



# Mastering Hybrid Approaches for Projects

## Traditional Classroom

Course No:  
Duration: 3 days  
Credits: TBD

## Virtual Classroom

Course No.  
Duration: 21 hours (7 three-hour sessions)  
Credits: TBD

## Prerequisites

- Participants must be a Project Management Professional (PMP)
- Participants who do not have any knowledge or experience working on agile projects will be required to complete IIL's *Introduction to Agile and Scrum* on-demand course (complimentary)

## Content Focus

Core

## About the Program

Today's project leaders need to be comfortable using a variety of value delivery methods. According to customer feedback, practitioners need to merge the predictive and adaptive methods and tailor their ways of working to fit the needs of the project and the environment. Learning Agile or Scrum without the necessary work context is ineffective; more importantly, learning Agile or Scrum without a platform to practice and apply them on an ongoing basis is futile.

IIL's *Mastering Hybrid Approaches for Projects* workshop provides both context and practice across all aspects of the value delivery system including waterfall, hybrid, and Agile approaches. This workshop provides options that span the value delivery spectrum for developing scope, estimating durations, managing schedules, and tracking progress. For example, participants will learn how to organize scope with a WBS and prioritize it with a backlog as well as lead the day-to-day work with a task board. The workshop also covers how to integrate iterations and releases into a high-level predictive schedule.

The project team is the heart of the project. This workshop explains various team roles along with key leadership skills such as emotional intelligence and decision making. Key tenants of Agile practices, such as servant leadership and self-managing teams are explored along with the different types of meetings, such as daily stand-ups, iteration planning, and demonstrations.

Those who attend will be better prepared to situationally apply agile and hybrid concepts. In addition, this course provides the structure for critical thinking to occur: to know and understand when to apply a predictive approach, when to apply an adaptive approach and when and how to combine them in a tailored and customized hybrid approach that meets the needs and demands of the project and the organization.

The learning experience design is rooted in real world perspectives, leveraging team exercises based on a comprehensive case study.

## Who Should Attend

Project managers who have earned their PMP certification. The content is applicable to any profession from process improvement, to construction, IT, and research and development. The techniques you will learn are appropriate for any size project and can be applied to both in-person or virtual teams.



## What You Will Learn

At the end of this program, you will be able to:

- Differentiate between waterfall and Agile approaches
- Identify the expected value and outcomes of a project
- Complete a project startup canvas
- Demonstrate how to select an appropriate development approach for deliverables
- Establish a lifecycle and phases to meet the needs of the project
- Create a project roadmap
- Define various project roles
- Decompose, organize, and prioritize project scope
- Calculate effort, duration, and costs using multiple estimating techniques
- Describe how to create an integrated project schedule using adaptive and predictive approaches
- Discuss key leadership skills
- Describe how to manage hybrid project work
- Describe the role of change management and risk management in hybrid projects
- Measure project performance using predictive and Agile techniques
- Close a hybrid project

## Course Overview

### Getting Started

#### Moving from Outputs to Outcomes

- Shifting from outputs to outcomes
- Value delivery system
- Project management guidelines
- Agile values and principles

#### Project Origination

- Project vision statement
- Project start-up canvas
- Origination roles

#### Planning Overview

- Project lifecycles and phases
- Predictive and adaptive development approaches
- Iterative and incremental development
- Choosing a development approach
- The project roadmap

#### The Project Team

- Hybrid team roles
- Self-organizing teams
- Psychological safety

#### Hybrid Project Scope

- Comparing predictive and adaptive approaches for decomposing scope
- The backlog

#### Project Estimating

- Review of predictive estimating techniques
- Adaptive estimating techniques

#### Agile Scheduling



- Release planning
- Iteration planning

#### Hybrid Scheduling

- Hybrid scenarios

#### Leadership

- Emotional intelligence
- Making decisions
- Virtual teams

#### Project Work

- Quality considerations for hybrid projects
- Agile methods for working with risk
- Working with change on a hybrid project
- Learning

#### Measuring and Reporting

- Predictive measures
- Predictive schedule and cost metrics
- Risk metrics
- Adaptive measures
- Intangible measures
- Presenting metrics

#### Transition and Closing

- Measure value
- Learning from hybrid projects

#### Summary and Next Steps