



PROJECT MANAGEMENT
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A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

Hybrid Project Management: Where Structure Meets Speed (It's a Love-Hate Story)

Divya Khanna

PMP, PMI-ACP, SAFe Agilist, CSM, PCCP

PMSYMPOSIUM.UMD.EDU

Divya Khanna



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My Superpower: I Connect People, Strategy and Execution to Deliver Value

- **20+ years leading global programs** across Enterprise PMOs — spanning startups to Fortune 500 organizations
- **Cross-industry impact in Education, Defense, Healthcare, and Industrial Engineering & Technology**, driving scalable and sustainable change
- **Certified and continuously evolving practitioner:**
PMP® | PMI-ACP® | CSM® | SAFe® Agilist | PROSCI® Change Practitioner
- **PMO Leader at BAE Systems**, driving Lean-Agile transformation, governance excellence, and strategic delivery within the defense sector
- **Associate Vice President, Strategy & Governance — PMI Washington DC Chapter** Building and strengthening governance frameworks, enabling strategic alignment, and fostering community-wide collaboration



[linkedin.com/in/pmp-divya-khanna](https://www.linkedin.com/in/pmp-divya-khanna)

2026 Project Management Symposium

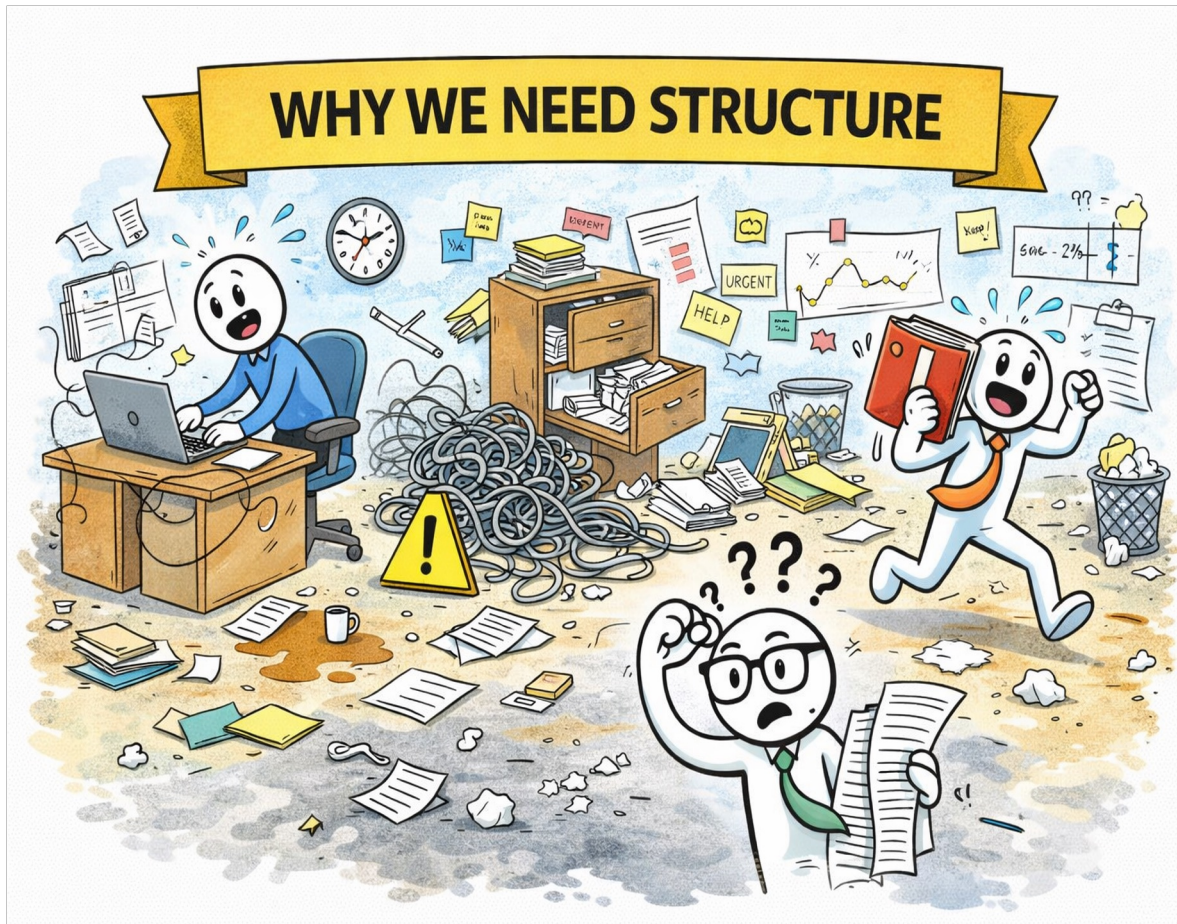
Welcome to Project Management!



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The Project Manager's Balancing Act





Guardrails, Not Roadblocks



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STRUCTURE = GOVERNANCE + CLARITY + CONTROL



Clarity of Roles

*Who decides,
who executes*



Defined Decision Points

*Stage gates, approvals,
checkpoints*



Risk & Control

*Managing uncertainty
proactively*



Stakeholder Alignment

*Everyone moving in
the same direction*

Every framework—Agile, Waterfall, or Hybrid—Includes Governance.

Waterfall

Agile

SAFe

PRINCE2®

Hybrid



Who wants to be the last
to cross the finish line?



Speed to Value = How quickly an idea turns into usable, measurable impact

What Speed Really Means

-  **Rapid Innovation**
-  **Adaptability**
-  **Fast Feedback**



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From Busy to Breakthrough: Agile Delivery at 10X Speed

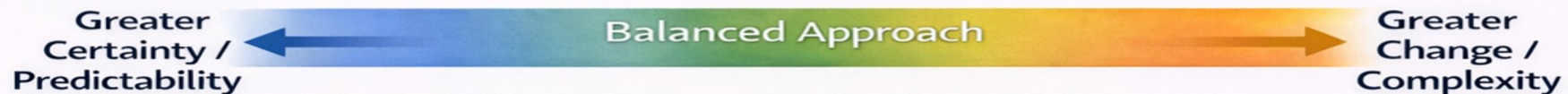


Balance is designed – Not Accidental



Choosing the right delivery approach depends on:
certainty, complexity, and speed of change.

Feature	 Waterfall	 Hybrid	 Agile
 Structure	Sequential / Linear	Phase-based + Iterative	Iterative / Incremental
 Flexibility	Rigid, low adaptability	Moderate, adaptable	High, welcomes change
 Customer Role	Low, mostly at start/end	Moderate, structured touchpoints + feedback loops	High, constant feedback
 Delivery	Single, final product	Phased delivery + iterative increments	Frequent working increments
 Best For	Stable, well-defined requirements (any size,	Planned milestones + iterative releases	High uncertainty, innovation-driven work
Risk Level	Stable, well-defined requirements (any size)	 Moderate (balanced)	 Variable (depends on execution maturity)



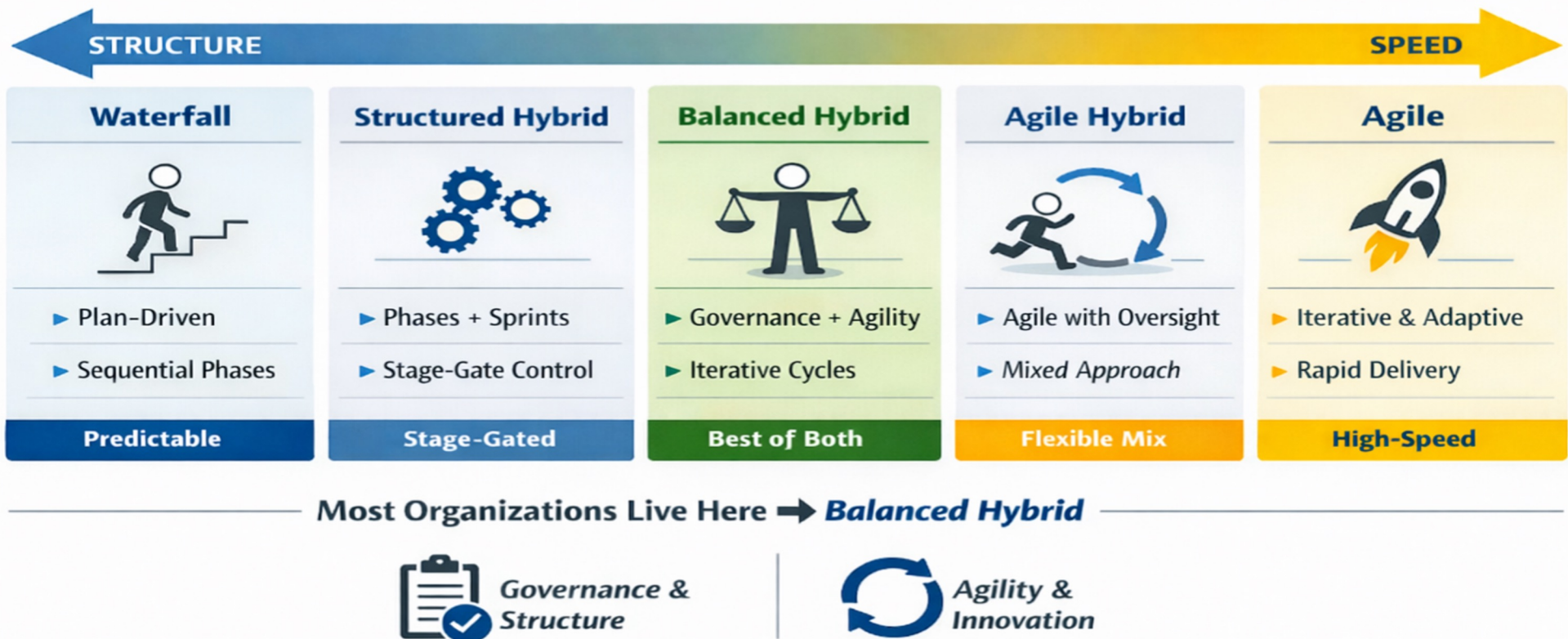
Control meets adaptability — and value gets delivered



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The Hybrid Spectrum: *From Structure to Speed*



Microsoft – Cloud & Enterprise Product Releases

Structure Waterfall-like:

- Release governance gates
- Security & compliance approvals
- Long-term roadmap planning

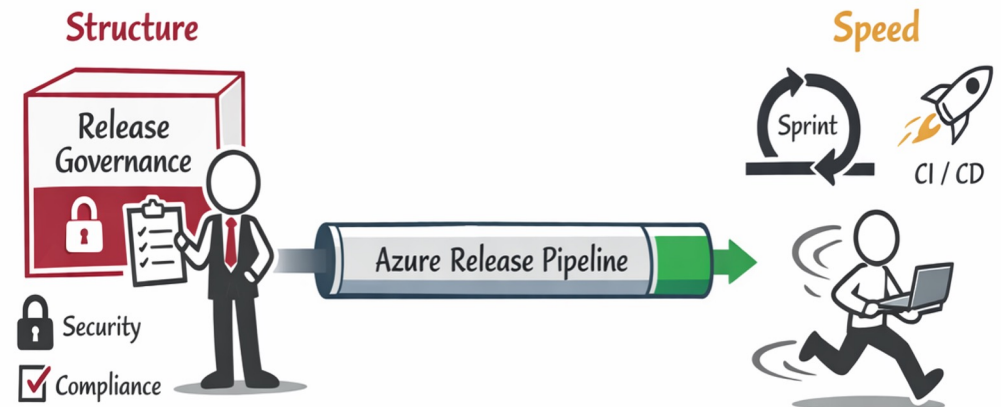
Speed (Agile):

- Sprint-based feature development
- Continuous integration & deployment (CI/CD)
- Customer feedback loops

Outcome:

- Stable + secure platform
- Frequent feature release
- Enterprise trust + startup-like innovation

Microsoft: Hybrid in Action



 Govern the release, iterate the product

Tesla – Hardware + Software Integration



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Structure:

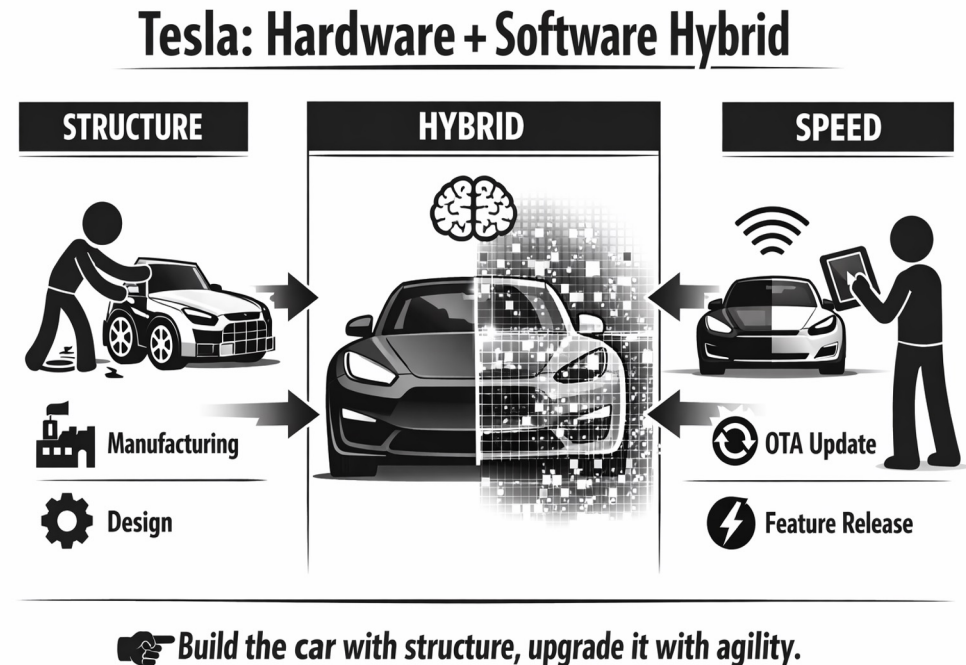
- Hardware design & production timelines
- Supply chain and safety regulations

Speed:

- Over-the-air (OTA) software updates
- Continuous feature improvements

Outcome

- Faster innovation without recalling vehicles
- Continuous customer value delivery



Johns Hopkins Hospital – Healthcare Digital Transformation



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Structure:

- Compliance approvals
- Patient safety validation
- Formal rollout planning

Speed:

- Iterative EHR feature enhancements
- Pilot programs before full rollout

Outcome

- Safer implementations
- Faster adoption of digital tools
- Improved patient care



NASA – Space Missions (e.g., Mars Rover)



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Structure:

- Mission planning
- Safety-critical engineering
- Testing & validation gates

Speed:

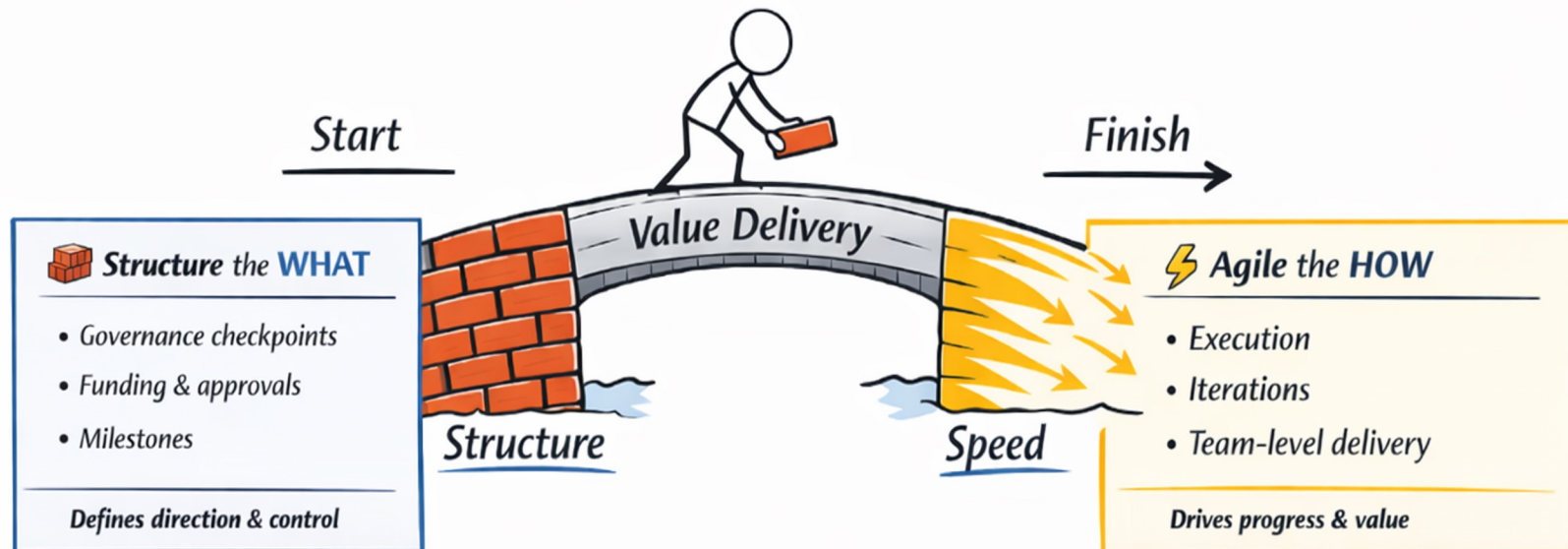
- Simulation iterations
- Software experimentation
- AI/robotics enhancements

Outcome

Precision + innovation in extreme environments



Structure the What, Agile the How



Hybrid is not mixing methods randomly... it's intentionally separating WHAT from HOW.

The Hybrid Playbook



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- **Balance isn't accidental**
 - Recognize when structure creates clarity vs. when it slows progress
 - Use speed to learn, adapt, and deliver value faster
 - Balance both based on risk, uncertainty, and business goals
- **Don't choose sides:**
 - Let structure guide decisions
 - Let speed drive execution

Apply the formula:

👉 **Structure the *What*, Agile the *How***

Try This Tomorrow: 10-Minute Hybrid Check



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Identify 1 area where your project is **too rigid**

Identify 1 area where your project feels **too chaotic**

Decide:

- 🧱 Where do I need **more structure?** (governance, clarity, checkpoints)
- ⚡ Where do I need **more speed?** (iteration, feedback, delivery)

Take **one small action this week** to rebalance using Hybrid Playbook

References



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- Agile Alliance - Subway Map to Agile Practices -
<https://agilealliance.org/agile101/subway-map-to-agile-practices/>
- PMBOK® Guide
- *Agile Project Management: Creating Innovative Products* — Jim Highsmith
- *Scrum: The Art of Doing Twice the Work in Half the Time* — Jeff Sutherland
- *Coaching Agile Teams* — Lyssa Adkins
- *Choose Your WoW!* — Scott Ambler



There is no one-size-fits-all methodology — only context-driven decisions



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Questions & Evaluation

Evaluate Session:



Contact Information:

Divya Khanna
Website – DivyaKhanna.tech
LinkedIn [linkedin.com/in/pmp-divya-khanna](https://www.linkedin.com/in/pmp-divya-khanna)



Questions?

Email:

Madeline Friday

mfriday@umd.edu

CC: Kathleen Frankle

kfrankle@umd.edu

301.405.8271



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