

A photograph of Tiger Woods in a white polo shirt, white pants, and a white cap, standing in a field of tall grass. He is holding a golf club and looking towards the camera. The background is a soft-focus landscape of a golf course.

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DAR On DAR
The SEPG North America 2008
Conference
Preetha Bedi



Agenda



- About Accenture
- Introduction
- Need For DAR
- DAR Overview
- Implementation Challenges in DAR
- DAR On DAR
- Benefits



About Accenture



- US \$19.7 billion net revenues for FY07
- Over 175,000 employees in more than 150 cities in 49 countries
- We serve 94 of the Fortune Global 100 and two-thirds of the Fortune Global 500
- Our top 100 clients in fiscal year 2007, have been clients for at least five years and 85 have been clients for at least 10 years
- Accenture delivers its services and solutions through 17 focused industry groups in five operating groups
- Accenture delivers innovation that enables our clients to become high performance businesses



- **Formal Definition**
 - Decision Making is the process of choosing between alternative courses of action using cognitive processes of memory, thinking, evaluation etc.
- **Generic Definition**
 - The act of making up your mind about something or a position or opinion or judgement reached after consideration
- **Simple Definition**
 - The process of selecting from several choices, products or ideas and taking action



If you find a good solution and become attached to it, the solution may become your next problem.

Dr. Robert Anthony

- Decisions gone wrong due to non-standardization or plain bad decisions taken
- DAR – Decision Analysis and Resolution



DAR Overview



- The purpose of the Decision Analysis and Resolution process area is
 - to analyze possible decisions
 - using a formal evaluation process
 - that evaluates identified alternatives
 - against established criteria



DAR Overview



SP 1.1 Establish Guidelines for Decision Analysis

- Establish and maintain guidelines to determine which issues are subject to a formal evaluation process.

SP 1.2 Establish Evaluation Criteria

- Establish and maintain the criteria for evaluating alternatives, and the relative ranking of these criteria.

SP 1.3 Identify Alternative Solutions

- Identify alternative solutions to address issues.

SP 1.4 Select Evaluation Methods

- Select the evaluation methods.

SP 1.5 Evaluate Alternatives

- Evaluate alternative solutions using the established criteria and methods.

SP 1.6 Select Solutions

- Select solutions from the alternatives based on the evaluation criteria.

SP – Specific Practice



Implementation Challenges in DAR



When should DAR be applied in projects???



Implementation Challenges in DAR



- Internal SCAMPI Assessments showed that weakness is seen in providing guidance to projects on when to implement DAR
- Trickle Effect of SP1.1 onto other specific practices
- From a sample set 11% of the DAR-related issues pointed to SP1.1



Implementation Challenges in DAR



Practice	No. of instances	Distribution%	Cumulative Frequency	Cumulative %
SP1.2	12	16.67%	12	16.67%
SP1.5	12	16.67%	24	33.33%
SP1.3	9	12.50%	33	45.83%
SP1.4	9	12.50%	42	58.33%
SP1.6	9	12.50%	51	70.83%
SP1.1	8	11.11%	59	81.94%
GP2.2	5	6.94%	64	88.89%
GP3.2	3	4.17%	67	93.06%
GP2.4	2	2.78%	69	95.83%
GP2.8	2	2.78%	71	98.61%
GP2.5	1	1.39%	72	100.00%

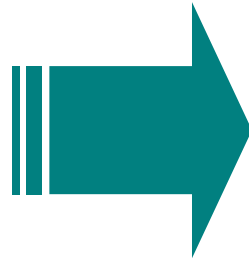
Sample Data



11% leading to 80% of the issues



**Establish
Guidelines
for Decision
Analysis**



**Establish
Evaluation Criteria**



**Scope, Time,
Cost, Quality**

**Identify
Alternative
Solutions**



Go/No-Go for DAR

**Select
Evaluation
Methods**



**Criteria Based
Matrix**

**Evaluate
Alternatives**



Impact % Analysis

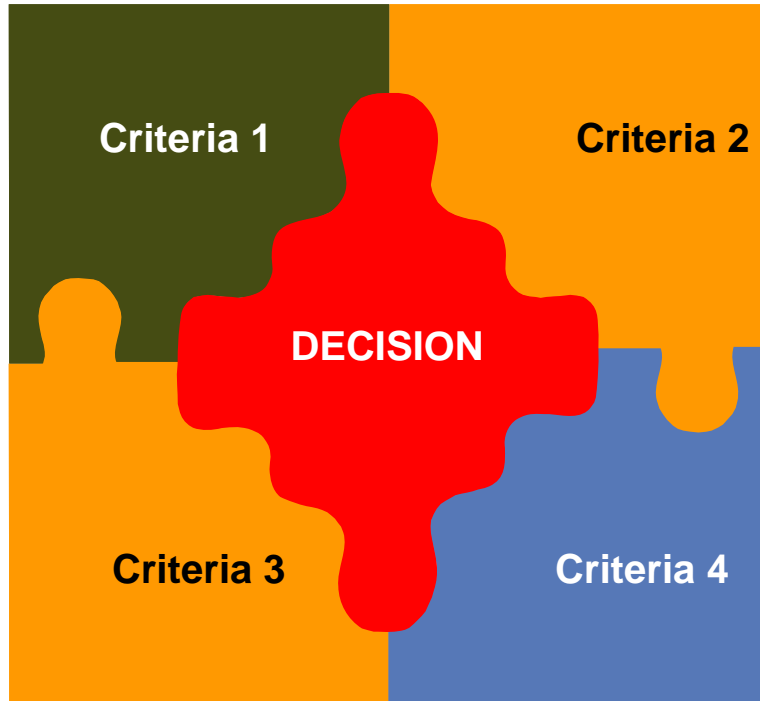
Select Solutions



**Matrix Solution
to DAR Application**



Key Criteria



Analysis Matrix

Key Criteria	Impact % of the Decision	Decision to apply DAR
Result		No-Go



Benefits



- Quick and easy way for projects to decide if a decision meets a DAR
- Scalability across decisions
- Ease in implementation



**Thinking is the hardest work there is,
which is probably the reason why so few
engage in it!**

Henry Ford



- Capability Maturity Model Integration (CMMi) Version 1.1
- Project Management Body of Knowledge (PMBOK) Third Edition
- <http://www.decision-making-confidence.com/definition-of-decision-making.html>
- http://www.pm4dev.com/english/documents/articles/PM4DEV_The_Project_Constraints.pdf
- http://www.mindtools.com/pages/main/newMN_TED.htm
- http://boldwords.blogspot.com/2005_10_01_archive.html
- <http://jerm.com/blogs/jerm/archive/2007/08/21/how-to-ask-good-questions.aspx>

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Thank You

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