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PM PUBLISHING NEWS

## Directing Agile Change

### ***New Guide to Agile published by APM in UK***

8 September 2016 – London, UK – The Association for Project Management (APM) has announced the publication of *Directing Agile Change*, a new guide on Agile implementation and governance, available to order from APM [here](#). The guide covers the main principles of agile governance, when to adopt an agile approach and importantly, how to gain the most value from being agile. Also included are checklists to adopt and key questions to ask.

According to the APM Governance SIG, agile working has been greeted, by some, as the latest saviour of projects. At the same time, investors and directors of project work are hearing that they will not be involved in agile projects as all the work will be controlled at the workplace. This has caused some alarm at senior levels in organisations and help requests.

Consequently, the Governance SIG developed a guide to the governance of agile change. *Directing Agile Change* is aimed at de-bunking some of the myths and providing good practice on how these new style projects should be controlled by organisations.

Agile is not a panacea – it should be applied in certain circumstance but not others – the guide provides guidance (it is agnostic to methodology), principles and role based checklists for key players.

Agile working is about collaboration and “letting the dog see the rabbit” by iterative and early deliveries of products to users and customers with a view to avoiding nugatory work. This allows the products to be made fit for purpose incrementally and importantly tailored to the priorities of the investment.

Myths have grown - inaccurately - hinting that anarchy will break out with engineers and project staff doing what they want without recourse to documentation, reporting or business cases which form the normal fabric of good project management. These myths are tackled and explained in the guide.

Agile projects are ‘different’ and need a different governance approach and mind-set that recognises and supports the degree of empowerment undertaken. New behaviours are required by directors and leaders; insistence on traditional measures may make agile the worst choice, so behaviour and culture are key. Governance must be supportive not directive to succeed and the sponsor in particular will have different relationships with the work and the project team.



Checklists are provided for the key governance roles within an agile project environment (the board, sponsor, project manager and project reviewers). We challenge the reader to think slightly differently. The thinking is not about throwing away the popular guidance in *Directing Change*, the definitive governance piece also published by the Governance SIG, but supplementing and altering the disciplines of good governance to new behaviour. We are not providing a recipe to be slavishly followed.

A webinar launching this guide will be held in UK on Tuesday 18th October, with booking available [here](#).

Founded in 1972, the APM is a registered charity in the UK with more than 21,000 individual and 540 corporate members. The APM is dedicated to the development of professional project, programme and portfolio management across all sectors of industry and beyond. APM, with branches throughout the UK and in Hong Kong, is the UK national representative in the International Project Management Association (IPMA). More information at <http://www.apm.org.uk>

*Source: APM Governance SIG*