



# Aligning project-specific and organizational goals and strategies

*Moderated by*

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*Workshop Materials*  
*Tokyo, 12.10.2010*





# Motivation and Objectives

## Motivation

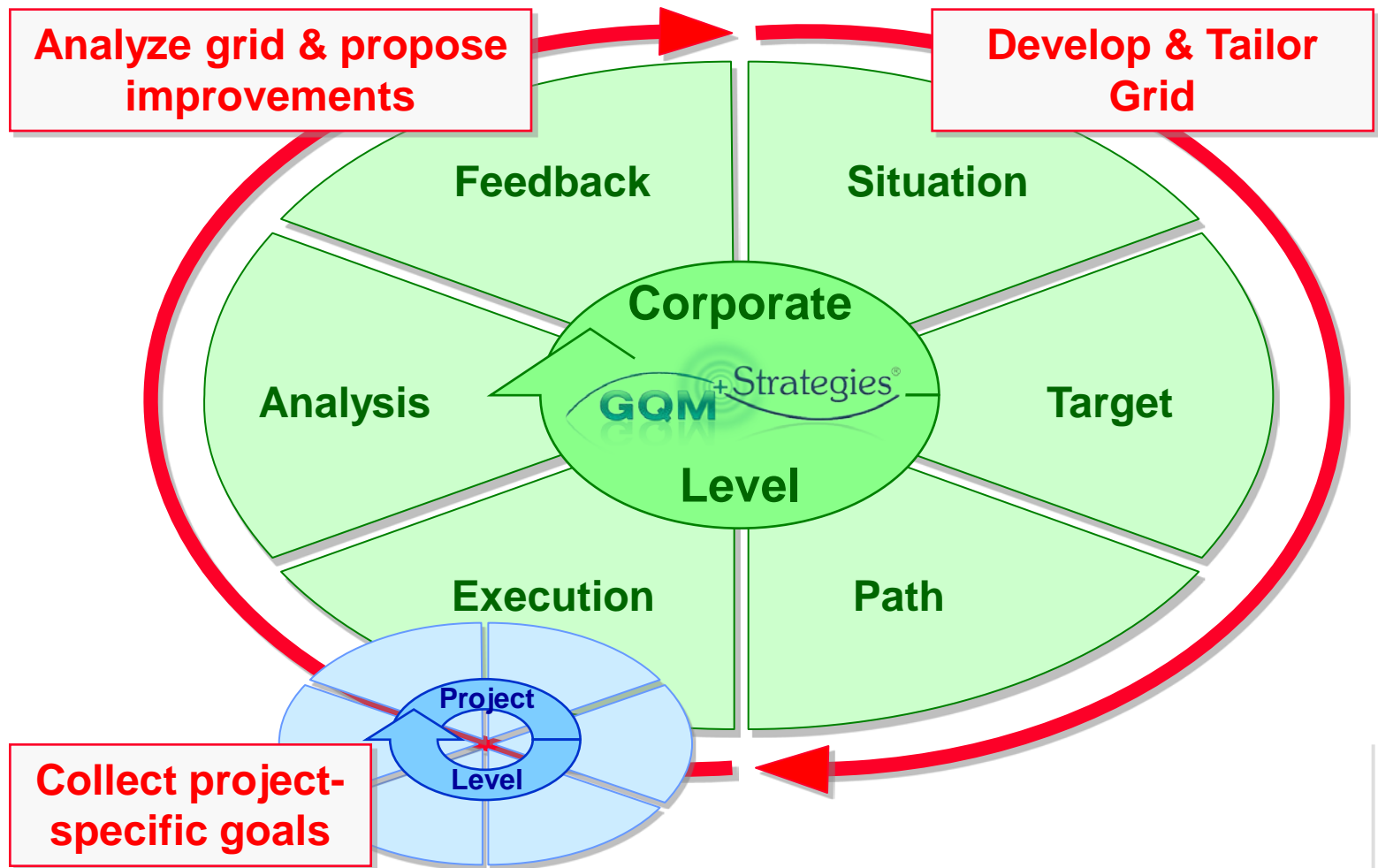
- Once GQM+Strategies Grid is defined on the level of organization the alignment between new projects and the Grid must be ensured

## Objective

- Support checking the consistency of the project-specific goals / strategies and the organizational strategies / goals defined in GQM+Strategies Grid
  - ☐ Project proposal: Support for justifying the need for a project
  - ☐ Project acceptance: Support for assessing new project proposals and selecting these projects that contribute (most) to organizational goals and strategies



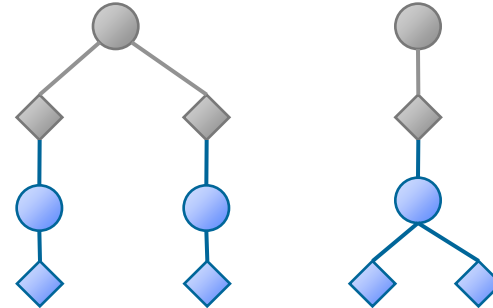
# Grid Alignment Framework



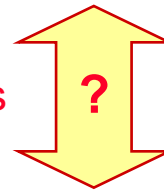


# Project Alignment Problem

**Organizational  
Goals & Strategies**



Does project contributes to  
achievement of organizational goals  
and strategies at reasonable cost?



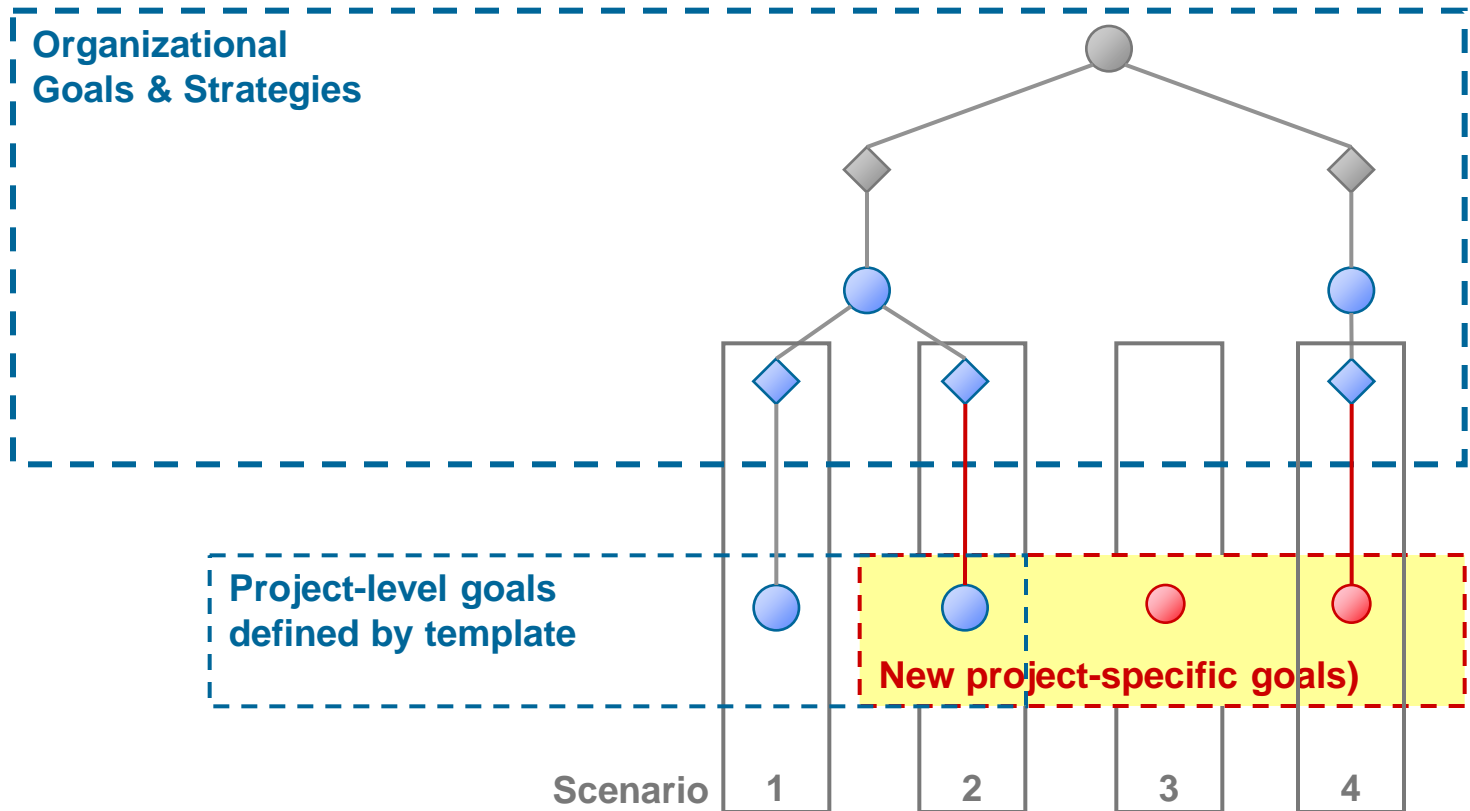
**New Project  
Goals (Strategies)**



◆ Higher-level strategy    ● Higher-level goal    ● Project-specific goal



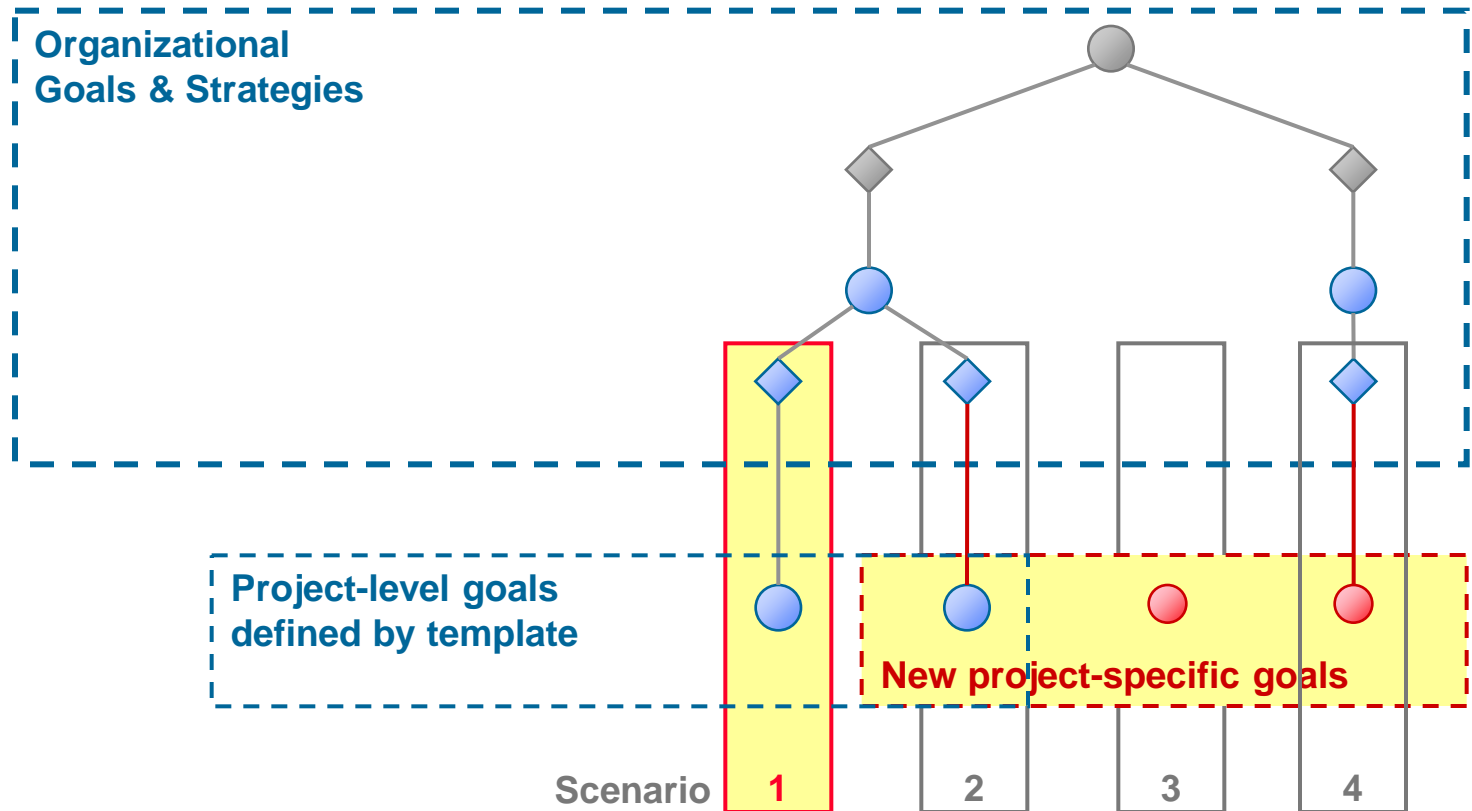
# Project Alignment Scenarios<sub>(1/2)</sub>



◆ Higher-level strategy    ● Higher-level goal    ● Project-specific goal



# Project Alignment – Scenario 1



◆ Higher-level strategy    ● Higher-level goal    ● Project-specific goal



# Project Alignment – Scenario 1

## Gap

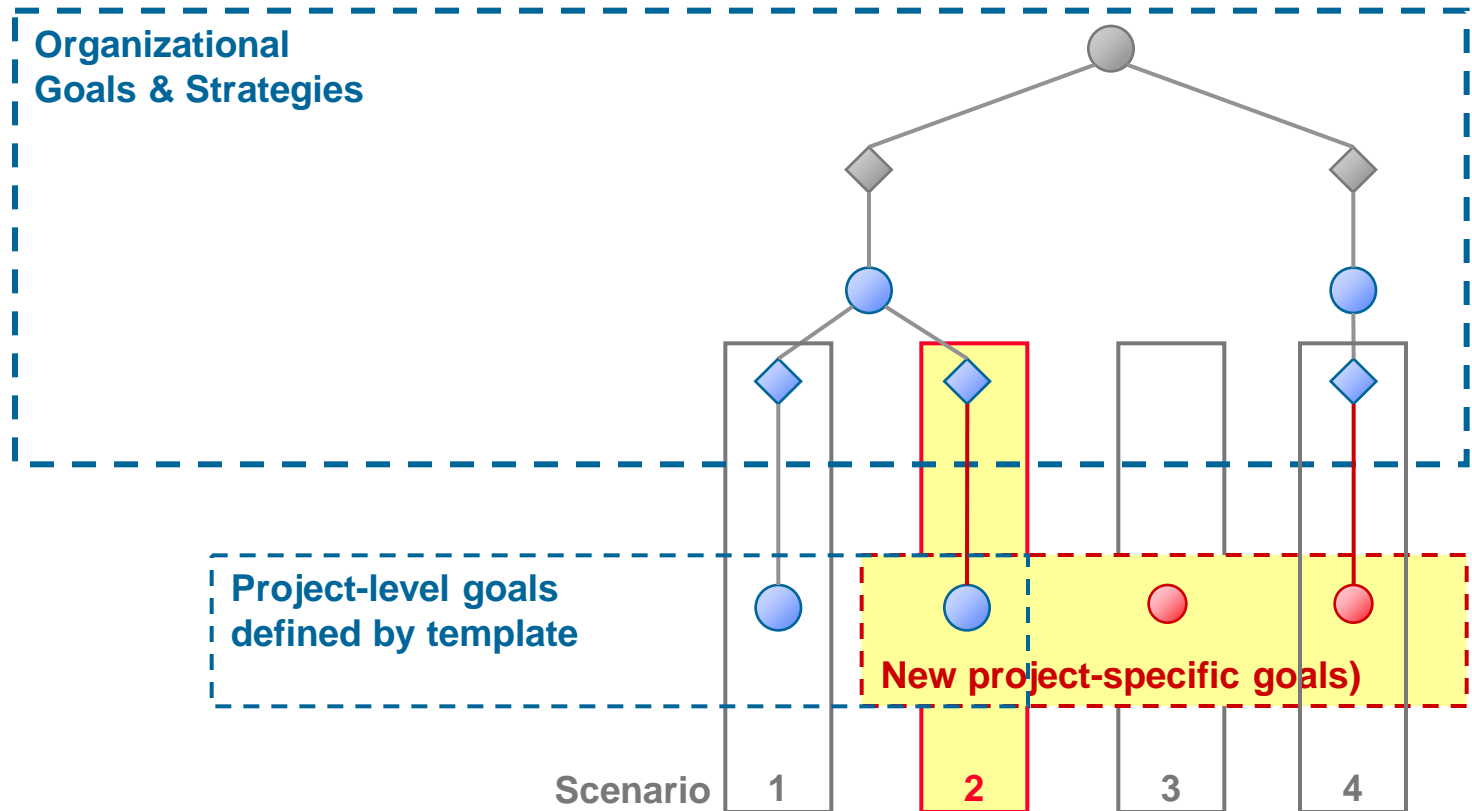
- Organizational strategy defined in the GQM+Strategies Grid is not addressed by any of the project goals

## Actions

- Check if the strategy is addressed by any other project in the projects portfolio so that all organizational strategies are addressed by goals defined by the projects from the projects portfolio.
  - ☐ If yes then consider appropriate grid alignment scenario for the other project
  - ☐ If not then
    - ☐ (a) consider setting up a project that will address the strategy through appropriate project goals
    - ☐ (b) consider tailoring goals of the specific project (if possible)



## Project Alignment – Scenario 2

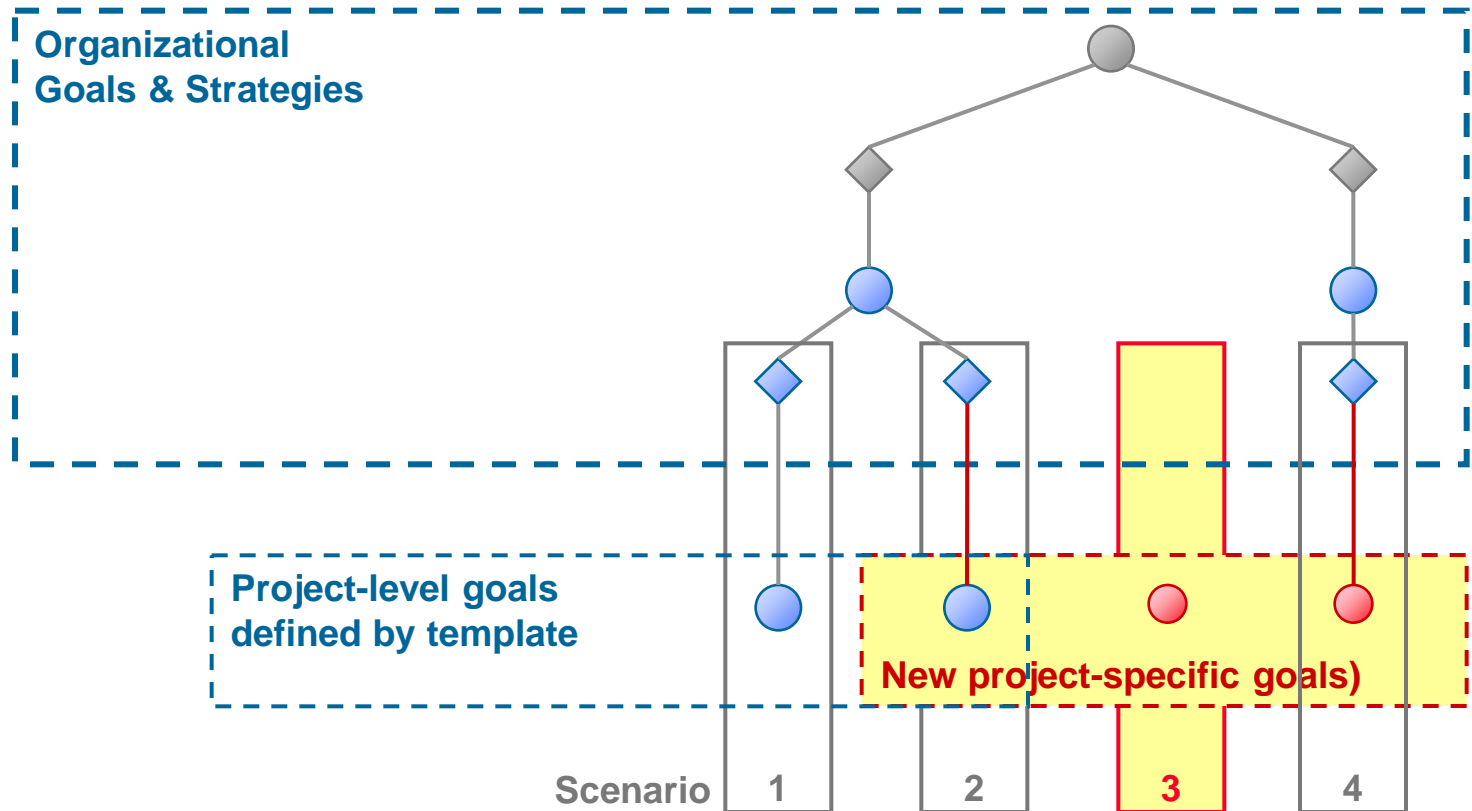


◆ Higher-level strategy    ● Higher-level goal    ● Project-specific goal





## Project Alignment – Scenario 3



◆ Higher-level strategy    ● Higher-level goal    ● Project-specific goal



## Project Alignment – Scenario 3

### Gap

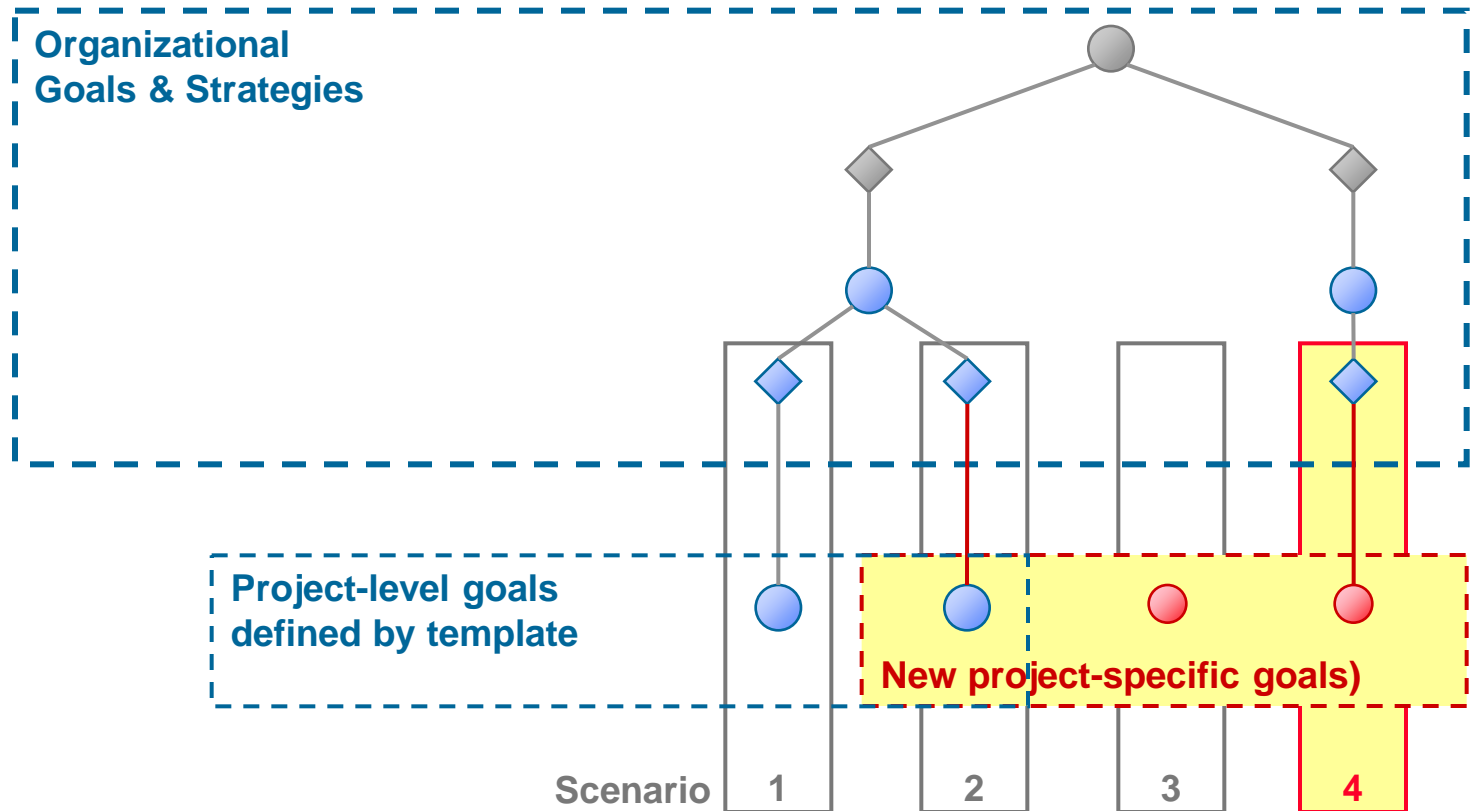
- Project defines its specific goals that are not linked to any of the organizational strategies defined in the GQM+Strategies Grid

### Actions

- Check if goal can be linked to any of the strategies defined on higher levels of the GQM+Strategies Grid.
  - ☐ If yes then link the goal to the identified strategy
  - ☐ If not then look for business justification for the project with respect to the specific goals not aligned with the Grid
    - ☐ if appropriate business justification was found then tailor the Grid appropriately through defining and aligning appropriate goals and strategies
    - ☐ if appropriate business justification could not be found then consider removing the goal from the project or canceling the complete project



## Project Alignment – Scenario 4



◆ Higher-level strategy ● Higher-level goal ● Project-specific goal



## Project Alignment – Scenario 4

### Gap

- Organizational strategy defined in the GQM+Strategies Grid is addressed only by project-specific goals

### Actions

- Justify why goals associated to the strategy that has been defined in templates have not been used in the project
- Consider updating organizational goals and strategies with respect to project-specific goals:
  - ☐ adding project-specific goals to the goal template
  - ☐ removing or redefining goals defined in template
- Check goals associated to the same organizational strategy in template and in specific project:
  - ☐ Redundant goals (having much in common) – remove redundancy though defining one goal and use it in both template and in the specific project
  - ☐ Mutually exclusive goals (independent of each other) & complementary goals (complement each other) – consider including project specific goal into the template



## Project Alignment Matrix (1/2)

Project Alignment Matrix		Reference Strategies			
		$S_1$	$S_2$	...	$S_n$
Project Goals	$G_1$	<p>Rationale underlying the connection between project goals and organizational strategies:</p> <ul style="list-style-type: none"><li>■ <u>Context</u>: requires evidence</li><li>■ <u>Assumption</u>: introduces risk</li></ul>			
	$G_2$				
	...				
	$G_k$				



## Project Alignment Matrix (2/2)

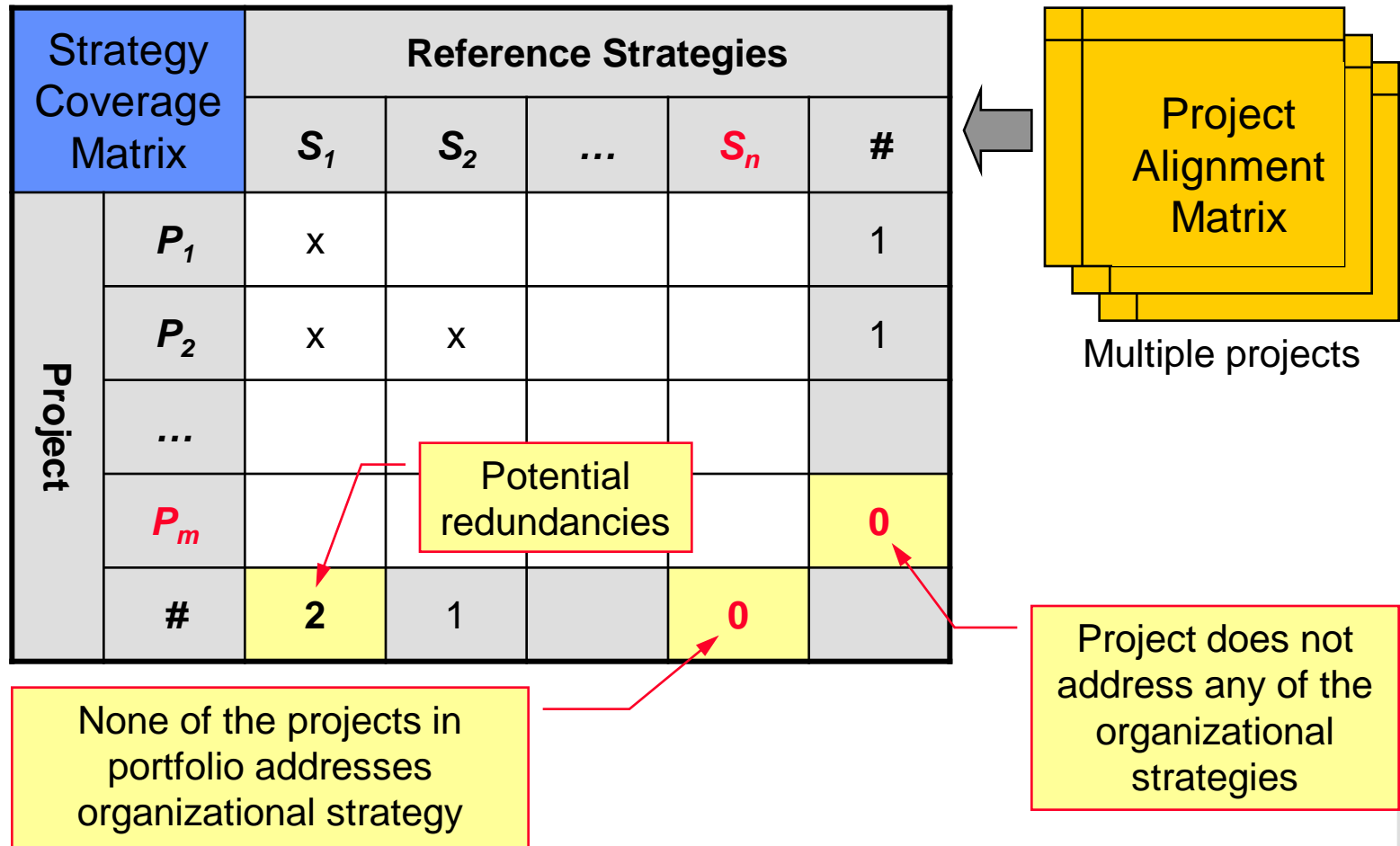
Project Alignment Matrix		Reference Strategies				
		$S_1$	$S_2$	...	$S_n$	#
Project Goals	$G_1$	x				1
	$G_2$		x			1
	...					
	$G_k$					0
	#	1	1		0	

Project goal does not contribute to any of organizational strategies (unclear business value)

None of the project goals addresses organizational strategy

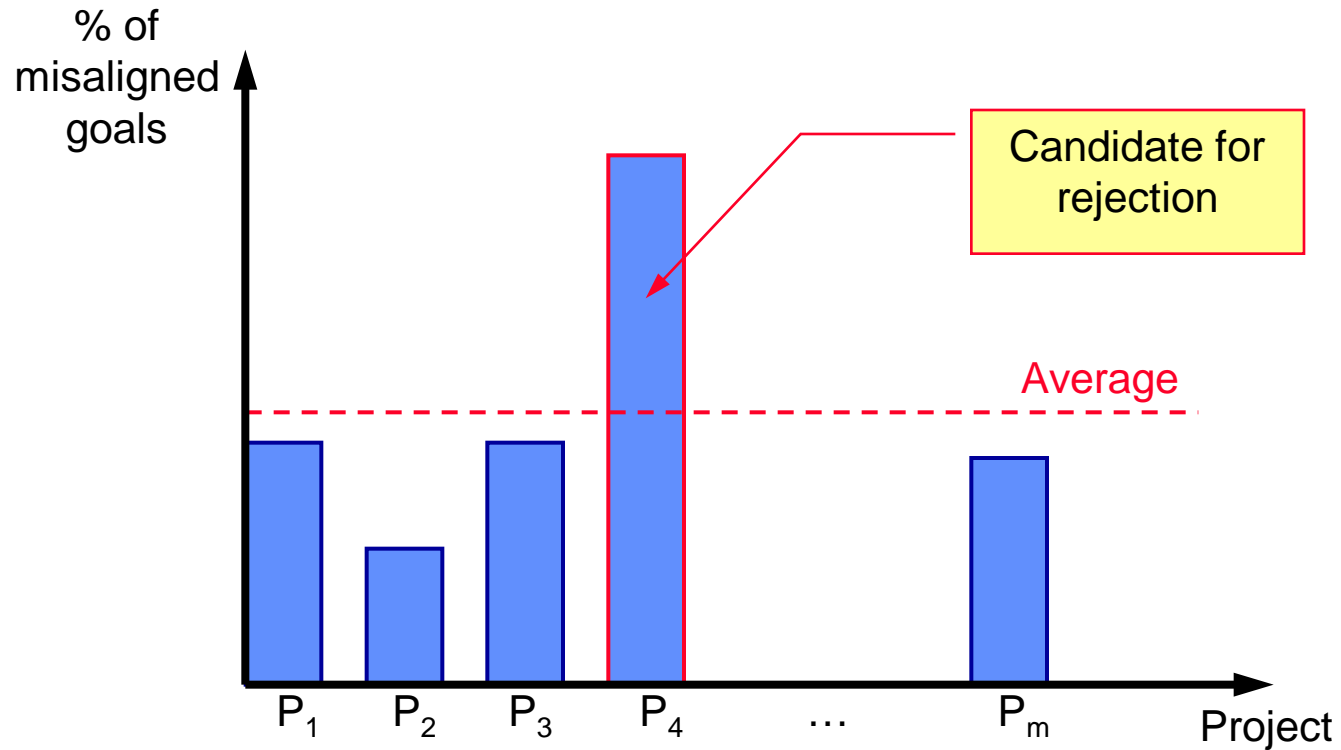


## Example Usage of Project Alignment Results (1/4)





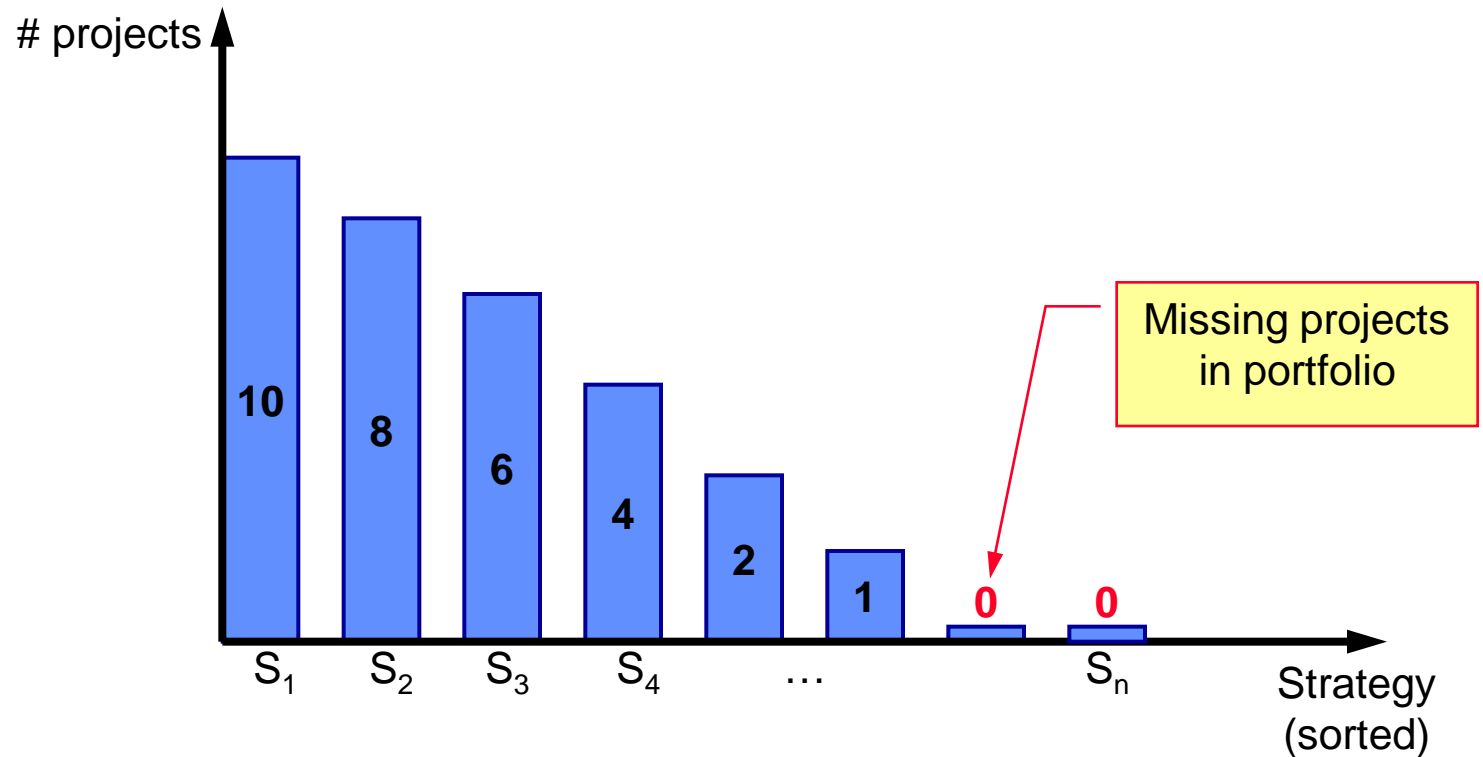
## Example Usage of Project Alignment Results (2/4)



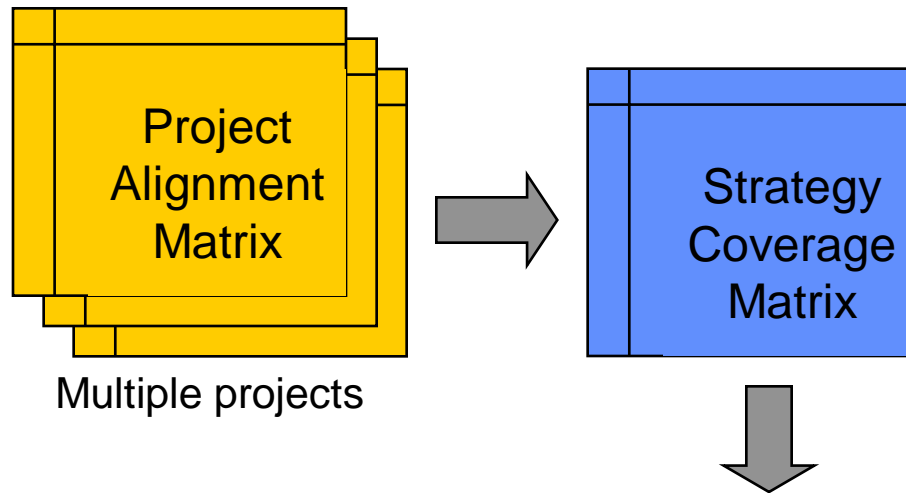




## Example Usage of Project Alignment Results (3/4)



## Example Usage of Project Alignment Results (4/4)



Multiple projects

Strategy  
Coverage  
Matrix

Select minimal set of projects that:

- Cover all relevant organizational strategies (benefit)
- Do not exceed available budget (cost)