Incremental Development to Achieve On Time Quality (OTQ)

11/16/11

On Time Quality (OTQ)

Why you will fail? Avoid Risk

How to Control Risk?

Where to make Changes?

Are issues closed?

#1 Understand Risk

#2 Project Strategy

#3 Manage Strategy

#4 Track & Close Issues

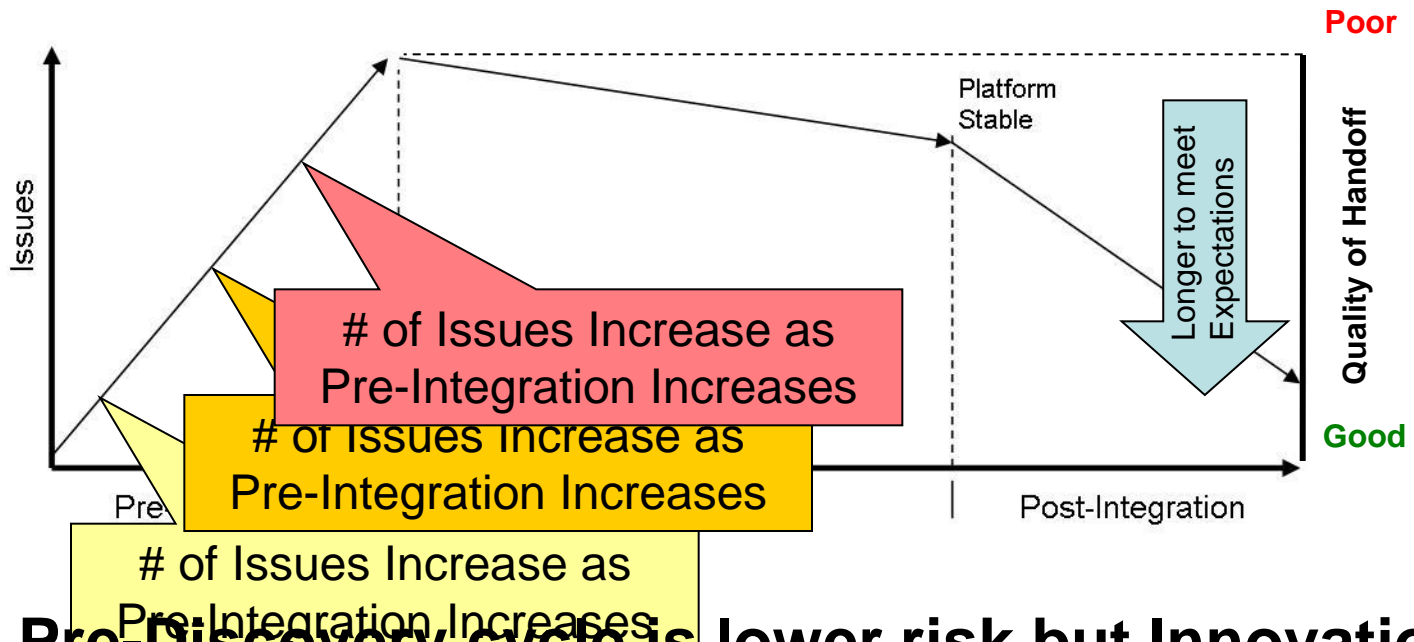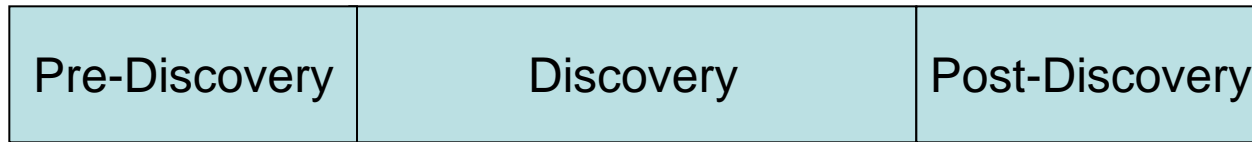**OTQ Core Principals**
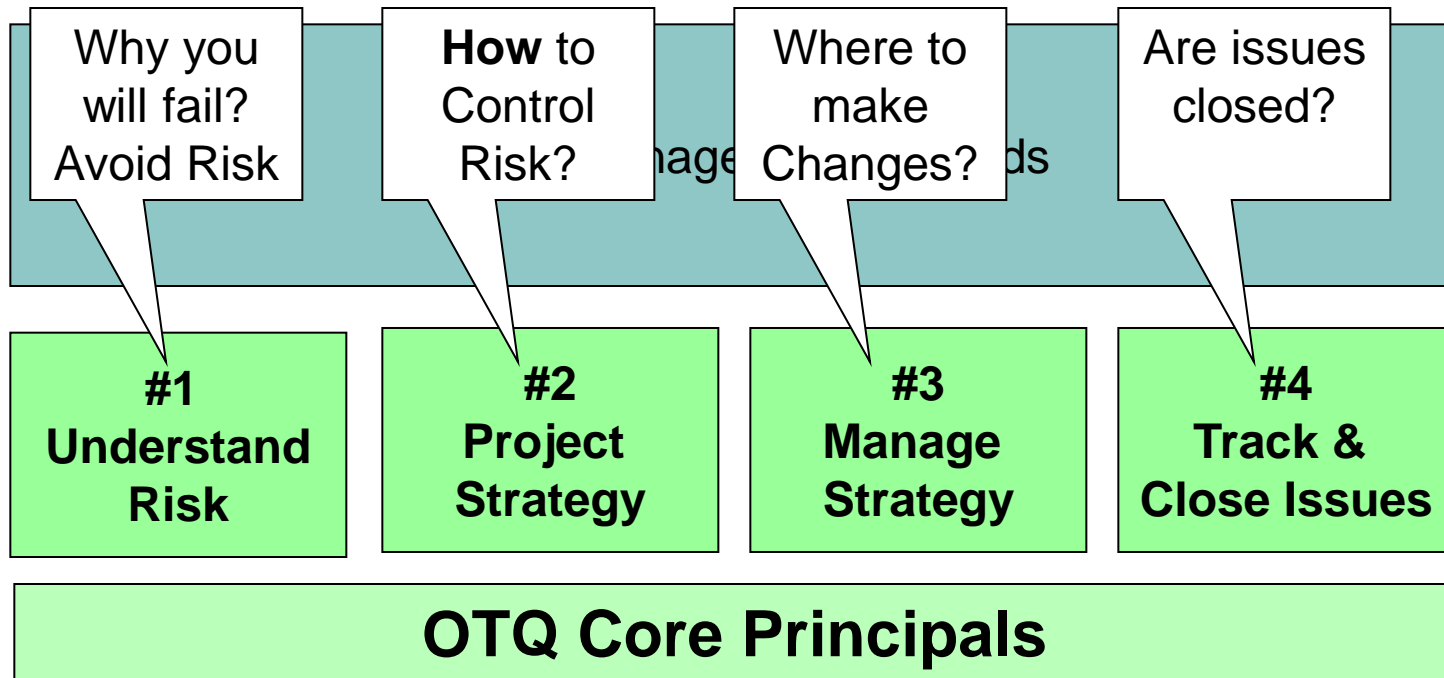
#2. Project Strategy
Incremental Development

Traditional Approach

- The critical path of a project is the longest path through the project with the least amount of flexibility.

Critical F Critical Path
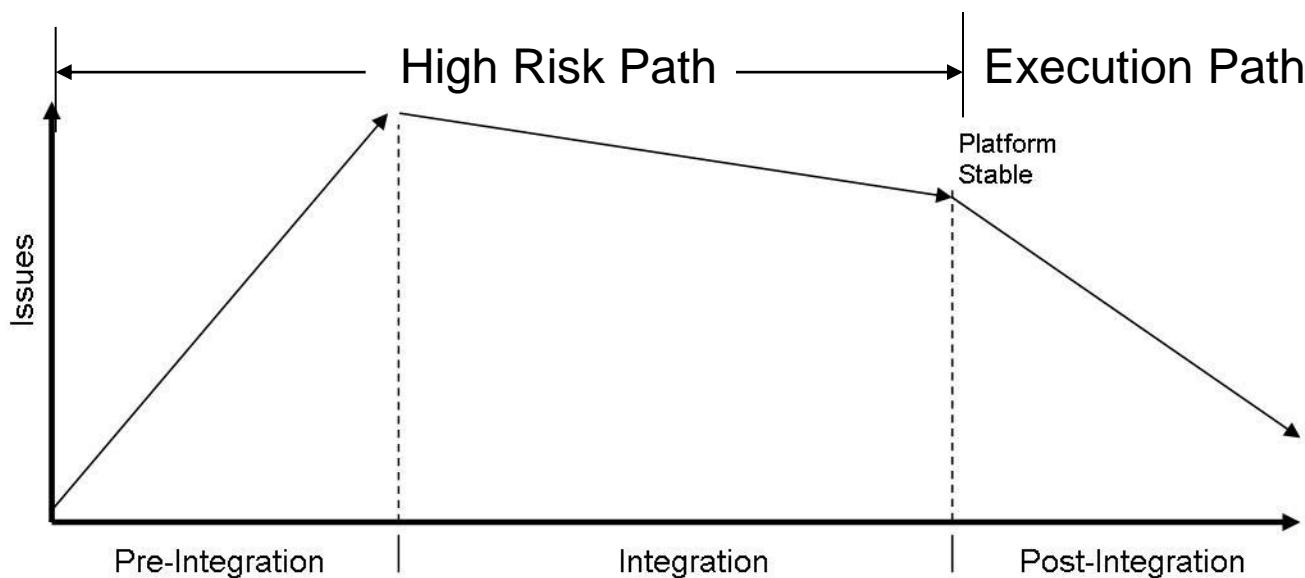
| Innovation | Push out | Product Release |
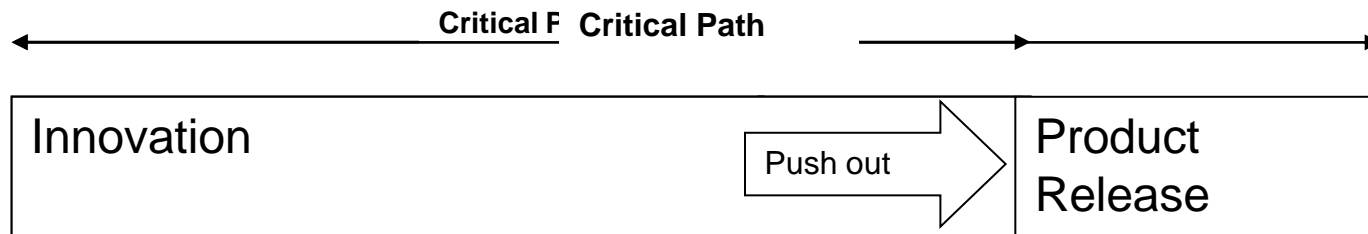
Tip 1 – Shorten Pre-Discovery

Critical Path for Innovation

Short Pre-Discovery cycle is lower risk but Innovation often requires a longer Pre-Discovery cycles
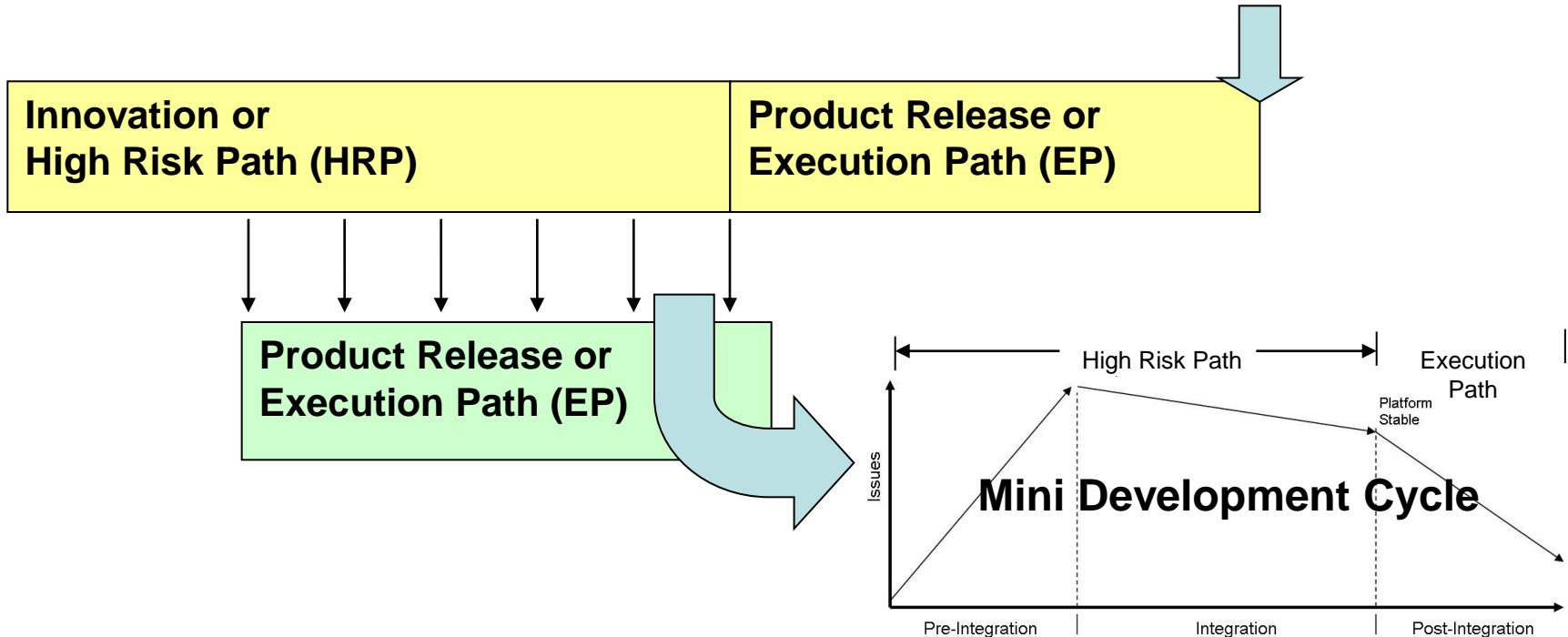
Tip #2 - Decouple Innovation

High Risk Path (HRP)

The path where the tasks, dependencies and the resources contain an unacceptable high amount of risk (i.e., **Innovation**)
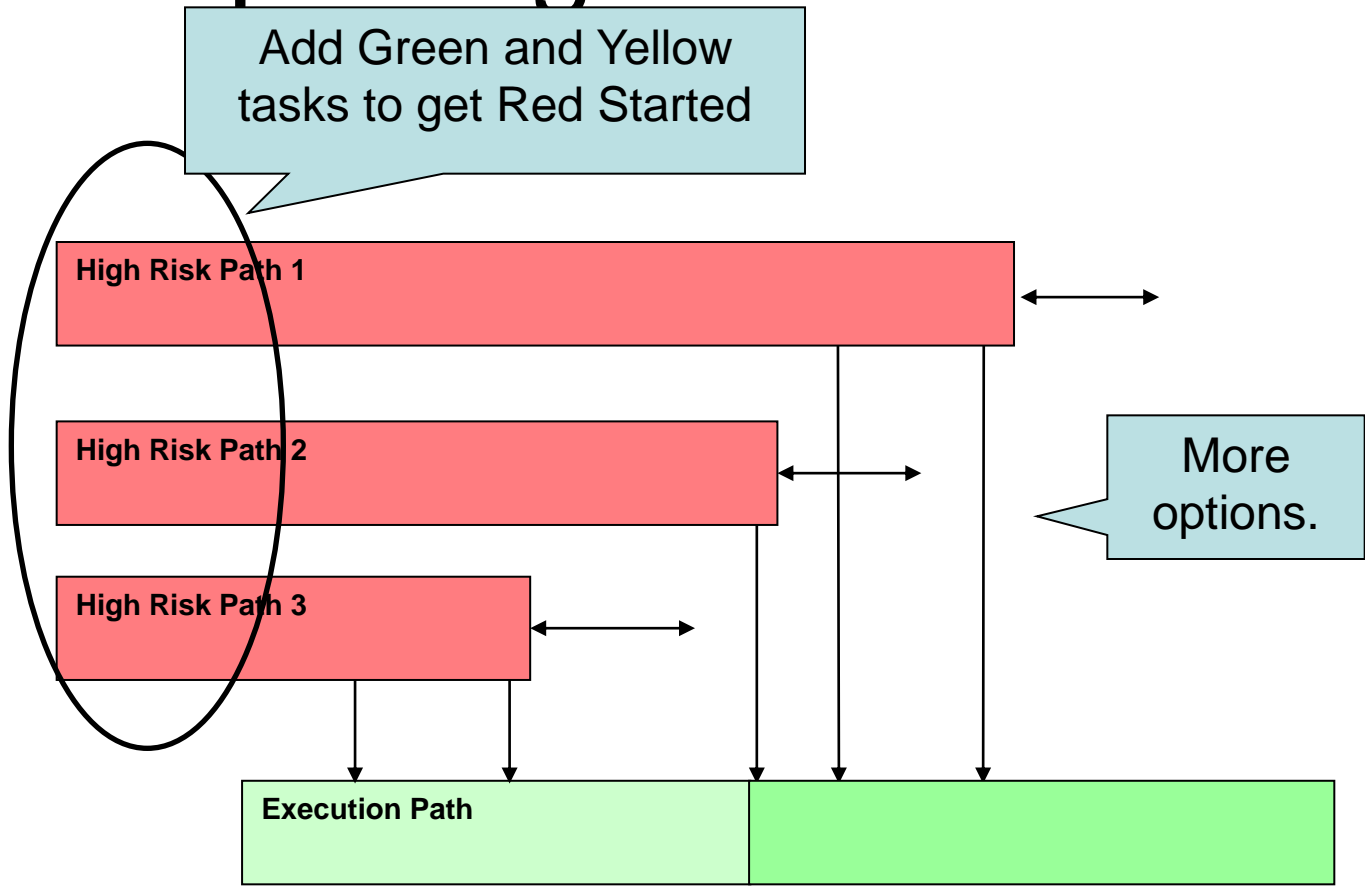
Execution Path (EP)

The path for product release activities (i.e. Post Integration or Green activities)

Planning Innovation

Innovation or High Risk Path (HRP)	Product Release or Execution Path (EP)

Product Release or Execution Path (EP)

Mini Development Cycle

High Risk Path

Execution Path

Platform Stable

Issues

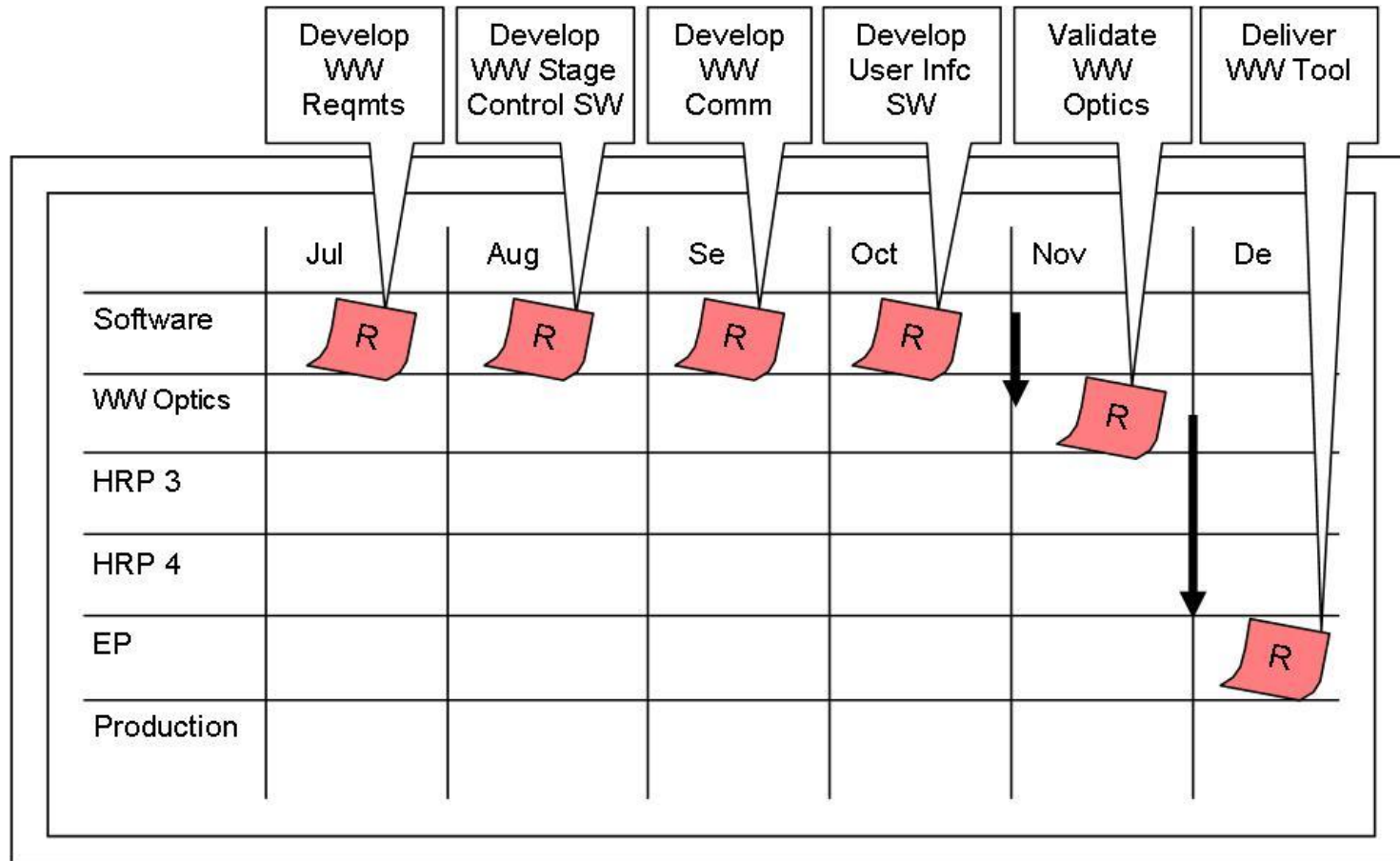Pre-Integration · Integration · Post-Integration

- Several well-planned handoffs from the HRP to the EP
  - Keeps Integration milestones short
  - Quicker Learning and Feedback
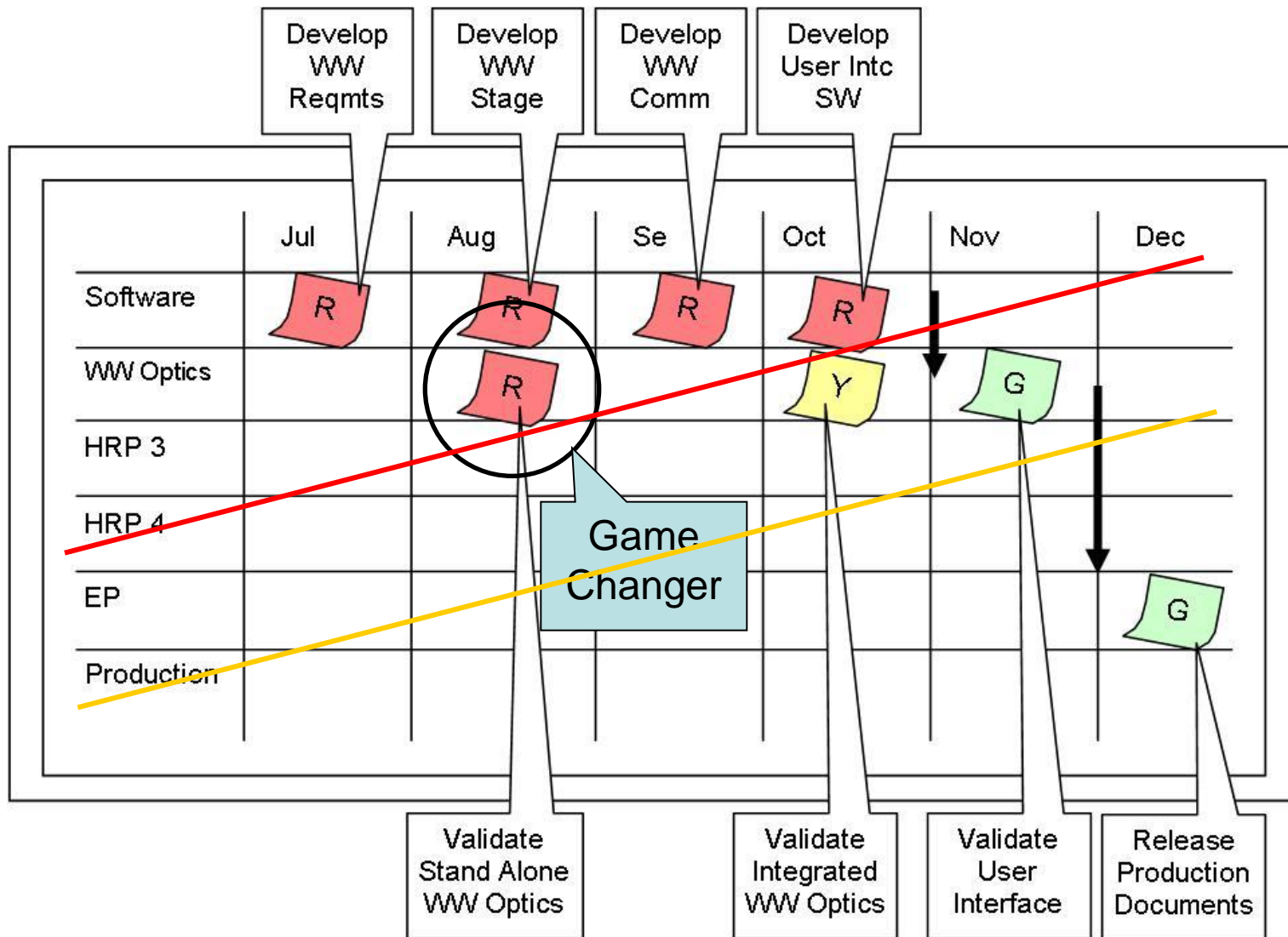 - Always pull Innovation to the Execution Path

Multiple High Risk Paths

Add Green and Yellow tasks to get Red Started

High Risk Path 1

High Risk Path 2

High Risk Path 3

More options.

Execution Path

Developing the Final Strategy

	Develop WW Reqmts	Develop WW Stage Control SW	Develop WW Comm	Develop User Infc SW	Validate WW Optics	Deliver WW Tool
	Jul	Aug	Se	Oct	Nov	De
Software	R	R	R	R		
WW Optics						R
HRP 3						
HRP 4						
EP						R
Production						

Developing the Final Strategy

Reducing Execution Risk

- Move high risk, activities as early in the project as possible.

- Keep High Risk Activities independent of each other as much as possible.

- Define incremental handoffs and deliverables to shorten the learning cycle.

- Don't deliver more that the receiving person or group can handle.

Reducing Handoff Risk

After placing Post It notes, draw in the handoffs

- Avoid a series of handoffs between HRPs where one HRP hands off to a second HRP which hands off to a third, etc.

- Avoid back and forth hands-offs between HRPs. Handoffs should go in one direction.

- Avoid making one big handoff from one HRP to another or from an HRP to the EP.

- Handoffs to the Execution Path should begin after two intervals.

Reducing Resource Risk

Assign resources by writing names on the Post It notes

- Are they able to perform activity successfully?

- Don't share key resources between high risk activities.

- Avoid having resources jump back and forth between project paths.

- Identify indirect support such as training, technical advice, etc.

- Always ask, "can someone else perform the activity?"

Finalize the Project Strategy

- Choose a Format
  - Team members can access and quickly interpret
  - You can see the problems and take action
  - Requires no extra work for reporting to Management
- Consider using Excel

Project Meetings

- Conduct smaller, more focused meetings for each of the HRPs and EP since they have different goals and resources

- Consider making attendance optional for team members whose tasks are on schedule

The Resourceful Project Manager
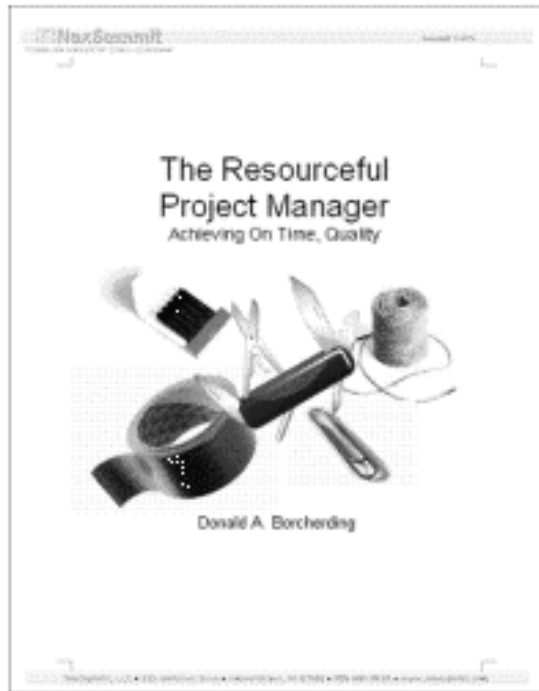
Don Borcherding
NexSummit, LLC
908-684-8914
dborcherding@nexsummit.com
www.nexsummit.com

www.nexsummit.com/TRPM_Book.html