Competitive despite processes!

Webinar

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Motivation

External pressure:
- Increasing cost pressure
- Growing complexity
- Less time
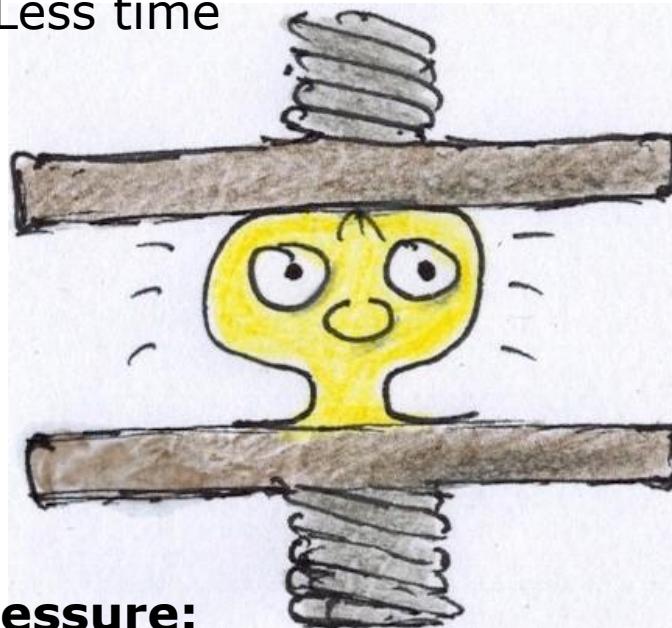
Internal pressure:
- Employees suffer from this situation
- Quality expects process-compliant implementation in accordance with applicable standards

Agenda

1. *Standards block our flexibility!*

2. *Processes slow us down!*

3. *Projects only ever need more resources!*

4. *Documentation is an annoying overhead!*

5. *More roles always means more staff!*

6. Conclusion.
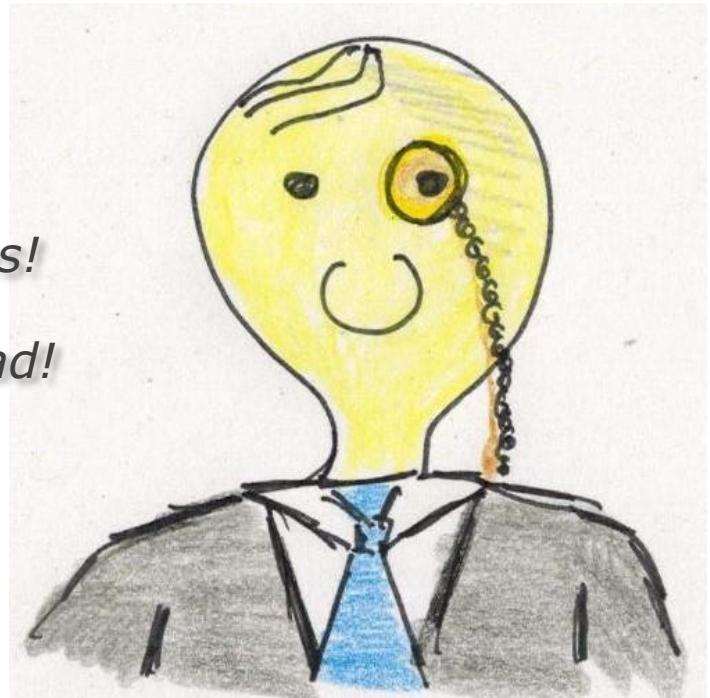
Standards block our flexibility!

What are standards anyway?
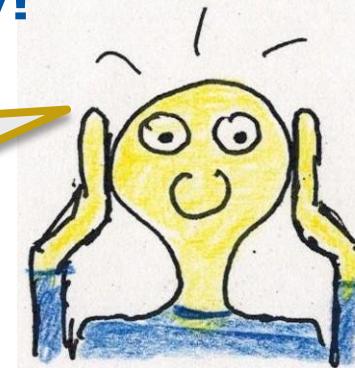
→ **We can learn from our failures!**

Standards are:
- Over many years
- In different countries
- In different projects
- By a large number of people
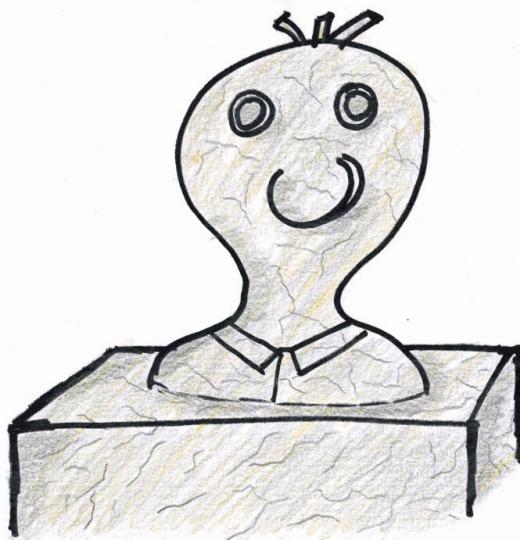
**Collected "best practices"**
- To avoid failures
- Discover failures early
- Fix failures faster!

Standards block our flexibility!

> *And do standards and innovation contradict each other?*

Only when recurring <u>processes</u>, <u>projects</u> and <u>procedures</u> are standardized, we do have enough resources to turn our ideas into innovations!

→ Where would the development of electrical devices be today if we didn't have standardized plugs?
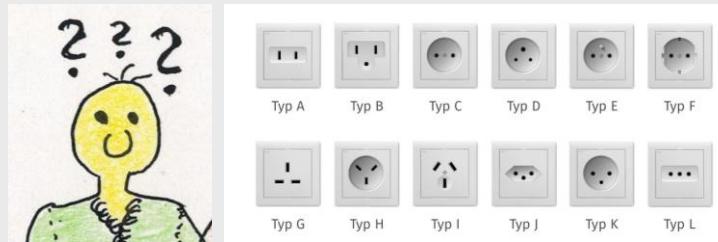
But: Standards do not describe reality! They have to be interpreted and translated into the corporate language!

Processes slow us down!

> *How do we approach tasks?*

| Recognize / analyze problem | Finding an idea for a solution | Implementation |

Let's go!

Analysis by experience → Trial & Error → 1st try → Correction → 2nd try → Correction → 3rd try

And after processes?

Select method → Follow process → Idea & concept → Solution → GOAL

Processes slow us down!

> *And how often do we use processes?*

Always!

- In the morning when we make coffee
- When we go shopping
- When we go on vacation with children
- When we build a house
- *...*

But: Processes must be lean and helpful at the same time!

Too much!

***Too few!***

Projects only ever need more resources!

How do resources relate to duration?
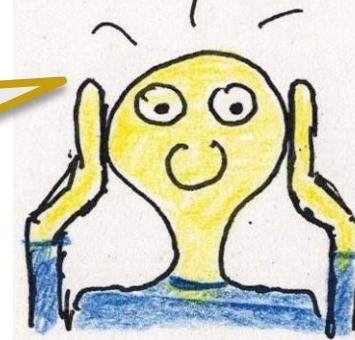
Simple calculation:
- If   1 person   needs 10 hours
- Then   2 people   need 5 hours
- Then   5 people   need 2 hours
- Then   10 people   need 1 hour

Correct?
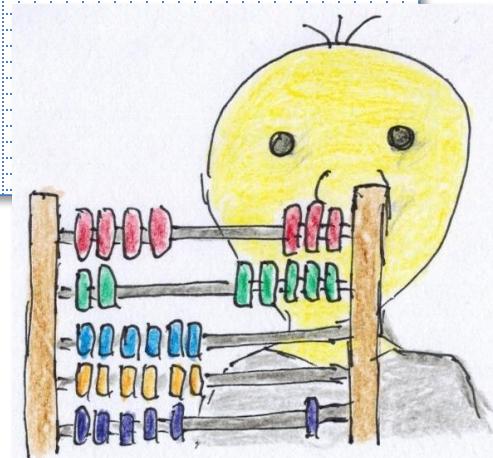
Projects only ever need more resources!

And what does it mean when people work together?
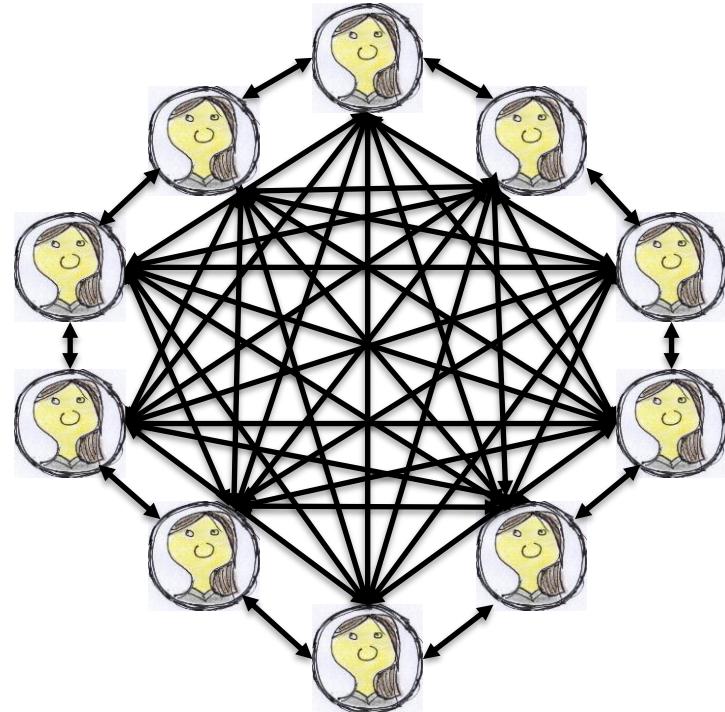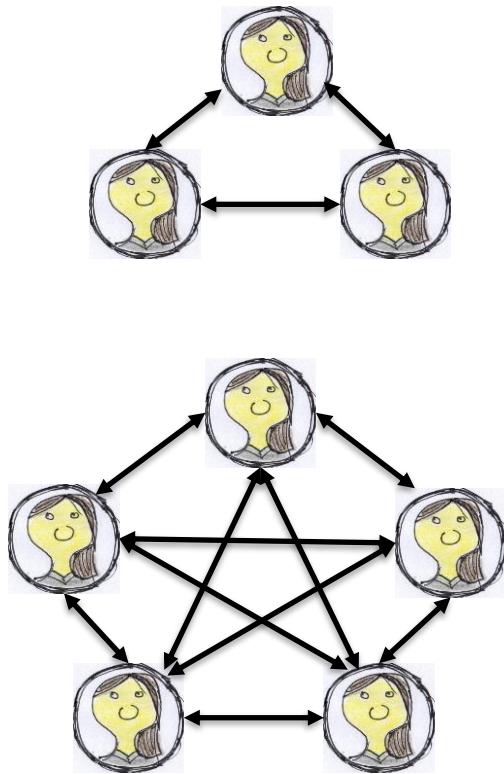
The more people
- ➢ **the more experience exchange, but**
- ➢ **the more communication effort!**

Projects only ever need more resources!

> *But if it's not the resources, what is it?*

- *Clear allocation of tasks?*
- *Clear idea of what needs to be done?*
- *Framework conditions clarified?*
- *Education and experience?*
- *Suitable methods?*
- *Suitable tools?*
- *Clear rules?*
- *...*
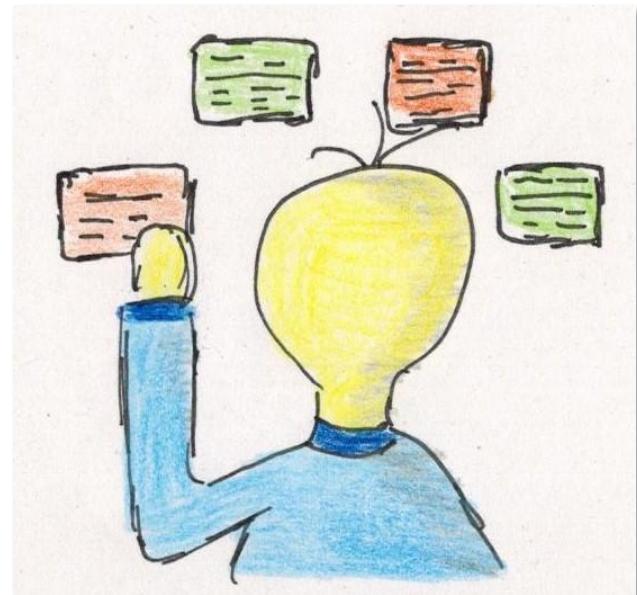
Documentation is an annoying overhead!

Does documentation have a real benefit?
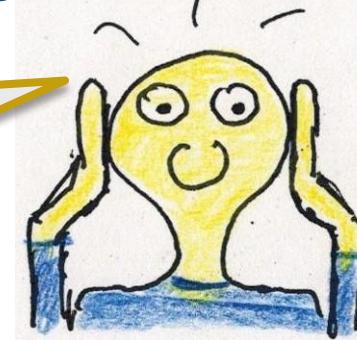
Come on, let's go shopping!

We realize
- What we have forgotten
- That we have once again bought things we don't need

longer

But faster

We write a shopping list

We go shopping.

So, what helps us?
- ➢ **Templates**
- ➢ **Generic content**

Documentation is an annoying overhead!

> *And why is follow-up documentation so time-consuming?*

→ **We need the documentation for product liability!**

Idea	Solution

Duration:
X hours

Idea is directly accessible in the brain

Duration:
7x X hours

Idea must first be searched for in memory
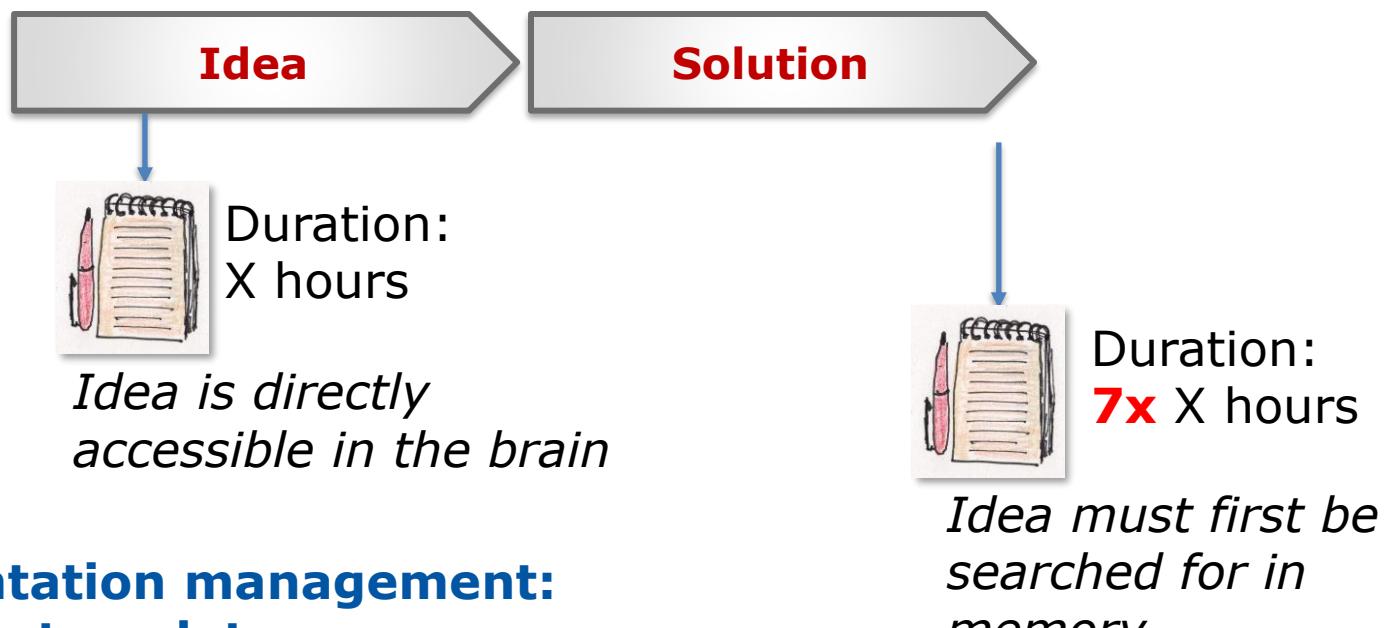
Documentation management:
➢ **Provide templates**
➢ **Provide generic content**
➢ **Manage quantity!**

More roles always means more staff!

> *For example, do we need the role of "requirements manager"?*

→ Yes! (probably)

Don't forget: *Role ≠ Person*

(they have an n:m relation!)

A role is:

➢ A clustering of activities (***tasks***)

➢ A definition of powers (***competencies***)

➢ An assignment of expected results (***responsibilities***)

Similar to a labeling of activities and documents!
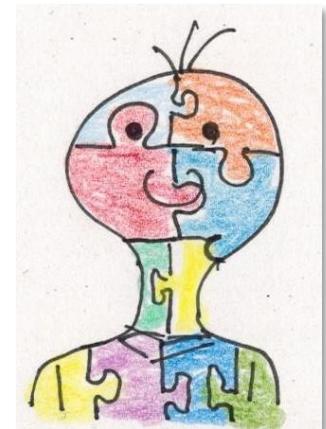
More roles always means more staff!

> *And what is the benefit of a role?*

We can

➢ Assign activities and documents more quickly

➢ Clearly define responsibilities

➢ Recognize overloads more easily and earlier

> *Overload can be detected if tasks are documented*
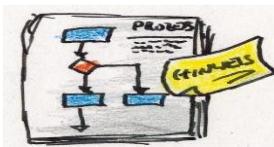
 Project manager
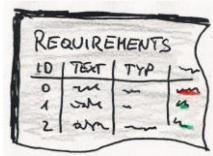
 Requirements manager
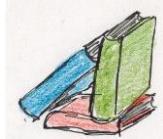
 Configuration manager
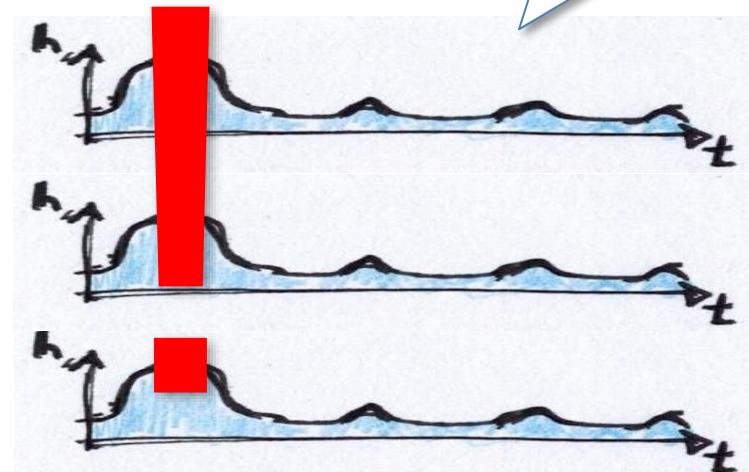
> ➢ **But: Roles also need to be managed, so they need to be clustered sensibly**

Conclusion

1. *Standards* should be interpreted correctly, translated into the corporate language and adapted to the respective context.

2. *Processes* should be defined in such a way that they do not specify too much, but also not too little.

3. *Methods* should be critically reviewed regularly for efficiency and effectiveness and improved if necessary.

4. We should manage *documentation* in order to standardize recurring information on the one hand and to ensure early processing on the other.

5. We should cut *roles* appropriately to make it easier to assign tasks and quickly recognize overloads.

Thank you!
&
Let's discuss.