You’ve got more **CAPACITY**

than you think

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Challenging the status quo in project management processes
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About
Is there a problem?
Current paradigm

- Focus on efficiencies
- Manage to deadlines/milestones
- Large task sizes
- Conformance to plan
Focus on efficiencies
Managing to deadlines
Large batch size
Large task size
Conformance to plan
Is there a problem?
PM Value Stream
FLOW
Flow – Learn from traffic
• Phantom traffic jam – explanation
• Experiment
If there are enough cars on the road, something minor can get magnified to cause a traffic jam.
Flow – Learn from traffic
Queue Blindness
1. In order to maximize efficiency, we load up resources to maximize utilization => People are multitasking
2. Large task size implies long durations to begin with
3. 1 and 2 above implies Cycle time increases significantly
4. Long duration => feedback frequency decreases => Impacts quality of solution negatively
5. 3 and 4 means work in progress increases assuming the same rate of inflow of work => Work gets expedited
6. Net impact: Cost of project increases with long schedules and lost business opportunities
Queues Matter - Measure

- Work in progress tasks
- Task size
Benefits - Measure Queues

- Work-in-progress tasks
- Idle times
- Efficiency/Utilization
- Costs
- Quality
Current paradigm

- Focus on efficiencies
- Manage to deadlines/milestones
- Large task sizes
- Conformance to plan
New paradigm

- Focus on flow
- Manage to queues
- Small task sizes
- Adapt to changes
How do we improve flow?

- Monitor queue size
  - Visual Boards
  - Kanban Boards

- Reduce task size
  - Plan in Iterations
  - Similar size tasks (10-20 hours)

- Manage flow to demand
  - Only add more capacity if flow is not enough to meet demand
• Principles of Product Development Flow – Donald Reinertsen
• Critical Chain – Eli Goldratt
• Lean Startup – Eric Ries
• Rework – Jason Fried
• Kanban – David Anderson
• Lessons in Agile Management – On the road to Kanban – David Anderson

References