Quality On Time
How to deliver the right results at the right time, no excuses needed

Instructor:

Niels Malotaux

Date:

Monday 18 - Tuesday 19 January 2016 (2 day workshop)

Time:

8.45am - 5.00pm, lunch at own discretion 12.00pm - 1.00pm, tea and coffee provided during the day

Venue:

BCS, 1st Floor, The Davidson Building, 5 Southampton Street, London, WC2E 7HA

Maps

(Approximately 10 minutes walk from Waterloo Station and Charing Cross Station)

Cost:

BCS Members: Free of charge

Non-Members: £40.00 (including VAT @ 20%)

If you book, and are unable to attend, please cancel your booking via the BCS site and also contact Soheir Ghallab soheirg@hotmail.com, who is our committee member looking after these events.

Intended for

- R&D managers, responsible for the results of their department
- Project managers, responsible for the results of their project
- Architects and Product Owners, who can help their team to deliver better results much faster
- Scrum Masters, who can learn additional skills
- Team members, responsible for the results of what they do
- Quality management, responsible for helping to optimize the quality of the results
- Testers and auditors, responsible for measuring the quality of the results
- Anyone else who wants to deliver more in less time

If you come as a team, you can do the exercises as a team, saving time immediately

Details:

If possible, bring a laptop or tablet so you can access the presentation.

Is this workshop for you?

Do your projects or teams always deliver Quality On Time: the right results at the right time? Then this workshop may not be for you. However, if you do not always deliver Quality On Time, you can learn techniques to deliver better results in much less time. If you join as a team you will benefit even more as a team.

Don't think delivering Quality On Time is only the responsibility of (project)-management. A manager is *responsible*, however, *all* people working in the team *determine* the delivery of the right things at the right time. This makes everybody as responsible. Including you.

In this workshop we will study and exercise the Evo approach, which was already very agile long before Agile was invented, and which has been proven in practice to make teams and projects deliver more successfully in significantly shorter time. This approach is the result of ongoing study of issues we encounter in development, and how we can overcome these issues in real practice. After all, theory is nice, but doesn't always work well in practice.

Elements of the approach are continuously improving our effectiveness and efficiency, how to predict what we will have done when and taking the consequence, solving the discipline problem, exploiting our intuition mechanism, continuously balancing priorities, keeping focus, coping with differences in disciplines and cultures, adopting a Zero-Defect attitude and preventing any stakeholder's complaints. Are you already doing all these

things and do you think you are already very effective and efficient? That's what other people thought before they found out otherwise.

Is it then only positive? No negative points to consider? That's actually the power of this approach: It provides the very mechanism to deal with any negative issues: we'll see how to recognize negative things and then doing something about them. The only remaining negative things are those we don't consider important enough to do something about for the moment. Doesn't this all take a lot of extra time? What extra time? Projects using this approach deliver significantly faster than other projects. Faster and better value than most Agile teams.

You can immediately start using the techniques explained, with immediate results, as has been proven in numerous projects. It works well for individuals as well as teams. Architects, designers, and Product Owners can very efficiently make sure the team does the right things before they're going to spend the time, rather than afterwards seeing it wasn't exactly what they meant. This prevents a lot of waste, and hence saves a lot of time. Managers will very efficiently see what the team is doing and that they can trust the team.

At the end of this workshop I'll ask you "Can you afford not to use this approach?" You'll know the answer.

The material presented is complementary to Tom Gilb's courses on Requirements, Architecture, Decision making, and Lean QA, which are regularly organized at BCS.

Content
- Is there a problem (without a problem we don't need a solution)?
- The universal goal of our work
- What is quality really?
- The importance of time
- Human behavior in projects - understanding it is the start of doing something with it (not *about* it)
- What is the Right Time?
- Estimation exercise (revealing more issues than just estimation issues)
- What is the Right Result?
- Real Requirements definition exercise
- Why does theory not work as expected
- Fallacious solutions for getting results faster, which are commonly applied but make things worse
- Solutions that do work
- How to continuously optimize what we do, how we do it and how we organize it
- How to predict what will be done when
- How to apply this in the real practice of our own environment
- Exercise: Planning our own work. During this session many small but important details of the planning technique will fall into place.
- How to move towards Zero Defects delivery
- Examples
- Discussion throughout

What others achieved
- A Dutch space project delivered 1 day early, rather than their usual one year late, saving 40 man-year
- An UK project delivered 1 year late by ignoring this advice, 70 man-year wasted
- A project in the US saved 5 months (20 man-year), winning the company's Team Excellence Award for being fastest time-to-market at the highest quality in more than 10 years

What others thought
- **R&D manager (Ireland)**
  Niels' Quality On Time approach is "deceptively simple" (which it is).
- **Developer (Netherlands)**
  I have never before absorbed so much information in such a short time. Normally such talks drain my energy. This time however, I felt energized!

- **Systems Engineer (Israel)**
  This is practical stuff we can start using immediately. I've heard many presentations, but this one was absolutely the best.
- **Scrum team (UK)**
  At the start of the day: "We are doing Scrum, therefore we are already very efficient and successful. Why do we have to listen to this?" At the end of the day: "Wow! Thanks! This is so powerful! We'll quickly be much more successful and more efficient!" (which they became).
- **Satellite Communications engineer (Japan)**
  First I worked 60 hr a week. Now I work 40 hr a week, doing *more*, and having a family life.

Prerequisite

- Ascertain that you definitely have an ambition to deliver the best possible results in the shortest possible time. If you don't mind, don't attend.

Preparation:

Please read and prepare carefully. The better you prepare, the more you will learn.
Write down:

- The top-3 stakeholders of your work or project (Who is waiting for it?)
- The top-3 real requirements for your work or project (What are they waiting for?)
- How much value improvement the stakeholders expect (3 or 7?)
- Any deadlines (No deadlines: it will take longer)
- What you and your team should and can have achieved in the coming 10 weeks
  (Will you succeed? - Failure is not an option!)
- What you think you should and can do the coming week in order to achieve what you're supposed to achieve (Make sure not to plan what you shouldn't or cannot do - At the end of the week everything you planned will be done)
- What value you will have delivered by the end of the week and how to prove it
- Any issues you expect with the above or otherwise with your work or project

If you find it difficult to write these things down, don't worry, that's why we run this workshop. If you come out of the workshop with any change in what you wrote down, this will allow you to work more on more important things, and less on less important things. Better focus on what really is important immediately saves time. The time you spent coming to this workshop can be regained quickly by applying the techniques you can learn in this workshop. This may convince your boss to allow you to attend this workshop. Perhaps he'll even come with you.

Limitations

This workshop will not cover the usual aspects of running projects, just the ones that other courses don't tell you, and which are invaluable to deliver Quality on Time.

About the Speaker: Niels Malotaux

Niels Malotaux (niels@malotaux.nl) is an independent international Project Coach and expert in optimizing organizational, project and team performance. He has about 40 year experience in designing electronic and software systems, at Delft University, in the Dutch Army, at Philips Electronics and 20 years leading a systems design company, as well as since 1998 helping projects to deliver Quality on Time: delivering the Right Results at the Right Time, to enable customer success. Niels effectively teaches Evolutionary Project Management (Evo) Methods, Requirements Engineering, Review and Inspection techniques, as well as Reliable Embedded Systems Design and how to achieve Zero Defects. Since 2001 he taught and coached well over 200 projects in 40+ organizations in the Netherlands, Belgium, China, Germany, Ireland, India, Israel, Japan, Poland, Romania, South Africa, the UK and the US, which led to a wealth of experience in which approaches work better and which work less well in practice. From time to time Niels lectures at Keio University in Yokohama, Japan.