

Lessons from setting up hybrid projects

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Good Morning!

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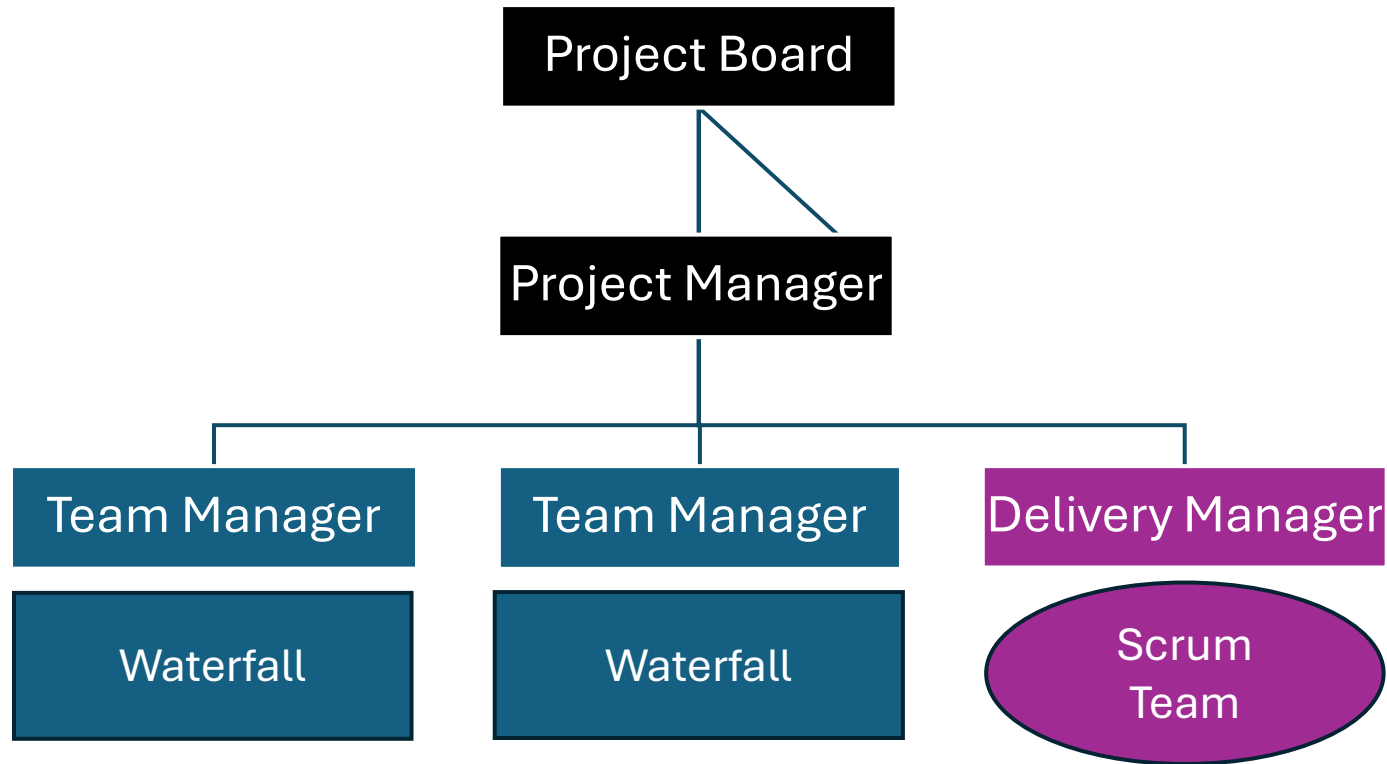
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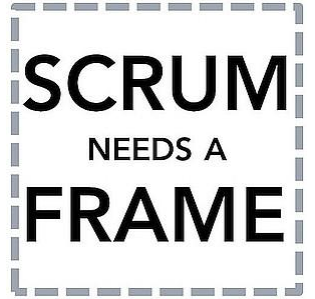
Different methodical
approaches, but mainly
Prince2 and Scrum

Talking about hybrid projects



It is two operating systems
in one project structure

The Background



- About 10 years ago first theoretical attempts to merge Scrum and Prince2
- Clients in the banking sector in Austria were interested
- Highly regulated industry, but they wanted to use agile approaches
- Together with a client we did the merger on real projects, more than 20 projects in the end
- Led to the development of the framework SCRUMFRAME, first published in 2021

#1: never trust people ...

... telling you they do agile projects by using Scrum

SCRUM is not about project management!

SCRUM is about product development

**So Scrum needs to be embedded
in a stable project structure**

#2: Scrum is strong

Very well designed on the team level

What does a team need to know?

- WHAT are we doing? = Product Owner
- HOW are we doing it = Scrum Master
- WHO is on the team = PO, SM, Developers

#3: and Scrum is weak

The Scrum guide says: „We only need a product vision and a team ... trust us“

Don't you need a budget, equipment, a room, someone to produce, sell and ship the developed products?

The organization is missing

How is the team embedded in the organization? How does the company work? What's the strategy? How about the organization's culture?

The Scrum Master is overwhelmed and left alone

#4: Scrum „loses“ in hybrid projects

The Scrum teams need stability over time: members, task, way of working

It is easy to hinder and slow down a Scrum team

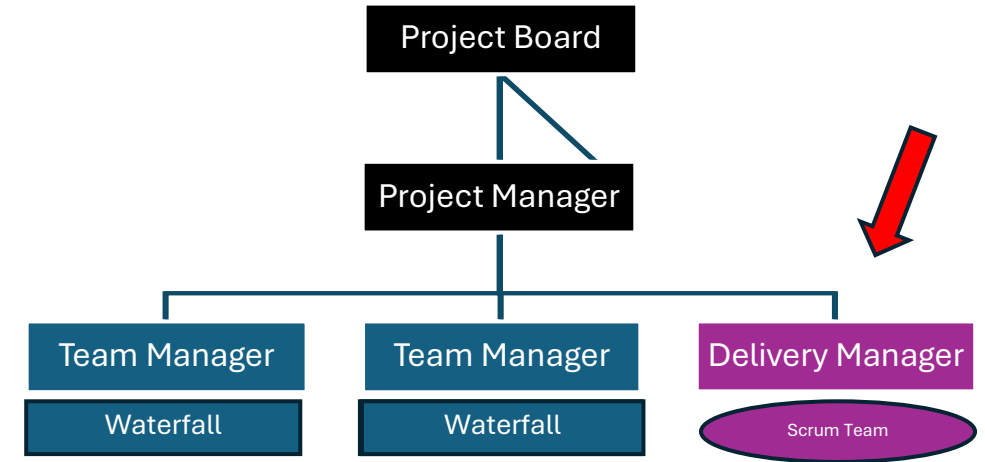
- Overburden the Product Owner with new requirements
- Too many people on the team
- Re-install hierarchy
- Slow responses to needs

=> Protect the team and help the Product Owner

#5: We need a specific role

to balance the two different operating systems

- Waterfall
- Agile



We used Prince2 as the framework for hybrid projects:
the Team Manager role => Delivery Manager

= Interface between the project structure
and the Scrum team(s)

6: different interests need different roles

- The Delivery Manager represents the interests of the project and is the core stakeholder for the PO
- „negotiates“ with the Product Owner about the product, the features and the quality
- The scrum-internal roles can be left unchanged
- DM should participate in Backlog Refinement, Sprint Planning 1 and Sprint Review

#7: The project is the customer

Some products to be delivered by waterfall, some by agile

Scrum teams allways want direct contact with the customer

Who is the custumer in this case?

- The overall project owns the project product (complete end product)

- The scrum team owns their product of the specific workpackage

- So the project is the customer to the scrum team

#8: Don't merge too much

Do not merge the Scrum Master role with PM or TM!

Scrum Master is „servant leadership

- Supporting the PO with refinement
- Helping the team with meetings and decision making
- Taking care of impediments

Project Manager is about

- Making decisions
- Giving direction
- Monitoring and controlling

This one will
win in the end

#9: broad understanding of agile

Everyone in the project has to understand agile ...

- Project Board
- Project Manager
- Team Manager
- Project Assurance
- Project Support / PMO

... and support agile working

#10: Use as much flexibility as possible

Iterative way of working in Scrum will result in dynamics

The Scrum team needs to know its room for maneuver and its boundaries

The Delivery Manager needs it for decision making

Several approaches known:

- Concept of tolerances
- Scenarios (best, realistic, worst)
- Minimum Viable Product

I am here for your remarks

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