



Case study

Innovator's dilemma in IT
project management?

Hello, Reader!

Thanks for helping me solve a problem.

I'm

A handwritten signature in black ink that reads "Jis" followed by a simple smiley face "☺".

@DataPlanes



The problem

Let's dive right into the topic.

Imagine this scenario

You're the newly appointed manager for your organization's upcoming software innovation project.

You already assembled your diverse team and, being the modern day project manager you are, you decide to "go agile".

Enter your most influential business stakeholder whose support is critical for the project. And he is not enthusiastic about your plans. At all.

The solution

Challenge accepted.

Design Thinking



Empathize



Define



Ideate



Prototype



Test



Empathize

Understand the problem you're trying to solve by observing, engaging, and empathizing with people

Project manager

Yana, 28

“ I’m passionate about co-creating value with innovative software products – ideally in a fast-paced environment. ”



Business stakeholder

Andrew, 32

“ Project management is all about time, scope, and cost. Projects cannot succeed without structured plans and control. ”

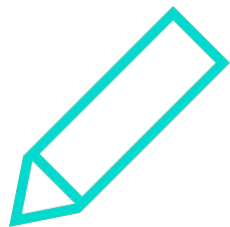


Clash of the cultures

Innovator's Dilemma?

Valuing innovative solutions vs.
established bureaucratic
structures and processes





Define

Synthesize your data and leverage insights to
reframe the core problems in human-centered
ways

01

Pain point

Empathy gap between Yana and Andrew due to different roles and backgrounds

02

Pain point

Limited knowledge about the diversity of existing project management approaches

03

Pain point

Differing perspectives on the requirements and objectives of project management

04

Pain point

...

How might we...

01

achieve mutual understanding between Yana and Andrew to co-create value with the project?

02

alleviate Andrew's concerns while still taking his business requirements into account?

03

design a project management approach that aligns with both Yana's and Andrew's objectives?



Ideate

Generate “out of the box” ideas to find new solutions to the core problems you identified

Two approaches to project management

Scrum

Framework for developing and sustaining complex products, created by Ken Schwaber and Jeff Sutherland in the early 1990s.

PRINCE2

Process-based method for project management, originally developed as a UK government standard for IT project management.

Manifesto

for Agile Software
Development
(2001)

Individuals and interactions

over processes and tools.

Working software

over comprehensive documentation.

Customer collaboration

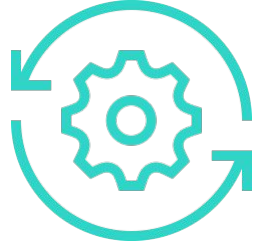
over contract negotiation.

Responding to change

over following a plan.

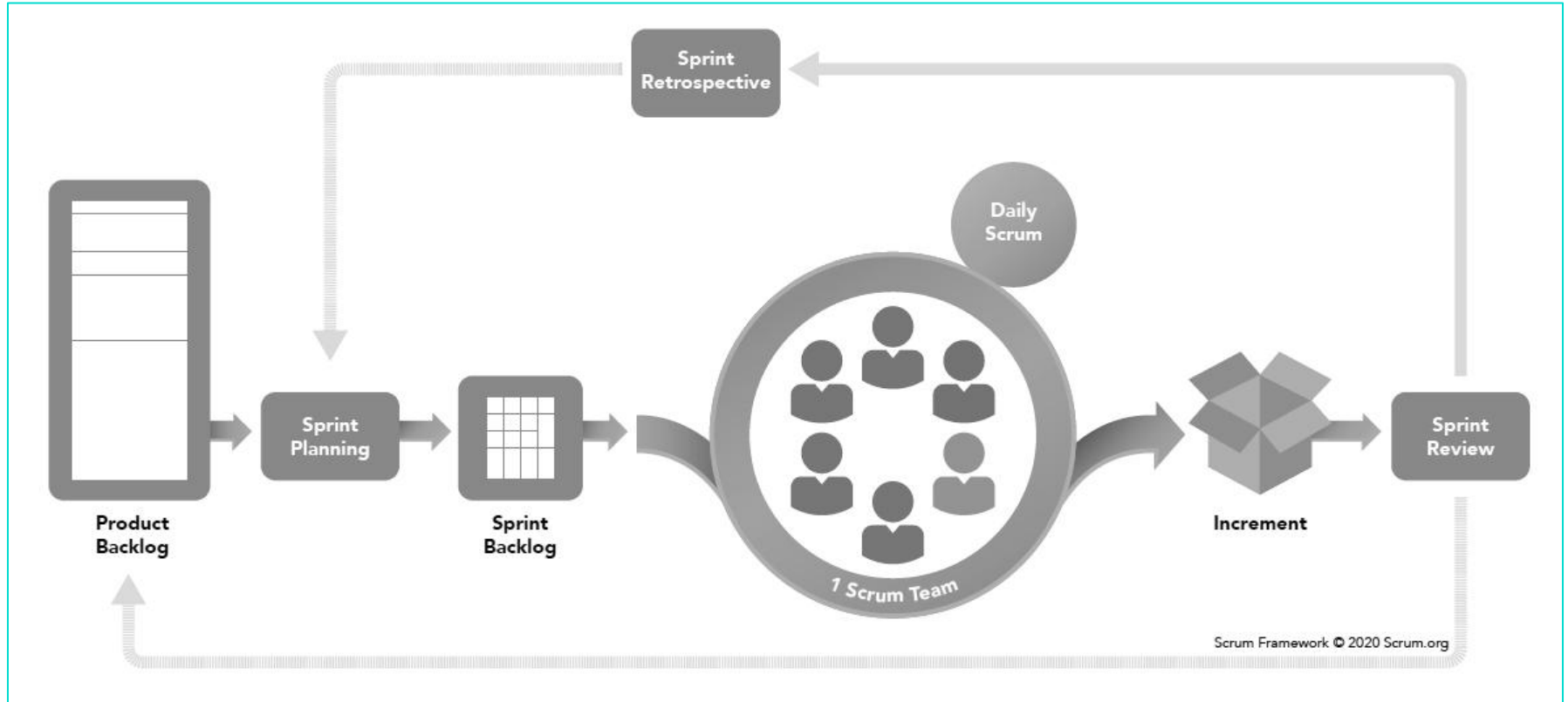
Agile approach

Scrum



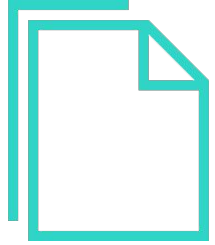
- Framework to “generate value through **adaptive solutions for complex problems**” (Scrum Guide 2020 [🔗](#))
- Five **values**: Courage, Focus, Commitment, Respect, and Openness
- Cross-functional, self-organizing **Scrum team** without hierarchies and three **accountabilities**: Scrum Master, Product Owner, Developers
- Time-boxed **events**: Sprint, Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective
- Three **artifacts**: Product Backlog, Sprint Backlog, Increment (of value)

The Scrum Framework



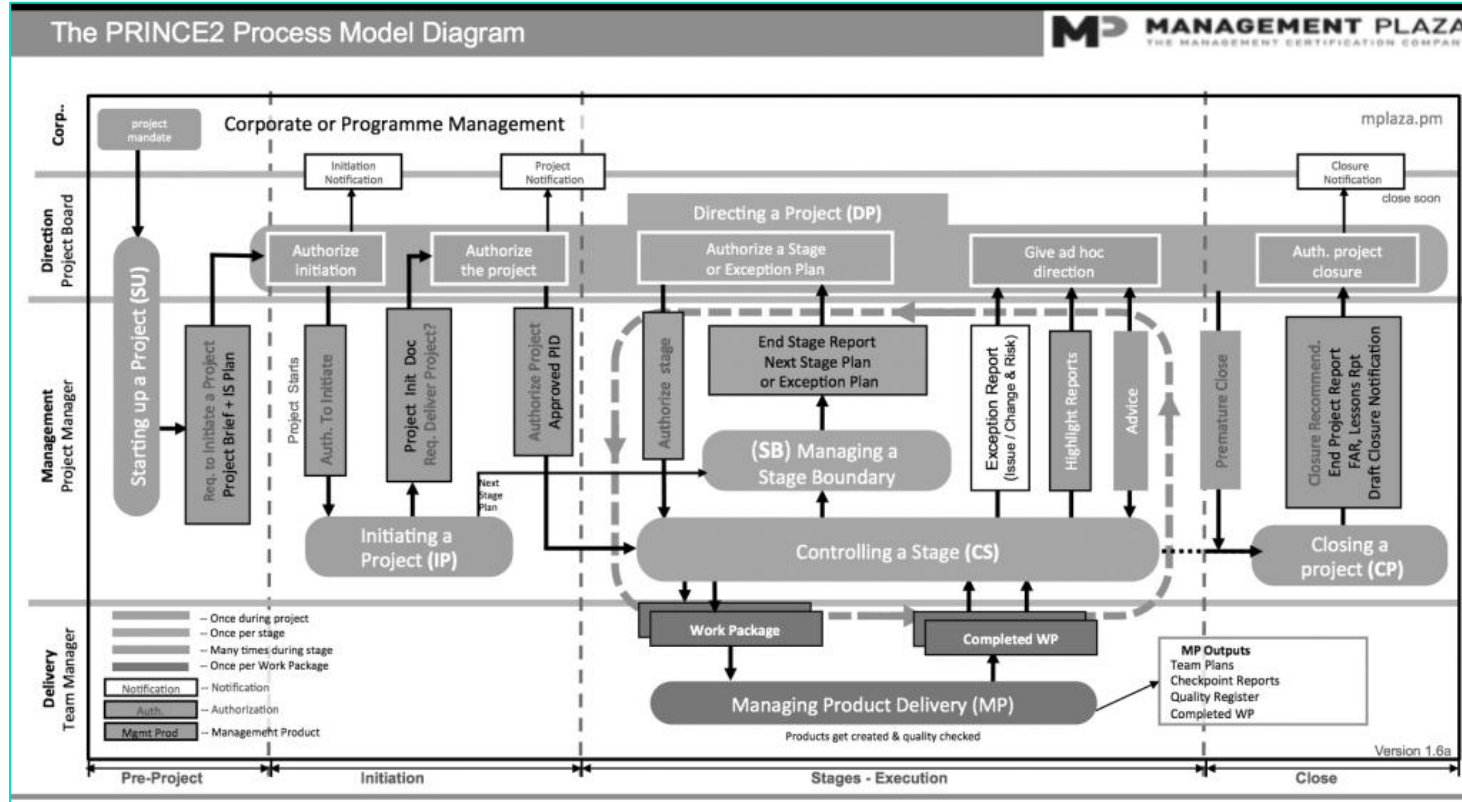
(More) traditional approach

PRINCE2



- PRINCE2 (*P*ROjects *I*N Controlled *E*nvironments) as a **structured project management method**
- Projects are **temporary organizations** created for the purpose of delivering one or more products according to an agreed business case
- Four (integrated) structural **elements**: Principles, Themes, Processes, and Project Environment
- Management **levels**: Corporate/Programme, Project Board, Project Manager, and Team Manager
- **Performance targets**: Time, Cost, Quality, Scope, Benefits, and Risk

The PRINCE2 Methodology

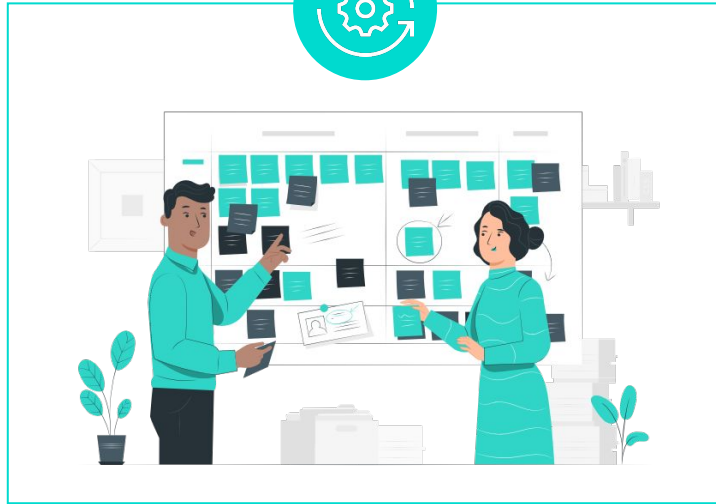
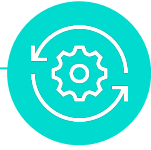


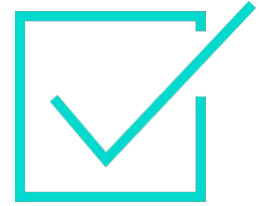


Prototype

Create prototypes for the solutions you generated in the ideation phase

Mocking up project management





Test

(Iteratively) test and solicit feedback on your prototyped solutions



Test and refine your point of view

Did you frame the problem correctly?



Learn (more) about Yana and Andrew

Did you fully understand their pain points and needs?



Improve your prototypes and solutions

Did you get the solution right?



Challenge yourself

Did you check your own assumptions and biases?

Project management **best practices**



Create
business
justification



Adapt to the
environment



Define
roles and
responsibilities



Prioritize
tasks based
on value



Use empirical
process
control



Learn from
experience

Project management **best practices**



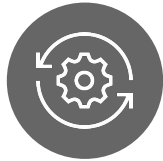
Create
business
justification



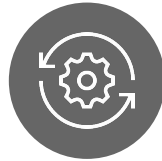
Adapt to the
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Prioritize
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Use empirical
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Learn from
experience

Key takeaways

There's a plethora of project management styles. All come with pros and cons, so let go of black-and-white thinking.

Choose and design your own approach according to your project's context, requirements, and objectives.

Adopt a human-centered perspective. Empathy, openness to feedback, and curiosity to learn (and grow) all go a long way.

The outcome

Did we make a difference?

All's Well That Ends Well



Thank you!

Any questions?



Credits

Thank you for openly
sharing your work!



Design inspired by **Jimena Catalina**.



Photos by **Yan Krukov** and
Andrea Piacquadio.



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