FOREWORD

This book is a valuable addition to both the agile and the general project management bookshelves. Sanjiv's talent is conveying what it is actually like to be an effective manager of agile projects. Where other authors discuss principles and concepts and then stop, Sanjiv continues, addressing the weekly and day-to-day issues facing the team and the project.

Sanjiv identifies the problem right at the start: "Managers trained in predictive, plan-driven project-management techniques face a learning curve when entrusted with the management of agile development projects." This book addresses that learning curve.

This book begins with a fable undoubtedly drawn from Sanjiv's extensive experience in turning projects around. It describes, first, failing while using a waterfall-and-manager-driven approach (what I call "an acceptable way of failing"), and then shifts to succeeding by using an incremental approach with a Light Touch and Adaptive Leadership (two core ideas in this book).

Sanjiv's daunting task is breaking into manageable pieces the act of moving into agile territory. To do this, he neatly constructs a memorable language to talk about what should be: Alignment and Cooperation, Emergence and Self-Organization, Learning and Adaptation. The team operates with core practices: Organic Teams, Guiding Vision, Simple Rules, Open Information, Light Touch, and Adaptive Leadership. He creates one of the few delineation of roles and responsibilities that I have seen that is both clear and sensible, for leaders, managers, and technical staff, which attends to the team's informal structures as well as the formal ones.

But that was still just the easy part. He takes it one step further, showing how the team develops Simple Rules and Adaptive Leadership, specific activities that grow the practices and principles. By breaking down the complicated shift in

attitude and practice, readers can see the future they are stepping into. This reduces the sense of unfamiliarity and doubt, two of the major hindrances to moving forward into new territory.

I am finding this a book to be studied over and over and quoted at length. If you are already doing agile development, review his criteria for being an agile organization and try some of his activities. If you are thinking of doing agile development, this book gives you a path to follow.

Sanjiv writes, "The work of agile project management is energizing, empowering, and enabling project teams." Easy to say. Sanjiv illustrates how to do it.

Alistair Cockburn
Co-author of *Agile Software Development Manifesto*

Foreword

Pragmatics! That's what this series is about, and that's what this book is about. There have been several good books published about project management in an agile environment, but this is the first book I've read that gets down in the trenches and tells us how to actually do it in detail.

Pragmatics is what we need in this topic. We've read the fluffy overviews and the motivating abstractions. We've heard the arguments, exegesis, and hand-waving pitches. What we haven't seen, until now, is a description of Agile Project Management with a solid foundation based on experience. That's what this book provides.

This book begins with the story of a project that began with traditional project management techniques, failed, and then was restarted using agile methods. Although the story is fictionalized, it rings true. From there, this book goes on to describe, chapter by chapter, the principles and practices of Agile Project Management (APM).

This book avoids the dogma that, all too often, pervades the agile literature. Instead, it takes a pragmatic view of agile methods like XP, Scrum, and FDD, and tells you how to adapt them to specific values and issues within your company. Indeed, I believe this is the first book to provide a detailed description of how the XP practices can, and should, be altered to meet specific environmental and cultural issues.

I first met Sanjiv four years ago at CC Pace. I was conducting a class in eXtreme Programming there. He approached me after the class and said that he had just finished managing an XP project and had some ideas for a book. We struck up an email dialog that eventually led me to ask Sanjiv to put his book in my series.
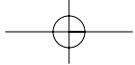
It was clear from his writings that he had a great deal to say about the topic and that he could provide a badly needed depth.

Three years is a long time to wait, but the result is worth it. If you are a project manager, a software developer, or a director of software development, this book helps you get your arms around Agile Project Management in a way that no other book I've seen can do.

Robert C. Martin, Series Editor, January 2005