

## IBM Information on Demand Conference 2008

(October 26 – 31, 2008)

Fly to Vegas to attend a discussion on the future of Information Management. Receive a technical education and free certification while attending. Network with peers and industry experts and gain access to the full breadth of IBM Information Management technologies and experts.

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## What is CORUG?

The Columbus, Ohio Rational User Group (CORUG) is a community of analysts, project managers, developers and other IBM Rational product users.

The group has been established to increase knowledge and understanding in the use of IBM Rational products and services as they relate to achieving each member's individual companies' business objectives and goals. By creating a local community of subject matter experts willing to share knowledge and experience, we can

provide learning opportunities, solutions to problems with process, software and concepts, as well as information on the unique application of code and methodology.

The user group serves as a forum to demonstrate existing and new Rational products and services and how they might be incorporated into members' current environments. In addition we provide seminars conducted by members, IBM Rational and Third Party Vendors as well as educational information on business related certifications and

training.

Meetings will be held quarterly on Tuesday mornings from 8 AM to 10 AM. Additional meetings will be scheduled based on member demand.



## CORUG in 2008

Meetings will be held quarterly this year. Our goal is to provide as much information as possible in ways that best meet member's schedules and commitments.

In addition to quarterly meetings, a bi-monthly newsletter will be published to provide information on scheduled meetings, new Rational products and services, Rational events as well as white papers and educational opportunities.

The CORUG website is also under construction. Taking a cue from ABC,

we will be doing an "Extreme CORUG" makeover! In coming weeks and months visitors will find information on what we are all about, meeting schedules, copies of published newsletters and past presentations, coming Rational Events, training opportunities and white papers. So please visit us at <http://www.cardinalsolutions.com/CORUG/index.htm> and take a look around.

Another item we will be working on is creating a member steering

committee/focus group to help drive ideas for presentations, white papers and activities to grow our Rational community here in Columbus.

All in all we have an exciting year planned and we hope to see you! If you are interested in participating by contributing an article to the newsletter, making a presentation or providing a white paper, please contact Chris Gillespie at [cgillespie@cardinalsolutions.com](mailto:cgillespie@cardinalsolutions.com).

### Cardinal Solutions Training Calendar

The following public classes and Lunch and Learns related to Rational topics have been scheduled at Cardinal Solutions.

#### Courses

##### *Essentials of RUP-Based Software Development*

02/22/2008 to 02/22/2008  
03/21/2008 to 03/21/2008  
04/18/2008 to 04/18/2008

##### *Essentials of RequisitePro*

03/11/2008 to 03/11/2008  
04/08/2008 to 04/08/2008  
05/13/2008 to 05/13/2008

#### Lunch and Learns

##### *Overview of RUP*

02/21/2008 to 02/21/2008  
03/20/2008 to 03/20/2008  
04/17/2008 to 04/17/2008

To register go to:  
[www.cardinalsolutions.com/Training/ClassRegistration.asp](http://www.cardinalsolutions.com/Training/ClassRegistration.asp)  
[x](#)

*"Obstacles are those  
frightful things that you  
see when you take your  
eyes off of your goal."* –

**Henry Ford**



## CORUG 2008 Kick-Off

We had to post pone our originally scheduled kick-off meeting on January 22, 2008. It appears that Mother Nature got the best of us by unleashing a little snow and ice that morning.

We have rescheduled our kick-off meeting for March 4, 2008. The meeting will be from 8 AM to 10 PM at the Cardinal Solutions office located at 401 North

Front Street, Suite 210. Directions can be found on the CORUG site.

Our topic for this event will be "An Overview of Change Management" and it will incorporate how Rational ClearQuest can be used to manage the ever changing world of Change Management!

Interested in how this tool can provide your organization with defect

tracking, process automation, reporting and lifecycle traceability for better visibility and control of your project lifecycle? Then please join us for an overview and demonstration of ClearQuest's capabilities. We are looking forward to seeing you there!

## What is the RUP?

IBM's Rational Unified Process or RUP is a customizable process framework that provides an iterative and architecture-centric approach to development. It uses a phase based project life cycle that incorporates seven disciplines to ensure project success.

Why is it so successful? Because it is based on the best practices that

have been adopted in thousands of projects worldwide. By incorporating reuse to avoid reinventing the wheel for every project and producing a partial working implementation of the final project, teams can attack risk early in their projects before it attacks them.

Earlier customer involvement also ensures that the end product is a

better replica of the end user's initial requirements.

Interested in learning more? Want to be an IBM certified practitioner of the RUP? Stayed tuned as this will be a topic at an upcoming meeting!

## All That Jazz....

Lucky for you I am not about to break into song! But I did want to clue you in on a new offering that IBM Rational has developed. Jazz is the next-generation technology platform for collaborative software delivery.

The platform has been developed with distributed and global

teams in mind so that the people, processes and assets of a team are integrated into a more collaborative and productive framework. Whether the team is separated by time zones, miles or organization, Jazz can facilitate collaboration, determining the right amount of rigor around best practices and to

choose your organization's own path for implementation using open source or commercial middleware.

Check out the first wave of the musical debut at <http://www-306.ibm.com/software/rational/jazz/> and see if IBM Rational Jazz can sing for your organization!

## Why do Projects Fail?

Each year billions of dollars are spent on failed projects. What causes these projects to fail? How can failure be prevented? And better yet, how can Rational help in the prevention of failure?

First, let's agree that no project manager initiates a project with the idea that they are going to deliver a complete disaster. No business analyst writes a requirement with the hope that a developer will need to stand on their head to interpret it. And certainly no developer builds software that they know if implemented can bring the company's entire infrastructure down. So how do we get into these situations?

The answer to that question is not simple nor is it succinct. What we intend to do in each successive newsletter is look at the top reasons that projects fail and attempt to find solutions that might keep you from sliding down the slippery slope of project failure using either a Rational tool or good project management know how.

Projects can fail for any number of reasons and in most situations there will not be any single reason. It is usually a combination of reasons that will lead to a project going down faster than the Titanic. Each, interacting with one another to increase project risk and ultimately lead to failure.

But when asked the question "why do projects fail", most project managers will provide the following reasons as key factors in ultimate failure:

- Unrealistic or unarticulated project goals
- Inaccurate estimates of required resources
- Poorly defined system requirements
- Poor reporting of the project's status
- Poor risk management
- Lack of communication between customers and the team
- Use of immature technology
- Inability to handle the project's complexity
- Poor development practices
- Poor project management
- Stakeholder politics
- Commercial pressures

Let's take a look at the first reason, "**unrealistic or unarticulated project goals**". As Cardinal consultant Kim Renner will tell you, "The easiest way to mitigate poorly articulated project goals is **communication, COMMUNICATION, COMMUNICATION!**" Projects typically fail in the beginning so understanding the goals of any project is important and communicating those goals up front is the key to that understanding.

Cardinal consultant John LaVoie suggests that meeting with sponsors, business and IT owners and key stakeholders to completely

understand what is critical to the overall success of the project from the "client" point of view. As well as what expectations there are in regards to



***Individuals play the game, but teams when championships.***

communication, status reporting, finances, expected level of involvement, resources, key deliverables and timelines, just to name a few.

Documenting what was understood in a project scope document like a Vision Document for the team and the sponsors, stakeholders etc is the best way to clarify any misinterpretations and thus prevent those "unrealistic or unarticulated project goals" in the beginning.

Several other Cardinal consultants also agreed with this approach but added their own thoughts when questioned about this topic. All pointed out that understanding the business problem or what the project was going to resolve was extremely important.

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*"The conventional definition of management is getting work done through people but real management is developing people through work." – Agha Hasan Abedi, President, Bank of Credit and Commerce International*

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*"Any sufficiently advanced technology is indistinguishable from magic"- Arthur C. Clarke*



*"People are definitely a company's greatest asset. It doesn't make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps." - Mary Kay Ash*



It gets down to the idea that if you can't get a grasp on what the project is about and why the project was started in the first place, you won't be able to accomplish the end goal.

So let's agree that the first step is to ensure that communication with the appropriate sponsors, business/IT owners, stakeholder and the entire project team is a necessity. The next crucial factor is creating a Business Case and a Vision Document that clearly states the initial problem or opportunity that will be resolved with this project, project intent, risks, assumptions etc.

The Vision Document and Business Case must be aligned. In addition, Cardinal consultant Oleg Semenov points out that that there must be objective and measurable success criteria defined

## Book News

In each newsletter we will preview/review a new book from the business world. Sorry folks we won't be able to discuss the next best Grisham novel here, but hey, catch me at a meeting or shoot me an e-mail and I will be happy to get into a discussion on that one!

This month we are looking at "*Ultimate Leadership*" by Russell Palmer. To succeed as a leader, whether that be as a Project Manager, a Business Lead, a Testing Leader or a Development Lead, it is important to understand the generic

for the project. And that criteria must be measured and re-evaluated at every major milestone. Project goals and objectives can change during the course of a project and if the appropriate documentation is not also updated the end "client" and the team's understanding will not remain in sync.

As Oleg stated, a project being canceled is not nearly as bad as a project that proceed through its entire lifecycle and budget but doesn't deliver on the assumed ROI because these regular evaluations did not take place.

So with all of this in mind, how can Rational help in this situation? The first thing that comes to mind is Rational Requisite Pro. Using a requirements management tool such as RequisitePro allows

principles of leadership. But in today's world, that is not enough. The best leaders must know how to shape their leadership approach to their individual situation. What works in one company might not be applicable to the current situation in another.

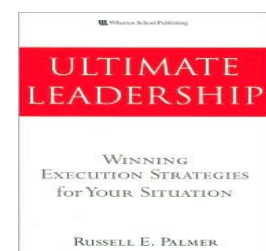
Palmer takes the reader through various leadership models and shows them how to identify the one that is best suited to their current environment. He provides lessons in better ways to lead peers, how to help teams or

project teams, sponsors and stakeholders to stay on the same page. The Vision Document which articulates the project goals is there for everyone to see. As updates are made everyone has access to the document to ensure accuracy and that the team is clear on the goals and objectives of the project. The ability to use familiar document based methods also enables individuals to quickly grasp how RequisitePro works.

Timely communication in a clear and consistent manner coupled with traceability and impact analysis allows teams to increase the likelihood of completing projects on time, within budget and exceeding their customers expectations.

Stay tuned...part two of this article will appear in the next newsletter!

organizations weather a crisis, and how to transform an organization's culture. He also discusses the one attribute every lead must possess, the ability to inspire their team, even in the most challenging of situations. A must read for new and experienced leaders!



# Rational Development Software Conference 2008

## CORUG

*"I learned that a great leader is one who has the ability to get other people to do what they don't want to do and like it." - Harry S. Truman*



We're on the Web!

See us at:

<http://www.cardinalsolutions.com/CORUG/index.htm>

Don't forget to make your reservations for the Rational Development Software Conference! The conference will be held June 1<sup>st</sup> – June 5<sup>th</sup> in Orlando, Florida. As I sit here typing this, thinking about my cold walk to the car this evening....what better place to hold the conference!

This year's agenda will feature over 300 technical sessions on everything from Requirements and Analysis to Open Computing. An overview of several of the sessions will be included in the

March newsletter.

CORUG members will receive a discount for attending. Just log in and complete the following steps:

1. Access the RSDC Registration page at this link:

<http://www-306.ibm.com/software/rational/events/rsdc2008/register.html>

2. Promo code input UG08 (\$1595)

DON'T FORGET--select YES for the User Group Reception Tuesday evening!



## Give Us Your Opinion

We want to make 2008 a success for CORUG and we can only do that with your help! Please let us know your ideas. This is an open door on any and all suggestions.

What topics are you interested in hearing about? Are you interested in networking? Do you need training? Whatever it is, we want to know so we can make

sure that we are bringing the power of Rational to you! Please send your suggestions to Chris Gillespie at [cgillespie@cardinalsolutions.com](mailto:cgillespie@cardinalsolutions.com). We look forward to hearing from you!

