Critical Chain Project Management

Masterclass 3
Lessons Learned from
Financial Services
& Getting Started

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Effects of Leadership Thinking

Ultimately, leadership thinking is what must be tackled if you want to achieve superior performance…

We must challenge the following assumptions leaders commonly work with:

- PMs can do all the planning and send on the plan; everyone will understand it.

- You can size the work how you want - it doesn't matter.

- We must have multiple priority rules to deal with market changes.

- I don't care how you measure the project – as long as it stays green.

- I don't need to be present for scoping, just let me know how it goes.

- Can we please get more projects started – the more we start the faster we'll complete overall.

- Keep everyone busy, load them up with tasks and sweat the assets.

- Multi-tasking is fine, we all have to do it.

- If someone gets blocked, keep them busy. Let them get on with the next piece of work – they can come back to what they were working on later.

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Lessons Learned

- Leaders said – 'What we thought was happening, i.e., how the work was being done, was the complete opposite of what was actually happening.
- Now we know how to see the ways of working, we have this special skill.'
- People will always work on what they want to work on, it's normal.
- Leaders will always want to start new work early.
- The biggest job is to stop leaders from meddling and get them to do useful work … unblocking.

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LEARN	NEW APPROACH
Why releasing too many projects is bad	How to limit the release of projects.
Why large scoping documents don't typically work.	How to create a short, aligned scope.
Why the overplanning and estimating of projects causes late delivery.	How to plan and estimate work so that confidence improves.
Why work that's not visual contributes to late delivery.	The importance of visual work.
Why multi-tasking doesn't work.	How to manage tasks in a project.
Why traditional ways of measuring projects don't work.	How to measure projects.
Why agile is not working.	How to implement better ways of working in agile projects.

Relearning

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Help leaders to understand a different set of assumptions around how to design and manage work.

Better assumptions…

- Leaders should lead and be involved in the scoping of the project.
- There should be one priority rule for the project portfolio.
- The release of a new project should only happen when the stage is completed.
- Work should be consistently sized across the project and work chunked down.
- Work should be sequenced, and content checked for necessity and sufficiency logic, with the whole team involved.
- Tasks should only be released when the task they have been working on has been completed.
- Team members should only work on one task at a time.
- Measures should be forward looking and predictive.

Starting Point…

Let's look at how to get buy-in from leaders.

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Think about your own area or business…

EXCERCISE

1. What Rules are Being Used for Planning Work?

2. What Rules are Being Used for Sizing Work?

3. What Rules are Being Used Task Management?

4. What Rules are Being Used Measuring Work?

Come back and discuss.

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Take 5 mins write out some new rules you'd want

to put in front of your leader...

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Focus and Finish for leaders – Key Learnings

What slows things down…

- Unclear requirements / business case.
- Continual iteration of business requirements.
- Additional tasks / requirements added whilst task is in progress.
- Key resource unavailable during flight.
- Key resource overloaded.
- Unskilled or inexperienced resources.
- Reprioritisation during flight.
- Open-ended or conflicting possible solutions.
- Expectation of cost certainty.

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Key Injections Required to Achieve 'Focus and Finish' Behaviours

- Manage Release
  - Do not release the task unless criteria is met (requirements, resources, etc.)
- Focused Time
  - Reserve capacity when required (PM, stakeholders, approvers, etc.)
- Prioritisation
  - Ensure the correct sequence of tasks.
  - One rule one emergency rule
- Visual Board
  - Required to track progress and drive correct management behaviours.

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Key Injections Required to Achieve 'Focus and Finish' Behaviours

- Full Kit (FK) Handovers
  - Identify FK points
  - Define requirements
  - Manage compliance
- Excess WIP Environment
  - Remove excess WIP and limit the number of open tasks.
- Road Runner Behaviour

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Focus and Finish – Key Learnings

What needs to be in place…

- Clear requirements.
- Fully resourced team.
- Reserved capacity.
- Minimal competing priorities.
- PM involvement and engagement.
- Senior support – clear and effective escalation route.
- Slick handovers (approvals, stakeholder reviews, etc.)
- Senior management support.
  - Focus
  - Measurement
  - Clear rules
  - Positive reinforcement.

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Relearning

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Want support?

Stuart.Corrigan@Goldratt.co.uk

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