

# Preface

Dr. Crowder has been involved in the research, design, development, implementation, and installation of engineering systems from several thousand dollars up to a few billion dollars. Both Dr. Crowder and Ms. Friess have been involved in raving successes and dismal failures (ok, let's call them learning opportunities) not only in development efforts but in team building and team dynamics as well. Having been involved in agile development projects and team building exercises, both have seen the major pitfalls associated with trying to build teams and, in particular, create successful agile development teams. A general lack of management commitment to the agile development process and a lack of training provided for people working in development teams are two of the major reasons agile teams so often falter or fail. Here we endeavor to discuss some of the major topics associated with team dynamics, individual empowerment, and helping management get comfortable with a new paradigm that is not going away.

Having taught both classical program management methods and agile development and management methods for many years, there are always arguments as to whether the proper term is program management or project management. To settle the matter and not create issues, in the course of this book, we will use the term program/project management. It may seem redundant, but it covers both bases.

There are several case studies throughout the book. These case studies came from a variety of government, aerospace, and commercial companies/groups, and no company should be inferred from a given case study, unless the company name is specifically mentioned. In some instances, the case study may represent a collection of very similar stories from several different companies.

Lastly, we want to emphasize that this is not a book on how to perform agile development, but how to manage the process of agile development and how managers can facilitate successful and efficient agile development programs/project. This book is written to give managers the tools required to be successful as an agile manager.

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