

**Expectations and Responsibilities:
Delivering high quality products and services
through high quality
customer-team relationships**

January 2012

Judy Bamberger

Process Solutions

10 Hobbs Street

O'Connor ACT 2602 AUSTRALIA

+61-2-6247-6220

+61-2-6247-6220 (FAX)

bamberg@eaglet.rain.com

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Who Am I?

Judy Bamberger has 30+ years' experience developing software, leading teams, teaching, and developing organisation-wide leaders. An independent consultant, she specialises in project management, process definition and improvement, quality techniques (e.g., formal inspections, metrics), team building, facilitation, and managing change.

Ms Bamberger has:

- Performed numerous assessments (SPA, CBA-IPI, ARC Class C / B, ISO9001, custom-tailored) and worked with organisations around the world and at all maturity levels.
- Created a CMM / CMMI gap analysis method that is highly reliable and cost-effective. This enables her clients to review their strengths and weaknesses against the practices of the CMM / CMMI, provides a likely maturity/capability level rating, and summarises opportunities for improvement - at a fraction of the time and cost of an appraisal. The CMMI gap analysis method complies with ARC Class B/C requirements.
- Assisted her clients with improvement plans based on assessment results, which enabled them to meet their strategic business goals and increase their maturity levels.
- Trained and coached internal change agents in: basic quality tools, communication skills, managing change and resistance, effective improvement planning, and transition. This enabled her clients to create lasting, positive changes.

A key author of CMM, Ms Bamberger is one of the original Authorised Lead Assessors.

Ms Bamberger teaches project management and an award-winning course that has the students apply basic quality tools in the contexts of a real team, project, and organization. She provides workshops and on-site mentoring in the CMMI, Personal Software Process, peer reviews, process improvement, and other software engineering, management, and leadership subjects.

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Abstract [1]

Some time ago, I heard a radio discussion about medical care, and "rights" and "responsibilities." Almost everyone talked about "rights"; almost nobody talked about responsibilities. It felt unbalanced to me; something was missing.

I remembered something I read by Steve McConnell [1], about the "rights" of Customers and Project Teams. And I thought to myself, "what about the responsibilities that go with the rights?"

After consulting the dictionary, I started thinking again about how the idea of "rights" and "responsibilities" applies to software projects, how they affect quality, and why it is imperative upon us to think about both "rights" and "responsibilities."

(abstract continued next slide)

[1] Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

Abstract [2]

(abstract continued from previous slide)

The full paper covers:

The Customer's Bill of Rights - introducing the "Customer's Bill of Rights," (which I will call "Expectations") as defined by Steve McConnell

General Responsibilities - indicating some fundamental responsibilities I have, as a Customer, based on the Customer's Bill of Expectations

One Example - demonstrating how I can exercise my Customer Responsibilities in an effective - or ineffective - manner ... and the impact that has on meeting my Expectations - and on quality

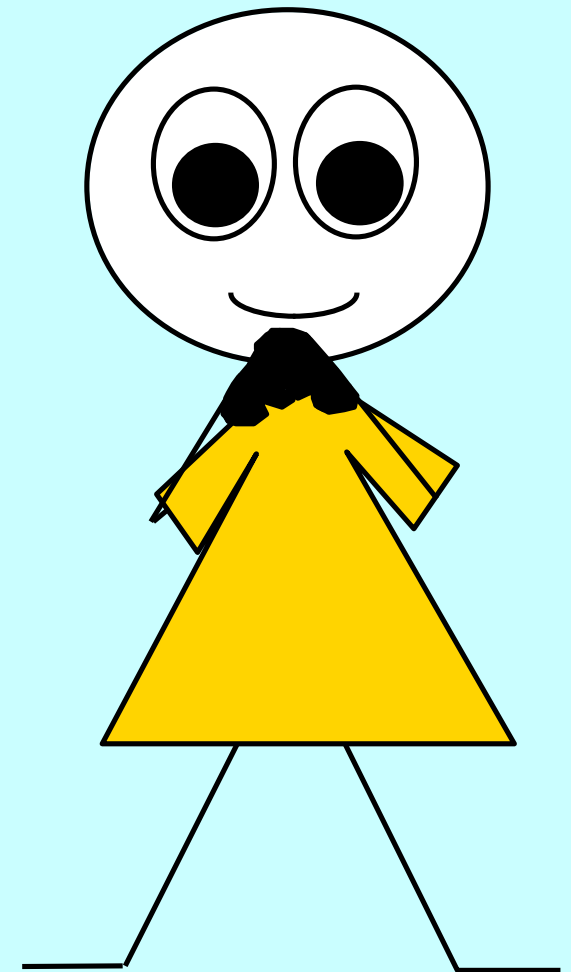
The full paper concludes with challenges for each of us, and two appendices, each structured to help you determine how effectively you are exercising your own Responsibilities as a Customer.

This presentation takes us on a journey that originates in the paper, explores Expectations and Responsibilities in a case study on a "live" project, and returns back to the paper to tie things together.

Expectations and Responsibilities: Delivering high quality products and services through high quality customer-team relationships

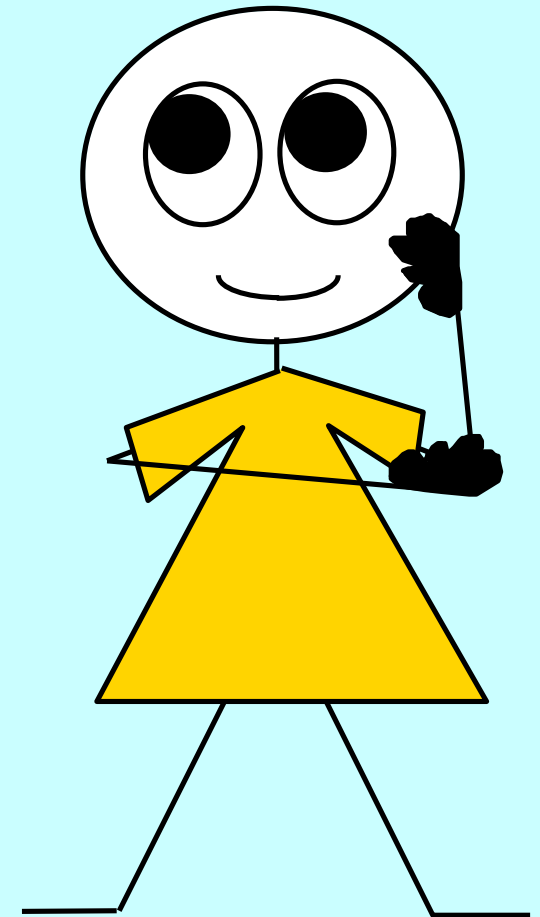
Acknowledgements

- I give thanks to Steve McConnell for documenting a "Customer's Bill of Rights"
- And to Bram van Oosterhout (and others), for sharing experiences on this project throughout its duration ...
 - ... and for peer reviews to ensure a quality presentation 😊



Objectives

- At end of this presentation, we will have:
 - Reviewed The Customer's Bill of Expectations
 - Shared some motivation behind those Expectations
 - Pointed to one Customer Effectiveness Model
 - Examined a case study beyond what is provided in the paper
 - Challenged ourselves to apply these concepts in our own supplier / customer relationships



Establishing Context: Some Questions ...



- **How many of you consider yourself "customers"?**
 - **Who are your suppliers?**
 - **What products / services do you request from your suppliers?**
 - **How well do those products / services meet your requirements?**
 - * **Meet your needs?**
 - * **Meet your desires?**
 - * **Delight you?**

- **How many of you consider yourself "suppliers"?**
 - **Who are your customers?**
 - **What products / services do you provide to your customers?**
 - **How well do those products / services meet the requirements of your customers?**
 - * **Meet their needs?**
 - * **Meet their desires?**
 - * **Delight them?**

Establishing Context: Some Questions ...

The Big Question



- How many of you consider yourself "customers"?

- Who are your suppliers?

- What products / services do you request from your suppliers?

- How well do those products / services meet your requirements?

*

- How many of you consider your suppliers "customers"?

- Who are your suppliers?

- What products / services do you request from your suppliers?

- How well do those products / services meet requirements of your customers?

- * Meet their needs?

- * Meet their desires?

- * Delight them?

HOW DO YOU KNOW ????



Establishing Context (cont): Some Questions ...

- **As a customer, consider:**
How much of the journey from initiation through delivery, installation, operations, maintenance, obsolescence, etc ...
 - Meets your (procurement / end user) requirements, needs?
 - Your supplier's needs?
 - Delights you?
 - Delights your supplier?

- **As a supplier, consider:**
How much of the journey from initiation through delivery, installation, operations, maintenance, obsolescence, etc ...
 - Meets your (team / organisation) requirements, needs?
 - Your customer's needs?
 - Delights you?
 - Delights your customer?

Establishing Context (cont): Some Questions ...

Another Big Question



- As a customer, consider:

- How much of the journey from initiation through delivery, installation, operations, maintenance, obsolescence, etc ...

- Meets your / end user needs?

- Your supplier?

- As a supplier, consider:

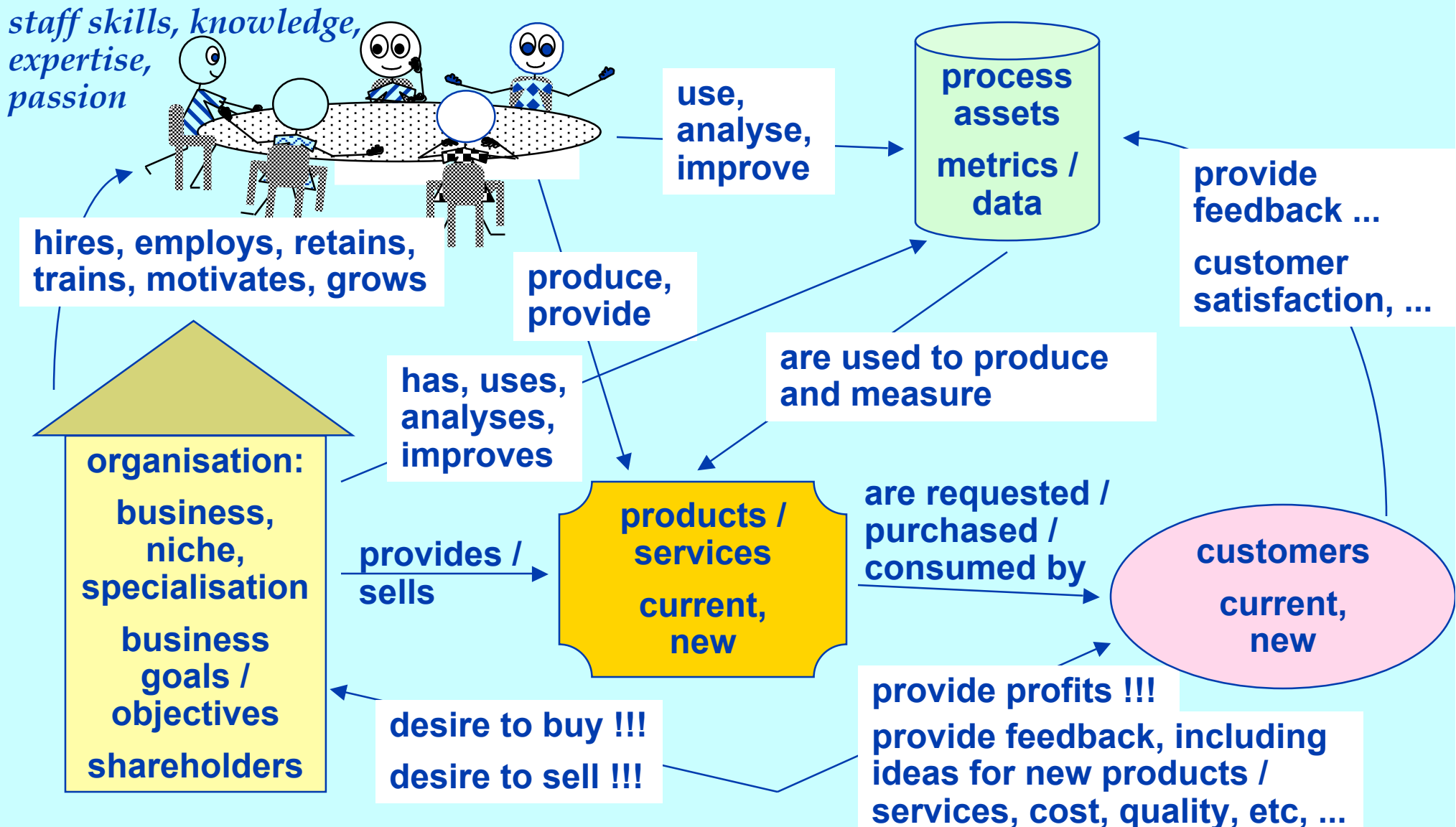
- How much of the journey from initiation through delivery, installation, operations, maintenance, obsolescence, etc ...

- Meets your (team / organization) requirements, needs?

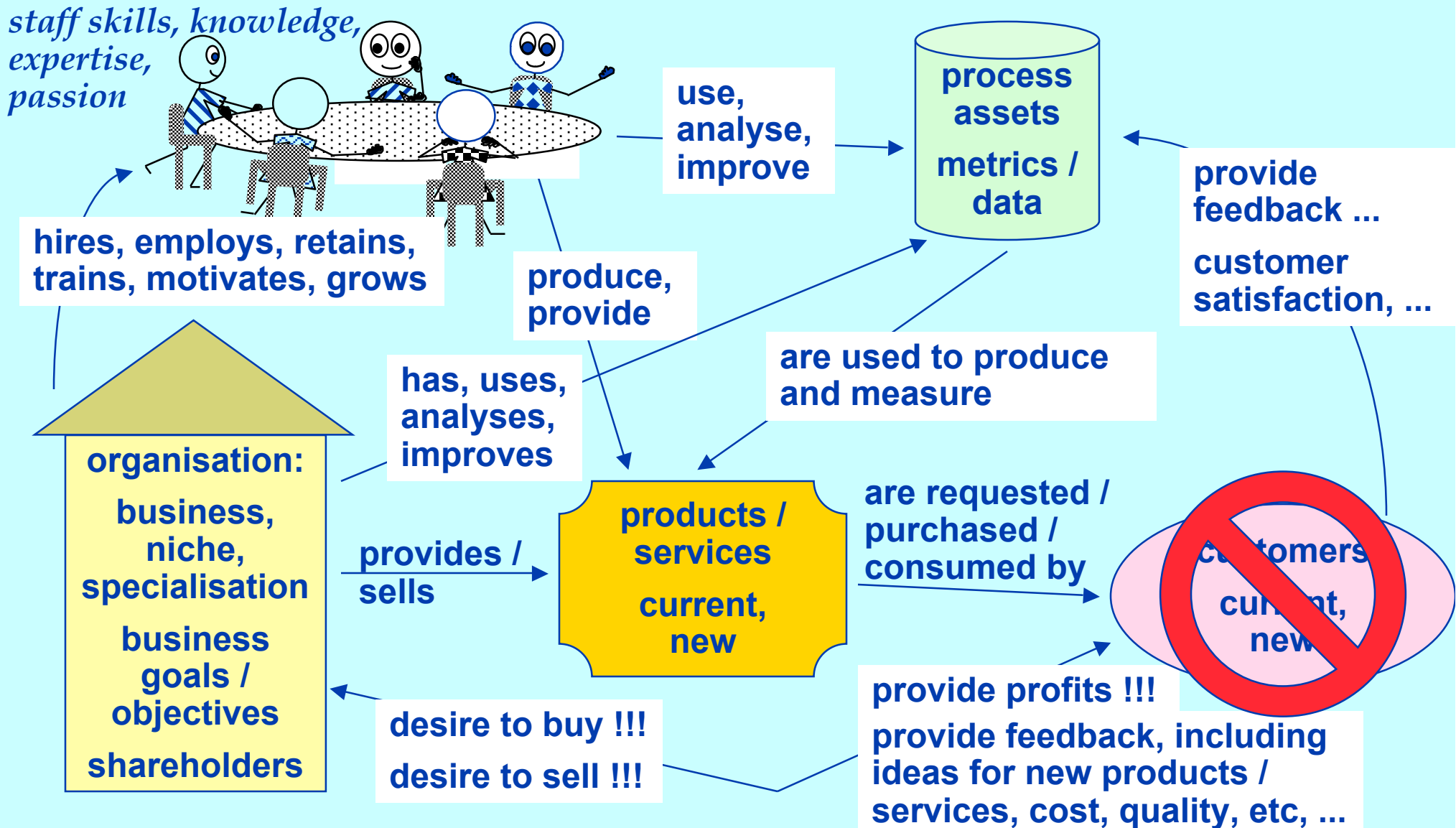
- Your customer's needs?
- Delights you?
- Delights your customer?

HOW DO YOU KNOW ???

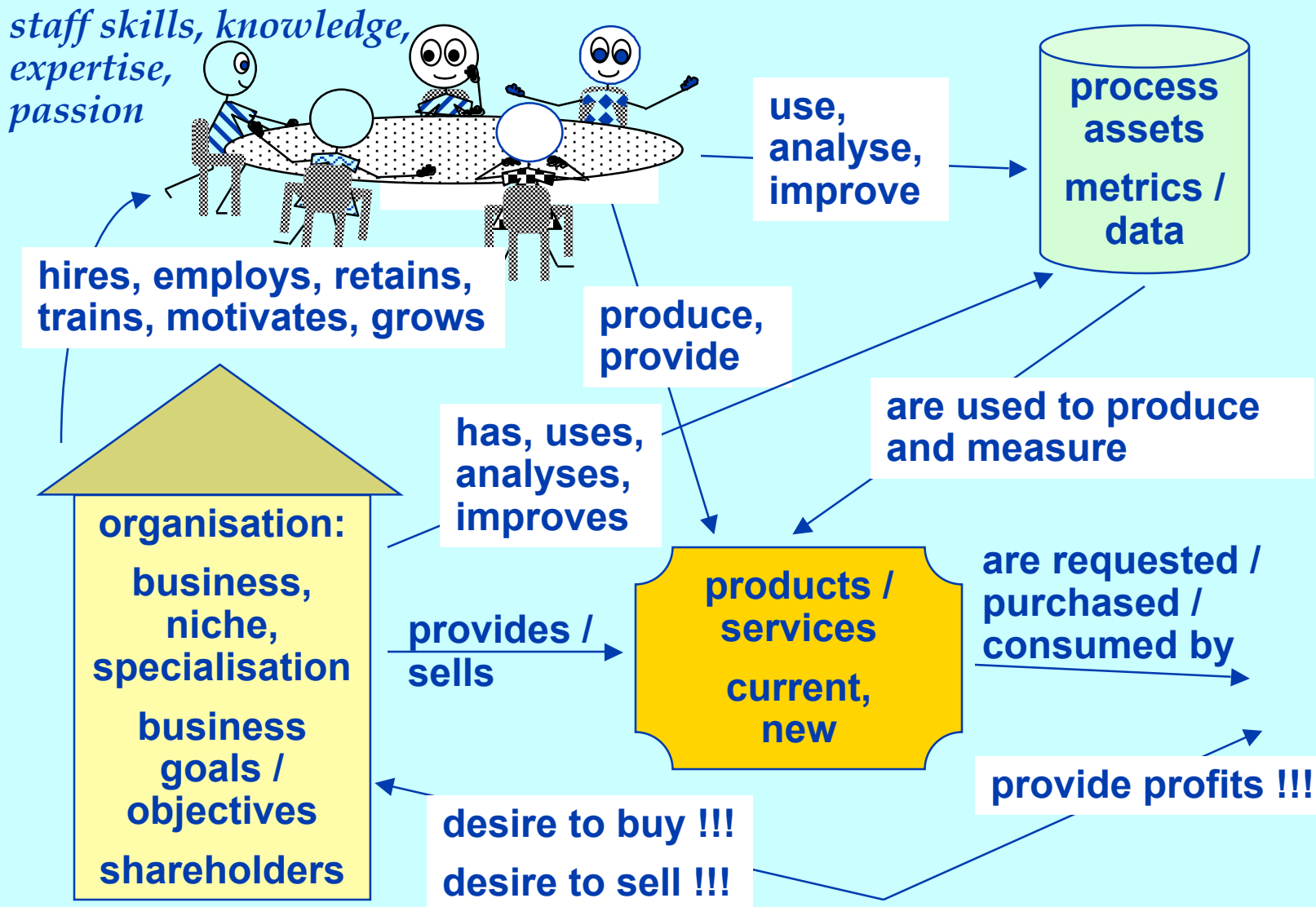
It Begins and Ends with Customers



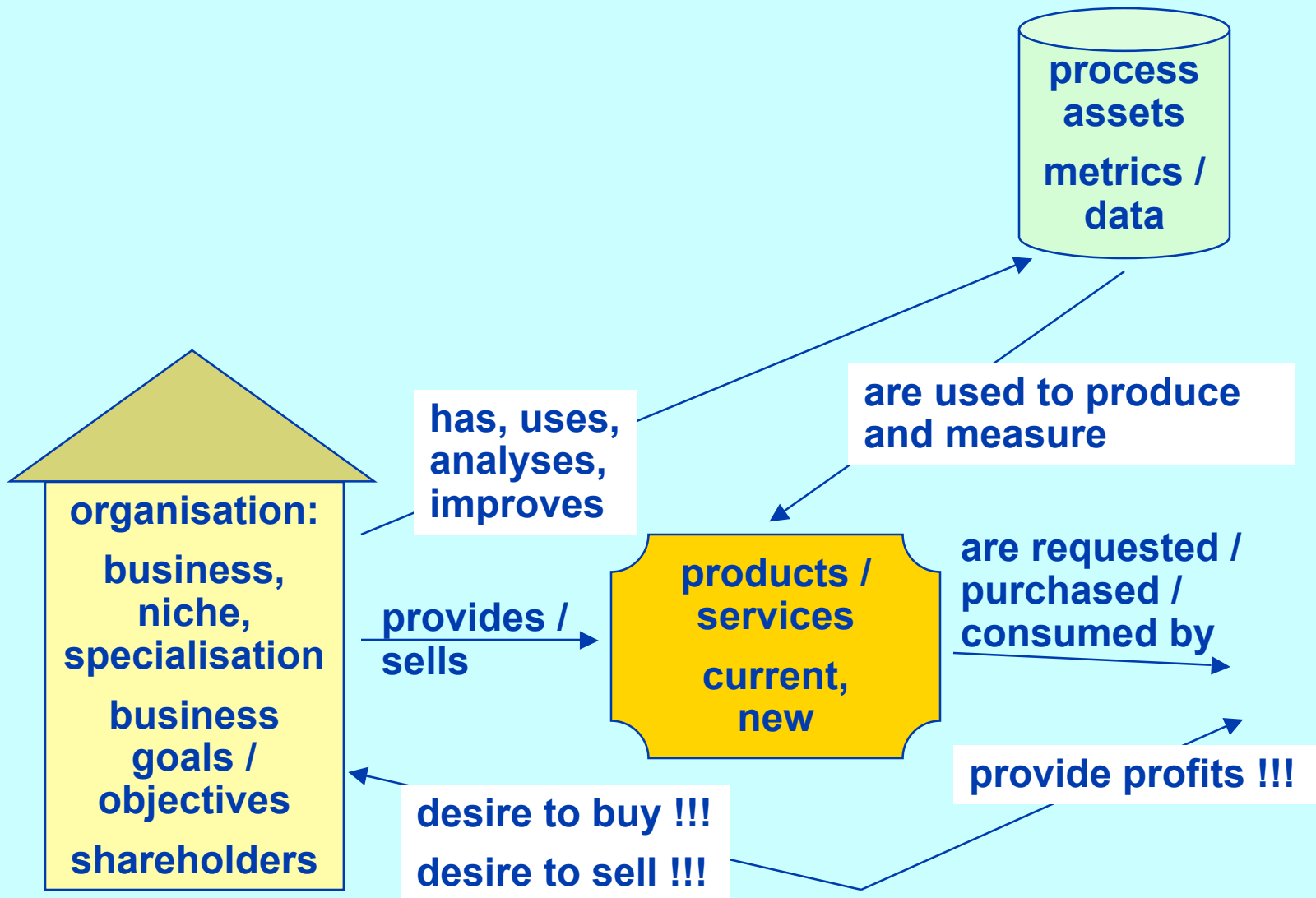
Because, if you have no customers ...



Everything Else Disappears Soon !!! (4)



Everything Else Disappears Soon !!! (3)



Everything Else Disappears Soon !!! (2)



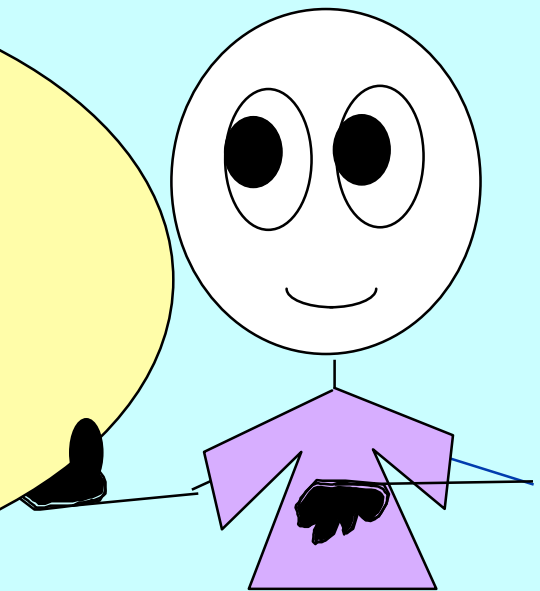
Everything Else Disappears Soon !!! (1)



Everything Else Disappears Soon (poof !!!)



The Model



Purpose of "Customer's Bill of Rights"

- To ensure actions and relationships lead to affirmative responses to all previous questions!
 - Thus obtaining / retaining customers ...
 - ... providing products / services ...
 - ... using appropriate processes ...
 - ... by appropriate staff ...
 - ... reaping appropriate rewards!



"Customer's Bill of Rights"

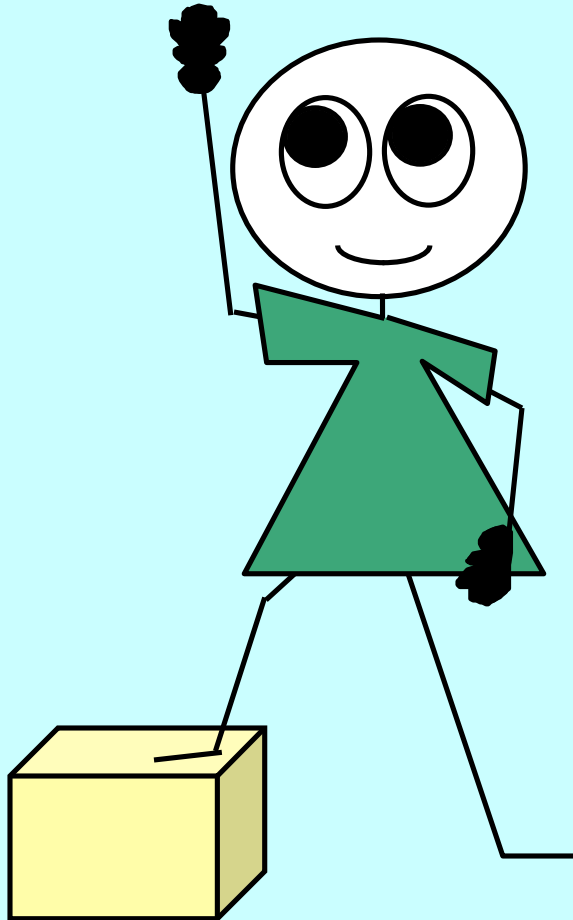
[Steve McConnell, Software Project Survival Guide, 1998, Microsoft Press.]



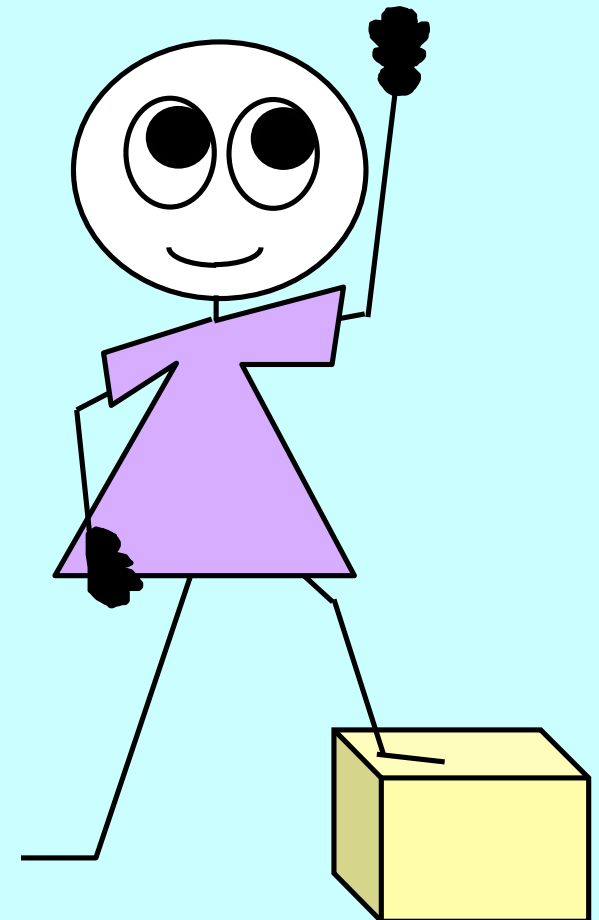
- (1) To set objectives for the project and have them followed**
- (2) To know how long the software project will take and how much it will cost**
- (3) To decide which features are in and which are out of the software**
- (4) To make reasonable changes to requirements throughout the course of the project and to know the costs of making those changes**
- (5) To know the project's status clearly and confidently**
- (6) To be apprised regularly of risks that could affect cost, schedule, or quality and to be provided with options for addressing potential problems**
- (7) To have ready access to project deliverables throughout the project**

How many believe these "Expectations" are ...

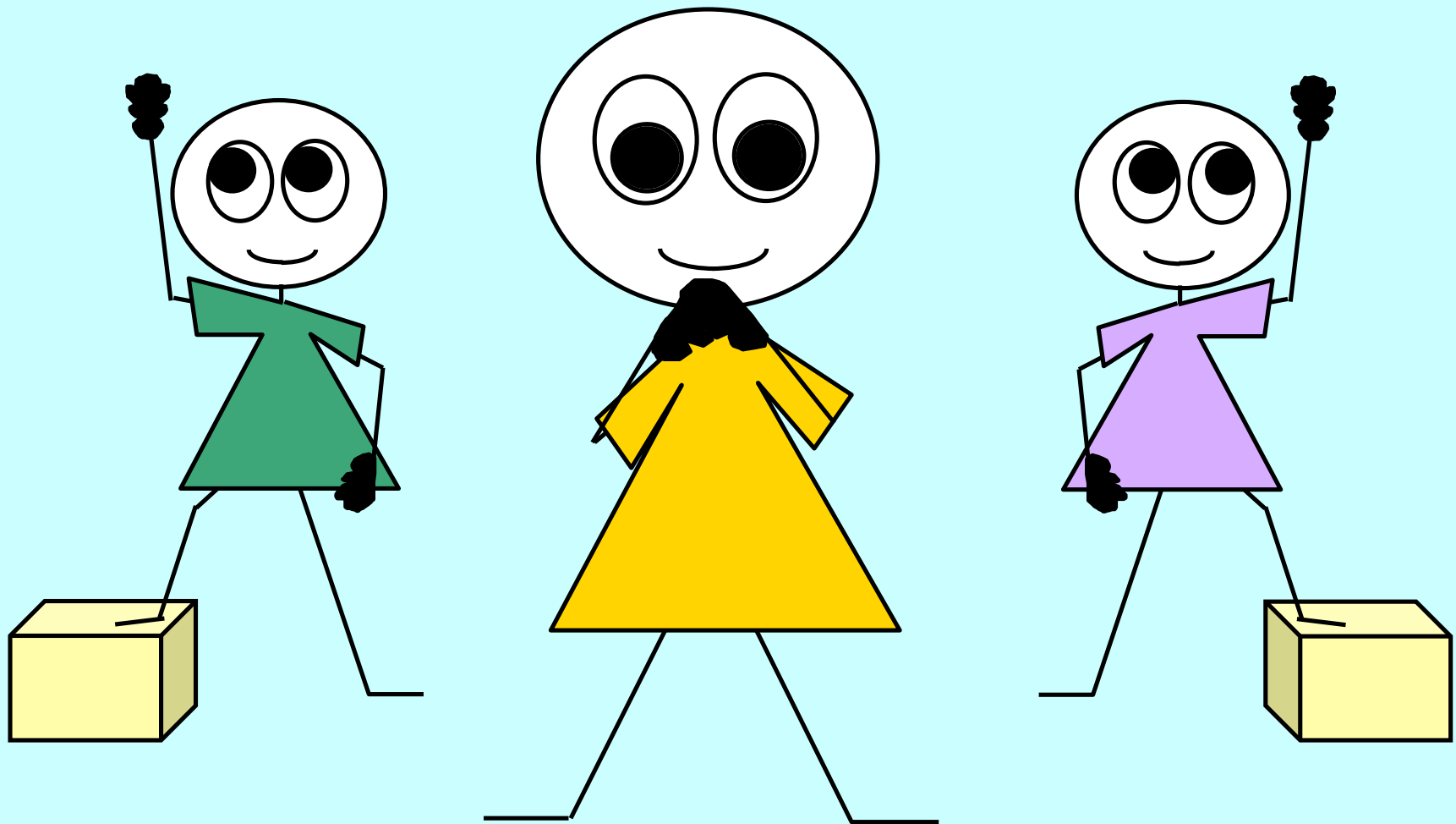
- Reasonable?



- Unreasonable?



I assert these "Expectations" are ...



- **Good enough for a starting point for our discussion !!!**

McConnell's "Expectations": Solid Basis (1)

- "Survival needs"
 - Based on Maslow's Hierarchy of Needs [2]
- (more discussion provided in the paper and in Additional Notes at the end of this presentation)



[2] Robert A Baron, Donn Byrne, and Barry H Kantowitz, "Abraham Maslow observed" in *Psychology: Understanding Behavior*, 1980, Holt, Rinehart and Winston; cited in: Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

McConnell's "Expectations": Solid Basis (2)

- "Survival needs"
 - Based on Maslow's Hierarchy of Needs [2]
- (more discussion provided in the paper and in Additional Notes at the end of this presentation)



[2] Robert A Baron, Donn Byrne, and Barry H Kantowitz, "Abraham Maslow observed" in *Psychology: Understanding Behavior*, 1980, Holt, Rinehart and Winston; cited in: Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

The First Step ...

- "The first step toward project success is getting all parties to respect the rights [expectations] that make a successful project possible.

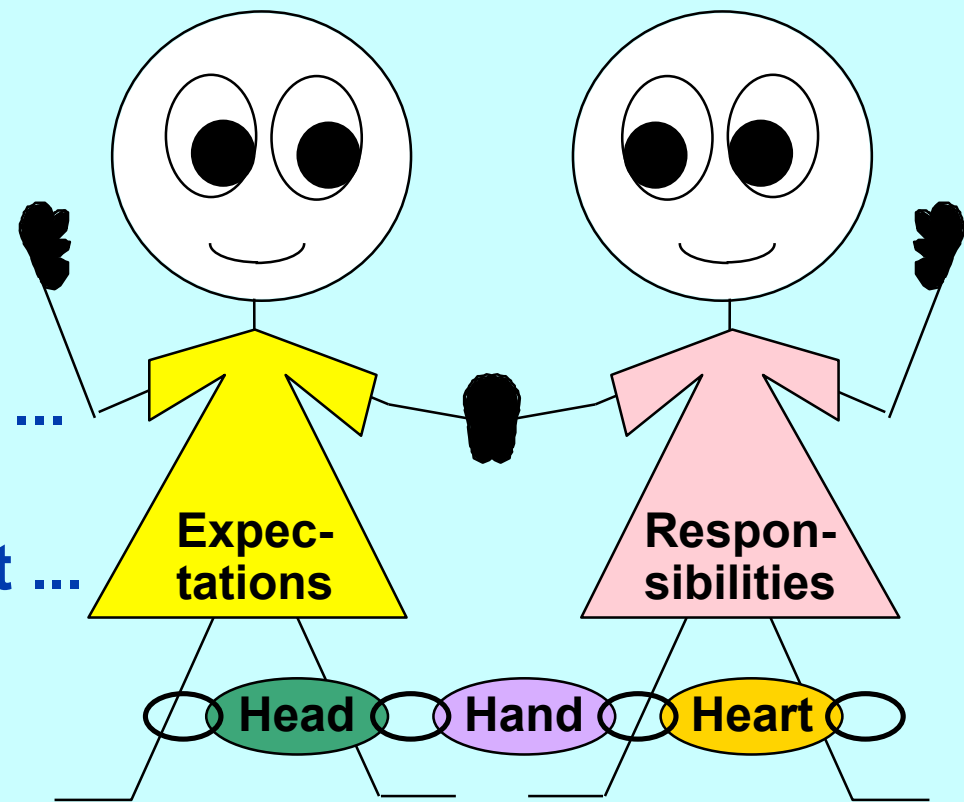
The second step is to conduct the project in such a way that each party's survival needs are thoroughly satisfied and none of the parties feels threatened." [4]



[4] Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

Expectations and Responsibilities

- "Here is what I / we must do ...
... here are the
Responsibilities I / we have ...
- ... in order to meet this
Expectation ...
... or to increase the
likelihood of meeting it ...
... or to *justify why this*
Expectation can be met ...
... or to support
anticipation of meeting
this Expectation"



Expectations and Responsibilities

(excerpt from the Paper)

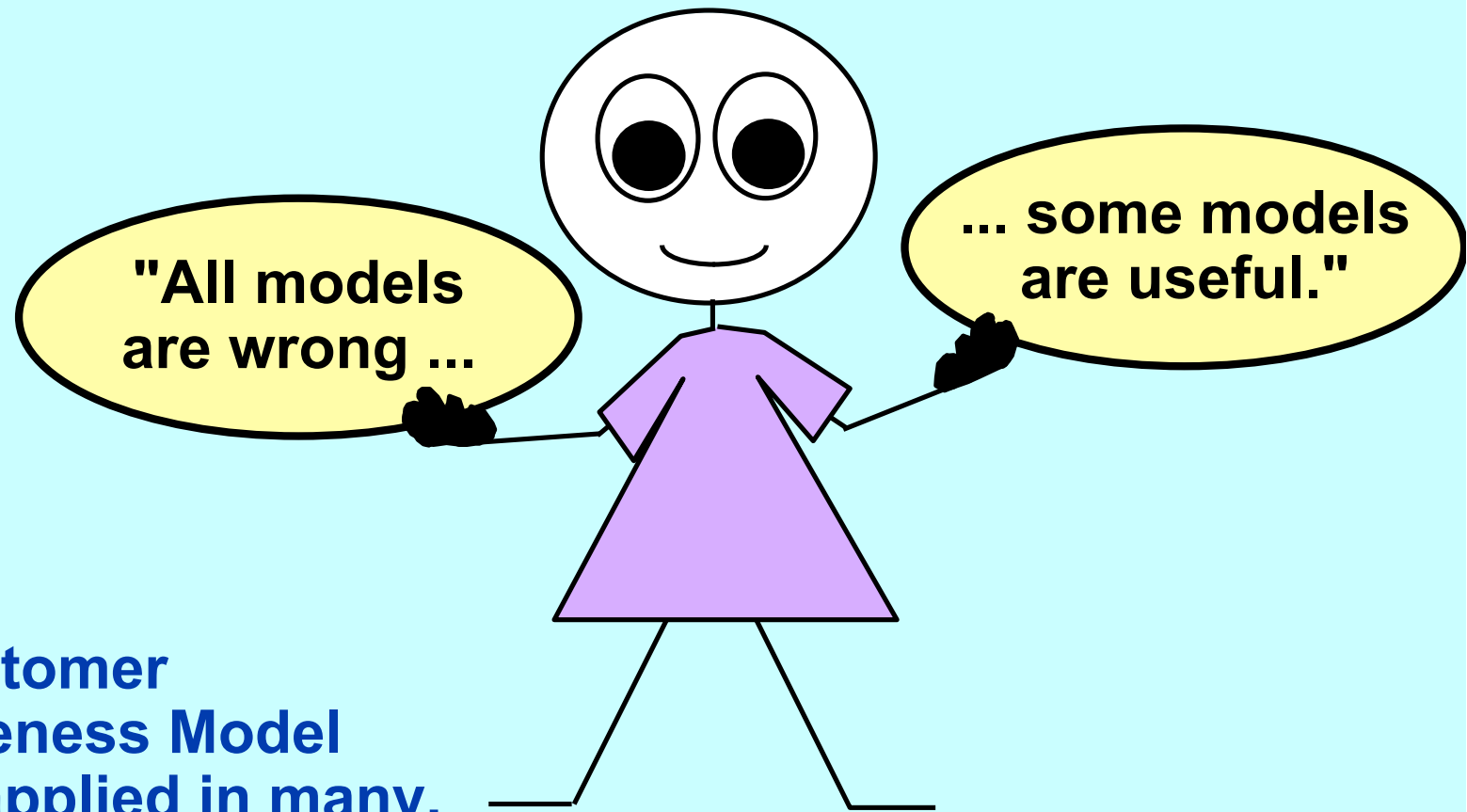
Responsibilities for Expectation (3)

To decide which features are in and which are out of the software

As a responsible Customer, to ensure that my expectations are met, I must:

- **Be as clear as possible about the project objectives (see Responsibilities (1))**
- **Make decisions with knowledge and conviction, and stick to those decisions, unless something changes significantly and causes a re-visit of that decision**
- **Accept responsibility for the decisions I make (e.g., do not blame the Project Team)**
- **Accept the impacts of decisions I make, when determining what features to include and the priorities of those features (e.g., perhaps a cost or schedule increase), and what features to defer / drop (e.g., perhaps some unhappy users)**
- **Remain flexible; I may not be the only Customer the Project Team is serving, nor the highest priority Customer**
- **Represent the needs of all stakeholders fairly, versus just focusing on my pet features**
- **Understand how the features enable achieving business benefits, and ensure they remain consistent**
- **Understand how the features support the project objectives, and ensure they remain consistent**

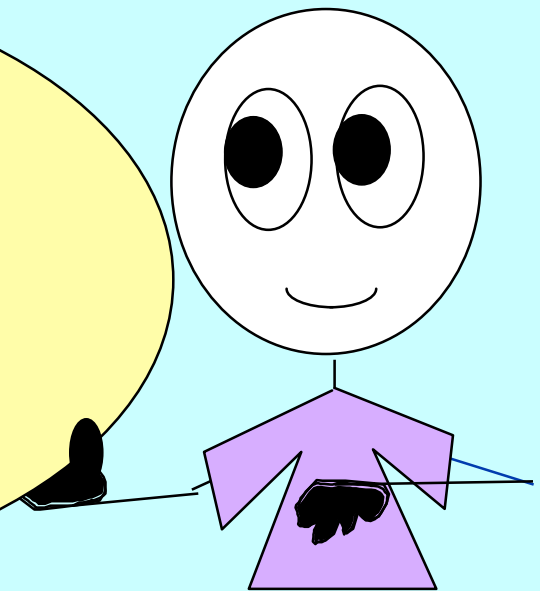
Key Thesis *



The Customer Effectiveness Model can be applied in many, useful ways ...

*** generally attributed to the statistician George Box**

The Case Study



Case Study: Description

- "The customer for the project used for the case study is an Australian government agency; the project is a major system upgrade / redevelopment. The system is critical to the health-security of Australia. The system is to be delivered in four releases, each about nine months duration." *

Duration:	3 years
Total planned effort:	70,000 hours (1,900 person-weeks)
Average planned staffing level:	12 staff
Peak planned staffing level:	20 staff

* "Earned Value Management: Making it Personal; Making it Work !!!", Judy Bamberger

Case Study Approach*

- 1 Identify scope of self-assessment (Release 4)
- 2 Gather basic project information
- 3 Review Customer's Bill of Expectations
- 4 Discuss relevance of each to Release 4
- 5 Explore issues, focusing on objective evidence, actual work products, actions ("intake")
- 6 Discuss what could be / have been done differently
- 7 Rate customer's observed behaviours against Responsibilities
- 8 Create action plan to increase likelihood of getting more desirable behaviours
- 9 Reflect on this journey

* see also Case Study Questions at end of presentation

Reasonability of Expectations: Discussion (1)

- **"The Customer Bill of Expectations - from your point of view as a supplier, are these reasonable Expectations for your customer to have of you?"**

– **"Yes - within reason.**

Surely, the customer has the right to set objectives, etc ...

... and customer also has to expect cost / schedule will vary based on project objectives.

– **The customer has a right to decide which features are in / out ...**

... and customer must recognise how this affects cost / schedule."

Reasonability of Expectations: Discussion (2)

- "As a supplier, how do you implement your response to these Expectations?"

– "They are standard part of how we do business.

Many are documented via our contract. E.g., (1) [project objectives]. We've documented shared processes for (3) [features in / out] and 4 [changes] as part of the contract.

(2) [schedule, cost], (4), (5) [status], and (6) [risks] are part of standard reporting. (1), (3), and (4) - the supplier would expect to be communicated through CCB formally, and all things leading up to it. E.g., the contract.

(7) [ready access] is non-trivial. It depends on the purpose. Ideally, it's appropriate to provide customer ready access, and what customer is required to / allowed to do should be defined via (1)-(6)."

Validity of Supplier Assessing Customer?!

- This case study asked the supplier to assess their customer
 - "Since the Customer Expectations are valid, are you seeing customer behaviours associated with the Responsibilities that you (supplier) would expect to see, in order to fulfill your (supplier's) part of meeting the Customer Expectations?"
 - In other words:
 - * This was not a whinge session; no "beating up" of the customer; no blaming whatsoever
 - The focus for discussion was:
 - * "What (behaviours) do I need from my customer for us to deliver on Customer Expectations?"

Planned Schedule

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F J A M															
Release 2			S F M O													
Release 3					A S O J											
Release 4								J J J F								
Warranty (30 days)													FM			

* Supplier-induced slip; "out of box" component did not supply expected functionality, had to be built; other productivity issues
 ** Customer-induced slip: Customer "re-branded" all customer-facing websites, including this

Lavender is planned

Actual Schedule at Time of Interviews

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F		J A		M											
Release 1 actual	F		J A		M											
Release 2			S		F M		O									
Release 2 actual			S		F M		O									
Release 2.1 actual *						A	S	O	F							
Release 3					A	S		O	J							
Release 3 actual						A	J F		O							
Release 3.1 actual **									A	S	O	J				
Release 4									J	J	J	F				
Release 4 actual									J			D	J	J?		
Warranty (30 days)													FM			
Warranty (30 days) planned														J? J?		

* Supplier-induced slip; "out of box" component did not supply expected functionality, had to be built; other productivity issues
 ** Customer-induced slip: Customer "re-branded" all customer-facing websites, including this

Lavender is planned
 Yellow is actual

Our Discussions

- **Discussions identified numerous project "hot spots"**
 - (see Case Study Questions at the end of this presentation)
- **We explored:**
 - **Actual behaviours - or lack-thereof**
 - **Clear project consequences / increased risks to success criteria if "hot spots" were not addressed**
- **The "hot spots" centred around these two Customer Expectations:**
 - (3) To decide which features are in and which are out of the software*
 - (4) To make reasonable changes to requirements throughout the course of the project and to know the costs of making those changes*

Rating against the Responsibilities: Instructions

- "From your view as a supplier, how do you rate your customer's behaviours against the Responsibilities:
 - + Customer is behaving like they are doing it
 - No observable behaviours; inconsistent behaviours; "by and large, the behaviour matches what you expect, but without passion"
 - Customer is not behaving like they are doing it"

Supplier's Assessment:

(3) To decide which features are in and which are out of the software

- ***As a responsible Customer, to ensure that my expectations are met, I must:***
 - + ***Be as clear as possible about the project objectives (see Responsibilities (1))***
 - ***Make decisions with knowledge and conviction, and stick to those decisions, unless something changes significantly and causes a re-visit of that decision***
 - ***Accept responsibility for the decisions I make (e.g., do not blame the Project Team)***
 - ***Accept the impacts of decisions I make, when determining what features to include and the priorities of those features (e.g., perhaps a cost or schedule increase), and what features to defer / drop (e.g., perhaps some unhappy users)***
 - ***Remain flexible; I may not be the only Customer the Project Team is serving, nor the highest priority Customer***
 - + ***Represent the needs of all stakeholders fairly, versus just focusing on my pet features***
- (... etc ...)***

Supplier's Assessment: Summary of "Not Behaving"s

(3) To decide which features are in and which are out of the software

7

- **As a responsible Customer, to ensure that my expectations are met, I must:**
 - **Make decisions with knowledge and conviction, and stick to those decisions, unless something changes significantly and causes a re-visit of that decision**
 - **Monitor the status (e.g., cost, schedule, and quality) of the features and plans for their inclusion in the products / services**
 - **Define clear, consistent priorities among the various features that could be provided by the products / services, and ensure the Project Team understands them**
 - **Be clear about what is driving the inclusion/phasing/exclusion of certain features (e.g., core capability needs to be provided for a trade show, responding to a request from a high-priority user)**
 - **Respond completely, clearly, and in a timely manner to any request for clarification of the features by the Project Team**
 - **Include, in the feature change control process, what I need to see for any feature the Project Team proposes to defer to a later release / phase or to drop entirely from the products/services**

Supplier's Assessment: Summary of "Not Behaving"s 7

(4) To make reasonable changes to requirements throughout the course of the project and to know the costs of making those changes

- *As a responsible Customer, to ensure that my expectations are met, I must:*
 - *Recognise that project cost, schedule, functionality, and quality are interconnected, and when I make changes to requirements in any of those dimensions, trade-offs will have to be made in other dimensions (e.g., earlier delivery of more functionality may incur higher cost and lower quality)*
 - *Prepare thoroughly for requirements reviews, including documenting issues clearly, consistently, and completely*
 - *Communicate to the Project Team how the requirements satisfy the features that achieve business benefits and support the project objectives*
 - *Establish, with the Project Team, timeframes when I may request changes to project requirements and expect them to be considered*
 - *Participate actively and mindfully in requirements reviews throughout the course of the project*

Consistency / Corroboration: Checks

- **We did several consistency checks:**
 - Is the rating consistent with what was discussed / heard / observed (i.e., "corroborated")?
 - * Yes = proceed; No = explore further
 - Is the rating consistent with actual behaviours described (or lack thereof)?
 - * Yes = proceed; No = explore further
 - Is the rating consistent with other ratings?
 - * Yes = proceed; No = explore further
 - Is there any risk to achieving project objectives because of these behaviours (or lack thereof)?
 - * Yes = candidate for action plan; No = proceed
 - Is anything missing that you would expect to have as part of the model?
 - * Yes = explore further; No = proceed

Is anything missing that you would expect to have as part of the model?

(4) To make reasonable changes to requirements throughout the course of the project and to know the costs of making those changes

- Customer acts on behalf of stakeholders; customer does not drive changes, the stakeholders do

☛ This is covered in Responsibilities for Expectation (1); perhaps a reference belongs here too? Instead?
😊😊😊

Models are malleable; we allowed this model to work for us (not us enslaved by the model)!

Overall Rating: Instructions

- "Overall, how would you rate the 'maturity' of your customer in demonstrating the behaviours - the Responsibilities - needed to achieve their Expectations?"

Overall Rating: Results

Degree of Effectiveness	Customer Behaviours
Awakening	<ul style="list-style-type: none"> • Exercising the responsibilities that focus on the needs of the Customer • Beginning to awaken to what is / not under the Customer's control, and, thus, for what she / he may be answerable • Accepting accountability for things the Customer believes is under her / his control
Enlightenment	<ul style="list-style-type: none"> • Exercising the responsibilities that focus on the needs of the Customer and of the Project Team • Beginning to adopt a more enlightened view of "we" and "us," and acting based on that view • Creating a safer environment in which "we" and "us" can accept responsibility and accountability without fear

Creating the Action Plan: Instructions

- "With all this information, what can you suggest you - the supplier - do to get more of the necessary behaviours to meet the Customer's Expectations?"
- What can you do now - for the remainder of Release 4?
- What can you do in the future - e.g., if there is a Release 5?
- Create an action plan to mitigate / manage the risks of not having the desired behaviours."

The "Now" Action Plan

- **"We need to engage the customer and ensure he realises that this is a last chance. We are building this and we have no room to move in terms of delivery.**
- **Our current position is:**
 - **The version of the delivered [and as yet not approved] specification is what we are building.**
 - **Changes to achieve technical implementability will be implemented by the supplier and they are not subject to discussion.**
 - **Changes proposed / made beyond the currently delivered specification may be considered and likely rejected for this release if one or more affected component has been implemented already."**

The "Now" Action Plan: *(3) To decide which features⁸ are in and which are out of the software*

- *Make decisions with knowledge and conviction and stick to these decisions, unless something changes significantly and causes a revisit of that decision*

- Inform the [customer's] team of our position
- Offer the customer a final chance to review the specification from which we are building
- Insist this is the final review and changes will be included in Release 5

- *Respond completely, clearly and in a timely manner to any request for clarification of the features by the project team [A]*

- Insist on consolidated, clear review comments, on the standard forms in the standard format, as defined in the contract and agreed

**The "Now" Action Plan: (4) Respond completely, clearly,
and in a timely manner**

to any request for clarification of the features by the project team

- **Prepare thoroughly for requirement reviews, including documenting issues clearly, consistently, and completely**

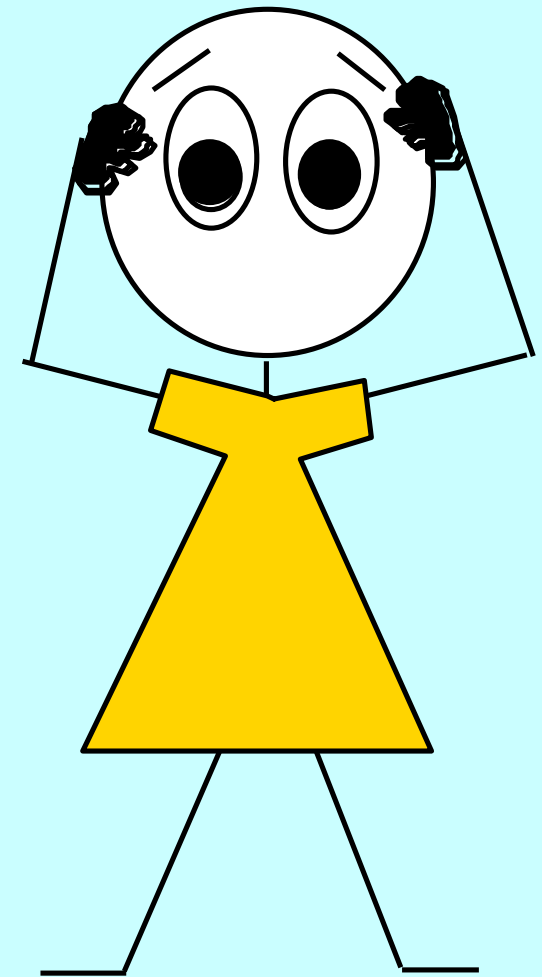
- **Recommend customer schedules 1 hour per 10 pages of specification per participant (100 hours / participant)**
- **Supplier to schedule 1 hour / 50 pages to triage issues raised and respond (20 hours)**
- **Supplier to schedule 1 hour / defect accepted to update and re-release the specification**

- **Participate actively and mindfully in requirements reviews throughout the course of the project**

- **Supplier to reject all feedback provided in a way not in the form described in [A] page 50**

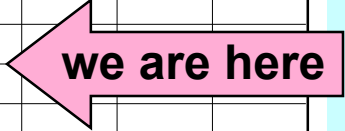
"Consultant's Analysis"

- I was puzzled! How could things get so frazzled, so ... supplier sounding "dictatorial" in its response?



Current Situation (1)

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F		J A		M											
Release 1 actual	F		J A		M											
Release 2			S		F M		O									
Release 2 actual			S		F M		O									
Release 2.1 actual *						A	S	O	F							
Release 3					A		S	O		J						
Release 3 actual						A		J F			O					
Release 3.1 actual **									A		S	O	J			
Release 4									J		J J					
Release 4 actual									J			D	J		J?	
Warranty (30 days)													F	M		
Warranty (30 days) planned														J?	J?	



Current Situation (2)

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F		J A		M											
Release 1 actual	F		J A		M											
Release 2			S		F M		O									
Release 2 actual			S		F M		O									
Release 2.1 actual *						A	S	O	F							
Release 3					A		S	O		J						
Release 3 actual						A		J F		O						
Release 3.1 actual **									A	S	O	J				
Release 4									J	J	J					
Release 4 actual									J			D	J	J?		
Warranty (30 days)													F	M		
Warranty (30 days) planned														J?	J?	

we are here

spec not approved

Current Situation (3)

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F		J A		M											
Release 1 actual	F		J A		M											
Release 2			S		F M		O									
Release 2 actual			S		F M		O									
Release 2.1 actual *						A	S	O	F							
Release 3					A		S	O		J						
Release 3 actual						A		J F		O						
Release 3.1 actual **									A	S	O	J				
Release 4									J	J	J					
Release 4 actual									J			D	J		J?	
Warranty (30 days)													F	M		
Warranty (30 days) planned														J?	J?	

we are here

remaining to do

spec not approved

Current Situation (4)

	2009				2010				2011				2012			
	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Release 1	F		J A		M											
Release 1 actual	F		J A		M											
Release 2			S		F M		O									
Release 2 actual			S		F M		O									
Release 2.1 actual *						A	S	O	F							
Release 3					A		S	O		J						
Release 3 actual						A		J F		O						
Release 3.1 actual **									A	S	O	J				
Release 4									J	J	J					
Release 4 actual									J			D	J	J?		
Warranty (30 days)													F	M		
Warranty (30 days) planned														J?	J?	

we are here

remaining to do

spec not approved

go live OCT

How did it come to this? (1)

- **Release 1: delivered on-time, contents as expected**
- **Release 2: spawned supplemental release, due to supplier oversight**
- **Release 3: spawned supplemental release, due to customer-directed change**
- **All these releases provided previously existing functionality**
 - **Currently implemented systems**
 - **Customer internal prototypes**
 - **Within customer department**
 - **Advisory to stakeholders (public and commercial end users)**

How did it come to this? (2)

- **Release 4: totally different**
 - Objective was "to improve the experience for public and commercial end users"
 - * Current systems very labour-intensive; mistakes have large consequences (financial, time-to-market, image, etc)
 - Much more at stake (legally, financially) with contents of this release, as outputs are *legally binding* (versus just "advisory")
 - * Errors, mistakes, inefficiencies have significant consequences:
 - + Commercial end users could lose significant profit
 - + Customer could end up in court
 - Customer had not invested as much time on concept of operations and prototyping as for contents of previous Releases
 - Customer could not decide; commercial end users could not decide; customer-side decision-making behaviours were hesitant
 - Supplier had almost no direct access to commercial end users; commercial end-user input was received monthly through customer

How did it come to this? (3)

Feb 2011 Supplier "forced" first specification baseline

May 2011 Supplier "forced" second specification baseline

Aug 2011 Supplier declared internal, incremental baselines so they could build the system

Customer did not respect baselines; continued to request changes (fear of "legally binding" and efficiency concerns)

Customer has opportunity to review each incremental baseline; sometimes, provides comments

Supplier's Reflections

- **"With our discussions, what did you learn new or refresh that you had forgotten?"**

- **"I realised I should agitate more to get the specification baselined. We have an internal baseline against which we are working; the customer has access to this and knows the situation.
We also accept that the specification will change due to implementability issues, and those changes we accept, and do not require formal (contractually-required) change control with the customer.
We also know that we will get customer changes on this version of the specification, but I do not believe we have emphasised enough that we will not accept those changes until they go through formal (contractually-required) change control.
I believe the customer expects us to accept their changes as well; we need to emphasise that is not what will occur.**
- **In addition, our discussions allowed us time to sit back and reflect, which at this time in the project, we often choose not to do."**

Challenges to Us

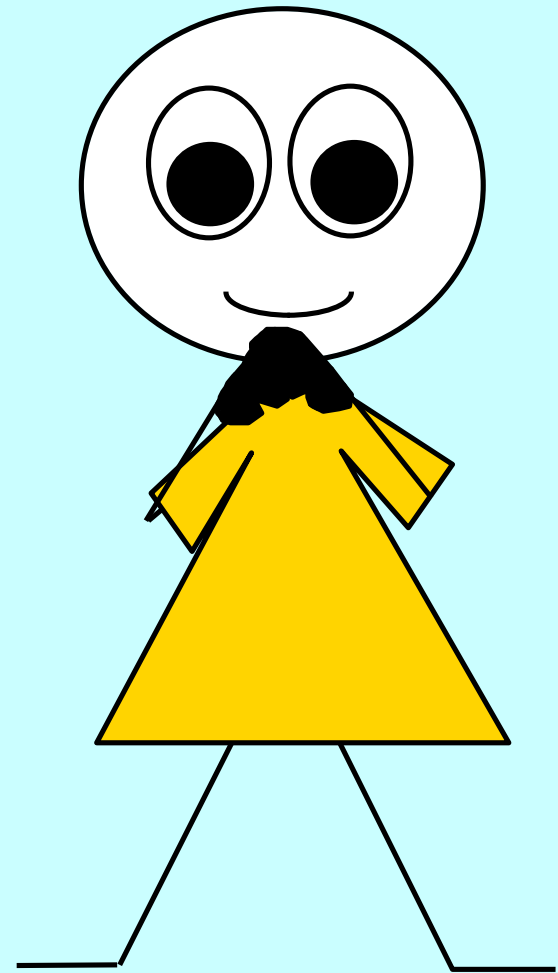
- **Take time to reflect on customer / supplier relationships**
 - **Those that are positive**
 - * **Strengths to leverage**
 - **Those that are negative**
 - * **Opportunities to improve**
- **Use the Expectations and Responsibilities as an objective measure of Effective Customer Relationships (see full paper)**
 - **A "useful" model**
- **Make and implement action plans**
- **Share lessons at next year's conference ☺☺☺**

Summary

- **Steve McConnell's Bill of Rights (our Expectations) derive from solid theories**
- **These Expectations are reasonable**
- **We have Responsibilities for our own behaviours to achieve the Expectations**
 - **As customers and as suppliers**
 - **As a group and as individuals**
- **The Customer Effectiveness Model provides a flexible, useful basis for reflection, self-assessment, and improvement**

Thank You !!!

- Questions ???
- Answers ???

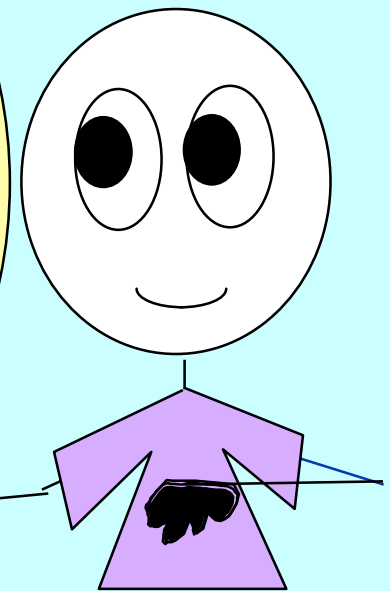


Additional Notes

- **Software Project Hierarchy of Needs**
- **Why these Expectations Connect with Me**
- **Customer Effectiveness Model**
- **Case Study Questions**

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Software Project Hierarchy of Needs



McConnell's "Expectations": Solid Basis (1)

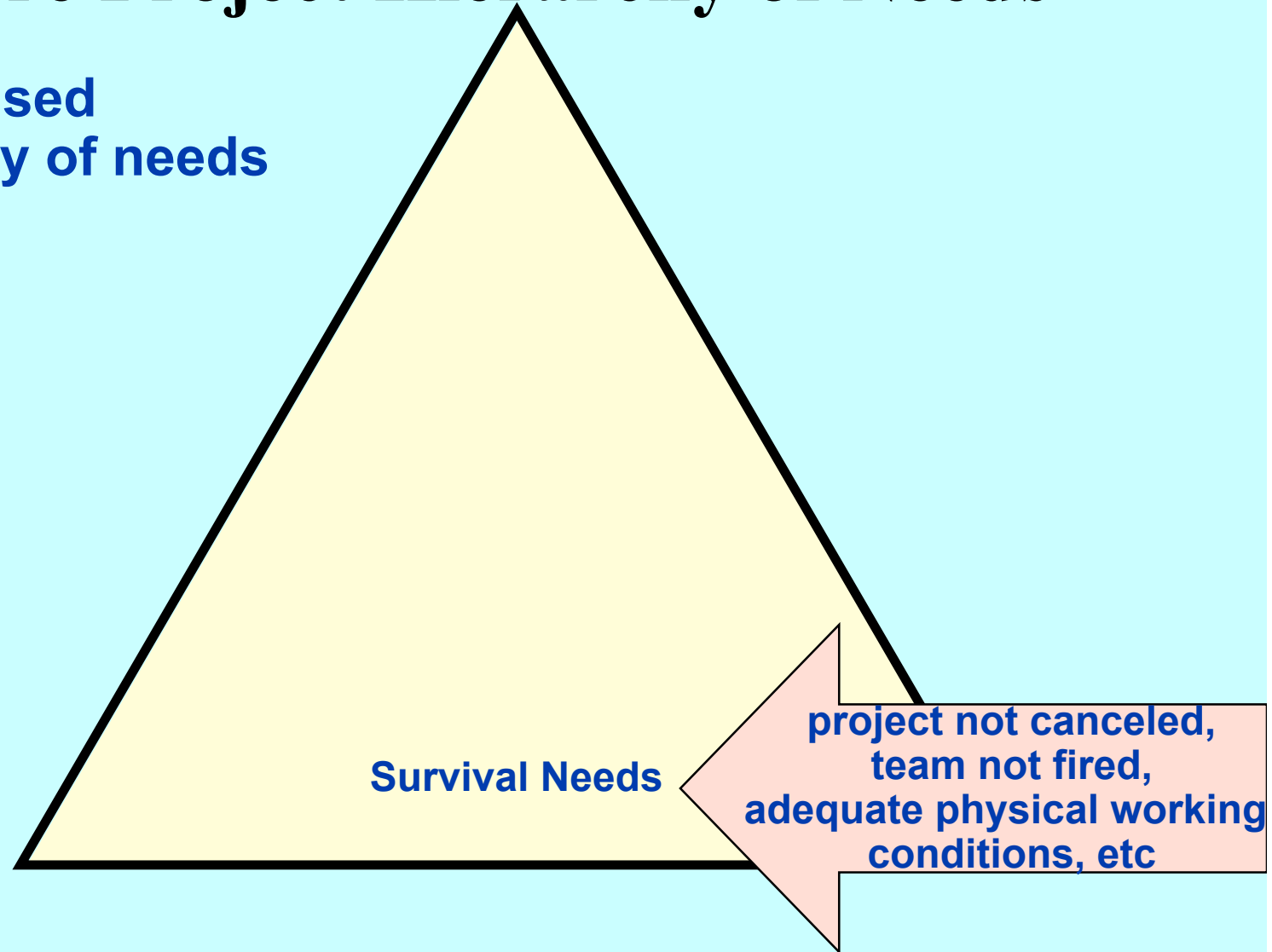
- "Survival needs"
 - Based on Maslow's Hierarchy of Needs [2]
- (more discussion provided in the paper and in Additional Notes at the end of this presentation)



[2] Robert A Baron, Donn Byrne, and Barry H Kantowitz, "Abraham Maslow observed" in *Psychology: Understanding Behavior*, 1980, Holt, Rinehart and Winston; cited in: Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

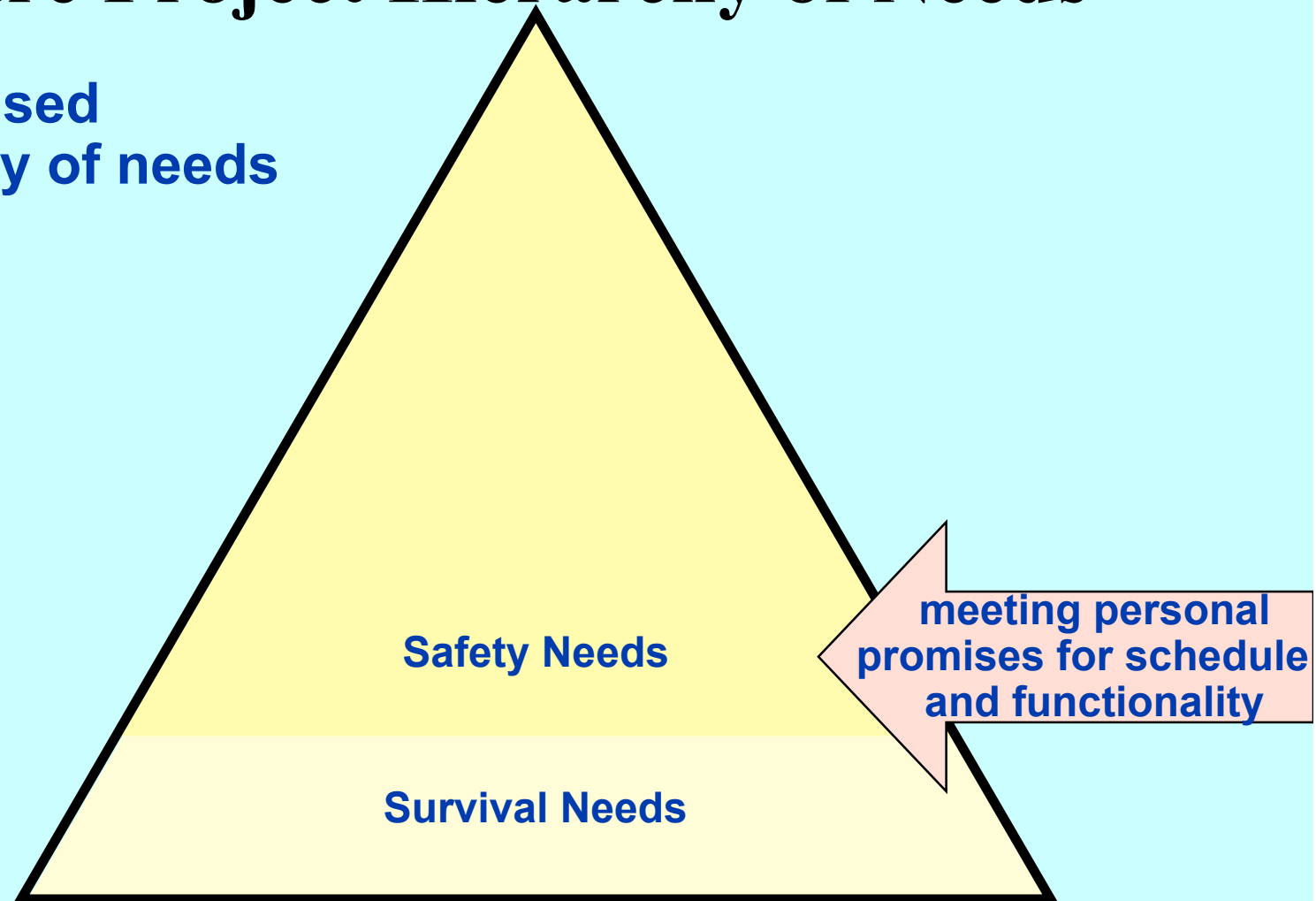
Software Project Hierarchy of Needs

- **Project-ised hierarchy of needs**



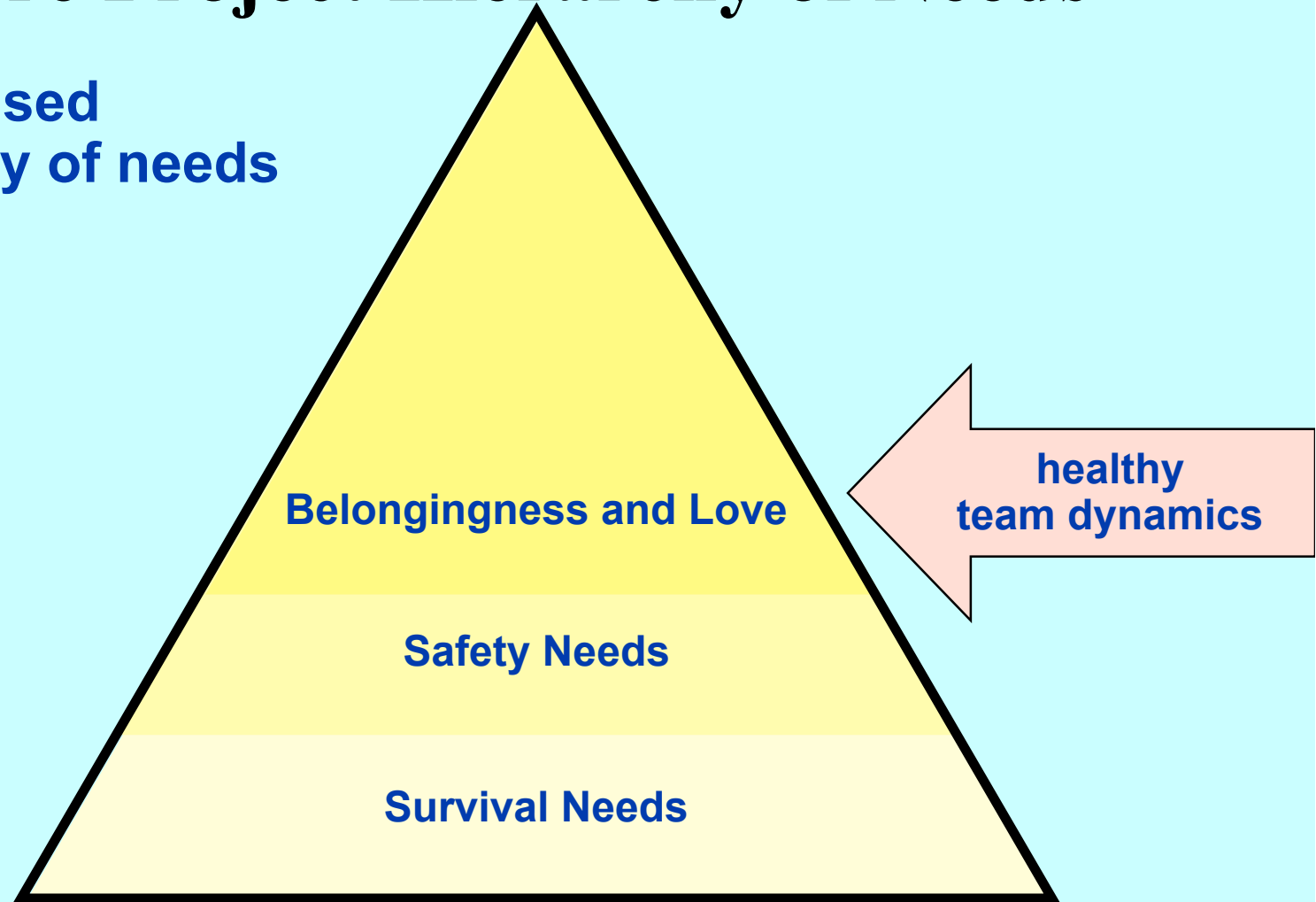
Software Project Hierarchy of Needs

- **Project-ised hierarchy of needs**



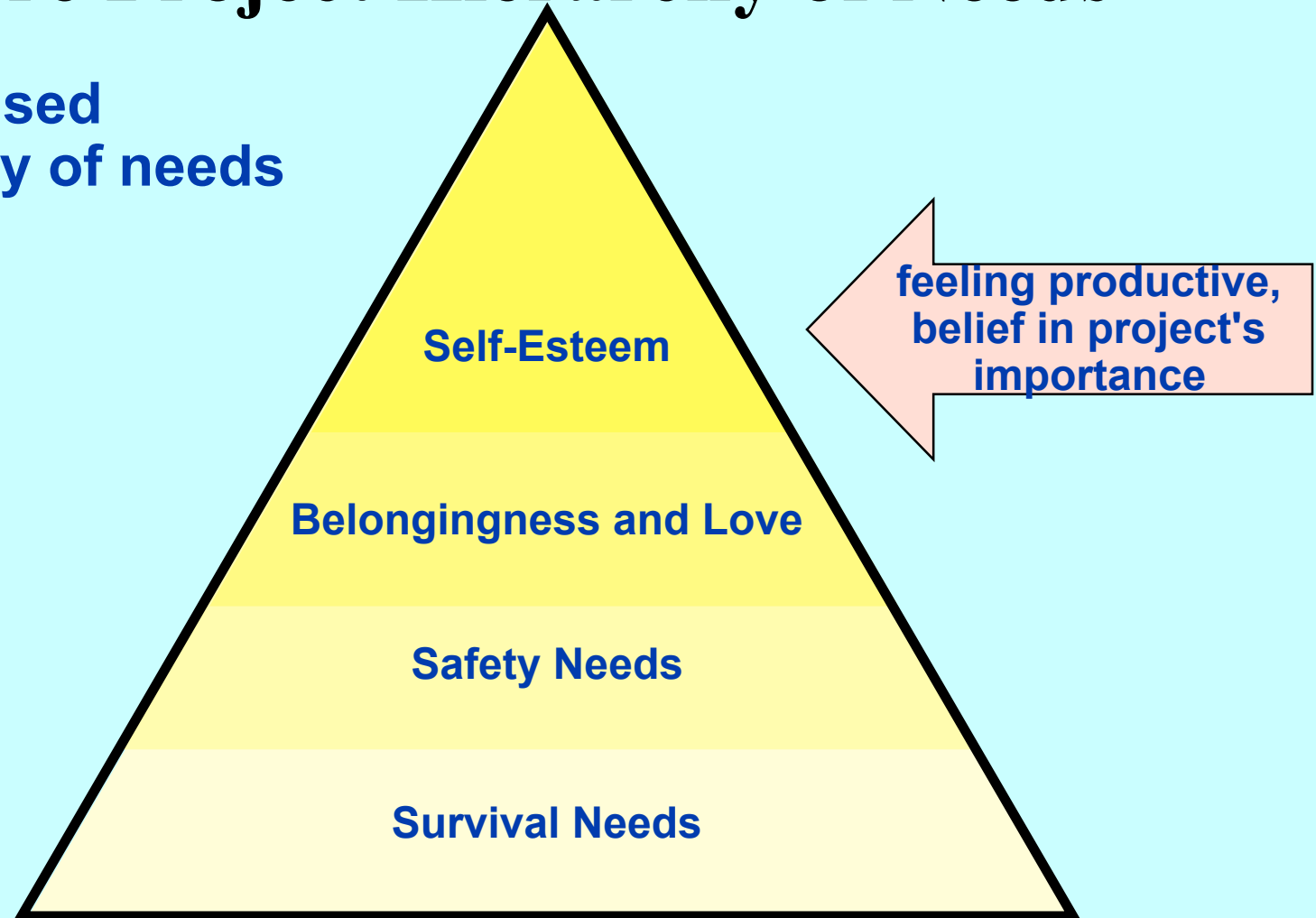
Software Project Hierarchy of Needs

- **Project-ised hierarchy of needs**



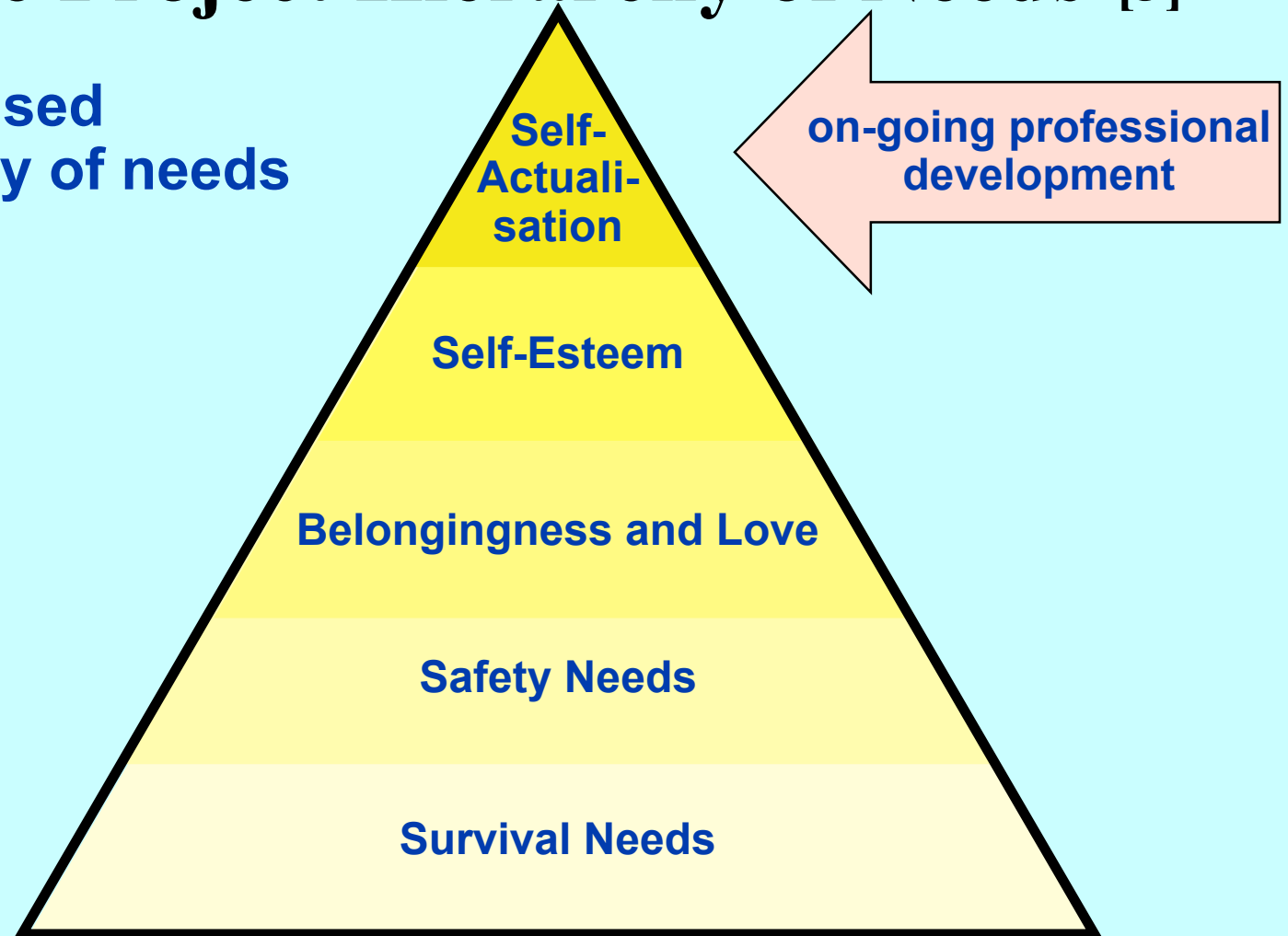
Software Project Hierarchy of Needs

- **Project-ised hierarchy of needs**



Software Project Hierarchy of Needs [3]

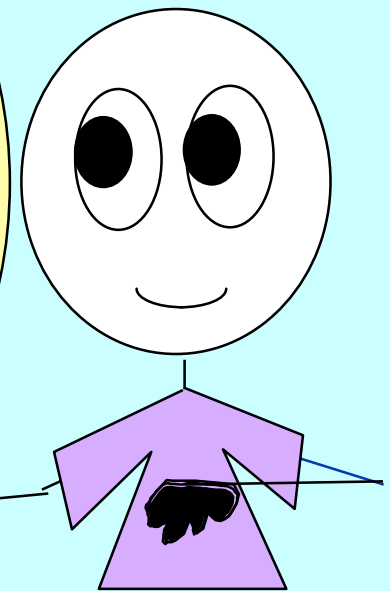
- **Project-ised hierarchy of needs**



[3] Steve McConnell, *Software Project Survival Guide*, 1998, Microsoft Press.

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Why These Expectations Connect with Me

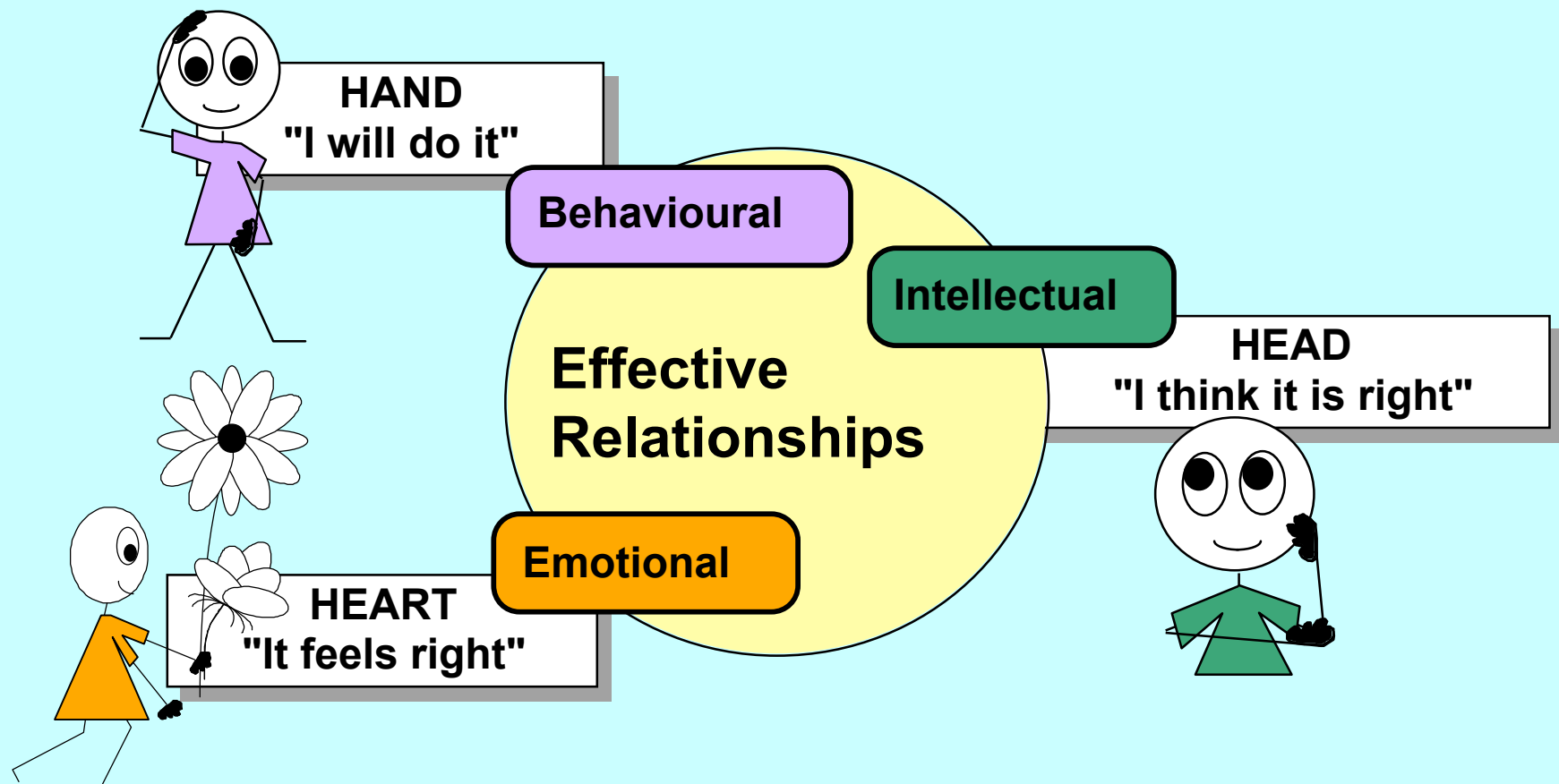


Why do these Expectations connect with me? (1)

- Are derived from basic "human relationship" models
 - And that resonates with me
- Set a framework for being "answerable" and "accountable"
 - And I believe being answerable and accountable are required in any relationship
 - * Myself
 - * My management (e.g., if I am procuring a system on their behalf)
 - * My users
 - * Those installing and servicing the software product / service
 - * The Project Team - this is the primary focus of the related paper
- Involve the "whole" person when fully satisfied
 - Both Customers and Suppliers

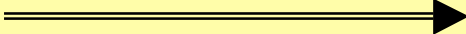
Why do these Expectations connect with me? (2)

- Capture the heart of the matter
 - And the head and the hand ...



Why do these Expectations connect with me? (3)

- Can evaluate customer effectiveness leveraging the "Quality Maturity Grid" of quality guru Phil Crosby [5]
- (more discussion provided in the paper and in Additional Notes at the end of this presentation)

Stages of Maturity 








	Uncertainty	Awakening	Enlightenment	Wisdom	Certainty
Behavior	Management understanding and attitude				
	Quality organization status				
	Problem handling				
	Cost of quality as % of sales				
	Quality improvement actions				
	Summation of company quality posture				

[5] Phil Crosby, *Quality is Free*, 1979, McGraw-Hill Inc.

Example (selected Responsibilities): Head, Hand, Heart

Responsibilities for Expectation (3)

To decide which features are in and which are out of the software

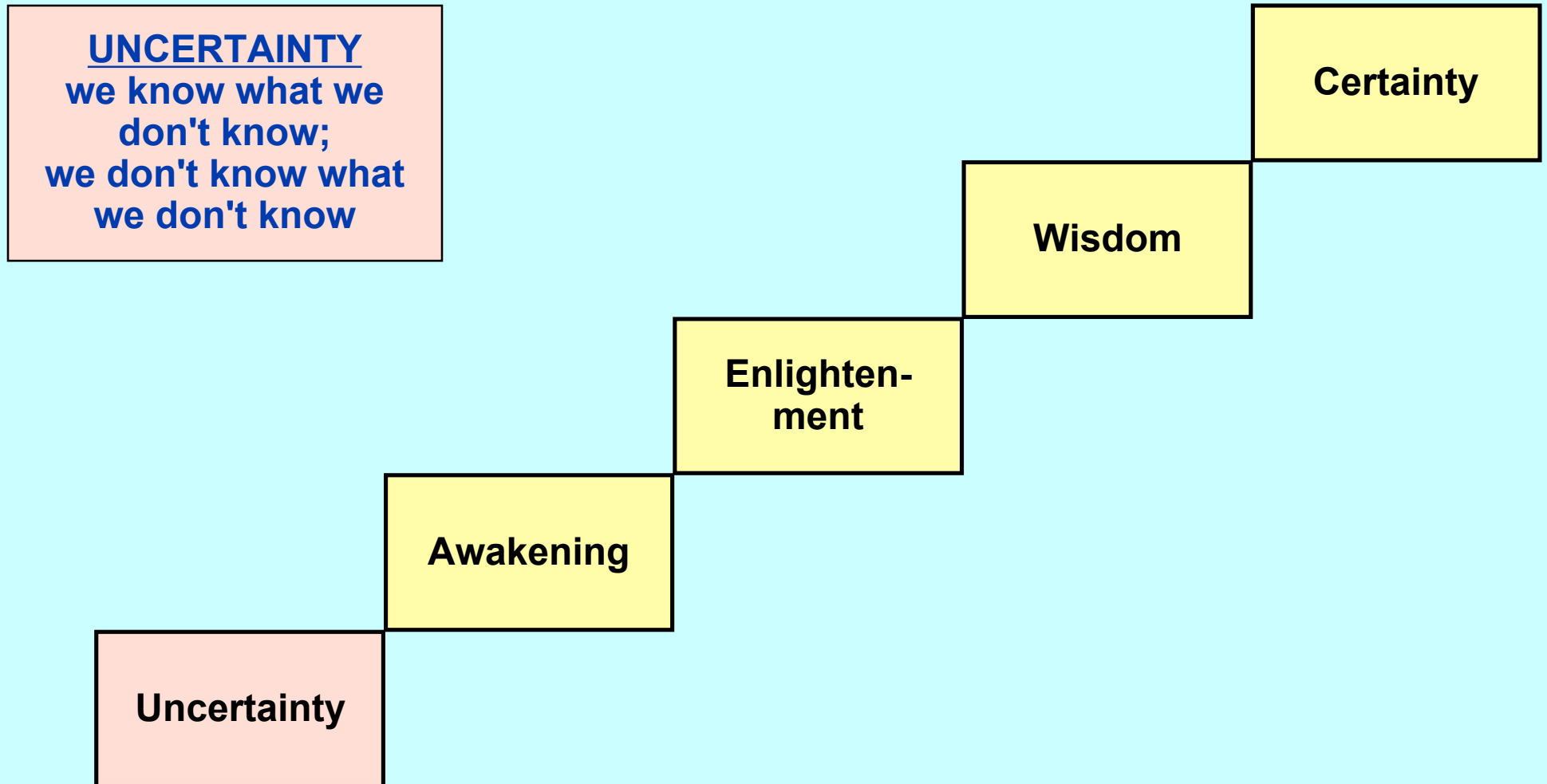
	<i>intellectual</i>	<i>behavioural</i>	<i>emotional</i>
<ul style="list-style-type: none"> Make decisions with knowledge and conviction, and stick to those decisions, unless something changes significantly and causes a re-visit of that decision 			
<ul style="list-style-type: none"> Accept responsibility for the decisions I make (e.g., do not blame the Project Team) 			
<ul style="list-style-type: none"> Accept the impacts of decisions I make, when determining what features to include and the priorities of those features (e.g., perhaps a cost or schedule increase), and what features to defer / drop (e.g., perhaps some unhappy users) 			
<ul style="list-style-type: none"> Represent the needs of all stakeholders fairly, versus just focusing on my pet features 			
<ul style="list-style-type: none"> Understand how the features support the project objectives, and ensure they remain consistent 			

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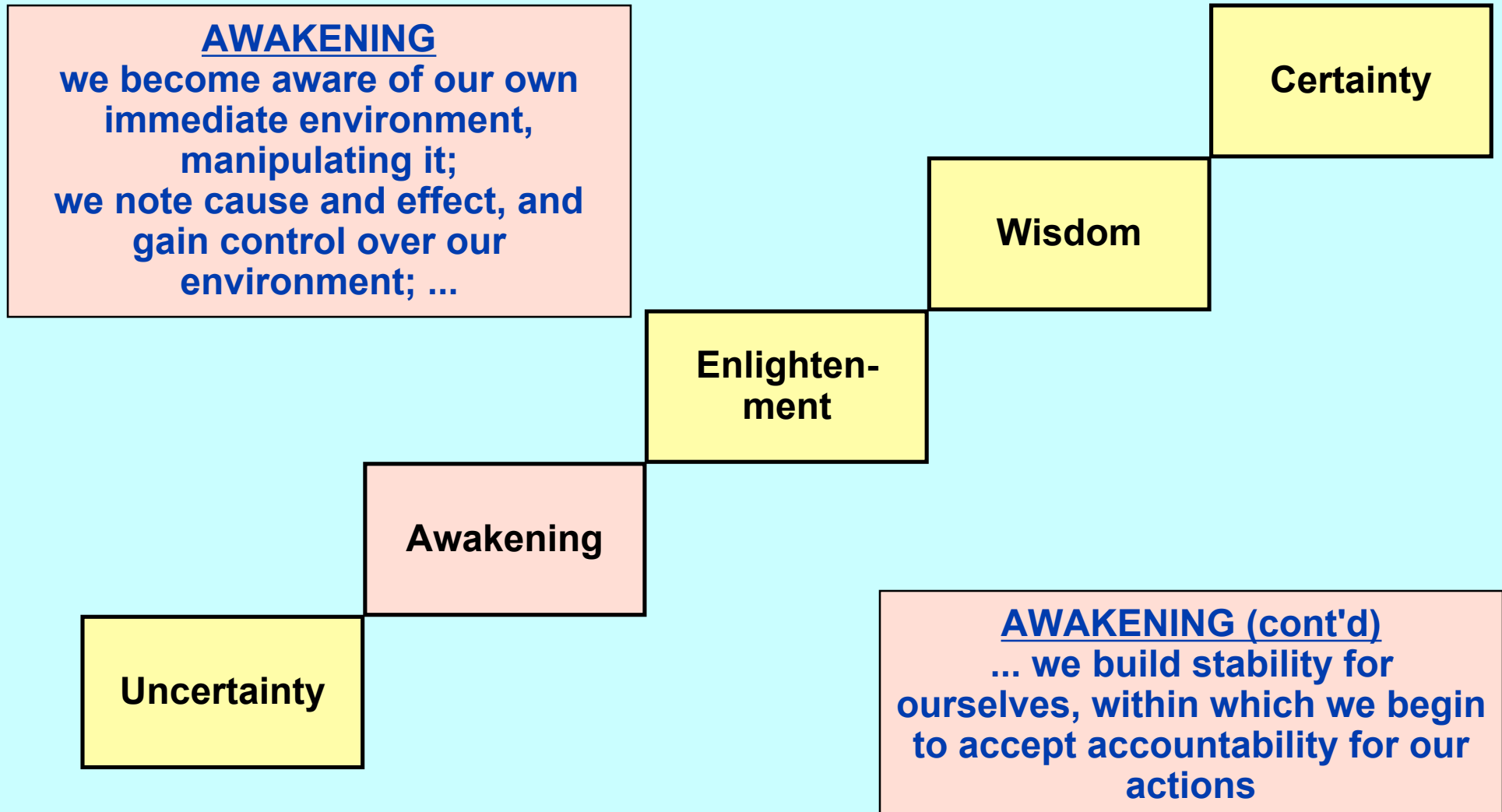
Customer Effectiveness Model



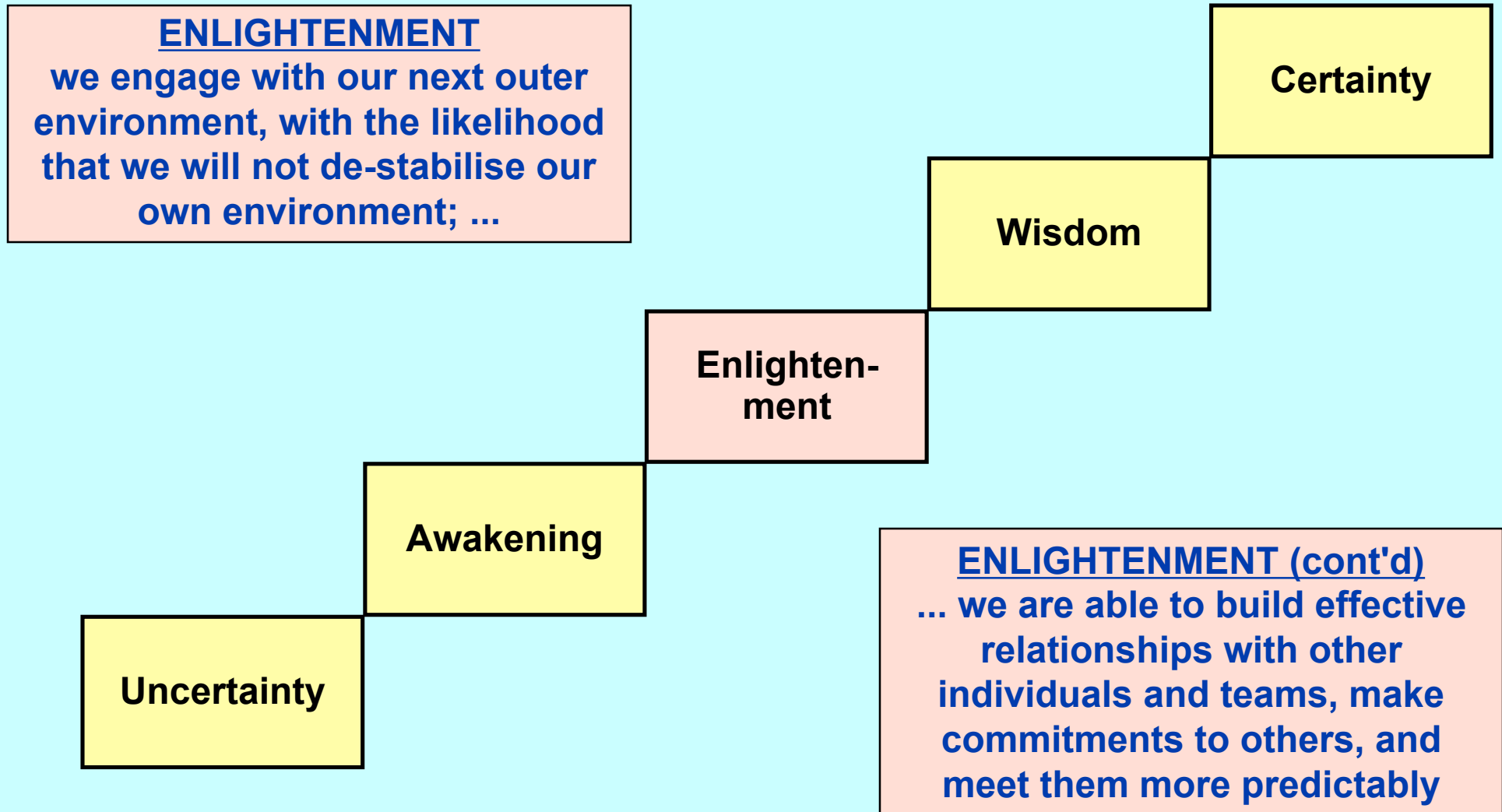
Customer Effectiveness Model: Explanation



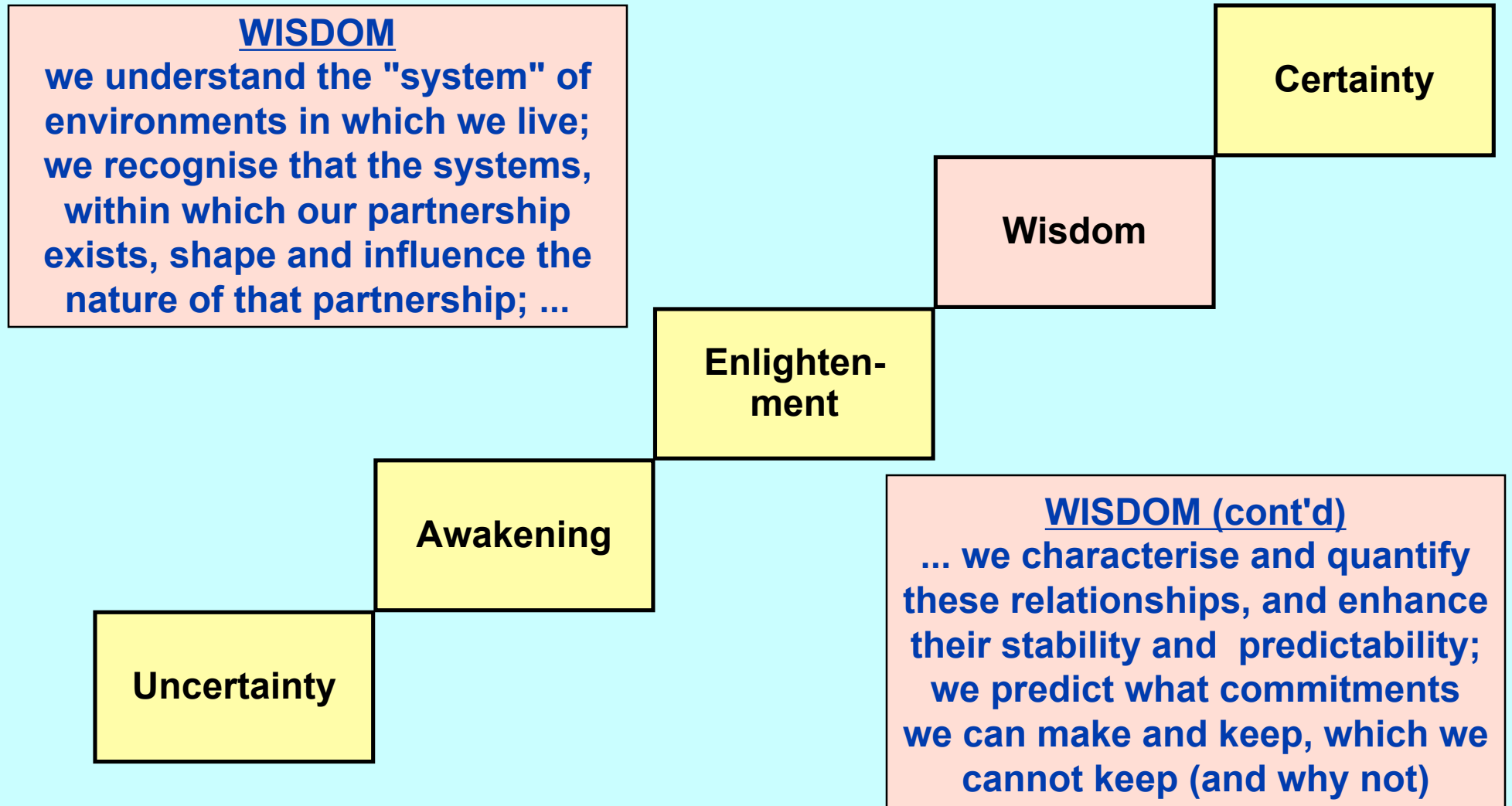
Customer Effectiveness Model: Explanation



Customer Effectiveness Model: Explanation



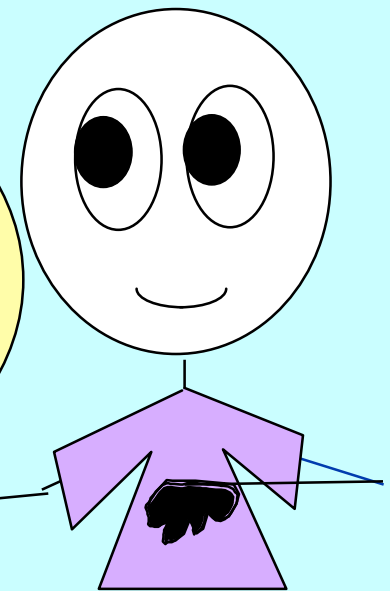
Customer Effectiveness Model: Explanation



Customer Effectiveness Model: Explanation



Case Study Questions



Case Study Questions (1)

- **The Customer Bill of Expectations - from your point of view as a supplier, are these reasonable Expectations for your customer to have of you?**
- **As a supplier, is each Expectation reasonable for you to provide?**
- **How / where each is formalised?**
- **As a supplier, how do you implement your response to these Expectations?**
- **Since the Customer Expectations are valid, are you seeing customer behaviours associated with the Responsibilities that you (supplier) would expect to see, in order to fulfill your (supplier's) part of meeting the Customer Expectations?**
- **What (behaviours) do I need from my customer for us to deliver on Customer Expectations?**
- **Was there any change in customer expectations over the duration?**
- **Was there any change in supplier behaviour that triggered those changes in customer expectations?**
- **If you found yourself in this situation again, what would you do differently?**
- **(continued next slide ...)**

Case Study Questions (2)

- (... from previous slide)
- How has the relationship with your customer changed through all this?
- From your view as a supplier, how do you rate your customer's behaviours against the Responsibilities:
 - + Customer is behaving like they are doing it
 - No observable behaviours; inconsistent behaviours; "by and large, the behaviour matches what you expect, but without passion"
 - Customer is not behaving like they are doing it
- Overall, how would you rate the "maturity" of your customer in demonstrating the behaviours - the Responsibilities - needed to achieve their Expectations?
- With all this information, what can you suggest you - the supplier - do now to get more of the necessary behaviours to meet the Customer's Expectations? In the future - e.g., if there is a Release 5? Create an action plan to mitigate / manage the risks of not having the desired behaviours.

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