

Iterative Project Management

Chapter 2 – How Do Iterative Projects Function?

Basic Philosophy

- No matter the methodology (and there are many), the most important feature: methodology is iterative and incremental.
 - Regardless whether use-cases, pair-programming, scrum-meetings, feature-driven development, design by test approach or others is used, an iterative approach will greatly assist in producing **predictable** results.
 - Iterative development is characterized by small mini-projects (iterations) designed with a clear set of objectives producing a measurable executable (product) objectively assessed that incrementally advances a product of increasing business value. **Lots of keywords in this.**
 - The objective of this approach is simply to maximize chances for project success.

Mindset of Project Success

- “Chaos” approach claims successful projects are finished on time, within budget, with all the features / functions present.
 - **BUT:** Using these criteria, most projects still fail;
 - with 16-24% succeeding;
 - And 15-40% ‘challenged’,
 - and 33-53% failed!
 - **Successful:** completed on time within budget; contains intended features/functions.
 - **Challenged:** project completed and operational but is over budget/time and has fewer features than originally intended
 - **Failed:** project is cancelled before completion.
- Author claims that a successful project oftentimes facilitates **organizational change**, which changes ‘success’ criteria.
- While the ‘above’ criteria are important, the **real success** is determined by the **clear benefit to the business** as measured and verified by business sponsors!