Start Small, Scale Up

KPM Symposium - August 20, 2008
Grow skills incrementally

• Projects require coordinated effort...
  ➢ Shared Mindset
  ➢ Shared Skillset
  ➢ Share Toolset (SharePoint + other tools)

• These are often taught separately
  ➢ But they should be integrated
Grow skills incrementally ... Scale up

ANSI EIA-748B Earned Value Management (32 criteria)

Master Scope, Schedule and Cost (Triple Constraint)

Master Scope & Schedule

Master Scope First!

One Iteration at a Time

Total Scope

Level 0

Level 1

Level 2

Level 3

Level 4
Alternatives to a Scalable Framework

• One-size-fits all
  – Processes too heavy
  – Processes too light

• Winging it
Start small. Practice. Scale up!

Most IT projects are at Level 0, 1 or 2

Number of Projects

Level 4
Level 3
Level 2
Level 1
Level 0

Project Size

Scope & Schedule
Total Scope

One Iteration at a Time
Tying it all together...

Scalable Framework

- ANSI EIA-748B
- PMBOK Framework
- Scrum Framework
- Getting Things Done (GTD)®

Project Size vs. Number of Projects
In any given iteration, there is a minimum number of outcome items and action items (tasks) competing for our attention.
Scalable Framework – Level 0

- Keep it VERY simple
- We will learn...
  - to manage scope in iterations
  - Burndown charts
Scalable Framework - Level 1

Business Layer

Start

Business "Vision"

Single Backlog

Linear Progress

Finish

Business "Value"

Outcome Layer

Action Layer

outcomes
items

outcomes
items

outcomes
items

outcomes
items

outcomes
items

outcomes
items

outcomes
items

outcomes
items

action
items

action
items

action
items

action
items

action
items

action
items

action
items

action
items

Total Scope
Scalable Framework – Level 2

Business Layer

- Business "Vision"
  - PMB Level 2

Outcome Layer

- Outcome items
  - Non-linear Progress

Action Layer

- Action items
  - Schedule

Total Scope

Start

Finish
Scalable Framework – Level 3

Business Layer

Business "Vision"

PV, EV, AC

Outcome Layer

outcome items

Action Layer

action items

Start

Finish

Total Scope

Schedule

Cost

Scope

Schedule

Cost