

And then came The Assumptions.
And The Plan was without Substance.
And The Assumptions were without form.
And darkness was upon the face of the
Workers.

And they spoke among themselves, saying,
'It is a crock of s--t, it stinks.'
And the workers went unto their supervisors,
and said,
'It is a pail of dung, and none may abide the
odour thereof.'

**And the supervisors went unto their Managers, saying
'It is a container of excrement, and it is very strong,
Such that none may abide it.'**

And the Managers went unto their Directors, saying,
'It is a vessel of fertiliser, and none may abide its strength.'
And the Directors spoke among themselves saying one to another,
'It contains that which aids plant growth, and it is very strong.'

And the Directors went to the Vice-Presidents, saying unto them, 'It promotes growth, and it is very powerful.'

And the Vice-Presidents went to the President, saying unto him, 'This new plan will actively promote the growth and vigour of the company, with powerful effects.'

And the President looked upon The Plan, and saw that
it was good.

And The Plan became policy.
And that is how S--t happens.

[illegible]

A woman in a hot air balloon was lost. She reduced altitude and spotted a man below. She descended a bit more and shouted, "Excuse me, can you help? I promised a friend I would meet her an hour ago, but I don't know where I am."

The man replied: "You are in a hot air balloon hovering approximately 30 feet above alkali desert scrub habitat, 2.7 miles west of the Colorado River near one of the remnant populations and spawning grounds of the razorback sucker."

"You must be a biologist" said the balloonist. "I am," replied the man. "How did you know?"

"Well," answered the balloonist, "everything you told me is technically correct, but I have to idea what to make of your information, and the fact is I am still lost."

Frankly, you've not been much help so far."

The man below responded: "You must be a Project Manager."

"I am," replied the balloonist, "but how did you know?" "Well", said the man, "you don't know where you are or where you're going. You have risen to where you are due to a large quantity of hot air. You made a promise to someone that you have no idea how to keep, and you expect me to solve your problem. The fact is, you are in exactly the same position you were in before we met, but somehow it's now my fault!"

Task force to review... Essentially complete: It's half done. We predict... : We hope to God! Serious but not insurmountable problems. : It'll take a miracle... Basic agreement has been reached. : The @##\$%%'s won't even talk to us.

OUT

To follow up to see if the thing has been done;
done; to enquire why it has not been done; to listen to excuse the
who did not do it; and to think up arguments to overcome the

And then:

To follow up a second time to see if the thing has been done;
to discover that is has been done incorrectly; to point out how it shall be done;
to conclude that as long as it has been done it might as well be left as it is;
wonder if it is not time to get rid of the person who cannot do a thing correctly;
to reflect that in all probability any Successor would be just as bad, or worse

And finally:

To consider how much more simply and better the thing would have been done
had he done it himself in the first place; to reflect satisfactorily that if he had
it himself he would have spent two days trying to find out why it is that
turned out, he taken somebody else three weeks to do it wrong.
To realise that Such an idea would have a very demoralising effect
the project team, because it would strike at the very foundation
the belief of all employees that a Project Manager has
nothing to do.

to use P

PRINCE2 AGILE® How to use PRINCE2® with agile ways of working

Project

Series

CourseNotes

Skills

And finally:
 Consider how much more simply and better the thing would have been done if he had done it himself he would have been able to do it right in 20 minutes and that as things turned out, he himself spent two days trying to find out why it is that it has taken somebody else three weeks to do it wrong.
 To realise that Such an idea would strike at the very foundation of the project team, because it would strike at a Project Manager has the belief of all employees that a Project Manager has nothing to do.

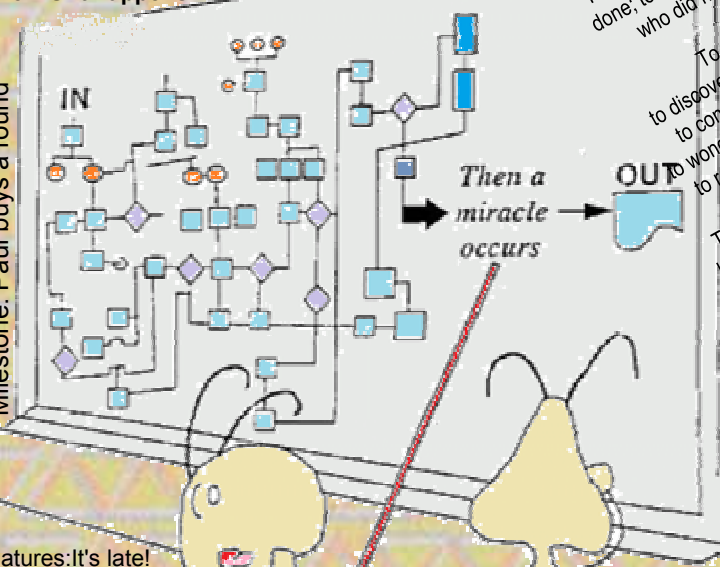
...w up a second time to ...
 it; and to ...
 ...at is has been done incorrectly; ...
 ...e that as long as it has been done it might ...
 ...if it is not time to get rid of the person who cannot ...
 ...ct that in all probability any Successor would be just as ...
 ...understand ...
 ...previous ...
 ...understood ... Now ...
 ...that we've thought ...
 ...about it, we don't ...
 ...want to think ...
 ...about it ...
 ...any more.

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Slip: Being first at the bar
Float: Remaining Beer kitty
Milestone: Paul buys a round



will be phased in gradually as the product matures. It's late!



Good,
but...perhaps a
little more
detail here ?

Simon Harris, P2, P2-Agile, PMP, CGEIT, IPMA-D



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PEOPLECERT ON BEHALF OF  AXELOS



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1
Presenter:
Simon Harris PRINCE2 P2A
CGEIT PMP IPMA-D



How to use PRINCE2® with agile ways of working

Training Course – version



P2a@logicalmodel.net

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AXELOS.com



PRINCE2 Agile®

Overview §1- §6

**Comprehensive coverage
of AXELOS' official exam preparation materials
From Logical Model Ltd**



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You R here Click Arrow for Guidance (result varies by platform ☺)

Navigation & SubSections

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[§0+§1 Introduction & Context – 5 slides](#)

[§2 Overview – the basics – 10](#)

[§3 Tailoring prince for agile – 7](#)

[§4 Fix Time & Cost, Flex Scope & Quality to Achieve 5 Targets – 8](#)

[§5 Where agile plugs in – 2](#)

[§6 Principles P2-Agile Behaviours & PRINCE Themes - 4](#)

Change of Scale – The Details

[§7 SU & IP – getting a project going - 3](#)

[§8 Cynefin \(Kuhnevin\) – 3](#)

[§9 The Agilometer – 2](#)

[§10 Business case theme - 3](#)

[§11 The risk theme – 1](#)

[§12 Feedback & Lean Start-Up – 3](#)

[§13 Requirements \(focus area\) User stories & prioritisation – 6](#)

[§14 Change theme – 3](#)

[§15 Organization theme & servant leadership - 9](#)

Details Cont'd

[§16 MP – 3](#)

[§17 Frequent Releases \(focus area\) – 2](#)

[§18 Scrum theory & practice & artefacts and events - 6](#)

[§19 Kanban method – 8](#)

[§20 Plans theme & estimating - 3](#)

[§21 Progress theme – 4](#)

[§22 Quality theme – 3](#)

[§23 CS – 5](#)

[§24 SB – 3](#)

[§25 CP – 3](#)

[§26 DP – 3](#)

[§27 Agile Contracts \(focus area\) – 1](#)

[§28 Appendix A and B – 2](#)

[§29 Rich Comms – 3](#)

[§30 Apdx C: Health Check – 1](#)

[§31 Apdx F+G: Transition & Guidance to PMs– 2](#)

[§32 Course Summary – 1](#)

[§33 Contacts](#) and [Free or Paid Courses](#)

[§34 THE EXAM](#)

[§35 End of Slides](#), (and [Who Are LML?](#))

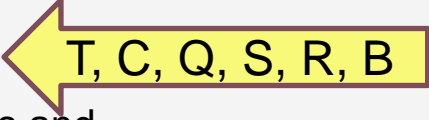
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§1 Introduction & Context – in 5 slides

P2A is not a new method; it is prince tailored for agile

Course Objectives - 1/5

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



T, C, Q, S, R, B

About yourself - 2/5

- Name (and company)
- Role
- Experience of PRINCE2
- Experience of agile
- Your objective for this course



About the manual - 3/5

- Aligned to the PRINCE2 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.



How it might look

What to do

What you may find

About the exam – 4/5

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- Questions can only be from the manual or the scenario
 - 2-½ hrs is enough to look quiet a lot up!
 - 150m for 50 Qn – 3mins / Qn
- ALWAYS answer from the manual's position
 - (Whether you agree the manual or not is irrelevant
 - ONLY way to pass is treat the manual is if it is correct on all points)
- You can revert to having an opinion after the exam is over!

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Exam structure - 5/5

- 2.5 hour exam
- *Open book*
- Objective Testing Exam
- Taken on the afternoon of the third day
- 50 questions totalling 50 marks
- Pass mark is 60%

Revision Aid: Our 1st Quiz

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- Learning comes in several parts
 - Your work-ethic to methodically cover all the materials
 - Easier when you have a reward in place at the end of the study journey
 - Repetition and seeing the content from new angles
 - Repeated re-viewing builds recall
 - Practice through use
- Here is a first quiz by way of a gentle revision aid
 - The Quizzes and Revision Aids are lessons: 10, 33, 48, 62, 68, 93, 121, 126, 128, 134, 140, 167, 170, 175, 200, 212, 225 (plus 23, 28, 95, 113)
 - Exercises and case-study are lessons: 14, 49, 61, 73, 78, 92, 101, 102, 119, 132, 143, 144, 156, 161, 176, 189, 210,
 - Exam question analysis is lessons: 21, 38, 45, 47, 59, 77, 83, 84, 87, 103, 108, 120, 127, 133, 155, 162, 169, 177, 184, 194, 199, 211

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The Agile Manifesto - 4/10



Agile Frameworks - 8/10

- Many frameworks are recognised as being agile
- Some are more common than others
- *Some are only applicable to IT.*

Scrum Kanban
Lean Lean Startup
XP SAFe DAD
DSDM/AgilePM
DevOps
FDD Crystal ASD

- 3. Which describes an agile approach which can be integrated with PRINCE2 Agile?
 - a) Limiting the amount of work under way and using visualization to show progress.
 - b) Comprising a sequence of phases such as design, build and test.
 - c) Prioritizing and delivering frequent requests to improve existing operational products.
 - d) Representing the intended long-term product functionality in a diagram and making it visible to the project team.

- 3. Exam Specification Assessment Criteria: 1.3
- Correct Answer: A
- Objective: LO1 - Understand the basic concepts of common agile ways of working
 - a) Kanban is a way to improve flow and provoke system improvement through visualization and controlling work in progress (Table 2.1).
 - b) A traditional waterfall lifecycle is broken down into 'technical' phases such as Analysis, Design, Build, Test and Implement (6.4.2).
 - c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
 - d) The Product Roadmap is a diagram or document that shows the intended development path for a product. This would typically be a long range plan that may cover several months or years (Glossary).

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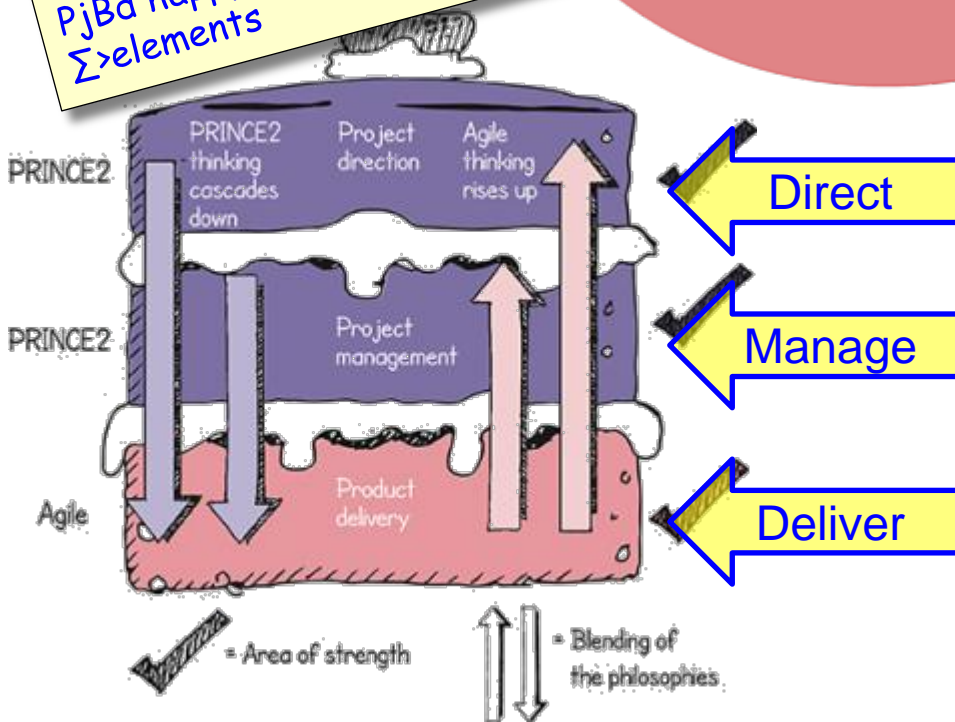
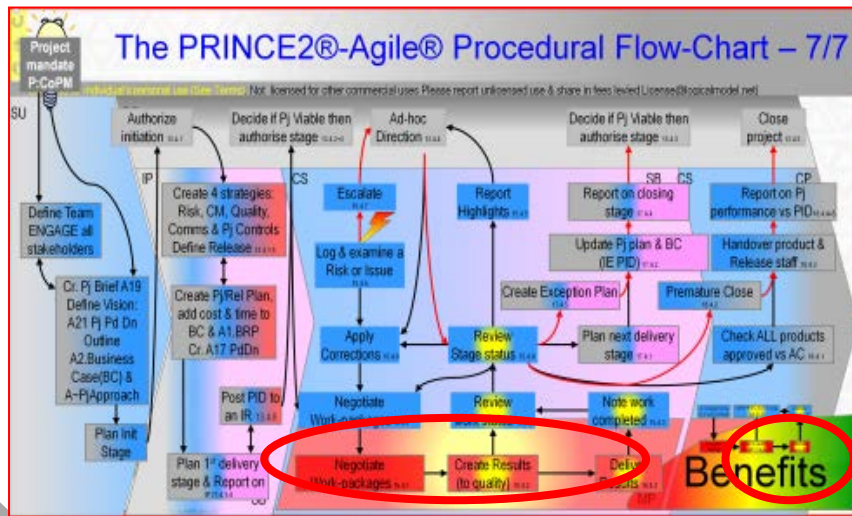
- How are you getting on?
 - Study aids
 - Study diary
 - Study support
- Exam booking
 - www.logicalmodel.net/prince2exams General needs
 - <http://learn.logicalmodel.net/bundles/prince2-agile-exam-and-elearning-course>
- Support needs...
- ... Questions and
- ... clarifications

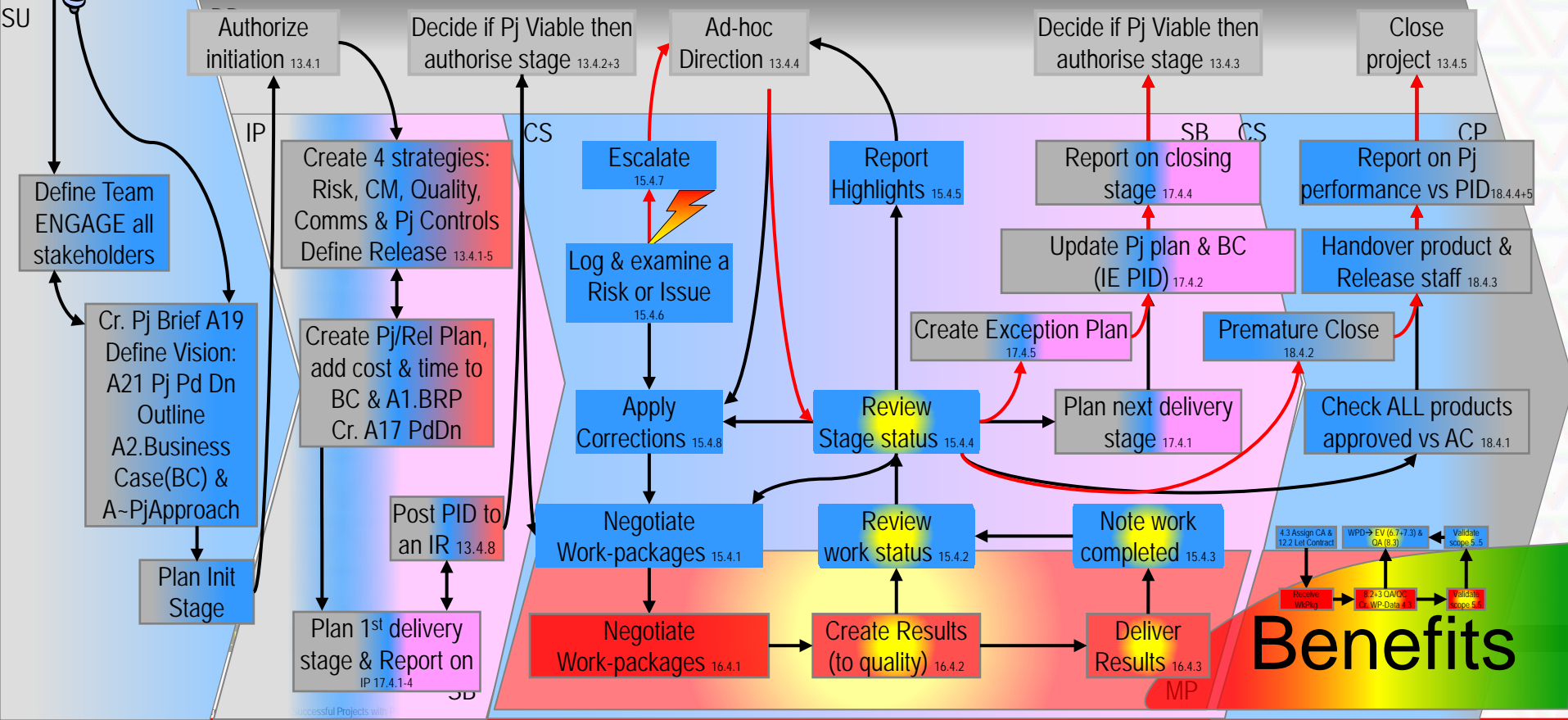


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Not parallel but blended
Delivery Team happy to have a PM
PjBd happy to prioritise needs (MoSCoW)
 Σ elements

- They each have their own strengths
- Who is it for?
- When and where should it be used?





Revision Aid: What We've Covered So Far

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- List all we have covered so far
 - First list from memory – create an imaginary 'mind's-eye' journey through a landscape that contains all the topics we've covered
 - Draw a journey line and mark the features of the landscape
 - Second use the course notes to add all that you overlooked
 - Third read your journey line and contextualise each item (Recall Contextualise §3 ra33)
 - "What artefacts/ Information Sets, Roles, Activities, Events, Principles, Themes, Frameworks, Techniques, Behaviours, etc are linked to these topics?"
 - Start again – From memory repeat the features of your completed journey line

Support's available

100% of p2 plus...

Mindset, Concepts, Techniques, frameworks

P2 flow - agile pervades SU to CP not just MP

etc

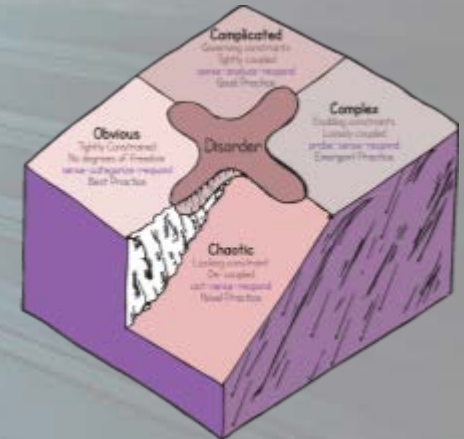
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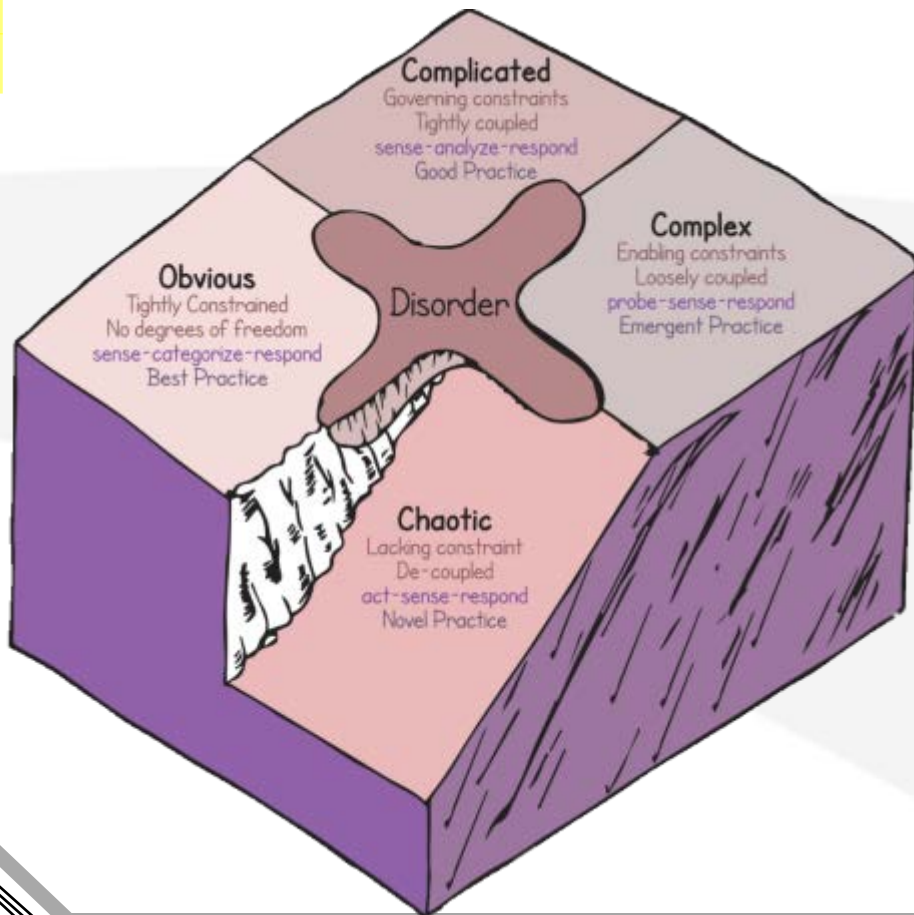
Change of Scale Details §7- §35



§8 Cynefin (Pronounced Kuhnevin) – in 3s

- Your place of multiple being





The Cynefin Framework

2/3

- Five domains
- Disorder is the fifth
- Can be used to assess the output, outcome or benefit
- Can be used to assess the project environment
- Collaboratively assessed to avoid people's natural tendencies.

Cynefin 3/3

- Projects will typically exist in the Complicated or Complex domains
- If work exists in the Obvious domain it will probably be handled as Business As Usual
- If work exists in the Chaotic domain it will probably be unsuitable for existing processes.

- 31. When preparing the best-case scenario Business Case, the Project Manager asked Web&Go to estimate the effort required for the customer account/login function. Web&Go has been asked to provide estimates for each of the following:
 - Customer name, title and gender;
 - Delivery address and delivery preferences e.g. time of day;
 - Billing address;
 - Contact details including email, home telephone, work telephone and mobile/cell phone;
 - Password and 'forgot my password'.
- What BEST explains how this approach tailors the Business Case theme?
 - a) It tailors the theme well because a best-case and worst-case scenario Business Case should be produced.
 - b) It tailors the theme well because the best-case scenario includes the delivery of all of the specified requirements.
 - c) It tailors the theme poorly because the Project Board should focus on the expected-case most likely to be delivered.
 - d) It tailors the theme poorly because a high level requirement to create a customer account/login should have been used.

- 31. Exam Specification Assessment Criteria: 5.5
- Correct Answer: D
- Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context
 - a) One way to present a Business Case is to describe best-case and worse-case scenarios that relate to the amount of features that are planned to be delivered (9.3).
 - b) The best-case scenario could represent everything being delivered as planned. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the Business Case (9.3).
 - c) What would be useful to the Project Board assessing the Business Case in an agile context, is to be given clear information on what is expected to be delivered and therefore create an expected-case that is between the two extremes although this will not necessarily be the mid-point (9.3).
 - d) These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the Business Case (9.3).

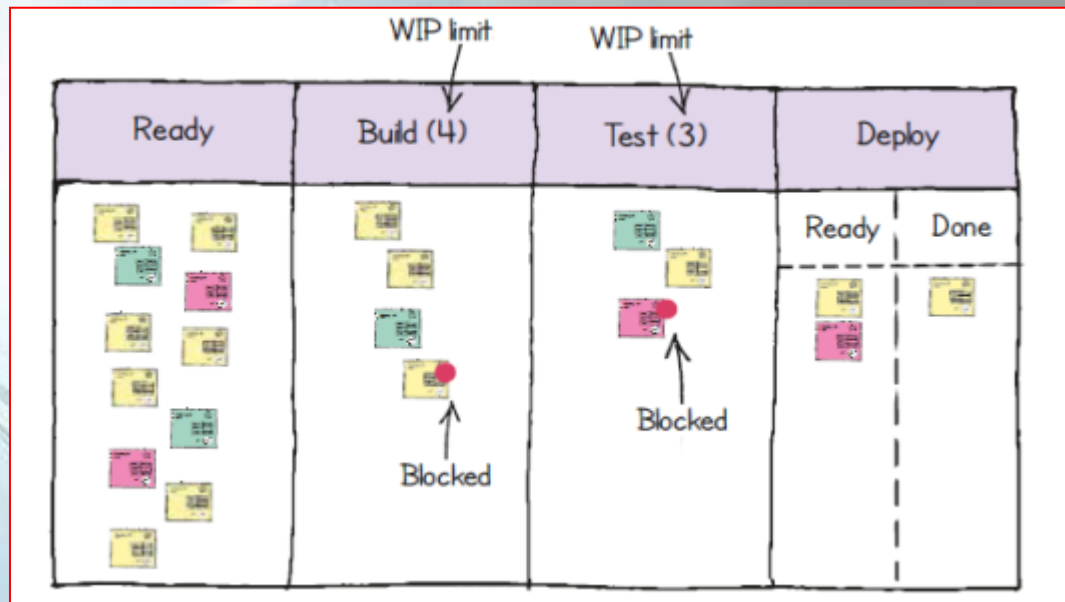
§18 Scrum theory & practice, Artefacts and events – 6s

Typical Agile project process (releases and sprints)



<http://www.scrumguides.org/download.html>

§19 Kanban Method - 8s



KANBAN

Successful Evolutionary Change
for Your Technology Business



ISBN-13: 978-0984521401

<http://www.infoq.com/articles/David-Anderson-Kanban>

Kanban and the Kanban Method 1/8

- Kanban systems are *visual* management systems that *limit* the number of *work items* in circulation
- Kanban should be seen as a way to increase agility through:
 - Improved day-to-day decision making
 - The deferral of commitment
 - Reduced lead times
- In PRINCE2 Agile it is applicable *in a project context to time boxes*.

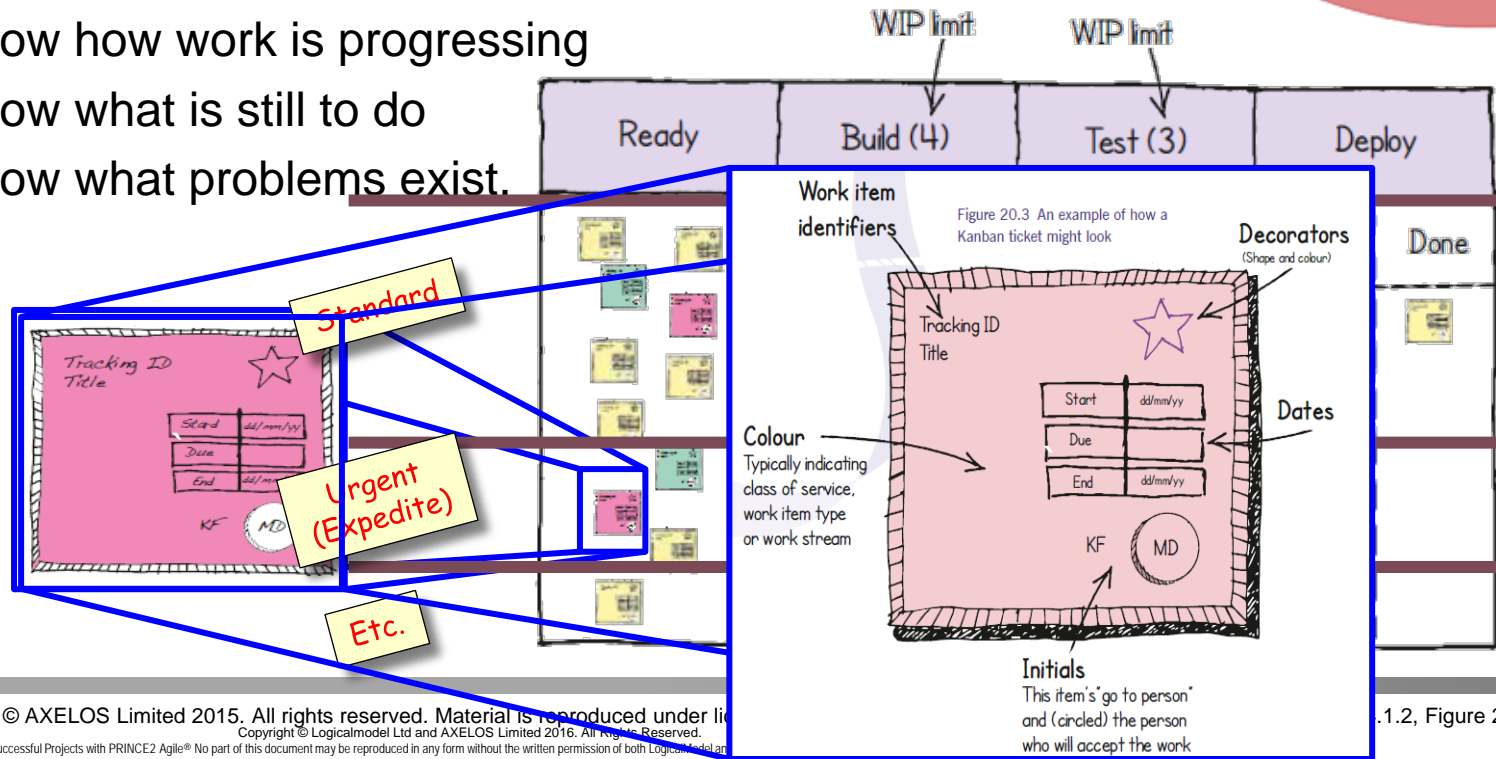
100yr old term
Method 2010
Project context not production - So Kanban with-in timeboxes

Kanban is a flow method
End pulls from the right
"when there is capacity"
From TPS JIT

The 6 general practices of the Kanban Method 2/8

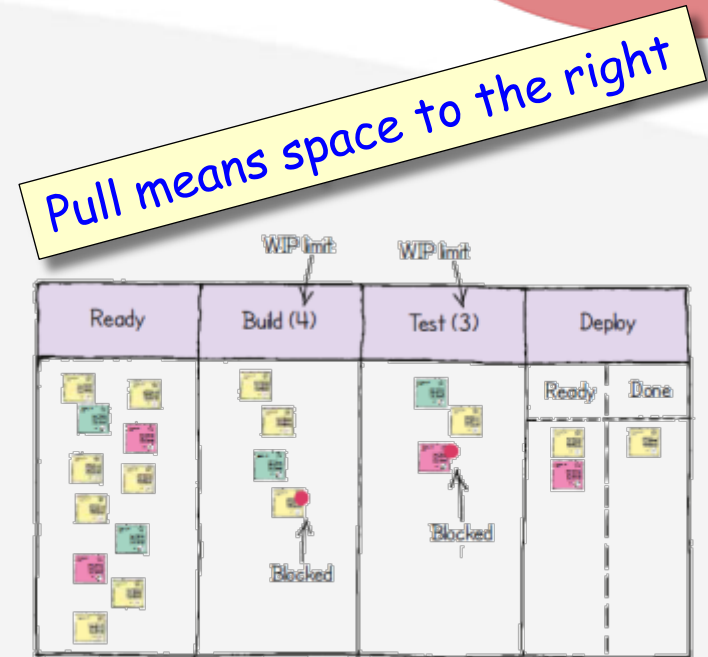
1. Visualize

- To show how work is progressing
- To show what is still to do
- To show what problems exist.



The 6 general practices of the Kanban Method 3/8

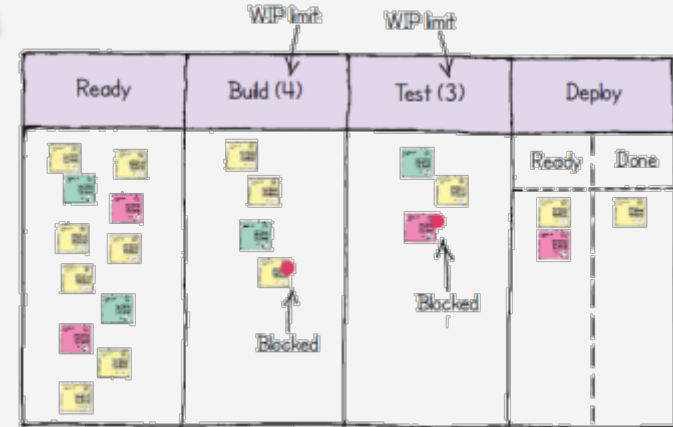
- 2. *Limit 'Work in Progress' (WIP)*
 - A fundamental concept in Kanban that may appear counterintuitive
 - WIP limits underpin the '*pull*' system
 - Kanban avoids scheduling work at specific times
 - It *pulls work when capacity exists*
 - Reduces the impact of task switching and multitasking.



The 6 general practices of the Kanban Method 4/8

- 3. Manage the flow
 - The team constantly looks at ways to *maximise flow*
 - *Waste is removed* as quickly as possible.
- 4. Making policies explicit
 - Boundaries need to be clearly defined about how a team works
 - Policies should evolve over time.

Working Agreements



The 6 general practices of the Kanban Method 5/8

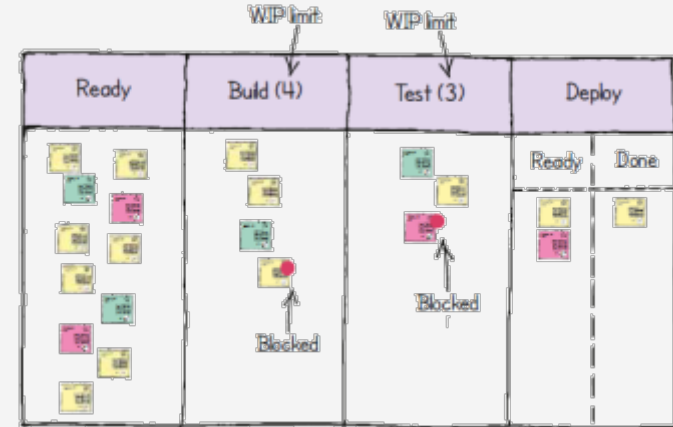
<http://www.methodsandtools.com/archive/toyotakata.php>
www.okalliance.com/wp-content/uploads/2013/10/Kata-Training-2013-Manufacturing-Conference.pdf

- 5. Implement feedback loops
 - Ultimately, value being delivered is judged by the final consumer
 - Quantitatively assessing this will directly affect what will subsequently be delivered.

Spike

- 6. *Improve collaboratively, evolve experimentally*
 - The method builds on collaboration through experimental improvement
 - *Process improvement is everyone's business every day.*

6 Sigma thinking

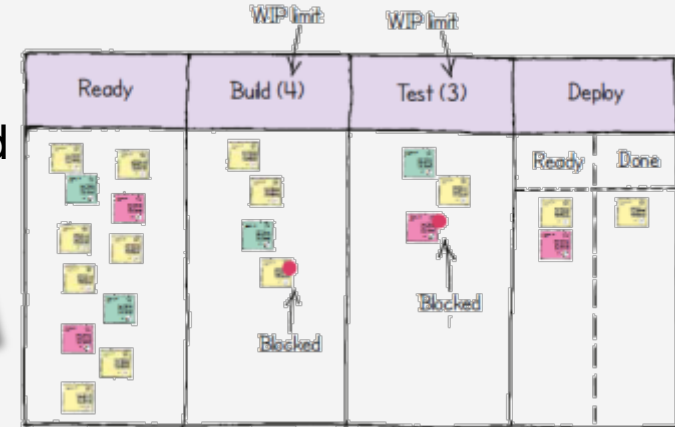


Kanban - further guidance 6/8

- *Scrumban* is the application of Kanban where the underlying process is based on Scrum
- Policies may exist for similar work items as flow may be more predictable
- A team may look to improve how the system works by carrying out experiments in a controlled and objective way.

Scrum is a stepping stone to kb
 A more sophisticated approach
 Scrum = many deadlines

Little's Law & CDF



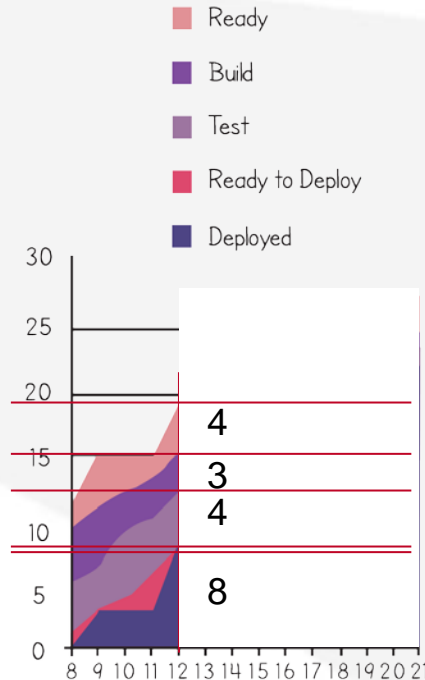
Cumulative Flow Diagrams (CFDs) 7/19

Column Counts

Read R-L

Day	Ready	Build	Test	Ready to Deploy	Deployed
8	2	4	4	1	0
9	4	5	3	0	3
10	3	3	5	1	3
11	2	3	4	3	3
12	4	3	4	0	8
13					
14					
15					
16					
17					
18					
19					
20					
21					

Cumulative Flow Diagram (CFD)



Lead or cycle time
No estimating points,
Just

- Cumulative Flow Diagrams (CFDs) track work items and show the amount of work in each column each day
- In simple terms WIP is the vertical difference between the top and bottom lines whereas the horizontal difference shows the lead time.

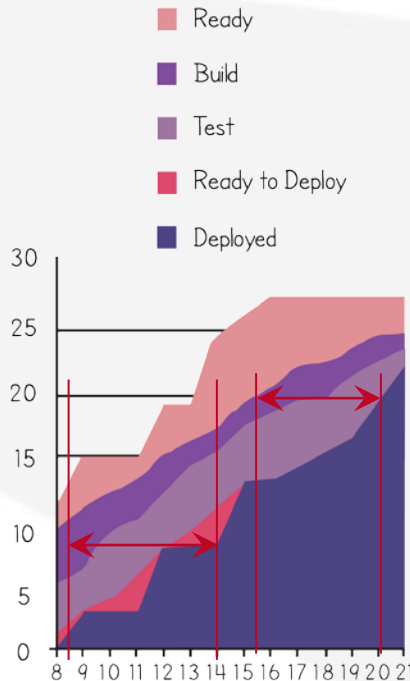
Cumulative Flow Diagrams (CFDs) 7/19

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10	3	3	5	1	3
11	2	3	4	3	3
12	4	3	4	0	8
13	3	2	5	1	8
14	7	2	4	3	8
15	7	2	4	0	13
16	7	2	5	0	13
17	5	3	5	0	14
18	5	3	4	0	15
19	4	2	5	0	16
20	3	2	3	0	19
21	3	1	1	0	22

Cumulative Flow Diagram (CFD)



Lead or cycle time
No estimating points,
Just

- Cumulative Flow Diagrams (CFDs) track work items and show the amount of work in each column each day
- In simple terms WIP is the vertical difference between the top and bottom lines whereas the horizontal difference shows the lead time.

Kanban hints 8/8

- A timebox (e.g. a *stage*) can be run with or *without sprints*
- Kanban aims to reduce the cost of delay
- Change to existing processes should be gradual
- Little's Law (in simple terms):

**Average number of items in the system =
average arrival rate x average time an item spends in the system**

- Little's Law is used for forecasting.

Single cash-register in local corner-store

- 36. Web&Go are working on the payment timebox. The timebox includes the following requirements:
 - Secure payment - Must Have;
 - Allow payment by credit card/debit card - Must Have;
 - Allow payment by PayPal - Should Have.
- How should Web&Go start delivering the Team Plan where the Work in Progress (WIP) limit on the build column of the Kanban Board is 2?
 - a) By identifying at the beginning of the timebox that requirement 3 is unlikely to be delivered.
 - b) By measuring the number of customer requests for secure payments that are successful.
 - c) By pulling requirements 1 and 2 onto the Kanban board first, ready to start work on them.
 - d) By starting work on all three requirements at the same time to ensure that at least 2 are delivered within the timebox.

- 36. Exam Specification Assessment Criteria: 5.8
- Correct Answer: C
- Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context
 - a) The use of Work In Progress (WIP) limits underpins the 'pull' system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2). A project using PRINCE2 Agile does not set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly (6.4.5). Web&Go should not start by de-scoping a Should Have.
 - b) Lean Startup is about delivering products where there is uncertainty. To be successful there is a need to focus on learning (20.4.2.2). The learning must be measurable (20.4.2.3). Measuring the number of successful payment requests would occur at the end of the timebox, not at the beginning.
 - c) Agile plans tend to be informal or low-tech at the delivery level (Table 23.1). The use of WIP limits underpins the 'pull' system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2).
 - d) Kanban is flow-based and limits WIP (Figure 12.2); therefore work on the third requirement should not have been started.

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- **Deliverables:** 1) Kanban board's progression through sufficient iterations to understand the process 2) CFD
- **Start-Point:** *I*) Imagine a development team whose work consists of tasks A thru O, *II*) As of day five tasks A-J are "Ready" K,L,M are "in Build", N is "in test" and O is "Ready to Deploy". *III*) Each task has a Business value and known build & test cost in 'days' (See Worked Example in course downloads), *IV*) Build's WIP Limit is 3 tasks, Test's limit is 2 tasks, Deploy is limited to 3 tasks *V*) The team can deliver a maximum of 6 days effort per day (simulated by rolling 2 dice and discarding the lower number – or 'randomly' declaring today's deliverable effort upto 6 staff days per day/ iteration)
- **Steps:** *a*) Draw a CFD, a Kanban board and create task-tokens (eg post-it notes) *b*) Set-out the tasks as per starting position *c*) if today is an even numbered day and there are tasks 'Ready to Deploy' then move them to Deployed. Deployment takes a day's effort. Next *d*) if there is capacity in 'Ready to Deploy' and tasks in Test with 0 days 'ToGo' pull them into Ready to Deploy *e*) Likewise into Test from Build and into Build from Ready *f*) Roll the dice, discard the lower number and apply resulting 'days' to tasks of your choice by adjusting their 'ToGo' – you may assume either a task can only absorb one days effort per day or upto all the team's daily effort – See Worked Example. 1st time you roll double 6 then add and Expedite Task P: Value-60, Build-effort=4 Test-effort=4 – Expedited tasks use all resource, suspend all competing tasks (so effectively ignore WIP Limits) *g*) Update the kanban board and CFD. If every task's State is Deployed then stop otherwise restart from step "c)" *h*) Complete the sentences *ha*) What we experienced was... – the facts, *hb*) What we learned is...Our learnings, *hy*) Steps to use back@work™ (preparation, participants, practice needed) are... *i*) Share and discuss
- **Challenge:** You might try reworking the Worked Example to deliver more efficiently (think through future resource needs)
- **Guidance:** Try re-running the exercise with various different assumptions about reasonable labour allocation
- **Move on when:** You achieve a comfortable level of fluency with the tracking process
- **See Worked Example:** in §19 WkBk156 download

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§28 Appendix A and B – 2slides

§29 Rich Comms – 3slides

§32 Course Summary - 1slide

§33 Contact Details & Navigational Help

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contact information

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- **Twitter:** @AXELOS GBP
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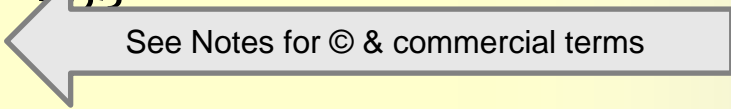
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- A niche consultancy that delivers training, mentoring and consulting services around control and governance of project based benefits realisation
 - LML's purpose is to improve the project management state of the art through popularisation of what is common-sense (which I suggest is 'obvious after it is observed' not necessarily 'is widely-known')
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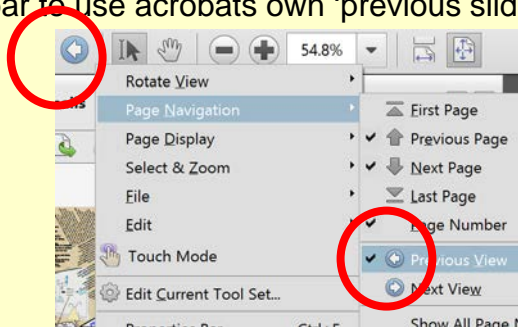
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- In acrobat it is inoperative BUT right-click acrobat's menu bar to use acrobats own 'previous slide' button



Home

- The SubSections menu of links



Info – Our other courses

- Note the notes tab on the left
 - It contains the transcript of the narrations
- The outline on the left is collapsible/expandable for navigation
- The timeline (Bottom left corner) can be dragged or clicked to review narrations
 - The Bank/ Next at bottom right does the same
- In fact most arrow keys, pgUp/Dn etc do something
 - Ctl-F is full screen
 - Just experiment
- Also try the downloads link top right

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§34 The Exam

§35 End of slide deck



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• Consultancy & training in

- Basic structured & agile project management
- Framework, Tools and techniques for advanced project & programme management
- Leading complex projects
- Recovery of struggling projects
- Creating & running PMOs
- Project risk and quality management
- Using Earned Value Analysis
- Board briefings on project control & governance

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- PMP® Exam prep
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- Implementing Benefits Realisation
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The End😊