



**3PM ADVISORY**

Specialists in the field of project, program and portfolio management (3PM)

# Improving Agile Thinking in Capability Development

ProjectChat 2024



# INTRODUCTION

What I will cover in this session:

- ▶ When and why is agility important in capability development projects
- ▶ How can the agile principles be applied practically
- ▶ What are the challenges and risks associated with Agile
- ▶ Where to from here





## BUSTING SOME MYTHS



- Traditional project management approaches to delivery are inflexible

**BUSTED**

- No big projects delivered using agile

**BUSTED**

- Agile is a methodology that will speed up all projects

**BUSTED**

- Agile is suitable only for software development or high technology projects



# NEW CAPABILITY IS COMPLEX

- ▶ Technological Complexity and Capability Integration
- ▶ Budget Constraints
- ▶ Long Procurement Timelines
- ▶ Political and Strategic Considerations
- ▶ Industry Engagement and Sovereignty
- ▶ Cybersecurity
- ▶ Human Resources and Skills
- ▶ Sustainability
- ▶ Adaptability and Future-proofing



## CONTEXT IS IMPORTANT



*“A large scale conventional and non-conventional build up without strategic reassurance is contributing to the most challenging circumstances in our region for decades. Combined with rising tensions and reduced warning times for conflict, the risks of military escalation or miscalculation are rising.”*



# HOW TO ENHANCE SPEED?



Some lessons learned from a recent major capability acquisition program:

- ▶ Early engagement of industry partners
- ▶ Clarity of capability purpose
- ▶ Decouple complex from simple issues
- ▶ Identify the low hanging fruit
- ▶ Don't boil the ocean (Good over great)
- ▶ Seek opportunities to improve benefits but not at expense of delays



## BENEFITS OF AGILITY



- ▶ Enhanced speed and accuracy in delivering the most critical parts of capabilities
- ▶ Overcoming risks associated with long lead time programs
- ▶ Being aware and open to opportunities for innovation and adaptability



# CHALLENGES & RISKS OF AGILITY



- ▶ Simply replace one set of strict processes with another
- ▶ Focus too much on immediate and lose sight of longer term capability program needs
- ▶ Scope creep and lack of control over user requirements
- ▶ Lack of predictability
- ▶ Hard to manage dependencies across program





# WHERE TO FROM HERE?



- ▶ Now is the time to enhance agility to react to changing landscape
- ▶ Adapting behaviors to promote agility
- ▶ Avoiding risk mitigation approaches that increase overall program risk
- ▶ Finding the balance between agility and governance



## A LITTLE ABOUT 3PM

- ▶ Our purpose is to help manage the complexities of delivering strategic change and transformation programs.

### Portfolio Level

We are able to provide objective advice to affirm and develop effective governance, enterprise risk management and portfolio prioritisation controls to ensure confidence in the organisational delivery of programs aligned to strategic intent. This can be provided as short term support – such as through running planning or risk workshops or through longer term engagements involving developing and operating the enterprise portfolio governance models.

### Management Level

We provide expertise to help organisations build their capability to deliver across the 3 Ps – this extends to providing support to facilitate planning and risk workshops, developing organizational methodologies and governance models, along with practical training and development of staff.



### Project and Program Level

We provide project and program management support across the lifecycle from planning to delivery. This covers both independent review services to assess delivery performance, provide resources to establish and manage wider project and program risk, change management and governance functions and act as the “conductor of the orchestra” to align resources and activities to ensure focus on benefits realisation and value in line with strategic intent.

We can further provide expertise and assist when projects or programs are in trouble to help understand the root causes of the issues and support remediation activities to get the project or program back on track in a sustainable manner.



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**THANK YOU!**



**CONTACT US**

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