Hybrid Agile: The Best of Both Worlds

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Agenda

Section	Topics
1	Introductions and Expectations
2	Intro to Hybrid Agile
3	Steps to Create a Hybrid Approach
3	Hybrid Methodology Examples
4	Quiz
5	Conclusion, Q&A

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Helping organizations achieve excellence in delivering business outcomes within 8-12 weeks through Agile Coaching

Partner

CEO/Enterprise Agile Coach @ RefineM since Dec 2011

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    - ✓ Videos – PMP and Agile - https://vimeo.com/search?q=RefineM

25+ years of successful Agile & Project leadership before Launching RefineM

- ✓ Successfully led hundreds of projects of all sizes using Waterfall and/or Agile
- ✓ Recovered many projects, saved millions of dollars
- ✓ Implemented numerous process improvements
- ✓ Coached/mentored hundreds of PMs and executives
- ✓ Board member of SWMO PMI Chapter (2008-2014)

Born in Meerut, a small town in north India. Now lives in Cary, NC with wife and kids

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What's New at RefineM

Upcoming Free Webinar	Date
Hybrid Agile: The Best of Both Worlds for Projectmanagement.com	July

RefineM Products	Self-Paced Online Training
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INTRO TO HYBRID

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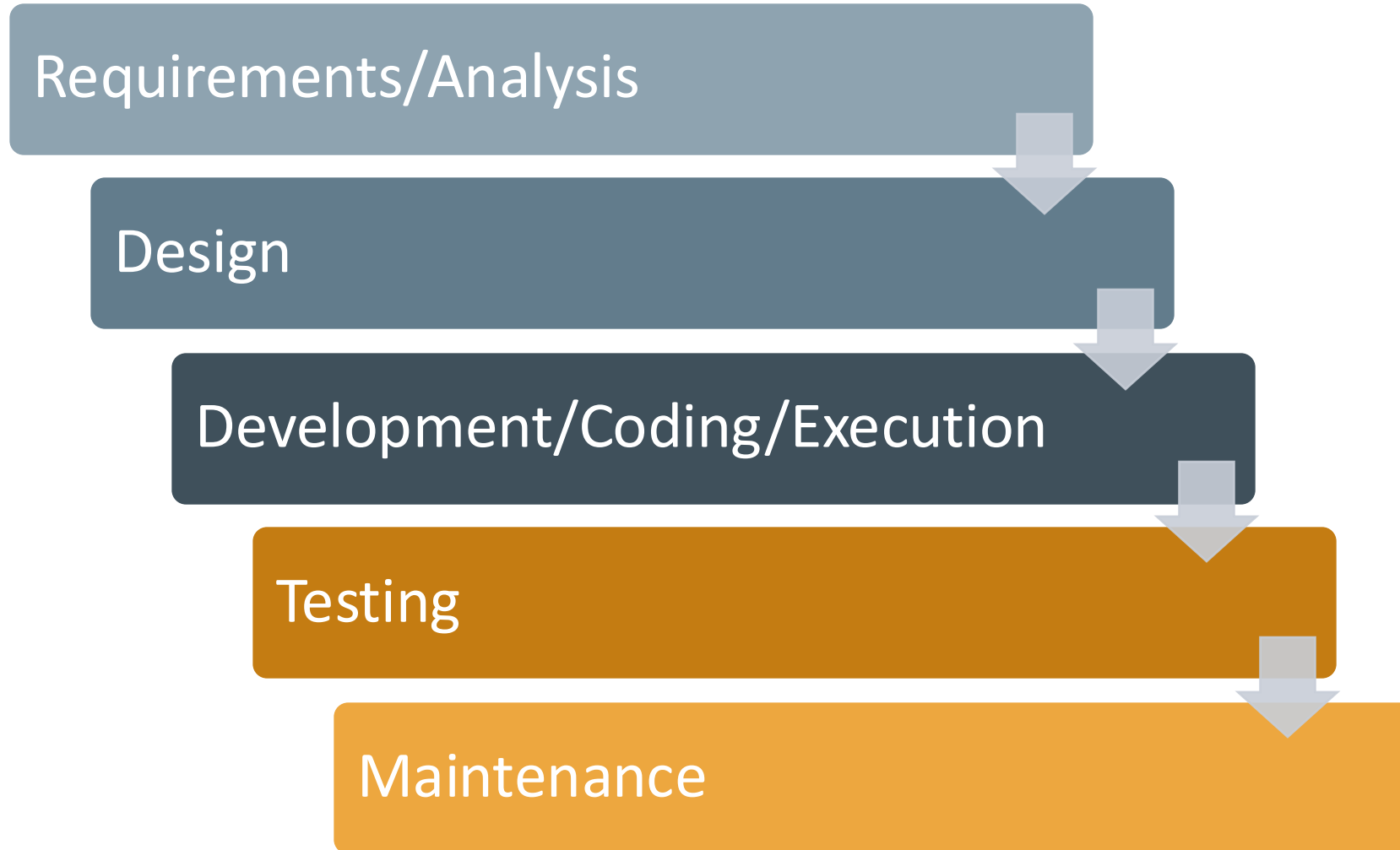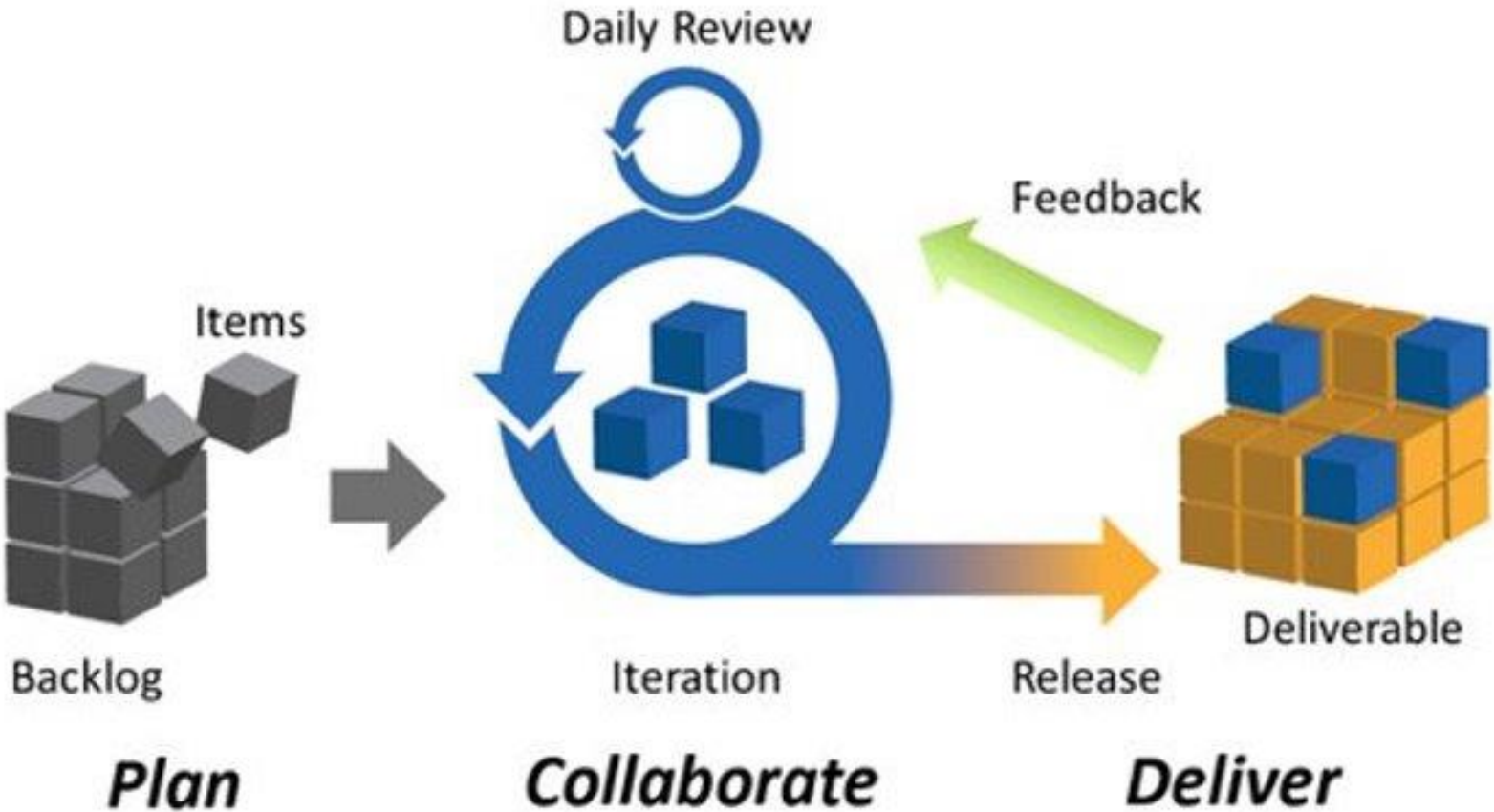Does your organization currently use an Agile, Hybrid, or Waterfall approach?

Hybrid

Vote on menti.com

Agile

What is Hybrid Project Management?

Requirements → Design → Development

Feedback

Test

Go Live → Maintenance

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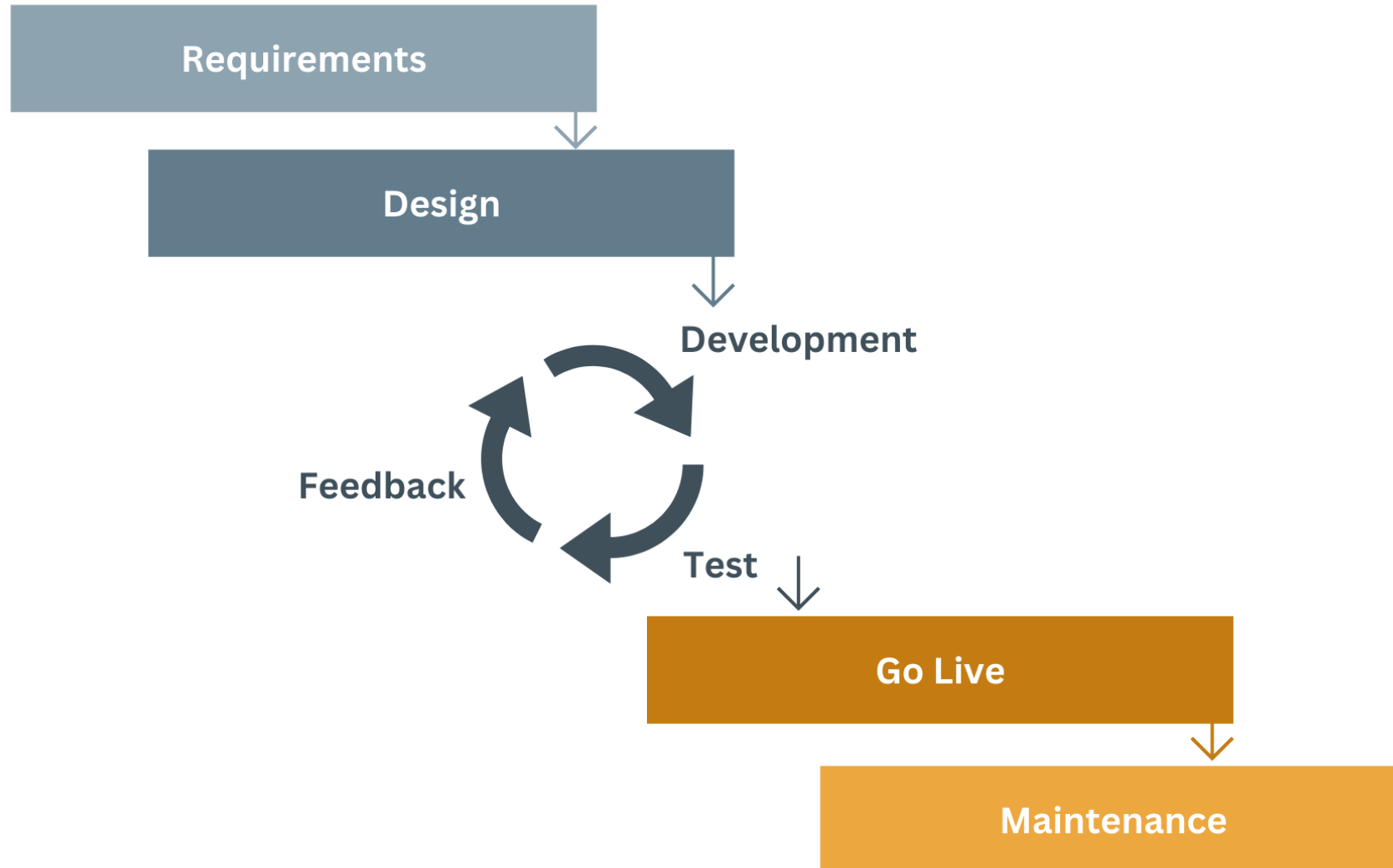
Hybrid Agile Trends

FIGURE 2
Use Of Hybrid Project Management Approaches Rising Among Project Professionals
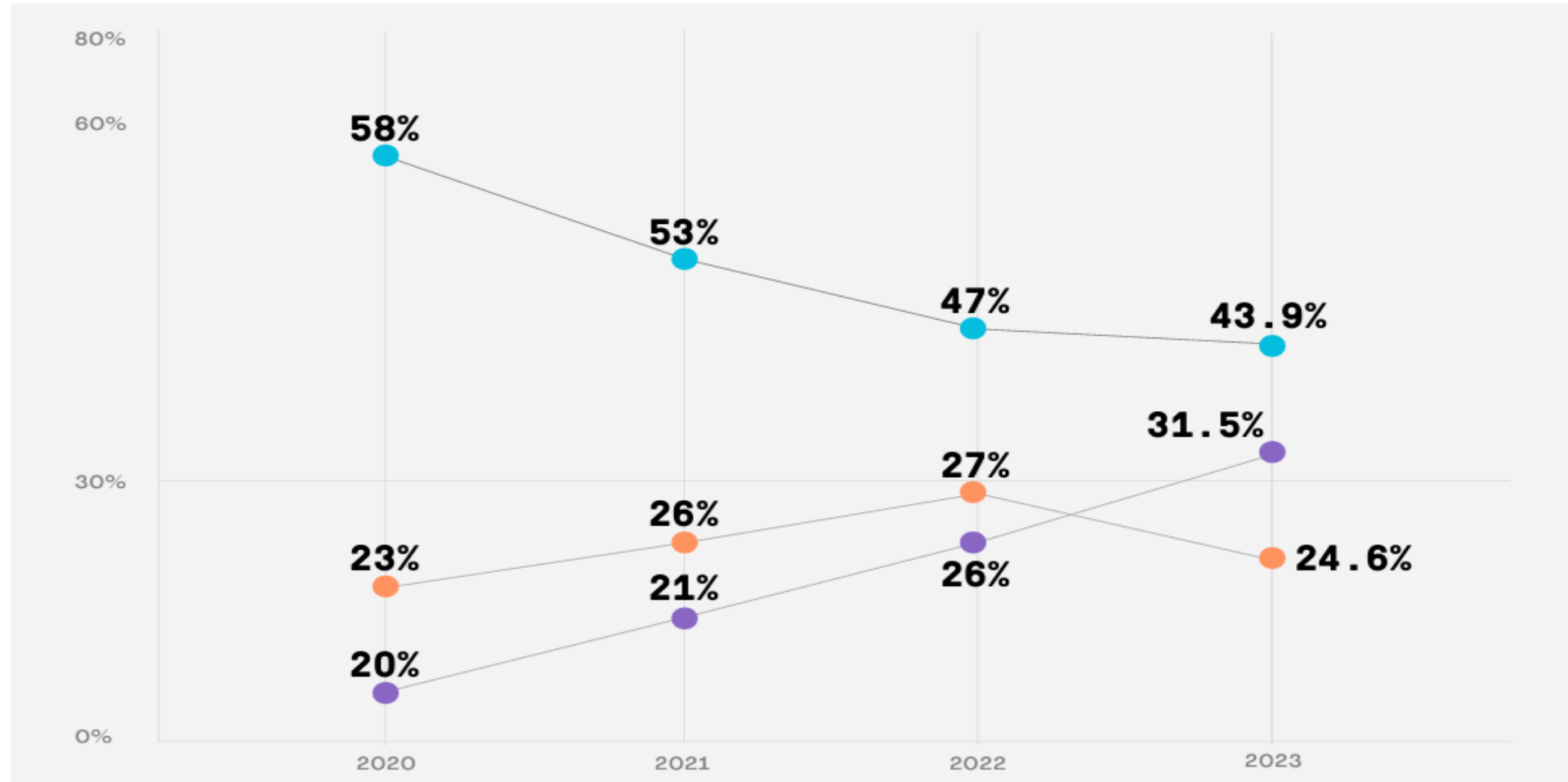
Percentage of respondents who report using each approach always or often (on a 5-point scale) in their practice. Respondents can report using more than one approach with this higher level of frequency.

Source: PMI Annual Global Survey on Project Management 2020, 2021, 2022, and 2023

● Predictive   ● Hybrid   ● Agile

https://www.pmi.org/learning/thought-leadership/pulse

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What are the greatest benefits of a hybrid approach?

Vote on menti.com

Benefits of Hybrid Method

Combining elements of both Waterfall and Agile provides several benefits:

1. Tailored approach
2. Easier Change management
3. Increased Stakeholder engagement
4. Increased Learning
5. Innovation and improvements
6. Helps sticking to budget and schedule
7. A way to try new methods

What other benefits do you see with Hybrid approach?
Use Menti to answer

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When to Use a Hybrid Approach

- In organizations with rigid processes, that want to maintain organizational controls and structure but still want the opportunity to improve and update the project as it is progressing

- Projects with aggressive delivery schedules, but also with the goal of quickly developing a solution

- Projects with strict deadlines but where changes are negotiable.

- Highly regulated industries

- Projects where agile is too flexible, but Waterfall is too rigid.

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Best Practices

- Develop a VSM that integrates Agile and Waterfall

- Define what Agile and Waterfall practices will be used, when

- Include the entire team as well stakeholders in defining the process

- Clear communication with project team & stakeholders

- Collect, analyze and report relevant metrics

- Regularly review the process using frequent retrospectives

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HYBRID METHODOLOGY EXAMPLES

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Hybrid Methodology Examples

Scrumban

Backlog	Ready	Development	Test	Done

Daily Meetings

Planning meetings

Retrospectives
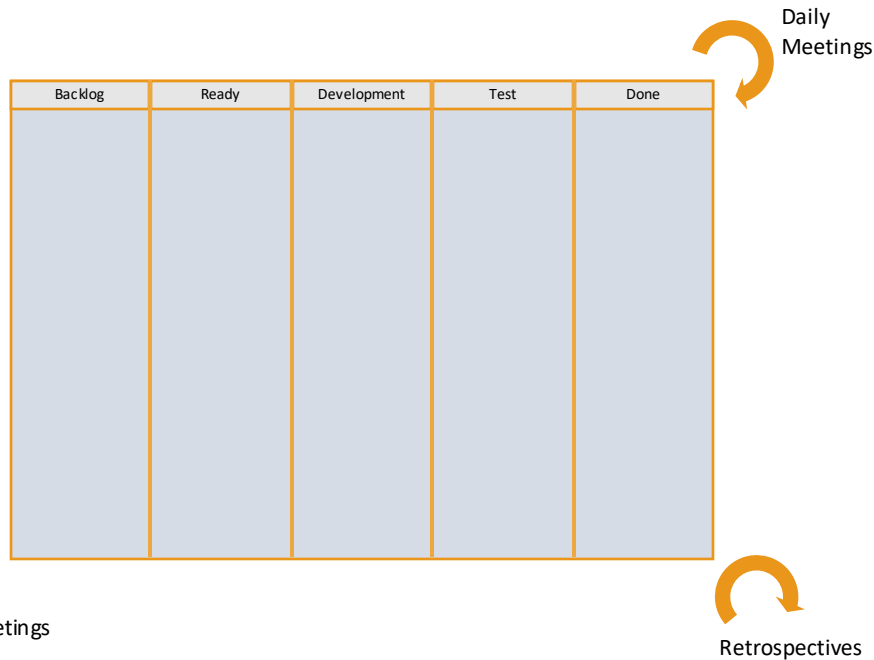
Water-Scrum-Fall

Initiation and Planning (Waterfall)

Execution and Monitoring (Agile)

Closing (Waterfall)

Wagile (or watergile)

Initiation and Planning (Waterfall)

Execution, Monitoring, & Closing (Agile)

What other examples you can think of? Can you draw it?

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A Few Common Agile Practices

1. Maintaining a Backlog / Prioritized Requirements
2. Visualizing Work through Kanban Board(s)
3. Limiting Work in Progress (WIP)
4. Progressive Elaboration
5. Smaller Iterations
6. Daily Standups
7. Retrospectives
8. Frequent Review/Demos
9. Continuous integration (CI)
10. Iteration planning meeting
11. Planning poker
12. Refactoring
13. Writing User Stories
14. Test-driven development (TDD)
15. Use of Wireframes for UI Design

Hybrid Methodology Spectrum

FIGURE 1
Disciplined Agile® Ways of Working Spectrum

Hybrid

Predictive approach phases utilized

Utilization of some agile practices and techniques

Examples:

Daily or frequent standup meetings

Information radiators

Agile terminology

Retrospectives

Hybrid

Agile approach partially used:

Build in sprint 1
Test in sprint 2
Fix bugs in sprint 3
Validate in sprint 4

Cross-functional team

Product owner role

Predictive

Schedule, Scope and Budget focused

Phase based approach:
Analyze
Design
Build
Test
Deliver

Plan driven

Detailed requirements early in life cycle

Delivery at the end of the project schedule

Hybrid

Predictive approach phases utilized

Detailed planning and requirements early in timeline

Examples:

Development phase uses sprints

Sprints used early on for a proof of concept (POC) then phases and plan driven for the rest of the project

Agile

Timeboxed (iterations/sprints)

Work items are small

Fast feedback cycle and quick validation

Incremental development

Cross-functional team

Rolling wave planning

Ways of Working Spectrum

Source: Project Management Institute

38% of Project Managers use mainly predictive with small agile components

15% of Project Managers use mainly agile with small predictive components

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Common Agile Practices Incorporated

The most common agile practices that can be incorporated when using a hybrid model are:

1. Iterative & Incremental aspects
2. Managing requirements using a backlog & user stories
3. Prioritization
4. Visualization of all the work (using Kanban)
5. Product & Release Planning
6. Frequent planning and reviews
7. Retrospectives
8. Daily touch-base/standups
9. Limiting Work-in-Progress (focusing on finishing rather than starting)
10. Continuous grooming, development, integration and deployment

Which agile practices do you have experience incorporating into your projects?

Source: PMI Annual Global Survey on Project Management 2023

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STEPS TO CREATE A HYBRID APPROACH

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Steps to Create and Implement a Hybrid Approach

1. Identify Project Goals & Context

2. Visualize the project delivery process using Value Stream Mapping (VSM)

3. Based on the VSM, cocreate a fit-for-purpose Hybrid process picking up best practices from Waterfall and Agile

4. Identify metrics to measure & improve performance

5. Implement the new Hybrid process

6. Measure and improve continuously

All steps are performed with the entire team.

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Quiz

Go to menti.com to answer

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   - Agile Fundamentals, or
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Conclusion

Hybrid method…

- Allows a team to reap benefits from both Waterfall and Agile methodologies

- Can work well in several settings for projects where agile is too flexible, but Waterfall is too rigid.

- Requires team collaboration and thorough communication

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Questions?

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Let's continue the convo!
Connect with me via LinkedIn.

Contact me if you would like a 'Hybrid Agile' webinar delivered to your team/organization

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Training Opportunities from RefineM

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Project Management Courses	**Online**
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CAPM® Exam Prep	Sep 9
Generative AI for Project Managers	Jul 12
Leadership Courses	**Online**
Leadership Skills for Project Managers	Aug 2
Critical Thinking and Problem Solving	Jul 3
Data Analytics	**Online**
Dashboard in a Day with PowerBI	Jul 31

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