

**Theofanis Giotis**  
MSc, MCT, MCSE, PMP®, Ph.D. C.  
Theofanis.Giotis@PMI-GREECE.org / Theofanis.Giotis@ITEC.edu

**Co-Founder & President**

**Co-Founder & CEO**

**LEADERSHIP INSTITUTE MASTERS CLASS  
GRADUATE (LIMC 2007)**

**Correspondent for Greece**

**PM Ambassador**

**"How to deliver successful IT Projects using  
MSF Team Model and MSF Process Model"**

**7 Marca 2009, Kraków**

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at Budapest!

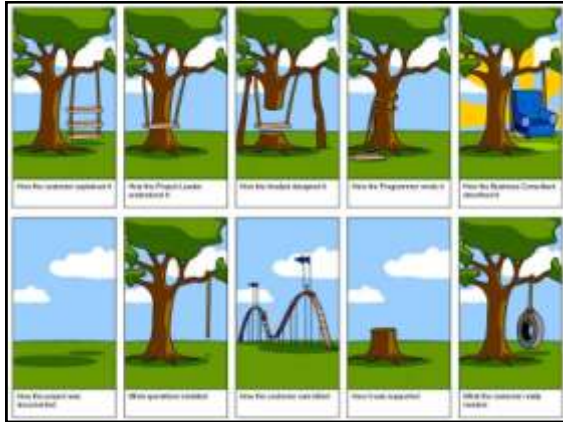
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**Today's Agenda**

1. MSF Background
2. What are the obstacles we face in IT projects
3. Foundation Principles, Mindsets & Proven Practices
4. Building an MSF Team (Team Model)
5. Project Risk Management
6. Project Life Cycle (Process Model)
7. Conclusion

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## Quick Quiz...

- You are the **PROJECT MANAGER** on a S/W development project with **20 people on your team**
- The project is **behind time (SPI=0,8)** and **someone must talk to the customer** about the following issue:  
*– The developers, again, are not sure about the functionality of a an input form...*

- Question: WHO TALKS TO THE CUSTOMER?**



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## Quiz Answers...

1. YOU, the Project Manager (that's why we pay you...)
2. The Developer working on the form (he should be careful...)
3. Any Developer would be fine (who cares...)
4. The Account Manager (it's his customer anyway ...)
5. Anyone from the team would be fine ...
6. None of the above



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## Microsoft Solutions Framework (MSF)

*"MSF offers guidance in how to organize people and projects to plan, build, and deploy successful IT solutions"*

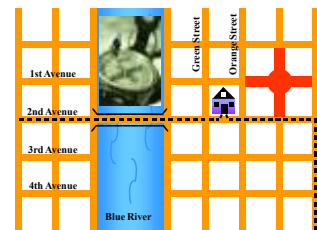


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## Frameworks vs Methodologies

A methodology applies **specific directions** to a known destination

A framework, like a **compass**, verifies progress and provides directional guidance



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## MSF Models and Disciplines

### Models

Team Model



Process Model



### Disciplines

Project Management Discipline



Risk Management Discipline



Readiness Management Discipline



## MSF

- A collection of principles, processes and best practices that work very well together
  - Grouped into “**Models & Disciplines**”
- Guidance to help organizations be more successful **delivering IT Solutions**:
  - Faster,
  - With fewer people,
  - With less risk,
  - Enabling higher quality results

• **MSF is Completely Technology Agnostic!!!**

## MSF helps us to Set the Target!



**Alice:** Would you tell me please, which way I ought to go from here?

**Cat:** That depends a good deal on where you want to go to.

**Alice:** I don't much care where...

**Cat:** Then it doesn't matter which way you go...

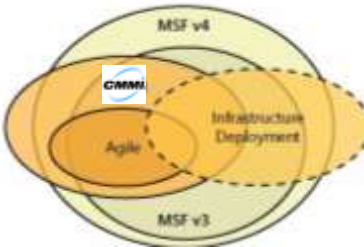
Quiz: Where is the target?

## The Origin of MSF



## Relationship of MSF content

Source: “*MSF Essentials, Building Successful Technology Solutions*”, by Michael Turner, Microsoft Press



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## The Business Environment

- Everything Changes
  - Shorter product cycles
  - Increasingly diverse and complex products & services
  - Evolving business models
  - Regulations/Legislation
  - growing consumer demands
- Rising competitive pressures
- Globalization



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## What Are the Obstacles?

- Lack of common language** and process
  - Unclear** goals
  - Unmanaged scope** changes (**scope creep**)
- Separation** of business and technology
- Failure to communicate** and act as a team
- Processes that are **inflexible** to change



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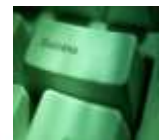
## How Can IT Overcome the Obstacles?

- By understanding **business directions, goals, and opportunities**
- By ensuring that **IT goals support business goals**
- By **open communications**
- By **fostering a proactive organizational environment**
- By organizing teams to **work efficiently & effectively**

*"IT's primary need is **not for more technology**,  
 it is to **combine its chief strength and enormous technological knowledge**,  
 with people and processes, in ways that **serve the organization**"*

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## Statistics of Successful Projects ...



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## The 1<sup>st</sup> ever quote about Project Problems?



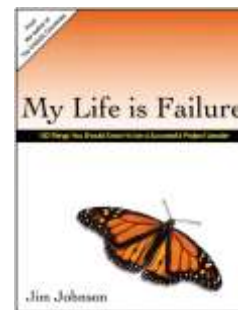
Xenophon  
 (In Greek Ξενοφών)  
 Greek Historian  
 431 - 355 BC

**2500 years ago,  
 Xenophon at Cyrus  
 Pedia 6/II notes:**

- "most problems arise in situations where we execute multiple projects!"*

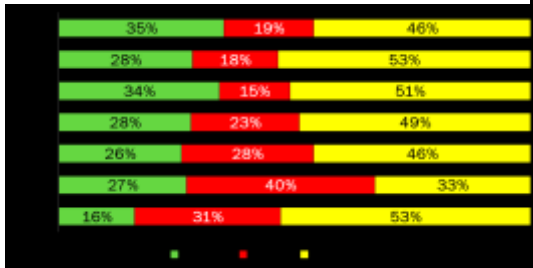
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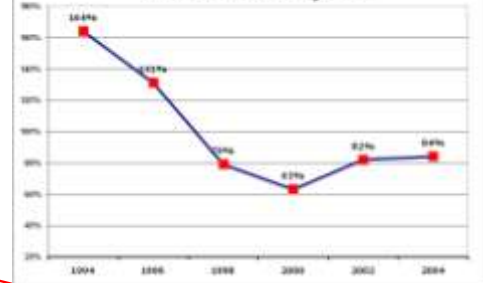
## Projects % Success Rates!



This chart depicts the outcome of the **70,000** projects in large, medium, and small cross-industry U.S. companies tested by The Standish Group since 1994.

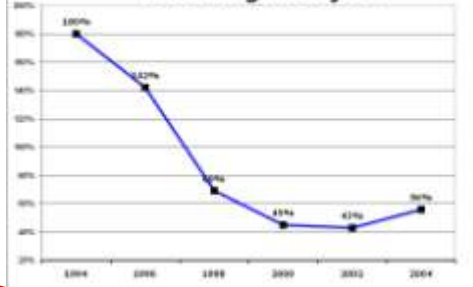
Source: The Standish Group International  
*Extreme Chaos, The Standish Group*

## Overtime Projects



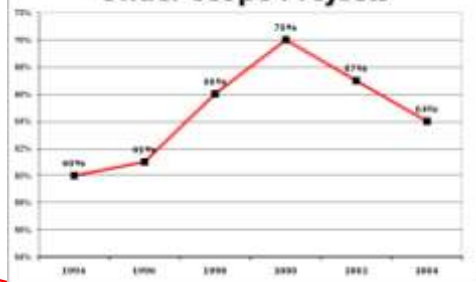
Source: My Life is Failure, by Jim Johnson

## Overbudget Projects



Source: My Life is Failure, by Jim Johnson

## Under-scope Projects



Source: My Life is Failure, by Jim Johnson

## Why do projects fail?

### The 3 main reasons for failure included:

1. unclear/change of Scope requirements *MSF*
2. Poor project management Processes
3. lack of Executive Sponsorship & Management Buy-In.

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The perfect Project Team:

*"The Law of Diminishing Returns"*



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## Symptoms of Challenged Projects



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## Goals For Successful Projects

Typical Symptom of Challenged Project	Related Project Goal for Success	Goal Ownership
“The project was late and over budget”	Deliver within project constraints	?
“What was built really isn't what we needed”	Build to specifications	?
“This thing is unpredictable - we keep discovering new problems”	Release with issues identified and addressed	?
“We can't get it to operate well in our environment”	Deploy smoothly and prepare well for ongoing operations	?
“It's just too difficult to use”	Enhance user effectiveness	?
“It doesn't meet our expectations - we're not happy”	Satisfy customers	?
“Needed information is not shared timely to all who need it”	Establish good communications	?

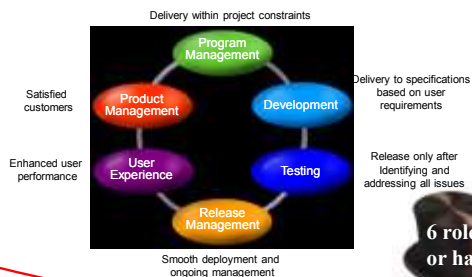
**Who is accountable?**

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## MSF Team Model (ver. 3)



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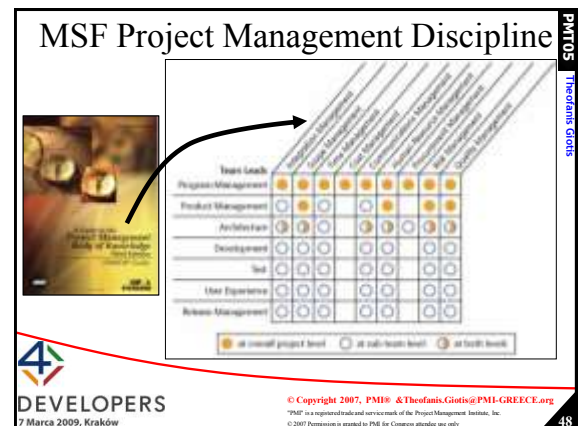
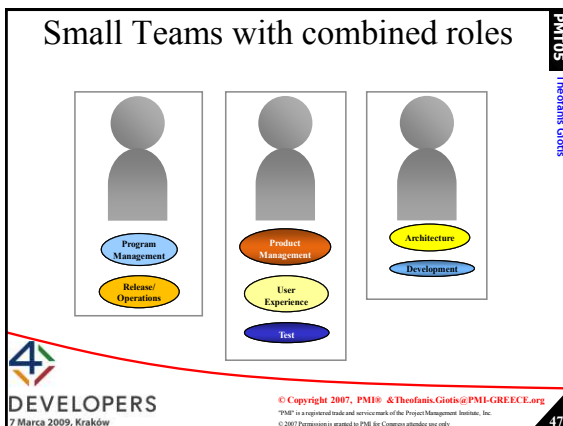
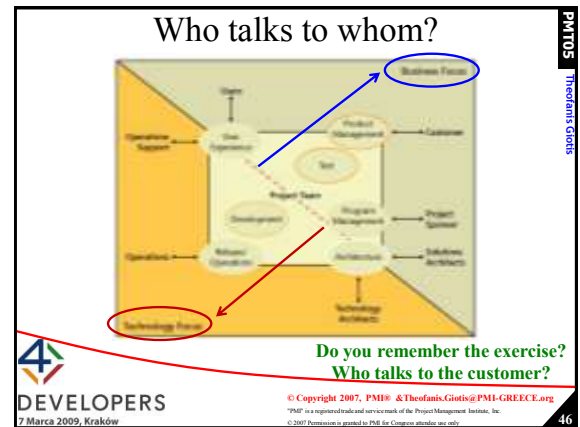
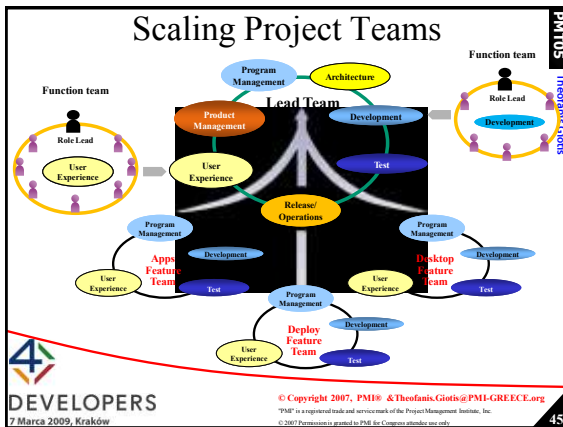
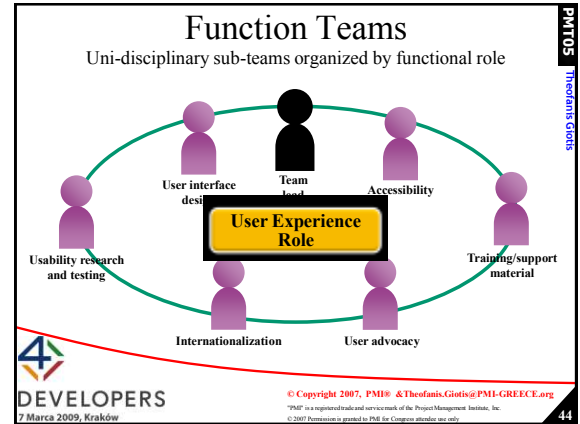
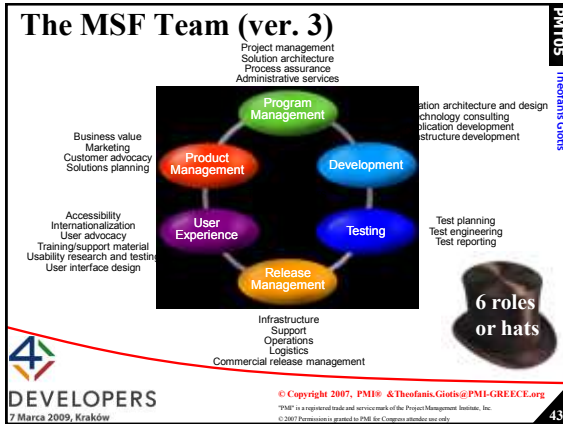
## MSF Team Model (ver. 4)



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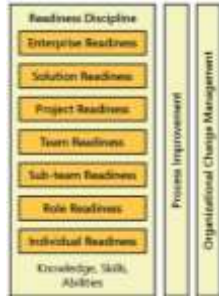
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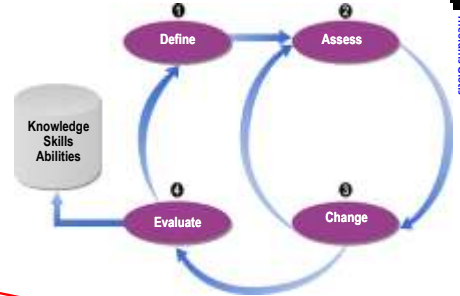




## MSF Readiness Discipline



## MSF Readiness Discipline



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## MSF (and PMBOK) manage risks proactively!



***"If you don't attack risks, risks will attack you!"™***

Theofanis C. Giotis

## Definition of Infinity !!!

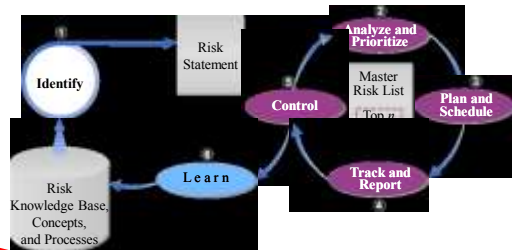
«Only two things are infinite, **the universe** and **human stupidity**, and I'm not sure about **the former**!»

**Albert Einstein (1879 - 1955)**  
*Physicist & Nobel Laureate*

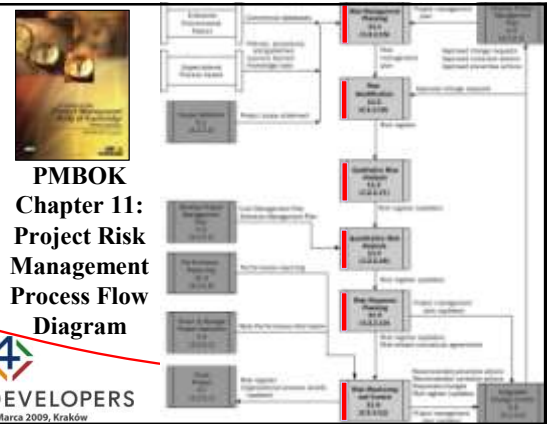
[http://en.wikiquote.org/wiki/Albert\\_Einstein](http://en.wikiquote.org/wiki/Albert_Einstein)



## The MSF Risk Management Process



## PMBOK Chapter 11: Project Risk Management Process Flow Diagram



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## Waterfall model

This model uses milestones as transition and assessment points. In the waterfall model, each set of tasks must be completed before the next phase can begin.

The waterfall works best for projects where it is feasible to clearly delineate a fixed set of unchanging project requirements at the start.

Fixed transition points between phases facilitate schedule tracking and assignment of responsibilities and accountability

Royce, Winston W., "Managing the Development of Large Software Systems" Proceedings of IEEE Wescon (August 1970): pp 1-9.

## Spiral Model

This model focuses on the continual need to refine the requirements and estimates for a project. The spiral model can be very effective when used for rapid application development on a very small project.

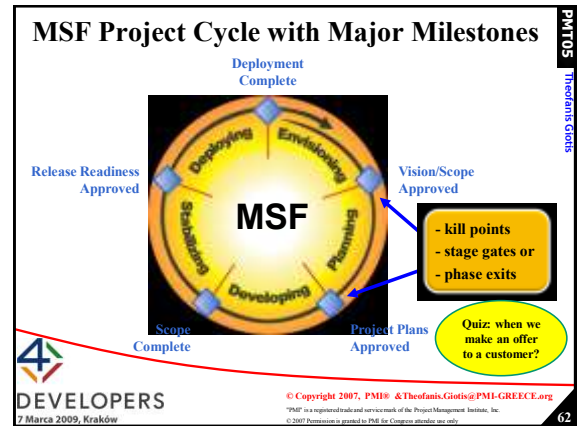
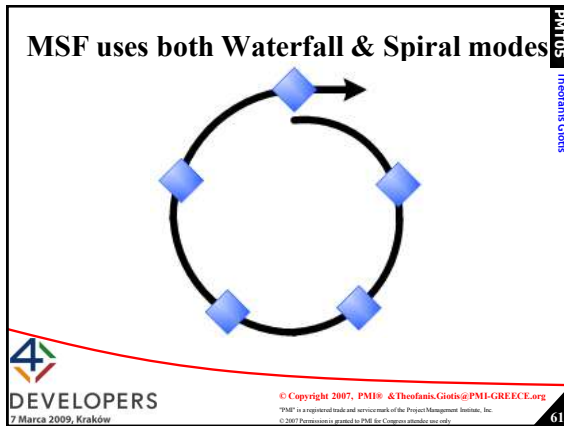
This approach stimulates great synergy between the team and the customer because the customer provides feedback and approval for all stages of the project.

However, since the model does not incorporate clear checkpoints, the development process may become chaotic.

Barry Boehm, "A Spiral Model of Software Development and Enhancement" IEEE Computer, Vol.21, No. 5 (May 1988): pp 61-72.

## Software Development Life Cycle, per Muench





## Quiz Answers...

1. YOU, the Project Manager (that's why we pay you...)
2. The Developer working on the form (he should be careful...)
3. Any Developer would be fine (who cares...)
4. The Account Manager (it's his customer anyway ...)
5. Anyone from the team would be fine ...
6. None of the above

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## 1<sup>st</sup> Phase: Envisioning

**Deliverables:**

- Vision/scope document
- Project structure document
- Initial risk assessment document
- Project Charter

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## 2<sup>nd</sup> Phase: Planning

**Deliverables:**

- Functional specs (FSD) (**WHAT**)
- Master project plan (**HOW**)
- Master project schedule (**WHEN**)
- Risk management Plan
- All other plans

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## Designing the Solution

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## 3<sup>rd</sup> Phase: Developing

### Deliverables:

- Updated master plan, schedule & risk docs (Prg)
- Frozen FSD (Prg)
- Finalized Design (Arc)
- Build images & Solution code (Dev)
- Test specs, cases, metrics, scripts, data (Test)
- End User Training (User)
- Manuals and help files (User)
- Deployment processes and procedures (Rel)
- Installation scripts and configuration settings for deployment (Rel)
- Marketing materials (Prod)



## 4<sup>th</sup> Phase: Stabilizing

### Deliverables:

- Integrated solution components
- Scripts and installation documentation
- End-user help and training materials
- End-user communications
- Operations documentation
- Testing and issue reports
- Quality metrics reports
- Release notes



## 5<sup>th</sup> Phase: Deploying

### Deliverables:

- Operations and support information systems
- Revised processes and procedures
- End-user and administrator training
- Documented configurations (commonly called "as built" documents)
- Repository of all solution collateral, including the final versions of documentation, load sets, knowledge bases, configurations, scripts, and code
- Lessons Learned!



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## MSF Models and Disciplines

### Models



### Disciplines



## At the core of MSF there are 9 foundational principles for the team:

1. Foster open communications
2. Work toward a shared vision
3. Empower team members
4. Establish clear accountability & shared responsibility
5. Deliver incremental value
6. Stay agile, expect and adapt to change
7. Invest in quality
8. Learn from all experiences
9. Partner with Customers

## MSF has 8 Mindsets:

1. Foster a team of peers
2. Focus on business value
3. Keep a solution perspective
4. Take pride in workmanship
5. Learn continuously
6. Internalize qualities of service
7. Practice good citizenship
8. Deliver on your commitments



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## MSF has 5 Proven Practices:

1. Use small, multidisciplinary teams
2. Enable teams to work together at a single site (co-location)
3. Define and design a solution with all roles represented
4. Motivated teams are more effective
5. Get specific early



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## Contact Information

- Theofanis.Giotis@PMI-GREECE.org
- Theofanis.Giotis@ITEC.edu

- Athens, GREECE
- Tel: +30 693 22.13.502



Co-Founder & CEO



Co-Founder & President  
 The PMI GREECE Chapter



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