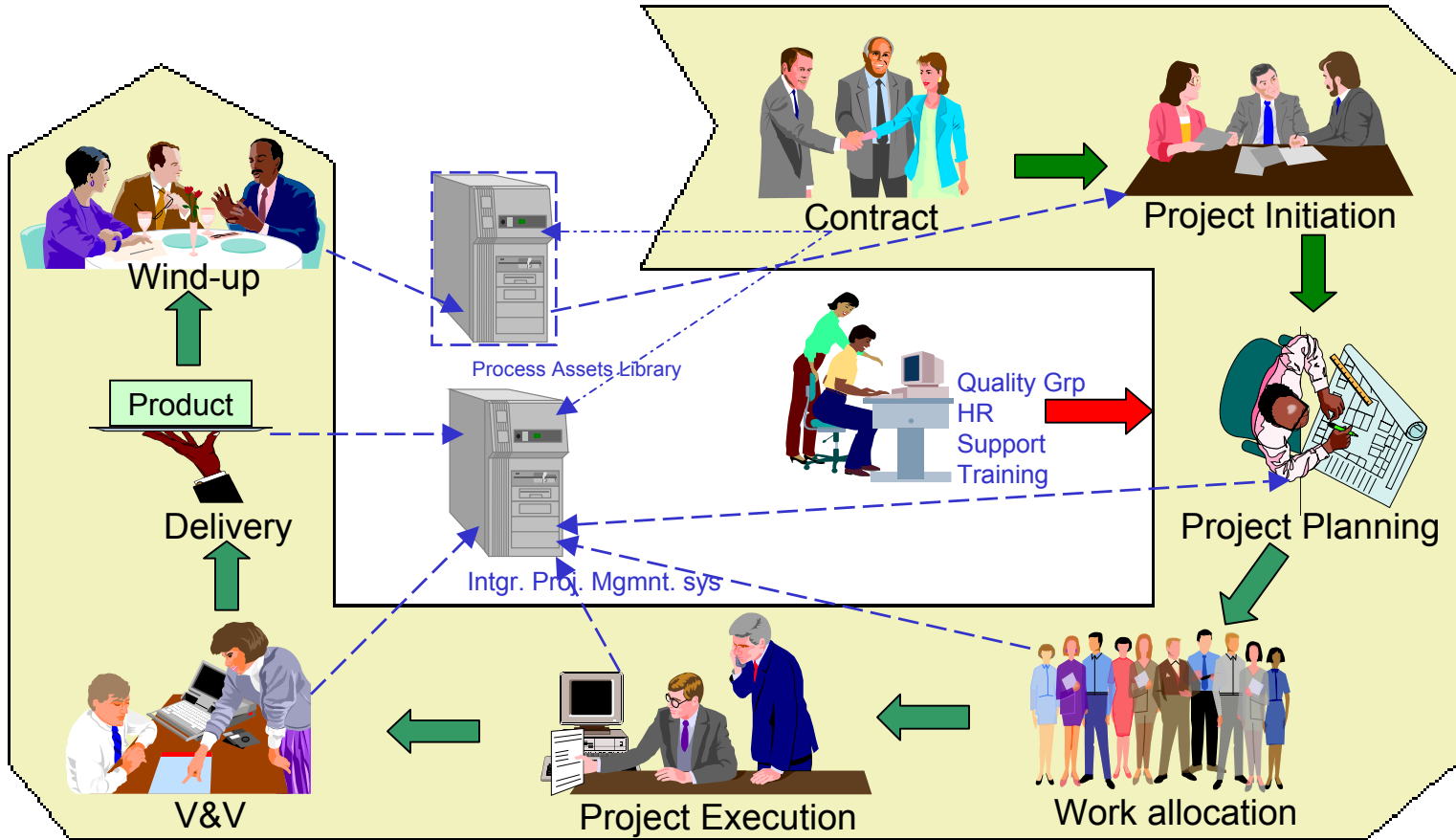




People, Process, Technology synergy - a key to Business Excellence

Dr Gargi Keeni
SPI Japan, 2007
Toyama, Japan

Project lifecycle



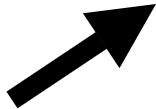
Project planning



Contract



Plan



Team members



Quality Group
HR
Support
Training



Review the commitments

Estimate the resources, effort, schedule



Plan

Individuals / groups need to be involved in making decisions that affect their work

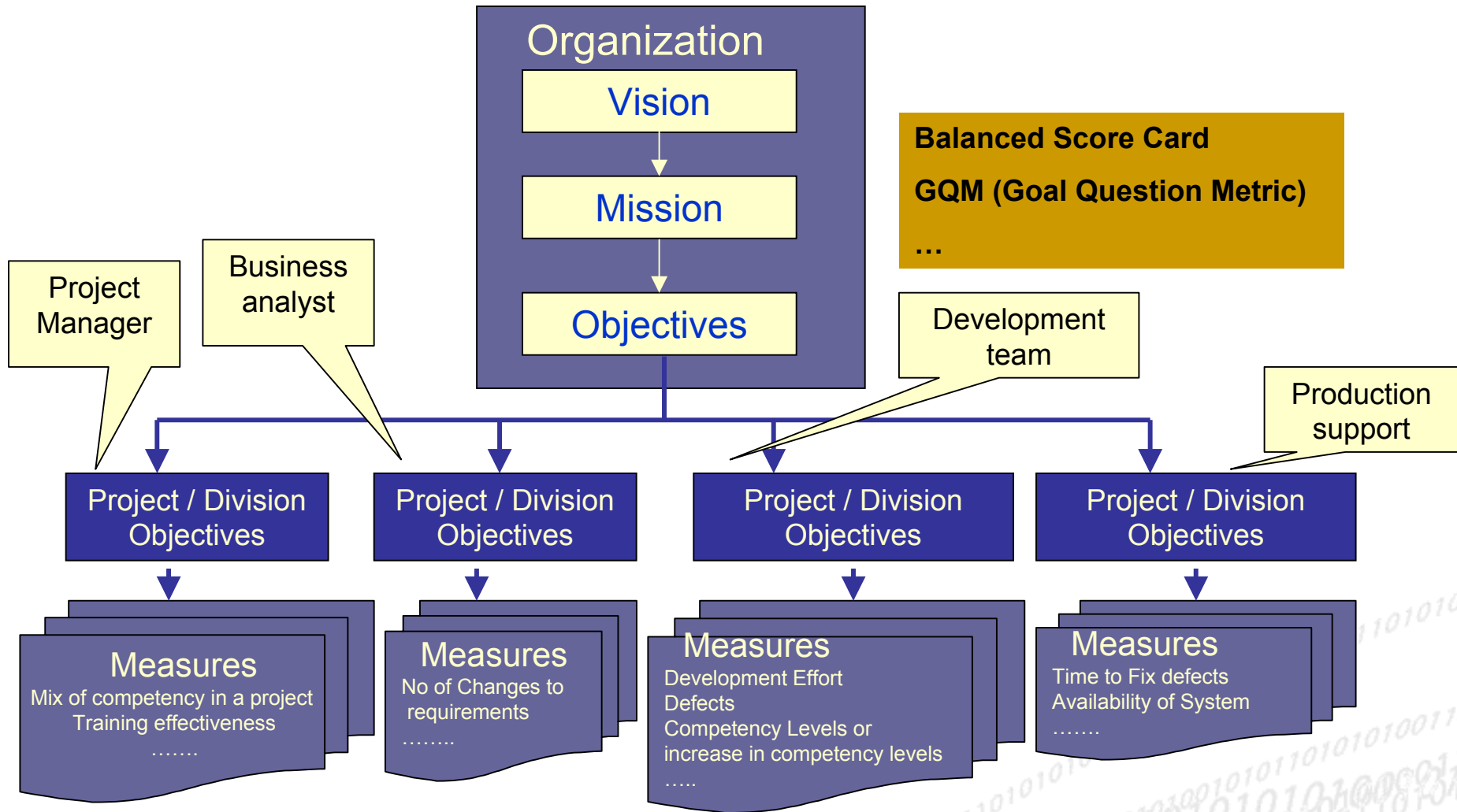
Effective planning =

Function (well designed **processes,**

people awareness of their contribution to
organization performance,

supporting information and communication
technology)

Establish objectives and specify measures



Communicate Objectives

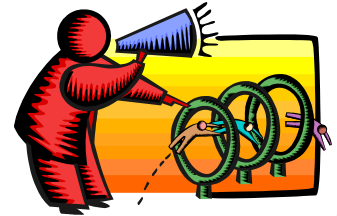
Analysis of time sheet data did not provide any insight



Script to fill time sheet !!! To save Time!!!

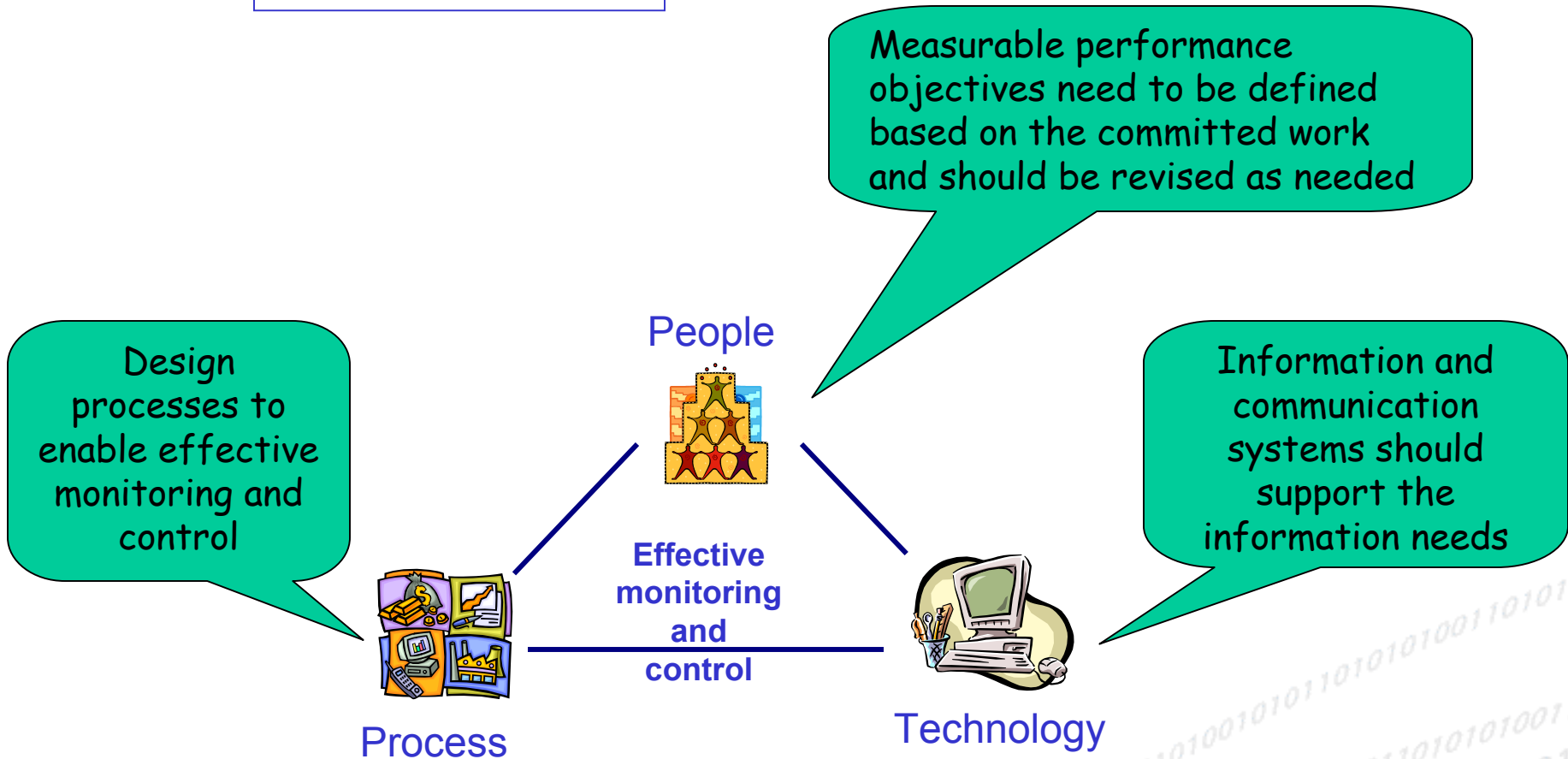
- Practitioners did not know how the data would be used
- Practitioners are required to generate numerous reports, but receive no feedback

Communicate objectives for shared understanding of data usage



- Practitioners need to be trained to use the collected data to make better decisions
- Practitioners need to present the data in a form that highlights issues that need management attention

Project Monitoring and Control



Continuous discussion of performance also focuses on work processes, resources and other issues which can improve the performance



Need a Project Manager...

Select Roy...



Roy

Competency	Roy competency Level
Planning	3
Issue resolution	1



Arun

Competency	Arun competency Level
Planning	1
Issue resolution	3

Oops!!!
Issue resolution is more important

How good should he be in Issue resolution over Planning?
Strongly to very strongly preferred

Project Manager - profile

Competency	Required competency Level
Planning	2
Issue resolution	2

Competency gap of Roy	Competency gap of Arun
1	-1
-1	1

	Planning	Issue resolution
Planning	1	0.167
Issue resolution	6	1

Competency level alone is not sufficient
Significance of the competency also needs to be considered!!!

Organization perspective...

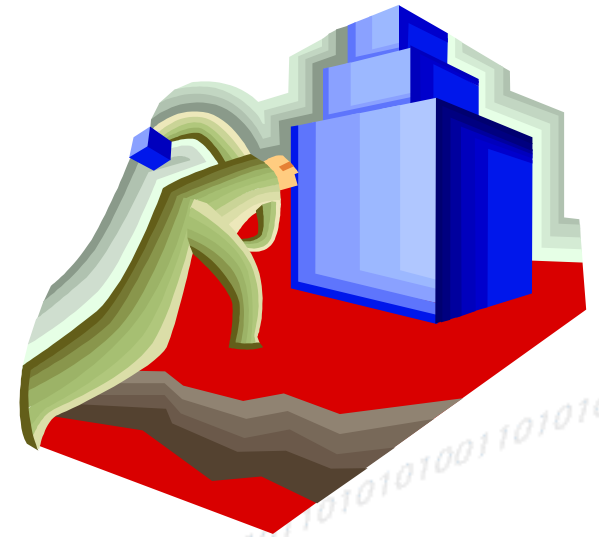
- Can we go ahead with new offerings/projects
- Are our competencies in-line with business objectives
- How to close competency gaps



Analyze and understand the competence profile to optimize the contribution of workforce to the companies strategic objectives

Individuals' perspective...

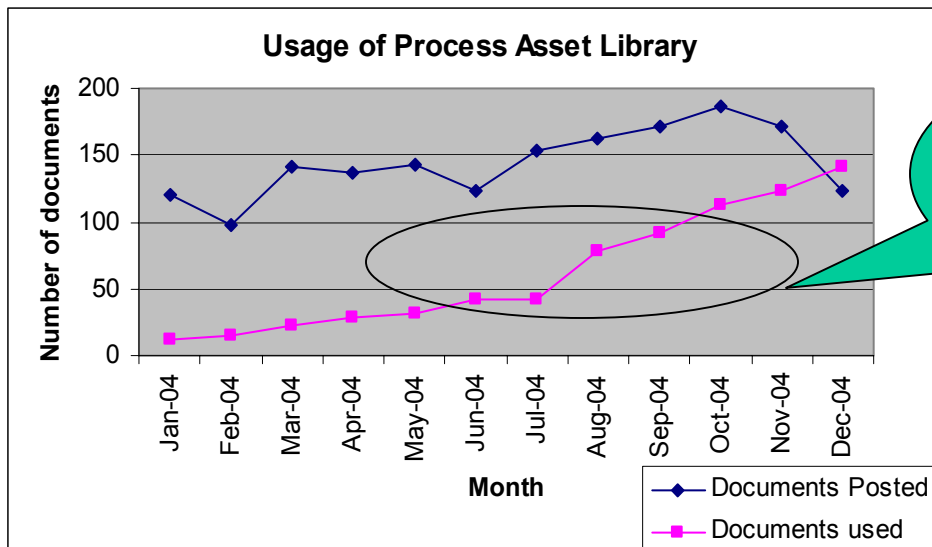
- Where do I stand in the organization
- What are the various roles in the organization
- What are my competency gaps



"If you're not learning in your work, you're not doing enough"...

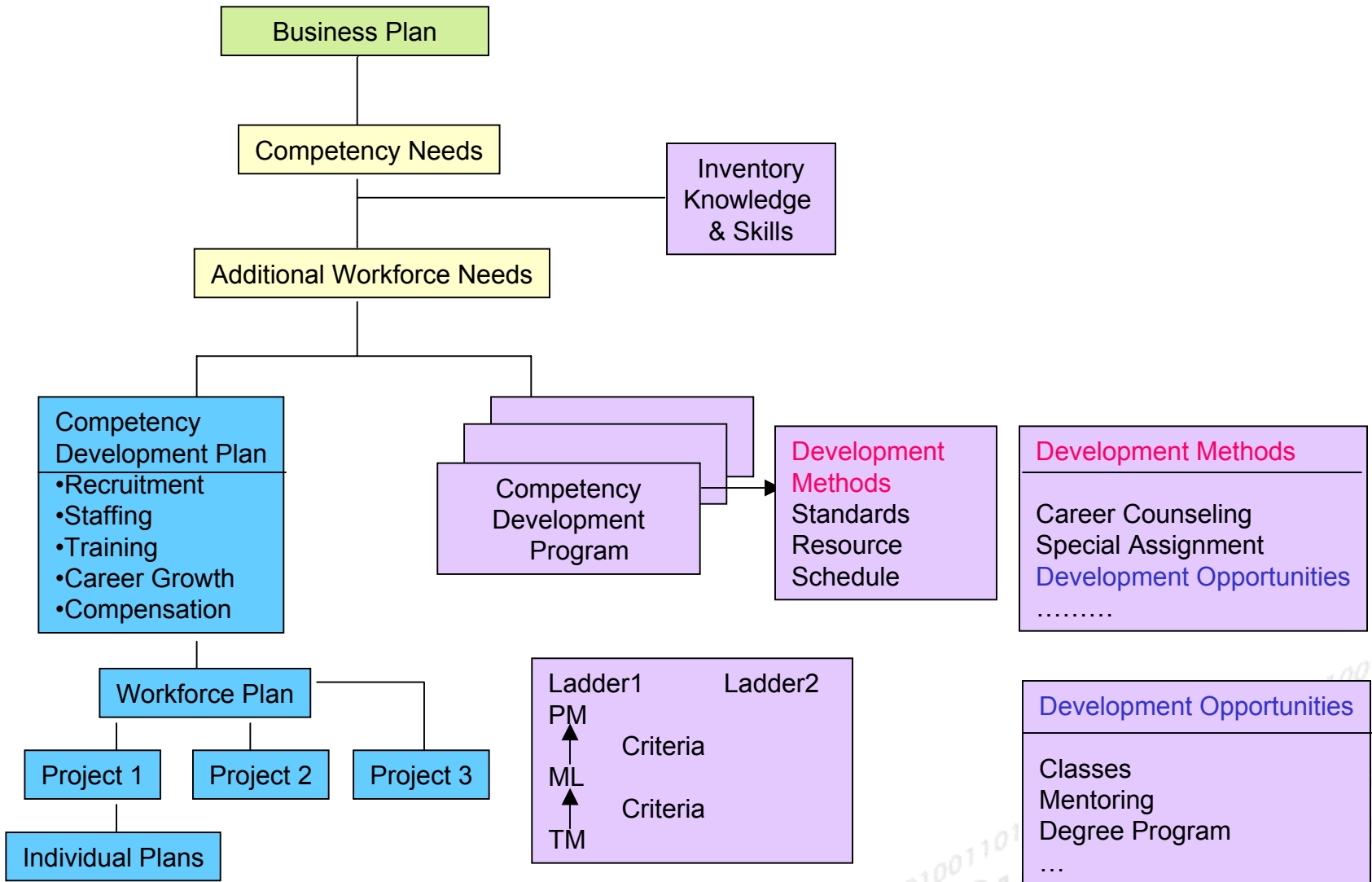
Leveraging Organizational Learning

- Organizational process assets support organizational learning and process improvement
 - Mentoring plays a major role in deploying these assets
 - Workforce practices and activities need to encourage and support the development and use of process assets



Communication vehicles e.g mail, awareness sessions & road shows

Competency Development



Synergy - Effective reviews



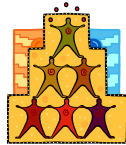
Reviewer



Project managers looking for a specific reviewer

- Reward / recognize
- Train

People



Effective reviews

Design processes to enable effective reviews



Process



Technology

Capture and reuse experts knowledge



Analysis of process defects - Example

Number of process defects for projects analyzed wrt.

- PM's total experience
- PM's total experience in the organization
- Whether the PM is an auditor
- Whether the PM is a first time PM

Average # process defects where PM is not an auditor	4.0
Average # process defects where PM is an auditor	2.3

Average # process defects where PM is not a CSQA	3.6
Average # process defects where PM is a CSQA	2.9

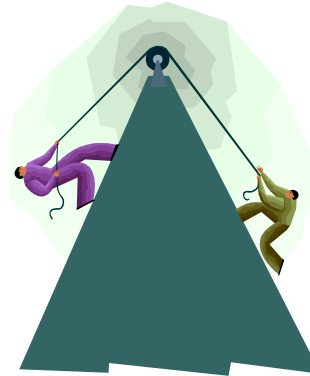
Refining People processes

- Training PMs as auditors
- Audit and Project management reviews for mentoring
- Rotation of PMs between quality and delivery
- Motivating auditors and reviewers through incentives and recognition

Need to achieve behavioral changes that drive continuous improvement

People - Process interface

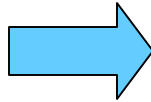
- Using number of process defects to evaluate the performance of Project Manager



Using Metrics data to evaluate individuals

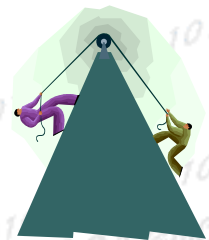
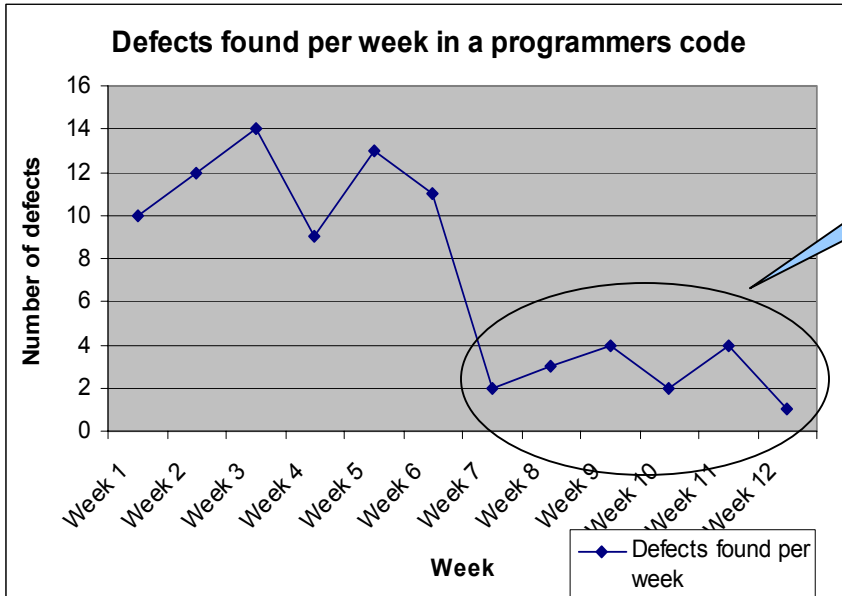


Review defects

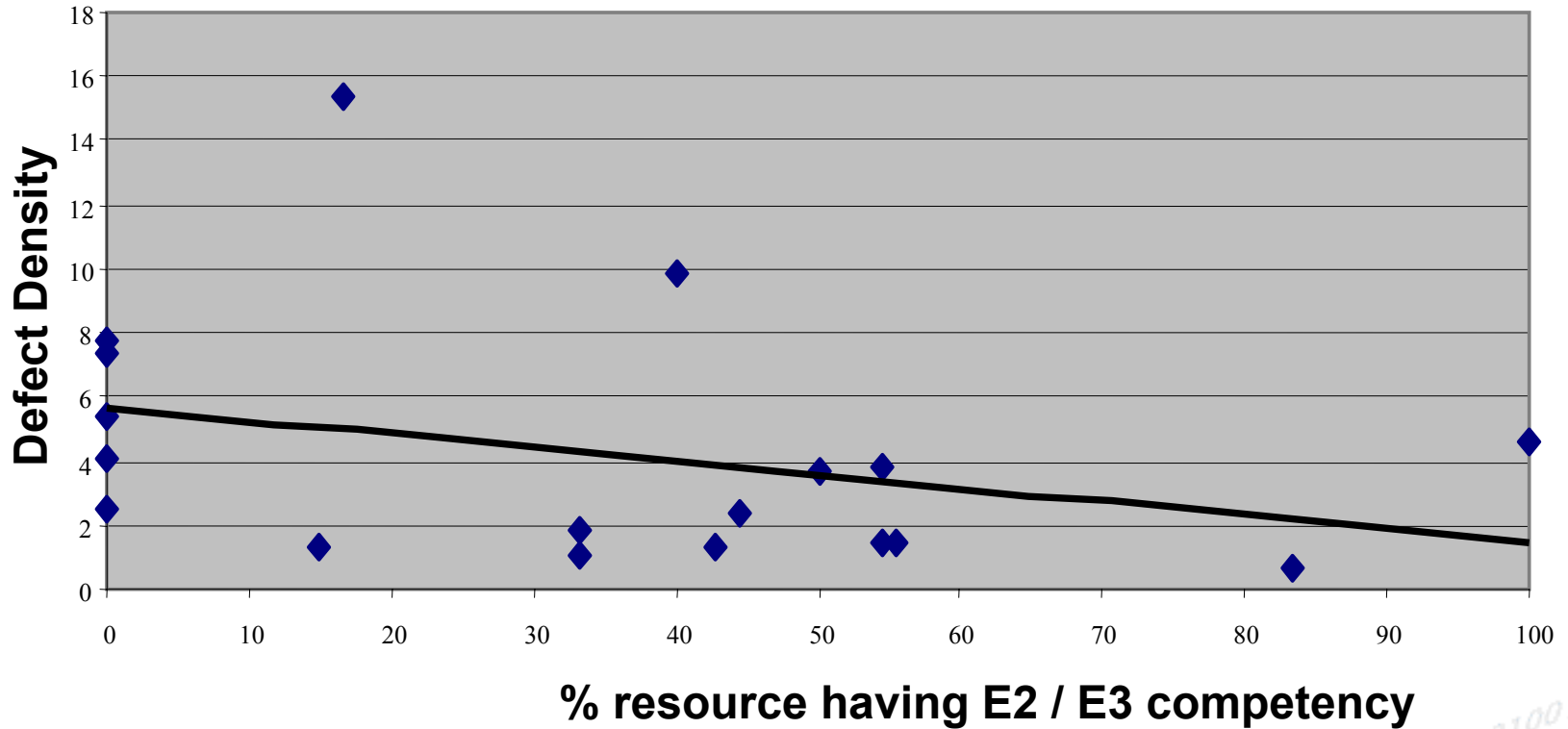


Performance evaluation

Using data for performance evaluation of a programmer has significantly reduced DEFECT REPORTING



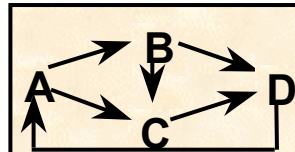
Competency and defect density analysis - Example



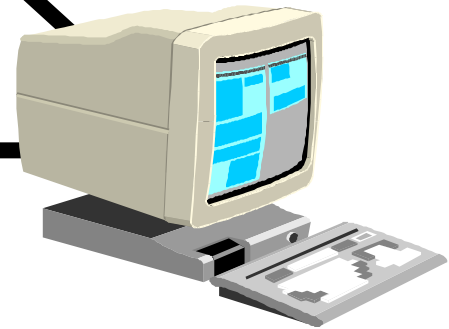
People



Business capability



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Process

Technology

Thank you

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