* Time Plan:
* Day 1: **Project Objectives**: The top few critical objectives quantified.
  + Objective: Determine, clarify, agree critical few project objectives – results – end states
  + **Process**:
    1. Analyze current documentation and slides, for expressed or implied objectives (often implied by designs or lower level objectives)
    2. Develop list of **Stakeholders** and their needs and values
    3. Brainstorm ‘top ten’ critical objectives names list. Agree they are top critical few.
    4. Detail definition in Planguage – meaning quantify and define clearly, unambiguously and in detail (a page)
    5. Quality Control Objectives for Clarity: Major defect measurement. Exit if less than 1.0 majors per page
    6. Quality Control Objectives for Relevance: Review against higher level objectives than project for alignment.
    7. Define Constraints: resources, traditions, policies, corporate IT architecture, hidden assumptions.
    8. Define Issues – yet unresolved
    - Note we might well choose to several things in *parallel*.
  + **Output**: A solid set of the top few critical *objectives* in quantified and measurable language. *Stakeholder* data specified.
  + **Participants**: anybody who is concerned with the business results, the higher the management level the better.
  + **End of Day Process**: meet 30 minutes with any responsible interested managers to present the outputs, and to get preliminary corrections and go-ahead.
  + **Note**: this process is so critical and can be time consuming, so if necessary it can spill over to next day. Perhaps in parallel with startup of the strategy identification. *Nothing is more critical or fundamental than doing this well.*
* Day 2: **Project Strategies and Architecture**: the top few critical strategies for reaching the critical objectives
  + **Objective**: to identify the top ‘ten’ most critical strategic decisions or architectures; the ones that will contribute or enable us most, to reach our primary objective goal levels on time.
  + **Process**:
    1. Analysis of current documentation and slides to identify candidate strategies, implied or expressed.
    2. Brainstorming of the ‘names’ of the specific strategy list, the top ten and a set of less powerful ideas (say 11-30)
    3. Detail each top ten strategy sufficiently to understand impacts (on objectives, time and costs)
    4. Specify, for each strategy all critical related information (like stakeholders, risks, assumptions, constraints, etc.)
    5. Quality Control for clarity – correct unclear items. Exit based on defect level, or not.
    6. Likely that work will need to be done in parallel in order to do ten strategies to a rich level of specification.
  + **Output**: A formal strategy specification, ready for evaluation, and decomposition and delivery of partial value results.
  + **Participants**: system architects, project architects, strategy planners. And members of the project team who will be in on the entire weeks process. The major input here is technical and organizational strategy (the means to reach the objectives)
  + **End of Day Process: :** meet 30 minutes with any responsible interested managers to present the outputs, and to get preliminary corrections and go-ahead.
* Day 3: Evaluation of Strategies using Impact Estimation: our best estimates with experience and risk. How sure are of the major strategy decisions.
  + **Objective**: to estimate to primary effects and all side effects of all top critical strategies on all top critical objectives, and on some resources (time, cost, effort). The estimates will be backed up by evidence, or their credibility will be rated low.
  + **Process**:
    1. Using the objectives and strategies developed on first 2 days as inputs
    2. Populate an Impact Estimation table (aka Value Decision Table) with estimates of the expected result of deploying defined strategies. Estimate main intended impacts
    3. And all side effects (on other core objectives)
    4. And on all resources (time, money. Effort)
    5. Estimate ± ranges
    6. Specify evidence and sources for estimates
    7. Determine Credibility level
    8. Quality Control the IE table against standards (Rules for IE in CE book), for possible ‘exit’ (meets standards)
    9. Lots of parallel work needed and expected to do a good job.
  + **Output**:
    - A fairly decent Impact Estimation table, possibly a several level set of them.
      * This will tell us if it is safe to proceed (we have good enough strategies)
      * And it will help us prioritize high value deliveries soon.
  + **Participants**: architects, planners, anybody with strong views on any of the strategies. The team for the week.
  + **Note**: *it might be necessary and desirable, now or later, to do this impact estimation process at 2 or 3 related levels (Business, Stakeholder, IT System) in order to see the Business-IT relationship clearly. This might exceed time limits and be done parallel or later.*
  + **End of Day Process**: meet 30 minutes with any responsible interested managers to present the outputs, and to get preliminary corrections and go-ahead.
* Day 4: **Evolutionary Step Decomposition**: what are the high value short term value delivery steps we can execute.
  + **Objective**: to identify near team candidates for real value delivery to real stakeholders. What can we do for real next week!
  + **Process**:
    - Identify highest value (to costs) strategies and sub-sets of strategies
    - Decompose into doable subsets in weekly to monthly cycles of result delivery
    - Plan the near steps (1 or more) in detail so that we are ready to execute the step in practice.
      * Who does it, main responsible, team.
      * Expected measurable results and costs
      * Stakeholder involved in receiving
      * Test process (for value)
  + **Output**: 1 or more potential steps for value delivery to some stakeholders, a plan good enough to approve and execute in practive.
  + **Participants**: Project Management, architects prepared to decompose architecture in practice. The weeks team for this start up study.
  + **End of Day Process:** meet 30 minutes with any responsible interested managers to present the outputs, and to get preliminary corrections and go-ahead.
* Day 5
  + This is normally used to present the plan to management and get approval to go forward the next week.
  + In our case we have chosen a 4 days model due to Easter Holidays. So we have to find another way to present and approve.
  + **Objective**: To present the entire set of plans to responsible executive(s) and discuss them, with approval if possible, or approve with changes.
  + **Process**:
    - Present all planned outputs
    - Discuss them and answer questions
    - Take corrections
    - Get approval for the next implementation step.
  + **Output**: Approval for next implementation step, corrections
  + **Participants**: project tem + key manager above the project manager.
  + **End of Day Process: none, unless corrections needed before execute OK.** 
    - Possible Corrections and ready to execute a delivery step next week
* Handbook: access to standards
* Gilb, Tom, Competitive Engineering, A Handbook For Systems Engineering, Requirements Engineering, and Software Engineering Using Planguage, ISBN 0750665076, 2005, Publisher: Elsevier Butterworth-Heinemann.
* <http://homepage.mac.com/tomgilb/filechute/%20%20Gilb%20Competitive%20Engineering%20Book%20copy%201.pdf>
* <http://www.gilb.com/tiki-download_file.php?fileId=27>
* Kai Gilb: Evo (book, digital only)
* Slides of Case studies of this process: Top level Objectives
* <http://www.gilb.com/tiki-download_file.php?fileId=180>
* Many other papers and slides at Downloads [www.gilb.com](http://www.gilb.com)
* As needed
* We are not implying pre reading prerequisite. It is not realistic. But if individuals have the energy before and during (homework) the course to read, so much the better. Everyone will learn what they need during the office day work.
* The detailed daily outputs are specified in the time plan.
* In summary they are:
* 1. Objectives
* 2. Strategies
* 3. Impact estimation of strategies on objectives
* 4. Evolutionary step value delivery plan
* The most critical single output is the quantified critical objectives.
* This is what the project is all about.
* These are the project’s ‘Strategic Objectives’.
* If we reach all the Goal level (on time) the project is complete, and is a success, in relation to these goals.
* The objectives can and should be modified when we get experience and insights that dictates their profitable change.
* Evo Method Assumptions:
  + We are assuming that you want to encourage a stream of value to stakeholders as early and frequently as possible.
  + We assume the all plans can and should be modified as experience, outside conditions, and insight dictates.
  + We have to solve a systems engineering problem: not a programming problem. We need to plan and do everything needed to deliver the value, including organizational change and support planning.
* Evo Method Conditions and Foundations.
  + The Evo methods has two simple foundations:
    - 1. Quantification of critical objectives
    - 2. Early and incremental delivery of value to stakeholders
* Evo Method Result/Value Delivery Cycles
  + The Evo cycles always attempt to deliver some value to some stakeholders, usually on a weekly cycle (can be longer, but risk of losses increases unnecessarily)
  + This means either real value or at least clear leading indicators that the system has value if the organization decides to scale up and exploit it.
* Expectations from Responsible Managers:
  + Managers who are not involved in the daily planning work, but are responsible for the project, are expected to schedule a short time at end of day to review the days production.
  + This is so that they
    - Can correct direction early, so we don’t waste time the next day.
    - Gradually buy in, during the week, so quick decisions can be made about next weeks delivery cycle
    - They learn the method and concepts without spending entire days doing so.
* Facilitator Roles:
  + The Facilitators are responsible
    - For making sure it happens as planned
    - Encouraging a high standard of quality work and productivity
    - Helping to create enthusiasm for the planning methods
    - Training people by doing real work.
  + They are not expected to have a domain opinion about what is important; that is our customers business.
* It would be useful if the management responsible would clearly adopt and spread a policy regarding the work, here is a template.
* IT Project Policy.
* Version: 23 March 2010 tg
* 1. **VALUE FIRST**: The main purpose of our projects is to deliver agreed and quantified value to our stakeholders.
* 2. **VALUE EARLY**: We want real and proven value delivery as early as possible, and frequently and continuously as possible.
* 3. **VALUE PRIORITY**: The value delivery is our highest priority, and we can modify or scrap any plan, process, culture, habit or other artifact that stands in the way of delivering that value on time, except legally binding external constraints.
* 4. **VALUE REALITY:** We have a complex environment, and it is impossible to foresee the costs and effects of technological change on our business; but we can probe, experiment, test early, measure early and deal explicitly with risks early – and learn early what works and what it really costs.
* 5. **VALUE TUNING**: We can then modify plans to fit with the emerging reality of our experience, and simultaneously with the changing reality of our project-external environment.