

PRINCE2® & The Power of Early Delivery



www.attrapartners.com

[Click here to subscribe to our Quarterly Newsletters](#)

The training and consultancy team at Attra Partners writes:

The recent economic crisis has led to increasing focus and scrutiny on project value and delivery. The days of executing projects for project's sake are well and truly over. Most organisations will be forced to scrutinise the business case (Dragon's Den approach) and ensure that limited resources are invested in the projects which highest ROI (Return on Investment). Continued business justification will undoubtedly be tested at every opportunity from Start-up to Closure. For those organisations that are behind the curve, the lack of scrutiny will not last long.

So what can we do to enhance the chances of getting past project authorisations (“Authorise Initiation” and “Authorise the Project”) while also minimising the chances of project failure?

Answer: Early Delivery. If there was ever an 8th principle in PRINCE2®, our vote is for

“Deliver in Increments”

let's look at 8 reasons why >>>

Copyright © 2011 Attra Partners Limited. All rights reserved.

Reproduction in whole or in part in any form or medium without express written permission of Attra Partners Ltd is prohibited

PRINCE2® & The Power of Early Delivery (ED)

8 Reasons Why...



www.attrapartners.com

❑ Stakeholder engagement

Nothing is more valuable and reassuring than having the trust and confidence of your stakeholders. ED is the best way to demonstrate to all stakeholders that you mean business and can deliver. ED also means that you engage all of the stakeholders earlier in the project life-cycle getting their level of interest and engagement in the project which so frequently lacks – particularly with longer running projects. The late engagement of stakeholders can be detrimental to any projects as it increases the possibility of negative reactions and roadblocks. By embracing ED, you give little room for stakeholders to threaten the success of the project (or at least if they do, there is time to put things right)

1

**Improved
Stakeholder
Engagement**

❑ Learn from experience earlier in the project life-cycle

ED will help reveal any weaknesses in operational mode much earlier than if the product had been delivered in one big bang phase at Project Closure. ED will instead lead to earlier discovery of weaknesses in operational mode which can be addressed during the remaining stages of the project

2

**Learn from
Experience**

❑ New requirements may become evident

Enhancements (“Requests for Change “in PRINCE2 terminology) may also be captured and be included in subsequent stage deliverables - subject to Change Authority approval. Naturally this will enhance the business case in some way and improve ROI – Return on Investment.

3

**Capture new
Requirements**

❑ Trigger early closure if the product does not meet (or foreseen not to meet) requirements

All too frequently, projects continue to closure only to find out that the benefits will not be as high as originally forecasted. ED will increase the chances of detecting this situation and lead to saving valuable project resources by triggering “Premature Closure”

4

**Early warning
of inability to
achieve
benefits**

PRINCE2® & The Power of Early Delivery (ED)

8 Reasons Why...



www.attrapartners.com

❑ Enable early benefit realisation

As any bank manager will tell you, cashflow is a critical consideration to any business plan. Projects are no different- if possible, and with careful planning, ED may give the users the ability to use the product to derive some benefit. The feasibility of this should be determined up front during IP (Initiating a Project) or better still at SU (Starting up a Project) to help build the Business Case / Outline Business Case.

5

Improve ROI

❑ Instil a product based and delivery focused mentality in the team

Focus on Products is at the heart of PRINCE2 for many reasons (refer to the Principles Theme in the PRINCE2 manual). By encouraging ED, we also ensure product centric thinking and the fundamental concepts of “Output – Outcome – Benefits” (see Business Case theme in the PRINCE2 manual). On the softer side, ED will also help build the confidence of the delivery team strengthening the working relationship between the different sub-teams. On the opposite side of the scale, where sub-teams are not able to effectively work together, ED will bring these to the fore and enable the Team Manager & Project Manager to address these issues earlier in the project life-cycle.

6

Product Based
thinking &
Team
Confidence

❑ Enable more accurate estimation and planning for subsequent stages

Accurate planning and estimating is fundamental to ensuring Continued Business Justification (another PRINCE2 principle). ED will increase the chances of more accurate planning through lessons learned earlier in the project life-cycle.

7

Improved
estimating &
planning

❑ Risk Reduction

Finally, ED will help identify and mitigate risks earlier in the project life cycle. Naturally, the more time remaining, the higher the chance of being able to take action such as (e.g Reduce, Transfer, Fallback, Share, Accept)

8

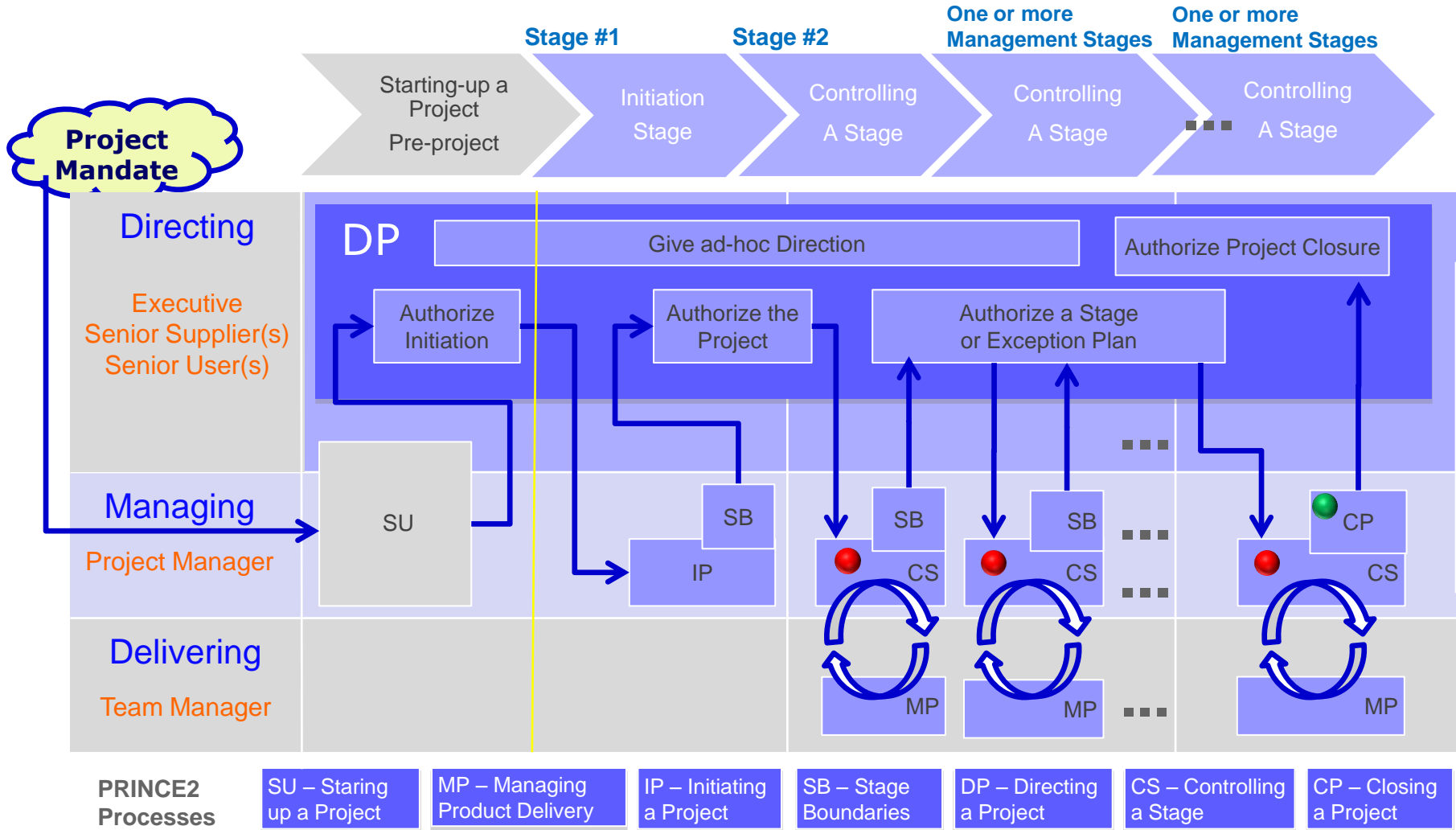
Risk
Reduction by
early
identification

PRINCE2® & The Power of Early Delivery

(impact on processes)

PRINCE2
(Processes)

- Phased hand-over as part of ED
- Normal/final hand-over at Closure



PRINCE2® & The Power of Early Delivery (ED) in the next edition...

[Click here to subscribe to
our Quarterly Newsletters](#)

There is no gain without pain, but it's worth it!

...remember... whenever you can...

“Deliver in Increments”

in the next edition, we'll give practical tips on how to plan for “Deliver in Increments” principle...