



Tough choices

How to improve the objective decision making process

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The story



Why don't we stick to the initial plan?

How do you know, you make the best objective choice(s)
when quick anticipation is required?

Basic Steps

- Gather stakeholders and competences

- Gather information
 - Do I have the right information
 - How do I open up this information
 - How do I treat this information ‘

Basic Steps

- How do I make a decision
 - Who should be involved
 - What should it be based on
 - Facts/Figures
 - Gut feeling



Step 1 : Capturing the idea (impact phase)

- Evaluate the idea
 - What do you want to know about this idea

- Run a checklist of criteria
 - Keep the list of criteria small

- Make sure the criteria are known, clear and measurable

This is a quantitative-based analysis

Step 2: Impact analysis

- How can we implement these ideas

- Review of the case
 - Is it clear
 - Is the information complete
 - Do I have the right resources to make the impact
 - Who is the most suitable (wo)man for the job

This is a quality-based analysis

Step 3: Plan / Prioritize

- What is important
 - Don't raise your ambition to high, keep it real!

- How do we determine priorities
 - Costs
 - Resources
 - Color
 - Strategy
 - Feeling

Step 3: Plan / Prioritize

- How do we balance the prioritization
 - By comparison
 - My house is bigger than yours, but smaller than his. One dimension only
 - My house was cheaper and his house is located in the city, gives a foggy view of the balance

- Compare only one dimension at the time, pair wise
 - This is more expensive than ..
 - This suits the customer needs better than...



Step 3: Plan / Prioritize

- This results in an independent list of priorities
 - Does not always corresponds with the feeling!!
- Feel free to add the 'gut feeling' to the list, but remember..

Experience is permitted, it should be the finishing touch!!!

And register the "feeling" !



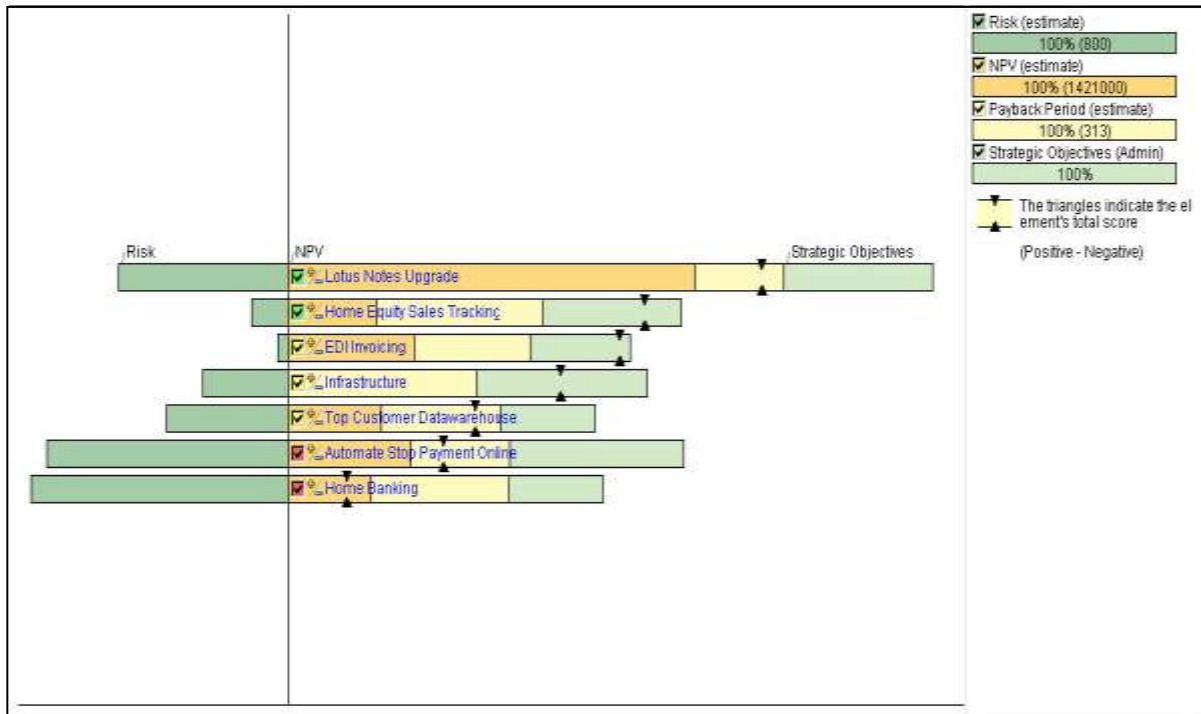
“Registered failing is called experience, unregistered it’s called disaster!”

Step 4: Multidimensional prioritization

- Creating a list of priorities based on one criteria is 'simple'
- Creating an overview of multiple criteria, balanced against each other...
- Having a list of priorities for multiple criteria will give us insight
 - We can do what-if scenario's
 - If time, money and scope are your criteria, we can see what if
 - Based on three criteria, you can choose two. The third is a consequence
 - We can now calculate the optimal point for all the request versus all our criteria.
 - And play with what happens if..

Step 4: Multidimensional prioritization

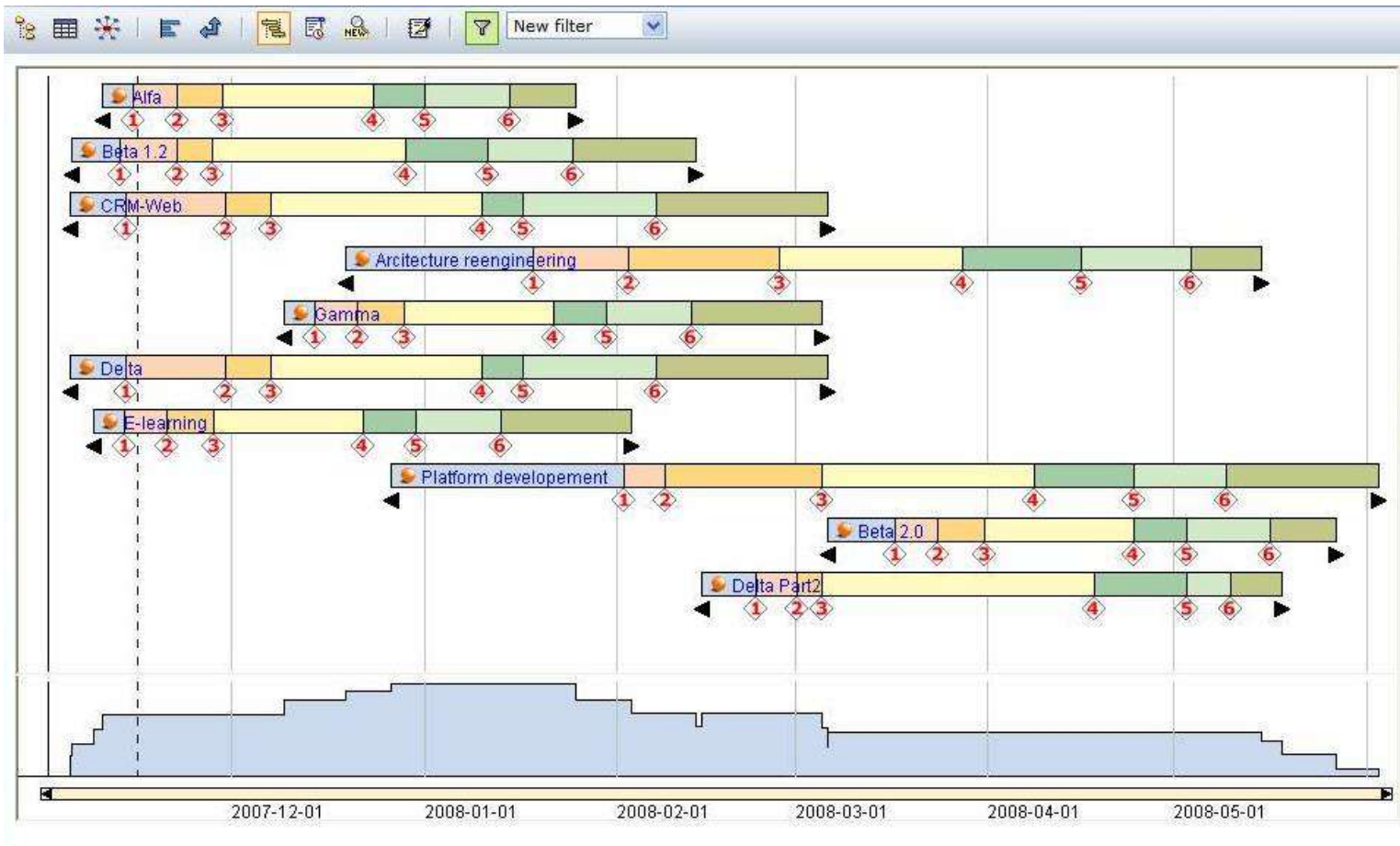
- During the comparison it's important to have all required information, to base judgment on
- The extra information is vital



- And now we are done, dynamically of course

Result: Roadmap planning

- Balance and sequence product releases to maximize value and meet strategic goals
- View stages, gates, milestones, requirements associated with each product in the pipeline



How to keep up with those choices

- Project Control is the key to continues up-do-date information
- Arrange a monthly, or any wish full cycle, of reviewing and reporting the projects on each criteria that you made the decision based.
- All stakeholders need to contribute to the information, so you have a clear and current overview of the status
- With that status you can ask yourselves..
 - Continue
 - Scale up
 - Scale down
 - Stop

These are factive decisions!



Critical success factors

- Be transparent, get rid of the *'it's mine mentality'*
- Understand the chain of what you're doing, and being excellent in your own little part
- Don't fear conflict and arrange a feedback loop.
- Accept that your information will be judged, but not be judgmental.
- Involve people who are not in the mass, good ideas come from the edges of things.
- Don't make it too complicated. Let go of something, not make up more rules.
- Do good stakeholder management. Ask *'why'*
- Communicate, you must explain *'why'* to the people you expect to do it for you

Do you want the car or do you want to drive?

Don't blame a car for a bad driver...



Recap: PPM with IBM Rational Focal Point



Automated Idea Capture

- o Listen to your customer/stakeholders for new and innovative ideas
- o Automate tactical activities like idea capture, and provide consistency to the evaluation and approval processes



Value-Based Selection

- o Keep the focus of decisions on creating value for your customers and your business
- o Decision support – prioritization – trade off analysis



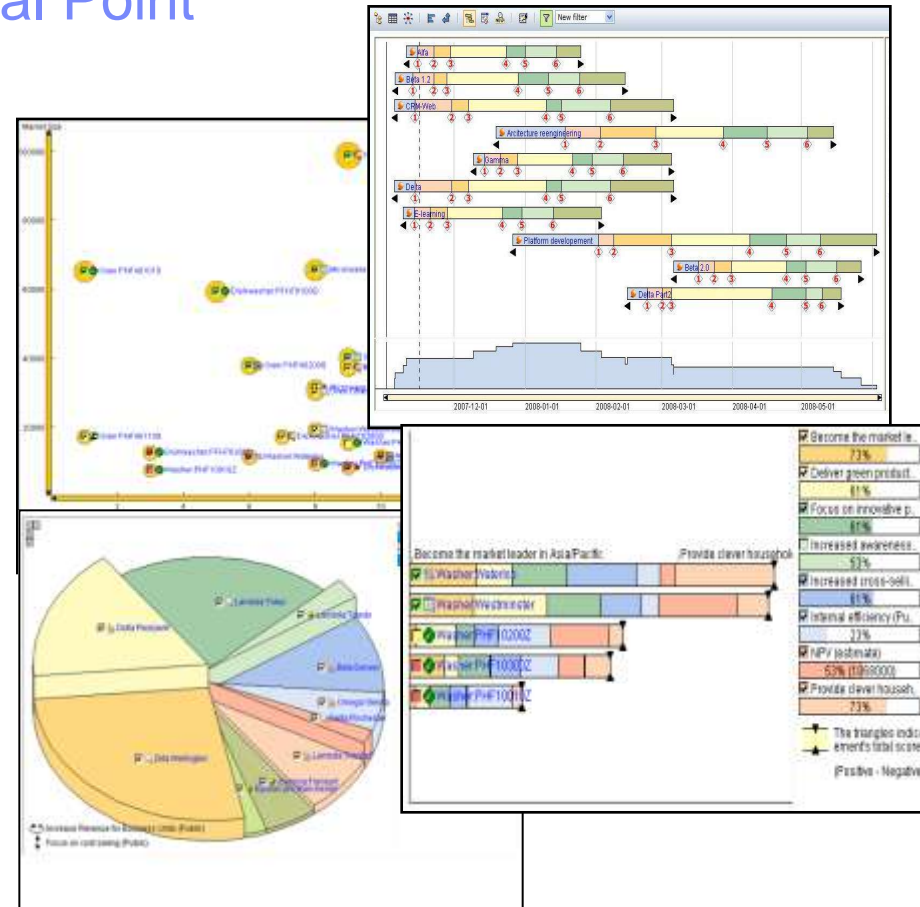
Product Investment Visibility

- o Manage and monitor your product portfolio as investments
- o Release planning/product portfolio planning



Collaboration

- o Web-based collaboration with customers and internal users



“Focal Point helps us discover the optimal set of customer features and balance those against the needs of our business, allowing us to deliver continual enhancements to our telematic solution.” Daimler FleetBoard



www.ibm.com/software/rational

QUESTIONS

