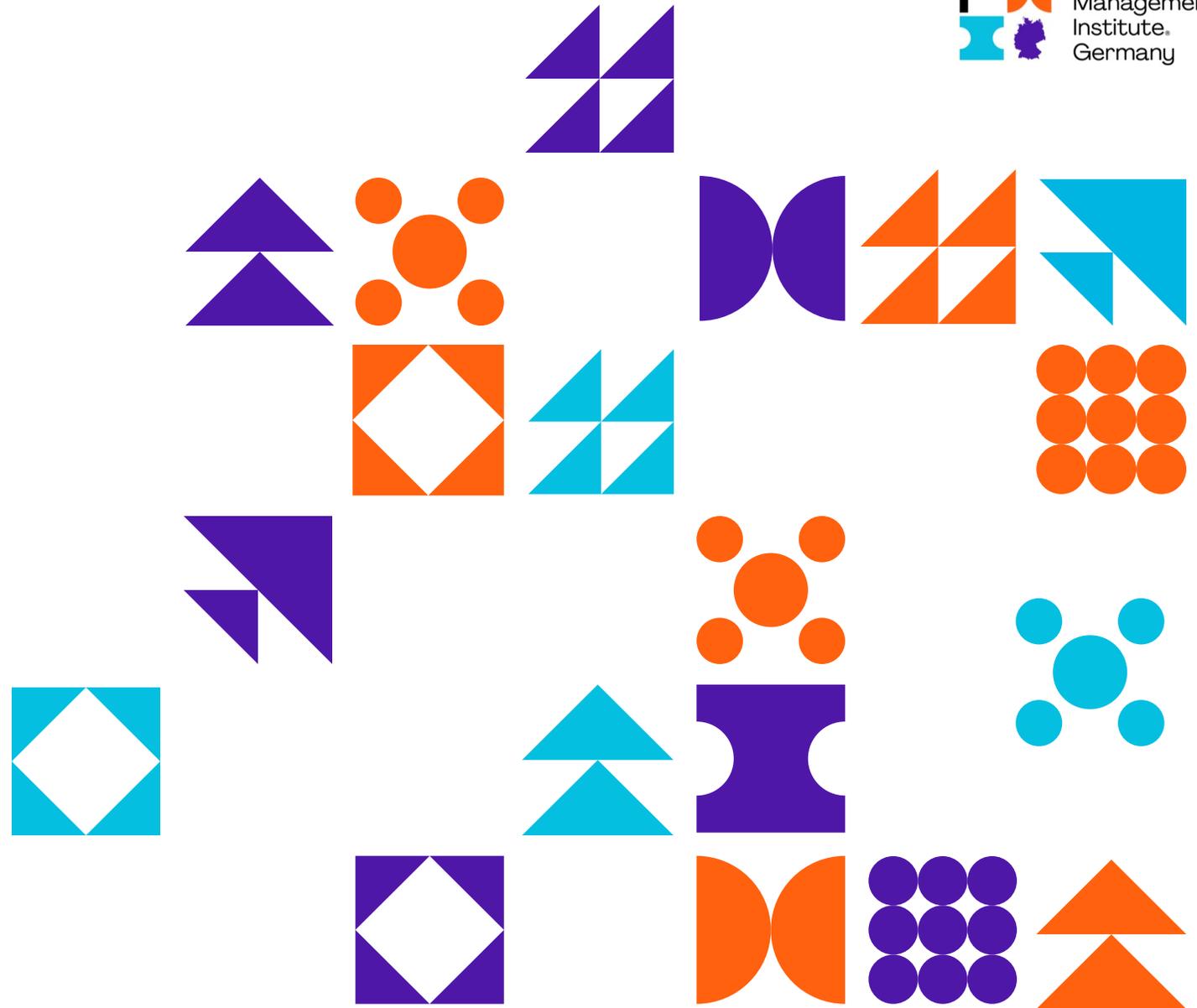


LOCAL GROUP DARMSTADT  
PRESENTS ...

# HYBRID MODELS, AI, AND THE CPO

**With PMI Fellow  
Antonio Nieto-Rodriguez**



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HOW TO SUCCEED IN A PROJECT DRIVEN WORLD

**The Focus Organization**

How Concentrating on a Few Key Initiatives Can Dramatically Improve Strategy Execution

Antonio Nieto-Rodriguez  
Foreword by Greg Belsoria

**Successful Projects**

How to Launch, Lead, and Sponsor Successful Projects

ANTONIO NIETO-RODRIGUEZ

**Harvard Business Review**

**Project Management Handbook**

How to Launch, Lead, and Sponsor Successful Projects

ANTONIO NIETO-RODRIGUEZ

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# Faster, Higher, Stronger – Together

Our exceptional consulting approach drives success in Digital, Sustainability, Growth, Strategic, and other significant transformations.



### Faster

Accelerate the execution of your projects, learn how to close them faster, and double the speed of your transformations.



### Higher

Infuse purpose into every initiative, aligning with goals that matter, and double the engagement around your transformations.



### Stronger

Build resilience in your team and workforce, capable of navigating complexity and constant change.



### Together

Break down silos and foster cross-functional collaboration.

# Alistair Godbold and Antonio Nieto Rodriguez appointed as new APM Vice Presidents

# Current State of Hybrid Methods



**Agile or Waterfall**

# It's Time to End the Battle Between Waterfall and Agile

by Antonio Nieto-Rodríguez

October 10, 2023



MirageC/Getty Images

When you are leading a high-stakes project, choosing between the rigor of Waterfall and the flexibility of Agile can make or break your initiative.

For the last two decades, too many academics, leaders, project managers, and organizations have thought they have to choose one or the other.

Worse, the emergence of Agile methods led to tribalism in the project community, stifling innovation and limiting the potential for truly effective solutions.

<https://hbr.org/2023/10/its-time-to-end-the-battle-between-waterfall-and-agile>

- **What Happens when you gather in the same room traditional project managers and agile practitioners?**



- Bring a bunch of project managers together and inevitably they'll share their thoughts about their least-preferred methodologies.

**“Waterfall is a process designed for a world that no longer exists.”**

**“Waterfall is a dinosaur.”**

**“Agile makes eagles team up with turkeys.”**

**“Agile is a way of delivering failure faster.”**

Entire organizations choose to “go agile,” setting aside the fundamentals of traditional methodologies that some projects need.

# Strengths and Limitations

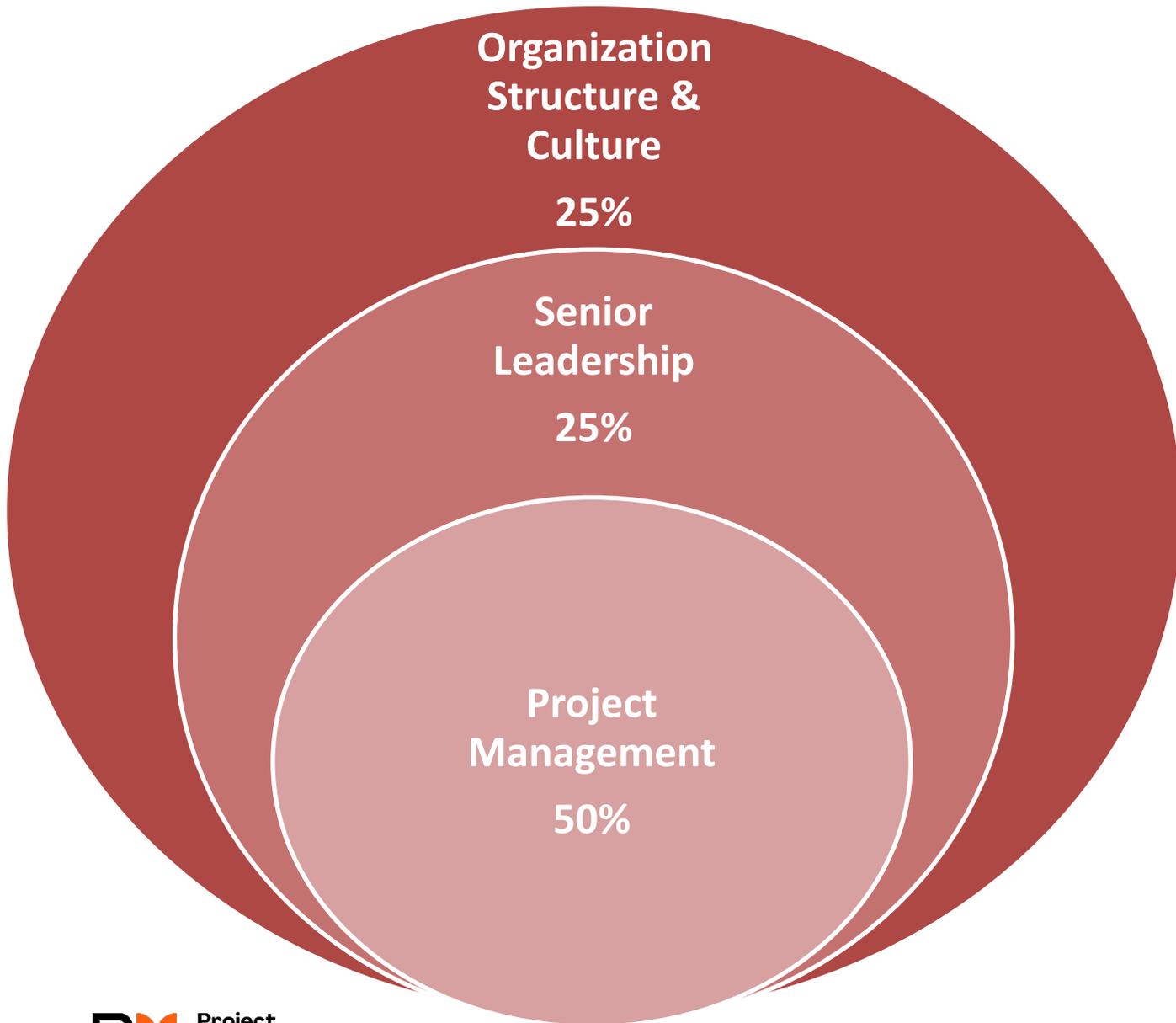
	WATERFALL	AGILE
	<b>STRENGTHS</b>	
Planning	Detailed planning at the beginning ensures clarity on scope and resources.	Less upfront planning allows for flexibility in project scope.
Documentation	Comprehensive documentation ensures every aspect of the project is recorded.	Less documentation speeds up project delivery.
Structure	Clear, linear stages make it easy to understand and manage.	Iterative development allows for continuous improvement and adaptation.
Visibility	Progress is visible at each stage due to defined milestones.	Regular updates from iterative cycles provide continuous visibility.
Predictability	High predictability as the scope, timeline, and cost are defined early on.	Adaptive processes make it less predictable but can respond quickly to change.
	<b>LIMITATIONS</b>	
Flexibility	Once a phase is completed, it is difficult to go back and make changes.	High flexibility to adapt to changes, which can disrupt the initial plan.
Changes	Changes are difficult and costly as they require revising extensive documentation and can affect the whole project timeline.	Embraces changes even late in development, which can sometimes lead to scope creep.
Customer Involvement	Customer feedback is typically incorporated during milestone reviews, not continuously.	Continuous customer feedback is integral, which keeps the project aligned with client needs.
Completion Time	Longer delivery times due to the linear sequence of phases.	Potentially quicker delivery times due to incremental progress.
Risk Management	High initial risk due to the inflexibility to adapt to changes.	Lower risk as changes can be incorporated at any iteration

65%

Yet **Project Success** Continues to be **Very Low** !  
Only **35%** of projects and mega projects are considered to be successful.



**FAIL**



# Hybrid Project Management

## First Global Survey

By Antonio Nieto-Rodriguez



# Detailed Survey Results

with Expanded Reviews, Reflections, Real Examples, and In-Depth Analysis

## Participant Demographics

First Name, Last Name, Email, Organization

Q1-Q4



All 1.168 participants provided their first names, last names, emails, and organizational affiliations.

**1.168**  
Total surveys completed



The collection of detailed participant data is critical for the integrity and follow-up of the survey. It ensures that respondents can be contacted for additional insights, enhancing the survey's credibility and utility. The high completion rate (95%) shows strong engagement from participants, indicating the importance they place on project management topics.



Detailed participant data enables more personalized communication and insights, helping project managers apply relevant practices to their specific contexts.

# What is your current job title or role?

Q6



The role of a Program Director at Google involves overseeing multiple projects, necessitating the use of hybrid methodologies to manage diverse project demands effectively.



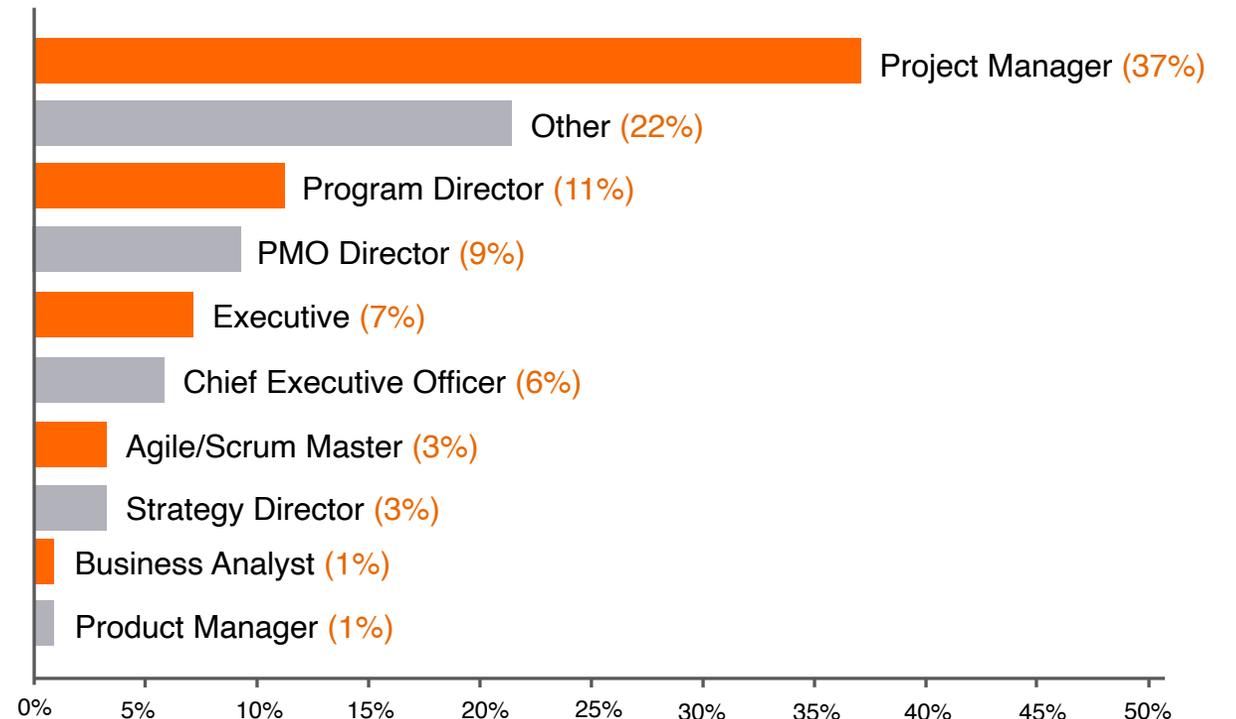
The wide range of roles indicates that hybrid project management is relevant at multiple organizational levels, from operational to strategic. The high percentage of project managers (37%) signifies their frontline role in implementing these methodologies. The significant presence of executives and directors (15%) highlights the strategic importance of hybrid methods, showing that high-level support is crucial for their success.



Project management roles are evolving to require expertise in multiple methodologies, emphasizing the importance of hybrid approaches for future professionals.



## Answers



# Project Management Practices

Do you apply a hybrid approach (e.g., a mix of waterfall, agile, change management... methods, and tools) to manage your projects?

Q9



At Microsoft, teams use a hybrid approach by combining Agile for software development and Waterfall for marketing campaigns.



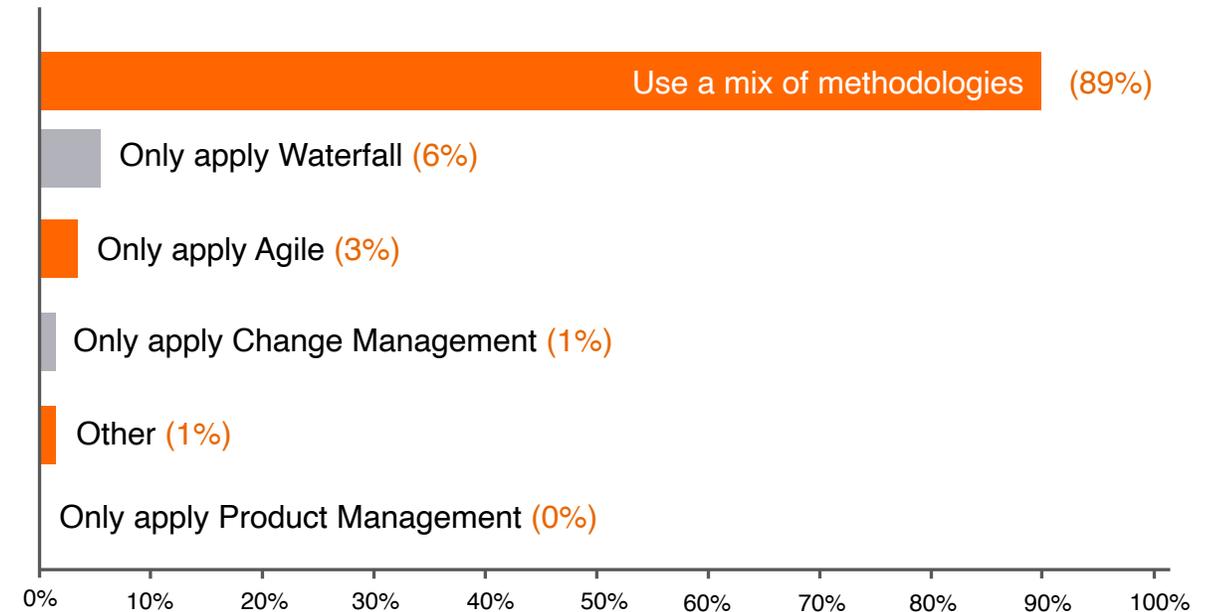
The overwhelming preference for hybrid methods reflects a shift towards flexibility and adaptability in managing projects. This trend indicates a departure from rigid methodologies, acknowledging that a one-size-fits-all approach is often inadequate for complex and varied project demands. The small percentages adhering strictly to single methodologies suggest that most organizations recognize the limitations of traditional or single frameworks. The preference for hybrid approaches (89%) showcases the growing recognition of their benefits in managing modern projects.



This trend implies that future project managers will need to be adept in multiple methodologies and capable of integrating them to suit project-specific needs, highlighting the importance of continuous learning and adaptability.



## Answers



# Since when are you applying hybrid methods in your projects?

Q10



General Electric (GE) adopted hybrid project management methods around 2010 to streamline their product development and production processes.



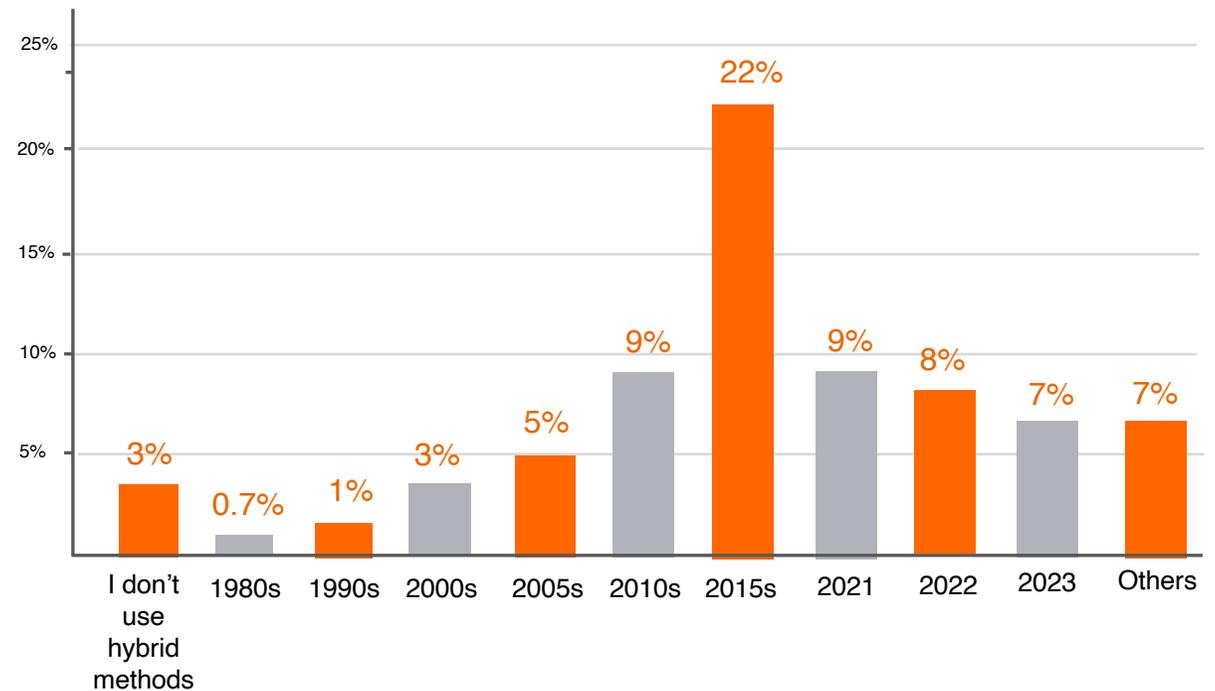
The adoption timeline indicates a growing trend towards hybrid project management, particularly in the last two decades. The fact that many organizations only recently adopted these methods suggests ongoing transitions in project management practices. The increase in adoption post-2010 (17%) could be attributed to the rising complexity of projects and the need for more adaptive management approaches. The significant percentage of non-users (32%) indicates that there is still room for growth in adopting hybrid methods.



The growing adoption of hybrid methods over the past decade underscores the necessity for project managers to stay updated with evolving practices and tools to handle contemporary project challenges effectively.



## Answers



# If you have been applying hybrid methods to your projects, have you noticed an impact on the success of your projects?

Q11



At Spotify, adopting hybrid project management methods has led to significant improvements in project delivery times and product launches.



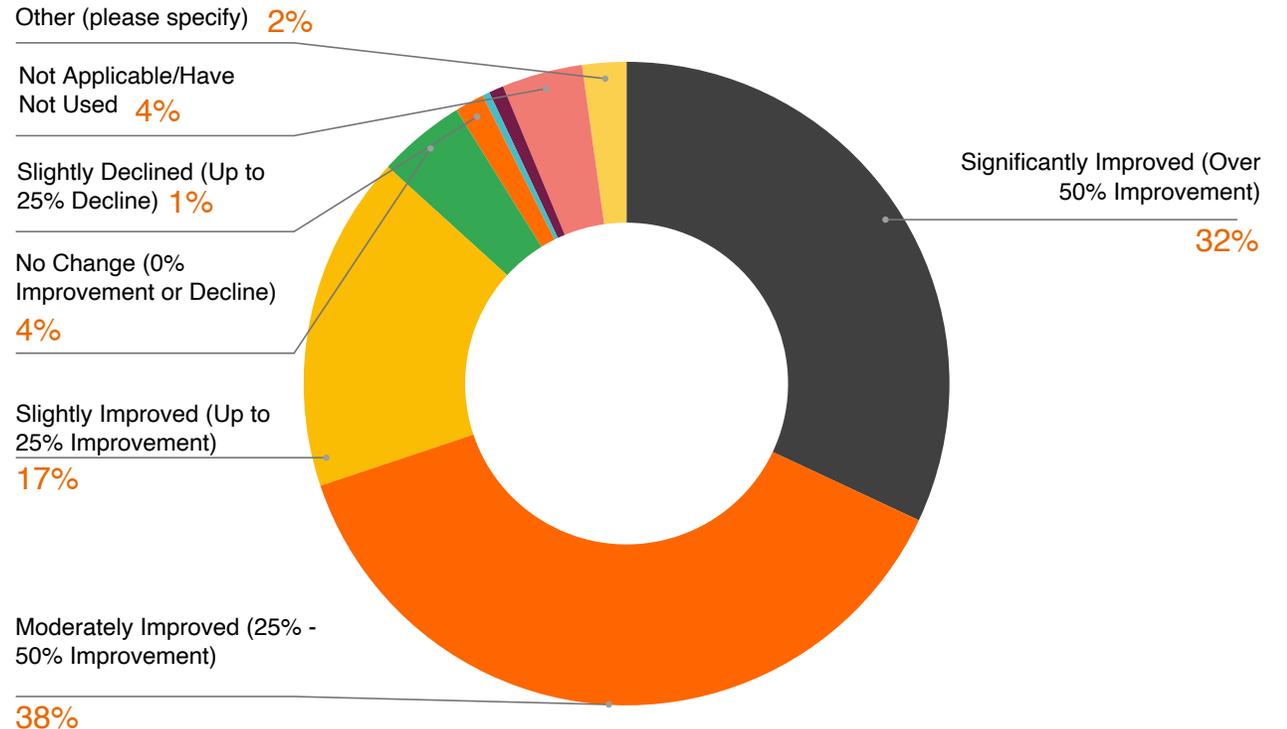
The majority reporting improvements in project success indicate the effectiveness of hybrid methods. However, a small percentage noted a decline or no change, suggesting that the successful implementation of hybrid methods may depend on specific contexts and execution. The high percentage of significant improvement (48%) highlights the substantial benefits of adopting a hybrid approach. In comparison, the moderate improvement (12%) and slight decline (6%) indicate that some organizations may face challenges in integration.



The positive impact on success rates reinforces the effectiveness of hybrid approaches, encouraging project professionals to adopt and refine these methods to maximize project outcomes.



## Answers



# What is your primary reason for adopting a hybrid project management approach?

Q12



Deloitte adopts hybrid project management for greater flexibility and better resource management across its diverse client projects.



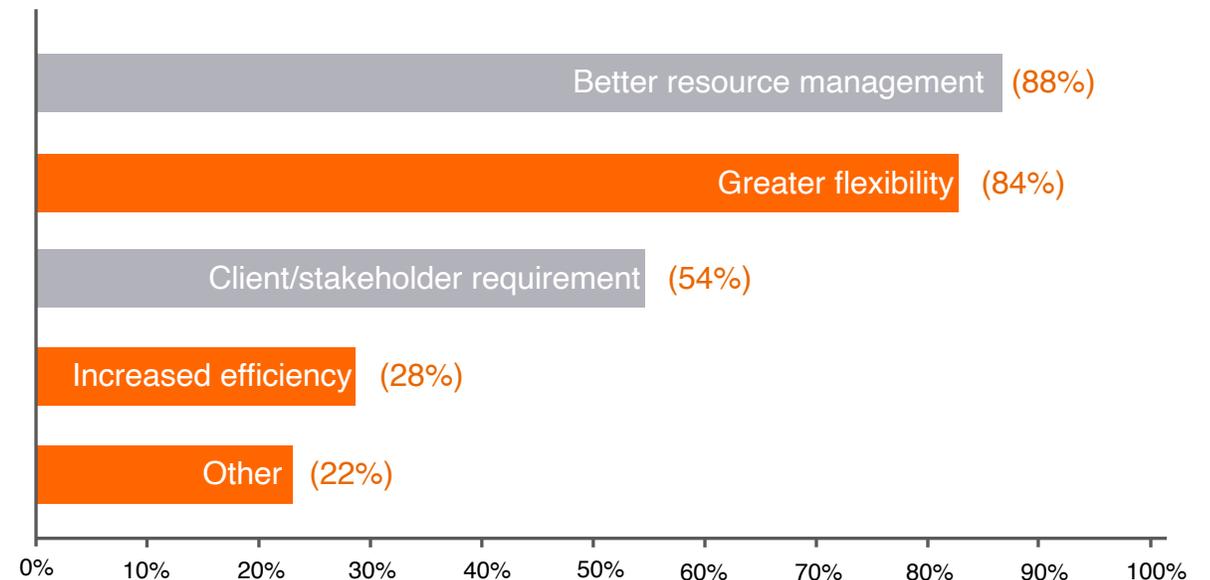
The emphasis on flexibility and resource management reflects a need to adapt to varying project requirements and optimize resource use. Client and stakeholder demands also drive the adoption of hybrid approaches, highlighting the importance of responsiveness to external expectations. The strong focus on better resource management (88%) and greater flexibility (83%) suggests that these are critical factors for successful project management in dynamic environments.



Emphasizing flexibility and resource management indicates that project managers must prioritize these aspects to optimize project outcomes.



## Answers



# Which project management methodologies do you commonly integrate in your hybrid approach? (Select all that apply)

Q13



Siemens integrates Agile-Scrum for development and Lean for manufacturing efficiency.



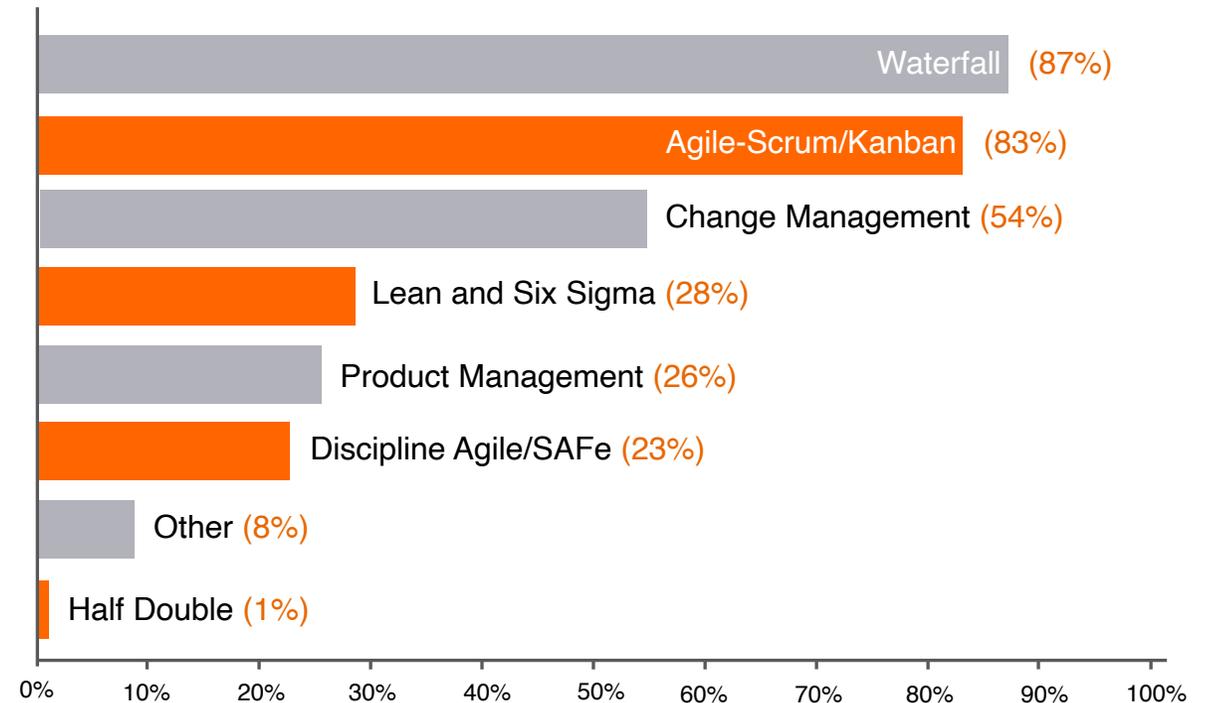
Integrating various methodologies suggests a tailored approach to project management, leveraging the strengths of each method. Agile and Waterfall remain the most popular, indicating their foundational role in hybrid project management. The significant use of Change Management (54%) reflects the importance of managing transitions and transformations effectively within projects. Including methodologies like Lean and Six Sigma (29%) highlights a focus on quality and efficiency.



Understanding both traditional and modern project management approaches is essential for project managers to tailor their methods based on project demands.



## Answers



# Which approaches do you apply to the following project types? (please respond to at least one row)

Q16



A financial services company applies the waterfall approach to compliance and regulation projects. For instance, **81%** of their compliance projects use waterfall methodologies to ensure strict adherence to regulatory requirements. This structured approach has led to a **15%** reduction in compliance errors and improved regulatory audit outcomes.



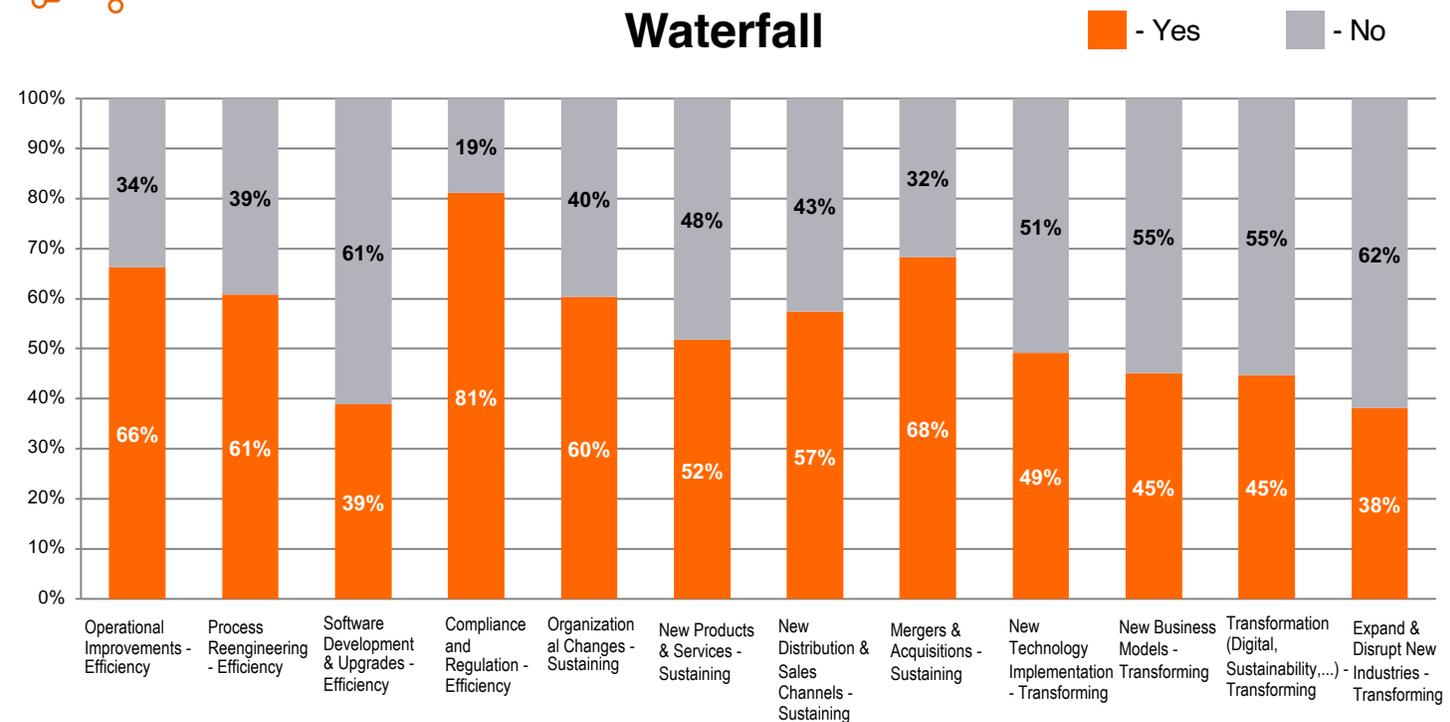
Waterfall methodologies are predominantly used for projects that require a high degree of control and predictability. The data shows that compliance and regulation projects (**81%**) and mergers & acquisitions (**68%**) are particularly suited to this approach due to their structure. Waterfall is less frequently applied to more dynamic projects like new technology implementations (**49%**) and business model transformations (**45%**), where flexibility is crucial.



The continued use of the waterfall approach in regulatory and compliance projects underscores the need for rigorous planning and documentation. Project managers should maintain proficiency in waterfall techniques to manage these high-stakes projects effectively, ensuring compliance and minimizing risks.



## Answers



# Which approaches do you apply to the following project types? (please respond to at least one row)

Q16



A software development firm uses agile methodologies for software development and upgrades, with **80%** of such projects utilizing agile practices. This approach has enabled the firm to release software updates every two weeks, enhancing product quality and customer satisfaction through continuous improvement and fast iterations.



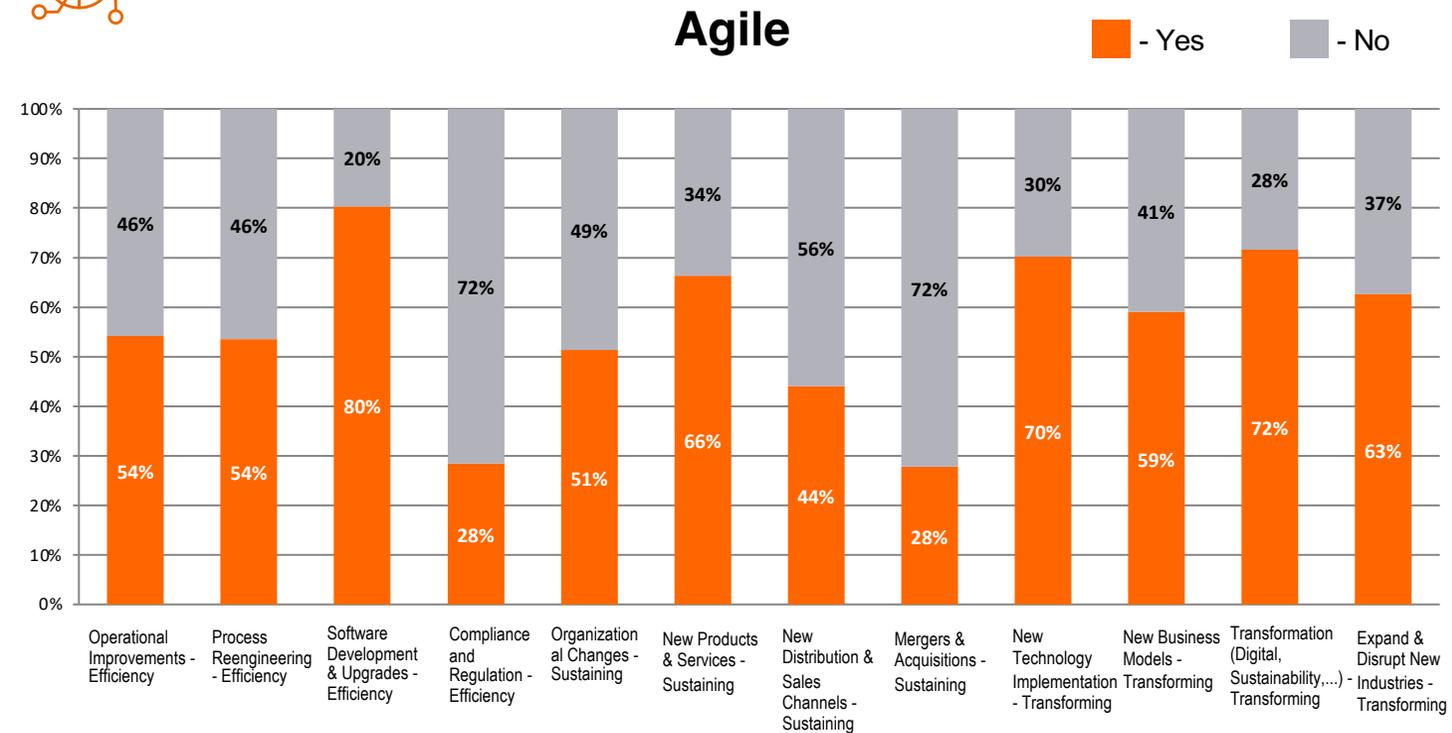
Agile methodologies are most effective in projects that benefit from flexibility and iterative development. The data indicates a high adoption of agile in software development (**80%**) and new technology implementations (**70%**). However, agile is less favored for compliance projects (**28%**) and mergers & acquisitions (**28%**), where the need for predictability and structured processes prevails.



The strong use of agile in software and technology projects highlights its benefits in fostering innovation and rapid development. Project managers should focus on mastering agile practices to efficiently handle projects requiring adaptability and continuous delivery, ensuring they can quickly respond to changes and feedback.



## Answers



# Which approaches do you apply to the following project types? (please respond to at least one row)

Q16



A healthcare technology company applies hybrid project management to new product and service development. For instance, **86%** of their projects in this category use hybrid methods, blending agile for R&D phases and waterfall for regulatory approval processes. This dual approach has resulted in a **20%** faster time-to-market for new products while maintaining compliance with healthcare regulations.



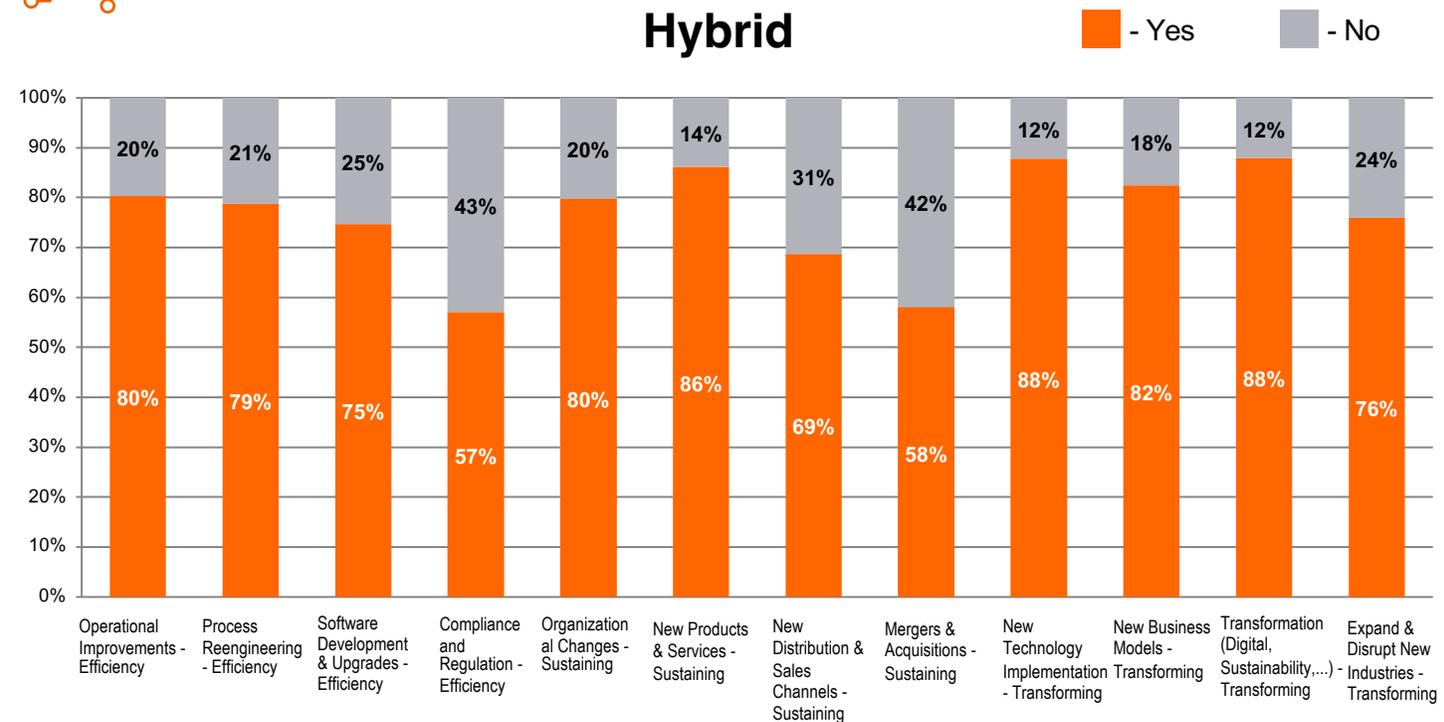
Hybrid project management is widely adopted across various project types, providing the flexibility to tailor methodologies to specific project needs. The data shows significant use of hybrid approaches in new technology implementations (**88%**), digital transformations (**88%**), and operational improvements (**80%**). This reflects the versatility and effectiveness of hybrid methodologies in managing complex and multifaceted projects.



The extensive use of hybrid project management underscores its value in combining the strengths of both agile and waterfall approaches. Project managers should cultivate skills in both methodologies to effectively implement hybrid strategies, enabling them to adapt to diverse project requirements and maximize project success.



## Answers



# To what extent do you agree with the following statement: "The hybrid project management approach has improved our project success rate".

Q18



Accenture sees a **40%** improvement in project success rates by combining Agile and Six Sigma practices.



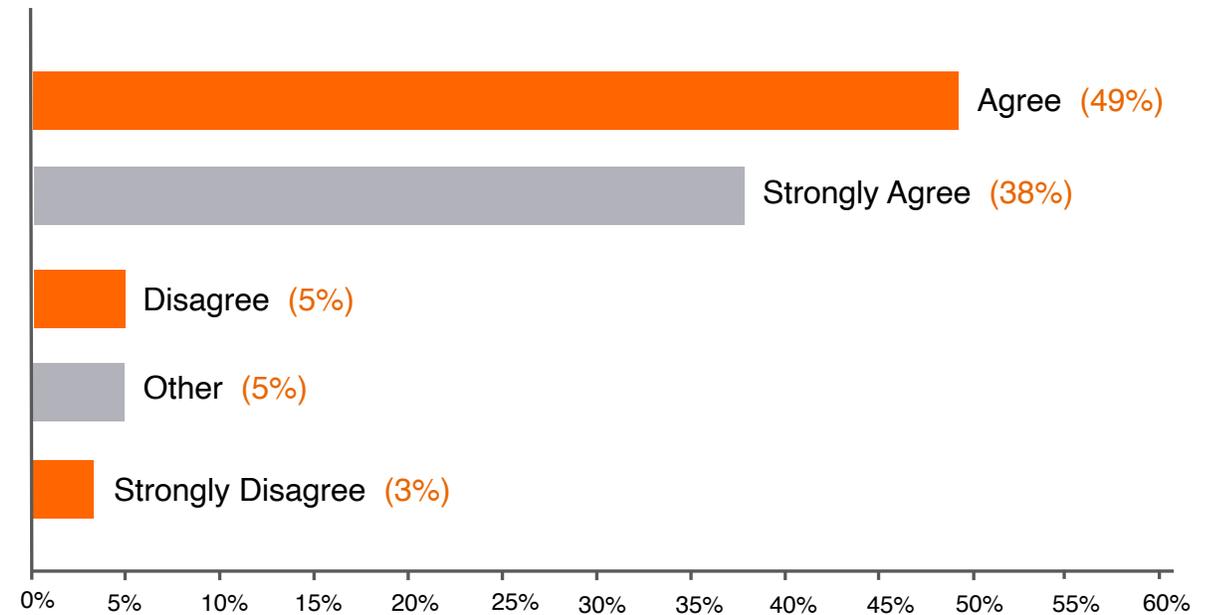
The majority of respondents agree (**49%**) or strongly agree (**38%**) that hybrid methods have improved their project success rates, indicating widespread recognition of their benefits. The small percentages of disagreement (Strongly Disagree - **3%**, Disagree - **5%**) suggest that while there are some challenges or negative experiences, they are relatively rare. The positive response indicates that hybrid project management is generally effective in improving success rates.



Improved success rates underscore the effectiveness of hybrid approaches, highlighting the importance of adopting and refining these methods.



## Answers



# Training and Proficiency

What percentage of your team members have received formal training or are proficient in hybrid project management practices?

Q20



Salesforce provides formal Agile and traditional project management training to **75%** of its project managers.



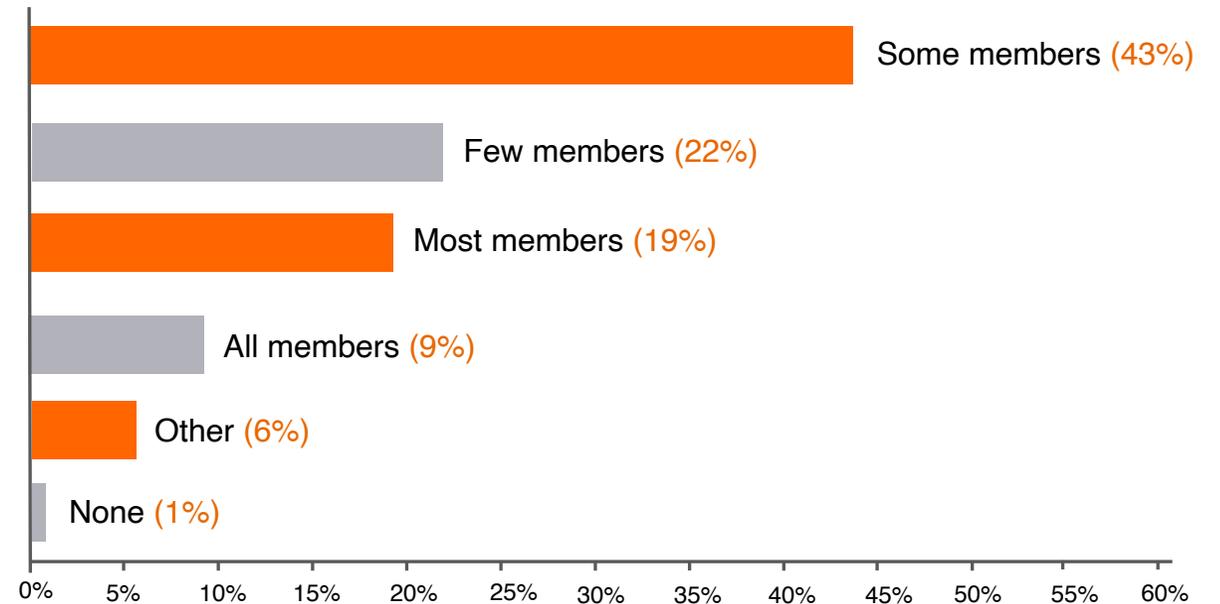
The variation in training levels highlights the need for standardized and comprehensive training programs in hybrid project management. Most respondents report that some (**43%**) or few (**22%**) team members have received formal training, indicating that while there is awareness, there is room for improvement in training initiatives. The small percentage with no training (**1%**) shows that almost all organizations recognize the importance of training in hybrid methodologies.



The variation in training highlights the need for standardized and comprehensive training programs in hybrid project management to ensure all team members are proficient and aligned in their approach.



## Answers



# Challenges and Benefits

What challenges have you encountered when implementing hybrid project management methods? (Select all that apply)

Q22



Intel faces resistance from team members unfamiliar with Agile practices when implementing hybrid methods.



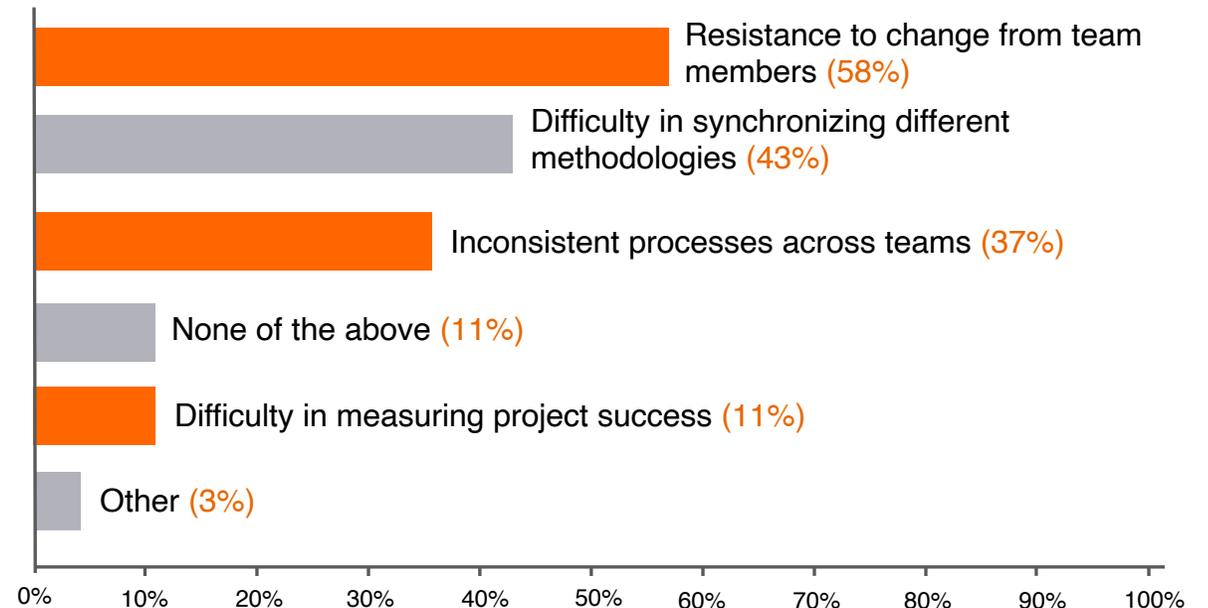
The primary challenges include resistance to change (58%) and difficulty in synchronizing different methodologies (43%). These issues highlight the need for effective change management and clear communication strategies when implementing hybrid methods. The presence of inconsistent processes across teams (37%) suggests that standardization and alignment are critical for successful implementation. The relatively lower concern with measuring project success (11%) indicates that while it is a challenge, it is not as prevalent as issues related to methodology synchronization and change resistance.



The challenges highlight the need for project managers to develop strong change management and integration skills to effectively implement hybrid methods across diverse teams.



## Answers



# Which tools and technologies are most beneficial in supporting your hybrid project management approach?

Q24



SAP uses Jira for Agile project management and SAP ERP for resource planning, benefiting from the integration of these tools.



The widespread use of project management software (e.g., Jira, Trello) and collaboration tools (e.g., Slack, Microsoft Teams) highlights their importance in supporting hybrid methodologies. These tools facilitate communication, coordination, and real-time updates, which are crucial for managing hybrid projects effectively. The integration of resource management platforms (e.g., SAP, Oracle) further enhances efficiency and resource allocation.



Proficiency in a variety of technologies is essential for project managers to support hybrid project management effectively.



## Answers

Change Management  
Kanban Scrum ADO Collaborative tools  
project management software  
project management PPSmartsheet Planner  
Waterfall PM tools communication MS Project Microsoft Project  
SAFe Microsoft Project Jira tools planning Slack  
Zoom Software Teams Scrum Excel Trello Agile Kanban Asana Lean  
collaboration MS Teams MS use Kanban Boards  
Azure DevOps DEVOPS Jira Confluence stand  
Microsoft Teams SharePoint meetings management tools  
Work Management Tools

### Commonly used tools included:

Project management software like Jira and Trello



Collaboration tools like Slack and Microsoft Teams



Resource management platforms like SAP and Oracle



# AI and Future Trends

## How will the introduction of AI in project management impact the adoption of hybrid methods?

Q27



A pharmaceutical company uses AI to predict project risks and optimize resource allocation, accelerating the adoption of hybrid methods.



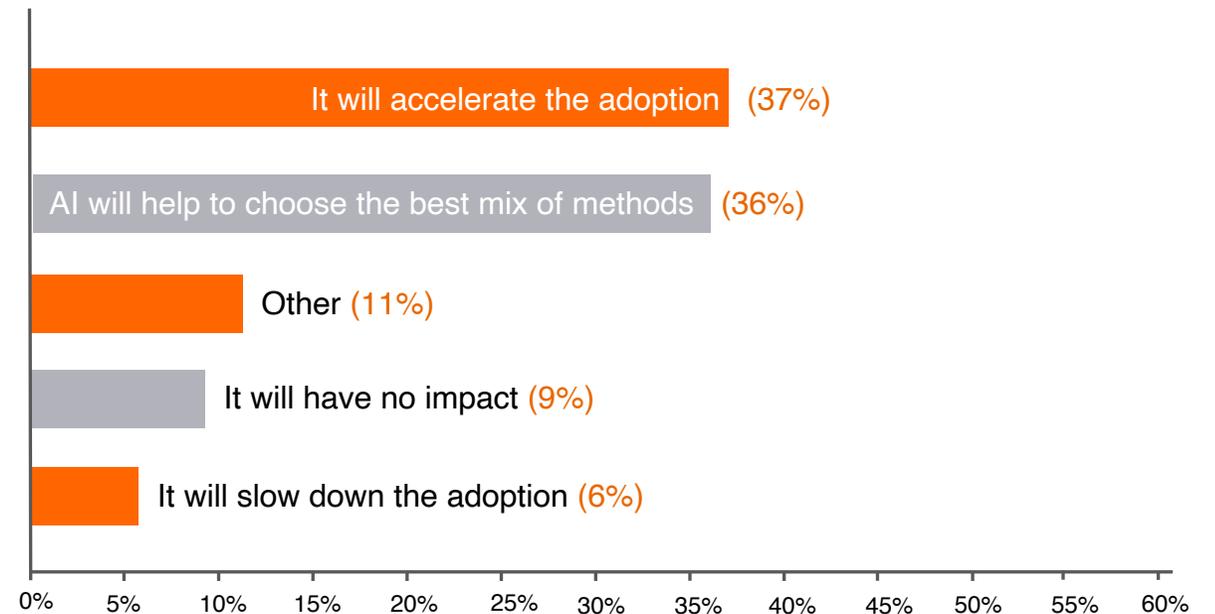
The majority believe AI will accelerate the adoption of hybrid methods (37%) or help choose the best mix of methods (36%). This indicates a positive outlook on AI's role in enhancing project management practices. The small percentage expecting a slowdown (6%) or no impact (9%) suggests that most project managers anticipate AI will contribute positively to their processes. The diverse expectations for AI's impact reflect varying levels of familiarity and readiness for AI integration in project management.



The anticipated impact of AI suggests that project managers must stay informed about AI advancements and be prepared to integrate AI tools to enhance project management practices.



### Answers



# Future Outlook

Do you foresee continued or increased use of hybrid project management methods in your organization?

Q39



A significant majority (66%) foresee continued or increased use of hybrid methods in their organizations.



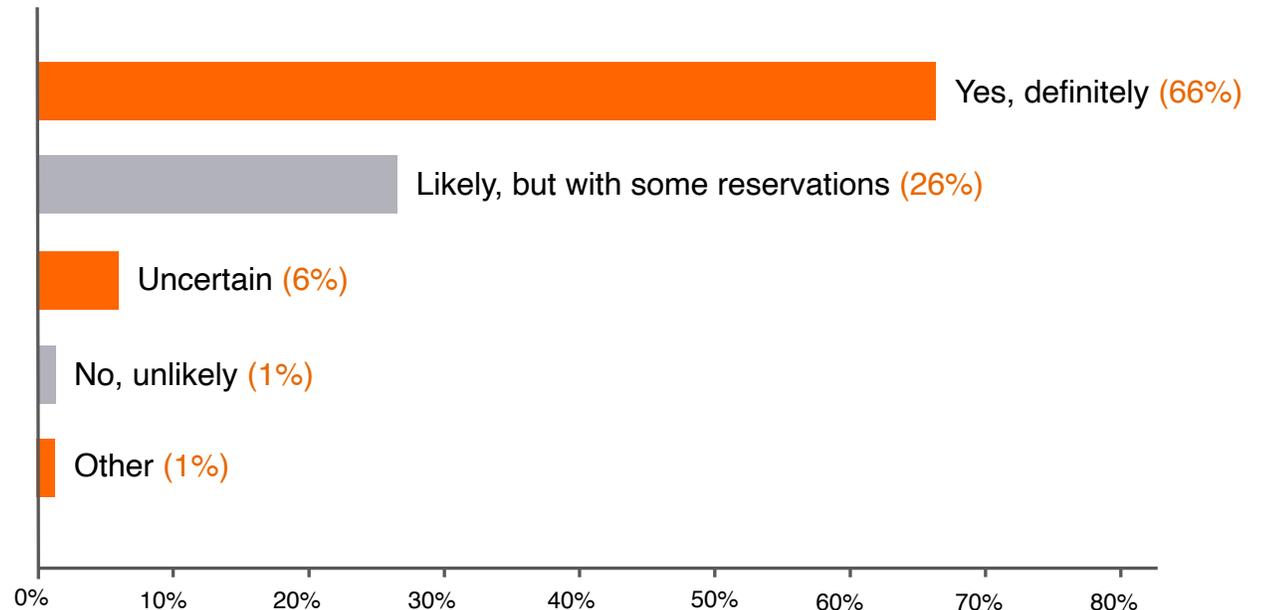
The strong future outlook for hybrid methods indicates widespread recognition of their benefits and effectiveness. This trend suggests that organizations are likely to continue investing in hybrid methodologies and training, further embedding these practices in their project management frameworks.



The optimistic outlook for hybrid methods indicates that project managers must be committed to ongoing learning and adaptation to stay ahead in the evolving landscape of project management.



## Answers



# What best practices would you recommend for implementing a hybrid project management approach effectively?

## Effective Communication:

- Regular communication, centralized comms, planned and accountable workstreams.
- Clearly communicate the framework to give everyone operational certainty.
- Increase communication as much as possible.

## Training and Education:

- Train the different roles in the new processes after involving stakeholders.
- Provide formal training to the team and stakeholders.
- Educate stakeholders and customers.

## Flexibility and Adaptability:

- Set the mindset to be ready to adapt and change.
- Stay simple and focus on simplicity in implementation and execution.
- Be open to change and flexible in applying different methodologies.

## Combining Methodologies:

- Use traditional techniques for milestones and agile for delivery.
- Apply appropriate methods to different parts of the project.
- Define clear goals and manage expectations.

## Stakeholder Engagement:

- Engage stakeholders frequently and ensure their involvement.
- Ensure key stakeholders and sponsors are on board early.
- Tailor the approach to meet stakeholder needs.

## Planning and Structure:

- Define the overall vision at the start using a traditional approach, then adopt agile.
- Map the usual project management process and choose the most suitable tools.
- Ensure teams align on sprints but have visibility to the end goal and full project schedule.

# What best practices would you recommend for implementing a hybrid project management approach effectively?

## Continuous Improvement:

- Incorporate change management at the beginning and ask for feedback.
- Conduct frequent reviews to balance and adjust the approach.
- Emphasize continuous improvement and iterative processes.

## Tool and Technique Selection:

- Use the right tools for the job, such as Jira for agile tracking.
- Select tools based on project needs and not force-feed methodologies.

## Collaboration and Empowerment:

- Foster collaborative skills and empower team members.
- Build a team first, then follow processes and showcase wins.
- Create a sound Kanban board and keep it up-to-date.

## Tailoring to Context:

- Understand project needs and tailor the approach accordingly.
- Customize the project management approach based on specific needs.
- Analyze the project context to determine the best practices.



# Introduction to Hybrid Project Management

# Hybrid - Characteristics

## • 1. Flexibility and Structure

- Hybrid methodologies, such as the one implemented by Philips for their digital transformation initiatives, offer a mix of Agile's flexibility and Waterfall's structure.
- Philips adopted a hybrid approach for its [HealthSuite digital platform](#), delivering rapid, iterative releases for software development while still adhering to strict documentation and safety guidelines.
- By combining these two approaches, Philips created a hybrid approach that was both flexible and structured. This [resulted](#) in better product quality, reduced time to market, predictable costs, and savings.



# Hybrid - Characteristics

## • 2. Planning and Iterations

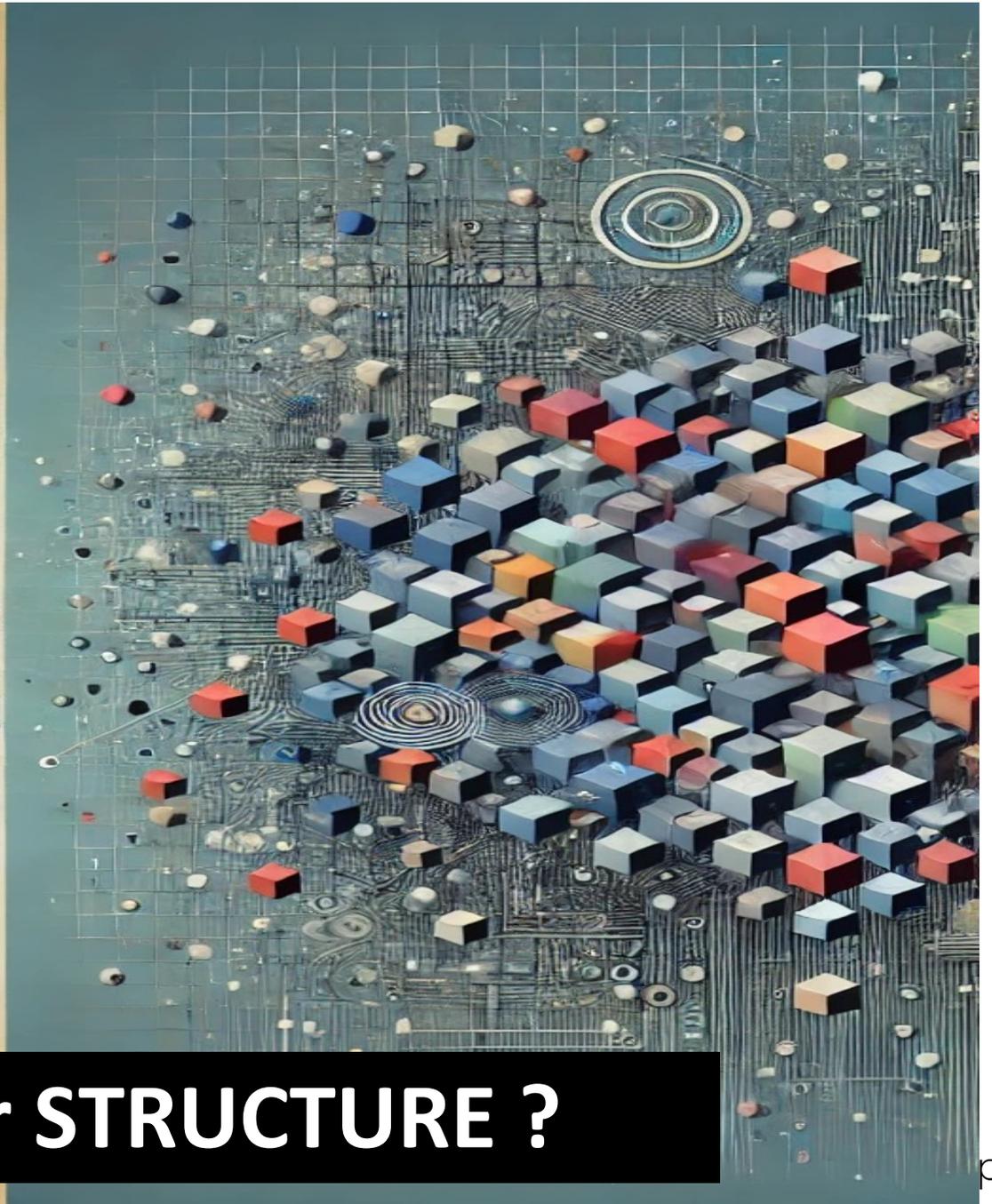
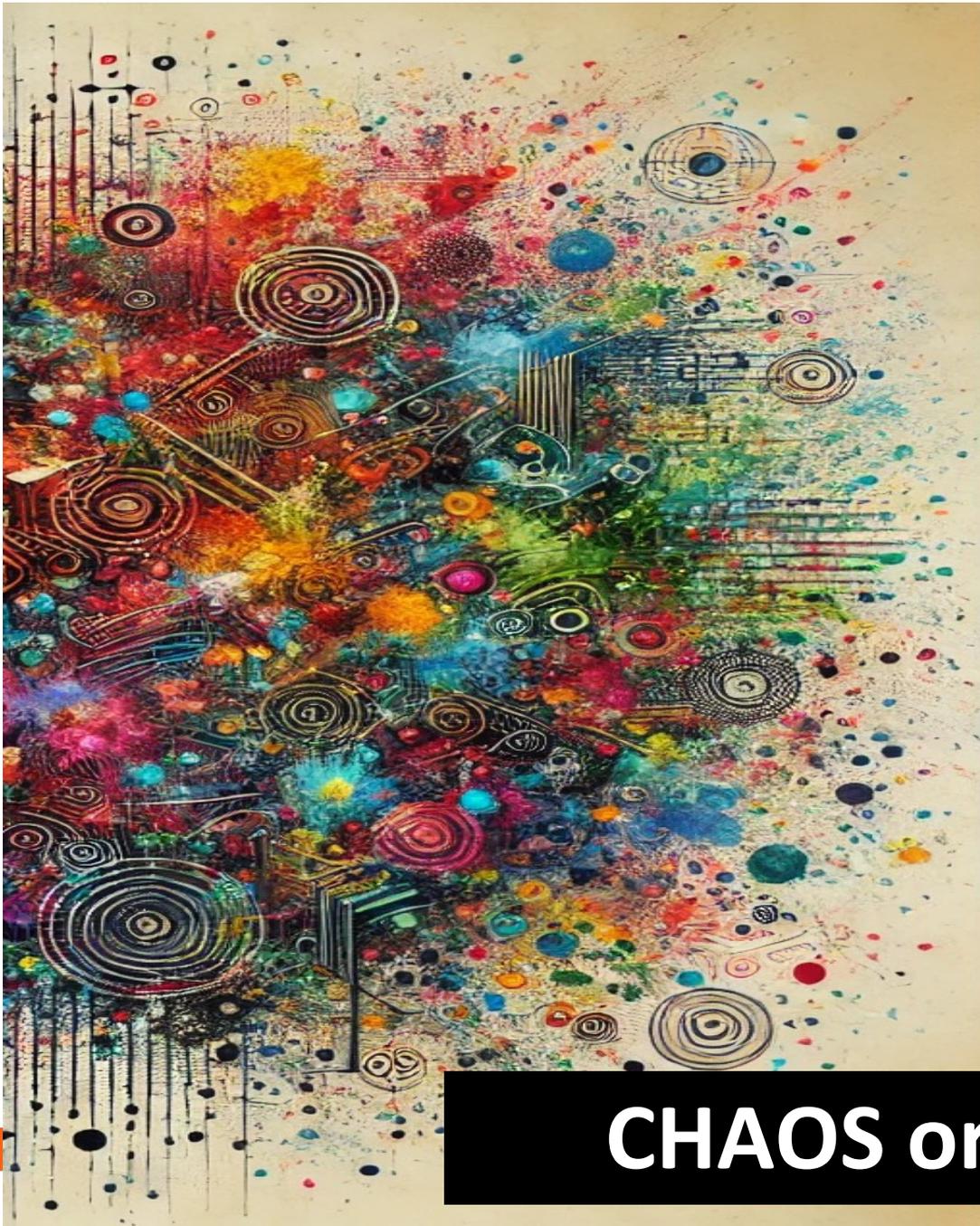
- Hybrid methods employ a phased approach for well-defined components and an iterative approach for uncertain ones.
- On its way to becoming the world's best digital bank, **DBS Bank** executed well-planned phases for infrastructure overhaul while implementing iterative development for its customer-facing digital services.
- This approach enabled them to revamp their legacy systems and simultaneously bring innovative services to market, boosting their revenues from S\$9.6 billion in 2014, the year it launched its digital transformation, to S\$14.6 billion in 2020.



# Hybrid - Characteristics

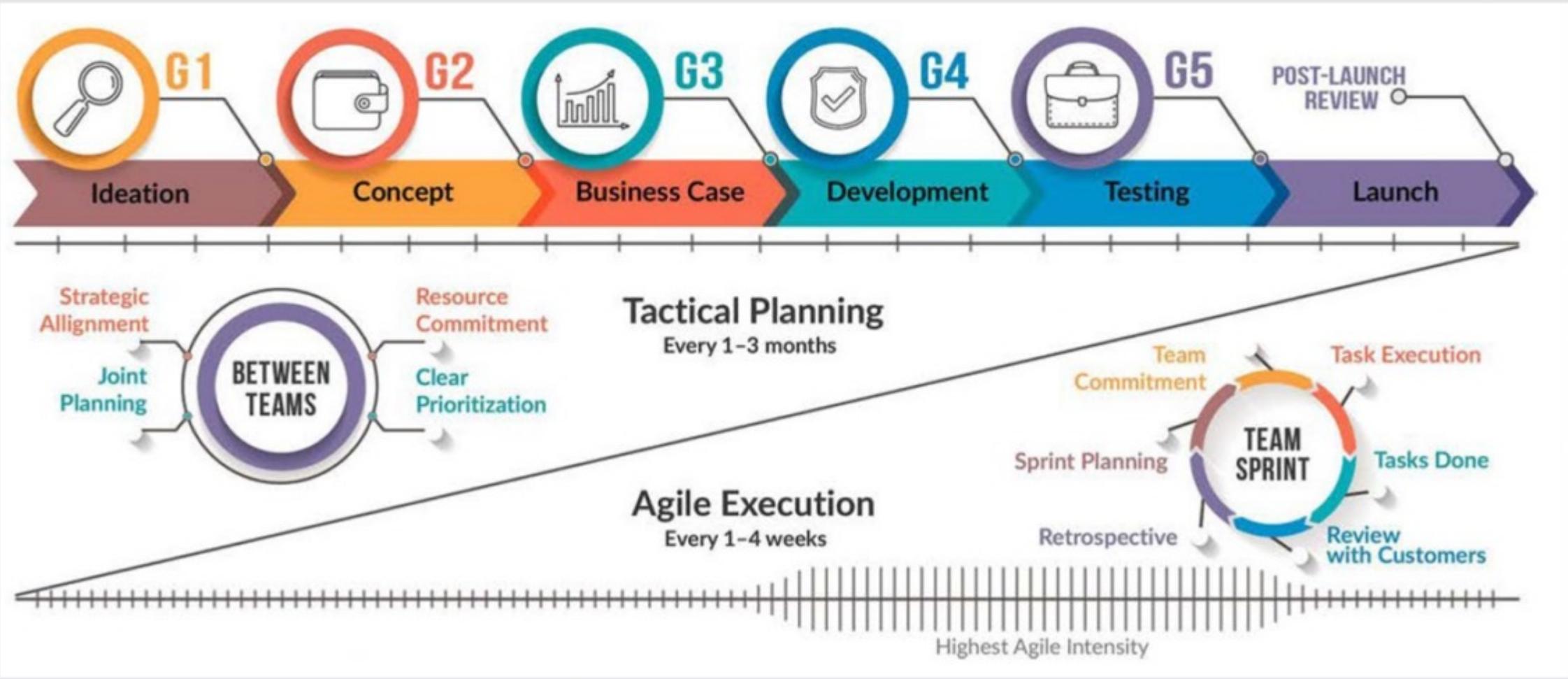
- **3. Customer involvement and Predictability**
- Hybrid methodologies strike a balance between customer involvement and predictability. British Telecom (BT) uses agile methods for digital services, such as its new [5G network](#), to ensure customer involvement by getting feedback early and often. This helps to ensure that the final product meets the needs of customers.
- For [infrastructure projects](#), such as its new data centers, BT uses Waterfall methods to plan and execute projects more predictably. This helps to ensure that projects are completed on time and within budget.
- The hybrid approach ensures customer involvement and offers predictable delivery timelines, helping BT achieve an annual revenue of [£21.37 billion in 2021](#).



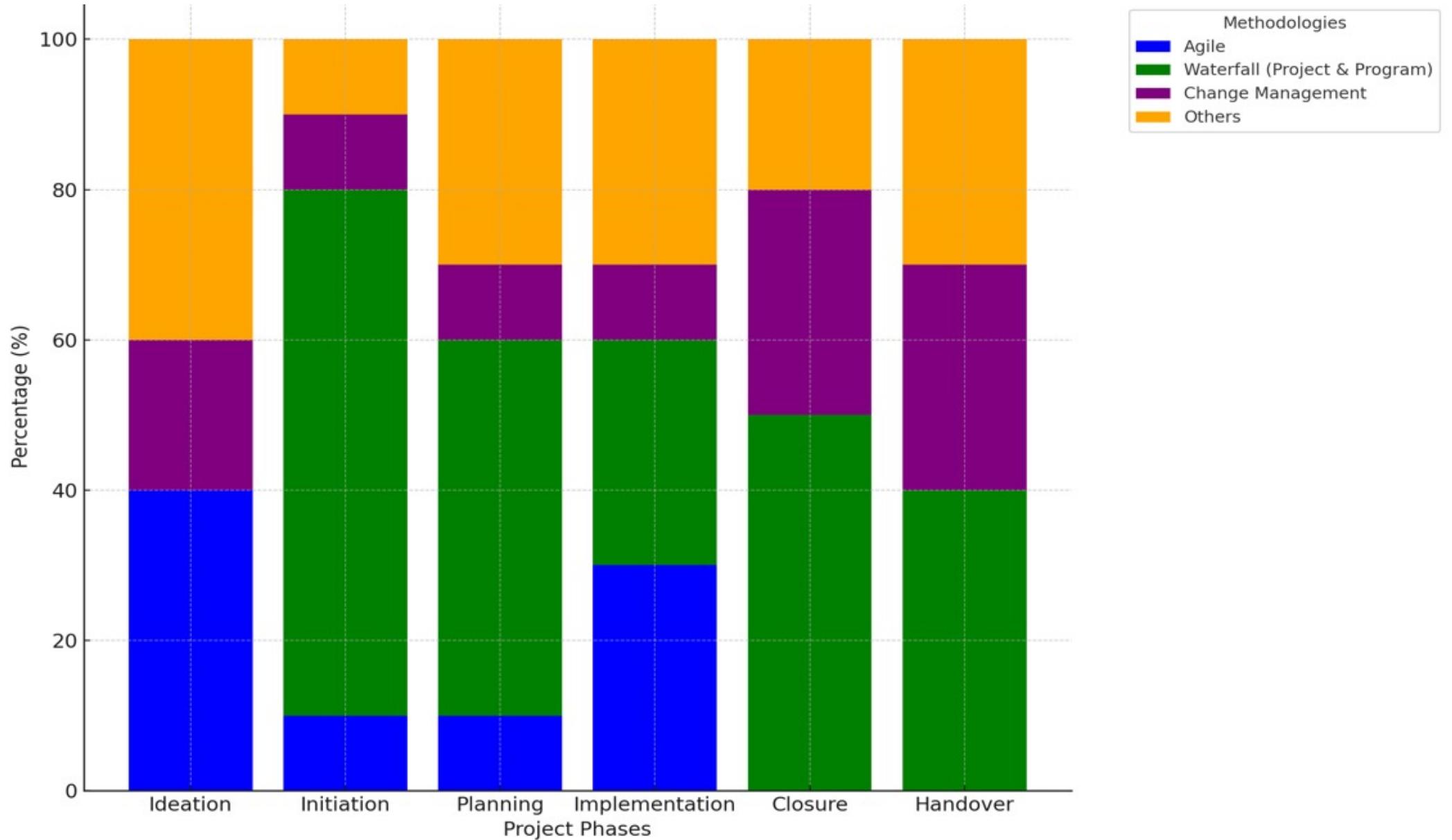


**CHAOS or STRUCTURE ?**

# A typical Agile–Stage-Gate hybrid model, with Agile sprints built into stages (Cooper and Sommer 2018: 19)



Project Phase	Agile	Waterfall (Project & Program)	Change Management	Others (incl. Lean Startup, Six Sigma, Product & Portfolio Management)
Ideation	40% (Scrum, Kanban)	20% (Organizational Alignment)	-	40% (Lean Startup, Market Analysis)
Initiation	10% (Scrum, XP)	70% (Traditional Scheduling, Strategic Planning)	10% (Stakeholder Analysis)	10% (Product Roadmapping, Customer Discovery)
Planning	10% (Sprint Planning)	50% (Detailed Task Planning, Resource Coordination)	10% (Impact Analysis)	30% (Feature Definition, DMAIC)
Implementation	30% (Sprints, Continuous Integration)	30% (Milestone Reviews, Oversight)	10% (Adoption Strategies)	30% (Agile Development, Process Optimization)
Closure	-	50% (Final Deliverables, Documentation, Program Closure Review)	30% (Transition Management)	20% (Quality Control, Benefit Realization)
Handover	-	40% (User Training, Support Handover, Benefit Realization)	30% (Change Reinforcement)	30% (Launch Strategies, Ongoing Support)



# What is the most suitable approach for your project?

# When Hybrid Methods Work Best

1. **Uncertain requirements:** For projects where requirements may change or need to be fully clear at the outset, but there's a need for a definite structure or end goal, a hybrid approach can accommodate evolving needs without losing sight of the final objective.
2. **Complex project structures:** For projects characterized by intricate interdependencies, multifaceted components, or multifunctional teams, a hybrid method can cater to the nuanced demands, balancing rigorous planning with agile execution.
3. **Diverse stakeholder needs:** When dealing with a broad range of stakeholders, each with their requirements and expectations, a hybrid approach can cater to all. It can allow for iterative feedback, like in Agile, while maintaining a structured roadmap, as in Waterfall.
4. **Varied project phases:** A hybrid method can offer the best of both worlds if different stages of your project require different approaches — such as an initial research phase requiring strict structure, followed by a development phase needing more flexibility.
5. **Risk management:** If your project encounters high levels of uncertainty or risk that require iterative testing and review but also require thorough documentation and planning, a hybrid method can strike the right balance between adaptability and meticulousness.

# What is the most suitable approach for your project?

Criteria	Score 1 (Low)	Score 2 (Slightly Low)	Score 3 (Moderate)	Score 4 (Slightly High)	Score 5 (High)	Your Score
<b>Scope Uncertainty</b>	Requirements are clear and stable	Requirements have minor uncertainty	Requirements have some uncertainty	Requirements have significant uncertainty	Requirements are very uncertain and unstable	
<b>Change Adaptability</b>	Changes are unlikely and minimal	Changes are infrequent and manageable	Some changes expected and manageable	Frequent changes expected, manageable with effort	High likelihood of changes, critical need to adapt	
<b>Stakeholder Engagement and Feedback</b>	Minimal stakeholder feedback needed	Occasional stakeholder feedback needed	Regular stakeholder feedback needed	Frequent stakeholder feedback needed	Frequent and close stakeholder engagement necessary	
<b>Delivery Timeframe</b>	Long timeframe available	Ample timeframe available	Moderate urgency for deliverables	Short timeframe, high urgency	Very urgent, short timeframe for deliverables	
<b>Risk Management and Complexity</b>	Low risk and complexity, minimal planning required	Low to moderate risk and complexity	Moderate risk and complexity, some planning required	Moderate to high risk and complexity, planning needed	High risk and complexity, thorough planning required	



# Original iPhone Development

Criteria	Score 1 (Low)	Score 2 (Slightly Low)	Score 3 (Moderate)	Score 4 (Slightly High)	Score 5 (High)	Your Score
<b>Scope Uncertainty</b>	Requirements are clear and stable	Requirements have minor uncertainty	Requirements have some uncertainty	Requirements have significant uncertainty	Requirements are very uncertain and unstable	<b>1</b> Apple had a clear vision for the iPhone, with defined features and design.
<b>Change Adaptability</b>	Changes are unlikely and minimal	Changes are infrequent and manageable	Some changes expected and manageable	Frequent changes expected, manageable with effort	High likelihood of changes, critical need to adapt	<b>3</b> While the vision was clear, the development needed to adapt to innovation and problem-solving.
<b>Stakeholder Engagement and Feedback</b>	Minimal stakeholder feedback needed	Occasional stakeholder feedback needed	Regular stakeholder feedback needed	Frequent stakeholder feedback needed	Frequent and close stakeholder engagement necessary	<b>4</b> Internal stakeholder feedback was crucial, but the product was developed secretly without customer input until launch.
<b>Delivery Timeframe</b>	Long timeframe available	Ample timeframe available	Moderate urgency for deliverables	Short timeframe, high urgency	Very urgent, short timeframe for deliverables	<b>5</b> There was a critical deadline for the launch, but there was enough time for development and testing
<b>Risk Management and Complexity</b>	Low risk and complexity, minimal planning required	Low to moderate risk and complexity	Moderate risk and complexity, some planning required	Moderate to high risk and complexity, planning needed	High risk and complexity, thorough planning required	<b>5</b> High risk due to the revolutionary nature of the product, requiring thorough planning and risk assessment.
						<b>18</b>

**Total Score: 18 (Hybrid Approach)** - The original iPhone development favored a hybrid approach, combining thorough planning with iterative design and testing within a flexible and innovative development environment.



### Total Score: 9 (Hybrid - Waterfall)

The construction of the Burj Khalifa involved moderate scope uncertainty and high adaptability requirements due to architectural and design changes. It required frequent stakeholder engagement, had a high urgency for deliverables, and involved high risk and complexity.



### Total Score: 12 (Hybrid - Waterfall)

The Crossrail project experienced moderate to high scope uncertainty and adaptability due to unforeseen challenges. It required high stakeholder engagement, had strict timelines with some delays, and involved high complexity in underground construction.



### Total Score: 18 (Hybrid)

Mars Rover missions had high uncertainty in scope and required high adaptability to scientific findings. It necessitated frequent stakeholder engagement, had moderate to high urgency due to launch windows, and involved high complexity and risk in space missions.



### Total Score: 20 (Hybrid - Agile)

The ERP implementation faced moderate to high scope uncertainty and required high adaptability to changing business requirements. It involved constant stakeholder engagement, had moderate urgency to align with business cycles, and involved high complexity in system integration.

# HYBRID MANIFESTO - 10 PRINCIPLES

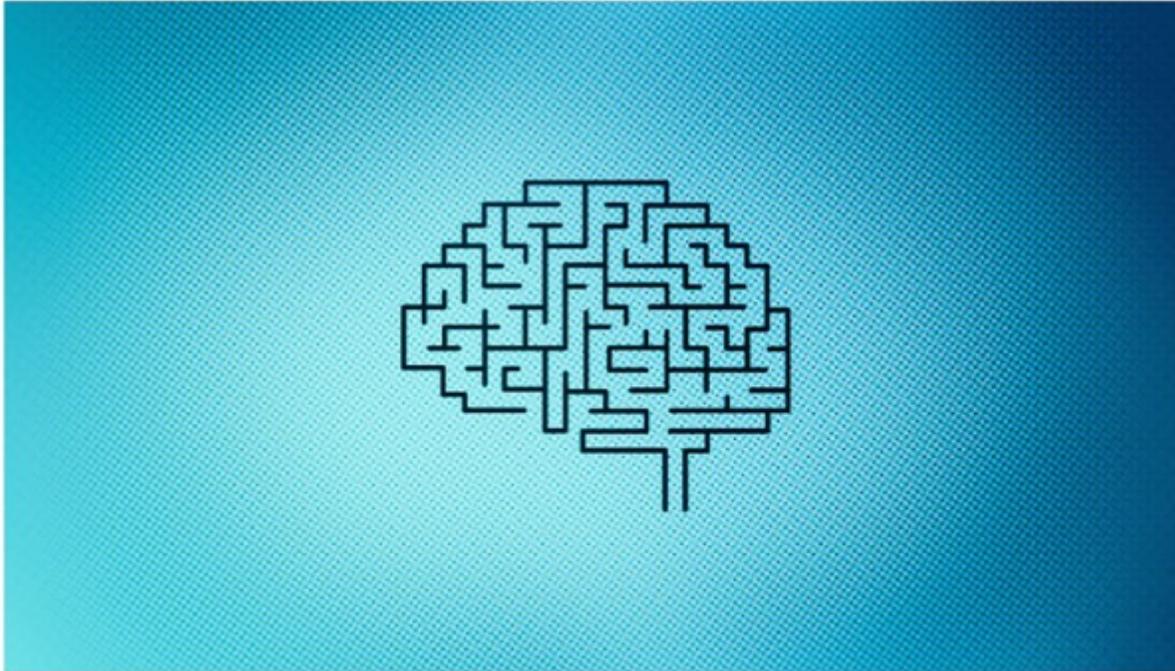
- 1. Flexibility Over Rigidity:** Adapt project plans and processes to accommodate changes in scope, resources, or objectives rather than strictly adhering to the original plan.
- 2. Integration Over Isolation:** Utilize a combination of methodologies (e.g., Agile, Waterfall) to leverage their strengths, ensuring that the approach fits the unique needs of each project phase.
- 3. Customer Collaboration Over Contract Negotiation:** Engage with stakeholders continuously throughout the project lifecycle, incorporating their feedback to enhance value and ensure alignment with their expectations.
- 4. Responsiveness Over Plan Conformance:** Prioritize the ability to respond to changes and new information following a preset plan, enabling better outcomes in dynamic environments.
- 5. Quality Through Iteration:** Implement iterative processes to refine project outputs, allowing for ongoing improvement and adaptation based on feedback and testing results.
- 6. Transparency Over Obscurity:** Maintain open and clear communication about project progress, issues, and decisions to ensure all stakeholders are informed and engaged.
- 7. Strategic Planning Over Ad Hoc Tactics:** Emphasize thorough planning that aligns with long-term organizational goals while remaining flexible to adapt as those goals evolve.
- 8. Benefits Realization Over Mere Delivery:** Focus on achieving tangible benefits that align with strategic business objectives rather than just completing tasks and deliverables.
- 9. Right to Stop Projects:** Recognize when projects no longer align with business needs or are viable and have the courage to propose their termination to conserve resources.
- 10. Right to Demand Senior Leadership Support:** Ensure project success by seeking and requiring ongoing support, guidance, and resources from senior management.

# How AI is Disrupting Project Management - Now

# How AI Will Transform Project Management

by Antonio Nieto-Rodriguez and Ricardo Viana Vargas

February 02, 2023



Sean Gladwell/Getty Images

# The Opportunities at the Intersection of AI, Sustainability, and Project Management

by Antonio Nieto-Rodriguez and Ricardo Viana Vargas

October 27, 2023



Thomas Jackson/Getty Images



STAMFORD, Conn., March 20, 2019

**Gartner Says 80 Percent of Today's Project Management Tasks Will Be Eliminated by 2030 as Artificial Intelligence Takes Over**

# 6

## Aspects of Project Management that Will Be Disrupted

## 6 Aspects of Project Management that Will Be Disrupted

1. Better selection and prioritization
2. Support for the project management office
3. Improved, faster project definition, scoping, and planning
4. Virtual project assistants
5. Advanced testing systems and software
6. A new role for the project manager

# 1. Better Selection And Prioritization

- **Faster identification** of launch-ready projects that have the right fundamentals in place
- Selection of projects that have **higher chances of success** and delivering the highest benefits
- A **better balance** in the project portfolio and overview of risk in the organization
- **Removal of human biases** from decision-making



Source: [hubgets.com](https://hubgets.com)

# AI Predictor - Examples

## PROJECT ASSESSMENT



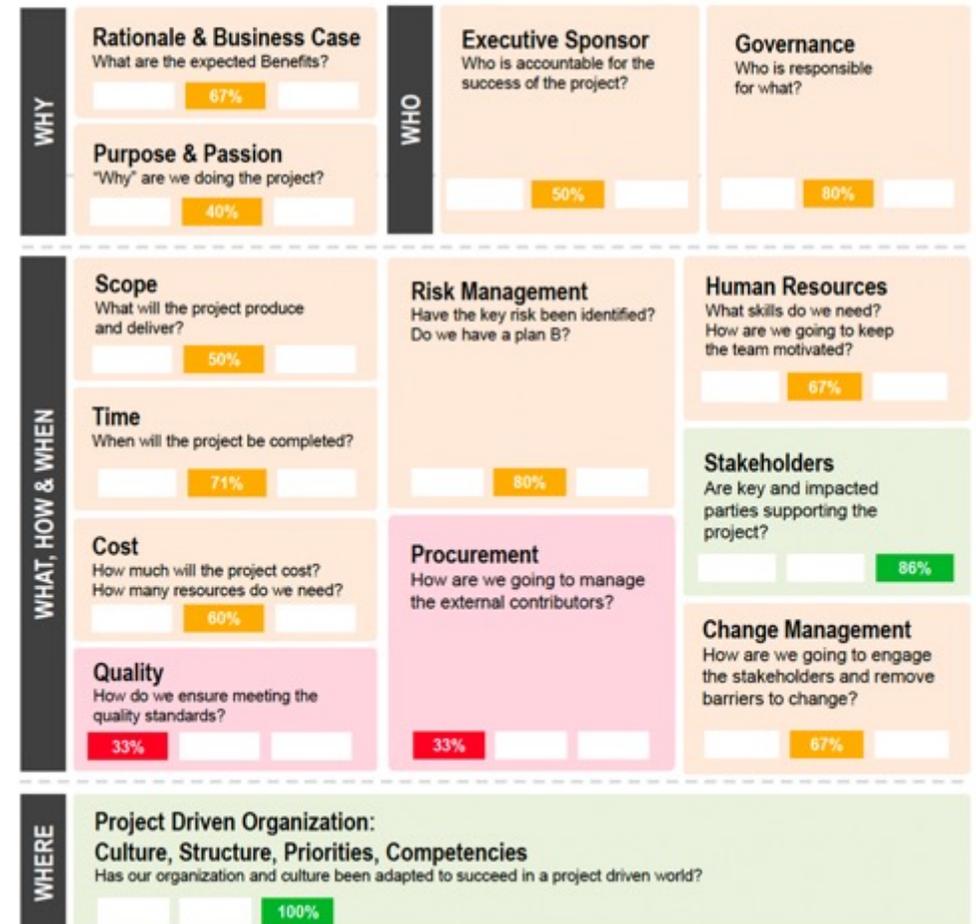
Predictor: Increasing Project Success with AI

Project Name: Customer Service Gpt Bot for the Repair shop of a local Ford Dealer.

Result: **83%** of Project Success

## PORTFOLIO ASSESSMENT

Project	Probability(%)	Ranking
Isao Kobayashi	98,96	1
Yuusuke Igarashi	98,30	2
CHAN KAH CHEE	97,26	3
Kosam Nyamdela	96,95	4
Peter	96,19	5
Alexandra Hunt	94,88	6
Chinedu Mbonu	93,17	7
Tebogo MATLHARE	91,12	8
Khalid	89,64	9
Harding Leite	83,69	10
Mannon Malo	73,51	11
Anette Smith	67,30	12
Les Howell	31,47	13
Iain Malloy	30,07	14
Sarah Fosgitt	27,86	15
Paul	27,77	16
Diogo Magalhaes	21,14	17
Alicia Ram√zn	7,67	18
mmichaud@ik3m.com	3,21	19
Rick Heck	1,59	20



## 2. Support For The Project Management Office



Source: [cio.com](http://cio.com)

- **Better monitoring of project progress**
- **Anticipate potential problems** and address some simple ones automatically
- **Automated preparation and distribution of project reports**, and gathering of feedback
- Greater sophistication in selecting **the best methodology** for each project
- **Compliance** with processes and policies

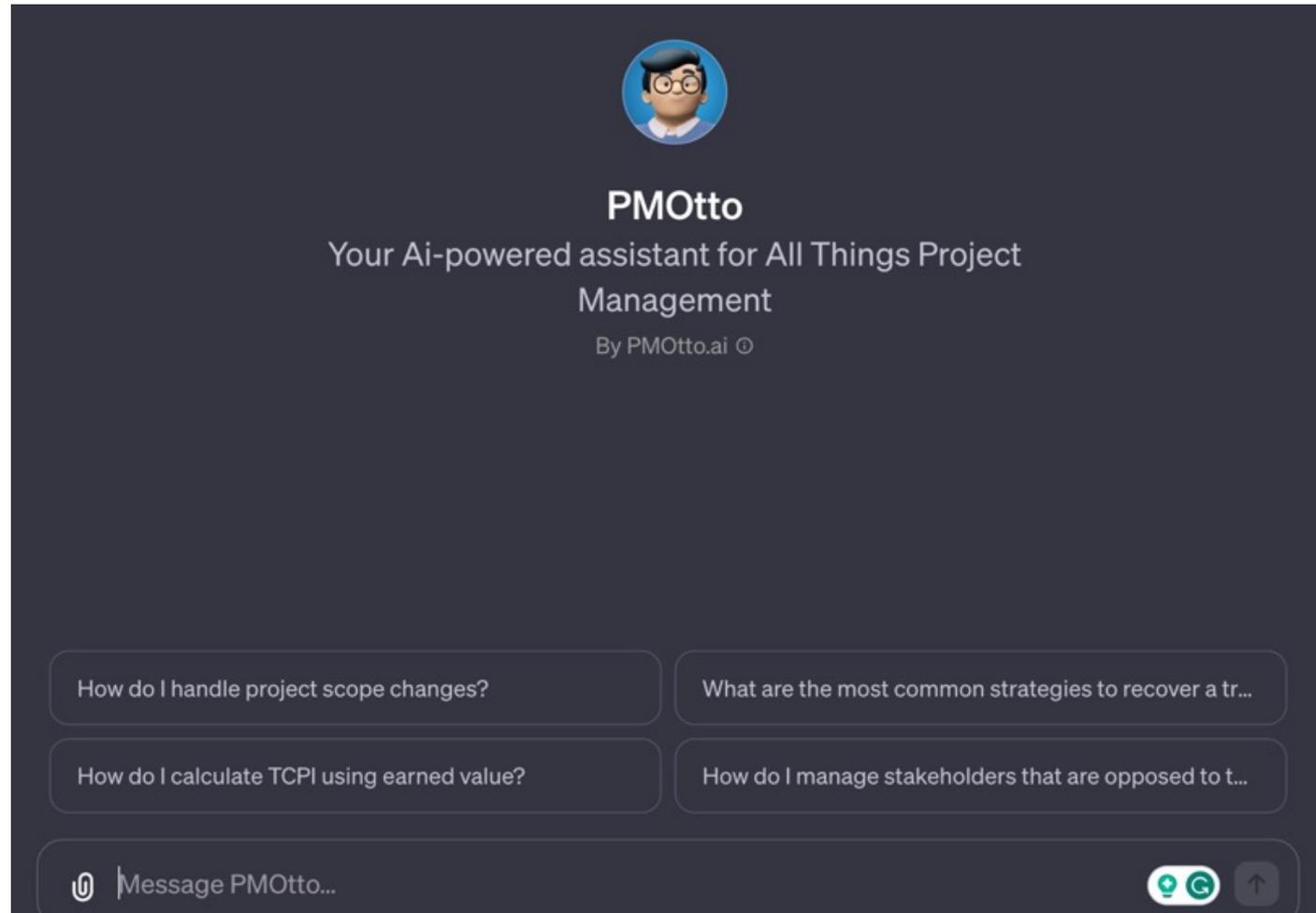
### 3. Improved, Faster Project Definition, Scoping And Planning

- **Improved project scoping** by automating the collection and analysis of user stories
- Tools to **facilitate scheduling processes** and draft detailed plans and resource demands
- **Automated planning** that is produced with less labor will replace today's status reports — often weeks old — with real-time data.



Source: [sanet.ws](https://www.sanet.ws)

## 4. Virtual Project Assistants



The **AI assistant learns** from past time entries, project planning data, and the context to **tailor interactions** and smartly capture critical project information.

## 5. Advanced Testing Systems And Software

- Advanced and **automated system testing solutions** for software projects will soon allow early detection of defects and self-correcting processes.
- This will significantly **reduce time spent on cumbersome testing activities**, reduce the number of reworks, and ultimately, deliver easy-to-use and bug-free solutions.



Source: [harbinger-systems.com](http://harbinger-systems.com)

## 6. A New Role For The Project Manager



Source: [projectmanagement.ie](https://projectmanagement.ie)

- Project managers **will not be going away**, but they will need to embrace these changes and take advantage of the new technologies
- They must **cultivate strong, soft skills, leadership capabilities**, strategic thinking, and business acumen.
- They must focus on **delivering the expected benefits** and aligning with **stakeholder goals**.
- They will also need a **good understanding of these technologies**.

10%

80%

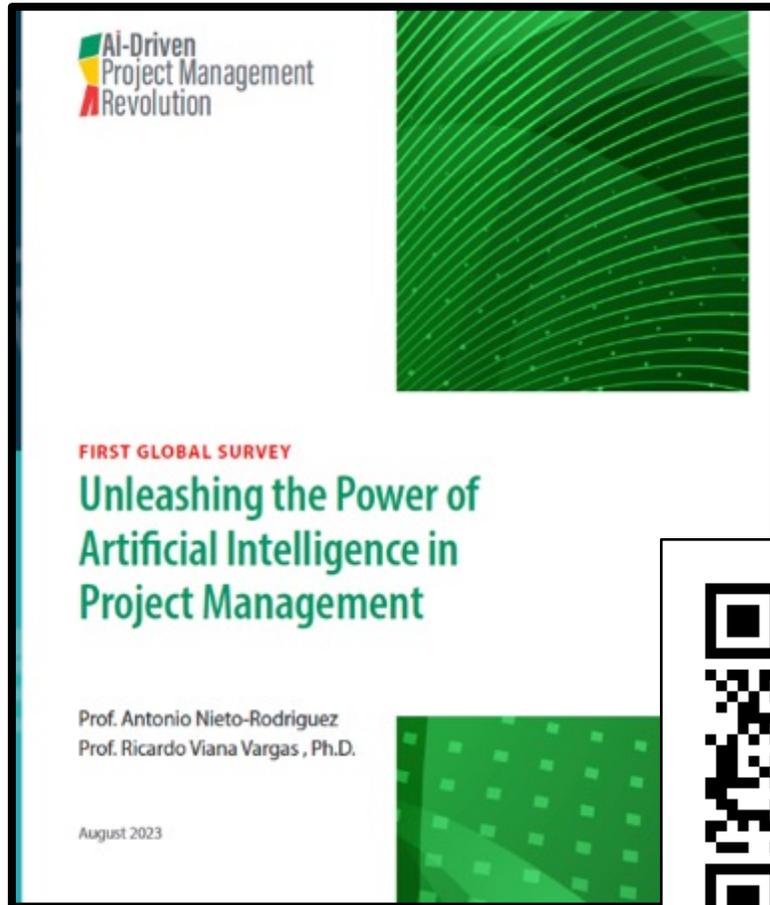
10%

**YOU**

**YOU**

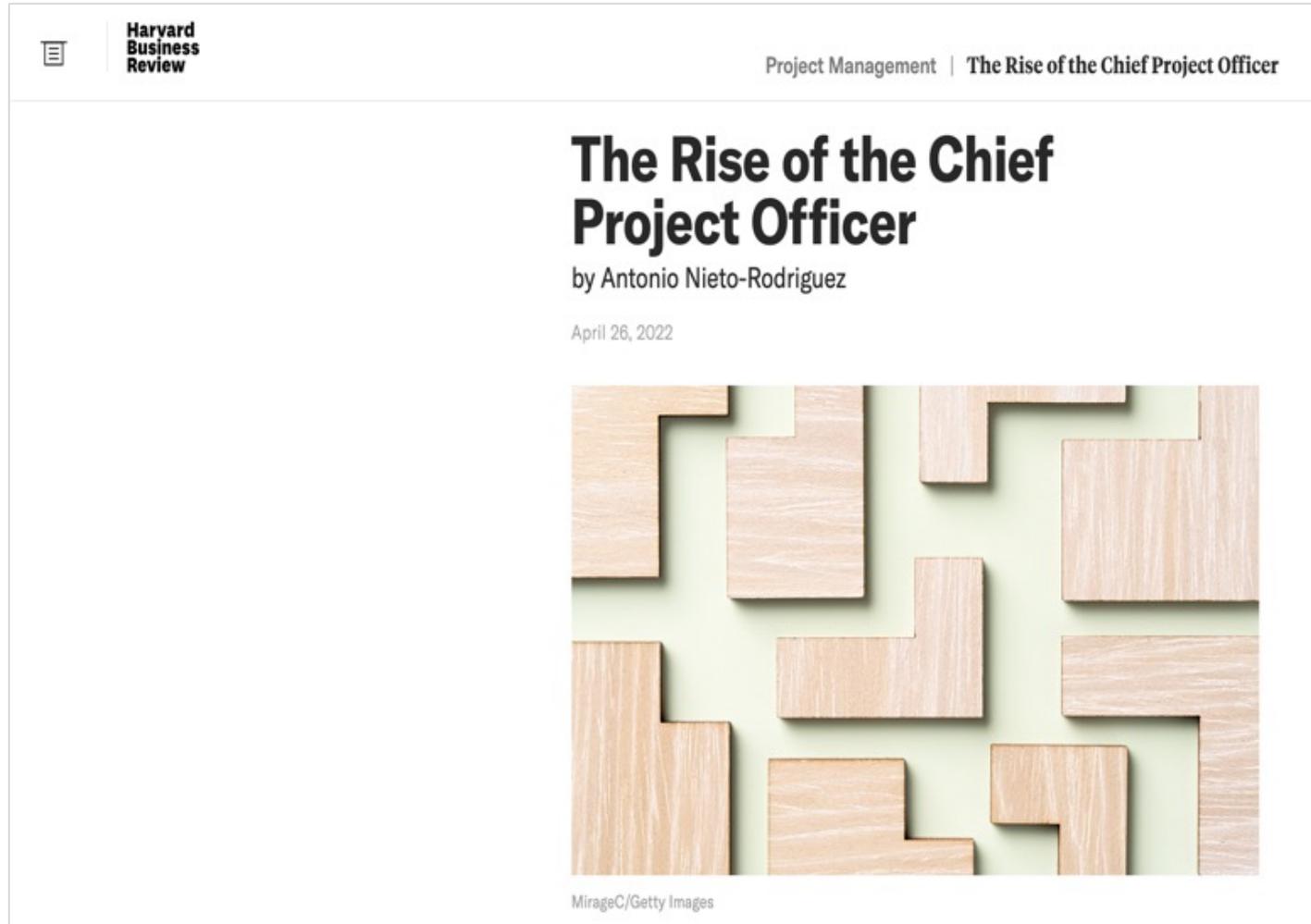


# IA Project Manager Certification & Research

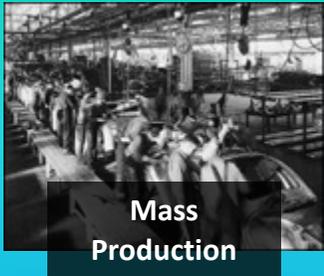
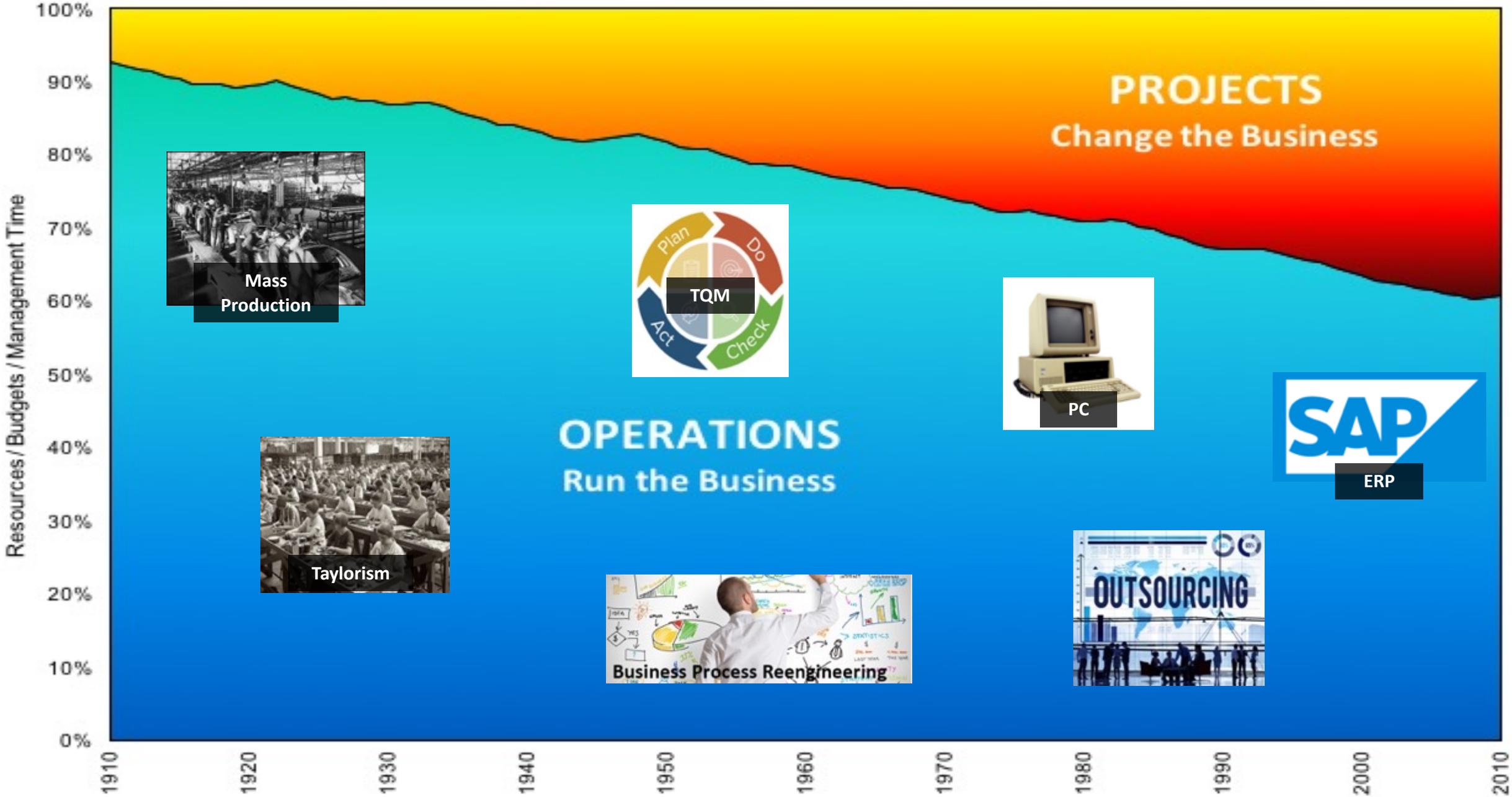


# Chief Project Officer

# Welcome Chief Project Officer



# Unnoticed yet Relentless Business Model Radical Shift



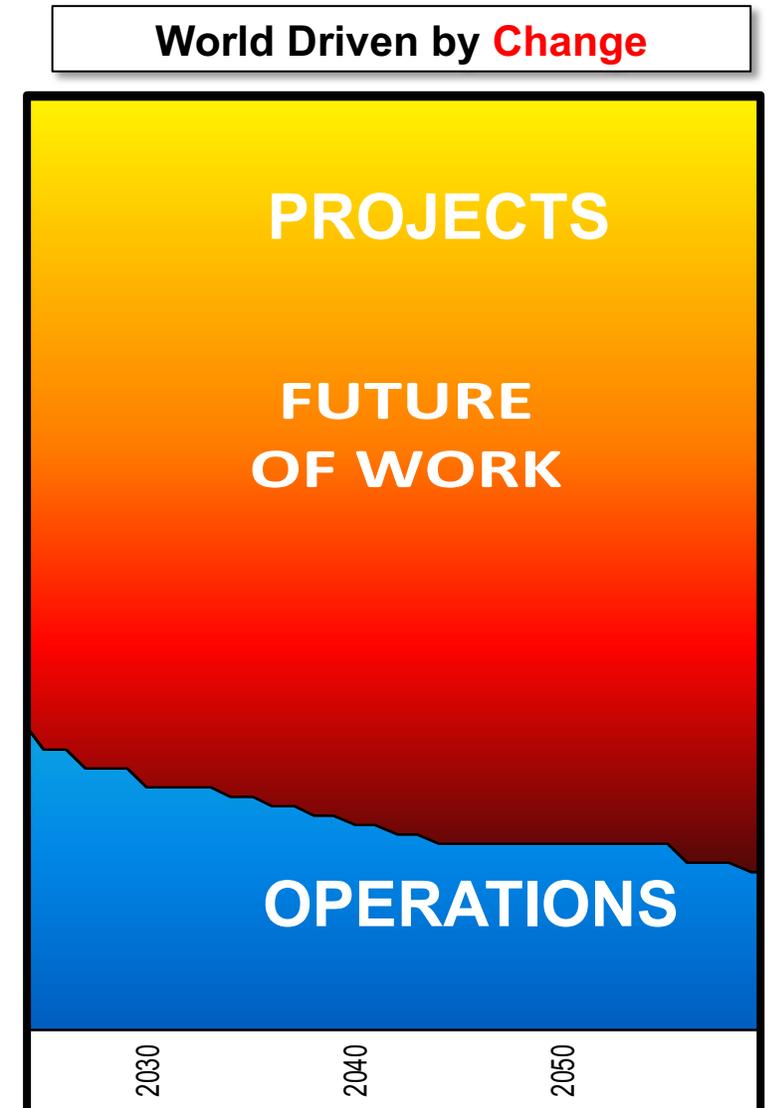
Source: Research done on UK's GDP Evolution on economic history

# The Future of Work

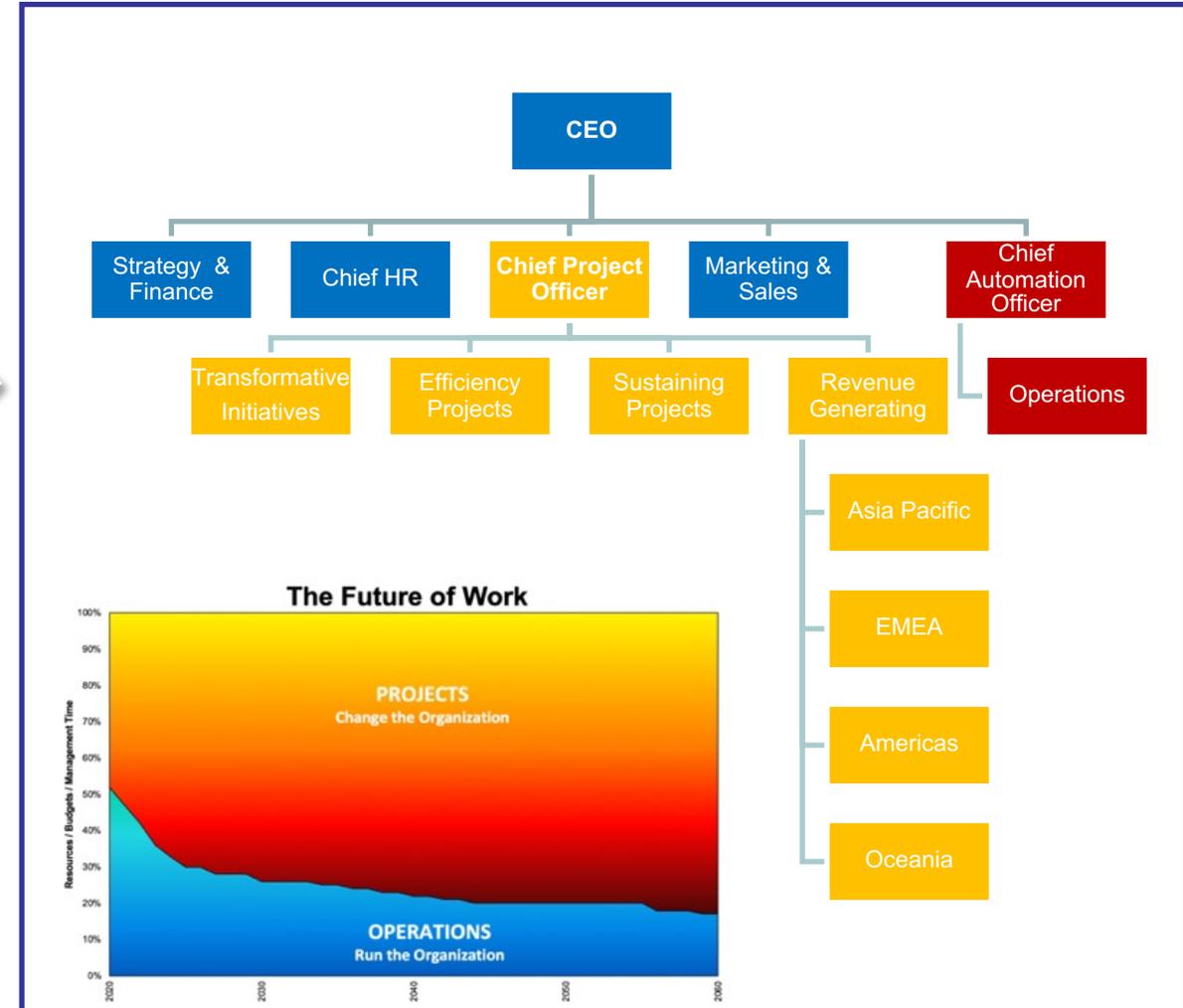
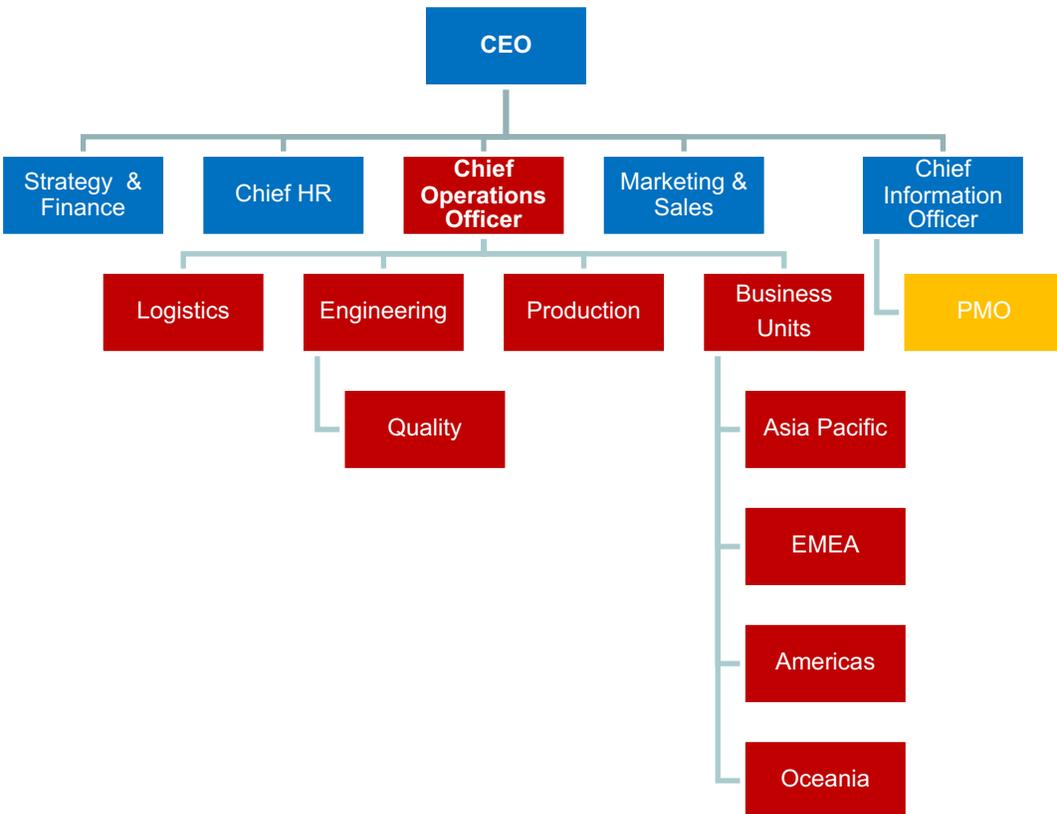


# Project Economy - Major Disruptions

- 1 COO, Job Descriptions, PMO, Resource Allocation -> RIP
- 2 Prioritization and Focus on Strategy Implementation is key
- 3 Project Managers need generate Revenues/Value (faster)
- 4 It is not Waterfall or Agile; it is both and more
- 5 Need to develop new competencies, for all



# The World of the Chief Project Officer



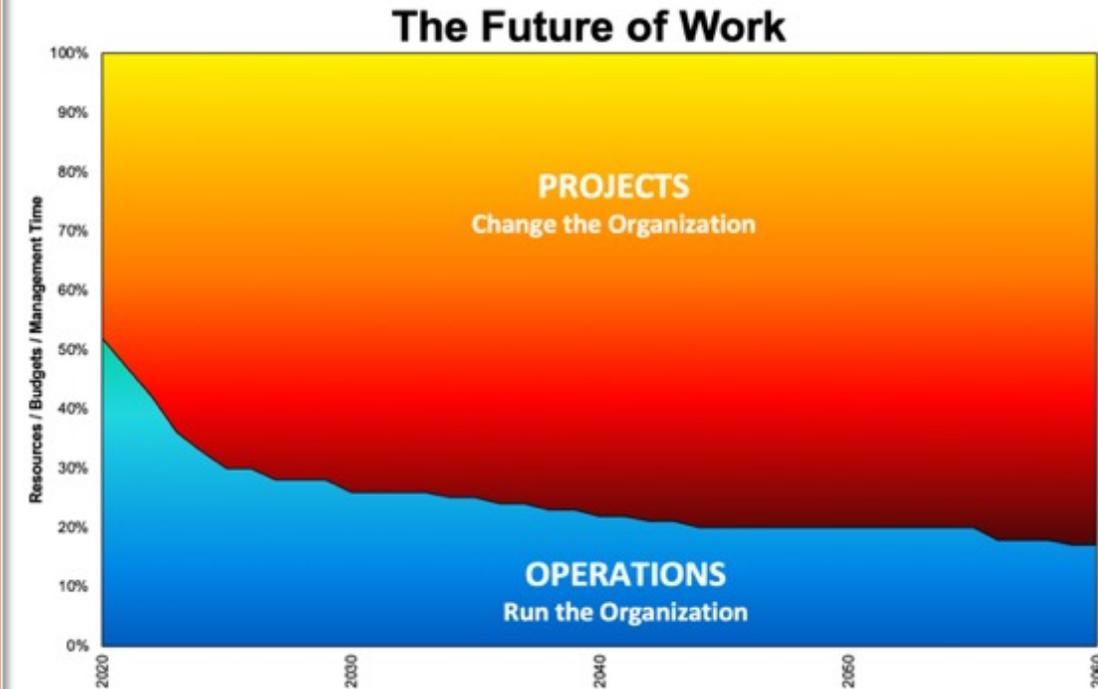
# Key Responsibilities

1. Translating strategy into execution through project selection & prioritization
2. Promoting a “less is more” mindset
3. Establishing accountability and governance
4. Optimization of resource allocation
5. Modernizing organization and project management practices
6. Accountable for value creation and delivery of major initiatives, like the sustainability transformation

## Translating strategy into execution through project selection and prioritization

The CPO will ensure that projects are appropriately selected, prioritized, and resourced, based on the strategic priorities of the organization and available capacity.

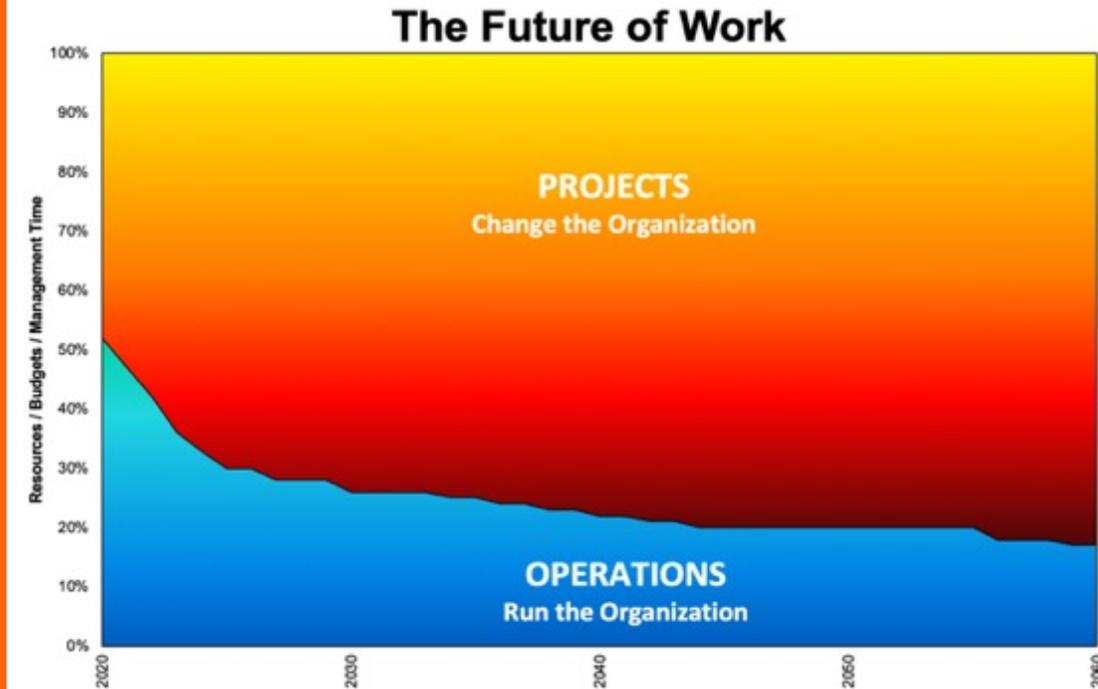
The "Hierarchy of Purpose" is a valuable tool to carry out this exercise.



## Promoting a “less is more” mindset

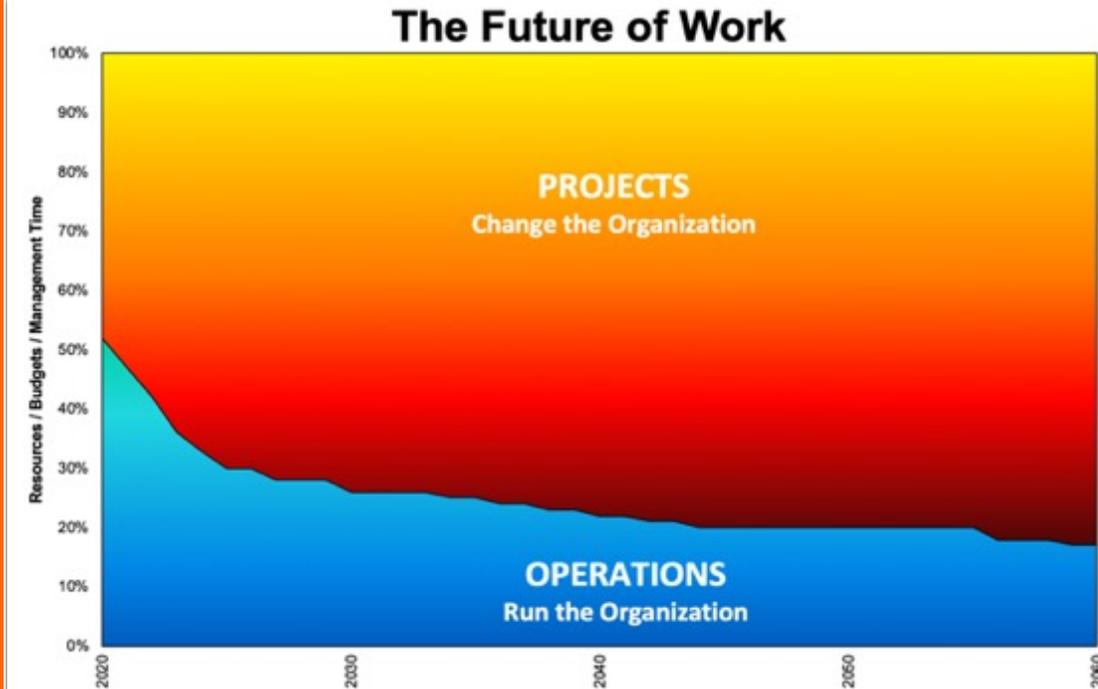
In order to add new strategic projects, leaders must free up capacity and resources.

Although it is painful, the CPO must be willing to ruthlessly cancel projects to increase the organization’s focus and overall success.



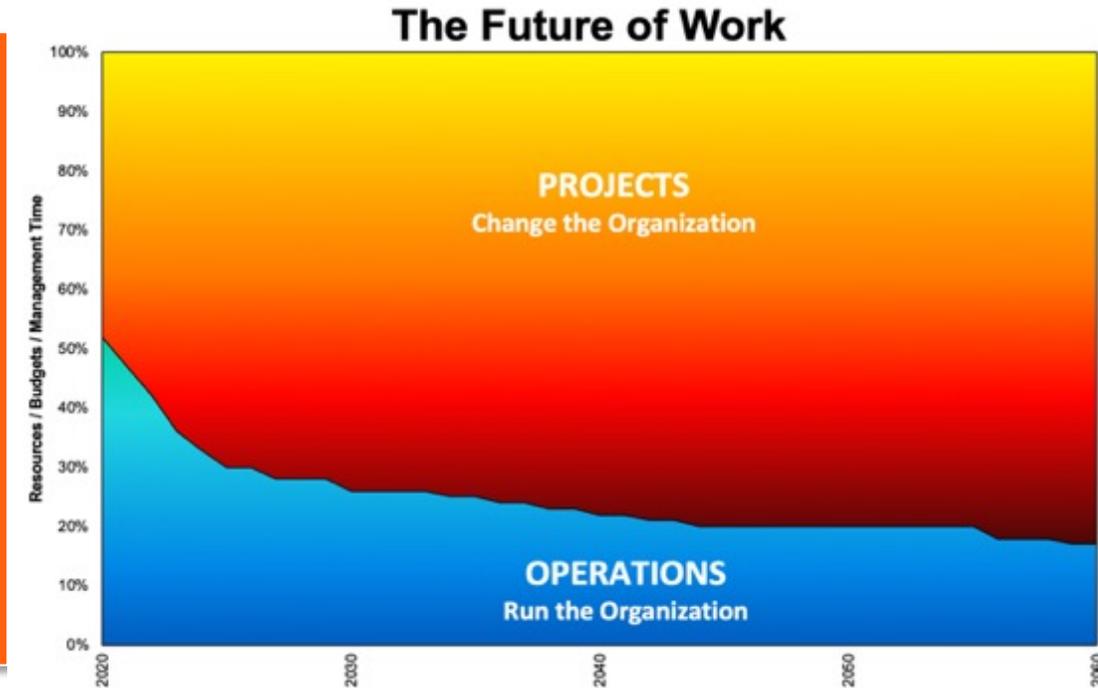
## Establishing accountability and governance

The CPO plays a crucial role in clarifying accountability and establishing a project governance committee to break silos and work together as one organization.



## Optimization of resource allocation

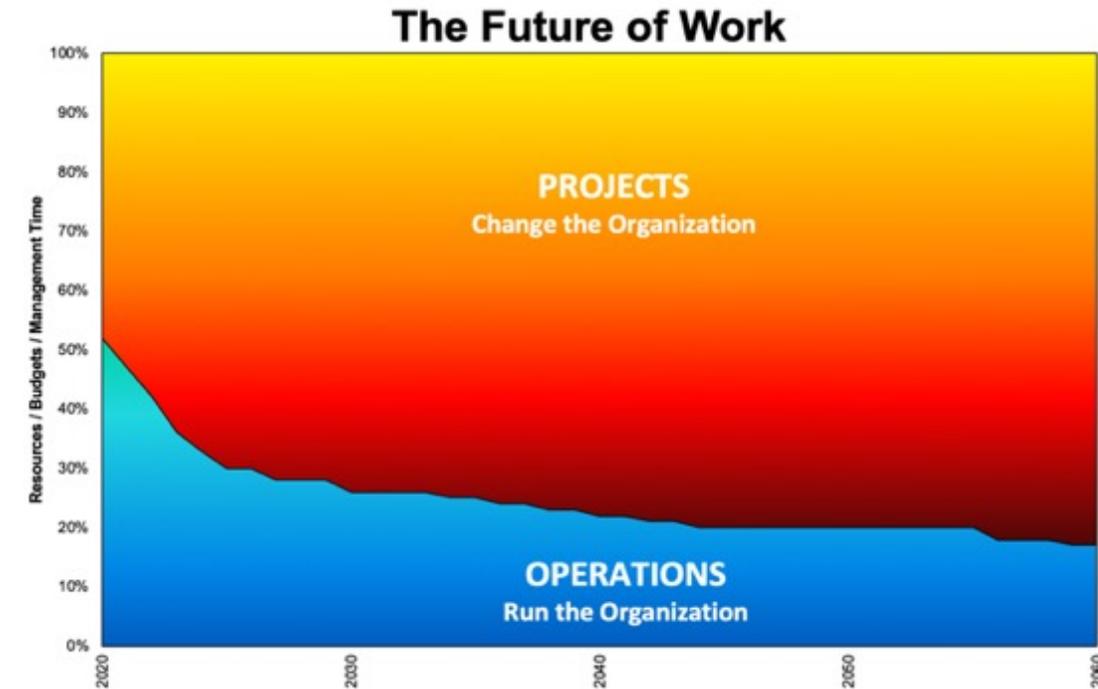
The CPO will ensure that projects are not launched until the right resources have been selected and people have been freed up from some of their ongoing responsibilities.



## Modernizing organization and project management practices

The CPO is responsible for ensuring that full bottom-line targets of the projects are delivered and accelerated when possible.

The CPO's compensation should be linked to performance, with potential incentives for over-delivery.



# CPO **is NOT** a Project Manager or a Project Management Officer

The role goes beyond and requires new skills:

- Executive and growth mindset – entrepreneur
- Strategic and critical thinking
- Goal and value creation driven
- Situational leadership and emotional intelligence
- Able to implement strategic initiatives through uncertainty and silos
- Eager to learn from new technologies and experience with AI
- Change management and communication skills
- Experience with program, project, agile, and other implementation methods

# Modern Project Managers Need a **New MINDSET**





**KNOWING IS NOT ENOUGH  
YOU MUST TAKE ACTION**

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