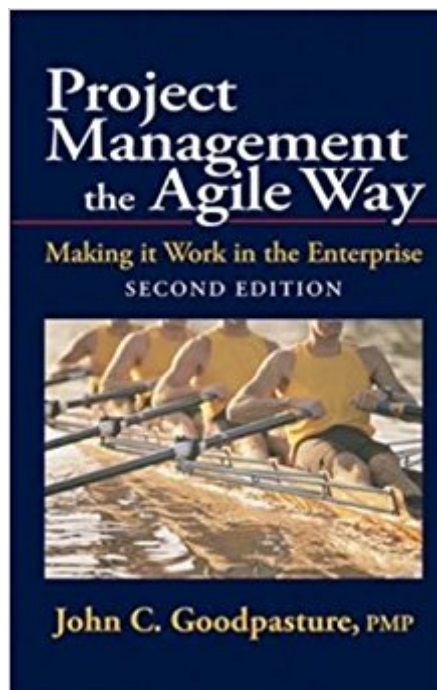




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# Project Management The Agile Way: Making It Work In The Enterprise, 2nd Edition



## Synopsis

Widely acclaimed as one of the top agile books and a recommended resource for the PMI-ACP Exam in its first edition, *Project Management the Agile Way* by popular demand has been updated and redesigned. This second edition is in modular format to facilitate training and advanced course instruction, and provides new coverage of Agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the grand bargain between project management and business, the shift in dominance from plans to product and from input to output, and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP) examination, and training providers developing courses, will find this second edition quite helpful. KEY FEATURES:

- Provides a modular sprint-like format, with module themes, learning objectives, project tips, and discussion questions to facilitate training and course instruction
- Presents a review of popular agile and iterative methodologies for project and program management
- Explains how to transition to agile and how to scale agile methods for enterprise projects
- Discusses agile as a hybrid with traditional waterfall methods and supplies practical tips and application advice for how to harmonize agile with mainstream project processes
- WAV offers a new discussion and instruction guide that can be customized to meet the needs of the individual trainers or instructors, essay type answers to critical thinking questions raised in the book, and new white papers available from the Web Added Value Download Resource Center at [jrosspub.com](http://jrosspub.com)

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## Customer Reviews

... a readable treat. It clarifies and presents a common-sense approach to agile for those who are interested in understanding how agile and traditional project management stack up. --Paul Shaltry, PMP, Principal, Catalyst Management ConsultingÃ¢âÂ a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts. --Alexander Walton, PMP, IT consultant to the University of California at Berkeley

Key Features [[Provides a modular sprint-like format, with module themes, learning objectives, project tips, and discussion questions to facilitate training and course instruction [[Presents a review of popular agile and iterative methodologies for project and program management [[Explains how to transition to agile, and how to scale agile methods for enterprise projects [[Discusses agile as a hybrid with traditional waterfall methods, and supplies practical tips and application advice for how to harmonize agile with mainstream project processes [[Offers a new discussion and instruction guide that can be customized to meet the needs of the individual trainers or instructors, essay type answers to critical thinking questions raised in the book, and new white papers

This book helps to really understand agile methodology

Great reading about Agile, very clear and with clear and usefil examples for Project Managers who wants to "jump" from traditional SDLC to Agile approach.

Great book for college project management course.

The book is a great introductory product for experienced project managers that are not familiar with the Agile Way. I highly recommend this book for other project managers.

I like the overall content of the book, but the publisher should be aware that many people require a little larger font size. Its unfortunate, because the author did a thoughtful job with the content.

Project Management the Agile Way is a content rich book that requires multiple readings to fully

appreciate. I initially read the book but found myself returning to specific chapters in response to workspace situations. It was during this topic-focused re-read that the value of the book becomes apparent. I found that I agreed with most but disagreed with some of the recommendations in many cases, due to unique circumstances of attempting to be agile in a government program. The book is written more as a text book complete with end-of-module questions for review and critical thinking. These are helpful in aiding the reader gain an understanding of the material and should not be skipped. John writes from the perspective of traditional project management and outlines a process to adapt these concepts to the agile environment. This perspective is especially valuable to the agile project manager in a non-agile organization. I believe that the true value for project managers is delivered in chapters ten through twelve. The discussion of value in chapter ten should help project managers understand that there are different definitions and measures of value and the fact that the project manager needs to understand how key stakeholders see the project providing value. Despite the fact that agile is gaining in mainstream adoption there are many organizations that cling to traditional methods. Chapter 12, Transitioning to Agile is a valuable guide for that transition process.

Goodpasture's book is a readable treat. It clarifies what agile is about with much common sense for those who are interested in understanding how agile and traditional project management stack up. He recognizes using good ideas and practices regardless of source and how long they may have been around have value in particular circumstances. His approach is very much a treatment of workable ideas without being ideological. According to the author it's not an either-or proposition when it comes to agile versus classical, it's a matter of adapting to the demands of the situation. Classical plan-driven project management tends to work best in well-known environments where products are clear. Agile tends to work best in software development environments where requirements are vague and/or unknowable except through intense, iterative collaboration to deliver continuously useful on-going benefits to customers. There are certainly other application areas, such as product R&D, where a version of agile principles would work, but that was not the scope of this book. He explores uses and nuances of both methodologies in 12 familiar domains ranging from the essential business case to benefits realization. The chapters on governance and quality are particularly outstanding. The one on benefits was good but could have used some real examples for illustrating benefits. As an aside, in looking at how agile, as a methodology, might align with the existing PMI standard for a single project (PMBOK® Guide, Chapter 3, 4th Edition) it is fairly easy to see how it relates to the five major processes - Initiating, Planning, Executing, Controlling and Closing. Goodpasture did his homework, offering history and context. He is thorough

and thoughtful in his considerations and descriptions. Examples, tips and graphics make the read through a rich experience. Researched references are there. This would be a great resource for managers, practitioners, and students alike.

John Goodpasture's book, *Project Management the Agile Way* has been incredibly helpful to me as I get back into managing a couple of start-up companies. Although I was a Senior Program Manager at E-Systems in the early 1990's, I went off to get my doctorate and contribute to the public interest at the MITRE Corporation so I have not had a hands-on project manager role in over a decade. A lot has happened in the interim, mostly for the better and I could not have envisioned a better guide to the alternatives than John's book. When I was hands-on, I wrote a monograph for the Aerospace Industries Association called Rapid Incremental Development (RIDE) which cataloged my success with a six week software development cycle - design a little, code a lot, let users use it for a couple of weeks and then iterate until done. SCRUM, as discussed in John's book, is a more civilized version of RIDE. We used to burn out teams every few months with RIDE and the results were very personality dependent both on the user side and on our side as software developers. XP is even more intense than RIDE was. Crystal and EVO round out the picture of project management wisdom today and with John's book to kick start me, our two little companies are really rolling. Both are in stealth mode, so don't ask. Although I first met John Goodpasture in the 1980's, our paths diverged for a couple of decades, but it's great to benefit through his book from his years managing programs and teaching the art and skill. Linking back up professionally over his book, I promised to write this review months ago. Thus, better late than never. Now if we could just get the talent pools to grow more quickly we'd be even more agile ...

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