

# BIG HAIRY PROJECTS

How do savvy organizations capitalize on great ideas and deliver successful projects?

## INNOVATION, PROJECTS & DEVELOPMENT

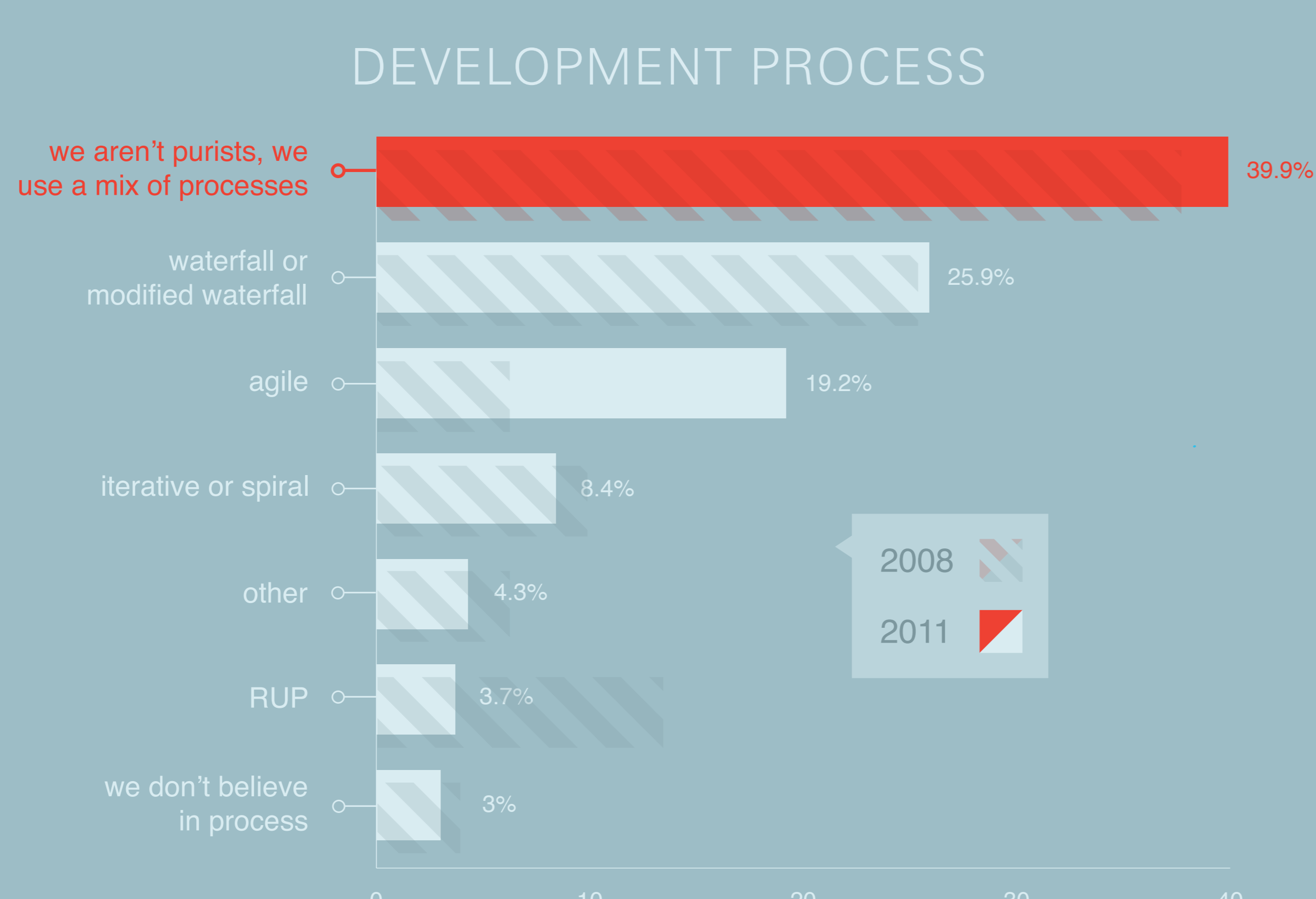
Innovation is tough. Today's economic pressures make innovation more difficult. Fewer teams have access to a plentiful R&D budget, making R&D funds even more valuable. So, how do teams develop ideas and transform them into successful projects?

It's frustrating to lose a great idea to unrealistic expectations or the dreaded scope monster. Savvy teams deliver successful projects through careful planning, management and collaboration.

## CREATE YOUR OWN PROCESS.

There isn't a perfect process. Agile as a development movement has gone mainstream, but in practice most teams aren't following one prescriptive methodology. Instead, they're using a blend of processes.

Each team is unique, ranging in size, location and project goals. So as a team evolves, so does the process.



**40** THE PERCENTAGE OF ORGANIZATIONS USING A HYBRID PROCESS.

**3x** THE GROWTH RATE OF TEAMS ADOPTING AGILE PROCESSES SINCE 2008.

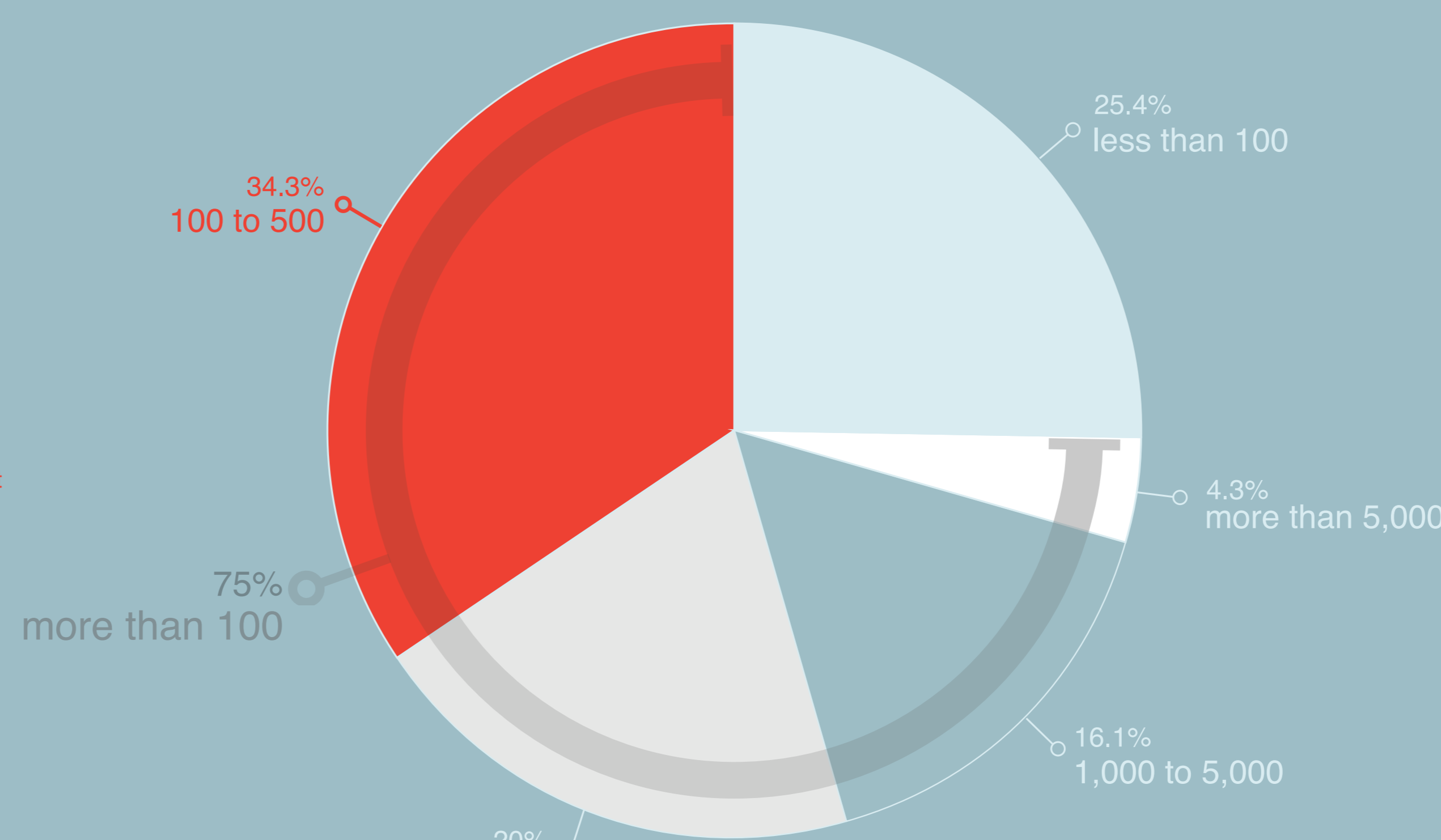
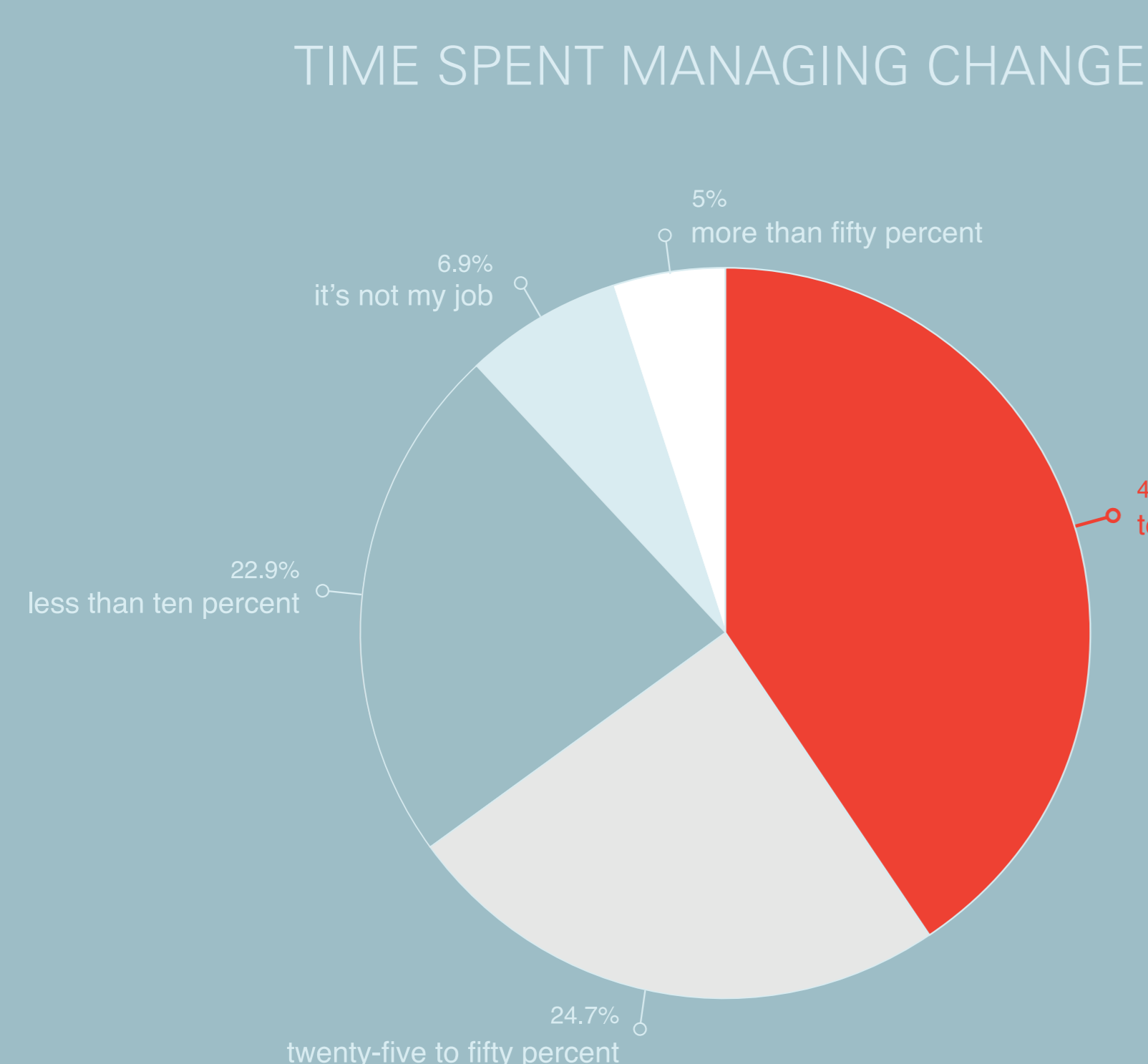
**3** THE PERCENTAGE OF ORGANIZATIONS THAT DON'T BELIEVE IN PROCESS. OUCH.

## TAME THE SCOPE MONSTER.

Development is hard, and it's not getting any easier. Teams are managing projects with hundreds — sometimes thousands — of requirements. To add to the complexity, requirements aren't static. Change control, clarity and consensus are key in taming the scope monster and taking control of projects.

### NUMBER OF REQUIREMENTS PER PROJECT

COLLABORATION IS KEY TO DEVELOPMENT TEAMS



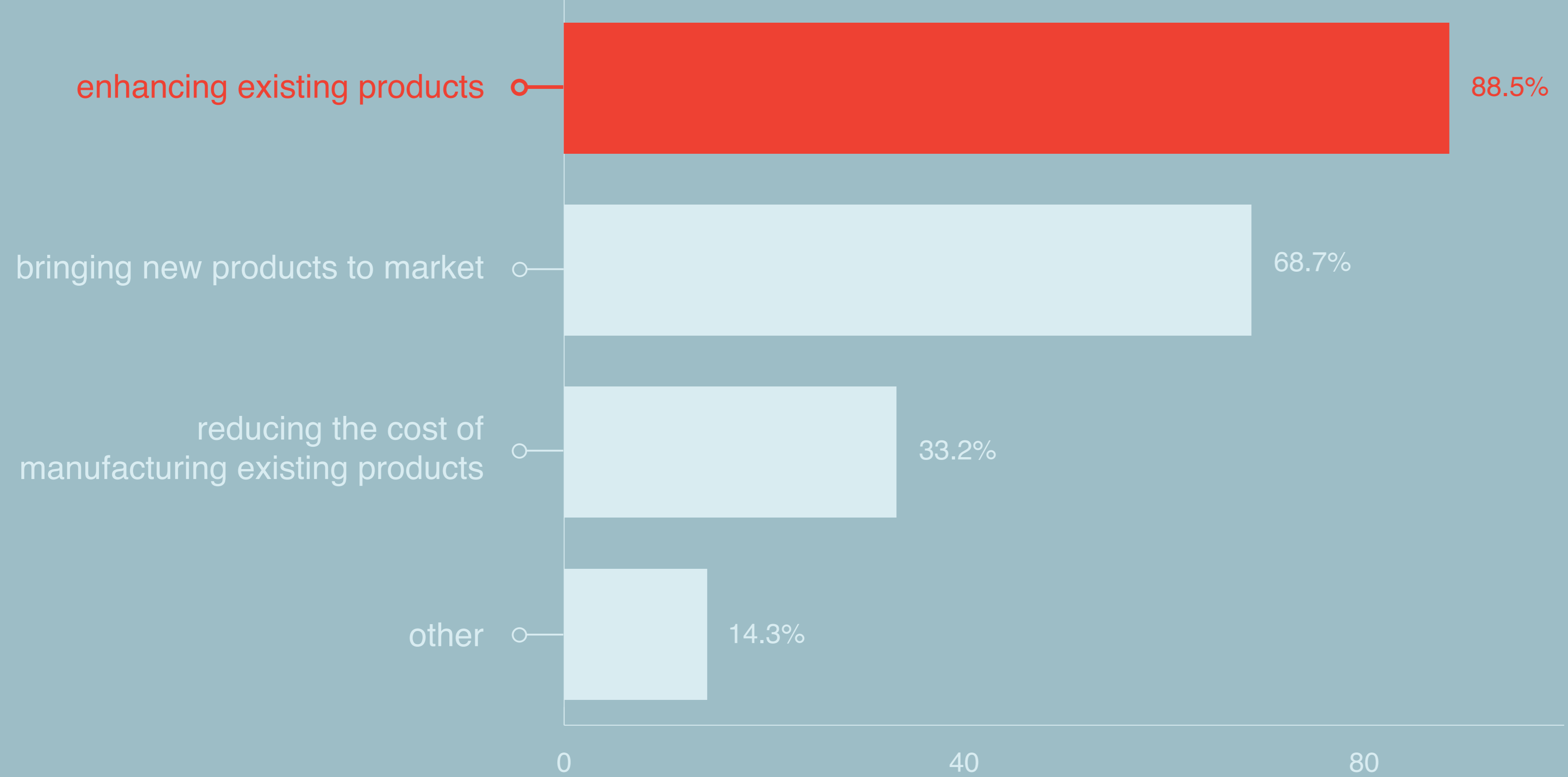
**EVERYONE IS IN SYNC ON THE LATEST VERSIONS (77%).**

**EVERYONE ON THE TEAM HAS ACCESS (76%).**

**TEAM MEMBERS CAN PARTICIPATE IN REVIEWS AND APPROVALS (75%)**

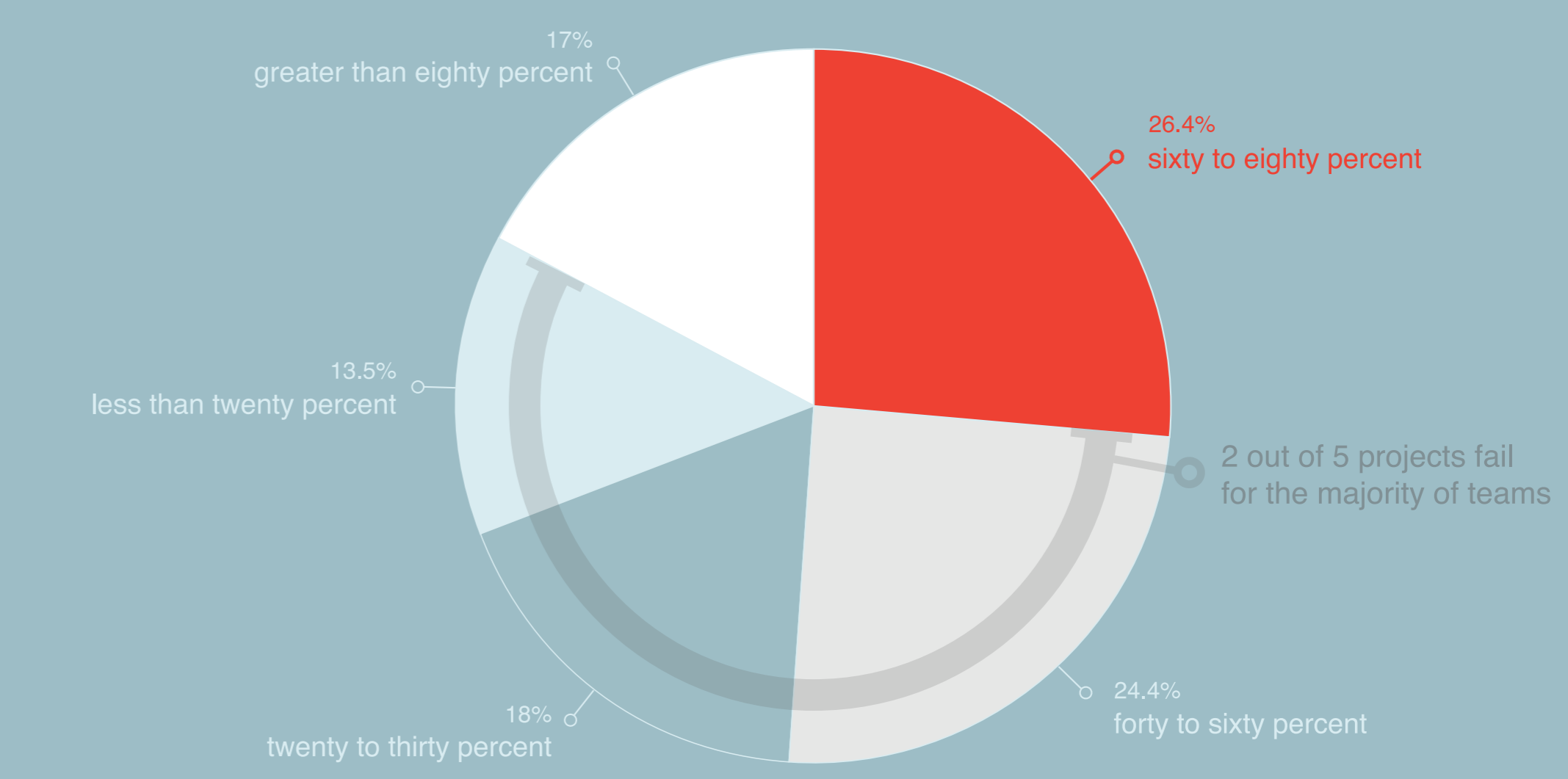
## & LISTEN, PLAN, BUILD, TEST. RINSE & REPEAT.

### GOALS OF DEVELOPMENT PROJECTS



Breakthrough new products steal the headlines, but most organizations focus on innovating existing products. Less risky incremental changes suit today's quick release schedules and keep customers happy.

### PROJECTS DELIVERED ON-TIME AND ON-BUDGET

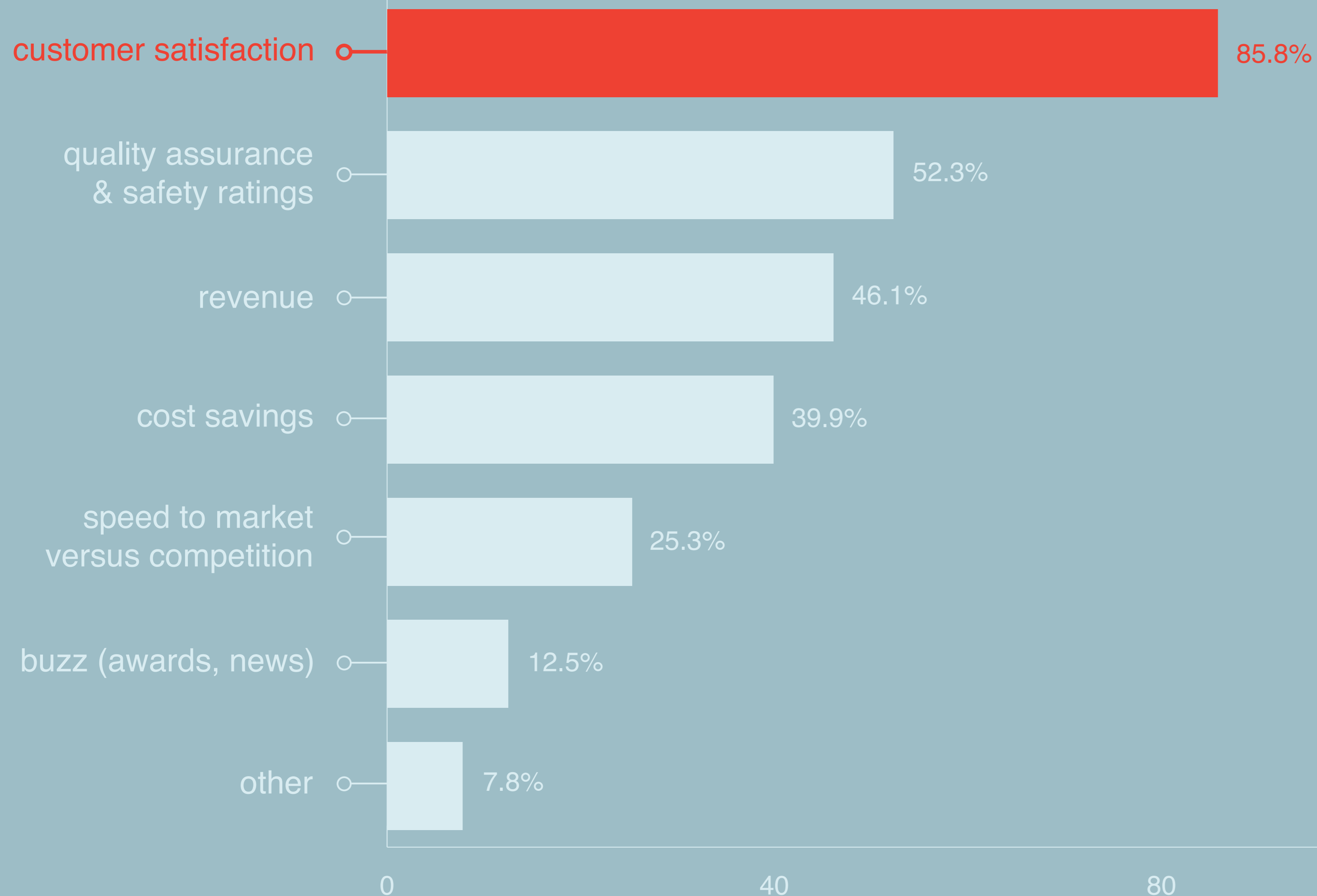


**40** THE PERCENTAGE OF ORGANIZATIONS FRUSTRATED BY SCOPE CREEP.

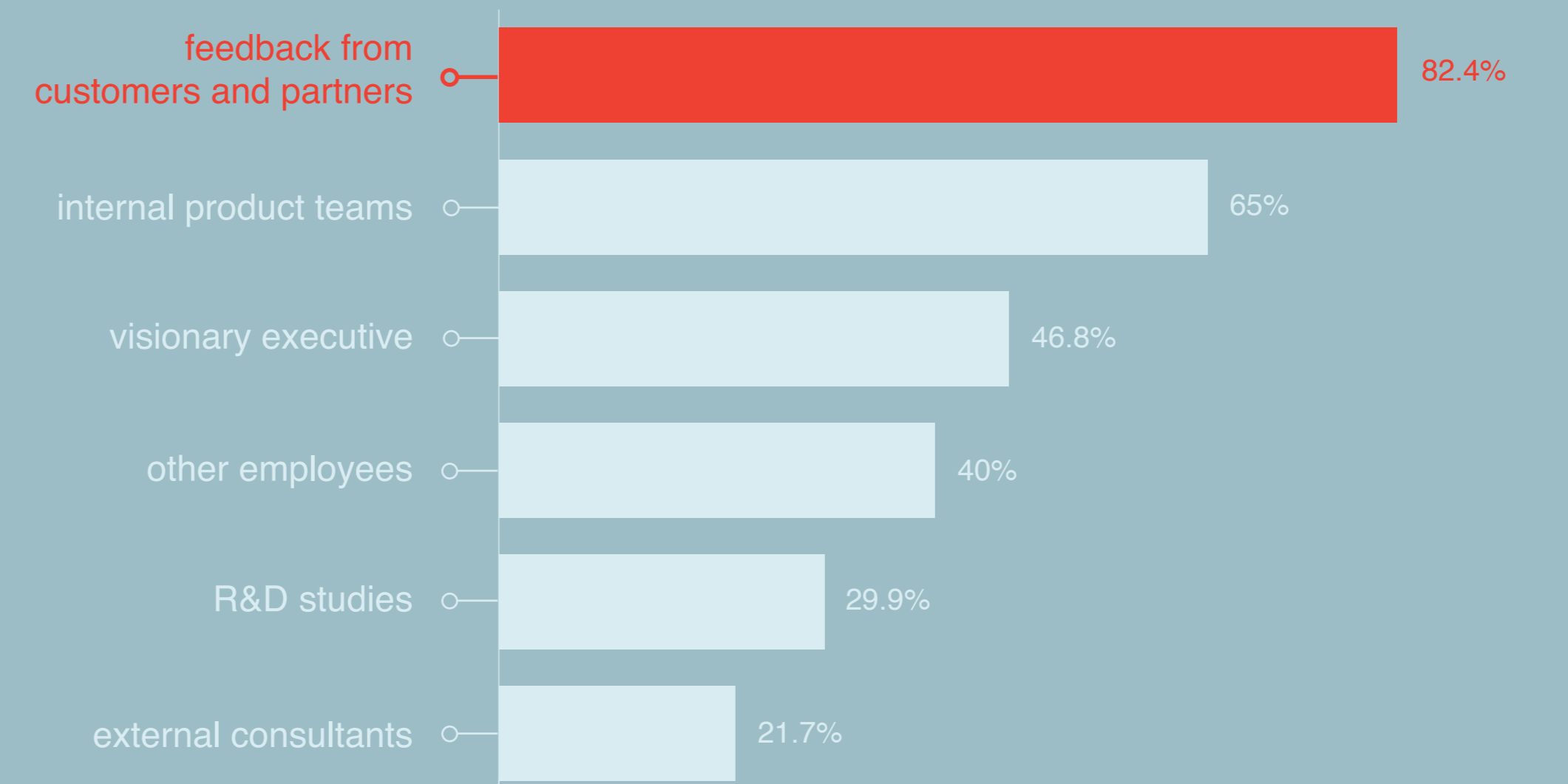
**58** THE PERCENTAGE OF ORGANIZATIONS FRUSTRATED BY UNREALISTIC EXPECTATIONS.

## ENGAGE YOUR CUSTOMERS.

### SUCCESS METRICS



### SOURCES OF NEW IDEAS



**UNDERSTANDING WHAT CUSTOMERS WANT IS THE BIGGEST CHALLENGE FOR 73 PERCENT OF TEAMS.**

In the end, it's all about the customer. For the majority of teams, customers are the most important metric of success and source of new ideas. The challenge? Understanding what they really want.

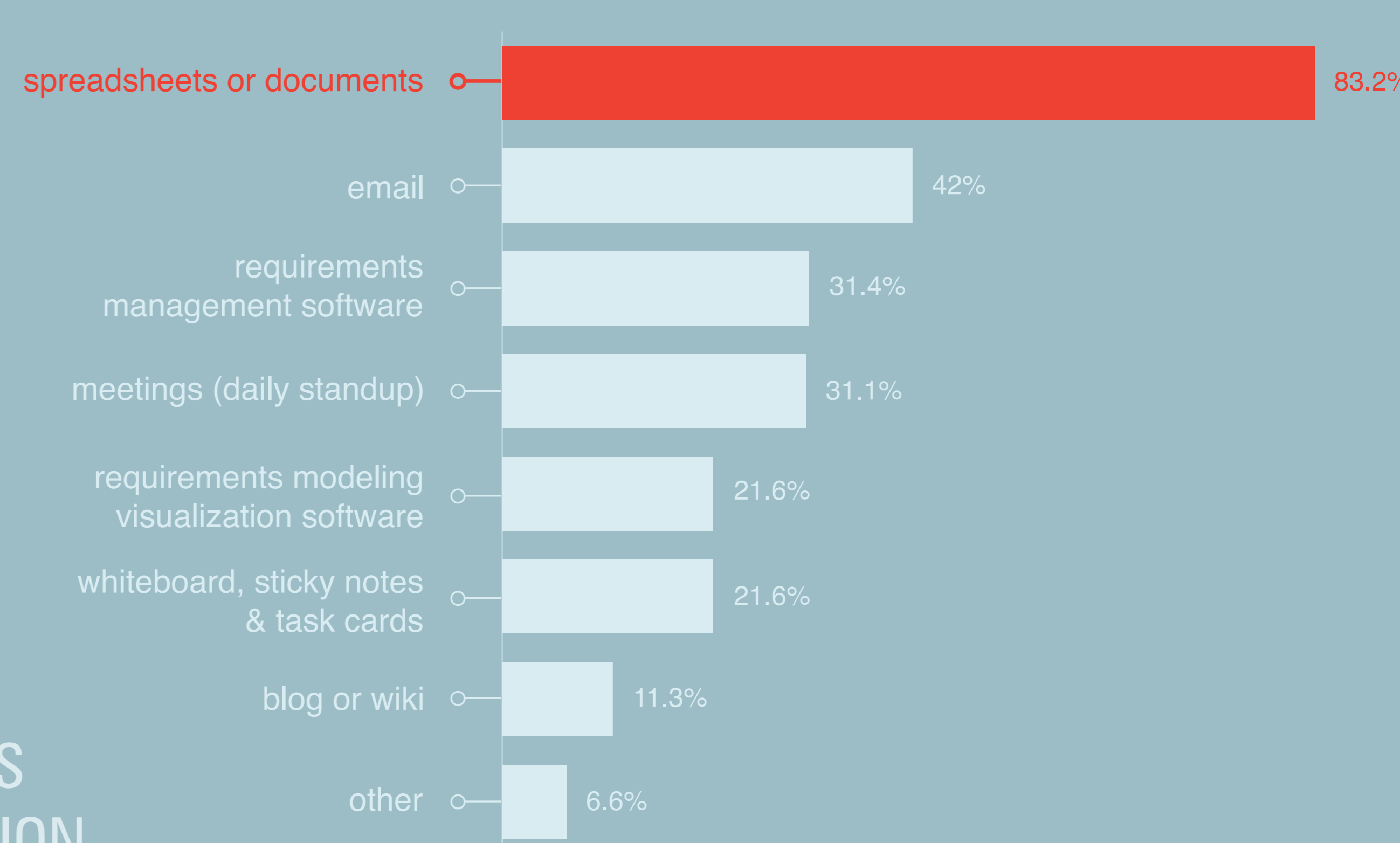
Organizations in-sync with customers throughout the dev process take a valuable step toward building products they'll love.

## REFLECT WITH YOUR TEAM.

### TYPICAL CAUSES OF PROJECT FAILURE

When a project isn't successful, several causes usually cascade like dominos. To combat negative influencers, skilled people are vital. A great tool or process can't help without the collaboration and work of a strong team and project manager. Successful teams take advantage of failure and reflect, do a retrospective, and improve the process.

### METHOD USED TO DOCUMENT & COMMUNICATE SCOPE



**FOR SUCCESSFUL TEAMS, COLLABORATION IS THE KEY.**

**61** THE PERCENTAGE OF ORGANIZATIONS WITH "REQUIREMENTS COLLABORATION & MANAGEMENT" ON THEIR WISH LISTS.