

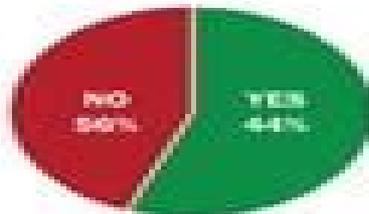
# CHAOS REPORT 2015



The CHAOS Report 2015 is a model for future CHAOS Reports. There have only been two previous CHAOS reports, the original in 1994 and the 21<sup>st</sup> edition of 2014. This new type of CHAOS Report focuses on presenting the data in different forms with many charts. Most of the charts come from the new CHAOS database from the fiscal years 2012 to 2015. The CHAOS fiscal year starts March 1 and runs until the end of February. A few of the charts are from the new SURF database to highlight certain information. The purpose of this report is to present the data in the purest form without much analysis and little thought leadership. Analysis and thought leadership are offered in the CHAOS Manifesto series of reports.

Another major change is how we define success. We have multiple definitions, including our newest. We coded the new CHAOS database with six individual attributes of success: OnTime, OnBudget, OnTarget, OnGoal, Value, and Satisfaction. Our traditional definition is OnTime, OnBudget, and OnTarget. This means the project was resolved within a reasonable estimated time, stayed within budget, and contained a good number of the estimated features and functions. Our new Modern definition is OnTime, OnBudget, with a satisfactory result. This means the project was resolved within a reasonable estimated time, stayed within budget, and delivered customer and user satisfaction regardless of the original scope. We have the flexibility to present the results for one to six of these attributes in any combination.

**ONBUDGET**



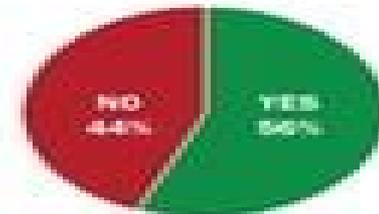
The percentage of projects that were OnBudget from FY2012 - 2015 within the new CHAOS database.

**ONTIME**



The percentage of projects that were OnTime from FY2012 - 2015 within the new CHAOS database.

**ONTARGET**



The percentage of projects that were OnTarget from FY2012 - 2015 within the new CHAOS database.

## TRADITIONAL RESOLUTION FOR ALL PROJECTS

	2012	2013	2014	2015
<b>SUCCESSFUL</b>	30%	37%	41%	36%
<b>CHALLENGED</b>	30%	40%	40%	45%
<b>FAILED</b>	22%	17%	19%	19%

The traditional resolution of all software projects from FY2012 - 2015 within the new CHAOS database.

148 data, online software defect, represents results from FY2012-2015. The total number of software projects is 25,000-plus, with an average of 5,000 per yearly period.

# Chaos Report Project Smart

**Eva Polini, Karina Ghozali**



## **Chaos Report Project Smart:**

**HCI International 2020 - Late Breaking Papers: Interaction, Knowledge and Social Media** Constantine Stephanidis, Gavriel Salvendy, June Wei, Sakae Yamamoto, Hirohiko Mori, Gabriele Meiselwitz, Fiona Fui-Hoon Nah, Keng Siau, 2020-09-26 This book constitutes late breaking papers from the 22nd International Conference on Human Computer Interaction HCII 2020 which was held in July 2020 The conference was planned to take place in Copenhagen Denmark but had to change to a virtual conference mode due to the COVID 19 pandemic From a total of 6326 submissions a total of 1439 papers and 238 posters have been accepted for publication in the HCII 2020 proceedings before the conference took place In addition a total of 333 papers and 144 posters are included in the volumes of the proceedings published after the conference as Late Breaking Work papers and posters These contributions address the latest research and development efforts in the field and highlight the human aspects of design and use of computing systems The 54 late breaking papers address topics such as Interaction Knowledge and Social Media

**Transdisciplinarity** Nima Rezaei, 2022-11-13 This contributed volume book aims at discussing transdisciplinary approaches to address common problems By working transdisciplinarily researchers coming from different disciplines can work jointly using a shared conceptual framework bringing together disciplinary specific theories and concepts There are numerous barriers that can obstruct effective communication between different cultures communities religions and geographies This book shows that through bringing together different disciplines researchers not only can surpass these barriers but can effectively produce new venues of thought that can positively affect the development and evolution of research and education The book discusses new and emerging applications of knowledge produced by transdisciplinary efforts and covers the interplay of many disciplines including agriculture economics mathematics engineering industry information technology marketing nanoscience neuroscience space exploration human animal relationships among others Consequently it also covers the relationship between art and science as one of the most remarkable transdisciplinary approaches that paves the way for new methods in engineering design architecture and many other fields

**BI Without the BS** Eva Polini, Karina Ghozali, 2026-02-16 Stop asking stakeholders what they want start uncovering what they truly need Many business intelligence BI projects fail not because of bad technology but because of poor requirements Stakeholders often don't know what they need and project teams assume too much The result Costly delays endless rework and disappointing solutions BI Without the BS offers a practical proven framework to turn that around Drawing from decades of experience in telecom finance retail and global organizations Eva Polini and Karina Ghozali guide readers through the real world challenges of gathering BI requirements clearly confidently and effectively Whether you're a business analyst data visualization specialist project manager or BI leader this book will help you Understand the foundations of business analysis and requirement engineering then how to apply them to BI Go beyond surface level requests to uncover core business needs Deliver BI assets that are adopted trusted and aligned with strategic goals Build stronger relationships

with stakeholders while reducing friction and rework Through relatable actionable steps the authors empower analysts to become proactive change agents who design solutions that genuinely support decision making Clear accessible and rich with insight this book is your roadmap to building BI solutions that work the first time on time and on budget If you re ready to go beyond gathering requirements and start driving results this book is for you *Improving Project Performance* Jerry L. Wellman,2011-11-29 The approach to project management is too often formulaic describing what should be done and how to do it but not adequately describing why those actions are important *Improving Project Performance* outlines the what and how of project management emphasizing why actions matter the overall intention of the formulaic steps and the strengths or weakness of various tools and techniques Successful project teams must understand and focus intently on what Wellman describes as the eight essential habits of successful project teams Nurture a shared vision of what is to be accomplished Translate that vision into a coherent set of performance specifications Have an integrated plan for accomplishing the purpose Measure their performance against the plan and their progress toward the requirements Allow for uncertainty Manage change Continually act to influence their future Over communicate *Extensions to Linguistic Summaries Indicators based on Neutrosophic Theory, Applications in Project Management Decisions* Iliana Pérez Pupo,Pedro Y. Piñero Pérez,Roberto García Vacacela,Rafael Bello,Osvaldo Santos,Maikel Y Leyva Vázquez, The quick development of the markets and companies especially those that apply information technology has made it easy to store a large volume of digital information Nevertheless the extraction of potentially useful knowledge is difficult also could not be easily understandable by humans One of the techniques applied to the solution to this problem is the linguistic data summarizations whose objective is to discover knowledge to extract patterns from databases from which are generated explicit and concise summaries

*Neutrosophic Sets and Systems: An International Book Series in Information Science and Engineering, vol. 22 / 2018* Florentin Smarandache,Said Broumi,2018 Neutrosophic Sets and Systems has been created for publications on advanced studies in neutrosophy neutrosophic set neutrosophic logic neutrosophic probability neutrosophic statistics that started in 1995 and their applications in any field such as the neutrosophic structures developed in algebra geometry topology etc

*The Art and Science of Project Management 3rd Edition* Roger Warburton,Vijay Kanabar,2018-08-07 The Art what works and what doesn t and how the latest research applies to your project This Third Edition Covers Projects and their Environment Programs Portfolios and Project Selection and the Project Manager This third edition covers the essential Technical Behavioral Business and Strategic Skills includes a new section on Agile Project Management includes the case of a mobile app following the scrum framework and includes several worked projects and a visual tutorial for Microsoft Project R [Project Management for Practice](#) Daud Alam,Uwe Gühl,2022-10-15 In the 2nd edition this book conveys updated content and in addition to classic project management now also agile project management in a practical manner and serves as a toolbox for projects To this end the most important terms and phases of project management are first explained in a

standard compliant manner Then this book deals with cross project cross sectional topics and project phase specific content divided into agile and classic project management Tips and hints examples templates and checklists from project practice in the automotive and IT environment complement the contents For student readers there is also an extensive question catalog to consolidate the knowledge learned This gives readers good and quick access to the topic of project management and helps them to be able to carry out their projects successfully *Intelligent Systems Report*, 2000 **Software & Systems**

**Requirements Engineering: In Practice** Brian Berenbach, Daniel J. Paulish, Juergen Kazmeier, Arnold Rudorfer, 2009-03-03 Proven Software Systems Requirements Engineering Techniques Requirements engineering is a discipline used primarily for large and complex applications It is more formal than normal methods of gathering requirements and this formality is needed for many large applications The authors are experienced requirements engineers and this book is a good compendium of sound advice based on practical experience Capers Jones Chief Scientist Emeritus Software Productivity Research Deliver feature rich products faster cheaper and more reliably using state of the art SSRE methods and modeling procedures Written by global experts Software Systems Requirements Engineering In Practice explains how to effectively manage project objectives and user needs across the entire development lifecycle Gather functional and quality attribute requirements work with models perform system tests and verify compliance You will also learn how to mitigate risks avoid requirements creep and sidestep the pitfalls associated with large complex projects Define and prioritize customer expectations using taxonomies Elicit and analyze functional and quality attribute requirements Develop artifact models meta models and prototypes Manage platform and product line development requirements Derive and generate test cases from UML activity diagrams Deploy validation verification and rapid development procedures Handle RE for globally distributed software and system development projects Perform hazard analysis risk assessment and threat modeling **Solving for Project Risk**

**Management: Understanding the Critical Role of Uncertainty in Project Management** Christian B. Smart, 2020-11-23 Risk is real but you can manage it with this hard hitting guide to reducing risk on any project in any industry All projects large and small are subject to various risks But the failure to manage inherent risk with diligence and know how can lead to devastating consequences for an organization In this comprehensive hands on guide a renowned expert in the field provides everything organizations need to conduct project risk management the right way Why do so many projects come in over schedule and over budget How do projected expenditures and schedules line up with reality How can you accurately assess risk to mitigate financial disaster Through a methodical statistics based approach Christian B Smart reveals The enduring problem of cost and schedule growth How rigorous project risk management can reduce the impact of uncertainty The systematic tendency to underestimate risk and how to avoid it Ways to accurately assess confidence levels in project risk management The need for proper risk management at the portfolio level The author lays out common problems and explains how to effectively solve them And while he employs a wealth of illustrative charts graphs and statistics he presents the

material in an accessible style and peppers the text with powerful personal anecdotes Ideal for project managers business analysts and senior decision makers in both the public and private sectors Solving for Project Risk Management offers everything you need to ensure your projects run smoothly on budget and deliver the expected outcomes Essentials of Nursing Informatics, 7th Edition Virginia K. Saba, Kathleen A. McCormick, 2021-03-22 The single best resource for learning how technology can make the nursing experience as rewarding and successful as possible A Doody's Core Title for 2024 computer systems and information theory electronic medical records continuum of care information technology systems and personal health records coding and government clinical and private sector system requirements This revised and updated edition covers the latest changes in technology administration policy and their effects on healthcare informatics in the U S with contributing international authors from Canada South America Europe Asia Australia and New Zealand The seventh edition includes section summaries and each chapter includes sample test questions and answers This updated seventh edition covers Nursing Informatics Technologies Nursing Practice Applications System Standards Advanced Applications for the 4th Nursing IT Revolution System Life Cycle Educational Applications Informatics Theory Standards Research Applications Policies and Quality Measures in Healthcare Maxey-Rosenau-Last Public Health and Preventive Medicine: Fifteenth Edition Robert B. Wallace, 2007-10-12 An extensive in depth look at public health and preventive medicine topics from experts in the field This trusted one stop resource is a completely up to date all in one public health and preventive medicine guide Sponsored by the Association of Teachers of Preventive Medicine and edited and written by well respected authorities in the range of topics covered Maxey Rosenau Last Public Health and Preventive Medicine is also an outstanding guide to additional resources of information in preparing for the board exam in preventative medicine and public health The new edition of Maxey Rosenau Last Public Health and Preventive Medicine has been completely updated to encompass many new diseases conditions and policy issues that continue to dramatically shape and expand the influence of public health and preventive medicine New to this Edition Important coverage of new diseases conditions and policy issues including critical lessons learned from the SARS epidemic the most recent perspectives on monkey pox plus an increased emphasis on West Nile Virus Restructured infectious and communicable disease section that reflects the emergence of many emerging and recrudescing conditions Greater focus on existing web based resources for further reading New information on community based participatory research Timely new chapter on bioterrorism and preparedness Additional insights on the amelioration of disease producing lifestyles Research enhancing lists and catalogs based on federal and other public access databases that are relevant to public health and prevention More streamlined coverage of chemical exposures and diseases overall Essentials of the public health service delivery infrastructure *Proceedings*, 2005 WRRI Report New Mexico Water Resources Research Institute, 1997 **Smart Engineering System Design** Cihan H. Dagli, 1999 Proceedings of the Artificial Neural Networks in Engineering Conference November 5 8 2000 St Louis Missouri The 179 papers compiled in this

book focus on building smart components to engineering systems currently available Topics discussed include Neural Networks Fuzzy Systems Complex Systems Pattern Recognition Smart Engineering Systems Evolutionary Programming Data Mining Adaptive Control and Biology and Medicine Special tenth anniversary edition includes subject and author indices

*Mortgage Banking* ,2007     Informationweek ,2001     **Project Management with CompTIA Project+: On Track from Start to Finish, Fourth Edition** Joseph Phillips,2017-03-17 Apply the latest project management techniques and prepare for CompTIA Project certification This fully updated self study guide and professional resource shows how to successfully manage projects and prepare for the challenging CompTIA Project exam Project Management with CompTIA Project On Track from Start to Finish Fourth Edition walks you through each step of the project management process covering critical strategies for on time and within budget projects You ll get complete explanations of every objective on the CompTIA Project exam along with end of chapter summaries quizzes and exercises that reinforce key points Coverage includes Initiating the project Developing project plans Working with management Managing project scope Creating the budget Building a project plan Organizing a project team Managing teams Implementing the project plan Revising the project plan Enforcing quality Completing the project Electronic content includes Two complete practice exams Video training from the author Templates and worksheets     **America's Elite Colleges** ,2001

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