

Where are you on your road to enterprise agility?

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BERRIPROCESS
AGILITY



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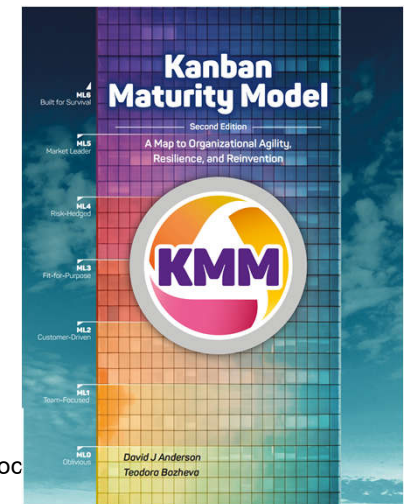
IN THIS LECTURE

- Kanban Maturity Model
- Challenges of project organizations
- Developing enterprise agility for project organizations



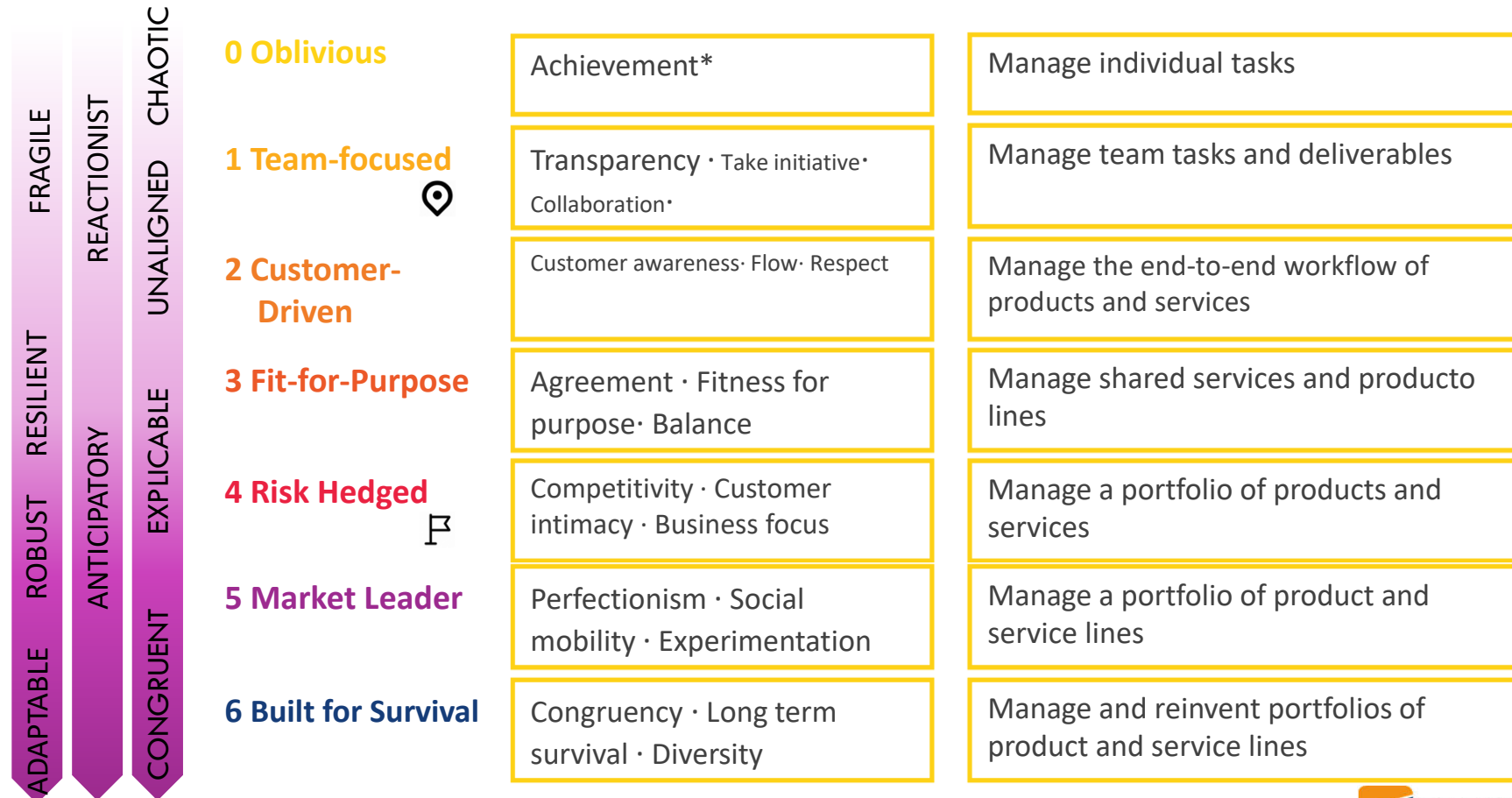
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KMM – Cultural values and practice integration for an agile and resilient business



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Hoja de ruta para la evolución de una organización



Download the KMM-related materials for free at www.berriprocess.com teodora@berriprocess.com

| Why Talking about Projects?

- Projects deliver **products** and **services**
- Start where you are and evolve continually

Challenges in project management



2000

2019

2020

2021



- Delays and extra costs
- Changing priorities
- Changing requirements
- Risks become problems
- High workload
- Bureaucracy

- Flexibility at eliciting customer needs and changing expectations
- Ever more aggressive schedules
- Fees for not meeting deadlines
- Excessive workload

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What's at stake



“We lost 20% of our senior staff after the second reorganization”

“12 x 6 work week is not sustainable”

“We must earn customers trust”

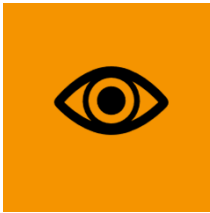
“We need to start where we are and see better business results and employee's situation soon”

“It is a matter of survival”

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The main obstacles



Lack of instant visibility

- Real state of project work
- Unexpected problems
- Risks
- Individuals' workload
- Dependencies



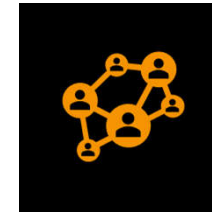
Pushing work beyond capacity

- Workload beyond capacity
- Unbalanced workload, unstable flow of work
- Lack of predictability
- Interruptions, rework
- Difficult dependency management



Bureaucracy

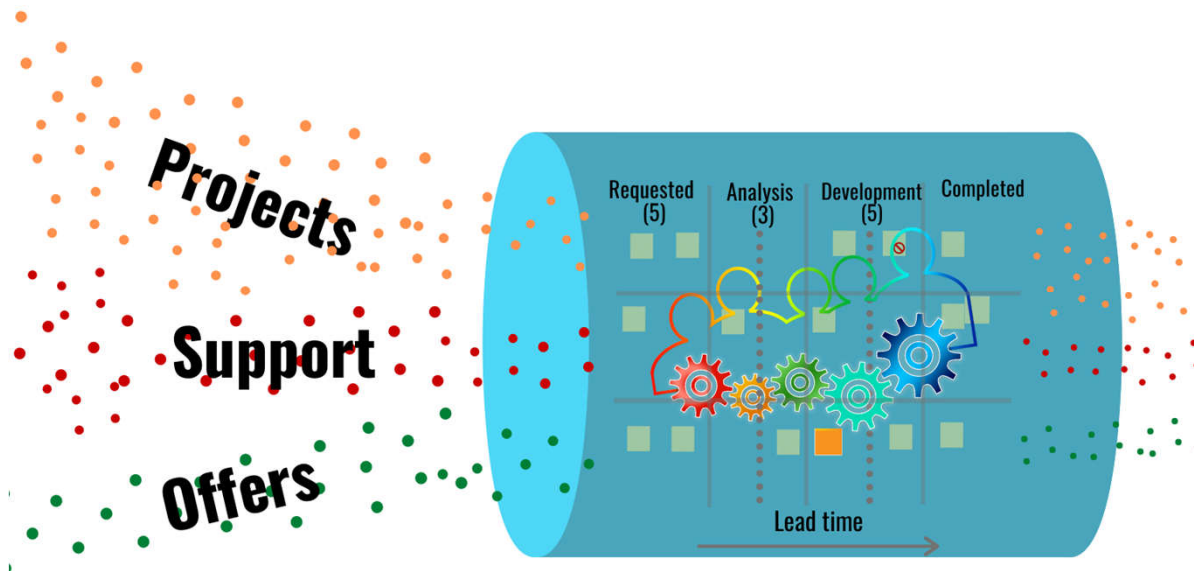
- Excel, PPT, Project
- ERP
- High reporting time and overhead
- Rigid, stale processes, ceremonies and roles
- Slow decision making



Culture

- Ineffective communication
- Little transparency and collaboration
- Lack of customer orientation
- Lack of focus on a joint purpose

Why Kanban?



- ❑ Get instant feedback of the state of work
- ❑ Manage infinite, variable and changing demand with finite capacity
- ❑ Focus on creating a flow of customer value
- ❑ Make fast and adequate decisions using demand, capability and flow-related data and explicit policies
- ❑ Manage the value stream to increase competitiveness and innovation



Developing Enterprise Agility Of Project Organizations

Your own way to success

Evolve from where you are

Without initial changes to organizational structure, or processes.

Adapt and scale without bureaucracy

Shape the practices to fit your way of work and improvement needs.

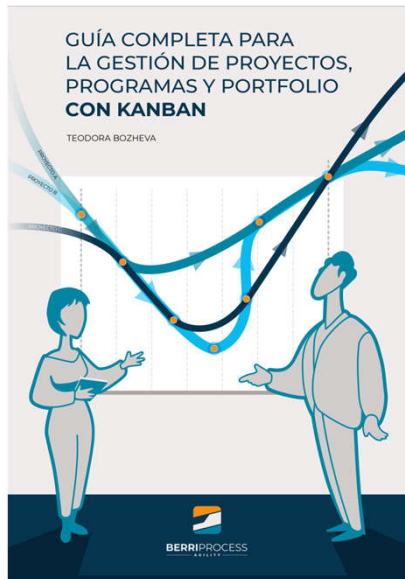
Foster customer orientation and purpose-driven culture

Develop collaboration in and between business units and focus on creating flow of customer value.

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KPPM – 20 Pages Guide For Project Organizations



berriprocess.com/en/kppm-guia-kanban/



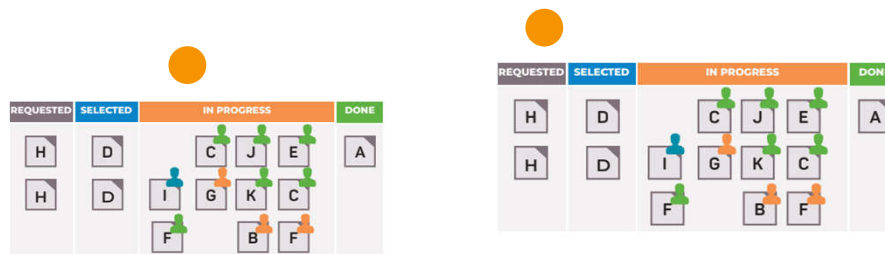
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Team visibility and collaboration

ML1
Team-
Focused

Team
kanban board



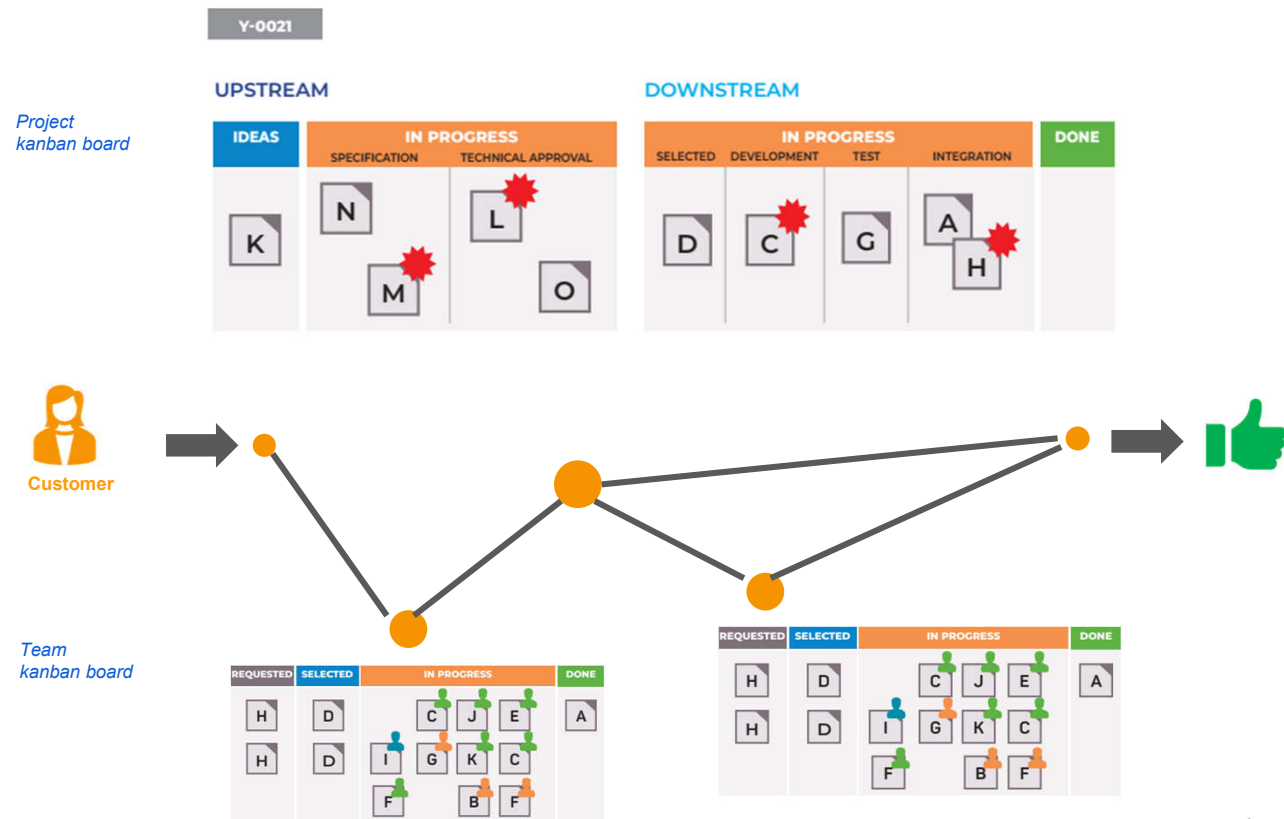
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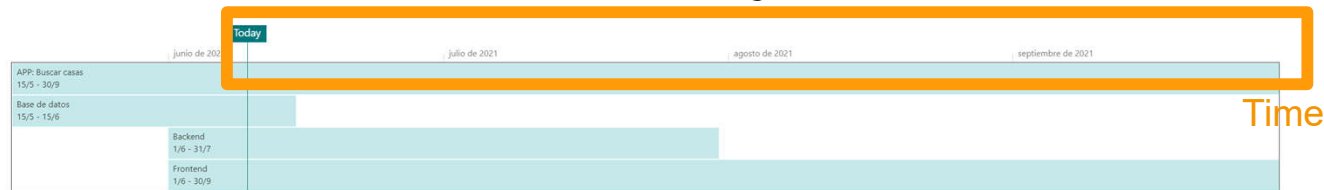
Manage project work



ML2
Customer-
Driven



Two complementary dimensions



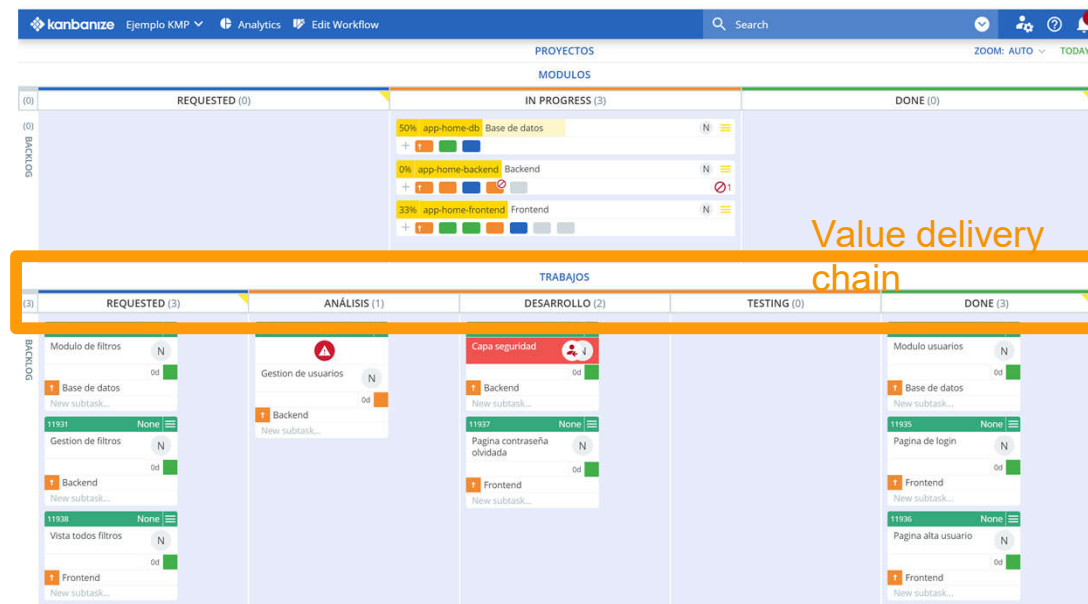
Time

+ new task or edit this list

All Tasks	Calendar	Completed	Find an item
<input checked="" type="checkbox"/>	Task Name	Due Date	Assigned To
<input type="checkbox"/>	APP: Buscar casas	September 30	
<input type="checkbox"/>	Base de datos	6 days from now	
<input type="checkbox"/>	Modulo usuarios		
<input type="checkbox"/>	Modulo de filtros		
<input type="checkbox"/>	Backend	July 31	
<input type="checkbox"/>	Gestion de usuarios		
<input type="checkbox"/>	Gestion de filtros		

Instant answers to key questions

- 1. Customer value**
Do we invest our limited time to creating customer value?
- 2. State of project work**
What is the real state of project work?
- 3. Problems and risks**
What blocks or risks project progress?



Value delivery chain

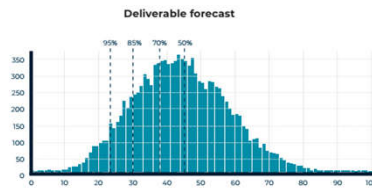
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Instant answers to more key questions

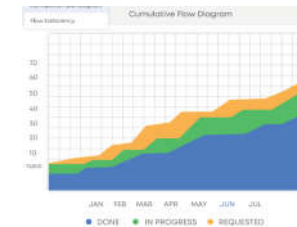
4. Delivery time (estimations)

How much does it take us to deliver a work item?



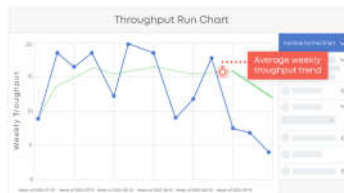
5. Predictability

How confident are we in meeting our deadlines?



6. Throughput (estimations, planning)

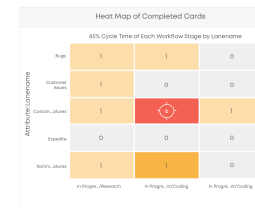
How much work can we deliver consistently?



7.

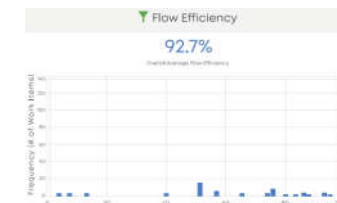
Quality

How much rework and defects do we have and what are the causes?



8. Efficiency

How efficient are our processes?

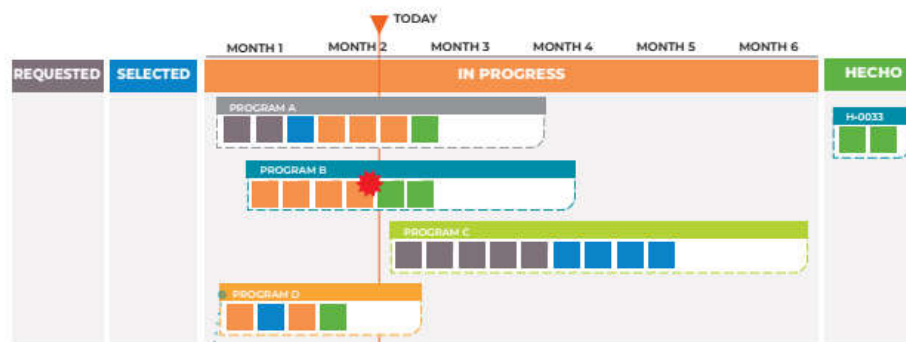


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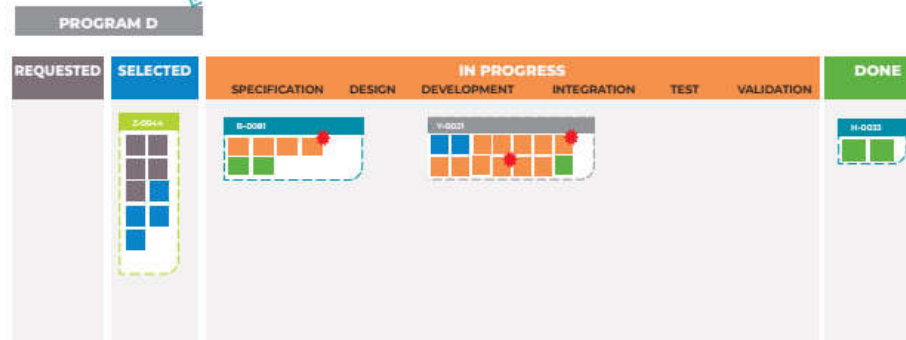
Manage program and portfolio

ML3
Fit-for-
purpose

Portfolio
kanban board

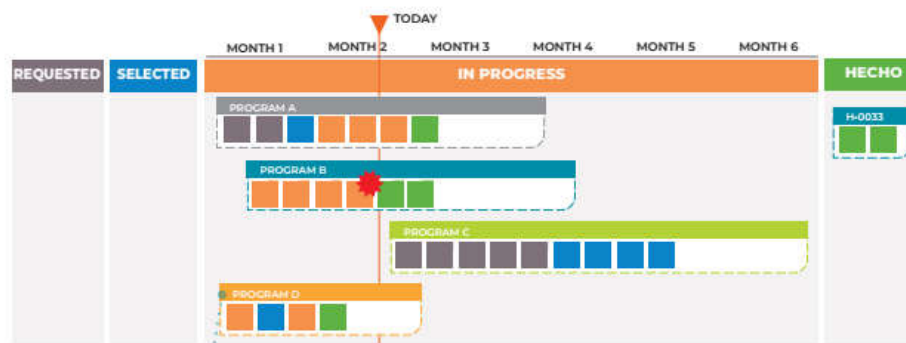


Program
kanban board

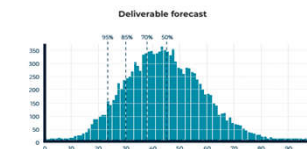
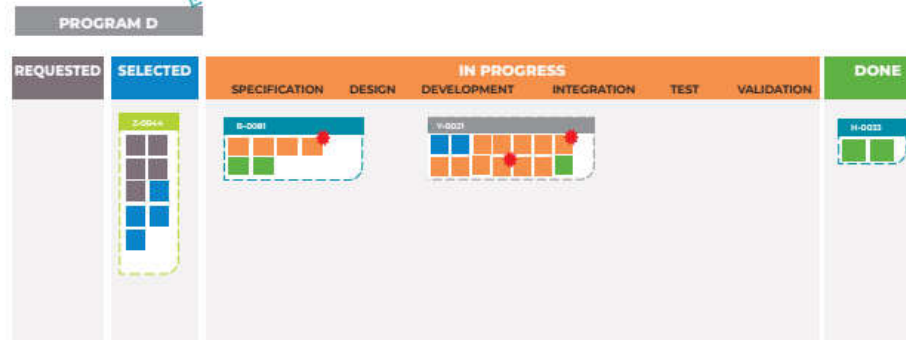


Manage program and portfolio

Portfolio
kanban board

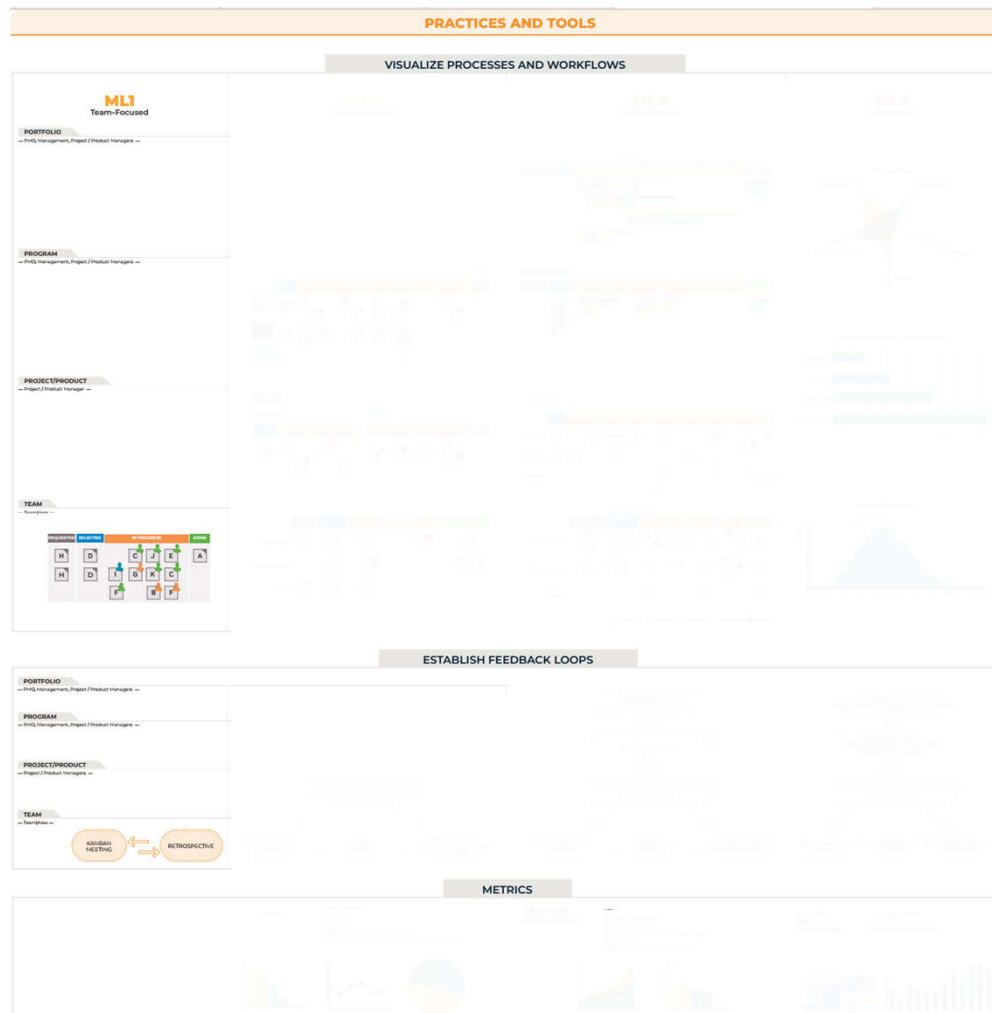


Program
kanban board



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Managing Projects and Portfolio with Kanban (KPPM)

Simple

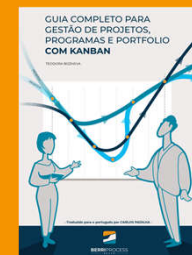
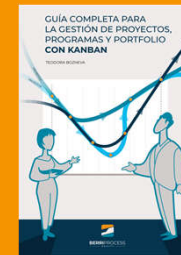
Clear roadmap to success

Light

Instant answers to key questions

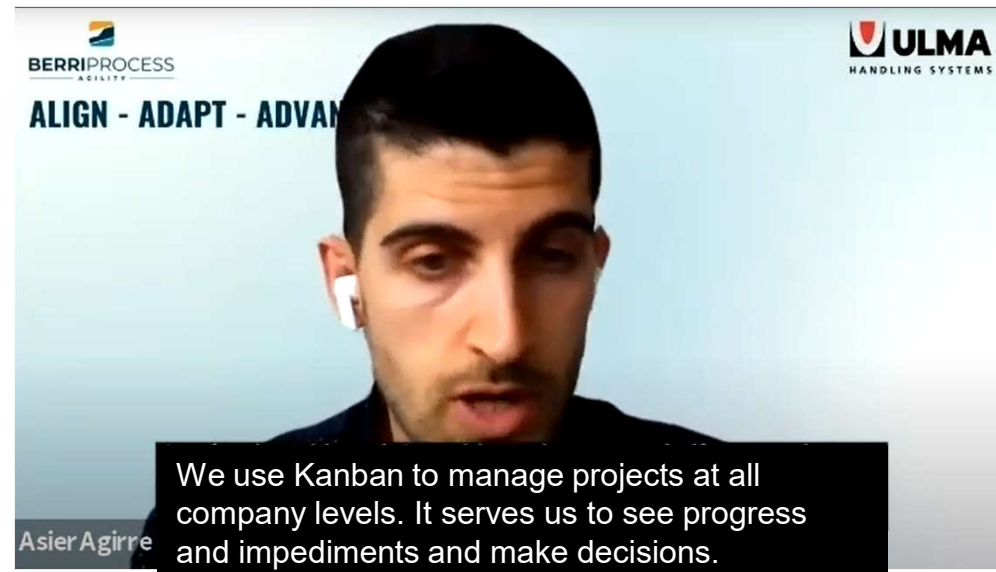
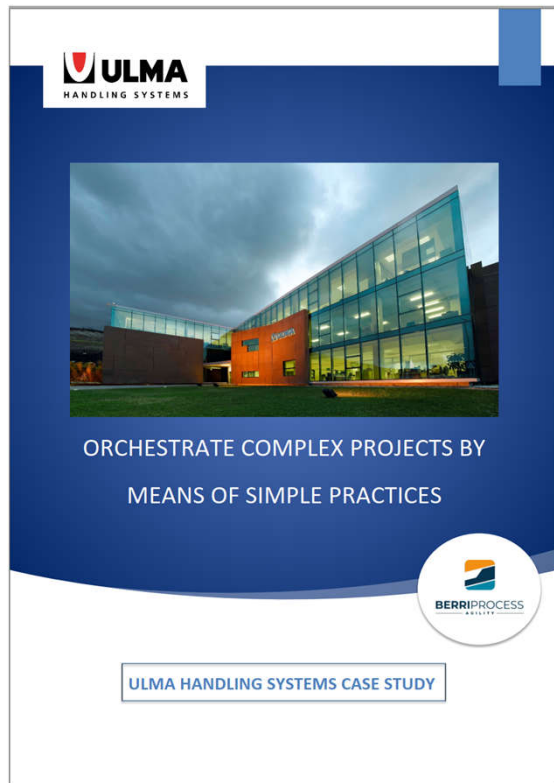
Adaptable

Adjustable to any business sector



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CASE STUDY | SOMABE

How an engineering company reshaped its culture with Kanbanize

A journey to End-to-end Flow





Industry
Engineering

Use Case
Product Development

Company Objectives
Introduce process improvements that stick within the company, offering both business agility and robustness.

Achieve alignment towards meeting customer expectations through a cultural shift.

Key Results
Developed a **work breakdown structure** to segment complex tasks into smaller, more manageable portions.

Created an advanced, automated workflow that aids task assignment and decision making, encouraging **cross-team collaboration**.

Guaranteed real-time, **company-wide visibility** of all active projects and dependencies.

Encouraged **acts of leadership** at all levels in the company.

Created a culture of innovation, learning and **continuous improvement**.

"We have shown it is possible to let people be passionate about ideas they generate and run successfully on site, regardless of role."

Introduction



Somabe is an industrial engineering company that designs and manufactures special machines. Each machine order is different and particular, and its development is managed as a project.

Six years ago the company was facing a number of problems:

- Tasks were assigned verbally and there was no transparency about their states.
- There was lack of awareness of the actual capacity of each department.
- Planning was based on ad-hoc effort estimates, fixed in the budget, and must-meet.
- Work was moving through the departments as a wave of large batches.
- Problems were resolved thanks to heroic personal efforts, which, at some moments, created tension between people.

The situation was clearly not sustainable. Something had to be done to become a stable and profitable business, capable of gaining customer trust and grow.

People had to take ownership of the process and make decisions concerning their work so they could act in a coherent with business objectives way.

ALIGN - ADAPT - ADVANCE



Aitor Eguren

We have moved from "you have to do this, you have to do that" to seeing what we have to do, make decisions together, and take accountability on the actions.

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The straight line to enterprise agility

“Project and Portfolio Management with Kanban”

Online Program for project organizations

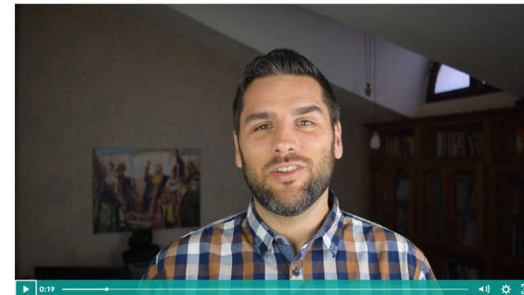


Starts in
Jan-2022

berriprocess.com/en/kppm-program-2021-2022/

“3 simple practices for effective teams”

Online course



bit.ly/3aONn5B

50% Discount code:
AGILEWORLD_BR21



Questions



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Thank you!



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