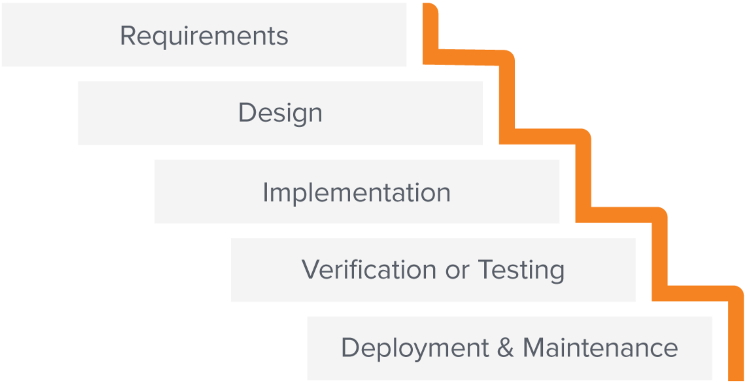
Eberswalde University
for Sustainable
Development

AGILE PROJECT MANAGEMENT

Traditional PM vs Agile PM: Differences at a glance

The Waterfall Method



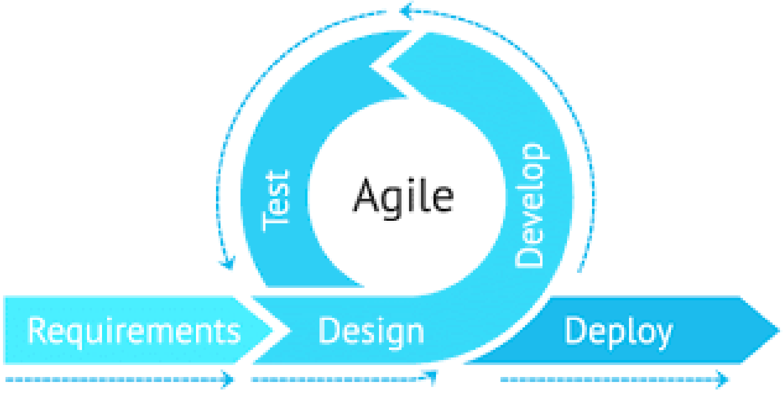
Requirements

Design

Implementation

Verification or Testing

Deployment & Maintenance



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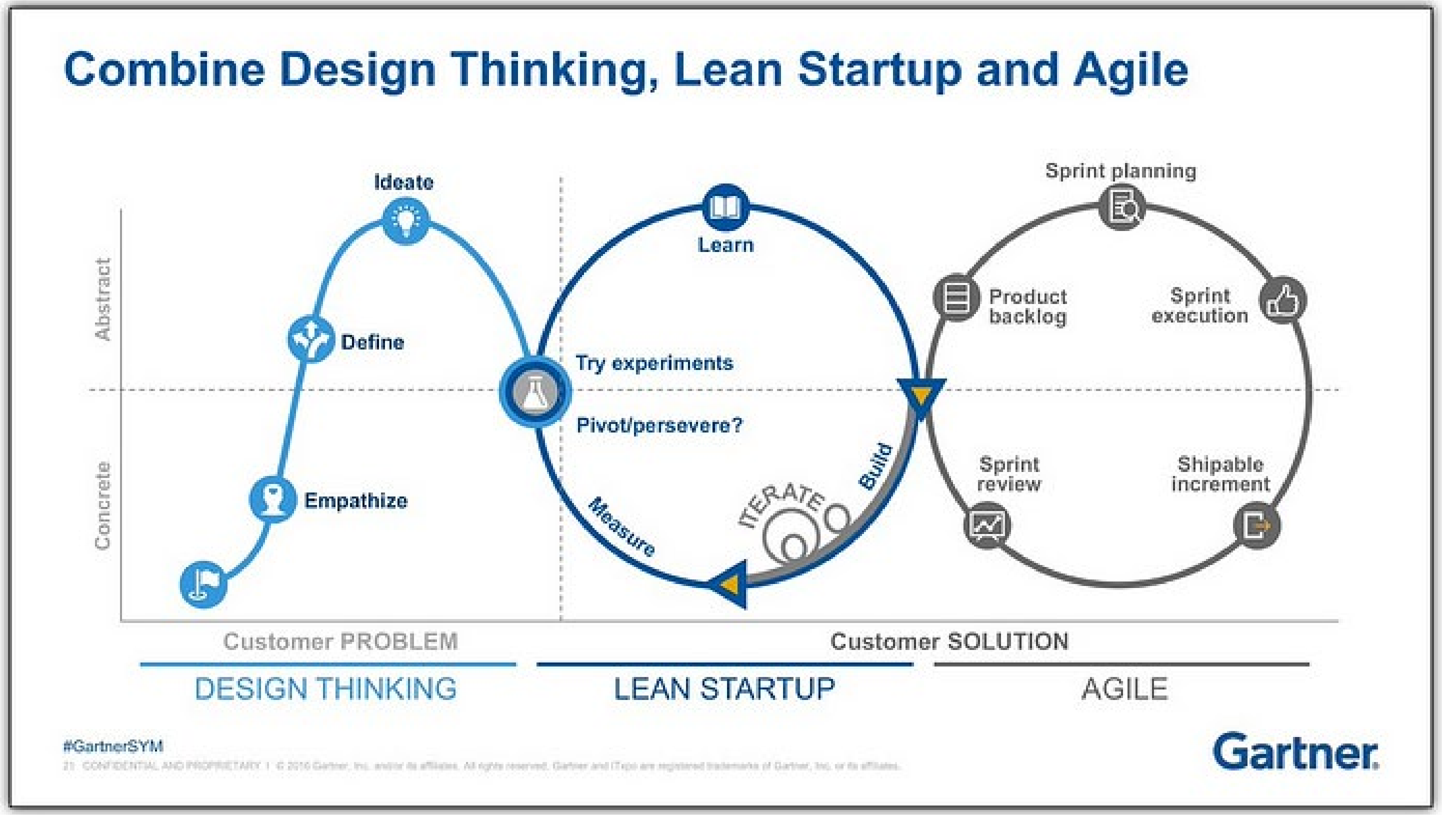
Integrating different concepts



Combine Design Thinking, Lean Startup and Agile

#GartnerSYM

Gartner.

SIP 3

SIP 4

WHY AGILE?

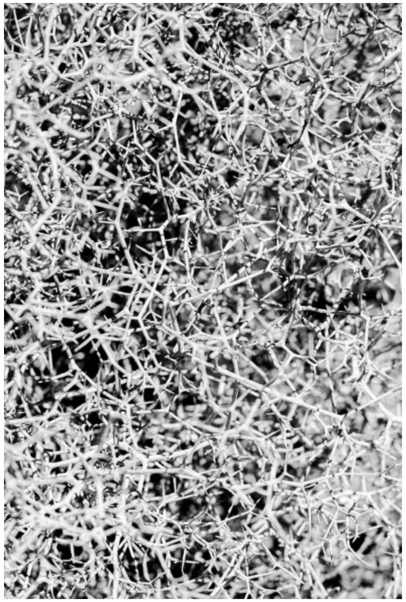
Why agile?

Social business planning is characterized by high levels of **uncertainty** and **complexity**.

Uncertainty

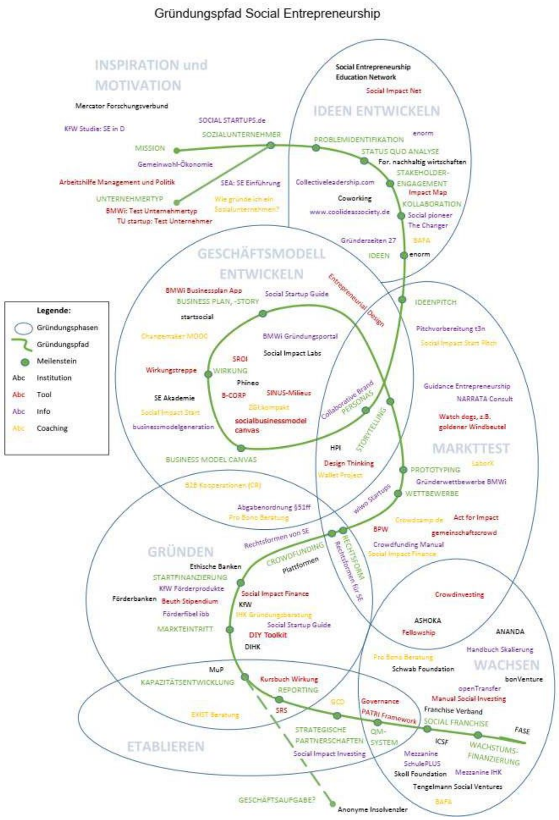
“risks we cannot assign probability to or predict in an accurate manner” (York & Venktaraman, 2010: 452)

Complexity



the multiplicity of highly interconnected variables involved in a problem (Simon 1969)

Complexity and Uncertainty in Social Business Planning

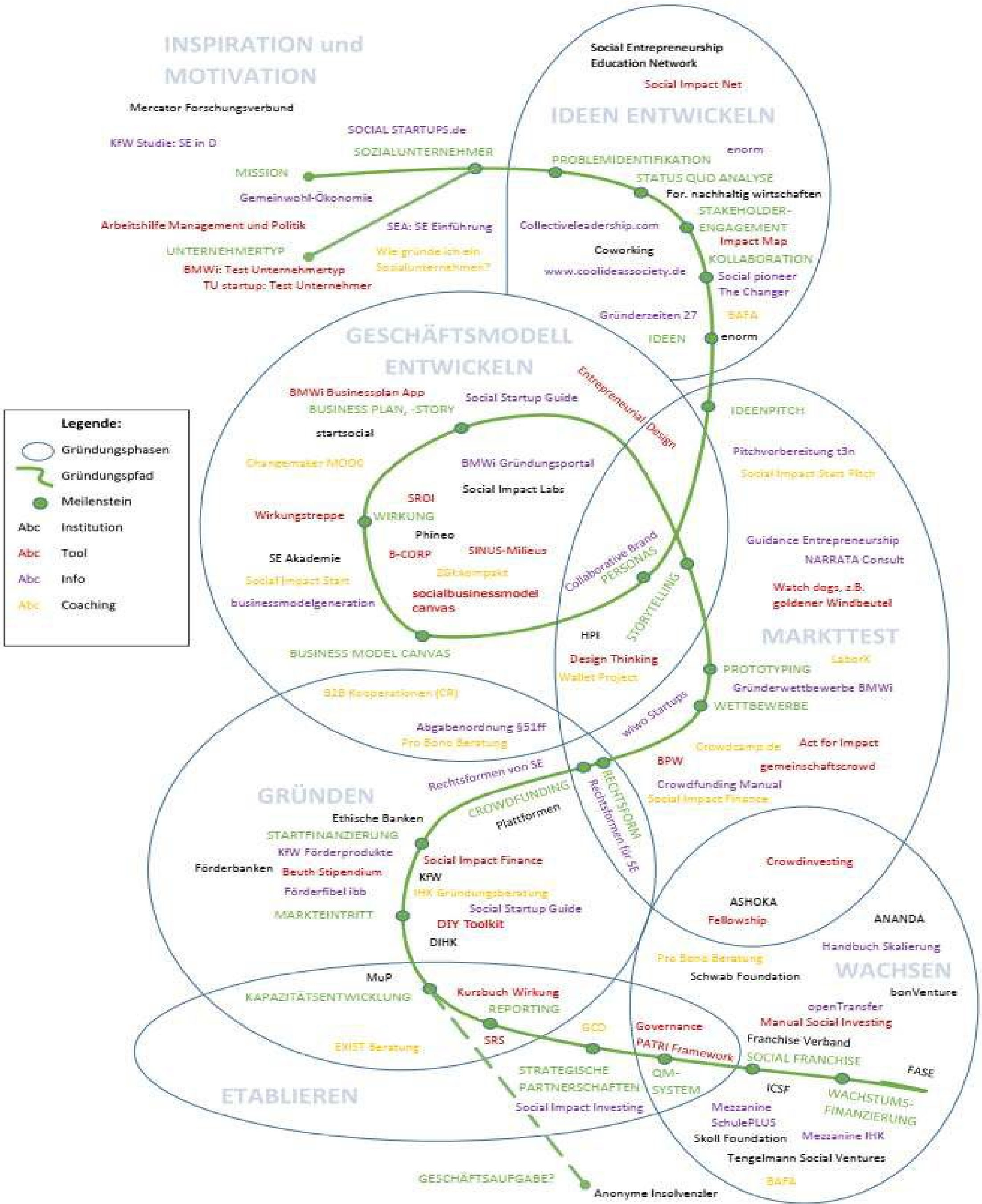


- Process: A circular complexity

- Result: A linear statement

Photo by Markus Spiske on Unsplash
https://gruendungswerkstatt-enterprise.de/material 20

Gründungspfad Social Entrepreneurship



INSPIRATION und MOTIVATION

Mercator Forschungsverbund
SOCIAL STARTUPS.de
KFW Studie: SE in D
SOZIALUNTERNEHMER
MISSION
Gemeinwohl-Ökonomie
Arbeitshilfe Management und Politik
SEA: SE Einführung
UNTERNEHMERTYP
Wie gründe ich ein Sozialunternehmen?
BMWi: Test Unternehmertyp
TU startup: Test Unternehmer

IDEEN ENTWICKELN

Social Entrepreneurship Education Network
Social Impact Net
enorm
PROBLEMIDENTIFIKATION
STATUS QUO ANALYSE
For. nachhaltig wirtschaften
Collectiveleadership.com
STAKEHOLDER-ENGAGEMENT
Impact Map
Coworking
KOLLABORATION
www.coolideassociety.de
Social pioneer
The Changer
Gründerzeiten 27
BAFA
IDEEN
enorm

GESCHÄFTSMODELL ENTWICKELN

BMWi Businessplan App
Social Startup Guide
BUSINESS PLAN, -STORY
Entrepreneurial Design
startsocial
Changemaker MOOC
BMWi Gründungsportal
Social Impact Labs
SROI
Wirkungstreppe
WIRKUNG
Phineo
SE Akademie
B-CORP
SINUS-Milieus
DSI kompakt
Social Impact Start
socialbusinessmodel canvas
businessmodelgeneration
Collaborative Brand
PERSONAS
STORYTELLING
HPI
Design Thinking
Wallet Project
BUSINESS MODEL CANVAS
B2B Kooperationen (CR)
Abgabenordnung §51ff
Pro Bono Beratung

MARKTTEST

IDEENPITCH
Pitchvorbereitung t3n
Social Impact Start Pitch
Guidance Entrepreneurship
NARRATA Consult
Watch dogs, z.B. goldener Windbeutel
LaborX
PROTOTYPING
Gründerwettbewerbe BMWi
WETTBEWERBE
wiwo Startups
Crowdcamp.de
Act for Impact
BPW
gemeinschaftscrowd
Crowdfunding Manual
Social Impact Finance

GRÜNDEN

Rechtsformen von SE
RECHTSFORM
Rechtsformen für SE
CROWDFUNDING
Plattformen
Ethische Banken
STARTFINANZIERUNG
KfW Förderprodukte
Förderbanken
Beuth Stipendium
Social Impact Finance
KfW
Förderfibel ibb
IHK Gründungsberatung
Social Startup Guide
MARKTEINTRITT
DIY Toolkit
DIHK

WACHSEN

Crowdinvesting
ASHOKA
Fellowship
ANANDA
Handbuch Skalierung
Pro Bono Beratung
Schwab Foundation
bonVenture
openTransfer
Manual Social Investing
Franchise Verband
SOCIAL FRANCHISE
FASE
ICSF
WACHSTUMS-FINANZIERUNG
Mezzanine
SchulePLUS
Skoll Foundation
Mezzanine IHK
Tengelmann Social Ventures
BAFA

ETABLIEREN

MuP
KAPAZITÄTSENTWICKLUNG
Kursbuch Wirkung
REPORTING
SRS
GCO
Governance
PATRI Framework
EXIST Beratung
STRATEGISCHE PARTNERSCHAFTEN
QM-SYSTEM
Social Impact Investing
GESCHÄFTSAUFGABE?
Anonyme Insolvenzler

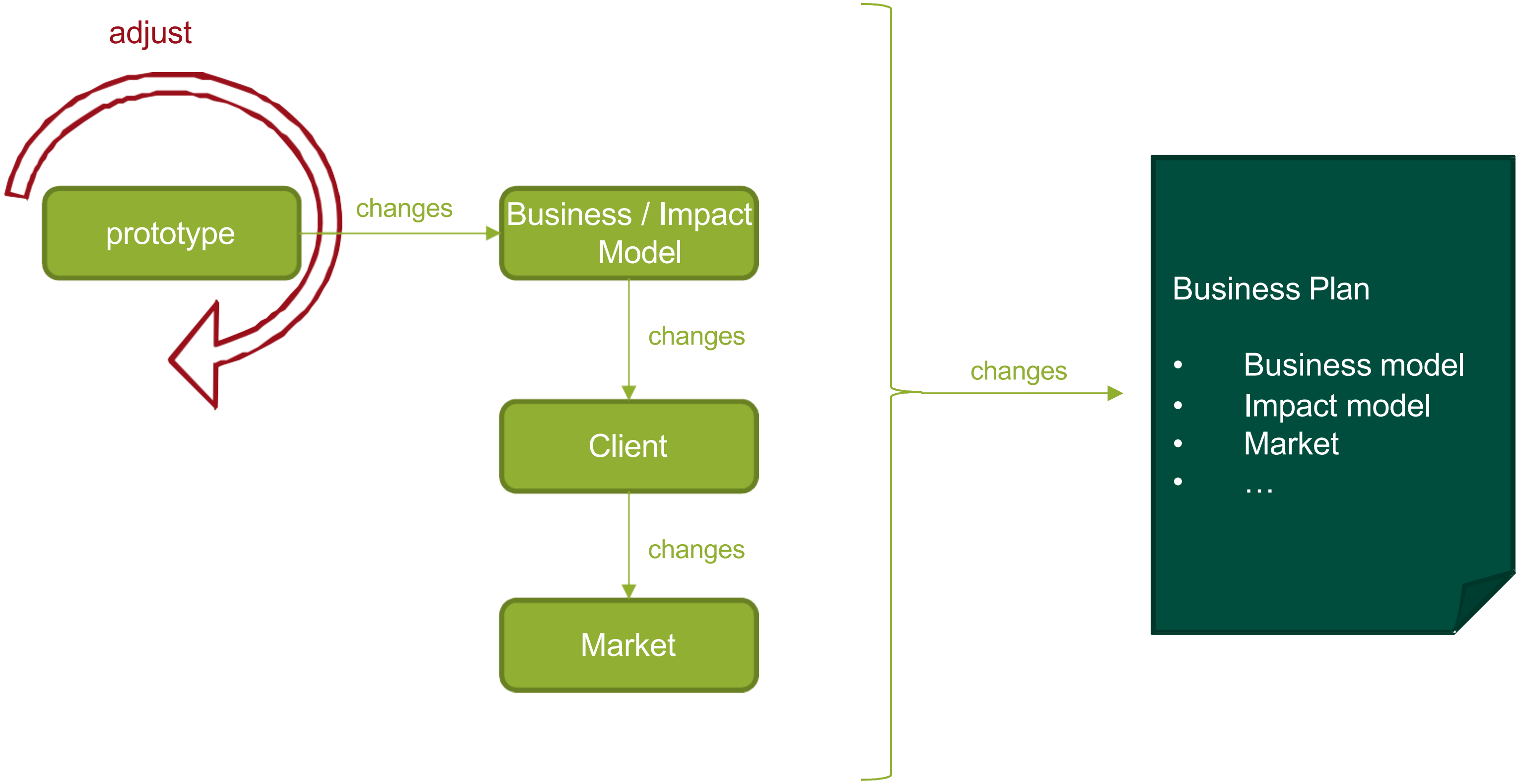
Legende:

○	Gründungsphasen
〰	Gründungspfad
●	Meilenstein
Abc	Institution
Abc	Tool
Abc	Info
Abc	Coaching

Why is social business planning complex and uncertain?

- **Balancing Dual Mission (Social vs. Financial Goals)**: Social entrepreneurs must deliver social value while keeping the venture financially afloat.
- This **hybrid mission** leads to potential *mission drift* – the risk of compromising the social purpose for revenue, or vice versa.
- Running a social enterprise involves all the challenges of running a commercial enterprise, **plus the added complexity of operating a second bottom line** that often lacks clear metrics
- Examples in a business plan: goals can conflict – scaling a product to increase profit might dilute service quality to the target community. The plan must articulate how profits will be reinvested for impact or how social programs will be funded long-term without derailing financial stability.
- This **tension between mission and margin** makes planning a delicate balancing act, requiring assumptions about both impact and income that are fraught with uncertainty.

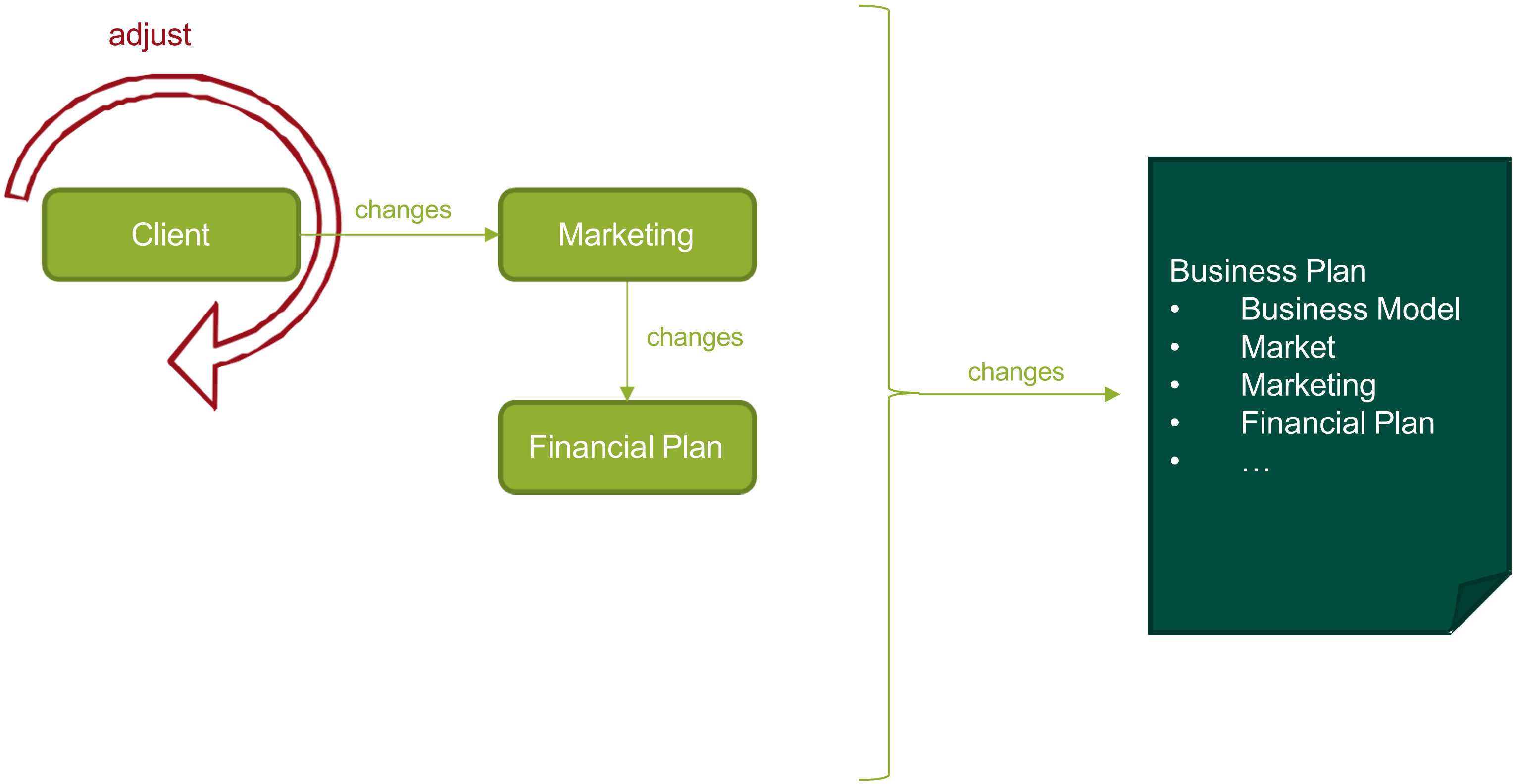
Complexity and Uncertainty in Social Business Planning



Business Plan

- Business model
- Impact model
- Market
- …

Complexity and Uncertainty in Social Business Planning



Business Plan

- Business Model
- Market
- Marketing
- Financial Plan
- …

Why is social business planning complex and uncertain?

Rechtliche Struktur und regulatorische Hürden: Sozialunternehmen in Deutschland sind bei der Wahl einer geeigneten Rechtsform und der Einhaltung von Vorschriften mit Unklarheiten konfrontiert. Das Fehlen einer speziellen Rechtsform für Sozialunternehmen zwingt Gründer dazu, zwischen kommerziellen Formen (z.B. GmbH) und gemeinnützigen Formen (e.V., gGmbH) zu wählen, die jeweils mit Einschränkungen verbunden sind.

Governance (Steuerung & Entscheidungsprozesse)

- Wählt das Startup eine **gemeinnützige Rechtsform** (z. B. gGmbH, e.V.), kann es zwar einfacher **Spenden und öffentliche Fördermittel** erhalten, aber die Verwendung von Gewinnen ist eingeschränkt – sie müssen **komplett reinvestiert** werden.
- Eine **GmbH oder UG (for-profit)** erlaubt dagegen die **Ausschüttung von Gewinnen**, aber es gibt **keinen Anspruch auf Spenden oder Steuererleichterungen**.

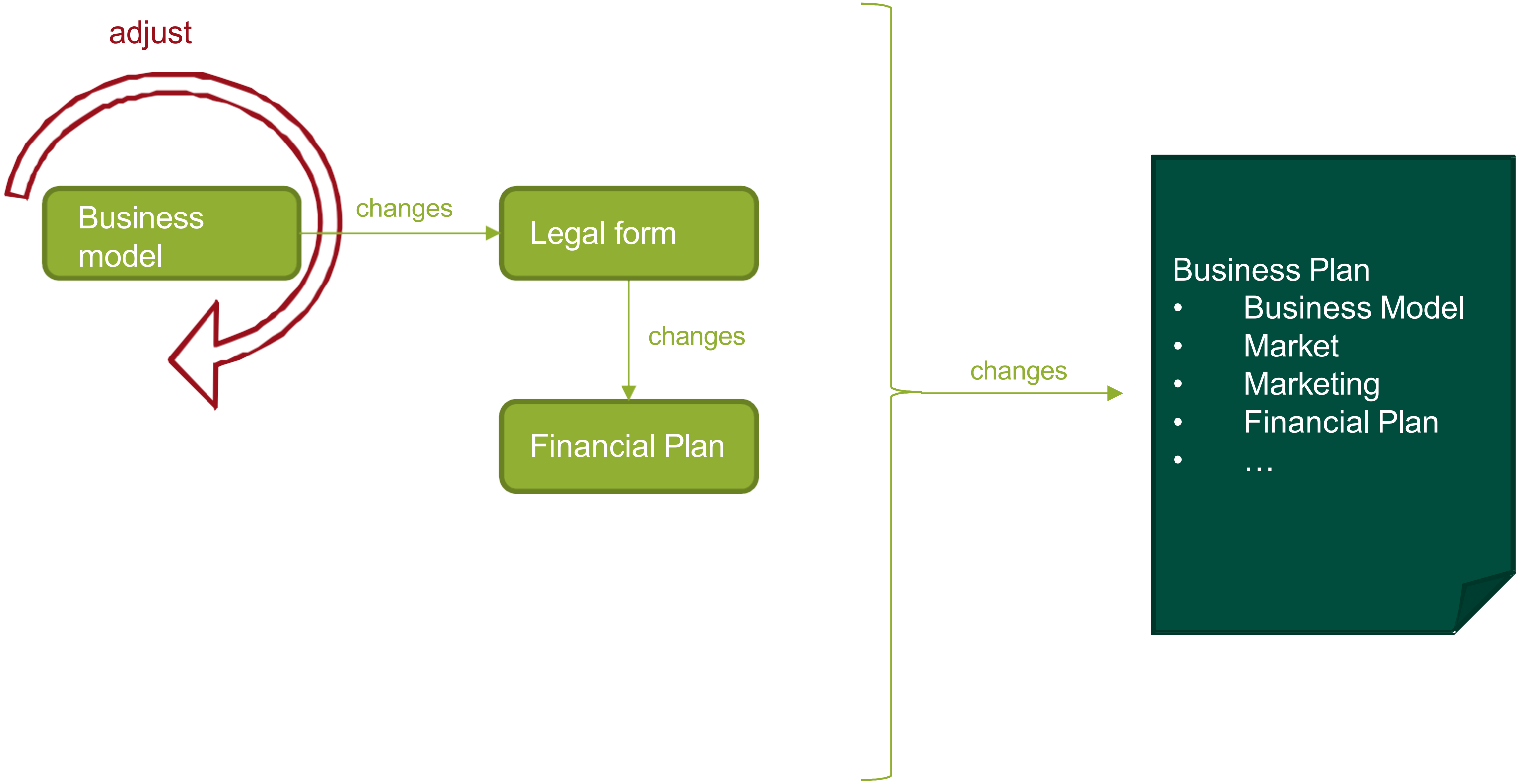
Steuerliche Komplexität

- Gemeinnützige Organisationen profitieren von **Steuerbefreiungen**, können aber keine klassischen **Investoren anziehen**.
- Eine **GmbH** zahlt reguläre **Gewerbe- und Körperschaftssteuer**, kann aber leichter **Wagniskapital oder Bankkredite** erhalten.

Investitionsmöglichkeiten

- **For-Profit-Modelle** sind attraktiver für **Impact-Investoren**, die eine finanzielle Rendite erwarten.
- **Non-Profit-Strukturen** können oft nur über **Spenden, staatliche Förderung oder Mitgliedsbeiträge** finanziert werden.

Complexity and Uncertainty in Social Business Planning



Business Plan
- Business Model
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- Marketing
- Financial Plan
- …

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Complexity and Uncertainty in Social Business Planning

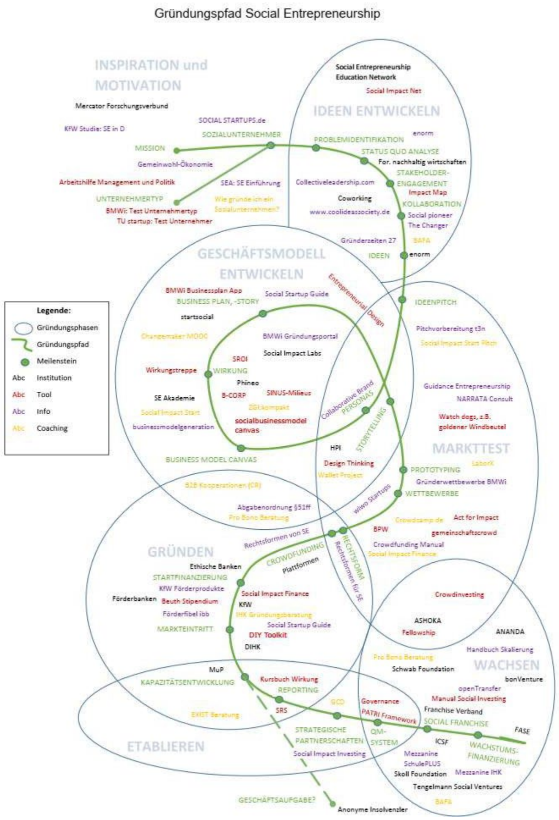

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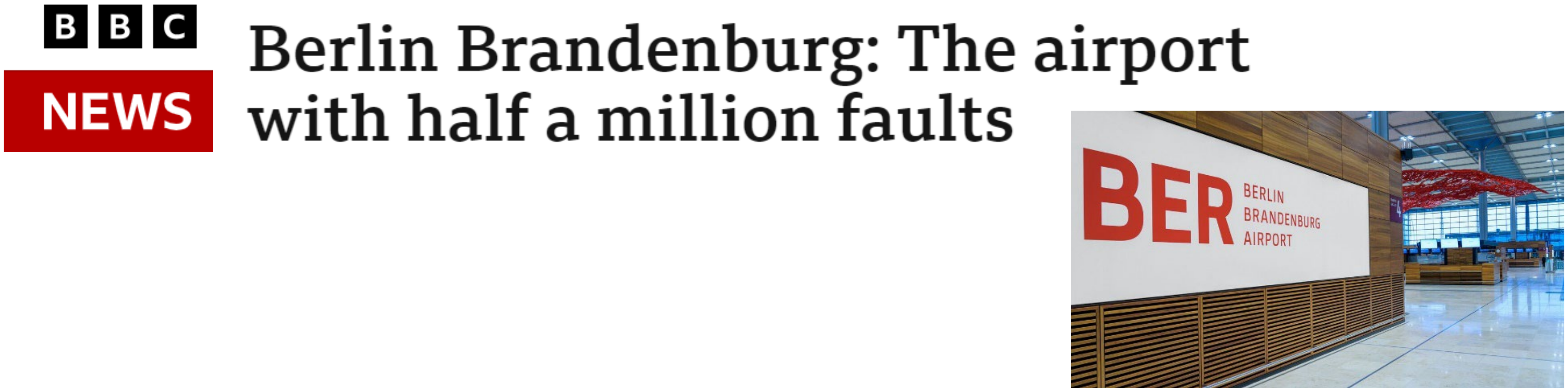
Photo by Markus Spiske on Unsplash
https://gruendungswerkstatt-enterprise.de/material 20

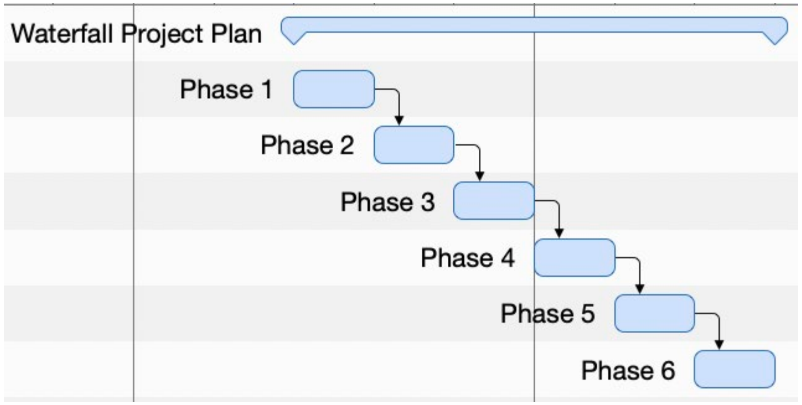
Why is traditional PM limited for social business planning



BBC NEWS

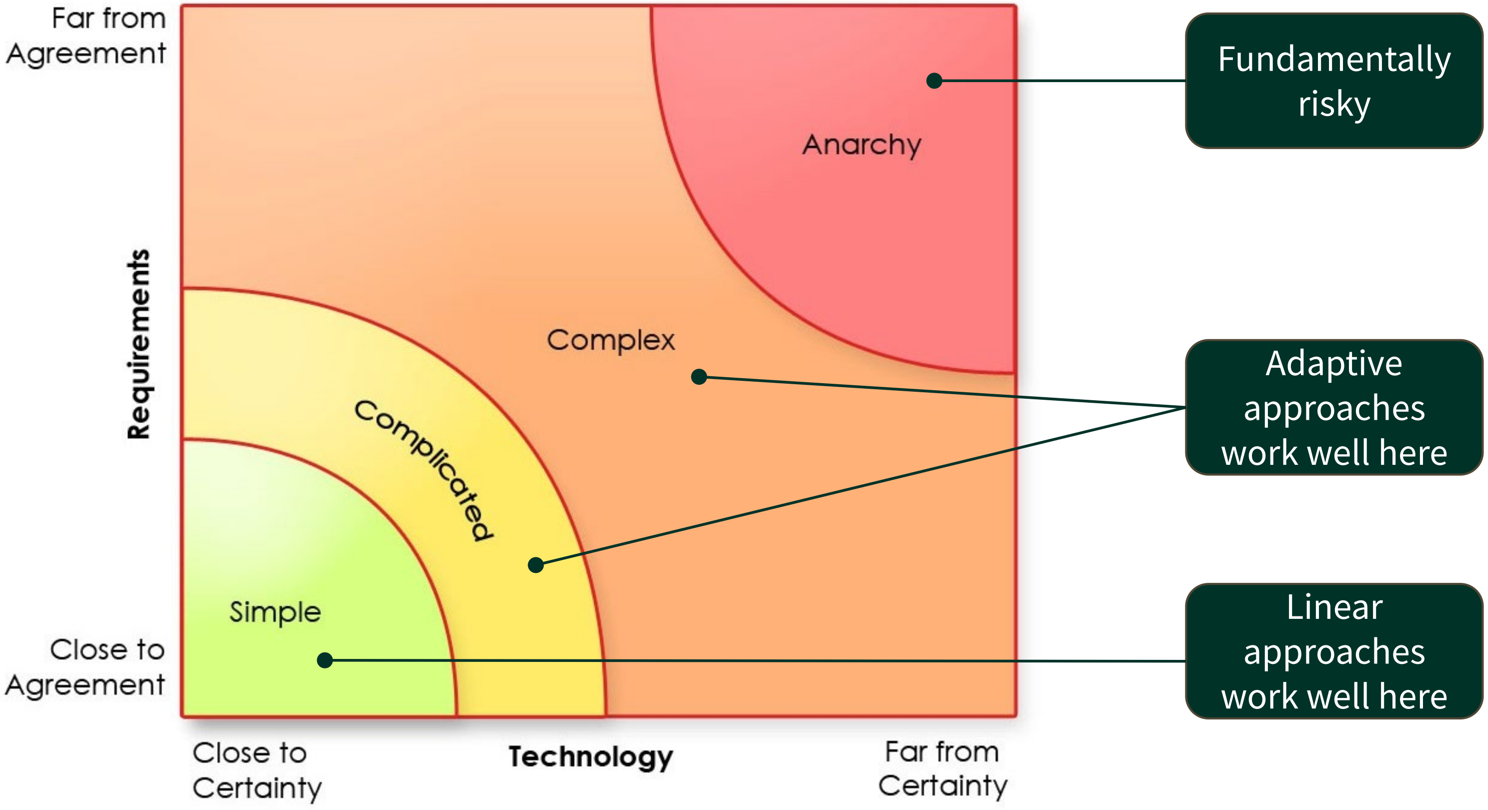
Berlin Brandenburg: The airport with half a million faults

BER
BERLIN
BRANDENBURG
AIRPORT



Traditional project management builds on the assumption that all relevant knowledge already exists at the beginning of the project – while complex projects require a dynamic structure that allows to integrate knowledge along the way

When to use linear vs agile



Fundamentally risky

Adaptive approaches work well here

Linear approaches work well here

Uncertainty and complexity model inspired by the Stacey Complexity Model (Agile Practice Guide 2017)

Why agile?

Social business planning is characterized by high levels of **uncertainty** and **complexity**.

Uncertainty

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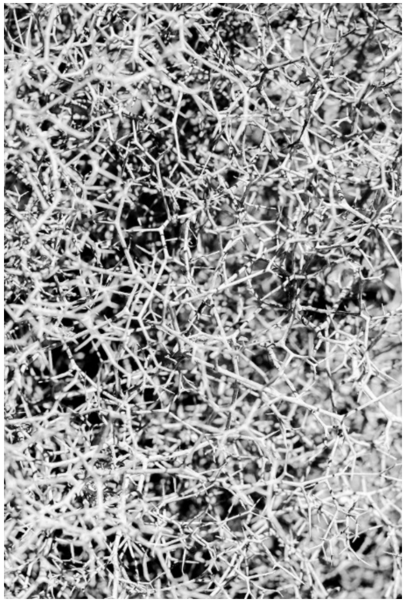
Complexity



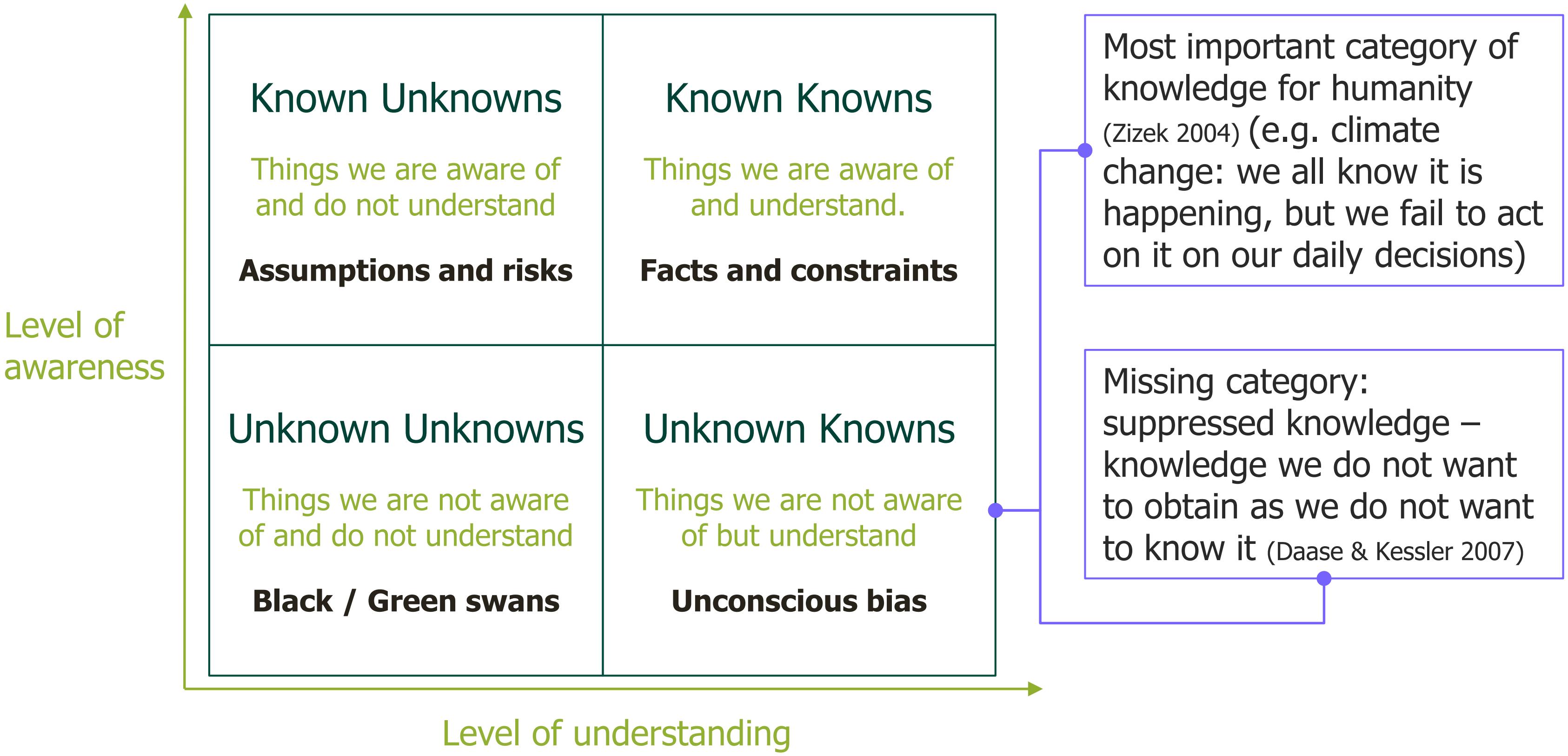
the multiplicity of highly interconnected variables involved in a problem (Simon 1969)

Uncertainty: Limited knowledge about events and causality

"… as we know, there are **known knowns**; there are things we know we know. We also know there are **known unknowns**; that is to say we know there are some things we do not know. But there are also **unknown unknowns**—the ones we don't know we don't know."
– Donald Rumsfeld

https://www.youtube.com/watch?v=REWeBzGuzCc

Uncertainty: The Rumsfeld matrix*



Known Unknowns Things we are aware of and do not understand **Assumptions and risks**	Known Knowns Things we are aware of and understand. **Facts and constraints**
Unknown Unknowns Things we are not aware of and do not understand **Black / Green swans**	Unknown Knowns Things we are not aware of but understand **Unconscious bias**

Most important category of knowledge for humanity (Zizek 2004) (e.g. climate change: we all know it is happening, but we fail to act on it on our daily decisions)

Missing category: suppressed knowledge – knowledge we do not want to obtain as we do not want to know it (Daase & Kessler 2007)

*origin unclear: Nassim Nicholas Taleb (2001) / Kirk Bone (NASA) / Luft & Ingham (1955)

Definable work vs. high-uncertainty work

Definable work	High-uncertainty work
▪ Clear procedures that have proven successful before	
▪ Production domain and processes involved are well understood	
▪ Low levels of execution uncertainty and risk	
▪ Examples: • production of a car • electrical appliance	

Definable work vs. high-uncertainty work

Definable work	High-uncertainty work
▪ Clear procedures that have proven successful before	▪ New design, problem solving, and not-done-before work is exploratory
▪ Production domain and processes involved are well understood	▪ Subject matter experts need to collaborate for creating a solution to problems
▪ Low levels of execution uncertainty and risk	▪ High-uncertainty work with high rates of change, complexity, and risk
▪ Examples: • production of a car • electrical appliance	▪ Examples: • Software systems engineers • Product designers • Doctors • Lawyers

PMI Agile Practice Guide 2017

What is the distinction between the two?

Definable work

- Clear procedures that have proven successful before
- Pr… …s
- …es:
  - production of a car
  - electrical appliance

Traditional predictive approaches

- Determine bulk of requirements upfront
- Control changes through change request process
- E.g. plan-driven or waterfall method

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- Examples:
  - Software systems engineers
  - Product designers
  - Doctors
  - Lawyers

PMI Agile Practice Guide 2017

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- Su to p
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Agile approaches

- Explore feasibility in short cycles
- Quick adaptations based on evaluation and feedback

PMI Agile Practice Guide 2017

Agile approaches are suitable for…

Projects that involve new or novel...

- tools,
- techniques,
- materials,
- application domains

Projects that…

- require research and development
- have high rates of change,
- have unclear or unknown requirements, uncertainty, or risk, or
- have a final goal that is hard to describe.

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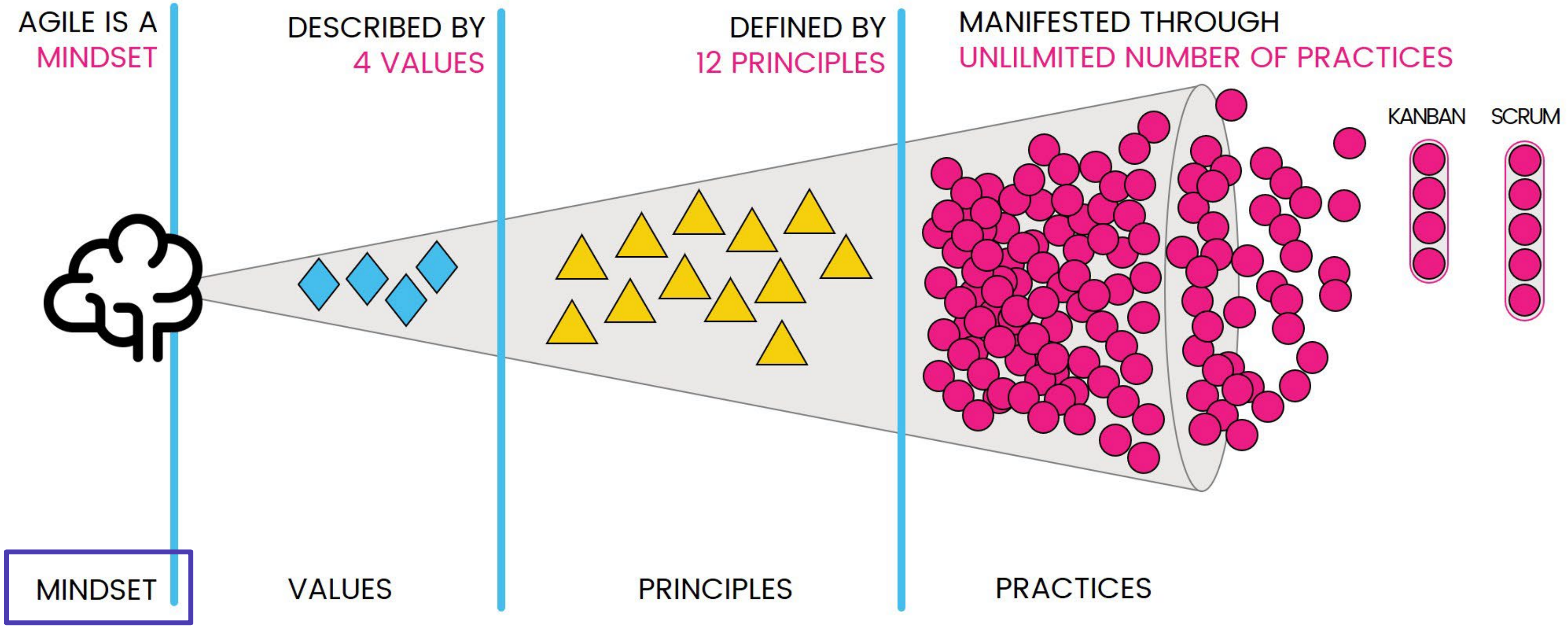
WHAT IS AGILE?

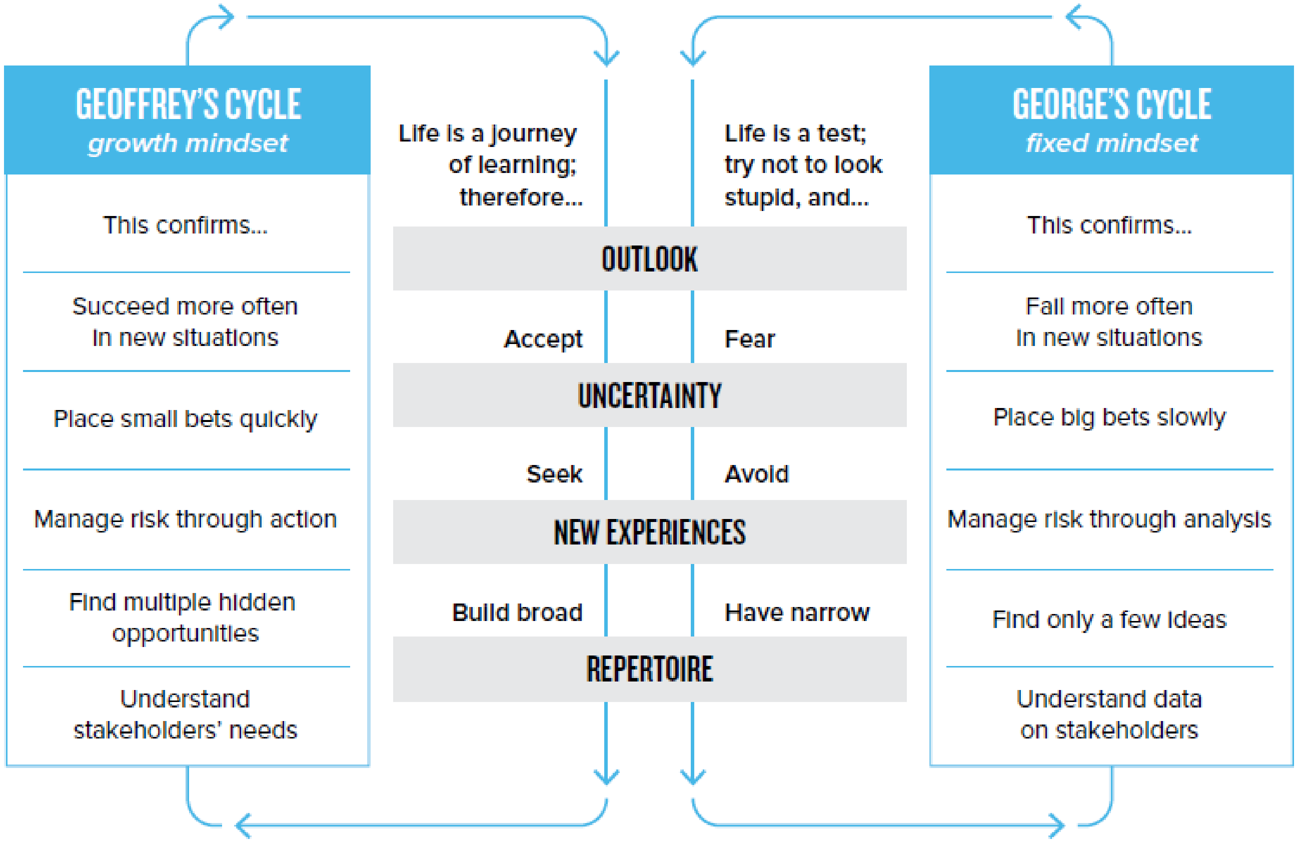
Agile manifesto, principles, and common practices



Adapted from Ahmed Sidky's Agile Mindset

Being agile → Doing agile

Two types of mindsets: growth vs fixed



GEOFFREY'S CYCLE
growth mindset

This confirms...

Succeed more often in new situations

Place small bets quickly

Manage risk through action

Find multiple hidden opportunities

Understand stakeholders' needs

Life is a journey of learning; therefore...

OUTLOOK

Accept

UNCERTAINTY

Seek

NEW EXPERIENCES

Build broad

REPERTOIRE

Life is a test; try not to look stupid, and...

Fear

Avoid

Have narrow

GEORGE'S CYCLE
fixed mindset

This confirms...

Fail more often in new situations

Place big bets slowly

Manage risk through analysis

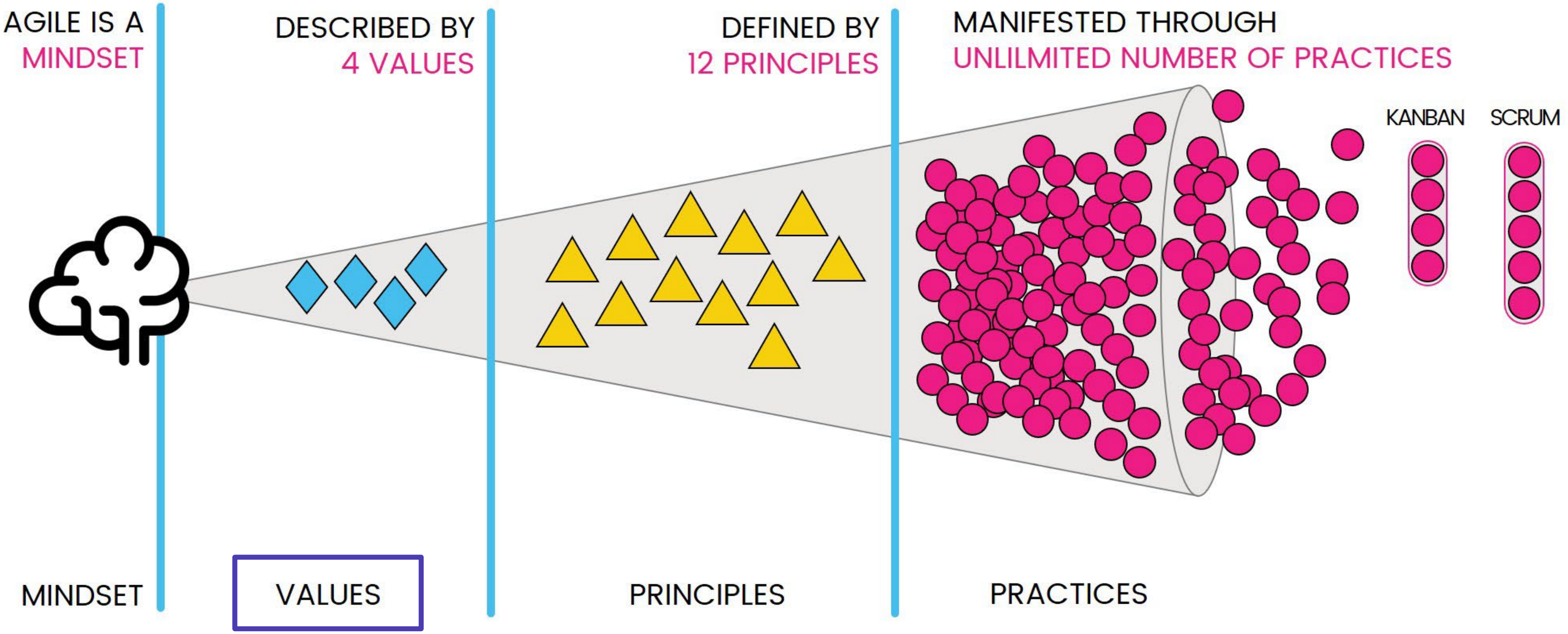
Find only a few ideas

Understand data on stakeholders

George's and Geoffrey's self-sustaining cycles.

Liedtka, J., Salzman, R., & Azer, D. (2018). *Design thinking for the greater good*. Columbia University Press.

Agile manifesto, principles, and common practices



Adapted from Ahmed Sidky's Agile Mindset

Being agile → Doing agile

The agile manifesto and mindset

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

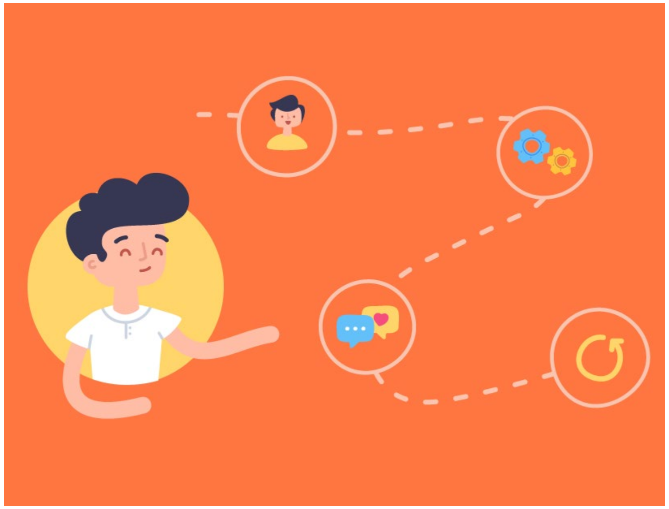
Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

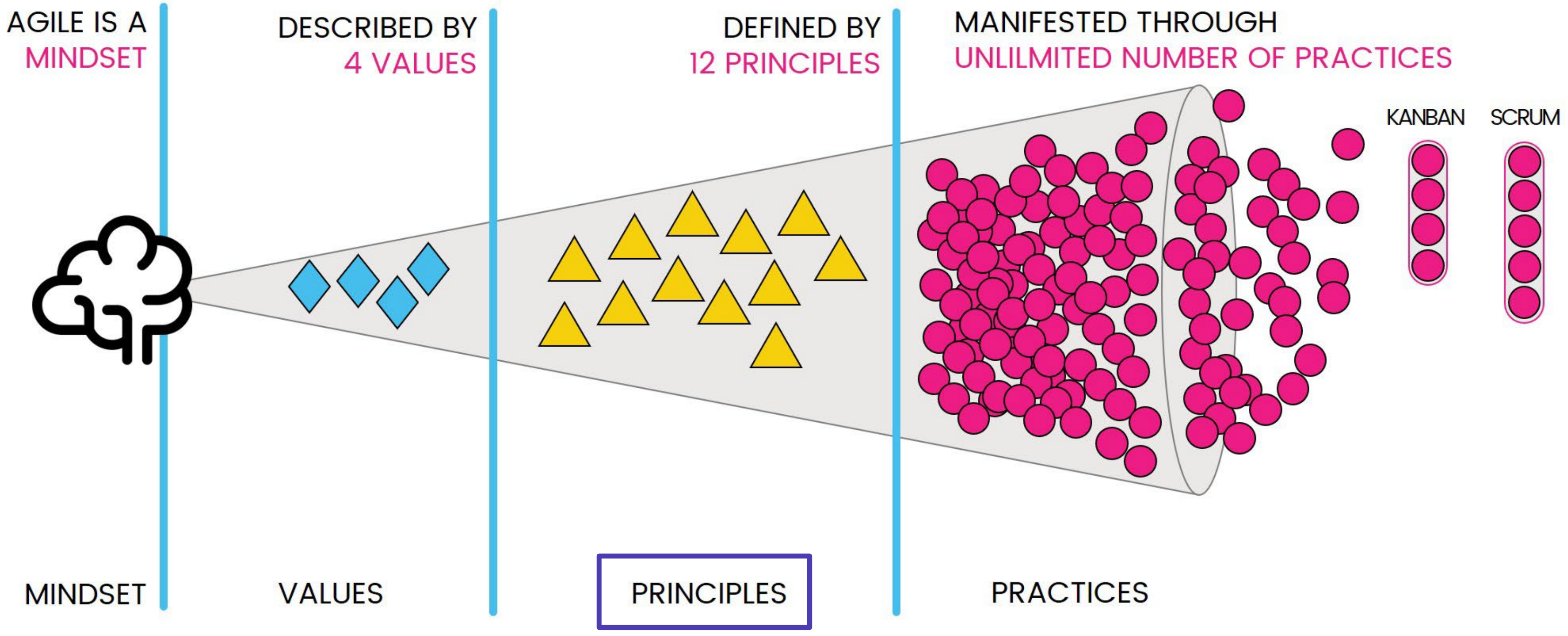
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.



Agile Manifesto authors 2001

Agile manifesto, principles, and common practices



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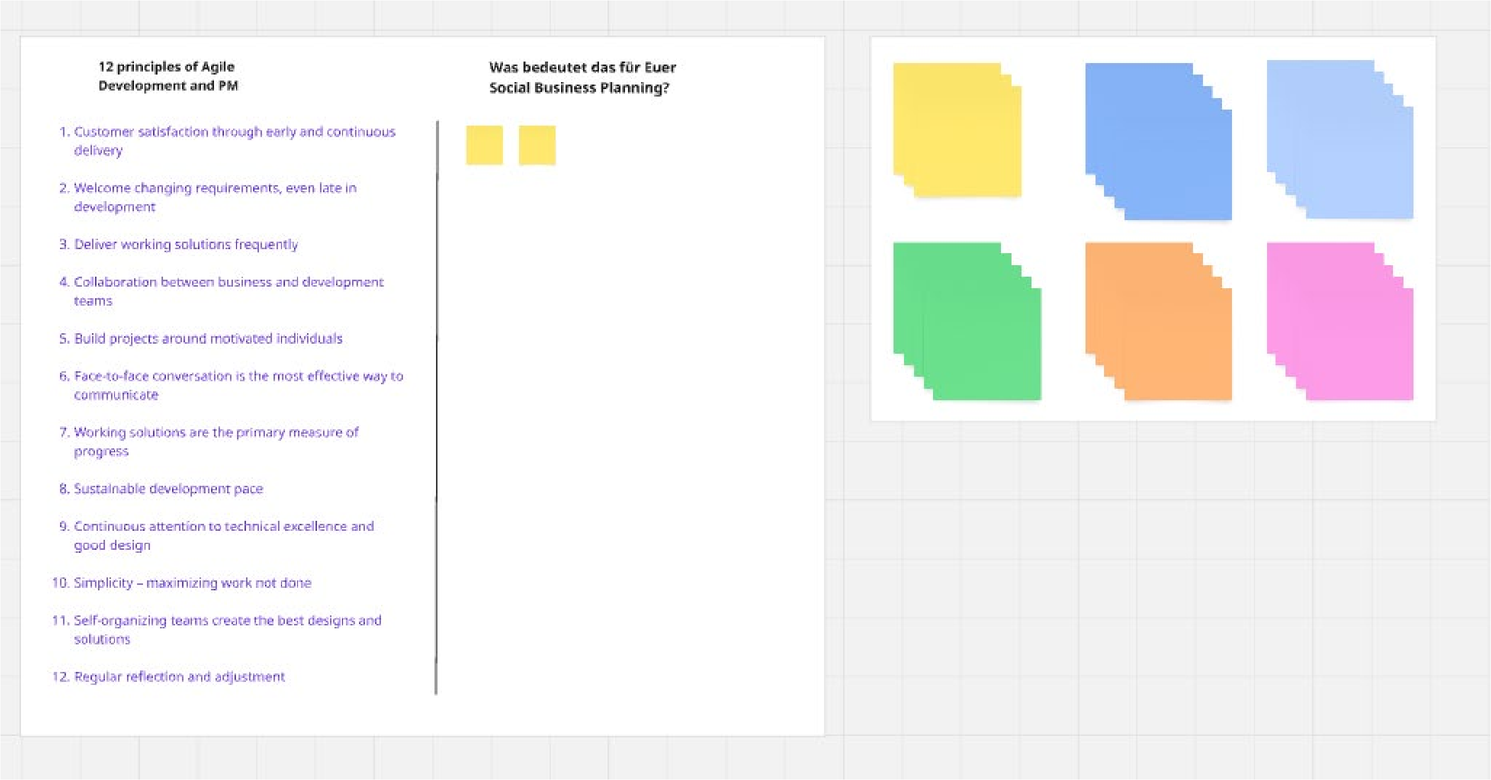
Agile Social Business Planning

https://miro.com/app/board/uXjVIOUrTuY=/

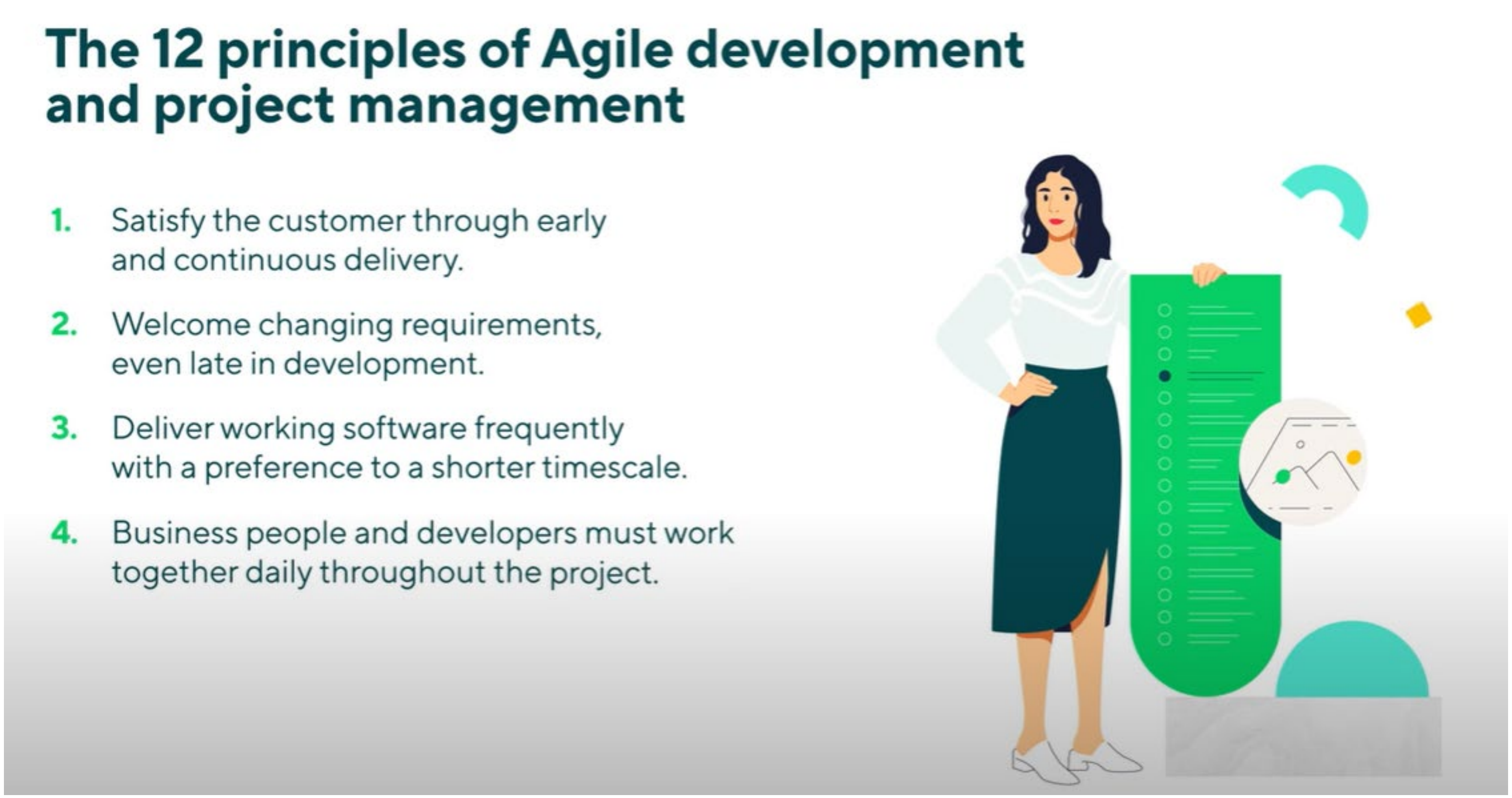


12 principles of Agile
Development and PM

1. Customer satisfaction through early and continuous delivery
2. Welcome changing requirements, even late in development
3. Deliver working solutions frequently
4. Collaboration between business and development teams
5. Build projects around motivated individuals
6. Face-to-face conversation is the most effective way to communicate
7. Working solutions are the primary measure of progress
8. Sustainable development pace
9. Continuous attention to technical excellence and good design
10. Simplicity – maximizing work not done
11. Self-organizing teams create the best designs and solutions
12. Regular reflection and adjustment

Was bedeutet das für Euer
Social Business Planning?

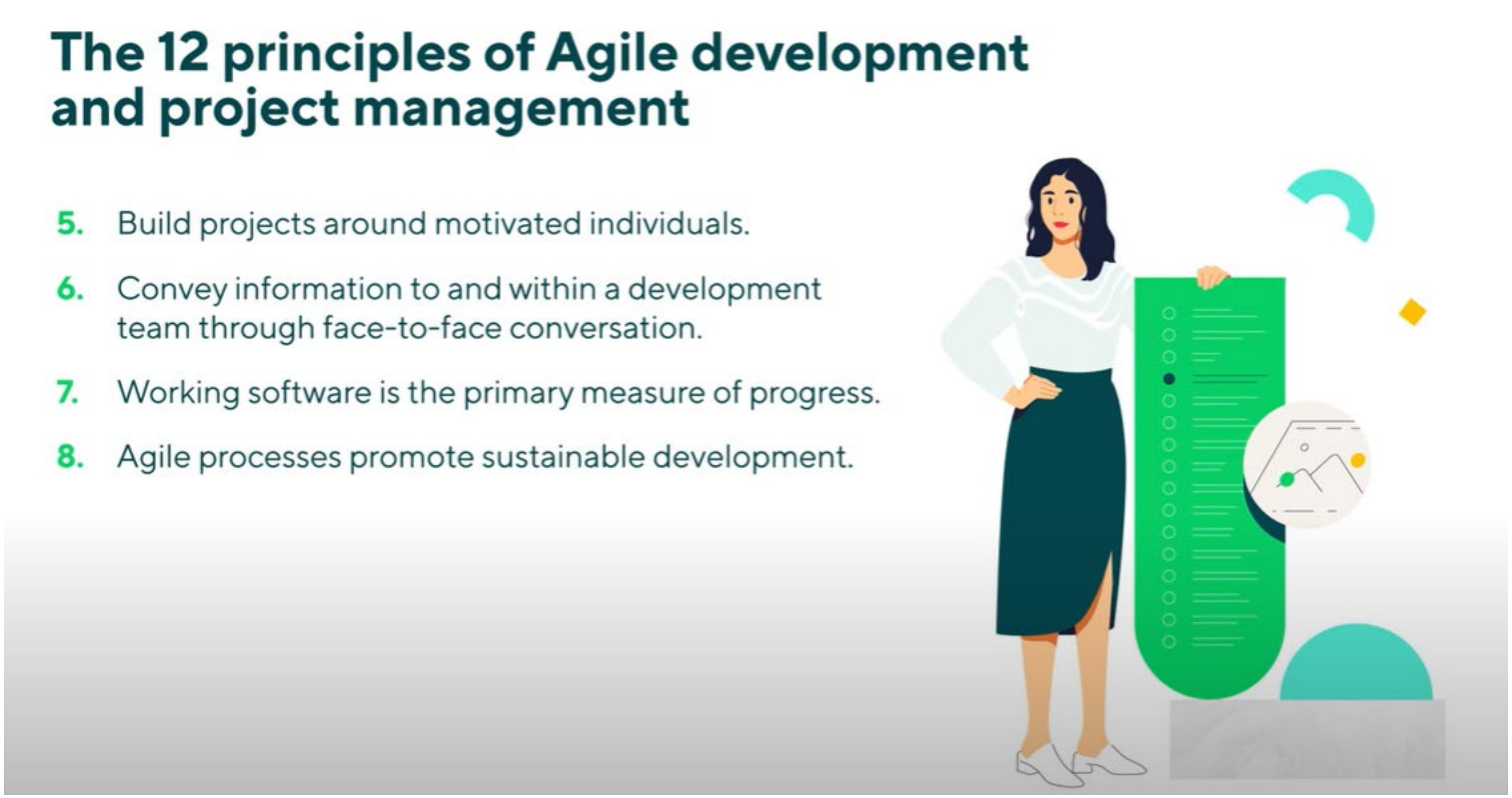
12 principles



The 12 principles of Agile development and project management

1. Satisfy the customer through early and continuous delivery.
2. Welcome changing requirements, even late in development.
3. Deliver working software frequently with a preference to a shorter timescale.
4. Business people and developers must work together daily throughout the project.

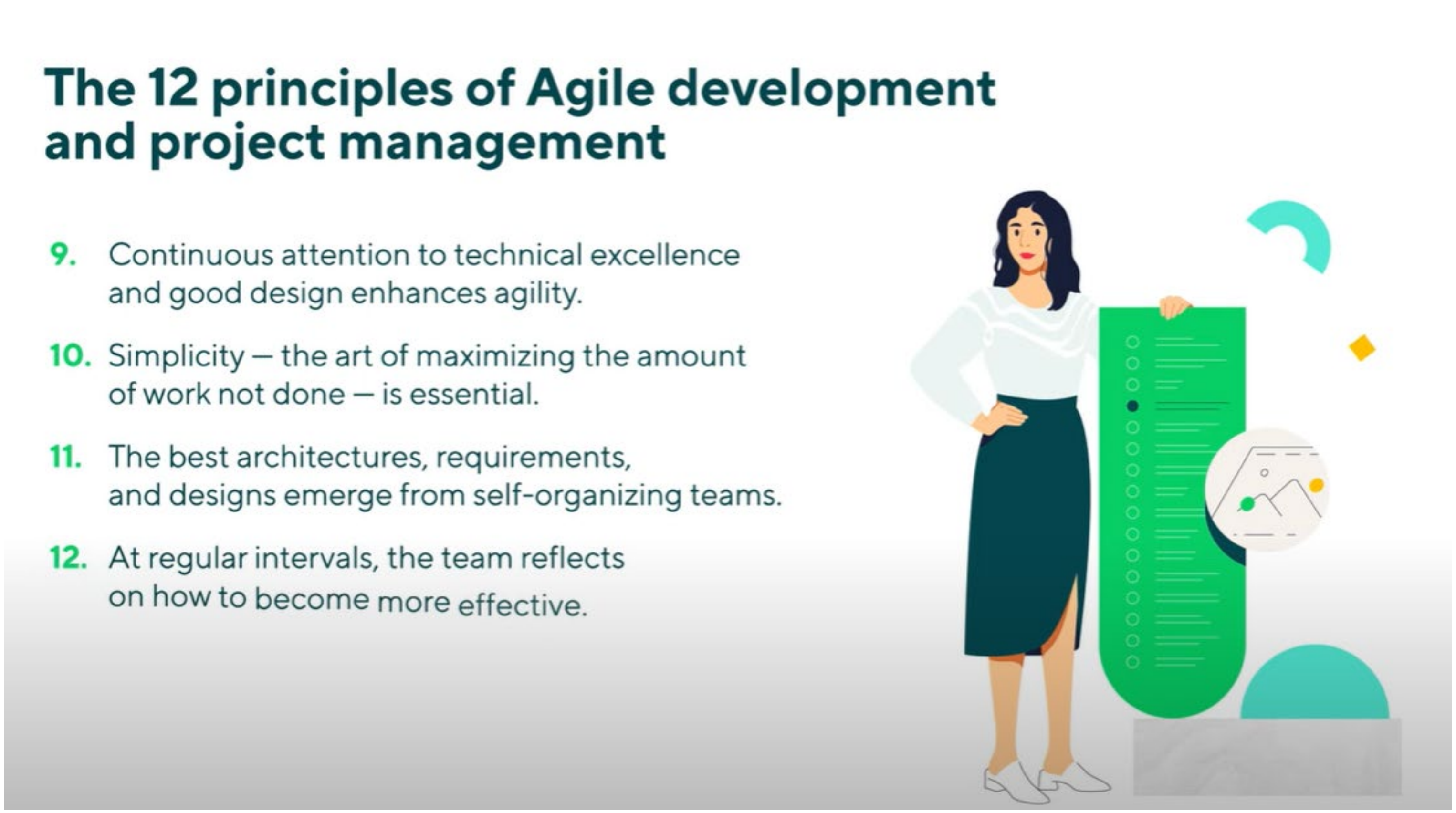
12 principles



The 12 principles of Agile development and project management

5. Build projects around motivated individuals.
6. Convey information to and within a development team through face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development.

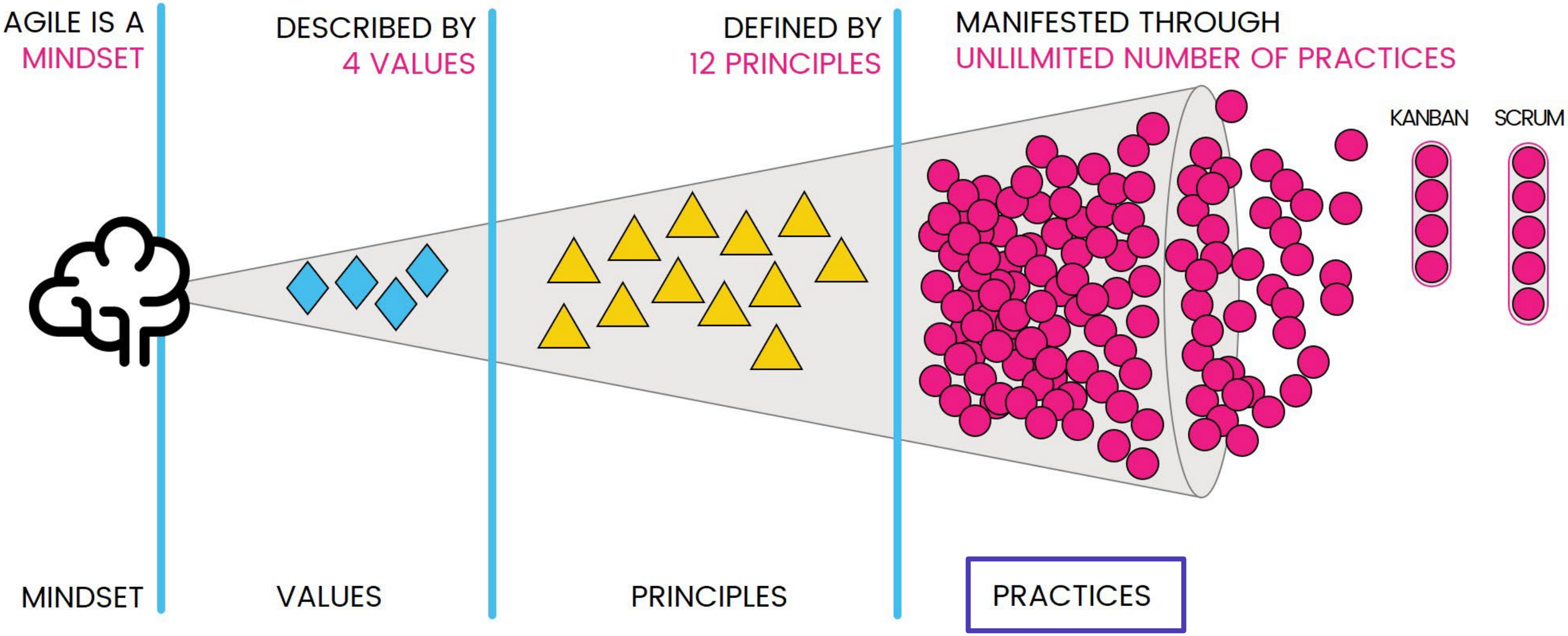
12 principles



The 12 principles of Agile development and project management

9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity — the art of maximizing the amount of work not done — is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective.

Agile manifesto, principles, and common practices



AGILE IS A MINDSET

DESCRIBED BY 4 VALUES

DEFINED BY 12 PRINCIPLES

MANIFESTED THROUGH UNLILMITED NUMBER OF PRACTICES

MINDSET

VALUES

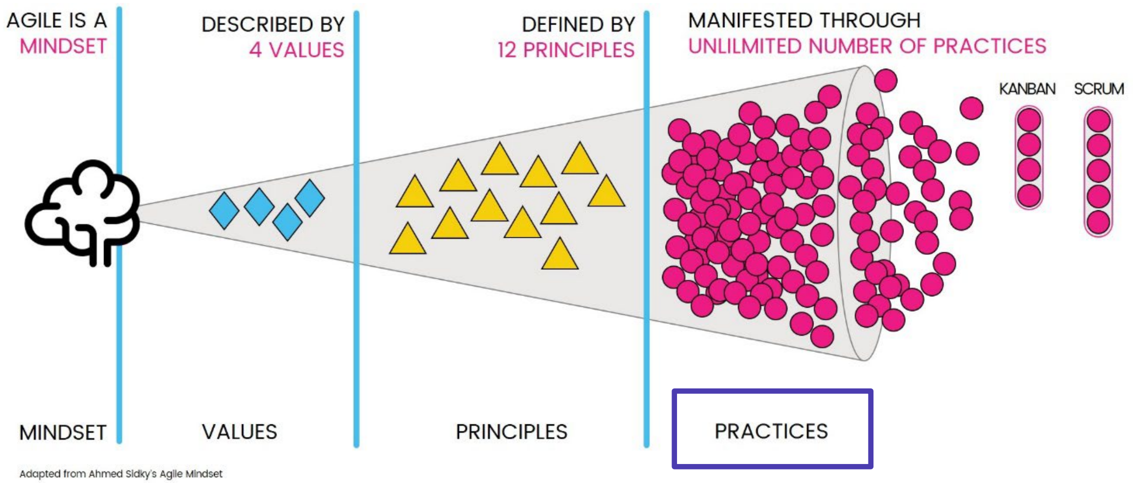
PRINCIPLES

PRACTICES

Adapted from Ahmed Sidky's Agile Mindset

Being agile → Doing agile

Narrowing it down for your task



6 key practices

4 team roles

6 basic steps

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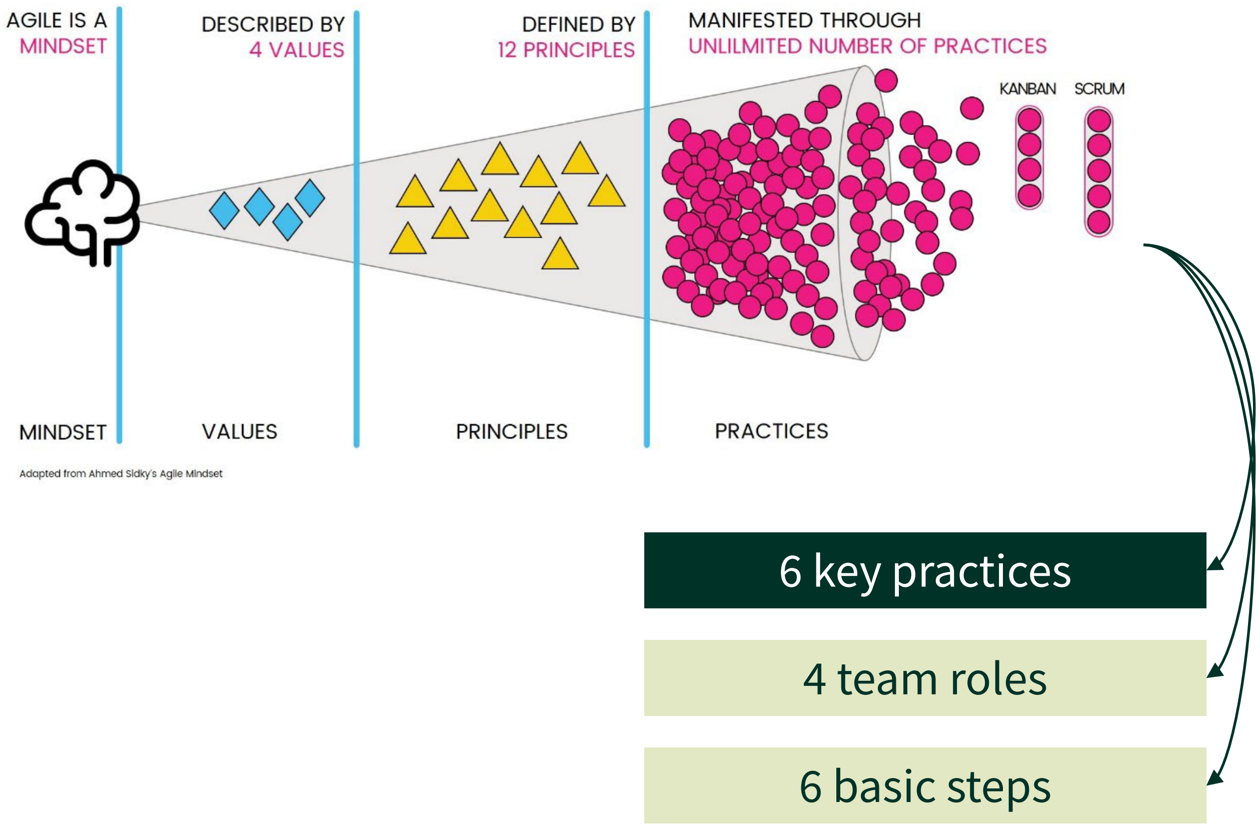
Narrowing it down for your task



6 key practices

4 team roles

6 basic steps

6 key practices of agile project management

1. **User story** is a high-level definition of a work request that contains just enough information so the team can produce a reasonable estimate of the effort required to accomplish the request.
2. **Sprints** are a short iteration, usually between one to three weeks to complete, where teams work on tasks determined in the sprint planning meeting.
   - As you move forward, the idea is to continuously repeat these sprints until your product is feature ready.
   - Once the sprint is over, you review the product see what is and isn't working, make adjustments, and begin another sprint to improve the product or service.
3. **Daily stand-up / scrum meetings** (under 10 minutes) are a great way to ensure everyone is on track and informed → **standing up** helps to keep the meetings short and to the point.

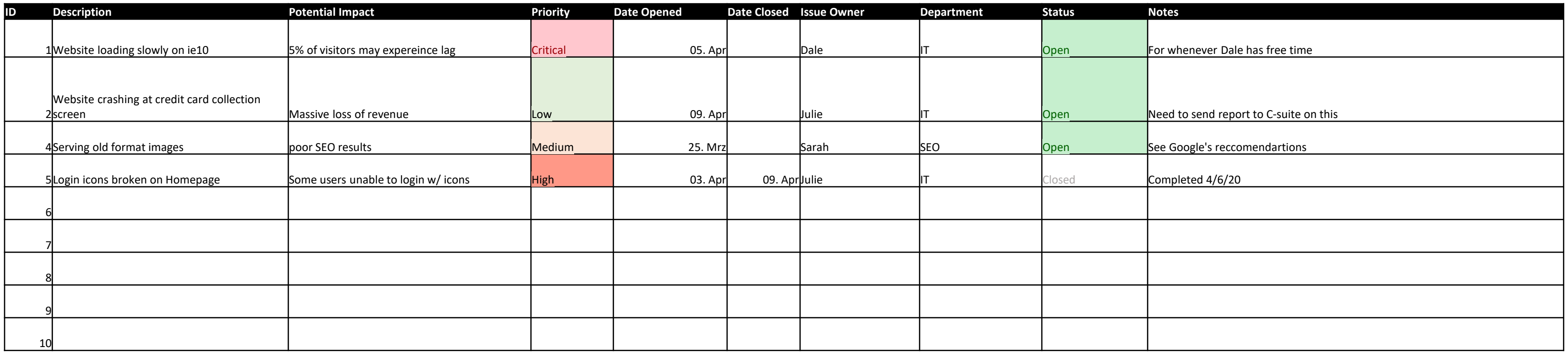
6 key practices of agile project management

4. **Agile board** helps your team track the progress of your project: a whiteboard with sticky notes, a simple Kanban board, or a function within your project management software.
5. **Backlog**: As project requests are added throughout the project, they become outstanding stories in the backlog: During sprint planning, stories in the backlog are moved into the sprint to be completed during the iteration.
6. **Issue log** is a project document where all issues that are negatively affecting the project are recorded, allocated to a team member and tracked all the way to its resolution as a tool for reporting and communicating all that is happening within the project

Issue Log

- The issue log is a project document where all issues that are negatively affecting the project are recorded and tracked.
- When an issue log is created, it provides a tool for reporting and communicating all that is happening within the project.
- It’s a lot like a support ticket that’s created when you call a help desk: the problem is logged and given an identifier, then the issue is tracked—all the way through to resolution

Example:



ID	Description	Potential Impact	Priority	Date Opened	Date Closed	Issue Owner	Department	Status	Notes
1	Website loading slowly on ie10	5% of visitors may expereince lag	Critical	05. Apr		Dale	IT	Open	For whenever Dale has free time
2	Website crashing at credit card collection screen	Massive loss of revenue	Low	09. Apr		Julie	IT	Open	Need to send report to C-suite on this
4	Serving old format images	poor SEO results	Medium	25. Mrz		Sarah	SEO	Open	See Google's reccomendartions
5	Login icons broken on Homepage	Some users unable to login w/ icons	High	03. Apr	09. Apr	Julie	IT	Closed	Completed 4/6/20
6									
7									
8									
9									
10									

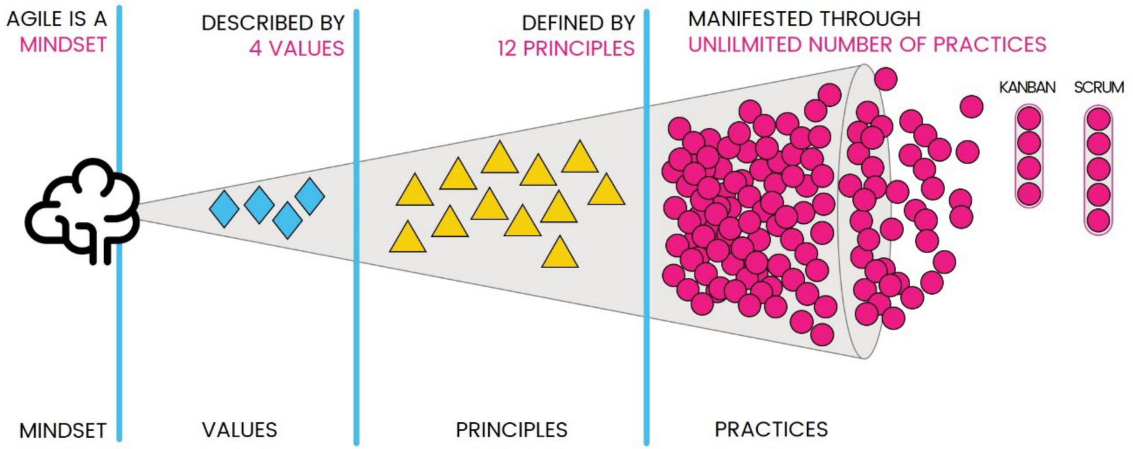
https://www.projectmanager.com/templates/issue-tracking-template

Issue Log

Typical elements are

- Issue Number (ID)
- Description (the issue itself)
- Potential impact
- Priority of the impact (e.g. Low/Medium/High/Critical)
- Date opened
- Date closed
- Issue Owner
- Status of the issue
- Notes including: how was the issue resolved (if at all)

Narrowing it down for your task



Adapted from Ahmed Sidky's Agile Mindset

6 key practices

4 team roles

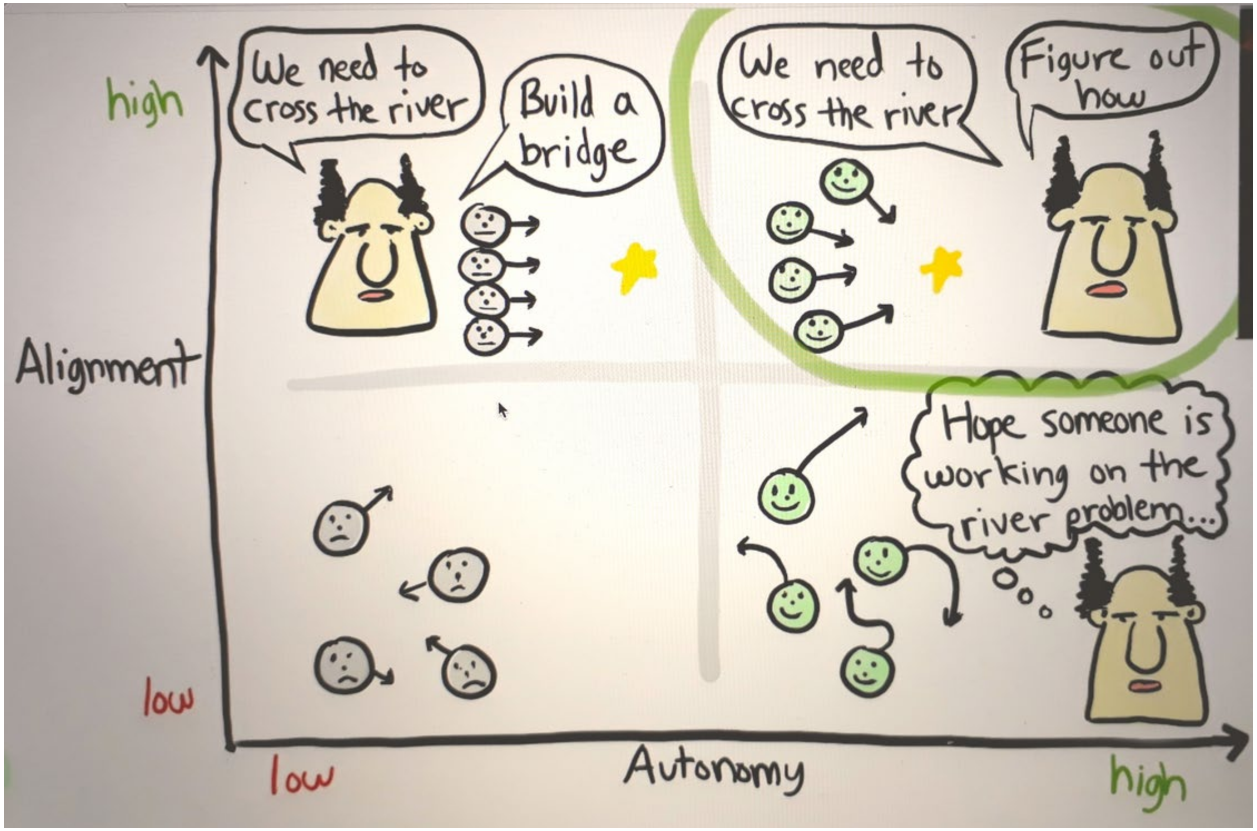
6 basic steps

4 Agile team roles

Different Agile methodologies may require specific team roles - here are a few common roles that you may find:

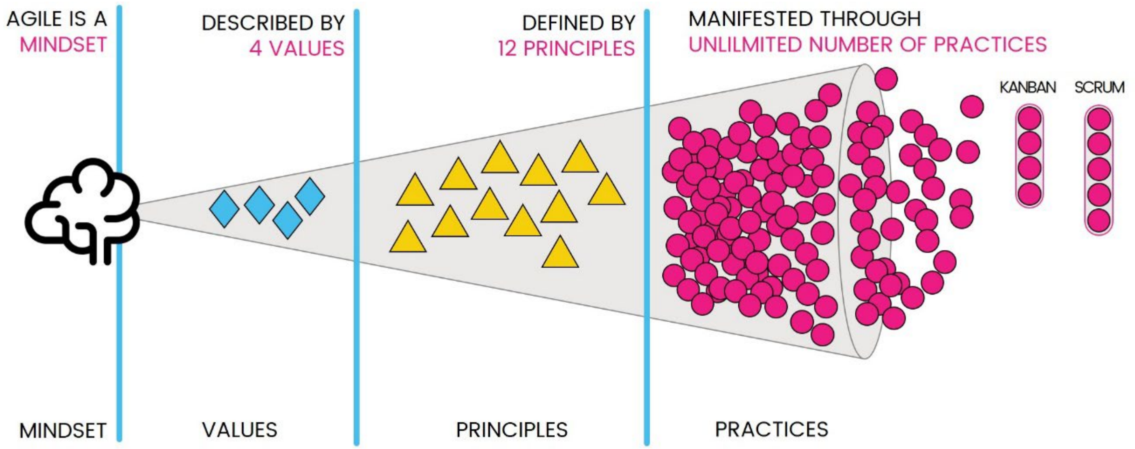
1. **Scrum Master** ensures that each sprint stays on track and helps to remove or resolve any issues or challenges that may come up. They are the team's advocate.
2. **Product owner** defines the goals of each sprint, manages and prioritizes the team backlog, and is the voice of the customer or internal stakeholder.
3. **Team members** are the ones who execute the work in each sprint
4. **Stakeholders** have an informational role only: They should be kept up-to-date on the product and sprint goals, have the opportunity to review and approve work during a sprint, and provide feedback during the sprint retrospective.

Being collaborative in agile projects


high
We need to cross the river
Build a bridge
We need to cross the river
Figure out how
Alignment
Hope someone is working on the river problem...
low
low
Autonomy
high

Henrik Kniberg; https://komfortzonen.de/lean-startup-agile-entwicklung-design-thinking-gemeinsamkeiten-prinzipien/?cn-reloaded=1

Narrowing it down for your task



Adapted from Ahmed Sidky's Agile Mindset

6 key practices

4 team roles

6 basic steps

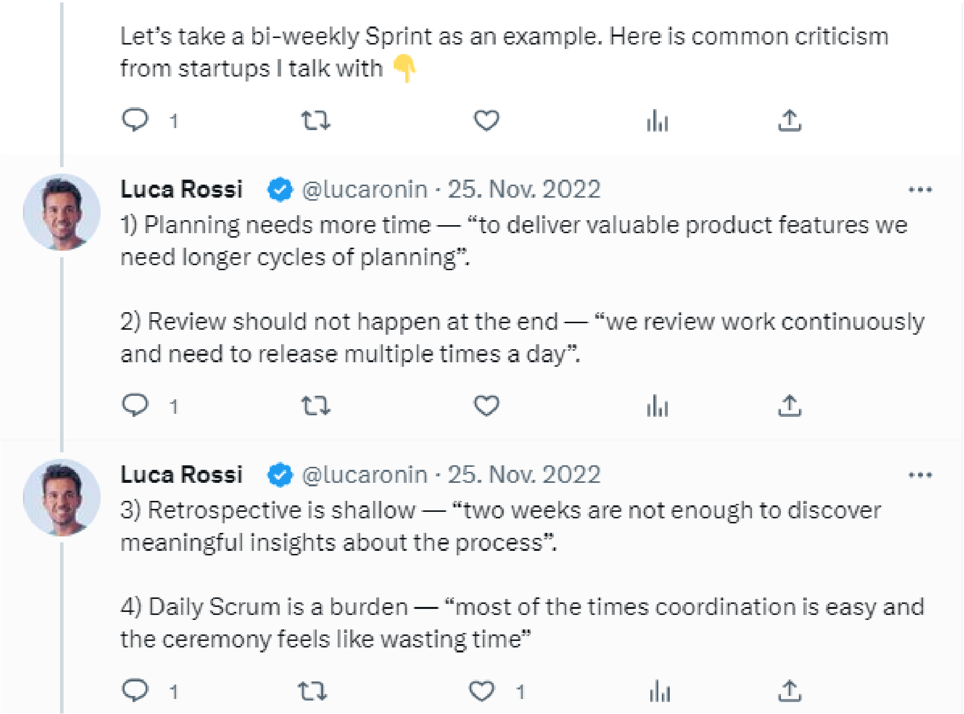
6 basic steps in the agile methodology

1. **Project planning:** Before beginning, your team should understand the end goal, the value to the organization or client, and how it will be achieved (e.g. impact model / business model). You can develop a project scope here, but remember that the purpose of using Agile project management is to be able to address changes and additions to the project easily, so the project scope shouldn’t be seen as unchangeable.
2. **Product roadmap creation:** A roadmap is a breakdown of the features that will make up the final product (e.g. social business canvas). This is a crucial component of the planning stage of Agile, because your team will build these individual features during each sprint. At this point, you will also develop a product backlog, which is a list of all the features and deliverables that will make up the final product. When you plan sprints later on, your team will pull tasks from this backlog.
3. **Release planning:** When using Agile, your project uses shorter development cycles (called sprints) with features released at the end of each cycle. Before kicking off the project, you’ll make a high-level plan for feature releases and at the beginning of each sprint, you’ll revisit and reassess the release plan for that feature.

6 basic steps in the agile methodology

4. **Sprint planning:** Before each sprint begins, the stakeholders need to hold a sprint planning meeting to determine what will be accomplished by each person during that sprint, how it will be achieved, and assess the task load. You'll also need to visually document your workflow for team transparency, shared understanding within the team, and identifying and removing bottlenecks.
5. **Daily stand-ups:** To help your team accomplish their tasks during each sprint and assess whether any changes need to be made, hold short daily stand-up meetings (max 15 minutes). During these meetings, each team member will briefly talk about what they accomplished the day before and what they will be working on that day.
6. **Sprint review and retrospective:** After the end of each sprint, your team will hold two meetings: first, you will hold a sprint review with the project stakeholders to show them the finished product. This is an important part of keeping open communication with stakeholders. Second, you will have a sprint retrospective meeting with your stakeholders to discuss what went well during the sprint, what could have been better, whether the task load was too heavy or too light for each member, and what was accomplished during the sprint.

Develop your own „Zombie Scrum“



Let’s take a bi-weekly Sprint as an example. Here is common criticism from startups I talk with 👇

Luca Rossi @lucaronin · 25. Nov. 2022

1) Planning needs more time — “to deliver valuable product features we need longer cycles of planning”.

2) Review should not happen at the end — “we review work continuously and need to release multiple times a day”.

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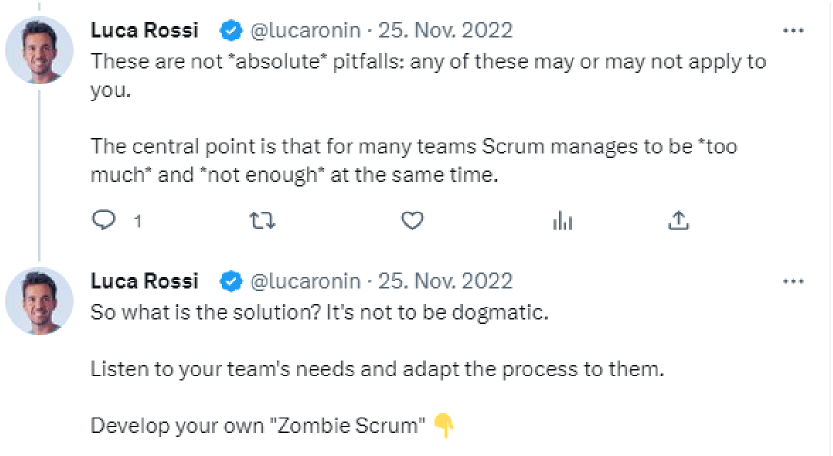
3) Retrospective is shallow — “two weeks are not enough to discover meaningful insights about the process”.

4) Daily Scrum is a burden — “most of the times coordination is easy and the ceremony feels like wasting time”



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These are not *absolute* pitfalls: any of these may or may not apply to you.

The central point is that for many teams Scrum manages to be *too much* and *not enough* at the same time.

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So what is the solution? It's not to be dogmatic.

Listen to your team's needs and adapt the process to them.

Develop your own "Zombie Scrum" 👇