



Michael Mah

Michael Mah is the director of the Benchmarking Practice at the Cutter Consortium, a Boston-based IT think-tank, and served as past editor of the IT Metrics Strategies publication. He is also managing partner at QSM Associates Inc. based in Massachusetts USA.

Michael teaches, writes, and consults to technology companies on measuring, estimating and managing software projects, whether in-house, offshore, waterfall, or agile.

With over 25 years of experience, Michael and his partners have derived productivity patterns for thousands of software projects collected worldwide across engineering and business applications. His work examines time-pressure dynamics of teams, and its role in project success and failure. In addition to his background in physics and electrical engineering, he is a mediator specializing in dispute resolution for technology projects.

He has a degree in electrical engineering from Tufts University. His training on dispute resolution, mediation, and participatory processes is from the Program on Negotiation at Harvard Law School and the Radcliffe Institute for Advanced Study. He is also a private pilot and lives in the mountains of Western Massachusetts.

Michael can be reached at michael.mah@qsma.com.



Passion: What Software Teams and Executive Leadership Might Learn About Creating Lasting Change from ... Eco-pirates



Michael Mah
Managing Partner
QSM Associates, Inc.
413-499-0988
e-mail: michael.mah@qsm.com
Twitter: @michaelcmah
Website: www.qsm.com





"The thought of the human species being wiped out, it's all consuming"
- Elon Musk



HOPE
CHANGES
EVERYTHING.



A large school of fish, possibly sardines or anchovies, swimming in a deep blue ocean. The fish are densely packed and move in a coordinated pattern, creating a sense of movement and depth. The lighting is a deep blue, highlighting the silhouettes of the fish against the lighter blue background.

"If the Oceans die, we die!"

CAPTAIN PAUL WATSON, SEA SHEPHERD





Sea Shepherd Cove Guardians





Remarkable Team Attributes

A Powerful Sense of Purpose

Leaders and Backup Leaders

Team Communication

Transparency's Secret Weapon – the Camera

Bonds of Trust – Sea Shepherd Family

Celebrity Power

Power of Social Media

Metrics and Messaging























Keep Out.

**Taiji Town Ordinance prohibits
unauthorized access beyond
this point.**

海-4



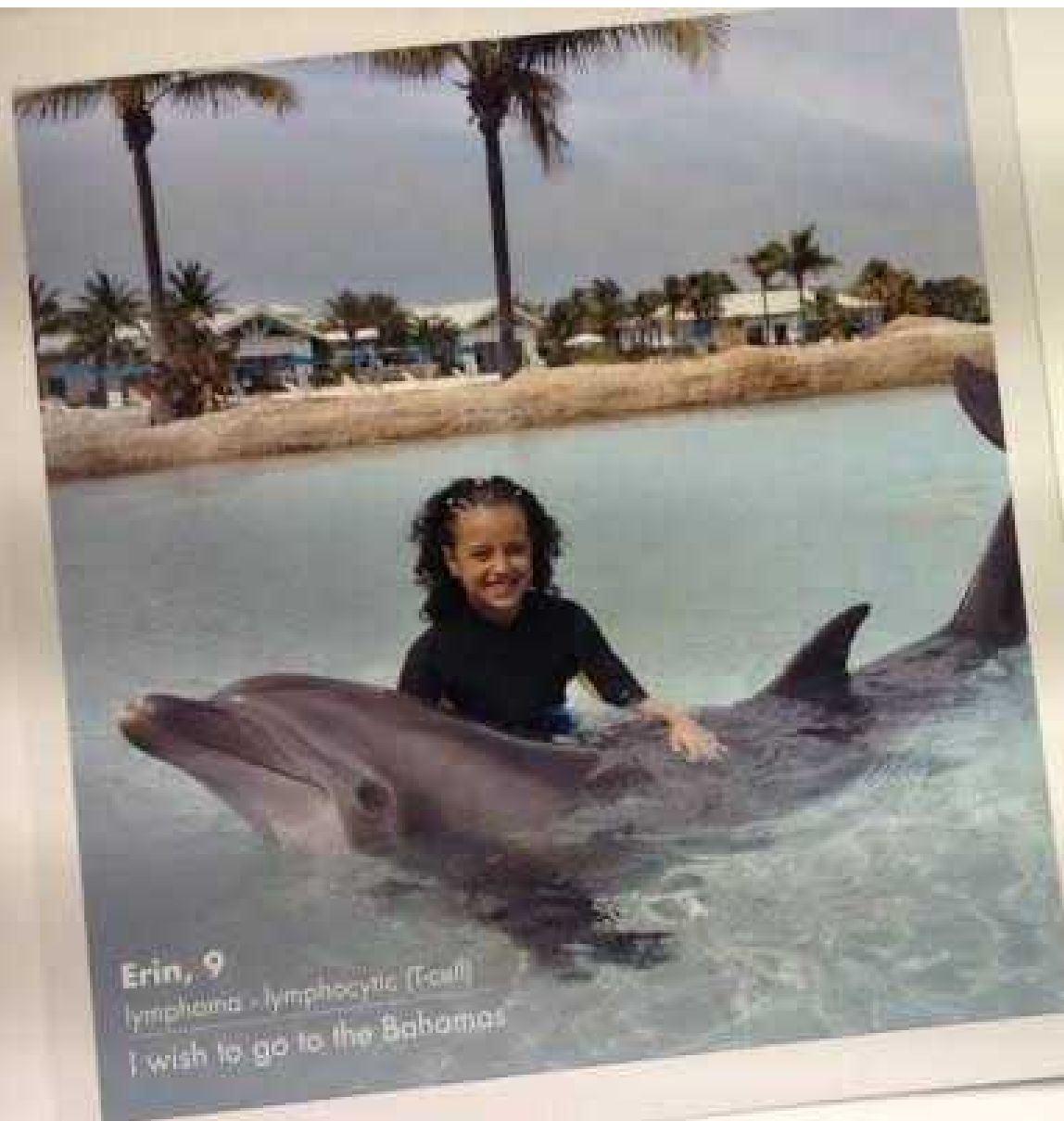




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Erin, 9
lymphoma - lymphocytic (rare)
I wish to go to the Bahamas

MAKE-A-WISH.

Wishes *in Flight*

**Miles to
spare can get
a kid there.**

Help wish kids take flight.

**Give your air miles now.
wish.org/flight**





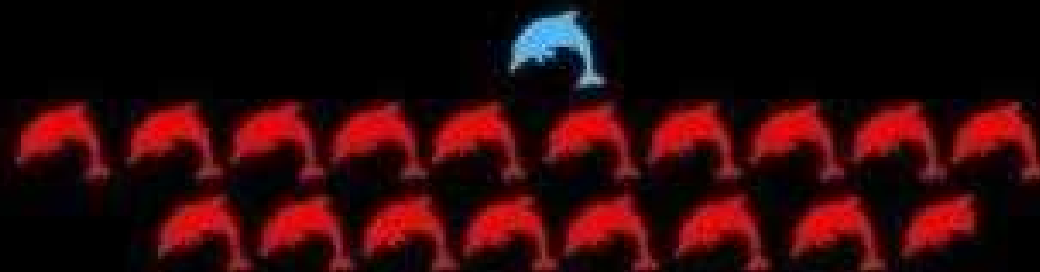


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Wildlife Watcher (SG) & Sea Shepherd Conservation Society



FOR
EVERY **1** DOLPHIN
TAKEN INTO CAPTIVITY

17 DOLPHINS DIE
IN TAIJI, JAPAN



STOP THE SLAUGHTER

TAIJI CATCH STATISTICS 2000-2009 (JAPANESE FISHERIES AGENCY) 13,681 KILLED 766 TAKEN INTO CAPTIVITY.















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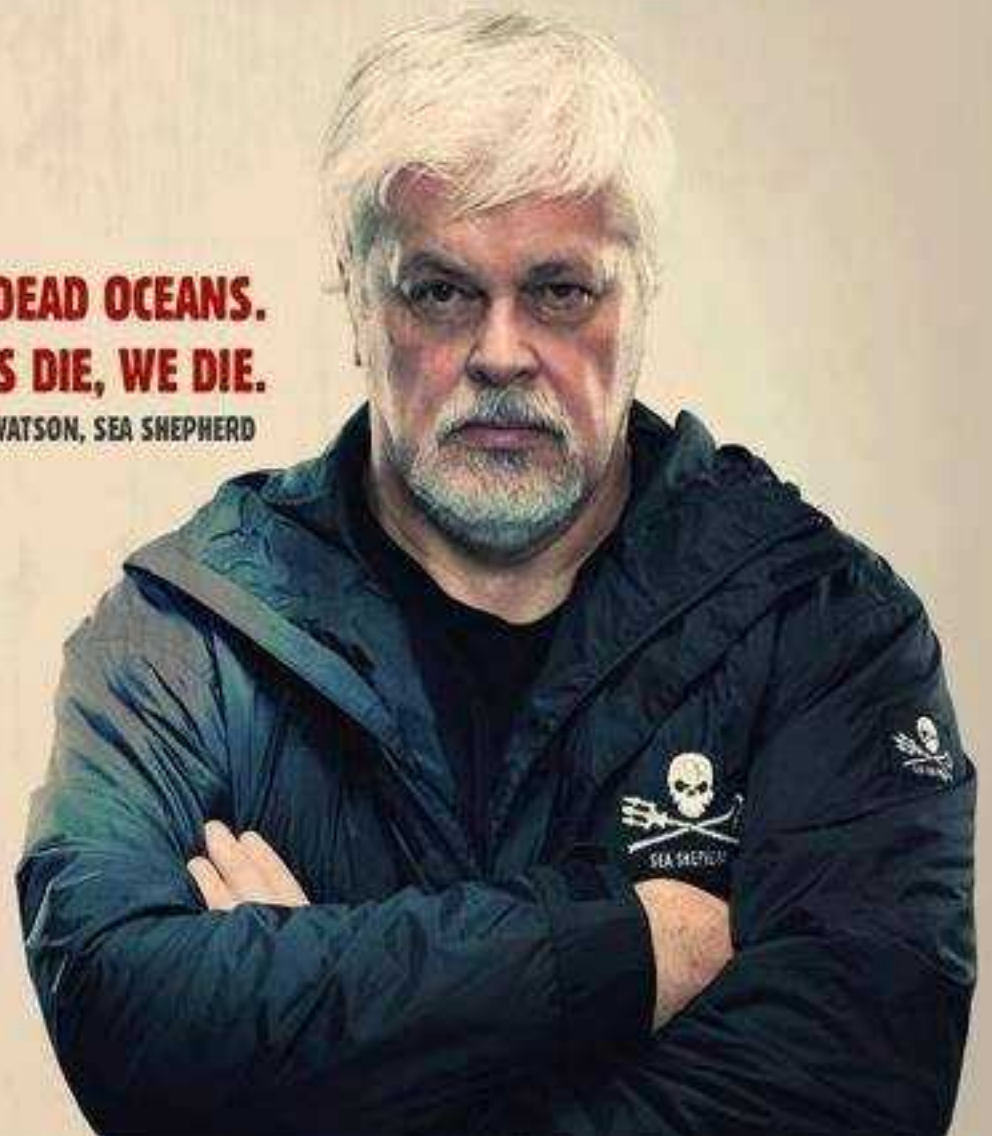




Capt Paul Watson, Sea Shepherd Conservation

**WE CAN NOT LIVE ON THIS PLANET WITH DEAD OCEANS.
IF OUR OCEANS DIE, WE DIE.**

PAUL WATSON, SEA SHEPHERD



A Powerful Sense of Purpose

An aerial photograph of a tropical coastline. On the left, a dark green, forested island is partially visible, separated from the mainland by a narrow strip of white sand beach. The water transitions from a shallow, light turquoise color near the shore to a deep, dark blue further out. The text is overlaid on the right side of the image, which is dominated by the deep blue water.

**“NO WATER, NO LIFE.
NO BLUE, NO GREEN.”**

-SYLVIA EARLE-

Leaders and Backups



Team Communication - Daily Standups



Transparency Secret Weapon – the Camera



Transparency Secret Weapon – the Camera



Transparency Secret Weapon – the Camera



Bonds of Trust – Sea Shepherd Family



Bonds of Trust – Sea Shepherd Family



Bonds of Trust – Sea Shepherd Family



Celebrity Power



Celebrity Power



TILLYDEGA 2014
#EmptyTheTanks



The Power of Social Media



Metrics and Messaging

File Edit View History Bookmarks Tools Help

Captain Paul Watson x Two new beluga whales arr... x QSM WebEx Enterprise Site x Ceta-Base: Captive Dolphi... x

Search or enter address. ceta-base

Most Visited QSM WebEx Enterprise... Inbox (774) - michael... Amazon.com - Online... Suggested Sites 7-Day Forecast for Lati... Hourly Weather Forec... Login | Flight Schedule... ADDS - Winds/Temps

CAPTIVE DATABASES

- [Luga'logue](#)
- [Or'census](#)
- [Phin'ventory](#)

ISSUES

- [Drive Fisheries](#)
- [Taiji Timeline](#)
NEW

RESOURCES

- [News](#)
- [Timeline](#)
- [Maternity Ward](#)
- [Species Guide](#)
- [Library](#)
- [Statistics](#)

MISC

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Welcome to the Ceta-Base!

Ceta-Base is currently running a donation drive, check out the [Donate!](#) page for more information or click the "Donate" button above. No contribution is too small and will help offset operational costs for the Ceta-Base website.



Ceta-Base Donation Drive

[Donate](#) and receive a gift of appreciation*

* Those who donate will also receive a Ceta-Base sticker as a thank you for your contribution.

The Ceta-Base website is intended to serve as an informational resource and database of captive held cetaceans around the world. Each database or inventory is organized by species: Luga'logue (Belugas), Or'census (Killer Whales) and the Phin'ventory (Dolphins & Porpoises). Within each species database there are three population categories - Living, Deceased and Historical. By default each inventory will start out on the Living Population of animals. Living population will reflect the

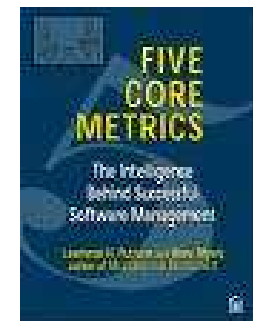
12:50 PM 6/3/2014

The QSM SLIM Database

QSM maintains the world's largest benchmarking database of 12,000+ completed software projects collected worldwide. We put industry productivity statistics [on the desktop](#).

The QSM SLIM database contains projects in all industries, waterfall, Agile, offshore/outsourced, in-house, new development, and maintenance.

SLIM tools enable managers to measure and estimate Agile and/or waterfall projects.



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As a leading provider, technology will become essential to both its growth and delivery, and working with education and government is often necessary for early commercial success.



Aggravated assault, sexual harassment, kidnapping is a capital offense in the jurisdiction. In addition, sexual assault and sexual harassment are capital offenses in the jurisdiction. In addition, sexual assault and sexual harassment are capital offenses in the jurisdiction.



collected to the go to further research to measure, test and demonstrate for the more complete offering of various grey vehicles, which include 400 and more.

[illegible]

On 22 Jan. 2000, the author was contacted by the (S)F's Information Security Section to report that the (S)F had been contacted by the collection of (S)F personnel based in the South Region (e.g., Singapore, Kuala Lumpur, Penang, etc.).

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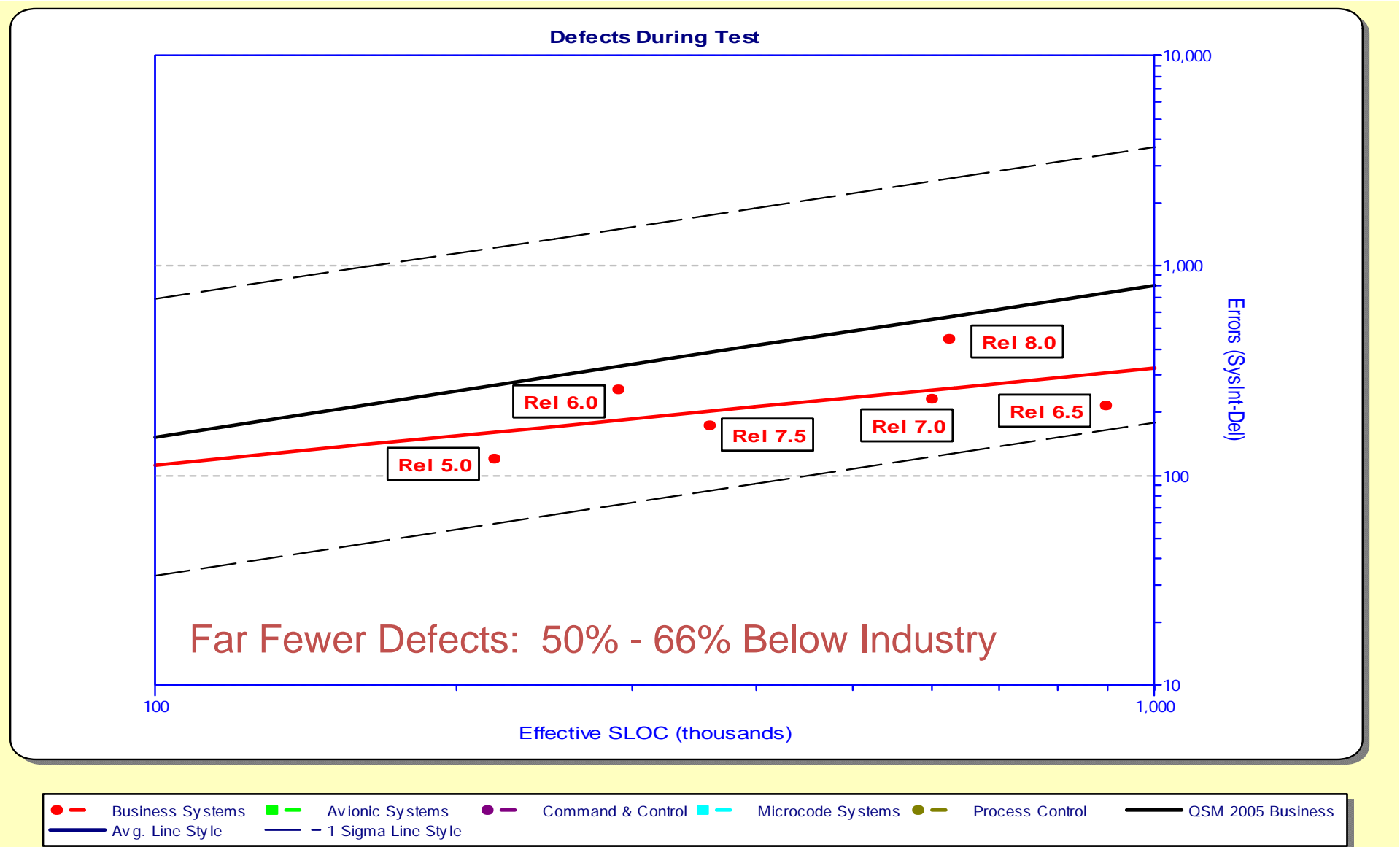
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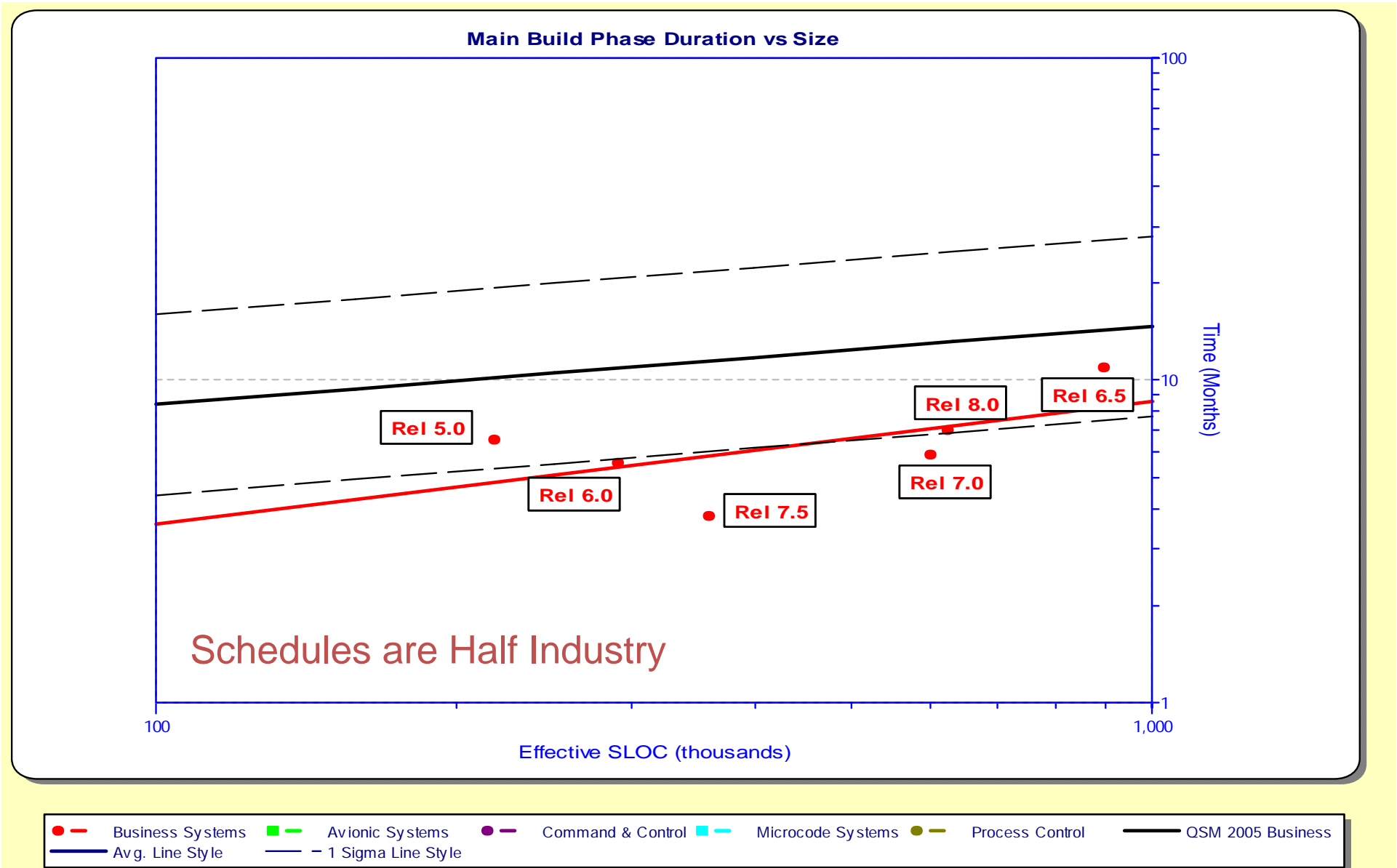




Trendline Assessment – Defects/Quality



Trendline Assessment – Build Phase Schedule

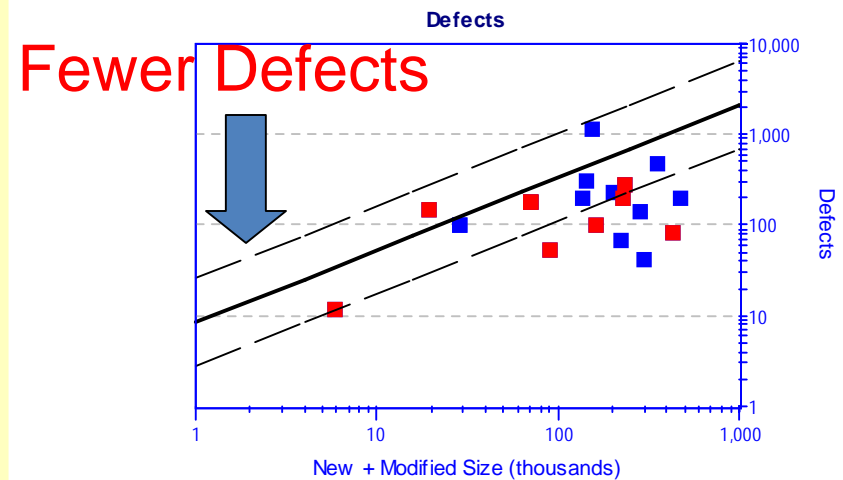
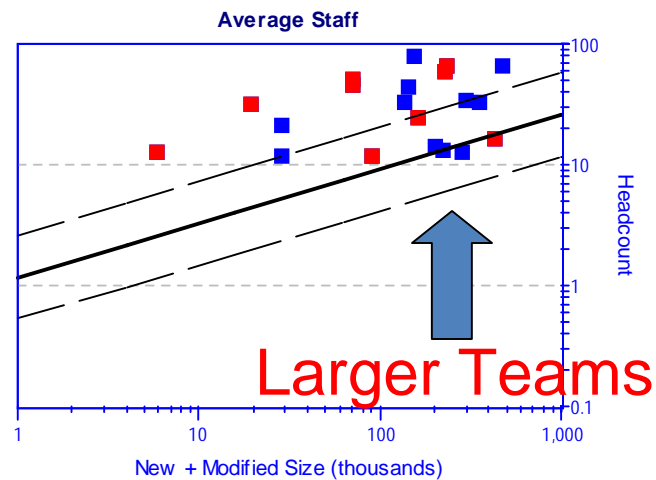
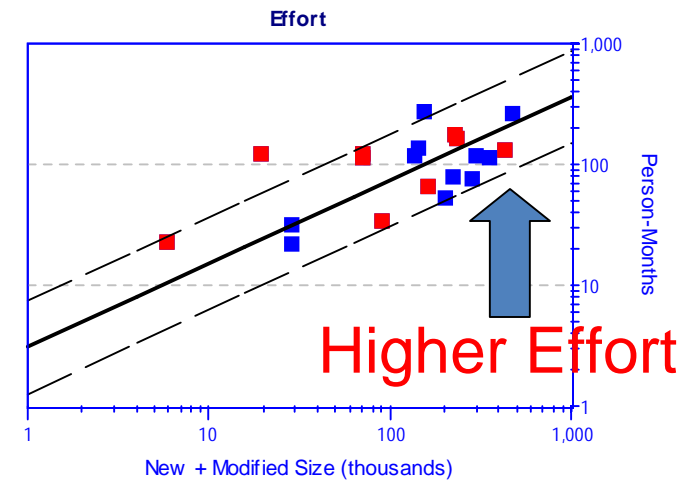
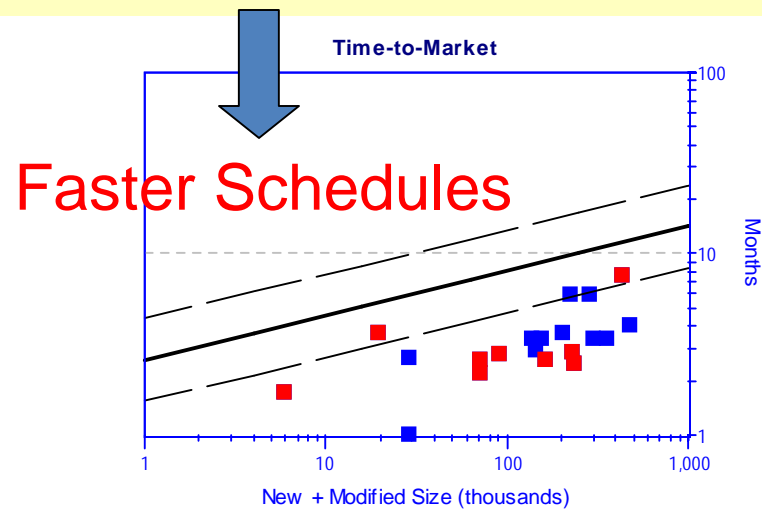


Follett vs. Industry Average

	Industry Average	Current Performance	Delta
Project Cost	\$3.5 Million	\$2.2 Million	-\$1.3M
Schedule	12.6 months	7.8 months	-4.8 mos
QA Defects	242	121	-50%
Staffing	35	35	n/a

Follett Release Patterns vs. SLIM Database (2014 Blue, 2015 Red)

Build Trends





Agile Product &
Project Management

REPRINT



How Agile Projects Measure Up, and What This Means to You

<http://www.cutter.com>

by Michael Mah, Senior Consultant, Cutter Consortium;
with contribution by Mike Lunt

What's Your Passion?













DieselStation.com

DieselStation.com

Contact Us

Michael Mah
Managing Partner
QSM Associates, Inc.

email: michael.mah@qsma.com

website: www.qsma.com

twitter: [@michaelcmah](https://twitter.com/michaelcmah)

tel: 1 413-499-0988

#SeaShepherd

#RacingExtinction

#Startwith1thing

