

**The Utilisation Map:
a new tool for testing the 'correctness'
of a project's scope**

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Theme

**Getting project scope managed is one thing—
getting it right is another!**

- Conventional wisdom:
 - Recognises the importance of “putting bounds around a project”.
 - Sees the key issue as one of preventing/limiting/controlling scope creep.
 - Offers few tools (if any) for validating project scope.
- This talk proposes a radically different approach.

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Origins of the approach

- The subject of a current research program being undertaken jointly with Ofer Zwikael at the ANU.
- Has its genesis in a technique (called Customer Mapping) used commercially since the late 90s by the author's private consultancy.

The concept of scope

- Something to do with "bounding" the project.
- Conventional rationale for setting scope? *Fear of scope creep.*
- The current approach raises two issues:
 - What is the best structure for a statement of scope?
 - How do you know if your project's scope is "correct"?

Issue #1: The statement of scope

- Conventional approaches acknowledge that a scoping statement must be a **list**, but a list of **what?**
 - Resources?
 - Activities?
 - Deliverables?
- Only the last of these makes sense (because the other two are derived).

A proposed scoping principle

- A project is scoped if and only if its **outputs** are *defined*.
- A project's outputs are defined when:
 - They are listed.
 - Critical fitness-for-purpose features are established for each (and also listed).
- **NB: the scoping principle does not say anything about the "correctness" of a project's scope.**

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The scoping problem: formal statement

- Any approach to scoping must solve *the scoping problem*.
- Consider a project "X" with outputs (A, B & C):
 - It is suggested that "C" should be excluded (project "Y").
 - It is suggested that "D" should be included (project "Z").
- The scoping problem is this: "How is each suggestion to be decided?"
- **NB all three projects (X, Y & Z) accord with the scoping principle.**

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Issue #2: Validating Scope

- To solve the scoping problem we require a technique that can discriminate "wrong" scope from "right" scope.
- If we know when the scope of a project is "right" then the main issue is:
 - No longer one of preventing scope creep.
 - One of validating proposed changes to scope.

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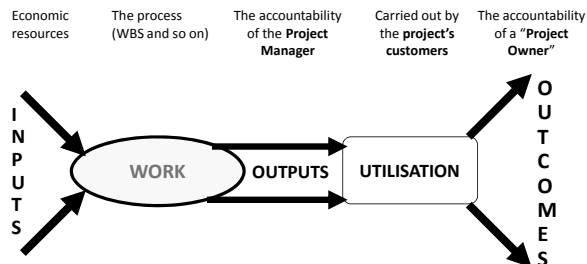
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Outcomes & outputs

- Outcomes & outputs are:
 - Separately defined concepts.
 - Causally linked.
- Outputs are the project's artifacts (deliverables).
- Outcomes are measurable end effects (benefits).
- Example: Sydney's cross-City Tunnel:
 - Outputs: tunnels, tolling system, signals, ...
 - Target outcome: reduced congestion on surface streets.

The ITO (Input-Transform-Outcome) model



Outcomes

- Answer the question why fund this exercise?
- Key to a project's eventual success.
- Can't be guaranteed.
- Arise from Customers' (not Beneficiaries') **utilisation** of outputs.
- Modelling **Utilisation** holds the key to validating project scope

The utilisation map (UM)

- Shows the relationships amongst:
 - Outputs.
 - Target outcomes.
 - Customers.
- Takes the form of a table.
- Reveals:
 - Underscoping (critical outputs required for target outcomes are missing from current scope).
 - Overscoping: (redundant outputs are included in current scope).

Illustration of the Utilisation Map

- Refer accompanying document

	1. Reduced time to fulfill the ordering process.	2. Reduced effort (labour) required by clients to place an order.	3. Reduced costs incurred by clients when placing an order.
Office in CBD	Staff (in providing the service) Clients (because of less travel time)	Clients (because of less travel time)	Clients (reduced costs because of less travel time)
Web Site	Clients (because of no travel time)	Clients (because of no travel time)	Clients (no costs because of no travel time)
New business procedures around the ordering process	Staff (in providing the ordering process) Clients (in using the ordering process)	Clients (in using the ordering process)	-

Exploration of the Utilisation Map

- Detecting underscoping:
 - The technique.
 - Tests for underscoping.
- Detecting overscoping:
 - The technique.
 - Tests for overscoping.

A proposed statement of scope

Objective statement:

List of committed outputs:

List of target outcomes:

Implications of the approach

- Target outcomes must be:
 - Clear.
 - Unambiguous.
 - Specified.
- Project initiation must allow for iteration—so that the lists of outputs and outcomes can be explored thoroughly.
- Demands an accountability for target outcomes.

Conclusion

- The conventional approach to scoping has a number of shortcomings:
 - Sees control of scope as the central issue.
 - Offers no reliable tools for validating scope.
- Our proposed approach:
 - Sees validation of scope as the central issue.
 - Offers a robust tool for validating scope.
 - Has some important implications for the conduct of projects.
