

Project Management in Spain: Monthly report

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The PMI Madrid Spain Chapter continues with its AGILE Initiative in Spain



Joaquín Azcarraga Urteaga
PMP, PMI-ACP, Agile Project Manager

We have had the opportunity to get the review comments from an AGILE practitioner and member of the PMI Madrid Chapter about the PMI Agile Guide. Thanks to Joaquin’s review.

As it was explained by PMI, says Joaquín Azcárraga, this guide is especially aimed to project managers familiar working on “traditional predictive or cascade” environments - in such a way that it can be adapted to more agile environments. This is very well reflected in the contents that specifically focuses on issues of cultural shift and hybrid approaches.



As a difference among other PMI standards, the style is more informal and has pictures aside with examples, tips, etc... something that is welcome since it makes its reading a lighter task. As well, the guide is divided into four sections:

- An introduction to Agile,
- Life cycle (from predictive "pure" to "pure" agile),
- implementation and,
- Organizational considerations (although the management of organizational change is outside of the scope of the Guide, concerning PMI expressed in change management in the organizations-guide practice)).

Given that Agile culture is based on the philosophy of continuous improvement, the guide concludes with a request for feedback to get it improved:

<https://www.projectmanagement.com/blogs/347350/Agile-in-Practice>

More than standardized approaches, this guide believes that what brings value to the organization or project is what should be done and hybridization between several methods is therefore considered as appropriate. This is considered so, even for the blend of agile approaches.

Regarding to the project manager role in this context, it is seen as a service leader, someone that empowers the team, helps to meet their needs and facilitates collaborative work and communication through the intensive and extensive use of interpersonal skills. This is one of the points that probably cause more friction when the role of the project manager does not exist in agile practice because it involves the incorporation of hierarchies and processes.

As I commented above, change management portion is an outline of what might be possible, but there are several points that seem to me very interesting, although the practice of agile guide is not offering a lot of details (it adds bibliography enough). Although for all we know that projects involve change, PMI is aware that in this especially agile so it means an

accelerated delivery of results that the business must be prepared to accept quickly, as well as the referring to exchanges and frequent collaborative relationships.

I found especially interesting the willingness to change by the Executive Management as a first point to note in organizations, and how to do it. Change that implies to a PMO to use the approach to the delivery of value that includes competencies that go more to project management. And as a recommendation in its implementation which is made of form iterative and incremental change as an agile project, of course.

Finally, this Guide has several annexes and appendixes.

- **The first annex** describes how agile and hybrid approaches can be applied in each one of the knowledge areas of PMBOK Six Edition. Particularly it is very interesting because it helps the newcomers on these practices and how to apply them in predictive projects. Then, if your intention is to learn how to start with concise techniques in your predictive projects, go ahead and read the first annex from this guide.
- **The second annex**, from my point of view (Joaquín) it is not adding much value and it is limited to underline how this Agile Guide corresponds to Agile Manifesto Principles.
- **The third one** is a light explanation of the main **Agile and Lean reference frameworks**, that are part of the required knowledge to obtain the PMI-ACP certification.
- **The appendix that seems more interesting**, and which unfortunately is left to the end of the Guide, refers to the adaptation in specific situations and applying filters of fitness to determine how and when to apply agile, together with various case studies.

A point of improvement that I think it would be interesting to note is that while PMI not recommended any text for the preparation of ACP-PMI certification, including the Guide, agile practice, perhaps it would be better having structured agreement with seven domains in which certification exam is structured. In fact, the second part of the PMBOK Guide is in accordance with the contents of the PMP certification exam. With respect to this, it did a query and responses, is among other things that the agile guide has not been created with the objective of being some material to study. Therefore, if you want to prepare the ACP-PMI certification exam there are many and various specific manuals to do so and can do without the Guide.

Summary: I believe that this Guide is the result of a first iteration, assuming that the reader of this guide is a project manager for predictive projects, and that he/she wants to introduce agile techniques for his/her projects.

TODAY IS A GOOD DAY and TOMORROW WILL BE BETTER!

About the Author



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