

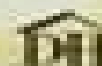
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# Waltzing with Bears

MANAGING RISK ON SOFTWARE PROJECTS

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Microsoft Business Systems



TOM DEMARCO & TIMOTHY LISTER

# **Waltzing With Bears Managing Risk On Software Projects Tom Demarco**



**Tom Kendrick**

# Waltzing With Bears Managing Risk On Software Projects Tom Demarco

**Waltzing with Bears** Tom DeMarco, Timothy R. Lister, 2003 Any software project that's worth starting will be vulnerable to risk. Since greater risks bring greater rewards, a company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes in the name of positive thinking or a Can Do attitude, software managers drive their organizations into the ground. In *Waltzing with Bears*, Tom DeMarco and Timothy Lister, the best-selling authors of *Peopleware*, show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. You'll find that risk management makes aggressive risk taking possible, protects management from getting blindsided, provides minimum cost downside protection, reveals invisible transfers of responsibility, isolates the failure of a subproject, and teaches readers to identify the most common risks faced by software projects: schedule flaws, requirements inflation, turnover, specification breakdown, and under performance. Packed with provocative insights, real-world examples, and project-saving tips, *Waltzing with Bears* is your guide to mitigating the risks before they turn into problems. [Waltzing with Bears](#) Tom DeMarco, Timothy Lister, 2013 This is the digital version of the printed book. Copyright 2003. If There's No Risk On Your Next Project, Don't Do It. Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes in the name of positive thinking or a can-do attitude, software managers drive their organizations into the ground. In *Waltzing with Bears*, Tom DeMarco and Timothy Lister, the best-selling authors of *Peopleware*, show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. The authors present the benefits of risk management, including that it makes aggressive risk taking possible, protects management from getting blindsided, provides minimum cost downside protection, reveals invisible transfers of responsibility, isolates the failure of a subproject, and provides readers with strategies for confronting the most common risks that software projects face: schedule flaws, requirements inflation, turnover, specification breakdown, and under performance. *Waltzing with Bears* will help you mitigate the risks before they turn into project-killing problems. Risks are out there, and they should be there, but there is a way to manage them.

**Waltzing with Bears** Tom DeMarco, Tim Lister, 2013-07-15 This is the digital version of the printed book. Copyright 2003. If There's No Risk On Your Next Project, Don't Do It. Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes in the name of positive thinking or a can-do attitude, software managers drive their organizations into the ground. In *Waltzing with Bears*, Tom DeMarco and Timothy Lister, the best-selling authors of *Peopleware*, show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. The authors present the benefits of risk management, including that it makes aggressive risk taking possible, protects management from getting

blindsided provides minimum cost downside protection reveals invisible transfers of responsibility isolates the failure of a subproject Readers are armed with strategies for confronting the most common risks that software projects face schedule flaws requirements inflation turnover specification breakdown and under performance Waltzing with Bears will help you mitigate the risks before they turn into project killing problems Risks are out there and they should be there but there is a way to manage them

**Controlling Software Projects** Tom DeMarco,1982 Controlling Software Projects shows managers how to organize software projects so they are objectively measurable and prescribes techniques for making early and accurate projections of time and cost to deliver

**Peopleware** Tom DeMarco,Timothy R. Lister,2013 Most software project problems are sociological not technological Peopleware is a book on managing software projects

*Identifying and Managing Project Risk* Tom Kendrick,2009-02-27 Winner of the Project Management Institute s David I Cleland Project Management Literature Award 2010 It s no wonder that project managers spend so much time focusing their attention on risk identification Important projects tend to be time constrained pose huge technical challenges and suffer from a lack of adequate resources Identifying and Managing Project Risk now updated and consistent with the very latest Project Management Body of Knowledge PMBOK Guide takes readers through every phase of a project showing them how to consider the possible risks involved at every point in the process Drawing on real world situations and hundreds of examples the book outlines proven methods demonstrating key ideas for project risk planning and showing how to use high level risk assessment tools Analyzing aspects such as available resources project scope and scheduling this new edition also explores the growing area of Enterprise Risk Management Comprehensive and completely up to date this book helps readers determine risk factors thoroughly and decisively before a project gets derailed

*Waltzing with Bears* Tom DeMarco,Timothy R. Lister,2013

**Adrenaline Junkies and Template Zombies** Tom DeMarco,Peter Hruschka,Tim Lister,Steve McMenamin,James Robertson,Suzanne Robertson,2013-07-15 This is the digital version of the printed book Copyright 2008 Adrenaline junkies dead fish project sluts true believers Lewis and Clark template zombies Most developers testers and managers on IT projects are pretty good at recognizing patterns of behavior and gut level hunches as in I sense that this project is headed for disaster But it has always been more difficult to transform these patterns and hunches into a usable form something a team can debate refine and use Until now In Adrenaline Junkies and Template Zombies the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year around the world The result is a quick read guide to identifying nearly ninety typical scenarios drawing on a combined one hundred and fifty years of project management experience Project by project you ll improve the accuracy of your hunches and your ability to act on them The patterns are presented in an easy reference format with names designed to ease communication with your teammates In just a few words you can describe what s happening on your project Citing the patterns of behavior can help you quickly move those above and below you to the next step on your

project You'll find classic patterns such as these News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food Fridge Door and more than eighty more Not every pattern will be evident in your organization and not every pattern is necessarily good or bad However you'll find many patterns that will apply to your current and future assignments even in the most ambiguous circumstances When you assess your situation and follow your next hunch you'll have the collective wisdom of six world class consultants at your side

Slack Tom DeMarco, 2002-04-09 If your company's goal is to become fast responsive and agile more efficiency is not the answer you need more slack Why is it that today's superefficient organizations are ailing Tom DeMarco a leading management consultant to both Fortune 500 and up and coming companies reveals a counterintuitive principle that explains why efficiency efforts can slow a company down That principle is the value of slack the degree of freedom in a company that allows it to change Implementing slack could be as simple as adding an assistant to a department and letting high priced talent spend less time at the photocopier and more time making key decisions or it could mean designing workloads that allow people room to think innovate and reinvent themselves It means embracing risk eliminating fear and knowing when to go slow Slack allows for change fosters creativity promotes quality and above all produces growth With an approach that works for new and old economy companies alike this revolutionary handbook debunks commonly held assumptions about real world management and gives you and your company a brand new model for achieving and maintaining true effectiveness

Technology Strategy Patterns Eben Hewitt, 2018-10-15 Technologists who want their ideas heard understood and funded are often told to speak the language of business without really knowing what that is This book's toolkit provides architects product managers technology managers and executives with a shared language in the form of repeatable practical patterns and templates to produce great technology strategies Author Eben Hewitt developed 39 patterns over the course of a decade in his work as CTO CIO and chief architect for several global tech companies With these proven tools you can define create elaborate refine and communicate your architecture goals plans and approach in a way that executives can readily understand approve and execute This book covers Architecture and strategy Adopt a strategic architectural mindset to make a meaningful material impact Creating your strategy Define the components of your technology strategy using proven patterns Communicating the strategy Convey your technology strategy in a compelling way to a variety of audiences Bringing it all together Employ patterns individually or in clusters for specific problems use the complete framework for a comprehensive strategy

Project Management for Information Professionals Margot Note, 2015-11-03 Aimed at practitioners this handbook imparts guidance on project management techniques in the cultural heritage sector Information professionals often direct complex endeavors with limited project management training or resources Project Management for Information Professionals demystifies the tools and processes essential to successful project management and advises on how to manage the interpersonal dynamics and organizational culture that influence the effectiveness of these methods With this

book readers will gain the knowledge to initiate plan execute monitor and close projects offers guidance based on real world experience prepares readers without prior project management knowledge or experience provides lean easy to read and jargon free instructions aimed at information professionals working in libraries archives museums

**Scaling Software Agility** Dean Leffingwell, 2007-02-26 Companies have been implementing large agile projects for a number of years but the stigma of agile only works for small projects continues to be a frequent barrier for newcomers and a rallying cry for agile critics What has been missing from the agile literature is a solid practical book on the specifics of developing large projects in an agile way Dean Leffingwell s book *Scaling Software Agility* fills this gap admirably It offers a practical guide to large project issues such as architecture requirements development multi level release planning and team organization Leffingwell s book is a necessary guide for large projects and large organizations making the transition to agile development Jim Highsmith director Agile Practice Cutter Consortium author of *Agile Project Management* There s tension between building software fast and delivering software that lasts between being ultra responsive to changes in the market and maintaining a degree of stability In his latest work *Scaling Software Agility* Dean Leffingwell shows how to achieve a pragmatic balance among these forces Leffingwell s observations of the problem his advice on the solution and his description of the resulting best practices come from experience he s been there done that and has seen what s worked Grady Booch IBM Fellow Agile development practices while still controversial in some circles offer undeniable benefits faster time to market better responsiveness to changing customer requirements and higher quality However agile practices have been defined and recommended primarily to small teams In *Scaling Software Agility* Dean Leffingwell describes how agile methods can be applied to enterprise class development Part I provides an overview of the most common and effective agile methods Part II describes seven best practices of agility that natively scale to the enterprise level Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale This book is invaluable to software developers testers and QA personnel managers and team leads as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale

**Mastering the Requirements Process** Suzanne Robertson, James Robertson, 2012-08-06 If the purpose is to create one of the best books on requirements yet written the authors have succeeded Capers Jones Software can solve almost any problem The trick is knowing what the problem is With about half of all software errors originating in the requirements activity it is clear that a better understanding of the problem is needed Getting the requirements right is crucial if we are to build systems that best meet our needs We know beyond doubt that the right requirements produce an end result that is as innovative and beneficial as it can be and that system development is both effective and efficient *Mastering the Requirements Process Getting Requirements Right Third Edition* sets out an industry proven process for gathering and verifying requirements regardless of whether you work in a

traditional or agile development environment In this sweeping update of the bestselling guide the authors show how to discover precisely what the customer wants and needs in the most efficient manner possible Features include The Volere requirements process for discovering requirements for use with both traditional and iterative environments A specification template that can be used as the basis for your own requirements specifications Formality guides that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Checklists to help identify stakeholders users non functional requirements and more Methods for reusing requirements and requirements patterns New features include Strategy guides for different environments including outsourcing Strategies for gathering and implementing requirements for iterative releases Thinking above the line to find the real problem How to move from requirements to finding the right solution The Brown Cow model for clearer viewpoints of the system Using story cards as requirements Using the Volere Knowledge Model to help record and communicate requirements Fundamental truths about requirements and system development

**Best Practices for the Formal Software Testing Process** Rodger D. Drabick,2013 This is the digital version of the printed book Copyright 2004 Testing is not a phase Software developers should not simply throw software over the wall to test engineers when the developers have finished coding A coordinated program of peer reviews and testing not only supplements a good software development process it supports it A good testing life cycle begins during the requirements elucidation phase of software development and concludes when the product is ready to install or ship following a successful system test Nevertheless there is no one true way to test software the best one can hope for is to possess a formal testing process that fits the needs of the testers as well as those of the organization and its customers A formal test plan is more than an early step in the software testing process it s a vital part of your software development life cycle This book presents a series of tasks to help you develop a formal testing process model as well as the inputs and outputs associated with each task These tasks include review of program plans development of the formal test plan creation of test documentation test design test cases test software and test procedures acquisition of automated testing tools test execution updating the test documentation tailoring the model for projects of all sizes Whether you are an experienced test engineer looking for ways to improve your testing process a new test engineer hoping to learn how to perform a good testing process a newly assigned test manager or team leader who needs to learn more about testing or a process improvement leader this book will help you maximize your effectiveness

**Just Enough Requirements Management** Alan Davis,2013-07-18 This is the digital version of the printed book Copyright 2005 If you develop software without understanding the requirements you re wasting your time On the other hand if a project spends too much time trying to understand the requirements it will end up late and or over budget And products that are created by such projects can be just as unsuccessful as those that fail to meet the basic requirements Instead every company must make a reasonable trade off between what s required and what time and resources are available

Finding the right balance for your project may depend on many factors including the corporate culture the time to market pressure and the criticality of the application That is why requirements management gathering requirements identifying the right ones to satisfy and documenting them is essential Just Enough Requirements Management shows you how to discover prune and document requirements when you are subjected to tight schedule constraints You ll apply just enough process to minimize risks while still achieving desired outcomes You ll determine how many requirements are just enough to satisfy your customers while still meeting your goals for schedule budget and resources If your project has insufficient resources to satisfy all the requirements of your customers you must read Just Enough Requirements Management [Rethinking Productivity in Software Engineering](#) Caitlin Sadowski,Thomas Zimmermann,2019-05-07 Get the most out of this foundational reference and improve the productivity of your software teams This open access book collects the wisdom of the 2017 Dagstuhl seminar on productivity in software engineering a meeting of community leaders who came together with the goal of rethinking traditional definitions and measures of productivity The results of their work Rethinking Productivity in Software Engineering includes chapters covering definitions and core concepts related to productivity guidelines for measuring productivity in specific contexts best practices and pitfalls and theories and open questions on productivity You ll benefit from the many short chapters each offering a focused discussion on one aspect of productivity in software engineering Readers in many fields and industries will benefit from their collected work Developers wanting to improve their personal productivity will learn effective strategies for overcoming common issues that interfere with progress Organizations thinking about building internal programs for measuring productivity of programmers and teams will learn best practices from industry and researchers in measuring productivity And researchers can leverage the conceptual frameworks and rich body of literature in the book to effectively pursue new research directions What You ll Learn Review the definitions and dimensions of software productivity See how time management is having the opposite of the intended effect Develop valuable dashboards Understand the impact of sensors on productivity Avoid software development waste Work with human centered methods to measure productivity Look at the intersection of neuroscience and productivity Manage interruptions and context switching Who Book Is For Industry developers and those responsible for seminar style courses that include a segment on software developer productivity Chapters are written for a generalist audience without excessive use of technical terminology [The Professional Product Owner](#) Don McGreal,Ralph Jocham,2018-06-04 The Professional Product Owner s Guide to Maximizing Value with Scrum This book presents a method of communicating our desires cogently coherently and with a minimum of fuss and bother Ken Schwaber Chairman Founder Scrum org The role of the Product Owner is more crucial than ever But it s about much more than mechanics it s about taking accountability and refocusing on value as the primary objective of all you do In The Professional Product Owner two leading experts in successful Scrum product ownership show exactly how to do this You ll learn how to identify where value can be found measure it and maximize it



throughout your entire product lifecycle Drawing on their combined 40 years of experience in using agile and Scrum in product management Don McGreal and Ralph Jocham guide you through all facets of envisioning emerging and maturing a product using the Scrum framework McGreal and Jocham discuss strategy showing how to connect Vision Value and Validation in ROI focused agile product management They lay out Scrum best practices for managing complexity and continuously delivering value and they define the concrete practices and tools you can use to manage Product Backlogs and release plans all with the goal of making you a more successful Product Owner Throughout the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome Define success from the outside in using external customer driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner's role and align everyone behind a shared business model Use Evidence Based Management EBMgt to invest in the right places make smarter decisions and reduce risk Effectively apply Scrum's Product Owner role artifacts and events Populate and manage Product Backlogs and use just in time specifications Plan and manage releases improve transparency and reduce technical debt Scale your product not your Scrum Use Scrum to inject autonomy mastery and purpose into your product team's work Whatever your role in product management or agile development this guide will help you deliver products that offer more value more rapidly and more often Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details *Systems Analysis and Design* Gary B. Shelly, Harry J. Rosenblatt, 2011 *Systems Analysis and Design* Video Enganced International Edition offers a practical visually appealing approach to information systems development *Why Can't You Just Give Me the Number?* Patrick Leach, 2006 *Decision making 101 for executives* A solid overview of the key decision analysis concepts sprinkled with pearls of wisdom and wry humor Explains the language of risk uncertainty and decision making

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