

PROBLEMS

PROJECT AND PRODUCT MANAGEMENT

- Lack of visibility and synchronization
- Too many projects/Workload above capacity
- Working on the wrong thing
- Delays and cost overruns

METRICS AND GOVERNANCE

- No good leading indicators
- Measuring the wrong thing
- Estimation is inaccurate
- Poor decisions
- Unknown capacity and capability
- Unclear and changing priorities

ENTERPRISE AGILITY

- Fast changing business&market environment
- Lack of collaboration and innovation
- Misalignment between strategy and project goals
- Poor customer satisfaction

MANAGEMENT PRINCIPLES

VISIBILITY

Visualize all work, impediments and decision-making frameworks at all levels.

CONTINUOUS FLOW OF VALUE

Create continuous flow of value, equilibrated to the capacity of the organization. Optimize work flow to increase value delivery.

FOCUS

Focus all your decisions in your business purpose and strategic priorities.

FEEDBACK

Implement short feedback loops in the organization, with clients and the market.

CULTURE

Create culture of transparency, collaboration, focus on purpose and responsibility.

EVOLUTIONARY APPROACH



MATURITY LEVEL

- ML0** • OBLIVIOUS
- ML1** • TEAM-FOCUSED
- ML2** • CUSTOMER-DRIVEN
- ML3** • FIT-FOR-POURPOSE
- ML4** • RISK-HEDGED
- ML5** • MARKET LEADER
- ML6** • BUILT FOR SURVIVAL

ORGANIZATION

- FRAGILE
- REACTINARY
- CHAOTIC
- RESILIENT
- ANTICIPATORY
- UNALIGNED
- ROBUST
- CONGRUENT
- EXPLAINABLE

CULTURE

- COLLABORATION
- ALIGNMENT
- BUSINESS APPROACH

BENEFITS

PROJECT AND PRODUCT MANAGEMENT

- Transparency and collaboration
- Clear priorities & Alignment
- Faster delivery of customer value
- Reduced project cost
- Higher quality

METRICS AND GOVERNANCE

- Stability
- Predictability
- On-time delivery
- Proactive risk management

ENTERPRISE AGILITY

- Faster, collaborative strategy definition and early course correction
- Quicker and more effective communication
- Ability to cope with the risks and the uncertainty in the business context
- Make strategic and tactical planning based on real-time information about the business context
- Increased profit margins
- Increase customer satisfaction

PRACTICES AND TOOLS

VISUALIZE DEVELOPMENT FLOWS

ML1 Team-Focused	ML2 Customer-Driven	ML3 Fit-For-Purpose	ML4 Risk-Hedged
PORTFOLIO — PMO, C-Suite, Project/Product Managers, Business Unit Managers — 			
MULTI-PROJECT/PRODUCT — PMO, C-Suite, Project/Product Managers — 			
PROJECT/PRODUCT — Project/Product Manager — 			
DELIVERABLE — Team/Area — 			

FEEDBACK LOOPS

PORTFOLIO — PMO, C-Suite, Project/Product Managers — 			
MULTI-PROJECT/PRODUCT — PMO, C-Suite, Project/Product Managers — 			
PROJECT/PRODUCT — Project/Product Manager — 			
DELIVERABLE — Team/Area — 			

METRICS

FLOW: <ul style="list-style-type: none"> • Delivery time (speed) • Capability (finished work items) • Demand (work items received) • Block time, waiting for others • Number of reworked items and rework time (quality) 	AGILITY AND SUSTAINABILITY: <ul style="list-style-type: none"> • KPI (customer satisfaction, performance) • Defects, complaints (quality) • Flow variability, efficiency (balance, predictability) • Transaction and coordination costs • Cost of delay • Organizational health indicators 	BUSINESS OUTCOMES OPTIMIZATION: <ul style="list-style-type: none"> • Flow efficiency (waste elimination) • Cycle time (bottleneck resolution) • Economic outcomes (competitiveness, robustness)
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