



FREE REPORT:

Introducing Hybrid Project Management for Customizable Success



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Introducing Hybrid Project Management

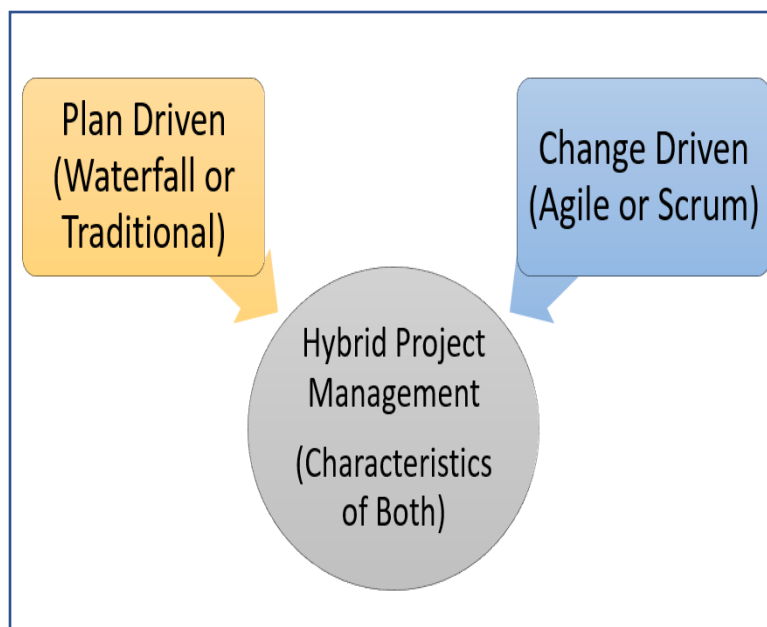
Project management has become the dominant driver in the business world for finishing projects on time and within budget. Individuals in the workplace need methodologies that will increase their potential success while advancing the skills of their coworkers to the fullest. Considering hybrid as an option can only happen as organizations focus on training and equipping workers with new or innovative project management skills.

Likewise, organizations that focus on project management demand it picks only one central methodology. Picking one methodology has worked well for many organizations because their projects are similar and have significant historical data. Organizations struggle because of the fast pace and changes both internally and externally. These changes impact every industry and influence stable organizations in project management, which causes them to consider new processes differently. Using new processes gives the workforce options for running projects.

Hybrid Project Management is a strategy for using successful methodologies from both Agile and traditional frameworks. This report proposes tools from both methodologies and integrates their work in various organizational settings, such as functional, matrix, and projectized. This report discusses processes for using and implementing each tool and ways to forge ahead while considering the challenges of process entanglements and procedural malfunction.

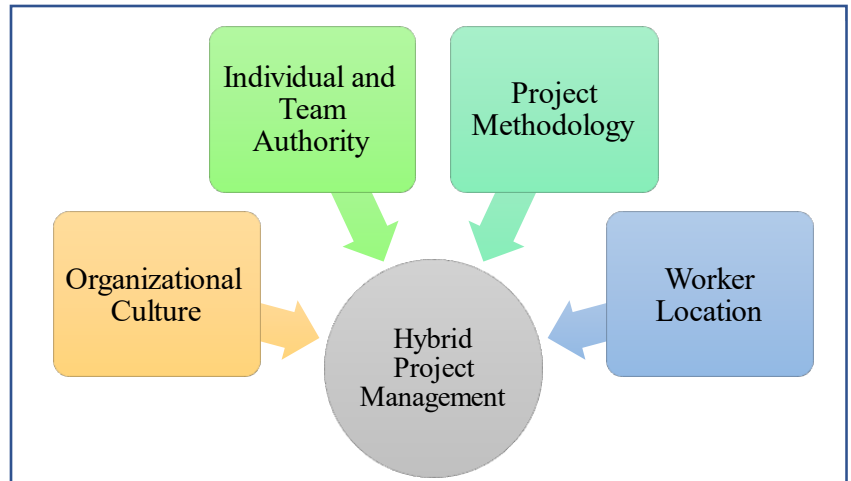
Readers will explore step-by-step tips, processes, and guidelines to assist them in using the best project framework to solve problems and create best practices, which will make the project methodology better tomorrow than today.

Project managers who can use any project management methodology to complete a project experience both benefits and downfalls. The three approaches in this report are traditional, Agile, and hybrid. Each approach has strengths and weaknesses. The goal is not to move all projects to function in a hybrid manner but to expose project managers and sponsors to a more expansive view of the hybrid approach. This view can ultimately help complete a higher percentage of projects.



Overview of Hybrid Project Management

Hybrid project management blends both traditional project management methodologies with Agile. This approach enables an organization to use processes from both methodologies that will assist the project in completing the plan as designed with these adjustments. Hybrid removes the stigma associated with choosing one methodology or thinking all organizations must commit to a single one.



The hybrid approach blends methodologies and processes based on project requirements and what it takes to satisfy the stakeholders and reach project goals. It grants flexibility and freedom to analyze the project qualities and adjust the plan's structure to better align with the organization and make the project a success. Hybrid can come about by evolutionary events, an ad-hock manner, or by planning the project in hybrid from the beginning.

There are three ways hybrid project management enters a project: evolutionary, ad-hock, and plan-driven. Project teams who do not seek hybrid connections in the early stages of the project can see it slide into the methodology, either through evolution or in some ad-hock manner. When building hybrid into the methodology from the beginning, the project can develop into a hybrid framework faster and with less stress.

Evolutionary Hybrid

Some project teams participate in evolutionary hybrid projects daily but never know this is happening. As the project evolves, the team adjusts plans and approaches to solve the problem or risk. Evolutionary hybrid happens not by planning but by deciding on adjustments as issues surface.

Ad-Hock Hybrid

The ad-hoc view makes minor adjustments to the process or the project's bureaucracy. Some of these adjustments are so minor that there is no documentation and no plan to use this same approach in other projects in the early stages of planning.

Plan-Driven Hybrid

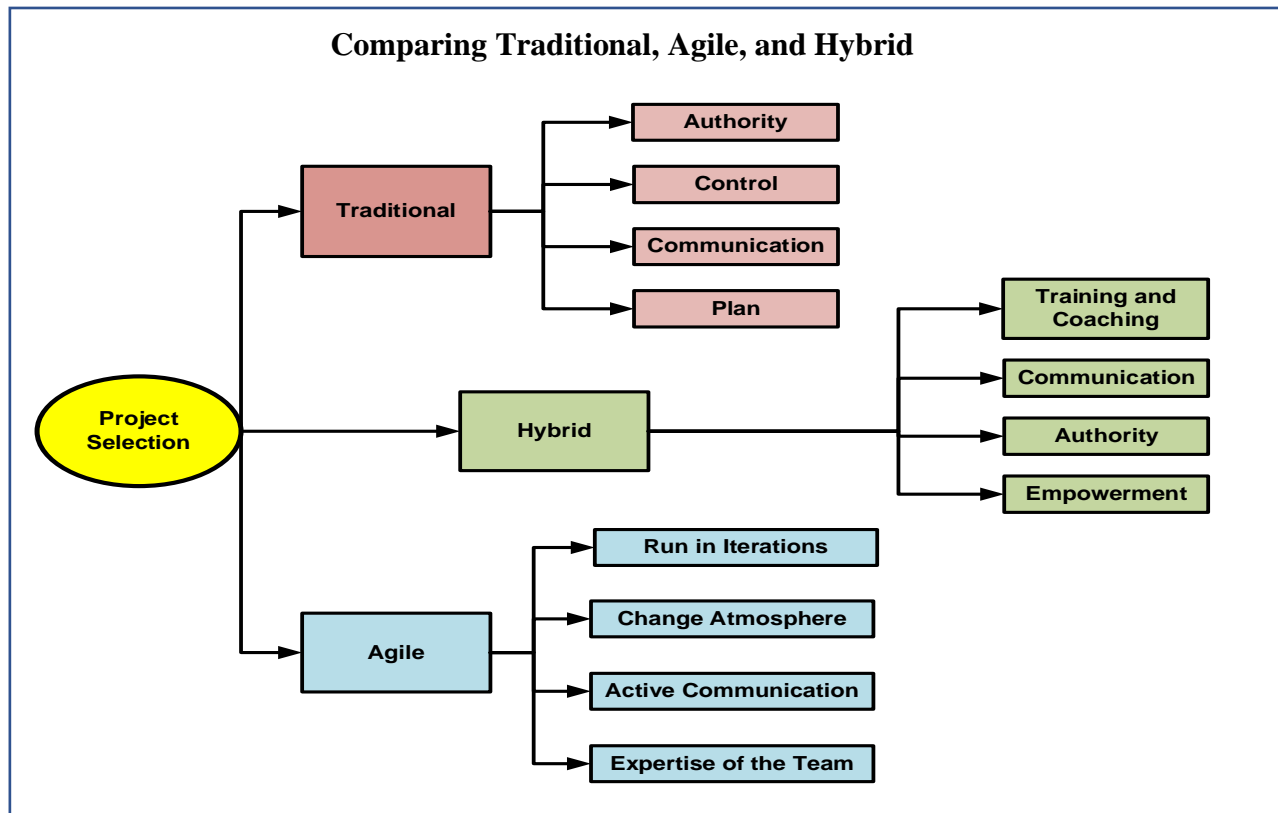
Plan-driven hybrid focuses on planning for a hybrid project, which enables all parties to understand the goals and objectives the project must achieve. In addition, planning a hybrid project lets all parties determine which support areas can help the project be stable in a hybrid setting. Planning for the hybrid project makes it easier for the team and management to discuss any potential impediment the project could face.

Brief History of Hybrid Methods

Business professionals use many project processes. Some processes have no documentation and do not appear in any book. The project manager or team follows processes or steps that make sense and suit the situation. This is perfect for hybrid and uncovers how stakeholders follow hybrid techniques, even with no name or past protocol.

Hybrid is a consideration for any project with a range of constraints that challenge the project and reduce the ease of using one methodology. As the number of constraints rises and shows instability, the methodology must adjust to accommodate the shifting project drivers for anyone who wants to increase productivity while reducing specific project steps. Accepting the new hybrid view, stakeholders need to communicate how to use these techniques within the current culture and gain support from management.

Comparing the three approaches in the graphic below makes each of them more explicit about their differences and similarities. Because of the similarities, it is easy to assume all the project functions are identical. However, that is not true. Traditional focuses on authority, control, and following a baseline plan. Agile focuses on incremental product delivery, face-to-face communication, and speed, while hybrid focuses on getting the product to the customer quickly while supporting traditional metrics, processes, and reporting mandates for upper management or the Project Management Office (PMO).



Traditional:

Traditional project management (waterfall) formally began in the 1950s and uses a standard set of processes, i.e. initiating, planning, executing, monitoring and controlling, and closing. Each process functions in every project and strengthens scope completion, which is the output at the end of the project. This method is formal

and supports changes in a structured manner with the approval of a change request and new calculations for schedule and budget. This methodology is the oldest and consistently shapes all projects.

Traditional project management focuses on controlling the processes, which is why it sometimes is called process-driven. As the most common form of project management, project teams will work on traditional projects to complete strong dependencies.

Agile:

Agile project management began formally around 2001 with the creation of the Agile Manifesto. This form of project management permits the project managers and team to run the project using sprints or iterations with a handoff to the customer. Agile fosters planning before each sprint and produces the features or functionality, a portion of the whole. Agile, specifically Scrum, has the role of the ScrumMaster, the Product Owner, and the team working together to deliver the project.

ScrumMaster

The ScrumMaster focuses on following the framework and processes for Scrum. This person is the facilitator and takes steps to remove hindrances from the project. ScrumMasters are not quasi-project managers and have no authority over the team, the estimates, or the order of the sprint features.

Product Owner

Product Owners represent the customers' requirements and prioritize the product backlog of features. Product Owners alone create a sprint backlog, which is a subsection of the product backlog the team uses to complete the subsequent upcoming deliverables.

Team

The team completes the estimates and all features in the sprint backlog. The team understands speed and delivery in completing the work and ensuring that it gives the most value to the customer. They continually adjust those processes that bring the most value to the project, which moves to faster execution. The goal is to handoff working products with features and functionality to the customer.

Someone has misled organizations into thinking they must be 100% committed to only one methodology. Using the one size fits all mindset supported by past project management is unrealistic today. However, with the speed of the projects, the multiple drivers, and constraints beyond the scope, cost, and budget, the project must adjust to new processes to handle these challenges.

The methodology is critical, but sometimes it creates problems for the organization and the project's progress in choosing a proper methodology or framework. Since the methodology is a tool, project managers and teams must consider the best practice in using traditional project management compared to Agile or hybrid. Many will treat traditional project management as the only bona fide methodology because of its history.

The newness of Agile and hybrid approaches is a consideration for why methodology is king. Although organizations need to step outside the traditional framework, some consider it radical and not committed to proper project management methodologies. Individuals committed to the Agile format look at traditional processes that waste time with plans that will never come to fruition. All three project methodologies work great in certain situations and go wrong in others. The goal is to determine which works best for the organization and the current project. Organizations should avoid using the wrong method for a specific project.

Hybrid project management methodologies are essential in the modern-day workplace because traditional and Agile do not maintain the desired level of success. Despite the successes of traditional project management and organizations designing customized best practices, projects still face considerable failure. What will shock some is that Agile methodologies are newer and more flexible but still experience the same failure rates. Consistent failure within project management heightens the pressure to find methodologies that work with a higher guarantee of project success.

One of the critical ideas with an organization that permits flexibility is to use both traditional and Agile methodologies. Flexibility gives the team options in using the hybrid approach and increases the potential for success.

The following chart by Sinead Bidgood and Antonio Meles on the benefits and challenges of hybrid project management has implications for applying to every hybrid situation. Some of the same cultures and issues follow hybrid with a robust Agile foundation. The comparison emphasizes the need to discuss the various hybrid issues presented later in this report. Management and the team must all understand how the hybrid project runs and engages with the processes and procedures of the organization.

Benefits of Hybrid PM	Challenges of Hybrid PM
Use of Effective Traditional PM Techniques	Difficult to Achieve
Abandon Ineffective Traditional PM Techniques	Can Cause Tension on All Organizational Levels
Integration of Suitable Agile PM Techniques	Blending of Opposing Assumptions/Principles
Improved Information Accuracy	Development Process Conflicts
Improved Commitment	Business Process Conflicts
Improved Leadership	People Conflicts
Higher Project Success Rates	
Reduced Project Costs	

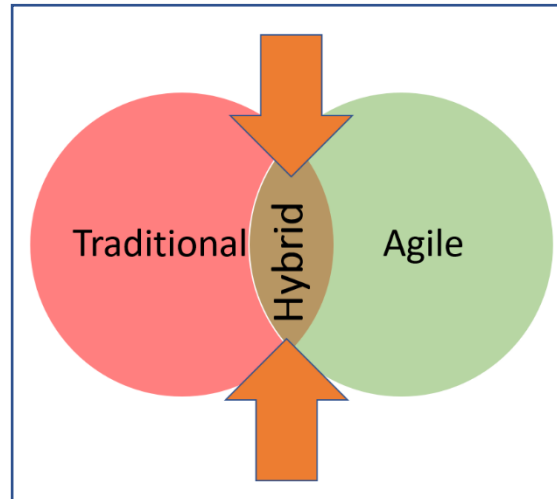
Bidgood, S., & Meles, A., 2017, A Hybrid Project Management Approach: Bridging theory and practice in ERP implementation projects, p. 25

Benefits Chart

The hybrid approach is essential because some already use a hybrid model and do not even know it. Various organizations will create a hybrid model because traditional project management does not fit their culture and decision-making processes. Both methodologies have strengths and weaknesses that can benefit or harm the organization if used at 100% capacity. For this reason, project managers and teams must consider the flexibility of hybrid approaches to allow people to choose the processes that support success.

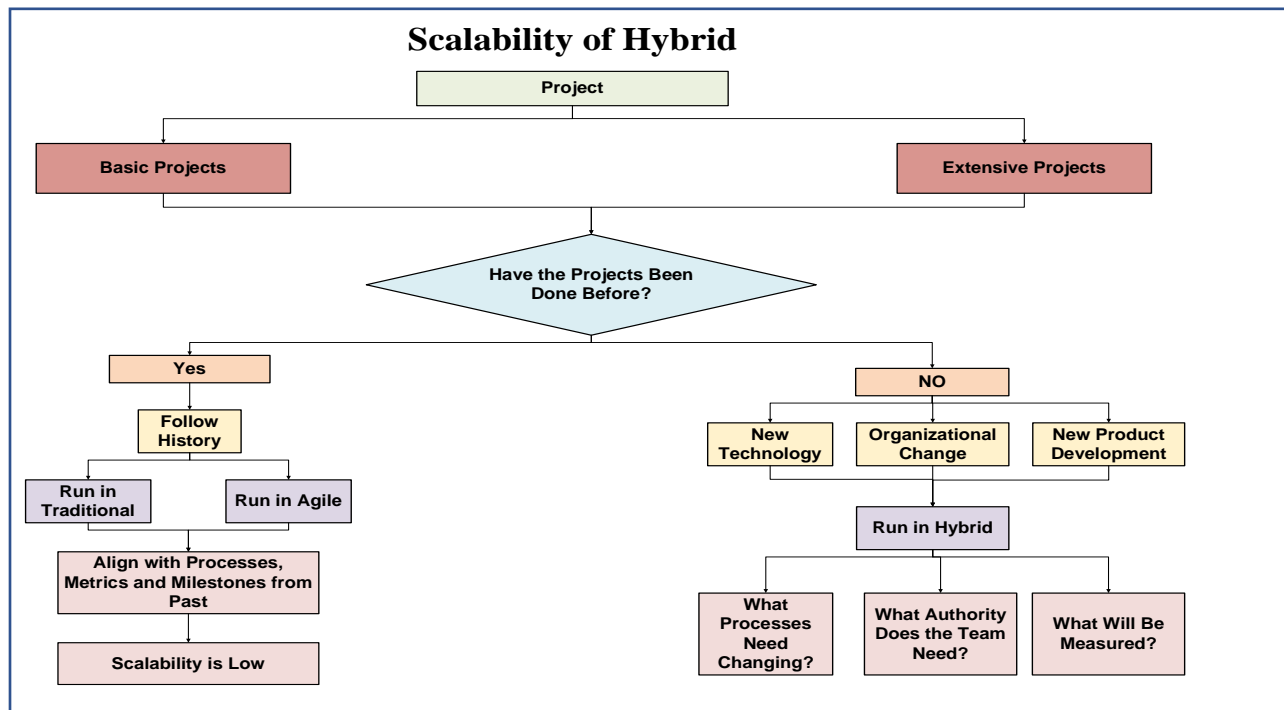
Macro View of the Hybrid Project

Most hybrid projects combine traditional project management with Agile because this matchup brings a higher value to the project rather than using only one methodology. In reality, the hybrid project can include variations beyond the chosen methodology, processes, and decision points.



Scalability of Hybrid

Scalability for hybrid projects permits the team to scale or adjust which processes to use or not use for the current project. Using the processes, principles, and core customizations improve performance to a more significant level. Scalability boosts project efficiency by removing the need to make every project fit the standard box of the organization.



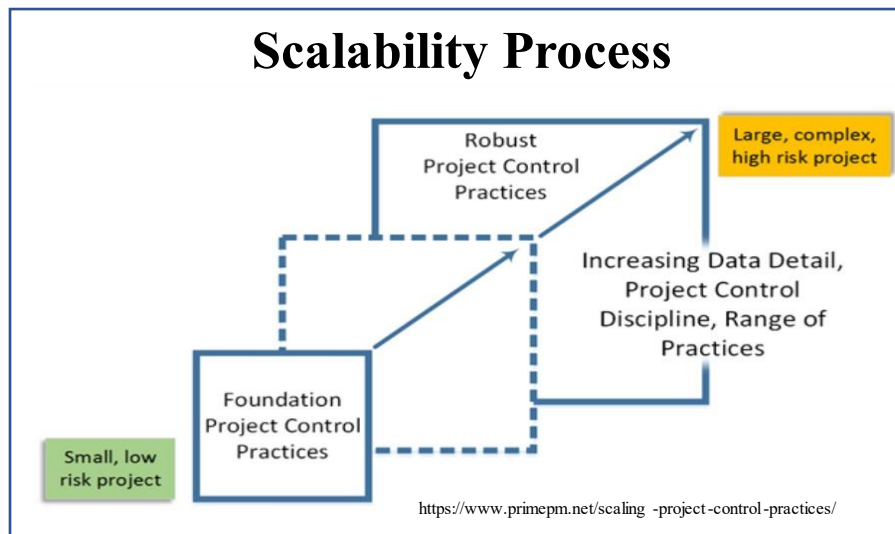
Hybrid teams need the ability to scale the project methodology up for larger enterprise projects and lessen it to support smaller project initiatives. Scalability keeps the team using a similar methodology while adjusting to size, so reducing the formality and documentation makes sense.

Each project has specific characteristics which dictate how it should run and whether it should be traditional, Agile, or hybrid. Each step in the above process directs the scalability and determines the project's rigor. The executives of the organization or the PMO classify the project as basic or extensive. Classification helps guide the project manager and the team in determining the project's rigor.

If the project has been previously completed in an organization, it has history and knowledge, and the team can anticipate particular behaviors and actions. Projects with history run better in traditional with no hybrid adjustments. Traditional projects have lessons learned and knowledge of the processes which can help make this project successful.

Metrics, processes, and milestones drawn from history might be similar to past projects, and all stakeholders understand the outputs and when those outputs will deliver value.

The graphic below shows how the scalability of a hybrid project can run from something small with little or no controls to highly complex. The goal of scalability in a hybrid project is to use what benefits the project and reject anything which increases bureaucracy with no value.



On the hybrid side of the process, the team and management need hybrid discussions because the project differs from other projects. It needs speed and flexibility like Agile but requires specific internal measurements or reports like technologies or the development of a new product as the outcome. The newness of this project requires the team to adjust at record speed to keep the project moving and reaching metrics that make a difference to management.

After determining to run the project in a hybrid manner, the teams and management must discuss critical support processes to reduce ambiguity and misunderstandings until the project is complete. What processes must the team use, and which ones are expendable? What is the proper amount of authority that allows the team to execute the project without approvals? Which metrics are mandated? What level of documentation does the customer require?

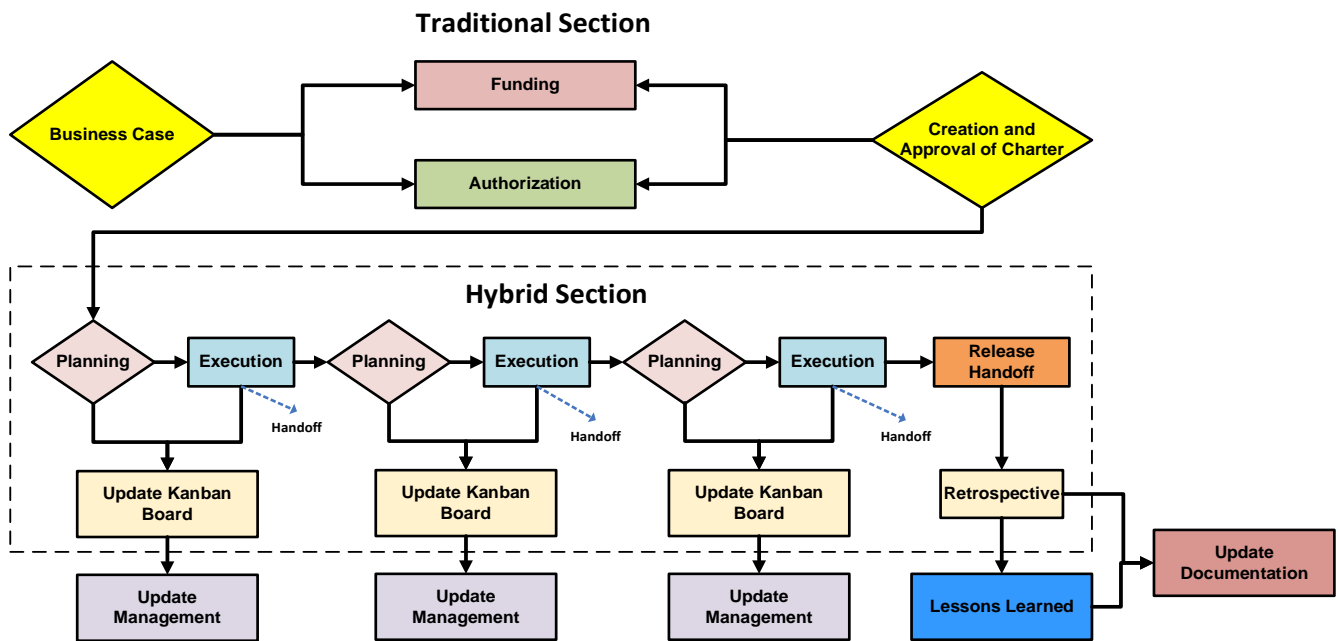
New metrics might need to measure the hybrid methods differently than ever before. The new metrics go beyond time and cost; they might include the processes' efficiency, how fast the team produces the product components for the customer, and whether they work.

In closing, the scalability of the framework and methodology must connect to the size and oversight one needs for the project. Projects require various processes and verifications, and others are more streamlined. The level of methodology and framework which works for the project supports the lean mindset and helps team members and management not feel caught in bureaucratic red tape.

Hybrid

Hybrid Model #1

Hybrid Model for Traditional Organizations



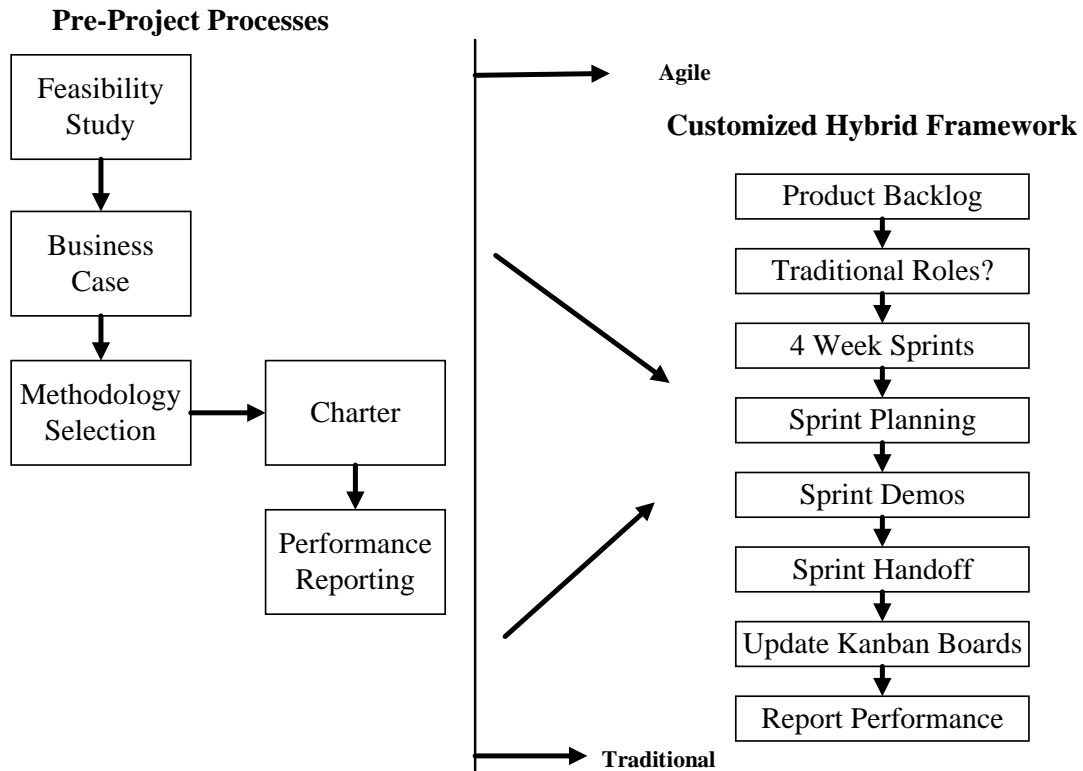
Hybrid project management combines historical project management and Agile. Using hybrid as a tool can help increase project team success. It is difficult to understand when hybrid began because project managers using historical project management consistently leave out traditional processes and use other techniques. Completing a project in this manner is hybrid, even if people do not use the name.

Hybrid today is becoming more distinct as a project option, with research from various practitioners documenting it. Most hybrid frameworks focus only on traditional and Agile methodologies and leave out supportive processes that prevent the project's success. Supportive processes could create enough hindrances to throw a project into crisis, regardless of the chosen methodology.

In a hybrid setting, the team will adjust to the methodology and framework necessary. Adjusting accepts traditional processes at the beginning of the project for planning and estimating and lesser processes later in delivering sprints or iterations for functionality in the handoff to the customer.

Hybrid Model #2

Hybrid Decision Making Model



Hybrid also allows the organization to use standard processes in traditional project management to begin the project and determine the return on investment, methodology selection, charter, and some performance reporting as the project progresses. Other aspects of the hybrid model allow the products' internal production to be in an Agile/Scrum manner. The ability to choose traditional, Agile, or create new processes gives freedom to deliver some value to the customer throughout the project rather than only at the end.

Pre-Project Documents

Crafting pre-project documents to get a project underway depends on the organization's culture, management, or PMO. Some required documents get the project into the pipeline for approval, funding, and resource allocation. The amount of pre-project documents depends on the internal procedures of the organization. Some organizations might have a streamlined process with a small amount of analysis and documentation, while others are more substantial.

Below is a sample of the most common pre-project documents (inputs) to the project charter.

Feasibility Study

The feasibility study supports the business case and determines if the project will bring value or a high return on investment. Feasibility studies are both an analysis and a report. The analysis focuses on the money, return on investment, and payback periods, while the report seeks to reduce the complexity of the topic and make it simple for leadership to understand and decide.

The higher the project's returns or value, the higher its priority is for the organization. This analysis seeks to make the project decision black or white because of its precise value path in delivering and support for financial return.

If the feasibility study does not show a high enough return on investment or value to the organization or customer, it is possible to abandon that project for the current time and seek other high-return projects.

Business Case

The business case is a document that justifies the project in writing. The business case and feasibility study support each other in the early stages of the planning process. It includes how the project's investment will bring value to the organization, the speed of the value or investment payback period, and the time frame before the value and payback period will occur.

Business cases might be a decision gate for upper management to pick competing solutions or projects for consideration out of the various projects an organization could undertake. The business case must support the organization's strategic plan and show the most value, giving documentation and a narrative about the project.

Both the business case and feasibility study are the responsibility of the PMO, Business Analyst, or sponsor. In most cases, because these documents focus on organizational priorities and include money investments for the project, this knowledge is beyond the project manager's level.

Methodology Selection

Some organizations fight hybrid approaches or announce they are only Agile or waterfall shops. Mandating that all projects run in only one methodology might be dangerous and cause numerous projects to unnecessarily struggle. Methodology selection must connect to the project outcomes not be dictated by management or the PMO. The best question to ask is which project methodology will be the highest potential for success.

Matching the methodology and adjusting the components to work better with the project can remove potential bottlenecks, downtime, and project frustration. Streamlining any process to something which makes sense for the project is the new vision in project management.

Charter

The charter approves the project, appoints the project manager if the project needs one, details a skeleton team, documents a high-level scope, and approves funding. The charter is useable for any project as long as it is a pre-project document and not something that requires updating throughout the project. Transitioning to hybrid after the charter can support most pre-project processes and operational goals.

Performance Reporting

Performance reporting in hybrid settings could require adjustments by a responsible person. Suppose a hybrid project uses iterations and tracking success using burndown charts. In that case, someone might need to change the performance metrics into Cost Performance Index (CPI) and Schedule Performance Index (SPI) to align with the metrics management tracks. These conversions or calculations might need translating into percentages, requiring someone to determine how much of the project is complete.

Organizational Readiness for Hybrid

Organizational readiness for hybrid includes more than a group of managers or leaders trying something different and exciting. Organizations have a spectrum of speeds relating to how fast they can adapt to a hybrid culture. Each group must be open to changing processes and thoughts about completing projects. Also, it means adjusting the culture, communication models, procedures, priorities, and metrics that measure project progress.

Below are nine questions that give insight into whether an organization is ready for hybrid and able to sustain it once it is up and going.

Does upper management desire to control all project aspects, or are they open to delivering value to the end user faster?

If management must have control of all outcomes, it reduces the ability of the project team to accelerate the project and provide value to the customer faster. The team must make as many decisions for the project as possible. Without this change, it reduces the outcomes to be like how other traditional projects are run by authority and control.

Does the organizational culture support multiple system methods for projects?

Hybrid is a secondary project system to run alongside traditional waterfall or Agile. Running multiple systems requires management and workers to switch between them in various meetings. One meeting could be solely on traditional project management, and the other could be hybrid. Unless one can adjust between the two, there will be struggles with communication and decision-making.

Does the organizational culture challenge the status quo and seek new ways of fulfilling projects?

Hybrid strategically challenges the status quo by using other processes to replace those that delay or bottleneck project delivery. Challenging the status quo does not mean anyone is mean-spirited or inciting conflict. It means discussing the old way of doing things and brainstorming other possibilities to increase project speed and deliver value faster.

Do project managers have a voice in giving feedback and recommendations to management?

Culture plays a role in the authority of the project manager. The willingness to look at project managers and the team as subject-matter experts is changing in project management circles. Executives understand utilizing the vast knowledge each team member and project manager possess to correct the project has better outcomes. These groups often understand the organization's real work better than executives looking only at a top-down approach.

Are team members able to make decisions, or is it a closed system where management approves and decides the next steps?

Closed systems work well in traditional projects. However, hybrid requires instant communication, decision-making, information, and speed to benefit the project and the customer. Waiting on approvals is one characteristic that must change on some projects and is perhaps why stakeholders are considering hybrid as an option.

Do all parties have a voice regardless of their position or role in a project?

Through Agile, the new project management culture focuses on listening to every team member's voice for feedback and solutions for the project. Hybrid is no different because frontline team members drive the project and move quickly, choosing cost-effective solutions for the project to move it to the next handoff.

Can the current metric system adjust to track items that support a hybrid framework?

Every organization requires metrics to measure the progress of a project. The myth with Agile, and sometimes hybrid, is that the team gives no performance information back to management. This is false. Hybrid has performance measurements, but they are probably different from those tracked in a traditional waterfall project or those in Agile. Hybrid creates and uses metrics that make sense for that current project even if they are unusable in future projects. The ability to create specific metrics for a given project helps measure its progress and success.

If management mandates using the current metrics, are they transformable from the hybrid metrics?

Sometimes there are set metrics for the organization. CEOs, CFOs, and boards have specific metrics that align more with traditional project management. Boards want to know what is happening on a project and monitor the organization's investments. They sometimes focus only on old metrics they have used for years.

When organizations require specific metrics, someone on the hybrid team must translate the hybrid metrics into those mandated by management. This translation of the metrics is necessary to make management happy and supportive of using hybrid. Translating metrics might take time and effort, but it will help with management's support.

Would management support a hybrid transition team to oversee the early adoption of hybrid?

Hybrid will challenge the current culture and way of doing projects. Transitioning from the current culture to one with even a few hybrid projects could be challenging. Hybrid projects require discussions of potential problems and how to adjust them for success.

This graphic demonstrates areas that influence organizational readiness. Not all organizations require each of these areas' involvement, but it is safe to consider each and whether this specific hybrid project would benefit the communication and project flow of these areas.

It is important to note that other sub-areas might need some adjusting because of the organization's internal culture.



Framework of Hybrid

Hybrid project management creates guidance using three primary areas of principles, processes, and core customizations. Some practitioners focus on the hybrid principles and process areas but leave out one of the most crucial success factors: the ability to use core customizations. If a team does not add core customizations to the principles and processes, they will duplicate the same past failures and receive less value than possible.

Below are the interpretations of principles, processes, and core customizations.

Principles

Principles are the guiding light for the project with a central vision. Principles support the trust in hybrid project management and its framework. Each principle extends into areas that support hybrid foundations.

These foundations allow traditional and Agile practitioners to understand the primary goal of using hybrid principles rather than other methodologies.

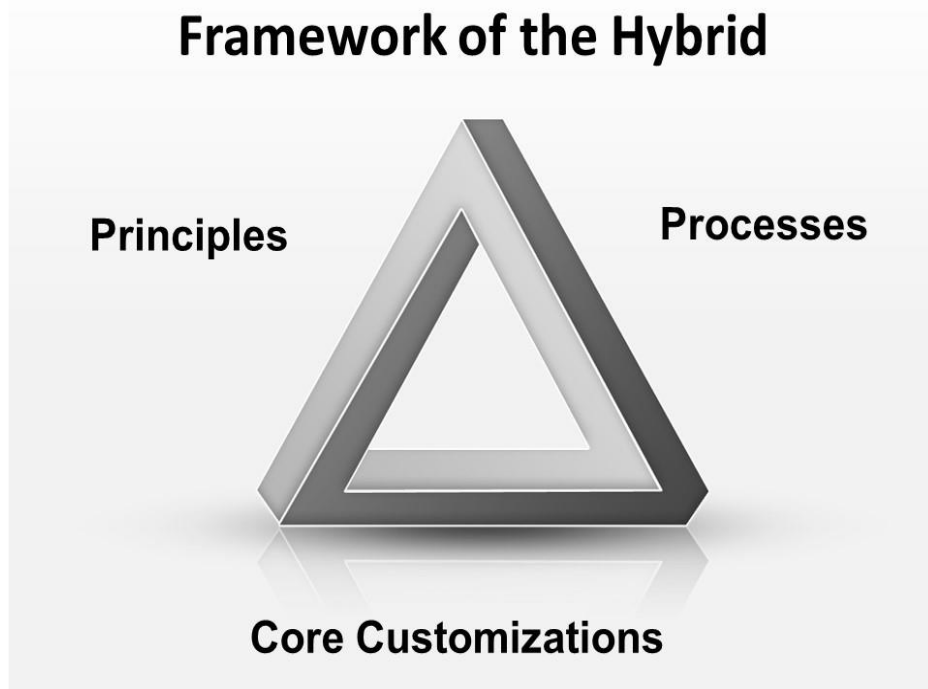
Principles for a hybrid project can be rigid or loose and demands significant intervention from management or the team. The following principles lay the foundation for understanding the hybrid framework and seeking how to adjust it for success. Each principle might change as it connects to the project and emits heavier controls or oversight, while other situations might flow more informally.

Encourage High Collaboration

Collaboration requires letting everyone discuss the different solutions and approaches for resolving any problem or project. Collaboration works to reduce someone from making all the decisions and expecting the team to be worker bees rather than subject experts, which can help conceive innovative ideas.

Give Authority and Control

Traditional projects keep the authority within management or the project manager, but this is not the case in Agile or hybrid. Agile shifts the authority to the team who will set its course of action. Hybrid adjusts the authority in ways to create support. In one project, the authority might remain with the project manager, and in another, the team. Hybrid projects adjust for success and internal preferences using authority in the best way possible.



Evaluate Value Delivery

Evaluating the delivery of value is a significant focus for Agile and hybrid. Traditional projects create value and provide it to the customer at the end of the project. Sprints deliver value faster by giving features to the customer at the end of short sprints rather than at the end of the project. Hybrid's value delivery system can provide value in short iterations or at the end of the project. Hybrid has the flexibility to do either.

Support Process Modification

Process modification is the focus of the next section, with specific information on each hybrid process. Each process will expand or minimize based on the need for the project. The goal is to adjust that process to make sense in the current project setting.

Show Team Transparency

Teams need transparency with every stakeholder and management. Transparency removes the need to hide approaches or skills and shares them with the team. It lets people see any area without reservations.

Measure What is Important

Measuring the most critical things might change depending on the culture and desires of management. If the project requires traditional methodologies, measurements might include the CPI and SPI, which are standard in that type of project. In Agile or hybrid, the measurements could include burnup and burndown charts to show the number of features or user stories the team completes. The team might create a combination of measurements to quantify the project and satisfy both management and project outcomes.

Create Consistent Knowledge Sharing

Knowledge sharing educates and trains others with any missing skills. Using a gap analysis will surface the holes in the team's knowledge. Sharing knowledge helps all team members develop new skills, evolve, and become stronger.

Processes

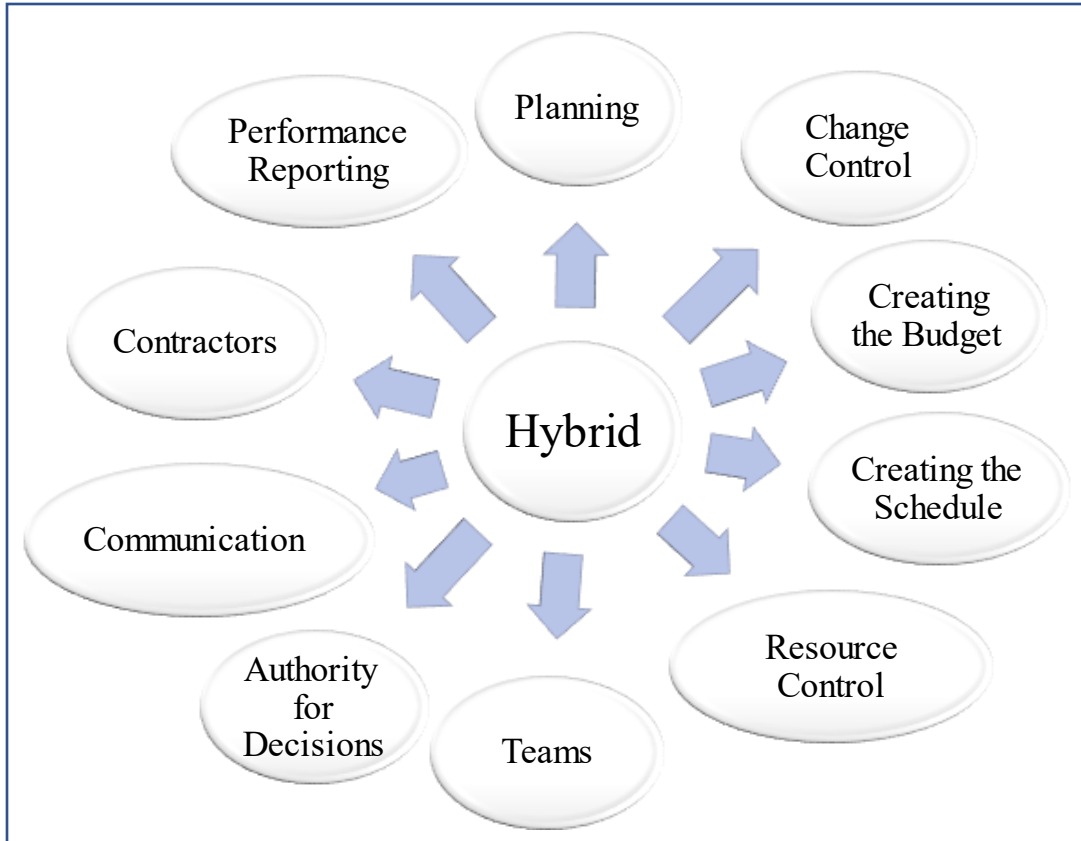
The processes are the mechanism that drives the project and validates the various steps for project deliverables. Each project could use different processes. Project teams and leadership can adjust the processes because of the needs or desires of the organizational culture. It is common in hybrid to see one project filled with many traditional processes and another open to running in sprints.

Hybrid teams decide the process to use, which can include suggestions from management, the project manager, and the team. Ten processes are part of the Hybrid Project Management Knowledge Base. Considerations for hybrid projects do not mandate any specific process for any project area. Processes must make sense for the current project.

Core Customizations

Core customizations include any adjustments and inclusions the team and management think are necessary for a project. Each customization enables management and the entire team to adjust anything they desire to help the project succeed in a hybrid situation. Customizing a process to a section of the project or to the entire project allows the team to deliver consistent benefits.

This graphic exposes areas of influence to the hybrid approach. Each impacts the project and might support the hybrid approach. One can see where the current organizational paradigms function and how to use hybrid frameworks, hoping these paradigms shift.



Customizations are a prime consideration for any hybrid project. It determines the flexibility to use any process and make changes necessary to support successful execution. Customization is not a straightforward process or a best practice dictated by a book, but a consideration to help with the current circumstances.

Areas Which Need Customizing

Planning

Overview:

Project management planning can involve formal customizable steps or processes and ad hoc models. In a traditional project, the project manager and subject experts will plan the entire project from the beginning. Then that plan becomes the baseline. This level of planning control is heavier than in Agile or hybrid. Agile focuses on planning per sprint or iteration, allowing the customer to make adjustments. Some will have a great deal of structure, while others will not. In contrast, hybrid uses only the planning rigor one needs for the current project.

Traditional:

Waterfall projects include process groups as part of the planning components. At the end of the initiation process, the project team should have a project charter to authorize the project and give a high-level description of the project team and the scope of work. Next comes the project plans, which go along with the charter. The plan creates the approach to producing the product or delivering a solution for the scope. Before the project begins, it must be baselined at the beginning of execution to make measuring performance and compliance with the baseline easier. In monitoring, the project teams focus on measuring the project's performance and comparing it to the baseline.

Finally, during closing the team will complete the project and hand it off to the customer, supporting them with training and knowledge transfer. Before finishing the project, the team will also conduct a lesson learned to document what went well, what went wrong, and what changes they should consider before the next project.

Traditional planning might require a series of signoffs from various levels of management before the project begins. Each section of traditional planning is regularly more formal and has heavier documentation.

Agile:

In an Agile setting, the team plans the sprint or iteration. This plan connects to the sprint backlog from the Product Owner or customer. The team controls how long the sprint should take to deliver the current features. During the sprint, some frameworks might forbid any changes until that sprint finishes.

Agile/Scrum focuses on allowing change control to happen only in the planning between the sprints and no change once the sprint begins. Control enables the team to produce at high speed without stopping for a change in the middle of the sprint.

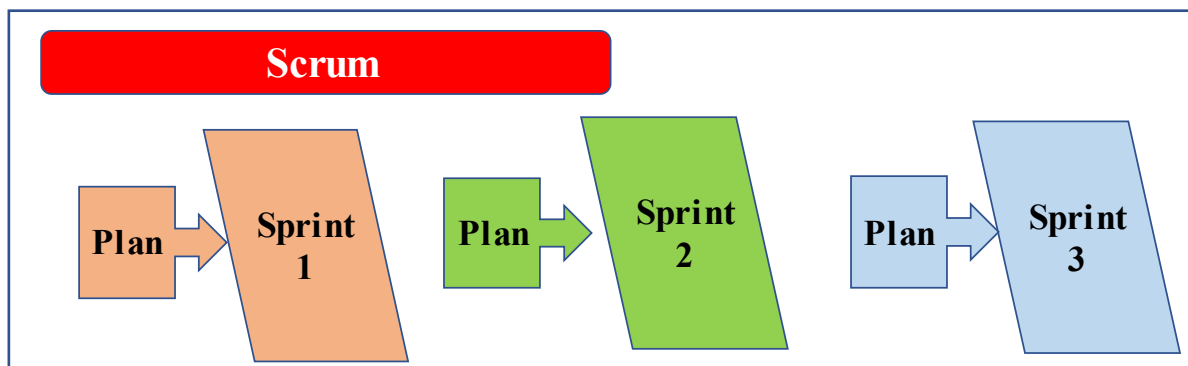
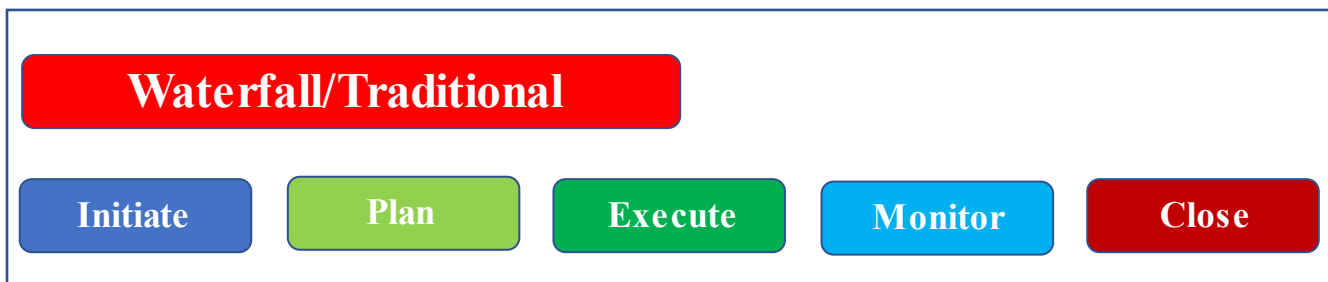
Hybrid:

Hybrid planning might follow traditional processes, which provide a complete plan from the project manager or sponsoring entity. Each hybrid component is only essential in certain situations. It is up to the project manager, ScrumMaster, and team to determine what level of planning it needs. All parties must understand whether the project will carry out a high level of change or if it will follow a standard delivery schedule. When teams do not understand the plan, they will be in chaos, which causes them to work slower and more cautiously.

Planning in hybrid requires flexibility in every area. The team adjusts and uses the level of planning management needs for reporting and removes those steps which are not bringing value. This flexibility might allow the team to adjust from a formal setting to something much easier for speed and flexibility.

In the graphic below, compare the waterfall approach to Scrum. Notice the significant differences between the two. In Scrum, the planning process occurs a day or two before each sprint. The team and Product Owner

decide what the current sprint should accomplish and provide these features to the customer. Upon finishing the sprint, the team conducts a review with the customer and then hands off the output, functionality, feature, or product to them.



Planning for hybrid requires considering where potential impediments could hinder the project's progress. Any impediment which could damage the hybrid project's advancement could cause the team to adjust the plan with additional time and effort to counteract those issues.

Change Control

Overview:

All projects require some level of change. The change might be more formal in traditional project management and less formal in hybrid or Agile. Change is one of the critical drivers for considering Agile or hybrid frameworks in project management.

Traditional:

Traditional project management stresses controlling change through a formal process. The methodology and structure frown on undocumented changes because it leads to scope creep.

Change control supports the traditional methodology through change requests and a Change Control Board. After baselining the project, any change must be examined by the change control process and allow management to approve or reject the proposed change. Change control in traditional keeps the authority at the management level.

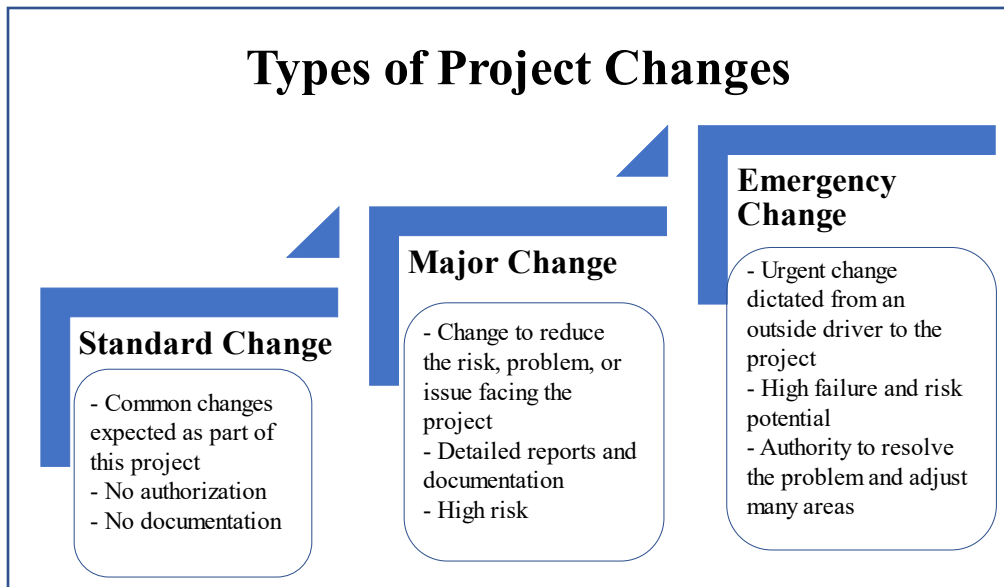
Agile:

The team works with the Product Owner and customer to create change between each sprint or iteration. These changes require less documentation and allow for more flexibility than in the traditional environment. Change adjusts the product backlog and allows the restructuring of features, which is why the customer wants to use this framework over traditional.

Agile methods move away from requiring a change request for every change. Since Agile focuses strongly on face-to-face communication, it boosts the speed and accuracy of any change while delivering new requirements.

Hybrid:

In a hybrid project, the project manager and the team adjust the change control for that project and the environment. Change control might be formal, documenting and controlling the scope, or flexible, allowing the team to discuss a change with the Product Owner or manager.



In this graphic, one can understand three different types of project changes. Each requires more formality and documentation than the previous. Traditional project management is sometimes formal, while Agile is very relaxed in handling change orders.

In hybrid, the changes have that same level of flexibility. The project change might fit a standard change considered common and part of the typical project requests.

Standard changes might not require authorization or documentation to grant that change level. On the other hand, hybrid projects requiring significant changes may need heavy documentation or reports before granting the request.

Even though the team is running a hybrid project, it does not remove the chances of significant problems which result from emergency changes. Emergency changes sometimes happen when something outside of the project team's control influences the project, and the team must react.

Creating the Budget

Overview:

Budgets are a critical aspect regardless of the methodology of the project. Customers desire to finish a project as inexpensively as possible and want value for every dollar. Producing the budget can come from management, the team, a group of subject matter experts (SMEs), or even the customer. Each authority group might also create and monitor the entire budget, with no one else seeing the expenditures.

Traditional:

In traditional projects, upper management or the project manager creates the budget. The budget may well remain in their control, depending on its culture.

Reinforcing how the budget creation aligns with the strategic plan, funding comes to the portfolio level, and then the money goes to the program level and is distributed to each project. Portfolio planning aligns the money with the strategic plan and the direction management desires for the organization.

As projects receive funds for a program, the program manager moves to the project sponsor's role and becomes a consistent escalation path for the project. Project managers will speak to the sponsor and update them on the budget expenditures and those that do not follow the baseline's expected results.

Agile:

The Product Owner and the customer align the features and functionality with the budget in an Agile setting. The customer consistently sets and monitors the budget and adjusts it. Customer control and Product Owner direction guide what the team works on and produces during each sprint or iteration. The team focuses on executing all the features and deliverables within a sprint and iteration setting, and the customer controls the budget.

Since the customer controls the budget, Agile consents to changes without a formal change control process. The budget is the customer's focus, and the team focuses on steadily delivering features at the end of the sprint.

Hybrid:

Hybrid uses what works best for budget creation and monitoring. It strengthens the culture and customization of the team, and management balances flexibility on the project while controlling the money to reduce overspending.

In a hybrid setting, management can create the budget or allow input from the team. Hybrid uses the person or team who best understands the scope and output of the project to create the budget. Hybrid budgets can use SMEs, managers, teams, or any method that brings success and accuracy.

Monitoring the budget in a hybrid setting can follow the Agile framework and allow the customer to monitor it or strong traditional controls while allowing the project manager to provide oversight.

The graphic below focuses on planned versus actual resource usage. Regardless of the project management environment, project managers, teams, and customers might track the planned versus actual project resources. The combination of the resources one uses and the planned and actual costs are part of this chart.

Features	Planned Duration	Actual Duration	Resource Role	Start	Finish	Status	Planned Cost	Actual Cost
Feature Workshop								
Create team	3 Days	5 Days	Manager	11/15/2022	11/16/2022	In process	\$1,599.00	\$2,665.00
Interview Customer	15 Days	25 Days	P.O.	10/16/2021	11/16/2021	In process	\$6,630.00	\$11,050.00
Feature Workshop 1	5 Days	5 Days	P.O.	10/16/2021	11/16/2021	In process	\$2,210.00	\$2,210.00
Feature Workshop 2	5 Days	5 Days	P.O.	10/16/2021	11/16/2021	In process	\$2,210.00	\$2,210.00
Walk Through Features	1 Day	2 Days	P.O.	11/1/2021	11/16/2021	Not Started	\$448.00	\$884.00
							\$13,097.00	\$19,019.00
Product Backlog								
Create Product Backlog	5 Days		P.O.	11/16/2021	12/1/2021	Not Started		
Create Sprint 1 Backlog	3 Days		P.O.	11/16/2021	12/1/2021	Not Started		
Team Estimates Duration	5 Days		Team	11/16/2021	12/1/2021	Not Started		
Prioritize Features	5 Days		P.O. & Team	11/16/2021	12/1/2021	Not Started		
High Level Iteration Plan								
High Level Release Plan	5 Days		P.O. & Team	12/6/2021	1/6/2022	Not Started		
High level Resource Plan	5 Days		Manager	12/6/2021	1/6/2022	Not Started		
High Level Project Budget	5 Days		Team	12/6/2021	1/6/2022	Not Started		
Budget Per Iteration	5 Days		Team	12/6/2021	1/6/2022	Not Started		
				Manager	\$82.00 Hr			
				P.O.	\$68.00 Hr			
				Team Member	\$48.00 Hr			
				6.5 Hrs day				

Corporate human resource offices typically have an hourly amount calculated for each employee, including their salary and benefits. This calculation helps in estimating using this resource on a project, attending meetings, and conducting operational work.

The ability to create an hourly rate per team member based on their role helps estimate the project regardless of whether it is traditional, Agile, or hybrid. This estimate allows data to show what something costs rather than guessing or choosing not to track internal resources because the estimate is too challenging to create.

Creating the Schedule

Overview:

After the budget, establishing the schedule is the most crucial part of a project. The schedule in a hybrid setting is a significant focus area for the customer. Believing the schedule will run faster is why hybrid is a consideration for any project when moving to full Agile seems too radical for the organizational culture.

Traditional:

In traditional projects, it is common for the project manager to create the schedule and designate roles and responsibilities for each team member. Traditional gives schedule creation to those in authority. The project manager controls all scheduling and monitoring aspects in a traditional project, just like the budget. The schedule functions in a command-and-control style, occasionally comparing the baseline to the actual schedule and measuring progress.

Agile:

In an Agile setting, the team is accountable for the schedule and whatever decision they feel is necessary to complete the project. The challenge in Agile is what to produce through the various sprints or iterations. Agile methods drive the project completion through sprints which last 1 to 8 weeks, and each iteration finishes a

section of the project and gives usage to the customer. The feature or deliverable may not be 100% finished or might not possess all the functionality, but the customer receives value earlier.

Agile enables the customer to control the features, and the priority of those features is under the control of the Product Owner. Customers influence the ranking of features, and the Product Owner ranks them so the project team can begin their work. The team controls the duration, but the Product Owner controls the ranking order. The team can also estimate various work components using tools such as the Fibonacci sequence or planning poker, which are clearly created for Agile estimation.

Hybrid:

Establishing the schedule in a hybrid setting may involve the project manager and the team. The project manager might create the schedule as a draft and allow the team to influence it before finalization or monitoring the outcomes.

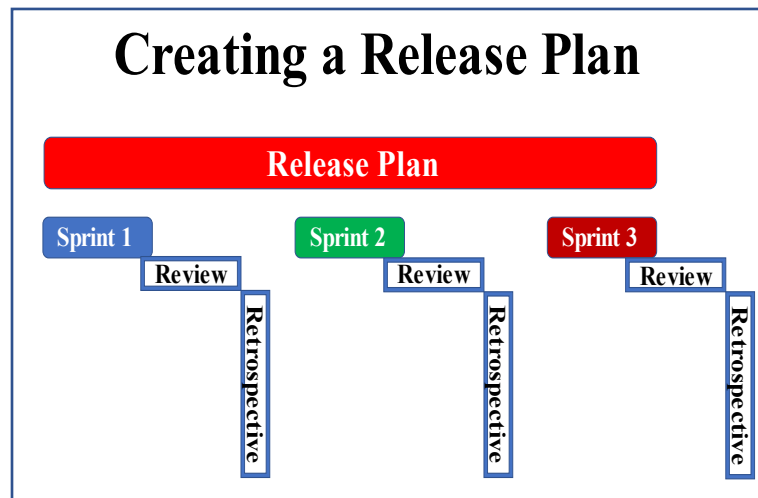
Hybrid can use planning games for estimation just like Agile or any traditional project management process one uses to create the schedule. If management trusts the hybrid team’s experience, it can realistically create the entire schedule and all estimates.

The graphic below shows one way of scheduling resources with the project. It enhances this information by converting it into an Excel chart to show management or others who need a better understanding of the projections.

Task Name	Priority	Owner	Start Date	End Date	Status
Iteration #1					
Interview Customer	High	P.O	10/16/2021	11/16/2022	In process
Interview Stakeholders	High	P.O.	10/16/2021	11/16/2021	In process
Map out Chapters of the Book	high	P.O.	10/16/2021	11/16/2021	In process
Map Out Chapter Size	Medium	P.O.	10/16/2021	11/16/2021	In process
List all management reports	Low	P.O.	11/1/2021	11/16/2021	Not Started
Iteration #2					
Write Chapter 1	High	Jerry M	11/16/2021	12/1/2021	Not Started
Write Chapter 2	High	Thomas M	11/16/2021	12/1/2021	Not Started
First level edit of Chapter 1	Medium	Kelly S	11/16/2021	12/1/2021	Not Started
First level edit of Chapter 2	Medium	Sharon R	11/16/2021	12/1/2021	Not Started
Iteration #3					
Graphics Draft for Chapter 1	High	Malissa T	12/6/2021	1/6/2022	Not Started
Graphics Draft for Chapter 2	High	Fredrica A	12/6/2021	1/6/2022	Not Started
Second level edit for Chapter 1	Medium	Peggy Z	12/6/2021	1/6/2022	Not Started
Second level edit for Chapter 2	Medium	Leonard D	12/6/2021	1/6/2022	Not Started

The hybrid methodology is open to adjusting any scheduling process to connect and support the organizational metrics and designs. In hybrid, the process for Organization A might differ significantly from Organization B. Differences in the process can be because of the team’s experience, management’s confidence in their abilities, and which metrics are part of the measurements.

The release plan graphic below shows the delivery methods found in a hybrid project. Using releases with a higher level of planning can help management understand when the customer is receiving major functionality or deliverables. The caution is to keep management from taking the releases, adding hard dates, and tracking those dates like scheduling in traditional projects.



When examining the release plan, notice that each sprint includes a review of the current functionality with the customer before allowing the customer to use the limited features. Each sprint delivers to the customer a portion of the functionality until the ultimate release is complete. Then the team can move on to the next sprint to complete the following project release.

Not every hybrid project will need or use a release plan. However, a release plan allows a better understanding of when and how the customer receives the unique features. Looking at the release plan, one can make projections on when the team can complete the project and the customer will have 100% of the requirements.

Resource Control

Overview:

Resources in project management can include personnel or items one needs to complete the project outcomes. The person who controls the resources controls the project. Control of the resources approves the project manager or team to move personnel in whatever direction is helpful for the project's success. The more control the team possesses, the faster it can decide and move the project work forward.

Traditional:

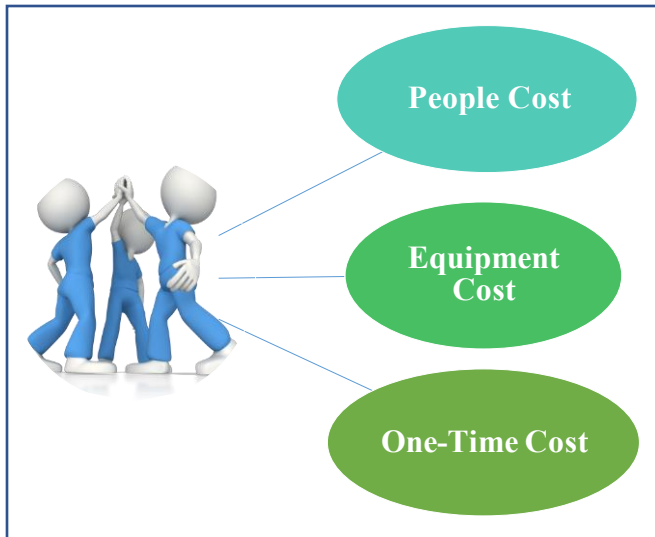
In traditional projects, control over resources rests with management or the sponsoring entity, who can give and remove resources. The project manager is accountable for the project and engages with management for the control to move personnel and make project adjustments. Traditional projects can connect to a functional organization where management controls most decisions or shift to a projectized structure, allowing the project manager to have total control to move resources wherever needed.

Agile:

The team controls itself in an Agile setting, allowing rapid adjustments which align with customer requests. Because the Agile team has power and is accountable, they also have the flexibility to work in iterations and execute work for the customer quickly. ScrumMasters and Product Owners might work with Agile team members when discussing the rigor in some work areas, but they have no power over the team other than to monitor the methodology or framework. The Product Owner embodies the customer and revises the product

backlog of features to focus on customer requests. Neither the Product Owner nor ScrumMaster takes on the role of project manager.

Hybrid:



In a hybrid setting, either group could control the resources associated with completing the project. Some hybrid projects have enormous control, while others are like traditional projects where all power is with management.

In the graphic, one can see the same three influences on resources, such as people, types of equipment, and on-time costs as part of resources. The influence of all three is different compared to internal or external resources.

Team members need as much control over resources as possible when addressing a crisis because hybrid projects shift to accommodate the project's needs, authority, and power to support these decisions.

Teams

Overview:

Constructing teams to run the entire project or only a tiny section is vital for creativity and reducing mistakes. Teams follow the old saying, “two heads are better than one.” Teams are powerful in resolving a problem and moving ahead while building a solution for the customer and the organization. Each solution reduces the chance that this problem will surface again and support the outcomes set forth for the project.

Management controls those resources and places them on a team. In Agile and hybrid situations, team members volunteer for the project work and seek to complete each assignment while learning and passing along new skills and competencies.

Traditional:

Managers control the team in a traditional project. In many traditional settings, the project manager has no direct control over the team and must communicate with their functional manager. Communicating with the functional manager is critical because of the project manager's lack of control. A good relationship between the two managers helps when there is a lack of performance from a team member.

Agile:

In an Agile situation, a project manager is optional because the team takes on the decision-making responsibility. The team reports to each other through daily stand-up meetings and commitments to work. The team's level of responsibility and accountability increases for each member while supporting transparency for everyone.

Co-located Agile teams support creativity and engagement for a project. Teams working on the highest priority work and experiencing co-location understand the project and assist each other in building solutions. Team members are more than worker bees for the project. They are also SMEs with a deeper understanding of the project and consistently more robust resolution strategies.

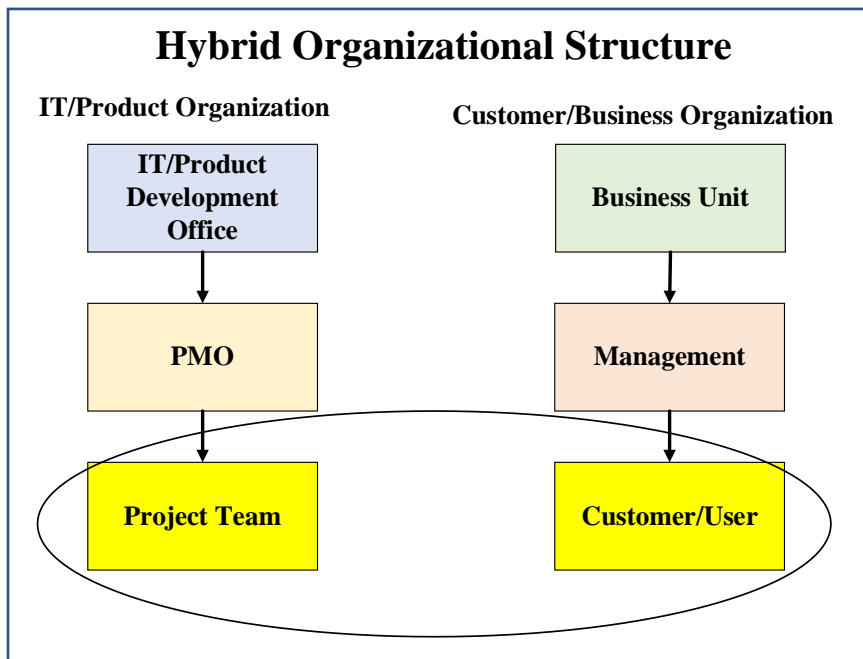
Hybrid:

A hybrid situation permits the team to work on the project, demonstrating flexibility to change roles and responsibilities while giving upper management feedback through Kanban boards and other customized reports for this project.

Hybrid projects can shape the team while benefiting the productivity of the project and communicating with all stakeholders. Influencing the team to support a more substantial Agile presence in one project might allow the team to function more independently, with little or no reporting or fewer meetings with management. If the team needs to function with a more substantial traditional presence, this decision requires designing specific reports and measurements of detailed documentation and metrics.

The team member's supervisor needs to support the performance outputs each employee will possess. The versatility of the supervisor is sometimes one of the most challenging situations in running a hybrid project because the supervisor is giving some of their authority to the team.

The following sample of a hybrid organizational structure focuses on how team members must come from both the project side and the customer side of the organization. In this graphic, both the customer and the project team are part of the hybrid organizational structure, which helps accelerate project decisions and verify that the outputs align with the customer's desires.



The customer must continue with high levels of engagement throughout the entire project and not just when giving the initial scope and feature requirements.

Authority for Decisions

Overview:

The ability to make project decisions can be challenging depending on the stakeholders' authority in an organization. Some organizations are open to spreading the authority to the team and other stakeholders, while others limit it to management roles. Who has the authority can make a difference in the speed of decisions.

Traditional:

Traditional projects connect authority to the supervisor, manager, and executive management roles. The roles might have different names, but authority rests with the top-down approach, and these individuals handle money and people. Organizational charts show the reporting relationships of the stakeholders to make it clear who reports to whom and where each level of authority can go for help or escalation if there is a problem.

Agile:

Agile's focus on authority is the opposite of traditional. All decision-making authorities should rest as close to the project as possible, giving the project manager, ScrumMaster, or team the authority to make decisions in their work section. The Agile framework focuses on speed, which requires execution, not asking permission. Ideally, the framework focuses on delivery; it supports giving authority to the team and holding it accountable for the outcomes. The positive is the speed of delivery, but the negative is that management might experience a loss of control.

Hybrid:

Hybrid does not take all the authority from management and give it to the team, but it also does not maintain tight controls and ask permission like traditional in those areas designated by management. It is possible to blend authority between the team and management. Management usually gives hybrid teams permission to decide on schedules without their approval.

The challenge is that some decisions still need management's approval, and this structure might experience ambiguity regarding when to escalate. In escalation situations, the management or sponsoring entity is part of the decision-making process and will swiftly approve or reject these issues.

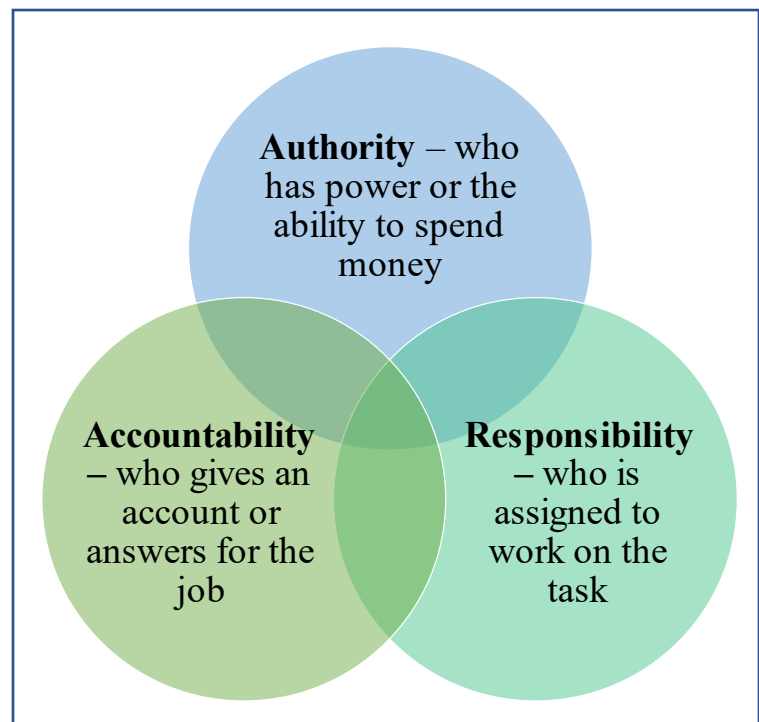
Hybrid teams might change the project duration within hours, days, or milestones. In these situations, the team can decide on those issues. Changes that influence the cost or time over a specific amount require approval from management. Management empowers the approach through speedy approval and responsiveness to the team to maintain progress during these budgetary decisions.

Three areas require discussions and shifting from management control to the hybrid team. Authority, accountability, and responsibility need a move from management control to giving the team authority.

Authority — Authority gives the financial decision-making power associated with money, budget, and organizational spending.

Accountability — Accountability supports the person who answers for the job to management or others. This person knows what one must accomplish and monitors progress to ensure workers complete the work according to the project plan or contract.

Responsibility — Responsibility goes to the worker bees of the project task. Team members who complete the work assignment handle the work output.



Communication

Overview:

Communication is essential regardless of the project's methodology or the number of team members. The faster the project, the stronger the communication must flow.

A standard tool that supports communication is a team charter. The team charter shows how team members will work together. Team charters can include a variety of structural guidelines, such as how fast one must respond to a phone call or email. This timebox holds people accountable for passing along information rapidly and being responsive.

Traditional:

In traditional settings, communication begins at the top and filters down through the various management and supervisory positions until it reaches the project team. Top-down communication is vital to the organization's vision, mission, and goals. Each project manager typically knows how the project fits into the overall strategic plan and quantitative outputs upper management is measuring.

Traditional projects struggle with communication coming up from the employee or team level. Teams reduce this by having periodic meetings and updating management on the project's outcomes. Building a communication plan improves the traditional planning format and strengthens everyone in understanding the type and frequency of all communication.

Agile:

Communication in an Agile setting focuses on information radiators, co-location, and osmotic communication. Agile teams use information radiators to update all stakeholders. These are boards, such as a Kanban board, in high-traffic areas for others to see.

Co-location is a preferred technique that places all team members in the same setting to increase the exchange of ideas and creativity. Organizational priorities require the Agile team to work on the most critical project consistently. The team does not struggle with prioritizing which project to work on today, nor are they grappling with other crisis areas from other projects because they are only working on one project at a time. Co-location is not achievable with workers throughout a sizeable geographic area. For this reason, dispersed teams might use video conferencing as an alternative to co-location.

Osmotic communication connects to co-location because team members learn new skills and work habits quickly by working face-to-face with team members with more experience. Simultaneous co-locating of team members moves away from working in cubicles or offices but working within large team spaces to engage and solve problems and create solutions.

Hybrid:

In a hybrid setting, communication can take on both traditional and Agile environments to accommodate teams passing along information for decision-making and reporting project status to upper management. Hybrid teams have 3 to 15 members in a typical project and increase with more members on larger projects. Teams larger than 15 people need more engagement in communication and performance monitoring because of their size.

Expanding communication connects to Kanban or task boards to show the project's progress. These boards are low-tech and high visibility. Communication and follow-up through meetings are necessary to give and receive information. There is no rule regarding the frequency of face-to-face or virtual meetings. It depends on the type of project, hybrid connections, complexity, and understanding of the support the

team needs to give and receive accurate information. Regardless of the structure, the project manager, team, or stakeholders must continually work to communicate essential information and never waste someone's time.

The following graphic also emphasizes the structure of hybrid or Agile projects and supports communication through the different structural components. Hybrid requires strong engagement and communication through every aspect of the project, and most of the communication is verbal to increase its speed.



Daily Stand-Up:

The team might use a daily stand-up meeting in Agile and sometimes in hybrid. The daily stand-up is a 15-minute meeting to update everyone on finished work from the previous day, work happening the current day, and any impediments. This meeting should not be longer than 15 minutes, and the ScrumMaster ensures that it does not exceed the timebox.

Sprint Plan:

The Product Owner, customer, or project manager develops the sprint plan. The team and management must discuss whether the sprint should be a standard time with no extensions or whether each can have different durations.

Whoever creates the sprint plan focuses on how much work the team can complete in one sprint. This can use velocity to anticipate the number of features, functionality, user stories, or story points the team can complete in the next sprint.

Release Plan:

In Agile and hybrid, a portion of the product goes to the customer after each sprint so the customer can begin giving feedback to the team. Some people mistakenly think any portion of the product is a release. Releases typically include multiple sprints, not one, and it completes a deliverable or series of features the customer can use with full functionality.

Roadmap:

The product roadmap shows the overarching goals and objectives of the product backlog and outputs for the customer's product. The roadmap can assist management in the strategic plan for the Agile or hybrid project and then move to the project manager, Product Owner, or customer to articulate the outcomes and output.

Roadmaps are high-level and do not give sprints, release dates, or outputs. As an overview of the project, the roadmap helps focus the Product Owner or project manager with an overview until they communicate with the customer and sort the product backlog with input from them.

Product Vision:

The product vision details the overarching solution the product will resolve. The product vision can include the product's goals and objectives, which support the Product Owner and team in making project decisions.

Contractors**Overview:**

Contractors are a standard part of project management and complete a specific scope of work within a designated time frame. Contractors follow the constraints of the contract to deliver specific outputs. Every contract has strengths and weaknesses which can support traditional, Agile, or even hybrid frameworks.

Traditional:

Traditional projects interview the customer, create an SOW for the vendor, and submit an RFP for bid. After receiving proposals, the organization selects a vendor who understands the work and shows the best value and pricing.

Traditional projects usually use Fixed-price contracts, which transfer the risk to the vendor along with a designated scope the vendor creates. Any changes with the contractor must move through the change control process, so no additional fees are chargeable to the project unless the Change Control Board approves it.

Traditional projects can use Cost-reimbursable and Time and Material contracts, but both place the risk on the customer and not on the vendor. Most projects prefer Fixed-price contracts because they transfer risk to the vendor.

Agile:

Agile projects place a great deal of flexibility in change within the control of the customer, which reduces the contractor's control. Fixed-price contracts become complicated to navigate with a vendor because the scope keeps changing, and the customer controls it.

Many Agile projects use Time and Material or Cost-reimbursable contracts to balance flexibility and control. These contracts keep the customer from paying for change orders while reinforcing their ability to adjust the scope until the project's completion. Time and Material and Cost-reimbursable contracts bring risk to the customer, reducing the vendor's resistance when requesting changes from the original specifications.

Hybrid:

Hybrid can give the flexibility for changes to the team or control the changes through change control. Flexibility permits the customer to make changes, just like in Agile; likewise, it safeguards the vendor by preventing work from costing more than expected.

For that reason, hybrid has flexibility where other methodologies might not in budget creation. It helps compare the original estimates to the proposals from the vendor. Hybrid can monitor the vendors and verify that they include everything mentioned in the SOW. People and culture influence the most accurate estimates for this project.

Hybrid projects could expand the usage of contracts to include Capped Time and Material, Target Cost, and Incremental. Capped Time and Material contracts are like traditional Time and Material except that the contract has an upper limit or Does Not Exceed clause. An example of a Capped Time and Material contract is a contract with a ceiling price of \$300,000. The contract would function in a Time and Material manner, but the organization will not pay more than \$300,000.

Target Cost contracts point the customer and team into a negotiating position to understand the general costs of the product. Target Cost contracts might be a range in price rather than a complicated cost delivered. Both the customer and vendor understand the cost range if certain conditions exist.

The Incremental contract focuses on the products delivered at the end of each increment. It can be one or multiple increments with various products the vendor delivers. The vendor and the customer want the changes to be negotiable so there are no hidden costs. Also, outputs from each increment are adjustable by either party before signing the next contract extension.

Performance Reporting**Overview:**

The performance of the project is always essential to management. What and when to measure performance are typical of traditional projects with a history of months and years and are more difficult for Agile and hybrid.

Reporting the project's progress performance is part of the monitoring and control process of traditional and the usage of burndown charts, burnup charts, and acceptance criteria in Agile. Choosing metrics that make sense for a hybrid project requires customization of each metric and might include additional steps to convert the hybrid measurements into more standard ones.

Traditional:

Traditional projects have a long history of measuring the variance in cost and schedule and tracking the cost and schedule performance indices. These measurements appear in most project management books and are traditional project management royalty in project metrics.

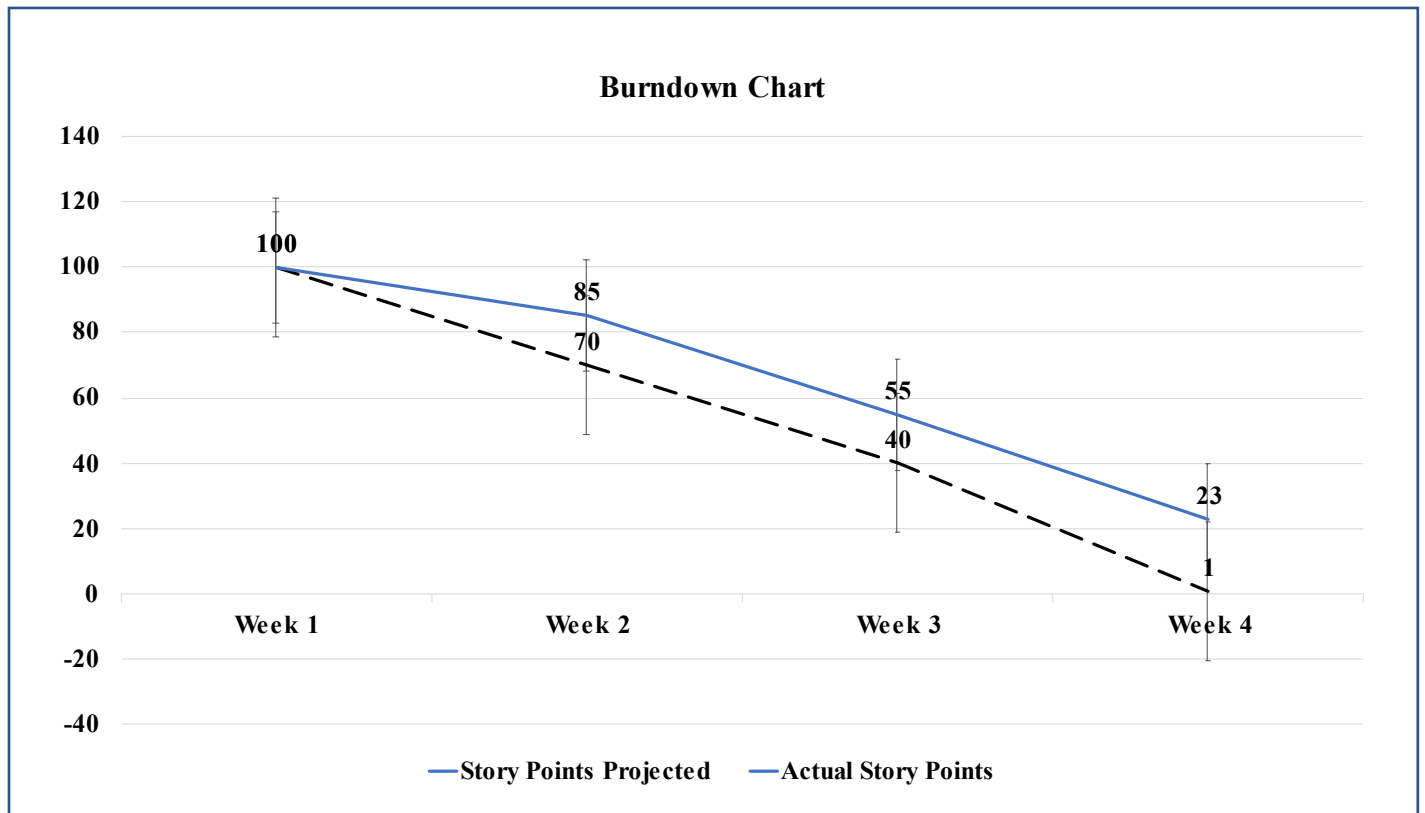
Schedule and cost variances compare the current time and cost to those projected during planning. The project manager conducts measurements translating into the cost and schedule performance index, which measures the project in percentages. For example, a CPI of 0.89 means the project is 11% over budget. An SPI of 1.02 means the project is 2% early. These measurements are consistent with traditional project management because they are easy to understand and bring value when monitoring project progress.

Agile:

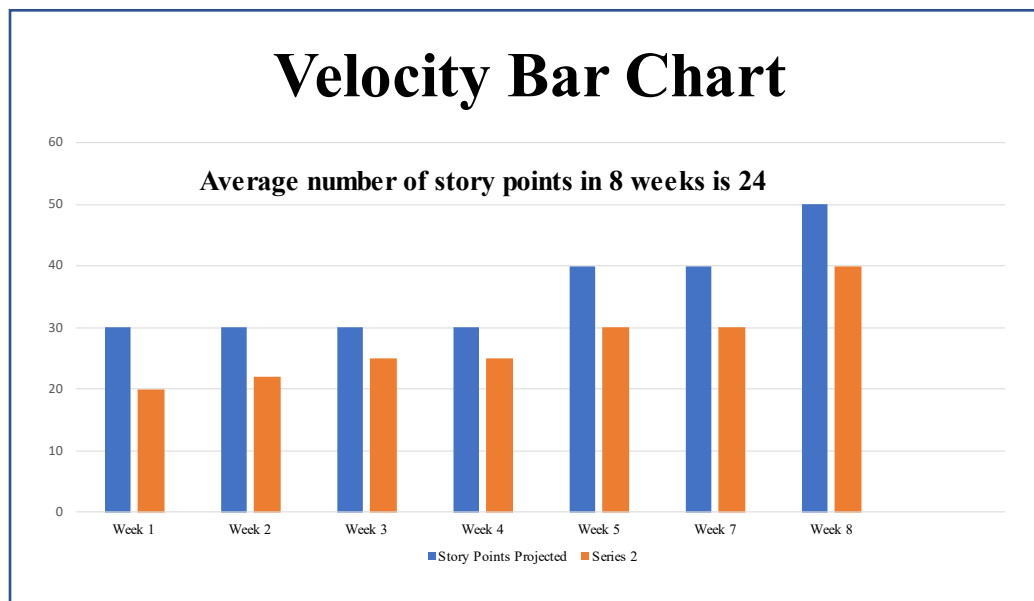
Agile project management struggles to use cost variances, especially CPI and SPI measurements. Because the project does not have a baseline and the customer is constantly adjusting the priority of the features, there is difficulty in measuring the project's variance.

In an Agile project, the goal is execution with outputs for the customer to use now. These outputs are measurable with burnup and burndown charts and any type of information radiator to show visual performance and progress.

Burnup and burndown charts are standard tools in Agile or Scrum. They support the visuals for Agile team members, the Product Owner, and the customer. Agile measurements aim to communicate progress quickly and support decision-making at record speed. Overall, the burndown chart begins with the total number of story points, features, or user stores and shows the reduction of those left in the project. A burnup chart begins with the same information but begins from zero and moves toward the total number of features, story points, and user stores the customer desires.



The velocity bar chart shown below is a tool to show the average number of story points, user stories, or features the project team is completing per sprint. Some believe the myth that Agile projects cannot know or create a future due date and give management updates. The velocity bar chart allows the team and management to make potential projections based on three or more sprints or iterations. These averages, over time, become a correct metric for making future decisions. There is no reason to think an Agile project cannot have a potential due date.



Hybrid:

Hybrid performance reporting can use velocity bar charts and burnup and burndown charts. Organizing the hybrid project can find support using information radiators to give performance updates visually.

The performance of a hybrid project is customizable to the needs and reporting structure requirements. The hybrid team might use Agile or traditional reporting methods and need to adjust some metrics into cost and schedule variances and cost and schedule performance indices. The goal is to report performance in the form which makes the most sense for the project.

Closing Summary

Hybrid is consistently evolving as stakeholders use the framework in various organizational types and project industries. Hybrid as everyone understands it today will be different in a few short years because people will conceive new processes and structures for running projects in a customizable manner.

Stakeholders must remain open to all the adjustments while measuring them for performance efficiency. Discarding processes or procedures that do not work must be a consideration. The organization will create innovative best practices to run hybrid projects successfully by evolving and removing inefficient ones. In closing, it will create challenges when building a hybrid framework without support processes. Unless the support processes become part of the discussion and ultimate planning, the project's success could be in question. Because the goal keeps changing, and the control of the project remains in management's or the customer's hands, everyone must understand the support and guidelines for working on this project together.

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