



WHITE PAPER:  
HYBRID PROJECT MANAGEMENT  
MEANS

This white paper describes what Hybrid Project Management means, why it is needed and how it can be implemented.

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## ABSTRACT

Companies and organizations are learning to live and act in an even more competitive and challenging environment, and at the same time research indicates that only **1 in 3 projects** deliver on time while meeting their objectives!

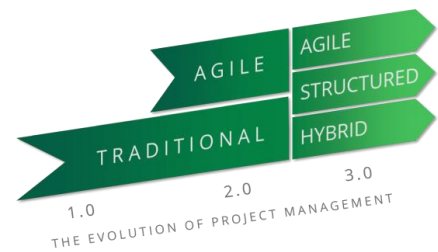
New products and solutions must be released more often and faster, the internal efficiency must improve and deliveries through projects need to improve to ensure the expected deliveries are on time.

This situation requires **Agile organizations** and better **Project performance**.

Hybrid project management can be a very important help and solution. This approach is increasingly being adopted, with PMI reporting that 31% of all projects are now hybrid, and this percentage is on the rise.

**This white paper describes what hybrid project management is and why it is needed.**

**Hybrid project management means using the best of both worlds, Plan Driven and Agile Project Management.**



Hybrid Project Management means:

1. Plan driven and agile ways of working
2. Management of projects, programs portfolios and PMOs to meet strategic goals
3. Having an agile mindset and dynamic behavior
4. Flexibility, structure and control, to meet the financial goals
5. Deliveries on time, value generation and benefits realization
6. Customer collaboration
7. Clear roles, accountability and responsibility – e.g. sponsor and project manager
8. Stakeholder engagement
9. Flow and resource efficiency
10. Tailored use of processes

Companies and organizations need to improve project management, and a great help is to adopt hybrid project management. It should be done by adapting the project management methodology and tools.

### About the author:

Rickard Romander, Founder and CEO of Greenlight Project Management Group, with more than 30 years of experience as Project Manager, PMO Manager and Management Consultant, in many different sectors working with small, medium-sized and major international companies



## BACKGROUND - TODAY'S CHALLENGES

Typical statements valid for most companies and organizations are:

- “We live in a world which is everyday **more dynamic and uncertain!**”
- “We need to **accelerate the launching of new solutions** to our customers”
- “Today **new competitors and players** are entering our market to compete with more traditional companies”
- “Our **budgets are reduced**, but we still need to win more business “
- “**New technologies** boost new channels, customer interactions and ways of doing business”
- “**We do not manage to deliver** what the market and the customers need on time”

Hence, organizations and individuals need to be Agile, and the following image summarize key statements describing an **Agile organization**.

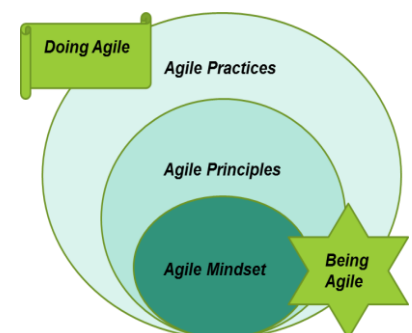


Agile Organizations require the Best Project and Program Management, thus the best possible **business-driven project culture**.

## ORGANIZATIONS NEED PEOPLE WITH AN AGILE MINDSET

There is a big difference between “Being agile” and “Doing agile”.

So, the organization needs people that are agile, and that they show it every day in their behavior and way of working, more than just using and following agile methodologies, like for example Scrum or Kanban, to be very specific.

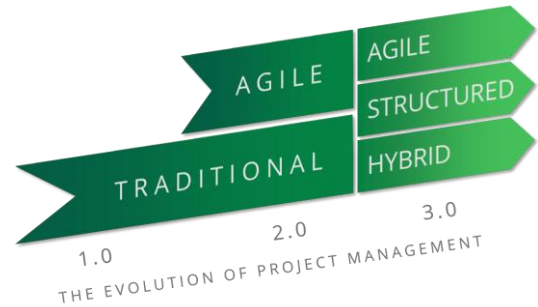


## WHAT IS HYBRID PROJECT MANAGEMENT?

Hybrid Project Management means using the best of both worlds, Plan Driven and Agile Project Management. The image summarizes the evolution.

This means that Hybrid project management blends the structured approach of traditional methodologies with the flexibility and adaptability of Agile, offering a balanced solution that can be tailored to the unique needs of each project.

This approach is increasingly being adopted, with PMI reporting that 31% of all projects are now hybrid, and this percentage is on the rise.



## HYBRID PROJECT MANAGEMENT MEANS

Hybrid Project Management means using the best of both worlds, Plan Driven and Agile Project Management.

The main points to highlight in the Hybrid Project Management are:

### 1. Plan driven and agile ways of working

Using what suits best from both worlds, Plan driven and Agile (= predictive and adaptive).

Hybrid project management is recommended for all types of projects:

- Customer,
- Product Development, and
- Internal (change projects / management).

### 2. Management of projects, programs portfolios and PMOs to meet strategic goals

Hybrid Project management ways of working are also applicable on programs, portfolios and PMOs.

These tactical ways of working should be used to meet strategic goals.

### 3. Having an agile mindset and dynamic behavior

All key stakeholders need to behave in a flexible and dynamic manner, and lead the projects with this mindset, ... thus not being rigid.

Since the world is evolving faster every day, there will always be needs for change in all senses and aspects: project scope, product scope, people, ways of working,

So, hybrid PM means being open for change.

Responsiveness is another keyword.



#### 4. **Flexibility, structure and control, to meet the financial goals**

Agile and hybrid ways of working mean being responsive, flexible and to be open to changes.

Changes can create additional value, opportunities and benefits, or force an adaptation due to changes happening around and inside the project.

Changes should be embraced and implemented, as fast as possible, but with structure and control.

Also; Waste shall be avoided, and financial goals shall be achieved.

#### 5. **Deliveries on time, value generation and benefits realization**

Project management is a proven good way of working to make deliveries on time. Deliveries that will generate the highest possible value.

The deliveries are also made to create benefits for stakeholders.

Often benefits are realized after the project is concluded and can therefore be ensured as a part of a program.



Project management as such is also a very good way to drive and implement change.

#### 6. **Customer collaboration**

Working closely with the Customer is key to ensure satisfaction, with fulfilled expectations and valuable deliveries.

When applicable, agile contracts can be a great advantage.

Close customer collaboration is recommended in steering groups, the Core 3 teams and in the daily project and product management work.

#### 7. **Clear roles, accountability and responsibility – e.g. sponsor and project manager**

Clear roles, accountability and responsibilities are key to successful project management.

The Sponsor is accountable for the outcome from the project. This is very important and a ground-stone in hybrid project management, to ensure successful project delivery. In other words, the Sponsor is the primary risk taker.

The Sponsor is supported by the Project Manager to achieve the outcome (the goals), as the overall person responsible for the execution and deliveries from the project.

All roles and responsibilities in the project shall be clearly defined and tailored to the specific project.

## 8. Stakeholder engagement

Stakeholder engagement and communication is key to ensure motivated project members.

Leadership, transparency, teamwork and caring about the individual.

The interpersonal (human) skills, interactions and cooperation must be the best possible.

## 9. Flow and resource efficiency

Agile methods and value creation means striving for flow efficiency, leading to reduced lead time. Key competencies and resources are scarce, so organizations also strive for resource efficiency.

Both are almost impossible to achieve at the same time! This is known as the Efficiency paradox! In hybrid project management we shall strive to get as close as possible.

Resource efficiency also means being sustainable and environmentally friendly, i.e. striving for “green” project management.

## 10. Tailored use of processes

Project managers and other co-workers need to know all the possible processes and tools available and then choose and tailor them to the actual project.

This means an integrated use of principles, practices, domains, knowledge areas, scrum, kanban etc.

## HOW GREENLIGHTPM CAN HELP

GreenlightPM offers various related services related to Hybrid Project Management.

- GreenlightPM recommend starting with an initial maturity assessment to define the actual situation and what is needed.
- Training is also a good start – for example considering the course, “Value Driven Hybrid Project Management”. Click [here](#) for a course description.
- Enhance your project management /methodology and tool by using content from the hybrid model GPM 3.0 (Greenlight Project Management Model). Click [here](#) for more information.

