HYVES
Project Research

PMI Darmstadt

03 July 2024

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AGENDA

1. Introduction
2. Power Kanban
3. Agile Rolling Wave
4. PMO Capability

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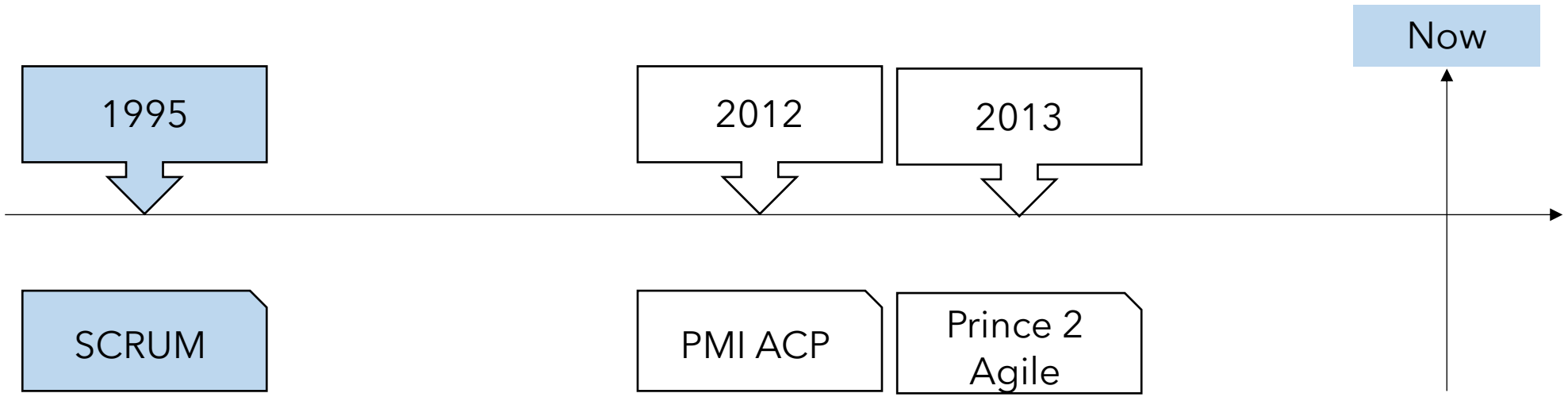
1. INTRODUCTION

Are we mentally agile?



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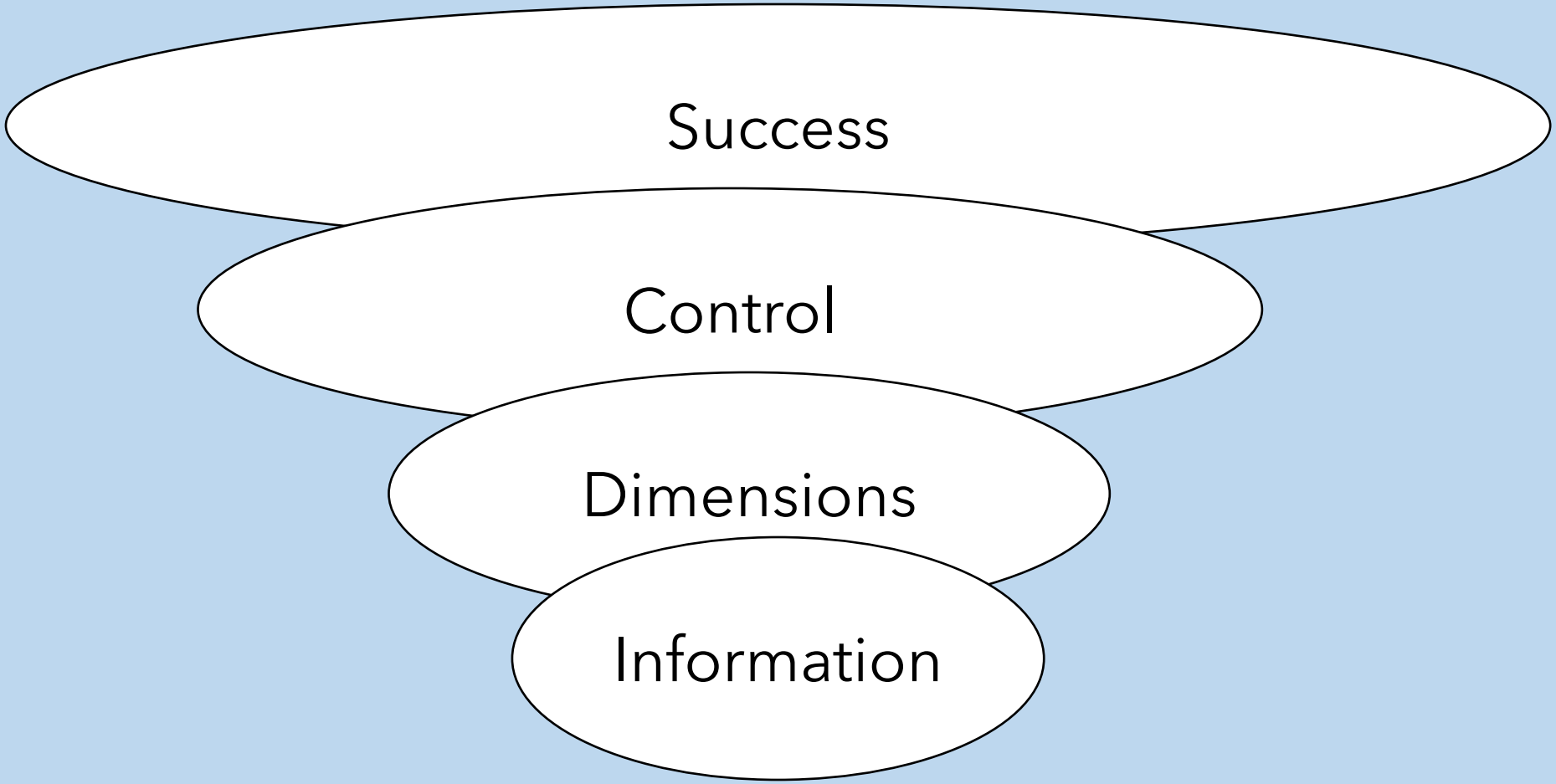
POLL

‘Agile methodology does not exist’

2. Power Kanban



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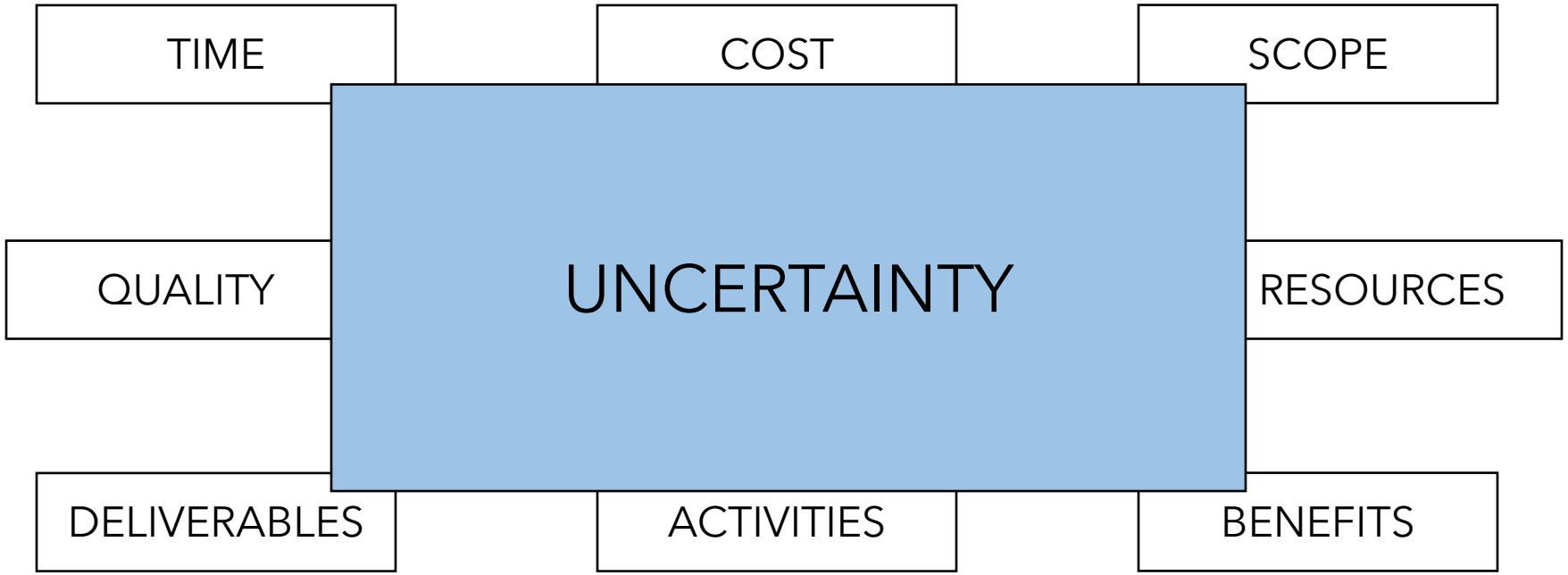
DIMENSIONS



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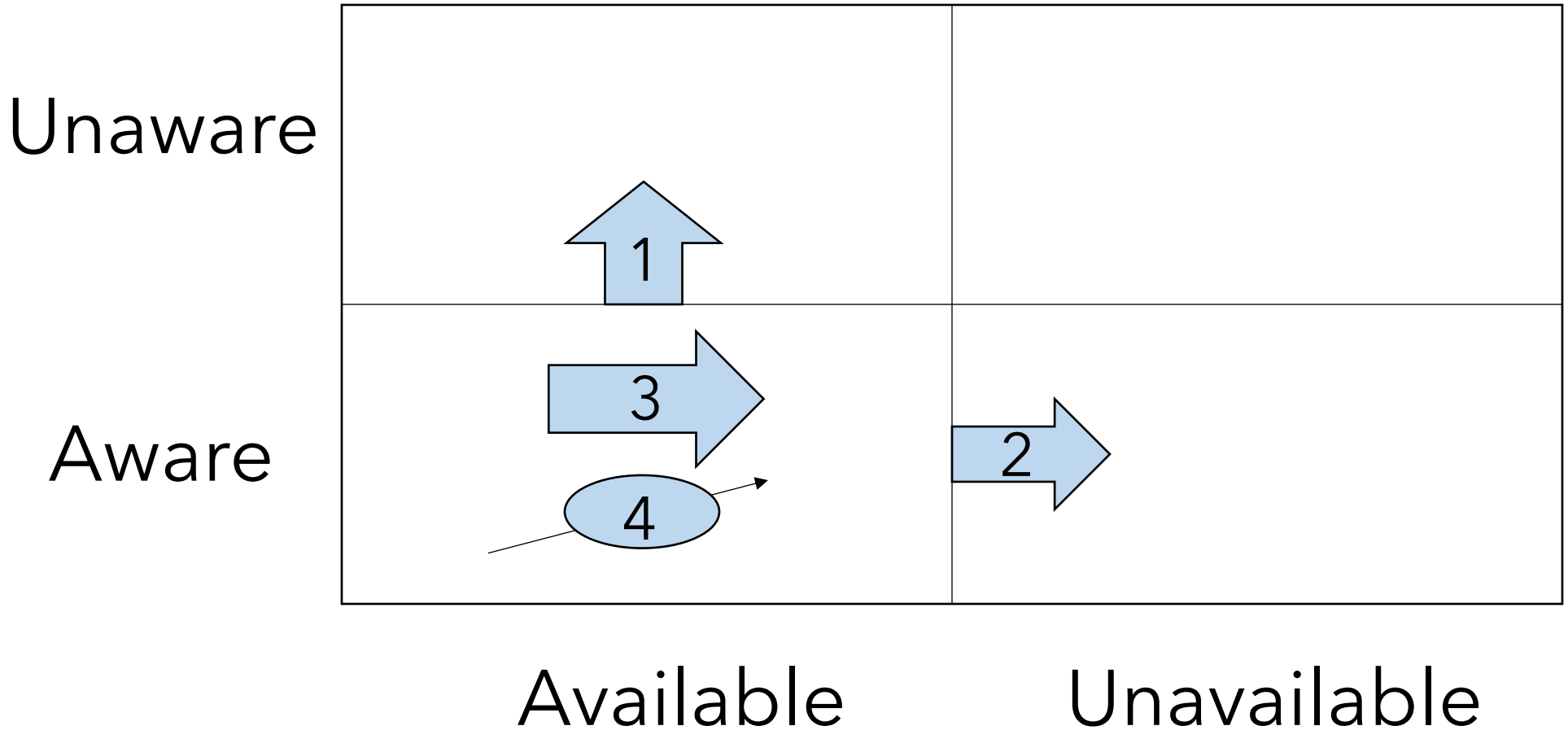
UNCERTAINTY MATRIX



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Awareness test

https://www.youtube.com/watch?v=UfA3ivLK_tE

Chabris & Simons

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Meta Data Model

PRQ
Prerequisite

- Description
- Owner
- Latest date in place

DCS
Decision

- Description
- Owner
- Urgent/Important
- Latest date
- Global, local

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Meta-data model

PRB
Problem

- Description
- Urgent/important
- Responsible
- Solutions
- Selection logic

WAS
Working Assumption

- Description
- Owner
- First possible time for verification

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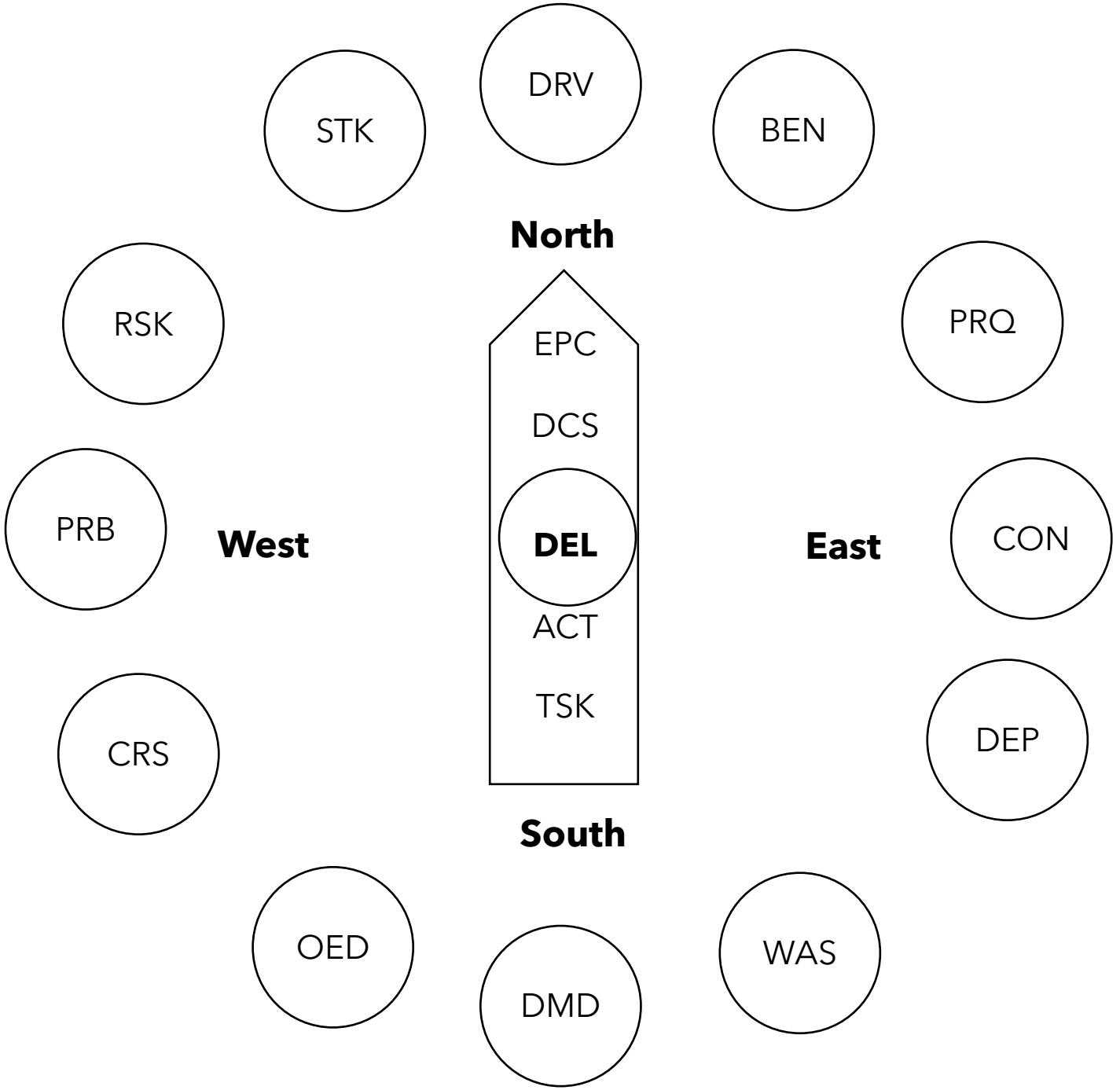
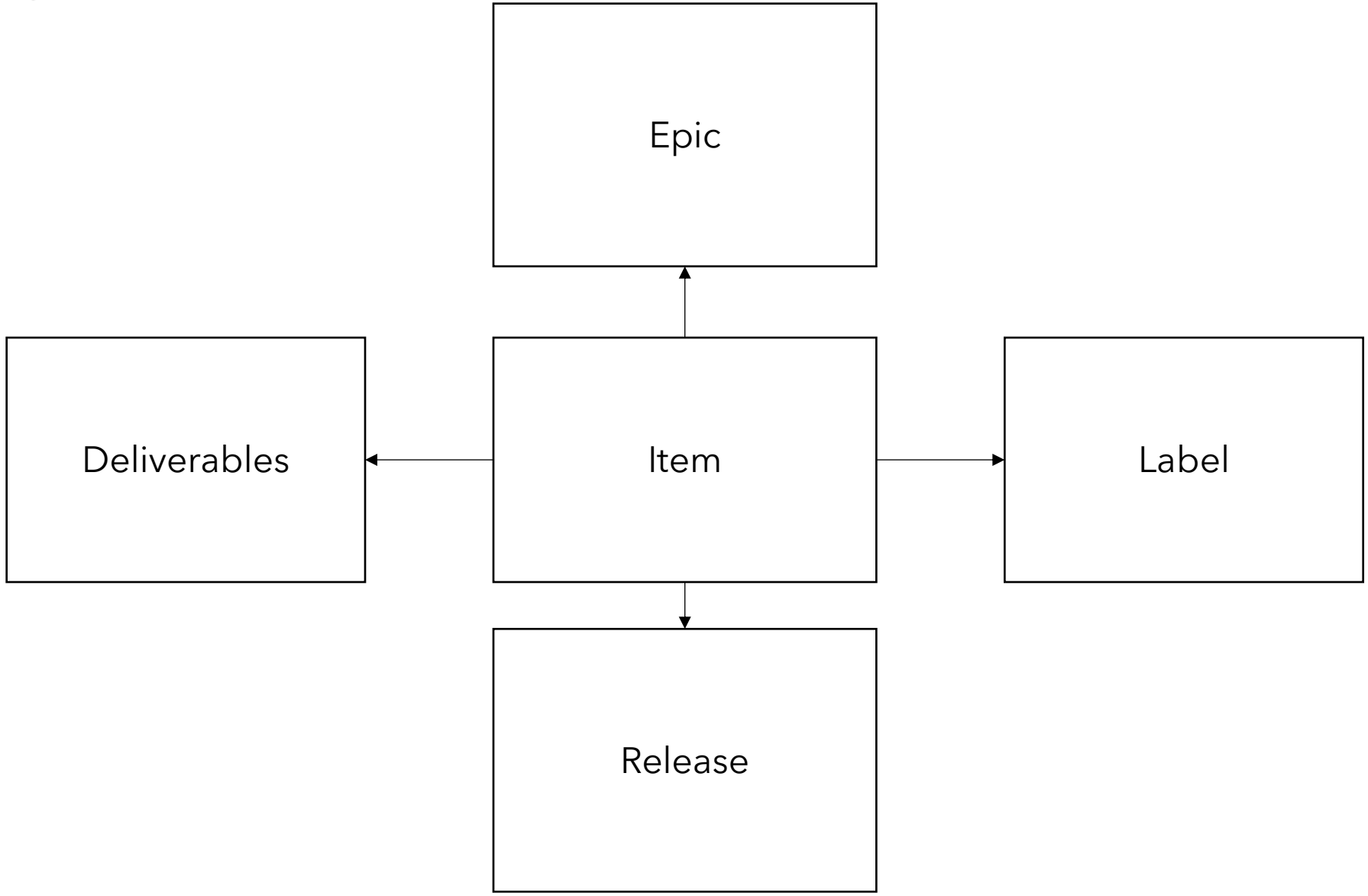
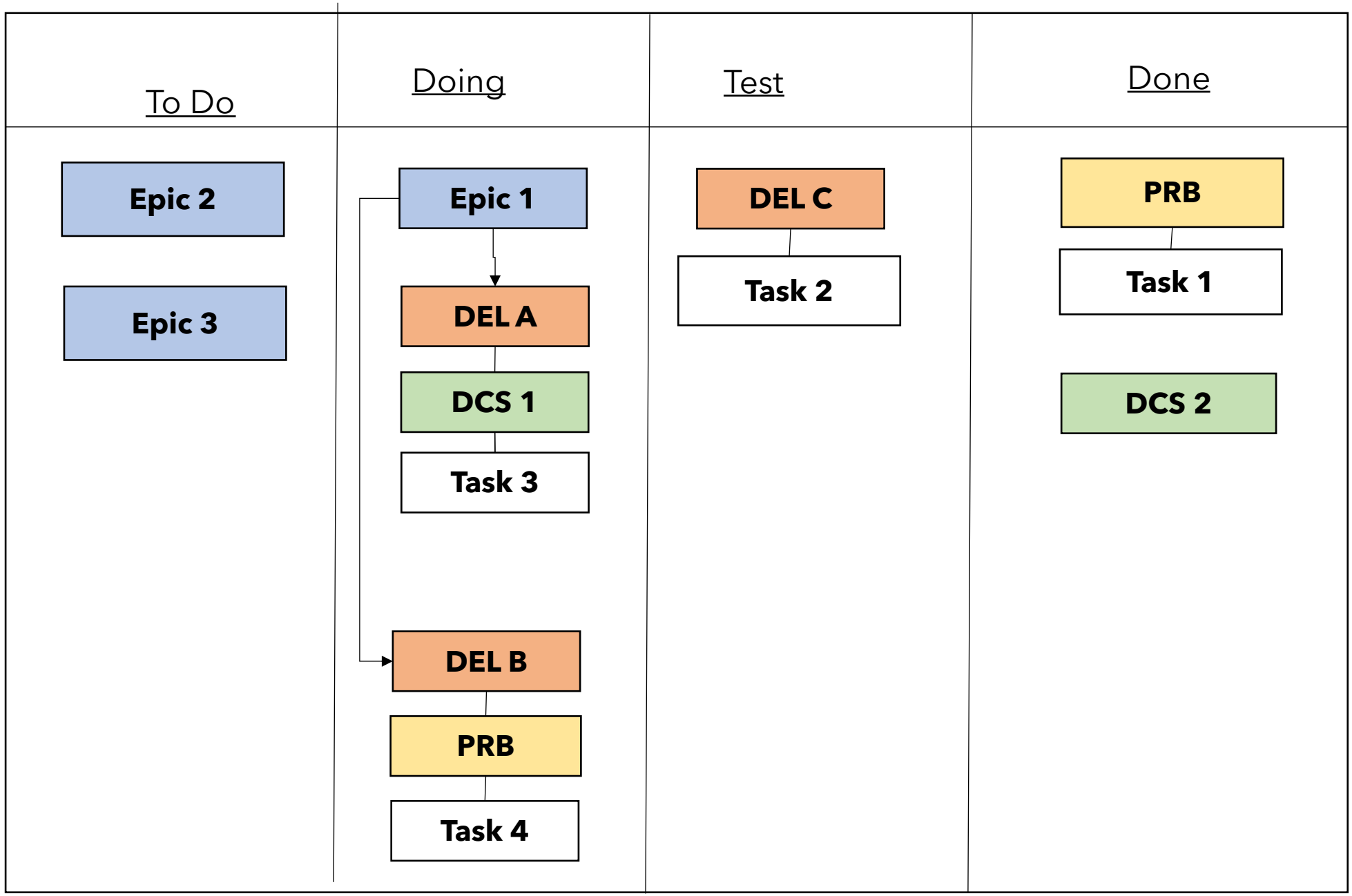
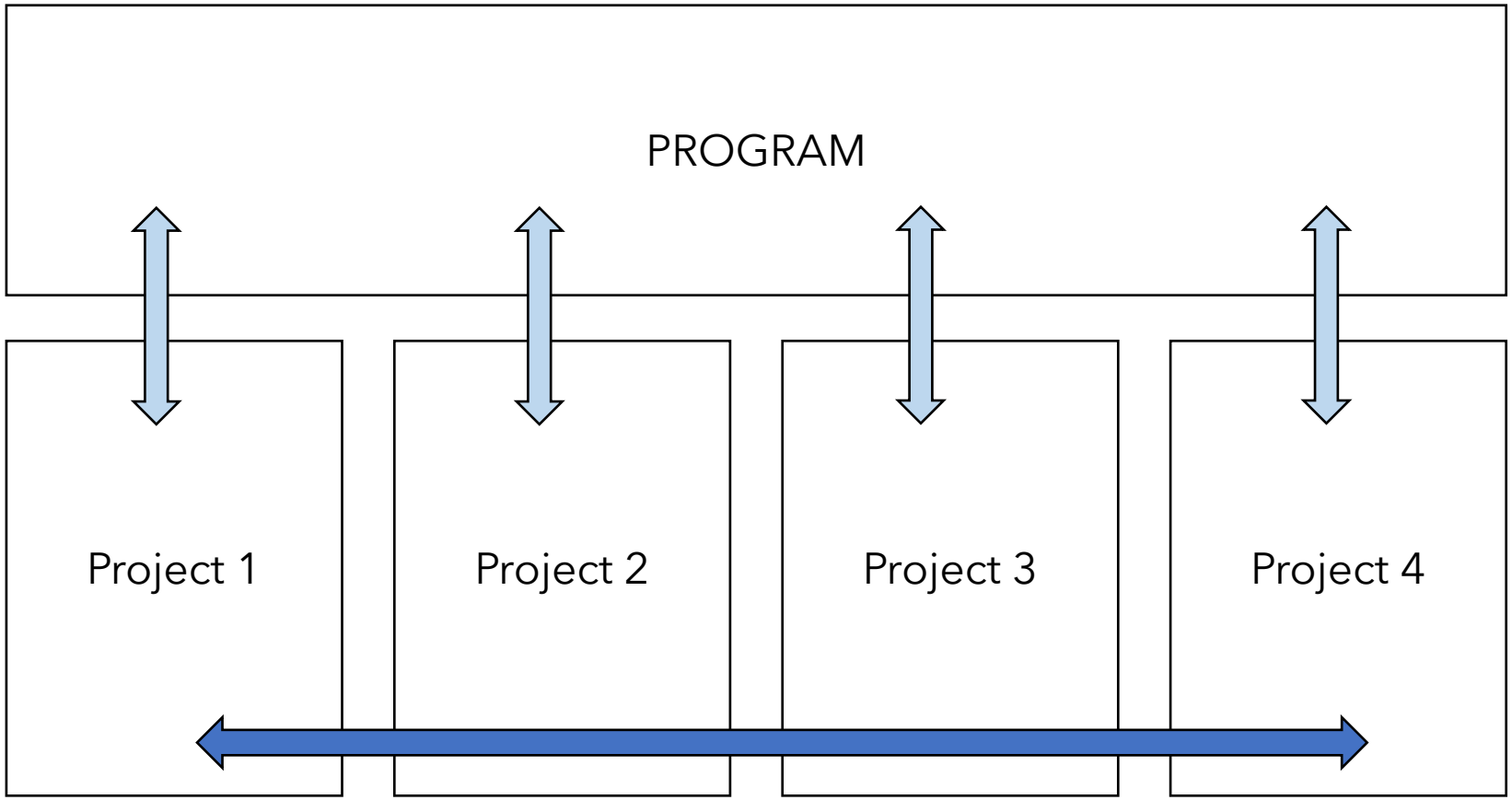
Compass


STK
DRV
BEN
North
RSK
PRQ
EPC
DCS
PRB
West
DEL
East
CON
ACT
TSK
CRS
DEP
South
OED
WAS
DMD

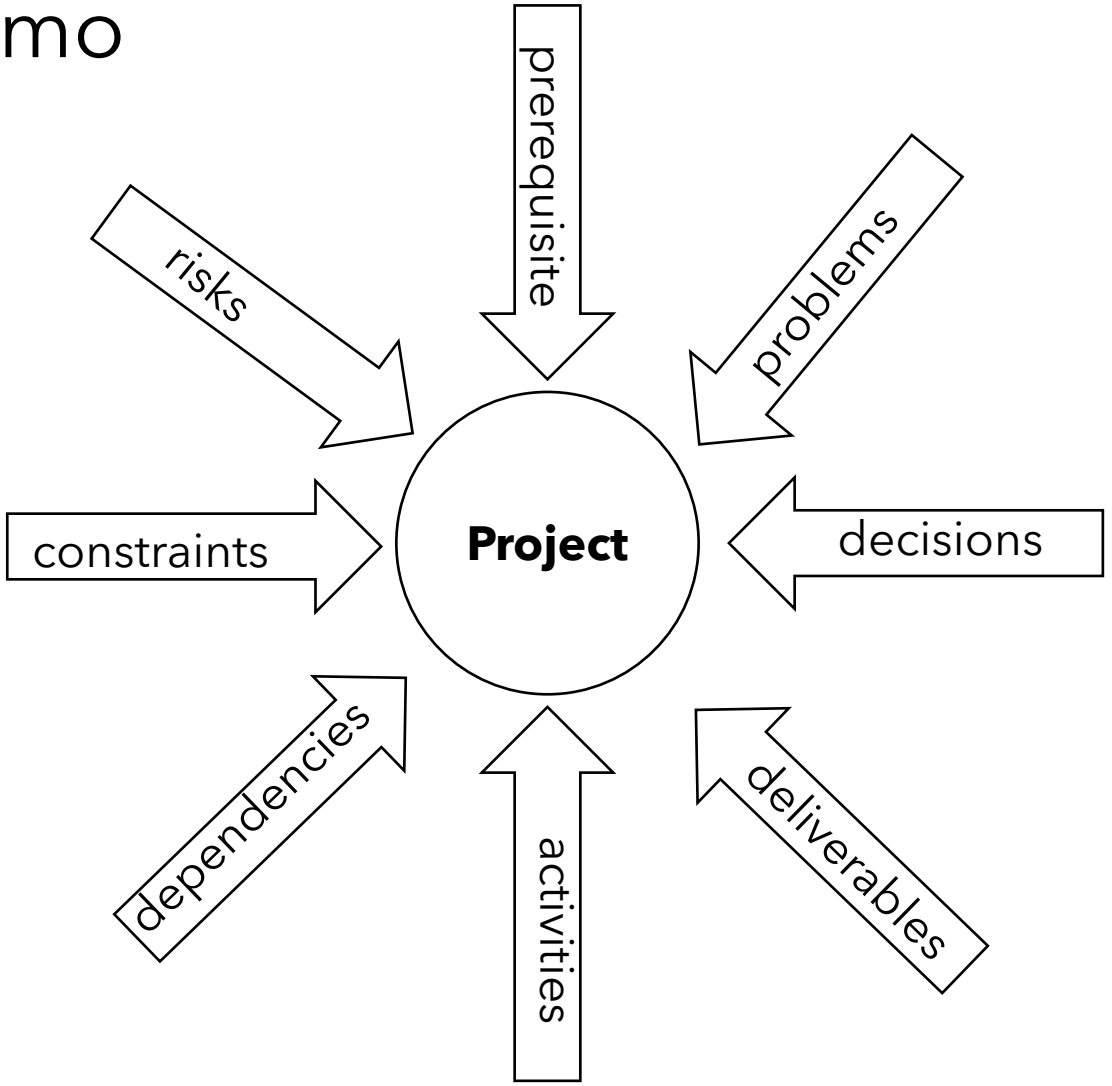
Linking




To Do
Doing
Test
Done
Epic 2
Epic 3
Epic 1
DEL A
DCS 1
Task 3
DEL B
PRB
Task 4
DEL C
Task 2
PRB
Task 1
DCS 2


PROGRAM
Project 1
Project 2
Project 3
Project 4

Jugling/JIRA Demo



POWER KANBAN SUMMARY

- Combination of Project Meta Data technique and Kanban
- Improve information awareness
- Distribute information
- Improved information access
- Enhance coordination
- Single source of information
- Different views, reducing the number of individual logs

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3. AGILE ROLLING WAVE

"Law of diminishing returns"

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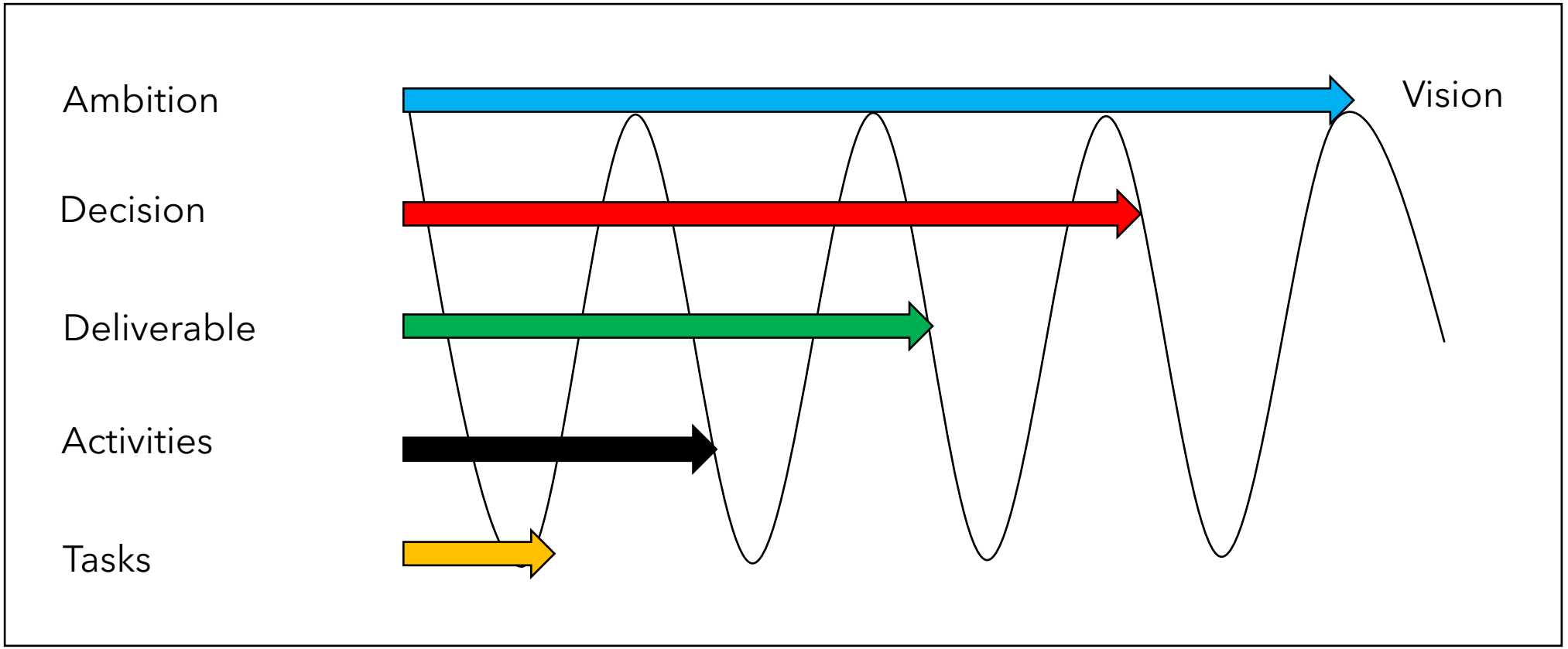
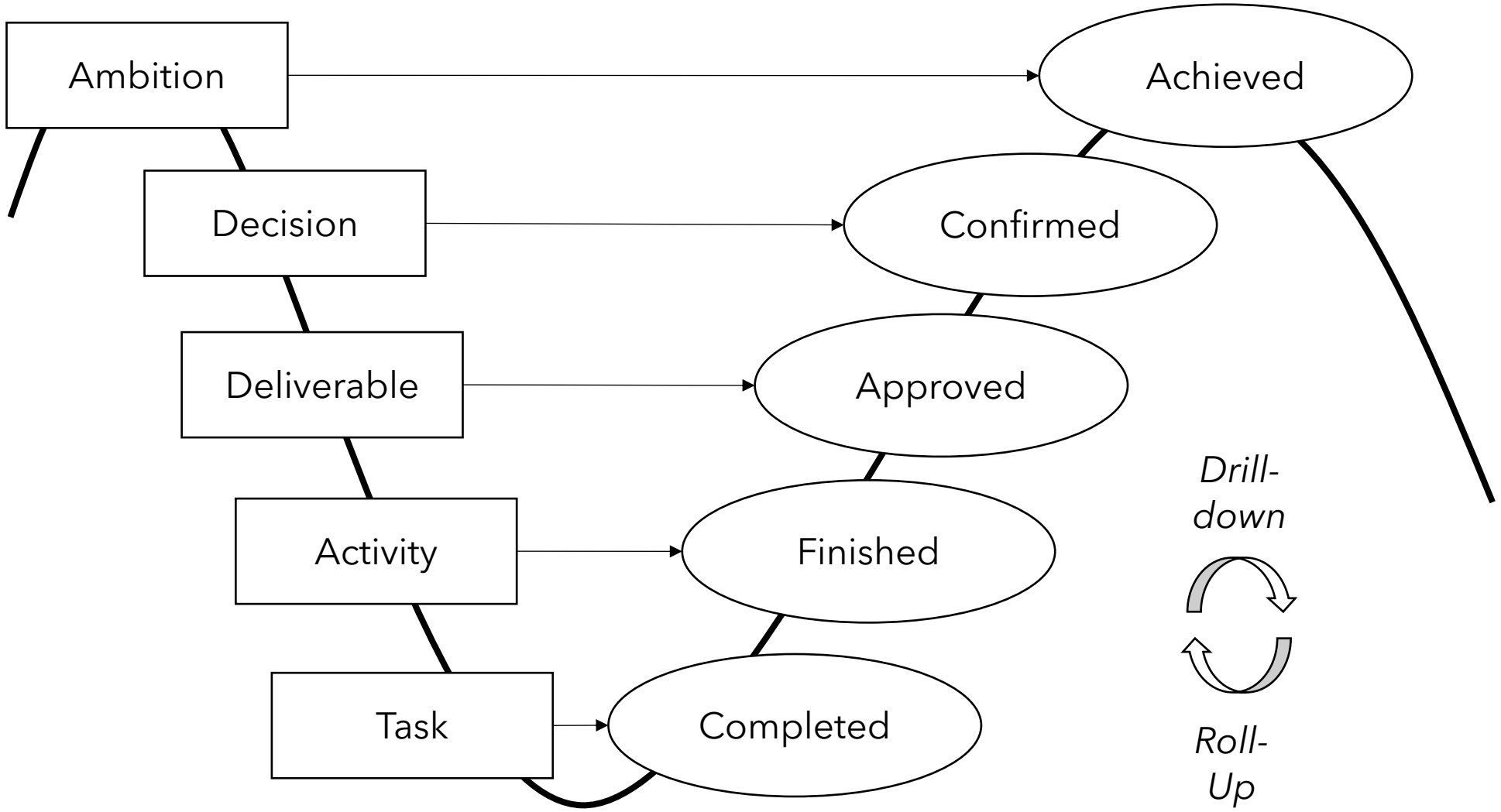
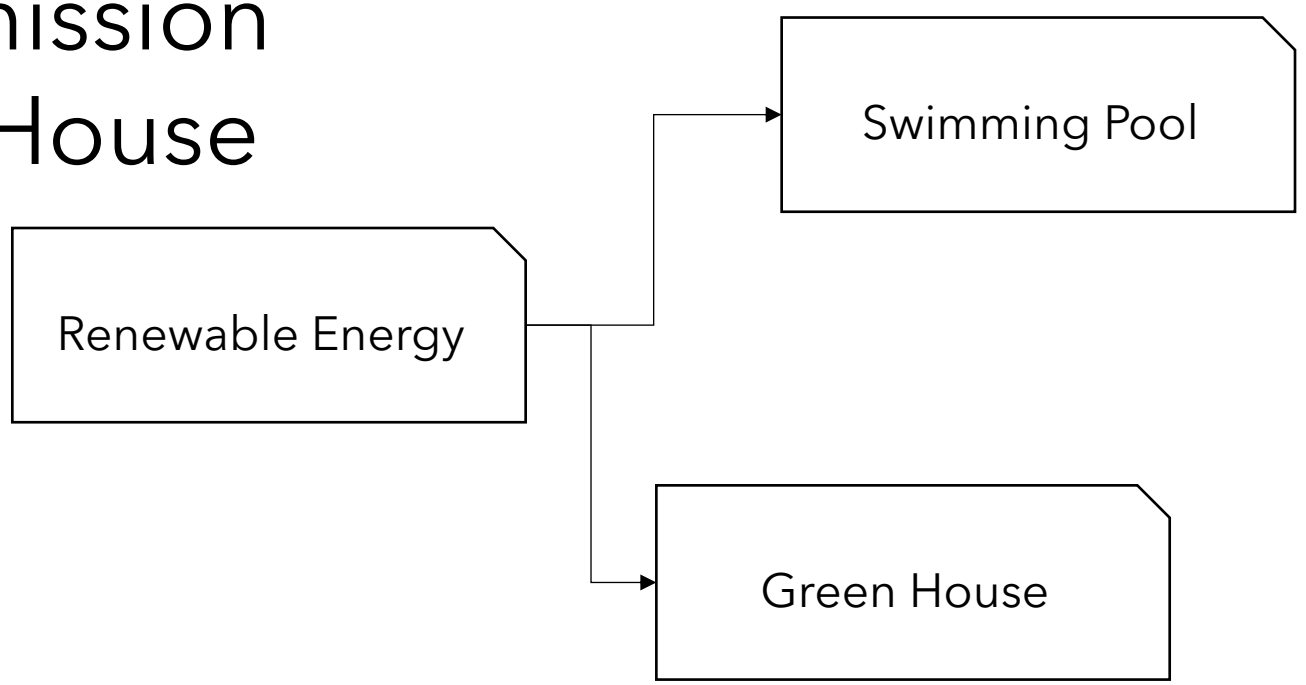

Ambition
Decision
Deliverable
Activities
Tasks
Vision


Ambition
Decision
Deliverable
Activity
Task
Achieved
Confirmed
Approved
Finished
Completed
Drill-down
Roll-Up

Epic level: Epic Roadmap

Zero Emission Dream House



Calendar plan for full project

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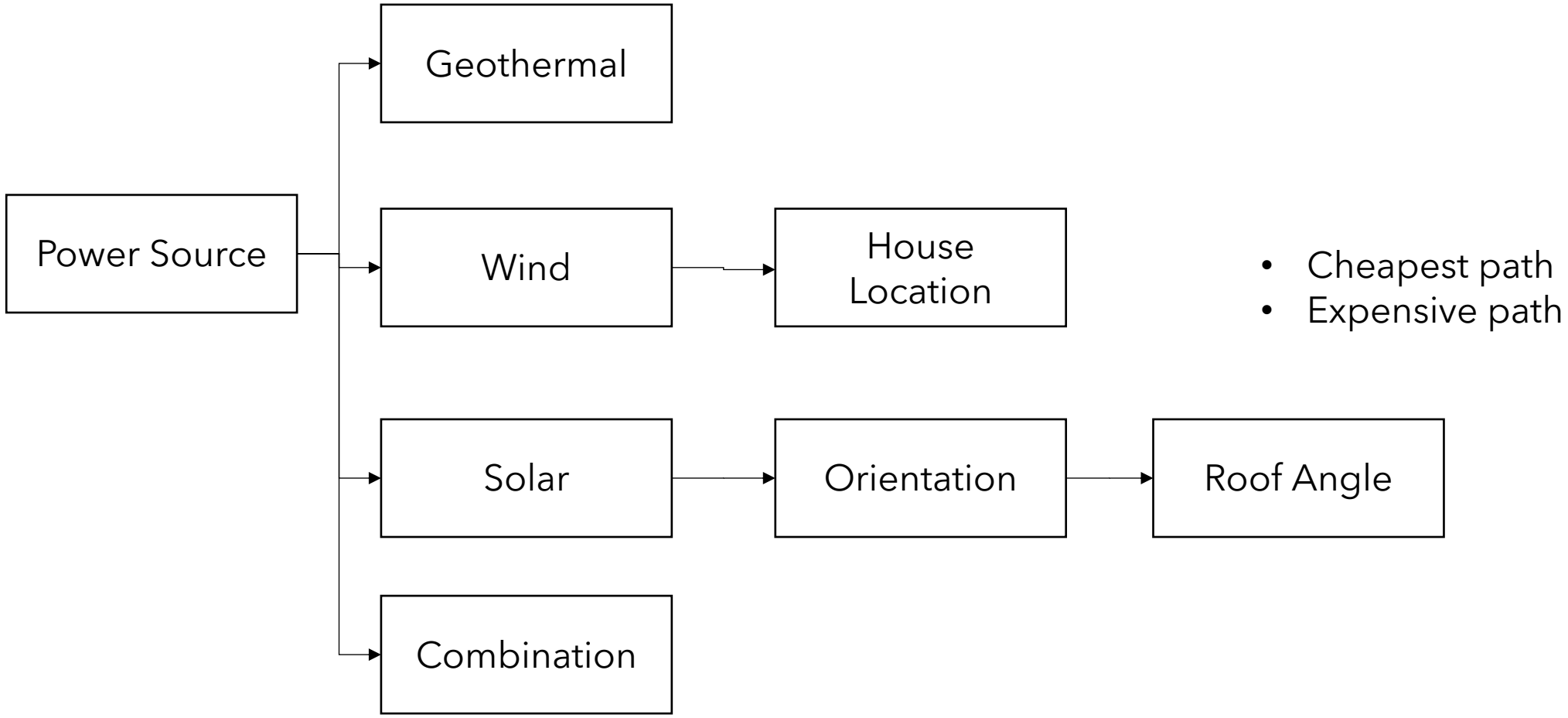
Decision level: Decision Network



- Cheapest path
- Expensive path

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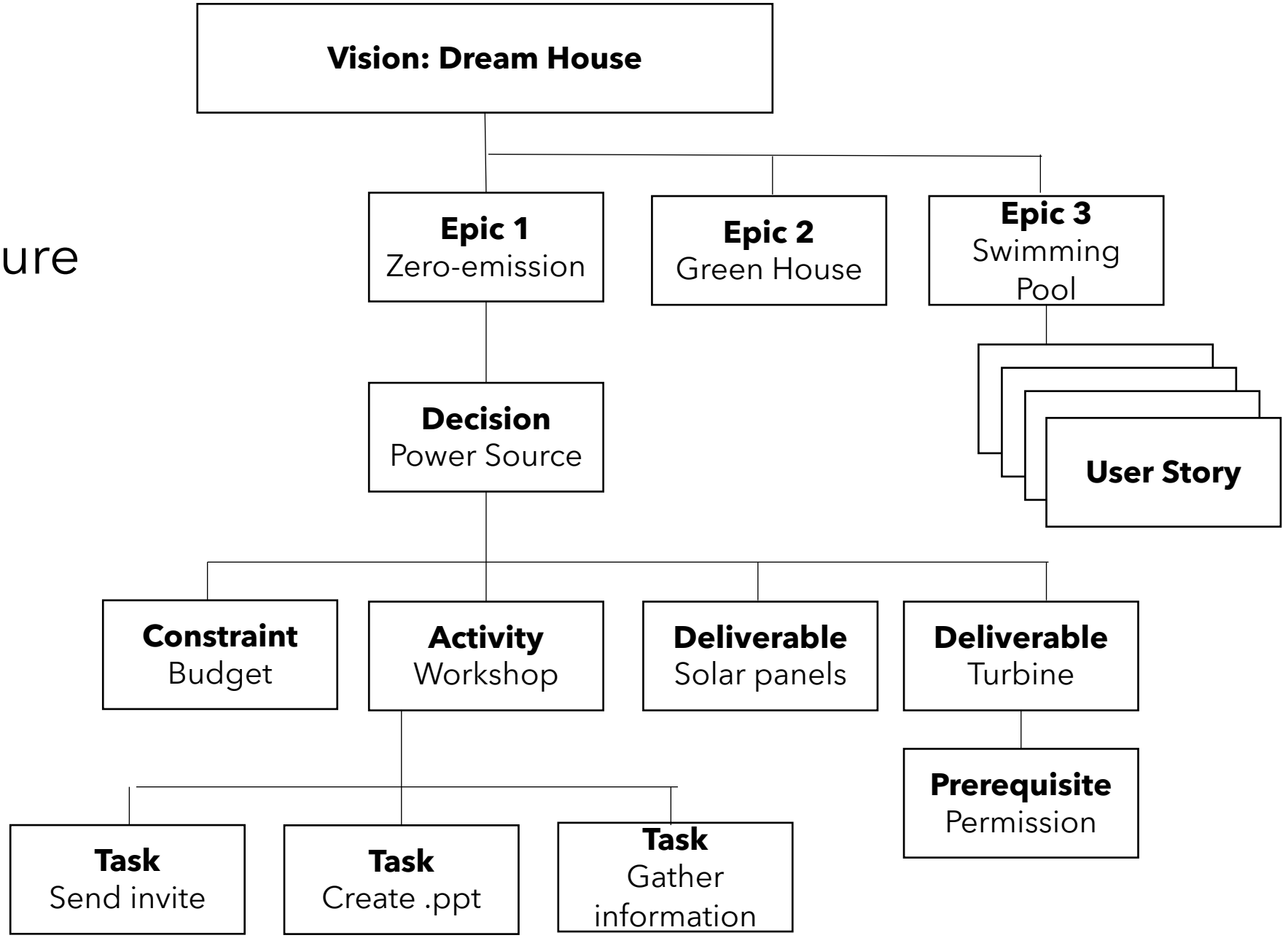
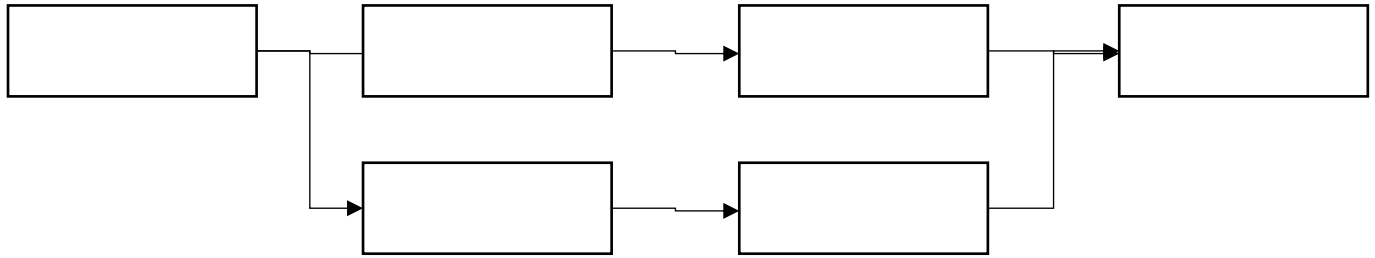
Deliverable level: Information Breakdown Structure

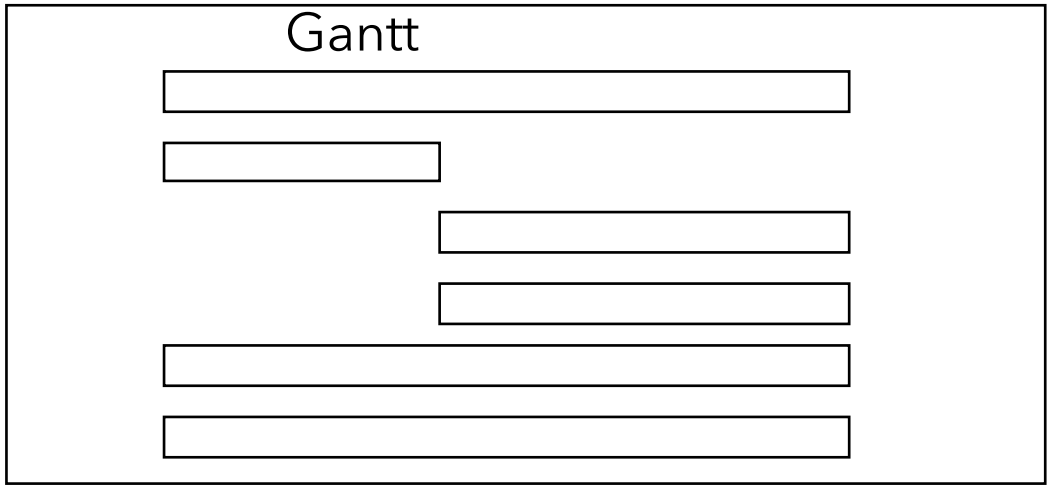
- *Combine relative and absolute estimation*



Activity Level

Pert





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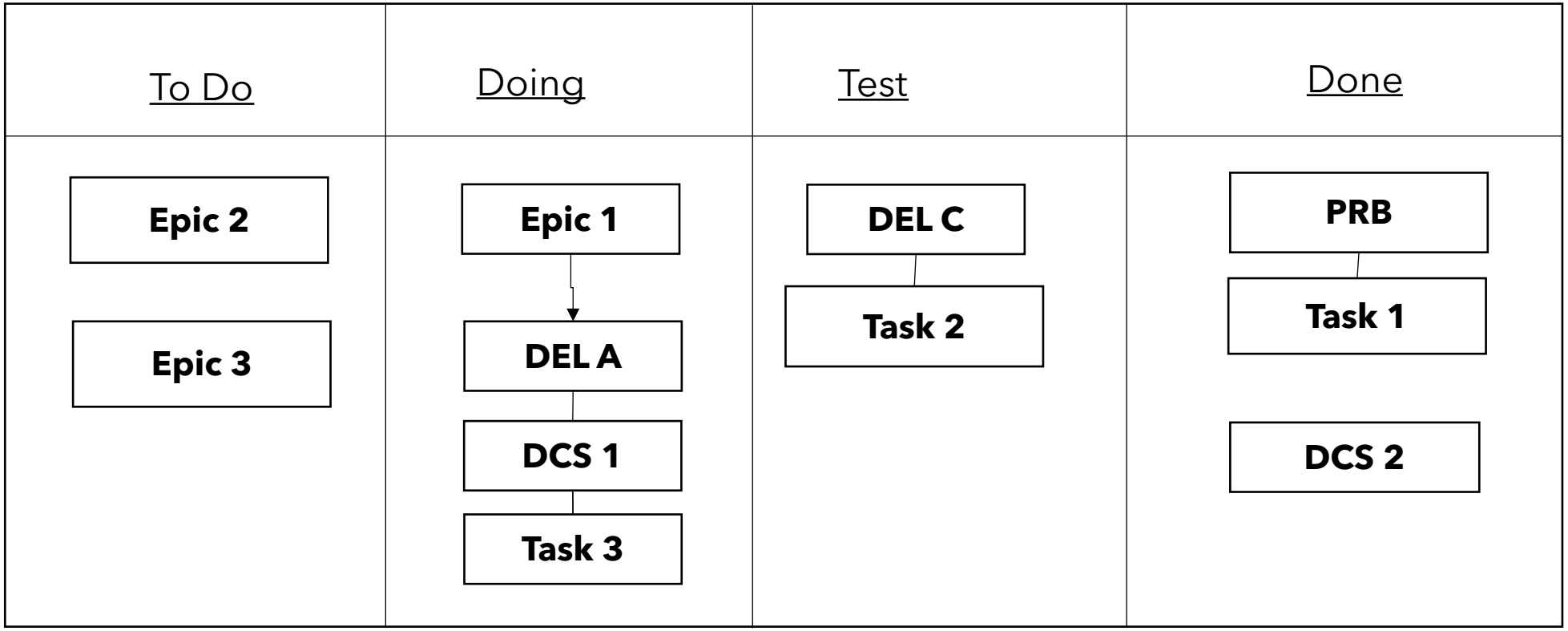
Task Level: Kanban Board



Summary: Agile Rolling Wave Planning

- Multi level, multi horizon, multi technique
- Adaptive and proactive
- Logical counterpart of Power Kanban
- Generalization of agile towards non software projects
- Combines relative and absolute estimation

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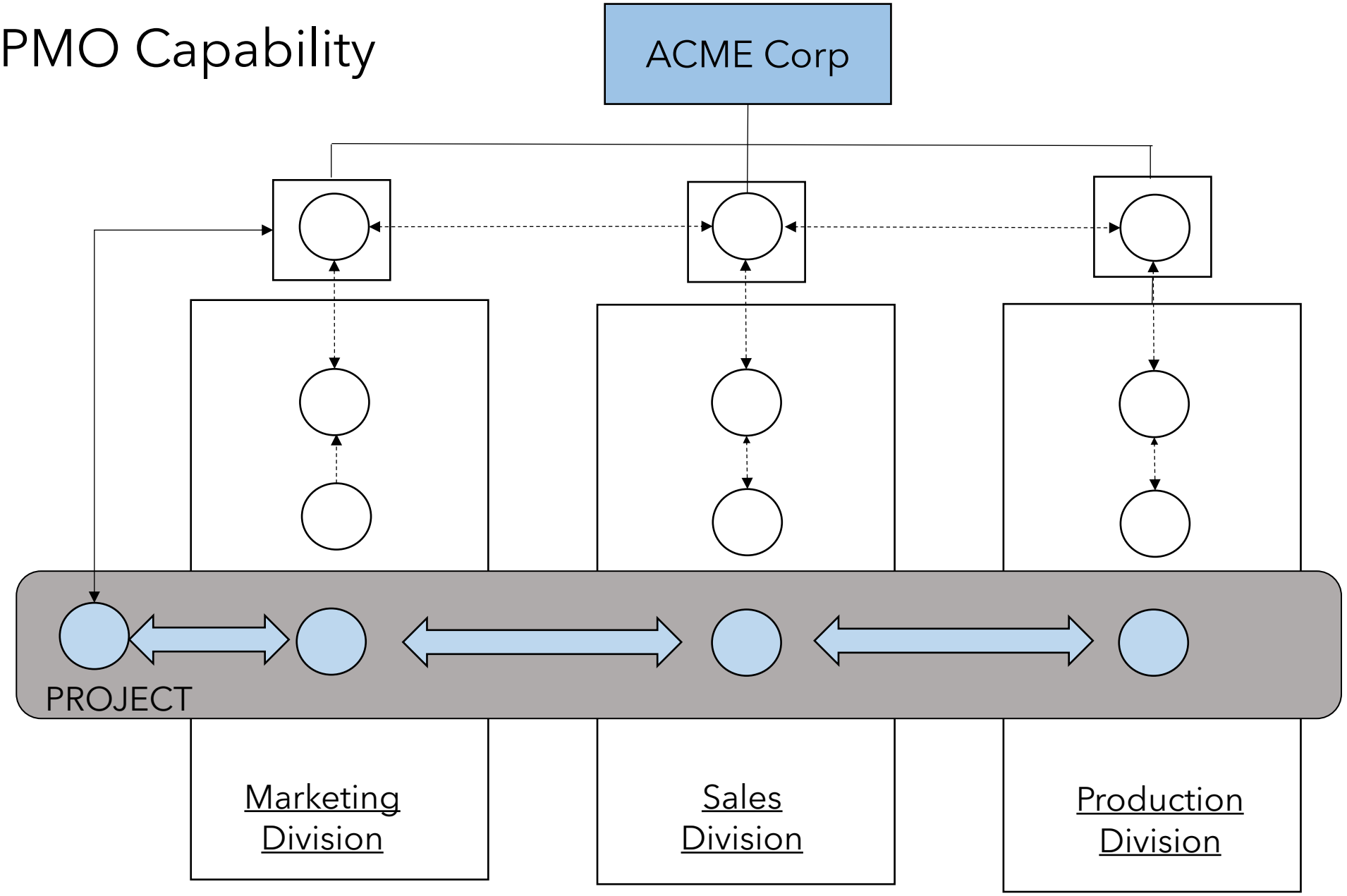
4. PMO Capability



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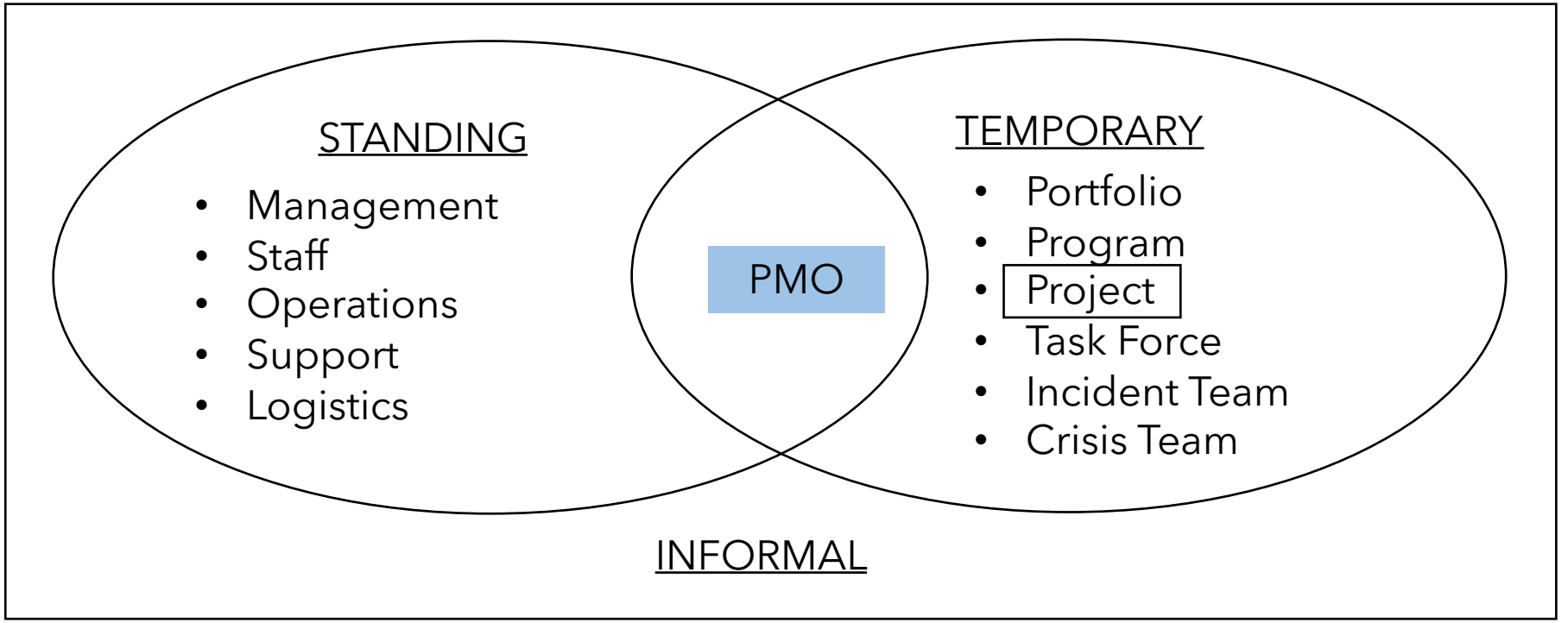
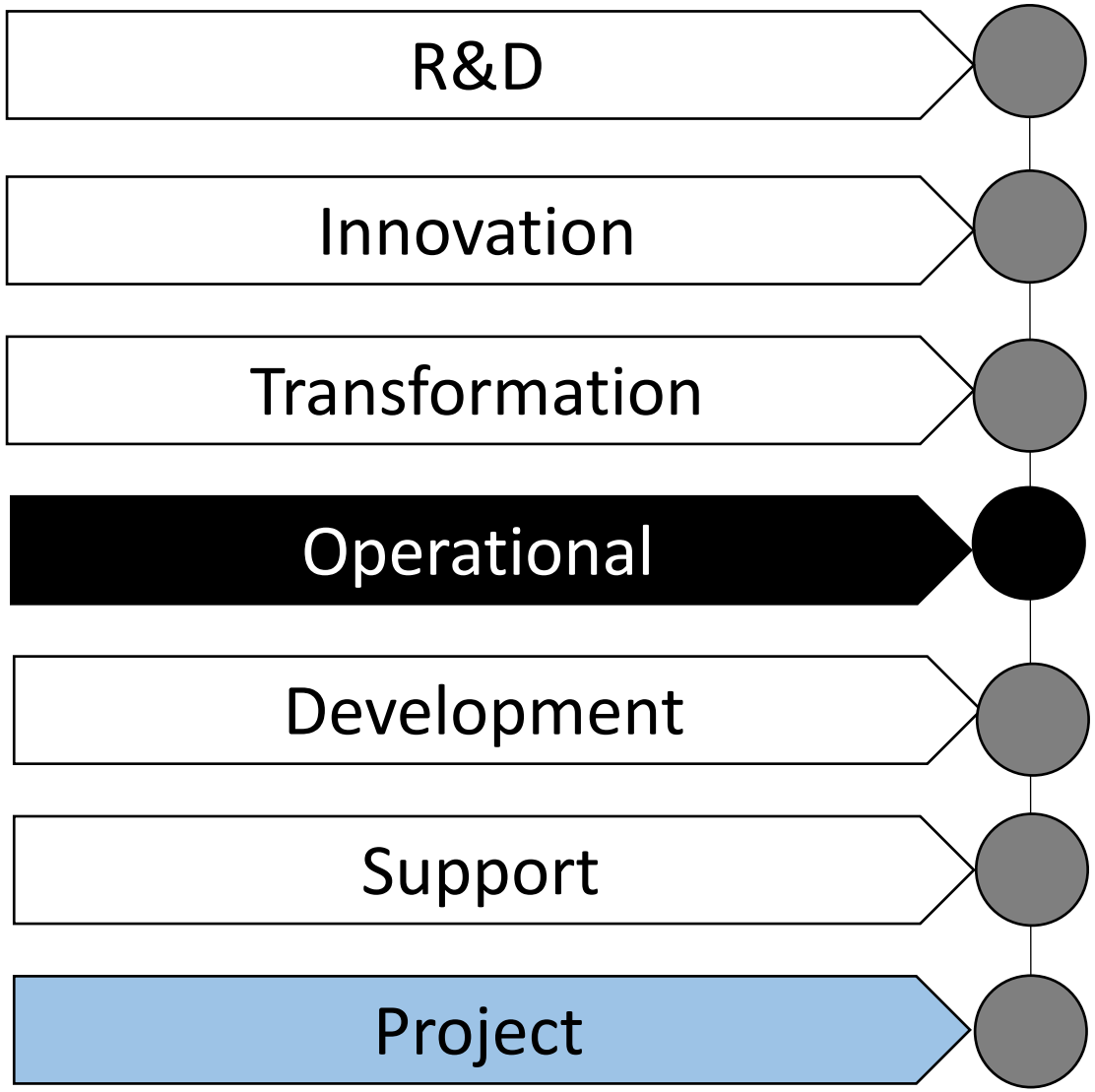
ORGANIZATION



Important

Urgent

Routine ⟷ *Unique*


R&D
Innovation
Transformation
Operational
Development
Support
Project

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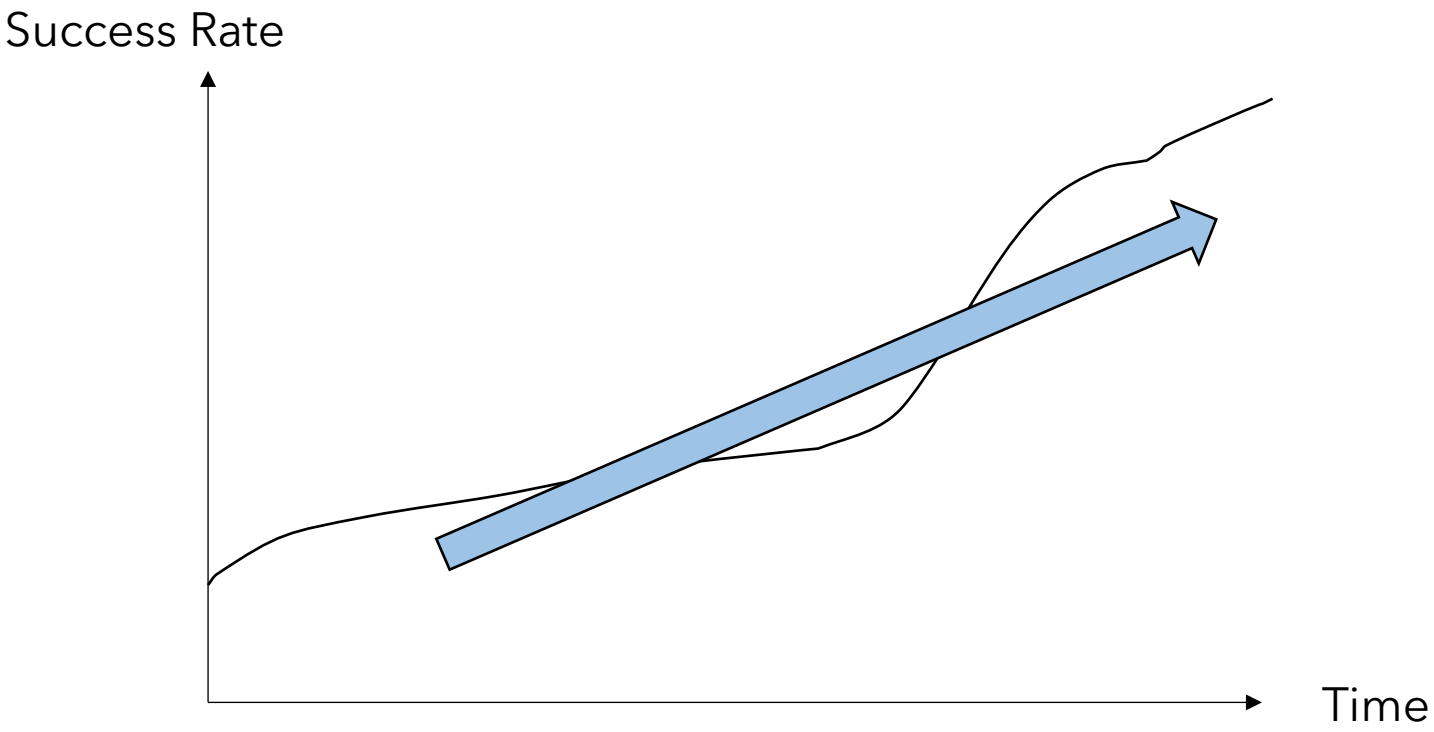

PMO: Learning, adapting, improving

www.freepik.com

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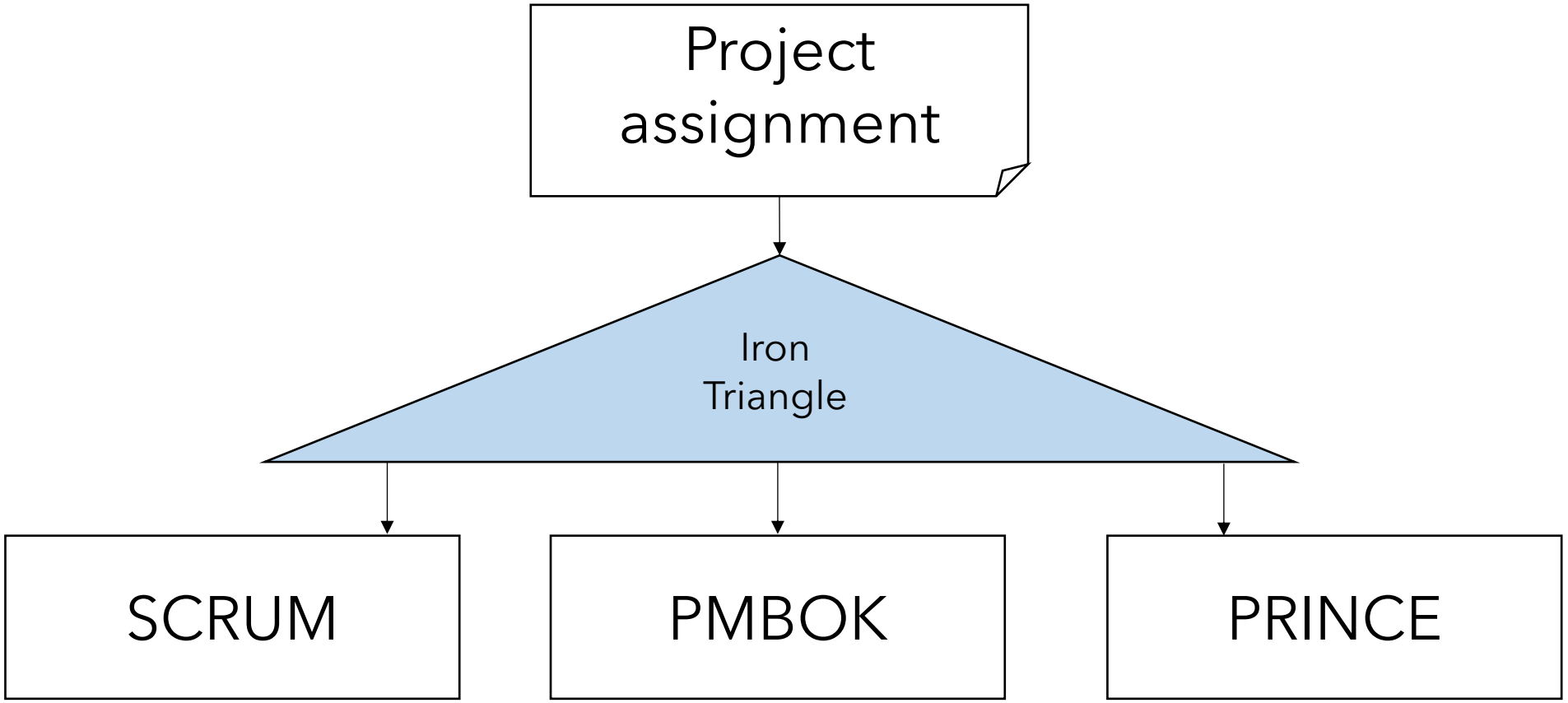
Experiment



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Group 1		*Group 2*	
Day 1	50 %	Day 1	51 %
Day 2	83%	Day 2	78%
Day 3	99%	Day 3	98%
Day 4	100%	Day 4	100%

Repeatability, independency, variable control

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Survey A, scale of One to Five (best)

The project was effective
The project achieved its goals
The project was delivered to requirements
The project team was robust
The results were verified
The project supported the company mission
The approach was strategically sound
The team acted responsible
The chosen methodology was correct

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Survey 2

The project was efficient
The project achieved its objectives
The project was delivered to specifications
The project team was resilient
The results were validated
The project supported the company vision
The approach was tactically sound
The team acted accountable
The chosen method was correct

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One Breath Challenge

Effective	Efficient
Goals	Objectives
Requirements	Specifications
Robust	Resilient
Verified	Validated
Mission	Vision
Strategy	Tactic
Responsible	Accountable
Method	Methodology

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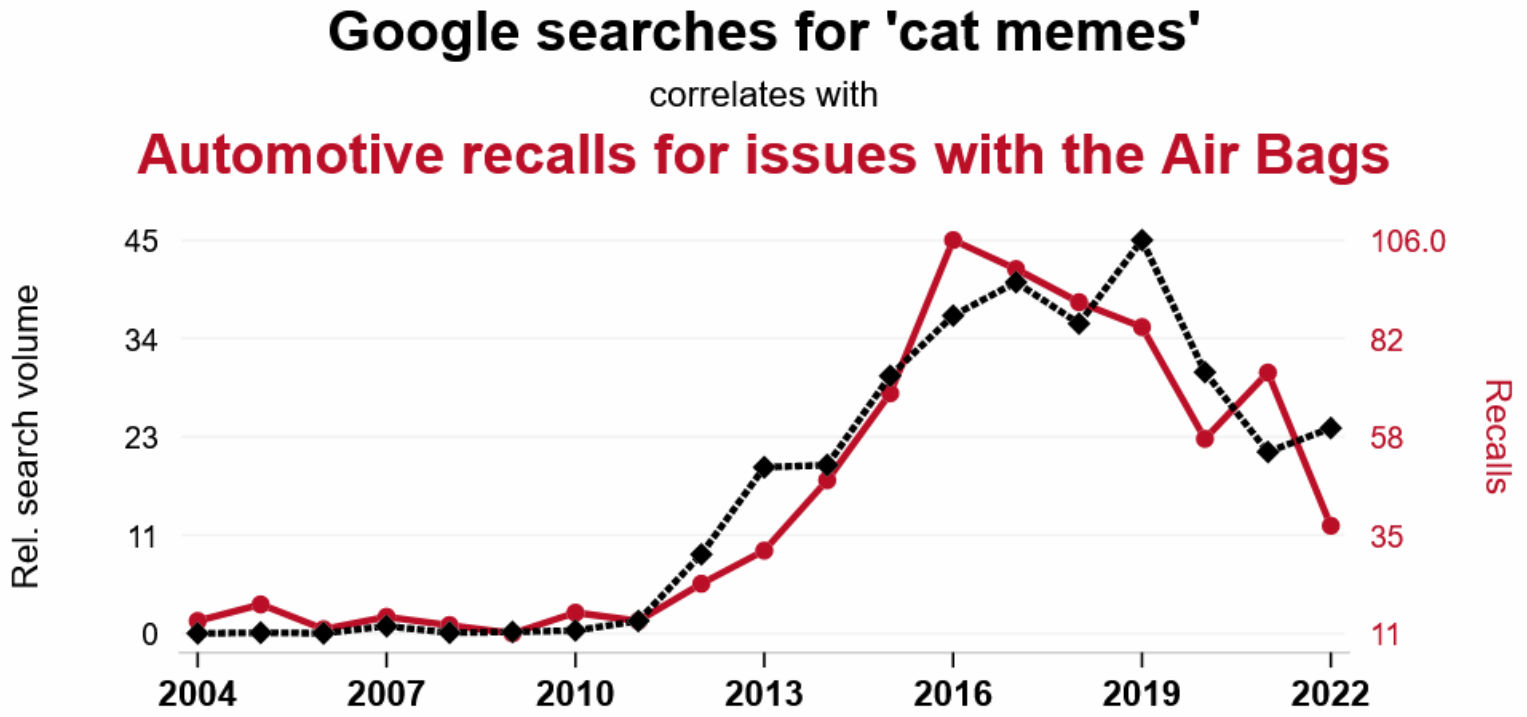
Causation is not correlation



https://www.amazon.com/Spurious-Correlations-Tyler-Vigen/dp/0316339431

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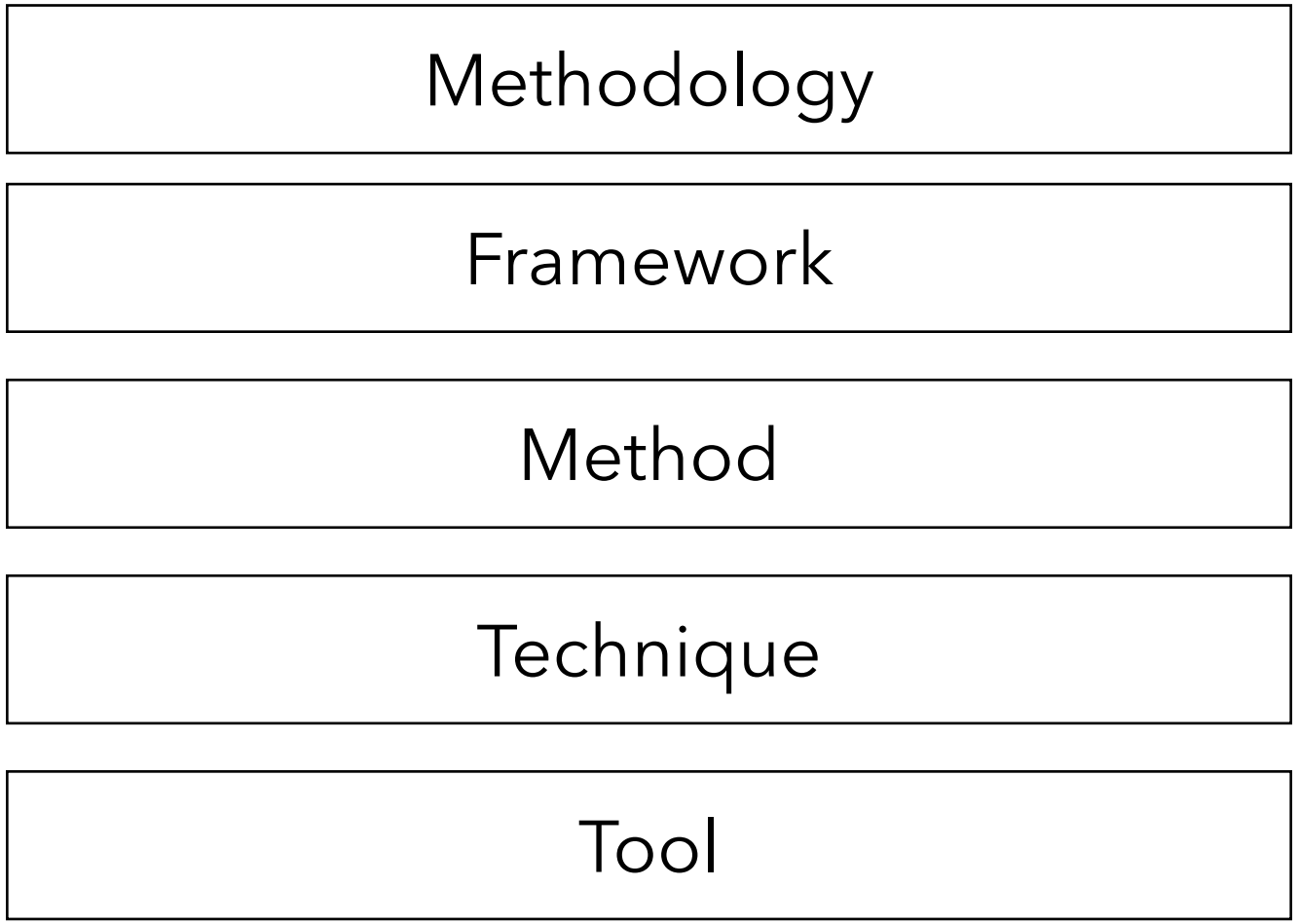
Method vs Methodology



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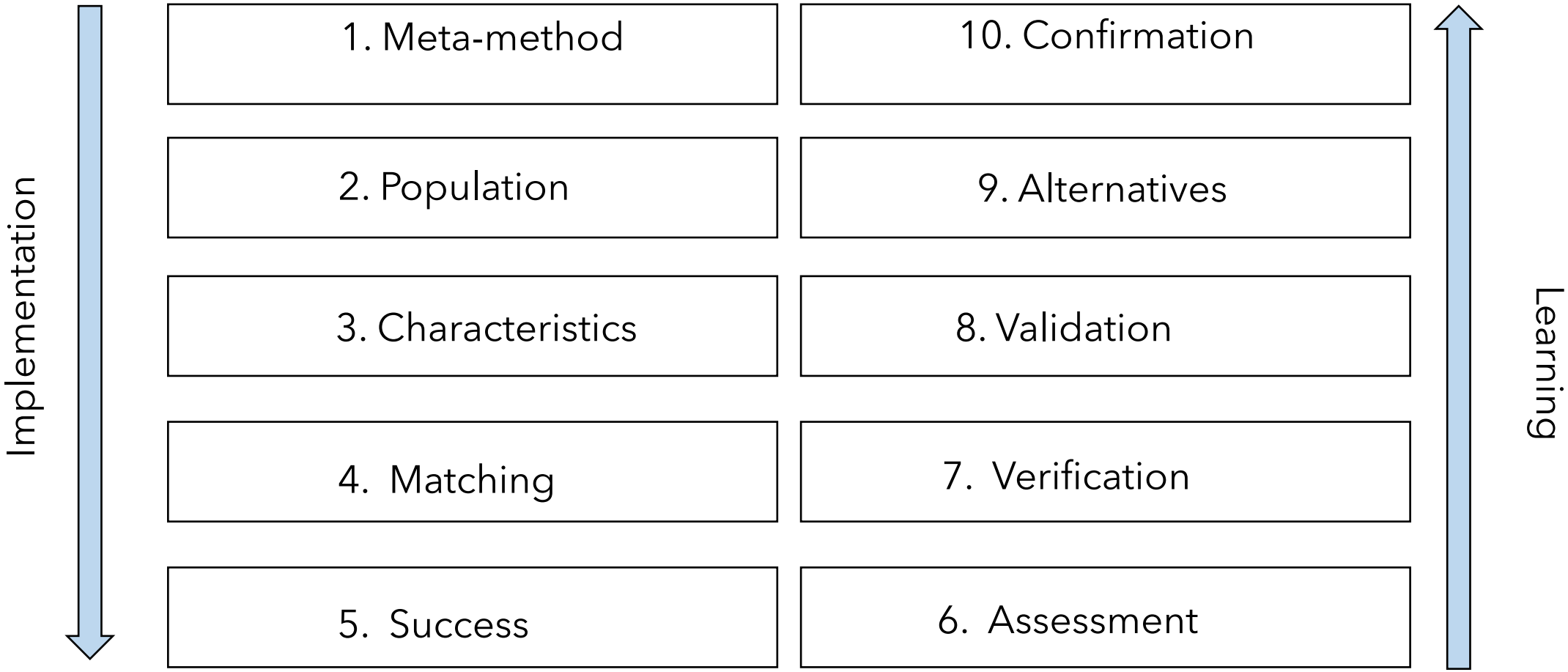
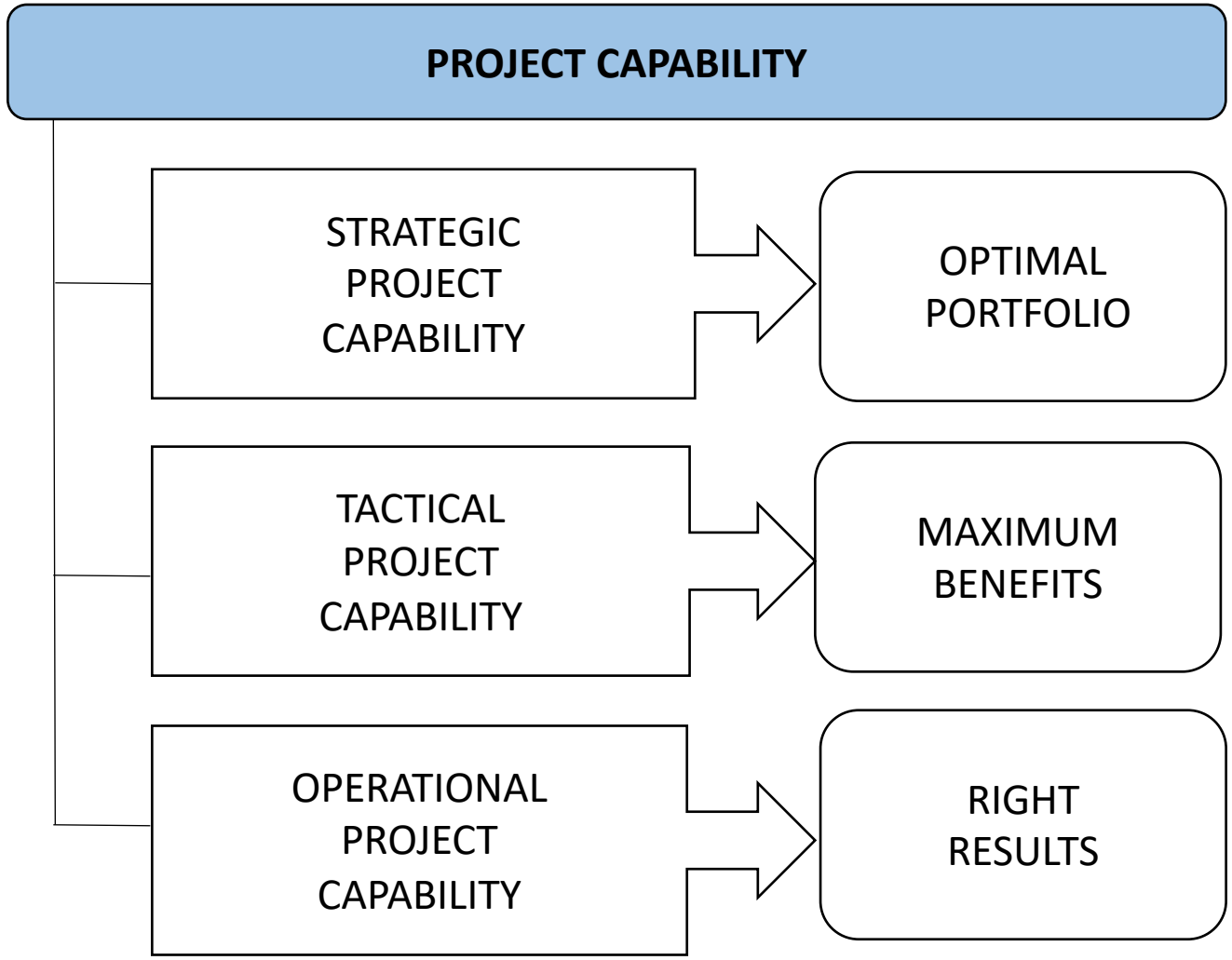
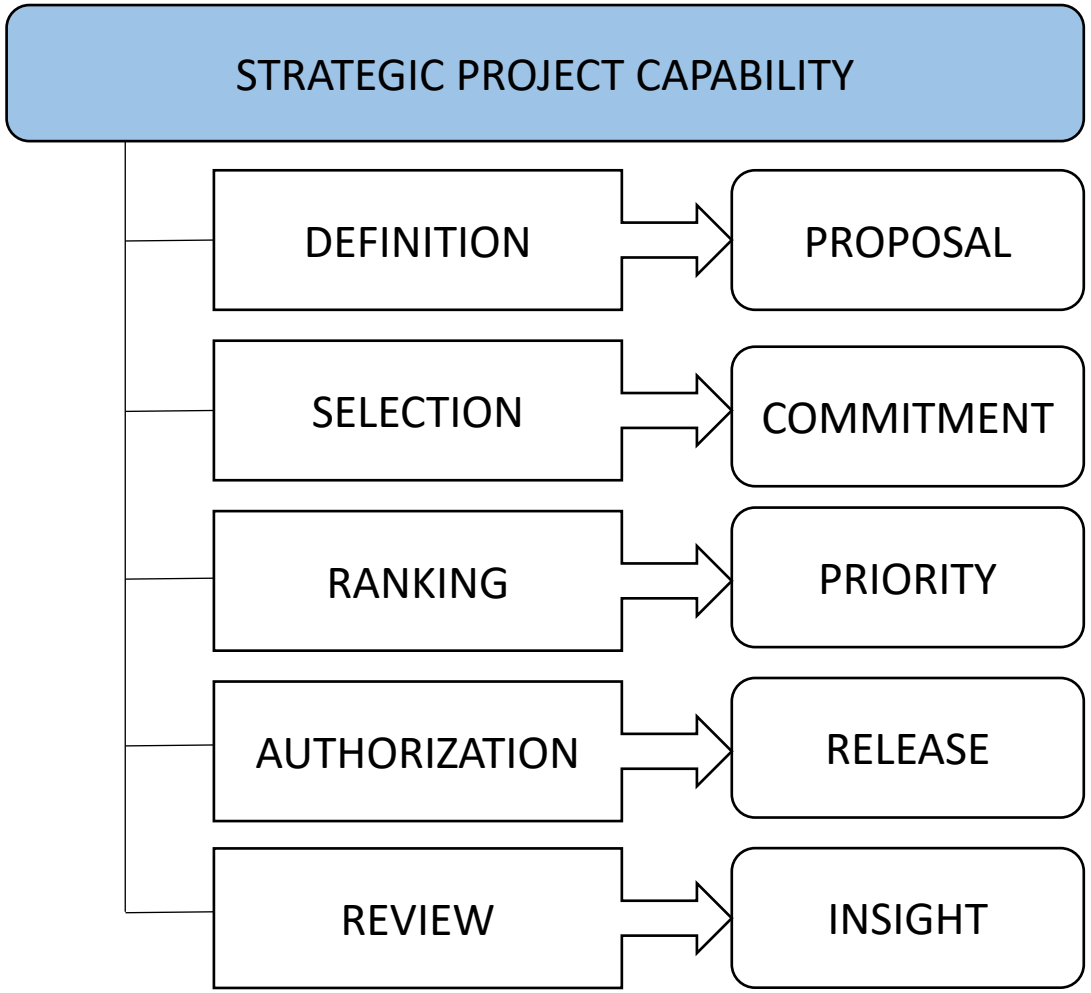
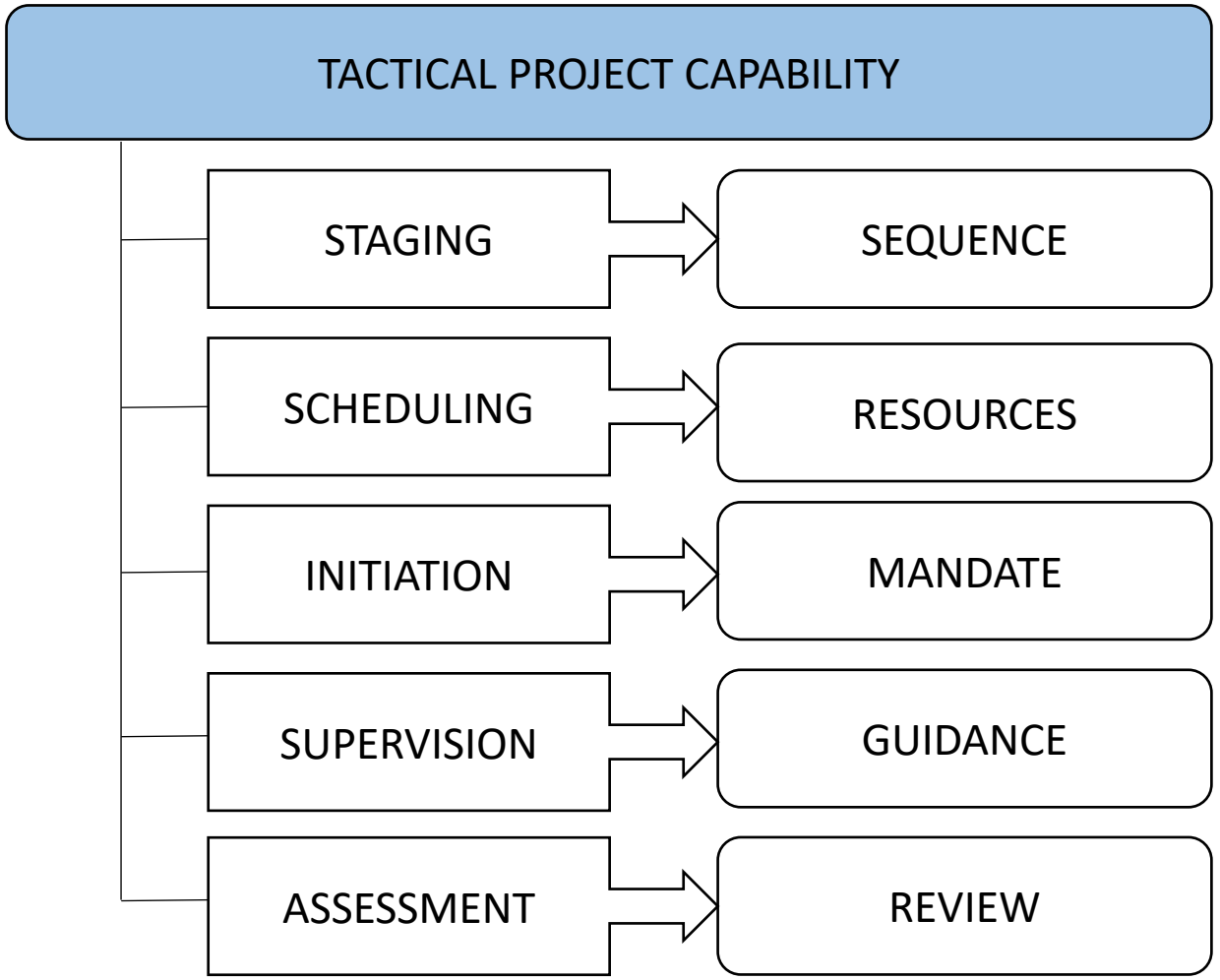
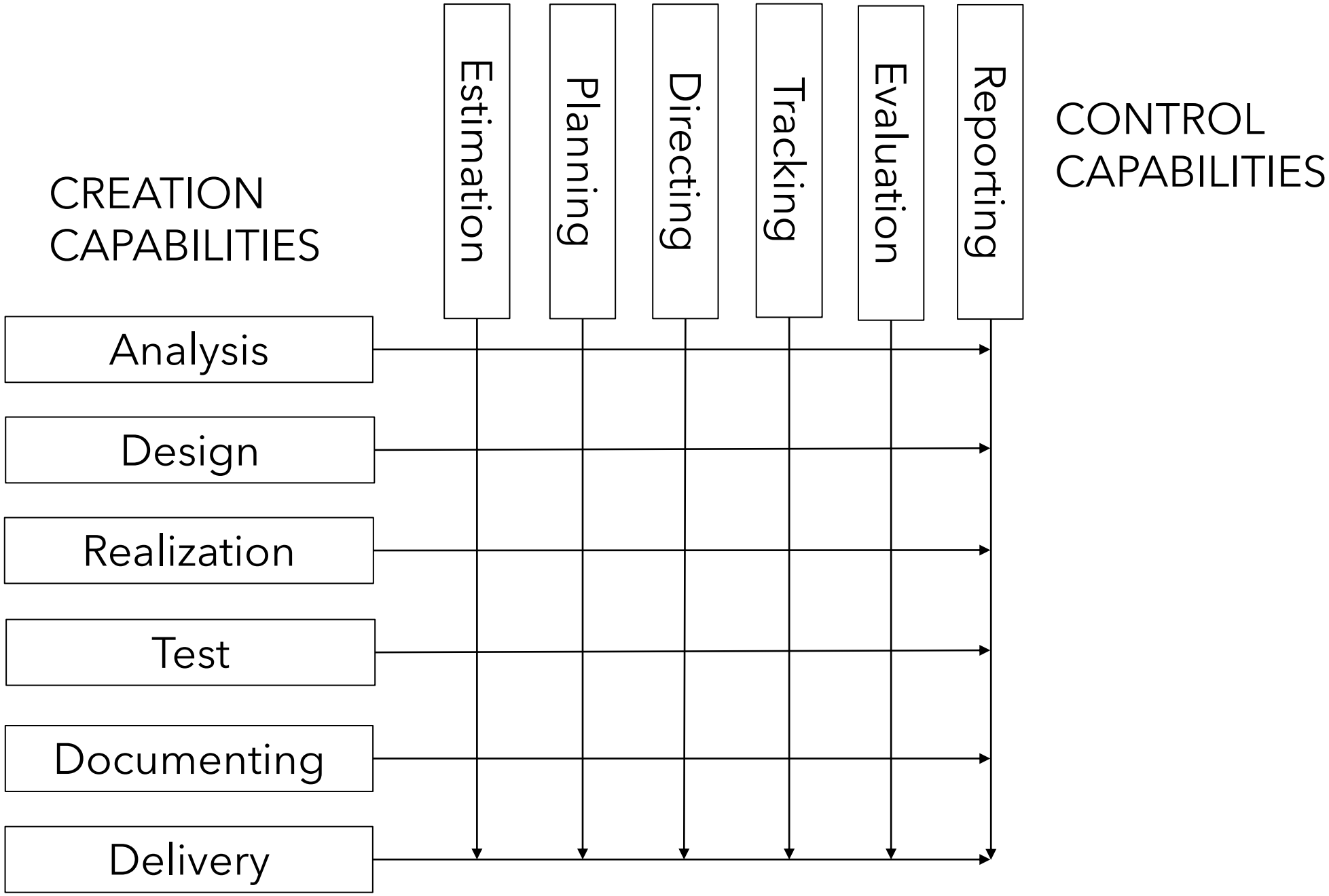
Project methodology




PROJECT CAPABILITY
STRATEGIC PROJECT CAPABILITY
OPTIMAL PORTFOLIO
TACTICAL PROJECT CAPABILITY
MAXIMUM BENEFITS
OPERATIONAL PROJECT CAPABILITY
RIGHT RESULTS


STRATEGIC PROJECT CAPABILITY
DEFINITION
PROPOSAL
SELECTION
COMMITMENT
RANKING
PRIORITY
AUTHORIZATION
RELEASE
REVIEW
INSIGHT


TACTICAL PROJECT CAPABILITY
STAGING
SEQUENCE
SCHEDULING
RESOURCES
INITIATION
MANDATE
SUPERVISION
GUIDANCE
ASSESSMENT
REVIEW


CREATION CAPABILITIES
Analysis
Design
Realization
Test
Documenting
Delivery
Estimation
Planning
Directing
Tracking
Evaluation
Reporting
CONTROL CAPABILITIES

Summary: PMO Capability

Project capability is a catalyst in all business areas
PMO mission is a steady improving success rate
Learning, adaptation, improvement
Project methodology is the vehicle of advancement
Concise concepts are a prerequisite for logical reasoning
Research is challenging due to the unique nature
Correlation is not causation!

Pol

‘Agile methodology does not exist’

Thank you!

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Paul W.M. Cuypers | LinkedIn