ICAgile Agile Project and Delivery Management (ICP-APM) Training

Duration: **3 Day**

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Overview

Managing projects in an Agile environment involves more than creating plans. Delivery professionals need to recognise dependencies and blockers, establish rapid feedback loops, and support the continuous delivery of meaningful value.

The **ICAgile Agile Project and Delivery Management (ICP-APM)** certification course introduces the principles, tools, and techniques required to manage projects and delivery effectively using Lean and Agile approaches.

The programme explores core Agile concepts including servant leadership, adaptive planning, frequent feedback, and value-driven rather than plan-driven delivery. Participants compare Agile delivery management with more traditional project management approaches and learn how to decide which practices are most appropriate in different project contexts.

Throughout the course, learners take on the role of an Agile Project Manager and apply the concepts to realistic scenarios. Practical activities cover value management, stakeholder engagement, planning, estimation, risk management, governance, metrics, and progress visualisation.

ICAgile does not promote one delivery framework over another. Instead, the programme encourages participants to understand a variety of approaches and select or adapt practices to suit the context in which they are working. True agility comes from adapting to the environment, creating opportunities to deliver value quickly, and obtaining feedback from real customers as early as possible.

Successful completion of the programme leads to the **ICAgile Certified Professional in Agile Project and Delivery Management (ICP-APM)** certification.

Prerequisites

Participants are expected to have a basic understanding of Agile concepts.

Recommended preparation includes:

- For learners new to Agile, ICAgile Fundamentals or another foundation-level Agile certification,
- Previous knowledge or experience in Project Delivery Management is useful but not essential,
- For virtual delivery, participants will need access to WebEx and the ability to use boards on Miro.com.

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Who Should Attend

This course is particularly suitable for:

- Project Managers,
- Scrum Masters,
- Business Analysts,
- Product Managers,
- Delivery Managers,
- Professionals interested in Agile Project Management.

What You Will Learn

By the end of this course, participants will be able to:

- Explain the differences between traditional and Agile approaches to project management,
- Describe why Agile approaches are often more suitable in uncertain environments,
- Assess project contexts and recommend appropriate delivery modes,
- Evaluate role definitions and role changes in organisations adopting Agile management practices,
- Recommend suitable metrics to monitor and improve team or initiative performance,
- Establish lightweight and adaptive approaches to audit, compliance, and governance,
- Contrast Agile contracting with traditional contracting,
- Demonstrate empowering leadership behaviours,
- Apply value management techniques while considering stakeholder perspectives and constraints,
- Explain how continuous feedback improves value realisation,
- Recommend changes to team structures that improve communication and feedback,
- Create a Value Model and explain how value will be validated,
- Define successful outcomes and optimise for global rather than local results,
- Identify stakeholders and maintain continuous engagement throughout delivery,
- Collaboratively produce plans and estimates for realistic scenarios,
- Prepare a Risk and Constraints Register,
- Explore how risks and constraints can be used to improve value delivery,
- Explain the importance of Adaptive Planning to leaders outside the team,
- Use visual aids to communicate progress to different stakeholder groups.

Outline

This three-day programme combines ICAgile theory with practical application. A simulated business challenge runs throughout the course, allowing participants to practise the behaviours and tools required of effective Project and Delivery professionals.

Delivery Agility

Delivery Modes

- Delivery approaches for different project and product environments
- Selecting approaches based on uncertainty and complexity

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- Comparing Agile and traditional delivery models
- Making context-based delivery decisions

Impact on Management

- How Agile delivery changes management
- Moving from command and control towards enablement
- Servant Leadership
- Evolving management responsibilities
- Decision-making and accountability

Manage the System, Empower the Team

Optimising the System

- Local versus global optimisation
- Assessing performance across the wider system
- Identifying barriers to flow
- Managing dependencies and blockers
- Reducing friction in value delivery

Navigating Governance and Contracts

- Agile Governance
- Lightweight controls
- Adaptive Compliance
- Audit approaches
- Agile Contracts
- Comparing Agile and traditional contracts
- Balancing governance with agility

Empowering High Performance

- Increasing team decision-making capability
- Psychological Safety and Trust
- Empowering leadership behaviours
- Developing ownership and accountability
- Conditions for high-performing teams

Structuring for Rapid Feedback

- How team structure affects communication
- Cross-functional collaboration
- Rapid Feedback Loops
- Obtaining early customer feedback
- Structuring teams around value flow

Deliver Value Continuously

Identifying and Communicating Value

- Understanding Value
- Different stakeholder perspectives on value

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- Recognising that value can vary by stakeholder
- Creating a Value Model
- Validating value assumptions
- Communicating value effectively

Defining Successful Delivery

- Defining what successful delivery means
- Outcomes versus Outputs
- Establishing Success Criteria
- Global versus Local Outcomes
- Measuring delivery success

Leveraging Constraints

- Identifying Constraints
- Creating a Risk and Constraints Register
- Using constraints creatively
- Turning risks into opportunities for value delivery
- Decision-making and prioritisation

Planning and Monitoring

Adaptive Planning

- Agile planning principles
- Adaptive Planning at different levels
- Portfolio, Initiative, and Team-level planning
- Rolling-Wave Planning
- Forecasting
- Estimation techniques
- Continuously updating plans
- Replanning as conditions change
- Communicating the value of Adaptive Planning to leaders

Monitoring and Communication

- Selecting appropriate team and initiative metrics
- Progress visibility
- Visual Management
- Creating visual aids for different stakeholder groups
- Communicating progress, risk, and value
- Using continuous feedback to improve performance

Stakeholder Engagement

- Identifying Stakeholders
- Understanding stakeholder needs and priorities
- Continuous Engagement
- Feedback Loops
- Building Alignment
- Involving the right people in decisions
- Continuously reviewing value expectations

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Simulation and Practical Application

Throughout the programme, participants work individually and in teams to apply tools such as:

- Delivery Mode selection,
- Stakeholder Mapping,
- Value Modelling,
- Planning and Estimation,
- Risk and Constraints Registers,
- Adaptive Planning,
- Governance decisions,
- Performance Metrics,
- Progress Visualisation.

Participants build their own set of **Project and Delivery artifacts** during the course, helping them transfer the learning into their own workplace.

Certification

ICP-APM certification is achieved through full attendance and active participation.

Participants are expected to:

- Attend the complete programme,
- Demonstrate successful application of the theory to hypothetical scenarios,
- Participate fully in individual and team activities.

At the end of the course, an email address is provided to ICAgile so that an electronic course evaluation can be issued. Completion of this questionnaire is required before accreditation is awarded.