



SUCCESSFULLY DESIGNING **HYBRID** —PROJECT— **MANAGEMENT**

WHY THE COMBINATION OF **SCRUM** WITH CONVENTIONAL
PROJECT MANAGEMENT APPROACHES HARDLY ADDS
ANY VALUE AND WHICH ALTERNATIVES HAVE
BEEN **PROVEN FOR YEARS**

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Foreword

Since I've been managing projects - and have been doing so for well over twenty years - I've always run up against certain limits. Far too many projects go wrong. There are statistics which state that in Europe around 80% of all projects are not completed within the parameters agreed at the start of the project, and far too many projects are either not completed at all or do not achieve the target on which they are based. If you consider this figure to be even somewhat realistic, you have to ask yourself whether project management makes any sense at all. Who would entrust someone with a task in everyday life if they had to reckon with the probability of partial or complete failure being so considerable?

Now, one could simply assume that project managers or the methods and frameworks they use might not be all that good. While it can be assumed that not all project managers are equally well trained and equally experienced, such a large number of "failures" is statistically rather unlikely. So it makes sense to look for other reasons.

From my experience, many reasons exist for project failure. However, one thing must always be kept in mind: Projects are not implemented in a focused manner and in many cases are worked on by people alongside their day-to-day business. In many organizations, anyone who can control some money can launch a project uncoordinated, without ensuring that the project makes sense in the overall context of the organization and its goals. Resources are assigned from the normal teams and are expected to do the project

work on the side. In the process, responsibility is readily shifted to a project manager.

In some organizations, there is a real ostrich policy here. Several colleagues who are "bought in" as external project managers for such projects tell me about a wide variety of projects for which they are supposed to send regular status reports to their steering committee or a program office. However, it is clear to everyone in the company: If you report "green", everything is fine; if you report "yellow" or even "red" - even if you provide a clear strategy for remedying the grievance - then you have to find a new client. Result: Report "green" until even the dumbest person can no longer ignore the problem, and look for a new project in parallel. The result is clear: projects that cannot be completed or can only be completed with considerable additional effort.

In short: Project management offers a great challenge for the client and its organization, the project control and the people who realize the deliverables. Leadership problems in organizations manifest themselves here very much, but also the disadvantages of teams which do not identify with the project and its goals because they are not "taken along for the ride".

This book will not focus on these topics. However, I do not want to simply gloss over them because I see how fundamentally important they are for the success of projects.

Rather, I would like to address a structural challenge of projects. Many organizations increasingly rely on agile frameworks and methods. Scrum, in particular, is experiencing a steady increase in the number of