



# Project Acceleration Through Commitment-Based Project Management (CBPM)

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# Some things that go “bump” in the night (slow projects)

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- Lack of stakeholder clarity
  - Lack of scope clarity
  - **Lack of plan clarity**
  - **Lack of execution clarity**
  - **Lack of functionality clarity**
  - Lack of resources
- } CBPM Realm



# Why it works

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- CBPM leverages the group's intelligence to:
  - Develop a rolling-wave achievable plan
    - Owned by the team!
  - Make intelligent commitments
  - Hold each other accountable
  - Expects early warning of issues and mutual help to resolve the issues
  - Communicate with each other
- Empowers the team to manage how they develop their deliverables
- Eliminates the PM as a bottleneck
- Management and tracking are lightweight



## Overview of the Process (continued)

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- Conduct overview session(s) to help members understand the purpose and goals of the project
- Have teams do homework
- Conduct map day(s) to define/refine the plan
  - May need more than one
  - Can serve as kick-off meeting



## Overview of the Process (continued)

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- Review progress 3x/week:
  - Conduct regular (weekly) meetings with leads that review progress, issues, etc.
    - Can be group, 1:1, or both
    - Recommend using both
  - Email
- Manage effort through deliverables matrix:
  - Done
  - Late
  - Coming up – set horizon for as many days as desired
  - Need dates
- Items are done or not done. % complete irrelevant
- Customer wins if disagreement with owner
- Conduct additional map days as required

Key Slide!!!

## Follow-up Process (continued)

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- PM emphasizes need to communicate
  - Supplier must reach out to customer with updates
  - Customer must reach out to supplier to get information if information not available
  - This is done outside of team meetings
- Progress is constantly monitored and adjustments made
  - PM reviews with leads during team meetings and 1:1s
    - Late items
    - Upcoming items – need to adjust dates?
    - Items with no dates
  - Rule of thumb:
    - No changes to commit dates within two weeks due
    - Exceptions possible
  - Owner of late item must have a recovery plan
  - Customer approves the completion of the deliverable

# Deliverables Matrix Example

Any useful comments on cell to the right

Item #, useful when plotting

Optional

Who will do the work

When it will be done

Users 1-3  
And when needed  
(2 & 3 hidden)

Days until it is due or days late

If late (< 2 weeks?)  
what's new commit date?

Item #	Deliverables	Priority	Phase	Pred	Owner	Commit Date	User 1	Needed by 1	Reqs Agreed to?	Done?	Done Date	Days to due date/Late	Late?	New Commit Date	Due within horizon?
1	Requirements				Finance	5/27/2010	IT	5/28/2010	Yes			25	On Time		No
2	Approval of requirements				Finance	6/2/2010	IT	5/30/2010	No			31	On Time		No
3	Resources identified to participate in evaluation				Finance	6/8/2010	IT	6/4/2010	Yes			37	On Time		No
4	Complete requirements document				IT	5/28/2010	PMO	6/1/2010	Yes			26	On Time		No
5	Functional Design (FD) docs complete				IT	6/24/2010	IT	6/24/2010	Yes			53	On Time		No
6	Technical Design (TD) docs complete				IT	7/15/2010	IT	7/15/2010	Yes			74	On Time		No
7	Architecture Overview				IT	7/31/2010	IT	7/31/2010	Yes			90	On Time		No
8	Development complete				IT	8/30/2010	PMO	8/28/2010	No			120	On Time		No
9	QA complete				IT	9/15/2010	PMO	9/15/2010	Yes			136	On Time		No
10	User Acceptance Test complete				IT	10/1/2010	Finance	10/1/2010	Yes			152	On Time		No
11	Release to production				IT	11/1/2010	Finance	11/1/2010	Yes			183	On Time		No
12	Training on use of new system				IT		Finance	9/15/2010	No				Blank		???
13	System documentation				IT		Finance	9/15/2010	No				Blank		???
14	Go Live Readiness Approval				Finance	10/5/2010	IT	10/5/2010	Yes			156	On Time		No

Deliverable name

Done	0
On Time	12
Late	0
Blank	2

At top

At bottom

Phase Count	
P 1	0
P 2	0
P2.5	0
P 3	0
Maint	0

Have owner and user(s) agreed on requirements?

Is it done?

When?

Is it late?  
Is it On Time?  
Is it missing a date?

Is it due within horizon?  
Note: the amount of time is changeable in the horizon cell, O2. Can change to view further ahead