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# Project Management Methods

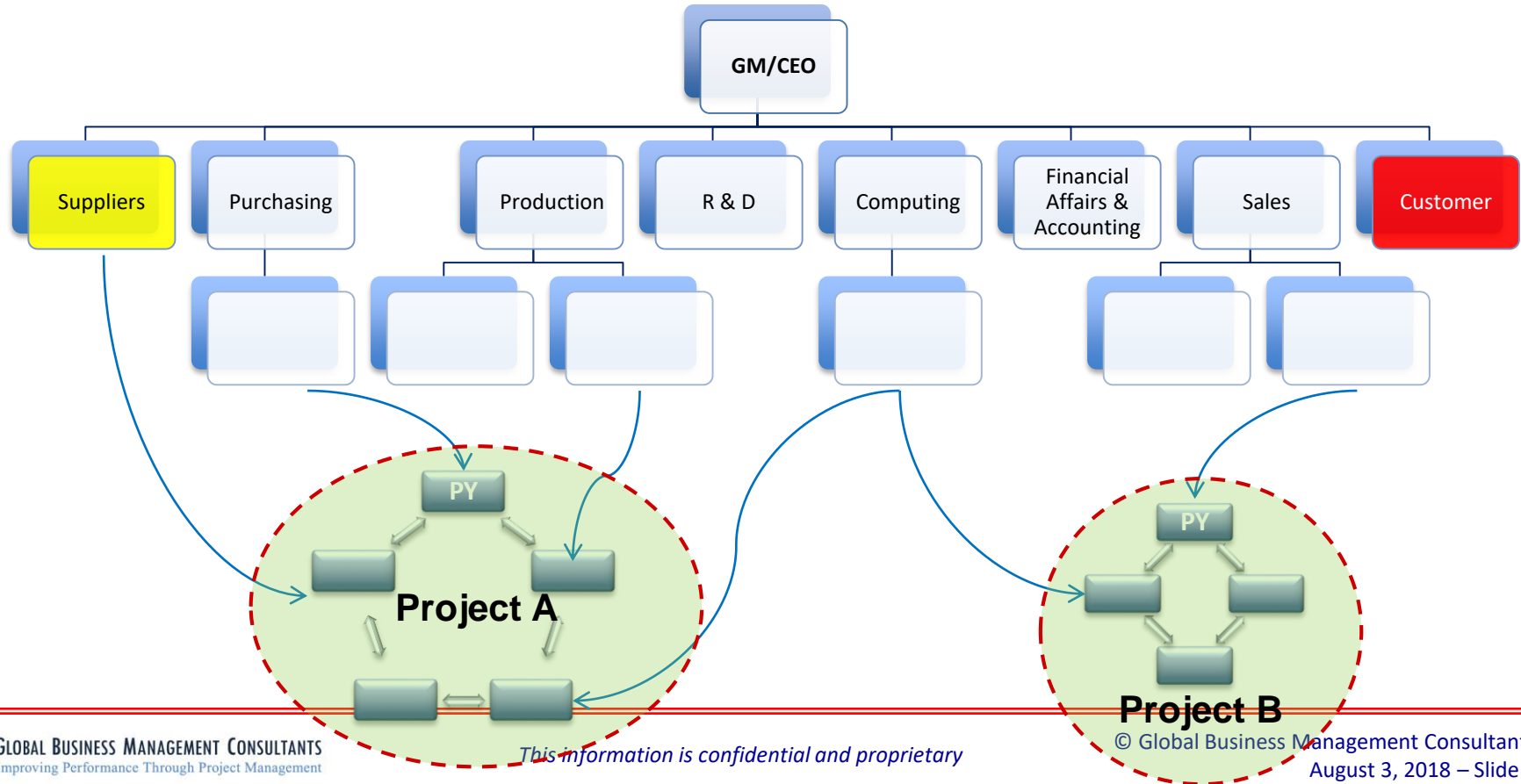
Murat Özbilen, PMP

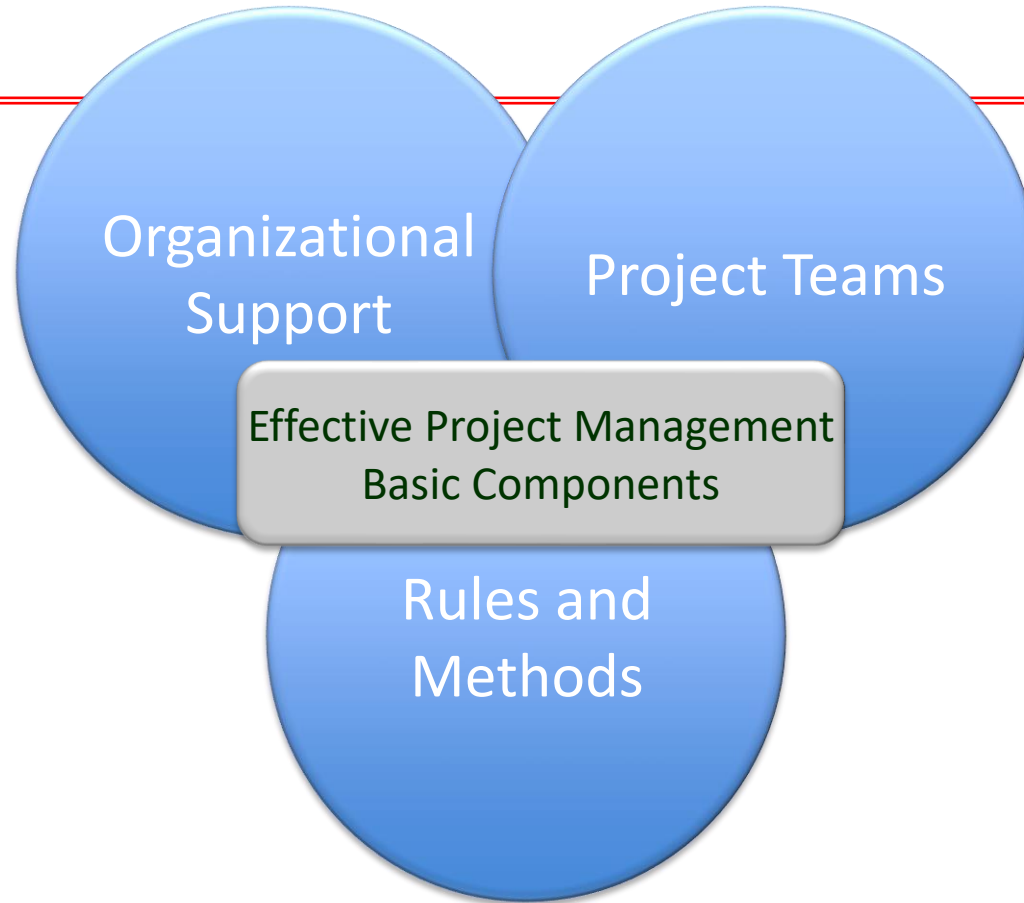
Senior Partner - Southern Europe, Middle East and Africa  
Director

# The Big Picture – Organizational Direction



# Project Management in Operational Environment





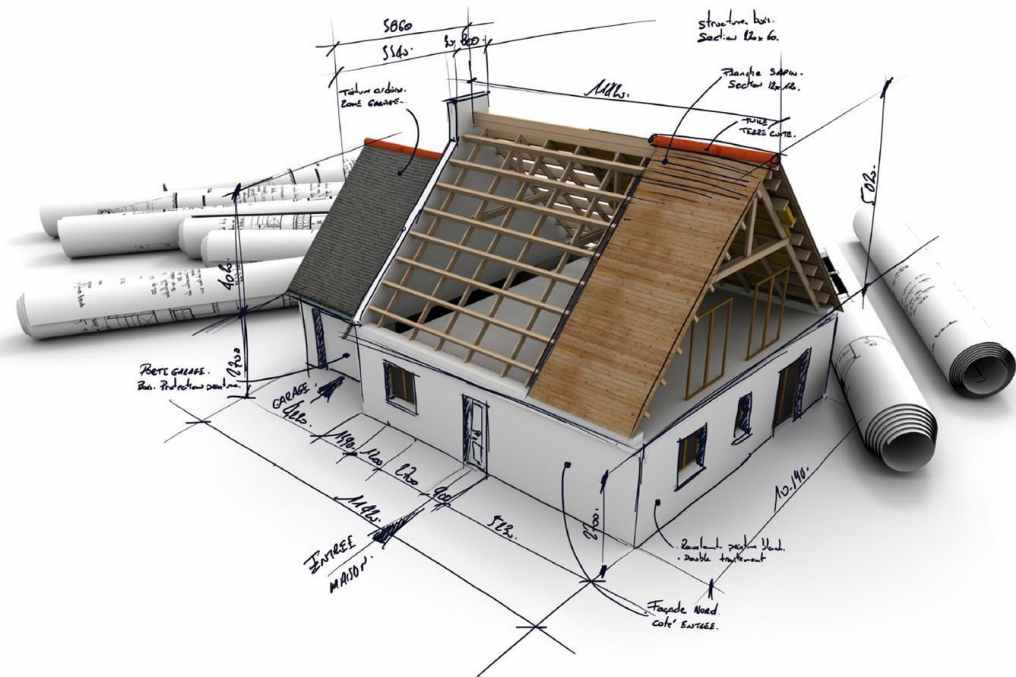
# Common Project Management Methods

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The diagram illustrates the lifecycle of a building, starting from the initial 'Needs' and progressing through 'Design', 'Application', 'Control', and finally 'Maintenance'. The stages are represented by colored boxes connected by arrows, indicating a sequential process. To the left of the flowchart, there is a detailed illustration of a house under construction, showing the wooden frame and roof structure. Next to the house are several rolled-up blueprints or architectural plans, suggesting the design phase of the building process.

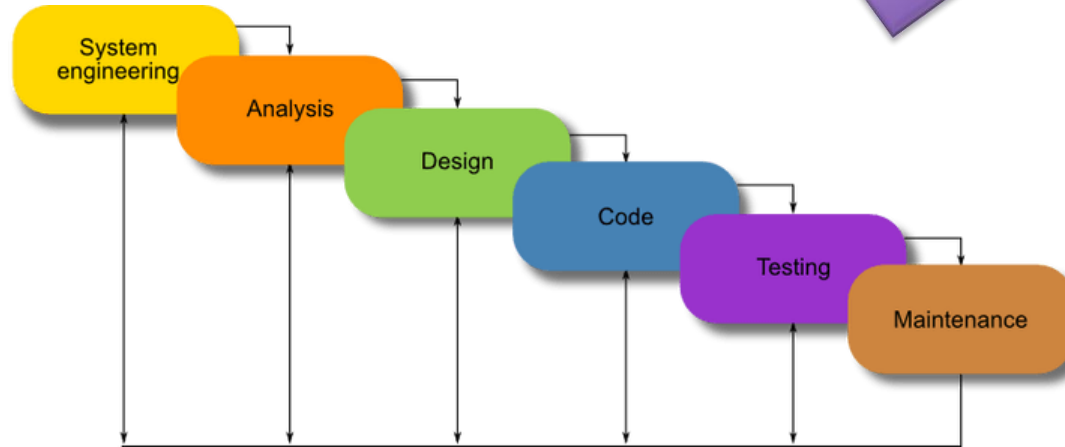
```
graph TD; Needs[Needs] --> Design[Design]; Design --> Application[Application]; Application --> Control[Control]; Control --> Maintenance[Maintenance];
```



# Dr. Winston W. Royce

## SDLC

1970



# Waterfall Method

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## Advantages

- In projects where many people are required to work, the work transition between teams becomes clearer
- Documentation and control is busy.
- Allows changes to be made early in the design (if any)
- It is suitable for milestone-oriented development environments because it is linear.

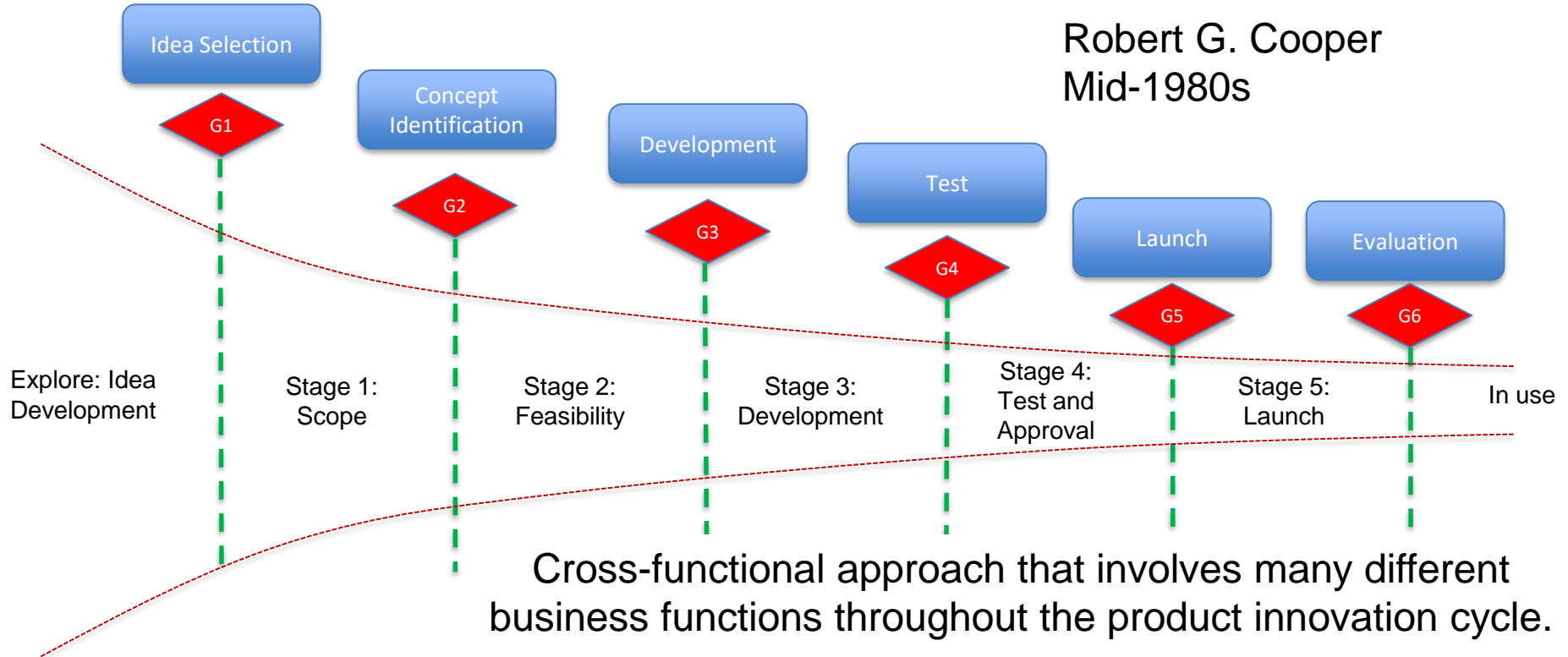
## Disadvantages

- Not flexible - correcting errors caused by design is possible with cost and time loss
- Ignore user / customer inputs, ignoring changes during the process
- Problems occur only at the end of the test phase



# Stage & Gate Project Management

Robert G. Cooper  
Mid-1980s



# Stage and Gate

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## Advantages

- Brings discipline to chaotic environments
- Increasing successful product launches
- Shortening the time from idea to final product
- Guarantees the termination of the project
- Strengthens team work

## Disadvantages

- Gates do not take into consideration the opportunities between technology and business
- High OH at the gates
- Barrier between innovation and creativity in repetitive projects
- Basic project decisions can be forced before – sometimes too early
- Takes time dimension to focus instead of the output (benefits, risks, etc.)
- Does not take into consideration such issues as the new product and the services that should be provided in parallel

# Benefits Realisation Management

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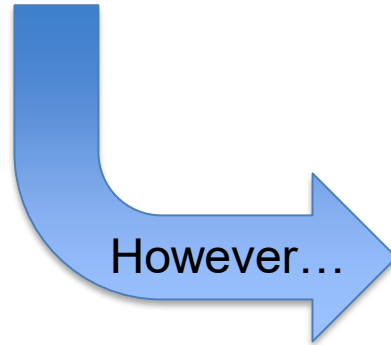
Focused on providing the business benefits of the projects



# Benefits Realisation Management

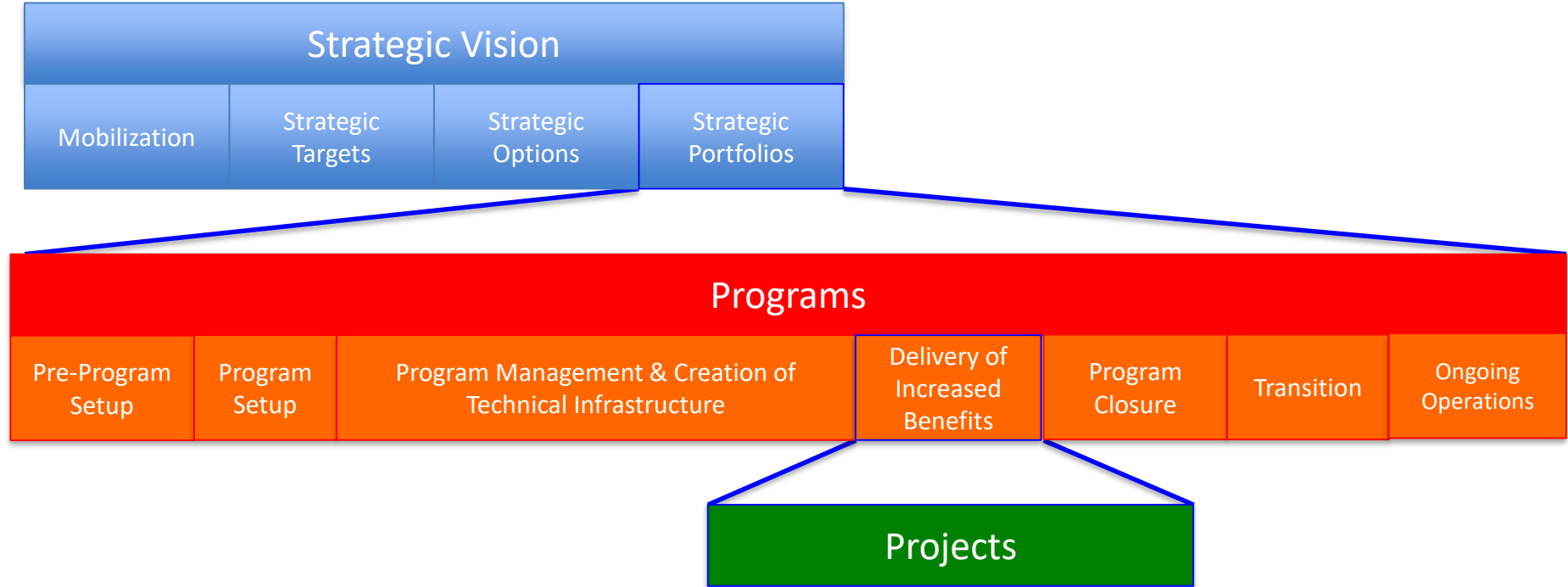
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It is not the new product that the client (management) expects, but the business benefit of the product / service. BRM offers this possibility.



Governance structure related to benefits is not defined	%36.6
Benefits are not standard or not comparable	%22.0
Responsibilities for benefits are in the wrong tasks	%19.5
»Business Case» not realistic	%14.6
Benefits can not be verified	%7.3

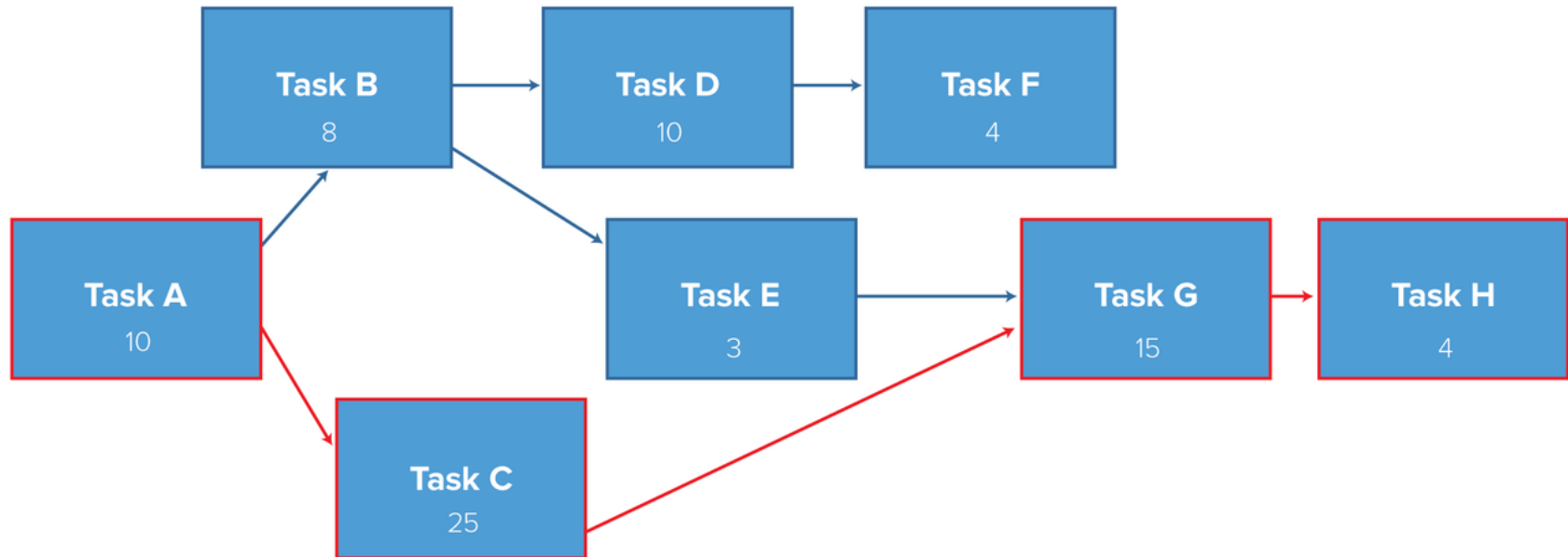
# BRM → Portfolio / Program Management?



# Kanban

New	Analysis		Design		Development		QA	
	In Process	Done	In Process	Done	In Process	Done	In Process	Done
Feature	Feature	Feature	Feature	Feature	Feature	Feature	Feature	
Feature	Feature	Feature	Feature	Feature	Feature	Feature	Feature	
Feature	Feature	Feature	Feature	Feature	Feature	Feature	Feature	
	Feature		Feature		Feature	Feature	Feature	
					Feature	Feature		

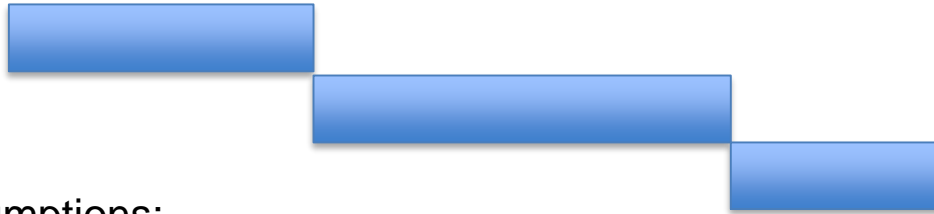
# CPM



# Critical Chain Project Management (CCPM)

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WBS – Gantt  
Plan / Forecast

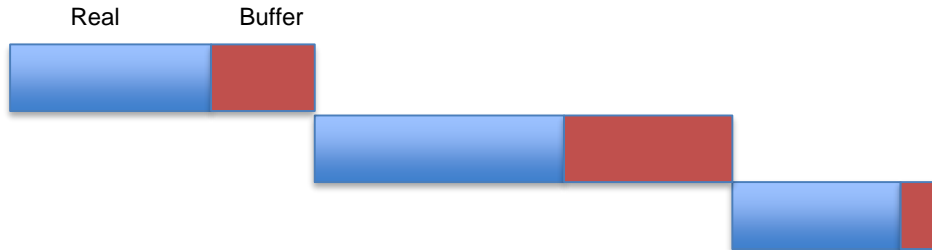


## Assumptions:

- Student syndrome; Want 40 hours for a 24-hour job and start late
- Parkinson Law (gold plating); Even if it was early, lose time by perfecting

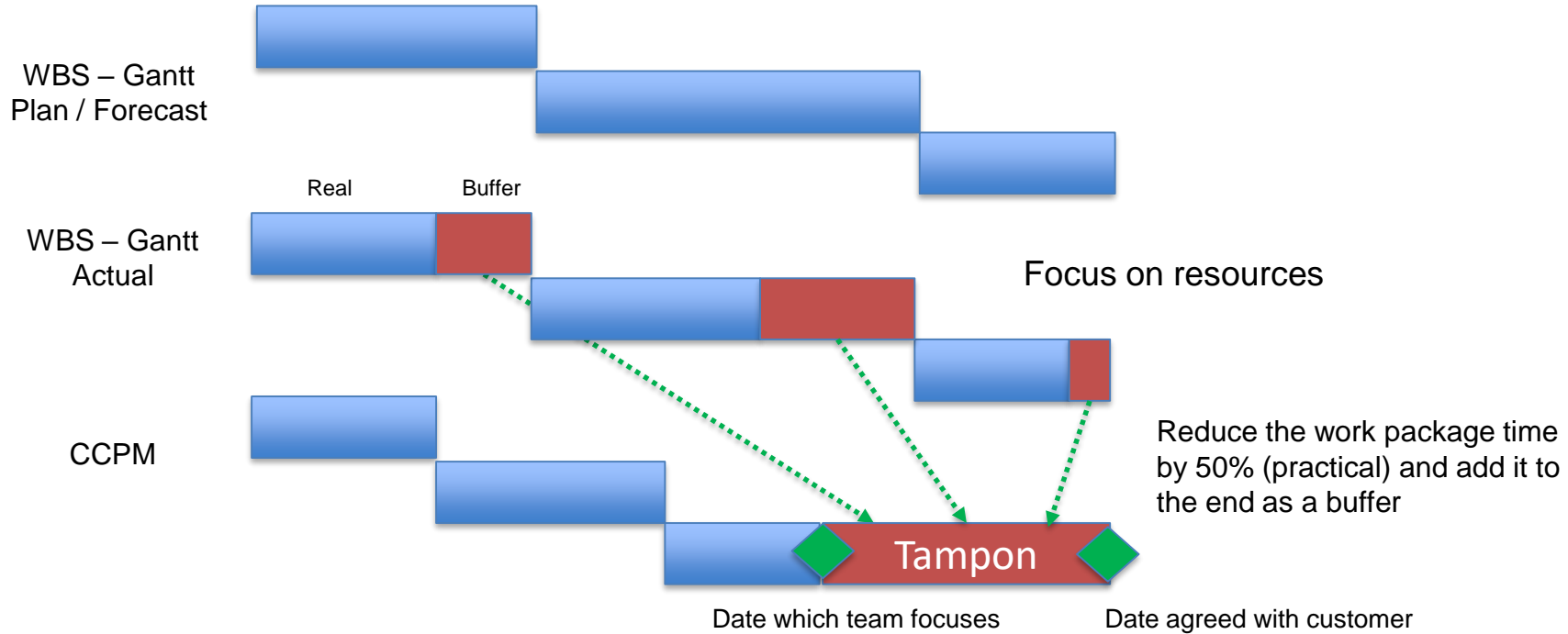
Eliyahu Goldratt  
1997

WBS – Gantt  
Actual



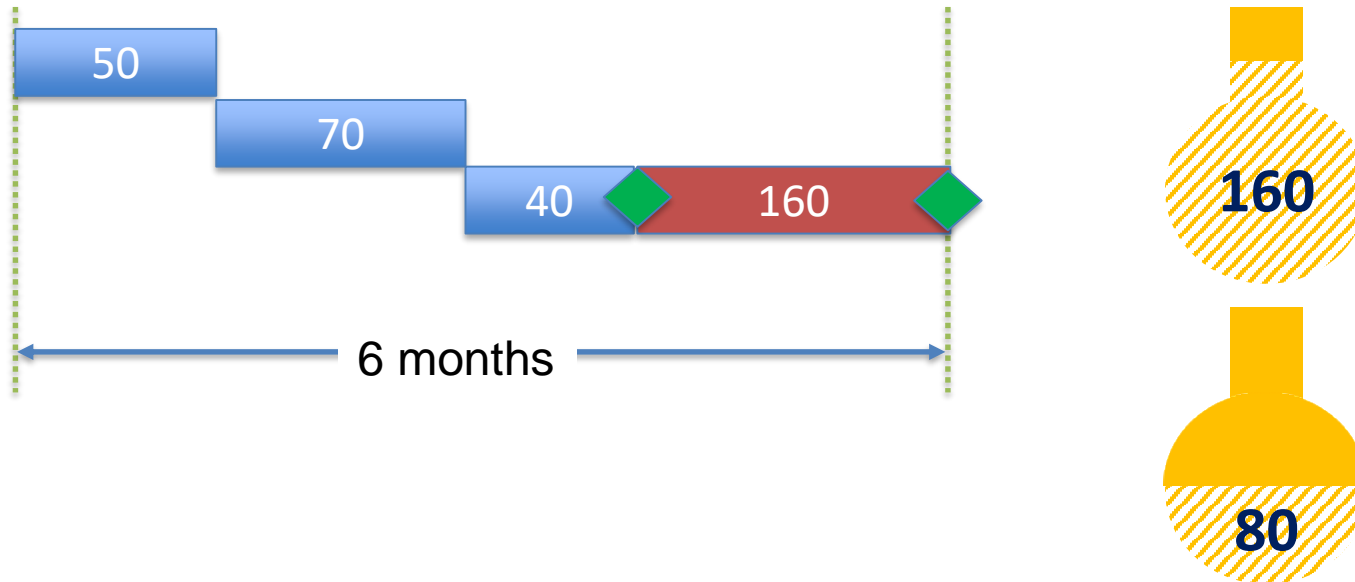


# Critical Chain Project Management (CCPM)



# Critical Chain Project Management (CCPM)

- Control method: buffer (source)
  - In 50% of the project (third month), if we used only 50% of the buffer source then we are OK



# CCPM

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- Basic requirements :
  - Global urgency
  - No «Multi-tasking», full inter-project prioritization in place, transparency on time
  - Competitive work cultural

## Advantages

- PMBOK style
- TOC
- Lean
- 6 Sigma

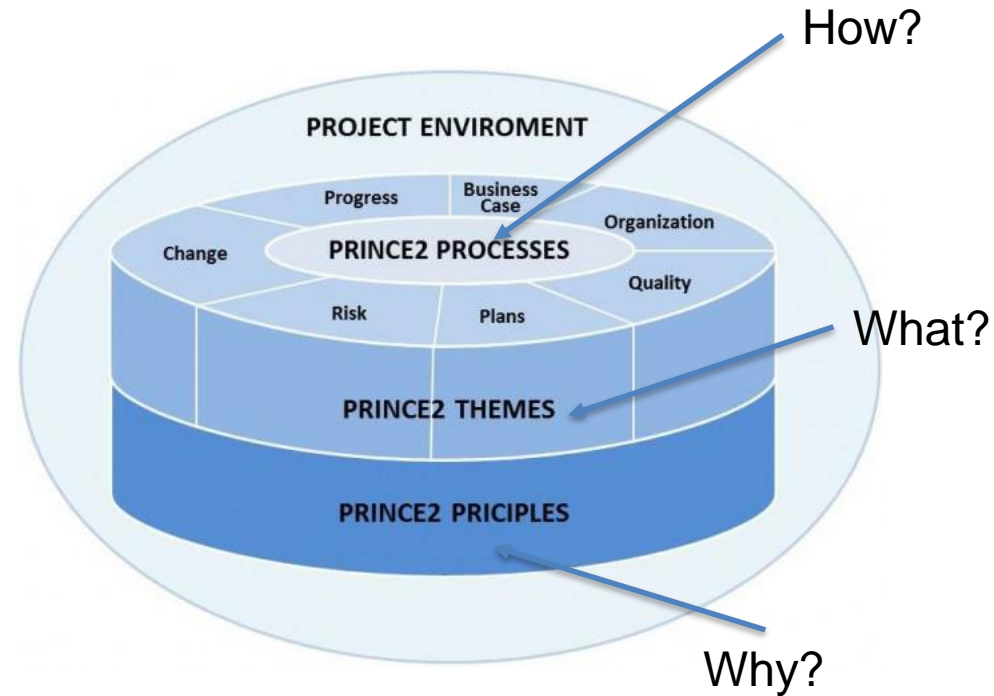
## Disadvantages

- Difficult to implement in multiple project environments
- Team members must understand the concept well and act accordingly
- Stability is needed in implementing the method from the project team, the manager and other stakeholders
- Internal and external factors has high impact on a project. This method does not take that into consideration.
- It is not supported by any software.
- “50% buffer” approach may not be realistic. Personal characteristics, environment etc. causes deviations.

# PRINCE2 (PRogram IN Control Enviornments)

## Key features

- Focus on business
- Describe the organizational structure for project management team
- Product-based planning approach
- Focused on allocating the project to manageable and controllable stages
- Flexibility throughout the project process



# PRINCE2

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## Advantages

- Project phases can be predicted in PRINCE2
- Benefiting from “best practices”
- Standardization
- Effective in terms of time and cost management
- Enforces communication
- Is being practiced more than 30 years
- Free (once adapted)

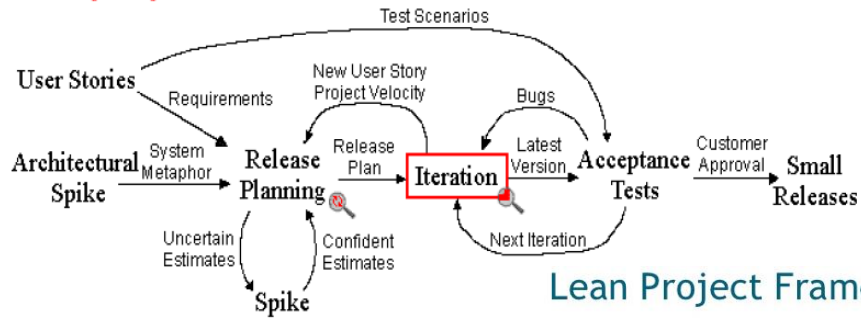
## Disadvantages

- Project leaders are not leaders, they are more like reporters
- Bureaucratic - ineffective on small projects
- Adapting, certification processes etc. costly
- Assuming the projects will not deviate from the plan
- It is not a well-known method except England and some western Europe countries

# Agile

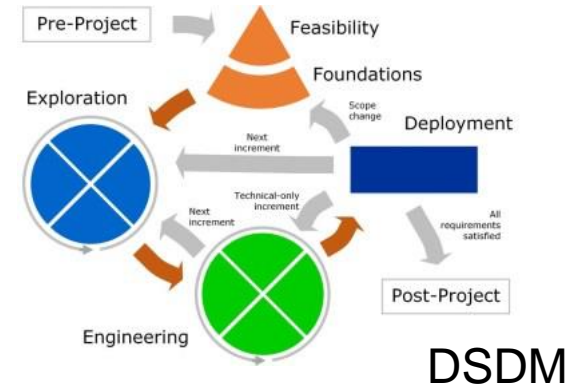


## Extreme Programming Project



## Lean Project Framework

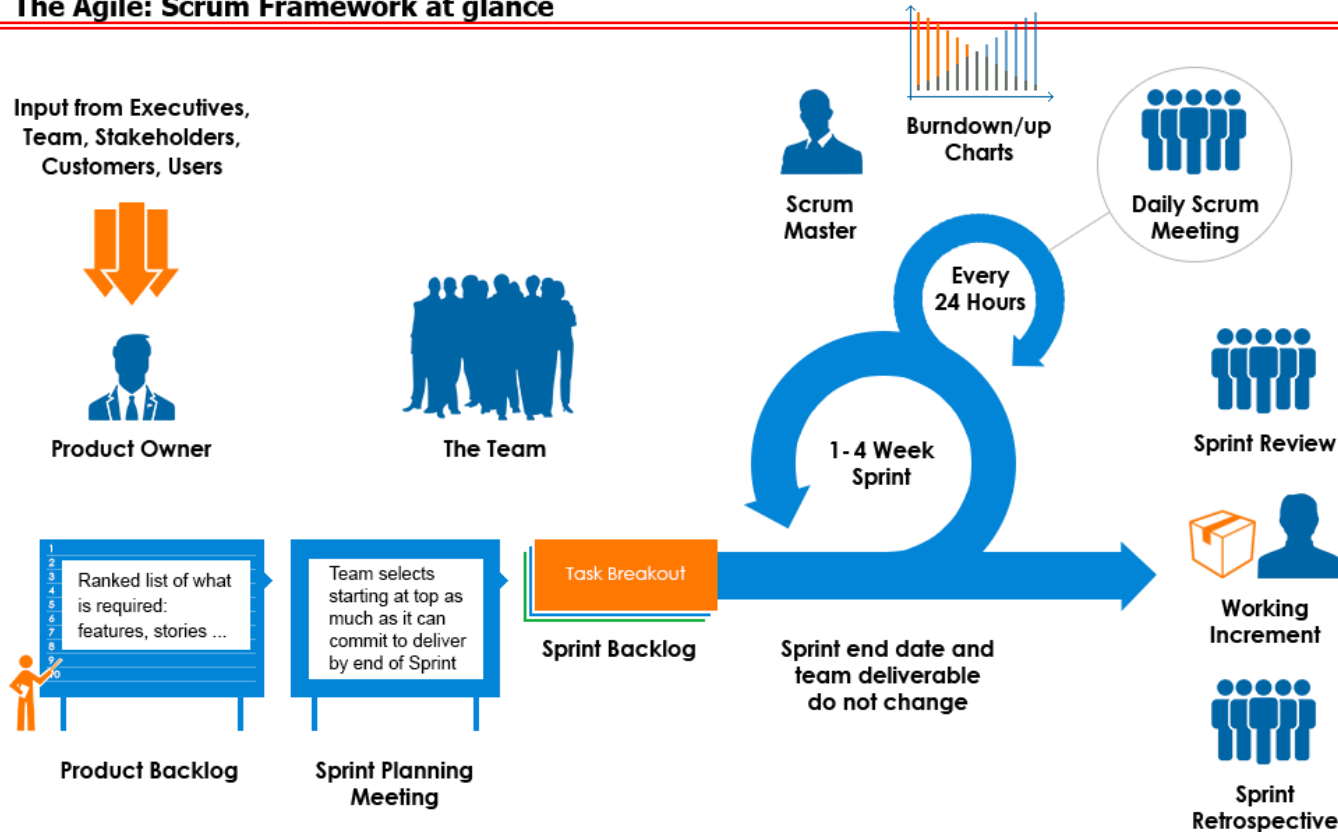
➡ **Management Reviews:** integrated management framework drives performance management.



## DSDM

# Scrum: An agile method to deliver...


## The Agile: Scrum Framework at glance





# Scrum*But*

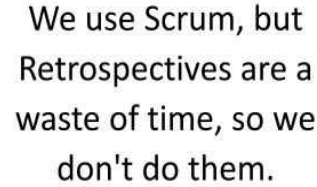
## (ScrumBut) (Reason) (Workaround)




We're doing Scrum, but our stakeholders are too busy to come to Sprint Reviews, so we stopped doing them.



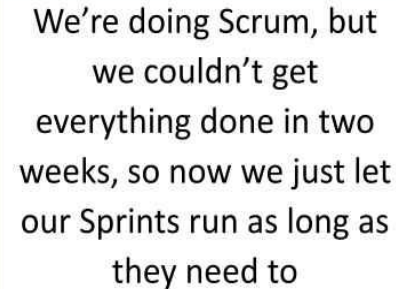
We're doing Scrum, but Retrospectives aren't effective, so we only do them monthly.



We use Scrum, but Retrospectives are a waste of time, so we don't do them.



We use Scrum, but having a Daily Scrum every day is too much overhead, so we only have one per week.



We're doing Scrum, but we couldn't get everything done in two weeks, so now we just let our Sprints run as long as they need to

# Scrum

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## Advantages

- Increasing customer satisfaction by shortening production time and responding to changing demands
- Increasing quality
- It does not waste time making predictions, but offers better predictions
- Fast, quick and adaptable to changes
- Sprint times or end date do not change
- Estimates are relatively easy (because small parts are split)
- Estimates of job completion and how much time is needed can be easily understood

## Disadvantages

- Difficulty to apply – discipline is a must!
- Very little documentation is produced
- Focus on team members is important
- Team play is a must!
- If team members do not act together, their chances of failure are high.
- Scrum does not fix anything, team does!
- Bad products and unsuccessful output can be reached quickly

# Typical Process Improvement/Development Project Management : 6 Sigma

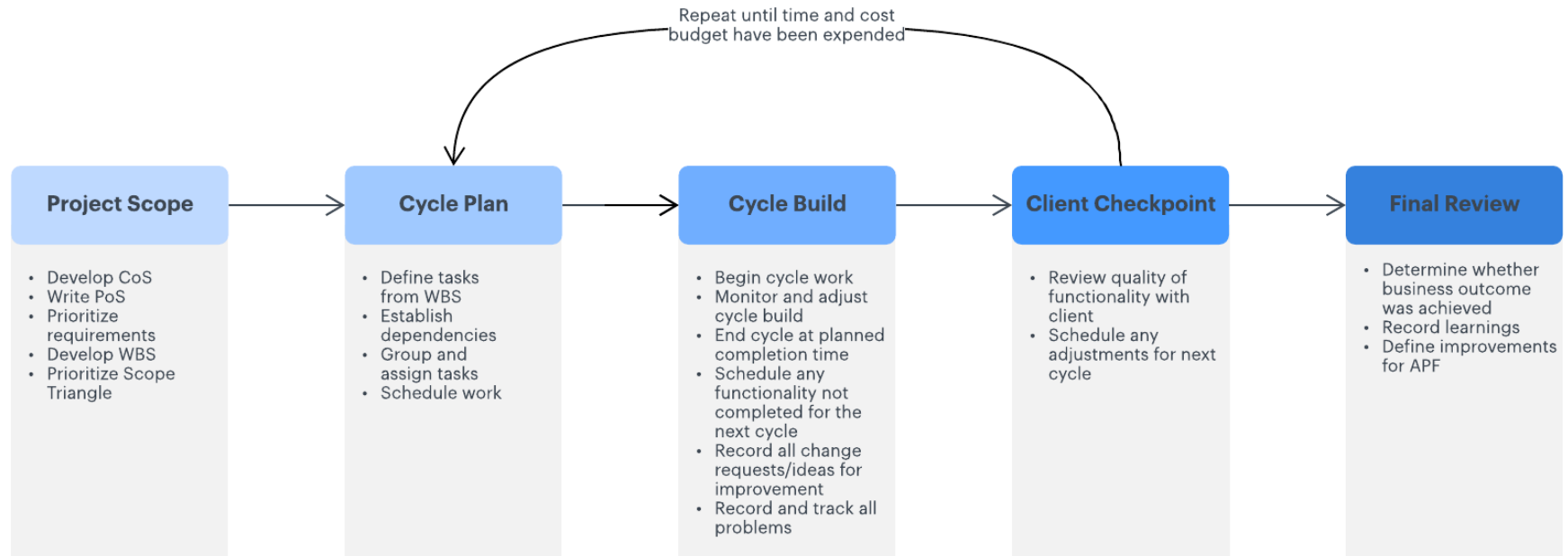
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DMAIC



# Adaptive Project Framework

## Adaptive Project Framework (APF)



# Robert Wysocki - 2010

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- Instead of avoiding change, it embraces change
- A flexible approach that fits the characteristics of the projects
- Using JIT
- It is based on the principle of learning via experience
- Aligning with continuous customer needs
- Targeting correct output / result each time
- Quickly adapts to the changing business needs
- Customer-focused, customer-driven
- There is no need to speculate about the future
- Adding value is maximizing
- Minimize steps that do not add value
- Integrating the customer as a decision maker
- Allows to share responsibility of output
- Strengthens teamwork, improves team
- Instead of limiting the project of time and resources, focuses on the business value of the project output

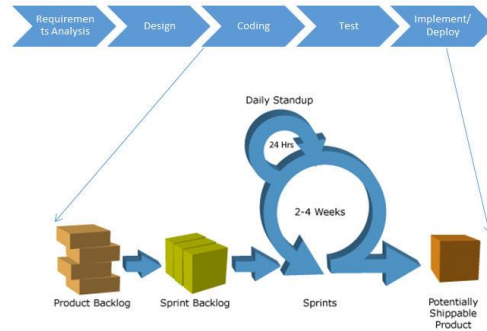
# Advantages of APF

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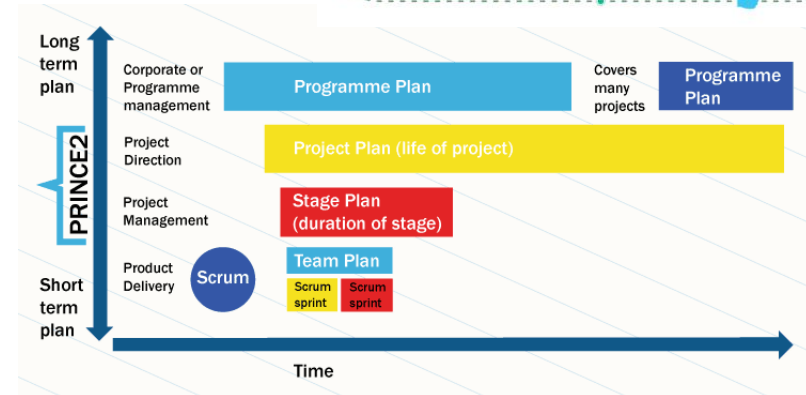
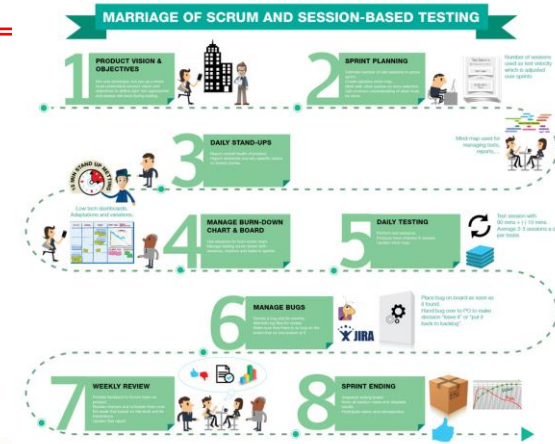
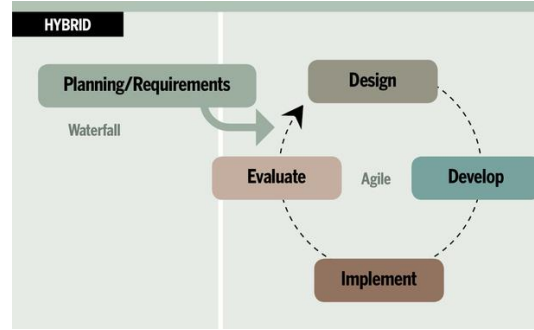
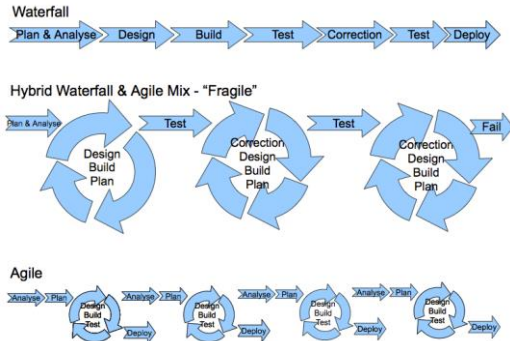
Problem *	Is the APF addressed?
Lack of user input	X
Missing requests, requirements specifications	X
Request, change of requirements and specifications	X
No management support	X
No technical qualification	
Lack of Resources	
Unrealistic expectations	X
Unclear targets	X
Unrealistic time target	X
New technology	

\* Standish Group 2010 CHAOS Report: Top 10 Reasons Projects Become Challenged

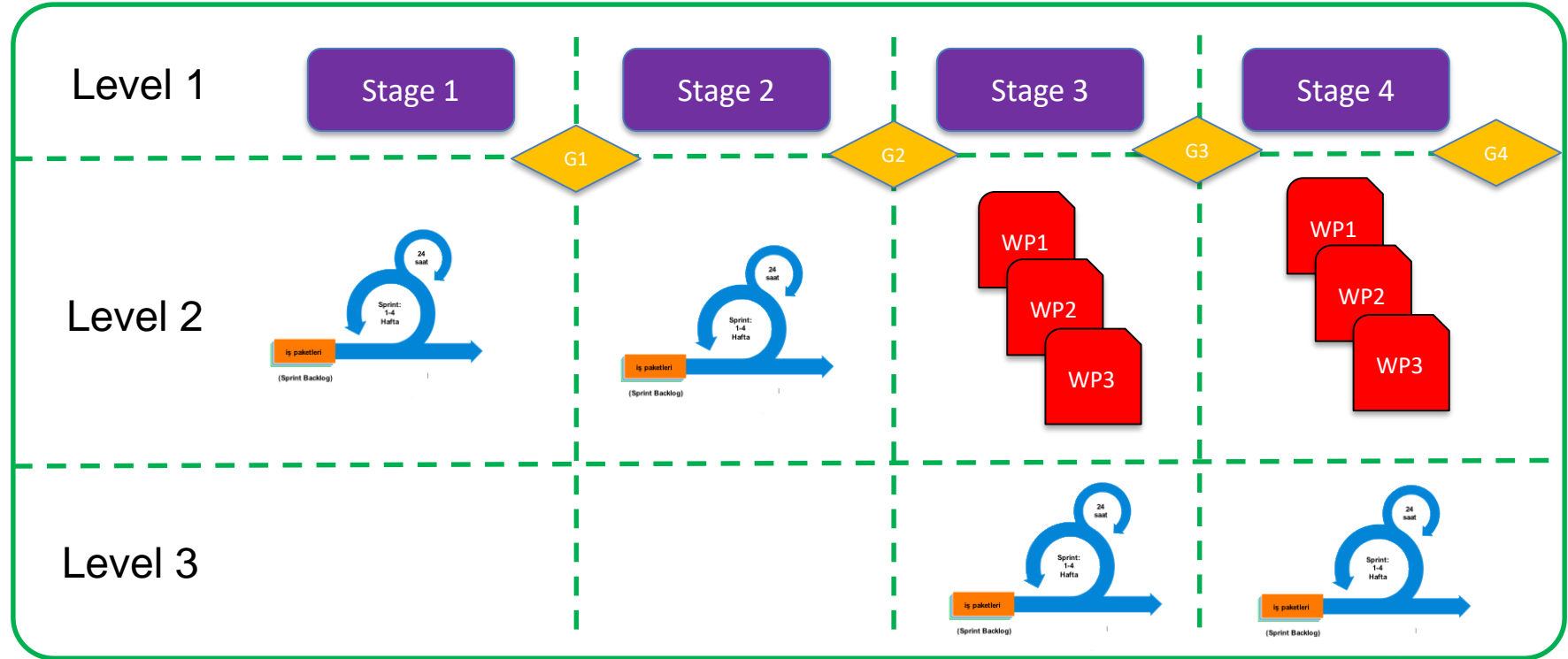
# Hybrid – 2016+



Collaborative (Hybrid) Model



# Hybrid Model Example





# Project Management is...

A large iceberg floats in the ocean under a sunset sky. The visible tip of the iceberg represents the 20% of project management that is Management & Tools. The much larger, submerged part of the iceberg represents the 80% of project management that is Leadership. The background is a calm sea reflecting the warm colors of the sunset.

## **20% Management & Tools**

Plans, WBS, Gantt Charts, Standards, Controls, Deviation Analyzes, Measurements, Progress Value, Risk Analysis, Status Reports, Meeting Agendas

## **80% Leadership**

Effective Communication, Confidence, Honesty Integrity, Sociability, Leadership, Value Judgments (Facts), Staff Training, Flexibility, Decision Making, Perspective, Negotiation, Customer Relations, Problem Solving, Change Management, Management of Expectations

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# Thank You

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