Flexibility on what is delivered

Low   High

Definition level 1	Definition level 2	Definition level 3	Definition level 4	Definition level 5
Stakeholders are very comfortable with the fact that limited flexibility on budget and time may be necessary in order to deliver the full scope on quality, and that some factors may be difficult or impossible to predict accurately. They are also very comfortable with the role they need to play in providing the necessary direction and controls to remain within limits. They understand that external dependencies may be impacted by any additional budget or time required in order to protect scope and quality.		Minimum scope is fixed. Key responsibilities are centralised, but there is some degree of decentralised authority at e.g. team level. Stakeholders comfortable with accepting some changes. They are comfortable with the role they need to play in balancing priorities. Stakeholders accept that compromise may be required in some cases.		Stakeholders are very comfortable with the fact that change is inevitable and needs to happen in order to converge on an accurate product. They are also very comfortable with the role they need to play in prioritization the work, and they understand that the scope of the work and the quality criteria are being flexed in order to protect the level of quality and the deadline for what is being delivered.

Example behaviours:

Definition level 1	Definition level 2	Definition level 3	Definition level 4	Definition level 5
• Stakeholder are firm in their requirements. • Detailed specifications are prepared upfront, contractual commitments are not negotiable, and penalties are imposed for non-compliance. • Prioritization is not considered necessary. • It is understood by all that scope and quality are essential to value delivery, and that limiting budget and time may cause unsustainable pressure on resources. • Strict change control procedures are in place and must be adhered to in order to authorize additional budget or time. • Extensive effort is given to the identification and management of risks and dependencies. • Governance structures, processes and role descriptions are documented in detail.		• Stakeholders are actively involved and accept the need to manage the interdependencies between scope, quality, money, and time. • Stakeholders are aligned on key objectives, but may also have separate interests. • Very dynamic environment, like herding cats. • Project manager must pay careful attention to the needs and interests of the various stakeholders.		• Stakeholders are 'change friendly' • It is acceptable that the detail will change; however, significant changes need to be controlled. • Everything is prioritized, using techniques such as MoSCoW. • It is understood by all that flexing what is being delivered will protect deadlines and quality, and specifically that this will prevent quality-checking and testing from being squeezed. • De-scoping and prioritization will be a team exercise but is customer driven. • Embracing change at the detail level produces more accurate products.

Definition level 1: The minimum necessary collaboration takes place between all involved parties, and they interact directly only when required for delivery. Each individual or group fulfils its role and delivers separate work products on the basis of documented agreements, and each party (internal team/department or external supplier) looks after its own interests.	**Definition level 2**: .	**Definition level 3**: Collaboration is encouraged, within defined boundaries, and on the basis of individual competencies/expertise. Boundaries are flexible and negotiable. There is a healthy degree of competition and "creative tension" between individuals and teams. Availability of personnel may be constrained. There is an element of cross-functional collaboration, or weak matrix organization.	**Definition level 4**:	**Definition level 5:** There is a very high level of collaboration amongst all parties involved. This is typified by a 'one-team' culture and excellent working relationships both internally and externally. High levels of trust exist and a desire to be helpful is prevalent.
Example behaviours: • Authority and hierarchy are respected, and there is a culture of self-reliance. • The relationship between the customer and the supplier is governed by a contractual legal framework. • Responsibility boundaries are respected. • Trust is gained through proof of past performance and future commitment. • Cautiousness and challenge epitomize the behaviour of the people involved. • People work with the efficiency and pace required to meet their commitments. • Information is controlled centrally using standardized language and formats. • Motivation is based on targets and rewards or sanctions. • Work is divided based on specialized competencies.	**Example behaviours:**	**Example behaviours:** • Continuous improvement is enabled through regular reviews and implementation of lessons learned. • Team members are encouraged to collaborate, challenge, and support each other. • Conflicts are addressed openly in a formal manner. • Engagements can be undertaken based on letters of intent.	**Example behaviours:**	**Example behaviours:** • There is a 'one-team' culture. • There is a partnership approach. between the customer and the supplier. • There is an absence of 'silos' and 'turf'. • There is an absence of 'baggage' associated with events from the past. • Trust and listening epitomize the behaviour of the people involved. • People work quickly, are helpful and look out for each other. • There is an absence of a blame and 'cc: email' culture. • There is an acceptance that mistakes will happen due to some communications being informal.

Ease of communication

Low   High

Definition level 1:	Definition level 2:	Definition level 3:	Definition level 4:	Definition level 5:
Communication is regulated by an approved Communication Plan. Standardized structures, formats and means of communication are clearly defined. The flow of information, and the authorization to distribute and access information, are strictly controlled. Written forms of communication are considered the most effective and valid.		Communication is relatively easy and fluid at the operational level. At a tactical or strategic level, communication is regulated to facilitate aggregation.		Communication is very easy amongst all parties involved. The environment is 'communication rich' where there is a lot of face-to-face interaction, and visual information is readily available in such forms as prototypes and models. Retrieval of information is also easy in order to reference knowledge, information or data that is either historical or current.
Example behaviours: • All aspects of the project are formalized in written plans, protocols, and reports. • There are detailed protocols for e.g. meetings, decisions, consultation, documentation. • Team members often work in different physical locations. • Verbal exchanges are backed up by documentation (e.g. minutes, email confirmations, action & decision logs). • Communication is cascaded down or passed up through layers of the organization. • Great importance is placed on regular formal reporting.	**Example behaviours:**	**Example behaviours:** • Combination of direct and indirect communication. • Short communication lines and direct two-way communication channels at the operational level. • Structured, top-down communication of strategy and tactics.	**Example behaviours:**	**Example behaviours:** • There are high levels of visibility and transparency (e.g. plans on walls). • A lot of information is managed in a 'low-tech' and/or tactile way. • There are high levels of co-location. • Where there is a less than ideal situation (e.g. the term is physically dispersed), measures have been taken to reduce the impact (e.g. video-conferencing). • There is a lot of informal communication, face-to-face and over the phone. • There is a limited amount of formal reporting.

Ability to work iteratively and deliver incrementally

Low High

Definition level 1:	Definition level 2:	Definition level 3:	Definition level 4:	Definition level 5:
Work is performed in a defined logical sequence. Outputs are thoroughly tested before delivery to the customer. Deliveries are bundled into a single release, or a small number of large batches. There is a desire to achieve efficiencies of scale.		Depending on specific product scope, stakeholders make informed decisions whether to use agile or traditional delivery approaches.		It is very easy to deliver benefit to the customer by regular partial deliveries of the final product. It is also very easy to work iteratively in the sense that products and understanding can be refined interactively by frequent delivery of formal and informal deliverables. There is a desire to learn, experiment and explore (and fail!) as well as an overarching feeling of 'think big; start small'.
Example behaviours: • The team is happy to follow detailed procedures and perform standard work following a sequential plan. • It is understood that strict controls are needed to deliver high quality. • Upfront learning and specialist expertise are maximized through training, certification, and the use of best practices. • "Big bang" deliveries are the norm. • "First time right" mentality. • Command & control culture. • No margin for error.	**Example behaviours:**	**Example behaviours:**	**Example behaviours:**	**Example behaviours:** • The team is happy to experiment and be creative. • It is understood that things are rarely right first time. • The project can be broken down into chunks that can deliver benefits early. • Learning and validation are seen as an on-going process. • 'Little and often' is seen as a safe way of delivering and a good way of staying in control. • Incrementalism is seen as good for 'real' feedback and gives confidence to the customer as they see things being delivered.

Advantageous environmental conditions

Low   High

Definition level 1:	Definition level 2:	Definition level 3:	Definition level 4:	Definition level 5:
The overall working environment is not suited to working in an agile manner. Personnel may be required to work on multiple projects in parallel. No training or coaching in agile work has been undertaken. Individual skillsets are specialised, and there is no cross-training between disciplines. Tools are not in place to support agile working methods. Approaches to work are governed by contractual frameworks and compliance considerations.				The overall working environment is very supportive of working in an agile way. Personnel are assigned full-time to their work; they are appropriately skilled; they have very efficient platforms to work from (e.g. tooling, communications). Contractual frameworks and compliance considerations are not seen as restrictive.
Example behaviours: • Teams are formed and dissolved as required, and personnel are hired or assigned to work on a project basis, and technical competencies are considered more important than personal or interpersonal factors. • There is a high degree of individual specialisation; temporary personnel are frequently hired in. • Internal teams and third parties comply with the requirements of a waterfall approach. • Compliance is paramount, and *ad hoc* "pragmatic workarounds" are rejected. • The environment and tooling are conducive to a waterfall approach.	**Example behaviours:**	**Example behaviours:**	**Example behaviours:**	**Example behaviours:** • People are dedicated to the project and the team is stable. • Team personnel are experienced in their trades. • Any third parties are comfortable with working in an agile way. • Commercial and contractual details do not inhibit the agile way of working and delivering. • The environment and tooling are conducive to agile.

Acceptance of agile

Low   High

Definition level 1: Stakeholders have little awareness or understanding of the behaviours, concepts and techniques of working in an agile way. Their attitudes, training and experience are conducive to waterfall methods. They like working in this way and prefer not to experiment with agile approaches.	**Definition level 2**:	**Definition level 3**: Closely involved stakeholders have some understanding of agile approaches; they may have received some relevant training, but have no practical experience. Despite this, they are happy to use agile or traditional approaches, or a combination. Peripheral stakeholders are aware, but lack knowledge, and do not seek to influence the approach.	**Definition level 4**:	**Definition level 5:** All stakeholders closely involved are fully aware of the behaviours, concepts and techniques of working in an agile way. They have been trained and have experience. They are not only happy to work in this way but they prefer it and understand the advantages that it brings. Peripheral stakeholders are also aware of the need to carry out their roles in an 'agile friendly' way.
Example behaviours: • Everyone accepts the use of traditional ways of working, and sees no rationale for changing. • Training is focused on traditional professional competencies, technical capabilities, and soft skills domains. • Business and IT function as separate disciplines. • Policies and procedures in peripheral areas (procurement, quality assurance) will support only waterfall approaches. • There is a command and control mentality.	**Example behaviours:**	**Example behaviours:** • Delivery is agile, while stakeholder management and project steering follow PRINCE2. • People have been trained to a foundation level. • Stakeholders are somewhat available and accessible. • Peripheral areas have some resistance to agile approaches, and effort is required to comply with (or adapt to) e.g compliance policies and procedures.	**Example behaviours:**	**Example behaviours:** • Everyone accepts the agile philosophy and understands the difference from a traditional way of working. • People have been trained to an appropriate level. • There are no blockers to using agile from peripheral areas such as procurement or quality assurance (i.e. they understand the philosophy too).