Agile Almanac
Book 1: Single-Team Projects and Exam Prep

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Agile From a PMP®'s Perspective

Chapter Highlights

In this chapter we describe how Lean principles evolved into Agile Project Management practices. We will highlight important Agile principles that impact every organization – commercial, industrial, governmental and institutional – and need to be understood in order to assess the value of agility in their environment.

Two Quick, Familiar Analogies

Years of teaching experience have shown that sharing quick, familiar examples helps students create useful mental maps as they study Agile Project Management in greater depth. Let's use building a jigsaw puzzle and also a shopping center as examples of Agile thinking being applied in situations familiar to you.

Assembling a Jigsaw Puzzle

Imagine for a moment that you and three friends decide to assemble a jigsaw puzzle. In many ways, Project Management often feels like this. The first step is to define the project objective. In this case, the objective is to assemble a 1,000-piece puzzle of a Space Shuttle Launch. You clarify the understanding of the objective by propping up the lid from the puzzle box so everyone can see a clear picture of the desired final result. In Traditional Project Management this activity would be called creating the Project Charter, while the same activities in Agile would be considered defining the Product Vision. By the way, a side objective that often goes unspoken is to finish successfully and remain
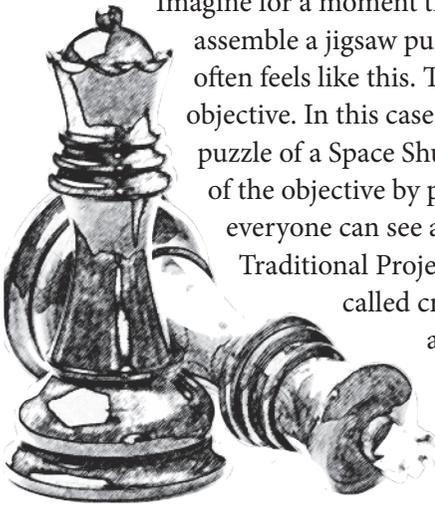
Chapter Close-Out

This section of the book is of particular interest to practitioners who are preparing to take the PMI-ACP® exam. Use the quiz and other exercises and challenges to improve your retention and recall of the material covered in this chapter.

Practice Test

1.   When the Team clarifies the project objective and the desired final result, in Traditional Project Management it is called creating the _____ while the same activities in Agile are called defining the _____.

   A. Project Requirements and Product Specifications
   B. Project Specifications and Product Requirements
   C. Project Charter and Product Vision
   D. Project Vision and Product Charter

2.   When the Team initiates a repetitive cyclical process to make choices and define the final objective of the project in Agile Project Management, the timeboxes in the cycle are called a (n) _____.

   A. Iteration or Sprint
   B. Milestone
   C. Phase or Stage
   D. Release

3.   When the Team completes the work of a specific timebox, the result is called a (n) _____.

   A. Minimal Marketable Feature
   B. Blueprint or Design
   C. Customer Shippable Product
   D. Potentially Shippable Product

4. There are two key characteristics that make planning Agile. One of those factors is:

    A. Spending time carefully planning in order to manage inevitable changes.
    B. Balancing resource consumption against the certainty that the plan is going to change.
    C. Using Lean practices to reduce unavoidable waste.
    D. Applying Rolling Wave Progressive Elaboration in a robust and meaningful way.

5. An often-overlooked reality of today's competitive marketplace is:

    A. An almost unimaginable uncertainty in project management due to budget cuts.
    B. The unavoidable truth that organizations competing for tax dollars or consumer dollars must face each other.
    C. That some constituents and customers have had their expectations conditioned by the Internet, Amazon, Facebook and Google.
    D. The constantly increasing rate of technological capabilities is driving almost unimaginable levels of complexity into every project.

6. Iterative development techniques were being employed _____ Lean principles were developed.

    A. While Agile and
    B. Before
    C. After
    D. While best practices from the *PMBOK® Guide* and

7. The highest-level structure or philosophical foundation of a project management lexicon is called a _____.

   A. Methodology
   B. Frameworks
   C. Best Practice
   D. Process or Protocol

8. The core purpose of project management is to _____ _____.

   A. Provide accurate estimates.
   B. Develop accurate plans and reports.
   C. Aid and support stakeholder decision-making.
   D. Create a competitive advantage by efficient delivery of customer solutions.

9. Technology-driven process change means that exploration and experimentation has been altered so that _____ _____.

   A. Discovering solutions is both more effective and less costly.
   B. Discovering solutions is more effective and somewhat more costly.
   C. Discovering solutions is both more efficient and less costly.
   D. Discovering solutions is more efficient and somewhat more costly.

10. The Agile value proposition says that sustainable advantage comes from _____.

   A. Disruptive innovation.
   B. Discovering effective solutions quickly.
   C. Systematic innovation.
   D. Developing solutions that are cost effective.

Fill-in-the-Blank Challenge

1. In Traditional approaches, activities to clarify the project objective would be called creating the _____ while the same activities in Agile would be called defining the Product Vision.

2. In Agile Project Management the Team uses a Stand-up Meeting to stay synchronized while the same activities in Traditional would be called a _____.

3. In Agile Project Management each Iteration or Sprint delivers an expected result be called a _____.

4. The decision to accept or reject the Iteration's result is either a formal or informal _____ process depending on the situational requirements.

5. In addition to balancing resource consumption against the certainty that the plan will change, the second trait that makes planning and project management Agile is embracing change _____ _____ .

6. Iterative development techniques were being employed _____ _____ were developed or the Agile movement began.

7. The core purpose of project management is to _____ _____!

8. In a nutshell, the Agile value proposition says sustainable advantage comes from _____.

9. Projects being managed with a combination of Traditional and Agile practices or with a combination of practices from multiple Agile frameworks are called _____.

10. The PMI report, "Pulse of the Profession In-depth Report, Organizational Agility 2012" revealed that "Highly agile organizations are _____ increased success with their new initiatives as their counterparts with low agility."

Terminology Matching Exercise

In the blank column to the left of the Term, fill in the letter that identifies the correct Definition or Description.

	TERM		DEFINITION / DESCRIPTION
	1. Iron Triangle	A	Person who said, "To improve is to change; to be perfect is to change often!"
	2. Hybrid Projects	B	Person who said, "It is better to be roughly right than precisely wrong!"
	3. John Maynard Keynes	C	The "container" that holds the various processes, practices and protocols that define how to initiate, manage, organize, fund and report about the project.
	4. Methodology	D	Projects managed using both Traditional and Agile practices or practices from multiple Agile frameworks
	5. Framework	E	Potentially Shippable Product
	6. Winston Churchill	F	Person who said, "No plan survives contact with the enemy!"
	7. Helmuth Graf von Moltke	G	A core Lean principles that drives both Agile and Traditional Project Management best practices
	8. Expected result	H	A philosophical foundation to contain Frameworks, sometimes referred to as Extensions
	9. Waste reduction	I	Iteration or Sprint
	10. Agile timebox	J	The constraints of time, cost, and scope

Answers – Practice Test

1. **C.** When the Team clarifies the project objective and the desired final result, in Traditional Project Management it is called creating the Project Charter while the same activities in Agile are called defining the Product Vision.

2. **A.** When the Team initiates a repetitive cyclical process to make choices and define the final objective of the project in Agile Project Management the timeboxes in the cycle are called an Iteration or Sprint.

3. **D.** When the Team completes the work of a specific timebox the result is called a Potentially Shippable Product.

4. **B.** There are two key characteristics that make planning Agile. One of those factors is balancing resource consumption against the certainty that the plan is going to change.

5. **D.** An often-overlooked reality of today's competitive marketplace is the constantly increasing rate of technological capabilities is driving almost unimaginable levels of complexity into every project.

6. **B.** Iterative development techniques were being employed before Lean principles were developed.

7. **A.** The highest-level structure or philosophical foundation of a project management lexicon is called a Methodology.

8. **C.** The core purpose of project management is to aid and support stakeholder decision-making.

9. **A.** Technology-driven process change means that exploration and experimentation has been altered so that discovering solutions is both more effective and less costly.

10. **C.** The Agile value proposition says that sustainable advantage comes from systematic innovation.

Answers – Fill-in-the-Blank Challenge

1. In Traditional approaches, activities to clarify the project objective would be called creating the **PROJECT CHARTER** while the same activities in Agile would be called defining the Product Vision.

2. In Agile Project Management the Team uses a Stand-up Meeting to stay synchronized while the same activities in Traditional would be called a **STATUS MEETING.**

3. In Agile Project Management each Iteration or Sprint delivers an expected result be called a **POTENTIALLY SHIPPABLE PRODUCT.**

4. The decision to accept or reject the Iteration's result is either a formal or informal **TEST-DRIVEN DEVELOPMENT (TDD)** process depending on the situational requirements.

5. In addition to balancing resource consumption against the certainty that the plan will change, the second trait that makes planning and project management Agile is embracing change **DRIVEN BY NEW KNOWLEDGE OR TO AVOID A PROBLEM.**

6. Iterative development techniques were being employed **BEFORE LEAN PRINCIPLES** were developed or the Agile movement began.

7. The core purpose of project management is to **AID AND SUPPORT STAKEHOLDER DECISION-MAKING!**

8. In a nutshell, the Agile value proposition says sustainable advantage comes from **SYSTEMATIC INNOVATION.**

9. Projects being managed with a combination of Traditional and Agile practices or with a combination of practices from multiple Agile frameworks are called **HYBRID.**

10. The PMI® report, "Pulse of the Profession In-depth Report, Organizational Agility 2012" revealed that "Highly agile organizations are **TWICE AS LIKELY TO SEE** increased success with their new initiatives as their counterparts with low agility."

Answers – Terminology Matching

1:J, 2:D, 3:B, 4:H, 5:C, 6:A, 7:F, 8:E, 9:G, 10:I

Chapter End Notes

[3]German Field Marshal Helmuth Graf von Moltke (1800 – 1891) was chief of staff for the Prussian Army and is revered as one of the great military strategists of the latter 19th century.

[4]William Edwards Deming (October 14, 1900 – December 20, 1993) is perhaps best known for his work in Japan. He taught how to improve product quality through the application of statistical methods. Deming made a significant contribution to Japan's later reputation for innovative high-quality products. Despite being a hero in Japan, he was only beginning to be recognized in the U.S. at the time of his death.

[5]Goldratt, E. M., *Critical Chain*. Great Barrington, MA: The North River Press (1997) and *Theory of Constraints*. Great Barrington, MA: The North River Press (1999).

[6]Goldratt, E. M. (1997). *Critical Chain*. Great Barrington, MA: The North River Press.

[7]Steven Paul "Steve" Jobs (February 24, 1955 – October 5, 2011) was a visionary widely recognized as a charismatic pioneer of the personal computer revolution. He was co-founder, chairman, and chief executive officer of Apple Inc.

[8]See for example *CHAOS 2009 Report Summary*, Boston, MA, April 23, 2009, The Standish Group International, Inc. (www.standishgroup.com)

[9]*Built to Last: Successful Habits of Visionary Companies* by Jim Collins and Jerry I. Porras, HarperBusiness, November 2, 2004

Agile Project Management and Lean Principles

In the previous chapter, two quick, familiar examples were used to describe Agile Project Management. In this chapter, a more complete discussion of the Agile Lexicon, the *Agile Manifesto,* and the *Principles behind the Agile Manifesto* (commonly called "The 12 Principles") will be covered.

It will include an overview of Agile's Micro-Dynamic Workflow and the Micro-Dynamic Work Practices that are used, in common, by many of the Agile Frameworks. Those work practices include such things as Minimal Marketable Features (MMFs), Value-Driven Deliverables, Test Driven Development (TDD), Operational Ceremonies, Actionable Reports, Osmotic Communication and Agile Leadership.

Agile Lexicon – Methodologies, Frameworks and Processes

A key point to be aware of is that the lexicon used in this book is the most common taxonomy of *methodologies, frameworks,* and *processes.* However, it is important to note that unlike Traditional Project Management that has the authoritative PMBOK® Guide, there are no similar governing standards in the Agile sphere at this time. It is not unreasonable to expect that standards for Agile will become part of the *PMBOK® Guide* over time. The *PMBOK® Guide Fifth Edition* already includes some Agile content and it is likely the *PMBOK® Guide Sixth Edition* will contain significantly more.
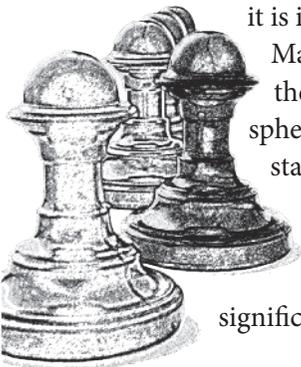
Chapter Close-Out

Practice Test

1. The foundation for organizing Agile Frameworks can be described as _____.

   A. Processes
   B. Approaches
   C. Methodologies
   D. Philosophies

2. _____ are context-specific foundations that have a set of Processes that are used to execute work in a defined way.

   A. Frameworks
   B. Processes
   C. Methodologies
   D. Philosophies

3. Practical "how to" protocols used to direct things like sponsoring, organizing, funding, and controlling solution development can be described as _____.

   A. Frameworks
   B. Processes
   C. Methodologies
   D. Philosophies

4. The person who prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack is the
_____.

A. Project Manager

B. Scrum Master

C. Sponsor

D. Customer-Proxy

5. During Iteration planning, the _____ creates the Reciprocal Commitment.

A. Soft Commitment

B. Hard Commitment

C. Signed contracts

D. Iteration Backlog

6. A _____ is a product-centric meeting where any interested or impacted Stakeholder can come and see what was just finished.

A. Stakeholder Workshop

B. Daily Stand-Up

C. Review Meeting

D. Retrospective Meeting

7. A process-centric meeting where the Team, with nobody else present, talks about the development process is called the _____.

A. Stakeholder Workshop

B. Daily Stand-Up

C. Review Meeting

D. Retrospective Meeting

8. _____ refers to the concept of how unknown facets of a problem decrease over time.

    A. Iterative Development
    B. Cone of Uncertainty
    C. Progressive Elaboration
    D. Rolling Wave Planning

9. _____ are defined as the smallest set of features that provide enough functionality to fulfills the customer's expectations.

    A. Minimal Marketable Features
    B. Contract Requirements
    C. Minimal Marketable Specifications
    D. Minimal Elicited Features

10. A process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service is called _____.

    A. Roadmap Planning
    B. Logic Network Diagramming
    C. Value Stream Mapping
    D. Participatory Decision Making

11. The Team creates a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects. This is called the _____.

    A. Project Data Sheet
    B. Product Vision Box
    C. Project Vision Box
    D. Product Data Sheet

12. A _____ presents a project's objectives in a one-page summary of the key objectives and capabilities.

    A. Project Data Sheet
    B. Product Vision Box
    C. Project Vision Box
    D. Product Data Sheet

13. A simple tool used to communicate how to handle the unavoidable tradeoffs that will arise during solution development is called a _____.

    A. Project Data Matrix
    B. Product Flexibility Grid
    C. Project Flexibility Matrix
    D. Flexibility Matrix

14. A four-step process that begins with creating a well-defined test, then invoking an operation to take the test is referred to as a _____.

    A. QA/QC Planning
    B. Regression Testing
    C. TDD
    D. Product Refactoring

15. A(n) _____is an uncomplicated way to prioritized a collection of short descriptions of features, functions and capabilities.

    A. Product Backlog
    B. Feature List
    C. Elevator statement
    D. Iteration Backlog

16. The specific subset of Product Backlog items the Team has committed to develop is referred to as a(n) _____.

    A. Product Backlog
    B. Feature List
    C. Elevator statement
    D. Iteration Backlog

17. _____ is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

    A. Roadmap Planning
    B. Release Planning
    C. Backlog Grooming
    D. Iteration Grooming

18. A meeting held primarily to synchronize the team members' activities is called a _____.

    A. Demonstration Meeting
    B. Daily Meeting
    C. Review Meeting
    D. Retrospective Meeting

19. A meeting where any interested stakeholder can offer insights and concerns is called a _____.

    A. Demonstration Meeting
    B. Daily Meeting
    C. Review Meeting
    D. Retrospective Meeting

20. _____ is the definition of all the activities to finish and tests to fulfill before the work is complete.

   A. Refactoring
   B. Definition of Done
   C. Acceptance Criteria
   D. Conditions of Satisfaction

21. A meeting where the Team identifies how it can improve its process of creating Potentially Shippable Products is called a _____.

   A. Demonstration Meeting
   B. Daily Meeting
   C. Review Meeting
   D. Retrospective Meeting

22. An information radiator that shows the work remaining, like number of Story Points in the Iteration is called a (n) _____.

   A. Agile Report
   B. Burn-down Chart
   C. Burn-up Chart
   D. Visual Control

23. A visual control that shows the work completed, usually in terms of completed Iterations is called a (n) _____.

   A. Information Radiator
   B. Burn-down Chart
   C. Burn-up Chart
   D. Agile Report

24. An Agile report that is a visible display of the current work status, typically in the project workspace is called a (n) _____.

   A. Information Radiator
   B. Burn-down Chart
   C. Burn-up Chart
   D. Visual Control

25. An Agile report that uses a visual signal card as a tool for managing the production process is called a (n) _____.

   A. Information Radiator
   B. Burn-down Chart
   C. Burn-up Chart
   D. Visual Control

26. An information radiator that contains a collection of User Stories describing specific deliverables is called a (n) _____.

   A. Burn-down Chart
   B. Story Board
   C. Burn-up Chart
   D. Task Board

27. An information radiator that contains high-granularity descriptions of the work that must be completed in order to develop User Stories is called a (n) _____.

   A. Burn-down Chart
   B. Story Board
   C. Burn-up Chart
   D. Task Board

28. A philosophy that emphasizes awareness, listening, and relationship building as the path to creating value is called
_____.

A. Servant Leadership
B. Serving Leaders
C. Leadership Service
D. Agile Leadership

29. The condition when team members feel support for each individual as they work through the productive tension is called
_____.

A. Osmotic Communication
B. Personal Integrity
C. Personal Safety
D. Disagree and Commit

30. When team members pick up pieces of information from conversations occurring near them and link that information to insights it is called _____.

A. Osmotic Communication
B. Personal Integrity
C. Personal Safety
D. Disagree and Commit

Answers – Practice Test

1. **C.** The foundation for organizing Agile Frameworks can be described as **METHODOLOGIES.**

    Methodologies provide the philosophical foundation for organizing Frameworks. In project management the two dominant choices are Traditional, as embodied in the PMBOK® Guide, and Agile. Methodologies contain and define various Frameworks as context-specific logical foundations.

2. **A. FRAMEWORKS** are context-specific foundations that have a set of Processes that are used to execute work in a defined way.

    Frameworks are context-specific foundations created to support particular industry settings, such as aerospace or automotive, or particular categories of activities, such as software or product development. Frameworks have a set of Processes used to execute work in a defined way.

3. **B.** Practical "how to" protocols used to direct things like sponsoring, organizing, funding, and controlling solution development can be described as **PROCESSES.**

    Processes are practical "how to" protocols used to direct things like sponsoring, organizing, funding, and controlling solution development projects. The Processes guide work to follow or align with context-specific best practices.

4. **D.** The person who prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack, is the **CUSTOMER-PROXY.**

    The Customer-Proxy prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack. The idea is that the Customer-Proxy will continuously groom the Backlog. This sorting process is an important step that precedes the planning session and occurs at the beginning of each Iteration or Sprint.

5. **B.** During Iteration planning, the **HARD COMMIT** creates the Reciprocal Commitment.

   The Hard Commit creates the Reciprocal Commitment. During Step One of Iteration planning the Team makes the "Soft Commit" meaning they think they can fulfill the proposed Iteration Backlog." In Step Two, after some analysis, if they are confident they can do it, they make the "Hard Commit."

6. **C. A REVIEW MEETING** is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished.

   The Review Meeting is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished as the next piece of the project puzzle. They give feedback and ask questions that produce actionable insight for the Customer-Proxy to use to groom the Product Backlog.

7. **D.** A process-centric meeting where the Team, with nobody else present, talks about the development process is called the **RETROSPECTIVE MEETING.**

   The Retrospective Meeting is a process-centric meeting where the Team, with nobody else present, talks about the development process. It is the application of the Lean principle of continuous improvement.

8. **B. CONE OF UNCERTAINTY** refers to the concept of how unknown facets of a problem decrease over time.

   Cone of uncertainty refers to the concept of how unknown facets of a problem decrease over time as customers traverse through an unavoidable, ambiguous process where discovery and learning occur.

9. **A. MINIMAL MARKETABLE FEATURES** are defined as the smallest set of features that provide enough functionality to fulfill the customer's expectations.

   Minimum Marketable Features are defined as the smallest set of features that provide enough functionality to fulfill the customer's expectations and create a desired level of engagement (i.e., consumer purchases or constituent votes).

10. **C.** A process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service is called **VALUE STREAM MAPPING.**

Value Stream Mapping is defined as a process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service to the customer in order to reduce the total time required from the beginning to end of the production stream without taking shortcuts at the expense of future opportunities.

11. **B.** When the Team creates a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects. This is called the **PRODUCT VISION BOX.**

Product vision boxes are a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects from the product. The content is expressed in end user language and not techno-jargon.

12. **A. A PROJECT DATA SHEET** presents a project's objectives in a one-page summary of the key objectives and capabilities.

Project data sheets (PDS) capture a project's objectives in a one-page summary of the key objectives, capabilities, and information needed to understand the purpose and progress of the project. The PDS is a minimalist document.

13. **D.** A simple tool used to communicate how to handle the unavoidable tradeoffs that will arise during solution development is called a **FLEXIBILITY MATRIX.**

Flexibility Matrices are a simple tool that help the Customer-proxy communicate to the Team how to handle the unavoidable tradeoffs that will arise during solution development. The matrix clarifies which constraints are flexible and which are not, hence the name. It is a top-level decision-making tool for guiding tradeoff decisions when resource, time, or cost conflicts arise during execution.

14. **C**. A four-step process that begins with creating a well-defined test then invoking an operation to take the test is referred to as a **TDD (TEST-DRIVEN DEVELOPMENT)**

    Test-driven development (TDD) is a four-step process that begins with creating a well-defined test, invoking an operation to take the test and having a "fail" outcome, followed by doing something to change the operation, and finally invoking the modified operation to take the test and having a "pass" outcome.

15. **A. A PRODUCT BACKLOG** is an uncomplicated way to prioritize a collection of short descriptions of features, functions and capabilities.

    Product Backlogs are a prioritized collection of short descriptions of features, functions and capabilities included in the solution being developed.

16. **D.** The specific subset of Product Backlog items the Team has committed to develop is referred to as an **ITERATION BACKLOG.**

    Iteration Backlogs are the specific subset of Product Backlog items the Team has committed to develop in a particular timebox period. Once the specific subset of items for the Iteration Backlog are agreed upon and fully committed to, they are not changed.

17. **C. BACKLOG GROOMING** is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

    Backlog Grooming, sometimes referred to as Backlog Management, is a process that prioritizes and clarifies Backlog items as they move from the long-term edge of the time horizon into a time horizon that is more near-term.

18. **B.** A meeting held primarily to synchronize the team members' activities is called a **DAILY MEETING.**

    Daily Meetings are held primarily to synchronize the team members' activities and secondarily, to provide information for reporting work progress towards the Iteration Goal. The Daily Meeting is sometimes referred to as a Daily Stand-up or Scrum meeting.

19. **C.** A meeting where any interested stakeholder can offer insights and concerns is called a **REVIEW MEETING.**

    Review Meetings are product-centric meetings where any interested stakeholder can offer insights and concerns about the deliverables, as well as considerations for future enhancements.

20. **B. DEFINITION OF DONE** is the definition of all the activities to finish and tests to fulfill before the work is complete.

    Definition of Done is the definition of all the activities to finish and tests to fulfill before a Story or Task is considered complete. It is an agreement between the Team and Customer-Proxy appropriate to the context of a project.

21. **D.** A meeting where the Team identifies how it can improve its process of creating Potentially Shippable Products is called a **RETROSPECTIVE MEETING.**

    Retrospective Meetings are process-centric meetings where the Team identifies how it can improve its process of creating Potentially Shippable Products. Typically, the Review Meeting and the Retrospective Meeting are the first and second halves of a single day for the Team. The Team and possibly the Customer-proxy, but no one else, attend the Retrospective Meeting.

22. **B.** An information radiator that shows the work remaining, like number of Story Points in the Iteration, is called a **BURN-DOWN CHART.**

    Burn-Down Charts show the work remaining, like number of Story Points in the Iteration. Burn-Down charts are used most often to reflect the results of the Team's daily meeting.

23. **C.** A visual control that shows the work completed, usually in terms of completed Iterations, is called a **BURN-UP CHART.**

    Burn-Up charts show the work completed, usually in terms of completed Iterations in the Release. Burn-Up charts are used to show progress completing features, functions, and capabilities so the probability of on-time delivery of the Release can be assessed.

24. **A.** An Agile report that is a visible display of the current work status, typically in the project workspace, is called an **INFORMATION RADIATOR.**

    Information radiators are a visible display of the current work status, typically in the project workspace, that consolidates key information so stakeholders can evaluate it.

25. **D.** An Agile report that uses a visual signal card as a tool for managing the production process is called a **VISUAL CONTROL.**

    Visual Controls are a Lean manufacturing practice that uses a visual signal card as a tool for managing the production process. In Agile reporting, teams display current work status information as a visual control.

26. **B.** An information radiator that contains a collection of User Stories describing specific deliverables is called a **STORY BOARD.**

    Story Boards contain a collection of User Stories describing specific deliverables with medium-level granularity detailed to support effective Iteration planning.

27. **D.** An information radiator containing high-granularity descriptions of the work that must be completed in order to develop User Stories is called a **TASK BOARD.**

    Task Boards hold a collection of cards with high-granularity descriptions of the work that must be completed in order to develop User Stories that are committed for completion during the current Iteration.

28. **A.** A philosophy that emphasizes awareness, listening, and relationship building as the path to creating value is called **SERVANT LEADERSHIP.**

    Servant leadership is a philosophy that emphasizes awareness, listening, persuasion, relationship building, and commitment to others' growth, as the path to creating value. Servant leadership is embodied in practices such as embracing the energy and intelligence of others, developing colleagues, influencing teams, and inverting the power-pyramid.

29.   **C.** The condition when team members feel support for each individual as they work through the productive tension is called **PERSONAL SAFETY.**

Personal safety is when team members feel support for each individual as they work through the productive tension and respectful disagreements that accompany developing solutions to complex problems when uncertainty is unavoidable.

30.   **A.** When team members pick up pieces of information from conversations occurring near them and link that information to insights it is called **OSMOTIC COMMUNICATION.**

Osmotic communication means team members pick up pieces of information from conversations occurring near them and link that information to insights they can contribute to the discussion. The name is drawn from the perception that the relevant information was acquired in a fashion similar to minerals dissolving into a solution by osmosis.

30. ~~When team members pick up pieces of information and link that information to insights they can contribute to the discussion, it is called **OSMOTIC COMMUNICATION.**~~

   ~~Osmotic communication means team members pick up pieces of information from conversations occurring near them and link that information to insights they can contribute to the discussion. The name is drawn from the perception that the relevant information was acquired in a fashion similar to minerals dissolving into a solution by osmosis.~~

~~Answers – Terminology Matching~~

~~1:I, 2:D, 3:M, 4:B, 5:C, 6:H, 7:F, 8: G, 9:K, 10:A, 11:J, 12:N, 13:L, 14:O, 15: E~~

Chapter End Notes

[10]Copyright© 2001 Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Robert C. Martin, Steve Mellor, Ken Schwaber, Jeff Sutherland, and Dave Thomas; this declaration may be freely copied in any form, but only in its entirety through this notice.

[11]One of the best known Intel© MAPP Day facilitators in Jeff Hodgkinson who can be found on LinkedIn©.

[12]Highsmith, J. (2010). *Agile project management creating innovative products, Second edition.* Upper Saddle River, NJ: Pearson Education.

[13]Ibid.

[14]Source: 2009 Business Analysis Benchmark Report, IAG Consulting, 42 Reads Way, New Castle, DE

[15]Sliger, M., & Broderick, S. (2008).*The software project manager's bridge to agility.* Upper Saddle River, NJ: Addison-Wesley.

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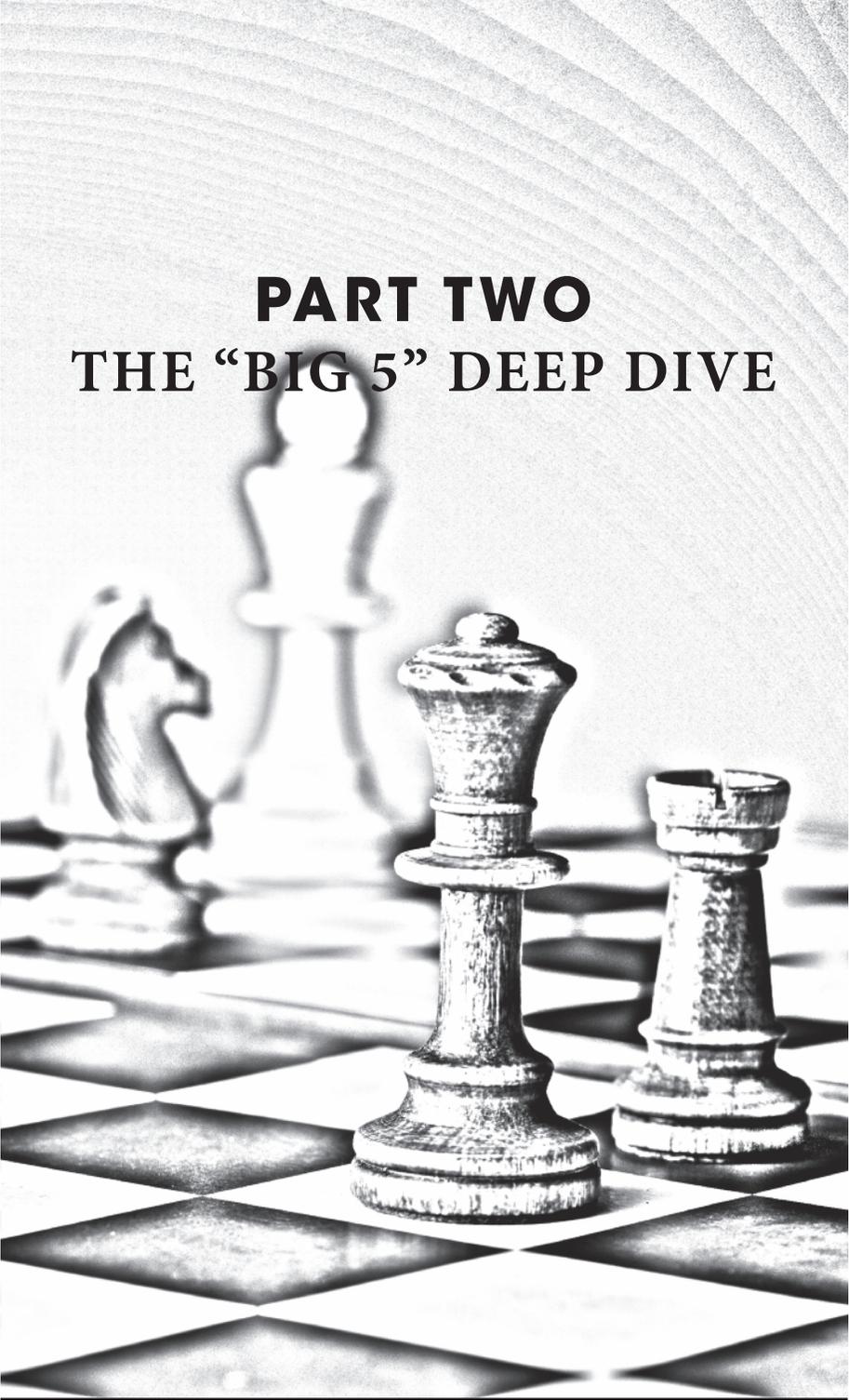
PART TWO
THE "BIG 5" DEEP DIVE

Chapter Close-Out

Practice Test

01. The Scrum Alliance is the largest professional user group in the Agile world and its best known certifications is:

    A. Certified ScrumMaster® (CSM)
    B. Certified Product Owner® (CSPO)
    C. Certified Scrum Professional® (CSP)
    D. Certified Scrum Trainer® (CST)

02. The seeds of Scrum were planted in 1986 when Hirotaka Takeuchi and Ikujiro Nonaka wrote _____.

    A. PMBOK Guide®
    B. The New New Product Development Game
    C. Wicked Problems, Righteous Solutions
    D. The Scrum Guide

03. Peter DeGrace and Leslie Stahl first referenced the "Scrum approach" in their book _____.

    A. PMBOK Guide®
    B. The New New Product Development Game
    C. Wicked Problems, Righteous Solutions
    D. The Scrum Guide

04. Jeff Sutherland and Ken Schwaber created _____ and made it available as a free download.

    A. PMBOK Guide®
    B. The New New Product Development Game
    C. Wicked Problems, Righteous Solutions
    D. The Scrum Guide

05. During Sprint Planning, the _____ creates the
Reciprocal Commitment.

    A. Soft Commit
    B. Hard Commit
    C. Signed contracts
    D. Sprint Backlog

06. The Product Owner sets the logical order of _____
_____ for Increments.

    A. Stakeholder Expectations
    B. Daily Tasks
    C. Development Priorities
    D. Testing Procedures

07. The Product Owner's primary responsibility is to _____
_____ of the product by optimizing the work
of the Development Team.

    A. Maximize the Deliverables
    B. Maximize the Value
    C. Maximize the Quality
    D. Maximize the Scope

08. A process-centric meeting where the Development Team applies
continuous improvement to its process of creating Increments is
called the _____.

    A. Stakeholder Workshop
    B. Daily Stand-Up
    C. Sprint Review
    D. Sprint Retrospective

09. A _____ is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished.

A. Stakeholder Workshop

B. Daily Stand-Up

C. Sprint Review

D. Sprint Retrospective

10. The Scrum Master ensures the process is understood, shields the Development Team from outside interference and _____ for the Development Team.

A. Supports Roadmap Planning

B. Removes Obstacles

C. Leads Release Planning

D. Participates in Customer Decision Making

11. The _____'s primary responsibility is to structure and manage the development work that fulfills the Definition of Done.

A. Scrum Team

B. Product Owner

C. Scrum Master

D. Development Team

12. Scrum use empirical process control – transparency, inspection, and adaptation. _____ means making important aspects of the process visible.

A. Adaptation

B. Inspection

C. Transparency

D. Adoption

13. Scrum use empirical process control – transparency, inspection, and adaptation. _____ means frequently examining work products to detect undesirable variances.

    A. Adaptation
    B. Inspection
    C. Transparency
    D. Adoption

14. Scrum use empirical process control – transparency, inspection, and adaptation. _____ means adjusting a process input to correct unacceptable deviations.

    A. Adaptation
    B. Inspection
    C. Transparency
    D. Adoption

15. A(n) _____is an uncomplicated way to prioritize a collection of short descriptions of features, functions and capabilities.

    A. Product Backlog
    B. Feature List
    C. Elevator Statement
    D. Sprint Backlog

16. The specific subset of Product Backlog items the Development Team has committed to develop is referred to as a(n) _____.

    A. Product Backlog
    B. Feature List
    C. Elevator Statement
    D. Sprint Backlog

17. _____ is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

A. Roadmap Planning

B. Release Planning

C. Grooming or Refinement

D. Sprint Grooming

18. A meeting held primarily to synchronize the Scrum Master and Development Team members' activities is called a _____.

A. Daily Demo

B. Daily Scrum

C. Daily Review

D. Stand-up Meeting

19. The core process of Scrum is called _____.

A. The Daily Scrum

B. The Sprint Review

C. The Product Demo

D. The Sprint

20. _____ is the definition of all the activities to finish and tests to fulfill before the work is complete.

A. Refactoring

B. Definition of Done

C. Acceptance Criteria

D. Conditions of Satisfaction

21. A meeting where the Scrum Team identifies how it can improve its process of creating Potentially Shippable Products is called a _____.

    A. Sprint Demo
    B. Daily Meeting
    C. Sprint Review
    D. Sprint Retrospective

22. According to the Scrum Guide, a(n) _____ is defined as, "The sum of all the Product Backlog items completed during a Sprint."

    A. Potentially Shippable Product
    B. Increment
    C. Sprint Backlog
    D. Velocity

23. _____ is used to track and monitor progress towards the Sprint Goal.

    A. Velocity
    B. Burn-Down Chart
    C. Burn-Up Chart
    D. Agile Report

24. Summing up the quantity of work remaining for each uncompleted Backlog item is called _____.

    A. Information Radiator
    B. Burn-Down Chart
    C. Velocity
    D. Visual Control

25. When the Scrum Guide describes the completion of an Increment as a mandatory shared understanding of what it means for work to be complete, it is called _____.

A. Done
B. Done-Done
C. Definition of Done
D. Four Levels of Done

Fill-in-the-Blank Challenge

1. In addition to the Certified ScrumMaster®, the Scrum Alliance certifications that apply to members of the Development Team are _____ and _____.

2. The seeds of Scrum were planted in 1986 when Hirotaka Takeuchi and Ikujiro Nonaka wrote _____.

3. Peter DeGrace and Leslie Stahl first referenced the "Scrum approach" in their book _____.

4. Jeff Sutherland and Ken Schwaber created the _____ and made it available as a free download.

5. During Step Two of Sprint Planning, the Development Team makes the _____.

6. The Product Owner sets the logical order of _____ for Increments.

7. The Product Owner's primary responsibility is to _____ of the product by optimizing the work of the Development Team.

8. A process-centric meeting where the Scrum Team applies continuous improvement to its process of creating Increments is called the _____.

9. A _____ is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished.

10. The Scrum Master ensures the process is understood, shields the Development Team from outside interference and _____ for the Development Team.

11. The _____'s primary responsibility is to structure and manage the development work that fulfills the Definition of Done.

12. Scrum uses empirical process control – transparency, inspection, and adaptation. _____ means making important aspects of the process visible.

13. Scrum uses empirical process control – transparency, inspection, and adaptation. _____ means frequently examining work products to detect undesirable variances.

14. Scrum uses empirical process control – transparency, inspection, and adaptation. _____ means adjusting a process input to correct unacceptable deviations.

15. A _____ is an uncomplicated way to prioritize short descriptions of features, functions and capabilities included in the solution.

16. The specific subset of Product Backlog items the Development Team has fully committed to develop that cannot be changed is referred to as a _____.

17. _____ is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

18. A meeting held primarily to synchronize the Scrum Master and Development Team members' activities is called a _____.

19. The core process of Scrum is called _____.

20. _____ is an agreement between the Development Team and Product Owner appropriate to the context of a project.

21. A meeting where the Development Team, Scrum Master and possibly the Product Owner, but no one else, attend is called a _____.

22. According to the Scrum Guide a(n) _____ is defined as, "The sum of all the Product Backlog items completed during a Sprint."

23. _____ is used to track and monitor progress towards the Sprint Goal.

24. Summing up the quantity of work remaining for each uncompleted Backlog item is called _____.

25. When the Scrum Guide describes the completion of an Increment as a mandatory shared understanding of what it means for work to be complete it is called _____.

Answers – Practice Test

1. **A.** The Scrum Alliance is the largest professional user group in the Agile world and its best known certifications is the **CERTIFIED SCRUMMASTER® (CSM)**

   The Scrum Alliance is the largest professional user group in the Agile world. Its flagship certification, the Certified ScrumMaster® (CSM), has the highest name recognition and largest market share of any Agile certification at the time of this writing (July 2015).

2. **B.** The seeds of Scrum were planted in 1986 when Hirotaka Takeuchi and Ikujiro Nonaka wrote **THE NEW NEW PRODUCT DEVELOPMENT GAME.**

   The seeds of Scrum were planted in 1986 when Hirotaka Takeuchi and Ikujiro Nonaka wrote The New New Product Development Game. (Harvard Business Review).

3. **C.** Peter DeGrace and Leslie Stahl first referenced the "Scrum approach" in their book **WICKED PROBLEMS, RIGHTEOUS SOLUTIONS.**

4. **D.** Jeff Sutherland and Ken Schwaber created the **SCRUM GUIDE** and made it available as a free download.

   The Scrum Guide was created by Jeff Sutherland and Ken Schwaber and the most recent version of the Scrum Guide (2013) is available as a free download.

5. **B.** During Sprint Planning the **HARD COMMIT** creates the Reciprocal Commitment.

   The Hard Commit creates the Reciprocal Commitment. During step one of Sprint Planning, the Development Team makes the "Soft Commit" meaning they think they can fulfill the proposed Sprint Backlog. In step two, after some analysis, when they are confident they can do it, they make the "Hard Commit."

6. **C.** The Product Owner sets the logical order of **DEVELOPMENT PRIORITIES** for Increments.

   The Product Owner is the "voice of the customer" representing the stakeholders and the business, and setting the logical order of development priorities for Increments.

7.   **B.** The Product Owner's primary responsibility is to **MAXIMIZE THE VALUE** of the product by optimizing the work of the Development Team.

The Product Owner's primary responsibility is to maximize the value of the product, for both the customer and organization, by optimizing the work of the Development Team. The Product Owner's biggest tool for achieving their goal is managing the Product Backlog by defining the logical order of development with clearly expressed stories.

8.   **D.** A process-centric meeting where the Scrum Team applies continuous improvement to its process of creating Increments is called the **SPRINT RETROSPECTIVE.**

Sprint Retrospectives are process-centric meetings where the Scrum Team applies continuous improvement to its process of creating Increments.

9.   **C. A SPRINT REVIEW** is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished.

The Sprint Review is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished as the next piece of the project puzzle. They give feedback and ask questions that produce actionable insight the Product Owner uses to groom the Product Backlog.

10.   **B.** The **Scrum Master** ensures the process is understood, shields the Development Team from outside interference and REMOVES OBSTACLES for the Development Team.

The Scrum Master (SM) ensures the process is understood and followed, shielding the Development Team from outside interference and removing impediments for the Development Team. The Scrum Master's primary responsibility is to ensure the Scrum Team understands and applies the principles of Scrum properly.

11.   **D.** The **DEVELOPMENT TEAM'S** primary responsibility is to structure and manage the development work that fulfills the Definition of Done.

The Development Team is a cross-functional group, which creates solutions by analyzing, designing, developing, testing, and implementing deliverables. The Development Team's primary responsibility is to structure and manage the development work that fulfills the Definition of Done committed to during Sprint Planning.

12.   **C.** Scrum uses empirical process control – transparency, inspection, and adaptation. TRANSPARENCY means making important aspects of the process visible.

Scrum uses empirical process control – transparency, inspection, and adaptation. Transparency is defined as making important aspects of the process visible for those making decisions about the outcome to enable a shared understanding of what has occurred.

13.   **B.** Scrum uses empirical process control – transparency, inspection, and adaptation. **INSPECTION** means frequently examining work products to detect undesirable variances.

Scrum uses empirical process control – transparency, inspection, and adaptation. Inspection is defined as frequently examining work products to detect undesirable variances that could negatively impact progress toward a desired outcome.

14.   **A.** Scrum uses empirical process control – transparency, inspection, and adaptation. **ADAPTATION** means adjusting a process input to correct unacceptable deviations.

Scrum uses empirical process control – transparency, inspection, and adaptation. Adaptation is defined as adjusting a process input or the development process to correct unacceptable deviations from the defined standard that were detected during inspection.

15.   **A. A PRODUCT BACKLOG** is an uncomplicated way to prioritize a collection of short descriptions of features, functions and capabilities.

The Product Backlog is a prioritized collection of cards or a list of all the features that are envisioned in the final product. The Product Owner holds it in a specific place, physical or electronic, and each item has a description, prioritization, approximation of development cost, and assessment of customer value.

16.   **D.** The specific subset of Product Backlog items the Development Team has committed to develop is referred to as a **SPRINT BACKLOG.**

The Sprint Backlog contains descriptions of the items to be developed and the Development Team's plan for development that fulfills the Sprint Goal. It creates transparency and also provides enough detail to enable the Development Team to make adjustments during the Daily Scrum as progress is better understood.

17. **C. GROOMING** or **REFINEMENT** is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

    Grooming, or as the Scrum Guide calls it, Product Backlog refinement, is an ongoing activity that increases the granularity of the details about Product Backlog items as they move from a more distant time horizon to a more current time horizon and the likelihood of understanding what will actually be developed increases.

18. **B.** A meeting held primarily to synchronize the Development Team members' activities is called a **DAILY SCRUM.**

    The Daily Scrum is time-boxed to 15-minutes. The Scrum Master and Development Team use it to synchronize activities. The meetings are held at the same time and place each day. Every Development Team member answers three questions.

19. **D.** The core process of Scrum is called **THE SPRINT.**

    The Sprint is the core process of Scrum. It uses a time-box with a consistent duration throughout development. Each Sprint starts immediately following the previous Sprint with a Sprint Planning ceremony.

20. **B. DEFINITION OF DONE** is the definition of all the activities to finish and tests to fulfill before the work is complete.

    Definition of Done is defined as the description of all the activities to finish and tests to fulfill before a Story or Task is considered complete. It is an agreement between the Development Team and Product Owner appropriate to the context of a project.

21. **D.** A meeting where the Scrum Team identifies how it can improve its process of creating Increments is called a **SPRINT RETROSPECTIVE.**

    Sprint Retrospectives are process-centric meetings where the Scrum Team applies continuous improvement to its process of creating Increments.

22. **B.** According to the Scrum Guide, a(n) **INCREMENT** is defined as, "The sum of all the Product Backlog items completed during a Sprint."

    Increment is defined as, "the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints" by the Scrum Guide.

23. **A. VELOCITY** is used to track and monitor progress towards the Sprint Goal.

   Velocity is used to track and monitor progress towards the Sprint Goal. Velocity is recorded by summing up the quantity of work remaining for each uncompleted Backlog item.

24. **C.** Summing up the quantity of work remaining for each uncompleted Backlog item, is called **VELOCITY.**

   Velocity is used to track and monitor progress towards the Sprint Goal. Velocity is recorded by summing up the quantity of work remaining for each uncompleted Backlog item.

25. **A.** When the Scrum Guide describes the completion of an Increment as a mandatory shared understanding of what it means for work to be complete, it is called **DONE.**

   Done, when used to describe the completion of an Increment, is defined as a mandatory "shared understanding of what it means for work to be complete, (and) to ensure transparency. This is the definition of "Done" for the Scrum Team and is used to assess when work is complete on the product Increment" according to the Scrum Guide.

Answers – Fill-in-the-Blank Challenge

1. In addition to the Certified ScrumMaster®, the Scrum Alliance certifications that apply to members of the Development Team are **CERTIFIED PRODUCT OWNER**® and C**ERTIFIED SCRUM DEVELOPER**®.

    The Scrum Alliance certifications that apply to members of the Development Team are Certified Product Owner® and Certified Scrum Developer®, at the time of this writing (July 2015).

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    Definition of Done is defined as the description of all the activities to finish and tests to fulfill before a Story or Task is considered complete. It is an agreement between the Development Team and Product Owner appropriate to the context of a project.

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Answers – Terminology Matching

1:G, 2:D, 3:E, 4:B, 5:C, 6:A, 7:F, 8:J, 9:K, 10:H, 11:I, 12:N, 13:L, 14:O, 15:M

Chapter End Notes

[21]Takeuchi, H., & Nonaka, I. (1986, January-February). *The new new product development game.* Harvard Business Review, 64(1), 137-146.

[22]DeGrace, P., & Stahl, L. H. (1990). *Wicked problems, righteous solutions: A catalogue of modern software engineering paradigms.* New York: Prentice Hall.

[23]Sprint is the Scrum-specific term for Iteration.

[24]Increment became the Scrum-specific term that replaced the original Potentially Shippable Product and approximates the Traditional term deliverables.

[25]Sprint Goal is the Scrum-specific term that approximates the Traditional term milestone.

[26]User Stories is the Scrum-specific term that approximates the Traditional term requirement or specification and the *PMBOK Guide®* terms Work Package or Activity.

[27]Product Backlog is the Scrum-specific term that approximates the Traditional and *PMBOK Guide®* term Project Scope.

[28]Or perhaps those dogmatic positions are why so many organizations that start with Scrum grow beyond it and begin using a customized approach referred to as Hybrid.

[29]The Seven-Second Rule was developed by John Stenbeck and has been taught to many thousands of GR8PM students in classes around the world since 1998.

[30]This same continuum in Traditional project management is referred to as Rough Order of Magnitude (ROM), Budgetary and Definitive and is documented in the *PMBOK Guide®*.