Chronicle of a Death Foretold

Why the Service Lifecycle is not Build->Deploy->Operate->Design->Test

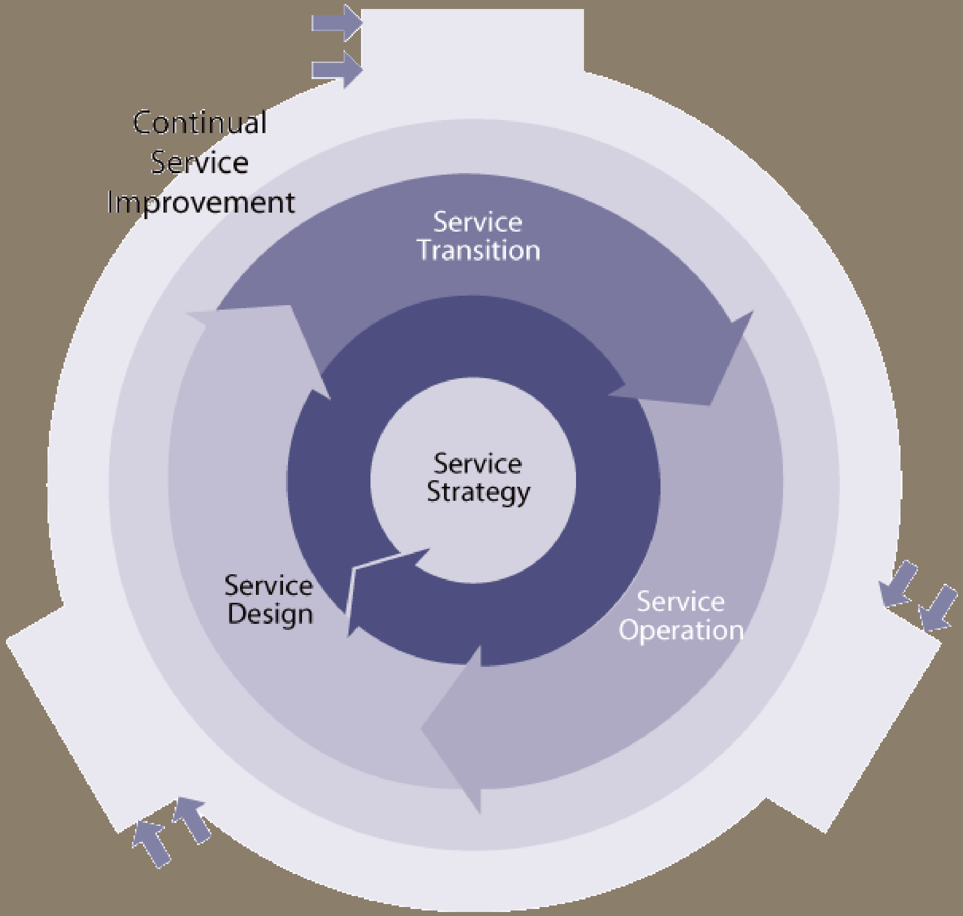
A person doesn't die when he should but when he can.

- Gabriel García Márquez

Objectives of this Presentation

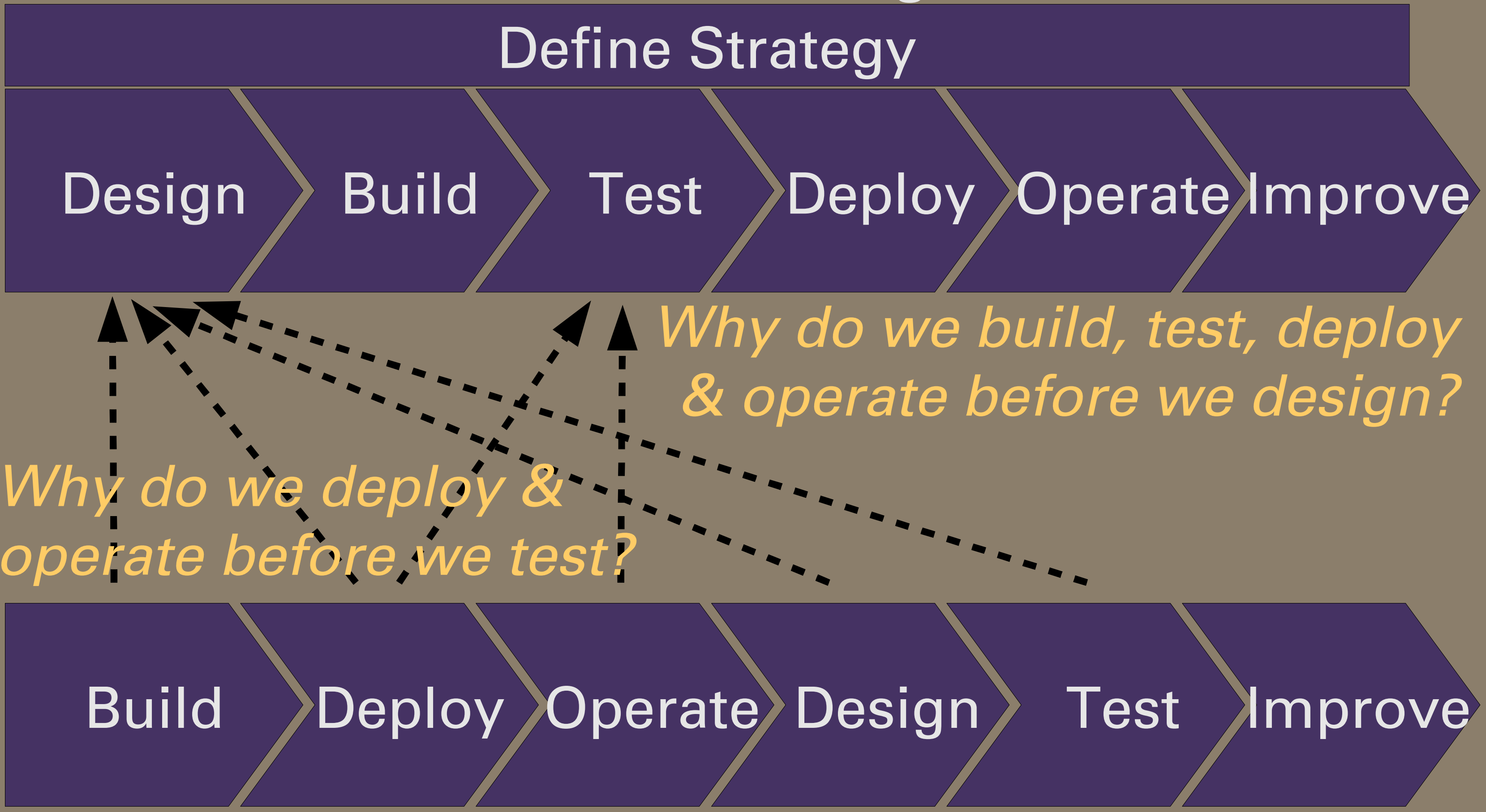
- Why do intelligent people and experienced organizations do precisely what they are advised not to do?
- What are the warning signs? ⚠
- What can you do about these issues?

Service Lifecycle according to Best Practice



Main Lifecycle Activities

Order of Activities according to Best Practice



Define Strategy

Design | Build | Test | Deploy | Operate | Improve

Why do we build, test, deploy & operate before we design?

Why do we deploy & operate before we test?

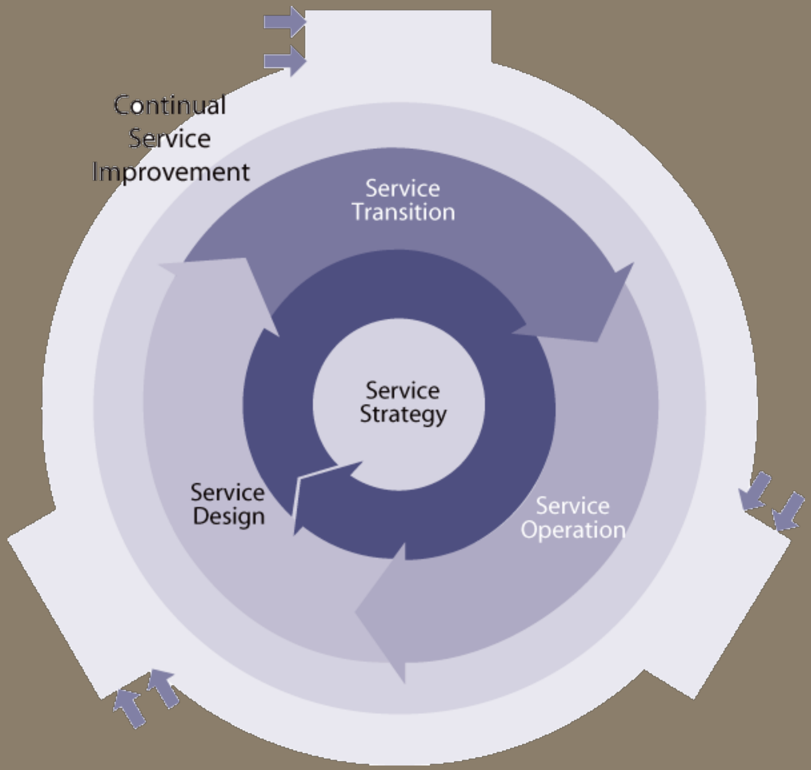
Build | Deploy | Operate | Design | Test | Improve

Order of Activities in many Projects

Overview of the Program

- Replace two separate builds of XP-based desktops by a single build based on Windows 7
- Create a unified management system
- Reduce the channels required to deploy software
- Replace in-house developed management systems of COTS software

Service Strategy Lifecycle Pivot...



- Leverage COTS
- Standardize process, with minimal regional variation
- Centralize management
- Minimize tactical solutions

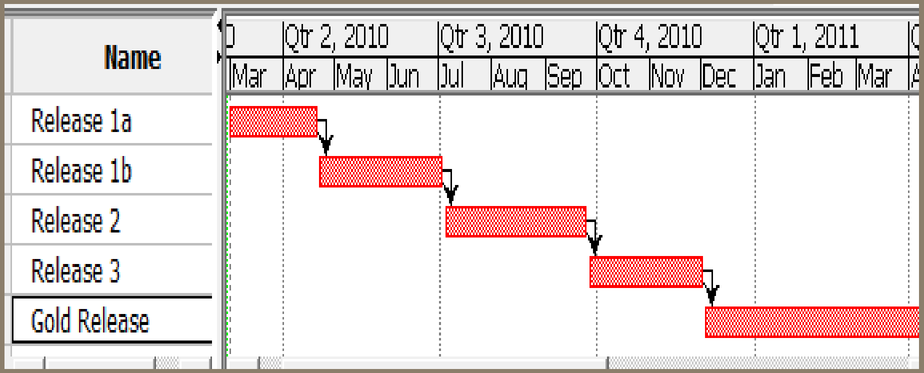
Service Strategy
...or constraint to outwit

• Leverage COTS	⚠ Ignore full lifecycle benefits; judge only on functionality
• Standardize process, with minimal regional variation	⚠ Each region has own processes
• Centralize management	⚠ Organizational change is out of scope

Common Reasons for Ignoring Lifecycle Order

- Unrealistic Planning
- Tools Orientation
- Requirements are invisible or no validated
- Problems with Listening→Hearing→ Understanding
- Lifecycle not part of the culture
- Governance

The Tyranny of the Plan: Building before Designing



Name
Release 1a
Release 1b
Release 2
Release 3
Gold Release

- ⚠ Short release dates required immediate solution building
- ⚠ Requirements not validated
- ⚠ Scope reduced to meet deadlines

Do you hire hedgehogs or foxes?

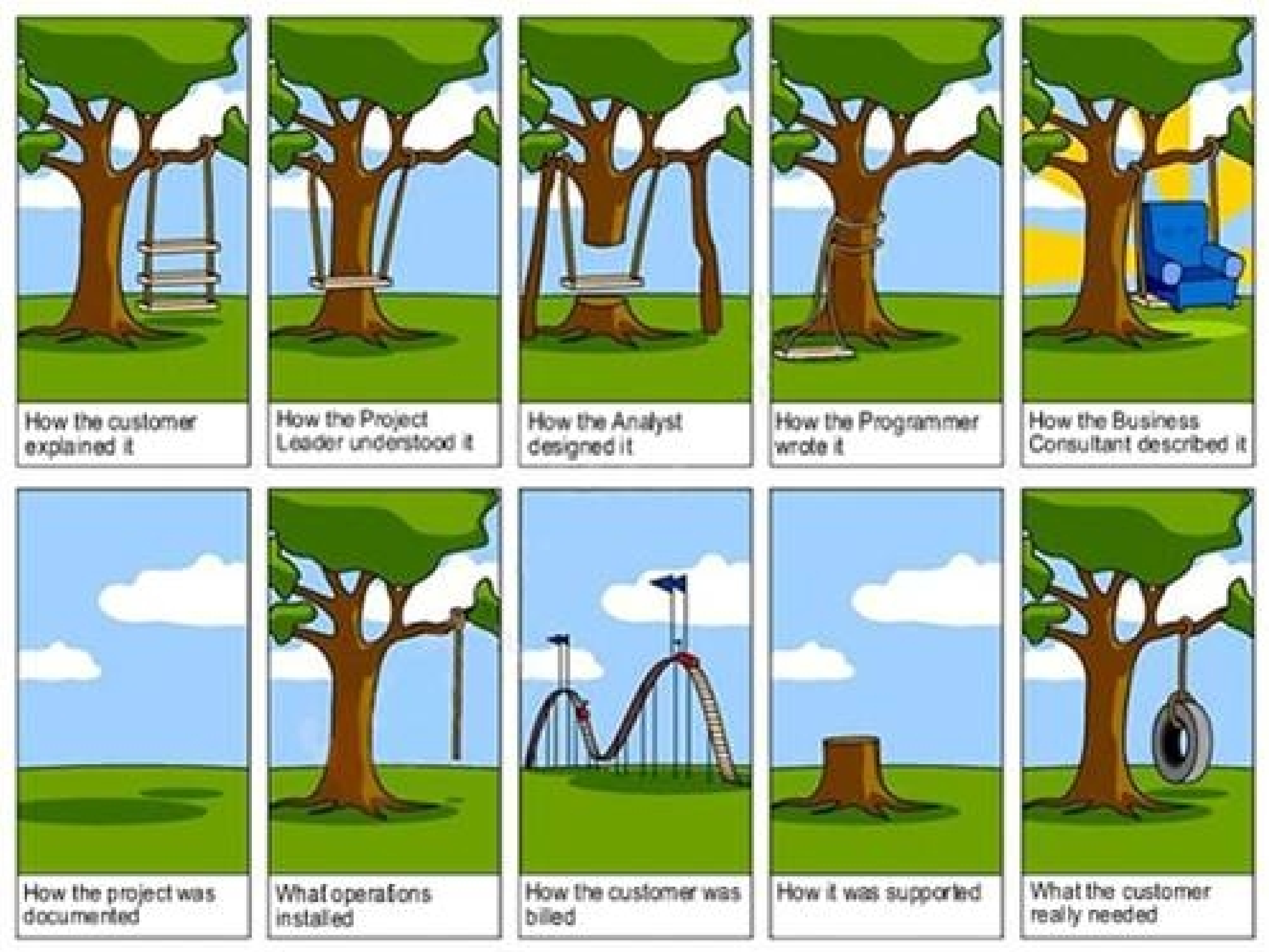
"We have found solutions in the past for similar requirements, which should work here, we hope."

"We are experts who have been hired because we already know what the solution should be."

Requirements without Validation

- Requirements are really specifications
- Requirements do not define measurable objectives
- Statuses of requirements not up to date

Project Communications


How the customer explained it
How the Project Leader understood it
How the Analyst designed it
How the Programmer wrote it
How the Business Consultant described it
How the project was documented
What operations installed
How the customer was billed
How it was supported
What the customer really needed

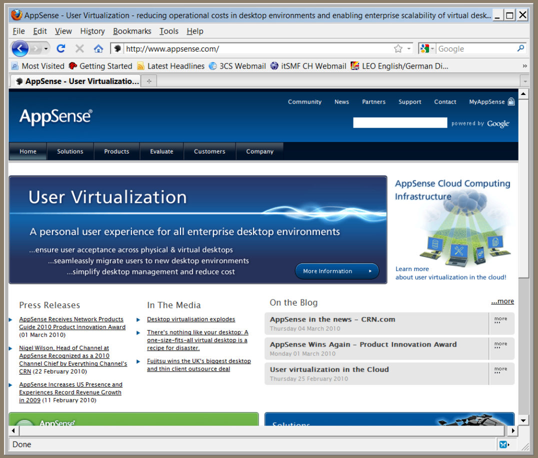
Culture and Governance

- ⚠ Understanding and usage of an orderly framework for progressing (for example, CMMI) takes many years to become part of the culture
- ⚠ Governance can be a source of the problem , but is only a poor way to control the problem

Why do we Build before Designing?

- Complexity of change underestimated
- Not invented here syndrome
- Incremental, operational change confused with organizational transformation
- We tend to recreate the future as the image of a corrected past
- We think that a whole is merely the sum of its parts

Design based on Tool Functionality



AppSense - User Virtualization - reducing operational costs in desktop environments and enabling enterprise scalability of virtual desk...

AppSense

User Virtualization

A personal user experience for all enterprise desktop environments

...ensure user acceptance across physical & virtual desktops
...seamleassly migrate users to new desktop environments
...simplify desktop management and reduce cost

AppSense Cloud Computing Infrastructure

Learn more about user virtualization in the cloud!

Press Releases

- AppSense Receives Network Products Guide 2010 Product Innovation Award (01 March 2010)
- Nigel Wilson, Head of Channel at AppSense Recognized as a 2010 Channel Chief by Everything Channel's CRN (22 February 2010)
- AppSense Increases US Presence and Experiences Record Revenue Growth in 2009 (11 February 2010)

In The Media

- Desktop virtualisation explodes
- There's nothing like your desktop: A one-size-fits-all virtual desktop is a recipe for disaster.
- Fujitsu wins the UK's biggest desktop and thin client outsource deal

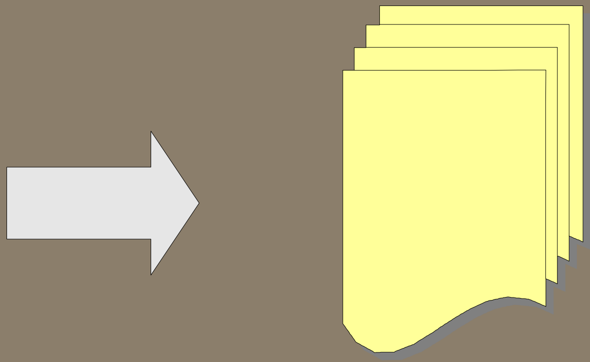
On the Blog ...more

AppSense in the news – CRN.com
Thursday 04 March 2010

AppSense Wins Again – Product Innovation Award
Monday 01 March 2010

User virtualization in the Cloud
Thursday 25 February 2010

Tool Editor Web Site



Solution Specification

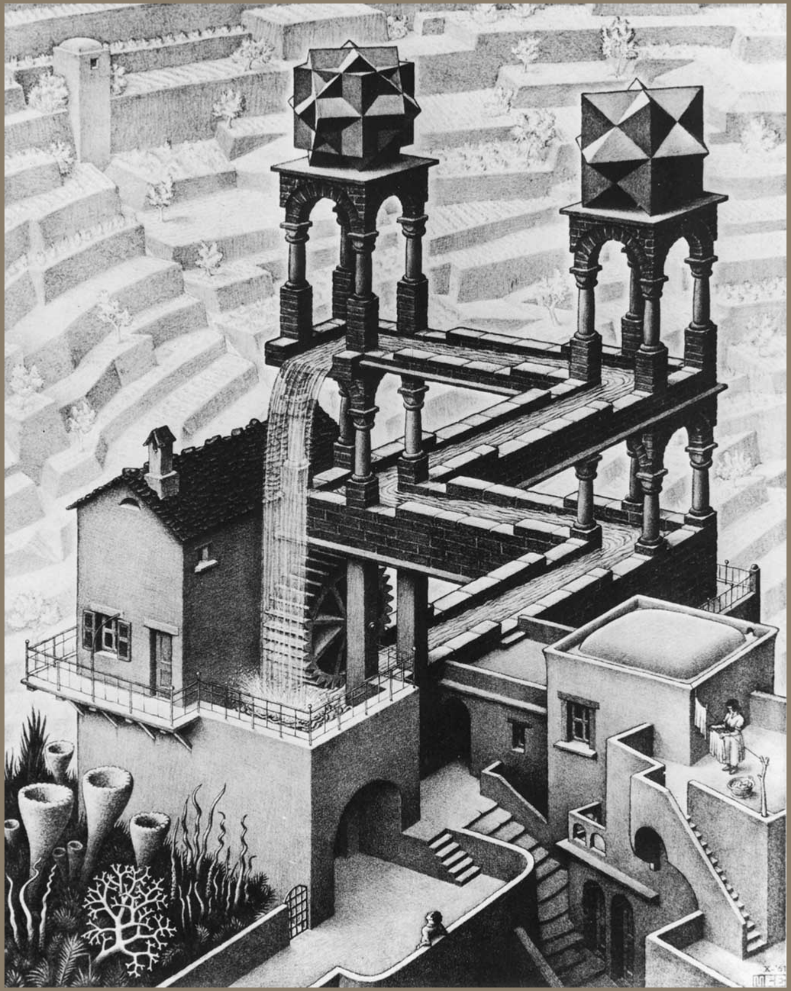
⚠ We define solutions based on what the tool knows how to do, rather than on the business outcome we need to support

Architecture fits solution or Solution fits architecture?

- We must find the right balance between the vision of the architect/designer and the practicality of the builders and operators

Architecture fits solution or Solution fits architecture?

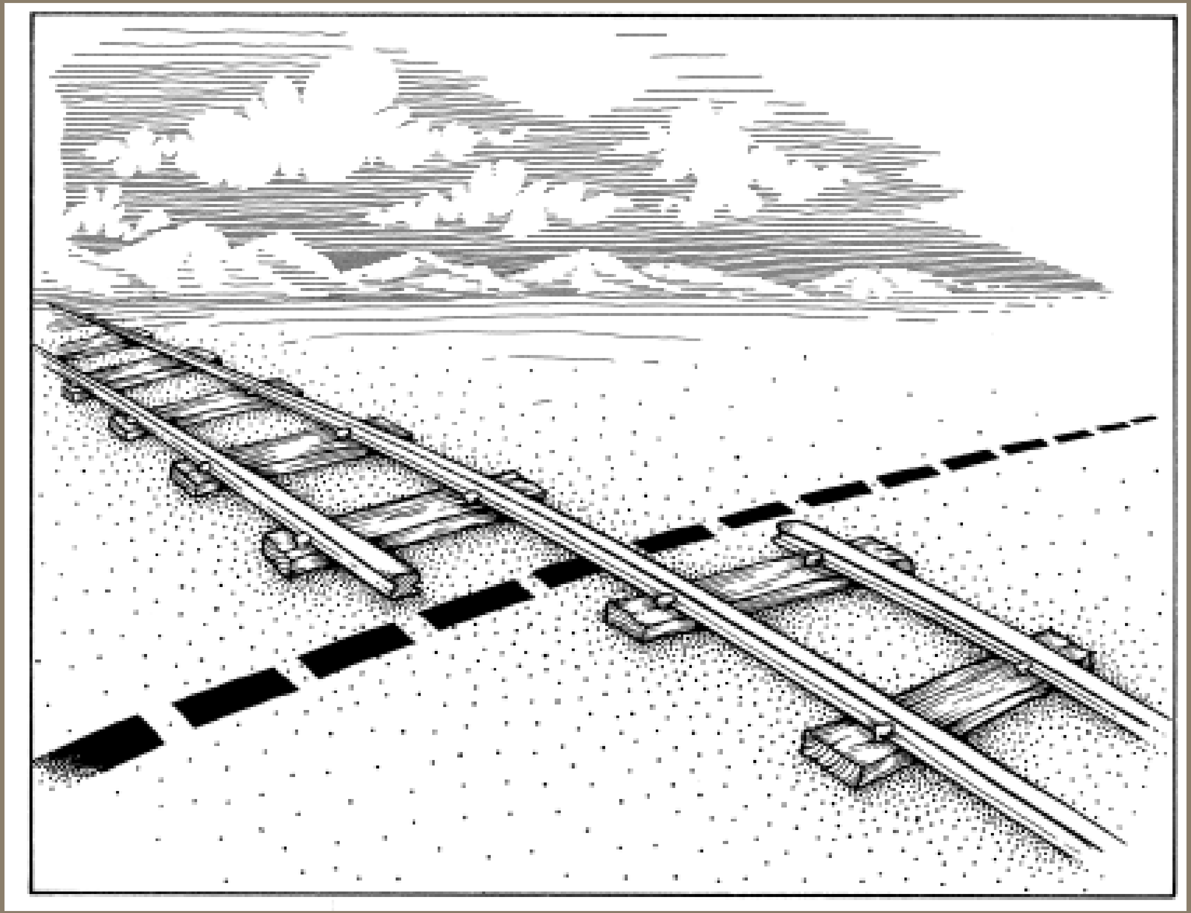
Architecture without a Building



Architecture fits solution or Solution fits architecture?

Building without an architecture

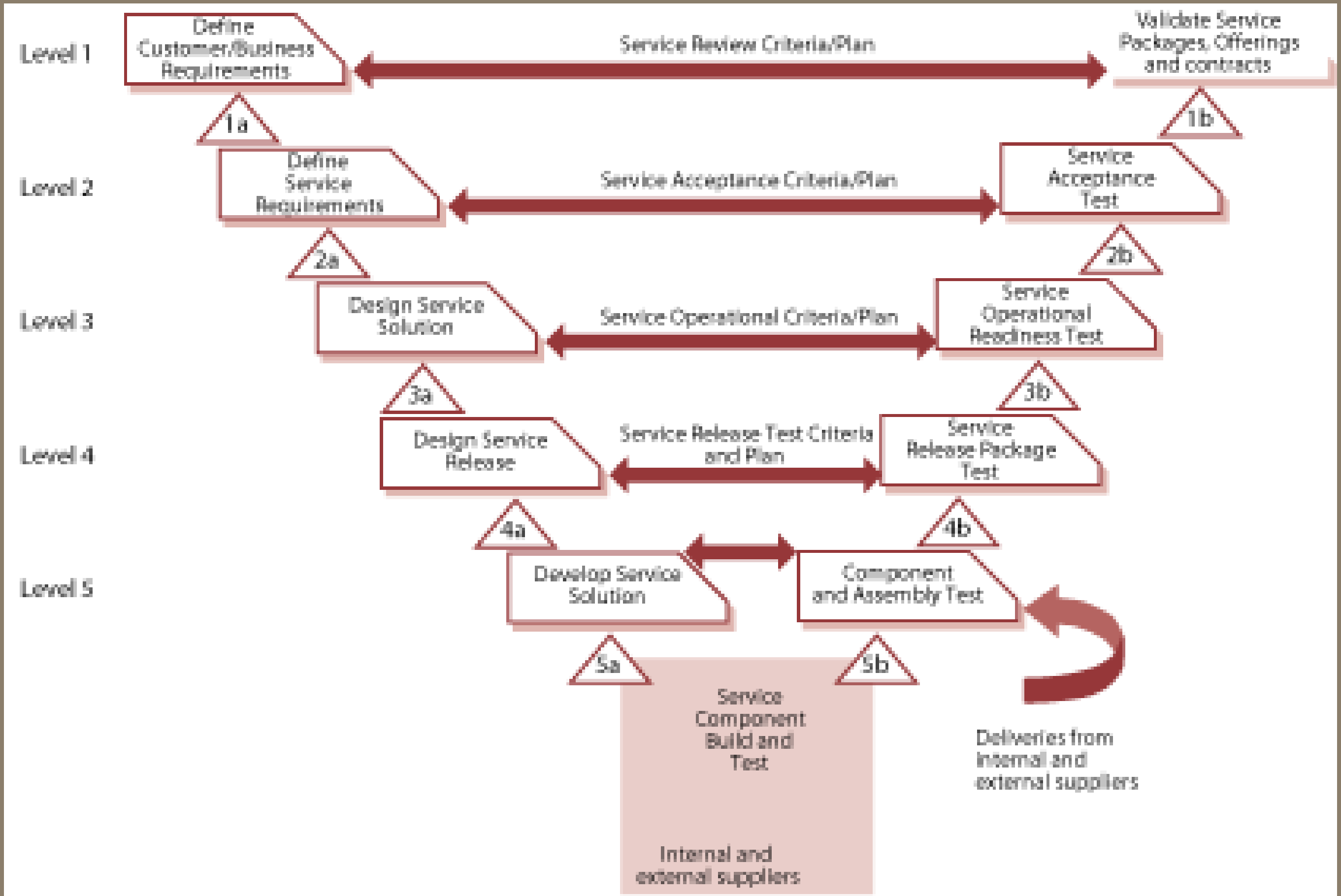
Result of Building without Agreed Designs



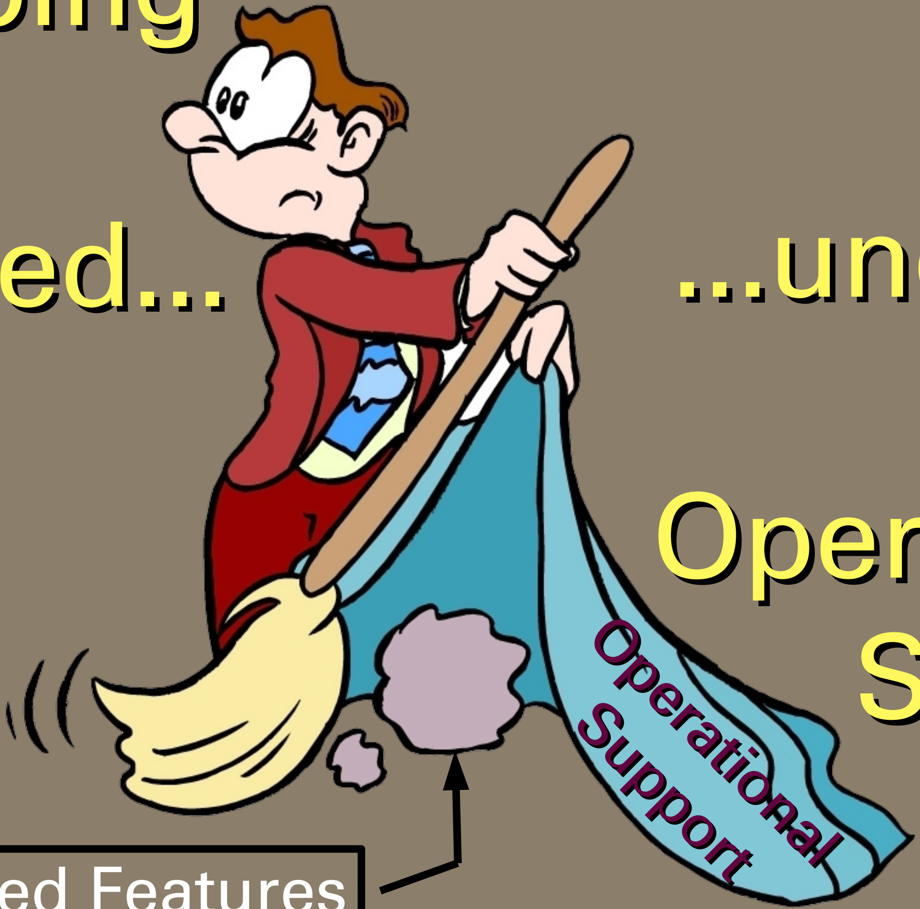
Results of Deploying a Build that has no Design

- Guarantee is not guaranteed (capacity, availability, continuity, security)
- Risk of unmanaged licenses
- Risk of uncontrolled and unrepeatable deployments
- In the worst case, the service will simply not work

Why do we Operate before Validating Quality?


Level 1
Define Customer/Business Requirements
Service Review Criteria/Plan
Validate Service Packages, Offerings and contracts
1a
1b
Level 2
Define Service Requirements
Service Acceptance Criteria/Plan
Service Acceptance Test
2a
2b
Level 3
Design Service Solution
Service Operational Criteria/Plan
Service Operational Readiness Test
3a
3b
Level 4
Design Service Release
Service Release Test Criteria and Plan
Service Release Package Test
4a
4b
Level 5
Develop Service Solution
Component and Assembly Test
5a
5b
Service Component Build and Test
Deliveries from internal and external suppliers
Internal and external suppliers

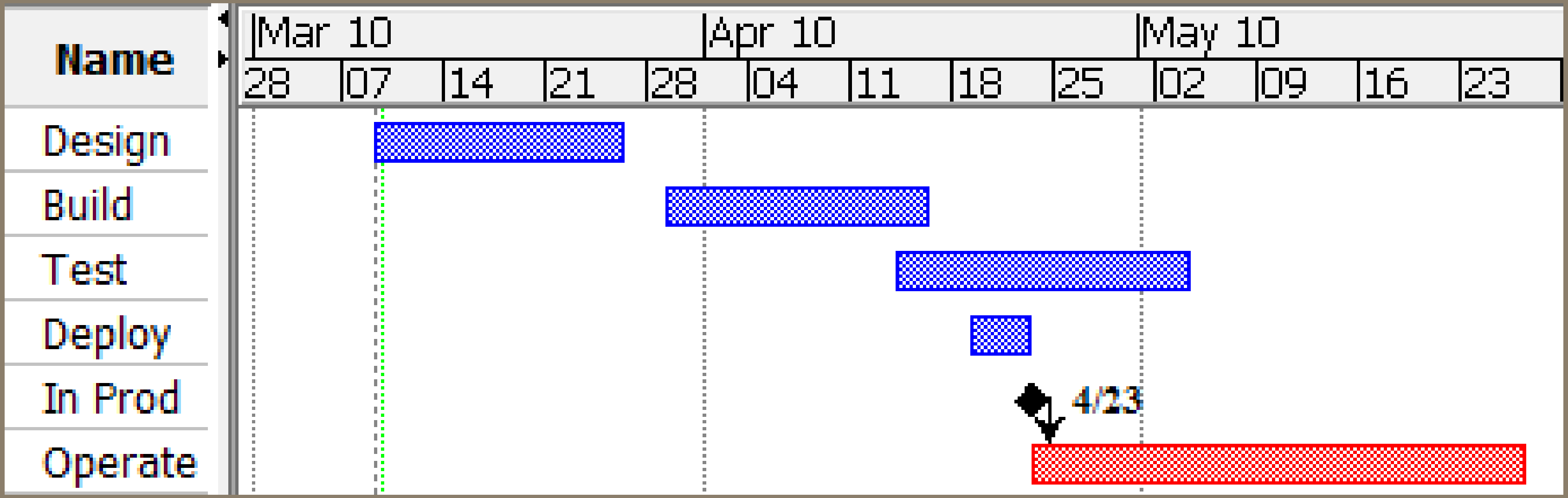
Sweeping the untested...



...under the rug of Operational Support

Untested Features

Move the milestone, or shorten the testing?



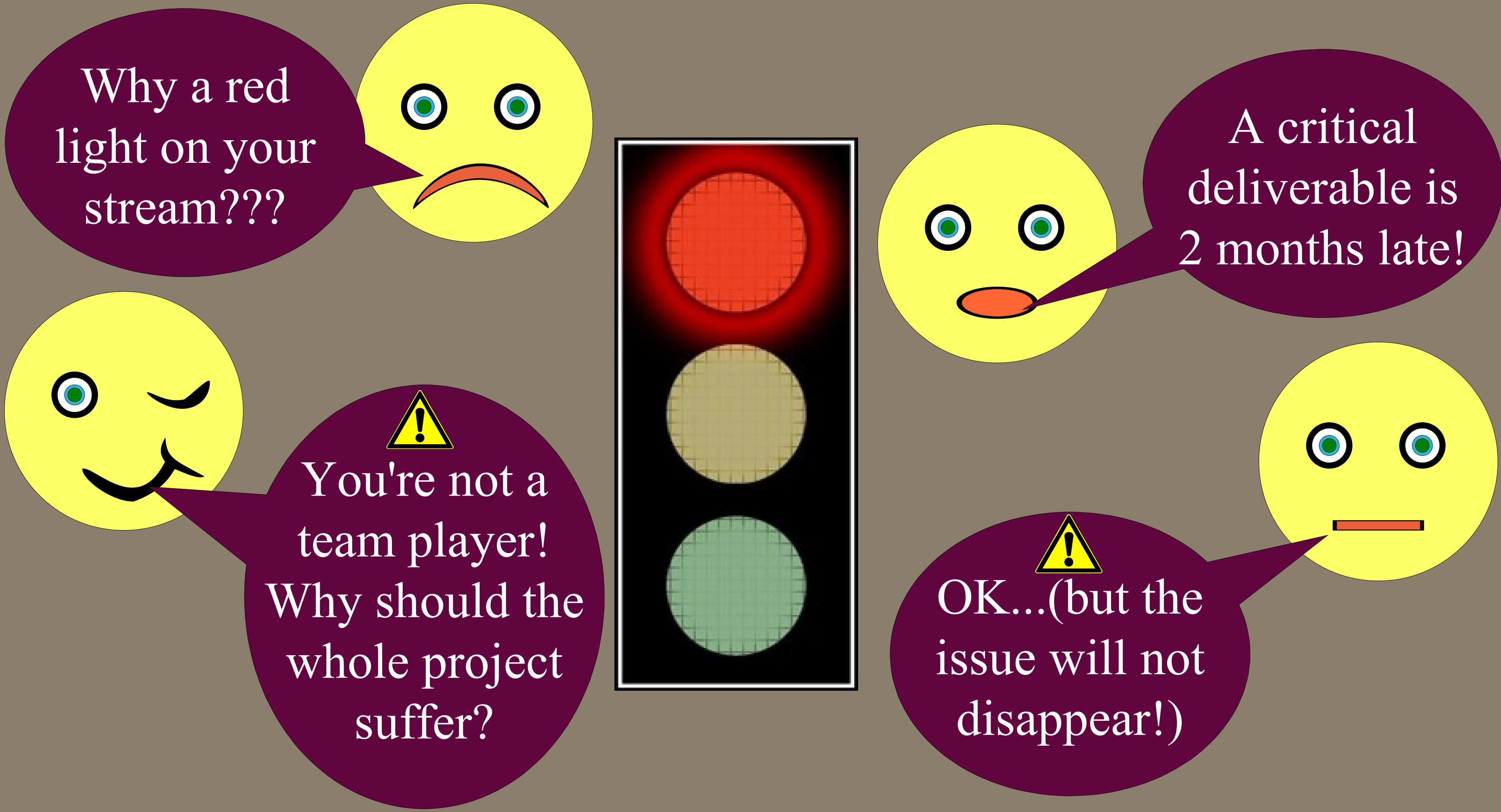
No one wants to hear bad news

We won't meet the deadline because blah blah and I told you so 3 months ago blah blah

Program Steering Committee

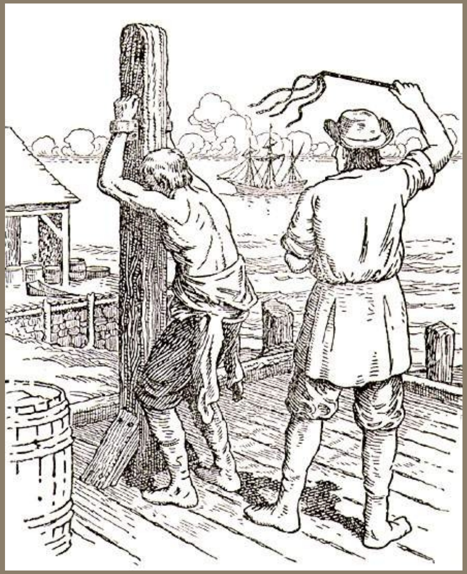
Project Manager

The Pressure to Conform


Why a red light on your stream???
A critical deliverable is 2 months late!
⚠ You're not a team player! Why should the whole project suffer?
⚠ OK...(but the issue will not disappear!)

What can you do about these issues?

- Simplification
- Leadership of transformation
- Governance



Thank you!