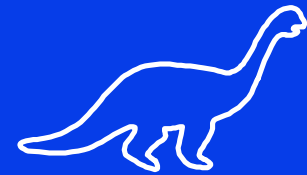
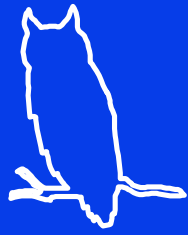


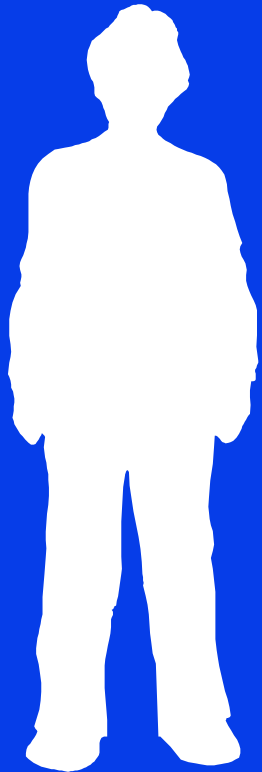
# **The Layered Systems Model**

**A Diagnostic Tool For Wayward  
Software Projects**

# Symbols



# Individuals



- **Skills, personality, emotional health**
- **Fit to project**
- **Much is personal and private**

# Interactions

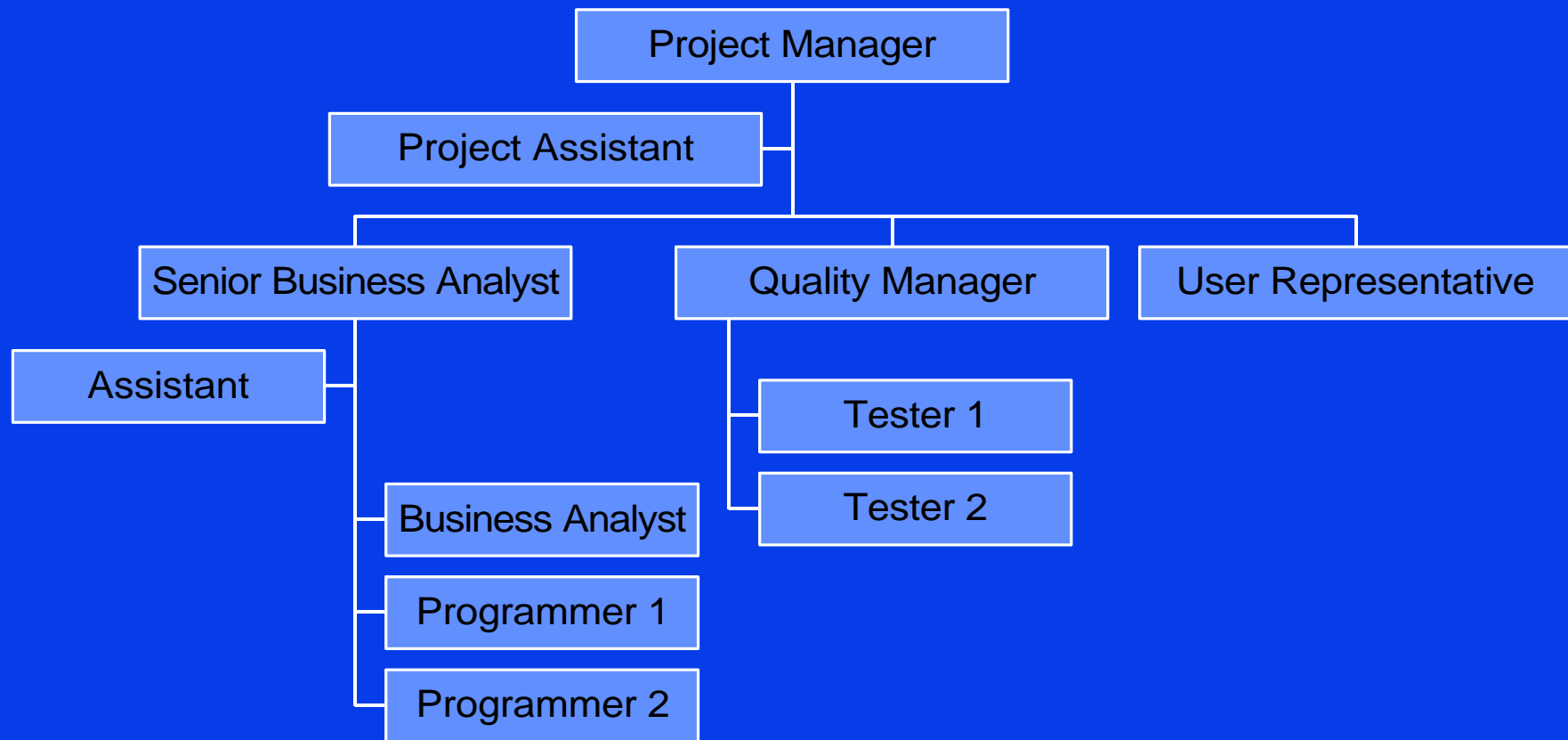


- **Relationships are the medium which carry the message**
- **Quality co-operative work can only occur when the relationships between people are good**
- **Also interaction with the project environment**

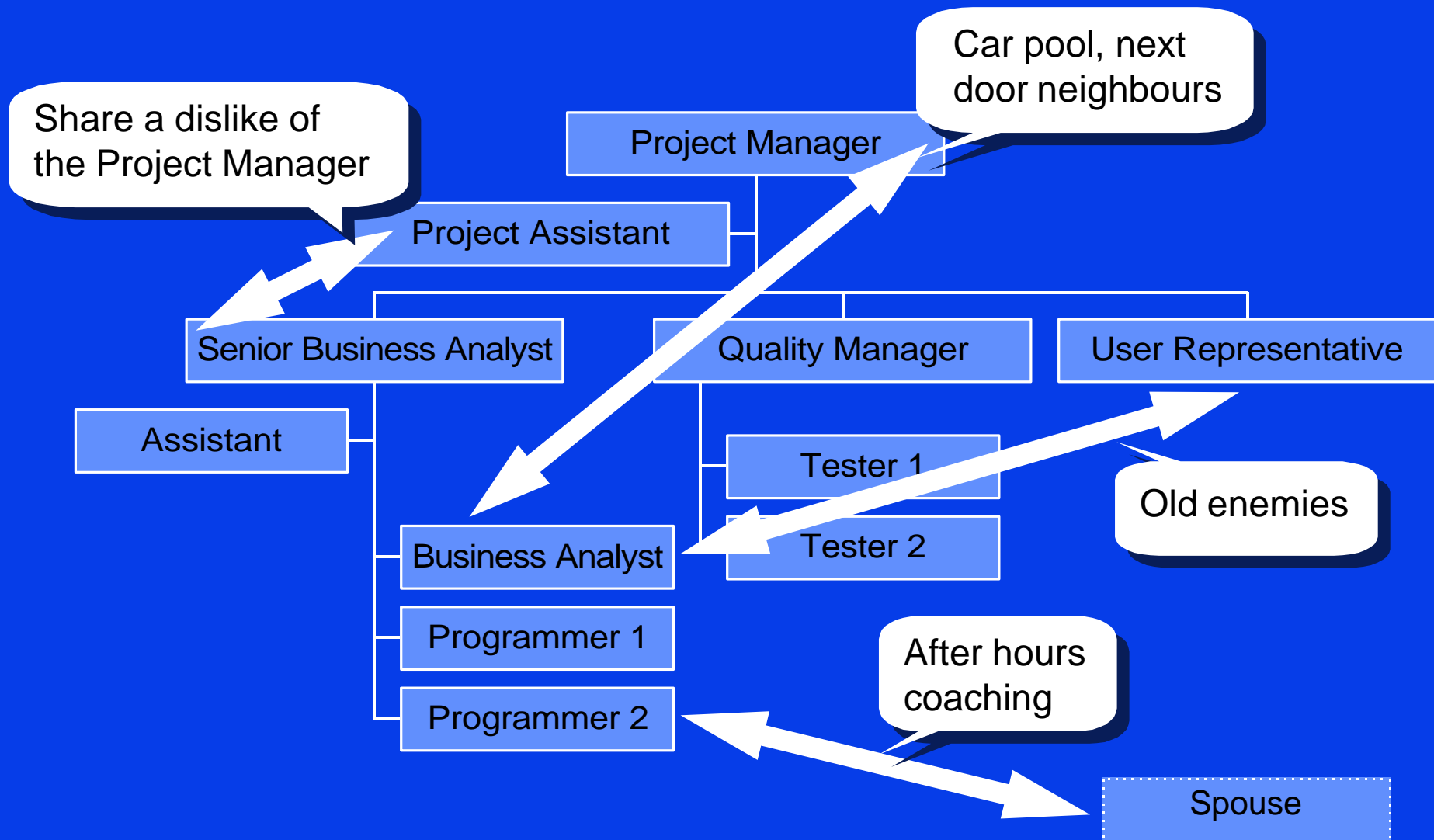
# Informal View

- **Friends, enemies, mentors, rivals, power blocks, “gangs” and support groups**
- **Groups form around skills and preferences**
- **May not be aligned with the formal structure**

# Formal Reporting Structure



# Informal Relationships



# Other Informal Structures

- **Schedule**
- **Effort**
- **Time Recording**
- **Tools**



# Informal Structures

- **Will always exist**
- **Are often hidden**
- **May help or hinder**
- **Will be created to fill a vacuum**

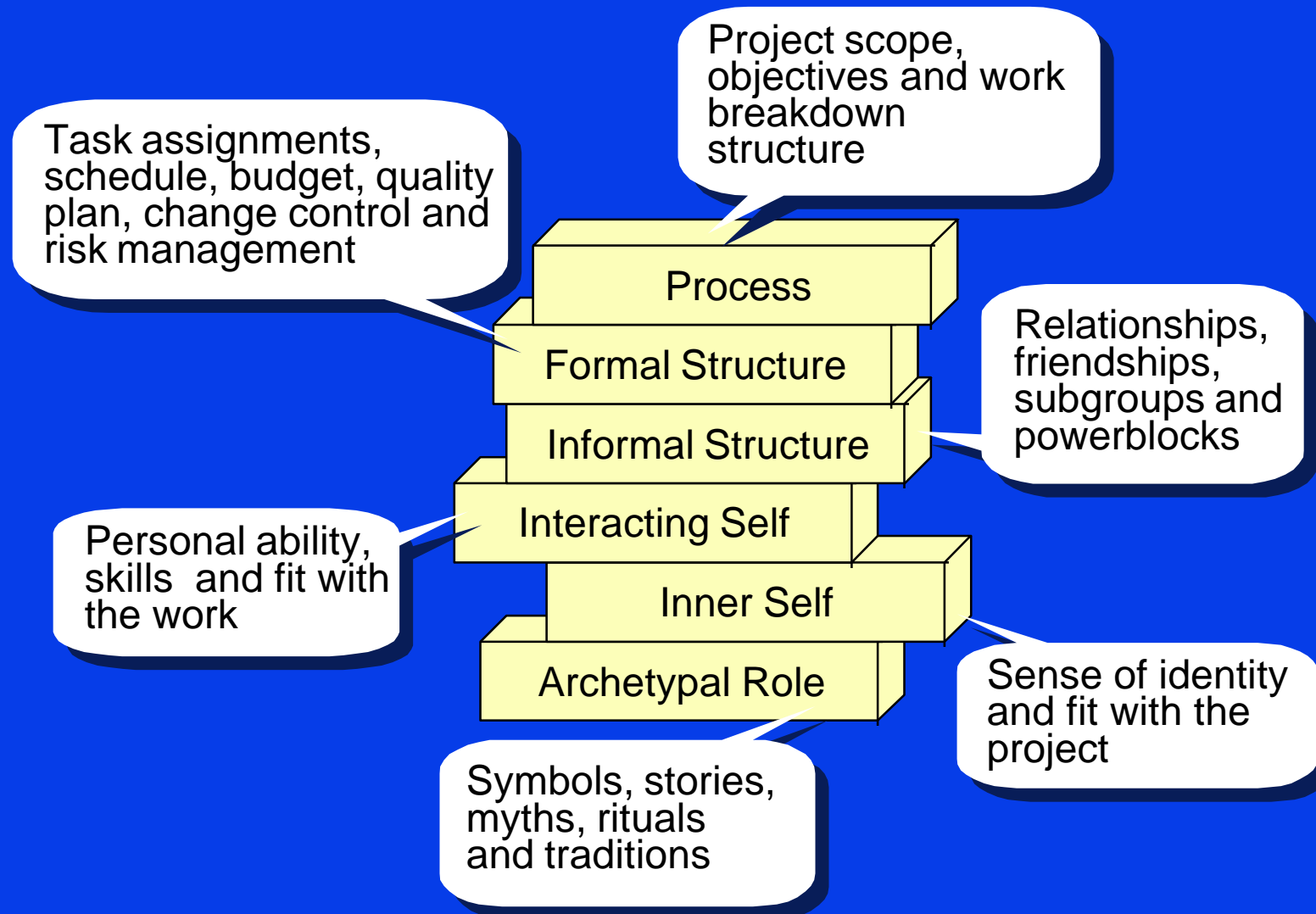
# Formal Structures

- **Integration Management**
- **Scope Management**
- **Time Management**
- **Cost Management**
- **Quality Management**
- **Communications Management**
- **Human Resource Management**
- **Risk Management**
- **Procurement Management**

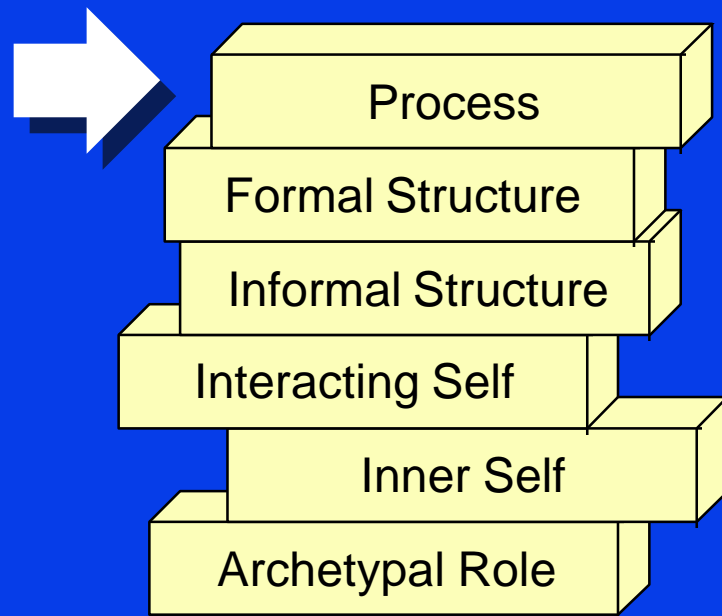
# Process View

- **Product-Oriented Processes**
- **Project Management Processes**
  - **Initiating**
  - **Planning**
  - **Executing**
  - **Controlling**
  - **Closing**

# Layered Systems Model

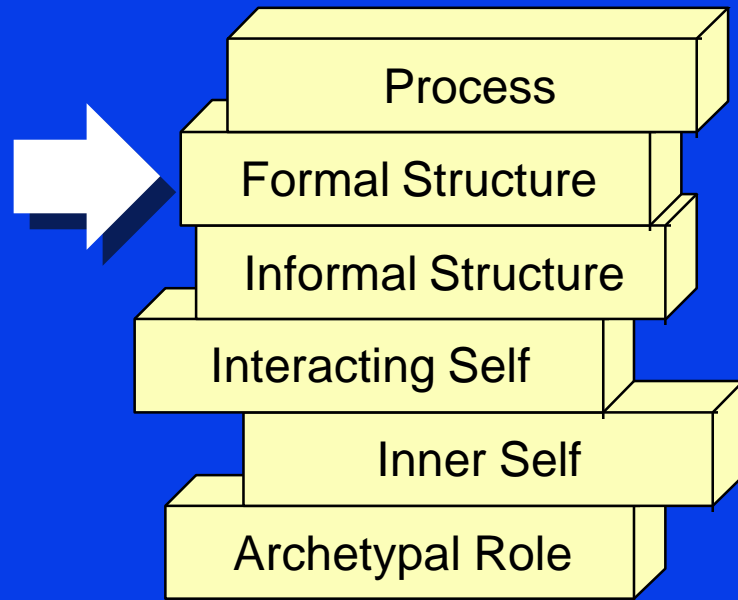


# Process



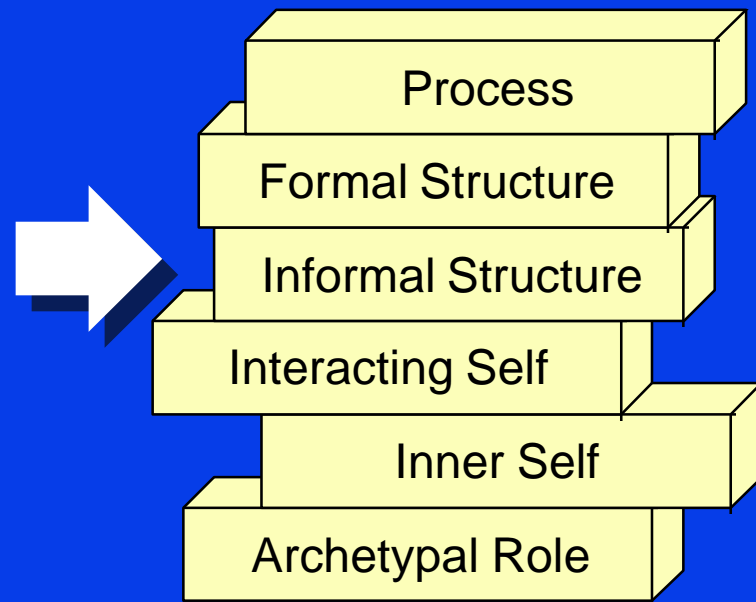
**Is the scope of the project identified, articulated and agreed?**

# Formal Structure



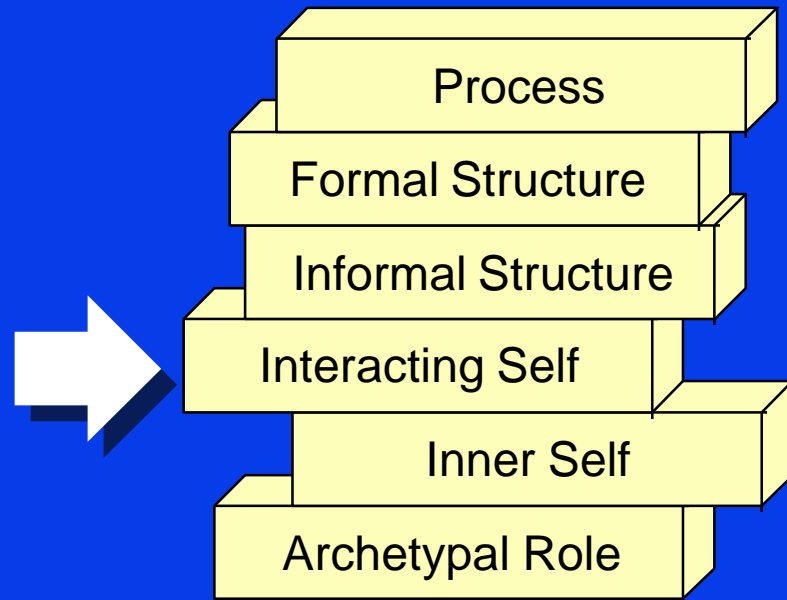
**Are the structures  
in place to allocate  
the key tasks,  
resources and  
responsibilities?**

# Informal Structure



**Are the networks of relationships in the project assisting the project to achieve its objectives?**

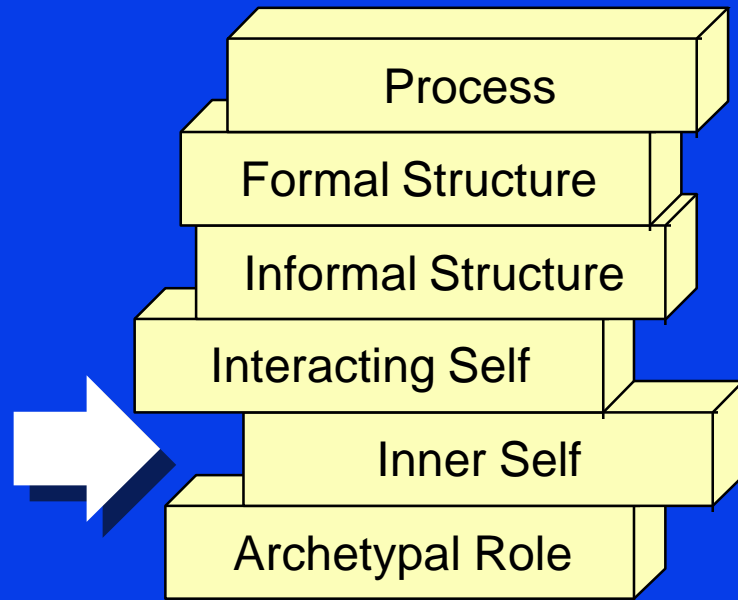
# Interacting Self



**Is each team member competent to carry out their assigned project tasks?**

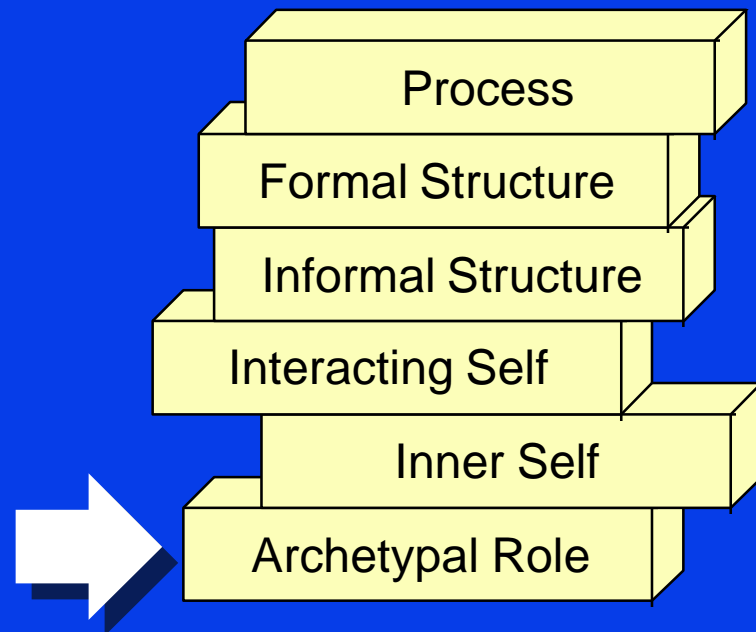


# Inner Self



**Is there adequate fit  
between each team  
member and the  
demands of the  
project?**

# Archetypal Role



**Is the project driven by or supported by a widely shared and deeply held sense of inspiration and identity and are all of the key players linked with this inspiration at a personal level?**

# Runaway Projects

- **Project objectives not fully specified**
- **Bad planning and estimating**
- **Technology new to the organisation**
- **Inadequate/no project management methodology**
- **Insufficient senior staff on the team**
- **Poor performance by suppliers of hardware/software**