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**Little  
Predictive**

**Little  
Adaptive**

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Best of Both Worlds



# Presenters

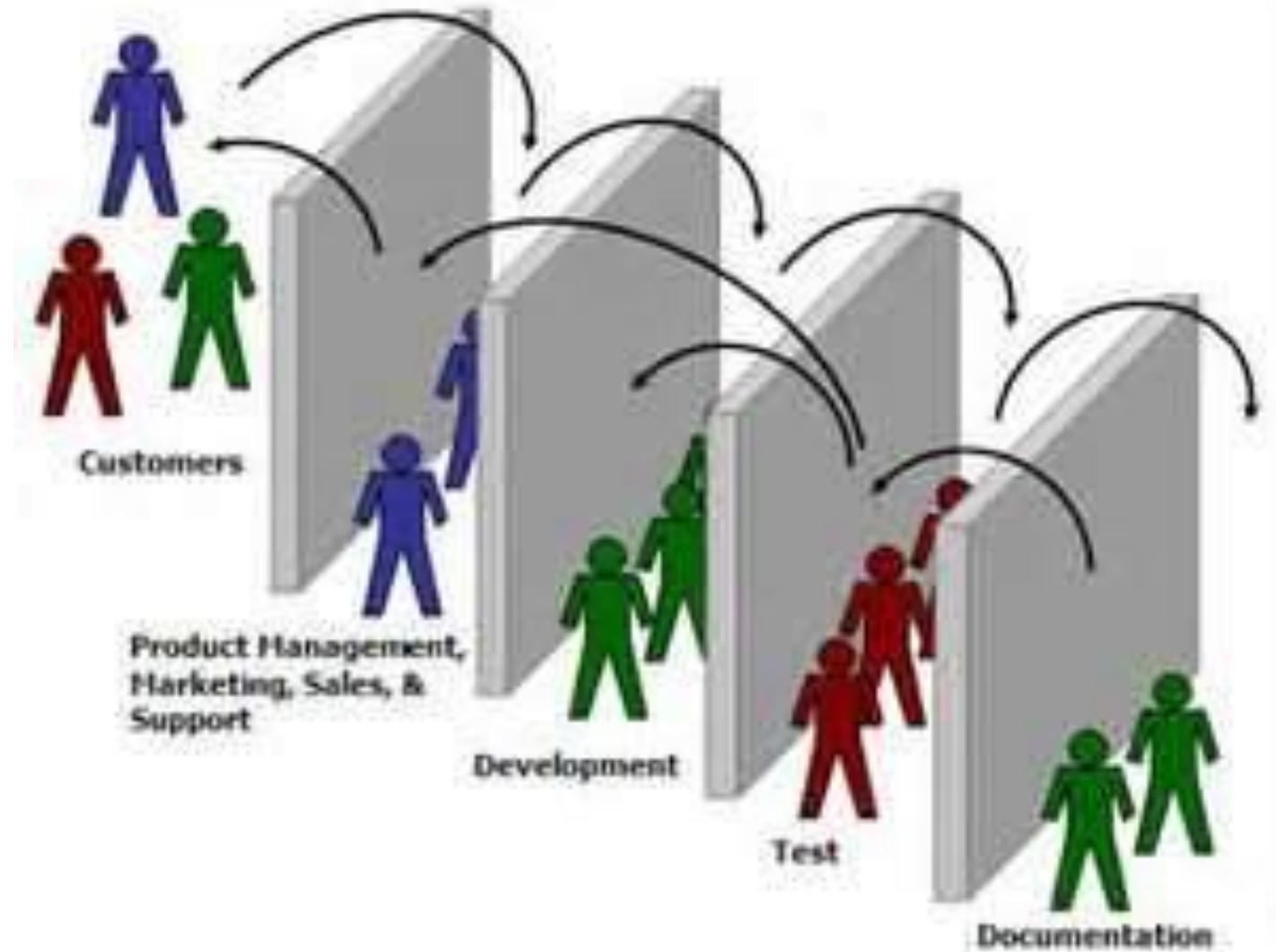
Steve Blash, PMP, ACP,  
DASSM

Greta Blash, PgMP, PMP,  
PBA, ACP, DASSM, CAPM,  
Agile Hybrid Project Pro

20+ years of project  
management experience

# Standish Group CHAOS Report

- 1998 Standish Group CHAOS Project Report
- Among the top reasons for project failures were aspects of the waterfall method
- *“Research also indicates that smaller time frames, with the delivery of software components early and often, will increase success rate”*

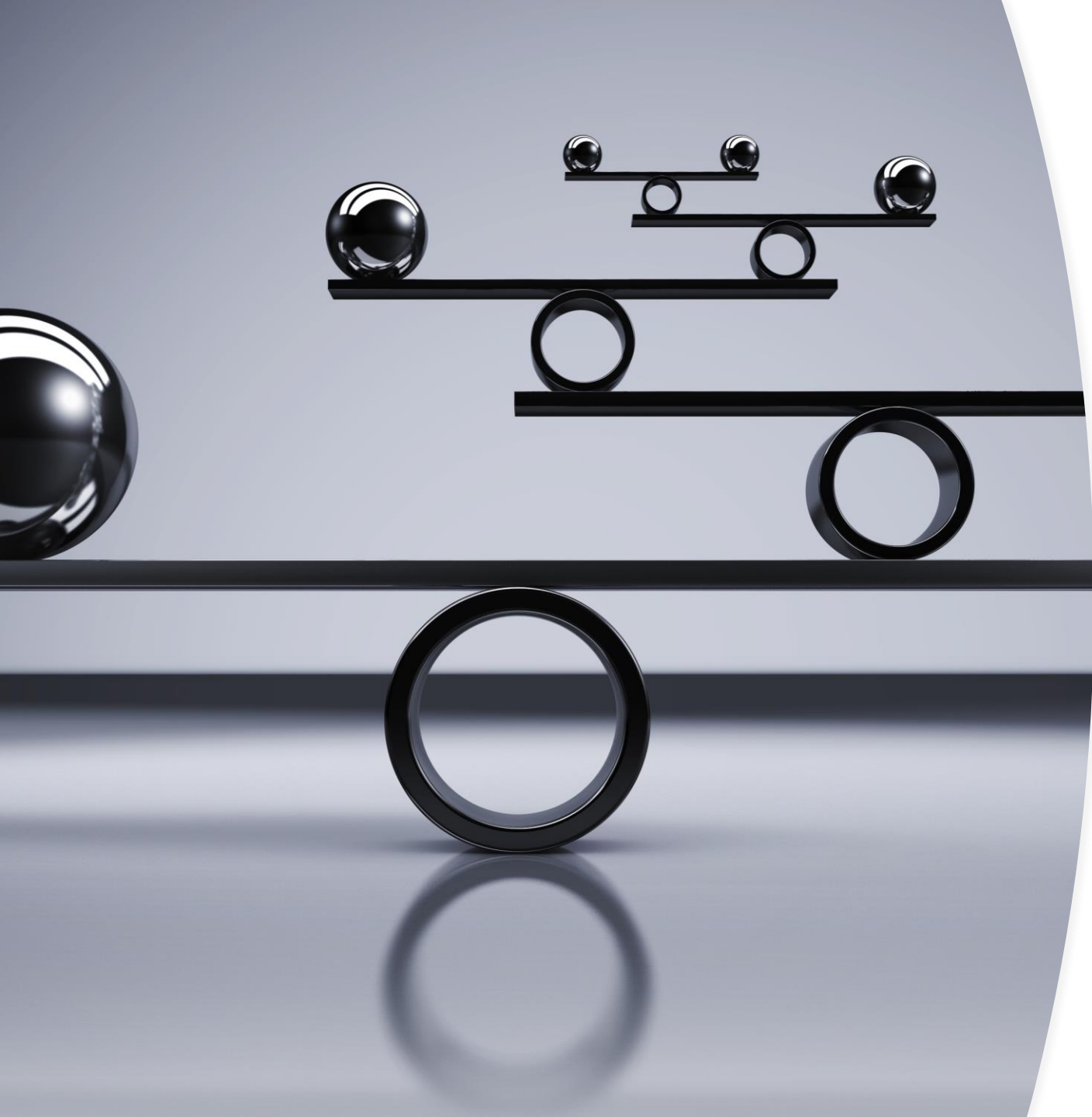




## Focus of Today's Projects

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- Continuously improving
- Delivering value
- Respect for people
- Minimizing waste
- Being transparent
- Adapting to change



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## Development Approaches

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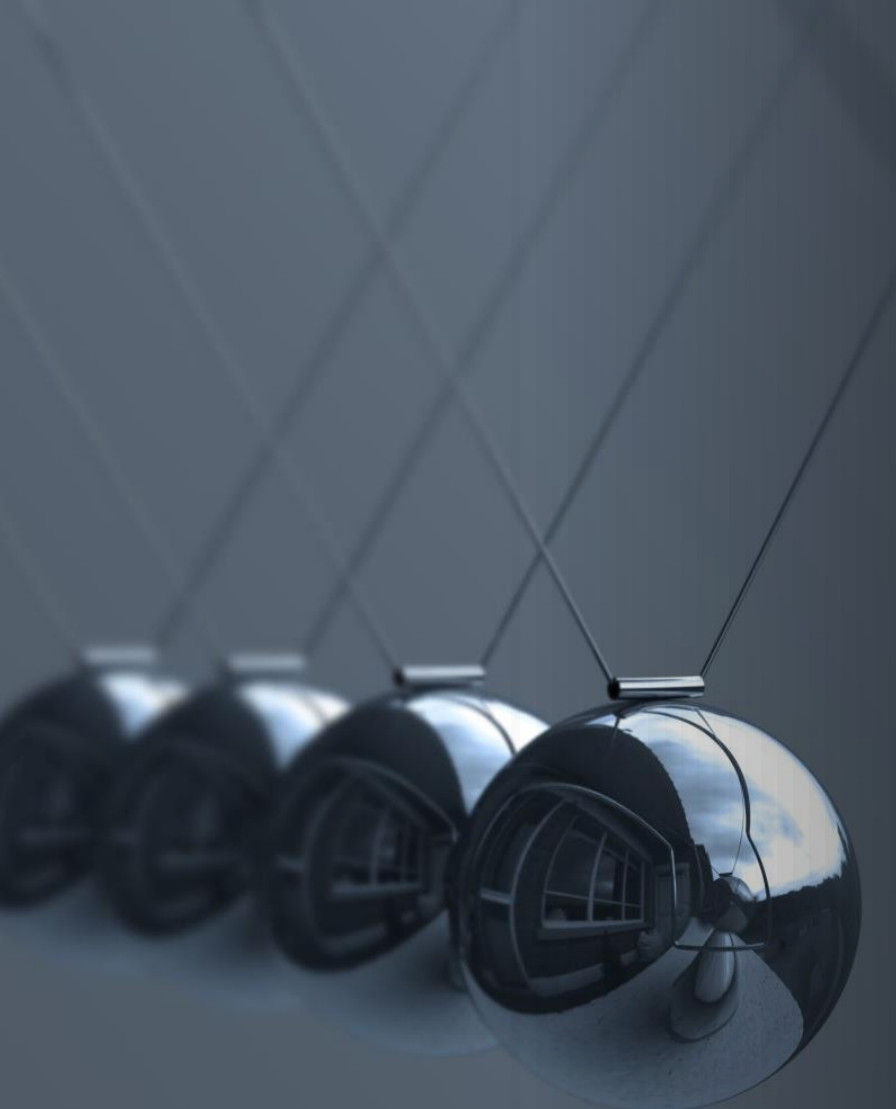
- Predictive (plan-driven)
- Adaptive (change-driven)
  - Iterative
  - Incremental
- Hybrid

# Approaches

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- Predictive/Plan-Driven
  - Project needs, requirements and constraints are understood, and plans are developed accordingly
  - Plans drive the project forward
- Adaptive/Agile
  - Team works collaboratively with the customer to determine the project needs
  - The coordination of the customer and the team drives the project forward





# Adaptive Life Cycles

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- Iterative
  - “Chunked” content
  - Activities repeated for each iteration
  - Multiple smaller, more frequent deliveries
- Incremental
  - Evolving requirements
  - Each delivery improves the previous one
  - Planned/scheduled, enhanced deliveries

# Initiating a Project

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- Project Charter
- Project Vision
- Roadmap





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## Requirements

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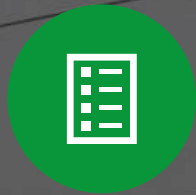
- List of Elicited Requirements
- Backlog of Epics and User Stories

# Predictive Planning

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Scope



Schedule



Resources



Budget



Risk



Quality

# Adaptive Planning

Product vision drives product roadmap

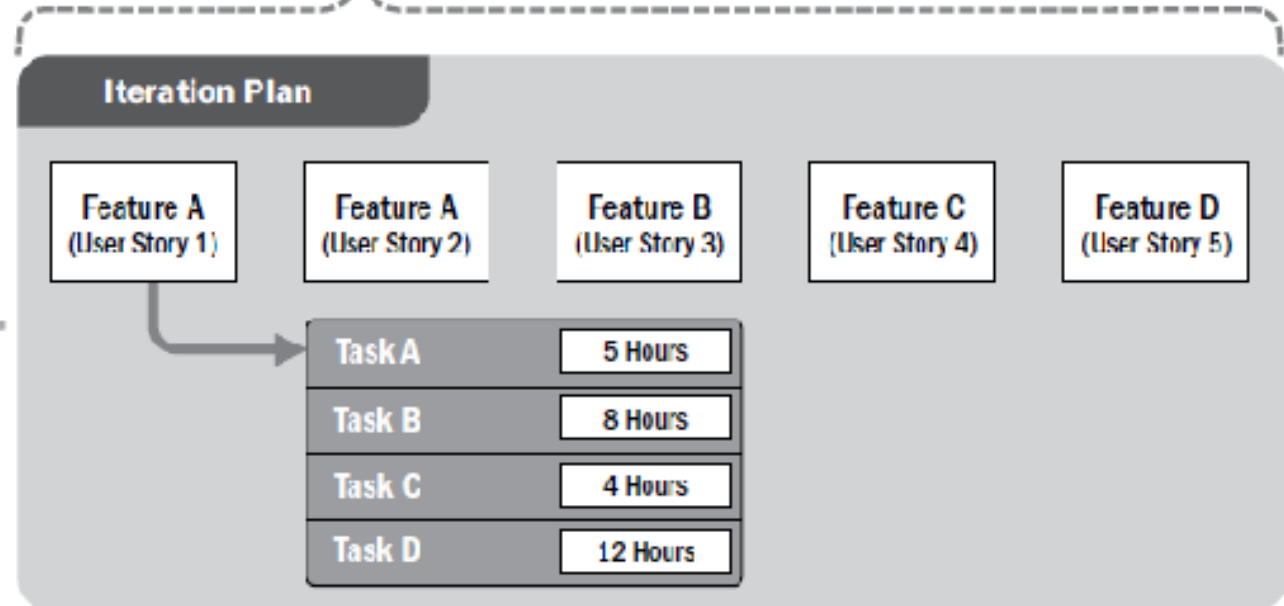
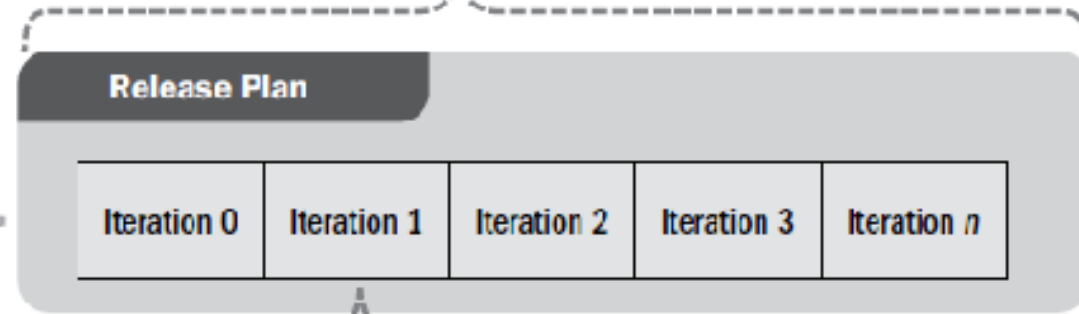
Product roadmap drives release plans

Release plan establishes the iterations

Iteration plans schedules feature development

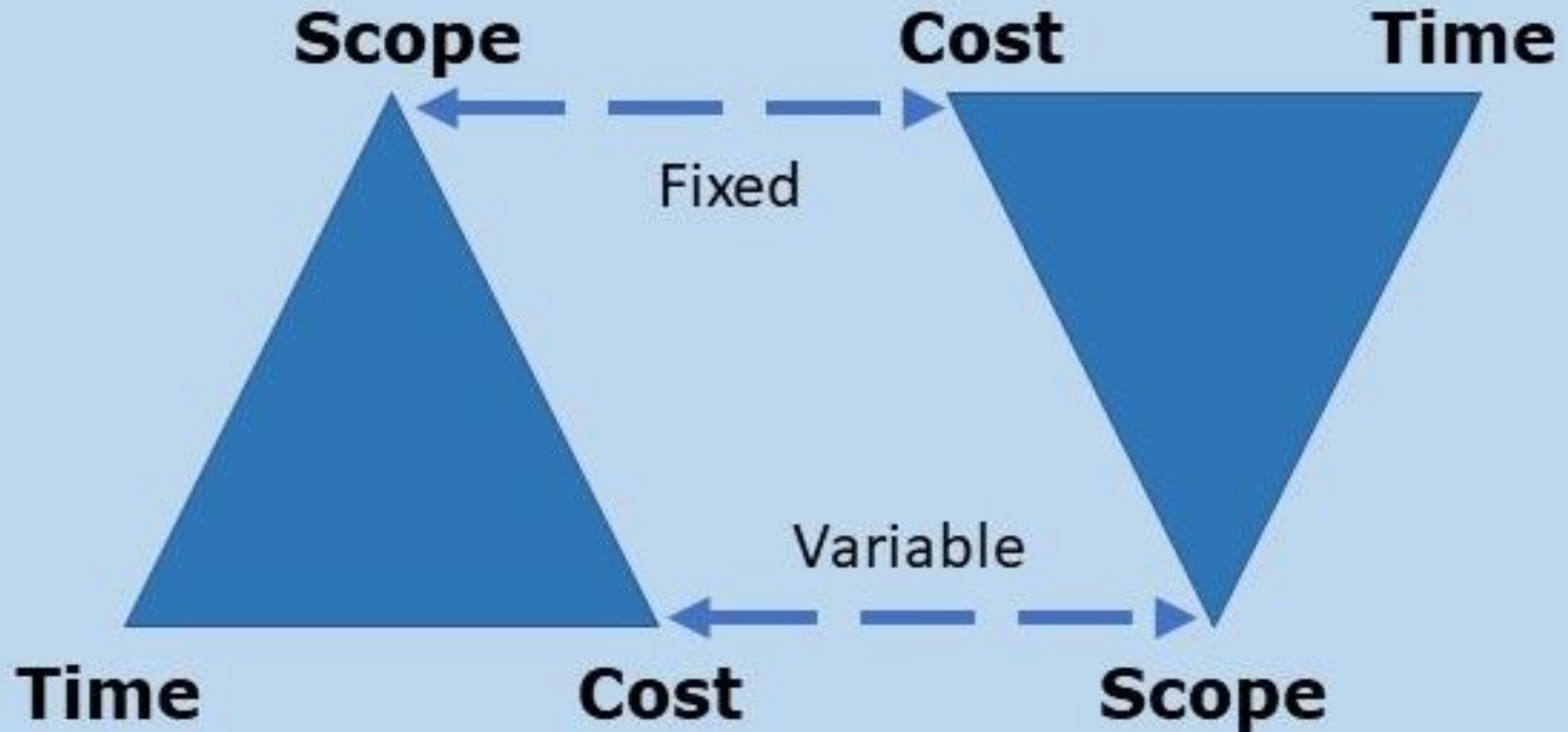
Prioritized features delivered by user stories (estimated in story points)

Tasks (estimated in hours) created to deliver user stories



# Traditional

# Agile





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# Predictive – Scope

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- Identification of known requirements
- Documentation of requirements in textual format (scope statement) and visual format (WBS)
- Used then to develop the schedule and cost to deliver those requirements

3 days

	Task Name	Duration	Start	Finish
0	<b>New Business</b>	149 days	Mon 3/9/20	Thu 10/1/20
1	<b>Phase 1 - Strategic Plan</b>	48 days	Mon 3/9/20	Wed 5/13/20
2	<b>Self-Assessment</b>	9 days	Mon 3/9/20	Thu 3/19/20
3	Define business vision	3 days	Mon 3/9/20	Wed 3/11/20
4	Identify available skills, information and support	5 days	Thu 3/12/20	Wed 3/18/20
5	Decide whether to proceed	1 day	Thu 3/19/20	Thu 3/19/20
6	<b>Define the Opportunity</b>	14 days	Fri 3/20/20	Wed 4/8/20
7	Research the market and competition	5 days	Fri 3/20/20	Thu 3/26/20
8	Interview owners of similar businesses	3 days	Fri 3/27/20	Tue 3/31/20
9	Identify needed resources	4 days	Wed 4/1/20	Mon 4/6/20
10	Identify operating cost elements	2 days	Tue 4/7/20	Wed 4/8/20
11	<b>Evaluate Business Approach</b>	19 days	Thu 4/9/20	Tue 5/5/20
12	Define new entity requirements	3 days	Thu 4/9/20	Mon 4/13/20
13	Identify on-going business purchase opportunities	5 days	Tue 4/14/20	Mon 4/20/20
14	Research franchise possibilities	10 days	Tue 4/21/20	Mon 5/4/20
15	Summarize	1 day	Tue 5/5/20	Tue 5/5/20



# Predictive - Schedule

- Break down the work package into the activities required
- Determine dependencies and precedence relationships
- Estimate the duration of activities based on average resources
- Determine the Critical Path
- Resolve any resource over allocations
- Compress the schedule if needed to meet constraints

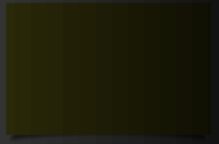


# Adaptive – Scope

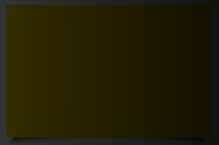
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- Product backlog into the Release Backlog
- Story Map to sequence and prioritize the user stories
- Product Owner “grooms the Release backlog” to prepare for Iteration Planning meeting
- The Product Owner explains the detail to the delivery team
- The team then estimates the effort and creates the Iteration Baseline

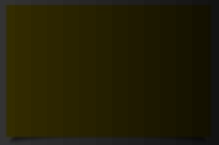
**BACKBONE**



**WALKING SKELETON**



**THE DRESSING**



## **Adaptive – Schedule**

- Release timeframes usually determined by the business or customer
- Time-boxed
  - Subdivides the release into equal iterations
  - Work is planned to enable successful completion at end of iteration
- Continuous flow
  - Work is prioritized and done on individual requests



# Iterative Scheduling

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- Progressive elaboration (rolling wave) techniques used to schedule activities
- Uses a specific time box, often two weeks
- Stories prioritized by product owner and team
- Selected stories based on priority and time box
- Remaining stories returned to backlog
- Work is done by the team – not assigned to individuals
- Not applicable with complex dependency relationships

A top-down view of a desk with various items: a smartphone, a pencil, a pair of glasses, a laptop keyboard, and a coffee cup. The items are rendered in a dark, semi-transparent style against a dark background. A small orange horizontal bar is located in the top left corner.

# On-Demand Scheduling

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- Doesn't use traditional schedules
- Work pulled by team members from a queue when available
- Based on Kanban and Lean methodologies
- Levels out work of team members
- Works best when activities can be divided into small portions of work and assigned to different resources

# Predictive – Monitor Progress

- Project status monitored to update the schedule
- Changes to schedule baseline managed through change control

WEEKS: 1 2 3 4 5 6 7 8 9 10 21

## BS 1 Summary Element 1

BS 1.1 Activity A

BS 1.2 Activity B

BS 1.3 Activity C

BS 1.4 Activity D

## BS 2 Summary Element 2

BS 2.1 Activity E

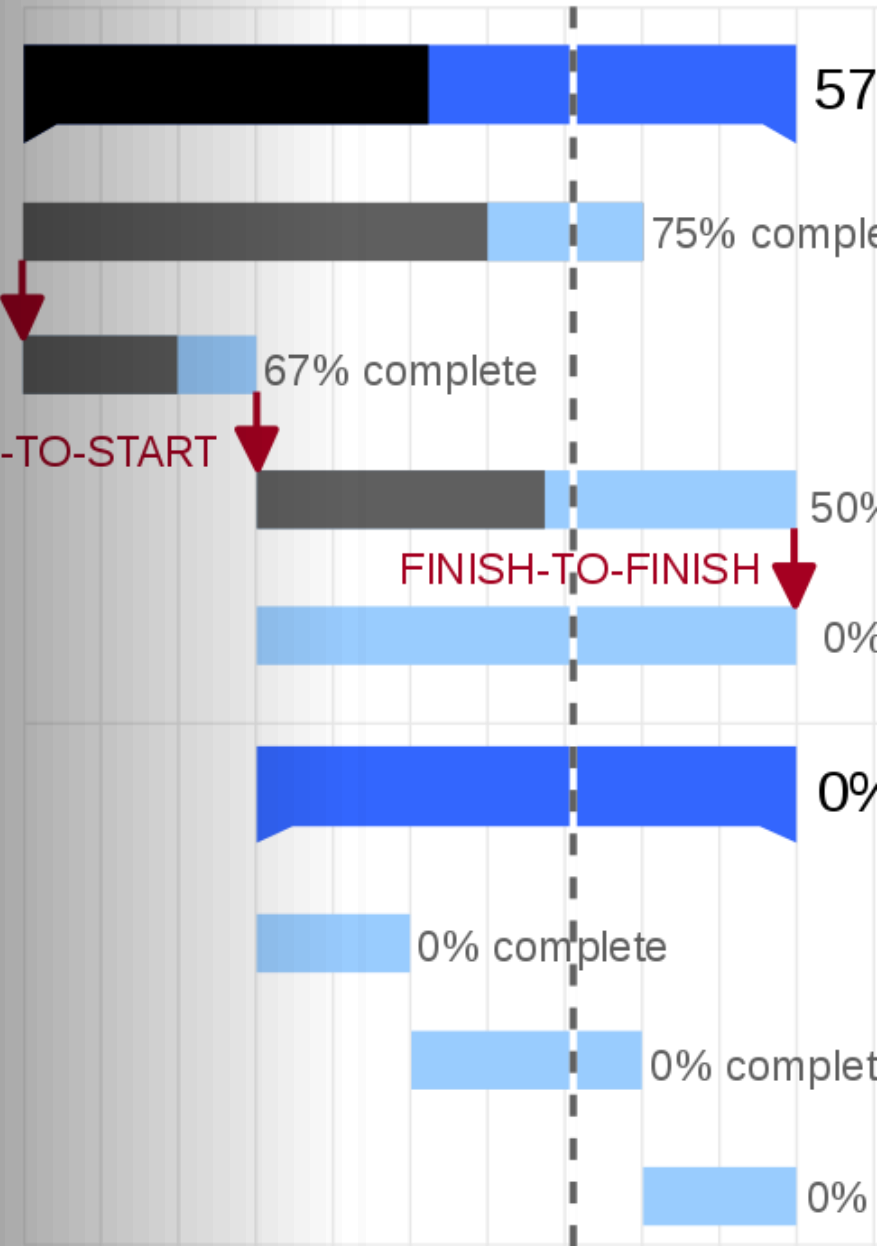
BS 2.2 Activity F

BS 2.3 Activity G

START-TO-START

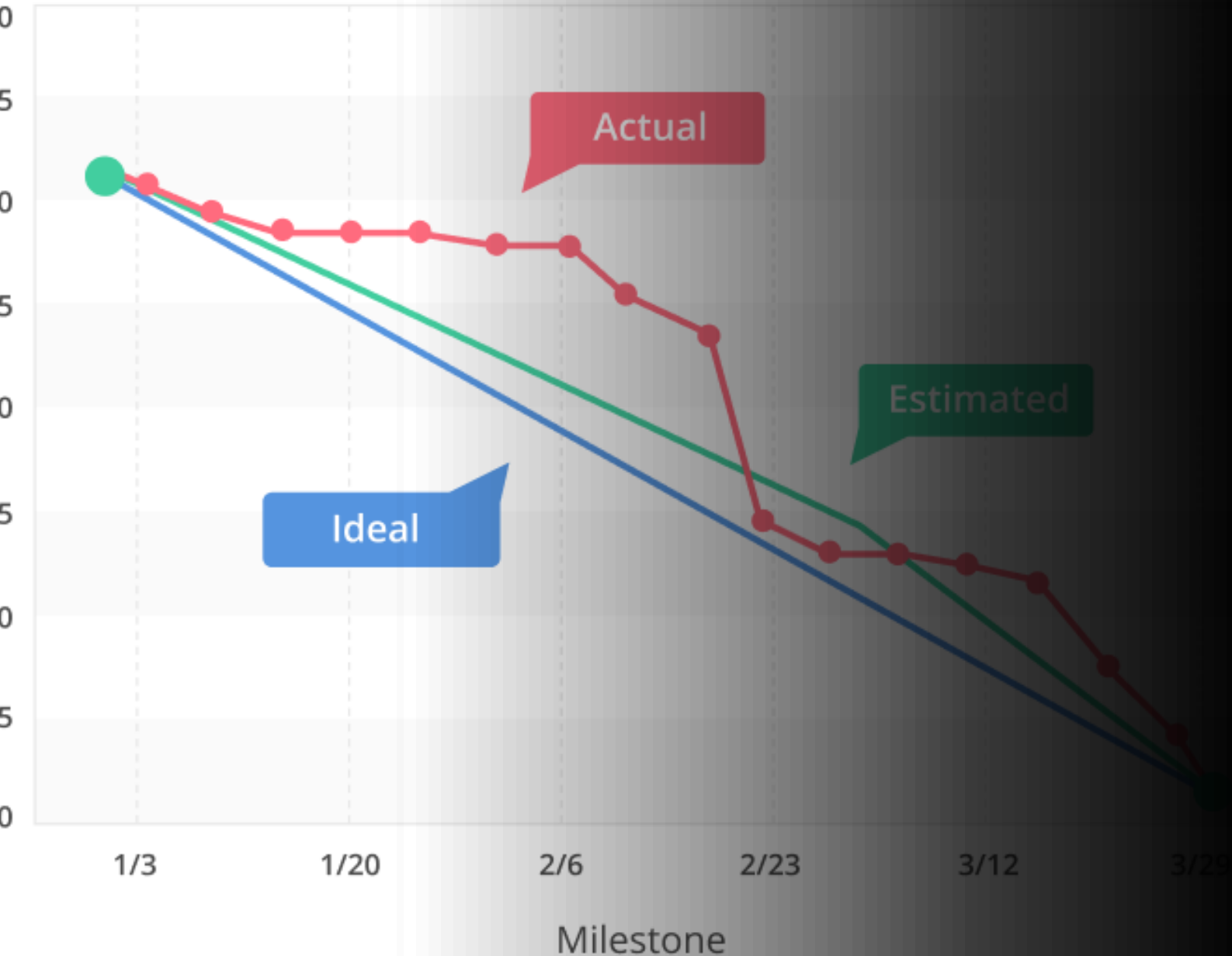
FINISH-TO-START

FINISH-TO-FINISH



TODAY

## Burndown Chart

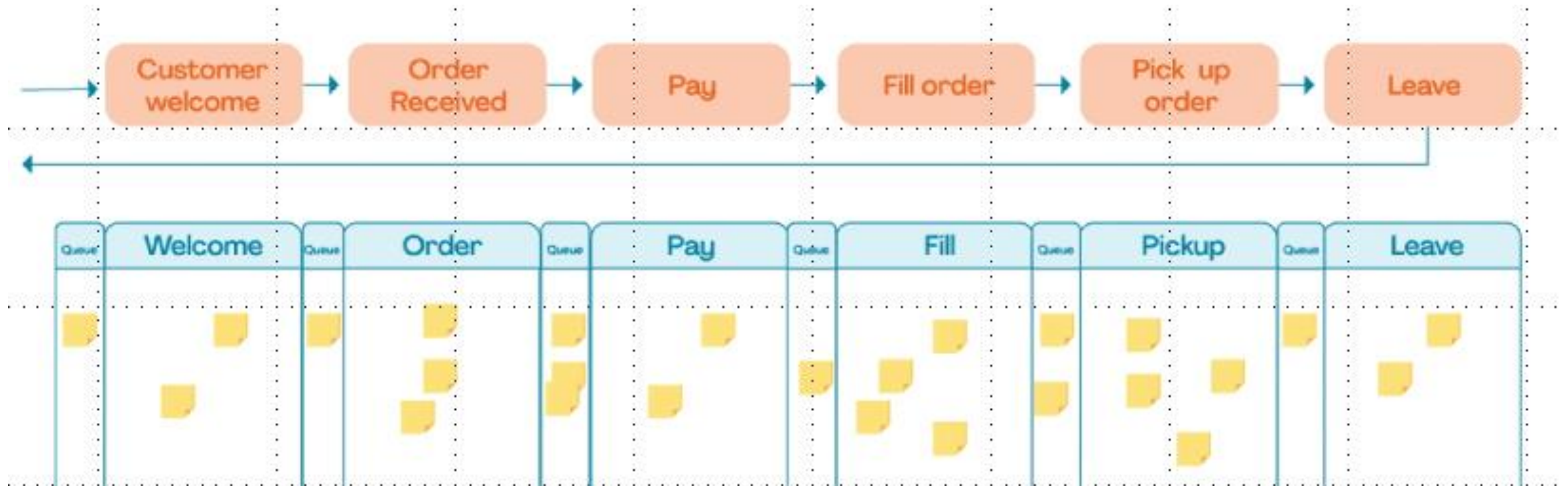


## Adaptive – Monitor Progress

- Comparing work delivered and accepted to amount agreed upon for the time period
- Review completed work with demonstration to stakeholder/product owner
- Review work during regularly scheduled retrospectives
- Review velocity of work produced, validated and accepted

# Adaptive – Monitor Progress

- Allows visibility of progress
- Utilizes queues and pull
- Can be used for both time-boxed and continuous flow approaches



## Requirements Traceability Matrix

Requirements Traceability Matrix						
Name:						
Number:						
Description:						
Associate ID	Requirements Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables	Product Design	Test Cases
1.0						
1.1						
1.2						
1.2.1						
2.0						
2.1						
2.1.1						
3.0						
3.1						
3.2						
4.0						
5.0						

## Predictive – Validate Completion

- Trace requirements to completion
- Similar to a Kanban Board with individual progress recorded for each requirement

Figure 5-7. Example of a Requirements Traceability Matrix



## **Adaptive – Validate Completion**

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- Definition of Done
- Must be understood and accepted by all team members
- Satisfies stakeholders' expectations and shared vision



# Continuous Improvement

- Process
- Product
- Team

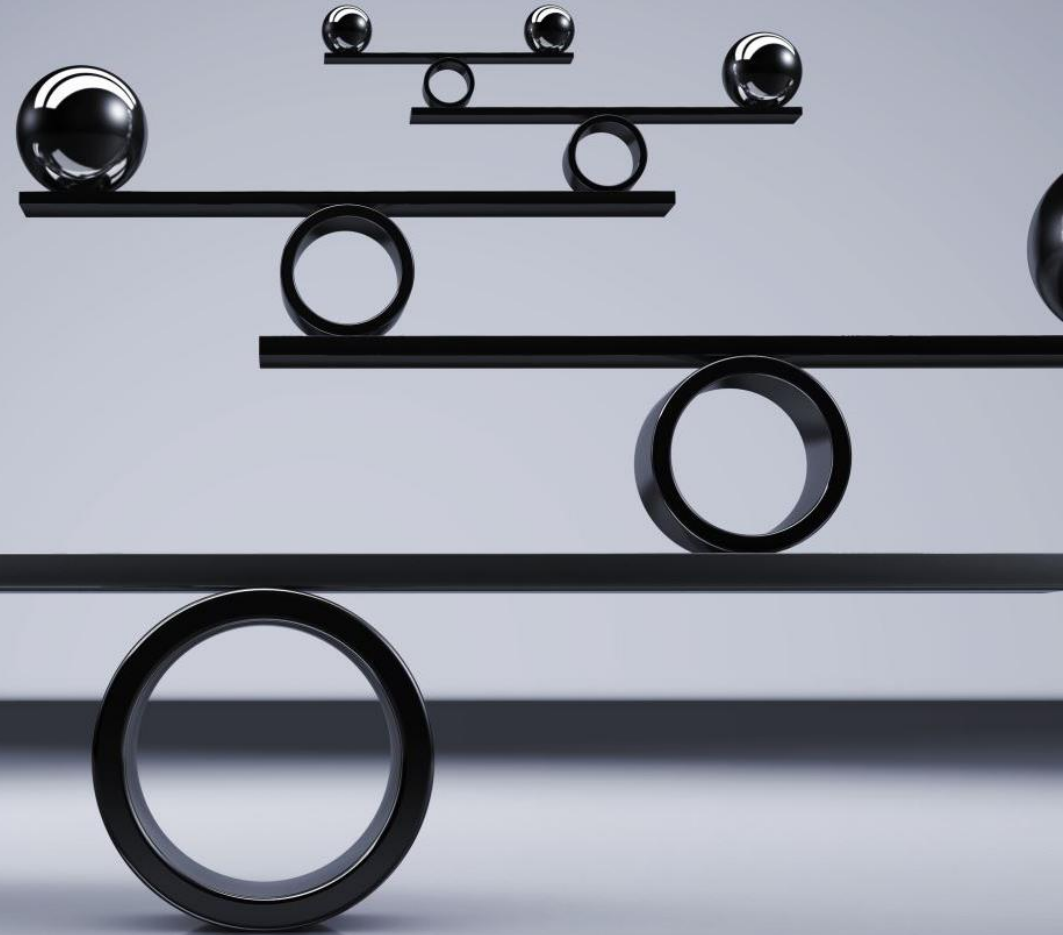


## Lesson Learned Retrospective

- Frequent review of work done
- Allows team to learn, improve, adapt and be more effective
- Provides for continuous improvement to be applied in next work

# Selection of Approach

- Large-scale project with upfront planning available – Predictive
- Low-risk, requiring changes to handle uncertainty – Adaptive
- May want to consider a blend of the two - Hybrid



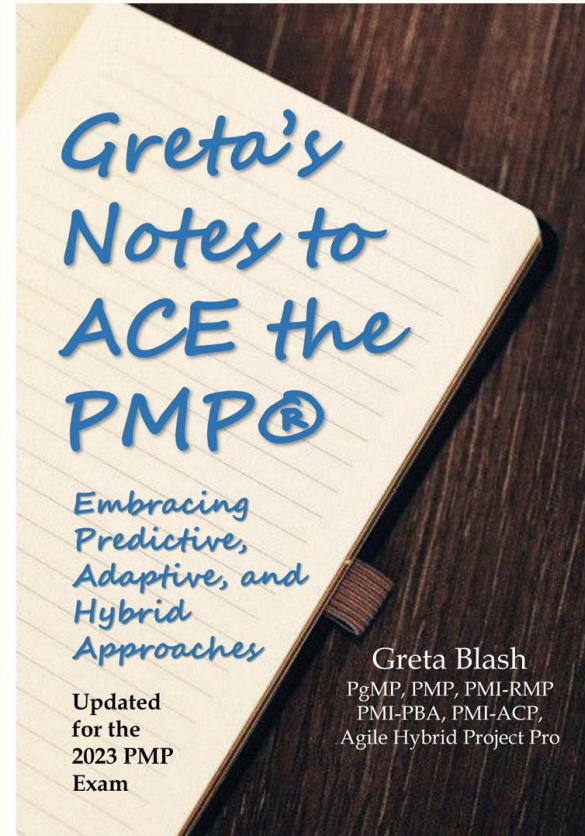


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# Hybrid Project Management

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- All about optimization
- Provides free to fine tune project management strategy to the context and nature of the project
- Optimizes the ratio of Predictive/Adaptive to support the needs of the project



**Thank You**  
**Hybrid**

**Adaptive**

**Predictive**

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