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for Women in Project Management

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Project Management: Agile



Crossrail
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infrastructure
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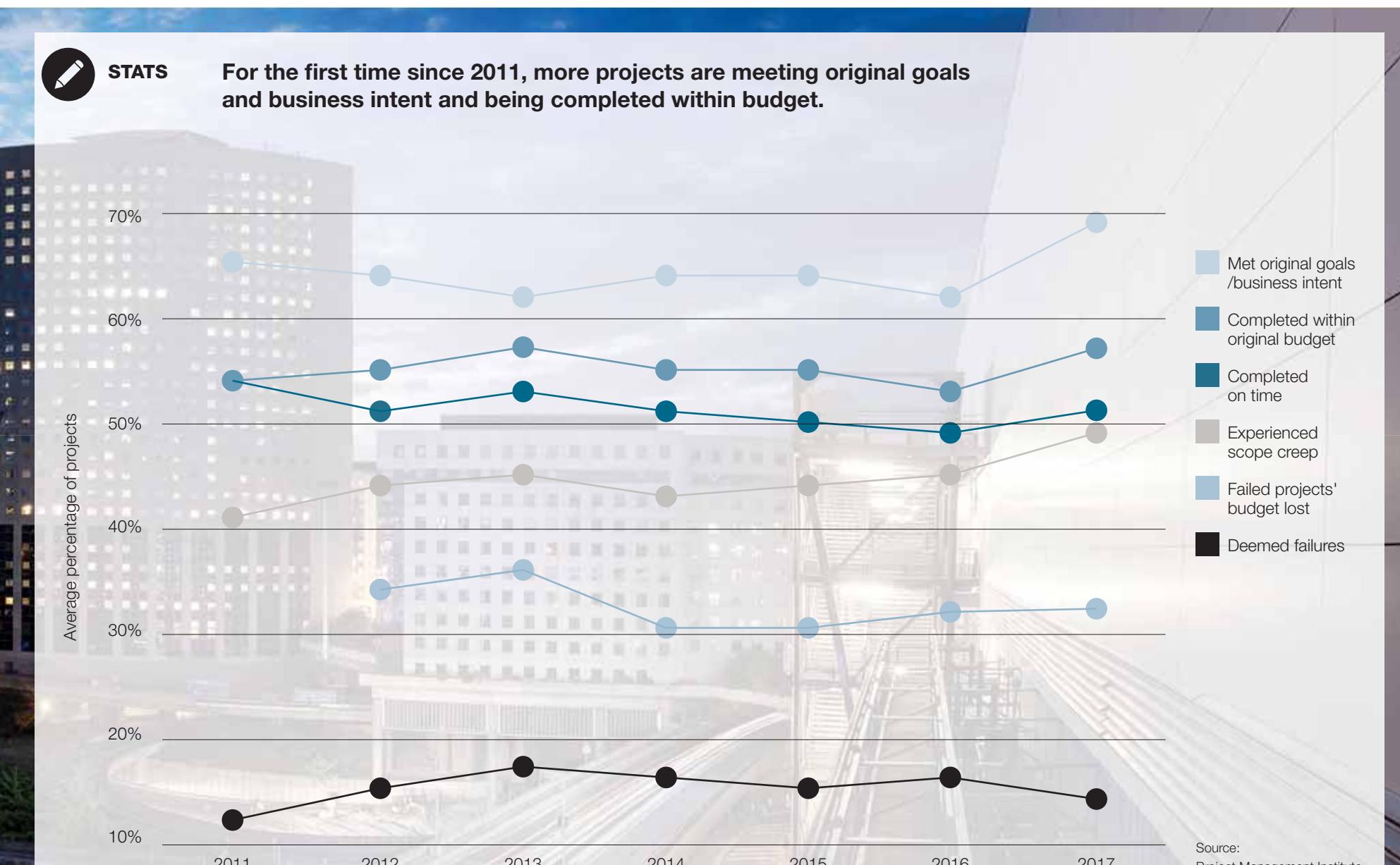
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Agile's growing role in project management

PHOTO: THINKSTOCK

As the leading association for more than three million project, programme, 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 organisations 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 71 per cent of the organisations surveyed are using agile approaches frequently.



Mark A. Langley
President & CEO, Project Management Institute

Agile approaches allow teams to work with customers on improvements in real time

PMI's 2017 *Pulse of the Profession* also found that, globally, organisations wasted an average of 9.7 per cent, or \$97 million for every \$1 billion invested in projects and programs in 2016, compared to an average of \$122 million per \$1 billion in the year prior. Organisations in the United Kingdom were found to waste \$128 million for every \$1 billion invested in project and programs in 2016, an improvement from the \$138 million for every \$1 billion wasted in the year prior.

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, organisations need to develop the agility capabilities for delivering value to customers more quickly than their competitors. Thus, agility is a strategic competence, rather than a set of tools and practices.

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. PMI knows that practitioners are most successful when managing activities based on the characteristics of each project. As a result, PMI feels it is important to continue recognising the strong support that exists within the project management community for both predictive and agile approaches.

PMI continues to recommend evaluating approaches that will yield the most successful business outcomes. By offering our *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.

A consensus standard, the *PMBOk® Guide* – Sixth Edition identifies generally recognised good practices applicable to most projects, most of the time. For the first time, specific considerations for agile approaches to project management appear in the *PMBOk® Guide* itself.

The *Agile Practice Guide* is intended to serve as a bridge to connect waterfall and agile approaches. It provides tools, situational guidelines and an understanding of the various agile approaches available to enable better results. 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 organisational agility that enables flexibility and the use of the right approach for the right project is an essential strategic competence. ■

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INSPIRATION



COLUMN



Susan Clarke

Research Fund Lead, Association for Project Management

Can agile be scaled?

Association for Project Management researcher Susan Clarke's 'Scaled Agile' report explains how organisations can make more use of agile, particularly for larger projects.

Agile is an incremental and collaborative method of managing the design and build of projects, so it can certainly be scaled. 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 blockers within senior management who do not like change, and adoption is often still restricted to use by IT. HR can also be a barrier because people's job descriptions need to change and different incentives introduced to suit this collaborative method. These obstacles can be removed if there is a bottom-up approach and managers that have chosen to adopt agile can demonstrate success to the wider organisation.

With larger utility and construction projects there can be an assumption that agile is not suitable because clients want guaranteed deliverables. However, the point of agile is to achieve the best results as early as possible. We see this in financial services where there are early fiscal and customer benefits. For a large construction project it might be better to consider using a blend of methods.

The agile approach is all about listening to the customer, so the most important measure of success can be whether they have a positive perception of the project. Most organisations start with a pilot, then decide to scale up. ■

Read more on 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 – but is it right for everyone?

By Steve Hemsley

For many organisations agile project management remains a mystery.

Those used to taking a traditional waterfall approach will have heard how projects can supposedly be leaner and potentially produce less waste because teams work more effectively and flexibly.

So what are the secrets of agile and is it always the right choice?

According to the Association for Project Management (APM), which hosted an Agile Summit in July, it is not as complicated as it might sound.

This is all about collaborating with customers rather than purely

negotiating contracts, and focusing on people rather than processes and tools.

Organisations are encouraged to work flexibly rather than have a structured plan so that they can react faster; while 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 be changed over time as teams share ideas and realise the different opportunities and benefits.

Conversely, agile tools are not always needed if there is an agile philosophy internally and everyone, from the top down, has embraced the principles outlined above.

and used when needed. The project manager controls the overarching budget, which leaves team members to focus on their jobs and make changes as they see fit. The project manager ensures that nothing happens to adversely affect the overriding business case.

Culture

Many organisations will have invested in agile tools, but these can be wasted without an agile culture in place.

Even within a mature agile environment there can be internal tensions, especially when there are time pressures. Talented management is essential to agree changes, release control and build consensus, and a different mindset is needed as people get used to never having a finished product.

Also, for this approach to work

"What we might think of as 'agile maturity' can challenge many common practices and norms seen in more traditional projects," says APM. "In agile project management, objective setting is both top down and bottom up as delivery teams become self-directing and senior managers develop a less directive, more servant leader' approach to management."

Agile is not the best route for every project and there will be times when a waterfall approach is preferred and necessary.

Established techniques can also make a valuable contribution within an agile environment around managing budgets, prioritising actions and requirements, and scheduling meetings and reviews.

A project can benefit from a combined approach. For example, projects that are complex and require



PHOTO: THINKSTOCK

"For this approach to work effectively, organisations must modernise their approval and decision-making processes"



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should deliver while agile techniques control 'how' it is delivered because it is more people-focused.

If an agile approach has not been fully embraced internally, however, or a consensus cannot be reached, then traditional project management techniques can certainly ensure that change is delivered in a controlled way.

Established techniques can also make a valuable contribution within an agile environment around managing budgets, prioritising actions and requirements, and scheduling meetings and reviews.

A project can benefit from a combined approach. For example, projects that are complex and require

high levels of control might adopt agile approaches for scoping before moving to a more traditional project management model during the delivery phase.

"Overall, agile and waterfall approaches to project management both bring strengths and weaknesses to project delivery," says the APM. "Professionals should adopt a 'golfbag' 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 methods to create the best opportunities for successful project delivery." ■

Read more insight from leading experts in the field of project management at businessandindustry.co.uk

Find information and advice about the implementing agile working and PRINCE2 and discover how these workflows can benefit you and your business.

Get in touch for the next edition.

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Susan Clarke will be speaking at APM's annual inspirational event, the APM National Conference for Women in Project Management 2017, Thursday 28 September 2017 at Etc Venues, 155 Bishopsgate, London. Visit www.apm.org.uk/event/ to book..





PHOTO:THINKSTOCK

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.

Developer, AXELOS, has spent two years consulting with its partners and users on how to revise its method and enhance its best practice guidelines. In fact, more than 75 per cent of its accredited organisations agreed that PRINCE2 needed to be brought up to date.

"Project management has evolved as a profession," says AXELOS Head of PPM Product Development, Cameron Stewart. "There was a period when the industry treated everything like a detailed construction project, but with technology we now realise we do not know everything at the beginning."

He says the new guidelines reflect the rise in agile thinking and

emphasise the need to ensure there is always a link with strategic intent.

"We have PRINCE2 Agile, but we realised guidance was needed for people working on more structured projects who wanted to be more autonomous and bring in agile ways of thinking. That is now included in the updated PRINCE2 which equips people with an alternative to structured project execution."

The book is easier to use and read with a menu-style index so people can find what they need for their specific industry and project.

"Everything is informed by best practice because we consulted with people who are working on projects every day," says Stewart. "This is now a book that can be read as well as studied. We have more real-life examples and case studies."

The PRINCE2 method comprises seven themes, principles, processes and equips, and the best practice approach is supported by a certification scheme that covers three levels: Foundation, Practitioner, and Professional.



Cameron Stewart
Head of PPM Product Development,
AXELOS

There is also a membership scheme offering project management professionals valuable content to help them pass exams and advance their careers.

The updated version and some restructuring of the themes means there is more of a focus on tailoring to help users shape the method to the exact needs of their organisation, project or role.

"Tailoring permeates the entire thinking of the PRINCE2 update, so people don't have to read all 300

pages. We want to reduce bureaucracy," says Stewart.

He cites one case study featuring a multinational company that wanted to tailor PRINCE2 to help its senior management team interact more effectively with its project teams.

Exams

Other changes introduced by AXELOS include making the exam system more efficient and fairer.

For example, elements of the exam that are not part of the core method, such as configuration management, have been removed. There is also more of a focus on tailoring within the exam.

For the Practitioner exam there is extra emphasis on ensuring candidates can apply PRINCE2 practically in a given project environment and increase the value gained from using the method. The number of questions about management products has been reduced.

There are also changes to the membership scheme so users can maintain their registration indefinitely if

they keep updating their skills and experience and gain CDP points.

"AXELOS came to the conclusion 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, Polish, 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 the maintenance and updating of existing products." ■

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Agile working, fully integrated

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 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.

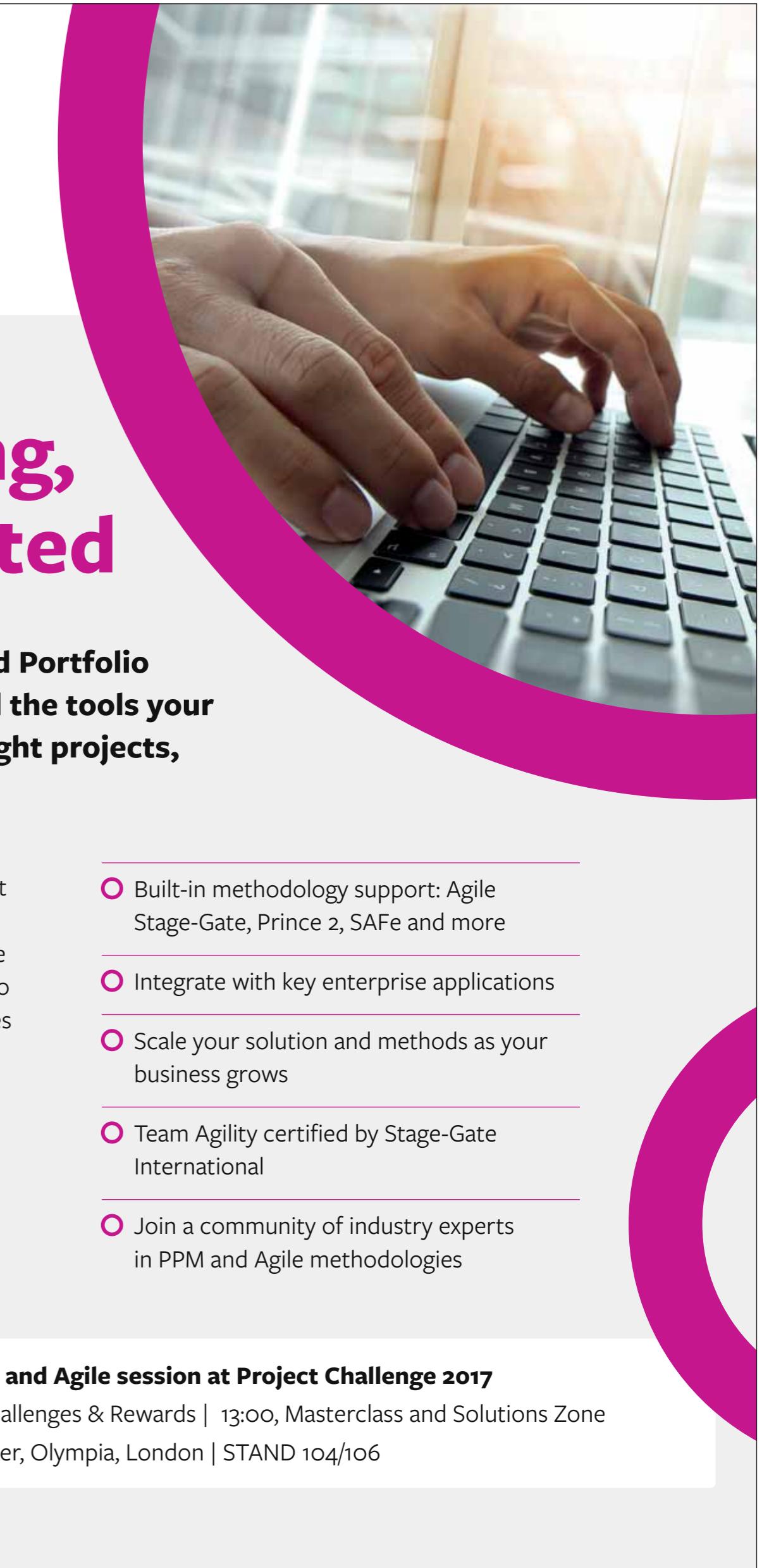
- Built-in methodology support: Agile Stage-Gate, Prince 2, SAFe and more
- Integrate with key enterprise applications
- Scale your solution and methods as your business grows
- Team Agility certified by Stage-Gate International
- Join a community of industry experts in PPM and Agile methodologies

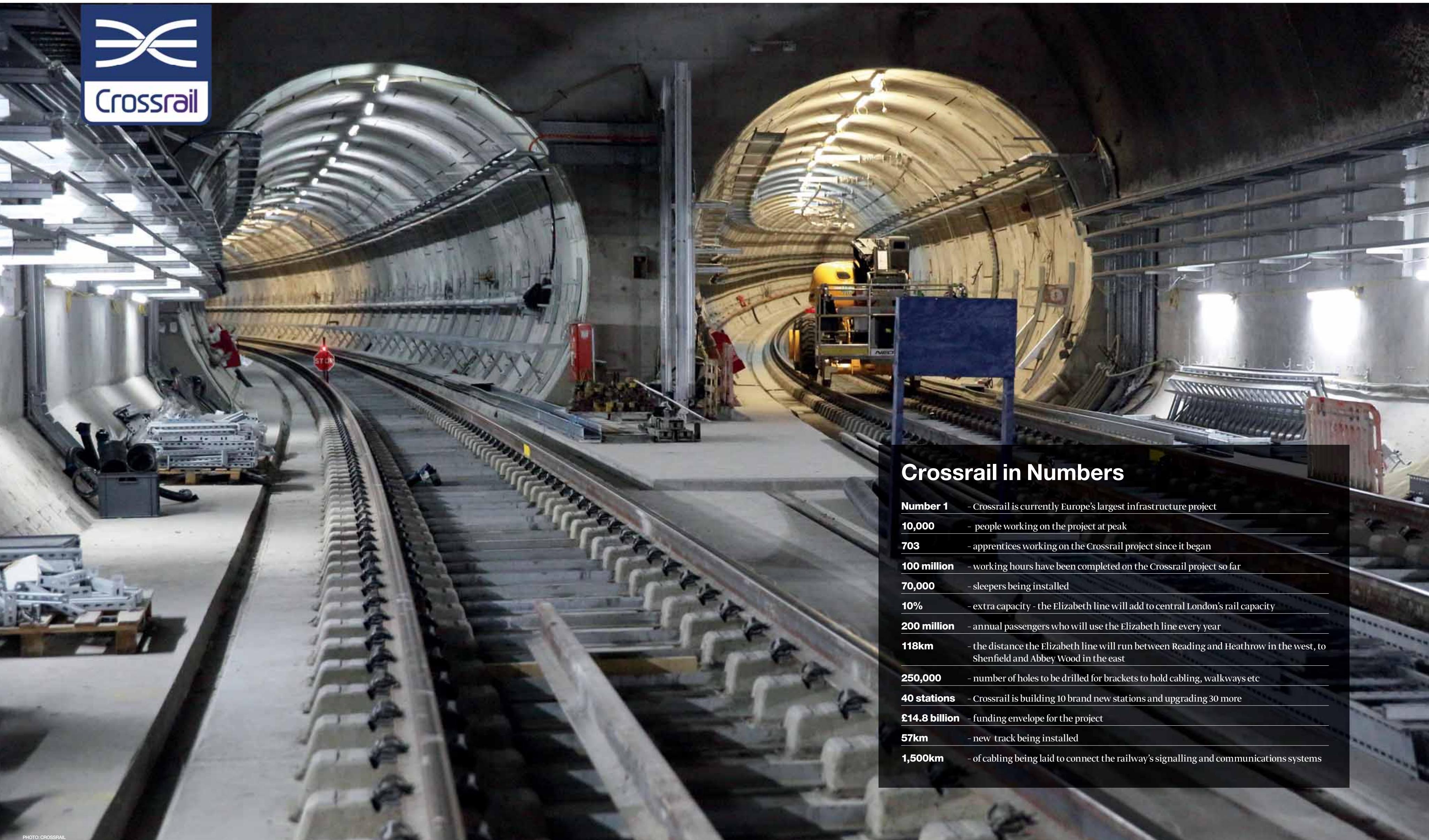
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Visit us at our booth and Agile session at Project Challenge 2017

Scaling Agile to the Enterprise: Challenges & Rewards | 13:00, Masterclass and Solutions Zone

10-11 October, Olympia, London | STAND 104/106





Crossrail in Numbers

- | | |
|----------------------|--|
| Number 1 | - 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 Shenfield and Abbey Wood in the east |
| 250,000 | - number of holes to be drilled for brackets to hold cabling, walkways etc |
| 40 stations | - Crossrail is building 10 brand new stations and upgrading 30 more |
| £14.8 billion | - funding envelope for the project |
| 57km | - new track being installed |
| 1,500km | - of cabling being laid to connect the railway's signalling and communications systems |

DIGITAL TRANSFORMATION

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

WHY TRANSFORM?

To re-define your existing business
model and create the new ones
by leveraging digital technologies.



HOW TO TRANSFORM?

By transforming leadership, strategy,
employees, operations, IT, sales, marketing
and building lean innovation teams.

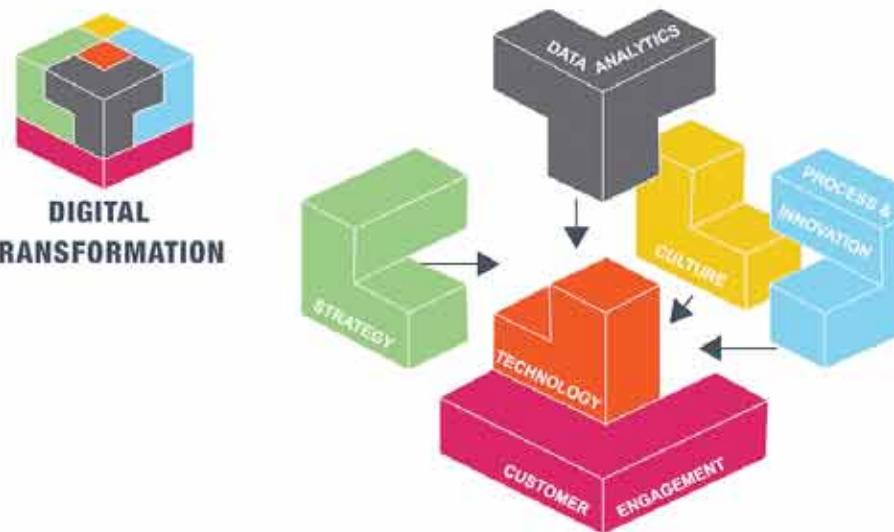


DIGITAL LEADERSHIP



What is leadership?
Who are you?
How are you connected to the leadership team?
What is organizational culture?
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



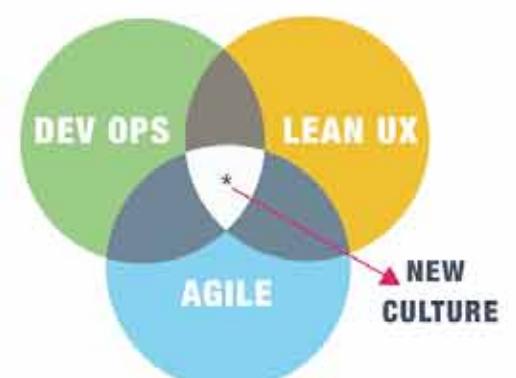
DIGITAL STRATEGY FRAMEWORK



Which quadrant you belong to?

RE-INVENT EXISTING BUSINESS MODEL

INFORMATION TECHNOLOGY



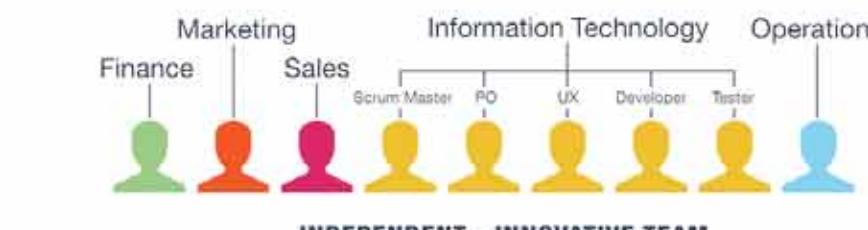
KPI: RELEASE PRODUCTS IN MAX 6 TO 8 WEEKS

DIGITAL OPERATIONS



CREATE NEW BUSINESS MODEL

NEW DEPARTMENT - LEAN INNOVATION



INDEPENDENT - INNOVATIVE TEAM



1. Value Proposition Canvas



2. Brainstorm Assumptions Write Hypothesis



3. Experiment Design Minimum Success Metric Time Box

4. Get out of the building Talk to potential customers

5. Results Insights & Learning Decision (Pivot/Persevere)

"FAIL FAST TO SUCCEED FASTER" by LeanStartupMachine

MARKETING & SALES



SIMPLE PROPOSITION:

Self Service Online
Landing page

E-Commerce

COMPLEX PROPOSITION:

CRM

Phone Calls

Emails

Presentations



PHOTO: THINKSTOCK



PHOTO: THINKSTOCK

How agile is project management in 2017?



In our latest PPM Benchmark Study, the results suggest a discrepancy between project managers and the organisations they work for in the way agile is perceived and adopted.

The majority of project managers continue to be enthusiastic about agile, with 77 per cent recognizing value in agile working methods. However, fewer than half (46 per cent) of project management functions and only 39 per cent of organisations overall have a "significant appetite" for agile.

Project managers who shared detailed views with us said that senior management remain sceptical



Cameron Stewart
Head of PPM Product Development,
AXELOS

about agile, seeing it as a short cut around controls and sign-off that goes against their understanding of project management protocols.

Yet, despite this persisting "agile disconnect" between practitioners and employers, the gap between them is narrowing when comparing this year's and last year's study results.

So, where does agile project management go from here?

In my role as Head of Product Development I care about delivery, and agile is an exciting delivery mechanism that I'm passionate about.

However, agile is not the only way to work and we need to select the delivery approach that offers the greatest benefit to the project.

The relative lack of support for agile at organisational level is a shared responsibility among the agile and traditional project management communities.

Agile has been fighting to get a foothold and has taken some extreme

views at times, challenging the validity of traditional working methods and sometimes belittling the role of governance in project management. Good governance is something that senior management needs and it allows senior management to maintain confidence in the management of portfolios and individual projects. Meanwhile, some project managers have remained stubbornly traditional.

Equally, organisations have been perhaps reluctant to introduce agile as a stand-alone concept due to an apparent lack of governance. In fact, the opposite is true with even more governance being applied, but at the delivery team level rather than at the senior level.

What we need is a normalisation process that shows how both sides bring something to the party. Ultimately, the respective approaches need to be tied together and appropriate for the job in hand. It's about the best solution for both delivery and good governance to obtain the right outcomes.

There also seems to be senior management reluctance to embrace agile, missing a trick in improving project management results: In agile delivery, if you conduct a retrospective today then you can implement the results tomorrow; the immediacy of this allows us to gain benefits that are compelling. That ability to learn and share is not so immediate

in traditional environments. Organisations might ask how to make time for this - my answer is how can they afford not to?

Nevertheless, senior executives are not entirely responsible for the agile disconnect. It can be argued that agile is a victim of its own marketing. It has deliberately sold itself to the individual and the team. At the macro level it has tended to either oversell the benefits or to challenge the value of a senior perspective on a project.

With a method such as PRINCE2 Agile, there is an ability to provide the right level of governance at the management level while allowing agile delivery.

That means seeing the 'big picture' and ensuring strategic alignment while delivering iteratively and incrementally. In other words, having the best of both worlds. ■

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Business must be agile post-Brexit

By Steve Hemsley

SPONSORED



Brexit has created huge uncertainty for businesses, but those that adopt a scaling agile approach to change can confidently meet new global opportunities.

Think agile

Radtac says, agile at scale is about delivering projects more rapidly and effectively to meet customers' demands and expectations.

"Organisations need their managers to embrace this way of working because however a project is delivered it still requires good governance and coordination," says Bjorkeroth.

He adds that businesses that embrace Agile ways of working and mindsets will grow their revenues, reduce costs and increase customer and employee satisfaction, while also improving efficiency.

Employers still need to evolve but, if they are to bring new products and services to market faster, they must adopt an evolutionary incremental agile approach to change and transformation.

Since the UK's EU referendum there has been a clear move away from the traditional 'big-bang' business transformations that were normal practice 20 years ago. The uncertainty generated by Brexit has prompted a notable increase in the number of organisations thinking about how to implement Agile at scale to be more responsive in an uncertain world.

There has also been more interest in scaling Agile in the public sector where organisations are spotting opportunities to save money and remain relevant. One example of this is the Home Office.

Innovation

There is a real risk that some UK businesses will be unable to compete on the world stage following Brexit unless they embrace innovation," says Gustav Bjorkeroth, CEO



Gustav Bjorkeroth
CEO, Radtac



Darren Wilmsurst
Director and SAFe Program Consultant Trainer, Radtac

is effective so that value is delivered quickly. This will boost collaboration among different stakeholders, improve trust and encourage innovation.

Within any agile transformation initiative it is also important that the organisation listens to staff, can be persuaded to do things differently and accepts feedback.

Hidden within every workforce will be transformational leaders who can create plans and budgets, and still manage the existing business as well as the transformation. These people tend to have the visions and strategic ideas that will engage others.

"Altering the corporate culture to an Agile mindset can only happen when managers see results. This is helped if people can see business transformation being delivered in small, manageable chunks," says Bjorkeroth. "Following Brexit, people will need convincing that the new way of working is better than the old one and, in these situations, the required transformation will occur when the business stops fearing change and starts to embrace it." ■

To win a complimentary Agile Maturity Assessment, please visit: radtac.com/telegraph

Radtac's director and SAFe program consultant trainer Darren Wilmsurst says most industries have witnessed disruptors entering their sector, and some new entrants have pushed their way to the top to become market leaders.

"Companies can no longer take five years to introduce a new product," says Wilmsurst. "This is why we are beginning to see new products being created and launched by large 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."

There is no one-size-fits-all approach, so it's important that organisations apply a context-sensitive approach to deliver at scale.

Holding back

So why are some businesses not adopting Agile approaches despite

other tips include ensuring the right employees are empowered and motivated and that communication

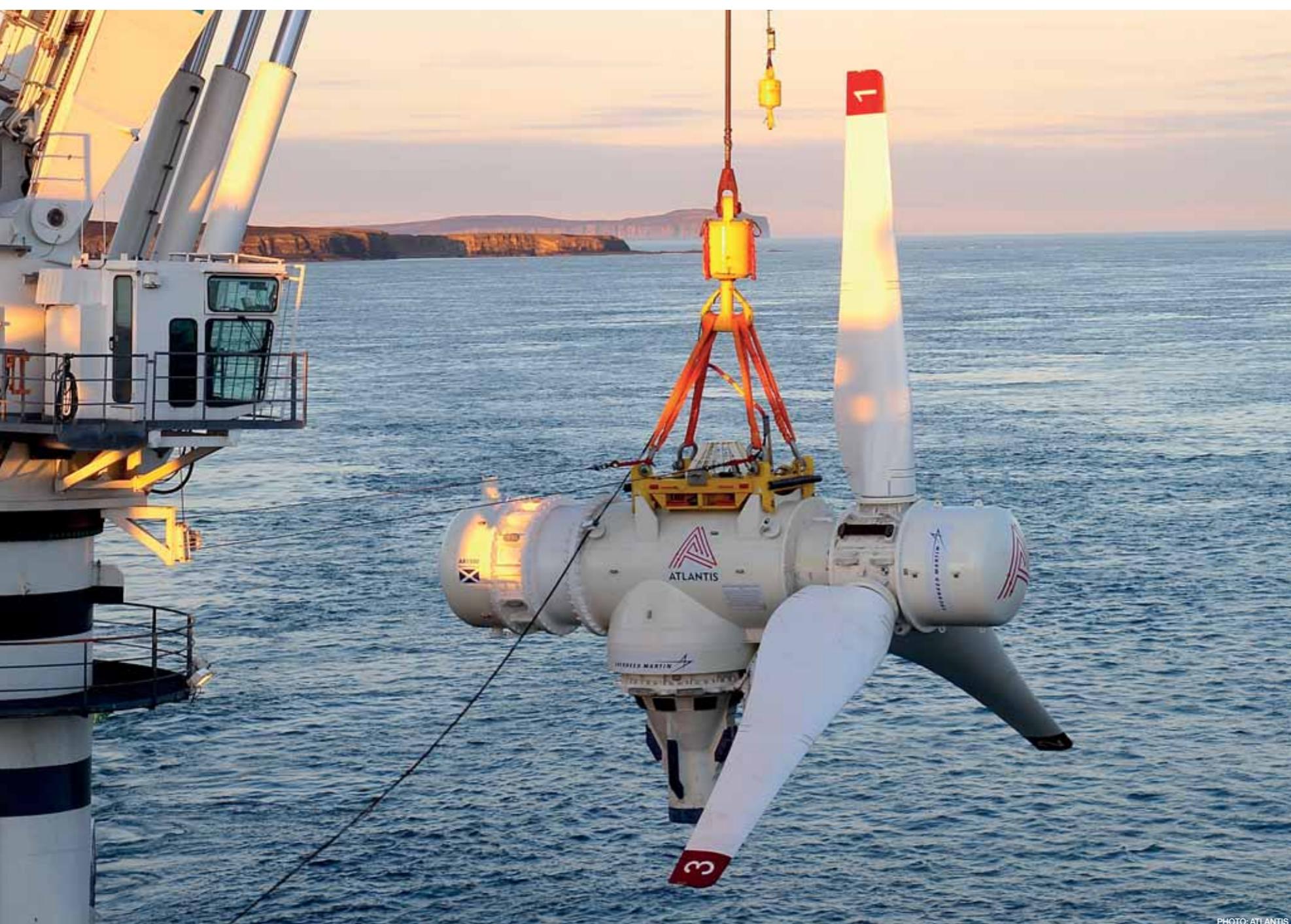


PHOTO: ATLANTIS

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.

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. ■

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Clearvision

AGILE IN THE ENTERPRISE 2017

84%
of enterprise teams consider themselves agile

79%
use Git for their development

65%
employ Continuous Integration / Continuous Delivery

58%
of teams now do code review

What does that look like?

Why agile?

62% see accelerated product delivery

56% see enhanced ability to manage changing priorities

84% see better project visibility

85% see improvements in team productivity

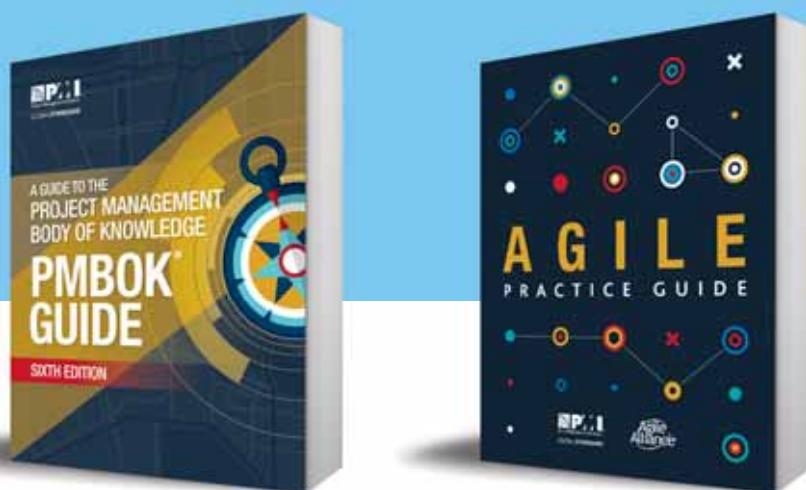


PROJECT SUCCESS

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®.

AGILE...
WATERFALL...
HYBRID...
FIND YOUR MIX



PMI.org/OnePMGoal
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