



Project Success, every time!

Novatec Stuttgart

05. December 2014

Tom @ Gilb .com

These slides and some book links are at
tinyurl.com/Novatec-Gilb

Our Agenda

Project Success, every time!

Keynote & Face2Face Sessions with Tom Gilb 05. December 2014

Success is usually defined well at the financial level. But success is usually poorly defined for the Stakeholders, the Product and the Sub-Product.

To be part of a team delivering success we must be able to describe successes, not only at the financial level but directly at the level you are working on. How do you define success well at your level? We will show you how.

With success clearly specified, how do you architect, engineer and prioritize all the technical solutions, so as to achieve that success? And with all the elements in place to create success, how do you execute in order to ensure that you successfully deliver the success? We will show you how.

Tips, Principles and Ideas gathered from years of experience on focusing product development towards creating success. When people at all levels know how to define success, when they prioritize all solutions towards creating that success, and all actions towards delivering that success, something remarkable happens. This will be shown with case studies and examples.

Do you have any specific requests to Tom Gilb, you do not want to discuss in a big group? No problem! Sign up for an exclusive private conversation.



Jetzt kostenlos anmelden!

Target group

- Requirement authors and engineers
- Architects
- Product Owners
- Managers
- Decision makers; people responsible for project success

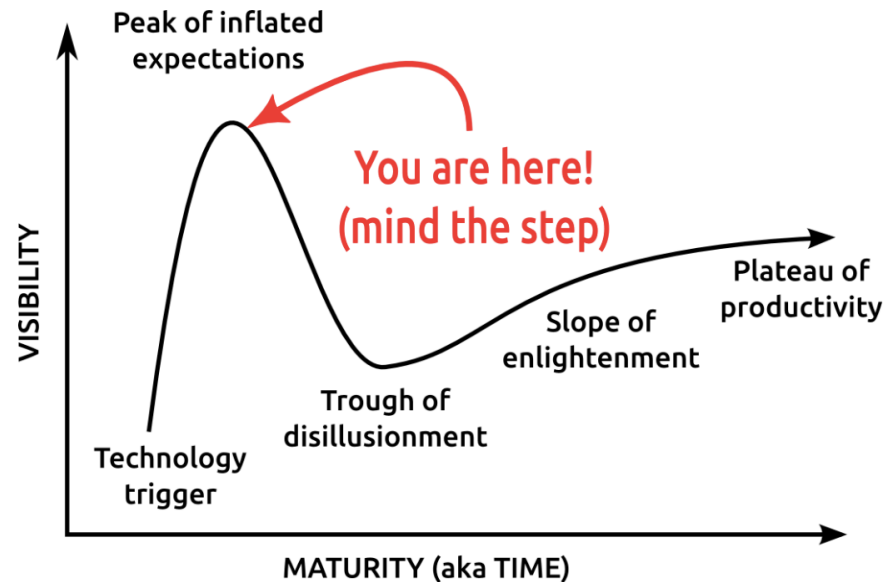
You will learn

Tom Gilb will present a well proved approach about

- how to define Success
- how to architect Success
- how to develop and deliver Success.

Limitation - Expectations

- Please Keep in mind,
- This presentation is NOT a training course
- It is an overview of a week of basic training
- You will learn a lot of exciting and useful ideas today
 - But you will not be ready to practice, teach or use them
 - Unless
 - You are quite exceptional (1 in 100 IT Experts)
 - And do a lot of reading of books and papers (600 pages)
 - And work hard experimenting (and learning the 'HARD' way)



Project Success: is

- Delivering expected improvements
- On time
- On budget
- And, not disappointing in the longer term
 - By having systems difficult to maintain
 - By having systems break down

The Problem

What is wrong

- Projects fail
- Projects partly fail
- Good Results are not visible early
- Project teams do not learn fast enough, if they are on wrong path

How we fix it

- We define success in measurable terms, that project sponsors can relate to
- We make real results visible very early, and continuously
- We prioritize value/cost
- We manage risks very systematically
 - Feedback real measurable results early and frequently

Introduction

What we teach you to do

Project Objectives

- All critical stakeholder objectives
- The critical value requirements, quantified

Project Architecture

- The top level architecture and strategies: quantified, and measurable
- Priority to most value first
- Design in hands of developers, not users

Project Management

- Early increments of value delivery
- Quantified value reporting and feedback
- Total focus on value delivery, not 'construction'

The effect it has on your success

1. success values are agreed with stakeholders, and are quantified and cannot be misunderstood
2. All architecture, strategy and design is quantitatively related to the quantified value objectives at all times
3. Project management can self monitor the degree of success they produce, numerically: early frequently

Why are these methods better?

Compared to conventional IT

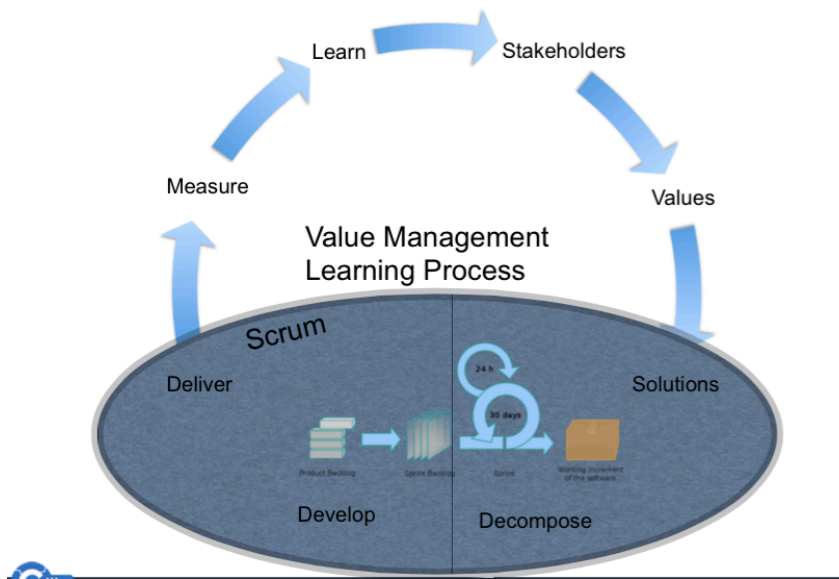
1. They are stakeholder oriented
2. Value orientation
3. Quantification
4. Measurement
5. Dynamic Prioritization
6. Deep Risk Management

Compared to Agile

- Focus on value, not code
- Can 'manage' a Scrum programming team to deliver value
- Can relate to users, sponsors, stakeholders better: in terms of their results

Relation to Agile and Scrum

- We introduce intelligent value management
- Primary focus on measurable value delivery



1. Defining Success

- Policy
- Principles
- Practices
- Cases
- Results

Policy

- Project and Product success will be formally defined
- As a set of quantified critical stakeholder values

TTMP: Predictability of Time To Market:

Ambition: From Ideas created to customers can use it. Our ability to meet agreed specified customer and self-determined targets.

Scale: % overrun of actual Project Time compared to planned Project Time

Project Time: Defined: time from the date of Toll-Gate 0 passed, or other Defined Start Event, to, the Planned- or Actually- delivered Date of All [Specified Requirements], and any set of agreed requirements.

Specified Requirements: Defined: written approved Quality requirements for products with respect to Planned levels and qualifiers [when, where, conditions].
And, other requirements such as function, constraints and costs.

Meter: Productivity Project or Process Owner will collect data from all projects, or make estimates and put them in the Productivity Database for reporting this number.

Past [1994, A-package] < 50% to 100%> <- Palli K. guess.
[1994, B-package] 80% ?? <- Urban Fagerstedt and Palli K. guess

Record [IBM Federal Systems Division, 1976-80] 0%
<- RDM 9.0 quoting Harlan Mills in IBM SJ 4-80

"all projects on time and under budget"

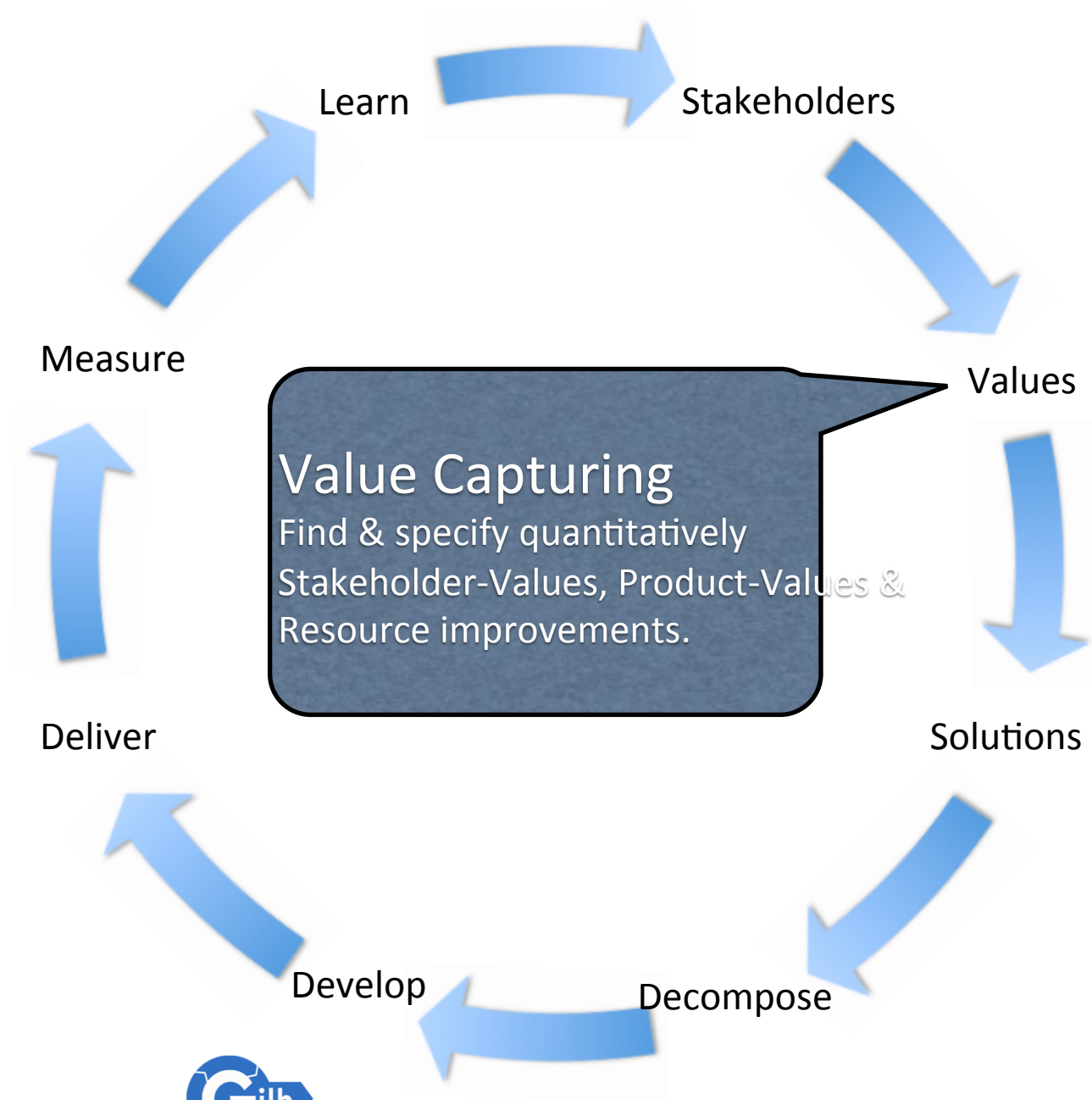
Record [Raytheon Defense Electronics, 1992-5] 0% <- RDE SEI Report 1995 Predictability.

Fail [All future projects, from 1999] 5% or less <- discussion level TG

Goal [All future projects, from 1999] 0% or less <- discussion level TG

From Real Case Study, Ericsson Engineering Productivity
http://www.gilb.com/tiki-download_file.php?fileId=144
<http://www.gilb.com/dl559>





Principles

- The top level critical values will drive all decisions and practices
- The critical values will always be quantified, measurable, trackable





Practices

- **We apply 'Planguage'**
 - A well defined value specification language
- **We define 'scales of measure'**
 - Benchmarks
 - Constraints
 - Targets
 - Useful Background, like ...
 - Sponsor
 - Rationale
 - Known risks and dependencies
- **Specification Quality Control (SQC);**
 - measurement of critical specification in relation to our standards.
 - No Garbage out.

Contract Flexibility:

Type: Project level Critical Objective.

Owner: Project Manager

Supports: CTO Objectives, especially Technical Adaptability.

Scale: The Speed which a Contract can be Changed at minimum cost of loss to reflect Circumstances.

Goal: < 1 month

Contract: All IT Services and IT Products

Changed: Deleted or modified

Circumstances: changed economics, or failure to live up to expectations

Deadline: This Year

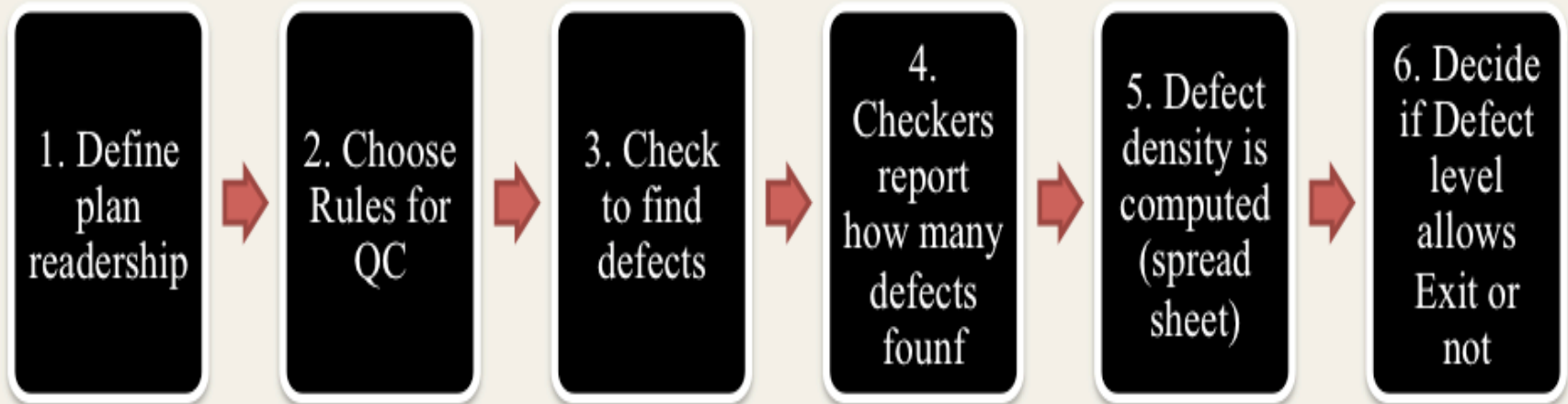
Supporting Strategies:

FlexiCon: www.FlexibleContracts.com

Supporting Objectives:

Legal Dept: % of Flexible Contracts in Force.

The Specification QC Process



Intel Example of Our QC Method

Application of Specification Quality Control by a SW team resulted in the following defect density reduction in requirements over several months:

	# of Defects	# of Pages	Defects/ Page (DPP)	% Change in DPP
0.3	312	31	10.06	
0.5	209	44	4.75	-53%
0.6	247	60	4.12	-13%
0.7	114	33	3.45	-16%
0.8	45	38	1.18	-66%
1.0	10	45	0.22	-81%
Overall % change in DPP revision 0.3 to 1.0:				-98%

Downstream benefits:

- Scope delivered at the Alpha milestone increased 300%, released scope up 233%
- SW defects reduced by ~50%
- Defects that did occur were resolved in far less time on average
- Source: http://selab.fbk.eu/re11_download/industry/Terzakis.pdf

Cases

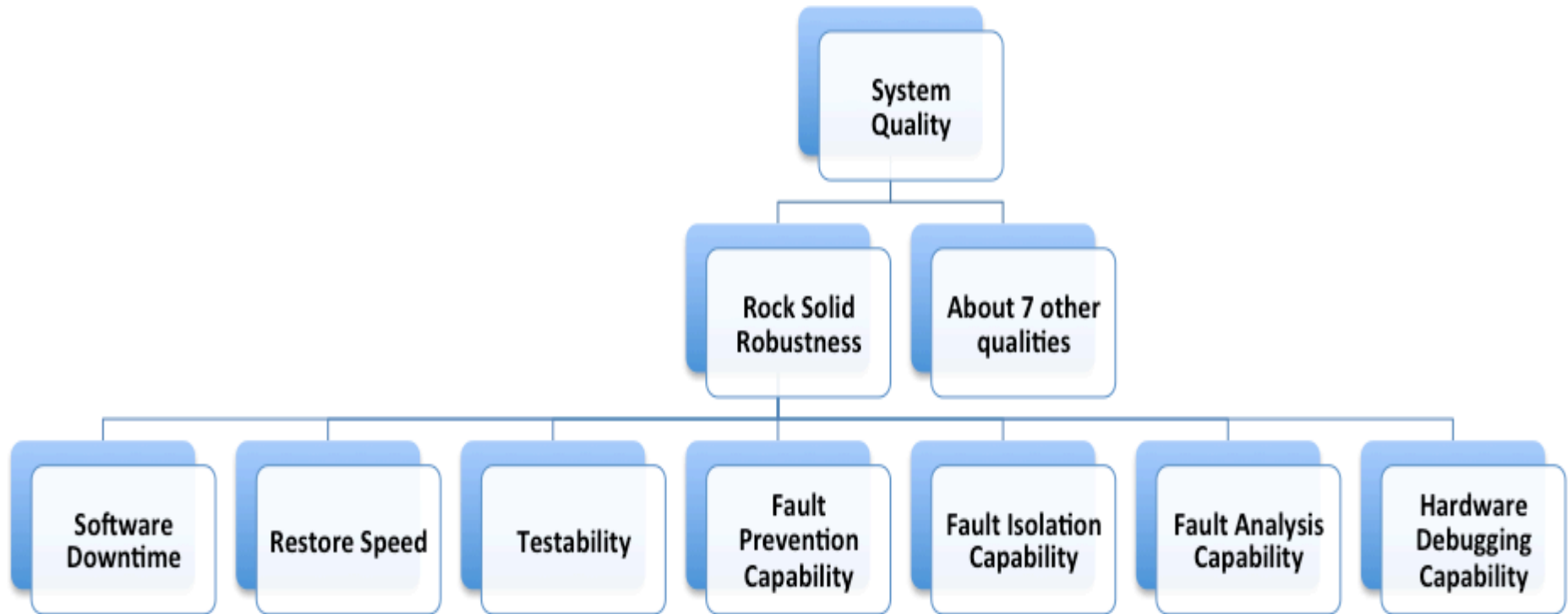
- Horror Project and definition of Robustness
 - \$160 million spent
 - 8 years
 - 90 people
 - 5 project managers
 - No delivery
- Banking top ten on a page
 - Success on time
 - Letting top ten values drive projects, especially the design

The Horror Project Objectives

- 1. Central to The Corporations business strategy is to be the world's premier integrated_ <domain> service provider.**
- 2. Will provide a much more efficient user experience**
- 3. Dramatically scale back the time frequently needed after the last data is acquired to time align, depth correct, splice, merge, re-compute and/or do whatever else is needed to generate the desired products**
- 4. Make the system much easier to understand and use than has been the case for previous system.**
- 5. A primary goal is to provide a much more productive system development environment than was previously the case.**
- 6. Will provide a richer set of functionality for supporting next-generation logging tools and applications.**
- 7. Robustness is an essential system requirement**
- 8. Major improvements in data quality over current practices**

Project Value Hierarchy

‘Decomposition’ allows clarity and quantification



Rock Solid Robustness



Rock Solid Robustness:

Type: *Complex Product Quality Requirement.*

Includes: { Software Downtime, Restore Speed, Testability, Fault Prevention Capability, Fault Isolation Capability, Fault Analysis Capability, Hardware Debugging Capability}.



Software Downtime:

Software Downtime:

Type: Software Quality Requirement.

Ambition: *to have minimal downtime
due to software failures <- HFA 6.1*

Issue: *does this not imply that there is a system w
requirement?*



Scale: **<mean time between forced restarts for
defined [Activity], for a defined [Intensity].>**

Fail [Any Release or Evo Step, Activity = Recompute, Inrensiy = Peak
Level] **14 days** <- HFA 6.1.1

Goal [By 2008?, Activity = Data Acquisition, Intensity = Lowest
level] : **300 days** ??

Stretch: 600 days



Restore Speed:

Restore Speed:

Type: Software Quality Requirement.

Ambition: Should an error occur (or the user otherwise desire to do so), Horizon shall be able to restore the system to a previously saved state in less than 10 minutes.
-<6.1.2 HFA.

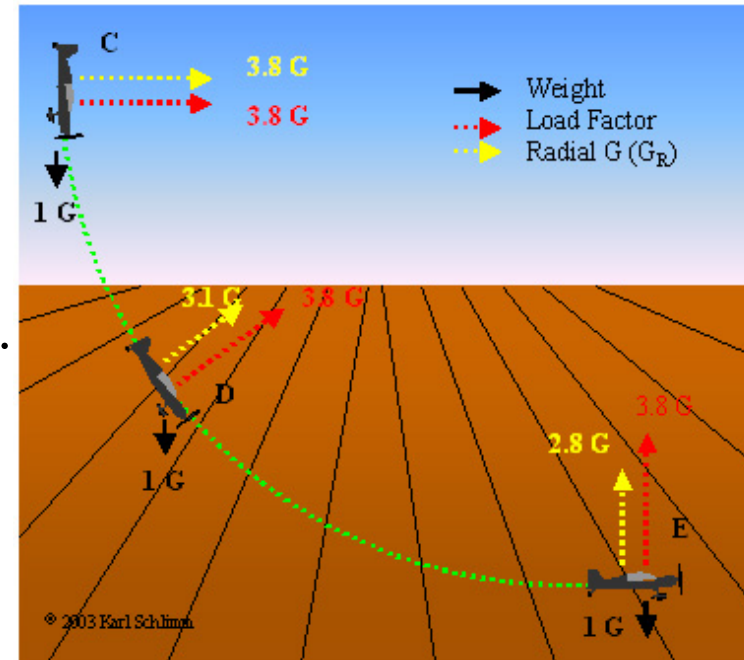
Scale: Duration from Initiation of Restore to Complete and verified state of a defined [Previous: Default = Immediately Previous]] saved state.

Initiation: defined as {Operator Initiation, System Initiation, ?}. Default = Any.

Goal [Initial and all subsequent released and Evo steps] 1 minute?

Fail [Initial and all subsequent released and Evo steps] 10 minutes. <- 6.1.2 HFA

Catastrophe: 100 minutes.



Testability:

Type: Software Quality Requirement.

Version: 20 Oct 2006-10-20

Status: Demo draft,

Stakeholder: {Operator, Tester}.

Ambition: Rapid-duration automatic testing of <critical complex tests>, with extreme operator setup and initiation.

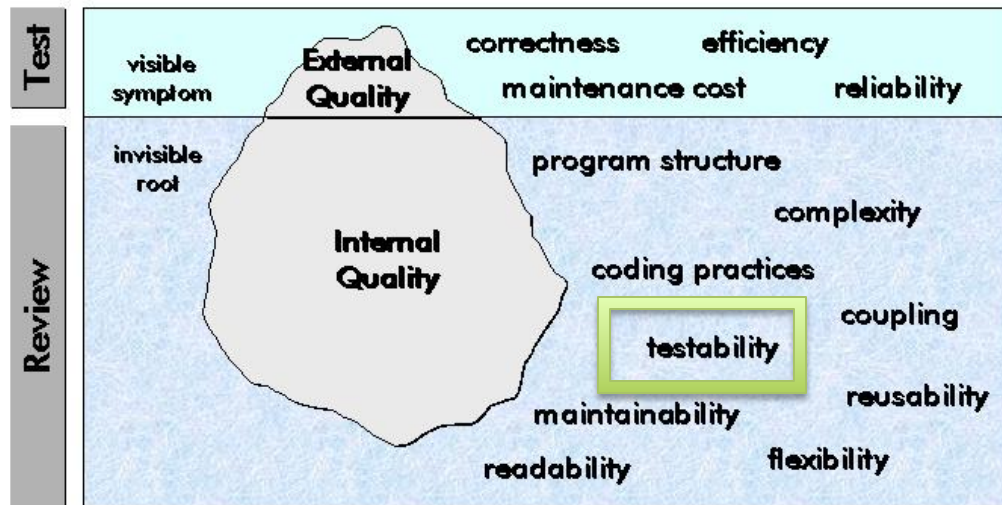
Scale: the duration of a defined [Volume] of testing, or a defined [Type], by a defined [Skill Level] of system operator, under defined [Operating Conditions].

Goal [All Customer Use, Volume = 1,000,000 data items, Type = WireXXXX Vs DXX, Skill = First Time Novice, Operating Conditions = Field, {Sea Or Desert}]. <10 mins.

Design Hypothesis: Tool Simulators, Reverse Cracking Tool, Generation of simulated telemetry frames entirely in software, Application specific sophistication, for drilling – recorded mode simulation by playing back the dump file, Application test harness console <-6.2.1 HFA

Testability:

The Software Quality Iceberg



Real Bank Project : Project Progress Testability

Quantification of the most-critical project objectives on day 1

P&L-Consistency**T P&L**: **Scale**: total adjustments btw Flash/Predict and Actual (T+1) signed off P&L. per day. **Past 60** **Goal**: 15

Operational-Control**Timely****Trade-Bookings** **Scale**: number of trades per day that are not booked on trade date. **Past** [April 20xx] **20** ?

Speed-To-Deliver: **Scale**: average Calendar days needed from New Idea Approved until Idea Operational, for given Tasks, on given Markets. **Past** [2009, Market = EURex, Task =Bond Execution] **2-3 months** ? **Goal** [Deadline =End 20xz, Market = EURex, Task =Bond Execution] **5 days**

Front-Office-Trade-Management-Efficiency **Scale**: Time from Ticket Launch to trade updating real-time risk view **Past** [20xx, Function = Risk Mgt, Region = Global] ~ **80s +/- 45s** ?? **Goal** [End 20xz, Function = Risk Mgt, Region = Global] ~ **50% better?** Managing Risk – Accurate – Consolidated – Real Time

Operational-Control: **Scale**: % of trades per day, where the calculated economic difference between OUR CO and Marketplace/Clients, is less than “1 Yen”(or equivalent).

Past [April 20xx] **10%** change this to 90% NH **Goal** [Dec. 20xy] **100%**

Risk.Cross-Product **Scale**: % of financial products that risk metrics can be displayed in a single position blotter in a way appropriate for the trader (i.e. – around a benchmark vs. across the curve).

Past [April 20xx] **0%** 95%. **Goal** [Dec. 20xy] **100%**

Operational-Control.Consistent: **Scale**: % of defined [Trades] failing full STP across the transaction cycle. **Past** [April 20xx, Trades=Voice Trades] **95%**

Past [April 20xx, Trades=eTrades] **93%**

Goal [April 20xz, Trades=Voice Trades] **<95 ± 2%>**

Goal [April 20xz, Trades=eTrades] **98.5 ± 0.5 %**

Risk.Low-latency **Scale**: number of times per day the intraday risk metrics is delayed by more than 0.5 sec. **Past** [April 20xx, NA] **1%** **Past** [April 20xx, EMEA] ??% **Past** [April 20xx, AP] **100%** **Goal** [Dec. 20xy] **0%** Risk.Accuracy

Risk. user-configurable **Scale**: ??? pretty binary – feature is there or not – how do we represent?

Past [April 20xx] **1%** **Goal** [Dec. 20xy] **0%**

Operational-Control.Timely.End&OvernightP&L **Scale**: number of times, per quarter, the P&L information is not delivered timely to the defined [Batch-Run].

Past [April 20xx, Batch-Run=Overnight] **1** **Goal** [Dec. 20xy, Batch-Run=Overnight] **<0.5>** **Past** [April 20xx, Batch-Run= T+1] **1** **Goal** [Dec. 20xy, Batch-Run=End-Of-Day, Delay<1hour] **1**

Operational-Control.Timely.IntradayP&L **Scale**: number of times per day the intraday P&L process is delayed more than 0.5 sec.

Operational Cost Efficiency **Scale**: <Increased efficiency (Straight through processing STP Rates)>

Cost-Per-Trade **Scale**: % reduction in Cost-Per-Trade

Goal (EOY 20xy, cost type = I 1 – REGION = ALL) **Reduce cost by 60%** (BW)


Goal (EOY 20xy, cost type = I 2 – REGION = ALL) **Reduce cost by x %**

Goal (EOY 20xy, cost type = E 1 – REGION = ALL) **Reduce cost by x %**

Goal (EOY 20xy, cost type = E 2 – REGION = ALL) **Reduce cost by 100%**

Goal (EOY 20xy, cost type = E 3 – REGION = ALL) **Reduce cost by x %**

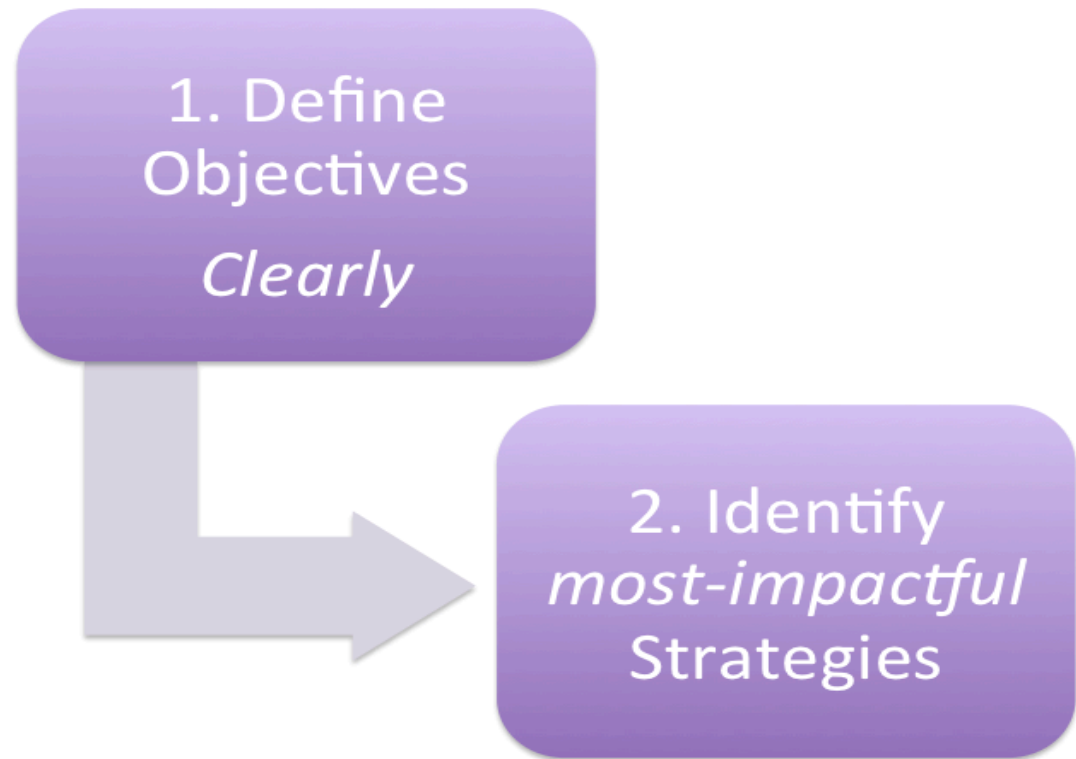
Results

- Confirmit Results

- Generic expectations
 - 2nd week and on; real visible stakeholder value improvements
 - Early frequent feedback and correction from real stakeholders
 - Willingness to participate to get early results

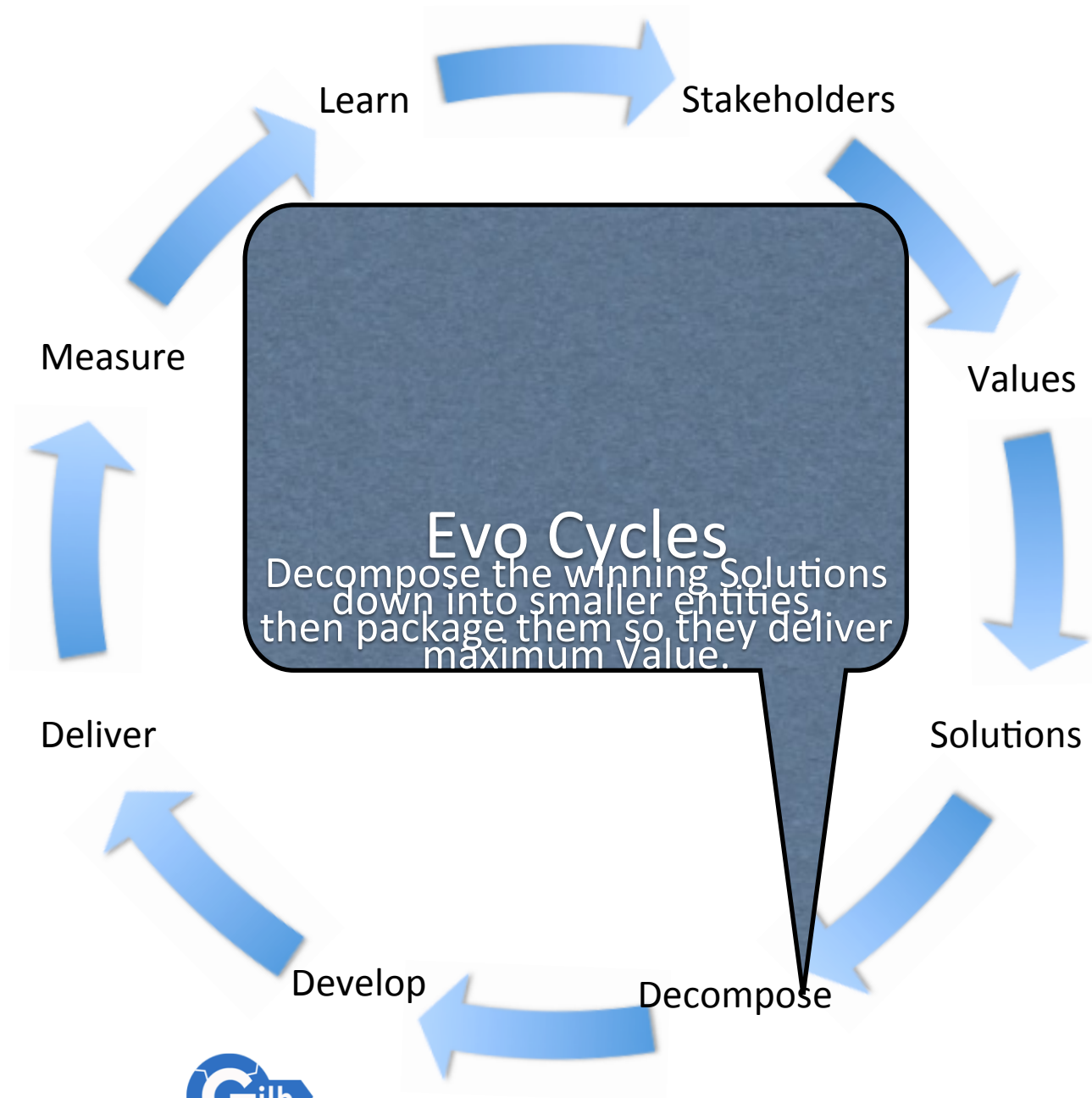
Description of requirement/work task	Past	Status
Usability.Productivity: Time for the system to generate a survey	7200 sec	15 sec
Usability.Productivity: Time to set up a typical specified Market Research-report (MR)	65 min	20 min
Usability.Productivity: Time to grant a set of End-users access to a Report set and distribute report login info.	80 min	5 min
Usability.Intuitiveness: The time in minutes it takes a medium experienced programmer to define a complete and correct data transfer definition with Confirmit Web Services without any user documentation or any other aid	15 min	5 min
Performance.Runtime.Concurrency: Maximum number of simultaneous respondents executing a survey with a click rate of 20 sec and an response time<500 ms, given a defined [Survey-Complexity] and a defined [Server Configuration, Typical]	250 users	6000

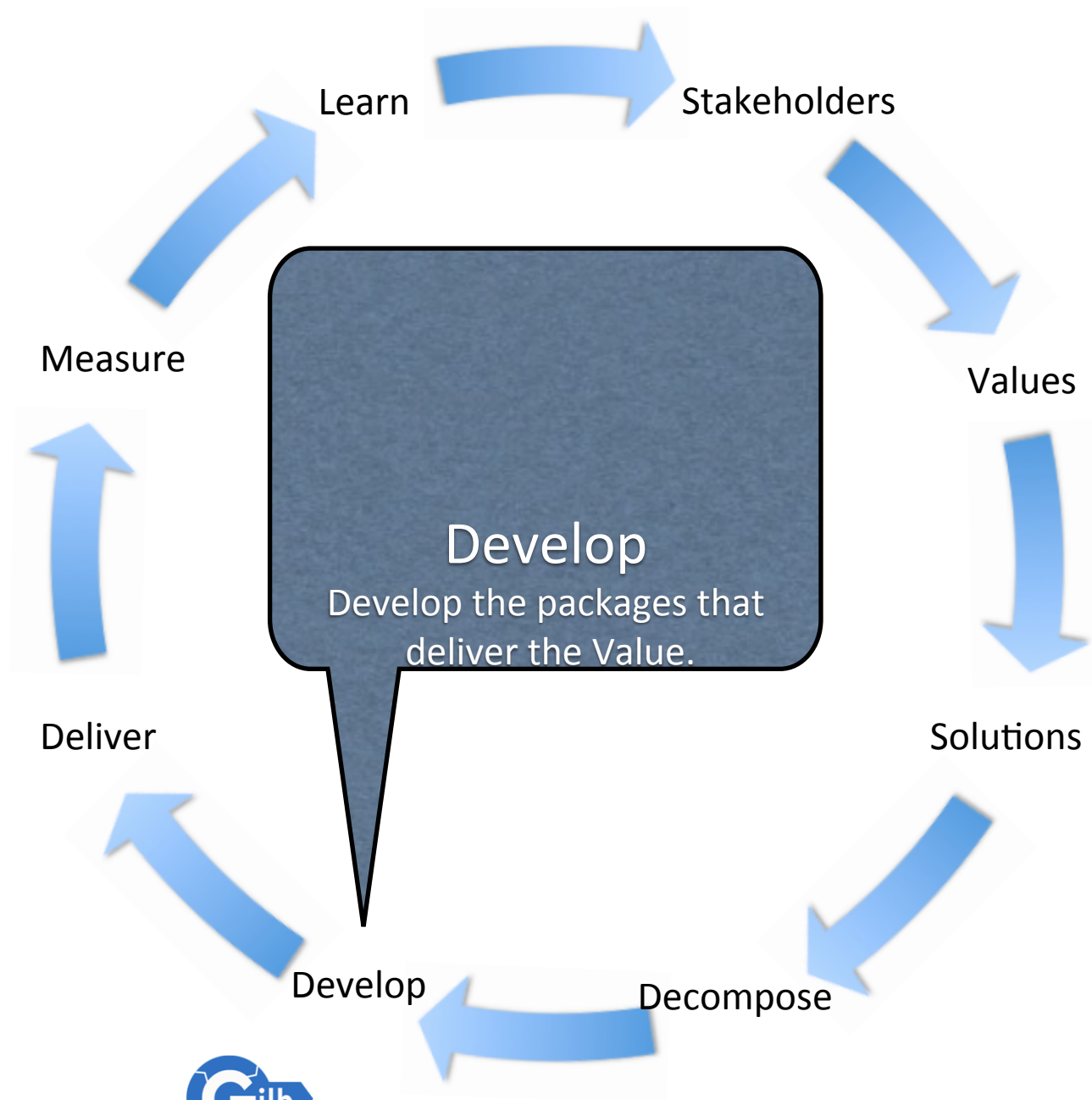
2. Designing Success

- Policy
- Principles
- Practices
- Cases
- Results

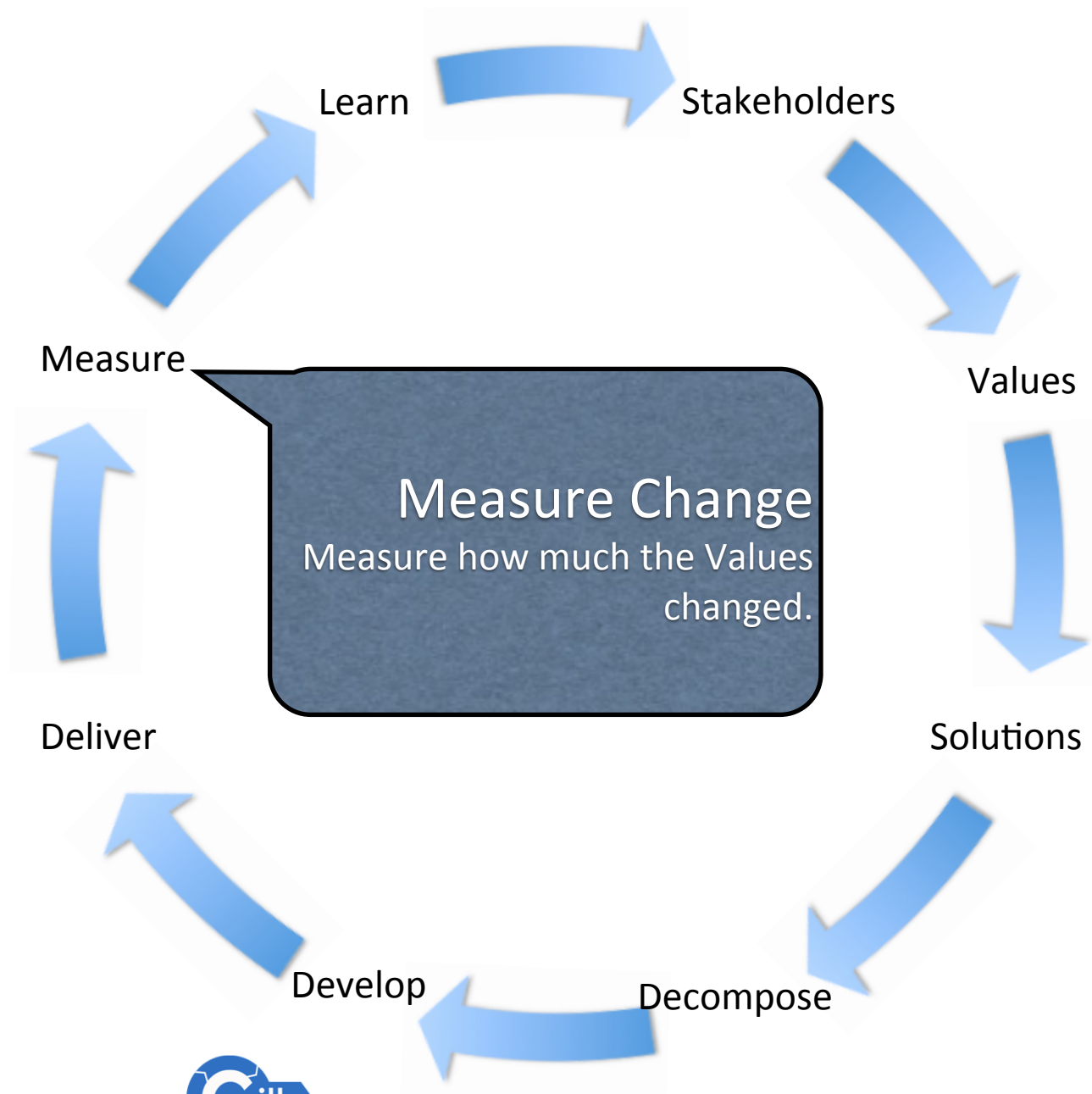


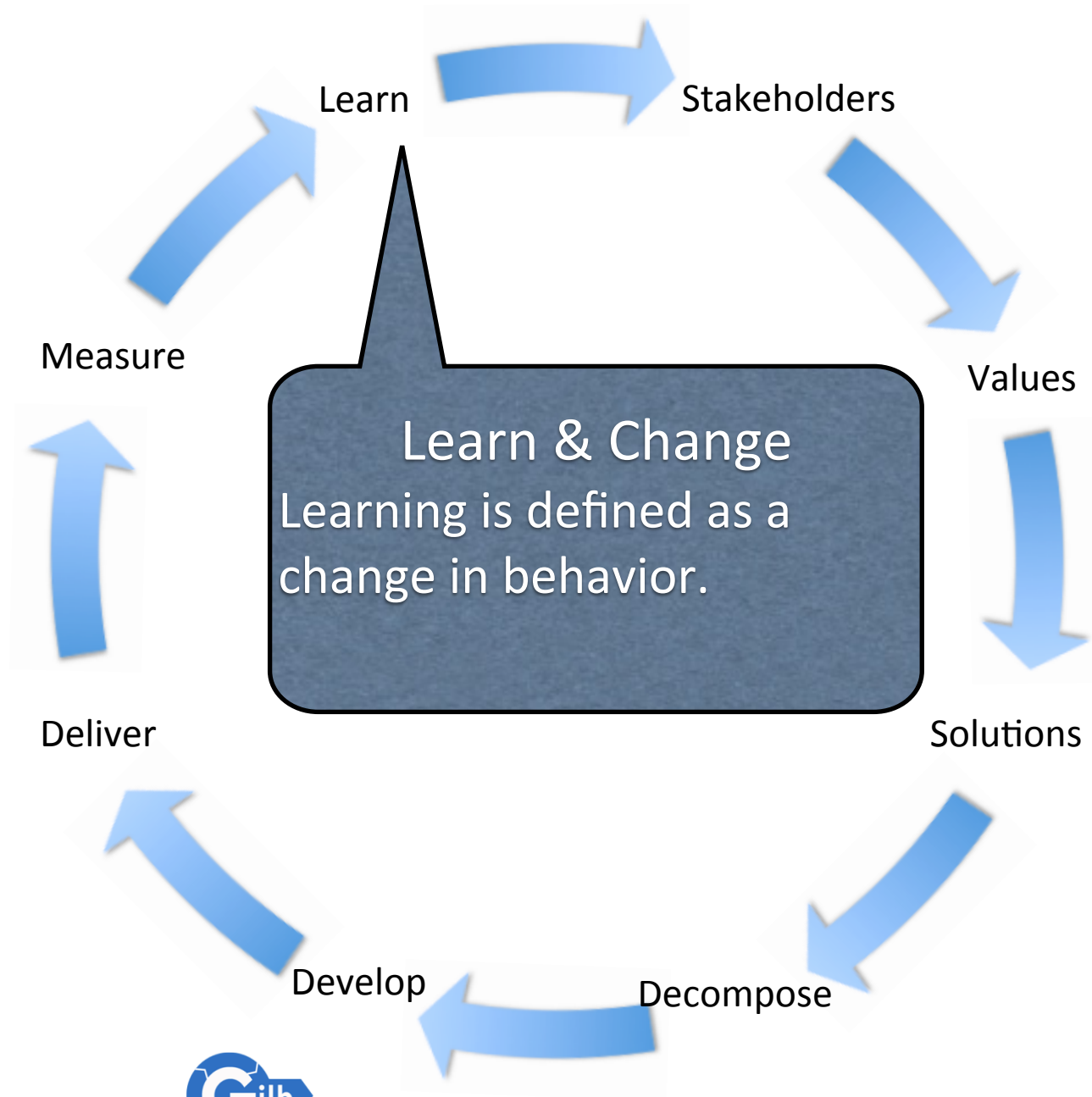


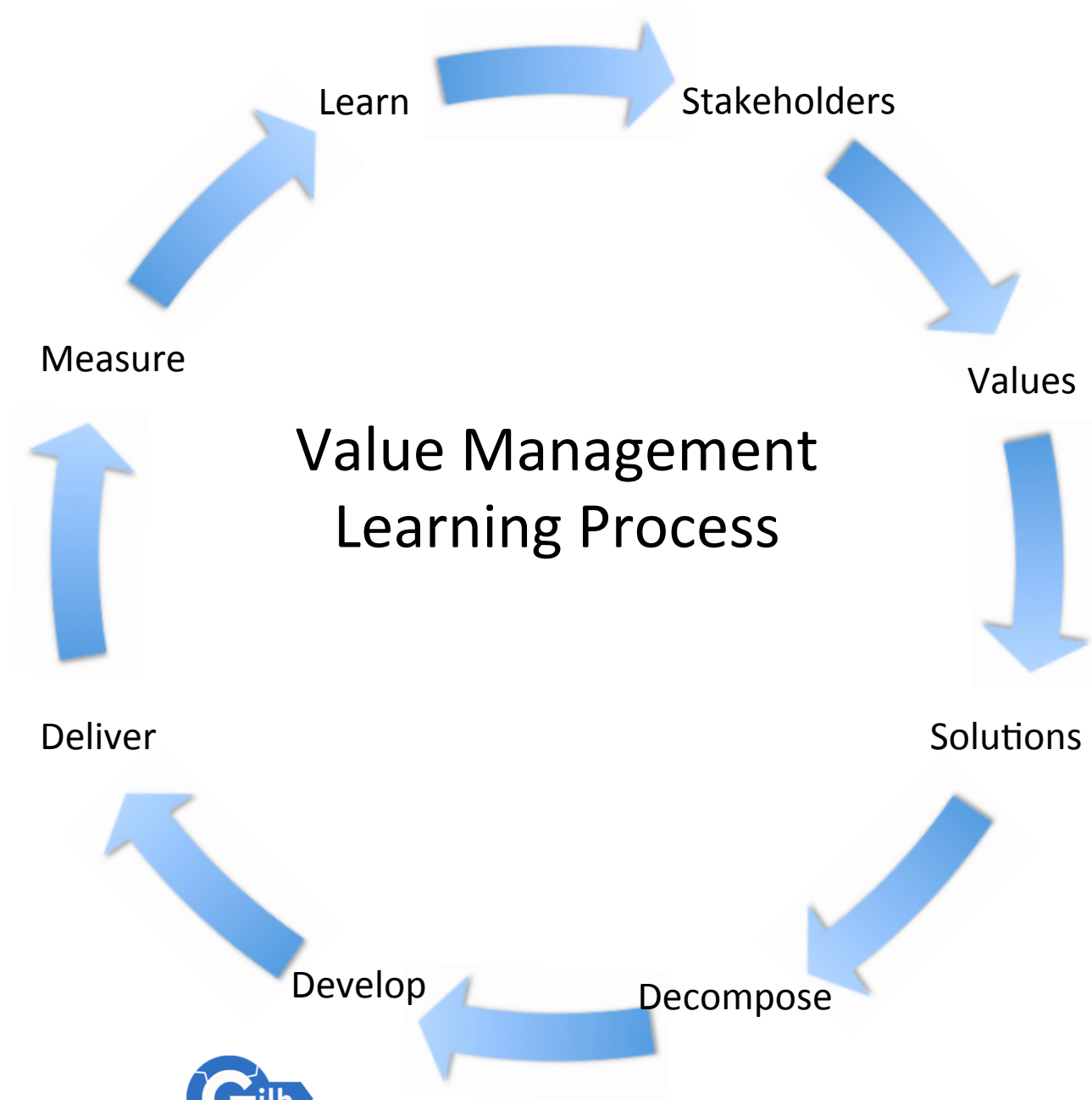












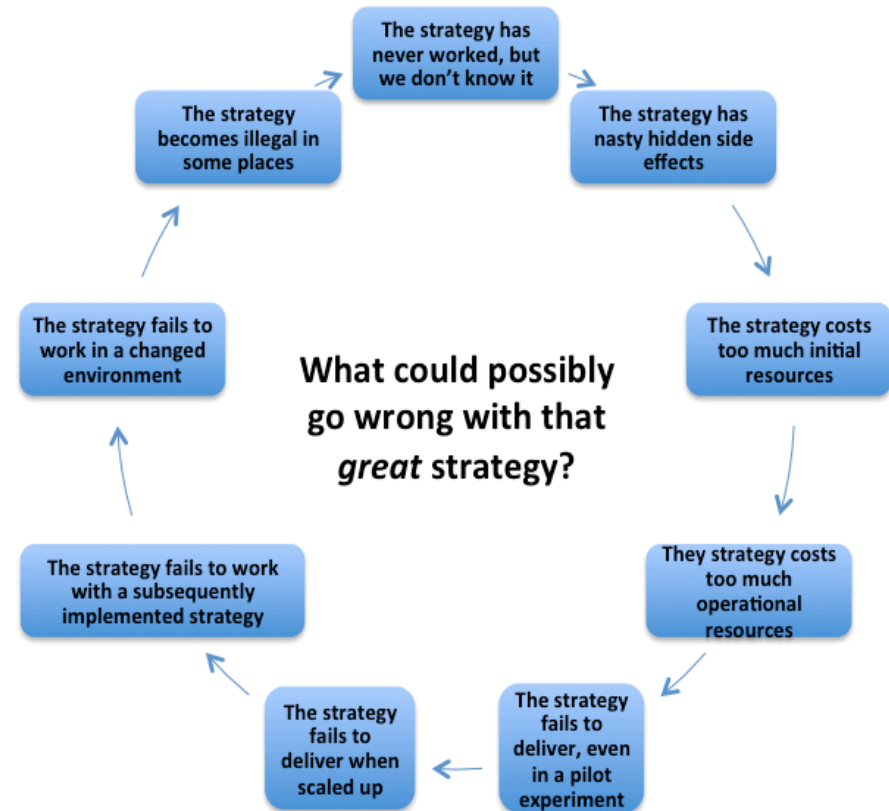
Policy

All 'means'
to get the values
will be evaluated
quantitatively



Principles

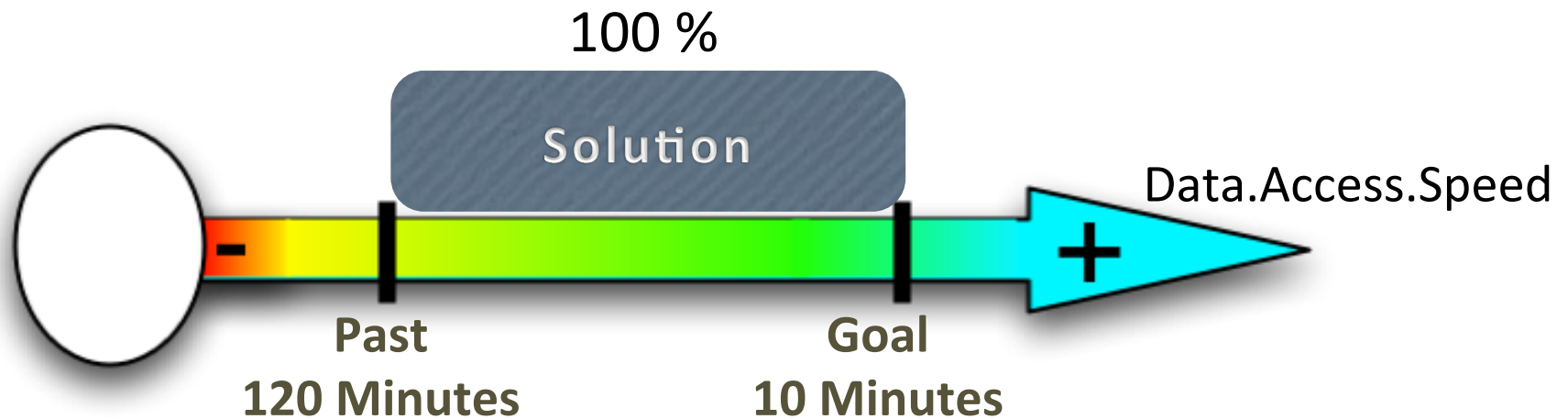
- All 'architecture' (design, strategies) can be estimated for our values in advance.
- All estimates can be rated by 'credibility'
- All 'architecture' can be decomposed into small implementation steps
- All architecture can be measured early, frequently and gradually, for value delivered
- Designing all qualities in
 - Usability, maintainability, security, availability, testability



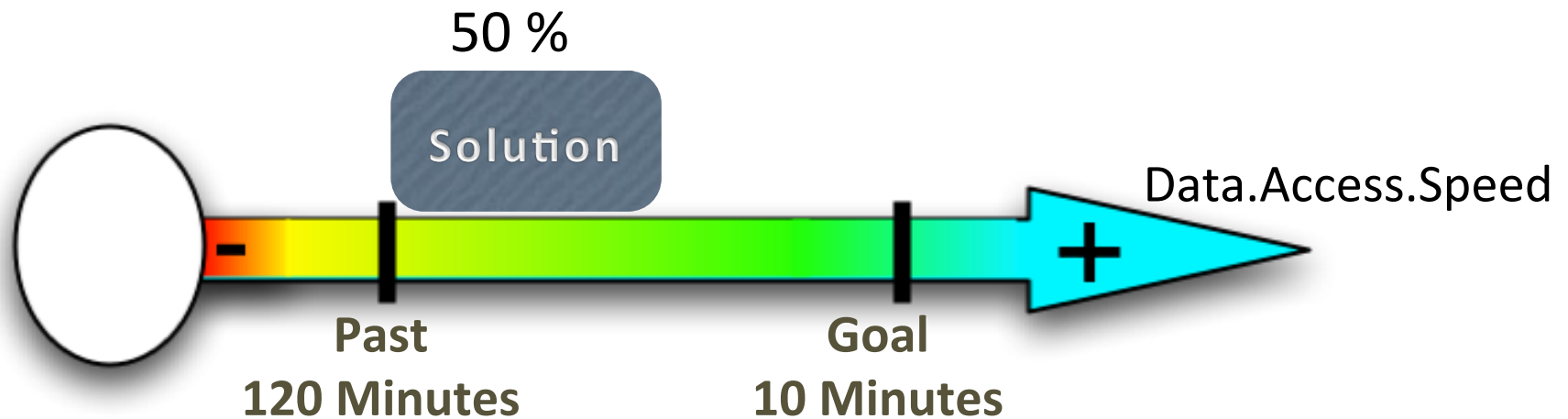
Practices

- Impact estimation
 - Quantified value
 - Directly Related to requirements
 - Based on facts ‘evidence’
- Value decision tables
 - Quantified prioritization
 - Risk understanding
 - Dynamic updating as we experience
- Automated Tools
 - Several existing options
 - Simple to make your own
-



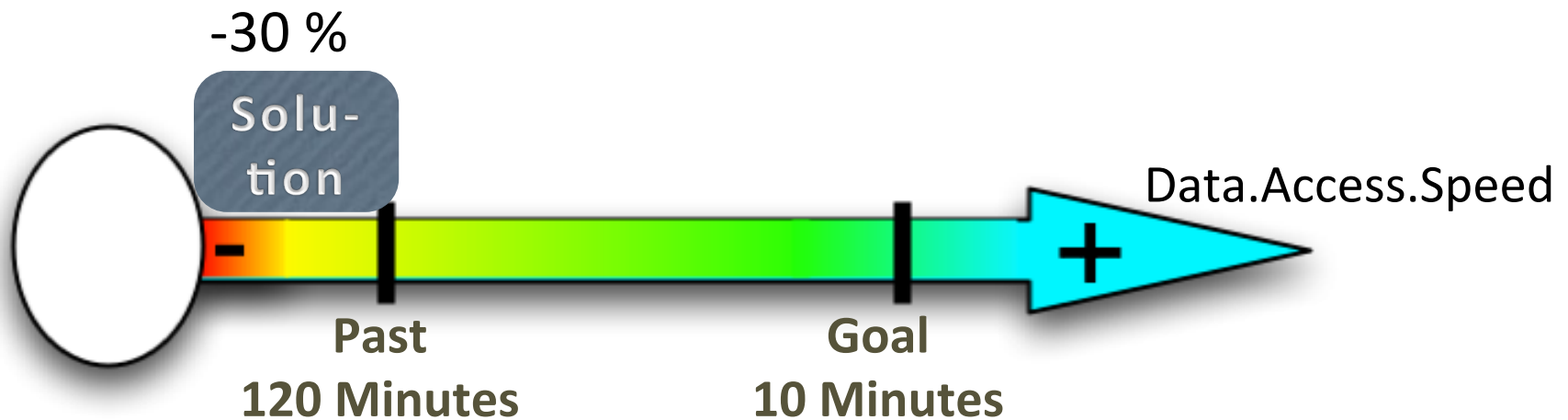


Scale: Time,
from Trader wants access to trades,
until they are provided with the information
onscreen.



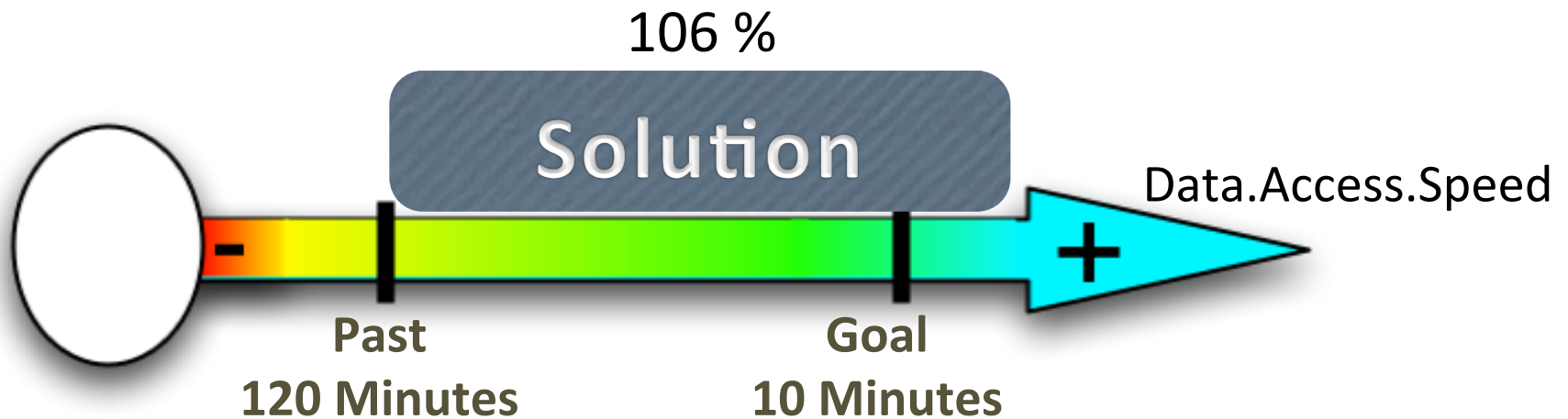
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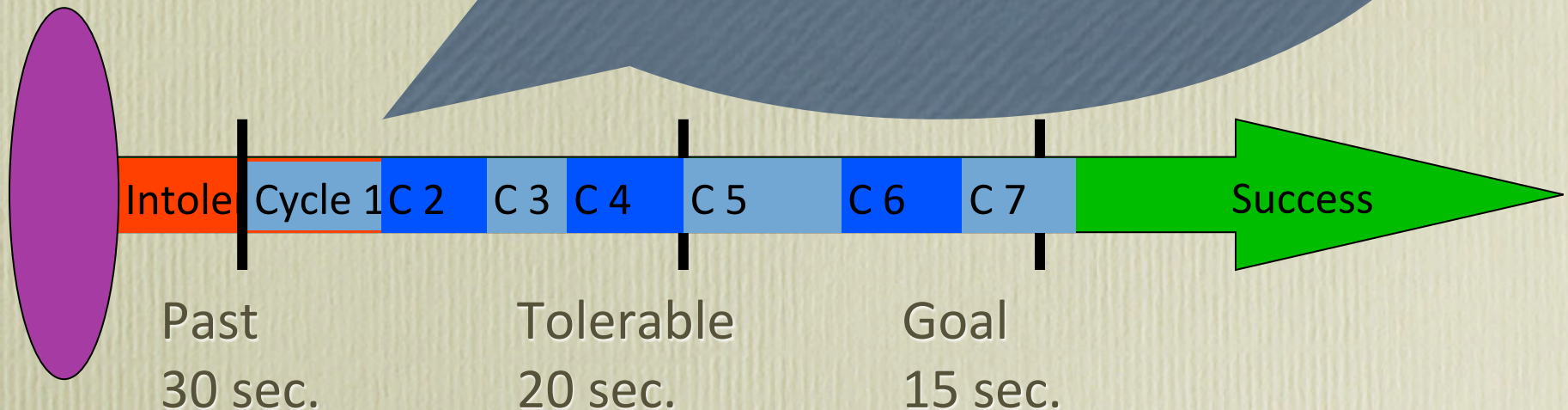




Scale: Time,
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*Each Evolutionary Cycle
aiming to get closer
to the Value Goals*



Speed

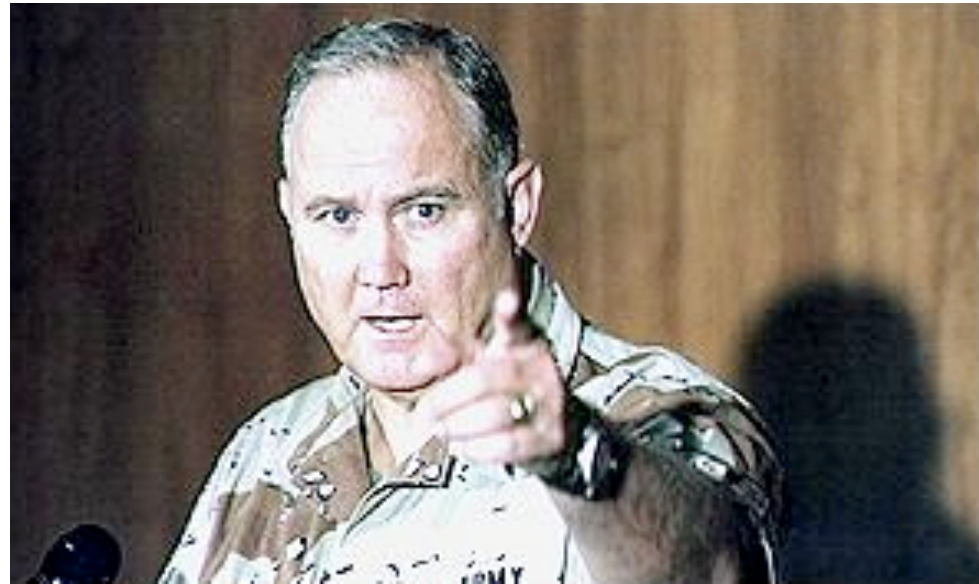
Scale: seconds to do task





Cases

- Persinscom: basic table
- Bring Case: multi level



- General Norman
Schwarzkopf

Persinscom **Impact Estimation** Table:

Designs

Requirements

	<i>Technology Investment</i>	<i>Business Practices</i>	<i>People</i>	<i>Empowerment</i>	<i>Principles of IMA Management</i>	<i>Business Process Re-engineering</i>	<i>Sum Requirements</i>
Customer Service ? <-> 0 Violation of agreement	50%	10%	5%	5%	5%	60%	185%
Availability 90% <-> 99.5% Up time	50%	5%	5-10%	0%	0%	200%	265%
Usability 200 <-> 60 Requests by Users	50%	5-10%	5-10%	50%	0%	10%	130%
Responsiveness 70% <-> ECP's on time	50%	10%	90%	25%	5%	50%	180%
Productivity 3:1 Return on Investment	45%	R → D Impacts			100%	53%	303%
Morale 72 <-> 60 per month on Sick Leave	50%				15%	61%	251%
Data Integrity 88% <-> 97% Data Error %	42%	10%	25%	5%	70%	25%	177%
Technology Adaptability 75% Adapt Technology	5%	30%	5%	60%	0%	60%	160%
Requirement Adaptability ? <-> 2.6% Adapt to Change	80%	20%	60%	75%	20%	5%	260%
Resource Adaptability 2.1M <-> ? Resource Change	10%	80%	5%	50%	50%	75%	270%
Cost Reduction FADS <-> 30% Total Funding	50%	40%	10%	40%	50%	50%	240%
<i>Sum of Performance</i>	<i>482%</i>	<i>280%</i>	<i>305%</i>	<i>390%</i>	<i>315%</i>	<i>649%</i>	
Money % of total budget	15%	4%	3%	4%	6%	4%	36%
Time % total work months/year	15%	15%	20%	10%	20%	18%	98%
<i>Sum of Costs</i>	<i>30</i>	<i>19</i>	<i>23</i>	<i>14</i>	<i>26</i>	<i>22</i>	
<i>Performance to Cost Ratio</i>	<i>16:1</i>	<i>14:7</i>	<i>13:3</i>	<i>27:9</i>	<i>12:1</i>	<i>29:5</i>	

Value Decision Tables: Impact Estimation Tables

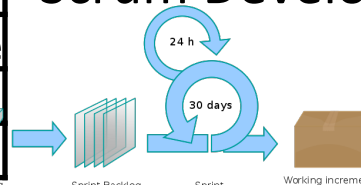
Business Goals	Training Costs	User Productivity
Profit	-10%	40%
Market Share	50%	10%
Resources	20%	10%

Stakeholder Val.	Intuitiveness	Performance
Training Costs	-10%	50 %
User Productivity	10 %	10%
Resources	2 %	5 %

Product Values	GUI Style Rex	Code Optimize
Intuitiveness	-10%	40%
Performance	50%	80 %
Resources	1 %	2 %

Prioritized List
1. Code Optimize
2. Solution 9
3. Solution 7

Scrum Develops



We measure improvements
Learn and Repeat

Value Decision Tables

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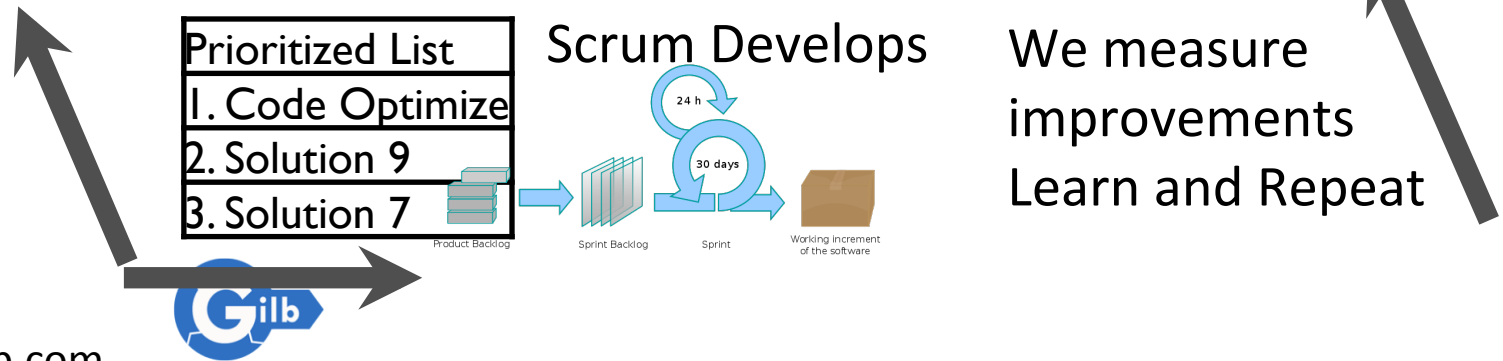


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Profit	-10%	40%
Market Share	50%	10%
Resources	20%	10%

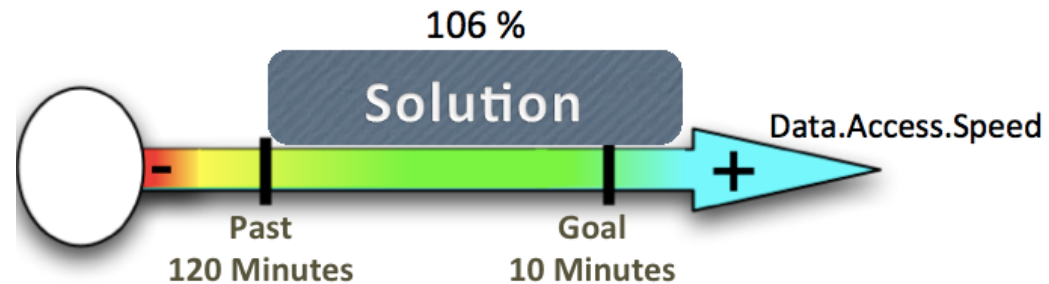
Stakeholder Val.	Intuitiveness	Performance
Training Costs	-10%	50 %
User Productivity	10 %	10%
Resources	2 %	5 %

Product Values	GUI Style Rex	Code Optimize
Intuitiveness	-10%	40%
Performance	50%	80 %
Resources	1 %	2 %



Results: of Impact Estimation

- Basis for development of architecture
- Basis for intelligent discussion of options
- Basis for presentation of ideas and strategies
- Basis for analysis of decision making retrospectives



3. Delivering Success

- Policy
- Principles
- Practices
- Cases
- Results
- Startup Week Project initiation process
- 111111 Decomposition
- Project management
- Value delivery process
- Spreading value by scaling up
- Technical Debt management: Green weeks

Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values

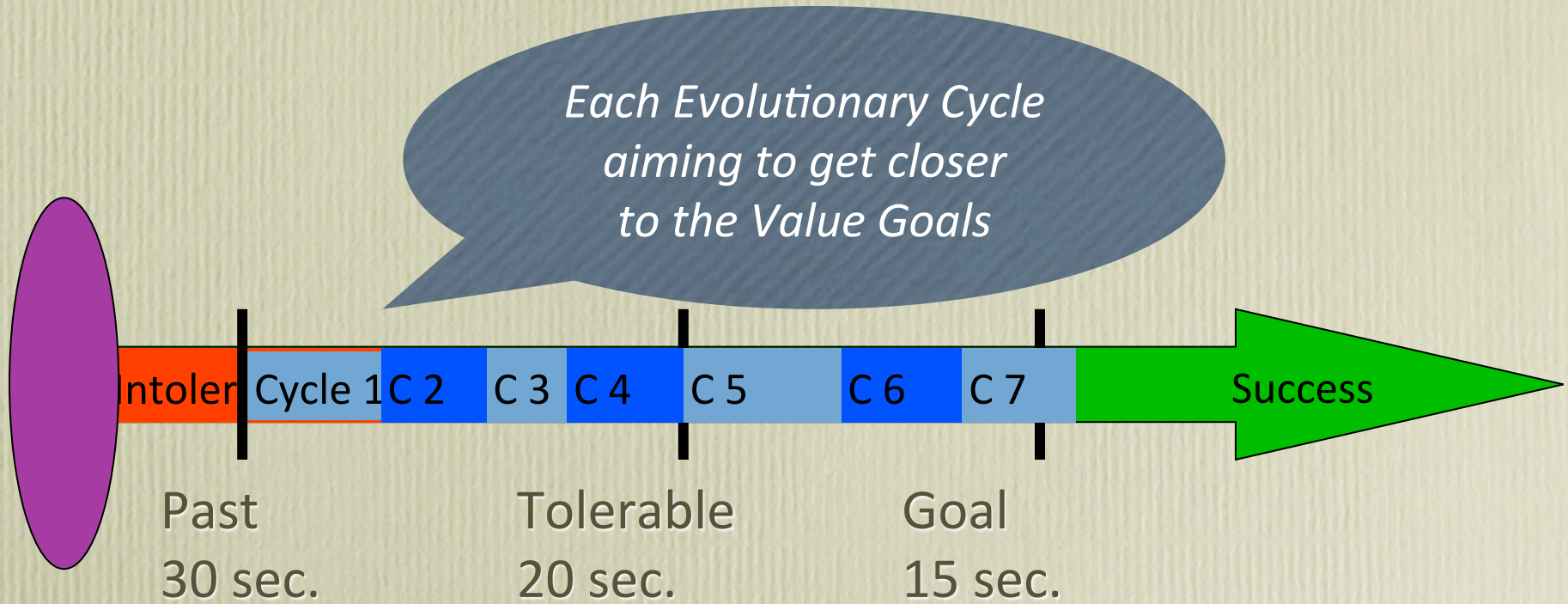


Speed

Scale: seconds to do task



Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values

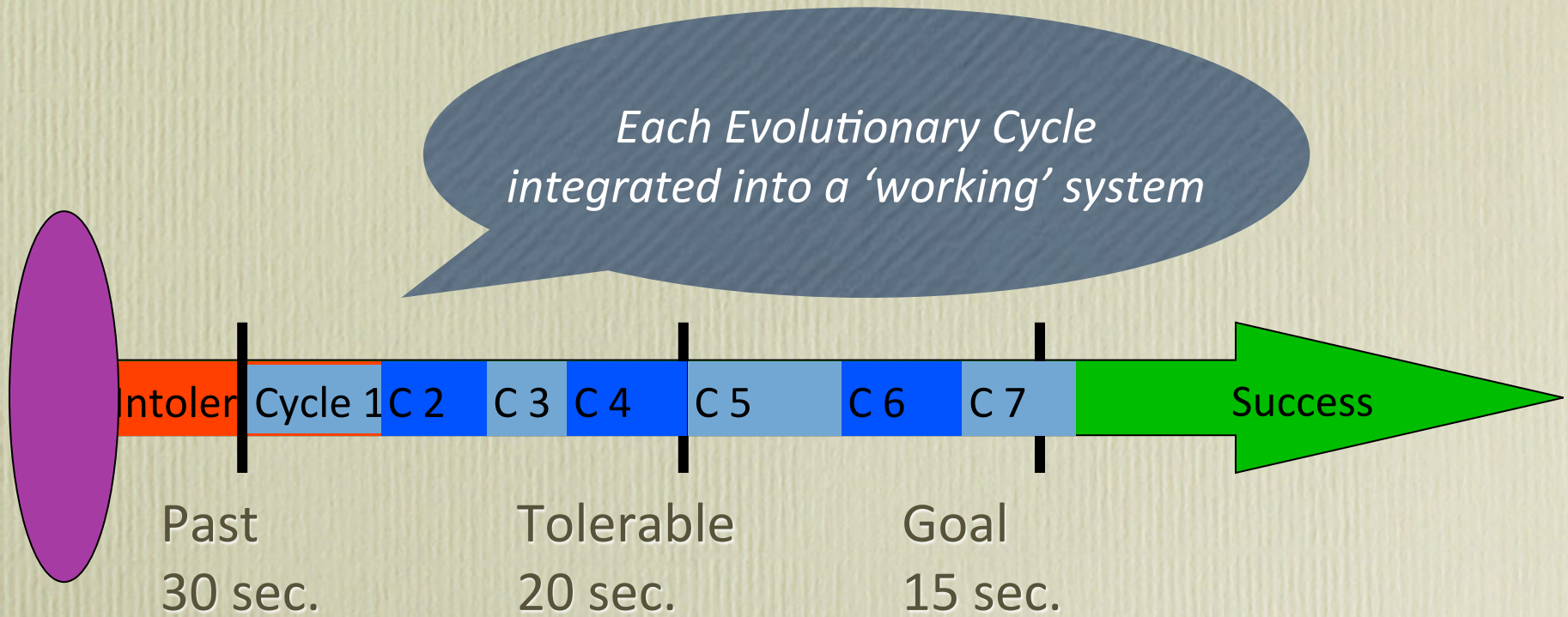


Speed

Scale: seconds to do task



Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values

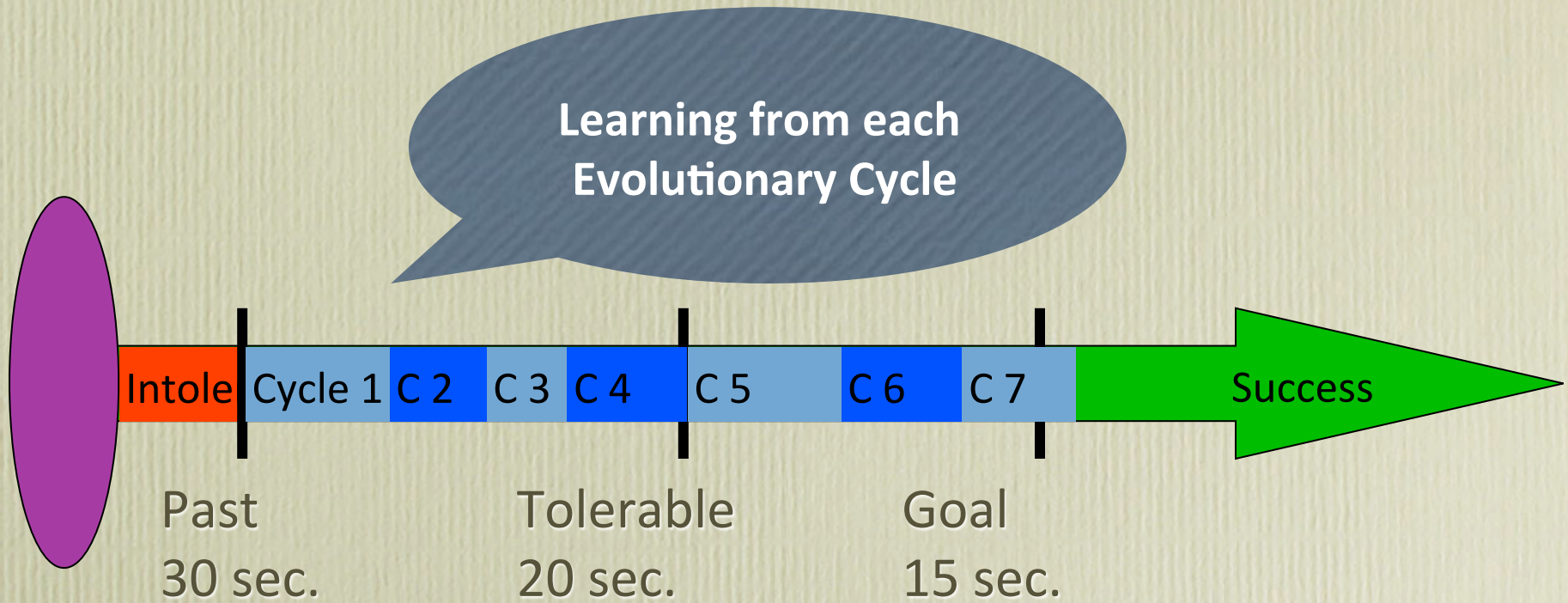


Speed

Scale: seconds to do task



Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values

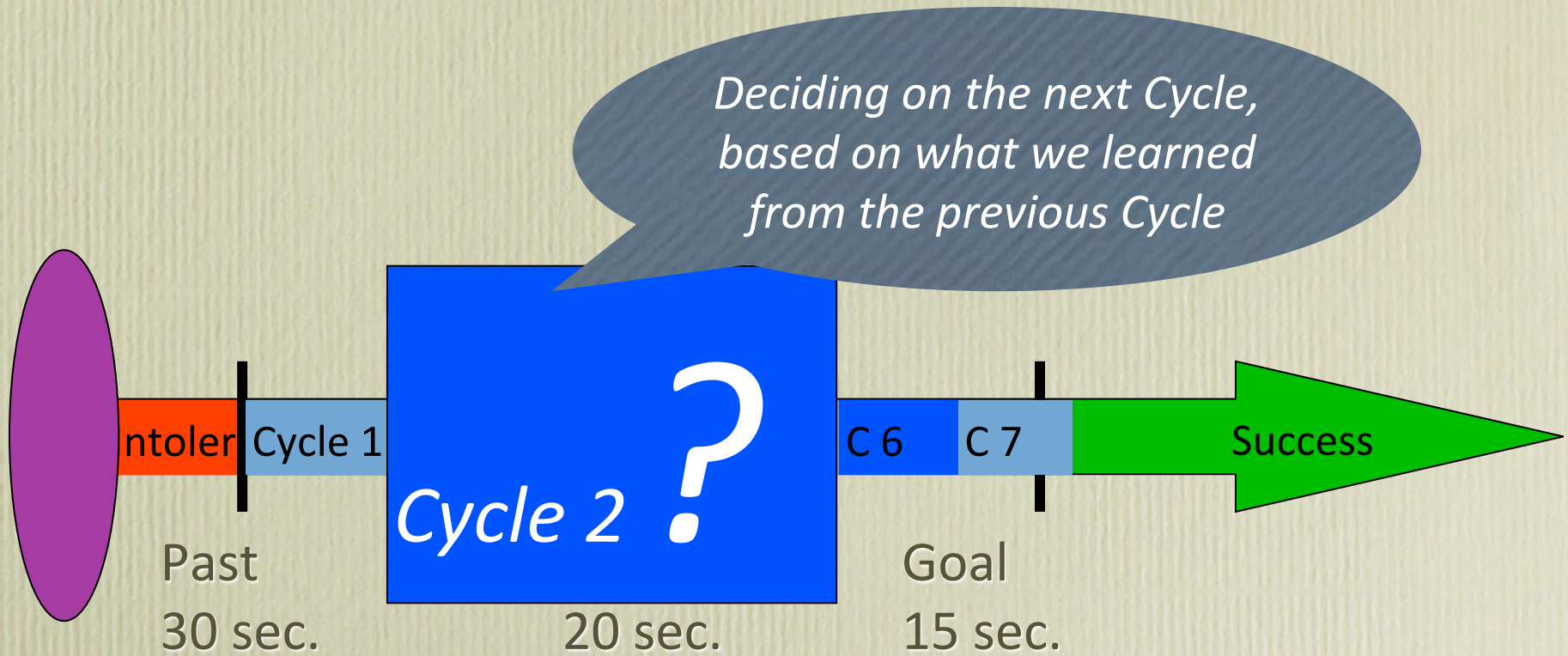


Speed

Scale: seconds to do task



Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values

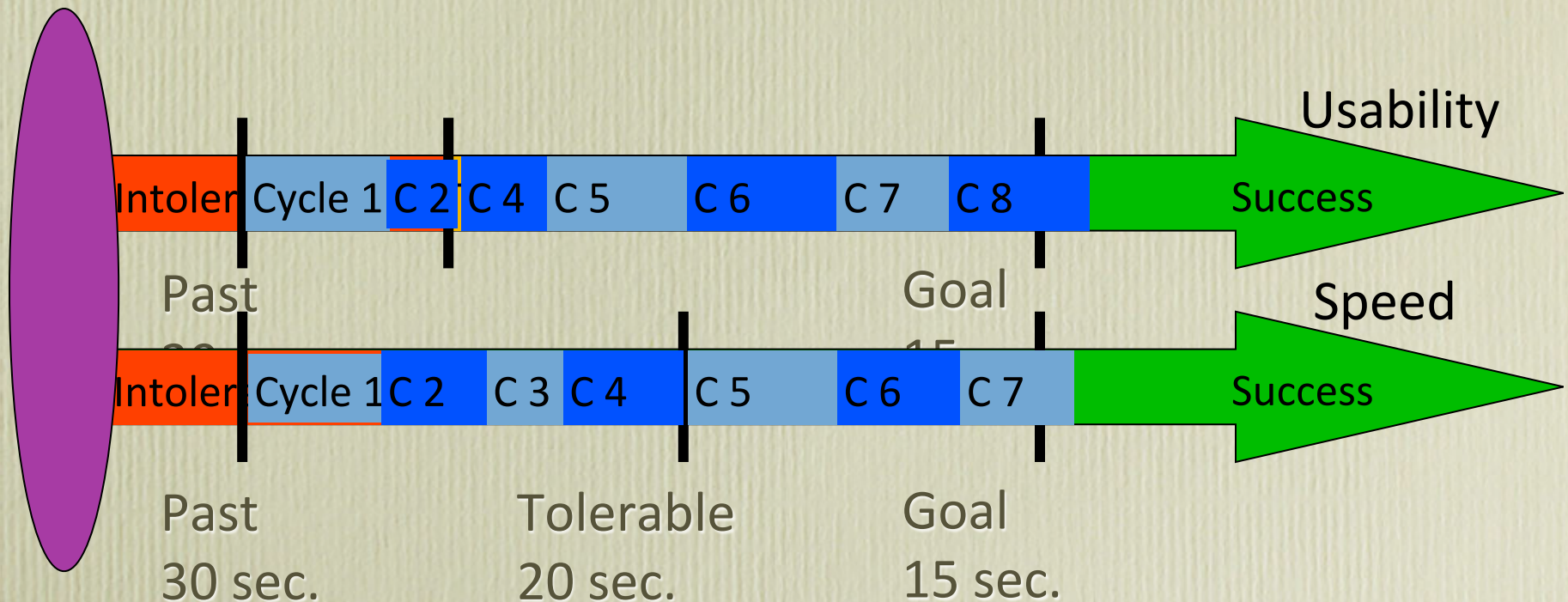


Speed

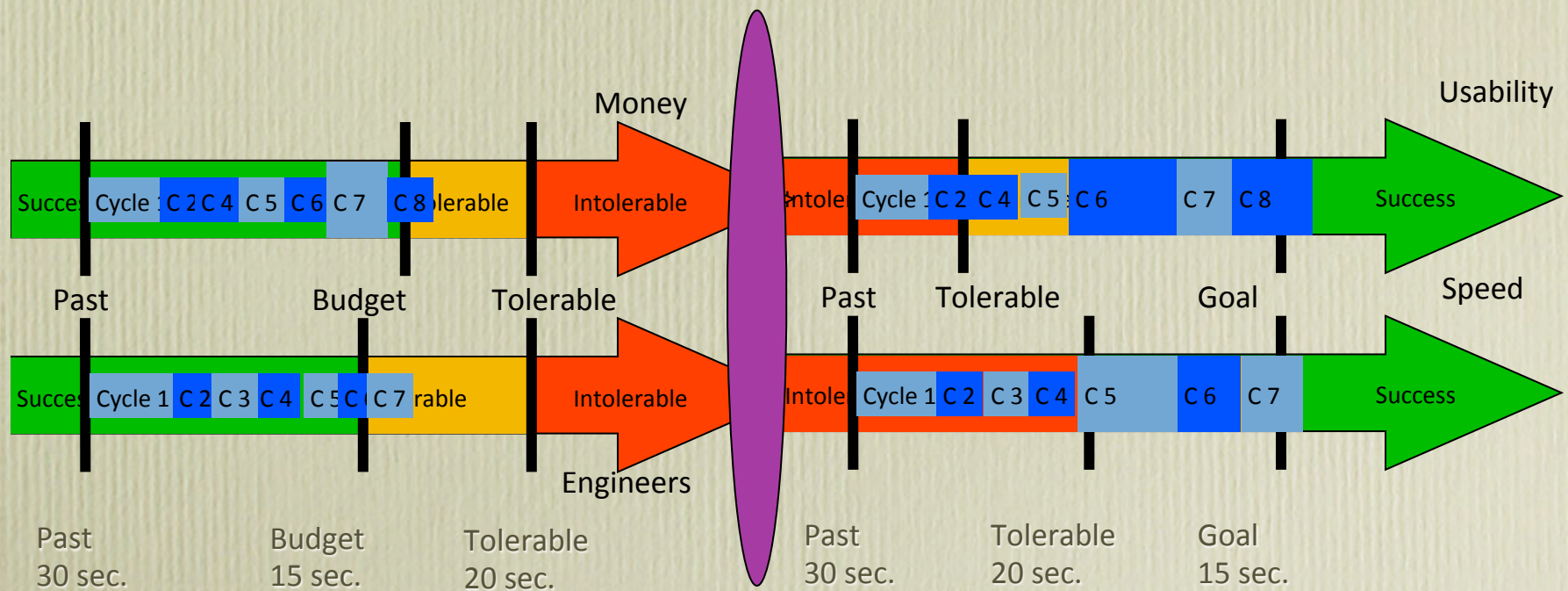
Scale: seconds to do task



Evolutionary Delivery is driven by meeting Stakeholder-Values & Product-Values Simultaneously

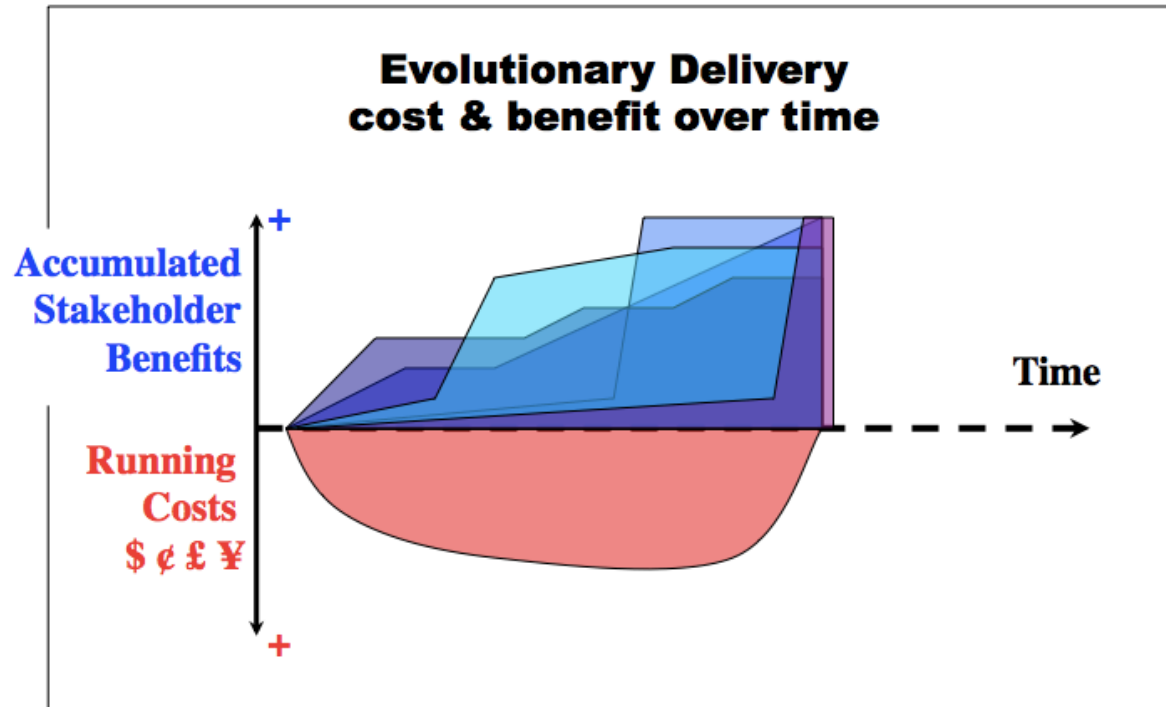


Each Evolutionary Cycle uses a constrained budget of Development Resources



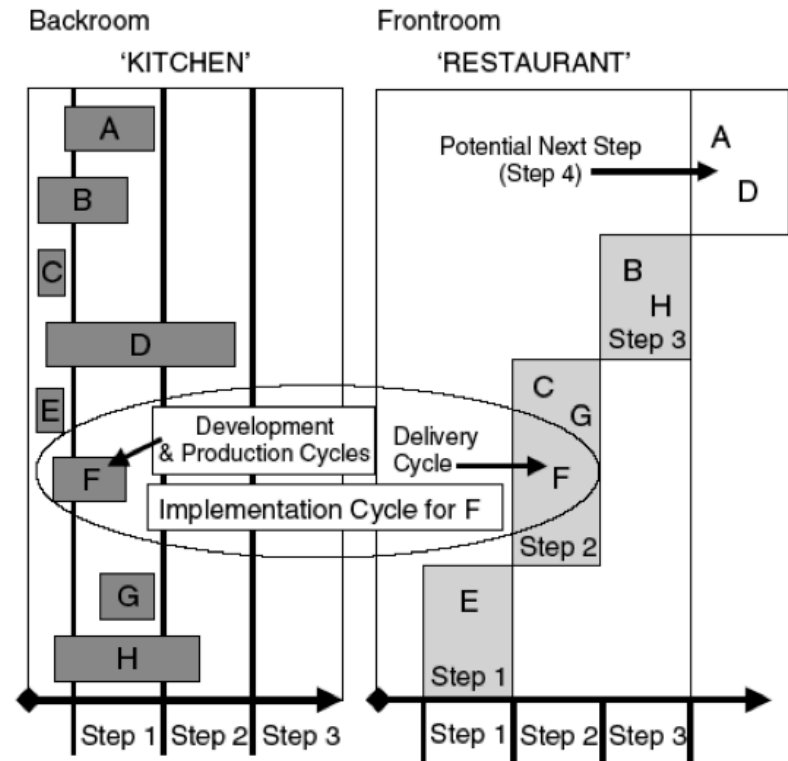
Policy

- We will deliver some value early, frequently, cumulatively, profitably, prioritized, quantitatively, visible to real stakeholders.



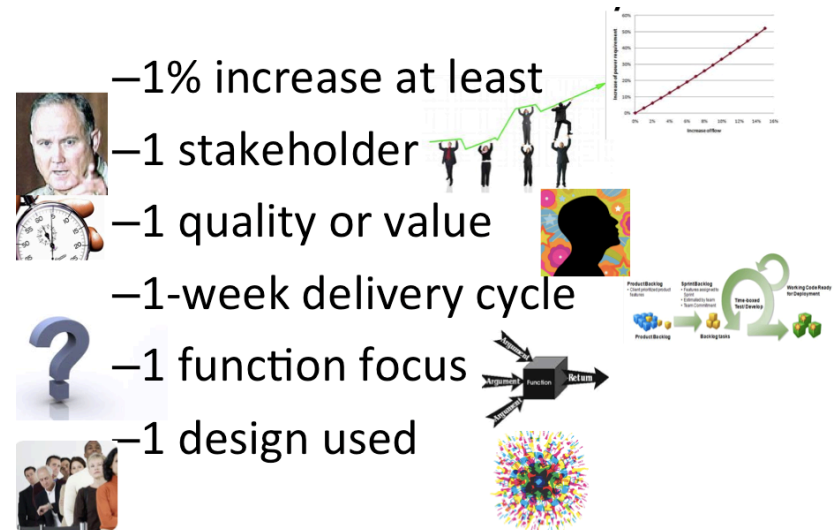
Principles

- Every week will deliver measurable value
- We will not delay value delivery while we build infrastructure (we build it in Backroom)
- We will depart from existing systems: revolution through safe evolution



Practices

- Project Startup week to develop quantified management framework
- 111111 Decomposition to allow flow of value early and frequently
- Value Decision Table to manage overall long-term and short-term picture.
- Weekly value delivery cycles
- Frontroom for value delivery of existing product build
- Backroom for longer structure build processes
- Engineering mentality: quantified, measurable, logical, fact based



–1% increase at least

–1 stakeholder

–1 quality or value

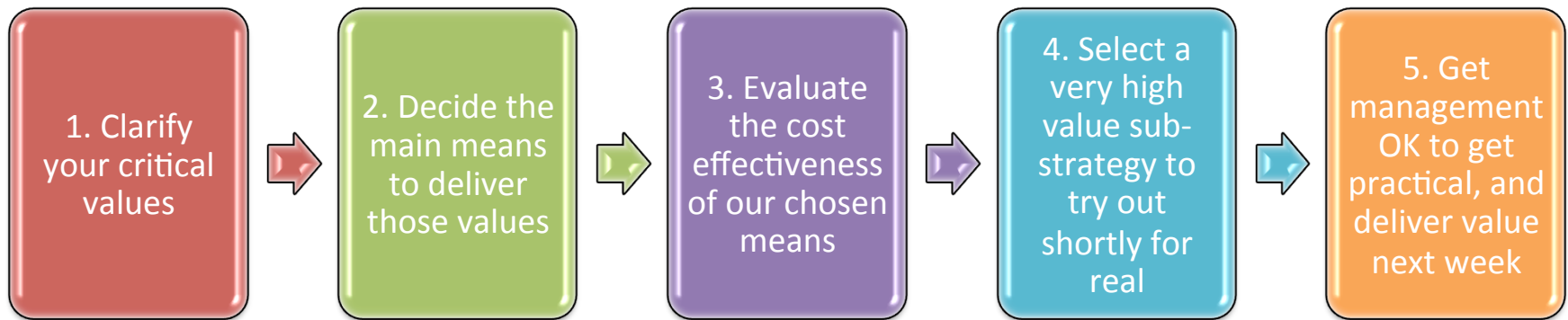
–1-week delivery cycle

–1 function focus

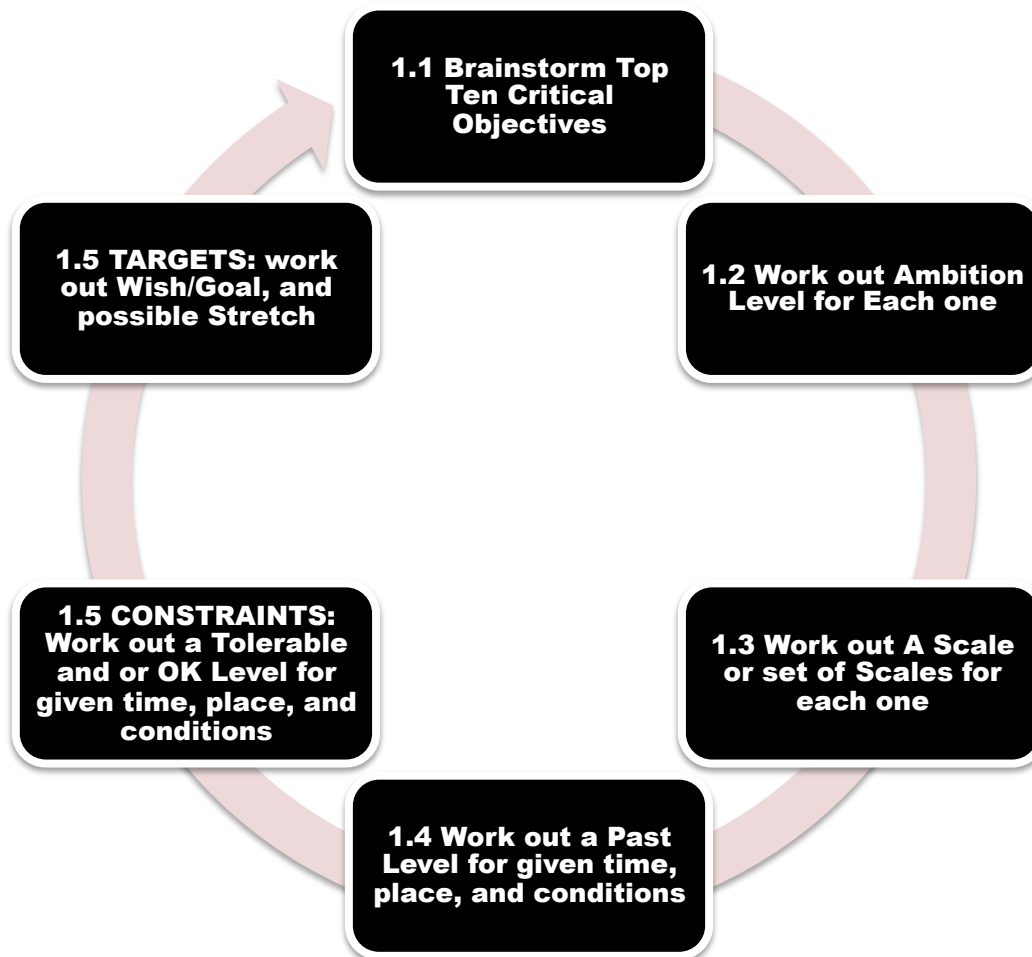
–1 design used

Evo Project Startup Week:

What is behind the process steps?



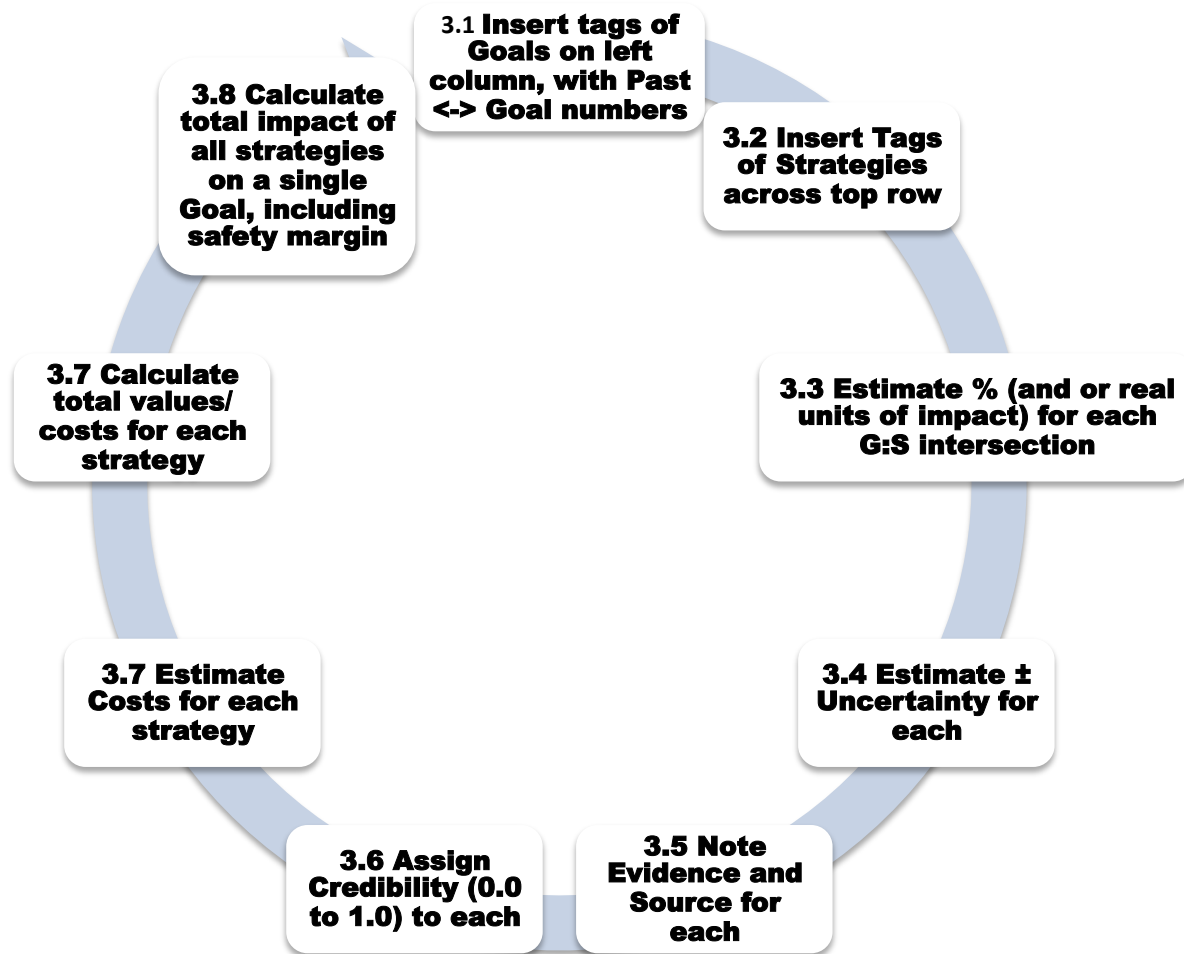
On First Monday: Set this Project's Goals



Tuesday: Identify Most-Effective Strategies



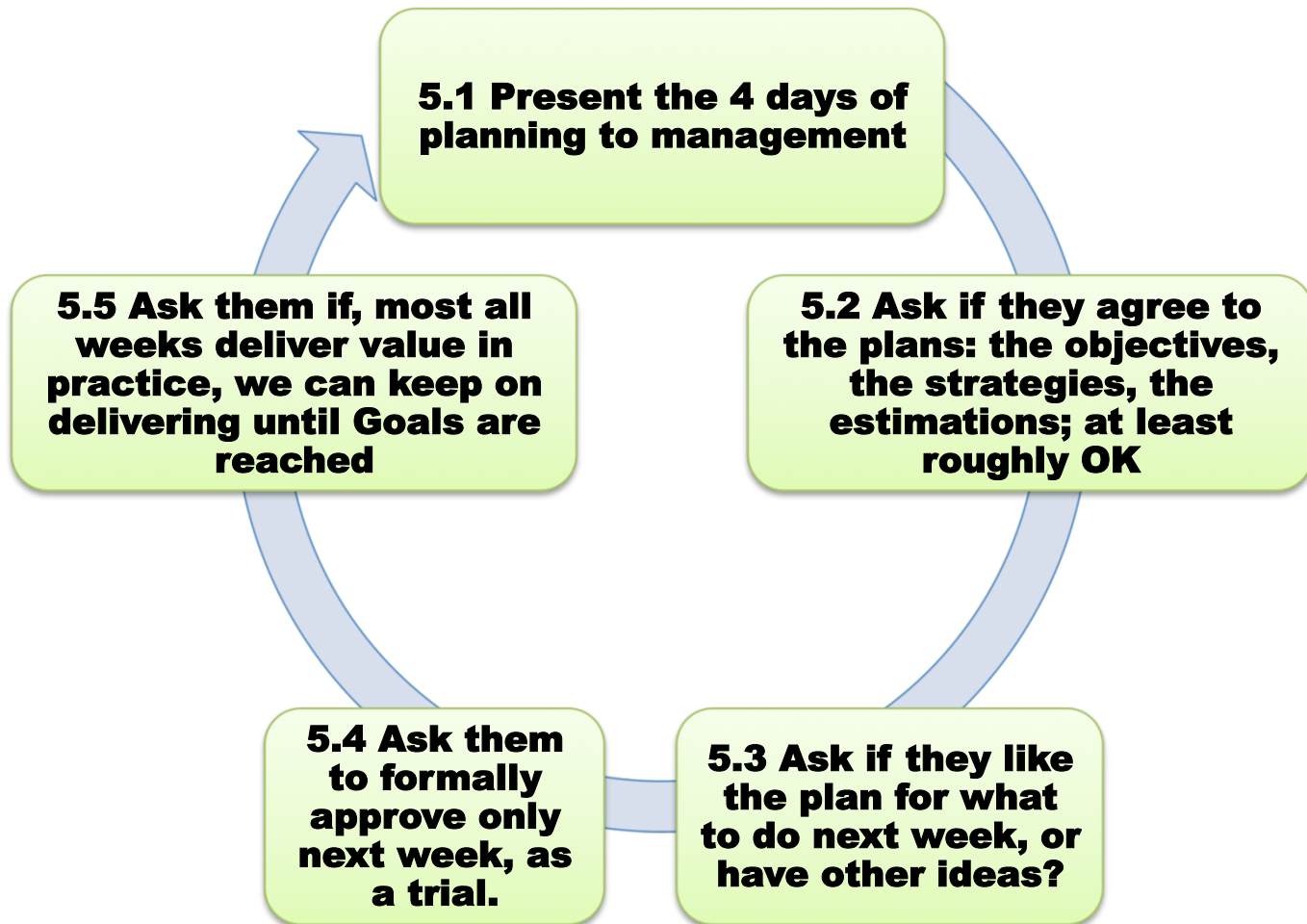
Wednesday: Build Impact Estimation Table



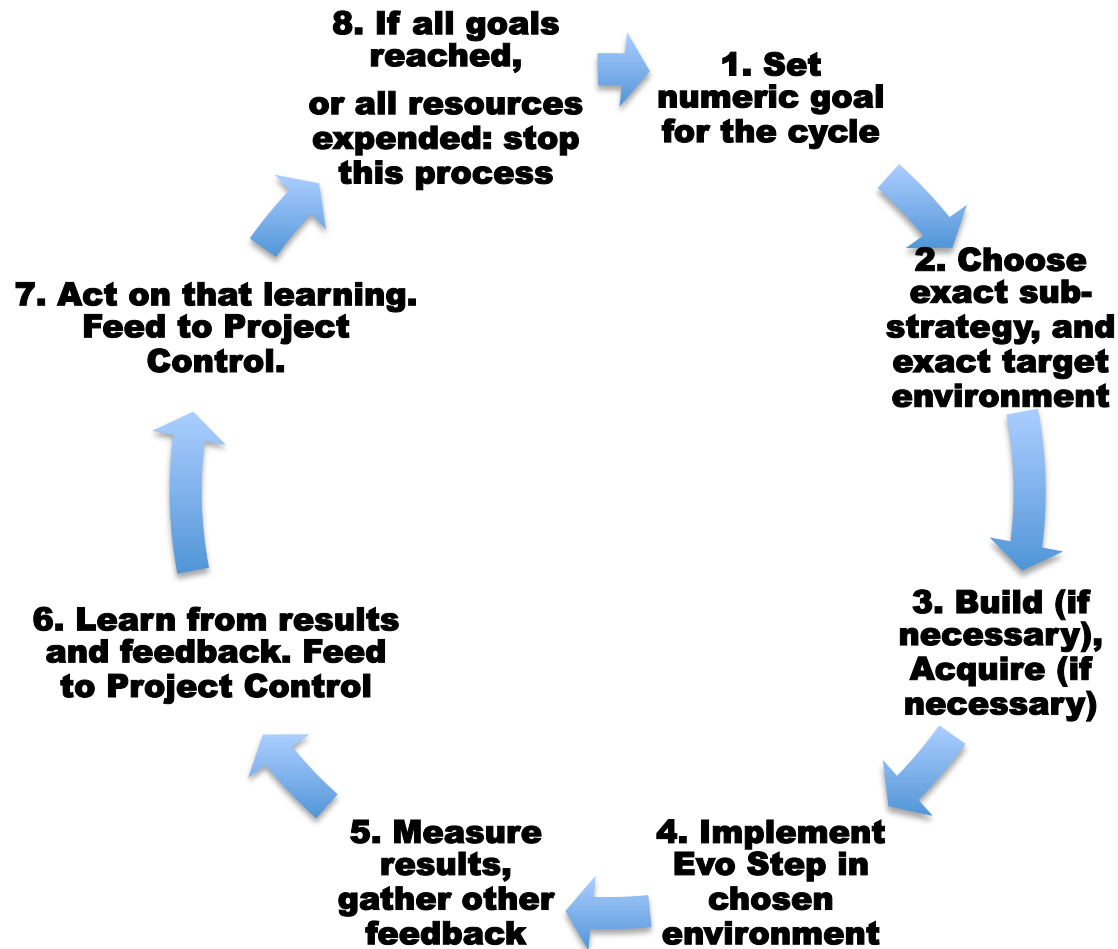
Thursday: Find what we can deliver next week



Friday : Get Management Approval to try to deliver real measurable value next week



Evo Weekly Cycle **after** Startup Week (week 2, 3, 4, ... n)



Cases

- Conformat
– Small scale project management
– Green week
- Smith Citigroup

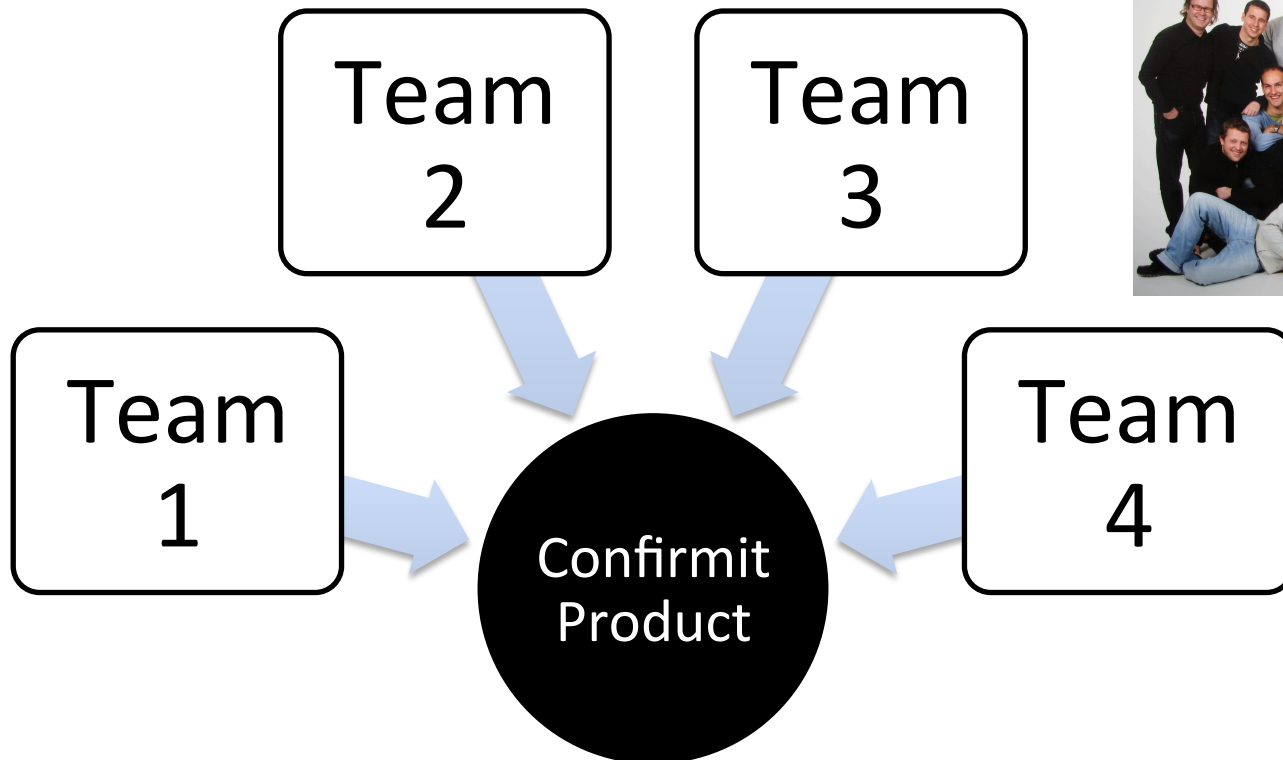
We gave them a 1 day briefing on our Evo method and Planguage

That's all they needed to succeed!

They were Real engineers

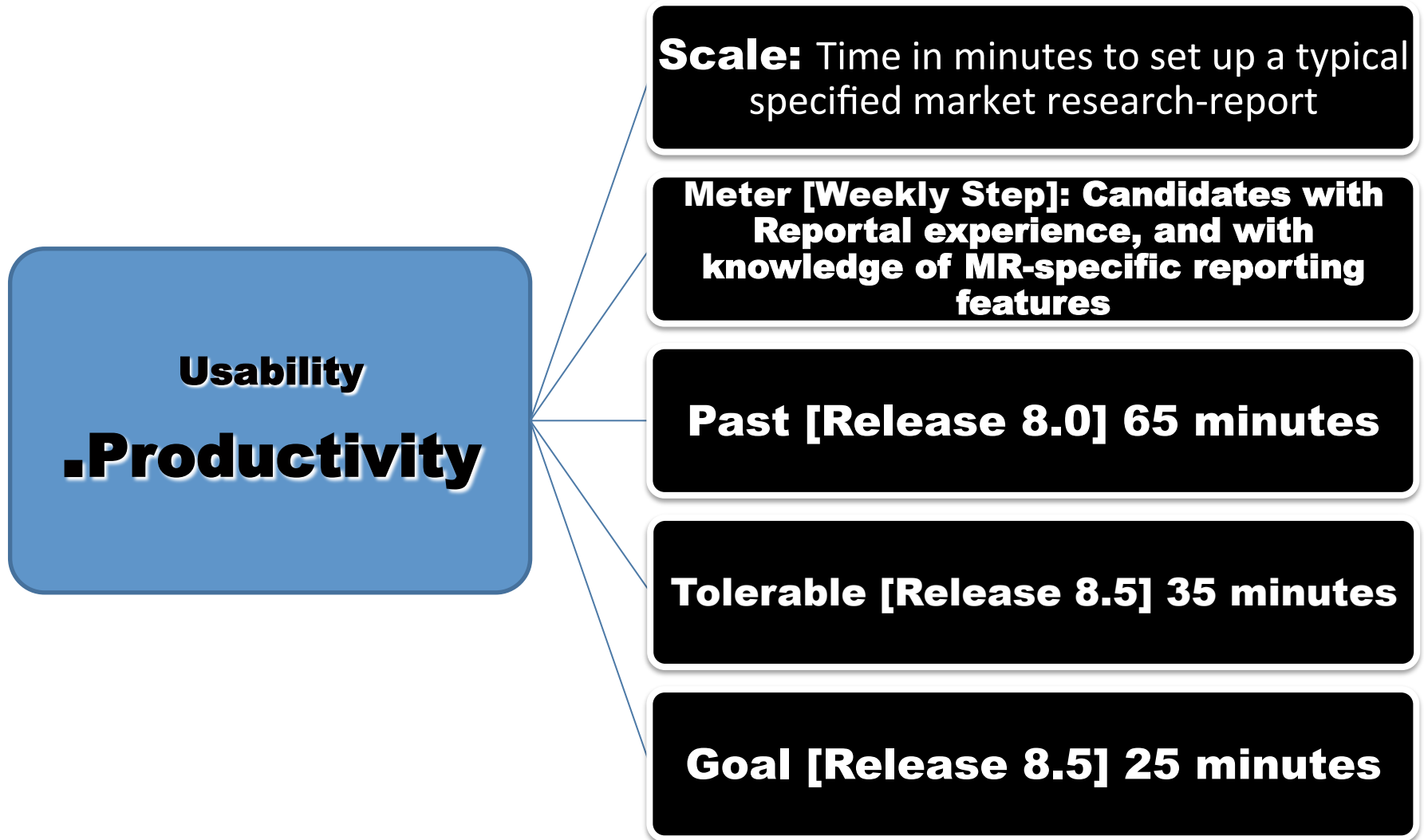


Concurrent Quantified 'Empowered Creativity' *
The Software Engineers can **use** ANY design that they
believe delivers the planned value.
And *keep* what *really* works



* Empowered Creativity: Term coined by Trond Johansen, Confermit, 2003

Each Quality Requirement has this 'Planguage' format: Real Example



Quantified Value Delivery Project Management in a Nutshell

Quantified Value Requirements, Design, Design Value/cost estimation, Measurement of Value Delivery, Incremental Project Progress to Date

	A	B	C	D	E	F	G	BX	BY	BZ	CA
1											
2		Current Status	Improvements		Goals			Step9			
3								Recoding			
4								Planned impact		Actual impact	
5		Units	Units	%	Past	Tolerable	Goal		%		%
6					Usability.Replacability (feature count)						
7		1,00	1,0	50,0	2	1	0				
8					Usability.Speed.NewFeaturesImpact (%)						
9		5,00	5,0	100,0	0	15	5				
10		10,00	10,0	200,0	0	15	5				
11		0,00	0,0	0,0	0	30	10				
12					Usability.Intuitiveness (%)						
13		0,00	0,0	0,0	0	60	80				
14					Usability.Productivity (minutes)						
15		20,00	45,0	112,5	65	35	25	20,00	50,00	38,00	95,00
20					Development resources						
21			101,0	91,8	0		110	4,00	3,64	4,00	3,64

Priority
Next week
Warning
metrics based

Cumulative
weekly
progress
metric



ACTUAL RESULTS IN SECOND 12 WEEKS OF USING THE NEW METHOD

Evo's impact on Conformat 9.0 product qualities

Product quality	Description	Customer value
Intuitiveness	Probability that an inexperienced user can intuitively figure out how to set up a defined Simple Survey correctly.	Probability increased by 175%
Productivity	Time in minutes for a defined advanced user, with full knowledge of 9.0 functionality, to set up a defined advanced survey correctly.	Time reduced by 38%

Product quality	Description	Customer value
Productivity	Time (in minutes) to test a defined survey and identify 4 inserted script errors, starting from when the questionnaire is finished to the time testing is complete and is ready for production. (Defined Survey: Complex survey, 60 questions, comprehensive JScripting.)	Time reduced by 83% and error tracking increased by 25%

MORE ACTUAL RESULTS IN SECOND 12 WEEKS OF USING THE NEW METHOD

Evo's impact on Conformat 9.0 product qualities

Product quality	Description	Customer value
Performance	Max number of panelists that the system can support without exceeding a defined time for the defined task, with all components of the panel system performing acceptable.	Number of panelists increased by 1500%
Scalability	Ability to accomplish a bulk-update of X panelists within a timeframe of Z sec.	Number of panelists increased by 700%
Performance	Number of responses a database can contain if the generation of a defined table should be run in 5 seconds.	Number of responses increased by 1400%

Code quality – "green" week, 2005

"Refactoring by Proactive Design Engineering!"

- In these "green" weeks, some of the deliverables will be less visible for the end users, but more visible for our QA department.
- We manage code quality through an Impact Estimation table. TJ

Current Status		Improvement		Goals			Step 6 (week 14)		Step 7 (week 15)
	Units			Past	Tolerable	Goal	Estimated Impact	Actual Impact	Estimated Impact / Actual
	100,0	100,0	0	80	100				100
Speed									
	100,0	100,0	0	80	100		100	100	
Maintainability.Doc.Code									
	100,0	100,0	0	80	100		100	100	
InterviewerConsole									
NUnitTests									
	0,0	0,0	0	90	100				
PeerTests									
	100,0	100,0	0	90	100				100
FxCop									
	0,0	10,0	10	0	0				
TestDirectorTests									
	100,0	100,0	0	90	100				100
Robustness.Correctness									
	2,0	2,0	0	1	2		2	2	
Robustness.BoundaryConditions									
	0,0	0,0	0	8					
Speed									
	0,0	0,0	0	8					
ResourceUsage.CPU									
	100,0	0,0	100	8					
Maintainability.Doc.Code									
	100,0	100,0	0	8					
SynchronizationStatus									
NUnitTests									

POT-SHOTS — Brilliant Thoughts in 17 words or less



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www.ashleighbrilliant.com

Speed

Maintainability

Nunit Tests

PeerTests

TestDirectorTests

Robustness.Correctness

Robustness.Boundary
Conditions

ResourceUsage.CPU

Maintainability.DocCode

SynchronizationStatus

The Monthly 'Green Week'

User Week 1

Select a Goal

Brainstorm Designs

Estimate Design Impact/
Cost

Pick best design

Implement design

Test design

Update Progress to Goal

User Week 2

Select a Goal

Brainstorm Designs

Estimate Design Impact/
Cost

Pick best design

Implement design

Test design

Update Progress to Goal

User Week 3

Select a Goal

Brainstorm Designs

Estimate Design Impact/
Cost

Pick best design

Implement design

Test design

Update Progress to Goal

Developer Week 4

Select a Goal

Brainstorm Designs

Estimate Design Impact/
Cost

Pick best design

Implement design

Test design

Update Progress to Goal



<http://www.gilb.com/dl575> = Paper



20 Sept, 2011 Report on Gilb Evo method (Richard Smith, Citigroup)



- <http://rsbatechnology.co.uk/blog:8>
- Back in 2004, I was employed by a large investment bank in their FX e-commerce IT department as a business analyst.
- The wider IT organisation used a complex waterfall-based project methodology that required use of an intranet application to manage and report progress.
- However, it's main failings were that it almost **totally missed the ability to track delivery of actual value improvements to a project's stakeholders**, and **the ability to react to changes in requirements and priority for the project's duration**.
- The toolset generated lots of charts and stats that provided **the illusion of risk control**, but actually provided very little help to the analysts, developers and testers actually doing the work at the coal face.
- The proof is in the pudding;
 - I have **used Evo** (albeit in disguise sometimes) on two large, high-risk projects in front-office investment banking businesses, and several smaller tasks.
 - On the largest critical project, the original business functions & performance objective **requirements document, which included no design, essentially remained unchanged** over the 14 months the project took to deliver,
 - but **the detailed designs** (of the GUI, business logic, performance characteristics) **changed many many times**, guided by lessons learnt and **feedback** gained by delivering a succession of early deliveries to real users.
 - In the end, the new system responsible for 10s of USD billions of notional risk, **successfully went live over one weekend for 800 users worldwide**, and **was seen as a big success by the sponsoring stakeholders**.

“ I attended a 3-day course with you and Kai whilst at Citigroup in 2006”

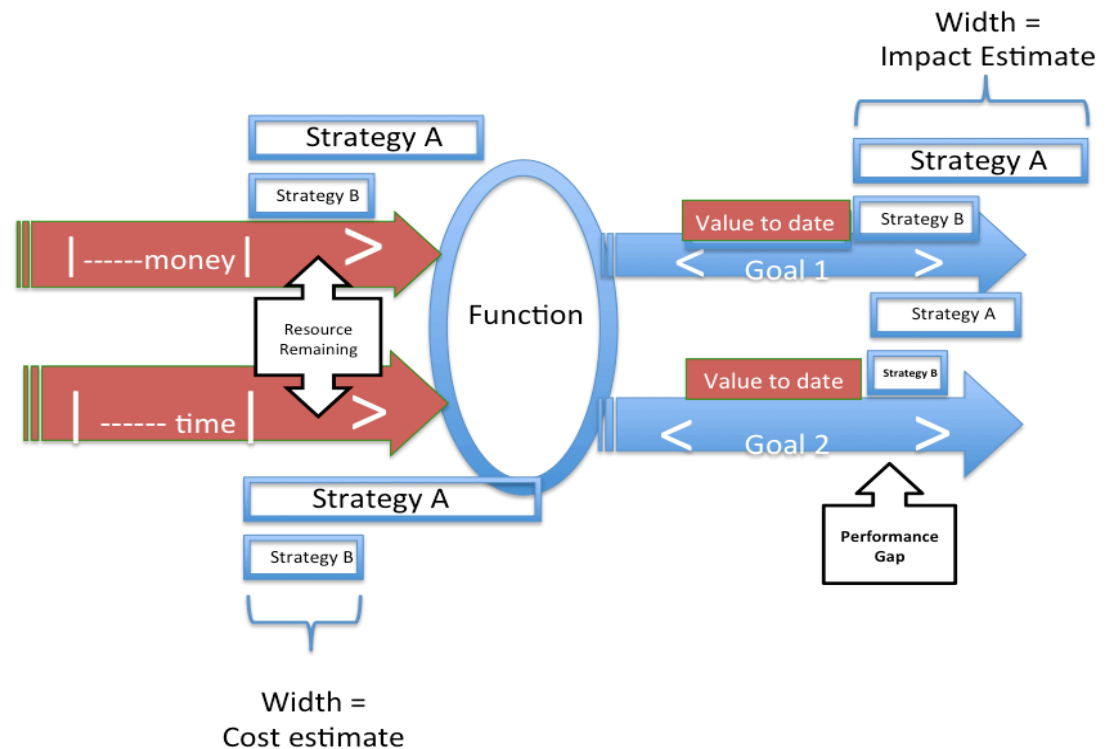
Results of Evo

- Immediate flow of measurable valued results
- Projects can self-manage and correct, towards long term objectives
- Low, and 'managed' technical debt



Summarizing Success

- Clear Critical Goals
- Clear knowledge about strategies
- Deliver Value to Stakeholders
 - Early, frequently, continuously



The Training Courses, January

<http://anmeldung.novatec-gmbh.de>

January 2015 Stuttgart Area

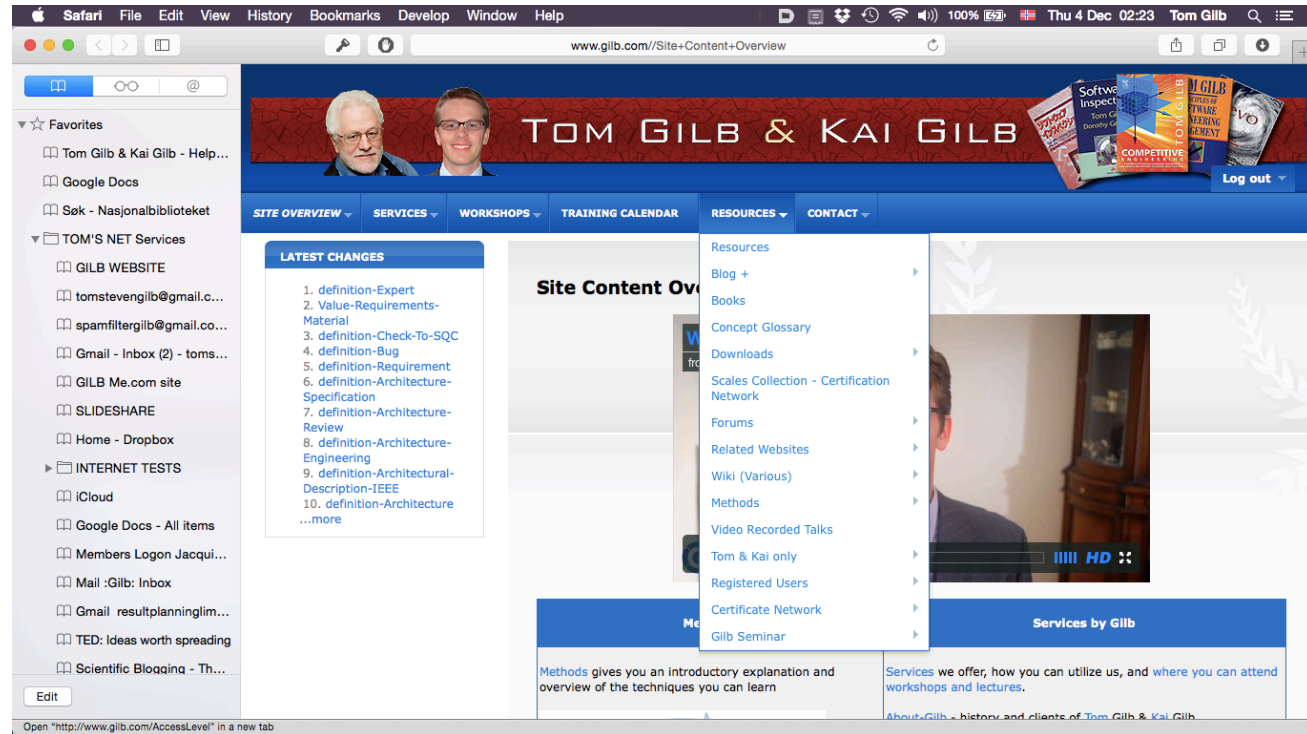
2 x 2 days courses on Requirements and design

- How we learn
 - Lectures
 - Questions and answers
 - Exercises
 - Solve your own selected real problems
 - Small group work
 - Access to extensive literature
 - Practice back at work
 - Access to teachers after the course
- What we learn
 - To clarify
 - To question intelligently
 - To quantify critical objective
 - To estimate power of strategies
 - To evaluate complex systems
 - To communicate better
 - To present technology better
 - To learn new methods



Resources

- Books
- Papers
- Training
- Coaching
- Cases
- Consultancy



Examples of Workshop Meeting Topics

This afternoon

- Show us how to quantify the following critical objective for our project
- Show us how to decompose a large system into small incremental deliverables
- Show us how to quantify the quality values of a strategy/design/architecture
- What is the limitation with Scrum?
- How can we get started delivering value?

Thank You!

- And welcome to get 'serious' training in January!
- <http://anmeldung.novatec-gmbh.de>
- January 2015 Stuttgart Area
- 2 x 2 days courses on Requirements and design

