Agile Benefits Management: How to Quantify All Benefits and Deliver Them Incrementally

Unicom Project Management Conference, 21 September 2017

Millenium Gloucester, 4-18 Harrington Gardens, Kensington, London SW7 4LH

tom@Gilb.com, www.Gilb.com, @ImTomGilb

Summary

Common Agile methods *intend* to deliver benefits and value, but they are not equipped to do so in practice. You have to add to an agile framework, like Scrum, a number of tools.

Direct Quantification of all benefits, so they are unambiguous clear and trackable in agile delivery steps. Much better stakeholder analysis. A method to estimate the 'benefit power' of all architecture and design strategies. A method for decomposing big strategies into smaller benefit deliverable strategies. A method for dynamic prioritisation of delivery steps based on value for resources wrt risks.

This presentation will present these tools and participants will get a free digital copy of the book "Value Planning" explaining this in more detail.

"THESE SPECULATIONS OF NOTHING SERVE.

ORDER AND METHOD WILL BE OUR GUIDES."

POIROT

https://www.springfieldspringfield.co.uk/view_episode_scripts.php?tv-show=agatha-christies-poirot-1989&episode=s03e09

1.
Direct Quantification of all benefits, so they are unambiguous clear and trackable in agile delivery steps.

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2. Much better stakeholder analysis.

3. A method to estimate the ‘benefit power’ of all architecture and design strategies.

4. A method for decomposing big strategies into smaller benefit deliverable strategies.

5. A method for dynamic prioritisation of delivery steps based on value for resources wrt risks.

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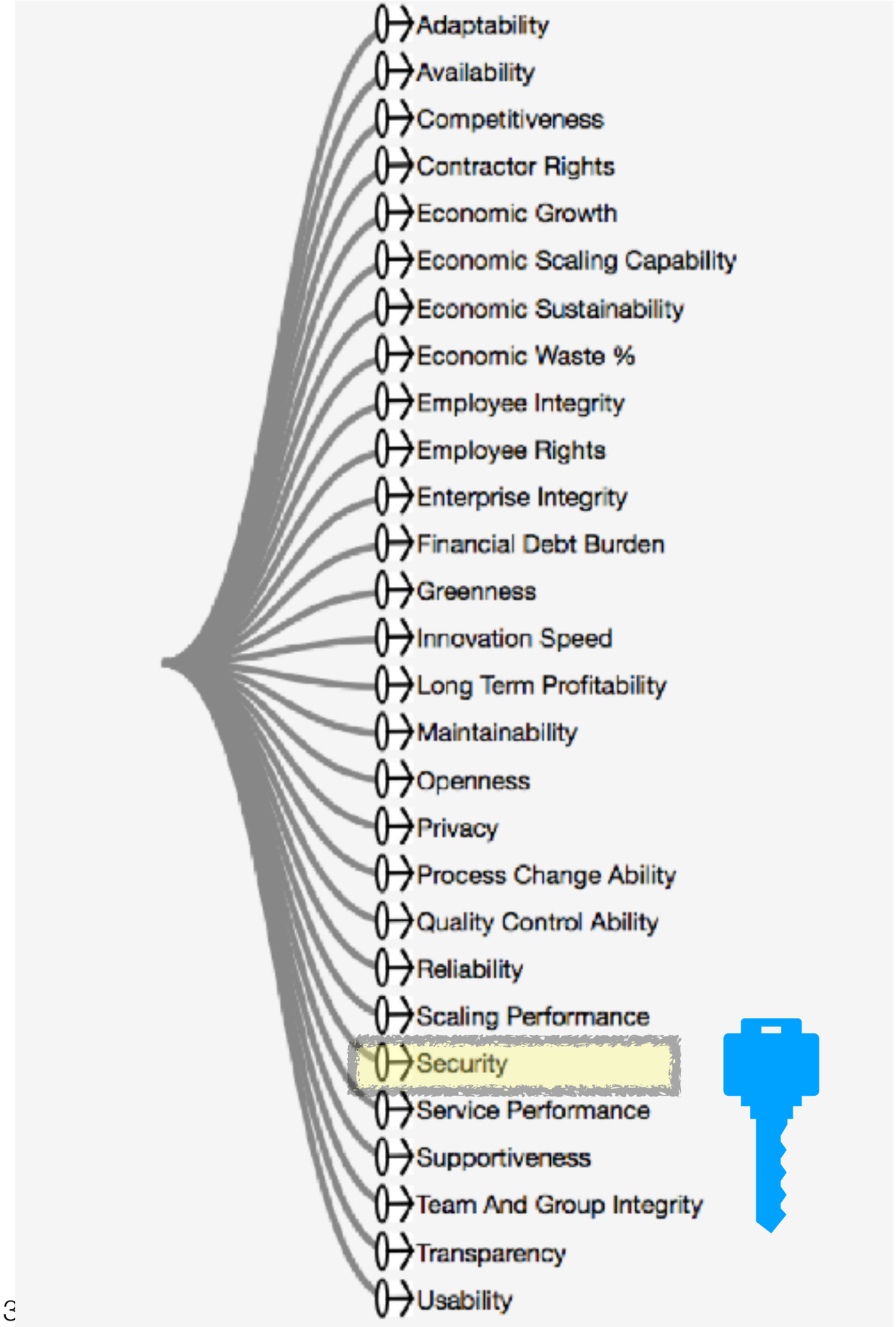
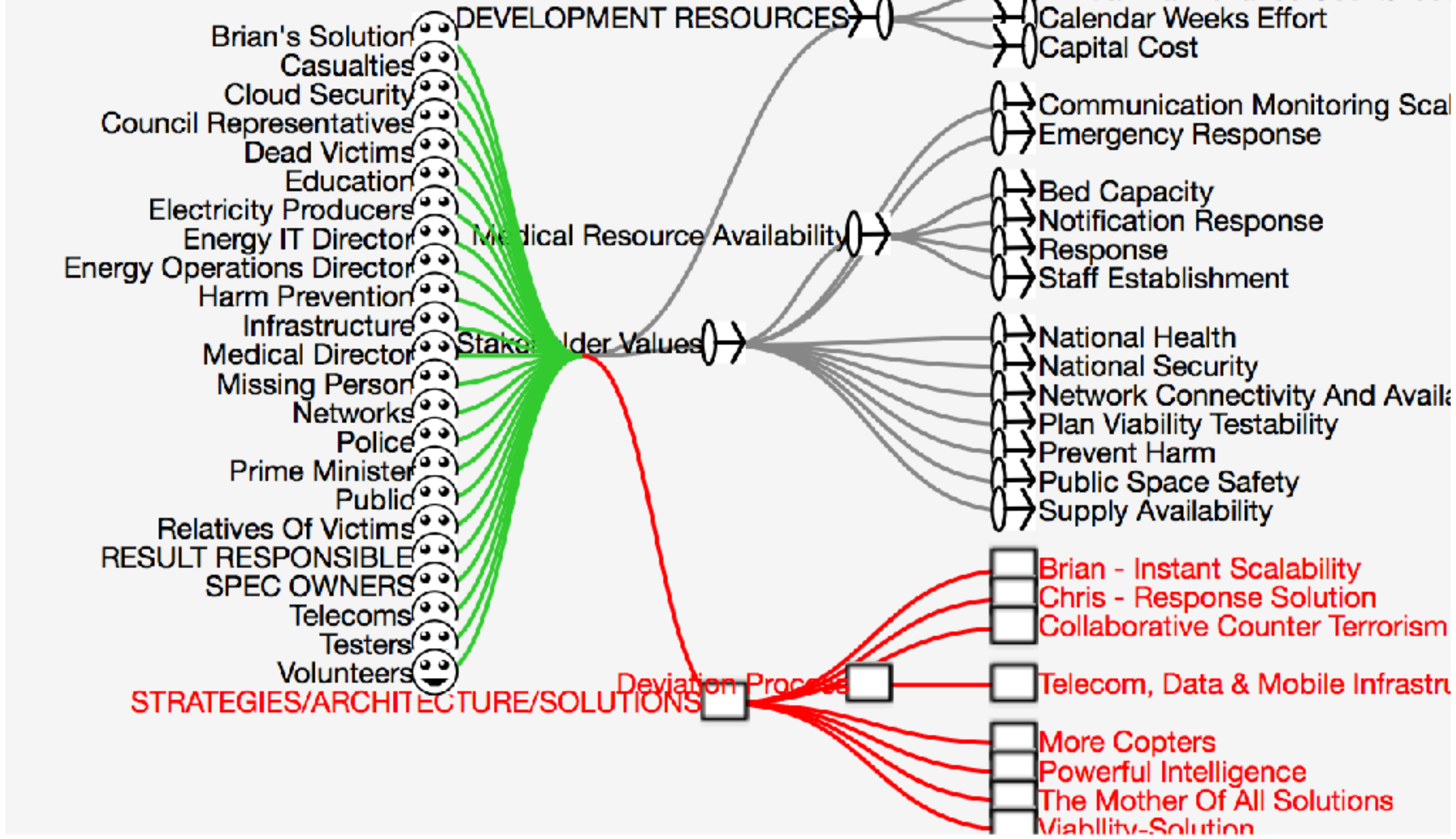
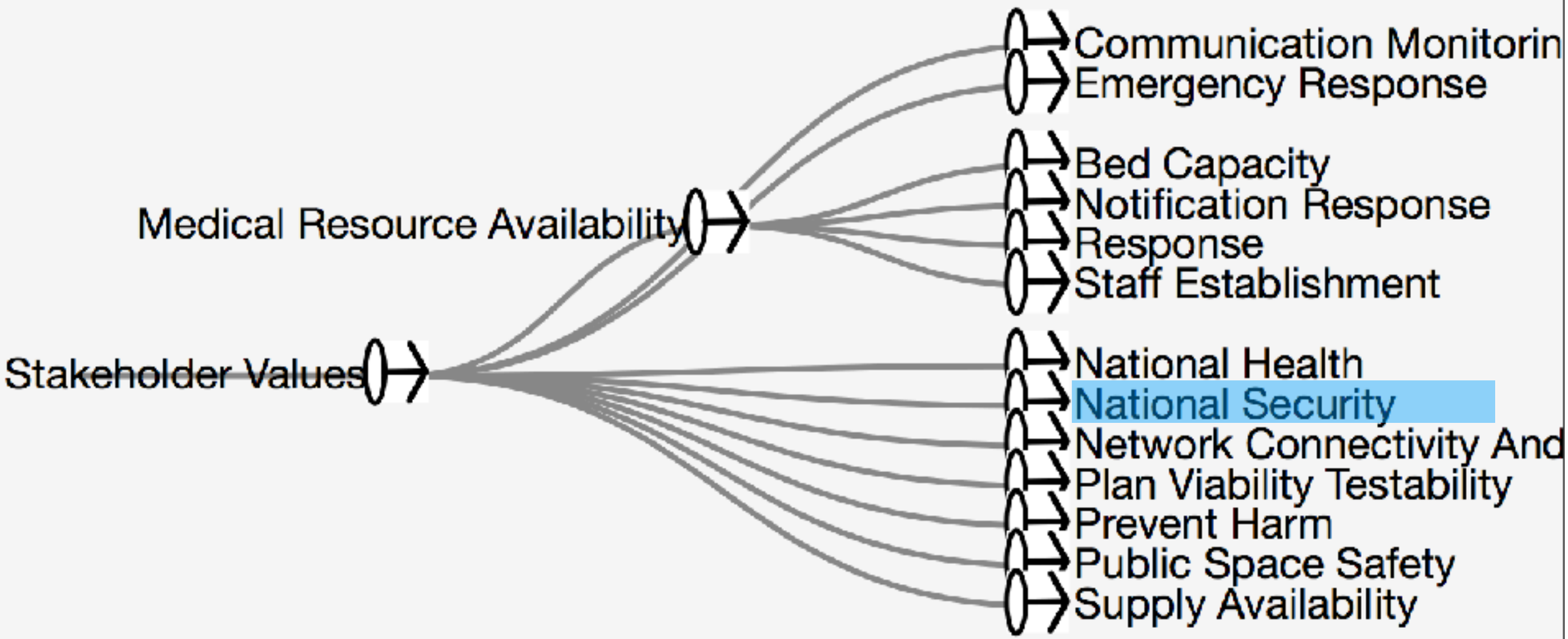




Map of Stakeholders, Values, Solutions, and Costs

From ‘Prevent Terrorist Attacks exercise 2017



Example of a stakeholder valued ‘Benefits’ Set

From ‘Prevent Terrorist Attacks’ exercise 2017
BCS Course, London

Security Value Quantification with Stakeholders

National Security

Permalink

0.0.1

Business Value *Label?*

(by tomgilb - 2 months ago)

Is Part Of: Stakeholder Values Value

Ambition Level: to reduce terrorist attacks, and identify potential terrorist attacks, and regulate cyber information

Bullshit level

Scale: Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] per year for given [Area]

Stakeholders: Prime Minister, Casualties, Council Representatives, Police, Relatives Of Victims, Volunteers

Status: Level: **150** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { Hig

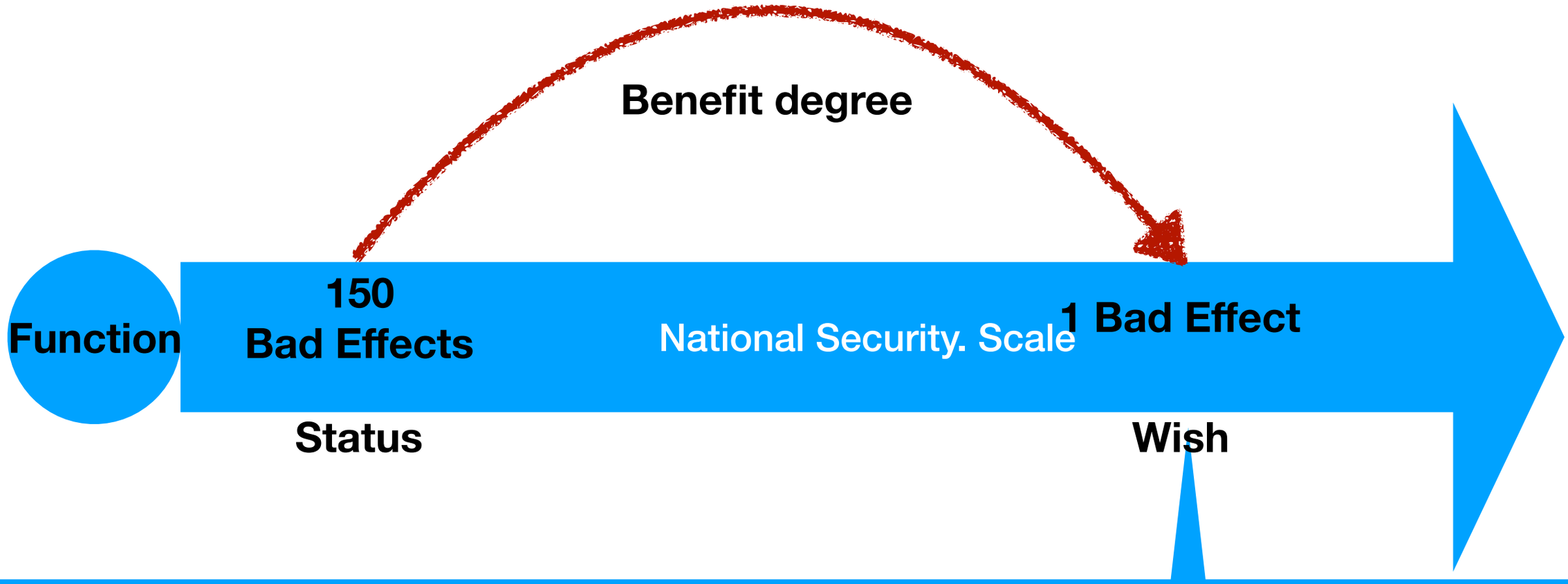
Wish: Level: **10** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High A

Record: Level: **1** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High

This structure of requirements is in 'Planguage'. Which is specified in books 'Competitive Engineering' and 'Value Planning'

Specified Benefit level ('10') desired for a deadline, and a set of [Scale Conditions]

The expected ‘benefit’



A benefit will have 1 or more knock-on effects, often related to higher level objectives. Sometimes, just ‘side effects’ ±

A benefit will probably be achieved by 1 or more ‘strategies’ or ‘solutions’

Security Value Quantification: ‘’Scale’ Window detail.
The ‘Scale’ Parameter, with ‘[Scale Qualifiers]’ defined as a ‘Set’

Scale: Change...

by **tomgilb** - 7 minutes ago) 0

Scale Description:

Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] p year for given [Area]

Area: defined as:

London, UK, That EU Lot, Norway

Attack Types: defined as:

Vehicle Attack, Knife Attack, Suicide Bomber, Gun Attack, Arson, Cyber Attack, Airplanes, Drone Airborne Toxins, Radio Interference,

Conditions: defined as:

High Alert, Surprise, Crowd, High Profile Target, Cultural Attack, Weather Conditions, Secondary Attack,

Effects: defined as:

Death, Casualty, Shock, Fear, Property Loss, Money Loss, Communications Loss, Backlash/Revenge, Cyber Hacking, Radio Interference,

Places: defined as:

City, Religious Place, Festival, Protest, Tower Buildings, Airports, Train Stations, Bus Stations, Mobile Mast, Data Exchange Point,

Stakeholders: defined as:

Children, Parents, Families, Police, Firefighters, Ambulance, Medical, Politicians, Property Owners, Councils, Schools, Security Controller, Chief Security Officer, Telecom Provider, Mobile Network Provider,

Short Description: Number Bad Stuff

Time Units: Calendar Date

Security Value Quantification: The ‘Scale’ Parameter, with ‘[Scale Qualifiers]’ defined

Scale: Change... by **tomgilb** - 7 minutes ago) 0

Scale Description:

Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] p year for given [Area]

Area

Lon

Why is this ‘Scale Qualifier’ mechanism interesting for Benefits Management?

Atta

Vehicle borne Toxins, Radio Interference,

Conditions: defi

High Alert, Surp s, Secondary Attack,

Effects: defined as:

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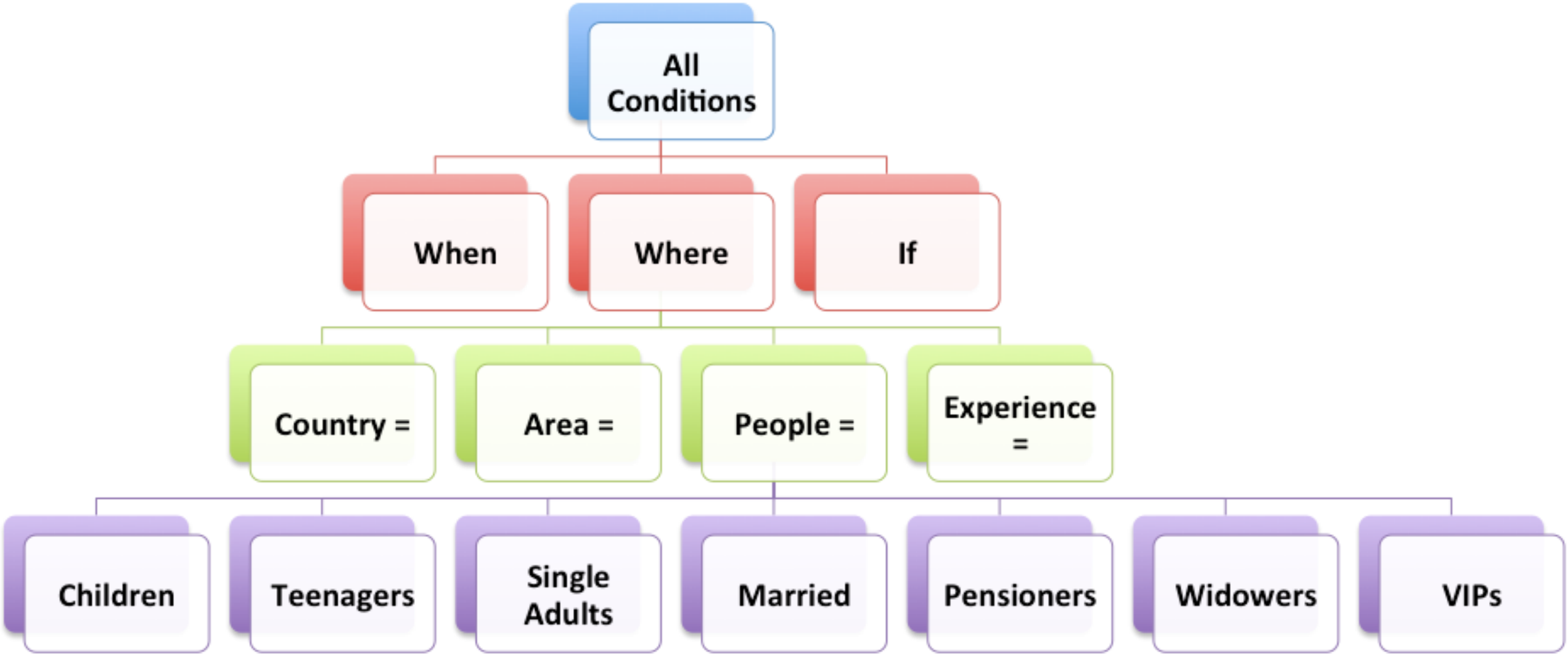

Examples of Scalar Parameter Decomposition

Source: Gilb, 'Value Planning': Figure 1.9 D. One qualifier, like 'People', can have a well-defined, but expandable, set of qualifier instances (like 'Married'). Each of these can have a formal written definition, when that is useful. Sometimes the term, like 'Pensioners' is obvious enough for the planning purpose. But you might like to define 'VIPs

Security Value Quantification: The ‘Scale’ Parameter, with ‘[Scale Qualifiers]’ defined

Why is
this ‘[Scale Qualifier’] mechanism
interesting for Benefits

[Scale Qualifiers]

1. are useful for several purposes:
2. invite a first-level decomposition of the Value Dimensions (space, event type, people types)
3. this permits second-level decomposition (like types of People)
4. this forces us to recognise all the ‘players’ explicitly
5. this invites us to account for all possible combinations: thorough analysis
6. we can then select both ‘critical’ and ‘valuable’ combinations of parameters for prioritisation, for early benefit delivery incrementally
7. this leads to simplification of each benefit delivery step
8. and it leads to a method for ‘scaling up’ to the full benefits problem solution
9. each benefit delivery step is effectively a pilot or trial of the solutions: learn early
10. we have the opportunity to learn new interesting members of a parameter set as we progress
11. the sets of parameter-members can be cumulated in time, and shared with your community, so that new projects start with more wisdom, about what they should consider

One possible ‘Wish’ Benefit where we have selected a level, a deadline, and a set of qualifiers

National Security

Permalink: 0.0.1

Business Value *Label?* (by tomgilb - 21 minutes ago)

Is Part Of: Stakeholder Values Value

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Scale: Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] per year for given [Area]

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Status: Level: **150** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High Aler.

Wish: Change... — A desired, but uncommitted, performance level, without considering its cost or practicality

(by **tomgilb** - 3 months ago) 0

Scale Level: Number Bad Stuff

10

By When:

19/06/2019

Date format: dd/mm/yyyy (e.g. "5/2/2017" for 5th February 2017)

Qualifiers: Copy from...

[Effects] =
× Death

[Stakeholders] =
× <All>

[Attack Types] =
× Vehicle Attack × Knife Attack × Gun Attack

[Conditions] =
× High Alert × High Profile Target × Cultural Attack × Secondary Attack

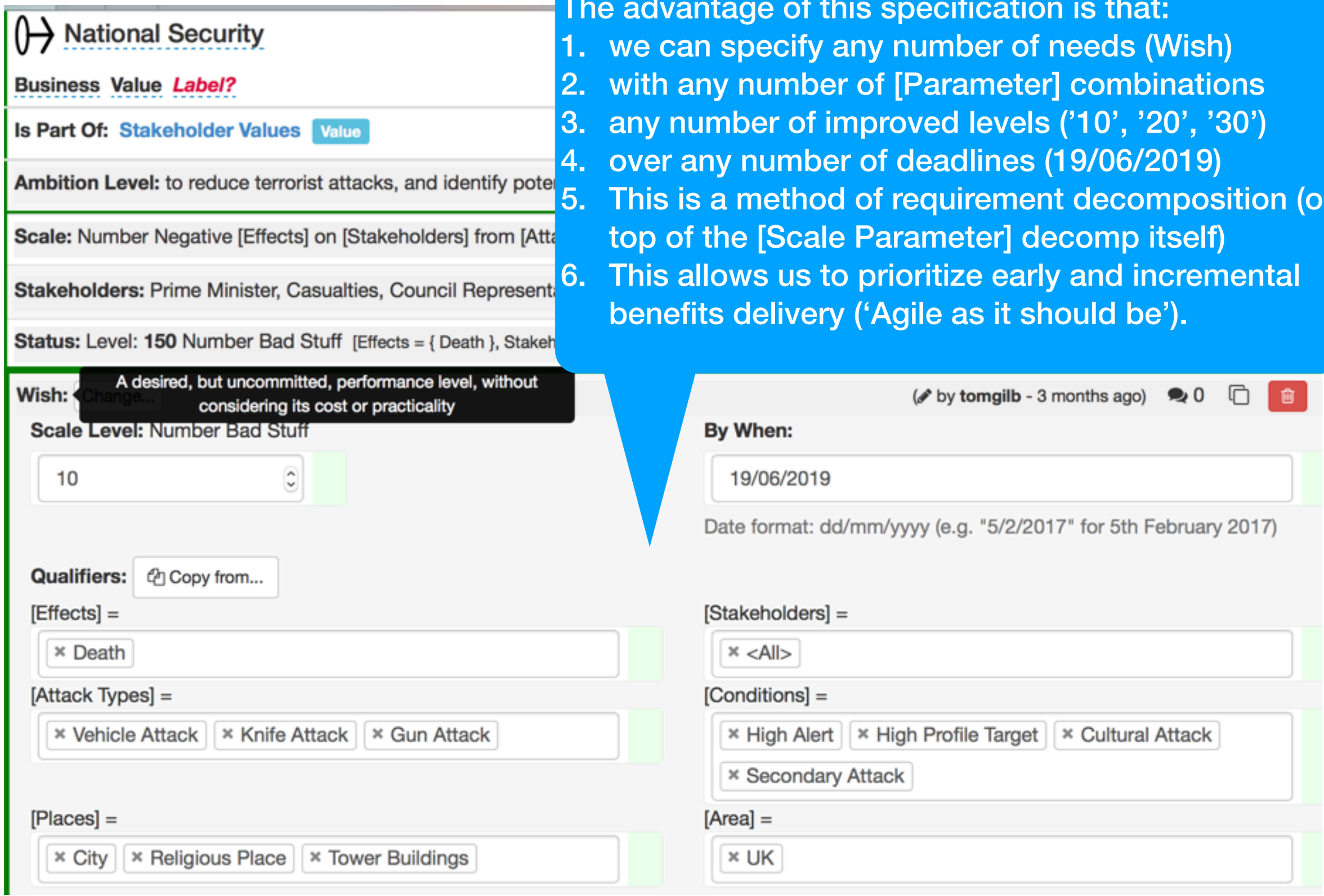
[Places] =
× City × Religious Place × Tower Buildings

[Area] =
× UK

One possible ‘Wish’ Benefit Detailed Window where we have selected a level, a deadline, and a set of [qualifiers]

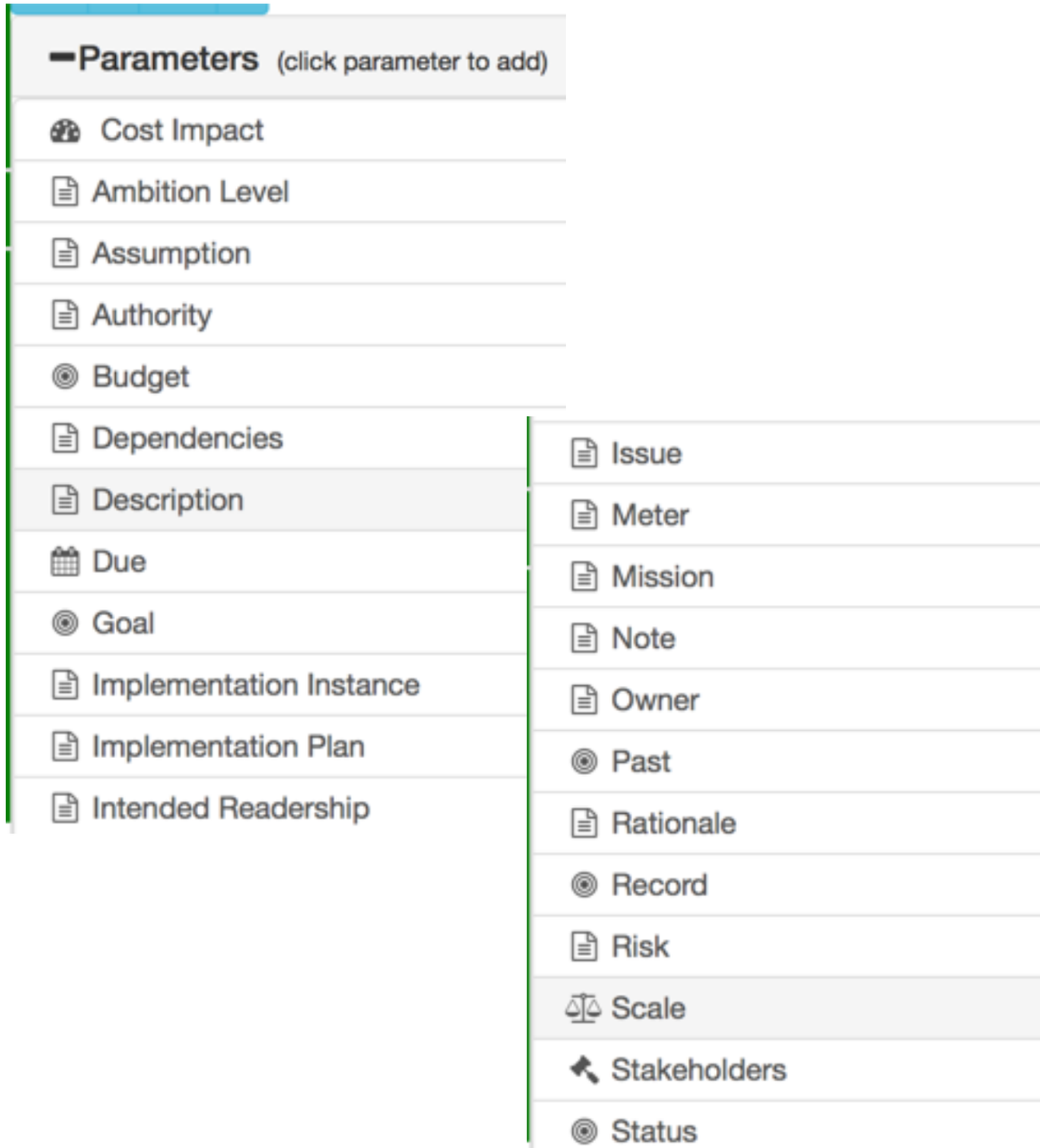
The advantage of this specification is that:

1. we can specify any number of needs (Wish)
2. with any number of [Parameter] combinations
3. any number of improved levels (’10’, ’20’, ’30’)
4. over any number of deadlines (19/06/2019)
5. This is a method of requirement decomposition (on top of the [Scale Parameter] decomp itself)
6. This allows us to prioritize early and incremental benefits delivery (‘Agile as it should be’).



More ‘Background’ parameters, for benefit specification, to help us understand benefits environment: to deal with risks, and prioritisation

- We cannot limit ourselves to specifying the benefit requirement itself, alone
- We need to add, as it seems useful, a wide variety of information related the the benefit.
- These ‘background’ parameters are almost infinite in variety
- and describe the local political and risk environment
- they give us information that helps us more-effectively manage benefit delivery in practice
- for example ‘stakeholders’, and ‘spec owners’: help organisation and priority
- for example ‘Issues’, ‘Dependencies’, ‘Assumptions’: help manage risks of failure



Security Strategy:
Type: Top level security strategy.

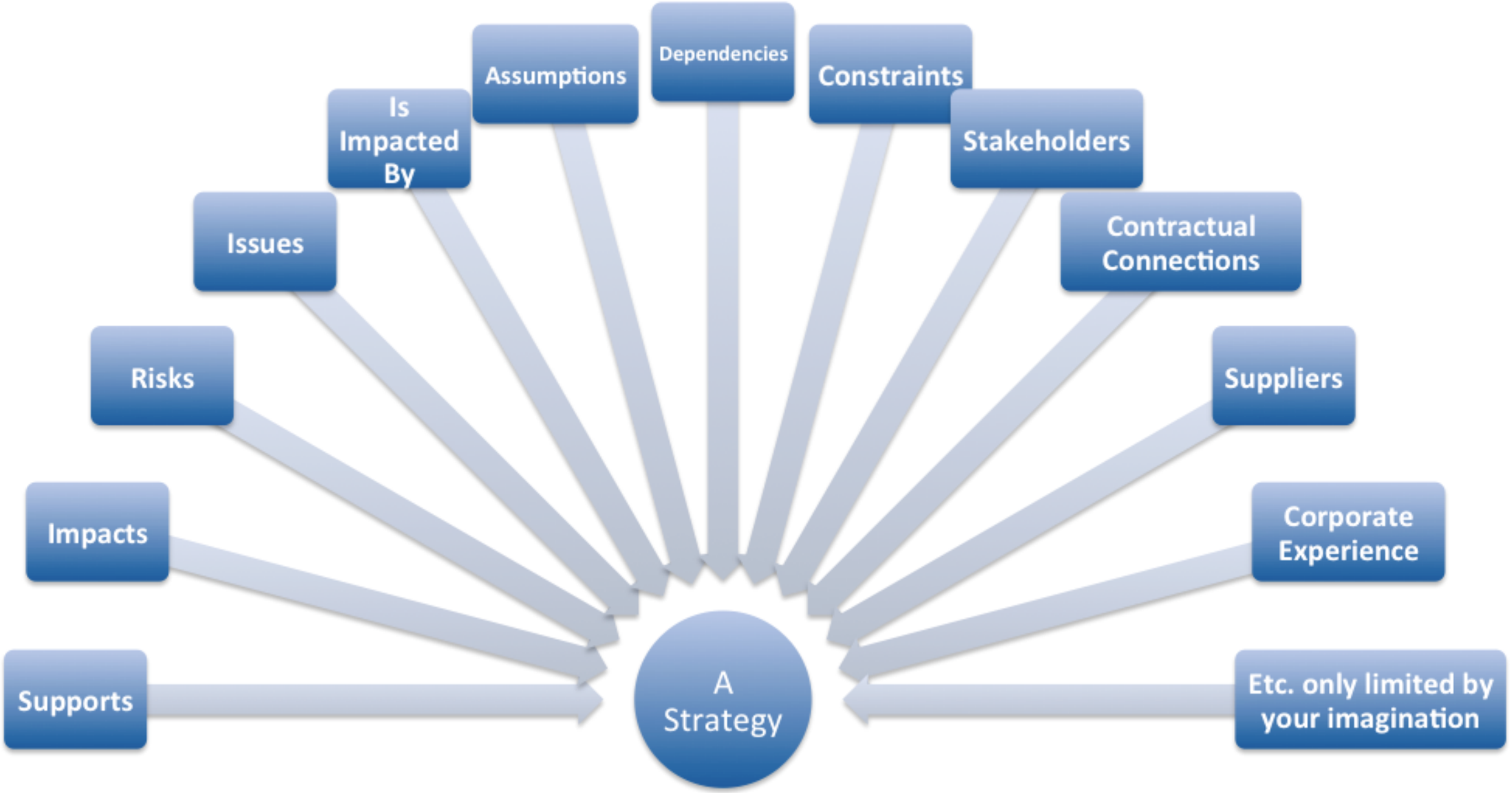
Responsible Strategy Planner: Tom Gilb, Chief Planner, Aug 14 2015.
Security Architect: Steven Shad, of Yale Inc Santa Monica.
Side Effects Analyst: Wendy Bartlett, Business Analyst.

Description: xxxxxxxx (the basis for analyzing impacts).

Supports: Security Objective.
Impacts: Usability, Training Costs, Terrorist Laws.
Risks: Unknown operational cost, Unknown Maintenance Cost.
Issues: not thoroughly defined, no contract guarantees, effects not proven on similar projects.

Some 'Background' parameters for benefit delivery solutions

Diagram Source: Value Planning Figure 2.2 B. Some examples of potentially worthwhile strategy 'relationships' to document. These are 'Background' Specification items. They supplement the core Strategy Description.



Background attributes examples

Source: Value Planning Figure 2.2 B. Some examples of potentially worthwhile strategy 'relationships' to document. These are 'Background' Specification items. They supplement the core Strategy Description.

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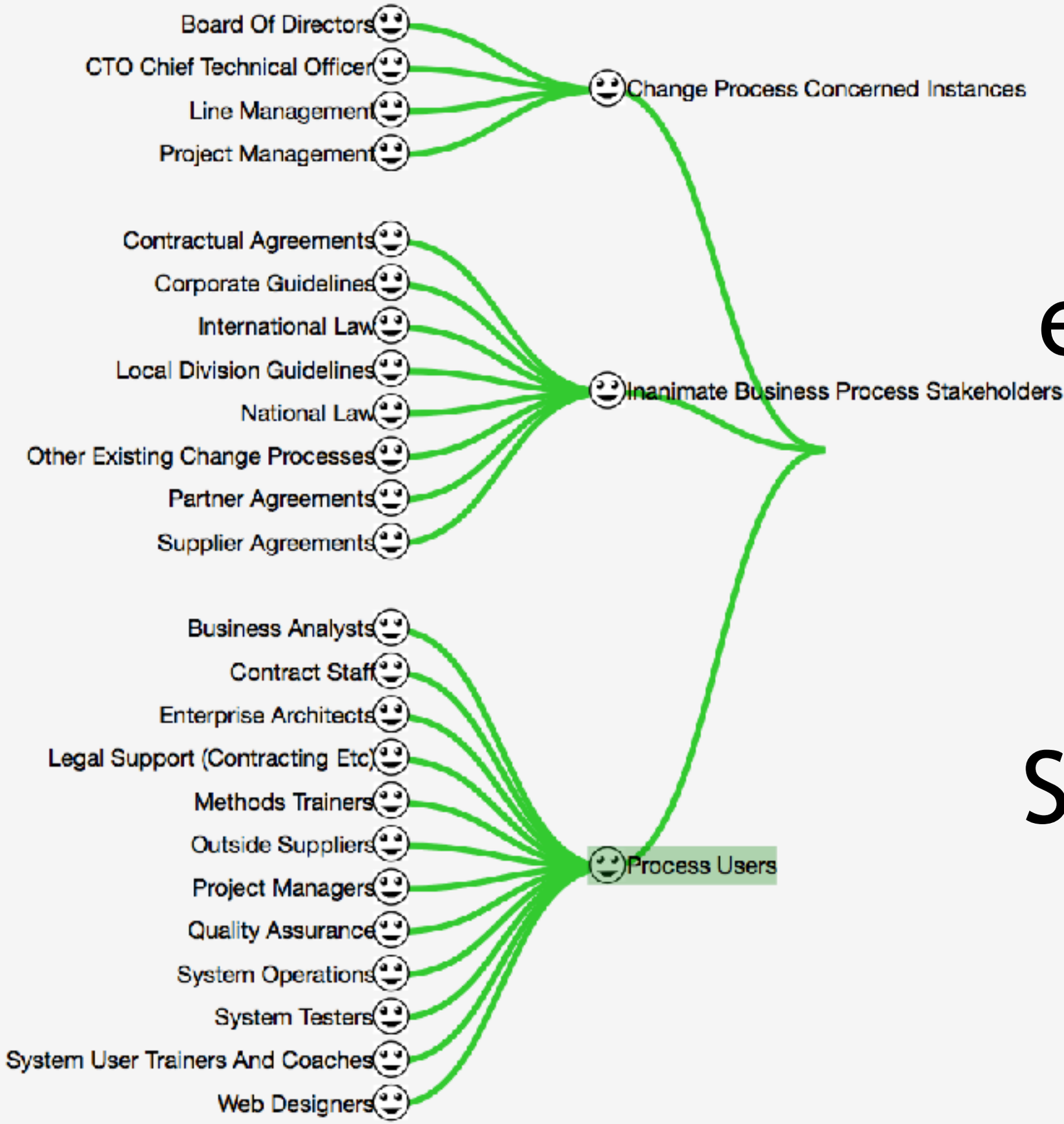
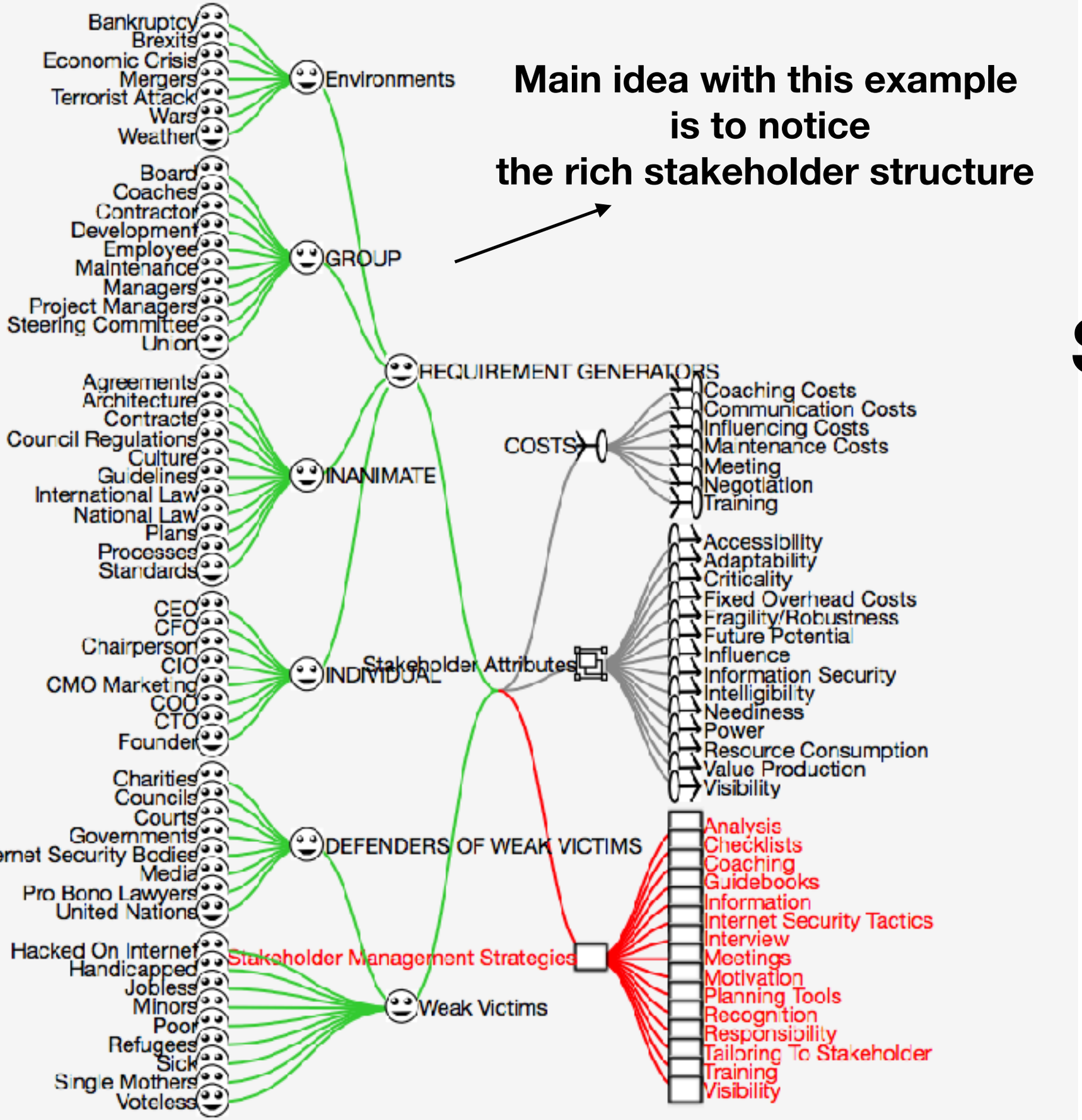
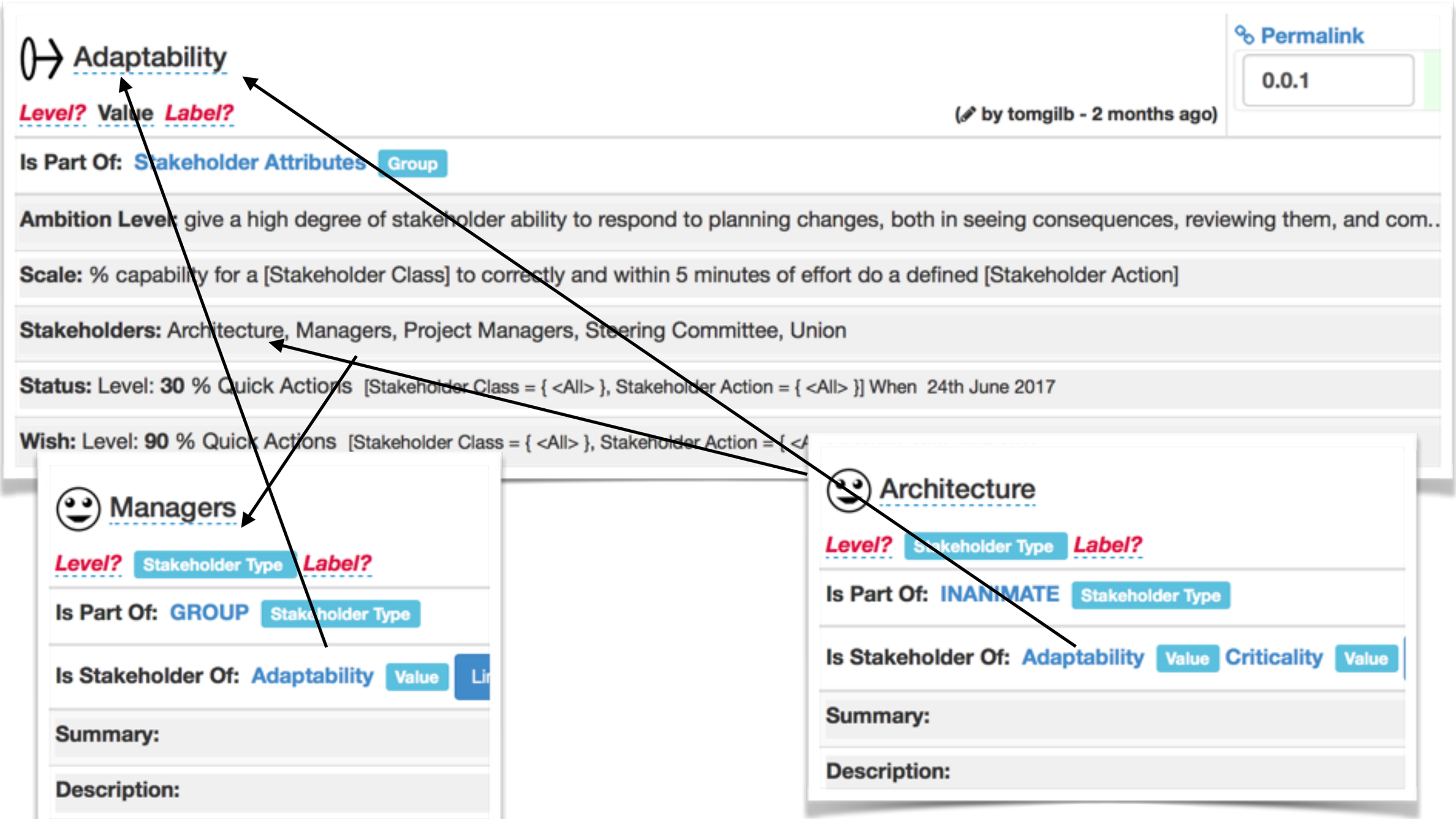


Some examples of Business Process Stakeholders



Main idea with this example is to notice the rich stakeholder structure

Stakeholders Needs and Means diagram



Capturing the relationship between benefits and their stakeholders

Main idea here: we can map all interesting or critical stakeholders for any one benefit /value. And we can map all emerging benefits or values that are interesting for any set of stakeholders.

Architecture

Level? Stakeholder Type *Label?*

Is Part Of: INANIMATE Stakeholder Type

Is Stakeholder Of: Adaptability Value Criticality Value Link to existing... Link to new...

Summary:

The corporate internal and external people who provide any class of design, engineering or arc

Source:

tsg

Description:

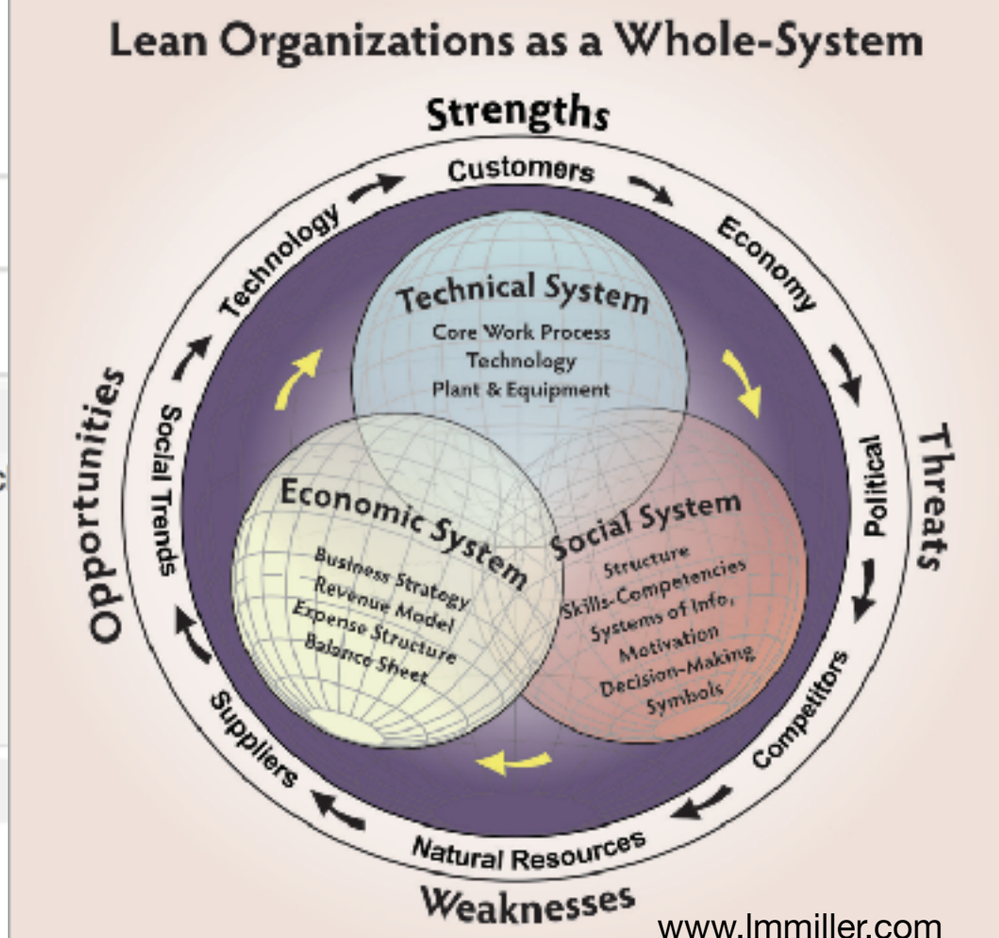
A1: In house employees with clear architecture function.

A2. Individual Contractors with architecture or design responsibilitilites

A3. Outside consultancies or architecture companies supplying any level of architecture, designer engineering planning.

Source:

tsg



Authority: Change... (by **tomgilb** - 4 minutes ago) 0

.

The Corporate Engineering Manager is responsible for all professional relations with all types of Architecture

Contact: CAM@Corp.com

Source:

Corporate Organisational Policy 2.3 2017

Example of more detail about a stakeholder type

3. A method to estimate the ‘benefit power’ of all architecture and design strategies.

Product Values			
Taste	20 %	50 %	90 %
Nutrition	30 %	70 %	90 %
Shelf Life	80 %	30 %	-10 %
Sum Goodies	130 %	150 %	170 %
Resources	40 %	60 %	80 %

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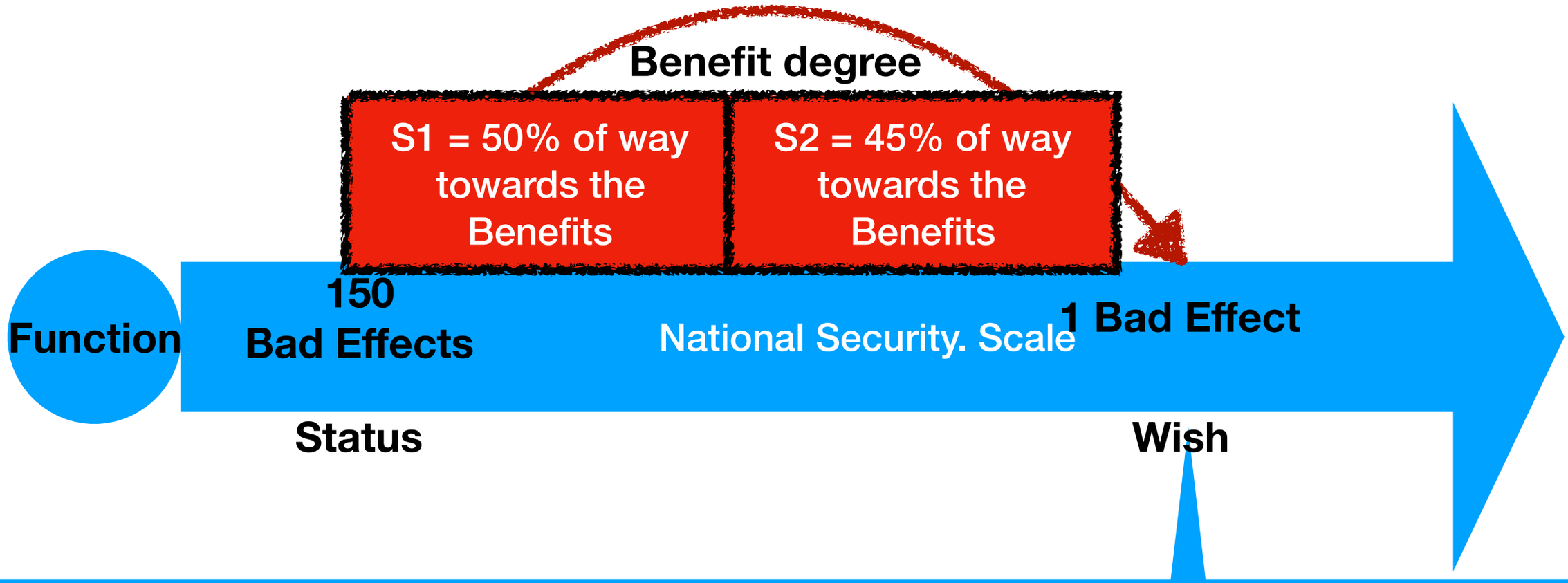
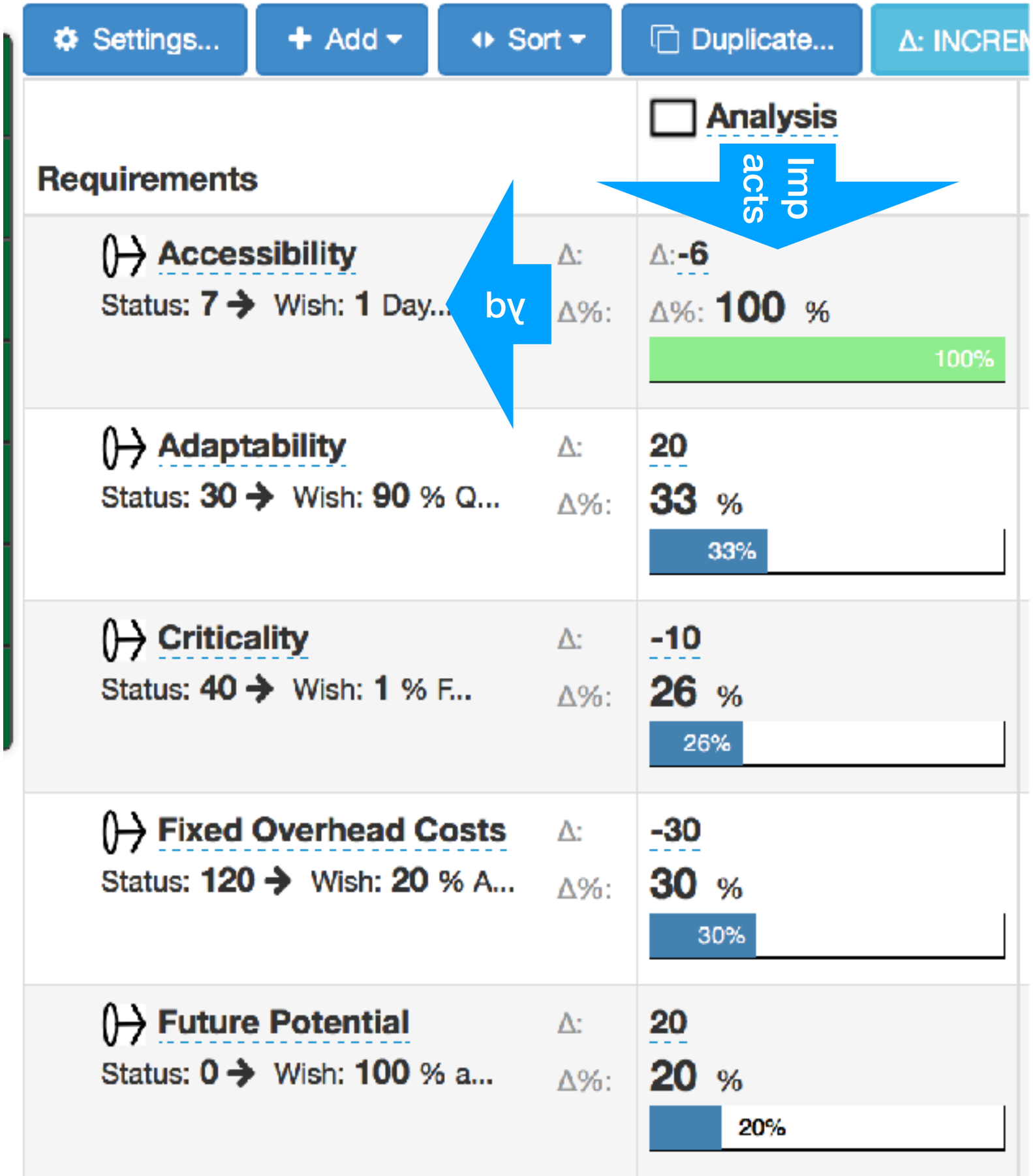
The expected ‘benefit’ of strategies S1 and S2



A benefit will have 1 or more knock-on effects, often related to higher level objectives. Sometimes, just ‘side effects’ ±

A benefit will probably be achieved by 1 or more ‘strategies’ or ‘solutions’

Stakeholder Value And Strategy Table



Estimation of potential benefits from implementing the ‘Analysis’ solution

main effect,
and side effects

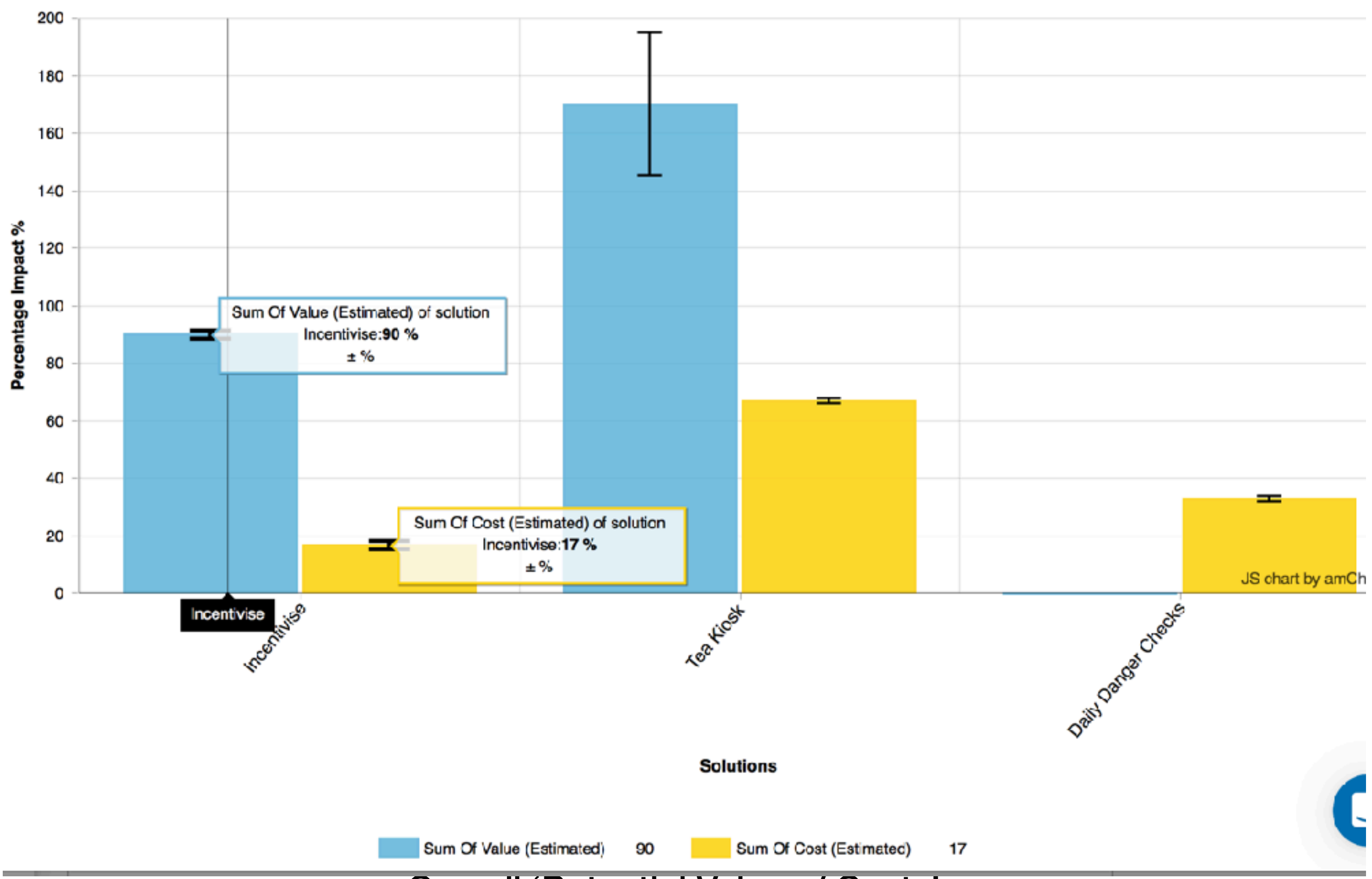
Delta - 6 means
we estimate an improvement
beyond the baseline of 6

20% means, we estimate
it gets us 20%
of the way to
our desired benefit level
by deadline

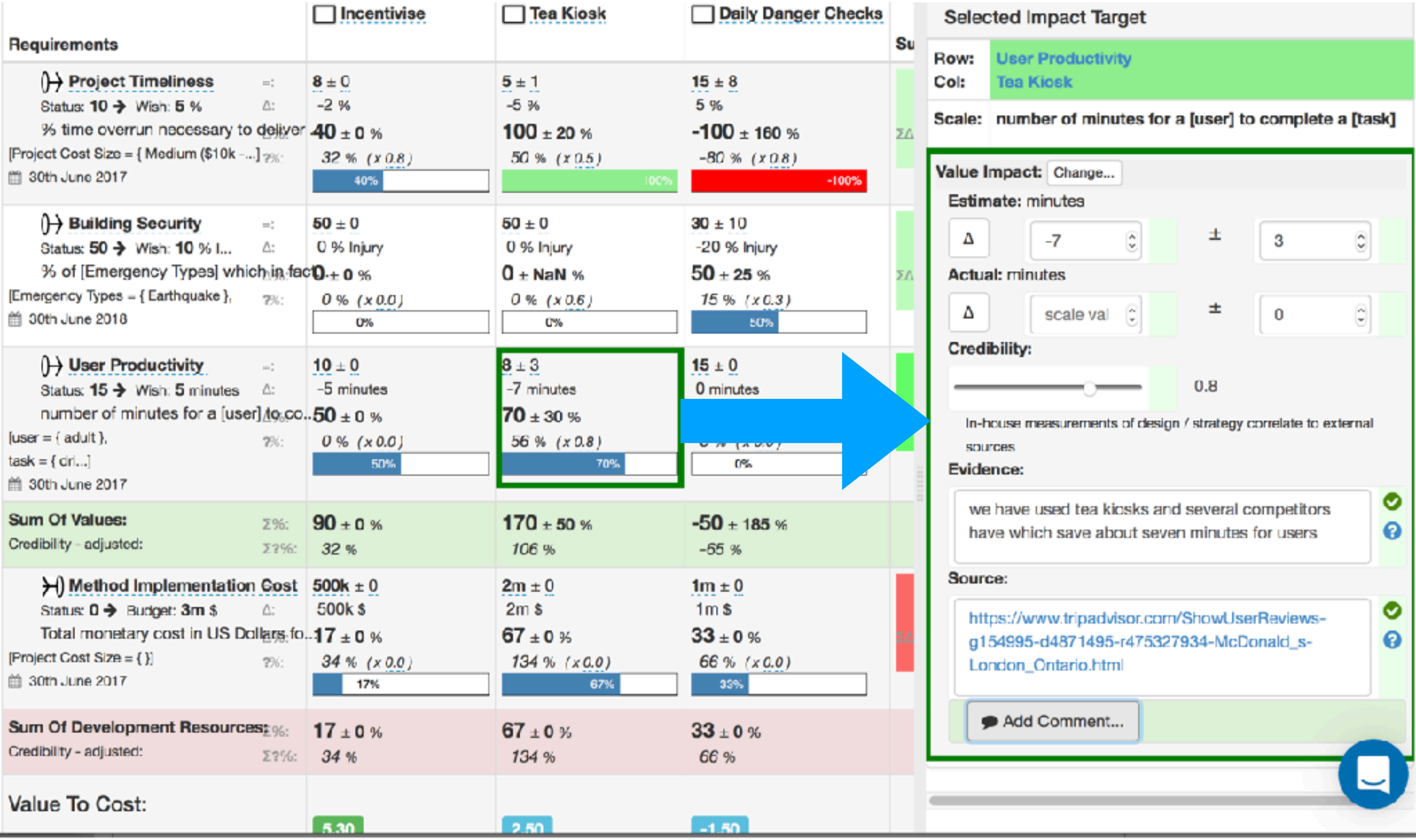
Requirements		Incentivise	Tea Kiosk	Daily Danger Checks	Sum
Project Timeliness Status: 10 → Wish: 5 % % time overrun necessary to delive... [Project Cost Size = { Medium ($10k -...] 30th June 2017	= Δ: Δ%: ?%:	8 ± 0 -2 % **40 ± 0 %** *32 % (x 0.8)* 40%	5 ± 1 -5 % **100 ± 20 %** *50 % (x 0.5)* 100%	15 ± 8 5 % **-100 ± 160 %** *-80 % (x 0.6)* -100%	Σ Δ %: **40 ± 180 %**
Building Security Status: **50** → Wish: **10** % l... % of [Emergency Types] which in ...ct... [Emergency Types = { Earthquake }, 30th June 2018	=: Δ: Δ%: ?%:	50 ± 0 0 % Injury **0 ± 0 %** *0 % (x 0.0)* 0%	50 ± 0 0 % Injury **0 ± NaN %** *0 % (x 0.6)* 0%	30 ± 10 -20 % Injury **50 ± 25 %** *15 % (x 0.3)* 50%	Σ Δ %: **50 ± 25 %**
User Productivity Status: 15 → Wish: 5 minutes number of minutes for a [user] to co... [user = { adult }, task = { dri...] 30th June 2017	=: Δ: Δ%: ?%:	10 ± 0 -5 minutes **50 ± 0 %** *0 % (x 0.0)* 50%	8 ± 3 -7 minutes **70 ± 30 %** *56 % (x 0.8)* 70%	15 ± 0 0 minutes **0 ± 0 %** *0 % (x 0.0)* 0%	Σ Δ %: **120 ± 30 %**
Sum Of Values: Credibility - adjusted:	Σ%: Σ?%:	**90 ± 0 %** *32 %*	**170 ± 50 %** *106 %*	**-50 ± 185 %** *-65 %*	
Method Implementation Cost Status: **0** → Budget: **3m $** Total monetary cost in US Dollars fo... [Project Cost Size = { }] 30th June 2017	=: Δ: Δ%: ?%:	500k ± 0 500k $ **17 ± 0 %** *34 % (x 0.0)* 17%	2m ± 0 2m $ **67 ± 0 %** *134 % (x 0.0)* 67%	=1m ± 0 Δ: 1m $ Δ%: **33 ± 0 %** ?%: *66 % (x 0.0)* 33%	Σ Δ %: **117 ± 0 %**
Sum Of Development Resources: Credibility - adjusted:	Σ%: Σ?%:	**17 ± 0 %** *34 %*	**67 ± 0 %** *134 %*	**33 ± 0 %** *66 %*	
Value To Cost:		5.30	2.50	-1.50	

The numeric relation between ends and means.

Basic Structure of an Impact Estimation Table



Overall ‘Potential Values / Costs’
of 3 *options* or (if you need them all)
***complimentary* ‘benefit drivers’ = strategies = solutions = means’**



We estimate benefits based on facts, evidence, and consider ‘uncertainty’ (10±6)

Benefit Management Consequences

1. It is possible to **estimate the benefits** we can expect from our strategies

2. we can include various **best-available** degrees of credibility

3. ‘experts’ and opinionated people are forced to take **responsibility** for their suggested ‘means’

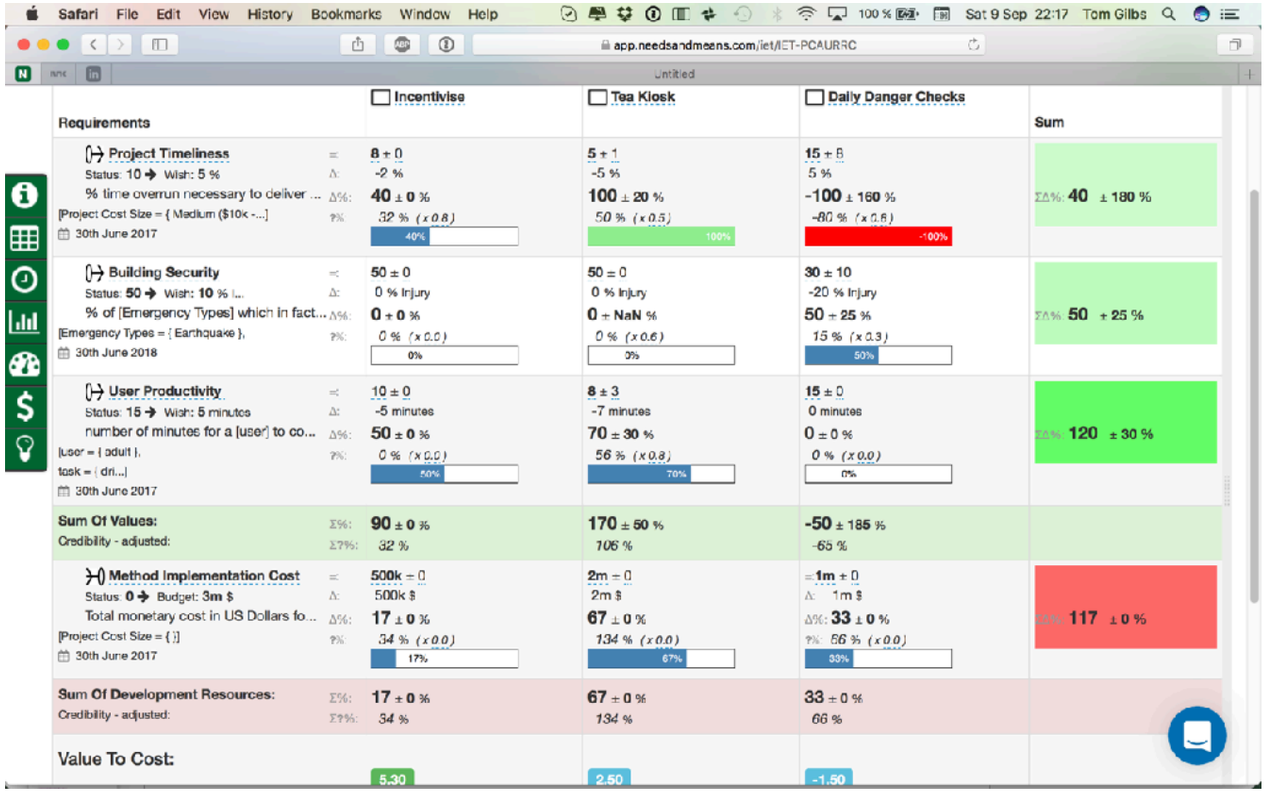
4. we can use these estimates to **prioritise** delivery of best benefits for resources wt risks

5. we have another method for **decomposition** into smaller benefits deliverables (Values x Strategies numbers = decomposition density)

6. we are ‘forced’ to see the **side effects** of strategies, and their costs

7. this is ‘benefits management **engineering**’ in practice.

8. then next step is to **feed back incremental measures** of benefits achieved and track progress.



4. A method for decomposing big strategies into smaller benefit deliverable strategies.

1. use the [scale parameters] to decompose
2. **use the Impact Tables to Decompose**
3. **decompose strategies so that**
    1. **any sub-strategy can be implemented independently of the other**
    2. **all sub-strategies will deliver measurable benefits alone**

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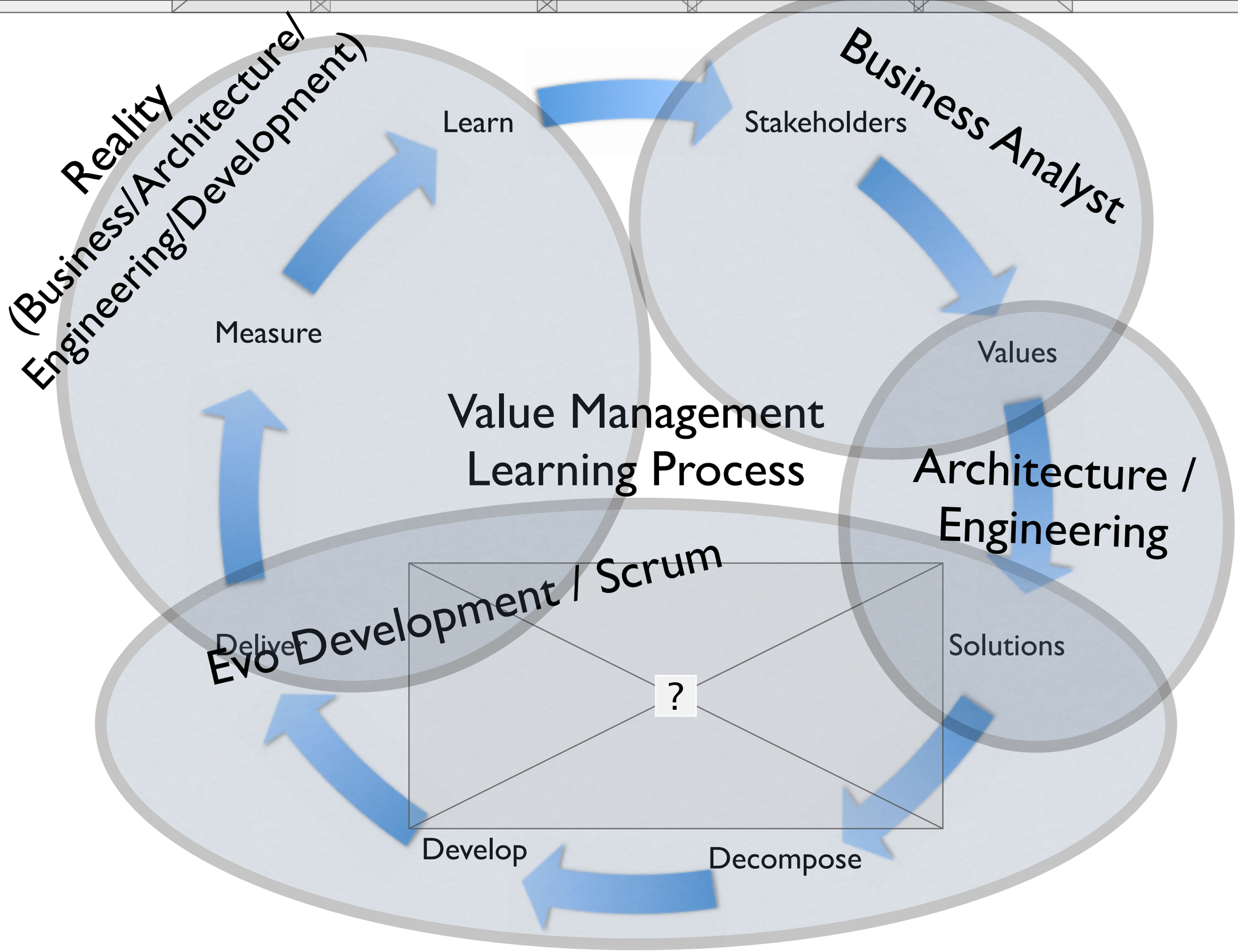
G1: Goal [People = Service , Task = All, Environment = **{Shop + All Not Done Yet }** 10 minutes.

G2: Goal [People = **{Salesperson + Sales Assistant}** , Task = Sign Contract, Environment = All] 30 minutes.


Reality
(Business/Architecture/
Engineering/Development)
Learn
Stakeholders
Business Analyst
Measure
Values
Value Management
Learning Process
Architecture /
Engineering
Evo Development / Scrum
Deliver
Solutions
?
Develop
Decompose

# Jobs	Week	[- 5%,+10%]	[-10%,+20%]	[-15%,+30%]	out of range
6	wk 8	1	5		
11	wk 9	3	1	7	
19	wk 10	6	3	7	3
25	wk 11	6	4	6	9
25	wk 12	17	3	5	
42	wk 13	31	3	2	6
55	wk 14	37	11	1	6
55	wk 15	39	9	1	6
55	wk 16	48	4	1	2
55	wk 17	50	4		1

Frank van Latum,
The Manager

Figure 5.6 Philips Value Delivery Cycles Results. The % is the accuracy of predicting a production run of electronic circuits, before that actual run. Green is good, red is bad.

Director said impossible to divide deliveries in small increment. Project was stuck failure mode.

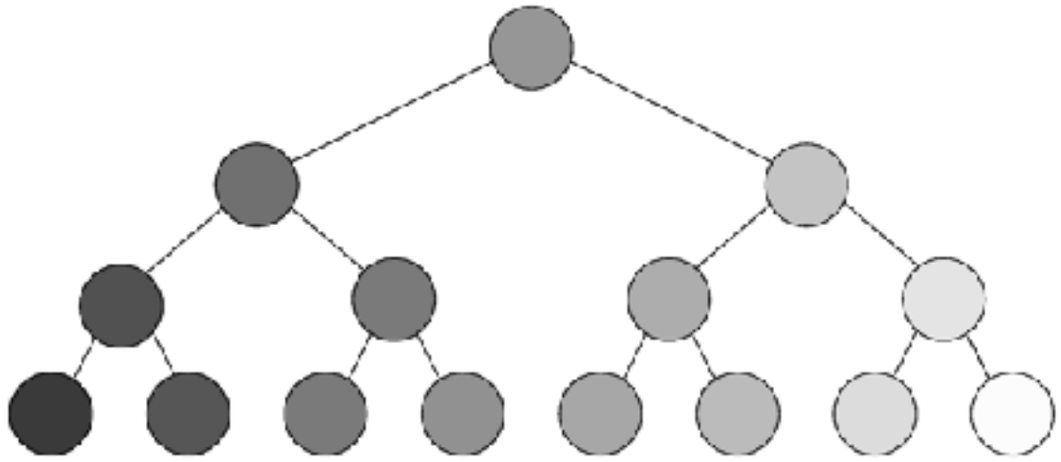
Source ‘Value Planning’ (case study 5.6)

How to decompose systems into small evolutionary steps: (a list of practical tips)

1. Believe there is a way to do it, you just have not found it yet![4]
2. Identify obstacles, but don't use them as excuses: use your imagination to get rid of them!
3. Focus on some usefulness for the stakeholders: users, salesperson, installer, testers or customer. However small the positive contribution, something is better than nothing.
4. Do *not* focus on the design ideas themselves, they are distracting, especially for small initial cycles. Sometimes you have to ignore them entirely in the short term!
5. Think one stakeholder. Think 'tomorrow' or 'next week.' Think of one interesting improvement.
6. Focus on the results. (You should have them defined in your targets. Focus on moving *towards* the goal and budget levels.)
7. Don't be afraid to use temporary-scaffolding designs. Their cost must be seen in the light of the value of making some progress, and getting practical experience.
8. Don't be worried that your design is inelegant; it is results that count, not style.
9. Don't be afraid that the stakeholders won't like it. If you are focusing on the results they want, then by definition, they should like it. If you are not, then do!
10. Don't get so worried about "what might happen afterwards" that you can make no practical progress.
11. You cannot foresee everything. Don't even think about it!
12. If you focus on helping your stakeholder in practice, now, where they really need it, you will be forgiven a lot of 'sins'!
13. You can understand things much better, by getting some practical experience (and removing some of your fears).
14. Do early cycles, on *willing local mature* parts of your user/stakeholder community.
15. When some cycles, like a purchase-order cycle, take a long time, initiate them early (in the 'Backroom'), and do other useful cycles while you wait.
16. If something seems to need to wait for 'the big new system', ask if you cannot usefully do it with the 'awful old system', so as to pilot it realistically, and perhaps alleviate some 'pain' in the old system.
17. If something seems too costly to buy, for limited initial use, see if you can negotiate some kind of 'pay as you really use' contract. Most suppliers would like to do this to get your patronage, and to avoid competitors making the same deal.
18. If you can't think of some useful small cycles, then talk directly with the real 'customer', stakeholders, or end user. They probably have dozens of suggestions.
19. Talk with end users and other stakeholders in any case, they have insights you need.
20. Don't be afraid to use the old system and the old 'culture' as a launching platform for the radical new system. There is a lot of merit in this, and many people overlook it.

[4] Working within many varied technical cultures since 1960 I have never found an exception to this – there is always a way!

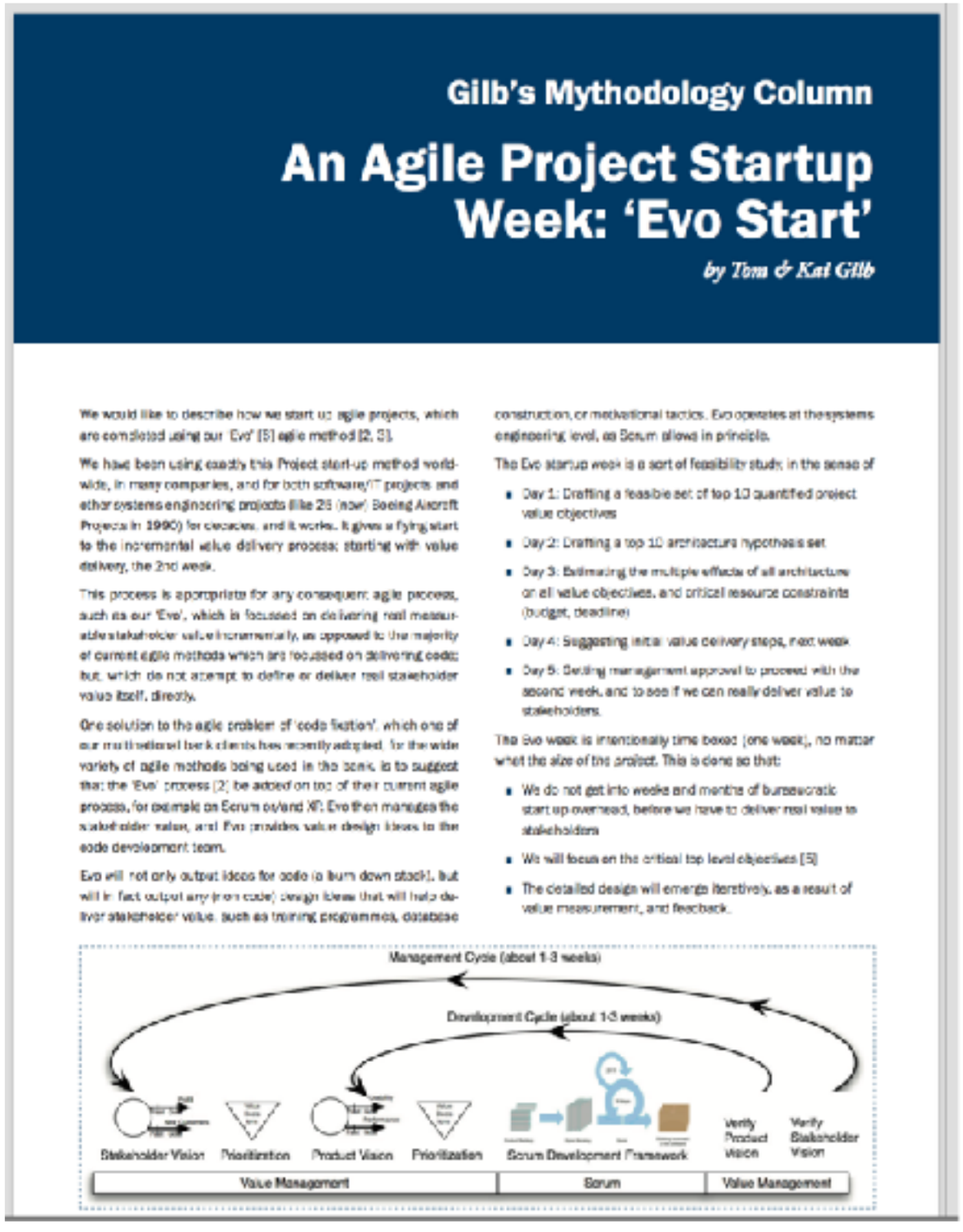
20 principles of decomposition



Decomposition of Projects paper
concepts.gilb.com/dl41

• The One-Week Project-Startup Process to launch *real* value delivery.

- We practice a 1 week project startup
- follow by weeks of value stream delivery
- of increments of the value objectives
- day 1, the top 10 critical value objectives are drafted
- day 4 the next week value delivery ‘sprint’ is planned



Gilb's Mythodology Column

An Agile Project Startup Week: 'Evo Start'

by Tom & Kai Gilb

We would like to describe how we start up agile projects, which are completed using our 'Evo' [5] agile method [2, 3].

We have been using exactly this Project start-up method worldwide, in many companies, and for both software/IT projects and other systems engineering projects like 2B (now: Boeing Aircraft Projects in 1990) for decades, and it works. It gives a flying start to the incremental value delivery process: starting with value delivery, the 2nd week.

This process is appropriate for any consequent agile process, such as our 'Evo', which is focussed on delivering real measurable stakeholder value incrementally, as opposed to the majority of current agile methods which are focussed on delivering code; but, which do not attempt to define or deliver real stakeholder value itself, directly.

One solution to the agile problem of 'code fixation', which one of our multinational bank clients has recently adopted, for the wide variety of agile methods being used in the bank, is to suggest that the 'Evo' process [2] be added on top of their current agile process, for example on Scrum or/and XP. Evo then manages the stakeholder value, and Evo provides value design ideas to the code development team.

Evo will not only output ideas for code (a burn down stack), but will in fact output any (non code) design ideas that will help deliver stakeholder value, such as training programmes, database construction, or motivational tactics. Evo operates at the systems engineering level, as Scrum allows in principle.

The Evo startup week is a sort of feasibility study, in the sense of

- Day 1: Drafting a feasible set of top 10 quantified project value objectives
- Day 2: Drafting a top 10 architecture hypothesis set
- Day 3: Estimating the multiple effects of all architecture on all value objectives, and critical resource constraints (budget, deadline)
- Day 4: Suggesting initial value delivery steps, next week
- Day 5: Getting management approval to proceed with the second week, and to see if we can really deliver value to stakeholders.

The Evo week is intentionally time boxed (one week), no matter what the size of the project. This is done so that:

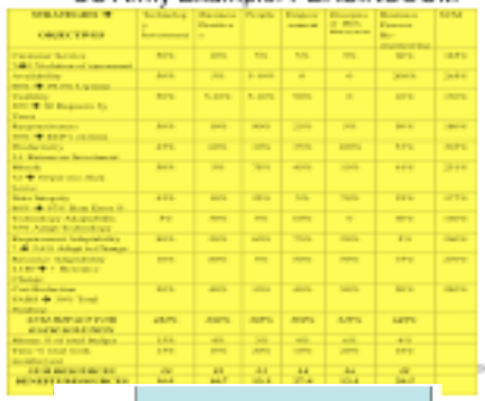
- We do not get into weeks and months of bureaucratic start up overhead, before we have to deliver real value to stakeholders
- We will focus on the critical top level objectives [5]
- The detailed design will emerge iteratively, as a result of value measurement, and feedback.

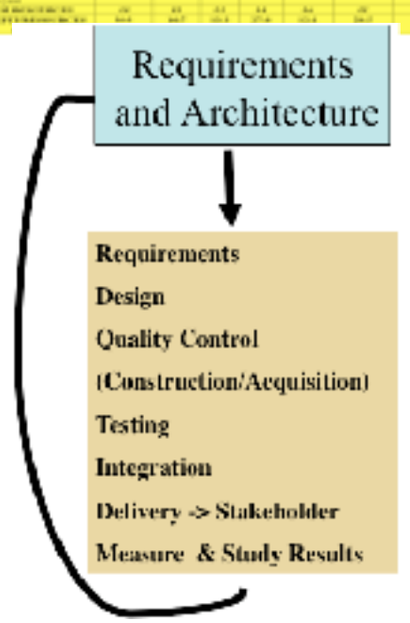
www.gilb.com/dl568

The ´Evo´ Planning Week at DoD

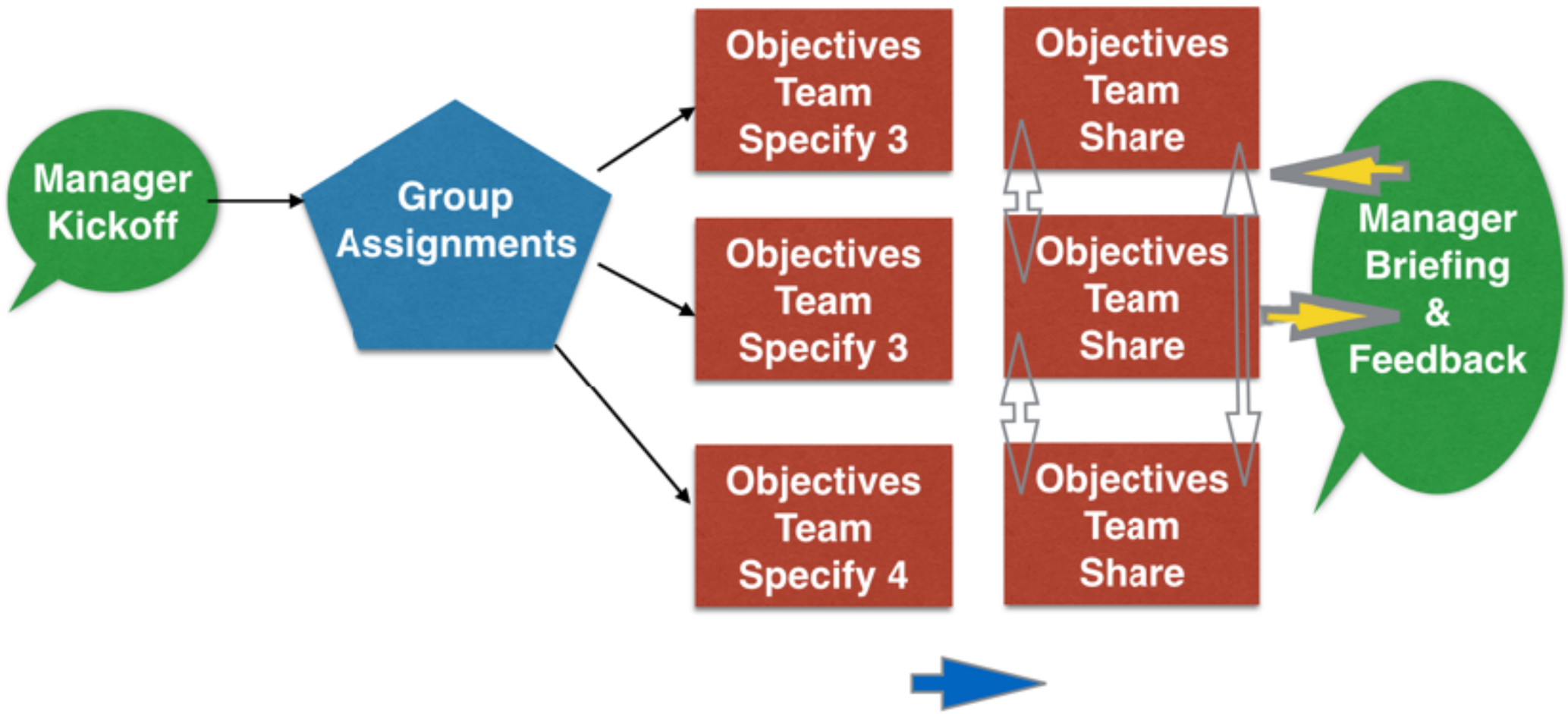
- Monday
  - Define top Ten critical objectives, quantitatively
  - Agree that thee are the main points of the effort/project
- Tuesday
  - Define roughly the top ten most powerful strategies
  - for enabling us to reach our objectives on time
- Wednesday
  - Make an Impact Estimation Table for Objectives/Strategies
  - Sanity Test: do we seem to have enough powerful strategies to get to our Goals, with a reasonable safety margin?
  - A tool for decomposing the value steps and seeing best value for resources
- Thursday
  - Divide into rough delivery steps (annual, quarterly)
  - Derive a delivery step for ‘Next Week’
- Friday
  - Present these plans to approval manager (Brigadier General Pellicci)
  - get approval to deliver next week
  - (they can´t resist results next week!

US Army Example: PERSINSCOM



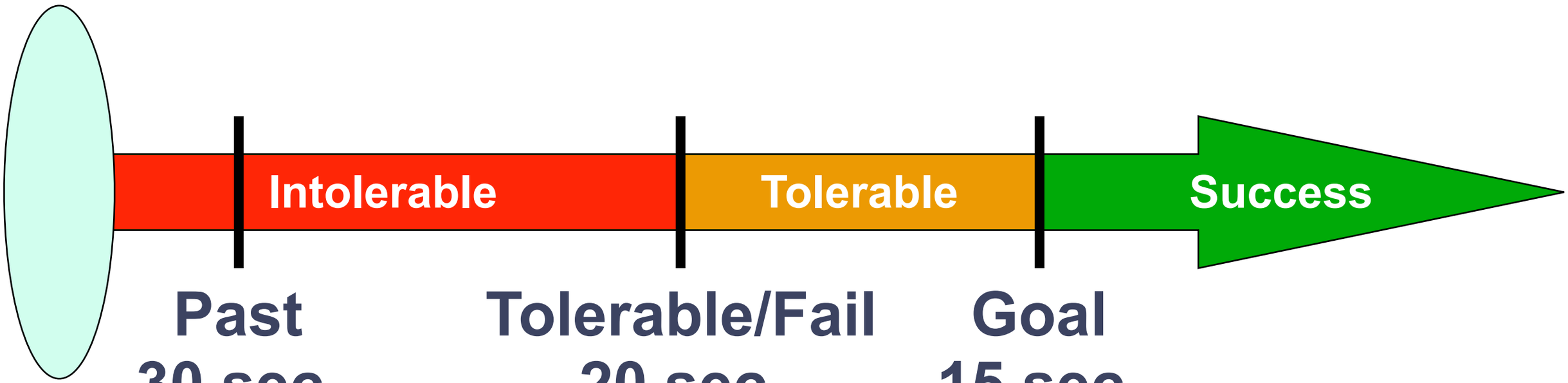


The First Day of the Startup Process
Top Ten Critical Values
a *quantification* process



Change can be tracked incrementally in small steps of attempts at incremental change and if we feel to have a successful increment we can change the strategy so as to get back on track

Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements

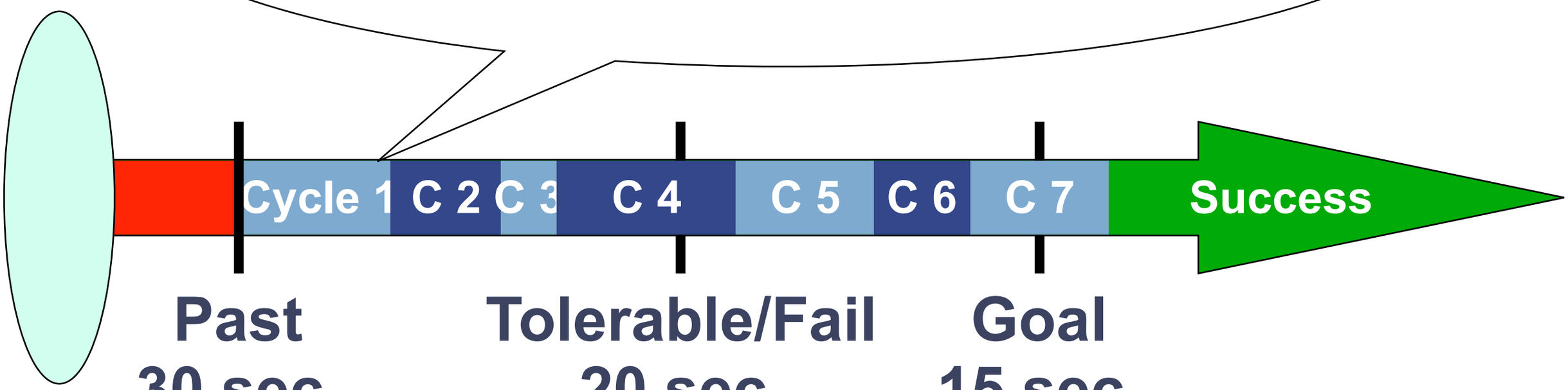


Speed

Scale: seconds to do task

Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements

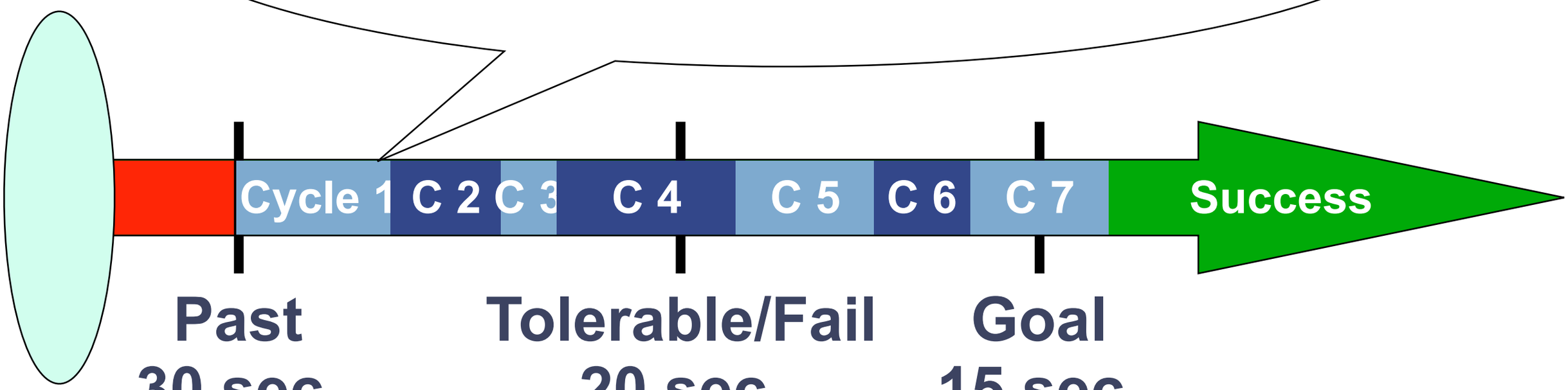
Each Evolutionary Cycle aiming to get closer to the Goals



<u>Speed</u>
Scale: seconds to do task

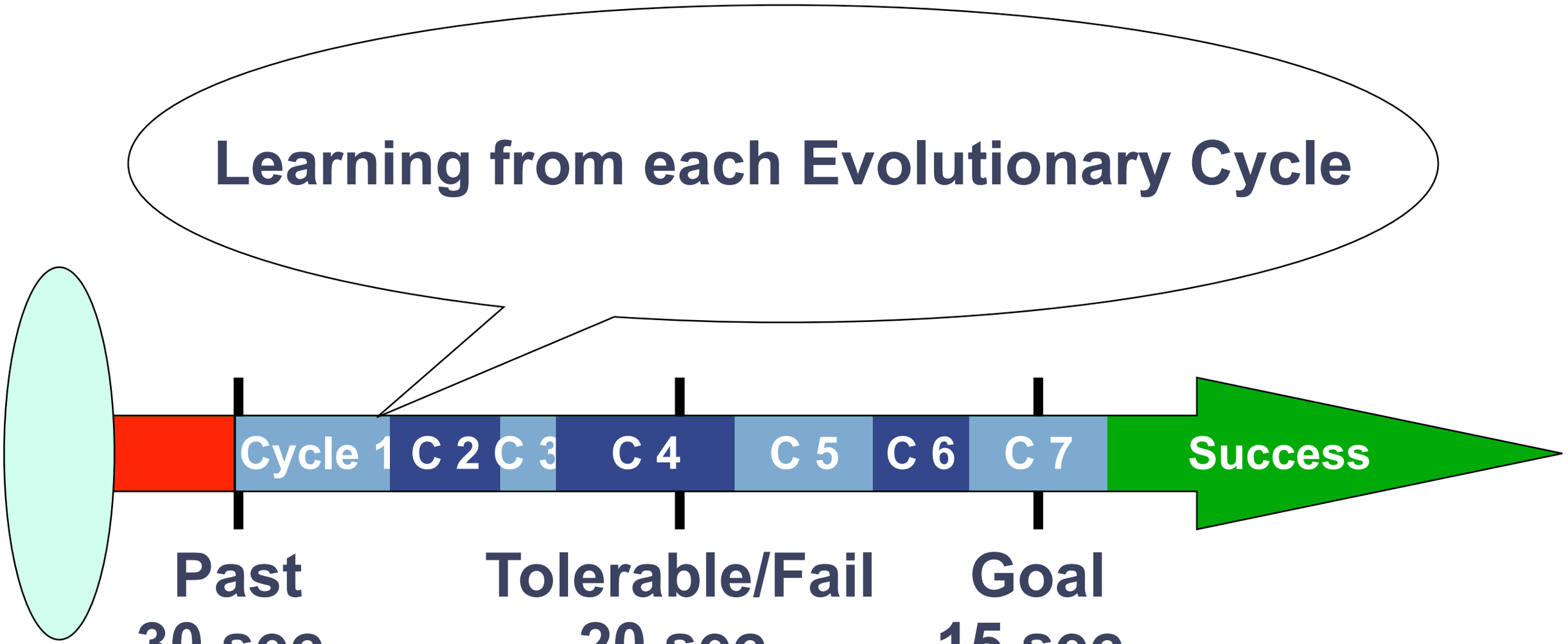
Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements

Each Evolutionary Cycle integrated into a 'working' system



<u>Speed</u>
Scale: seconds to do task

Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements

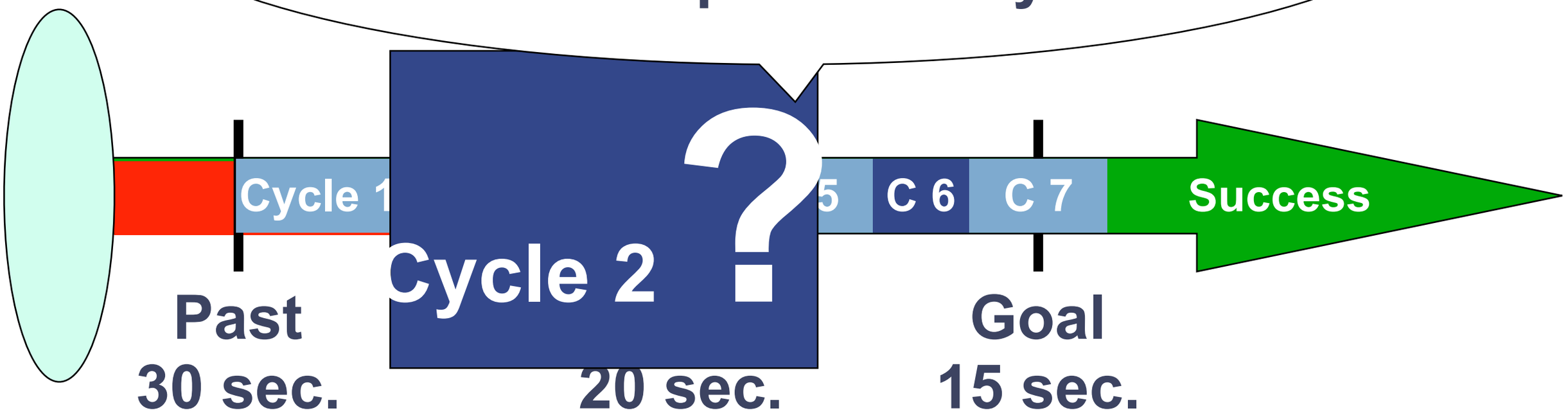


Speed

Scale: seconds to do task

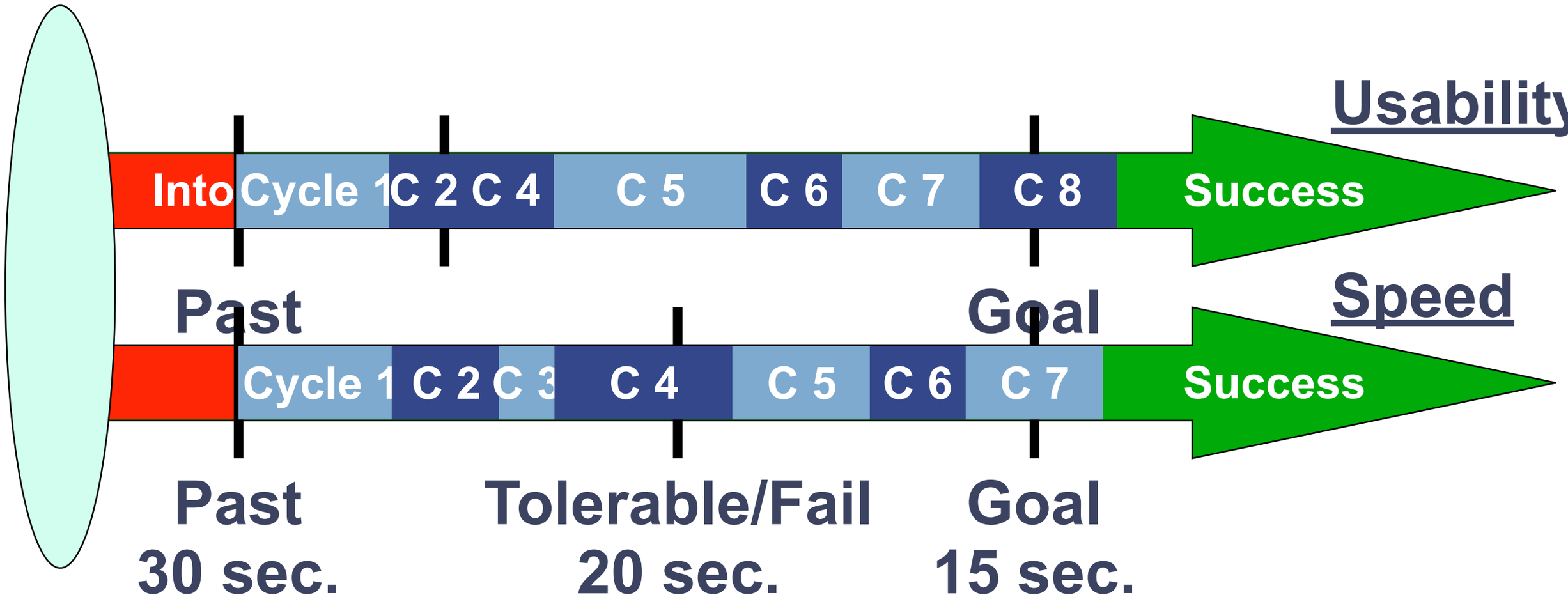
Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements

Deciding on the next Cycle, based on what we learned from the previous Cycle

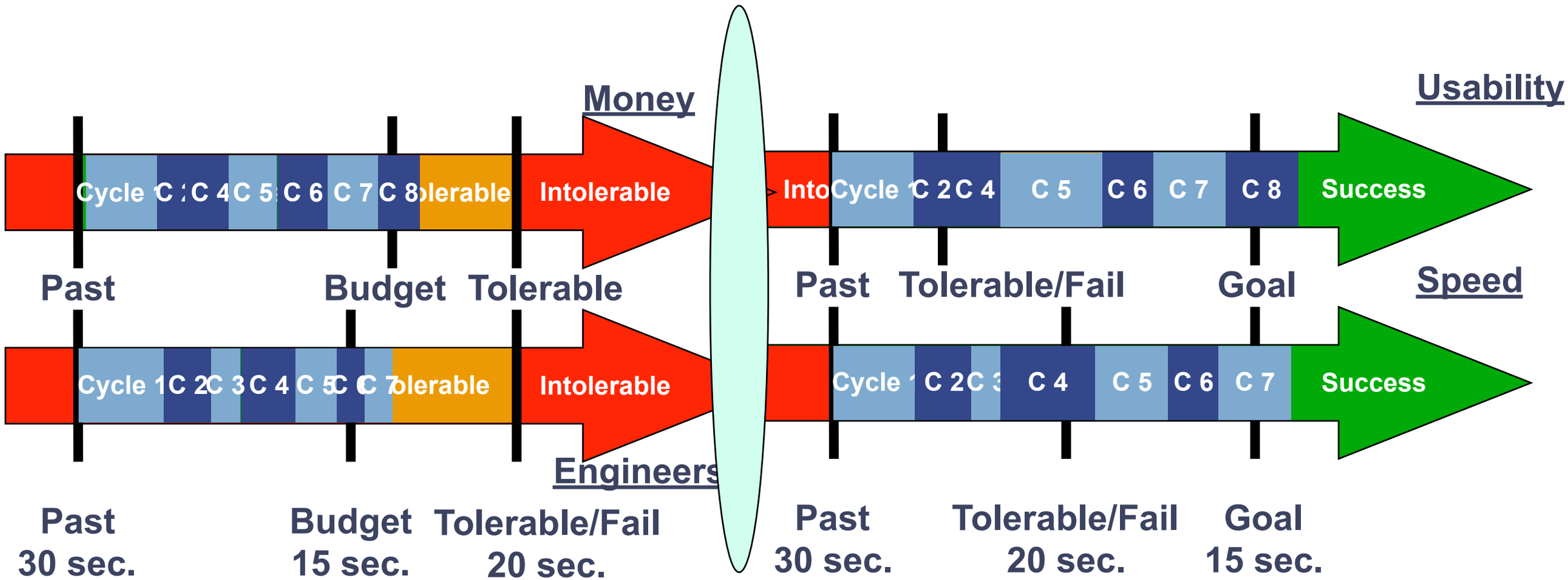


<u>Speed</u>
Scale: seconds to do task

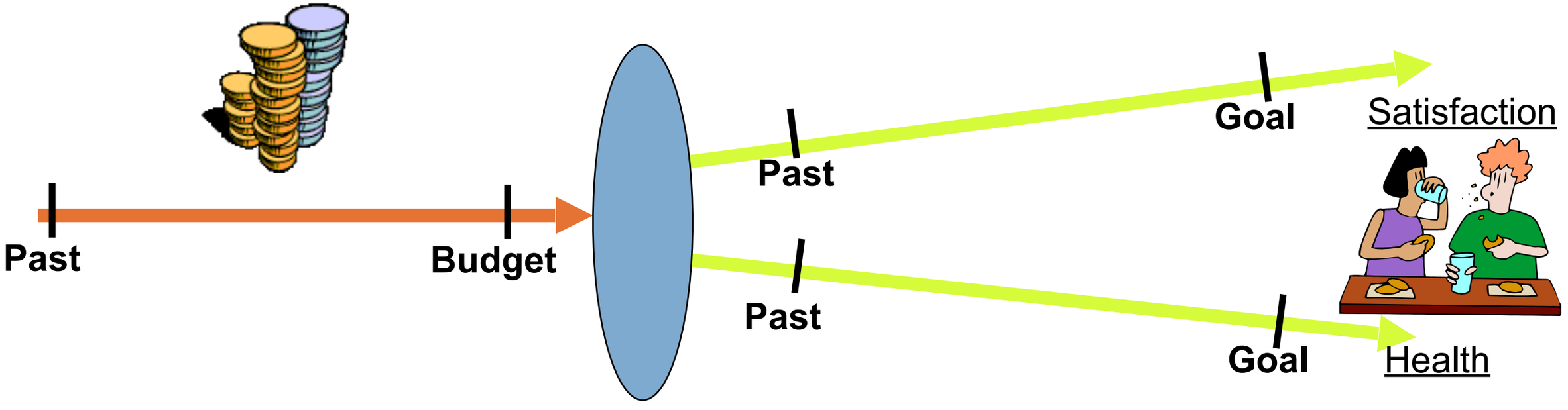
Evolutionary Delivery is driven by meeting Stakeholder Value & Product Quality Requirements Simultaneously



Each Evolutionary Cycle uses a constrained budget of Development Resources

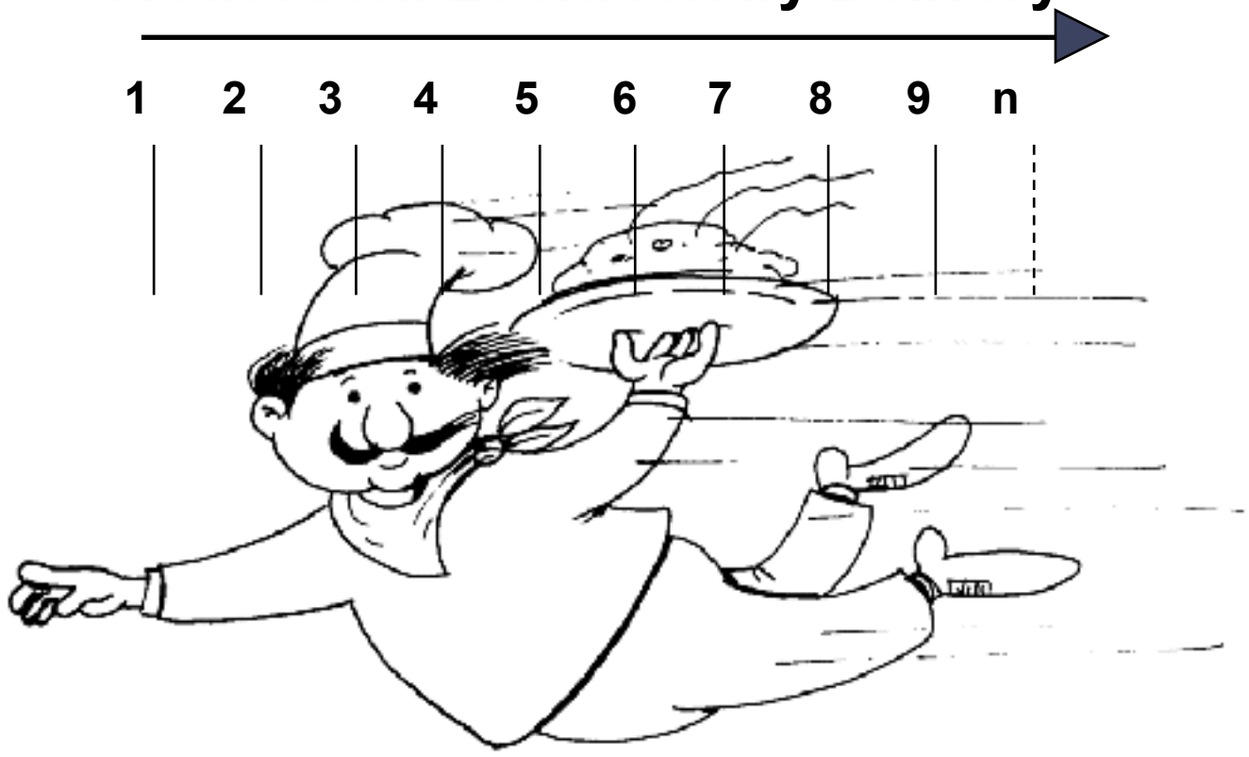


Costs / Effects

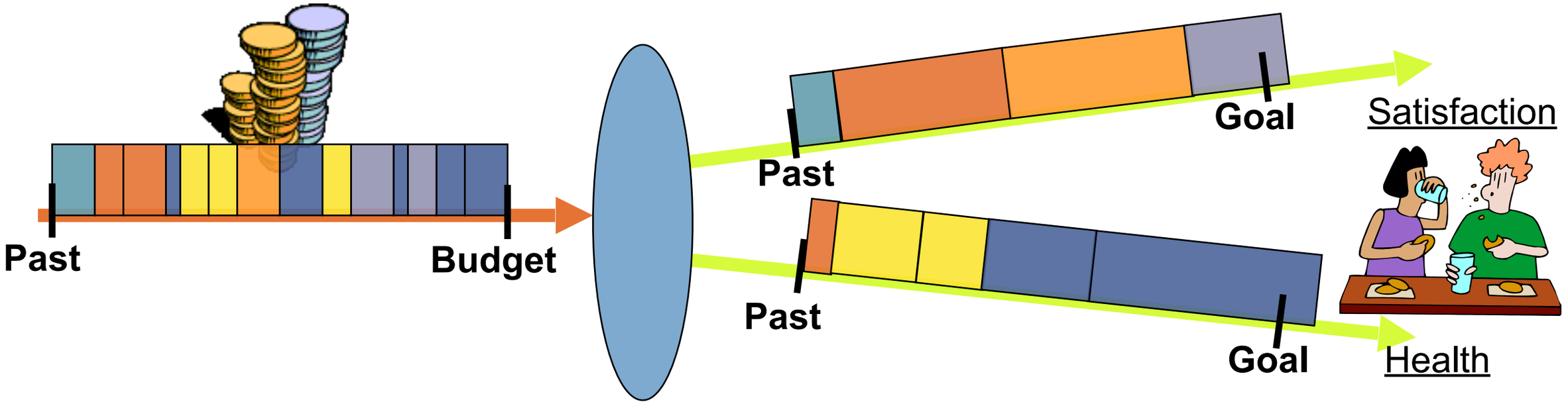


Back-room Design Development

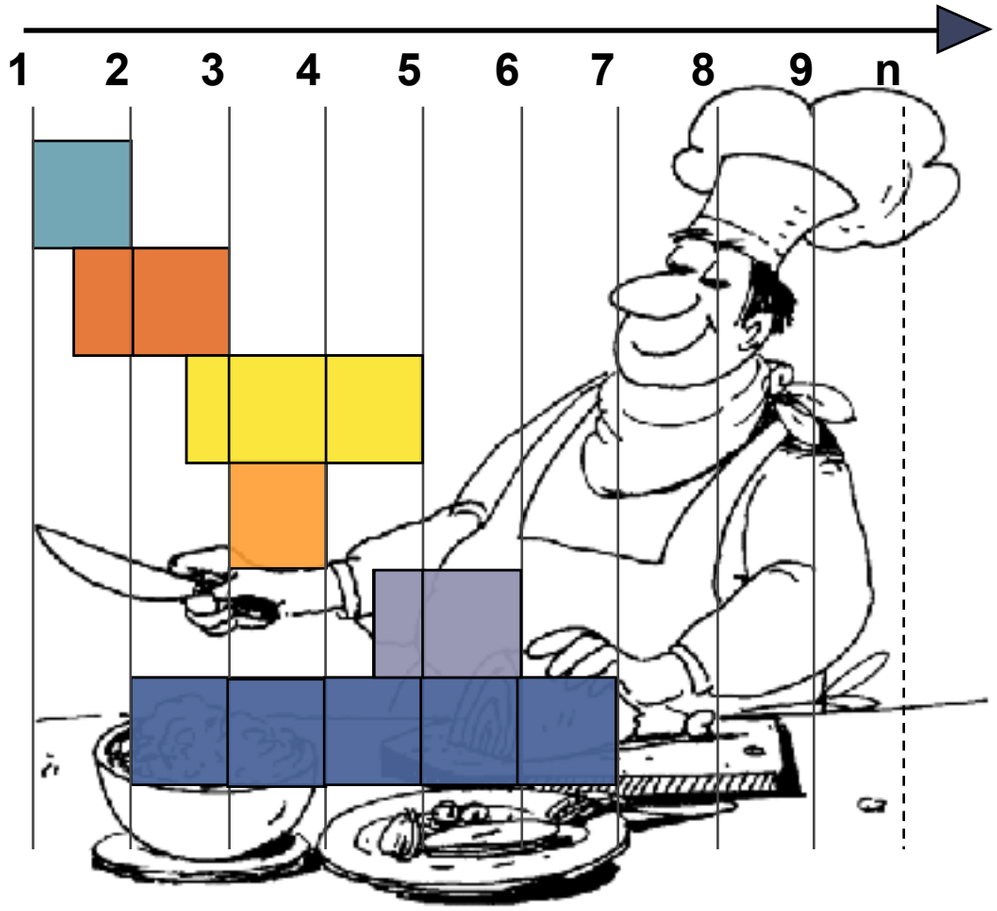
Front-room Evolutionary Delivery



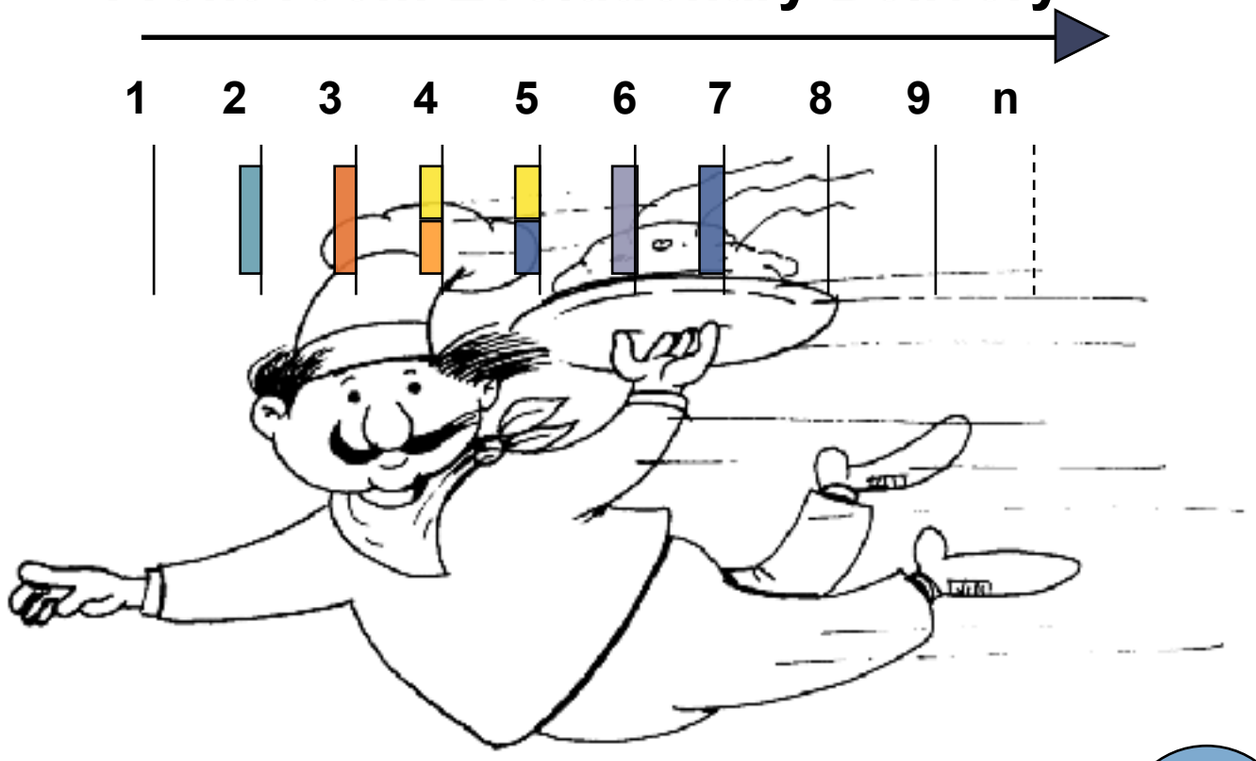
Costs / Effects



Back-room Design Development



Front-room Evolutionary Delivery



5.
A method for dynamic prioritisation of delivery steps based on value for resources wrt risks.

1.Direct Quantification of all benefits, so they are unambiguous clear and trackable in agile delivery steps.

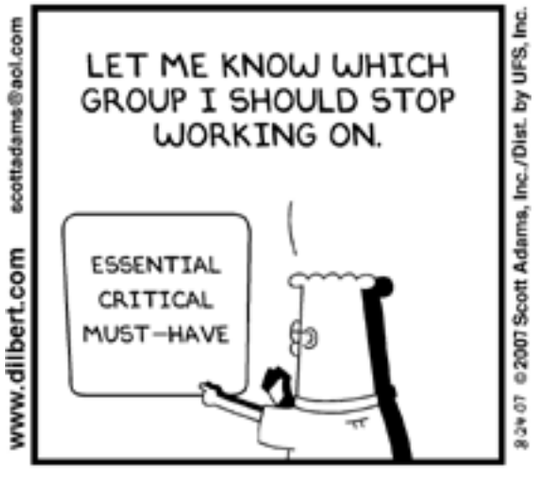
2. Much better stakeholder analysis.

3. A method to estimate the ‘benefit power’ of all architecture and design strategies.

4. A method for decomposing big strategies into smaller benefit deliverable strategies.

5. A method for dynamic prioritisation of delivery steps based on value for resources wrt risks.

This presentation will present these tools and participants will get a free digital copy of the book “Value Planning”



It is obviously **first** priority to survive, to not die or disappear.

Then it is **second** priority to avoid discomfort and suffering.

Then it is **third** priority to reach a level of satisfaction.

It is **fourth** priority to go beyond satisfaction, to some luxury level.

So, we can, in Planguage, state these levels *directly*:

- **Tolerable**: survival, borderline, threatened with death constantly
- **OK**: absence of pain and discomfort, but much improvement desired
- **Goal**: quite satisfied, successful, only marginally useful desire to improve this
- **Stretch**: a level better than Goal, but which has *some* marginal value, for *some* stakeholders and instances, *if* the price is right

The highest priority for human survival is:

- Water
- Air
- Food

Figure 6.2 A. What is your instinctive answer?

The point is that *priority is dynamic*: it changes depending on satisfaction of needs

Priority Signals

Current Status	Improvements		Survey Engine .NET		
Units	Units	%	Past	Tolerable	Goal
			Backwards.Compatibility (%)		
83,0	48,0	80,0	40	85	95
0,0	67,0	100,0	67	0	0
			Generate.WI.Time (small/medium/large seconds)		
4,0	59,0	100,0	63	8	4
10,0	397,0	100,0	407	100	10
94,0	2290,0	103,9	2384	500	180
			Testability (%)		
10,0	10,0	13,3	0	100	100
			Usability.Speed (seconds/user rating 1-10)		
774,0	507,0	51,7	1281	600	300
5,0	3,0	60,0	2	5	7
			Runtime.ResourceUsage.Memory		
0,0	0,0	0,0		?	?
			Runtime.ResourceUsage.CPU		
3,0	35,0	97,2	38	3	2
			Runtime.ResourceUsage.MemoryLeak		
0,0	800,0	100,0	800	0	0
			Runtime.Concurrency (number of users)		
1350,0	1100,0	146,7	1250	500	1000
			Development resources		
64,0			0		84

Figure 6.7 . Incremental Value Tracking at Confirmit.

status after 9 of 12 weeks to release
Priority signals after real value delivery: Red = WORRY

This presentation will present these tools and participants will get a free digital copy of the book “Value Planning”

1.Direct Quantification of all benefits, so they are unambiguous clear and trackable in agile delivery steps.

2. Much better stakeholder analysis.

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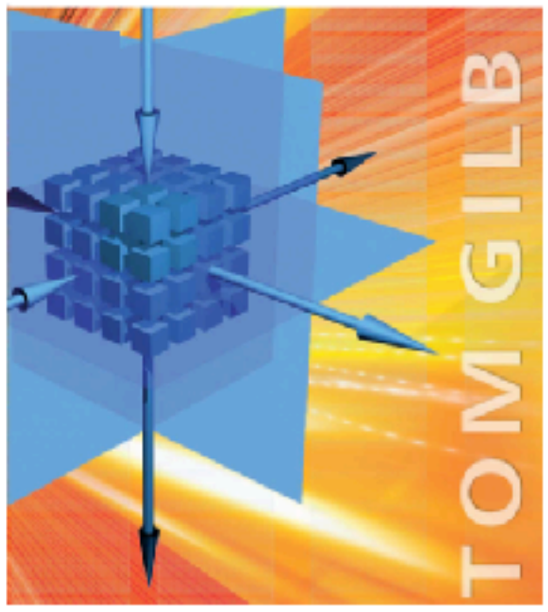
Value Planning



Practical Tools
for
Clearer Management Communication

The One-Page 'Value Planning' Book.

Why? I believe your time is valuable. I believe that if someone is an expert or master of a subject, they can write it down in one page or less. So, to potentially save you the time, of reading the rest of the book, I'll try to do a 1-page version right here and now. If you need more detail later, you know where to find it.

Sound Bite

Deliver Real Stakeholder Value Now

The One Sentence Summary.

Value Planning (VP) means you will elicit and clarify critical stakeholder values quantitatively, and prioritize delivering those values, as soon as possible.

The One Paragraph Summary.

1. **STAKEHOLDERS**: Identify your most critical stakeholders.
2. **OBJECTIVES**: Identify the smart levels of their most critical value improvements.
3. **STRATEGIES**: Identify potential strategies for delivering planned value levels to stakeholders, at lowest cost and risk.
4. **SMALL STEPS**: Decompose strategies into suitably smaller deliverable increments.
5. **DELIVER VALUE**: Attempt to deliver measurable value to some stakeholders.
6. **LEARN**: Measure results and costs; then decide if you are on track, or need to change something. *Continue the process until all goals reached.*

The Rest-of-the-Page Summary.

1. We will make use of our Planning Language, called 'Planguage' ('PL').
2. The central capability of Planguage is that it can be used for *any system* of 'product' or 'service', at any level of abstraction or detail.
3. Planguage is capable of expressing *all results, improvements, values and qualities quantitatively.*
4. Planguage can help you plan, estimate and track delivery of *all costs* and resources.
5. Planguage will help you keep numeric accounts of *multiple critical values*, and corresponding *multiple critical resources*, so you can manage value for money; i.e. the *efficiency* of planning, decision-making and contracted result deliveries.
6. Planguage is extremely *risk* conscious at the level of every aspect of planning that might involve risk to your successful value delivery.
7. Planguage not only helps with planning values and costs, but is consequently used to manage practical *implementation*, learning and *feedback* from plan application.
8. Planguage will help you *align* and connect plans at many *related levels* of consideration, from top management to the most detailed level of planning you need.
9. Planguage enables you to *measure the quality of planning*, and to set a release threshold for plans.
10. Planguage has tools to *automate* plan specification, and to integrate your updated decisions and knowledge.

Technical Detail and Real Examples:

My TEDx Talk http://tinyurl.com/GilbTedx, "All Qualities Can Be Quantified". 18 minutes.

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Competitive Engineering is a revolutionary project management method, proven by organizations worldwide

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- Detailed, practical and innovative coverage of key subjects
  including requirements specification, design evaluation, sp
  quality control and evolutionary project management
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  specifying, evaluating, managing and delivering high quality
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  provoking ideas on every page

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- Requirements specification
- Design engineering (including design specification and evaluation)
- Evolutionary project management
- Project metrics
- Risk management
- Priority management
- Specification quality control
- Change control

ELSEVIER
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Visit **http://books.elsevier.com/companions** to access the complete Planguage glossary

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ERIK SIMMONS,
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ENGINEER AT THE AEROSPACE
CORPORATION AND CHAIR OF THE INCOSE
SYSTEMS ARCHITECTURE WORKING GROUP

Tom Gilb is an independent consultant and author of numerous books, articles and papers. He is recognised as one of the leading 'thinkers' within the IT community and has worked with managers and engineers around the world in developing and applying his renowned methods.

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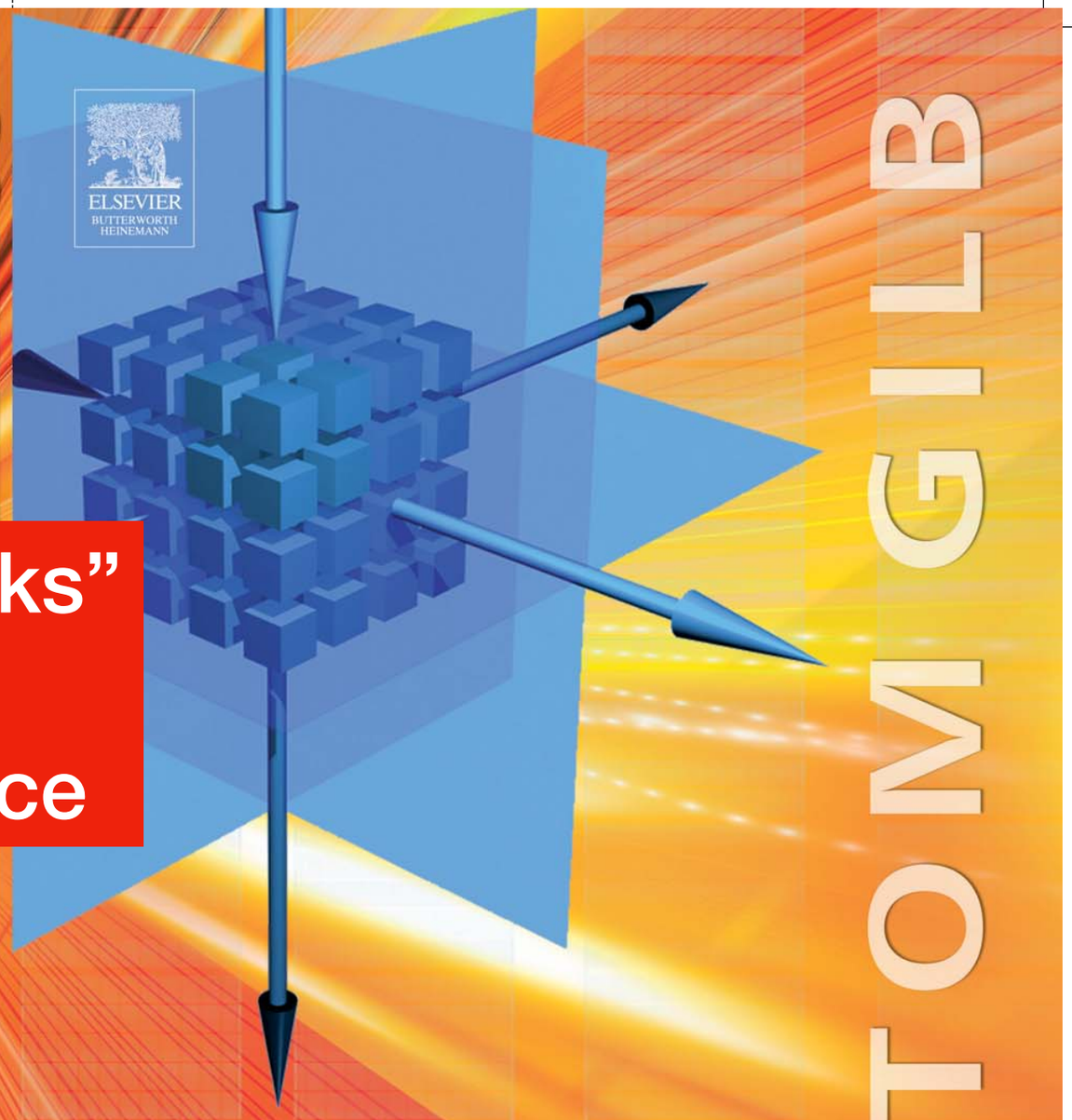

TOM GILB

COMPETITIVE ENGINEERING

A HANDBOOK FOR SYSTEMS ENGINEERING, REQUIREMENTS ENGINEERING, AND SOFTWARE ENGINEERING USING PLANGUAGE

a free link to my new book
‘Value Planning’
for this lecture participants

- Value Planning book:

  Here is a digital draft of my **Value Planning (Part 1)** book as of June 2017: The Short Book (63 pages)

  https://www.dropbox.com/sh/ptf6ecsv1hr3nhz/AAC0epZ4Qqn290_m-dIB0Vw-a?dl=0

  (let me know if this link fails at any time!)

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- **COMPETITIVE ENGINEERING** book (free for signup)
  - https://www.gilb.com/p/competitive-engineering
- Link to Full **Value Planning book**: https://www.gilb.com/store/2W2zCX6z
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- THE NEW SHORT BOOK ‘**DELTA VALUE PLANNING**’

Δ : Value Planning Basics (for CxO Level Managers).
a 23 Page book. (half illustrations)

https://www.dropbox.com/s/sd5ovezk0nb3q72/%E2%88%86%20Value%20Planning%20%20CxO%20Word%20MASTER%20%20Book%20Ms.pdf?dl=0

This is an experiment in making a 10 page text version. I am not sure what to do with it. But enjoy and share for the moment. Give me feedback if you can.

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