Agile Critical Chain
LIVE or How to Get the Foot in the Door

2017-12-14, TOCICO, Webinar
Wolfram Müller

- 20 years experience > 530 projects
- Medical technology > construction + process optimization + project management
- Project Office > 1&1 + GMX + web.de > over 500 projects
- **CCPM and Advanced Agile implementations**
- Deputy head of expert group “Agile Management” of the Association for Project Management Germany

- Book author:

speed4projects.net/downloads/buecher/
Why am I here?

- 2002 first experience with agile methods (eXtreme Programming in IT Teams)
- 2008/09 first successful big agile projects (USA1, ADSL2+)
- 2010 first hybrid CCPM + Agile single projects (Freenet)
- 2012/13 Advanced Agile methods (beyond scrum/Kanban) 3. Generation (simplified Drum-Buffer-Rope)
- 2013 first hybrid multi project management implementations (e.g. BOSCH, Festo, E+H, R. Wolf)
- 2014 Optimized speed and sustainability of the change process using self-organization (QuiStain®)
Contact – we like to answer all your questions!

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Where can I get – the excel to manage WIP and Fevercurve for agile teams?

[http://reliable-scrum.de/](http://reliable-scrum.de/) and “downloads” here you’ll find the current version and some more stuff

What CCPM Software supports the concepts of Agile/Taskboards?

(1) Being Management 3 [http://beingmanagement.com/](http://beingmanagement.com/) - here you can find also the white paper of Koichi Ujigawa – we share the same ideas

(2) Lynx from A-Dato [http://www.a-dato.com/tameflow-scrum-kanban/](http://www.a-dato.com/tameflow-scrum-kanban/) - they were the first who implemented the full stack like described on the TOCICO 2013 in Bad-Nauheim
what is this thing called AGILE ...?

... literally

- flexible *Adj.*
- [maneuverable](https://en.wikipedia.org/wiki/Maneuverable) *Adj.*
- versatile *Adj.*
-versatilely *Adv.*
- mobile *Adj.*

- fast *Adj. Adv.*
- quick *Adj.*
- quickly *Adv.*
- prompt *Adj.*
- rapid *Adj.*
- mobile *Adj.*

CCPM IS AND WAS ALWAYS AGILE

... a mind set

- focus on the people → they are good and valuable
- focus on the customer value → integrate the customer
- focus on delivery → often and get feedback
- embrace change → use the feedback
... so why this webinar?

- in CCPM there was something missing
  ➔ the subtask management on team level

- if we come into a company – AGILE is always there
  ➔ the marketing of AGILE was much better
  ➔ the customer ask for AGILE, the people want to be agile

TO GET THE FOOT INTO THE DOOR
IT IS NECESSARY TO ADD THE
SUBTASK MANAGEMENT
& AND CALL IT AGILE
How-Tos – the TOC-Templates – The Big Picture

Production

Multi Project „CCPM-VD“

Production „DBR/sDBR“

Supply Chain „DDMRP“

pull Distribution

Projects

Single Project „CCPM-BM“

Agile Project/ Releases

Team

One Piece Flow Boards

Tame Flow Management

Change-management

Win-Win-Solutions

QuiSta®able Change

Thinking Processes

Others …

Throughput-Accounting „TA“

Sales „The Machine“

Throughput-Selling

T-Innovation
The System Production

• Characteristic
  – many - more or less independet well known „work orders“
  – touch time / lead time << 10%

• Control Parameter:
  Work in Process (WIP) @ a „real“ constraint

• Order Parameter:
  Buffer Consumption (BC) = already consumed lead time
Simple System: Production/Supply-Chain

- Drum-Buffer-Rope (DBR)
  - one real constraint, one buffer, release orders triggered by the constraint
  - The constraint capability synchronizes due date

- The signal (priority) is the already consumed lead time
- Lead time divided in three zones – green-yellow-red-(black)
A Review of Goldratt’s Theory of Constraints (TOC) – lessons from the international literature

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Abstract

The two authors are finalising the first comprehensive bibliography on the Theory of Constraints (TOC)[23] which is to be published by North River Press, the publisher of the seminal works by Eli Goldratt. This bibliography draws on many of the works of TOC, most notably Goldratt’s seminal works [11-17], such as ‘The Goal’, ‘It’s Not Luck’, and ‘Critical Chain’. Based on our extensive search of the literature, this talk will draw on examples of applications of TOC, and summarise important lessons on the theory and practice of TOC. Although initially a manufacturing method, TOC has now developed into a theory about management: a powerful systemic problem solving methodology which can be used to develop solutions to problems intuitively and with analytical rigour. TOC is increasingly being applied outside the manufacturing context, including distribution, marketing, project management, accounting - in fact, any situation involving change to a system.

2.1 Findings of the analysis

The results of the analysis of reported changes in operational and financial performance, resulting from the application of TOC, are summarised below:

- **Mean Reduction 69%**
  - **Lead-Times:** A mean reduction in lead-time of 69% emerged from the sample of thirty-two observations, all of which reported reductions. Over three quarters of the sample experienced reductions in lead-time greater than 50%.

- **Mean Reduction 66%**
  - **Cycle-Times:** In every case where changes in cycle-time were reported, the reports showed a decrease, or improvement in cycle-time. Fourteen observations made up the sample for change in cycle-times.

- **Mean Improvement 60%**
  - **Due-Date-Performance:** Improving due-date-performance is synonymous with meeting delivery promises to customers. A mean improvement of 60% emerged from the sample. Twelve observations made up the sample for change in due-date-performance. Several organisations experienced improvements of over 100%.

- **Mean Reduction 50%**
  - **Inventory Levels:** Reducing inventory is associated with reducing lead-times in a DBR system. A mean inventory reduction of 50% resulted from the sample of 28 observations.
Template „Single Project Management“ CCPM-BM

- Characteristic
  - individual endeavor – high risk – fixed due date
  - very hard connected tasks with high deviation
  - touch time / lead time >> 20% ideal near 90%

- Control Parameter:
  longest critical chain of work packages

- Order Parameter:
  Longest Critical Chain Completed (LCC) / Buffer Consumption (BC)
#2 Synchronisation, operational priority

- Desynchronisation and buffers within every work package are typical
- Transparent project buffer at project end; reduce all durations
- Report remaining time daily
- „Traffic lights“ indicate buffer consumption
- Traffic lights = operational priority
- Portfolio should be <10% red

Result:
- Actual traffic light status
- Synchronised priorities
- >95% due dates met

Local optimisation
Unclear, changing status
Unclear operational priorities
Everybody plans with buffers

Daily feedback of open work
Packages through team/group-leader

Tasklist

Traffic lights = operational priority for everyone
# A CCPM Project Plan

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<td>Defrost process/roles definition, initiate default mechanisms</td>
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<td>Review/Define project preparation, checklists for gates</td>
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<td>Fulfilling</td>
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<td>Analysis projects, create templates, define conversion processes</td>
<td>4.12.1</td>
<td>Building Good P</td>
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<td>Prepare work packages, input and assign responsibility for input</td>
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<td>Import work packages into CCPM test environment</td>
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<td>Building Good P</td>
<td>17</td>
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<td>Improve overall project plan, minimize risk</td>
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<td>Create templates for typical projects</td>
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<td>Building Good P</td>
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<td>Train project managers</td>
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<td>Project Manage</td>
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<td>Build CC plans for all projects</td>
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<td>Building CC plan</td>
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<td>Audit (Virtual) DFMU</td>
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<td>Virtual fmM</td>
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<td>Stagger project portfolio</td>
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<td>Staggering Proj</td>
<td>23</td>
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<td>Train Top managers</td>
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<td>Train Team leaders, Task managers, Resource Managers</td>
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<td>Task Managers</td>
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<td>Go-Live EXECUTION</td>
<td>26</td>
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Fever Curves – Worst Examples (from the beginnings)
... Better Ones
Template „Mulit Project Management“ CCPM-VD

- Characteristic
  - many more or less independent initiatives (projects)
  - connected via shared resources or shared critical project phase

- Control Parameter:
  Work in Process (WIP) @ a „virtual“ constraint

- Order Parameter:
  percentage of red projects in the portfolio
#1 Minimise WIP, Set Strategic Priorities

- Complex systems have just one control point - the constraint
- 5 focusing steps
- 4 Bottleneck levels
- Stagger projects

**Results:**
- Meet due dates
- Transparent capacities
- Lead-time decreases
- Throughput increases

### Minimise WIP, Set Strategic Priorities

1. Identify the constraint
2. Decide how to use it optimally
3. Subordinate to the decision
4. Expand
5. Next one, back to step 1
Common Situation ...

Load per Team

Situation:
- too much Work-in-Progress
- many resource conflicts

* real load distribution of a real company

100% project capacity
If the Constraint is not overloaded – no other team can be overloaded!

Solution:
- projects were paused until the constraint is not overloaded any more
- overcapacity is getting transparent

ca. 30% resources were found
Ressource Management Live
Worse – Better – Best Portfolio (Scatter Plot View)
Focus List – Buffer Consuming Tasks of Red Projects...

Critical Penetrating tasks

<table>
<thead>
<tr>
<th>Project Name</th>
<th>PM</th>
<th>Project Buffer Penetration</th>
<th>Status</th>
<th>Task</th>
<th>Source: 3. Project Statistics with Notes Dashboard 4.6.xlsx</th>
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<tr>
<td>15000514 TS Plattform</td>
<td>DSp</td>
<td>145%</td>
<td>Started</td>
<td>Peer to Peer R20 / MS2</td>
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<tr>
<td>15001311 Testsadn Line (Resourse Transfer)</td>
<td>Ikk</td>
<td>78%</td>
<td>Started</td>
<td>Aufbau Muster 2 (Preform) - Aktivitäten zur Absicherung Beschaffung Nullserienhybrid</td>
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<tr>
<td>15001873 Mechatronic M53-M54</td>
<td>FF</td>
<td>98%</td>
<td>Started</td>
<td>Optimize Production Tools and Quality Control</td>
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<td></td>
<td></td>
<td>Qualifizierung Anlage 5 + 6 nach Umbau</td>
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<tr>
<td>15001975 project impulse line detection pre-project</td>
<td>HU</td>
<td>107%</td>
<td>Started</td>
<td>review market requirement specification and draft of product architecture</td>
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<tr>
<td>15002494 SiGe Chip Low Cost</td>
<td>MEC</td>
<td>97%</td>
<td>Started</td>
<td>Purchase printed circuit board</td>
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<td>15002548 Low Cost Red Dot 2019</td>
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<td>Started</td>
<td>Purchase printed circuit HF-Board Nullserie</td>
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<td>15002556 Bauschüft Überearbeitung</td>
<td>DA</td>
<td>103%</td>
<td>Started</td>
<td>Einreichungsunterlagen FMG60</td>
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<td>15002560 Diamantimpulse line detection pre-project</td>
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<td>88%</td>
<td>Started</td>
<td>PART 2 20 days left - Production Equipment is ready in production</td>
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<tr>
<td>15002611 Laserschweißanlage</td>
<td>Ikk</td>
<td>68%</td>
<td>Started</td>
<td>Laser USA: Angebotsklärung und Bestellung durch Einkauf --&gt; bis zur offiziellen Bestellung</td>
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Portfolio of about 35-40 projects in parallel, complex mechatronic innovation projects, 250 developer at three international sites
Focused KVP/CIP ...

... optimizing only where it makes sense!
Template: One Piece Flow Boards

... AND WE’VE TRIPLED THE STORY POINTS PER SPRINT

DOAD
a „typical“ Task Board ... to prevent him from being punished

a so called kanban board with a lot of WIP
The goal is to have fewer open tasks than developers!
in this case there were 12 tasks open for 8 developers
Taskboards ... three simple rulez ...

• less open (in process/in review) subtasks that available people
• manage blue (internal) and solve red (external blockers)
• reduce the size of the subtask down to smaller than a day

PURE FLOW
PERFECT FOCUS
Template
Agile & Reliable Releases/
Work Packages

- System Characteristic
  - many - more or less independent well known „work orders“ (stories)
  - release with a due date
- Control Parameter:
  Work in Process (WIP) @ a „real“ constraint
- Order Parameter:
  Burn-Down to Buffer Consumption (BC)
The right questions – the right solutions

• How big is your backlog really?
• How high is your throughput / velocity?
• How high is your probability of success in reality?

1. 6-10 Sprints = one release
2. Stories → assign to the release
3. Add missing stories
4. Catch up missing estimates
5. Split up big Stories (>42)
6. Chase MoSCoW across the Jordan
7. 3 point estimate backlog

8. determine true average velocity
9. 3 point estimate velocity
probabilty of success

#1 amount of story points in the backlog

#2 velocity

#3 probability over time

absolute

80%

reasonable due date

time

convolution operator
Probability of Success

Variables:
- Backlog
- Time
- Velocity

absolute probability of success
Likelihood of success

• Bring Stories in order according priority
• Keep cutting Backlog until 80% probability is achieved
• Bring stakeholders on board
• Negotiate deadline/resources/scope until saleable product achieved

Team has sufficient probability of success

Stakeholders know exactly what they’re getting – no ambiguity!
... Well? What’s the status of your project?

- Watermelon green!
ooops – but there is a buffer!

- with real probability of success
- a bit of buffer in the backlog
- a bit of buffer in the velocity

- a real project buffer
Progress > buffer consumption > traffic light

Progress > buffer consumption = green

Progress < buffer consumption = red
Scrum with traffic light ...

- Burn-Down-Chart with buffer
- Traffic light status via progress against buffer consumption
In process ...
In process .....
In process .......
In process .........
In process ..........
In process ............
In process .............
In process ...............
End result ...

- Backlog = project order clarified
- Stakeholders know what they’re getting
- Transparency about progress
- Product Owner able to manage
- Fear eliminated – high velocity

example of a fever curve

- in Sprint #5 started with reliable scrum
- in Sprint #8 buffer reduced because of too much speed
one more fever chart ...
... compared with burn down chart

Which of the diagrams show the urgency better?
Projektstatus nach Critical Chain

- Status = Fortschritt* zu Pufferverbrauch
- X-Achse ist der Fortschritt auf der kritischen Kette
- Y-Achse ist der Pufferverbrauch
- die Kurve der zeitliche Verlauf

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<th>Fertigstellung auf kritischer Kette</th>
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<td>10 – 20%</td>
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<td>30 – 40%</td>
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<td>40 – 50%</td>
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<td>50 – 60%</td>
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Projektstart: 01.06.09
Deadline im Projekt: 10.11.09
Ende der kritischen Kette (Plan-0): 12.10.09
Puffer: 29 Tage
Länge kritische Kette: 133 Tage

* anwendbar auf alle Vorgehensmodelle: klassisches Projektmanagement, Critical Chain, SCRUM, Kanban, Drum-Buffer-Rope, Burn-Down-Charts, Controlling von Budgets
Fever Curves of Agile Projects ...

The Wire – Android App

STA UFix

1&1 nTLD new Backend

Hip/Rain

*1 at this point the duration of the project was reduced by 37 days = -13% of the originally planned lead time
more Examples ...
even more Examples ...

Fever curves Platform
03.03.2017

Comment:
- ASIC Bugfixing
- Bugfixing
- Support

Comment:
- Hackaton visible
- Bugfixing
- Re-estimation (for example height classification)

Comment:
- Very productive week according hours
- Holidays (1 Week different persons)
- 120 h bugfixing
- 26 h support

Comment:
- Training for requirement support
Template „Change Management“
Strategy & Tactics ... step by step
How to “Build” a Rough Masterplan within a Day

- Simply ask them why will it not work in your company
- These are the components for your change plan!
- Help them structure it - they will appreciate the order 😊
- Connect it with the overall (and their) goal
- THEY have developed a rough masterplan within a day!
- and did a perfect “build-in”.

On the glass wall you see the “Masterplan”
How to “Build” a Good Buy In

we don’t have a problem

yes there’s a problem but no solution

yes, but CCPM is not the solution

CCPM is the solution! some details have to be solved in some workshops

we don’t have a problem

we start now!

at the end of the second day of the same workshop we just ask:

… typical results:
next Steps ...

Extended Analysis
• 1 day preparation and interviews with key persons, validation of the online analysis, learn your speech, rough solution design
• 2 days “challenging” of the solution design done by middle management. “Build-in” of management including “Schulterschluss” with top management

Business Alignment
• 1 day preparation and interviews with management, learn about current strategy/market, check financial figures
• 2 days intensive workshop with top management, knowledge transfer, ensure 100% fitness to overall strategy, clarify Dos & Don’ts

Develop Masterplan
• 1-2 days training in methods and change process
• 3-4 days preparation and adjustment of the change plan
• detailed preparation of the first steps of the change – kick off
• clarification of the concrete project targets - KPIs

Implementation
• support for the preparation of next steps
• audit of the correct implementation
• in case of deviations - support in finding correct root causes and corrective actions

Stabilization
• start of continuous improvement process
• audit of effective implementation
• fine tuning of the control mechanisms
• envision further improvement potential

Buy-In of middle management and preparation of a valid decision base to go further

Certainty that the change will effectively support the overall growth strategy of the company

Individual and executable change plan supported by all key players

After 6-12 weeks: significant increase (approx. 20%-60%) of the task completion rate

Stable high performing multi-project support system
All Together ...

"Dieses Foto" von Unbekannter Autor ist lizenziert gemäß CC BY-SA
agile CCPM Product & Project Framework

**Layer 1**
- Multiprojekt
  - PIPELINE
    - Projekt #4
    - Projekt #3
    - Projekt #1
  - Stakeholder „Priority Board“
  - 4 closed loop corrective actions
    - echter operativer Status
    - Vertrauen im Team wird gestärkt

**Layer 2**
- Einzelprojekt
  - 56%
  - 37%
  - today
  - Team
    - Stakeholder transparent informiert
    - schnelle Übersicht
    - echter operativer Status
    - Vertrauen im Team wird gestärkt

**Layer 3**
- Agiles Team
  - 56%
  - 37%
  - due date
  - finish date
  - KVP
    - Puffer Verbrauch pro Team
    - fokussierter Kaizen auf die „Pufferfresser“
  - Snelles Feedback zur Situation
  - Im roten Bereich – Fokus auf Puffer-Wiedergewinn
  - Befähigung zur Eigenverantwortung u. Selbstmanagement
  - schnelle lokale Verbesserung
VISTEM Success Stories

Otto Fuchs
+60% throughput in two weeks!

FESTO
“The performance of CCPM is already visible after a few weeks. It shows better results than the invest in project management we did for 26 years.”

Endress+Hauser
Project throughput doubles and lead time reduced by 25% – with same costs!

Wire Swiss
+50% throughput in 2 weeks – due date saved!

Richard Wolf
+80% more throughput and full due date reliability

BOSCH
Packaging machines +33% more sales with same costs!

1&1
Throughput in the hosting area increased by factor 3!

DuPont
Refurbishing of a big plant – planned for 8 months, done in just 4!
More Prominent Examples from Colleagues ... 

• Skype (Chris Matts)
  
  https://www.infoq.com/presentations/theory-constraints-scale

• Haufe Lexware (Olaf Klöppel)
  
  http://www.apiacademy.co/resources/api360-microservices-summit-the-automated-monolith/
Jeff Bezos ... his favorite books ... 

"The Effective Executive" by Peter Drucker

Drucker is one of the principal founders of modern management theory, helping to broadly popularize ideas that seem commonplace now, like the fact that companies are decentralized rather than run via command and control, and "management by objectives," where both leaders and employees work toward a set of goals they understand and accept.

This particular book focuses on how to develop the personal habits of time management and effective decision-making that allow an executive to stay productive and contribute to their organization.

"The Innovator's Dilemma" by Clayton Christensen

This book, first published in 1997, can safely be called one of the most influential business books of all time. Even if the term "disruption" has since been co-opted by the startup scene and dramatically overused, his core theory of how businesses get disrupted is just as relevant today. New technology allows smaller companies to make cheaper products, which can appeal only to customers at the margins. But before the largest businesses realize it, they take over entire markets.

"The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt and Jeff Cox

The last book is very different from the two previous ones. It’s not a classical business book based on a series of studies of a real-world company, but instead a novel about a manager tasked with turning around a failing manufacturing plant. It sounds strange, but it was a best-seller and has helped spawn business theories in its own right.

The VISTEAM (since 2008)

We learned to use the tools and ideas of the theory of constraints in our daily business and we realized that they are very powerful. Now we want to provide these knowledge to others to be successful with it too.

Based on the invests of the past...
... with just a few ideas – making all the difference.