

You've got more CAPACITY than you think

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Challenging the status quo in project management processes

- SDLC Process Champion – PMP®, MBA, 6σGB
- Theory of Constraints & Flow aficionado
- Dreamer – BHAG

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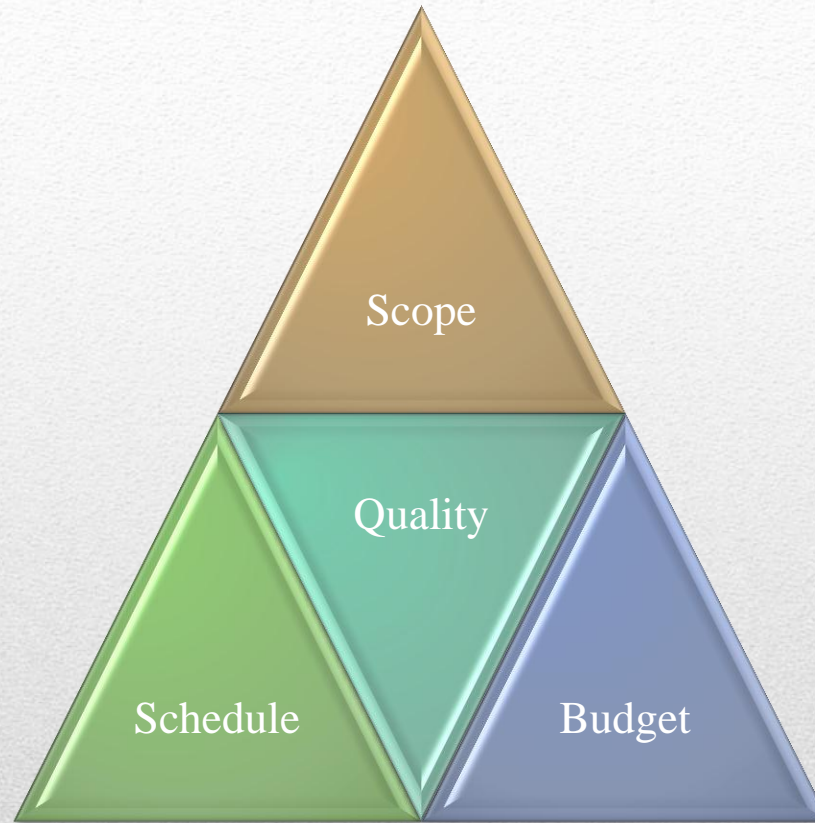


@kanbanPM

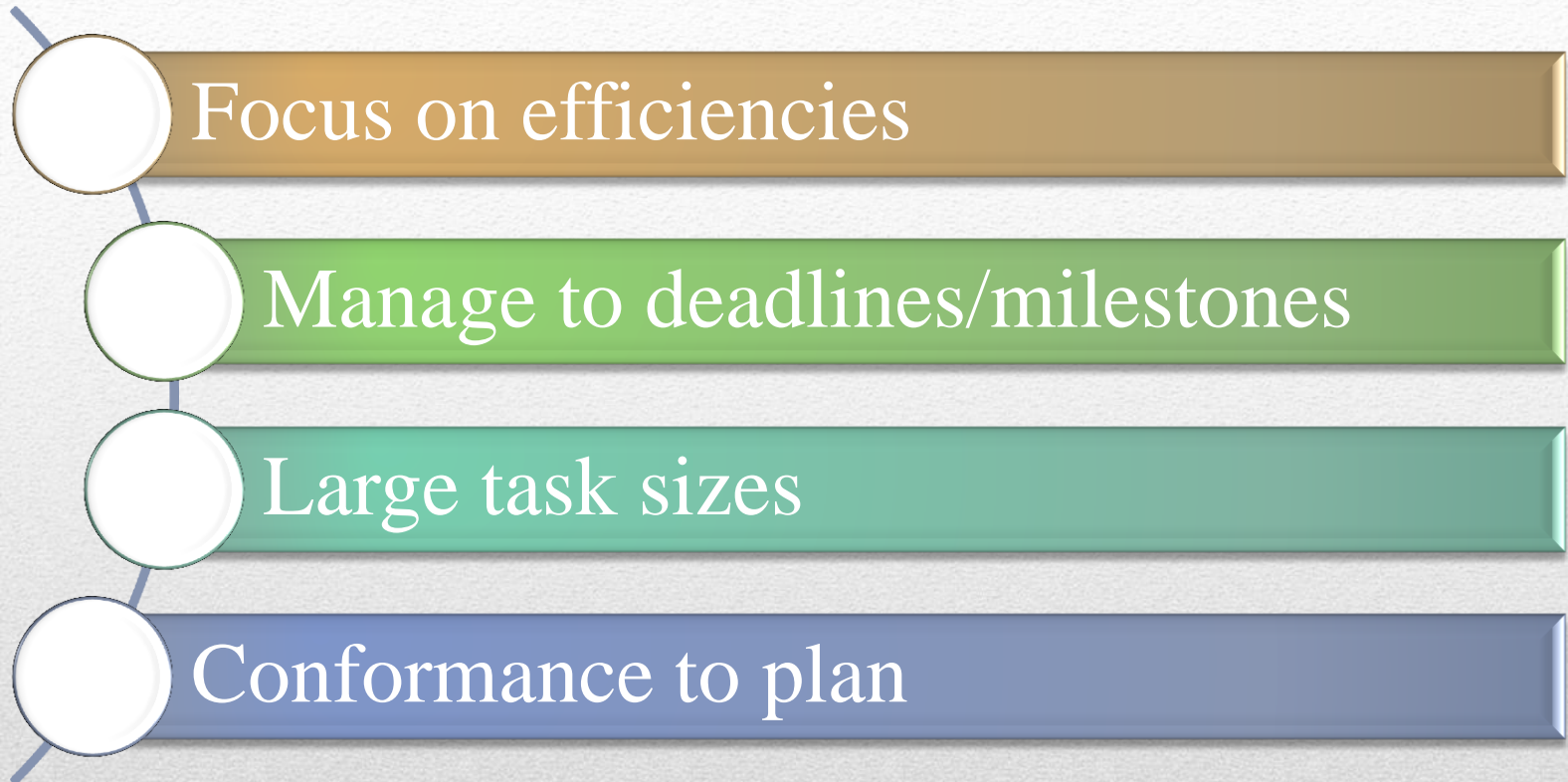


<http://www.kanbanway.com>

About



Is there a problem?



Current paradigm



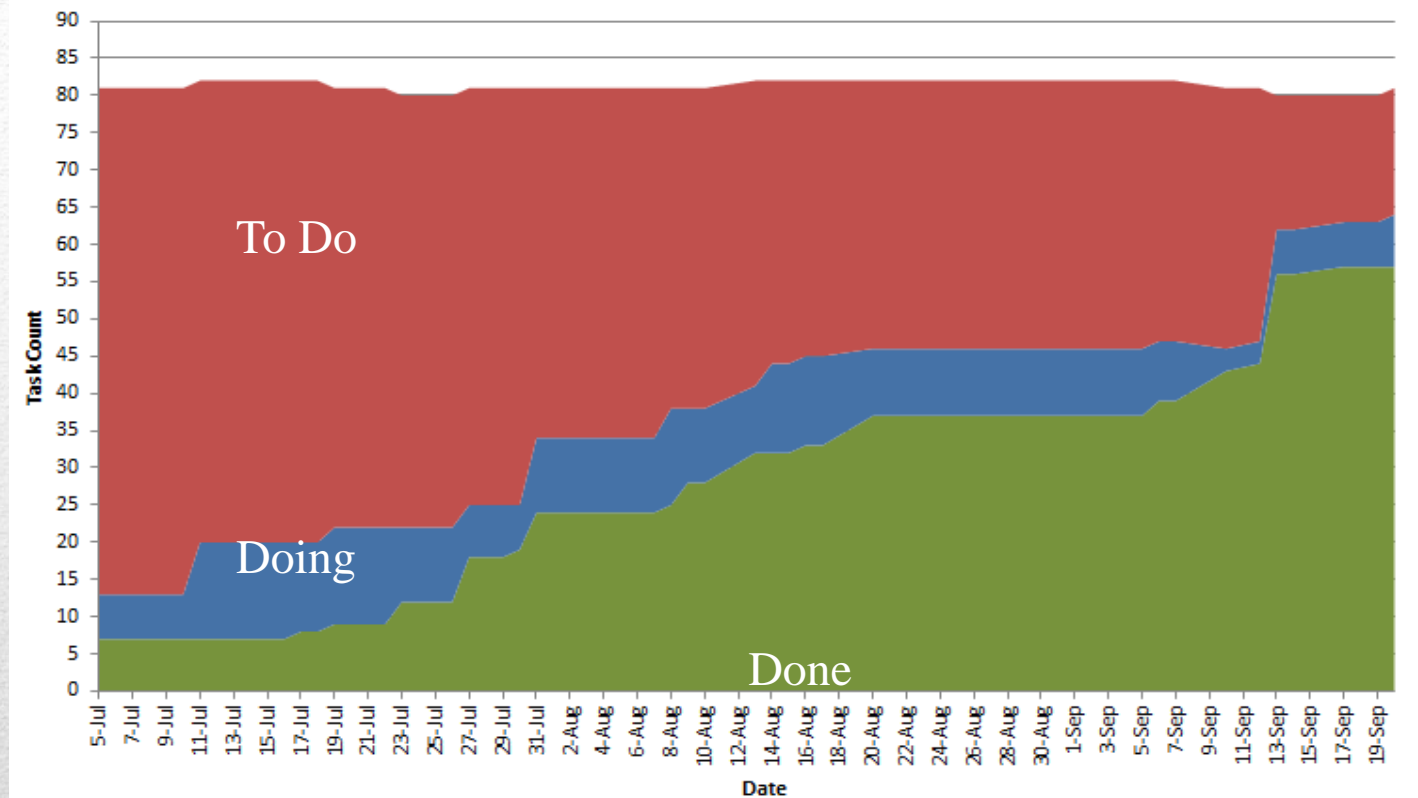
Focus on efficiencies



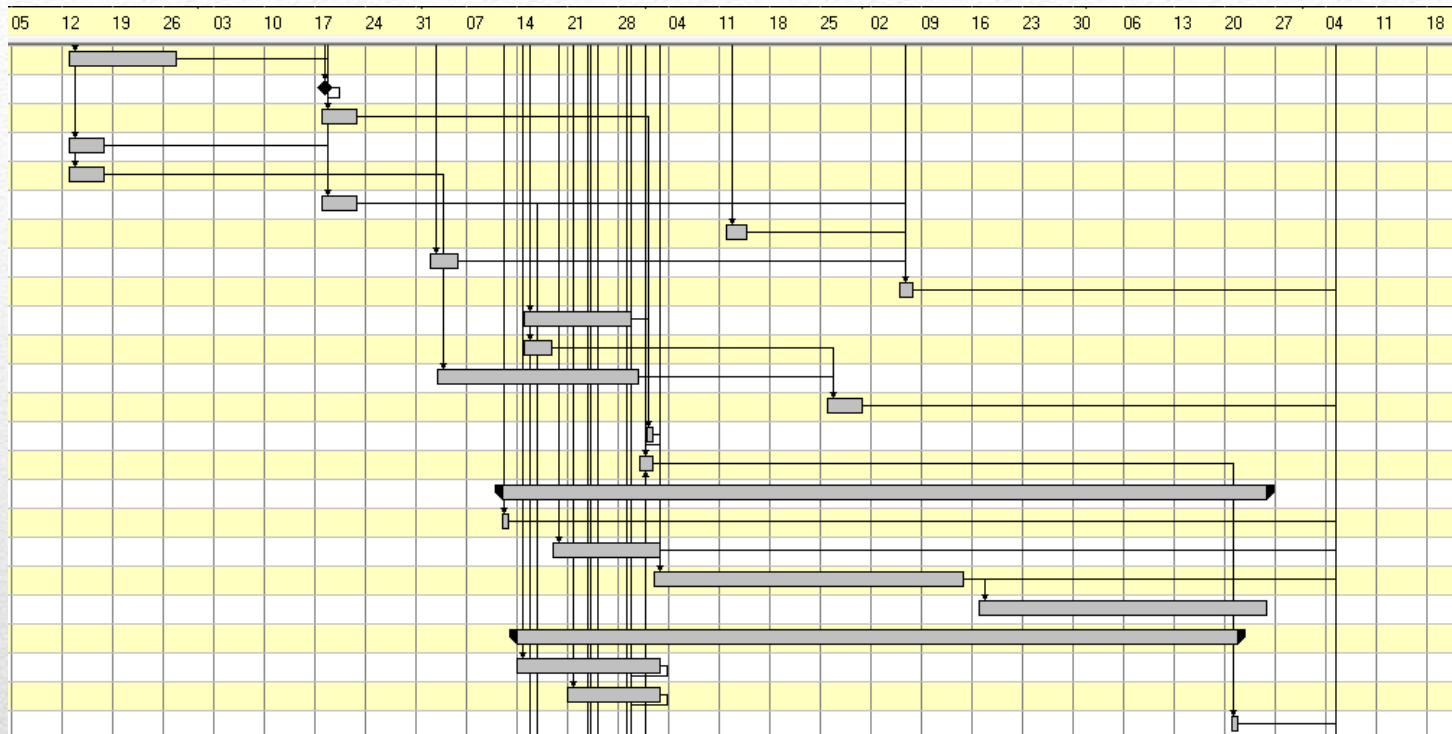
Managing to deadlines



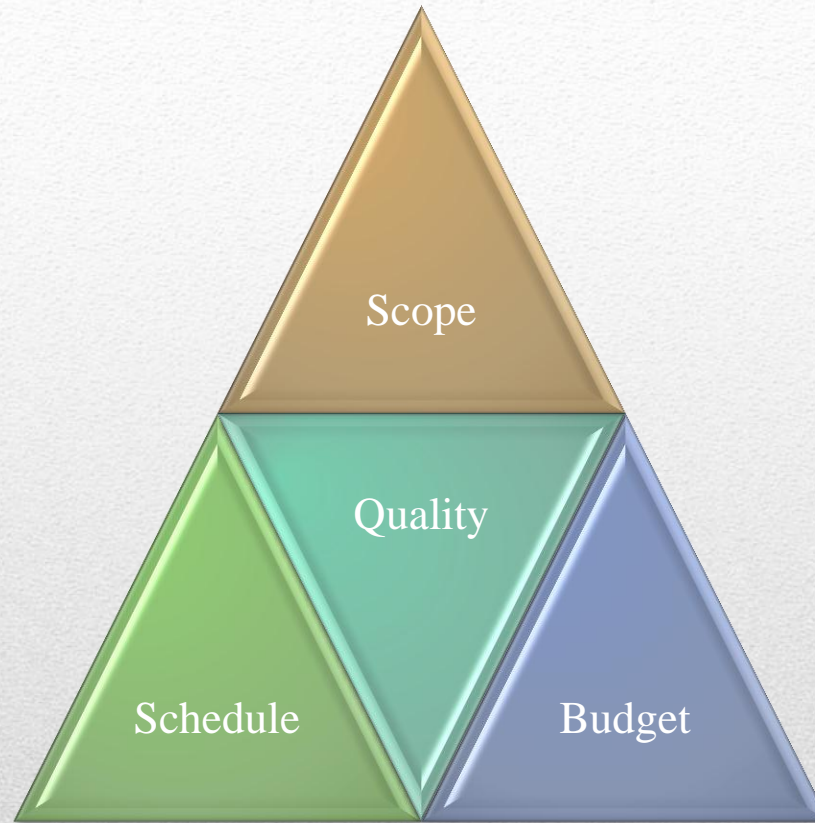
Large batch size



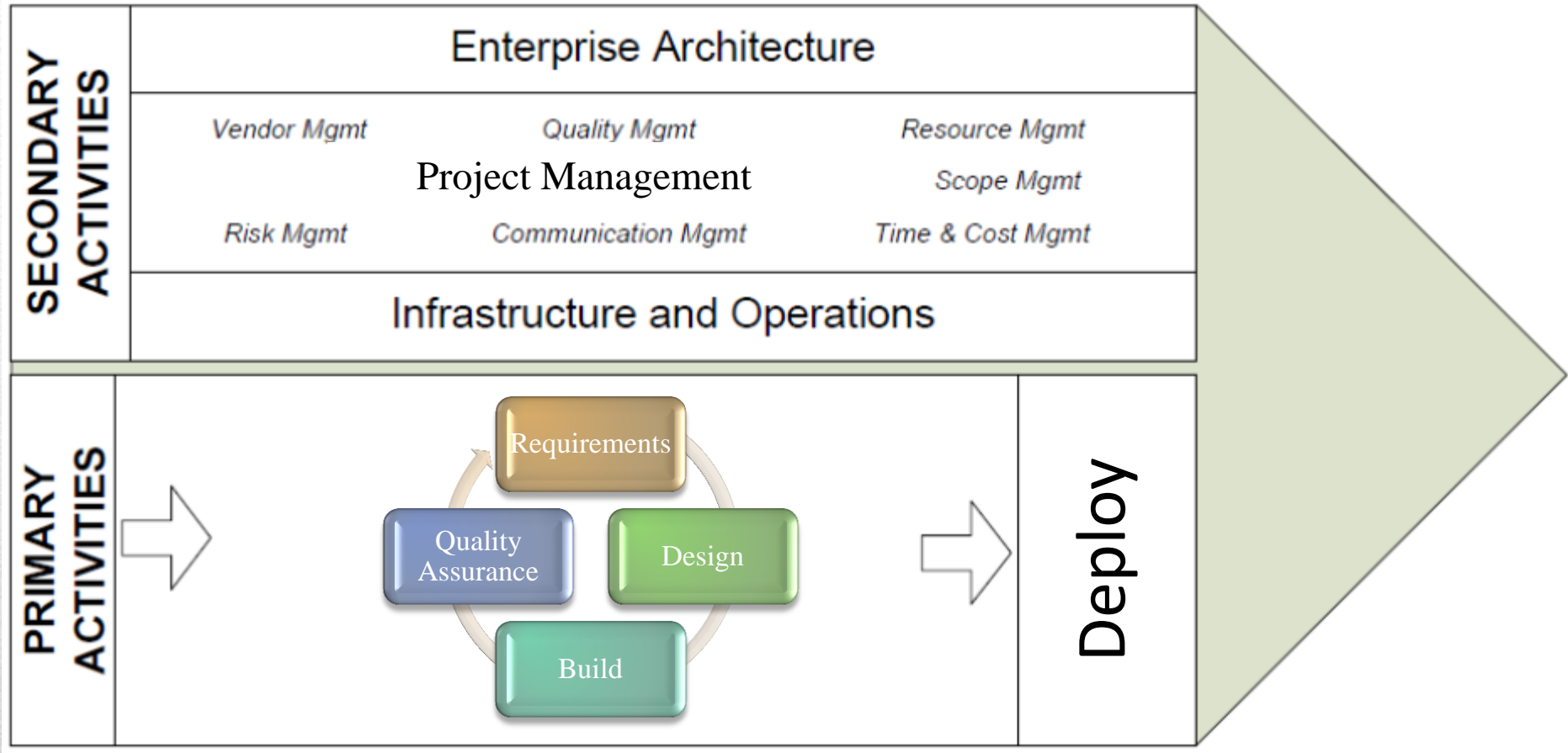
Large task size



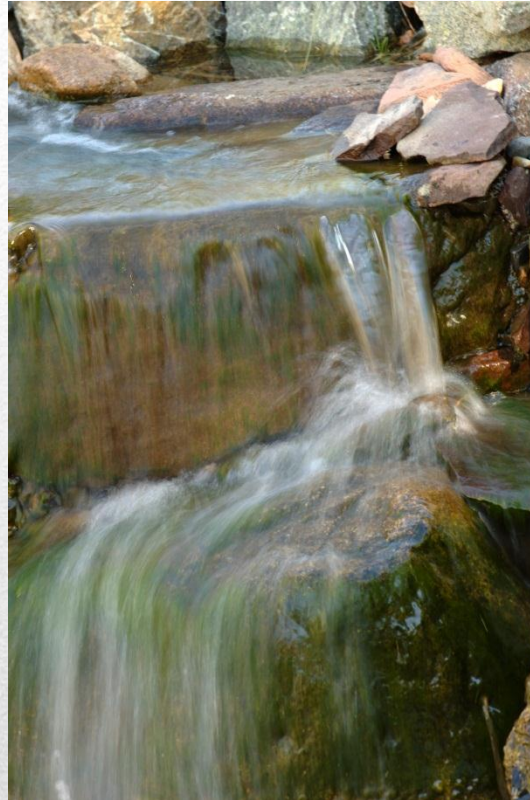
Conformance to plan



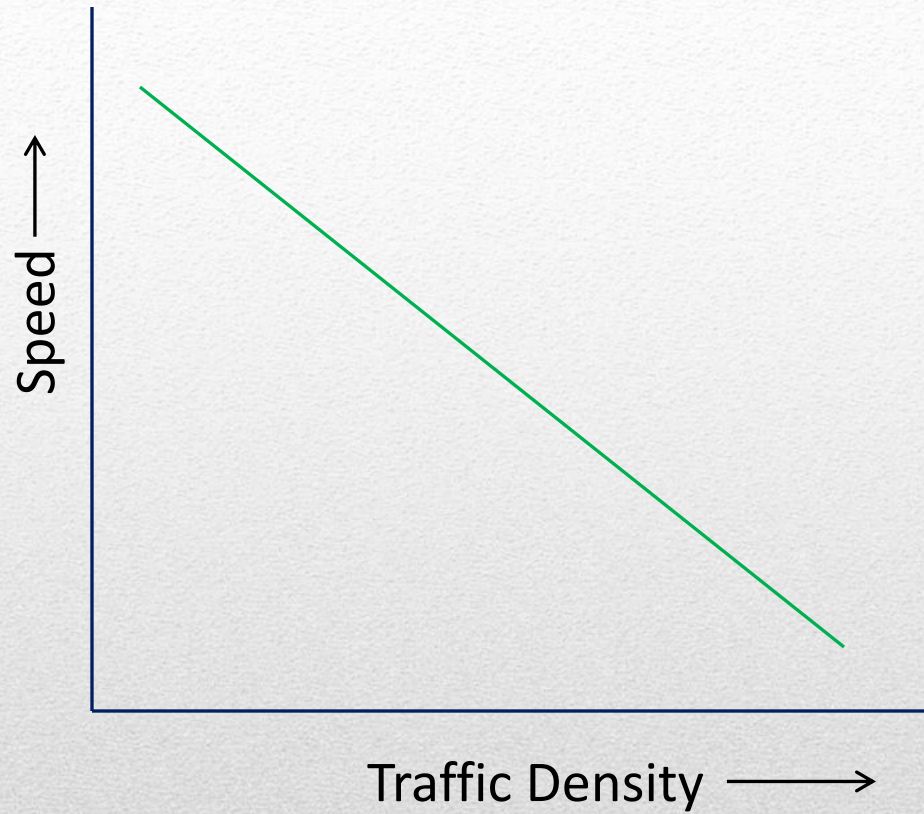
Is there a problem?



PM Value Stream



FLOW



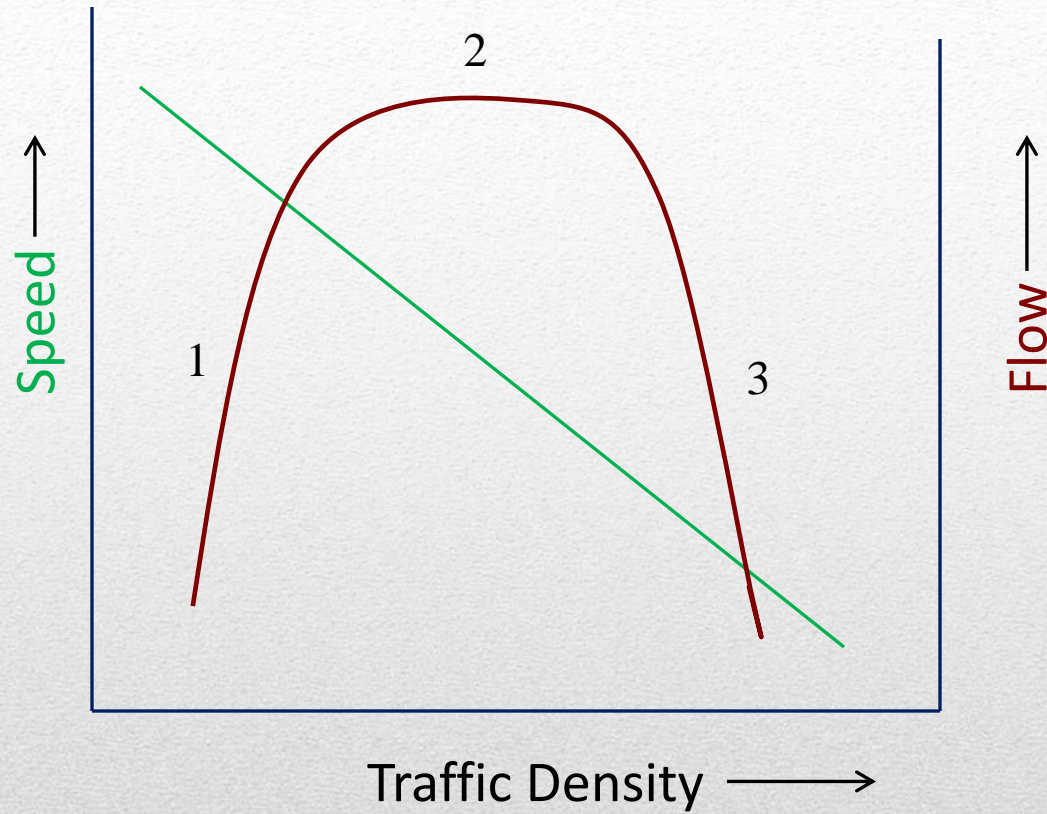
Flow – Learn from traffic

- Phantom traffic jam – explanation
- Experiment

Phantom traffic jam

If there are enough cars on the road, something minor can get magnified to cause a traffic jam.

Phantom 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



Work in
progress tasks

Task size

Queues Matter - Measure

Work-in-progress tasks

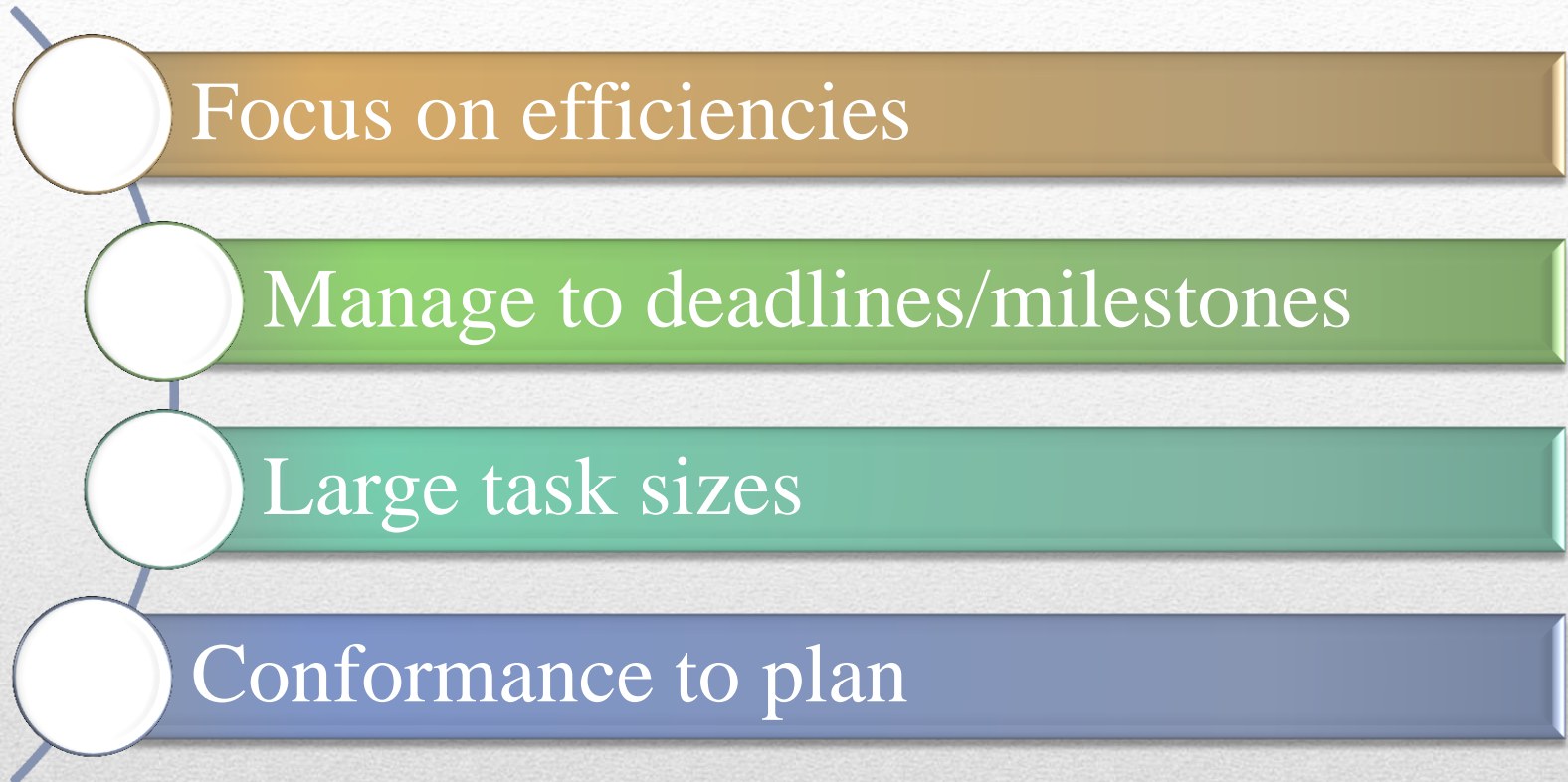
Idle times

Efficiency/Utilization

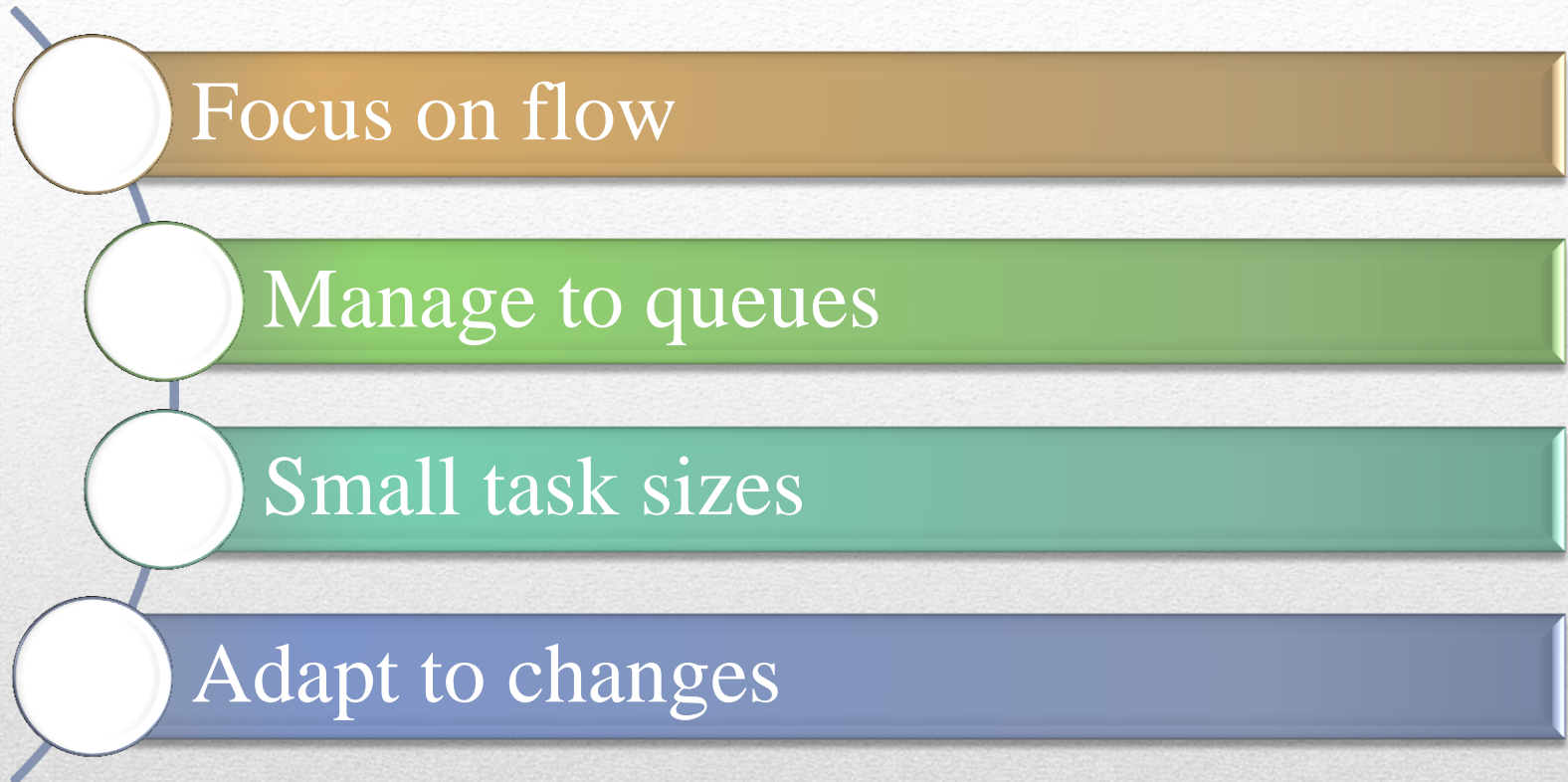
Costs

Quality

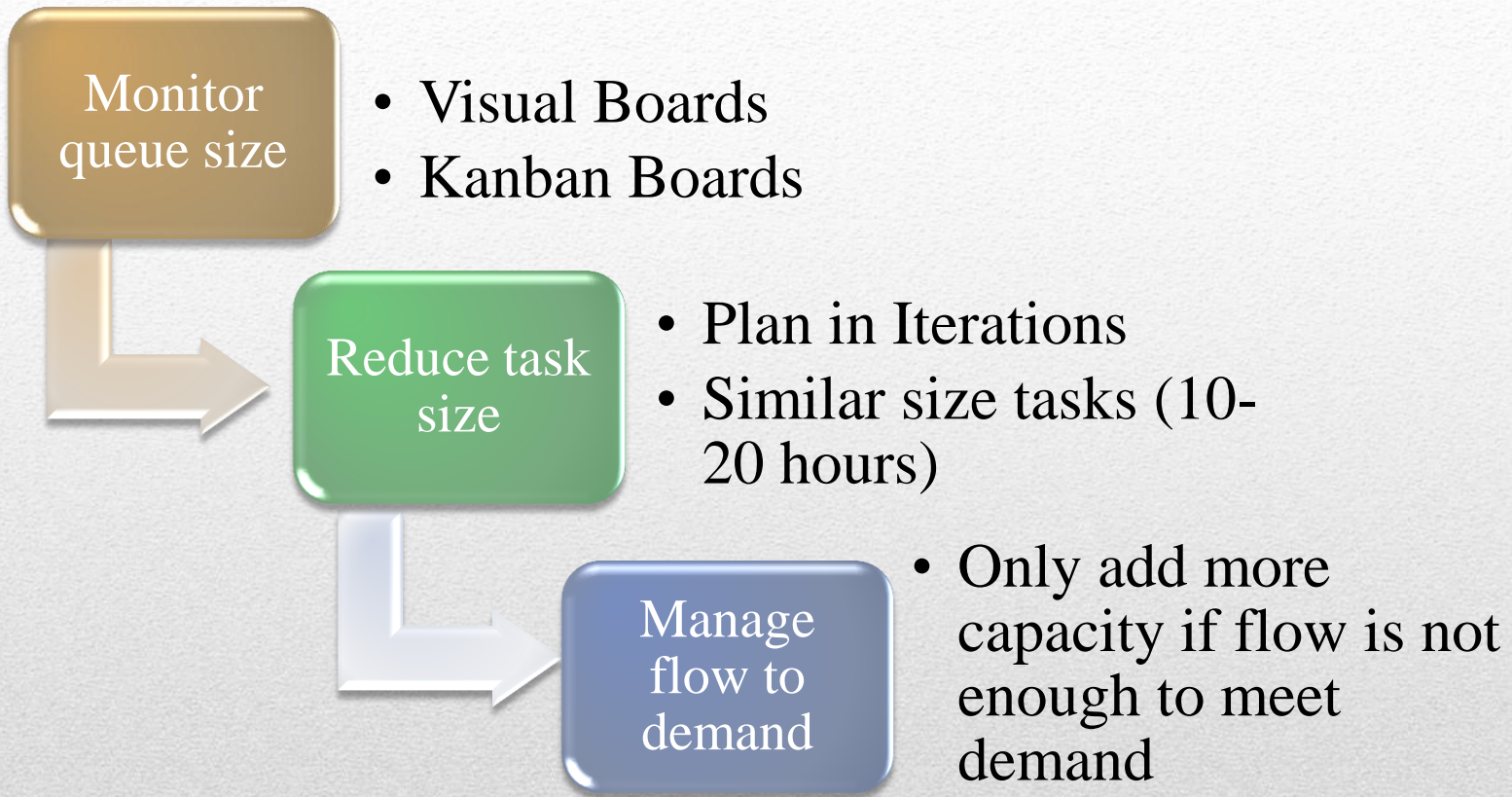
Benefits - Measure Queues



Current paradigm



New paradigm



How do we improve flow?

- 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

Q & A
