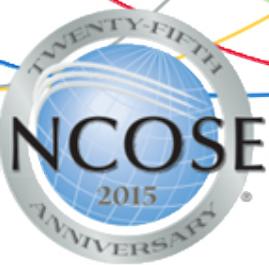
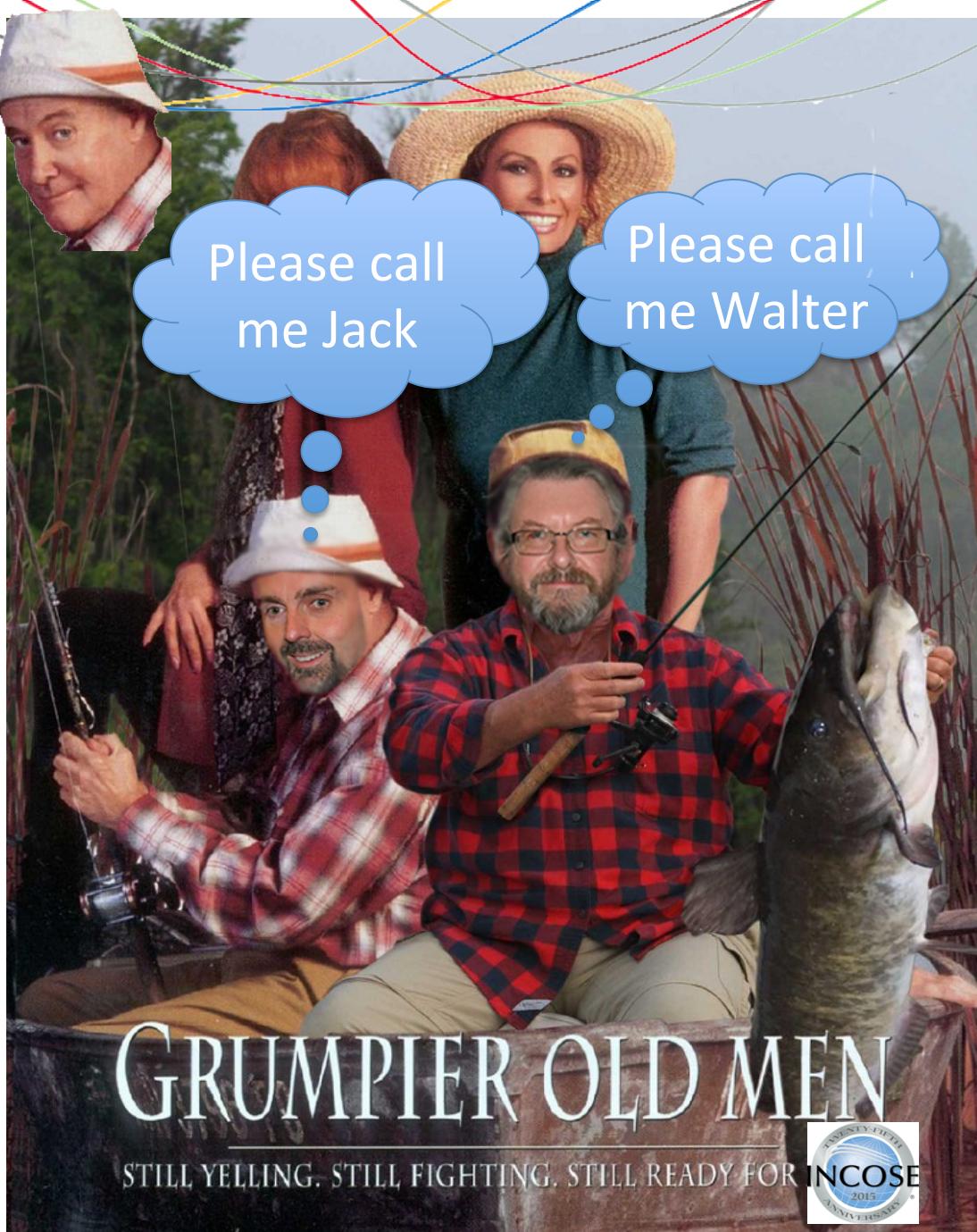


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Cooks, Recipes and Ingredients

Andy J. Nolan and Andrew C Pickard



Grumpy old men!

*Still yelling, still
fighting and still
ready for
INCOSE*

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This
presentation is
an appetiser.
We encourage
you to read the
paper.



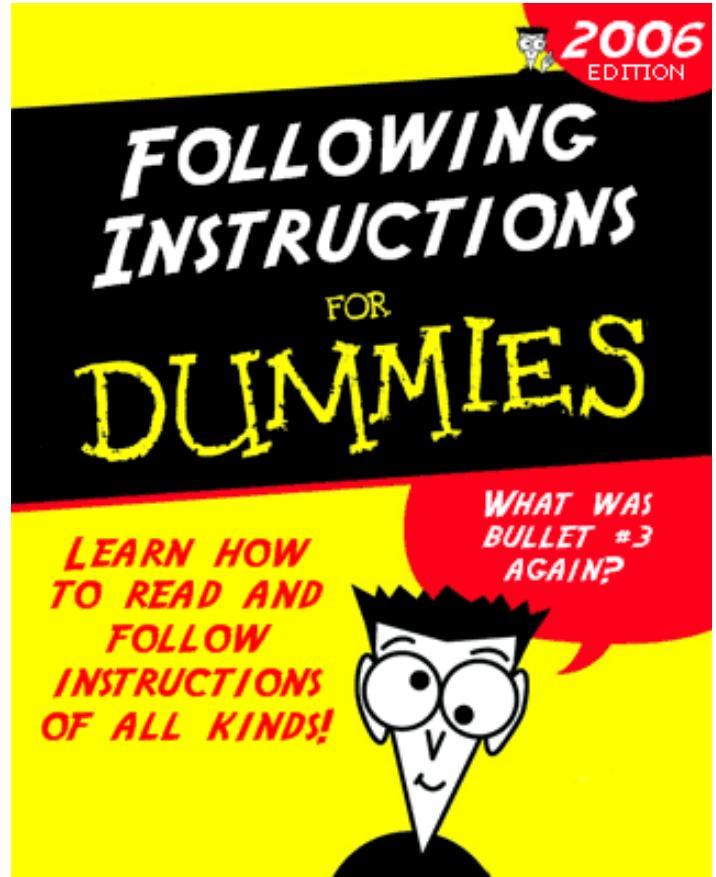
Part 1 Philosophy

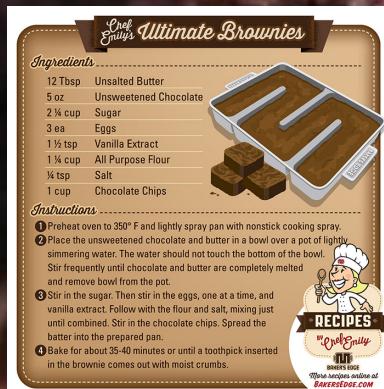
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How many of you have done the following?

- ⌚ Built a model without reading the instructions??
- ⌚ Cooked a meal without reading the recipe?
- ⌚ Ignored the directions “suggested” by your spouse?
- ⌚ Installed equipment only to realize you missed something at the start?
- ⌚ Ignored your doctor’s instructions to loose weight?
- ⌚ Ever been non compliant to your companies processes?





Cooks, Recipes & Ingredients



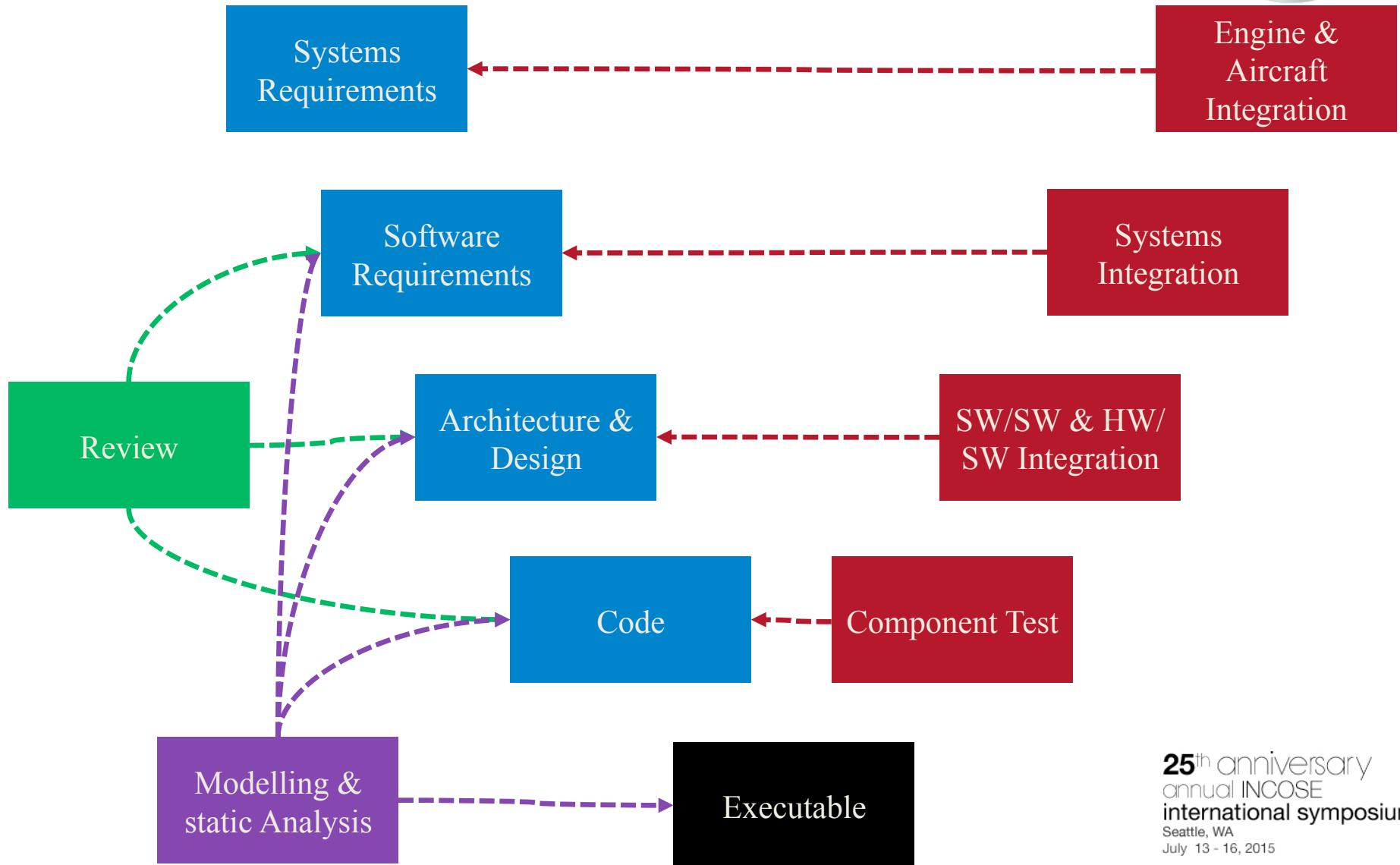
Chef: the person who follows the recipe.
In this analogy the Project Manager is often the chef.

Recipe: the sequence, timing and proportions of ingredients. In this analogy the recipe is the process map, the life-cycle of a project etc.

Ingredients: In this analogy this relates to individual processes and activities.



Software Recipe





Project Pressures on the Recipe



		Low Pressure	High Pressure
Strong Management			
Poor Management			



Project Pressures on the Recipe

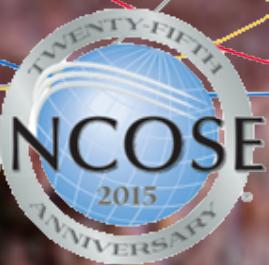


Many problems manifest as technical issues but their root cause is poor project management

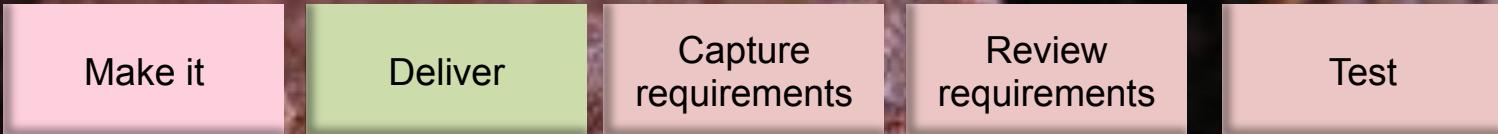




Cooks, Recipes and Ingredients



Recipe5



Recipe4



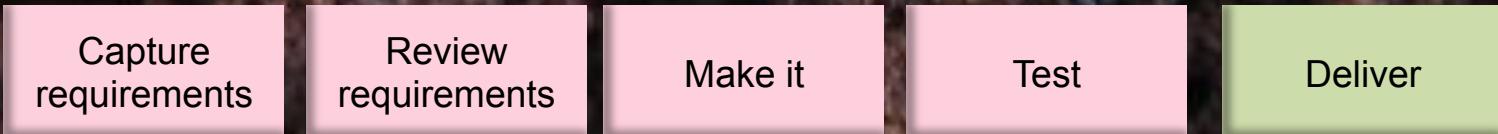
Recipe3



Recipe2



Recipe1

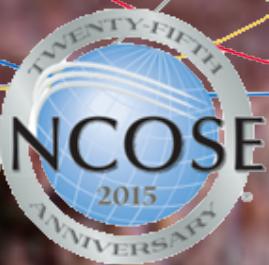




Cooks, Recipes and Ingredients

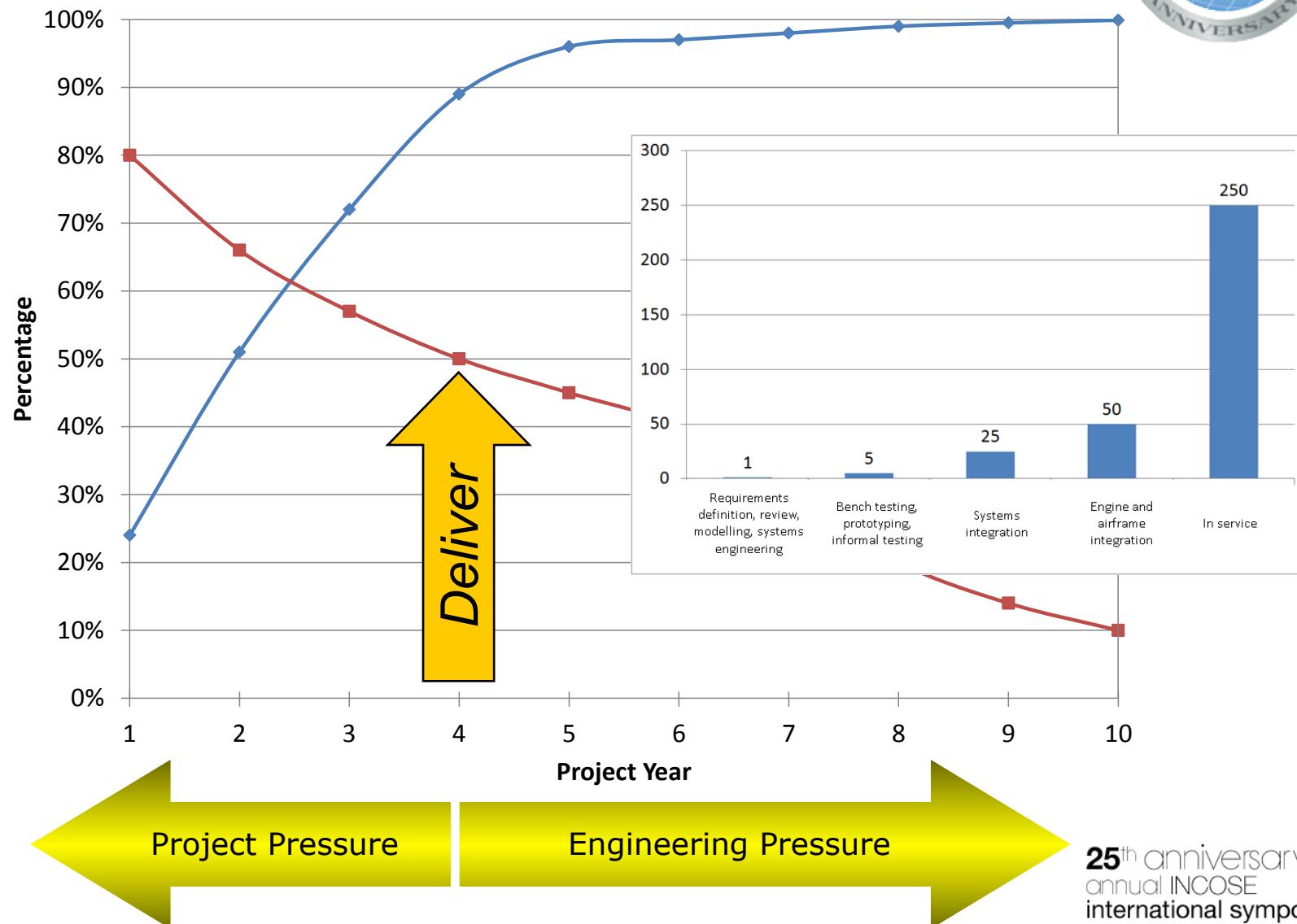
**Success is determined
not only by the
ingredients but by the
recipe!**

**The Project Manager is
often the chef that
ignores the recipe and
blames the ingredients**





Project Pressures on the Recipe





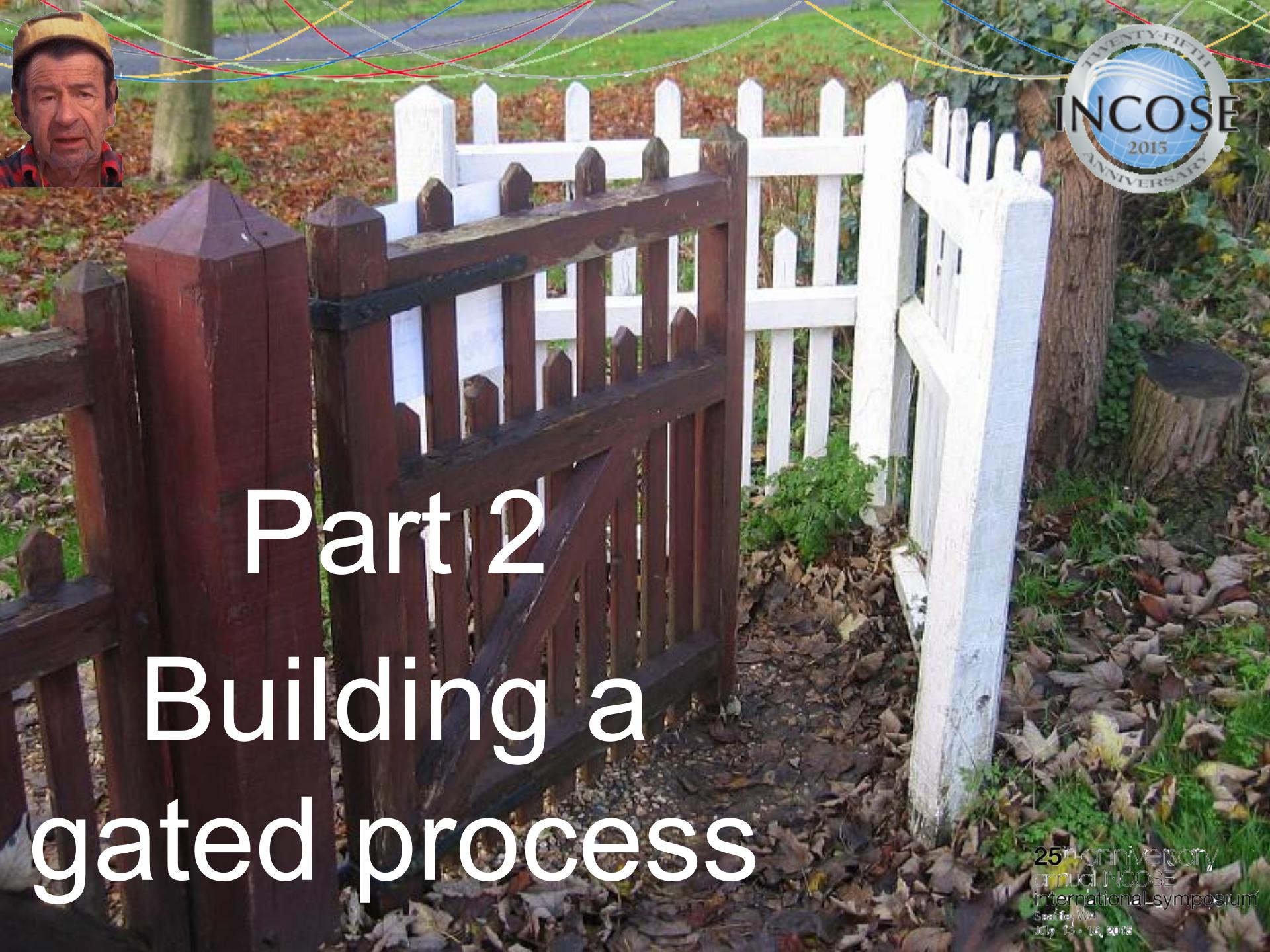
Project Pressures on the Recipe



The cost to mature a product is determined by how a project is managed

A drive for delivery at the expense of maturity will increase project costs





Part 2

Building a

gated process



Goals



- What are your goals?
 - Time (schedule)
 - Cost
 - Maturity



- Our goal was highest maturity for lowest cost. Other goals could be shortest time



The Gated Process



	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5	Gate 6
Artefact 1	D	R	I			
Artefact 2		D	R	R		I
Artefact 3		D	R	R	I	
Test 1		D	E		I	
Test 2		D	D	E	E	I
Test 3		D	D	E	E	I

D = Draft

R = Review

E = Execute

I = Issue



The Gated Process



	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5	Gate 6
Artefact 1	D	R	I			
Artefact 2		D	R	R		I
Artefact 3		D	R	R	I	
Test 1		D	E	E	I	
Test 2		D	D	E	E	I
Test 3		D	D	E	E	I

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The Gated Process

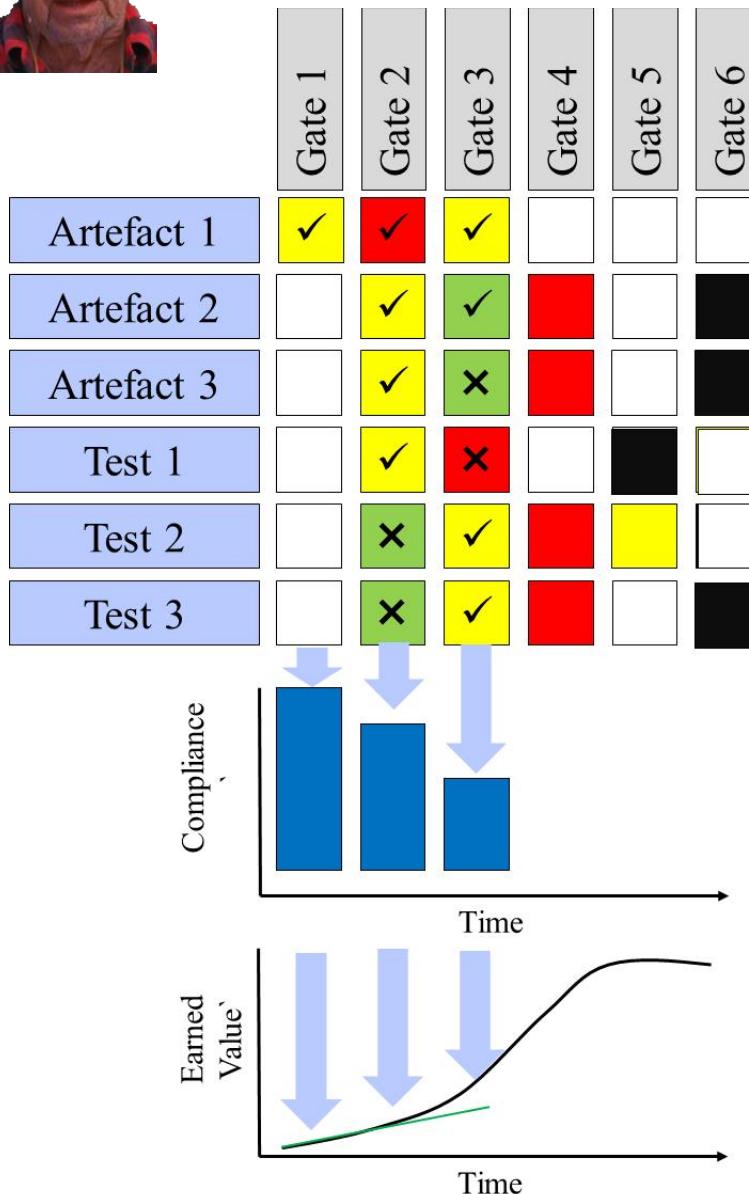


100 artefacts, 19 gates and
350 – 450 transitions

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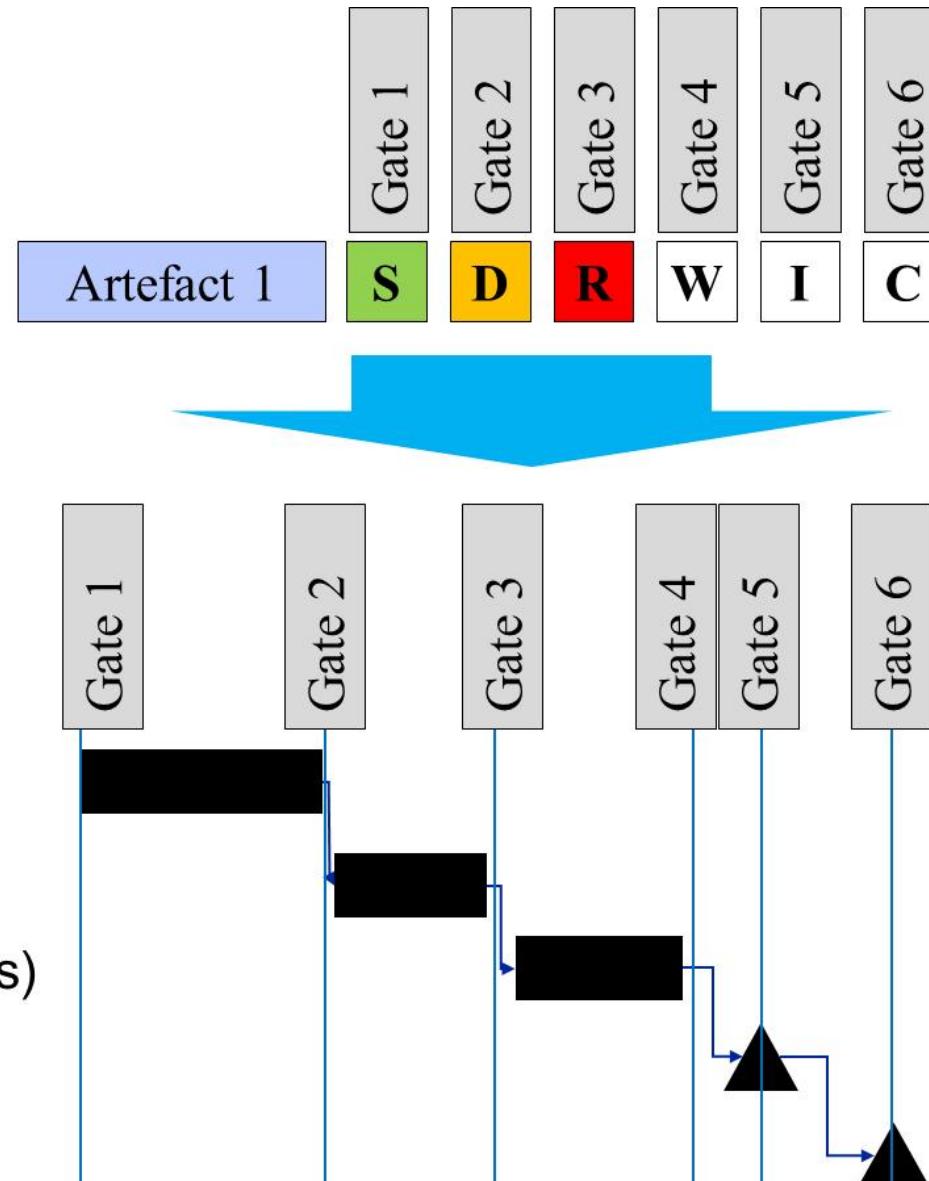
The Gated Process



Can be used to track earned-X where “X” is anything you define it to be e.g. cost, maturity etc.



The Gated Process





Part 3 Conclusions

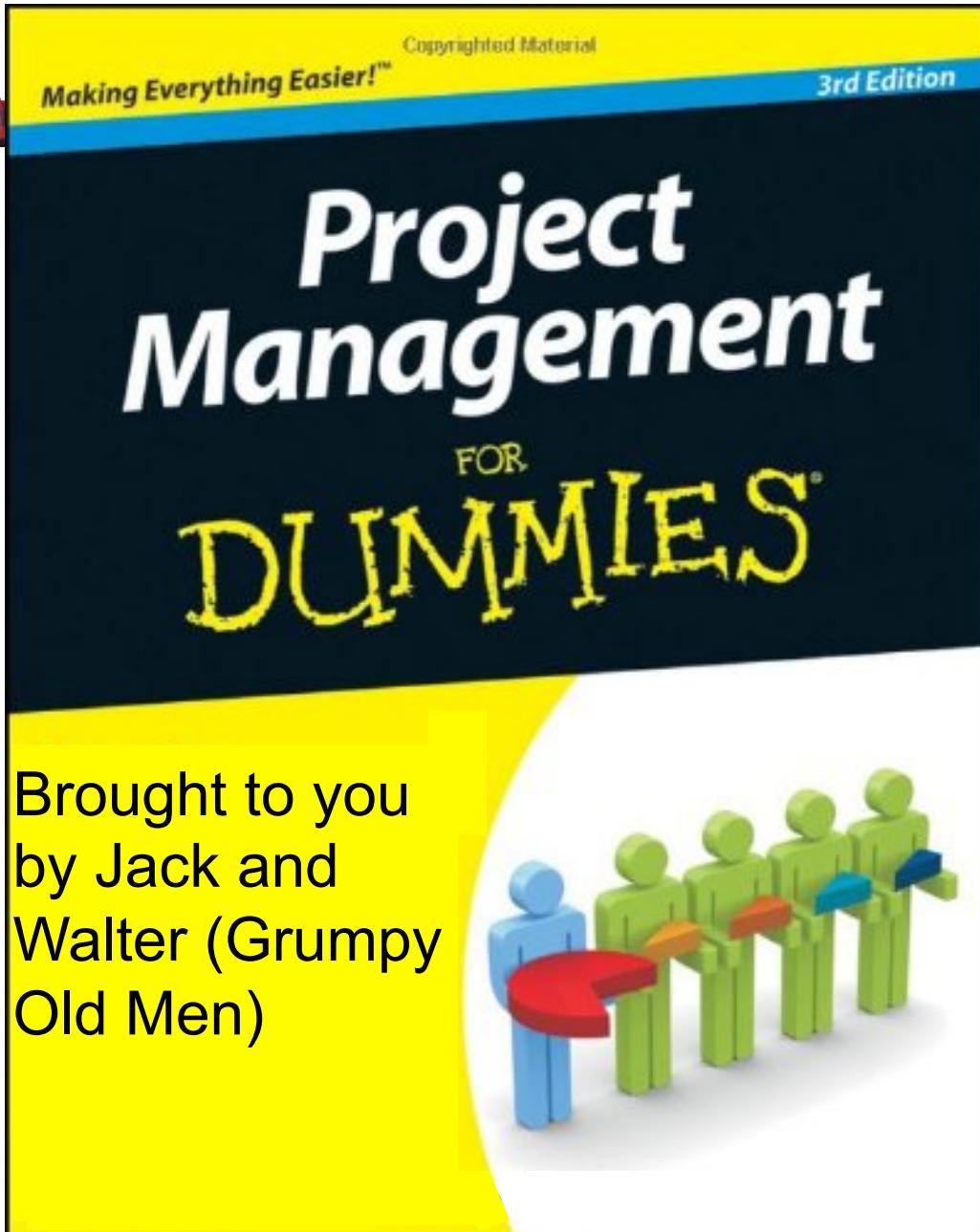


Conclusions



The Gated Process:

- Defines a reference model of the ideal
- Measures against the reference model
- Maintains focus on projects goals
- Has simple notation – does not require training
- Has rich notation – high level of control
- Is readily available to all – not just PMs
- Reduces defect escapes by 50%
- Reduces costs by up to 45%
- Facilitates estimation, planning and tracking



Any Questions?



Jack
(Andy)



Walter
(Andy)

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