PRINCE2 – NOT JUST FOR WATERFALL PROJECTS

AN INTRODUCTION TO PRINCE2 AGILE

Andrew Kell

- Introduction
- Projects & agile – the basics
- PRINCE2 & agile – the basics (and some myth busting)
- Is 'agile project' an oxymoron?
- PRINCE2 Agile – what is it? (and where does it fit in?)
- A hexagon rather than a triangle?
- PRINCE2 Agile:
  - 5 targets
  - Behaviours
  - Frameworks
  - Focus Areas
  - Techniques
  - Concepts
- 'Agile by stealth'
- Q&A

- **Over 30 years of experience as a:**
  - Project Manager/Business Analyst/Developer/Consultant/Trainer/Agile Coach/Business Systems Manager
- **RAD/Agile since 1994**
- **Independent consultant since 2009**
- **Worked with agileKRC since 2011**
- **Agile 'pragmatist'**
- **Very fond of a cheese joke...**

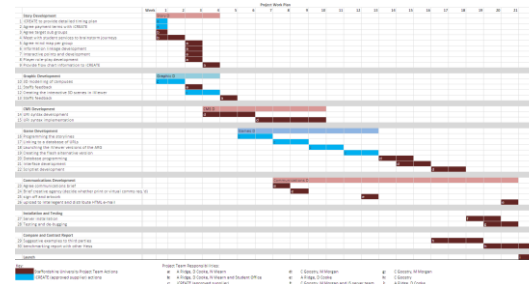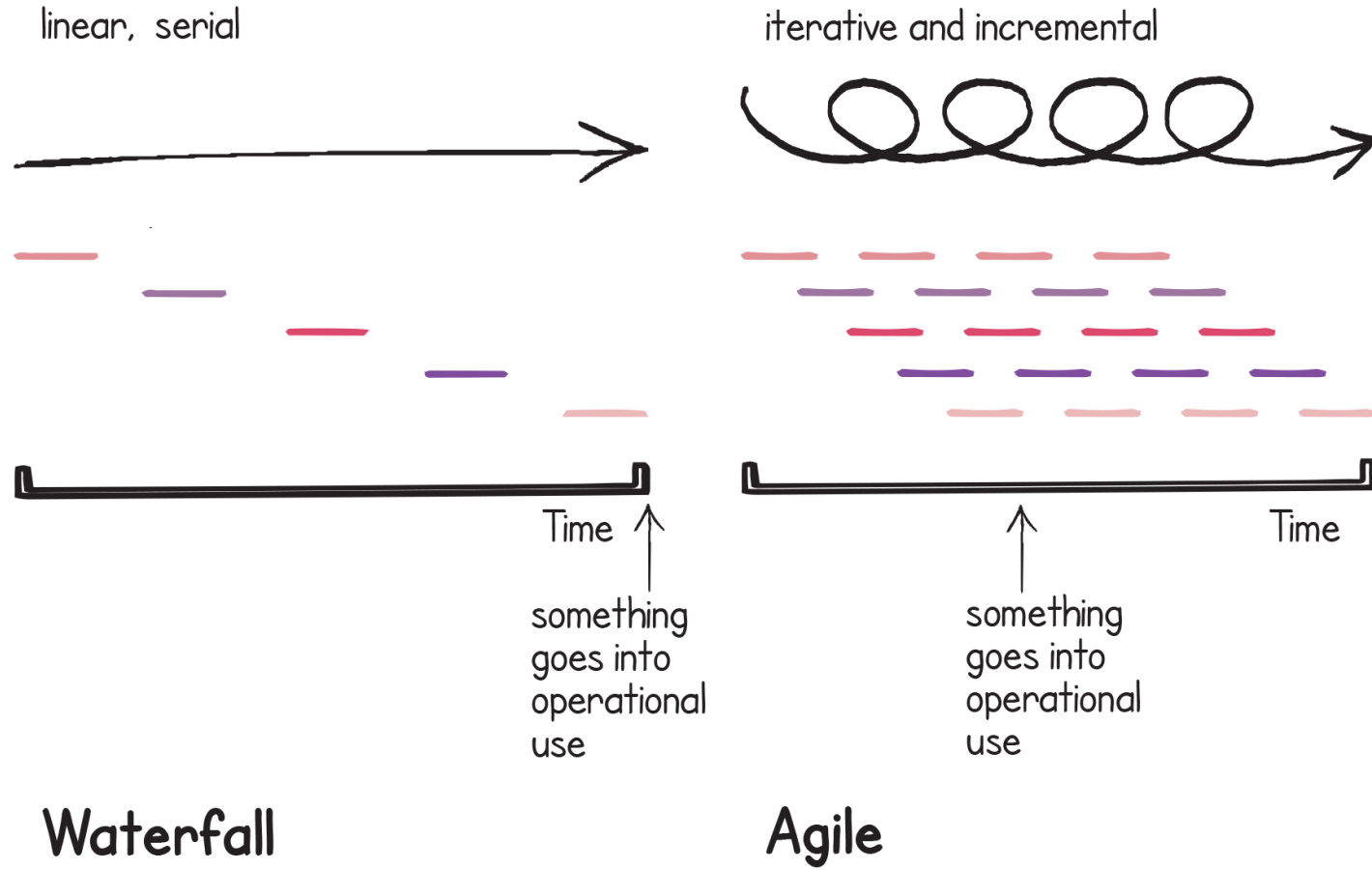|		
Independent consultant	Wonder Llama	Wonder Llama
Operational business system/process/programme management & business change	Dunnhumby	dunnhumby
	Detica (now BAE Systems)	Detica
Client facing project & programme management (Agile)		
Consultancy and training	Parity Solutions	PARITY
	Cornhill Insurance (now Allianz)	Allianz
Agile software development	Hoskyns (now Capgemini)	Capgemini
Industrial placement	IBM	IBM

- Projects
  - Complicated (typically!)
  - Unique
  - Temporary
  - Need to be managed
- Agile (2001)
  - Flexible
  - Collaborative
  - Value-driven
  - Incremental
  - Iterative
  - Used for both BAU & projects

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

- **PRINCE2 (1996)**
  - **Already enabled for agile (since 2009)**
  - **Not a 'traditional' PM approach**
  - **Beware prejudice
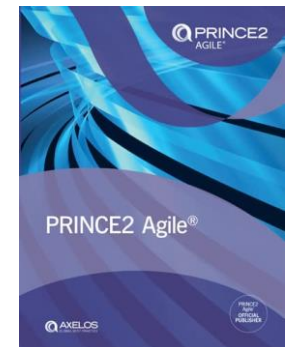   (e.g. waterfall/bureaucratic/'command & control')**
- **PRINCE2 Agile (2015)**
  - **For any project (not just IT projects)**
  - **Sees agile as a family of behaviours, concepts, frameworks/approaches & techniques**
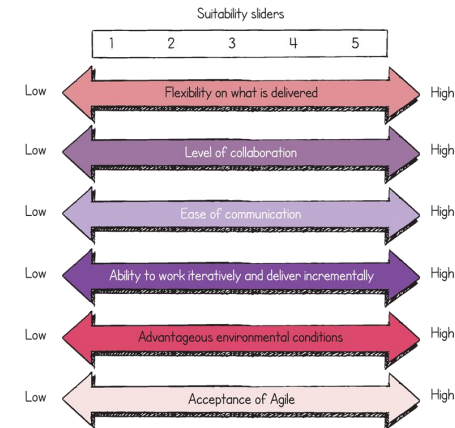- **Agile**
  - **Is not just Scrum**
  - **Is not a binary condition**
  - **Does include planning, control & documentation**
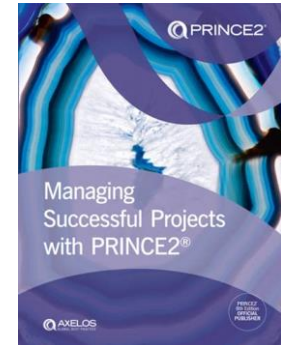
- ➢ **Continued business justification**
- ➢ **Learn from previous experience**
- ➢ **Defined roles & responsibilities**
- ➢ **Manage by stages**
- ➢ **Manage by exception**
- ➢ **Focus on the definition & delivery of products**
- ➢ **Tailor to suit the project's environment**
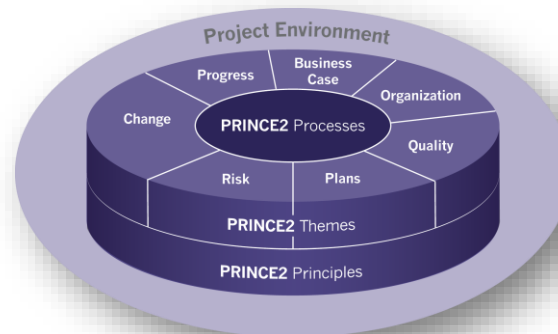
- Do 'agile projects' exist?
- Binary thinking is not helpful
- Think of it as a spectrum
- 'How agile can this project be?' rather than 'yes' or 'no' (a lot of projects are 'hybrids')
- 'Projects in a agile context'
- Is there such a thing as an agile PM?

Suitability sliders

| 1 | 2 | 3 | 4 | 5 |

Low — Flexibility on what is delivered — High
Low — Level of collaboration — High
Low — Ease of communication — High
Low — Ability to work iteratively and deliver incrementally — High
Low — Advantageous environmental conditions — High
Low — Acceptance of Agile — High

ONE DOES NOT SIMPLY

BLEND AGILE AND WATERFALL

- ➤ **Not a methodology**
- ➤ **Guidance on how to apply agile in a PRINCE2 environment**
- ➤ **Comprises:**
  - ➤ **Behaviours**
  - ➤ **Frameworks** ('IT only' frameworks are mentioned, but not extensively)
  - ➤ **Focus Areas**
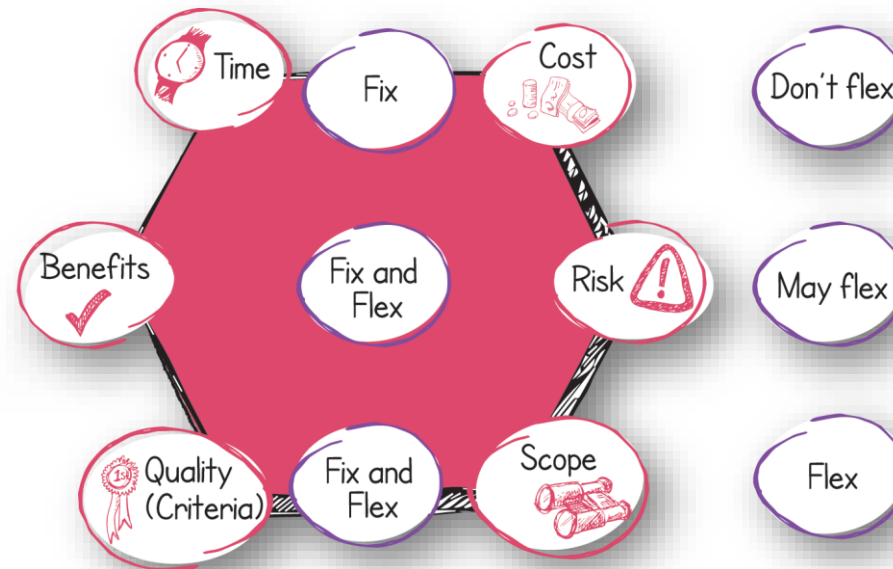 - ➤ **Techniques**
  - ➤ **Concepts**
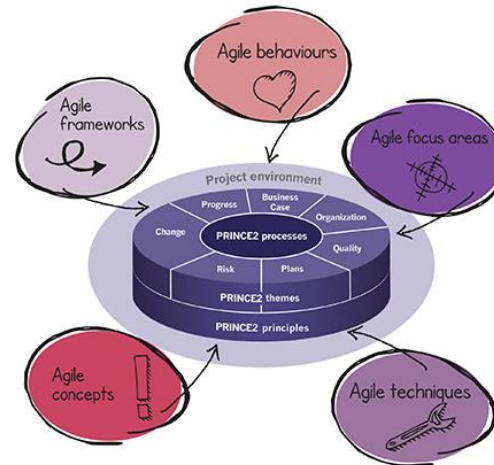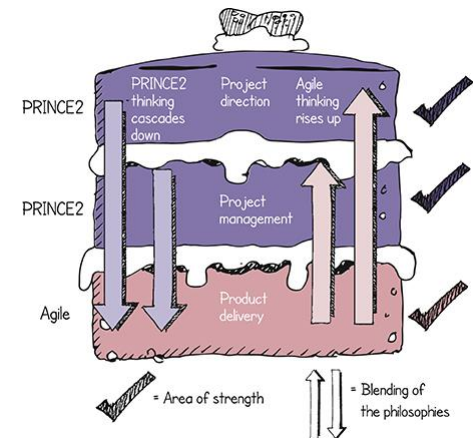
➢ **Time/cost/scope/quality... how is that a triangle?!**

➢ **In the real world all projects typically need some flexibility ('wiggle room')**

➢ **The hexagon is about tolerances**

➢ **Be on time and hit deadlines**

➢ **Protect the level of quality**

➢ **Embrace change**

➢ **Keep teams stable**

➢ **Accept that customers don't need everything**

- Transparency
- Collaboration
- Rich communication
- Self-organisation
- Exploration

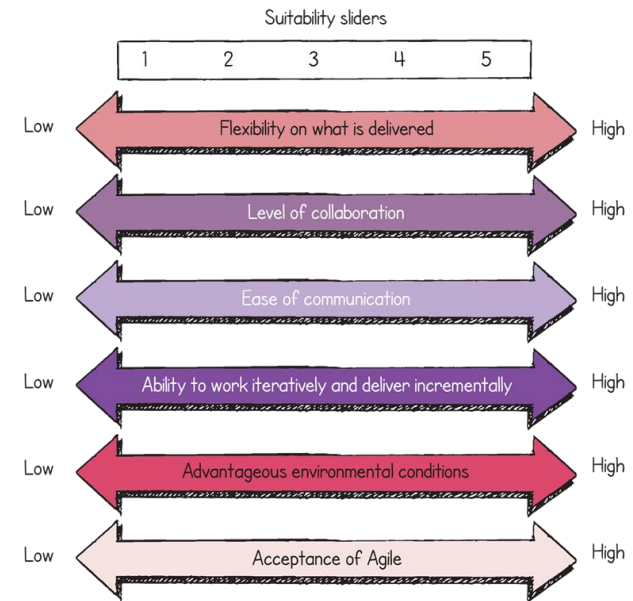*"Never write when you can talk. Never talk when you can nod. And never put anything in an email."* Eliot Spitzer

➢ **Many frameworks/approaches/methods are recognised as being agile**

➢ **Some are more common than others**

➢ **Some are only (mainly?) applicable to IT***

Scrum   Kanban
Lean   Lean Startup   Lean Six Sigma
XP*   SAFe*   DAD*
DSDM/AgilePM
DevOps
FDD*   Crystal*   ASD*

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➢ **The Agilometer**

➢ **Requirements**

➢ **Rich communication**

➢ **Frequent releases**

➢ **Agile contracts**

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Focus on outcomes or throughput in preference to outputs.
Define the amount of customer involvement required in order to collaborate with the supplier in the best way.
Buy amounts of time relating to timeboxes with deliverables.
Allow for a premature end to the project.
Relate incentives to the amount delivered (value or throughput).
Avoid including detailed requirements.
Prioritize the requirements and identify a MVP.
Handle changing requirements by trading out the less important ones.
If preferred, build a contract up from the 'minimum' to start with.

➢ **Many techniques/practices are considered to be 'agile', e.g:**

  ➢ **User stories**

  ➢ **Retrospectives**

  ➢ **Burn charts**

  ➢ **Daily stand-ups/Daily Scrums**

  ➢ **Timeboxing**

  ➢ **Measuring flow**

  ➢ **Workshops**

  ➢ **MoSCoW prioritisation**
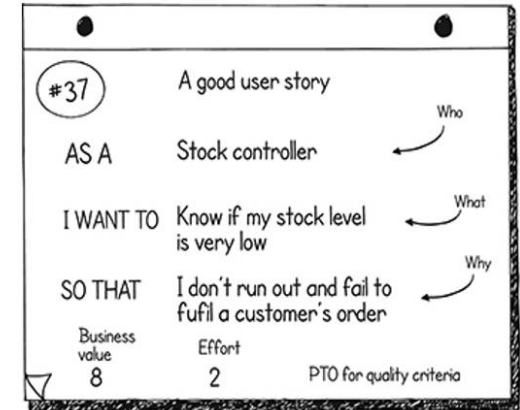
➢ **Prioritising what is delivered**
(e.g. using MoSCoW)

➢ **Delivering incrementally**

➢ **Not delivering everything**

➢ **Developing iteratively**

➢ **Inspect & Adapt**

➢ **Time focussed**

➢ **Limiting WIP**

➢ **Kaizen**
('change for the better'/continuous improvement)
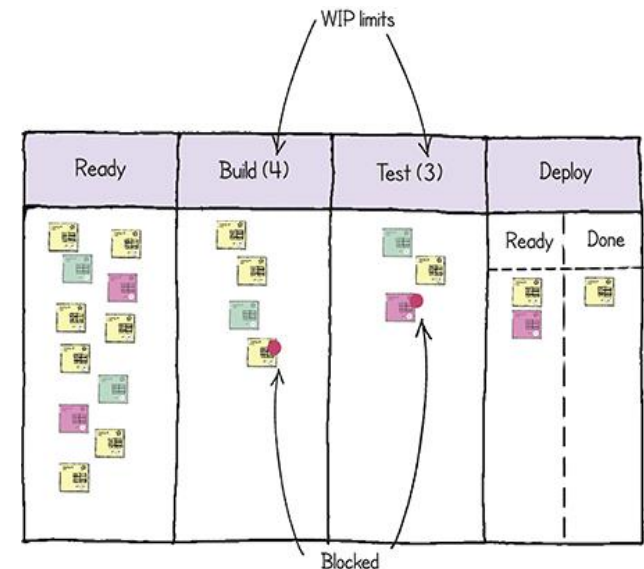
➢ **Is agile really just common sense?!**

➢ **Do we need all the jargon?**

➢ **Do we even have to call it agile?**

➢ **Is an agile project just a project?**
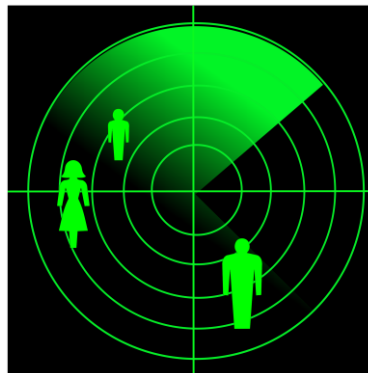
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End of Story

Project management courses

- PRINCE2®
- APM
- AgilePM®
- PRINCE2 Agile®
- P3O
- Beginners' course
- PMI Project Management

Business analysis courses

- BCS Business Analysis
- AgileBA®
- PMI Business Analysis

Agile courses

- AgilePM®
- PRINCE2 Agile®
- Scrum
- AgileBA®
- PMI Agile
- Lean Six Sigma
- Kanban

Change management courses

- APMG Change Management

Programme management courses

- MSP®

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