CBPM:
An Agile Approach
For Non-Software Projects

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Ensemble Management Consulting, LLC

Ensemble (än säm/ bel)
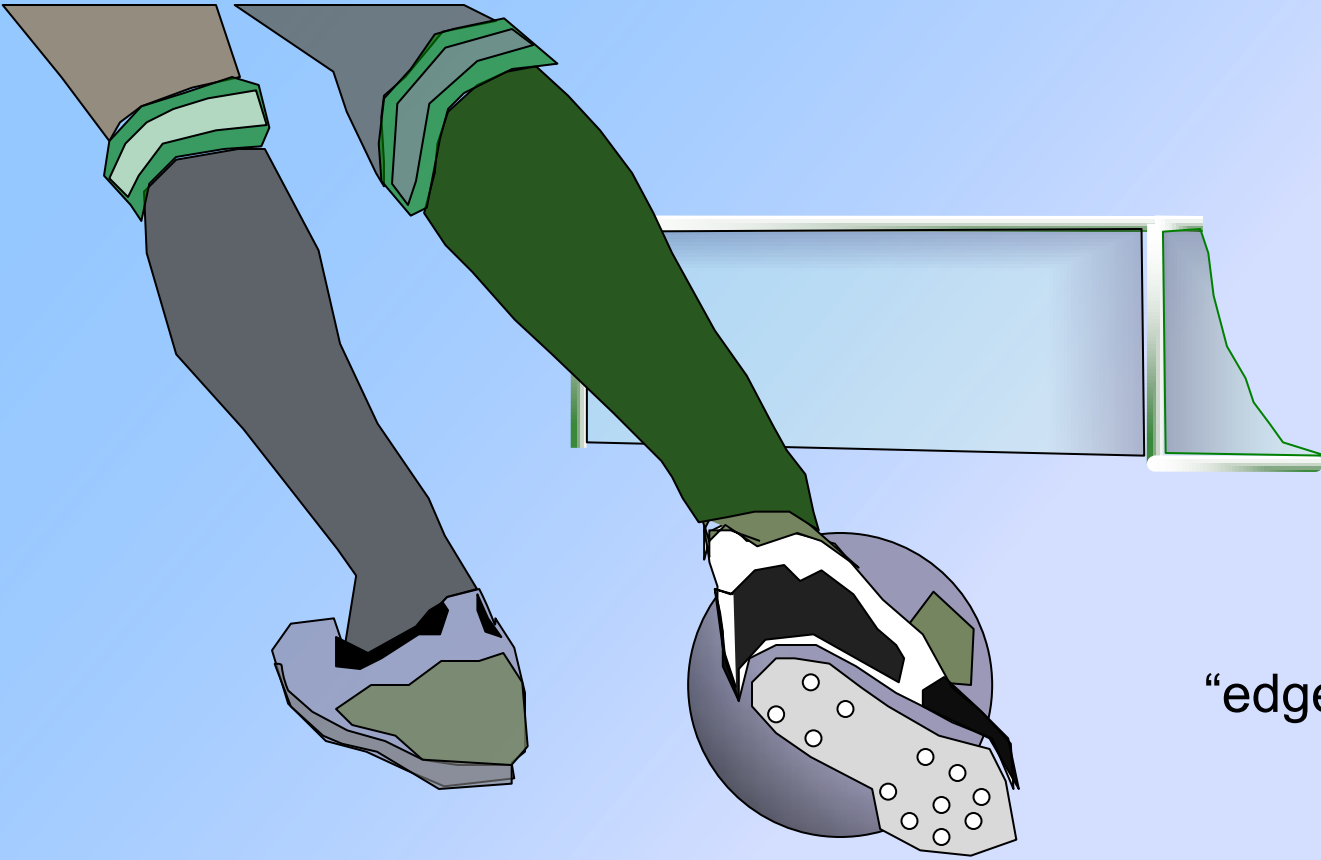
1. **All the parts of a thing taken together, so that each part is considered in relation to the whole.**

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The Turbulent Global Marketplace

AGILE
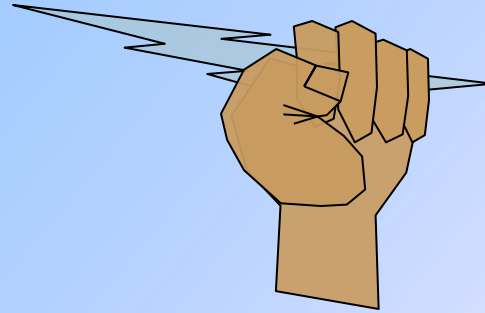
No longer enough just to anticipate and dodge potential issues

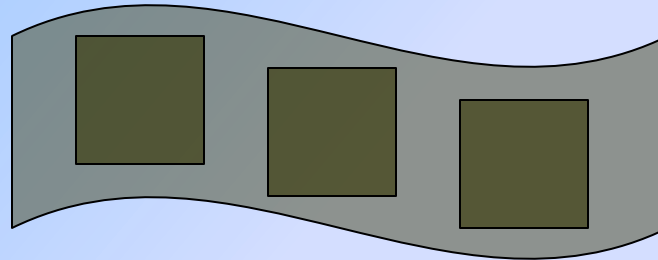Sensing and judging opportunities at the "edges of the organization"

Based on Donald Sull's book "The Upside of Turbulence"

2

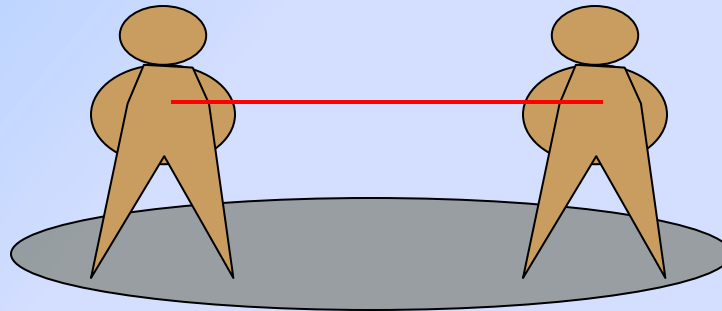ENSEMBLE

3 Ways to Organize:

Power

Processes

Promises

See videos at Donald Sull's website, or *Sull, Donald N. and Spinosa, Charles (2007) Promise-based Management: The Essence of Execution. Harvard Business Review, April, pp. 78-86.*

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CBPM: 2 Active Ingredients…

1. Using **"control"** to ensure people succeed

2. Shifting the **language** we use to plan and execute

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Juran's
3 Conditions Prerequisite to
# Self Control...

1. Knowing what are their objectives

2. Knowing whether they are meeting their objectives

3. Changing their performance in the event they are not meeting their objectives

Quoted from J. M. Juran's "Managerial Breakthrough " (30th Anniversary Edition) 1964,1995, McGraw Hill, New York, p 206.

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William R. Daniels Breakthrough System

1. Clear expectations

2. Frequent (self-monitored) Feedback

3. Control of Resources (required to meet the expectations)

Used with permission from "Breakthrough Performance: Chang Gang Simulation Course © 1999, American Consulting and Training, Inc.

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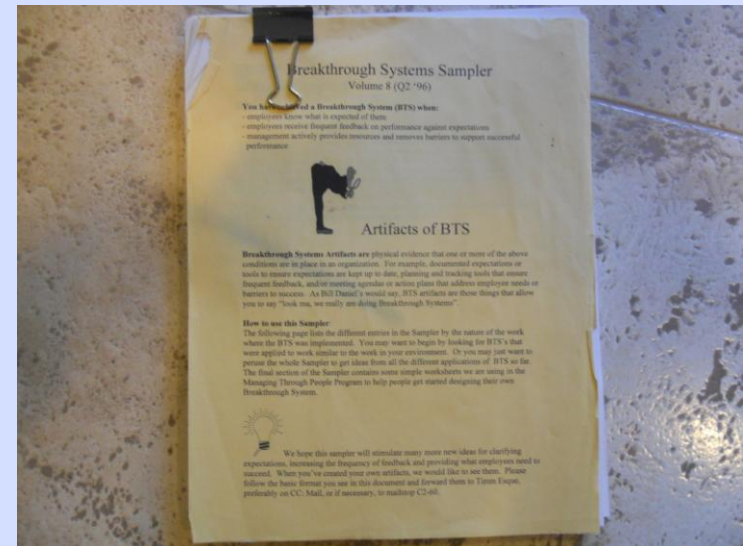
Notes from the Demonstration on Control

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Notes from the Demonstration on Why Things Get Done

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Distinction: Performative and Descriptive Language

In 1930's, a British philosopher (John Austin) noticed that while we tend to think of language as a tool to describe the world, certain types of language actually change the current state of things.

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Shifting from Past Focus to Future Focus

Descriptive Language

"Last time.....therefore…"

Performative Language

"My request of you is…"
"I will…"
"We Commit to…"
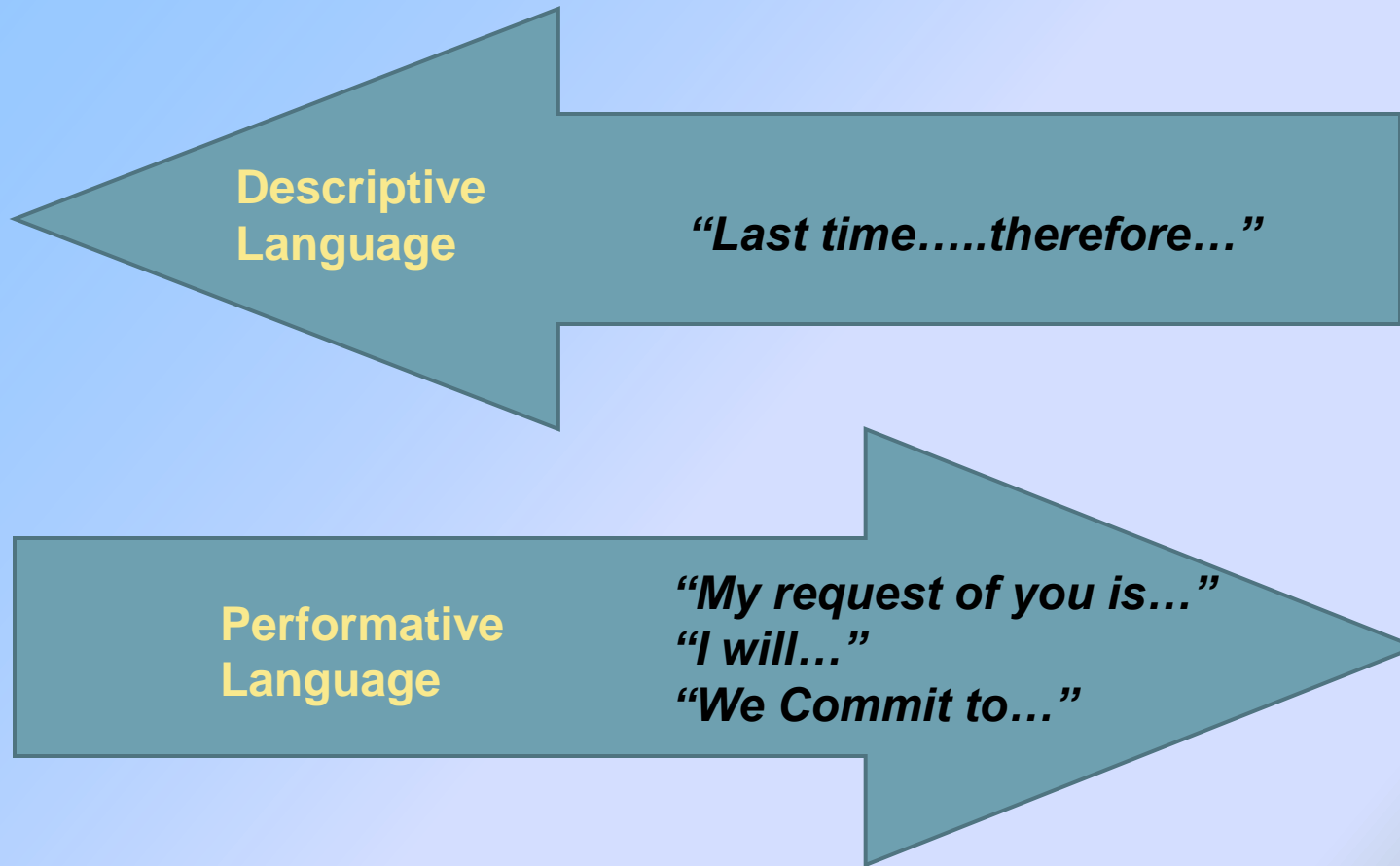
Effective planning begins with assertions… and ends with commitments.

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A Commitment Conversation

Gap

↓

Declaration

↓

Request

↓

Commitment

↓

Commitment Met?

No, before deadline:
Re-negotiate

↓

Deadline

No, after deadline:
Clean-Up

↓

Yes
Acknowledge
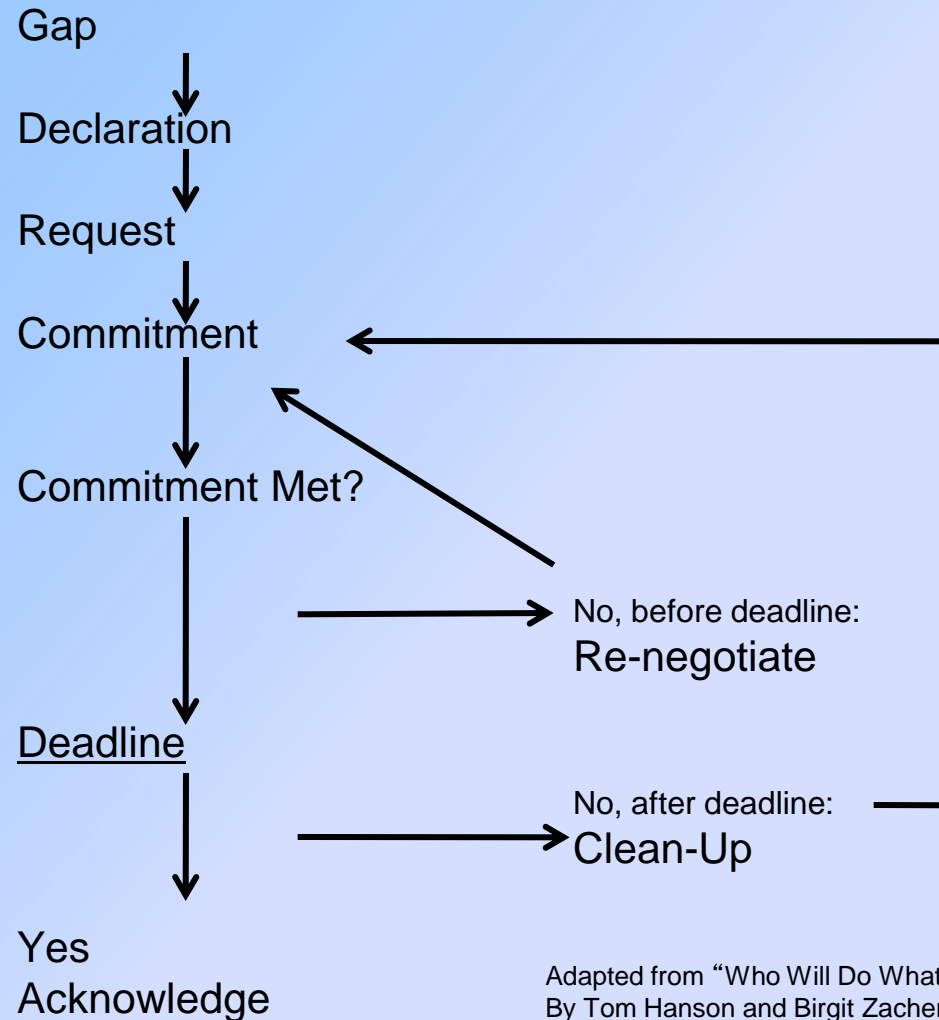
Adapted from "Who Will Do What By When?"
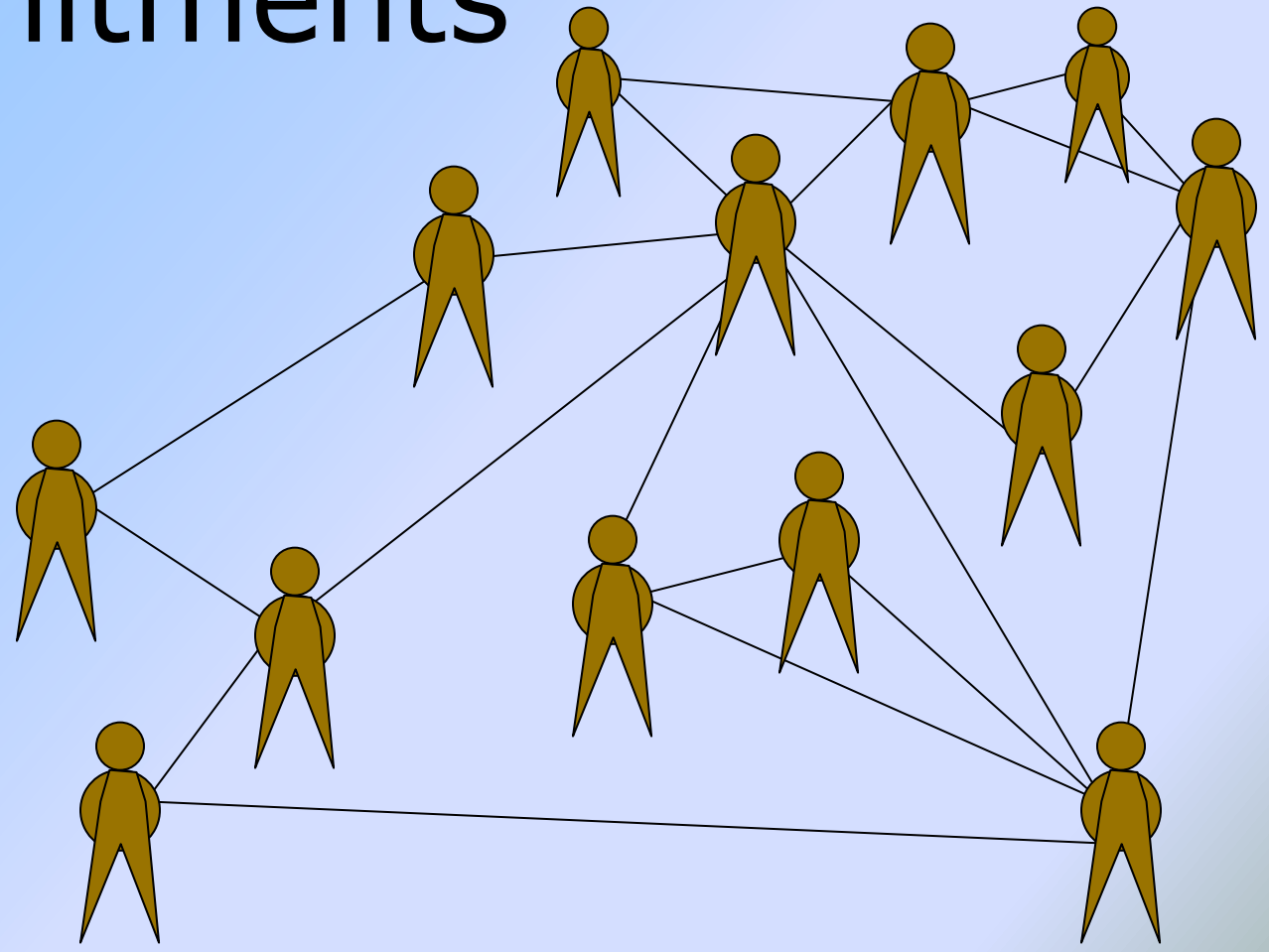By Tom Hanson and Birgit Zacher Hanson (2007, Power Publications)

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The 4 Responses to a Request

- Yes
- No
- Negotiate/counter offer
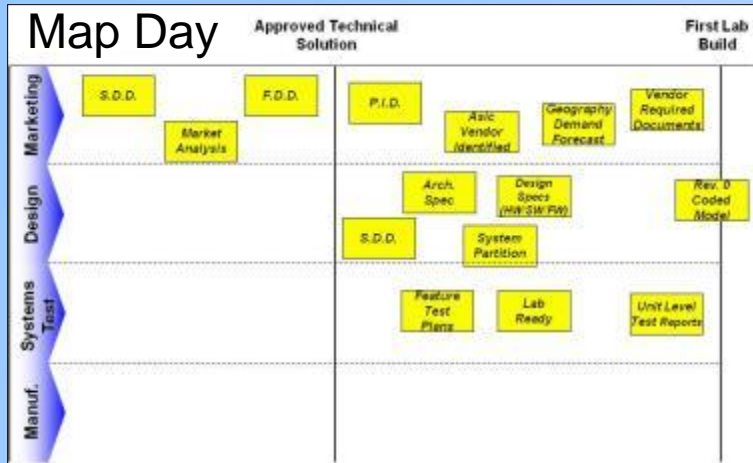- Commit to respond at a specified time

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Managing the network of Commitments

Who is counting on me?

Who am I counting on?

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CBPM: Simple Tools, Simple Rules

Map Day

	Approved Technical Solution		First Lab Build
Marketing	S.D.D. — F.D.D.	P.I.D.	Asic Vendor Identified — Geography Demand Forecast — Vendor Required Documents
	Market Analysis		
Design		Arch. Spec — Design Specs (HW SW FW)	Rev. 0 Coded Model
	S.D.D.	System Partition	
Systems Test		Feature Test Plans — Lab Ready	Unit Level Test Reports
Manuf.			

Milestone Chart

Milestone	Internal Schedule Goal	Date Completed	External Schedule Goal
#1	WW 52		WW 49
#2			WW 5
#3			WW 11
#4			WW 29

Deliverables Matrix

| Deliverables	Owner	User(s)	Quality Req's	Commit Date	Done?
Project Plan	Jake	Debra, Lee, Bill, Jenifer	Y	WW10	
Architecture Doc.	Debra	Bill Jenifer	Y	WW13	
Product Specification	Debra	Bill, Jenifer	Y	WW15	
Demand Schedule	Lee	Jake	Y	WW15	
1st Prototype	Bill	Jenifer	N	WW18	
Test Plan	Jenifer	Bill	Y	WW17	

PAC Chart

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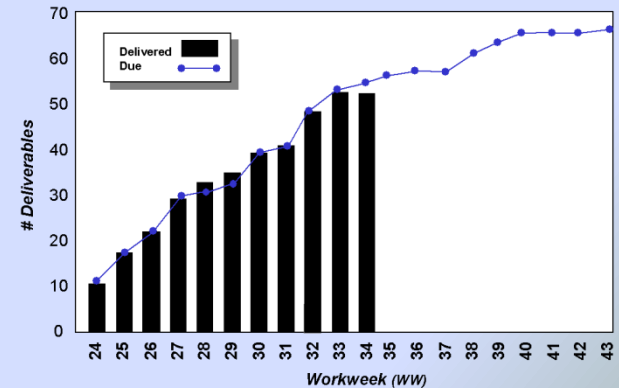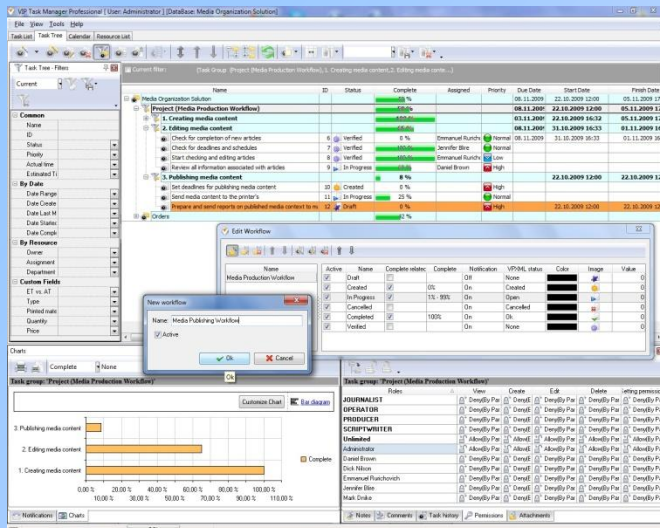
Collaborative High Performance

Less about perfect plans
And sophisticated tools

More about the right people
Having the right conversations

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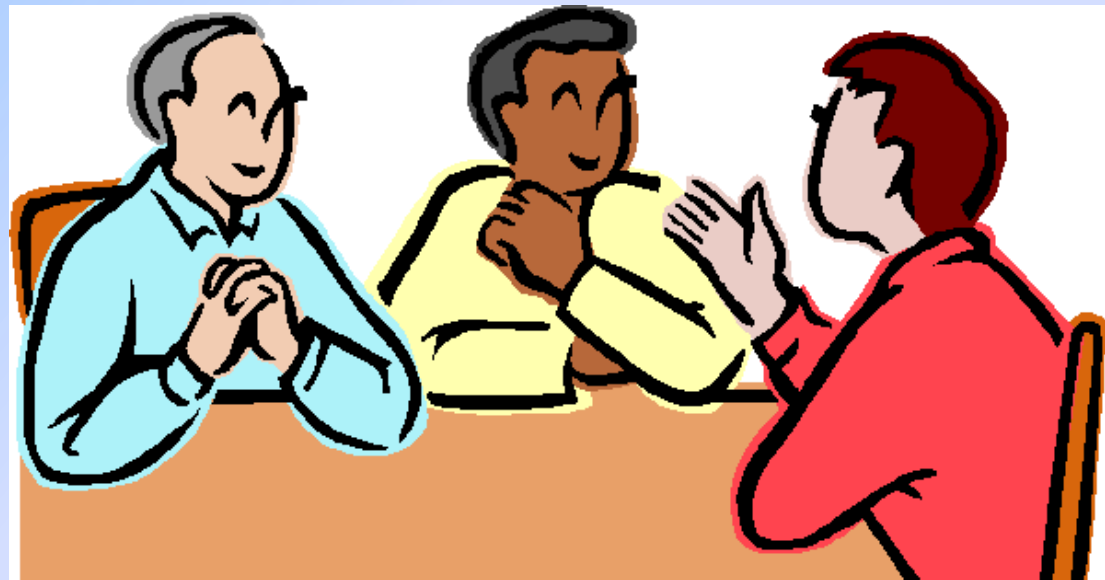
CBPM Structure

1. Conversations for creating the big picture together

2. Conversations to turn group deliverables into personal commitments

3. Conversations for managing the network of commitments

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Map Day Agenda

- Sponsor Kickoff
- Meeting Set up
- Customer Deliverables
- Internal Deliverables
- Validate the Deliverables Map
- Define Deliverable Quality
- Front End Commits
- Wrap up/Next Steps

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2-3 Week "Look Ahead"

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Simple Rule #4: Status reported as Done, or Not Done.

Deliverables Matrix

as of: 7/2/2012

Project/Program:		Final deliverable:			Team Start Date:		7/6/2012		
PM Capacity		**Certified Practitioners**			**Today:**		7/18/2012		
Project/Program Mgr:		Customer:			**Horizon**		14		
Steven		**Cyprus**			**Today + Hor**		8/1/2012		
Team Name:									
Cyprus Team									

Item #	Deliverables	Owner	Commit Date	Users	Quality Defined? (Y/N)	Done?	Done Date	New Commit Date	Due within Horizon?
1	Draft feedback questionnaire	Mari	7/5/2012	Suna	Y	Yes	7/5/2012		No
2	Dates for Phase IIIa visit confirmed	Steven	7/6/2012	All	Y	Yes	7/6/2012		No
3	Workshop dates 4/5 Feb confirmed	Suna	7/12/2012	All	Y	Yes	7/12/2012		No
4	Workshop facility confirmed	Suna	7/14/2012	Steven	Y	Yes	7/12/2012		No
5	Phase 3a Flight tickets purchased	Steven	7/20/2012	TE, MN, AC	Y	Yes	7/18/2012		No
6	Blog update #1	Steven	7/20/2012	Suna	Y				Yes
7	Status check with LCs completed	Suna	7/18/2012	TE, MN, AC	Y				Yes
8	Distribute feedback questionnaire	Suna	7/23/2012	CoC	Y				Yes
9	Project Definitions and initial deliverables submitted	LC	7/24/2012	TE, MN, AC	Y				Yes
10	Status check with PMs completed	Suna	7/25/2012	TE, MN, AC					Yes
11	Phase 3a Workshop Design completed	Timm	7/24/2012	MN, AC, SK					Yes
12	Draft Workplan for Phase 3a visit	Steven	7/30/2012	TE	Y				Yes
13	Blog update #2	Steven	8/1/2012	CoC					Yes
14	Feedback questionnaires collected	Suna	8/13/2012	Mari					No

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Determining Status

For the weekly deliverables planned to be done by now, are they "Done" or "Not Done"?

If weekly deliverable is going to another team member, do they accept the quality of that deliverable?

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Weekly Deliverables Review

Agenda

1. Passdown of relevant new information

2. Status: each team member declares this week's committed deliverables as "Done" or "Not done"

3. Each team member declares the weekly deliverables he/she will commit to finishing next week

4. Look ahead a week or two: Anticipated issues? (includes new information from top down)

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Everyone Follows the "Early Warning Rules"...

Performers raise flag as soon as a commit is determined to be in jeopardy

Never punish an early warning

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Relationship Between Commitment and Trust

"But the key to trust is action,
and, in particular, commitment:
commitments made and commitments met"

From <u>Building Trust</u>, by Robert C. Solomon
& Fernando Flores (2001, Oxford University Press)

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Learning More about CBPM

Brothers, Chalmers (2005) *Language and the Pursuit of Happiness*. New Possibilities Press (Naples, FL, USA).

Esque, T. J. (1999) *No Surprises Project Management: A Proven Early Warning System for Staying on Track.* ACT Publishing (Mill Valley, CA, USA).

Ford J. D. and Ford L. W. (1995) *The Role of Conversations in Producing Intentional Change in Organizations*, Academy of Management Review, Vol 20, No. 3 pp. 541-570.

Hanson, T. H. and Hanson, B. Z. (2007) *Who Will Do What By When?* Power Publications, Inc. (USA).

Howell, G. A., Macomber, H., Koskela, L., Draper, J. *Leadership and Project Management: Time for a Shift from Fayol to Flores*. http://www.iglc2004.dk/_root/media/13096_097-howell-macomber-final.pdf.

Kegan, R. and Lahey, L. (2001) *How the Way We Talk Can Change the Way We Work.* Josey-Bass (San Francisco, CA).

Scherr, A. L. (1989) *Managing for Breakthroughs in Productivity.* Human Resource Management, Fall, Vol. 28, No. 3, pp403-424.

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Learning More about CBPM

❑ blog, resources, etc, at www.ensemblemc.com

❑ Timm's book "No Surprises Project Management" at Amazon.com

❑ The Complete CBPM Workshop
May 29-30 in Sunnyvale
http://www.eventbrite.com/event/5710749004
promo code: cPrime discount

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Scope of The Complete CBPM Course
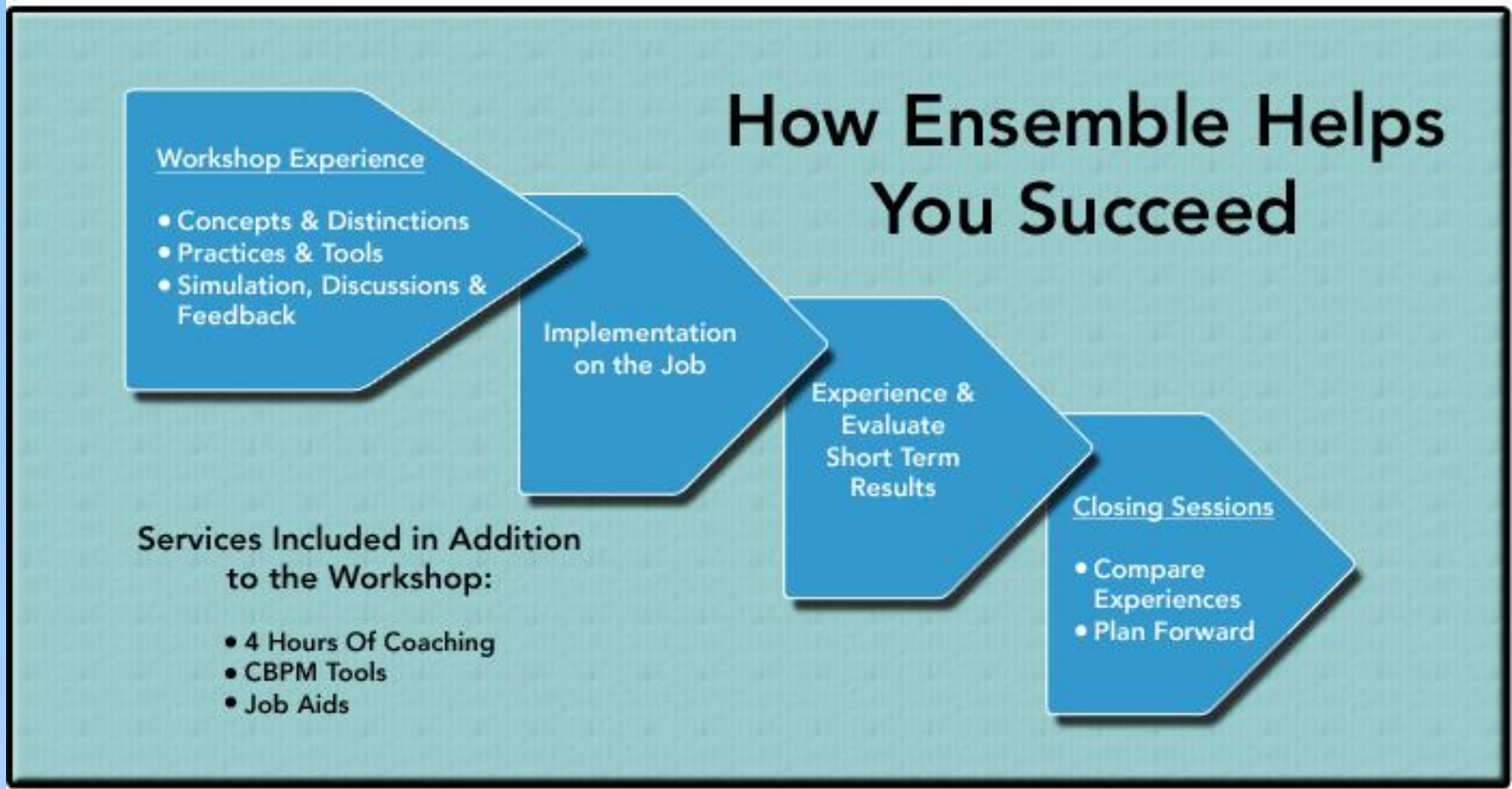
CBPM Certification

- **Offered in partnership with the International Society of Performance Improvement (ISPI)**

- **CBPM Certificates Available**
  - ❑ Certified CBPM Project Leader
  - ❑ Certified CBPM Project Manager
  - ❑ Certified CBPM Coach

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