Turning Projects into Products
(and Back Again)

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Imagine a flight from New York to London...

First class of course!
London radios to report congestion....

The plane could ‘circle’ over London...
The plane could slow down en route...

...Or the plane could remain in New York
Differential Cost of Delay

Overview

1. Agile methods focus on the product
2. You still need project management
3. Air Traffic Control
4. Combining Product-centric & Project-based
5. Explaining all this to your boss
Definition of a Project:

A project is a **temporary** group activity designed to produce a **unique** product, service or result.

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Our highest priority is to satisfy the customer through early and **continuous delivery of valuable software**.

...Agile Methods are Product-Centric

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You (May) Still Need Projects

1. Relationships between companies are formed around projects.

2. Project-based concepts often deeply embedded in organizational systems for selecting, funding, and monitoring work.

3. You work with project managers.
Air Traffic Control

- Crews in flight are self-directed, Center Controllers communicate.
- Ground, Local, and Departure Controllers direct.
- Planning and producing profitable flights remains complex!
Defining the boundary between Project...

...and Product
The focus of Project Management skills and techniques moves from here...
Leadership Required

- Establish process vision...
- Build coalitions...
- Define roles...
...Redeploy resources

Form the Agile “Core”

Agile Team & Product Owner
Define and Manage a Pipeline

A Single Set of Decision Makers
Define and Manage a Pipeline

![Diagram showing project management intensity over lifecycle stages.](image-url)
Explicit Processes at Interfaces

- Release Manager
- Release Train Engineer
- Value Stream Manager
Guidelines Summary

• Begin with a “core” of cross-functional teams
• Define a process pipeline through the core
• Decide (at least) as quickly as you deliver
• Flow work in flight through a single set of decision-makers
• Define explicit roles at take-off and landing
• Specialize, standardize, and automate project activities
Mapping to Popular Frameworks

- **Scrum** – “Core” Agile Work System
- **Kanban** – Explicit Pipeline (Value Stream)
- **Scaled Agile Framework** – Project Managers as Specialists

Explaining this to your boss...

1. Project-based approaches fix and control scope, product-centric methods vary scope.
2. Agile frameworks typically don’t define a project management role, yet your organization has project managers...
3. Creating the container or framework for self-organization requires leadership.
• Air-traffic control
• Product-centric vs. Project-based
• Integration Guidelines
• Framework Mapping
• Leadership Needed!

Thank You!

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