

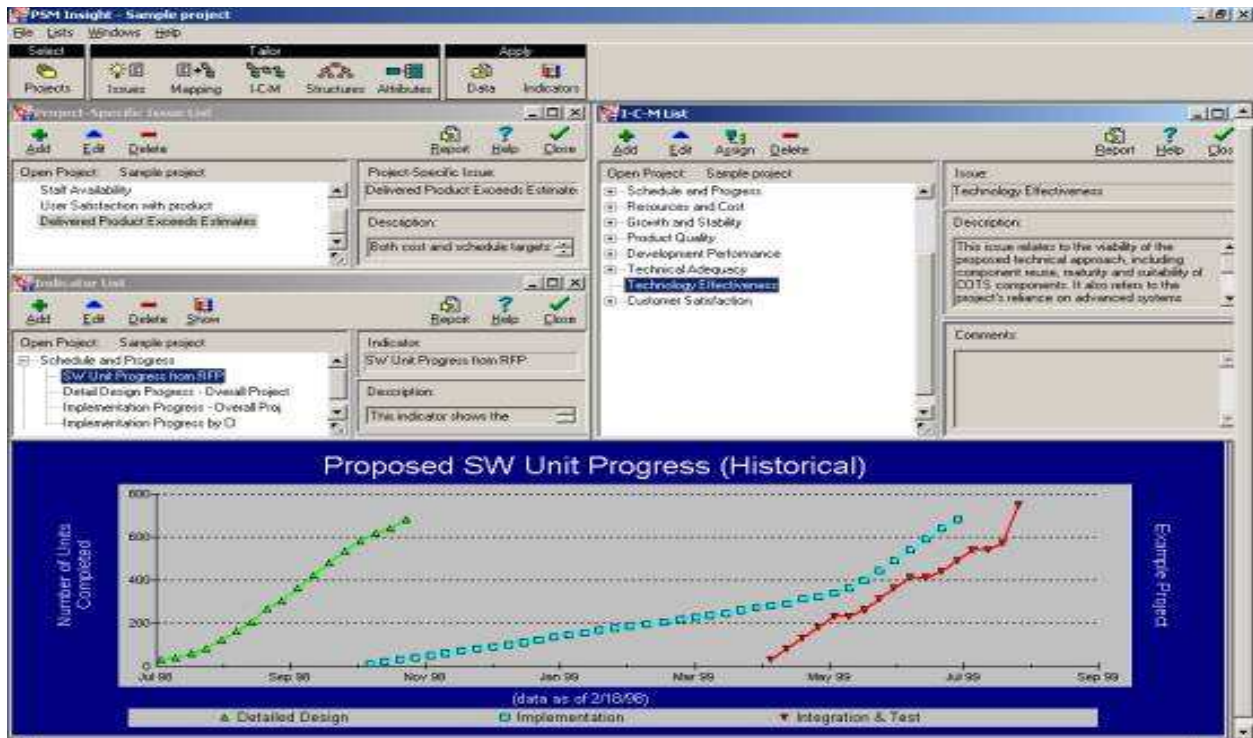
Clarity and Objectivity

The common themes running through Analytical Decisions' approach to project management

processes. The Analytical Decisions method seeks to identify and balance these complementary work streams.

Establishing a project or

heading there are one or more categories that group together related measurements. The measurements themselves represent the data that is to be



"Without the right information, you're just another person with an opinion."

are clarity and objectivity: clarity in setting goals and objectivity in measuring results.

We strongly believe in the value of goal-directed project management. Too often programme plans are created with an emphasis on the activities rather than the objectives. This can lead to important streams of work being overlooked, while others are over-emphasised.

The Approach

Our approach focuses on the required goals. Projects can be either purely specialist technology-related or purely process-oriented. Analytical Decisions also recognises that technology-oriented projects, to be successful, usually need to address not only the system aspects, but also the people and

programme plan is, of course, not enough. Progress, costs and risks have to be actively managed. While project management cannot be reduced to a mechanical activity, use of appropriate tools greatly assists the project manager achieve an overview of the project and so concentrate on key issues. PSM (Practical Software and Systems Measurement) is a sensible, pragmatic methodology, coupled with a data- and metrics-based perspective.

The heart of the approach is I-C-M: Issue, Category, and Measurement. The initial step is to identify issues that need to be managed in the project. A pre-defined list is available for generic use, but this can be tailored for a specific project. Under each issue

collected. This will typically include items such as milestones planned, achieved, etc. Having established a link from issues through to measurements, reports and indicators can be readily produced to give a well-rounded, objective view of the status of the project.

The Results

Using PSM we are able to offer you a coherent and comprehensive method, and supporting software tool, for managing costs, risks and progress on technology-intensive projects.