



“Putting the PM Back into the Process”

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What are we trying to resolve with EVM?

- Do we have a structured approach to planning, cost collection and schedule performance measurement?
- Do we have access to data to enable active measurement of project status?
- Do we have an accurate basis for estimating final cost?
- Can we accurately predict when the project will be complete?
- Do we have a good way of supporting the effective management of resources?
- Do we have a way of providing a means of managing and controlling change?
- Can we really understand what has been achieved of the plan?
- Do we know what it has cost to achieve the planned work?
- Do we know if the work achieved is costing more or less than was planned?
- Do we know the project is ahead of or behind the planned schedule?

Earned Value Management and Analysis answers all of the above!

So, why is it so difficult to get these point across to Project Management and Organizational Leadership?



- **Tendency to defer the inevitable?**
 - Hope?
 - Change notice to the rescue?
 - Another budget cycle will soon be upon us?
 - Staff will become better with age?
 - Parts will be cheaper in the future?
- **Lack of understanding of what to do with the EVM results?**
 - Monthly CPI = 1.2, SPI = 1.2, TCPI = 1.3?
 - How can we express the above so it makes compelling sense?
 - How do we inspire a “call to action”?
- **Benefits of early warning?**
- **Case Studies to indicate successful EVM application?**

Chaos Theory ... at it's best ... The tennis court problem



The tennis court problem with the PMO



Certified EVM Expert

Sketch by Jacques-Louis David of the Tennis Court Oath

Do you ever wonder why?



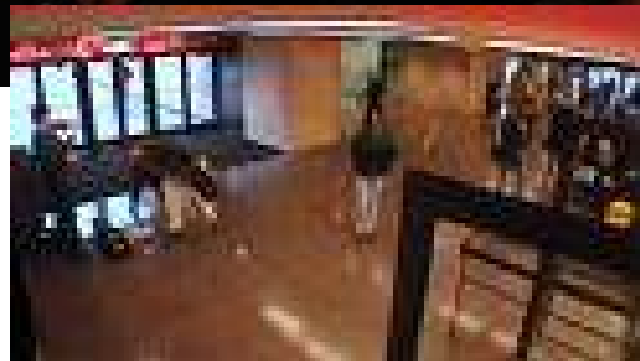
Do PMs hope for the Opera House effect?



The Sydney Opera House is a magnificent building, rightfully considered one of the wonders of the modern world. Located at a prominent location on a peninsula near Sydney's harbor, it is reminiscent of a ship in full sail leaving harbor.

Cum CPI = 0.068 !!!

A social experiment about perception, taste and priorities of people



Technorati Buzz: Paganini, Shua Bell, Violin Virtuoso, DC Subway. n. 4

Ja Bell, Violin

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- Reach out to the Leaders that the PMs report to!
 - Have your compelling Elevator Speech ready!
 - Understand their basis of comprehension
 - CPI or Predictable/Calculatable Estimates at Completion
 - SPI or Predictable/Calculatable Estimates of Completion
 - Staffing levels = Business Costs (smoothness counts!)
 - Hiring costs Money and Time
 - Redundancies also costs Money and Time
 - Teach them how to extract value from the activity
- Make it easy to add to the daily Project Management activities
 - It is not just add-on ... it replaces ... and provides for accuracy in ...
- Guarantee that PMs won't do it unless Leadership demands it!

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- “Nobody Ever Gets Credit for Fixing Problems that Never Occur”

- “But be confident that this is the value-add that you have provided to your organization”