



WHEN CAN WE STOP DOING AGILE?

Presented at
Washington State Agile Friday
June 20, 2014
by
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Azure Gate Consulting, LLC



The Effect of the “Revolution”

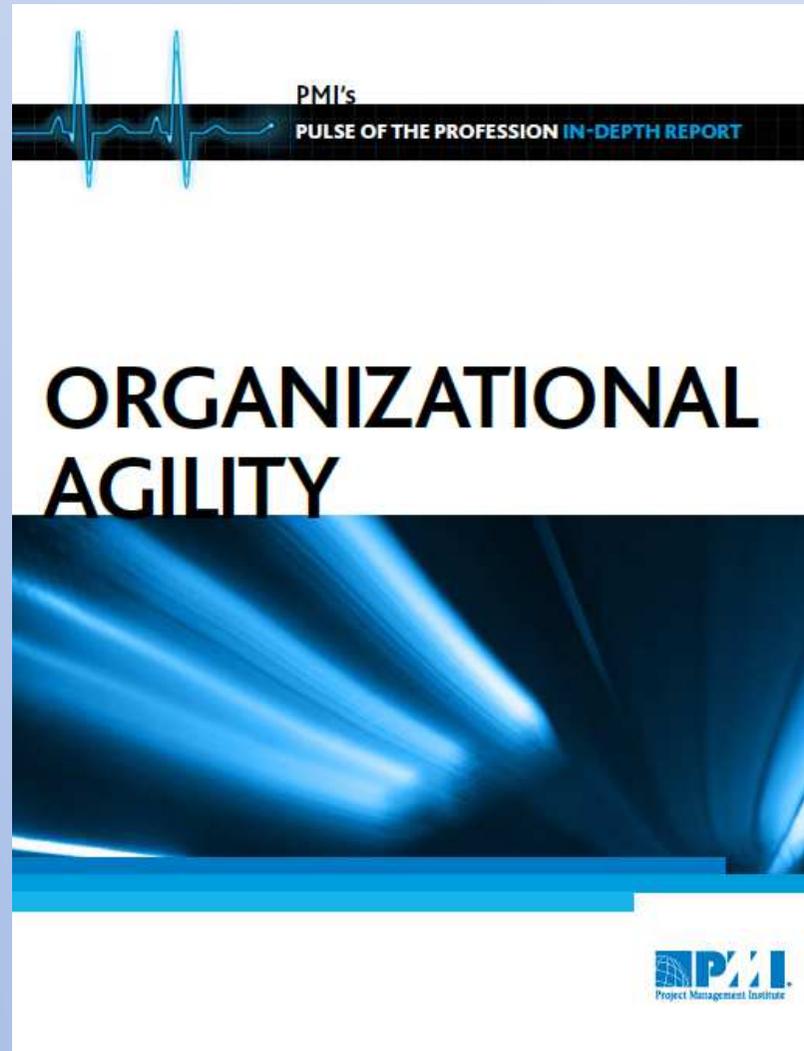
- Tremendous penetration of agile methods in software development
- Initial penetration of agile principles and practices in non-agile projects
- Jobs, jobs, jobs, for agile-literate contributors



PMI's Response to the "Revolution"

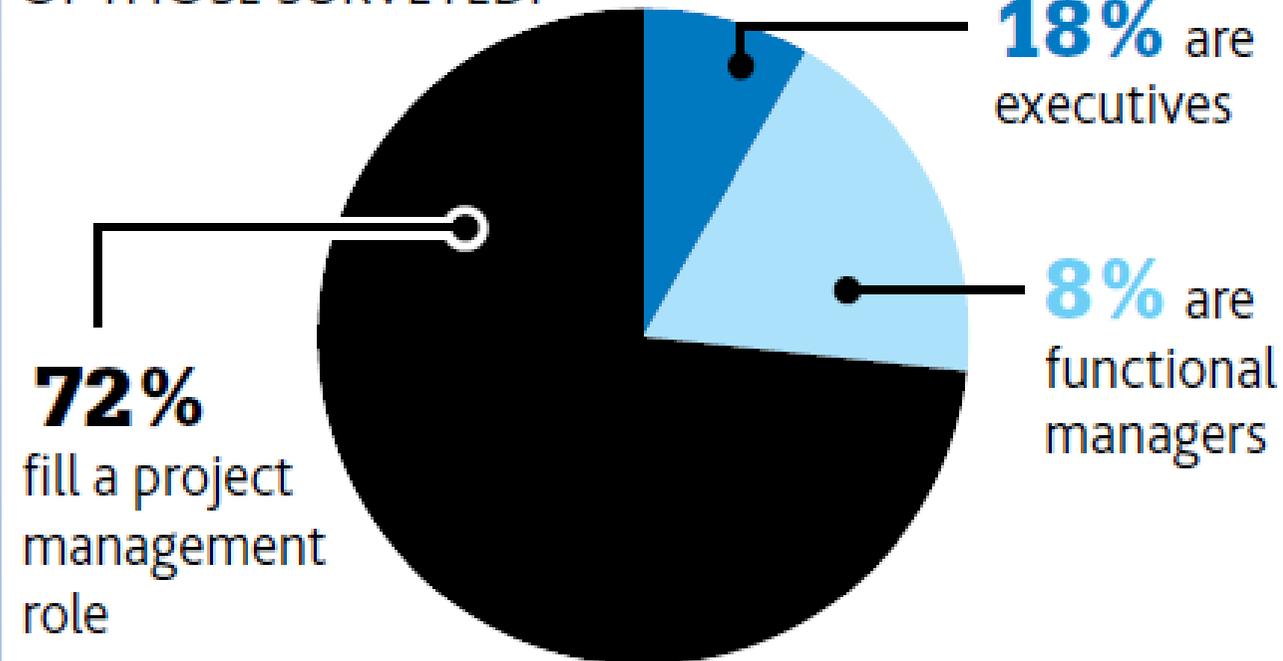
- Instantiation of the PMI-ACP
- Creation of the Agile Community of Practice
- Agile influence on PMBOK 5th Edition
- Agile presence in the Software Extension to the PMBOK 5th Edition

PMI Pulse of the Profession 2012: Organizational Agility



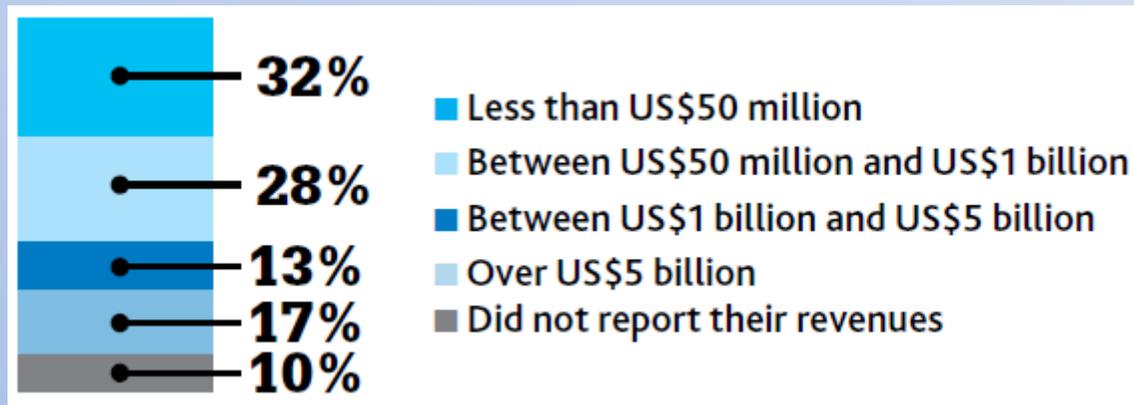
Roles of Respondents:

OF THOSE SURVEYED:



n=1,239

Annual Revenue of Responding Orgs

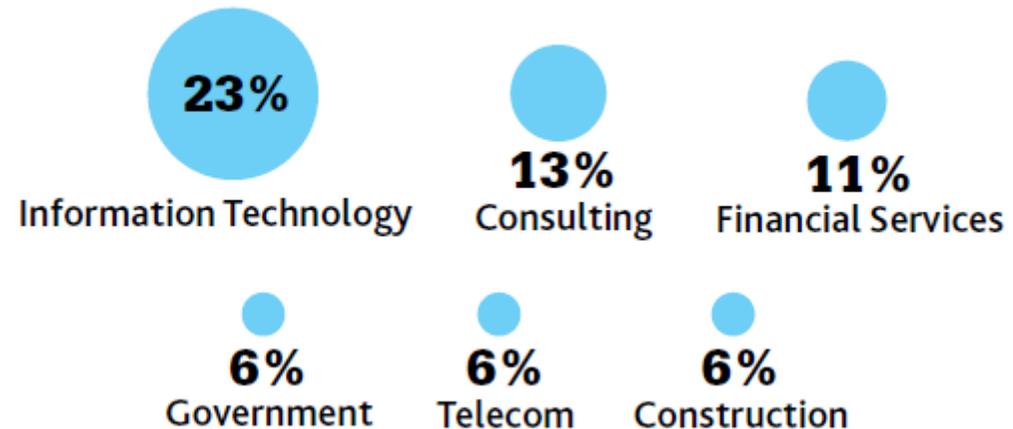


Management Role and Industry

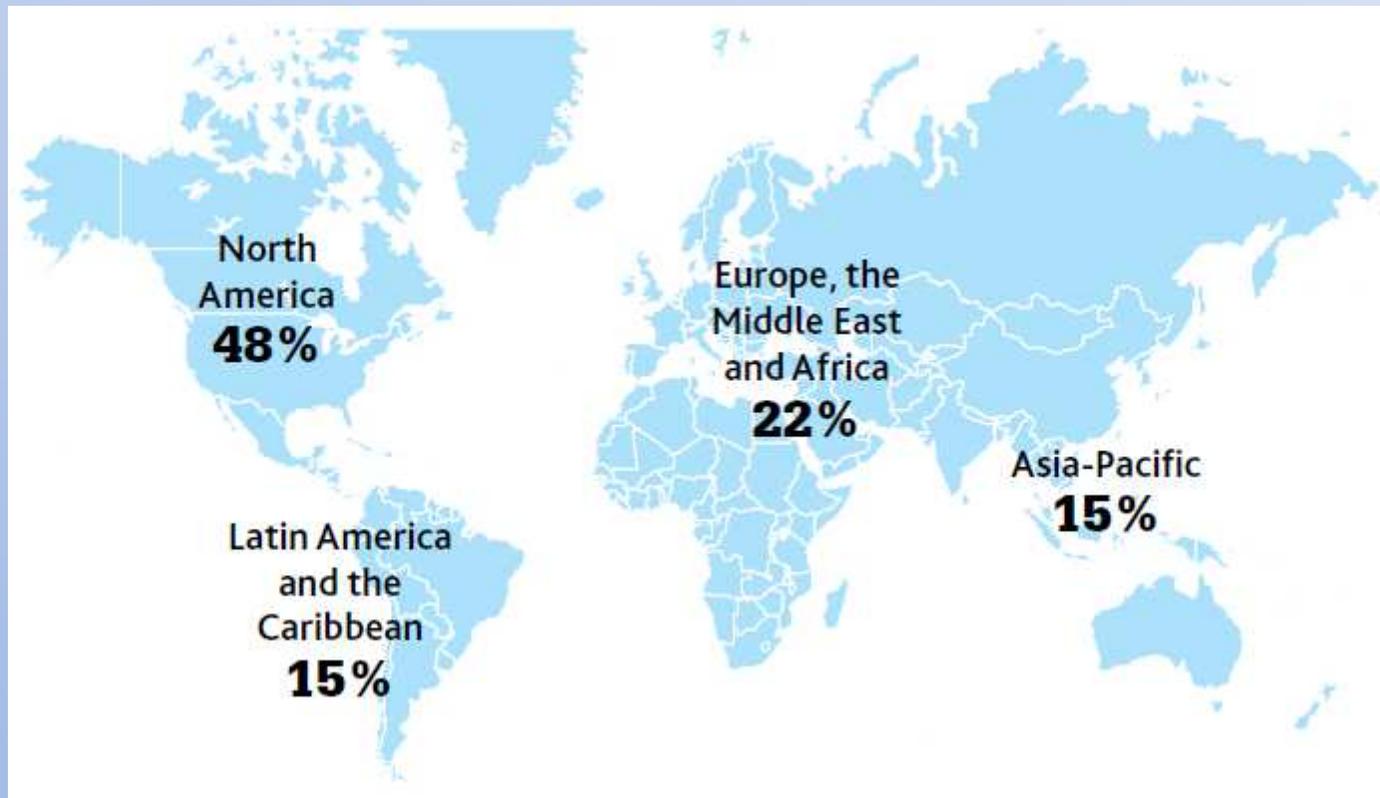
OF THOSE FILLING A PROJECT MANAGEMENT ROLE:

- 22%** are project managers
- 20%** are directors of project management/
project management office
- 12%** are program managers
- 8%** are portfolio managers
- 7%** are project management consultants
- 4%** are project management specialists

SOME OF THE INDUSTRIES REPRESENTED ARE:

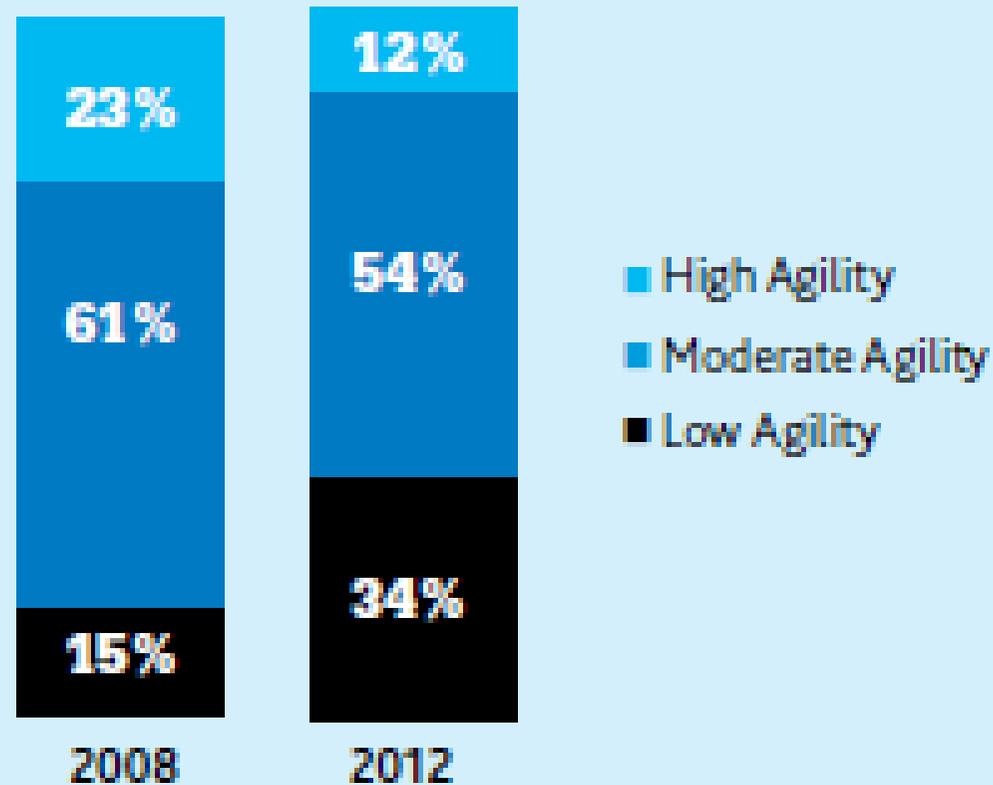


Countries Participating in the Study



Agility Has Significantly Decreased

Organizations report they are less agile today



What Defines “Agility”

Seize
opportunities

Flexible

**Competitive
edge**

Responsive

Identify
market
shifts

Quick to adapt

**Maintain
fast pace**

The Practices and Characteristics of Agility



75%
Quick response to
strategic opportunities



64%
Shorter decision/
production/review cycles



59%
Focus on change
management



54%
Integrating voice
of the customer



53%
Focus on risk
management



53%
Interdisciplinary
project teams



53%
Elimination of
organization silos



51%
Contingency
planning



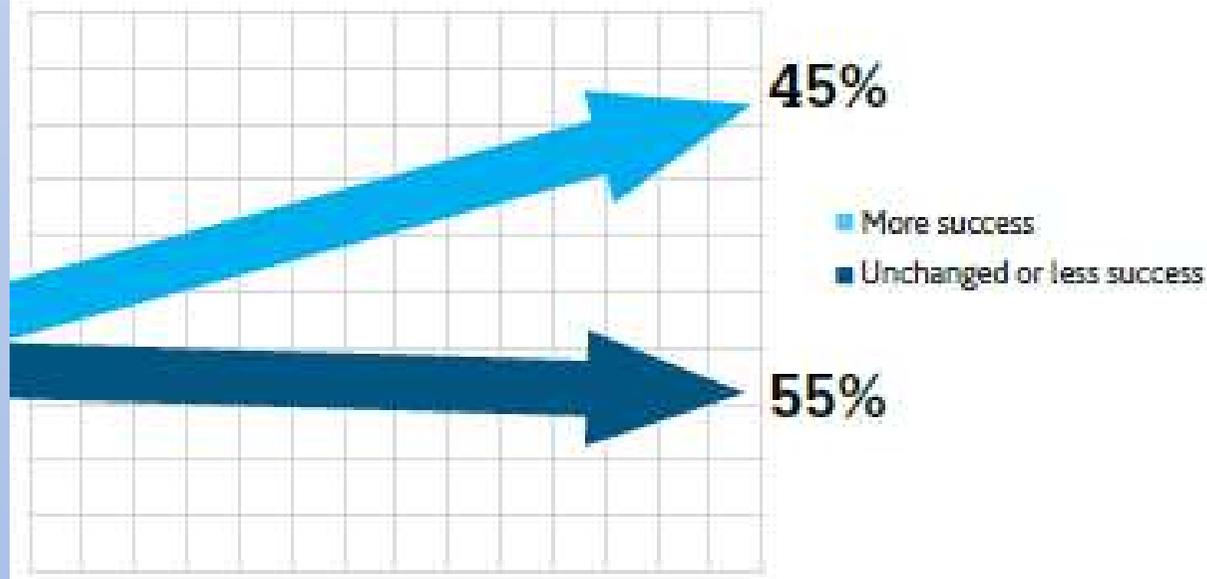
50%
Use of iterative project
management practices



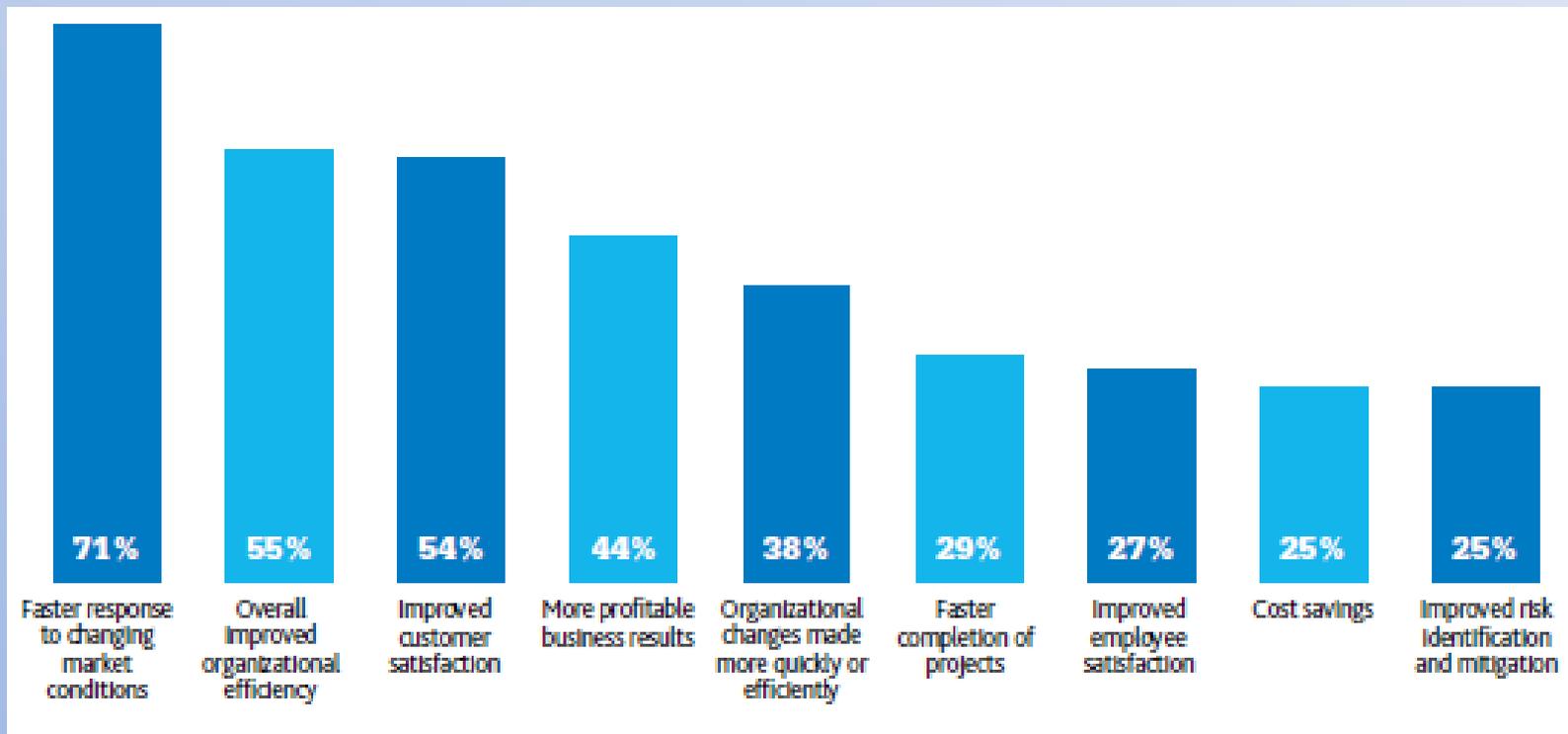
46%
Leveraging
technology

Agility as Competitive Edge

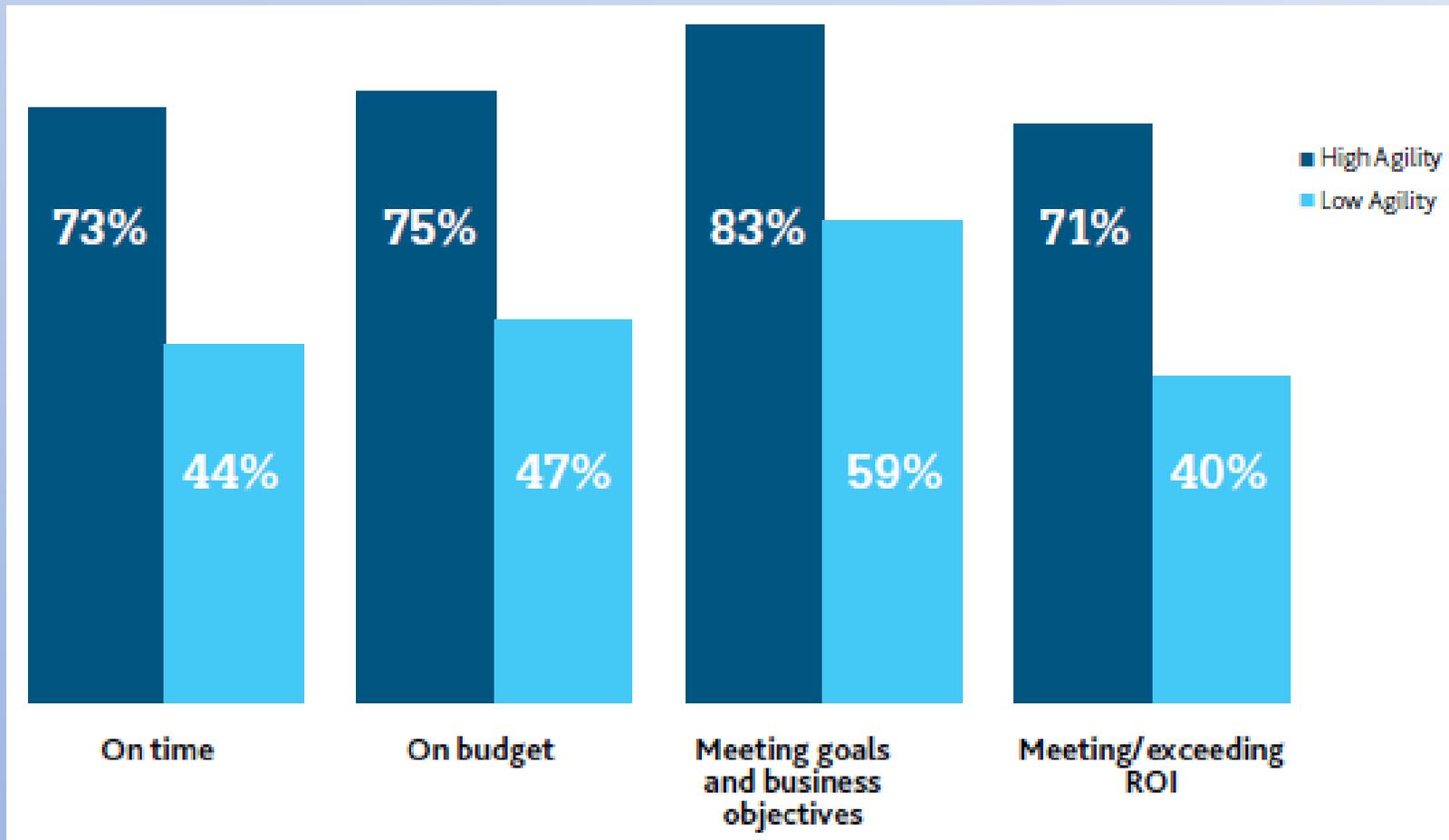
SUCCESS WITH NEW INITIATIVES OVER THE PAST 2-3 YEARS



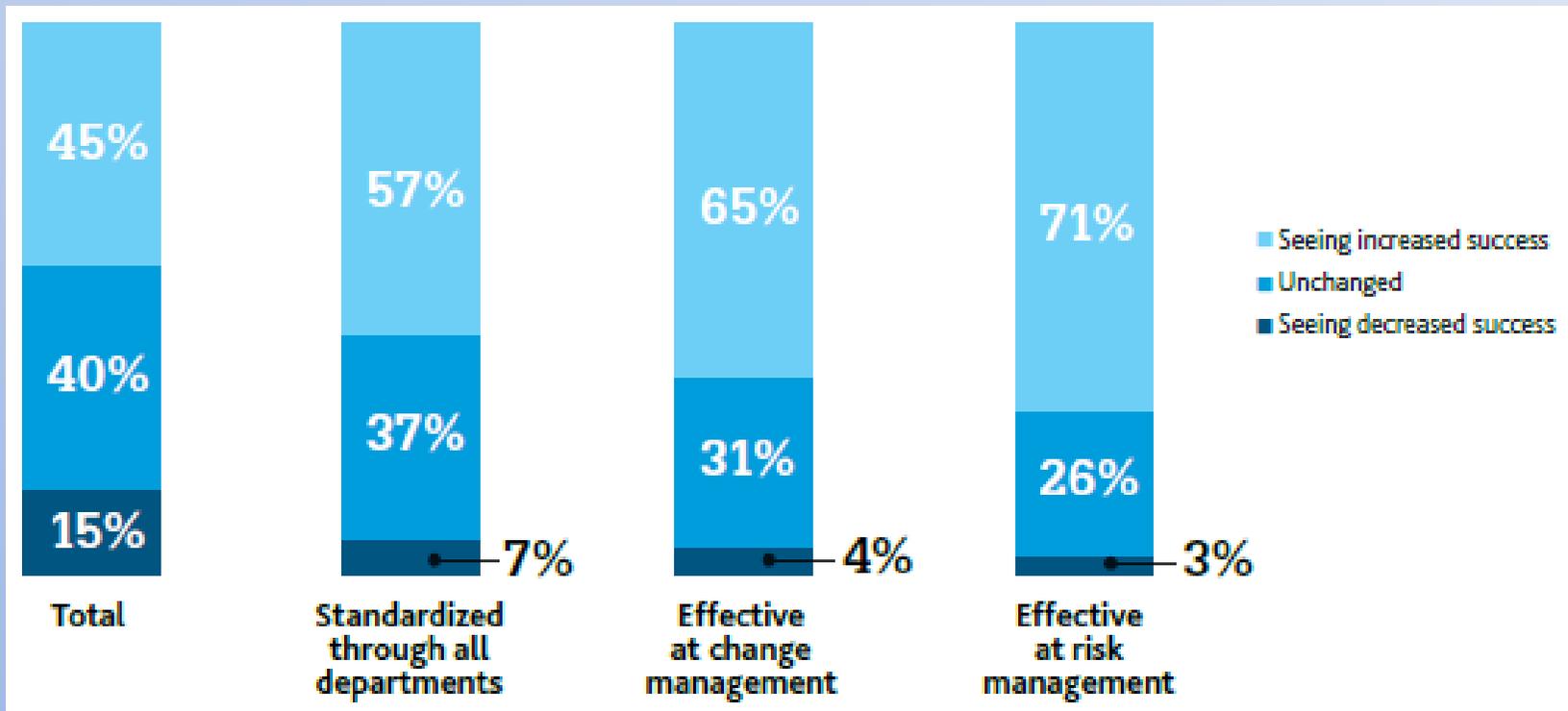
Benefits of Organizational Agility



Project Success Metrics by Level of Agility



The Practices That Lead to Agility Lead to Greater Success



PMI Certifications Overall

Statistics through 30 April 2014

PMI Fact File

More than **4 Million** *PMBOK® Guide* Editions Now in Circulation!

TOTAL MEMBERS
451,871



PMI has **270** chartered and
13 potential chapters in
104 countries and territories

CREDENTIALS/CERTIFICATIONS

Total Active Holders of:

CAPM® Certified Associate in Project Management	25,404
PMP® Project Management Professional	615,443
PgMP® Program Management Professional	1,036
PMI-RMP® PMI Risk Management Professional	2,696
PMI-SP® PMI Scheduling Professional	1,167
PMI-ACP® PMI Agile Certified Practitioner	5,511

PUBLISHING



4,521,713
Total copies of
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PMI Certifications Overall

Statistics through 30 September 2013

PMI Fact File

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438,357



PMI has
265 chartered chapters
in **84** countries

CREDENTIALS/CERTIFICATIONS

Total Active Holders of:

CAPM® Certified Associate in Project Management	23,793
PMP® Project Management Professional	585,040
PgMP® Program Management Professional	969
PMI-RMP® PMI Risk Management Professional	2,512
PMI-SP® PMI Scheduling Professional	1,033
PMI-ACP® PMI Agile Certified Practitioner	3,893

PUBLISHING



4,298,150

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*includes PMI-published
translations

ACP Gaining Ground Against PMP

September of 2013

CAPM	23793		
PMP	585040		
PgMP	969		
PMI-RMP	2512		
PMI-SP	1033		
PMI-ACP	3893	as % of all certs	as % of PMP's
	617240	0.631%	0.661%

April of 2014

CAPM	25404		
PMP	615443		
PgMP	1036		
PMI-RMP	2696		
PMI-SP	1167		
PMI-ACP	5511	as % of all certs	as % of PMP's
	651257	0.846%	0.888%

Changes in Hiring Trends

scrum master, agile project manager Job Trends

Scale: [Absolute](#) - Relative

Job Trends from Indeed.com

— scrum master — agile project manager





International Project Management Day 2013: Power of the Profession

The problems faced by project managers in large projects regardless of the sector are by nature complex. Once a project or problem is seen as complex, there are implications for its management. That is to say, no longer can traditional project management, leadership strategies, and reductionist methods be applied with confidence . . .

. There is increasing evidence that new ways of thinking that draw upon accumulated knowledge of this systems approach can equip project managers and program managers with the methodologies that give better results.

Fred Payne, President, International Centre for Complex Project Management

Questions?

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