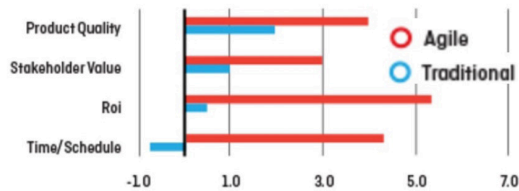


## Why These Sessions are Important to You

Agile project management works. It's been proven by survey after survey to increase project success rates for projects, especially those with high levels of uncertainty in how to satisfy the business needs. Success rates in one 2013 survey across industries showed that Agile was successful 64% of the time, while traditionally-managed projects were successful less than half the time (49%).

### Agile vs Traditional Project Management



*Ambysoft's 2013 survey, 173 respondents across industries, ranking Agile and Traditional methods from -10 to 10. Source: <http://clearcode.cc/2014/12/agile-vs-waterfall-method/>*

However, with this success in Agile project management has come an explosion in variants and new hybrid methodologies. No Agile project looks the same or applies all principles or frameworks the same way. Often these adaptations of Agile are driven by the organizational structure, politics, vendor preference, levels of education and understanding of Agile, and market realities. To help you meet the challenges of this new project environment, this course will arm you with the understanding, principles, past examples, and experiences to confidently ensure you get the most value out of your projects.

## Case for Agile Project Management

Agile project management is often overly simplified as the project management practice of varying scope. This simplification loses the emphasis on the true benefits of Agile which are speed, innovation, leadership, control, and scale. Proof that Agile can deliver these benefits in even the most complex environments is shown in its history:

Agile project management can trace its roots back to World War II, when Kelly Johnson formed "Skunkworks" within Lockheed Martin. Kelly used his 14 Rules of Management to run Skunkworks and create the world's first fighter jet, the P-80, in just 143 days. Kelly Johnson's 14 Rules of Management mirror the Agile Manifesto and its 12 Principles, which promote:

- Cross-Functional, Self-Directed Teams
- Response to Change with Minimal Reports
- Collaboration between Owner and Vendor
- Incremental (and Iterative) Development

All modern Agile project management frameworks draw on these lessons from Kelly Johnson's work. Other influences include Total Quality Management (TQM), Lean Six Sigma (LSS), and the Theory of Constraints (TOC).

These approaches can appear to be very different, but at their core is the same driving purpose: to improve project impacts on the organization. Emphasizing the value of the project's output over its cost efficiency, understanding that speed and innovation change the value of that output, and that the most important organizational resources are its people and its customer relationships. Companies that are embracing these principles continue to set record earnings and stock prices (e.g. AMZN, APPL, Netflix); and those that ignore them find themselves unable to compete.

## Mastering Agile Project Management A Short Course Series



### Earn your Competitive Advantage with a Completion Certificate in Agile Project Management

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## Description

These five sessions on "Mastering Agile Project Management" will train participants how to extract more value from their projects using Agile principles across industries and organizations. Each of the sessions focuses on a unique benefit of Agile (speed, innovation, leadership, control, and scale). Through instruction, exercises, and workshops, attendees will learn how to apply those principles in Agile and Hybrid (Traditional + Agile) methodologies.

## Target Audience

Project and Program Managers, technical staff and other project team participants.

## PDUs

4 per session

## Costs

\$95 per session

## Locations

Southern Maryland Higher Education Center (SMHEC)  
44219 Airport Road  
California, MD 20619  
Building One, Room 123  
Parking: free, outside building

University of Maryland (UMD)  
Jeong H. Kim Engineering Building  
8228 Paint Branch Dr.  
College Park, MD 20742  
Kay Boardroom (1st Floor)  
Parking: free in Lot 11b

## Contacts

For more information contact:  
[events@pmisomd.org](mailto:events@pmisomd.org) or [kfrankle@umd.edu](mailto:kfrankle@umd.edu)

## Registration

Register at [pmisomd.org](http://pmisomd.org)

## Session 1: Speed

Speed is by far the most sought-after benefit of Agile. First mover advantages, the economic cost of delays, and the enabling effect on innovation drive the search for speed. Agile offers the fastest means of attaining speed: managing scope. But beyond the hype over scope management, there are key principles of non-traditional task management that ensure the scope chosen is delivered as efficiently as possible. Methods such as a Kanban boards to limit work-in-progress (WIP), and using timeboxes with backlogs can reduce delays from working with integrated master schedules (IMS). This session educates on both planning and work efficiencies that can drive speed into any project.

*Concepts: timeboxes, buffer propagation theory, task variance, multi-tasking, priorities & Pareto*

Friday, Feb. 9, 2018      Tuesday, Feb. 13, 2018  
SMHEC 8AM-Noon      UMD 5-9 PM

## Session 2: Innovation

If speed is the primary focus of leading companies, innovation differentiates the products produced. Innovation can enable speed and vice versa, through a learning cycle where faster delivery leads to faster feedback for learning; and learning leads to faster, simpler solutions for speed. But beyond the emphasis on fast iterative development, there are the practices that create structure and space for innovation in Agile that are missing from traditional management. Solutioning focuses on business capabilities, not technical scope. Cross-functional teams provide wide-band input on business needs and capability solutions to improve design through diversity. And timeboxes provide the space to enable teams to spend time solutioning.

*Concepts: knowledge gap, capability vs. scope, paradox of structure, test-driven development*

Tuesday, Feb. 27, 2018      Friday, March 9, 2018  
UMD 5:00-9:00 PM      SMHEC 8 AM-Noon



## Session 3: Leadership

Where Agile challenges many project managers is in the realm of leadership. Styles of command-control are no longer effective even for the most conservative organizations. But Agile takes self-empowerment to new levels and challenges traditional beliefs in what leadership means. Leadership that enables, empowers, and puts the team in the role of being responsible for delivery requires the project manager to be a facilitator, not the dictator or even the sage. Facilitating leadership acts like a supercharger to the Agile process, turn one internally motivated and critically thinking mind into many; and driving speed and innovation through leveraging all talents on the team. At the heart of these processes are decision making, tasking, and continuous improvement that must be well facilitated to create a sustainable and adaptable team.

*Concepts: self-organizing teams, facilitating leadership, decision science, continuous improvement*

Tuesday, Mar 20, 2018      Friday, April 6, 2018  
UMD, 5-9 PM      SMHEC 8 AM-Noon

## Session 4: Control

Agile provides more control than Traditional management. Transparency with daily standup meetings, validation with regular deliveries of working product, and the ability to re-direct efforts based feedback at regular intervals. These levers of control far exceed traditional management methods of earned value management (EVM), which relies on estimates and no changes in scope. The key to unlocking the control potential is to learn what to manage, and how to measure it. The answer varies across levels of management, separating the concerns between the organization and the team. For the organization, the focus is on what capabilities are delivered and how to measure return on investment (ROI) capabilities provide. For teams, it's a focus on team velocity and how to ensure its measurement is useful for diagnosing internal and external productivity constraints.

*Concepts: team velocity, process improvement, EVM, earned capabilities, portfolio management*

Tuesday, April 10, 2018      Friday, May 4, 2018  
UMD, 5-9 PM      SMHEC 8 AM-Noon

## Session 5: Scale

Scaling Agile projects over time and multiple teams requires new approaches to engineering and coordination, unlocking the potential to scale organizations with stability. Agile offers methods for ensuring team sustainability through timeboxes and continuous improvement, integrating efforts through vertical and service-oriented architectures, and maximizing efficiencies for support teams through lean-scaling. Methods of delivering just-in-time and the use of automating communication offer new levels of productivity when coordinating teams with shared resources. Agile practices such as cross-training, component reuse, and sprint reviews drive sharing across otherwise siloed teams. And the overall practice of continuous integration and delivery (CI/CD) forces teams across product lifecycle to interact and consider up- and down-stream implications.

*Concepts: team sustainability, agile systems engineering, support teams, integration and testing*

Tuesday, April 24, 2018      Friday, June 1, 2018  
UMD, 5-9 PM      SMHEC 8 AM-Noon