APMG International™ AgilePM — Desk Reference
inspiring projects

Lifecycle

Pre-Project → Feasibility → Foundations → Evolutionary Development → Deployment (Assemble, Review, Deploy) → Post-Project

Rebaseline · Next increment · Last increment completed

Products

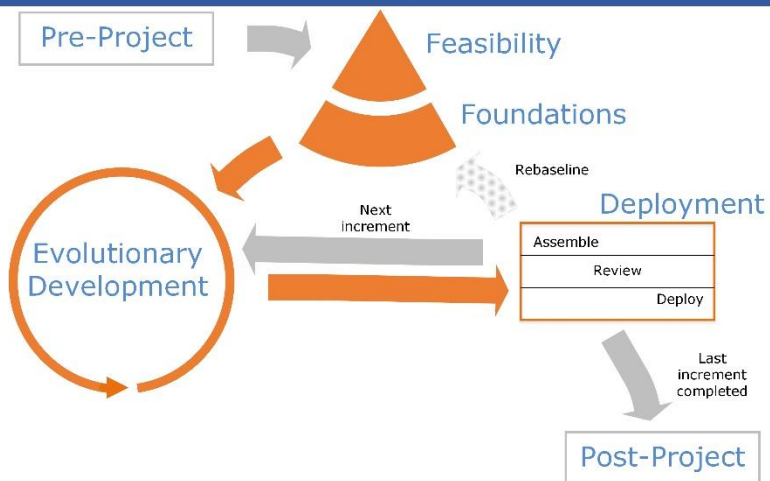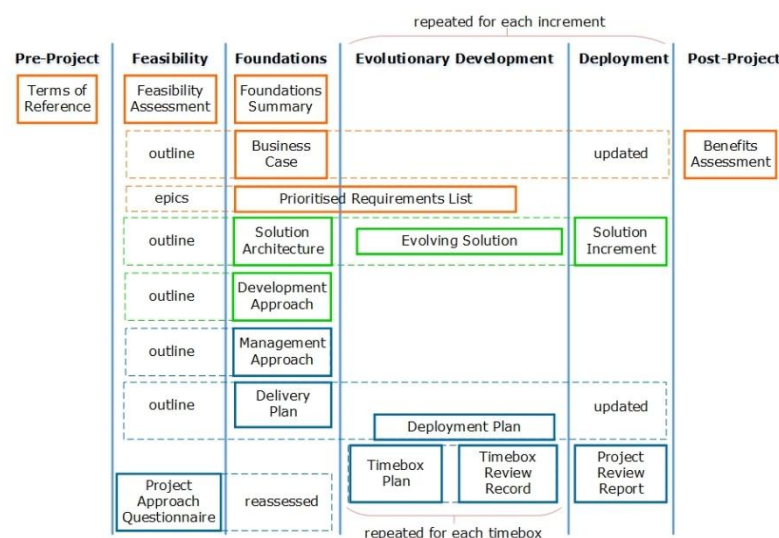| Pre-Project	Feasibility	Foundations	Evolutionary Development (repeated for each increment)	Deployment	Post-Project
Terms of Reference	Feasibility Assessment	Foundations Summary			
	outline	Business Case		updated	Benefits Assessment
	epics	Prioritised Requirements List			
	outline	Solution Architecture	Evolving Solution	Solution Increment	
	outline	Development Approach			
	outline	Management Approach			
	outline	Delivery Plan		updated	
			Deployment Plan		
Project Approach Questionnaire	reassessed		Timebox Plan · Timebox Review Record (repeated for each timebox)	Project Review Report	

Pre-Project

Purpose
To formalise a proposal for a project and put it in the context of other actual or potential work being carried out
To create a short statement to justify and prioritise a Feasibility investigation

Objectives
Describe the business issue to be addressed
Identify a Business Sponsor and Business Visionary
Confirm that the proposed project is in line with business strategy
Scope, plan and resource the Feasibility phase

Resources
Required resources available to create the Terms of Reference

Preconditions
An idea for a project

Products
- Terms of Reference

Feasibility

Purpose
To decide whether a proposed project is viable from both a business and technical perspective, by means of a high-level investigation of potential solutions, costs and timeframes

Objectives
Establish whether there is a feasible solution to the business issue
Identify benefits likely to arise from delivery of the proposed solution
Outline possible approaches to delivery of the proposed solution
Describe the organisational and governance aspects of the project
State first-cut estimates of timescale and cost for the project
Plan and resource the Foundations phase

Resources
Required resources available to carry out the feasibility study
Business Visionary available to help shape the project

Preconditions
Approved Terms of Reference
Plan for Feasibility

Products
- Feasibility Assessment, including:
  - o - Business Case
  - o - Epic requirements (~10)
  - o - Solution architecture
  - o - Development approach
  - o - Delivery Plan (project only)
  - o - Management approach
- Project Approach Questionnaire

Foundations

Purpose
To establish firm and enduring foundations for the project, providing a project focus that is both robust and flexible

Objectives
Baseline high-level requirements
Describe business processes to be supported by the proposed solution
Identify information used, created and updated by the proposed solution
Describe strategies for all aspects of solution deployment
Detail the Business Case for the project
Start designing solution architecture
Define technical implementation standards
Describe how quality will be assured
Establish appropriate governance and organisation for the project
Describe solution development lifecycle for the project, with techniques to manage and monitor the project
Baseline a schedule for development and deployment activities
Describe, assess and manage risk associated with the project

Resources
Significant business input is required
The Project Manager and Technical Coordinator are respectively responsible for setting up the management and technical controls

Preconditions
Agreed Feasibility Assessment
Plan for Foundations

Products
- Business Case
- Prioritised Requirements List
- Solution Architecture
- * Solution Prototype
- Development Approach
- Delivery Plan (increments)
- Management Approach
- Foundations Summary
- Project Approach Questionnaire

Evolutionary Development

Purpose
To evolve the solution, to converge over time on an accurate solution that meets business need, and that is built the right way from a technical perspective

Objectives
On a timebox-by-timebox basis:
- Elaborate on the requirements in the Prioritised Requirements List
- Fully explore the business need and provide detailed requirements for the evolving solution
- Evolve the solution so that it demonstrably meets the needs of the business
- Give the wider organisation an early view of the solution that they will eventually operate, support and maintain
Plan deployment and, if appropriate, benefits realisation

Resources
All required project personnel and stakeholders are engaged as necessary
The physical and technical environments are in place and adequately set up to support the development of the solution

Preconditions
Business, Solution and Management Foundations have been accepted
Development environments are in place and adequately resourced to support solution development
All required project personnel and stakeholders are engaged as necessary

Products
- # Prioritised Requirements List
- Evolving Solution
- # Delivery Plan, including
  - - Deployment Plan
  - - Benefits Realisation Plan
- Timebox Plan (Team Wall)
- Timebox Review Records

Deployment

Purpose
To bring a baseline of the evolving solution into operational use. The release may be the final solution, or a subset it, or an interim solution. After the final release, the project is formally closed.

Objectives

Assemble
Assemble the solution to be deployed, and conduct any final testing of it. Where applicable, train end users of the solution and/or provide necessary documentation

Review
Confirm readiness for deployment of the Solution Increment; go/no-go decision
Conduct increment retrospective

Deploy
Deploy the solution increment into the live business environment. Assess the deployed solution. Decision to proceed with next increment; replan if necessary.
Decision to close the project; project retrospective

Resources
Resources required to effect the deployment plan, replan if necessary, and conduct increment and project retrospectives

Preconditions
The elements of the Solution Increment have been developed

Products
- Project Review Report
- Deployed Solution Increment

Post-Project

Purpose
To reflect on the performance of the project in terms of the business value achieved

Objectives
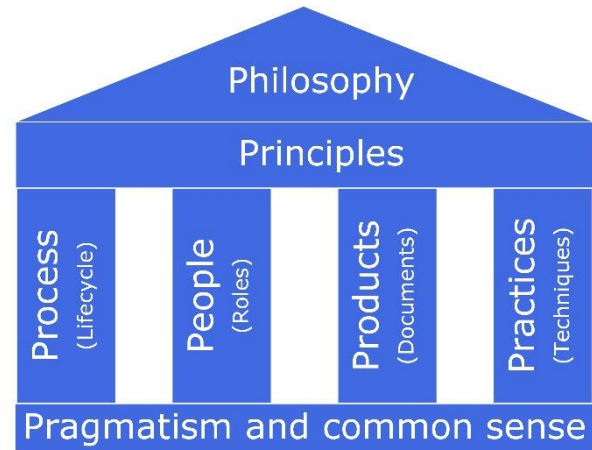Assess whether the benefits described in the Business Case (where created) have actually been achieved through use of the Deployed Solution

Resources
The Business Sponsor and Business Visionary have an ongoing responsibility for ensuring that the benefits enabled by the project are actually realised through proper use of the solution provided

Preconditions
The solution has been successfully deployed
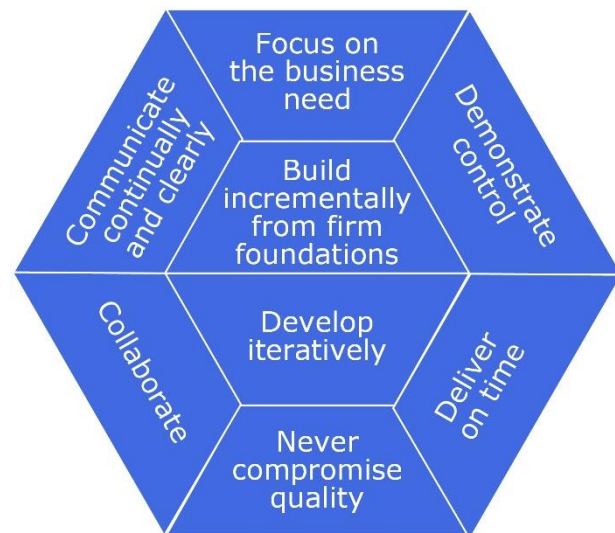
Products
- Benefits Assessment

Legend
- ■ Business products
- ■ Management products
- ■ Solution products
- # Updated products
- * Optional products
- o Outline products

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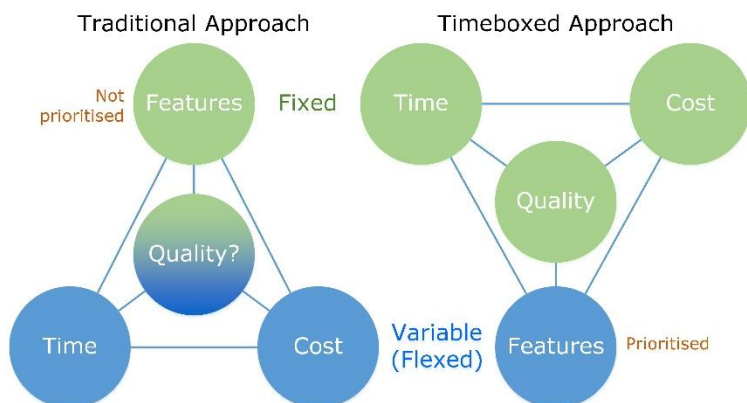
Elements

Philosophy
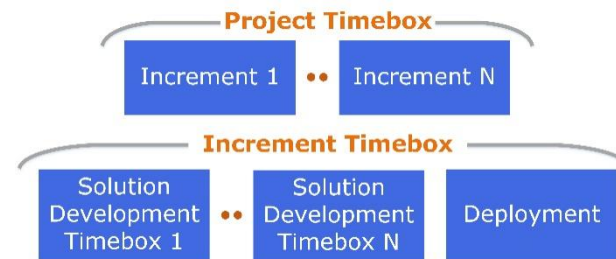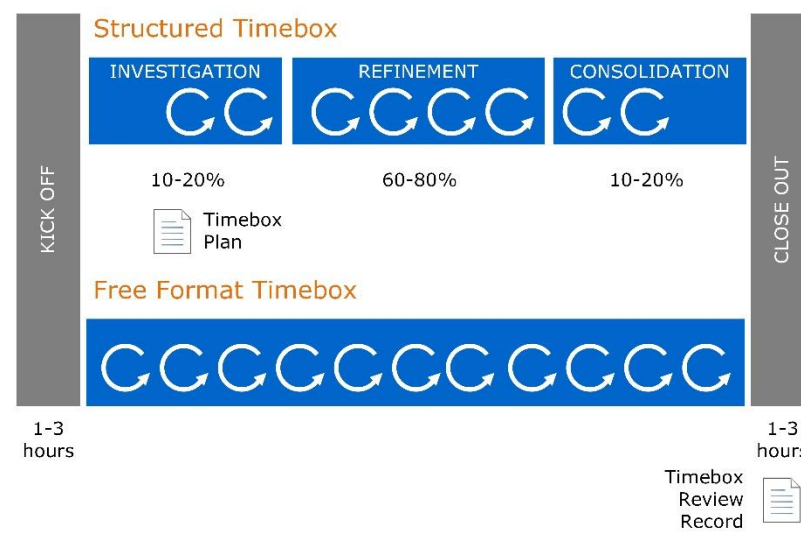
Principles

Process (Lifecycle)

People (Roles)

Products (Documents)

Practices (Techniques)

Pragmatism and common sense

Principles

Communicate continually and clearly

Focus on the business need

Demonstrate control

Build incrementally from firm foundations

Collaborate

Develop iteratively

Deliver on time

Never compromise quality

Project Variables

Traditional Approach

Not prioritised — Features — Fixed

Quality?

Time

Cost

Timeboxed Approach

Time

Cost

Quality

Variable (Flexed) — Features — Prioritised

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Timeboxes

Project Timebox

Increment 1 •• Increment N

Increment Timebox

Solution Development Timebox 1 •• Solution Development Timebox N — Deployment

Timebox Control

Structured Timebox

KICK OFF	INVESTIGATION	REFINEMENT	CONSOLIDATION	CLOSE OUT
	10-20%	60-80%	10-20%	

Timebox Plan

Free Format Timebox

1-3 hours

1-3 hours

Timebox Review Record

Iterative Development

Initial Conversation

Action

Thought

Conversation

If "done" or good enough

MoSCoW Prioritisation

Cost based on

Benefit based on

M	Must Have	60%	Maximum 60% of total effort	Worst case
o				
S	Should Have	20%	Maximum 80% of total effort	Expected case
C	Could Have	20%	Maximum 100% of total effort	Best case
o				
W	Won't Have	0%		

The Must Haves constitute the Minimal Useable SubseT

Roles

Business Sponsor(s)

Business Visionary — Business Lead

Project Manager

Technical Coordinator — Technical Lead

Project Level

Business Ambassador

Business Analyst

Team Leader

Solution Developer(s)

Solution Development Team

Business Advisor(s)

Solution Tester(s)

Technical Advisor(s)

Workshop Facilitator

DSDM Coach

Other specialist roles

Supporting Roles