

# Lean Agile PMBOK®

**Masa K Maeda, PhD**

 [masa@valueinnova.com](mailto:masa@valueinnova.com)

 [@masakmaeda](https://twitter.com/masakmaeda)



## Masa K Maeda, PhD

**CEO y fundador, Valueinnova® LLC**, en el Silicon Valley, USA



- Creador de Innovación de Valor Lean™ y Lean Agile PMBOK®
- Consultor senior del Cutter Consortium en Boston, USA
- Maestro de Innovación de Valor en la Universidad de Berkeley en California, USA
- Miembro del Steering Committee del Agile Testing Alliance
- El primer Kanban coach y trainer acreditado que habla español y una de las personas clave para la creación del Lean Kanban University
- El Thought Leader mundial Agile y pionero en Lean y Kanban para trabajo de conocimiento que más a influenciado su adopción en Iberoamérica
- Servicios a empresas y profesionales desde Fortune 100 hasta PyMEs en 12 países en los continentes Americano, Europeo, Asiático y Africano

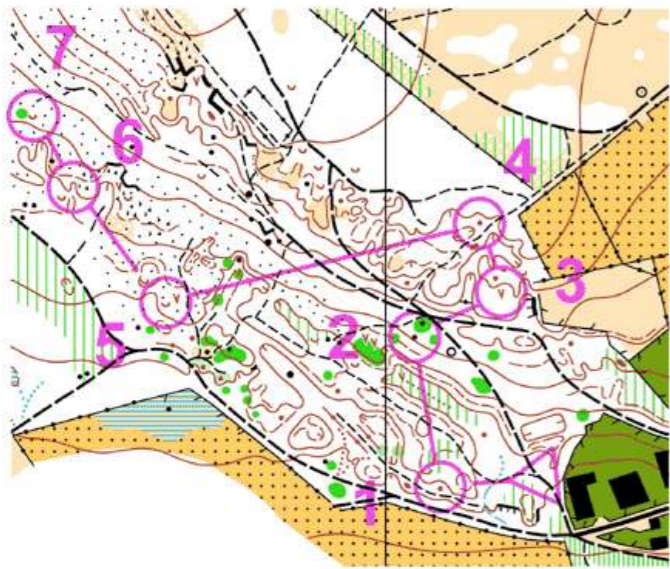
- Previamente
- I+D para Apple Inc. (donde tuvo contacto con Steve Jobs), USA
  - Asociado de David J Anderson, creador de Kanban para trabajo de conocimiento, USA
  - Miembro del grupo fundador en 4 startups exitosos en Silicon Valley, USA
  - I+D para Justsystems Inc., la mejor empresa Japonesa de software, Japón

- Educación
- Doctorado y Maestría en Japón
  - Licenciatura con honores en México
  - Certificaciones de KMCT, PMI-ACP, IGCCA, CSM, CSPO
  - Estudios extensivos en gestión de proyectos, psicología cognitiva y clínica, y cibernética

Vive en Silicon Valley, USA, desde 1995.

PMI-ACP®

PMBOK®

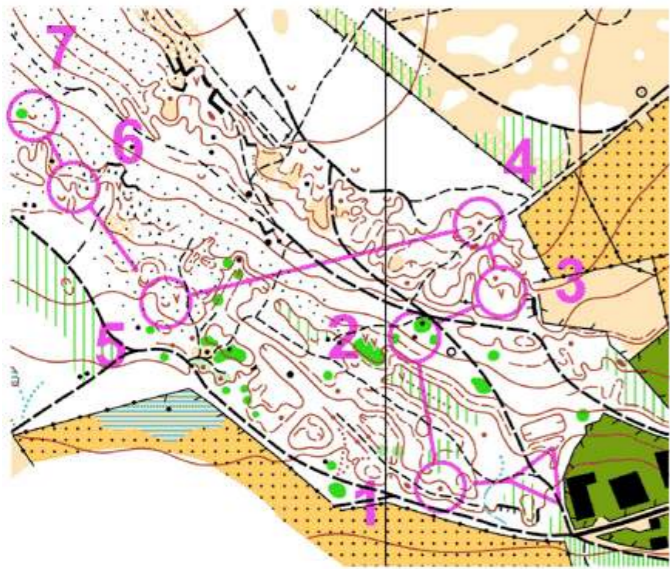


5th Edition PMBOK®

credit: eofdreams.com

PMP-ACP®

PMBOK®



5th Edition PMBOK®

credit: eofdreams.com

# Lean Agile PMBOK®

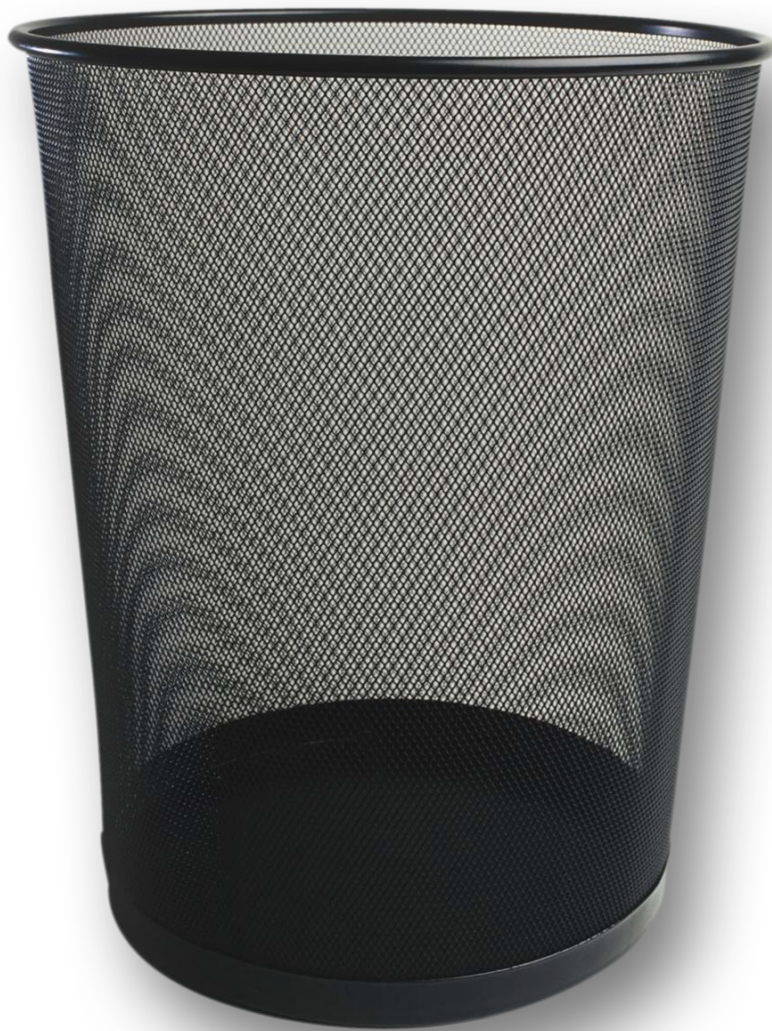


# Cómo?

# Pensamiento en Sistemas



# Pensamiento Lean

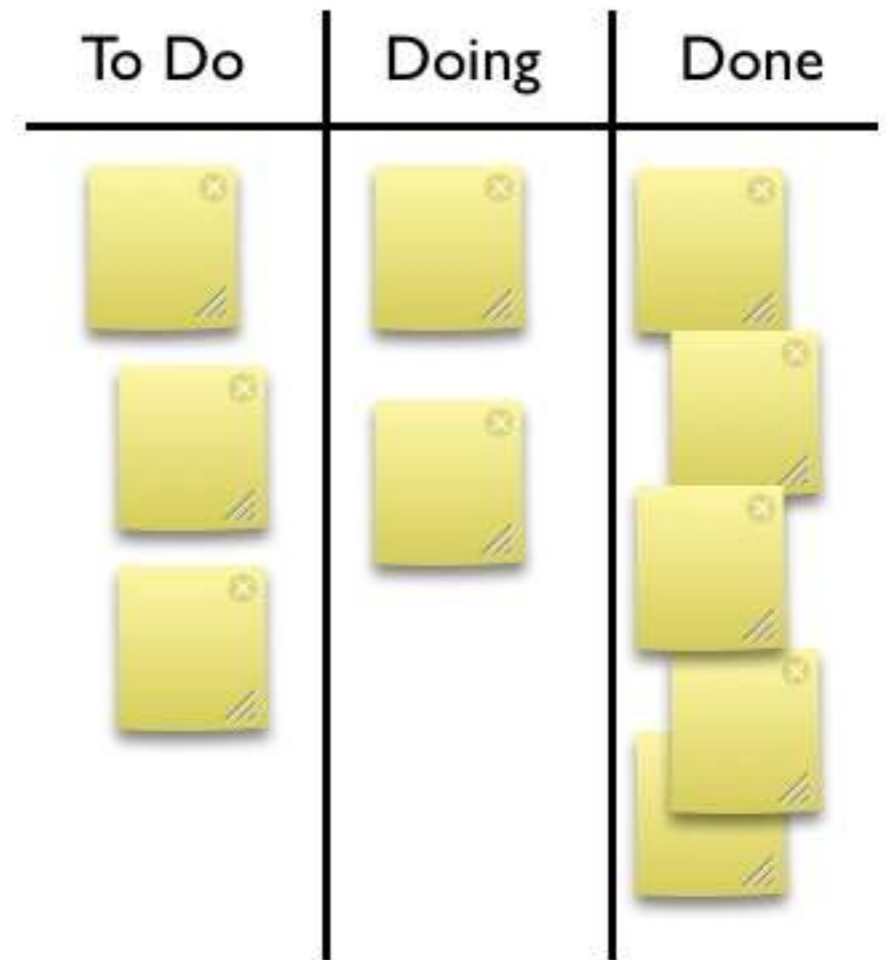
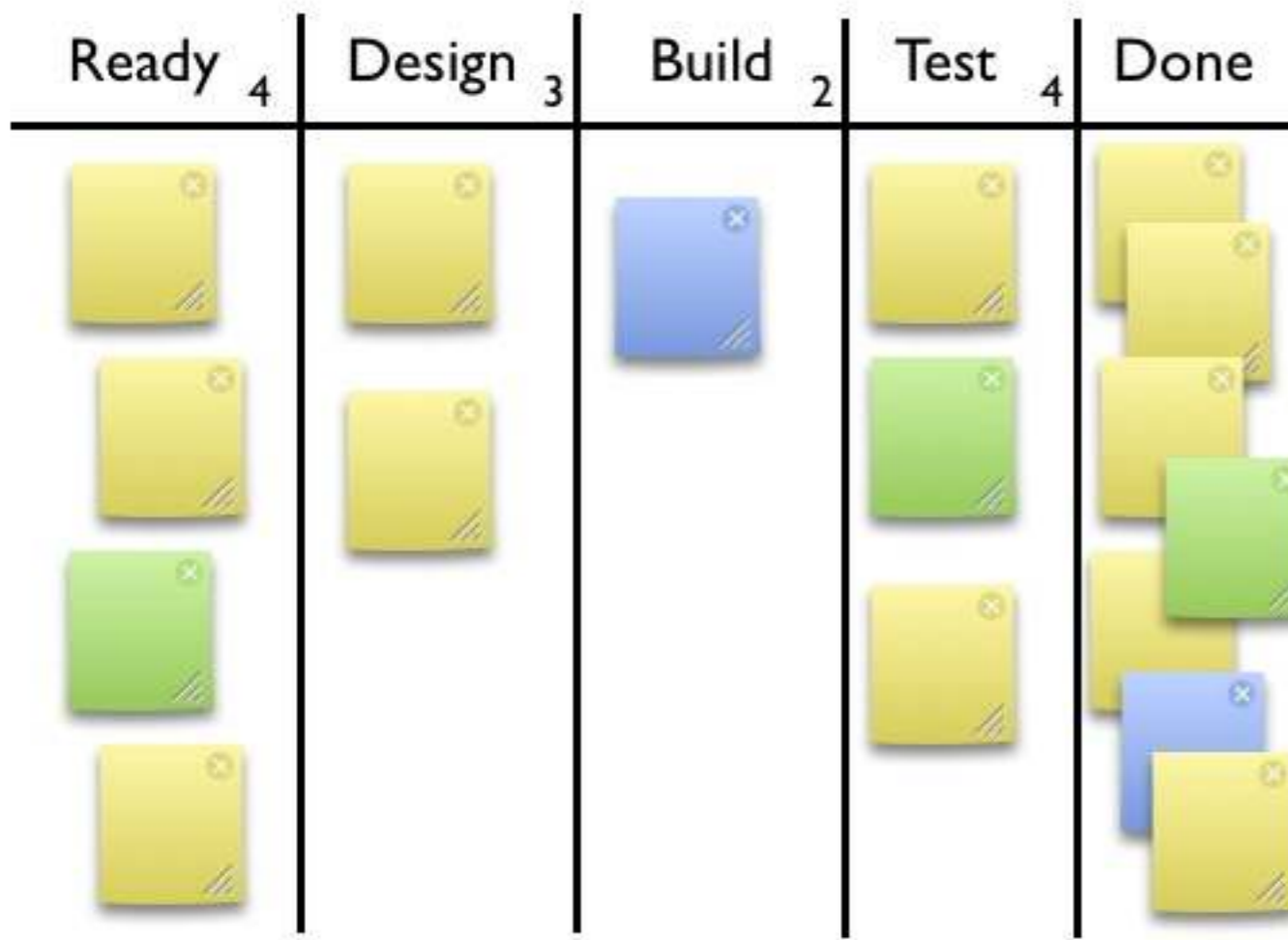




# Pensamiento Agile



# Kanban and Scrum

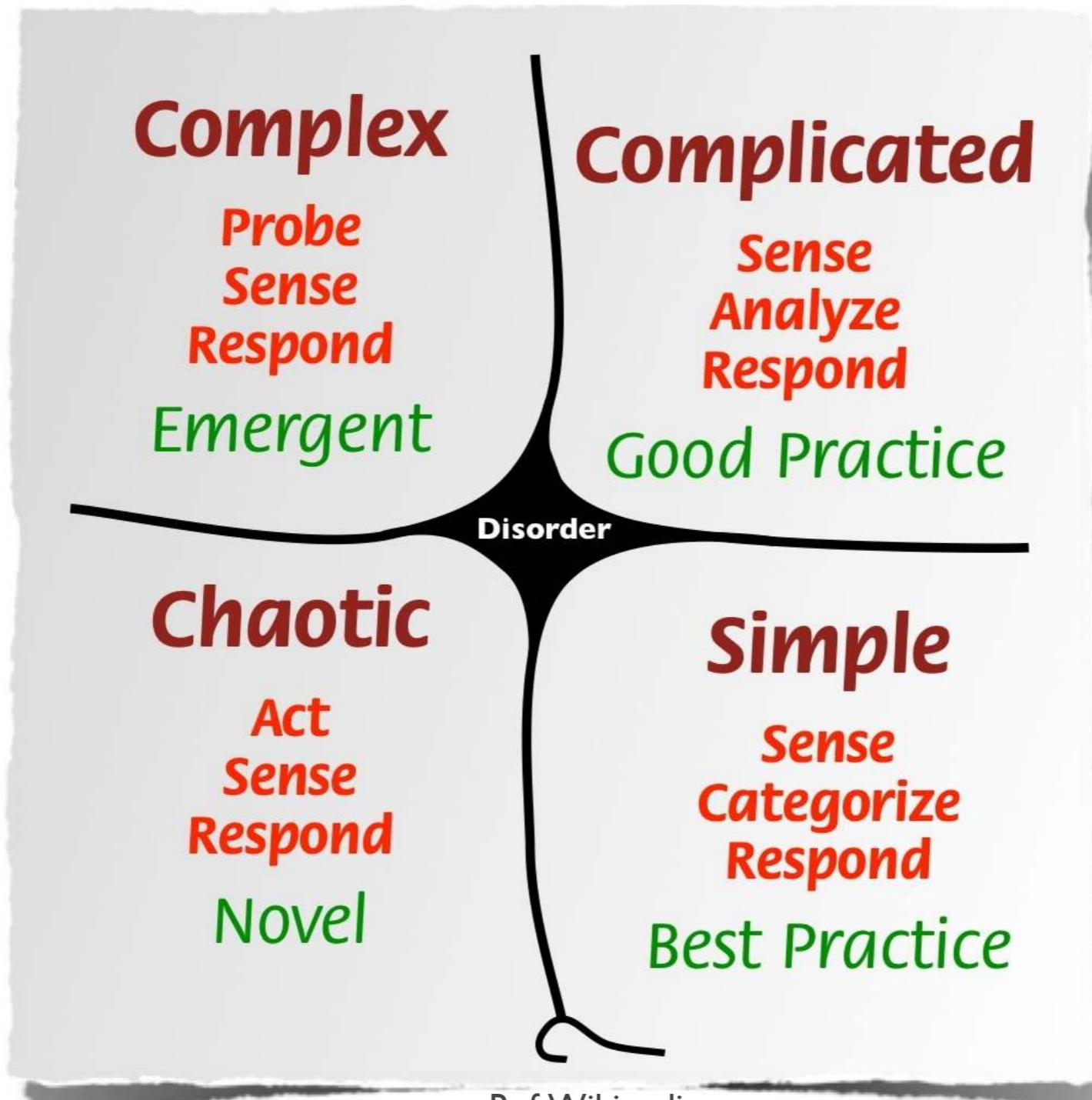


# Juegos Serios

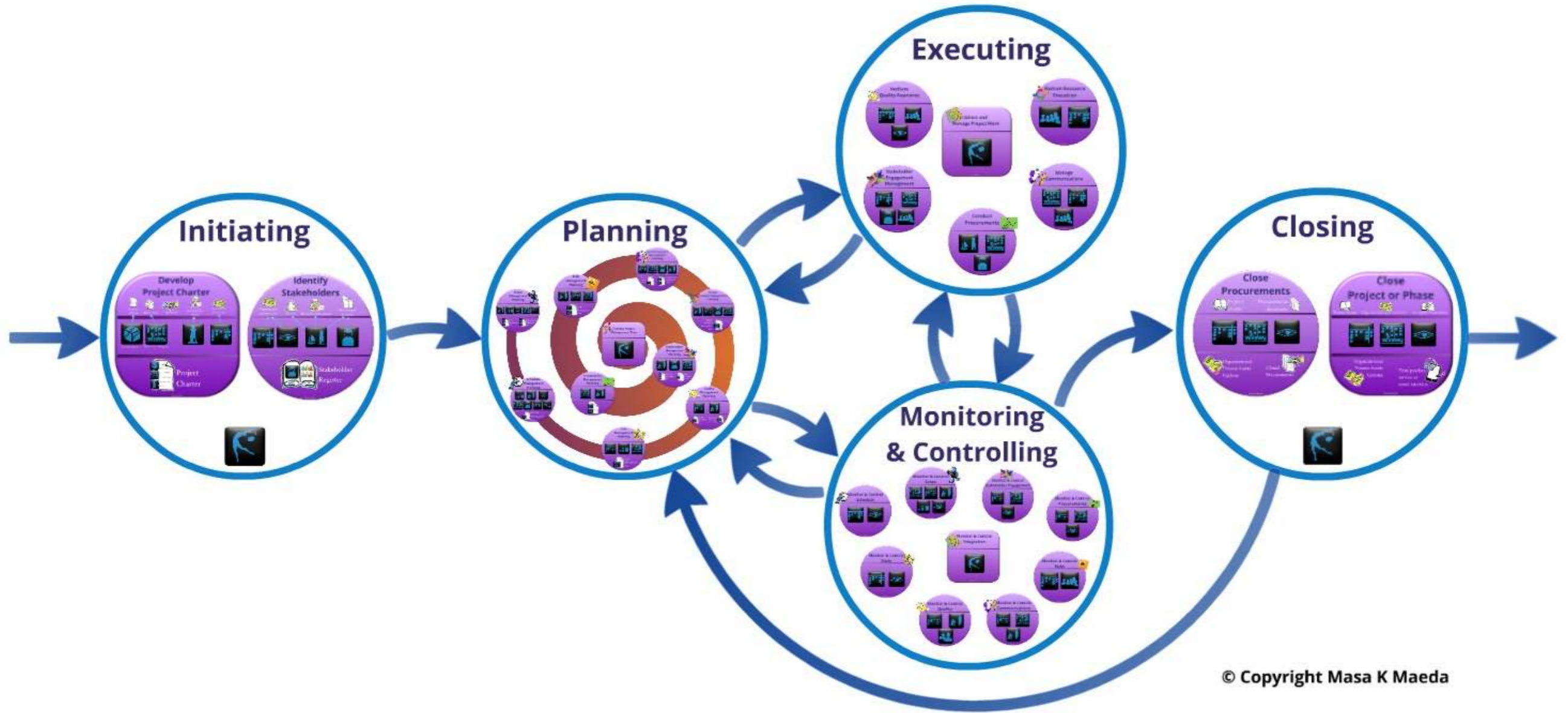


## Diagrama de Faro®

# Cynefin



Ref: Wikipedia



# Initiating

## Develop Project Charter



## Identify Stakeholders



# Lean Agile Thinking



# Initiating

## Develop Project Charter



## Identify Stakeholders





# Develop Project Charter



Statement of Work



Business Case



Agreements



Enterprise Environmental Factors



Organizational process asset



What is wanted

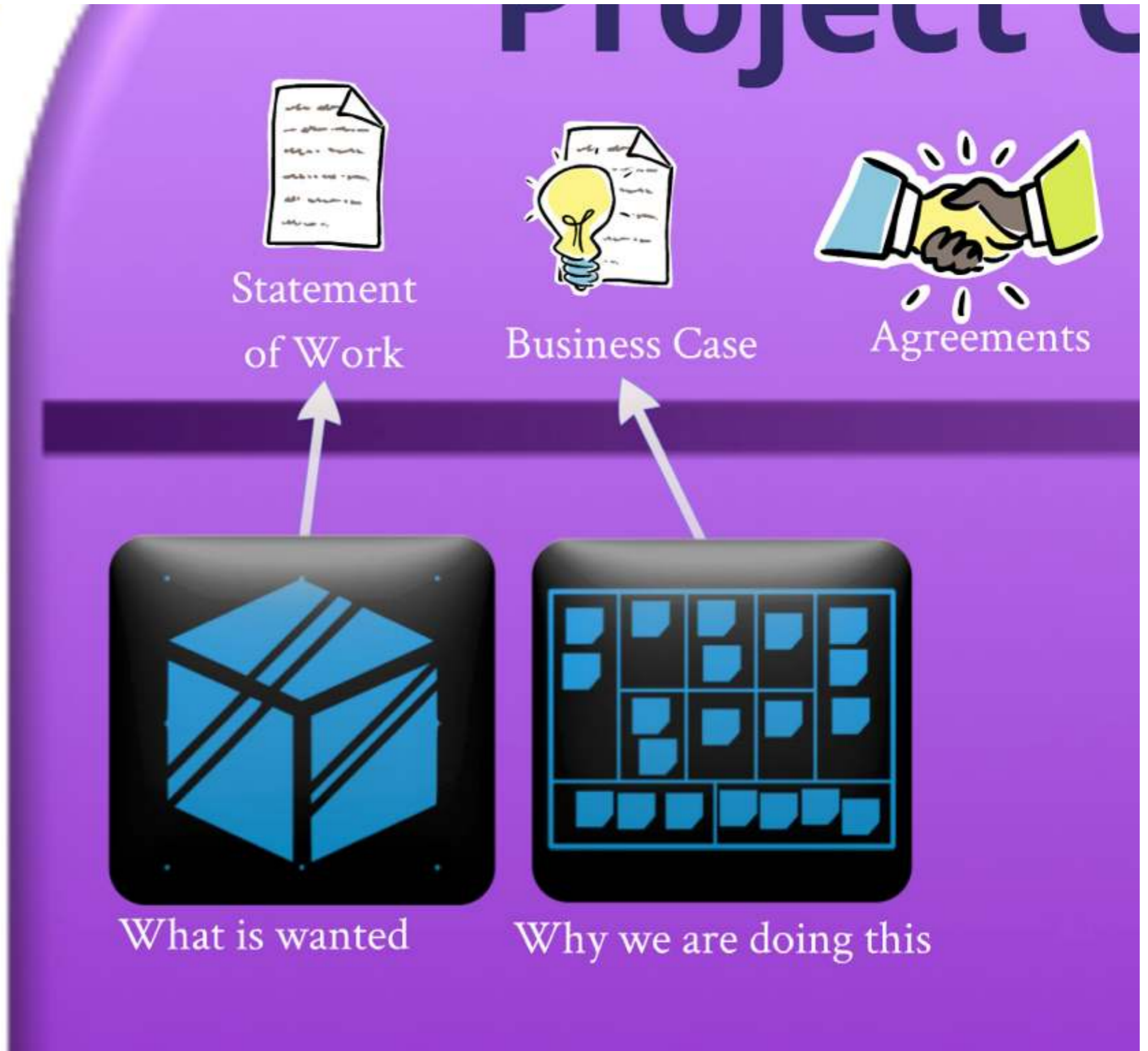


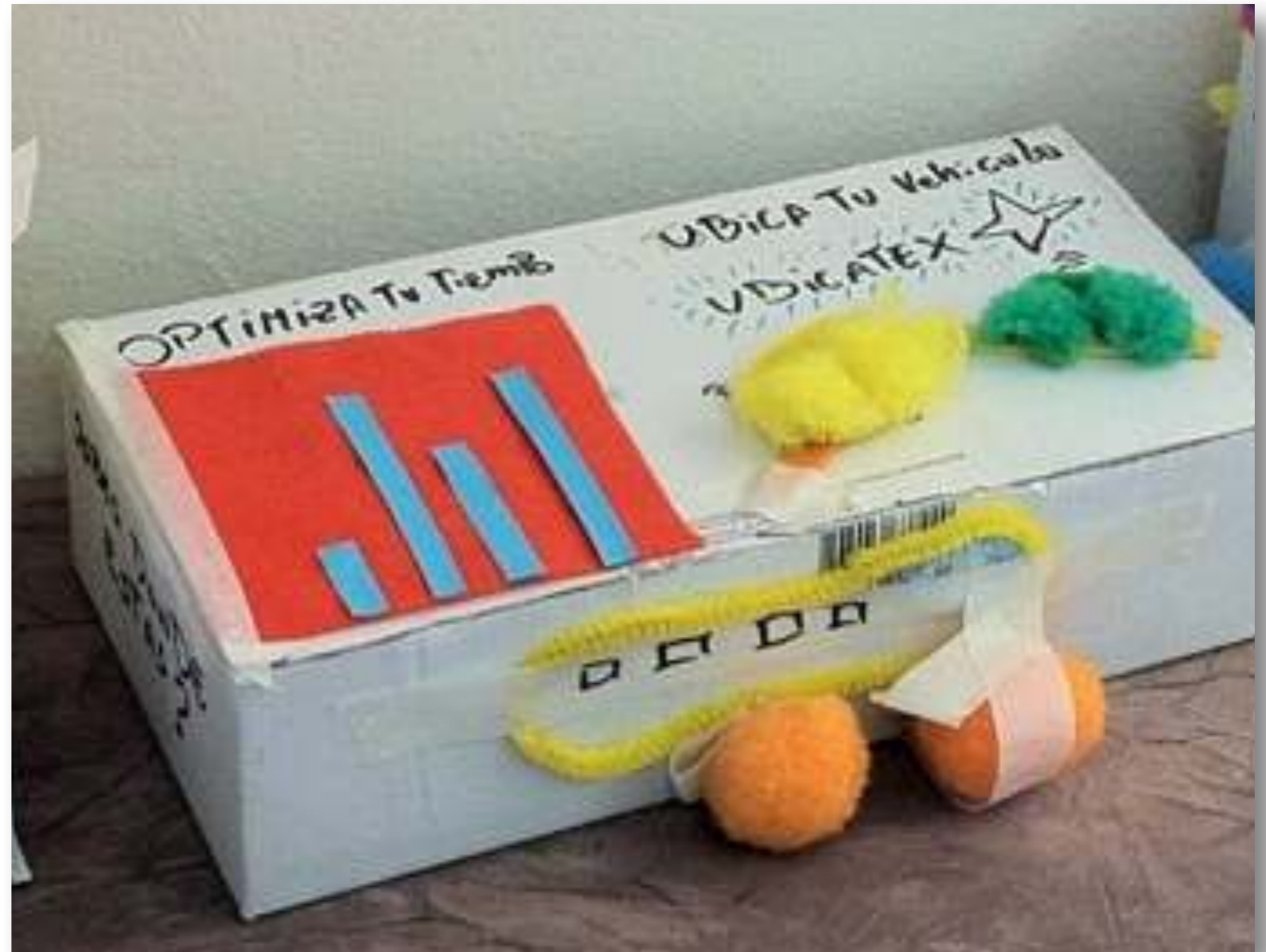
Why we are doing this



Project Charter







# Project



Statement of Work



Business Case



Agreements



What is wanted



Why we are doing this



## The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

### Key Partners

Who are our key partners?  
Who are our key suppliers?  
Which Key Resources are we acquiring from partners?  
Which Key Activities do partners perform?

### Key Activities

What Key Activities do our Value Propositions require?  
Our Distribution Channels?  
Customer Relationships?  
Revenue streams?

### Value Propositions

What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
What bundles of products and services are we offering to each Customer Segment?  
Which customer needs are we satisfying?

### Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they integrated with the rest of our business model?  
How costly are they?

### Customer Segments

For whom are we creating value?  
Who are our most important customers?

### Key Resources

What Key Resources do our Value Propositions require?  
Our Distribution Channels? Customer Relationships?  
Revenue Streams?

### Channels

Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How are our Channels integrated?  
Which ones work best?  
Which ones are most cost-efficient?  
How are we integrating them with customer routines?

### Cost Structure

What are the most important costs inherent in our business model?  
Which Key Resources are most expensive?  
Which Key Activities are most expensive?

### Revenue Streams

For what value are our customers really willing to pay?  
For what do they currently pay?  
How are they currently paying?  
How would they prefer to pay?  
How much does each Revenue Stream contribute to overall revenues?

[www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)



# Develop Project Charter



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Organizational process asset



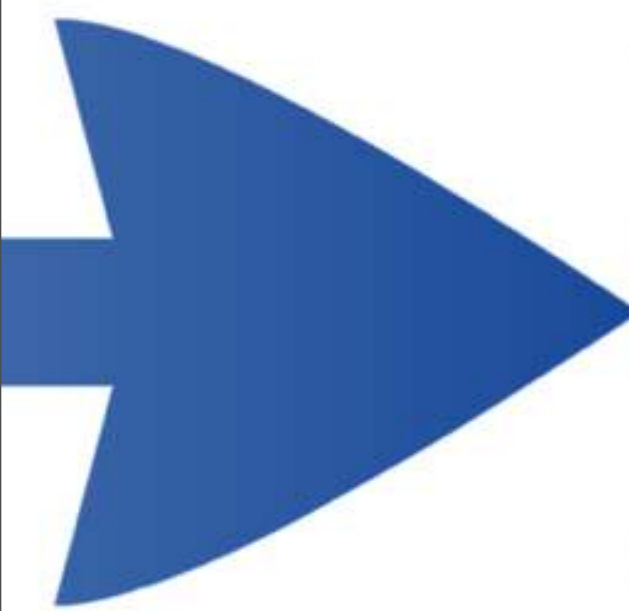
What is wanted

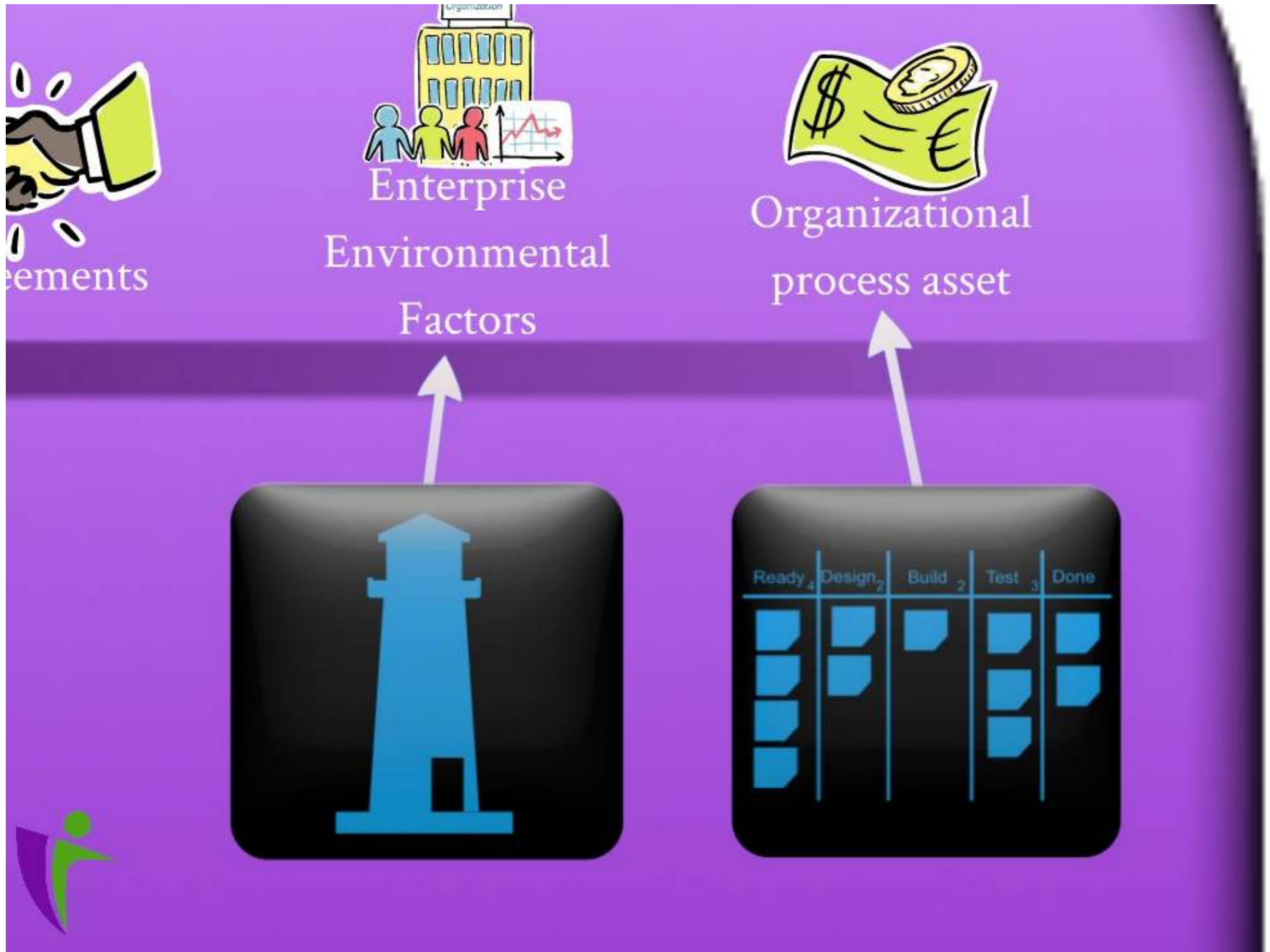


Why we are doing this



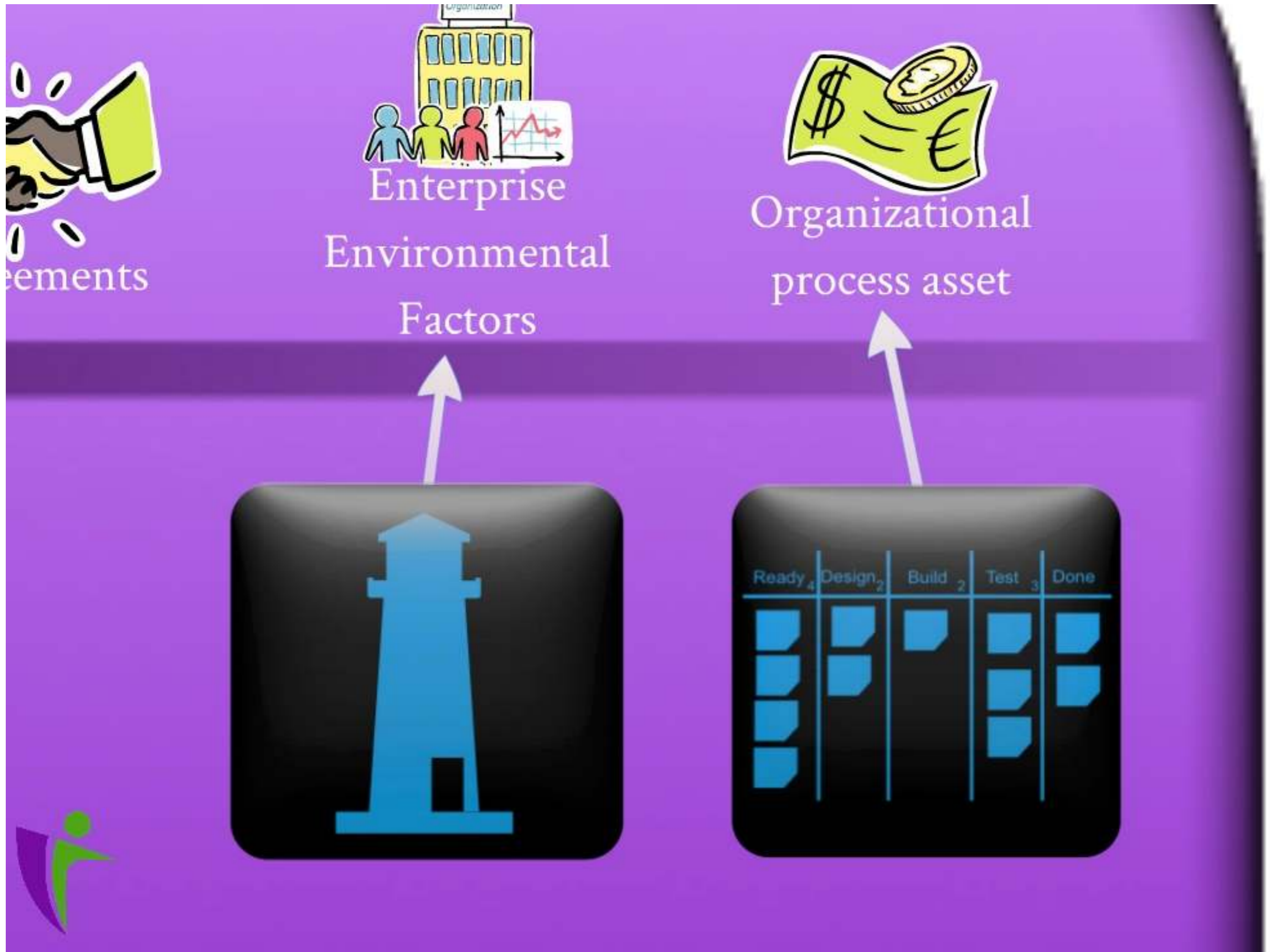
Project Charter

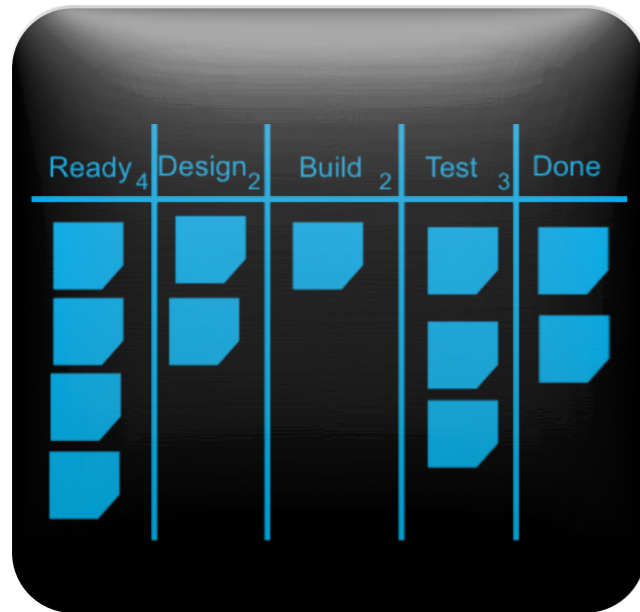
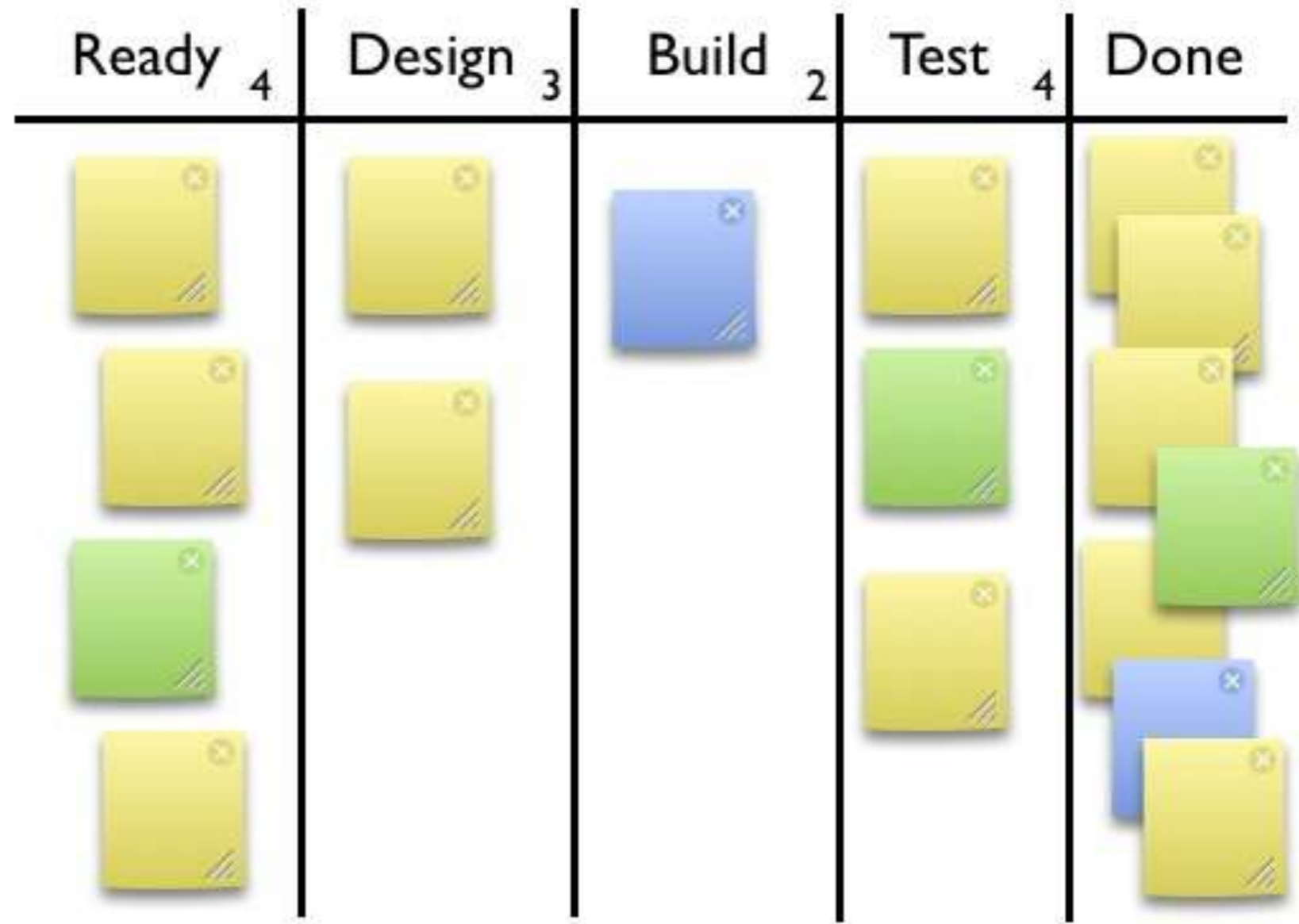












# Develop Project Charter



Statement of Work



Business Case



Agreements



Enterprise Environmental Factors



Organizational process asset



What is wanted

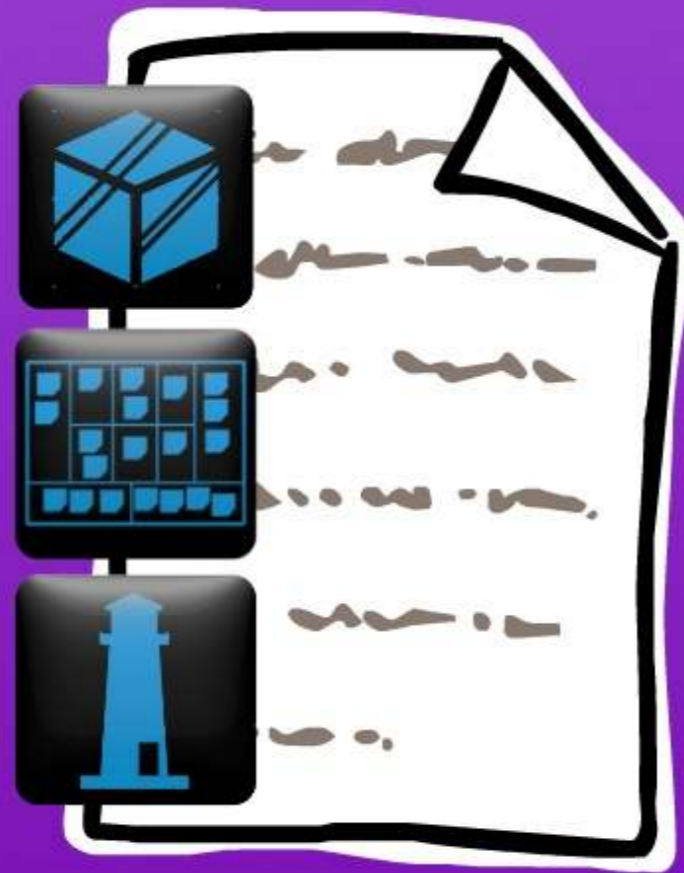


Why we are doing this



Project Charter





# Project Charter

©Masa K Maeda



# Develop Project Charter



Statement of Work



Business Case



Agreements



Enterprise Environmental Factors



Organizational process asset



What is wanted



Why we are doing this



Project Charter



# Initiating

## Develop Project Charter



## Identify Stakeholders



# Identify Stakeholders



Organizational process assets



Charter



Enterprise environment



Procurement document



Stakeholder Register

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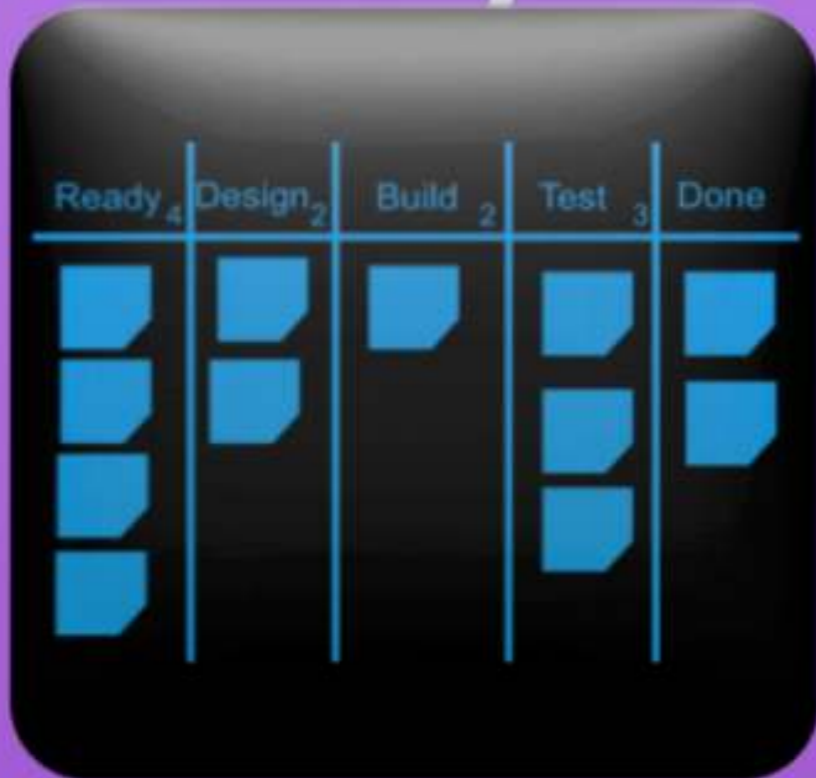
Organizational  
process assets



Charter



Enterprise env







# AGENDA

The purpose of this retrospective is to improve our capability to deliver on objectives and to provide a time to recount, honor and enjoy our efforts and accomplishments.

We also follow agile practice on writing our Charter at the beginning of each year and the best starting place is our set of warnings from the previous year.

- OPEN THE MEETING
  - PURPOSE
  - INTRODUCTIONS
  - RETROSPECTIVE PRIME DIRECTIVE
- APPRECIATIONS & ACKNOWLEDGEMENTS
- ARTIFACT DISCUSSION
- BUILD THE TIMELINE
- MINE THE TIMELINE
- CREATE ACTION ITEMS
- CLOSE

# Identify Stakeholders



Organizational process assets



Charter



Enterprise environment



Procurement document



Stakeholder Register

©Masa K Maeda






Enterprise environment



Procurement document





 <p><b>Marcus Jenci</b> Branch manager at a multinational corporation. 37 years old.</p>	<p>Highly educated (PhD on International relations) and with broad experience with non-located teams.</p> <p>Has strong experience managing projects using the PMBOK® and some experience using Agile methodologies.</p>	<p>Has been trusted with opening the 1st branch on a new region where a region-specific new product will be designed and built.</p> <p>Needs help applying lean and agile. Since they are more apt to dealing with variability and allow for rapid adaptation he believes this is the right approach.</p>
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# Identify Stakeholders



Organizational process assets



Charter



Enterprise environment



Procurement document



Stakeholder Register

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# Stakeholder Register

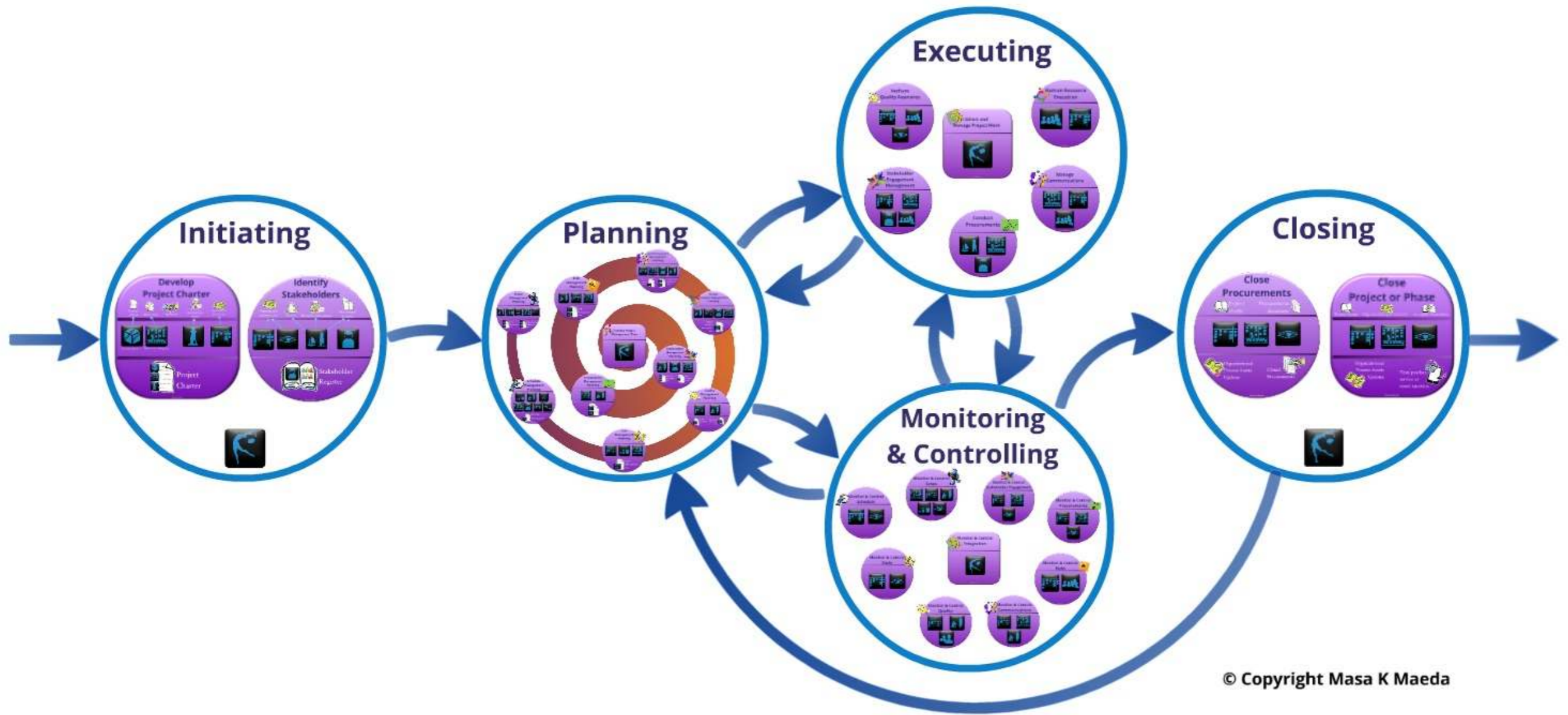
# Initiating

## Develop Project Charter



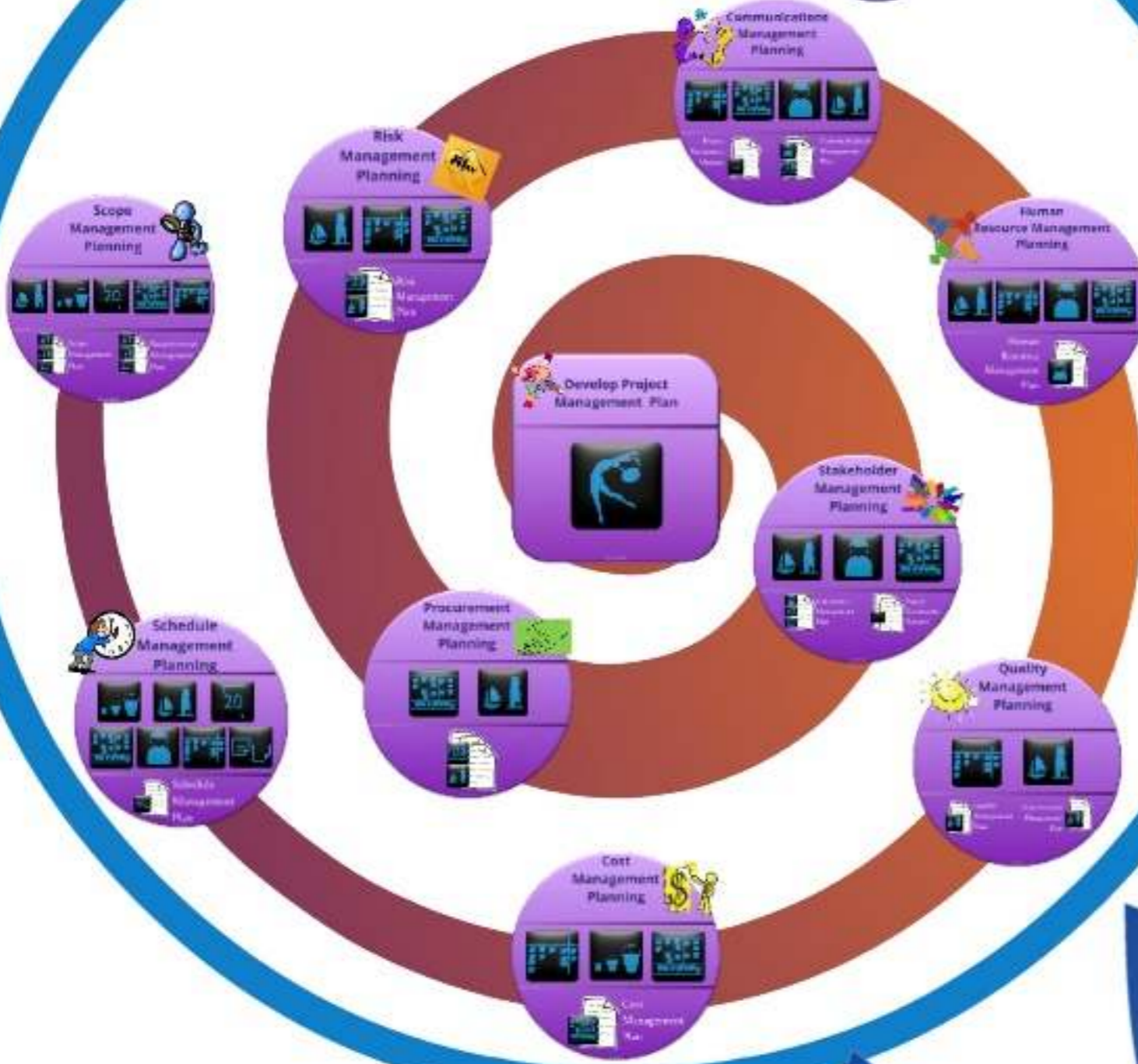
## Identify Stakeholders







# Planning





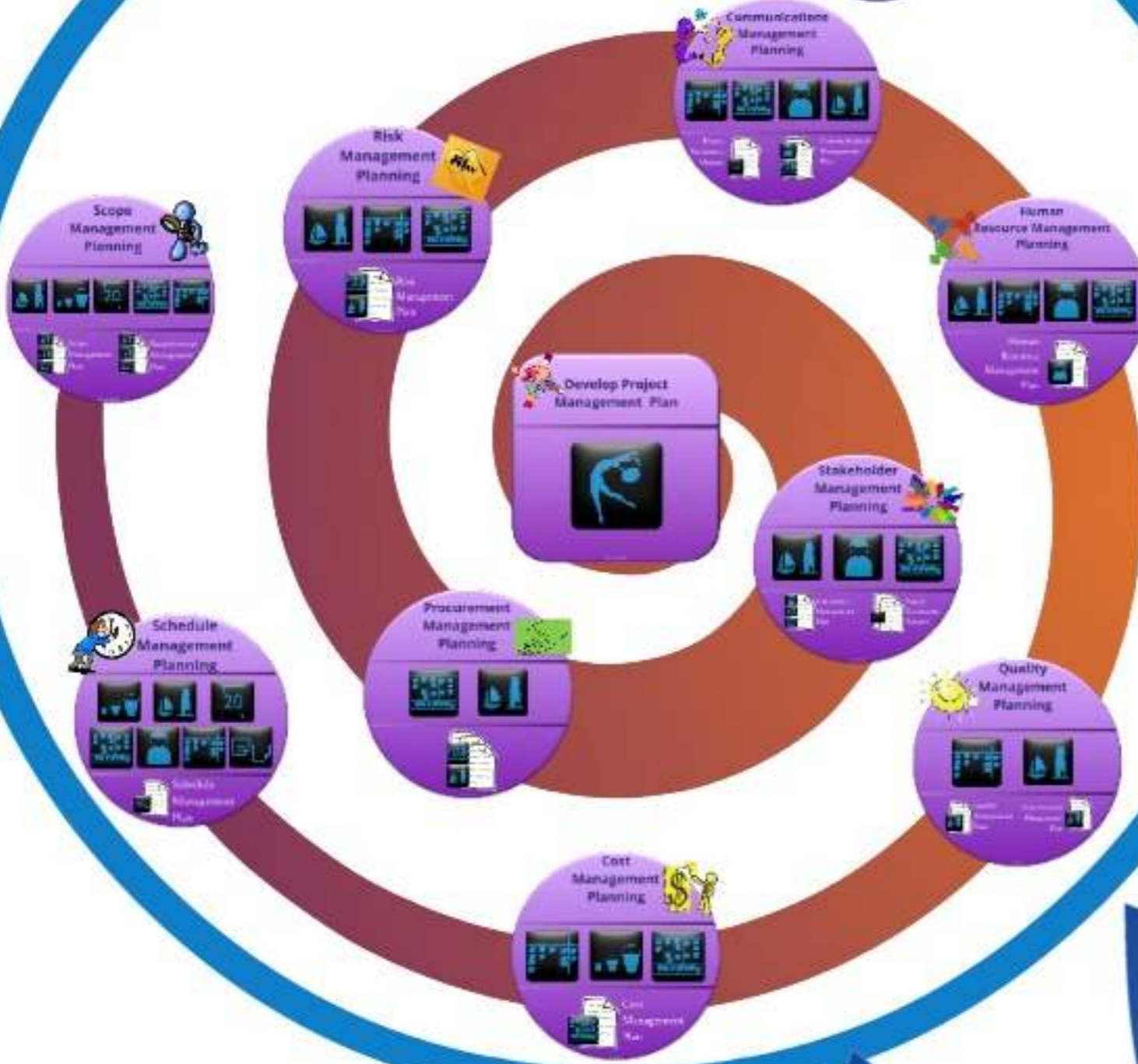
# Develop Project Management Plan



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# Planning



# Scope Management Planning

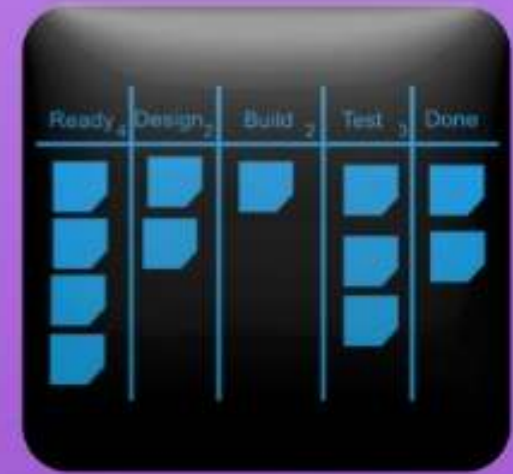
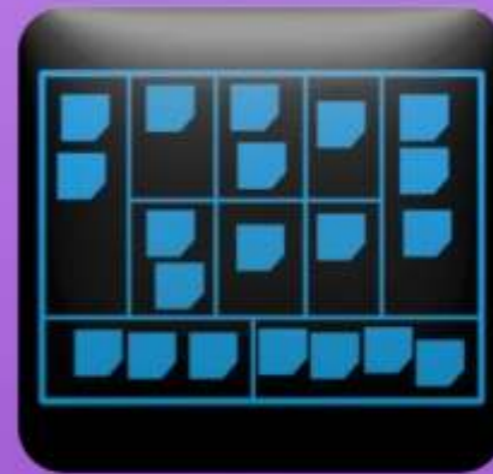


Scope Management Plan



Requirements Management Plan

# Scope Management Planning





Genera \$
Ahorra \$
Mejora la satisfacción del cliente
Gobierno corporativo



XS



S



M



ML



L



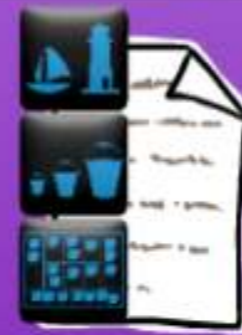
XL



# Scope Management Planning



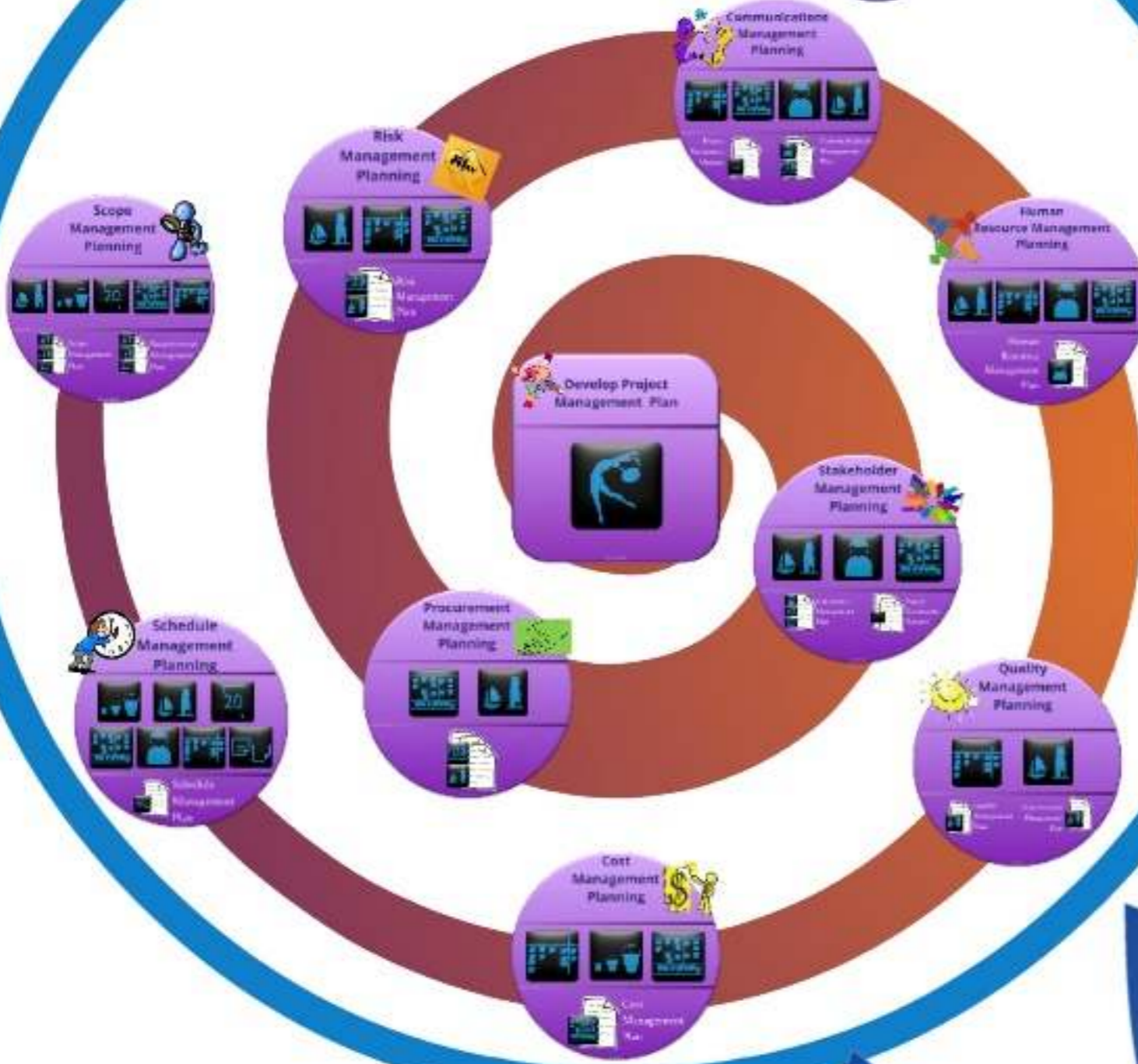
Scope Management Plan

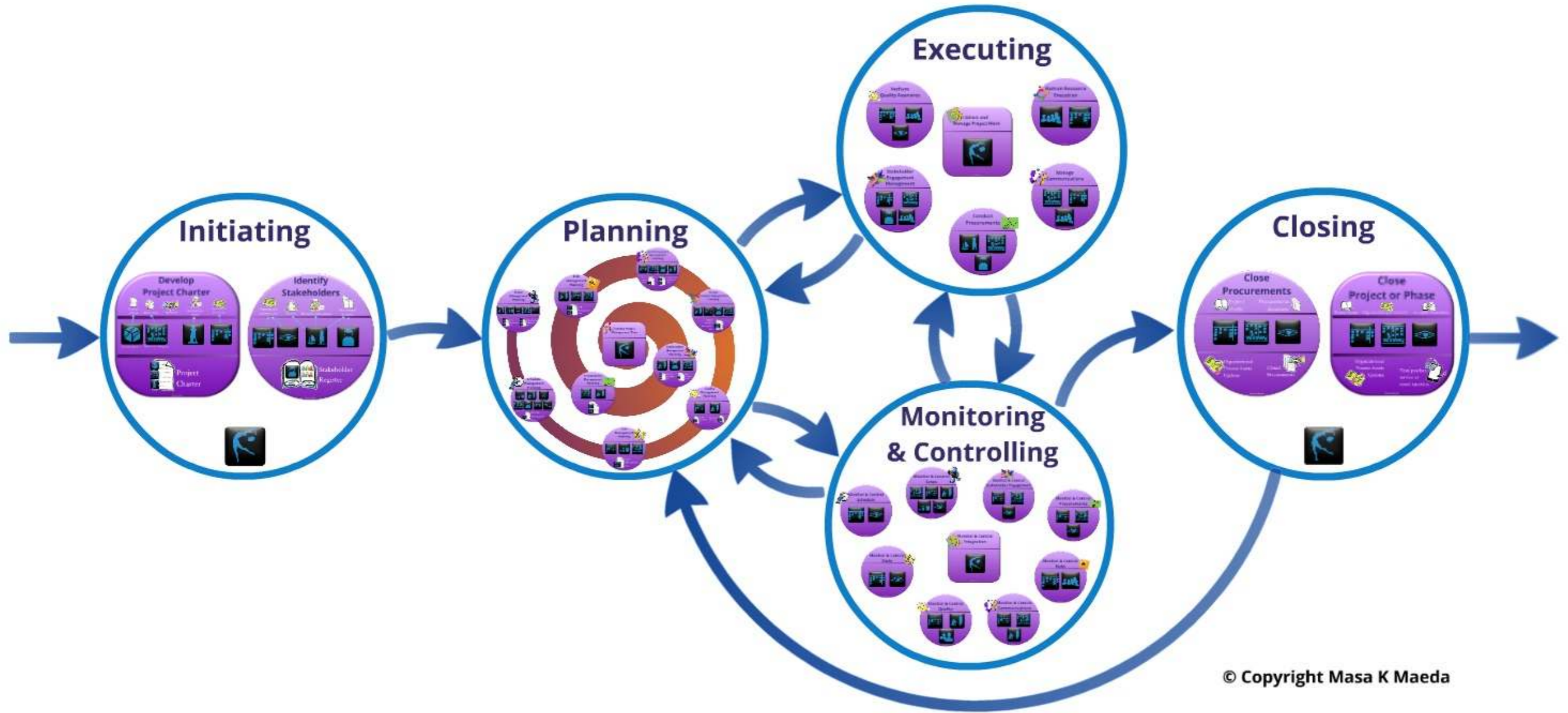


Requirements Management Plan



# Planning





# Executing

Perform Quality Assurance



Human Resource Execution




Direct and Manage Project Work



Stakeholder Engagement Management



Manage Communications

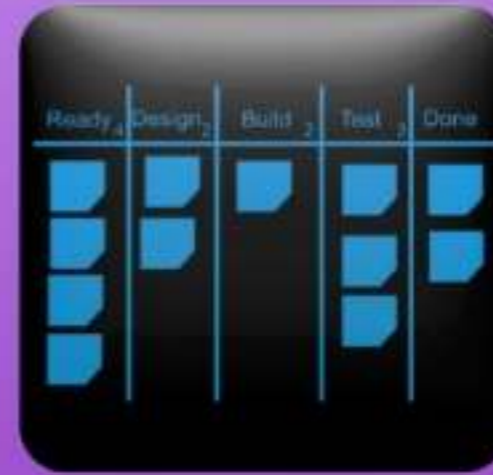


Conduct Procurements





# Manage Communications



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# Executing

Perform Quality Assurance





Human Resource Execution



Direct and Manage Project Work



Manage Communications

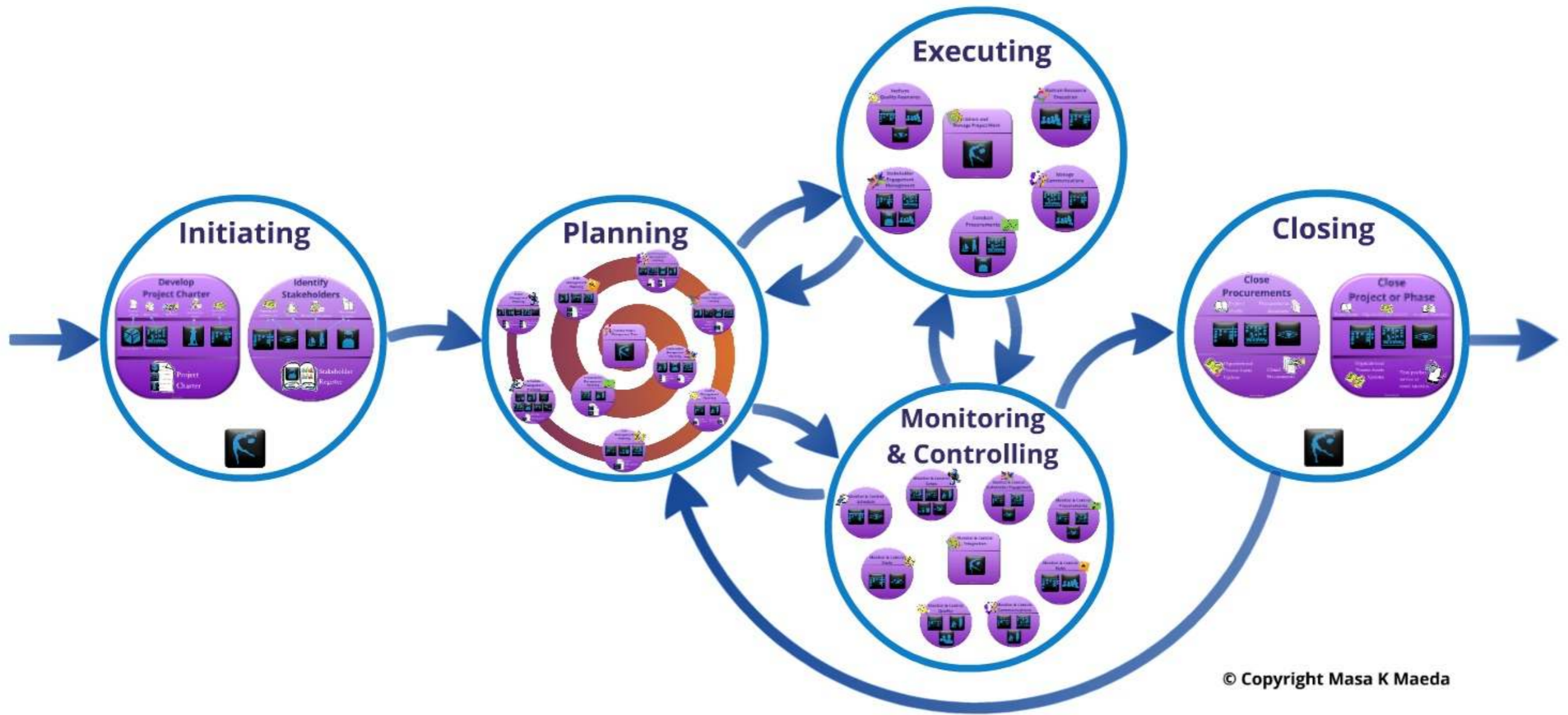


Stakeholder Engagement Management

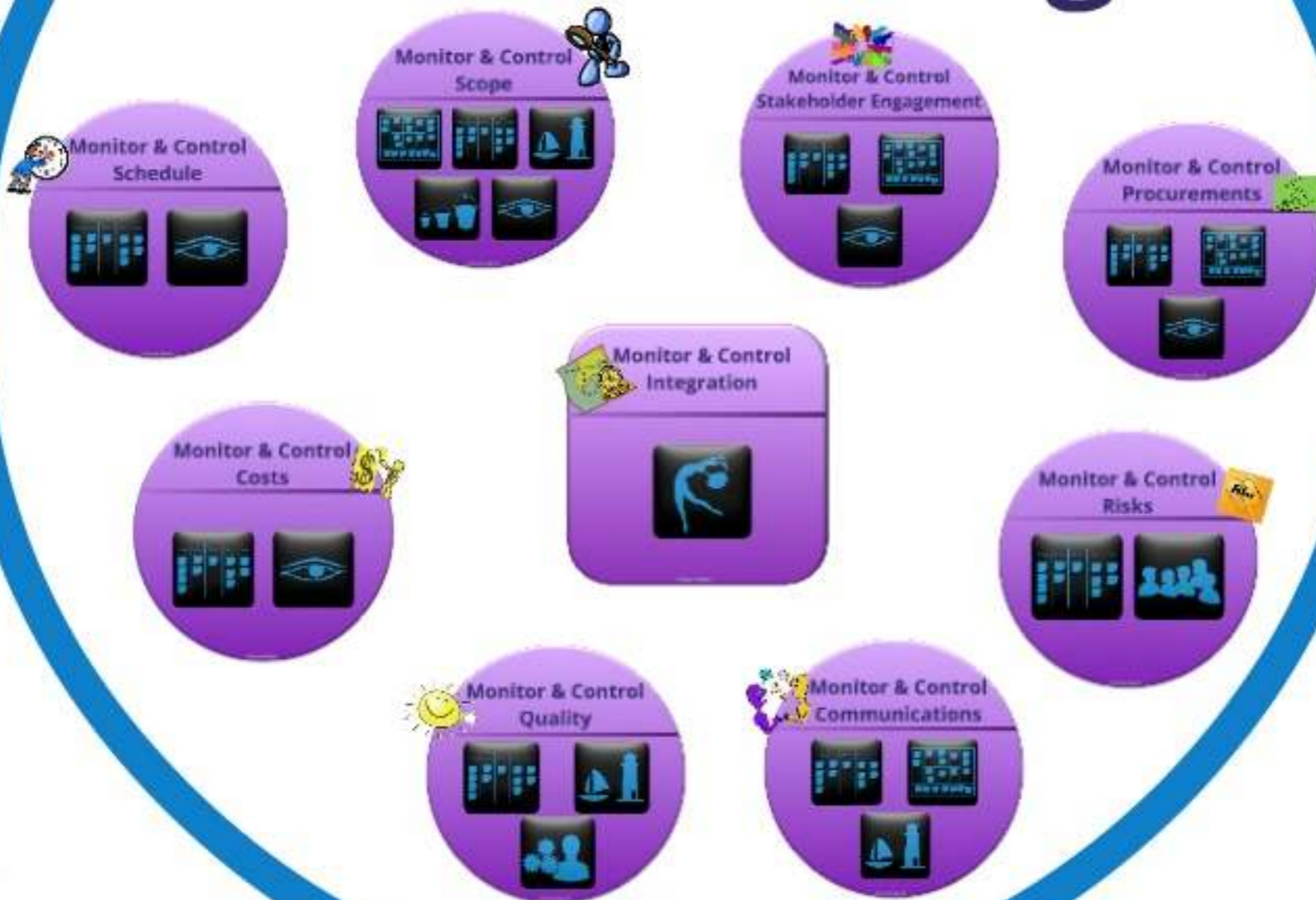


Conduct Procurements



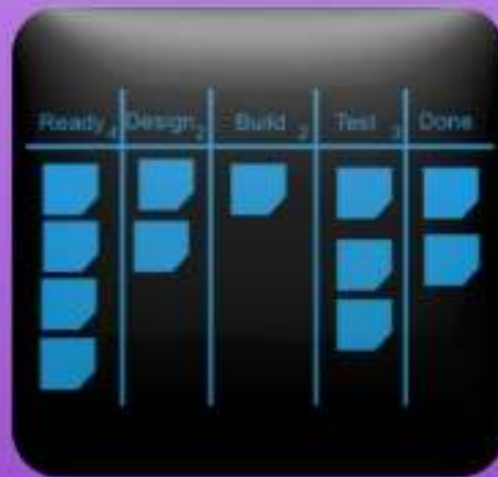


# Monitoring & Controlling





# Monitor & Control Communications

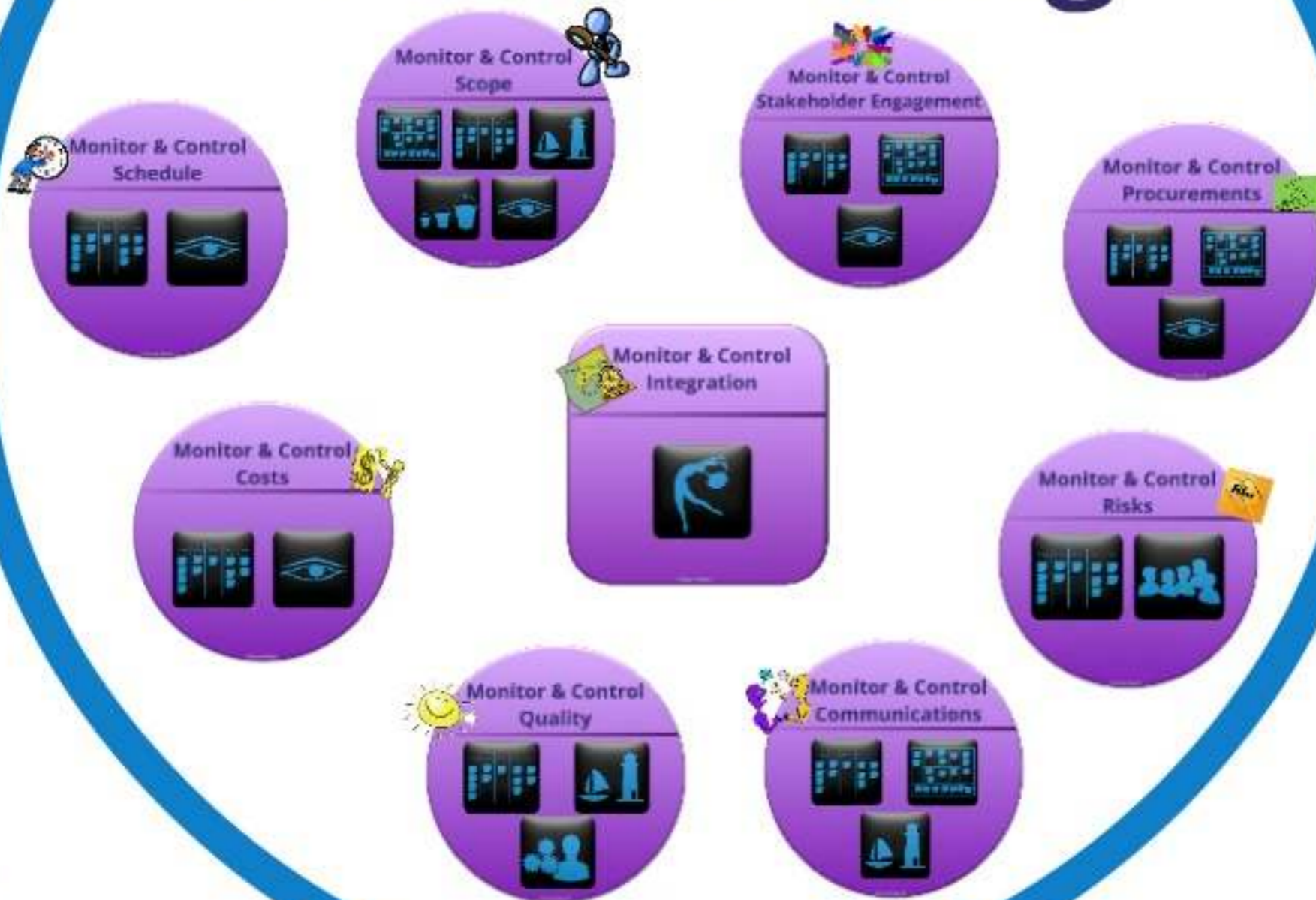


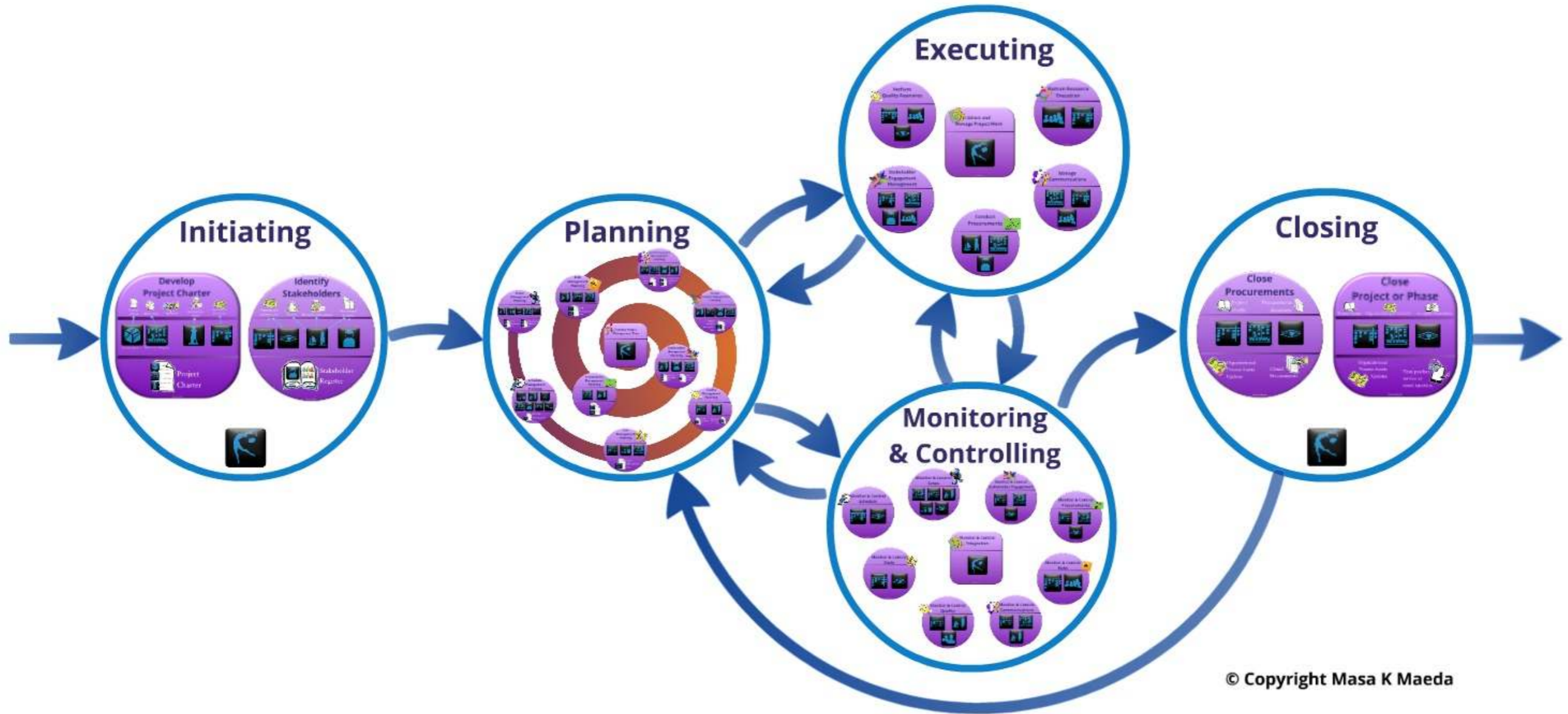
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# Monitoring & Controlling

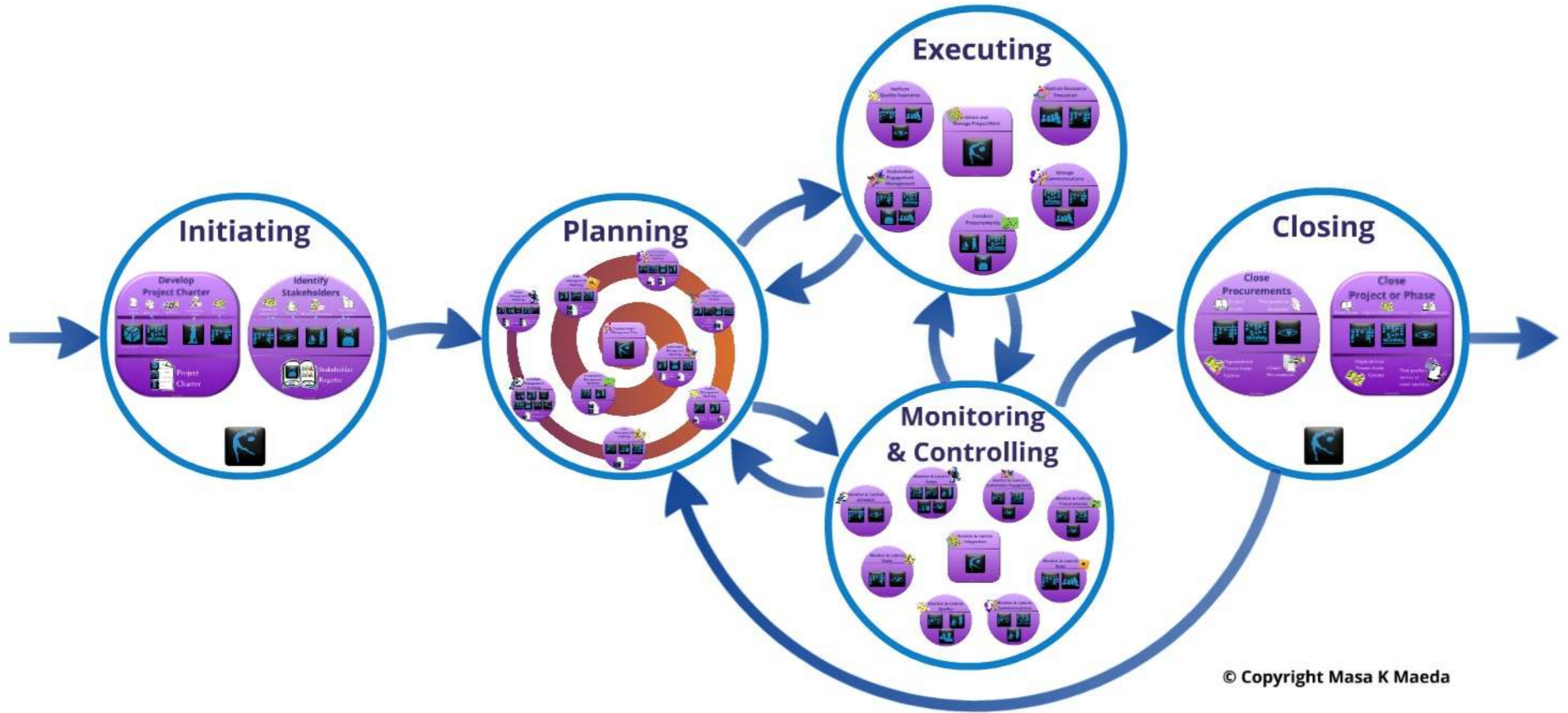




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# Closing



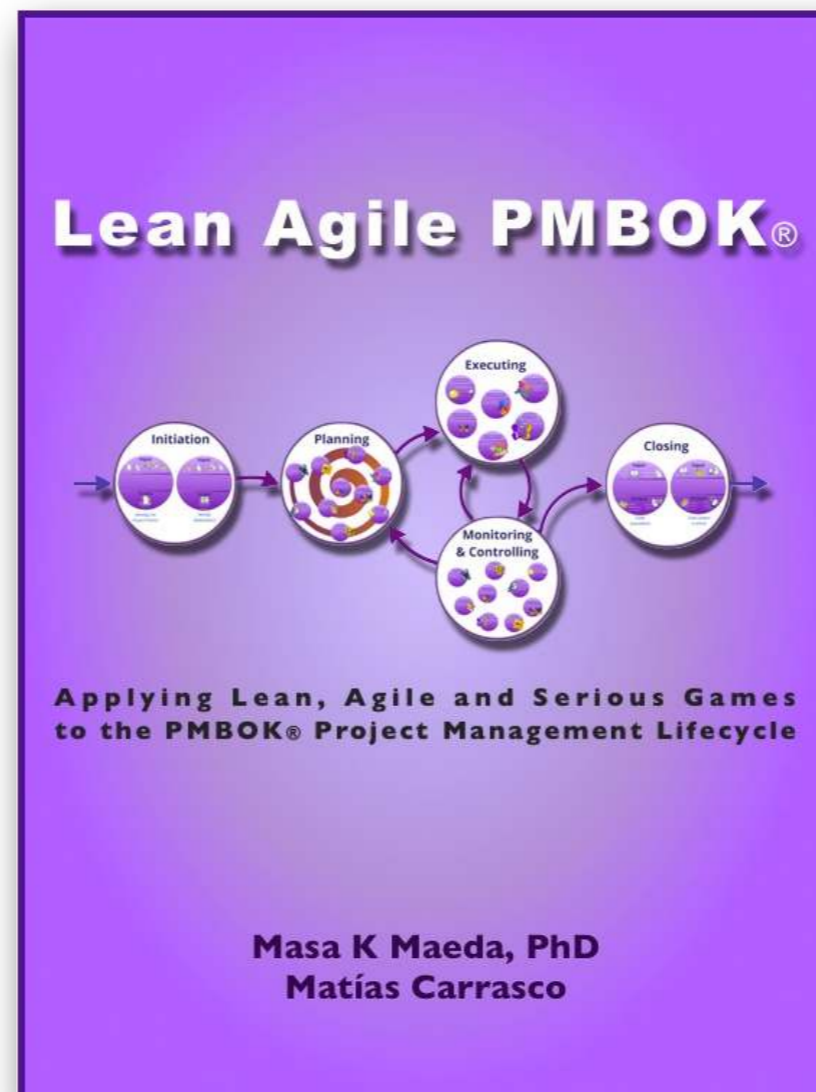




# Contribuciones **muy** relevantes de:

Matías Carrasco (Chile)  
Angel Agueda (España)

Marco Salas (Panamá)  
Bill Dominguez (USA)



# Muchas gracias



## Lean Agile PMBOK®

Masa K Maeda, PhD

 [masa@valueinnova.com](mailto:masa@valueinnova.com)

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