Being creative, enabling skunk works
Enabling Innovation through Project Management
Project Management ≠ Innovation
Innovation:
• creative
• inspirational
• exploration, novel
• unexpected directions
• risk of failure
Project Management:
• programmatic
• predetermined path
• known deliverables
• established milestones
• risk averse
Project Manager as "Uninspired Taskmaster"
In Fact:
Study using transnational data comparing rates of PM certification to innovation indices...
More PM = more innovation

(However, too much PM = less innovation)

- Kavanagh and Naughton, 2009
PM for Innovation Projects?
• Radical Project Management (RPM)
• Agile Project Management (APM)
• SCRUM
Agile methods:
• agile development
• customer focused
• not for large projects
• requirements change
Agile methods:
• break tasks into small increments
• iterations in short time frames, sprints
Agile methods:
• testing per iteration
• cross-functional, self-organizing teams
• includes customer
Agile methods:
• daily communication
• ScrumMaster (v. PM)
• remove impediments
• maintain process
Innovation/exploration projects: may need to be sold to sponsors and funders (Sayeed Choudhury)
My team isn't ready to work in a SCRUM.
I'm a PM, not an administrator. What can I do to enable innovation? (Katherine Kott)
Project: look for areas where more iterative, prototyping approach might be applied.
Portfolio: where might innovative project fit in your portfolio? Appropriate project? ...
Portfolio: understand org culture/strategy and where innovation might be tolerated.
Portfolio: know your portfolio; seek commonalities among projects; solve problems across projects. (Mike Winkler)
Staff: leverage "nice place to work" to woo otherwise expensive, innovative job candidates. (Bess Sadler)
Staff: reward innovators. (Sayeed Choudhury)
Other ways to innovate at PM level within org?
References:
