



There are many different approaches to managing a project or programme, some more fashionable than others. At Continuous Improvement Projects, we don't believe one size fits all.



# 1 The battle rages on

Which project management methodology is the best?

There is ongoing debate regarding which project management methodology is the best and practitioners of each different method defend their choice fiercely.

Each project management methodology has its own set of processes and these help govern the way in which the method is applied.



**Prince**  
**2** +

Some projects, and some organisations, lend themselves to a traditional waterfall approach such as PRINCE2. This can minimise the impact on staff for large-scale changes, as it condenses the need for testing and training with a single release or go live. It also helps to account for costs and resource allocation.



**Kanban**  
+

Some projects are overlaid with a visual framework that shows you what to produce, when to produce it and how much to produce. This approach is can be beneficial when implementing small incremental changes and can be applied alongside other project management methodologies.



**Agile**  
+

Using more fluid approaches like Agile works well with ongoing enhancements which can take place in the background and be released incrementally. This approach can be beneficial if resources and costs to carry out changes are continually available or where the project goal is less clear from the start. Scrum is a popular Agile framework.



## 2 One size doesn't fit all

We take the whole environment into account, including the organisation culture, your real success criteria, constraints and the type of change you're expecting to see. Only then, and drawing on our decades of combined experience, will we advise you on the most pragmatic approach to take.

## 3 Characteristics of a successful project

Regardless of approach, all well-run projects have characteristics in common.



**22%**  
of projects are  
wholly successful

1. A required change has been identified and validated - this is your business case
2. The change has been defined and agreed
3. The costs, efforts and timescales of that change have been estimated and are accepted
4. The affected people, including the people delivering the change, have been informed or consulted with and know what to expect
5. Relevant experts are in place to make the change
6. Protocols are in place to track, report and resolve issues
7. The project has clear governance, ownership and roles and responsibilities
8. The project stops if the change is no longer required, or is no longer capable of delivering the change

## 4 Key ingredients to success

A successful project requires 4 key ingredients.

- ### 1 Purpose
- A business case for change
  - Review options
  - Validate requirements
  - Realistic expectations
  - Fixing issues, not replacing with new ones

- ### 2 Control
- Agreed scope
  - Tracking, reporting and resolving
  - Realistic planning
  - Clear governance
  - Defined roles and responsibilities
  - Senior sponsorship
  - Quality assurance

- ### 3 Delivery
- Adequate, available resources
  - Driving change forward
  - Managing risks
  - Piloting and testing
  - Communicating and training

- ### 4 Management
- Ensure project is on track
  - Ensure project delivers benefits
  - Manage resources
  - Remove blockages
  - Make decisions

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