

MAXPERT IN TOUCH:

get {big} things done

HAMBURG 2024-11-21

## Beyond Agile

„Wie bekommt man ein ganzes  
(agiles/hybrides) Portfolio in den Griff!“

Wolfram Müller



# Wolfram Müller „Theory of Constraints“

Der Drache war gezähmt ...

... dann kam der Anruf vom Chef!



**Ein ganzer  
Vorstandsbereich ist in  
Schieflage**

**~250 Entwickler, agil und  
klassisch und  
Kampagnen,  
mehrere Standorte,  
internationales Produkt-  
management und  
Marketing**

**Fieberkurven – geht  
nicht – überall Frust und  
Überlastung**

***Viel zu komplex!  
Wie soll man das steuern?***

campus

aka Theory of Constraints

# DAS ZIEL

EIN ROMAN ÜBER PROZESSOPTIMIERUNG

ELIYAHU M. GOLDRATT

JEFF COX

40 Jahre  
jung!

Erweiterte  
Neuausgabe des  
Klassikers

Engpass im Portfolio = das überlastetste Team  
or die kritische Phase

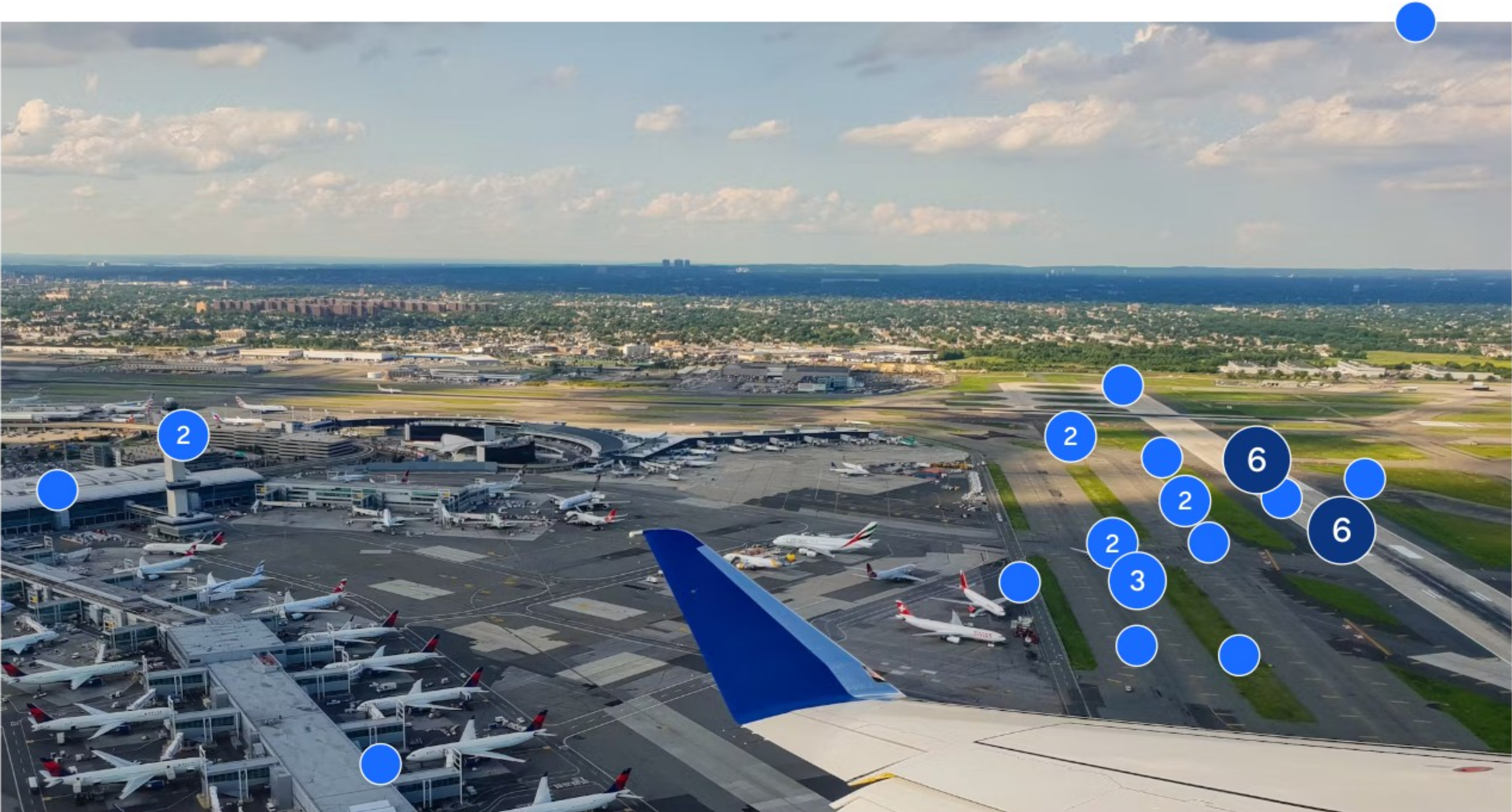
Projekte wie eine Perlenkette aufreihen – alles  
andere einfrieren

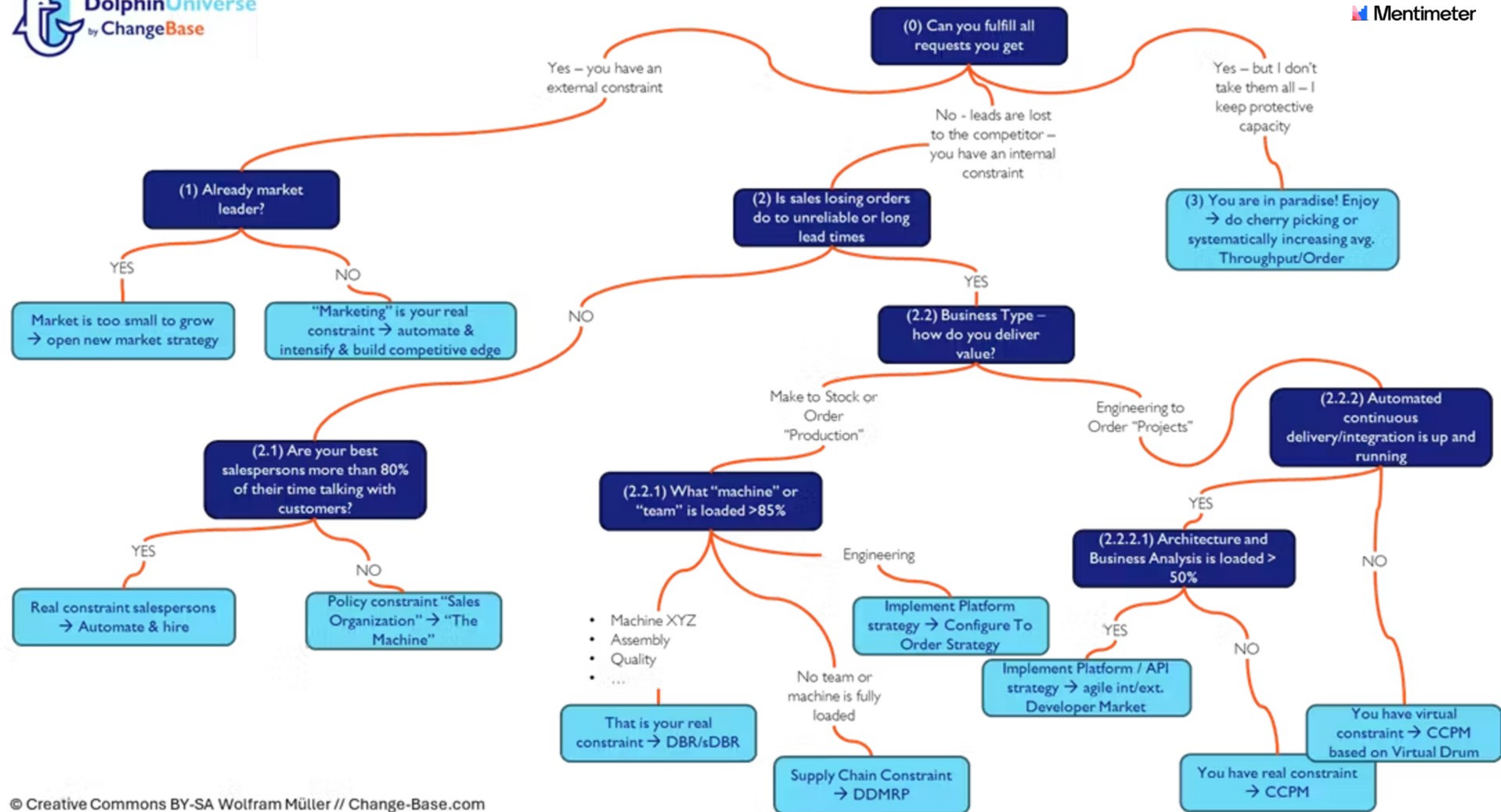
Signal = Fortschritt vs. Pufferverbrauch  
Das ganze Portfolio wird zum Puffer

Find the Constraint - just click on the constraint in the picture!

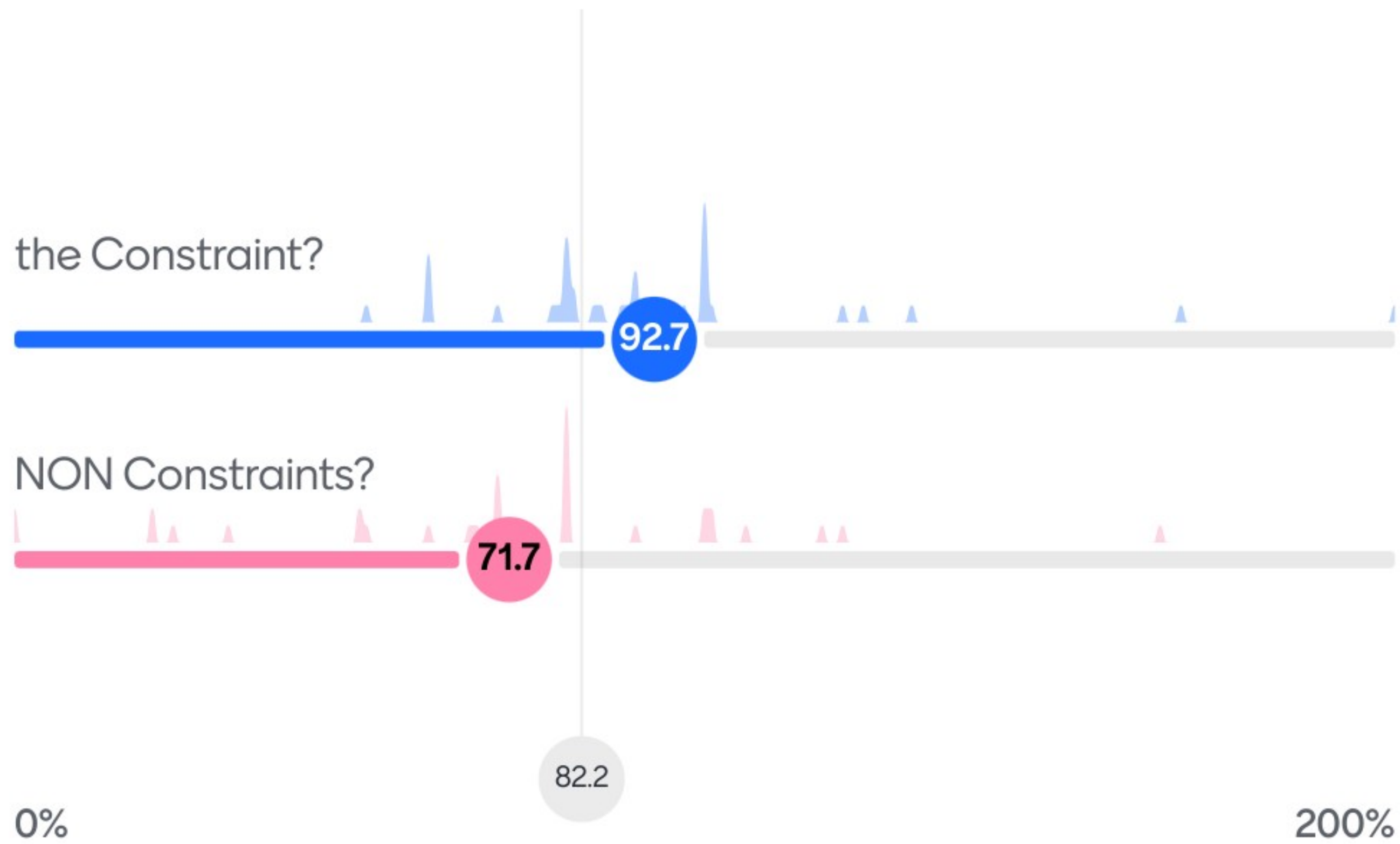


# Find the Constraint - next level!



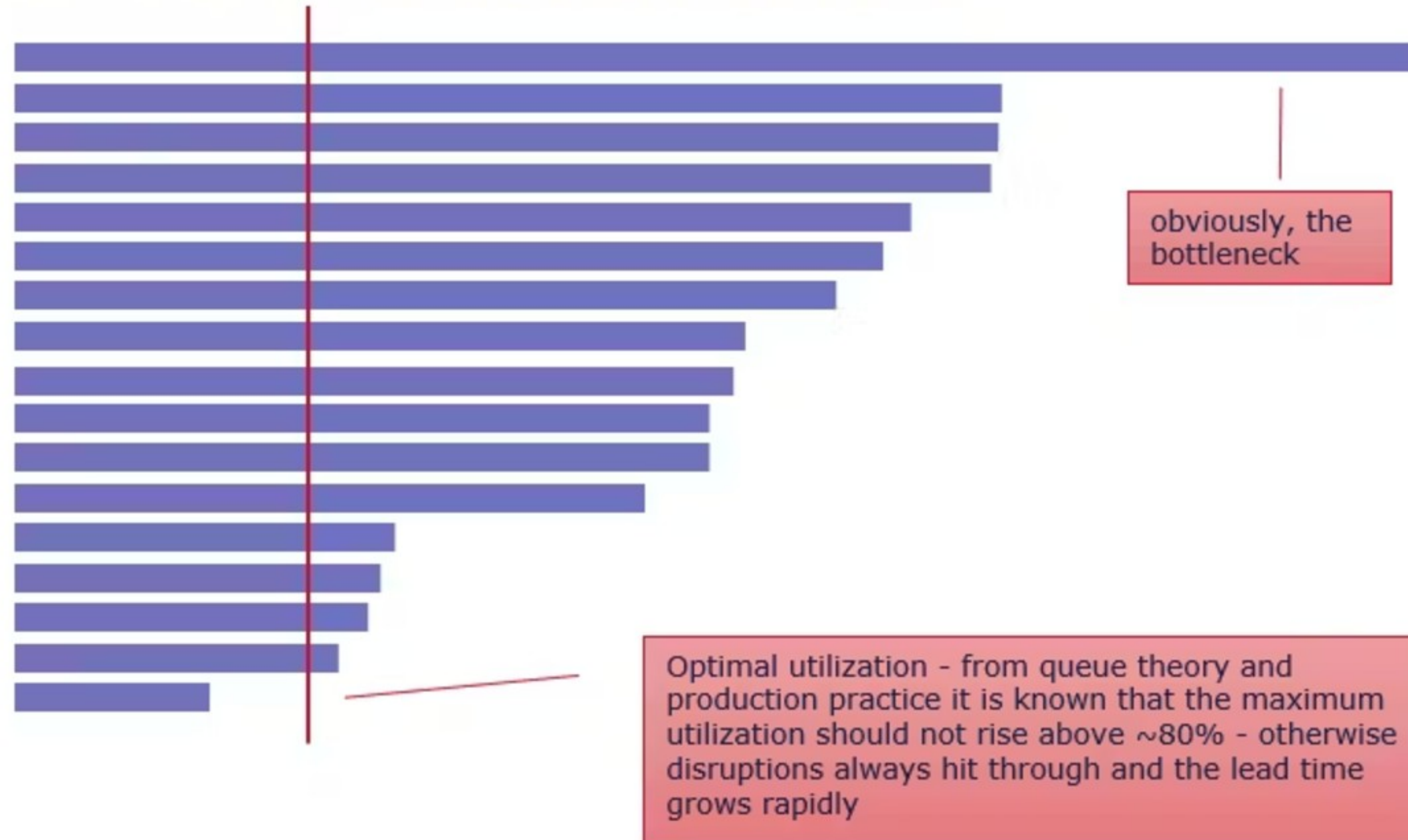


# What is the optimal load in [...]





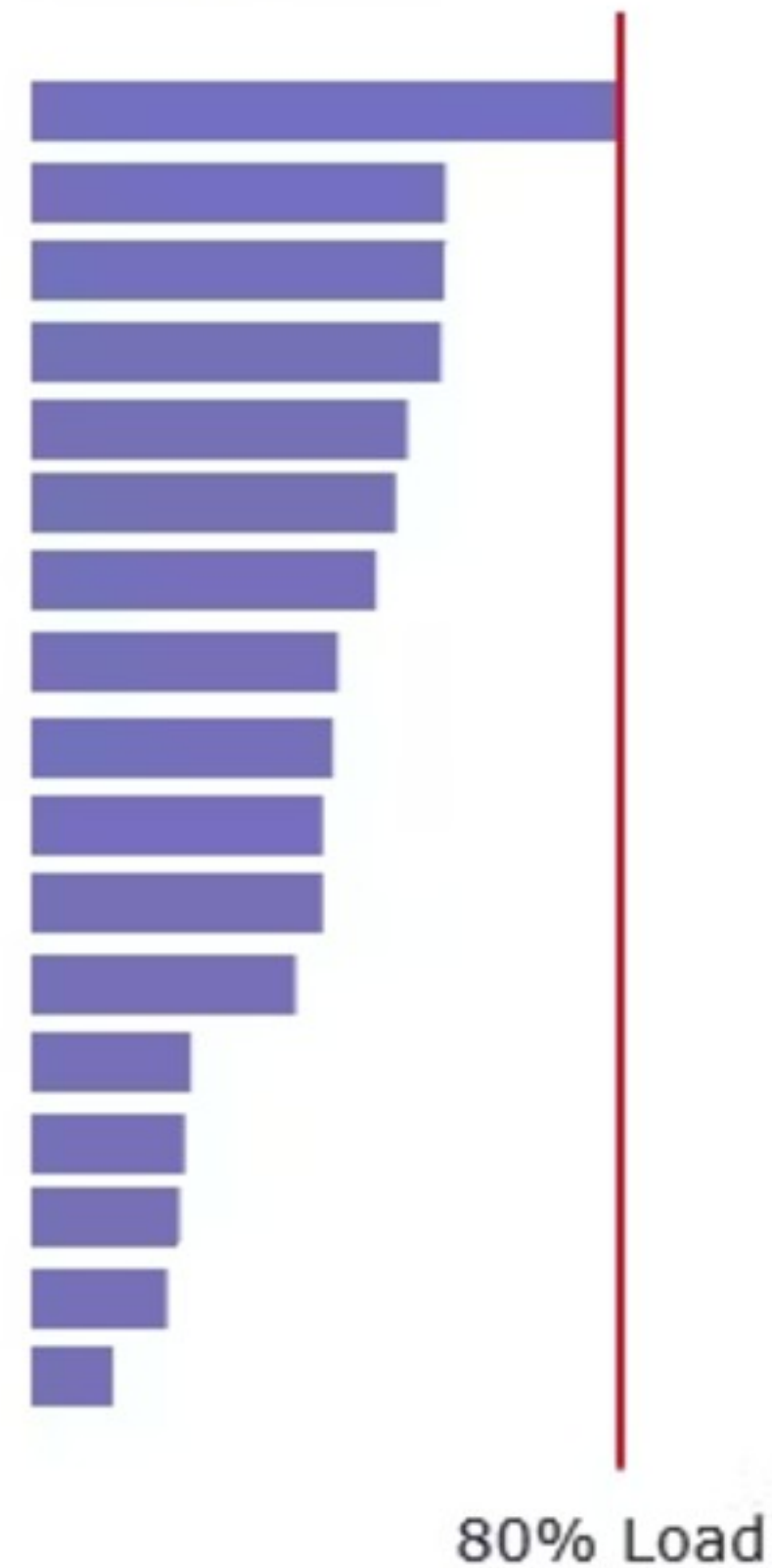
- if you sort the teams by utilization and graph them, it often looks like this



Teams sorted by queue length...



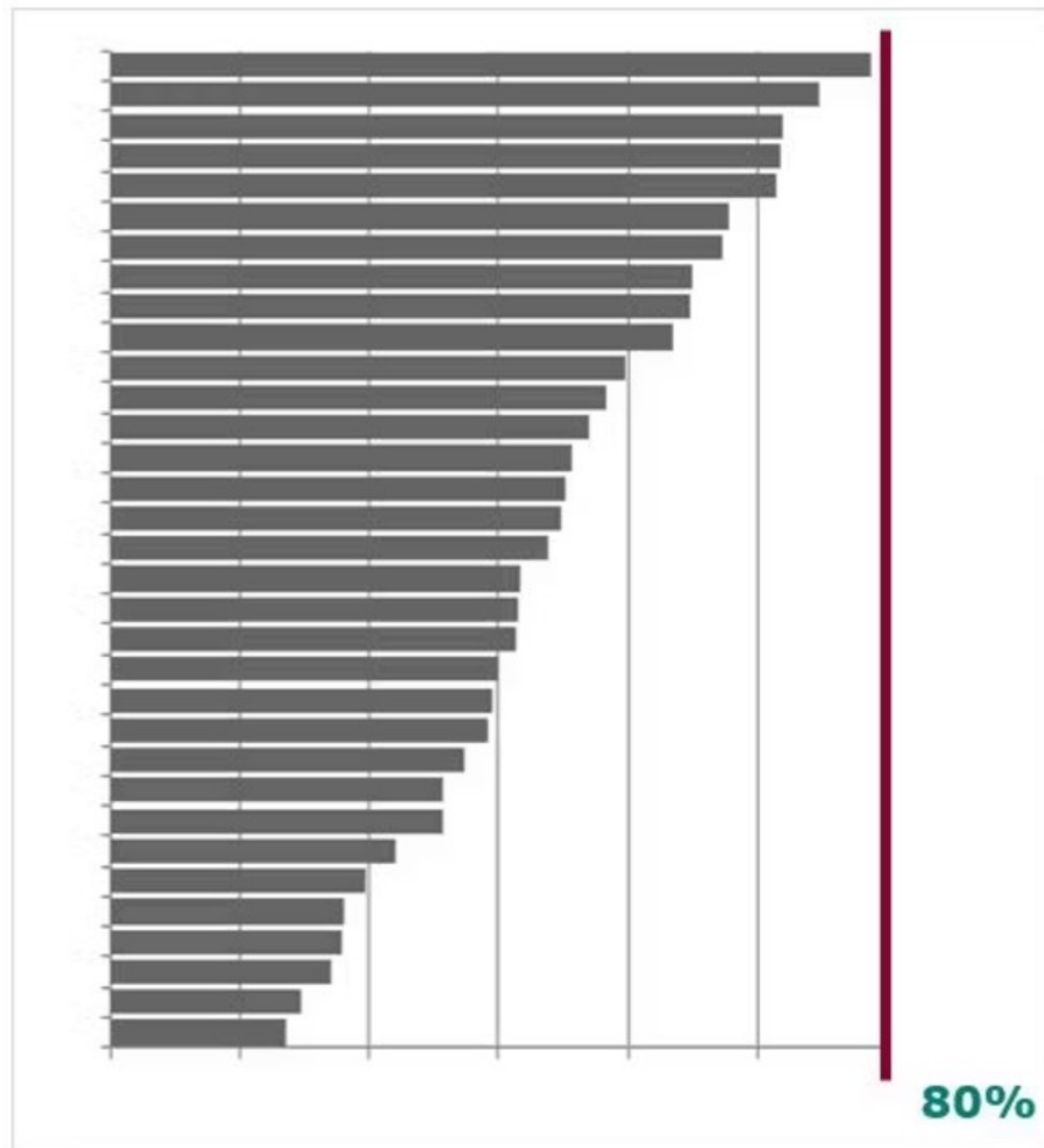
- if you "pause" all surplus projects you get this picture. Optimal flow is created, the remaining projects are completed much faster and the paused projects are reactivated! no project comes later than it would have come without a pause!



**The massive effect of  
Littles Law:**

**Lead time = WIP/throughput**

... but what do you see now?



### Solution:

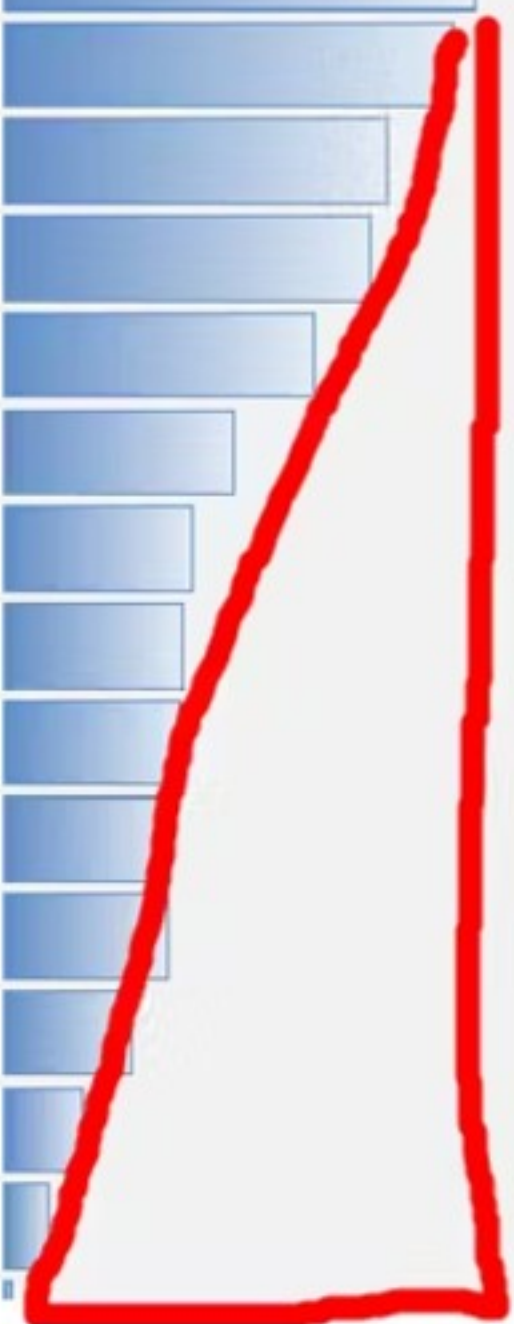
- Projects were paused until the constraint is not overloaded any more.
- Overcapacity is getting transparent.



If you take FLOW serious - the constraint is not even fully loaded - neither any other resources ....  
Then you get the optimal output!

# D77, IT Service Hub

SkillClass	average load
ProductManagement	117%
Architecture	86%
Development	76%
Compliance	66%
Development	63%
Development	54%
Architecture	52%
Development	44%
Operations	
FunctionalDepartment	
Architecture	
Development	
Development	
FunctionalDepartment	
ProductManagement	
Development	
ProjectManagement	



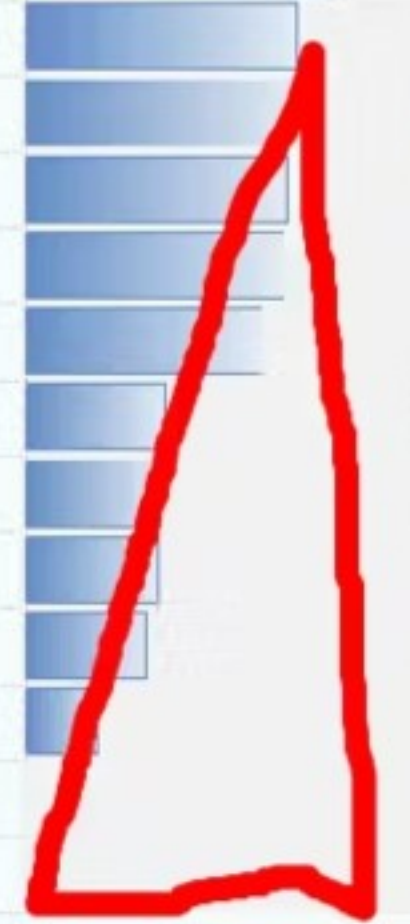
# A 35, Insurance IT

Team	average load
Underwriting	159%
Claims	137%
Finance	133%
Actuary, Risk Mgmt	126%
Development	125%
Top Management	111%
Legal, Compliance Lead	95%
Product Development	65%
	62%
	59%
	19%
	16%



# G 251, Mechatronic Devices

Team	average load
Systemtest (MCH)	129%
Mechanical Design (KA)	90%
Hardware Development (KA)	89%
Software Development (MCH BS Appl.)	89%
Software Development (KA Appl.)	82%
Quality Department (KA CRA)	79%
Quality Department (KA PQA)	74%
Software Development (KA SA)	66%
Quality Department (KA SQA)	66%
Software Development (MCH HS Appl.)	64%
Systemtest (MCH autom.)	63%
Electronical Design (KA)	57%
Software Development (KA EP)	35%
Software Development (MCH CM)	33%
Software Development (MCH GUI)	32%
Systemtest (KA)	30%
Software Development (MCH UIDB)	18%
Software Development (MCH EMS)	0%
Software Development (MCH OPS)	0%



# Bottleneck management on Portfolio Level

Our „Smart“ Pipeliner

- ▶ Dimensions of Initiatives
  - ▶ Customer Service Requests
  - ▶ Service Rollout
  - ▶ Service Retirement
  - ▶ Service and Data Migration

Approx. 320 lines of reporting  
 Meeting: duration 20min., 3 Participants.  
 Management: focus and decision what and whom to address.

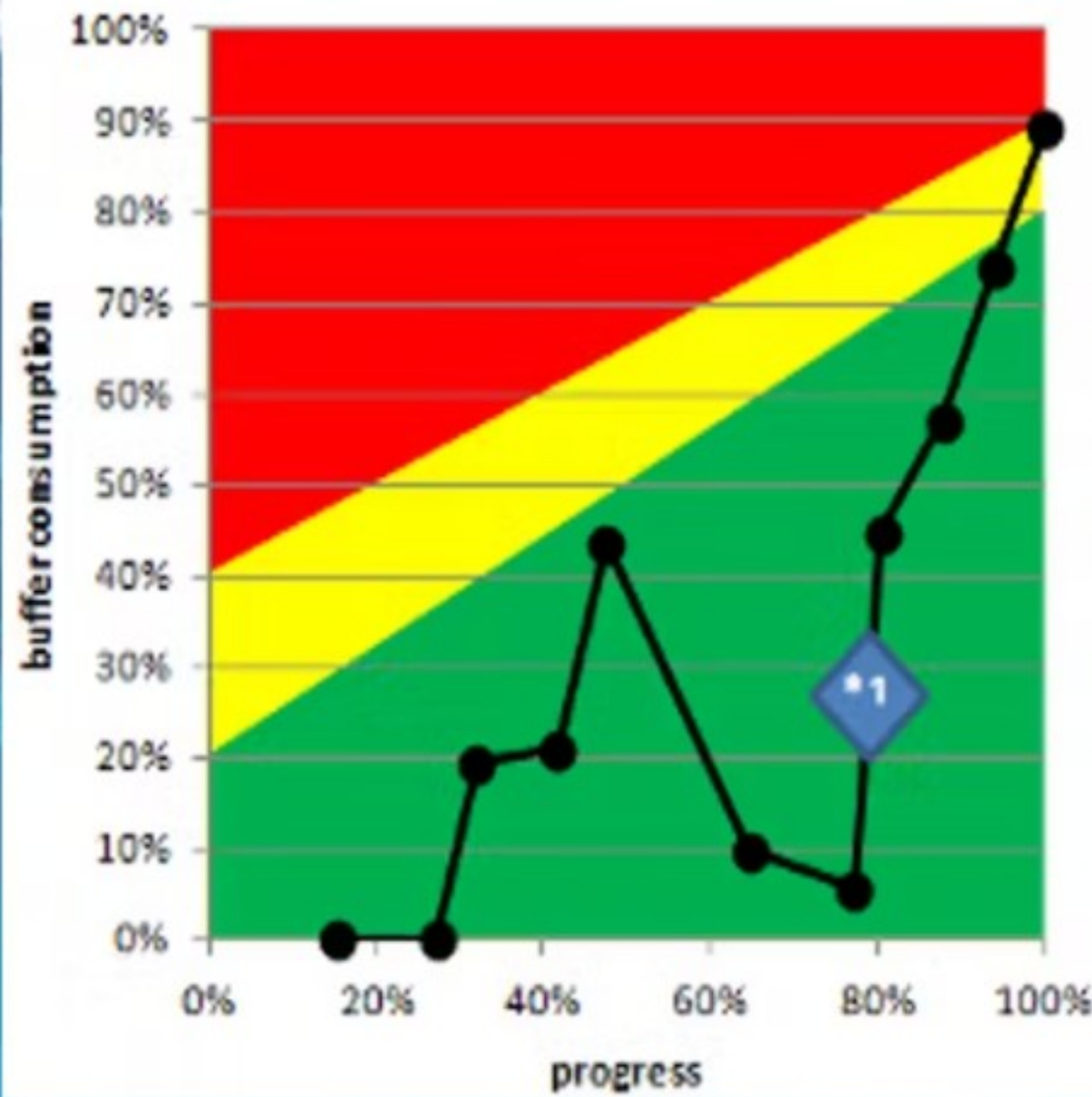
Teams: Super fast decision turnaround.  
 Knowing, not guessing.  
 Coordination focus:  
 Clear Prios offload management and team leads.  
 More clarity & focus for all. Less insecurity supports self-empowerment for all.



Find the effective bottleneck. See capacity and load shifts. See delays increase (bow wave) or subside. Weekly, „find the 5 questions to ask the right 3 people“. **Get into the loop (OODA) for POOGI.**

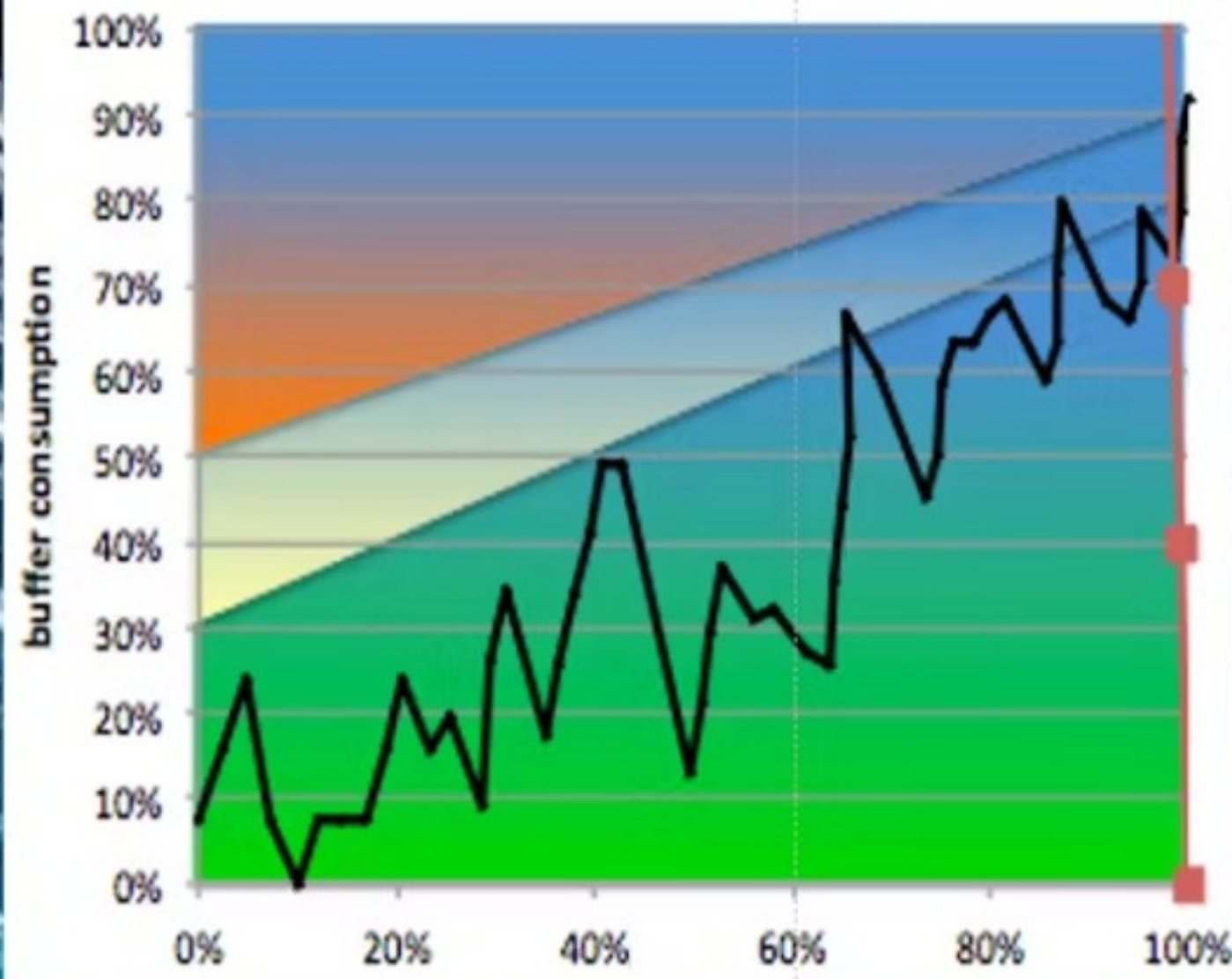
Part of  
 Dolphin Inivorso

### critical chain fever curve

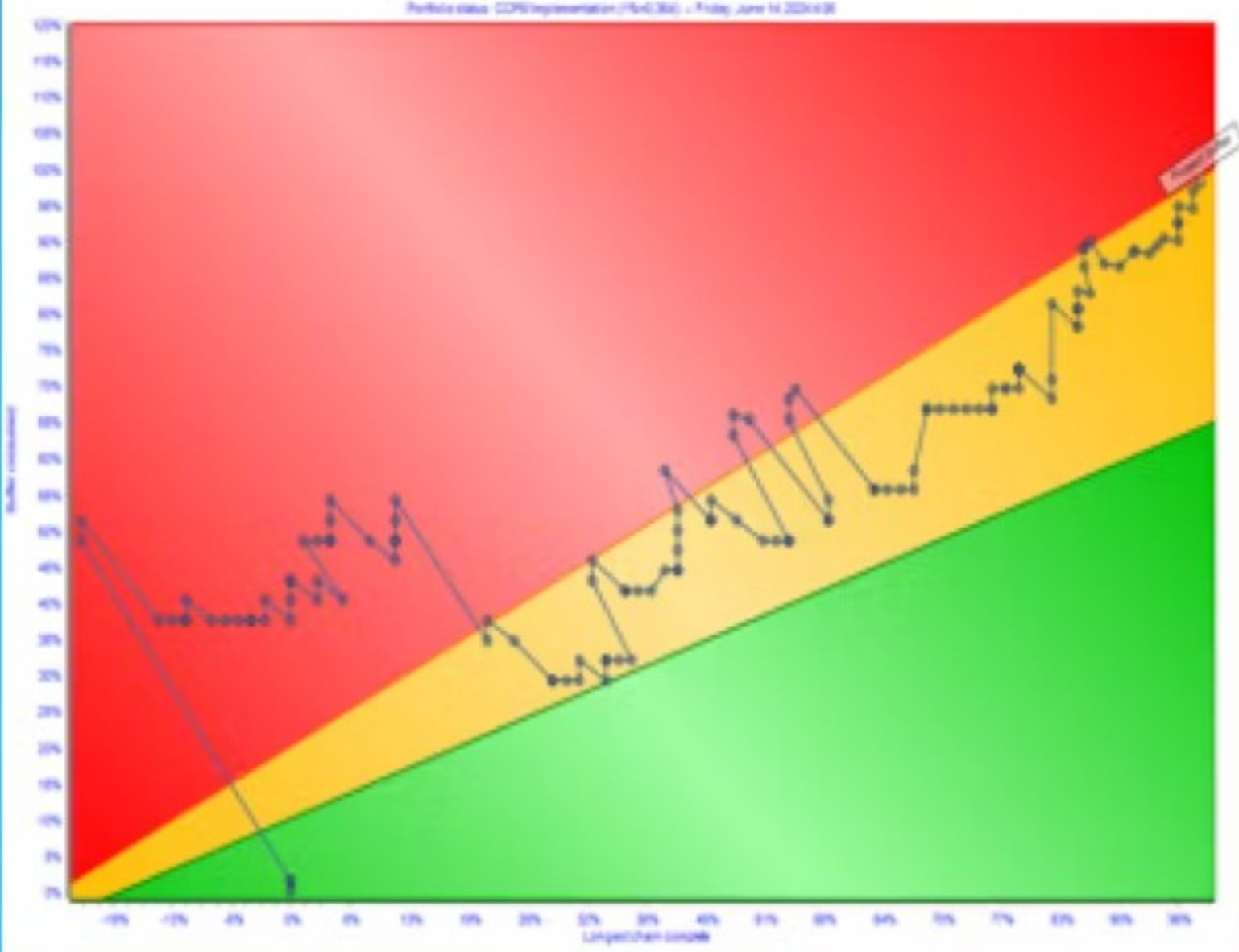


\*1  
at this point  
the duration  
of the project  
was reduced  
by 37days =  
-13% of the  
originally  
planned  
lead time

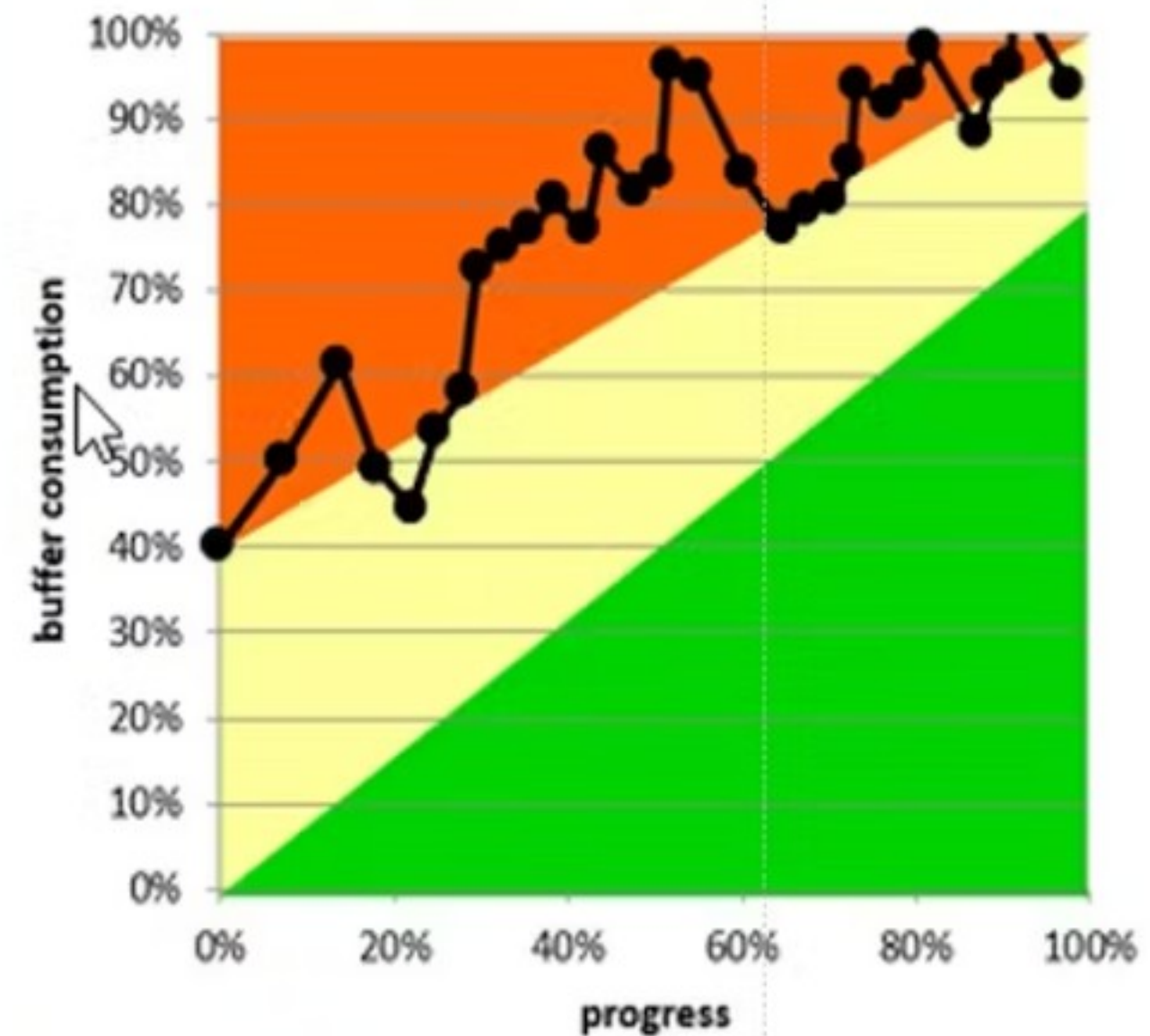
### Android fever curve

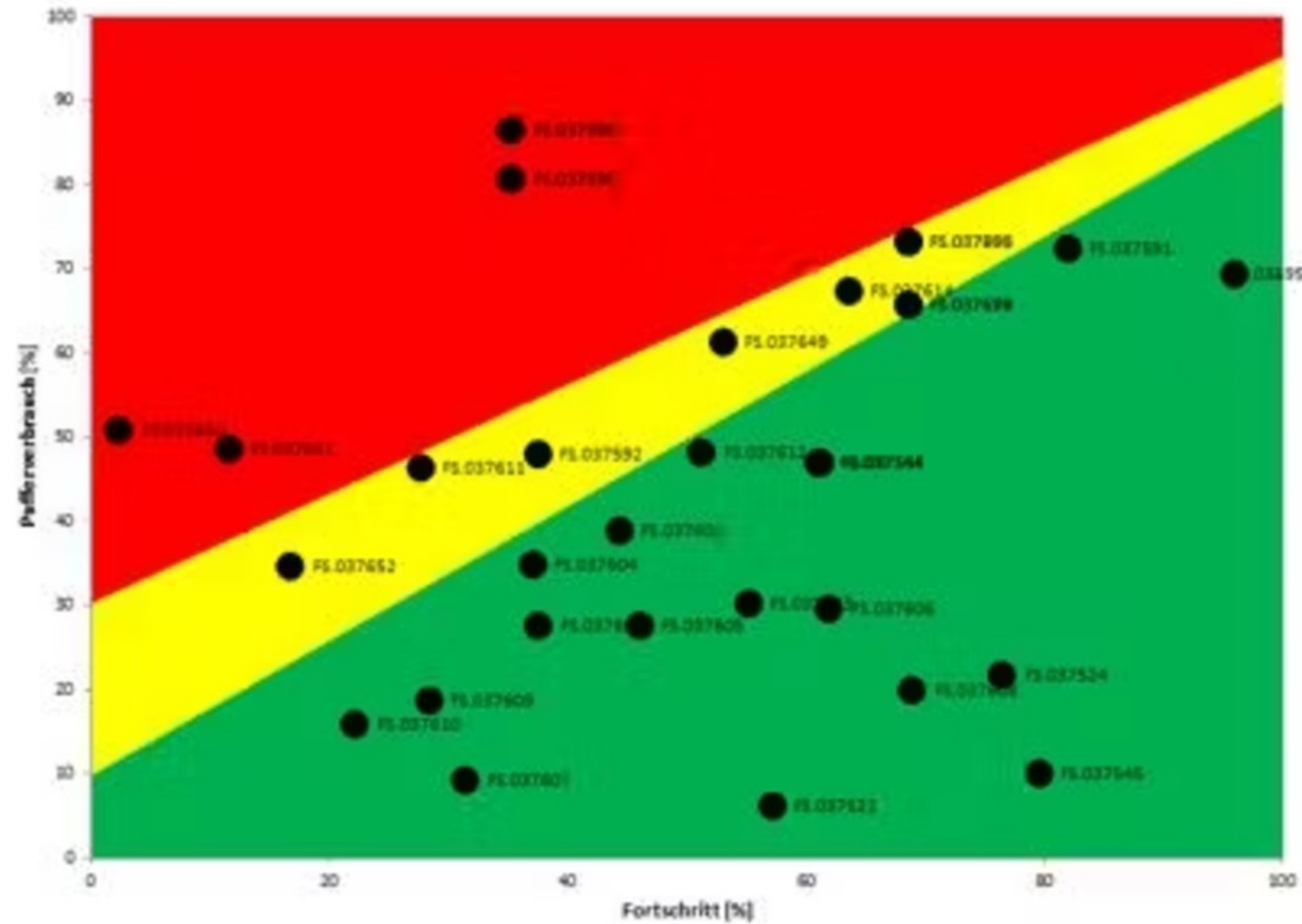


### Historique complet



### critical chain fever curve



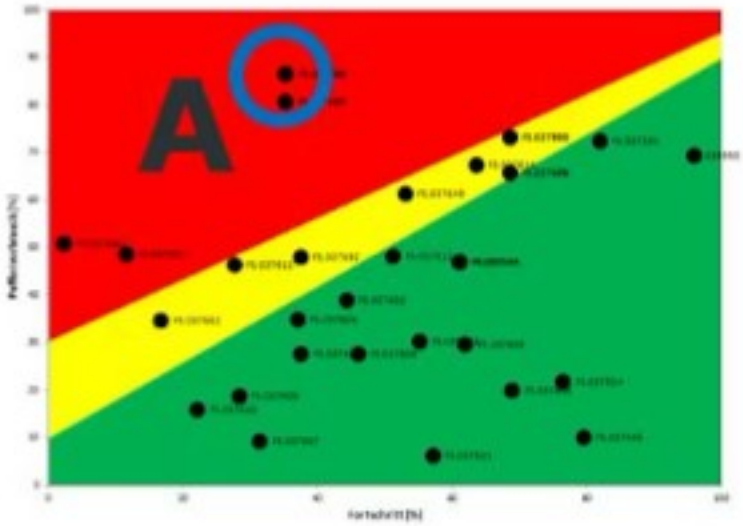


Scatter-Plot - the overview about all releases/projects



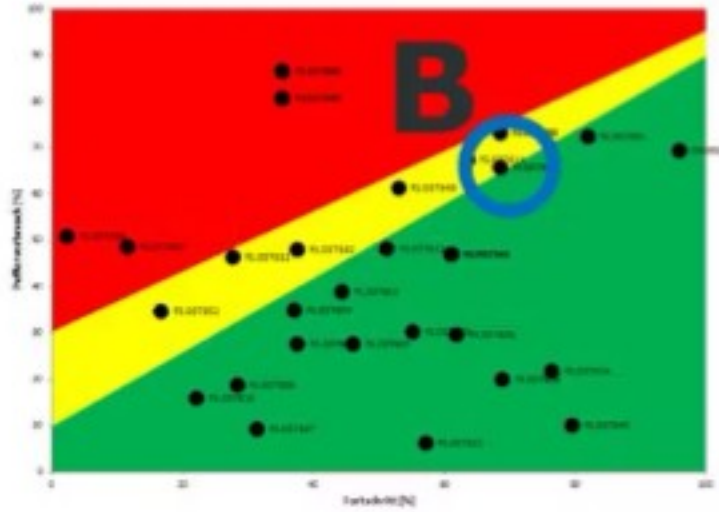
# Test: You have one developer free - What do you do?

27



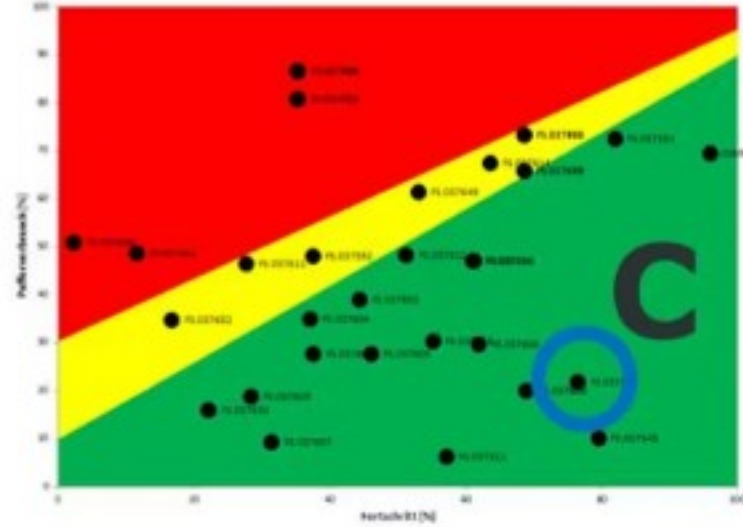
A - I give him to the red project

4



B - I give him to the yellow project

0



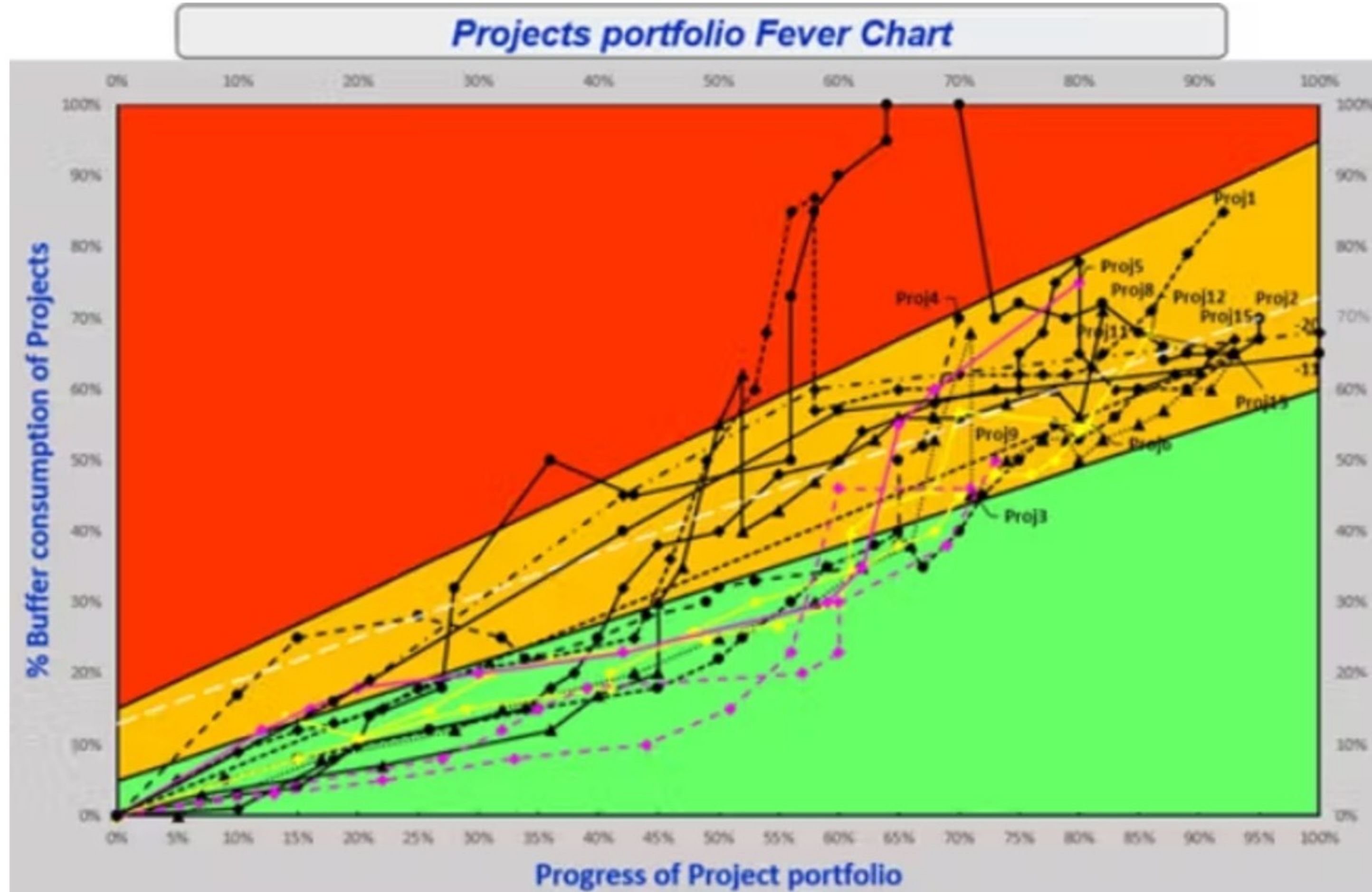
C - I give him to the green project

7



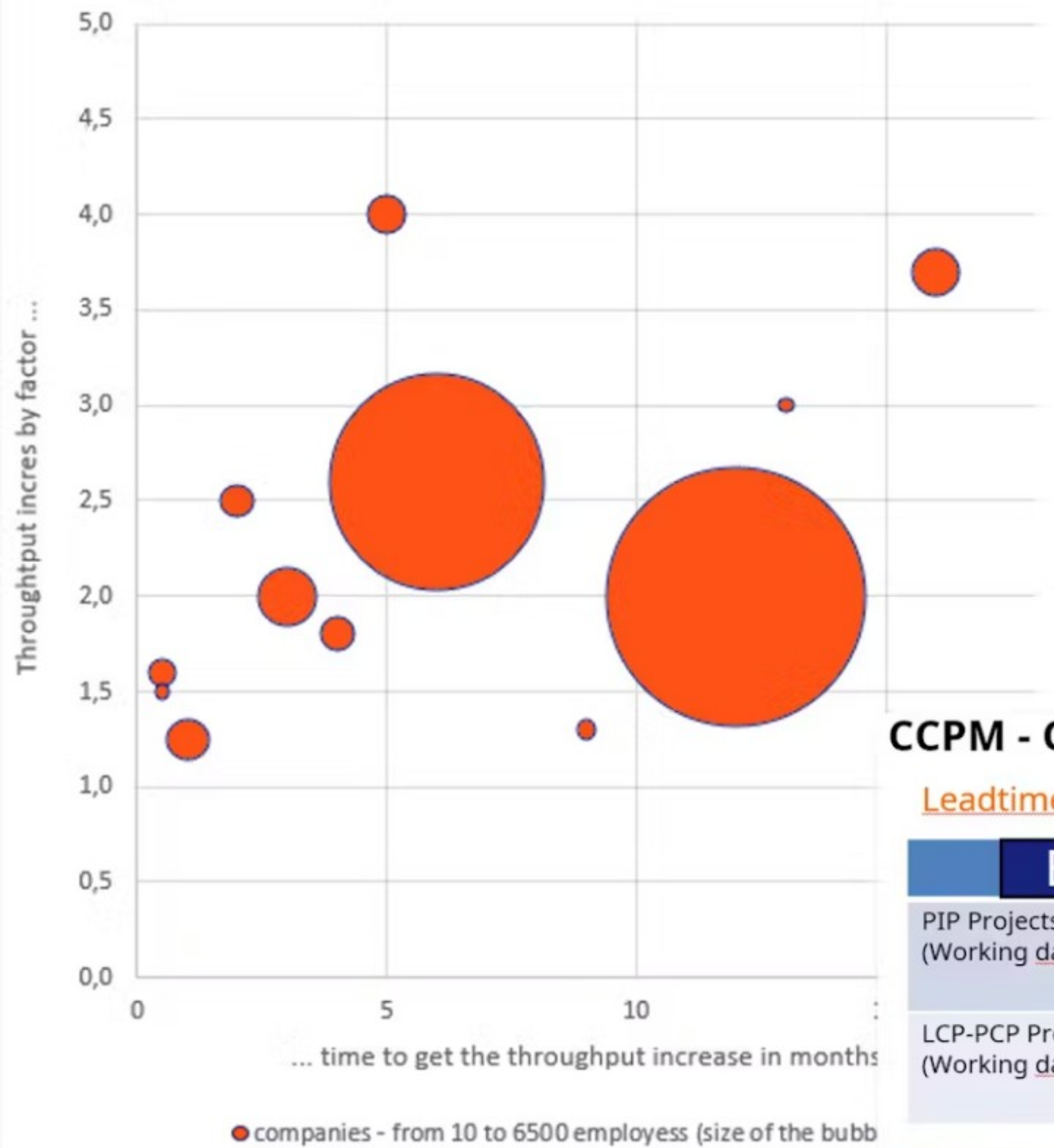
D - I hide the fact and let him work on something for my team





an example of an self-organizing company - projects are helping each other (without central order)

# Our FLOW (#TOC) Success Stories



TODAY Mentimeter

**Nando** • 12:01 AM

Hey Wolfram

Ja hab ich gesehen 😊

Wir haben die Auftragsbücher voll und schon seit über einem Jahr keine verspäteten Projekte mehr, nur kommen damit andere Probleme. Was machen mit den fertigen Anlagen, wenn du permanent zu früh fertig bist 😂😂😂 Ich war ja so skeptisch und jetzt so ein Fan von CCP

Scheint ja bei euch auch zu laufen, hast du auch Projekte im Ausland?

Grüsse Nando

Das neue Feature von ALLEX.ai zum staffeln

Sollte CCPM „Critical Chain“ sein

## CCPM - Critical Chain Project Management

		Leadtime				CCPM (Lynx)		
		2017	2018	2019	2020	2021	June 2022	
<b>BU 1</b>	PIP Projects (Working days)	102	88	127	100	77	58	😊 - 35 %
		Average 104 days				Average 68 days		
	LCP-PCP Projects (Working days)	583	763	362	305	292	176 <small>(only 1x project)</small>	😊 - 53 %
		Average 503 days				Average 234 days		
<b>BU 2</b>	PIP Projects (Working days)	237	234	230	300	100	117	😊 - 56 %
		Average 250 days				Average 109 days		
	LCP-PCP Projects (Working days)	819	1008	630	400(*)	192	250 (*)	😊 - 69 %
		Average 714 days(*)				Average 221 days (*)		



klassisch, agile, egal  
Große Portfolios - Ruhe bewahren!

Es gibt nur einen Engpass  
und das eine Ziel

# The Dolphin experience out of 42 implementations...



**CARBOGEN  
AMCIS**  
A Dishman Group Company

X disclosed



X5

**Endress+Hauser**  
People for Process Automation

X disclosed

"most effective change ever"

**FESTO**

X1.5

**ADMEDES**  
IDEAS. EXPERTISE. PASSION.



**BOSCH** X2.6

**vivo** X2

**wire** X1.5

X3



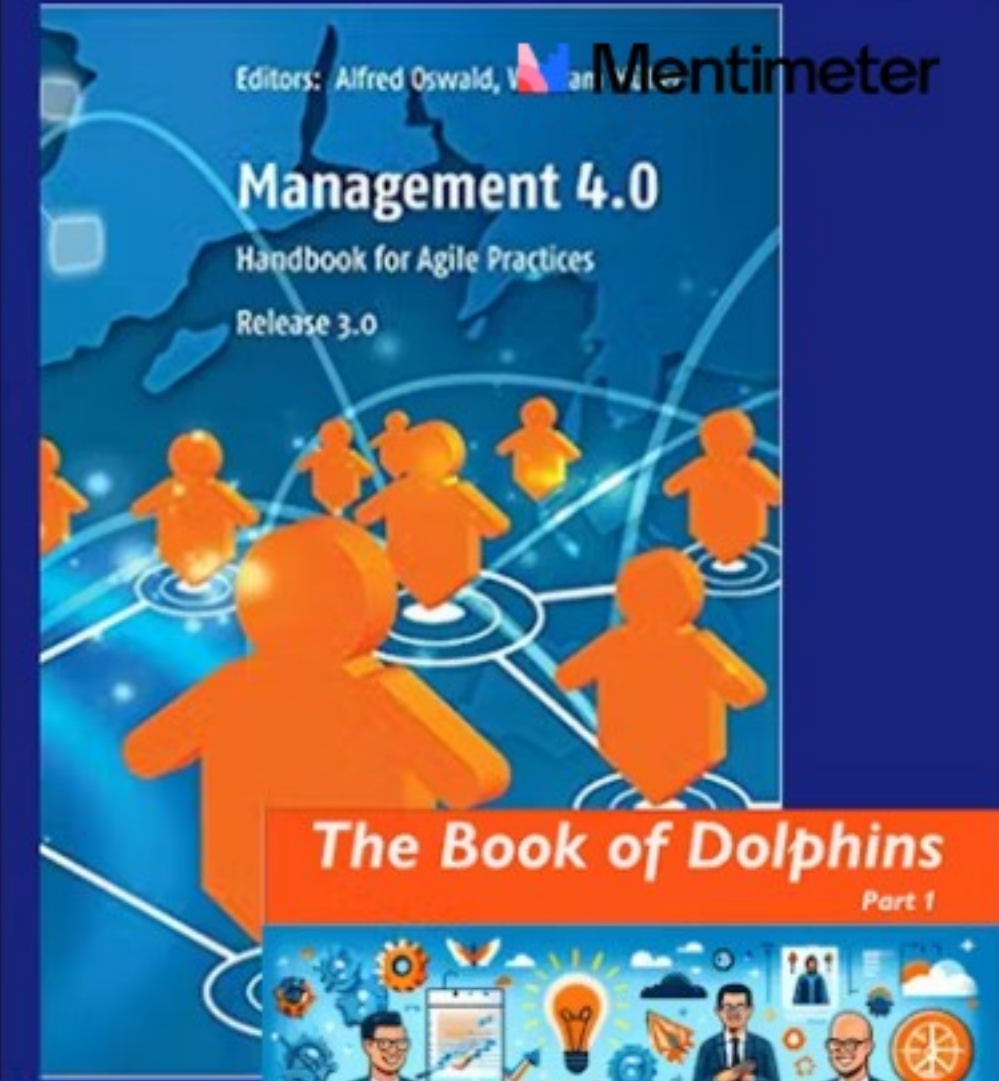
**Megger** X4

**CRICK**  
a... TION

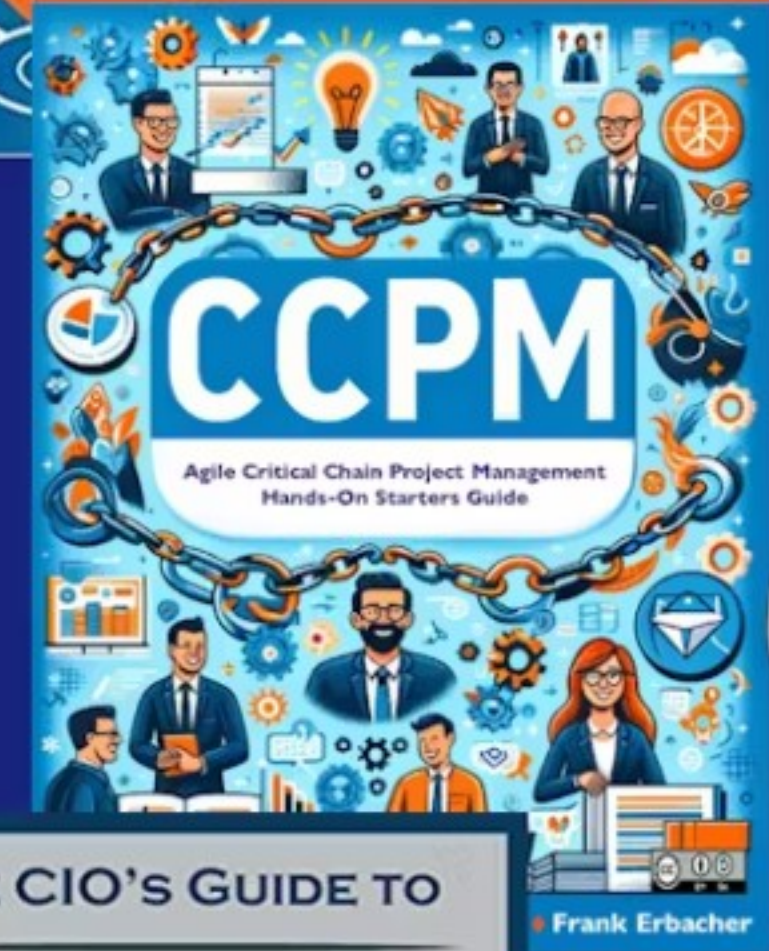
ore #FLOW & we  
k to people's faces

berg  
nd W. Müller  
und A. Kriger  
ing - part of the Dolphin Universe

**Wolfram Müller**  
Gründer Dolphin Universe



**The Book of Dolphins**  
Part 1



THE CIO'S GUIDE TO  
**BREAKTHROUGH**  
PROJECT PORTFOLIO  
PERFORMANCE

APPLYING THE BEST OF  
CRITICAL CHAIN,  
AGILE, AND LEAN

**MICHAEL HANNAN  
WOLFRAM MÜLLER  
HILBERT ROBINSON**

