



MANIGENT

the Management Intelligence company

PROJECT DELIVERY METHODOLOGY

Service *offering*



The delivery of business change or IT projects is known to be extremely difficult for various reasons and a number of project management methodologies have been developed and adopted in an attempt to increase their success rate. Whilst each of these methodologies has particular strengths, they each have weaknesses as they are often designed for individual types of project.

We have found that the nature of projects that our clients ask for support on (for example, integrated projects incorporating business change and technology consultancy), create some very specific challenges that expose weaknesses in many individual project management methodologies. The primary challenge relates to managing project timelines during an engagement that challenges management to think carefully and critically about corporate performance and risk issues within their organisation. This inevitability surfaces issues, tensions and opportunities that were unknown before the project was commenced. Additionally, the IT solution delivered to support new management processes must extract, distribute and deliver management information in such a way as to fit with both the technical architecture and business culture of the organisation. Synchronising the business and technical streams of the project, maintaining a clear schedule and control over the project whilst giving flexibility to the business to explore and clarify emerging issues are the key challenges that Manigent faces whilst delivering our client's projects.

Working closely with our clients, Manigent has customised existing methodologies, particularly Strategy Maps/BSC, PRINCE 2 and Agile Project Management, to create a project delivery methodology that is designed specifically for the type of integrated, business change and IT projects that our clients undertake. It provides our clients with the structure and control they desire without the loss of flexibility to address issues as they emerge.

The Process

Manigent's project delivery methodology is centred around delivering real value during the project. Therefore, clarifying the needs of the project objectives is a critical starting point. Drawing from the Balanced Scorecard methodology, we use a simple strategy map to visualise project objectives and help understand the relationship between different and sometimes competing objectives. The project strategy map becomes a central tool for periodic project reviews and supports an on-going dialogue as the project is executed.

Once the objectives are clear and defined, PRINCE 2 tools are used to guide the development of detailed project plans, resource schedules and budgets. These provide the structure and project control. To ensure that issues emerging during the project do not



impact the overall delivery, (in particular, the IT delivery) tools from Agile Project Management are used such as project sprints and daily scrums. This enables emerging issues to be managed, reviewed in the context of current progress and the overall project objectives, whilst providing the delivering team with a clear, non-changing set of short-term deliverables to be completed.

Key Benefits

Manigent's project delivery methodology is a hybrid methodology that incorporates best practise tools and techniques from existing methodologies and delivers a number of benefits including:

- ensuring that project objectives are clearly defined and well understood by all project stakeholders;
- providing robust project scheduling, plans and controls whilst maintaining flexibility and responsiveness to emerging business needs;
- providing a methodology that is scalable to match the project size – it is not a 'one size fits all' approach.



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Key Deliverables

To support project execution, Manigent's project delivery methodology provides a number of deliverables during project execution. The exact deliverables will depend on the project size and scale however, but may include:

- a detailed project plan
- project strategy and risk maps
- project dashboard
- project milestone and task plan
- resource schedules
- project budgets and ongoing financial status reporting



PRAGMATIC CONSULTING

Project Summary

INTRODUCTION

- project management of integrated projects incorporating business and technology consultancy often have unique challenges
- Manigent has customized existing project management technologies to provide clients with structure and control without a loss of flexibility to address issues as they emerge

PROCESS

- a project strategy map is developed to visualize project objectives and clarify relationships between objectives
- PRINCE 2 is used to guide the development of detailed project plans, resources and budgets
- emerging issues are managed via tools from Agile Project Management to ensure they do not impact the overall delivery

BENEFITS

- The Manigent hybrid methodology incorporates best practice, and tools / techniques which deliver;
- objectives which are understood by stakeholders
 - robust project scheduling
 - a methodology which fits projects of all sizes

DELIVERABLES

- project Strategy and Risk Maps
- project Dashboard
- project milestone and task plan
- resource schedules
- project budgets and ongoing financial reporting

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