



# **Scope Management for Adults**

## **A 12-Step Recovery Program**

Carol Dekkers, PMP, CMC, CFPS, P.Eng.

Quality Plus Technologies, Inc.

ISMA4 – Chicago IL, USA    September 2009

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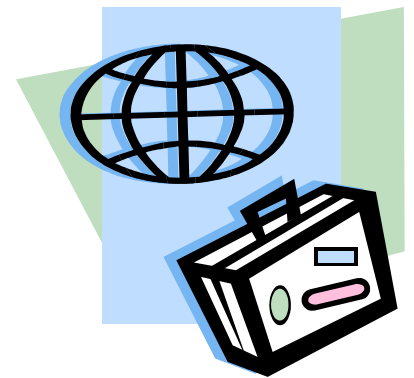
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# Abstract

IT projects ... over 2/3 are either cancelled, over budget, or delivered late ... 60-99% of software defects due to poor requirements ... 40% rework -- there has to be a better way.

Introducing scope management for adults -- a proven 12-step program ... customer centric, fair to suppliers, creates a cohesive project management environment. ... southernSCOPE ...northernSCOPE™ ...

this session presents lessons learned ...  
introduces 12-steps to project recovery



# Agenda

- Projects
- Scope management
- Scope managers
- Change
- Summary



# Quality Plus Technologies

Consulting, training, and coaching services in software measurement, benchmarking, scope management, ISO standards, functional size measurement (function points)

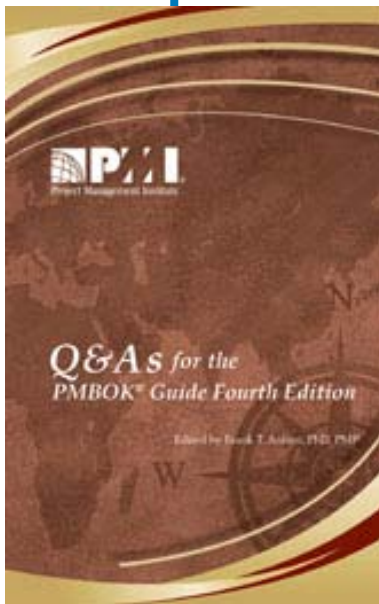
## Partial list of clients:



# Project

A temporary endeavor  
undertaken to create  
an unique product or service

©PMBOK



# Engineering v. SIS projects

	Engineering	SIS
<b>Industry</b>	Mature	Relatively young
<b>Product</b>	Tangible (road, building)	Intangible (software)
<b>Cost model</b>	Standard (USD/km or /m <sup>2</sup> )	? (\$ / ?)
<b>Metrics</b>	Common (m <sup>2</sup> )	Users/developers → differ
<b>“Project” definition</b>	Discrete: Construction, renovation, upgrade → 1 building at a time	Hybrid mixture: R&D, development, conversion, enhancement → many s/w
<b>Stability &amp; costs</b>	Some renovations, initial capital cost > maintenance	Frequent enhancement, maintenance = 8x develop
<b>Controls, models</b>	Building codes, “sealed” engineering blueprints	Regulatory (e.g., U.S. FDA), CMM®/CMMI®, SPICE

# SIS project uniqueness

- 1 in 3 → Success
- Youthful industry → Lacking
- Intangible
- Hybrids
- Risks



YEAR	COMPANY	OUTCOME (COSTS IN US \$)
2005	Hudson Bay Co. [Canada]	Problems with inventory system contribute to \$33.3 million* loss.
2004-05	UK Inland Revenue	Software errors contribute to \$3.45 billion* tax-credit overpayment.
2004	Avis Europe PLC [UK]	Enterprise resource planning (ERP) system canceled after \$54.5 million <sup>†</sup> is spent.
2004	Ford Motor Co.	Purchasing system abandoned after deployment costing approximately \$400 million.
2004	J Sainsbury PLC [UK]	Supply-chain management system abandoned after deployment costing \$527 million. <sup>†</sup>
2004	Hewlett-Packard Co.	Problems with ERP system contribute to \$160 million loss.
2003-04	AT&T Wireless	Customer relations management (CRM) upgrade problems lead to revenue loss of \$100 million.
2002	McDonald's Corp.	The Innovate information-purchasing system canceled after \$170 million is spent.
2002	Sydney Water Corp. [Australia]	Billing system canceled after \$33.2 million <sup>†</sup> is spent.
2002	CIGNA Corp.	Problems with CRM system contribute to \$445 million loss.
2001	Nike Inc.	Problems with supply-chain management system contribute to \$100 million loss.
2001	Kmart Corp.	Supply-chain management system canceled after \$130 million is spent.
2000	Washington, D.C.	City payroll system abandoned after deployment costing \$25 million.
1999	United Way	Administrative processing system canceled after \$12 million is spent.
1999	State of Mississippi	Tax system canceled after \$11.2 million is spent; state receives \$185 million damages.
1999	Hershey Foods Corp.	Problems with ERP system contribute to \$151 million loss.
1998	Snap-on Inc.	Problems with order-entry system contribute to revenue loss of \$50 million.



# Scope relations

Lack of top management commitment

**Misunderstanding the requirements**

**Not managing change properly**

**Failure to gain user commitment**

Lack of effective project management skills

Lack of adequate user involvement

**Failure to manage end user expectations**

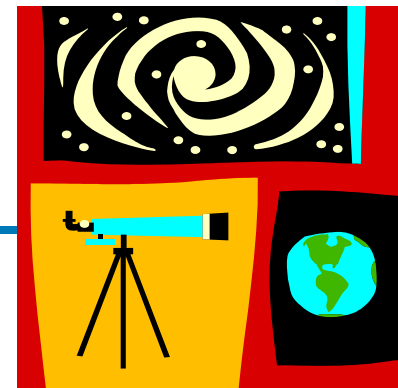
Lack of effective project management methodology

**Unclear/misunderstood scope/objectives**

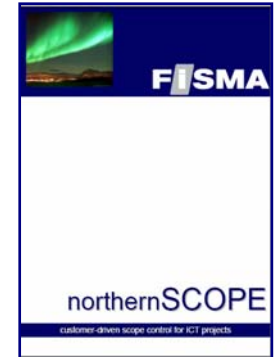
**Changing scope/objectives**

# SIS project breakthroughs

- Australia
- Finland
- Universal
- Concrete
- Modeled on PMBOK©

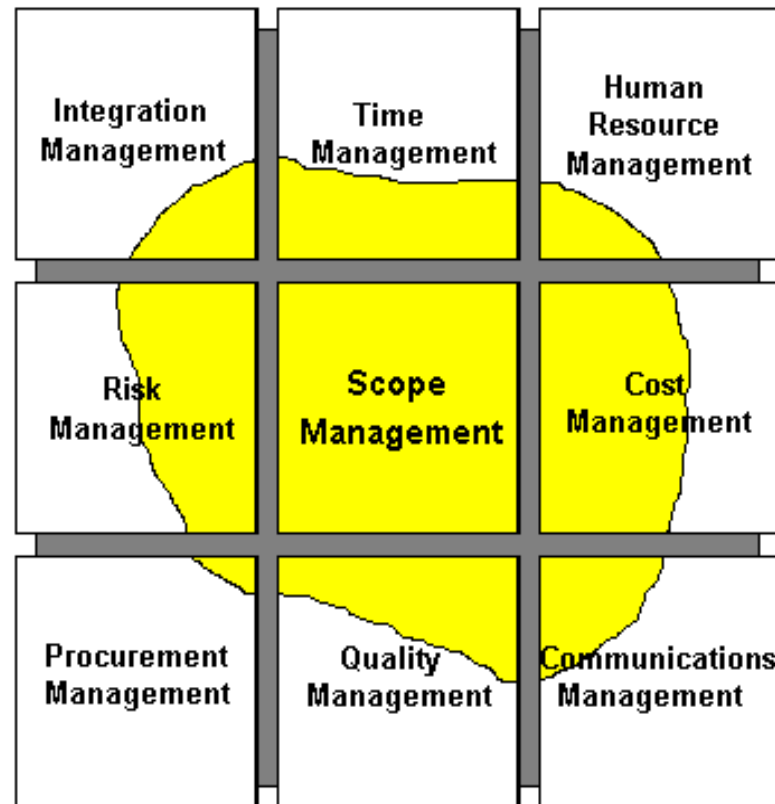


# Enhanced scope management: condensed

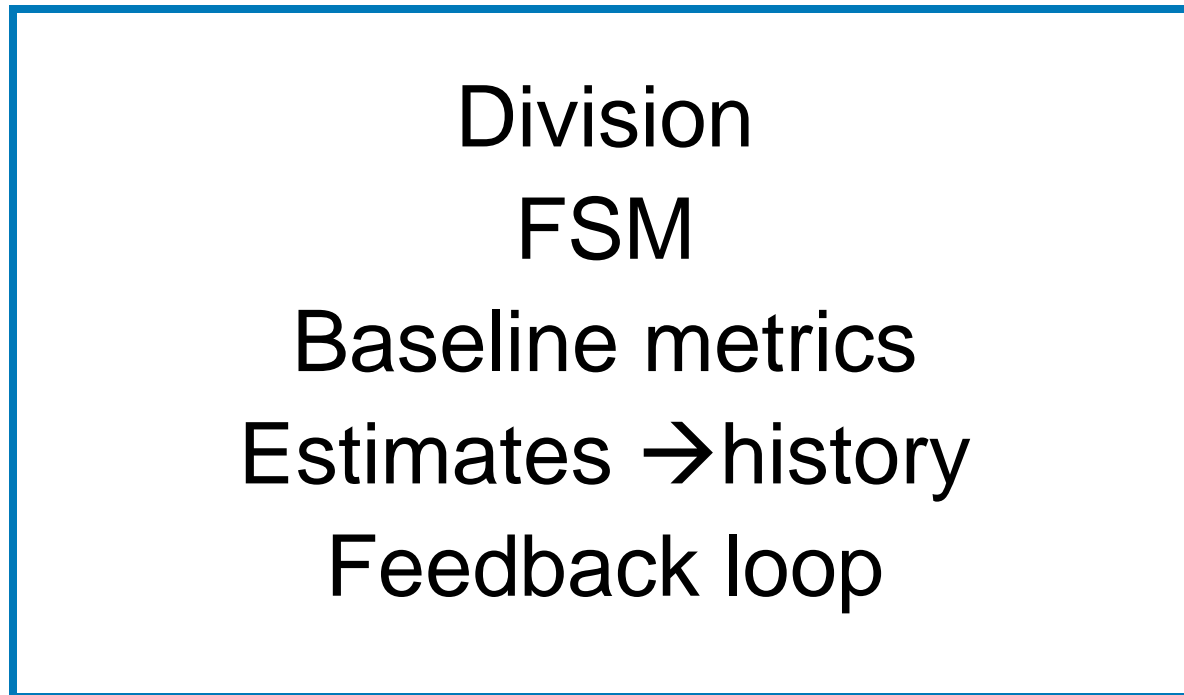


1. Initialize & scope
2. Split
3. Quantify & cost by unit
4. Manage, track, control, deliver
5. Change management

# northernSCOPE™



# New! Non-traditional project tasks



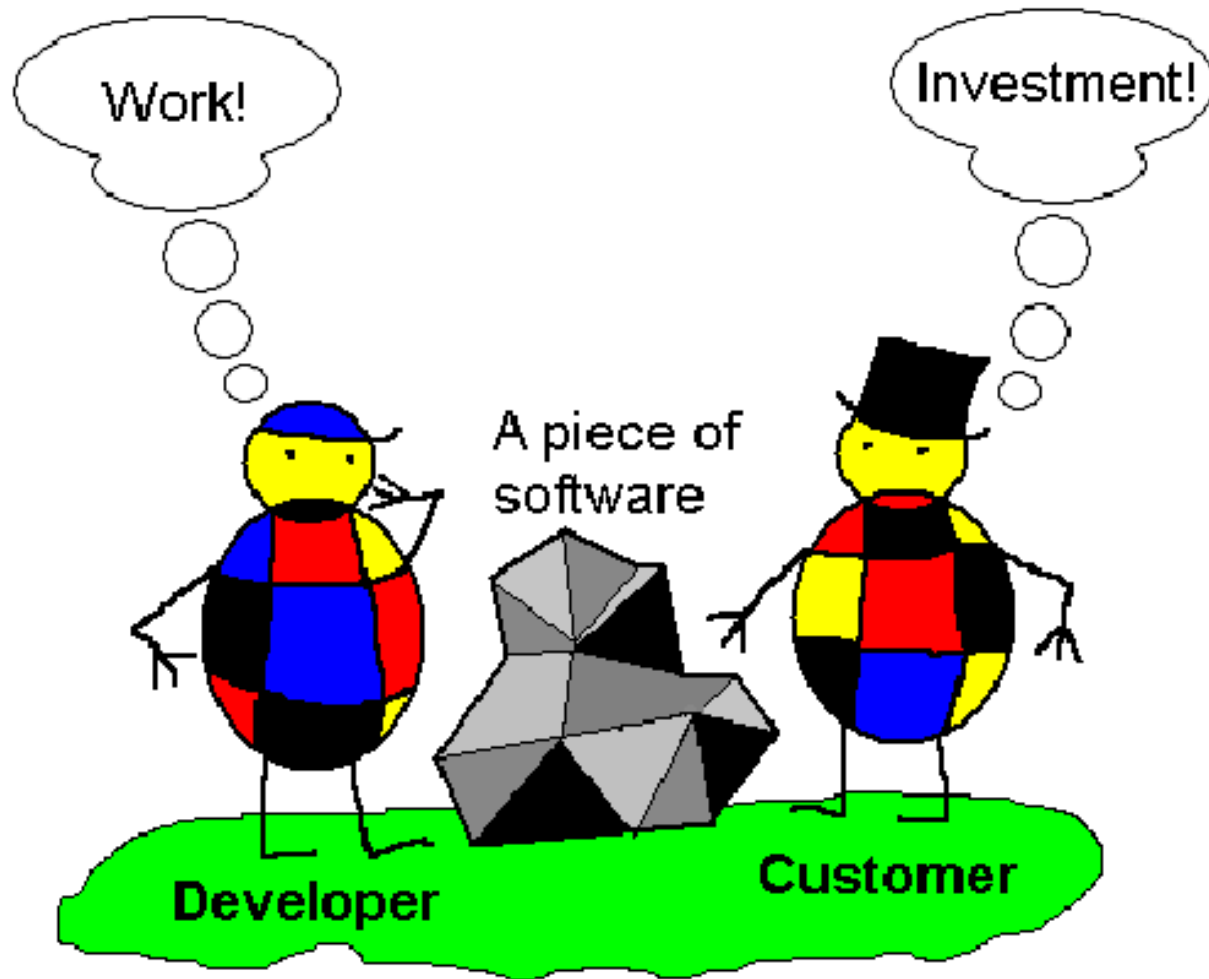
# Scope manager

“...metrics based project governance...  
specialist ...excellent skills in...  
...Independent of the project team ... able  
to ...”

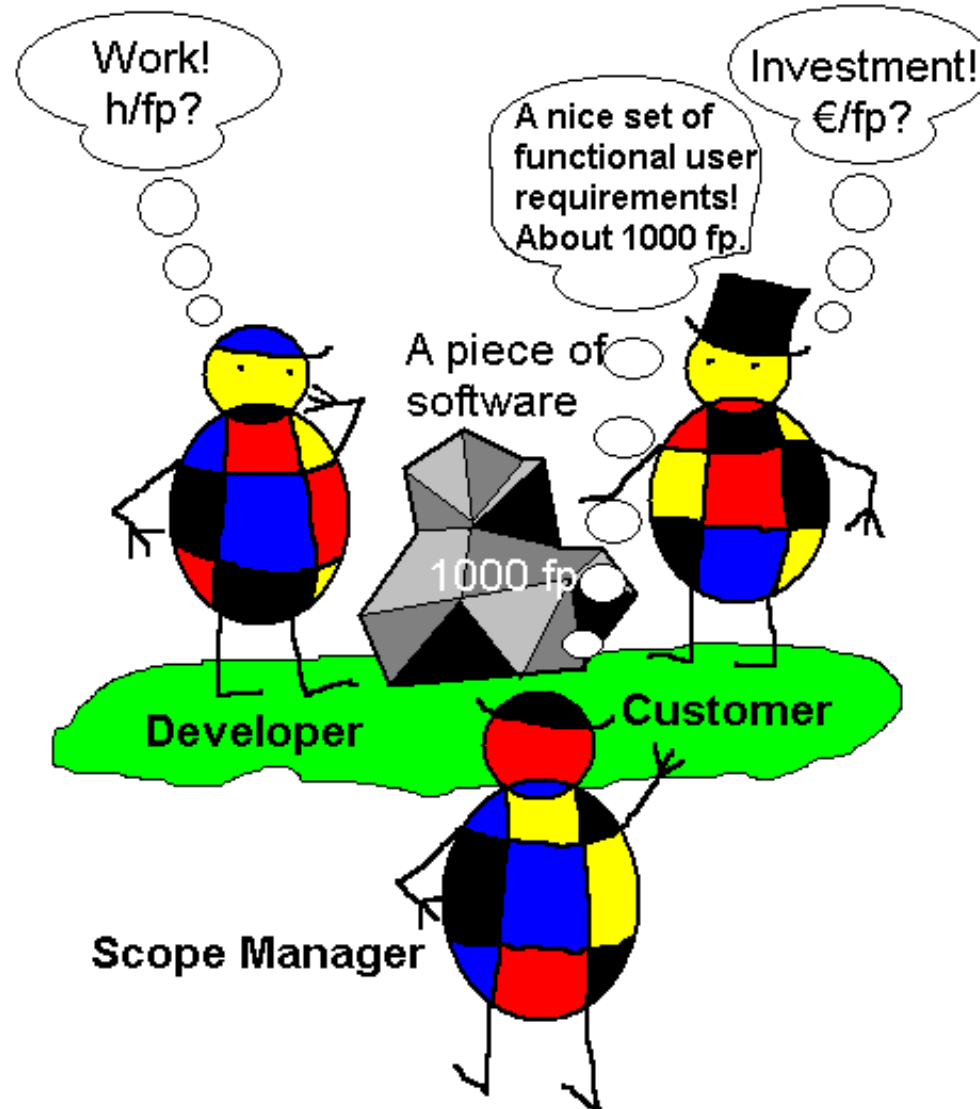
*Morris (2004)*



# Traditional view



# Scope management view





# Scope manager (aka customer advocate)

- 1. Pre-RFP**
- 2. Breakdown & estimate**
- 3. Customer assistance**
- 4. Baseline**
- 5. Progress**
- 6. Knowledge capture**

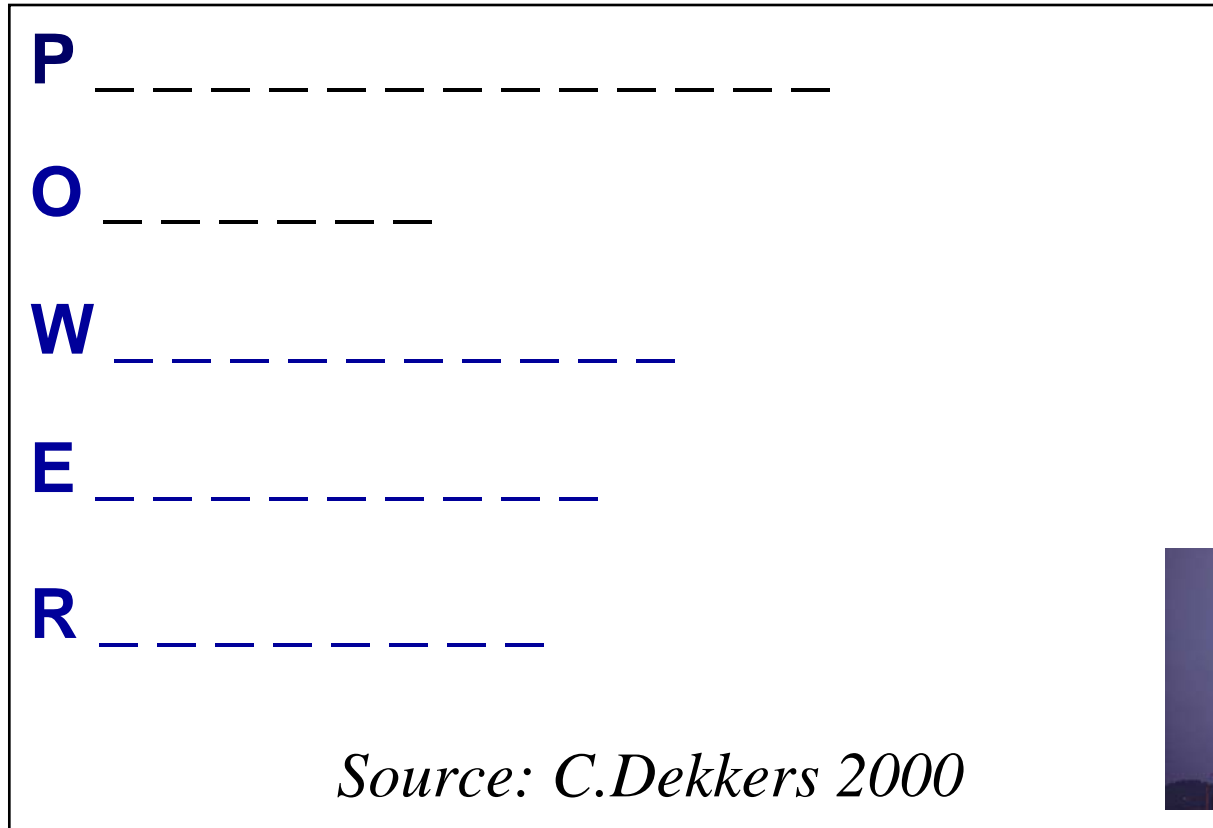


# Tools

- Characteristics analysis
- Experience® Pro 3.1
- MS Word



# Sustainable change needs **P.O.W.E.R.**



“ Motivation moves  
mountains...  
Motivation is  
everything! ”

*Gilb's Ten Most Powerful Principles for Quality  
in (Software and) Software Organizations, 2<sup>nd</sup>  
World Congress on Software Quality, Tokyo,  
September 2000*

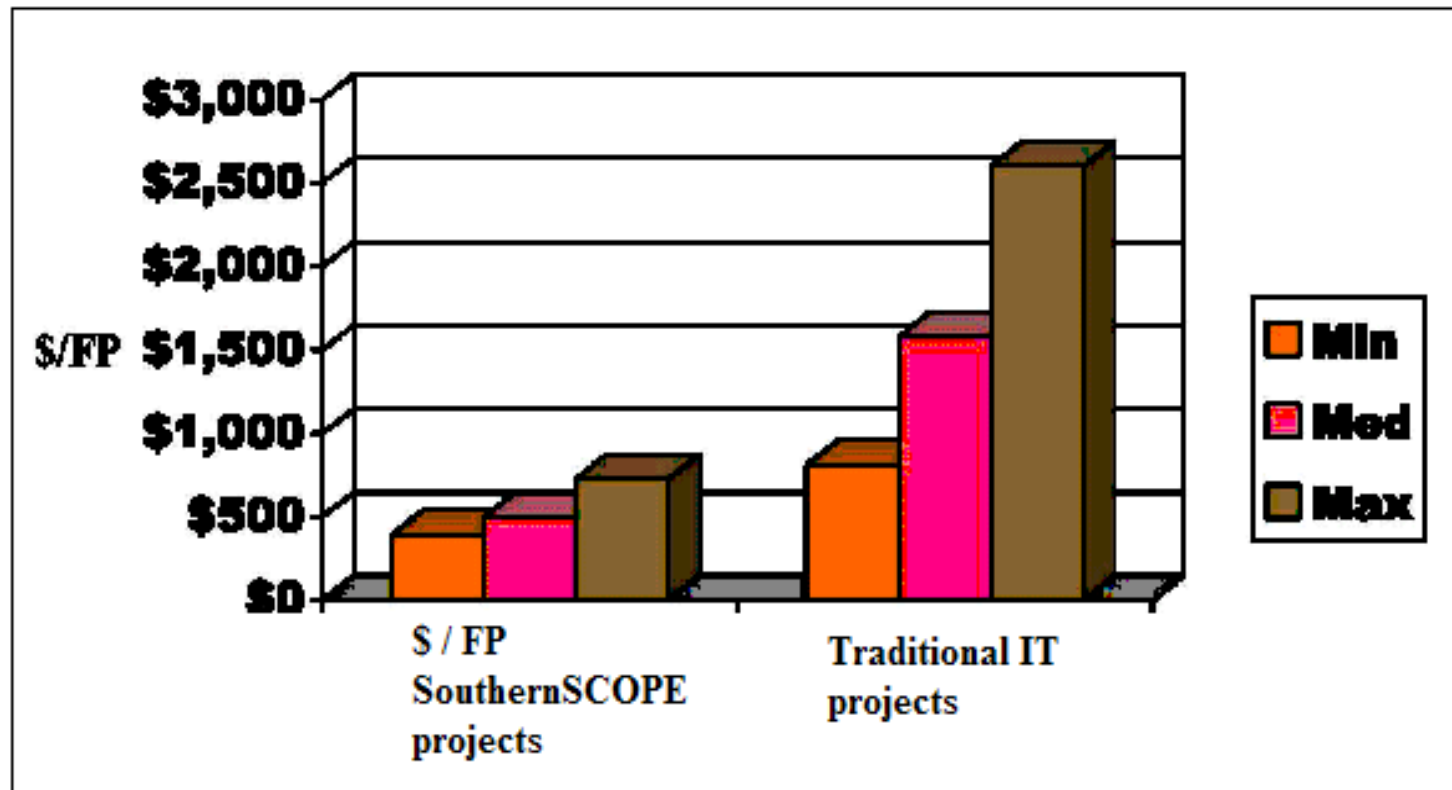


# Critical success factors

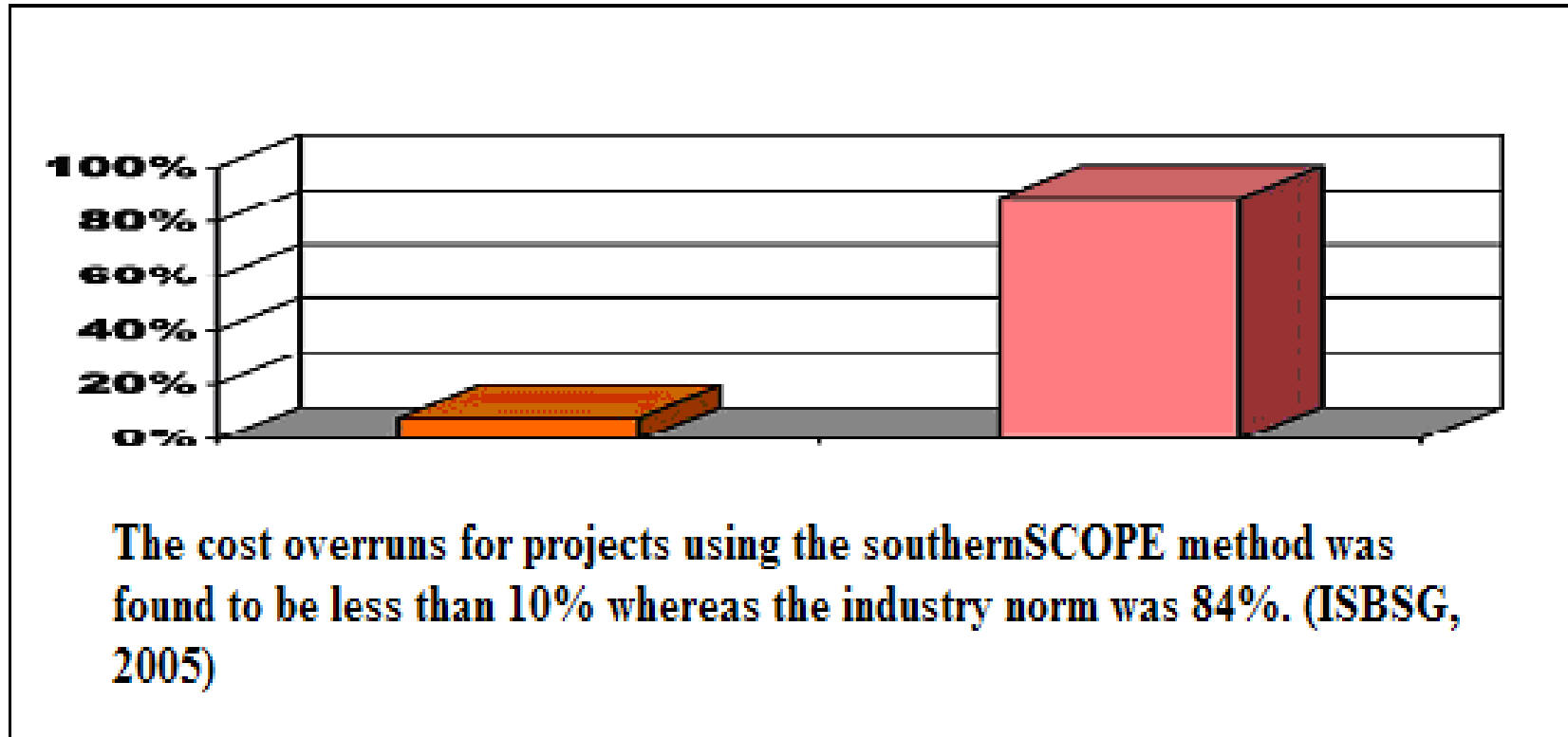
Pressure for change	Leadership and vision	Capable people	Actionable first steps	Effective rewards	Results
+	+	+	+	+	Successful implementation
	+	+	+	+	Disinterest
+	+	+	+		Evaporation
+	+	+		+	Frustration
+	+		+	+	Disengagement
+		+	+	+	Dissolution

Source: P. Willman

# Results speak for themselves



# southernSCOPE

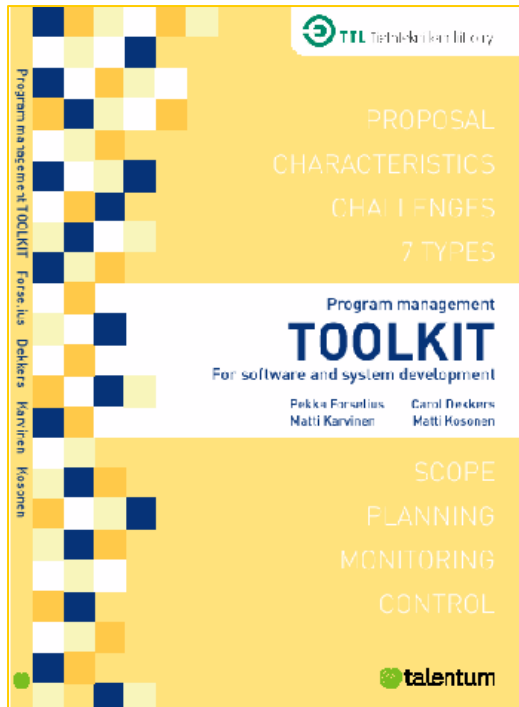


# Program Management Toolkit

*Program Management  
Toolkit - for Software  
and systems development*

By Pekka Forselius,  
Carol Dekkers,  
Matti Karvinen,  
Matti Kosonen  
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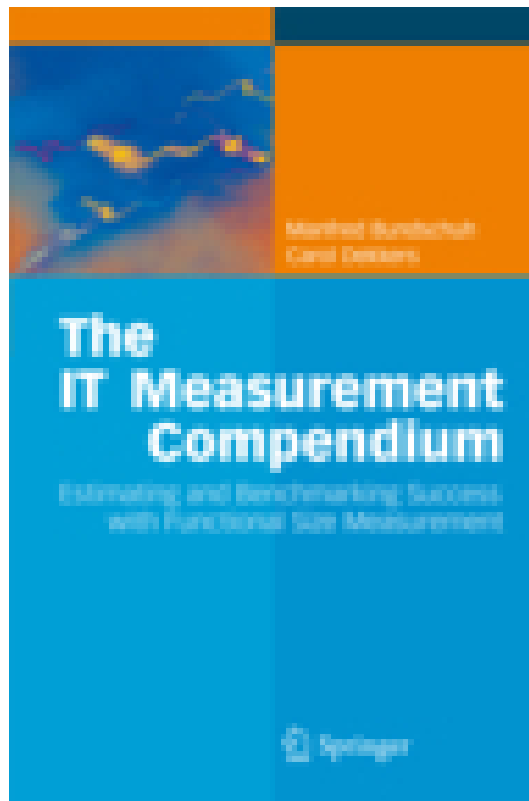


"The profession and practices of project management are growing in all industries globally. This book provides the tools needed by the information communications technologies segment to continue their maturation in the use of good project management practices required to improve their overall performance."

-- Dennis Bolles, PMP DLB Associates, LLC Project Business Management Consulting



# The IT Measurement Compendium



*The IT Measurement Compendium  
-Estimating and Benchmarking Success  
with Functional Size Measurement*

By Manfred Bundschuh  
and Carol Dekkers  
September 2008

ISBN 978-3-540-68187-8



# Thank you!

Carol Dekkers,  
CMC, PMP, P.Eng. CFPS

[dekkers@qualityplustech.com](mailto:dekkers@qualityplustech.com)

[www.qualityplustech.com](http://www.qualityplustech.com)

[www.4sumpartners.com](http://www.4sumpartners.com)



## Scope Management for Adults - A 12-Step Recovery Program for ICT Projects

**Speakers:** Carol A Dekkers, CMC, CFPS, PE, PMP;

**Presentation Style:** Lecture

**Level:** Intermediate

**Presented In:** English

### **Learning Objectives:**

Identify scope management principles and what benefits it can bring to ICT projects.

Understand the 12 steps and how to apply them on your own ICT projects.

Take advantage of available resources for tools, processes, and methods for scope management.

ICT projects are an especially troublesome lot: over 2/3 are either cancelled, over budget, or delivered late according to current research. Combine that with 60-99% of software defects attributable to poor requirements and 40% of project time spent on rework -- there has to be a better way. Introducing scope management for adults -- a proven 12-step program for ICT projects that is customer centric, fair to suppliers, and creates a cohesive project management environment. Building on the success of two acclaimed concepts: southernSCOPE at the Victorian Government in Australia, and northernSCOPE from the Finnish Software Measurement Association (FiSMA), this session presents lessons learned and introduces the 12-step scope management program for ICT projects.

We'll also take an adult look at the dominant issues on ICT projects and identify how the 12 steps provide a clear path to future ICT project success.

CIOs worldwide want answers. How can ICT projects be more successful and deliver more software that exceeds the customer's expectations and is delivered on-time and on-budget? With two-thirds of ICT projects coming in late, overbudget, or not meeting customer needs, investments in ICT projects is risky. There must be something we're missing when we involve smart customers, top-notch developers, and project management professionals, and still the majority of projects "fail." Building on the success of two established programs: southernSCOPE in Australia, and northernSCOPE in Finland, this presentation establishes 12 steps to concrete scope management for ICT projects.