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Agile Project Management for Business Transformation Success
Authors: Paul Paquette, Milan Frankl
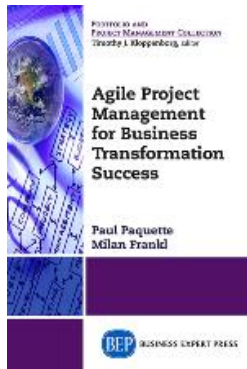Book Review
Reviewer: Sani L. Venkatesan

PM WORLD BOOK REVIEW

Book Title: ***Agile Project Management for Business Transformation Success***

Author: **Paul Paquette and Milan Frankl**

Publisher: Business Expert Press

List Price: $34.95   Format: Softcover, 119 pages

Publication Date: 2016   ISBN: 13:978-1-63157-323-1

Reviewer: **Sani L. Venkatesan, PMP**   Review Date: May 2018

Introduction

The authors intended this book "to provide project management office (PMO) executives practical information to promote enterprise Agile for business value compatibility within their organization. The primary benefit of this book is to promote a sense of common and collaboration between project delivery and the organization."

However, it seems that sections of the book have a great start and miss the mark of the final conclusion of how to promote and use at the enterprise level. The book also mentions "lean principles" (pg.49) only discussing the CMMI and without going into detail about what these are and how they are used in the Business Transformation process. Additionally, the book is written more from a technological vantage point where there would be benefits of using Agile more frequently.

## Overview of Book's Structure

The book is divided into chapters starting with concepts moving into change management, background, and communication along with teamwork functionality of Agile. It isn't until chapter 7 that historical value and processes are introduced.

The book also discusses the use of Agile in Market Leadership, Organizational Alignment and Support, Resource Optimization. The ultimate goal of the addition of these tools is to promote enhanced communication, teamwork, collaboration, and organizational change with transparency among teams.

Highlights

The book leverages and reviews several of Agile "roots", with the one exception of Toyota Lean Manufacturing. Each of these processes are reviewed with examples of

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how they can be used in an Agile project and in some cases how they can work together if needed. (Chart not listed in the book).
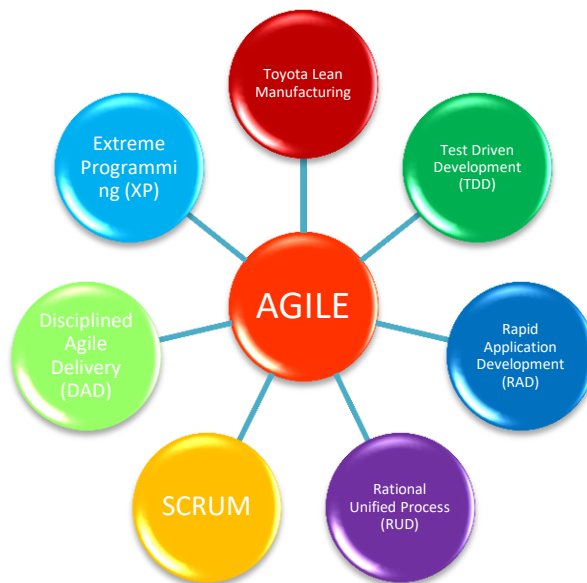
Continuing forward through the book the advantages and disadvantages are used as examples in how each will impact completing projects: internally, externally (getting to market quicker), and the differences in communications needed. Each example provides a fair assessment of challenges and opportunities when using Waterfall or Agile. The Waterfall components of the table below were included in the book (Table 3.1; pg.29), while the Agile components needed to be gleaned from the text.

Waterfall & Agile Advantages	
✓ Defined scope easier for writing. ✓ Clearly defined costs limit business exposure especially in a fixed price contract. ✓ Well understood delivery metrics. ✓ Better suited for vendor and outsourcing to lower cost specialized resources. ✓ Simplified delivery (reduced communication between resources). ***Waterfall Noted in Table 3.1(pg.29)**	❖ Iterative nature provides quicker feedback. ❖ Fewer defects in the final product. ❖ Flexibility in changes throughout the process. ❖ Transparency. ❖ Collaborative effort. ❖ Clients participate.

Waterfall & Agile Disadvantages	
✓ Business must understand all requirements at beginning. ✓ Reduced flexibility to changing circumstances. ✓ Increased documentation is low value added proposition. ✓ Reduced opportunity for innovation. ***Waterfall Noted in Table 3.1(pg.29)**	❖ Scope creep potential. ❖ Burden of daily meetings. ❖ Minimum documentation. ❖ Confusing terminology (SCRUM, SPRINT). ❖ Less applicable to smaller projects.

Highlights: What I liked!

This is a great start to open discussions for additional tools and concepts people, projects, and organizations will need to have more flexible environments. As companies review aspects of using both Waterfall and Agile or a hybrid version of both methodologies, it is imperative for companies to thoroughly understand what works best for their business model.

Who might benefit from the Book?

There are areas that many may consider this book beneficial such as technology groups where prototyping is needed. The PMO would also benefit to read this book to see additional information used for Agile.

Conclusion

Although the term Business Transformation is used throughout the book the author(s) don't review what skills are needed as a Transformative leader to impact the business and enterprise. Transformational leadership isn't new and some of the skills needed as this type of leader are: inspiring and motivational encouraging others to look beyond self-interests to the common good, are charismatic and can show a vision, promoting cooperation and harmony, highlighting important priorities through authentic & consistent means. The result yields an internal change that will begin to show externally within close partnerships and across teams. With the advent of transformational leadership and asking "why" it will continually move a siloed (weak matrix) environment to a consultative (strong matrix) environment.

Agile has some really great attributes while most enterprise changes need a mix of skills and tools to integrate complex solutions. The author(s) have provided some additional information how companies could use Agile to integrate further into the PMO. The challenge as companies move forward is to determine what works best for their business model. And as mentioned, "Agile is a relatively new approach delivering system integration for the enterprise environment and challenges the status quo" (pg.4). Therefore as we move into the future Agile will become a more useful tool.

For more about this book, go to https://www.businessexpertpress.com/books/agile-project-management-business-transformation-success/

Editor's note: This book review was the result of a partnership between the publisher, PM World and the PMI Dallas Chapter. Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification

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About the Reviewer

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Sani L. Venkatesan is an MBA, PMP, and CLMBBSS. She has utilized her skills in multiple industries to assist companies in overcoming challenges in areas of mergers & acquisitions, implementations, project & process management. She currently lives in Dallas, Texas.

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