

# Lean thinking for outcome-driven project management

Increase effectiveness and productivity using lean & agile methods

**Why:** become more effective in prioritising, selecting, managing and delivering products, projects and programs

**Who:** operational managers  
project managers and coordinators  
project champions / sponsors  
change champions

**How long:** 2 days

## Course topics

- 1) Lean thinking & management
  - Lean management principles
  - 8 wastes of lean
  - Increasing productivity - Theory of Constraints
  - An introduction to systems thinking & complexity theory
  - Cynefin – from “best practice” to “novel practice”
  - Identifying & removing bottlenecks
    - Value stream mapping
    - Kanban
  
- 2) Idea selection & portfolio prioritisation
  - Lean governance
    - Stages of effective governance
    - Lean governance framework
    - Managing projects using stage gates
    - Managing risk using feedback loops
  - Defining & delivering value
    - Defining business value - IRACIS
    - Defining user value – personas & the UX honeycomb
  - Prioritisation
    - Data Driven Decision Making (DDDM)
    - Project prioritisation – MoSCoW
    - Portfolio prioritisation matrices
  
- 3) Outcome driven project management
  - Defining project vision
  - Setting success criteria
  - Defining “Done”
  - Goal-based work breakdown structures
  - Measuring progress in iterative & incremental environments
  
- 4) Lean startup – an introduction
  - Background & history
  - MVPs & MMPs
  - Validation vs optimisation experiments

## Learning outcomes

- Understand the principles of lean management
- Learn techniques to identify complexity and interconnectedness in organisational systems
- Recognise, identify & remove organisational & process wastes
- Prioritise ideas, projects & programs in alignment with strategic drivers
- Track program delivery & development across the portfolio
- Create and amend effective, lean governance frameworks for project & program delivery
- Define project & program success criteria for outcome-driven delivery management
- Get exposed to different prioritisation tools & techniques
- Learn how to break deliverables into smaller, goal-based components
- Understand how to measure & track progress in outcome-driven projects & programs
- Be introduced to Lean Startup principles
- Understand the benefits & application areas of Minimal Viable Products (MVPs) and Minimal Marketable Products (MMPs)
- Differentiate between Lean Startup validation & optimisation experiments
- Improve our understanding of customer problems and how to address them
- Define business and user value propositions

## Additional information

### Training approach

To keep the training engaging and ensure maximum retention, I favour an immersive learning approach where course topics are delivered using a combination of information presentation, participant discussion and hands-on activities.

These activities are specifically designed to allow participants to practice certain tools and techniques in a safe environment, receive feedback and guidance from an expert and deepen their learning.

### Tools & techniques covered:

- Systems Thinking & Complexity Theory
- Cynefin
- Vision boxes & elevator statements

- Value sliders
- Theory of Constraints & PooGI
- TIM WOODS – 8 wastes of Lean
- Kanban
- Definitions of Done
- IRACIS & MoSCoW
- Governance – stage gate assessments
- Data Driven Decision Making & Pirate Metrics
- Leading & lagging indicators