makeway
...enabling desired results

PRINCE2 AGILE®
Foundation and Practitioner Course

PRINCE2 AGILE®
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

About MakeWay

MakeWay is a training and consulting firm that is focused on the management of change for organisations. Some of our accredited certification courses include:

Business Analysis Diploma	Project/Programme Project Management	Others
Foundation Certificate in Business Change	PRINCE2®	Lean Six Sigma – (Yellow, Green, Black Belts)
Business Analysis Practice	PMP®	Cyber Security Courses
Requirements Engineering	PRINCE2 Agile®	TOGAF®
Commercial Awareness	MSP®	Business Skills
Modelling Business Processes	MOP®	Business Applications

➢ **World Class Training**
➢ **Passionate and Knowledgeable Trainers**
➢ **Study at Your Pace**
➢ **Post Study Consultation**
➢ **Customised Training Solutions**

SESSION LOGISTICS

- Trainer Intro & Contact details

- Health and Safety (Fire…)

- Conveniences

- Smoking areas

- Days / Timings, including breaks

- Special requirements for exams
  - Reading aid / Extra time etc

- Delegate ID check

- Mobile devices (telephones, tablets etc)

- Delegate Introductions

How to use PRINCE2® with agile ways of working Foundation + Practitioner Certification

Training course

COURSE OBJECTIVES

1. Prepare for the PRINCE2 Agile® Foundation Exam

2. Understand the key aspects of PRINCE2®

3. Understand basic concepts behind common agile ways of working

4. Demonstrate the purpose of combining PRINCE2® with agile

5. Be able to fix and flex the six aspects of a project in an agile context

6. Apply the PRINCE2® principles and tailor the themes, processes and management products to a project in an agile context

7. Incorporate the areas that can support a PRINCE2 Agile® implementation

INTRODUCTIONS

1. Name (and company)

2. Role

3. Experience of PRINCE2®

4. Experience of agile

5. Your objective for this course

About the PRINCE2 AGILE manual

- Aligned to the PRINCE2® 2017 manual
- Early chapters:
  - Basic understandings and drivers for PRINCE2 Agile®
- Middle chapters:
  - Discussion and description of the principles, themes, processes and management products
  - What you may find
  - What to do
- Final chapters:
  - Focus areas: where PRINCE2® needs more detailed guidance in an agile context
  - Appendices

EXAMINATIONS

- **<u>Foundation Exam</u>**
  - Closed book
  - 1 hour
  - 50 Questions
  - 55% pass mark – 28 or more correct answers
  - Questions format:
    - Standard
    - Negative
    - List
  - Usually scheduled for the afternoon of Day 3

EXAMINATIONS

- **Practitioner Exam**
  - Scenario based
  - Open book – annotated may be used but no insertions permitted
  - 2 ½ hours
  - 50 Questions
  - 60% pass mark – 30 or more correct answers
 - Usually scheduled from Day 5 of the course

Part 1

A PROJECT OR BUSINESS AS USUAL

- To use agile effectively, it is important to understand the difference between a project and business as usual (BAU)

- Agile can be used on projects and for ongoing BAU

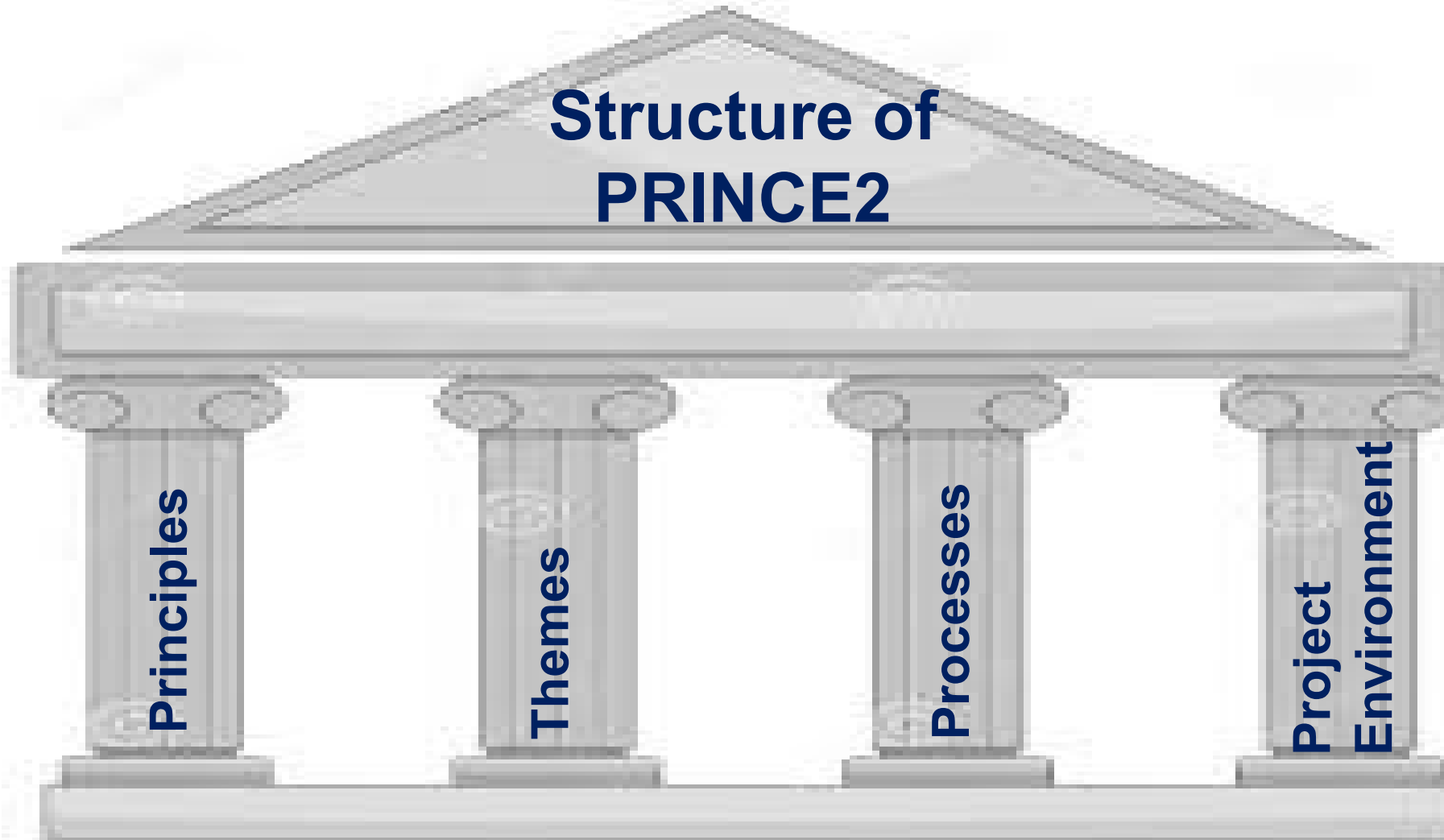- PRINCE2® and PRINCE2 Agile® are appropriate solely for projects.

Project characteristics	BAU characteristics
Temporary	Ongoing
Team is created	Stable team
Difficult	Routine
A degree of uncertainty	A degree of certainty

Guidance reference : Section 1.2

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THE DIFFERENCE BETWEEN PROJECT WORK AND BAU WORK
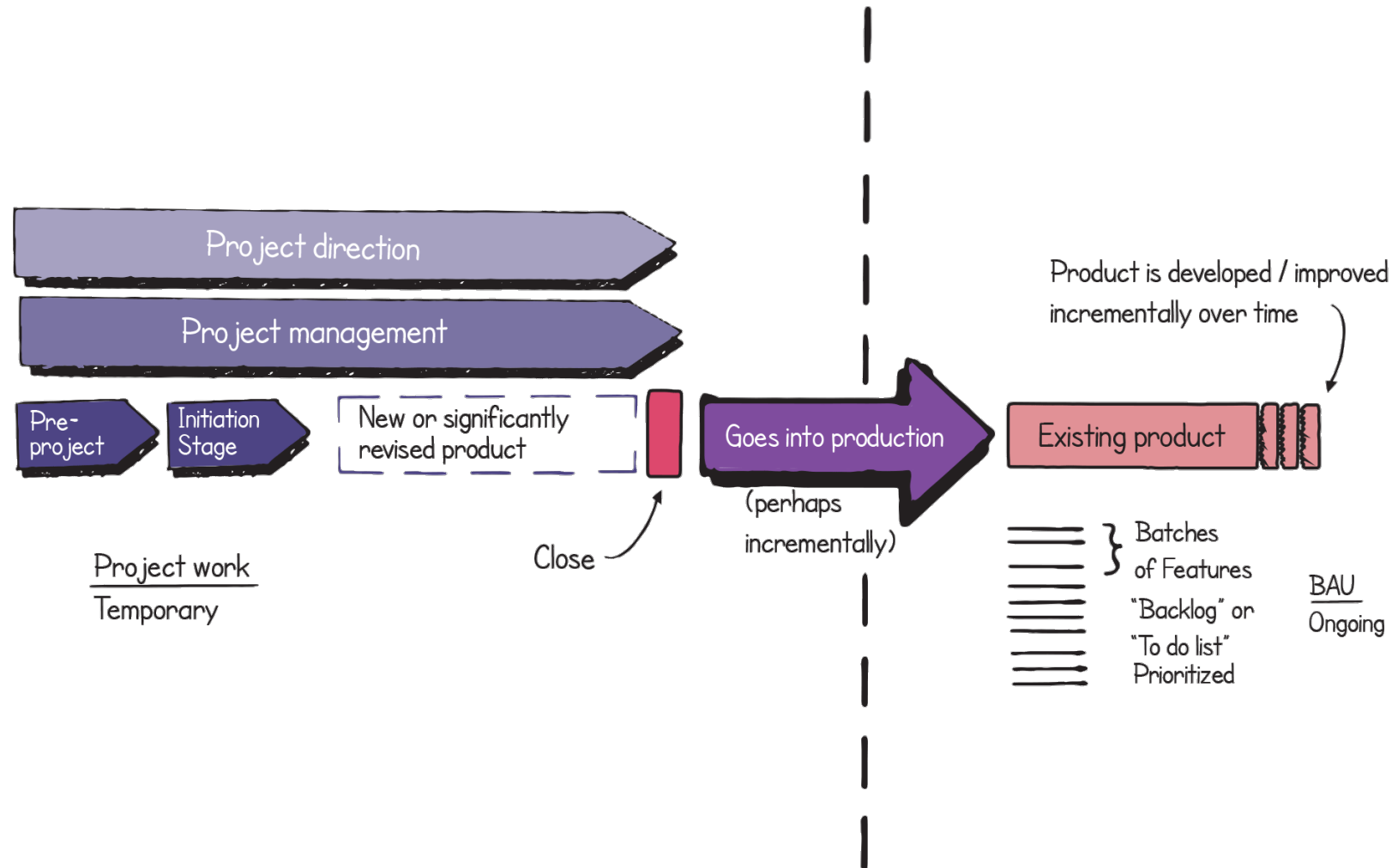
AN OVERVIEW of PRINCE2®

PRINCE2 Overview

Structure of PRINCE2
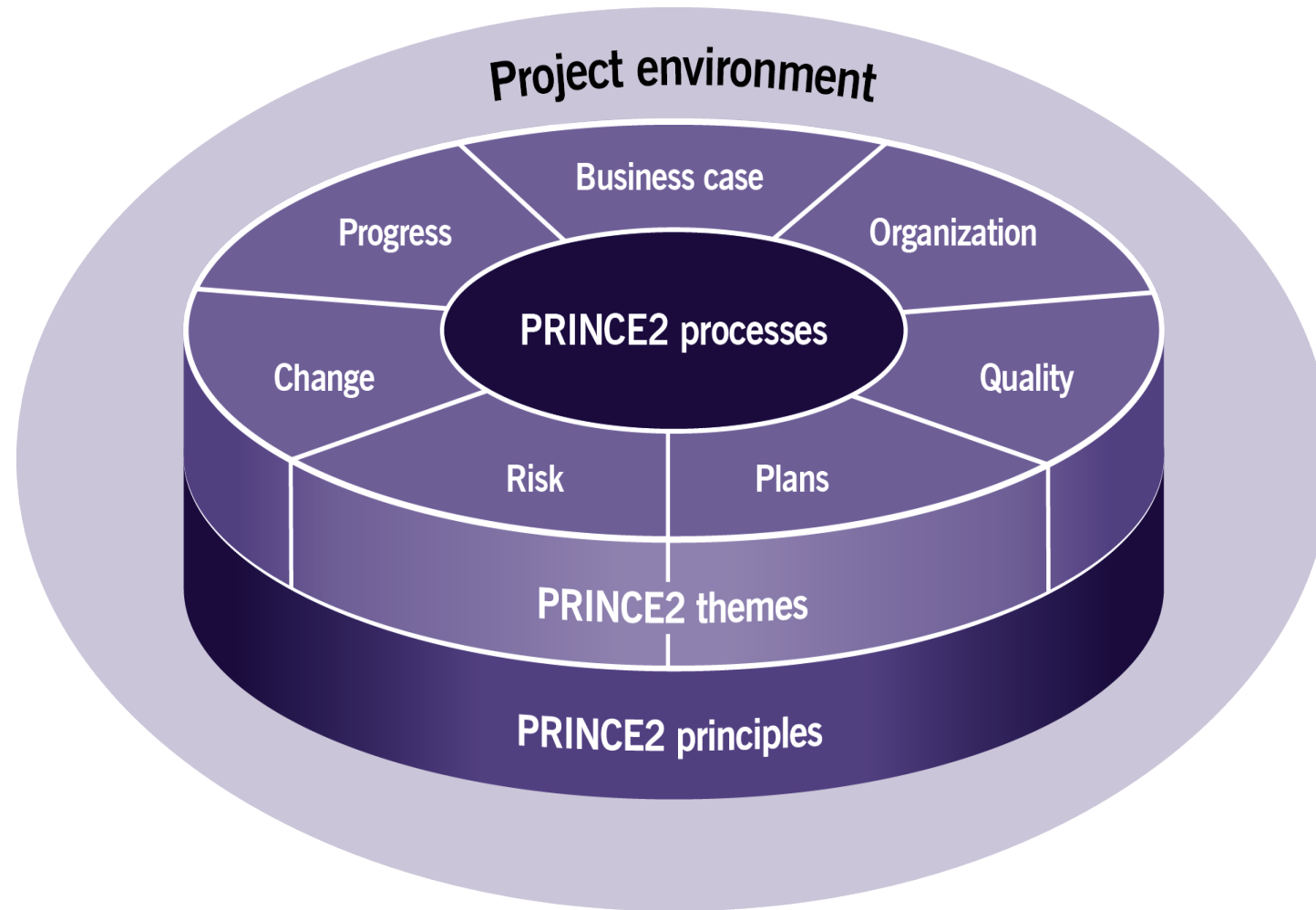
Principles | Themes | Processes | Project Environment

THE INTEGRATED ELEMENTS OF PRINCE2

PRINCE2 Overview

Structure of PRINCE2

- ❑ **Principles** – guiding obligations and good practices
- ❑ **Themes** – aspects of project management that must be continually addressed
- ❑ **Processes** – activity progression through the project lifecycle, from getting started to project closure
- ❑ **Project environment** – consistent and tailored approach, embedded into the organization

PRINCE2 PRINCIPLES

The guiding principles that a PRINCE2 project should follow are:

- Continued business justification
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit the project

PRINCE2 THEMES

| Theme	What does it do?
Business case	Creates and maintains a business justification for the project. Ensures project outcomes are achieved and benefits realized.
Organization	Defines the project organization structure and roles. Defines the approach to communicating and engaging with stakeholders.
Quality	Defines the project quality management approach. Specifies prioritized acceptance criteria for the final project product(s).
Plans	Recommends different levels of plan to facilitate communication and control from the differing perspectives of the project organization. Plans enable the business case to be realized.
Risk	Defines the risk management approach and ensures that project risks are identified, assessed and controlled.
Change	Defines the change control approach and ensures that issues are captured, assessed and controlled.
Progress	Defines the way that the project progress is measured and compared to performance targets. Progress enables a forecast of the continuing project viability.

PRINCE2 PROCESSES AND THEMES
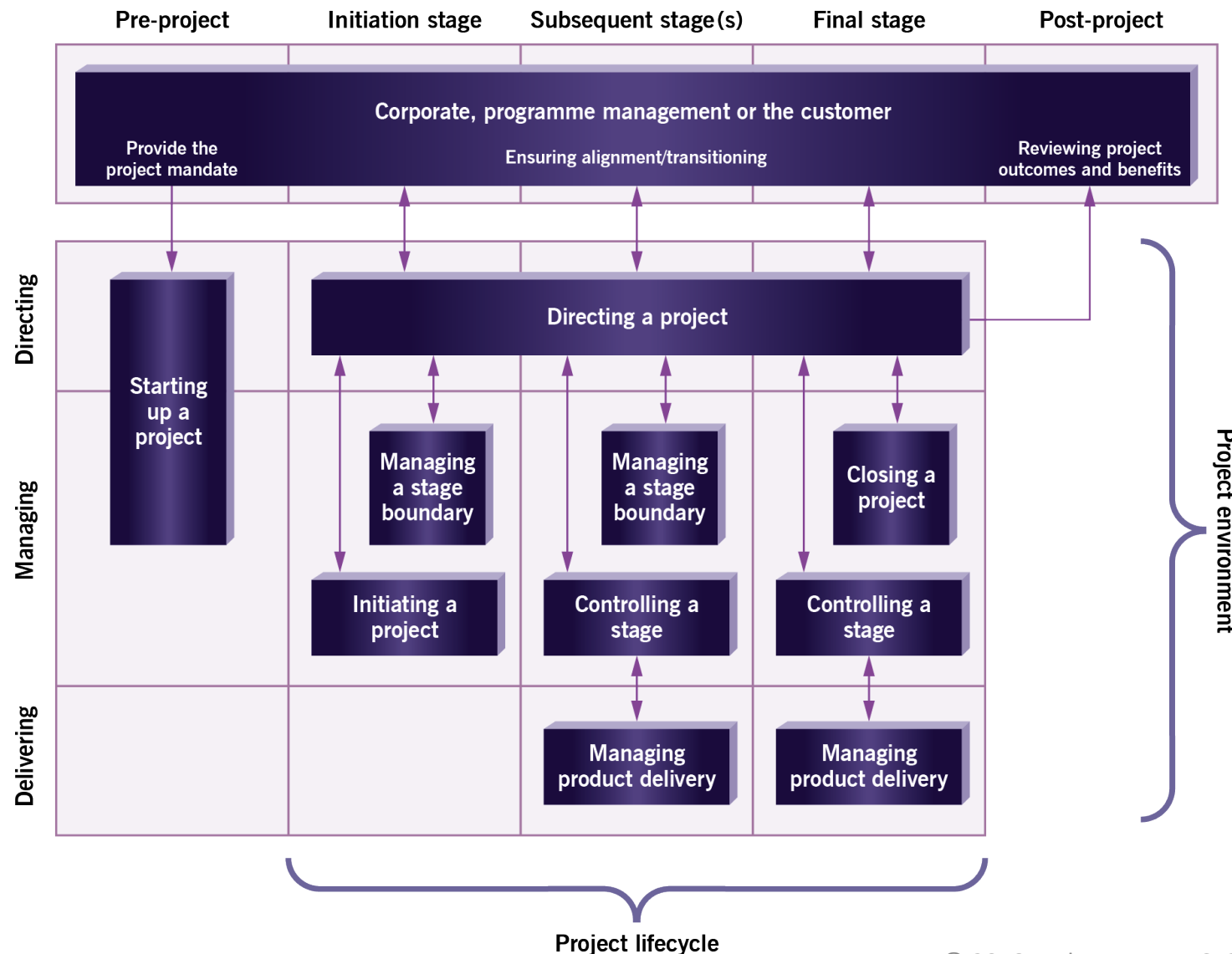
- Business case
- Organization
- Quality
- Plans
- Risk
- Change
- Progress

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PRINCE2 MANAGEMENT PRODUCTS

- There are 26 management products that support the PRINCE2 method. They can and should be tailored.
- The following are key to successfully tailoring PRINCE2:
  - Business case
  - Checkpoint report
  - Highlight report
  - Project brief
  - Project initiation documentation
  - Project product description
  - Work package

THE PRINCE2 JOURNEY WITH AGILE

- How PRINCE2 may look in an agile context

- This is just 'a way' not 'the way'

- Tailoring PRINCE2 depends on the project context, which may affect:

  - the level of formality
  - where the emphasis is placed
  - how it is carried out
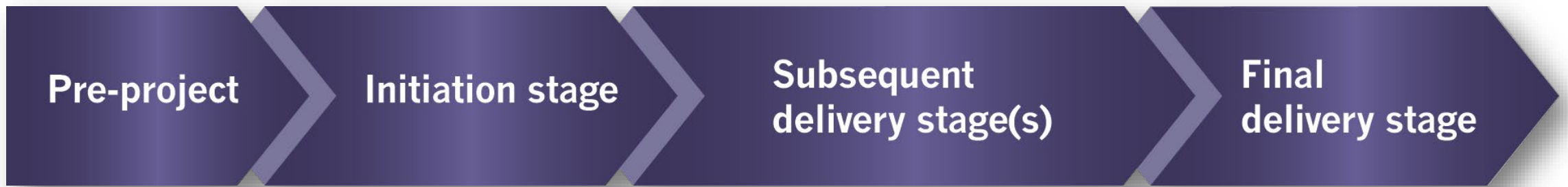
Guidance reference: Section 4.1, Figure 4.1

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An introduction to agile
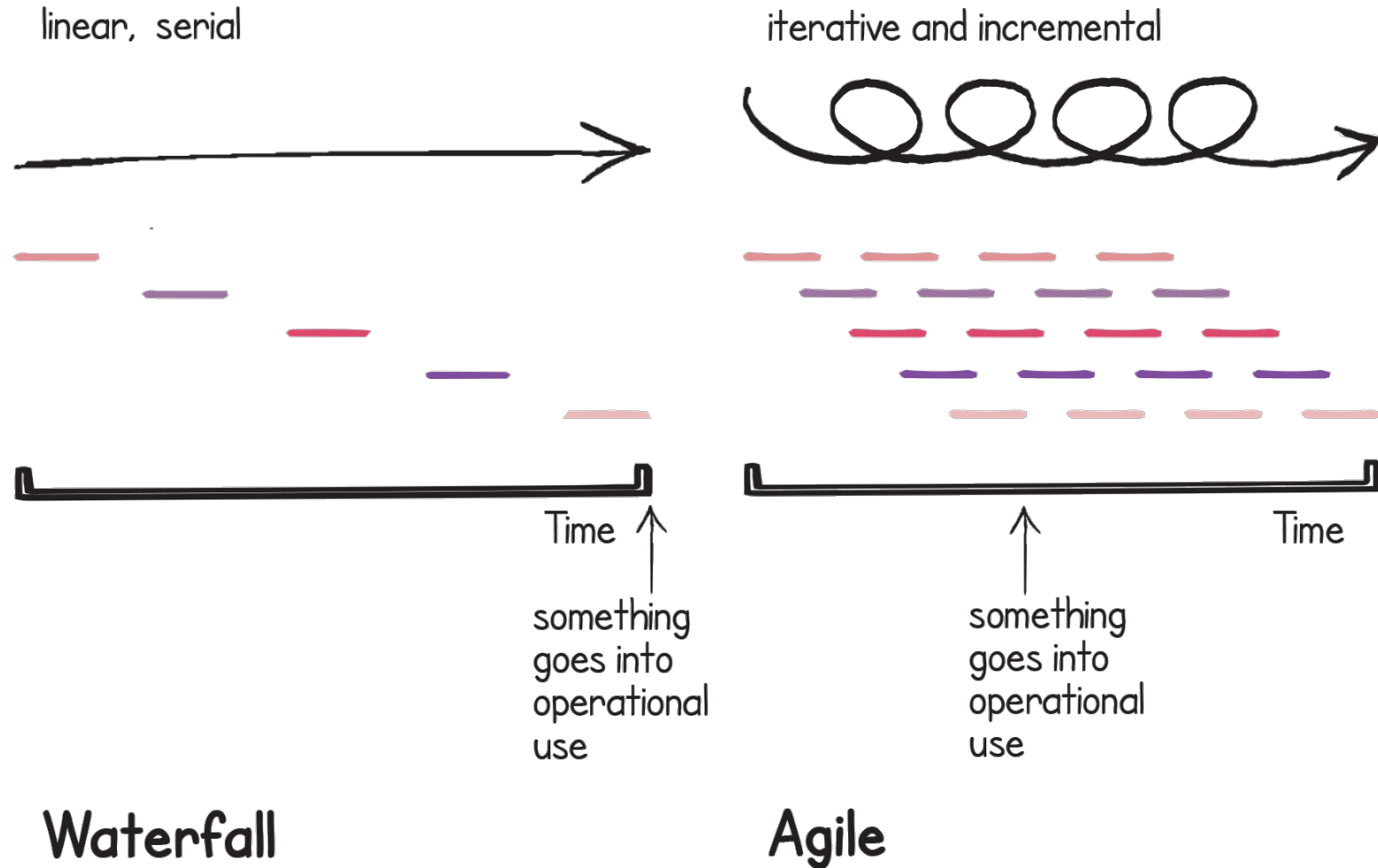
AN OVERVIEW OF AGILE

- Agile addressed the new demands placed on the delivery of software

- The term 'agile' can be viewed in many different ways

- Several well-known frameworks are referred to as 'agile ways of working'

- Agile is characterized by many familiar behaviours, concepts and techniques

- The Agile Manifesto comes closest to a single definition; it was created as an alternative to 'waterfall' processes

THE AGILE MANIFESTO

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

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WATERFALL OR ITERATIVE AND INCREMENTAL

linear, serial

iterative and incremental

Time

Time

something goes into operational use

something goes into operational use
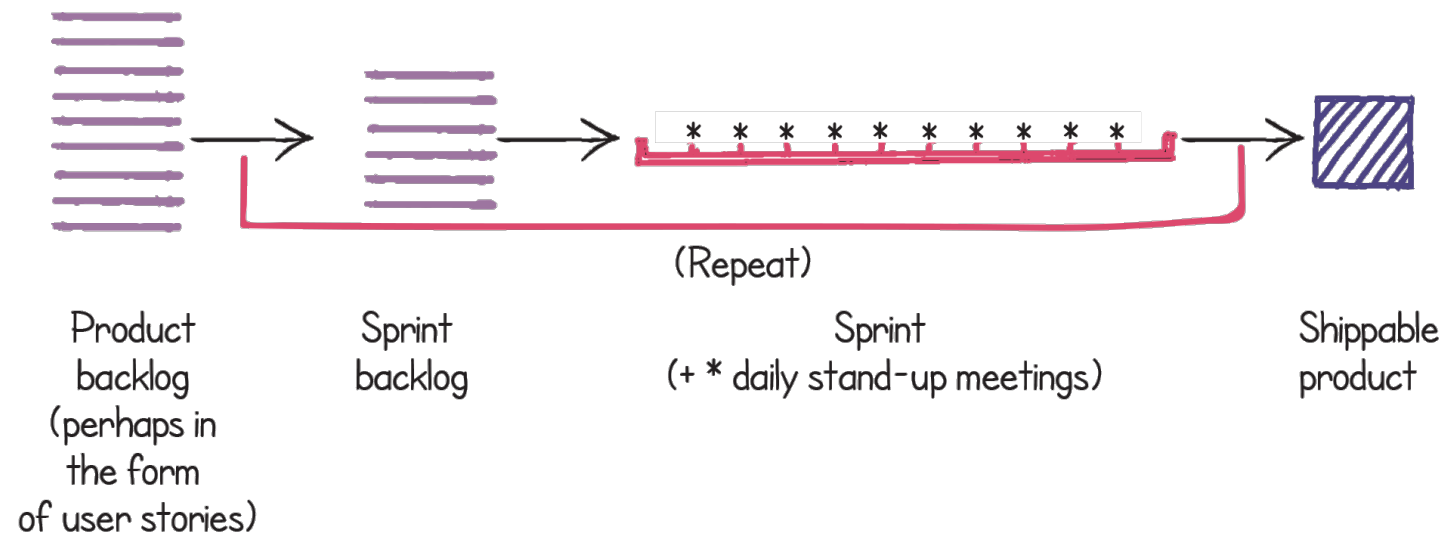
Waterfall

Agile

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AGILE BASICS

Agile can be viewed in several ways:
- A timeboxed approach to the development of software
- A collection of agile techniques
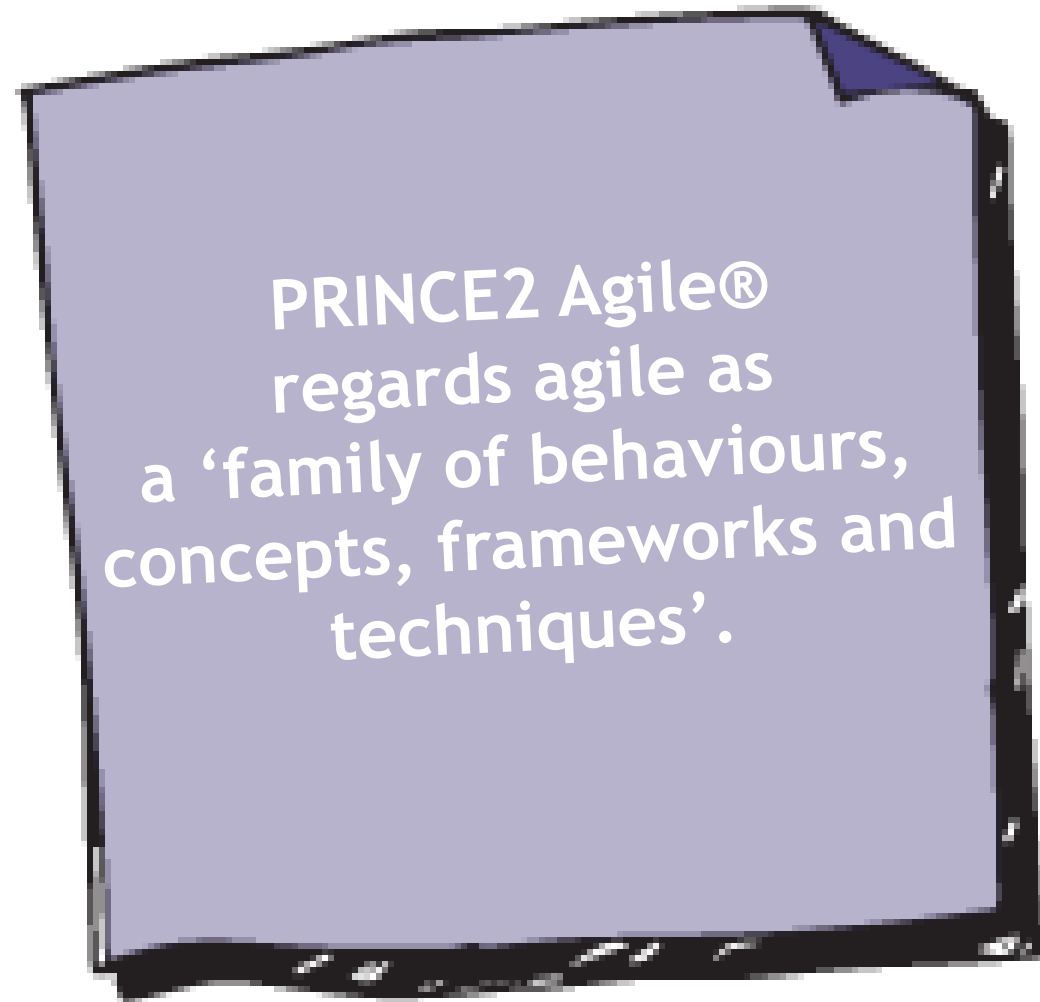- Use of the Scrum framework

Product backlog (perhaps in the form of user stories) → Sprint backlog → Sprint (+ * daily stand-up meetings) → (Repeat) → Shippable product

A basic Backlog and Sprint structure is commonly used with agile

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AGILE FRAMEWORKS

- Many frameworks are recognized as being agile

- Some are more common than others

- Some are only applicable to IT

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Scrum Kanban

Lean Lean Startup

XP SAFe DAD

DSDM/AgilePM

DevOps

FDD Crystal ASD

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THE PRINCE2 AGILE VIEW

PRINCE2 Agile®
regards agile as
a 'family of behaviours,
concepts, frameworks and
techniques'.

Guidance reference: Section 2.2.1

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AGILE BEHAVIOURS, CONCEPTS AND TECHNIQUES

Along with the agile frameworks, there are a variety of behaviours, concepts and techniques that are considered part of the agile way of working.

A few illustrative examples:

Term	Examples	Similar terms
Behaviours	Being collaborative, self-organizing, customer-focused, empowered, trusting not blaming.	Principles, values, mindset
Concepts	Prioritizing what is delivered, working iteratively and incrementally, not delivering everything, time-focused, 'inspect and adapt'. **Kaizen**. Limiting work in progress (WIP).	Fundamentals
Techniques	**Burn chart**s, user stories, **retrospective**s, timeboxing, measuring flow.	Practices, tools

Guidance reference: Section 2.2.2, Table 2.2

Blending PRINCE2 and agile

PRINCE2 AGILE: BLENDING PRINCE2 AND AGILE

- PRINCE2 and agile each have their own strengths

- PRINCE2 focuses on direction and management

- Agile is delivery-focused
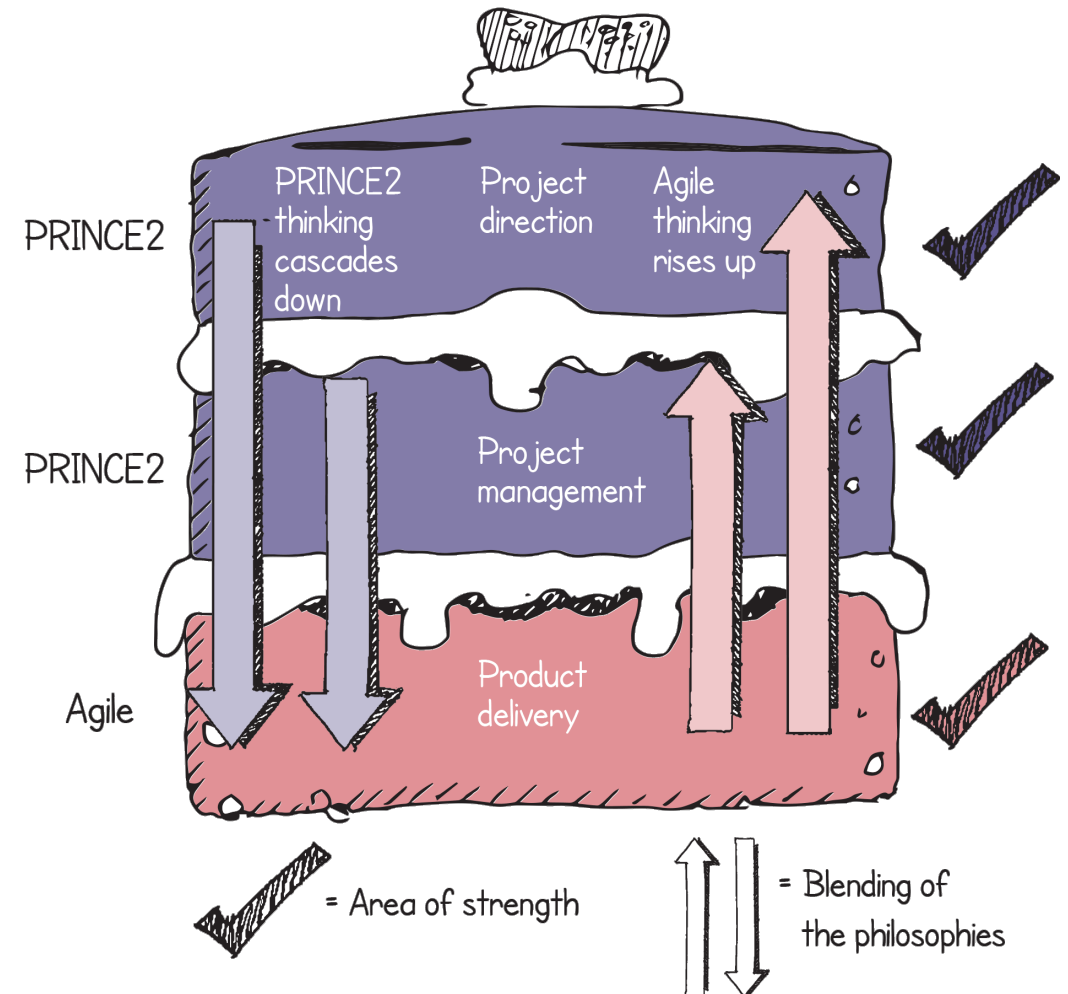
WHAT DOES PRINCE2 AGILE COMPRISE?

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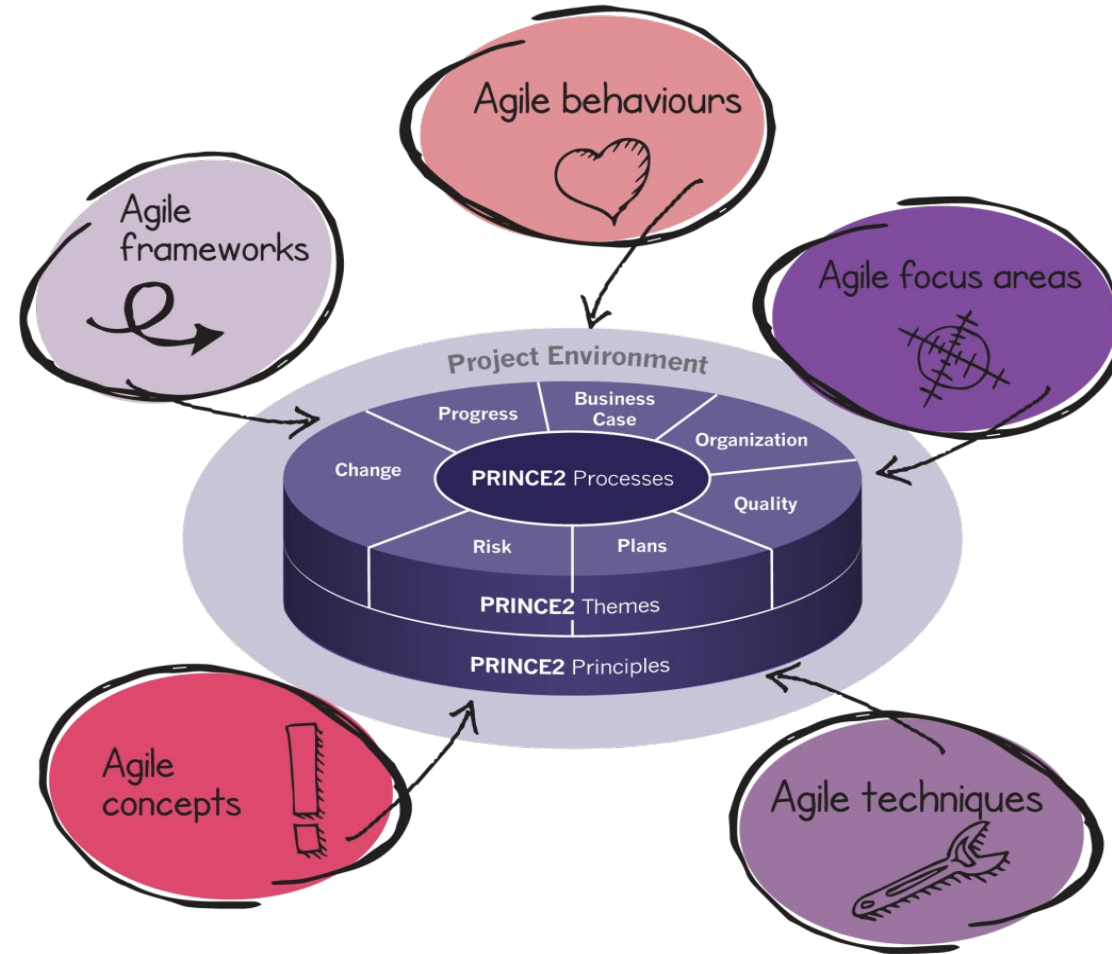
EIGHT GUIDANCE POINTS

	Key point
1	PRINCE2 (2009 version) is already enabled for use with agile.
2	PRINCE2 is suitable for any style of project and is not a 'traditional' project management approach as is typically contrasted to agile.
3	PRINCE2 Agile is for any project and not just for IT projects.
4	'IT-only' frameworks and techniques are mentioned in PRINCE2 Agile but not extensively.
5	There is much more to agile than the Scrum framework. Agile is not Scrum.
6	The most 'commonly used' agile approaches are Scrum and Kanban, but they are not suitable for managing a project in isolation. However, they can be effectively used in a project context.
7	The term 'agile' (in this manual) refers to a family of behaviours, concepts, frameworks and techniques.
8	Using agile on a project is not a question of 'yes or no': it is about 'how much'.

Guidance reference: Section 3.7

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Beware of prejudice!

Control and governance allows agile to be

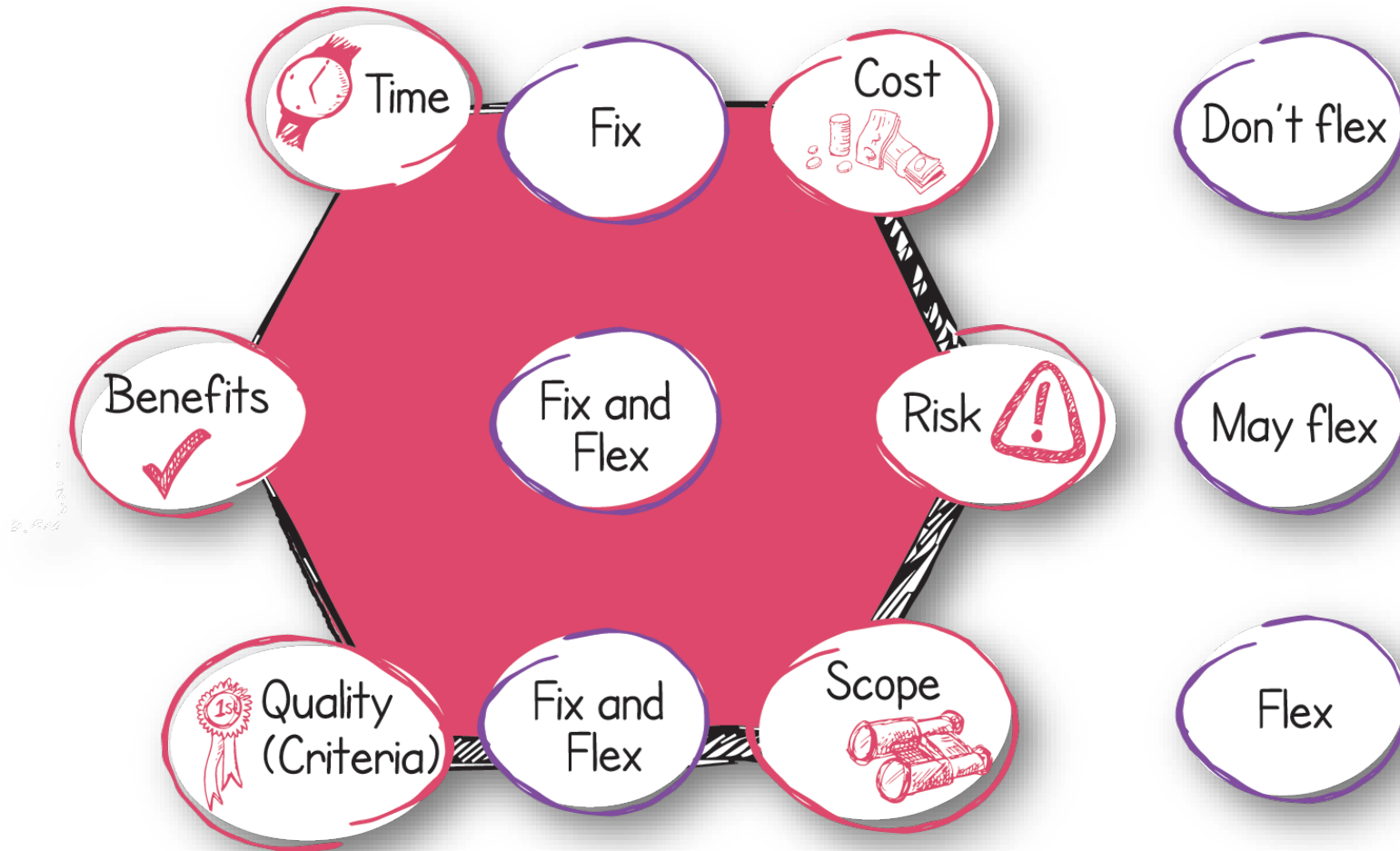used in complex environments

What to fix and what to flex

PERFORMANCE TARGETS AND TOLERANCE

- PRINCE2 considers six aspects of performance
- In a waterfall project, time and cost are often seen to be the most significant variables
- Instead, in projects using agile delivery the significant variables are scope and quality
- Tolerance is an allowable variation around targets
- If the tolerance is exceeded, an exception should be raised

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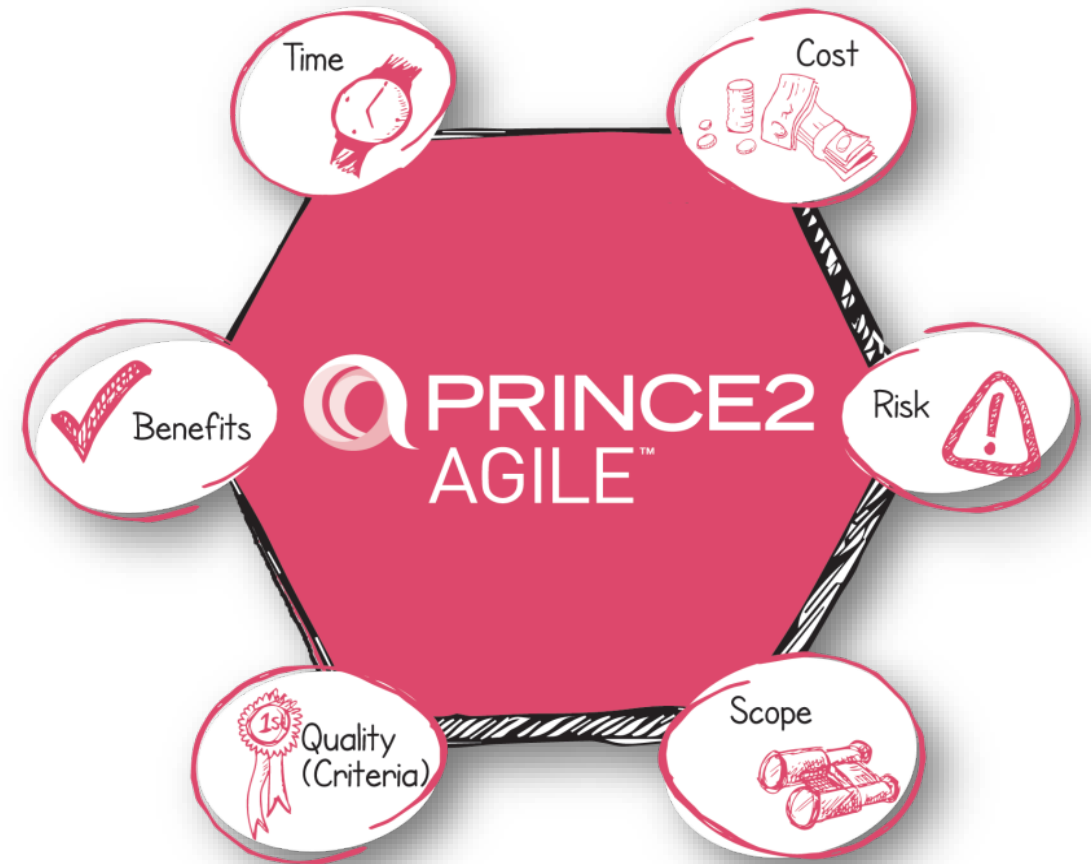
THE HEXAGON

This is about tolerances and not the aspects themselves

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TOLERANCE GUIDANCE

Aspect	Tolerance guidance	Summary
Time	Zero tolerance for extra time on all levels of plan	Fix
Cost	Zero tolerance for extra cost on all levels of plan	Fix
Quality	Not all **acceptance criteria** and quality criteria are of equal importance, so they can be prioritized. **Project product description** Zero tolerance for the customer's quality expectations and acceptance criteria that are essential. Tolerance may be used for the customer's quality expectations and acceptance criteria that are desirable but not essential. **Product descriptions (in general)** Zero tolerance for the quality criteria that are essential. Tolerance may be used for the quality criteria that are desirable but not essential.	Fix and flex
Scope	Not everything the project aims to create is of equal importance, so they can be prioritized. Zero tolerance for products that are essential. Tolerance may be used for products that are desirable but not essential.	Fix and flex
Risk	Tolerance to be defined according to the needs of the project board and project manager as this depends on the specific situation.	Fix or flex
Benefit	Zero tolerance for the level that is defined as 'minimum viability' in the business case. Tolerance may be used above the level that is defined as 'minimum viability' in the business case.	Fix or flex

Guidance reference: Section 6.1, Table 6.1

THE FIVE TARGETS

- The five targets represent the rationale behind the hexagon and the concept of fix and flex.

  - Be on time and hit deadlines

  - Protect the level of quality

  - Embrace change

  - Keep teams stable

  - Accept that the customer does not need everything

BE ON TIME AND HIT DEADLINES

Why?

- Early realization of benefits

- Helps with planning

- Gives confidence

- There may be no choice

- Reduce the likelihood of cost overruns

- Improves reputation

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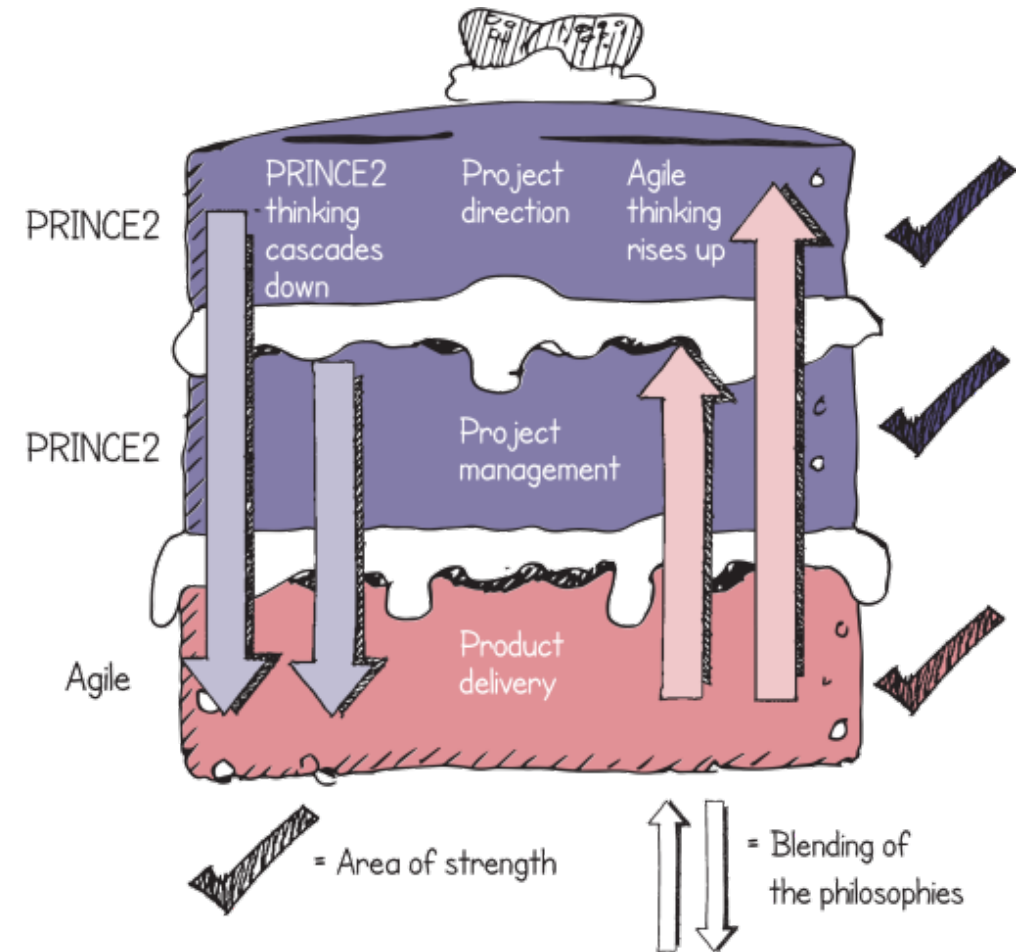
EMBRACE CHANGE

Why?

- It is inevitable

- A more accurate final product is likely to be produced

- It can be handled by flexing what is delivered.

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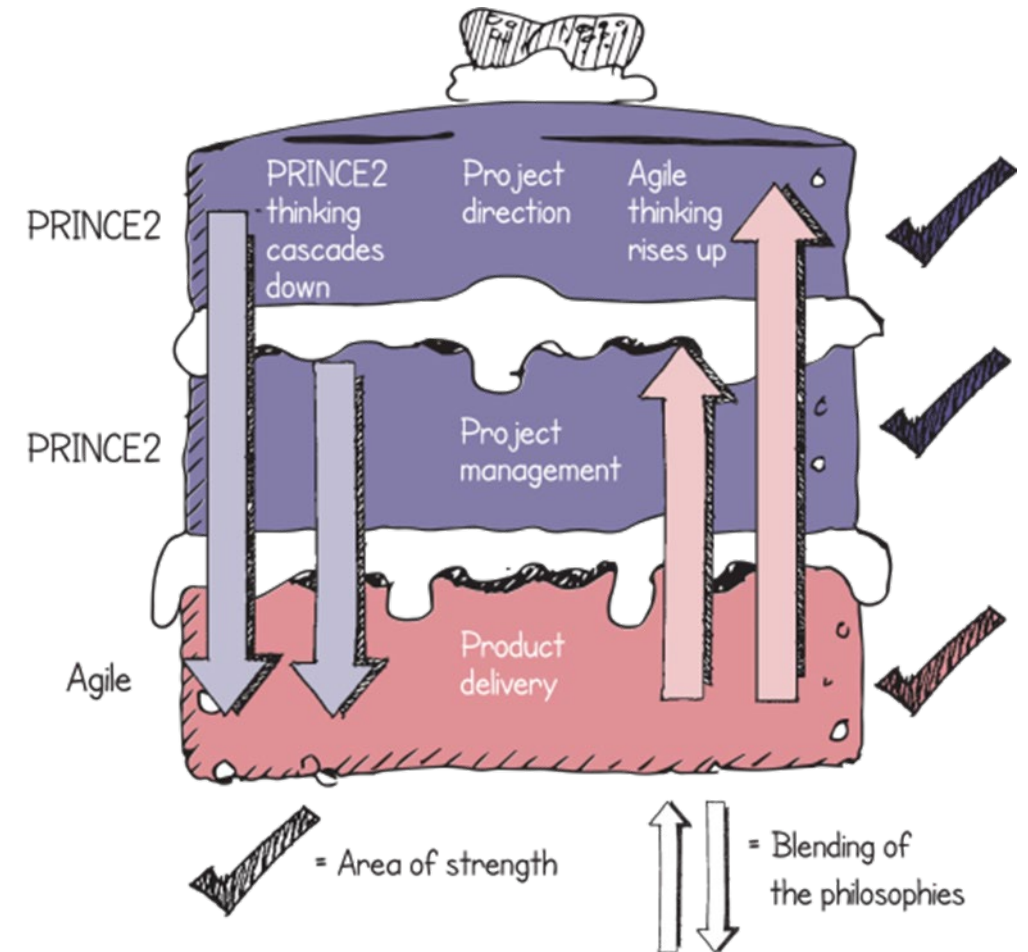
PROTECT THE LEVEL OF QUALITY

Why?

- To ensure that the appropriate level of quality is achieve

- Which means the desired outcomes are possible

- Quality is adversely affected by:
  - reduced testing
  - incomplete documentation
  - sub-optimal design
  - lack of appropriate training
  - non-compliance with standards

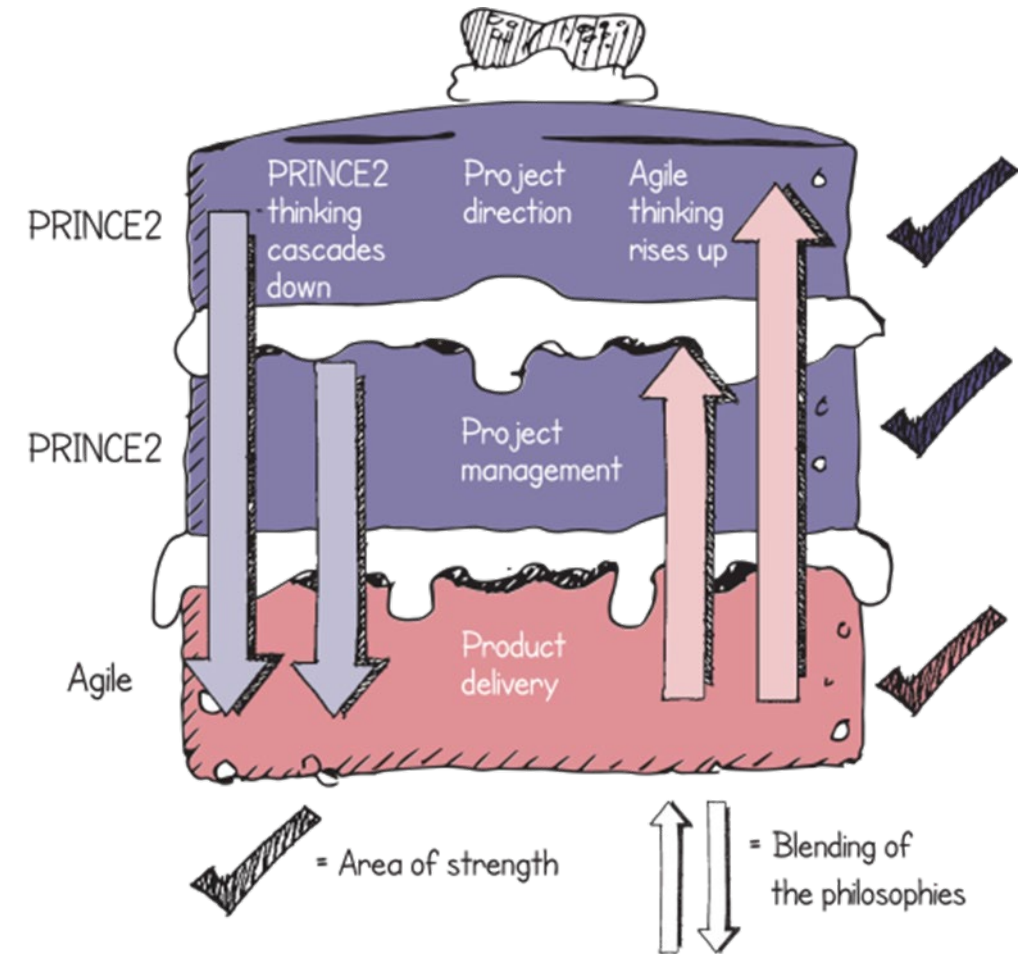Guidance reference: Section 6.4.2

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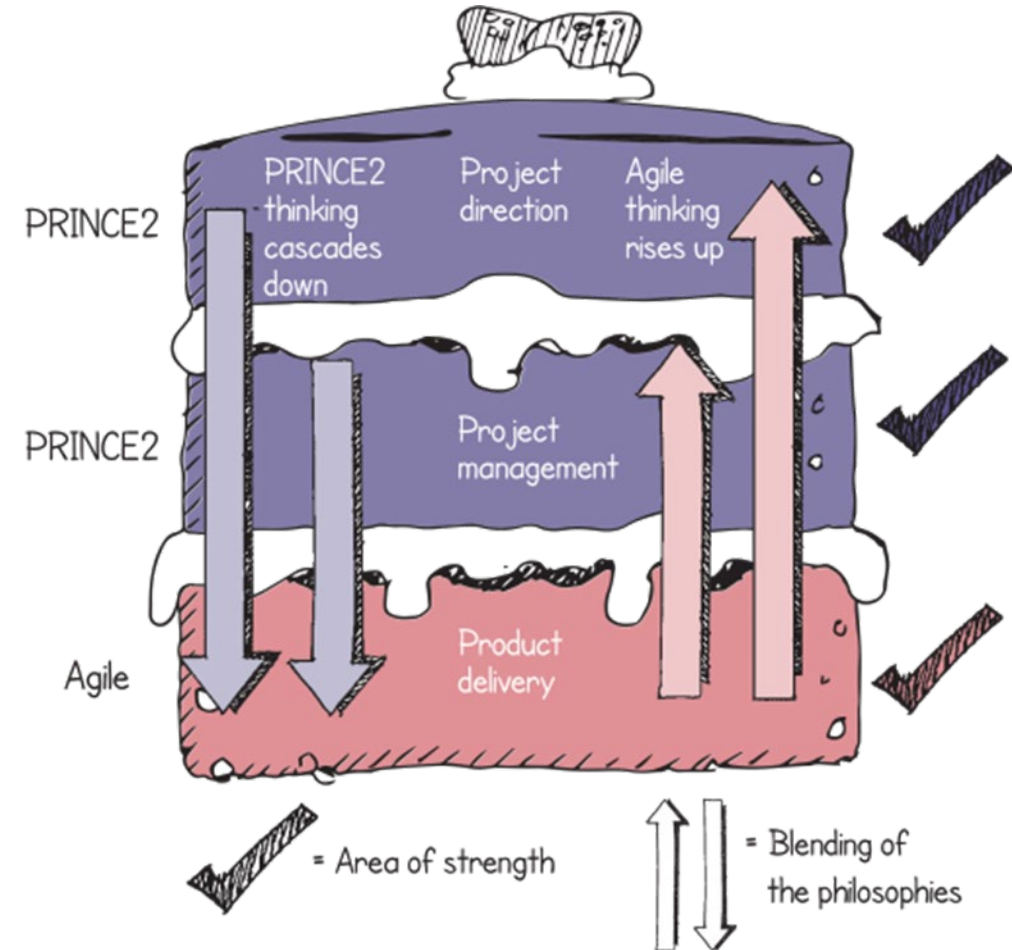
KEEP TEAMS STABLE

Why?

- Agile favours self-organizing teams and informal communication
- Changing team members (in the short term) can have a detrimental effect:
  - Time spent bringing new team members up to speed
  - Number of communication lines in the team grows exponentially
  - An opportunity cost incurred by the areas providing the new people
  - The team dynamics change and need to be re-established
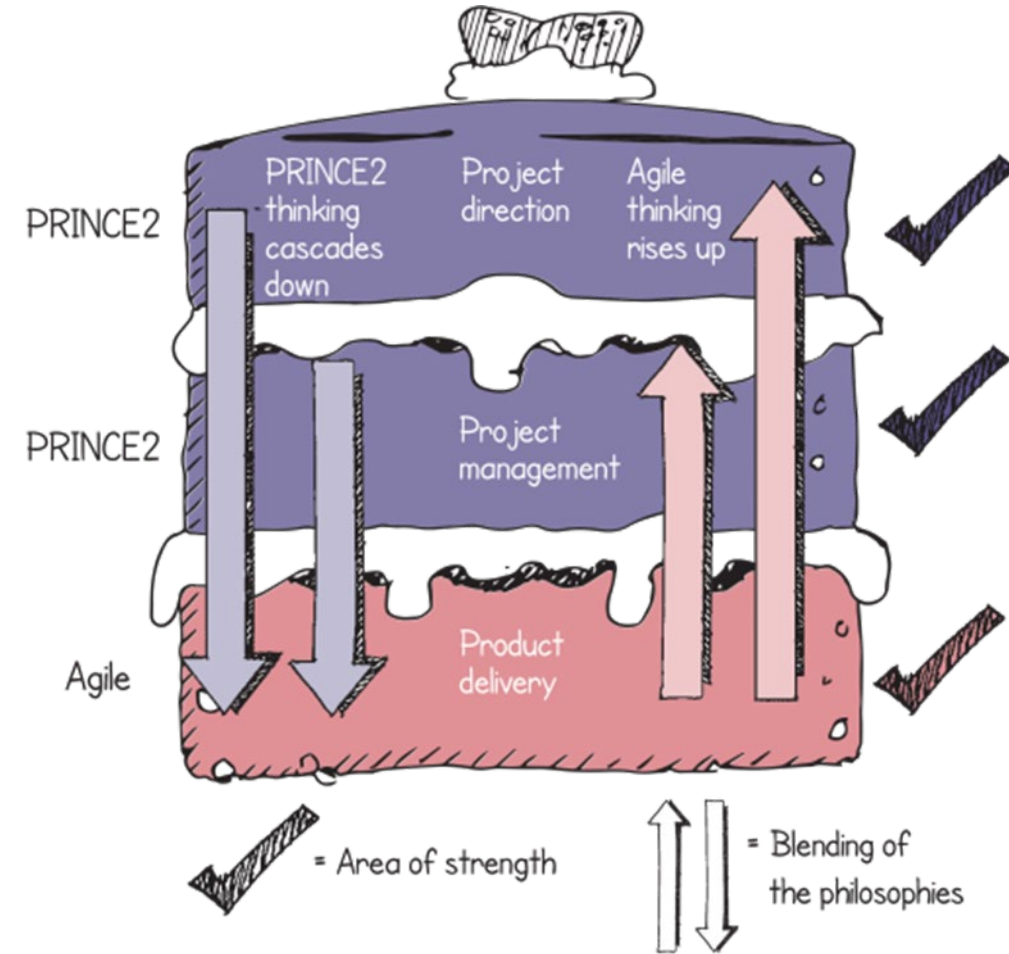
ACCEPT THAT THE CUSTOMER DOESN'T NEED EVERYTHING

Why?

- If compromise is necessary, PRINCE2 Agile® believes that the features of the product are the safest and most sensible area to compromise on.
- This is because:
  - frequently, not everything defined at the start must be delivered
  - many functions and features are rarely or never used
  - delivering fewer features can help when working toward a deadline
  - it delivers what the customer really wants more quickly.
  - it protects the level of quality

PRINCE2 — PRINCE2 thinking cascades down — Project direction — Agile thinking rises up

PRINCE2 — Project management

Agile — Product delivery

✓ = Area of strength

⬆⬇ = Blending of the philosophies

Guidance reference: Section 6.4.5

PART 2

Agile behaviours and the PRINCE2 principles

APPLYING PRINCE2 PRINCIPLES

Continued business justification	Agile value and MVP
Learn from experience	Retrospectives, short feedback loops and "inspect and adapt"
Defined roles and responsibilities	Blending PRINCE2 roles and additional agile roles
Manage by stages	Timeboxes, e.g. releases and sprints, shorter stages to support innovation
Manage by exception	Tolerances empower people
Focus on products	Prioritisation of products and quality criteria
Tailor to suit the project	Agile assessments with the Agilometer

PRINCE2 AGILE BEHAVIOURS

Transparency	Openness and visibility but also honesty, trust, integrity and respect
Collaboration	Internal (the team work together) and external (engaging with customers) leading to shared understanding and ownership
Rich communication	Face to face in preference to words alone
Self-organization	Trust the people closest to the work to know best
Exploration	Frequent iterations and rapid feedback loops provide an opportunity to learn (experiments and spikes)

Agile and the PRINCE2 themes

TAILORING THE BUSINESS CASE THEME

- No changes required

- More information on tolerances around benefits

- Best case, worst case, expected case
  - Linking amount of product to benefit accrued

- Explicit definition of what constitutes the minimum viable product (MVP)

- Implications of incremental delivery
  - Early benefit and early costs

- Where there is high uncertainty develop the business case quickly
 - Plan to test assumptions quickly

TAILORING THE ORGANIZATION THEME

- No changes required but additional delivery roles may be needed
- Consideration needs to be given to:
  - The team manager role
    - How it might be integrated into the delivery team
  - Common agile roles
    - E.g. product owner, scrum master, agile coach, business ambassador
  - The senior user role
    - Acting as a super product owner
  - The scrum master
    - Liaison with the project manager
- Management by exception to enable self-organization

THE THREE PRINCE2 PROJECT INTERESTS

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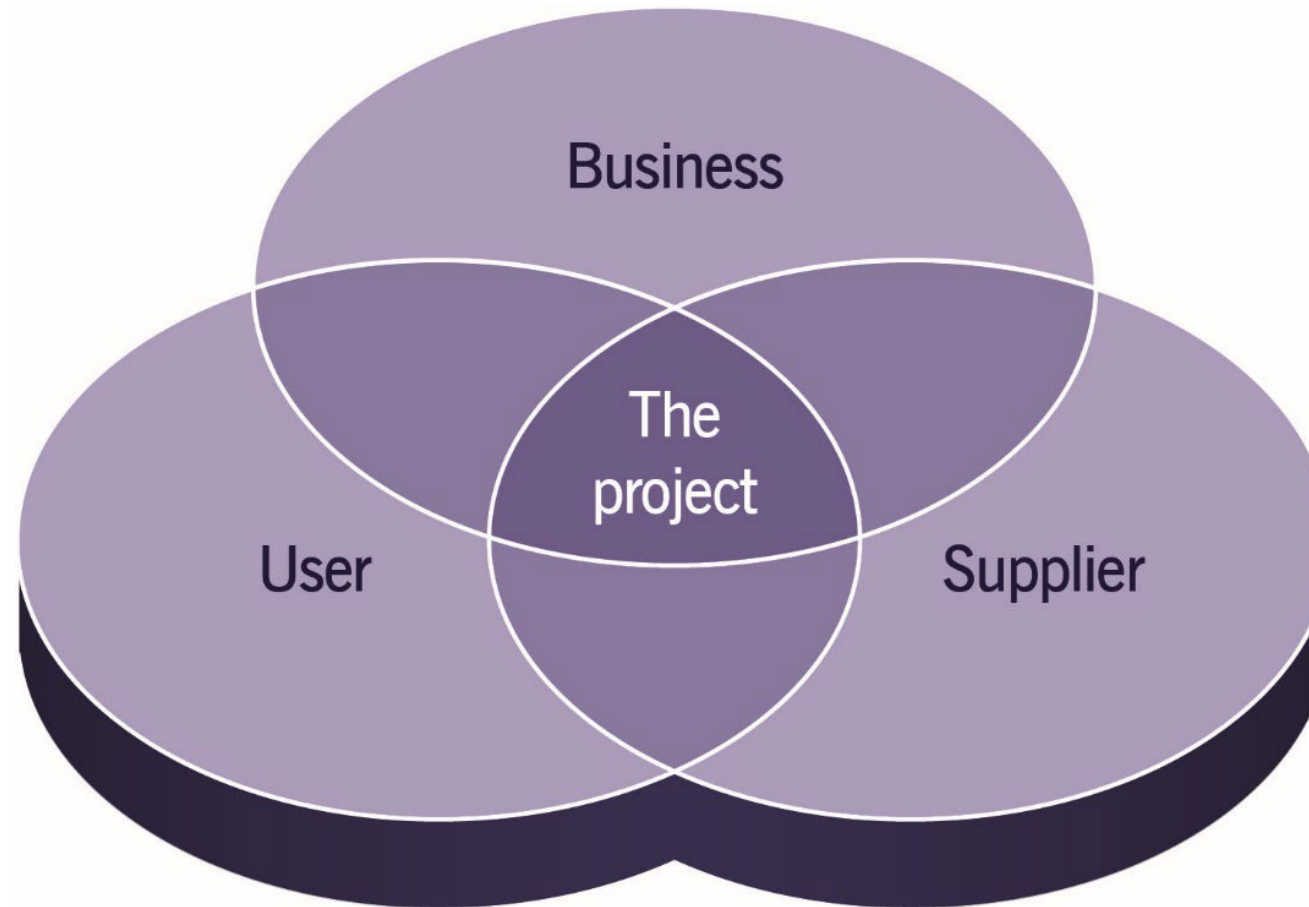
TAILORING THE ORGANIZATION THEME: ROLES
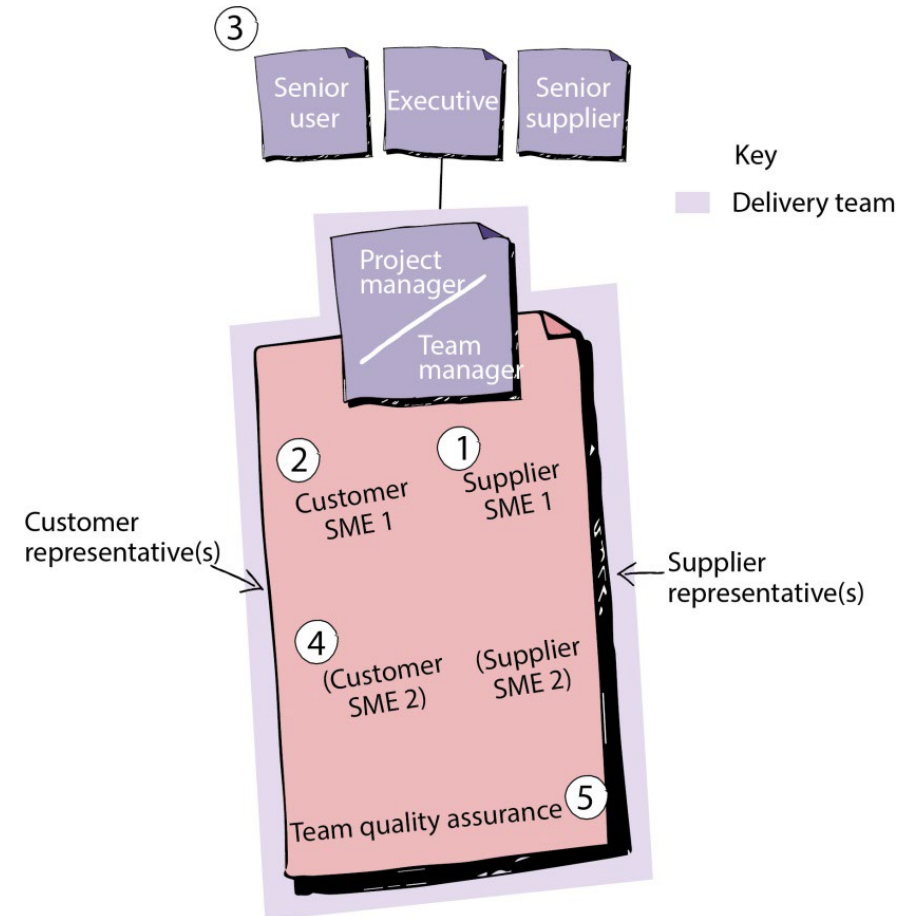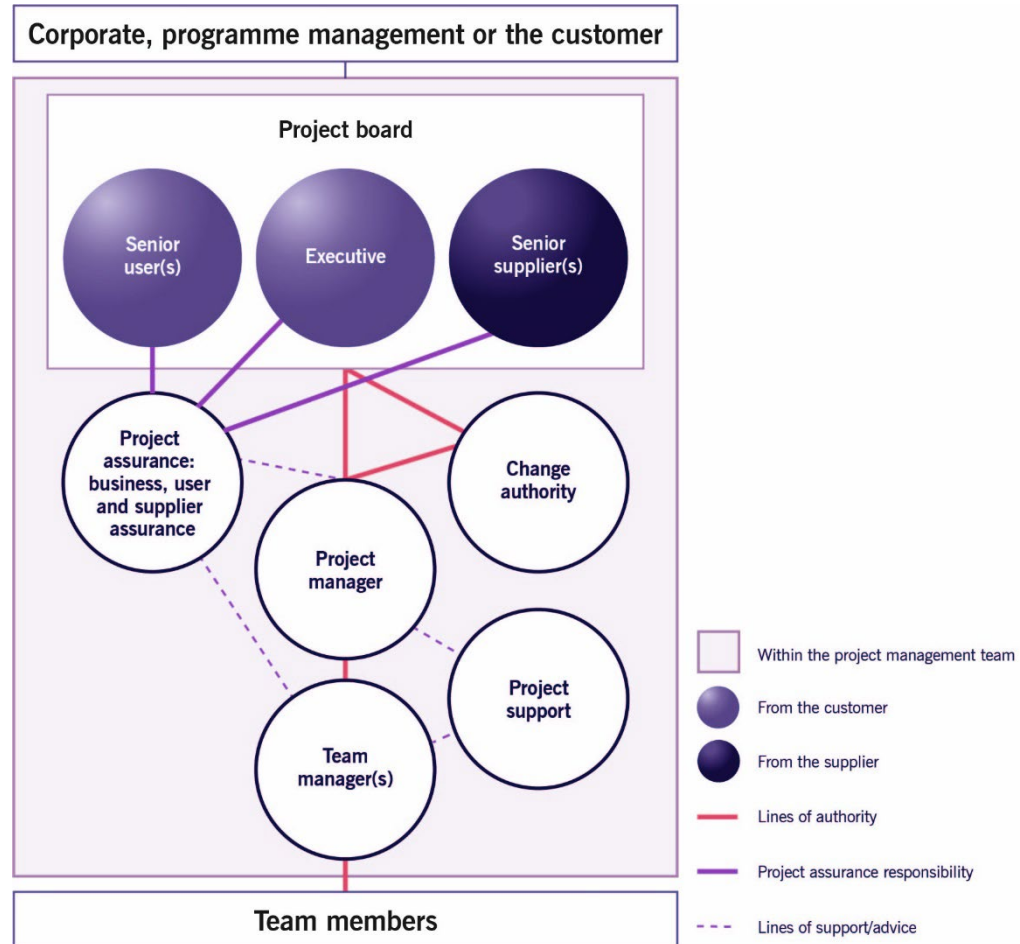
Working agreements can help to document roles and responsibilities

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TAILORING THE QUALITY THEME

- Ensure that stakeholders appreciate the difference between scope and quality
  - a reduction in scope is not a reduction in quality
- Protect the fitness of purpose of products by:
  - prioritising acceptance criteria and quality criteria
  - defining quality tolerances
  - differentiating between functional and non-functional requirements
- Use agile concepts to help clarify quality criteria
  - Definitions of Ready and Done
- Consider the frequency of quality checking its the impact on the way the project is planned and run

TAILORING THE PLANS THEME

- No changes required but many agile techniques and approaches exist in this area
  - Often informal and low tech e.g. sprint planning, simple list of backlog

- Agile typically looks at how much (or how much value) can be delivered in a fixed timeframe
  - Releases, sprints, burn charts

- Gantt charts and formal milestones which demonstrate the duration a specific volume of work will take may be useful when working with higher levels of plan

- Synchronize high level plans and low level backlogs

AGILE ESTIMATING

- Agile uses relative estimates
- Often based upon a points system
- Popular point systems:
  - Fibonacci sequence... 1,1,2,3,5,8,13,21 etc
  - T shirt sizes... S,M, L, XL, XXL
  - Story Points
- Velocity is based upon actual delivery
  - Used to empirically forecast future rates of progress

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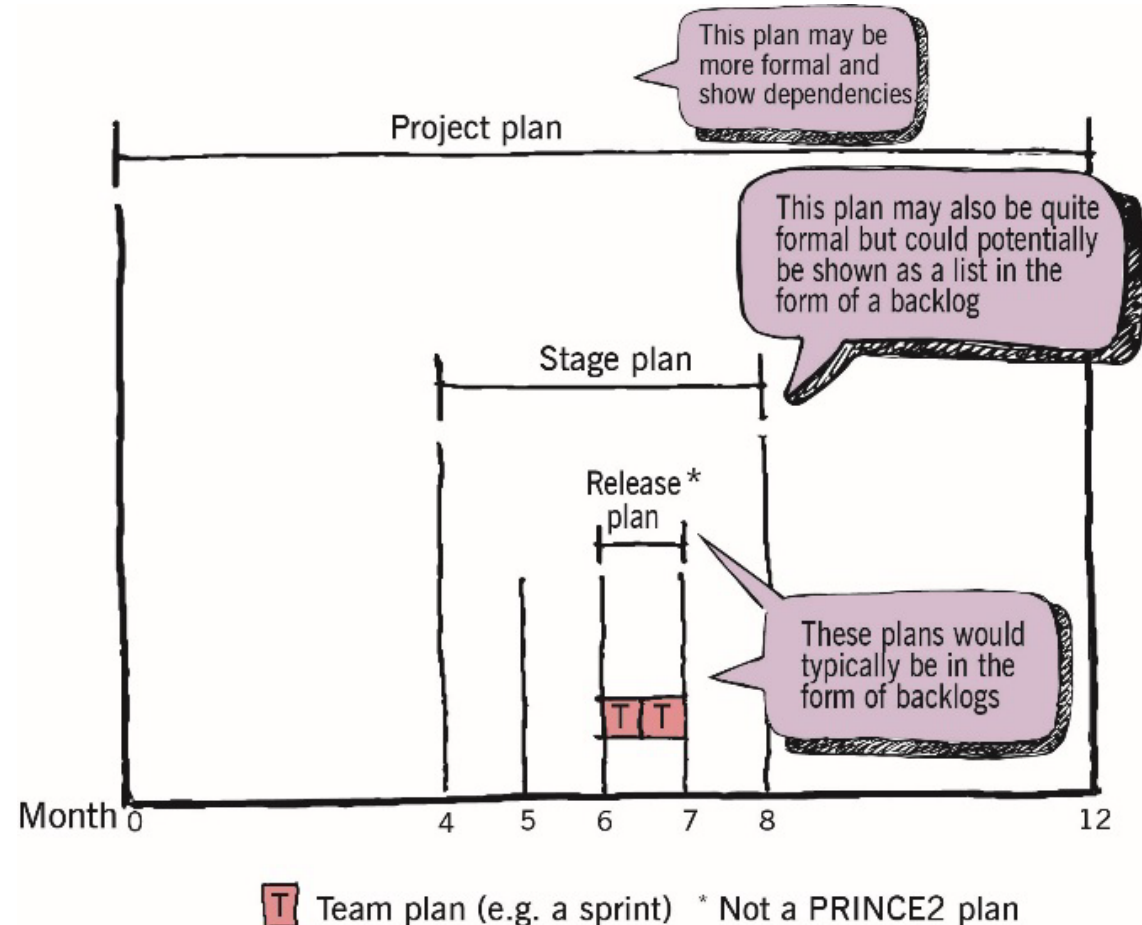
TAILORING THE RISK THEME

- Agile techniques address many of the familiar project risks
  - Avoiding too much detail at the start, daily stand-ups, frequent delivery of product, frequent demos, customer interaction and self-managed teams

- However, agile working has its own set of potential risks
  - e.g. the challenges of continual customer engagement

- Processes that support risk management do not need to be bureaucratic
- The level of formality should be appropriate to the needs of the project
  - e.g. a few columns on the team board vs an electronic risk register

TAILORING THE CHANGE THEME

- Both PRINCE2 and agile see change as inevitable
- The combination of both views
  - Control significant change
    - the level where the project was justified
  - Enable responsive change at the detail level
    - the level where change improves the quality and usability of the product
- Product descriptions (quality criteria and tolerance) and work packages need to enable
  - clear baselines that can be managed formally (escalated to the project board or to a change authority)
  - detail level change within defined tolerances that can be managed by the team dynamically

TAILORING THE PROGRESS THEME

- No changes required but many agile techniques and approaches exist in this area
  - Agile focus on tracking what is delivered, e.g. velocity, lead times or value
  - Tolerances would be set to support this (scope and quality)
  - Within the... sprint burn down and burn up charts
  - Across releases... demonstrating value accrued

- Progress is tracked at all levels of the project
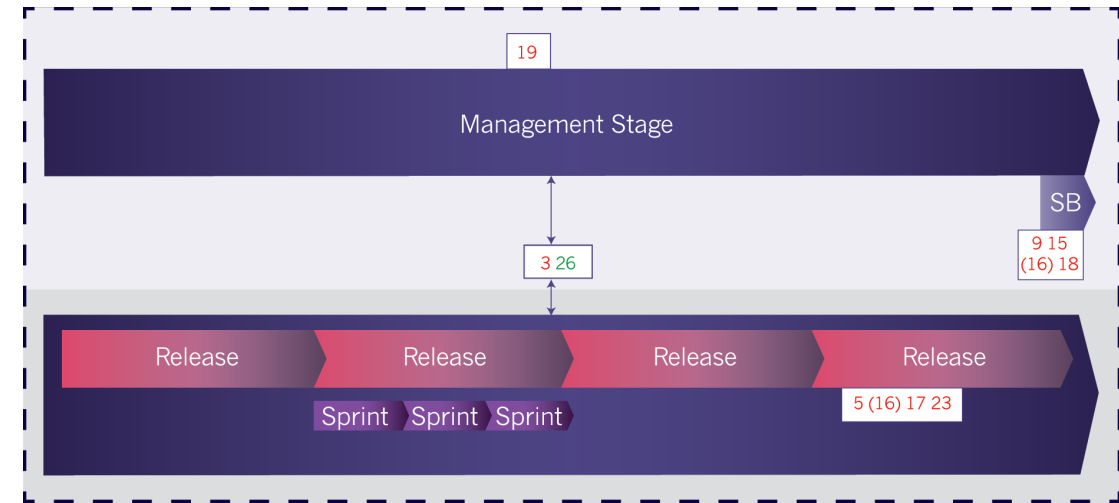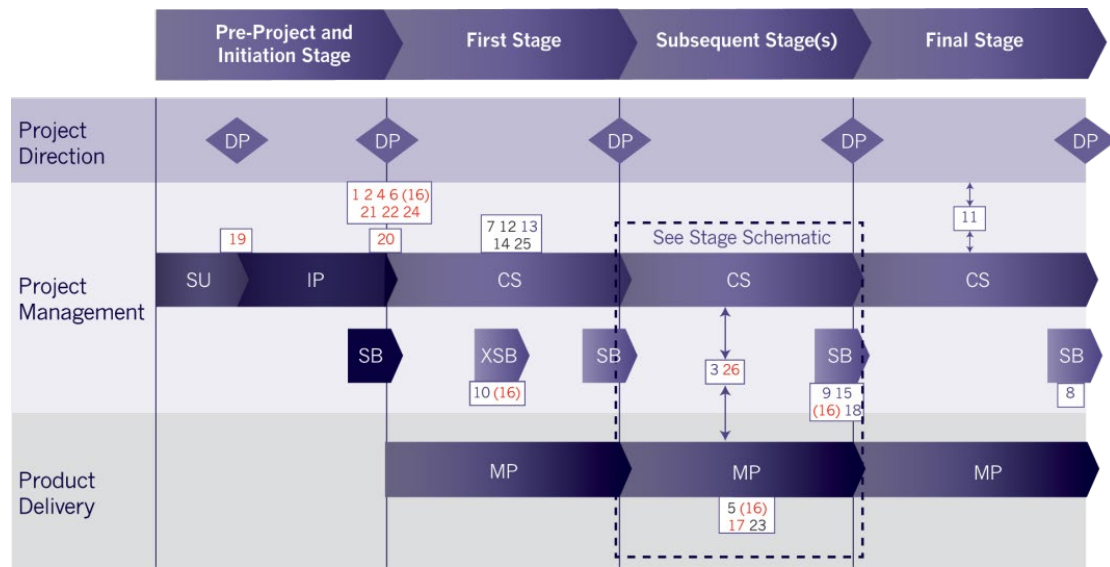- Agile techniques and PRINCE2 processes both have value

TRACKING PROGRESS WITH BURN CHARTS

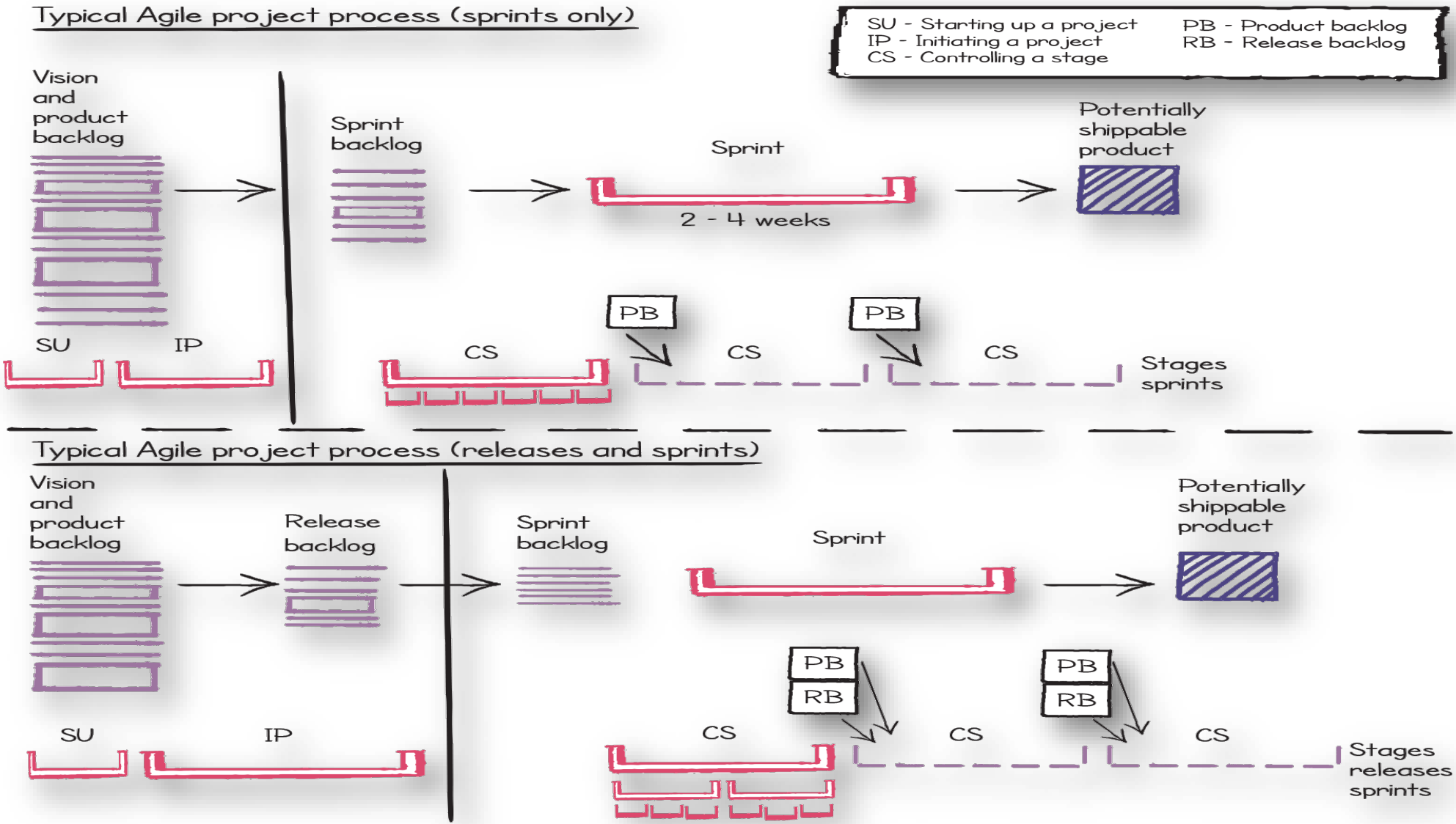© 2018 MakeWay PRINCE2 Agile® Project Management v1.0
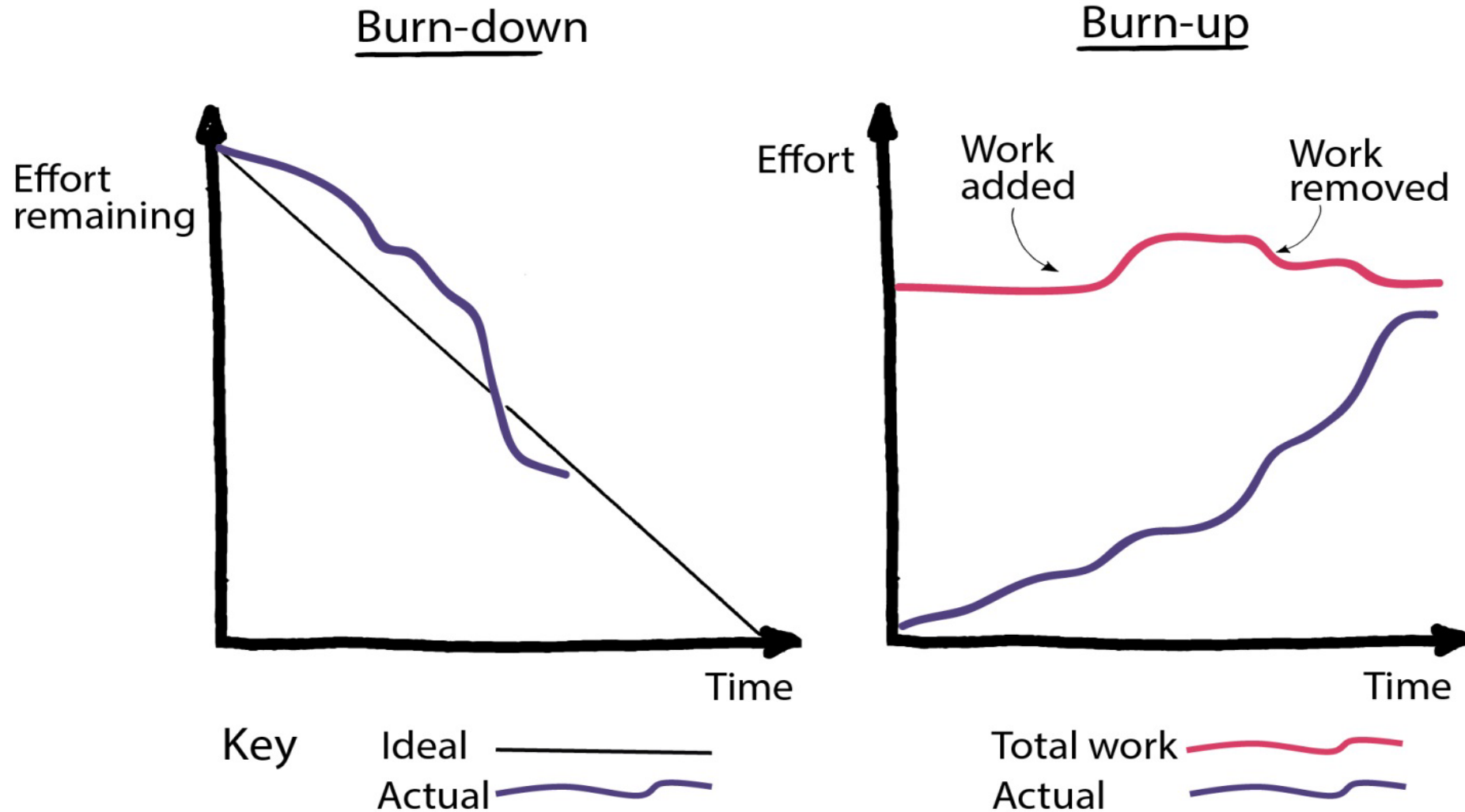
Agile and the PRINCE2 processes

AGILE AND THE PRINCE2 PROCESSES

- Agile needs to be incorporated into all seven processes

- The amount of agile that is appropriate to each process varies

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RELATING AGILE PROCESSES TO PRINCE2 PROCESSES

Typical Agile project process (sprints only)

SU - Starting up a project   PB - Product backlog
IP - Initiating a project   RB - Release backlog
CS - Controlling a stage

Typical Agile project process (releases and sprints)

TAILORING STARTING UP A PROJECT AND INITIATING A PROJECT PROCESSES

- Viable and worthwhile

- Solid foundations to understand the work

- Define things at the right level
  - Project product description (outputs, outcomes)
  - Business case (best/worst amount of product and benefits)
  - High level requirements (epics)

- Define things in the right way to enable agile to work simpler, e.g. outcome-focused

- Set up the project in an appropriate manner
  - Integrating with agile teams, e.g. role names
  - Impact of frequent releases of products to enable and provide benefits

# TAILORING STARTING UP A PROJECT AND INITIATING A PROJECT PROCESSES (contd.)
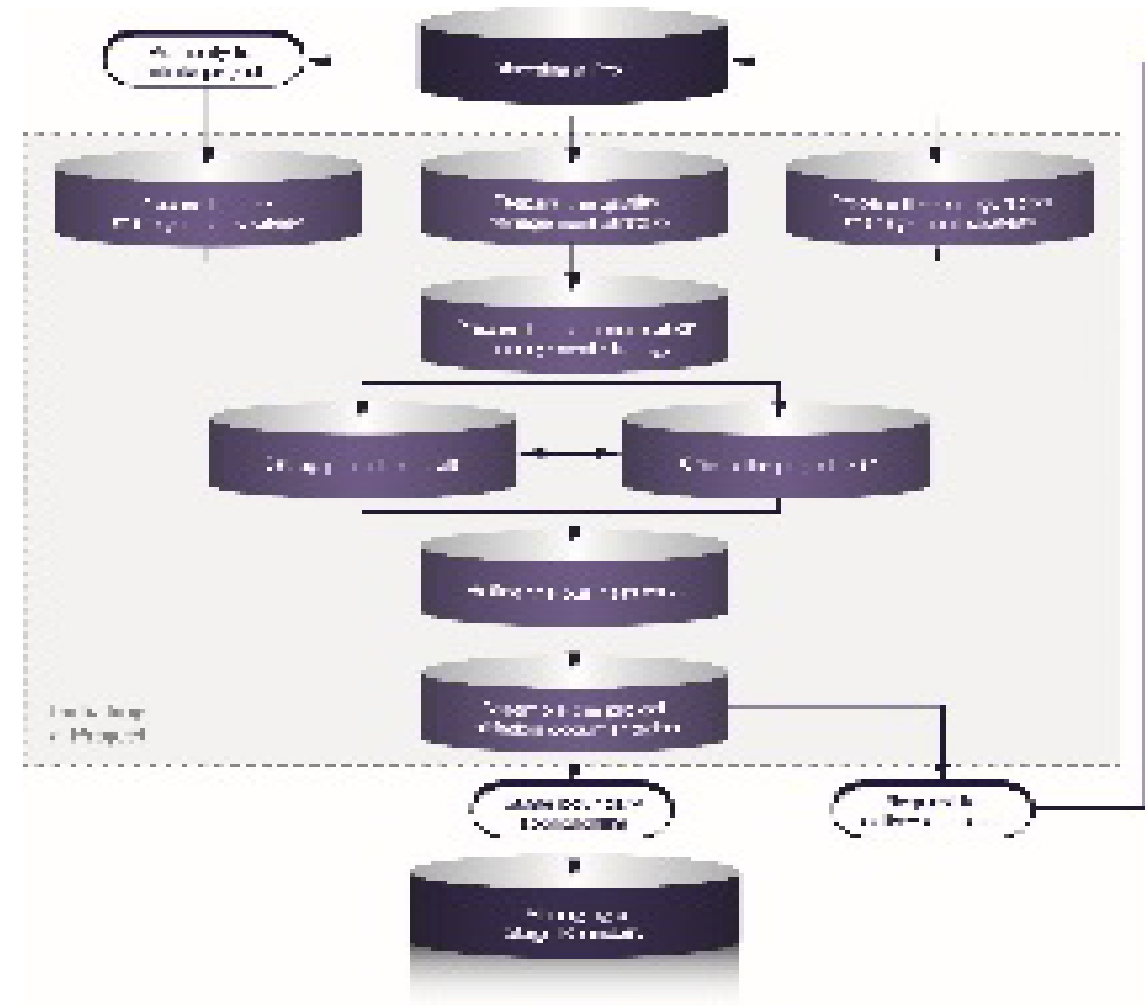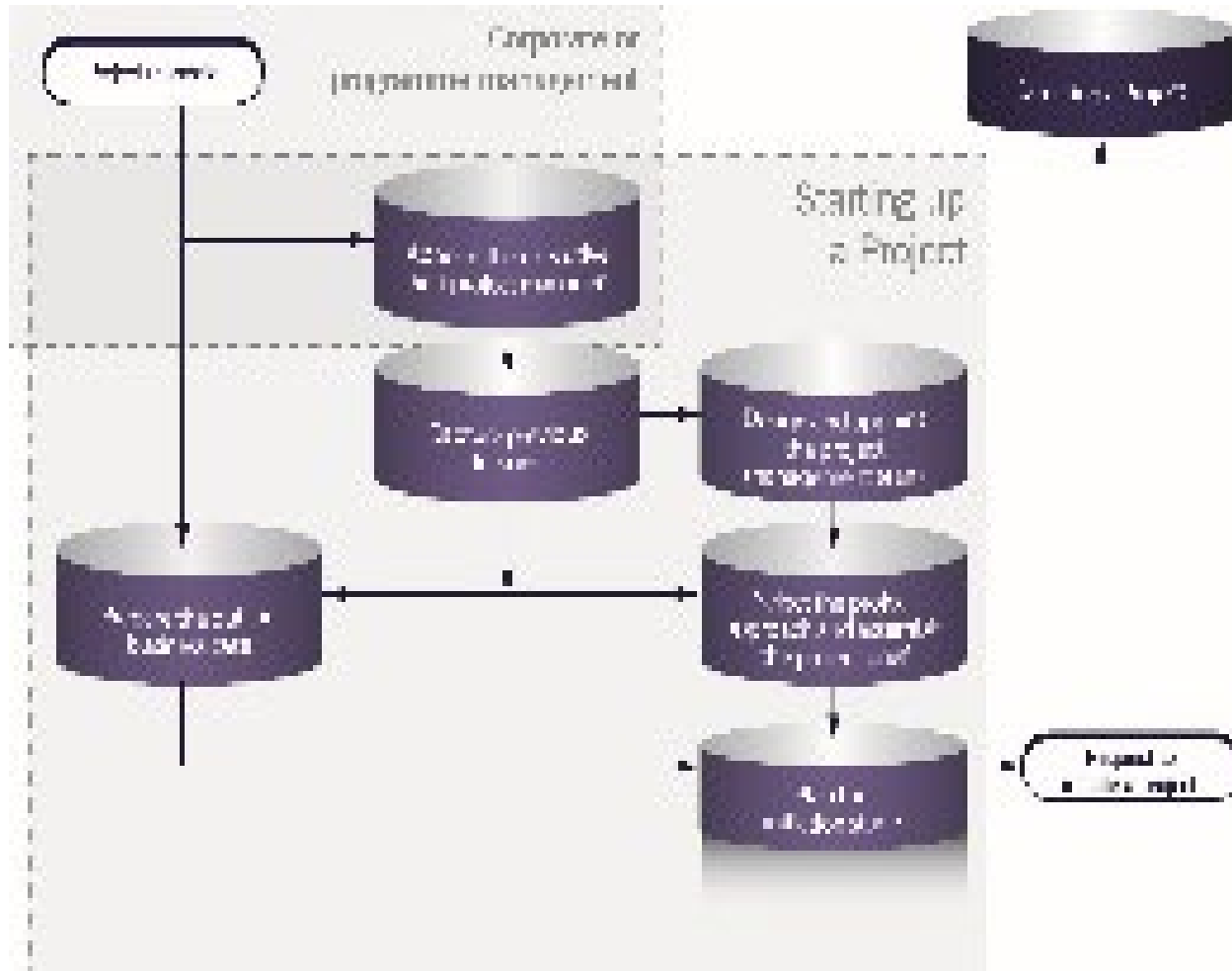
TAILORING STARTING UP A PROJECT AND INITIATING A PROJECT PROCESSES (contd.)

Project brief	Likely to be informal. Project definition more outcome based. Impact of frequent delivery considered. Lean startup and MVP. Includes the project approach that will discuss the use and benefit of agile working.
Business case	Impact of flexing amount delivered considered. MVP identified. Best case / worst case described in terms of amount delivered.
Project product description	Focus on outcome desired. Created as part of a workshop. Composition (major products) might be similar to epics. Creation of the product backlog.
Project initiation documentation	Enough and no more. May exist as an information radiator. Plan the frequency of releases. Write a definition of done. Map PRINCE2 and agile roles. Describe the tailoring undertaken.

TAILORING CONTROLLING A STAGE AND MANAGING PRODUCT DELIVERY PROCESSES

- Stages made up of timeboxes
  - Releases and sprints, features to enable benefits
- Team-based collaboration
  - Planning, estimating, flexible work packages
- Reporting and communication, issues and risks
  - Stand-ups, information radiators, burn charts, sprint demos
  - Blockers and impediments, agile assessment guides risk management
- Control focuses on what is being delivered
  - Scope and quality criteria
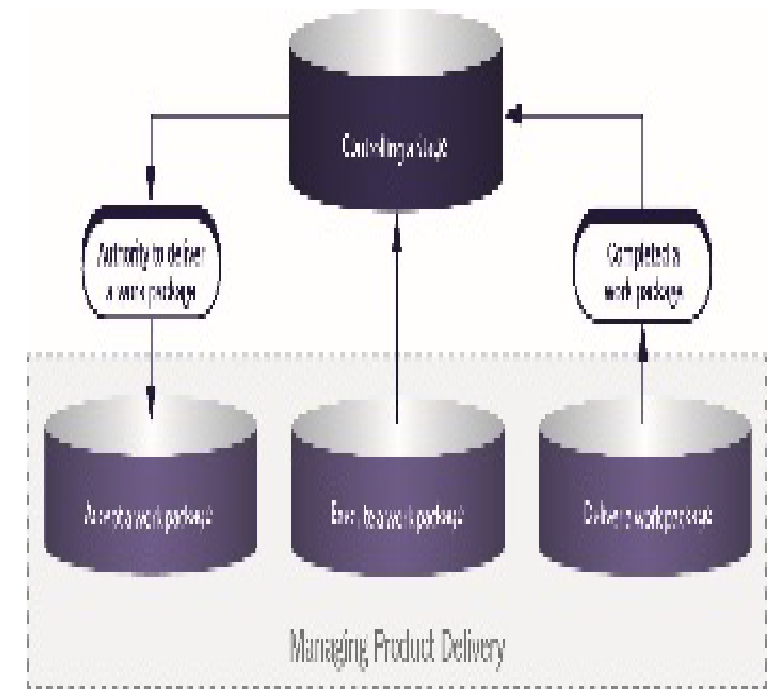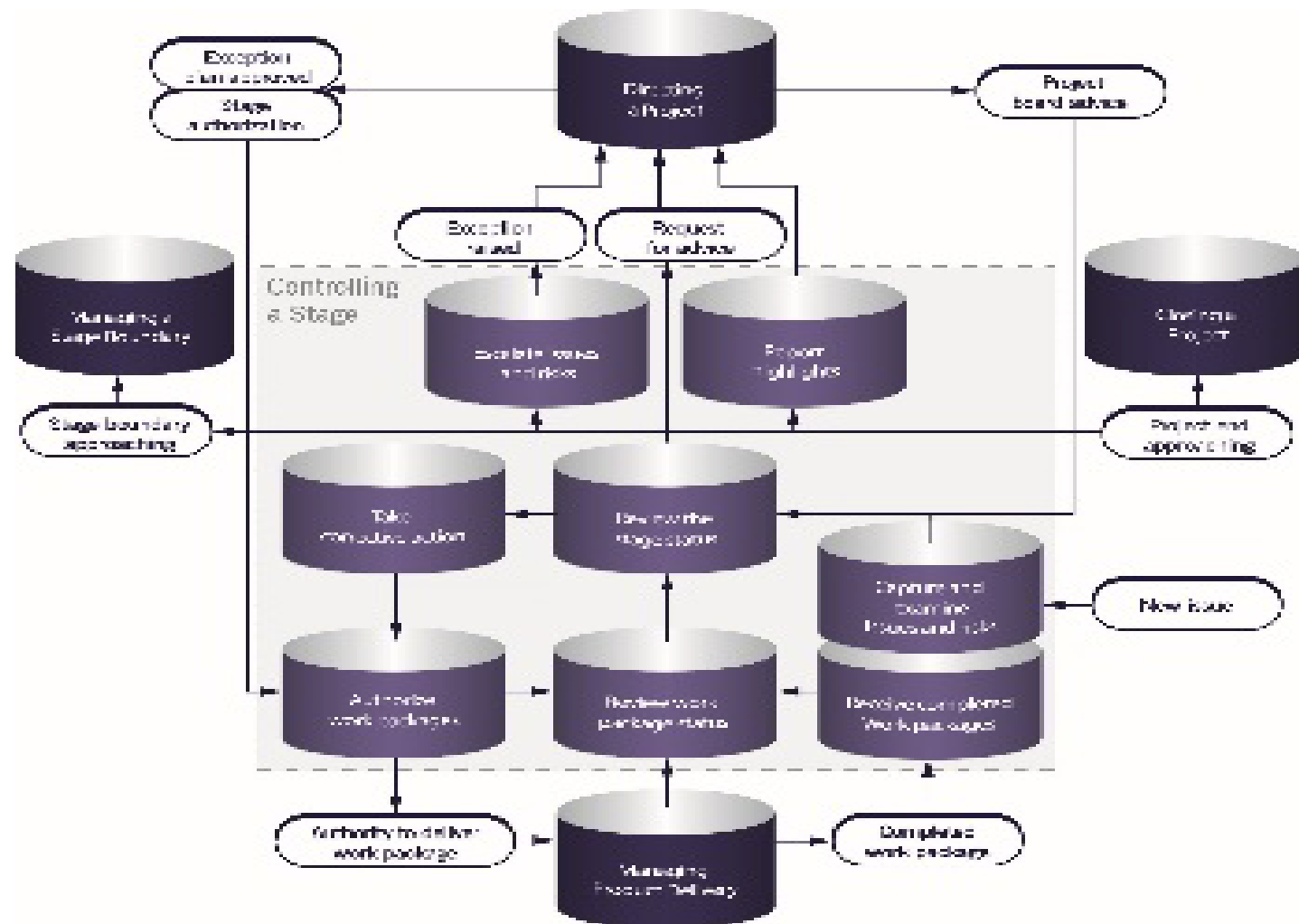
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TAILORING CONTROLLING A STAGE AND MANAGING PRODUCT DELIVERY PROCESSES (Contd.)

Guidance reference: Section 20.3

TAILORING CONTROLLING A STAGE AND MANAGING PRODUCT DELIVERY PROCESSES (Contd.)

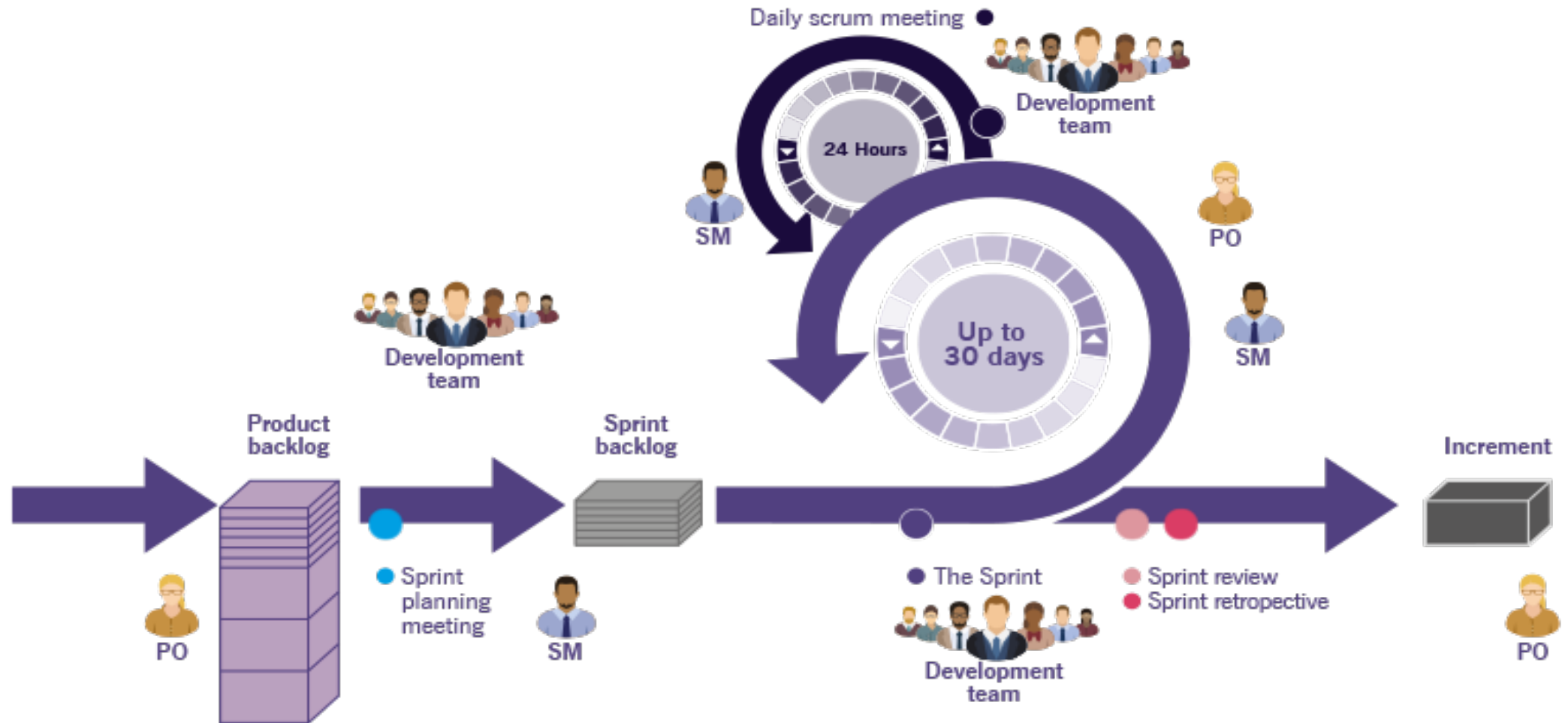|	
Work package	A vital interface. Brings PRINCE2 and agile working together. Collaboratively defined. A clear safe boundary of control. Also space to empower teams to self-organize and enable rich communication. May include one or more releases or sprints.
Highlight report	Important yet likely to be informal. Contains information on releases and sprints and benefits enabled. Could be in the form of an information radiator and/or burn chart.
Checkpoint report	Could be replaced by the daily stand-up but must not change the stand-up to "reporting to...". Could be in the form of an information radiator and/or burn chart.

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SCRUM OVERVIEW

The Scrum overview

©Keith Richards (CEO), agileKRC, www.agilekrc.com

LEAN STARTUP

- Build, measure, learn
- Create a minimum viable product (MVP)
- Fail fast
- Validated learning
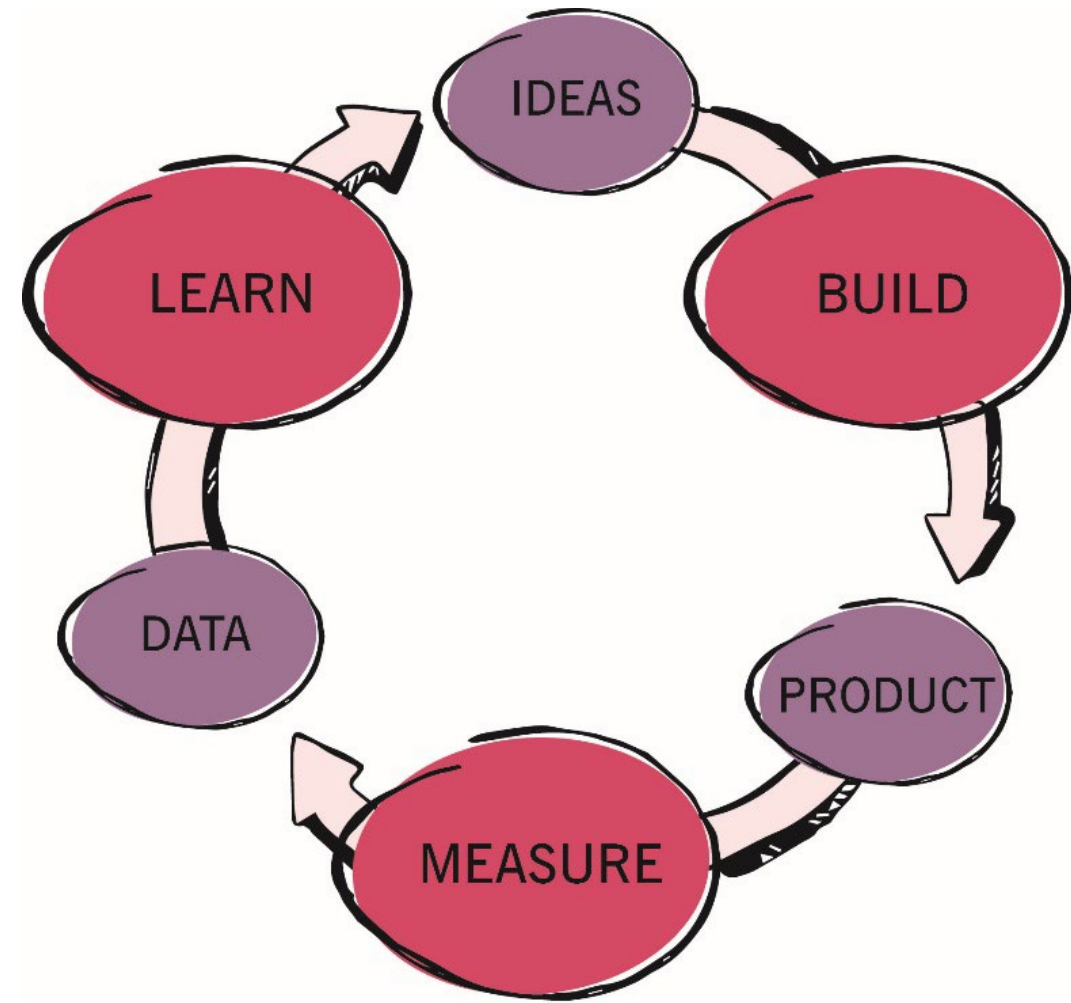
Minimize TOTAL time through the loop

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TAILORING MANAGING A STAGE BOUNDARY PROCESS

Look Back

- How did we do?
- How much was delivered?
- To what quality?
- What benefit was delivered?
- Did the process work well?
- Release reviews and retrospectives?

Look at the big picture

- Review the business case
- Review the project plan
- Review the performance of agile
- Decide whether to continue?

Look Forward

- Plan the next stage, releases and sprints
- Review product and release backlogs
- Release planning

Guidance reference: Section 21.3

TAILORING CLOSING A PROJECT PROCESS

Look Back

- How did we do?
- How much was delivered?
- To what quality?
- What benefit was delivered?
- Did the process work well?
- Final project/release reviews and retrospectives?

Look at the big picture

- Check the original baselines against final outputs and outcomes
- Check products accepted
- Final operational handovers
- Documentation finalized

Look Forward

- How many more benefits can we expect?
- When will we get them?

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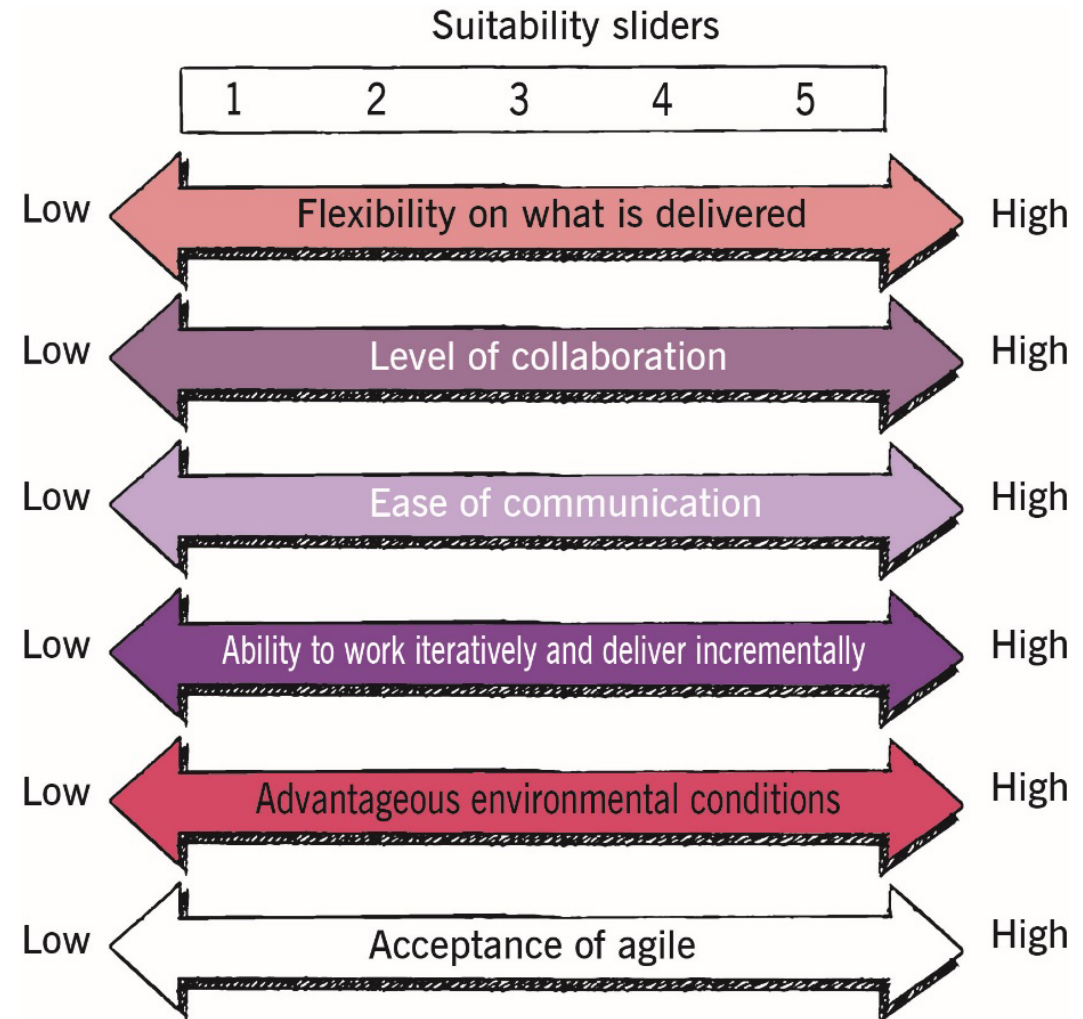
TAILORING DIRECTING A PROJECT
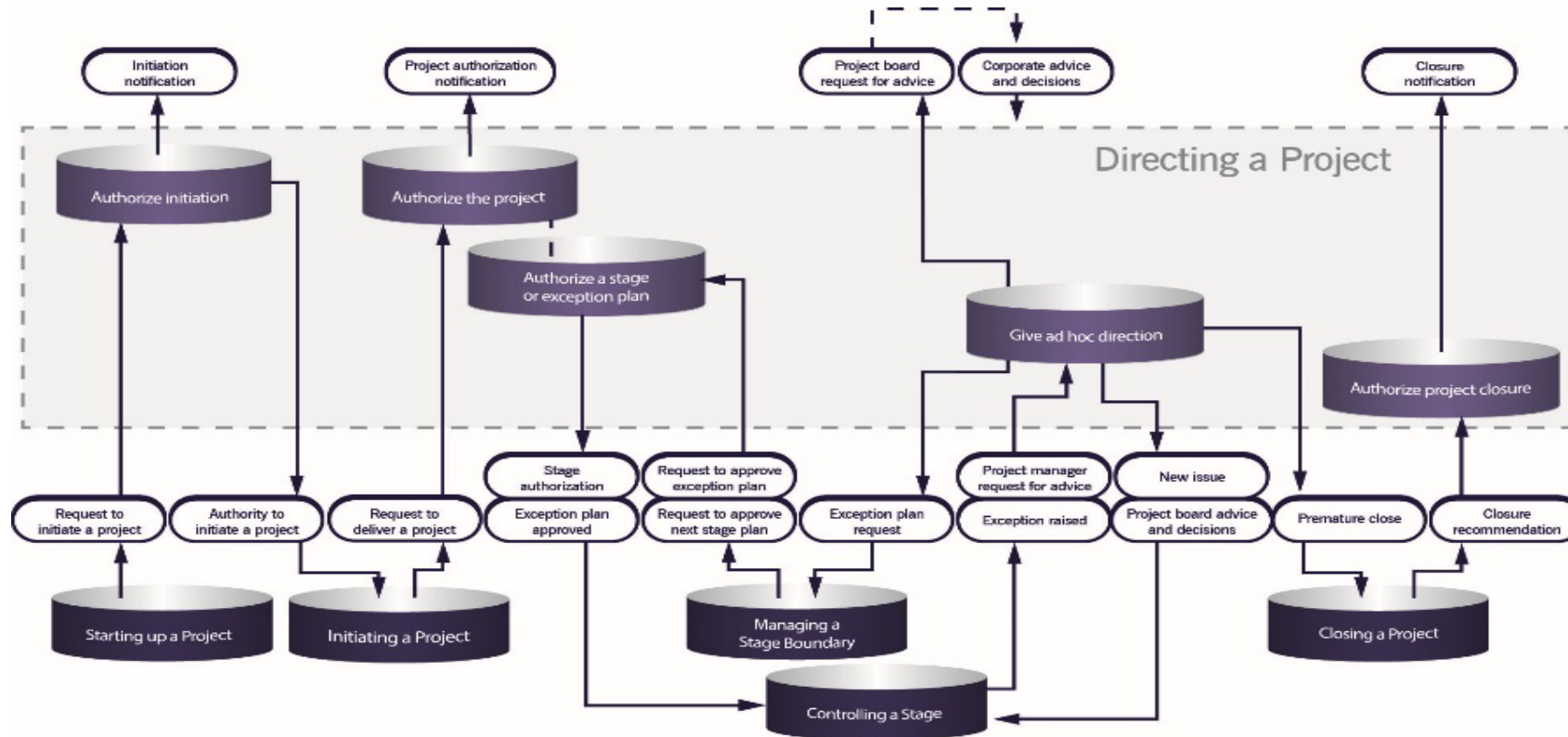
- Manage by exception to empower teams
- Progress reporting... amount delivered and benefits realized
- The project board attends key demos to gain insight into the details of the project
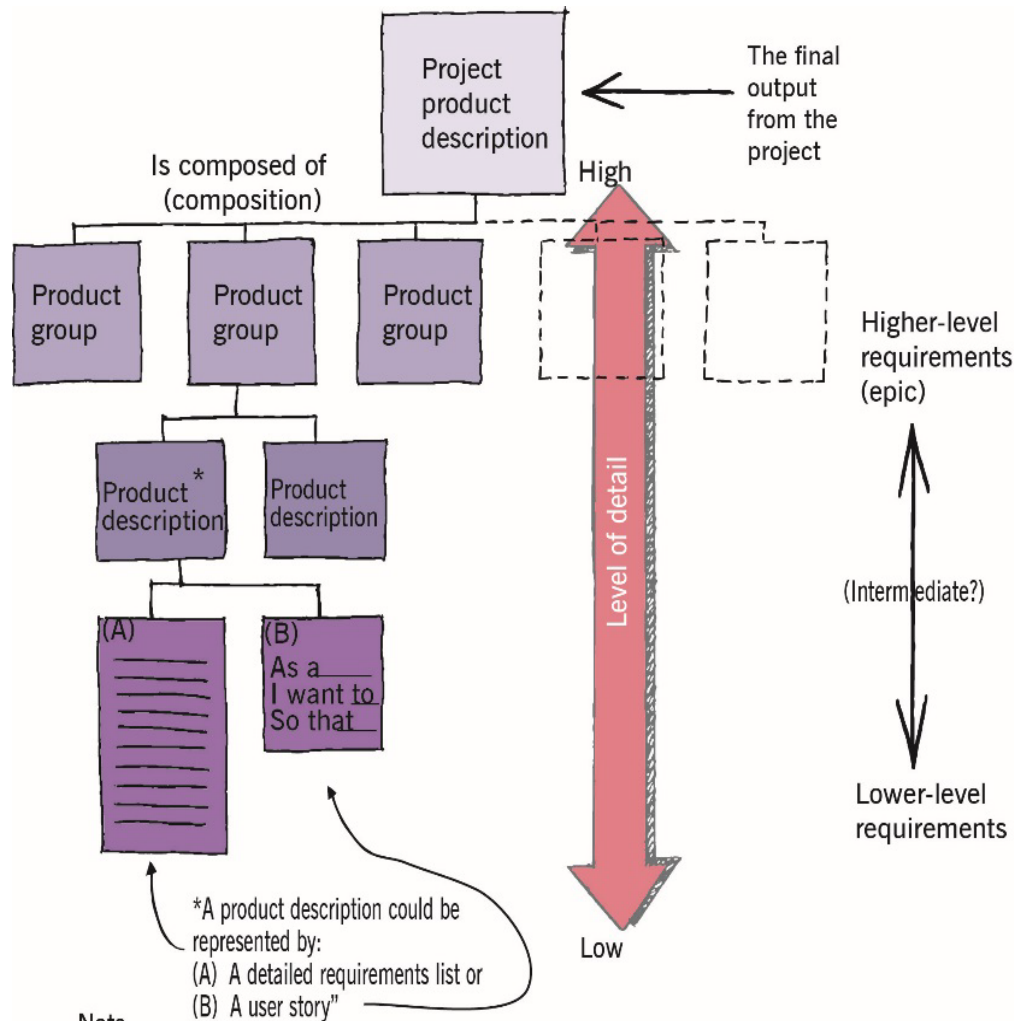- Decision-making may be based upon information pulled from radiators

PART 3

Focus areas

AGILOMETER

- Assess the suitability of the project environment for agile working

- Facilitates the most effective way to tailor PRINCE2

- Performed pre-project and repeated at stage boundaries

- Sliders considered individually; they are not 'added up' or averaged

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

REQUIREMENTS

*A product description could be represented by:
(A) A detailed requirements list or
(B) A user story"

Note
Requirements decomposition may only need 2 or 3 levels
(high level and low level (detailed)) or (high level, intermediate level and low level (detailed))
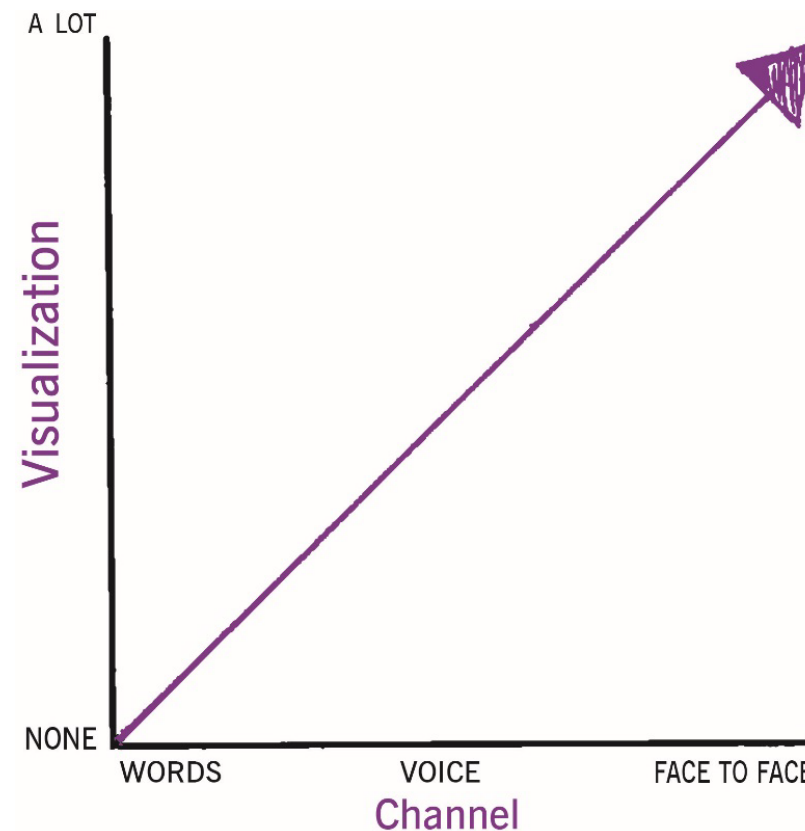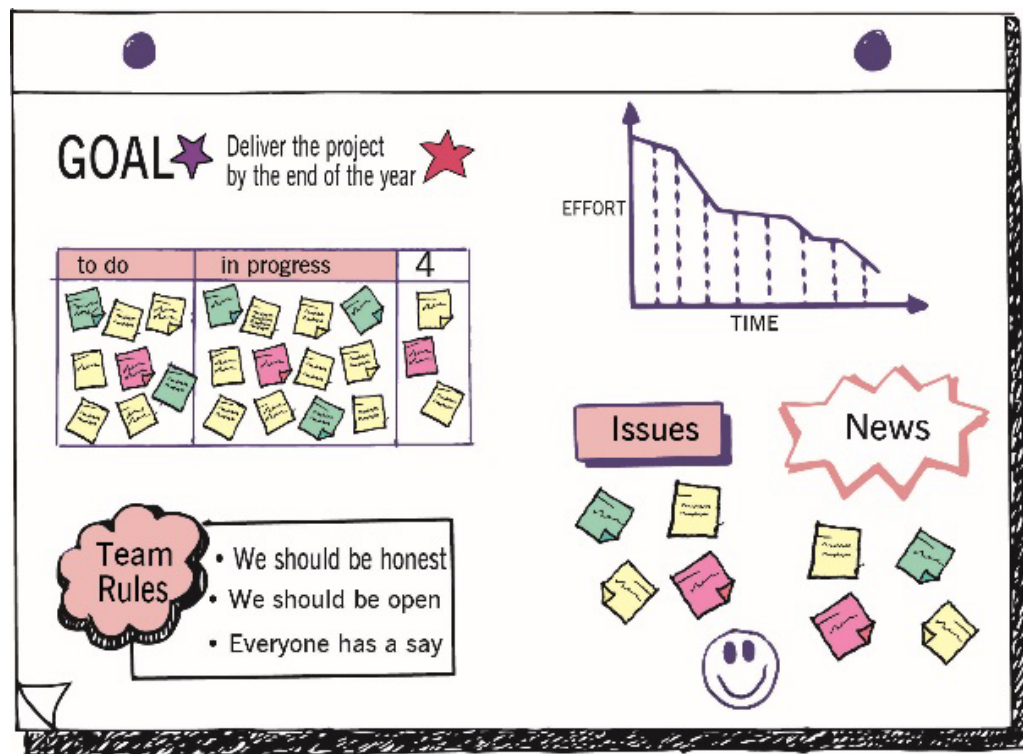
Top level

- Project product description, vision, product groups, epics, features, high-level requirements. Often prioritized using **MoSCoW**.

Lower levels

- Product descriptions, requirements, features, user stories
- Often prioritized using **ordering**

Requirements represent the currency of an agile project

RICH COMMUNICATION

**Getting the right balance
and blend requires planning**

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WORKSHOPS

Preparation is essential

- Workshop objective
- Attendees
- Agenda
- Logistics
- Pre-reading

Useful techniques

- Group working
- Sticky notes

FREQUENT RELEASES

Benefits

- Enables early delivery of benefits to the customer

- Allows for feedback

- Likely to reduce risk

- Gives confidence through visibility and evidence

- Fosters engagement with project stakeholders

- Makes releasing easier and perhaps second nature

Feedback on Google and Trust Pilot

To improve supporting you better, please give reviews

☐ Google Reviews Link: https://goo.gl/XwXwDt

☐ Trust Pilot Link:

https://www.trustpilot.com/review/www.makewayglobal.com

To enable your desired results…

Contact Us!

training@makewayglobal.com

Course complete