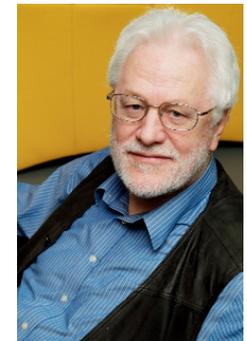
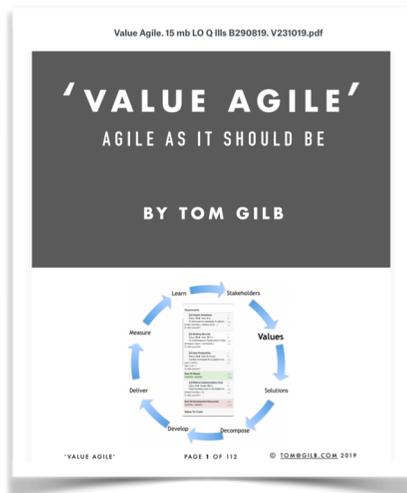


# Value-Driven Agile for Managers:

Tom Gilb, . [www.gilb.com](http://www.gilb.com), [Tom@Gilb.com](mailto:Tom@Gilb.com)

**Keynote 45 Minutes, 09:15 to 10:00**  
**Agile Management Congress, Prague**  
**25 November 2019**

<http://agilemanagementcongress.com>



**Tom**

**Value Agile** : Free copy for Agile Congress 25 11 19

<https://www.dropbox.com/sh/o2g7ib3z2g2uzfw/AAApXIN0yA2WS4obwIDzZR3a?dl=0>

See also free copy Planning Principles, last slide

# Agile Credibility

- Agile 'Grandfather' (Tom)
  - Practicing 'Agile' IT Projects since 1960 (Dobloug, Oslo)
  - Preaching Agile since 1970's (Computer World column UK)
  - Acknowledged Pioneer by Agile Manifesto Gurus, and Research
    - See Presenter's Notes to this slide for detail
- Agile Practice
  - IT: decades (Kai and Tom)
  - Organisations: Decades. Some selected examples.
    - Citigroup, JP Morgan, Deutsche Bank, UBS, Credit Suisse,
    - Intel, HP, Boeing, Conformat AS 2003, Universitetsforlaget 1968, Ericsson, NTNU IT, Philips
- Books:
  - 'Software Metrics' (1976)
  - 'Principles of Software Engineering Management' (1988)
  - 'Competitive Engineering' (2005)
  - 'Evo': (Kai, evolving, 55 iterations)
  - 'Value Planning' (2014-2019)
  - 5 Books in 2018 (see [gilb.com](http://gilb.com)):
    - LD, IC, 100 PPP, Technoscopes, Clear Communication

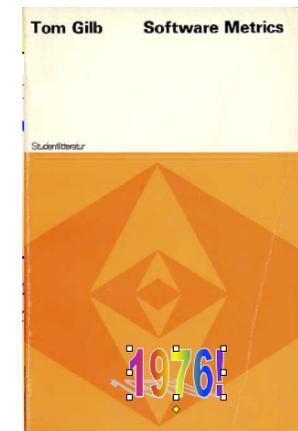
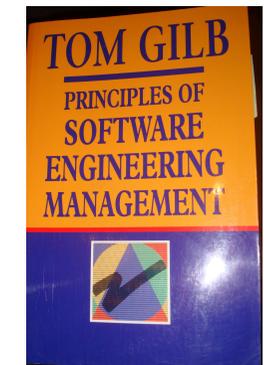


See this slide's Presenter Notes for more detail,  
even 1976 SM book quotes), LIKE

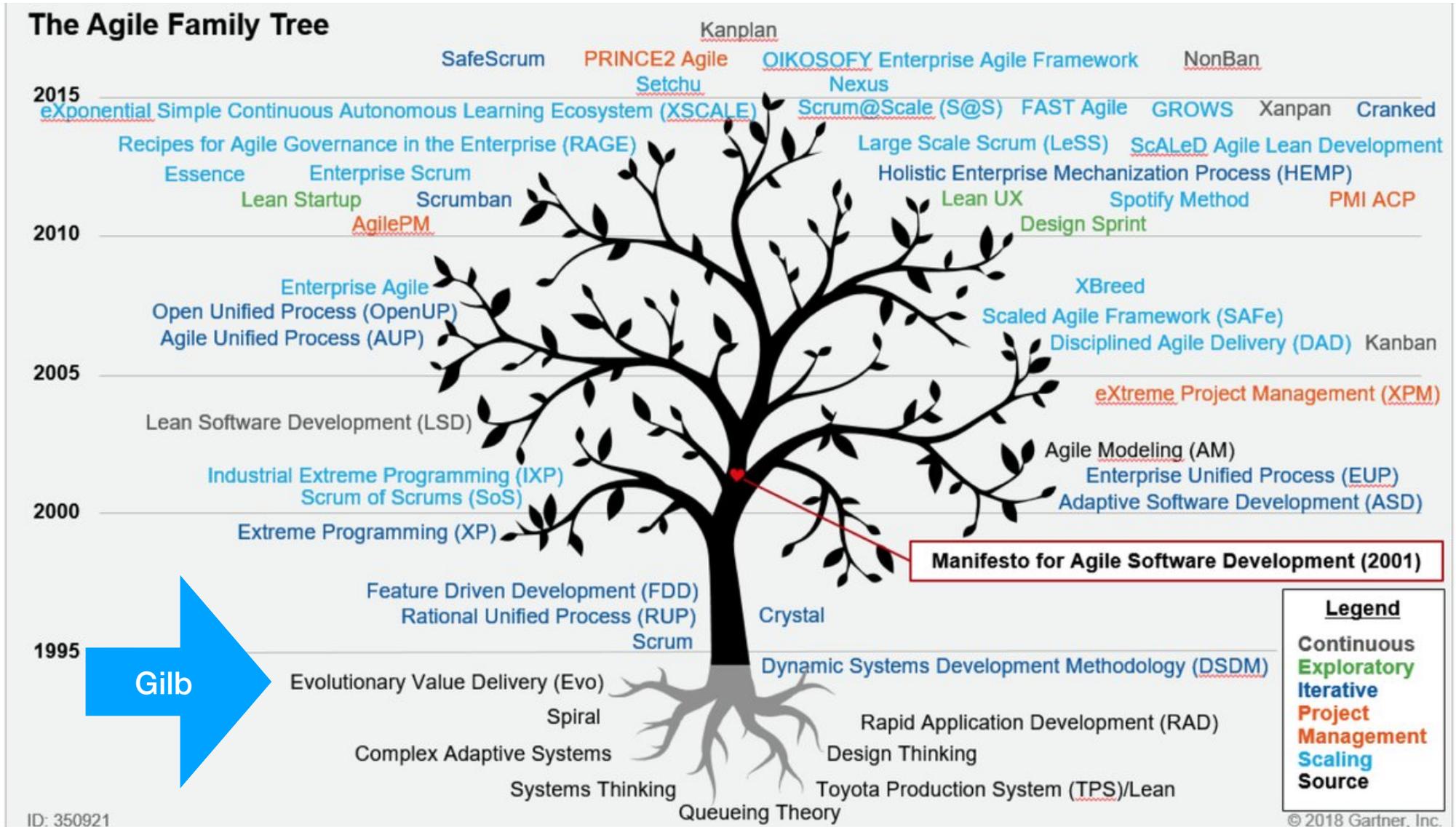
'A complex system will be most successful, if it is implemented in small steps,  
and if *each* step has a clear measure of successful achievement, as well as a "retreat" possibility  
to a previous successful step, upon failure.' (SM BOOK 1976 p. 214)

© Gilb.com

UPDATE 010319



# Gartner Group 2018



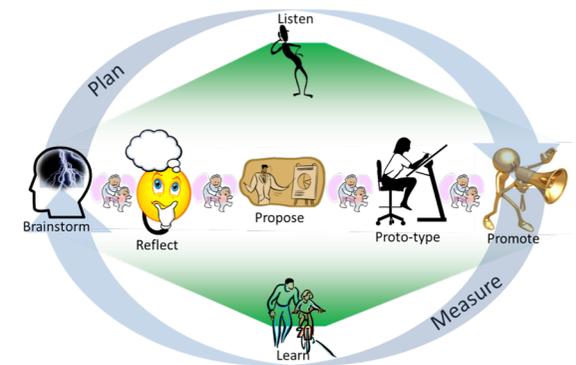
# Defining ‘Agile’

- “Any set of tactics that enable a **prioritised stream of useful results**, *in spite of a changing environment*”

– TsG 7 June 2013, for UK Bank Board (SLC)

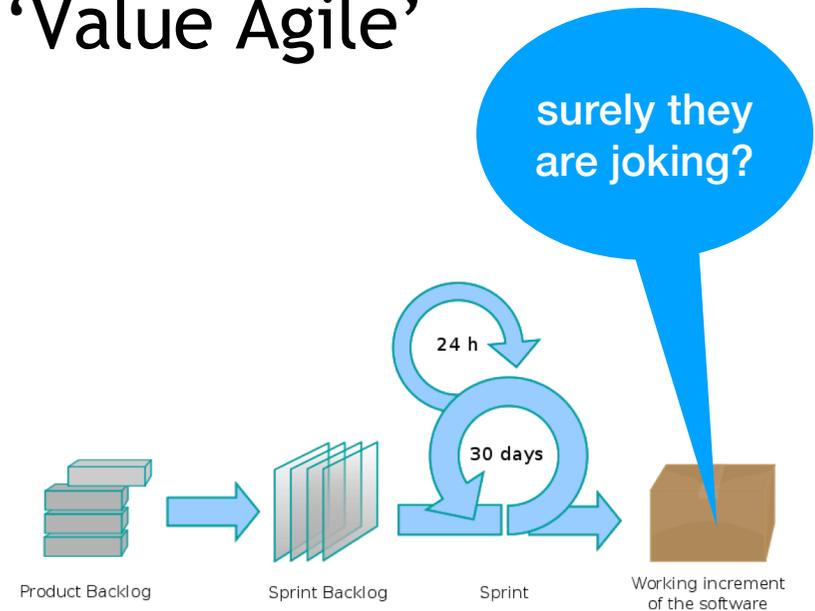
- A focus on ‘Agile’,
  - is the **wrong level of focus**.
  - Using agile tactics that ‘work’, is a good idea.
- Focus on **results**, no matter what
- Agile ‘means’, to improve the results ‘ends’,
- are only as good as the improvement
  - in results
    - that are a consequence of using agile.

## The Generic Agile Concept



# 'Traditional Agile' and 'Value Agile'

- **Traditional Agile for IT (Scrum, XP, etc.)**
  - Is *unfortunately* not 'tuned in' to *delivering business value*
  - It tries to speed up ('velocity') code production
  - *As it is now*, 'traditional Agile' is *not at all useful* for business purposes.
  - They are simply not really managing 'values'. They 'talk' about values, but they do **not quantify** and **manage** them. They do not 'walk the talk'.

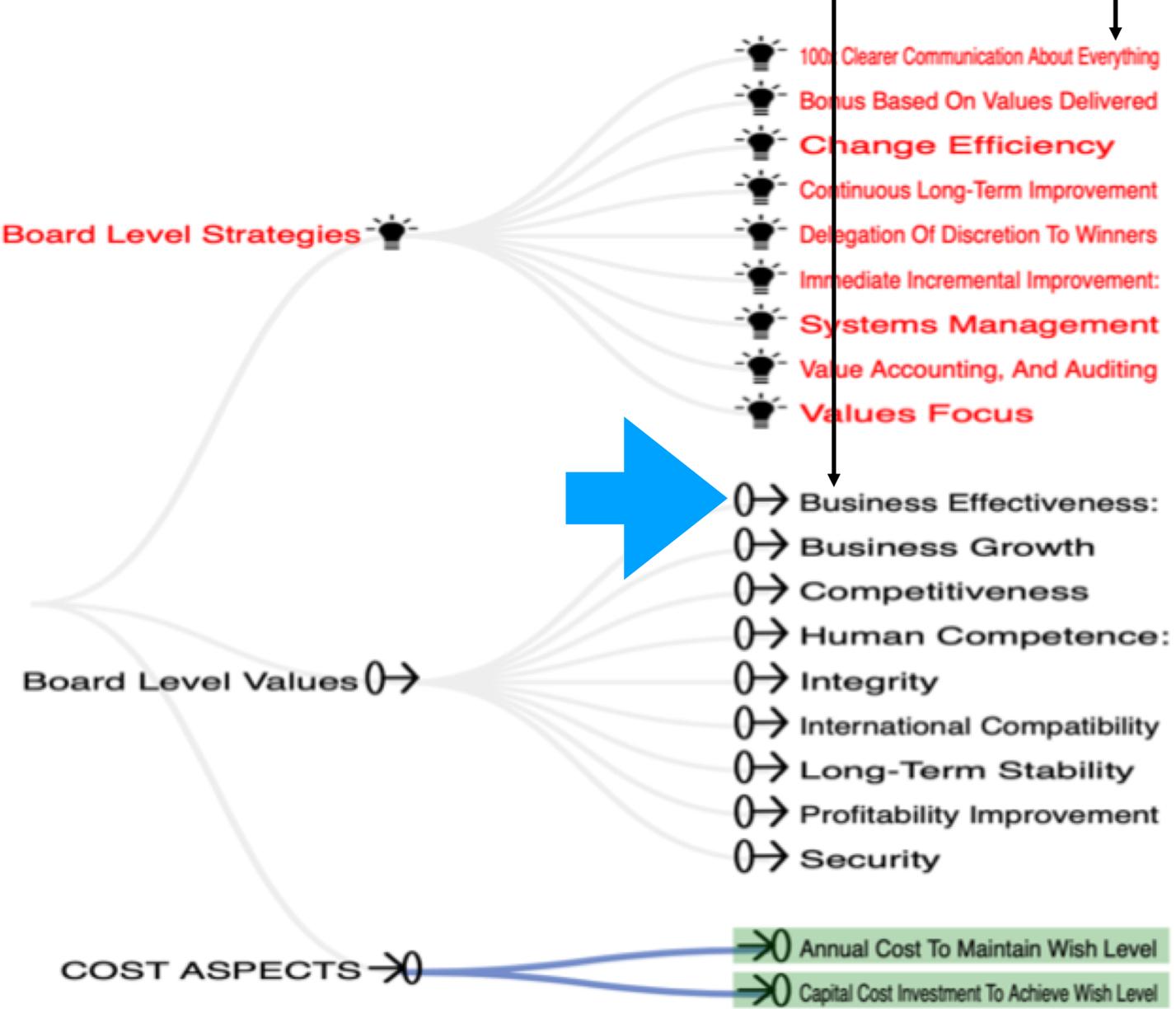


- **The 'Value Agile' Model that we recommend ('Evo')**
  - Is focussed on **business value** delivery
  - Is used to co-ordinate IT work, to deliver *measurable business value*
  - Deutsche Bank made 'Evo' their *standard* for managing all other Business 'Agile' work (Paul Fields, 2013-19)\*
  - Evo 'connects' the '**business with IT**' efforts, and all other improvement efforts.
  - Evo is a **systems project management** method: not about code or IT alone. It is about *people, organisation, motivation, data, hardware*, and, 'sometimes', about *software*.

\* see presenter note for details on adoption



# Example of Change-Process 'Values' and 'Strategies'



# Quantifying 'Business Effectiveness': a Scale

Business Effectiveness:

Level: Business, Type: Value, Labels: -

Is Part Of: [Board Level Values](#)



**5 Year Effectiveness Goal Wish** [Business Processes = All, Business Process Types = All, Business Process Actors = All, Effective Enough As Processes = **{Effective But Uncompetitive, Big Payoff If Far More Effective}**] @ 18 Jan 2024 : **95** ±4% ?? for example %Effective

**Ambition Level:**

by tomgilb - Jan

The portion of all business processes which are as effective as needed, and as possible should be very high

**Stakeholders:** Business Directors And Managers, Business Process Owners, Value Managers.

**Scale:**

by tomgilb - Jan

% of **[Business Processes]** of certain **[Business Process Types]** carried out by **[Business Process Actors]** which are **[Effective Enough As Processes]**.

**Time Units:** Calendar Date , **Display Units:** %Effective

**Business Process Actors:** defined as:

Employees, Customers, Digital Devices, Artificial Intelligence, Business Partners,

**Business Process Types:** defined as:

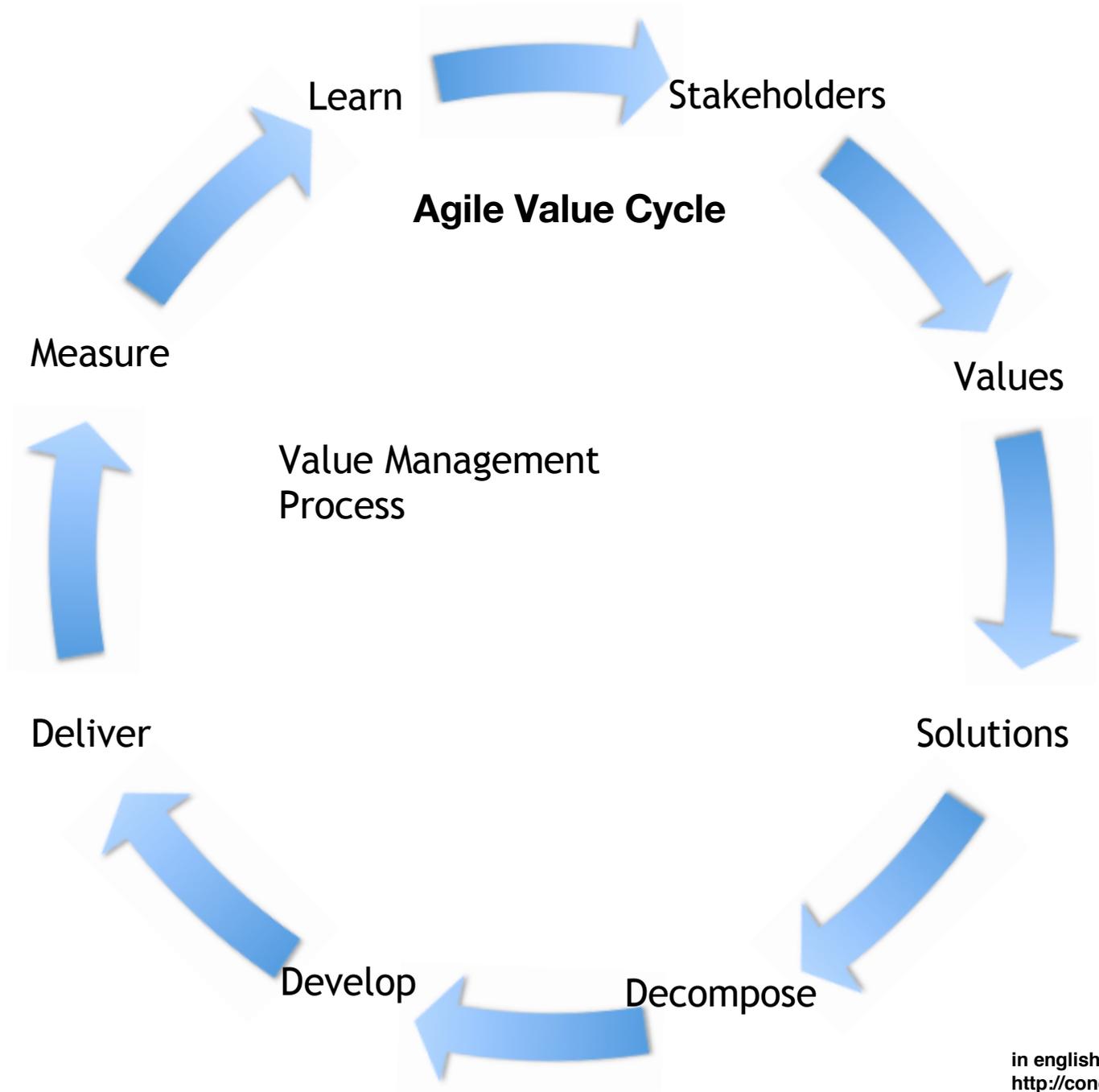
Investments, Account Management Trading, Reconciliation, Backroom, Sales, ....

**Business Processes:** defined as:

Financial, Administrative, Bank Systems Improvement, Board of Directors, Meetings, Training, Security, Property Management, Fraud Management, Facilities Ma

**Effective Enough As Processes:** defined as:

Extremely Ineffective, Effective But Uncompetitive, Effective Enough, Big Payoff If Far More Effective, ..



in english: detailed practice  
<http://concepts.gilb.com/dl931>

## A Value Decision Table

- helps us analyse
  - how good any strategy is expected to be
  - for meeting our entire set of critical objectives
  - so, we can 'prioritize' based on effectiveness
  - and by adding budgets, we can base decisions on Cost-Effectiveness
  - Helps us decompose to agile value delivery steps
  - Can be used to get step value feedback measurement, and 'be agile' if necessary

Values		Strategies/Architectures/Designs		
		💡 100x Clearer Comm...	💡 Bonus Based On Va...	
<b>Requirements</b>				
↳ <u>Business Effectiveness</u>	Δ: 50	50	30	?
Status: 0 → Wish: 100	Δ%: 50 %	50 %	30 %	0
↳ <u>Business Growth</u>	Δ: 100	100	10	?
Status: 0 → Wish: 100	Δ%: 100 %	100 %	10 %	0
↳ <u>Competitiveness</u>	Δ: -50	-50	-5	?
Status: 0 → Wish: 100	Δ%: -50 %	-50 %	-5 %	0
↳ <u>Human Competence:</u>	Δ: 0	0	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0
↳ <u>Integrity</u>	Δ: ????	????	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0
↳ <u>International Compatibility:</u>	Δ: ????	????	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0
↳ <u>Long-Term Stability</u>	Δ: ????	????	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0
↳ <u>Profitability Improvement</u>	Δ: ???? Δ:	????	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0
↳ <u>Security</u>	Δ: ???? Δ:	????	????	?
Status: 0 → Wish: 100	Δ%: 0 %	0 %	0 %	0

# Re-defining Manifesto Values (the 'objectives' of projects)

~~1. Individuals and Interactions Over Processes and Tools~~

~~2. Working Software Over Comprehensive Documentation.~~

~~3. Customer Collaboration Over Contract Negotiation~~

~~4. Responding to Change Over Following a Plan.~~

1. Stakeholder Values *first*.

2. Deliver *real measurable stakeholder values*.

3. Zero failures, to deliver values.

4. *Change the architecture fast, if it does not deliver values.*

PS I have, for fun, quantified all *these* 'manifesto' values as objectives, in Planguage.

Ask me for them if you are interested in going so deep ([tom@gilb.com](mailto:tom@gilb.com)). The quantification in Planguage makes it clear that the above is highly ambiguous B\*\*\*hit. Billions of possible interpretations. Do you think the Manifesto writers had a clear common understanding of these values?  
(no way)



'How Well Does the Agile Manifesto Align with Principles that Lead to Success in Product Development?'

[https://www.ppi-int.com/wp-content/uploads/2018/02/SyEN\\_62.pdf](https://www.ppi-int.com/wp-content/uploads/2018/02/SyEN_62.pdf)

# Re-defining Manifesto Principles (1-5)

(the 'means' to attain the values)

deliver, measurably and cost-effectively, a well-defined, sorted, prioritized stakeholder value levels, as early as possible.  
See 2013 book '100 Practical Project Principles' ([gilb.com](http://gilb.com))



1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

2. Development processes must be able to discover and incorporate changes in stakeholder requirements, as soon as possible, and to understand their priority, their consequences to other stakeholders, to system architecture plans, to project plans, and contracts.
3. Plan to deliver some measurable degree of improvement to planned and prioritized stakeholder value requirements, as soon, and as frequently, as resources permit.
4. All parties to a development effort (stakeholders), need to have a relevant voice for their interests (requirements), and an insight on the parts of the effort that they will potentially impact, or which can impact them, on a continuous basis, including into operations and decommissioning of a system.

'How Well Does the Agile Manifesto Align with Principles that Lead to Success in Product Development?'

[https://www.ppi-int.com/wp-content/uploads/2018/02/SyFN\\_62.pdf](https://www.ppi-int.com/wp-content/uploads/2018/02/SyFN_62.pdf)

5. Motivate stakeholders and developers, by

# Re-defining Manifesto Principles (6->10)

(the 'means' to attain the values)

writing, in a common project database.  
Enable collection and prioritization) and  
continuous updates of all consideration  
about requirements, designs, economic  
constraints, risks, issues, dependencies  
prioritization.



~~6. Enable face-to-face interactions.~~

~~7. Working software is the primary measure of progress.~~

~~8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.~~

~~9. Continuous attention to technical excellence and good design enhances agility.~~

~~10. Simplicity--the art of maximizing the amount of work not done--is essential.~~

See 2018 Book 'Clear Communication' at [gilb.com](http://gilb.com)

7. The primary measures of development progress is the degree of actual stakeholder-delivered planned value levels with respect to planned resources such as budgets and deadlines.

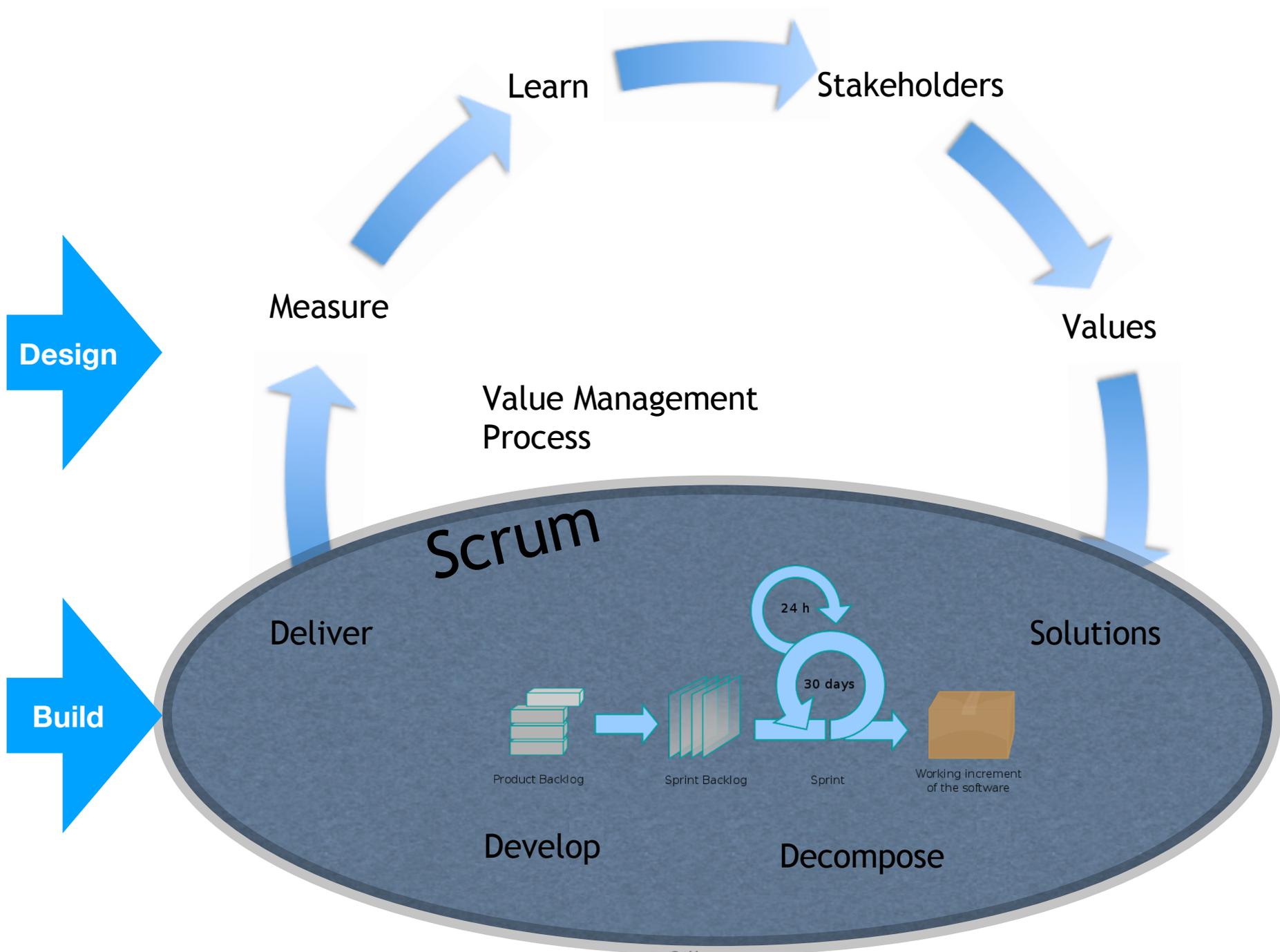
8. We believe that a wide variety of strategies, adapted to current local cultures, can be used to maintain a reasonable workload for developers and other stakeholders; so that stress and pressures which result in failed systems need not occur.

9. Quality must be quantified, supporting designs for quality must be estimated and measured.

'How Well Does the Agile Manifesto Align with Principles that We need Sponsors and Product Developers, if'

[https://www.ppi-int.com/wp-content/uploads/2018/02/SPEN\\_62.pdf](https://www.ppi-int.com/wp-content/uploads/2018/02/SPEN_62.pdf)

which there are many to help us understand complex systems and complex



**‘Stakeholder value delivery’ is the point,  
choice - if ‘agile’ can make it *better* and *faster***



## Gilb's 'Value Driven Planning' Principles: 'Prioritize Value'

1. 'Critical' Stakeholders determine the values you must manage

2. 'Critical' Stakeholder Values *can* and *must* be quantified

3. Values are supported by their Value Architecture  
(you get the values you *design*, not just the ones you 'require')



4. Value 'goal' levels are determined by **timing** (*when* you need a level), **architecture effect** (how good your design is), and **resources** (money, time, people you can afford, or which pay off)

5. Value levels can differ for different 'scopes' (where, who, activity, environment)

6. Values can, and should, be delivered early

7. Value-level delivery can be 'locked in' incrementally

8. New Values can be discovered (external news, experience) **later**

9. You can estimate the impacts on all critical values (your 'ends')  
**proposed 'means'** (designs, strategies, architectures, solutions)

10. Value delivery will *attract* resources. (money seeks profit)



# Beyond Scaling: Scale-free Principles for Agile Value Delivery - Agile Engineering.

© [tom@gilb.com](mailto:tom@gilb.com) 2016, Posted at [gilb.com resources/downloads/papers](http://gilb.com/resources/downloads/papers)

<http://www.gilb.com//dl865>

Version March 14 2016, Modified April 11 2016 (XP)

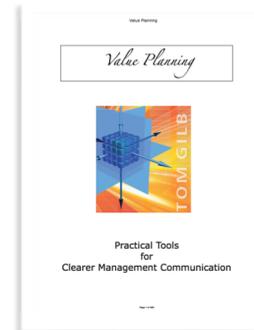


## Summary

There is widespread interest in how to make Agile (including Scrum) methods, work better, on a large scale.

Mike Beedle's paper [1] gives a good *overview (references to much of the agile scaling literature) of many different proposed methods*. I am not going to argue whether these methods are good or bad. No doubt most of the techniques have some value in some circumstances. My concern is *not* this set of 'conventional agile scaling' ideas'. My concern is the large collection of

# Scale-free Agile **Principles**



Value Planning  
<https://www.gilb.com/offers/SN2UR7vu/checkout>  
FREE GIFT REVIEW COPY FOR YOU ALONE. NO COUPON CODE REQUIRED.

the VP ref. below

1. **Keep focus on measurable delivery of critical values and their costs.** [3, 4, 5, 6, 9, 10, 12, VP (20) Part 1, VP 10.6 ]
2. **Deliver value early, quickly and regularly: in roughly 2% increments.** [14, 11, VP Ch.4, 2, 5 ]
3. **Do NOT focus on code delivery; focus on overall system value and costs.** [ VP Ch.4, 10D, 10F, 13, VP 3.4, VP 2.10, VP 9.8, 4, 12]
4. **Focus on quantified *critical stakeholder* values.** [19, VP 3.4, VP 3.7, VP 3.9, VP 3.10 VP 4.2, 10 ]
5. **Synchronize all teams in terms of measurable value delivery.** [VP 3.3, VP 3.4, VP Part 1, VP 3.6, VP 3.8, VP 8.4 , 11, 12, 13 ]
6. **Solve big problems through ingenious architecture; not through coding faster.** [VP 4.5, VP 5.1, VP 5.3, VP 7.2, 15 ]
7. **Decompose the large problems by incremental value deliveries: not code deliveries.** [7, VP Ch. 5, VP 5.1, VP 5.6 , 10, 11, 13, 15]
8. **The software component needs to be integrated into the total system of hardware, data, people, culture.** [ VP 5.2, 10 ]
9. **If your team cannot deliver small increments of real value early, frequently, and predictably; they are incompetent and need to be abandoned for those who can deliver.** [7, VP 2.8, 10]
10. **Never commit to contracts for *work done* or *code delivered* alone: there must always be a sufficiently large contractual protection, of paying for measurable value delivered.** [12, 15 ].

# Erik Simmons, Intel 20 years Experience Scaling

- “ Instead, I believe that the **majority of what you have** included for ideas, principles, etc. from CE and VP are in fact **scale-free**.
- They are **not dependent on *project or organization size***.
- They are **good heuristics for almost any project**,
- and **nearly universally applicable**
  - (nearly universal because I hear Koen in my head, and all is heuristic).
- So, CE and VP are not *about* scaling
  - so much as they should be taught and understood as **scale-free**.
- Size is not a reason to choose (or not choose) to use Competitive Engineering, Evo, Planguage, etc.
- As you quoted me in the paper – **this stuff works**.
  - It works on **small** projects. It works on **large** projects.
- Evo on a 5-person team is not really much different than Evo on a 100-person team, except there are more people.
- The principles apply **without alteration** (or “scaling”).
- Anyone who sees a random page of your new paper would probably not guess the topic is scaling (unless you happen to mention that in the text on that particular page).
- ‘**Competitive Engineering**’ does not scale. It doesn’t need to.”

[erik.simmons@construx.com](mailto:erik.simmons@construx.com)

Get a free e-copy of ‘Competitive Engineering’ book.  
<https://www.gilb.com/p/competitive-engineering>



SOURCE: **SCALE-FREE:**  
**Practical Scaling Methods**  
**for Industrial Systems Engineering**  
lecture slides  
<http://concepts.gilb.com/dl892>

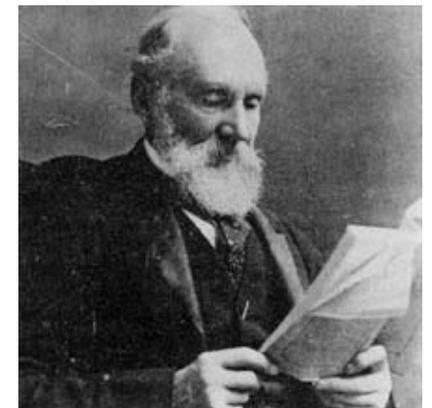
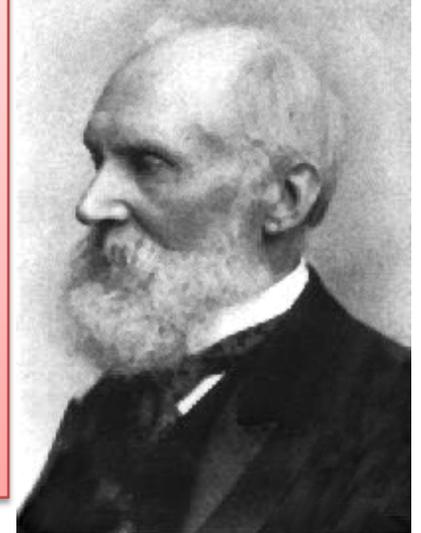


## Quantification Wisdom

” I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it;”

*Lord Kelvin, 1893*

From <http://zapatopi.net/kelvin/quotes.html>



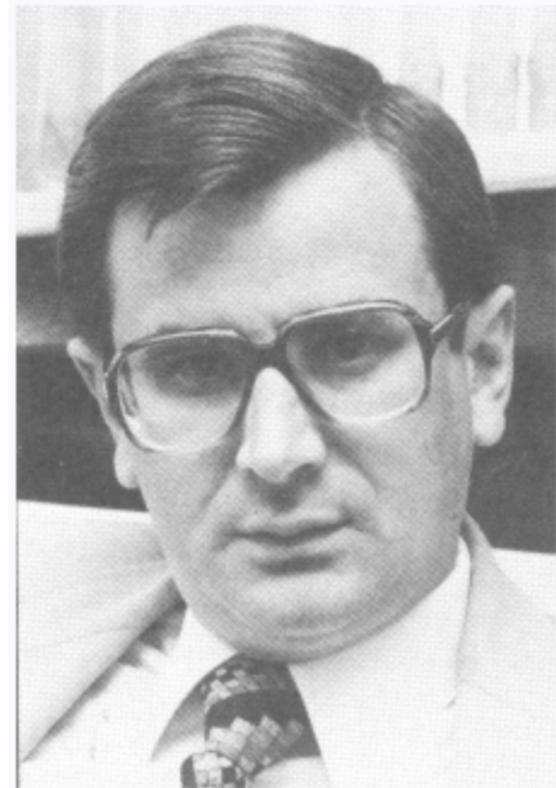
# TWELVE TOUGH QUESTIONS

- 1. Why isn't the improvement quantified?
- 2. What is degree of the risk or uncertainty and why?
- 3. Are you sure? If not, why not?
- 4. Where did you get that from? How can I check it out?
- 5. How does your idea affect my goals, measurably?
- 6. Did we forget anything critical to survival?
- 7. How do you know it works that way? Did it before?
- 8. Have we got a complete solution? Are all objectives satisfied?
- 9. Are we planning to do the 'profitable things' first?
- 10. Who is responsible for failure or success?
- 11. How can we be sure the plan is working, during the project, early?
- 12. Is it 'no cure, no pay' in a contract? Why not?

# The Bill of Rights for Company Communication

(written by Tom)

- 1. You have a right to know precisely what is expected of you.**
- 2. You have a right to clarify things with colleagues, anywhere in the organization.**
- 3. You have a right to initiate clearer definitions of objectives and strategies.**
- 4. You have a right to get objectives presented in measurable, quantified formats.**
- 5. You have a right to change your objectives and strategies, for better performance.**
- 6. You have the right to try out new ideas for improving communication.**
- 007. You have the right to fail when trying, but also to kill failures quickly.**
- 8. You have a right to constructively challenge higher-level objectives and strategies.**
- 9. You have a right to be judged objectively on your performance against measurable objectives.**
- 10. You have a right to offer constructive help to colleagues to improve communication.**



Robb Wilmot. ICL's energetic new MD

**PS ICL went into profit for next 15 years, after 7 years in red**

# Anti-Financial Crime (AFC) Department Mission Statement:

Be a trusted and respected independent control function that aims to protect the bank from financial crime risk.

Establish a proactive framework to prevent, detect, and report financial crime risk events.

<- PV, Head of Anti-Financial Crime

**Our Vision:**

## **Anti-Financial Crime Technology:**

“To provide XXXX Bank the best possible capability to prevent, detect, and report possible financial crime, in-line with the expectations of our global regulators.” <- SC

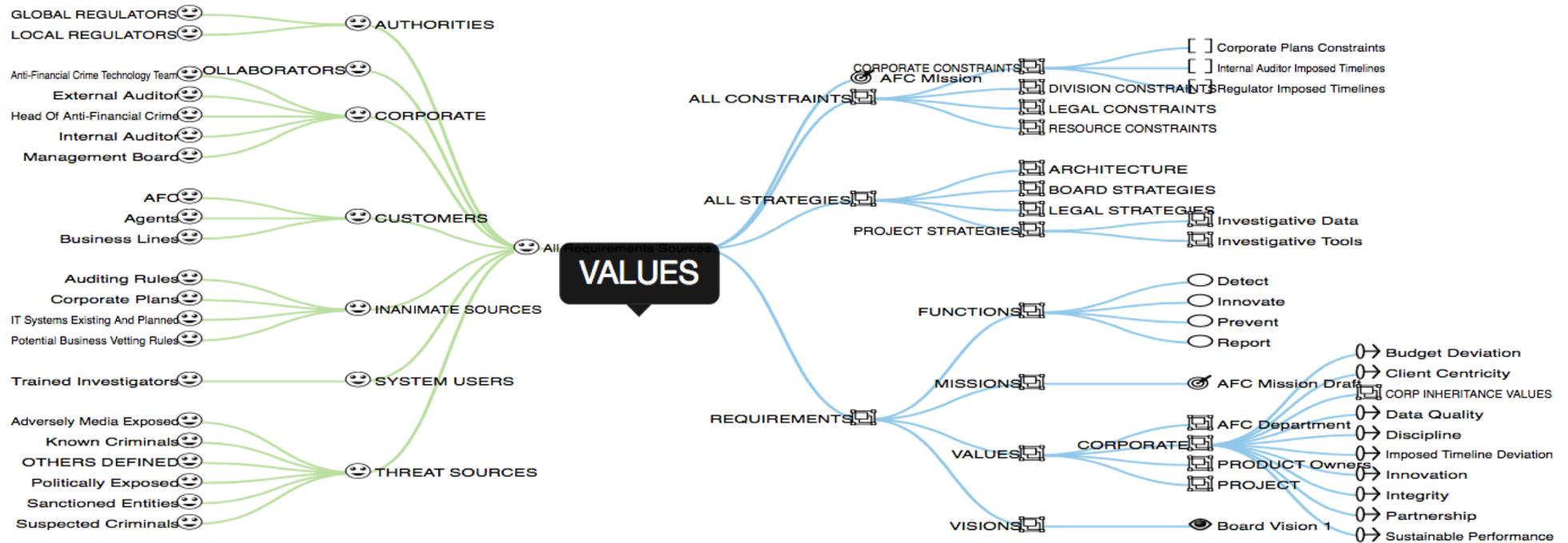
# Report of AFC Project Results Jan 2019, 3 Sub-projects Using Gilb's Value Driven Methods

Within a few weeks it enabled us to agree with business stakeholders to **quickly eliminate non-viable costly solution design options**, and justify deferral of lower priority functionalities. This was without jeopardising commitments made to the regulator regarding AFC Transaction Monitoring, Preventative Client Screening and Global Risk Analysis.

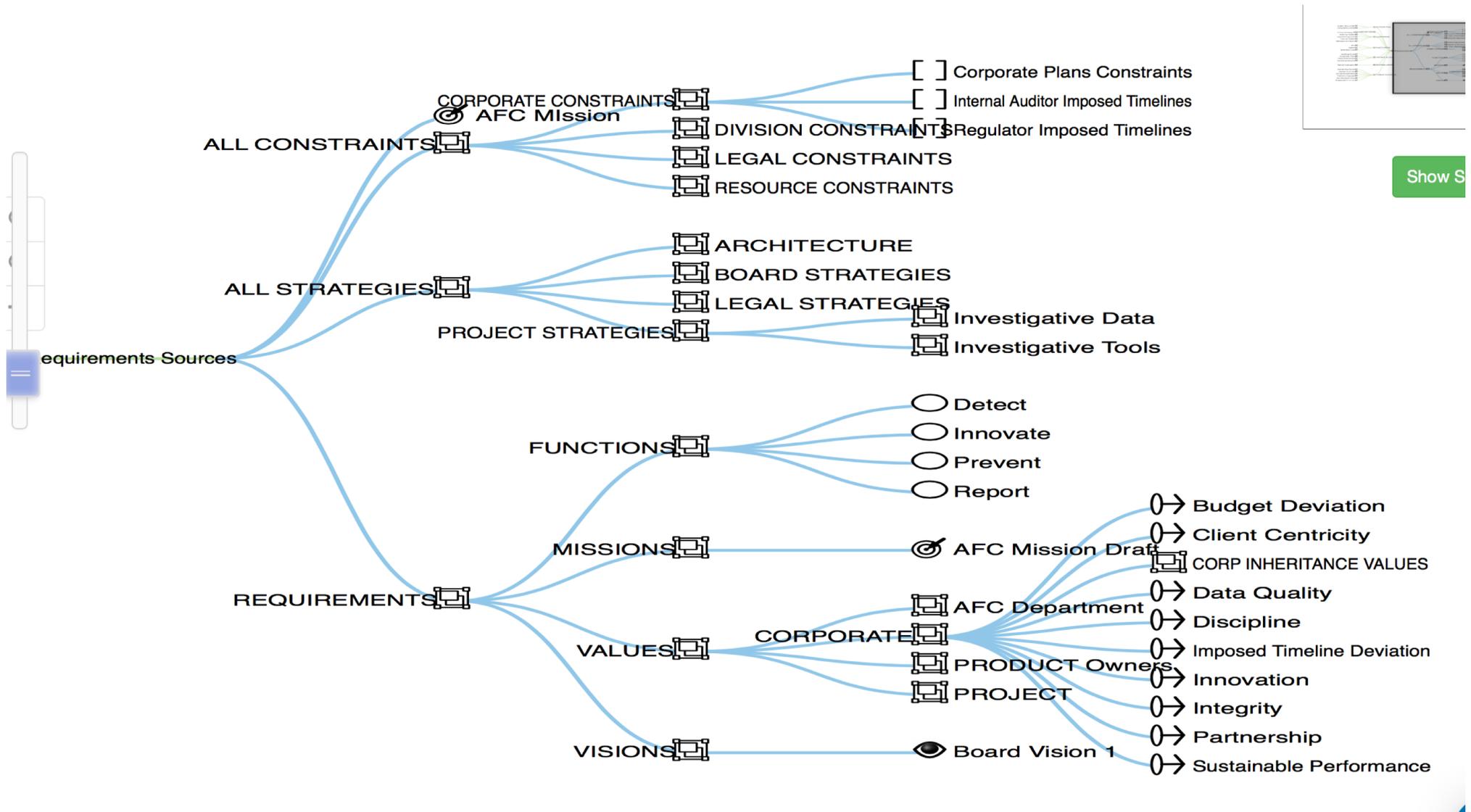
Within a few weeks it enabled us to justify the spend on essential business capabilities and align to commitments made to the regulator, counter-act claims against the non-viability of the programme from disgruntled stakeholders, **and saved the programme from being incorrectly cancelled** at the planning stage.

The result has enabled to exit the ideation process with a strategy approach that will enable us to be more effective in adopting the Agile Initiative, consisting of proposed quantifiable measurement definitions. That can now be applied during the subsequent rollout across the department. It has **equipped us with a strategy for delivering organisational change through the initiative on programmes that are already under significant cost pressures.**

# Diagram over AFC Planning

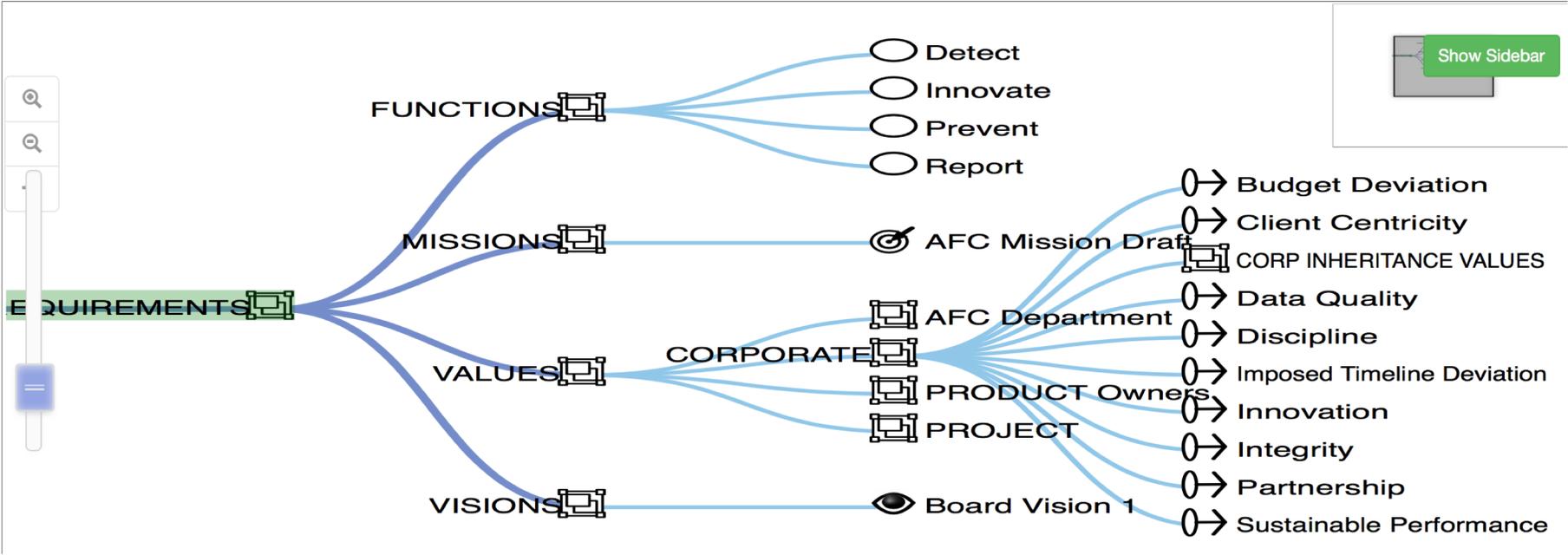


# AFC Requirements Constraints and 'Architecture' Overview

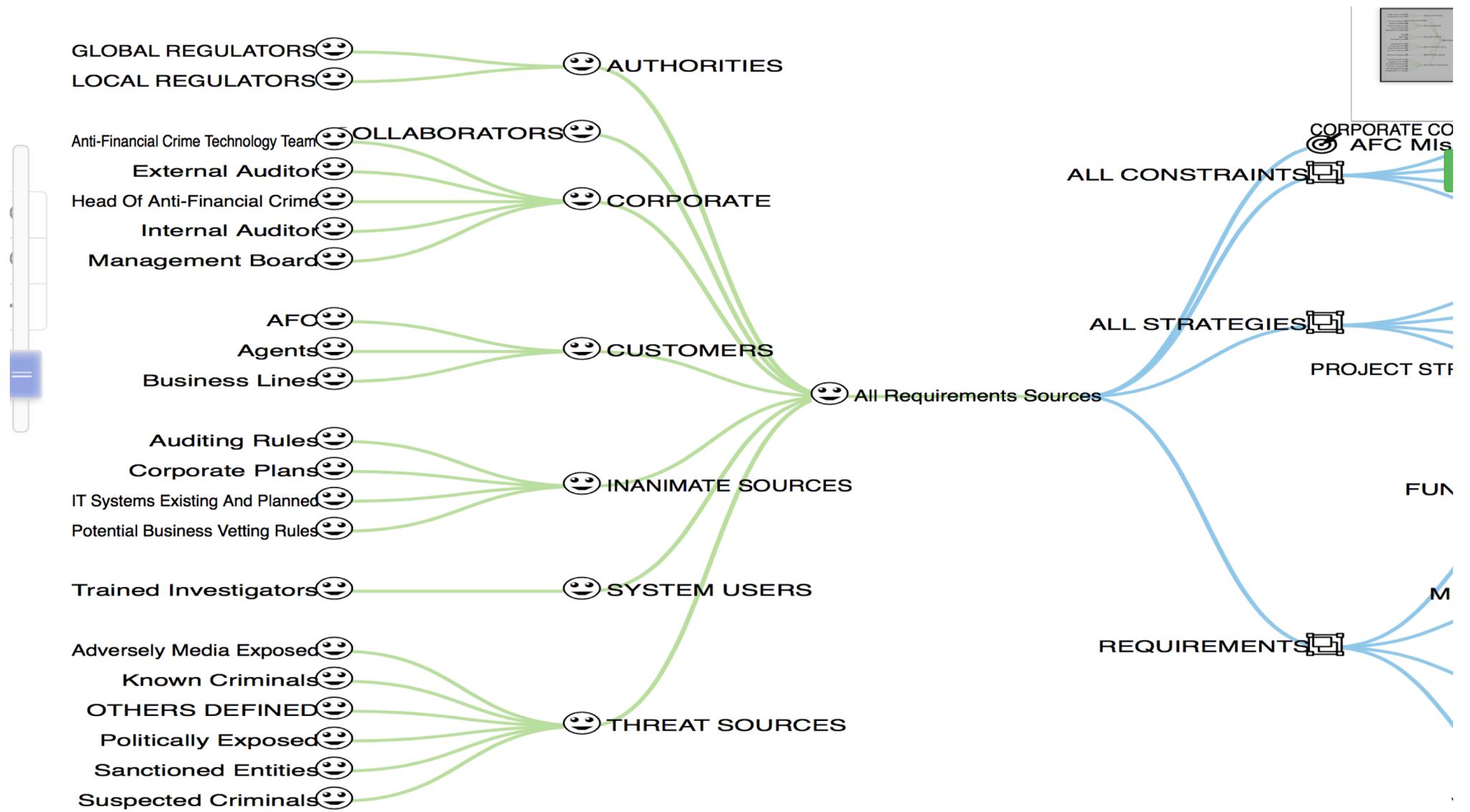


Show S

# AFC Requirements (focus on 4 types, detail for Values)



# Stakeholders AFC



# Critical set of AFC Objectives

## Critical Project Objectives FINANCE IT PROCESS

Tag: ()→ [Budget Deviation](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Client Centricity](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Data Quality](#)

**Initial Draft Example.**Scale: % of #Perfect Data# for defined #AFC# [Purposes] [Data] [Qualities] in [Business Areas] as defined by [Quality Instances] for given [Sources]

**Status** [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ]: **90** % Data Level Required

**Short Term.Wish** [Purposes = **Detect**, Data = **Financial Amounts,Dates**, Qualities = **Complete**, Business Areas = **Corporate banking**, Quality Instances = **Regulations**, ]: **95** % Data Level Required

**Medium Term.Wish** [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ]: **97** % Data Level Required

**Pushing Envelope.Stretch** [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ]: **99.9** % Data Level Required

**Stakeholders:** Auditing Rules, External Auditor,

Tag: ()→ [Discipline](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Imposed Timeline Deviation](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Innovation](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Partnership](#)

Scale:

Status : 0

Wish : 0

Tag: ()→ [Sustainable Performance](#)

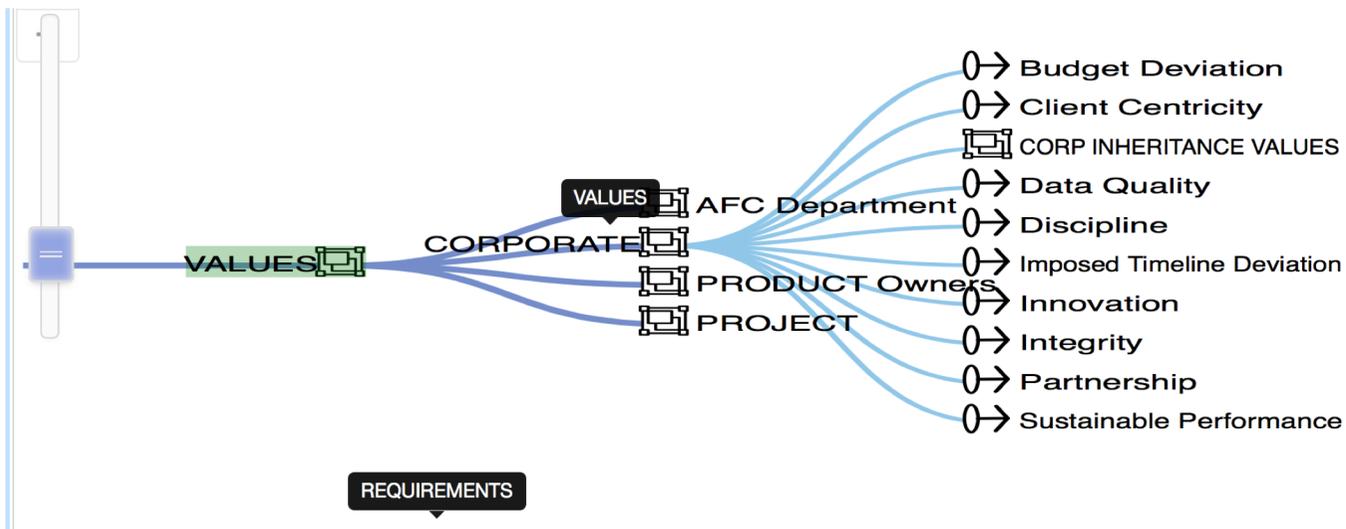
Scale:

Status : 0

Wish : 0



# Corporate Objectives AFC



# Data Quality

## Value Quantified

### ➔ Data Quality

Business Value critical

✎ by tomgilb - 11 minutes ago

0.0.1



Is Part Of: CORPORATE

- Ambition Level:** more than sufficient data quality to meet present and future needs for [AFC] purposes
- Initial Draft Example.Scale:** % of #Perfect Data# for defined #AFC# [Purposes] [Data] [Qualities] in [Business Areas] as defined by [Quality Instances] for given [Sources]
- Stakeholders:** Auditing Rules, External Auditor.
- Status:** Level: **90** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2018
- Short Term.Wish:** Level: **95** % Data Level Required [Purposes = **Detect**, Data = **Financial Amounts,Dates**, Qualities = **Complete**, Business Areas = **Corporate banking**, Quality Instances = **All**, ]
- Medium Term.Wish:** Level: **97** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2020
- Pushing Envelope.Stretch:** Level: **99.9** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2023

# Data Quality (?)

## A 'Wish' requirement detail

© **Status:** (✎ by tomgilb - 4 days ago) 0

**90 % Data Level Required** [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] (to be delivered by end of: January 2018 )

**Source:**  
tsg wild guess for illustrative purposes Show Sidebar

© **Short Term.Wish:** Change... (✎ by tomgilb - 4 days ago) 0

**Scale Level:** % Data Level Required

95

**Qualifiers:** Copy from...

[Purposes] =  
\* Detect

[Qualities] =  
\* Complete

[Quality Instances] =  
\* Regulations

+Add additional qualifier

**Source:**  
Type something

Add Comment...

**By When:**  
02/2019  
Date format: mm/yyyy (e.g. "02/2017" for February 2017)

[Data] =  
\* Financial Amounts \* Dates

[Business Areas] =  
\* Corporate banking

[Sources] =  
Click to select the value(s) for this qualifier

© **Medium Term.Wish:** Level: **97 % Data Level Required** [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2020

# A Stretch level requirement detail

⊙ **Short Term.Wish:** (✎ by tomg)

95 % Data Level Required [Purposes = **Detect**, Data = **Financial Amounts,Dates**, Qualities = **Complete**, Business Areas = **Corporate banking**, Quality Instances = **Regu**  
by end of: February 2019 )

⊙ **Medium Term.Wish:** Level: 97 % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January

⊙ **Pushing Envelope.Stretch:**  (✎ by tomgilb - 4 days a

**Scale Level:** % Data Level Required

**Qualifiers:**

[Purposes] =

[Qualities] =

[Quality Instances] =

**By When:**

Date format: mm/yyyy (e.g. "02/2017" for February 2017)

[Data] =

[Business Areas] =

[Sources] =

# 'Data Quality'

## the 'Scale of Measure' definition detail

The screenshot shows a software interface for defining a 'Data Quality' scale of measure. At the top, there is a breadcrumb 'Data Quality' with a right-pointing arrow icon. To its right is a version number '0.0.1' in a box. Below this, the text 'Business Value' is followed by a 'critical' badge. Further right, it says 'by tomgilb - 11 minutes ago' with an edit icon. Below that, 'Is Part Of: CORPORATE' is shown with a folder icon. A green banner contains the text 'Ambition Level: more than sufficient data quality to meet present and future needs for [AFC] purposes'. Below the banner, 'Initial Draft Example.Scale: Change...' is displayed with a 'by tomgilb - 4 days ago' timestamp and a 'Show Sidebar' button. The main section is titled 'Scale Description: ?' and contains a text area with the placeholder: '|% of #Perfect Data# for defined #AFC# [Purposes] [Data] [Qualities] in [Business Areas] as defined by [Quality Instances] for given [Sources]'. A tooltip below the text area says 'Press ⌘+e to show formatting toolbar.'. Below the text area are five rows, each with a label 'defined as:', a text input field, and a 'Create in Project...' button. The rows are: 1. 'AFC: defined as: Anti-Financial Crime'. 2. 'Business Areas: defined as: Personal Banking, Corporate banking, Trading, Investment, ...'. 3. 'Data: defined as: Identity, Contact Points, Owners, Financial Amounts, Dates, Destination, Source, ...'. 4. 'Perfect Data: defined as: Clearly sufficient for defined purposes.'. 5. 'Purposes: defined as: [Detect], [Report], [Prevent]'. Below the last row, 'Detect: defined as:' is followed by two bullet points: 'Provide trained investigators within AFC teams with an alert that a Financial Crime may have occurred.' and '- Provide the investigative tools and data to allow the determination of the level of suspicion attached to an alert.'. A blue chat bubble icon is in the bottom right corner.

# The 'Status Level' of Data Quality (detail)

© **Tag.Status:** Change... (✎ by tomgilb - 4 days)

**Scale Level:** % Data Level Required

90

**When:**

01/2018

Date format: mm/yyyy (e.g. "02/2017" for February 2017)

**Qualifiers:** Copy from...

[Purposes] =

× Detect

[Qualities] =

× All

[Quality Instances] =

× All

[Data] =

× All

[Business Areas] =

× All

[Sources] =

Click to select the value(s) for this qualifier

[+Add additional qualifier](#)

**Source:**

tsg wild guess for illustrative purposes

[Add Comment...](#)

---

© **Short Term.Wish:** Level: **95** % Data Level Required [Purposes = **Detect**, Data = **Financial Amounts,Dates**, Qualities = **Complete**, Business Areas = **Corporate**

© **Medium Term.Wish:** Level: **97** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When Jan

© **Pushing Envelope.Stretch:** Level: **99.9** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] V

# Stakeholders (direct association with Values)

The screenshot displays a web interface for managing stakeholders. At the top, there's a header with 'Tag.Stakeholders: Change...' and user information '(by tomgilb - 4 days ago)'. Below the header are two buttons: 'Link to existing...' and '+ Link to new...'. The main content is a table with the following columns: Stakeholder, Roles, Notes, and Actions.

Stakeholder	Roles	Notes	Actions
From: 😊 Auditing Rules	* Authority * Expert	Enter link description	Show Sidebar
From: 😊 External Auditor	* Authority	Enter link description	🗑️

Below the table, there is a text input field for 'Enter additional information' and a 'Source:' section containing the text 'tsg draft example'. At the bottom of the main content area is an 'Add Comment...' button.

At the bottom of the interface, there is a list of items with status and details:

- 🕒 **Status:** Level: **90** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2018
- 🕒 **Short Term.Wish:** Level: **95** % Data Level Required [Purposes = **Detect**, Data = **Financial Amounts,Dates**, Qualities = **Complete**, Business Areas = **Corporate banking**, Quality Instances ...
- 🕒 **Medium Term.Wish:** Level: **97** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2020
- 🕒 **Pushing Envelope.Stretch:** Level: **99.9** % Data Level Required [Purposes = **Detect**, Data = **All**, Qualities = **All**, Business Areas = **All**, Quality Instances = **All**, ] When January 2023

# Startup Week

AN AGILE START TO AN AGILE  
VALUE-DELIVERY PROCESS

# Evo Startup Week: Formal Process

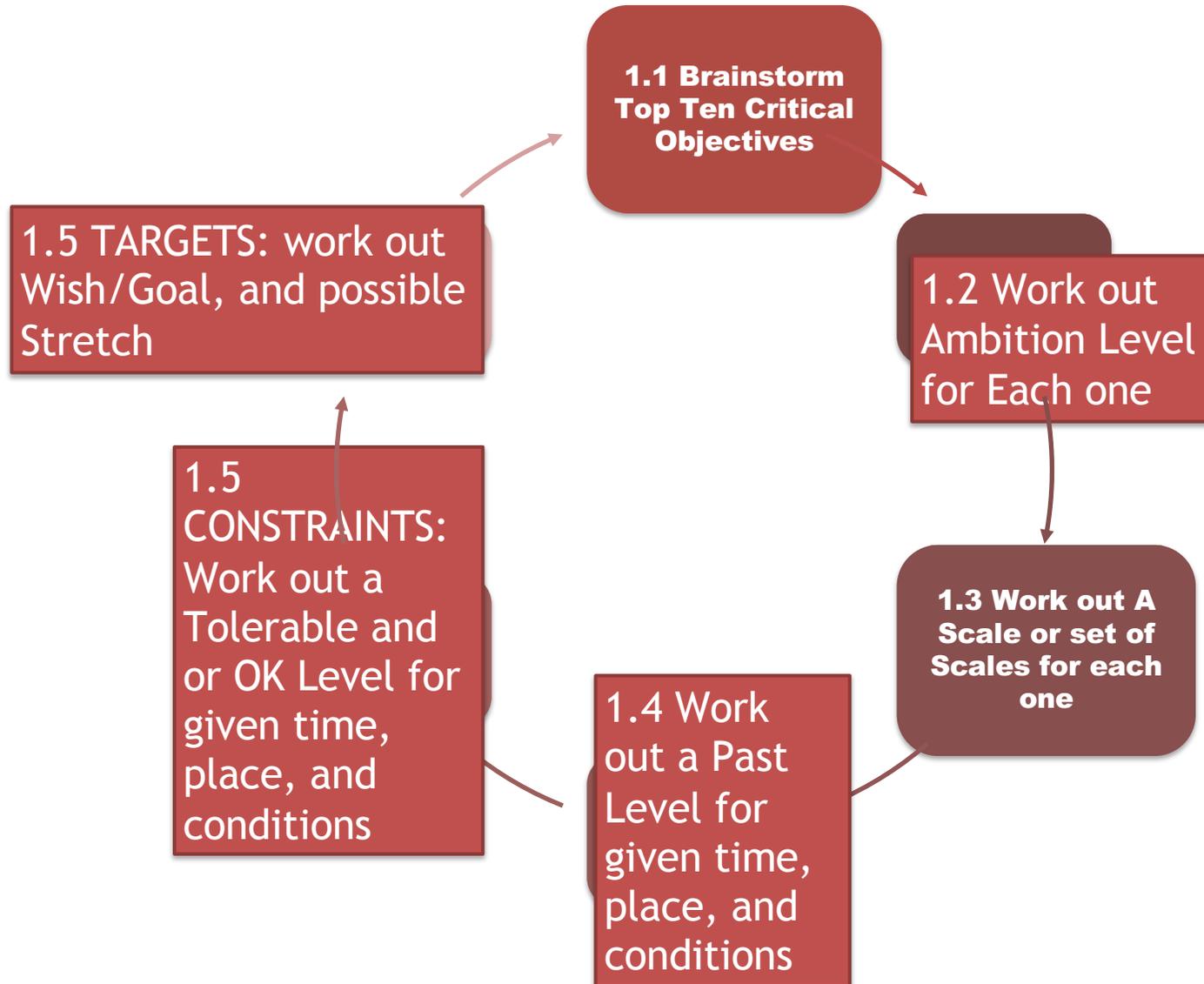


# Evo Startup Week:

## What is behind the process steps?



# Every Monday: Set this cycle's Goals



# ONE PAGE PROJECT REQUIREMENTS QUANTIFIED

**P&L-Consistency&T P&L:** Scale: total adjustments btw Flash/Predict and Actual (T+1) signed off P&L. per day. **Past 60 Goal: 15**

**Speed-To-Deliver:** Scale: average Calendar days needed from New Idea Approved until Idea Operational, for given Tasks, on given Markets.

**Past** [2009, Market = EURex, Task =Bond Execution] **2-3 months ?**  
**Goal** [Deadline =End 20xz, Market = EURex, Task =Bond Execution] **5 days**

**Operational-Control:** Scale: % of trades per day, where the calculated economic difference between OUR CO and Marketplace/Clients, is less than "1 Yen"(or equivalent).

**Past** [April 20xx] **10%** change this to 90% NH **Goal** [Dec. 20xy] **100%**

**Operational-Control.Consistent:** Scale: % of defined [Trades] failing full STP across the transaction cycle. **Past** [April 20xx, Trades=Voice Trades] **95%**

**Past** [April 20xx, Trades=eTrades] **93%**  
**Goal** [April 20xz, Trades=Voice Trades] **<95 ± 2%>**  
**Goal** [April 20xz, Trades=eTrades] **98.5 ± 0.5 %**

**Operational-Control.Timely.End&OvernightP&L** Scale: number of times, per quarter, the P&L information is not delivered timely to the defined [Batch-Run].

**Past** [April 20xx, Batch-Run=Overnight] **1** **Goal** [Dec. 20xy, Batch-Run=Overnight] **<0.5>** **Past** [April 20xx, Batch-Run= T+1] **1** **Goal** [Dec. 20xy, Batch-Run=End-Of-Day, Delay<1hour] **1**

**Operational-Control.Timely.IntradayP&L** Scale: number of times per day the intraday P&L process is delayed more than 0.5 sec.

**Operational-Control.Timely.Trade-Bookings** Scale: number of trades per day that are not booked on trade date. **Past** [April 20xx] **20 ?**

**Front-Office-Trade-Management-Efficiency** Scale: Time from Ticket Launch to trade updating real-time risk view

**Past** [20xx, Function = Risk Mgt, Region = Global] ~ **80s +/- 45s ??**  
**Goal** [End 20xz, Function = Risk Mgt, Region = Global] ~ **50% better?**  
 Managing Risk - Accurate - Consolidated - Real Time

**Risk.Cross-Product** Scale: % of financial products that risk metrics can be displayed in a single position blotter in a way appropriate for the trader (i.e. - around a benchmark vs. across the curve).

**Past** [April 20xx] **0% 95%.** **Goal** [Dec. 20xy] **100%**

**Risk.Low-latency** Scale: number of times per day the intraday risk metrics is delayed by more than 0.5 sec. **Past** [April 20xx, NA] **1%** **Past** [April 20xx, EMEA] **??%** **Past** [April 20xx, AP] **100%** **Goal** [Dec. 20xy] **0%**

Risk.Accuracy

**Risk. user-configurable** Scale: ??? pretty binary - feature is there or not - how do we represent?

**Past** [April 20xx] **1%** **Goal** [Dec. 20xy] **0%**

**Operational Cost Efficiency** Scale: <Increased efficiency (Straight through processing STP Rates )>

**Cost-Per-Trade** Scale: % reduction in Cost-Per-Trade

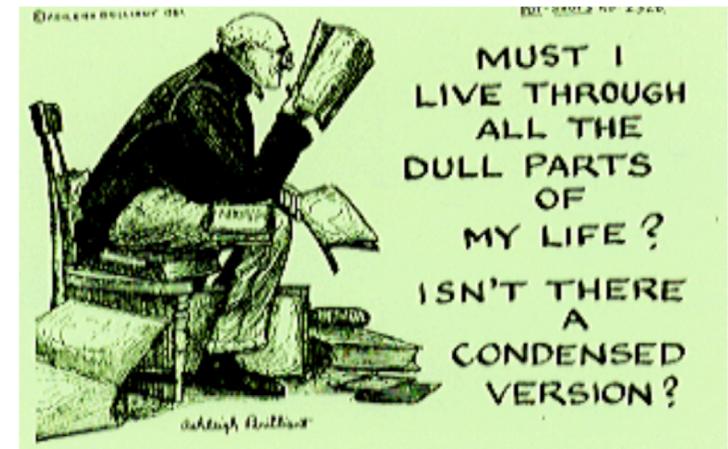
**Goal** (EOY 20xy, cost type = I 1 - REGION = ALL) **Reduce cost by 60%** (BW)

**Goal** (EOY 20xy, cost type = I 2 - REGION = ALL) **Reduce cost by x %**

**Goal** (EOY 20xy, cost type = E 1 - REGION = ALL) **Reduce cost by x %**

**Goal** (EOY 20xy, cost type = E 2 - REGION = ALL) **Reduce cost by 100%**

**Goal** (EOY 20xy, cost type = E 3 - REGION = ALL) **Reduce cost by x %**



Real Bank Project : Project Progress Testability  
Quantification of the most-critical project objectives on day 1

P&L-Consistency  
Actual (T+1) sig

# ONE PAGE PROJECT REQUIREMENTS QUANTIFIED

Speed-To-Decision  
Approved un  
Past [2009, /  
Goal [Deadli

## Operational-Control:

**Scale: % of trades per day, where the calculated economic difference between OUR CO and Marketplace/Clients, is less than “1 Yen” (or equivalent).**

Operational  
economic dif  
Yen”(or equi  
Past [April 2

Operational  
across the tr  
Past [April 2  
Goal [April 2  
Goal [April 2

**Past [April 20xx] 10%**

**Goal [Dec. 20xy] 100%**

Operational  
quarter, the  
Past [April 2  
Run=Overnig  
Batch-Run=E

Operational  
intraday P&L

Operational-Control.Timely.Trade-Bookings Scale: number of trades per day that are not booked on trade date. Past [April 20xx] 20 ?

Front-Office-Trade-Management-Efficiency Scale: Time from Ticket Launch to trade updating real-time risk view

Past [20xx, Function = Risk Mgt, Region = Global] ~ 80s +/- 45s ??

Goal [End 20xz, Function = Risk Mgt, Region = Global] ~ 50% better?



# Tuesday: Identify Most-Effective Strategies



# Defining a Design/Solution/Architecture/Strategy (Planguage, CE Design Template)

## 1. enough detail to estimate, 2. some impact assertion, 3. Assumptions, Risks, Issues

**Orbit Application Base:** (formal Cross reference Tag)

**Type:** Primary Architecture Option

===== Basic Information =====

**Version:** Nov. 30 20xx 16:49, updated 2.Dec by telephone and in meeting. 14:34

**Status:** Draft

**Owner:** Brent Barclays

**Expert:** Raj Shell, London

**Authority:** for differentiating business environment characteristics, Raj Shell, Brent Barclays(for overview)

**Source:** <Source references for the information in this specification. Could include people>. Various, can be done later BB

**Gist:** risk and P/L aggregation service, which also provides work flow/adjustment and outbound and inbound feed support. Currently used by Rates ExtraBusiness, Front Office and Middle Office, USA & UK.

**Description:** <Describe the design idea in sufficient detail to support the estimated impacts and costs given below>.

**D1:** ETL Layer. Rules based highly configurable implementation of the ETL Pattern, which allows the data to be onboarded more quickly. Load and persist new data very quickly. With minimal development required. -> Business-Capability-Time-To-Market, Business Scalability

**D2:** high performance risk and P/L aggregation processing (Cube Building). -> Timeliness, P/L Explanation, Risk & P/L Understanding, Decision Support, Business Scalability, Responsiveness.

**D3:** Orbit supports BOTH Risk and P/L -> P/L Explanation, Risk & P/L Consistency, Risk & P/L Understanding, Decision Support.

**D4:** a flexible configurable workflow tool, which can be used to easily define new workflow processes -> Books/Records Consistency, Business Process Effectiveness, Business Capability Time to Market.

**D5:** a report definition language, which provides 90+% of the business logic contained with Orbit, allows a quick turnaround of new and enhanced reports with minimal regression testing and release procedure impact. -> P/L Explanation, Risk & P/L Understanding, Business Capability Time to Market, Business Scalability.

**D6:** Orbit GUI. Utilizes an Outlook Explorer metaphor for ease of use, and the Dxx Express Grid Control, to provide high performance Cube Interrogation Capability. -> Responsiveness, People Interchangeability, Decision Support, Risk & P/L Understanding.

**D7:** downstream feeds. A configurable event-driven data export service, which is used to generate feeds. -> Business Process Effectiveness, Business Capability Time to Market.

===== Priority and Risk Management =====

**Assumptions:** <Any assumptions that have been made>.

A1: **FCCP is assumed to be a part of Orbit.** FCxx does not currently exist and is Dec 20xx 6 months into Requirements Spec. <- Picked up by TsG from dec 2 discussions AH MA JH EC.

Consequence: FCxx must be a part of the impact estimation and costs rating.

A2: **Costs**, the development costs will not be different. All will base on a budget of say \$nn mm and 3 years. The o+

costs may differ slightly, like \$n mm for hardware. MA AH 3 dec

A3: Boss X will continue to own Orbit. TSG DEC 2

A4: the schedule, 3 years, will be constrained to a scope we can in fact deliver, OR we will be given additional budget. If not "I would have a problem" <- BB

A5: the cost of expanding Orbit will not be prohibitive. <- BB 2 dec

A6: we have made the assumption that we can integrate Orbit with PX+ in a sensible way, even in the short term <- BB

**Dependencies:** <State any dependencies for this design idea>.

D1: FCxx replaces Px+ in time. ? tsg 2.12

**Risks:** <Name or refer to tags of any factors, which could threaten your estimated impacts>.

R1: FCxx is delayed. Mitigation: continue to use Pxx <- tsg 2.12

R2: the technical **integration** of Px+ is not as easy as thought & we must redevelop Orbit

R3: the and or scalability and cost of **coherence** will not allow us to meet the delivery.

R4: **scalability** of Orbit team and infrastructure, first year especially <- BB. People, environments, etc.

R5: re Cross Desk reporting Requirement, major impact on technical design. **Solution not currently known.** Risk no solution allowing us to report all P/L

**Issues:** <Unresolved concerns or problems in the specification or the system>.

I1: Do we need to put the fact that we own Orbit into the objectives (Ownership). MA said, other agreed this is a huge differentiator. Dec 2.

I2: what are the time scales and scope now? Unclear now BB

I3: what will the success factors be? We don't know what we are actually being asked to do. BB 2 dec 20xx

I4: for the business other than flow options, there is still a lack of clarity as to what the requirements are and how they might differ from Extra and Flow Options. BB

I5: the degree to which this option will be seen to be useful without Intra Day. BB 2 dec

## Spec Headers

Detailed Description and -> Impacted Objectives

**Orbit Application Base:** (formal Cross reference Tag)

**Type:** Primary Architecture Option

==== Basic Information =====

**Version:** Nov. 30 20xx 16:49, updated 2.Dec by telephone and in meeting. 14:34

**Status:** Draft (PUBLIC EXAMPLE EDIT)

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# Design Spec Enlarged 2 of 2

## ==== Priority & Risk Management =====

**Assumptions:** <Any assumptions that have been made>.

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**Dependencies:** <State any dependencies for this design idea>.

D1: FCxx replaces Px+ in time. ? tsg 2.12

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R1. FCxx is delayed. Mitigation: continue to use Pxx<- tsg 2.12

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I5: the degree to which this option will be seen to be useful without Int'l Day. BB 2 dec

# Wednesday: Build Impact Estimation Table



# Impact Estimation Table

develops raw data about how effective and costly the architecture is estimated to be for all objectives and costs

PREVENT TERROR TABLE

Settings... Add Sort Duplicate... = ABSOLUTE Show Sidebar

Requirements	<input type="checkbox"/> Deviation Process	<input type="checkbox"/> Powerful Intelli...	<input type="checkbox"/> Chris - Response...	<input type="checkbox"/> Telecom, Data &a...	<input type="checkbox"/> The Mother Of AI...	<input type="checkbox"/> Gilbguest3-More ...
<p><b>Communication Monit</b> g.S...</p> <p>Status: 50 → Wish: 1m Pet... Δ%:</p> <p>The total quantity of all Monitored...</p> <p>[Area = { London }, Time Unit =...]</p> <p>December 2017</p>	50 ± 0 0 ± 0 % 0 % (x 0.0)	60 ± 30 0 ± 0 % 0 % (x 0.3)	53 ± 2 0 ± 0 % 0 % (x 0.4)	60 ± 2 0 ± 0 % 0 % (x 0.0)	80 ± 0 0 ± 0 % 0 % (x 0.0)	50 ± 0 0 ± 0 % 0 % (x 0.0)
<p><b>Supply Availability</b></p> <p>Status: 50 → Wish: 0 Num... Δ%:</p> <p>Downtimes pr. month [sum of Downtime...]</p> <p>[sum of Downtime in Seconds during a ...]</p> <p>June 2019</p>	0 ± 20 100 ± 40 % 70 % (x 0.7)	???? ± 0 0 ± 0 % 0 % (x 0.0)	50 ± 0 0 ± 0 % 0 % (x 0.0)	60 ± 3 -20 ± 6 % -2 % (x 0.1)	60 ± 0 -20 ± 0 % 0 % (x 0.0)	50 ± 0 0 ± 0 % 0 % (x 0.0)
<p><b>Medical Resource Availability</b></p> <p>Status: 5 → Wish: 3 Minutes Δ%:</p> <p>Time in minutes to alert [Responsibi...]</p> <p>[Responsibility Command Types = { Pla...]</p> <p>18th September 2017</p>	5 ± 0 0 ± 0 % 0 % (x 0.0)	5 ± 0 0 ± 0 % 0 % (x 0.0)	5 ± 0 0 ± 0 % 0 % (x 0.4)	5 ± 5 0 ± 250 % 0 % (x 0.0)	10 ± 0 -250 ± 0 % 0 % (x 0.0)	8 ± 0 -150 ± 0 % 0 % (x 0.0)
<p><b>Network Connectivity And A...</b></p> <p>Status: 50 → Wish: 90 % m... Δ%:</p> <p>% of time we maintain internet conne...</p> <p>[Conditions = { &lt;All&gt; }, ...]</p> <p>19th June 2017</p>	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	50 ± 0 0 ± 0 % 0 % (x 0.7)	60 ± 2 25 ± 5 % 5 % (x 0.2)	110 ± 0 150 ± 0 % 0 % (x 0.0)	90 ± 5 100 ± 13 % 0 % (x 0.0)
<p><b>National Security</b></p> <p>Status: 150 → Wish: 10 Num... Δ%:</p> <p>Number Negative [Effects] on [Stakeh...]</p> <p>[Effects = { Death },</p>	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	150 ± 0 0 ± 0 % 0 % (x 0.0)	350 ± 20 -143 ± 14 % 0 % (x 0.0)	220 ± 0 -50 ± 0 % 0 % (x 0.0)	185 ± 0 -25 ± 0 % 0 % (x 0.0)

# Architecture Impact Uncertainty and Evidence determine priority

Safari File Edit View History Bookmarks Window Help

app.needsandmeans.com/jet/IET-Q81X4KW?subpage=table

Untitled

	400 ± 10 -56 ± 6 % 0 % (x 0.0)	350 ± 0 -28 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	300 ± 0 0 ± 0 % 0 % (x 0.0)	390 ± 0 -50 ± 0 % 0 % (x 0.0)
	10 ± 10 -100 ± 25 % 0 % (x 0.0)	90 ± 0 100 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	50 ± 0 0 ± 0 % 0 % (x 0.0)	150 ± 0 250 ± 0 % 0 % (x 0.0)
	0 ± 1 267 ± 33 % 0 % (x 0.0)	5 ± 0 100 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	5 ± 5 100 ± 167 % 100 % (x 1.0)
	146 ± 3 196 ± 6 % 0 % (x 0.0)	75 ± 0 51 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	150 ± 10 204 ± 20 % 102 % (x 0.5)	150 ± 0 204 ± 0 % 0 % (x 0.0)
	417 ± 193 % -45 %	148 ± 13 % 0 %	400 ± 175 % 0 %	204 ± 20 % 102 %	334 ± 167 % 100 %
	1000 ???? ± 0 0 ± 0 % 0 % (x 0.0)	25 ± 5 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	2.5m ± 200k 250 ± 20 % 275 % (x 0.9)	100 ± 0 0 ± 0 % 0 % (x 0.0)
	???? ± 0 0 ± 0 %	5 ± 0 5 ± 0 %	???? ± 0 0 ± 0 %	???? ± 0 0 ± 0 %	100 ± 0 100 ± 0 %

Row: Prevent Harm  
Col: Chris - Response Solution

Scale: Percentage of [Effects] on [Stakeholders] in [Area] under defined [Conditions] in [Places]

Value Impact: Change...

Estimate: %Badstuff  
 ±

Actual: %Badstuff  
 ±

Credibility:  
 0.5

Several relevant measurements obtained using a reliable method

Evidence:  
 No harm to any individual on an educational establishment.  
<https://www.statista.com/chart/9846/terrorism-in-europe-map/>  
 Terrorist statistics for 2016 - 142 people were killed by terrorists in the EU during 2016, with an additional 379 people injured.

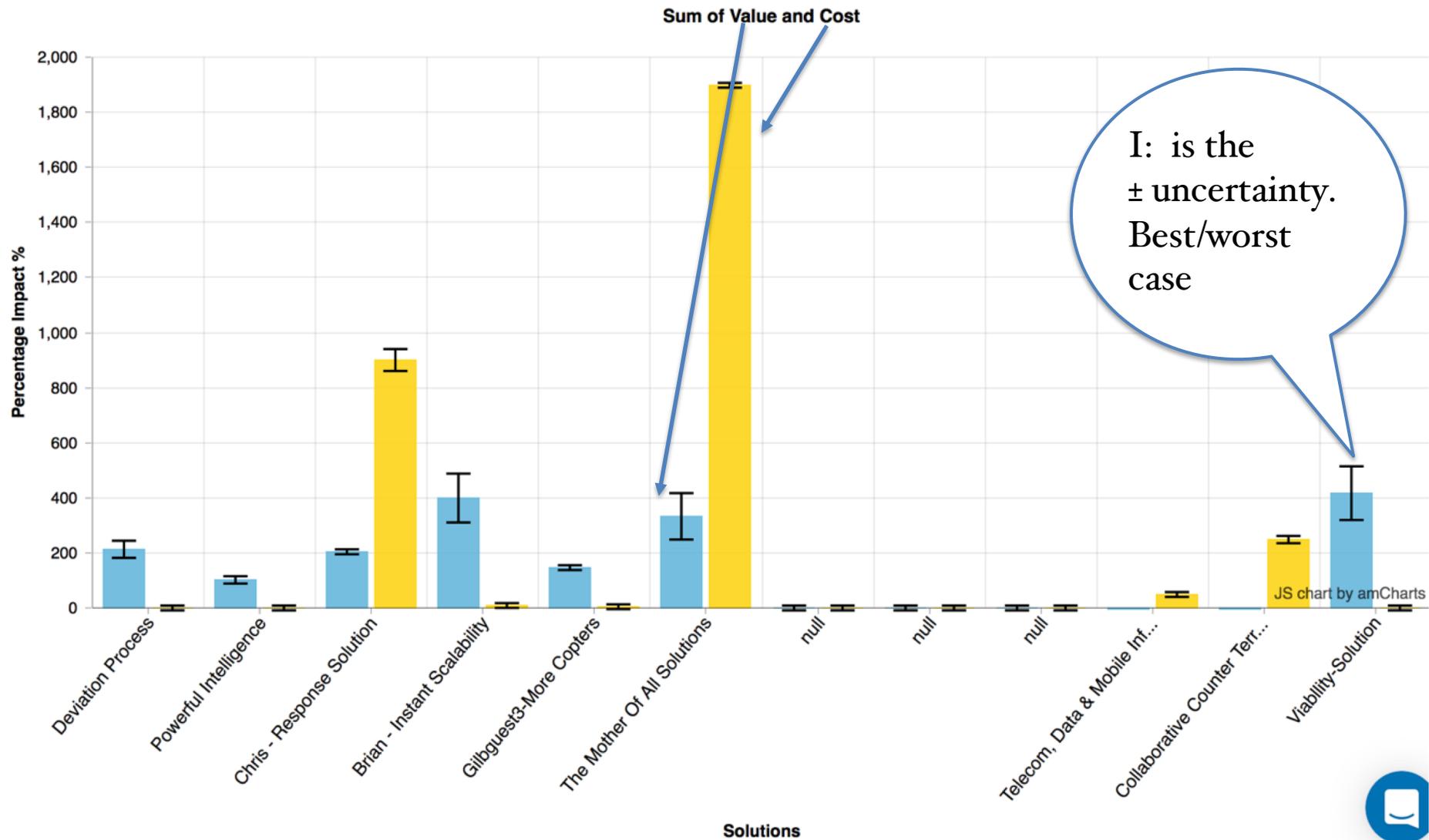
Source:

Add Comment...

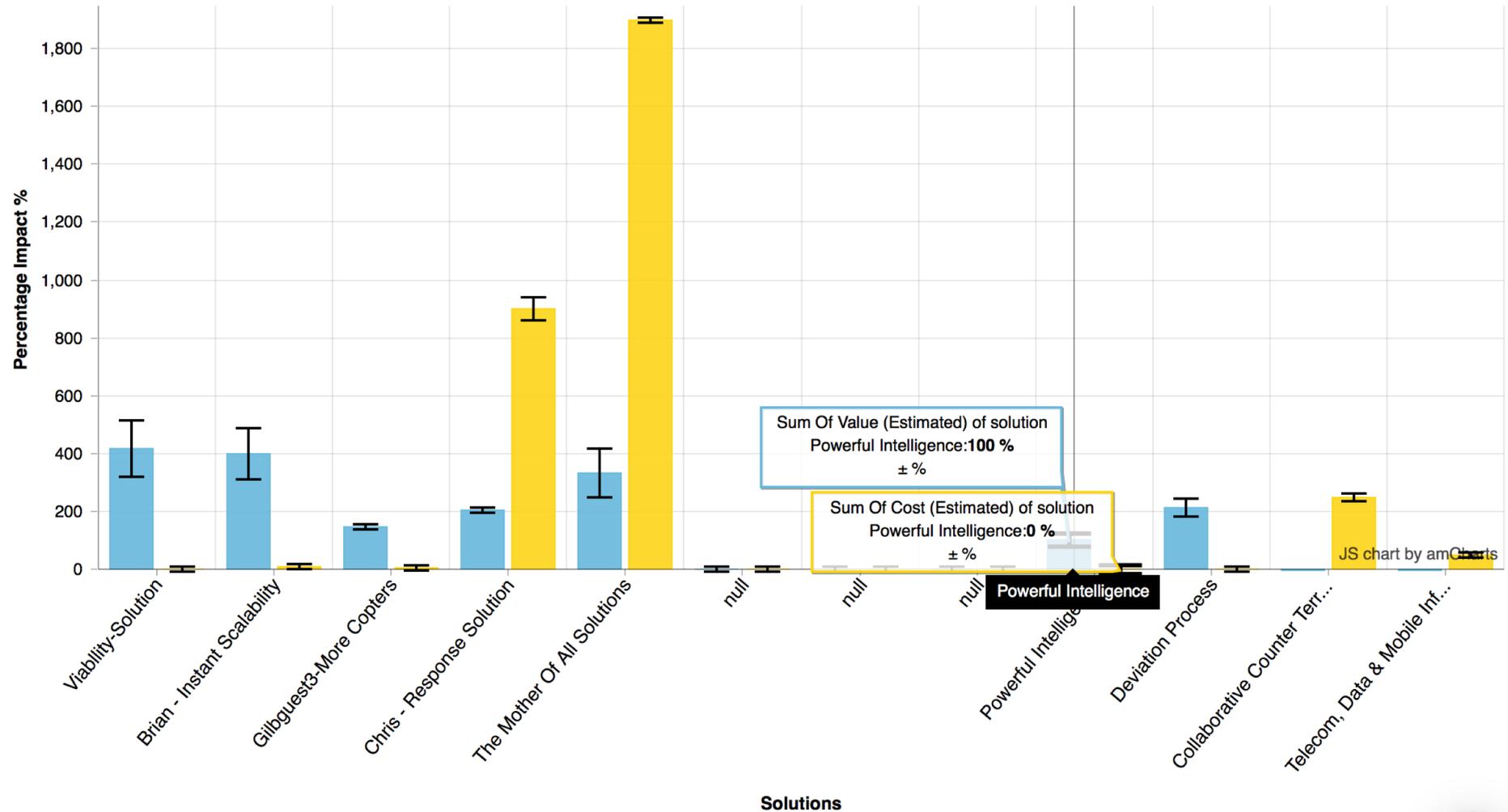
# Overall Value rating / Overall Resource need: determines priority

		0 ± 0	150 ± 10	120 ± 0	150 ± 0	75 ± 0
<b>Prevent Harm</b> Status: 50 → Wish: 99 %Ba... Percentage of [Effects] on [Stakehol...] [Effects = { Death,Fear,Money Loss },...] 19th July 2018	=: 0 ± 0 Δ%: NaN ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	204 ± 20 % 102 % (x 0.5)	143 ± 0 % 0 % (x 0.0)	204 ± 0 % 0 % (x 0.0)	51 ± 0 % 0 % (x 0.0)
<b>Sum Of Values:</b> Credibility - adjusted:	Σ%: 213 ± 65 % Σ?%: 160 %	100 ± 28 % 40 %	204 ± 20 % 102 %	-65 ± 275 % 3 %	334 ± 167 % 100 %	148 ± 13 % 0 %
<b>Annual Maintenance Cost £1000</b> Status: 0 → Budget: 1m Ann... annual maintenance cost No qualifiers 19th June 2019	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	2.5m ± 200k 250 ± 20 % 275 % (x 0.9)	0 ± 0 0 ± 0 % 0 % (x 0.0)	100 ± 0 0 ± 0 % 0 % (x 0.0)	25 ± 5 0 ± 0 % 0 % (x 0.0)
<b>Calendar Weeks Effort</b> Status: 0 → Budget: 100 Wee... weeks from project begin to all Goal... No qualifiers 19th June 2019	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	0 ± 0 0 ± 0 % 0 % (x 0.0)	100 ± 0 100 ± 0 % 200 % (x 0.0)	5 ± 0 5 ± 0 % 10 % (x 0.0)
<b>Capital Cost</b> Status: 0 → Budget: 1m £ c... £ capital expenditure No qualifiers 19th June 2017	???? ± 0 0 ± 0 % 0 % (x 0.0)	???? ± 0 0 ± 0 % 0 % (x 0.0)	=6.5m ± 630k Δ%: 650 ± 63 % 7%: 650 % (x 1.0)	500k ± 100k 50 ± 10 % 100 % (x 0.0)	18m ± 0 1800 ± 0 % 3600 % (x 0.0)	15 ± 5 0 ± 0 % 0 % (x 0.0)
<b>Sum Of Development Resources:</b> Credibility - adjusted:	Σ%: 0 ± 0 % Σ?%: 0 %	0 ± 0 % 0 %	900 ± 83 % 925 %	50 ± 10 % 100 %	1900 ± 0 % 3800 %	5 ± 0 % 10 %
<b>Value To Cost:</b>	0.00	0.00	0.20	-1.30	0.20	29.60
<b>Ratio (Worst Case)</b>	0.00	0.00	0.20	-5.70	0.10	27.00
<b>Ratio (Cred. - adjusted)</b>	160.40	40.00	0.10	0.00	0.00	0.00
<b>Ratio (Worst Case Cred. - adjusted)</b>	112.40	28.80	0.10	1.40	-67.00	0.00

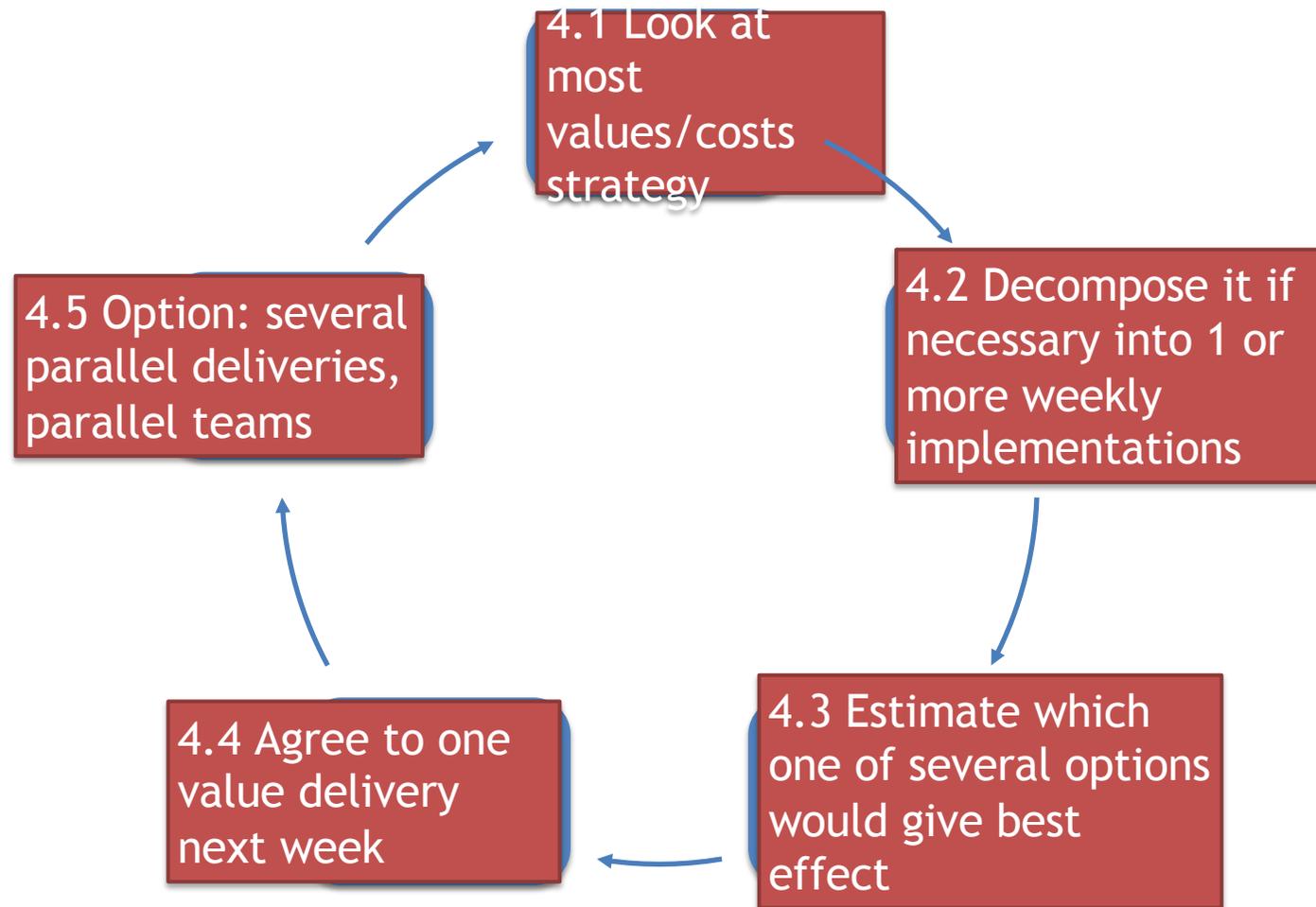
# We can sort (prioritize next sprint) architecture solutions by estimated value/cost and riskiness



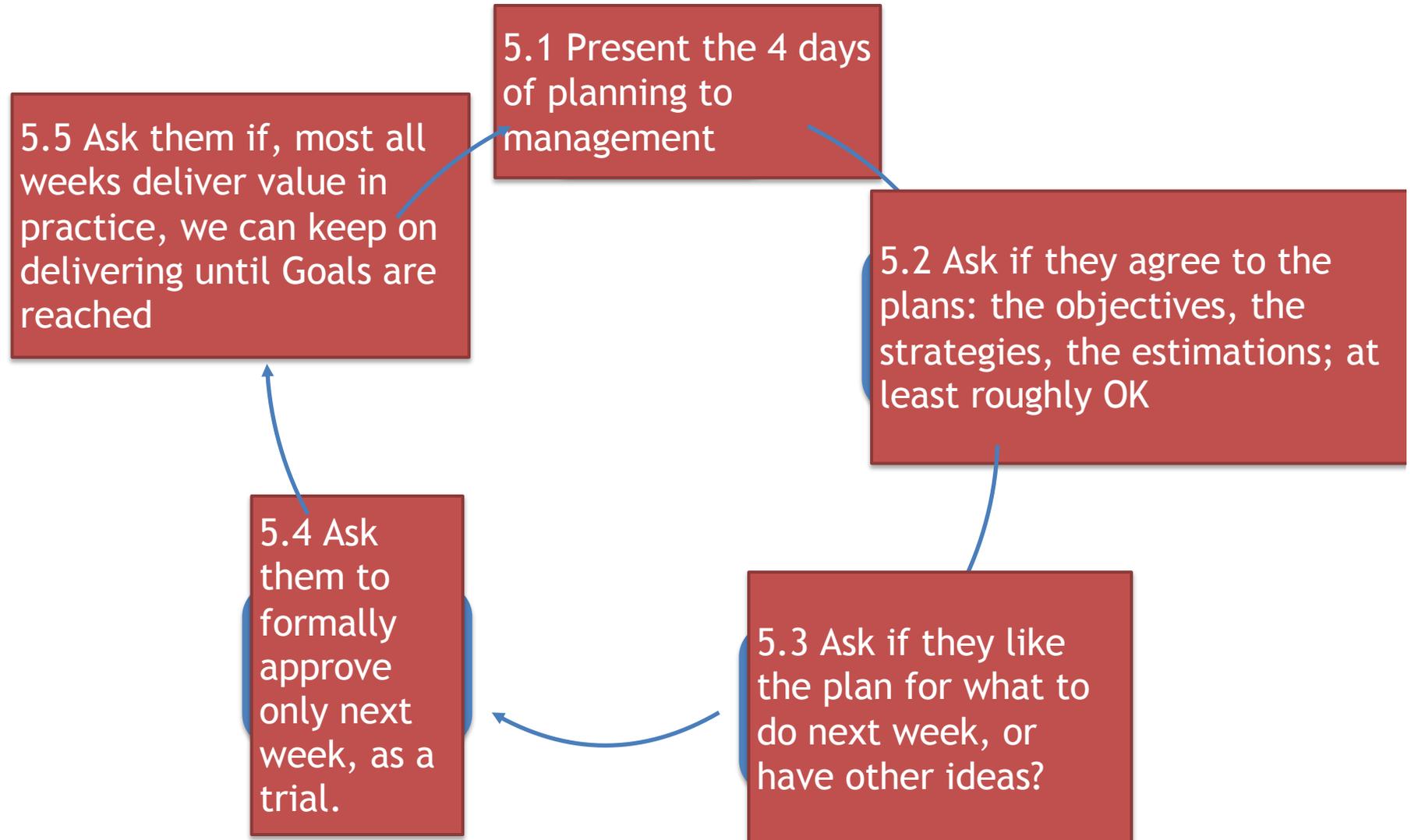
# Architecture options sorted by value and cost



# Thursday: Find what we can deliver next week



# Friday : Get Management Approval to try to deliver real measurable value next week





## 20 Sept, 2011 Report on Gilb Evo method (Richard Smith, Citigroup)



- <http://rsbtechnology.co.uk/blog:8>
- Back in 2004, I was employed by a large investment bank in their FX e-commerce IT department as a business analyst.
- The wider IT organisation used a complex waterfall-based project methodology that required use of an intranet application to manage and report progress.
- However, it's main failings were that it almost totally missed the ability to track delivery of actual value improvements to a project's stakeholders, and the ability to react to changes in requirements and priority for the project's duration.
- The toolset generated lots of charts and stats that provided the illusion of risk control. but actually provided very little help to the analysts, developers and testers actually doing the work at the coal face.
- The proof is in the pudding;
  - I have used Evo (albeit in disguise sometimes) on two large, high-risk projects in front-office investment banking businesses, and several smaller tasks.
  - On the largest critical project, the original business functions & performance objective requirements document, which included no design, essentially remained unchanged over the 14 months the project took to deliver,
  - but the detailed designs (of the GUI, business logic, performance characteristics) changed many many times, guided by lessons learnt and feedback gained by delivering a succession of early deliveries to real users.
  - In the end, the new system responsible for 10s of USD billions of notional risk, successfully went live over one weekend for 800 users worldwide, and was seen as a big success by the sponsoring stakeholders.

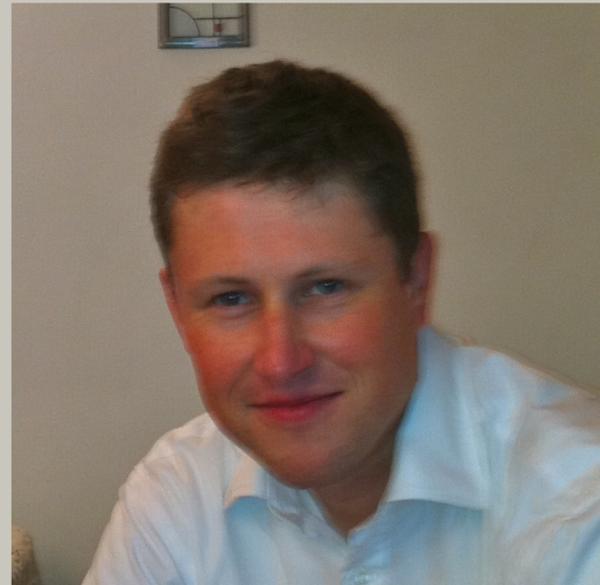


“ I attended a 3-day course with you and Kai whilst at Citigroup in 2006”

28 March 2015

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**Richard Smith**



Previous PM Methods:  
No 'Value delivery tracking'.  
No change reaction ability



Richard Smith

- “However, (our old project management methodology) main failings were that
- it almost **totally missed the ability to track delivery of actual *value* improvements to a project's stakeholders,**
- **and the ability to react to changes**
  - in requirements and
  - priority
  - for the project's duration”



We only had the illusion of control.  
But little help to testers and analysts



Richard Smith

- “The (old) toolset generated lots of charts and stats
- that provided the illusion of risk control.
- But actually provided very little help to the analysts, developers and testers actually doing the work at the coal face.”



The proof is in the pudding;



Richard Smith

- “The proof is in the pudding;
- I have **used Evo**
  - *(albeit in disguise sometimes)*
  - on two large, high-risk projects in front-office investment banking businesses,
  - and several smaller tasks. “



*Experience:* if top level requirements are *separated* from design, the 'requirements' are **stable!**



Richard Smith

- “On the largest critical project,
- the original ***business functions & performance objective requirements document***,
- ***which included no design***,
- essentially remained ***unchanged***
- over the **14 months** the project took to deliver,....”



“I attended a 3-day course with you and Kai whilst at Citigroup in 2006”, Richard Smith

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# citi<sup>®</sup> Dynamic (Agile, Evo) design testing: not unlike ‘Lean Startup’



Richard Smith

- “... but the detailed **designs**
  - (of the GUI, business logic, performance characteristics)
- **changed many many times,**
  - guided by lessons learnt
  - and **feedback** gained by
  - delivering a succession of early deliveries
  - to real users”



“I attended a 3-day course with you and Kai whilst at Citigroup in 2006”, Richard Smith



It looks like the stakeholders liked the top level system qualities, on first try



Richard Smith

- “ In the end, the new system responsible for 10s of USD billions of notional risk,
- **successfully went live**
- **over one weekend**
- **for 800 users worldwide,**
- and **was seen as a big success**
- **by the sponsoring stakeholders.”**



“I attended a 3-day course with you and Kai whilst at Citigroup in 2006” , Richard Smith

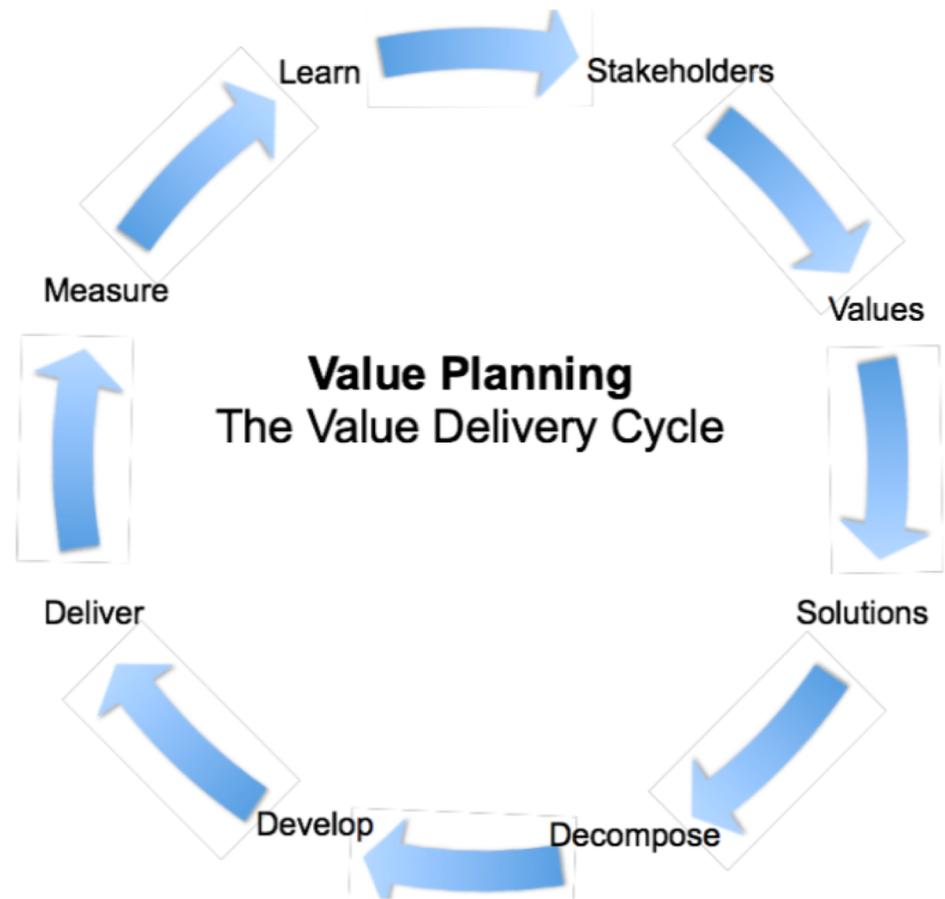
28 March 2015

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$\Sigma$

1. Focus on delivering BANK values, quantified.
2. Plan a week, then start the value delivery stream
3. Resources are given for quantified bank Value improvements
4. Continued resources are dependent on actual measurable delivery levels
5. Shift from 'IT' focus to Bank Systems Focus (IT is a tool, Agile is a tool)
6. Do this at all levels of management, starting starting with this Change project
7. Pilot some 'IT' projects with Value Planning
  - A. SOME OLD PROJECTS. WHICH ARE STUCK
  - B. SOME NEW PROJECTS (like AFC)



# We have written down the details for our ‘Value Agile’

- **100 Practical Planning Principles.**
- <https://www.gilb.com/offers/Shju4Zqn/checkout>
- FREE GIFT REVIEW COPY FOR YOU ALONE. NO COUPON CODE REQUIRED.
- Be my guest
  - But it demands **hard work** of **smart** people
  - But ‘**This Stuff Works!**’ (E.S. Intel. CE book foreword).
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