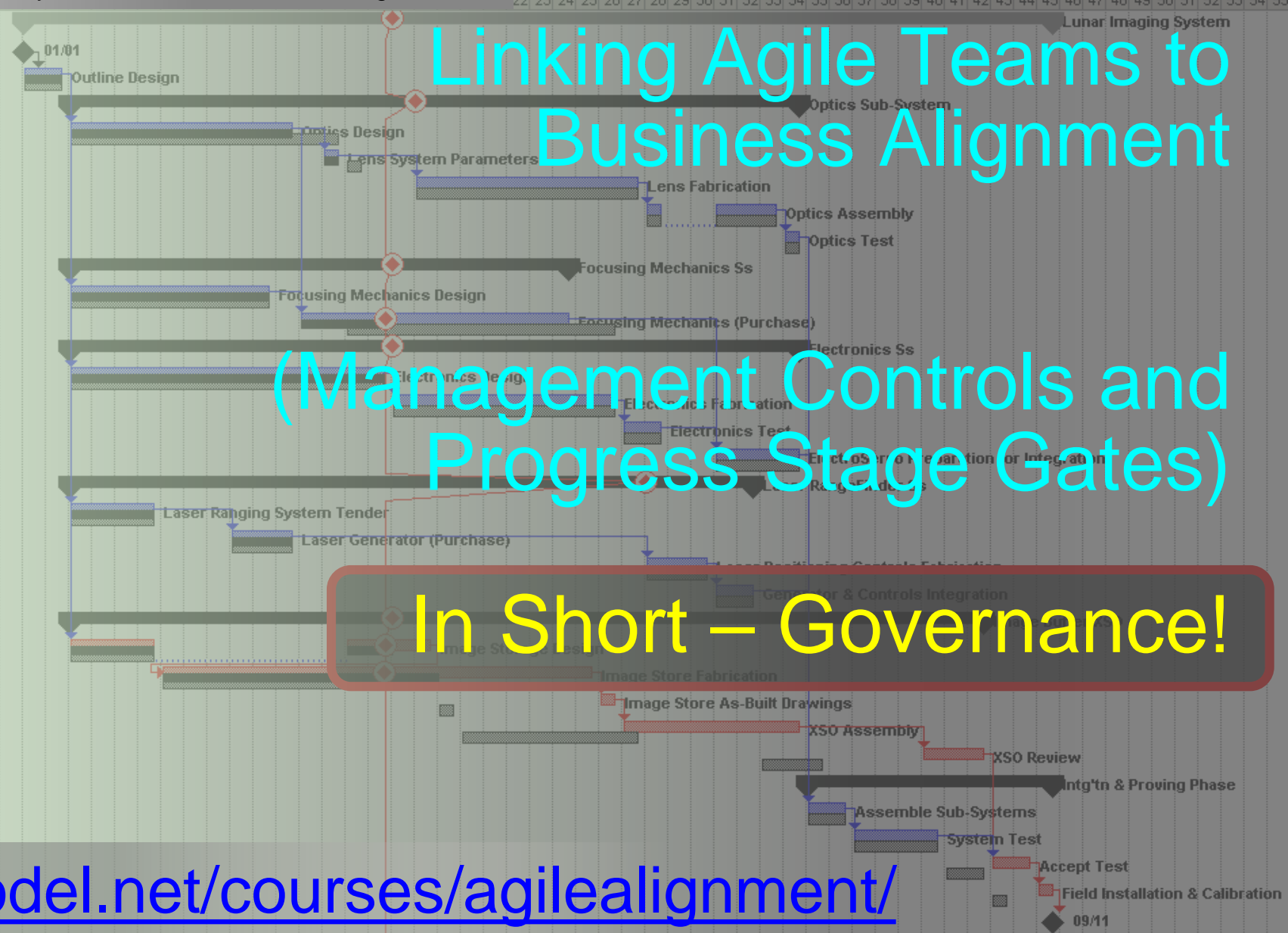


0	☐ Lunar Imaging S	01/01/01	NA	47%	0%
1	Start-MS	01/01/01	01/01/01	100%	0%
2	Outline Design	01/01/01	12/01/01	100%	100%
3	☐ Optics Sub-Syst	15/01/01	NA	42%	0%
4	Optics Design	15/01/01	23/03/01	100%	100%
5	Lens System F	02/04/01	06/04/01	100%	100%
6	Lens Fabricati	NA	NA	0%	0%
7	Optics Assembly	NA	NA	0%	0%
8	Optics Test	NA	NA	0%	0%
9	☐ Focusing Mechs	15/01/01	NA	62%	0%
10	Focusing Mech	15/01/01	26/03/01	100%	100%
11	Focusing Mech	26/03/01	NA	33%	0%
12	☐ Electronics Ss	15/01/01	NA	47%	0%
13	Electronics De	15/01/01	20/04/01	100%	100%
14	Electronics F	NA	NA	0%	0%
15	Electronics Te	NA	NA	0%	0%
16	ElectroServo F	NA	NA	0%	0%
17	☐ Laser Ranging	15/01/01	NA	58%	0%
18	Laser Ranging	15/01/01	09/02/01	100%	100%
19	Laser Generator	09/02/01	26/03/01	100%	100%
20	Laser Positioni	NA	NA	0%	0%
21	Generator & C	NA	NA	0%	0%
22	☐ Image Store	12/02/01	NA	46%	0%
23	Image Store Fa	12/02/01	NA	75%	50%
24	Image Store As	NA	NA	63%	15%
25	XSO Assembly	NA	NA	0%	0%
26	XSO Review	NA	NA	0%	0%
27	XSO Review	NA	NA	0%	0%
28	☐ Intg'n & Proving	NA	NA	0%	0%
29	Assemble Sub-Systems	NA	NA	0%	0%
30	System Test	NA	NA	0%	0%
31	Accept Test	NA	NA	0%	0%
32	Field Installation	NA	NA	0%	0%
33	Field Installation	NA	NA	0%	0%

- Presented by Simon Harris
- PMP®
- CGEIT
- IPMO-E
- PRINCE2®
- P2Agile®
- MoR
- <https://www.logicalmodel.net>

<https://www.logicalmodel.net/courses/agilealignment/>

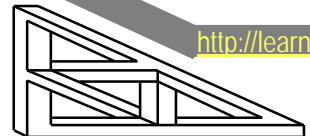
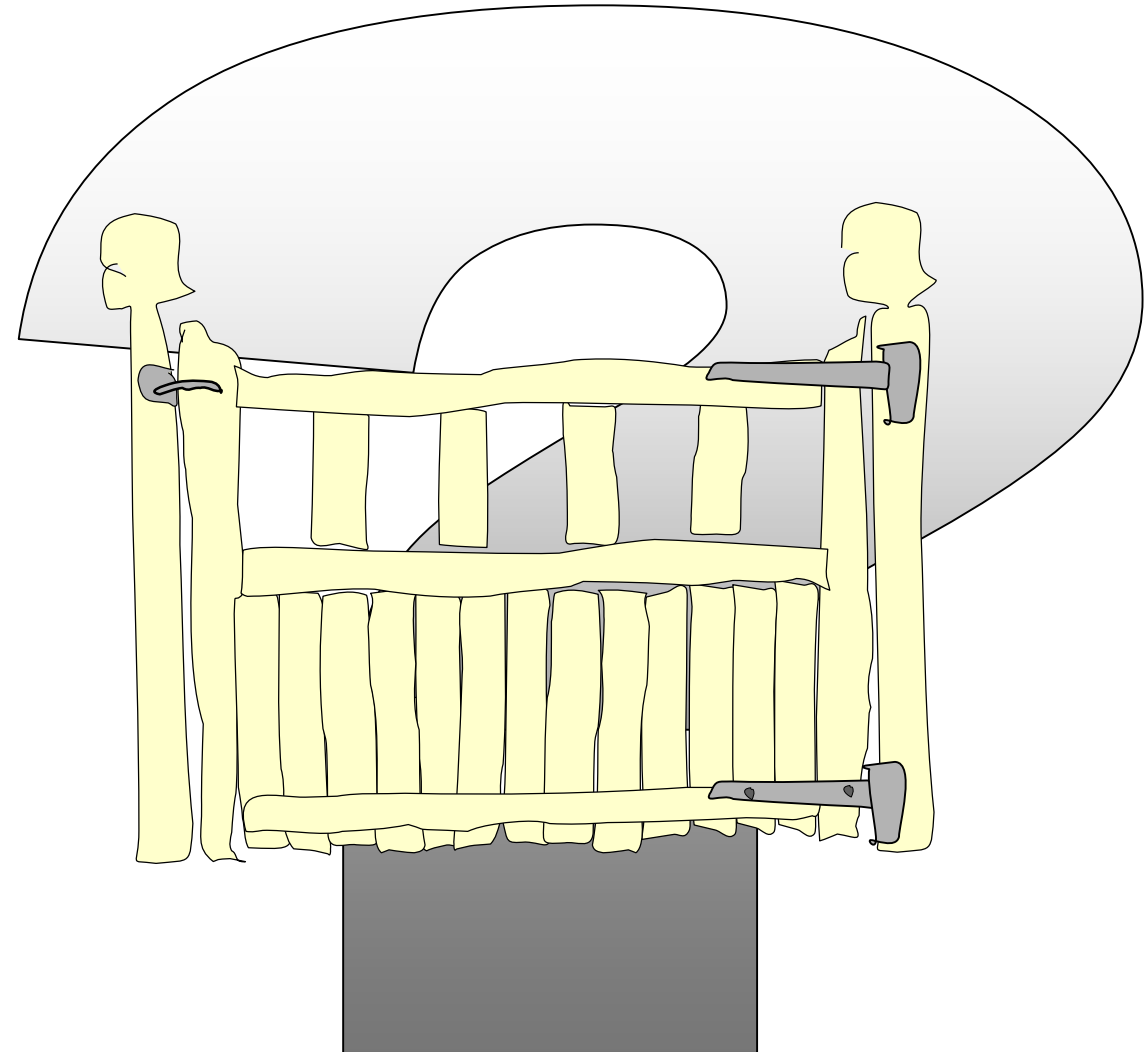


- Status, Interests & Needs?
- Start point

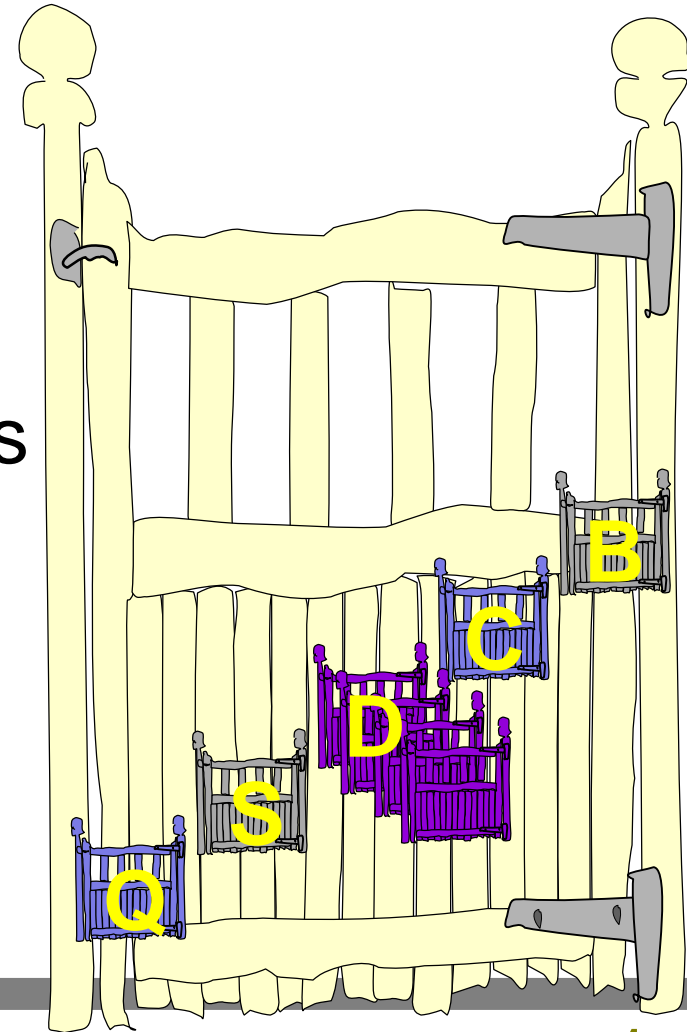
We live here in the Milkyway



- What is a gate?
- Why have them?
- Where to put them?
- Steps up to?
- Status after?



- Convergence of *Decision Support Data* and *Authority to apply resource for benefit*
- Project
 - Succession of demonstrations of maturity toward steady-state operational benefit flows
 - Has an obligation to supply Decision Data
- Organisation
 - Σ Capacity and relative Value For Money of each change in portfolio



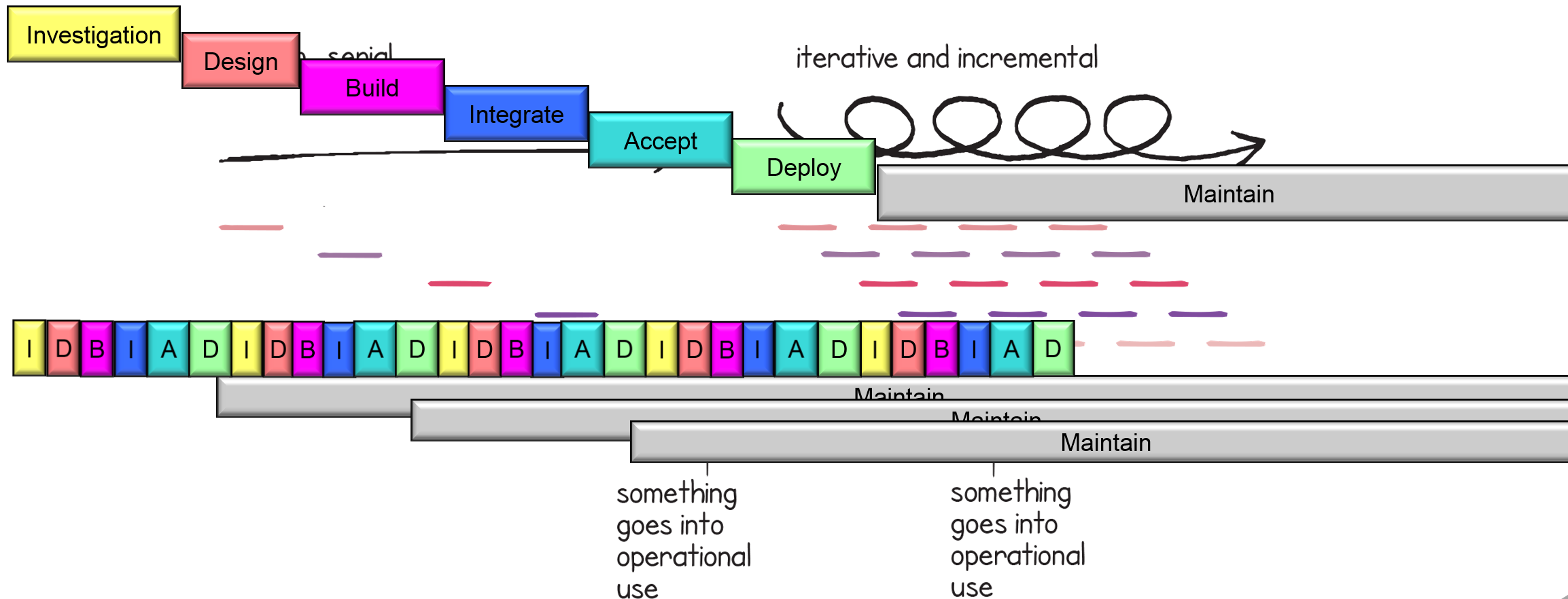
- Ceremonies, roles, tools and techniques
 - The *mechanisms* – Easy to grasp
- Alternate *perspectives* – Take experience to appreciate
 - Timeboxed or Flow, Emergent work pattern, T-Shaped team
- *Being - Philosophy* – Nebulous until lived and even then vague
 - People over process, Product over paperwork, etc
- **“A” way of product delivery**
 - Commonly used for delivering outputs in IT
BUT just as applicable for any product anytime



- *Process* of setting & enforcing rules
- *Care of other people's interests*
 - Imposed by one group on another group (maybe for a third group)
- Information and decision flow
 - Pipework
 - Providers (should be) agnostic and mindful about the mechanisms used to fill the pipes and the decisions made
- **Exercise of *authority***
 - Over day-to-day operations & all forms of delivering change

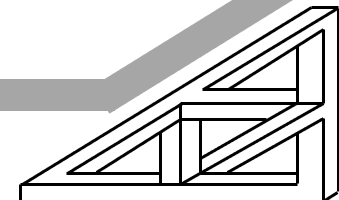
- Summary Check-Point!
 - The process of setting, following and checking rules that guide one set of people's actions in order to protect other people
- *Who are the participants!* – The Roles?

PREDICTIVE AND ITERATIVE AND INCREMENTAL

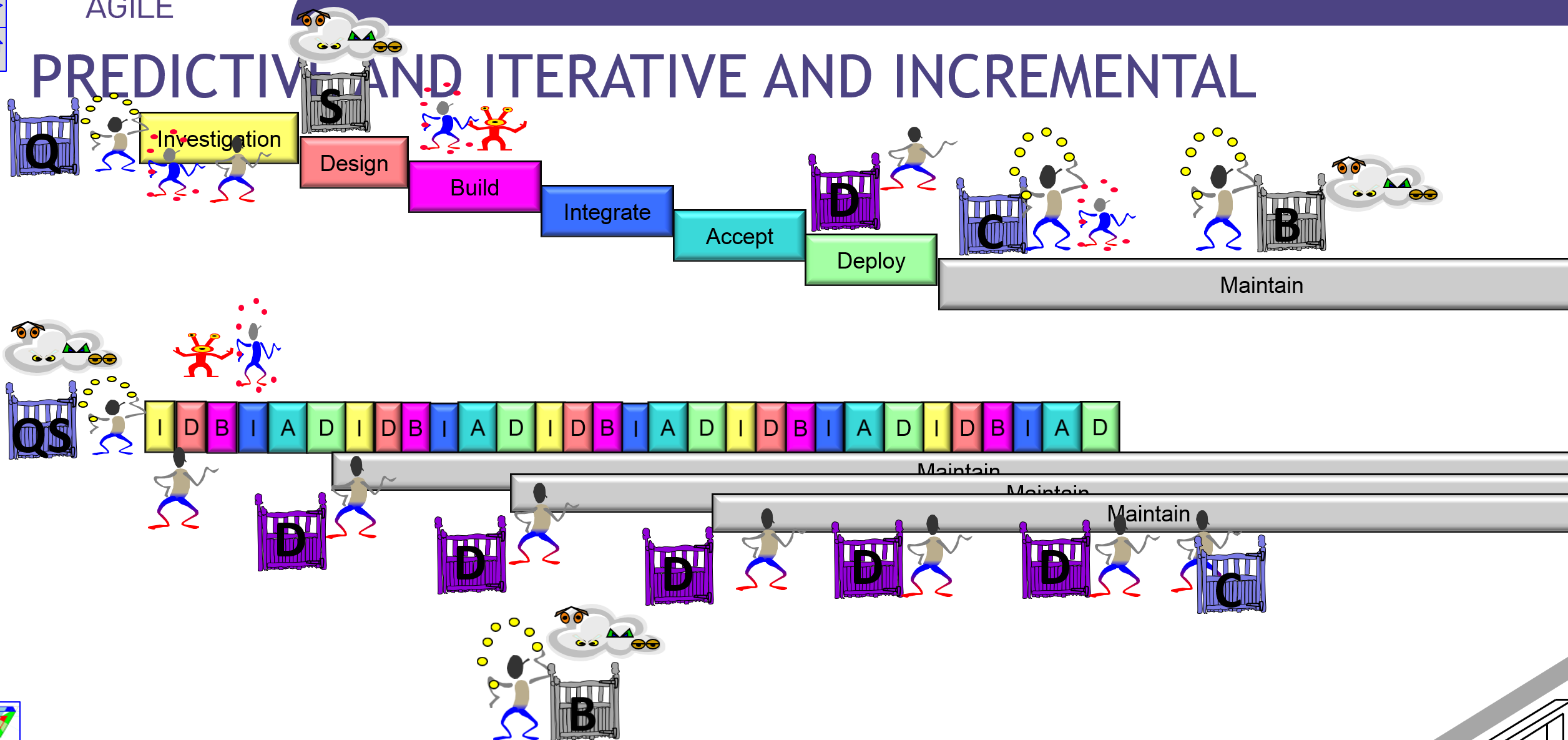


Waterfall

Agile



PREDICTIVE AND ITERATIVE AND INCREMENTAL

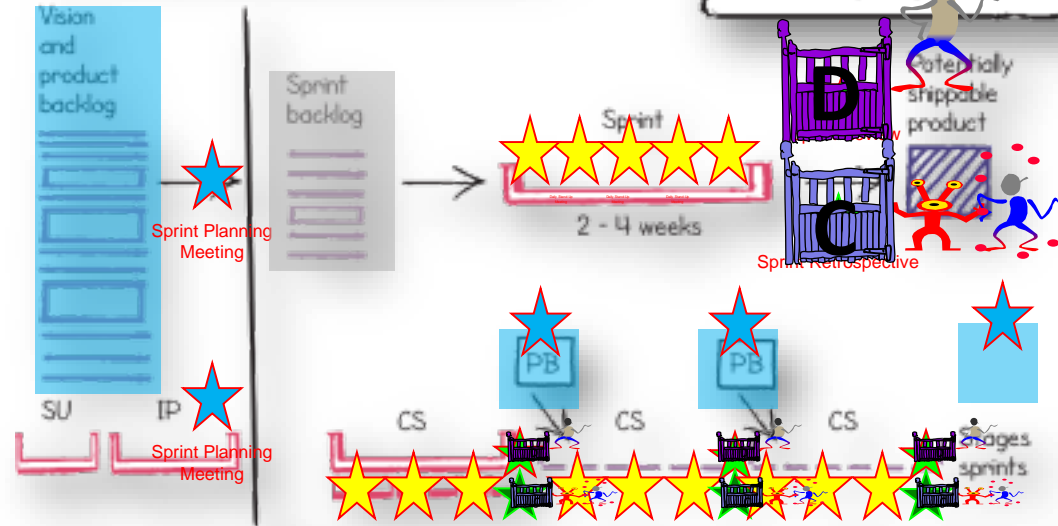




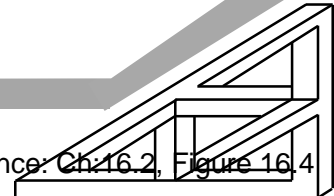
Typical agile project process (sprints only)

SU - Starting up a project
IP - Initiating a project
CS - Controlling a stage

PB - Product backlog
RB - Release backlog

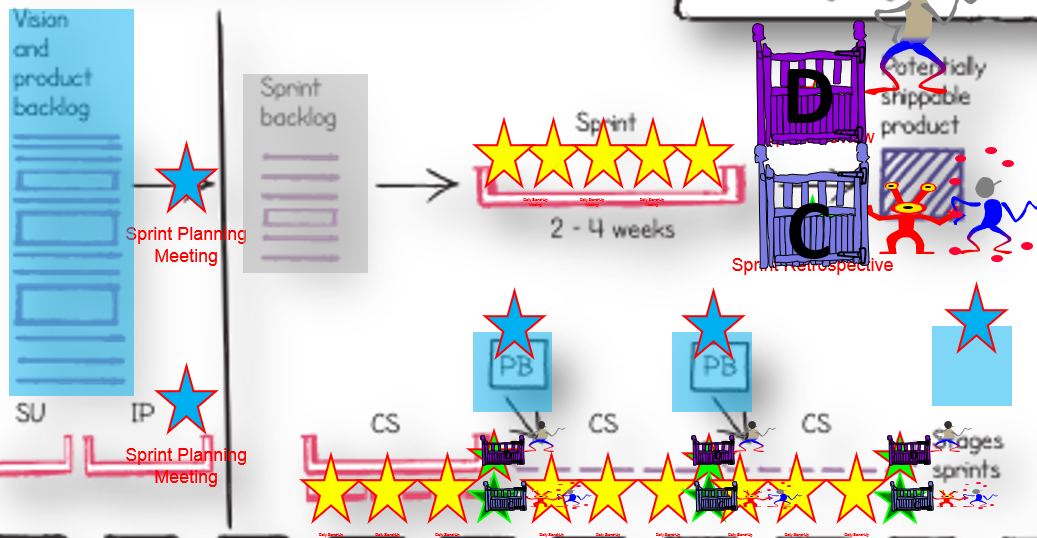


RELATING AGILE SPRINTS TO GATES (USING PRINCE2)



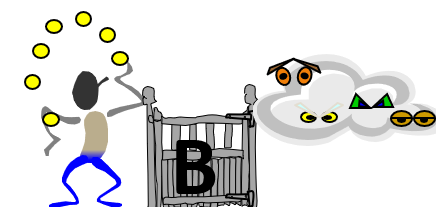
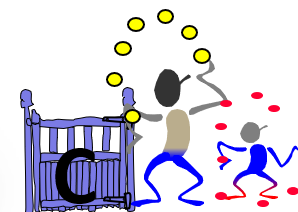
Typical Agile project process (sprints only)

SU - Starting up a project
IP - Initiating a project
CS - Controlling a stage
PB - Product backlog
RB - Release backlog



RELATING AGILE RELEASES TO PRINCE2 GATES

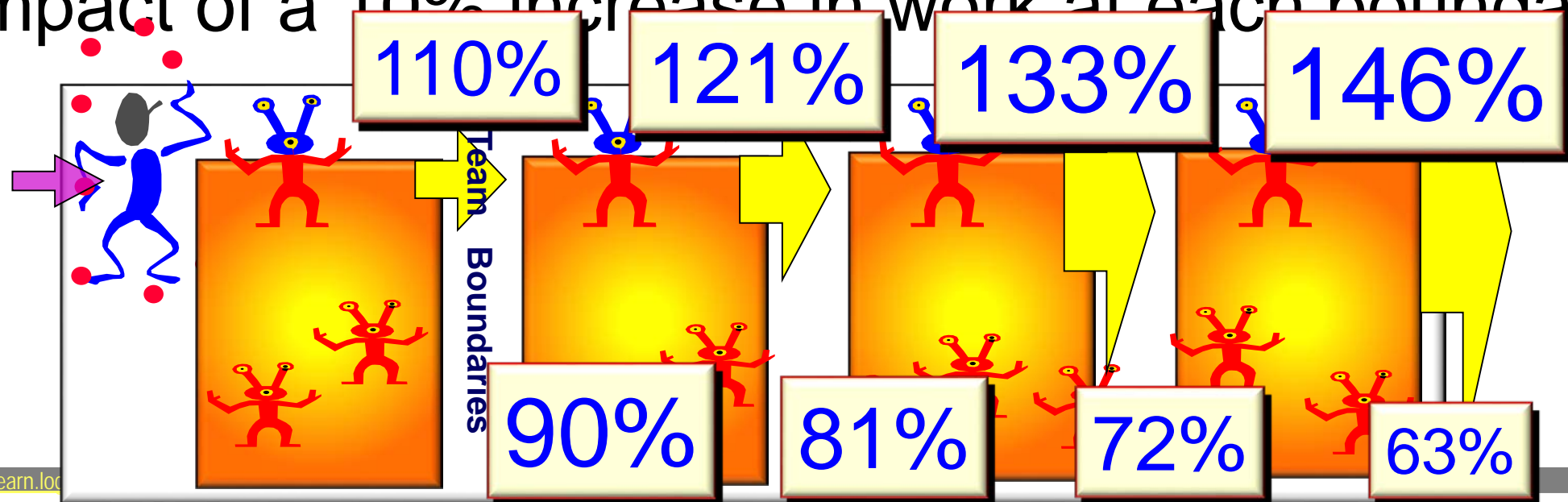
Typical Agile project process (releases and sprints)



Increasing Maturity (?)

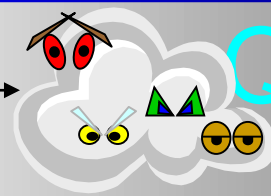
- What's DoR?
- What's DoD?
- A good DoR+DoD = Able to do QP → QC → Audit trail
- PMO
 - Templates, Procedures, PRINCIPLES

- Minor changes outside of Change Control Plan
 - Cascade into major unexpected impacts
 - If not removed will invalidate estimates of all work remaining
- Impact of a 10% increase in work at each boundary?

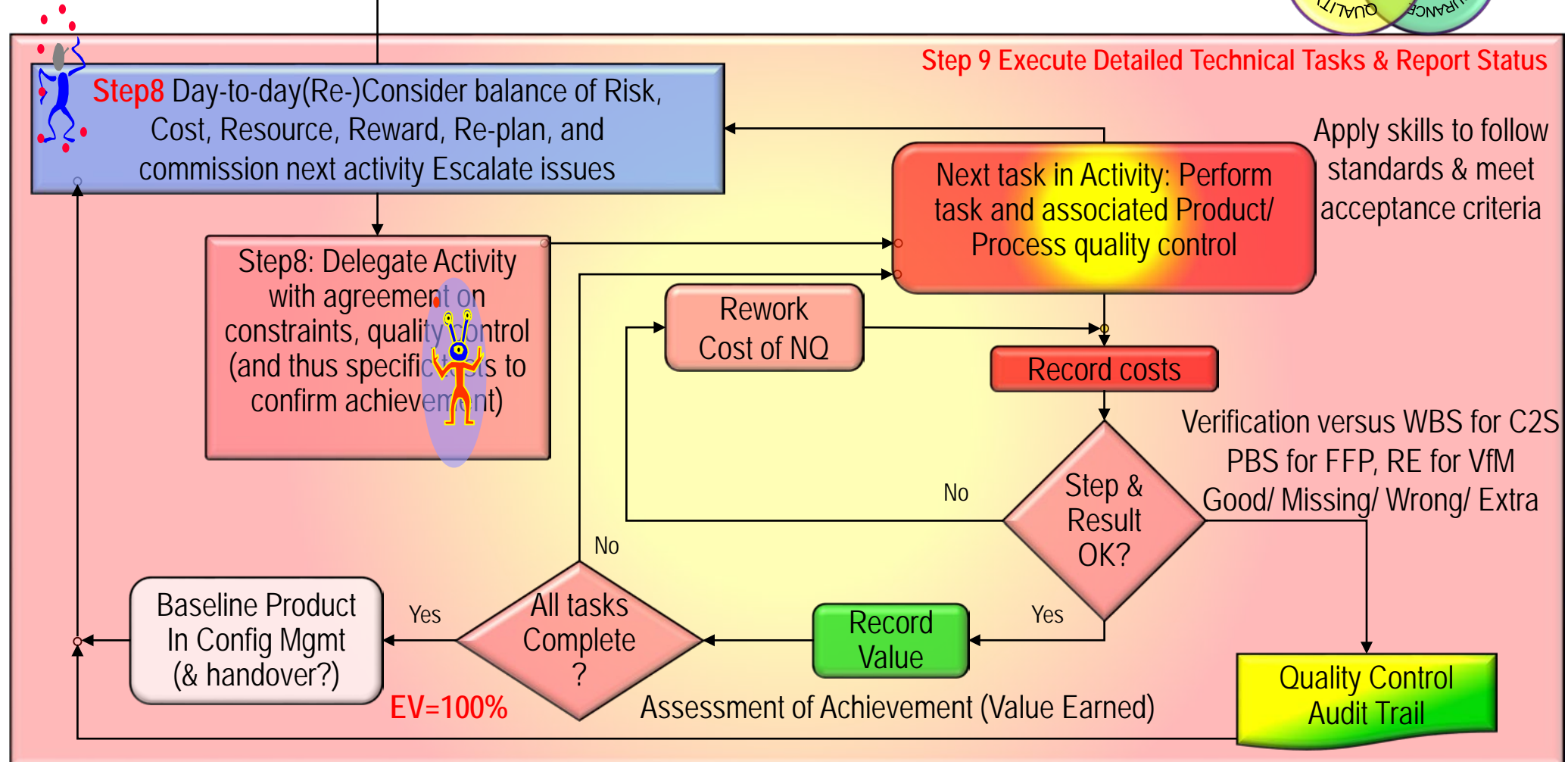




Step 10 Report Achievement versus expectation (Data to re-evaluate the Return on Investment)

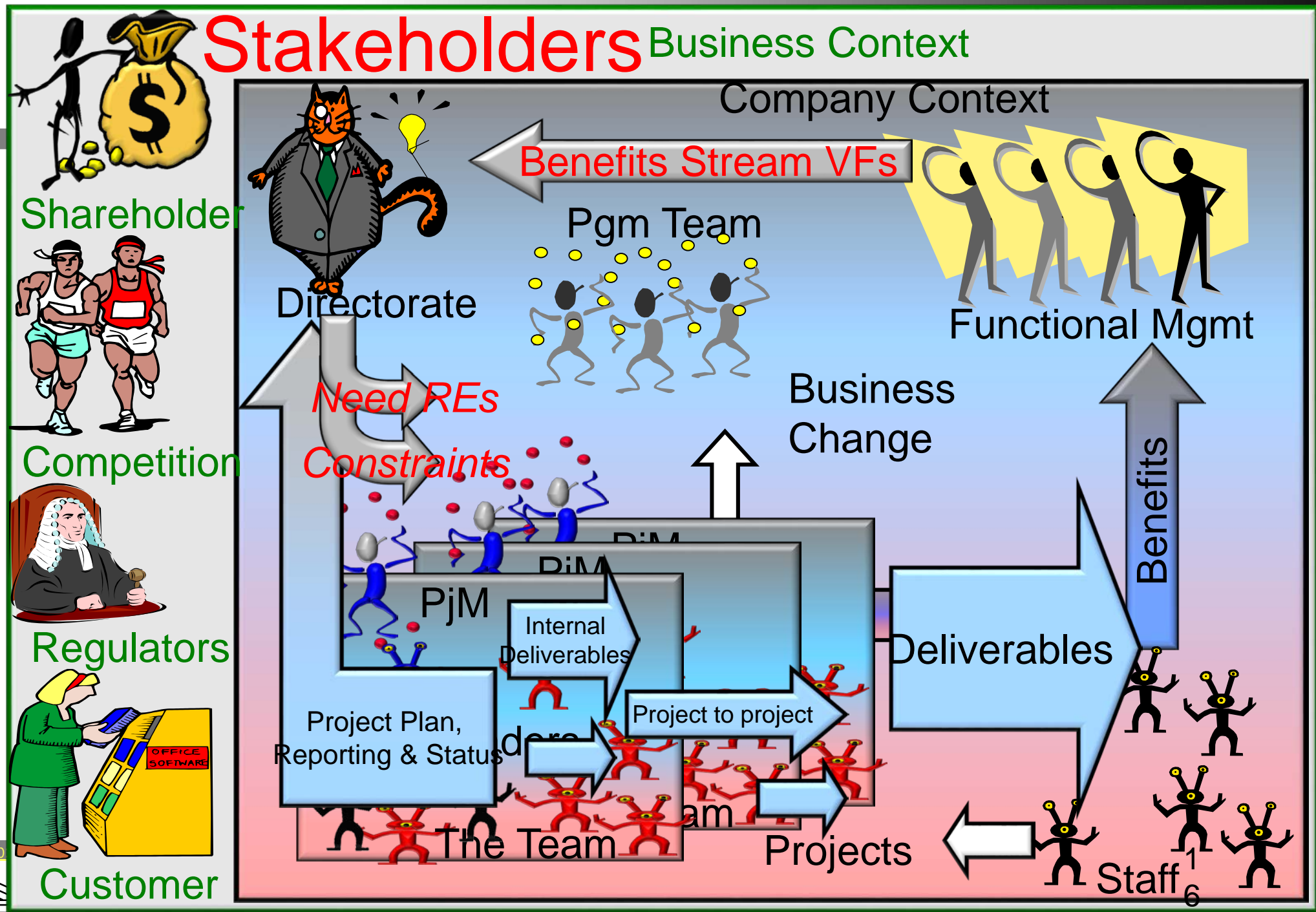


Corporate Management

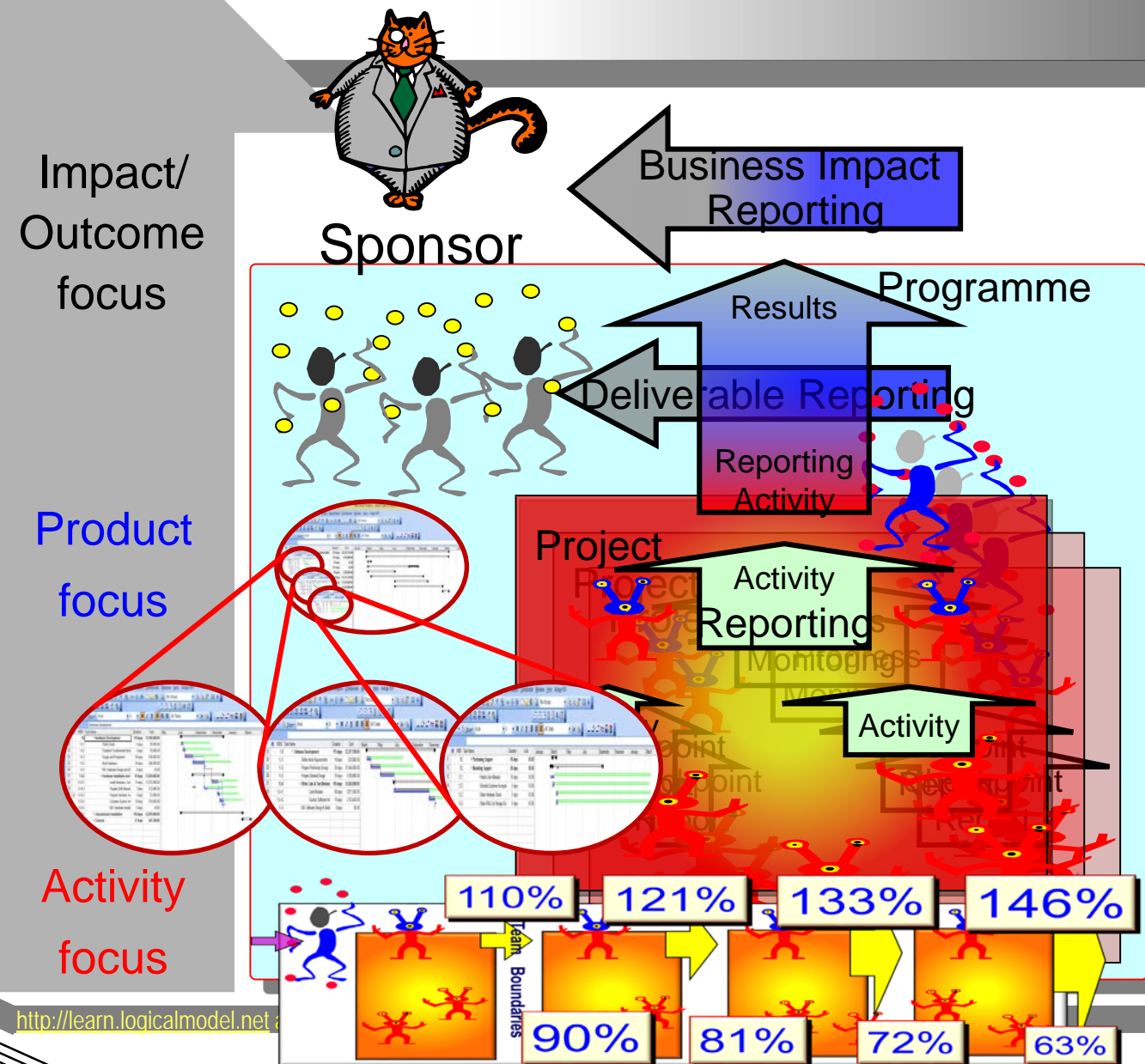


- People† feel safe
- Feel served
- Satisfied





Gathering & Sharing Status Data



Traffic Lights
 Graphs & Trend Lines
 Gantt & EVM

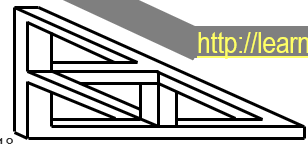
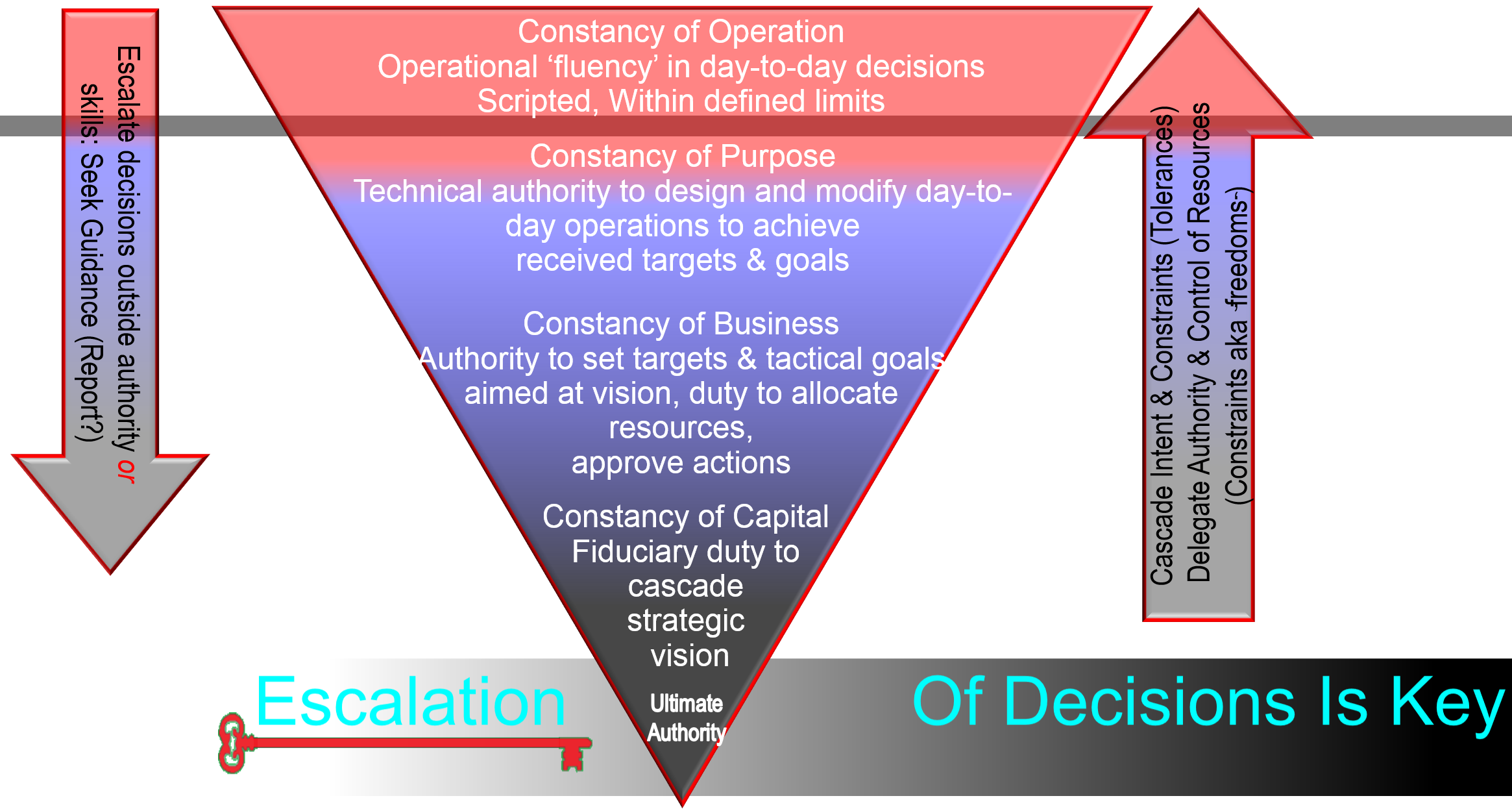
Only measures of any merit are those

Compiled tables & reports

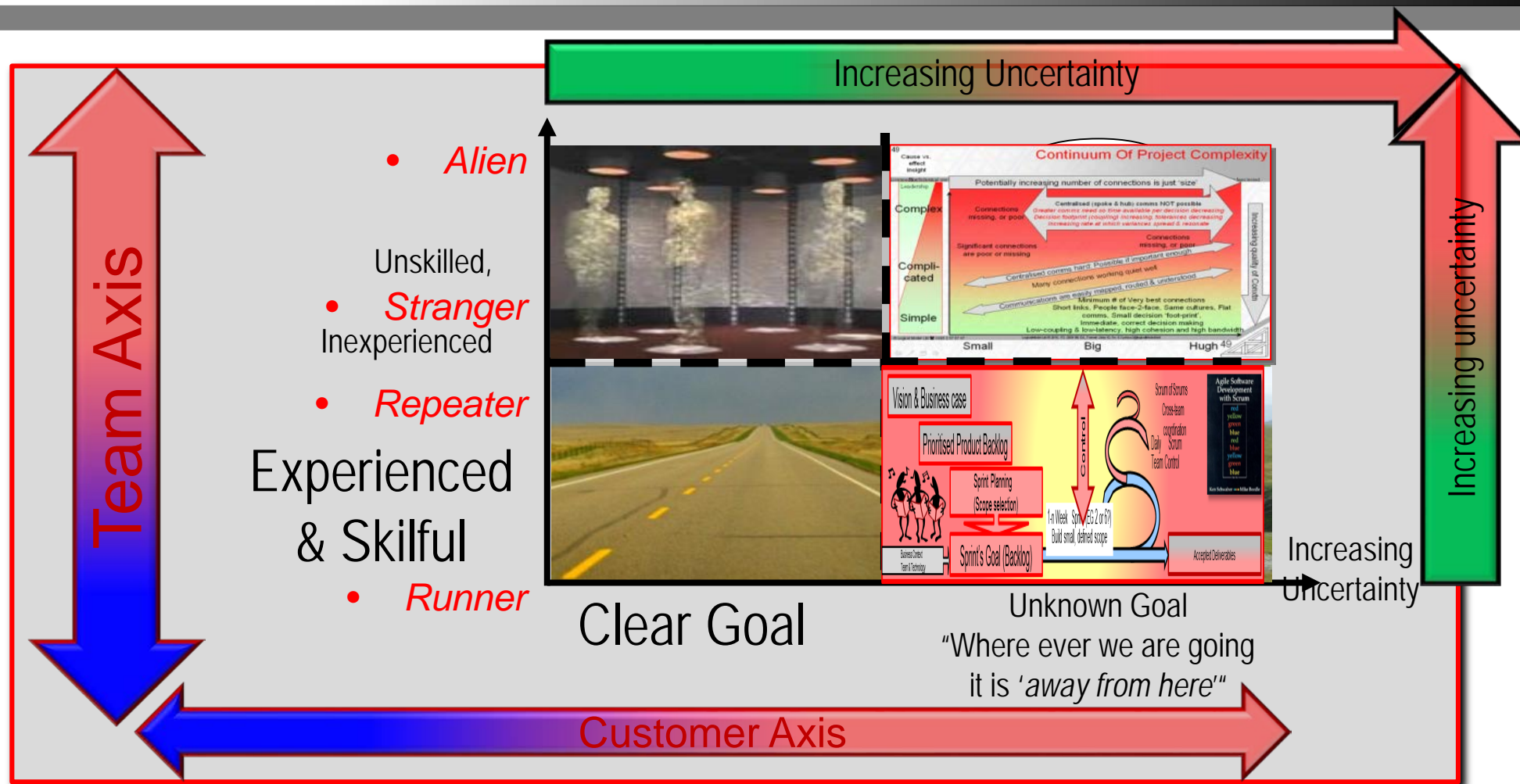
Raw data

Quality, Time & Resources

DIRECTLY related to the **DELIVERABLES**



Traditional Approach's 2 Key Needs



Inspired by Eddie Obeng All Change! ISBN 13: 9780273622215

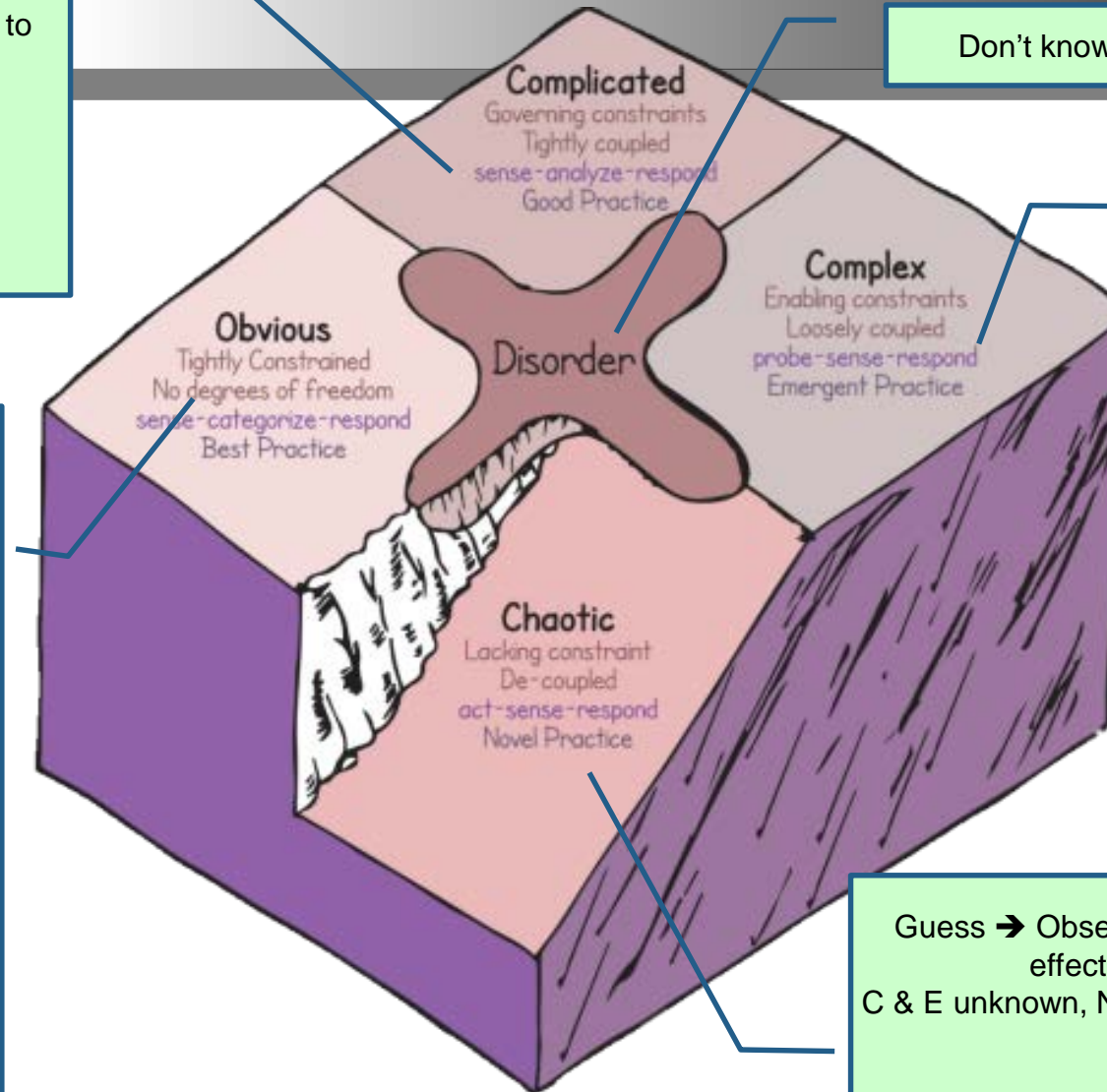
- Context & Needs dictate the best mix
 - Required result(s) is One-Off, First of a Few, One of many...
 - Well-known or novel
 - Stable or evolving
 - Flexible, Very Optimised, Very Generalised



The Cynefin Framework

Ordered, C & E identifiable to expert eye
Constraints as Freedoms to adjust rule-set
 Known Unknowns, Asking right questions leads to reliable risk based predictive plan,
 Many routes to a pre-identifiable success
 Good practices
 Experts needed to judge situation
 (Beware entrained? Technical ego)
 New context (games) to find new solutions

Don't know which area we are in



Hypothesis, Experiment, Recycle or Generalise

Emergent, Unknowable unknowns,
NOT Pre-Plannable,
 Some Cause and Effect Suspected?,
 Principle over rule,
 Understand with hindsight,
Solution by serendipity
Generate luck (Pattern recognition)
 MBTI xNFP

End recognised not pre-defined,
 Wicked, Synthesis, Attractors,
 Large Group Methods, Boundaries
 (Freedoms), Dissent, Generalise is journey
 toward Obvious, Amplify & dampen

Guess → Observe → Guess again → Hypothesis cause and effect → Experiment to confirm or recycle
 C & E unknown, No constraints (Rules & principles are unknown),
 Breakthrough & Catastrophe,
Aim to Fail safe Fail Fast

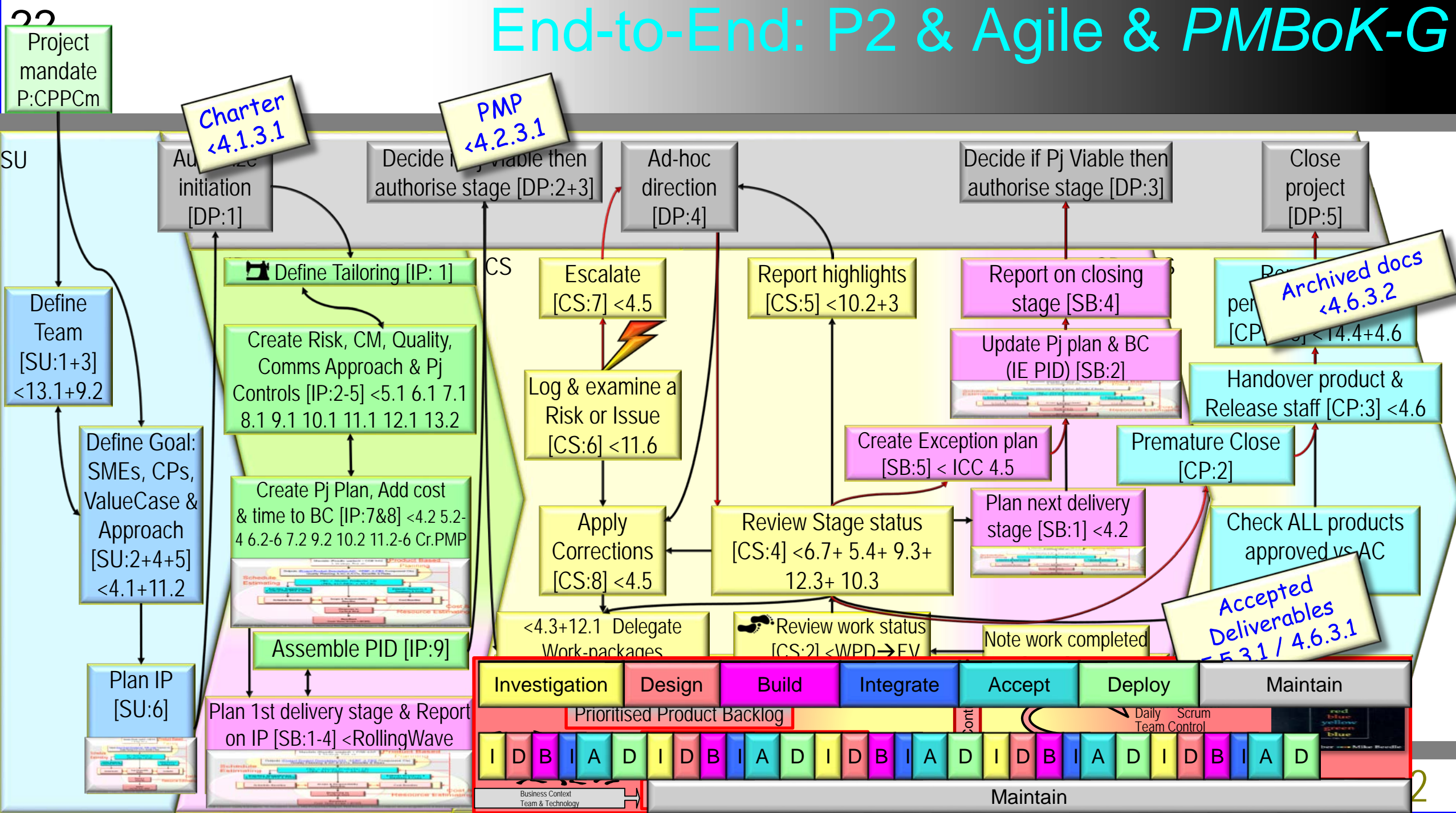
Wholly known – Deterministic
 MBTI - ESTJ

Cause & Effect is linear,
 Rules constrain agents,
ID → Categorise → Use Script
A solution exists – One (old) best practice –
 Unskilled use of PROCEDURE

~~~~~BUT~~~~~

Misapplication is a direct step over the cliff edge  
 ≈ Over simplification,  
 Entrained thinking,  
 Governance is broken (by inability to recognise  
 consistent outcome IS NOT consistent  
 procedure),  
 Beware Complacency

# End-to-End: P2 & Agile & PMBoK-G



## A Model Frame-Work

- Know your start point
- Asses project's character
- Select approach  
& So set governance needs
- Link decision needs to authority

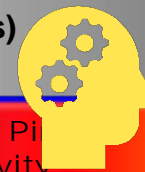


- Start where you are
- Respect the status quo of process, roles, ...
- Start with agreed and incremental change

We live here in the Milkyway







Grey  
Leadership,  
Strategy & Benefits

Blue/ Purple  
Business Impact  
Deliverables

Red/ Pi  
Activity  
Development & Operations

Yellow  
In-process Quality  
control

Green  
Governance  
& Management

Operation of Capital Markets and Direction of regulators  $\approx$  Externally mandated irresistible force

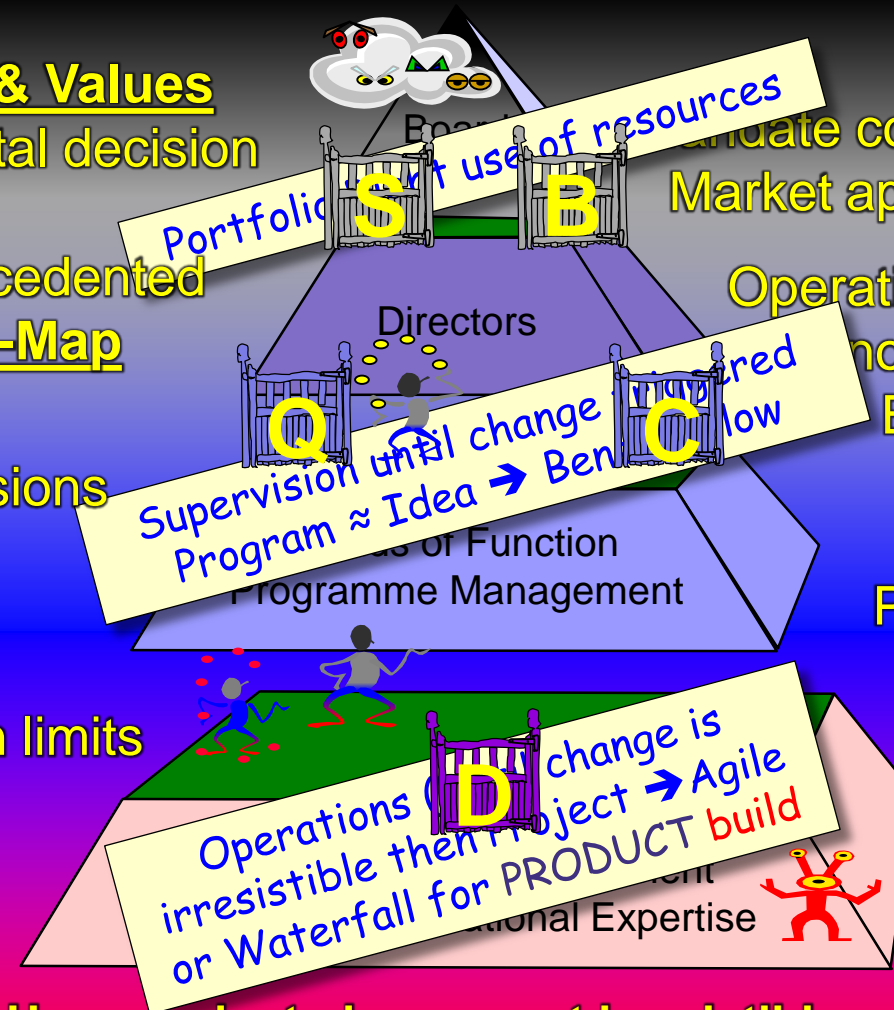
Unprecedented – Mission & Values  
Unlimited commercial/ capital decision

Departmental & Mostly precededented  
decisions – Vision & Road-Map

Technical architecture decisions  
Strategy alignment

Realisation decisions within limits  
(Physics & Politics)

Capability of the technology  $\approx$  Unprecedented emergent irresistible competitive threat and opportunity



Market approach – 'Visions' to prosper

Operational & Program/ project rules  
Known procedures - Governance  
Business constraints & design  
Value For Money

Program/ project interpretation  
Operational procedures  
Technical Architecture

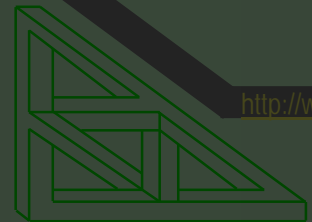
Expenditure and income streams

# “Culture Eats Strategy for Breakfast”



One End...

...is Many Beginnings





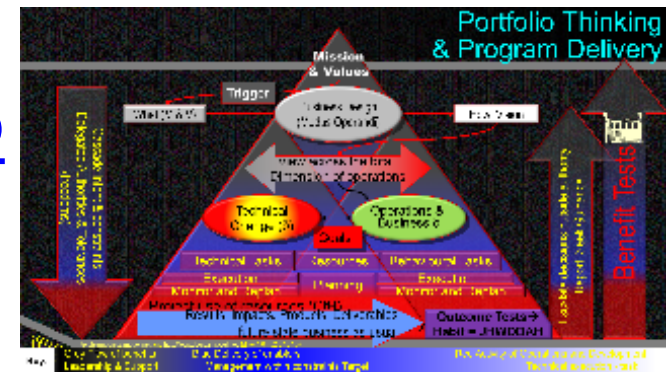
**Based here**

**Working here**

- Consulting and blended Learning at <http://www.logicalmodel.net>
- We have a VERY different competency development curriculum from traditional offerings
- Blended learning is vLearning and traditional Instructor led  
Call +44 (0)84 52 57 57 07



- Further discussion needs fuel
  - Tea and biscuits (or beer) and informal discussion time
- Simon Harris, IPMO-E, PMP, CGEIT, IPMA-D, PRINCE2agile
  - [simon@logicalmodel.net](mailto:simon@logicalmodel.net)
  - <https://www.linkedin.com/in/simonharrisppmp>
  - <https://learn.logicalmodel.net>
  - <https://www.logicalmodel.net>



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