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The following pages include the different parts of the book described as simple as possible. This document will also prepare you for the PRINCE2 Agile exam.

PRINCE2 Agile Exam tips

For questions 1-6 you will find all the answers between page 1-22. Finding these answers during the exam should take very little time and you should be getting at least 5 out of 6 correct.

Page 5

PRINCE2 Agile is for projects only - Agile can be used for projects and BAU

Page 12

Be able to recognise definitions of Kanban, Lean and Scrum

Page 13

Be able to find differences between Behaviours, Concepts and Techniques

Page 17

Reasons for Blending and Weaving PRINCE2 and Agile

Page 18 & 19

WHO benefits from PRINCE2 Agile and WHEN to use PRINCE2 Agile

Page 21

8 Guidance points

- Eg. PRINCE2 is already ready for Agile
- Eg. Scrum and Kanban do not have project managers

The rest of the questions are about the case scenario along with additional information provided. Here are some tips:

Page 41 is a very relevant page, The five targets behind what is delivered. The biggest tip for these questions is to carefully read the question, check the answers, re-read the question and be very clear about the target in question, the re-read the answers. Usually two of the possible answers are good answers BUT to other targets and not the one in question.

1. Be on time and hit deadlines: This helps with progress, delivering benefits and planning
 2. Protect level of quality: Flex lower priority quality, do not compromise overall quality level
 3. Embracing change: Minor change is handled by trading/swapping, major change needs formal control
 4. Keep teams stable: Don't mess with teams during timeboxes, between timeboxes is ok
 5. Need Everything: PRINCE2 Agile doesn't set out to not deliver everything but hits deadlines and protects level of quality of what is actually delivered
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PRINCE2 principles on page 50:

CBJ: Lean start-up and MVP

LFE: Short feedback loop and retrospectives

DR&R: Know differences between Cust. Rep/CSME & Sup. Rep/SSME

MBS: Fit timeboxes and releases into P2 management stages. Fail fast/learn!

MBE: Empower to self-organize

FOP: MoSCoW - Flex on what is delivered

TSE: Agilometer

PRINCE2 Agile behaviours on page 51: (Note these are not same as Agile behaviours on p.13)

Transparency: No surprises

Collaboration: 1+1 = 3

Rich communication: Face to face and visualisation

Self-organisation: Ownership, PM and team members create plan together

Exploration: Experiment, Spiking

PRINCE2 Agile Themes on page 58:

Business Case: Refer to MVP. With high risk, test assumptions = Leap of faith

Organisation: Allow self-organisation. Additional roles may be added

Quality: Differentiate between functional and non-functional requirements

Plans: Plan empirically. Plan often presented as backlog

Risk: Reduction of risk through Daily stand-ups and frequent deliveries

Change: PRINCE2 Agile embraces change

Progress: Burn-down (fixed timebox of work) and Burn-up (work is continually added)

Business Case theme:

- Flexing what is delivered may affect benefits - Be careful
- Clearly state MVP
- Don't confuse MVP with viability of project
- PRINCE2 refers to benefits whereas Agile refers to value

Organisation theme:

- Agile delivery teams prefer to be coached/led, not managed
- Agile refers to a Product Owner (voice of customer). Prioritise backlog.
- Most Agile guidance does not contain project manager
- Servant Leadership is about supporting the team, allowing team to work

Quality theme:

- Test-driven writes software tests before building product
- Write acceptance criteria and user stories

Plans theme:

- Focus on Empirical planning
- Project plan = Formal
- Stage plan = Formal and/or backlog
- Release plan = Usually backlog

Risk theme:

- Less relevant here as risks are addressed in daily stand-ups

There are risks working in more agile way as this demands possibly demands more customer involvement

Change theme:

- Changes to Project Product Description must go through formal change control
- Trade and swap at detail level
- Changes will happen, embrace change

Progress theme:

- Burn-down used to show how much work remains. Amount of work doesn't change.
 - Burn-up used to show how much work has been done. Used if work amount is changed.
 - Information radiators are similar to large team boards, usually low-tech style
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Processes

Starting Up & Initiating a project on page 143

Cynefin

- Used to understand level of complexity on product to be created and on team making products
- Projects are usually managed in Complicated domain
- Some work is pushed over to Obvious domain
- Other work where probing is required, is pushed over to Complex domain

Directing a Project

- Key decisions still need to be made
- Board members may attend demos to promote confidence and help decision making

Controlling a Stage

- PRINCE2 uses management stages
- Agile would call stages High-level timeboxes
- Lower-level timeboxes could be within high-level timeboxes
- Work packages may contain several timeboxes (sprints)
- Retrospectives used to assess how teams work together
- Glad! Sad! Mad! boards are feedback techniques to express feelings of team members

Managing Product Delivery

- PRINCE2 Agile mentions Scrum and Kanban for product delivery
- Kanban uses WIP limits (Work in progress) to reduce pressure and reduce task-switching
- Cumulative flow diagrams are used to show amount of work done on daily basis
- Lean start-up can be used here for Build-Measure-Learn loop

Managing Stage Boundary

- Check viability of project
- Update Business Case and Project Plan
- Possibly hold workshop or large-scale demo to key stakeholders before stage end

Closing a Project

- May include closing workshop
 - Include reviews of latest release
 - Retrospective including use of Agilometer to assess lessons learned
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Focus area: Agilometer

- Purpose: To assess project environment to tailor PRINCE2
- Can be used at start and again several times throughout project

Focus area: Requirements

- Two types = Functional (what it does) and non-functional (how well it does it)
- Project Product Description = Vision
- High level requirement = Epic
- Product Description = Features and large User stories
- Low level Product Description = Features and fine-grained User stories
- MoSCOW = Used for prioritising. Remember to consider dependencies
- User stories = Role - Function - Benefits
- User stories are to be used as starting point for discussion and do not contain solutions

Focus area: Rich Communication

- Choose most appropriate channel
- Use workshops
- Encourage face to face meetings
- Use email and documents where appropriate

Focus area: Frequent Releases

- Release early, Release often
- Releasing into operational environment increases feedback and confidence on progress
- Where possible, release into operational use

Focus area: Creating contracts when using agile

- Contracts should be seen as a safety net and not as a weapon
- Focus on 'outcome based' instead of 'output based'
- Define level of customer involvement required in project