responsiv

BRIEFING

How Responsiv Delivers Successful Projects

This brief is for anyone interested in how Responsiv approaches project delivery.

WWW.RESPONSIV.CO.UK

Table of Contents

responsiv

Introduction

> Project delivery is a combination of luck, science, and art. Success is delivered by perseverance and anticipation.

Everyone has experience with project delivery. The student "delivers" an essay, the house buyer plans finances and tasks on a schedule.

These projects are mostly small and involve only one decision maker. The same person sets the goals, judges the quality, and makes the decisions.

Technology projects follow the same series of steps from "now" to "complete".

They are not "personal" projects. To make progress, the team must be involved and believe in the mission, the stakeholders must be informed and engaged, and the decision makers must be guided as to the decisions that are needed and their implications.

Responsiv work with companies to deliver small projects that need a handful of people for a few days or weeks, as well as larger projects that proceed over months or years and require a breadth of skills and coordination.

Responsiv Consulting maintains skills required across an enterprise IT project, including Business Analysis, Project Management, Technical Development, Testing, as well as our partner and associate programme that provides access to complementary professional skills when needed.

The key to successful projects can be summarised with three themes:

1. High quality ingredients
2. Clear, measurable, acceptance criteria
3. Strong control of the schedule and the budget

> This brief explains how Responsiv manages project delivery to achieve successful business outcomes

Key Terms

Contracts are the legal agreement over the scope of work for a project, including the budget, scope, resources, and deliverables. These are the only way the scope can be set or altered (as part of a *change request*).

Change Request or a request for change is an addendum to the project contract. This is the only vehicle for changing the scope, budget, or deliverables of a project.

Business Requirements document the business use cases, user stories, stakeholders, and context of the project. These are the basis of the design requirements and should consider the entire problem and its context to ensure all factors and future considerations are explored and accounted for in the solution architecture.

Design Requirements document the design architecture for the project solution. They use the business requirements to understand what is required for designing the technical solution.

Fagan Inspection is a method used in software development to validate requirement specifications against the designed and implemented software functions to ensure alignment through the project and delivery.

Acceptance Criteria define the criterium for accepting software. These should be clearly defined and measurable as a benchmark for successful delivery and user acceptance.

RAID is the Risk, Actions, Issues, and Decisions log; a list of items that fall into one of the above categories. They are dated and assigned a status and owner, and are tracked by the project.

Project Success

- Clear requirements with shared understanding
- Dedicated team with known strengths and weaknesses
- Clear and measurable plan
- Strong leadership and measurements
- Solid and public support from stakeholders

responsiv

High Quality Ingredients

Any project needs to begin with the best ingredients available.

At Responsiv, we believe these ingredients consist of

1. Resolution
2. Resources
3. References

Resolution

Project resolution is a formal expression of intention agreed on by the project sponsor and, where appropriate, the organisation's board or executive.

The project resolution defines the visionary shape and terms of reference as well as source of funding and priority.

The reason for a project must be clear and supported by senior stakeholders. The project must be contributing to the business, have a budget, and a clear set of visionary success criteria.

Why and For What Purpose

Understanding clearly what the business strategy is and how this technical solution aligns to deliver on the strategy is important in answering 'why and for what purpose?'.

The project is a strategic tactic, not the strategy itself.

For example:

"[1] Our business strategy calls for a call centre with 200 people. [2] This project is to allow those people to efficiently respond to calls and chat-bot interactions, and for management to have oversight and control."

Budget and TCO

"[3] The business is worth £500,000/year and so the budget for this project should be no more than £400,000 in year 1 and less than £100,000 to maintain."

Termination Conditions

"[4] if the project is not complete by the end of the year, or exceeds £420,000 without being accepted, it must be reviewed for continued business justification."

The project justification should contain a link to the strategy or problem, and answer questions such as why now, how much, by when, financial of company benefits, and what happens if the project does not go ahead, fails, or is delayed.

The circumstances that lead to project termination should also be stated.

Resources

Project resources include the budget, access to subject matter experts or research, tools, and the time available to deliver an acceptable set of outcomes.

Tools

We choose tools that are suited to the work, and that we know and understand how to use.

Middleware Selection

Responsiv select middleware based on the immediate and future needs balanced against cost and time to value. We use technology we know to reduce delivery risk, improve delivery times, and give us access to pre-developed assets to accelerate the project.

Developer Tooling

Developer tooling is often connected to the product selection and forms part of the consideration for that selection. Be careful to consider the more complex situations; almost anything can do the simple stuff.

1. Transactional protection of data handling.
2. Horizontal scaling and recovery from failure.
3. Testing and debugging, error handling behaviour.

responsiv

Code Control

We use standard code repositories that can integrate with our DevOps approach and directly into our tooling.

Method Selection

Responsiv follows a hybrid-agile method for software development.

We begin by establishing a high-level understanding of the project context and overall solution.

Next, we establish the individual capabilities and their relationships, including a first draft data model.

Each capability is reviewed, and its final state functionality is decomposed to “releases”.

Capabilities iteratively built to include unit-tested functionality required for the release.

Methods vary depending on the project, however, can be characterised as agile with discipline.

https://www.pmi.org/disciplined-agile/

https://www.projectmanager.com/blog/project-management-methodology

People

People are chosen to be a productive member of the team and for their skills and experience. We seek to match depth and breadth of skills and experience to the task, and whether a person has an attitude that will deliver in the context of a specific project.

Responsiv Consultants adapt appropriately to work alongside your in-house teams; understanding internal processes and working cultures to avoid unnecessary disruptions and create a harmonious partnership to encourage successful delivery.

Time

The available duration and effort assigned to a project must be appropriate to the task and the people and tools provided.

Duration must be chosen to accommodate external dependencies such as holidays and business activity, and must be short enough to justify the desired project momentum.

Project Momentum is one of the most important aspects of a successful project delivery and will be discussed later.

Effort is often catered for by the budget. The time (effort) allocation is a cross check and can be useful for shared resources.

Budget

The budget must match the challenge and anticipated quality.

Attempting to deliver top quality with an inappropriate budget will lead to a failed project that fails to achieve the scope or achieves the scope at the expense of quality.

References

Customers often ask where something has been done before. Reasons for the question vary but are often based on the belief that if it has been done before, then the risk is reduced.

Adaptive Experience

Experience must be adapted to be useful, and companies wanting to develop innovative solutions to gain strategic advantage perhaps want to know about similar things but should not expect their innovation to be second hand.

Responsiv has significant experience delivering successful technology projects in difficult environments against regulatory and commercial deadlines.

We offer time and materials (T&M) and fixed price contracts to manage risk, cost, and ensure clear responsibilities.

responsiv

> Learn more about Responsiv Consulting contracts

Reference Projects

The important thing about referring to "similar" projects is that it helps us identify the risks and issues that are likely to impact the project. We know what to look for.

Skills Availability

Typical skills questions include:

- Where will we get the right skills?
- Do we have experts to use as mentors and sanity checkers or must we rely on partners?
- Are we going to rely on "generalist" technical people or do they have experience with the specific products and tools being used?

These are all valid questions to raise before a project.

Budgets

- Are our estimates accurate?

Known Product Weaknesses

Many great products have strengths and weaknesses. The project must be aware of where these lie, and whether the project will be impacted.

The products may be well known and well established, the important thing is whether they are known to the team.

Responsiv has expert knowledge of IBM software and middleware, acutely understanding the powers and pitfalls of the products.

- *I think we should use ABC2 because it is simple.* Do people asking for a technology know the product and are they expert, or are they relying on a perception?

Areas of Unknown Effort

Many projects often follow well-trodden paths but are predictably different. The other 10% is tasks that involve products, technologies, or situations that are unknown or unfamiliar to anyone on the project team.

> **When you run along a known path, the puddles and low branches are avoided without effort. Running a new path is fraught with twisted ankles and sore heads.**

Identifying a project partner with experience in similar projects can reduce or remove risk by using their knowledge of previous issues that are likely to occur.

A good partner can bring a detailed appreciation of the type of project and deep understanding of the solution components. They can recommend technologies, processes, and techniques that are tried and tested in the same or similar situations.

Integration and Automation Projects

This brief mainly refers to integration and automation projects for the purpose of providing examples at the complex end of the project spectrum.

Most enterprise IT projects will follow a similar pattern for successful project delivery, altering approaches as necessary in line with identified risks, stakeholders, timelines, budgets, and tasks.

Responsiv specialise in integration, automation, and data security/governance on cloud and on-premises. This expertise allows us to provide trusted advice on recommended technology and products as well as project planning and delivery.

responsiv

Excellent Preparation

> Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win. (Sun Tzu)

Project preparation involves understanding the problem in its entirety and assembling the troops.

Most projects need some idea of the problem and the solution before the planning and delivery can start, but we need a plan and a cost before we can start and have the detail to see the risks, and to accurately plan.

Project delivery requires an approach that allows us to gradually box-in the problem and its solution.

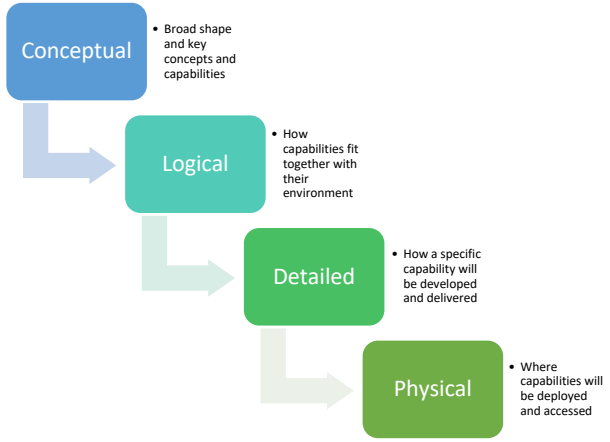

Figure 1; Continuously refined project documents

A series of documents are used to gradually improve our understanding of the scope and challenges as well as potential resolutions.

The project plan and schedule must adapt as additional information is discovered.

Conceptual

Allows us to decide whether the project is needed, and how it might work as well as rough order of magnitude (ROM) pricing and approximate schedule, software, tooling, and skills.

Logical

Better resolution and improved understanding. Contains a logical data model and required capabilities with functional placement. Our iterative approach means that we need to design for unknown changes and can provide high detail for early releases, medium detail for short term releases, and sketched detail for the future releases.

Detailed

The detailed designs only need to include immediate development requirements and any future needs that will impact the design.

Physical

Where will it be deployed and what are the special needs of the environment.

Continuously Refined Documents

These documents should operate so that the previous contains the next. The logical cannot add new concepts or ideas not already mentioned, the detail cannot step outside the logical, and the physical cannot step outside the detailed.

As new concepts and requirements emerge, the earlier documents must be refined to include them before the later documents can refine them.

See *Fagan Inspections* in appendix 2.

responsiv

Step-1 Define the Problem

Solving problems must begin with understanding, not just that there is a problem, but why it is a problem, what has been done or attempted already, can it be avoided or dissolved, does it need to be solved in a specific way, what is the impact of not solving, and how will we know it is solved.

https://responsiv.co.uk/solve-problems-like-an-expert-10-steps/

During problem definition we may make notes on how it might be solved but should not try to solve it or add narrative.

The problem should be defined in a single, short, paragraph that is backed by notes.

We choose to go to the moon.

"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too."[2]

The speech in full describes the context and background, adds detail to the reasons, and justifies the effort.

Step-2 Plan the Plan

Smaller projects can be planned quickly and without fanfare, larger ones need several iterations to get right, and must be checked for completeness and accuracy.

- What are the critical success factors (time, features, quality, cost)?
- Do we have specific methods are we must use, or believe are most appropriate?
- Who are the decision makers and how are stakeholders going to be engaged and informed?
- What is the path to production. Who authorises and what is their process, is there a schedule we need to fit, and are there technology adoption and other boards to navigate?
- How are escalations and budgets managed?
- Who are the partners?
- Where do we think the costs and delays will be?
- What are the major external dependencies?

Write the Contract

The contract is a critical communication device to set the scene for a project. The contract should include the budget, an outline of the project/problem, and the approximate schedule.

This document sets the scene and can be referenced for scope and budget, as well as roles and responsibilities.

> **Contracts and change requests are the only documents authorised to change the project scope. Casual email and in-person communications cannot alter the course of the project, budget, or deadlines.**

Contracts and change requests are the only documents authorised to change the project scope.

This ensures that casual email or in-person communications do not alter the course of the project, budget, or deadlines without consent.

[2] https://www.jfklibrary.org/learn/about-jfk/historic-speeches/address-at-rice-university-on-the-nations-space-effort

responsiv

Step-3 Plan

The first step of any project, even those that take less than a week, must be planning. The tool can be MS excel, MS project, a text file, or any of 100 other tools.

Integration projects broadly have the following tasks:

- Catalogue integrations
- Develop architecture (if not inherited)
- Design, build, test, release, repeat
    - Design the completed process
    - Describe the releases
    - Test and release

Automation projects have a slightly different pattern:

- Catalogue processes and group by use, department, connections
- Develop architecture (if not inherited)
- Design, build, test, release, repeat.
    - Design the completed process
    - Describe the releases
    - Test and release

Larger projects will require a project office or equivalent, and project tasks (tracking, budgeting, reporting, managing) must be included in the budget/plan.

It is important to understand the path of funding and control, which may come from different places.

Path of Control

This is the service or project owner who is part of the business and responsible for a successful outcome that can be properly adopted into the business. They are interested in delivery and function but may not be funding the project.

Path of Funding

The project can be funded by one or more project sponsor(s) using one or more funding sources.

For example, the business analysis may be funded from an enterprise programme, while the development comes from an R&D budget, and the testing and rollout from a departmental budget. The plan must allow these costs to be tracked separately.

Responsibilities

The plan must make responsibility and accountability clear and measurable while empowering people to deliver.

Testing and Releasing

Larger projects must synchronise to manage dependencies, particularly to enter a testing phase, or to make a release.

Structuring The Project

The project structure should align to the thing being developed, or aspects of the problem. It can be used to allocate responsibility, budget, and separate different priorities, risks, and skills.

Programme

A programme is a project that is so large that breaking it into smaller chunks, each large enough to warrant its own management, is appropriate.

The programme is generally allocated budgets that can be distributed to projects and has responsibility for the outcomes and financing of individual projects.

Project

A project can be stand-alone, or part of a programme. There is no real difference. Each project needs a statement of work to establish the scope, budget, and acceptance criteria.

responsiv

Workstreams

Workstreams are used by projects to separate budgets and lines of responsibility, as well as to minimise synchronisation between different "streams" of work.

For example, we often separate infrastructure, integration, automation, and test/release streams.

Milestones

Milestones are points in the programme/project/workstream timeline where progress can be measured against expectation, and where a deliverable or dependency exists and can be made visible to other workstreams.

In fixed price contracts milestones are also used to measure progress and reward acceptable achievements.

Step-4 Deliver

> The clever combatant imposes his will on the enemy, but does not allow the enemy's will to be imposed on him. (Sun Tzu)

Project Manager

The project manager must impose their will on every stakeholder and every part of the project.

This is done by nurturing trust and respect. In Responsiv we believe that three themes will determine trust and respect:

Be true to your word.

When you set an expectation, deliver. This is true for regular tasks such as status reports and reviews, but also minutes of meetings and other tasks. Develop a reputation for being ahead of the game and a trusted pair of hands.

Achieving reduces second guessing, micromanagement, and arguments. You are leading by example.

Be familiar with every part of the project.

As a project manager, you don't need to be an expert in the products or a programmer but need to have a familiarity with the challenges and the high-level details to be able to discuss the situation and understand how it all fits together.

Be a leader.

Lead the change, maintain momentum, remove barriers, be seen to support the team, and make sure that everyone knows what is expected of them and why.

Controlling the Project

There are many techniques for managing and tracking projects. They are all relatively passive. Do not confuse tracking and reporting with leading and delivering.

RAID Log

The Risk, Actions, Issues, and Decisions (RAID) log is a list of items that fall into one of the above categories. They are dated and assigned a status and owner and tracked by the project.

Risks are things that might happen, and when they do will impact the project. The likelihood and impact measures are used to assess the importance. Risks need mitigations to be attached.

Actions are tasks assigned to people and should be small enough to be done by the next meeting. If actions need longer, then consider breaking them into epics (a series of actions).

Issues are risks that have materialised and must be handled.

Decisions in the RAID log are a one-line record of the decision. The decision itself should be documented fully to include the reason, context, decision, and justification. Typical decisions include adoption or method, design principles, schedules, and any decision that effects the project or the deliverables.

Design decisions, or architectural decisions documents are used to record the full decision.

responsiv

Resource Management

Mapping skills to actions, costs, and availability. The catalogue of people involved with the project. This may include stakeholders and other actors if appropriate.

Project Scheduling

The project schedule is the plan.

The plan must be detailed enough to be useful as a management tool but simple enough to be used. Having a project diary or other document to detail tasks from the project can be very useful for briefings and maintaining plan simplicity.

Planning

Planning involves structuring the plan, which for integration and other technical projects, is done in conjunction with the architect or lead technical person.

A good architecture or design is structured to help the project manager with delivery. It is modular, has minimal cross dependencies, and allows for isolated testing and development.

Scope

Project scope is determined by the CONTRACT. The contract is informed by requirements, but its scope is not always the same.

The contract is used to determine the plan and the budget.

Responsiv develop a price-case for larger projects to explicitly catalogue and justify how we arrived at a price. It allows us to review and understand what is priced in and out of a contract.

The project manager can refer to the price case to add detail to the plan. The plan scope must align with the contract scope.

Designs and quality measures must detail and measure things that are part of the context and scope of each specific release.

Finally, work and testing effort performed by the project must align to the plan and by extension the contract.

Status Reports

Status reports are used to highlight problems and record in the public space, decisions, risks, and issues.

They are used to update key stakeholders on the progress and blockers to a project, so all parties are on the same journey from now to success.

responsiv

Techniques

This briefing has (hopefully) demonstrated that Responsiv think about each problem and customer situation before selecting the tools and techniques that are most appropriate for success.

These techniques are key to our success but are not a complete representation of those that we have at our disposal.

Requirements

Projects fail because of incomplete or missing requirements.

Requirements can be expressed as use-cases, described, or user stories. They must indicate the importance (budget), context (why and what constraints), and how they will be acceptable (quality).

Requirements are described as "business requirements" and "design requirements".

Business requirements include the required capacity and performance, audit, user, security, and control functionality. You will find other texts suggesting that things like performance and security are "non-functional requirements". We consider that these are required by the business, and part of the acceptance criteria unless excluded by the contract.

Design requirements are included to "mop up" the things that are required as an implication of the business requirements.

Momentum

Problems that are solved by projects have a natural pace to their delivery. They naturally progress at a pace that somehow makes sense given a comfortable capacity and appropriate skills.

Increasing the pace may not be possible, because of external dependencies, or because of limits on how many people can efficiently work together on the problem.

When the pace is increased, it can add significant expense. For example, out of hours working, maintaining skills when they are not working, and paying increased fees for short notice.

Reducing the pace is similarly damaging to the budget and project morale, which can also impact quality.

The project may "slip" from its expected schedule because of unexpected challenges or inaccurate estimations. This is not considered to be a deliberate change to the pace of the project.

Synchronisation

Dependencies between workstreams or external projects cause the project to require synchronisation. Whenever this happens, the project has a risk that the dependency is not resolved on time. These delays, even when they are small, can cause projects to slip uncontrollably.

Synchronisation needs to be controlled and understood with delay mitigation already planned.

Managing Stakeholders

Stakeholders have opinions, commitments, and experiences that influence how they want to be involved, and the way the project must communicate.

For some, a regular publication of the status and highlights is sufficient, for others, a more detailed review is needed and expected.

> Engage people with what they expect; it is what they can discern and confirms their projections. It settles them into predictable patterns of response, occupying their minds while you wait for the extraordinary moment — that which they cannot anticipate. (Sun Tzu)

responsiv

Conclusion

Project management is not as hard as it appears, and there are many well understood tools and techniques that can help assure success.

Understanding the problem and the proposed solution acutely is key to successful project delivery of an **effective** solution. This is central to the way Responsiv engage in any project we undertake.

> **Responsiv is experienced and the necessary tools to properly estimate and be successful.**

Projects delivering integration solutions tend to involve a high number of different stakeholders and require specific skills that are not needed for other types of projects.

Automation projects tend to need end-user management and opinion management strategies.

It is worth noting that, whilst this brief delves into detail on the complexities of integration and automation projects, many of the skills required for successful delivery are transferrable across any form of technical project.

Project Complexity

Different projects have different levels of complexity. This complexity is variable depending on these 3 themes:

1. The problem is inherently complex
2. The problem and solution is large-scale
3. High number of agreements required to be successful

Maths becomes simple as people don't need to agree, it comes down to right or wrong. Software applications without user interaction follows this trend; the ins and outs are well defined and the technology is a single choice as no other stakeholders are involved. It is filling a role and completing a back-end job.

Integration and middleware projects can be considered to fall at the complicated end of the IT project spectrum due to the scale.

The need to propose and agree with stakeholders means project teams generally don't get to choose the technology, the transition time, the quality and representation of data, or the technology the solution is implemented in.

This paper has talked about this side of the spectrum. Responsiv adapt our approach to fit the project complexity and the environment the project is taking place in to assure risks to successful delivery are mitigated with appropriate measures.

The Importance of Experience

The importance of experience means we can run along paths covered in roots and low hanging branches because we have been down the path enough times to understand the pitfalls.

This doesn't mean people new to the path won't get to the end, they are just more likely to trip and stumble.

As the path experts, we can either travel the path for you, or guide you along with us.

Next Steps

Responsiv specialise in enterprise integration and automation, as well as cyber/data security. Our products and services include cloud and self-hosted platforms, professional consulting, and technical support.

Our team of experts partner with your in-house teams to achieve the desired project outcomes.

Contact Responsiv for trusted advice, experience, and partnership on your next enterprise IT project.

responsiv

Appendix 1: FAQs

These are some common FAQs about project delivery at Responsiv.

Which methods and approaches do Responsiv employ for project management?

Typically, Responsiv employ an Agile approach to project management. However, we have the skills and knowledge to utilise other methods including Kanban and Waterfall.

How does Responsiv assure delivery?

Responsiv assures delivery using appropriate contracts to manage risk. Our contracts detail three important points:

- The scope is defined to remove ambiguity and allow objective measures of coverage.
- The acceptance criteria for each type of deliverable are defined to remove any subjective assessment.
- The dependencies are managed out of scope and away from any possibility of slowing or diverting the project.

This means, for example, that a project that is accepted "when the system is in production" will be a time and expenses (T&M) project with measures before and after the move to production. The move itself will be out of Responsiv control and while we can help, we cannot control the deployment.

Does Responsiv complete Fagan Inspections during software development?

See appendix 2.

What change controls do Responsiv use throughout a project?

Responsiv use change requests to alter the scope, budget, deliverables, or timeframe of a given project. We accept no other form of communication, including email, verbal, or written communication as official authorisation to change the project course.

How do Responsiv access project resources?

Responsiv has a network of specialist partners and associates that are called upon when required for resource augmentation and skills we do not typically maintain.

This is on top of our in-house subject matter experts who can be used on a full- or part-time basis for project completion using Responsiv Consulting and Responsiv Assist services.

For technical resources such as software, Responsiv has our own Cloud and self-hosted solutions (Responsiv Cloud and Responsiv Unity), as well as resell capabilities for IBM middleware and software licences.

We also have skills in some Open Source (including Red Hat) technologies.

See list of supported products here.

Which stages of a project do Responsiv support?

Responsiv has skills, products, and services available for all stages of an enterprise IT project.

Technical, project management, and business analysis skills are provided by our Responsiv Consulting and Responsiv Assist products (see appendix 3).

Responsiv also provide licensing for self-hosted middleware software and cloud platforms to streamline the procurement process by utilising a single vendor instead of many.

How does Responsiv work alongside in-house teams?

Responsiv *partner* with in-house teams to avoid unnecessary disruptions to working practice and development processes, and *advise* on best practices when they are not commonplace. We are all working towards the same goals and cannot be successful without being homogenous.

Appendix 2: Fagan Inspection

A Fagan inspection is a process of trying to find defects in documents (such as source code or formal specifications) during various phases of the software development process. It is named after Michael Fagan, who is credited with the invention of formal software inspections.

https://en.wikipedia.org/wiki/Fagan_inspection

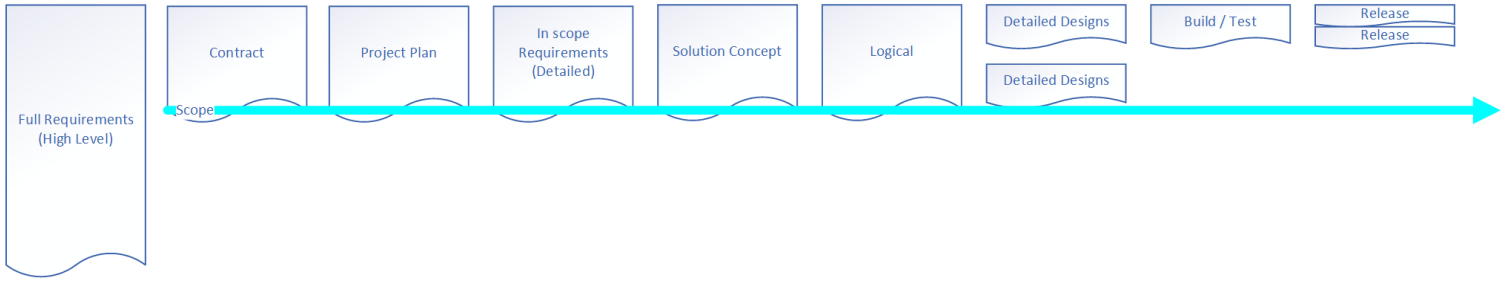

Figure 2; Fagan inspection diagram

In project management, Fagan inspections can be used to help assure that the contract scope is covered but not exceeded by the project plan, and that the requirements in scope are not "enhanced" by documents that are supposed to refine and not add to the information.

Project scope is controlled by the project manager who controls the plan. Tasks are allocated to the team from the plan and any additional work needs to be added to the project plan.

Tasks cannot be added to the plan if they exceed the scope or quality without being added to the contract scope.

This discipline is critical to managing budgets and assuring that the team are not delayed by unplanned tasks or doing more than was asked.

responsiv

Appendix 3: Project Lifecycle

This diagram is a representation of the skills Responsiv has available for different stages of an enterprise IT project.

Full time

Part time

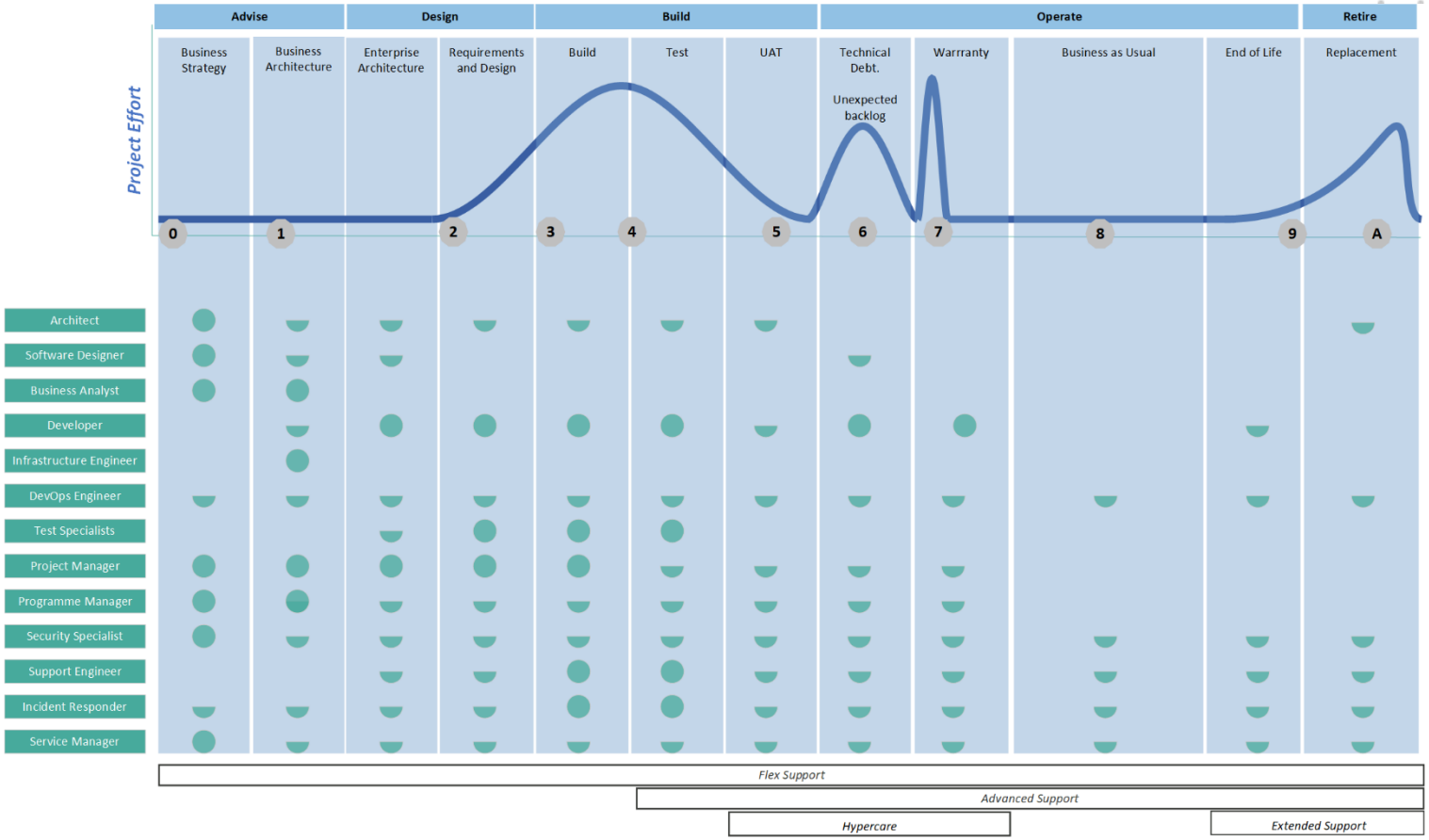

Figure 3; Recommended usage of Responsiv Consulting and Responsiv Assist. For illustrative purposes only

More Information

Check out these insights for more information about delivering projects with Responsiv:

- Responsiv Consulting: What to Expect
- 10 Reasons to Use Responsiv Consulting
- Understanding Responsiv Consulting Contracts
- How to Improve Project Estimates by Underestimating Agile
- 10 Ways to Improve Your Project Delivery
- Project Management – 10 Things You Want to Learn

Products

These products are recommended based on the content of this document.

- Responsiv Consulting
- Responsiv Assist Flex Support
- Responsiv Assist Advanced Support
- Responsiv Assist Extended Support
- Responsiv Assist Hypercare Support

> Get in touch to find out more about managing and delivering projects with Responsiv

responsiv

Disclaimer

Observations and recommendations documented in this briefing are based on our opinions, experience, and research at the time of publishing. They are as objective and representative as we can reasonably be, however, Responsiv makes no representation as to accuracy or fitness for purpose. Once you have chosen a course of action, it should be thoroughly evaluated to ensure its fitness for purpose.

About Responsiv

Responsiv Solutions is a UK based company that specialises in delivering business integration across the enterprise, including API management, Business Process Automation, and Digital-SOA platforms. We work across many industries, including Retail, Financial Services, and Government.

Responsiv provide fully commissioned solutions that include all the software and professional services needed to deliver an integration platform to support your business plan and grow with your business.

01344 266 980

sales@responsiv.co.uk

https://www.linkedin.com/company/responsiv/

Scan for digital copy