

Demystifying Project Management

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1. Introduction

- Definitions
- Benefits

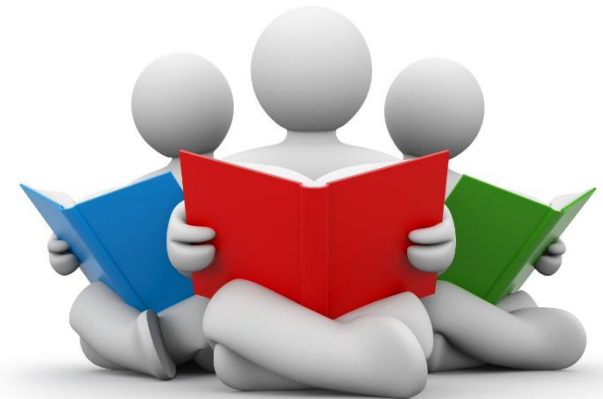
2. Methodologies

- Terminology
- Key features, pros and cons

3. Application

- When to use
- How to apply

- Consider how project management can benefit HE professionals
- Recognise the alternative methodologies available
- Understand the pros and cons of each, and when to apply them



WHAT IS A PROJECT?





- Think of 3 projects you've been involved in
- Share with someone you don't know
- Stick on flip chart

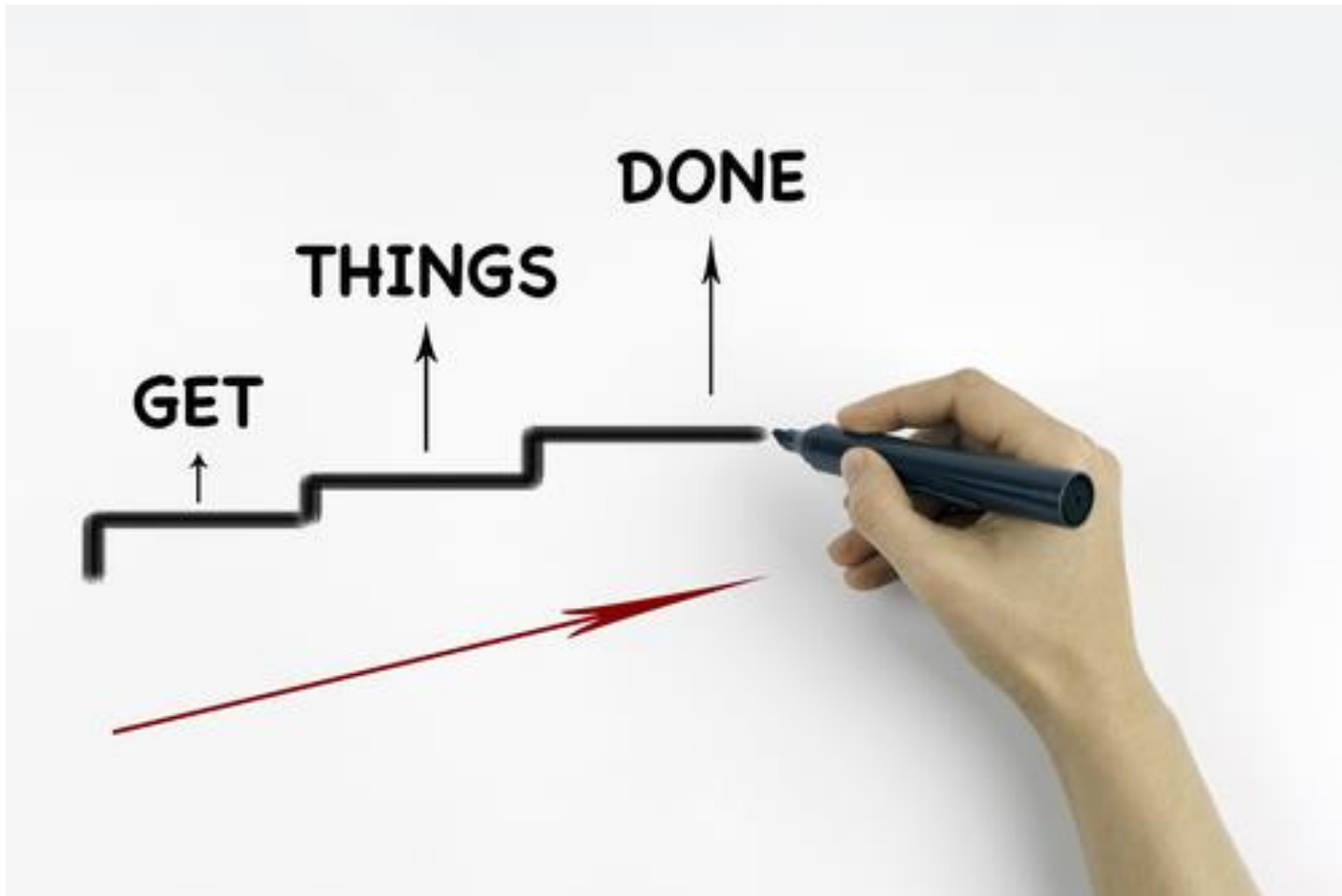
“Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives”

(APM - Association for Project Management)



CHARTERED BODY
PROJECT PROFESSION

WHAT IS PROJECT MANAGEMENT?



How can project management benefit

You?

Your team?

The organisation?



THE TERMINOLOGY



WATERFALL

PRINCE2

Project
Management
Institute (PMI)

Association for
Project
Management
(APM)

AGILE

Scrum

Crystal

Kanban

AgileSHIFT



KEY FEATURES

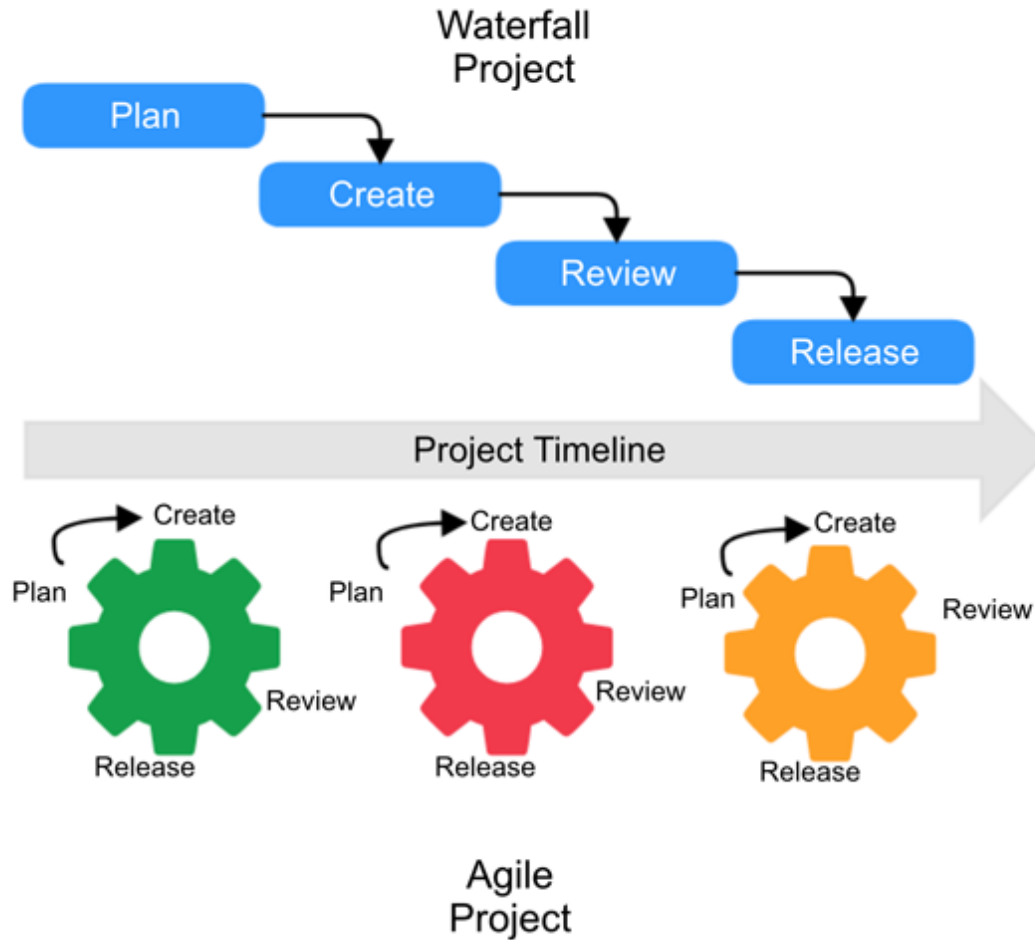
Waterfall	Agile
Detailed, specific requirements at start	Requirements evolve along the way
Lots of upfront planning	Planning in small increments
Manager-led	Team-led
Focus on process and control	Focus on people and collaboration
Documentation heavy	Working product over documentation
Prefer to stick to the plan	Prefer to respond to change
More formal	More fun



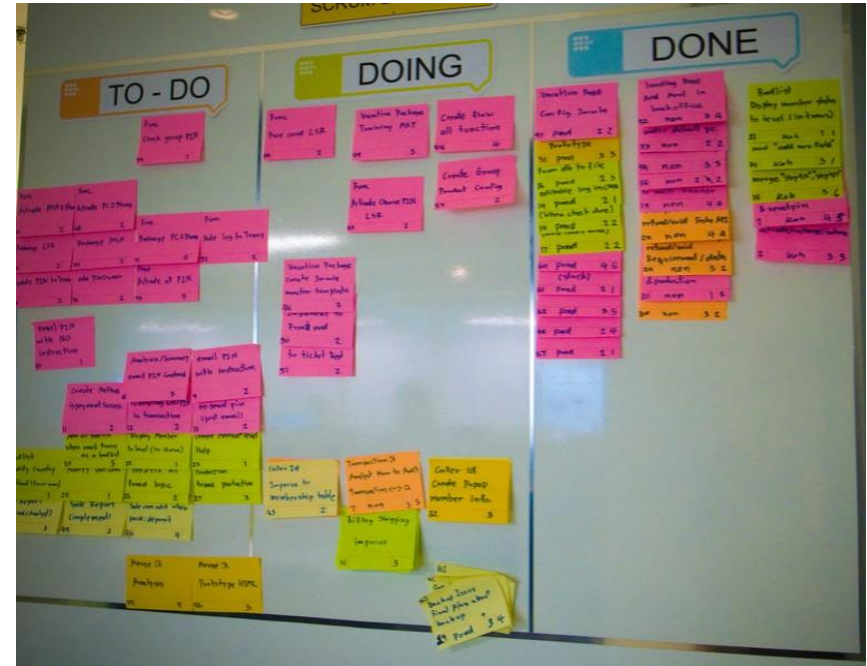
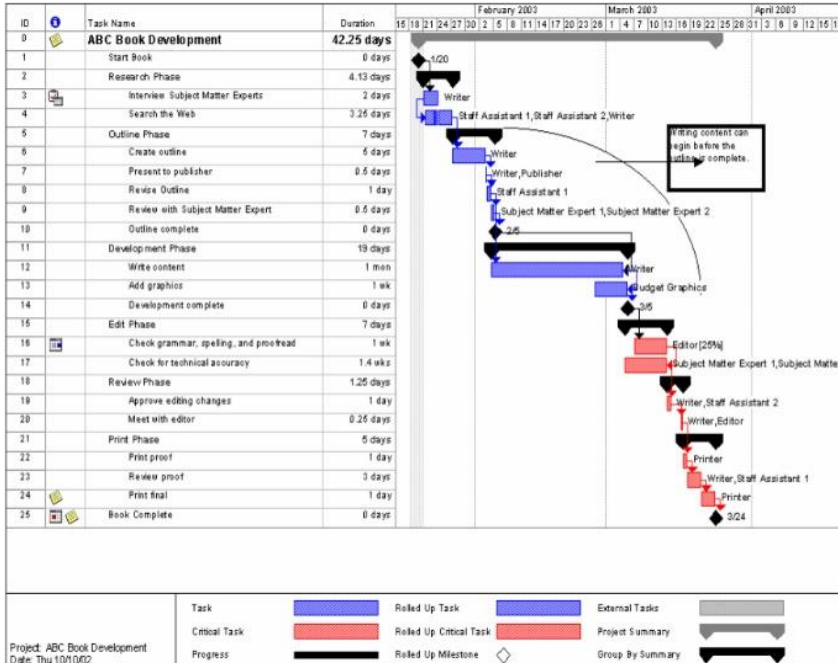
“...it is like comparing a railway journey to a sailing trip. The railway journey (traditional) is predictable and can be planned in advance in detail, on the understanding that it is expected to run to plan. The sailing trip has a start point and an end goal (an overall plan) but does not try to predict every point in between in detail”.

(DSDM Consortium. 2014. *Agile Project Management Handbook*, Version 1.2: 9)

THE PROJECT TIMELINE



GANTT CHART V SCRUM BOARD

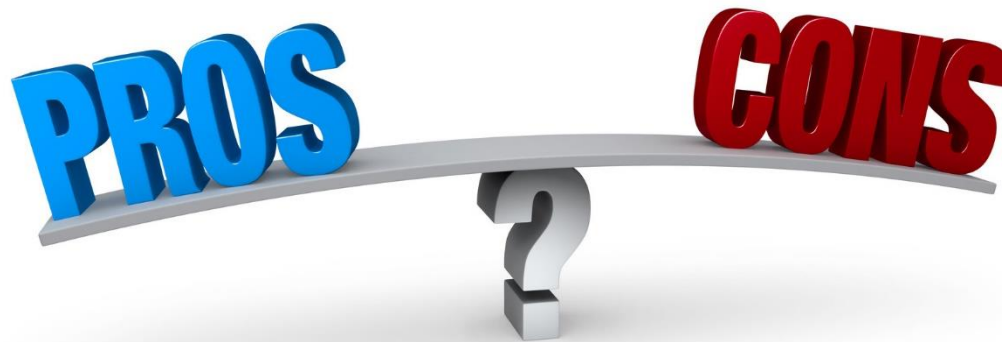




- Think back to your 3 projects...
- Which approach do you think was followed?

What do you think are the pros and cons of waterfall and agile?

When might you use each approach?



WATERFALL: WHEN TO USE

Environment	Examples
<ul style="list-style-type: none">• When you need to justify your project to stakeholders• When you need formal governance and control• When you have a fixed, unmoveable end date	<ul style="list-style-type: none">• LBH – setting up new services for customers, e.g. Contact Centre• Brunel – developing / seeking approval for new programmes• Everywhere – organising events

Environment	Examples
<ul style="list-style-type: none">• When you are leading ongoing development and improvement work• When you are in a rapidly changing environment• When you have easily separable requirements – can be broken down into smaller parts	<ul style="list-style-type: none">• GBST – managing ongoing software development• GBST – managing specific client deliveries• Brunel - process improvement reviews, developing documentation

BUT WHY CHOOSE?

What if you could blend the framework and control of Waterfall with the productivity, creativity and responsiveness of Agile techniques...



BEST OF BOTH WORLDS




- Consider how project management can benefit HE professionals
- Recognise the alternative methodologies available
- Understand the pros and cons of each, and when to apply them



TO FIND OUT MORE



ilx.com/uk/individual/podcasts



**“There is no ‘one size fits all’
approach...a project manager who has
been trained in one methodology and
rigidly follows that process is missing
the point. A truly competent project
manager competently adapts their
method to suit their own unique
environment”**

(ILX whitepaper 2018. Getting the ‘right mix’ of
project methodology’)