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)
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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- Daily Log
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- Quality Register
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- Highlight Report
- Issue Report
- Lessons Report
- 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?
We understand both Agile and PRINCE2 processes.

We focus on Agile and let someone else worry about PRINCE2.

We love PRINCE2!
Mapping Agile to Prince2

STAGES & WORK PACKAGES

RELEASES & ITERATIONS

Starting a Project
Initiate a Project
Managing Stages on a Project
Closing a Project

Project Brief
PID
End Project Report

Concept Workshops
Inception Workshops

Release 1
Release 2

I0 I1 I2 ..... In I0 I1 I2 ..... In

Release Retrospective
Starting a Project

AGILE ACTIVITIES

PRINCE2 PRODUCTS

- Identify Project Sponsor
- Identify Project Manager
- Prepare Outline Business Case
- Prepare Project Brief
  - Project Background
  - Project Objectives
  - Project Scope
  - Risks
  - Issues
  - Assumptions
  - Dependencies
  - Benefits
- Plan the next stage

FEEDS

CONCEPT WORKSHOPS
Initiating a Project

AGILE ACTIVITIES

INCEPTION WORKSHOPS

PRINCE2 PRODUCTS

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

- Project Initiation Document
  - Role descriptions
  - Quality management strategy
  - Configuration management strategy
  - Risk management strategy
  - Communications management strategy
  - Project controls & tolerances
Managing / Defining Stages

**AGILE ACTIVITIES**

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

**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

FEEDS
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

**PRINCE2 PRODUCTS**

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

- 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
As a Cinema Visitor
I want to buy a ticket
So I see the movie

- Product Description
  - Identifier
  - Title
  - Purpose
  - Composition
  - Derivation
  - Format & Presentation
  - Development skills required
  - Quality Criteria
  - Quality Tolerance
  - Quality Method
  - Quality skills required
  - Quality Responsibilities
Reporting Activities

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

**PRINCE2 PRODUCTS**
- Checkpoint Report
- Risk Register
- Assumptions
- Issues Log
- Dependencies
- Decision Log

**FEEDS**
- Financials Tracking
- Resource Plan
Exiting a Stage

**AGILE ACTIVITIES**

- **PROJECT RETROSPECTIVE**

**PRINCE2 PRODUCTS**

- End Stage Report (part)
- Overview of Business Case
- Review of Stage Objectives
- Review of Team Performance
- Off specifications
- Lessons Report (part)

**FEEDS**

- End Stage Report (part)
- Review of products
- Lessons Report (part)
Closing a Project

**AGILE ACTIVITIES**

**PROJECT RETROSPECTIVE**

**PRINCE2 PRODUCTS**

- End Project Report (part)
  - Overview of Business Case
  - Review of Project Objectives
  - Review of Team Performance
  - Off specifications
- Lessons Report (part)

- End Project Report (part)
  - Review of products
  - Lessons Report (part)
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
QUESTIONS?

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