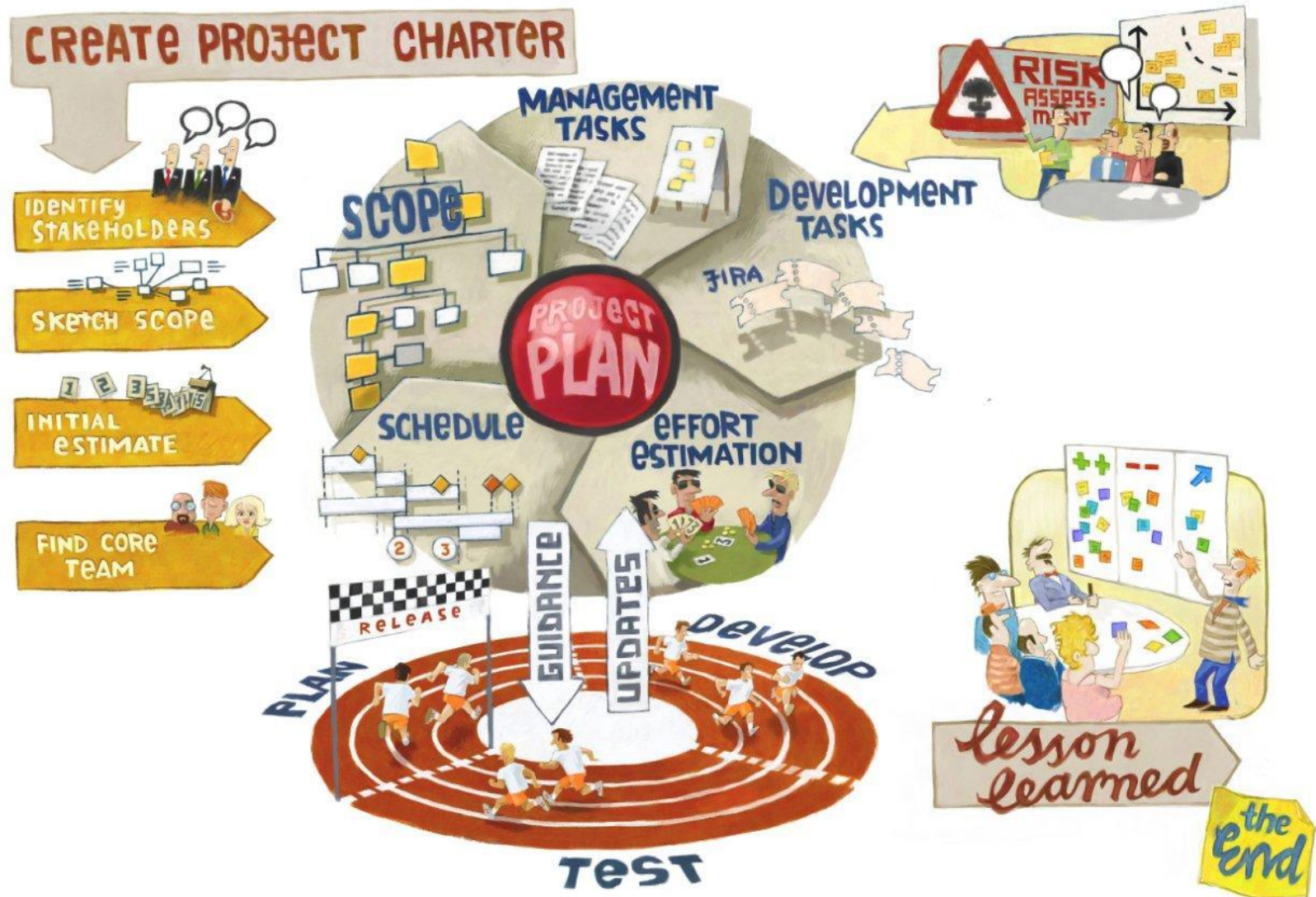


Agile Project Management at zalando



Project Management is both, **SCIENCE** and *Art*

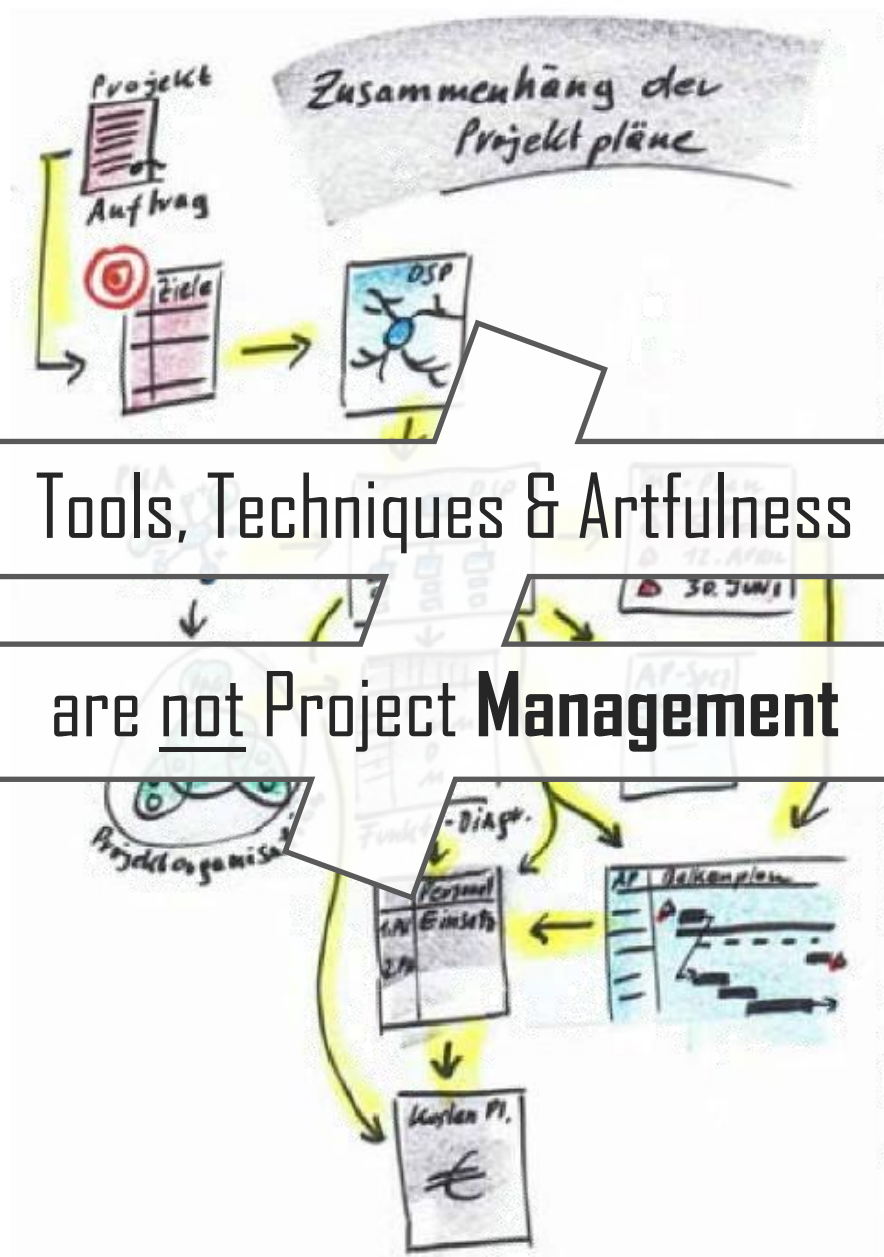
Science,

knowing how
to use project
management
tools and
techniques



Art,

Knowing when,
under what
circumstances,
and to what
degree to apply
tools and
techniques



Tools, Techniques & Artfulness

are not Project Management

Project Management is about...

Clarity

What will we do and what not ? | What will be the outcome of the project ? | Where do we start ? | Who is involved with which responsibilities ? | What will we do next ? | How does it go's ? | When can we expect the next deliverable? | What are our risks ?

is one of our

Clarity = Value_(s)

Clarity

have a project approach that fits to the expected project dynamic
have a good start out of a common understanding of the project
have a management strategy that is *adaptive & flexible* and make the most out of the *skills & preferences* of the *team & environment*
have a "Single Point of Information" and make use of our TechWiki
have a "Single Point of Management" and have all information linked together

#2 have a good start out of a common understanding of the project

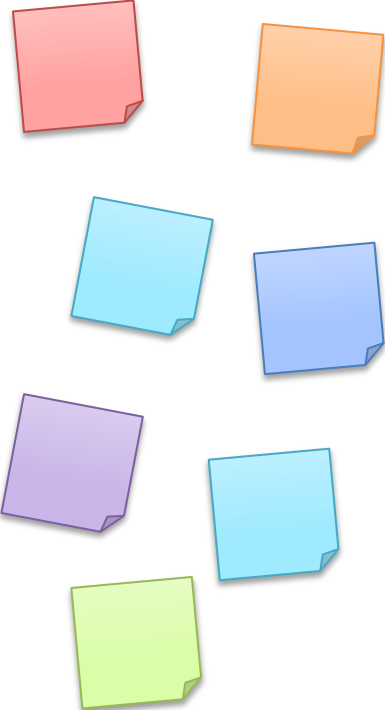
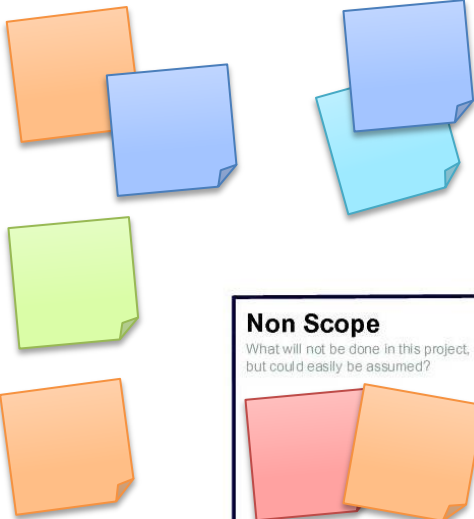

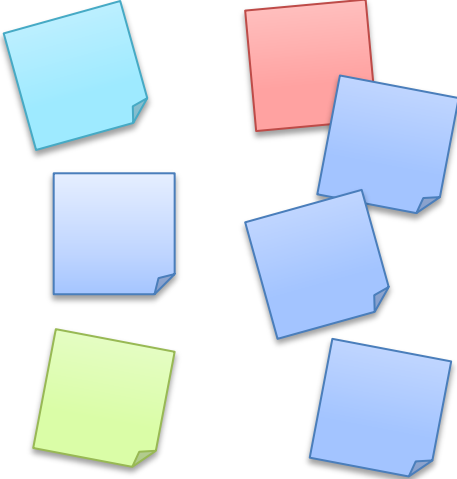




Project Charter Canvas

Project Name


Purpose / Objective

Date 29.10.2014

Iteration # 2

Participants <small>Who is involved? Who is supporting the project in which role?</small> 	Scope <small>What is the project all about? What will be the subjects the project take care of?</small>  <div>Non Scope <small>What will not be done in this project, but could easily be assumed?</small></div>	Deliverables <small>What will be produced by the project team? What are the outcomes that can be touched, seen or used?</small> 
Tradeoffs <small>Where can you make tradeoffs to strengthen fixed project constraints? "The X (never) marks the spot," Dr. Henry Walton Jones, Jr.</small> 	Risks <small>What are the known uncertainties and threads of the project?</small> 	<div>Requirements <small>How does the deliverables look, feels and behave when they enable the purpose of the project?</small></div> <div>Acceptance Criteria <small>What are the success criteria and personal expectations of the project participants?</small></div>

You can download this canvas at
<http://tech.zalando.com/posts/zalando-project-management-framework.html>



Project Charter Canvas by Tobias Leonhardt for Zalando SE is licensed under a Creative Commons Attribution 4.0 International License.

Autonomy = Value_(s)

is one of our



Project Charter

Canvas

Text Document

MindMap

Artefact 1 : n Templates

Scope Baseline

Break Down Structure

Canvas

Backlog

BPM

User Stories

Tickets

Post-It's

People and their preferences

Team environment

Skills

Project Management is about...

Context *that changes
every day*

Goal, time, scope, constraints, risks

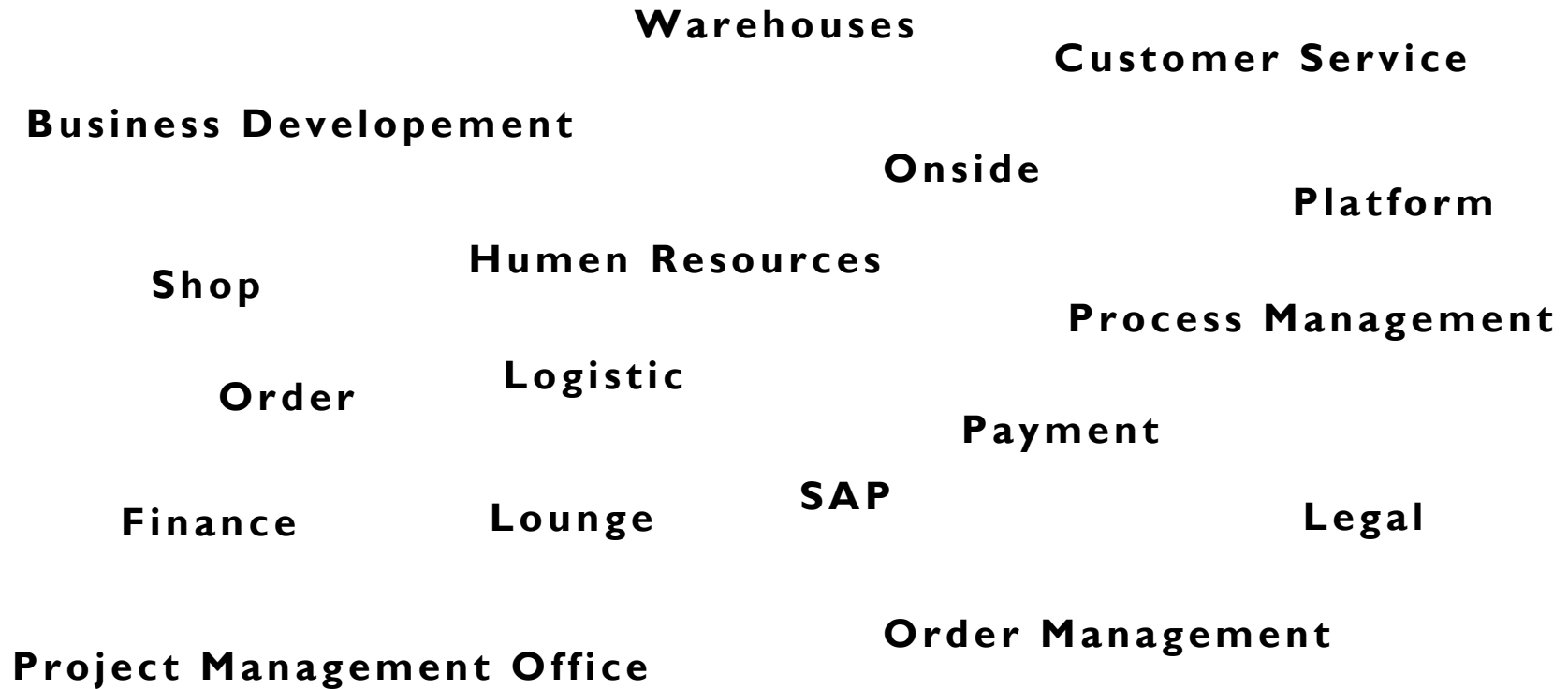
Size project & team

the framework in...

Practice

SEPA-Project at Zalando

SEPA at zalando



17 Teams (cross functional)

~ 5 month Duration(planning and developement)

01.02.2014 GoLive in time

Standard project path

Characteristics of such projects:

- Project is mainly driven by targets
- Project Management is project controlling
- Solution is “known” from the beginning

Solution



Price to pay for:

- Less trust in the team competence
- Less empathy of the Team
- Less evolution on the path
- Limited creativity

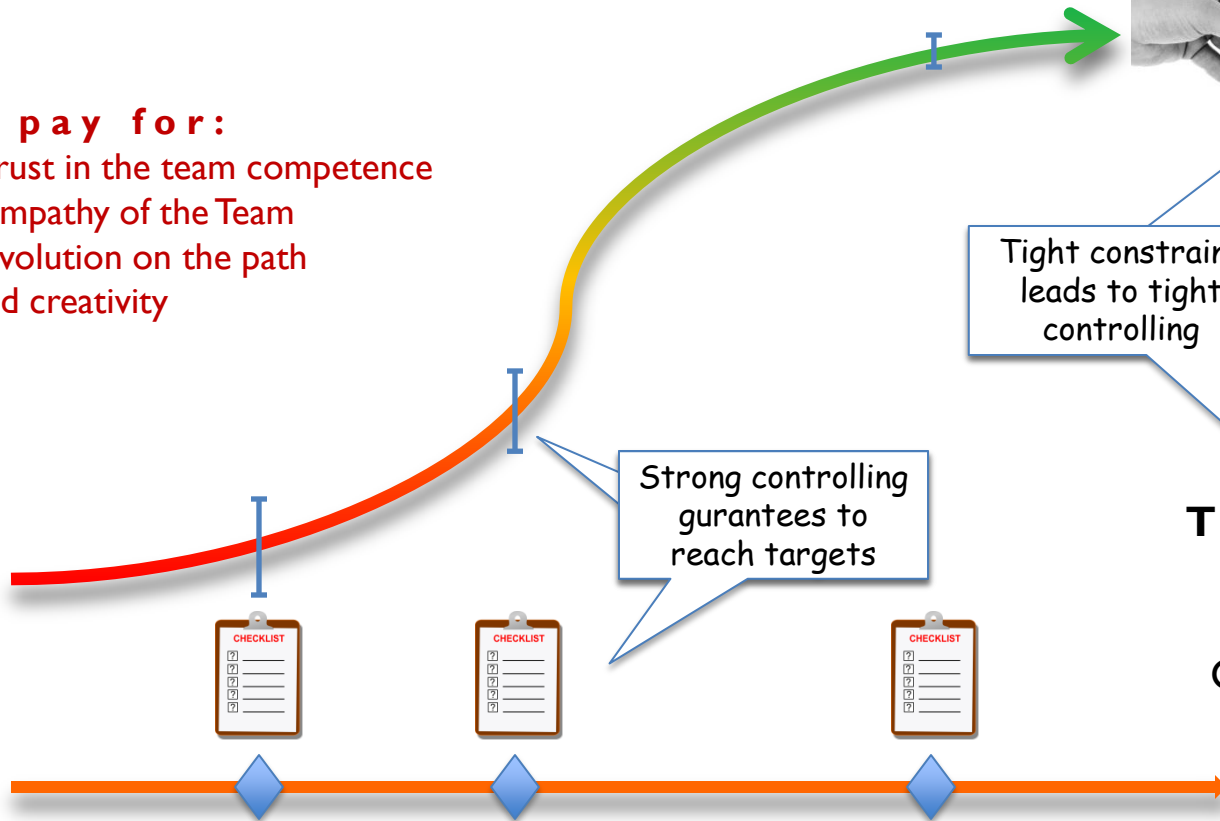
Tight constraints
leads to tight
controlling

Strong controlling
guarantees to
reach targets

Targets:
Time
Budget
Quality



**Question
Request
Problem**



Path of Project Controlling

EXPLORE

ALIGNMENT

Focus on the solution and
reduce the variances

Tools/methods to support, not to control

Solution cloud

§ §

01. Feb

Jour Fix

- Alignment
- Support
- Opening

Question Request Problem

Canvas

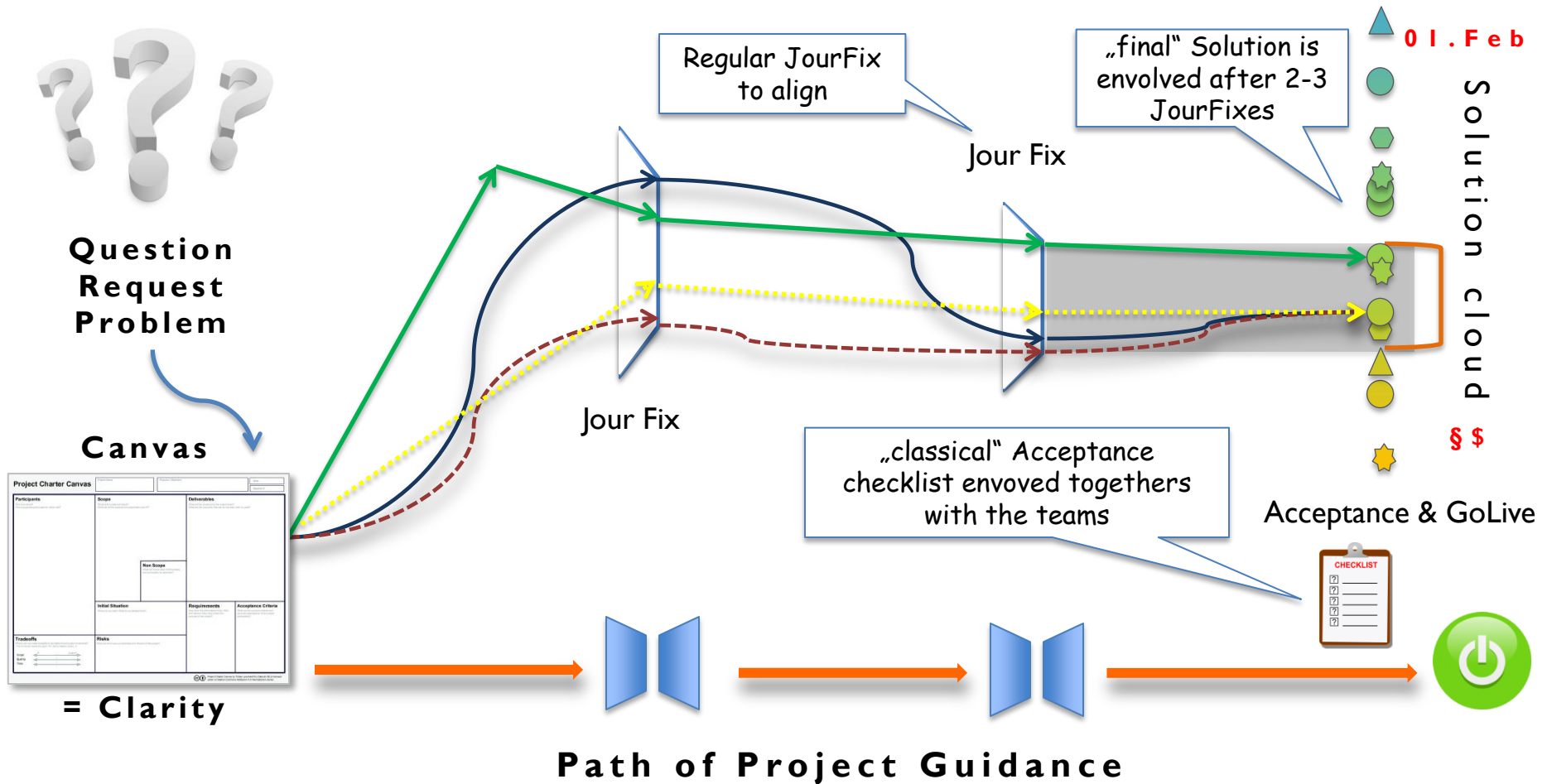
= Clarity

Path of Project Guidance

SEPA project path(2/2)

Characteristics of such projects:

- Project is driven by solution finding
- Project Manager is guide
- Solution is evolved in iterations
- Trust in team competence



Keys to success in this project

Natural motivation

**Guidance and support
by project manager**

Continuous alignment

Customer focus

**Trust to let the team go
(Autonomy)**

Solution driven

Teamspirit

Iterations to grow

**Transparent communication
(Clarity)**

Expert knowhow

Proud to fail early

**Flexible framework
(Context)**

Protected project-space

Agile Project Management @ Zalando



Hi, my name is Tobias Leonhard. I'm enabling people and teams here at technology in managing projects, product- and software development. That's means that I'm teaching, training and coaching a lot. I'm a very hands on person and so I support or take over in planning, aligning, moderating and leading. I find myself in many teams, projects and all kind of challenging situations and enjoy the growth that brings. I facilitate continuous improvement wherever I can and make collaboration easier by providing a common (project) management framework and language.

Speakers



Hello, my name is Dr. Christian Rust. I'm Senior Project Manager at Zalando Technology leading larger IT-projects and programs since 2 years. I have 14 years of experience in national and international Project Management of various project sizes. I'm proud to say, that I manage my projects in a way so that WE are not only finishing "in time & in budget" but also that I'm able to involve the teams closely on the way and therefore let them be part of the success story.

CONTACT



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DR. CHRISTIAN RUST**

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