

# Implementing Goal-Driven Measurement (IGDM) - a case study

Gert Leroy,  
UKSMA, London, October 15<sup>th</sup> 2009



---

---

---

---

---

---

---

---

## Agenda

### Implementing Goal-Driven Measurement (IGDM) - a case study

- > Motivation
- > Case - IGDM with balanced scorecard
- > Lessons learned

---

---

---

---

---

---

---

---

## Prosource overview



✓ Our vision:  
"Organisations with waste-free projects and services"

✓ Our mission:  
"To eliminate waste in projects and services so to improve the efficiency, quality and agility of your organisation."

---

---

---

---

---

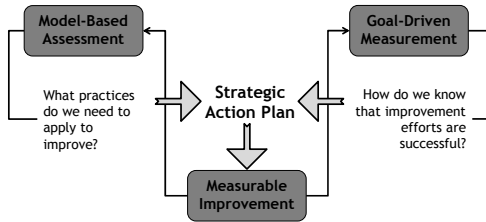
---

---

---

## ➤ The improvement approach

Measurable improvement goals through model-based assessment and IGDM



---

---

---

---

---

---

---

---

## ➤ What are reasons for improvement?

Identifying measurable goals can be tough!

Better allocate resources

Simplicity

Better manage user's expectations

Have better quality of deliverables

Get better management involvement

Improve communication among development teams

---

---

---

---

---

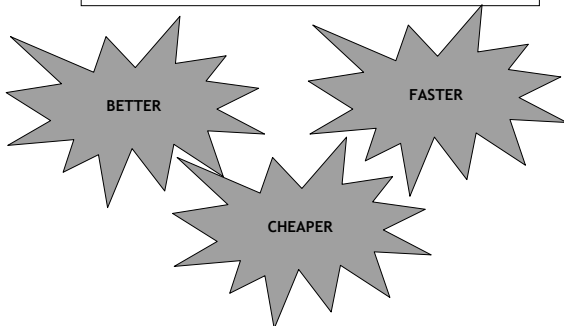
---

---

---

## ➤ Motherhood and apple pie statements

Goals should not be motherhood and apple pie statements...



---

---

---

---

---

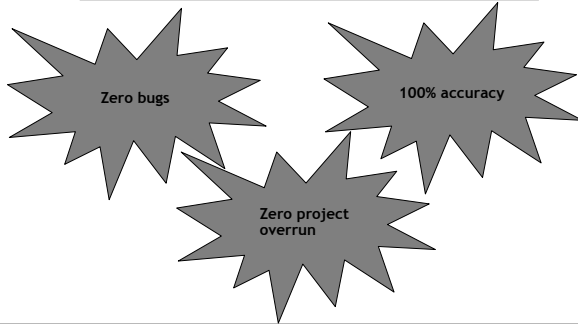
---

---

---

## ↗ Slogans

Goals should not be slogans...



---

---

---

---

---

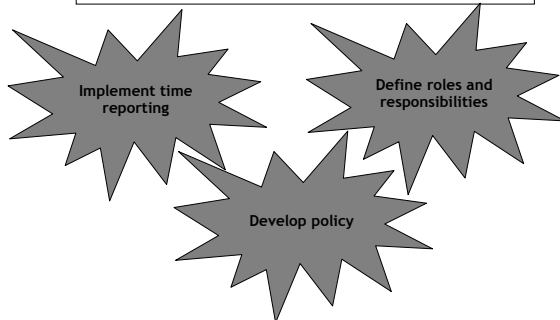
---

---

---

## ↗ Instrumental goals

Goals should not be too instrumental...



---

---

---

---

---

---

---

---

## ↗ Case study - background

- > Large system integrator
- > Government contract for tax automation
- > CMMI Maturity Level 2 ambition
- > Outsourcing to nearshore partners for functional analysis; and offshore partners for development
- > Pilot process improvement activities

---

---

---

---

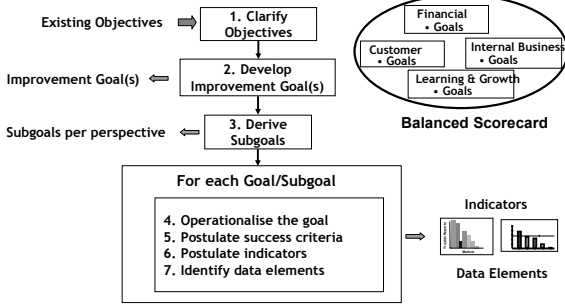
---

---

---

---

# IGDM workshop - 7 steps




---

---

---

---

---

---

---

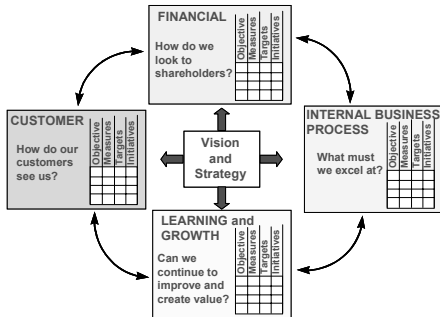
---

---

---

# Balanced scorecard

Using the balanced scorecard to help elicit measurable improvement goals




---

---

---

---

---

---

---

---

---

---

# Step 1 - Clarify objectives

Use clarifying questions and balanced scorecard perspectives to clarify the objectives

- Existing Objectives: (some examples)
- > Enhance the (control on) quality of products
  - > Enhance the efficiency of the delivery process (onshore / offshore)




---

---

---

---

---

---

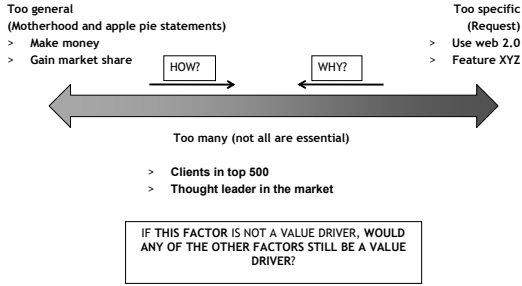
---

---

---

---

## Helpful questions




---

---

---

---

---

---

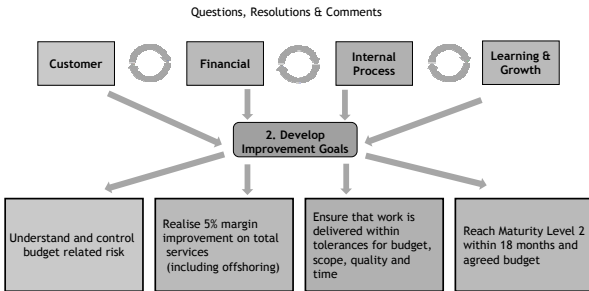
---

---

---

---

## Step 2 - Develop improvement goals




---

---

---

---

---

---

---

---

---

---

## Step 3 - Derive sub-goals

Determine who can contribute to achieving the improvement goals

> Determine what perspectives to consider

> Perspectives identified:

- Program manager
- Factory manager
- Program sponsor
- Functional team leader
- Offshore project manager
- Test coordinator
- Engineering process group
- Offshore manager

Understand and control budget related risk	Realise 5% margin improvement on total services
Ensure that work is delivered within tolerances	Reach Maturity Level 2 within 18 months

---

---

---

---

---

---

---

---

---

---



## ↗ Good practices

Start measurement early in the improvement program

Start with essential measurements

Implement a few measurements well

Plan for review and evolution

---

---

---

---

---

---

---

---

## ↗ Good practices

Good goal statements are somewhere between slogans and instrumental goals

### Complex goal

The approach for achieving the goal requires exploration. It is possible to determine whether the goal is achieved when it is achieved.

### Complicated goal

Expert help is needed to determine how to achieve the goal. Achieving the goal means dealing with risks and options.

### Slogans and motherhood statements

It is impossible to determine whether the goal is achieved.

### Instrumental goal

The approach to achieve the goal is clear to all. It is easy to check goal achievement.

---

---

---

---

---

---

---

---

Presentation

THANK YOU FOR YOUR ATTENTION

gert.leroy@prosource.be

---

---

---

---

---

---

---

---