

PMI Oslo From Risk To Uncertainty Management

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Agenda

- Part 1 : Big Picture
- Part 2 : Project uncertainty
- *(break)*
- Part 3 : Next-Gen Agile techniques
 - Power Kanban
 - Agile Rolling Wave Planning

Defining project success



‘Project success is a subjective construct; it depends on who asks, who is being asked, when you ask, and how you ask the question.’

Ika, 2009, Project Success as a Topic in Project Management Journals



Experiment

Project Assignment



Team 1:
PMP



Team 2:
Prince 2



Team 3:
SCRUM

Medical drug test



DRUG

Healthy:	
Day 1	41%
Day 2	68%
Day 3	71%
Day 4	100%

PLACEBO

Healthy:	
Day 1	36%
Day 2	69%
Day 3	70%
Day 4	100%



Questionnaire 1

1. The project was delivered per the specifications
2. The project achieved the business case objectives
3. The project manager always acted responsible
4. The chosen project method fits the assignment
5. The deliverables were verified
6. The project team worked effectively
7. The project contributed to the vision
8. The project team was resilient

1) Strongly disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree

Questionnaire 2



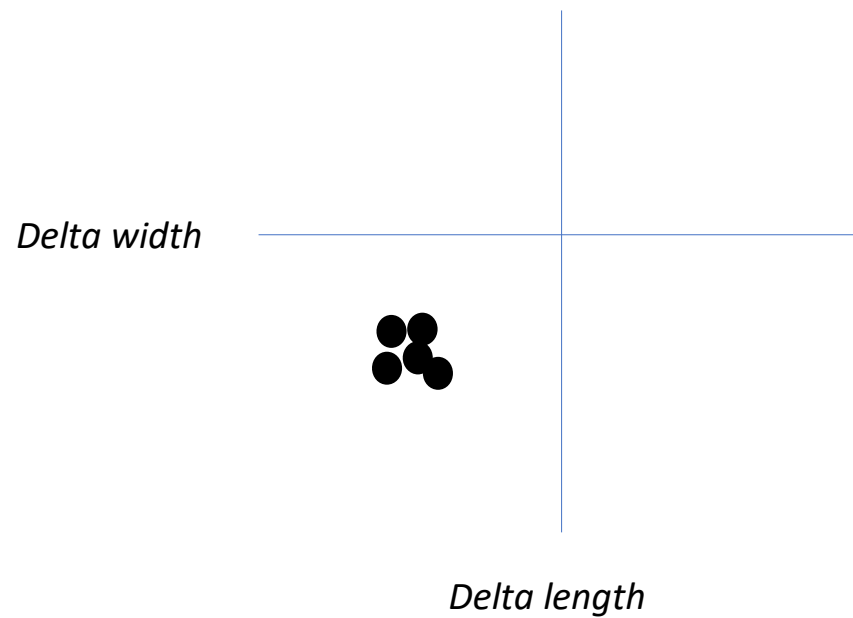
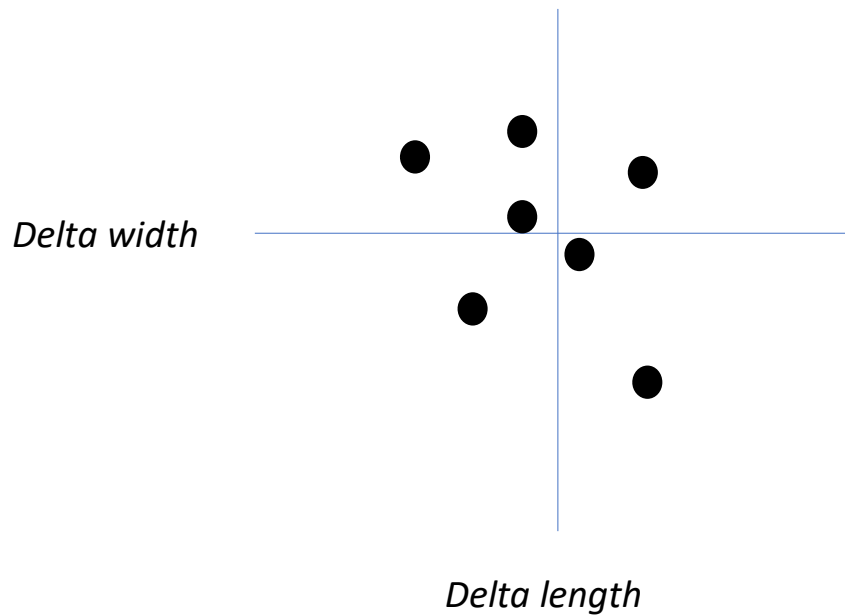
1. The project was delivered per the requirements
2. The project achieved the business case goals
3. The project manager always acted accountable
4. The chosen project method fits the assignment
5. The deliverables were verified
6. The project team worked effectively
7. The project contributed to the vision
8. The project team was robust

1) Strongly disagree 2) Disagree 3) Neutral 4) Agree 5) Strongly Agree

One Breath Challenge



- Speed vs acceleration
- Precision vs accuracy





Questionnaire

- requirements vs specifications
- goals vs objectives
- accountable vs responsible
- method vs methodology
- verification vs validation
- effectiveness vs efficiency
- vision vs mission
- robust vs resilient

Note that they are NOT the same. So what question did you actually answer?



Summary Part 1: Big Picture Uncertainty

- No generic definition of project success exists
- The concept of methodology is absent
- Proving causation between project success and a method is challenging as projects cannot be repeated, control groups are not possible
- The illusion of communication makes questionnaires questionable.

Part 2 Uncertainty



The definition of uncertainty is uncertain



<i>Unaware</i>	Unknown-Known	Unknown-Unknown
<i>Aware</i>	Known-Known	Known-Unknown
	<u>Available</u>	<u>Unavailable</u>



Unknown-Known

Unknown-Unknown

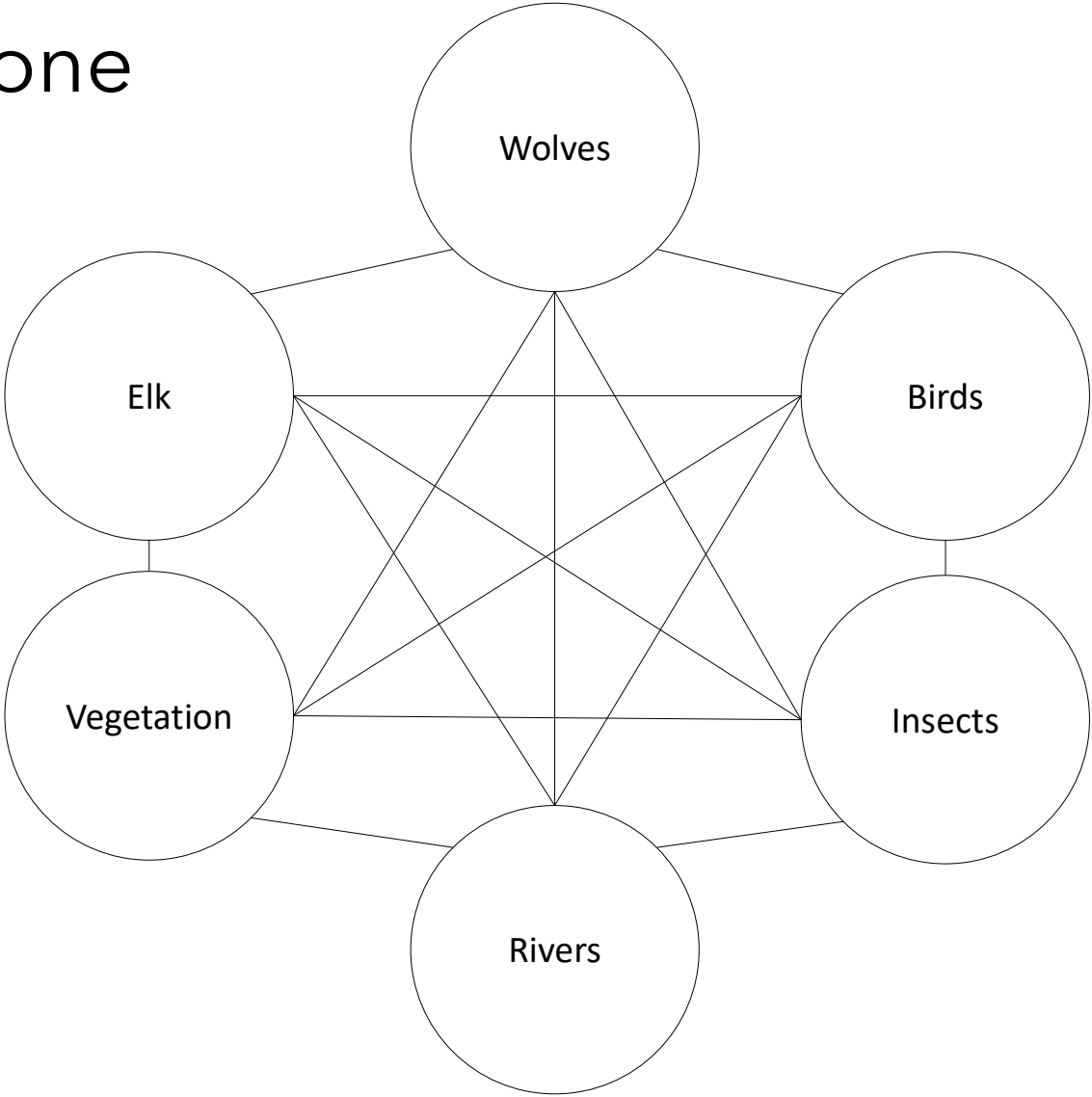
Known-Known

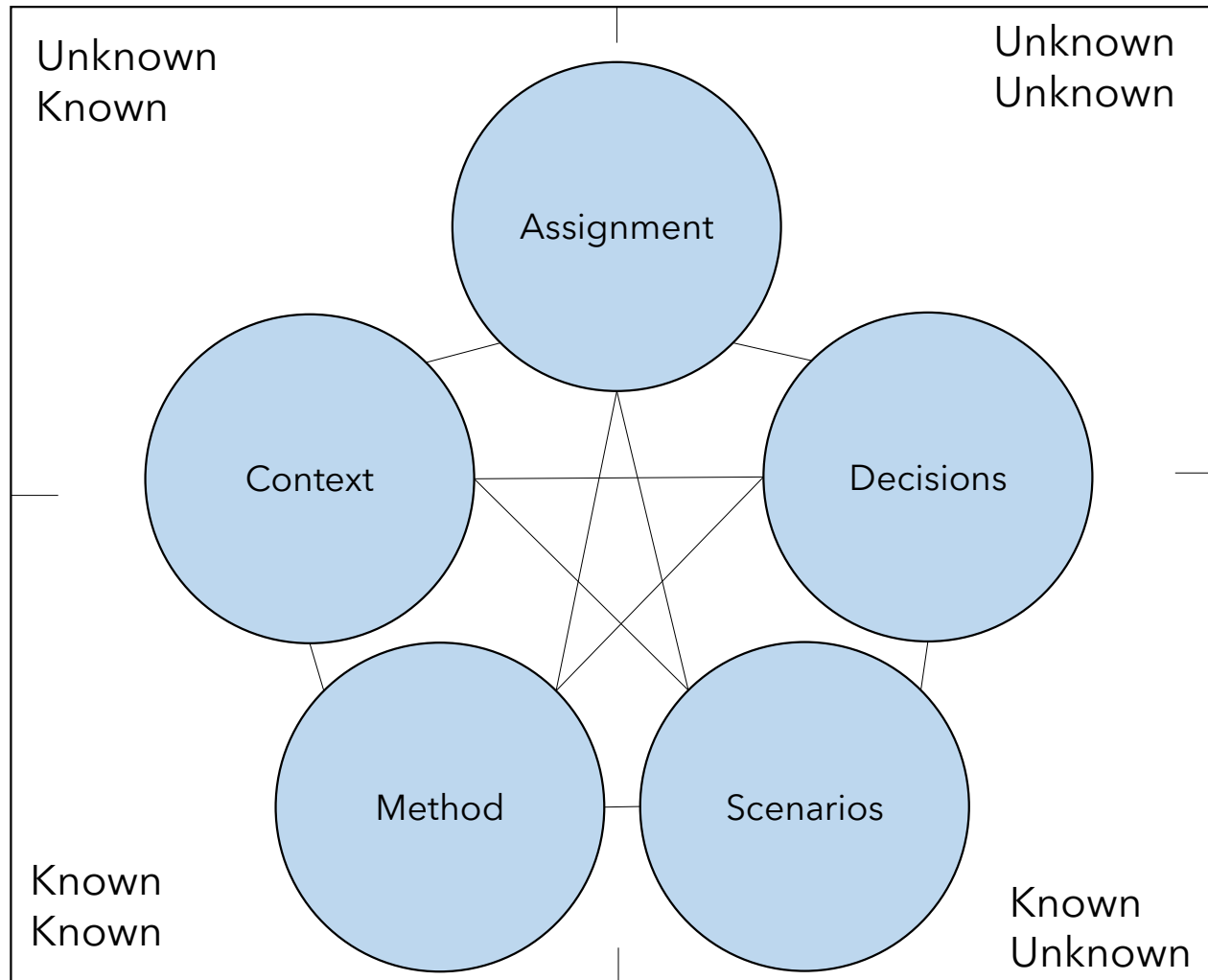
Known-Unknown



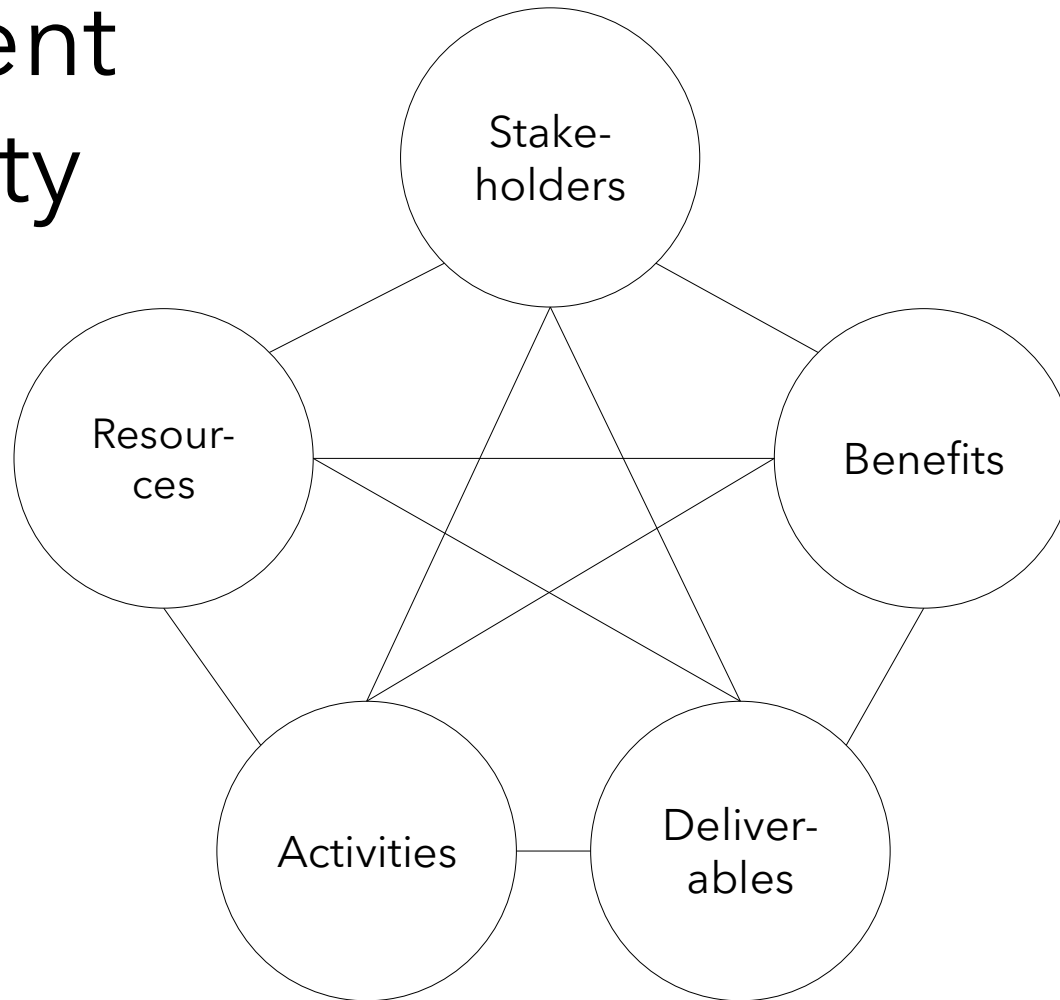
Systems Thinking

Yellow Stone Park





Assignment uncertainty

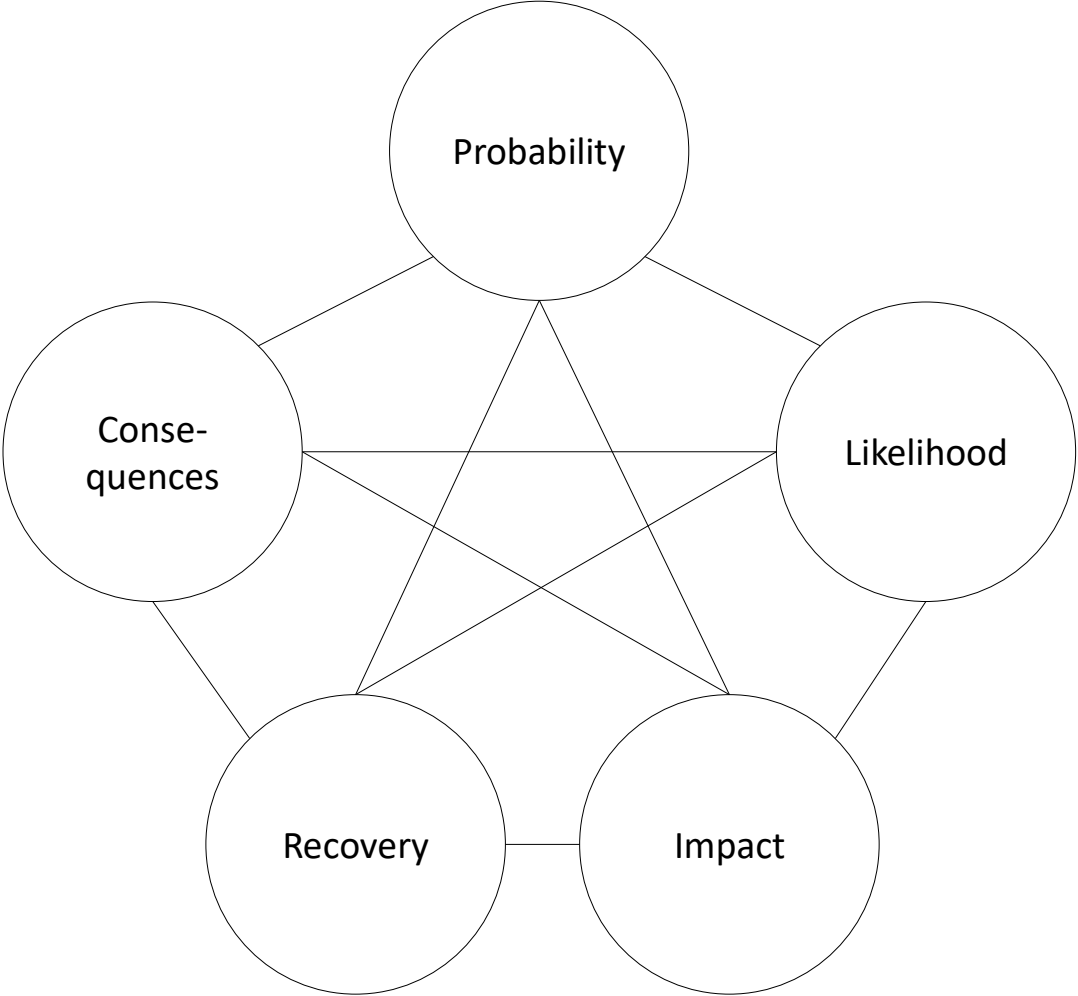




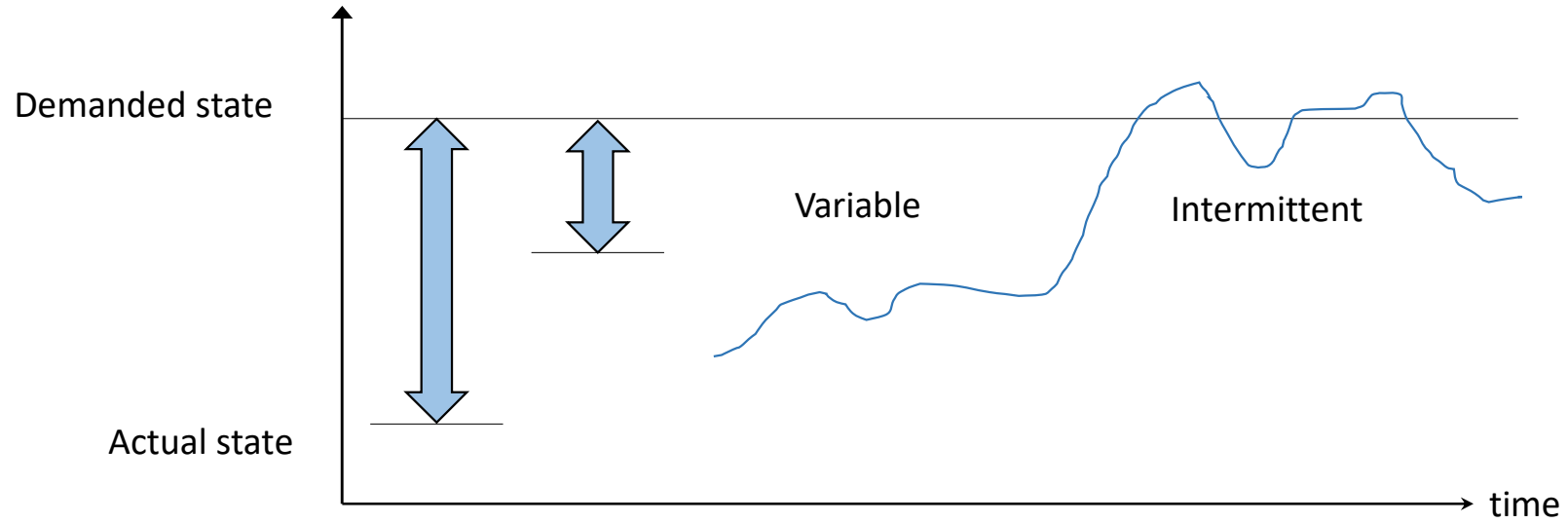
Inherent uncertainty

Direct
uncertainty

Risk



Problem





Crisis





Risk event

Problem event

Crisis event



Secure

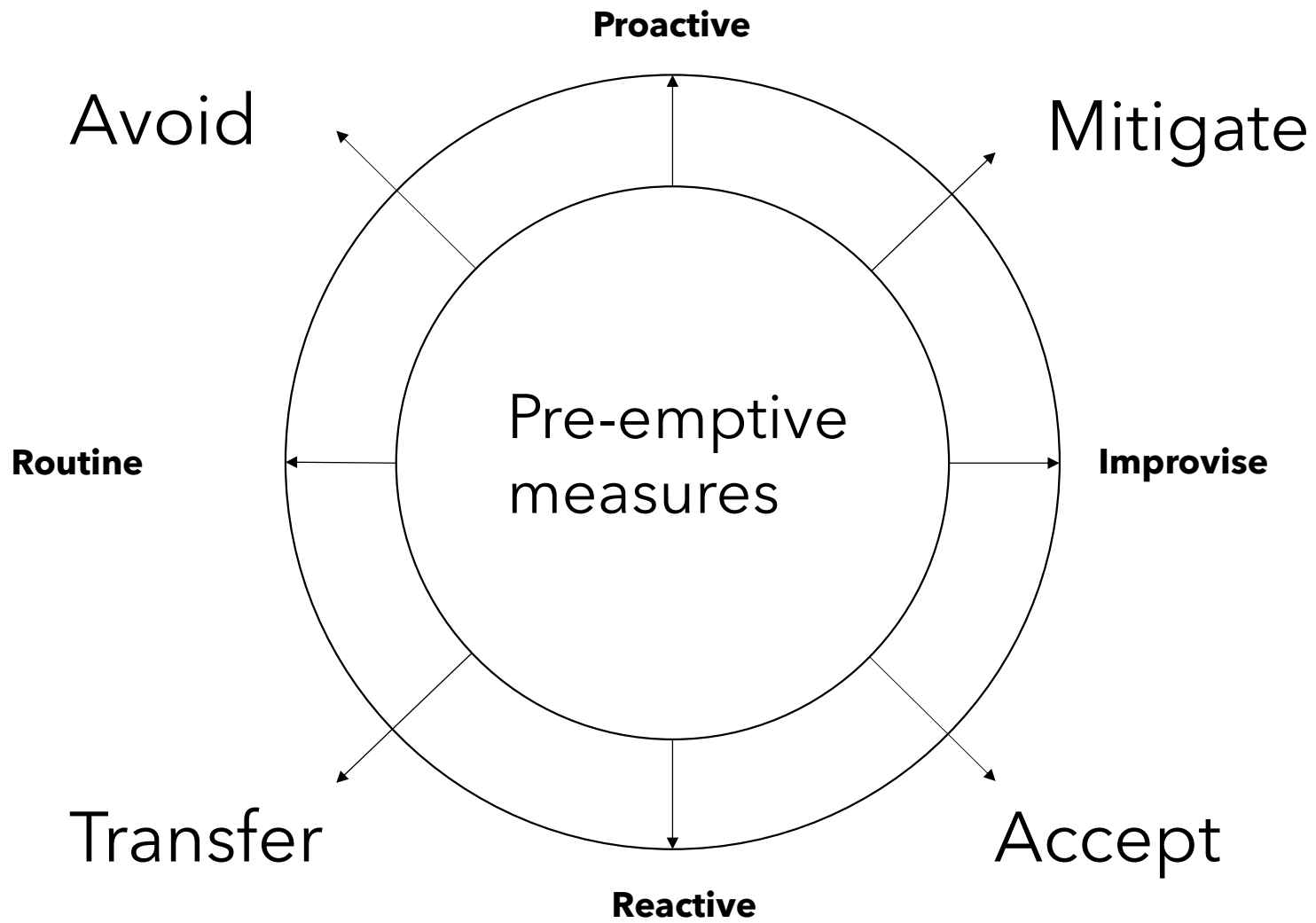
Risk

Problem

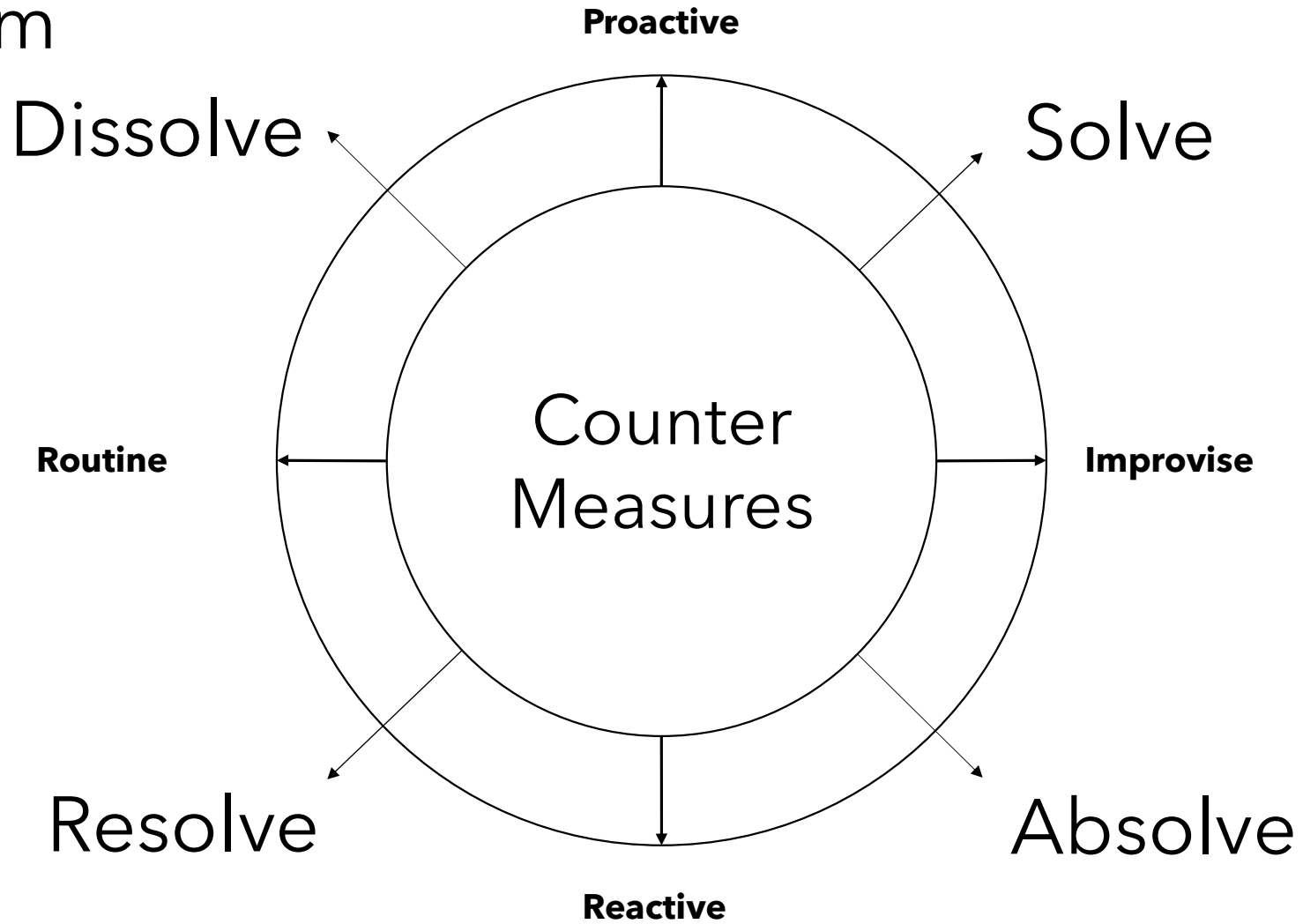
Crisis

Aftermath

Risk

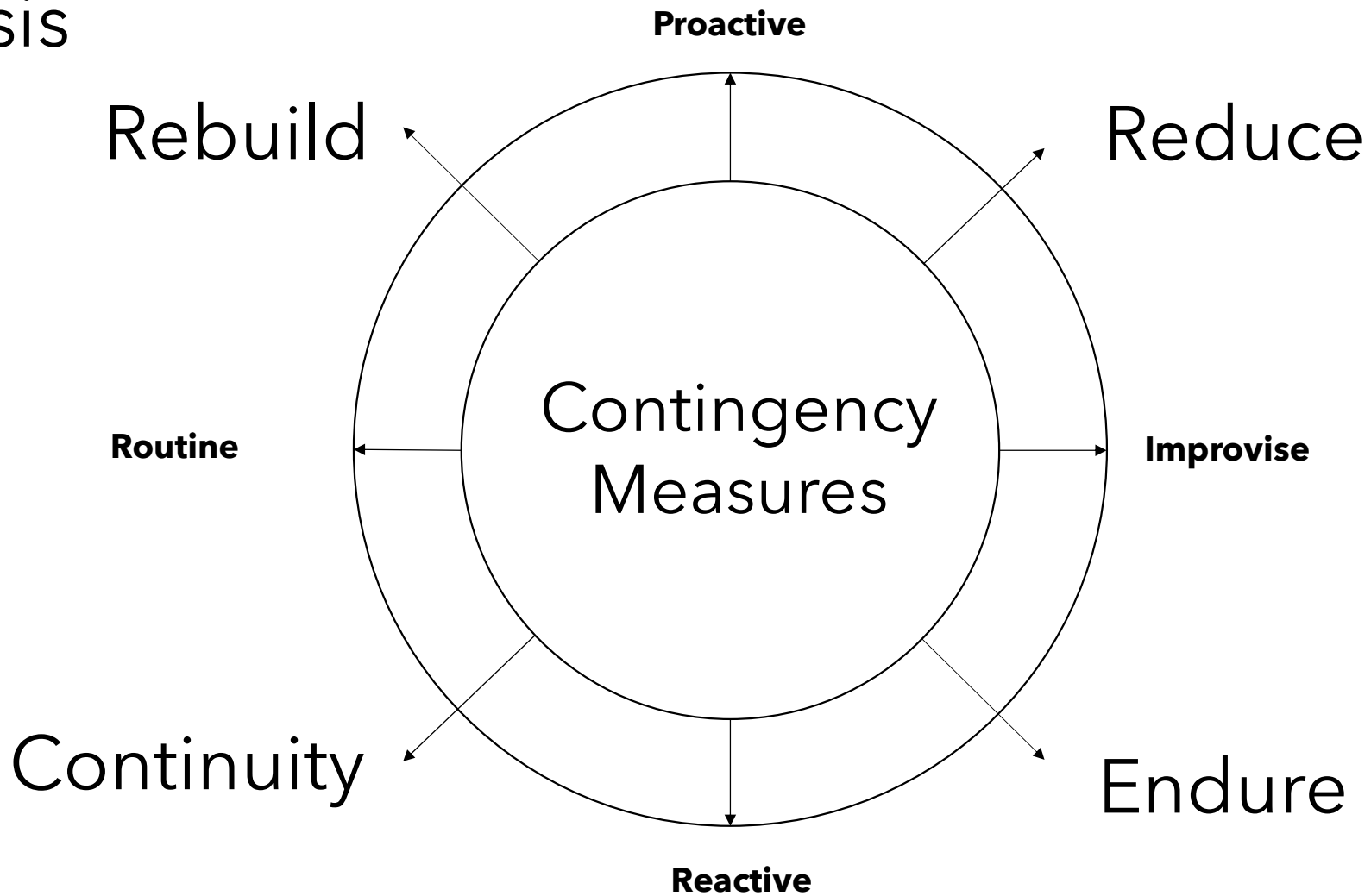


Problem





Crisis



Posture





Summary Part 2: Project uncertainty

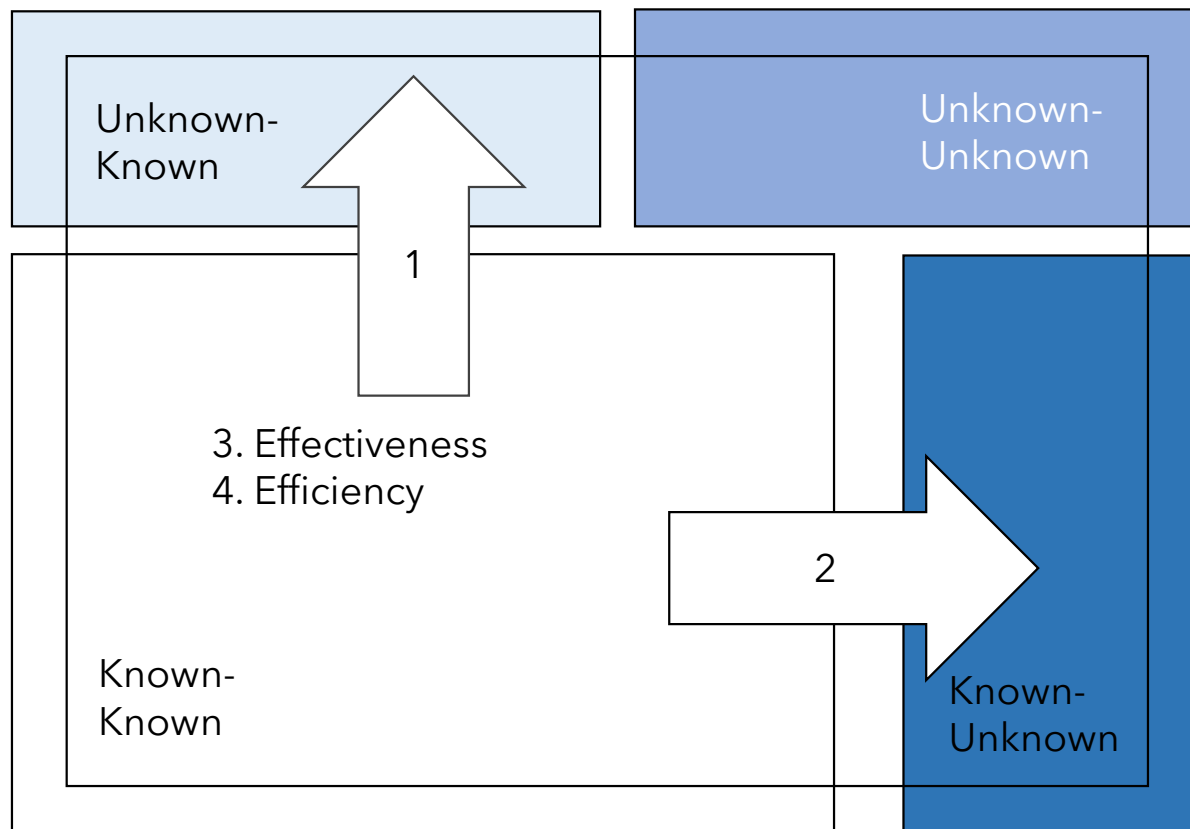
- Uncertainty matrix as a conceptual model
- Project as a system
- Projecting matrix over the system
- Direct and inherent uncertainty
- Event-driven uncertainty continuum
- Pre-emptive, counter-, and contingency measures



Part 3 Next Generation Agile

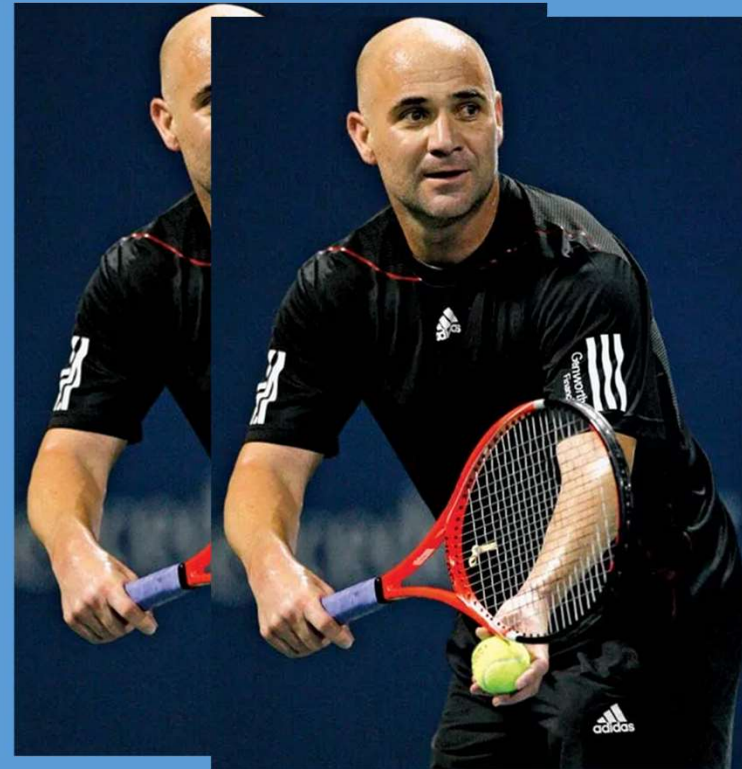
SCRUM defined 1993 by Jeff Sutherland
SCRUM Presented 1995 in Austin TX

<https://www.thescrummaster.co.uk/scrum/short-history-scrum/>





<https://www.britannica.com/biography/Boris-Becker#/media/1/57924/52158>



<https://www.britannica.com/biography/Andre-Agassi#/media/1/8787/235829>



https://www.youtube.com/watch?v=UfA3ivLK_tE

Project Meta Data Technique



TICKET TYPES

- Constraints
- Dependencies
- Risk
- Problems
- Prerequisites
- Decisions
- Working assumptions
- Stakeholders
- Drivers
- etc



Decision

(DCS)

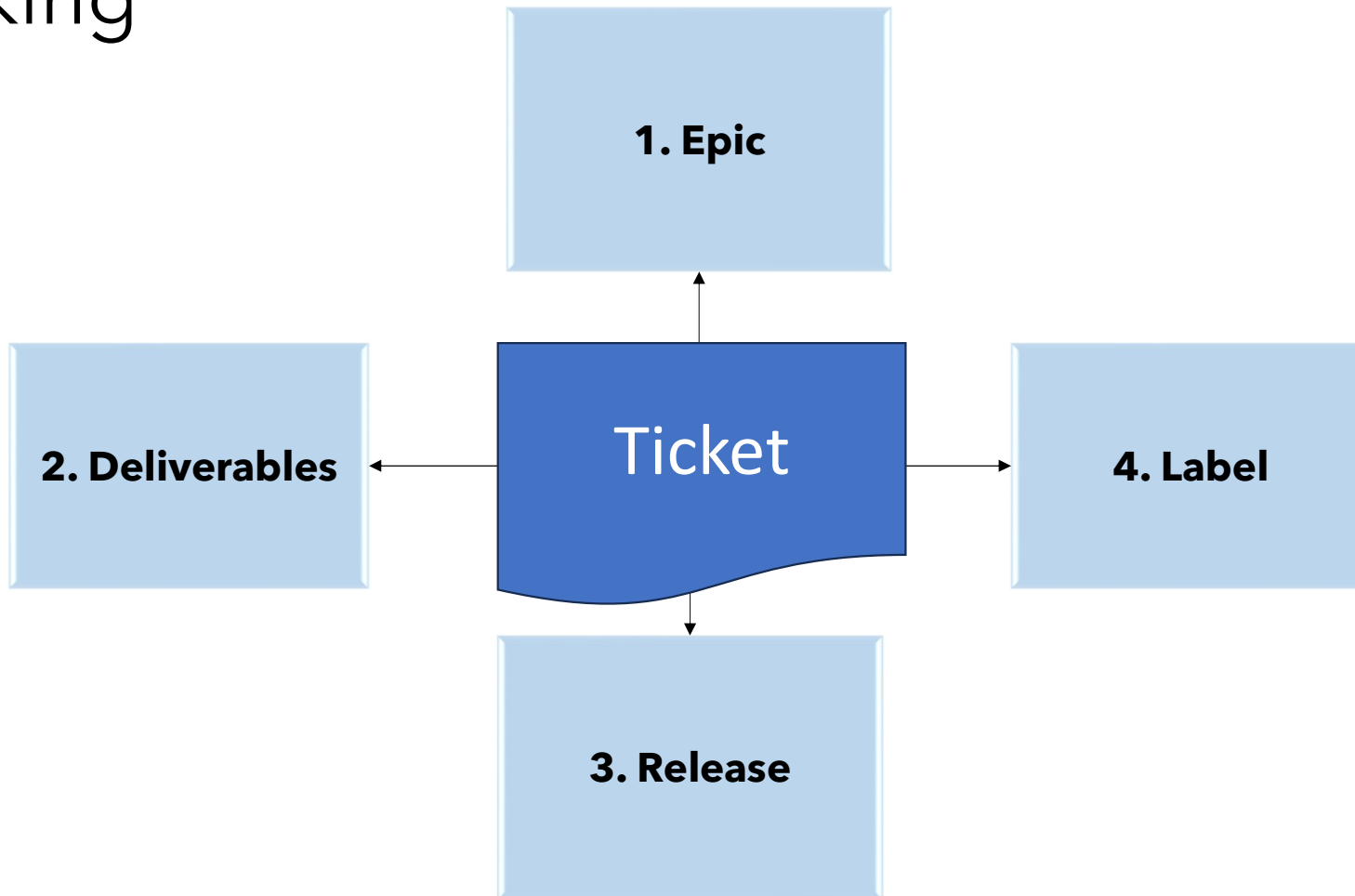
- Description
- Urgent, important
- Global, local
- Stakeholders
- Owner
- Latest date
- Alternatives
- Logic
- Confirmation

Working Assumption

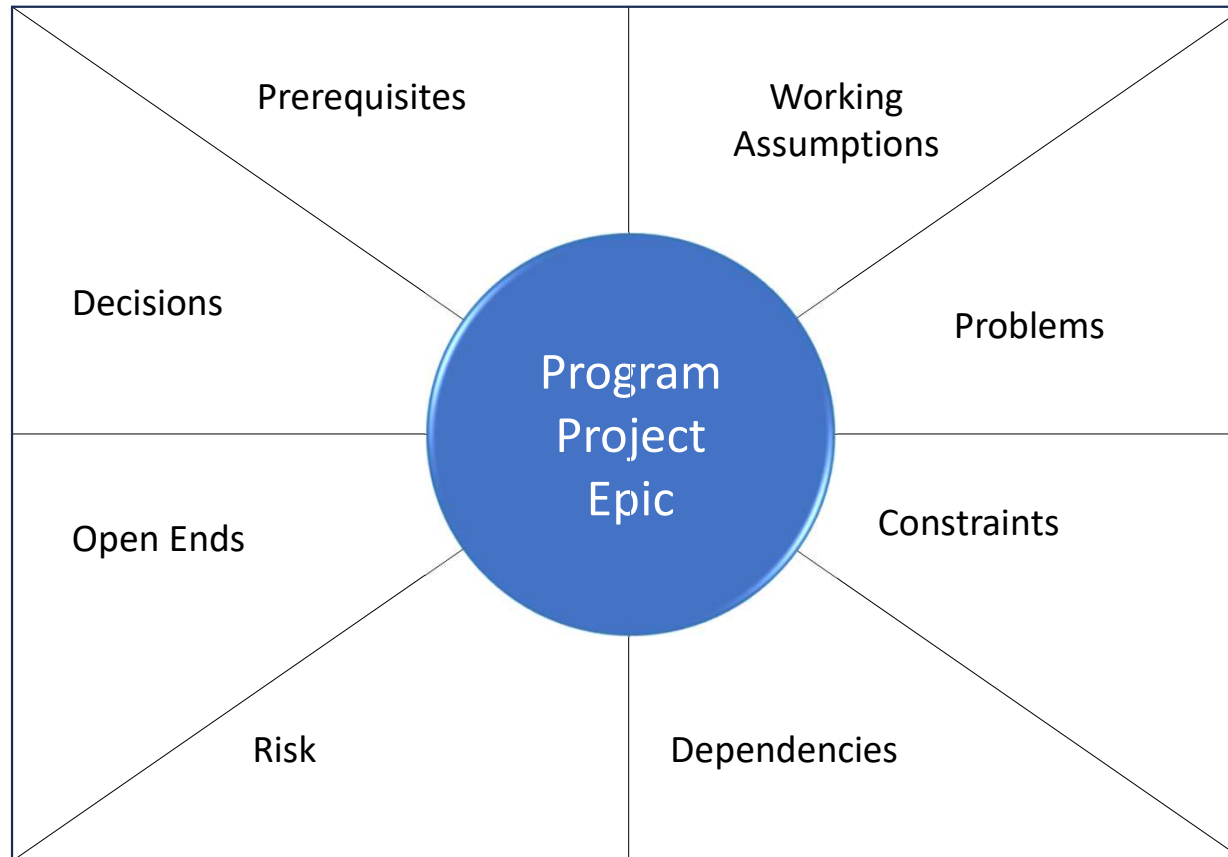
(WAS)

- Description
- Owner
- Earliest confirmation time
- Method
- Confirmation

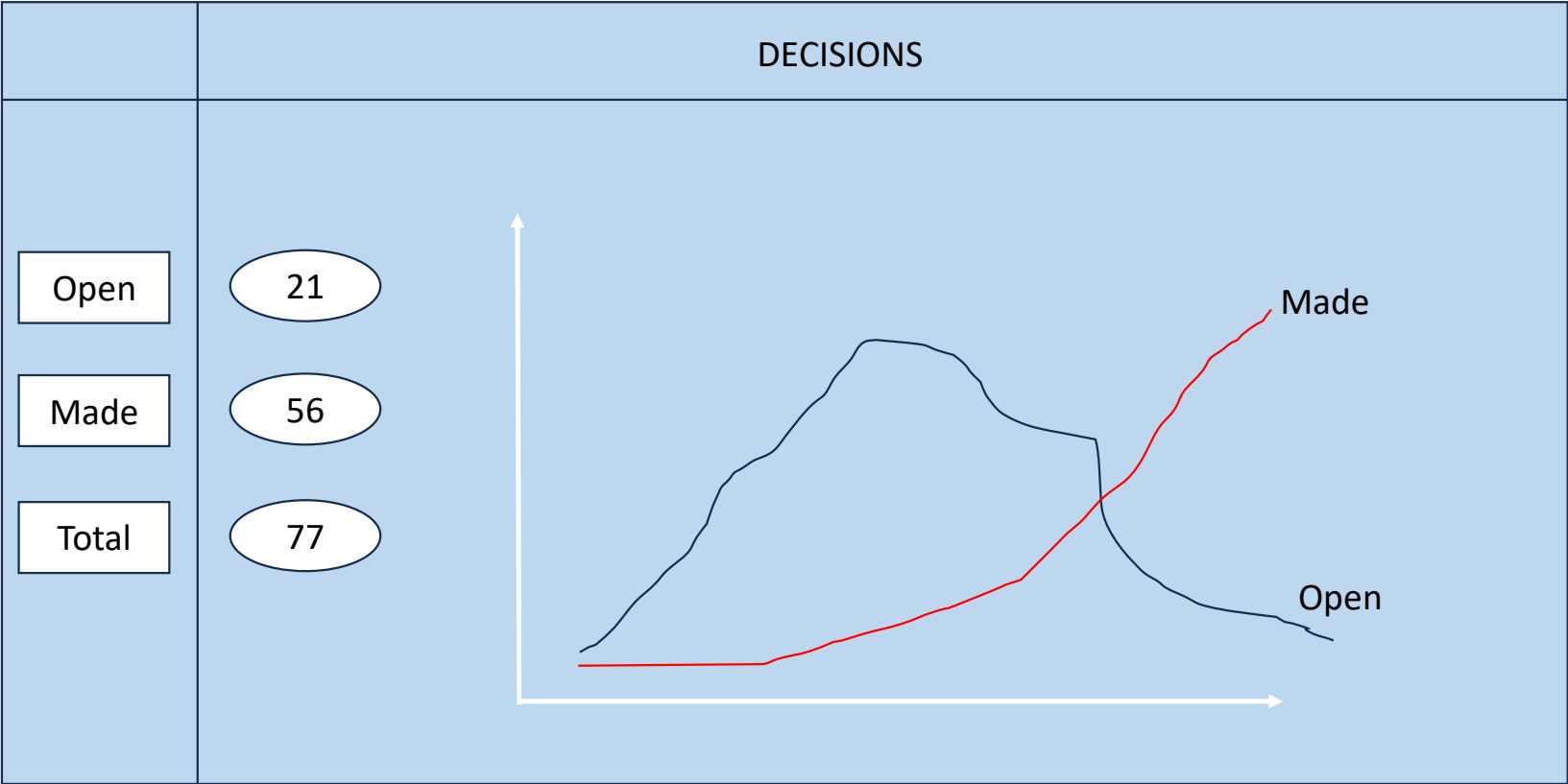
Linking

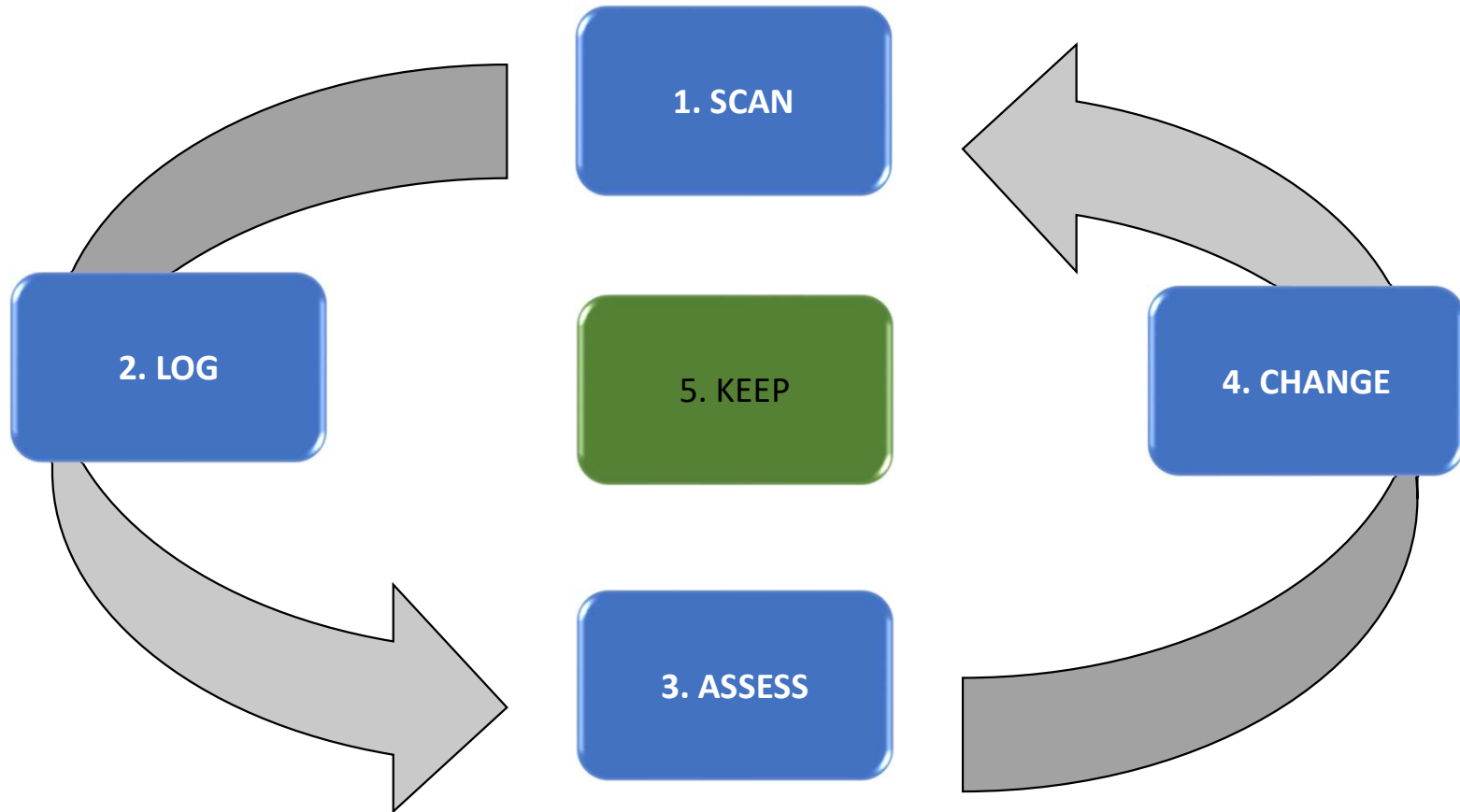


Slicing and dicing: Filtering



Metrics & reporting



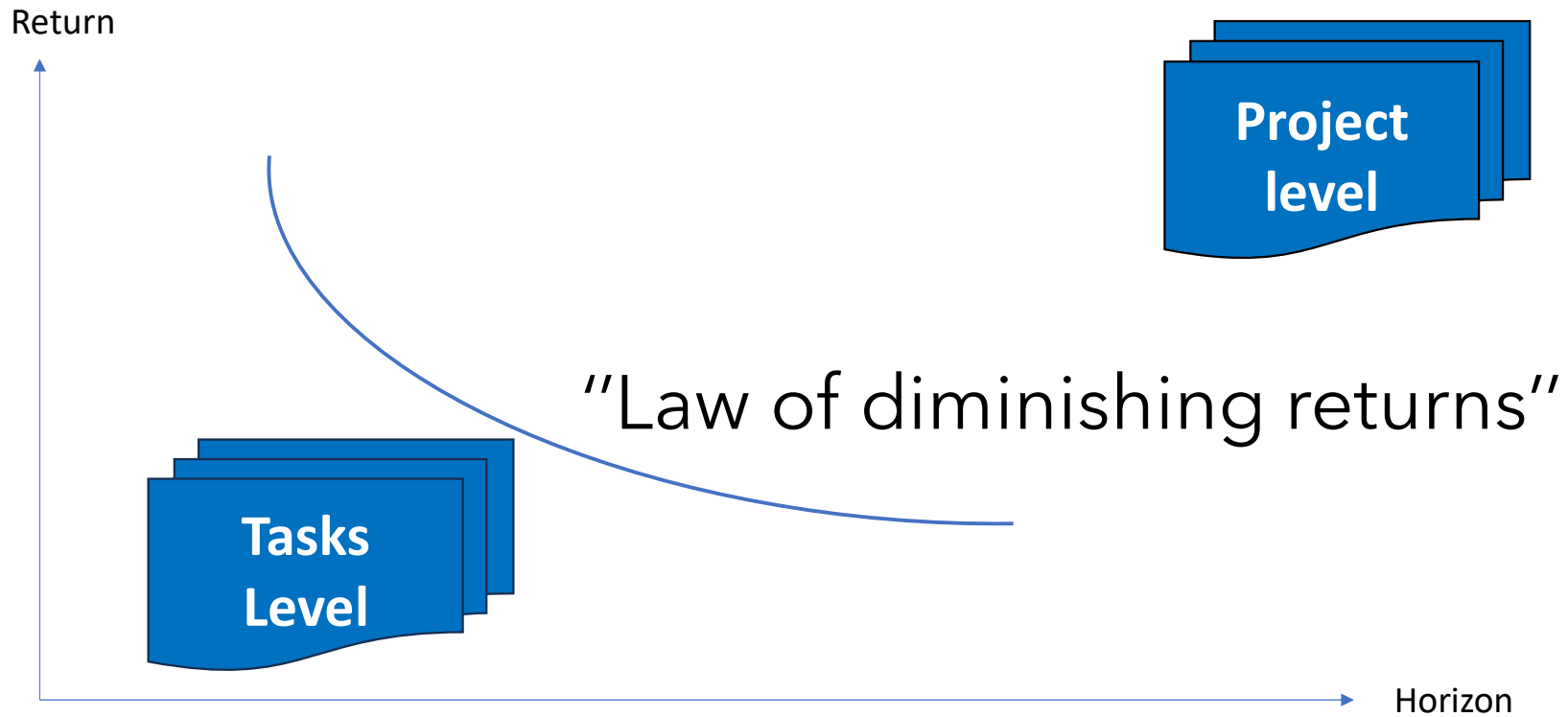




Power-Kanban summary

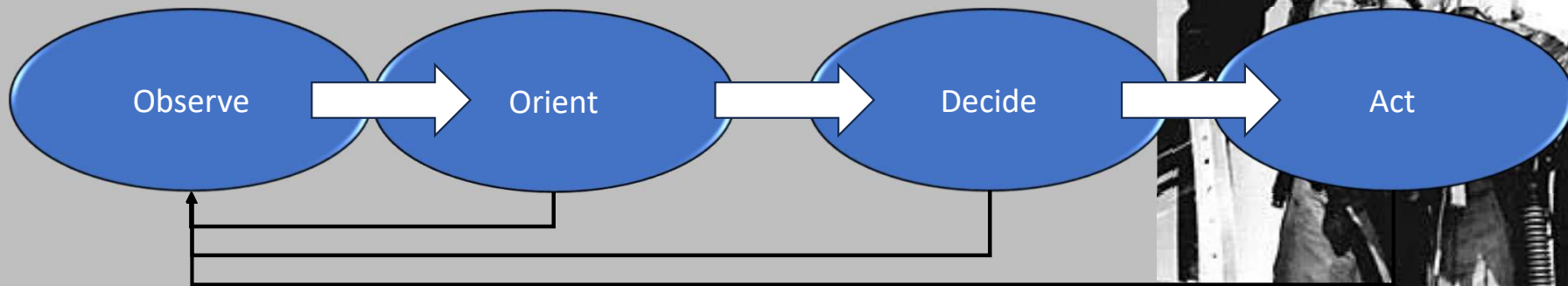
- Combination of Project Meta Data technique and Kanban
- Improve information awareness
- Disseminate information
- Common picture
- Single source of information
- Different views reduces the need for logs

Planning conundrum

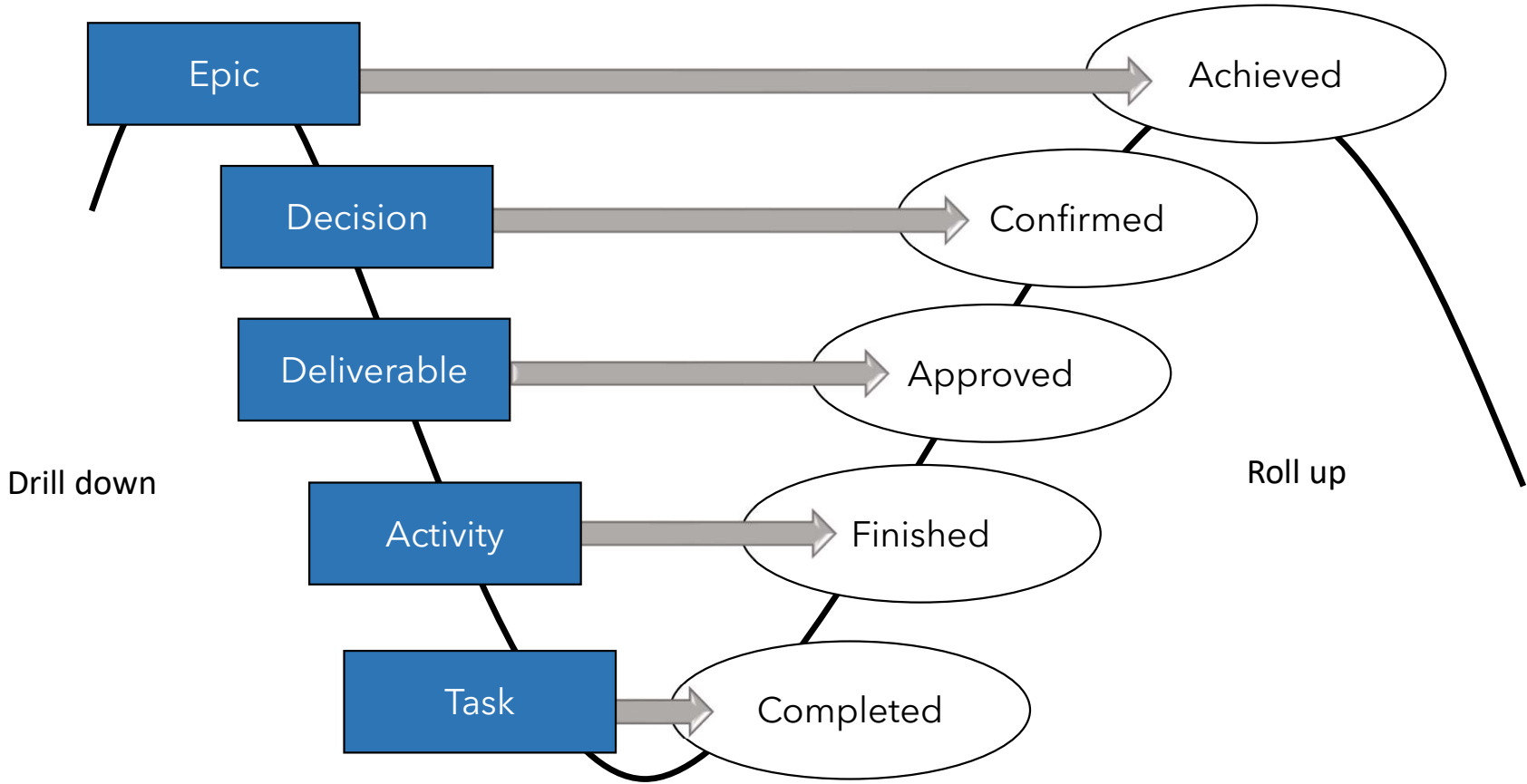


Col John '40 seconds' Boyd

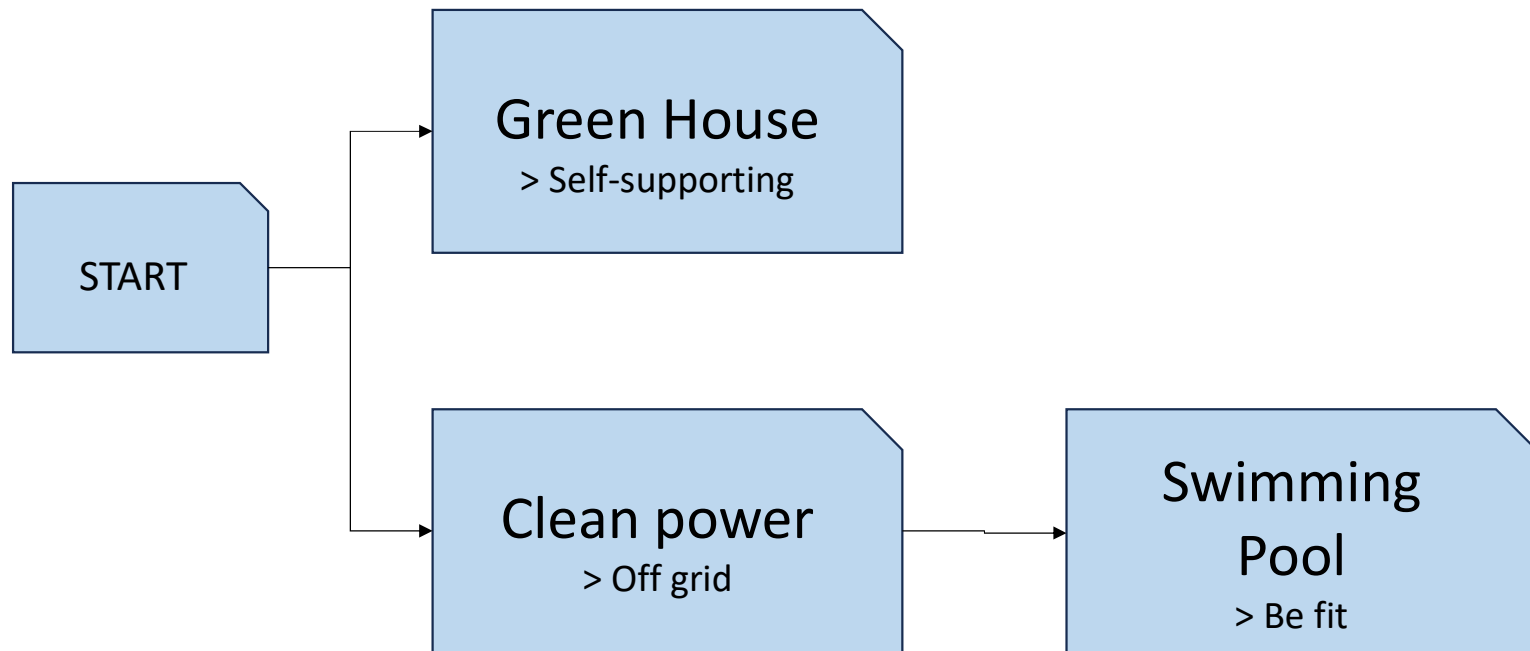
OODA loop: In flight guidance



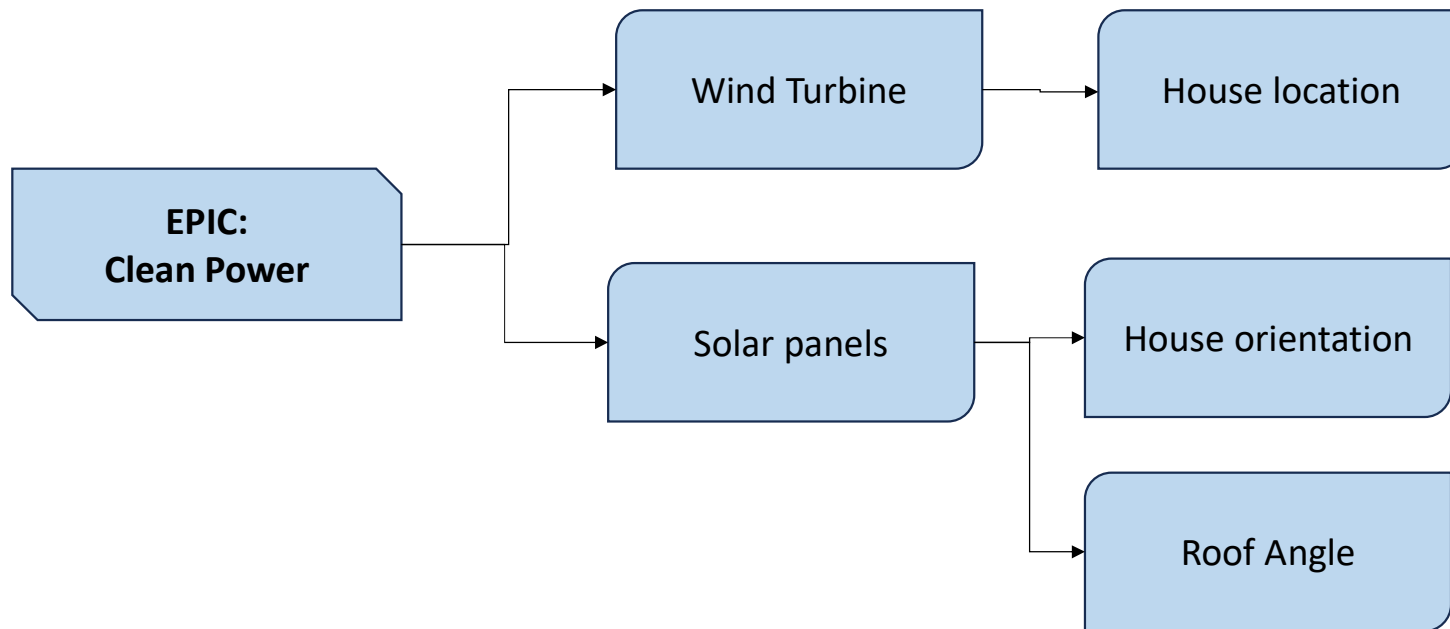
Planning levels



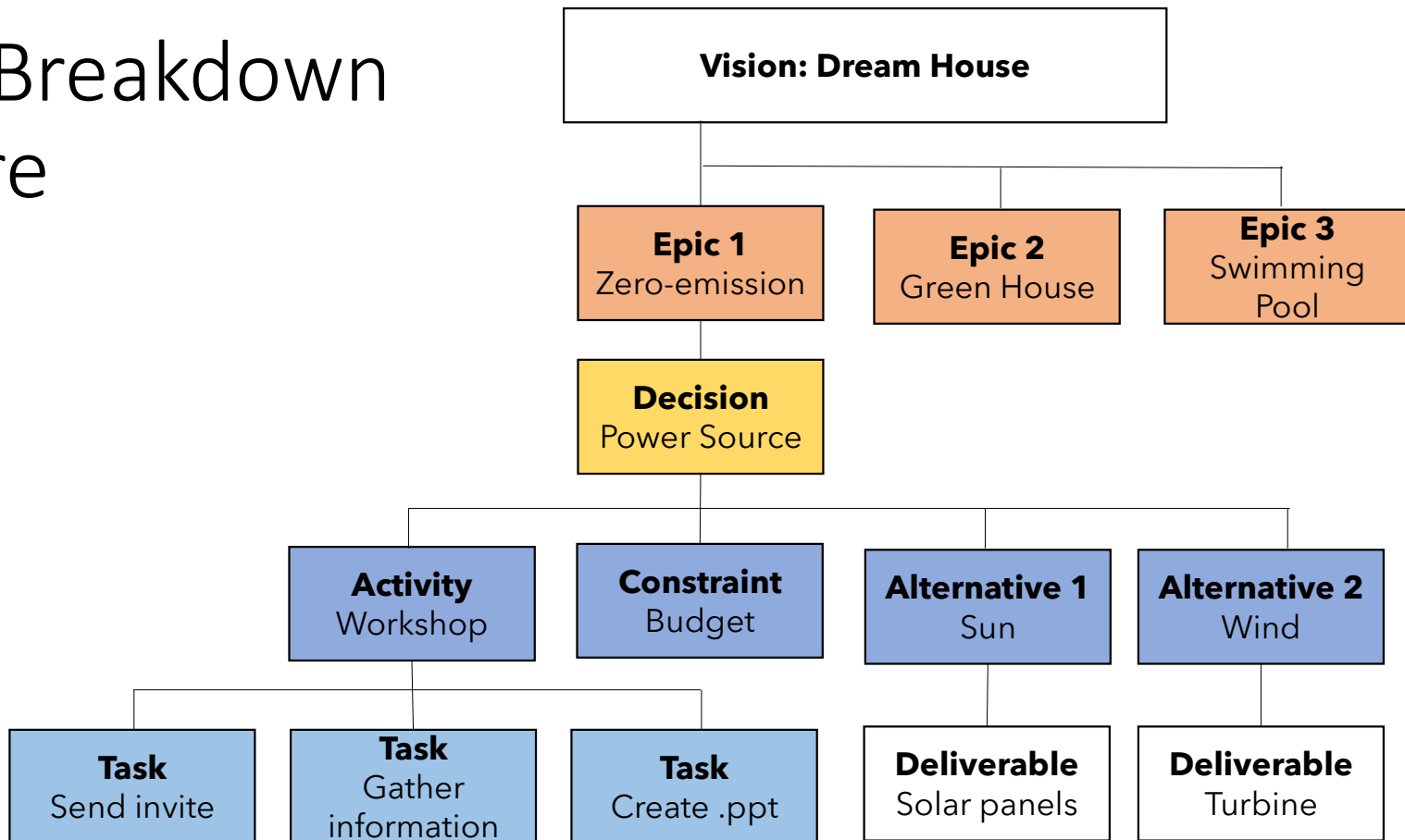
Epic network: Building a Dream House



Decision network



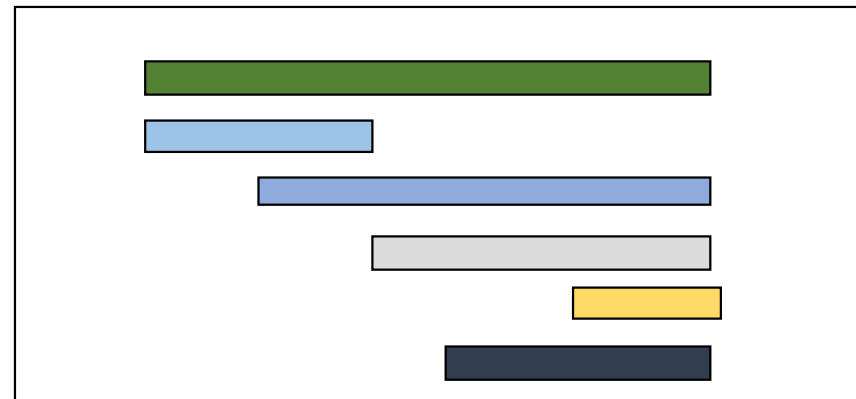
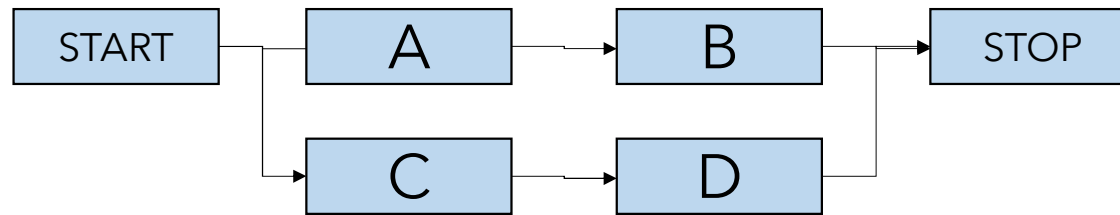
Project Breakdown Structure



Activity level

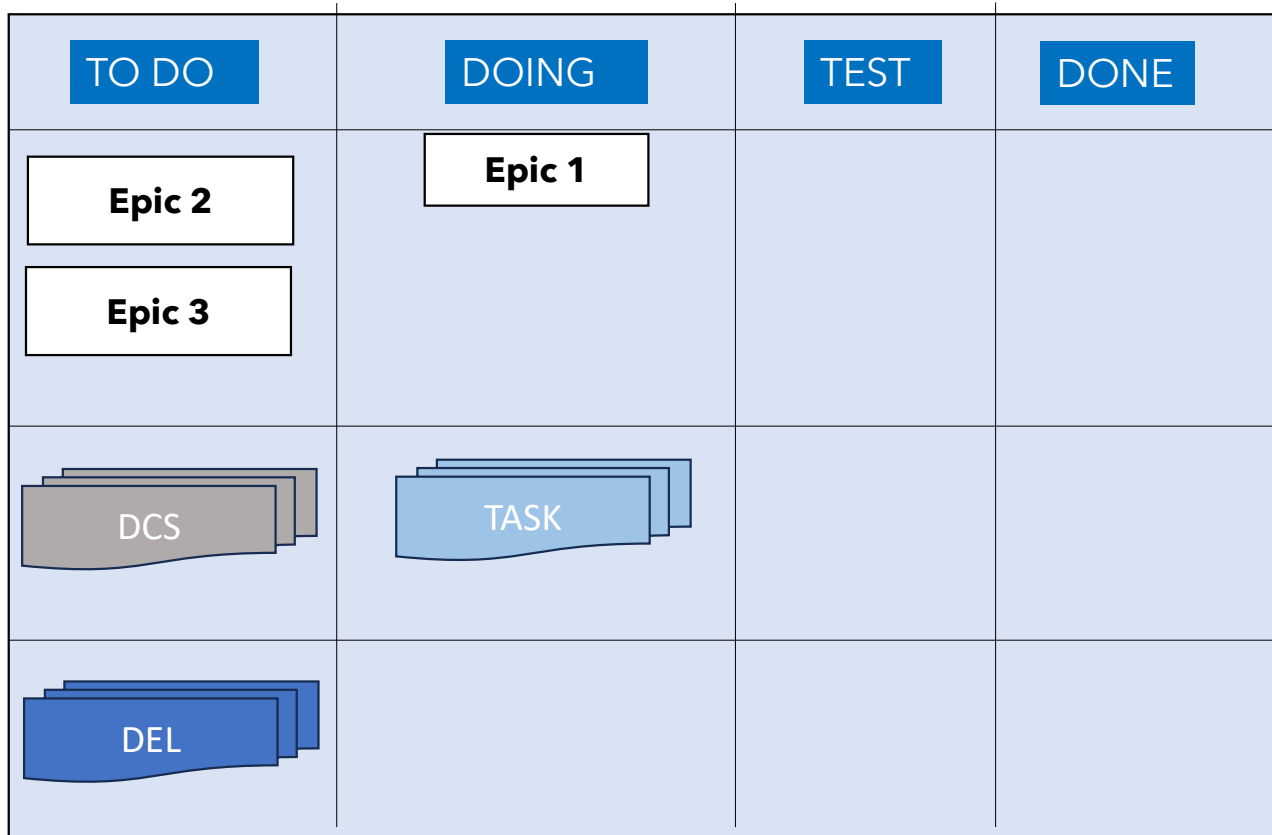


PERT



Gantt

Task level: Power Kanban



SUMMARY AGILE ROLLING WAVE



- Multi-level, multi-horizon, multi technique
- Adaptive and proactive (OODA-loop)
- Information foundation from Power Kanban
- Generalization towards non-software projects.



Summary: Towards uncertainty management

- Part 1 : Big Picture Uncertainty
 - Project Success
 - Project Methodology
 - Illusion of communication
- Part 2 : Project Uncertainty
 - Uncertainty matrix
 - Project as a system
 - Continuum risk-problem-crisis
- Part 3 : Next Gen Agile
 - Power Kanban
 - Agile Rolling Wave



