

Dynamic Resource Management

Dependable projects in an uncertain world.

This briefing addresses a fundamental quandary in product development. Innovation is central to new products, but innovation creates uncertainty and makes development projects unpredictable. Technical unknowns, planning variance, and resource contentions all impact schedule and cost. You keep development resources fully booked, so how can you deal with surprises without slipping committed deadlines?

The Briefing

Companies in dynamic markets don't have the luxury of freezing resource plans for the duration of a development project. Responding quickly to unexpected opportunities means re-assigning resources. Schedules slip, and developers seem to be fighting constantly to keep programs on track.

Dynamic Resource Management is a new approach to project planning that makes project plans resilient to variance and uncertainty. Impossible as it seems, schedules can be shorter *and* more dependable in the face of technical surprises and uncertain resource availability.

Dynamic Resource Management is based on new thinking about variance in project planning and management. The seminar provides new ideas and useful tools such as:

- A way to plan for resource contentions and project variance, rather than assuming you can plan uncertainty away.
- Using real time project status information to balance resources across the whole project portfolio.
- Managing specific resource constraints to optimize project flow.
- Avoiding pitfalls with the new paradigm.

Why spend an hour on this?

Executives and project managers struggle in vain with the problem of keeping projects on track in spite of unknowns and variance. This seminar will help attendees reframe the problem to see it from a new perspective and generate an effective management approach. This is especially valuable when cross-functional new product stakeholders attend together, to build a common perspective on the issues and solutions.

The seminar leader

John Farnbach is Principal of Silver Streak Partners LLC, helping companies improve the business impact of product innovation. He works with leadership teams to create an enterprise-wide new product operation that produces higher returns, reduces fire fighting, and fits their culture and vision. John holds a Ph.D. (EE) and has 35 years' experience in product development at large and small companies in a variety of industries.

Project Management



Dynamic Resource Management

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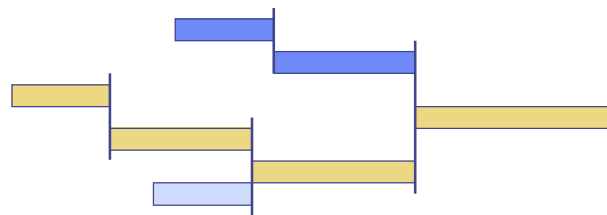
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- ◆ Deterministic project planning
- ◆ DRM basics
- ◆ Planning a DRM project
- ◆ Avoiding pitfalls

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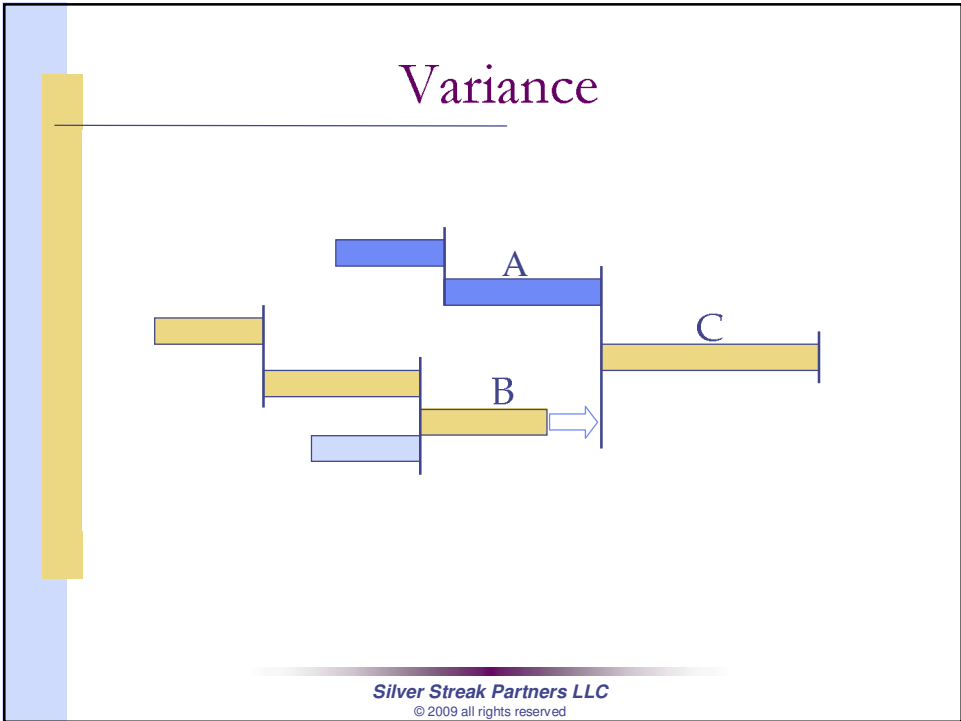
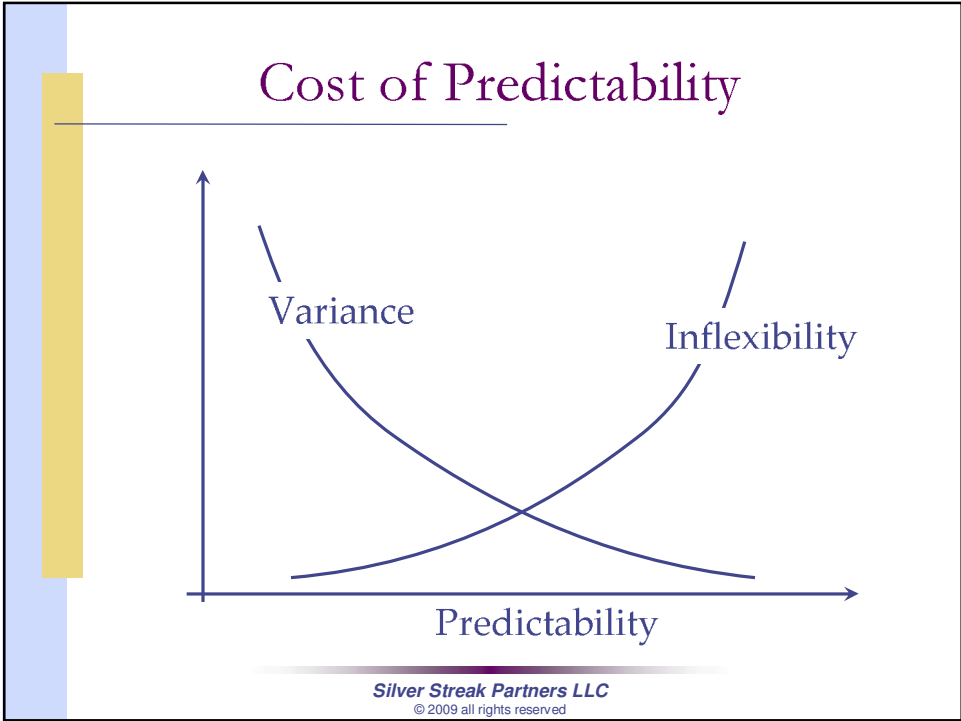
Deterministic Planning

- ◆ Orchestrates task interactions well...



- ◆ ... But planning can't eliminate *variance*.

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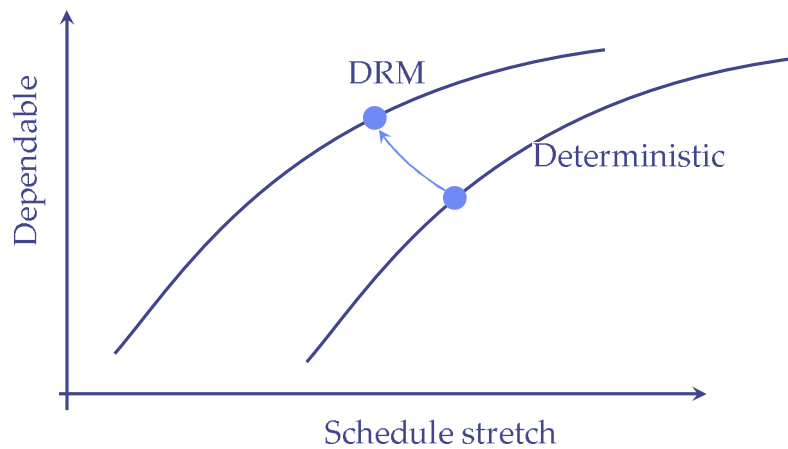


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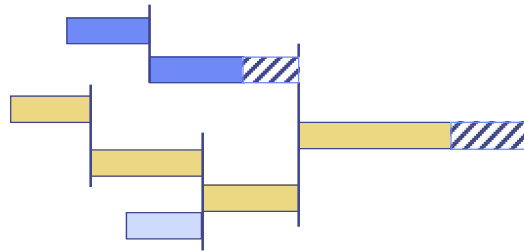
Wait a Minute!!

Shorter and more dependable??



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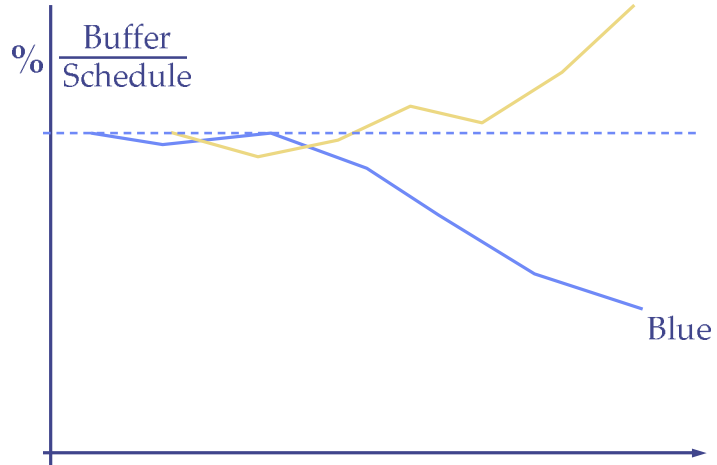
Dynamic Resource Mangement



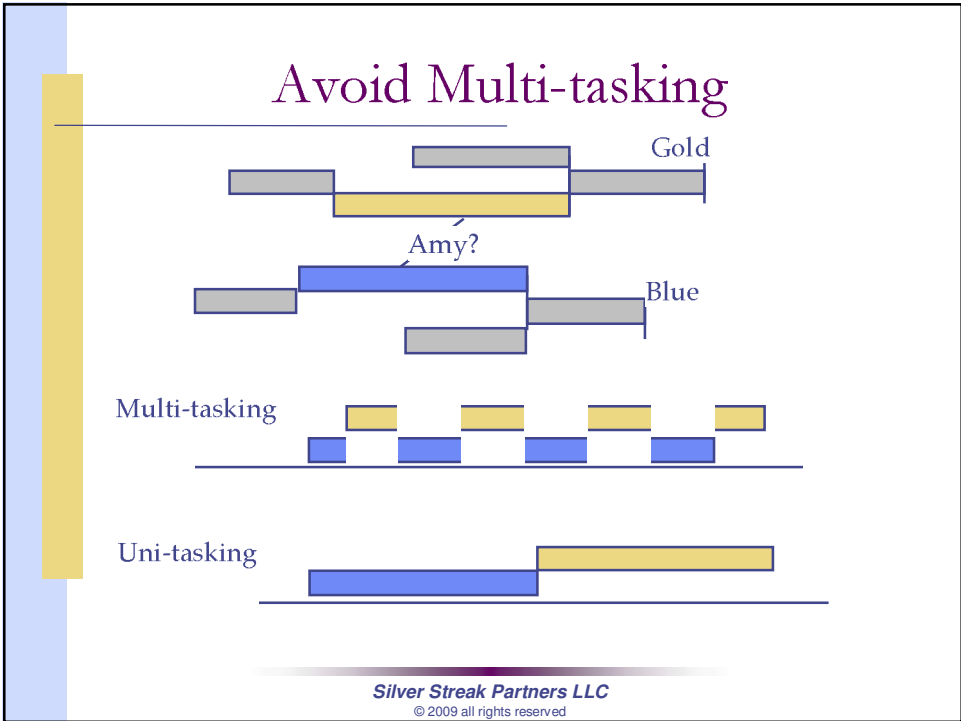
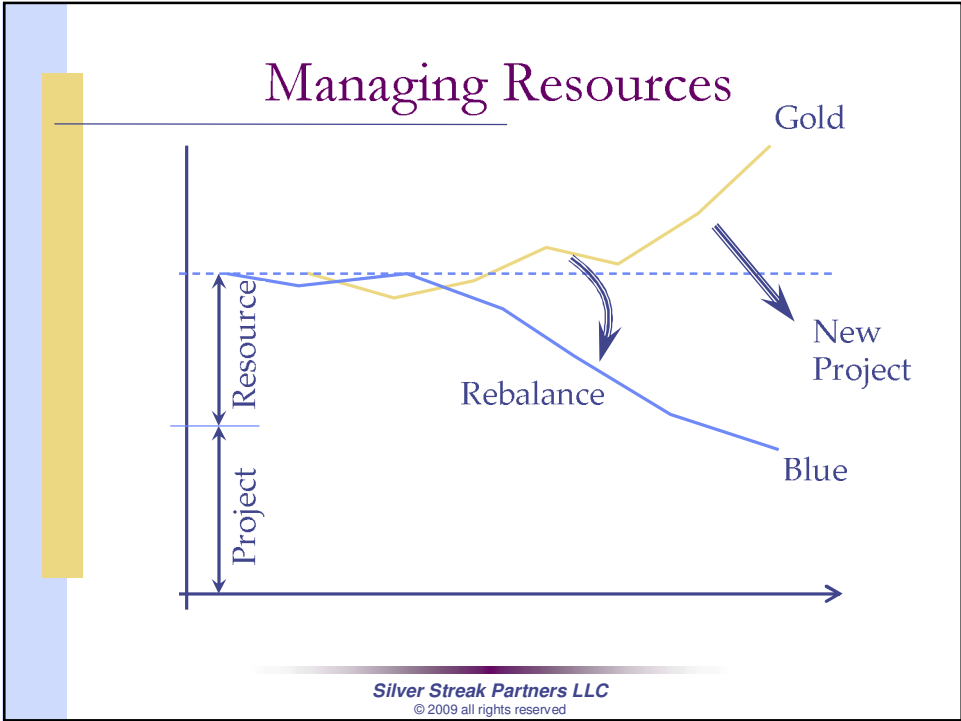
Schedule and budget buffers

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Buffer Tracking



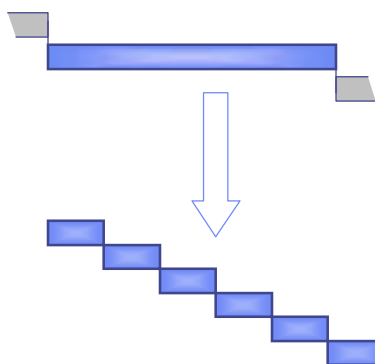
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Measurable Tasks



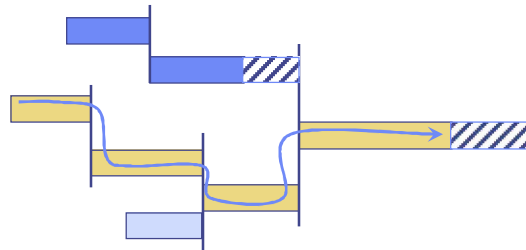
- ◆ Underestimate effort
- ◆ Status biased by hope

- ◆ Realistic estimates
- ◆ Unbiased status

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Placing Buffers

- ◆ Fewer is better
 - Statistical aggregation
 - Less confusion
- ◆ Multiple buffers?
 - Buffer external deliverables
 - Specific risks



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Sizing Buffers

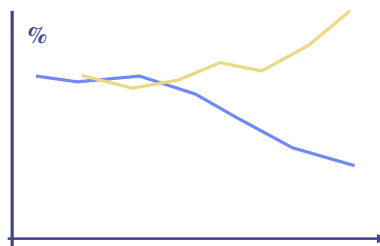
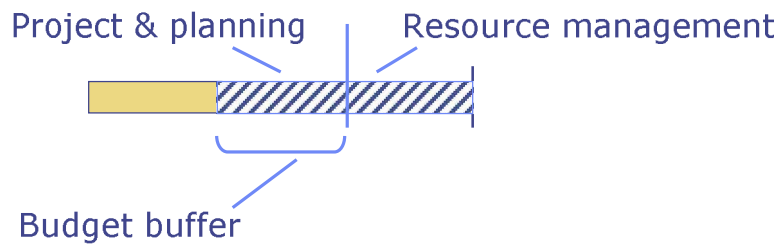
- ◆ Project & planning
 - Technical risk
 - Planning variance



- ◆ Resource management
 - Project priority
 - Business forecast

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Budget Buffers



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Pitfalls

- ◆ Buffer addiction
 - Plan responsibly

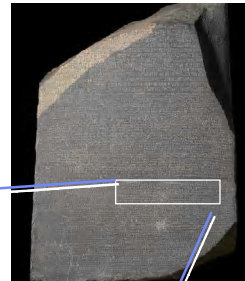
- ◆ Squandering buffers
 - Resist unmerited work

- ◆ Old management habits
 - New performance model
 - Respect for buffers

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Dynamic Resource Management

Plan your work and
plan for variance, then
manage variance as you
Work your plan



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Questions?

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