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

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5 Core Principles of Agile Management

- vision-driven rather than goal-oriented
- clearly defined priorities
- incremental and repetitive development
- deep trust in improvement through learning
- self-organised teamwork
What is "Incremental" Development?

Waterfall

Concept | Design | Production | Test&Opt.
---|---|---|---

Customer's Value

Incremental + Repetitive

Customer's Value

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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

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Examples for KPIs

<table>
<thead>
<tr>
<th>Minimal Costs:</th>
<th>Costs until &quot;Minimal Viable Product&quot; is finished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of Bug Fixing:</td>
<td>User Stories for Bug Fixing</td>
</tr>
<tr>
<td></td>
<td>Total No. of User Stories</td>
</tr>
<tr>
<td>Cost Risk:</td>
<td>Cost for CoU</td>
</tr>
<tr>
<td></td>
<td>Total Cost of Epic until Latest</td>
</tr>
</tbody>
</table>

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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.