

METHODOLOGIES IN MOTION

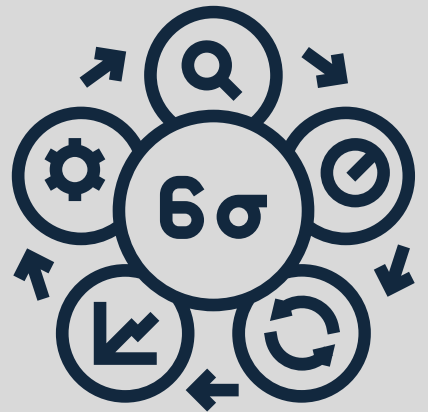
Adapting Frameworks in Business Transformation

Is **agile** or **waterfall** the best methodology for my project? Do I need to be implementing **daily scrums** or a **strict PMI structure** to successfully deliver my project?'

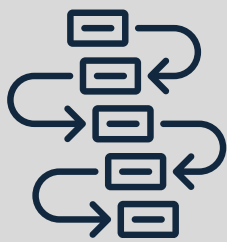
These are all common questions where organisations are initiating new projects or transforming their central ways of working, serving as the foundation for this thought leadership piece.



AGILE



LEAN 6 SIGMA



WATERFALL



Adapting Frameworks in Business Transformation

Project management frameworks and methodologies are structured approaches that guide the planning, execution, and closure of projects. They provide a systematic, repeatable way to achieve project goals, ensuring efficiency and consistency. However, during business transformation, **flexibility is paramount**. Business transformation often involves navigating uncharted territory and dealing with complex, unpredictable changes. Therefore, a rigid adherence to a specific framework or methodology may not always be beneficial. Instead, transformation managers should be able to **adapt their approach** based on the unique needs and challenges of the initiative. This could mean blending elements from different methodologies, or adjusting the framework as the project evolves. This is where **'Flexibility within a Framework'** can be highly beneficial.

Understanding Frameworks and Methodologies



The terms are often used interchangeably; however a framework and a methodology serve distinct yet complementary roles. A **framework** is a structure underlying a system or concept. It provides an overarching guide for the transformation process, outlining the key components and their relationships. On the other hand, a **methodology** is a system of methods used in a particular area of activity. It's more prescriptive and operational, detailing the 'how' - the specific steps, techniques, and tools to be used in executing the transformation.

Whilst a framework sets the stage for transformation, a methodology provides the necessary steps to enact it. Both are essential, but their effectiveness can be greatly enhanced when they are flexible and adaptable to the specific needs and context of business undergoing transformation.



The Importance of Flexibility

Project management frameworks are designed to provide structure and direction to projects, but they are not meant to be rigid constraints. They serve as a roadmap, outlining the key stages, activities, and deliverables of a project. However, they also allow for **flexibility and adaptability**, recognising that each project is unique and may face unforeseen challenges or opportunities.

No two business transformations are alike: The key to using project management frameworks effectively is to **view them as guide rails** rather than a strict rulebook. They provide a starting point, but transformation managers should feel empowered to adapt the framework to suit the specific needs and context of their project. This could involve using a blend of methodologies to achieve the goal.

3 Common types of Framework and Methodologies

01

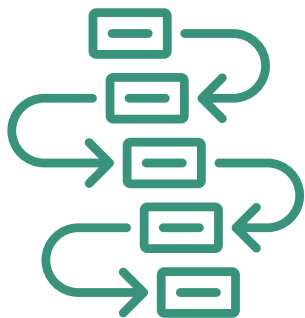
AGILE



An approach that places high value on flexibility and collaboration. It focuses on **iterative development**, with project requirements and solutions continuously evolving through teamwork. Agile champions adaptive planning, progressive development, prompt delivery, and ongoing enhancement, enabling swift and adaptable reactions to change. Encompass finds Agile ideal for projects in dynamic ICT environments where requirements are **subject to change**. They are a poor fit for industries such as construction and manufacturing where changes are costly once implementation begins. If not well-managed, Agile projects can become chaotic.

02

WATERFALL



An approach where tasks progress in a **sequential manner** through various phases. This linear process begins with the collection and documentation of requirements, followed by design, implementation, testing, deployment, and maintenance. Encompass has employed this methodology for projects with **clear objectives** and **fixed requirements**, making it ideal for environments where changes during the development process are minimal. Waterfall can be ideal for projects with clear, unchanging requirements, such as healthcare, and infrastructure development. It is a poor fit for projects in technology industries where requirements and scope are likely to change. Once a project starts, Waterfall can be inflexible to change.

03

LEAN 6 SIGMA



Six Sigma, a data-driven methodology, enhances quality by minimising defects and variability in processes using statistical techniques – famously developed by the automotive industry. Encompass' engagement with Six Sigma, particularly its DMAIC (Define, Measure, Analyse, Improve, Control) framework, has sharpened our skills in identifying inefficiencies and optimising operations. This has led to improved project results and customer satisfaction. Its **data-driven decision-making** plays to our strengths and we have used this method in 'blended' frameworks on many projects. Six Sigma is ideal for manufacturing or process improvement work, where quality, cycle time and efficiency are key. It is a poor fit for creative or IT industries where flexibility or innovation are vital. To be effective across an organisation, significant investment in training and expertise is required.



Choosing the Right Framework

When choosing a project framework, several factors come into play. The degree of project complexity is crucial as it determines the number of elements and their interdependencies. A complex project with many tasks, stakeholders, and requirements might benefit from an **Agile** framework, while a less complex project with clear requirements might be better suited to a traditional Waterfall framework. Projects with a tight schedule, may benefit from a framework that allows for rapid iterations like Agile, whilst projects with a longer timeline and set deadlines would mean a sequential framework like Waterfall might be more suitable.

The rigidity or flexibility of your work environment also plays a role. A structured framework like **Waterfall** might be beneficial in a rigid environment such as government or banking, while a more adaptable framework like Agile or Scrum could thrive in flexible environments such as software or product development.

It's also important to consider what delivers the most value in terms of cost savings, time savings, quality improvements, or other key performance indicators (KPIs). For instance, **Lean and Six Sigma** methodologies focus on reducing waste and improving quality, respectively.



Flexibility within a Framework

These frameworks are not mutually exclusive and can often be combined in a hybrid approach for best results. The hybrid **Agile/Waterfall** model is a project management approach that combines the iterative development of **Agile** with the structured planning of **Waterfall**. This model is particularly beneficial when a project has both predictable and uncertain aspects. For example, in ICT industries, teams often employ **Agile** methodologies for the iterative development of features, while utilising the **Waterfall** model for overarching, long-term planning. Similarly, in large infrastructure projects, **Agile** methods may be applied at the site level for day-to-day tasks, while the **Waterfall** model is used for strategic, high-level planning. This approach ensures a balance between adaptability and structured planning.



Closing Remarks

There may be more than one project management framework that fits your business transformation needs and your organisation's working style. Encompass has extensive experience in the development and implementation of **'Flexibility within a Framework'** to get the best results for business transformation outcomes.

Are you ready for transformation?

Encompass Consulting Services partners with state government, federal government and corporates to develop tailored solutions that turn strategy into results. Successful organisational transformation begins from the top. It requires executives to lead by example and embrace the behavioural traits needed to effect change.

Encompass provides truth to power, drawing on data and experience to help leaders gain a true understanding of transformational challenges and the skills required to effectively lead through them.

If you want to chat about setting your project up for success, or how to adapt the right methodologies for your transformation journey, reach out to jamesalderson@encompassconsultingservices.com

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