# Why integrate PRiSM™ with Agile Project Management™ (AgilePM®), and the relationship with PRINCE2®

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## Abstract

GPM® (Green Project Management) is already gaining global recognition with PRiSM™ (Projects Integrating Sustainable Methods) courses enabling project managers to gain a strong grounding on implementing methods within their projects to address their organizations' strategy for Sustainability and addressing the environmental impacts these projects would have. The full PRiSM™ course is based on the ISO 21500[1] guidance for Project Management.
This paper explores integrating GPM® PRiSM™ into the project delivery approaches of AgilePM® (Agile Project Management) and PRINCE2® (PRojects In a Controlled Environment) and so addressing Sustainability through a project. This would then provide the project owners, sponsors and the wider stakeholder community confidence that the organization's strategy for sustainability is being adhered to. The result is that integrating the PRiSM method fully and very successfully into these two popular methods will benefit the organization and project managers who employ them.

Key words: AgilePM® PRiSM™ SAPM SP2 GPM® PRINCE2® Sustainability "P5 Standard®" certification

## Introduction

Projects are becoming an ever-increasingly important activity in an organization. In order to keep ahead of the fast-paced growth in business, organizations need to be able to adapt and implement their strategic change with speed and agility. The Agile Project Management method is gaining popularity as it provides such an approach to delivering projects this way, whilst at the same time maintaining a management aspect of rigor.

Recognizing that there is also a market to provide this training for project managers who are already experienced and certified to a recognized level in certain project delivery approach styles the author believed there was a need to provide courses for these project managers. As an instructor on two well-known methodologies, PRINCE2® and Agile Project Management, the author realized that a course needed to be developed that would capture this market area and enable these practitioners to become certified as Green Project Managers (Foundation). It would also give them the opportunity to follow the GPM® certification pathway and more importantly, provide them with the skills and methods to address sustainability. Hence the SAPM (Sustainable AgilePM®) and SP2 (Sustainable PRINCE2®) courses were developed. This

[1] International Organization for Standardization (2012). *ISO 21500. Guidance on project management. Lignes directrices sur le management de projet*. Geneva: http://www.iso.org/iso/catalogue_detail.htm?csnumber=50003

paper primarily explains how the methods are incorporated into the AgilePM® methodology, the benefits for the organizations and project managers arising from this course and how SAPM compliments their current skills.

Another aspect of AgilePM® is that it has been developed and written to fit in well with PRINCE2® and complements quality processes such as ISO9001[2] and CMMI[3] and therefore a relationship between the two is discussed.

Agile Project Management enables organizations to gain the benefits of an agile approach without introducing unnecessary risks. This ensures 'going agile' becomes a measured and balanced change, keeping what is good in the current organization and retaining existing good practices around project management and delivery whilst gaining the benefits of a more agile way of working.

Using Agile Project Management continues to provide the right degree of rigor in managing the project, whilst still being flexible and "agile", allowing the project to evolve the solution and control the time scale. Now, with GPM incorporated, the project manager has the skills and knowledge to make sure the project adheres to sustainability strategies.

The following table correlates the activities and components specifically PRiSM® to the AgilePM® phases and PRINCE2® processes.

**Table 1: Showing PRiSM® Specific Activities incorporated into AgilePM® and PRINCE2®[4]**

| PRiSM® | AgilePM® | PRINCE2® |
|---|---|---|
| **Activities** | **Phase** | **Process** |
| Review Organisational Sustainability Goals | Pre Project | Starting up a Project |
| Draft/Outline Business Case | Feasibility Phase | Starting up a Project |
| Level Business Case against Environmental Management System | | |
| Perform P5 Analysis | | |
| Define Sustainability Objectives | | |
| Develop Sustainability Management Plan | | |
| Define Sustainability Quality Components | Foundations Phase | Initiating a Project |
| Refine Sustainability Management Plan | | |
| Sustainability Meeting with CSR | End of Deployment phase | Closing a Project Process |
| | **Additional Components** | |
| Corporate Social Responsibility Officer | Addition to the Organization | Addition to the Organization |
| Sustainability Practice | Addition to the Techniques | Addition to the Themes |
| Sustainability Principle | Addition to the Principles | Addition to the Principles |
| Sustainability Management Plan | Addition to Products | Addition to Products |

[2] International Organization for Standardization (2000). *ISO 9001. Quality Management Systems Requirements*. Geneva: http://www.iso.org/iso/catalogue_detail?csnumber=21823

[3] McMahon, P. E. (2011). *Integrating CMMI and agile development: Case studies and proven techniques for faster performance improvement*. Upper Saddle River, NJ: Addison-Wesley.

[4] della Porta, Antony (2014) The PRiSM® Specific Activities incorporated into AgilePM® and PRINCE2® (previously unpublished)

This paper looks at by integrating Green Project Management tools and methods, PRiSM™, with Agile Project Management and PRINCE2®, the benefits this integration brings to the organization in ensuring that the project addresses Sustainability and its impact from a process and product perspective, on the environment now and for the future.

## What is Agile Project Management™ and why with GPM®

First the author would like to address this by looking at what "agile" is in Project Management terms. This is a type of approach in delivering outputs, deliverables to address a business need or strategic change, as opposed to a "waterfall" style.

The main philosophy behind "agile" is that the team will use an iterative development process to evolve the final solution. This means that the project is not needing or wanting to have fully developed specification before the project starts. This would restrict, or even remove, the opportunity to evolve the requirements. The rationale behind the "iterative development" approach is that it provides a great opportunity for the project to deliver more accurately what the customer really wants and needs at the end of the project. Therefore, it is also evident that the customer needs to be more involved in the development and that change is inevitable and to be accepted.

There are a number of "agile" styles that follow this practice such as Lean[5], XP[6], eXtreme and SCRUM[7]. The latter is the most popular of them as it enables requirements to be developed quickly using Sprints that last a week or two at most, based on prioritized requirements and tracking through an "backlog" of these requirements. However, this practice does not recognize or provide a project view and hence no management of the lifecycle at a higher level. DSDM®'s (Dynamic Systems Development Method) Atern® (Agile) Project Management does.

Other aspects of the Atern philosophy include empowerment of the teams developing the solution, elements of control (not similar to waterfall style control) such as Timeboxing[8]. In a Timebox the time of development is fixed and features are used as a method of contingency, should there be issues within the Timebox, which could impact on, and reduce the number of requirements being developed. The point of fixing a time is to guarantee the overall time of the project and, along with fixing costs and not compromising on quality, form part of the principles supporting the AgilePM® philosophy.

It is this aspect of continual change in business today coupled with the need to address the impact on the Environment, reflected in the organization's strategy for Sustainability, and all

[5] *The Principles of Lean Software Development (Agility@Scale: Strategies for Scaling Agile Software Development)*. (n.d.). Retrieved from https://www.ibm.com/developerworks/community/blogs/ambler/entry/principles_lean_software_development?lang=en

[6] *Extreme Programming Practices in Action | Understanding How XP Practices Work Together | InformIT*. (n.d.). Retrieved from http://www.informit.com/articles/article.aspx?p=30187

[7] *Agile Testing, Scrum, and eXtreme Programming - CodeProject*. (n.d.). Retrieved from http://www.codeproject.com/Articles/551161/Agile-Testing-Scrum-and-eXtreme-Programming

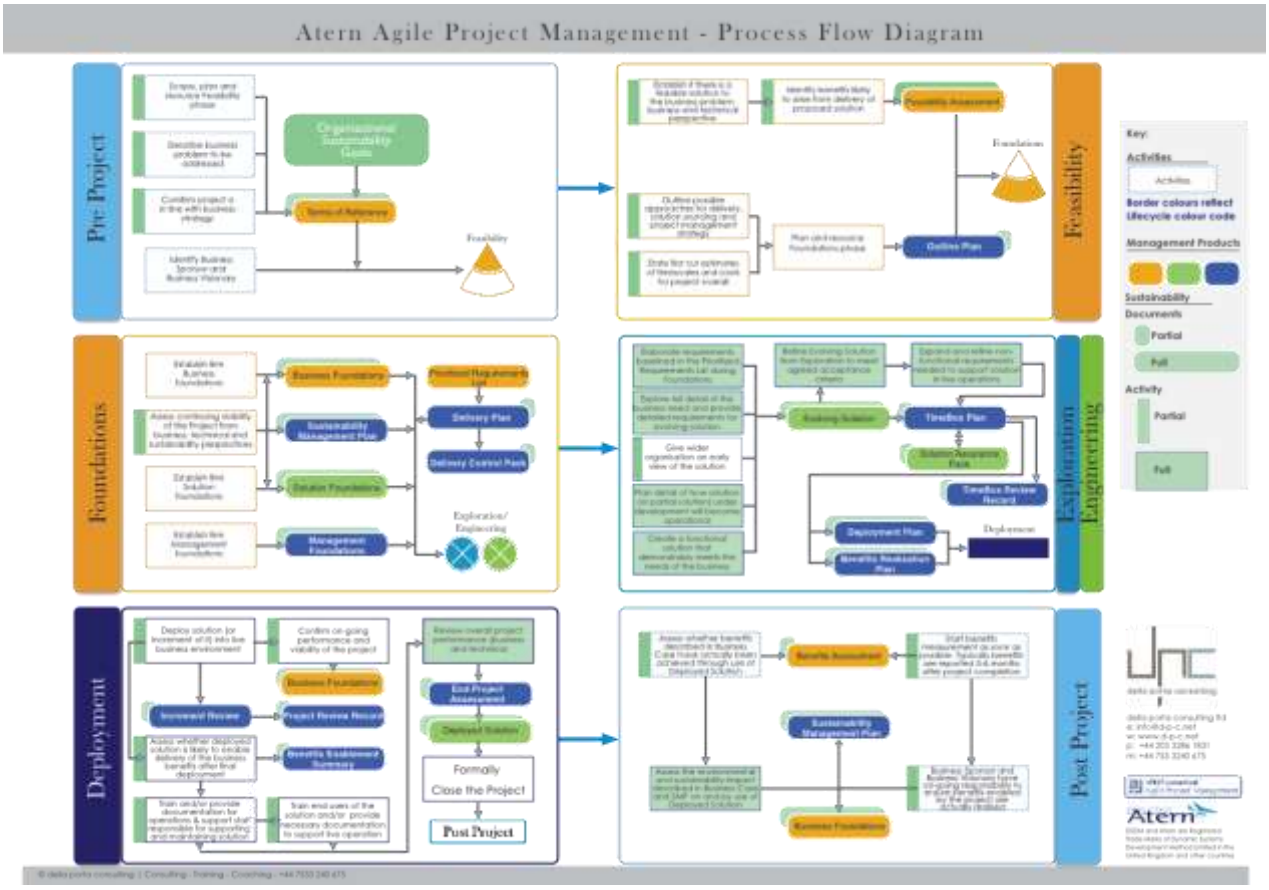
[8] Timebox: is a well defined process to control the creation of low-level products in an iterative fashion,

that is implied by this, that indicated that AgilePM® is the most valid methodology for project delivery management to be employed. The philosophy of empowerment ensures that ALL members of the project are responsible for, and have an understanding of, the sustainability of the project's products and also, very importantly, its processes, and how these will be managed to address this very current and topical issue. In other words how they, the products and processes will impact on current and future generations.

## AgilePM® and PRiSM™ Integration

Before we start to look at the AgilePM® and PRiSM™ integration, below is a flow chart showing the Agile Life Cycle. This illustration will be referenced in this section

**Fig 1: The Agile Project Management Process Flow Diagram [9]**




The integration of PRiSM™ into the AgilePM® lifecycle starts at Pre Project ensuring that the Business need being addressed is in line with both the business *and* sustainability strategies. The sustainability strategy is addressed in more detail in Feasibility, because, as the name of the phase implies, the project are looking to ascertain at this point "is this project viable". The

[9] della Porta, Antony (2014) The Agile Project Management Process Flow Diagram (previously unpublished)

viability of a project usually means from a business aspect, primarily in the form of the benefits providing a positive financial ROI (Return on Investment). Now the project needs to address the viability with respect to the organization's strategy for sustainability, by asking the question "how does this project and its products and processes meet our strategy to address the impact on the environment?"

This implies that the organization already has such as strategy in place. This is still high-level at this time as all we need to assess is the viability. Once that has been done with respect to these two areas then the project moves into Foundations.

In this phase, foundations are established or the three main streams, Business, Management and Solution, as to how this project will work from here on. There is now the additional requirement for the project to understand the impact on sustainability in more detail and develop the SMP (Sustainability Management Plan) that will, just like the Business Case, become an important document to be used throughout the rest of the project to, in part, assess the continuing justification of the project, from a sustainability aspect, just as the business case does for the financial aspect of the project. The other part is to ensure that the project is still following the strategy, and this is managed by using a tool called the P5 Standard®[10] and establishing KPIs, which are to be included in the sustainability management plan. These are derived from analyzing all aspects of the Triple Bottom Line indicators, Social, Environment and Economic, and how they will be addressed or impacted by the processes, and on the products, of the project. This component is defined and addressed by the inclusion of a 6th Practice (Techniques) Sustainability. The SMP is included as an AgilePM® management product. Further to the SMP and the P5 Standard® analysis tools, there is now an added principle that defines the support in AgilePM® for the philosophy on the subject of Sustainability.

Diagrams that depict these and other activities and products where there is a requirement to address an aspect of the project for sustainability impact can be found as Fig.1 page 4 for AgilePM® and Fig 2, page 9 for PRINCE2®.

Table 2, below, shows which AgilePM® products have either a partial or fully referenced component for Sustainability. Table 3 depicts the same for PRINCE2®.

[10] Carboni, Joel (2014). *The GPM P5™ Standard for Sustainability In Project Management*. 1st ed. United States: http://www.greenprojectmanagement.org/prism/the-p5-concept

**Table 2: Showing AgilePM® Products where Sustainability is detailed – Partially/fully (with key)[11]**

AgilePM® Products

| Business: | Management: | Solution: |
|---|---|---|
| 1.1 Terms of Reference | 2.2 Outline Plan | 3.3 Solution Foundations |
| 2.1 Feasibility Assessment | 2.2.1 P.A.Q. | 4.1 Evolving Solution |
| Outline Business Case | 2.3 Sustainability Management Plan | 4.2 Solution Assurance Pack |
| Outline Solution | 3.4 Management Foundations | 5.1 Deployed Solution |
| 3.1 Business Foundations | 3.5 Delivery Plan | |
| Business Vision | 4.4 TimeBox Plan | |
| Detailed Business Case | 4.3 Deployment Plan | |
| 6.1 Benefits Assessment | 4.5 TimeBox Review Record | |
| | 5.2 Project Review Record | |

Sustainability detailed Documents
Partial
Full

**Table 3: Showing PRINCE2® Products where Sustainability is detailed – Partially/fully (with key)[12]**

PRINCE2® Products

| Plans: | Reports: | Records: |
|---|---|---|
| A1. Benefits Review Plan | A3. Checkpoint Report | A5. Configuration Item Record |
| A2. Business Case | A8. End Project Report | A7. Daily Log |
| A4. Communication Management Strategy | A9. End Stage Report | A12. Issue Register |
| A6. Configuration Management Strategy | A10. Exception Report | A14. Lessons Log |
| A16. Plan | A11. Highlight Report | A17. Product Description |
| A19. Project Brief | A13. Issue Report | A18. Product Status Account |
| A20. Project Initiation Documentation | A15. Lessons Report | A21. Project Product Description |
| A22. Quality Management Strategy | | A23. Quality Register |
| A24. Risk Management Strategy | | A25. Risk Register |
| A26. Work Package | | |
| A27. Sustainability Management Plan | | |

Sustainability detailed Documents
Partial
Full

Finally, a new role has been added to the Organization for the project with the responsibility of understanding the organization's sustainability strategy and translating that, along with the other project level roles, into project terms for each specific project. This role is the Corporate Social Responsibility (CSR) Officer and would most likely be taken on by someone who is knowledgeable on Sustainability and the Environment and the ISO standards pertaining to these two important areas being addressed. This role will act as governance and project assurance on how the project is being run to address sustainability through its processes and the products being delivered.

[11] della Porta, Antony (2014) The AgilePM® Products/Sustainability Relationship (previously unpublished)
[12] della Porta, Antony (2014) The PRINCE2® Products/Sustainability Relationship (previously unpublished)

The role's importance and engagement will be mostly at the start of the lifecycle in Feasibility, towards the end of the Deployment phases as the project closes and reporting in the End of Project Assessment. The CSR officer will also be involved in the Post Project phase where an assessment of the Benefits that have been realized needs to be carried out during whatever time periods have been document. The CSR officer will be required to advise with the content from a sustainability angle in assessing the on-going adherence to the original KPIs and organizational and stakeholder expectations. There will also be a Post Project Review once again engaging all the key stakeholders, of which the CSR officer is one, in order to review the Sustainability Management Plan and ascertain how the project performed with respect to the KPIs recorded at the beginning of the project (or latest baseline version if there have been updates and changes.)

## Advantages and Benefits

CSR is becoming more important for consumers, stakeholders, employees, and competitors when viewing organizations, and so the requirement and need for experienced project managers that can engage sustainable methods through the project delivery, is in high demand. The GPM-b® certification provides assurance of the benefits that can be gained from employing a sustainability based project delivery approach, whilst still employing the complete set of processes and activities required to completely integrate the P5 Standard framework into the project manager's usual working practices and project delivery methods such as AgilePM®.

Organizations should have assurance that the individuals who manage their projects can integrate methods to achieve the sustainability goals whilst still meeting project's own objectives. Project Managers need credentials that validate their proficiency with these specialized qualities. Since having a strategy in place to address the environmental and sustainable impact of the business is increasingly becoming the top driver for success, addressing issues such as depletion of natural resources, pollution, global warming, energy efficiency and conservation is becoming a prime concern. All projects need to take these factors into account in the phases/processes and in the use of the product and in its decommissioning and disposal.

SAPM and SP2 incorporate the UN Global Compact's Ten Principles for Sustainable Development[13], the UN's Post 2015 Business Engagement Architecture[14], the GRI G4 Reporting Framework[15], and encompasses the standard ISO 50001 The Energy Management[16], ISO 14001 The Environmental Management Standard[17] and ISO 26000 Guidance on Social Responsibility[18,

[13] The UN Global Compact – Ten Principles http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples
[14] Architects of a Better World: Building the Post-2015 Business Engagement Architecture.pdf: http://post2015.iisd.org/news/global-compact-releases-architecture-for-post-2015-business-engagement/
[15] Global Reporting Initiative. G4, GRI, https://www.globalreporting.org/reporting/g4/Pages/default.aspx
[16] International Organization for Standardization (2011). *ISO 50001: Energy Management Systems. Requirements with guidance for use = Systèmes de management de l'énergie : exigences et recommendations de mise en oeuvre.* Geneva, Switzerland:: http://www.iso.org/iso/home/standards/management-standards/iso50001.htm
[17] International Organization for Standardization (1996). *ISO 14001: 1996 Environmental Management Systems. - Specfication with guidance for use*. Geneva, Switzerland: http://www.iso.org/iso/catalogue_detail?csnumber=23142

ISO 9001 The Quality Management Standard[19], and the ISO 21500 Guidance on Project Management[20].

For an individual, the attainment of the GPM-b® enables them to then advance on that certification by taking the GPM® and then the GPM-m®, becoming a master Green Project Manager in Sustainability. This will give the individual the edge over the other PMs who have not yet attained any level and would also therefore be behind, playing "catch-up"

The organizations also benefit because now they have project managers who are trained, qualified and skilled at managing projects for them ensuring that the corporate strategy for Sustainability is addressed and incorporated into the project. So the project process embodies the strategy and adheres to it and the project's product(s) follow the same rules. The posting of ideals as to the Sustainability goals and strategies by organizations on their websites is no longer "paying lip-service" and that other organizations can see that these goals are being acted upon and are meaningful.

Organizations will also benefit from an increased market share as other organizations also become "Green" in project delivery and will only establish a business relationship with those who have incorporated GPM® into their project delivery culture. When ISO 9001 became the standard for Quality and organizations made sure they were certified, they were not going to dilute/reduce or even negate this certification by engaging with others that had not. The same will apply with GPM®.

Another area will be with the "reduced footprint" resulting from a better management of the energy used (electricity and so forth); reduced waste and so reduced CO2 emissions. It is at this point that organizations start to see the financial benefits on their profit lines and then more importantly, with the workforce, who are now have better work/life styles.

## AgilePM® and PRINCE2® – which or both and GPM®?

Many Project Managers recognize the benefits of both methodologies and quite often projects are delivered by the use of a blend of Agile and Waterfall styles of project delivery management. Organizations may also wish to have the more formal approach to their projects and have PRINCE2® as the methodology to help them with this, whilst also wanting to have the flexibility and "agility" of delivery, so encourage the use of AgilePM® along side PRINCE2®.

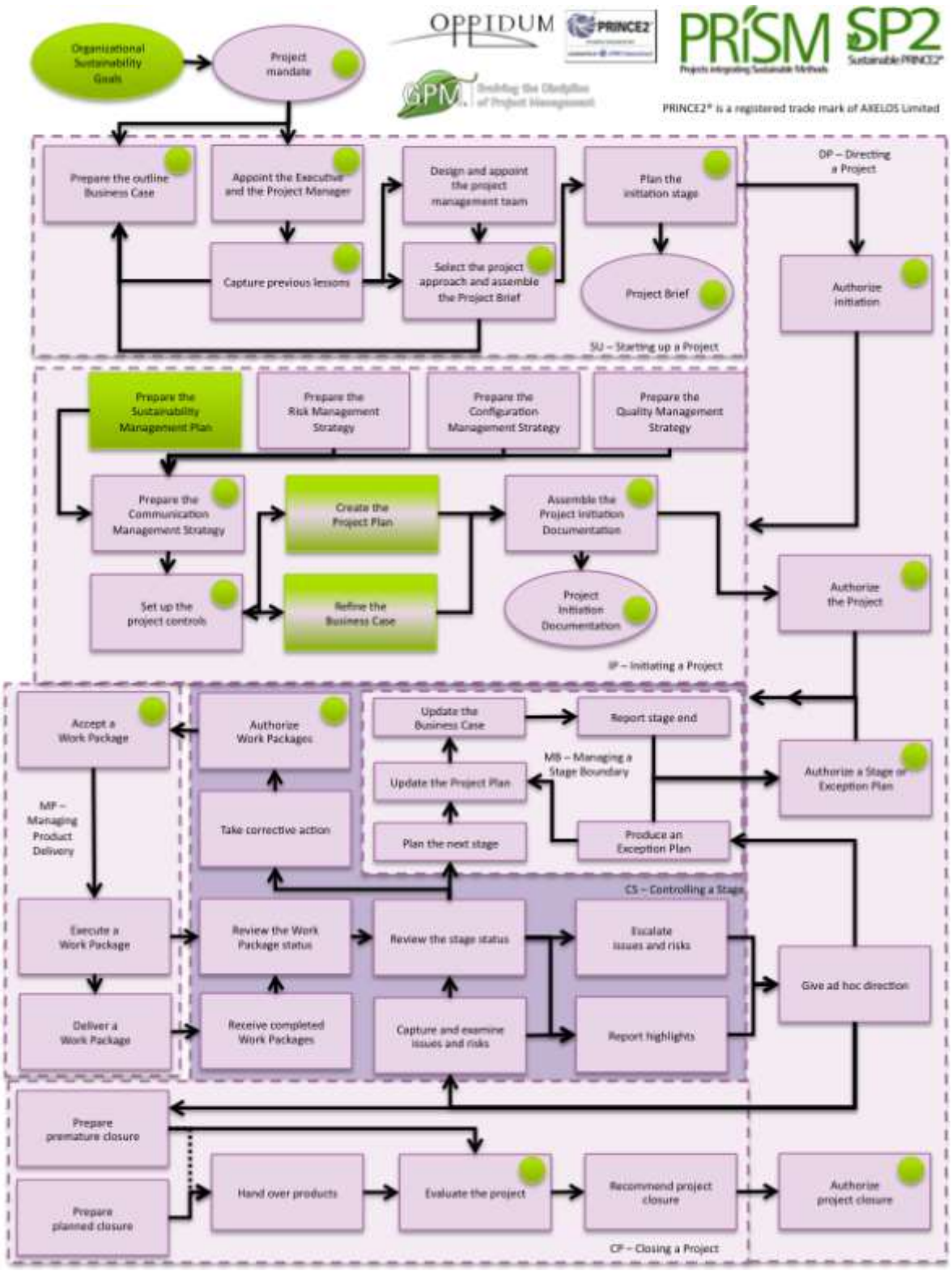
A diagram of the PRINCE2® Process Flow is given below in order to show the areas where Sustainability is referenced and the correlation with AgilePM®

[18] International Organization for Standardization (2010). *ISO 26000:2010.Guidance on Social Responsibility.* Geneva, Switzerland: International Organization for Standardization,: http://www.iso.org/iso/home/standards/iso26000.htm

[19] International Organization for Standardization (2000). ISO 9001*: Quality Management Systems. Requirements*. Geneva: http://www.iso.org/iso/catalogue_detail?csnumber=21823

[20] International Organization for Standardization (2012). ISO 21500: *Guidance on project management. Lignes directrices sur le management de projet*. Geneva: http://www.iso.org/iso/catalogue_detail.htm?csnumber=50003

**Fig 2 - The PRINCE2® Process Flow Diagram[21]**



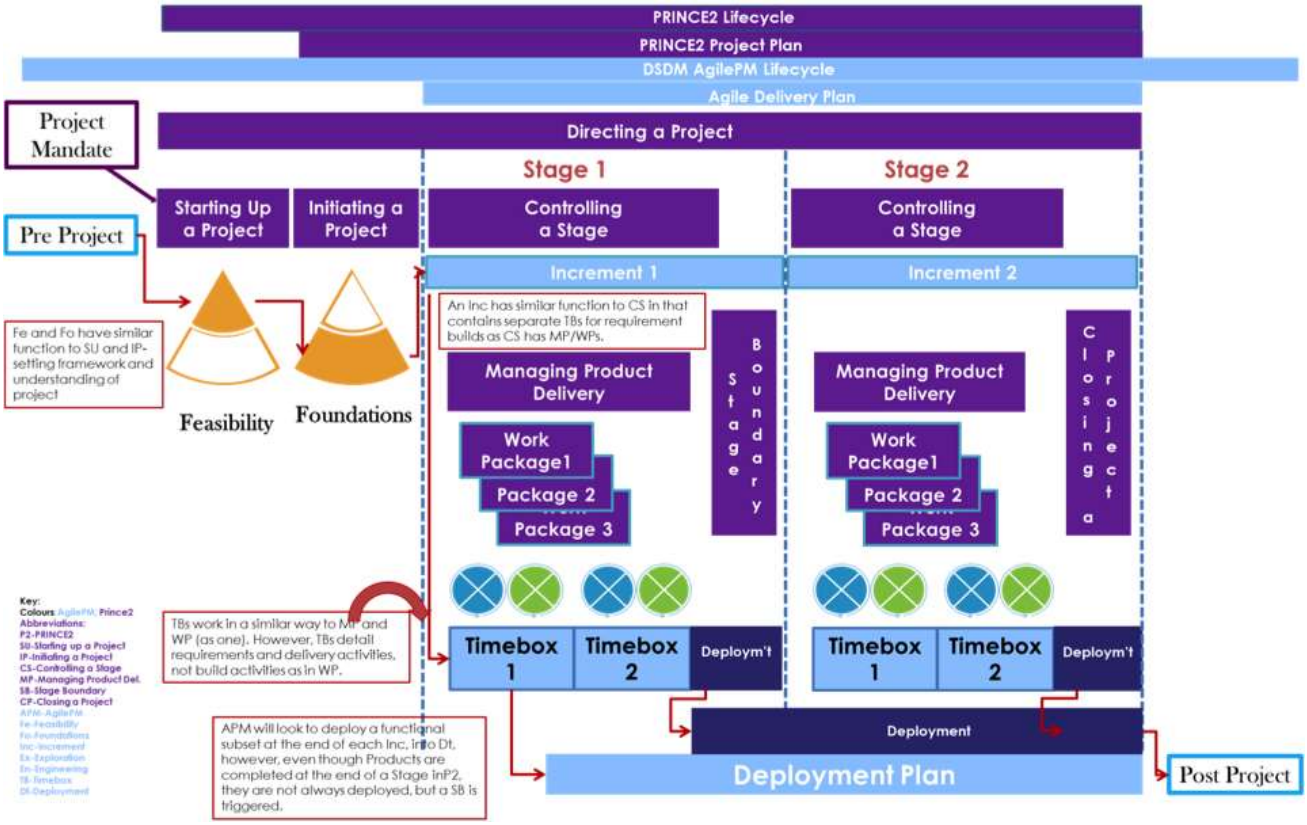

[21] Van Veghel, M. (2013) *The PRINCE2® Process Flow Diagram* (unpublished, with permission)

There is currently the opportunity to attain the GPM-b® accreditation for integrating PRiSM™ into both methodologies, however, in separate workshops. SP2 provides this path for those already with PRINCE2® practitioner accreditation. With the release of SAPM, project managers who have AgilePM® Practitioner accreditation will now be able to take a 2-day workshop, in virtually the same format as SP2 and gain the GPM-b® foundation certification at the end of the workshop.

As AgilePM® has been written to deliver projects with a project management aspect, so it is a project methodology in the vane as PRINCE2®. However, there are some major differences in the philosophy and the approach taken by AgilePM®. These have been noted earlier in this paper.

However, there are some aspects of AgilePM®, with respect to the phases and the organization and governance roles that have a close correlation with PRINCE2®. The diagram below provides an overview of the relationship between the AgilePM® lifecycle flow and the PRINCE2® Process Flow. The organizational roles can be found in the diagram Fig 4, page 11.

**Fig 3 - The AgilePM® to PRINCE2® Process Flow Relationship Diagram[22]**

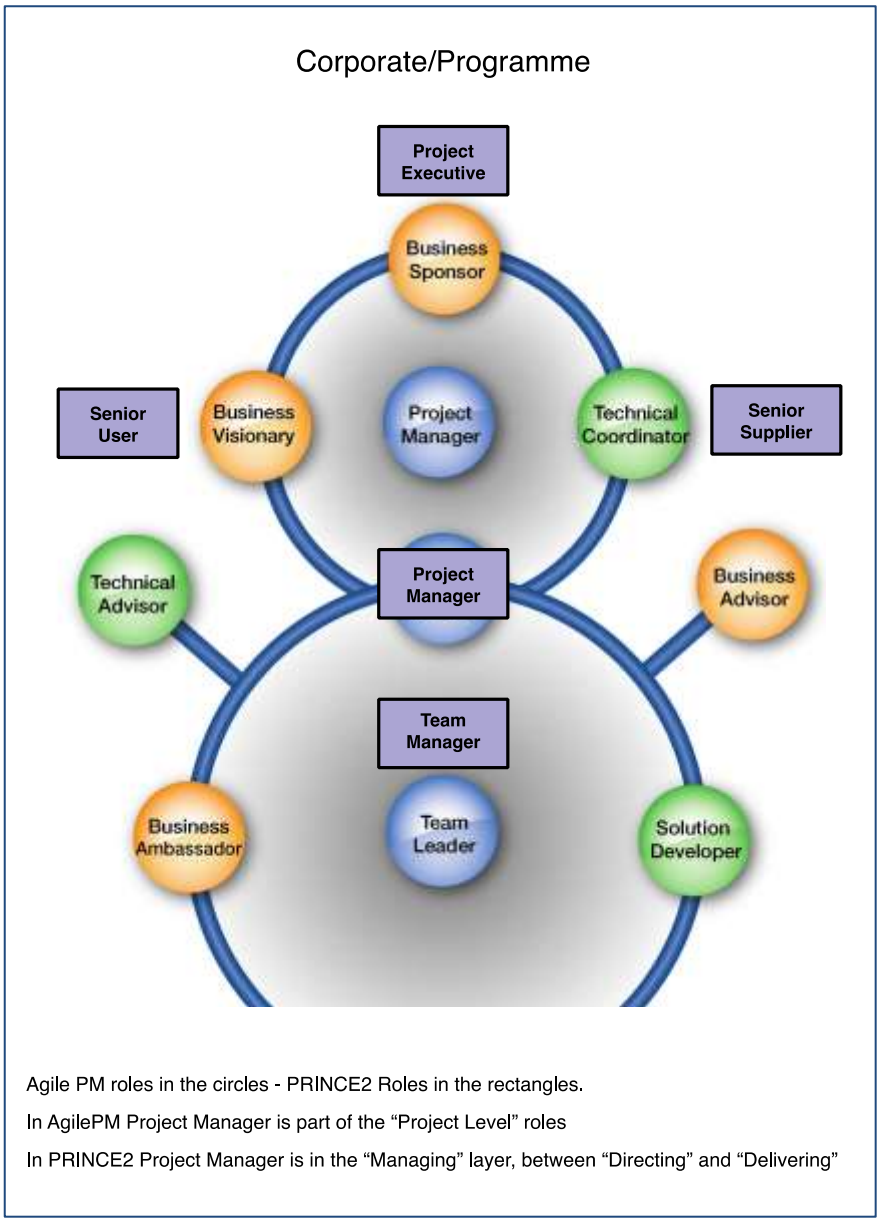



[22] della Porta, Antony (2014) The AgilePM®-PRINCE2® Phase/Process Relationship (previously unpublished)

Some of these are noted here in order to help understand why, it could be argued, having the two certifications (PRINCE2® and AgilePM® practitioner), could provide project Managers with a complete project delivery 'toolkit'. The explanation also looks to explore why a project manager would then look to take the GPM-b® exam, which only needs to be taken once, after just one of the workshops, but would be well advised to follow both, or take a new course about to be released which instruct the project manager on addressing sustainability throughout a project that may well need the use both methodologies at during the project lifecycle.

When an AgilePM® project has completed the Pre Project phase and produced the Terms of Reference the project then moves into 'Feasibility'. It is 'Feasibility' that is of similar format to 'Starting Up a project' in PRINCE2® and the Terms of Reference form the Project Mandate that triggers this PRINCE2® process, 'Starting Up a Project'. The next phase, 'Foundations', is in similar format and has similar objectives as the PRINCE2® process 'Initiating a Project'. The work done in a PRINCE2® is through the 'Managing Product Delivery' process which is a process running parallel to 'Controlling a Stage' through all the delivery stages. AgilePM® has Timeboxes for delivering the requirements as part of an increment. However, there are differences here as there may be a number of Timeboxes running serially (even in parallel), whereas in PRINCE2®, Managing Product Delivery is a single process that may well have a number or work packages running, again serially and/or in parallel.

**Fig 4 - The AgilePM® to PRINCE2® Roles Relationship Diagram[23]**




The correlation of roles in both methodologies can be seen at Project Level (for AgilePM®), Project Board for PRINCE2®. The accountabilities and responsibilities the role of the Business Sponsor (AgilePM®), securing funding, final decision making, overall ownership of the project and responsible for, ensuring resources are available, liaising with next level of seniority/stakeholders and so forth, are the same for the Project Executive role in PRINCE2®. Similarly, for the Business Vision and the Technical Co-coordinator in AgilePM®, that respectively correlate to Senior Supplier(s) and Senior User(s), the responsibilities and accountabilities attributed to these roles are very similar in nature. The advantage here is that

[23] DSDM®, (2013). *Agile Project Management Handbook Version 1.1*. 1st ed. England: DSDM Consortium.p38 Fig 7a

when running a project that is employing both delivery methods, resources taking on these roles will continue in much the same way, the role title becomes indicative.

These two methodologies approach delivering projects by quite differing philosophies and routes and yet set out to attain the same end result, a product that is "fit for purpose" and one that delivers the benefits that was defined and desired at the start of the project (or towards the end of the project if there have been some changes during the course of the project, reflected in the business case – of course). The benefits to the project manager and, ultimately, the group/organization for whom a project has been managed, are evident because today projects are a commonplace activity within business. Businesses need to be able to keep up with the changing environment with far more flexibility than before. More and more people are becoming project managers than 15-20 years ago and to provide them with the flexibility to handle a wide bandwidth of different types of projects is now at hand with these two complimentary, yet differing project methodologies. And it is because of this that, following the release of SAPM, providing a path for AgilePM® practitioners to be able to integrate Sustainable methods to address this matter through their Agile projects, those practitioners in both disciplines will now have the opportunity to attain this certification through a course that covers them both.

## Conclusion

The Agile Project Management framework is rapidly gaining popularity in the business world, being used for a wider variety of projects than "agile", using the general term (to cover other styles like Lean and Scrum) had originally been develop for and out of, that is the development of software and similar products. PRINCE2® is already well established as a rigorous project methodology.

This paper has shown that the tools and methods for assessing and addressing Sustainability have been successfully integrated into the two methods AgilePM® and PRINCE2® as SAPM and SP2 respectively and provide organizations and project managers

Now, with the introduction of this new course, SAPM, joining SP2 (Sustainable PRINCE2®), the AgilePM® Practitioner certified Project Manager is now able to enhance this certification through attending a short 2-day workshop. This workshop builds on top of this methodology so that the Project Manager will now have the opportunity to gain an understanding about how to address the organization's sustainability strategy by using the P5 Standard and the analytical tools, of which the P5 is the basis, and how the project will impact on, and be impacted by the KPIs that result form the analysis. The course explains where in AgilePM® lifecycle and phases Sustainability is addressed and how then to use the tools.

These courses benefit the PM who will now have an extra skill to use for this and future projects, in whatever organization. They will also benefit whichever organization the PM is working for, as now stakeholders on these projects will be assured that sustainability will be properly addressed and incorporated into the way the project is being delivered and what it is finally delivering.

Project Managers will gain the GPM-b® foundation accreditation, a highly rated certification[24], and now have the opportunity to advance further through the GPM® certification pathway to finally become a GPM-m®, a master.

Once AgilePM® is properly understood as to how to it should be used to deliver requirements to the point of managing that delivery, then it becomes a really good methodology for any organization and almost any type of project and more so when used in conjunction with PRINCE2®

Agile Project Management has now become a "great" framework (method) to use to deliver business strategic change because the project manager will now be able to deliver projects using the Sustainability tools and methods in the methodology ensuring that the project processes and products are in line with the organization's strategy for sustainability. This will be great news for the stakeholders and the organization as a whole and the benefits will be enormous… for

the Planet (environment)
the People (social)
the Profit (economic)

[24] Giammavlo, Paul Dr. (2014) *Project Management Credentials Compared: 2014 Update - Project Management World Journal*. (n.d.). Retrieved from http://pmworldjournal.net/article/project-management-credentials-compared-2014-update/

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## Footnotes

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## About the Author

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**Antony della Porta**, MBA, GPM-m and a Fellow of the Institute of Consulting, has over 30 years' experience of working in project rescue and consultancy roles in major verticals such as Finance, Travel, Media and Pharmaceuticals. He is also an established consultant and instructor in delivering courses in Project Management methodologies, (PRiSM™, PRINCE2®, AgilePM®, SP2 and SAPM) and general Project Management and courses relevant to the delivery and realization of business strategy. He has over 15 years experience using PRINCE2®, and has successfully managed and implemented many PRINCE2® projects, a large number of these as a hybrid blend with Agile.

Antony represents GPM Global in Europe as a GPM EMEA Hub Director. He works with GPM-Global in developing specialist courses (SAPM-Sustainable Agile Project Management) to provide project delivery professionals a path to become Green Project Managers by gaining the GPM range of accreditations: GPM-b®, GPM® and GPM-m® including those already Practitioner accredited in PRINCE2® and AgilePM®. He can be contacted at antony.dellaporta@greenprojectmanagement.org.