Project Management: Agile

Crossrail
The numbers behind Europe’s largest infrastructure project.

Association for Project Management is

THE CHARTERED BODY FOR THE PROJECT PROFESSION

To find out more visit apm.org.uk/royalcharter
Agile’s growing role in project management

As the leading association for more than three million project, program, and portfolio management professionals around the world, Project Management Institute (PMI) has recently reinforced its position that practitioners should consider the full range of project management approaches — including agile — in determining which method will deliver the best project outcomes. This holistic approach reflects what organizations have reported they need to maintain a competitive advantage, regardless of market conditions and other considerations.

Agile is a topic of growing importance in project management. PMI’s 2017 Pulse of the Profession®, released earlier this year, found that 70 percent of the organizations surveyed are using agile approaches frequently.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Agile approaches allow teams to deliver specific features and then to work with customers on improvements in real time. Agile is not practiced in place of managing a project. Rather, it is frequently introduced as a way to speed up the phases of a project. For agile approaches to work effectively, organizations need to develop the agility capabilities for delivering value to customers more quickly than their competitors. Thus, agility is a strategic competence, rather than set of tools and techniques.

Optimising business outcomes across industries

The considerations that led to the widespread use of agile within the information technology industry now have implications across a wide range of industries, as software and other technologies increasingly affect everything from product manufacturing to marketing campaigns.

Agile is a strategic competence that practitioners are most successful when managing activities based on the characteristics of each project. As a result, PMI knows that practitioners are most successful when managing activities based on the characteristics of each project. As a result, PMI recommends a blend of approaches to the forefront that are applicable to most projects, regardless of their approach.

PMI continues to recommend evaluating approaches that will yield the most successful business outcomes. By offering one Agile Practice Guide together with the PMBOK® Guide – Sixth Edition, PMI brings a broad spectrum of approaches to the forefront that will enable professional project managers to select the method that’s ideal for their project. The Agile Practice Guide, created in partnership with Agile Alliance®, is a perfect companion to the PMBOK® Guide. First published in 1996, the PMBOK® Guide is the preeminent global standard for project management. Since its initial release, the PMBOK® Guide has focused primarily on predictive project management approaches and techniques, often referred to as “waterfall.”

Together, the publications are a powerful tool for all project managers, regardless of their approach. PMI believes that both agile and waterfall approaches, as well as other methods, are effective in specific scenarios and situations. In today’s fast-moving, perpetually changing market, a culture of organizational agility that enables flexibility and the use of the right approach for the right project is an essential strategic competence.

Mark A. Langley
President & CEO, Project Management Institute

For more information, visit businessandindustry.co.uk
Demystifying agile – is it right for you?

Agile may be a project management buzzword but it offers organisations many benefits as teams work together and deliver results quicker – is it right for everyone?

By Steve Hemsley

Agile is an incremental and collaborative method of managing the design and build of projects, so is naturally best managed. However, it is not suitable for every scheme. Organisations require the right mindset internally to make it work, so that expectations around reporting and budgeting can be managed.

There can be blockages within senior management who do not like change, and adoption is often still resisted to see it fail. It can also be a barrier because people's job descriptions are not like change, and adoption is often still restricted to use by IT. HR can also be a barrier because people's job descriptions are not like change, and adoption is often still restricted to use by IT. HR can also be a barrier because people's job descriptions remain a mystery.

“In agile project management, objectives setting is both top down and bottom up, as delivery teams become self-directing and senior managers develop delegated control,” says APM. “Professionals should adopt a ‘golf bag’ approach to selecting the right techniques that best suit the project, the project environment and the contracting parties. There should be an emphasis on the behaviours, leadership and governance rather than merely adopting the right approach to expedite the project.”

Many organisations will have invested in agile tools, but these can be trampled without an agile culture in place. Conversely, agile tools are not always needed if there is an agile philosophy internally, and everyone from the top down has embraced the principles and ethos.

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Can agile be scaled?

For many organisations, agile project management remains a mystery. Those used to taking a traditional waterfall approach will have heard how projects can be scaled. But is it possible that prototypes are produced rather than comprehensive documentation?

“A minimum viable product (MVP) is identified to signal the start of the project’s delivery. This can then change over time as customers delegate and redefine the different opportunities and values.”

AGILE

The APM states that, when the context of the project is to calculate, the agile methodology is very much a team-based process. However, agile tools are not always needed if there is an agile philosophy internally, and everyone from the top down has embraced the principles and ethos.

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Can agile be scaled?
PRINCE2 revamp offers agile adoption guidance

PRINCE2 is the world’s most popular method for project management and its best practice guidelines and exams have been revamped to meet the industry’s evolving needs.

By Steve Hemsley

The PRINCE2 method for project management has received its first major update since 2009, with additional guidance around being agile, more specific examples of tailoring and improvements to its exams.

“Project management has evolved every day,” says Stewart. “This is an area where we now realise that both the guidance and exams could be enhanced to provide even more practical, authoritative, and relevant advice to anyone managing a project in today’s evolving environment,” says Stewart.

Initially the new guidance and exams are only available in English but they will be translated over the next few months into Dutch, German, French, Danish, Norwegian and Italian.

“We are committed to the continuous improvement of PRINCE2 and will continue to monitor the international project management community’s feedback to improve the portfolio, whether through new product development or in the maintenance and updating of existing products.”

Visit planisware.co.uk or call 0161 413 6141

Planisware facilitates team-level management by allowing you to consolidate your information with flexibility. Choose a mixture of methodologies, whether classic or Agile, to manage the projects within your programmes and portfolios.

Our fully integrated Project and Portfolio management solution offers all the tools your organisation needs to do the right projects, and do the projects right.

Planisware Get innovation to market

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Integrate with key enterprise applications
Scale your solution and methods as your business grows
Team Agility certified by Stage-Gate International
Join a community of industry experts in PPM and Agile methodologies

Visit us at our booth and Agile session at Project Challenge 2017
Scaling Agile to the Enterprise: Challenges & Rewards | 13:00, Masterclass and Solutions Zone
10-11 October, Olympia, London | STAND 104/106
### Crossrail in Numbers

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>57 km new track being installed</td>
</tr>
<tr>
<td><strong>10,000</strong></td>
<td>250,000 holes to be drilled for brackets to hold cabling, walkways etc</td>
</tr>
<tr>
<td><strong>703</strong></td>
<td>40 stations Crossrail is building 10 brand new stations and upgrading 30 more</td>
</tr>
<tr>
<td><strong>100 million</strong></td>
<td><strong>£14.8 billion</strong> funding envelope for the project</td>
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<tr>
<td><strong>100 million</strong></td>
<td>1,500 km of cabling being laid to connect the railway’s signalling and communications systems</td>
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<tr>
<td><strong>70,000</strong></td>
<td>400 stations Crossrail is building 10 brand new stations and upgrading 30 more</td>
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<td><strong>118km</strong></td>
<td>250,000 holes to be drilled for brackets to hold cabling, walkways etc</td>
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</table>

- Crossrail is currently Europe’s largest infrastructure project
- **10,000** people working on the project at peak
- **703** apprentices working on the Crossrail project since it began
- **100 million** working hours have been completed on the Crossrail project so far
- **70,000** sleepers being installed
- **10%** extra capacity - the Elizabeth line will add to central London’s rail capacity
- **200 million** annual passengers who will use the Elizabeth line every year
- **118km** - the distance the Elizabeth line will run between Reading and Heathrow in the west, to Sheffield and Abbey Wood in the east
- **250,000** holes to be drilled for brackets to hold cabling, walkways etc
DIGITAL TRANSFORMATION

Re-Imagine your organisation to adapt to any change that comes along in digital economy. BRING IT ON, WE ARE READY!

DIGITAL LEADERSHIP

What is leadership? Who are you? How are you connected to the leadership team? What is the culture of your organization? What is the purpose of your organization? What is your personal mission? Best and worst of your organization? What are the issues today? What are you doing to work on them (individually) as team?

TRANSFORMATION BLOCKS

DIGITAL STRATEGY FRAMEWORK

CREATE NEW BUSINESS MODEL

NEW DEPARTMENT - LEAN INNOVATION

1. Value Proposition Canvas
2. Brainstorm Assumptions: Write Hypothesis
3. Experiment Design: Minimum Success Metric
4. Get out of the building: Talk to potential customers
5. Results: Insights & Learning

*FAIL FAST TO SUCCEED FASTER* by LeanStartupMachine

ONGOING

Customer

Market

Authority

Prime

Earned Media

All Media

Owned Media

Bought Media

Advocacy

Attention

Lead

Customer

Sales

Finance

Information Technology

Operations

Marketing

INDEPENDENT - INNOVATIVE TEAM
How agile is project management in 2017?

In our latest PPM Benchmark Study, the results suggest UK companies will need to reassess how they implement Agile at scale to be more responsive in an unpredictable business and industry.

For example, because they are often working in small, manageable chunks, teams, often involving hundreds of people in different locations, having a scaling framework allows you to structure collaboration and alignment in order to deliver in a fast, responsive way.

The complex and unpredictable business environment created by Brexit means organisations must respond quickly to the challenges and opportunities this momentous decision will bring.

Agile has been fighting to get a foothold and, in these situations, the ability to see the bigger picture and ensure strategic alignment while delivering iteratively and incrementally, to other words, having the best of both worlds.

Bjorkeroth says, agile at scale is about the right approach in the right context. Many organisations are still using small pockets of their business but few understand how to transform entire organisations.

The secret is to plan any transformation programme in stages that can deliver small but maximum value to the business.

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Atlantis Resources: the Meygen project

Nominated for Project of the Year at the APM Project Management Awards at the end of 2017.

Atlantis Resources Limited is a vertically integrated turbine supplier and project developer in the tidal power industry. The Atlantis group holds equity positions in a diverse portfolio of tidal stream development projects. Alongside its project development interests, Atlantis owns a portfolio of patents and patent applications relating to tidal power generation and sells tidal generation equipment and engineering services to third party developers as well as its own projects. The Atlantis group, which is revenue generating, also conducts industrial research and development, and provides specialist consulting services globally.

About the project

The MeyGen project is the largest planned tidal development project in the world at 398 megawatts of total installed capacity when fully constructed. Situated in the Pentland Firth, Scotland, the MeyGen array will consist of 269 submerged tidal turbines, enough to power 175,000 Scottish homes.

MeyGen made headlines around the world when First Minister of Scotland, Nicola Sturgeon, unveiled the project in November 2016. Phase 1A of the project is currently underway, with the installation of four 1.5MW tidal turbines in the Pentland Firth.

The project has since generated over 2,200 MWh of electrical energy and has already set a new world record for monthly production from a tidal stream power station in August.

MeyGen employed some 120 professionals during the construction of phase 1A, split across manufacturing, onshore construction and offshore operations. Phase 1A will incorporate two different turbine technologies: Atlantis Resources AR1500 and Andritz Hydro Hammerfest AH1000 MK1. Each turbine is located on an individual foundation, weighing between 250 and 350 tonnes, coupled with six ballast blocks weighing 1,200 tonnes, which provide horizontal stability over the lifetime of the turbine.

The remote location required over 11km of subsea cable to be installed to connect the turbines to the onshore site and over 15km of onshore cables to connect the onshore site to the local grid.

The project has also galvanised the local supply chain by tapping into Scotland’s longstanding expertise in offshore energy developments.
PROJECT SUCCESS

If you manage projects, you share something with your peers. A quest for success. It starts with the right approach—or mix of approaches—to deliver a successful project. Often, no single approach will do.

We’ve paired two powerful game-changers: our PMBOK® Guide – Sixth Edition and the perfect complement, our Agile Practice Guide, created in partnership with Agile Alliance®.