

Agile Programme Management (AgilePgM[®]) guidance, training and certification





AgilePgM®

Agile Programme Management
Handbook

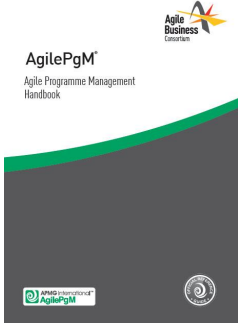


AgilePgM guidance, training and certification provides programme managers with a disciplined but flexible agile approach to the management of transformational organizational change, allowing for iterative and incremental delivery of outputs and benefits.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation level certification available.


Agile Programme Management (AgilePgM[®])



The image shows the cover of the AgilePgM Handbook. It features the Agile Business Consortium logo at the top right, the title 'AgilePgM[®] Agile Programme Management Handbook' on the left, and a green and black graphic at the bottom. Logos for APMG International and AgilePgM are also present.

AgilePgM Handbook
Official guidance


**Published by
Agile Business Consortium**



The icon depicts a person in a suit standing next to a whiteboard, pointing at it, symbolizing training or a presentation.

Approved Training
via Accredited Training
Organizations (ATOs)

**Accredited by APMG to
offer approved training services**



The icon shows a certificate with a star and a ribbon, representing certification.

Certification
Foundation

**Syllabus & exams
developed by APMG**

The logo for the Agile Business Consortium features a stylized 'A' composed of a black swoosh, a red swoosh, and a yellow swoosh. Below the logo, the text 'Agile Business Consortium' is written in a bold, sans-serif font.

Agile Business Consortium

Developed in partnership with the Agile Business Consortium – the leading not-for-profit professional body for promoting and enabling business agility worldwide.

www.agilebusiness.org

The Agile Business Consortium created the AgilePM Handbook and partners with APMG to develop the supporting accredited training and certification program.

What is Programme Management?

- There are often requirements for organizations to transform from a current operational state to a new operational state.
- The reasons and type of change vary greatly, from creating new transport infrastructure to building a new business model.
- Whilst the reasons and type of change vary, the characteristics are similar; a series of initiatives undertaken to move from the old state to new state.
- The initiatives may be projects, business change activities or other activities.
- A programme is formed to manage this series of initiatives and to ensure the new operational state is successfully reached.
- Programmes vary in terms of size and duration.
- Given the significant nature of change, many programmes span multiple years.
- Programme management is concerned with ensuring a programme successfully delivers its outcomes and expected benefits, realized through delivery of new or changed capabilities.

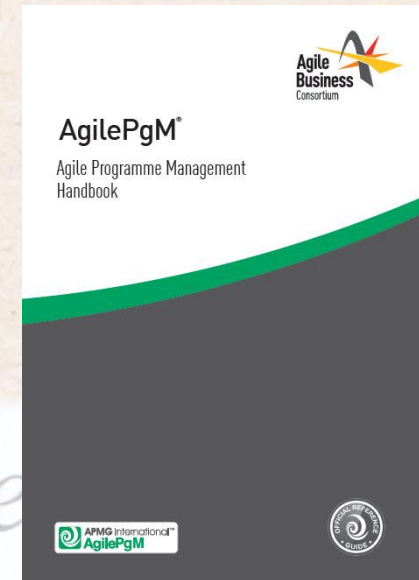


What is Agile Programme Management?

- In many ways, programmes are already Agile by nature, in creating fairly autonomous teams to deliver outputs that contribute to the programme outcomes and taking an incremental approach in delivery.
- Agile Programme Management places more emphasis on incremental delivery.
- It recognizes that a programme will evolve over time and cannot be fully defined up front.
- Whilst a roadmap to the future can be created, only the relatively immediate future state can be defined in any detail.
- Agile Programme Management also embraces an iterative approach, where the best solutions emerge based on frequent review and feedback, ensuring changing circumstances are routinely incorporated into the programme.
- There is also a culture of empowerment; teams at all levels are free to make decisions within the scope of what they're asked to deliver.
- Management becomes facilitative rather than command and control.
- In summary, the emphasis is on the Agile concepts of empowerment, active stakeholder involvement, iterative development and incremental delivery of benefits whilst maintaining control.

The AgilePgM Handbook

- Offers a programme management approach that provides the governance and rigour along with the agility and flexibility organizations demand.
- Demonstrates how the lifecycle can be applied to ensure successful delivery business transformation initiatives.
- Concentrates on Agile Programme Management essentials; dispenses with generic practice readily available elsewhere.
- Underpins AgilePgM training services and study, preparing delegates for certification.
- Can be used either stand-alone or combined with other recognised methods such as MSP® and PMI.
- Also ideal as a wrapper for more limited Agile and non-Agile approaches to ensure the whole programme lifecycle is addressed.



Handbook Content

CHAPTERS

Overview

Philosophy

Principles

Lifecycle

Roles: Responsibilities and Characteristics

Governance

Stakeholder Engagement, Communication and Management

Planning

Management and Control

Quality Management

Products

APPENDICES

Glossary

An Agile Approach to
Programme Foundations

Programme/Tranche Approach
Questionnaire (PTAQ)

Further Reading

Index

AgilePgM: key features

- AgilePgM provides programme managers with a disciplined but flexible agile approach to the management of transformational organizational change, allowing for iterative and incremental delivery of outputs and benefits.
- The governance model, contained within the guidance, ensures a programme will capture its vision, whilst empowering teams to work without undue interference.
- Built on firm foundations, the programme can evolve and react to business change in our increasingly dynamic world.
- Provides those involved in large-scale change initiatives with the ability to scale agile and to incorporate agile and non-agile initiatives into a programme.
- Provides a full programme management framework that can easily fit with existing programme management methods, or it can be used stand-alone.

AgilePgM Philosophy

The AgilePgM philosophy is that an Agile programme delivers what is required when it is required – no more no less. This means that the programme will:

- Constantly be aligned to current business strategy
- React to changes in the business environment
- Ensure that the vision of the programme is fulfilled through incremental steps, realizing benefits as early as possible
- Ensure incremental delivery of high-quality capabilities that contribute to the programme vision
- Ensure that only enough is done to fulfil the vision
- Provide a governance model that empowers the most appropriate people to make decisions
- Provide iterative environments that enable teams to converge on the right solution
- Ensure active involvement of stakeholders

AgilePgM Principles

Five principles support the philosophy. They direct those involved in the programme in the attitude they should take and approach they should adopt in order to ensure a successful outcome. These principles are:



1: Programme goals are clearly and continuously aligned to business strategy



2: Benefits are realized incrementally and as early as possible



3: Governance focusses on creating a coherent capability



4: Decision-making powers are delegated to the lowest possible level

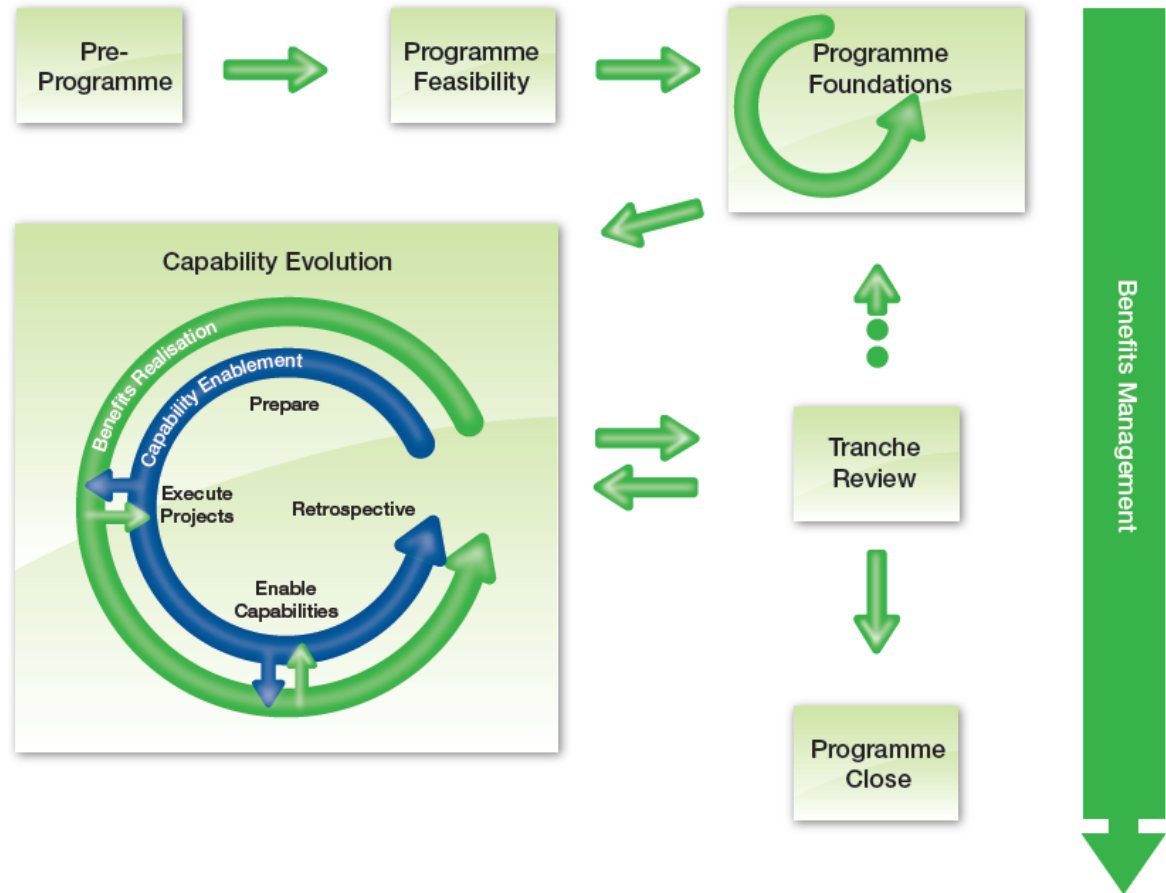


5: Agile programmes are iterative and can contain both Agile and non-Agile projects

AgilePgM Programme Lifecycle

Includes six key phases:

- Pre-Programme
- Programme Feasibility
- Programme Foundations
- Capability Evolution
- Tranche Review
- Programme Close



AgilePgM benefits

- Deliver transformational change faster, at a lower cost and with lower risk by continuous realization of benefits and validation of programme goals against business strategy
- Complements and works with existing corporate methodologies (e.g. PRINCE2®, MSP, Agile Project Management) and quality & audit processes.
- Improves rigour and visibility around programme management, leading to a proven track record of successful programme outcomes in a corporate environment.
- Simply adopt a tried and tested approach rather than developing and integrating a company-specific agile programme management process.
- Achieve better communication and control over programmes and just in time planning without disrupting the programme budget, timescale and vision.
- Develop professionalism in employees and include agile certification in employee professional development schemes.



Training and certification



Target Audience

Practicing and aspiring
Programme Managers

Those responsible for
implementing change in
organizations



Project Managers
participating in agile
programmes

Senior individuals who
have responsibility for
programmes

PMO Staff/Managers

AgilePgM syllabus

■ Eight areas:-

- Overview
- Lifecycle
- Roles, Responsibilities and Stakeholder Engagement
- Governance
- Planning
- Management and Control
- Quality Management
- Products



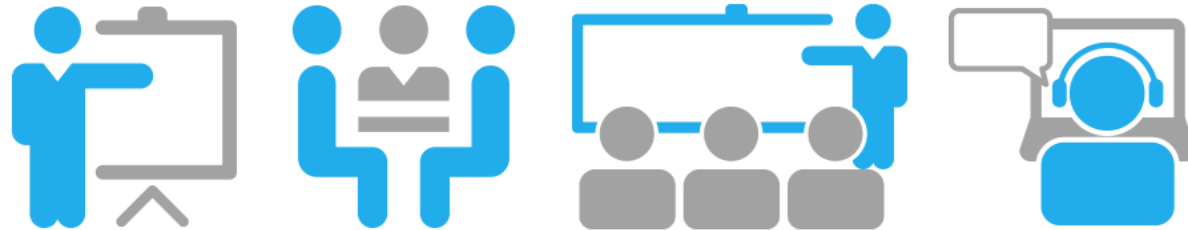
AgilePgM Exam

FOUNDATION
Multiple-choice format
50 questions
50% pass mark (25/50)
40 minutes
Closed-book
No pre-requisites

Benefits

- ❑ Get a detailed understanding of the AgilePgM approach, philosophy and principles
- ❑ Help to establish flexible agile programmes that respond effectively to business change
- ❑ Clarify different management styles needed for successful agile programmes compared to traditional programmes and be able to tailor these to the situation.
- ❑ Utilize agile methodologies to encourage successful programme delivery
- ❑ Actively promote trust and close co-operation between all stakeholders and provide ongoing visibility into what is happening.
- ❑ Ensure incremental and iterative realization of benefits by encouraging active stakeholder involvement, feedback and effective controls.
- ❑ Assist organizations in achieving transformational change faster, at lower cost and risk.
- ❑ Successful candidates can claim an additional Business Agility Professional Level 1 digital badge from the Agile Business Consortium, offering candidates additional recognition of their achievements.

Training



(RECOMMENDED)

Approved training courses available via APMG ATOs
(Accredited Training Organizations)

APMG accredited processes, courseware and trainers.
ATOs offer a range of course options, from traditional tutor-lead to fully online.

Self-study is also an option.

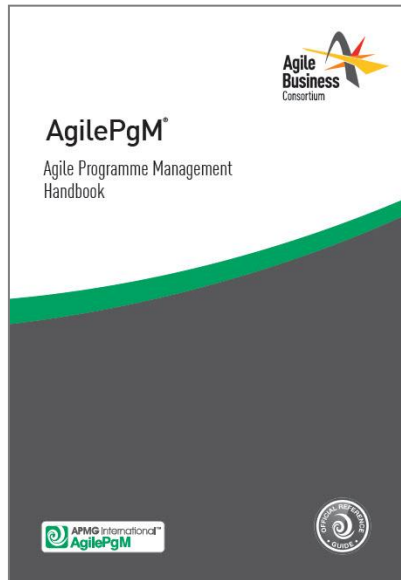
SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE

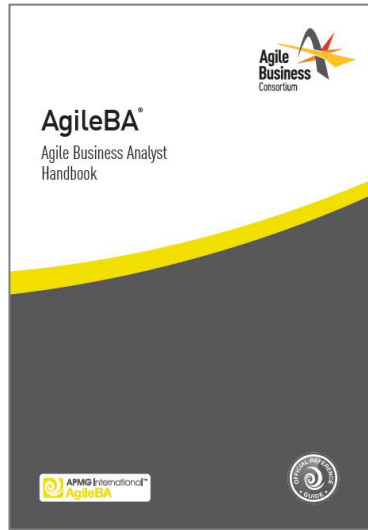


Find out more....

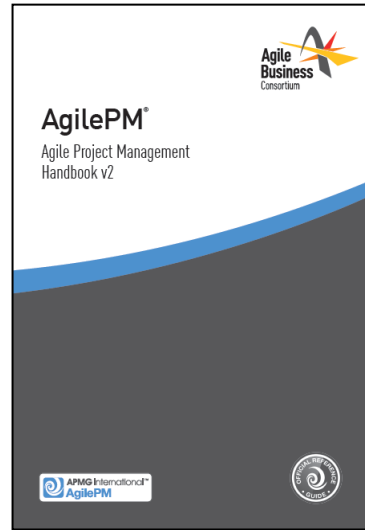


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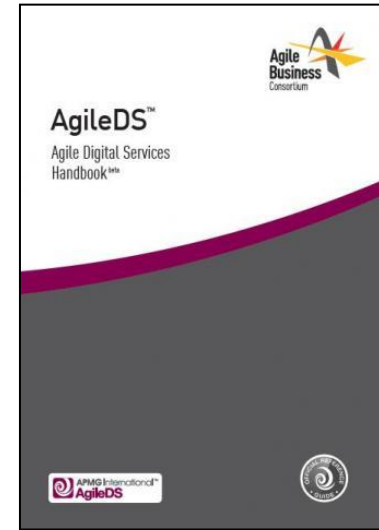
Also available...



apmg-international.com/AgileBA



apmg-international.com/AgilePM



apmg-international.com/AgileDS



Find out more at:

www.agilebusiness.org

Including:

Membership (individual and corporate)

Free-to-download resources

Training and certification

Events