Improving project performance

92% of CEOs say: "We are world class at project management"

2% of CEOs are told: "By our assessment, you are world class at project management"

Maturity

Type	Characteristics
Group 1	Little by way of processes or disciplines. Every project is novel and little learning takes place as a result of project activities. External ideas rejected as being 'not invented here'. Goal of projects poorly established, if at all.
Group 2	Some processes and systems in place, resulting in pockets of acceptable performance. Little learning from one project to another. Goal of projects sometimes established, and focused on conformance to objectives.
Group 3	Processes well documented and systems imposed as to how to run projects. Improvement based on trying to keep up with the best by imitating their processes, but limited by the constraints of system documentation. Goals of projects routinely established and focused on conformance to objectives.
Group 4	Processes mapped (see Project Management in Practice at the end of this chapter) and based around a core, which is forever being improved. Learning evident within and between projects. Goal of project is to exceed the objectives and deliver the best project possible (performance).

Lean

- The concept of waste
  - "If it doesn't add value, it's waste" [Henry Ford]
- Simplification of information flow
  - Heightens visibility of problems or hold-ups
  - Faster at processing information

Lean

- The 'Seven Wastes'
  - No activity (quality or quantity) beyond what the customer requires
  - Reduce waiting (time) for people or information
  - Remove non-value adding movement of information, people or materials
  - Remove processes that generate rework
  - Avoid building an inventory
  - Avoid motion, having to find materials and information when needed
  - Continue to strive to reduce defects and mistakes
- Tasks should be simplified
- Tasks should be combined
- Non-value adding tasks should be eliminated

Agile

We don't do project management any more, we are agile!

Agile

- Prevalent in the software sector
- The agile manifesto
    - **Individuals and interactions** over processes and tools
    - **Working software** over comprehensive documentation
    - **Customer collaboration** over contract negotiation
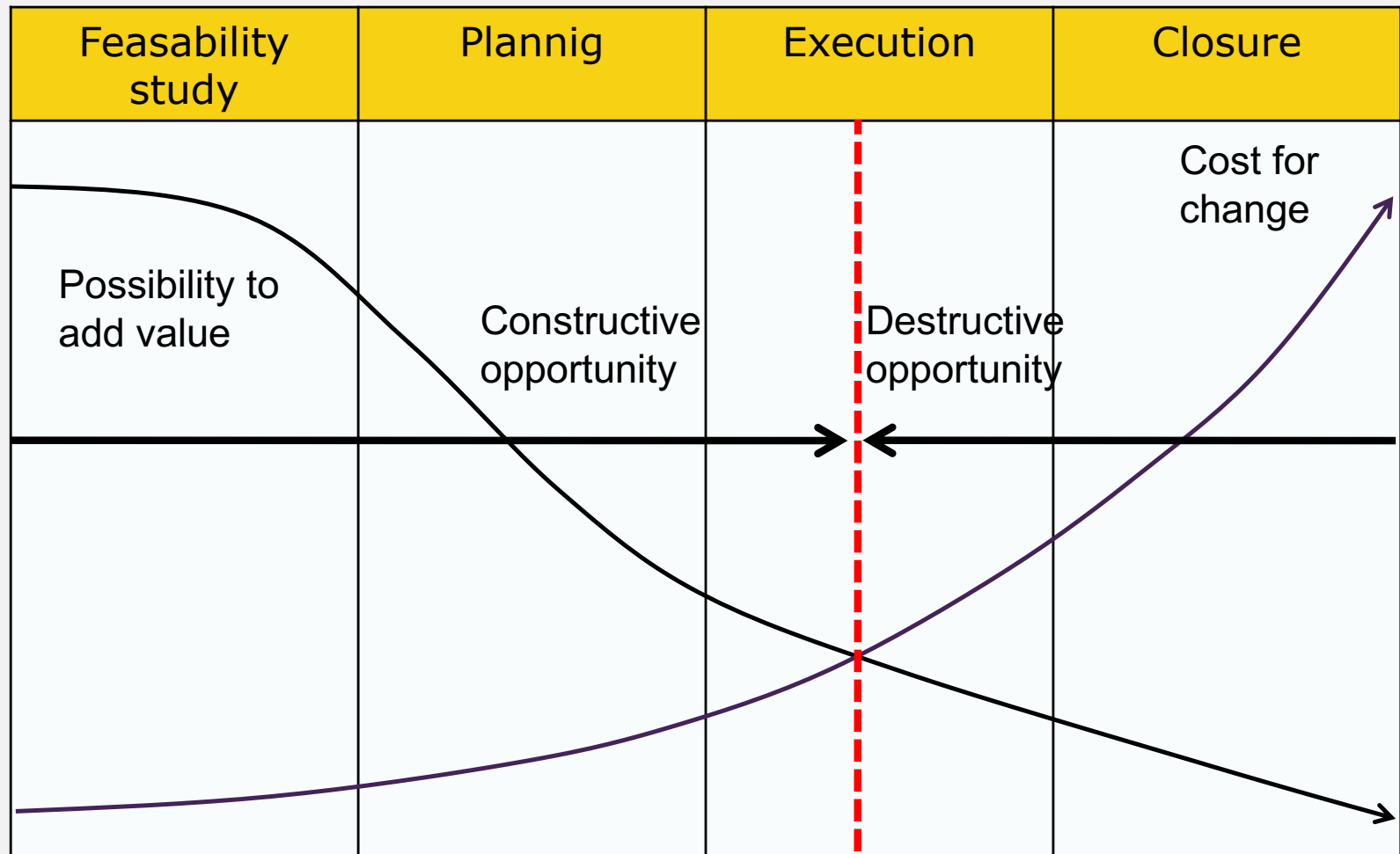   - **Responding to change** over following a plan

Agile

- Features
  - Sprints
    - work broken into time boxes, short and visible work packages
  - Working software release (the output of a sprint)
    - seen and testable, engages users and developers with purpose
  - Scrums (daily meetings that maintain intensity)
    - short (standing up) and focused on removing barriers to progress
  - Pairing (programming in pairs dramatically reduces errors)
    - coder and watcher, swapping regularly