



A Research Investigation:

Agile Project Management and its
Relationship with Project Success in the Oil
and Gas Industry

Melanie Thom - October 2009



Presentation Overview

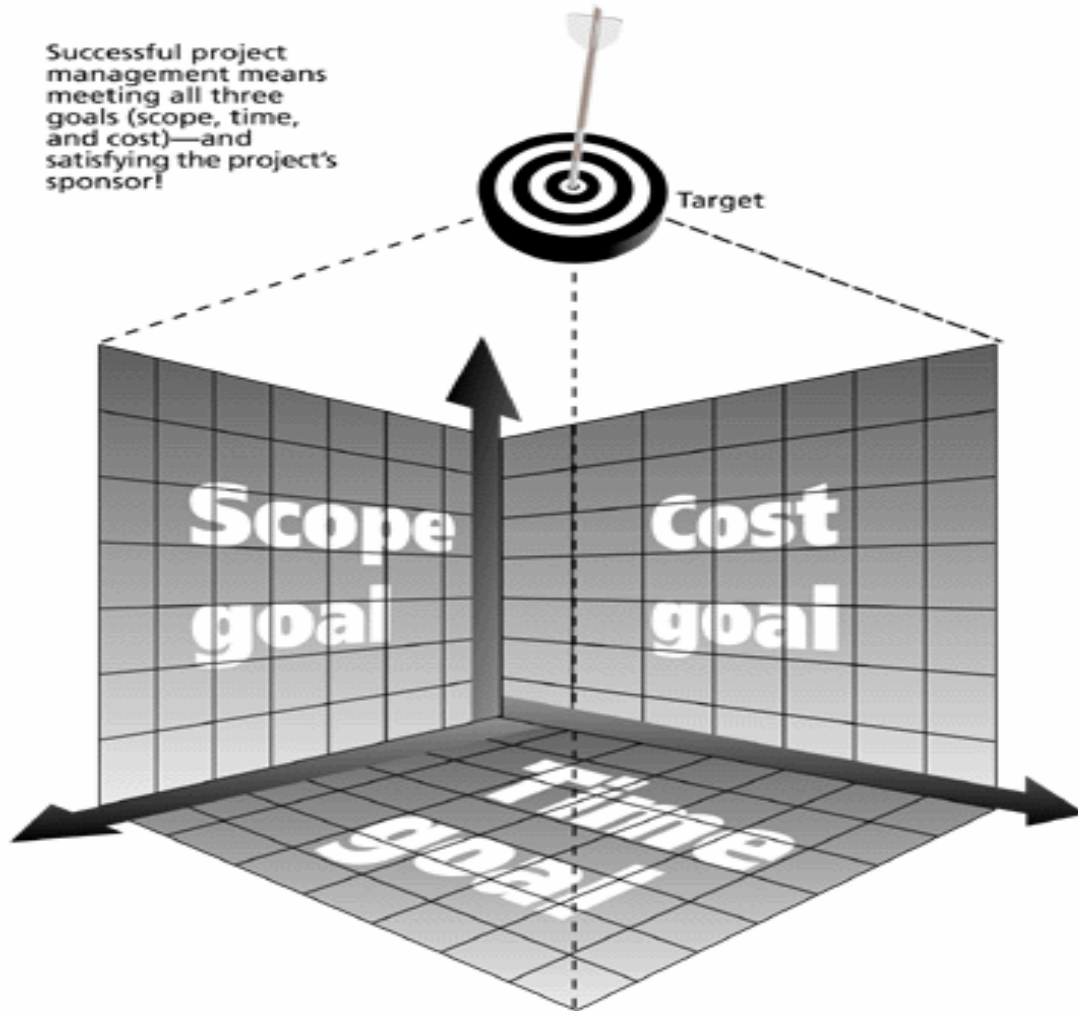
- Rationale
- Contextualisation
 - Classical project management v agile development
- The study
- Link to risk management?
- The future...

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Rationale

- Classical project management – too constraining for certain environments?
- An alternative approach?

Classical Project Management



Successful project management means meeting all three goals (scope, time, and cost)—and satisfying the project's sponsor!

- Triple constraints
- Inflexible and rigid processes
- Conflicting stakeholder objectives
- Analysis paralysis

Agile Development



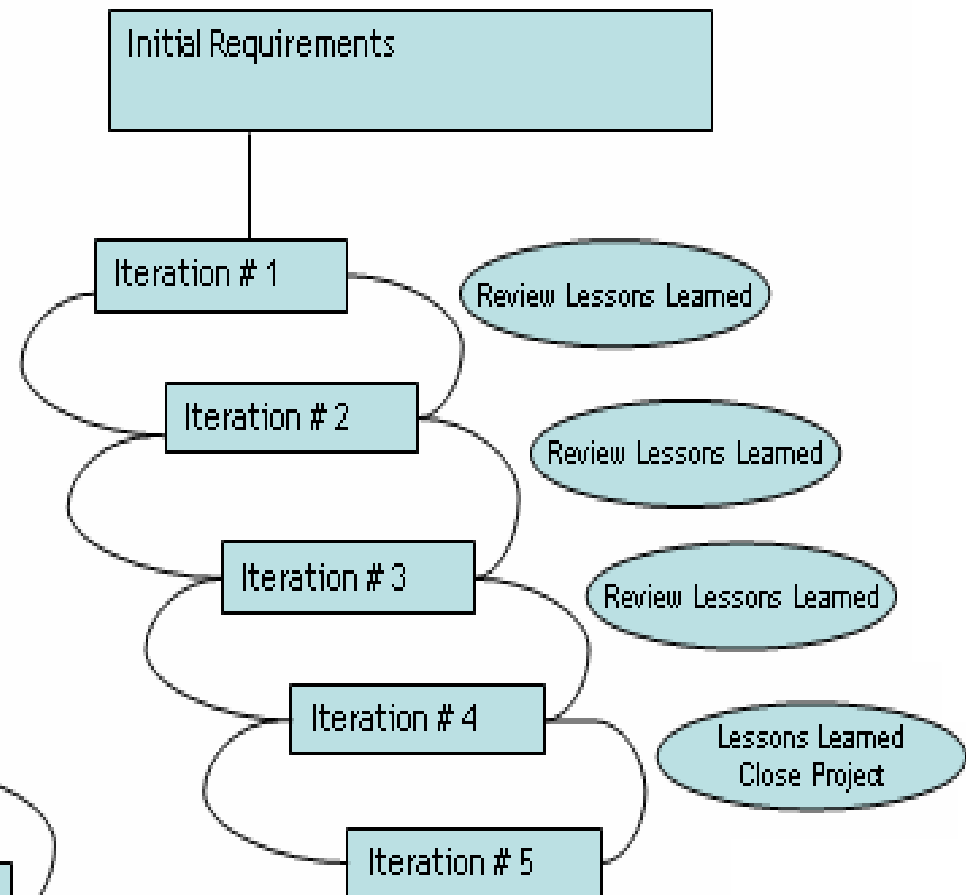
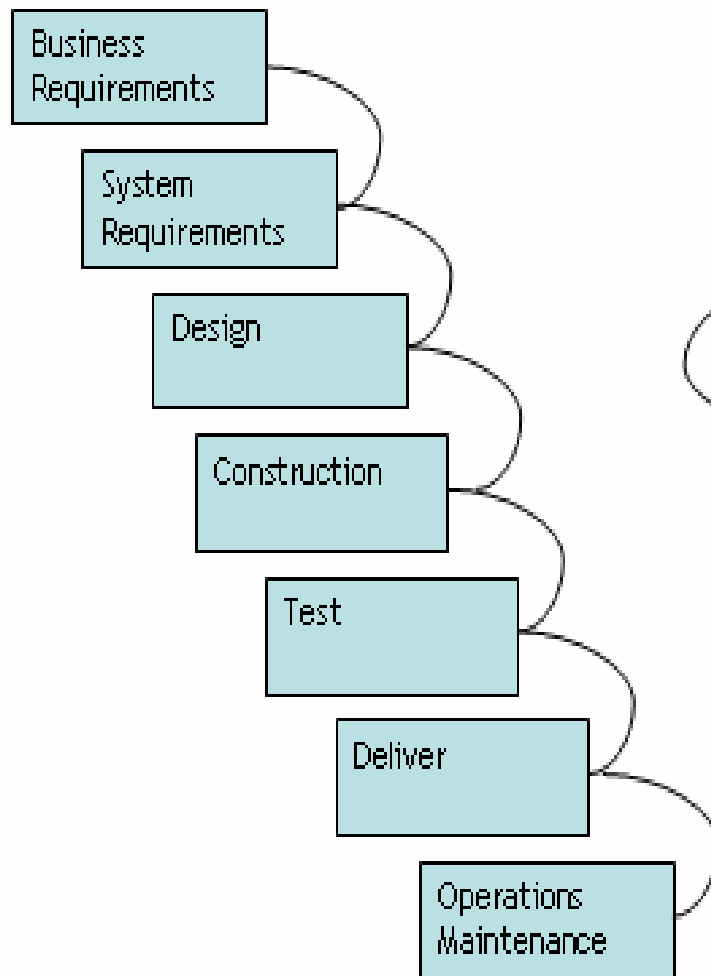
- Agility focuses on delivering customer value whilst seeking a balance of –
 - Stability with flexibility;
 - Planning with execution;
 - Organisation with disorder;
 - Control with speed.

Agile Development

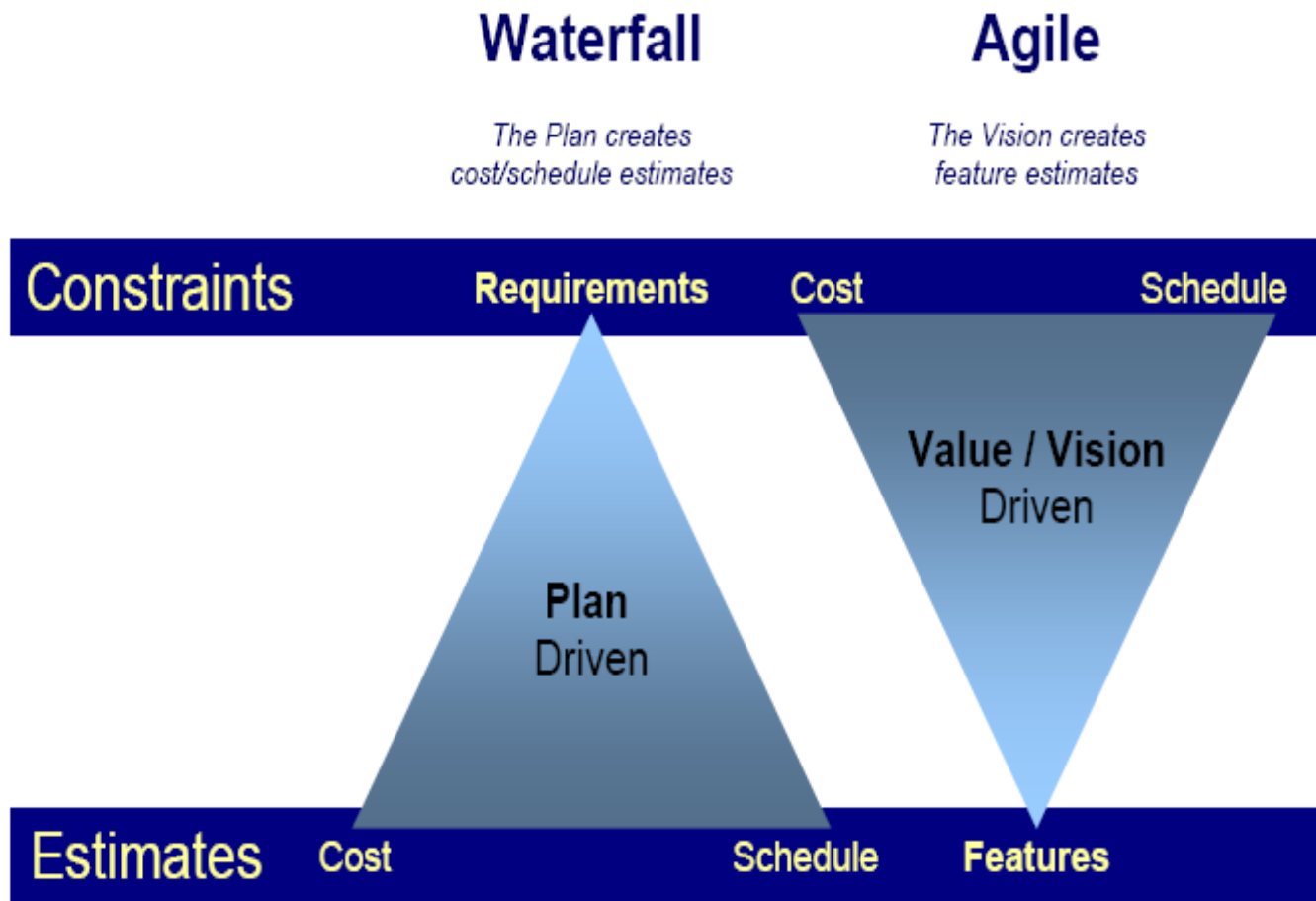


- Techniques –
 - Small releases;
 - Simple rules;
 - Adaptive leadership;
 - Collocation;
 - Self-organising teams.
- The Dynamic Baseline Model (Seely & Duong 1999)

Classical v Agile



Classical v Agile



(Smits 2006)

Agile Environments

	Multiple, External Stakeholders	Multiple, Internal Stakeholders	Single Organisation
Operational Projects	Classic	Classic	Classic
Product/Process Development Projects	Classic/Agile	Classic/Agile	Agile
Technology/Platform Development Projects	Classic/Agile	Agile	Agile

(Chin 2004)

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Methodology

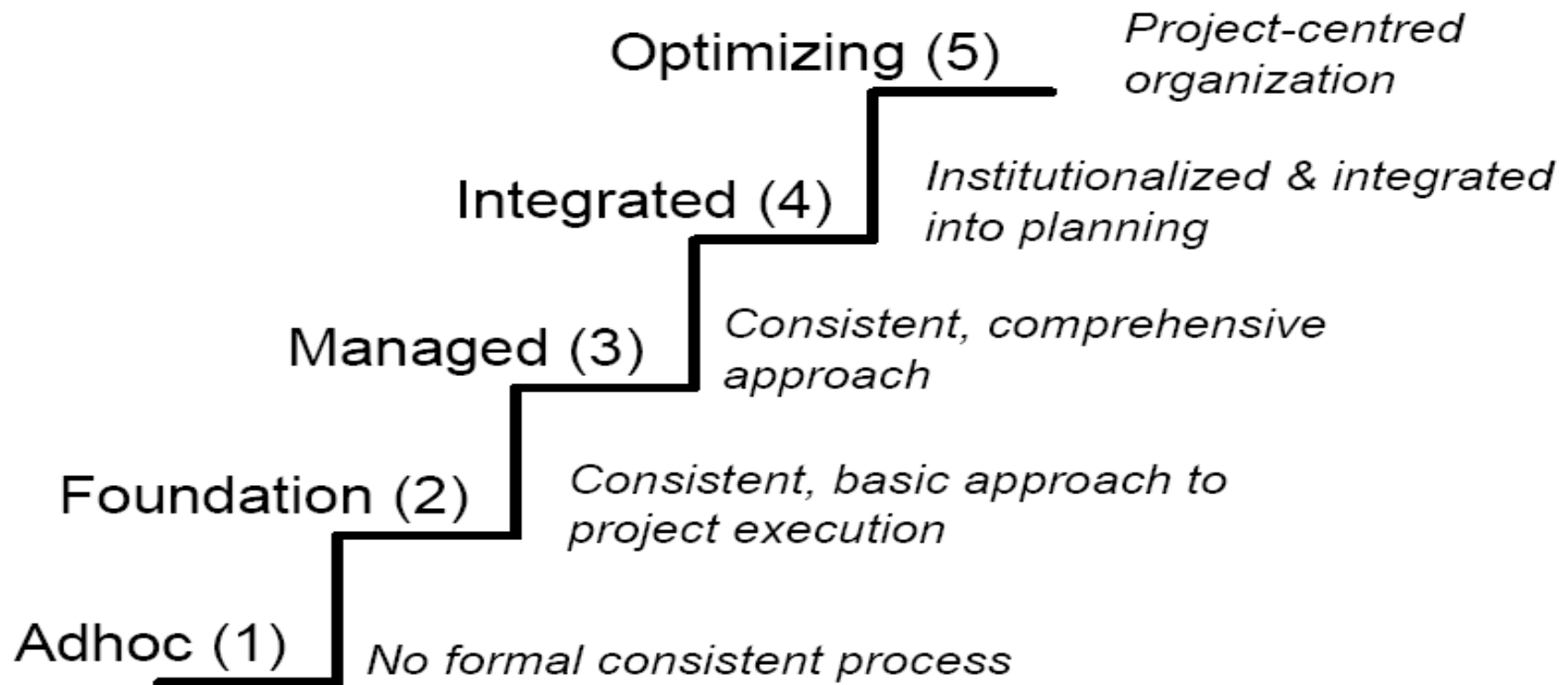
- Null hypothesis –

'...The Oil and Gas industry is still rooted in the classical approach to project management...'

- Alternate hypothesis –

'...Project management agile development is at an embryonic stage...'

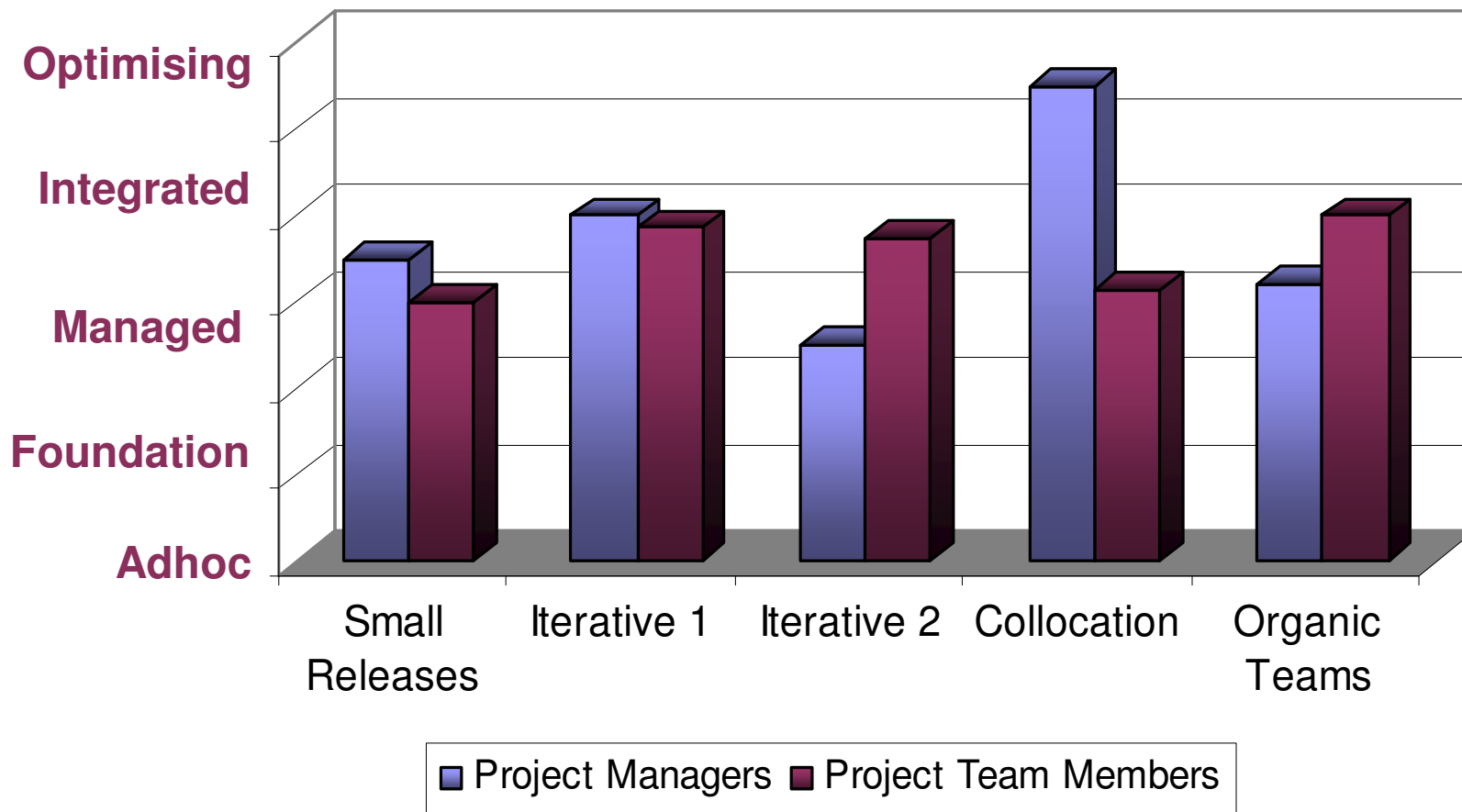
PM Maturity Model



(Robertson 2004)

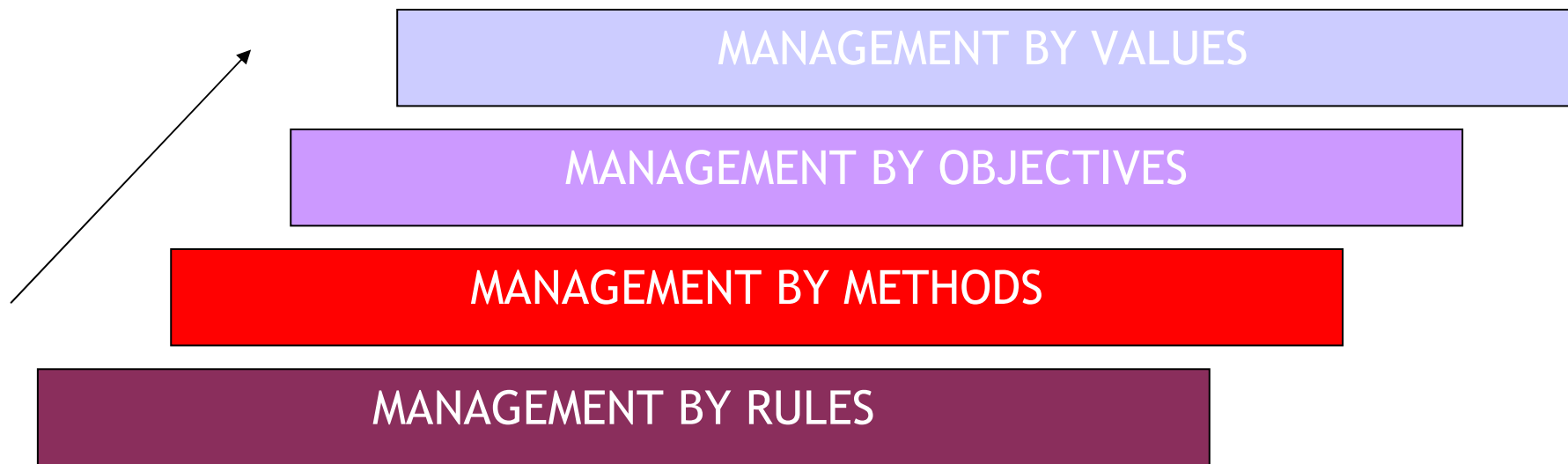
Findings

Mean Rate for the Use of Agile Techniques



Findings

- Positive – project experience & use of agile techniques
- Dynamic Baseline model has 4 levels -



Findings



- Therefore the alternate hypothesis is accepted –

'...project management agile development in the Oil and Gas industry is at an embryonic stage...'

Agile Framework



1. Engage key stakeholders and investigate prohibiting factors
2. Identify desired agility level
3. Assess and rectify the environment to ensure organisational readiness
4. Introduce to workplace

Link to Risk Management?

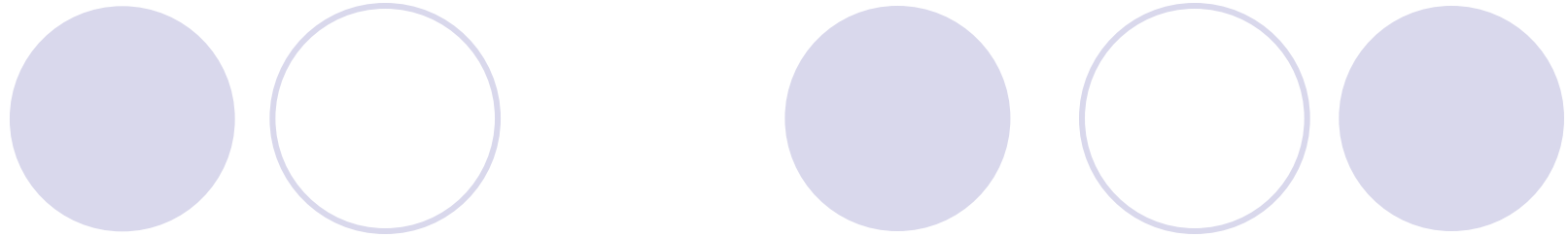


- As agile project management is increasingly applied in organisations today we must consider the risk aspect...
- Agile accepts projects are ridden with uncertainty and complexity
- Risk – identify, assess, respond and review

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The Future...

- Research expansion
- Paper > Project Management Institute



Questions??

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