



Lean and Agile Project Management

How to Make Any Project Better, Faster,
and More Cost Effective

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LAPM

Welcome

Lean & Agile

Project Management®

Day Three

First Things First

- Reminder of Next Steps
- Review Highlights from Yesterday
- 5 Whys
- Videos on Story Points
- Student Portal
- Program Review
- Questions and Answer Session
- Hard Stop at 12:00 MST

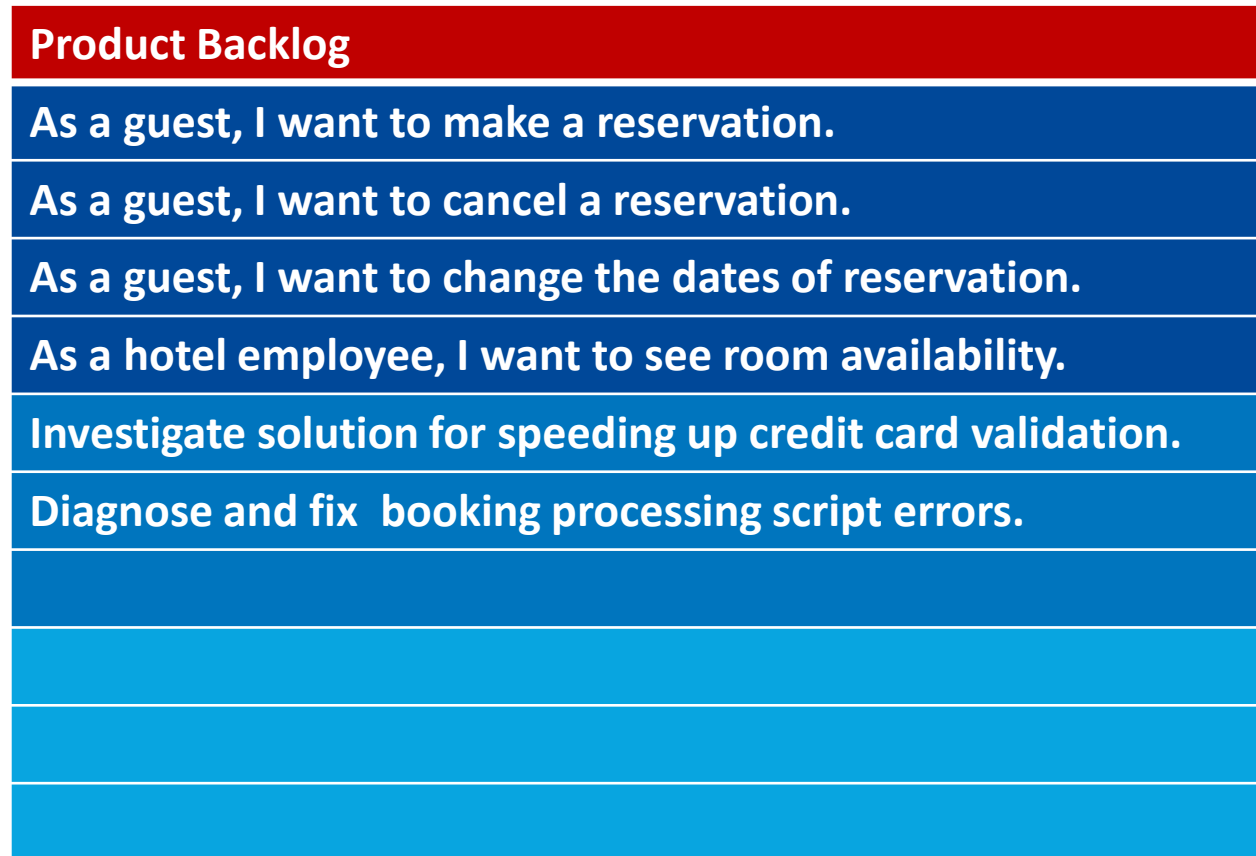
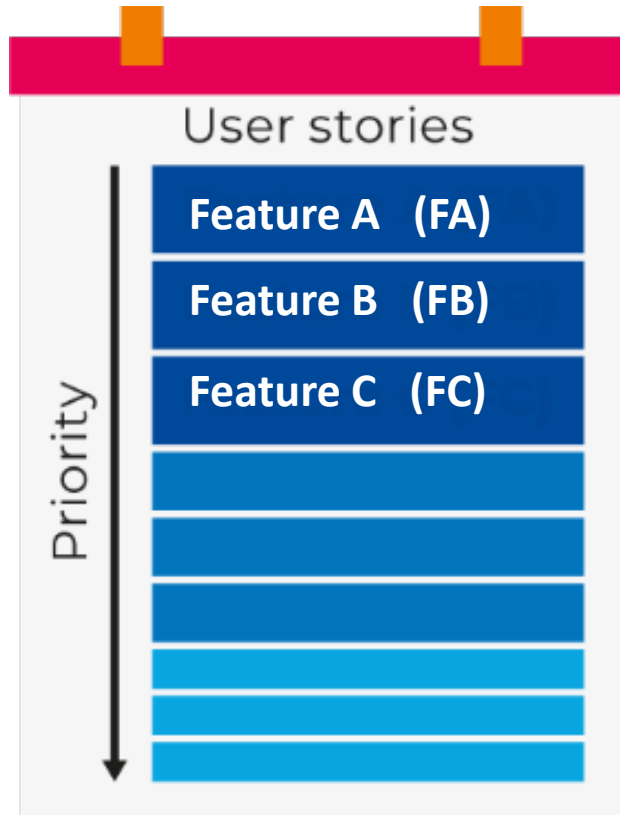


After Today

- Do a Project Using our LAPM Template
- Practice Test
- Test



PRODUCT BACKLOG - EXAMPLE



Prioritization Review

MOSCoW Prioritization:

- **Must have** — all “must have” stories form the minimal viable product (MVP) and good enough for the first release
- **Should have** — all “should have” stories make this product competitive
- **Could Have** — all “could have” stories delight the customer
- **Won't Have** — all “won't have” stories aren't worth doing. The majority of stories (65%) should fall into the “won't have” pile

Criterion	Weight	Grade Value	Project A	Project B	Project C
Strategic Alignment (Are any of these true?) – 1. Increase post hospitalization treatment 2. Improve overall patient satisfaction 3. Improve overhead efficiency	5	0,3,6,9 0: None are true 3: One is true 6: Two are true 9: All are true	15*	30	30
Can contribution funding be used?	4	1,5,9 1: No (0% of contributions) 5: Between 25% - 75% 9: Yes (100%)	20	4	36
Improve patient (bed) turnover	4	0,3,6,9 0: by less than 5% 3: between 5%-7% 6: between 8%-10% 9: by more than 10%	24	12	0
Reduce patient infection cases	4	0,3,6,9 0: by less than 5% 3: between 5%-7% 6: between 8%-10% 9: by more than 10%	12	12	36
Increase physician treatment time	3	0,3,6,9 0: by less than 1 minute 3: by 2-3 minutes 6: by 4-6 minutes 9: by 6-7 minutes	9	18	9
Improve resource utilization (MRI's, Surgery Beds, CAT scan)	3	0,3,6,9 0: by less than 5% 3: between 5%-7% 6: between 8%-10% 9: by more than 10%	0	27	0
Decrease pharmaceutical theft	2	0,3,6,9 0: by less than 5% 3: between 5%-7% 6: between 8%-10% 9: by more than 10%	6	6	12
Total Project Score:			86	109	123

USER STORY – EXAMPLES (Reminder)

As a registered user,
I want to purchase XYZ
products online
so that I do not have to go
to the store.

As a purchaser,
I want to get a receipt for
a past transaction
so that I can keep my own
off-line records.

As who, I want
what so that why.

As a purchaser,
I want to search for
generic equivalents of
brand named items
so I can save money.

As a vendor,
I want to see monthly
sales reports
so I can see which
products are selling best.



SCRUM ROLES



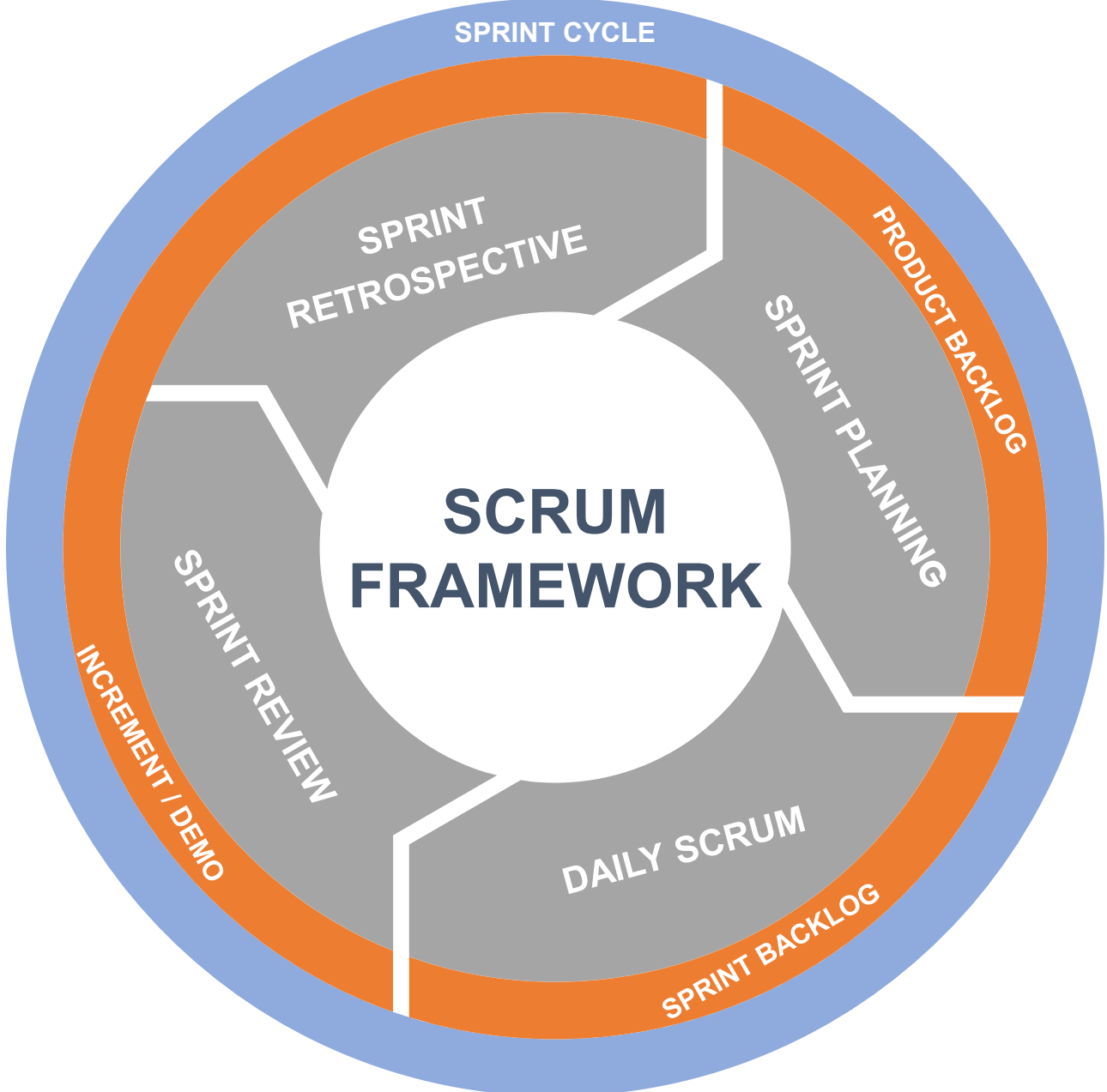
**PRODUCT
OWNER**



**DEVELOPMENT
TEAM**



**SCRUM
MASTER**



The Five Whys



- You are on your way home from work and your car stops:
 - Why did your car stop? Because it ran out of gas.
 - Why did it run out of gas? Because I didn't buy any gas on my way to work.
 - Why didn't you buy any gas this morning? Because I didn't have any money.
 - Why didn't you have any money? Because I lost it all last night in a poker game.



Problem Statement

- More Realistic: Customers are unhappy because they are being shipped products that don't meet their specifications
- Student Examples



Student Exercise – Root Cause Analysis the 5 Whys

- I haven't started an exercise or diet program
- I am always late to work
- My closet is a mess
- I'm always losing my keys
- I am always working under a deadline



5 Whys

https://www.youtube.com/watch?v=U3w_eIa7Eq0



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Fih-bow-nah-chee – Each number is the sum of the two numbers before it

RELATIVE ESTIMATION

Relative estimation is a forecasting technique with a story point as a unit of measure

Use Modified Fibonacci's numbers:

Scale is 1 2 3 5 8

1	2	3	5	8
13	21			...

Why story points?...and not time

Estimation in relative points has proven to be quicker. Also estimation in hours is prone to further inaccuracies because it is based on ideal hours.

- Estimation in relative points has proven to be quicker
- It removes link between estimating effort and committing to timelines
- It helps to remove false accuracy around estimates



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<https://www.youtube.com/watch?v=b7wuJ0TdmX8>



A Word About

Estimating – Mostly About Time Hours

https://www.youtube.com/watch?v=Hwu438QSb_g



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RELATIVE ESTIMATION – PLANNING POKER

Planning poker is a consensus-based technique for estimation. It helps avoiding the influence of the other participants.

Summary:

- Define a reference story, assign a value
- Everybody gets a set of “Planning poker cards”
- Discuss a story
- Pull up the cards at the same time
- Discuss

All the Other User Stories are Made
Relative

The procedure:

- User story is selected
- Product owner (or scrum master) briefly explains the story and answers any related questions (2mins)
- Voting occurs (1st round)
- If the estimates show a large variation, a further 2 mins should be used to explain why the estimates should be higher or lower
- Voting occurs (2nd round)
- If the estimates still show a large variation, a further 2 mins should be used to re-explain/justify the estimates
- Voting occurs (3rd round)
- If, after the 3rd round of voting, no consensus can be reached regarding the size, the story is placed on hold



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The Student Portal

Kayli Bartlett

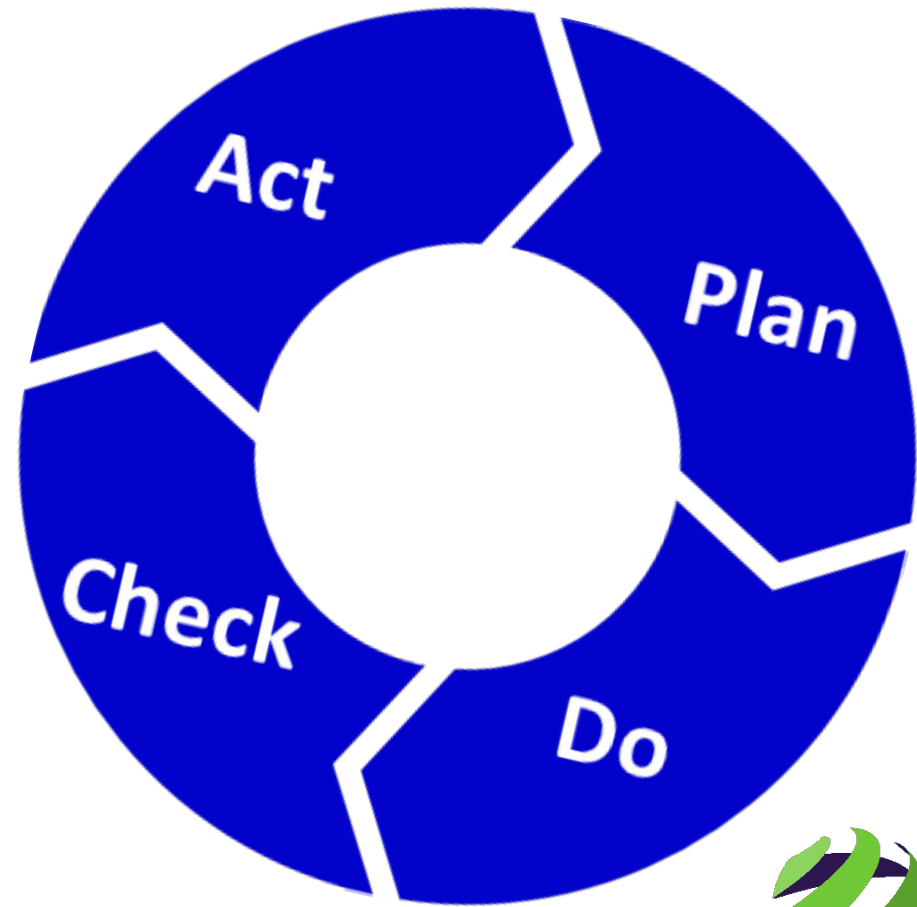
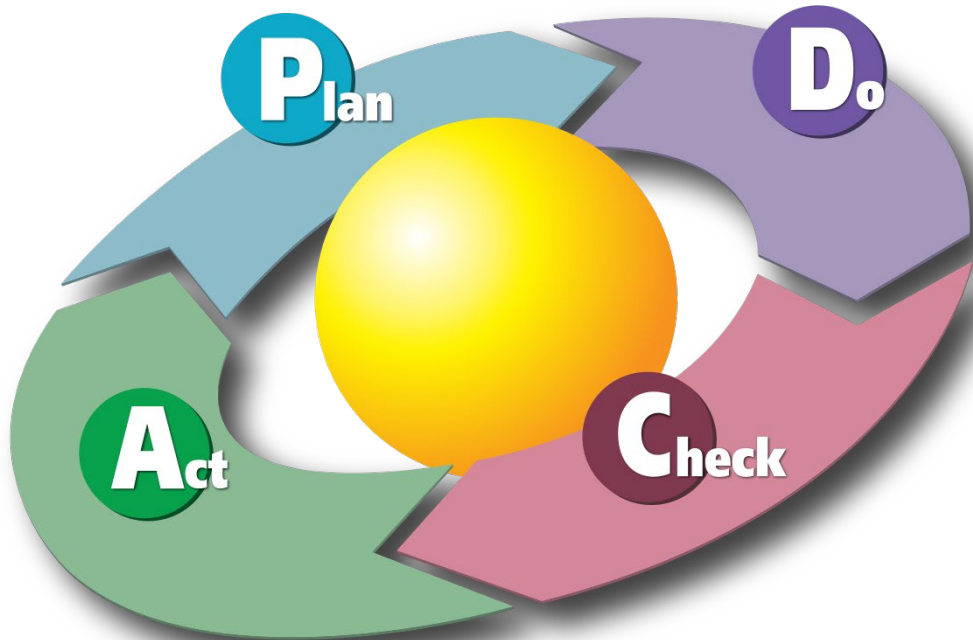


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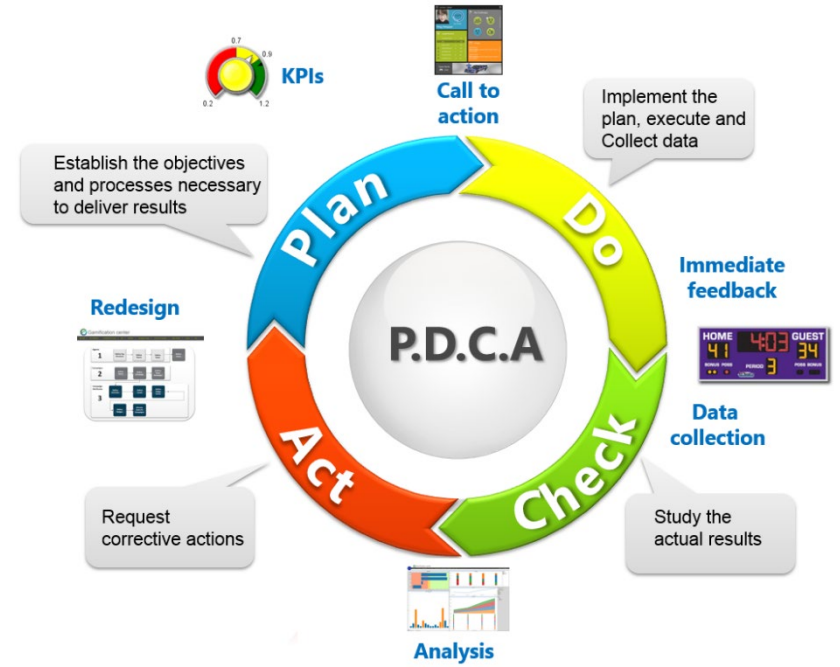
<https://www.youtube.com/watch?v=wLOk0UXo70g>

PDCA Model

DEMING WHEEL



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PDCA

ISO Training Institute

https://www.youtube.com/watch?v=JdvJb_ElQHE

Fast Review

LAPM



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SSD Project Life Cycle ®

With Agile Sprint Influences

Initiate

Imperatives:

- Business Case
- Project Charter or Backlog
- Time/Cost Estimates
- SWOT Analysis or Feasibility Study
- Requirements, CTQs or User Stories

Considerations:

- Team Selection
- SIPOC
- Voice Tools
- Research

Plan

Imperatives:

- Work Breakdown Structure or Sprint Planning Session to determine Sprint Goals
- Task Assignments
- Determine Approach
- Time/Cost Baselines
- Risk or Contingency Plans

Considerations:

- Estimating
- 5 Whys Tool
- Mission/Value Discussion

Execute

Imperatives:

- Resource Utilization
- Monitoring Strategy
- Quality Management
- Communication
- Issue Resolution
- Risk Management Strategy
- Tracking Strategy

Considerations:

- Meeting Strategy
- Performance Monitoring
- Request Changes Process

Close

Imperatives:

- Document Results
- Communicate Results

Considerations:

- Record Best Practices
- Celebration and Awards
- Forensic Discussion on Lessons Learned
- Publish
- Demo Increment

Upcoming Public Workshops



**Classroom
Online**

- **LEAN SIX SIGMA**

Using our Leaner Six Sigma® Approach

- May 17-21, 2021

- **AGILE PROJECT MANAGER/AGILE SCRUM MASTER**

With an Emphasis in Leadership and Teambuilding

- June 29 -30, 2021

