Presentation to
New York City SPIN
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Title: **"Deadline-Driven Software Project Estimation"**

Speaker: Mr. Michael C. Mah. Managing Partner, QSM Associates, Inc.

Covering Topic Categories: Strategic Applications and Results of Project Management
Crisis and Contingency Planning
Knowledge Management
Metrics, Change Management, and Project Office

Topic Overview and Abstract:

Commercial pressures of today's economy result in imposed deadlines being the norm for technology projects. Yet, the nature of software projects demand that teams deal with the constant dynamics of change.

This creates extreme degrees of project risk, and perpetuates the so called "software crisis", whereby a large percentage of projects are canceled, delivered late, or with cost overruns and poor quality. However, knowing the nature of these dynamics empowers managers to make decisions on promised functionality, thereby controlling the very factors that degrade software quality and reliability.

This presentation will address why software projects are different than other classes of work, and how the R&D "Laws" of lifecycle dynamics can be used to avert disaster. We will discuss benchmarking against "the competition" to fully understand how an organization stacks up, in multiple dimensions of speed, cost, staffing, and reliability. We will address laws of "cause and effect", so that managers can establish reliable commitments and manage expectations.

What Is To be Learned:

❑   If "Industry Benchmarks" Are the Answer, What's the Question?
❑   How to Use Productivity Baselines for Estimation
❑   Critical Flaws in "Traditional" Planning Processes
❑   Risk Management Techniques When Deadlines Are Fixed
❑   What You Can Do About "Dangerous Metrics"
❑   Showing the Payoff for Process Improvement

Who Should Attend:

This talk is designed for both non-technical and technical software managers. This includes Vice Presidents of Engineering, Directors of Software Development, Quality Assurance Managers, Software Process Managers, Program Managers and Team Leaders, Audit Specialists, and Software Measurement Specialists.

About the Speaker

Michael Mah

Michael is a senior consultant with the Cutter Consortium in Arlington Massachusetts, and owner/partner at QSM Associates Inc., a consulting firm based in Pittsfield Massachusetts.

He is a featured industry conference speaker on process management, organizational dynamics, and software measurement, and has written numerous articles for technology publications in the last 10 years. Michael has also served as editor of a respected industry periodical, Cutter IT Metrics Strategies. His clients have included companies such as Salomon Inc., JP Morgan, Chase, Merrill Lynch, Intel, Rockwell Avionics, Compaq, Sprint, BellSouth, and others.

Michael's particular interest is in people dynamics, whether in family life on topics such as systems theory, or in organizational life and the complex interactions between groups, departments, and divisions working on the technology revolution at "Internet Speed". He is also focused on practical applications of the theory and practice of negotiation, dispute resolution and mediation in these settings, including the use of role playing, gestalt techniques, and simulation adapted from couple/family therapies and interventions to increase corporate and personal effectiveness.

Michael's degree is in electrical engineering from Tufts University, Medford, MA, with his training on dispute resolution, mediation, and participatory processes through the Program on Negotiation at Harvard Law School and the Radcliffe Institute for Advanced Study.

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