

# LESS2010

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New Approach for managing Lean-Agile Development:  
Overturning the Project Paradigm

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# The presentation

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## Objective

- For excitement driven markets
- Propose a new management model for product development
- As seen from “project” management point of view

## Content

- Agile benefits
- Management conflicts preventing the benefits
- Build-up of the new overall model
- Conclusions



# Expected agile benefits

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- Increased customer focus / intimacy
- Improved product quality
- Faster response to change
- Improved development performance
- Avoidance / removal of waste
- More even competence and workload spreading



# Parkinson's law

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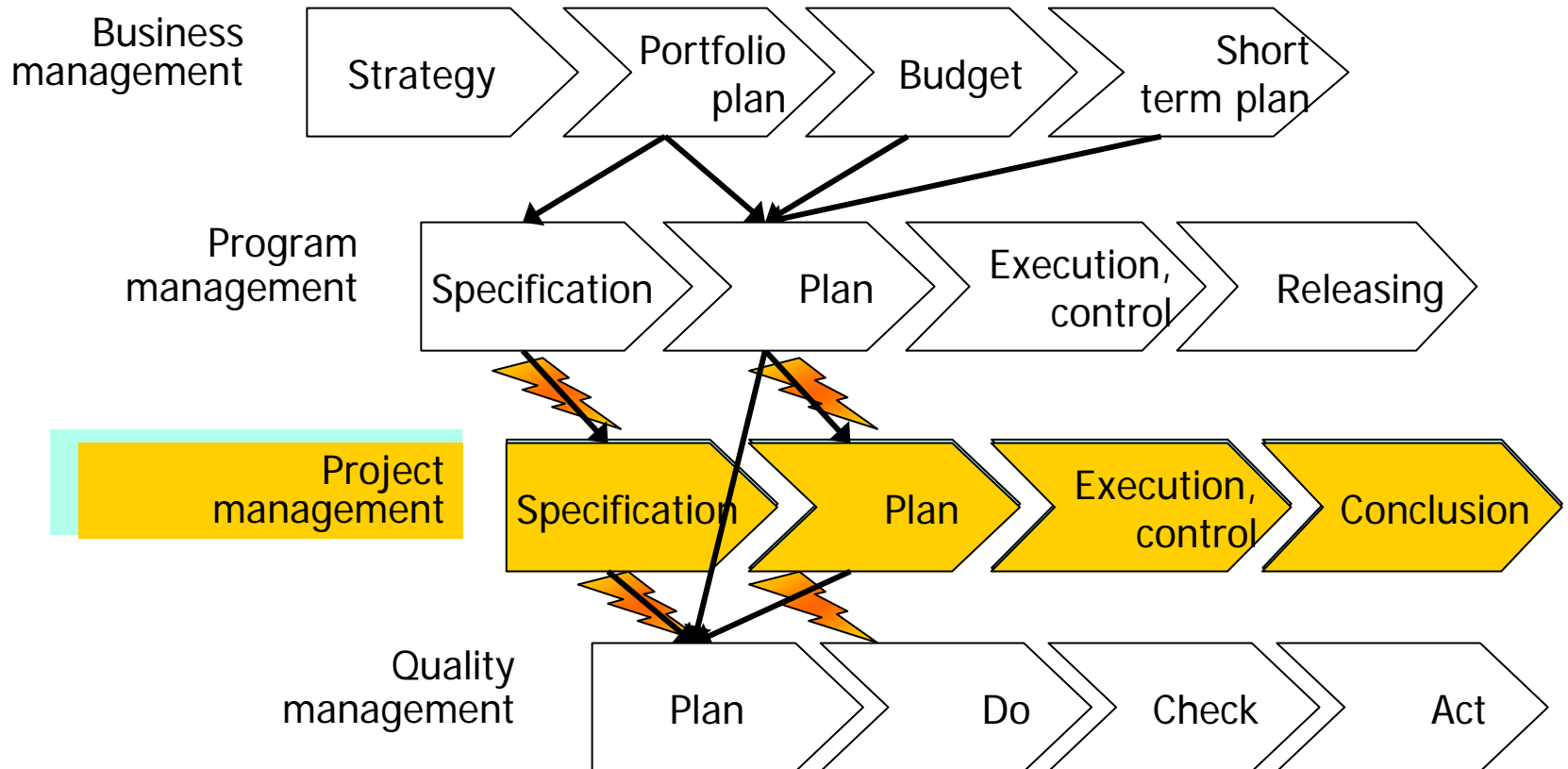
Work expands so as to fill the time available for its completion.

- Cyril Northcote Parkinson (published in The Economist in 1955)

## Parkinson's Law++

- Management work expands so as to fill the time available for it
  - + And to fill employee time with management work
  - + And to fill employee time with additional development work (due complications, corrections, etc caused by management decisions)

# From Project to Agile Sprinting



# New management model

## Main building blocks

| <i>Original concept</i> | <i>Source</i> | <i>Concept of interest</i>                                       |
|-------------------------|---------------|--|
| OODA                    | Boyd          | Observe-orient-decide-act, orientation framework                 |
| Leadership              | Kotter        | Emphasis on leadership (vision, strategy, networks, empowerment) |
| Win-win                 | Boehm         | Win-win for stakeholder groups, IKIWISI                          |
| Lean management         | Womack, Liker | Value, value stream, pull, flow, perfection                      |
| Lean leadership         | Hines         | Leadership with lean management                                  |

Plus many others that are not mentioned here because time will not allow to discuss about them.



# The New Model

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Profound change in all management levels of product development,  
Here the focus is on leading the development teams, overturning the project paradigm

## **The main management responsibilities**

1. Vision and Values, Strategy and Rules
2. Commitment, Engagement and Drive
3. Networks, Coalitions and Alignment
4. Extended Decision Making
5. Framework Driven Execution
6. Steering to the Closure



# Conclusions

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- Current management models for product development are developed to respond to performance driven markets
- Developing products for excitement driven markets require a new management model
- The challenge is to balance the two