

Agile Project Management, SCRUM ...

... and how it challenges you as a controller.

Why is Agile (Project) Management so Attractive?

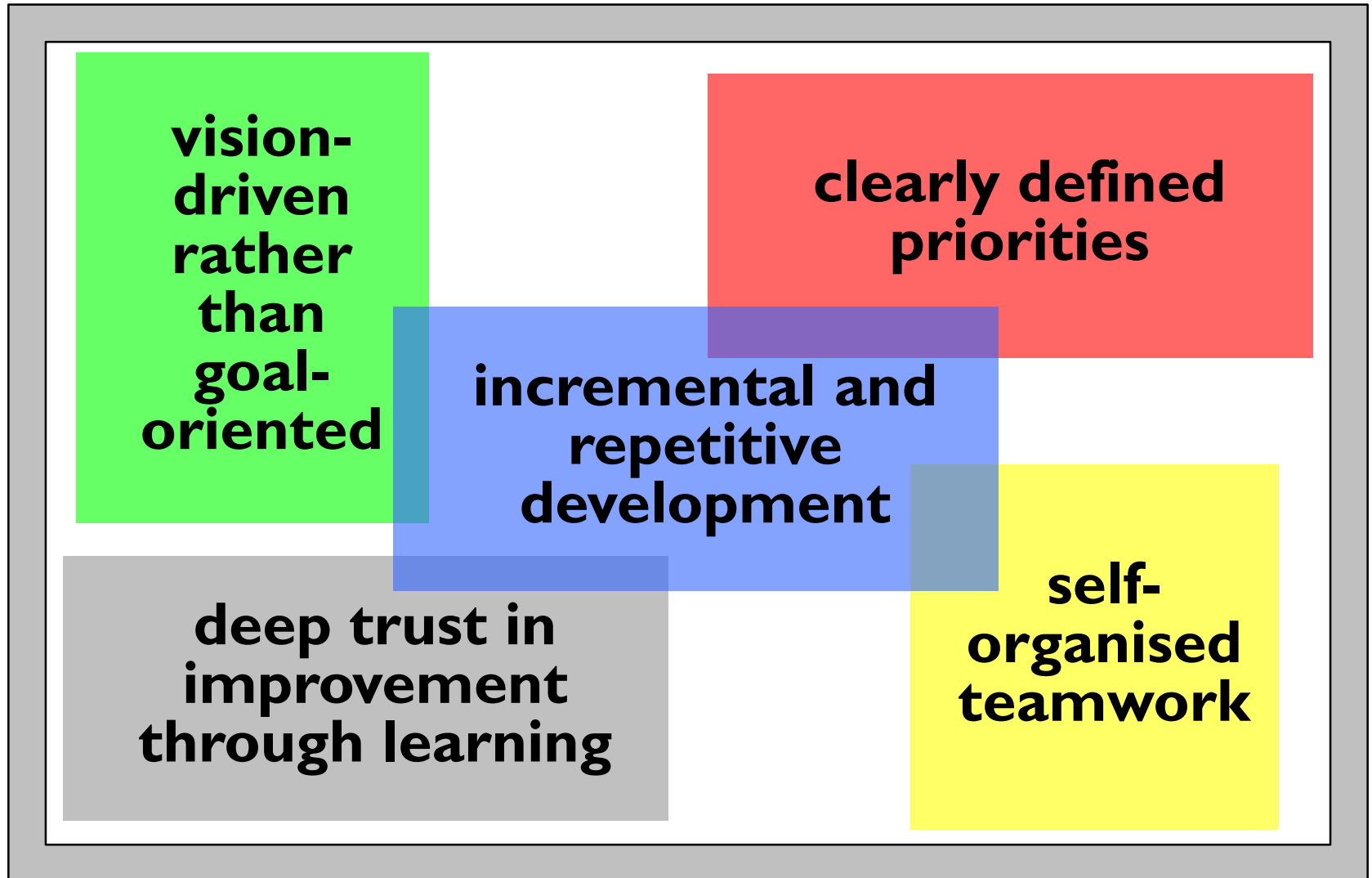
VUCA-World

Increasing desire
for work with
... **more freedom**
... **less hierarchy**

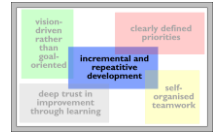
**SCRUM, SAFe,
Kanban, FDD,
Effectuation,**
...

**Less Risk
More Efficiency
Higher Quality**

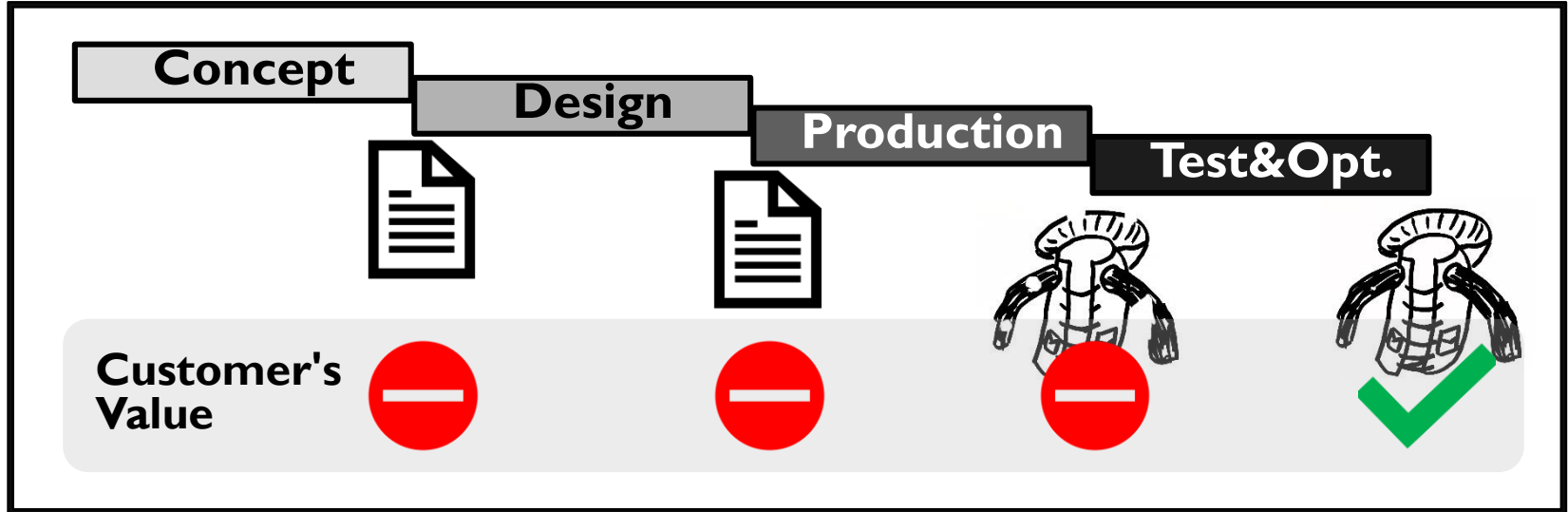
5 Core Principles of Agile Management



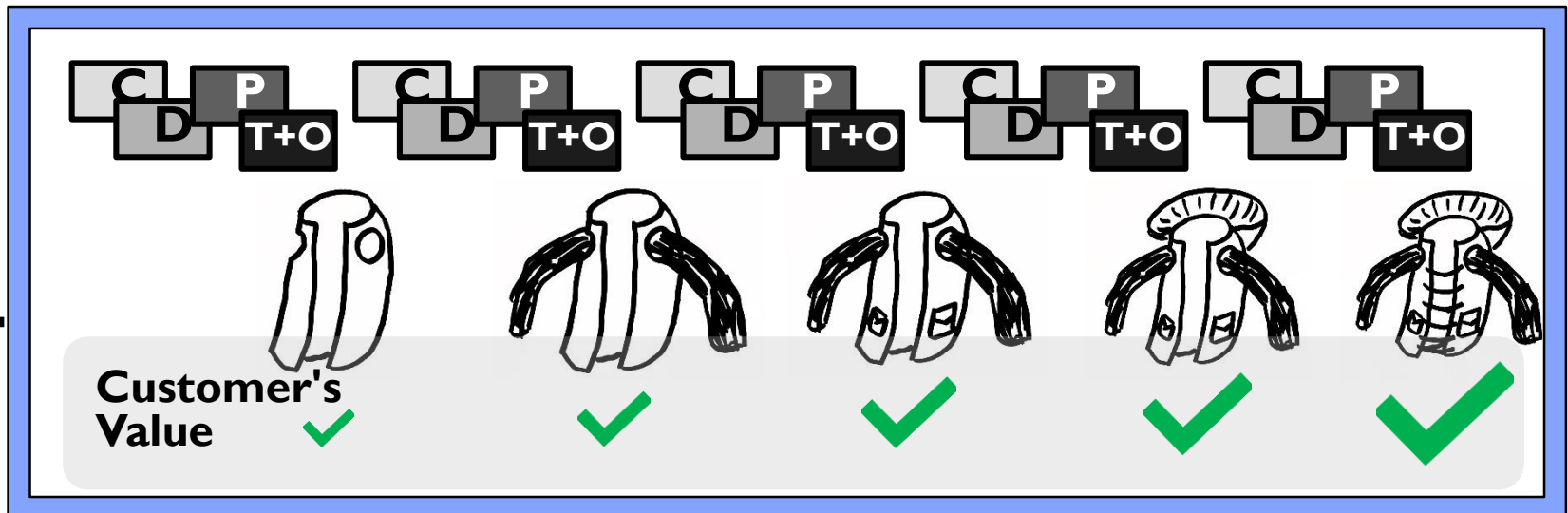
What is "Incremental" Development?



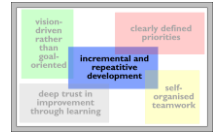
Waterfall



Incremental + Repetitive



Incremental Development Changes Controller's Instruments



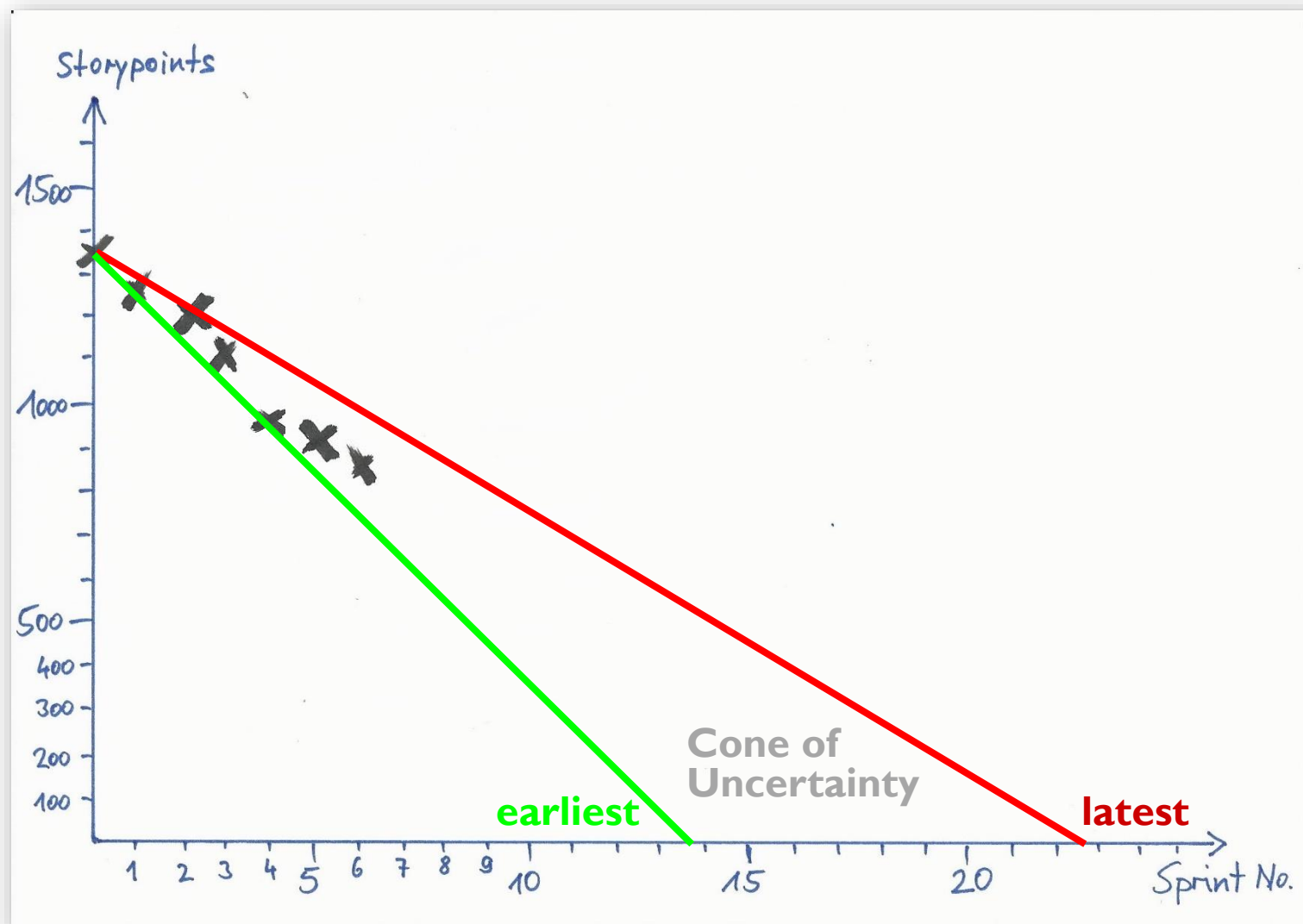
**Allows to inspect real value
instead of potentially valuable concepts**

**Changes completely the way we have to
take risks into account**

Allows to develop new helpful KPIs

**Allows to combine a detailed plan (for the near future)
with a rough plan (for e. g. the whole project)**

Release Burn Down Chart: A Typical SCRUM Reporting Format



Examples for KPIs

Minimal Costs:

Costs until "Minimal Viable Product" is finished

Proportion of Bug Fixing:

User Stories for Bug Fixing
Total No. of User Stories

Cost Risk:

Cost for CoU
Total Cost of Epic until Latest

Controller's Challenges

Ensure a deeper understanding of agile management approaches:

- learn terminology (e. g. epic)
- integrate uncertainty in e. g. reports
- learn to know whom (role) to ask what
- use available information (e. g. release burn down)

Develop suitable KPIs and reports together with relevant stakeholders.