# 'Tis Better to be **Effective** Than Efficient

Kent J. McDonald

@beyondreqs

[www.kbp.media/go/effective/](www.kbp.media/go/effective/)
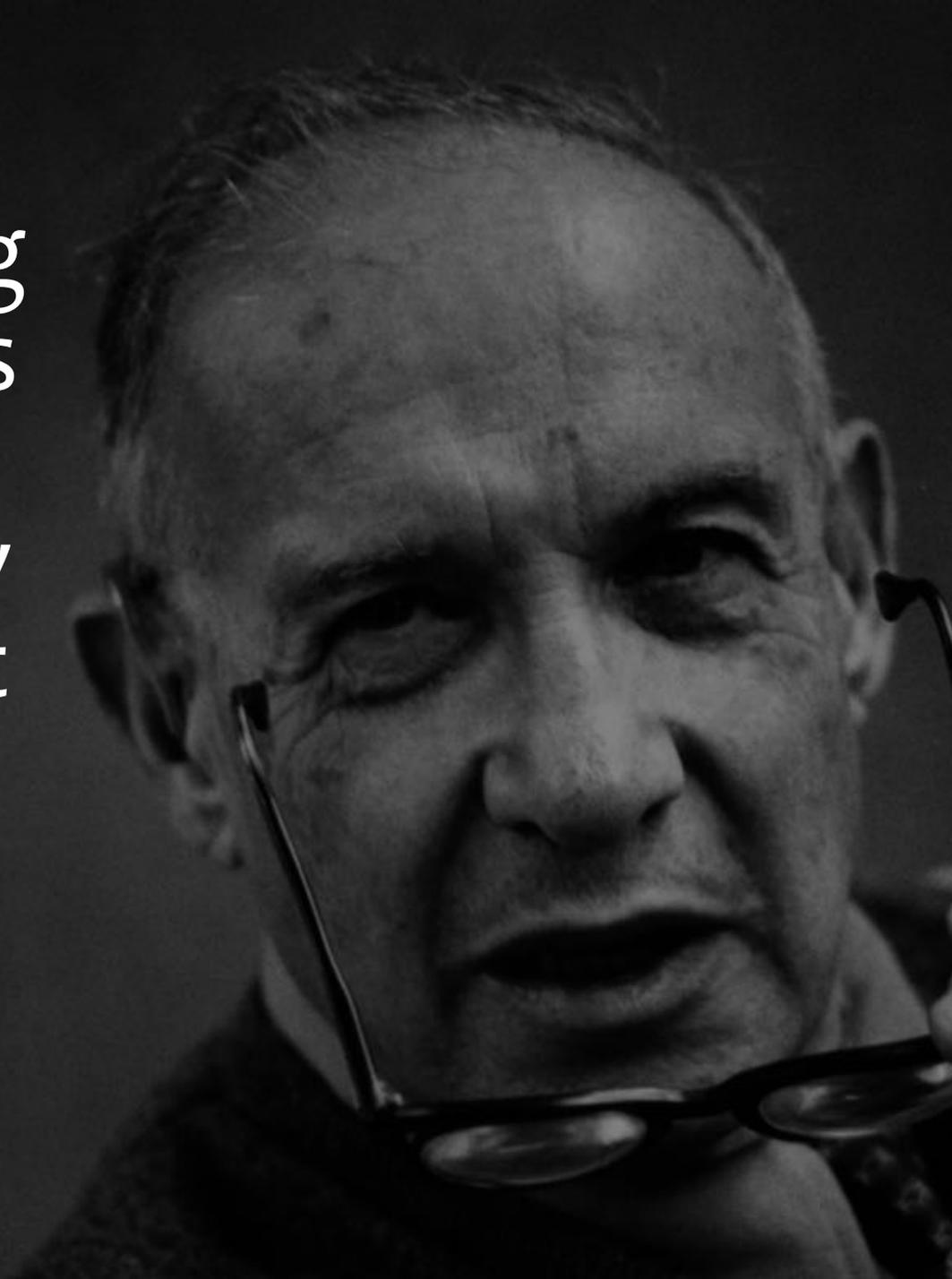
# Better.

# Faster.

# Cheaper.

IT has spent 30 years teaching our business partners how to be bad customers.
**We need to fix this.**

- Jeffrey Davidson

There is nothing quite so useless as doing with great efficiency something that should not be done at all.

- Peter Drucker

# How to be **Effective**

Build **Shared Understanding**
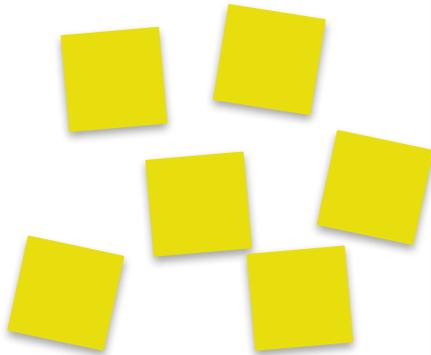
Provide **Guardrails for Decision Making**

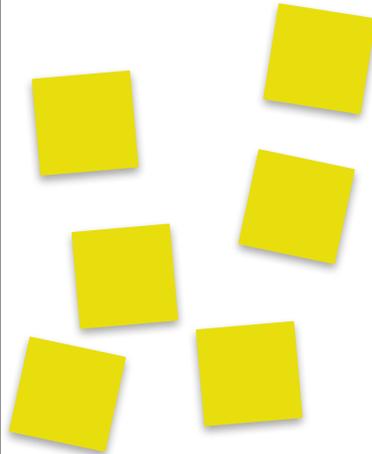Measure based on **Outcome, not Output**

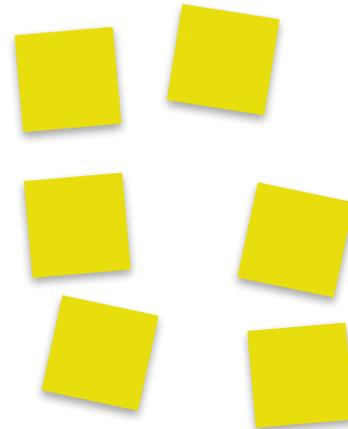# Build
# Shared Understanding

# Problem Statement

THE PROBLEM OF

AFFECTS

THE IMPACT OF WHICH IS

A SUCCESSFUL SOLUTION WOULD
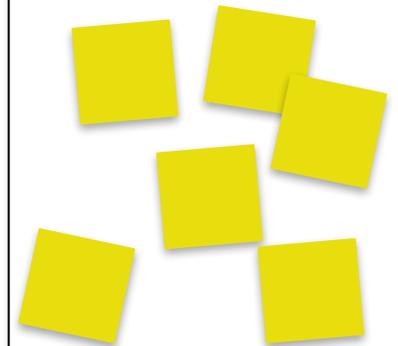
Provide **Guardrails for** Decision Making

# Decision Filters
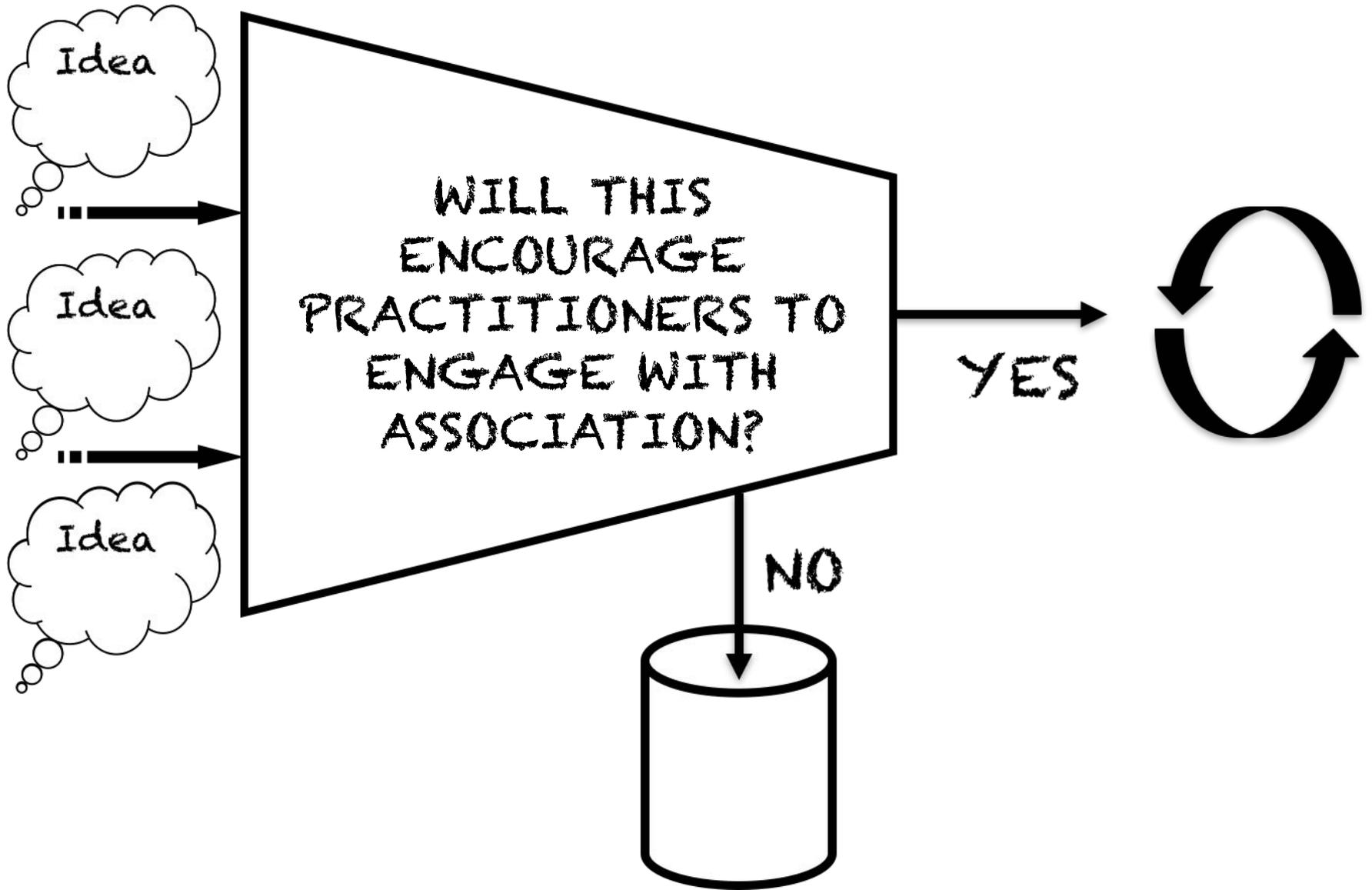
# Measure based on **Outcome, not Output**
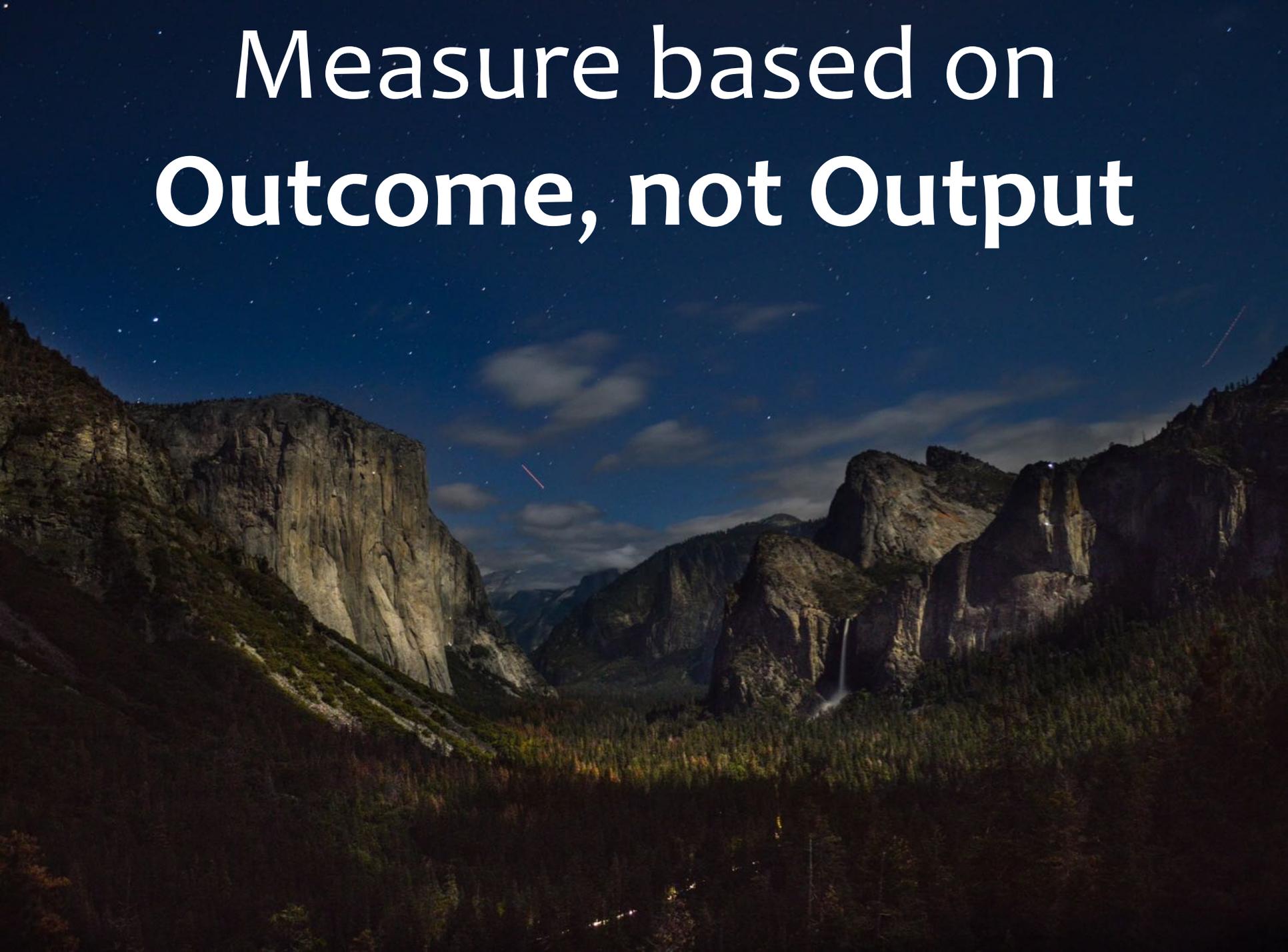
# Goals & Objectives

Goal: Encourage practitioners to engage with association

## Attributes for Objectives

| Attribute | Description | Example |
|---|---|---|
| Name | Unique name for objective | New and renewed memberships/month |
| Units | What to measure | Individual Members |
| Method | How to measure | Sum of new memberships and renewed memberships within the month |
| Target | Success level you're aiming to achieve | 300 members/month |
| Constraints | Failure level you're aiming to avoid | 200 members/month |
| Baseline | Current performance level | 250 members/month |

# Parking Lot Diagram

## ORDER PROCESSING

| CREATE NEW ORDER | CAPTURE CUSTOMER DETAILS | ENTER ORDER DETAILS | PROCESS PAYMENT |
|---|---|---|---|
| 5/5 | 6/9 | 4/15 | 0/11 |
| REL 7.1 | REL 7.1 | REL 7.1 | REL 7.2 |

## CUSTOMER MANAGEMENT

| CREATE NEW CUSTOMER | AMEND CUSTOMER DETAILS | ARCHIVE CUSTOMER |
|---|---|---|
| 4/8 | 1/6 | 0/4 |
| REL 7.1 | REL 7.1 | REL 7.2 |

## INVENTORY MANAGEMENT

| STOCK SEARCH | ITEM DETAILS |
|---|---|
| 5/6 | 9/12 |
| REL 7.0 | REL 7.1 |

# Parking Lot Diagram Key

## Epic Status
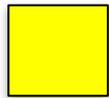
| | |
|---|---|
| ☐ | Not Started |
| ☐ | Work In Process |
| ☐ | Done |
| ☐ | At Risk |

ITEM DETAILS ← Epic Name

9/12 ← User Stories Done/In Epic

Planned Release → REL 7.1
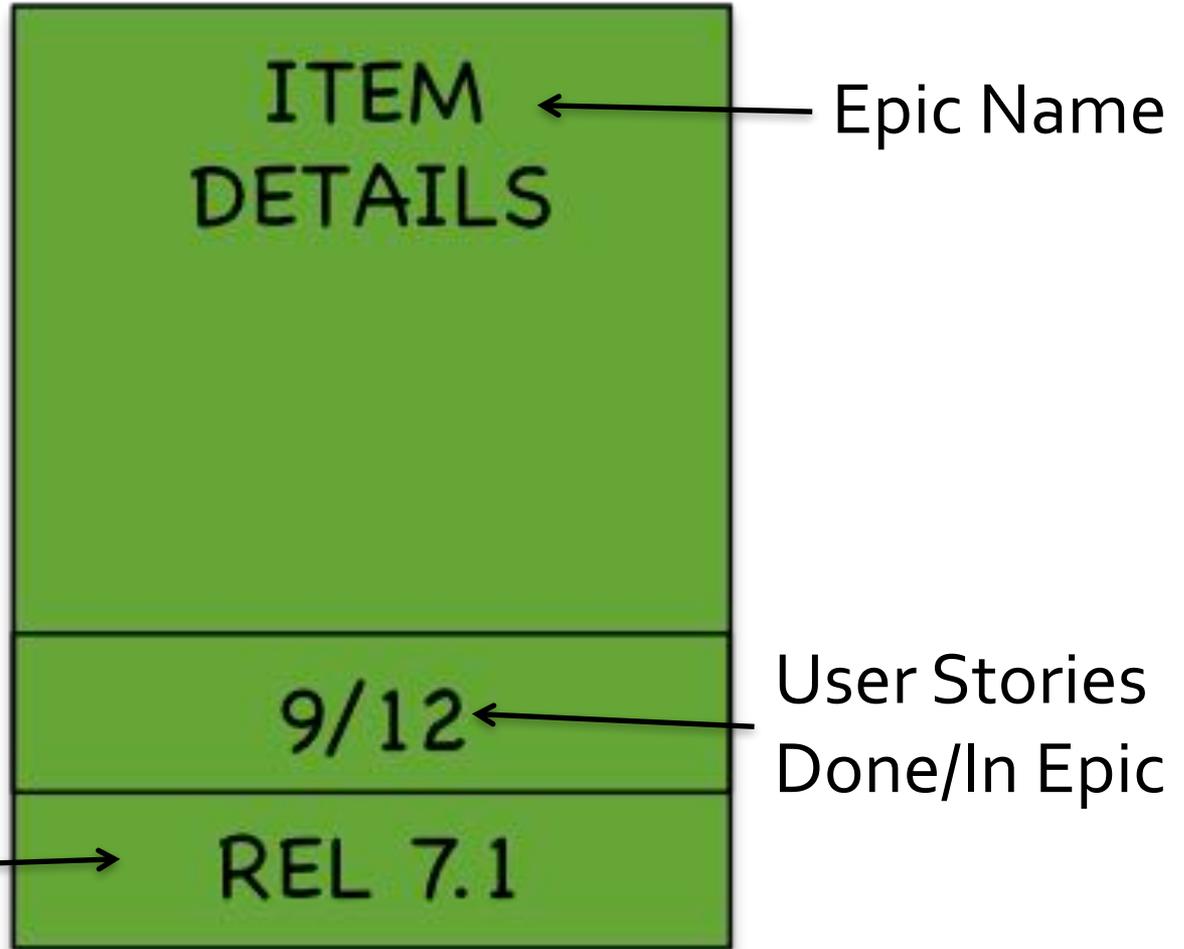
Note: Epic can be done even if all stories aren't done if outcome is satisfied

# If you remember nothing else…

Build **shared understanding**

Provide **guardrails for decision making**

Measure based on **outcome, not output**

# Photo Credits

| Slide | Photo |
|---|---|
| Build Shared Understanding | https://unsplash.com/@providence |
| Guardrails for Distributed Decision Making | https://unsplash.com/@leliejens |
| Measure based on Outcome, not Output | https://unsplash.com/@camadams |
| If you remember nothing else | https://unsplash.com/@dnmgns |
| Photo Credits | https://unsplash.com/@chancema |

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Materials:

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