

PRINCE2 – NOT JUST FOR WATERFALL PROJECTS

AN INTRODUCTION TO PRINCE2 AGILE



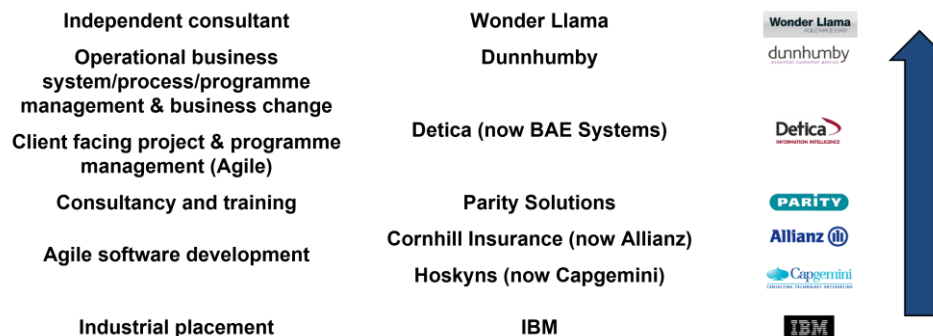
Andrew Kell



- 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...

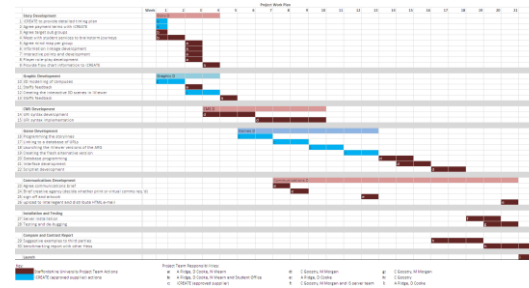


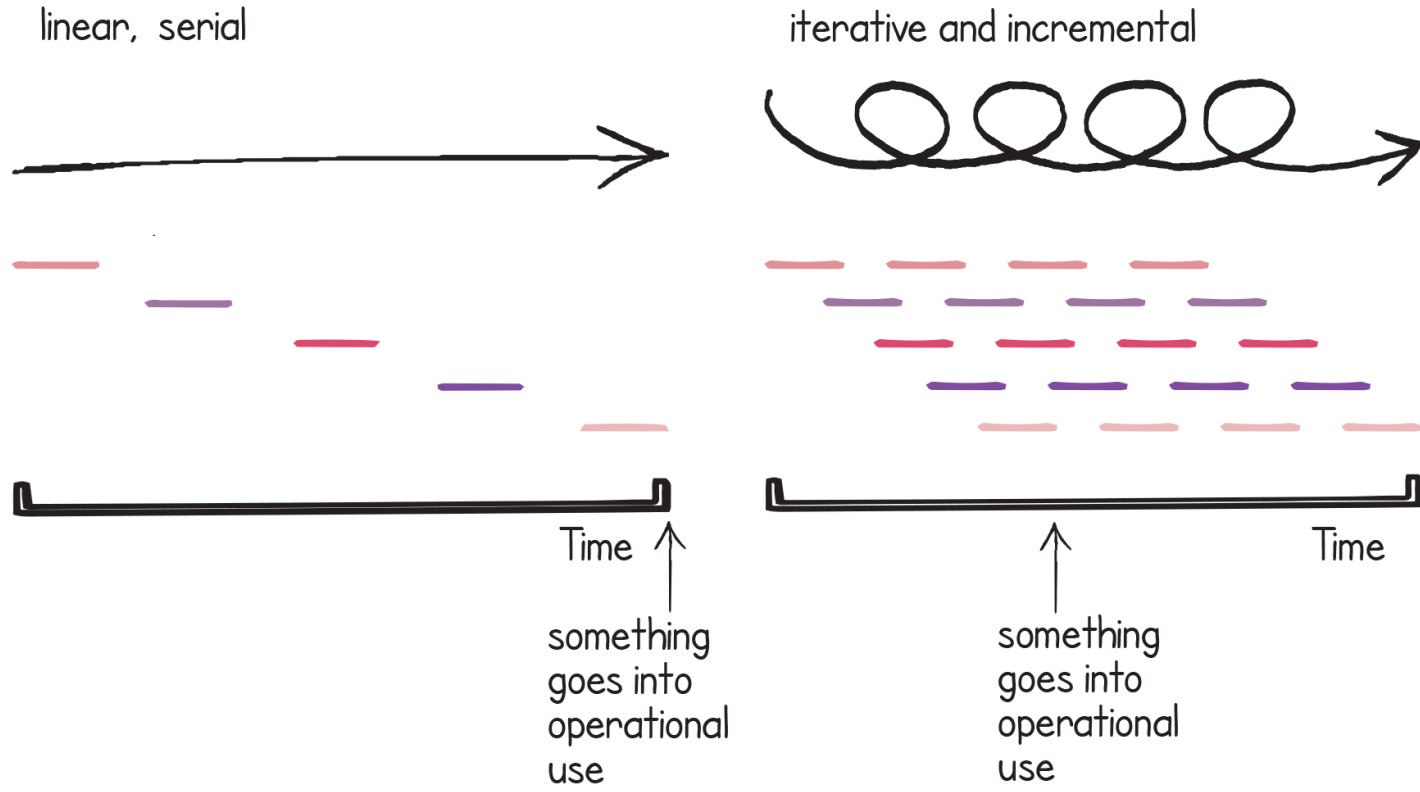
➤ Projects

- Complicated (typically!)
- Unique
- Temporary
- Need to be managed

➤ Agile (2001)

- Flexible
- Collaborative
- Value-driven
- Incremental
- Iterative
- Used for both BAU & projects



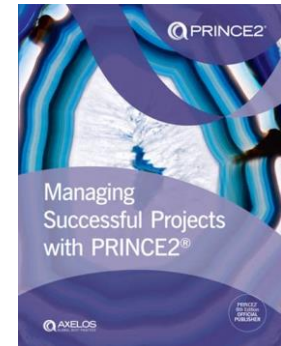


Waterfall

Agile

➤ PRINCE2 (1996)

- Already enabled for agile (since 2009)
- Not a 'traditional' PM approach
- Beware prejudice
(e.g. waterfall/bureaucratic/'command & control')

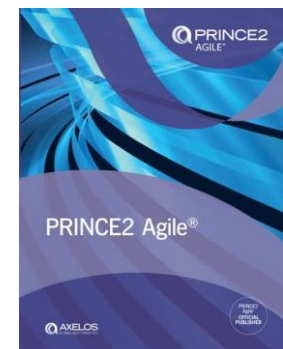


➤ PRINCE2 Agile (2015)

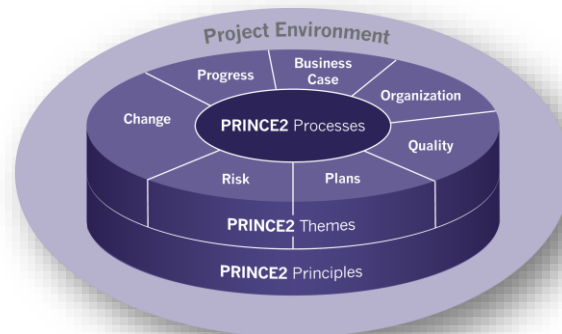
- For any project (not just IT projects)
- Sees agile as a family of behaviours, concepts, frameworks/approaches & techniques

➤ Agile

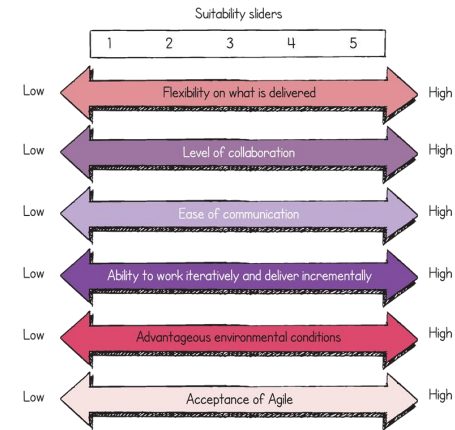
- Is not just Scrum
- Is not a binary condition
- Does include planning, control & documentation



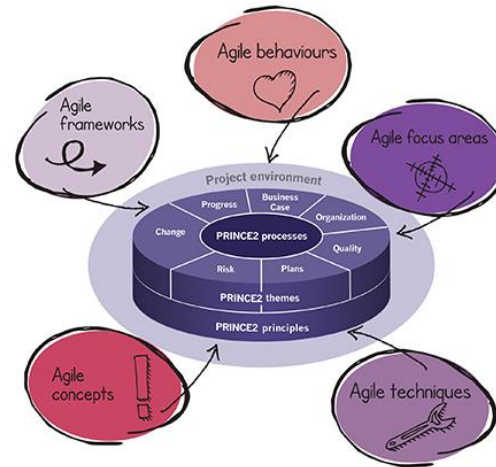
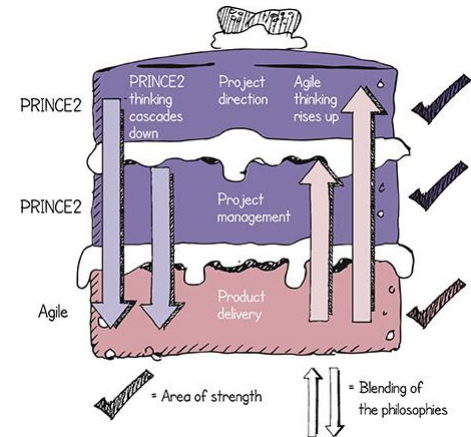
- Continued business justification
- Learn from previous experience
- Defined roles & responsibilities
- Manage by stages
- Manage by exception
- Focus on the definition & delivery of products
- Tailor to suit the project's environment



- 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?



- 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

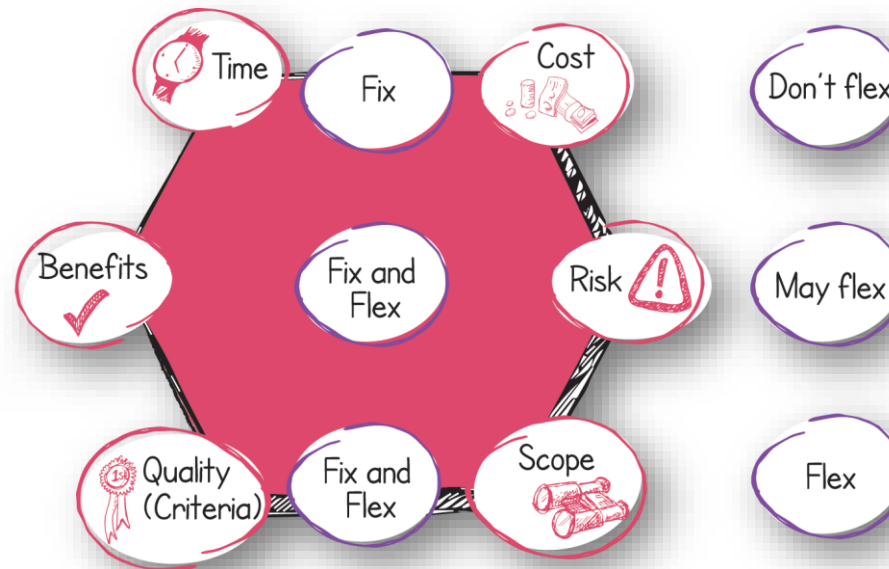


➤ Time/cost/scope/quality...
how is that a triangle?!



➤ 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

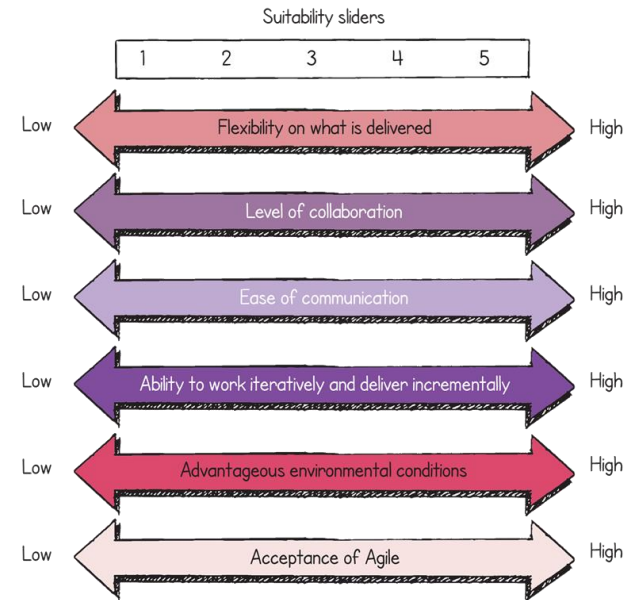
- Many frameworks/approaches/methods are recognised as being agile
- Some are more common than others
- Some are only (mainly?) applicable to IT*

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

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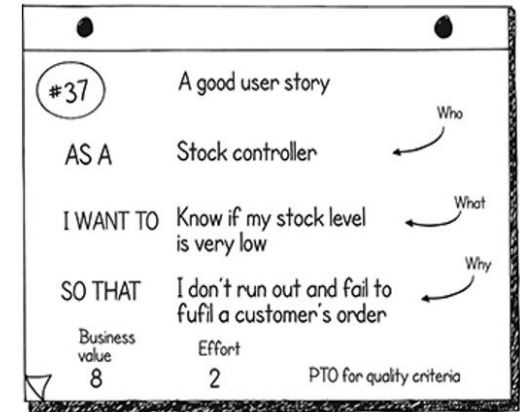
- The Agilometer
- Requirements
- Rich communication
- Frequent releases
- Agile contracts



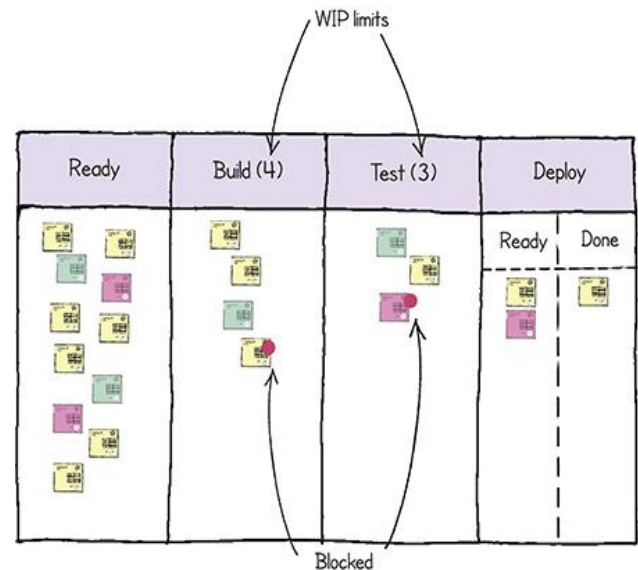
- Focus on outcomes or throughput in preference to outputs.
- Define the amount of customer involvement required in order to collaborate with the supplier in the best way.
- Buy amounts of time relating to timeboxes with deliverables.
- Allow for a premature end to the project.
- Relate incentives to 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:

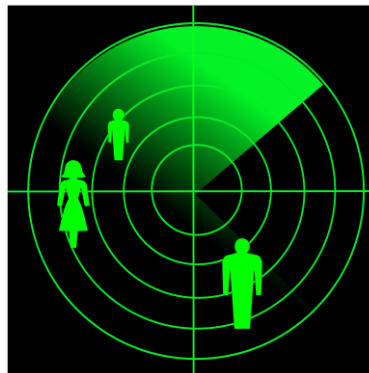
- User stories
- Retrospectives
- Burn charts
- Daily stand-ups/Daily Scrums
- Timeboxing
- Measuring flow
- Workshops
- MoSCoW prioritisation



- 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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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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