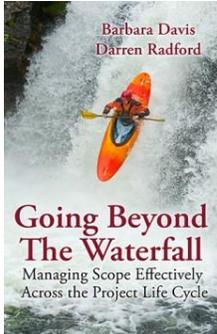


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## PM WORLD BOOK REVIEW



Book Title: ***Going Beyond the Waterfall***

Authors: **Barbara Davis and Darren Radford**

Publisher: **J.Ross Publishing**

List Price: \$54.95 Format: Hard Cover, 260 pages

Publication Date: June 2014 ISBN: 978-1-60427-090-7

Reviewer: **Vance Clarke, PMP**

Review Date: August 2014

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### Introduction to the Book

“I am Water-Gile” ... This is the header in the Forward of the book. This is the first clue that “Going Beyond the Waterfall” is going to involve traditional methods, Waterfall, Agile, and other disciplines within program management. It becomes clear that the book will cover combined and innovative ideas to ensure you are enlightened with new thought.

Being a long time program manager, but a PMP for only a few years I have become more interested in the study, methodology, and differences in how we practice our trade. As we work within guidelines of the PmBOK, it is exciting to read of new methods, thoughts, and ways to look at how we can accomplish our projects.

Scope and requirements, whether fully defining them up front and then managing change – restricting or encouraging – are keys in the book. Establishing flexibility, finding ways to enhance, manage, and accomplish a task while fully engaging with stakeholders and your team to meet success.

As the author states, the key take a ways are: (page xv)

1. Are we doing right things, and are we doing them right?
2. What tasks and activities impact scope at the microscopic level?
3. How can project teams, business stakeholders, and user groups ensure that everything they do will help them achieve targeted outcomes?

### Overview of Book’s Structure

As the authors state, the book is laid out like a traditional project and flows a very logical life cycle. It covers the Waterfall and Agile approaches while comparing all with scope and flexing through change.

The book is laid out in four major sections. (1) Discovery, Scope and Defining Business Solutions, (2) Mid-Flight Change Control, (3) Applying Project and Architecture Methodologies, (4) Implementation and Beyond

Each section builds on specific areas and provides expansion on thoughts, ideas, processes and methods. The authors build their premise of requirements, functions of it, nature of project, stakeholders, and how they all revolve around defining scope and the fundamental nature of the stability of scope.

As they build their case you can see how the traditional view of scope, defining it fully and then executing a plan to accomplish it, becomes very difficult and how hard it is to fully define requirements at the outset.

The book then goes through each section and compares the premise of scope and its stability and change via several architectures, and programs, like Agile, Waterfall, and more. They build their case through compare and contrast and show many thought provoking ideas with solid information.

### **Highlights: What's New in this Book**

For me, much was new. This in-depth look at requirements/scope and the comparisons of Waterfall and Agile were insightful and interesting. If you have worked with both methodologies, this is a great way to see differences and how to consider “taking the best of both worlds and considering a type of hybrid.” (page 157)

I believe many would find the detail, thoughts, and level of thinking on scope, requirements and methods very interesting.

### **Highlights: What I liked!**

I liked the new thinking I found. My limited experience in the Aerospace Industry with Waterfall being our predominant method, this new thinking and exposure to Agile and hybrids was of interest.

I was very intrigued by the clarification of strengths and weaknesses explained from the author's point of view on the varying methods. I also found the strong words on dealing with stakeholders and teams and how to ensure all were in sync with approaches was very worthy of the read.

I found the requirements development information in Chapter 5 very good. The different thoughts on “evolution”; differing of requirements from project evolution and how they differ (page 85). The many facets of satisfying the business, stakeholder, and targeted outcomes were all well thought out.

### **Who might benefit from the Book**

I enjoyed the book. The thoughts focus on scope and how we view change and what change we should leave to discover as we go. Very well laid out and thoughtful. Recommend it as a good read for those interested in scope and managing requirements.

### **Conclusion**

A good read if you are interested in in-depth discussion on scope, requirements, and how traditional Waterfall and Agile methods compare. I felt the best aspects were the well thought out details in each function and definition. I thought the authors did a good job of holding my attention and in sharing concisely, ways to look at old subjects anew. Recommend this to those who desire to find a different angle to look at things and to dare their traditional thinking on how they accomplish their project work.

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### **Going Beyond the Waterfall, Managing Scope Effectively Across the Project Life Cycle**

By Barbara Davis and Darren Radford, Hardcover, 6x9, 288 pages, ISBN: 978-1-60427-090-7  
June 2014; <http://www.jrosspub.com/going-beyond-the-waterfall.html>.

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



### **Vance Clarke, PMP**

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**Vance Clarke** is Manager of Logistics Programs at L-3 Mission Integration in Greenville, Texas.

Clarke has more than 32 years of leadership and management, 19 years of logistics, and 25 years of Program Management experience. He has an extensive background in logistics issues ranging from ordering, warehousing, and deriving requirements. He has worked at various levels of leadership in both commercial and military organizations.

In 2010, Clarke retired from the United States Air Force, after 30 years of service, and joined L-3 as a Program Manager within Reconnaissance Programs. There he provided oversight on numerous emergency, enhancement, and sustainment projects for critical mission aircraft. In January 2013, he advanced to his current position where he leads a team of five program managers handling a wide-array of contracts focused on aircraft fleet management and sustainment.

Clarke holds a master's degree in Organizational Management from the University of Laverne, a bachelor's degree in Business Management from the University of Maryland, and a Program Management Certification, along with several prestigious leadership training accomplishments.