

My coaching strategy

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Strategy

- **Plan of action intended to accomplish a specific goal**

- synonym: plan

The American Heritage Dictionary

- **Careful plan or method**

- synonyms: arrangement, blueprint, design, game, game plan, ground plan, master plan, plan, program, project, road map, scheme, system

Merriam-Webster Dictionary

- **Carefully devised plan to achieve a desired result, especially over the long term**

- The word "strategy" comes from the Greek word "strategia", meaning "generalship" or the art of the general

Perplexity

No plan survives the first encounter with the enemy

Better have a clear goal and a good initial strategy. To be adapted as our understanding of reaching the goal improves

My specific **goal** to accomplish

- **Helping to deliver the best results in the least time: ‘Quality on Time’**
Efficiency = Effectiveness in the least time
- **Some examples:**
 - Electronic product development project (US)
Product manager: (<https://malotaux.eu/doc.php?id=19> - chapter 4.7.1)
Saved about half a year (some 20 man-year not wasted) - delivered *'unprecedented quality'*
Won Prestigious Team Award as part of the company's Technical Excellence recognition program
 - Space project (NL): *saved about one year* (some 40 man-year not wasted) - delivered *successfully on time*
 - Software project (PL): had deadline in 6 weeks; called it 'mission impossible'
With some coaching (Łukasz) *delivered successfully in 5 weeks* (proudly saying: "No overtime!")
 - Large development project (UK): *abandoned*
Wasted at least 70 man-year (not following my suggestions)
Later finalized at huge cost: “satisfying every whim of the customer”
 - Accounting software project (DE): *abandoned*
Project manager admitted: “My professor at university actually said similar things”

Accomplish by Public Courses ?

- People loved it
- But when back at their work ...
- If Return on Investment is important ...
- Why did it not work ?
- What to do instead ?
- JITT - 'Just In Time Training' or 'Coaching'
- Sometimes still public courses: Marketing

Basic initial strategy

Montessori:
Help me to do it myself

Don't tell people what to do

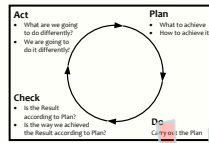
1. Observing

- Weekly planning
- Gemba - 'walking around'

2. Asking 'innocent' questions to let them recognize issues, which they usually are quite capable to solve

3. If that's too tough, provide some 'suggestions'

- **Plan-Do-Check-Act**
 - The powerful ingredient for success



- **Business Case**

Why

- Why we are going to improve what

- **Requirements Engineering**

- What we are going to improve and what not
- How much we will improve: quantification

- **Architecture and Design**

- Selecting the optimum compromise for the conflicting requirements

- **Early Review & Inspection**

- Measuring quality while doing, learning to prevent doing the wrong things

What
How much
Are we done

How

Check and learn
as early as possible

Zero
Defects
Attitude

- **Weekly TaskCycle**

- Short term planning
- Optimizing estimation
- Promising what we can achieve
- Living up to our promises

Efficiency
of what we do

- **Bi-weekly DeliveryCycle**

- Optimizing the requirements and checking the assumptions
- Soliciting feedback by delivering Real Results to eagerly waiting Stakeholders

Effectiveness
of what we do

- **TimeLine**

- Getting and keeping control of Time: Predicting the future
- Feeding program/portfolio/resource management

What will happen, and
what will we do about it?

Evo Project Execution

Niels

Tom Gilb quote

- The fact that we can set numeric objectives, and track them, is powerful, *but in fact it is not the main point*
- The main purpose of quantification is to force us to *think deeply*, and *debate exactly*, what we mean
- So that others, later, *cannot fail* to understand us

Quality

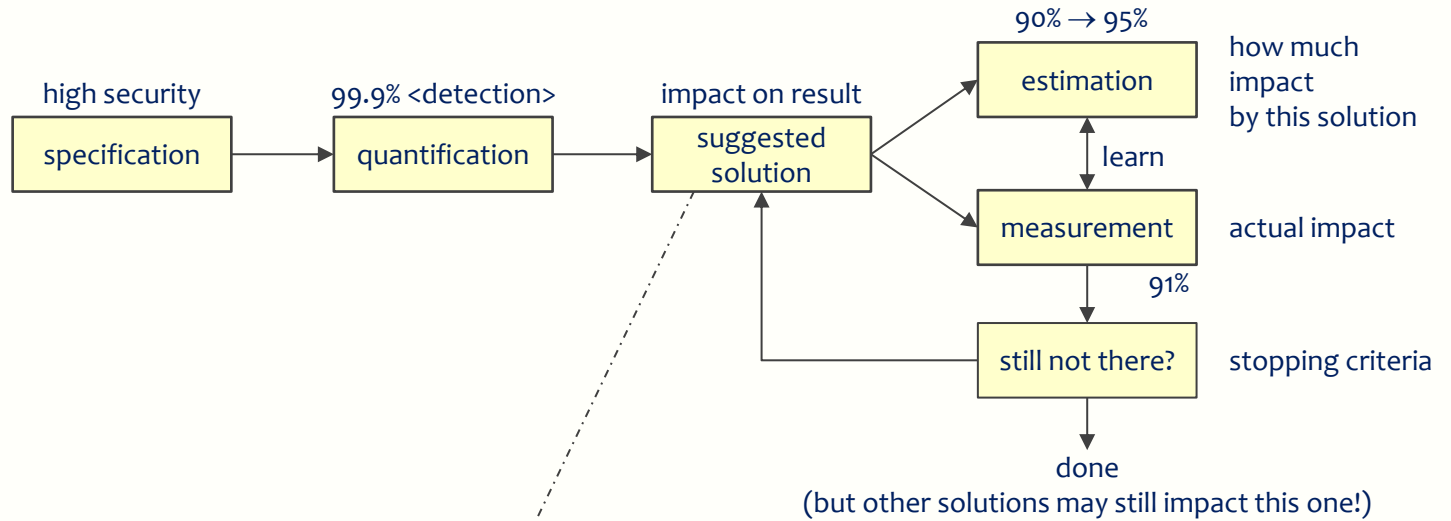
organising the

- what
- why
- for whom
- how much

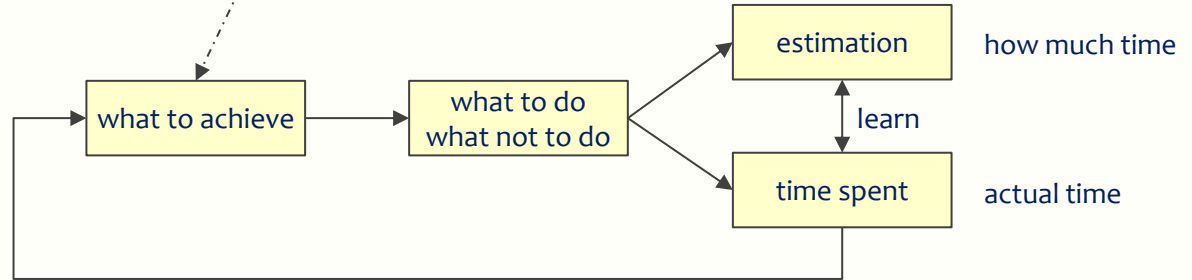
on Time

organising the

- how
- when



Task _a	2	
Task _b	5	
Task _c	3	
Task _d	6	do
Task _e	1	
Task _f	4	
Task _g	5	26
Task _h	4	
Task _i	3	do
Task _k	1	not



Main secret to save time, creating more time

- Half of what we do in projects later proves not to have been needed
- If we see that before spending time on it, we can still decide not to do it
- This frees time to do the needed things even better, and still deliver on time
- ~~Retrospectives~~ → Prespectives

Weekly TaskCycle plan (observing)

- What are we supposed to achieve
- How much time do we have available
- 2/3 of gross available time is net plannable time
- What is most important to do
in order to achieve what we're supposed to achieve
- Estimate net effort needed to do these things
- Which most important things fit the net plannable time
(default 2/3 of gross available time, 26 hr per week at 40hr work-week)
- What can, and what are we going to do
- What are we **not** going to do
- Writing it down ! Our fuzzy mind isn't good enough !

2/3 is default start value
this value works well with development work



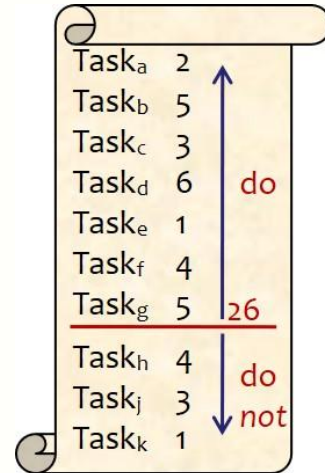
Task _a	2	↑ do
Task _b	5	
Task _c	3	
Task _d	6	
Task _e	1	
Task _f	4	
Task _g	5	
<hr/>		26
Task _h	4	↓ do not
Task _j	3	
Task _k	1	

Innocent questions

- Really ?
- Should we ?
- Who's waiting for it ?
- What do they need ?
- How much do they need ?
- When do they need it ?
- Why would we do that ?
- Is it really necessary ?
- Is it really necessary now ?
- How do we know ?
- Why ?
- What happened ?
- What could we do ?
- Will we be on time ?
- What makes us think that ?
- What's different this time ?
- Is this the best way to do it ?
- Does it fit the available time ?
- *If there is any problem:
What are we going to do about it ?*

Prespecting

- People come in with their week plan
- Innocent questions → Come out with a modified plan
- More going to work on the right things
- Less spending time on unnecessary things
- Immediate savings - From day one



Task _a	2	↑ do	
Task _b	5		
Task _c	3		
Task _d	6		
Task _e	1		
Task _f	4	↓ do not	
Task _g	5		
<hr/>			
Task _h	4		
Task _j	3		
Task _k	1		

The diagram shows a scroll with a list of tasks and their durations. A horizontal line is drawn under Task_g. To the right of the scroll, a blue arrow points upwards from Task_f to Task_a, and a red arrow points downwards from Task_g to Task_k. The word 'do' is written in red next to the upward arrow, and 'do not' is written in red next to the downward arrow. The number '26' is written in red next to the line under Task_g.

Never challenge an estimate

- If we don't understand the estimate, only say:

“What are you planning to do ?”

- Now estimate again ...
- If they insist: let them find out themselves

Deceptive options to be on time

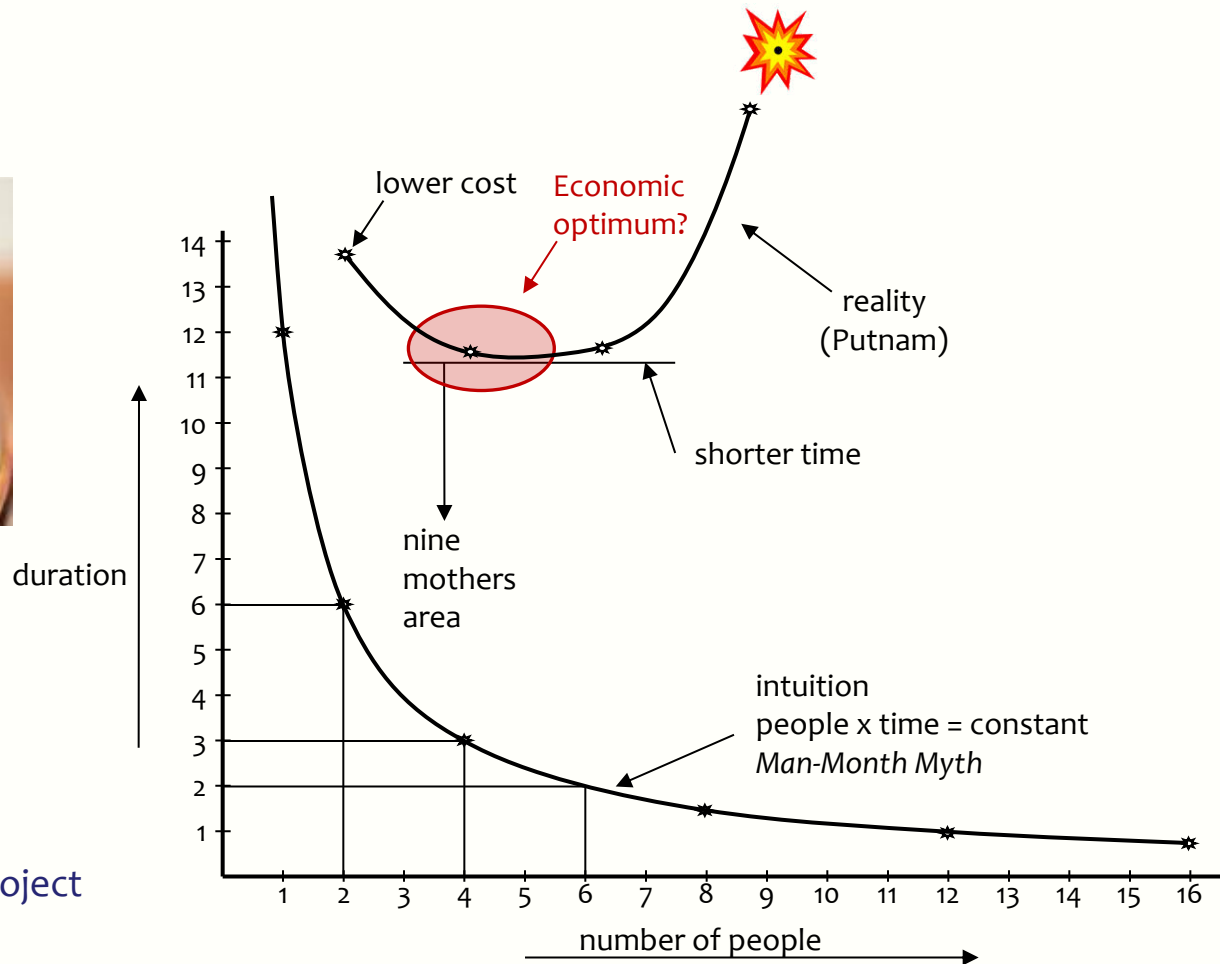
1. Hoping for the best (fatalistic)
2. Going for it (macho)
3. Working Overtime (fooling ourselves and our boss)
4. Moving the deadline
 - Parkinson's Law
 - Work expands to fill the time for its completion
 - Student Syndrome
 - Starting as late as possible, only when the pressure of the FatalDate is really felt

5. Adding people



Brooks' Law (1975)

Adding people to a late project
makes it later



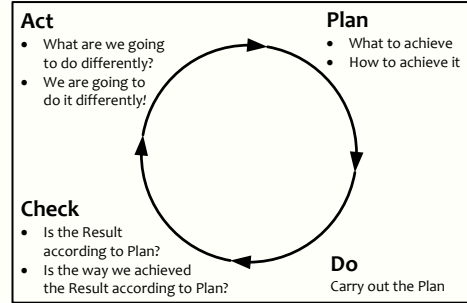
6. Saving time



Continuous
elimination of waste
(www.malotaux.eu/?id=essenceoflean)

We don't have enough time, but we can save time
without negatively affecting the Result !

- Efficiency in **what (why, for whom) we do** - doing the right things
 - Not doing what later proves to be superfluous
- Efficiency in **how we do it** - doing things differently
 - The product
 - Using proper and most efficient solution, instead of the solution we always used
 - The project
 - Spending less time, instead of immediately doing it the way we always did
 - Continuous improvement and prevention processes
 - Constantly learning doing things better and overcoming bad tendencies
- Efficiency in **when we do it** - right time, right order
- **TimeBoxing** - much more efficient than FeatureBoxing



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