



DANA CONSULTING

# Agile Programme Management

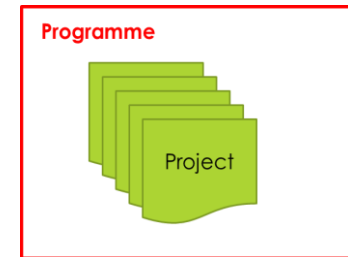
THE ROLE OF 'AGILE' THINKING IN PROGRAMME MANAGEMENT

BY ANDREW AUSTIN-HANCOCK

# What is a Programme ?

“The action of carrying out the coordinated organisation, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realise benefits of strategic importance to the business” (*MSP Definition*)

- ▶ Programmes imply a **Transformational Scale of Impact**
- ▶ Programmes deliver **Outcomes**
- ▶ Projects deliver **Products**
- ▶ **Achieving Outcomes is likely to require delivery of a number of Products**



# Different Types of Programmes

## **Vision-led :**

Clearly defined vision owned by the top of the organisation, likely to focus on innovation and strategic opportunity. In the public sector this could be translating political priorities.

## **Emergent :**

Evolves from a need to take oversight of a number of existing un-coordinated initiatives

## **Compliance:**

'Must do' resulting from some external initiative such as a legislative change

# A Spectrum of Approaches

- Prince2
- MSP
- The Portfolio, Programme, and Project Management Maturity Model (P3M3)
- Portfolio, Programme and Project Offices (P3O®)

**Structured/Resource Heavy/Document and Process Driven**



**Collaborative/Responsive to Change/Iterative**

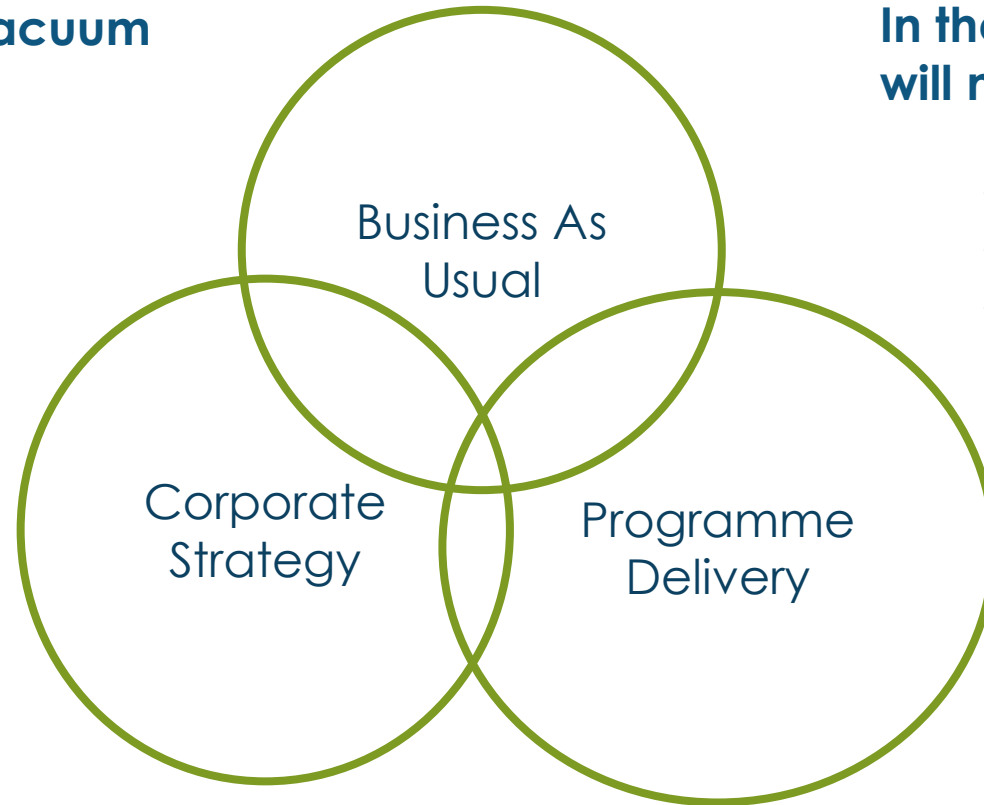
- DSDM
- Agile
- Extreme Programming

# Tensions and Balance

## No Programme exists in a vacuum

They usually exist in a changeable, uncertain or even hostile environment

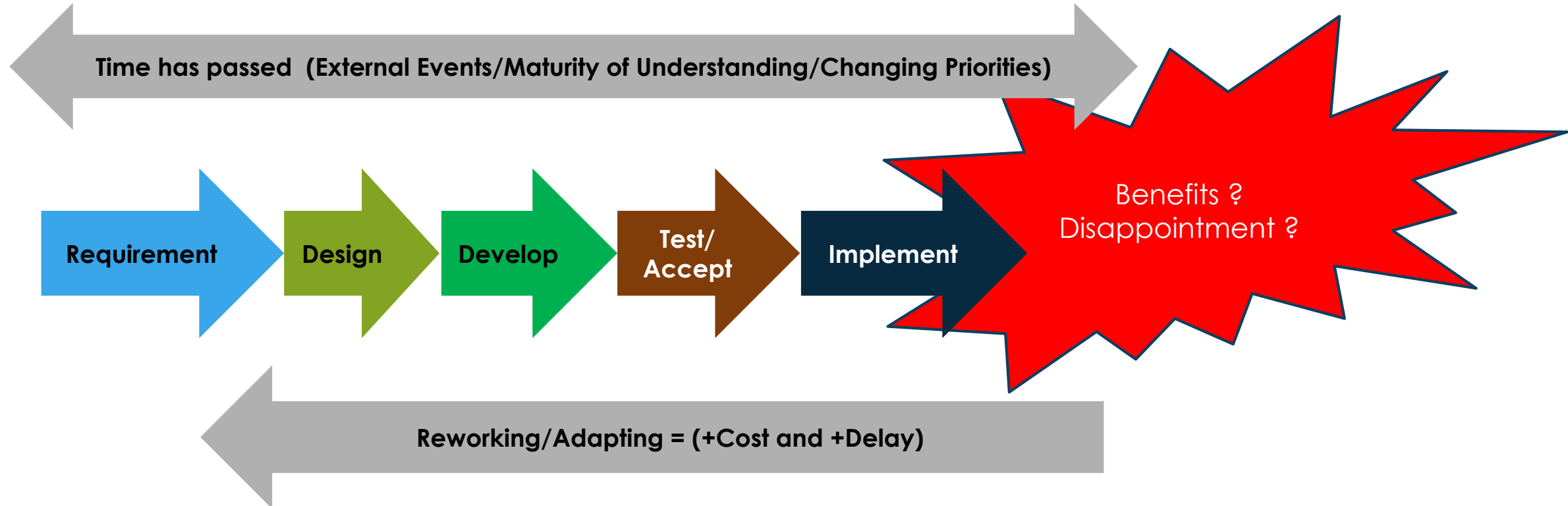
- Nervous stakeholders
- Political environment
- Changing priorities
- Unforeseen issues
- Conflicting initiatives



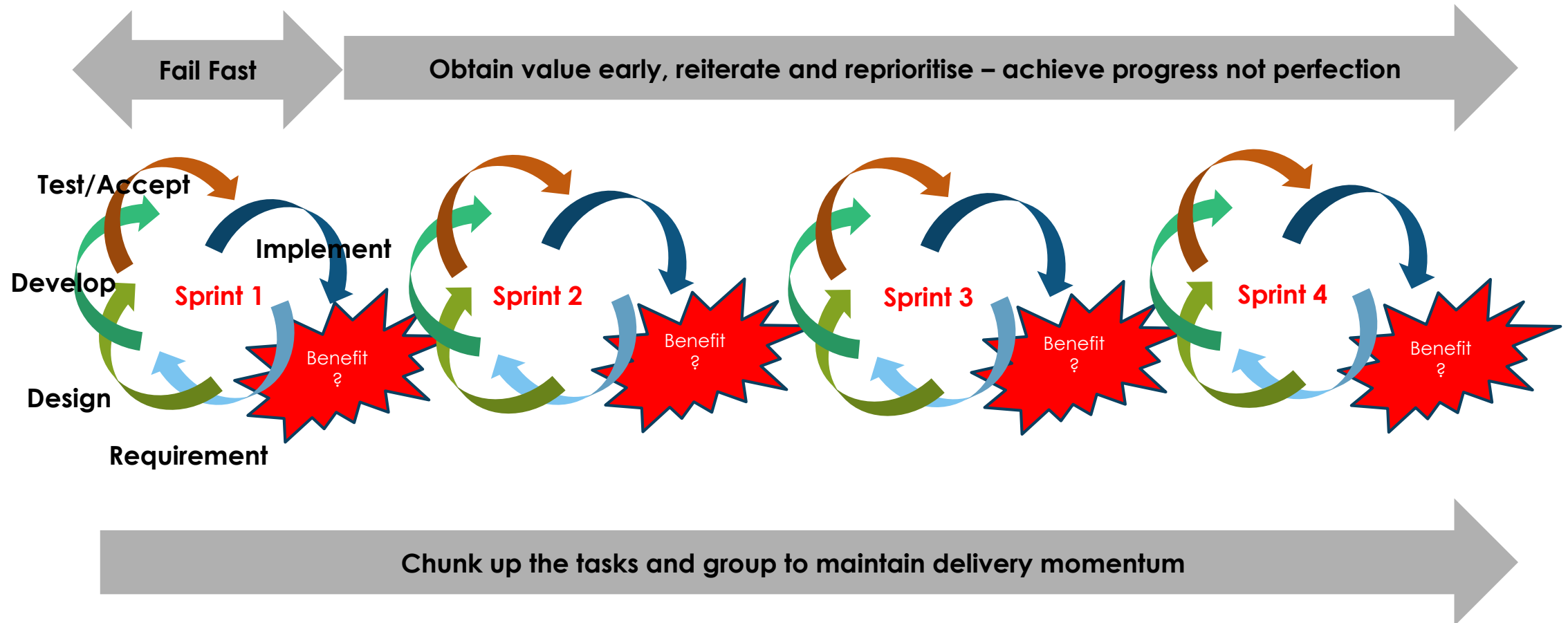
## In the real world Programme delivery will need to

- Manage ambiguity
- Be flexible and responsive
- Employ creative thinking

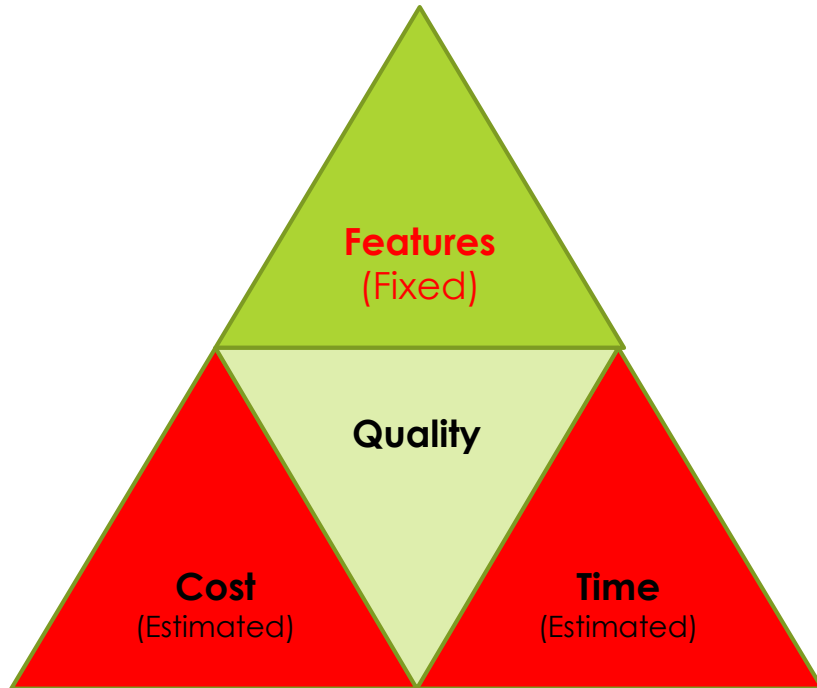
# Waterfall versus Agility



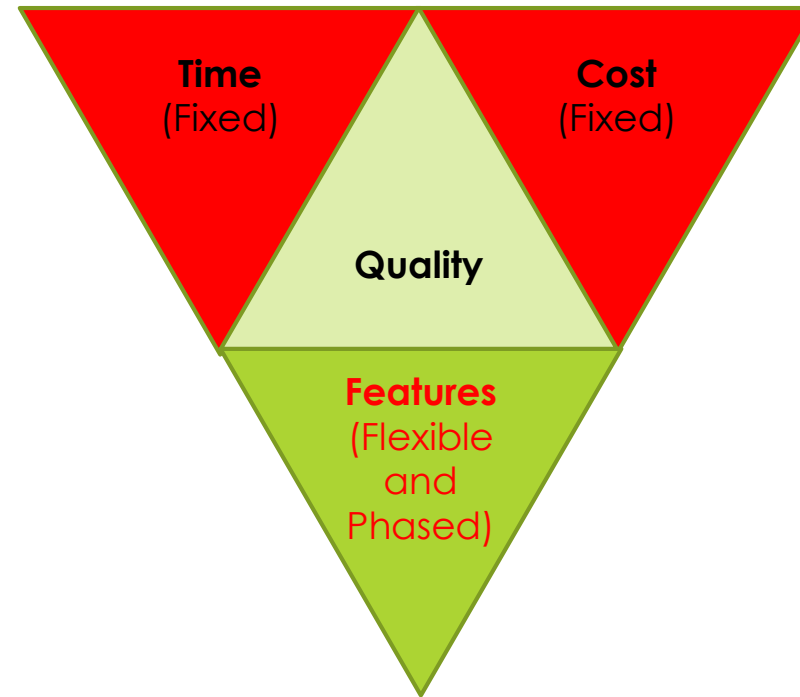
# Waterfall versus Agility



# The Iron Triangle



Waterfall Environment



Agile Principles



# Agile Philosophy and Tool Kit

## Philosophy

### The 'Agile' Manifesto (2001)

- ▶ Individuals and interactions over processes and tools
- ▶ Working software over comprehensive documentation
- ▶ Customer collaboration over contract negotiation
- ▶ Responding to change over following a plan

## Commonly Used Tools and Techniques

- ▶ Backlog
- ▶ Minimum Viable Product
- ▶ Earned Value Management
- ▶ Benefits Realisation/Management
- ▶ Business Owner/Product Owner
- ▶ Scrum
- ▶ Kanban
- ▶ Sprint
- ▶ Time Boxed Delivery
- ▶ Crowd Sourcing
- ▶ Focussed workshops
- ▶ .....Plus Business Activity Modelling

# The Essence of Agile

1. Active **user** involvement
2. **Empowered** (funded) delivery team(s) making decisions
3. Requirements **will inevitably evolve**
4. **Creativity** in capturing requirements at a high level and lightweight (documents/tables & pictures)
5. Chunk down and develop small incremental releases **re-prioritising** and **iterating** eating an elephant
6. Maintain a **pace** of delivery to achieve **progress not perfection**
7. Define what completion of each package will look like (**done means done**, enough is enough)
8. Apply the **80/20** rule to drive out the minimum viable product
9. Integrate testing and acceptance throughout the sprint lifecycles, test early and often (**fail fast**)
10. A **collaborative & cooperative** mindset with all stakeholders (personal agendas get in the way).