*PM World **Journal***
Vol. XII, Issue III – March 2023
www.pmworldjournal.net

Agile Beyond IT
Author: Adrian Payne
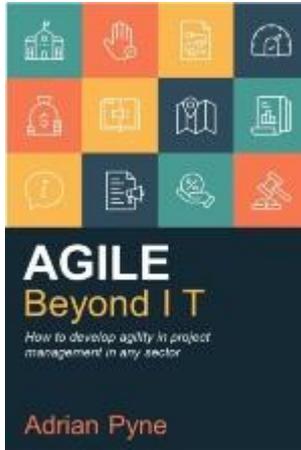Book Review   Reviewer: Brenda A Kwateng

PM WORLD BOOK REVIEW

Book Title: ***Agile Beyond IT: How to develop agility in project management in any sector***[1]

Author: **Adrian Payne**

Publisher: Practical Inspiration Publishing

List Price: £29.99 softcover, £9.99 e-Book

Format: Digital, 232 pages

Publication Date: 2022 ISBN: 9781788603270

Reviewer: **Brenda A Kwateng**

Review Date: February 2023

Introduction

The book title was intriguing as it alluded to the examination of agile practice use in any management sector. Unfortunately, the balance of the book was more of an examination of project management that can be used in an agile manner and highlighting the pit falls and success tactics that can be used to help and organization through agile transformation.

Overview of Book's Structure

The book transitions through four phases. The first begins with agile project management values and definition. The second phase provides insight and perspective of agile project management myths and pitfalls. The third phase how the project management toolbox can be used to create agile achievement and lastly how an organization must holistically evolve to become agile.'

The authors decision to align the "Agile Manifesto" and the "Project Management Body of Knowledge" around core values helps really establish the premise that "Agile project management is project management…. done in an agile way". Opening the book in this manner helped to debunk the industry "noise" that has seemling pitted agility and project management as foes.

The second phase of the book is my most cherished as it provided insights into past blunders and traits to watch for as an organization begins its agile journey.

---

[1] How to cite this work: Kwateng, B. (2023). Agile Beyond IT, book review, *PM World Journal*, Vol. XII, Issue III, March.

Produced in cooperation between the publisher, *PM World Journal* and
The PMI Silver Spring Chapter, Silver Spring, MD, USA

Page 1 of 3
PM World Library – www.pmworldlibrary.net

PM World Journal
Vol. XII, Issue III – March 2023
www.pmworldjournal.net

Book Review

Agile Beyond IT
Author: Adrian Payne
Reviewer: Brenda A Kwateng

The third phase homed in on the drivers of agile: people, processes, and tools. (PPT) The author again relates the PMBOK to agile project management, focuses on the tools needed for adaptation, and how PPT will need to change for agile {projects to work.

Lastly, the author navigates the journey to success, as all models must mature and evolve within an organization to achieve value and growth.

Highlights

The discussion of agile myths and the design of an organization for agile success were highlights for me. The discussion of myths ~~exposed~~ allowed me to conduct my own mental retrospective. What projects had gone well and what to look for as a new project may show signs of faulter? These ideas exposed in this manner reminded me of the importance in any agile project that the value of a retrospective is not only for the team, but also the project manager/scrum master, to be able to grow in their skill set and service to the team.

Highlights: What I liked!

I appreciated the approach taken by the author, but was really looking for more of a roadmap that moved agility outside of IT into other industries. There was a teaser on the impact of AI, that to me was left unresolved. Especially, now as AI is used for stronger predictive models in human behavior like shopping, medical diagnosis, and administrative tasks.

Who might benefit from the Book?

This book is for mid-level project management consultants and professionals. The concepts discussed and examples provide insight into how to structure a project for success focusing on who, what and how it can be done. Engaging C-Suite managers and Boards members. Providing golden nuggets of the pitfalls to avoid. This book highlights how project managers and scrum masters can better understand and create successful environments for agile projects.

Conclusion

The title and the introduction had me ready to learn how agile has and could be applied outside of IT. Essentially, taking the special sauce of agile mindset, organizational structure and culture to other industries with success. I had expected a roadmap to help guide a project manager who was looking to move from IT to other industries projects. Unfortunately, this book took a different path.

In reading I came away better versed on myths, best practices, and indicators of an agile transformation about to tank. Chapters 5 to 8 provide more of the what to do project management but lacking in the how.

For more about this book, go to: https://practicalinspiration.com/book/agile-beyond-it

Produced in cooperation between the publisher, *PM World Journal* and
The PMI Silver Spring Chapter, Silver Spring, MD, USA

Page 2 of 3
PM World Library – www.pmworldlibrary.net

PM World Journal
Vol. XII, Issue III – March 2023
www.pmworldjournal.net

Book Review

Agile Beyond IT
Author: Adrian Payne
Reviewer: Brenda A Kwateng

About the Reviewer

Brenda Kwateng

Baltimore, Maryland, USA

Brenda Kwateng's journey in project management started in the field of construction and after 15 years transitioned into IT. In 2001, she gained her PMP certification and in 2016 began her own consulting firm. She was given the opportunity in her last employment role to embrace agile methodology and became passionate about how such an approach empowered people and the processes they conducted. In 2018 she became a SAFe Program consultant and in 2019 a PMI ACP. She now supports agile transformation and provides SAFe certification training.

Brenda can be contacted at brenda.kwateng@icscglobal.com

Editor's note: This book review was the result of a partnership between the publisher, the PM World Journal and the PMI Silver Spring Chapter. Authors and publishers provide the books to the PMWJ editor or directly to the PMI Silver Spring 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 Silver Spring Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

If you have read a good book recently related to managing programs, projects or teams of professionals, consider authoring a book review for publication in the PM World Journal. For our standard format or for more information, contact Editor@pmworldjournal.com or visit https://pmworldlibrary.net/book-review-program/

If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact Editor@pmworldjournal.com.

Produced in cooperation between the publisher, *PM World Journal* and
The PMI Silver Spring Chapter, Silver Spring, MD, USA

Page 3 of 3
PM World Library – www.pmworldlibrary.net