

Webinar Question 1

But isn't the irony that a continuously prioritized backlog supposed to minimize change management?

In a way yes - but this is for the better, as the change management effort is always going to be there, so backlog refinement is a far more proactive way of carrying it out.

Webinar Question 2

I usually look at my Agile PMs to manage upward while the SM manage sideways and downward. I prefer to have the coach remain an unbiased, loosely involved entity

This is a very workable model

Webinar Question 3

RE #30 - How do you strike the right balance between enough requirements to prove the architecture and not too many that you are not maximizing the work not done

A Roadmap, expressed as a User Story Map comprised of MVP deliverables can help in breaking even the architecture down into manageable chunks.

Is the Agile Project Manager's responsibility in the overall scheme is throughout the life of the Product Backlog? or he is on/off depending on the nature of the problem/task at hand?

This will ultimately be very context-sensitive, but as a general rule, larger initiatives will indeed see a fairly sustained involvement of the Project manager

Does he operate on a consulting mode?

That could be one way of handling things on smaller initiatives, or in cases that are more iterative-incremental than agile (i.e. there is less need to adapt or change scope in midflight)

Most of the time, the problem isn't the process but the people. How do we make sure all have the abilities to make it all work?

Training, coaching and mentoring within an overall plan. A competency matrix can sometimes help in identifying who needs what sort of skills levelling.

How do we compare Scrum Master's roles & responsibilities in this framework w.r.to Agile Project Manager?

An earlier question actually phrased this in an interesting way - "I usually look at my Agile PMs to manage upward while the SM manage sideways and downward. I prefer to have the coach remain an unbiased, loosely involved entity

Have you given any thought to how an Enterprise Agile Coach would fit into your walkthrough example?

An Enterprise Agile Coach should be on the lookout for failure or anti-patterns across a wide swath of teams, and be able to sense when to intervene. This means that the Centre of Excellence needs to have many sensors built into the Enterprise ecosystem, and also have the resources to provide the needed support.

What is the PO in your narrative doing that they are not able to maintain stakeholder relationships?

Usually, getting too caught up in the day-to-day work, perhaps in some cases setting themselves up as a decisional bottleneck rather than trust the team to self-organize around the resolution of issues within their remit.

I see a role for Agile Project Managers around managing dependencies and ensuring accountability is lived by everyone but so far much of this presentation comes across as PR for project managers while denigrating Agile Coaches, Product Owners and Scrum Masters. Would this presentation be more effective if it focused on the positive attributes that Project Managers bring to the table without tearing down others?

Interesting that you felt that the material denigrates those roles. That certainly was not the intention - the main premise behind this presentation being that all of these roles exist for a reason, they all have their areas of strength and weakness, and that at the end of the day, they can all be quite complementary.

If there is some overlap between a PM and a PO - where do you see the ideal place to draw the line, and how do you deal with the overlapping responsibilities?

A software PM must know the domain sources of risks. E.g. technical debt is ignored

Kent Beck changed his view about scaling after working at Facebook (where Agile Scaling factors were included in his XP books)

May not know all, but must be seasoned and humble enough to make sure that he / she asks all the right people all the right questions

Good to hear your voice again Daniel. 20th century agile folks are thinking of the 20th century PM. The fact is many old school PMs will and do struggle in the Agile world.

A needs very strong soft skills to success in the 21st century Agile world

True. Like any other fundamental change, those who are unwilling or unable to make any effort whatsoever to adapt are not doing themselves or their organizations any favours.

Very true. Servant Leadership is almost exclusively about the so-called 'soft' skills.

What role do you see for the PMO in the future in becoming an "agile PMO" ?

A role of overall governance, guidance and support - no different than today's PMO in that respect. Agility is about modernizing the way Business Solutions are conceived, created and delivered, and a well-staffed and inspired PMO can help remove the organizational barriers that stand in the way of a Leaner Enterprise

Where do a Agile project manager fit on a Distributed Agile model. With development offshore team or with the product owner team at onshore

Physical location should not impact the role of the PM, as long as proper communication techniques and conventions are maintained.

Hello, how do you see the PM participating in the Agile Team activities? We have Project Managers and Scrum Masters as well. We have PM's facing outward from the Agile Team and Scrum Masters facing more inward to the Agile Team. Do the PM's participate in all ceremonies? Do they interface with Scrum Masters?

In my own experience as Agile PM, I did not feel the need to attend all ceremonies - these were mostly the remit of the self-organizing team. I only attended dailies if there were impediments that I could help address, and refinement sessions if that could help me identify stakeholders in need of clarifications.