

Adaptive Project Framework

*A Common Sense Approach to
Managing Complex Projects*

*Presented to
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The Global Business Village

IBM 2010 Survey of 1541 CEOs from 60 countries

“Over half of the 1541 executives from the 60 countries that were interviewed admitted they were not prepared to support the complex and uncertain environment in which they were forced to conduct business and didn’t know what to do about it. Furthermore 79% expect complexity to increase in the next few years.”

(IBM, 2010), *Capitalizing on Complexity: Insights from the Global Chief Executive Officer Study* (GBE03297-USEN-00)



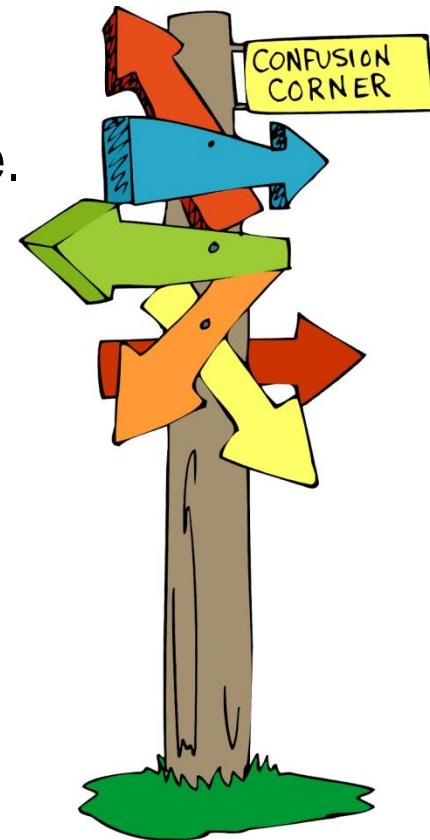
**If this isn't a wake up call for PMs,
I don't know what is!**

The Global Business Village

Effective CPM will generate business value

Organizations can generate business value by finding a way through the confusion created by the complexity and uncertainty that has invaded the global business village.

That business value will flow from having defined and implemented a comprehensive complex project management (CPM) environment.



Contemporary Project Landscape

The Standish Group CHAOS 2010 Survey Results

IT projects prioritized reasons for failure:

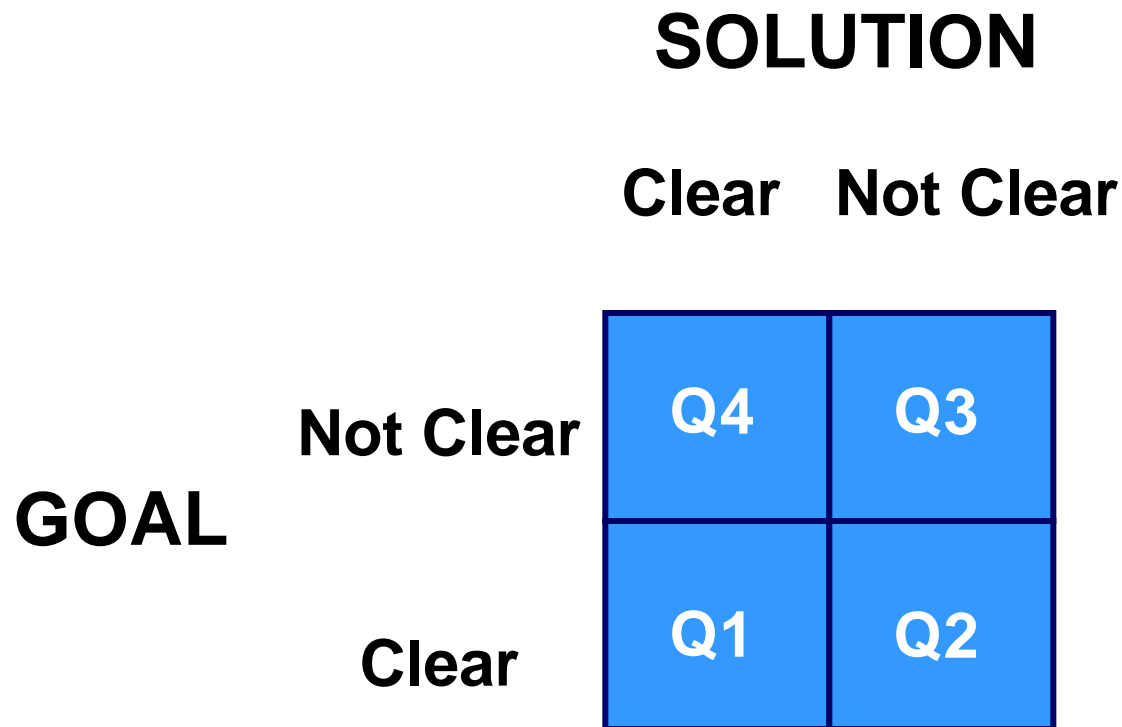
1. **Lack of (meaningful) user input**
2. **Incomplete requirements & specification**
3. **Changing requirements & specification**
4. Lack of executive support
5. Technology incompetence
6. Lack of resources
7. **Unrealistic expectations**
8. **Unclear objectives**
9. **Unrealistic time frames**
10. New technology



An effective CPM will mitigate these

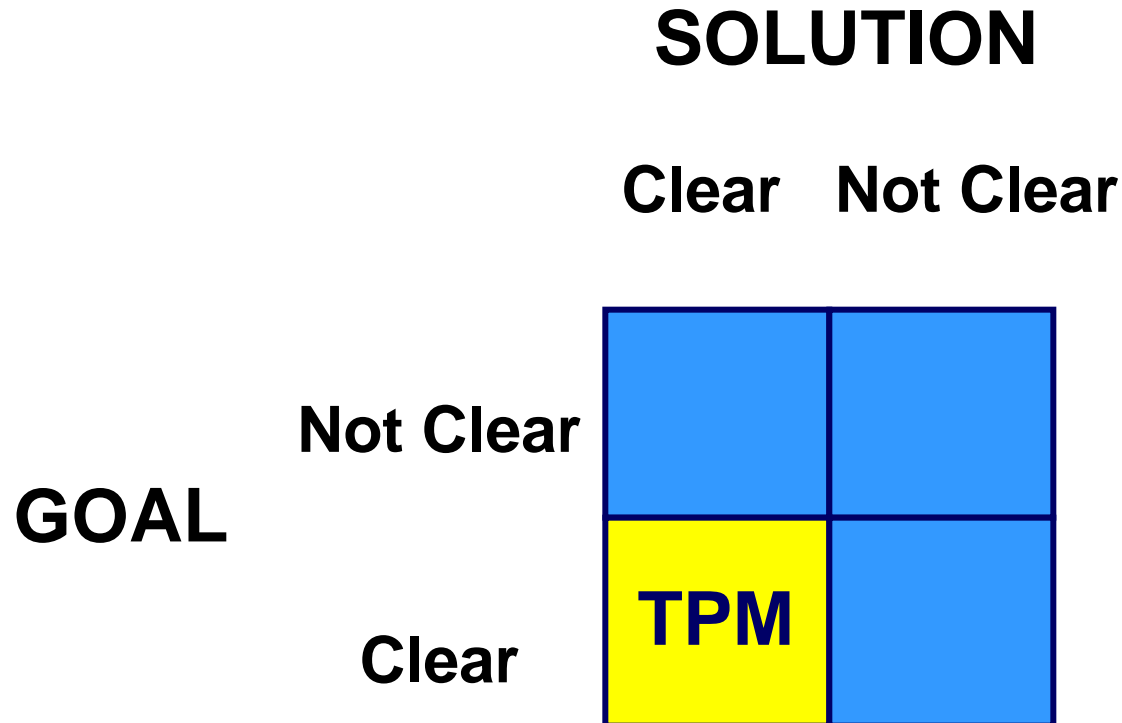
Contemporary Project Landscape

A project can only be in one quadrant at a time



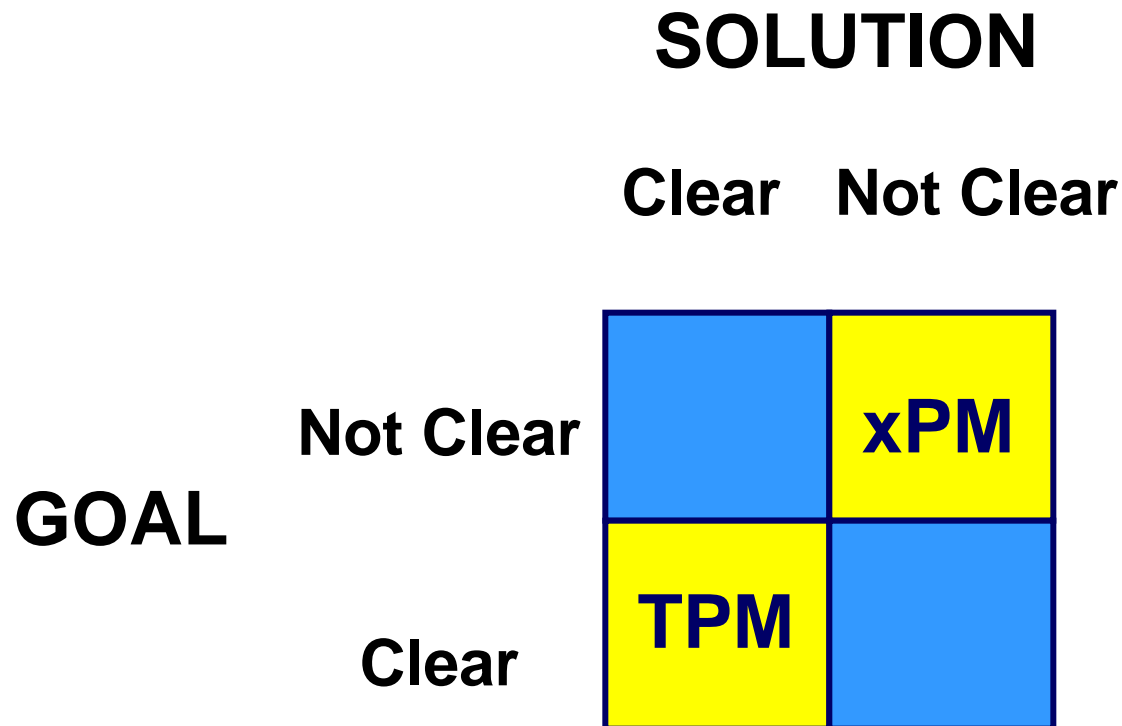
Contemporary Project Landscape

Traditional Project Management (TPM)



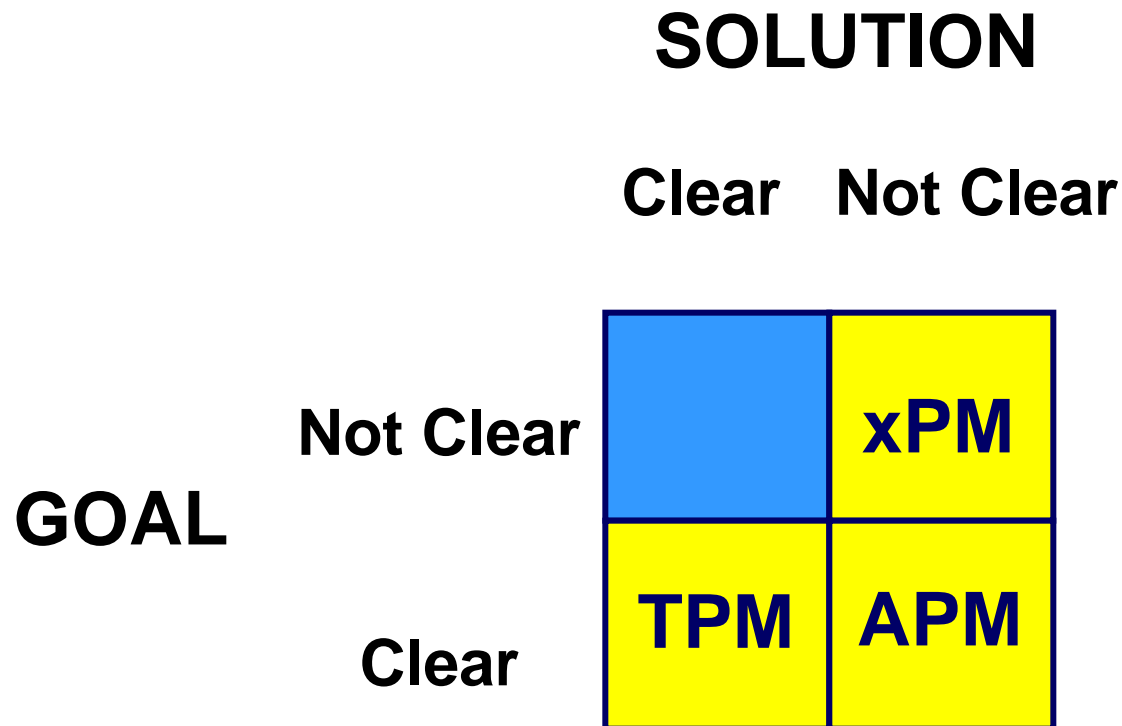
Contemporary Project Landscape

Extreme Project Management (xPM)



Contemporary Project Landscape

Agile Project Management (APM)



Contemporary Project Landscape

Emertxe Project Management (MPx)

SOLUTION

Clear Not Clear

GOAL

Not Clear

MPx

xPM

Clear

TPM

APM

Contemporary Project Landscape

Examples of projects from each quadrant

TPM: Install an intranet network in field office

APM: Put a man on the moon and return him safely by the end of the decade

xPM: Cure the common cold

MPx: Wal-Mart's search for an RFID application



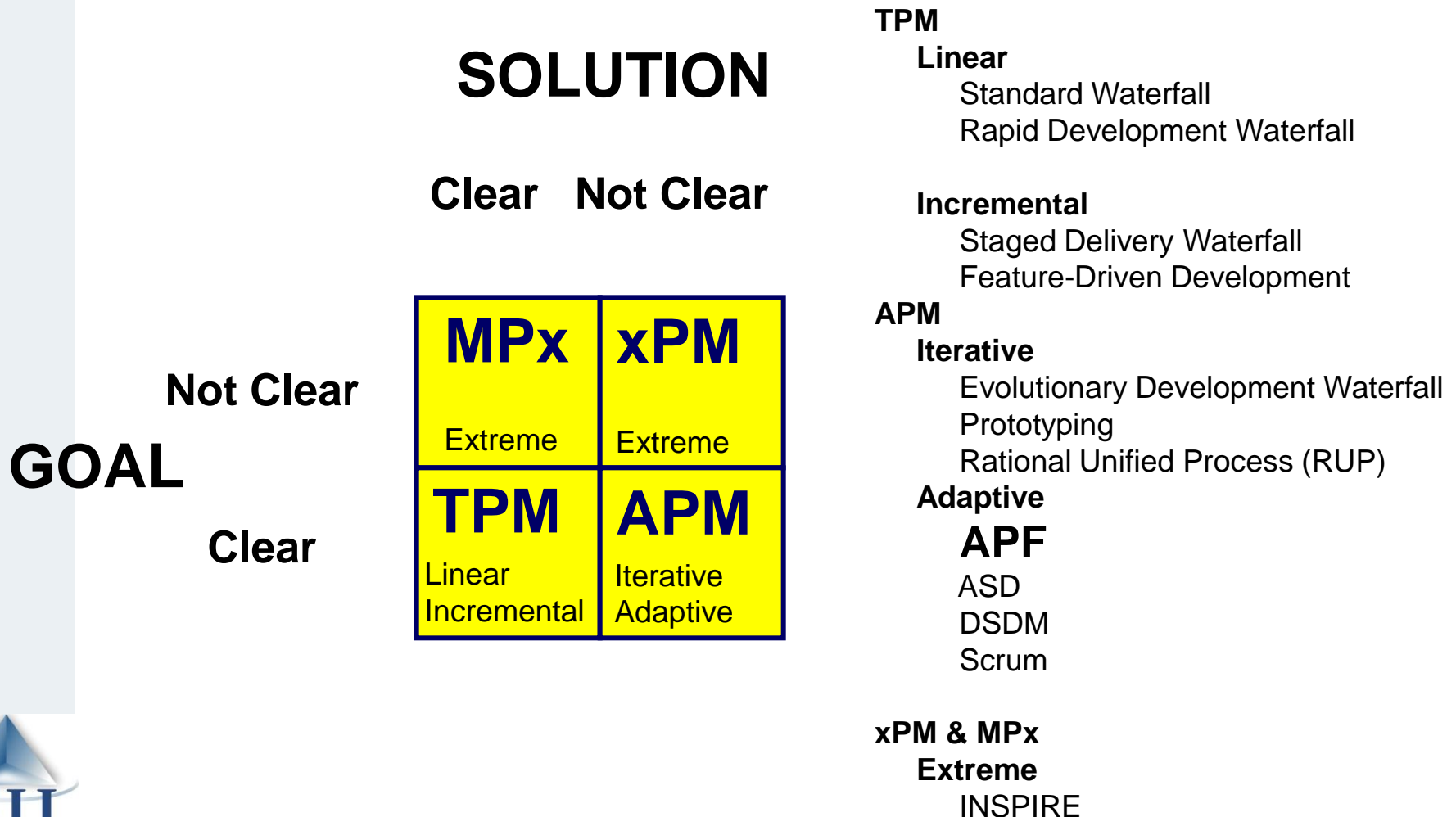
Contemporary Project Landscape

Distribution of projects across the landscape

		SOLUTION	
		Clear	Not Clear
GOAL	Not Clear	...10%...	
	Clear	20%	70%

Contemporary Project Landscape

SDLCs map directly into this Project Landscape



Contemporary Project Landscape

A big mistake is to think that ...



One size will fit all CPM projects.

Contemporary Project Landscape

So what do we do?



What basic approaches makes sense for CPM projects and how can we adapt them to project conditions?

Contemporary Project Landscape

We need a common sense approach to CPM

- If projects are unique, it would seem that their management would be unique?
- Project characteristics, the business environment, client involvement, actions of your competitors, emerging technologies and market conditions affect your choice of the best fit CPM approach.
- To be effective, CPM approaches must continuously adapt to changing conditions.

Adaptive Project Framework (APF)

APF creates an environment for making choices

APF is a robust thought process that embraces and continuously adapts all known PMLC models to the changing conditions affecting the project.



Today APF stands alone as the only known process designed to exploit complexity and uncertainty and maximize business value.

Adaptive Project Framework (APF)

When is APF used?

APF is designed to be used in situations where an acceptable solution to a critical business problem or opportunity has not been found but must be found.



Adaptive Project Framework (APF)

Where did APF originate and where is it used?

★ **APF** was born out of two concurrent client engagements:

- Supermarket kiosk design & development
- Software development process design

★ **APF** is currently used in:

- Software design and development
- Banking
- Insurance
- Professional services
- Film production
- Pharmaceutical research & development
- Retailing logistics
- Counter-terrorism operations planning

Adaptive Project Framework (APF)

APF is a new way of thinking about projects

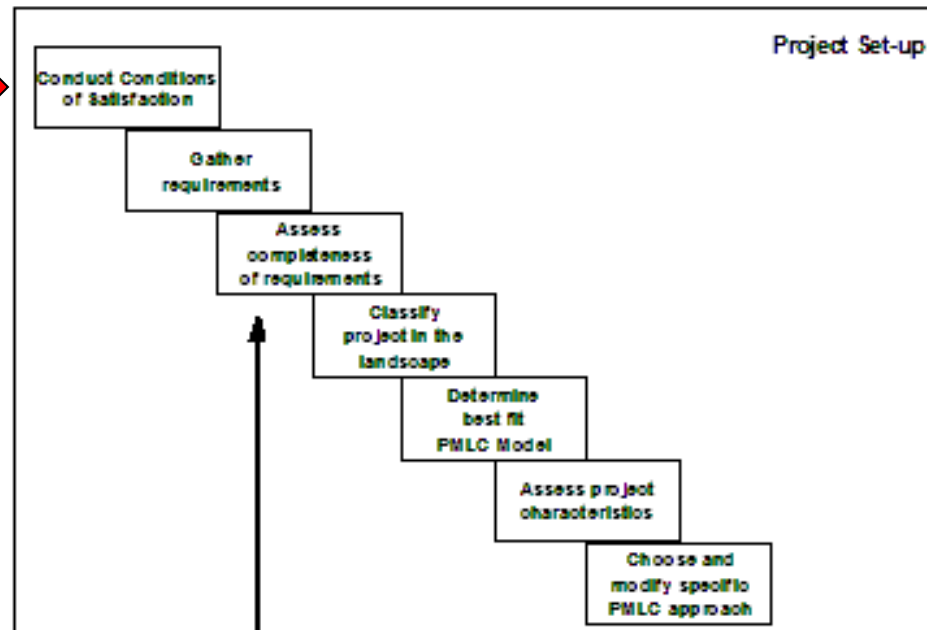
- Thrives on change rather than avoiding it
- Continuously adapts to the project situation
- Utilizes traditional tools, templates and processes
- Based on the principle that you learn by doing
- Seeks to get it right every time
- Client-focused and client-driven
- Continuously assures maximum business value
- Squeezes out all non-value added work
- It works – 100% of the time!



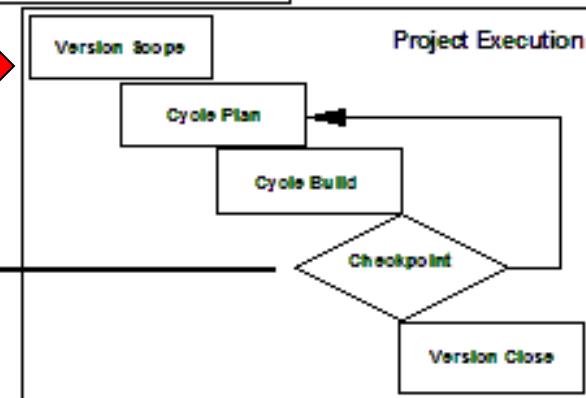
Adaptive Project Framework (APF)

APF process overview

Choose & adapt the best fit PMLC Model

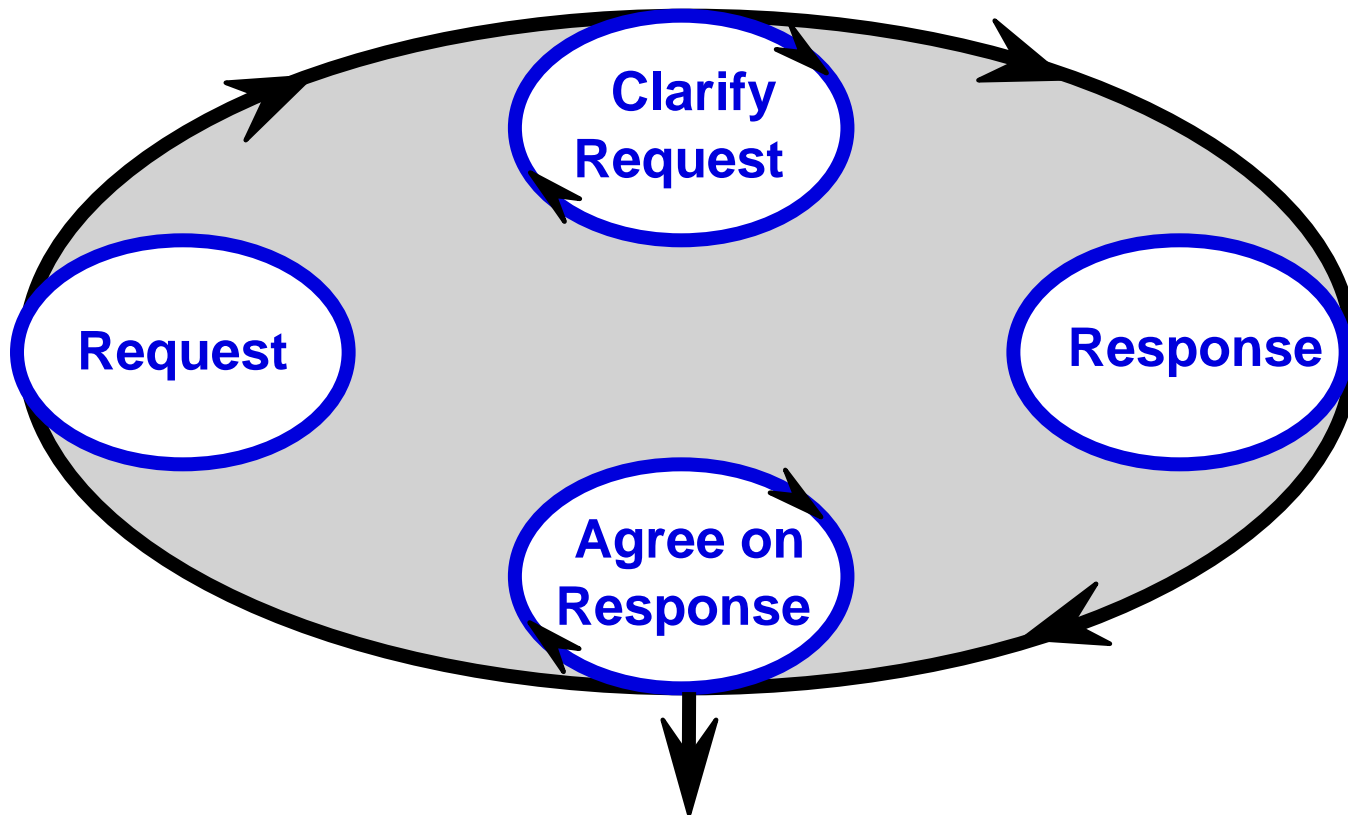


Manage the project using the adapted PMLC Model



Adaptive Project Framework (APF)

APF Project Set-up – Conditions of Satisfaction



**Negotiate agreement and
write Project Overview Statement**

Adaptive Project Framework (APF)

APF Project Set-up – Definition of a requirement

An APF requirement is a desired end-state whose successful integration into the solution delivers specific, measurable, and incremental business value to the organization. The set of APF requirements form a necessary and sufficient set for the attainment of the project success criteria.



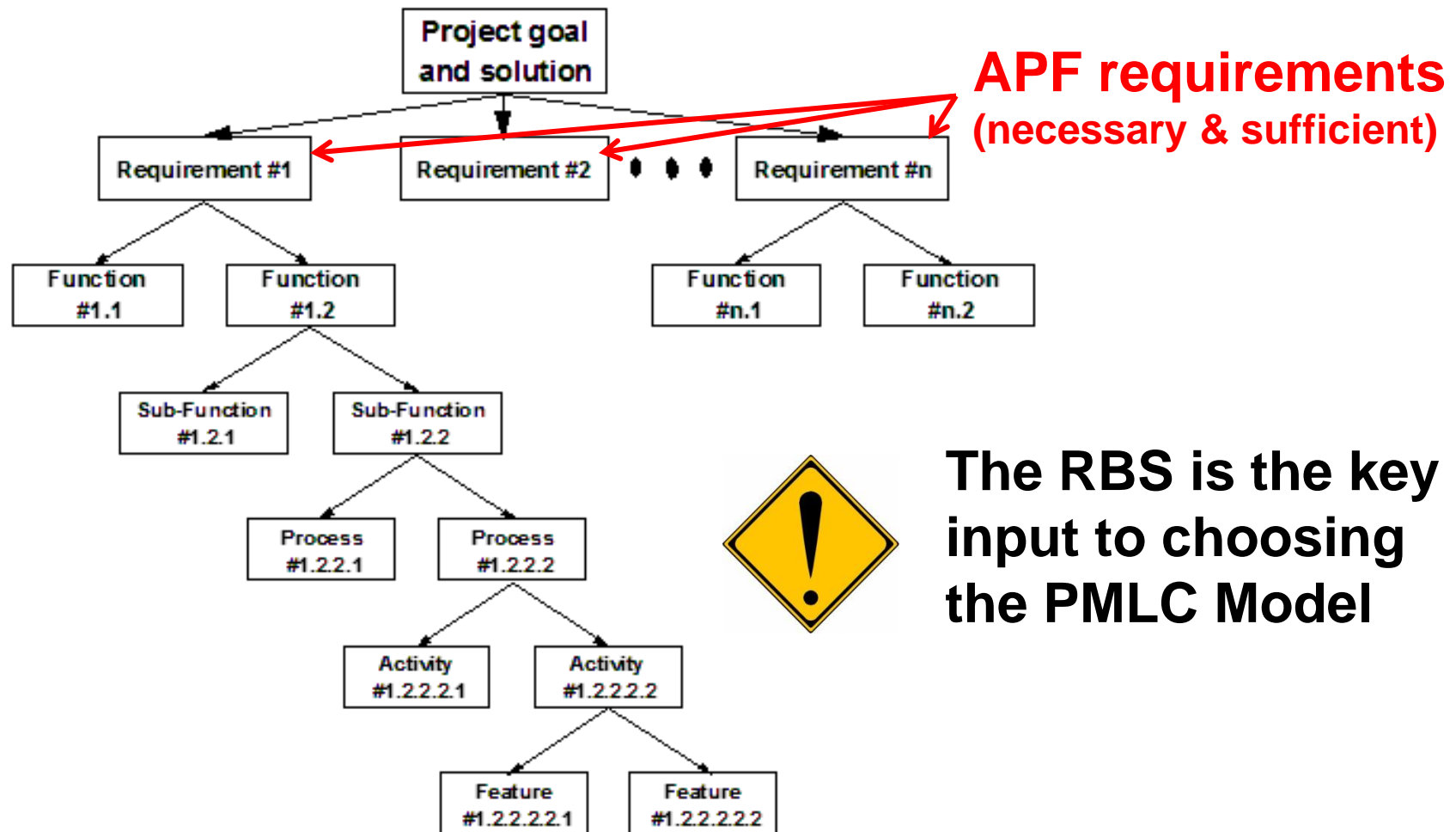
Requirements clarity and completeness drive the choice of best fit PMLC Model!



Changing project characteristics drive the adaptation of the best fit PMLC Model!

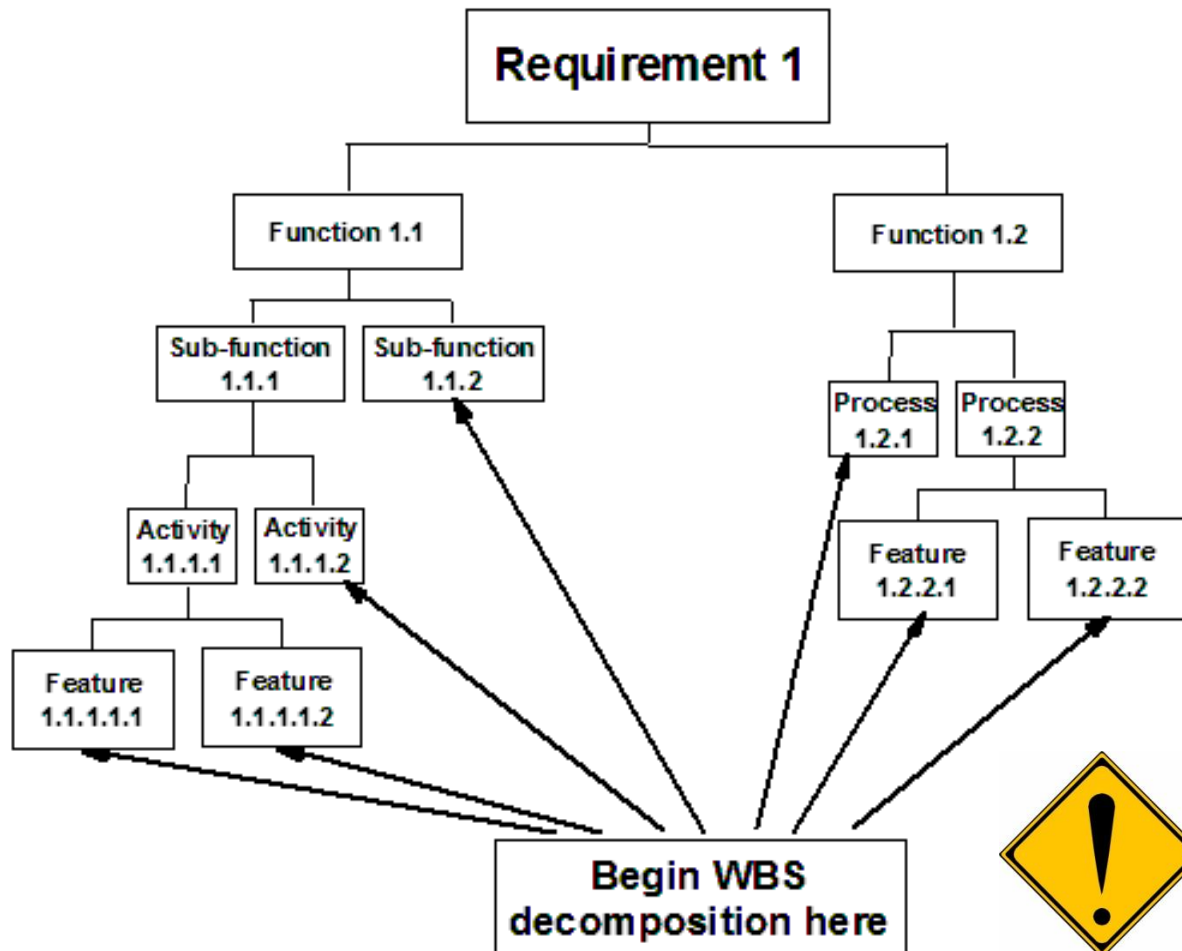
Adaptive Project Framework (APF)

APF Project Set-up – Requirements Breakdown Structure



Adaptive Project Framework (APF)

APF Project Execution – Transition from RBS to WBS



The RBS is client friendly

Adaptive Project Framework (APF)

APF Project Set-up – Project Overview Statement (POS)



The POS is one page – always!

Adaptive Project Framework (APF)

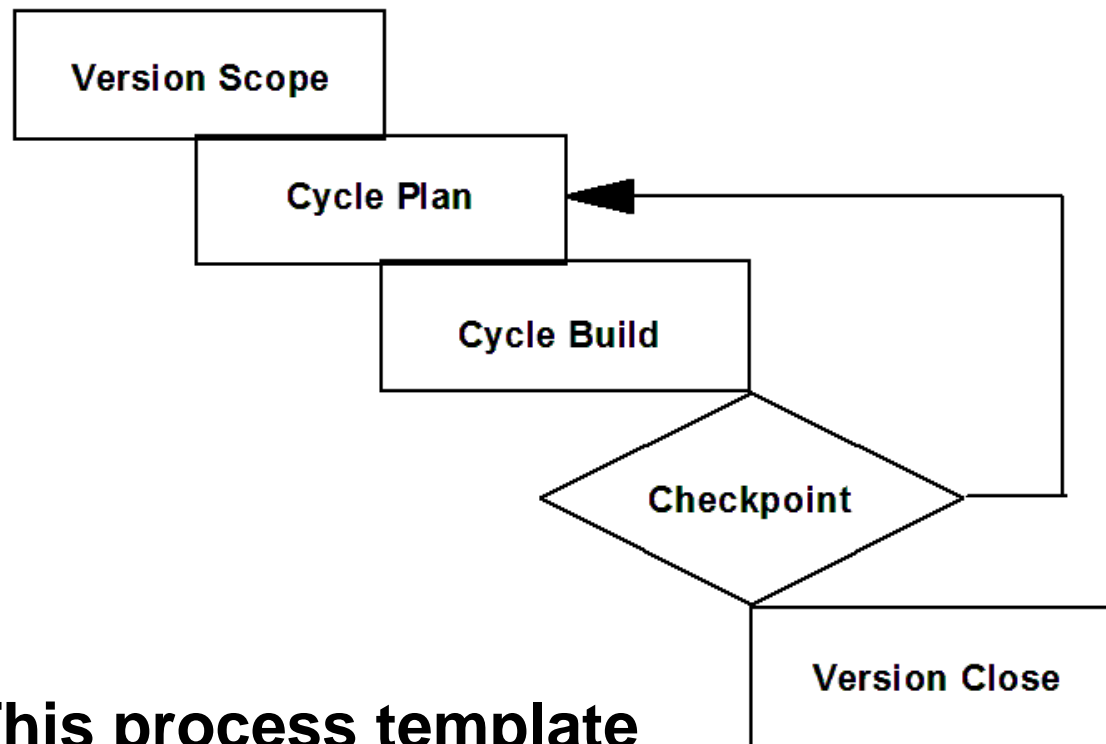
APF Project Execution – PMLC Model Definition

The APF project execution consists of a **number of cycles** each comprising a sequence of unique, complex, and connected activities that must be completed within fixed time and budget constraints, and **deliver maximum business value from each cycle.**



Adaptive Project Framework (APF)

APF Project Execution

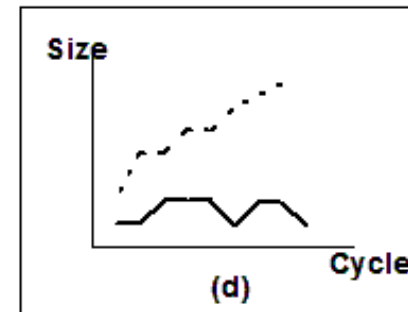
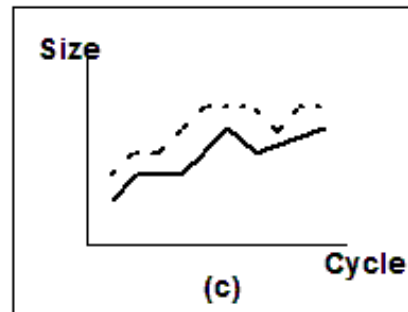
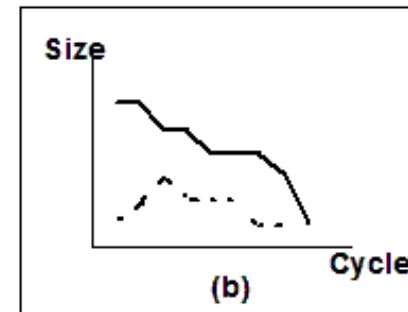
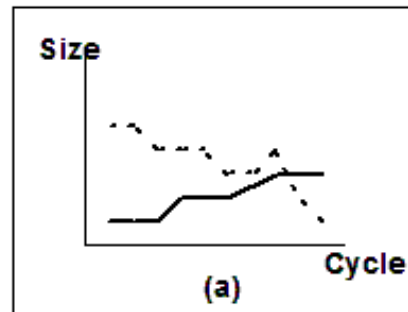


**This process template
is very robust**

Adaptive Project Framework (APF)

APF Project Execution

APF – Client Checkpoint – Probative versus Integrative Swim Lane sizes over time

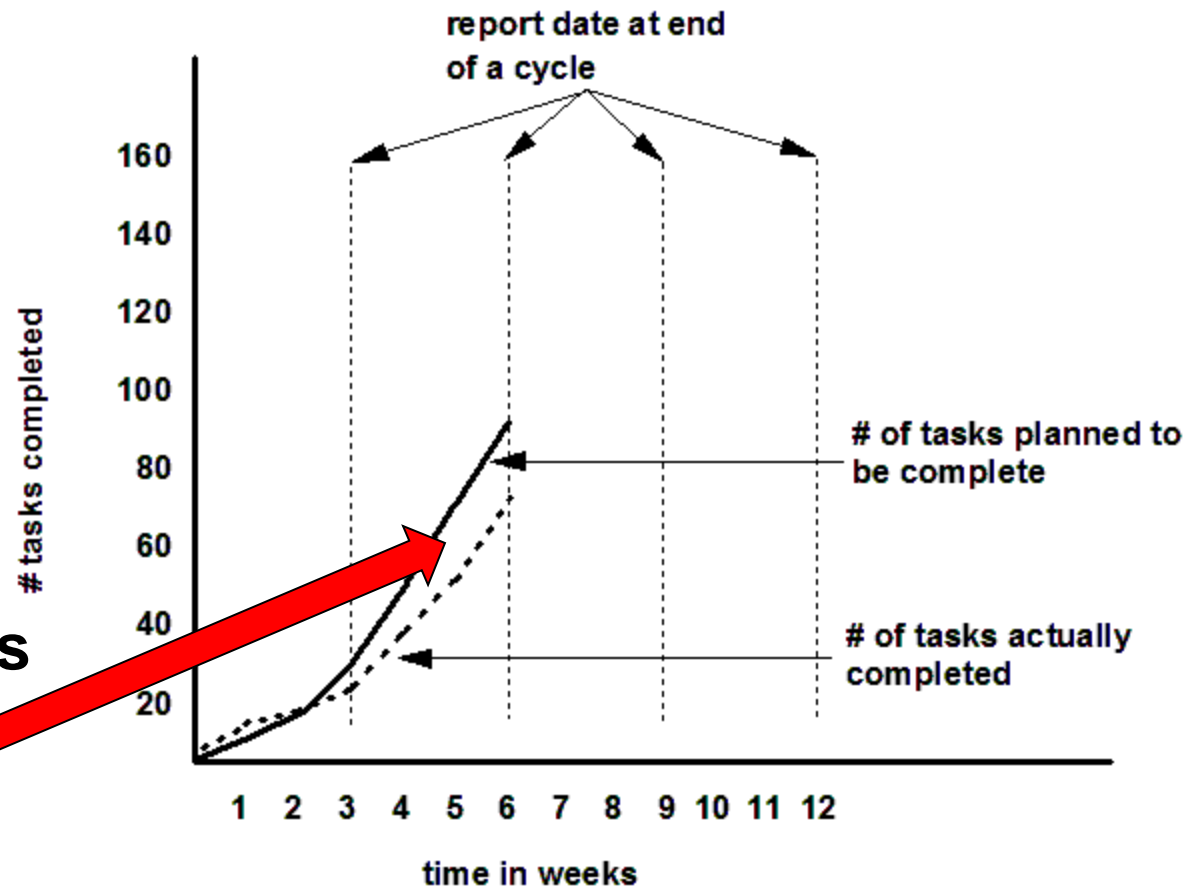


Legend: Probative
Integrative _____

Adaptive Project Framework (APF)

APF Project Execution

APF – Client Checkpoint – Primitive Earned Value



What does this gap suggest?



Adaptive Project Framework (APF)

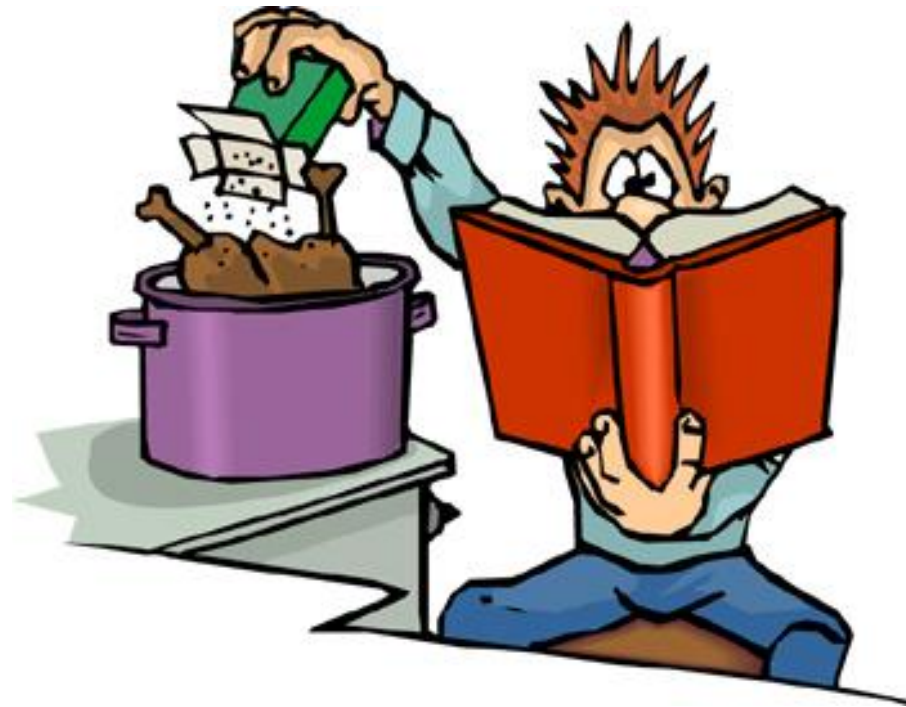
APF Project Execution –Unique Artifacts

- Scope Bank
- Probative Swim Lanes
 - ❑ APF R&D efforts at solution discovery
- Integrative Swim Lanes
 - ❑ APF incremental building of the solution



Adaptive Project Framework (APF)

TPM is for Cooks – APF is for Chefs



Would you rather just be able to follow a recipe or know how to develop the recipe?

Related books by Robert K. Wysocki

- ★ “Effective Project Management: Traditional, Agile Extreme, 6th Edition”, 2011, John Wiley & Sons, ISBN 978-1-118-01619-0
- ★ “Adaptive Project Framework: Managing Complexity in the Face of Uncertainty”, 2010, Addison Wesley, ISBN 978-0-321-52561-1
- ★ “Executive’s Guide to Project Management: Organizational Processes and Practices for Supporting Complex Projects”, 2011, John Wiley & Sons, ISBN 978-1-118-00407-4.
- ★ “Effective Software Project Management”, 2006, John Wiley & Sons, ISBN 978-0-764-59636-0

Thanks for the opportunity!!!

I hope you had as much fun as I did!!!



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