

Addendum: Meet the methodologies

For reference, below is a list of a few popular project management methodologies and processes and why you might want to use them.

Name	Description	Advantages	Disadvantages	Choose this because:
Waterfall	<p>Also known as the Software Development Lifecycle (SDLC). Best used for steady, known projects where one task leads to the next</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • planning the work and then working that plan in sequence • a project cycle that includes planning, implementation, testing, documentation, deployment, and finally moving to maintenance 	<p>Provides predictable results</p> <p>Stable</p>	<p>Requires an experienced project manager</p> <p>Not flexible to changes</p>	<p>Your project has fixed known requirements</p> <p>The technology required is stable and known</p> <p>You have a strict budget</p> <p>Documentation is required</p>
Prince2	<p>A well-defined, well-regarded approach that builds on the Waterfall methodology.</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • each stage of a project, which has its own plan with inputs and outputs defined • the viability of the project • a project "board" that owns the project and is responsible for success 	<p>Very thorough</p> <p>Very effective</p> <p>Teams have a high degree of control over resources</p>	<p>Lots of processes, so it is not as effective for small projects</p>	<p>Your project is a large-scale effort</p>
Agile	<p>An overall set of principles that complete projects flexibly, iteratively, and</p>	<p>Fast and Flexible</p>	<p>No fixed plan</p>	<p>Your project has components that</p>

	<p>fast; plan, execute, and evaluate the project as you go rather than at the beginning</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • people and communications rather than processes and tools; • rapid response to project changes rather than following a plan • completion of work or functional software over fully documented systems • collaboration and communication with the client rather than formal contracts • incremental and iterative delivery 	<p>Requires less management</p> <p>Requires less documentation</p> <p>Can be combined with other methods and processes</p>	<p>Requires knowledgeable people</p> <p>Requires heavy collaboration</p>	<p>are unpredictable and hard to plan</p> <p>You need to react quickly to shifting requirements</p> <p>Your project needs to get done quickly</p>
Scrum	<p>A light and flexible approach that builds on Agile to deliver the right thing, in the right way, as quickly as possible</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • self-managing project team called "scrums" • teams that are cross-functional • short "sprints" of work • quick daily stand-up meetings 	<p>Builds on the advantages of Agile</p> <p>Suitable for small project teams</p> <p>Can be combined with other methods and processes</p>	<p>Work is fast-paced</p> <p>Can be high risk</p> <p>Possible scope creep</p> <p>Doesn't work as well within a fixed budget, a fixed timeline, or a fixed scope</p>	<p>You have strong small, experienced project teams that don't require much management</p> <p>Your project needs to get done quickly</p> <p>You have stakeholders that need constant feedback</p>

<p>Lean</p>	<p>A methodology focused on efficiency and doing more with less. It is highly focused on the delivery of value</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • identifying values • maximize value thru continuous improvement and elimination of waste 	<p>Helps clarify what really needs to get done</p> <p>Reduces wasteful effort and cost.</p>	<p>Requires agreement across departments</p> <p>Can be time-consuming to maximize value</p>	<p>You must provide value from your project across departments, technologies, and assets</p> <p>You need to do more with less</p>
<p>Kanban</p>	<p>An approach that builds on Lean (and is similar to Scrum) that is light, flexible, and easier to achieve; project tasks are visually available to the entire team</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • a Kanban board that uses sticky notes to represent tasks, sorted into categories (usually To Do, In Progress, and Done) • visualizing work in progress and what must be done • quick daily stand-up meetings 	<p>Easy to visualize work</p> <p>Immediate feedback on project status</p> <p>Easy to reprioritize work</p> <p>Fast and flexible</p>	<p>Requires the team to be near a physical Kanban board or software to provide a virtual board</p>	<p>Your project deals with operational or maintenance areas where priorities change often</p> <p>Your project has a consistent regular output of work that must be managed</p> <p>You have stakeholders that need constant feedback</p>
<p>Critical Path Method (CPM)</p>	<p>An approach that highlights tasks that teams can't begin until finishing others</p> <p><i>Focuses on:</i></p> <ul style="list-style-type: none"> • categorizing all activities needed to complete the project within a work breakdown structure 	<p>Provides a strong schedule</p> <p>Highlights critical activities</p>	<p>Project manager <i>must</i> be highly experienced in real-world scheduling</p> <p>Not dynamic</p>	<p>Your project needs to meet a hard deadline</p> <p>Your project has many interdependent parts</p>

	<ul style="list-style-type: none">• figuring out the projected duration of each activity and the dependencies between them.• tasks that can be completed simultaneously, and tasks that should be completed before others can start		Project work is mostly up-front planning	
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