

Improving Speed, Quality, and Cost in the Delivery of Effective Applications

Session 210

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“Effective Applications”

- Deliver measurable improvements to current business operations
- Enhance the ability of the business to respond aggressively to change



Speed, Quality, and Cost

Speed + Quality = Low Cost

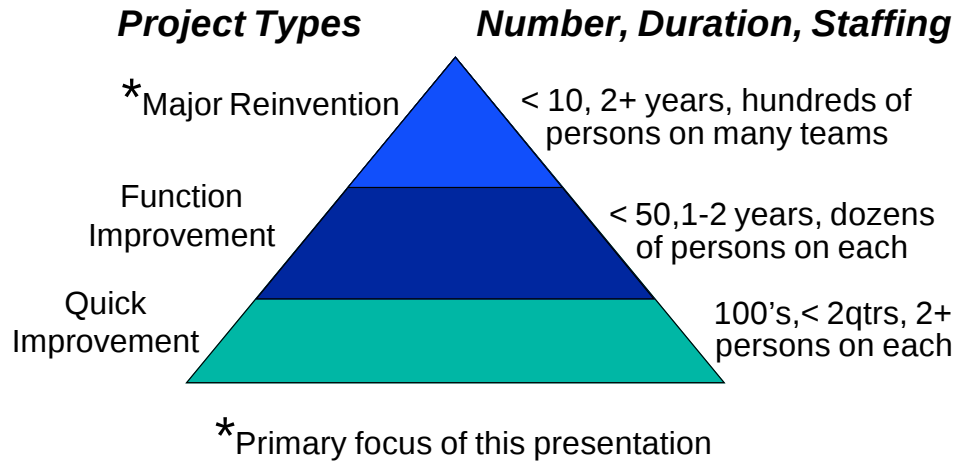


Key Theme of this Presentation

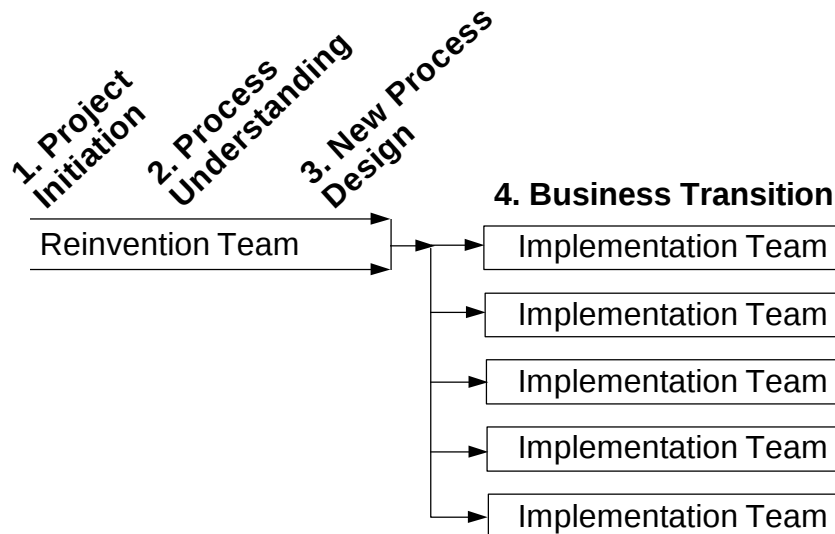
- The power of a ***full partnership*** between ***business leaders*** and ***application development*** to create dramatic change
- The partnership works best over the ***full lifecycle*** of a major reinvention initiative



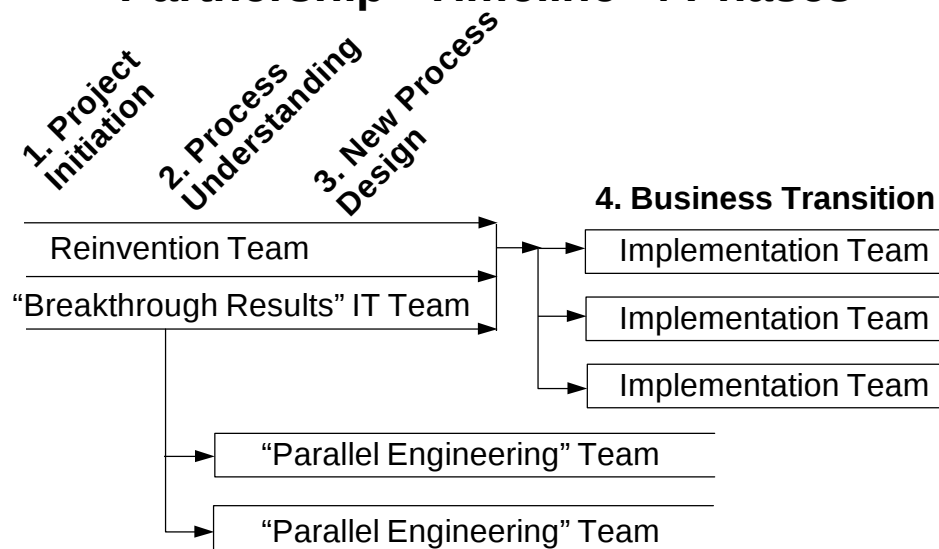
Improvement Opportunities as Seen by Business Leaders



Traditional Timeline—4 Phases



“Partnership” Timeline–4 Phases



“Breakthrough Results” IT Team

- Concentrates on IT’s potential for creating dramatic business change
- Understands resistance to change and the power of IT as an element of the change management strategy
- Combines RAP speed with key elements of the business breakthrough vision



“Partnership” Timeline–Role of Breakthrough Results IT Team

1 Project Initiation	2 Process Understanding	3 New Process Design
Benchmarking	Process modeling	Technology assessment
Change readiness assessment	Communication Strategy	Key element prototyping
Case for Action	Chartering P.E. team	Implementation planning



“Parallel Engineering” Teams

- Use Iterative Development techniques to build clearer and clearer visions of business improvement opportunities
- Continually focus on change management role
- Coordinate with reinvention teams to “chunk” or “phase” implementation efforts

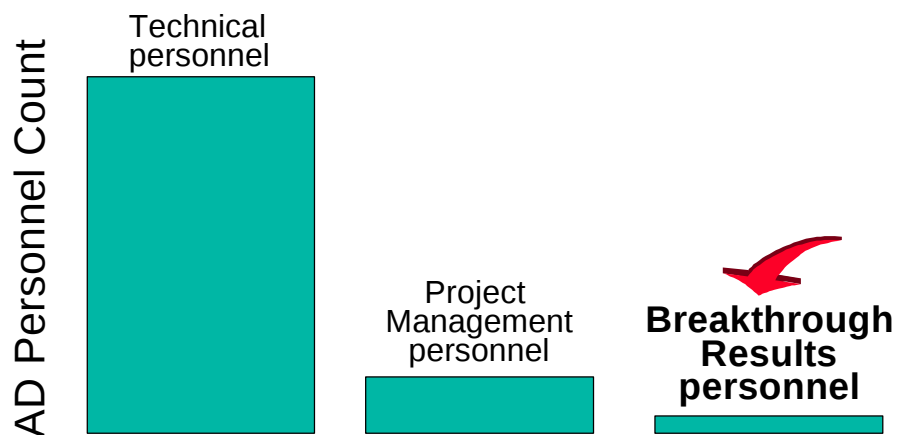


“Partnership” Timeline–Role of Parallel Engineering Team

2 Process Understanding	3 New Process Design	4 Business Transition
Development risk assessment	Reuse, component strategies	Design-in support for improvement
Business impact development priority	Iterative development	Support early pilots, fanout
Learning cycles	Implementation risk assessment	Adjust to project learnings



“Breakthrough Results” Personnel

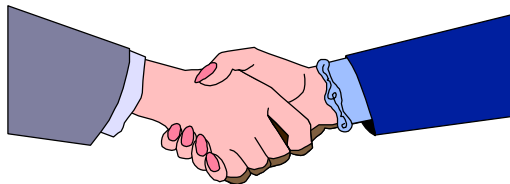


“Breakthrough Results” Personnel–Roles

- Business and IT strategies
- Business improvement
- Benchmarking, technologies and operations
- Champions for:
 - Technology labs, prototyping
 - Capable IT infrastructure
 - Low-maintenance application architecture



“Parallel Engineering” Team— Membership, Structure



- Composer-capable personnel working directly with business re-engineers



Composer Capabilities

- More mature GUI, ease of use
- Client-server encyclopedia
- Flexible training, e.g., RSD
- Maturing RAD/RAP development lifecycles
- Emerging OOA-like features
- Expanding middleware



Partnership for Quality— Measuring Performance

The Key Question is:

- How to measure efficiency and effectiveness in time to take corrective action



Measuring Efficiency

- Worktime per function point
- In-process measures:
 - Meeting time:design points cleared
 - Worktime per design point turnaround
 - Turnaround times for test cycles
 - Ratio of early:late design changes
 - User time:AD personnel time in design decision-making



Measuring Effectiveness— Baldrige Framework

- From Malcolm Baldrige National Quality Award
 - Performance Improvement Categories
 - Measures
 - Indicators
 - Correlations



Measuring Effectiveness—Examples

- ***Stretch goal*** — benchmark reality check
- ***Benchmarking*** — preparation:contact time; number; learnings targeted:collected, design impact; communication follow-up
- ***Communication strategy*** — number of contacts; stakeholder coverage; message recognition; receiving:transmitting time; response turnaround; message awareness



Measuring Effectiveness—Examples

- ***Change Management*** — growth in change network; monthly activities; stakeholder response
- ***Prototyping*** — number and make-up of review panels; number of points made; response turn-around time
- ***Implementation*** — phasing linked to interim results; realization of targeted results



Keys to Business Reinvention Partnerships

- Organize and train
- Deploy tools and personnel
- Measure quality of efforts and interim results



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