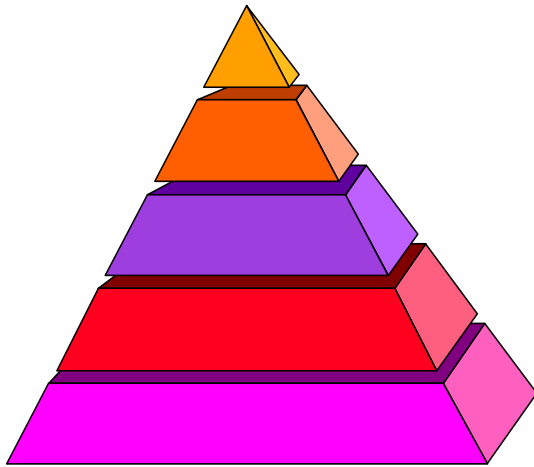


***New York City SPIN- Sept 2004***

**Agile Management Methods  
“Old Goats vs. Young Bucks”**

**A Young Goat’s Observations  
on Productivity Metrics  
and Deadlines**



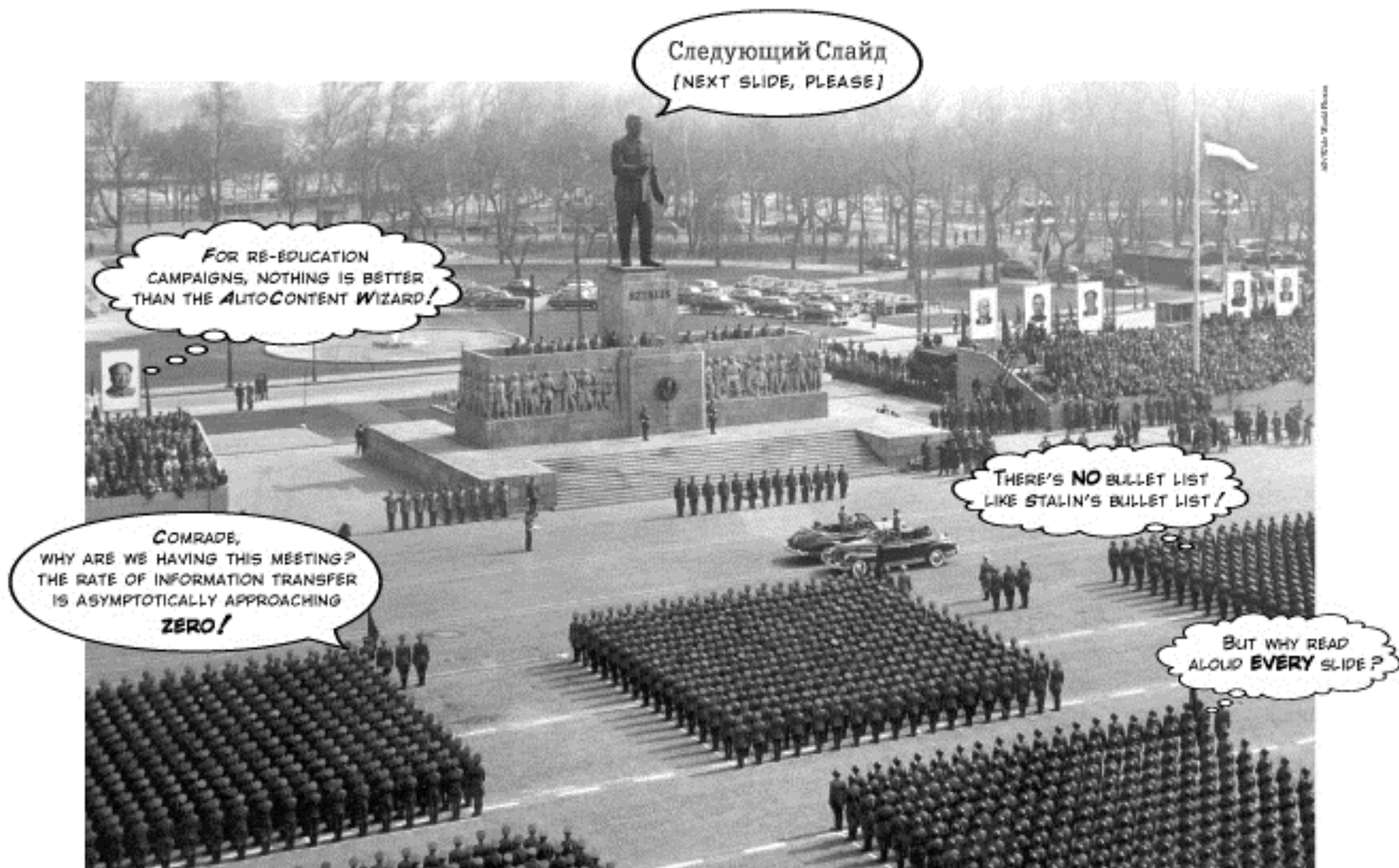
**Web Site: [www.qsma.com](http://www.qsma.com)**

Michael Mah  
Managing Partner  
QSM Associates, Inc.  
75 South Church Street  
Pittsfield, MA 01201

413-499-0988

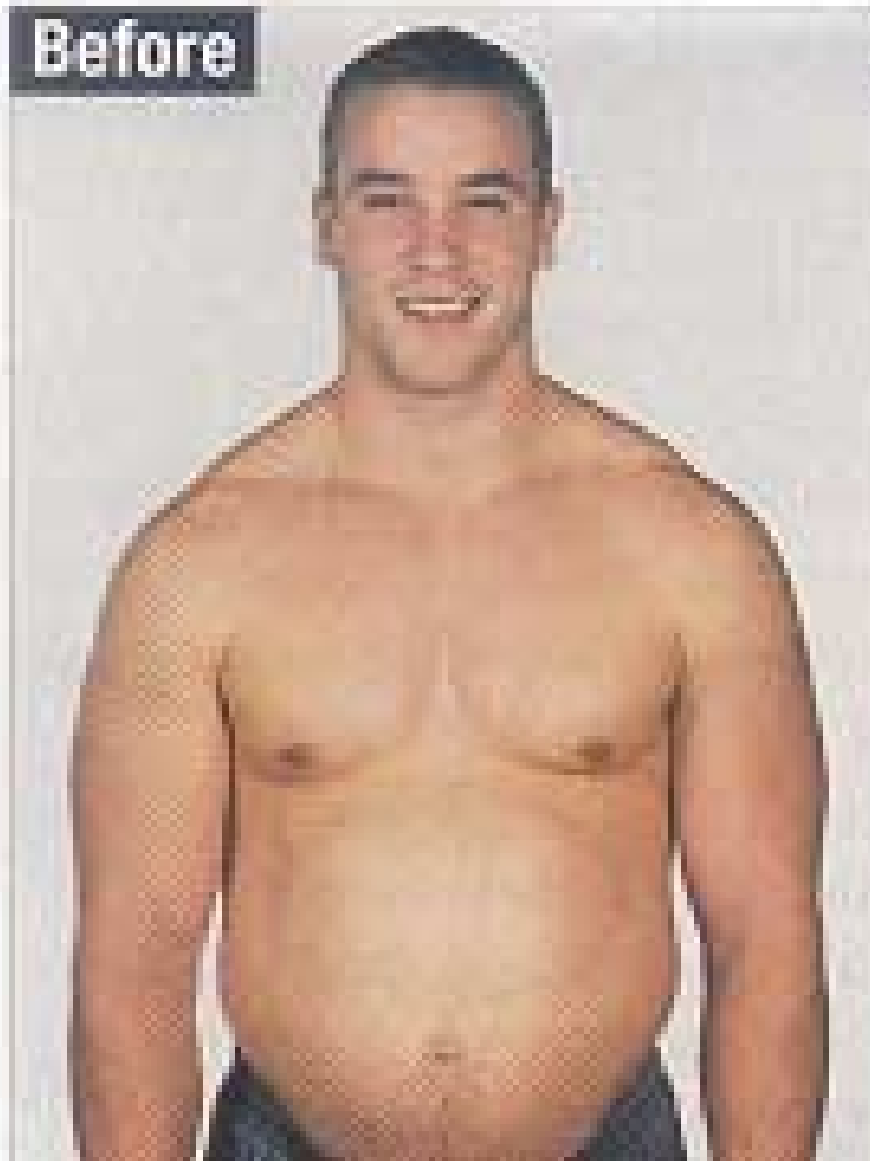
Fax 413-447-7322

e-mail: [michael.mah@qsma.com](mailto:michael.mah@qsma.com)

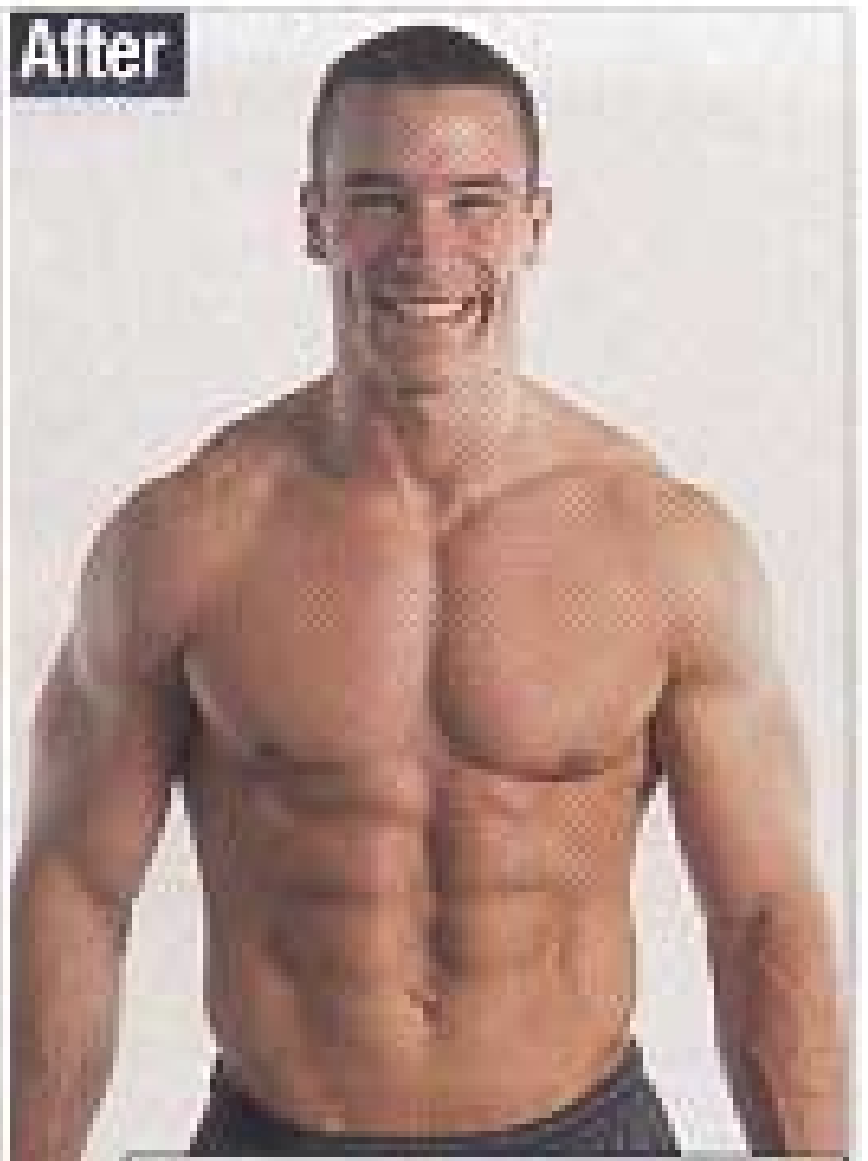


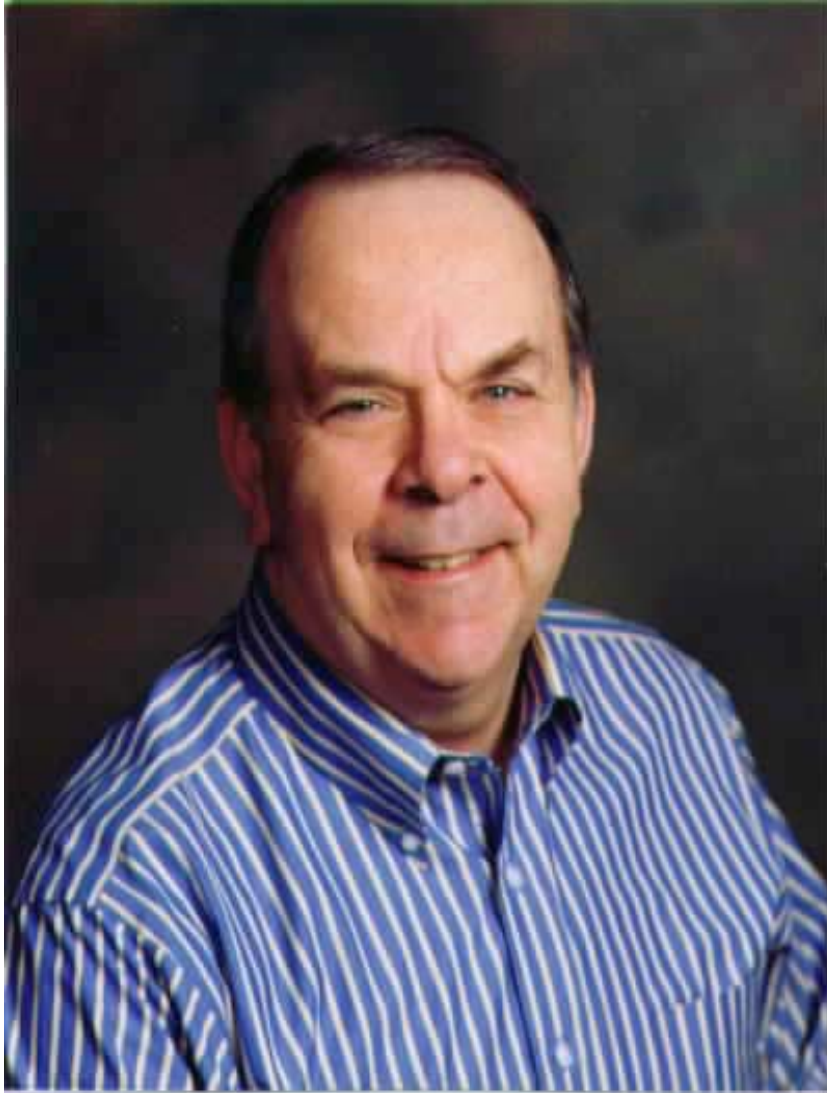
Edward Tufte, *The Cognitive Style of PowerPoint*

**Before**

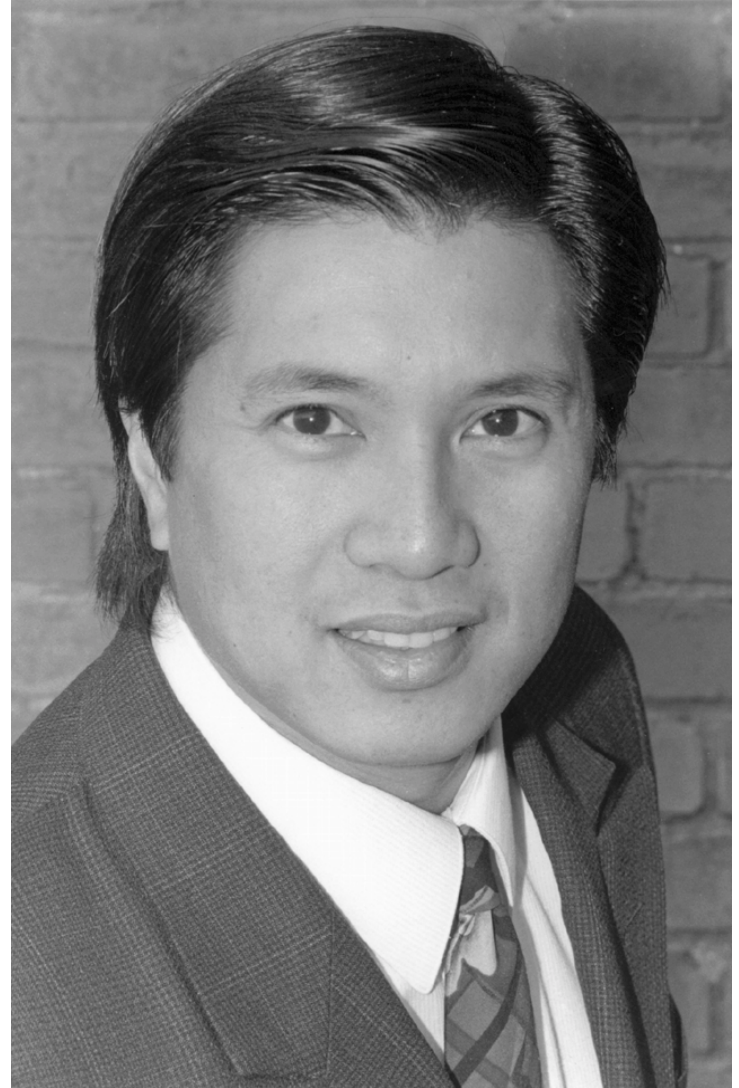


**After**



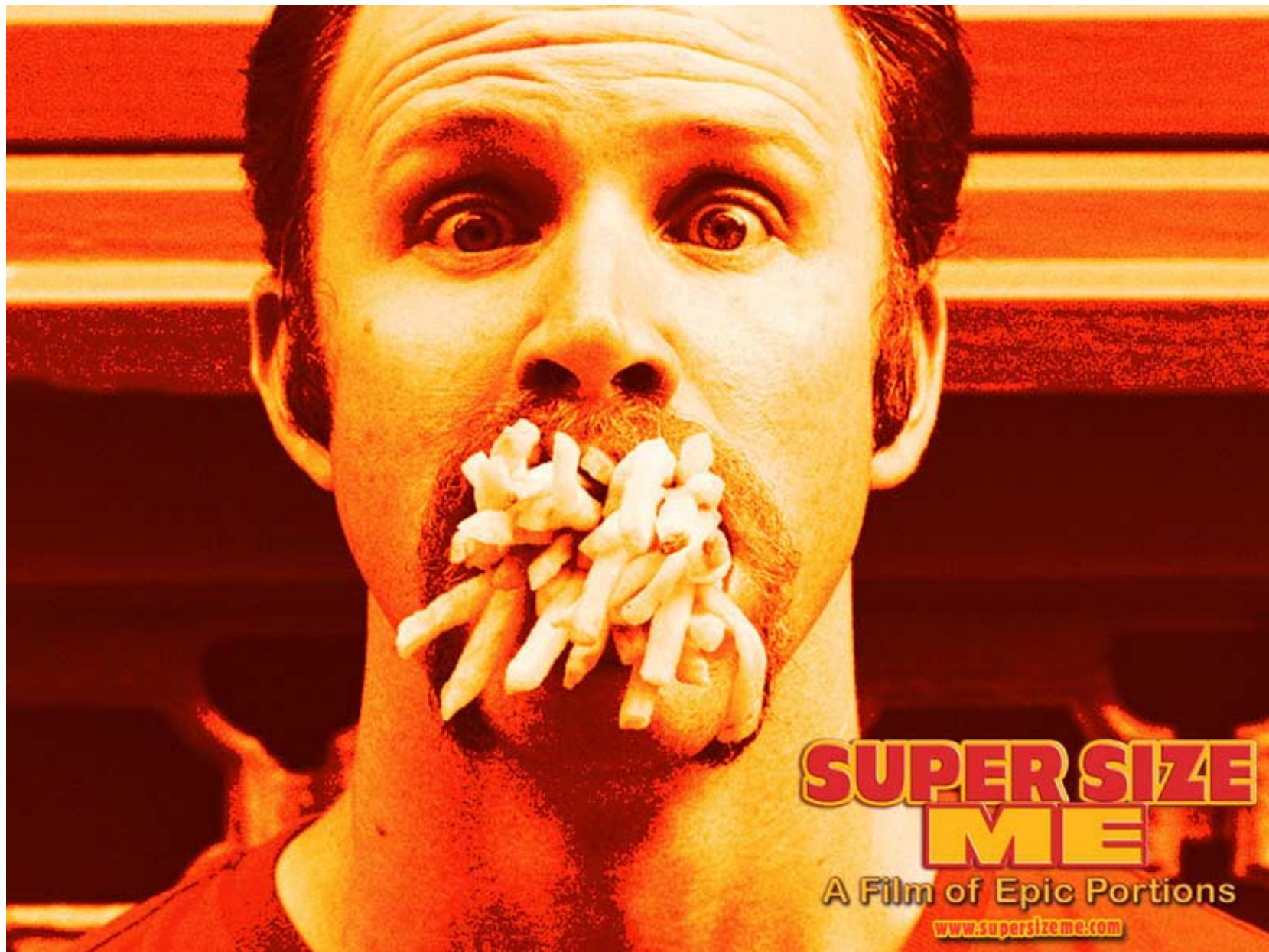


YOUNG BUCK



OLD GOAT





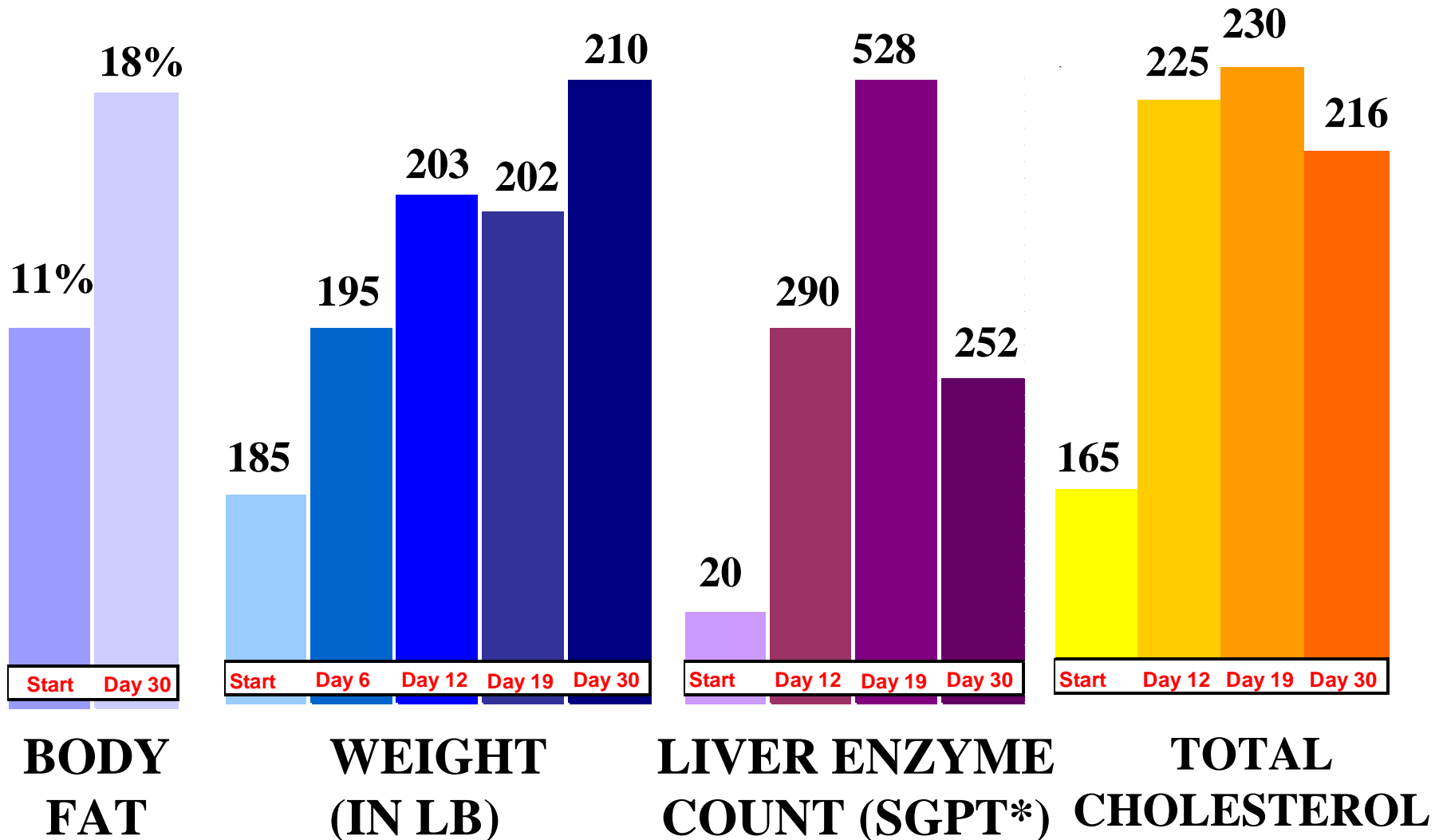
# **SUPER SIZE ME**

A Film of Epic Portions

[www.supersizeme.com](http://www.supersizeme.com)

# DOING A NUMBER ON HIS BODY

By any measure, 30 days on a McDiet took its toll



\* SERUM GLUTAMIC PYRUVIC TRANSAMINASE, AN ENZYME PRESENT IN THE LIVER. ELEVATED LEVELS MAY CAUSE DAMAGE



**“We’ve got to make our deadline – or kill our kids,”  
Sam Palmisano told his PC Team**

AFTER GREENSPAN • BING: ADVICE FOR MBAs  
SPITZER VS. GRASSO • AIRLINES IN TURMOIL

SPECIAL REPORT  
10 Stocks From  
the 10 Best  
Analysts

# FORTUNE

## CAN IBM GET GREAT AGAIN?

Only if Sam Palmisano  
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numbers. Here's what  
he's up against.

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www.fortune.com (SOL, Registered, Not for Sale)





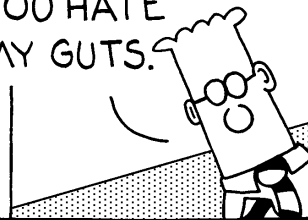
I TOLD YOU THIS PROJECT  
WOULD TAKE A YEAR.  
BUT ON MY OBJECTIVES  
YOU SAY I MUST HAVE  
IT DONE IN THREE  
MONTHS.



S. Adams E-mail: SCOTTADAMS@AOL.COM

WHICH OF THESE REASONS  
BEST DESCRIBES WHY:

- A. YOU HAVE GREAT  
CONFIDENCE IN ME.
- B. YOU THINK I PADDED  
MY ESTIMATE.
- C. YOU HATE  
MY GUTS.

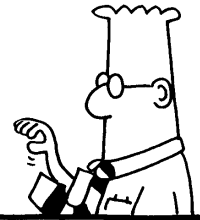


2/8/96 © 1996 United Feature Syndicate, Inc. (NYC)

WE DON'T  
REALLY NEED  
THE PROJECT.  
IT'S JUST A  
WAY TO  
KEEP RAISES  
LOW.



I JUST FELT  
A LITTLE  
DIP IN MY  
MOTIVATION.

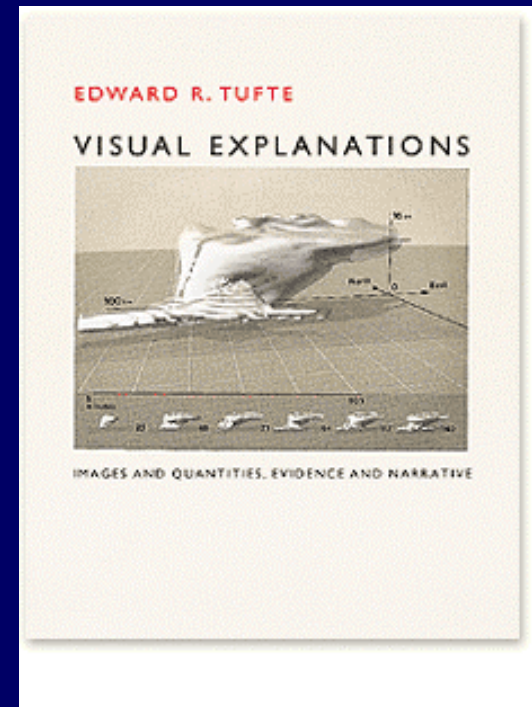
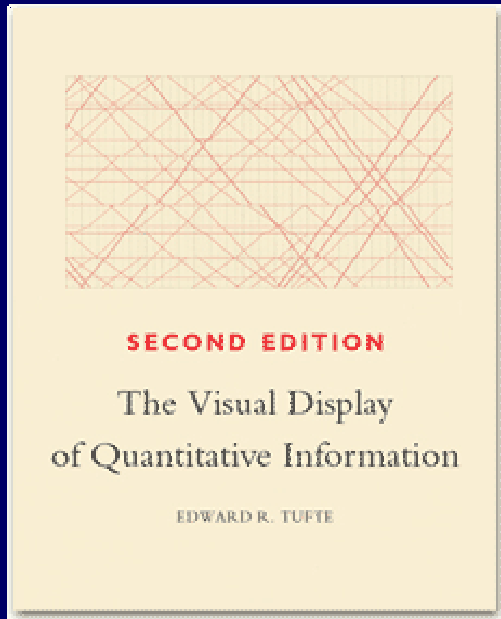






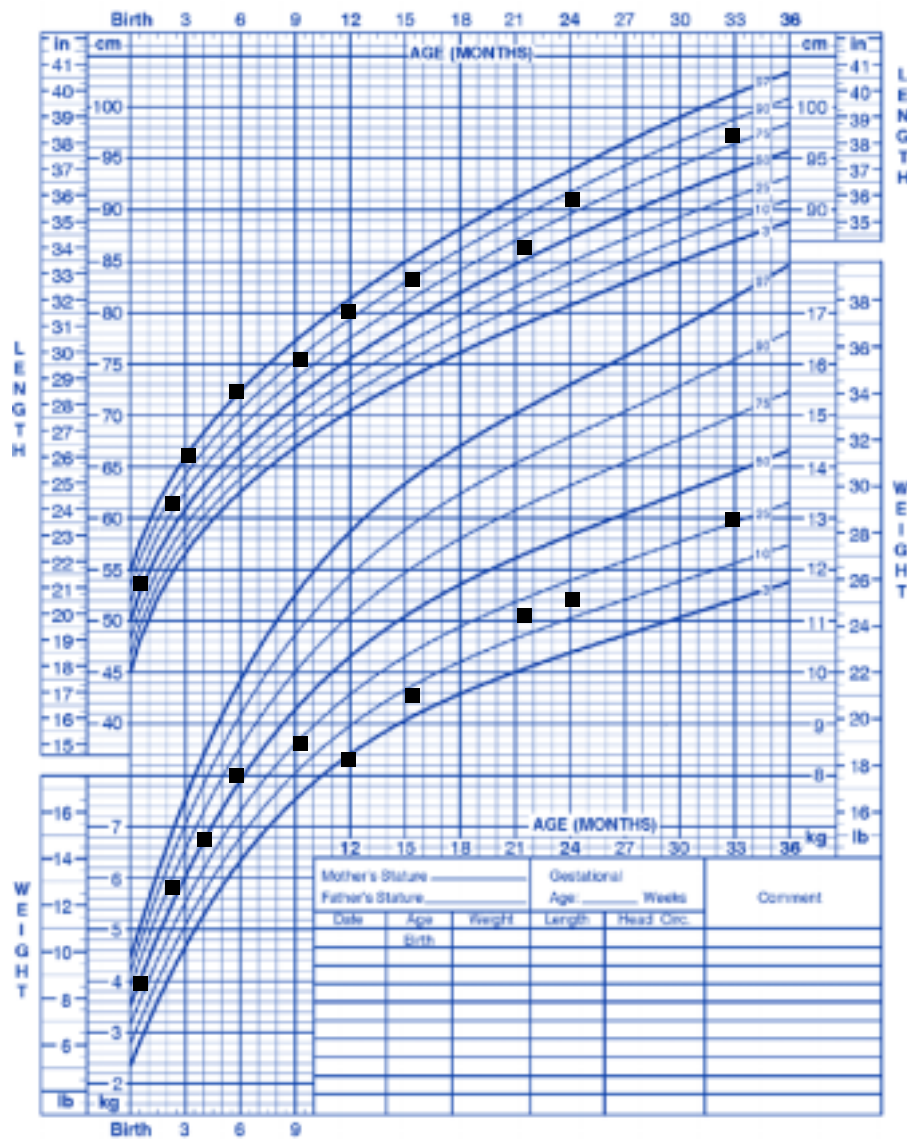






Birth to 36 months: Boys  
Length-for-age and Weight-for-age percentiles

NAME David  
RECORD # \_\_\_\_\_



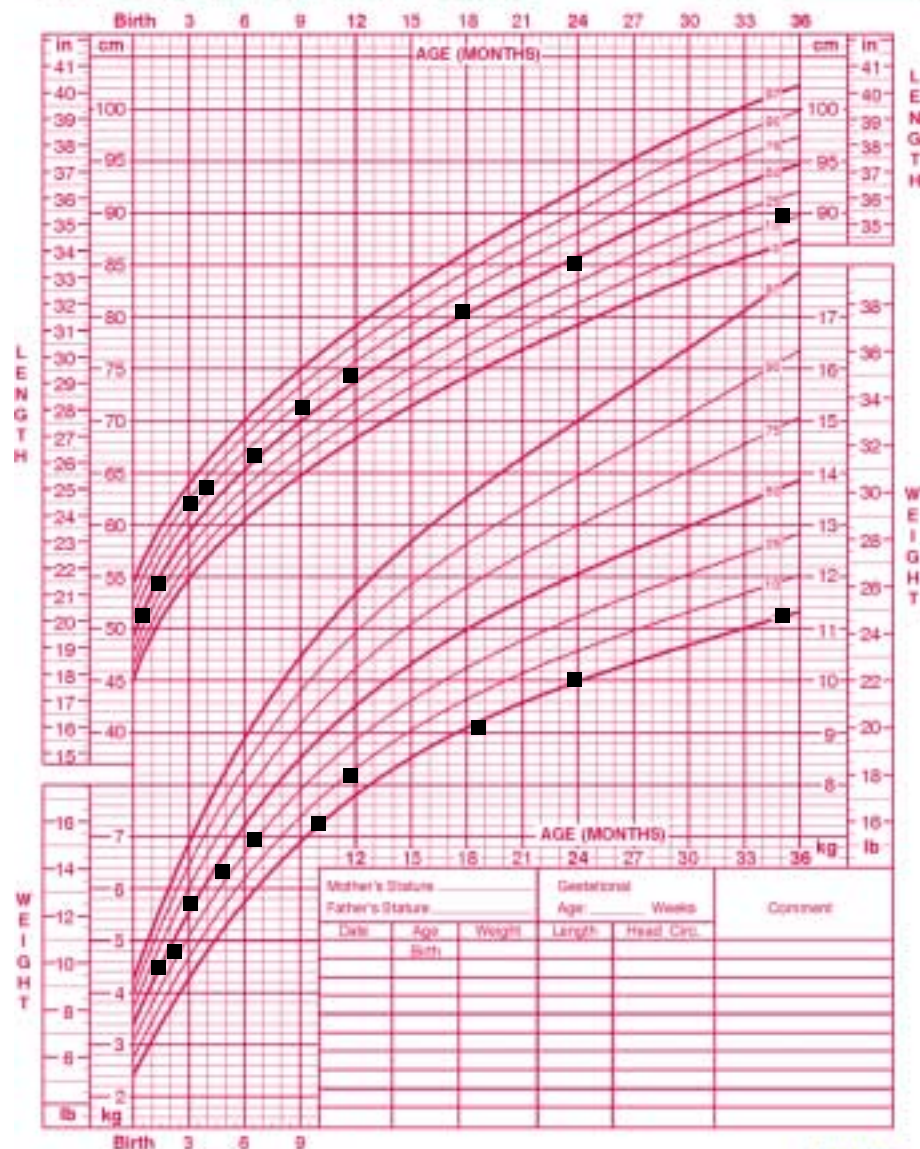
Published May 30, 2000 (modified 4/2009).  
SOURCE: Developed by the National Center for Health Statistics in collaboration with the National Center for Chronic Disease Prevention and Health Promotion (2000).  
<http://www.cdc.gov/growthcharts>



SAFER • HEALTHIER • PEOPLE™

Birth to 36 months: Girls  
Length-for-age and Weight-for-age percentiles

NAME Tara  
RECORD # \_\_\_\_\_



Published May 30, 2000 (modified 4/2009).  
SOURCE: Developed by the National Center for Health Statistics in collaboration with the National Center for Chronic Disease Prevention and Health Promotion (2000).  
<http://www.cdc.gov/growthcharts>



SAFER • HEALTHIER • PEOPLE™





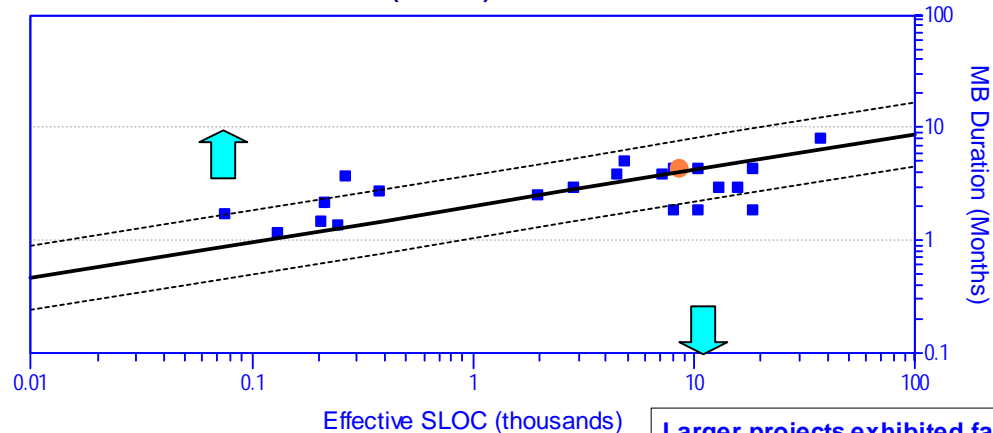




# Schedule & Effort Trends

## Main Build Trendlines

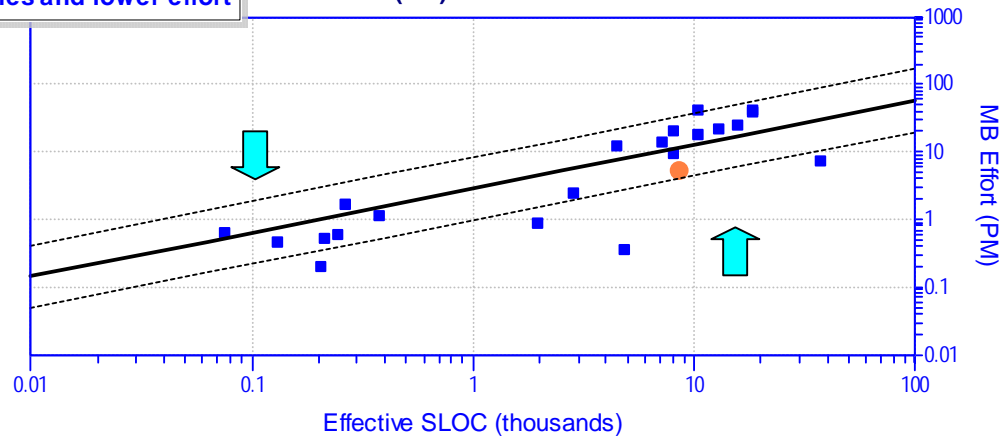
MB Duration (Months) vs Effective SLOC



Larger projects exhibited faster schedules and higher effort

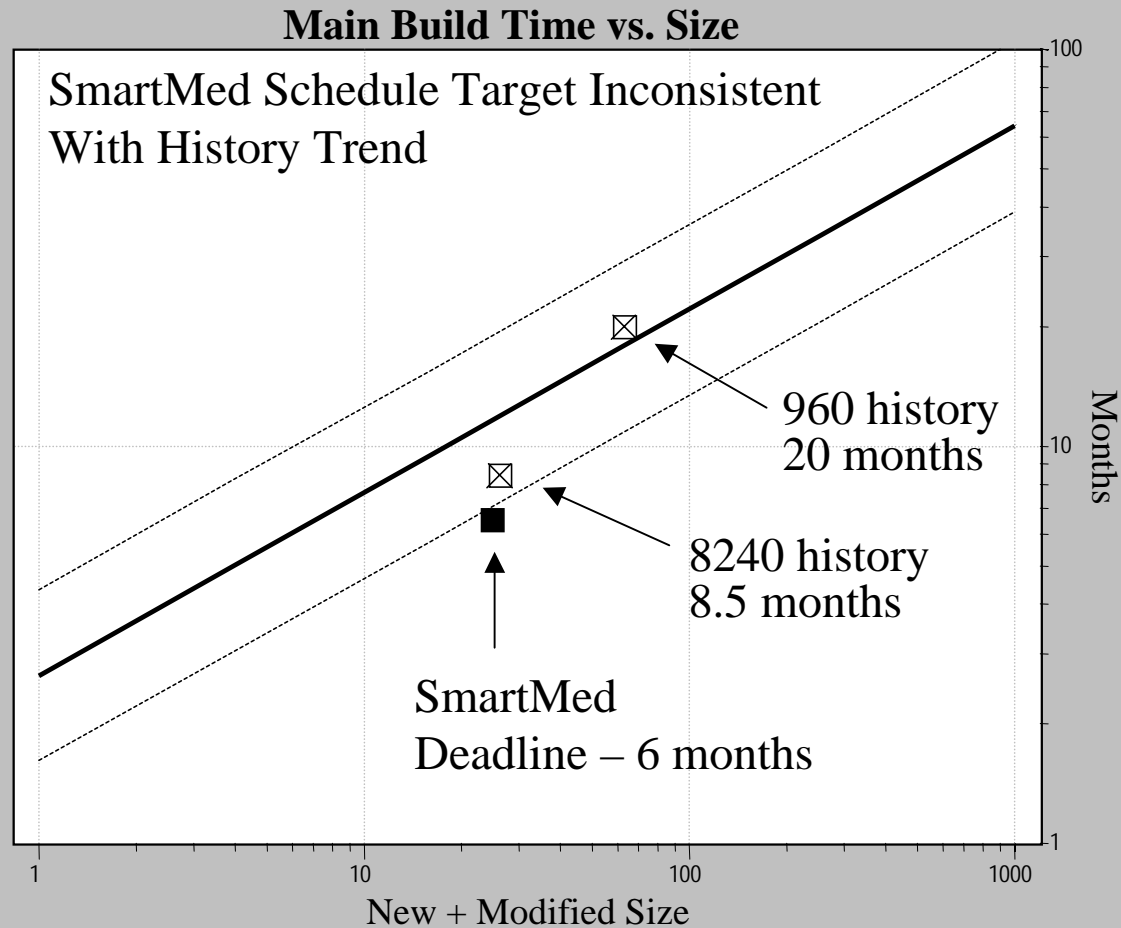
Small enhancements exhibited longer schedules and lower effort

MB Effort (PM) vs Effective SLOC



■ ALL Systems    ● VFS Enhancements    — OSM 2002 Business    — Avg. Line Style    - - - - - 1 Sigma Line Style

# *Example - Benchmarking the Deadline vs. History*



■ SmartMed

⊠ History

— QSM Industry Avg

----- 1 Sigma Range

***“Without metrics, you’re just another person with a different opinion.”***

# ***Insist on Objective Criteria***

*“If relying on objective standards applies so clearly to a negotiation between a house owner and a contractor, why not to business deals, collective bargaining, legal settlements, and international negotiations? Why not insist that a negotiated price for example, be based on some standard such as market value, replacement cost, depreciated book value, or competitive prices, instead of what the seller demands? In short, the approach is to commit yourself to reaching a solution based on principle, not pressure.”*

*- Prof. Roger Fisher, Harvard Law School*



# **BLUE BOOK™**

## **Used Car Guide**



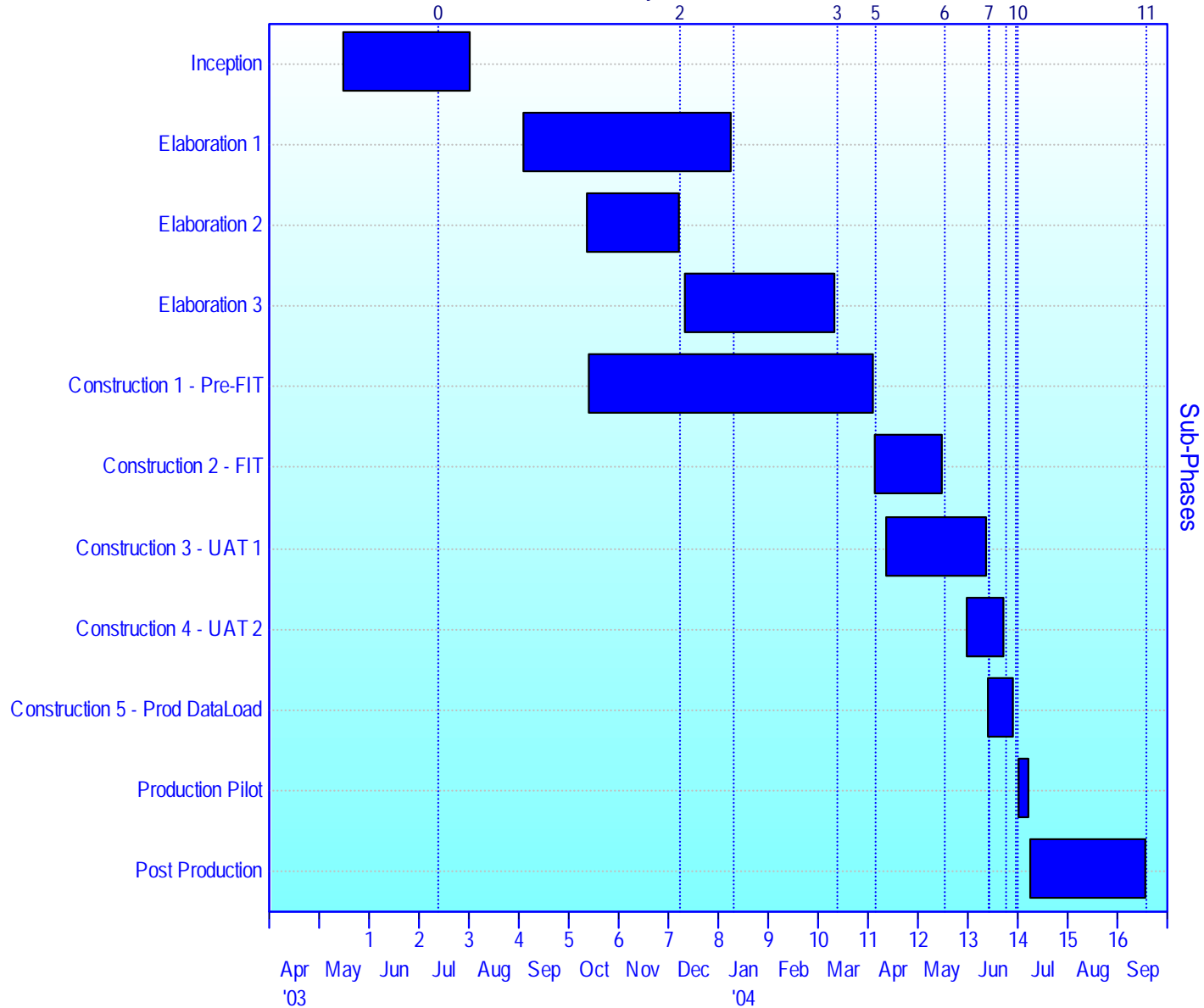
*Private Party Trade-In  
Retail Values*





**1989 - 2003**  
**Used Car & Truck**  
**July-December 2003**



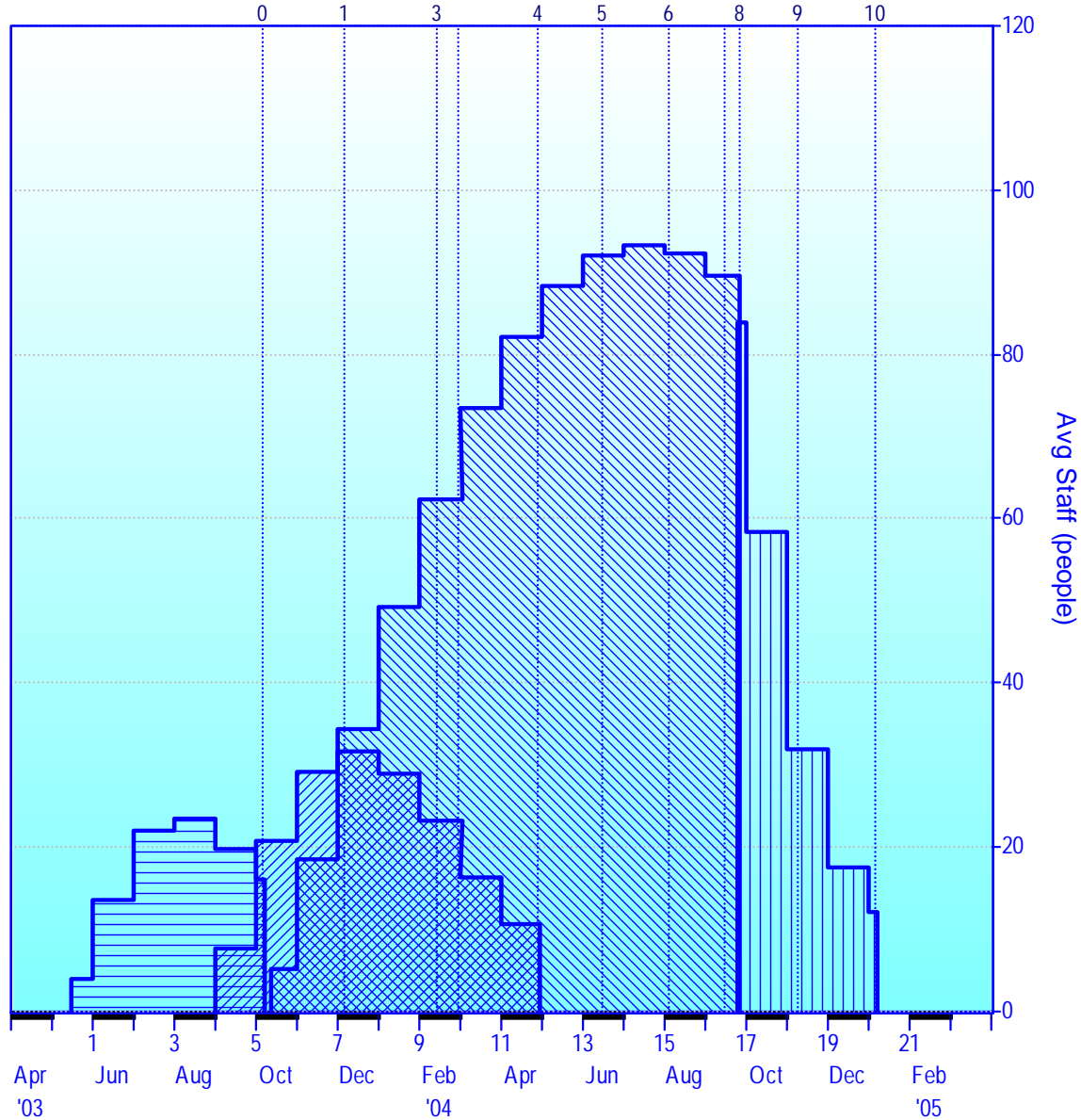
# Gantt Chart By Sub-Phase

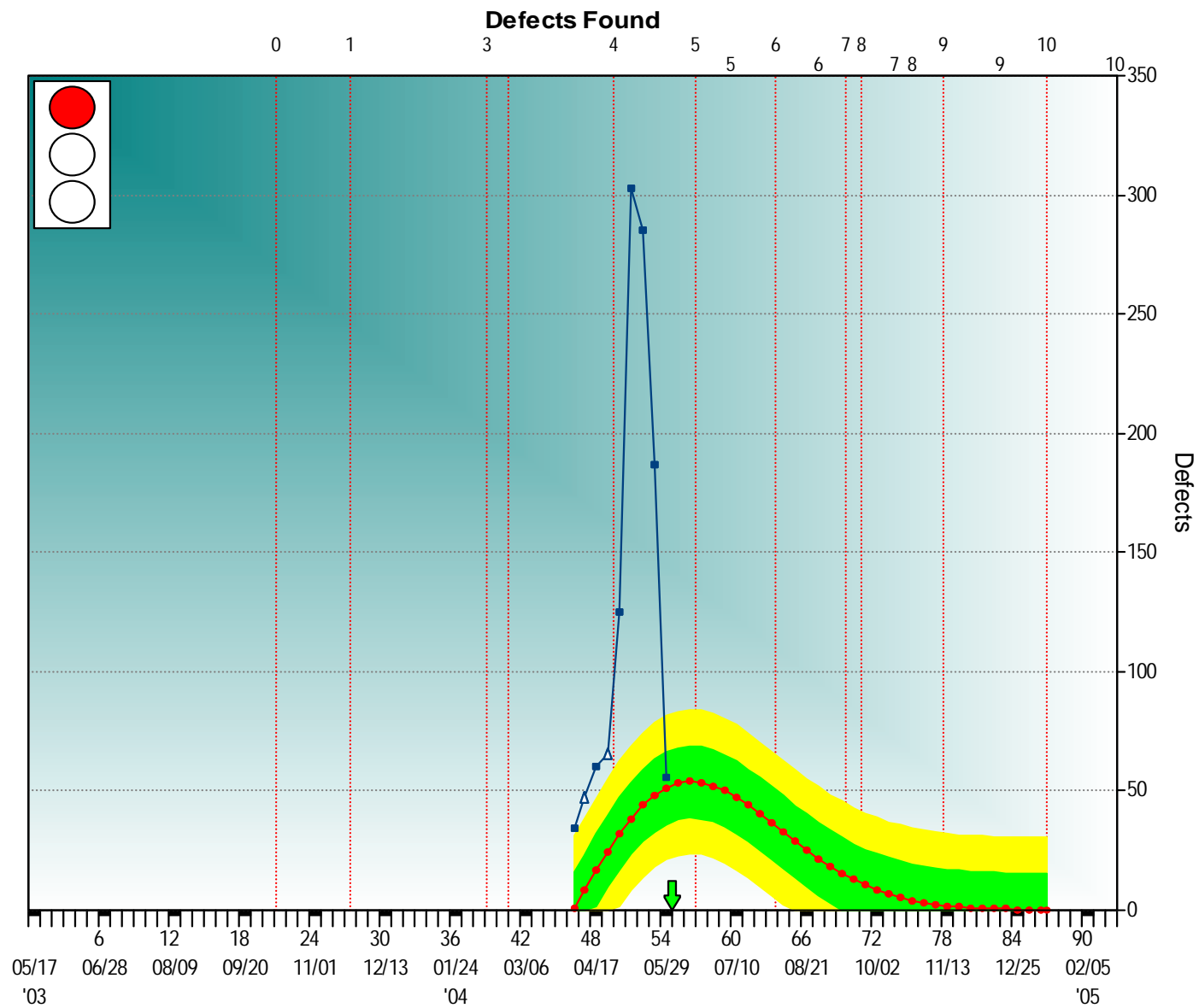
<July Baseline Plan>



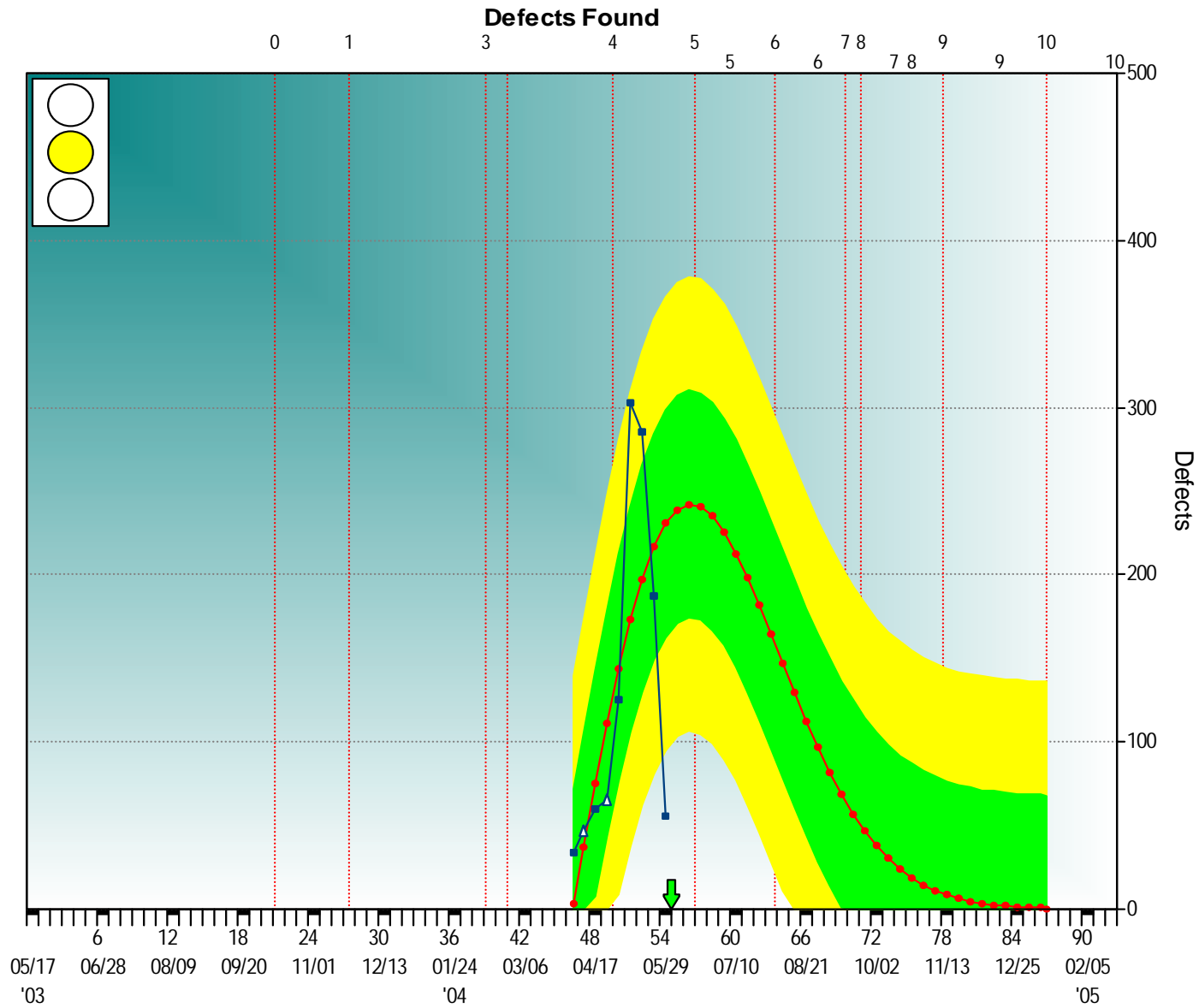
-  INCEP
-  ELAB
-  CONST
-  TRANS

**Avg Staff (people)**  
 <Overall September Baseline>









©Cartoonbank.com



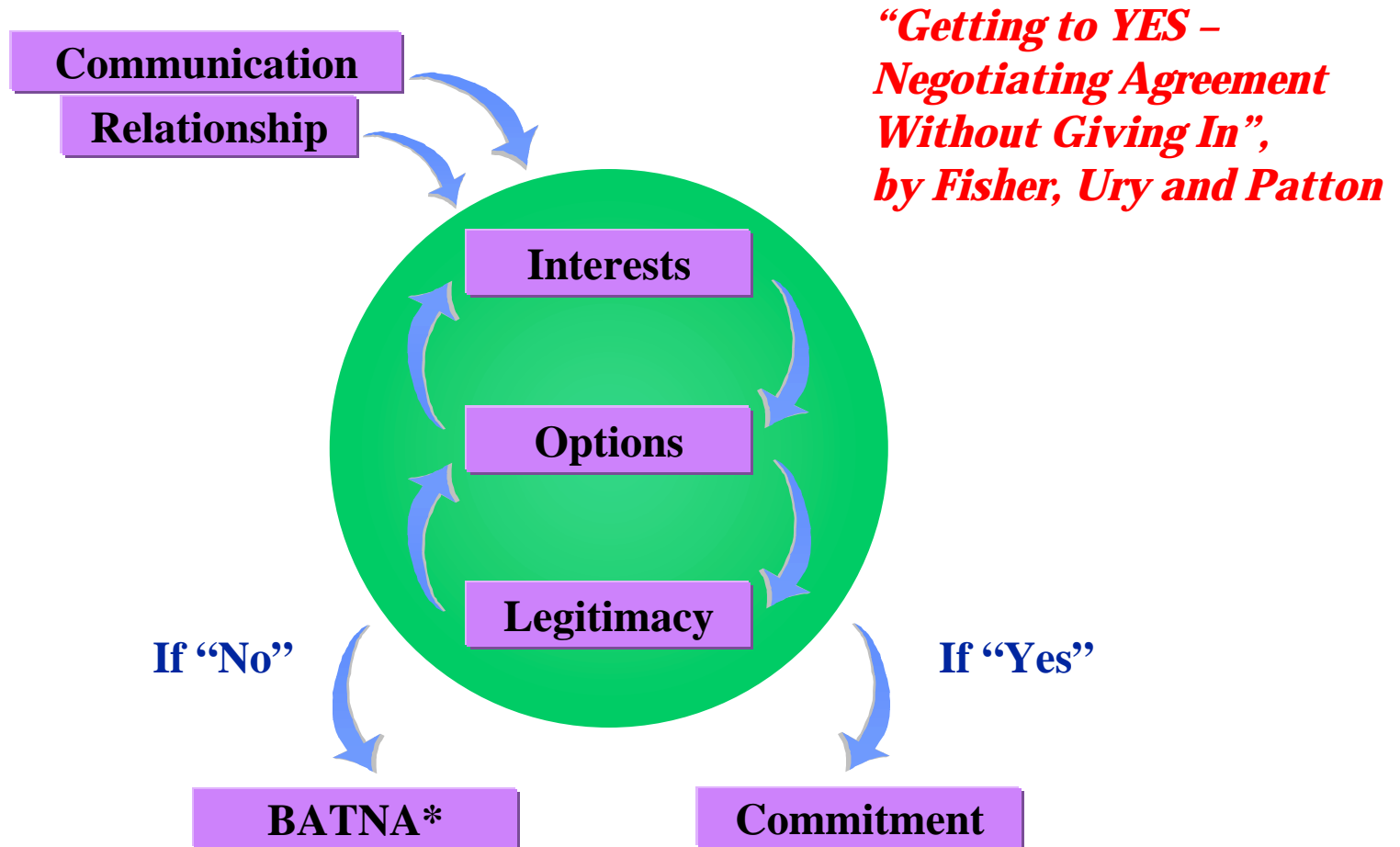
C. Barvotti

*"There. Now it's all on paper. Feel better?"*

# *Classic Positional Bargaining*



# *Using the 7 Elements\**



**\* Best Alternative to a Negotiated Agreement**



***A woman without her man is nothing***

***A woman without her man, is nothing***

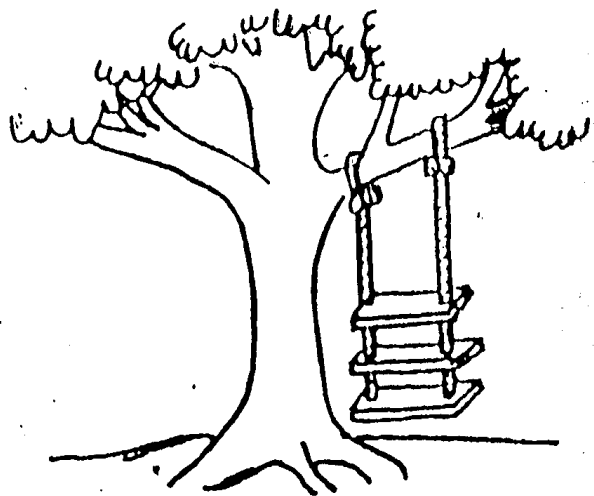
***A woman; without her, man is nothing***



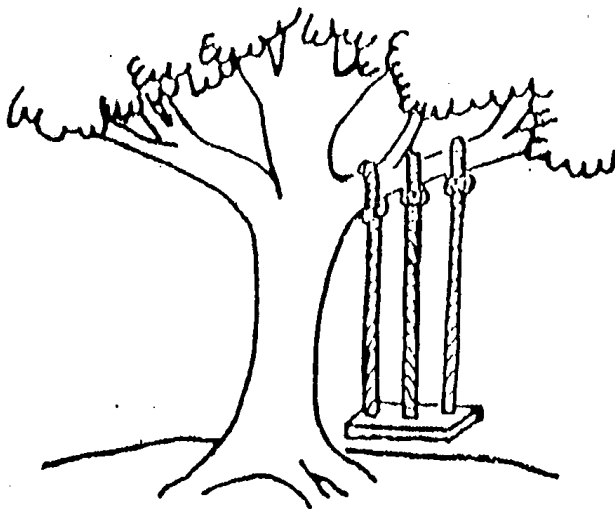


*"A whole year to build  
a house here?"*

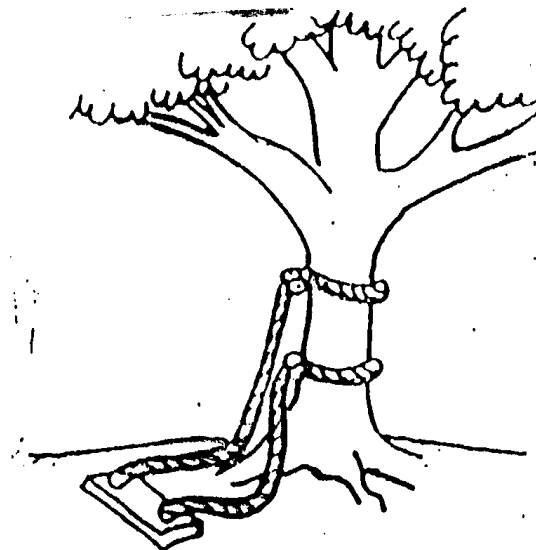
*"Good. Let's get  
started. I'm in*



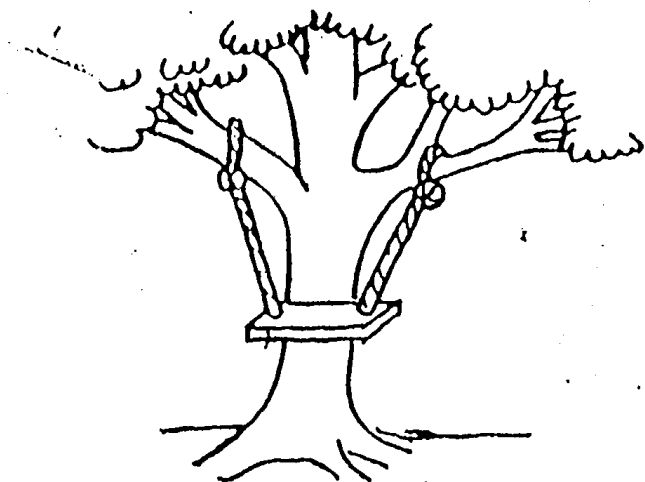
AS MANAGEMENT REQUESTED IT.



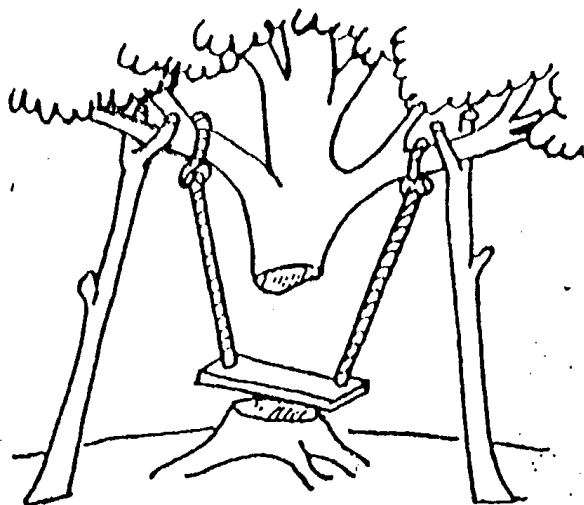
AS MARKETING ENVISIONED IT.



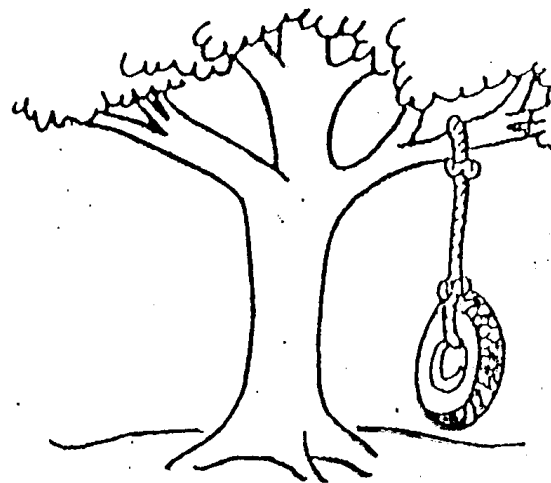
AS PROGRAMMING DESIGNED IT.



AS SYSTEMS INTEGRATED IT.



AS TEST INSTALLED IT.



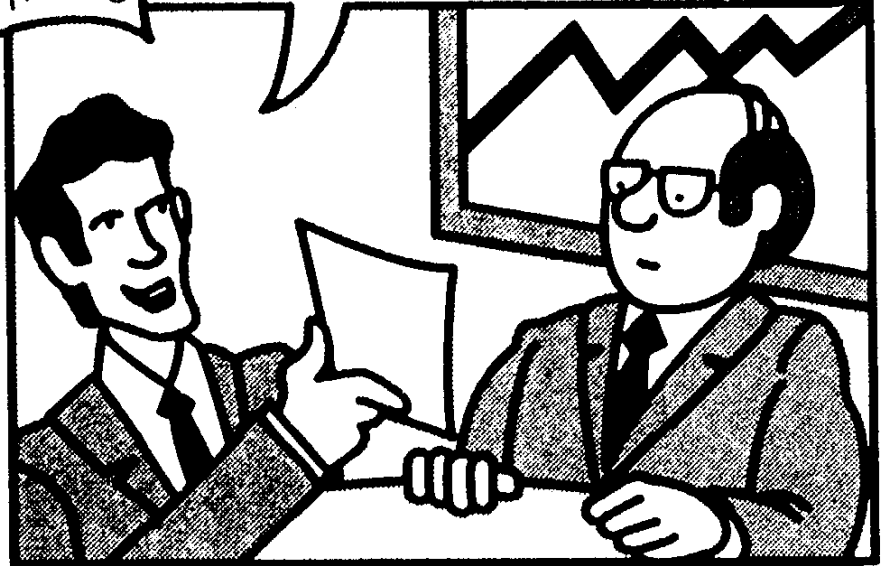
WHAT THE CUSTOMER WANTED!

The customer wants the software *right away* in — about 3 months.



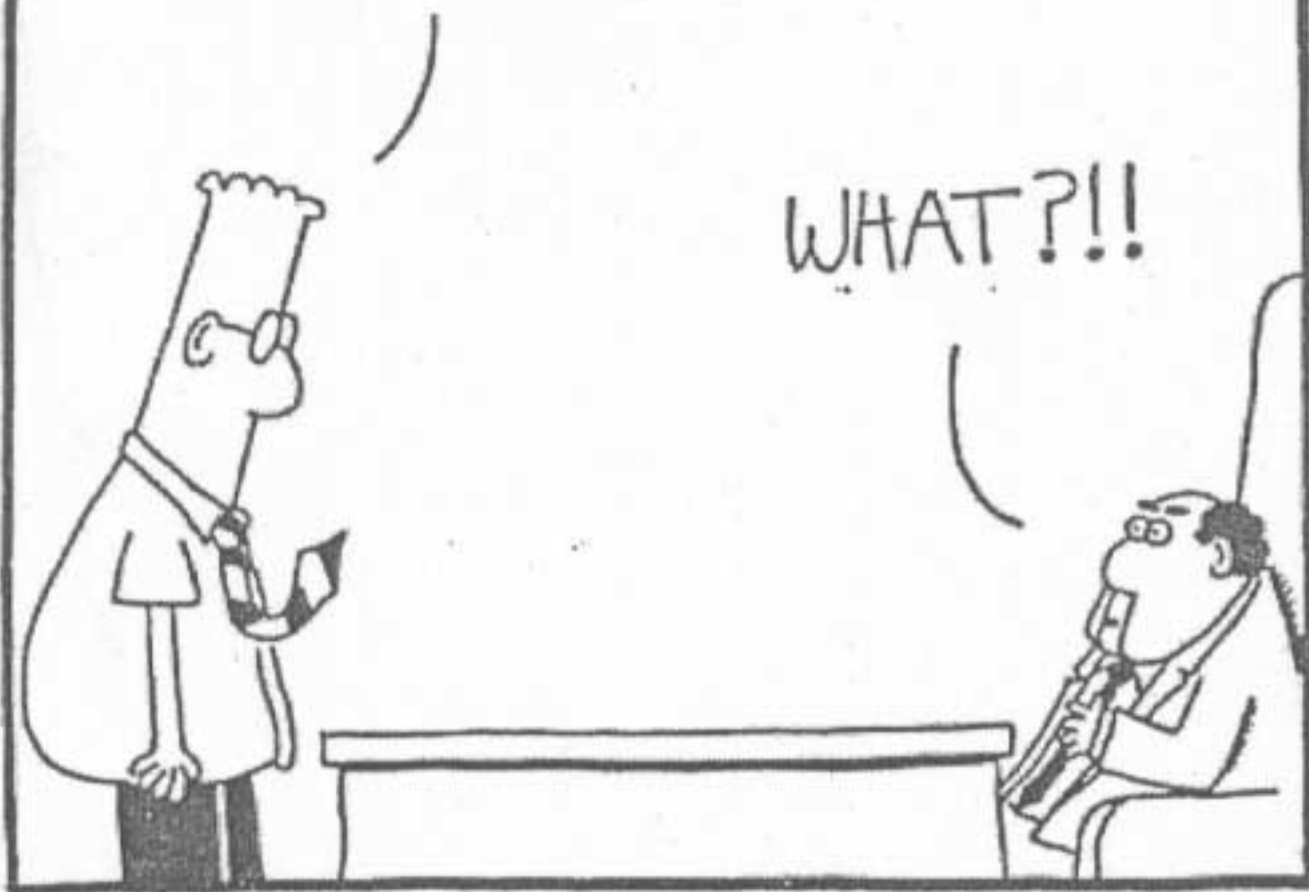
Meanwhile

The developer can't deliver for *eons* — about 3 months.



THE PROJECT MIGHT  
NOT BE AS EASY AS  
WE HOPED.

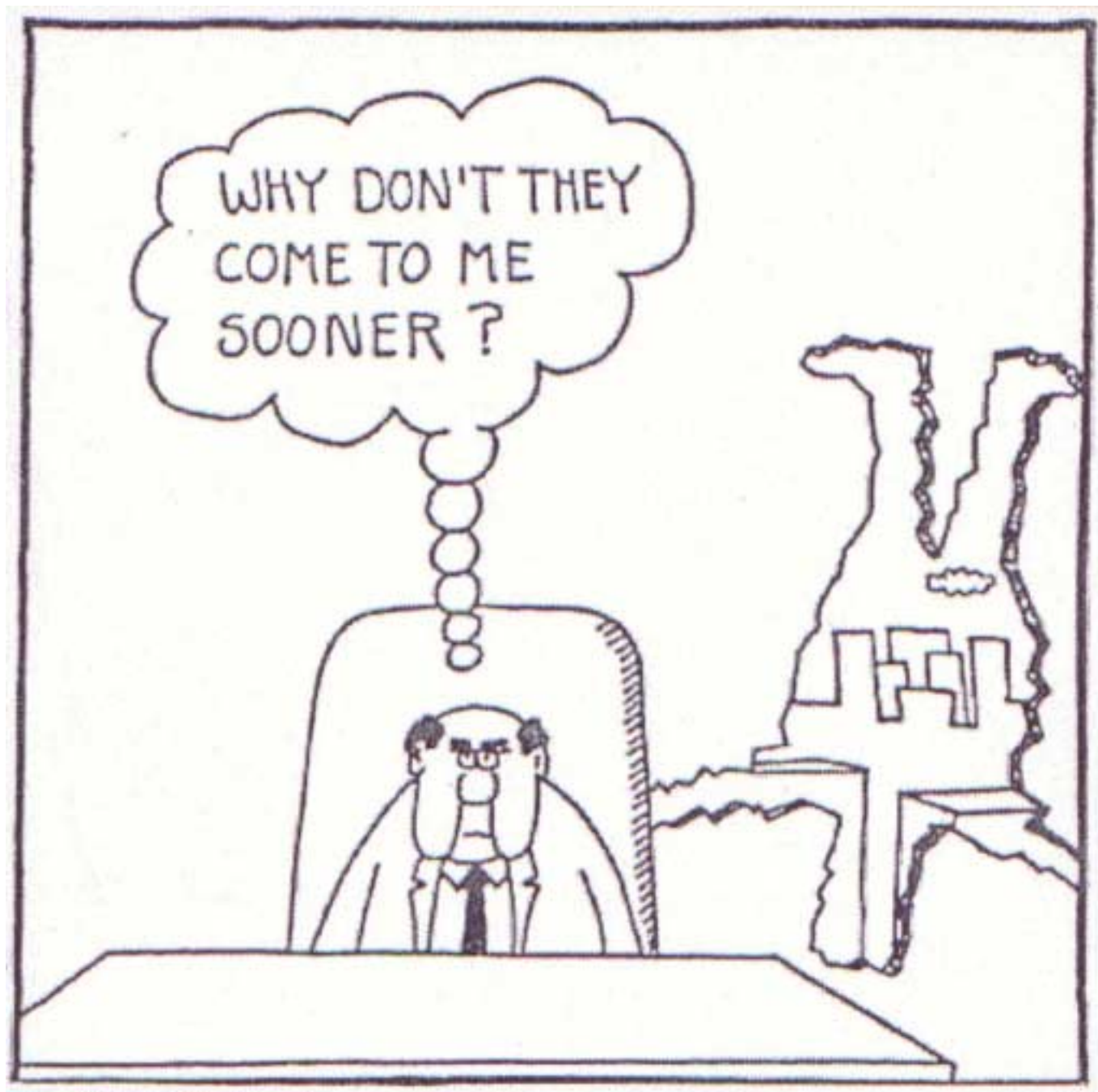
WHAT?!!



YOU IDIOT!!  
I'LL FIRE YOU  
AND ANYBODY  
WHO LOOKS  
LIKE YOU!!

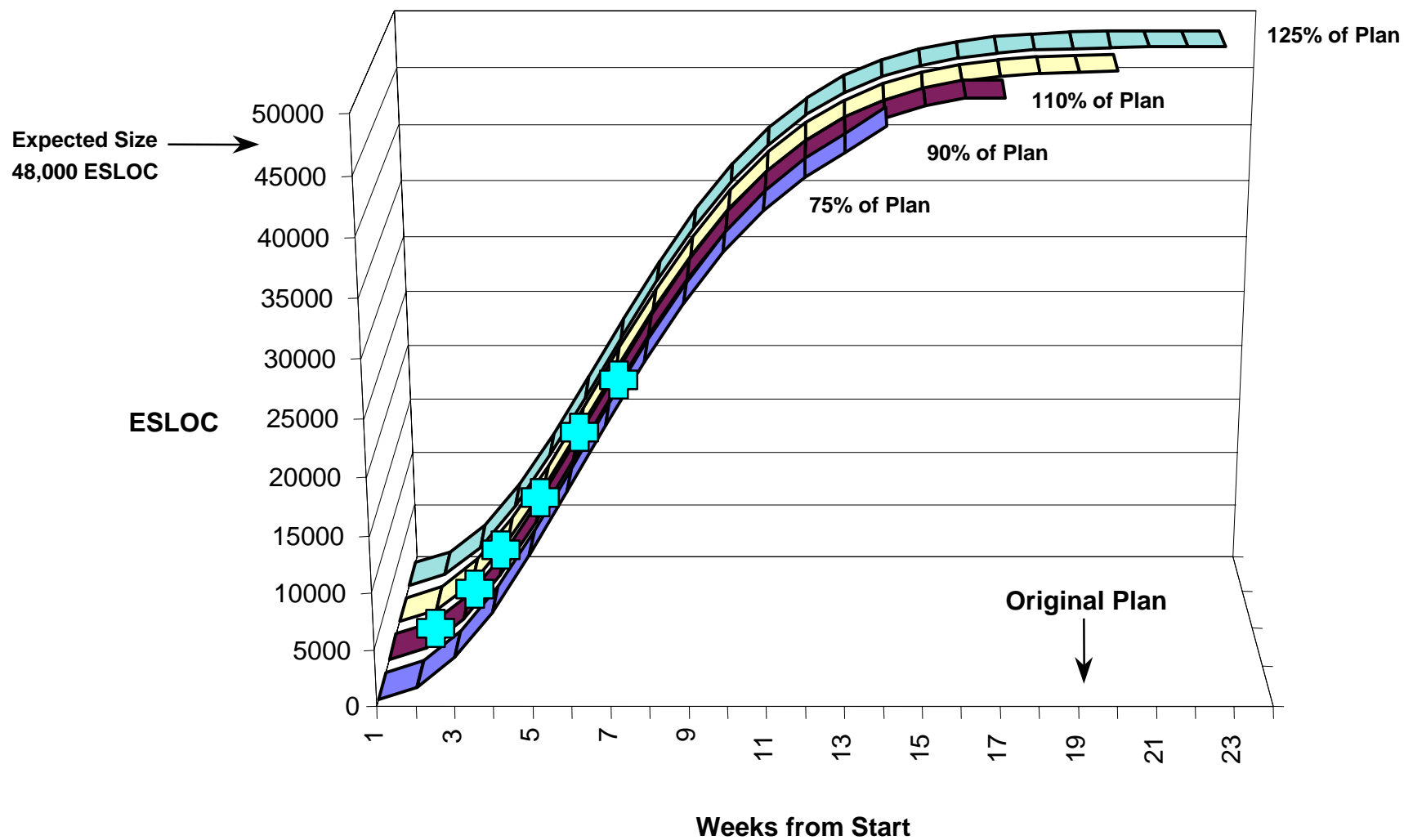




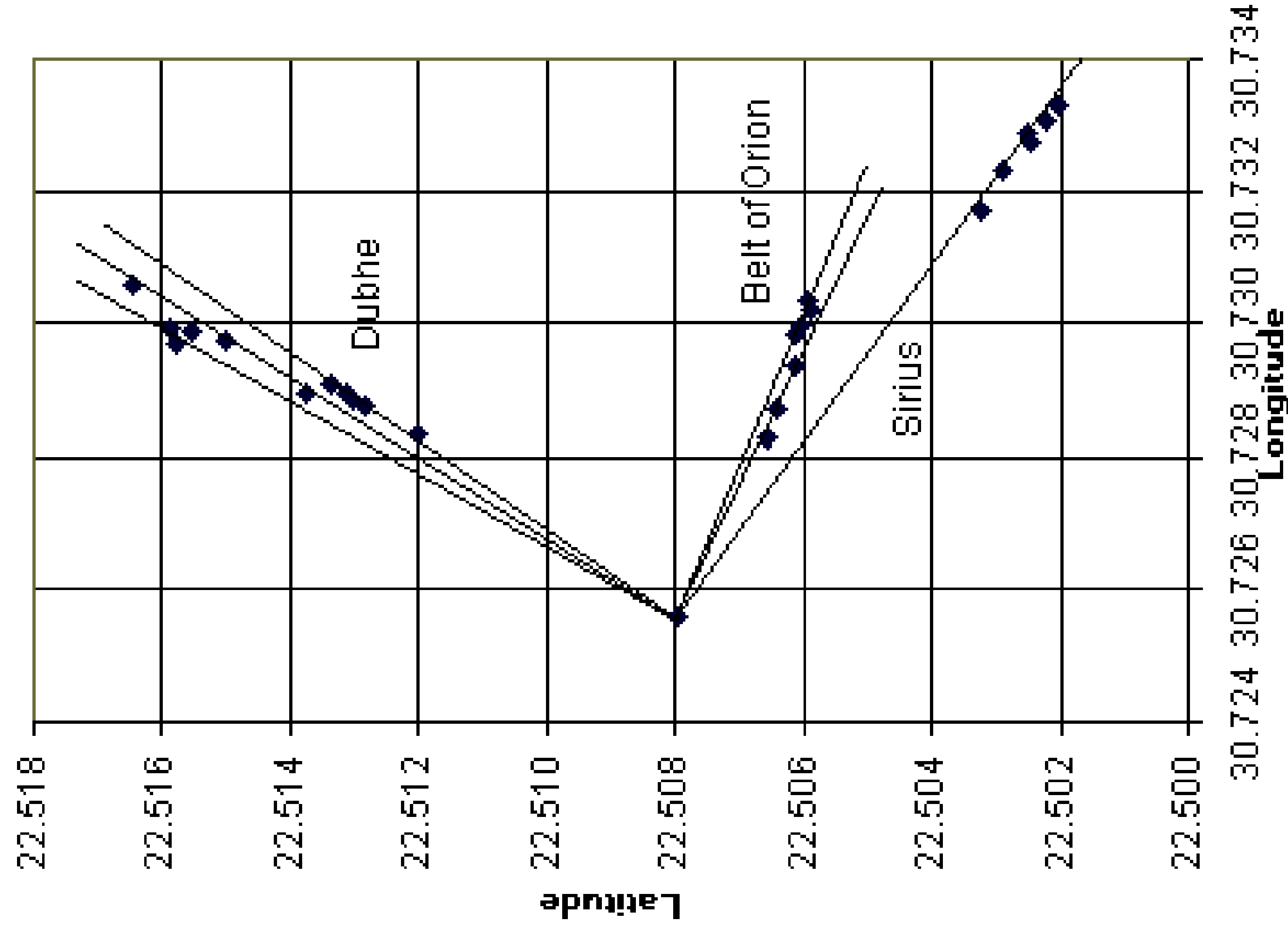






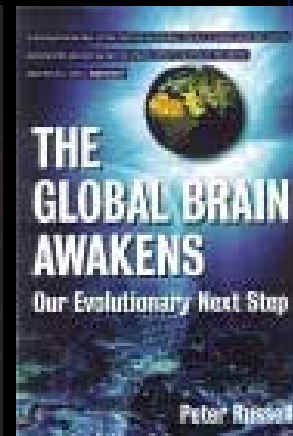




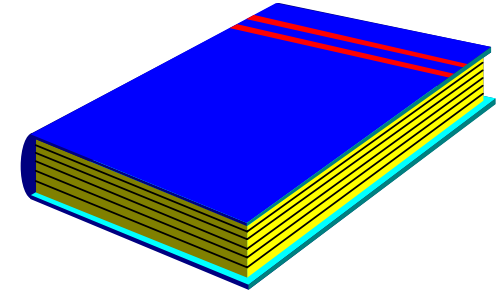








# ***Recommended Reading***



- ❖ Russell, Peter, *“The Global Brain Awakens, Our Next Evolutionary Leap”* © 1995 Global Brain Inc.
- ❖ Fisher, Roger, William Ury and Bruce Patton, *“Getting to YES, Negotiating Agreement Without Giving In”* Second Edition © 1991 Penguin.
- ❖ Mah, Michael, *“The Making of the Agile IT Executive” Business IT Strategies Advisory Executive Report Vol 6 Number 10.* © 2004 Cutter Information Corp.
- ❖ DeMarco, Tom and Tim Lister *“Waltzing With Bears, Managing Risk on Software Projects”* © 2003 Dorset House Press.
- ❖ Putnam, Lawrence H., and Myers, Ware, *“Five Core Metrics, The Intelligence Behind Successful Software Management”* © 2003 Dorset House Publishers.