

Kanban, Scrum and other tools for agile and hybrid project management

#jboye17





 @fhoecherl

Florian Hoecherl

- > Florian is an IT Director with a strong focus on customized applications. He is the technical project lead for building Roland Berger's social intranet.
- > As an IT consultant, Florian used to implement project management solutions for numerous clients. Today, he is responsible for several internal and external IT projects at Roland Berger. As a seller, designer and trainer, Florian is familiar with the value chain of modern web applications. His key success factor is to know and understand the needs of all parties involved. "It's all about translating the needs of functional departments into ideas for a technical realization," he says. In doing so, Florian prefers a pragmatic approach to long lists of inflexible specifications.
- > Florian holds a degree in aeronautical engineering from Munich's Technical University. He started out designing satellites, but then quickly directed his attention to IT solutions, which he finds much more challenging.



 @fhoecherl

Florian Hoecherl

- > IT Project Manager
- > SharePoint Expert
- > Consultant
- > Intranet
- > Mobile Digital Workplace



 @fhoecherl

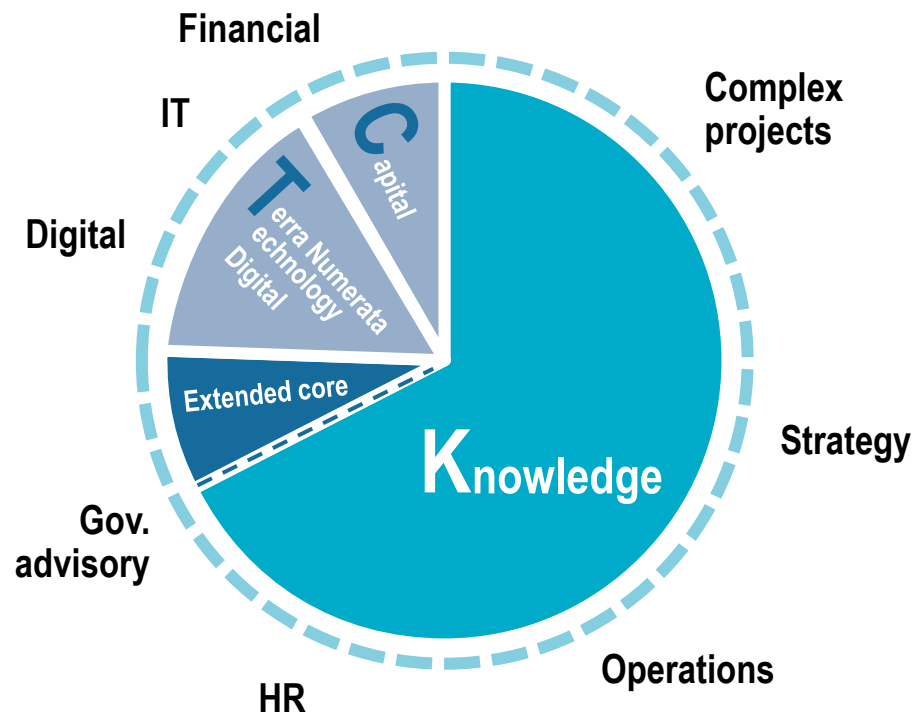
Florian Hoecherl

- > Practitioner.
- > Not a theorist.

Roland Berger covers a wide range of pressing, strategic issues for our clients – and implements those!

Our projects

Focus of projects



Examples of project topics

Knowledge

Core consulting services (thought-leading expertise, from strategy to implementation)

Technology

New digital services as part of our Terra Numerata™ initiative and platform

Capital

New collaborations, networks and services for investors and start-ups

Projects: Traditional methods serve top management expectations

Prince2

Waterfall

Critical
Path

V-Model



Strengths

- > Fixed requirements and results
- > Fixed allocation of resources
- > Lots of documentation
- > Strong project manager bearing responsibility
- > Traditional controlling methods can be applied

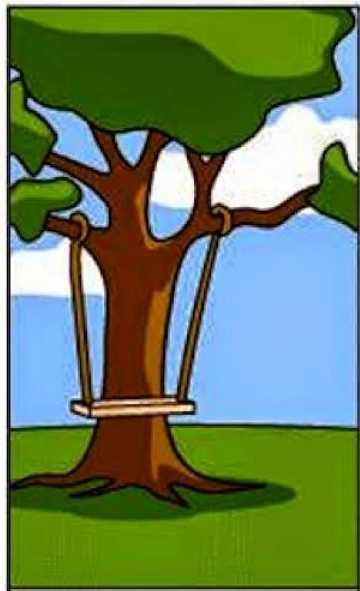


Weaknesses

- > Variable time and cost
- > Stakeholders loose influence once started
- > Results delivered and rated only at the end of project
- > No option to change the course (or only at high cost)
- > Needs fixed and clear requirements



How the customer explained it



How the Project Leader understood it



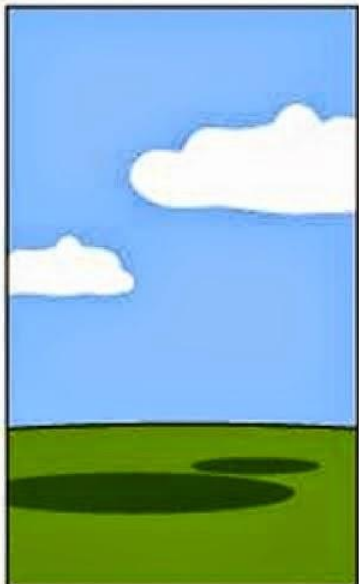
How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



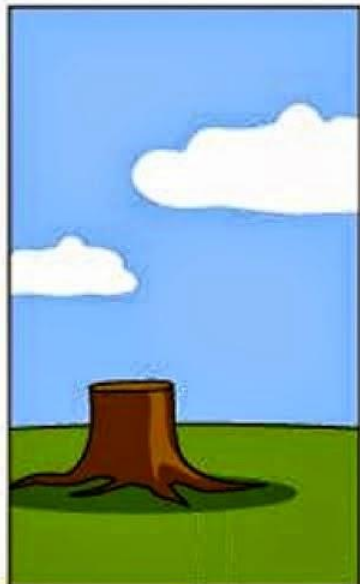
How the project was documented



What operations installed



How the customer was billed

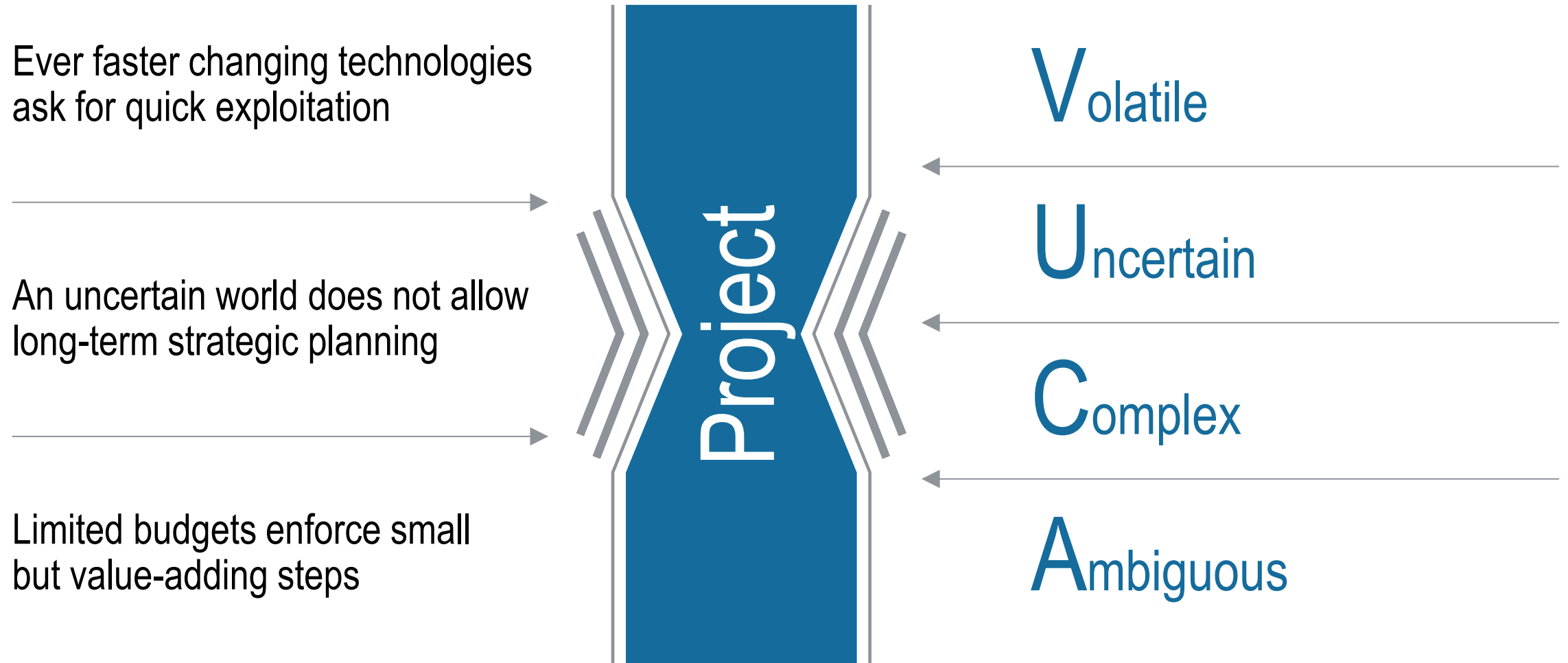


How it was supported



What the customer really needed

Living in a VUCA world or: The future is not what it used to be





The Agile Manifesto

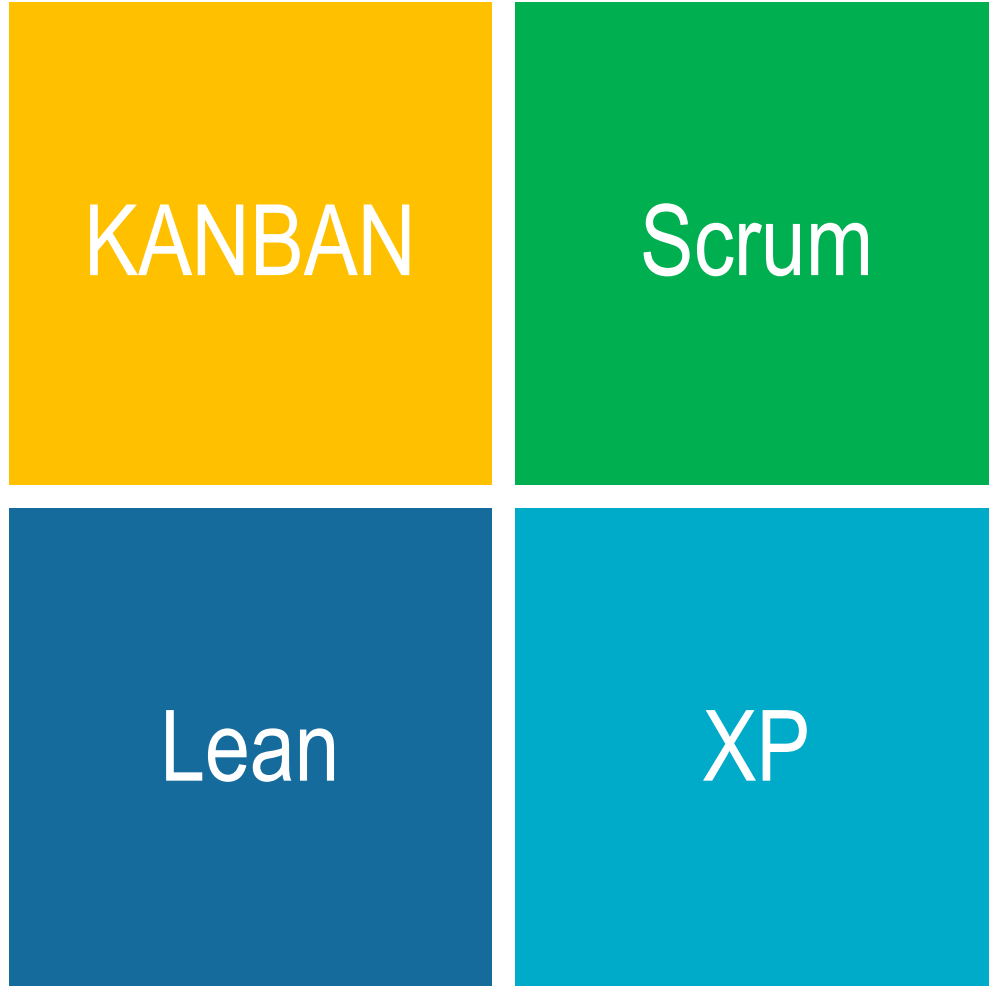
Individuals and interactions **over** processes and tools

Working software **over** comprehensive documentation

Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

Agile methods are useful in case of uncertain requirements



Strengths

- > Continuous improvement of process and product
- > Constant influence for stakeholders during project
- > Results along the way with possibility to feedback and correct the track

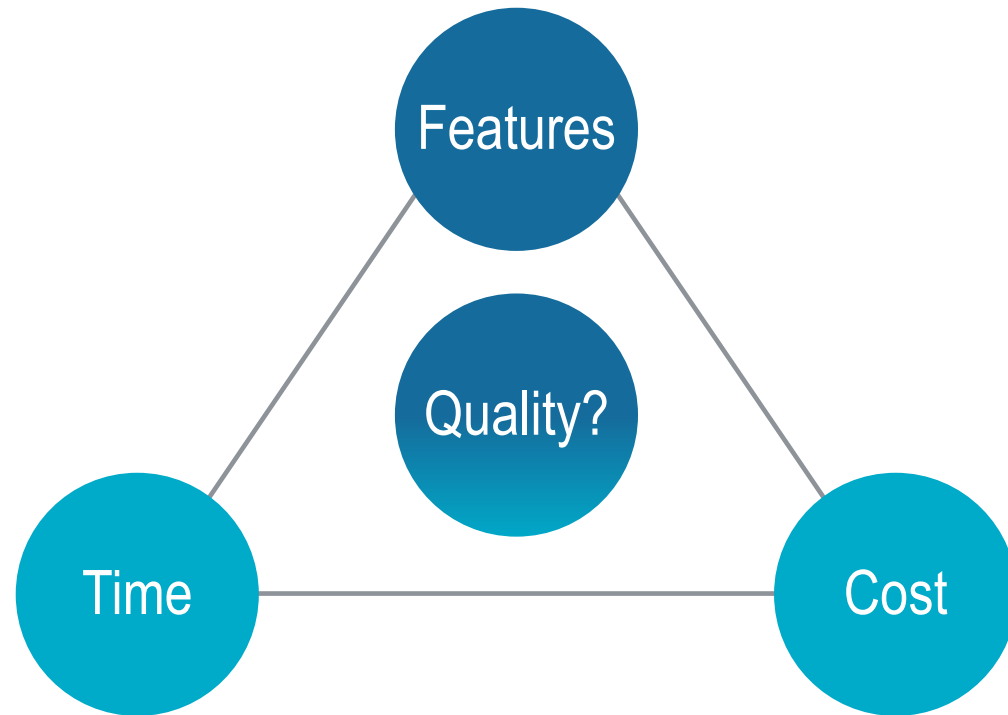


Weaknesses

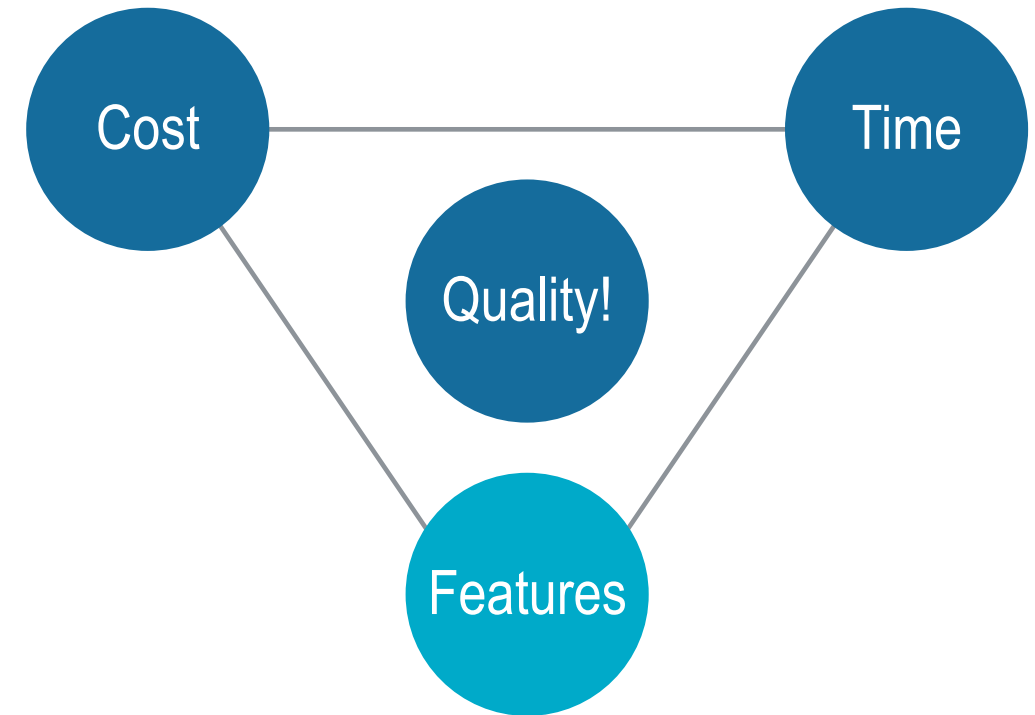
- > Uncertain result in a time-boxed approach
- > Less documentation
- > Product owner must contribute and take responsibility

Agile methods focus on MVPs and fixed timeframes

Traditional



Agile



■ Fixed ■ Variable

Let's go for agile, then?

Charles-Edouard



I want **exactly this**.
Finish the job before Christmas!

Christmas? No problem.
We will have **something great!**

Who's that guy?

Florian

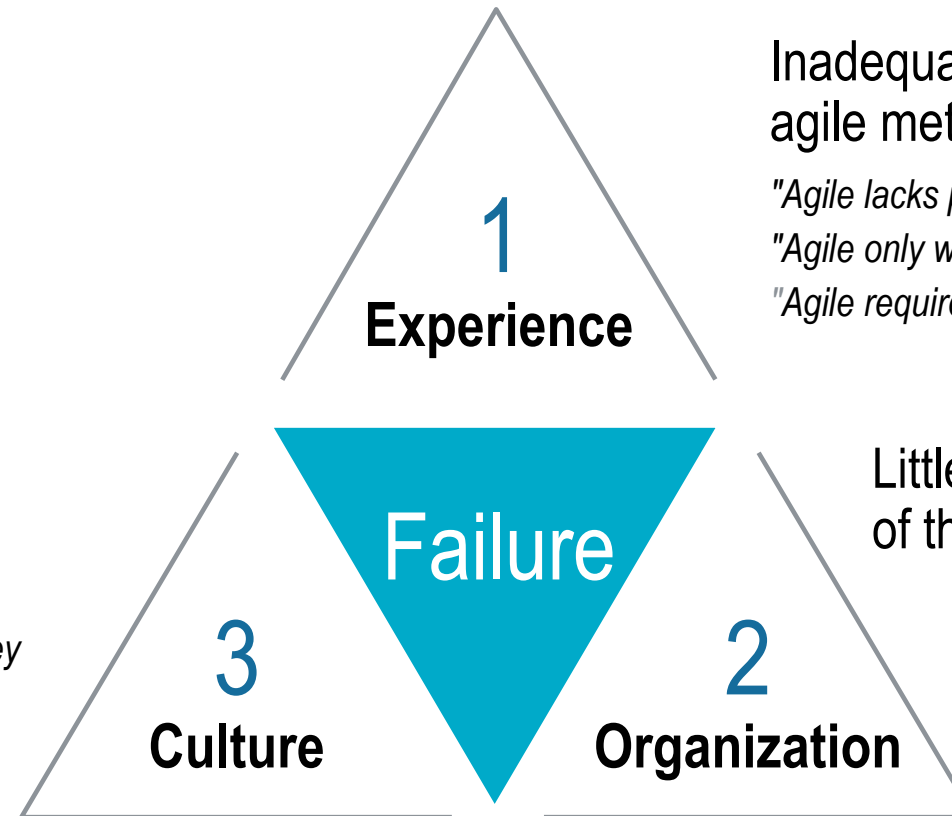


Agile sounds great – Your company just won't follow

Top three reasons for agile project failure¹⁾

Company culture at odds with agile values

“Agile is fine for startups run by kids with earrings, tattoos and blue hair. But in our firm, respecting the chain of command is key to survival. It takes a couple of days just to go through the company’s policy manual. Agile isn’t going to work here.”



Inadequate experience with agile methods

“Agile lacks project management processes”

“Agile only works for small projects and our projects are big”

“Agile requires co-location and our staff are dispersed”

Little understanding of the required organizational change

“Agile was designed for smart people. Not every group can be motivated and skilled enough to self-organize. We have to work with the staff we have. They need close supervision. So Agile is not for us.”

1) According to VersionOne



Hybrid project management models combine the best of two worlds

Hybrid



Bimodal



 Traditional  Agile

Incorporate Agile practices into Traditional projects

Satisfy the customer

- > Integrate early
- > Work with use cases

Welcome change

- > Even late ones
- > Reflect and adjust with continuous attention

Speed up meetings

- > Face to face
- > Stand up
- > Short
- > No cookies

Empower teams

- > Working environment for motivated people
- > Trust and support
- > Cooperate with business

Simplify

- > KISS principle
- > MVP

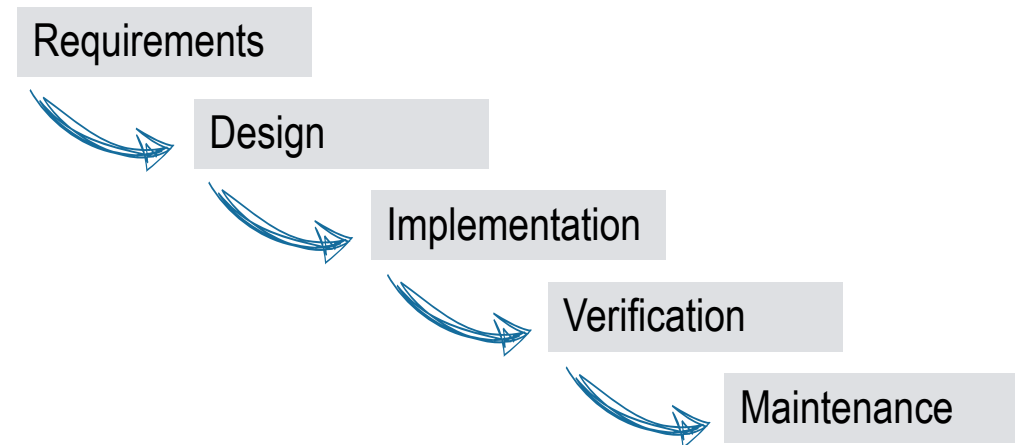
Deliver

- > Frequently in short cycles: transparent!
- > Working products

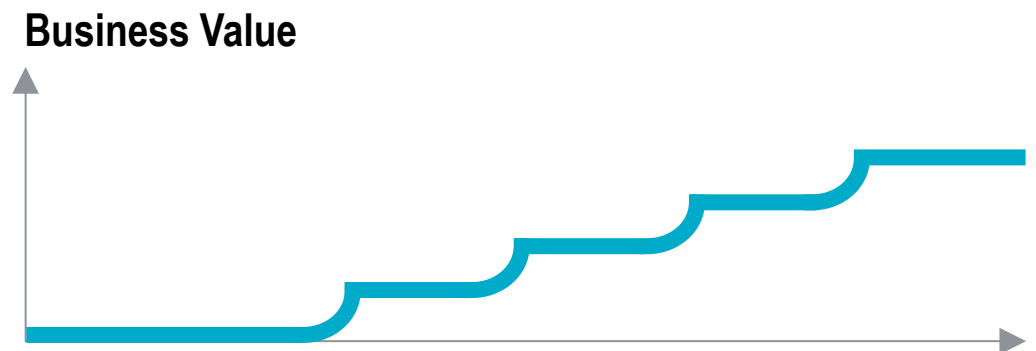
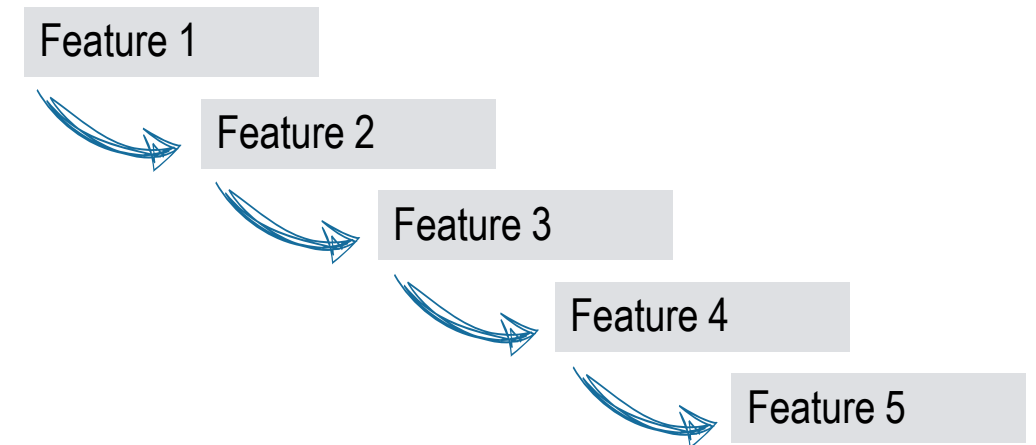


Agile methods produce tangible results in shorter periods of time and allow adjustments before project end

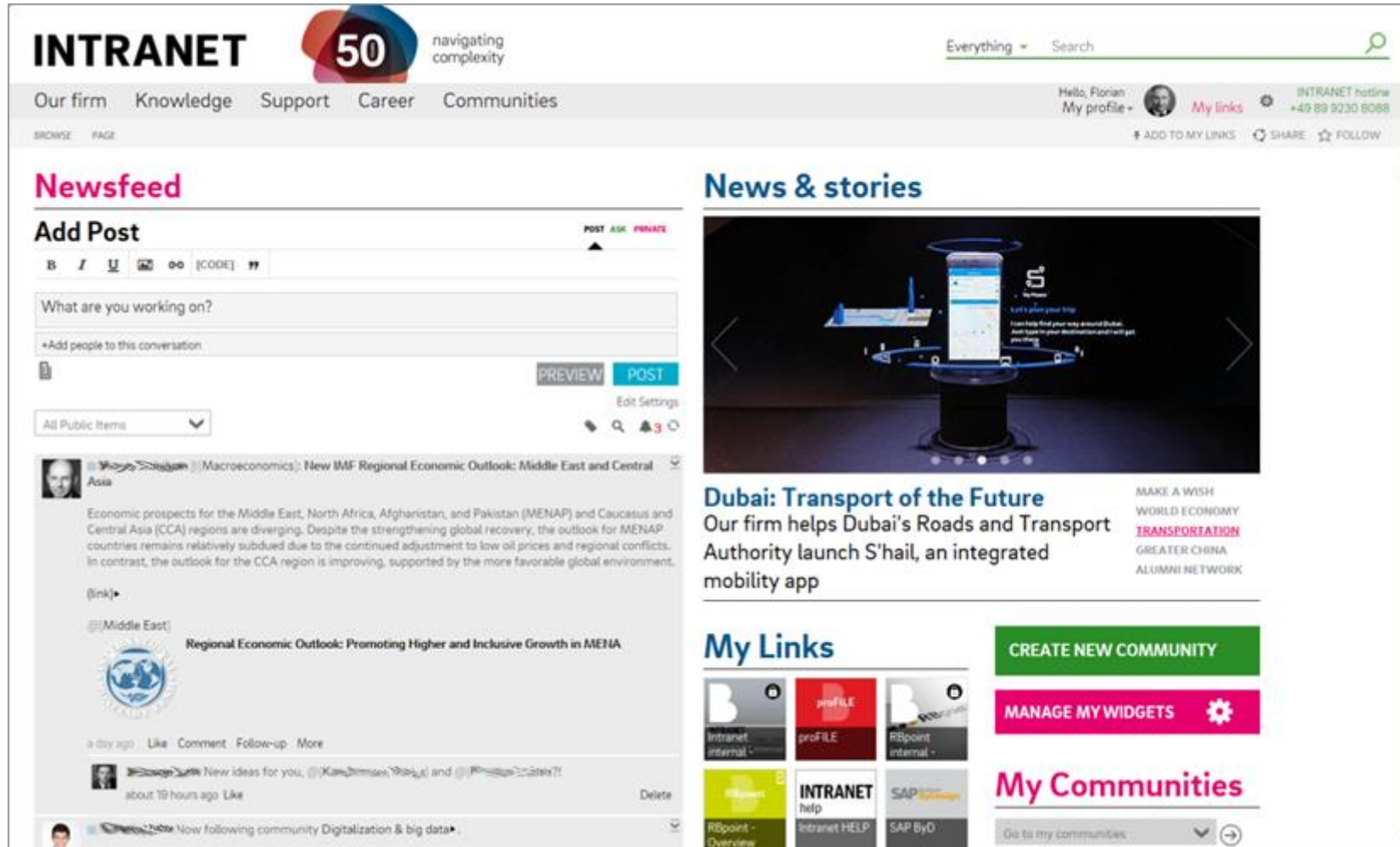
Waterfall: "Control change" _____



Agile: "React to change" _____



INTRANET launch – not purely agile, but really fast

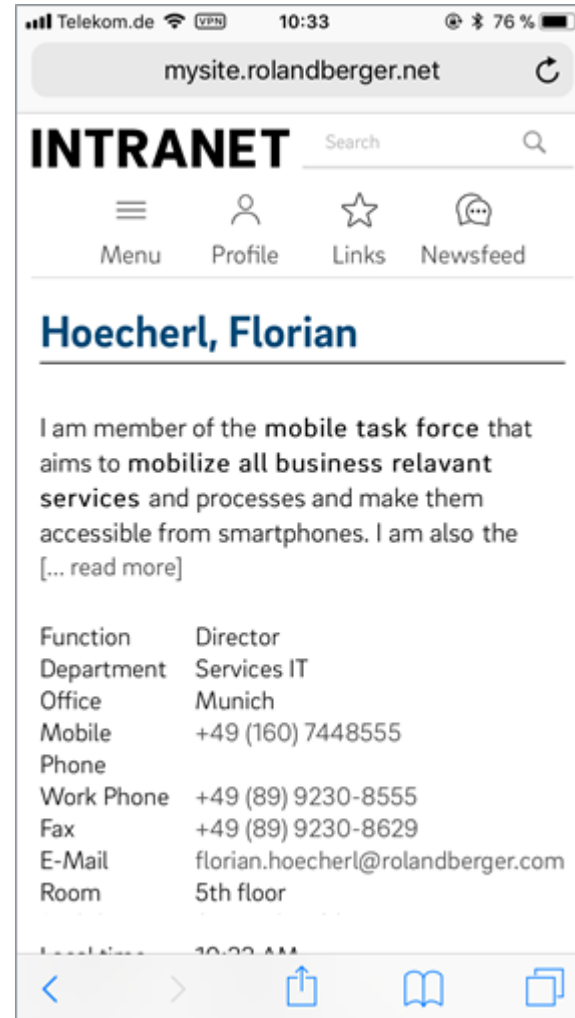
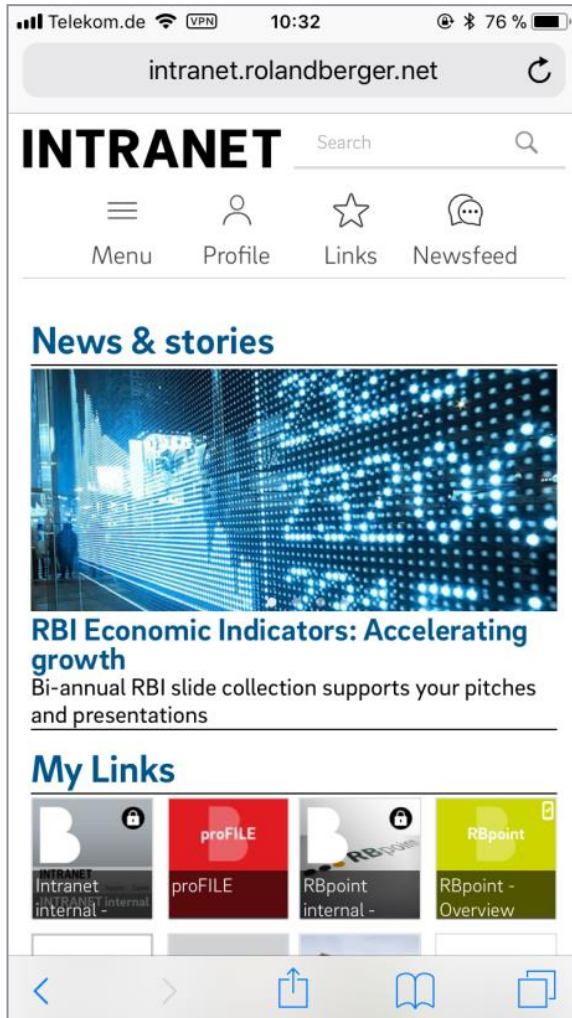


Methodology

Hybrid:

- > Overall Waterfall
- > SCRUM for components: sprints and daily stand-up meetings

Mobile frontend implementation – we had to learn some lessons

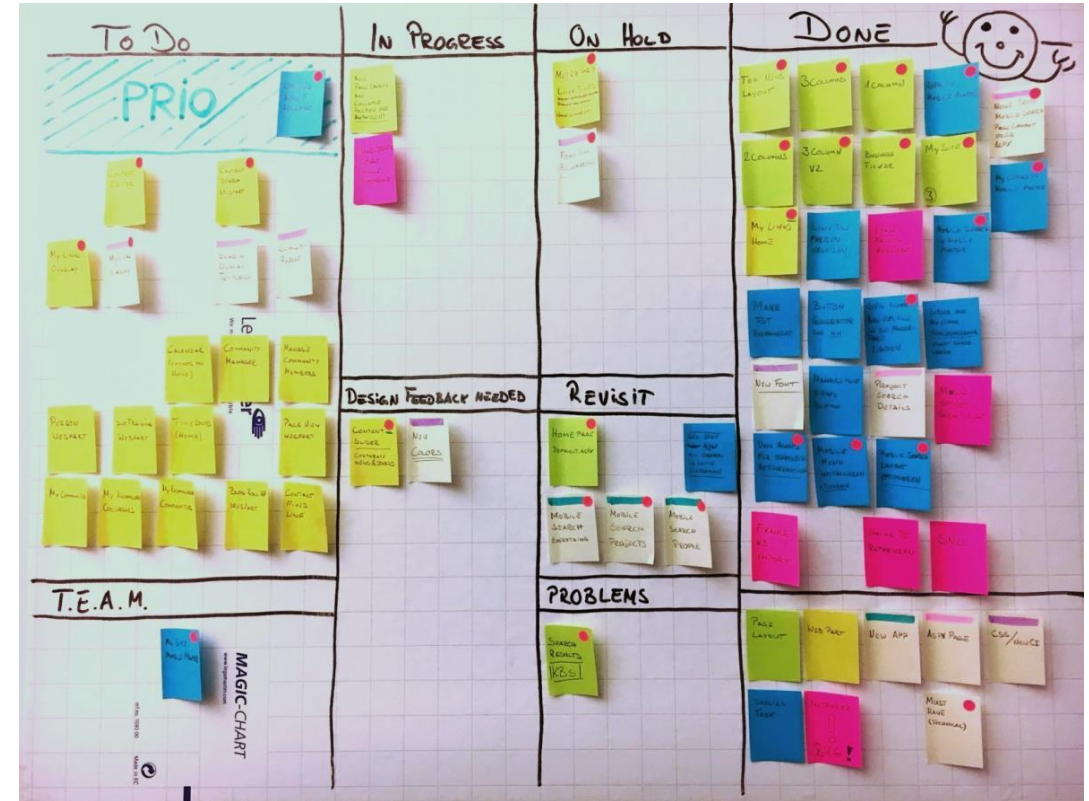
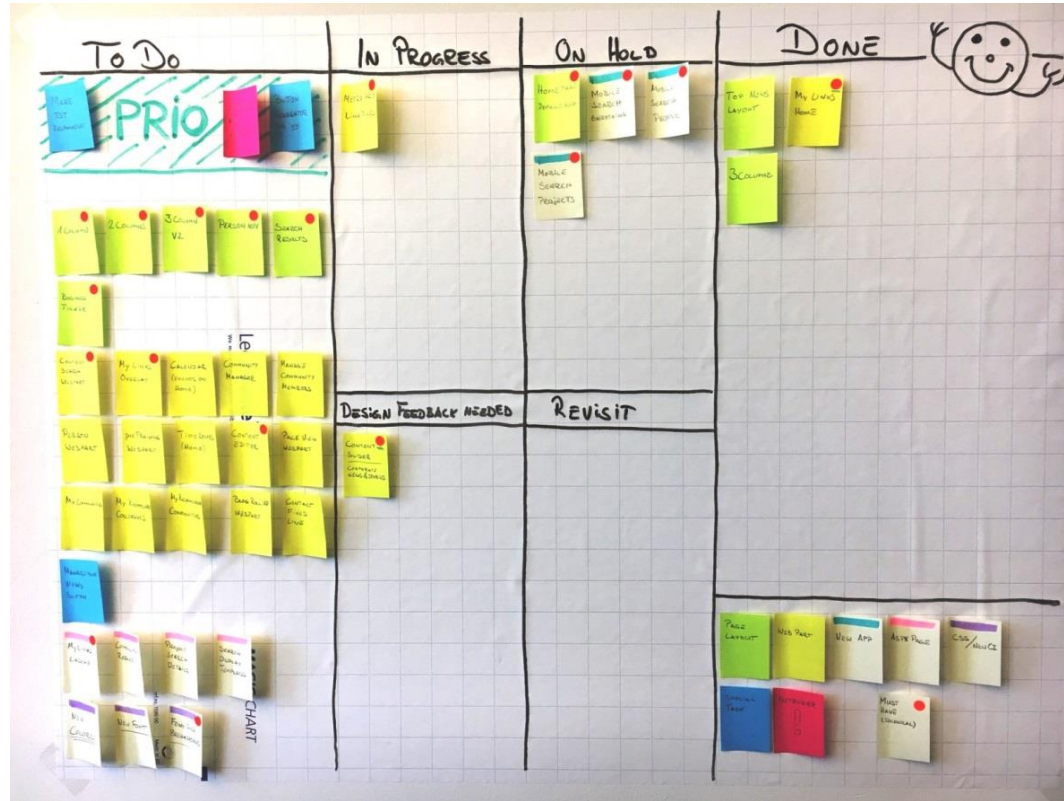


Methodology

Bimodal:

- > Deadline driven project
- > Spec for external contractors
- > KANBAN

KANBAN in deadline driven projects



Digital KANBAN boards work mobile and unite distributed teams

Meistertask



meistertask

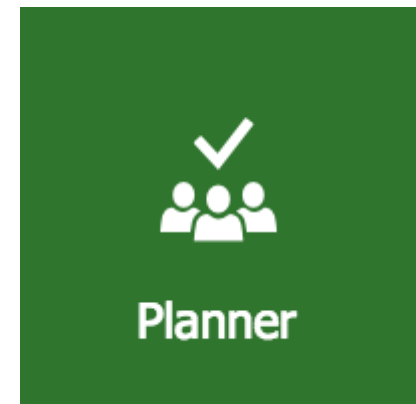


Trello

Wunderlist



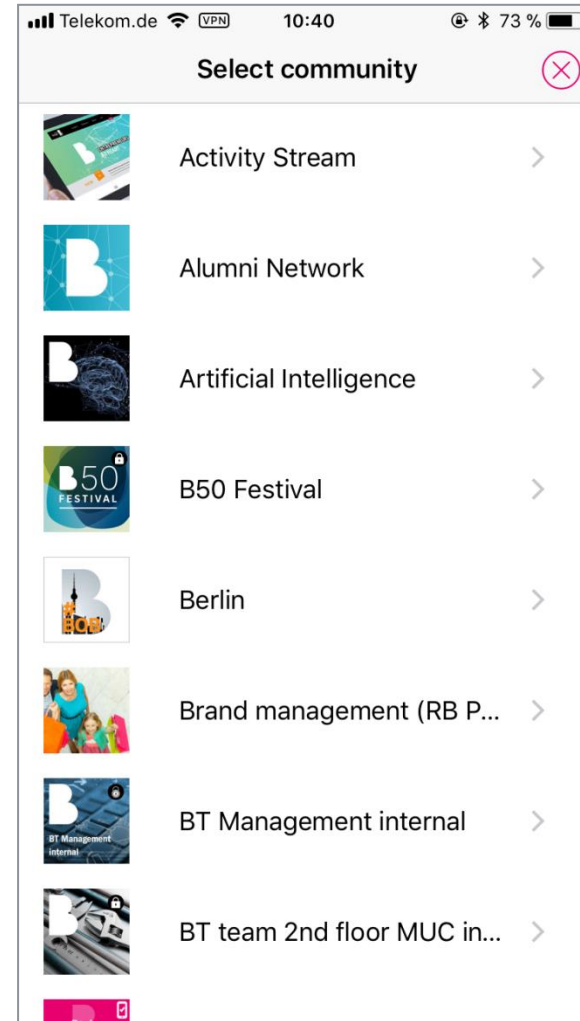
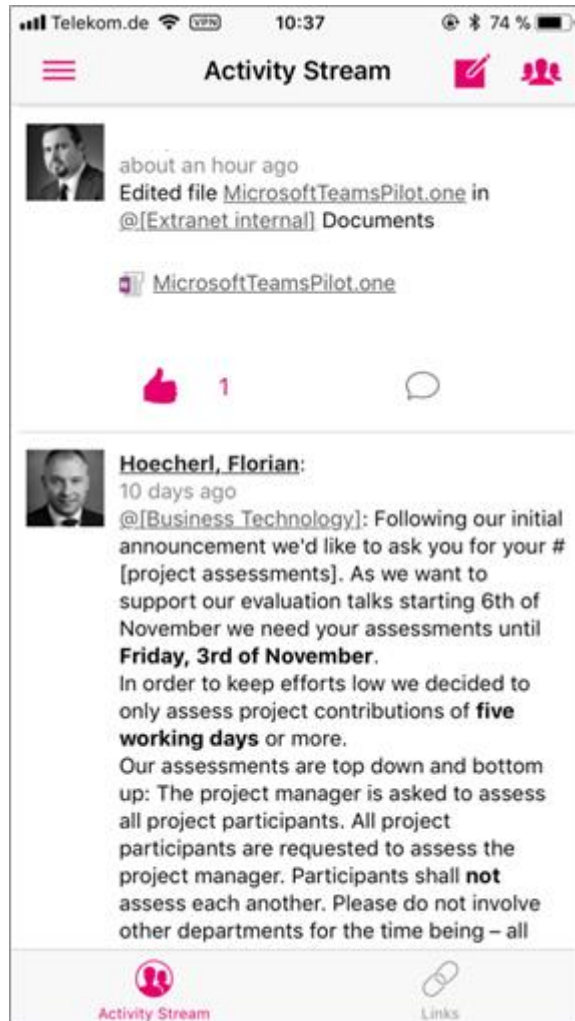
Wunderlist



Planner

Planner

Building a company app – time and budget boxing



Methodology

Agile:



- > MVP approach
- > Time boxing
- > Sprints of 20 days

Renew method
decision after each
sprint

The implementation of a new HR system was... let's say difficult

Methodology

Traditional:
> Waterfall

Self Service		
Navigate to your self service information and activities.		
<p> Review Transactions Review transactions that you submitted for approval</p>	<p> Time Reporting Report and review your time, schedules, request absences and more.</p> <ul style="list-style-type: none"> Report Time View Time User Preferences 	<p> Personal Information Review and update your personal information.</p> <ul style="list-style-type: none"> Personal Information Summary Home and Mailing Address Phone Numbers 8 More...
<p> Payroll and Compensation Review your pay and compensation history. Update your direct deposit and other deduction or contribution information.</p> <ul style="list-style-type: none"> View Paycheck View Payslips View Payslip GBR 17 More... 	<p> Benefits Review health, insurance, savings, pension or other benefits information. Review and update dependent and beneficiary personal information.</p> <ul style="list-style-type: none"> Benefits Information Dependents and Beneficiaries Benefits Summary 4 More... 	<p> Stock Activity Review your stock options and stock purchases, report sales and update share issuance instructions</p> <ul style="list-style-type: none"> Stock Option Summary Stock Option Activity Stock Purchase Activity 2 More...
<p> Leave Transfer Requests Request to donate leave, receive donated leave, return unused leave and terminate participation.</p> <ul style="list-style-type: none"> Donate Leave Request Receive Donated Leave Request Return Unused Leave Request 2 More... 	<p> Learning and Development Add or review information about profiles of skills and competencies, interest lists, training and development.</p> <ul style="list-style-type: none"> My Current Profile My Historical Profile My Job Profiles 13 More... 	<p> Performance Management Access your performance and development documents, and evaluations you have done for others.</p> <ul style="list-style-type: none"> My Performance Documents
<p> Recruiting Activities Recruiting Activities</p> <ul style="list-style-type: none"> Check Referral Status Confirm Referral Interview Evaluations 3 More... 	<p> Career Planning Employee Career Planning Self Service</p> <ul style="list-style-type: none"> My Profile Career Path Career Goals 6 More... 	<p> Manage Delegation Delegate authority for self-service transactions, and review and revoke delegation requests</p>
<p> Workflow User Preferences Profiles workflow user preferences.</p>		

RB restructuring programs are managed truly traditional – for a good reason

RBpoint | HOME | PROJECTS | DOCUMENTS | REPORTS | CALENDAR

Root > Marketing > Communication > Brand communication

Action 01: Brand communication

Tasks:
 completed: 20
 red: 3
 yellow: 4
 green: 8

Owner:
 Start: 1/4/2015
 End: 7/21/2016
 Remaining days: 169

Critical: ▲

Description:
 Brand communication according to the new strategic plan.

Income effect 2016
 Plan: 1,181.0
 Actual: 1,169.3
 99%

Liquidity effect 2016
 Plan: 791.0
 Actual: 566.0
 72%

FTE effect 2016
 Plan: 27.0
 Actual: 28.0
 104%

Comment:
 New KPIs defined

TASKS | DOCUMENTS

Administration				Status					Income effect			
ID	Name	Owner	Status	Start	End	RD	Maturity	Description	Comment	Plan	Actual	[%]
01	Define our principles- core Brand values...	Hoecher, Florian	Completed	7/24/2015	7/28/2015	0	Completed	Basis for the next...		29.0	23.0	79%
02	Approval round (responsible & involved...	Heil, Heiko	Completed	7/30/2015	8/10/2015	0	P&L relevant	CMO will be pres...	Completed with s...	201.0	213.0	106%
03	Prepare brief for logo type & slogan to...	Parker, Isabella	Completed	8/9/2015	8/15/2015	0	Completed		Problem with the...	10.0	9.3	93%
04	Pitch to agencies for logo proposals	Zhang, Wei	Started	8/15/2015	10/27/2015	-99	Started	Benchmarking is...		63.0	64.0	102%
05	Short list of logo types & slogans propo...	Hoecher, Florian	Started	10/30/2015	12/30/2015	-35	Started		Contact the agency	100.0	92.0	92%
06	Marketing research to test several logo...	Parker, Isabella	Started	12/30/2015	2/12/2016	9	Started	Critical task		0.0	0.0	100%
07	Approval round (responsible & involved...	Rahtgens, Christina	Validated	2/12/2016	2/17/2016	14	Validated			162.0	137.0	85%
08	Approval Steering Committee	Heil, Heiko	Validated	2/28/2016	3/15/2016	41	Validated			0.0	0.0	100%
09	Prepare Brand book	Zhang, Wei	Validated	3/12/2016	3/30/2016	56	Validated			40.0	30.0	75%
10	Approval round (responsible & involved...	Rahtgens, Christina	Validated	3/29/2016	4/15/2016	72	Validated	Compare the KPIs...		49.0	52.0	106%
11	Develop web-site of new bank	Heil, Heiko	Canceled	4/11/2016	5/21/2016	108	Canceled	Canceled due to...	Canceled	0.0	0.0	100%
12	Approval round (responsible & involved...	Hoecher, Florian	Canceled	5/21/2016	5/31/2016	118	Canceled	Canceled due to...	Canceled	0.0	0.0	100%

Methodology

Traditional:

- > Critical path
- > Risk management

Summing up my learnings for various projects

- > Do not mix up "Agile" with "Absence of control"
- > Visualize project progress and health
- > Do not devalue traditional methods: They are the basis for all agile methods
- > Use agile complements to traditional projects or go for a bimodal approach
- > Agree on used methodologies
- > Involve all stakeholders at all times

Bimodal teams are using traditional methodologies for stability-focused programs, agile for speed and innovation.

Contact

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Q&A



Thank you so much for your attention!

Happy to answer your questions.

No questions? Now come on. At least one!

> Are you using agile techniques in your projects?

> Did you loudly speak about it?