

Question	Answer
I noticed that the programme lifecycle is sequential. Is it ever possible to run an Agile programme?	Very much so. DSDM (I think) has already published a booklet on 'The Agile Programme Manager'
What is the difference between transformation change and specification-led change and can a programme be both at the same time?	Simple answer is 'yes'. The Olympic Park was a 'specification led change' programme. The programme to migrate Highways England from an organisation focused on delivering project to one delivering programmes is a 'transformation change' programme
Is the SRO different from a Sponsor in that they do not necessarily fund the programme but are, rather responsible for it?	The APM BoK acknowledges that SRO and Sponsor are often used interchangeably. I prefer to use SRO at Programme level and Sponsor at Project level
what are the key implications for Programme Management in an environment where the focus is on delivering projects following the Agile delivery approach?	The key focus is on benefits - and the challenge in an Agile context is that projects execution is not deterministic! See answer to Q1 above
Good Afternoon, I was wondering what is the best way to start in Project Management? What courses do you recommend for people to do?	The key is to gain competence. Someone starting from nothing should start with 'knowledge' and apply that through gaining experience. This is the approach APM uses with the Introductory Certificate, APM(PM) and PPQ up to RPP. For those coming into Project Management as a 'first career', I suggest looking at Project Controls as a route in. Pick a field of Project Controls - Risk, Estimating, Scheduling, Change Control, Data Management and grow through that route.
What are the first things to consider when setting up a new programme?	I would say: the business case (benefits) and the organisational governance! The work your way around the 7 Perspectives of P3M
We've noticed that Change Management isn't in the P3M model - should it be ?	No. Depending on what you mean by Change Management? Is this the change to BAU - ie Business Change Manager territory - in which case it is a part of Benefits Management? Or is it change of scope of the projects/programme - in which case it is a part of Management Control
How would you define effective practice for managing programmes of relatively small value and short duration, without becoming a cost-burden?	The key here is not to think of each role requiring a full time equivalent resource. Looking at 'benefits', the cost of doing 'it' is more than the value of the 'benefit' obtained, don't do it!

What is the 4th function of resource management? Apologies, after Infrastructure I got interrupted. Thank you	Human Resource (staff/employees); Data/information; Infrastructure (physical and IT); Commercial - ie all the resources you 'buy in' - your supply chain
What are the key challenges and risks when starting a programme?	Sorry - this is totally programme dependent. My best advice is to look your programme through the lenses of the 7 Perspectives and identify the risks that way
Benefits realisation requires a sustained organisation commitment. This is often lost when a Programme dissolves and the Programme team, especially the supply chain side, moves on. How can the momentum be sustained?	The key to this is ensuring that the SRO remains accountable and that the relevant BAU leaders are incentivised to realise the benefits through the organisation's line management
Are there any best practice examples of Portfolio and Programme structures that you could share with us?	I often get asked this! The simple answer is that it depends on the relevant organisation's larger governance. Pf, Pg and Pj do not exist in a vacuum: so the structures have to 'work' in the context of the parent organisation whose delegations are normally set. The start point is to work out how you want your governance to work - particularly around Authority and Accountability - from which your organisational structure should flow naturally
How is the role of LEAN in P3M3 recognised?	LEAN is about streamlining the processes you use - and can be applied to almost any 'activity'. I have never seen it explicitly 'recognised' in P3M3
what would be a key challenge in setting up a Programme/s interaction with the Change Portfolio as a whole	I think the answer is in the words you have chosen and Slide 10 of my presentation. A portfolio consists of programmes and projects: the key portfolio decisions are around the allocation of resources to the Pgs and Pjs, the Pgs should then deliver the benefits
I was wondering what makes a Business Case great? The size of what is written, or the content? Is it adequate for a Business Case to be only 6 pages long for example? Thank you for answering this question.	The simple answer is 'clarity' - of thought, evidence and argument. I suggest the longer they are the more the author is trying to justify a weak case!!!! Different organisations set out different criteria for the format of the BC - and the level of rigour required to justify the supporting evidence. I commend the Treasury '5 Model' BC as a pretty good structure which can be very short if the case is self explanatory and compelling.