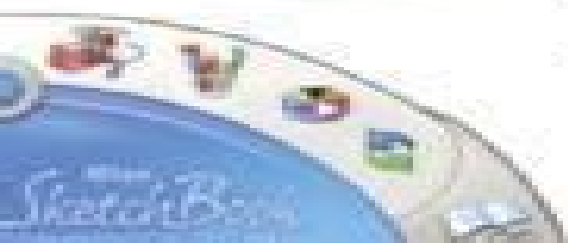




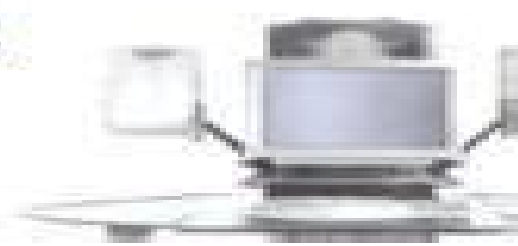
Agile Project Management

Jim Highsmith

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Agile Project Management Jim Highsmith, 2009-07-10 Best practices for managing projects in agile environments 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 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 Highsmith's new coverage of promoting agility through performance measurements based on value quality and constraints This edition's coverage includes Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management and when they won'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 Agile Triangle measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

Agile Project Management Jim Highsmith, 2004-04-06 Please note there is now a second edition of this book available with the ISBN of 0321658396 Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy Rob Austin Assistant Professor Harvard Business School This is the project management book we've all been waiting for the book that effectively combines Agile methods and rigorous project management Not only does this book help us make sense of project management in this current world of iterative incremental Agile methods but it's an all around good read Lynne Ellen Sr VP CIO DTE Energy Finally a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management Jim's book has provided a service to all of us Neville Roy Singham CEO ThoughtWorks Inc The world of product development is becoming more dynamic and uncertain Many managers cope by reinforcing processes adding documentation or further honing costs This isn't working Highsmith brilliantly guides us into an alternative that fits the times Preston G Smith principal New Product Dynamics coauthor Developing Products in Half the Time One of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project Jim Highsmith shows why

APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches. He systematically introduces the five phase APM framework then presents specific proven tools for every project participant. Coverage includes Six principles of Agile Project Management. How to capitalize on emerging new product development technologies. Putting customers at the center of your project where they belong. Creating adaptive teams that respond quickly to changes in your project's ecosystem. Which projects will benefit from APM and which won't. APM's five phases: Envision, Speculate, Explore, Adapt, Close. APM practices including the Product Vision Box and Project Data Sheet. Leveraging your PMI skills in Agile environments. Scaling APM to larger projects and teams. For every project manager, team leader, and team member.

Agile Project Management James A. Highsmith, 2004. Please note there is now a second edition of this book available with the ISBN of 0321658396. Jim Highsmith is one of a few modern writers who are helping us understand the new nature of work in the knowledge economy. Rob Austin, Assistant Professor, Harvard Business School. This is the project management book we've all been waiting for: the book that effectively combines Agile methods and rigorous project management. Not only does this book help us make sense of project management in this current world of iterative, incremental Agile methods, but it's an all-around good read. Lynne Ellen, Sr. VP, CIO, DTE Energy. Finally, a book that reconciles the passion of the Agile Software movement with the needed disciplines of project management. Jim's book has provided a service to all of us. Neville Roy Singham, CEO, ThoughtWorks Inc. The world of product development is becoming more dynamic and uncertain. Many managers cope by reinforcing processes, adding documentation, or further honing costs. This isn't working. Highsmith brilliantly guides us into an alternative that fits the times. Preston G. Smith, principal, New Product Dynamics, coauthor, *Developing Products in Half the Time*. One of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project. Jim Highsmith shows why APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches. He systematically introduces the five phase APM framework then presents specific proven tools for every project participant. Coverage includes Six principles of Agile Project Management. How to capitalize on emerging new product development technologies. Putting customers at the center of your project where they belong. Creating adaptive teams that respond quickly to changes in your project's ecosystem. Which projects will benefit from APM and which won't. APM's five phases: Envision, Speculate, Explore, Adapt, Close. APM practices including the Product Vision Box and Project Data Sheet. Leveraging your PMI skills in Agile environments. Scaling APM to larger projects and teams. For every project manager, team leader, and team member.

Agile Project Management Jim Highsmith, 1900. This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. Now one of the field's leading experts brings together all the knowledge and resources you need to use APM in your next project. Jim Highsmith shows why APM should be in every manager's toolkit thoroughly addressing the questions project managers raise about Agile approaches. He systematically introduces the five

phase APM framework then presents specific proven tools for every project participant Coverage includes Six principles of Agile Project Management *Making Sense of Agile Project Management* Charles G. Cobb, 2011-02-08 Making Sense of Agile Project Management Business Economics Project Management The essential primer to successfully implementing agile project management into an overall business strategy For a project to be truly successful its management strategy must be flexible enough to adapt to dynamic and rapidly evolving business needs Making Sense of Agile Project Management helps project managers think outside the box by presenting a deep exploration of agile principles methodologies and practices Straying from traditional bureaucratic procedures that are rigidly defined this book espouses a heavy reliance on the training and skill of collaborative cross functional teams to adapt the methodology to the problem that they are attempting to solve rather than force fitting a project to a particular methodology Making Sense of Agile Project Management Focuses on how agile project management fits with other more traditional project management models to provide a more effective strategy Includes many cases taken from real world companies illustrating good and bad agile implementation Provides coverage that is balanced and objective with discussion of both agile and non agile methodologies Making Sense of Agile Project Management employs a straightforward approach that enables project managers to grasp concepts quickly and develop adaptable management tools for creating a vibrant and fluid business environment By utilizing the principles laid out in this book business managers and leaders will strengthen their ability to meet the risks and complexities of any individual project and better understand how to blend the appropriate balance of control and agility into an overall business strategy Wild West to Agile Jim Highsmith, 2023-05-17 Wild West to Agile The evolution and revolution of software development drawn from personal experience from the Apollo moon mission to digital transformations In 2023 technology is your business no matter what your business But how did we get here and how could a historical perspective prepare us for the future Jim Highsmith tackles the evolution and revolution of software development embellishes them with personal experiences from the Apollo moon mission to modern digital transformations and introduces the adventurous pioneers from structured era developer Ken Orr to Agile methodologist Kent Beck who strived to make the world a better place by building better software Jim s six decade career has encompassed the Wild West 1966 1979 to Structured Methods and Monumental Methodologies 1980s to the Roots of Agile 1990s to the present Agile Era 2001 present In each era he explores the evolution of software development methods methodologies and mindsets Whether you are from the 1970 1980 s generation looking for an I was there too moment a newer generation interested in the evolution of software development the Agile generation interested in how Agile methodologies were born and evolved or have a general interest in information technology Wild West to Agile has something for you Jim Highsmith is the Forrest Gump of software development What made the 1994 movie so entertaining was how frequently Forrest found himself in the right spot as history was being made Unlike Forrest though Jim s actions influenced that history Mike Cohn cofounder of the Agile Alliance and the Scrum Alliance author of Succeeding with Agile If

you want to understand the shape of software development today this is the book for you If you want to understand how to navigate a turbulent career with grace author Extreme Programming Explained This entire journey beginning with the Wild West era of software development through the Agile Era to today s Digital Transformation era is entirely empowered by people Thank you Jim for sharing these beautiful stories and honoring the people that were a part of this amazing journey Heidi J Musser Vice President and CIO USAA retired I ve always felt that understanding history is important because it s hard to understand where we are unless you understand the path that we took to get here Jim s memoir is an entertaining and astute odyssey through this history Martin Fowler Chief Scientist Thoughtworks

eXtreme Project Management Douglas DeCarlo,2004-10-21 Today s new breed eXtreme projects are different They feature high speed high change high complexity high risk and high stress While traditional projects follow the classic model of ready aim fire eXtreme project managers succeed by shooting the gun and then redirecting the bullet while not losing sight of their moving target eXtreme Project Management provides a practical guide for leaders working under high risk and high pressure while producing the desired bottom line results Based on Doug DeCarlo s extensive experience in working with more than 250 project teams his eXtreme project management model is built around an integrated set of principles values skills tools and practices proven to consistently work under conditions of rapid change and uncertainty eXtreme project management is based on the premise that you don t manage the unknown the same way you manage the known It s a people centric approach to high performance that makes quality of life a fundamental part of the project venture

Wild West to Agile Jim Highsmith,2023-05-18 Wild West to Agile The evolution and revolution of software development drawn from personal experience from the Apollo moon mission to digital transformations In 2023 technology is your business no matter what your business But how did we get here and how could a historical perspective prepare us for the future Jim Highsmith tackles the evolution and revolution of software development embellishes them with personal experiences from the Apollo moon mission to modern digital transformations and introduces the adventurous pioneers from structured era developer Ken Orr to Agile methodologist Kent Beck who strived to make the world a better place by building better software Jim s six decade career has encompassed the Wild West 1966 1979 to Structured Methods and Monumental Methodologies 1980s to the Roots of Agile 1990s to the present Agile Era 2001 present In each era he explores the evolution of software development methods methodologies and mindsets Whether you are from the 1970 1980 s generation looking for an I was there too moment a newer generation interested in the evolution of software development the Agile generation interested in how Agile methodologies were born and evolved or have a general interest in information technology Wild West to Agile has something for you Jim Highsmith is the Forrest Gump of software development What made the 1994 movie so entertaining was how frequently Forrest found himself in the right spot as history was being made Unlike Forrest though Jim s actions influenced that history Mike Cohn cofounder of the Agile Alliance and the Scrum Alliance author of Succeeding with Agile If you want to understand the shape

of software development today this is the book for you If you want to understand how to navigate a turbulent career with grace author Extreme Programming Explained This entire journey beginning with the Wild West era of software development through the Agile Era to today s Digital Transformation era is entirely empowered by people Thank you Jim for sharing these beautiful stories and honoring the people that were a part of this amazing journey Heidi J Musser Vice President and CIO USAA retired I ve always felt that understanding history is important because it s hard to understand where we are unless you understand the path that we took to get here Jim s memoir is an entertaining and astute odyssey through this history Martin Fowler Chief Scientist Thoughtworks **Computerworld** ,2004-08-30 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld s award winning Web site Computerworld.com twice monthly publication focused conference series and custom research form the hub of the world s largest global IT media network McGraw-Hill Education ACP Agile Certified Practitioner Exam Klaus Nielsen,2016-03-11 Publisher s Note Products purchased from Third Party sellers are not guaranteed by the publisher for quality authenticity or access to any online entitlements included with the product We want to help you succeed on the Agile Certified Practitioner Exam McGraw Hill Agile Certified Practitioner Exam helps you prepare for this important test and earn the certification that will advance your career Written by a project manager and trainer this book provides you with the intensive review and practice that will help you achieve the results you want Covering all essential processes this book shows you how agile management theory works in practice Inside you will find hundreds of practice questions two complete practice exams and experience based tips to maximize your score You ll be able to sharpen your skills and boost your confidence and do your very best on test day Features A diagnostic test Two complete sample ACP exams 200 additional test like practice questions Practical examples that show agile management processes in the everyday workplace **The New One-Page Project Manager** Clark A. Campbell,Mick Campbell,2012-12-17 How to manage any project on just one piece of paper The New One Page Project Manager demonstrates how to efficiently and effectively communicate essential elements of a project s status The hands of a pocket watch reveal the time of day without following every spring cog and movement behind the face Similarly an OPPM template reduces any project no matter how large or complicated to a simple one page document perfect for communicating to upper management and other project stakeholders Now in its Second Edition this practical guide currently saving time and effort in thousands of organizations worldwide has itself been simplified then refined and extended to include the innovative AgileOPPM™ This Second Edition will include new material and updates including an introduction of the ground breaking AgileOPPM™ and an overview of MyOPPM™ template builder available on line Includes references throughout the book to the affiliated sections in the Project Management Body of Knowledge PMBOK Shows templates for the Project Management Office PMO This new and updated Second Edition will help you master the one page approach to both traditional project management and Agile project management PMBOK is a registered marks

of the Project Management Institute Inc **Field Guide to Project Management** David I. Cleland, 2004-07-29 Publisher
 Description *Adaptive Leadership* Jim Highsmith, 2013-11-01 Lessons from Agile's First Decade Leadership for Agile's
 Next Decade The agile software movement has now been around for a full decade As coauthor of the original Agile Manifesto
 Jim Highsmith has been at its heart since the beginning He's spent the past decade helping hundreds of organizations
 transition to agile lean When it comes to agile he's seen it all in a variety of industries worldwide Now in *Adaptive Leadership*
 he has compiled updated and extended his best writings about agile and lean methods for a management audience Highsmith
 doesn't just reveal what's working and what isn't he offers a powerful new vision for extending agility across the enterprise
 Drawing on what's been learned in application development this guide shows how to use adaptive leadership techniques to
 transform the way you deliver complete solutions whatever form they take You'll learn how enterprise agility can enable the
 ambitious organizational missions that matter most how leaders can deliver a continuous stream of value how to think
 disruptively about opportunities and how to respond quickly by creating more adaptive innovative organizations Coverage
 includes Discovering and executing new business opportunities far more quickly Delivering complete business solutions
 earlier and iterating them more often Organizing for innovation and systematically managing opportunity flow Clarifying the
 degree of strategic portfolio and operational agility you need and focusing on your highest value transformations Creating
 cultures that actually can adapt and learn Reinvigorating the roots of agile value and values Understanding IT's changing
 value proposition and retraining your people accordingly Integrating economics products and social responsibility Choosing
 metrics that guide agility not counterproductive traditional metrics Understanding the financial implications of technical debt
 Optimizing business value by doing less and guiding the process with NOT to do lists Speculating intelligently when you can't
 plan away uncertainty Customizing management to each project's needs because not all projects should be equally agile

Flexible Product Development Preston G. Smith, 2007-09-28 In this landmark book Preston Smith attributes the recent
 decline in innovation to pressure from financial markets that drives management toward rigid development approaches such
 as phased development processes Six Sigma and project office These processes have unintentionally but effectively made
 changes during development more difficult disruptive and expensive while the need for change continues at an accelerating
 pace *Flexible Product Development* is a hands on resource that provides the tools and strategies needed to restore flexibility
 to any organization and remove the obstacles that stand in the way of responsive new product development Preston Smith
 introduces approaches that can enhance development process flexibility by creating and maintaining development options
 delaying decisions and in general reducing the cost of change Step by step he explains the basics of flexible product
 development provides a broad array of flexibility enhancing tools and guides the reader in modifying the organization's values
 to embrace this new way of operating *Managing Agile Projects* Sanjiv Augustine, 2005 Your Hands On In the Trenches
 Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility

speed and value and these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager's role, and many managers have been reluctant to buy in. Now expert project manager Sanjiv Augustine introduces agility from the manager's point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today's project realities and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects. Defining a high value role for the manager in agile project environments. Refocusing on outcomes, not rigid plans, processes, or controls. Structuring and building adaptive, self-organizing, organic teams. Forming a guiding vision that aligns your team behind a common purpose. Empowering your team with the information it needs to succeed. Managing the flow of customer value from one creative stage to the next. Leveraging your team members' strengths as whole persons. Implementing full life cycle agility from planning and coding to maintenance and knowledge transfer. Customizing agile methods to your unique environment. Becoming an adaptive leader who can inspire and energize agile teams. Whether you're a technical or business manager. Managing Agile Projects gives you all the tools you need to implement agility in your environment and reap its full benefits. Managing Agile Projects is part of the Robert C. Martin series. © Copyright Pearson Education. All rights reserved.

Evaluating Project Decisions Carol L. Hoover, Mel Rosso-Llopert, Gil Taran, 2010. Effective decisions are crucial to the success of any software project, but to make better decisions, you need a better decision-making process. In *Evaluating Project Decisions*, leading project management experts introduce an innovative decision model that helps you tailor your decision-making process to systematically evaluate all of your decisions and avoid the bad choices that lead to project failure. Using a real-world case study approach, the authors show how to evaluate software project problems and situations more effectively, thoughtfully assess your alternatives, and improve the decisions you make. Drawing on their own extensive research and experience, the authors bridge software engineering theory and practice, offering guidance that is both well-grounded and actionable. They present dozens of detailed examples from both successful and unsuccessful projects, illustrating what to do and what not to do. *Evaluating Project Decisions* will help you to analyze your options and ultimately make better decisions at every stage in your project, including Requirements Elicitation, description, verification, validation, negotiation, contracting, and management over the software life cycle. Estimates Conceptual solution, design, decomposition, resource, and overhead allocation, estimate construction, and change management. Planning: Defining objectives, policies, and scope; planning tasks, milestones, schedules, budgets, staff, and other resources; and managing projects against plans. Product: Proper product definition, development, process management, QA, configuration management, delivery, installation, training, and field service. Process: Defining, selecting, understanding, teaching, and measuring processes; evaluating process performance; and process improvement or optimization. In addition, you will see how to evaluate decisions related to risk, people, stakeholder

expectations and global development Simply put you ll use what you learn here on every project in any industry whatever your goals and for projects of any duration size or type

Crystal Clear Alistair Cockburn, 2005 Author Alistair Cockburn distills the secrets shared by successful small teams on what works and doesn t work in their development processes The result is Crystal Clear a new Agile LL2 methodology designed to help teams with two to eight members develop and release more functional software faster

Adaptive Software Development Jim Highsmith, 2013-07-15 This is the digital version of the printed book Copyright 2000 Winner of the 2001 Software Development Jolt Product Excellence Award This innovative text offers a practical realistic approach to managing high speed high change software development projects Consultant James A Highsmith shows readers how to increase collaboration and adapt to uncertainty Many organizations start high speed high change projects without knowing how to do them and even worse without knowing they don t know Successful completion of these projects is often at the expense of the project team Adaptive Software Development emphasizes an adaptive collaborative approach to software development The concepts allow developers to scale up rapid application development and extreme programming approaches for use on larger more complex projects The four goals of the book are to support an adaptive culture or mindset in which change and uncertainty are assumed to be the natural state not a false expectation of order introduce frameworks to guide the iterative process of managing change institute collaboration the interaction of people on three levels interpersonal cultural and structural add rigor and discipline to the RAD approach making it scalable to the uncertainty and complexity of real life undertakings

Clean Agile Robert C. Martin, 2019-09-12 Agile Values and Principles for a New Generation In the journey to all things Agile Uncle Bob has been there done that and has the both the t shirt and the scars to show for it This delightful book is part history part personal stories and all wisdom If you want to understand what Agile is and how it came to be this is the book for you Grady Booch Bob s frustration colors every sentence of Clean Agile but it s a justified frustration What is in the world of Agile development is nothing compared to what could be This book is Bob s perspective on what to focus on to get to that what could be And he s been there so it s worth listening Kent Beck It s good to read Uncle Bob s take on Agile Whether just beginning or a seasoned Agilista you would do well to read this book I agree with almost all of it It s just some of the parts make me realize my own shortcomings dammit It made me double check our code coverage 85 09% Jon Kern Nearly twenty years after the Agile Manifesto was first presented the legendary Robert C Martin Uncle Bob reintroduces Agile values and principles for a new generation programmers and nonprogrammers alike Martin author of Clean Code and other highly influential software development guides was there at Agile s founding Now in Clean Agile Back to Basics he strips away misunderstandings and distractions that over the years have made it harder to use Agile than was originally intended Martin describes what Agile is in no uncertain terms a small discipline that helps small teams manage small projects with huge implications because every big project is comprised of many small projects Drawing on his fifty years experience with projects of every conceivable type he

shows how Agile can help you bring true professionalism to software development Get back to the basics what Agile is was and should always be Understand the origins and proper practice of SCRUM Master essential business facing Agile practices from small releases and acceptance tests to whole team communication Explore Agile team members relationships with each other and with their product Rediscover indispensable Agile technical practices TDD refactoring simple design and pair programming Understand the central roles values and craftsmanship play in your Agile team s success If you want Agile s true benefits there are no shortcuts You need to do Agile right Clean Agile Back to Basics will show you how whether you re a developer tester manager project manager or customer Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **American Book Publishing Record** ,2004

Reviewing **Agile Project Management Creating Innovative Products Jim Highsmith**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Agile Project Management Creating Innovative Products Jim Highsmith**," an enthralling opus penned by a highly acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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