THE AGILE PMP

Connecting Projects, Products and Value-Stream Teams

This 2-day interactive seminar brings you a complete set of tools, techniques, tips & templates, essential to designing your agile future: Connecting projects, products and value stream teams, based solely on real-world agile project roll-outs, brought to you by **PMI Global Congress** coveted speaker **Karlheinz "Karl" Muenchow**

10+ years in making · 400+ sessions worldwide · 15,000+ People

BEST SELLING SEMINAR

2012 · 2013 · 2014
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PMI GLOBALL CONGRESS
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10 YEARS IN MAKING

MORE THAN 400 SESSIONS
WORLDWIDE

OVER 15,000 PARTICIPANTS

Presented by · Karl Muenchow · PMP

Workshop Focus

✓ Balanced Agility and Return on Investment
✓ Value Management with AHP (Analytics Hierarchy Process)
✓ Value Streams Teams and Innovation
✓ From Requirements and Roadmaps to Backlogs
✓ The dynamic view of value delivery through projects
✓ Projections and Velocity – How long will it take? How much will it cost? Answered.

KTC International
Success through **C**ompetitive **I**ntelligence

AGENDA

8:30 am - 5:00 pm

Business

8:30 am (45 min)
BALANCED AGILITY AND RETURN ON INVESTMENT
Your challenges captured and your goals and objectives revisited.

(1)

Value

9:15 pm (120 min)
VALUE MANAGEMENT WITH AHP (ANALYTIC HIERARCHY PROCESS)
From emotions to math: Ranking by value and making decisions.

(2)

Value Streams

11:30 am (45 min)
VALUE STREAM TEAMS AND INNOVATION
Your value streams identified and optimized.

(3)

Products

1:00 pm (105 min)
FROM REQUIREMENT AND ROADMAPS TO BACKLOGS
A solid rolling wave planning and product management process. End-to-end.

(4)

Projects

2:45 am (30 min)
PROJECTS: THE DYNAMIC VIEW OF VALUE DELIVERY
Why Projects and Epics (or Stories) are two completely different things.

(5)

Cost

3:15 pm (105 min)
PROJECTIONS: VELOCITY + MCS (MONTE CARLO SIMULATION)
How long will it take? How much will it cost? Answered.

(6)

Business

Part 1:
BALANCED AGILITY AND RETURN ON INVESTMENT
Your challenges captured and your goals and objectives revisited.

What? Executive level overview on the latest developments and trends related to business agility in your field.

Details? From business operations and project execution to strategic planning, from IT to Biotech – agile is changing every sector in every industry. Managing today's Creative Economy projects with Industrial Age methods (such as Waterfall) is challenging.

Let's deliver higher value sooner, reduce the costs of delays, and unlock the agility your business needs to innovate and lead. We'll focus on agile variations that balance predictability and agility to meet your business objectives going beyond the extremes of "Happy Agile Teams" on one side and "Control by Gantt-Charts" as the other.

Topics?
1. Your business in the Industrial Age vs. today's Creative Economy. What changed?
2. Your goals and objectives of agile transformation revisited. Why are we doing this?
3. How to deliver value faster and more effectively by optimizing your project's ROI
4. Discover cost-effective solutions that delight your customers
5. Form realistic estimates that are based on actual value production velocity
6. Optimize value-streams that balance agility and predictability with precision
7. Enabling innovation without losing control

Who? C-Level, VPs, Directors, Senior Managers, Managers, Business Leaders, Executives, Key stakeholders

Value

Part 2:
VALUE MANAGEMENT WITH AHP (ANALYTIC HIERARCHY PROCESS)
From emotions to math: Ranking by value and making decisions.

What? Defining Value and a solid Value Management process using AHP to rank backlogs.

Details? Organizations know the cost of everything and the value of nothing. If you want to deliver the highest value to your customer as quickly as possible, you must be able to quantify value. Together, we will define your very own value management system using a solid mathematical foundation based on Analytic Hierarchy Process to go beyond emotions and scorecards.

Topics?
1. Ranking capabilities to deliver the highest value
2. Ranking by financial and strategic parameters
3. Introduction to the Analytic Hierarchy Process (AHP)
4. Removing emotions from value ranking
5. Deductive vs. Systems analysis
6. Making non-tangible parameters tangible
7. Defining value objectives
8. Combining objective and subjective parameters when ranking.
9. Defining criteria
10. Defining alternatives

**Who?** Product Managers, Project Managers, Product Owners

Value Streams

Part 3:
VALUE STREAM TEAMS AND INNOVATION
Your value streams identified and optimized.

What?   Your value streams and current value stream efficiency.

Details?   Agile does not eliminate budgets, commitments, governance, stakeholder management, contract management, project management or product management. In fact, expertise in these areas is more important than ever.
Value stream optimization and Lean Thinking are fundamental to your success.

How efficient are you today? Let's find out.

Topics?

1. Assessing your efficiency.
2. Quantifying your cost of delay.
3. Value streams vs. components: How to align teams to value streams.
4. Conway's Law revisited
5. Enabling innovation while staying in control.
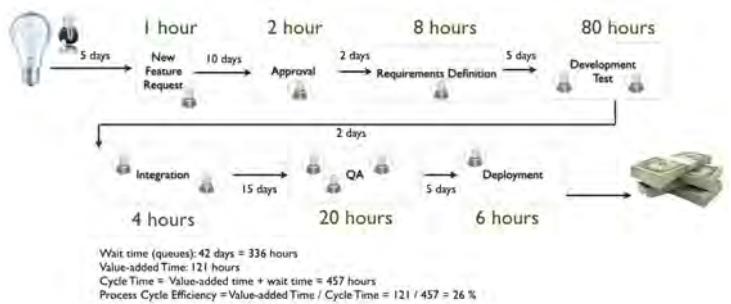
**Who?**   C-Level, VPs, Directors, Senior Managers, Managers, Business Leaders, Executives, Key stakeholders

How much does the status-quo cost you?
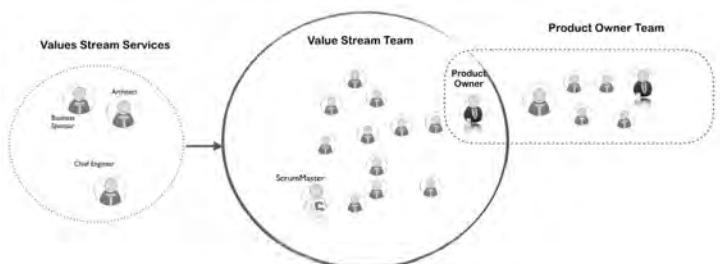
What is your value stream efficiency?

Wait time (queues): 42 days = 336 hours
Value-added Time: 121 hours
Cycle Time = Value-added time + wait time = 457 hours
Process Cycle Efficiency = Value-added Time / Cycle Time = 121 / 457 = 26 %

Framework (VST)

Value Stream Team

Products

FROM REQUIREMENT AND ROADMAPS TO BACKLOGS
A solid rolling wave planning and product management process. End-to-end.

What? Developing a solid Agile Product Management Process from Roadmaps to Backlogs

Details? A value-ranked backlog that expresses your customer's needs and business objectives. Value creation is conditional upon the creation of optimal backlogs. Scrum assumes that the optimal, ranked backlog exists complete with costs and value metrics attached to all items. How do you create the optimal backlog? This segment tackles this challenge head-on:

Topics?

1. **Elaborate on Rolling Wave Planning**
   - From customer needs to actionable backlogs: Roadmaps and backlogs in IT and beyond.
   - Progressive Elaboration and Backlog Grooming: Who will do what?
   - Iterative and Incremental: What is the difference?
   - Product Owner and Team Responsibilities
   - Scope vs. Time-boxed Rolling Wave Planning

2. **Identify the needs of your customers**
   - Needs analysis
   - Personas
   - Elevator Statements

3. **Derive Capabilities**
   - Discovery Process
   - Dependencies, Risks, and MVP
   - Story-maps

4. **Use Case Analysis**
   - Introduction to use cases

5. **Release Planning (IT only)**
   - Release Trains
   - Architectural Runway, Sprint 0, and Spikes
   - Spring Goals, Themes, and Epics

6. **Grooming the Product Backlog**
   - What it means and the responsibility of team members in maintaining a great backlog.
   - Should you groom the Product Backlog or progressively elaborate the Rolling Wave Plan?

7. **Manage Quality**
   - Defining the Quality Quadrant
   - Defining Quality Categories as part of Acceptance
   - Lean principle: Building quality in

8. **Explore Product Backlog Items (PBI's)**
   - Rightsizing (PBIs) and determining level of details.
   - Definition of Done: Options and best practices.
   - Engineering Excellence and Technical Debt
   - Set-based design and Concurrent Engineering: Best practices.
   - Handling technical work and technical debt on the Product Backlog.
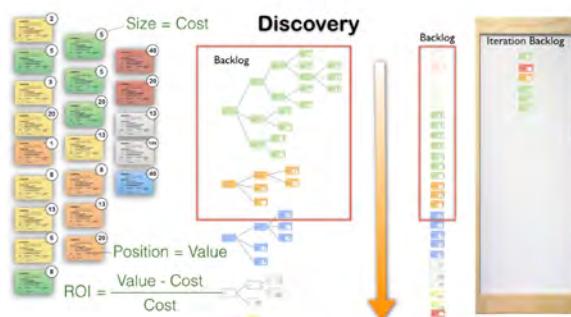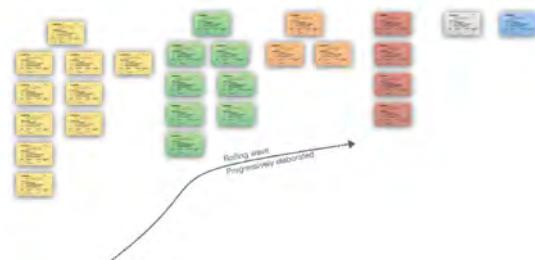
Who? Product Managers, Project Managers, Team Leaders (ScrumMasters), Product Owners

Discovery: Roadmaps - Constraints - Plan of Intend

Capability WBS (Product)

Discovery: Use Case Analysis

Discovery

Projects

Part 5

PROJECTS: THE DYNAMIC VIEW OF VALUE DELIVERY
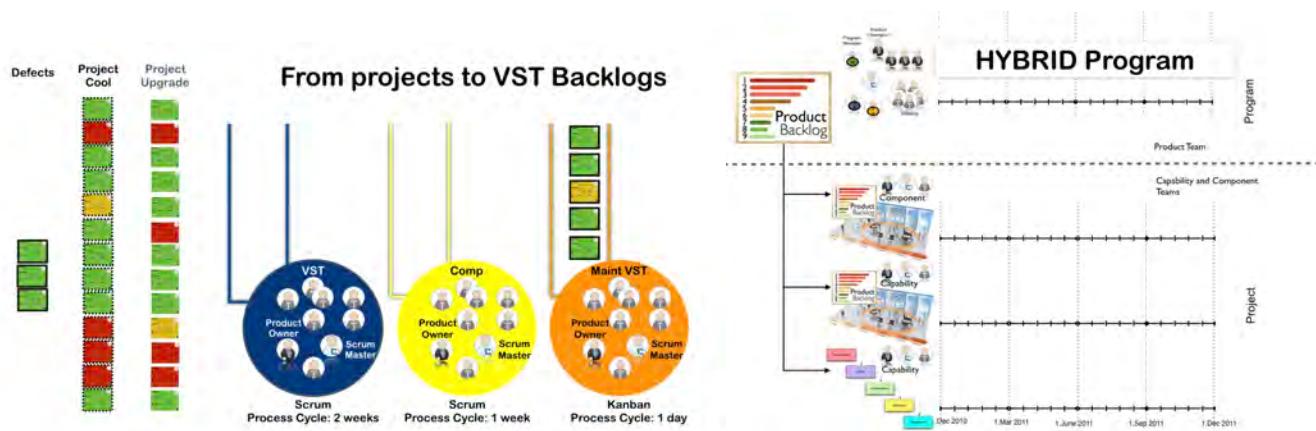
Why Projects and Epics (or Stories) are two completely different things.

What?   The importance of project and program management in agile environments.

Details?   Based on the PMI SeminarsWorld bestseller THE AGILE PMP, we will analyze the role of project management in agile environments and demonstrate the advantages of an PMO as agile enabler, trainer, and mentor.

Topics?
1. Project Management in Waterfall vs. Agile
2. Importance of Project Management in Agile
3. Roles and Responsibilities (Project vs. Product. vs Teams)
4. PMO Lean-Agile Center of Excellence
5. Scaling Agile: Program and Portfolio Management.
6. Looking forward: Holacracy and Teal.

Who?   Product Managers, Project Managers, Team Leaders (ScrumMasters), Product Owners

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Cost

Part 6
PROJECTIONS: VELOCITY + MCS (MONTE CARLO SIMULATION)
How long will it take? How much will it cost? Answered.
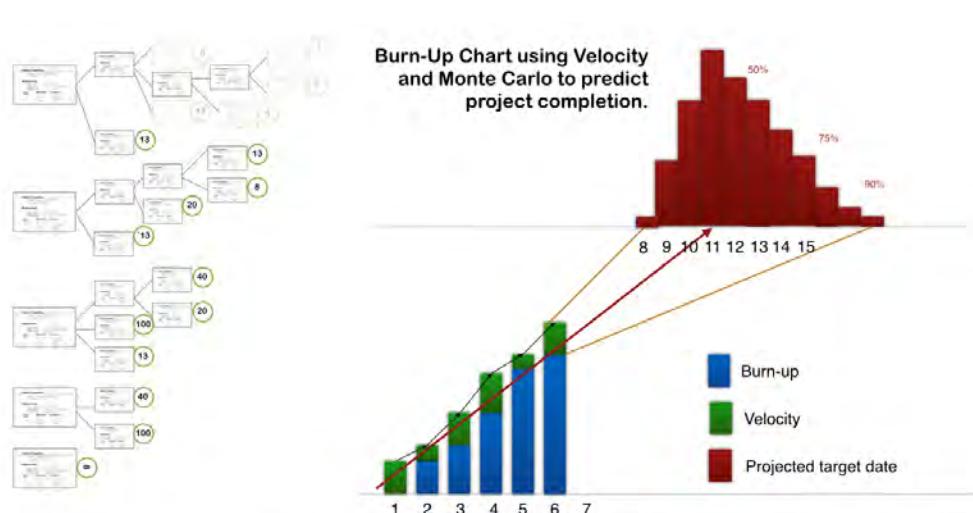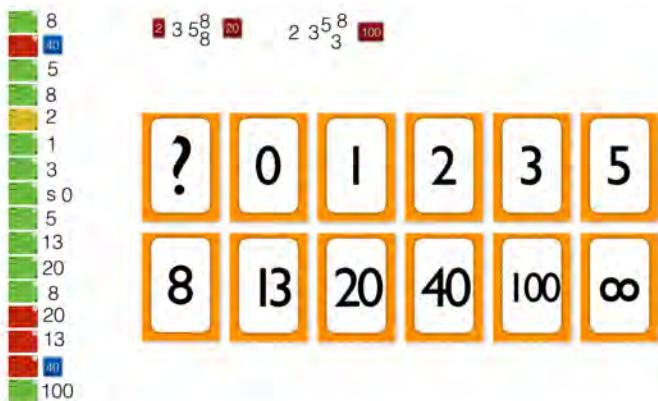
What? Combine velocity and Monte Carlo Simulation to create better forecasts.

Details? Have the teams convinced you that no commitment beyond the next iteration is possible? If so, how do you meet business expectations relying g on "When are you done?" and "How much will it cost?". In this segment, you will learn how teams estimate rolling wave plans to answer these questions. We will use the Month Carlo method to create forecasts which are based on actual productivity (not wishful thinking).

Topics?
1. Estimation: Relative vs. absolute
2. Wideband - Delphi explained.
3. Mike Cohn's Planning Poker: Relative Estimation using a modified Fibonacci sequence.
4. Calibrating your team in 6 Steps: Do it once, do it right
5. Burn-up charts and the cone of uncertainty
6. Monte-Carlo analysis
7. Answering "when are you done?" and "how much will it cost?"

Who? Product Managers, Project Managers, Product Owners, Team Leaders (ScrumMasters)

Burn-Up Chart using Velocity and Monte Carlo to predict project completion.

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ABOUT THE MASTERCLASS LEADER

As founder and CEO of XoJom Group, **Karlheinz Muenchow** helps organizations in the common-sense adoption of Lean-Agile to increase ROI through effectiveness and quality, reduced cycle times, and to create an adaptive environment to innovate and lead. Working with clients worldwide, Karl provides invaluable lessons and insights to accelerate the process for learning and piloting Lean-Agile, and to successfully expand Lean-Agile across the organization.

Karl's unique approach and proficiency in scaling agility allows him to successfully coach organizations with complex systems programs that often require the coupling of agile and non-agile approaches within phase-gate governance.

His hands-on approach rolling out Lean-Agile with organizations in Europe, India, Brazil, and all across the United States has given him a deep understanding of how companies vary in their needs and requirements for implementing Lean-Agile. After a successful career in engineering and management spanning over 15 years in the United States and Europe, Karl has chosen to dedicate his professional life to helping clients create a culture of agility through comprehensive process initiatives. He also works closely with the Project Management Institute and provides PM training that integrates Lean and Agile best practices with solid project management fundamentals.

Karl believes that value creation will increasingly favor organizations embracing creative, adaptive, and lean processes and approaches. He emphasizes that it is by commitment to a clear vision and the pursuit of innovation through continuous learning and improvement that we drive meaningful transformative change in our organizations and teams. Above all, Karl is passionate about bringing Lean-Agile to complex program and portfolio management and to spreading the message of agility and flexibility through educational programs.

> In 2012 Karl's seminar **The Agile PMP** was the most visited event during the PMI Global Congress North America, as well as the PMI Global Congress EMEA. In 2013, **The Agile PMP** was once again the most visited event on the PMI Global Congress EMEA and North America edition alike.

> In 2012, 2013, 2014, 2015 AND 2016 **KTC International** has been the only training provider to manage to bring Karl to Eastern Europe, including Belgrade, Bucharest, Vienna and Zagreb on 4 occasions.

ABOUT THE TRAINING PROVIDER

KTC International is a project management training & consulting firm, specializing in brining leading international speakers and trainers to Central & Eastern Europe. Our speakers' network includes coveted PMI Global Congress speakers, such as Dr. Prasad Kodukula, Karl Muenchow and Dr. Richard Graham and many others.

KTC International has been established in 2003, is headquartered in Budapest, Hungary from where it covers all the countries in CEE, with established partnerships on various business assignments in the Scandinavian region of Europe and Middle East.