

Hybrid ist Pflicht

mit Ultimate/Reliable Scrum und Critical Chain zu einer hochskalierbaren agile Projektorganisation – Praxisberichte

PVM 2015 Projektmanagement & Vorgehensmodelle Wolfram Müller, 2015-10-23

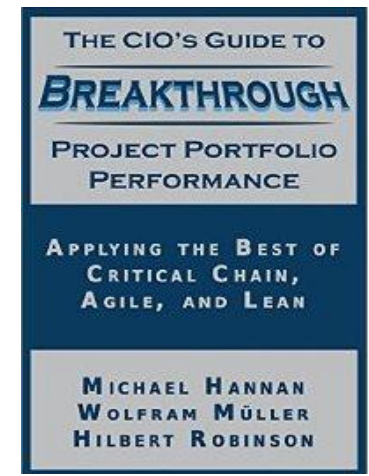
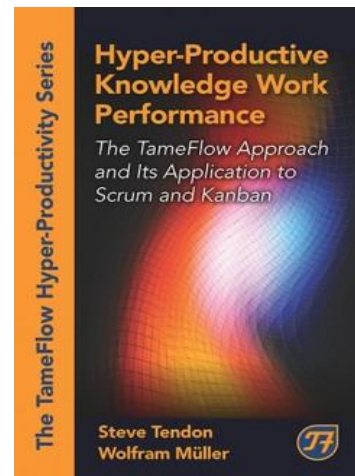


Photo: Dan Nernay @ YachtPals.com



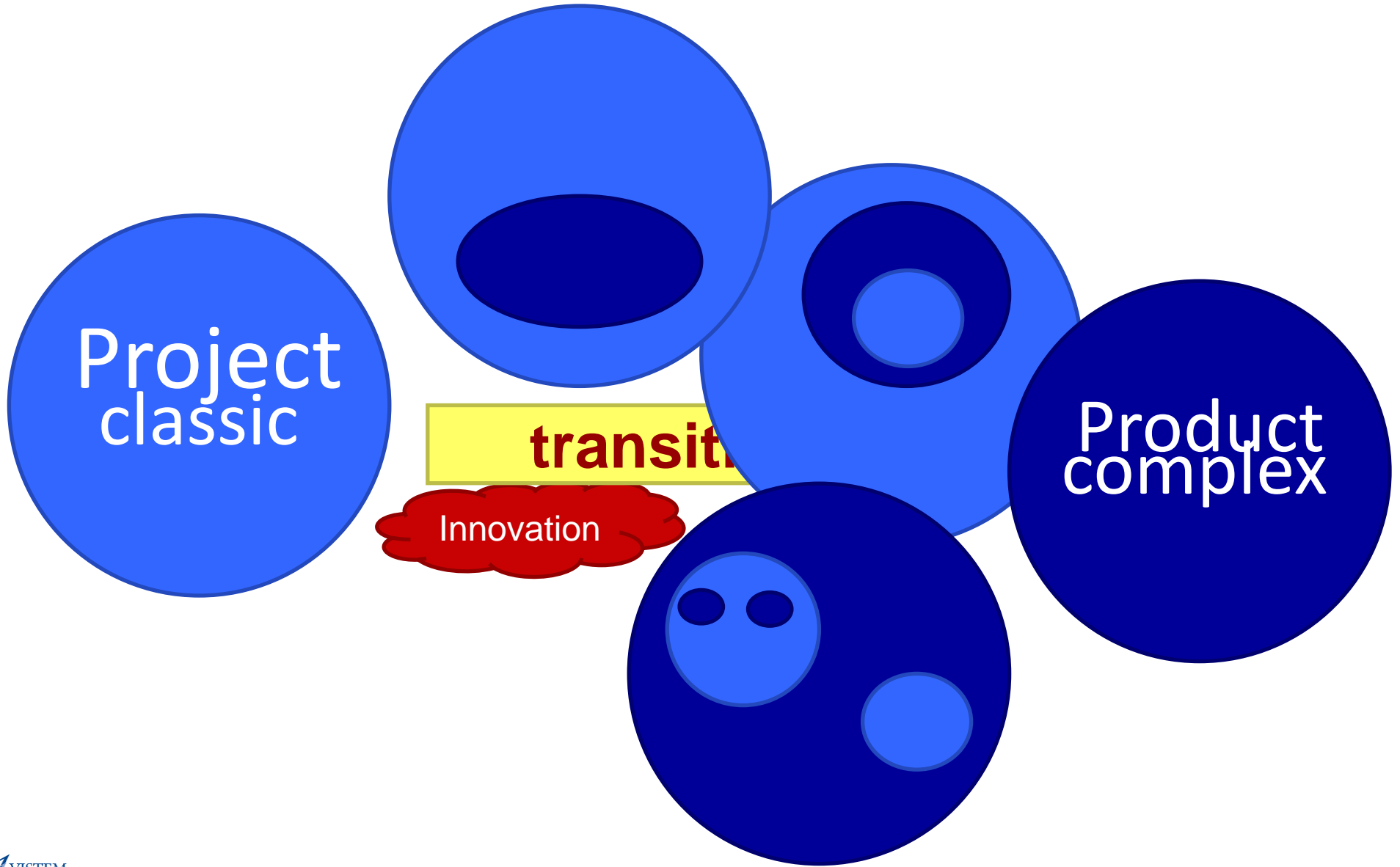
Wolfram Müller

- 20 years experience > 530 projects
- Medical technology > construction + process optimization + project management
- Project Office > 1&1 + GMX + web.de > over 500 projects
- CCPM and Advanced Agile implementations
- Deputy head of expert group „Agile Management” of the Association for Project Management Germany (GPM)
- Book author:



speed4projects.net/downloads/buecher/

Hybrid of Project Management and Production



Products vs. Projects?

Projects



Critical Chain

- distinct work packages
- hard dependencies
- high deviations

10%

Touch Time : Lead Time



Products

- man work orders
- easy to change order, weak dependencies
- more or less equal size, less deviations

AGILE

Brum-Buffer-Rope Production Controls

How shall I proceed (Vorgehen)



If it's complex – use Theory of Constraints

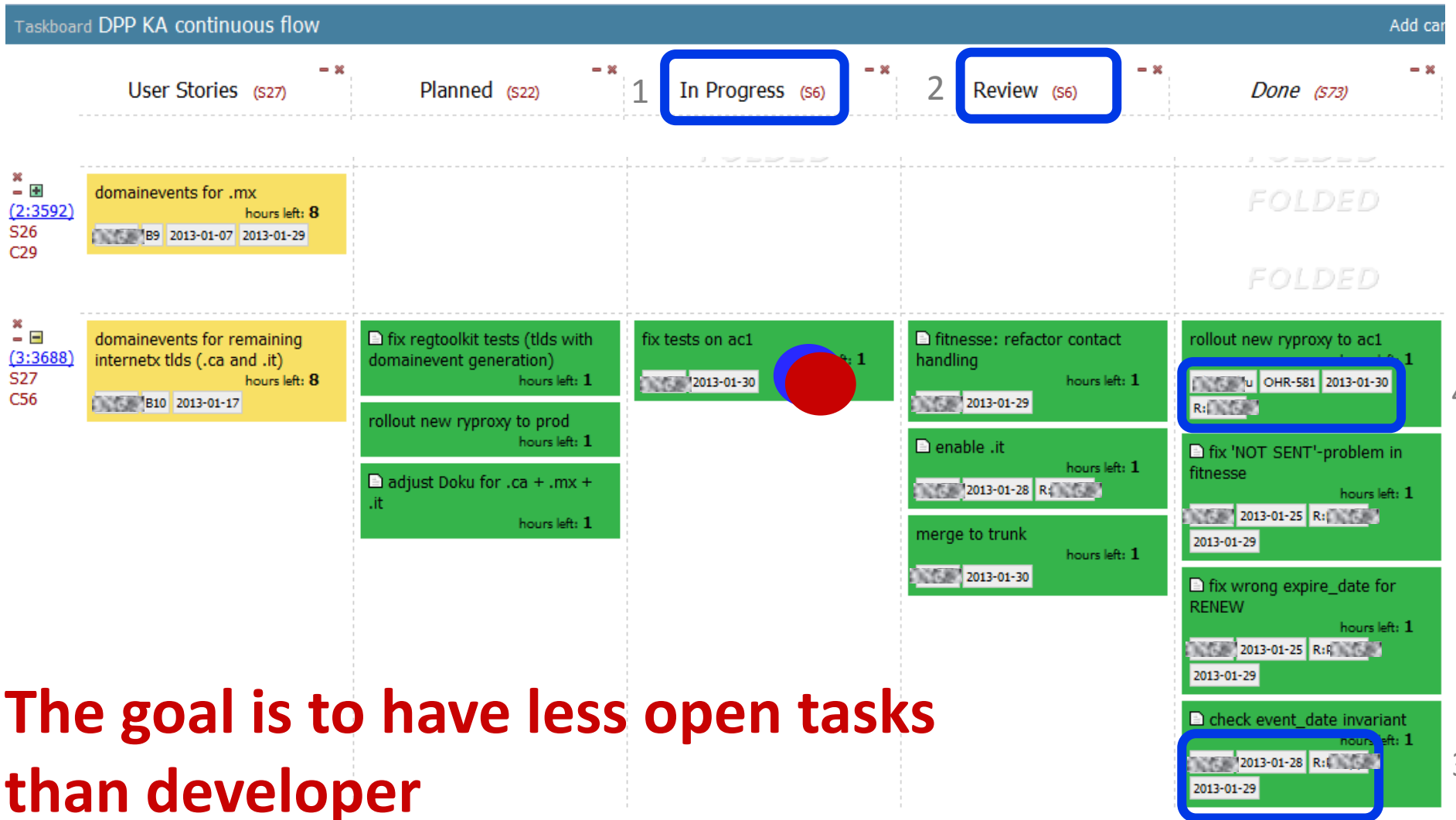
Eliyahu Goldratt
„Das Ziel“ und „Critical Chain“ ...



Wenn's komplex ist - Step-by-Step

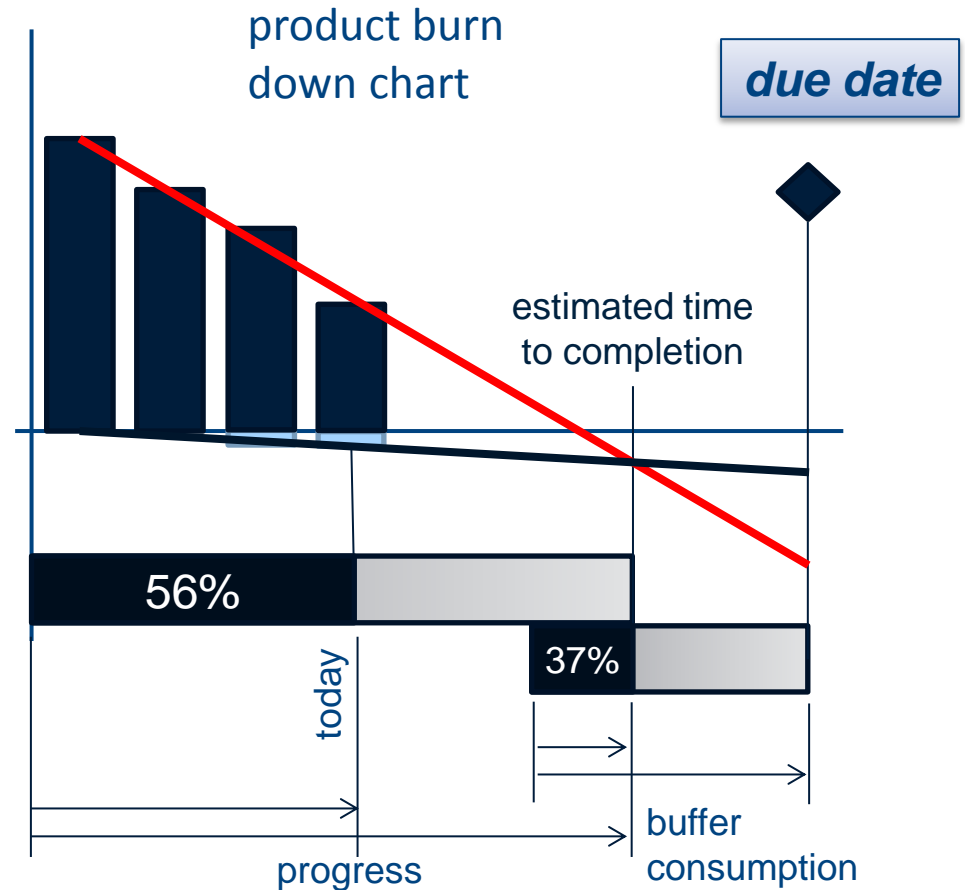
- Agil (Produktion) schnell machen
- Agil (Produktion) zuverlässig machen
- Projektorganisation zum fließen bringen
- Projekte zuverlässig machen (oh das hatten wir schon)
- Alles an einem Signal ausrichten

#1 Task board & „short“ daily stand ups ...

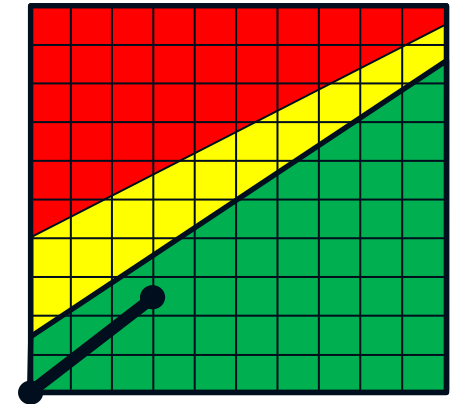
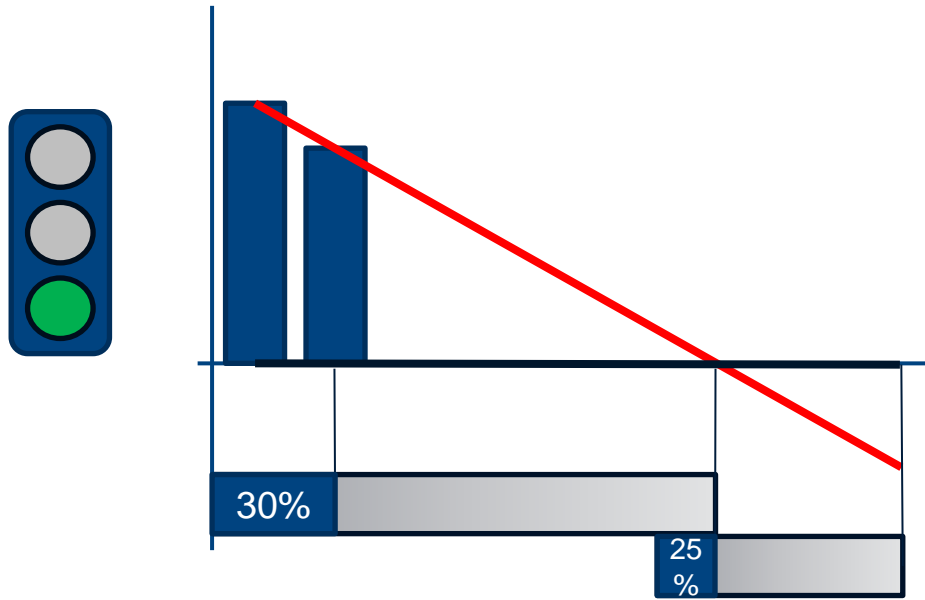


▶ #2 Agile with **buffer** and **traffic light** ...

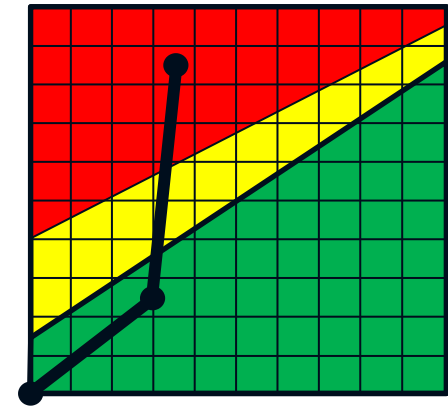
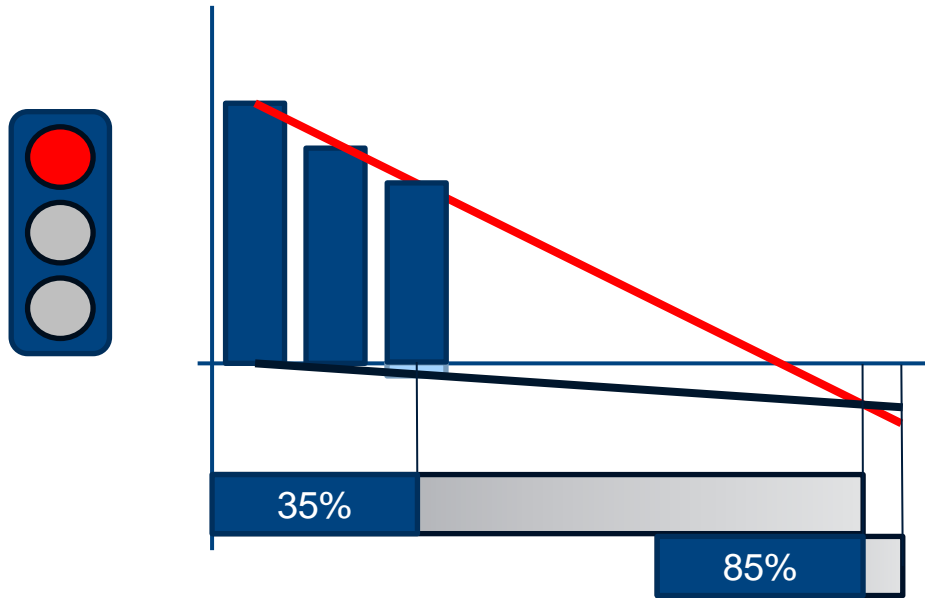
- Burn-Down-Chart with buffer
- Traffic light status via progress against buffer consumption



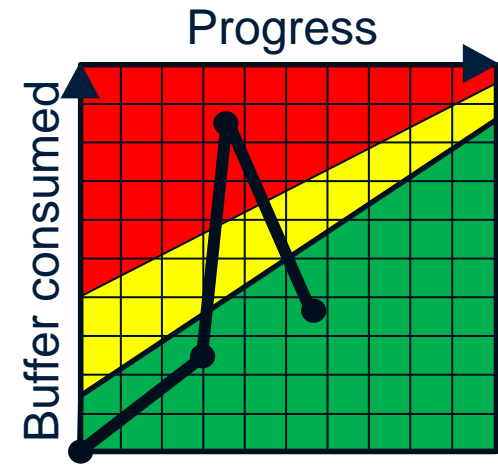
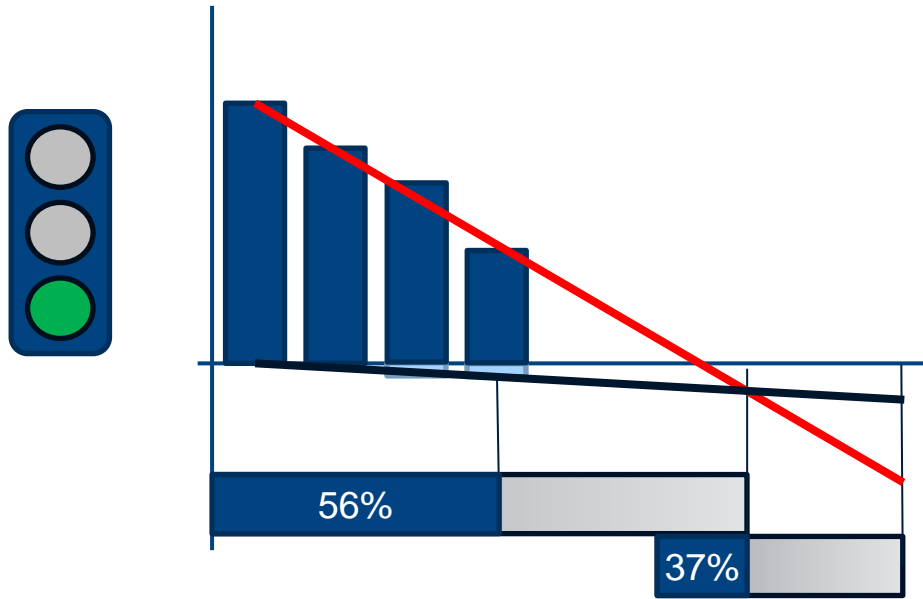
▶ In process ...



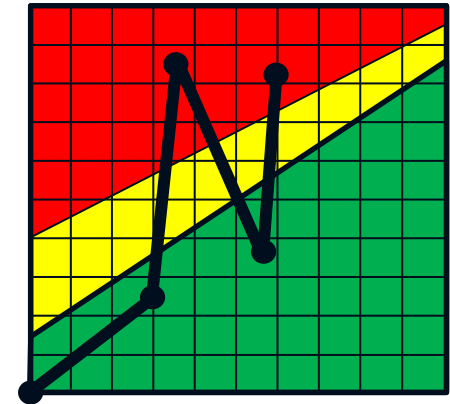
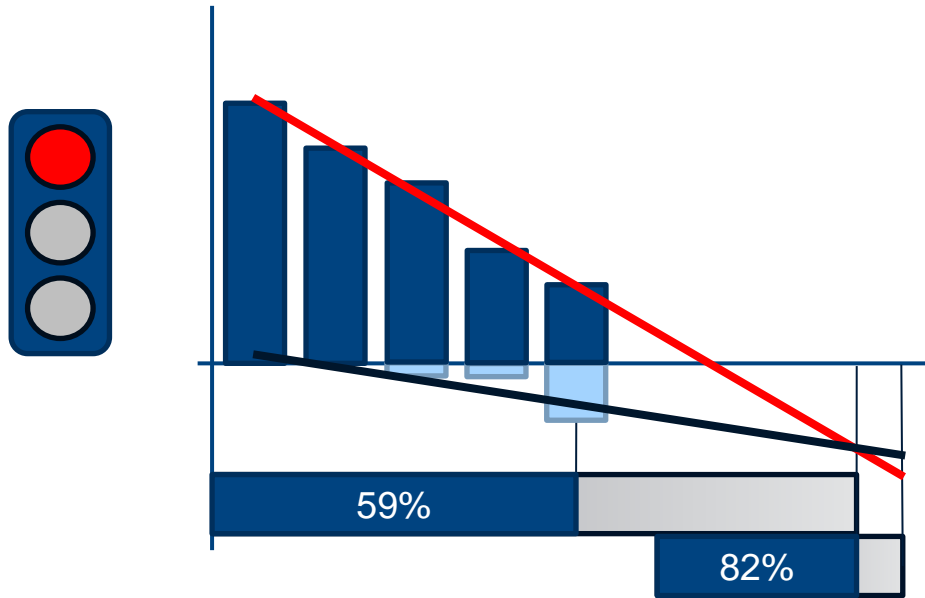
▶ In process



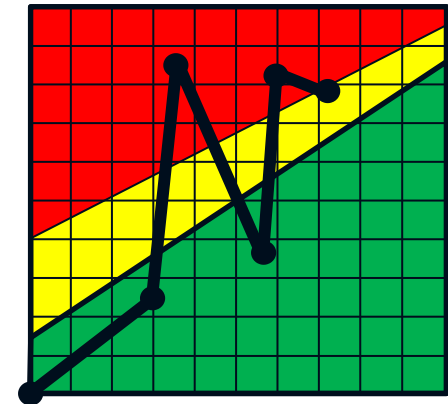
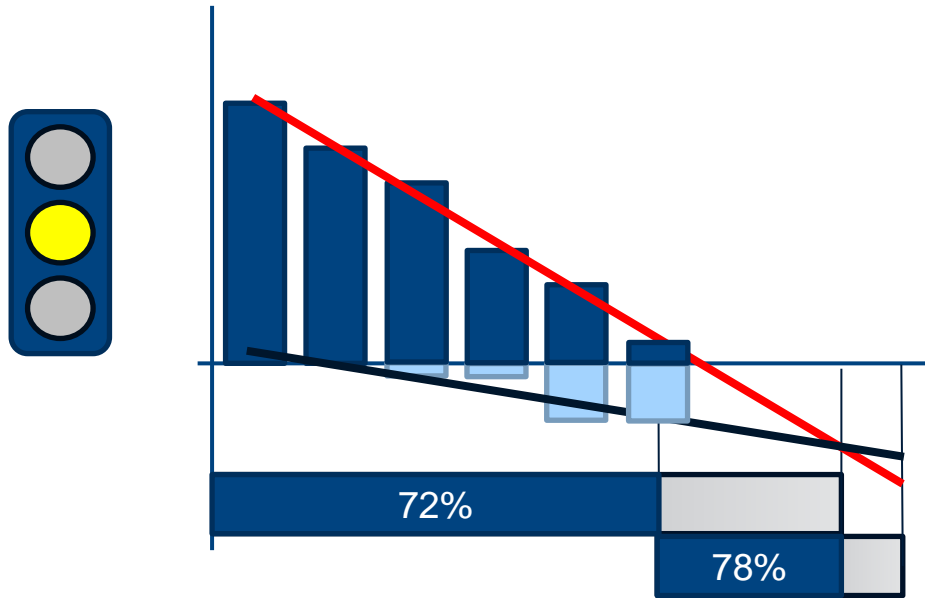
▶ In process



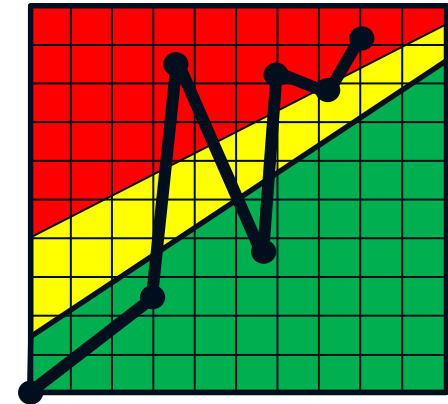
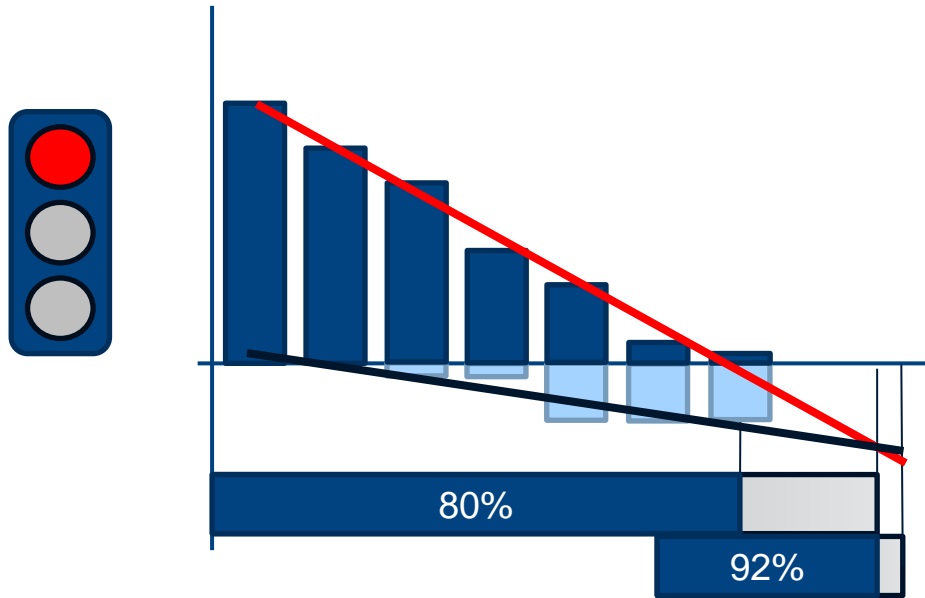
▶ In process



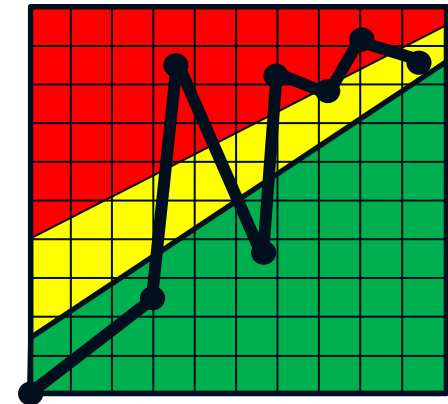
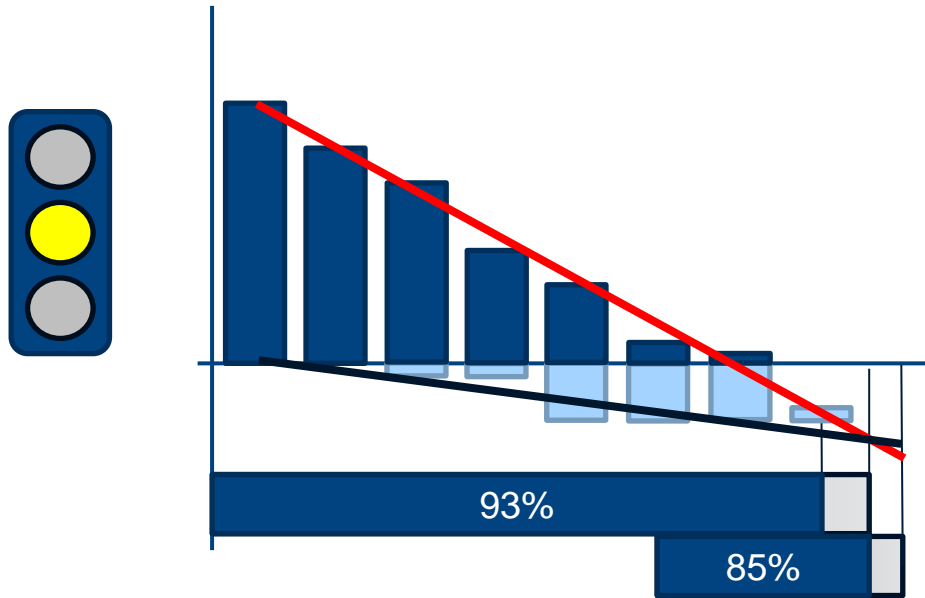
▶ In process



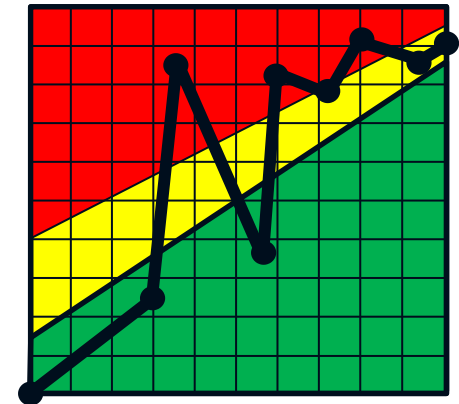
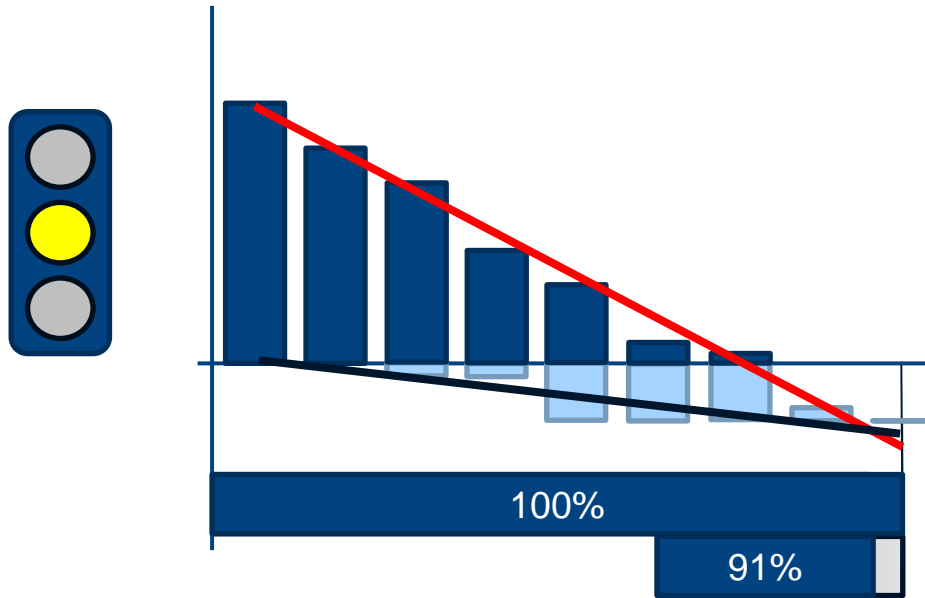
▶ In process



▶ In process



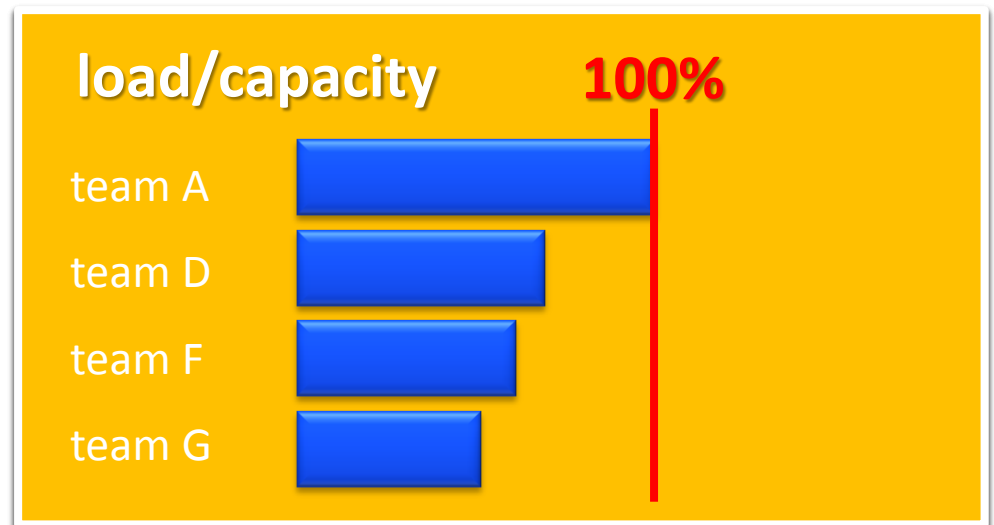
▶ In process



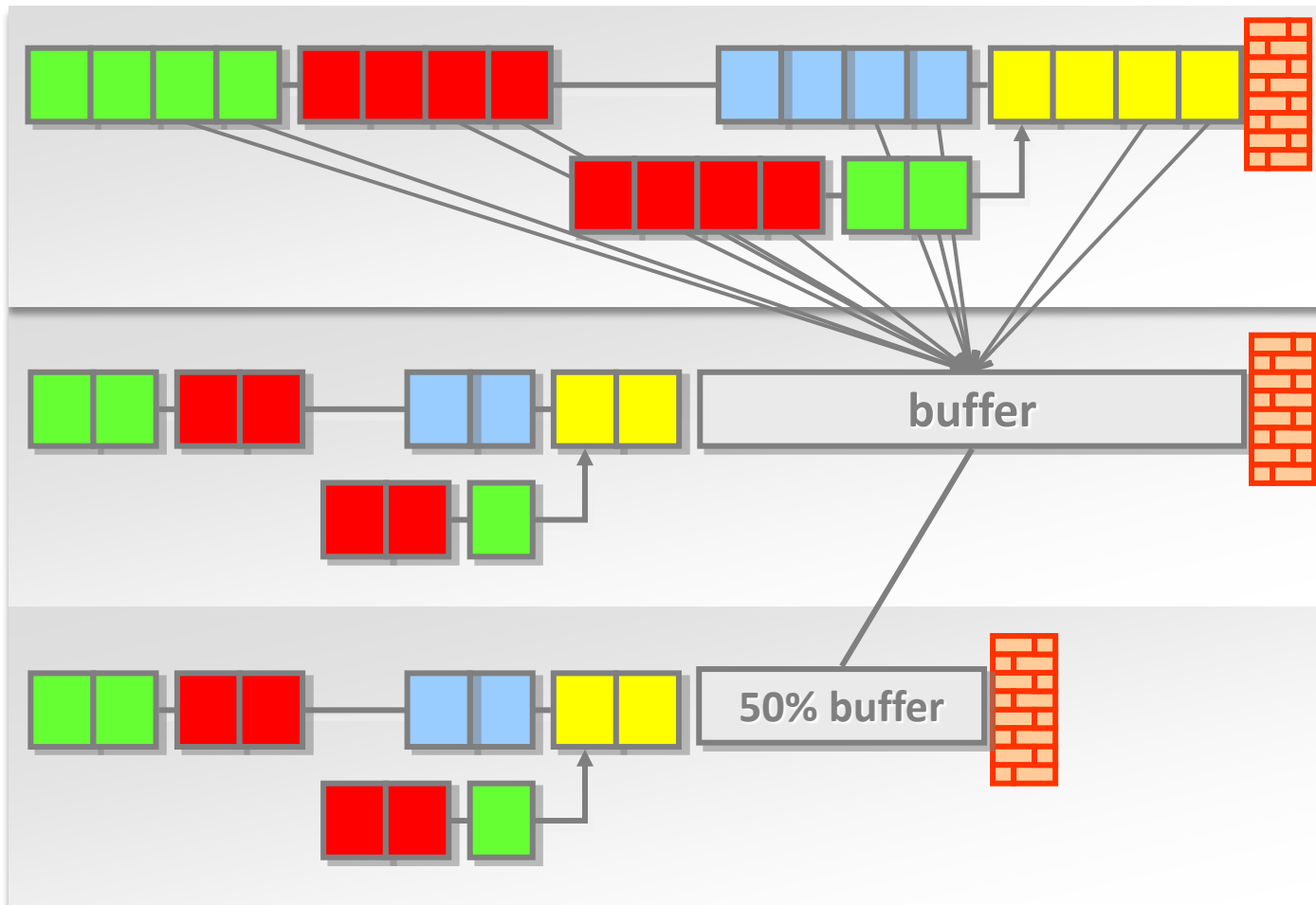
#3 Flow “Resources have to wait for work!”



- no constraint
= complex and chaotic
- one constraint
= lightweight and robust



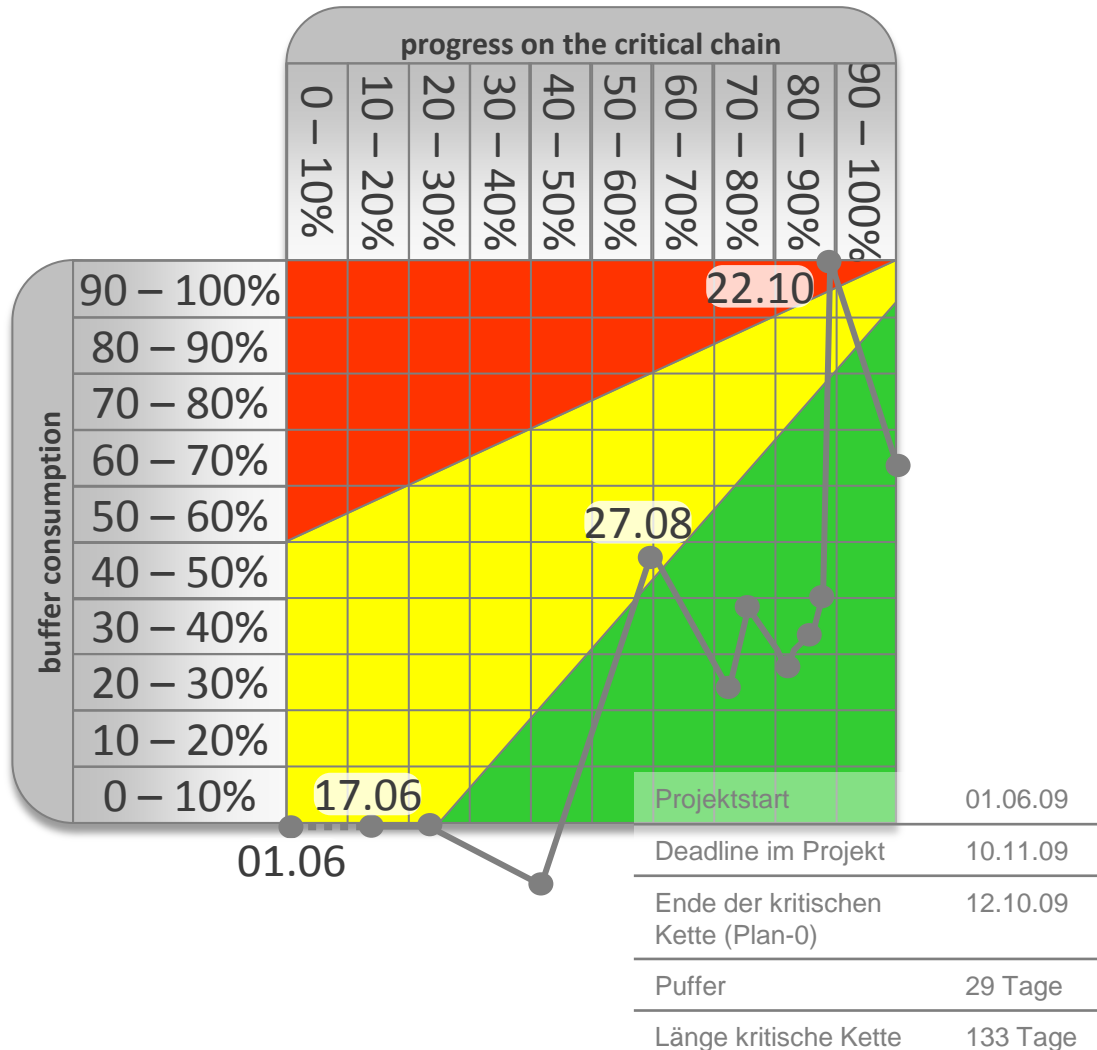
#4 Projects with buffers ...



■ put the buffer at the „end“

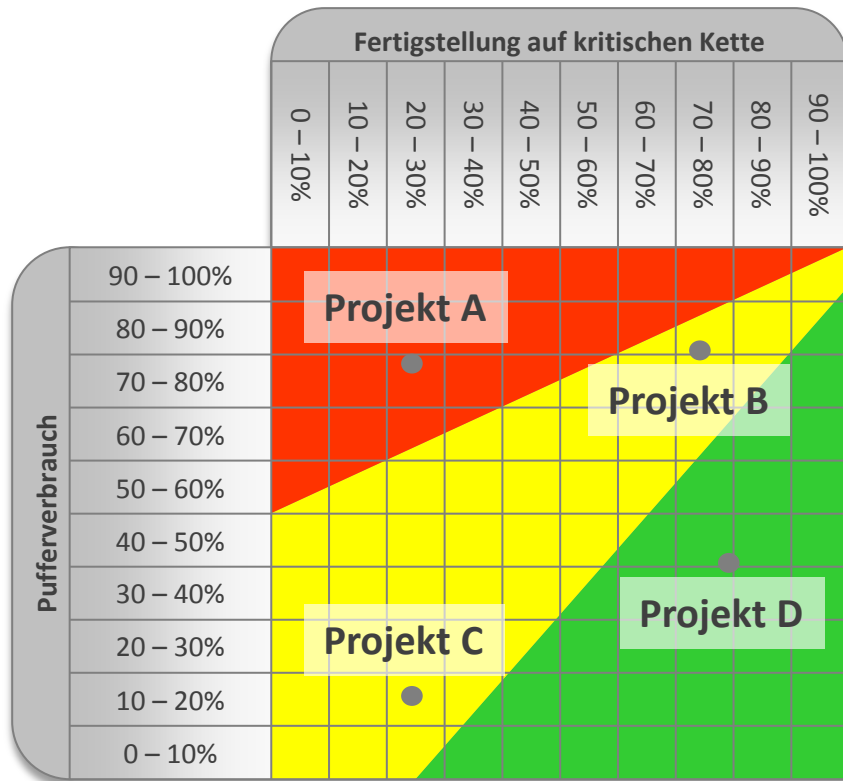
■ cut buffer drastically

example project status



- status = progress & buffer consumption
- due date is protected
- fits for project and agile methods

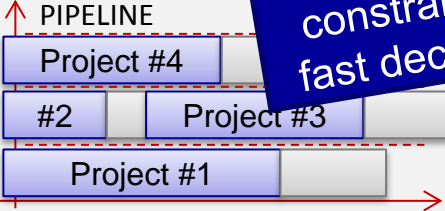
#5 operational Priority – all for one



- same diagram as single projects
- easy to understand
- goal: all projects are finished in time
- goal: **less than 10% red projects**
- risk is buffered by the whole portfolio

Critical Chain and Agile Framework

layer 1
multiprojekt

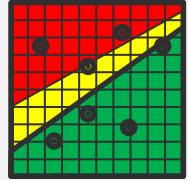


staggering at virtual constraint → fast decisions

stakeholder „priority board“



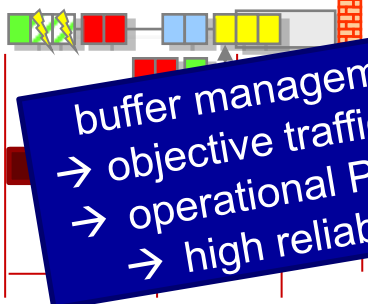
new projects



- transparent informed
- quick overview
- operational real status
- confidence in team is improved

improvement

layer 2
einzelpjekt



buffer management → objective traffic light → operational Priority → high reliability

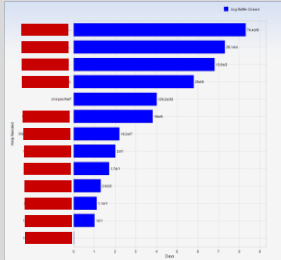


team

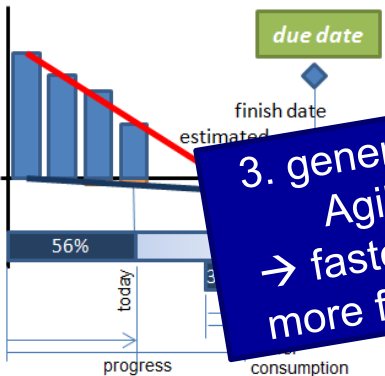


- fast feedback on situation
- in red zone – focus on buffer regain
- self responsibility and management is empowered
- continuous improvement

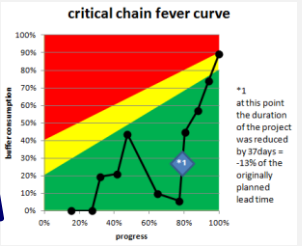
CIP
Buffer Consumption per Team



Layer 3
agile teams

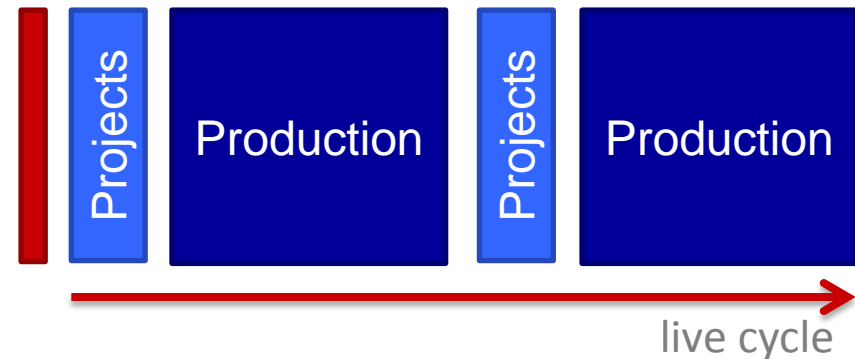
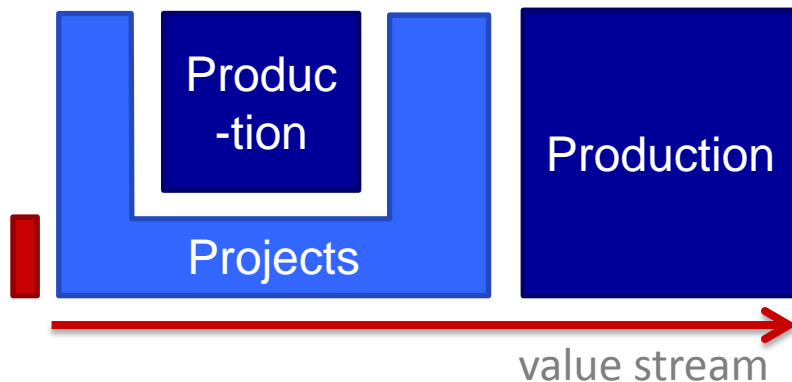
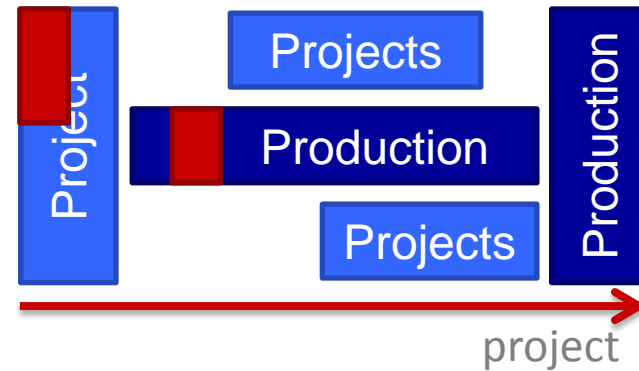
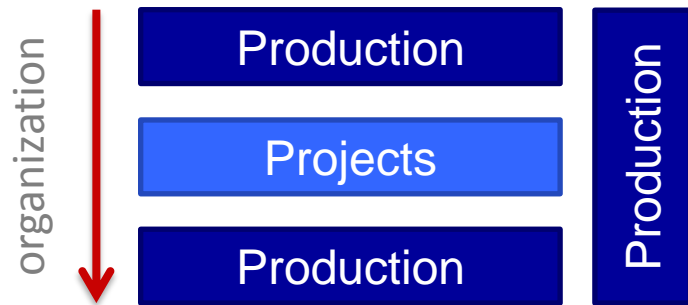


3. generation Agile → faster and more flexible



focused Kaizen

hybrid = many different ways to integrate ...



Innovation

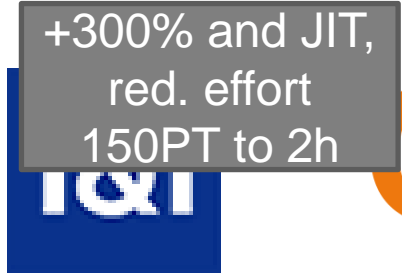
some who did it ...



50% in 4 weeks



+60% in two weeks



+300% and JIT, red. effort 150PT to 2h

Gigaset

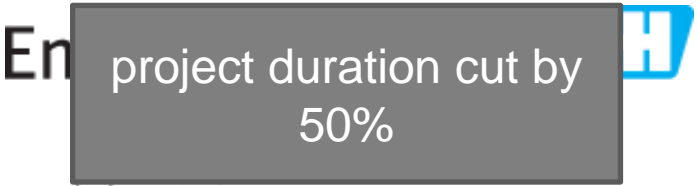
+25% capacity free for innovation



project duration from 21 month down to 5-6



main innovation project shortened by 1 year



project duration cut by 50%



MEYER BURGER



WÜRTH ELEKTRONIK



TRANSTECHNIK

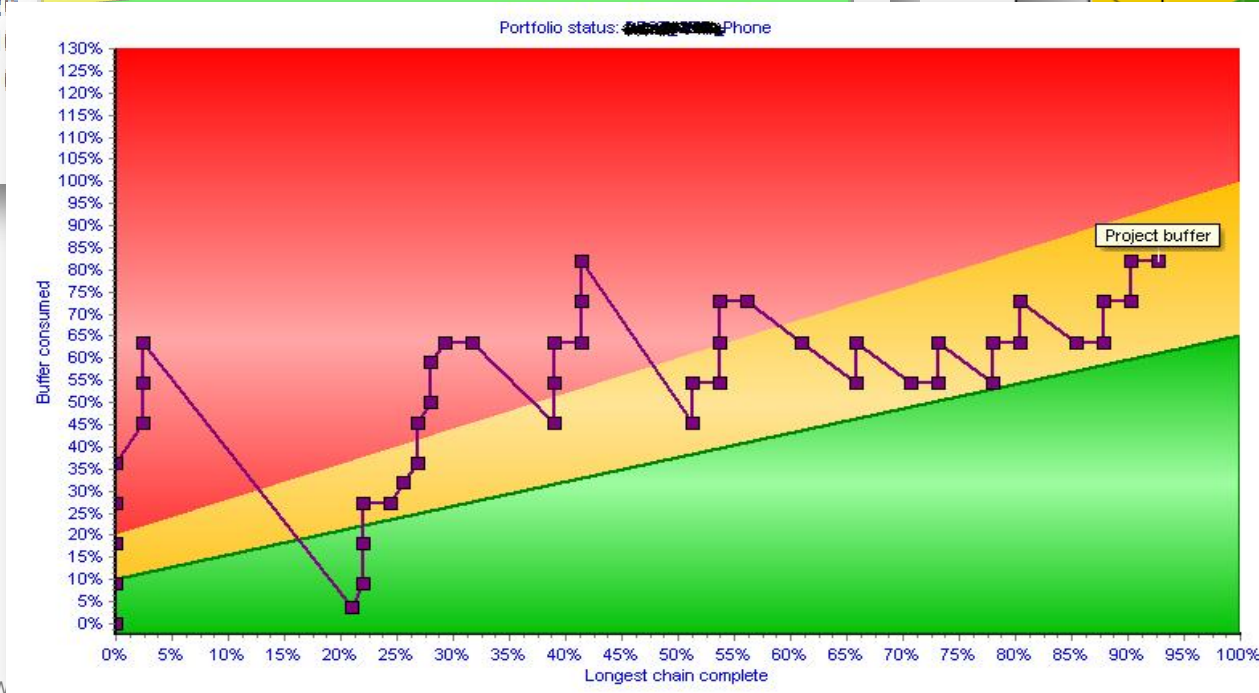
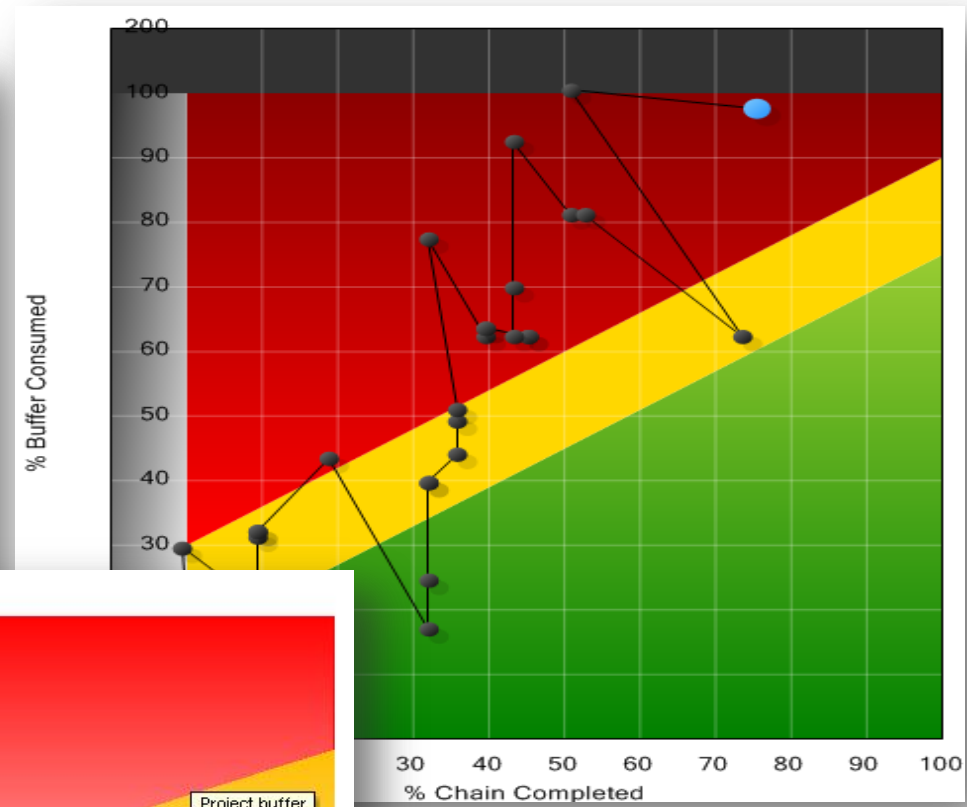
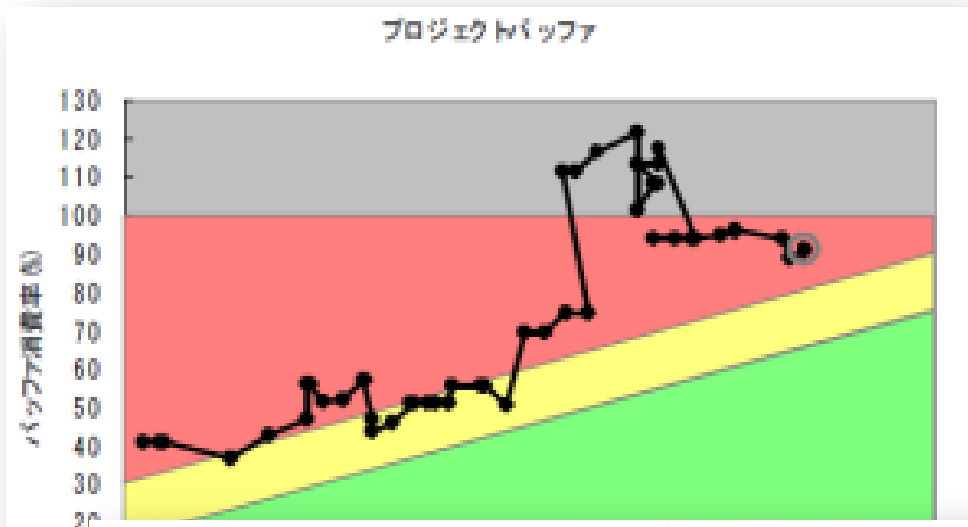


BOSCH

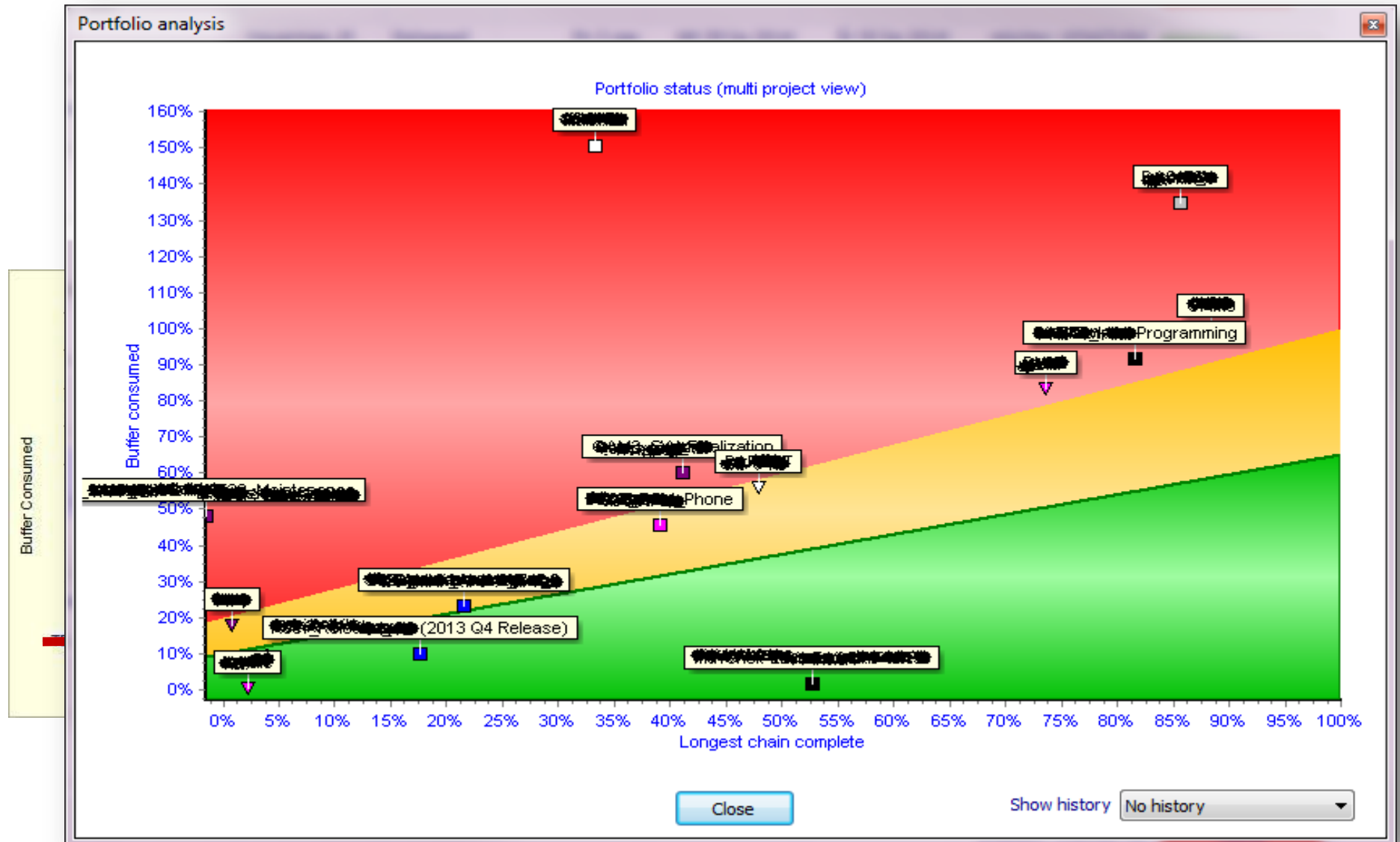
+60% EBIT in one year, +60-70% in four weeks

+30% capacity in 8 weeks and stable

... Projects



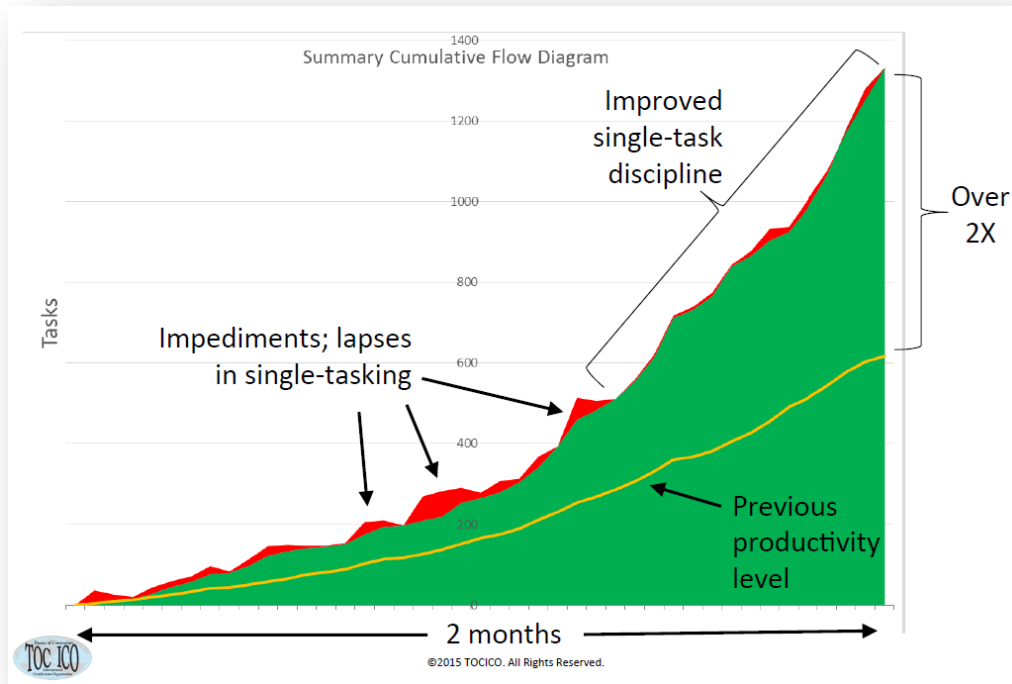
... Portfolios



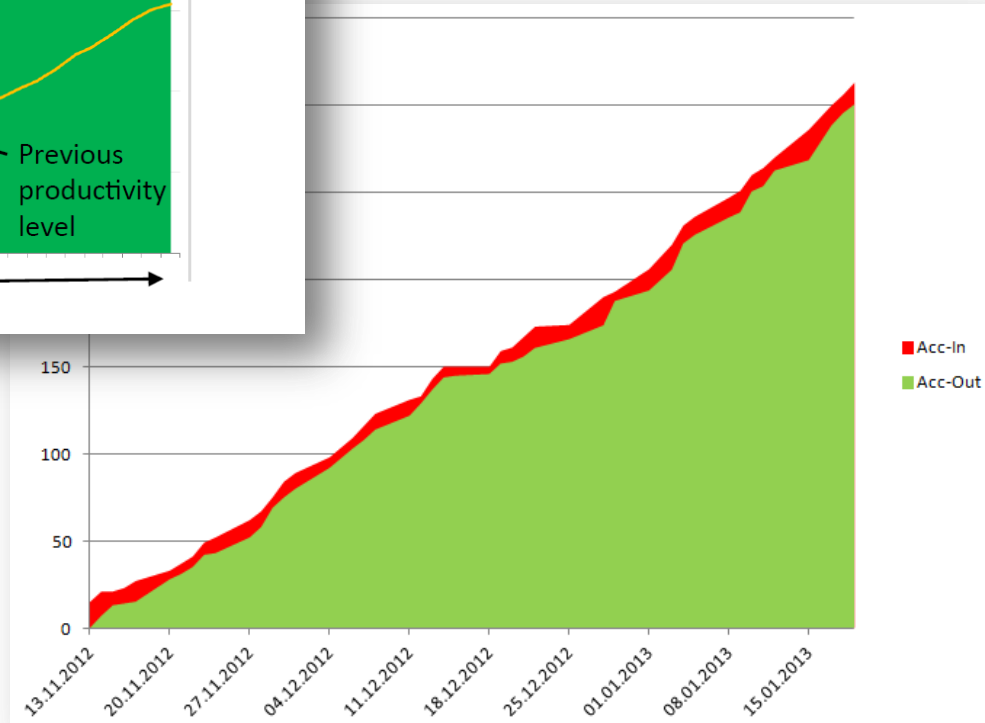
... Single Piece flow on Taskboards



task completion on team level ...

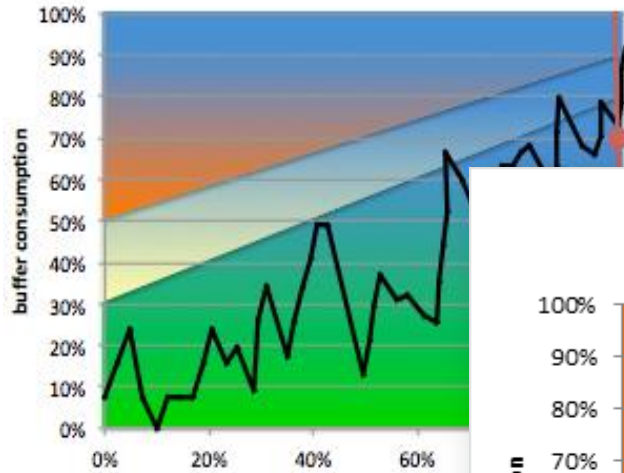


Mike Hannan

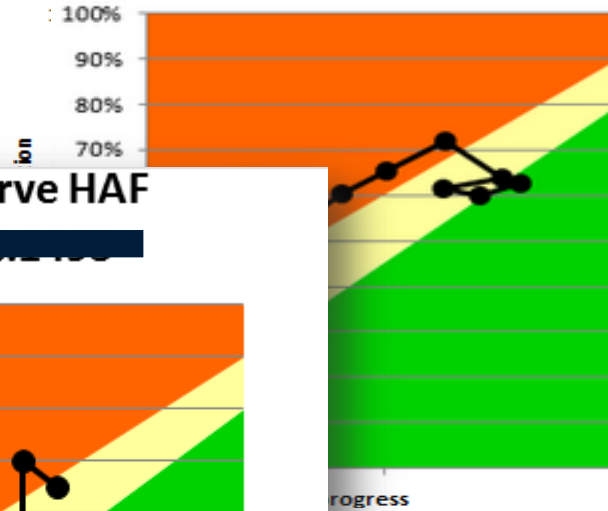


▶ agile projects ...

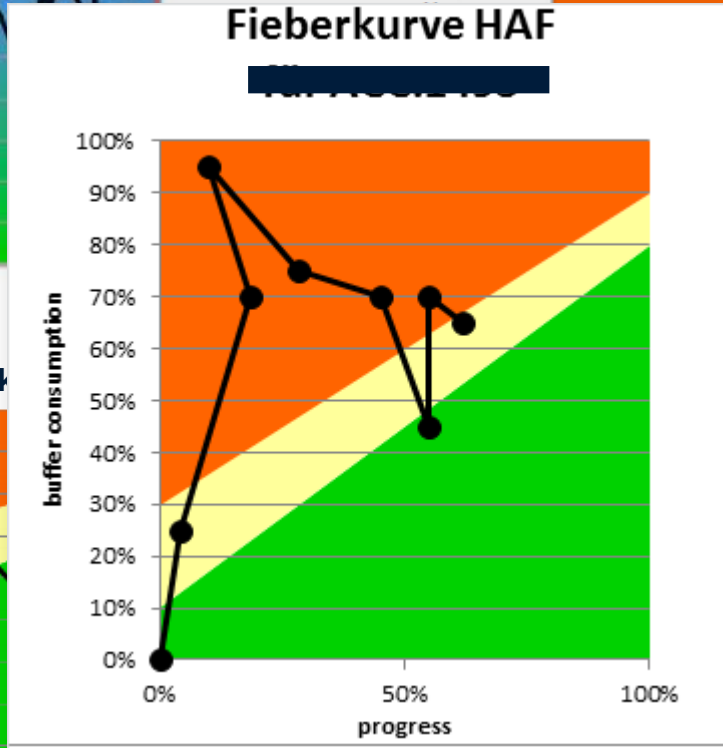
The Wire – Android App



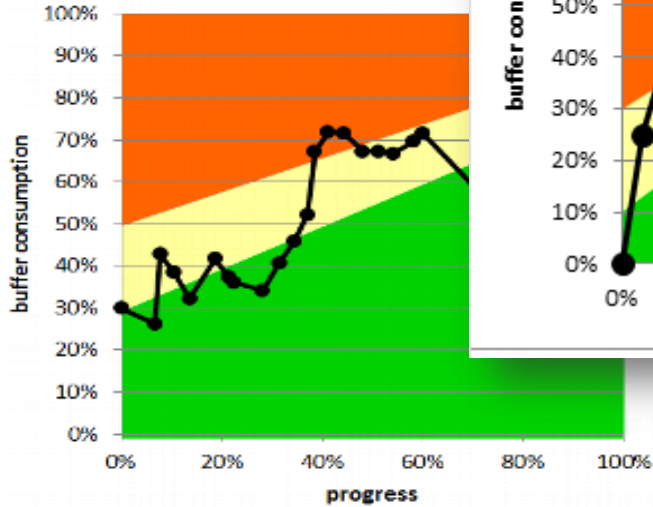
STA UFix



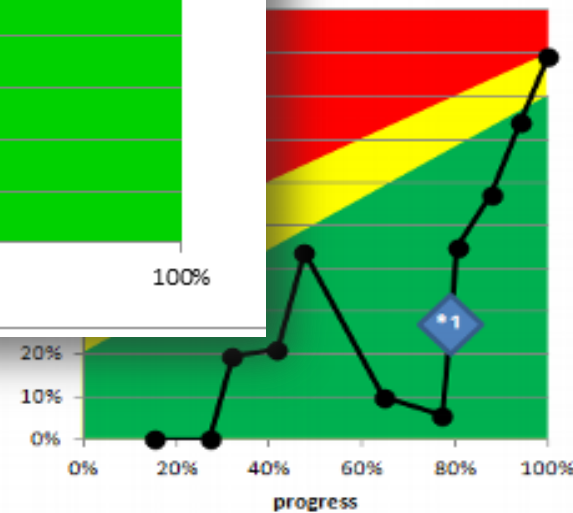
Fieberkurve HAF



1&1 nTLD new Back

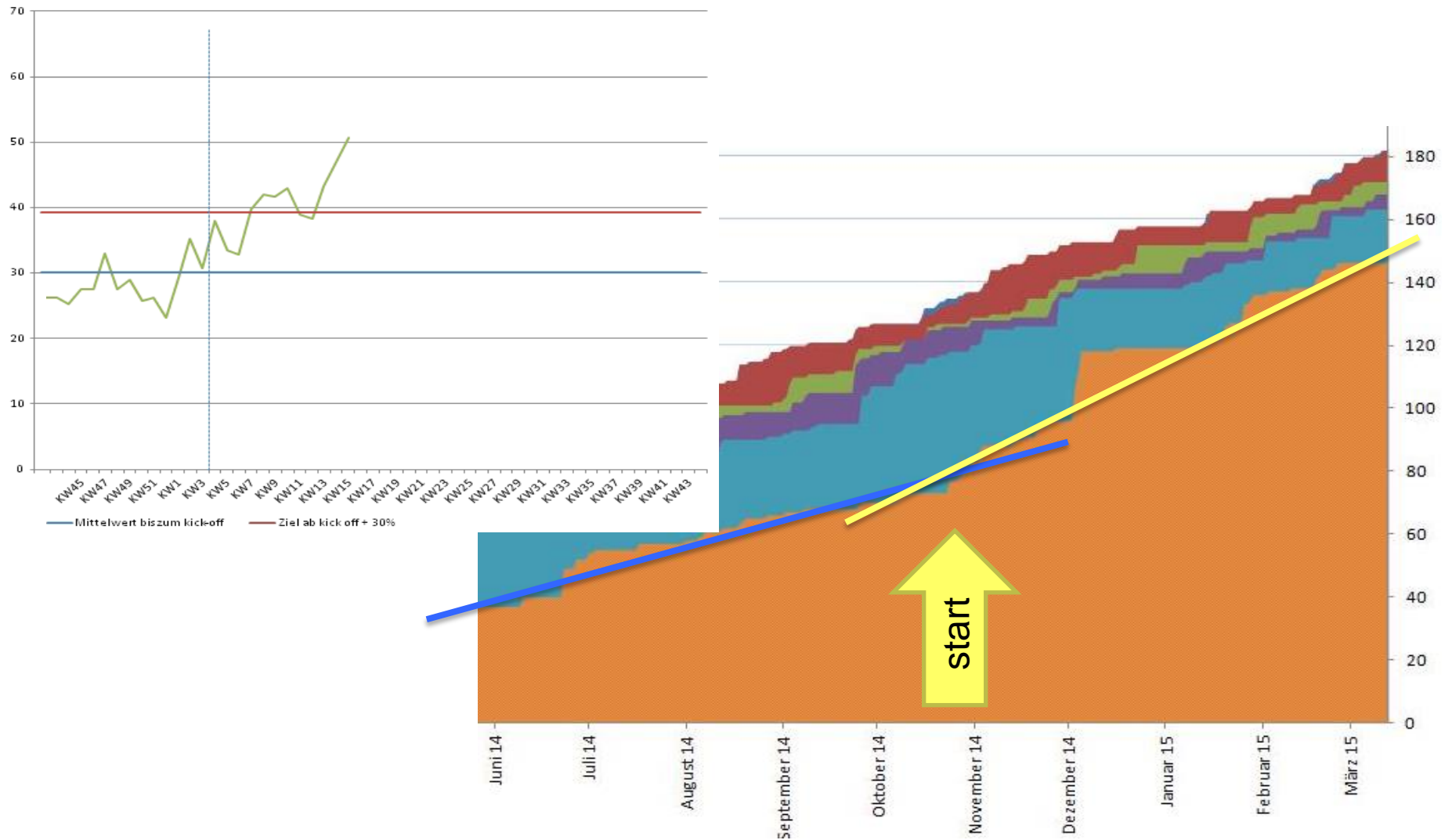


Hip/Rain

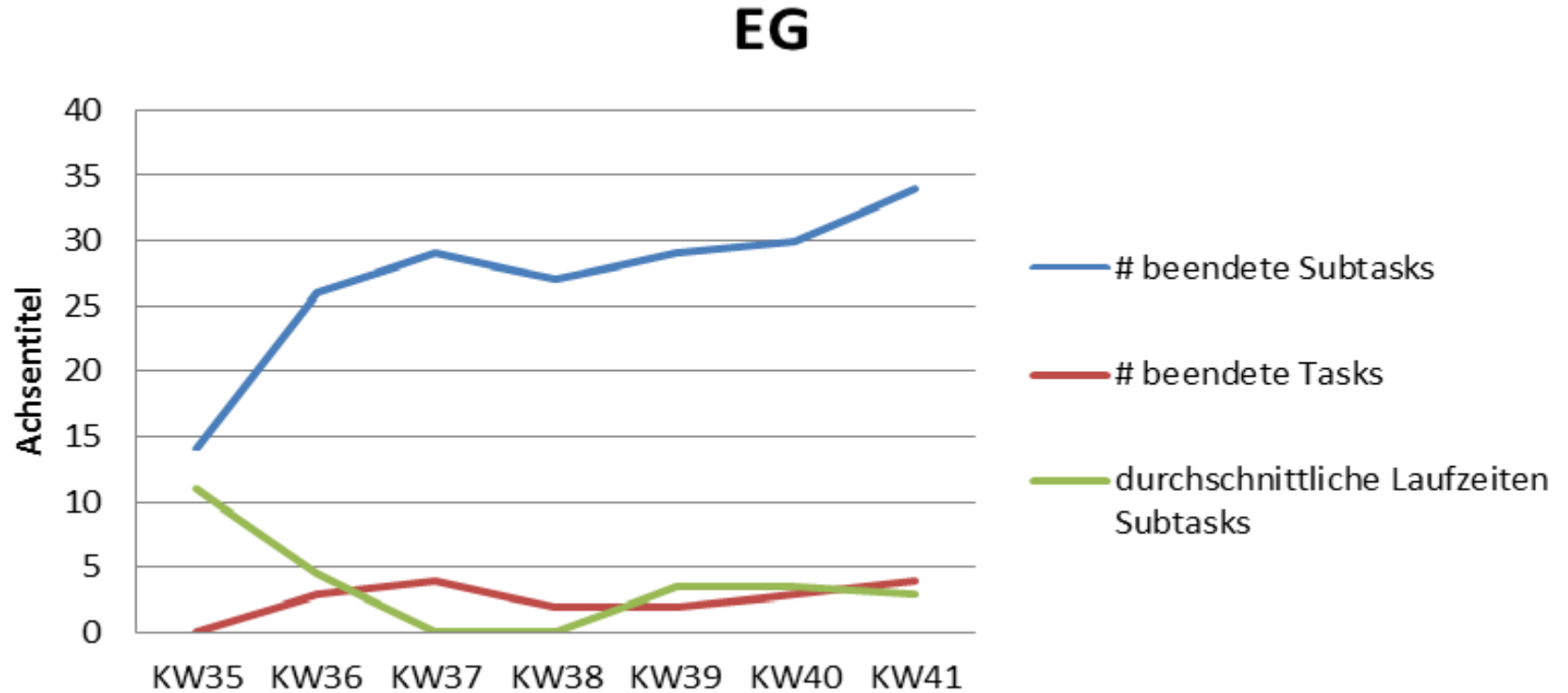


*1
at this point
the duration
of the project
was reduced
by 37days =
-13% of the
originally
planned
lead time

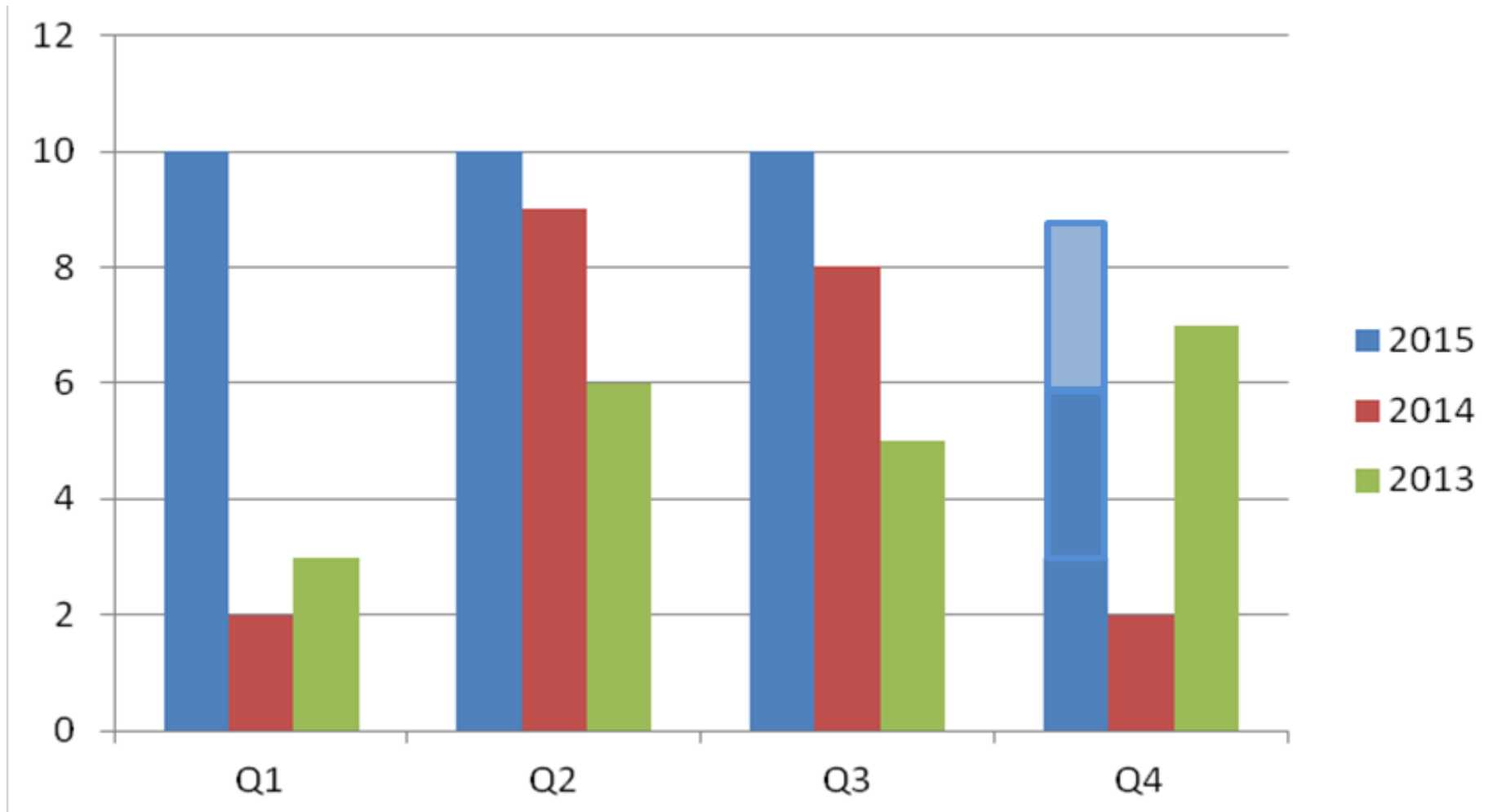
task completion rates in multi project organizations ...



All together CCPM and advanced Agile ... started on Team level

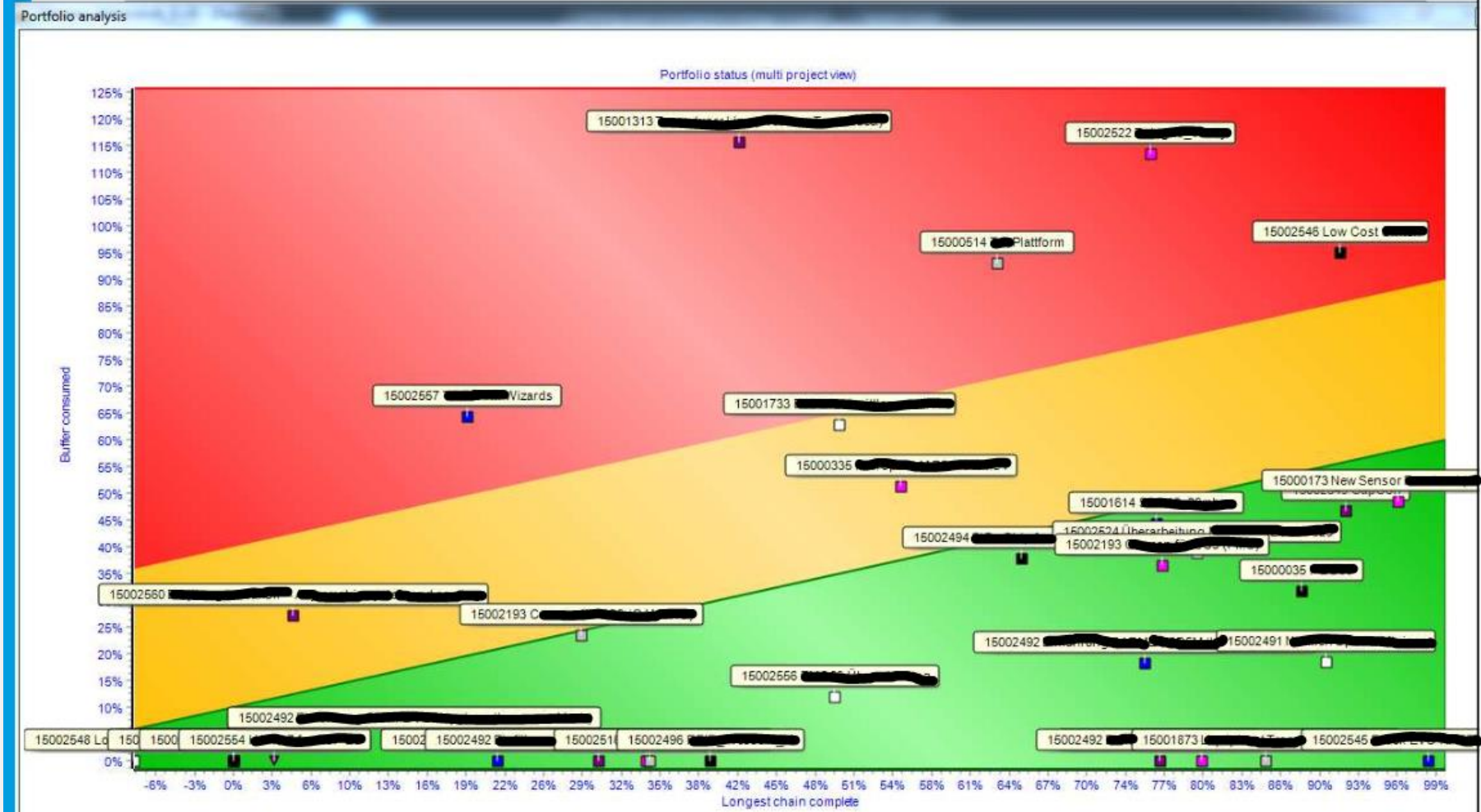


Throughput Increases on Project Level

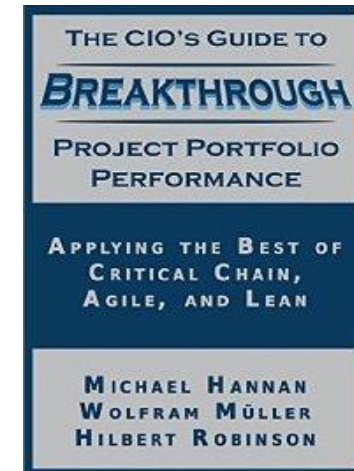
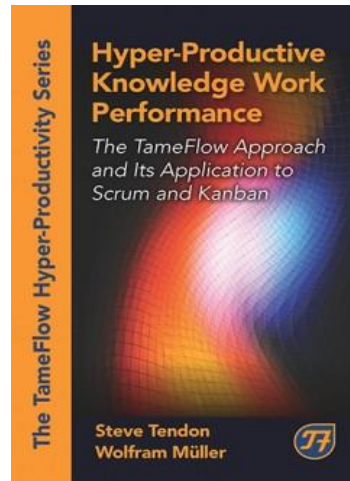


Two Portfolio of CCPM + advanced Agile

Stand abends 27.05.2015



more information ...



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