




High level Overview of Fundamental Approaches to Project Management

Plan Driven Project Management

As the most traditional method of managing projects, Plan Driven project management – or sometimes referred to as Predictive – aims to plan as much of the scope, costs, schedules, and resources as early and as thoroughly as possible to minimize waste due to misalignment, uncertainty, rework and changes. Controlling expenditures, resource allocation and utilization, schedules and deadline, quality standards, and stakeholder requirements are critical to the success of the project.

Agile Project Management

Agile methodologies aim to embrace changes early and often in a project to reduce the impact of changes later. This is accomplished with shorter timeboxed cycles to produce work, gather feedback, and iterate based on feedback and learning. Allowing and encouraging change is crucial. Being transparent and honest enables teams to get more input on work in progress and ability to adjust quickly. Scope and outputs may shift, expand, and/or contract as the product evolves.





Second Agile Project Management

Agile methods are best suited for smaller, more self-organizing teams. Self-contained teams allow more ability to inspect and adopt faster and with less overhead or dependencies. Nevertheless, as organizations grow and more teams require greater communication and collaboration to fulfill common goals and objectives, there must be frameworks in place to support larger coordinated efforts.

Operating agile at a larger scale demands more visibility and synchronization. This includes within the near-term timeboxes as well as within longer-term initiatives. For instance, related teams or programs may allocate an entire sprint primarily for planning and coordination. This enables teams to better forecast what they may be doing or leading towards. But more importantly, it allows the teams to uncover where and when they depend on each other. Teams can “see” farther out and understanding the cross team relationships to achieve various aims. Then throughout these “program iterations”, teams meet regularly to stay in sync or coordinated.

Hybrid Project Management

The approaches of project management do not need to be mutually exclusive. There are times when aspects or techniques from one method can be incorporated from those of another. This blended approach can support those projects that can benefit from elements of the various approaches.

For instance, teams may want to follow the pre-determined timeboxes of agile teams, yet maintain more traditional long-range planning. This enables teams to be aligned in the cadence of other teams while retaining their predictive plans.

