ANIMP
ASSOCIAZIONE NAZIONALE DI IMPIANTISTICA INDUSTRIALE

ITALIAN PROJECT MANAGEMENT ACADEMY

22° IPMA World Congress
"Project Management to Run"

TimeLine

Getting and Keeping Projects under Control

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The problem

- Many projects don’t deliver the right Results
- Many projects deliver late

or, more positively:

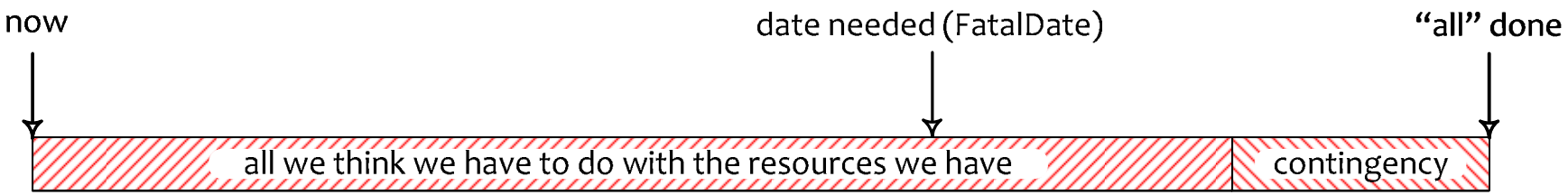
- I want my project to be more successful
- In shorter time

If we don’t learn from history,
we are doomed to repeat it

Universal Project Goal

- Providing the customer with
  - what he needs
  - at the time he needs it
  - to be satisfied
  - to be more successful than he was without it
- Constrained by (win - win)
  - what the customer can afford
  - what we mutually beneficially and satisfactorily can deliver
  - in a reasonable period of time

Standard Projects



Deceptive options

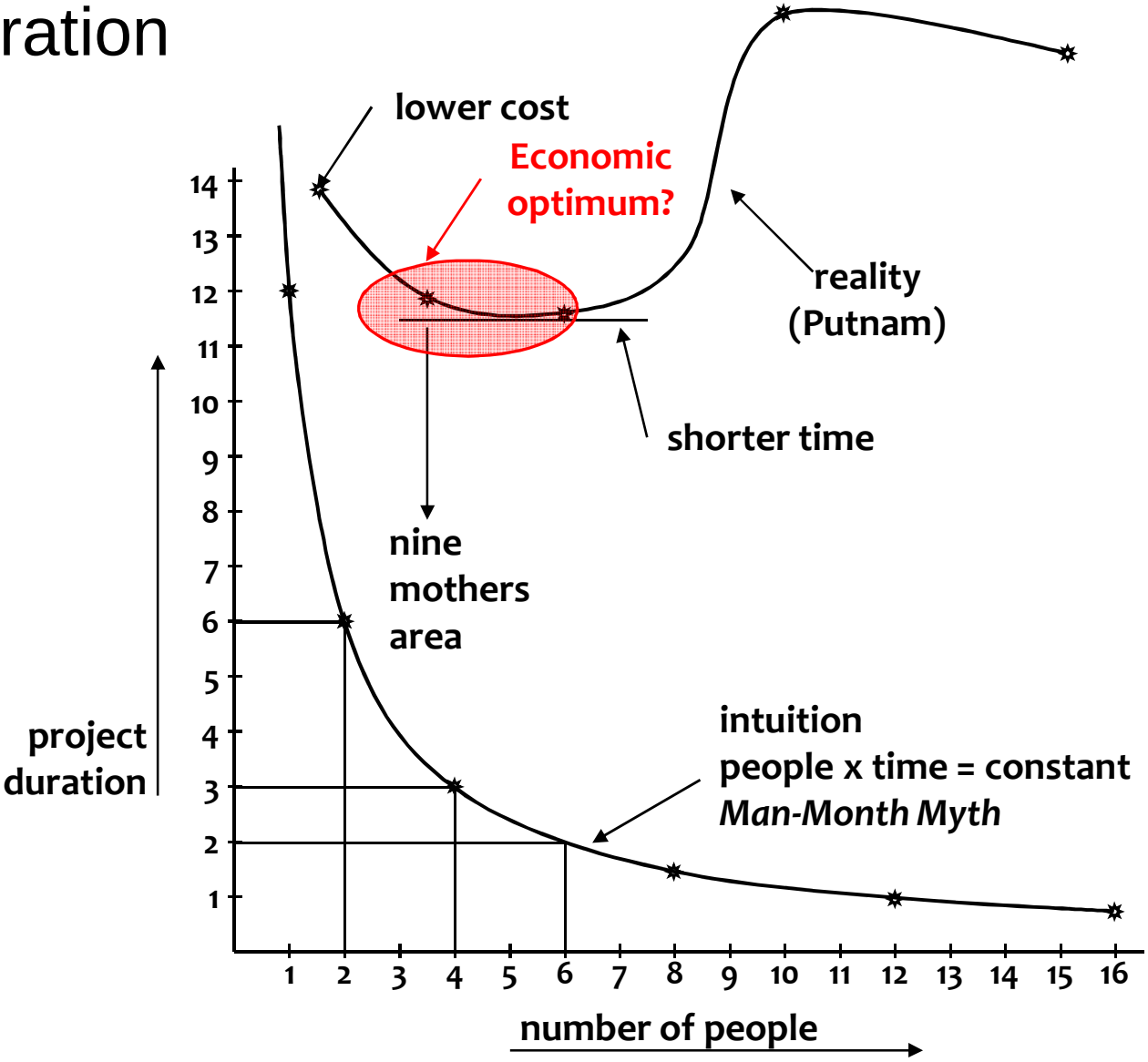
- Hoping for the best (fatalistic)
- Going for it (macho)
- Working Overtime (fooling ourself)
- Moving the deadline
  - Parkinson's Law
    - Work expands to fill the time for its completion
  - Student Syndrome
    - Starting as late as possible, only when the pressure of the FatalDate is really felt

Adding people to a late project ...

makes it later

(Brooks' Law, 1975)

Project-duration



Saving time

We don't have enough time, but we can save time
without negatively affecting the Result !

- Efficiency in *what* (*why*, for *whom*) we do - doing the right things
  - *Not* doing what later proves to be superfluous
- Efficiency in *how* we do it - doing things differently
  - The product
    - Using proper and most efficient solution, in stead of the solution we always used
  - The project
    - Doing the same in less time in stead of immediately doing it the way we always did
  - Continuous improvement and prevention processes
    - Constantly learning doing things better and overcoming bad tendencies
- Efficiency in when we do it - doing things at the right time, in the right order
- TimeBoxing - much more efficient than FeatureBoxing

Evolutionary Project Management (Evo)

- Plan-Do-Check-Act
  - The powerful ingredient for success
- Business Case
  - *Why* we are going to improve *what*
- Requirements Engineering
  - *What* we are going to improve *and what not*
  - *How much* we will improve: quantification
- Architecture and Design
  - Selecting the optimum compromise for the conflicting requirements
- Early Review & Inspection
  - Measuring the quality while we are doing, to prevent doing the wrong things

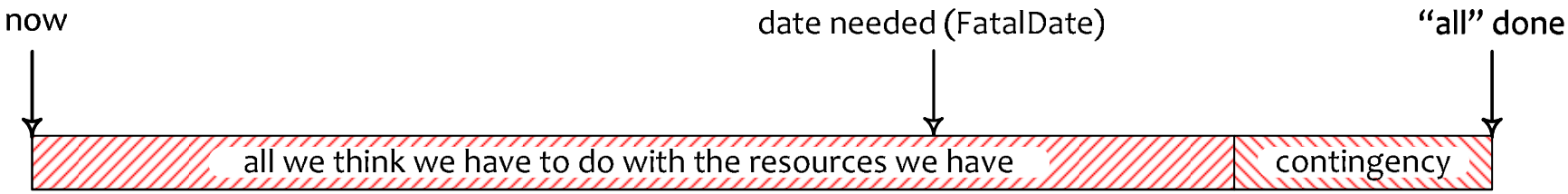
Evo planning

- Weekly TaskCycle
  - Short term planning
  - Optimizing estimation
  - Promising what you can achieve
  - Living up to your promises
- Bi-weekly DeliveryCycle
  - Optimizing the requirements and checking the assumptions
  - Soliciting feedback by delivering Real Results to appropriate and *eagerly waiting* Stakeholders
- TimeLine
  - Getting and keeping control of Time

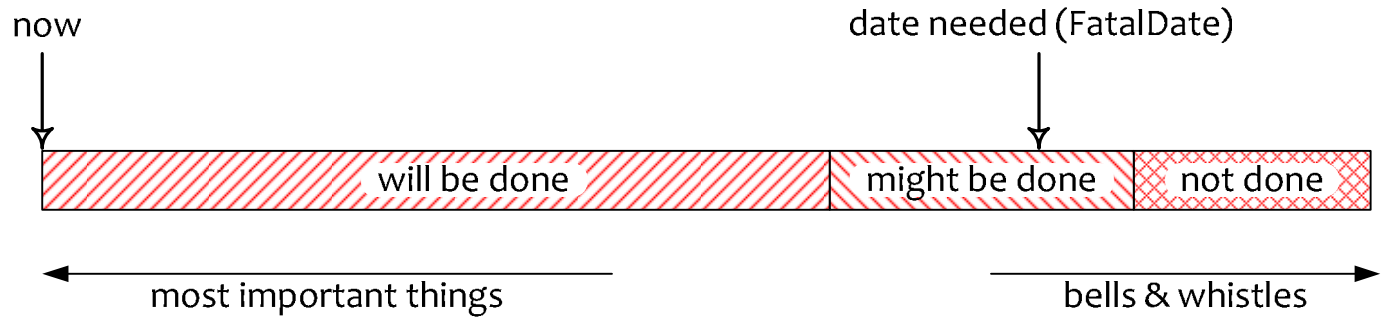
Continuous re-prioritization

TimeLine

What the customer wants, he cannot afford

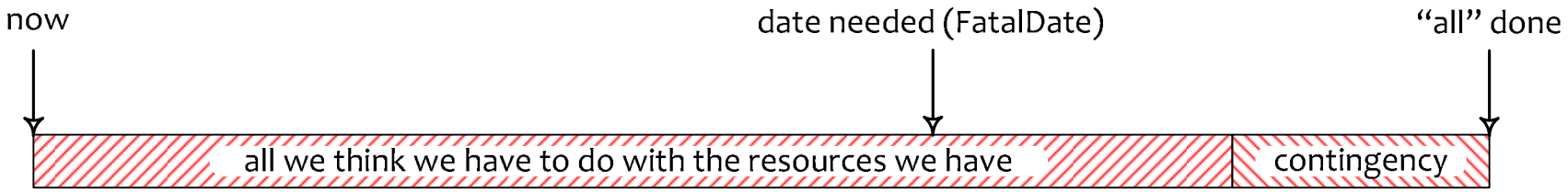


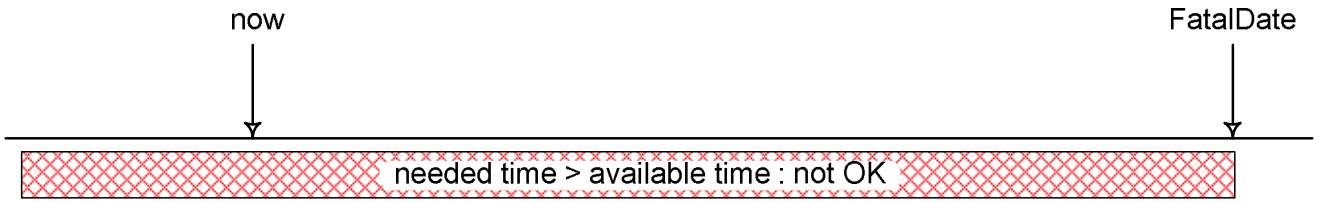
Standard Projects



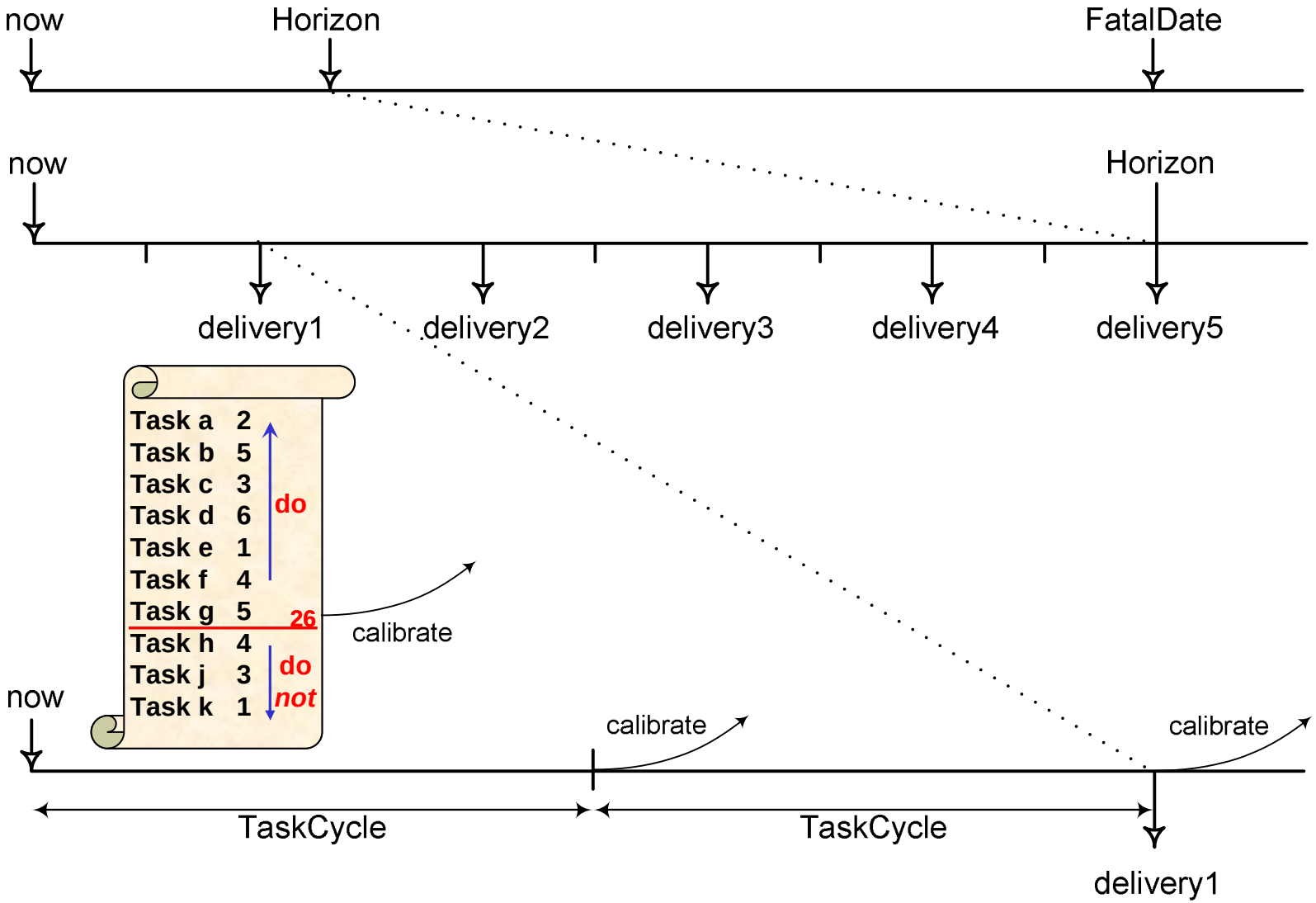
Evo

Counting backwards, not forward

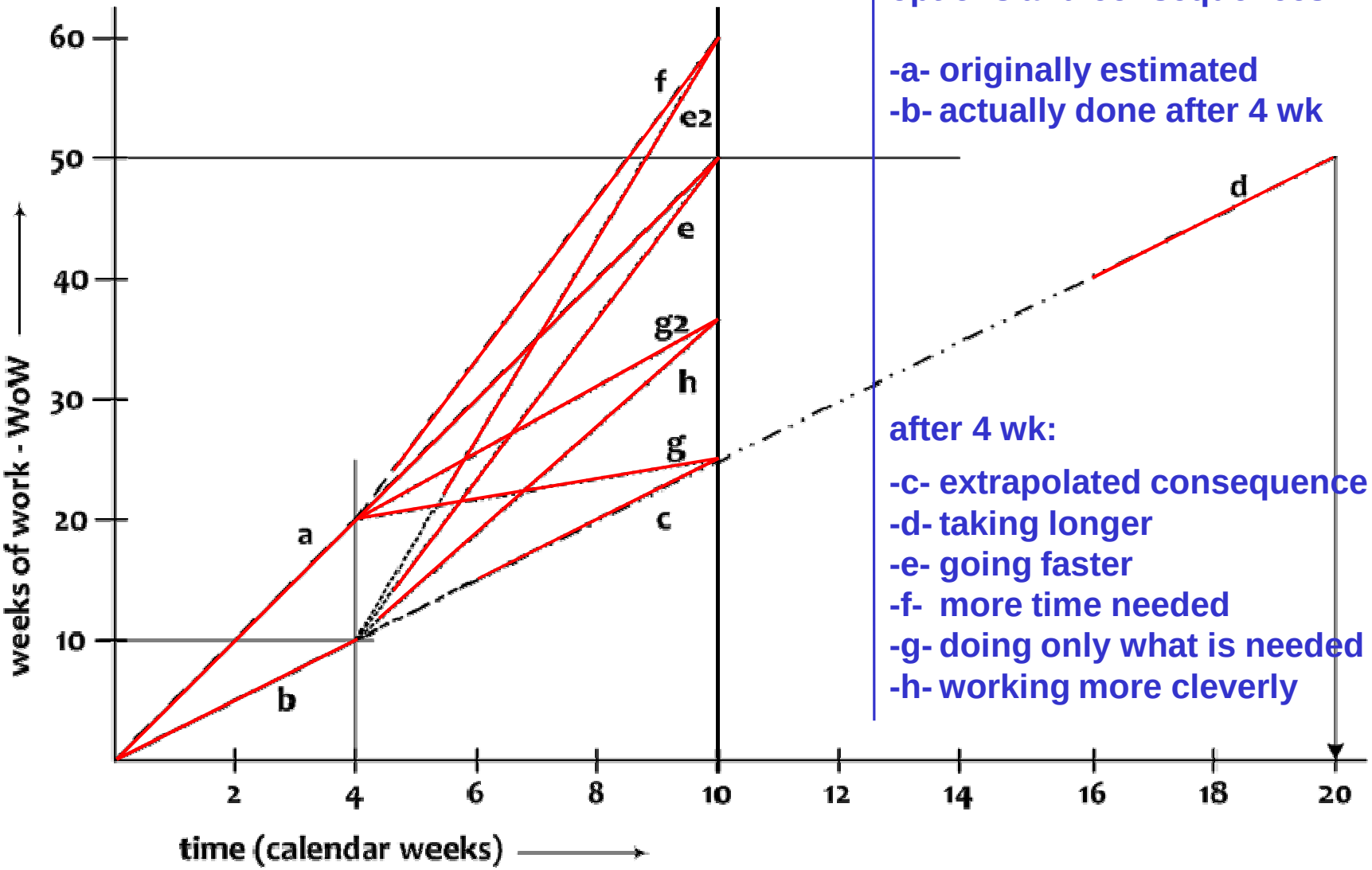




Result to Tasks and back



Accepting Fate?



Calibrating estimations and options and consequences

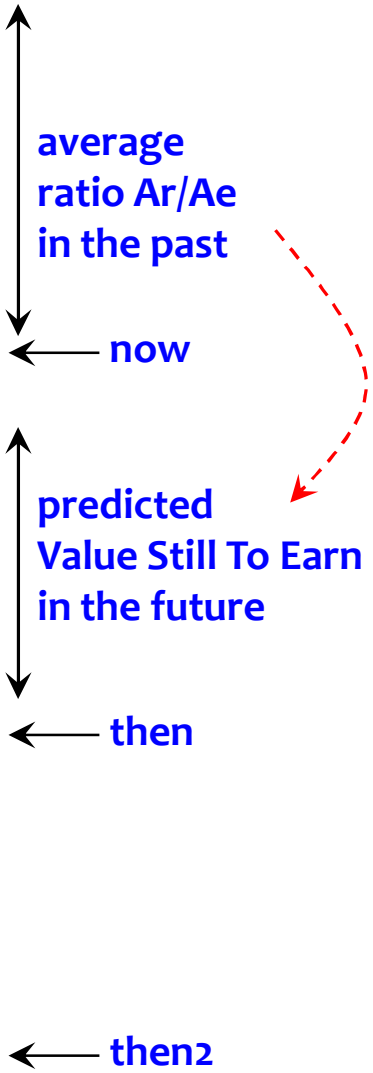
-a- originally estimated
-b- actually done after 4 wk

after 4 wk:

-c- extrapolated consequence
-d- taking longer
-e- going faster
-f- more time needed
-g- doing only what is needed
-h- working more cleverly

Calibration

Activity	Estimate	Real
Act1	Ae1	Ar1
Act2	Ae2	Ar2
Act3	Ae3	Ar3
Act4	Ae4	Ar4
Act5	Ae5	Ar5
Act6	Ae6	Ar6
Act7	Ae7	Ar7
Act8	Ae8	Ar8
Act9	Ae9	Ar9
Act10	Ae10	Ar10
Act11	Ae11	
Act12	Ae12	
Act13	Ae13	
Act14	Ae14	
Act15	Ae15	
Act16	Ae16	
Act17	Ae17	
Act18	Ae18	
Act19	Ae19	
Act20	Ae20	
Act21	Ae21	
⋮	⋮	
⋮	⋮	
⋮	⋮	
Act…	Ae…	



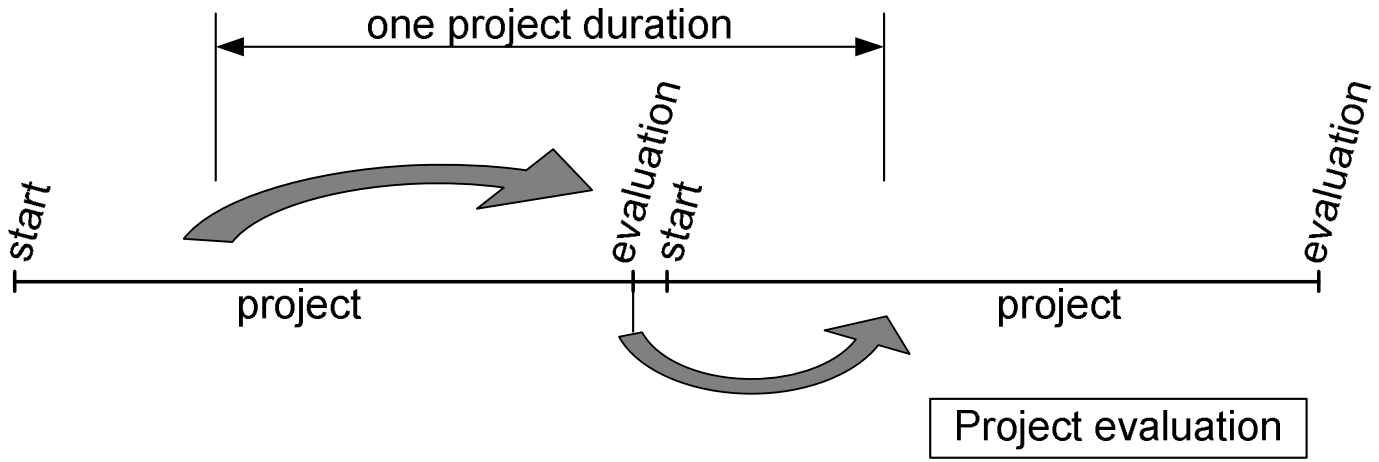
Calibration Factor

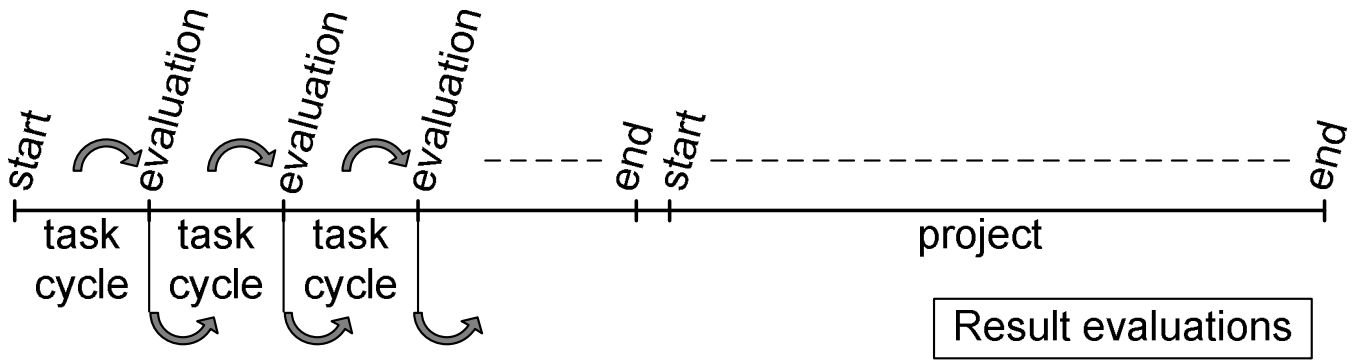
$$\frac{1}{n}\sum_{now\ -1}^{now\ -n}\frac{Ar}{Ae}$$

Value Still To Earn

$$Calibration\ Factor * \sum_{now}^{then} Ae$$

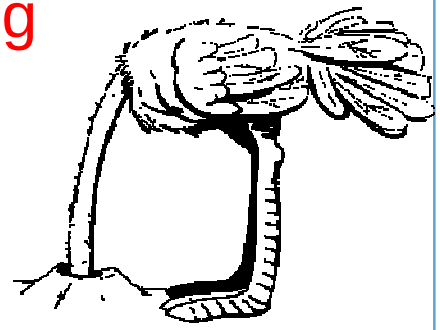
Project evaluations





TimeLine

- The TimeLine technique doesn't *solve* our problems
- They help to expose the real status early and continuously
- Instead of *accepting* the undesired outcome,
  we *do* something about it
- The earlier we know, the more we can do about it
- We start saving time from the very beginning
- We can save a lot of time in any project,
  while producing a better outcome



- *If, and only if, we are* ***serious about time !***