over processes and tools

Value 2

Working Software **over**
comprehensive documentation

Value 3

Customer collaboration
over contract negotiation

Value 4

Responding to change
over following a plan



- focus on solution delivery



- focus on all stakeholders



- considers the overall organisational ecosystem and how to improve it

PM² - Agile framework

“Agile Manifesto”



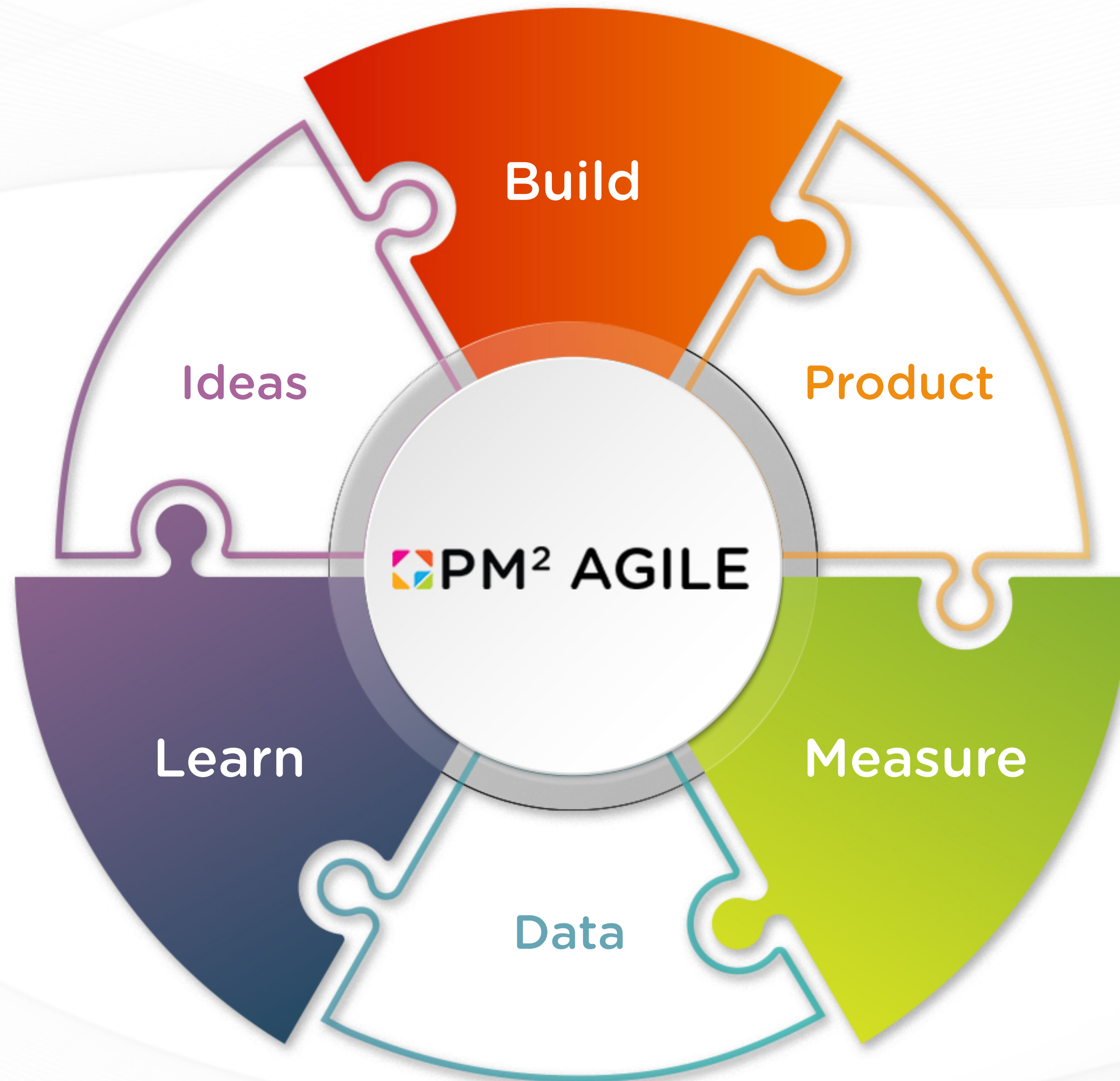
- focus on software development



- focus on customers



- focus on development teams



Agile teams do not do documentation.



Agile teams do not produce unnecessary documentation.

Agile is anti-planning.



In Agile development there is extensive planning on multiple levels, and with high visibility/transparency.

Agile is undisciplined.



Agile development is extremely disciplined, as it uses practices like Continuous Integration, Automated Testing, Iteration reviews and retrospectives, Iteration and release planning, etc.

Agile is Scrum.



Scrum is not the only Agile approach, there are at least ten more.

Agile is anti-architecture.



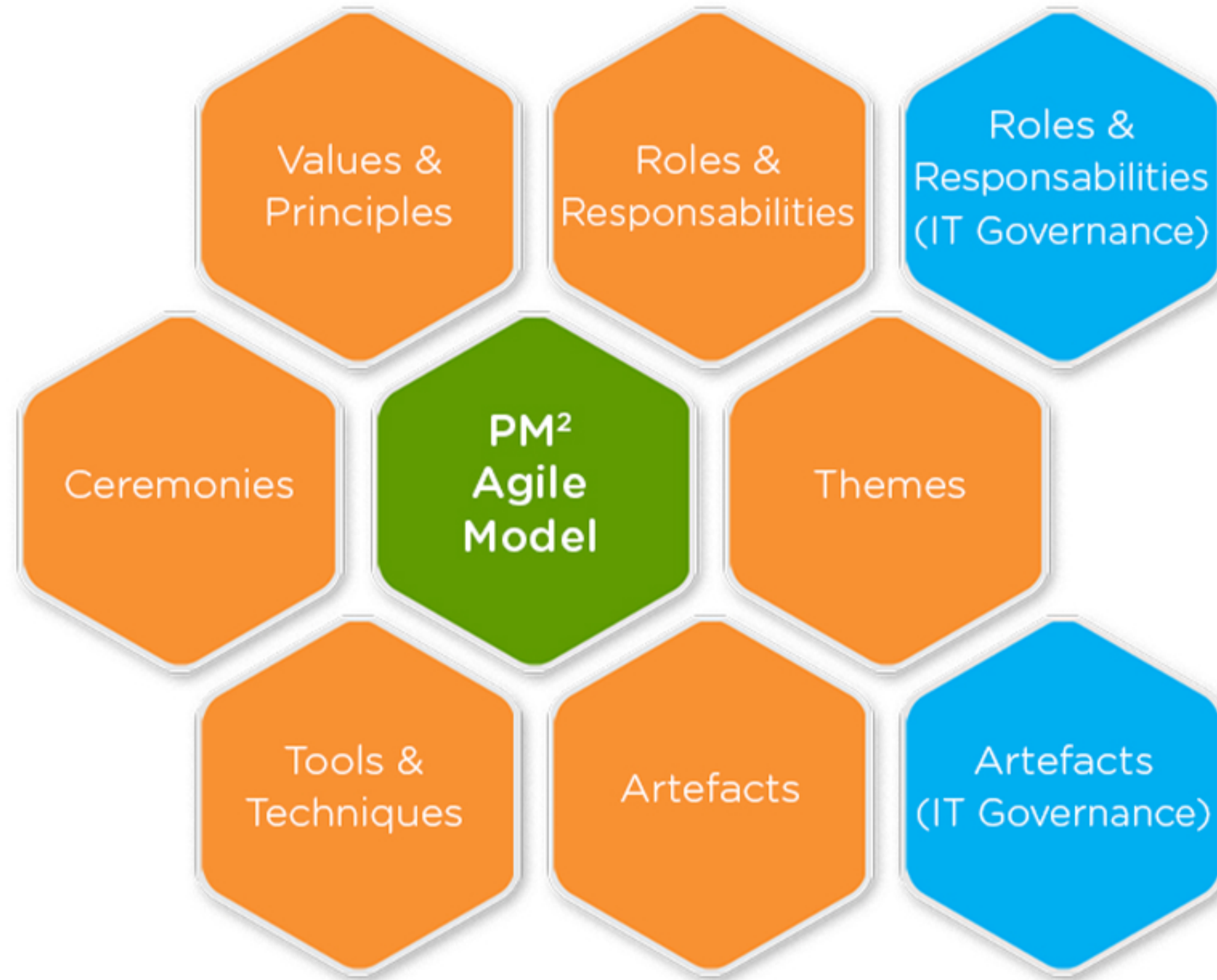
Solution architecture is minimised to what is known, is valuable and in one or another way it is used by Agile teams.

Decisions

Communications

Policies

Audits

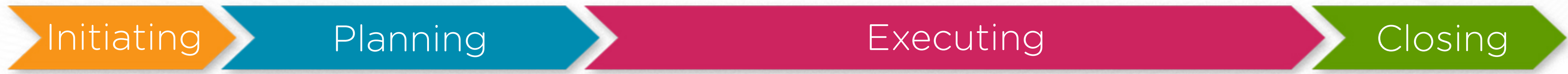


PM² with an Agile approach

IT Governance

1. Early and continuous delivery of valuable solutions
2. Changes are welcome
3. Deliver value frequently through working solutions
4. Business and Core Teams must work together
5. Create teams with motivated individuals
6. Face-to-face communication
7. Progress is the value of what has been delivered
8. Continuous attention to quality
9. Simplicity is essential
10. Reflect on how to improve. Regularly
11. Agile promotes sustainable development
12. Agile practices should be enterprise-aware





AGILE





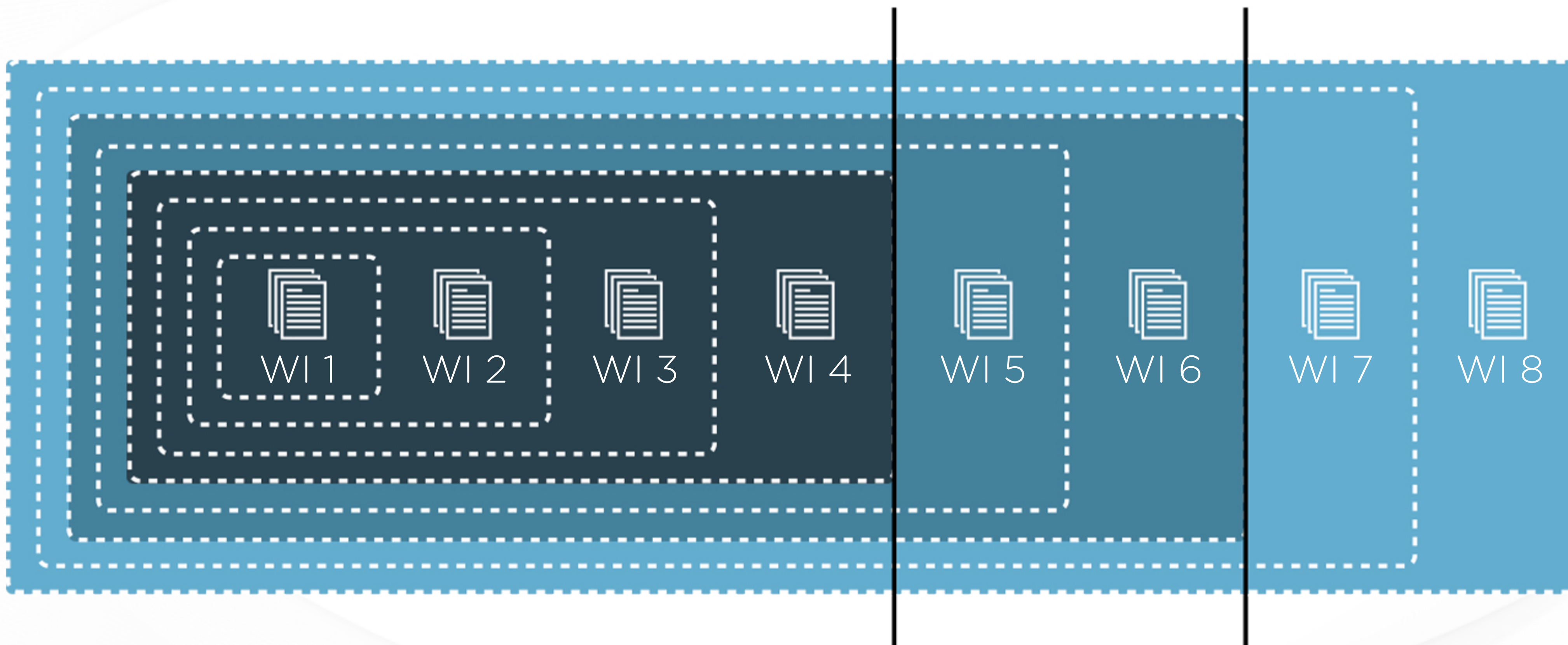
Iteration 1



Iteration 2



Release



Business
Governing
Layer

Appropriate Governance Body (AGB)

Steering
Layer

Project Steering Committee (PSC)
(PO, SP, BM, PM)

Directing
Layer

Project Owner
(PO)

Solution Provider
(SP)

Managing
Layer

Business Manager
(BM)

Collaboration
&
Communication

Project Manager
(PM)

Performing
Layer

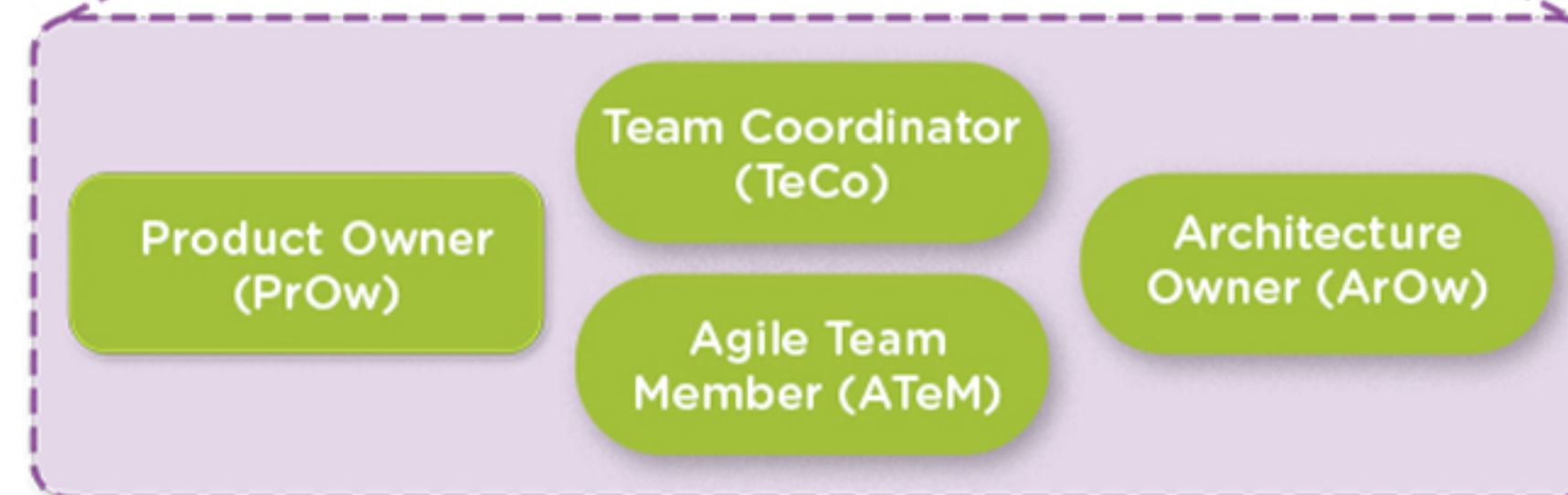
Business Implementation
Group (BIG)
(User & Business Representatives)

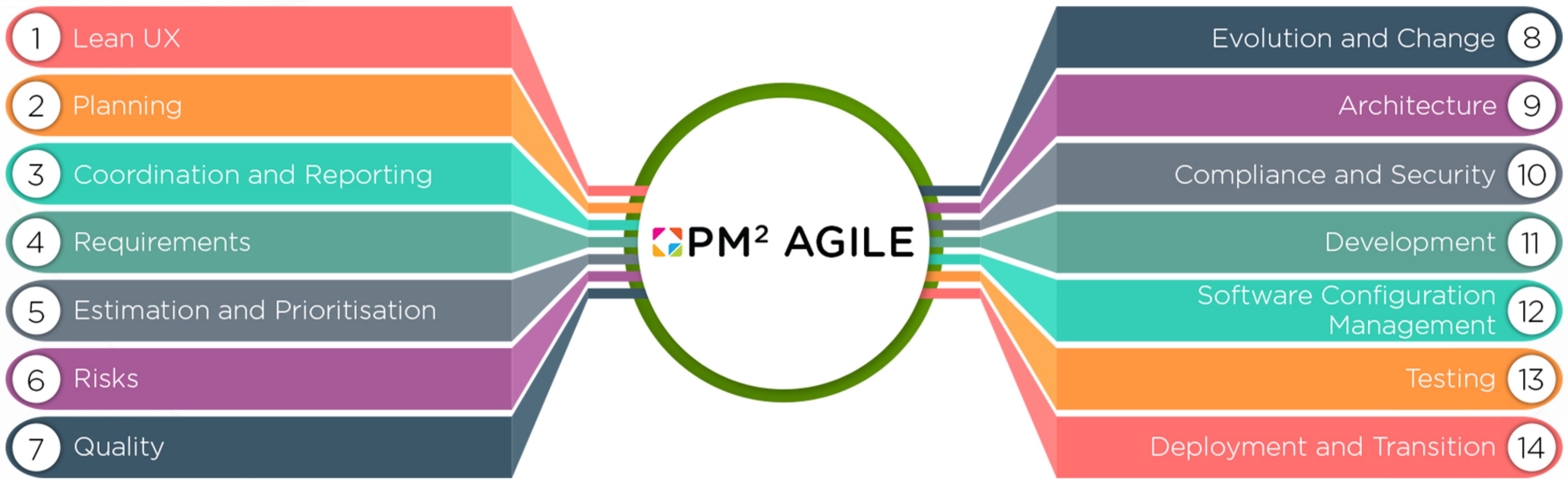
Project Core Team (PCT)
Agile PCT (A-PCT)

Project Support
Team (PsT)

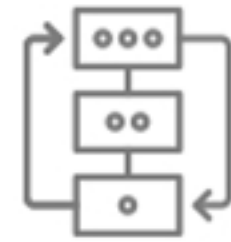
- Governance
- Advises & Decides
- Some decision power
- Acts

- Operational
- Supports (optional)
- Project Team
- Agile Roles





1



Coordination & Planning

Iteration Planning
Daily Standup
Release Planning

2



Inspecting and Adjusting

Iteration Review
Iteration Retrospective

3



Implementing

Specific tools
and techniques

1



IT Governance Artefacts

Business Case
Project Charter
Architecture Overview
Operational Model

2



Agile Specific Artefacts

Development Handbook
Development Work Plan
Test Plan
Deployment Plan

3



Coordination & Reporting

Development Status Report
Project Logs
Project Reports

01

Assessing Teamwork

02

Self-Organising Teams

03

Design Blocks

04

Features and Stories

05

User Stories Breakdown

06

Definition of Done

07

Planning Poker

08

Kanban Method

09

Burndown Charts

10

Test-Driven Development

11

Pairing