

Agile Value-Driven Project Management

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by
Tom Gilb
Author of *Competitive Engineering*



Unicom Conference Dinner Lecture 12th
February 2008

At Conference 12-13th February 2008
Agile Approaches for Delivering Business
Value

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Slide 1

Value Driven Planning: 10 Value Principles

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Slide 2

- **Value Driven Planning focuses on**
 - the primary values of key stakeholders.
- **The technology used, and the project processes used are subordinate.**
- **The critical values are quantified and trackable.**
- **There is an assumption of**
 - step by step achievement,
 - of learning at each step
 - and consequent action to resolve problems of value achievement.

1. Critical Stakeholders determine the values
2. Values can and must be quantified
3. Values are supported by Value Architecture
4. Value levels are determined by timing, architecture effect, and resources
5. Value levels can differ for different scopes (where, who)
6. Value can be delivered early
7. Value can be locked in incrementally
8. New Values can be discovered (external news, experience)
9. Values can be evaluated as a function of architecture (Impact Estimation)
10. Value delivery will attract resources.

Principles:

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1. Critical Stakeholders determine the values

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Critical: “having a decisive or crucial importance in the success or failure of something” <-Dictionary

The primary and prioritized values we need to deliver are determined by analysis of the needs and values of stakeholders who can determine whether we succeed or fail.

We cannot afford to satisfy *other* levels, at other times and places, yet.

Because that might undermine our ability to satisfy the critical stakeholders - and consequently threaten our project success.

- 2. 'Values' can and must be **quantified** 7

- Values can, if you want, be expressed numerically.

- With a defined scale of measure
 - with a deliverable level of performance
 - and with qualifier info [Where, When, If]

- Quantification is useful:

- to clarify your own thoughts
 - to get real agreement to one clear idea
 - to allow for varied targets and constraints
 - to allow direct comparison with benchmarks
 - to put in Request for bids, bids and contracts
 - to manage projects evolutionarily : to track progress
 - as a basis for measurement and testing
 - to enable research on methods

- 3. Values are supported by Value Architecture 8

- Value Architecture: defined as:

- anything you *implement* with a view to satisfying stakeholder values.

- Value Architecture:

- includes product/system objectives
 - Which are a 'design' for satisfying stakeholder values
 - has a multitude of performance and cost impacts
 - can impact a given system differently, depending on what is *already* in the system, or what gets put in *later*
 - needs to try to 'be efficient'
 - maximize value delivered,
 - for resources used.

- 4. Value levels are determined by timing, architecture effect, and resources 9

- **Value levels:** defined as:
 - the degree of satisfaction of values.

- **Value levels:**
 - depends on *when* you observe the level
 - The environment, the people, other system performance characteristics (security, speed, usability)
 - depends on the current incremental power of particular value architecture components
 - depends on resources available both in development and operation

- 5. Value levels can differ for different scopes 10
(where, who)

- The level of value needed, and the level of value delivered - for a single attribute dimension (like Ease of Use) can vary for:
 - different stakeholders
 - at different times
 - (peak, holiday, slack, emergency, early implementation)
 - for different 'locations'
 - countries, companies, industries
- There is nothing simple like 'one level for all'

- 6. Value can be delivered early

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- You do not have to wait until 'the project is done' to deliver useful stakeholder value satisfaction.
- You can intentionally target the highest priority stakeholders, and their highest priority value area, and levels.
 - You can deliver *them* early and continuously
- You can learn what is *possible*
 - And what stakeholders *really* value.
 - Discover new value ideas
 - Discover new stakeholders
 - Discover new levels of satisfaction

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Slide 11

- 7. Value can be locked in incrementally

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- You can increment the value satisfaction towards longer term Goal levels
- You can spread the value deliveries that are proven in some places, more widely in the next increments.

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Slide 12

- 8. New Values can be discovered (external news, experience)

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- Expect and try to discover entirely new stakeholder values.
- These will of course emerge after you start delivering some satisfaction, because:
 - Stakeholders will get confidence and insight that you can really help them with their value needs
 - Things change in the stakeholder environment

- 9. Values can be evaluated as a function of architecture (Impact Estimation)

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- It is possible to get an overview of the totality of impacts that your architecture (all designs and strategies) is expected to have on all your defined stakeholder needs.
- Use an Impact Estimation table
 - and you will be able to spot opportunities for high value and low cost early deliveries by analyzing the numbers on the table

10. Value delivery will attract resources.

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- If you are really good at delivering value
 - You can expect to attract even more funding
 - Money seeks best interest rates

Evo
A Practical Project
Management method



Requirements

Design IET

Evolutionary Project
Management

Some Literature



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Overview Simplified Evo Process

- Identify Stakeholders
- Specify Stakeholder Value and Product Quality Requirements
- Find, Evaluate & Prioritize Solutions to satisfy Requirements.
- Break the Solutions down into 'weekly' evolutionary delivery cycles.
- Develop the next cycle, Deliver, Measure, Learn, Change.

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Requirements

Identify Stakeholders

Specify
Stakeholder Value and
Product Quality
Requirements



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Requirements What I will tell you!

- There is a Requirement problem in the industry.
- Product Quality Requirements are critical.
- How to Quantify Product Qualities.
- Examples.

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Requirement problems in the industry

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Current Industry Requirements Culture

- Fixed on the non-competitive Functional Requirements.
- Little knowledge on how to specify the critical product quality requirements.
- Mixes Design/Solution into the requirements without feeling any shame.
- Some projects write hundreds of pages of requirements (actually design) thinking they need a tool to solve their requirement problems.
 - *You can learn how to write the Real Key Requirements on one page!*



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Project Failures

- **about 50%** of all software projects are classified as **total failures** (US Dept of Defense, Standish Group Chaos Report, UK Royal Academy, BCS UK)
- about another **40%** are **partial failures**
 - late, over budget, bad quality
- **3% to 13%** meet initial **expectations**

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Critical Types of Requirements



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What makes you choose one car
over another?

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How to Quantify Product Qualities

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Principles for specifying Any Requirement

- Stakeholder Focus
- Clear and unambiguous as to meaning, intent, use, to any intended reader.
- No Unintentional Solutions (Designs)

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The secret trick needed to **clearly**
specify variable requirements is to:



•(Variable requirements = Product Qualities + Performance + Stakeholder Values + Development Resources)

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The secret trick needed to **clearly**
specify variable requirements is to:

Quantify



•(Variable requirements = Product Qualities + Performance + Stakeholder Values + Development Resources)

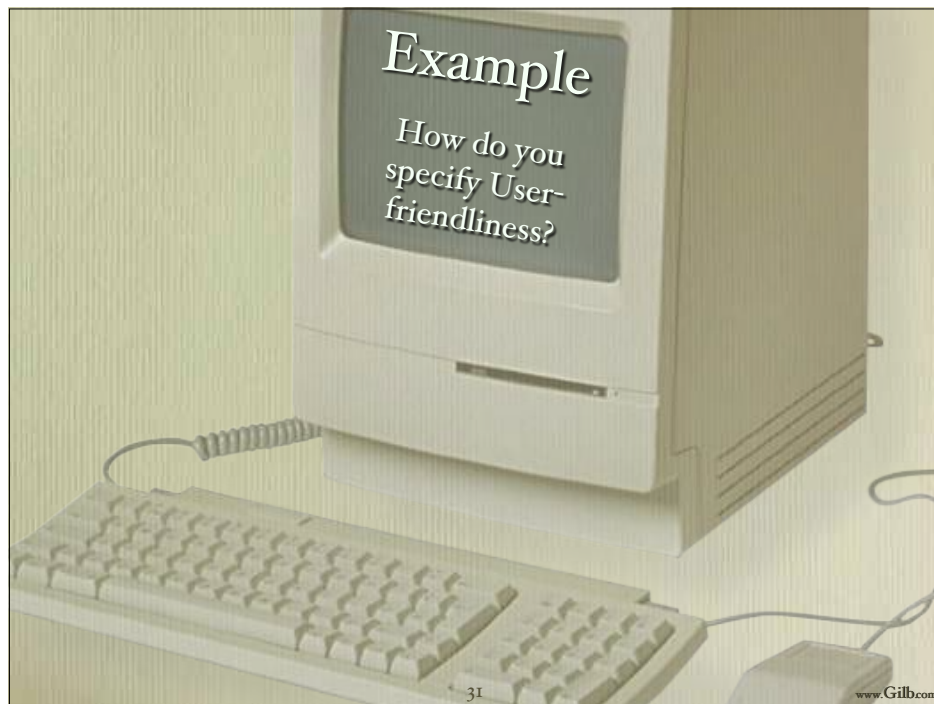
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Quantify

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- User Friendliness.Learn

- Stakeholders: Users, Managers of Users, Application Teachers.

- Scale: **average time to learn, how to do, 10 defined tasks.**

- Past [Nov. 2006] **180 min.**

- Goal [Dec. 2008] **30 min.**



Scale: average time to learn, how to do, 10 defined tasks.

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Example of Re-writing Requirements

•so they become

- Clear
- Quantified
- and Useful



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- Data Availability
- All required data should be available for query and reporting via Business Objects – Trader will specify data objects required.
- At any time, users of Business Objects should have access to trades with a Trade Date within the current year and the previous 2 years up to 01/01/(current year-2).
- It should be possible for Trader to query on trades with Trade Dates earlier than 01/01/(current year-2) with 1 day's notice.

**Can you find any
'hidden'
Design
in the requirement
specification?**

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What do we do with the Design idea?

Business Objects

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We can move it to the Design specification!

(where it belongs;-)

- Design Ideas (Means)

- Business Objects:** A data query and reporting application (*to be confirmed*) that will be implemented to facilitate the query of CMIS data and the development of MIS reports.

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- Data Availability

- All required data should be available for query and reporting
- At any time, users should have access to trades with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2).
- It should be possible for Trader to query on trades with Trade Dates earlier than 01/01/(current year -2) with 1 day's notice.

Data.Access.Speed

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

Goal [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **10 Minutes**

<- Sarah

Goal [Trade Dates earlier than 01/01/(current year -2)] **1 day** *<- Trader*

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- Data.Access.Speed

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

Goal [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **10 Minutes** *<- Sarah*

Goal [Trade Dates earlier than 01/01/(current year -2)] **1 day** *<- Trader*

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•Data.Access.Speed

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

•**Goal** [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **10 Minutes** <- Sarah

•**Goal** [Trade Dates earlier than 01/01/(current year -2)] **1 day** <- Trader

Administration.

Type: Stakeholder Value

Version: 22. Nov. 2006

Owner: Kai Gilb

Stakeholders: Traders

Past [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **120 Minutes** <- Market research report 06

Past [Trade Dates earlier than 01/01/(current year -2)] **3 days** <- Market research report 06

Past [Trade Dates earlier than 01/01/(current year -2)] **3 days** <- Market research report 06

•Data.Access.Speed

•Administration.

•*Type: Stakeholder Value*

•*Version: 22. Nov. 2008*

•*Owner: Kai Gilb*

•*Stakeholders: Traders*

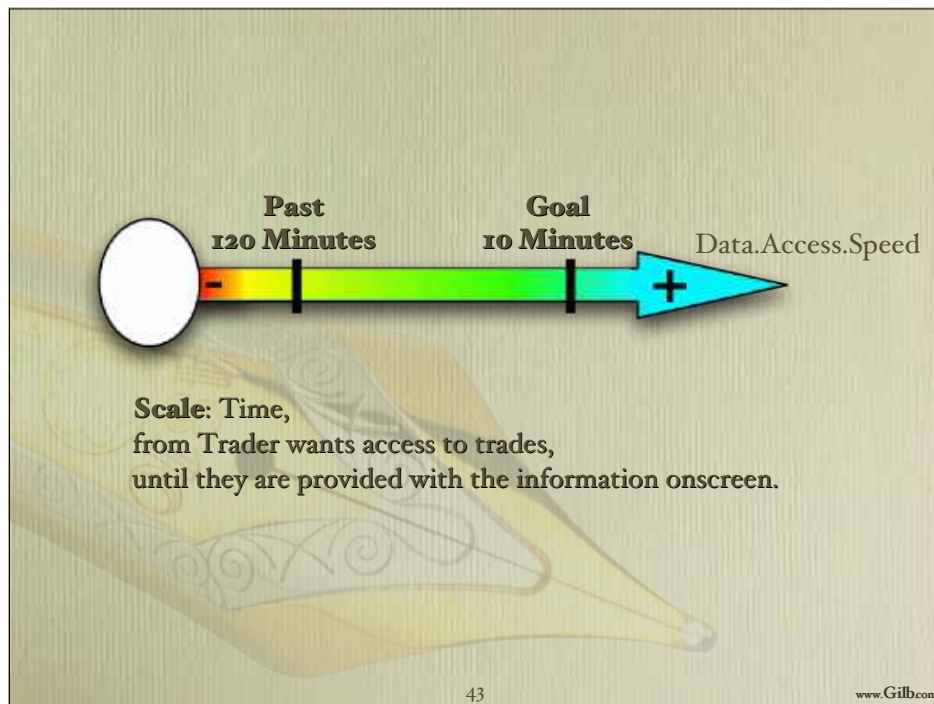
•**Scale:** Time, from Trader wants access to trades, until they are provided with the information onscreen.

•**Past** [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **120 Minutes** <- Market research report 06

•**Goal** [MIS, with a Trade Date within the current year and the previous 2 years up to 01/01/(current year -2)] **10 Minutes** <- Sarah

•**Past** [Trade Dates earlier than 01/01/(current year -2)] **3 days** <- Market research report 06

•**Goal** [Trade Dates earlier than 01/01/(current year -2)] **1 day** <- Trader



More Real Examples

Draft ASML specification

•Maintenance

- Administration:
- Version: 14:10, 23. Nov 06
- Owner: Jack V.
- Type: Quality
- Stakeholders: Customers, Customer Support.



•Scale: Mean Time to Repair

- **from:** a fault exists in the system.
- **to:** fault is fixed, and the system back is in operation.

•**Past** [Product A, Fault = Can be fixed by Calibration] **3 hours ???** <- Linda W. guess

•**Goal** [Product X, Stakeholder: System Engineering, 2006, Fault = Can be fixed by Calibration] **16 hour** <- SSE Overlay NEE Doc ID: 983/05, OMWT.02

•**Goal** [Product X, Stakeholder: Production Engineering, 2006, Fault = Can be fixed by Calibration] = **Past** <- Production Engineering, LESSD, <Doc ID:??, Name tag.>

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•Version: v 1.2, Owner: Charles W.

•Type: Stakeholder Value

•Drill Accurately:

•Stakeholders: Oil Company, WG, Operators-Interperators.

•**Scale: number of Drilling-Surprises per 100 Drills for defined [Well-Type] at defined [Fields].**

•Meter: [at final delivery, Well-Type=Deviated] Oil company measures

•Meter: [during development] ask drillers.

•**Past** [Well-Type=Deviated, Fields = existing oil fields, 2006] <50±50 <- 1. Class

•**Past** [Well-Type=Vertical, 2006] 20 <-Source: 1. Class

•Record [] <-Source:

•Trend [] <-Source:

•**Tolerable** [Well-Type=Deviated, Fields = existing oil fields, 2007] =**Past** <- 1. Class

•**Goal** [Well-Type=Deviated, Fields = existing oil fields, 2007] **Past** - 50% <-1. Class

•**Wish** [Well-Type=Deviated, Fields = existing oil fields, 2010] 0 <-

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- Wells-Placement

- Ambition: Plan their reservoir development <better> decide where to place the wells.*
- Stakeholders: Reservoir Engineers, Geophysicists
- Scale: % of oil extracted with x-profit margin, compared to existing oil in reservoir.** <- Julie, need to confirm scale with Reservoir Engineers.
- Past** [Reservoir Engineers in total, 2006] **40%**
- G-ASC: **Goal** [through BET, 2007] **10% of G1 minus Past "1% of G1"**
- G1: **Goal** [Reservoir Engineers in total, 2007] **80%**



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- Performance.Opening

- Stakeholders: End-User
- Scale: Seconds** to open application, **from** a user is in front of a running operating system, application closed, with the intention to write; **until** the user can write in a document.
- Past** [April 4. 2004] **10 sec.**
- Goal** [April 4. 2008] **4 sec.**



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Summary Requirements

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There is a lack of knowledge about how to specify Requirements

Even fundamentals:

- differences between *ends* and *means*.
- how to specify product *qualities*.

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Consequently projects are out of control

3% to 13% meet initial expectations.
The remaining projects are some type of failure.

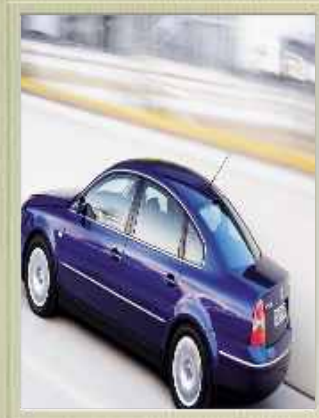
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The **most critical** requirements are **Product Qualities** and Stakeholder Values.

They

- make us competitive.
- make our customers choose one product over another.
- are the ones that makes our projects fail or succeed.



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All Product Qualities and
Stakeholder Values should be
specified

Quantitatively

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Design Evaluation

Find, Evaluate & Prioritize Solutions to satisfy
Requirements.

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Design Evaluation

What I will tell you!

- Using an Impact Estimation Table (IET), you can estimate quantitatively how well a set of solutions satisfies a set of requirements.
- How to compare Apples and Oranges.

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Evaluation of how well a set of Solutions satisfies a set of Requirements

using (IET) Impact Estimation Tables

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

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

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

59



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

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		Solutions / Design Ideas		
		Password	GUI-X	Encryption
Requirements	Usability	0%	20%	-10%
	Security	5%	-5%	70%
	Data.Access.Speed	0%	0%	-10%
	Dev Cost €	5%	15%	15%

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Can we
compare
apples and
oranges?



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Taste	60%	40%
Nutrition	50%	40%
Shelf Life	20%	85%
Price	60%	40%
Quality for €	$130/60=2.2$	$165/40=4.1$

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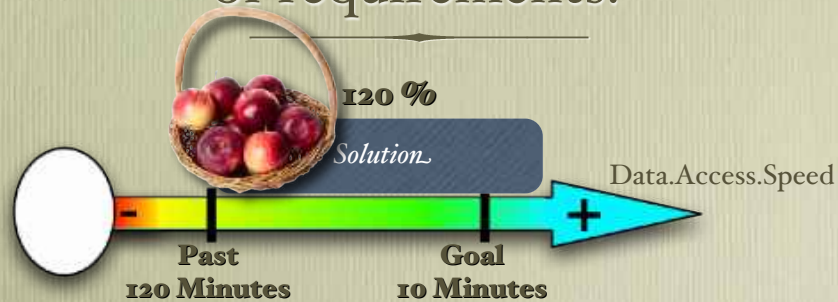
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Summary Design Evaluation

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Using an IET, you can evaluate how well a set of solutions will satisfy your set of requirements.



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Evo

Evolutionary Project Management

Break the Solutions down into 'weekly' evolutionary delivery cycles.

Develop the next cycle, Deliver, Measure, **Learn**, Change.



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Evo

What I will tell you!

- Any project can be divided into weekly evolutionary delivery cycles.
- Case Study

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Evo

For what types of projects?

- We have extensive experience in
 - SW projects (FIRM, etc.)
 - HW projects (Intel, Boeing, etc.)
 - System projects (HP, Ericsson, etc.)
 - 3 world aid projects (Liberating women in Guatamala, etc.)
 - Tiny, huge, Pentagon, China, India, Americas, Europe, medical.

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Evo History June 03 IEEE 'Computer'

COVER FEATURE

Iterative and Incremental Development: A Brief History



Although many view iterative and incremental development as a modern practice, its application dates as far back as the mid-1950s. Prominent software-engineering thought leaders from each succeeding decade supported IID practices, and many large projects used them successfully.

Craig
Larman
Vishah

Victor R.
Raziti

As agile methods become more popular, some view iterative, evolutionary, and incremental software development—a cornerstone of these methods—as the “modern” replacement of the waterfall model, but its practical and published roots go back
ment” merely for rework, in modern agile methods the term implies not just revisiting work, but also evolutionary advancement—a usage that dates from at least 1968.

PRE-1970

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From Waterfall to Evo

“Confirmit”

Product = Web Opinion Survey Tool

- Tom & Kai Gilb version of Trond Johansen’s Presentation
- Trond Johansen, QA & Process Manager, Confirmit AS
- Trond.Johansen@firmglobal.com



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● Confirmit R&D department ●

- Developers (13)
- Management/(CSO) (2)
- Tech Support NY (1)
- Microsoft .NET framework, SQL
- SEPG group (3) with responsibility of process improvement and quality assurance (QA).
 - Configuration Management, setup ++
 - Testing
 - Software Process Improvement (SPI)



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● Customer Successes in Corporate Sector ●



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• Their interpretation of Evo Method •

our overall understanding of EVO was this:

- **Find stakeholders** (End users, super-users, support, sales, IT Operations etc)
- Define the stakeholders' **real needs** and **the related Product Qualities**
- **Identify past/status** of product qualities **and your goal** (how much you want to improve)
- Identify possible **solutions** for meeting your goals
- **Develop a step-by-step plan** for
 - delivering improvements
 - with respect to Stakeholder Values & Product Quality goals:
 - Deliveries every week
 - Measure: are we moving towards our goals?

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• Paradigm Shift •

With 'Evo', our requirements process changed.

- **Previously** we focused mostly on **function requirements**.
- We realized that it's the **product quality requirements** that really separate us from our competitors.



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Real Requirements Example

- **Usability.Productivity** (taken from Conformat 8.5 development)
 - **Scale:** Time in minutes to set up a typical specified MR-report
 - **Past:** 65 min,
 - **Tolerable:** 35 min,
 - **Goal:** 25 min
 - end result was 20 min :-)
 - **Meter:** Candidates with Reportal experience and with knowledge of MR-specific reporting features performed a set of predefined steps to produce a standard MR Report. (The standard MR report was designed by Mark Phillips, an MR specialist at our London office)

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Solutions

For every quality requirement we looked for possible Solutions (Design Ideas)

- E.g. for Quality Requirement: Usability.Productivity we identified the following Design Ideas:

- **DesignIdea.Recoding**
- **DesignIdea.MRTotals**
- **DesignIdea.Categorizations**
- **DesignIdea.TripleS**
- ..and many more



- We evaluated all these, and specified in more detail those we believed would add the **most value** (take us closer to the goal)

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IET, project step planning and accounting: using an Impact Estimation Table

- IET for MR Project – Conformat 8.5
- Solution: Recoding**
 - Make it possible to recode variable on the fly from Reportal.
 - Estimated effort: 4 days
 - Estimated Productivity Improvement: 20 minutes (50% way to Goal)
 - actual result 38 minutes (95% progress towards Goal)

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												

EVO Plan Conformat 8.5

4 more product areas were attacked concurrently

Impact Estimation Table: Reportal codename "Hyggen"														
Current Status			Improvements			Reportal - E-SAT features			Current Status			Survey_Engine_.NET		
Units	Units	%	Past	Tolerable	Goal	Units	Units	%	Past	Tolerable	Goal			
75.0	25.0	62.5	50	75	90	83.0	48.0	80.0	40	85	95			
14.0	14.0	100.0	0	11	14	0.0	67.0	100.0	0	0	0			
15.0	15.0	107.1	0	11	14	4.0	59.0	100.0	63	8	4			
5.0	75.0	96.2	80	15	2	10.0	397.0	100.0	407	100	10			
5.0	45.0	95.7	60	15	1	94.0	2290.0	103.9	2384	500	180			
3.0	2.0	66.7	1	3	4	10.0	10.0	13.3	0	100	100			
1.0	22.0	95.7	7	1	0	774.0	507.0	51.7	1281	600	300			
4.0	5.0	100.0	8	5	3	5.0	3.0	60.0	2	5	7			
1.0	12.0	150.0	13	13	5	0.0	0.0	0.0	0	0	0			
1.0	14.0	100.0	15	3	1	3.0	35.0	97.2	35	15	2			
203.0			0		191	0.0	800.0	100.0	800	0	0			
						1350.0	1100.0	146.7	150	500	1000			
						64.0			0		84			

Current Status			Improvements			Reportal - MR Features			Current Status			XML Web Services		
Units	Units	%	Past	Tolerable	Goal	Units	Units	%	Past	Tolerable	Goal			
1.0	1.0	50.0	0	13	12	7.0	9.0	81.8	16	10	5			
20.0	45.0	112.5	65	35	25	17.0	8.0	53.3	25	15	10			
4.4	4.4	36.0	0	14	12	943.0	-186.0	#####	170	60	30			
101.0			0		86	5.0	10.0	95.2	15	7.5	4.5			
						2.0			0		43www.Git			

The Evo cycle

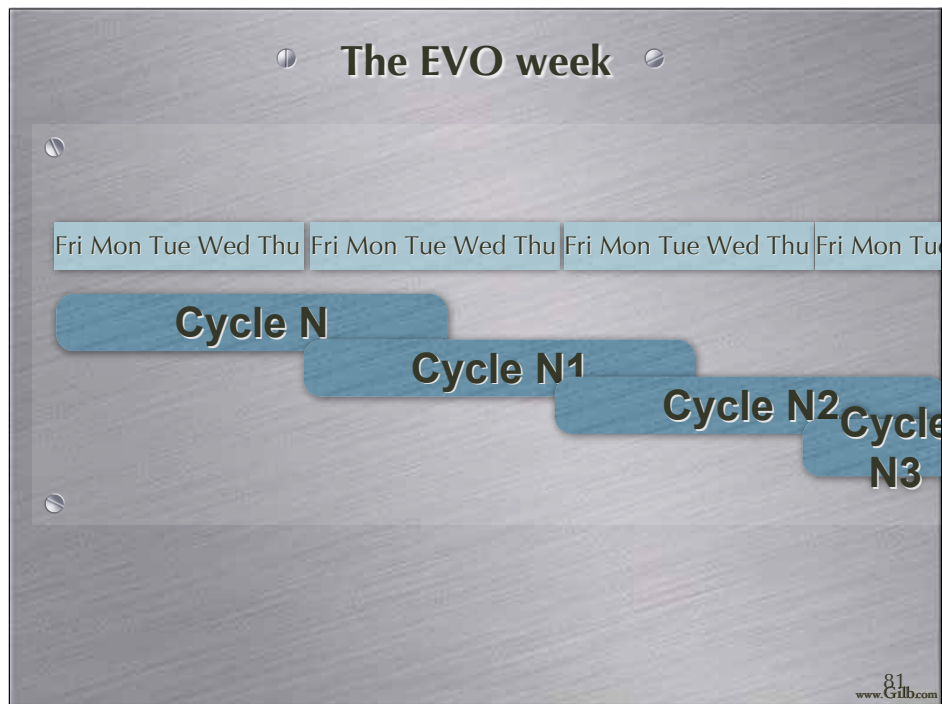
- We decided that
 - one EVO step should last one week

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FIRM EVO week

	Development Team	Users (PMT, Pros, Doc. writer, other)	CTO (Sys Arch, Process Mgr)	QA (Configuration Manager & Test Manager)
Fri day	PM: Send Version N detail plan to CTO + prior to Project Start meeting PM: Attend Project Mgmt meeting: 17:00-18:00 Developers: Focus on general maintenance work, documentation.		Approve/reject design & Step N Attend Project Mgmt meeting: 12-15	Run final build and create setup for Version N-1 Install setup on test servers (external and internal) Perform initial crash test and then release Version N-1
Monday	Develop test code & code for Version N	Use Version N-1		Follow up CI, Review test plans, tests
Tuesday	Develop Test Code & Code for Version N Meet with users to Discuss Action Taken Regarding Feedback From Version N-1	Meet with developers to give Feedback and Discuss Action Taken from previous actions	Approve/reject design & Step N Attend Project Mgmt meeting: 12-15	Follow up CI, Review test plans, tests
Wednes day	Develop test code & code for Version N			Review test plans, tests Follow up CI
Thurs day	Complete Test Code & Code for Version N Complete GUI tests for Version N-2			Review test plans, tests Follow up CI

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Experiences and Conclusions

Developers

- EVO has resulted in
 - increased **motivation** and
 - **enthusiasm** amongst developers,
 - it opens up for **empowered creativity**

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EVO's impact on Confirmit product qualities



- Only highlights of the impacts are listed here

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

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Confirmit 9.0

- The next version of Confirmit, Confirmit 9.0, will prove whether we have matured in our understanding and execution of EVO
- Confirmit 9.0 is due to be released Q4 2004, here is a sneak preview...

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Confirmit v9 during development

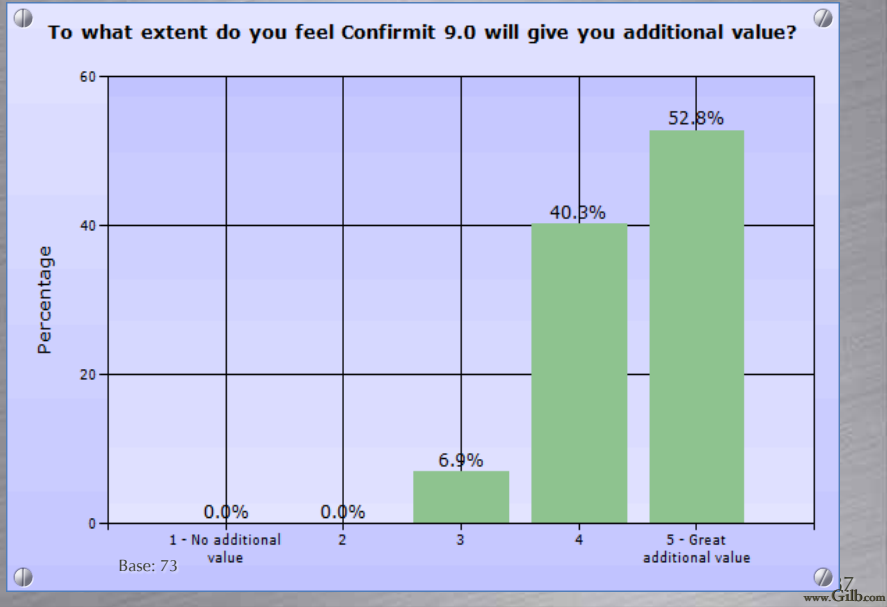
Description of requirement/work task	Past	Status 11.09	Goal
Usability.Intuitiveness: Probability that a defined User can intuitively figure out how to do a defined Task correctly (without any errors needing correction)	30%	45%	80%
Panel.Scalability: Maximum number of panelists that the system can support within a timeframe of 120 seconds for creating a sample of 50 000, with all components of the panel system performing acceptably.	30000	500000	200000
Performance.DataVolume: Numbers of survey responses that can be handled by Reportal. Tables should be generated within 5 seconds.	20000	500000	500000

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Initial Customer Feedback on the new Confirmit 9.0

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Initial perceived value of the new release



Evo's impact on Confinet 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%

Evo's impact on Confirmit 9.0 product qualities

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%

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Evo's impact on Confirmit 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 second.	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%

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• Initial qualitative feedback on the new release •

"It looks like you have listened to the people that actually use the software daily and aimed to make it easier for them ... "

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9.0 Customer Preview • Observations •

- Seminar observations
 - On several occasions, customers gave **spontaneous "WOWs" and applauses!**



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end

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Summary Evo

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- Any project can be divided into weekly evolutionary delivery cycles.
- Our clients are reporting unmatched success.

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Summary Talk

Requirements - IET - Evo

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Overview Simplified Evo Process

- 
- Identify Stakeholders
 - Specify Stakeholder Value and Product Quality Requirements
 - Find, Evaluate & Prioritize Solutions to satisfy Requirements.
 - Break the Solutions down into 'weekly' evolutionary delivery cycles.
 - Develop the next cycle, Deliver, Measure, Learn, Change.

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Well specified Requirements

are critical to succeeding in project management.

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Quantify

Product Quality and Stakeholder Values

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Using an IET, you can evaluate how well a set of solutions will satisfy your set of requirements.



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Evolutionary Project Management

has an unmatched track record for succeeding.

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Thanks!

questions?

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