

COURSEWARE

PRINCE2 Agile® Practitioner

Courseware - English

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Colophon

Title: PRINCE2 Agile® Practitioner Courseware – English

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Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

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- Business Management and
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Topics are (per domain):

IT and IT Management

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CMMI®
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e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
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ISA-95
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SixSigma
SOX
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ICB / NCB
ISO 21500
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MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

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Author about this Courseware

This courseware is designed to support the learning work of delegates. The slides offer brief summaries of the different parts of the Best Practice Guidance. The exercises offer the possibility to practice applying the theory to the delegates own real life cases. We do this to help embed the theory into daily practice.

The sample exams then help to test your understanding and prepare for the real thing.

We hope the courseware assists in the learning process and helps delegates in bringing the theory to life and making it work.

Mark Kouwenhoven

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Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					<i>Ready for the exam!</i>
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:

Topic:

Part 1

Part 2

You have gone through the book and studied.

You have answered the questions and done the practice exam.

Timetable

Day 1	
Part 1	<i>Introduction</i>
	<i>Course Introduction</i>
	<i>Introduction Programme Management and MSP</i>
	<i>Introduction Principles</i>
<i>Lunch</i>	
Part 2	<i>Transformational Flow(TF), including</i>
	<i>Introduction Governance Themes</i>
	<i>Vision</i>
	<i>Benefits and Blueprint</i>
	<i>Homework: Study Guidance and Practice Sample exam</i>
Day 2	
Part 1	<i>Recap</i>
	<i>Organisation, PMO</i>
	<i>Leadership & Stakeholder Engagement</i>
	<i>Risk and Issue Management and Quality Assurance</i>
<i>Lunch</i>	
Part 2	<i>Planning and Control</i>
	<i>Business Case</i>
	<i>Practice sample Practitioner exam plus analysis and discussion</i>
	<i>Purpose and characteristics of Health checks and Maturity models</i>
	<i>Homework: Study Guidance and Practice Sample exam</i>

	Exam Day 3
9:00	<i>Exam admin and forms</i>
9:20	<i>Exam</i>
11:50	<i>Short evaluation and closure</i>



PRINCE2 Agile® Practitioner - English

This material contains diagrams and text information based upon:
The PRINCE2 Agile® manual 2015

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How to use PRINCE2® with Agile ways of working

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Course Objectives

- Understand the **basic concepts of** common **Agile** ways of working
- Understand the **purpose and context for combining** PRINCE2 and the Agile way of working
- Be able to apply and evaluate the **focus areas** to a project in an Agile context
- Be able to **fix and flex the six aspects** of a project in an Agile context
- Be able to apply or **tailor** the **PRINCE2** principles, themes, processes and management products to a project **in an agile context**
- To learn through the use of theory and **practical exercises**
- To **prepare delegates for** the **PRINCE2 Agile Practitioner exam**

About yourself

- 1. Name (and company)**
- 2. Role**
- 3. Experience of PRINCE2**
- 4. Experience of agile**
- 5. Your objective for this course**

About the manual

- Aligned to the PRINCE2 2017 manual
- Early chapters
 - Basic understandings and drivers for PRINCE2 Agile.
- Middle chapters
 - Discussion and description of the Principles, Themes, Processes and Products
 - What you may find
 - What to do
- Final chapters
 - Focus areas – where PRINCE2 needs more detailed guidance when in an agile context
 - The appendices.

Practitioner Exam structure

- 2.5 hour exam (+ 40 min for non-native English people)
- Open book
- Objective Testing Exam
- Taken on the afternoon of the third day
- 5 questions totalling 50 marks
- Pass mark is 30 points (60 %)

Agenda for Day 1

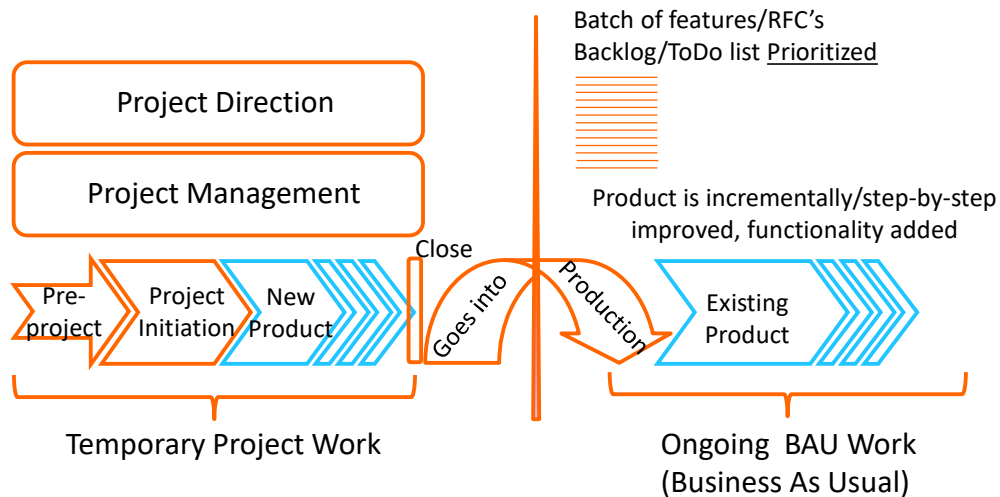
- Projects and BAU
- An overview of agile
- Blending PRINCE2 and agile together
- Assumptions
- The Hexagon (incl. MoSCoW prioritisation)
- Starting Up a Project, Initiating a Project (including the Business Case, value assessment and Cynefin approach)
- Requirements and User Stories
- Organization.

Project or BAU

- PRINCE2 and PRINCE2 Agile are only suitable for projects
- Agile can be used on projects and for ongoing 'Business as Usual' (BAU)
- Important to understand the difference between projects and BAU to use agile appropriately
- To a project context that is what PRINCE2 Agile seeks to achieve

Project Characteristics	Business As Usual Characteristics
Temporary	Ongoing
Team is created	Stable team
Difficult	Routine
A degree of uncertainty	A degree of certainty

Story of the difference between Project Work and BAU



Based on fig 1.1)

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An overview of Agile

- The term 'agile' is viewed in many different ways
- Well-known frameworks referred to as 'Agile ways of working'
- Well-known **behaviours, concepts and techniques** characterising Agile
- The **Agile Manifesto** comes closest to a single definition – it was created as an **alternative to 'waterfall'** processes
- Agile addresses the new demands placed on the delivery of software.

Section 2.1

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Agile Manifesto



We are uncovering better ways of developing software
by doing it and helping others do it.

Through this work we have come to value

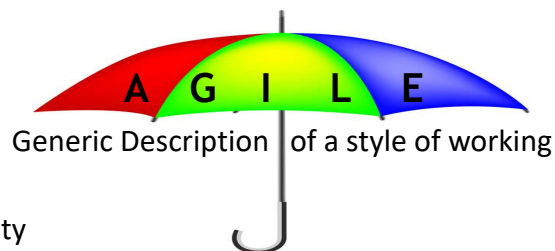
People and Interactions	Over	Processes and Tools
Working Software (Working Solution)	Over	Comprehensive Documentation
Customer Collaboration	Over	Contract Negotiation
Responding to Change	Over	Following a Plan

more value ← Value → less value

Example: There is more value in a working solution **and**
we still write things down (small/lean documentation).

Agile is not just for delivering software, it applies to all project types.

What is Agile?



- Flexibility
- Pragmatic
- Working closely with customer throughout
- Ensuring final solution actually meets business need
- Deferring decisions about detail as late as possible

Agile umbrella, all are Agile methods ⁽¹⁾

Product Development Focus	Project Focus
SCRUM	PRINCE2 Agile
KANBAN	AgilePM
LEAN programming	DSDM Framework
Scrumban	
Extreme Programming (XP)	Nexus (scaled Professional Scrum)
DevOps	
Crystal Clear methods	Scaled Agile Framework (SAFe)
Feature Driven Development (FDD)	Large Scale Scrum (Less)
Test Driven Development (TDD)	
Continuous Integration / Continuous Deployment	Disciplined Agile Delivery (DAD)
Joint Application Development (JAD)	Open Unified Process (open UP)
Rapid Application Development (RAD)	Agile Unified Process (AUP)
Rational Unified Process (RUP)	

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Agile umbrella, all are Agile methods ⁽²⁾



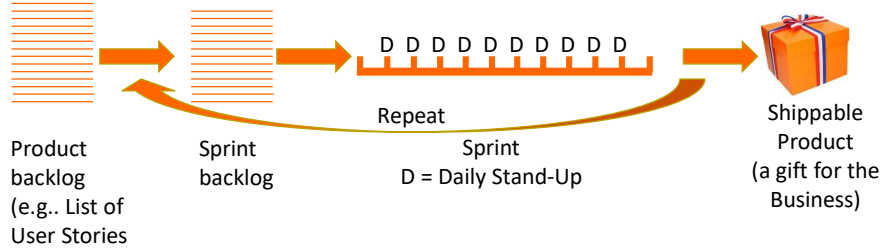
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Agile basics

Agile can be viewed in many ways

- Timeboxed approach for developing software/solutions
- A collection of techniques
- Using the Scrum framework.



A basic Backlog and Sprint structure is commonly used

Figure 2.3

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Agile behaviours, concepts + techniques

Along with the Agile frameworks there are a variety of behaviours, concepts and techniques that are seen as being part of the 'Agile way of working'.

A few illustrative examples

Term	Examples	Similar terms
Behaviours	Being collaborative, Self organizing, Customer focused, Empowered, Trusting not blaming	Principles, (Team) Values, Mind-set
Concepts	Prioritizing what is delivered, Working iteratively and incrementally, Not delivering everything, Time focused, Inspect and adapt, Kaizen, Limiting WIP	Fundamentals
Techniques	Burn charts, User Stories, MoSCoW, Retrospectives, Timeboxing, Measuring flow	Practices, Tools

Section 2.2.2, Table 2.2

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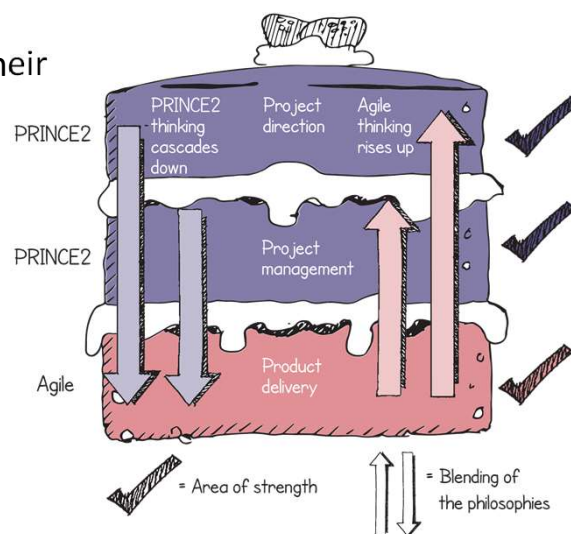
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The PRINCE2 Agile view on Agile

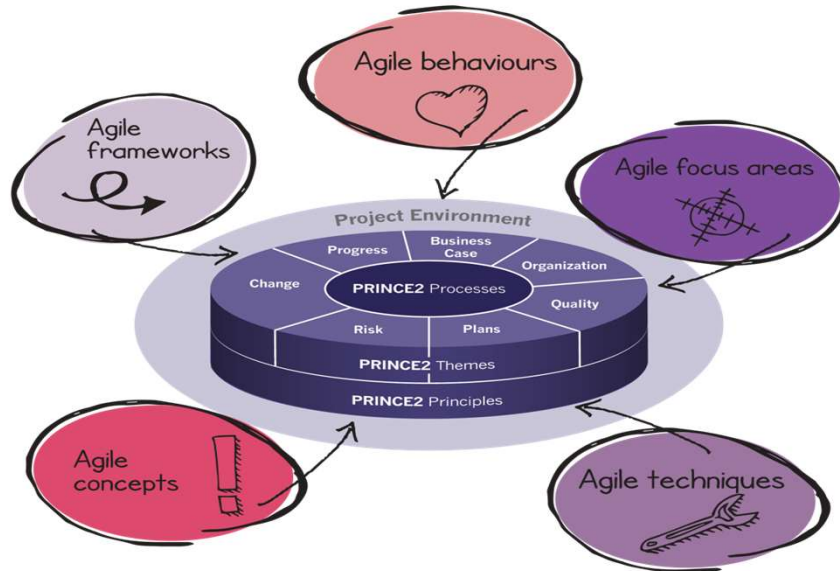
PRINCE2 Agile
Regards agile as a
'family of behaviours, concepts,
frameworks and Techniques'.

PRINCE2 Agile **blending** PRINCE2 and Agile

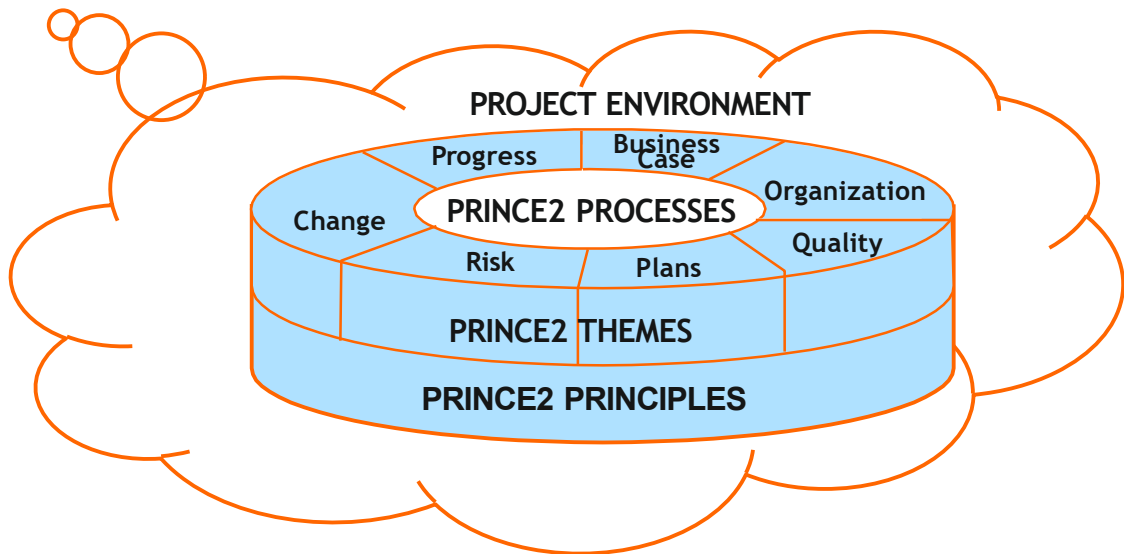
- PRINCE2 And Agile have their own strengths
- Who is it for?
- When should it be used?
- Where should it be used?



What does PRINCE2 Agile comprise of?



Recap of PRINCE2



8 Guidance Points

1. PRINCE2 is and was already enabled for use with Agile
2. PRINCE2 is suitable for any style of product and is NOT a 'traditional PM approach' (old school) as is typically contrasted in Agile (scrum)
3. PRINCE2 Agile is for every (Business) project and not just for 'IT-projects'
4. 'IT-only' frameworks and techniques are mentioned in PRINCE2 Agile but not extensively
5. There is much more to Agile than the SCRUM framework. Agile is NOT Scrum, (Scrum is an Agile way of working)
6. The most 'commonly used' Agile approaches are Scrum and Kanban, but they are not suitable (and created) for managing a project in isolation. They are effectively used for product delivery in a project context
7. The term Agile (in this manual) refers to a 'Family of behaviors, concepts and techniques'.
8. Using Agile on a Project is not a question of YES or NO but HOW MUCH AGILE?.

Be aware of!

The question is NOT
TO BE Agile OR NOT TO BE Agile?

The question is
HOW MUCH Agile will we use/be?

In other words: You will always be/use Agile but not
in all things or not always very explicitly

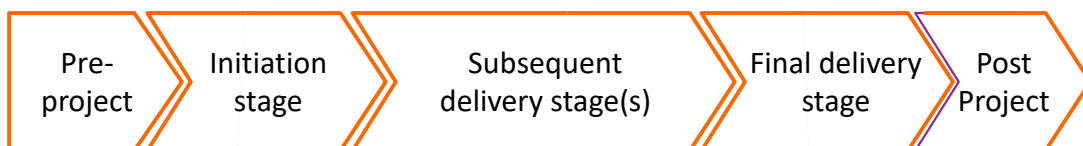
Beware of prejudice!

**Control and governance
allows Agile
to be used
in complex environments.**

**In other words: Agile success needs
control and governance**

The PRINCE2 journey with agile

- How PRINCE2 may look in an Agile context
- Please note in the manual the word 'typically' is used
...and 'a way' not 'the way'
- **Tailoring** PRINCE2 **depends on the** project **context** and may affect:
 - the level of (in)formality
 - where the emphasis is placed
 - how it is carried out.



Recap of PRINCE2 (assignment 4 * 7)

7 Principles

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

7 Processes

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

7 Themes

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

7 Roles (+1)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.



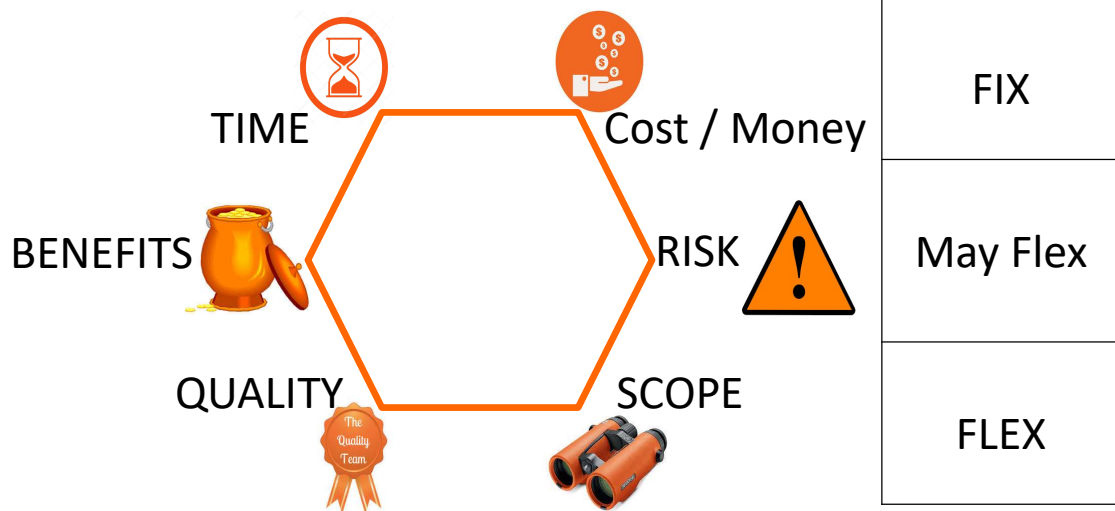
The Hexagon

- Fundamental to PRINCE2 Agile since it involves the 6 aspects of project performance
- A significant change to PRINCE2 with the 2009 edition.



The Hexagon, Fix and Flex

This is about tolerances and not the aspects themselves.



Tolerance guidance What to fix and what to flex

Time	Zero tolerance for extra Time in all Plans	Fix
Money	Zero tolerance for extra costs/budget in all Plans	Fix
Quality	<p>Prioritize Quality Criteria in (Project) Product Description</p> <p>Zero Tolerance for essential Quality/Acceptance criteria →</p> <p>Tolerance can be used on desirable Quality/Acceptance criteria</p> <p><i>Remember: Good is good enough for Quality</i></p>	Fix + Flex
Scope	<p>Not everything is essential in a project</p> <p>Zero Tolerance for essential products (Must haves) →</p> <p>Tolerance for desirable products (Should/Could haves) →</p>	Fix + Flex
Benefits	Zero Tolerance for minimum viability (MUST haves) in the Business Case. Tolerance for the other Benefits (should/could)	Fix + Flex
Risk	Tolerance depends on needs of Board/PM and the situation	Fix/Flex

The 5 targets

It is essential to understand **WHY?**

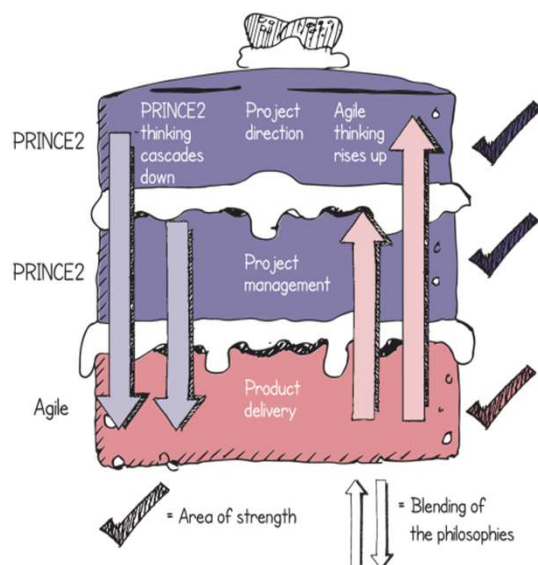
The 5 targets represent the rationale behind the hexagon

- **Be on time** and hit deadlines
- **Protect** the level of **quality**
- **Embrace change**
- **Keep teams stable**
- Accept that the **customer doesn't need everything.**

1. Be on time and hit deadlines

Why?

- **Early** realisation of **benefits**
- Helps with planning
- **Gives confidence**
- There may be no choice
- **Reduce** the likelihood of **cost overruns**
- Improves reputation.

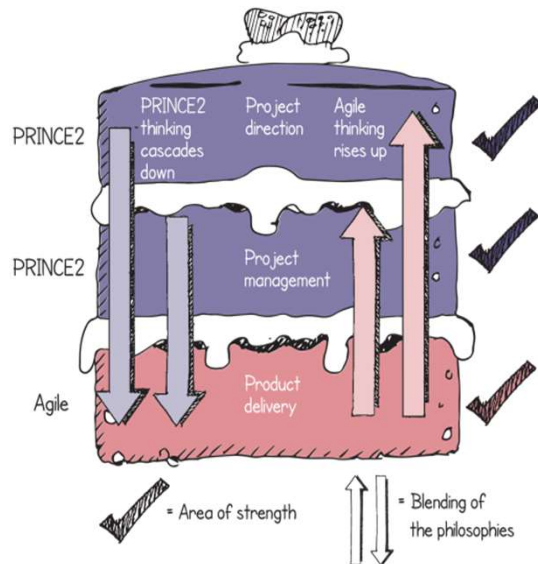


2. Protect the level of Quality

Why?

Damaging effects result from:

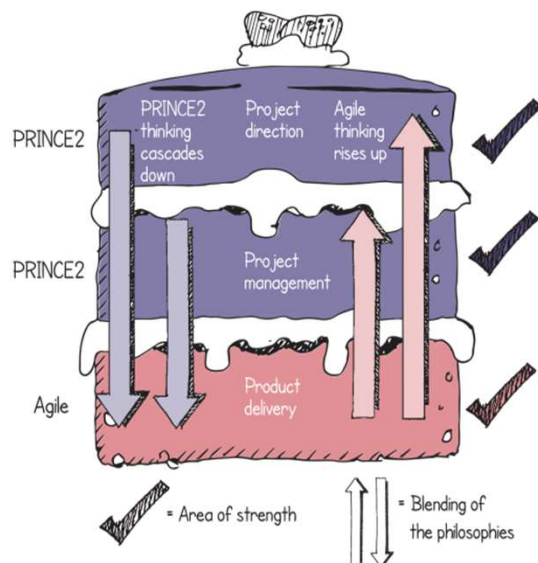
- Reduced testing
- Incomplete documentation
- Sub-optimal design
- Lack of appropriate training
- Non-compliance to standards.
- Lack of Quality = 😞



3. Embrace change

Why?

- **The only certainty is change**
- It is inevitable
- A **more accurate final product** is more likely
- Can be handled by **flexing what is delivered.**

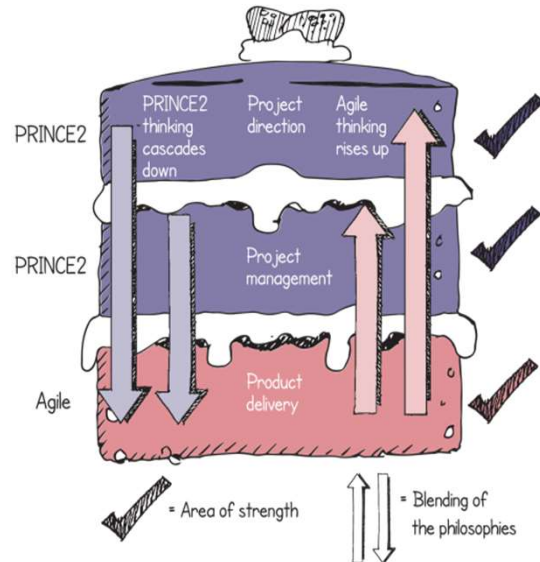


4. Keep teams stable

Why?

Changing team members can have a detrimental 😞 affect such as:

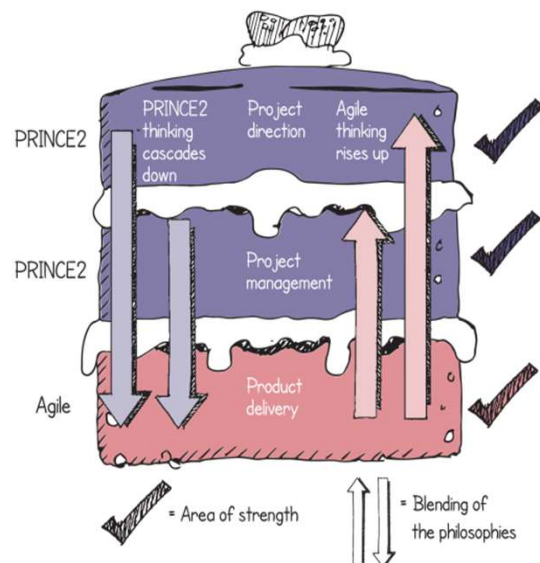
- Time spent bringing new team members up to speed
- Number of communication lines in the team grows exponentially
- An opportunity cost incurred to the areas providing the new people
- The team dynamics change and need to be re-established.



5. Accept that the customer doesn't need everything

Why?

- Usually, not everything defined at the start must be delivered
- Many functions and features are rarely, or never used (e.g. Excel/I-Phone)
- It is the safest area to compromise on
- This helps when trying to hit deadlines and protect the level of quality
- Delivers what the customer really wants more quickly.



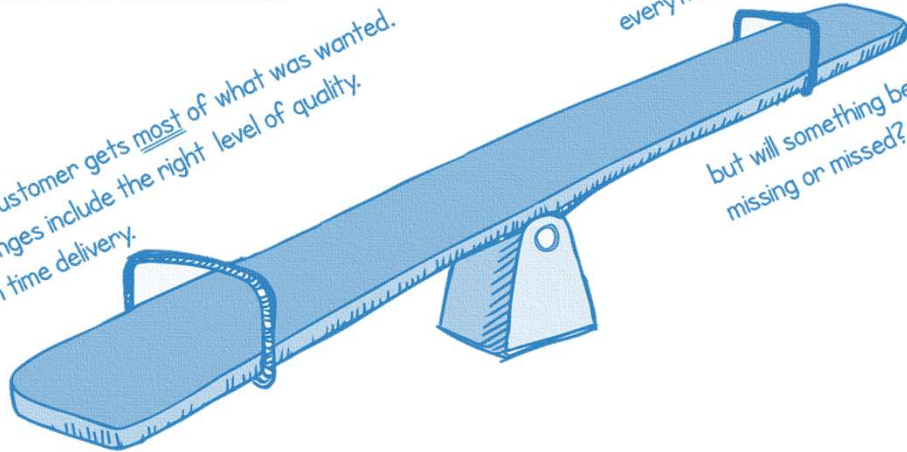
The appropriate balance

Is the holistic view understood?

The customer gets most of what was wanted.
Changes include the right level of quality.
On time delivery.

The customer gets everything asked for

but will something be missing or missed?



MoSCoW prioritisation

MoSCoW – **M**ust, **S**hould, **C**ould, **W**on't have for now

What makes a Must a Must?

...and a Should a Should?

...and a Could a Could?

(..and won't a won't? = no benefits)

Solution will not work without this

I will really miss this part of the solution

Solution is much better with this

No real need for this, no benefits