

Quality On Time

Selection of posters

Glue slides 2 ~ 9 on a wall or door for all to see and study

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Weekly 3-step procedure

1. Individual preparation

- Conclude current tasks
- What to do next
- Estimations
- How much time available

2. Modulation with / coaching by Project Manager

- Status
- Priority check
- Feasibility
- Commitment (taking responsibility!) and decision

3. Synchronization with group (team meeting)

- Formal confirmation
- Concurrency
- Learning
- Helping
- Socializing

Types of Tasks

1. Tasks done within estimated time (= timebox)

2. Analysis Tasks

- What do you know now
- What do you still not know
- What do you still have to know
- Which tasks can you define

3. Mis-estimated tasks (we're only human)

- Feed the disappointment about the failure to your experience/intuition mechanism
- What did you do
- What did you not do
- What do you still have to do
- Which tasks can you define

Task selection criteria

- **Most important requirements first**
- **Highest risks first**
- **Most educational or supporting for development first**
- **Actively Synchronise with other developments**
- **Every cycle delivers a useful, *completed*, result**

Delivery selection criteria

1. What will make Stakeholders more productive
2. What will generate the optimum feedback
 - **Every delivery must have a useful set of stakeholder values (features, qualities),** otherwise the stakeholders get stuck
 - **Delete ↔ Add**
 - **Copy ↔ Paste**
 - **Every new delivery must have clear extras,** otherwise the stakeholders won't keep producing feedback
 - **Every delivery delivers smallest clear increment,** to get the most rapid and most frequent feedback
 - **If a delivery takes more than two weeks, it can usually be shortened: try harder**

Accepting a Task

Acceptance of a Task means:

- **Taking full responsibility for the successful conclusion of the Task within the time agreed**

This also means:

- **As soon as you know that you will not be able to conclude the task successfully, then notify Project Management to decide what to do with this information**
- **When the agreed time has come, no excuse (except acts of God) is good enough for not having successfully concluded the Task: you simply failed your responsibility**

Requirements in TaskSheets

All Tasks shall at least contain in the TaskSheet:

- Stakeholder(s) for this Task
- Requirements of the Stakeholder(s) for this Task

Rationale:

- No Stakeholder means: no Requirement
- No Requirement means: no work to do
- Without a stated requirement: how do we know that the Task is concluded OK?

What to plan and what not to plan

- **We plan any task that does not get done unless it is planned***
- **We do not plan any tasks that don't have to be planned to get done****

* We may include tasks in the planning to show that the hours for these tasks are not available for any other work.

** Such planning costs more than it saves. Account for these tasks as “unplannable tasks”. Default we allocate 2/3 for plannable tasks and 1/3 for unplannable tasks.

We shall work only on planned Tasks

In case a new task suddenly appears in the middle of a Task Cycle (we call this an *Interrupt*) we follow this process:

1. Define the expected Results of the new Task properly
2. Estimate the time needed to perform the new Task, to the level of detail really needed
3. Go to the ETA task planning tool
4. Decide which of the planned Tasks is/are going to be sacrificed (up to the number of hours needed for the new Task)
5. Weigh the priorities of the new Task against the Task(s) to be sacrificed
6. Decide which is more important
7. If the new Task is more important: replan accordingly
8. If the new Task is *not* more important, then do not replan and *do not work* on the new Task. Of course the new Task may be added to the Candidate Task List
9. Now we are still working on planned Tasks.

Evo introduction pattern

1. **Introducing *Tasks***
Learning to organize the work
 2. **Introducing *Deliveries***
To focus on Results
 3. **Introducing *TimeLine***
To get control over the rest of the project
 4. **Fine tuning these concepts until we don't expect more savings for this Project**
 - **Step back as a coach as soon as the ROI for this project is falling below a <ertain> level**
 - **There is still a lot to learn to become even more successful in the next Project**
- } Short term view
- } Project view