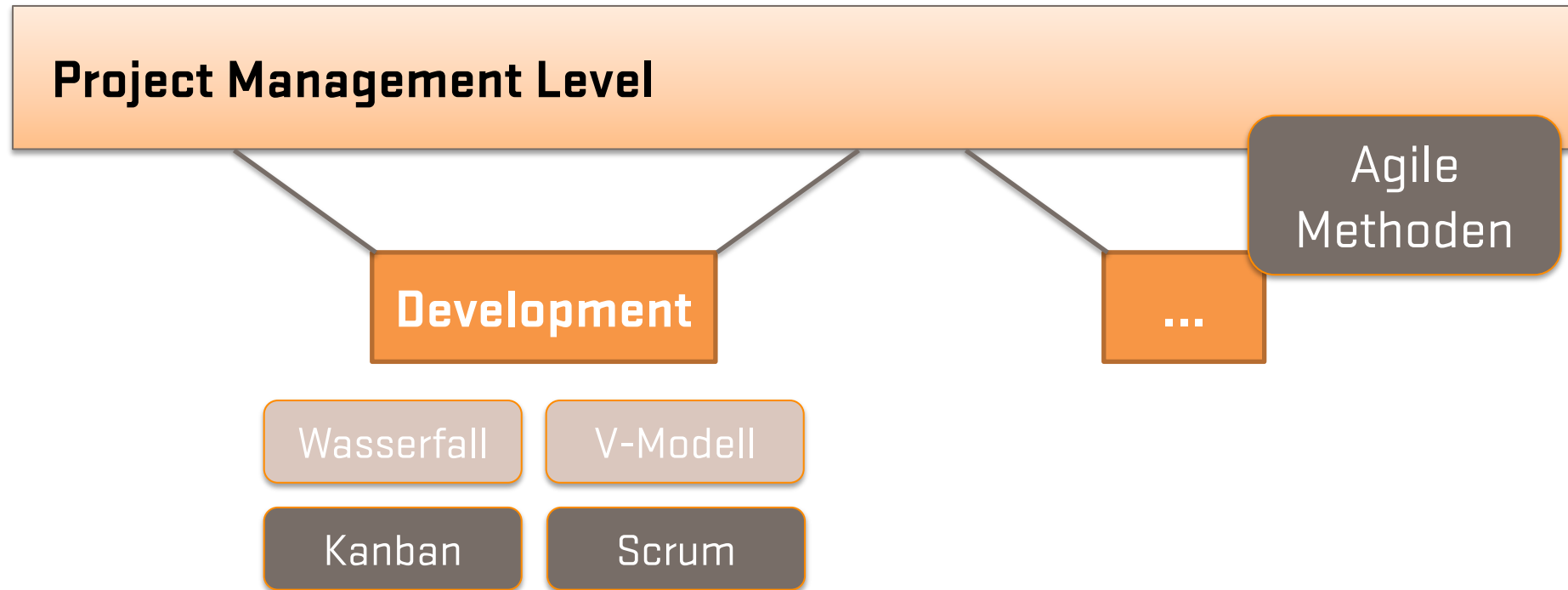


Agile Methoden in Projekten

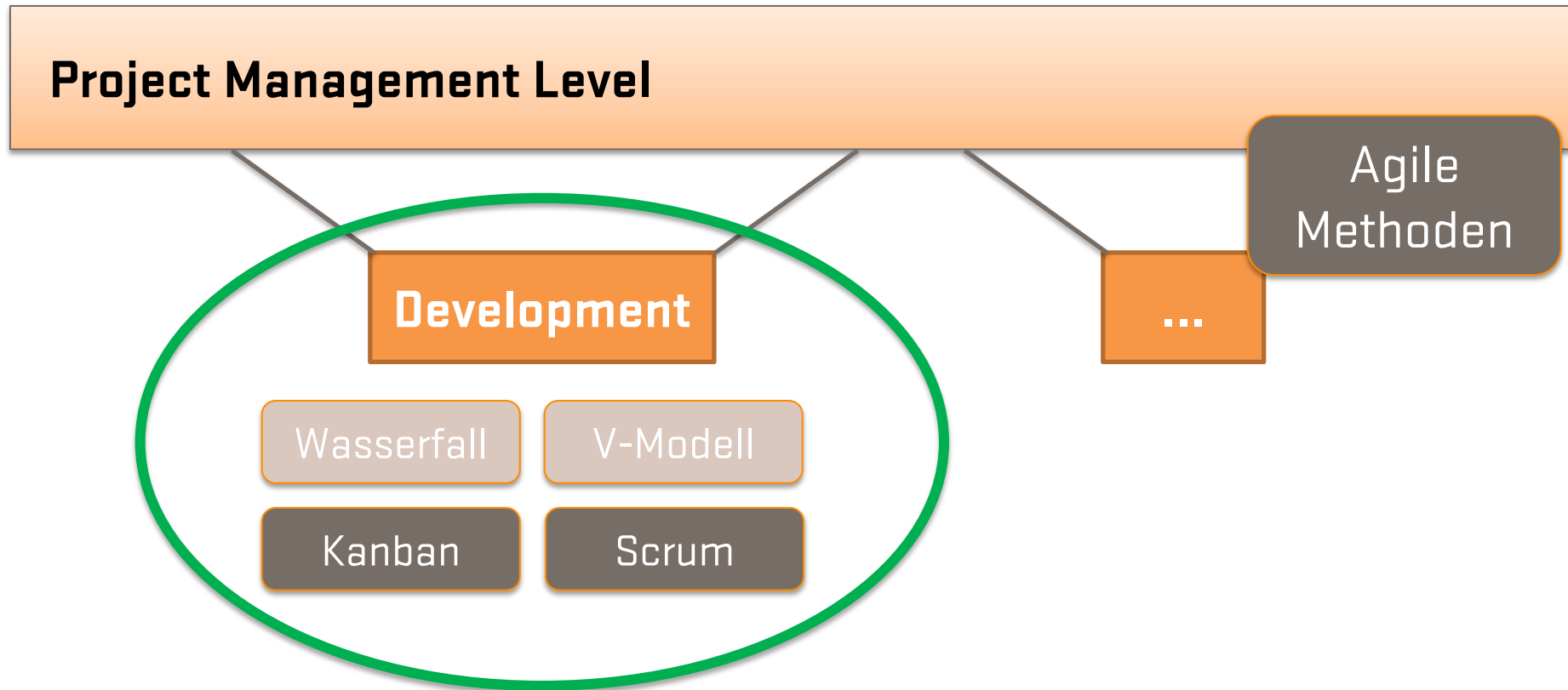
Christoph Schmiedinger

PMI Forum Event, 15.03.2018

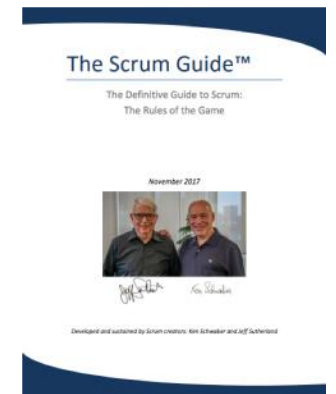
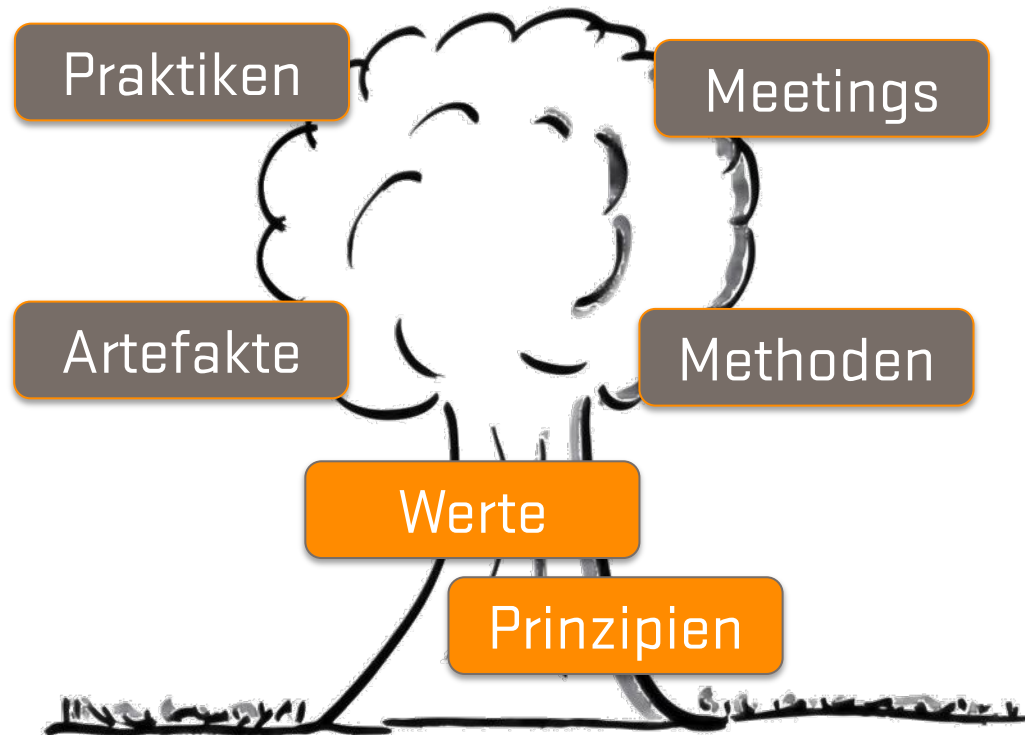
Flight Levels



Flight Levels



It's all about principles!



Scrum Guide/ <http://bit.ly/1rulpv2>

Welche Prinzipien...?

Selbstorganisation
Multidisziplinär
Feedback
Respekt
Mut
Visualisierung
Fokus
Commitment

Weitere Informationen: Agile Manifesto / <http://bit.ly/1ahQkqx>



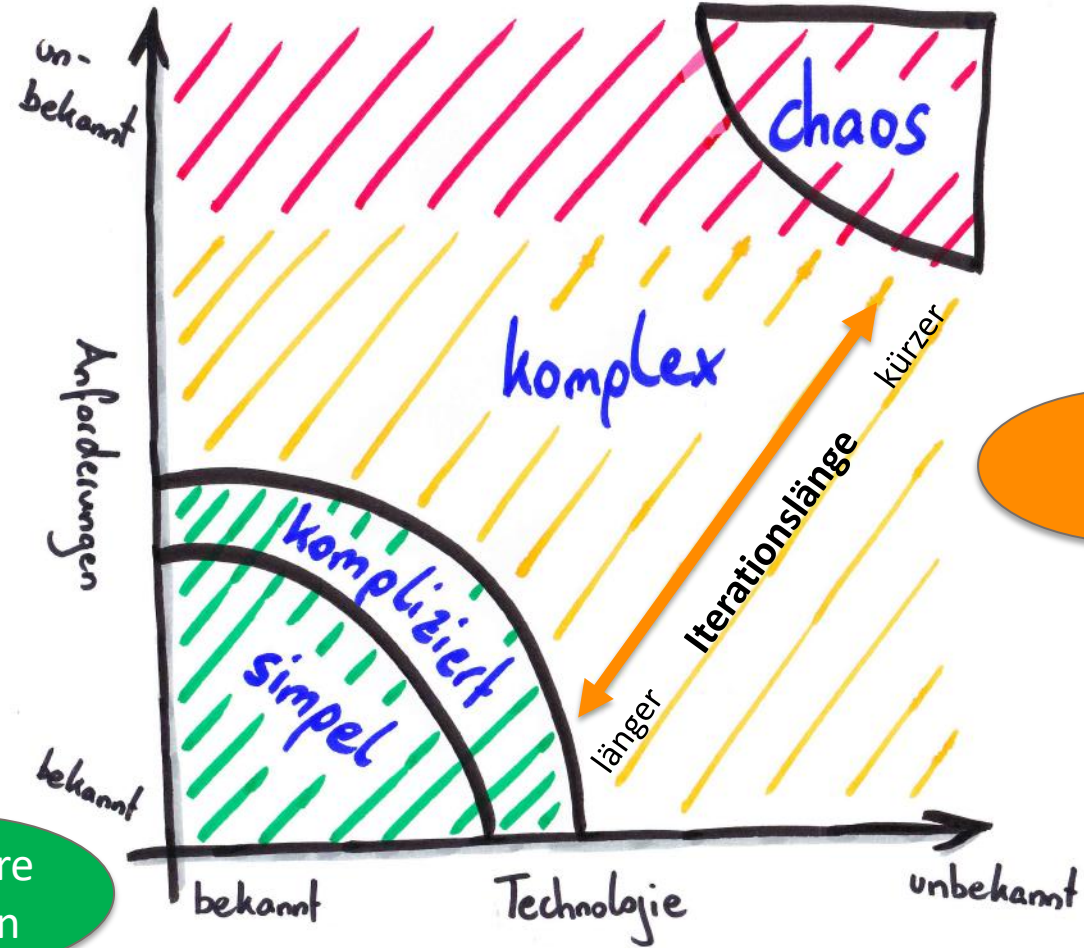
Die Methoden

Stacey Matrix

Plan-driven approaches

Software Kanban

Design Thinking

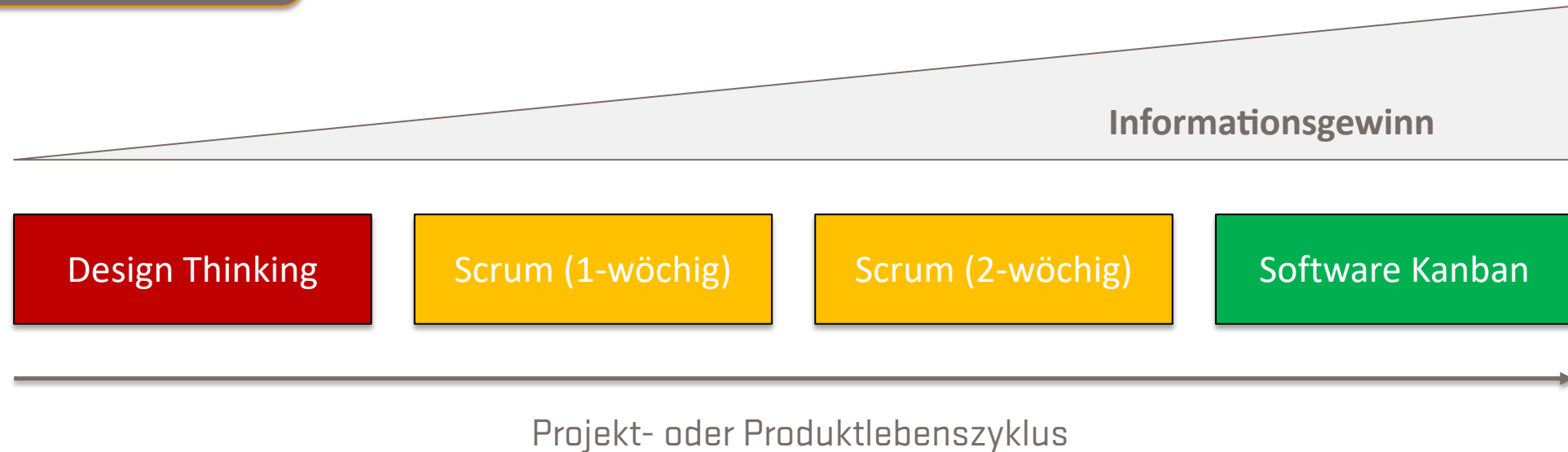


Scrum

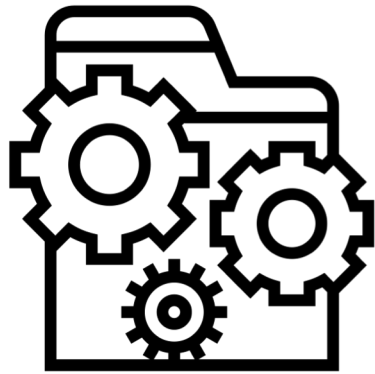


Die richtige Methode zum richtigen Zeitpunkt!

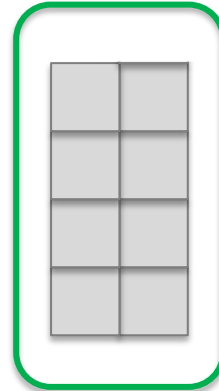
Bsp. Innovative
Produktentwicklung



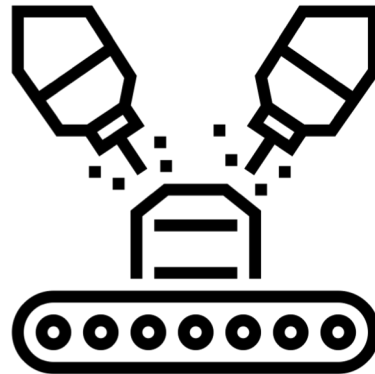
Kanban in a Nutshell



200 Stk/h

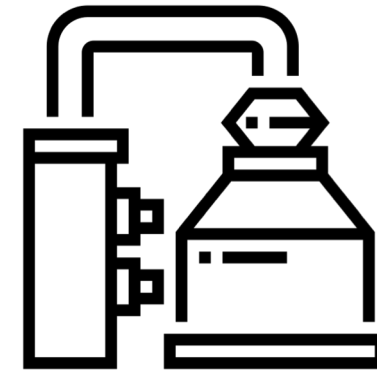


Begrenzung
des Puffer-Lagers



150 Stk/h

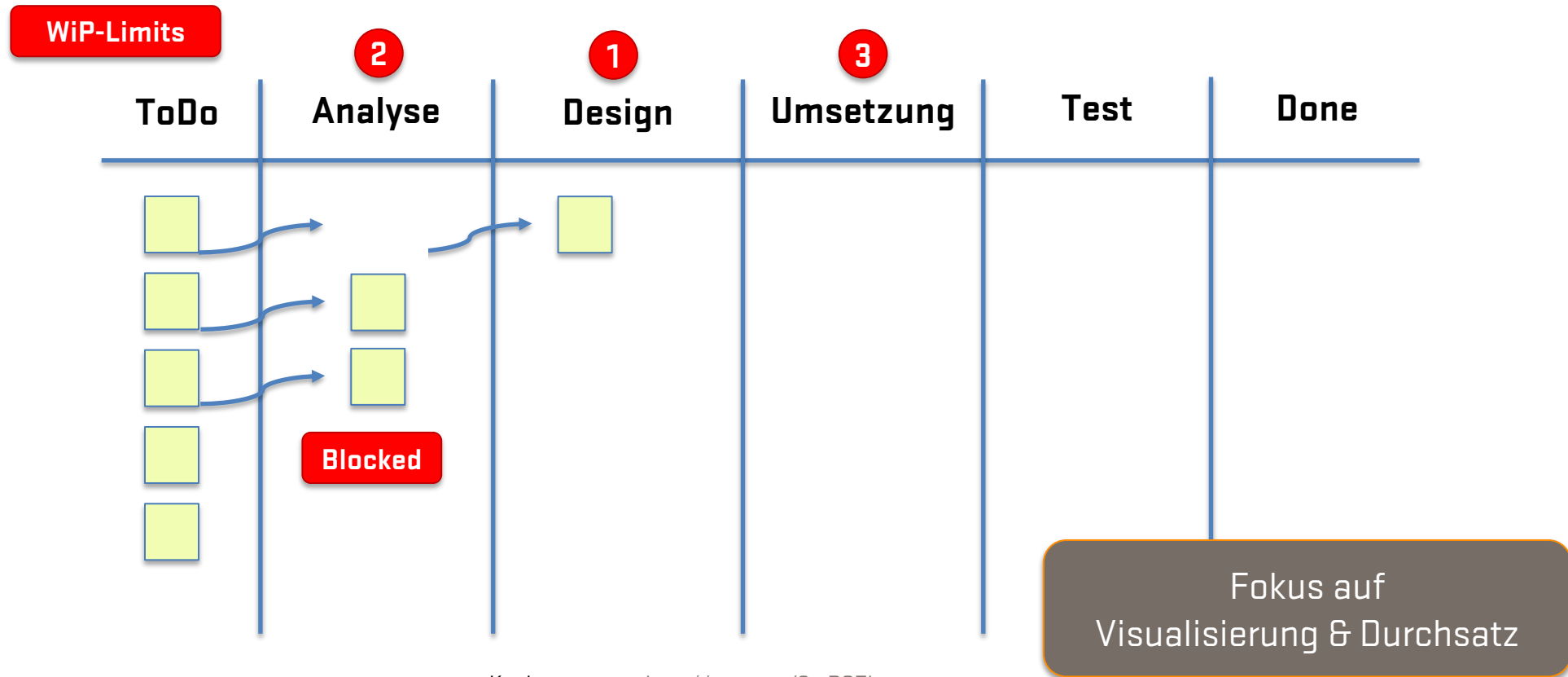
Engpass



180 Stk/h

©Machines by Eucalyp from the Noun Project

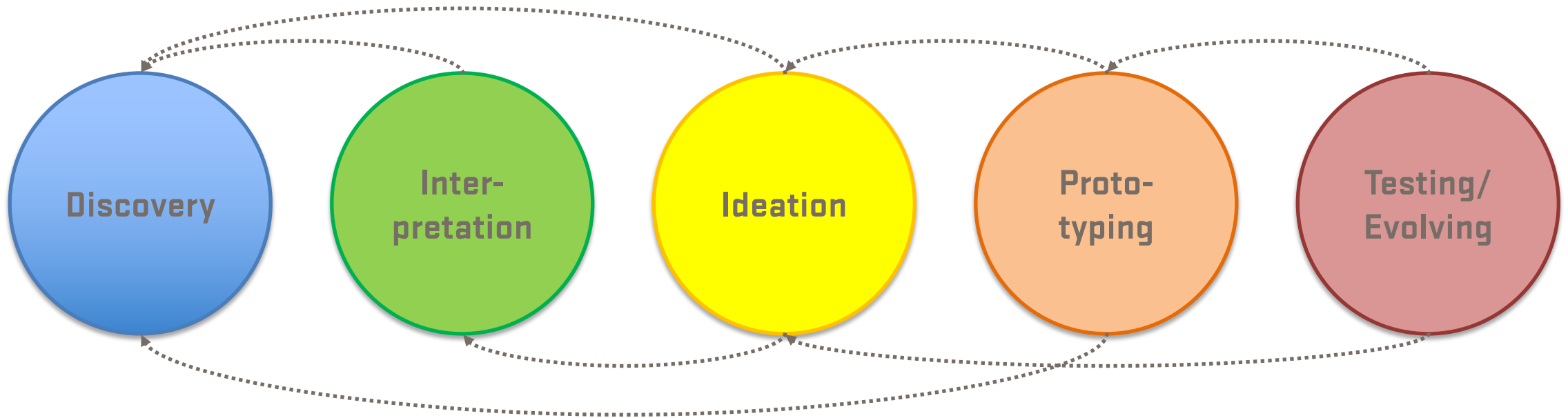
(Software) Kanban in a Nutshell



Kanban: <http://amzn.to/2tvB0Zk>

The Goal: <http://amzn.to/2FmFVBo>

Design Thinking in a Nutshell



Google Design Sprint:

<http://amzn.to/2Fv6Jie>

Design Thinking im Unternehmen:

<http://amzn.to/2Db05ss>

Fokus auf
den User & Kreativität

Nordstrom Innovation Lab

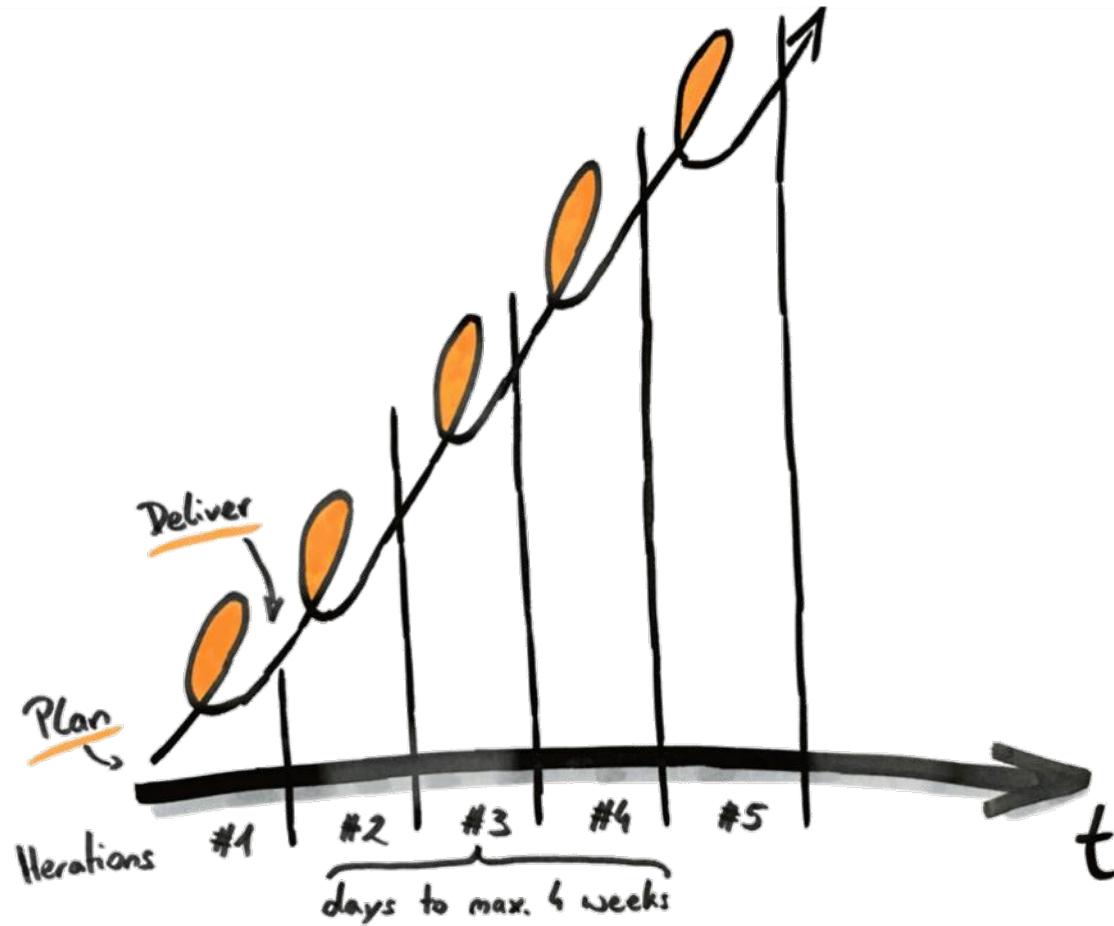


Quelle: Nordstrom Innovation Lab / <https://youtu.be/szr0ezLyQHY>

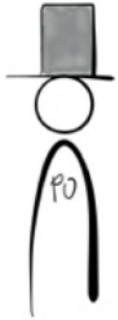
Scrum?



Einbettung im großen Kontext

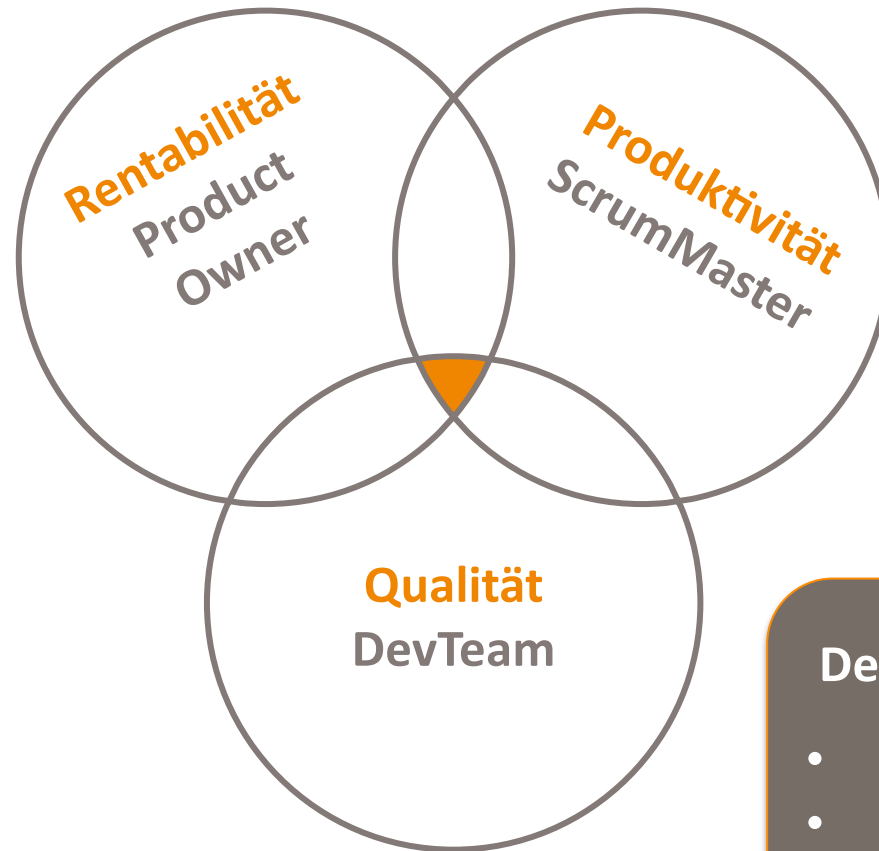


Rollen & Verantwortungen



Product Owner

- Vision
- Product Backlog
- „WAS“



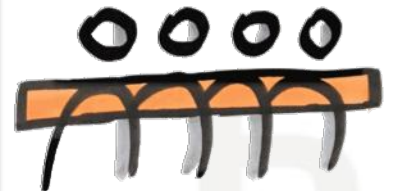
ScrumMaster

- Laterale Führung
- Lösen von Hindernissen
- Change Management



Development Team

- Cross-funktional
- Umsetzung
- „WIE“



Die Vision, das Product Backlog & der Releaseplan

Strategische Ebene



Vision

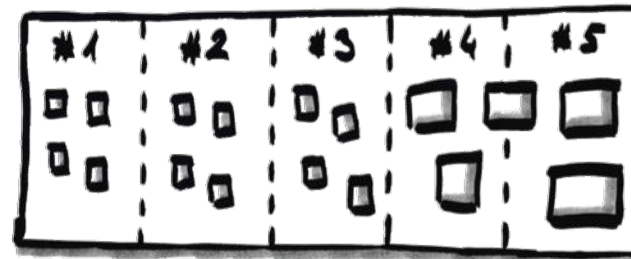
- "Leuchtend"
- Emotional
- Bildhaft



Product Backlog

- Liste von Produktanforderungen (User Stories)
 - Priorisiert
 - Geschätzt

Releaseplan



Releaseplan

- Forecast für Zukunft
- 3-9 Iterationen
- Basierend auf Geschwindigkeit in der Vergangenheit

Taktische Ebene (Iteration/Sprint)

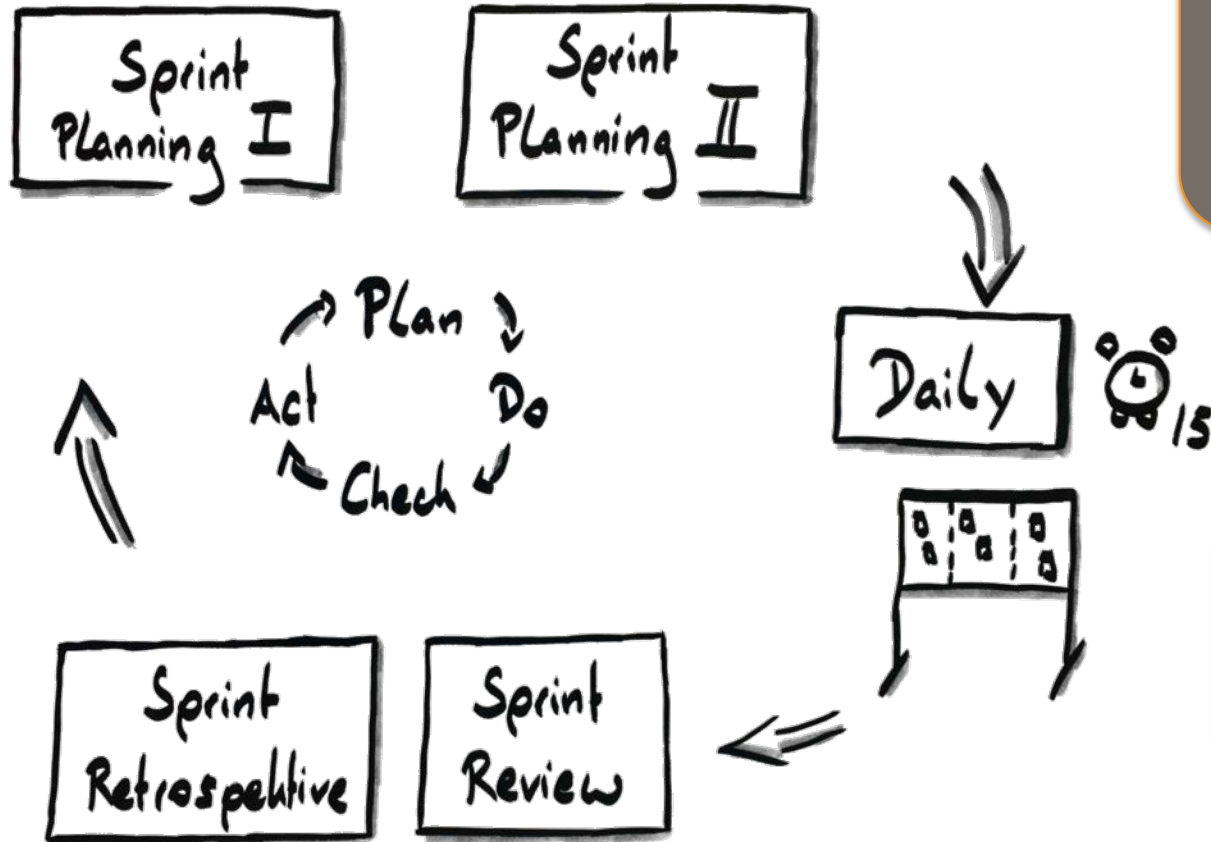
Iteration/Sprint

Sprint Planning II

WIE können die „versprochenen“ Anforderungen umgesetzt werden?

Sprint Planning I

WAS und WIE VIEL kann in der Iteration umgesetzt werden?



Daily

Abstimmung & Synchronisation der täglichen Zusammenarbeit

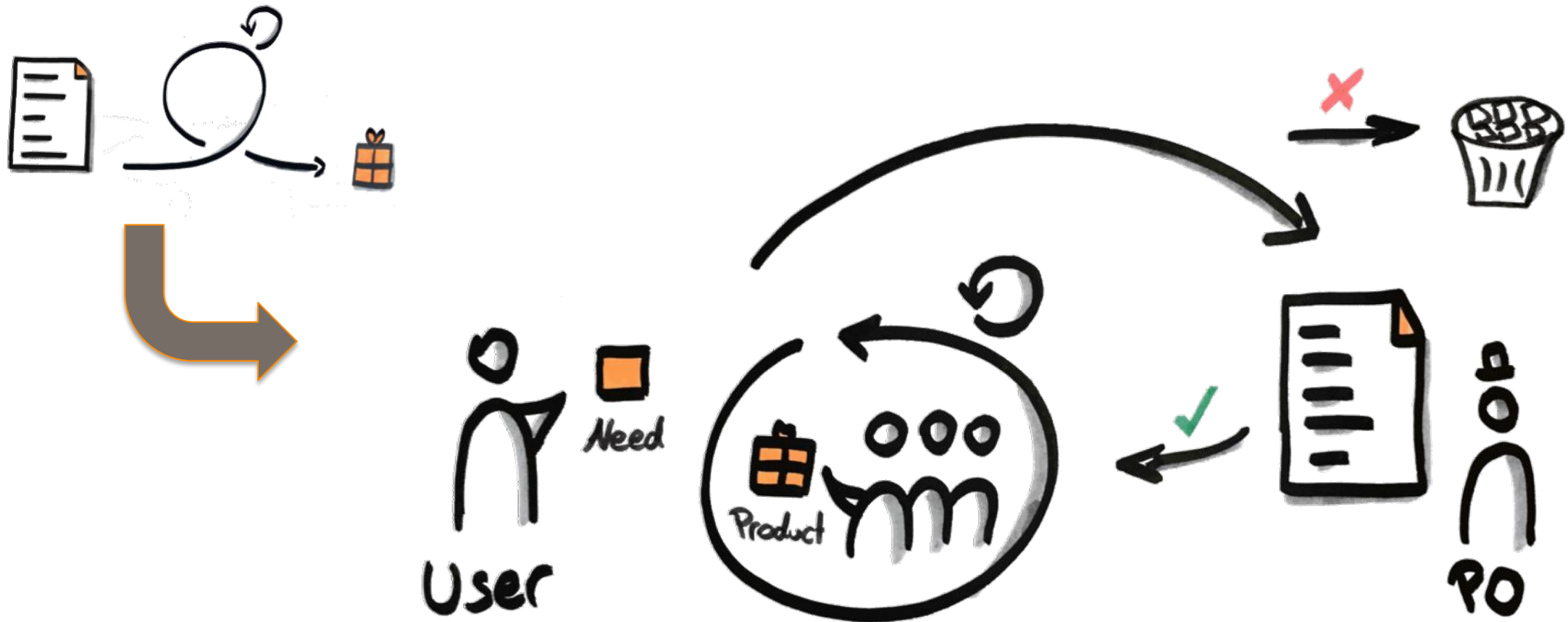
Sprint Retrospektive

Feedback zur internen Arbeitsweise im Scrum-Team

Sprint Review

Feedback der Anwender, Kunden & Stakeholder zum Produkt

Scrum reloaded?



Löse das Problem
des Users!

Von Scrum 1.0 zu Scrum 3.0: <http://bit.ly/1JFpbAD>

Weitere Methoden..?

Scrumban

Kombination aus
Scrum & Kanban

XP & FDD

Software
“Good Practices“

**Crystal, AUP &
DSDM**

Wenig Industrierelevanz



Die Quintessenz

- „Task-Force“-Mode
 - Hoher Fokus
 - Enge Zusammenarbeit
 - Intensive Synchronisation
 - Haptische Artefakte & Visualisierung
 - Schnelle Lieferung von Ergebnissen



@luckybusiness @123rf.com

Notwendig sind Veränderung in Kultur & Führung

- Autonomie & Selbstorganisation
- Management vs. Leadership
- Unsicherheiten & Fehler akzeptieren



@kenishirotie @123rf.com

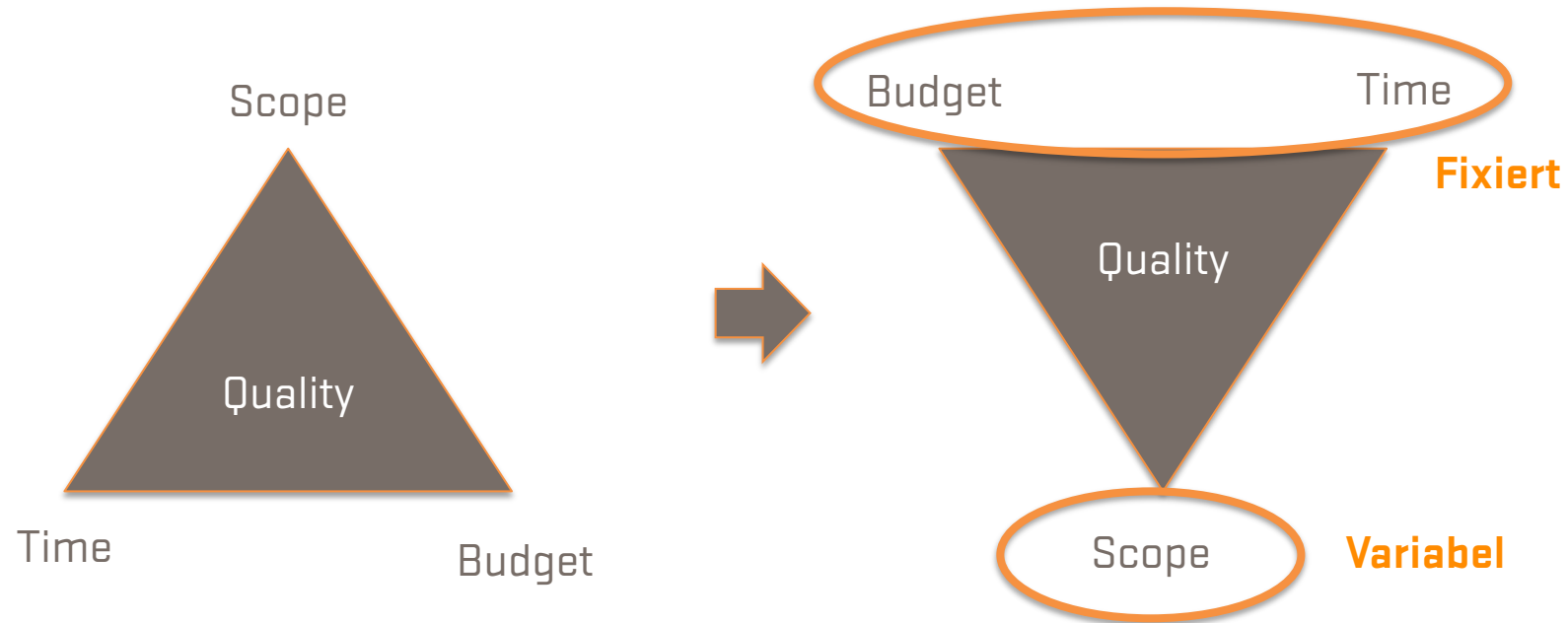
Die großen Unterschiede

- Vollzeit-Teammitglieder
- No „Single Neck of Leadership“
- ROI-Verantwortung des Product Owners
- Hochvariabler Scope



@koya79 @123rf.com

Die großen Unterschiede



The Standish Group:

“We have seen many projects that meet the triple constraints of OnTime, OnBudget, and OnTarget, but the customer was not satisfied with the outcome.”

Quelle: CHAOS Report 2015, The Standish Group

Lasst uns nicht das PM-Wissen über Board werfen...



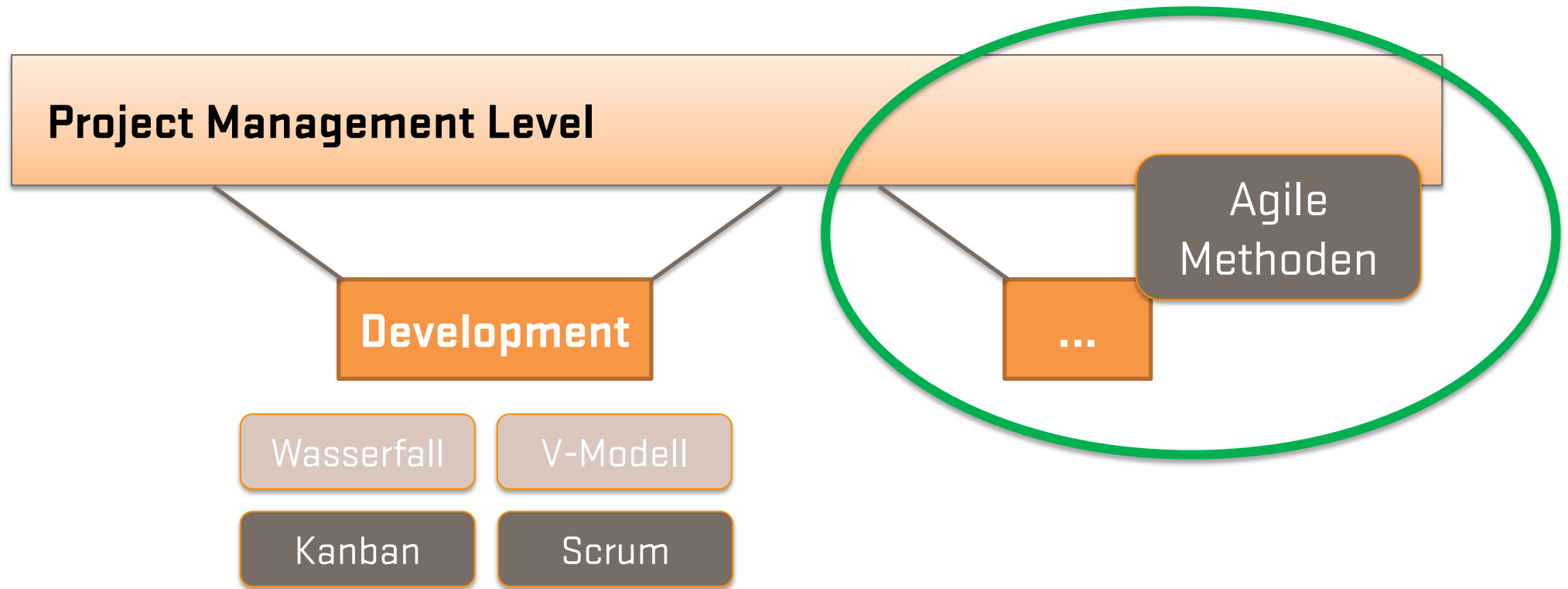
Stakeholder Analyse



Gezieltes quantitatives Risikomanagement

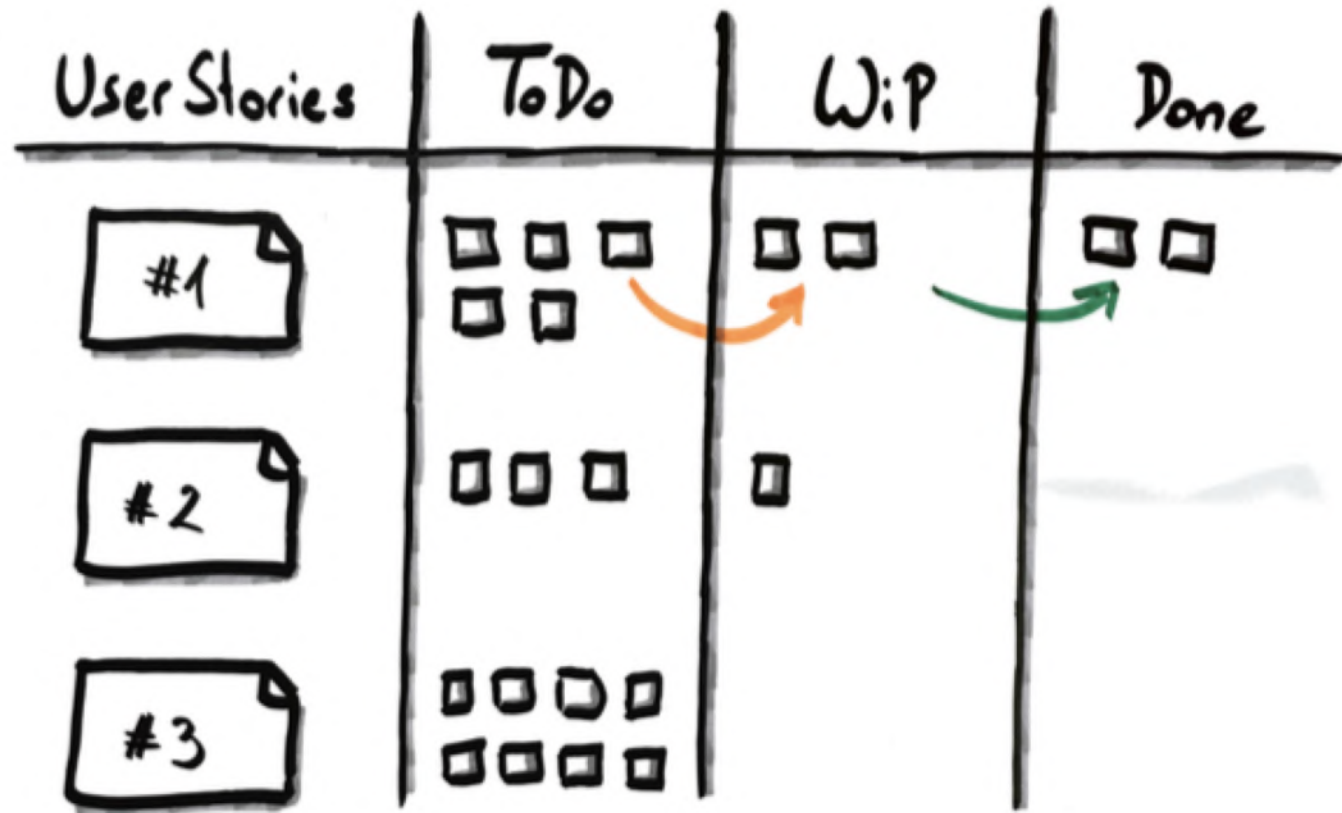
@faithie, greyjj & jazz42 @123rf.com

Flight Levels



Nutzen agiler Elemente im Projektmanagement

- TaskBoards
- Dailys
- „Pairing“
- Retrospektiven
- Automatisation
- User Stories



User Stories



WER?

WAS?

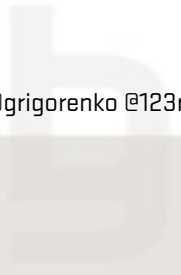
WOZU?



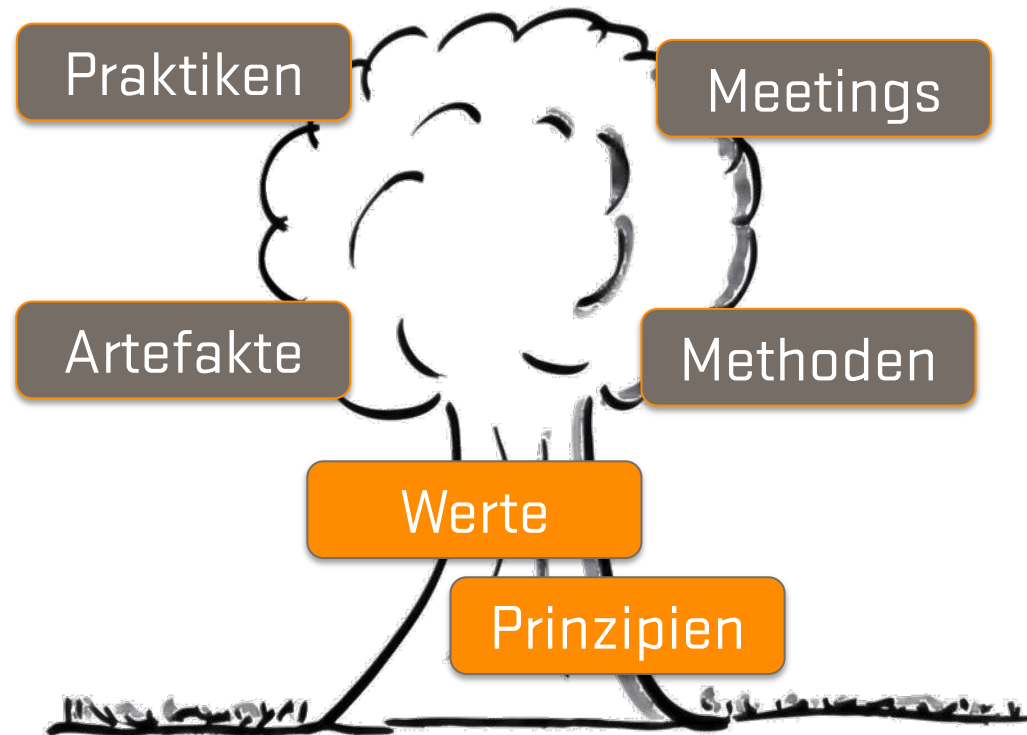
Abseits des leichten Terrains...



@grigorenko @123rf.com



It's all about principles!



The New New Product Development Game (1986):

<http://bit.ly/1HiSiWj>

We don't want to discuss/talk about documents!



@audiusmerfeldas & scanrail @123rf.com

We need all experts in one team!

- Projekt-Team
 - Software-Developer
 - Mechatroniker
 - Produktionsexperte
 - „Projekt-Einkäufer“
 - Marketing-Experte



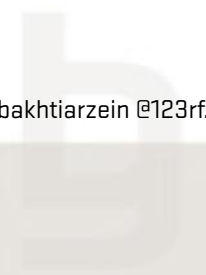
@coramax @123rf.com



“Simple“ Projects



[@bakhtiarzein @123rf.com](https://www.instagram.com/bakhtiarzein)



Agile Methoden im sicherheitskritischen Umfeld

- Definition of Done
 - Checkliste je User Story
 - Aufnahme aller für die Entwicklung relevanten Dokumente
 - Risiko-/Safety-Analysen
 - Design Dokumente
 - Impact Assessments
 - Traceability-Matrizen
 - ...



Agile Process Framework for Projects in the Safety Critical Field: <http://bit.ly/2DcM8Kz>

@coramax @123rf.com



@rawpixel @123rf.com



BORIS GLOGER[®]



SlideShare

