Value-Based Feedback in Software/IT Systems
Joint Keynote Address

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Abstract
Many software/IT feedback control systems (e.g., "earned value" project management systems) focus on cost and technical progress, but not on business or mission value realization. This often leads to failures due to model clashes between the software/IT organization and the business or mission organization. This talk will discuss value-based feedback systems such as DMR's Benefits Realization Approach. It will show how these approaches avoid many of the model clashes, and how they can help explain some of the exceptions to "laws of evolution" (e.g., Y2K spikes) in terms of business-value considerations.