

March 2025

Select and determine appropriate project methods

Study Group Session Event Input



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1

Select and determine appropriate project methods

Integration & Initiation of projects

- Integration & Initiation of projects: Select and determine appropriate project method
- Event Description, e. g.
 - German: Eines der grundlegendsten Themen im Projektmanagement ist die Auswahl der besten Methodik für ein anstehendes Projekt. Auf dieser Entscheidung basieren jede Menge andere Entscheidungen im Projektverlauf. Da dieses Thema so wichtig ist, gibt es in der PMP-Prüfung auch etliche Fragen dazu. Gleichzeitig haben viele Projektleiter nur Erfahrung mit einer bestimmten Projekt-Art, und müssen die ganze Bandbreite der Möglichkeiten mit ihren Vor- und Nachteilen kennenlernen, um eine sorgfältig abgewogene Entscheidung treffen und in der Prüfung die „beste“ Antwort geben zu können.
 - English: One of the most fundamental topics in project management is choosing the best methodology for an upcoming project. A lot of other decisions in the course of the project are based on this decision. Since this topic is so important, there are also quite a few questions about it in the PMP exam. At the same time, many project managers only have experience with a certain type of project, and need to get to know the whole range of possibilities with their advantages and disadvantages in order to be able to make a carefully considered decision and give the "best" answer in the exam.

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2

Select and determine appropriate project methods

Event Agenda

- Agenda:
 - German:
 - Planorientierte Vorgehensweise
 - Agile Methoden
 - Hybride Ansätze
 - Entscheidungskriterien für die Auswahl
 - English:
 - Plan-oriented approach
 - Agile Methodologies
 - Hybrid approaches
 - Decision criteria for selection

Tutor - Patrick Schmid

Study Group Session | Prozesse: Integration und Initiierung

Patrick Schmid, Dipl.-Ing., Project Management Professional (PMP) verfügt über mehr als 30 Jahre Erfahrung als Projektleiter, Trainer und Berater im klassischen, hybriden und agilen Projektmanagement.

1997 gründete er sein Unternehmen PS Consulting International, das auf Beratung und Training von Projektmanagement spezialisiert ist. Er berät und schult mit seinem Team weltweit Firmen verschiedenster Branchen. Er schrieb ein Buch zum praxisorientierten Projektmanagement und präsentierte auf zahlreichen Konferenzen. Seit 2004 führt er erfolgreich PMP-Vorbereitungsseminare durch.

Sein Erfolgsmantra: Praxisnah, umsetzbar und für dich maximal nutzbringend – das ist das Ziel meiner Arbeit.



Project

A project:

- Creates a unique product, service or result
- Is time-limited
- Drives change
- Enables value creation for a business or organization

Project success depends on:

- Organizational project maturity
- Project manager effectiveness
- Funding and resource availability
- Team member skill levels
- Collaboration and communication within the team and with key stakeholders
- Understanding of the core problem and related needs



10

Project Management Life Cycles and Development Approaches

	Description	Key Roles	Value Delivery Proposition
	Plan-based approach: • Activities completed in a distinct or linear fashion • New phase begins only when the previous phase is completed	• Project sponsor authorizes project • Team led by project manager	• Deliverables transitioned to customer at completion • Value realized in both short and long term
	Change-based approach: • Agile, incremental or iterative development • Timeboxed cadence (iterations/sprints) or continuous flow	• Product owner controls value proposition • Project team delivers work • Process roles include team lead, scrum master, agile coach, facilitator	• Iterative or incremental delivery to customer during life cycle • Regular customer feedback cycle enables continuous development of value toward a "final" product
	Any combination of the above		



12

Agile: The “Far Side” of Adaptive Approaches



“Doing Agile vs. Being Agile”

Agile means:

- Iterations are likely to be shorter
- Product is more likely to evolve based on stakeholder feedback

Still used for software development, and agile principles have been applied to other kinds of development projects, vis-à-vis *the agile mindset*.

- Adopt a flexible, change-friendly way of thinking and behaving
- Understand the purpose of these practices
- Select and implement appropriate practices based on context
- Internalize agile values, mindset and behavior

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13

Tailor^{*} Projects to Contexts



Because each project is unique, we adapt methods to the unique project context to determine the most appropriate ways of working to produce the desired outcomes.



Tailor iteratively and continuously throughout the project

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14

Tailor Hybrid Approaches, Processes, Practices and Methods



Apply product knowledge, delivery cadence and awareness of the available options to select the most **appropriate development approach**

Tailor **processes** for the selected life cycle and development approach; include determining which portions or elements should be added, modified, removed, blended, and/or aligned

Tailor **practices and methods** to the environment and culture

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15

First, Understand How and Why Approaches Differ

- Changing perceptions of value — e.g., sustainability, customer-centricity
- Dynamic and perpetual global change
- Increasing complexity and risk
- Need to innovate and be dynamic



Which project management frameworks do you use?

Do you have a preference?



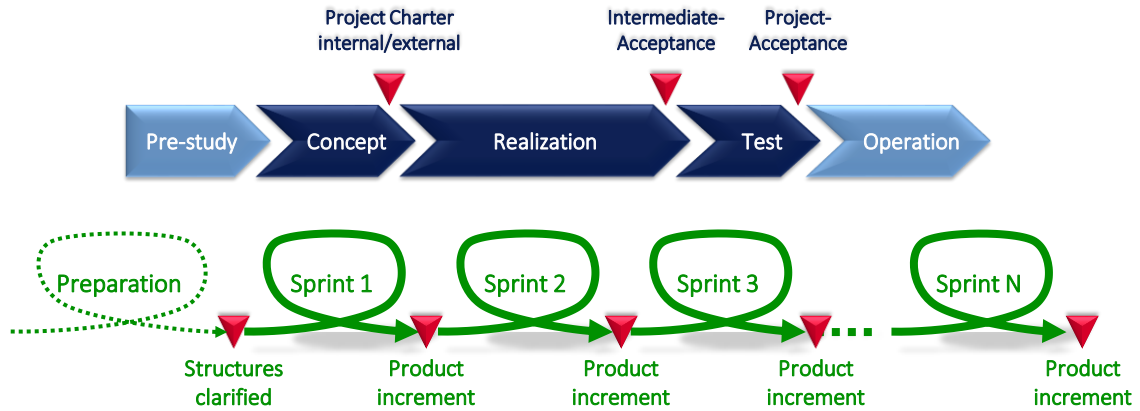
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19

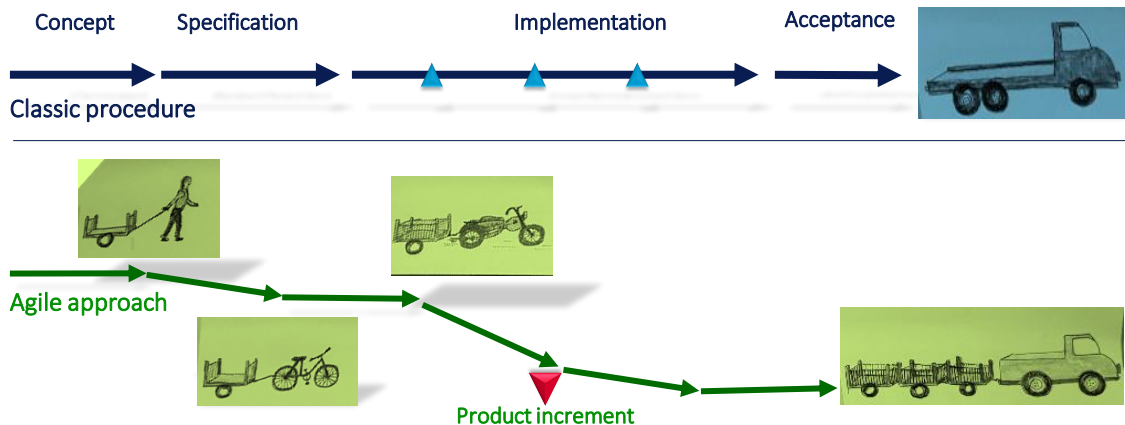
19



TYPICAL PROJECT FLOW PREDICTIVE AND AGILE

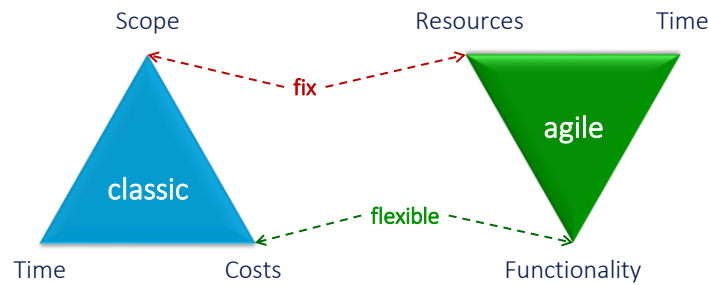


PREDICTIVE VS. AGILE APPROACH





THE MAGIC TRIANGLE AND PRIORITIES



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26

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26

Hybrid Life Cycle and Development Approach



- Accomplished by tailoring
- Combines adaptive and predictive life cycles and/or development approaches
- Useful when requirements are uncertain or risky
- Also useful when deliverables can be modularized, or when deliverables can be developed by different project teams
- Uses iterative and incremental development



31

Development Approaches

Guidance and Probing Questions

- Deliverable type and the **development approach** influence the **number and cadence** for project deliveries.
- The development approach and the desired delivery cadence determine the **project life cycle** and its **phases**.
- How much unplanned work?
- How does the team prefer to work?
- What cadence suits our work?
- What does the customer want? Is incremental value delivery even important to them?
- What's our schedule? Do we want a steadier, building approach or a faster pace?
- What's our risk appetite/threshold?
- Are sprints helpful?

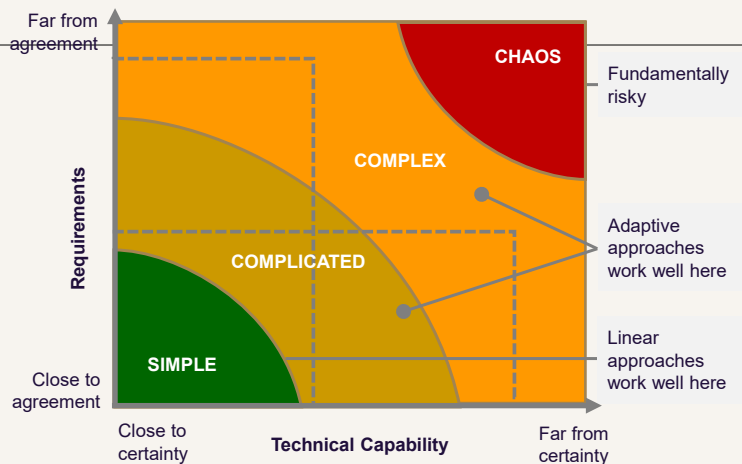


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34

Assess Complexity: The Stacey Complexity Model

-Ralph D. Stacey

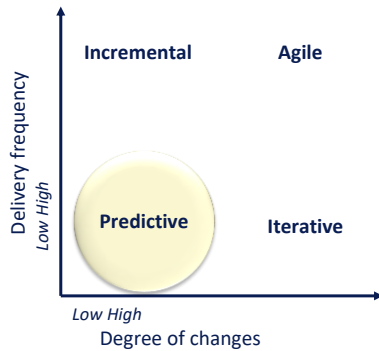


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35



PREDICTIVE APPROACH



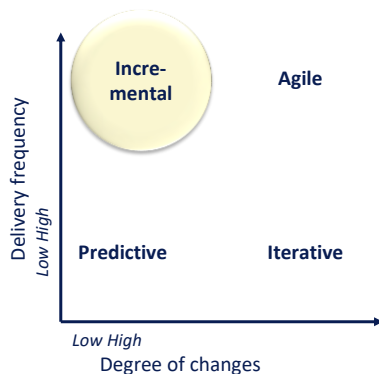
- Fixed requirements
- Phases run once
- One delivery in the end
- Goal: Manage costs
- The plan drives the work
- As much planning at the beginning as possible



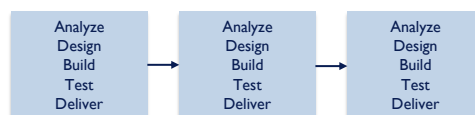
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INCREMENTAL APPROACH



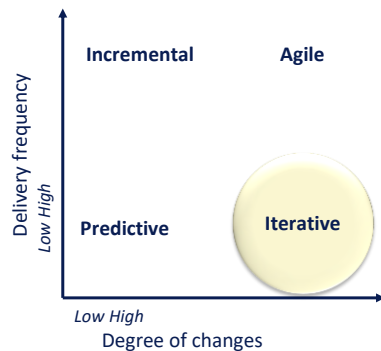
- Dynamic requirements
- Phases run once for each increment
- Continuous smaller deliveries
- Goal: Deliver value to customer quickly
- Planning for each increment



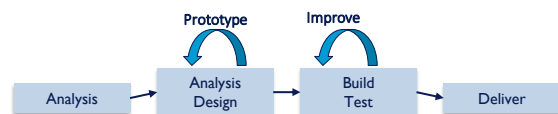
39



ITERATIVE APPROACH



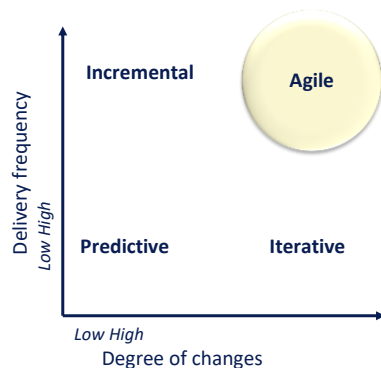
- Dynamic requirements
- Activities are repeated until they meet the final requirements
- In the end is delivered once
- Goal: Suitable solution
- Prototypes and reviews are planned
- Results may change requirements and plans



40



AGILE APPROACH



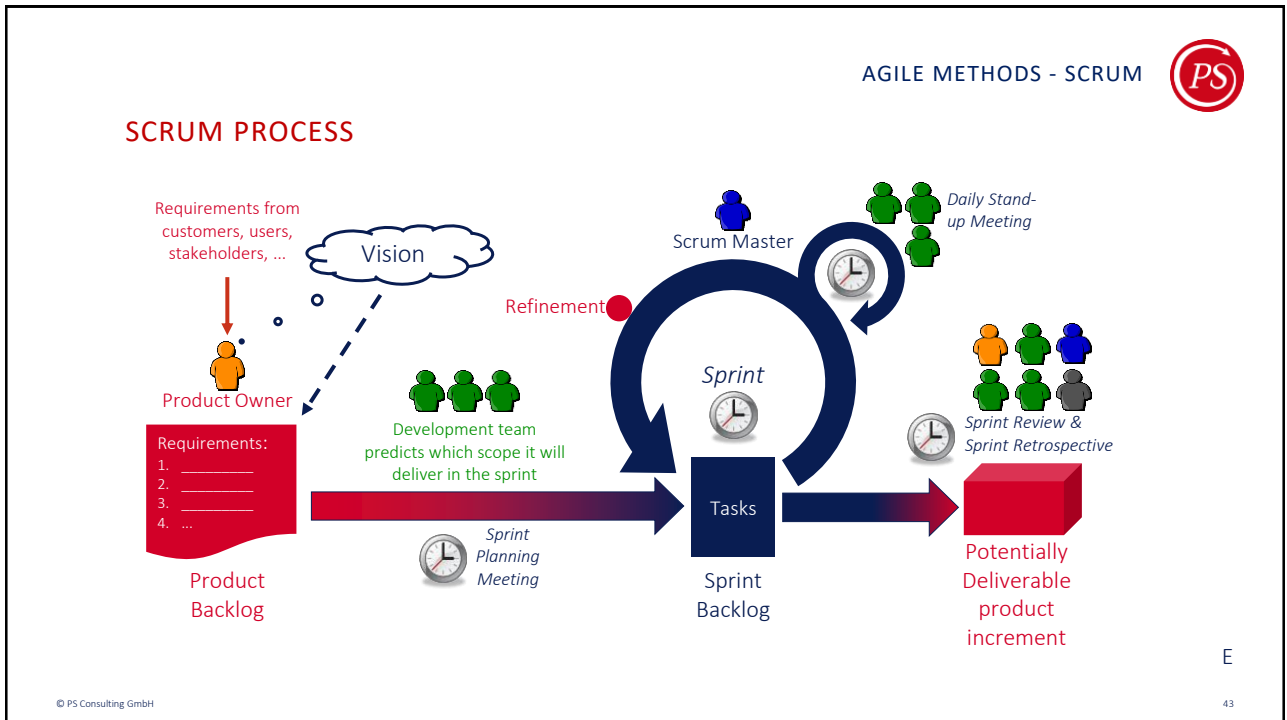
- Dynamic requirements
- Activities are repeated until satisfied
- Small frequent deliveries
- Goal: Create value for customer via regular deliveries and feedback

Requirements	Requirements	Requirements
Analysis Design Build Test	Analysis Design Build Test	Analysis Design Build Test
Requirements	Requirements	Requirements
Analysis Design Build Test WIP Limit	Analysis Design Build Test WIP Limit	Analysis Design Build Test WIP Limit

Iteration-based Agile

Flow-based Agile

41



43

Scrum Ceremonies Overview




- **Sprint planning**
 - Team collaborates with product owner to plan work for current sprint
 - Scrum master/senior scrum master facilitates
- **Daily scrum**
 - Short, daily meeting of team only
 - Team members describe work, ask for help, consider progress toward goal
 - **Not** a status meeting
- **Sprint review – can include Demo**
 - Held at end of sprint
 - Team, product owner and stakeholders attend, or customers review progress and give feedback to adapt product
- **Sprint retrospective**
 - Team identifies improvements to performance and collaboration

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46

Agile Ceremonies



We've discussed the ceremonies over the last few slides. Do you use them in your organization? How effective do they seem to be to you?

- **Product strategy meeting** – product owner shares product vision
- **Daily standup or standup**
 - Team status meeting
 - 5 to 15 minutes, timeboxed
 - Not necessarily daily
- **Backlog refinement**
 - Product owner prioritizes items on backlog
- **Project retrospective**
 - Held at the end of a project to review work and processes
 - Like lessons learned



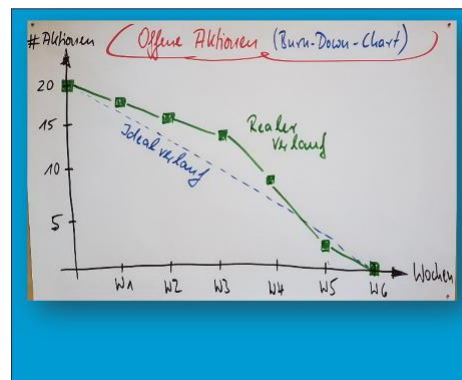
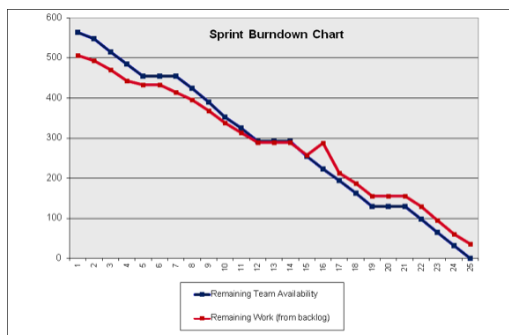
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47

AGILE METHODS - SCRUM



SPRINT BURNDOWN CHART - EXAMPLE



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48

48



SCRUM ROLES VS. CLASSIC PROJECT ROLES

Scrum - Project

- **Product Owner**
 - Only one person
 - Maintains and organizes the Product Backlog
 - Is in contact with stakeholders
 - Is always available for the team
- **Scrum Master**
 - Empowers all stakeholders for the Scrum process
 - Facilitates and coaches the process as needed
 - Clears obstacles out of the way
- **Development Team**
 - Estimates backlog items
 - Pulls its tasks from the backlog
 - Reports "Done"
 - Gives and receives feedback in Sprint Review

Classic project

- **Client, customer, sponsor**
 - Commissions the project
 - Can be a whole group (steering committee)
 - Decides on milestones and content as needed
- **Project Manager**
 - Plans and controls the project
 - Reported and communicated
 - Takes care of the stakeholders
 - Leads the project team
- **Team members**
 - Responsibility for their work packages
 - Content collaboration
 - Possible participation in planning
 - Feedback on progress and time



AGILE – HYBRID QUESTIONS

Company P's IT transformation project has three (3) deliverables, and they have the following characteristics, according to the project team:

- Deliverable 2 has strictly scheduled milestones, with no expected variation in the timeline.
- Requirements for deliverables 1 and 3 will change quickly during development.

Which project life cycle should the project manager use for this project?

- a) Select a fully agile project model, with a common user story and three-week sprints.
- b) Select a waterfall project model for deliverables, with firm milestones and change control procedures.
- c) Select a hybrid project model; position deliverable 2 as a single agile sprint embedded in an overall waterfall project.
- d) Select a hybrid project model; position deliverable 2 as a single waterfall phase embedded in an overall agile project.



AGILE – HYBRID QUESTIONS

An emergency vaccine roll-out project should be deployed to vaccination centers as soon as confirmed locations are booked. Factors such as delayed batch shipments, safety protocols, and target age groups may block the deployment at the last minute. However, the deployment process does NOT vary after passing the tollgate to begin setup at a new location.

Which project approach would best support the goal to maximize the number of centers deployed?

- a) A fully predictive life cycle where each center deployment is a phase subject to dependencies.
- b) A set of agile deployment iterations embedded in a predictive set of processes.
- c) A set of predictive deployment sequences embedded in a set of agile processes.
- d) A fully agile life cycle where dependencies and deployments are combined in each iteration.

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51

51



AGILE – HYBRID QUESTIONS

Two project managers are chatting in an airport lounge, on their way to a conference. They have never met and work in different companies. Project manager A tells a story about the last project, in which the team was given strict deadlines for updating artifacts and were audited to ensure risk registers and issue logs were updated at least once per week. Project manager B is shocked by project manager A's story, because their project team is allowed to work independently, with very little reporting required.

Which statement is true?

- a) Project manager B's PMO has no project governance.
- b) Project manager B's company does not have a PMO.
- c) Project manager B's company uses adaptive development approaches that projects adhere to and the PMO ensures compliance.
- d) Project manager B's company has a supportive PMO which only provides a peripheral role.

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52

52