

Project Management and the Agile World – Can (and Should) We Build More Bridges?



Scrum Day
2022

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Antje Lehmann-Benz



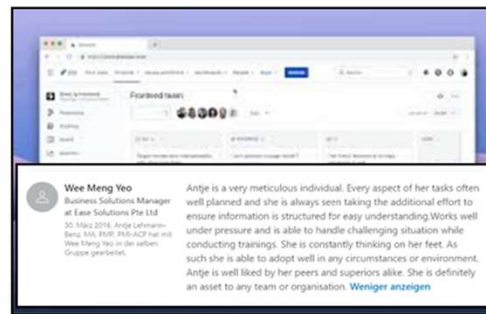
Born here 40 and
then some years
ago...



..., today:



Trainer | Coach
Project management | Agile
e.g. for Automotive, Computer
Science PhD candidates,
manufacturing industries
6 years, classroom and online



16 years of experience in IT
projects, of which 7 in agile
projects
e.g. Semiconductors, electronics,
media

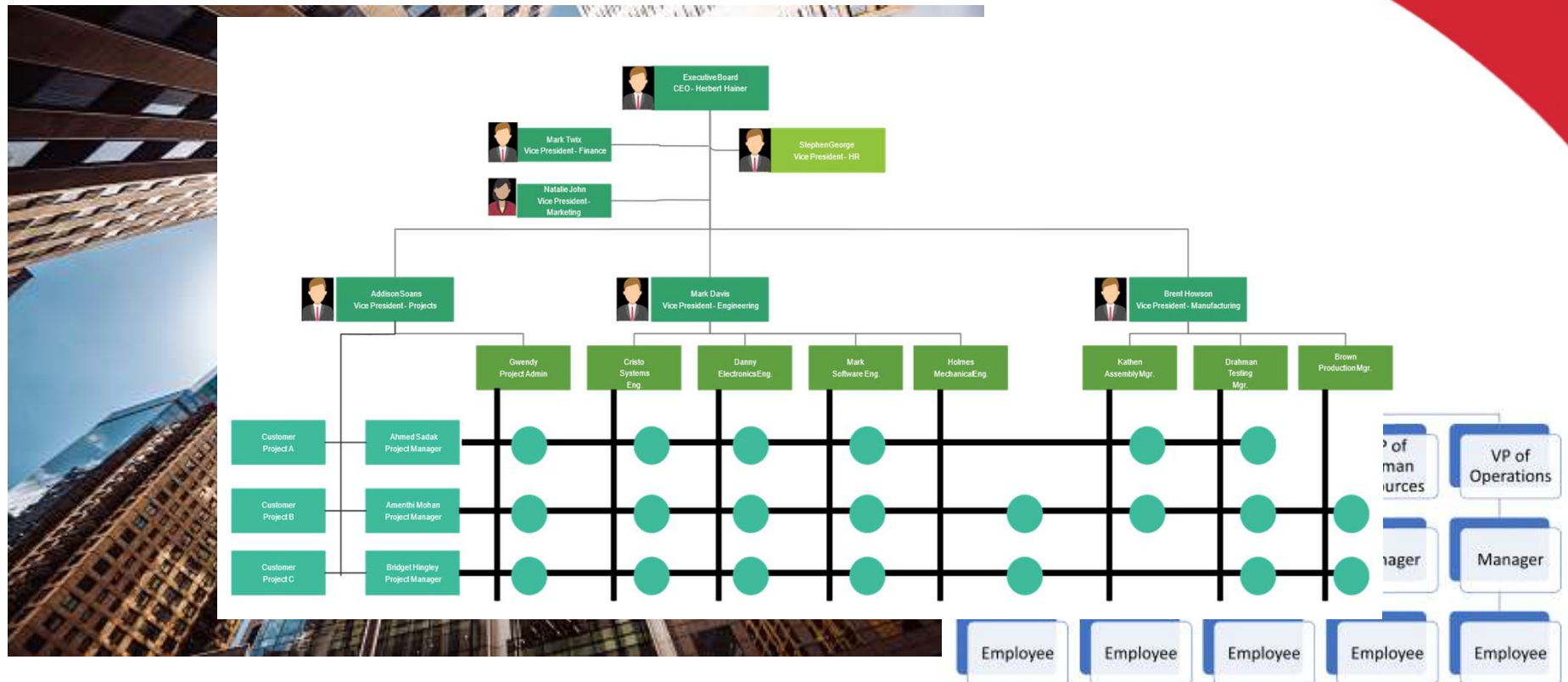


Certifications

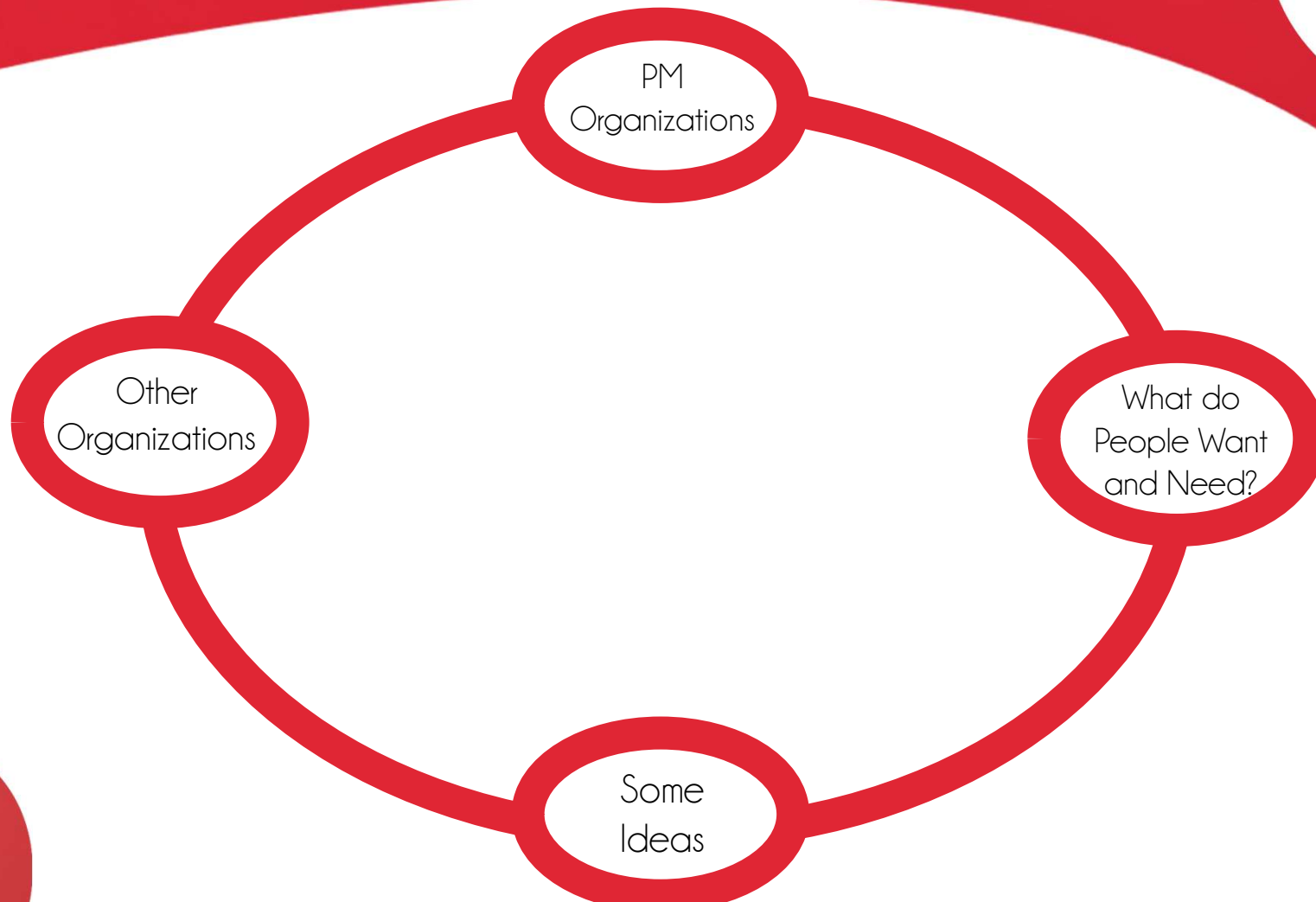
Volunteering for Project
Management Institute (PMI) for
11 years

Scrum Day
2022

Cross-Functionality in Corporate Environments?



Agenda



PM Organizations

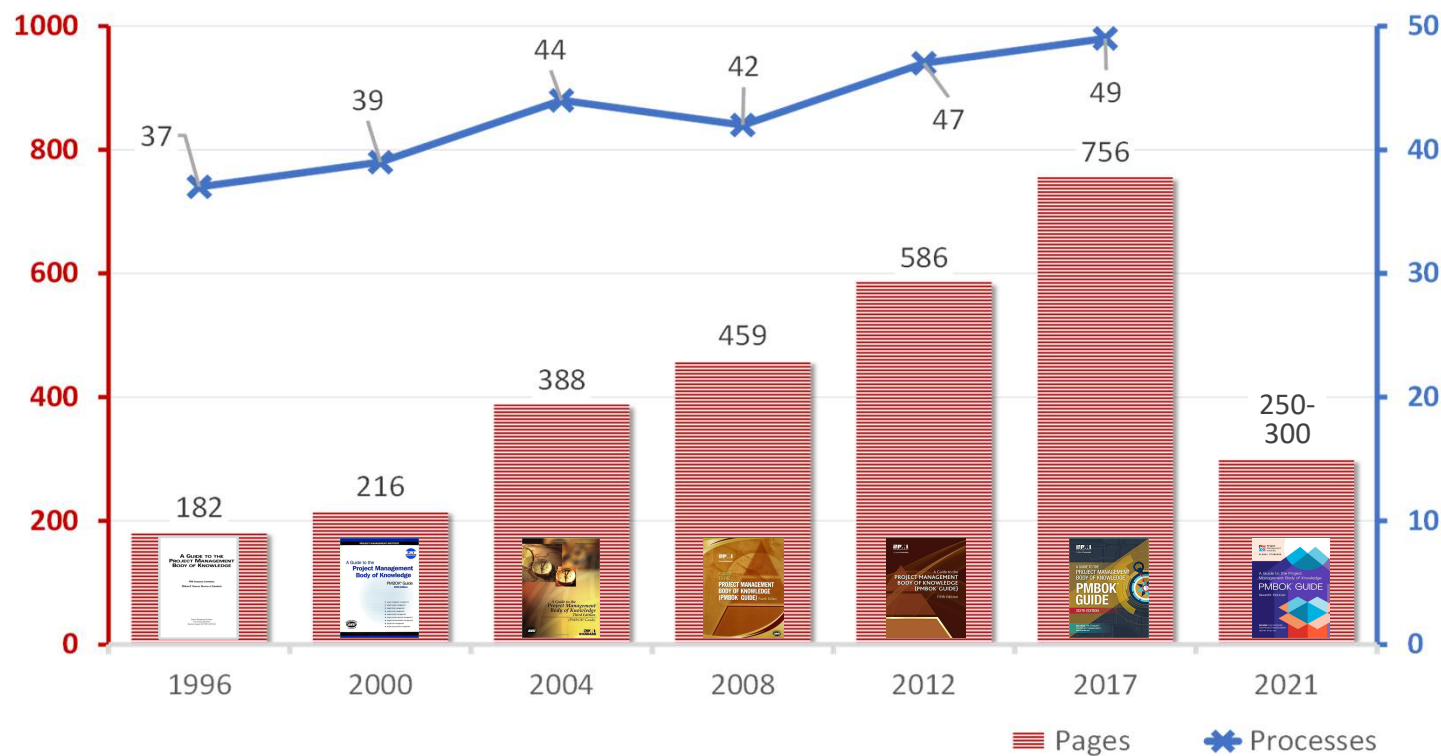
PMI: Project Management Institute

Year of foundation:	1969
Founding members:	5
Members:	~600,000*
Membership type:	Individuals, students
Countries with members:	>200*
Chapters	>300

** per 2020*

PM Organizations

Evolution of the PMBOK / PMBOK® Guide



>5 Million copies in circulation

12 Languages

PMP Exam Content Outline

Exam syllabus (guiding exam content document)

2005	2010	2015	2021
			
Initiating	Initiating	Initiating	People
Planning	Planning	Planning	Process
Executing	Executing	Executing	Business Environment
Monitoring & Controlling	Monitoring & Controlling	Monitoring & Controlling	
Closing	Closing	Closing	
Professional Responsibility			

DA Mindset



Disciplined Agile is a **tool kit** of strategies to help organizations be more successful with agile

It brings an **agnostic** enterprise approach to agile

DA Mindset

Principles

We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

Promises

So we promise to:

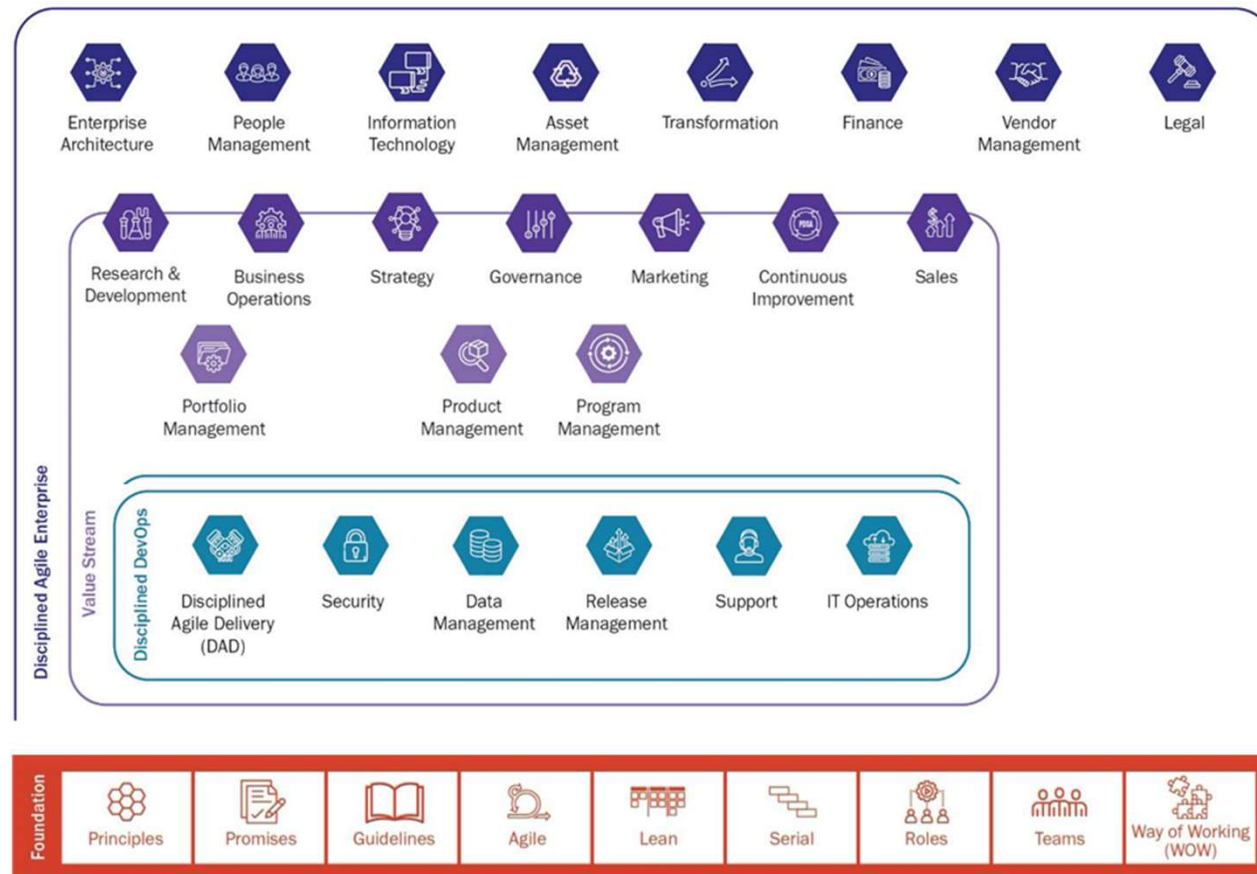
- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

Guidelines

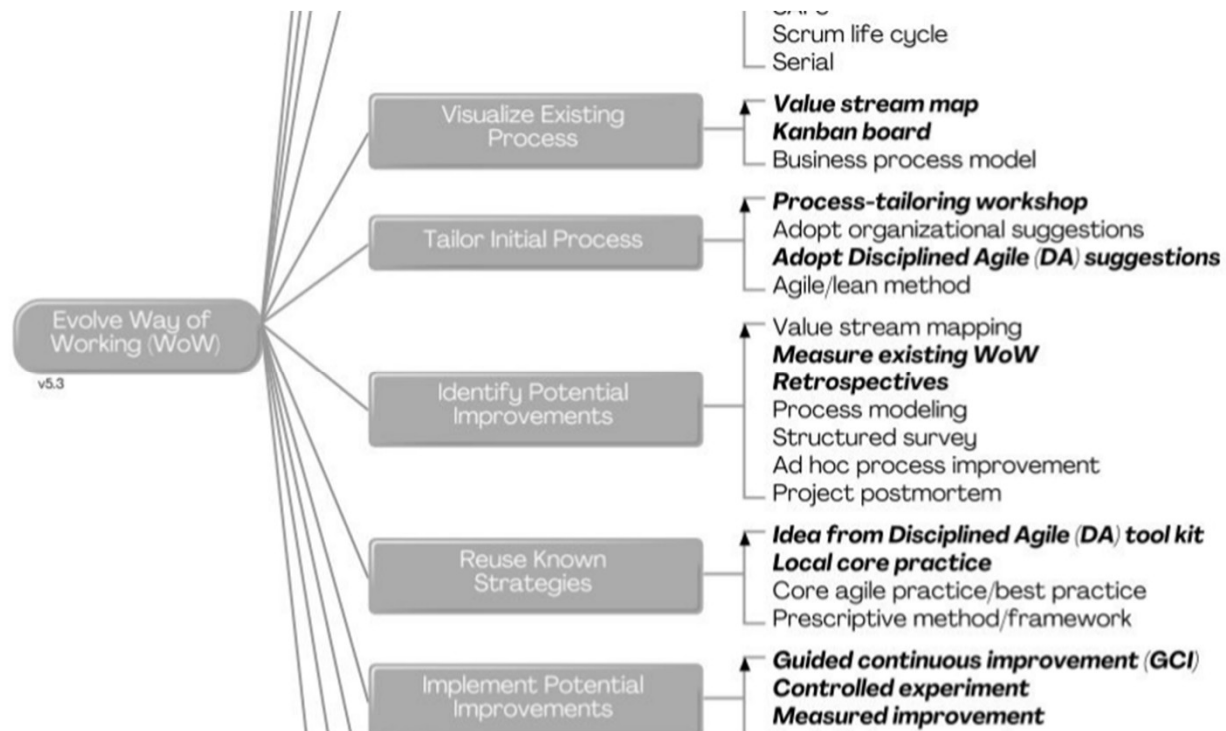
And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

Disciplined Agile Across the Enterprise



Process Goal Diagrams

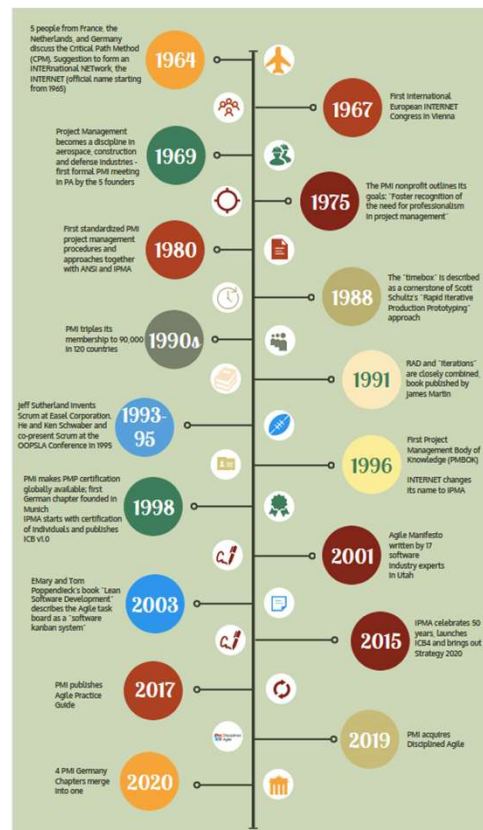


IPMA: International Project Management Association

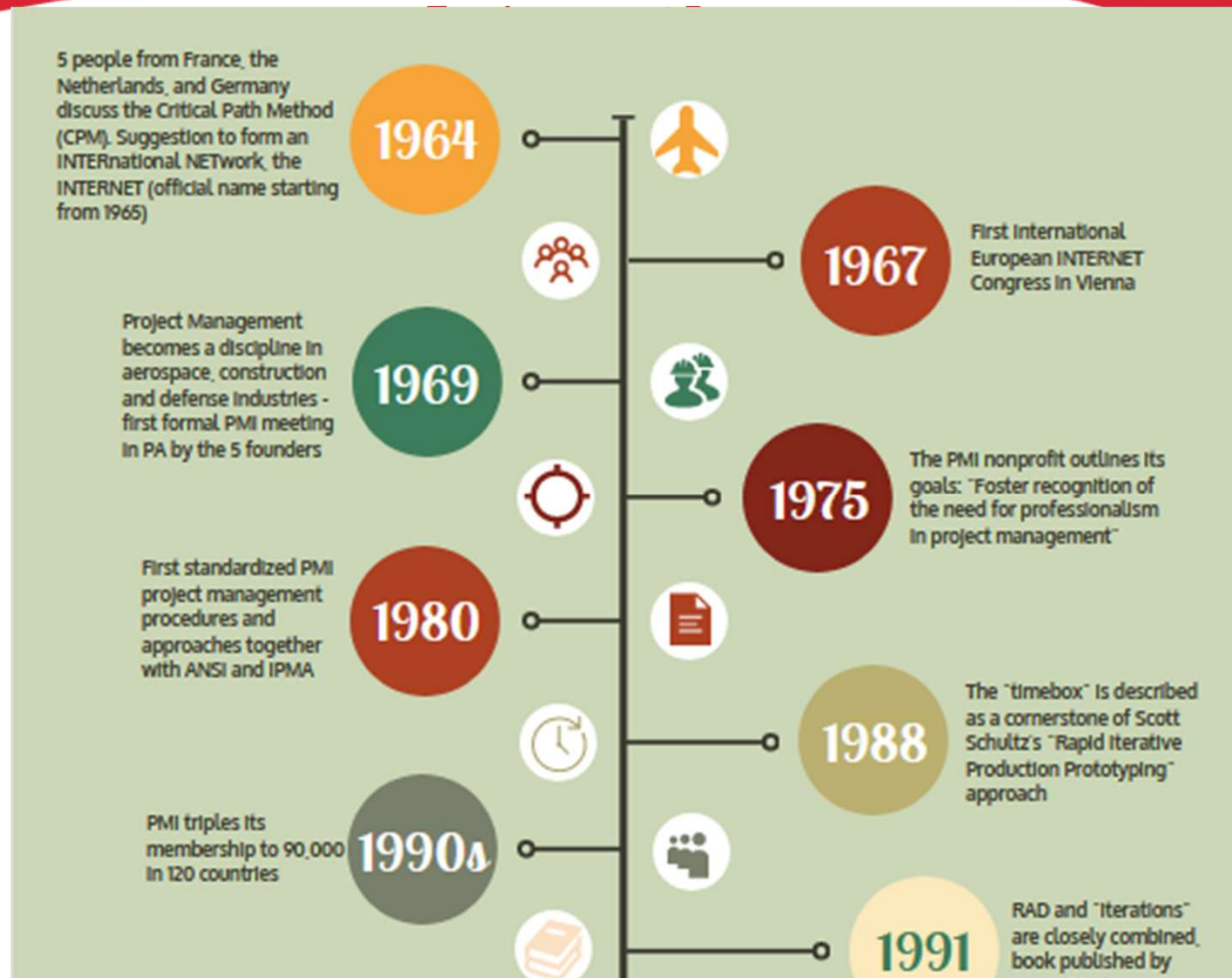
Year of foundation:	1964 (as „INTERNET“), 1996: name change to IPMA
Founding members:	5
Members:	GPM: >8,000
Membership type:	Individual, consultant, emeritus, student
Countries with members:	>80
Local country organizations	82

PM Organizations

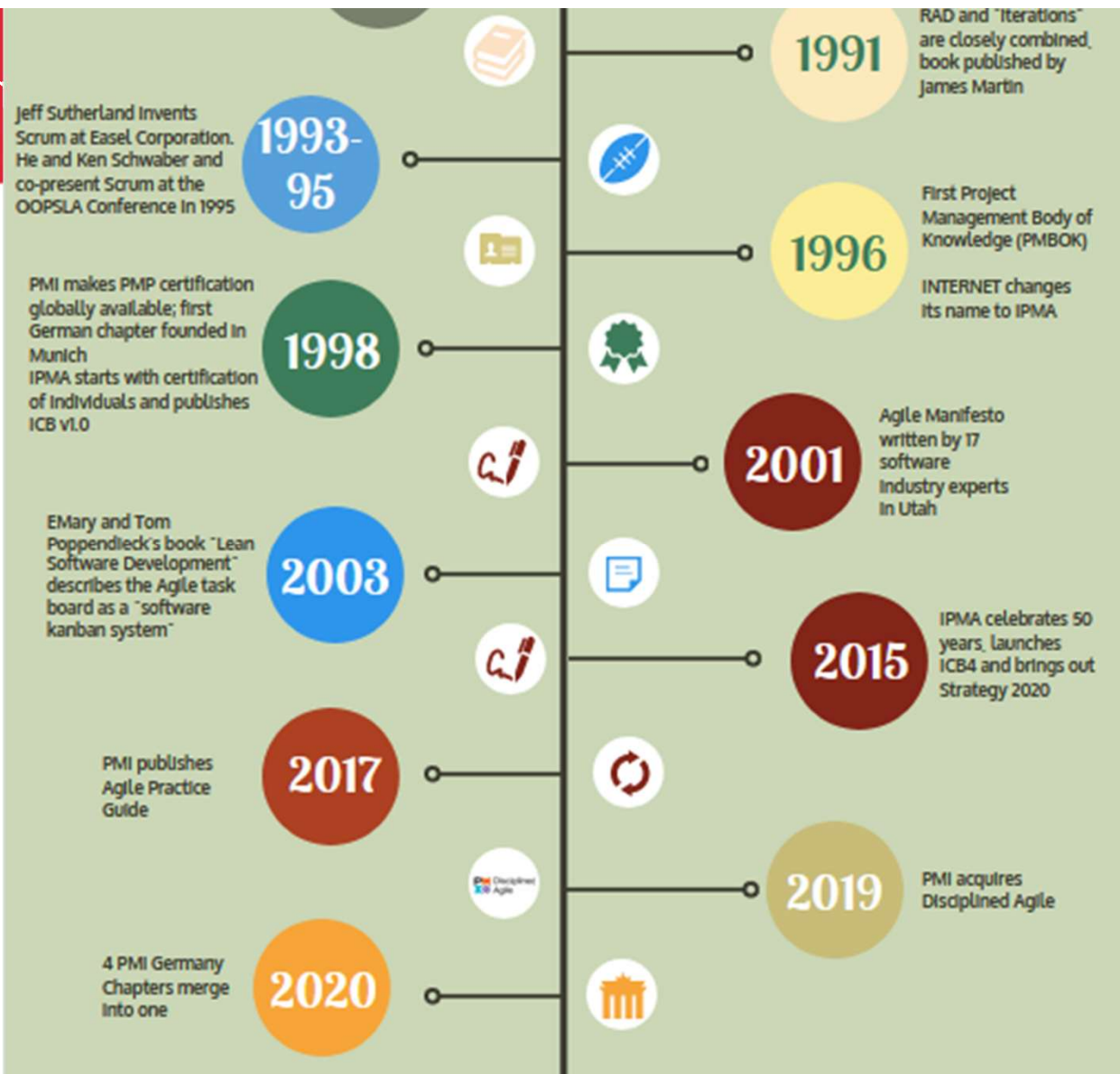
Evolution of Project Management & Organizations



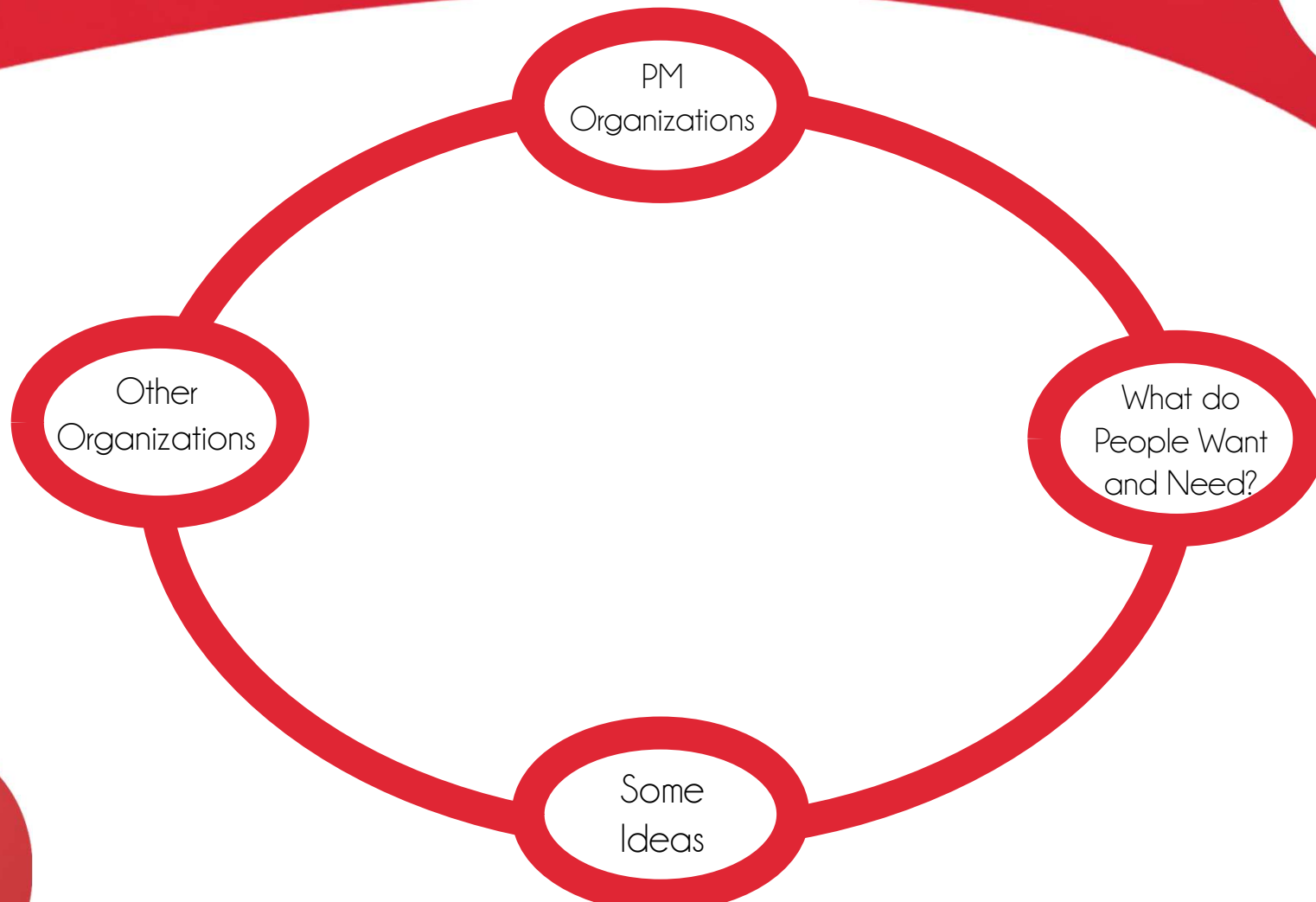
PM Organizations



PM Organ



Agenda



Selection:

- SAFe
- Lean

Other Organizations & Approaches

SAFe

SAFe Configurations	For whom?	Purpose?
Essential	Team and Program Level	Teams/companies that want to start soon and quickly with the minimum elements of SAFe
Large Solution	Team and Program Level	Companies with larger undertakings
Portfolio	Team, Program, and Portfolio Level	Companies with several larger undertakings in the form of portfolios managed using SAFe
Full	Entire Enterprise	All previous levels integrated - large undertakings with >100 people involved.

Other Organizations & Approaches

SAFe

The screenshot shows a presentation slide with a dark header bar containing the name 'Thomas Haas'. The slide is divided into two main columns. The left column is titled 'Often heard pros' and lists four bullet points. The right column is titled 'Often heard cons' and lists four bullet points. The slide has a dark footer bar with navigation icons. On the right side of the slide, there is a vertical sidebar with various icons and the text 'ing'.

Often heard pros	Often heard cons
+ Good starting point for organizations that have little to no experience with agile	– Builds on introduction of many additional roles and hierarchy levels
+ Offers tradeoffs to organizations with high governance needs (ex. highly regulated environments)	– Not agile enough for many (or not at all)
+ Can work with context-oriented expert guidance	– Command & control habits may persist
+ PI (program increment) planning events one of the highlights	– Can be an (unnecessarily?) rocky road to agility

Other Organizations & Approaches

State of Agile

Scaling Agile

"I would say that the number one challenge facing capital 'A' Agile today is a lack of awareness of systems thinking. And the fact that we have all these teams and organizations who have adopted agile and agile frameworks, be it Scrum or SAFe or XP, are doing so in one part of the system."

Evan Leybourn, CEO and Founder Business Agility Institute

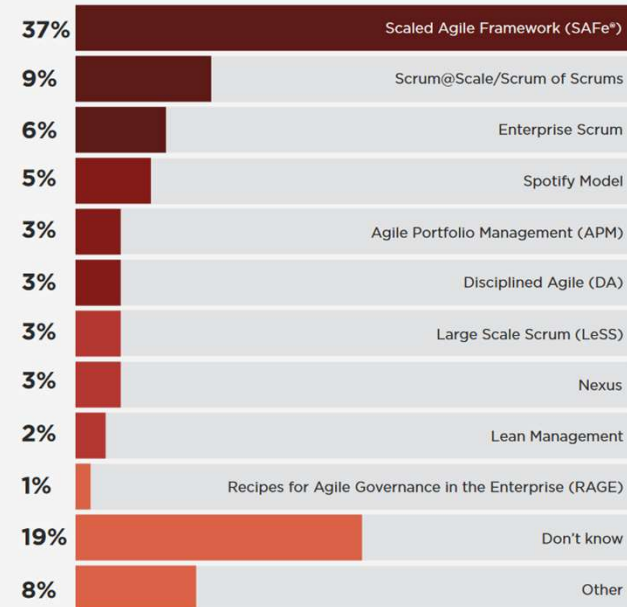
"With respect to software development, I think at the team level agile is widely practiced. It's the dominant form of how teams organize. In many IT teams, the alignment to business outcomes is missing."

Dave West, CEO at Scrum.org

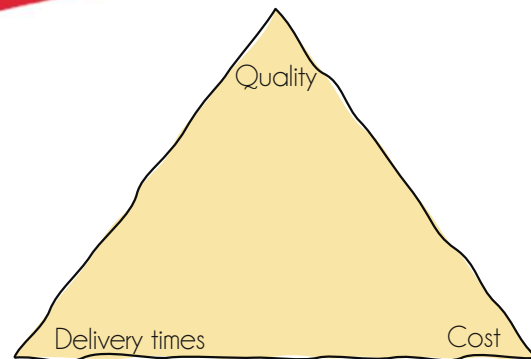
While a wide range of scaling frameworks are in use, the Scaled Agile Framework (SAFe®) continues to be the most popular with **37%** of respondents identifying it as the framework they most closely follow. SAFe® significantly outdistances the next nearest scaling method, Scrum@Scale/Scrum of Scrums (**9%**).

Over the last several years, there has been increasing awareness of both the opportunities and challenges offered by scaling Agile practices across the organization. Initially, scaling agile was addressed through a "Scrum of Scrums" approach. Over the past five surveys, we have seen the use of SAFe® grow significantly to become the dominant approach, in use by more than a third of respondents.

Which framework does your organization follow to help scale Agile?



Other Organizations & Approaches



Lean
~since the 1950s

has brought to
emergence



Kanban

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inspired

inspired



Agile Manifesto
2001

was one of the
foundational ideas
for



Scrum Framework
~1995

Other Organizations & Approaches

Lean

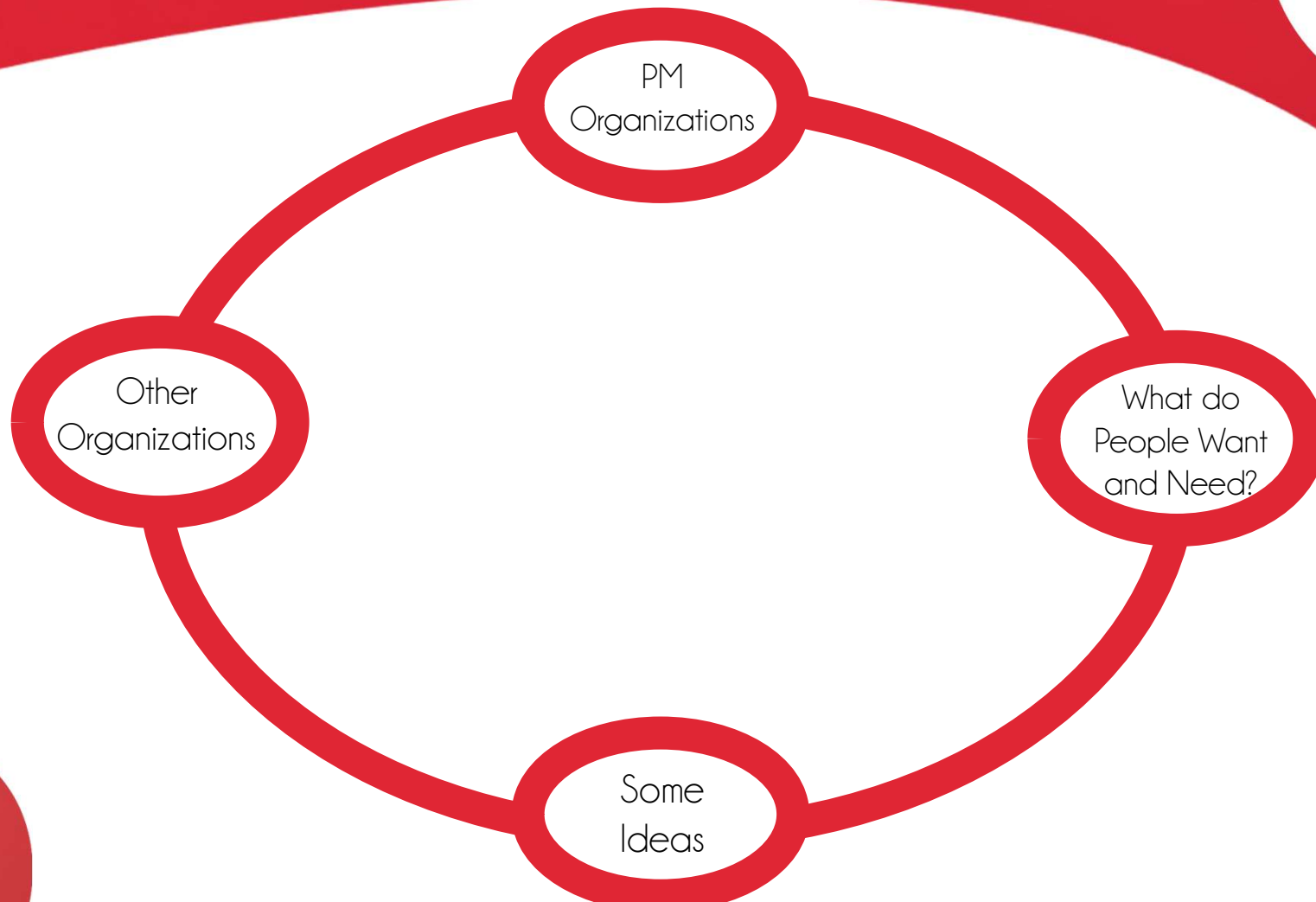
Often heard pros

- + Good for agile teams that want to deliver **continuously** instead of iteratively
- + Not just for projects, but suitable for **all types of work** (operations, team of teams,...)
- + **Proven positive effects:** E.g. more and better transparency, visualization, collaboration, self-organization and ownership, system optimization....
- + Practiced at least to some extent in a majority of companies

Often heard cons

- Originates from **production / manufacturing** - does not "fit" for knowledge work
- Gentle change may be **too slow** for some
- Needs **good guidance**, many don't know about everything it has to offer – teams often just use post-its on boards as a simple tool and call it Kanban

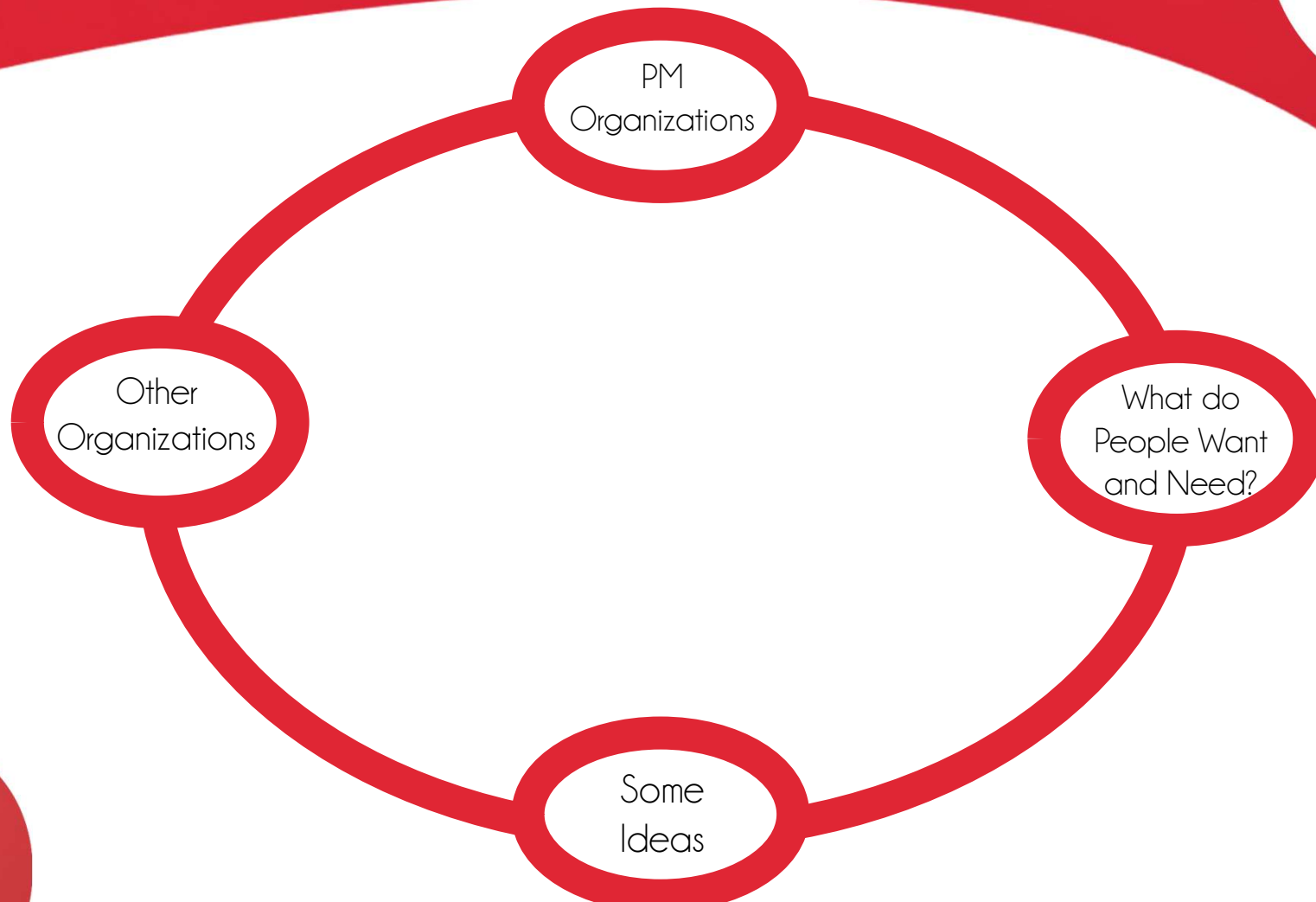
Agenda



*On a Scale From 1-5, how
familiar were you with the
organizations and approaches
presented here?*

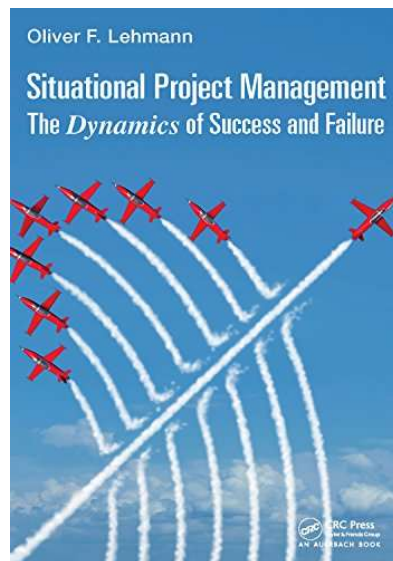
*What kind of support
should professional
organizations generally offer,
or offer more of?*

Agenda



Some Ideas

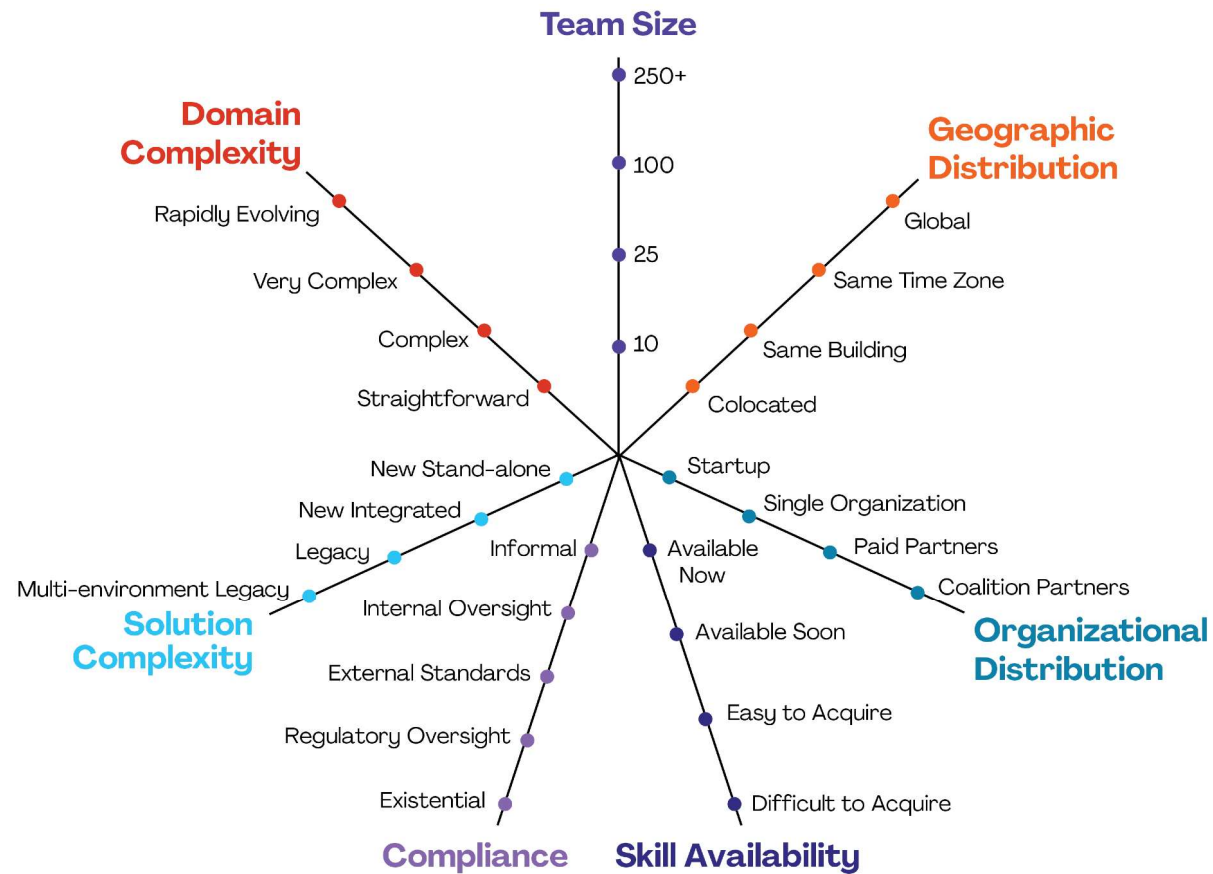
Situational Project Management



Version	ICB4
Logo	
Content	Project, Program, and Portfolio management as a method and leadership task in a specific environment
Reach	3 global standards
Date	2018
KOMPETENZ	

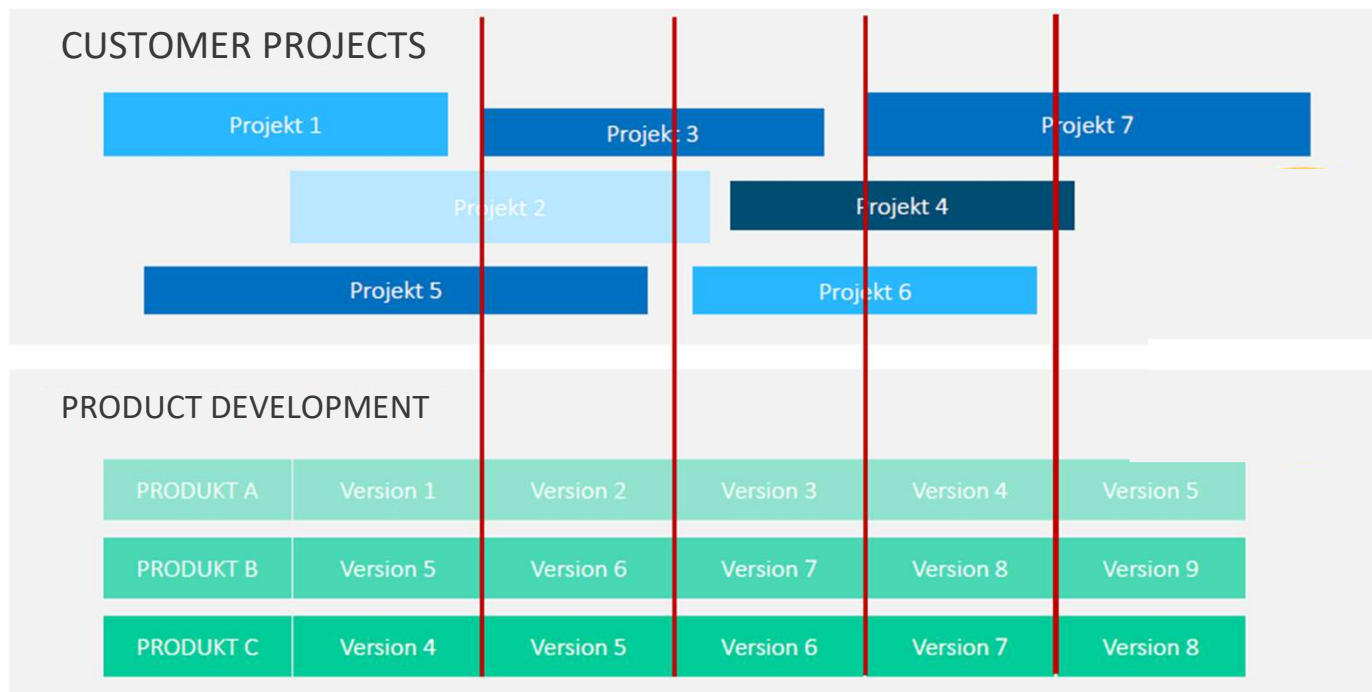
Some Ideas

DA Tactical Scaling Factors



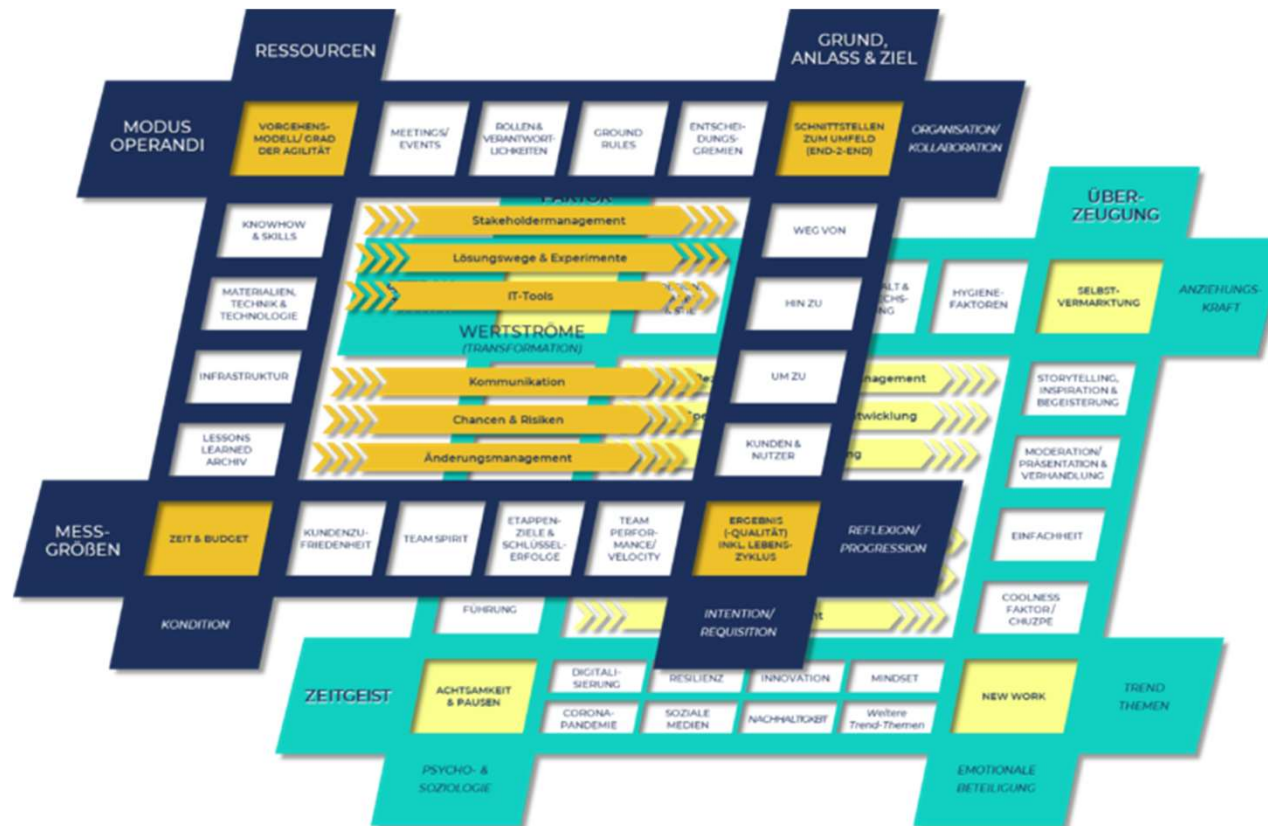
Some Ideas

Hybrid Approaches



Some Ideas

Cross-Over Project Navigator



Discussion



*Do you think we need to
build more bridges between
the Project Management
world and the Agile world?*

Q&A

Any questions?

Wrap-Up

Your takeaways

Feedback



<https://forms.gle/PANaLZigfnXaYZmB8>



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2022*

PM Organizations



PROJECT MANAGEMENT INSTITUTE

Certification Framework

PMI certifications show future employers that you have the practical knowledge, insights, and professional expertise to meet increasingly heightened project demands. With certifications designed for all experience levels, there's always an optimal next step to enhance and accelerate your career.

0-3 YEARS EXPERIENCE NEW TO PROJECTS	<div>PMI Project Management Ready™</div> <div>View ></div>	<div>CAPM® Certified Associate in Project Management</div> <div>View ></div>	<div>PMI-ACP® PMI Agile Certified Practitioner</div> <div>View ></div>	<div>DASM™ Disciplined Agile Scrum Master</div> <div>View ></div>	<div>DASSM™ Disciplined Agile Senior Scrum Master</div> <div>View ></div>	
	<div>PMP® Project Management Professional</div> <div>View ></div>	<div>PMI-PBA® PMI Professional in Business Analysis</div> <div>View ></div>	<div>DAVSC™ Disciplined Agile Value Stream Consultant</div> <div>View ></div>	<div>DAC™ Disciplined Agile Coach</div> <div>View ></div>		
3+ YEARS EXPERIENCE SKILLED PRACTITIONER						
SPECIALIZATION	<div>PMI-RMP® PMI Risk Management Professional</div> <div>View ></div>	<div>PMI-SP® PMI Scheduling Professional</div> <div>View ></div>	<div>AHPP™ Agile Hybrid Project Pro™</div> <div>View ></div>	<div>CD-P Citizen Developer Practitioner</div> <div>View ></div>	<div>Built Environment Project Communication Pro</div> <div>View ></div>	<div>OTF Organizational Transformation Foundation</div> <div>View ></div>
	<div>PgMP® Program Management Professional</div> <div>View ></div>	<div>PfMP® Portfolio Management Professional</div> <div>View ></div>				
8+ YEARS EXPERIENCE SENIOR LEVEL PRACTITIONER						

PM Organizations

Most Widespread Certification: Project Management Professional (PMP)

Exam	Members	\$405	€340
	Nonmembers	\$555	€465
Certification renewal after 3-years cycle	Members	\$60	--
	Nonmembers	\$150	--

Membership, annual fee	Regular	\$129
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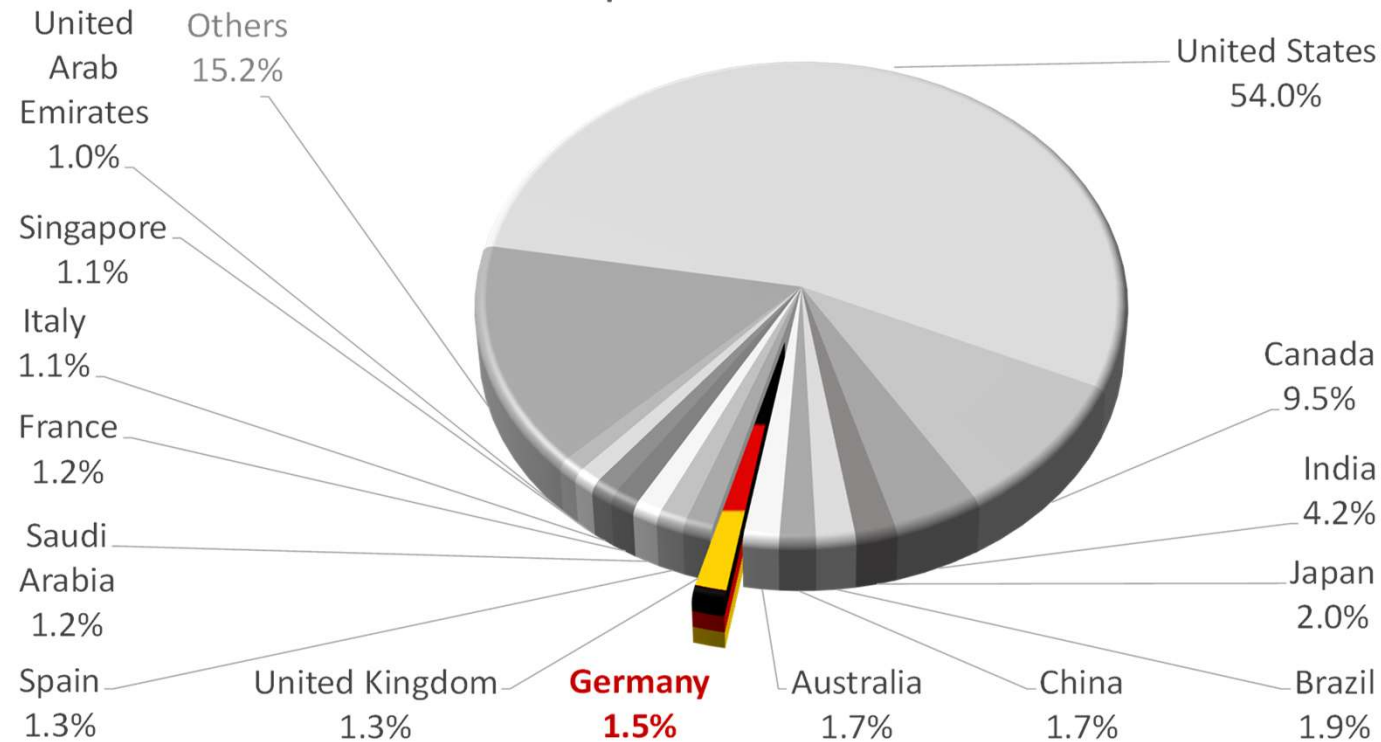
Number of PMP-certified persons (by end of 2019):
~1,000,000;
of which in Germany:
~15,000

Before 1998: 5000;
then: decision in to
offer the credential
globally

PMI: Project Management Institute

Top 15 countries with PMI® Members

per 03-2019



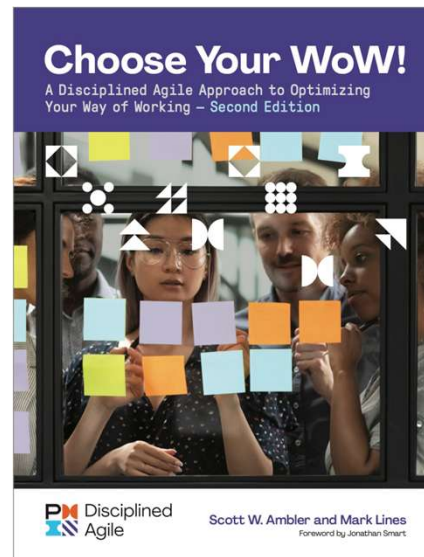
PM Organizations

PMI Global Executive Council

ABB	Accenture	Airbus Group	Alibaba Group
Amazon	AstraZeneca	Australia Department of Defence	BAE Systems
Bank of England	Bayer Business Services	BHP	Boeing
Bosch Group	Burns & McDonnell	CareFirst-Blue Cross Blue Shield	Caterpillar, Inc.
CDW	Changi Airport Group (CAG)	China Nat. Offshore Oil Corp. (CNOOC)	China Petroleum Eng. & Constr Corp.
Cisco Systems	Citigroup	Corporate Education Group	Dangote Group
Deere & Company	Defense Acquisition University	Deloitte US	Deloitte UK
du Telecom (EITC)	DXC Technology	Edward Jones	Entel
Ericsson	Ernst & Young	ExxonMobil	FedEx
Fujitsu	GE	GMR Group	Goldwind Science & Technology Co.
Google	Gov. of Canada – Dep. of Nat. Defence	Honeywell International	Huawei Technologies Co., Ltd.
IBM Global Business Services	ICF International	International Institute for Learning, Inc.	Indra
Infor	Infosys Ltd	Infrastructure & Projects Authority (IPA)	JLL
JPMorgan Chase & Co.	Konecranes Finland Corporation	KPMG International	Larsen & Toubro Limited
Mars Global Service	Mayo Clinic	Medtronic	Michelin
Microsoft	Ministry of Defence	MSD International GmbH	NASA
Nestle	NTT DATA Services	Petronas Global	PriceWaterhouseCoopers
Procter & Gamble	Public Services & Procurement Canada	Rio Tinto	Road and Transport Authority - RTA
SAP	Saudi Aramco	Shanghai Nuclear Engineering (SNERDI)	Suncor Energy, Inc.
Tech Mahindra	Techint Eng. & Construction	Telstra	Thomson Reuters - North America
Treasury Board of Canada Secretariat	U.S. Army Corps of Engineers	U.S. Department of Energy	U.S. Department of Veterans Affairs
Wells Fargo	Wolters-Kluwer	ZTE China	

More on Disciplined Agile

- [PMI.org/disciplined-agile](https://pmi.org/disciplined-agile)
- PMI members can download the *Choose Your WoW* book from pmi.org



PM Organizations

Certifications: IPMA Levels (Germany)

Level	Type of test	Price in € w/o prior level members / non-members	With prior level
Basic Level	CBT 1.5 hrs	225/203	
Level D	CBT 3 hrs (or 1.5 hrs + report)	630/567	Lower price: 450/405
Level C	CBT 2 hrs + report + workshop + interview	1935/1742	no workshop
Level B	CBT 1.5 hrs + report + workshop + interview	1935/1742	no workshop
Level A	Report + interview	2475 / 2228	
hybrid+	CBT 2 hrs	290 / 261	

Number
certified
end of
~1,000
of which
~15,000

Scrum D
2022

	Membership, annual fee	Individual, regular	\$156
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Other Organizations & Approaches

Certification	PMI Agile Certified Practitioner (PMI-ACP)	Professional Scrum Master I (PSM I)	Professional Scrum Product Owner I (PSPO I)	Disciplined Agile Scrum Master (DASM)	Disciplined Agile Senior Scrum Master (DASSM)
Issued by	Project Management Institute	Scrum.org	Scrum.org	Project Management Institute	Project Management Institute
Prerequisites	<ul style="list-style-type: none"> - 2000 hours project experience - 1500 hours agile experience - 21 contact hours of agile training 	None (deep understanding of Scrum Framework & Guide necessary to pass)	None (deep understanding of Scrum Framework & Guide as well as Evidence-Based Management necessary to pass)	<ul style="list-style-type: none"> - Completion of either a self-paced or 2-day course led by a PMI authorized trainer no more than 30 days prior to the exam - A deep understanding of Disciplined Agile and the book "Choose your WoW" is required to pass 	<ul style="list-style-type: none"> - 2 years of experience in agile teams - DASM certification - Completion of a 2-day course by a PMI authorized trainer no more than 30 days prior to the exam - Furthermore, a deep understanding of Disciplined Agile and the book "Choose your WoW" as well as other sources is required to pass
Type of test	In-person in assessment center or online proctored, 120 multiple choice questions, 3 hours	Online, 80 multiple choice questions (1 or more correct answers to each), 1 hour	Online, 80 multiple choice questions (1 or more correct answers to each), 1 hour	Online, 50 multiple choice questions (1 or more correct answers to each), 1.5 hours	Online, 50 multiple choice questions (1 or more correct answers to each), 1.5 hours
Passing Score	Undisclosed (est. around 70%)	85 %	68,6 %	Undisclosed	Undisclosed
Testing costs	\$ 435 (PMI members)	\$ 150	\$ 150	Test only available through course; included in course fee	Test only available through course; included in course fee
Renewal	3-year credential maintenance cycle (30 PDUs in agile PM to renew)	Not required	Not required	Not required	Not required

Topics

- PMI history (starting from the mid 1990s: looking in parallel also at how Scrum developed)
- Present situation: PMI and its journey to get closer to the agile world (and why they're doing that),
 - Focus on Disciplined Agile
 - Quick glance at some other organizations such as IPMA, SAFe, ...
 - What do the people associated with PMI (data, surveys, examples) want?
 - What do the people associated with Scrum want? (instant audience survey)
- Which fields do practitioners feel are not tackled (enough) by either organization, or by their published standards?
- How can we get these perspectives closer together and consolidate; also, why would we even want to do that - what could be the gain? Some suggestions and ideas
 - Discussion