

How to deliver Better Results in Less Time

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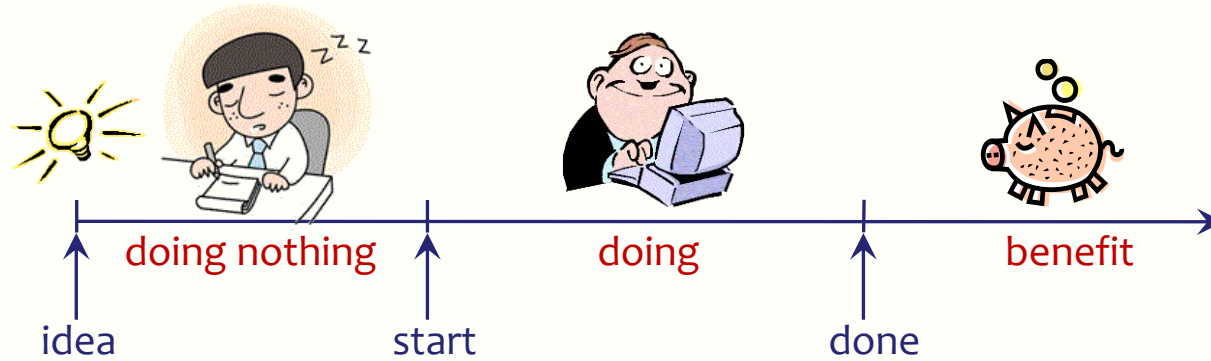


- Independent Engineering and Team Coach
- Expert in helping teams and organizations to quickly become
 - More effective - doing the right things better
 - More efficient - doing the right things better in less time
 - More predictable - delivering as needed
- Getting projects back on track
- Embedded Systems architect (electronics/firmware)
- Project types
electronics, firmware, software, space, road, rail, telecom, industrial control, parking system

Delivering
Quality On Time
the Right Result
at the Right Time

The Importance of Time

Business Case (why are we doing it)



Return on Investment (ROI)

- + Benefit of doing - huge (otherwise we should do an other project)
- Cost of doing - project cost, usually minor compared with other costs
- Cost of being late - lost benefit
- Cost of doing nothing yet - every day we start later, we finish later

This is why project time is usually more important than project budget

How can we be On Time ?

Still, delivering better results

Possible ??

Deceptive options

- Hoping for the best (fatalistic)
- Going for it (macho)
- Working overtime (fooling ourselves)
- 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

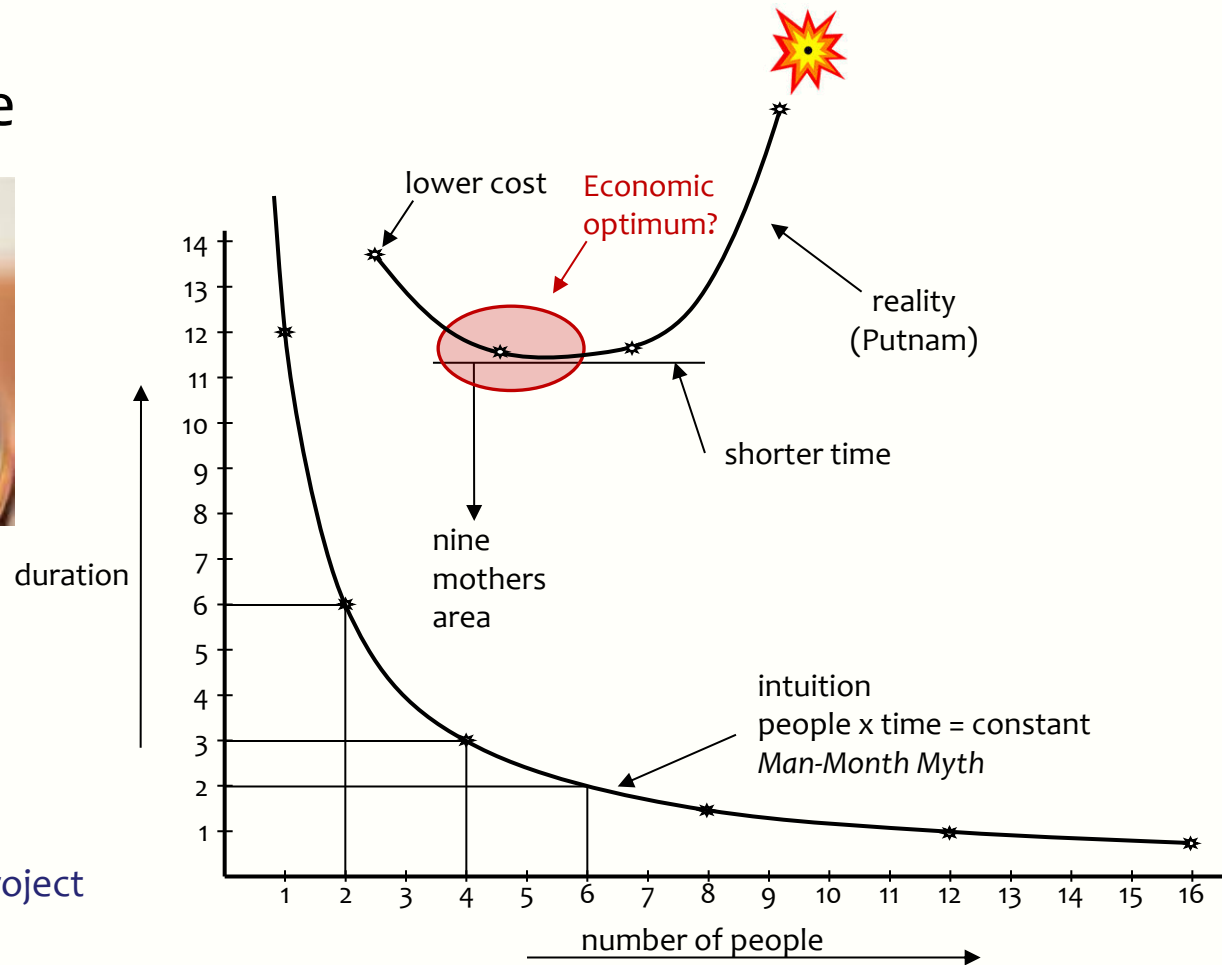
Intuition often guides us into the wrong direction

5. Adding people



Brooks' Law (1975)

Adding people to a late project
makes it later

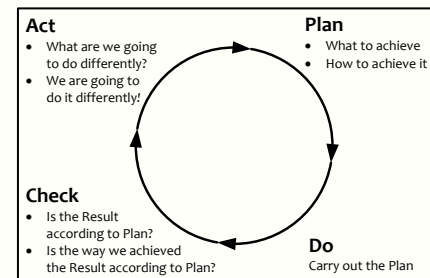




Saving time

Continuous
elimination of waste

- 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
 - Doing the same in 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, in the right order
- TimeBoxing - much more efficient than FeatureBoxing

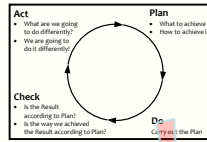


Ultimate Goal of a What We Do (for our salary)

Quality on Time

- Delivering the Right Result at the Right Time, wasting as little time as possible (= efficiently)
- Providing the customer with
 - what they need
 - at the time they need it
 - to be satisfied
 - to be more successful than they were without it
- Constrained by (win - win)
 - what the customer can afford
 - what we mutually beneficially and satisfactorily can deliver
 - in a reasonable period of time

- **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

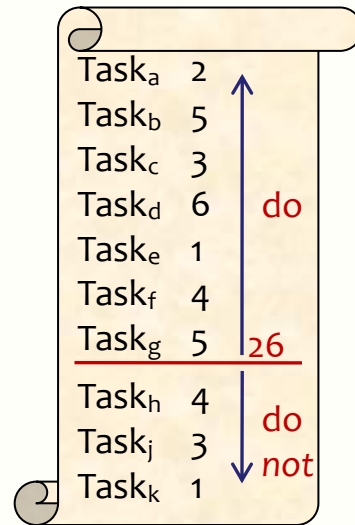
What will happen, and
what will we do about it?

Evo Project Planning - Niels

Every week we plan

- What are we supposed to achieve ?
- How much time do we have available
- $\frac{2}{3}$ of available time is net plannable time
- What is most important to do
- Estimate effort needed to do these things
- Which most important things fit in the net available time (default 26 hr per week)
- What can, and are we going to do
- What are we *not* going to do
- *Write it down ! Our fuzzy mind isn't good enough !*

$\frac{2}{3}$ is default start value
this value works well in development projects



Task _a	2
Task _b	5
Task _c	3
Task _d	6
Task _e	1
Task _f	4
Task _g	5
Task _h	4
Task _j	3
Task _k	1

Some 'innocent' questions:

- Why would we do that ? (never use 'you')
- Who's waiting for that ?
- What do they need ?
- How much do they need ?
- When do they need it ?
- Is it really necessary ?
- How do we know ?
- Is it really necessary now ?
- Is this the best way to do it ?
- Does it fit the available time ?
- If not: What are we going to do about it ?

People come in with their week plan,
and come out with a modified plan,
more going to work on the right things,
and less on unnecessary things.

Immediate savings.

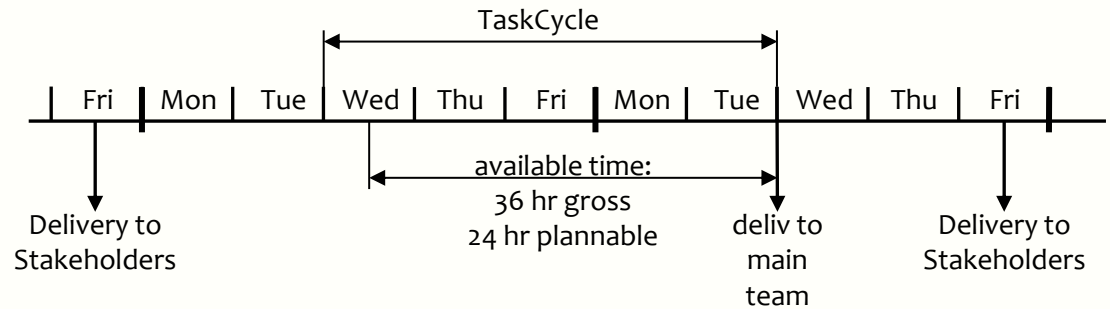
From day one.

Do you know the cost of one day of (unnecessary) delay ?

- Do you know the cost of your team per day ?
- Do you know *your* cost per day ?
Note: that's not what you get !
- Do you know the benefit of what you deliver ?
If you don't know the benefit, assume 10 times the cost
- No need for exact numbers - it'll be a lot anyway
- How can you make decisions, if you don't know the cost of your time?
- Do you know the benefit of your work ?
- Do you know the penalty for delay ?
- Who is paying for the extra time ?



Designing a Delivery



Serge (ProjLead)

MbWA	3
Planning nxt wk	3
Work for deliv	4
-	6
-	2
-	1
-	5
Total	24

Gregory

Draft design	6
Finish design	6
Work for deliv	3
-	1
-	2
-	2
-	3
-	5
-	6
XMLa	4
XMLb	4
Total	42

Gregory (later)

Draft design	0
Finish design	0
...	

Jerome

XMLa	3
XMLb	3
...	

- 1 Evolutionary Project Management Methods (2001)
Issues to solve, and first experience with the Evo Planning approach
- 2 How Quality is Assured by Evolutionary Methods (2004)
After a lot more experience: rather mature Evo Planning process
- 3 Optimizing the Contribution of Testing to Project Success (2005)
How Testing fits in
- 3a Optimizing Quality Assurance for Better Results (2005)
Same as Booklet 3, but for non-software projects
- 4 Controlling Project Risk by Design (2006)
How the Evo approach solves Risk by Design (by process)
- 5 TimeLine: How to Get and Keep Control over Longer Periods of Time (2007)
Replaced by Booklet 7, except for the step-by-step TimeLine procedure
- 6 Human Behaviour in Projects (APCOSE 2008)
Human Behavioural aspects of Projects
- 7 Evolutionary Planning, or How to Achieve the Most Important Requirement (2008)
Planning of longer periods of time, what to do if you don't have enough time
- 8 Help ! We have a QA Problem ! (2009)
Use of TimeLine technique: How we solved a 6 month backlog in 9 weeks
- 9 Predictable Projects - How to deliver the right results at the right time
- RS Measurable Value with Agile (Ryan Shriver - 2009)
Use of Evo Requirements and Prioritizing principles



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