

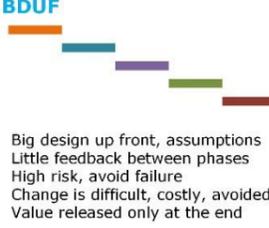
What is 'agile'?

PRINCE2 Agile sees 'agile' as a family of behaviours, concepts, frameworks and techniques

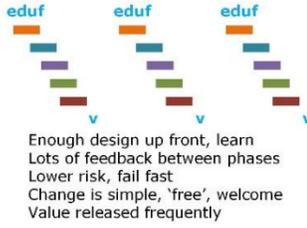
Behaviours	Being collaborative ; empowered ; self-organising ; customer focussed; trusting not blaming; embrace change	Principles; values; mindset
Concepts	Prioritising what is to be delivered; working iteratively ; delivering incrementally ; not (necessarily) delivering everything; time focussed	Fundamentals
Techniques	User stories; timeboxes; relative sizing; t-shirt; story points; Fibonacci; velocity; burn charts; standups; retrospectives	Practices; tools; events
Frameworks	Scrum Kanban Lean startup	Lifecycles; roles

Approaches

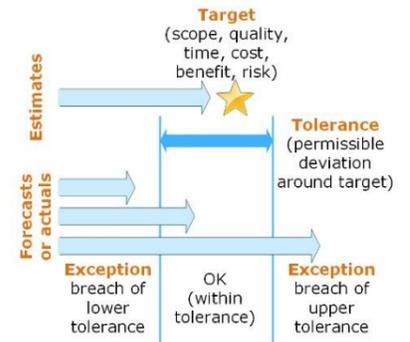
Predictive (waterfall)



Empirical (agile)



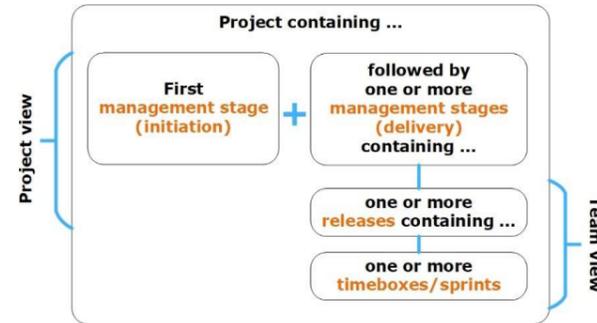
Targets, tolerance



Elements of PRINCE2

Principles	Continued business justification (start? continue? stop?) Learn from experience (lessons) Defined roles and responsibilities (who does what) Manage by stages (plan and authorise in small steps) Manage by exception (don't micromanage) Focus on products (objective measure of progress) Tailor to suit the project (no one-size-fits-all)
Themes	Organisation (roles, responsibilities; stakeholders) Business case (justification) Plans (at each level: project, stage, team) Quality (acceptance criteria) Progress (targets; tolerance; forecasts; exceptions) Change (changes; issues) Risk (uncertainty; mitigation)
Processes	Starting up a project (scoping) SU Directing a project (governing) DP Initiating a project (planning) IP Controlling a stage (managing) CS Managing product delivery (work packages) MP Managing a stage boundary (replanning) SB Closing a project (handover; wrap up) CP
Key products	Project brief (project scope) Project product description (key products; acceptance) Project initiation documentation (plans, controls) Business case (justification) Work package (delegation to a team) Highlight report (project status report) Checkpoint report (team status report)

Stages, releases, sprints



Fix or flex?

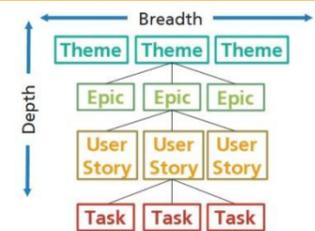
Reflects fixed-length timeboxes and stable teams



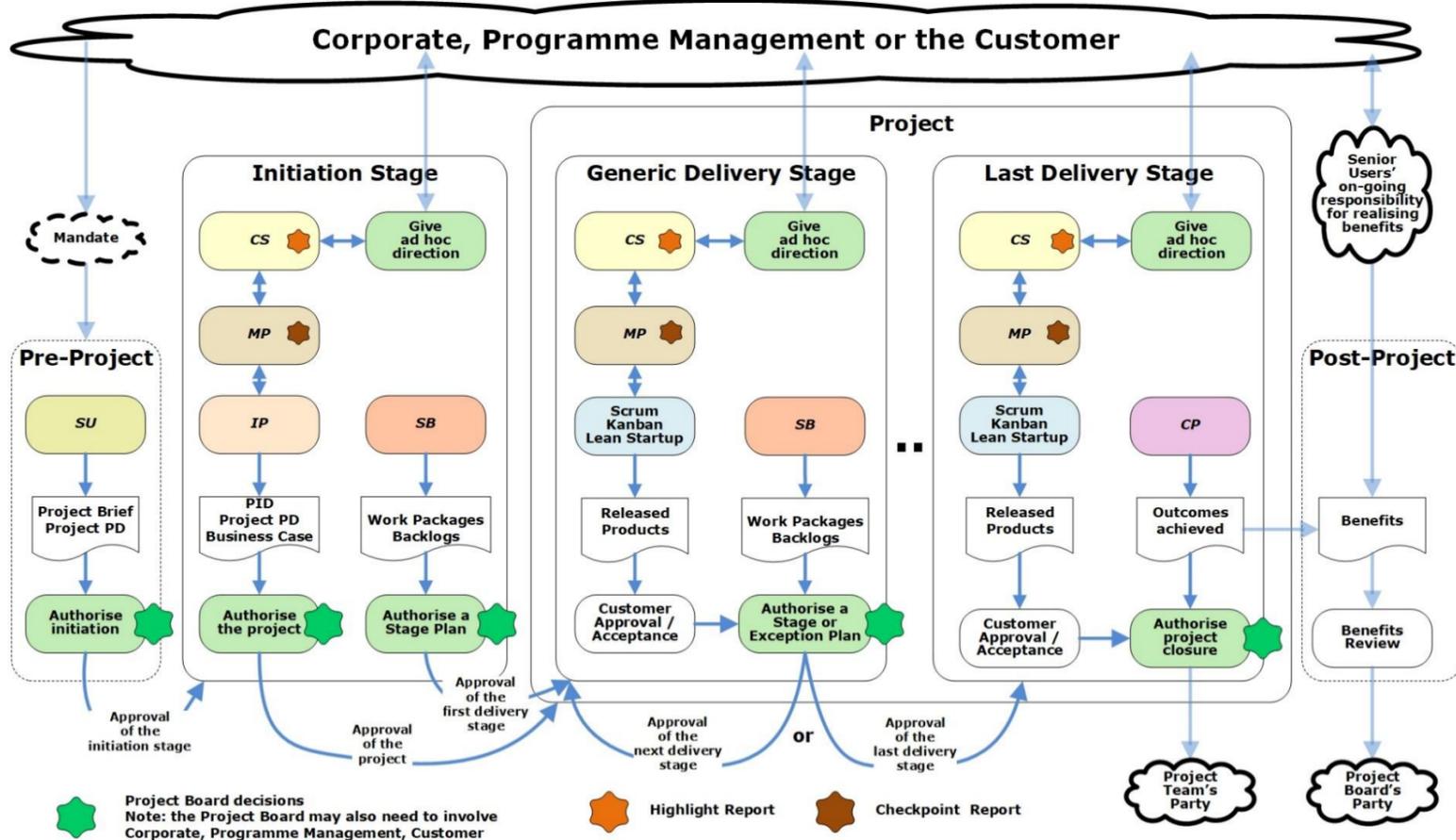
Focus Areas

Risk	Agilometer : what risks are we exposed to if we use an agile approach? Sliders: Flexibility of scope; collaboration; communication; work iteratively and incrementally; environment; acceptance
Requirements	Project level – project product description, expressed as themes/epics Delivery team level – expressed as user stories
Rich communication	Face to face - workshops Visual - big visual charts, information radiators
Workshops	Independent Facilitator Preparation (Workshop objective; Attendees; Agenda; Logistics; Pre-reading)
Frequent releases	Enables early delivery of benefits to the customer; allows for shorter feedback cycles, and so likely to reduce risk ; gives confidence through visibility and evidence; fosters engagement with stakeholders
Agile contracts	Focus on outcomes . Define level of customer involvement. Define fail fast triggers. Relate incentives to amount delivered. Avoid detailed requirements. Prioritise requirements. Define a MVP. Change is paid for by flexing scope or quality. Consider a 'minimum viable contract'.

Requirements

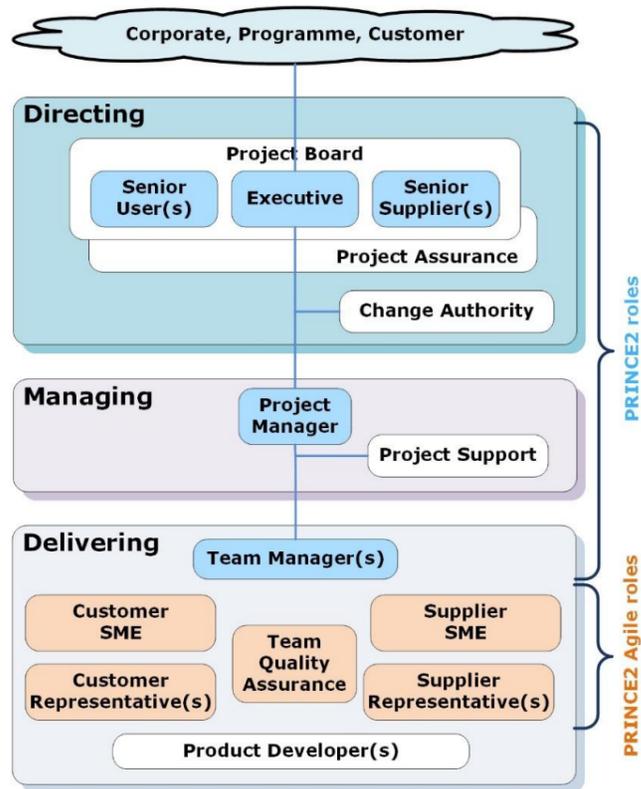


Blending PRINCE2 and agile



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Organisation



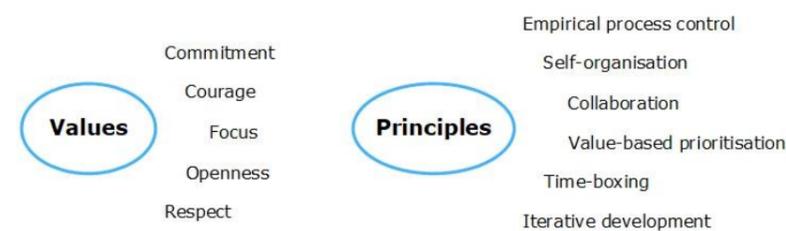
Agile Behaviours

Transparency	Openness and visibility (supported by honesty, trust, integrity and respect) enables speed, clarity and engagement
Collaboration	Internal (the team work together) and external (engaging with customers) leading to shared understanding and ownership
Rich communication	Communicating face to face and visually are many times faster and more effective than words on their own
Self-organisation	The people closest to the work to know best; people should be empowered to organise themselves, and trusted to do it.
Exploration	Frequent iteration and rapid feedback provide an opportunity to learn (experiments and spikes), which improves the products

The 5 targets

Be on time and hit deadlines	Being on time establishes a regular cadence of delivery, and increases confidence in the team.
Protect the level of quality	Protecting quality ensures that the desired outcomes are achieved, and avoids long-term damage.
Embrace change	The need for change may reflect learning about better products or better delivery methods. Accepting changes may mean that a more accurate or acceptable final product is more likely.
Keep teams stable	Changing team members in the short term, for example during a timebox, can have detrimental effects.
The customer doesn't need everything	If compromise is necessary PRINCE2 Agile believes that the safest way to do this is by varying the features of a product.

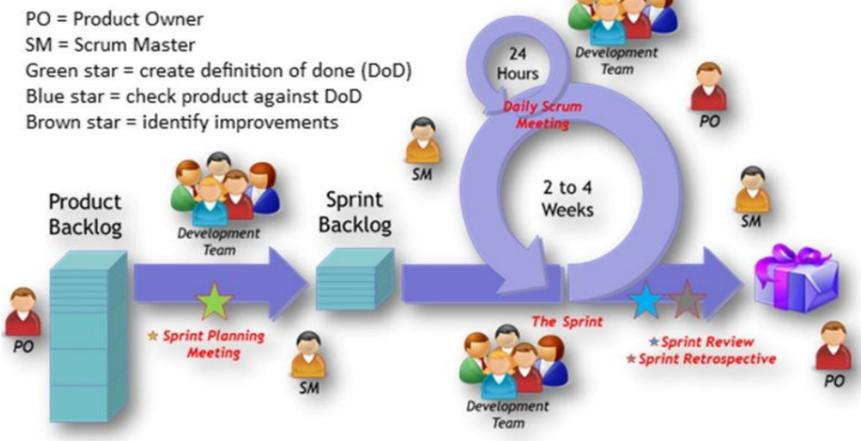
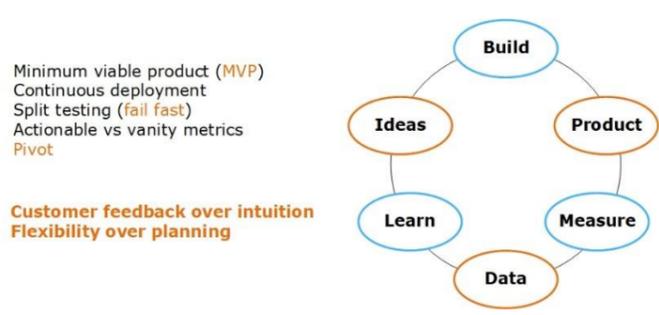
Scrum



Kanban



Lean Startup



Pool of Ideas	Feature Preparation	Feature Selected	User Story Identified	User Story Preparation	User Story Development	Feature Acceptance	Deployment	Delivered
Epic 431	In Progress (3-10)	Ready (2-5)	30	In Progress (15)	Ready (Done) (15)	In Progress (8)	Ready (5)	Epic 294
Epic 478	Epic 444	Epic 662	Epic 602	Story 402-01, Story 402-02, Story 402-03	Story 402-04, Story 402-05, Story 402-06	Epic 401, Epic 609	Epic 694	Epic 386
Epic 562	Epic 589	Epic 302	Story 302-01, Story 302-02, Story 302-03	Story 302-04, Story 302-05, Story 302-06	Story 302-07, Story 302-08, Story 302-09	Epic 468, Epic 577	Epic 276	Epic 419
Epic 439	Epic 651	Epic 335	Story 335-01, Story 335-02, Story 335-03, Story 335-04	Story 335-05, Story 335-06, Story 335-07, Story 335-08	Story 335-09, Story 335-10, Story 335-11, Story 335-12	Epic 362	Epic 339	Epic 388
Epic 329							Epic 521	Epic 287
Epic 287							Epic 582	Epic 274
Epic 606	Discarded							
	Epic 511	Epic 213						
	Epic 221							

Policies:
 - Business case showing value, cost of delay, size estimate and degree of risk.
 - Selection at Replenishment meeting chaired by Product Director.
 - Small, well-understood, testable, agreed with PO & Team.
 - As per "Definition of Done" (see...)
 - Risk assessed per Continuous Deployment policy (see...)

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