

Faster Projects, On-time, with Team Harmony

An introduction to Critical Chain Project
Management

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Gartner on CCPM

- “Like many concepts, CCPM was ahead of its time. However, with the proliferation of digitization and the shortage of technical resources, the world may very well be ready for CCPM.” – Gartner
- “Anyone who is working on projects and is concerned about on-time delivery should care about CCPM. Therefore, those who should care include CIOs, PMO leaders, portfolio managers, program managers, and project managers.
– Gartner

Do you have these project problems?



Low Team Morale & Low-trust environments



Missed delivery dates: late projects



Excessive project durations: reduced return on investment (ROI)



Nonproductive multitasking



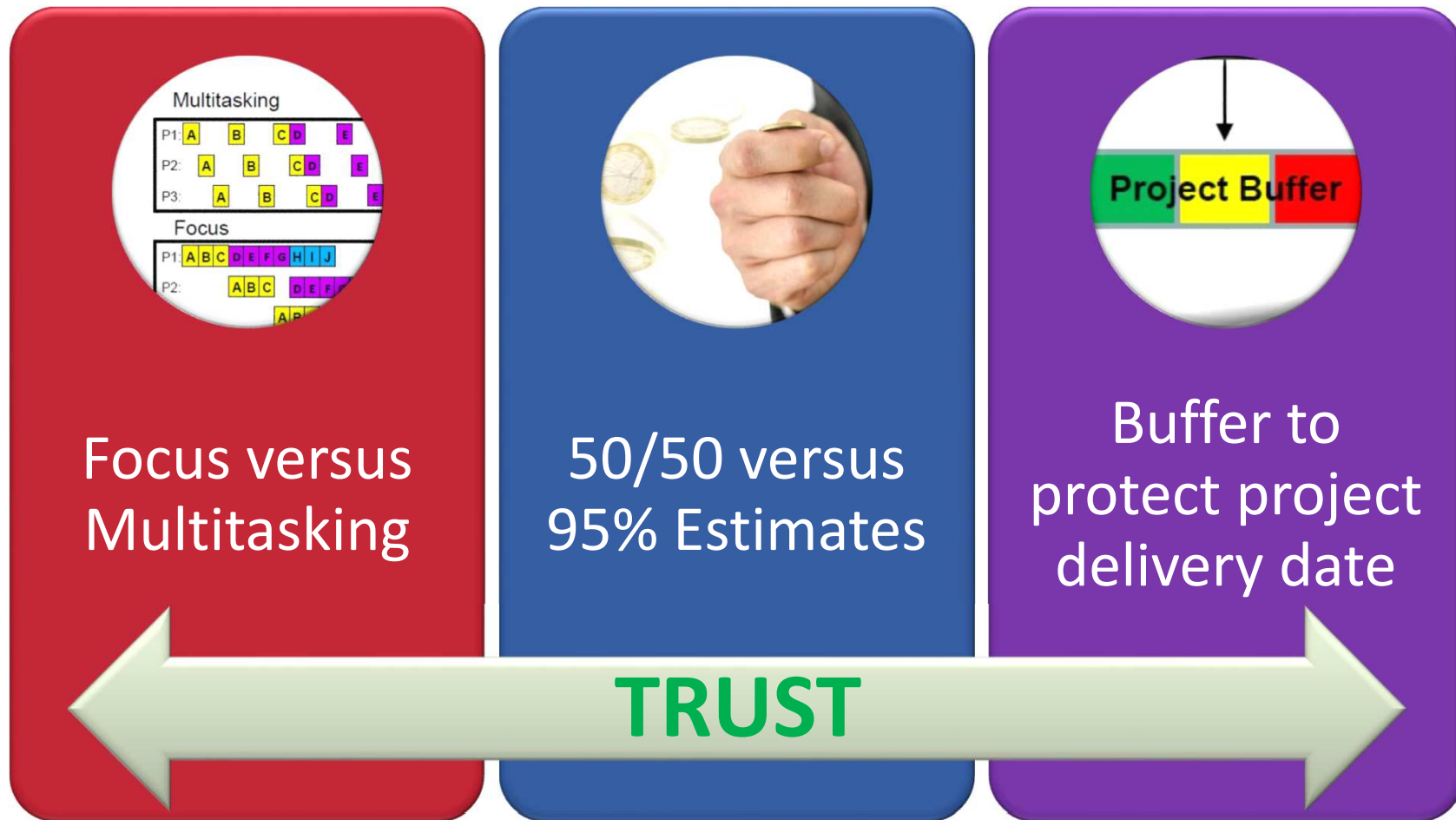
Uncertainty in task estimates



High amounts of work in progress



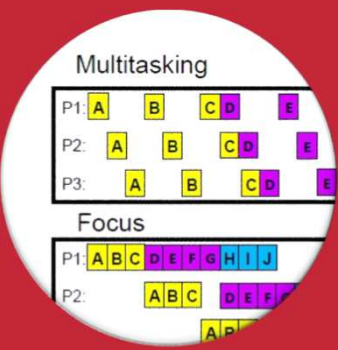
Key Concepts Covered



Additional Details


- Each concept covered includes “Adoption Nuggets”:
 - Practical tips for team member engagement
 - Methods to gain senior leadership support
 - Acceleration techniques from the field






The diagram illustrates two task execution models. The 'Multitasking' model shows three processes (P1, P2, P3) each with a sequence of tasks (A, B, C, D, E) that are interleaved. The 'Focus' model shows two processes (P1, P2) where tasks are completed sequentially for each process (P1: A, B, C, D, E, F, G, H, I, J; P2: A, B, C, D, E, F, G, H, I, J).

Focus versus Multitasking



50/50 versus 95% Estimates



Buffer to protect project delivery date



Multitasking Example

Volunteer Needed



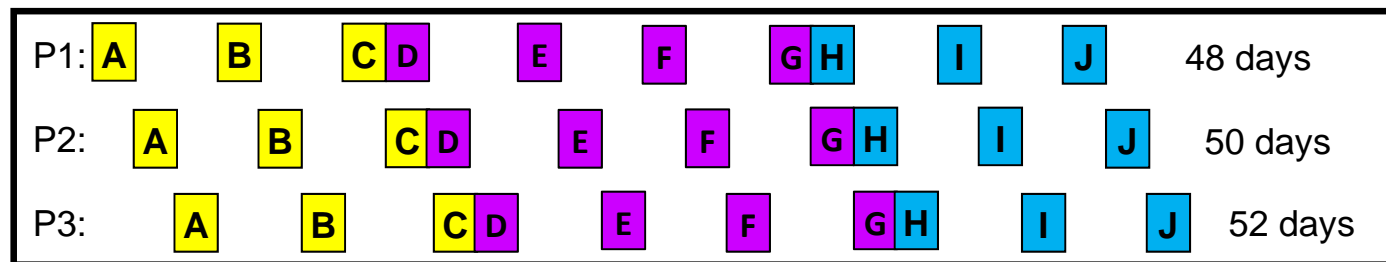
Multitasking Example

| P1 | P2 | P3 |
|----|----|------|
| 1 | A | I |
| 2 | B | II |
| 3 | C | III |
| 4 | D | IV |
| 5 | E | V |
| 6 | F | VI |
| 7 | G | VII |
| 8 | H | VIII |
| 9 | I | IX |
| 10 | J | X |
| 40 | 42 | 44 |

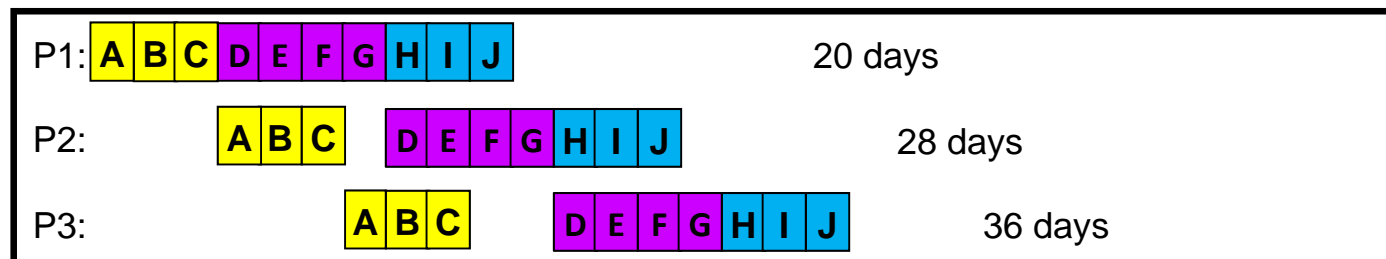
| P1 | P2 | P3 |
|----|----|------|
| 1 | A | I |
| 2 | B | II |
| 3 | C | III |
| 4 | D | IV |
| 5 | E | V |
| 6 | F | VI |
| 7 | G | VII |
| 8 | H | VIII |
| 9 | I | IX |
| 10 | J | X |
| 7 | 14 | 22 |

Multitasking vs. Focus

Multitasking



Focus



Summary

Context switching creates a loss of productivity, an increase in stress, and a decrease in quality

“Focus” allows most tasks (or projects) to complete faster and with better quality

Even the tasks (or projects) that start later, finish earlier

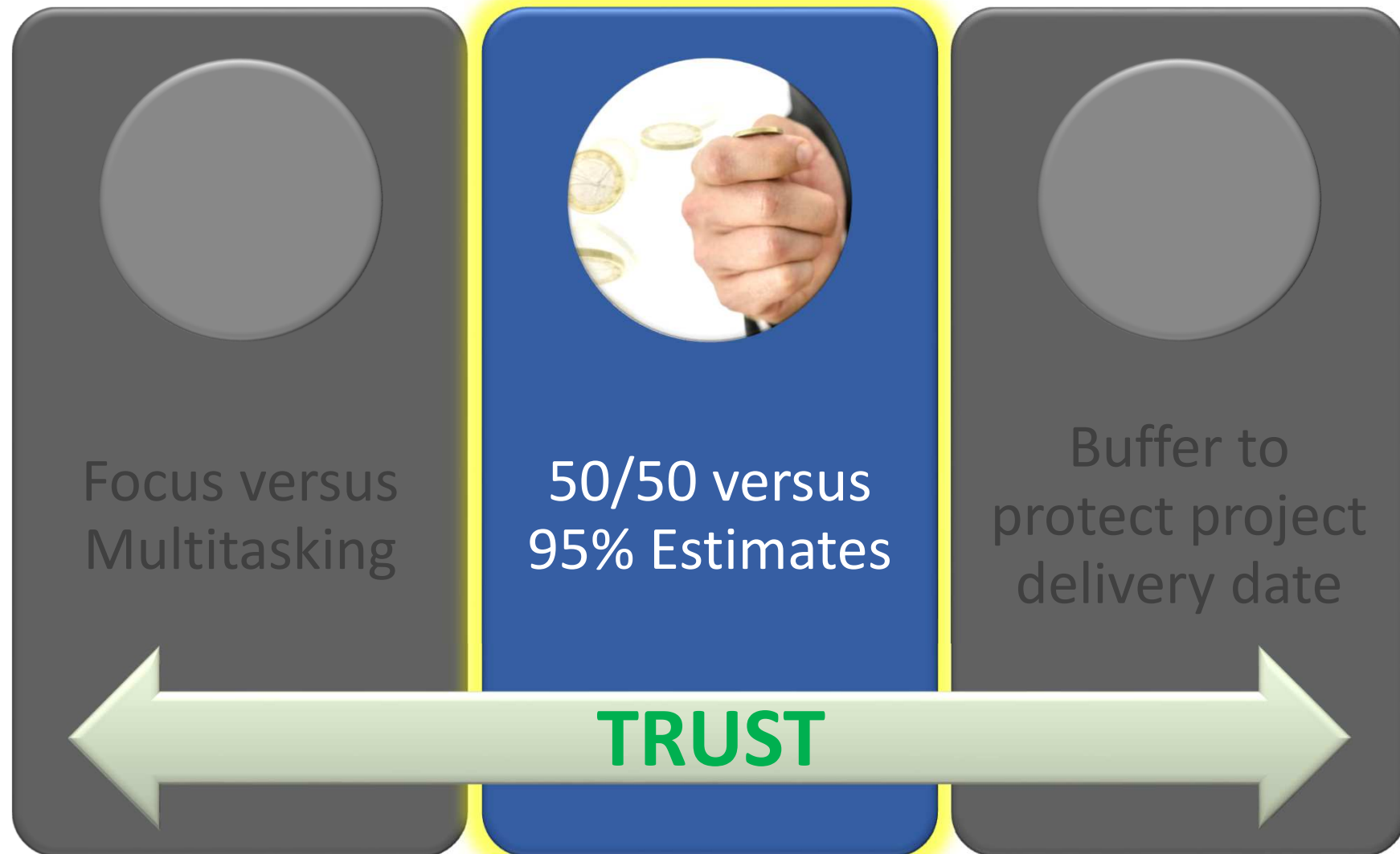
Time to Market and Return on Investment improve significantly



Adoption Nuggets

- Use the multitasking game with teams and senior leadership to gain understanding and buy-in.
- Empower team members to call out times they may be pulled into multitasking.
- Find PM's who are confident enough to “yield” to other PM's for team member focus – lead by example.

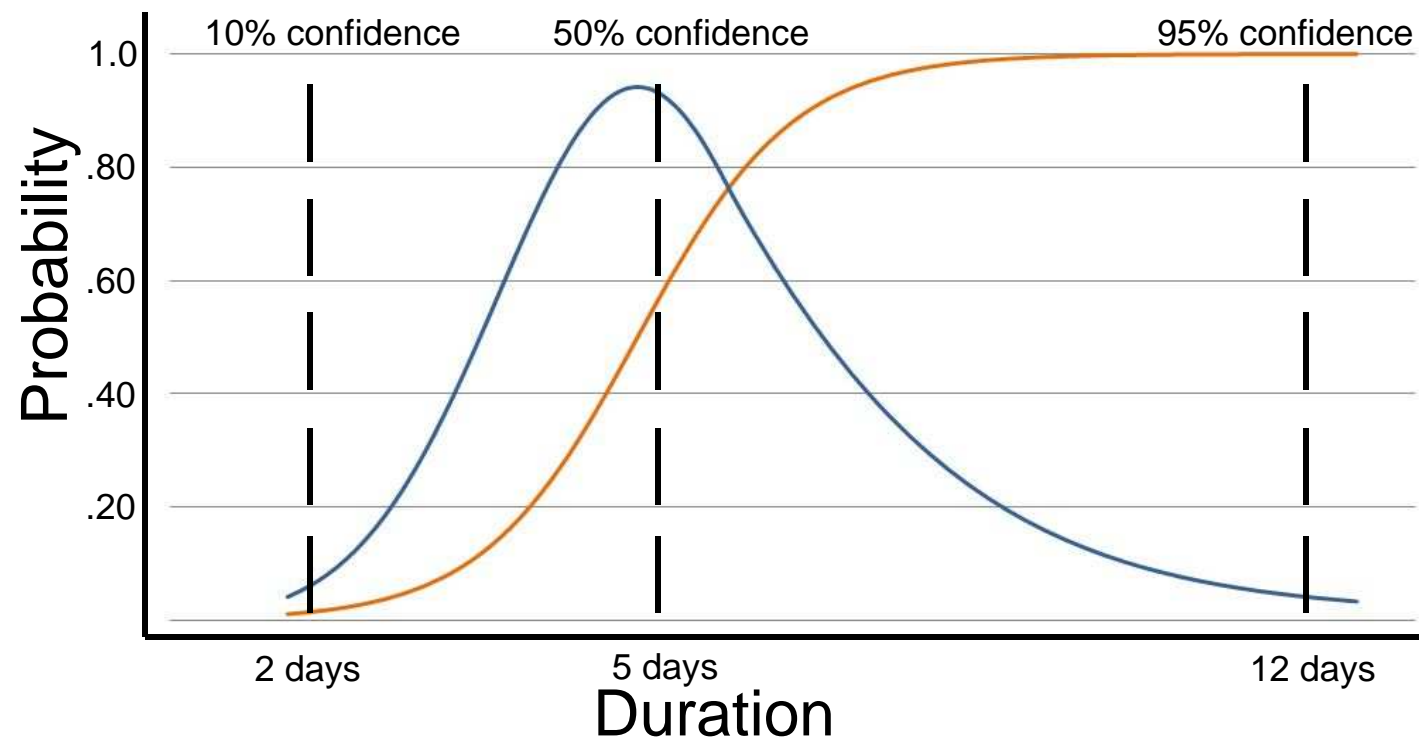




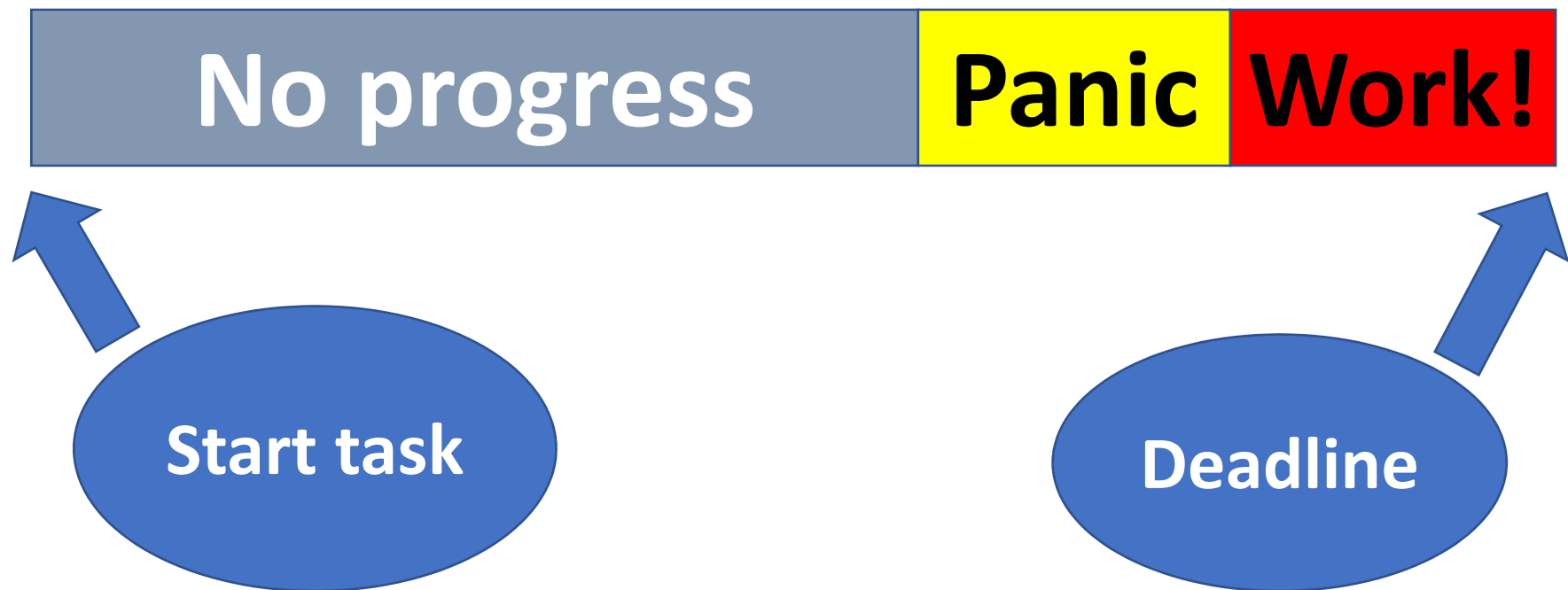
Which estimate would you give?
95% likely or 50% likely?



Task duration probability



Student Syndrome



Parkinson's Law


- Work expands to fill the time allotted
 - Reliable estimators
 - Padding will be cut next time
 - Keep working/testing
- Heavily padded task durations become a self-fulfilling prophecy, even when the work is completed early.




Summary




50/50
creates
better
results than
95%
estimates



Teams
become
more
engaged
and trust is
built



Student
syndrome is
significantly
reduced



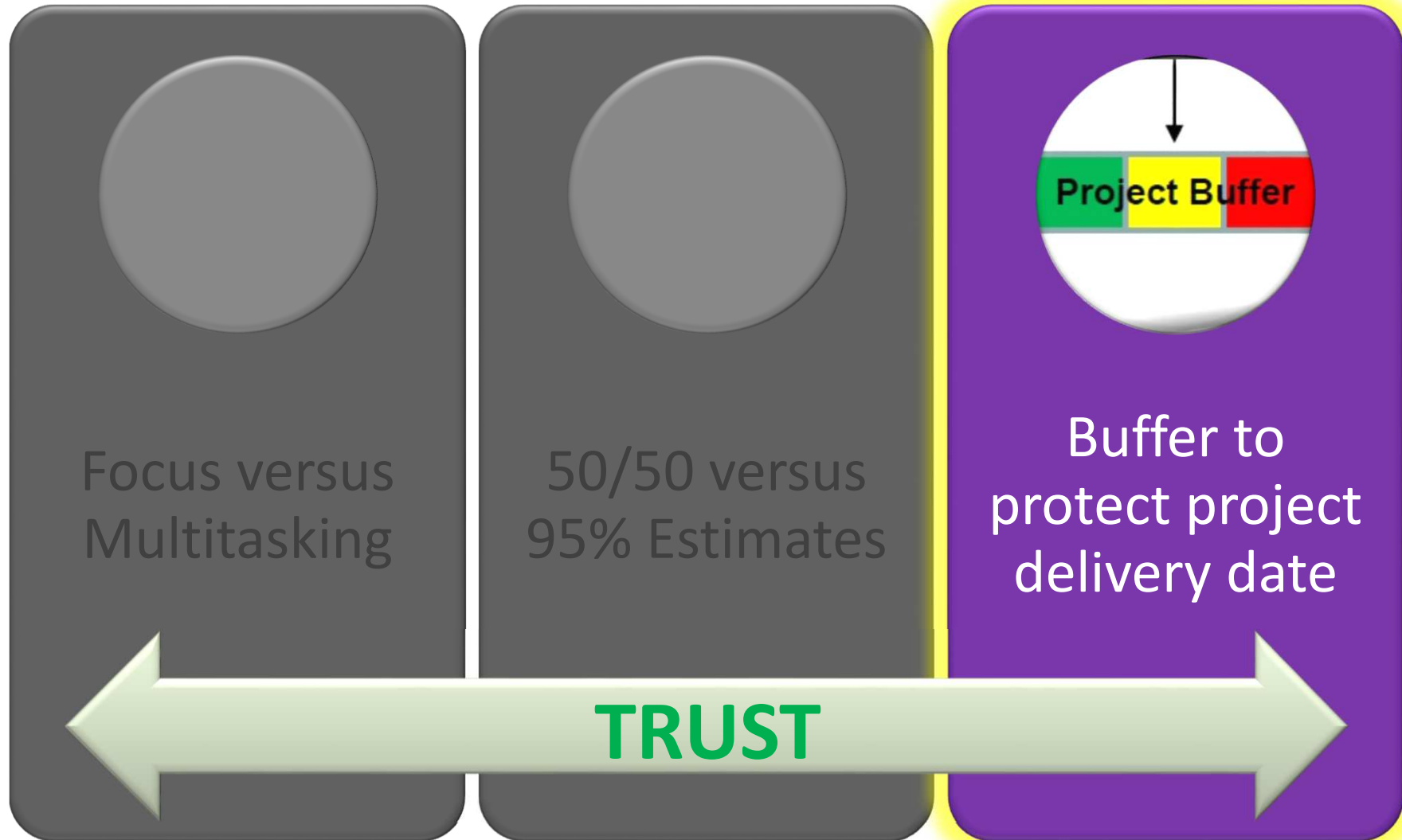
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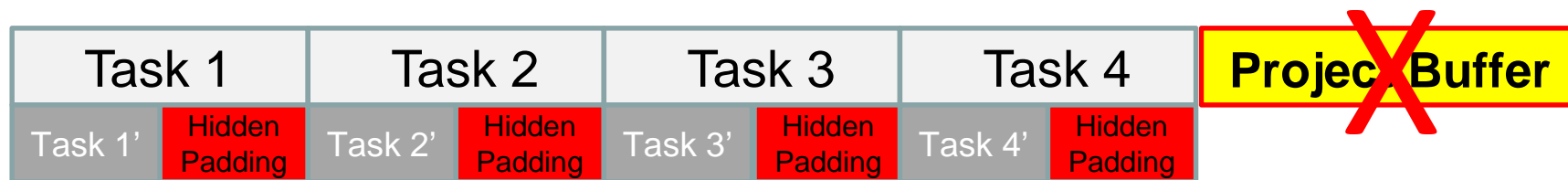
Adoption Nuggets

- Address the need for everyone to be “busy”.
- Teams enjoy the stretch goal of 50/50 estimates, but they have to trust they will not be criticized for being late – It’s OK to be late!!
- Share the optimistic, pessimistic, and most-likely scenario to help teams provide 50/50.
- Be careful if other projects are not operating in this way.

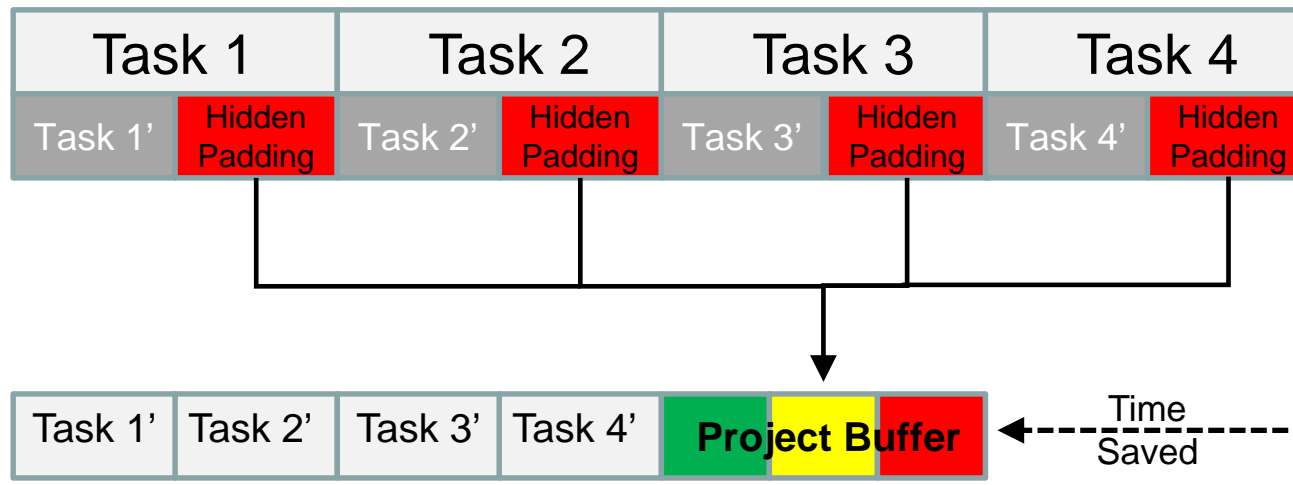




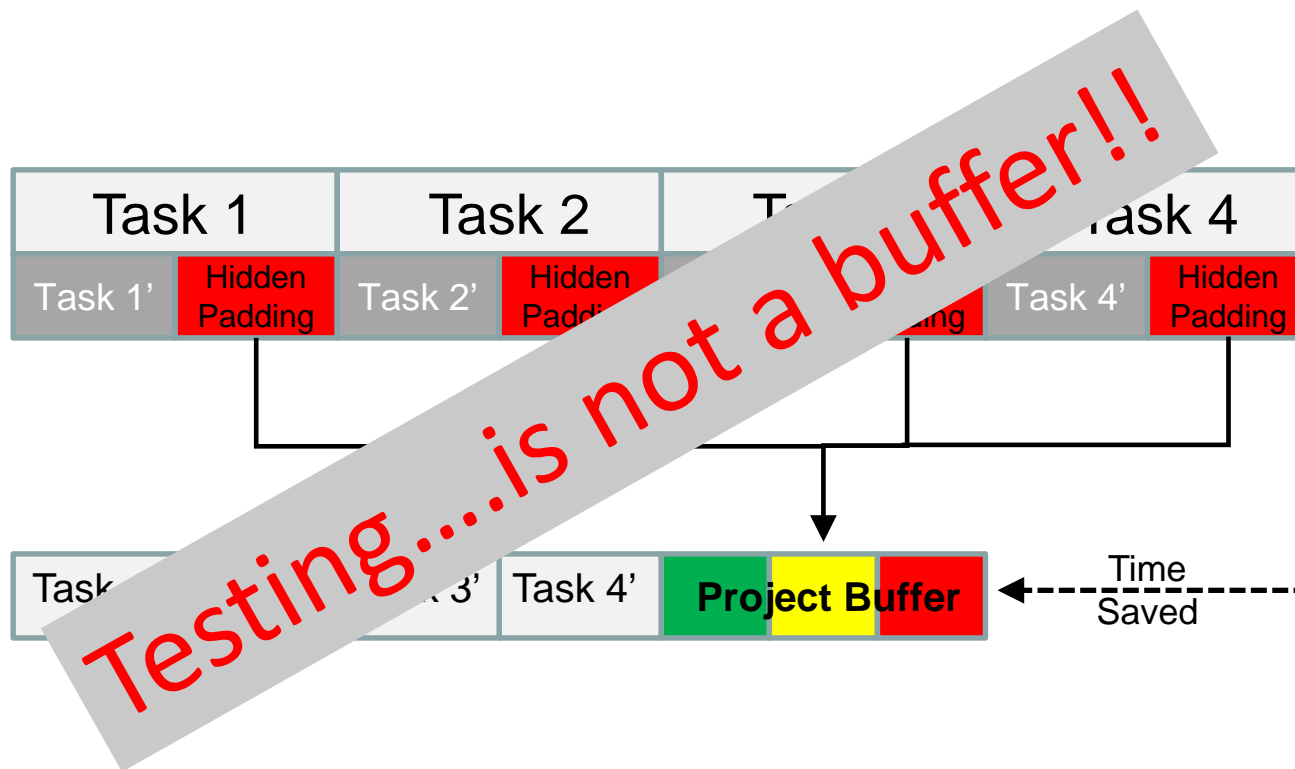
Protecting the project commitment



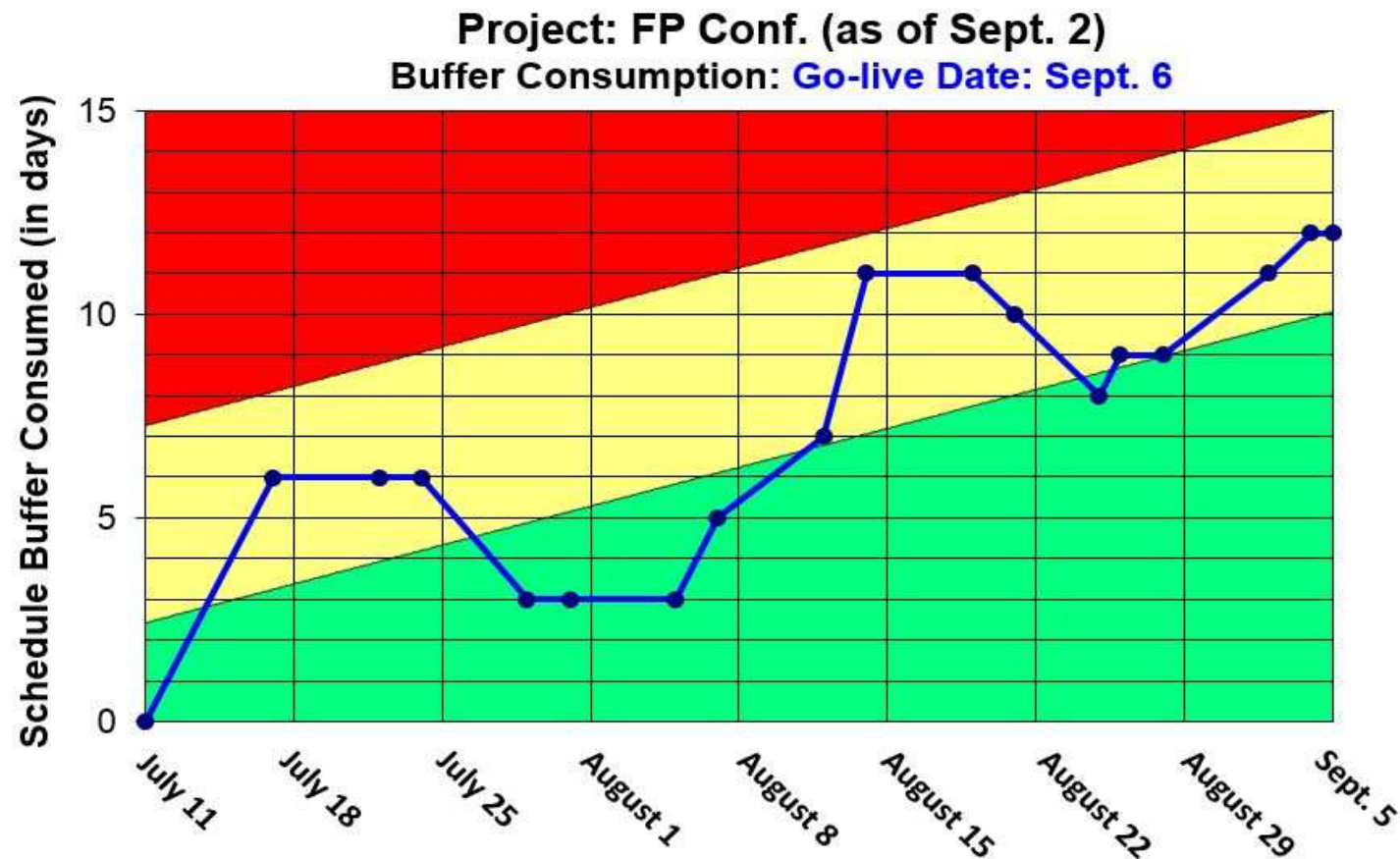
Protecting the project commitment



Protecting the project commitment

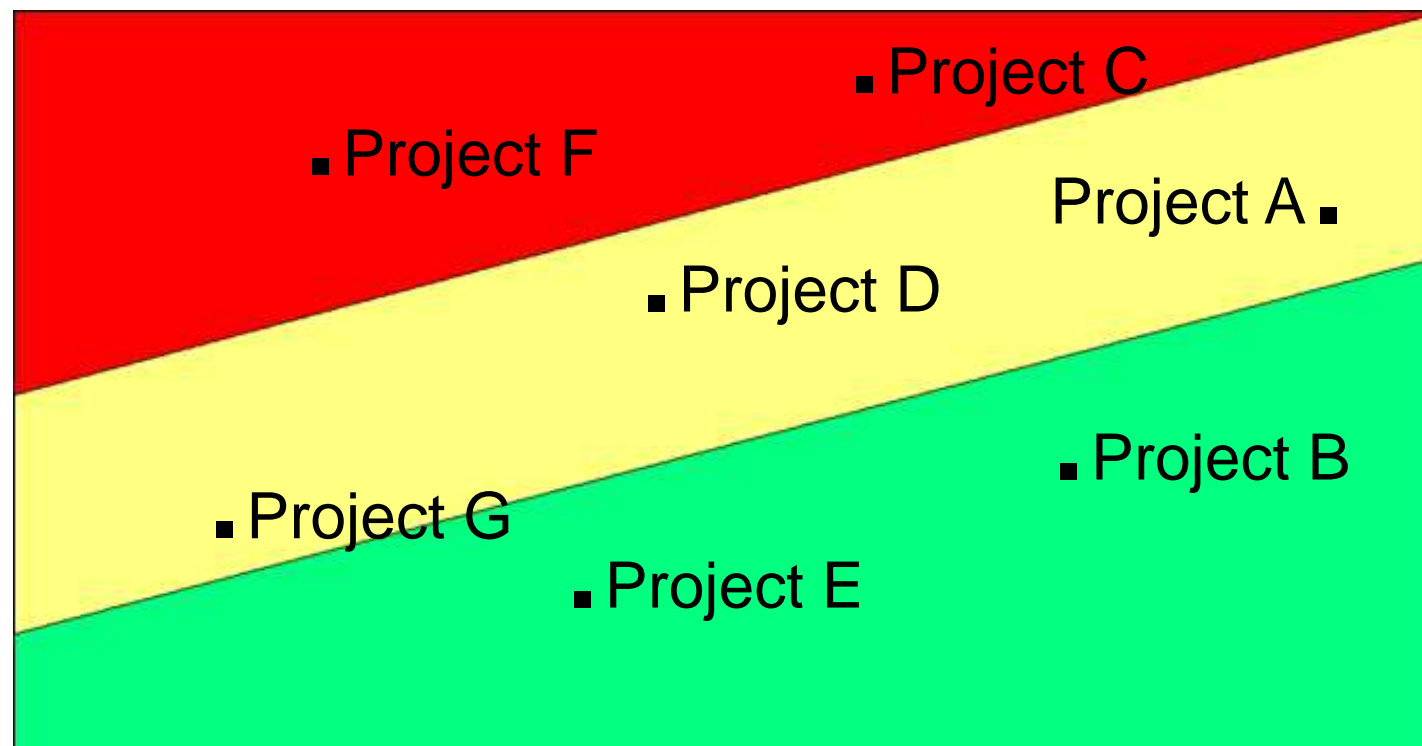


Buffer Consumption



Focus Management Attention

Program / Portfolio Buffer



Summary



Project buffer
protects what
is really
important –
the project

The buffer
can be built
using the task
padding we
removed

A buffer
equal to 50%
of the new
project
duration is a
good start

Projects in
red or yellow
can receive
priority and
management
attention



Adoption Nuggets

- Help sponsors to understand 50/50 so they can appreciate project buffers – and not cut them!
- Help teams to see how the buffer chart provides a sense of urgency – they don't always have to be in a state of crisis.
- Reiterate how buffers help to prioritize team member's focus and management attention.



Thank you!



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