



prince2 agile
an introduction.



Projects exist in all sizes: from compact and clear assignments to complex tasks with many stakeholders. For each new project you start - in our case, they're mostly technological - you'll want to stay in control the entire time. You want to achieve the best possible result, with few obstacles and ambiguities.

Within the wonderful world of project management, there are many methodologies that guarantee a smooth cooperation and a smart management of resources, in which setbacks are intercepted appropriately.

Each methodology and the accompanying frameworks have

their own emphasis. There's much to say on each methodology, and especially on PRINCE2 Agile. We are making the conscious decision not to enter into too much detail in this article, because we want to offer you a general picture and explain the reasoning behind the methodology.



waterfall and agile.

If you were to google for a bit, you'd quickly find methodologies such as PRINCE2, PMC, PMBoK, waterfall, scrum, kanban, agile and many more.

We don't want to complicate things too much. Let's start at the beginning: waterfall and agile are 2 very well-known methods to manage projects, and are viewed as each other's opposites. Are you not familiar with these methodologies yet? We'll give you the highlights.

waterfall in a nutshell.

Waterfall is a linear approach to projects: the different stages follow each other in a strict pattern. The next stage cannot be started until the previous stage is completely finished.

The stages start out generally and gradually become more specific. All requirements are mapped out thoroughly during the first intense stage, together with the client or the other stakeholders. Afterwards, the team will execute all tasks and take the time to test the results before delivering the project. Finally, the necessary attention is attributed to management and maintenance.

The waterfall approach is not just characterized by clear goals, but also by an extremely detailed documentation. Complicated projects that stretch over long periods of time, in which sometimes new people are involved, definitely benefit from this approach. New colleagues get the hang of it in no time.



- quality is prioritized
- timing & budget are respected
- progress is easy to follow



- when requirements change, it impacts timing and costs
- there's a bureaucratic side to it
- result and added value aren't clear until the end of the project



agile in a nutshell.

The [Agile Manifesto](#) was created in 2001 as a reaction to the bureaucratic and inefficient development methods that prohibited companies - and especially development teams - to work in an agile manner.

The agile way of working is based on smaller, self organizing teams that work in an iterative manner. Agile teams work in short sprints in which clients, end users or other stakeholders can give feedback at any time. The client's wishes

haven't been completely defined beforehand, but become clear throughout the development process.

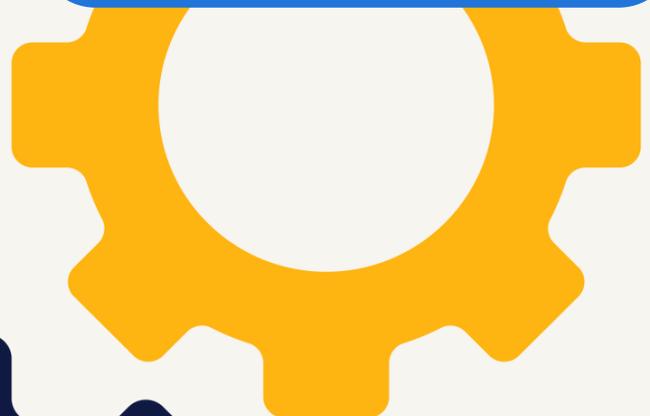
By involving them in the development process, it becomes easier to react quickly. (Informal) communication and transparency are key. Client satisfaction increases, and risks are limited.



- stakeholders are closely involved
- implementing change requests is easy
- autonomy in the team leads to more motivation
- limiting risks



- intense process for all the involved stakeholders
- end result isn't 100% clear at the start
- not every company culture is ready for agile way of working



is prince2 a waterfall methodology?

Before introducing you to PRINCE2, we took the time to explain waterfall. PRINCE2 is often still described as a waterfall methodology, but this doesn't seem to be 100% correct. What is PRINCE2?

PRINCE stands for: PProjects IN Controlled Environments, and it's a project management methodology. The '2' in PRINCE2 just means we're talking about the second important version of this methodology.

PRINCE2 divides a project into pieces, and hands you some tools to manage this project in a structured way, throughout the different project phases, from the start until the final delivery.

Responsibilities are defined, but teams are authorized to determine how they execute the work.

The methodology starts from certain roles to give responsibility to team members.



- worldwide standardized approach
- costs, timing and risks are determined beforehand
- 9 clear roles within project management teams



- less attention to project manager's soft skills
- formal, labor-intensive method



apply prince2 in an agile way.

Combining the best of 2 worlds, that's PRINCE2 Agile: a model that combines control and flexibility. The PRINCE2 principles, processes and themes are maintained, but are adapted to the agile way of working.

We'll discuss the 7 principles, 6 parameters and 5 goals further on in this article.

7 principles.

PRINCE2 uses 7 principles as a type of guideline throughout the different projects. Keeping in mind the agile methodology, you'll soon notice that these principles are quite similar.

1. continued business justification.

Throughout the entire project, the goal and the gain of said project will be questioned, and whether or not it is useful to continue working on it.

2. learn from experience.

A team can learn from their experience on previous projects, and share these experiences with others at the start of a new project. Furthermore, it's also important to keep your eyes open to improvement areas during the project.

3. define roles and responsibilities.

By involving the right people, and making clear who carries what responsibilities, your project will have a higher chance of succeeding. The business, the user and the supplier are represented.

4. manage by stages.

A project that has been divided into different stages, is easier to manage. It's not until a stage has been completed, that you can move on to the next one.

5. manage by exception.

At the beginning of the project, the requirements such as time, cost, scope, quality, risks and advantages are defined (see the PRINCE2 parameters below). Only when these requirements are threatened will the higher management be informed.



6. focus on products.

Defining and delivering an end product that satisfies all quality requirements is the main goal.

7. tailor to the environment.

Each project is different when it comes to complexity, risks, environment ... The PRINCE2 methodology can be adapted to be useful for every project.

PRINCE2 Agile adds 5 behaviour components to these 7 principles:

1. transparency on the progress of the project

2. collaboration between all stakeholders

3. rich communication in each project stage

4. self-organizing capabilities of the team

5. exploration is more important than following the rules



extra: the agilometer.
At the start of a PRINCE2 Agile project, you'll want to check to what extent you can apply the agile principles. The Agilometer will help you with this.

[discover more](#)



6 parameters.

PRINCE contains 6 parameters for project management. PRINCE2 Agile uses the same parameters, in which a different amount of flexibility is possible.

1. time
2. cost

Time and cost are fixed. No adaptations are possible.

3. scope
4. quality

The scope and the essential quality criteria can be adjusted throughout the lifespan of the project. The priority is always: delivering what the client really needs.

5. risks
6. advantages

Risks and advantages can be fixed as well as flexible. The project manager determines these parameters, together with the client.



5 goals.

Handling projects with a certain flexibility is one of the foundations of the PRINCE2 Agile methodology. This flexibility is based on the following 5 goals.

1. be on time and hit the deadlines.

Making deadlines has many advantages: all stakeholders will trust you, you'll get a good reputation, it contains the costs ...

2. ensure the required quality.

If you focus on quality, you'll diminish the costs throughout the lifespan of the delivered product.

3. embrace change.

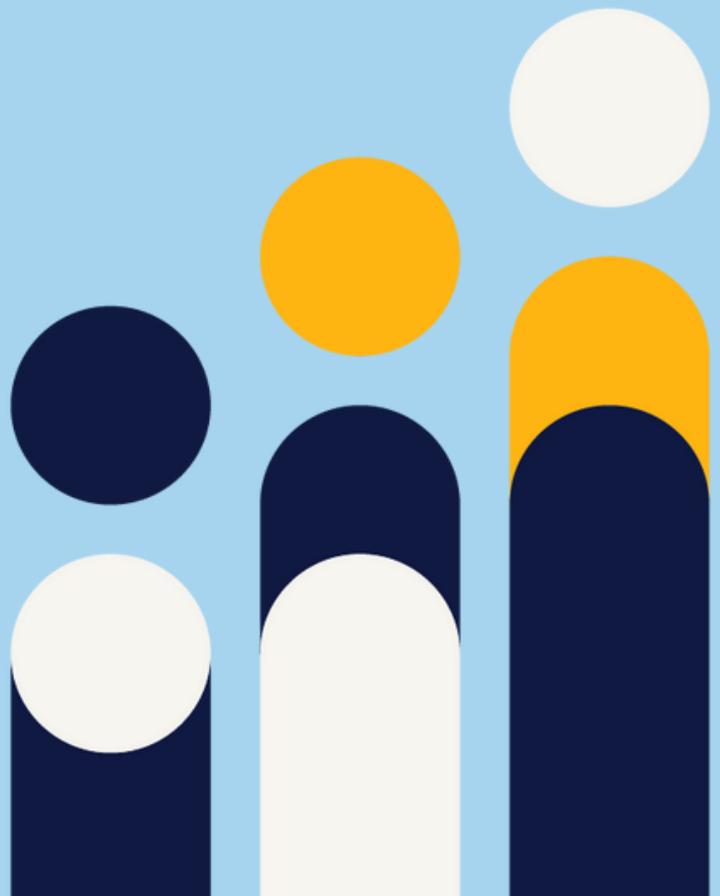
Change allows you to learn and optimize your strategy. It means the end result will probably be better than expected, adapted to the changing needs of the client.

4. keep the team stable.

If you don't have enough time to finish the project, it may seem like a good idea to hire more team members, but this will not solve the problem in the short term: the team dynamic will change, the lines of communication will augment, the costs will increase ...

5. accept that the client doesn't need everything.

Often, the client won't need everything they ask for, but this isn't clear at the start of the project yet. By focusing on timing and quality, you'll soon reach an MVP.



the advantages of prince2 agile.

general but flexible.

The general character of PRINCE2 Agile means you can apply it in almost every sector or industry. Because this methodology focuses on attention points rather than a fixed course, you can develop an approach that perfectly fits your company and your client's organization.

more control.

PRINCE2 Agile stands for an informal way of working, in which development teams typically have a lot of autonomy. But in certain projects, for example in escalations, it's necessary to involve the higher management teams at the client as well. Since not only the parameters and the accompanying tolerances, but also the roles and responsibilities are clearly defined at the start of a project, everyone automatically retains more control.

clear cooperation.

If the team is used to the PRINCE2 Agile methodology - or to put it differently: if everyone speaks the same language - the cooperation will run more smoothly. What's more, the divide in roles and responsibilities makes it clear who does what, and the quality of work will be guaranteed.

extra: the cynefin framework.

The Cynefin framework is a decision-making framework that allows the user to understand the level of complexity in a certain situation. Specifically within PRINCE2 Agile, this framework can be used to estimate the complexity of a project.

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what does ausy's approach look like?

We work together at the crossroads of strategy, design and technology. Our teams are multidisciplinary, containing people from each of these areas. That's how we make sure that projects are looked at from different perspectives from the start. This approach ensures more creativity, a better end product, faster results and a cheaper process.

We've said it before: every project is different. Still, we always work according to the following 3 principles.

the client is a part of our team.

We divide the process in different steps. We try to involve our clients in each step by organizing co-creative workshops. This way, our clients are literally building their own solution.

we are part of the client's team.

We're not suppliers but temporary co-workers. Together, we'll form a new team to which we as well as our clients add expertise. We may be the technological experts, but our clients are the experts in their domains. Both are necessary when building a strong solution.

one prototype is better than a hundred meetings.

To realize the idea of co-creation (on time and within budget), we work towards a concrete deliverable in each step. Every deliverable functions as a prototype to the next step. By turning our conversations into visual prototypes as quickly as possible, it soon becomes clear what's already going right and what still has to be worked on. This way, we keep up the speed of working in the process and our clients are guaranteed to feel connected to the project.





conclusion.

Similar to other methodologies, PRINCE2 Agile is focused on bringing calmness into projects. PRINCE2 mainly focuses on mapping out what product is needed exactly. The agile approach is seen in the way of working: delivering the product step by step and efficiently.

PRINCE2 Agile ensure more control, and allows at the same time for the necessary flexibility that today's changing environments require.

want to know more?

Frederik and Mathias will gladly answer all your questions.



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