

# 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:

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- "Innovation & Project Management - Exploring the Links." PM World Today. April 2009 (Vol XI, Issue IV), by Donncha Kavanagh, and Ed Naughton. <http://tiny.cc/13vcW>
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