AGILE AND PRINCE2

Happy bedfellows?

Let's start with some assumptions!

- We assume that we are dealing with organisations that have PRINCE2 and want to run Agile projects

- We assume that you are NOT an Agile organisation who wants to adopt PRINCE2!

- We assume that you already know a bit about Agile

So, just what is PRINCE2?

- Was created in 1996 by a UK Government agency (OGC – Office Government Commerce)
- Intended to create a standard approach for managing government projects
- Is now used throughout the UK and in over 50 countries worldwide

- "It is designed to be applied to any type of project – and can easily be **implemented alongside specialist, industry specific models** (e.g. development lifecycles)" – (Managing Successful Projects with Prince2, OGC, 2009)

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PRINCE2 has seven principles

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

PRINCE2 has seven themes

- 'The Why' – Business Case
- 'The Who' – Organisation
- 'The What' - Quality
- 'The How, How Much & When' – Plans
- 'The What-if' - Risk
- 'The Impact' - Change
- 'The Progress' – Monitoring and escalation

PRINCE2 projects have four phases

- Starting a Project
- Initiating a Project
- Managing Stages within a Project
- Closing a Project

PRINCE2 focuses on products

- Benefits Review Plan
- Business Case
- Communications Management Strategy
- Configuration Management Strategy
- Project Plan
- Product Description
- Project Brief
- Project Initiation Document
- Project Product Description
- Quality Management Strategy
- Risk Management Strategy
- Work Package

- Configuration Item Records
- Daily Log
- Issue Register
- Lessons Log
- Quality Register
- Risk Register
- Checkpoint Report
- End Project Report
- End Stage Report
- Exception Report
- Highlight Report
- Issue Report
- Lessons Report
- Product Status Account

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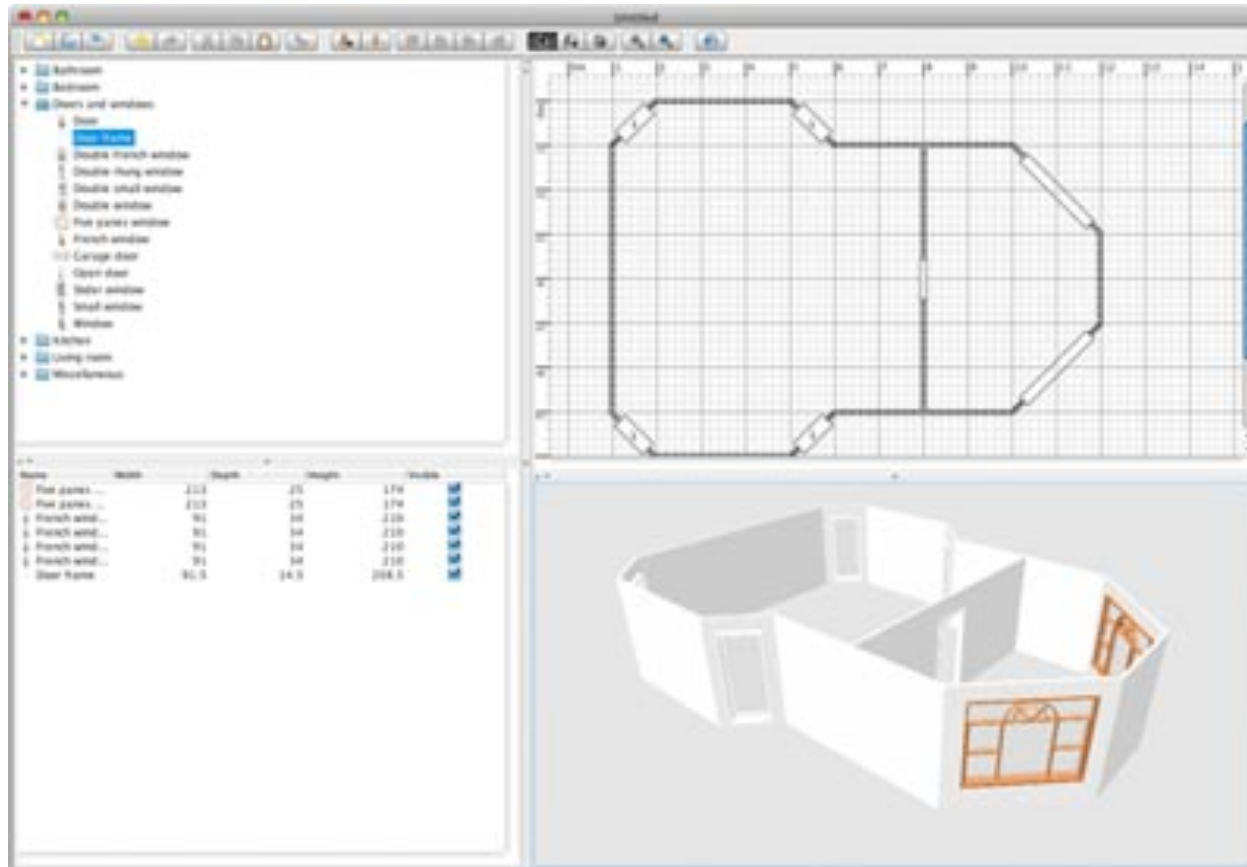- Product Status Account

What about the People?

A (little) bit about Agile…

- Agile Manifesto created in 2001

- Lots of different flavours
  - SCRUM
  - XP
  - DSDM
  - Atern

- Now considered a 'mainstream' software delivery approach
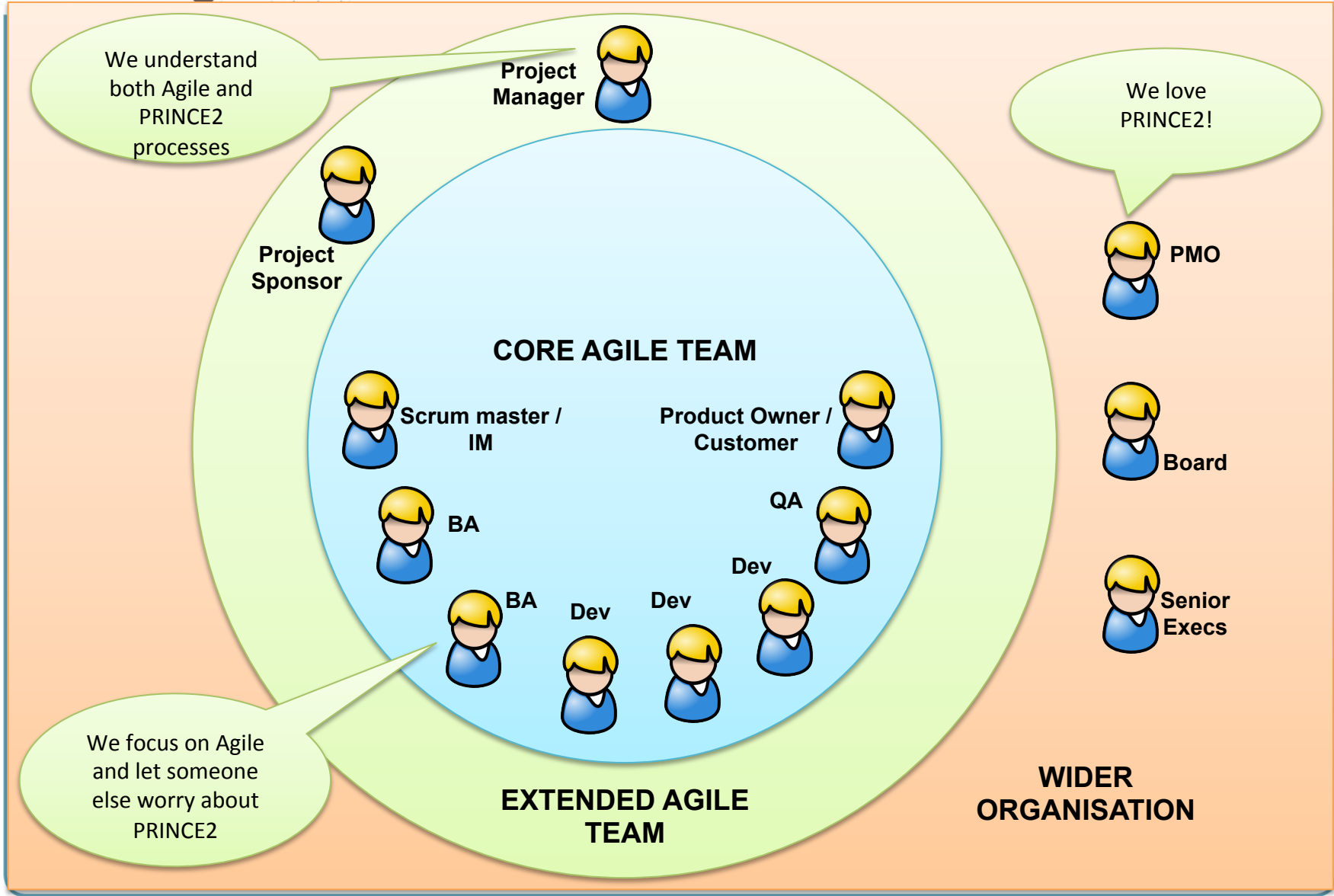
Agile focuses on *the* product
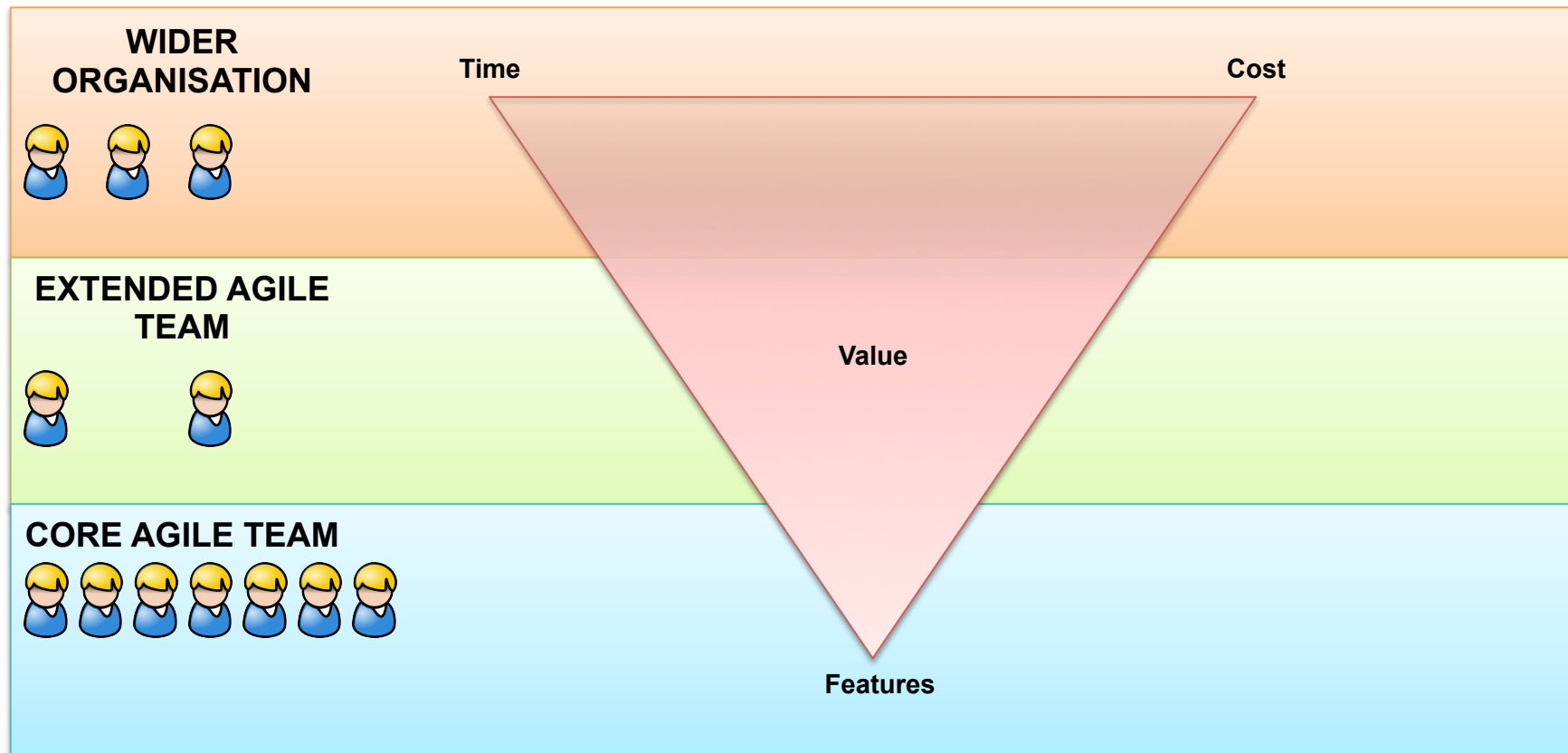
Agile focuses on the people
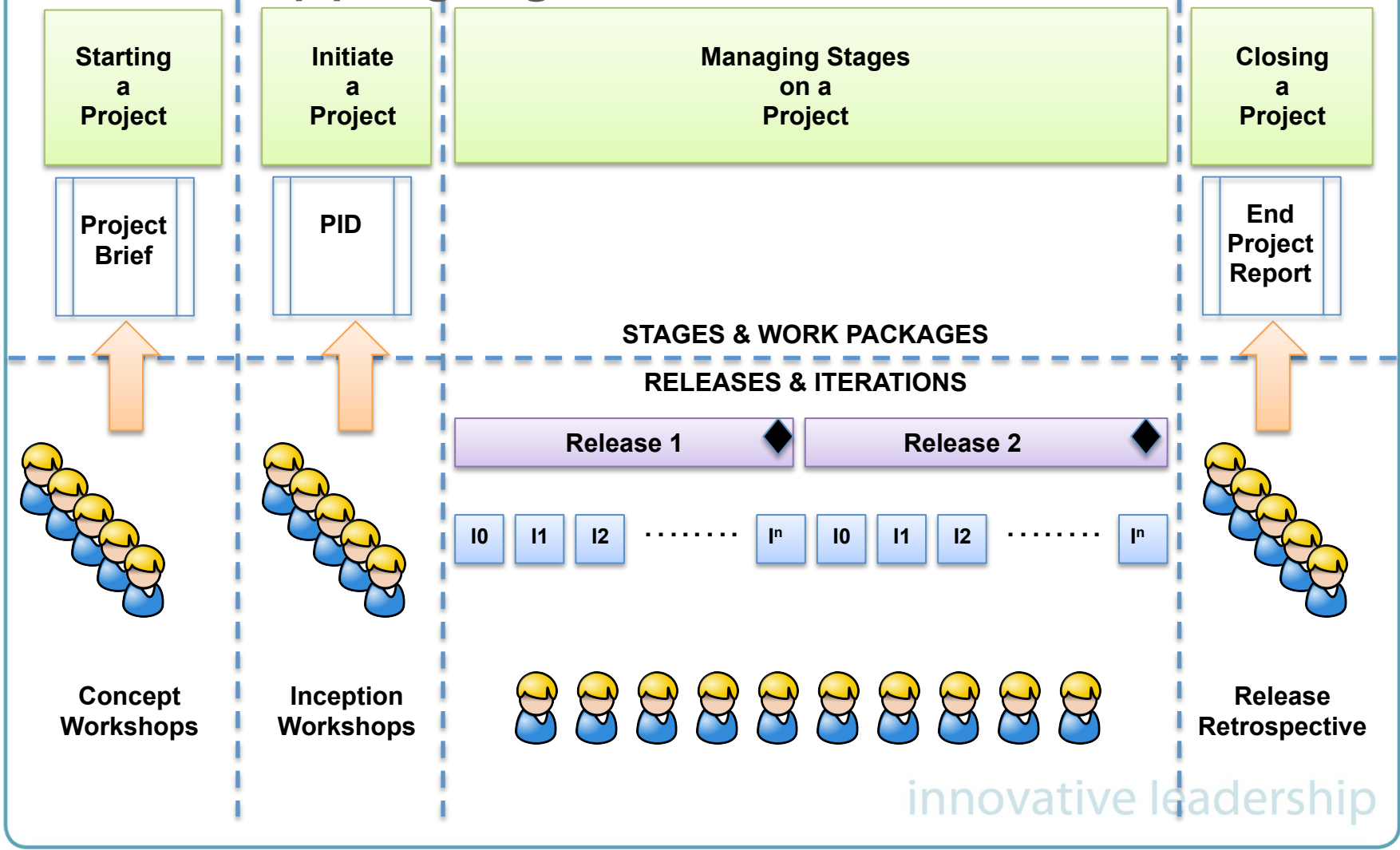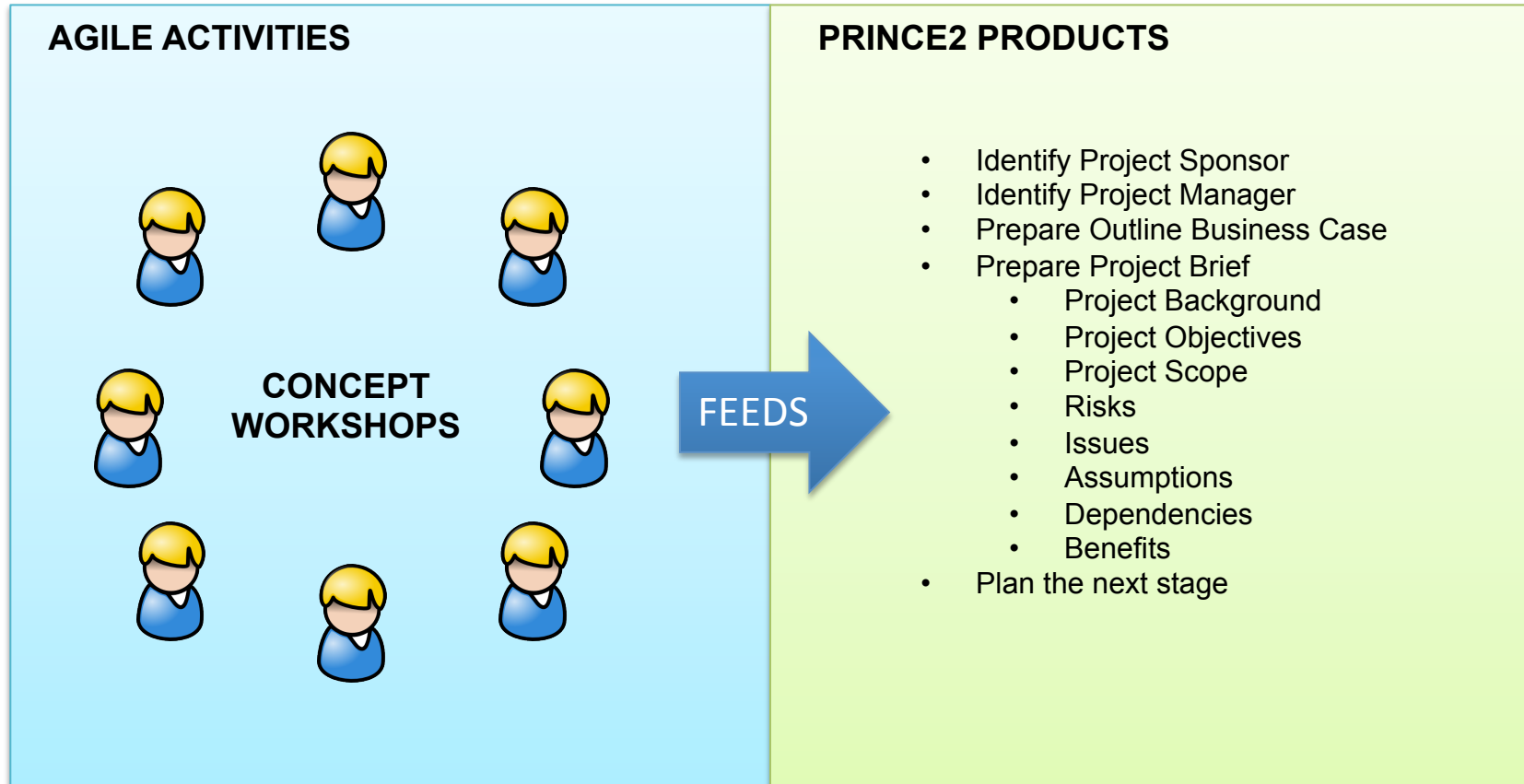
So, do the two fit together?

Managing by Exception

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Mapping Agile to Prince2

Starting a Project

Initiate a Project

Managing Stages on a Project

Closing a Project

Project Brief

PID

End Project Report

STAGES & WORK PACKAGES

RELEASES & ITERATIONS

Release 1 ◆ Release 2 ◆

| I0 | I1 | I2 | . . . . | I^n | I0 | I1 | I2 | . . . . | I^n |

Concept Workshops

Inception Workshops

Release Retrospective

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Initiating a Project

AGILE ACTIVITIES

INCEPTION WORKSHOPS

FEEDS

PRINCE2 PRODUCTS

- Prepare the Project Initiation Document
  - Project Definition
  - Project Approach
  - Team Structure
  - High Level Project Plan
- Refined Business Case
- Plan for next stage

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- Project Initiation Document
  - Role descriptions
  - Quality management strategy
  - Configuration management strategy
  - Risk management strategy
  - Communications management strategy
  - Project controls & tolerances

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Managing / Defining Stages
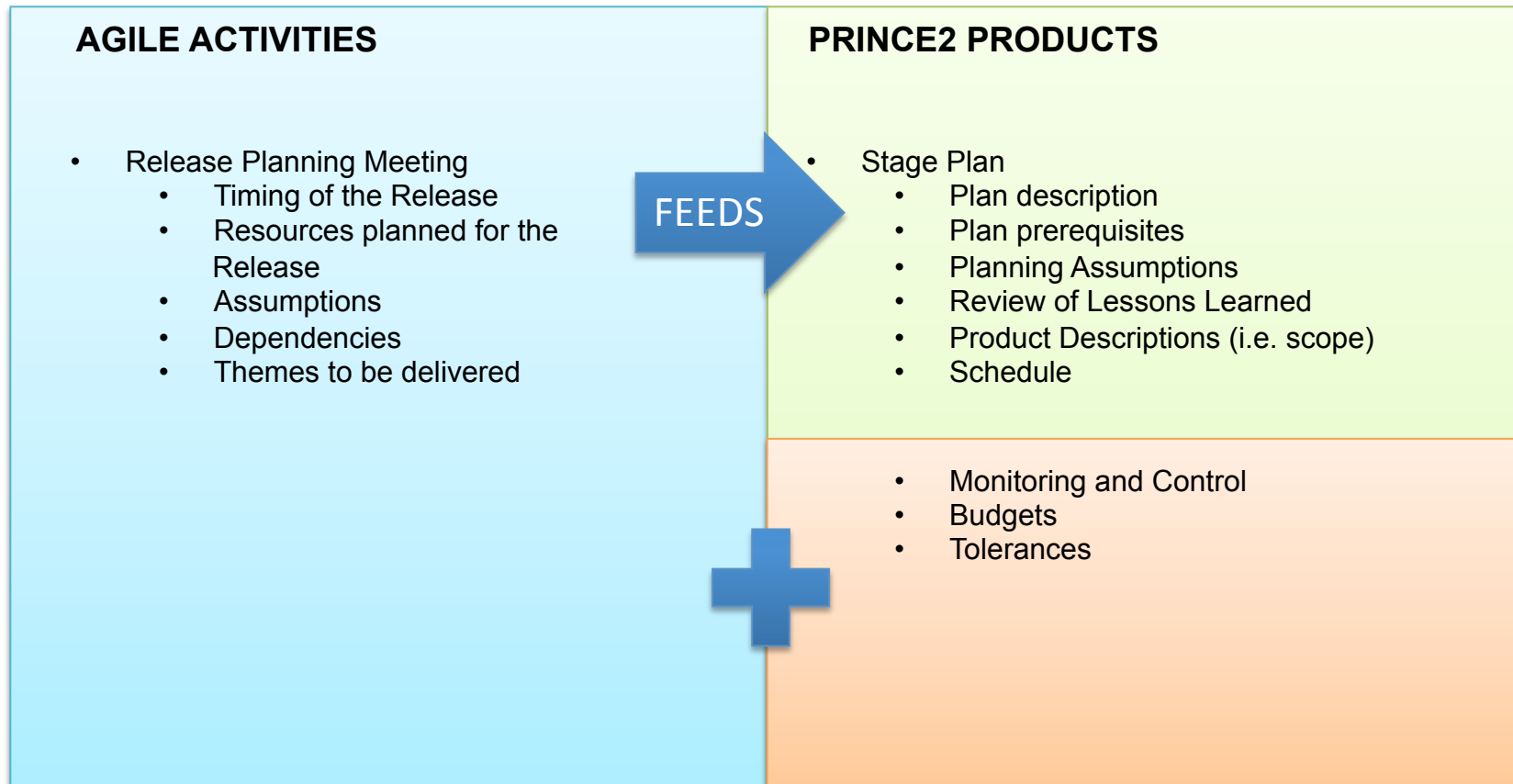
AGILE ACTIVITIES

- Release Planning Meeting
  - Timing of the Release
  - Resources planned for the Release
  - Assumptions
  - Dependencies
  - Themes to be delivered

FEEDS

PRINCE2 PRODUCTS

- Stage Plan
  - Plan description
  - Plan prerequisites
  - Planning Assumptions
  - Review of Lessons Learned
  - Product Descriptions (i.e. scope)
  - Schedule

- Monitoring and Control
- Budgets
- Tolerances

Defining a work package
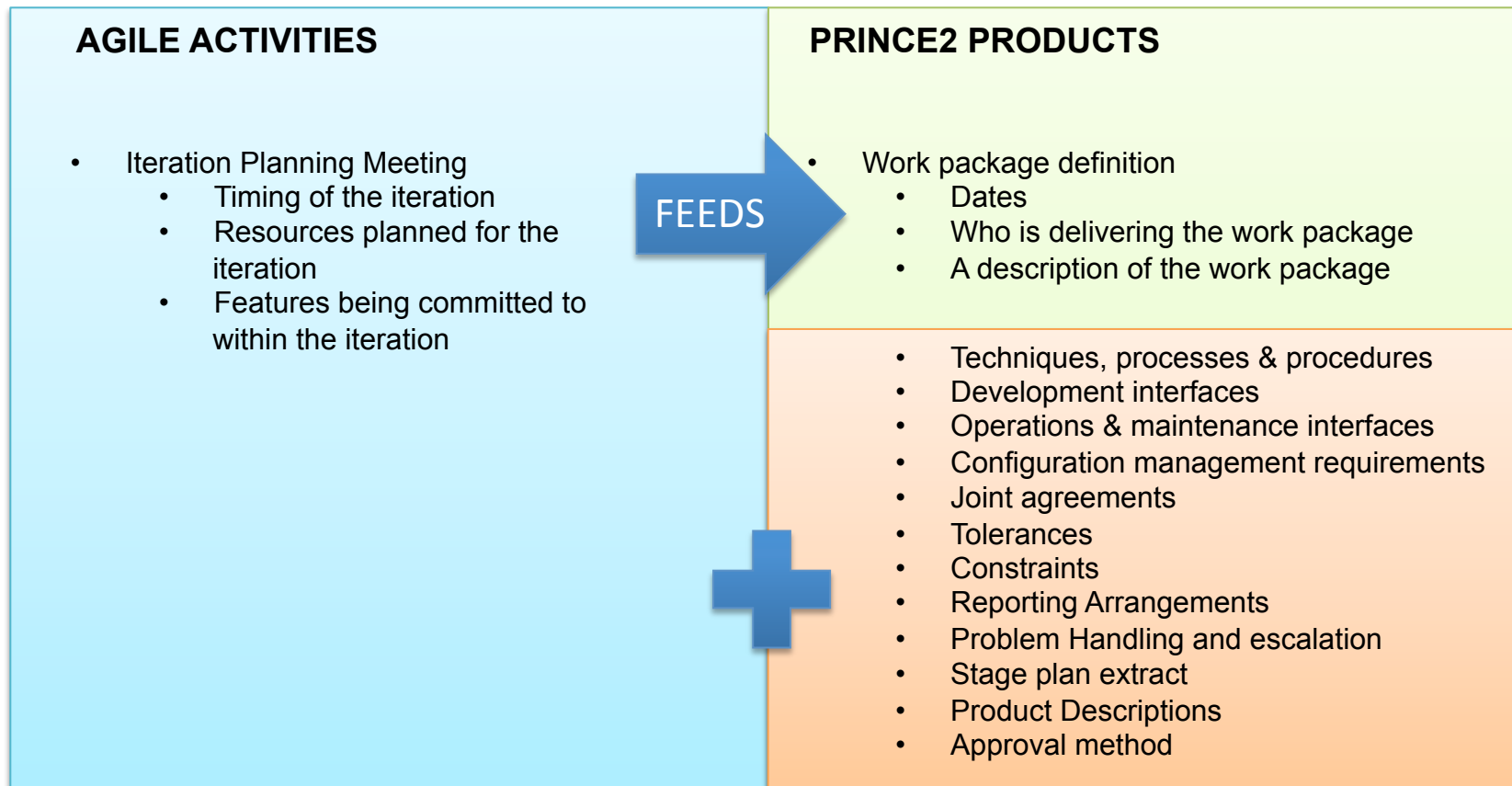
AGILE ACTIVITIES

- Iteration Planning Meeting
  - Timing of the iteration
  - Resources planned for the iteration
  - Features being committed to within the iteration

FEEDS

PRINCE2 PRODUCTS

- Work package definition
  - Dates
  - Who is delivering the work package
  - A description of the work package

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- Techniques, processes & procedures
- Development interfaces
- Operations & maintenance interfaces
- Configuration management requirements
- Joint agreements
- Tolerances
- Constraints
- Reporting Arrangements
- Problem Handling and escalation
- Stage plan extract
- Product Descriptions
- Approval method
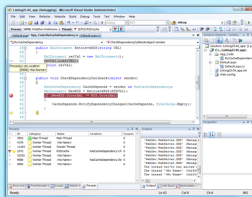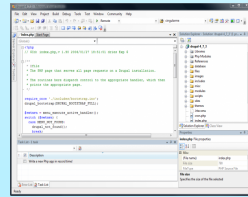
Reporting Activities

AGILE ACTIVITIES

- Daily Stand-ups
- Card Wall
- Iteration Burn-up Chart
- Release Burn-up Chart
- Story Map
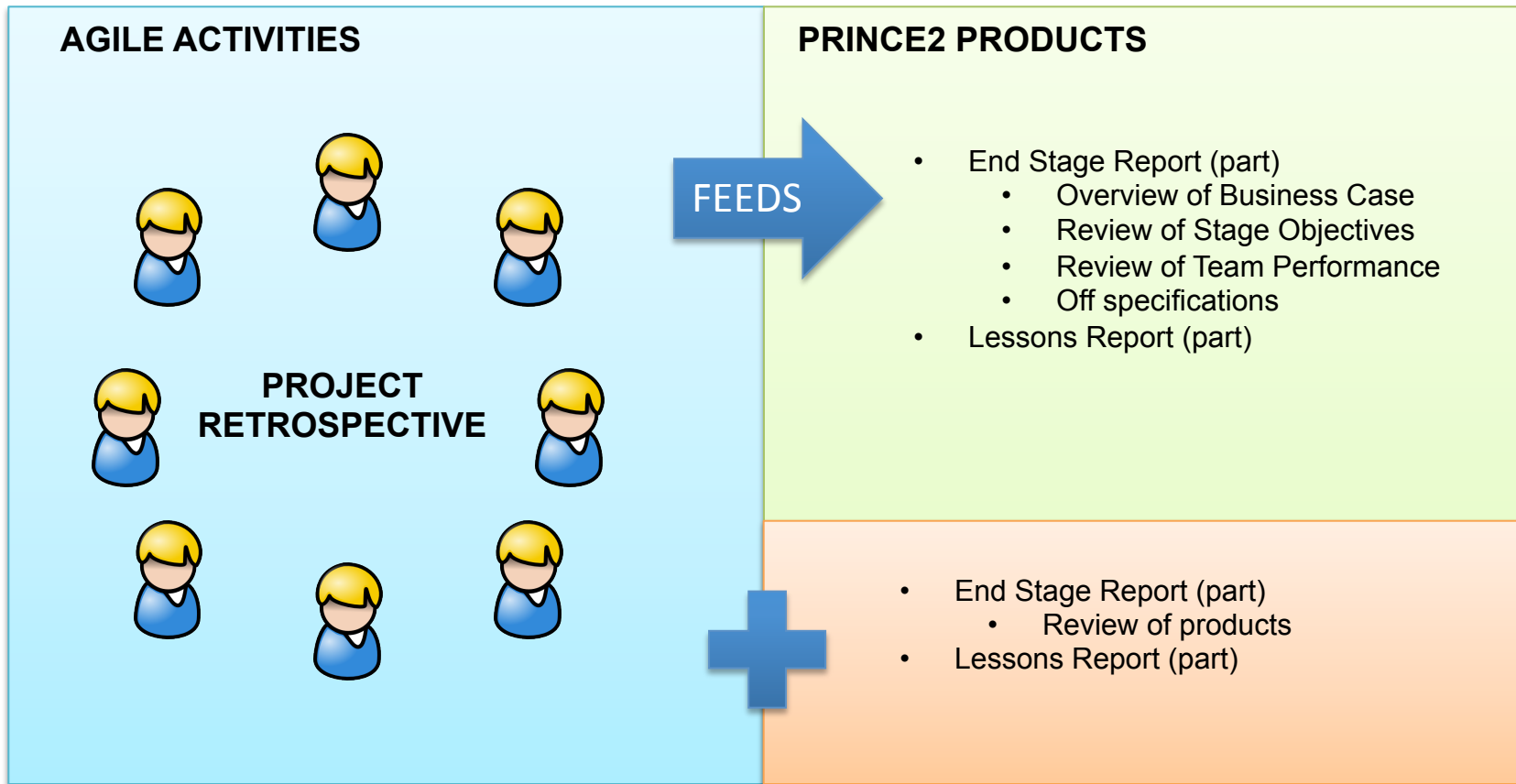- Master Story List

FEEDS

PRINCE2 PRODUCTS

- Checkpoint Report
- Risk Register
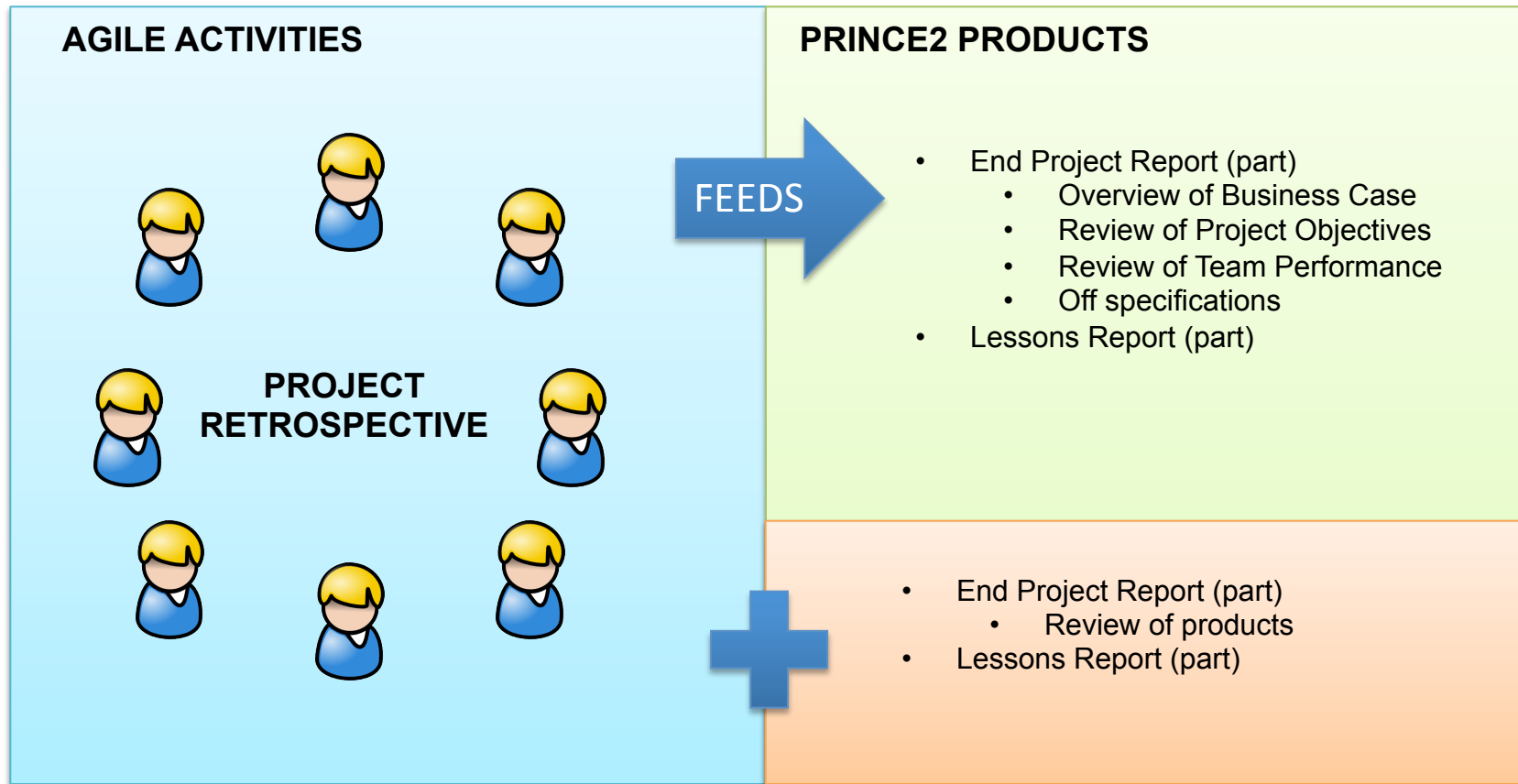- Assumptions
- Issues Log
- Dependencies
- Decision Log

- Financials Tracking
- Resource Plan

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To sum up….

- Understand the boundaries in your organisation
  - Where does PRINCE2 make most sense?
  - Where does Agile make most sense?

- Create 'cookie cutter' Agile versions of key PRINCE2 documents
  - Project Brief
  - Project Initiation Document
  - Work Package definition

- Use Agile activities to feed information into PRINCE2 documents

- Use PRINCE2 to run the PROJECT
- Use Agile to create *the* PRODUCT
- Use Agile to focus on the PEOPLE

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QUESTIONS?

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