Hybrid Management Overview

Are You Using Hybrid Management From the Top Down?

Technology is an increasingly important part of the business investment portfolio. In fact, IDC predicts that 65% of global GDP will be digitized by next year. But those technology investments only succeed when they consistently enable business performance -- and help organizations contribute to that GDP.

Your organization likely invests a lot of time, effort and money in technology, but too often those investments don’t translate into business value. Over the last decade PMI’s Pulse of the Profession reports have consistently shown that 10-12% of every dollar is wasted, with zero benefits gained. That waste of money will continue if you can’t manage technology investments in ways that enable you to adapt to ever-shifting circumstances and requirements.

Hybrid Management is the Answer

The good news is that senior management in organizations often give managers and their teams the autonomy they need to adjust the work they deliver based on business dynamics. In fact, 84% of executives believe that innovative solutions require innovative approaches to work. Innovation in project management will ensure that what is actually produced has the best possible chance of creating value for the business. You can’t do that if you are restricted to using only a traditional (Waterfall) approach or only an Agile approach. You need the flexibility to using both approaches based on the unique needs of every project.

A recent survey found that 60% of project managers use Hybrid methods to deliver their projects – combining elements of Waterfall and Agile approaches to best suit a project’s characteristics. Are you among these shrewd, forward-thinking project managers? And are you using this Hybrid approach at all levels – starting with the strategic phase and down through all aspects of execution?

Growth of Hybrid Methods

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Organization Needs

There must be alignment between what organizations want to achieve, how they plan and deliver work, and how they achieve the outcomes. With ServiceNow SPM, an organization can be aligned and have the following:

• Visibility into all the work
• Support for Agile methods of working
• Support for hybrid methods of working
• Effective and efficient planning
• Ability to scale Agile within the organization
• Support for product-based delivery
• Support for capability-based delivery
• Predictive intelligence with machine learning and AI

Upgrade to Strategic Portfolio Management (SPM)

Upgrade to SPM to enable all the Agile capabilities you need to manage all the work regardless of method. Key solutions within SPM that enable you to manage all the work include:

• Roadmap Planning
• Predictive Intelligence
• Investment Funding
• Scaled Agile Framework
• Scrum Programs
• Agile Development

Alignment Workspace with Roadmap Planning provides visibility into all your initiatives regardless of work methodology, so you have complete visibility into all the work. Visual plans can be shared across the organization.
A Hybrid Approach From Top to Bottom

For too many organizations right now, everything above the execution level is still threaded only through a traditional approach. It’s just at the execution level where Agile and Hybrid concepts are embraced. A traditional-only approach at the strategy and prioritization levels will never deliver the project value your organization’s leaders demand. The consequences:

• it leads to ineffective and inefficient planning, resource allocation (funds and people) and prioritization.
• it makes change harder and more disruptive to implement
• it creates barriers between those doing the work and those doing the planning resulting in less than optimal performance.

Only a Hybrid approach at the top all the way to that execution level can help you manage everything effectively with a focus on consistently delivering business value. The traditional – or legacy – PMO models created when Waterfall was the dominant (or only) game in town can’t enable that. If you use only those models at the top levels, you will:

• struggle to consolidate meaningful information on traditional and agile projects or products when that work is delivered separately. That’s because these PMOs would typically present backward-looking execution based metrics that talk to performance against schedule and budget. That data may be somewhat useful, but it’s the forward-looking, value-based metrics that can drive better decisions and better outcomes.
• stand no chance of gaining insight into hybrid initiatives. If you don’t have insight, you can’t make good decisions and you can’t optimize the return on your investments. That’s a very big problem – and not just the 10-12% of wasted money, but also the opportunity costs you incur from that waste, as well as the advantage you yield to competitors when you pursue mismanaged investments.

Agile at Every Level

The Agile approach isn’t just for planning and executing work. You need to embrace Agile methods and concepts at every level of your company if you want to build a modern organization capable of responding to an ever-shifting operating environment and ever-evolving customer demands. This means:

• implementing planning that is continuous and adaptive
• applying investment funding models that reflect the dynamic nature of today’s priorities
• scaling Agile frameworks like SAFe to ensure that you are optimized for efficiency at every level of the organization and your teams are on track to deliver planned value.

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“All of these activities require some degree of Hybrid management – Agile and traditional practices existing in harmony and applied in combinations that work for each organization and each circumstance.”
Hybrid Management Creates Organizational Alignment

Your organization must be managed from the top down. Strategy must drive priorities, which must propel the work that delivers the outcomes. There must be alignment between what your organization wants to achieve, how it plans and delivers work, and how the work generates business value.

Managing technology investments with a Hybrid approach can create this alignment. ServiceNow is the only solution to provide Hybrid delivery that combines components of Agile and Waterfall methodologies in a single platform, enabling you to select the most appropriate elements of each for the project at hand. This gives your teams more flexibility in their delivery approach. The result is improved outcomes on all levels.

Upgrade to Strategic Portfolio Management (SPM)

You need an integrated software platform that supports end-to-end planning and delivery in all work methods. Whether it’s rapid planning and replanning through roadmaps; effective investment management and control through project portfolio management; centralized tracking of all work in all methods through collaboration, resource management, time tracking, financial controls or performance reporting; you need a single solution integrated with all of the tools that support your work teams in all methods.

SPM provides key benefits to an organization:

- Integrates or consolidates the IT landscape (organization technology infrastructure) with single solution
- Visibility into all the work (traditional, agile and hybrid)
- Aligns the organization to drive better business outcomes
- Supports a product-based delivery model (e.g., projects to products)
- Produces less waste (cost and work) chasing flawed investments
- Supports continuous planning & flexibility in a disruptive environment
- Helps deliver customer value faster
- Supports an organization’s digital transformation efforts

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Hybrid is rapidly becoming the most effective way of delivering that work by allowing traditional and Agile practices to be combined in a way that is always the best fit for the circumstances teams are facing.

Investment funding enables you to fund projects, products, hybrid, epics and more. Fund the work and initiatives that will focus people on what is important to the organization and lead to the desired outcomes.
Most agile implementation starts at the individual team level. Organizations need to scale agile to the enterprise and gain visibility across the teams. Scrum Programs provides the visibility you need into the work. The Scrum Programs provides a solution that identifies which teams are contributing, what work is defined, team utilization, and the dependencies among the work of the team.

Scrum Programs provides you complete visibility of the team’s work enabling you to organize work, view dependencies, have insights into sprint capacity and view team utilization.

As your organization moves to a product model, you can leverage the Scaled Agile Framework as a new way of working. The SAFe Board provides your organization visibility to all teams contributing to a product and customer needs.

Organizations are embracing a hybrid approach to project management. Hybrid is the best of both worlds: structure, formality, and documentation for some circumstances; and flexibility, adaptability and speed for other circumstances.

Hybrid enables experienced project managers to combine elements of traditional and Agile methods to create a custom approach to delivering work that is optimal for every situation they face.

SAFe Board provides the ability to view both a summary and a detailed visualization as well as drive alignment and coordinate processes. Synchronize teams by helping plan features across teams and sprints as well as view the dependencies between them.