LESS2010

International Conference on Lean Enterprise Software and Systems, October 17-20, 2010 Helsinki, Finland

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

Juha Rikkilä
Aalto University, School of Science and Technology

juha.rikkila@kolumbus.fi

© Juha Rikkilä

The presentation

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

- 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

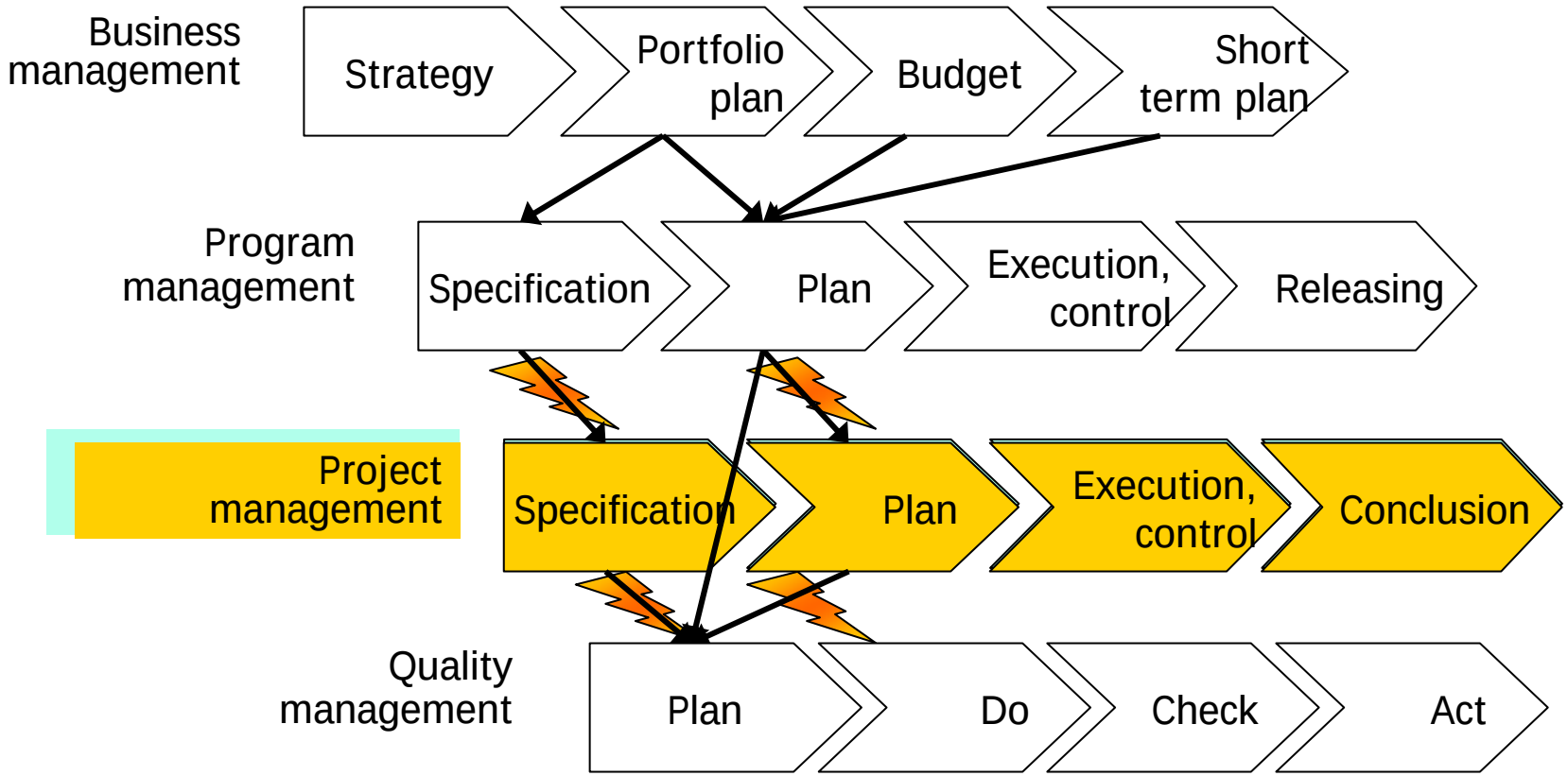
Work expands so as to fill the time available for its completion.

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

<u>Parkinson's Law++</u>

- 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

Original concept	***Source***	***Concept of interest***
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

Profound change in all management levels of product development,

Here the focus in 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

- 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