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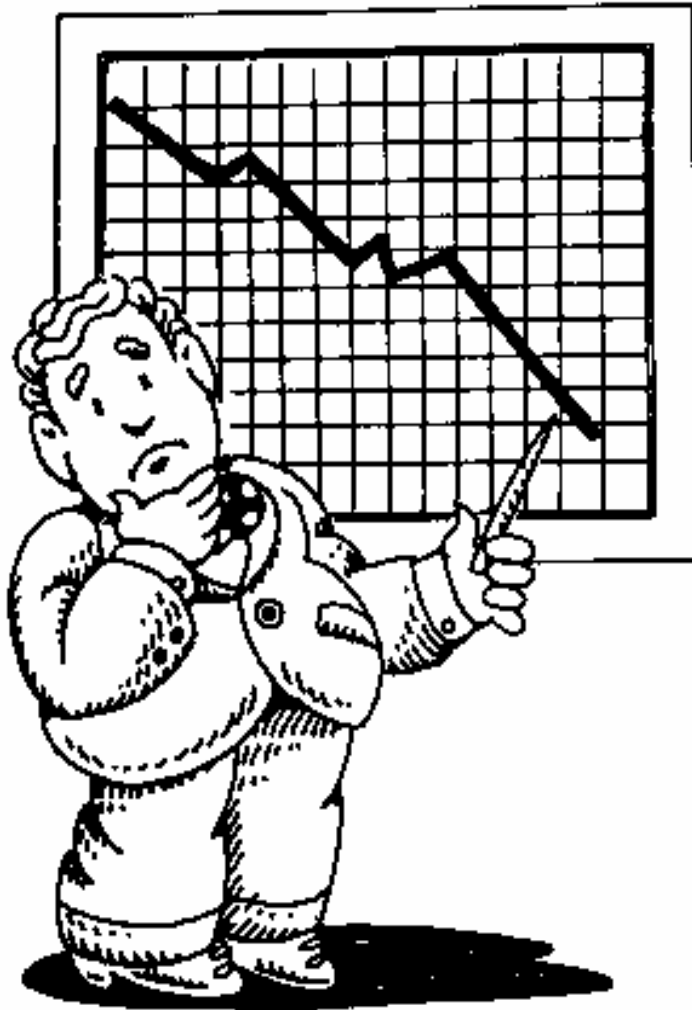
Do the Facts Speak for Themselves?

**2nd Annual International Software Measurement &
Analysis Conference**

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It Was the Early 1990's and Our Measurement Programs Were Fizzling



And we asked around to see if anyone else was having similar issues – and they were!

We Tried Some Fixes

- ❖ Target setting
- ❖ Providing industry benchmarks
- ❖ We would draw some preliminary conclusions about the data to get things started
- ❖ We tried to connect one measure to another to show the dynamics (more inspections > lower defects)

Enough of That

We evaluated the entire measurement approach

We asked hard questions ...

- Why do we want metrics? What is the value?
- What are we assuming? Are our assumptions valid?
- Are we leaving out some steps?

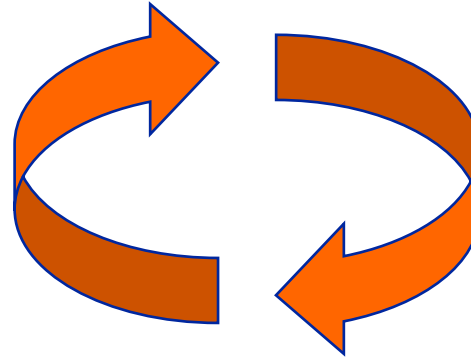


We Uncovered a Problem

- ❖ We had assumed that we just needed to provide good metrics, and our clients would be able to take it from there.
- ❖ What our clients needed wasn't more metrics or better metrics, they needed to know what the metrics mean and how to use them.
- ❖ The more we worked at this, the more it became clear that we were on to something. Over time, two areas emerged:
 - **Performance Engineering**
 - **IT Marketing**

Performance Engineering

**Planning or
Replanning**



**Executing
and
Monitoring**

“The reason most people never reach their goals is that they don’t define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them.”

- Dr. Denis Watley,
author of *The
Psychology of Winning*

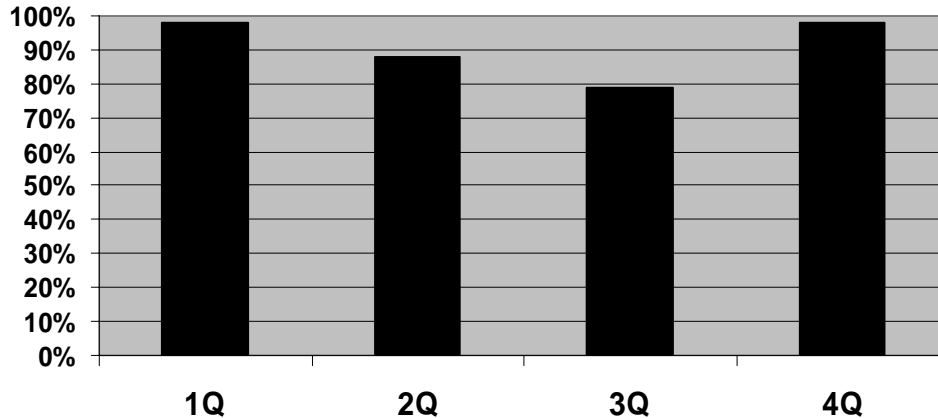
- The Performance Engineering value-generation process either transforms the organization through a project, or helps to achieve operational goals. The user determines where s/he wants to go (the target state), the value of the target state, and how to get there (the action plan).
- When in Planning/Replanning mode, the users are developing their objectives and approaches. Performance information to help them plan may take the form of historical performance, industry performance, expert advice, innovative ideas, etc. Note that often the need for planning support is a one-time need, so little or no information-delivery infrastructure is needed.
- In Execution/Monitoring mode, the users are executing against the action plans that they believe will achieve their objectives. The performance information needs are for feedback against the plans to answer the questions:
 - Are the planned actions being executed as expected?
 - Are the actions helping to achieve the desired target state?
 - Is the expected value being gained from the target state?

IT Marketing

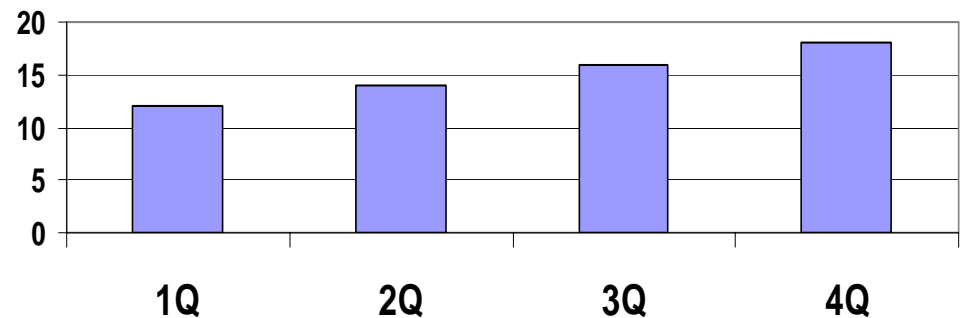
- ❖ Not used for feedback against plans.
- ❖ There are messages intended to be communicated.
- ❖ The intended stakeholders for the messages are generally known.
- ❖ The Dashboard/Scorecard may be delivered various ways: on a wall, attached to an email, sent as paper, accessible through an intranet, etc.

Can Metrics Alone Deliver the Message?

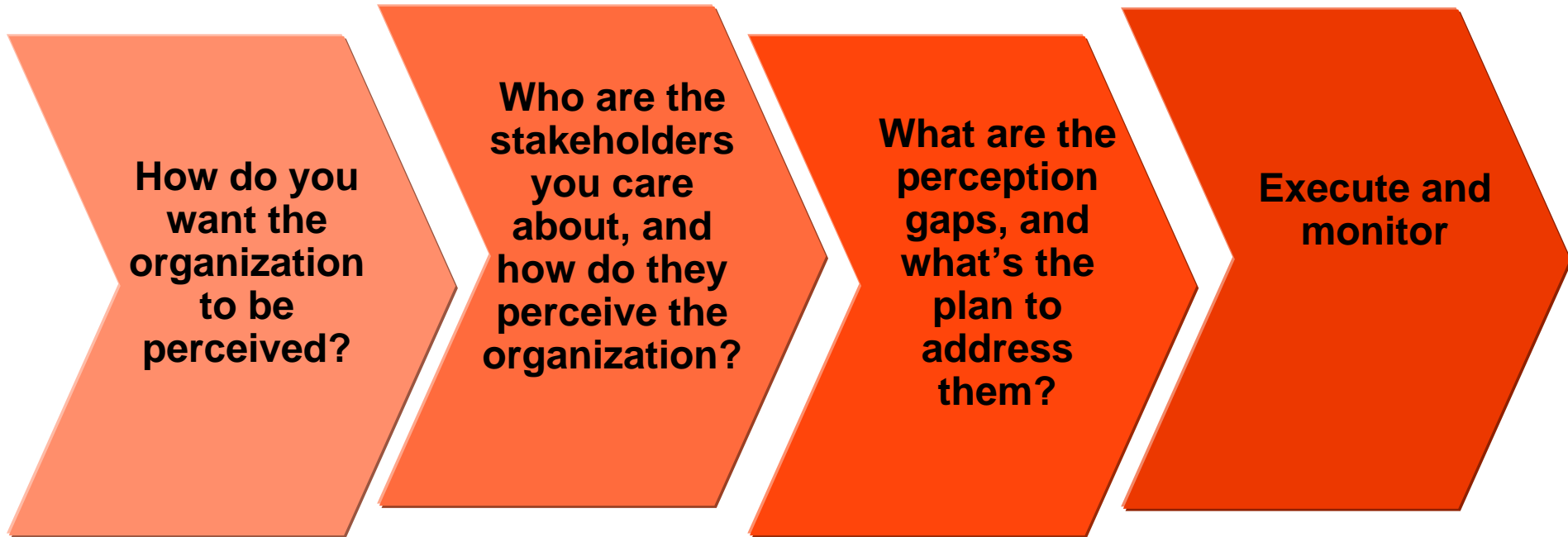
Percentage of Projects Delivered On Time



Quarterly Average Delivery Rate
(Function Points per Person-Month)



There's a Process to It



It's PR

- ❖ Build relationships
- ❖ No communication vehicle can match the effectiveness of face-to-face meetings
- ❖ Work on trust
- ❖ Make friends
- ❖ Build alliances with peers of the key audiences
- ❖ Communicate!

Communication Content – What's your Point?

- ❖ Demonstrating value
- ❖ Defining your role and the role of the stakeholders
- ❖ Educating
- ❖ Describing needed support
- ❖ Creating a vision
- ❖ Establishing credibility



Communicate!

When you just have time to deliver a message, have messages crafted for people to remember¹

- Simple
- Unexpected
- Concrete
- Credentialed
- Emotional
- Stories

¹From “Loud and Clear – Crafting Messages That Stick”

***Give people a fact or idea and enlighten their minds;
tell them a story and you touch their souls.²***

**When you have more time – use a story to
make your points³**

**What makes a story compelling is the
conflict between what you want and life's
realities – there is no drama without conflict**

- Life is thrown out of balance
- What do you want to restore balance?
- What is getting in your way?
- How will you decide to act to restore balance?

²An old Hasidic proverb

³From “Storytelling That Moves People – A Conversation with Screenwriting Coach Robert McKee”



Let's Not Forget the Metrics

In the course of delivering a message or story, the opinions that may be challenged should be supported by evidence such as:

- Metrics
- Benchmarks
- Expert advice
- Internal opinions
- Results of internal studies

The goal is not to make the argument bulletproof, but to reach the moment when the audience agrees with you.

Summary

- ❖ Dashboards/Scorecards intended for communication by themselves are risky communications devices.
- ❖ Decide how you want to be perceived.
- ❖ Determine whose perceptions of you are important.
- ❖ Understand their perceptions, and how those perceptions differ from what you expect.
- ❖ Develop a plan for reshaping the perceptions.
- ❖ An essential tool is communication – learn to craft messages and stories that reshape the stakeholders' perceptions.

And finally, keep in mind that this is not a one time job, but something done continuously.



Thank You!

Any feedback is, as always, greatly appreciated!

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Reference Materials

- “Storytelling That Moves People – A Conversation with Screenwriting Coach Robert McKee” **Harvard Business Review**, June 2003
- Michael Hattersley “The Managerial Art of Telling a Story” **Harvard Management Update**, January 01, 1997
- Alessandra Bianchi “I Want You to Meet Joe - How a Riveting Story Can Get Your Message Across” **Stanford Social Innovation Review website: www.ssireview.com** Spring 2005
- Chip Heath “Loud and Clear – Crafting Messages That Stick” **Stanford Social Innovation Review website: www.ssireview.com** Winter 2003