

Programme

Time	Presentation	Speaker
9:15am	Registration and Coffee / networking	
9:45am	Welcome and Introductions.	Martin Gosden
10:00am	Introduction to Agile	Adrian Pyne
10:45am	Latest thinking around agile	Geof Ellingham
11:30am	Tea/coffee	
11:45am	Governance of Agile projects	Martin Samphire
12:30pm	Contracting for Agile	Jenny Touhy
1:15pm	Lunch and networking	
2.15pm	Case Study: Using agile techniques to implement a change in the organisational structure and operating model of a pharmaceutical company	Steve Messenger
3:00pm	Case Study: The challenges of adopting an agile organisation in a software development team	Rob Saddler
3.45pm	Wash up and open discussion	
4.15pm	Close	

Presentation details and speaker Biographies

Introduction to agile. Adrian Pyne, APM Agile Working Group

Agile project management is surrounded by a plethora of misinformation and misunderstanding. This is leading to expensive mistakes for organisations and for many, failure to deliver value using what they think is agile. Adrian will share his personal experience of what 'good looks like' and how best to establish an effective agile culture.

Whether you are a project management practitioner or stakeholder for agile projects, in this session Adrian will clear away the confusion through:

- Demonstrating the difference between agile project management and agile (software) development
- Outlining characteristics of agile project, programme and portfolio management
- Outlining conditions for success for being agile at projects, at both project and organisational levels
- Showing that agile can be applied to much more than just software projects.....

Adrian Pyne is a consultant whose practice for more than 20 years was the delivery or rescue of change programmes and the design, build, operation of portfolio, programme and project management capability. Most of these recognisably agile.

Starting in telecoms he has led change in commercial and public sectors: e.g. investment/retail finance, central & local government, diversity, nano & energy technologies, aviation and mining. Adrian is a visiting lecturer at Nottingham & Kingston University Business Schools. He has always specialised in and championed the people aspects of our profession, notably leadership, stakeholder management and behaviours.

In recent years much of Adrian's practice has focused on developing cultures and organisations in which programmes and projects can thrive and not merely survive. Usually, this means building Agility into the project capability. 2017 has seen Adrian appointed as an advisor to the main Board of a Dutch software company.



Adrian has been a long time contributor to the APM, is co-author of new APM guides on Agile Governance and Assurance and a member of APM's Agile Working Group and a member of APM's Audit Committee. He is a frequent speaker, in the UK and internationally, and is co-author of the Gower Handbook of Programme Management. Adrian is RPP certified and a current RPP Assessor and Champion.

Latest thinking around agile. Geof Ellingham, Chair of the Agile Business Consortium.

From its roots in software development at the end of the twentieth century, "Agility" is becoming one of the latest boardroom buzzwords. At the Agile Business Consortium, we want to ensure that the best elements of the agile mindset – like transparency, collaboration, empowerment, experimentation – survive that transition. We are working with organisations and individuals who share our values to bring together the best ideas, products and services, and people to build a Business Agility network. Geof Ellingham, Chair of the Consortium, will share the emerging framework and the journey so far.

Geof Ellingham has spent thirty years in technology and education, most recently as a Head of IT within local government. He joined the Agile Business Consortium in 2016 to help develop the Consortium's offer to government, and is leading the Consortium's development of a new training course and qualification to support the public sector in building its agile knowledge and skills.



Governance of agile projects. Martin Samphire, Chair of APM's Governance SIG.

The APM Governance SIG produced the Directing Agile Change Guide. Martin will explore some of the myths regarding agile project management and its governance, the challenges of governing agile projects, when to adopt an agile approach and how to gain value from agile project management.

Martin Samphire is the owner and Managing Director of 3pmxl Ltd, a consultancy that is based in the UK and specialises in implementing major transformation and helping clients to transform their business using structured PPPM approaches. He has over 30 years management consulting, change, project, programme and portfolio implementation experience in both the private and public sectors - in the UK and internationally. He has directed and contributed to a number of complex business and organisational change programmes to fundamentally reshape and improve client business performance, often enabled by technology. He has also led a number of assignments to improve an organisation's capability to better manage portfolios, projects and programmes.

Martin is Chairman of the UK based Association for Project Management (APM) Specific Interest Group (SIG) on Governance. This Governance SIG has developed guidelines for Governance of Project Management, including 'Directing Change', 'Governance of Multi-owned Projects', 'Sponsoring Change' and 'Directing Agile Change'. He also authored chapter 19 of the Gower Programme Management Handbook 2nd edition 2016.



Contracting for agile. Jenny Tuohy, PwC.

The SWWE Branch works with local corporate members to promote the profession in the region. Jenny led a working group of local corporate members to explore how to contract for agile. This can be a challenge because of the fluid nature of the requirement. Jenny will discuss the groups work and findings.

Jenny Tuohy is a project management consultant specialising in project assurance. She has been with PwC for 11 years working on a variety of internal and external projects, programmes and portfolios. Prior to PwC, Jenny worked for 3 years as a project manager in both the public and private sector.

Jenny has managed a range of transformational, IT, business acquisition, training, and HR related programmes and projects. She was the UK's programme manager for PwC's own audit transformation programme, which included the international development and deployment of PwC's own bespoke audit software. The system is business critical to PwC and has 80,000 end users globally.

As a highly experienced programme and project professional, Jenny has helped clients succeed in a range of industries including defence, financial services, utilities and manufacturing.



Case Study: Using agile techniques to implement a change in the organisational structure and operating model of a pharmaceutical company. Steve Messenger, former chair of the Agile Business Consortium.

In this case study, Steve will explore how agile techniques were used to good effect to implement a change in the organisational structure and operating model of a pharmaceutical company. The existing structure and model no longer met the requirements of its new product set and customer base, and needed to undergo a transformational change to become more efficient. Some of the themes discussed will be:

- Instilling an agile mindset
- Ensuring delivery of benefits early and often
- Ensuring all participants and recipients were informed, engaged and committed to the change.
- Doing just enough to move forward at each stage
- Empowering the teams to deliver the benefits

Steve Messenger is the former Chairman of the Agile Business Consortium, formerly the DSDM Consortium and offers consultancy, coaching and training in Agile. He has been involved in Agile since its inception, as the Consortium was one of the signatories to the Agile Manifesto, and was also pioneering iterative approaches to software development from the mid-1990s. As well as managing many Agile projects, Steve has implemented DSDM into the highly regulated pharmaceutical industry, particularly during his role as Software Engineering Manager for Mundipharma IT Services. Steve is a Certified DSDM Agile Professional (formerly DSDM Advanced Practitioner), DSDM Trainer-Coach and Examiner, and has co-authored papers on DSDM and PRINCE2, applying DSDM in an offshore environment and using DSDM with PMBOK. Accredited in project management techniques such as PRINCE2, Steve still firmly believes the best training is through experience, and in his 35



years has undertaken all of the IT roles from trainee programmer through to project manager for large six-figure projects.

Case Study: The challenges of adopting an agile organisation in a software development team. Rob Saddler, Head of solutions development and architecture at Swansea University.

Prior to his current role, Rob ran the software development team in the university for 6 years and this talk will describe the transformation his team undertook in moving from a collection of siloed individuals to a high performing cross functional scrum team. He will describe the cultural dysfunctions that were preventing the team from being 'scrum ready' and how he used organisational patterns of agility to overcome them. He will further describe how these patterns improved the use of scrum by optimising the team's innovation ratio and embedding a culture of continuous learning.

Rob Saddler is the Head of Solutions Development and Architecture at Swansea University where he leads a team of 40+ software engineers. He is responsible for the strategic direction, development and delivery of all the University's corporate information systems and data services and has over 20 years of experience in the field of software engineering.

Rob has been practicing scrum since 2010 and is a Scrum Alliance certified scrum product owner. He leads the continuous improvement and change management initiatives in his area and is also an APMG certified change management practitioner and a TOGAF certified enterprise architect.

Prior to joining the University, Rob was a software engineer for De La Rue International for 5 years where he contracted in Angola and South Africa and before that was a business risk analyst in Ernst & Young's Business Risk Consultancy division.

