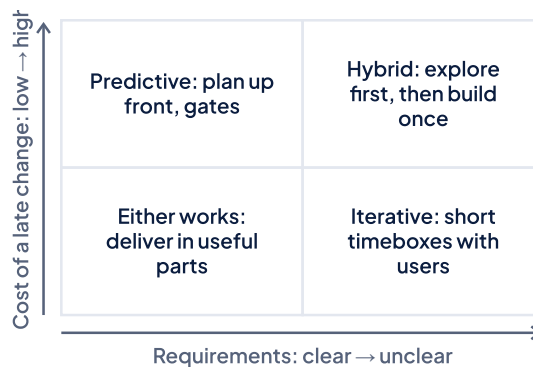


Choosing the delivery approach

Decide, part by part, how much to plan up front and how much to learn as you go.



Our own matrix, drawing on factors in the PMBOK® Guide 8 (PMI's body-of-knowledge guide) (Standard §4.3) and APM (Association for Project Management) BoK 8 (APM's Body of Knowledge) (§2.5). Ask it of each part of the work.

WHAT IT IS

Two questions sort most work: how clear are the requirements, and how costly is a late change? Clear and costly points to **predictive**; unclear and cheap to **iterative** (agile); unclear and costly: explore, then build once. Mixed parts give a **hybrid**. The matrix is our own; its factors come from the PMBOK® Guide 8 and the APM Body of Knowledge 8.

HOW IT WORKS

- 01 Rank the success criteria: a fixed date means scope flexes.
- 02 Place each part of the work on the two questions.
- 03 Check the users, the contract, the team and the culture.
- 04 Tailor governance and reporting; review at each gate.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has eight months to move resident parking permits online, with a supplier on a fixed price.

The date ranks first: go-live before most residents renew in January. Clear rules and a fixed-price contract make late change costly: a predictive frame. The screens are uncertain and cheap to change, so they are built in two-week timeboxes: a hybrid.

In the exam: Name the facts behind the choice, what stays fixed, what may flex, and when you will review it.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months, with a platform supplier.

The project manager sets a hybrid for others: phase gates and the national e-ID login's release dates stay fixed, teams iterate inside each phase, and the platform contract matches: a fixed price for the core, time and materials for changes.

In the exam: Show the system: how contracts, governance and teams fit the approach, its effect on the wider organisation, and who may change it as the context moves.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.1.4: choose, defend and review the approach; complexity: 4.5.1.3; waterfall or iterative: 4.5.1.5	Standard §4.3, pp. 67–69: factors; Guide §3: tailoring. Exam outline: Process task 1	BoK §2.5 life cycles; §2.5.3 hybrids and governance. PMQ (APM's Project Management Qualification) objectives 1c and 17a (minimum viable product)

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026)

Key: IPMA = International Project Management Association; ICB4 = IPMA's Individual Competence Baseline (4.5.1 etc.: its competence elements); PMI = Project Management Institute; PMP® = PMI's Project Management Professional. Unofficial study material for IPMA®, PMI® and APM exams. Not affiliated with, endorsed by or approved by IPMA, PMI or APM, and not an accredited or endorsed training provider. IPMA® and IPMA ICB® are registered trademarks of IPMA in Switzerland and other countries. PMI, PMP, CAPM and PMBOK are registered marks of Project Management Institute, Inc. APM is a trade mark of the Association for Project Management. Other marks belong to their owners. PMP® exam facts are from PMI's public PMP® Examination Content Outline (2026); check the current version on pmi.org. APM's qualifications are its own; this series is not an APM Accredited Provider or APM Endorsed. Examples use a fictional city and its projects. Levels (this series' labels): Mid-level = moderately complex projects (IPMA Level C, PMI's PMP®); Senior = complex projects and people (IPMA Level B, APM's Chartered Project Professional).

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