

Advanced Agile Software Engineering *(Adding capability to a basic Agile Framework)*

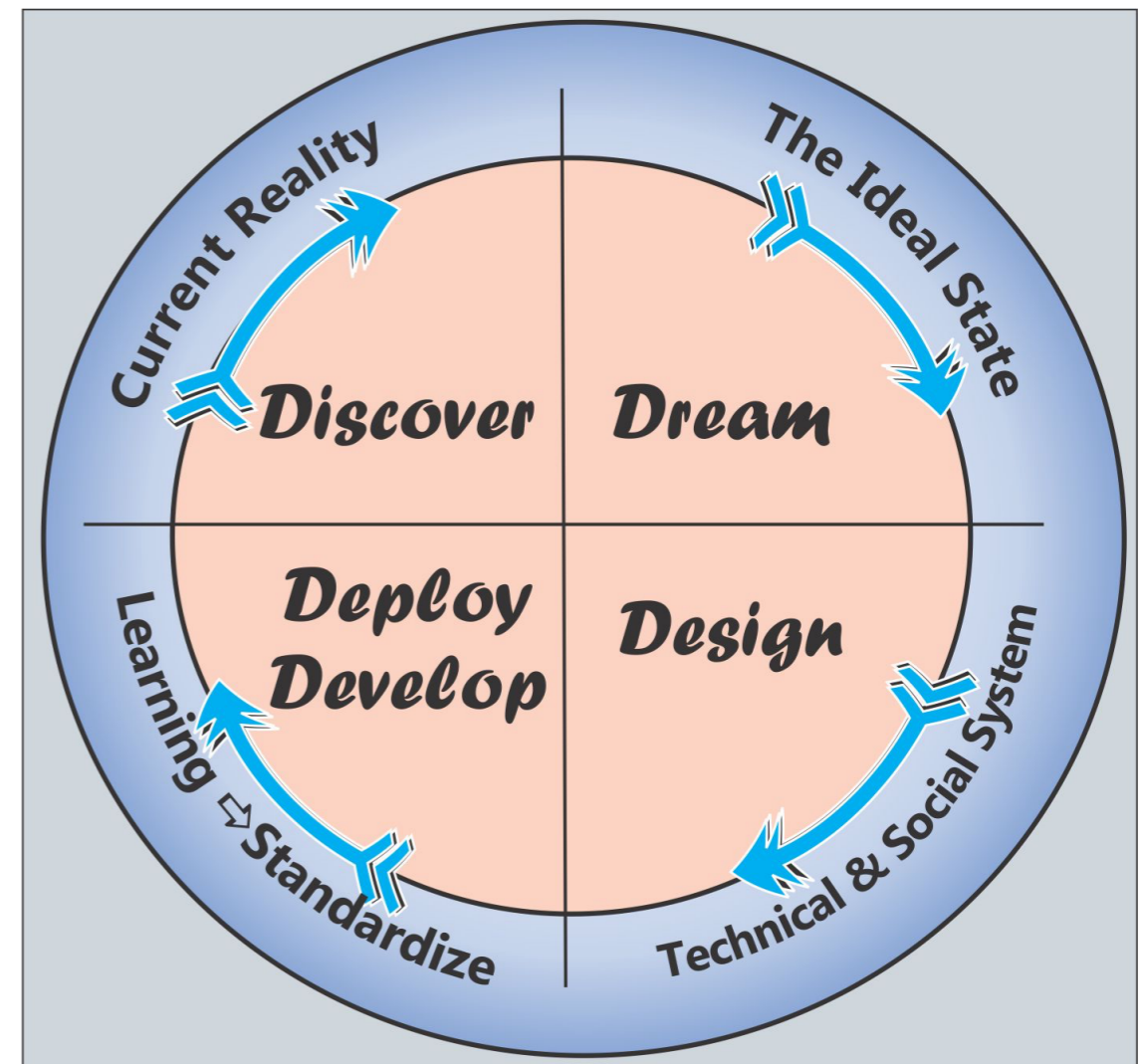
Tom Gilb, tom@gilb.com
Agile Turkey April 2018, 45 minutes
(2nd Talk)
1st time this talk ever held
@ImTomGilb

These slides are going be at www.Gilb.com (Downloads) <http://concepts.gilb.com/file24>

**TO DO, SKIP SLIDES TO CUT DOWN FOR TURKEY TIME OF TALK BUT KEEP AS
COURSE OR WORKSHOP SLIDES, NOTE TSG 1 JAN 2018**

Advanced Agile Options

1. Quantified Value and Quality Requirements: business results focus
2. Quantification of all strategies and architecture: technology must serve business results
3. Dynamic Prioritization: computing best next delivery steps.
4. Dynamic Design to Cost: agile quality, value and cost management
5. No Cure No Pay Contracting: agile contracting for value not code & work
6. Advanced Product Owner Responsibilities and Capability: much better requirements and design than conventional agile offers.
7. Scale-Free Agile:
Planguage works at all scales large and small.
8. Decomposition into small high value result deliveries

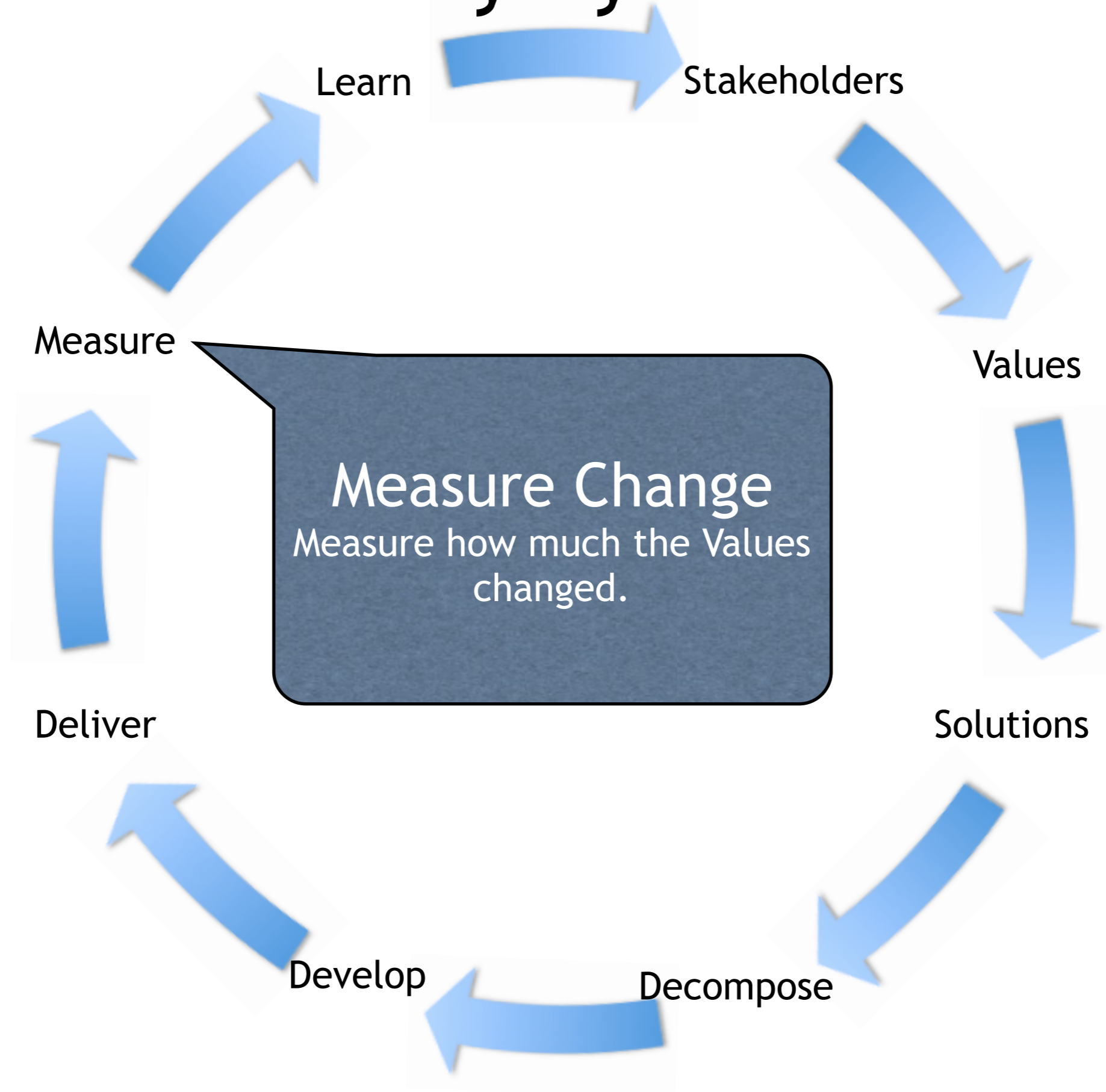


Agile as practiced today is perhaps
good for delivering code functions
faster.

But the main point of our projects is
to deliver critical factor
improvements.

Not code!

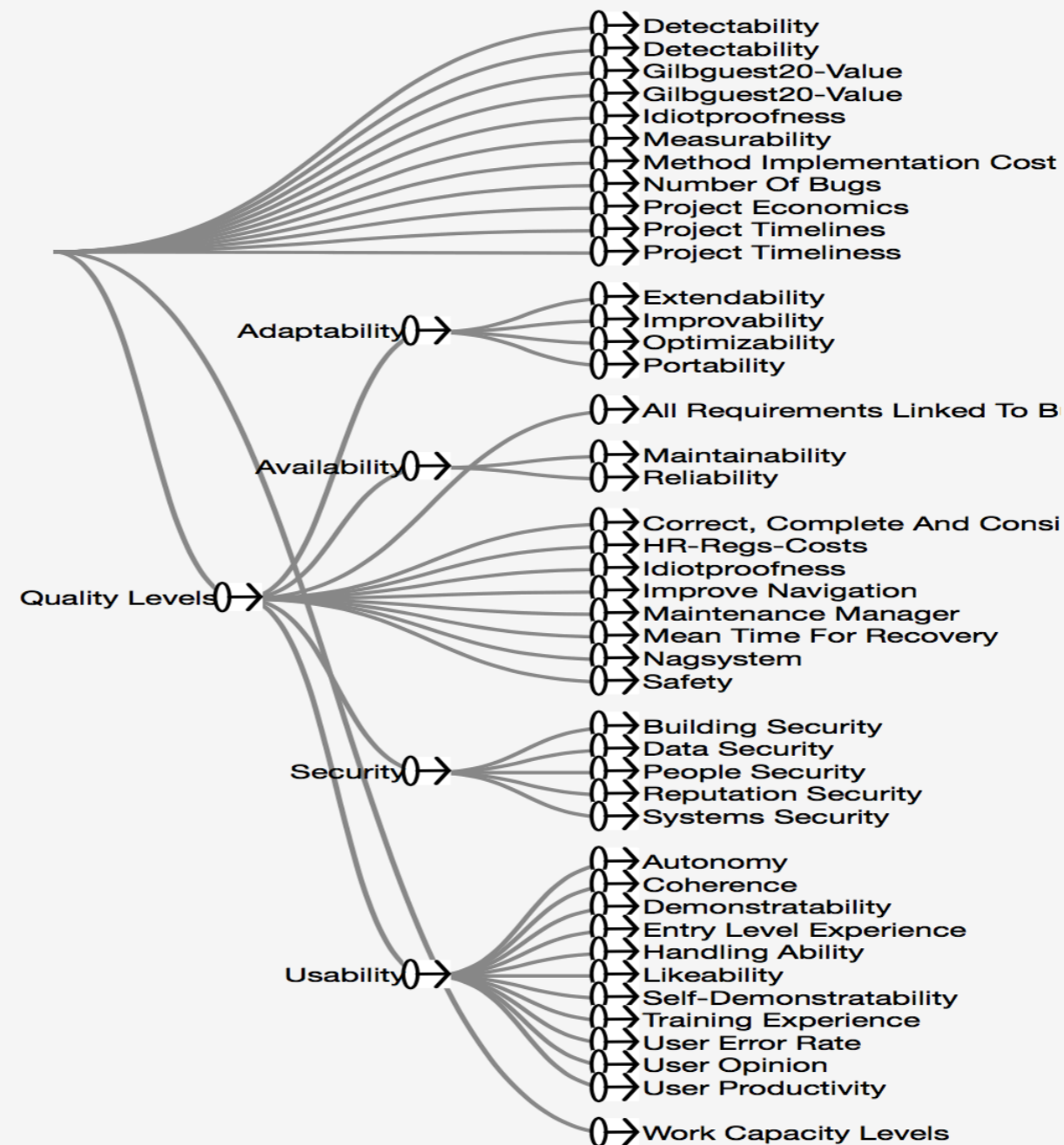
Value Delivery Cycle: Measure



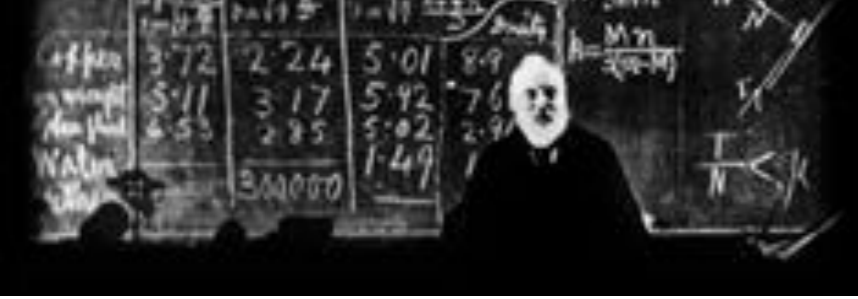
Tool Credit:

www.NeedsandMeans.com

Richard Smith, London



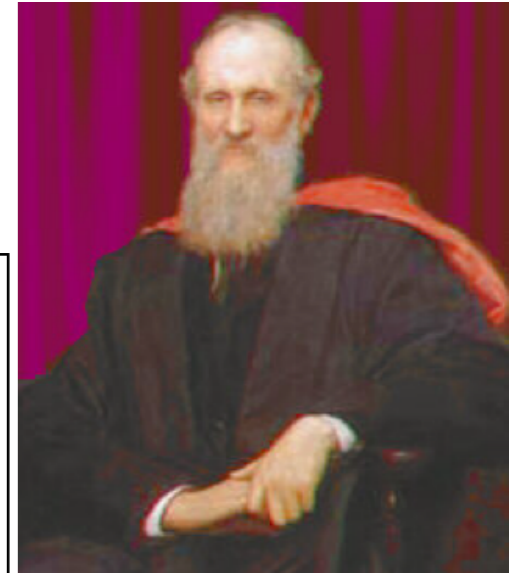
1. Quantification of Values and Qualities



The Principle Of 'Quality Quantification' The Words of a 'Lord'

"All qualities can be expressed quantitatively,
'qualitative' does not mean unmeasurable". (Gilb)

<http://tinyurl.com/GilbTedx>



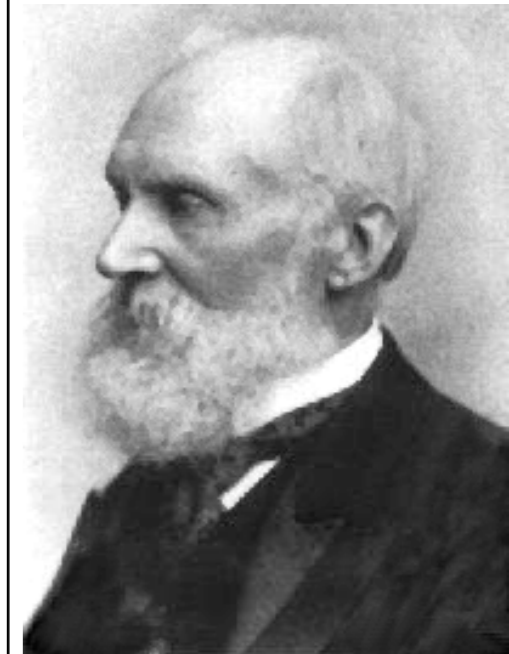
"In physical science the first essential step in the direction of *learning any subject* is to find principles of numerical reckoning and practicable methods for measuring some quality connected with it.

I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it;

but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind;

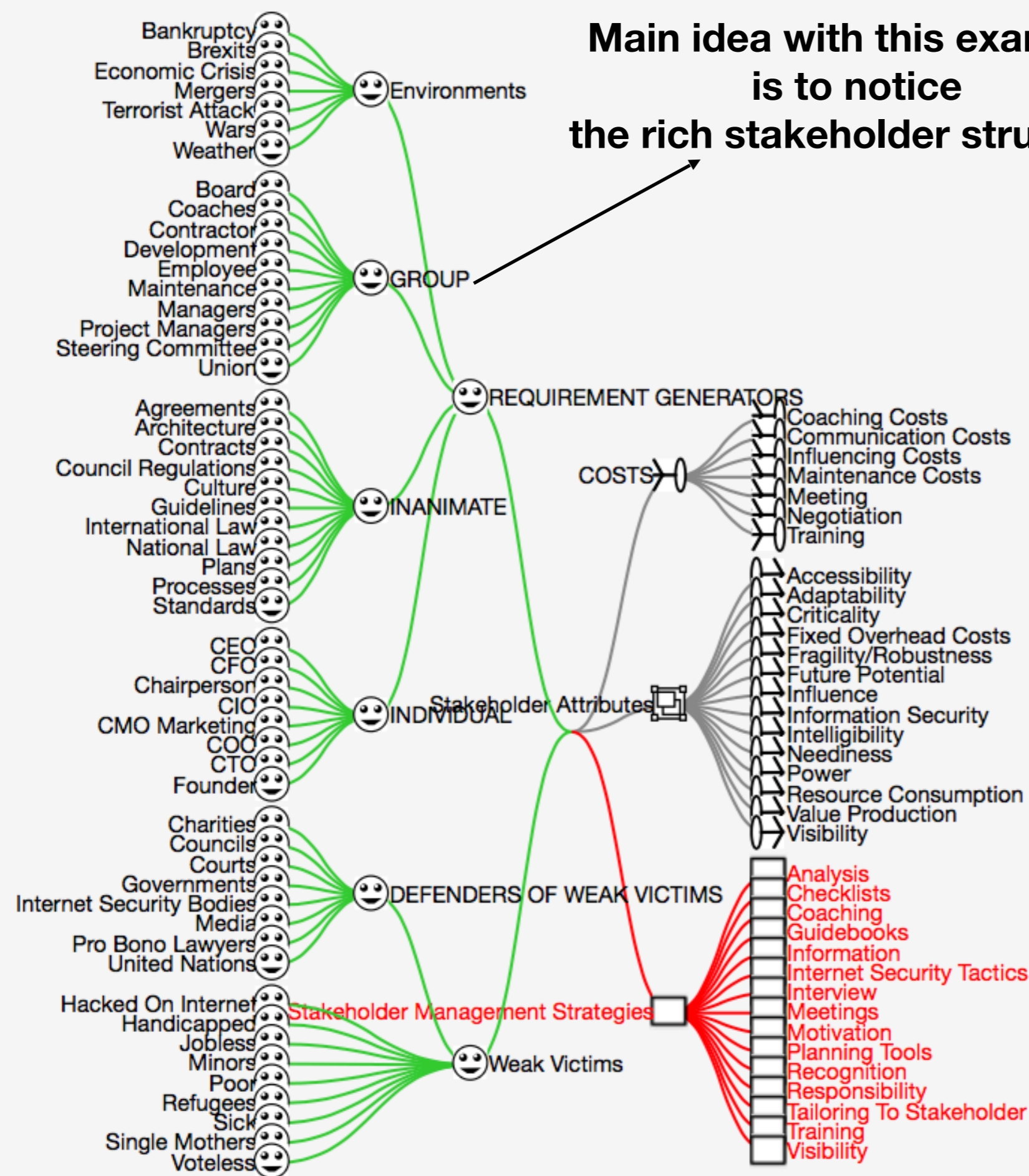
it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the state of Science, whatever the matter may be."

Lord Kelvin, 1893, *Lecture to the Institution of Civil Engineers, 3 May 1883* From
<http://zapatopi.net/kelvin/quotes.html>



Main idea with this example
is to notice
the rich stakeholder structure

Not limited to
‘Users and Customers’
but including
all critical requirements
from
all critical stakeholders



Stakeholders
Needs and
Means
diagram

Every one of these **values** can
be expressed as
numeric improvements

Direct
Quantification of
all valued
benefits,
so they are
unambiguous
clear;
and trackable
in agile delivery
steps.



Security Value Quantification with Stakeholders

→ National Security

Business Value *Label?*

All values and qualities can be expressed quantitatively

(✎ by tomgilb - 2 months ago)

Is Part Of: Stakeholder Values Value

Ambition Level: to reduce terrorist attacks, and identify potential terrorist attacks, and regulate cyber information

Bullshit level

Scale: Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] per year for given [Area]

Stakeholders: Prime Minister, Casualties, Council Representatives, Police, Relatives Of Victims, Volunteers

Status: Level: **150** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High A

Wish: Level: **10** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High A

Record: Level: **1** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High A

This structure of requirements is in 'Planguage'. Which is specified in books 'Competitive Engineering' and 'Value Planning'

REQUIREMENT WITH MANY DIMENSIONS

Requirements		<input type="checkbox"/> Incentivise	<input type="checkbox"/> Tea Kiosk	<input type="checkbox"/> Daily Danger Checks	Sum
Project Timeliness Status: 10 → Wish: 5 % % time overrun necessary to deliver ... [Project Cost Size = { Medium (\$10k -...)] 30th June 2017	=: Δ: Δ%: ?%:	8 ± 0 -2 % 40 ± 0 % 32 % (x 0.8) 40%	5 ± 1 -5 % 100 ± 20 % 50 % (x 0.5) 100%	15 ± 8 5 % -100 ± 160 % -80 % (x 0.8) -100%	$\Sigma \Delta$: 40 ± 180 %
Building Security Status: 50 → Wish: 10 % I... % of [Emergency Types] which in fact... [Emergency Types = { Earthquake }, 30th June 2018	=: Δ: Δ%: ?%:	50 ± 0 0 % Injury 0 ± 0 % 0 % (x 0.0) 0%	50 ± 0 0 % Injury $0 \pm \text{NaN}$ % 0 % (x 0.6) 0%	30 ± 10 -20 % Injury 50 ± 25 % 15 % (x 0.3) 50%	$\Sigma \Delta$: 50 ± 25 %
User Productivity Status: 15 → Wish: 5 minutes number of minutes for a [user] to co... [user = { adult }, task = { dri...] 30th June 2017	=: Δ: Δ%: ?%:	10 ± 0 -5 minutes 50 ± 0 % 0 % (x 0.0) 50%	8 ± 3 -7 minutes 70 ± 30 % 56 % (x 0.8) 70%	15 ± 0 0 minutes 0 ± 0 % 0 % (x 0.0) 0%	$\Sigma \Delta$: 120 ± 30 %
Sum Of Values: Credibility - adjusted:	Σ%: Σ?%:	90 ± 0 % 32 %	170 ± 50 % 106 %	-50 ± 185 % -65 %	
Method Implementation Cost Status: 0 → Budget: 3m \$ Total monetary cost in US Dollars fo... [Project Cost Size = { }] 30th June 2017	=: Δ: Δ%: ?%:	$500k \pm 0$ 500k \$ 17 ± 0 % 34 % (x 0.0) 17%	$2m \pm 0$ 2m \$ 67 ± 0 % 134 % (x 0.0) 67%	$=:1m \pm 0$ Δ: 1m \$ Δ%: 33 ± 0 % ?%: 66 % (x 0.0) 33%	$\Sigma \Delta$: 117 ± 0 %
Sum Of Development Resources: Credibility - adjusted:	Σ%: Σ?%:	17 ± 0 % 34 %	67 ± 0 % 134 %	33 ± 0 % 66 %	
Value To Cost:		5.30	2.50	-1.50	

2. Estimation of multiple attributes of methods and strategies

When we quantify our critical ‘values’ we can take the next step of ‘estimating and then tracking movement towards those value levels’

— Confucius, *Sayings of Confucius*

***“True wisdom is
knowing what you
don't know”***

— Confucius, *Sayings of Confucius*

**What intellectual tools do you have
that will help you
to be more conscious of
exactly what
you do NOT know enough about?**



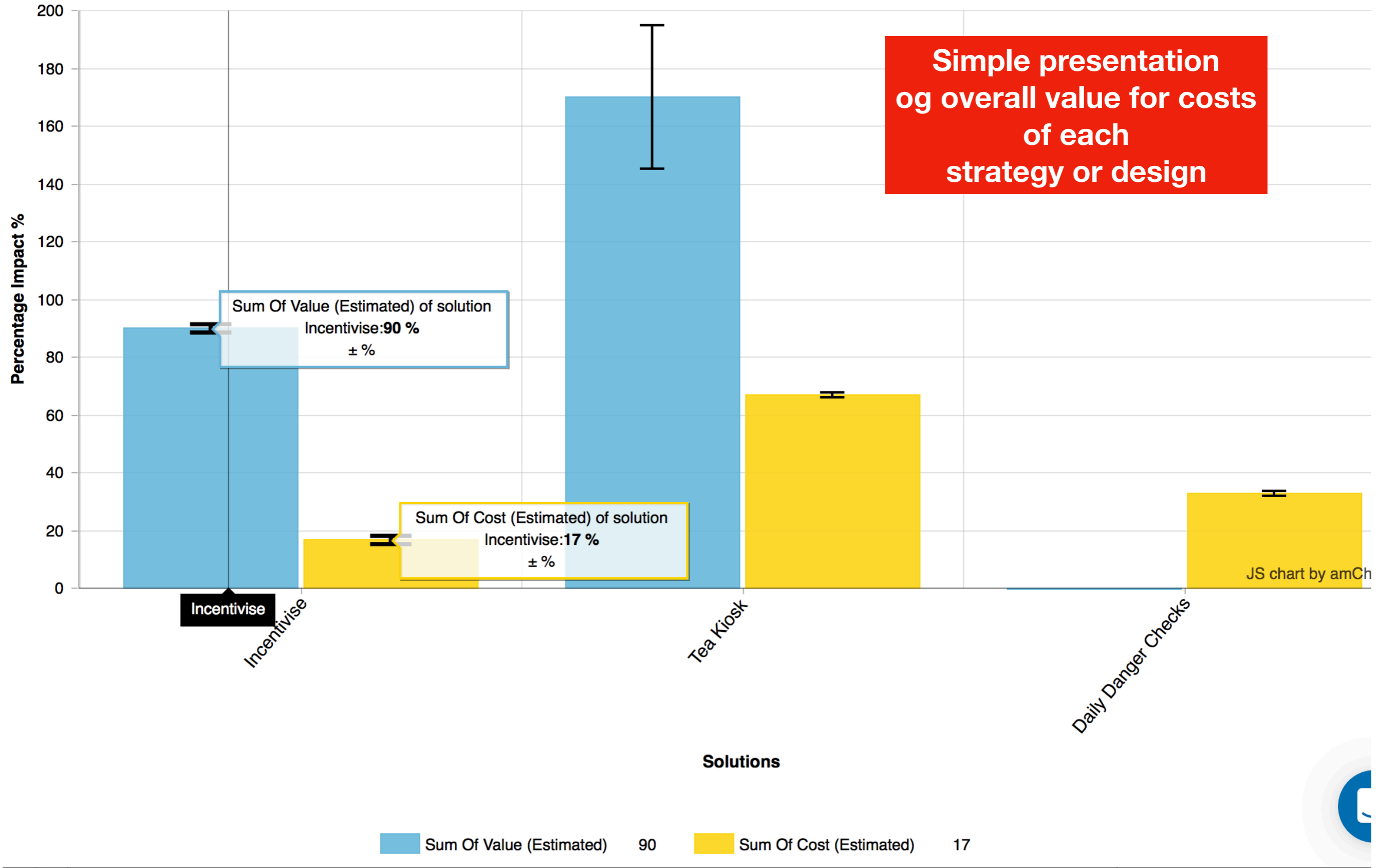
Designs ->		<input type="checkbox"/> Incentivise	<input type="checkbox"/> Tea Kiosk	<input type="checkbox"/> Daily Danger Checks	Sum
Requirements					
⇒ Project Timeliness Status: 10 → Wish: 5 % % time overrun necessary to deliver... Δ%: [Project Cost Size = { Medium (\$10k -...)] ?%: 30th June 2017		8 ± 0 -2 % 40 ± 0 % 32 % (x 0.8) 40%	5 ± 1 -5 % 100 ± 20 % 50 % (x 0.5) 100%	15 ± 8 5 % -100 ± 160 % -80 % (x 0.8) -100%	ΣΔ%: 40 ± 180 %
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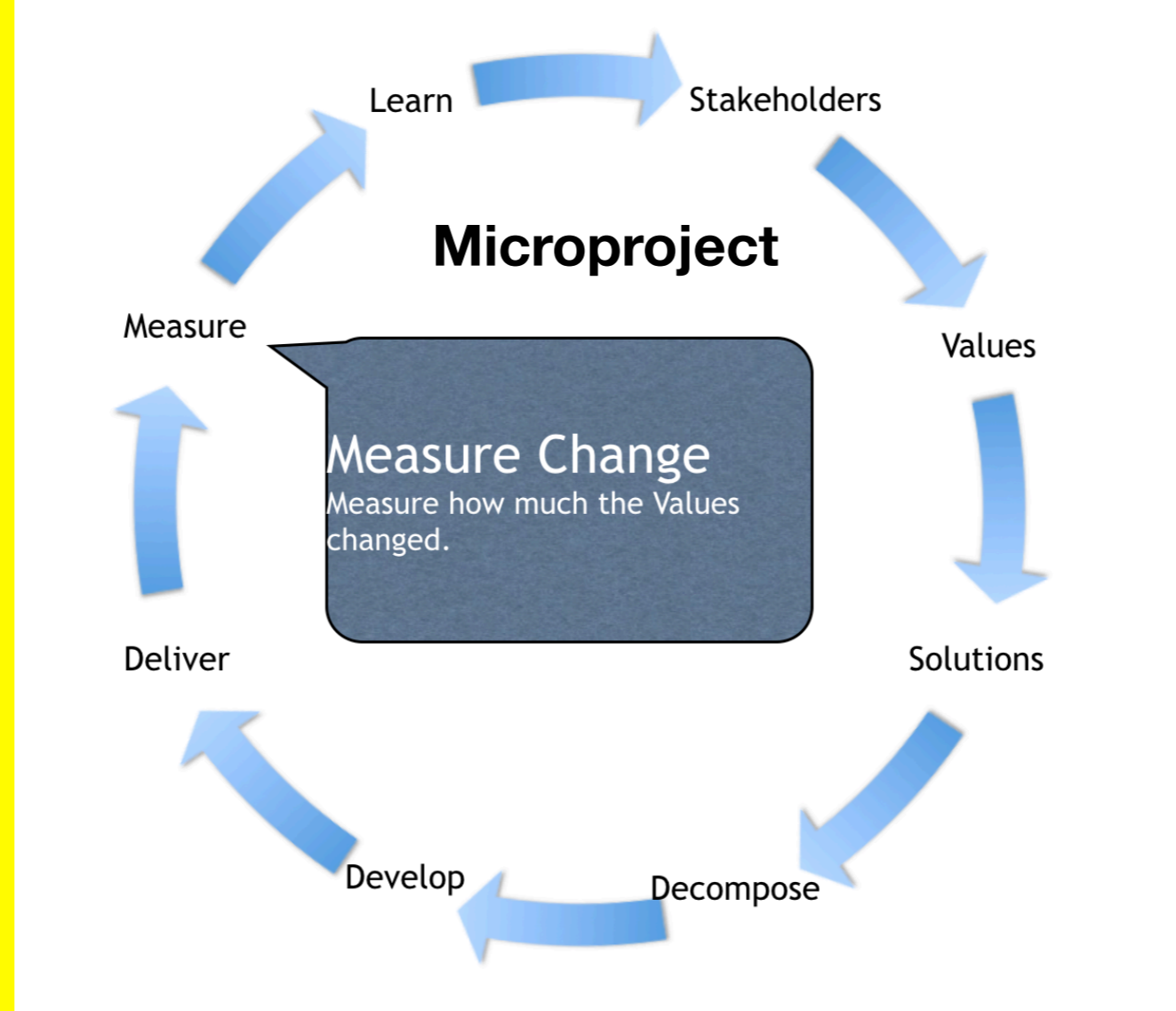
The numeric relation between ends and means.

What items here help us to know what we do not know?

Basic Structure of an Impact Estimation Table



Overall 'Potential Values / Costs'
of 3 *options* or (if you need them all)
complimentary 'benefit drivers' = strategies = solutions = means'



3. Evo and Advanced Agile: Multiple Measures, and Dynamic Design to Cost Estimation

An advanced, Deming, 'Plan Do Study Act' cycle
(Statistical Process Control)
and each step is about being 'numeric'
('Engineering' not 'coding')
This is 'Evo' (Evolutionary Value Optimization)

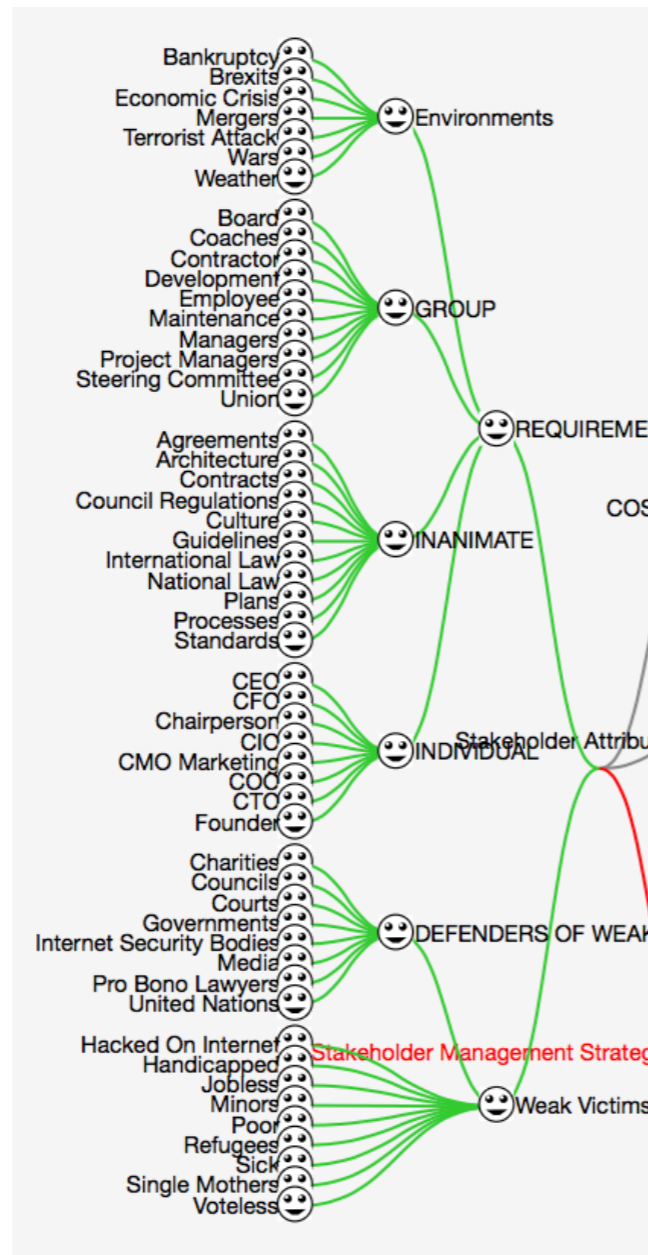
**Identify your
critical stakeholders**

**the ones that have
one or more critical needs,
that if you fail to deliver *them*,**

your project/product

might well fail

Stakeholders



Values

Solutions

Learn

Measure

Deliver

Develop

Decompose

Requirement Sources

**Stakeholder Cases
Stakeholder Stories**



What critical numeric improvements do stakeholders need?

We can,
and must always,
express *their* values
with
well-defined numbers

Define both failure
and
success numerically

and

keep learning what
those
critical numbers are
continuously

Learn

Stakeholders

Solutions
(designs, architectures,
strategies)

must be identified
and their total impacts on
critical objectives
and
constraints

must be estimated
reasonably

(order of magnitude)

Values

Solutions

Measure

Deliver

Develop

Decompose

Requirements	<input type="checkbox"/> Incentivise	<input type="checkbox"/> Tea Kiosk	<input type="checkbox"/> Daily Danger Checks	Sum
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Impact Estimation Tables
(Planguage)
are a tool for doing estimates
of potential solutions
and how good they might be

Learn

Stakeholders

The solutions can be decomposed by 10x or 100x

And we can estimate the solution sub-component value and cost,

so as to prioritize the best value/cost for short term delivery

Measure

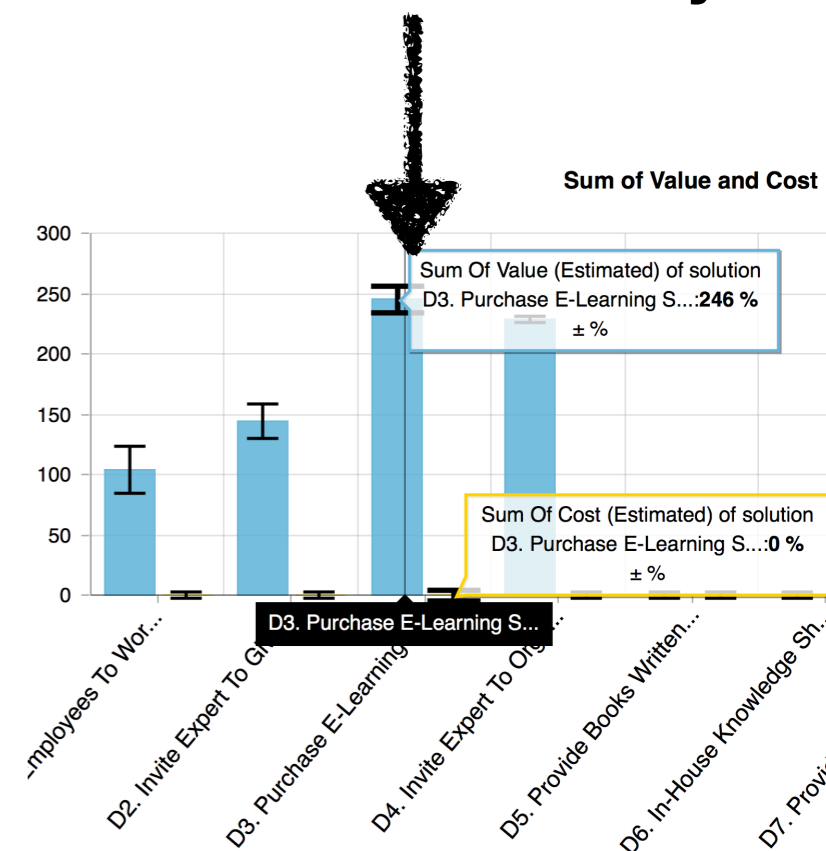
Values

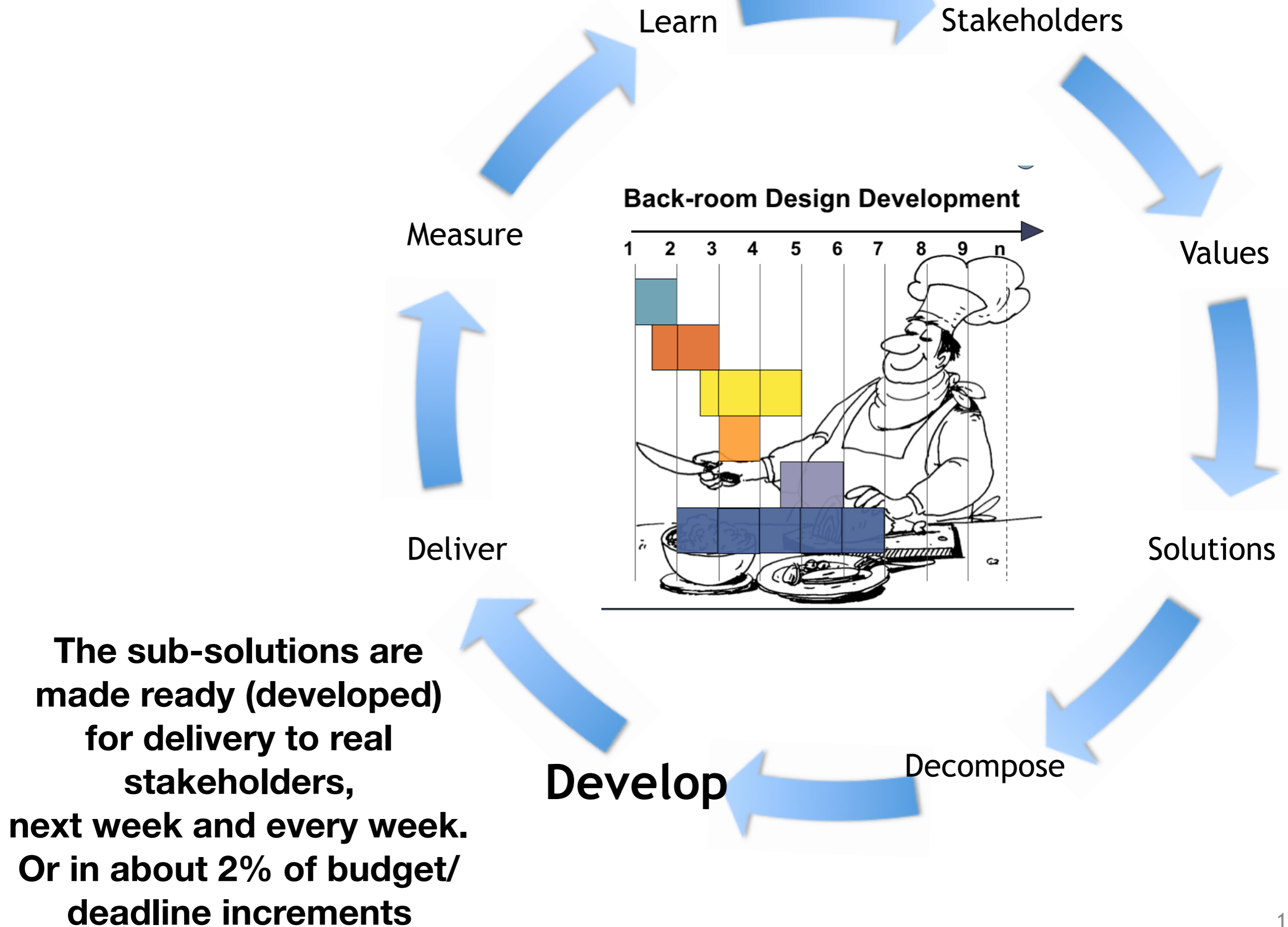
Deliver

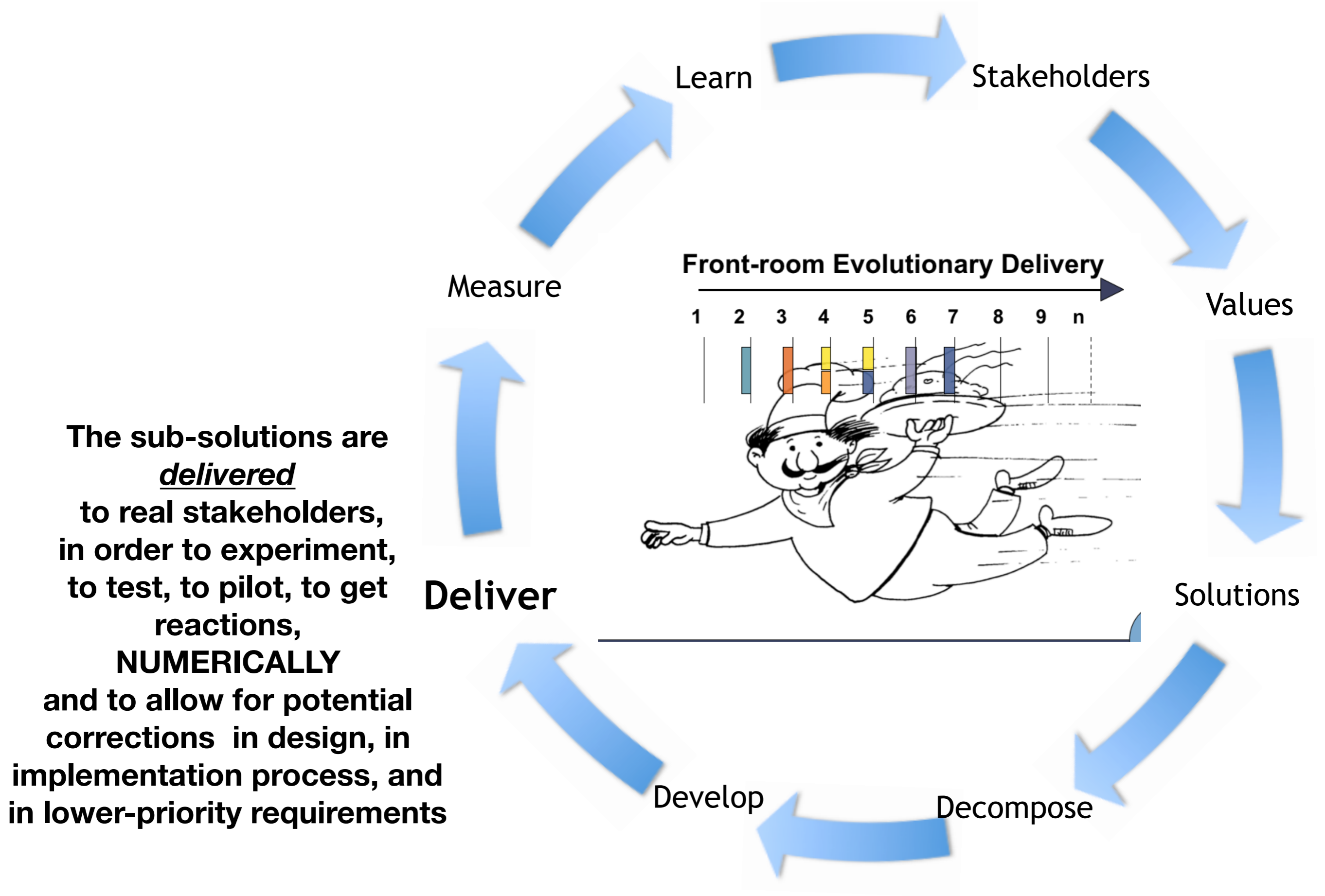
Solutions

Develop

Decompose







The sub-solutions are
measured as to effect

on
all the

top
stakeholder
critical
objectives,

and

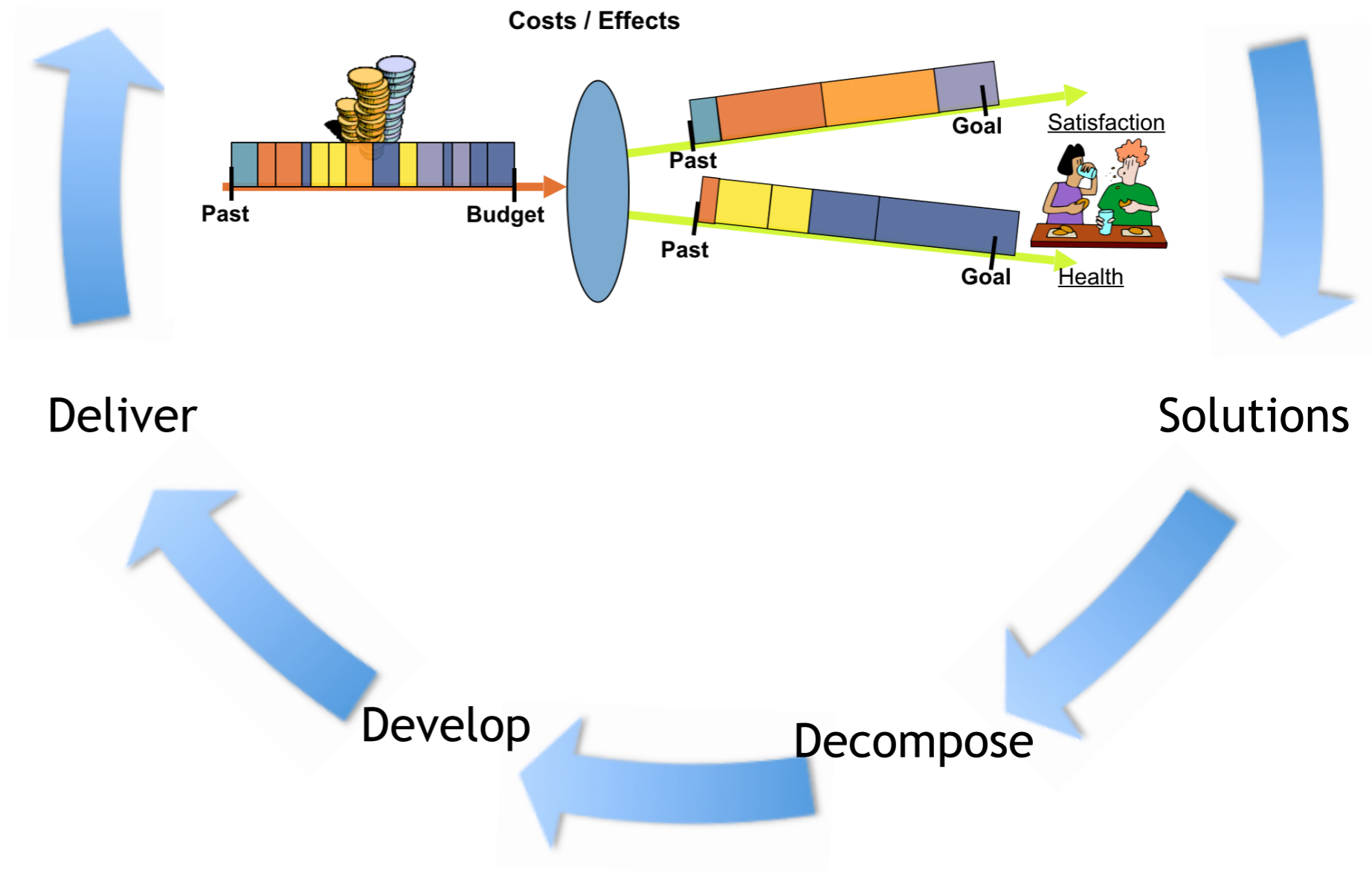
on their critical cost
increments,

with a view to

improving prediction of

final cumulative costs

Measure



From the measurements,
and
other feedback
from stakeholders

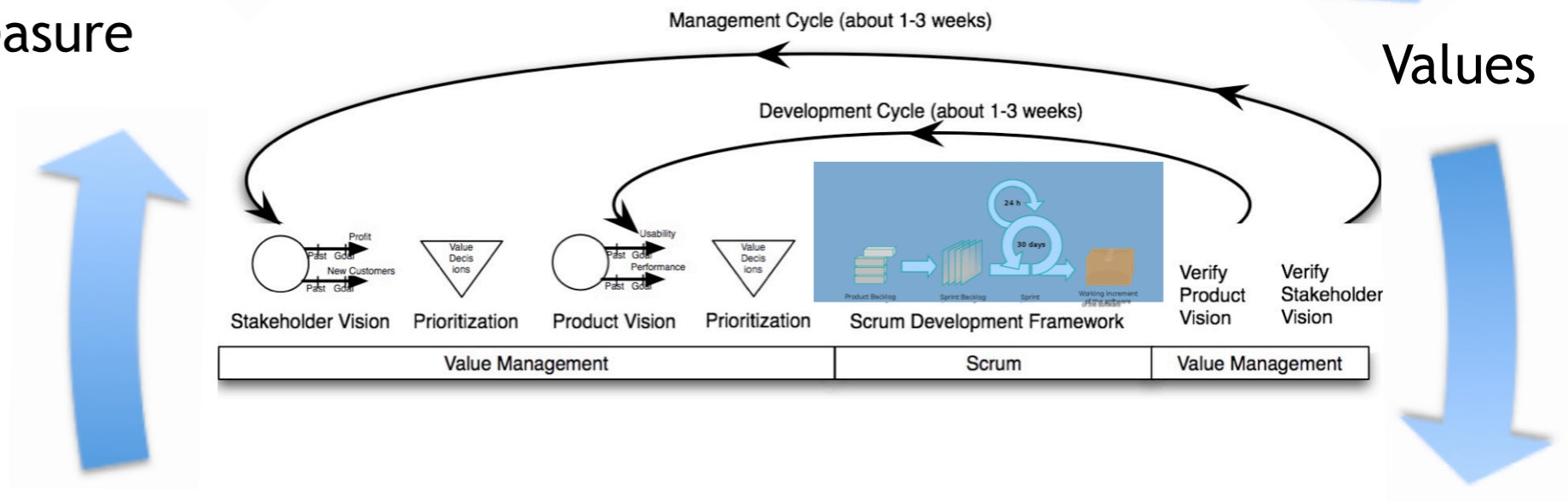
Learn what you need to do
to avoid failure
and to succeed

Measure

Learn

Stakeholders

Values



Deliver

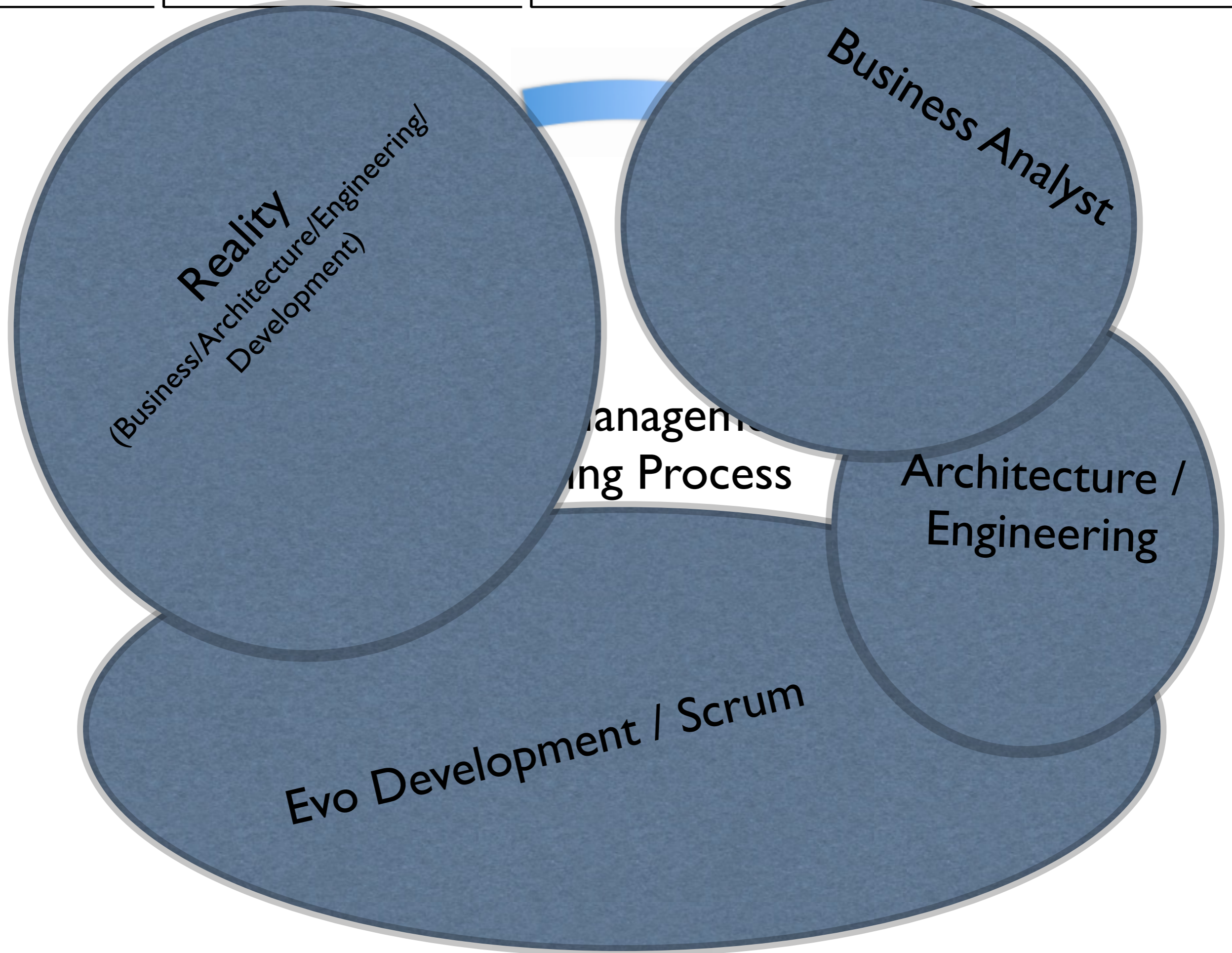
Microproject

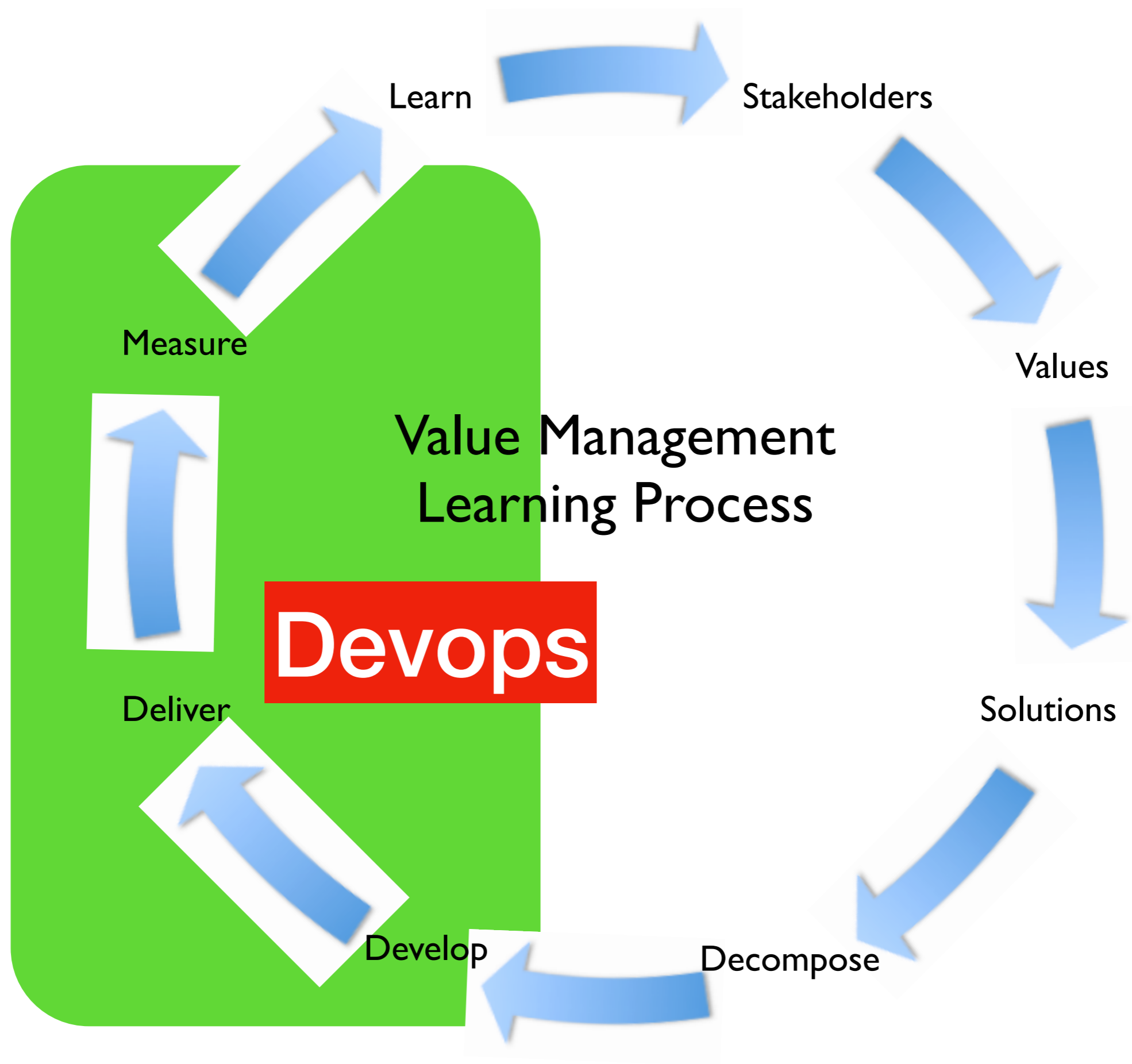
Solutions

Develop

Decompose

These 2 diagrams are © kai@Gilb.com
2017, as well as several other illustrations
used in this talk

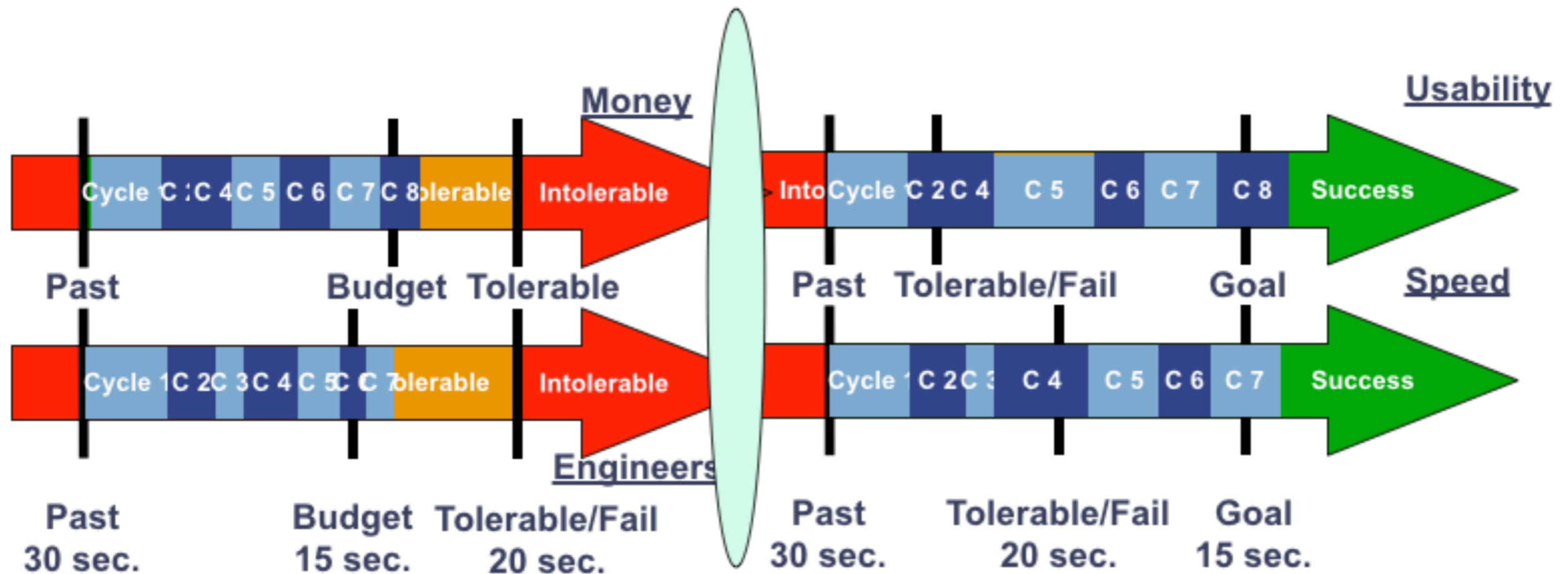




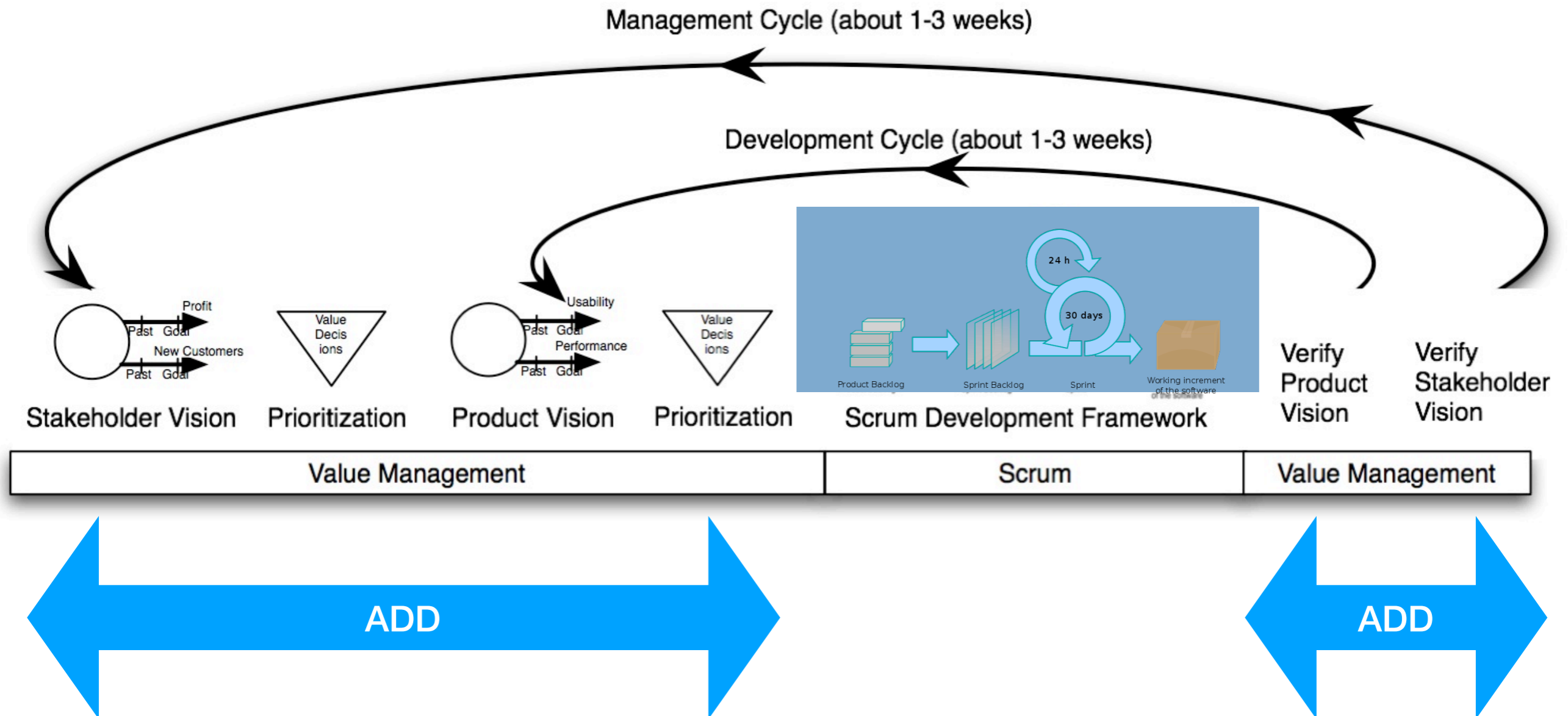
Each Evolutionary Cycle

consumes a budget of Development Resources.

We need to keep our eyes on something like 14 critical top-level value-and-resource requirements *simultaneously*. So we need tools, tables and numbers to help us to keep track of it all, both individually, and as scattered teams

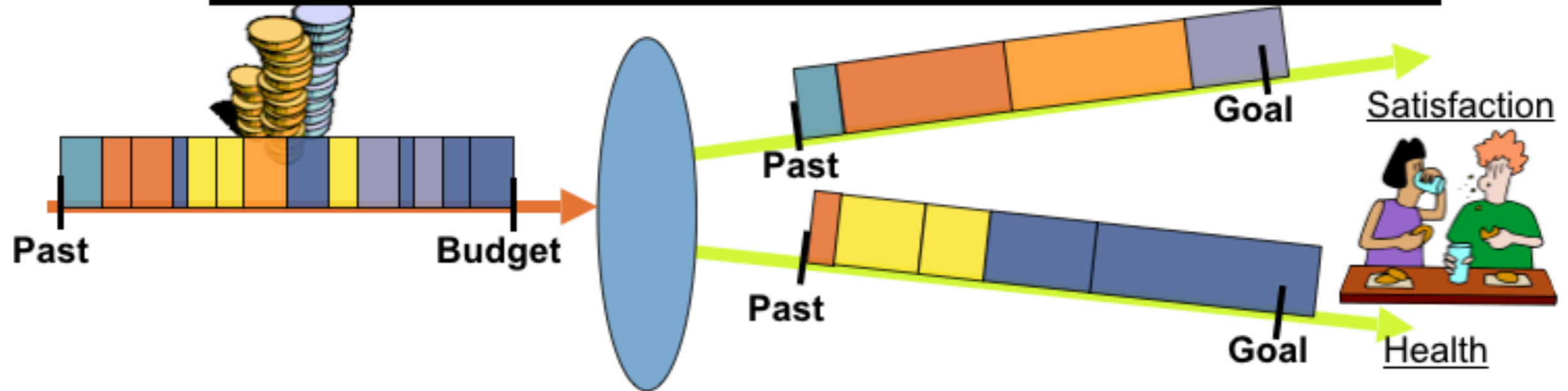


We need to add: ‘Value Management’ processes: like ‘Quantified’, ‘Engineering’, Not just ‘coding’

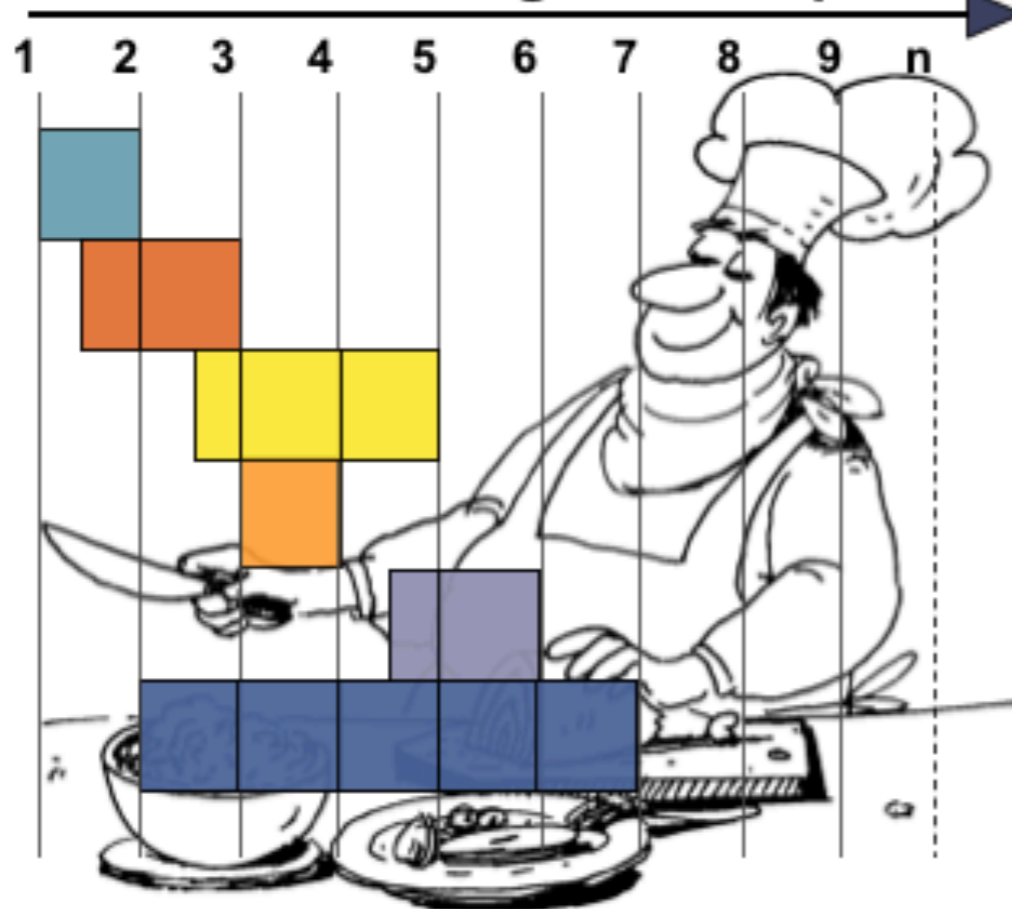


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Sometimes 2% or weekly
decomposition is really impossible
so we develop long chunks in the Backroom
But we keep the value delivery frequency up in the frontroom, facing the stakeholders



Back-room Design Development



Front-room Evolutionary Delivery



Diagram © kai@gilb.com 2017 & earlier

‘Cleanroom Method’ at IBM Federal Systems Division (1980)

Dr. Harlan D. Mills

(May 14, 1919 - January 8, 1996)



Quality is designed in, not tested in Our 'Spec QC = 'Inspection')



“The first guarantee of quality in design is in well-informed, well-educated, and well-motivated designers.

Quality must be **built into designs, and cannot be inspected in or tested in.**

Nevertheless, any prudent development process **verifies quality through inspection** and testing.

Inspection by peers in design, by users or surrogates, by other financial specialists concerned with cost, reliability, or maintainability not only increases confidence in the design at hand, but also provides designers with valuable lessons and insights to be applied to future designs.

The very fact that **designs face inspections motivates even the most conscientious designers to greater care, deeper simplicities, and more precision in their work.**” Harlan Mills, IBM

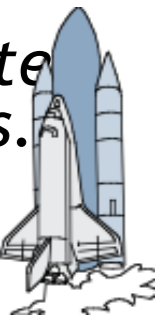
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In

Mills, H. 1980. The management of software engineering: part 1: principles of software engineering. IBM Systems Journal 19, issue 4 (Dec.):414-420.
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In the 'Cleanroom Method' (Google it!), developed by IBM's Harlan Mills (1970-1980) they reported:



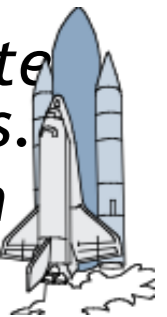
- *“Software Engineering began to emerge in FSD” (IBM Federal Systems Division, from 1996 a part of Lockheed Martin Marietta) “some ten years ago [Ed. about 1970] in a continuing evolution that is still underway:*
- *Ten years ago general management expected the worst from software projects - cost overruns, late deliveries, unreliable and incomplete software*
- *Today [Ed. 1980!], management has learned to expect on-time, within budget deliveries of high-quality software. A Navy helicopter ship system, called LAMPS, provides a recent example. LAMPS software was a four-year project of over 200 person-years of effort, developing over three million, and integrating over seven million words of program and data for eight different processors distributed between a helicopter and a ship in 45 incremental deliveries [Ed. Note 2%!]. Every one of those deliveries was on time and under budget*
- *A more extended example can be found in the NASA space program,*
- *- Where in the past ten years, FSD has managed some 7,000 person-years of software development, developing and integrating over a hundred million bytes of program and data for ground and space processors in over a dozen projects.*
- ***- There were few late or overrun deliveries in that decade, and none at all in the past four years.”***



In the Cleanroom Method,
developed by IBM's Harlan Mills (1970-1980)
they reported:
(this is 'Agile' as it *should* be!)



- “Software Engineering began to emerge in FSD” (IBM Federal Systems Division, 1970-1980) *in 45 incremental deliveries*
- *cost overruns, late deliveries, unreliable and incomplete software*
- Today [Ed. 1980!], management has learned to expect on-time, within budget deliveries of high-quality software. A Navy helicopter ship system, called LAMPS, provides a recent example. LAMPS software was a four-year project of over 200 person-years of effort, developing over three million, and integrating over seven million words of program code for eight different processors distributed over 100 computers. *were few late or overrun deliveries in that decade, and none at all in the past four years*
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- - When the software was delivered, it was on-time, within budget, and of high quality. *the past*
- - There were few late or overrun deliveries in that decade, and none at all in the past four years



Mills on 'Design to Cost'

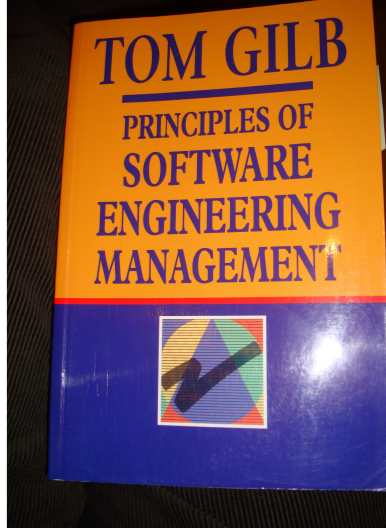
- “To meet cost/schedule commitments
 - based on imperfect estimation techniques,
 - a software engineering manager must adopt
 - a **manage-and-design-to-cost/schedule process.**
- That process requires
 - a continuous and relentless
 - **rectification of design objectives**
 - with *the cost/schedule needed to achieve those objectives.*”
- in IBM System Journal, No. 4 1980 p.420, see Links below

Mills, H. 1980. The management of software engineering: part 1: principles of software engineering. IBM Systems Journal 19, issue 4 (Dec.):414-420.
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Robert E. Quinnan (-2015): IBM FSD Cleanroom *Dynamic Design to Cost*



Quinnan describes the process control loop used by IBM FSD to ensure that cost targets are met.

'Cost management. . . yields valid cost plans linked to technical performance. Our practice carries cost management farther by introducing design-to-cost guidance. Design, development, and managerial practices are applied in an integrated way to ensure that software technical management is consistent with cost management. The method [illustrated in this book by Figure 7.10] consists of developing a design, estimating its cost, and ensuring that the design is cost-effective.' (p. 473)

He goes on to describe a design iteration process trying to meet cost targets by either redesign or by sacrificing 'planned capability.' When a satisfactory design at cost target is achieved for a single increment, the 'development of each increment can proceed concurrently with the program design of the others.'

'Design is an iterative process in which each design level is a refinement of the previous level.' (p. 474)

It is clear from this that they avoid the big bang cost estimation approach. Not only do they iterate in seeking the appropriate balance between cost and design for a single increment, but they iterate through a series of increments, thus reducing the complexity of the task, and increasing the probability of learning from experience, won as each increment develops, and as the true cost of the increment becomes a fact.

'When the development and test of an increment are complete, an estimate to complete the remaining increments is computed.' (p. 474)

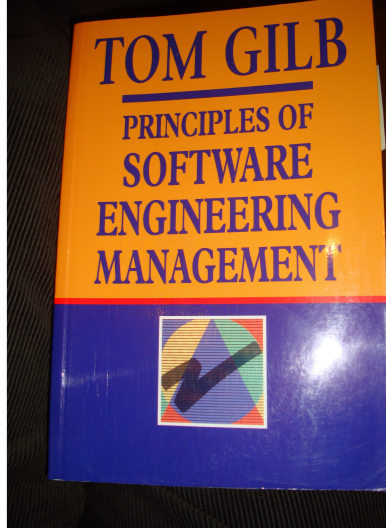
Source: Robert E. Quinnan, 'Software Engineering Management Practices', IBM Systems Journal, Vol. 19, No. 4, 1980, pp. 466~77

This text is cut from Gilb: The Principles of Software Engineering Management, 1988



Quinnan: IBM FSD Cleanroom

Dynamic Design to Cost



Quinnan describes the process control loop used by IBM FSD to ensure that cost targets are met.

'Cost management. . . introducing design-to-cost software technical management while developing a design.

- He goes on to say that 'design-to-cost' is not a capability.' When a software design is developed concurrently with the hardware design, the cost of the hardware is known at the time the software is designed.

'Design is an iterative process.

**of developing a design,
estimating its cost, and
ensuring that the design
is cost-effective**

management farther by an integrated way to ensure that the cost of each increment can proceed by Figure 7.10] consists of

by sacrificing 'planned' of each increment can proceed

It is clear from this that they avoid the big bang cost estimation approach. Not only do they iterate in seeking the appropriate balance between cost and design for a single increment, but they iterate through a series of increments, thus reducing the complexity of the task, and increasing the probability of learning from experience, won as each increment develops, and as the true cost of the increment becomes a fact.

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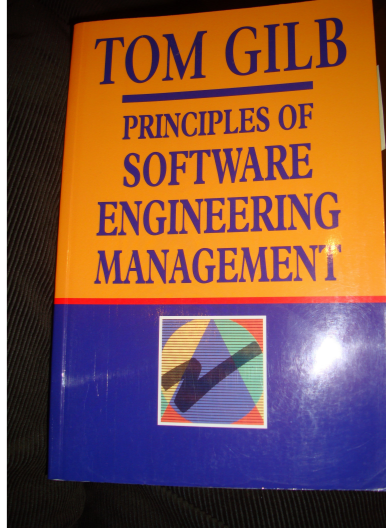
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Quinnan describes the process control loop used by IBM FSD to ensure that cost targets are met.

'Cost management. . . yields valid cost plans linked to technical performance. Our practice carries cost management farther by introducing design-to-cost guidance. Design, development, and managerial practices are applied in an integrated way to ensure that software technical management is consistent with cost management. The method [illustrated in this book by Figure 7.10] consists of developing a design, estimating its cost, and ensuring that the design is cost-effective.' (p. 473)

- He goes on to describe a design iteration process trying to meet cost targets by either redesign or by sacrificing 'planned capability.' When a satisfactory design at cost target is achieved for a single increment, the 'development of each increment can proceed concurrently with the

'Design is an iterative

It is clear from
balance between cost
the task, and increase
increment becomes a

'When the development

Source: Robert E. Quin

This text is cut from C

**iteration process
trying to meet cost
targets by either
redesign or by
sacrificing 'planned
capability'**

in seeking the appropriate
thus reducing the complexity of
d as the true cost of the

crements is computed.' (p. 474)

1980, pp. 466~77



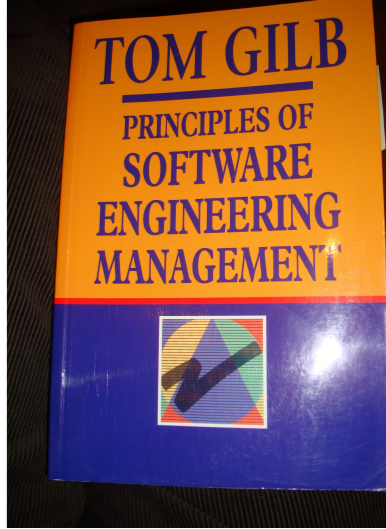
Quinnan: IBM FSD Cleanroom *Dynamic Design to Cost*



**Design is an iterative
process**



Quinnan: IBM FSD Cleanroom *Dynamic Design to Cost*

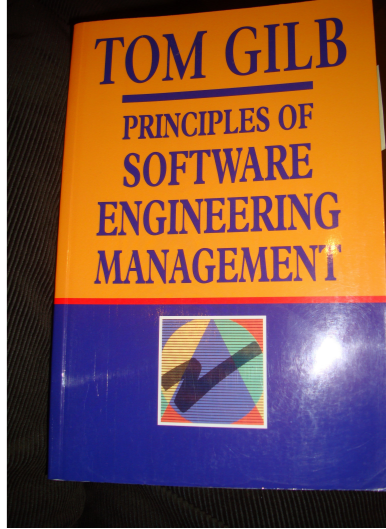


Quinnan describes the process control loop used by IBM FSD to ensure that cost targets are met.

**but they iterate through a series of
increments,
thus *reducing the complexity of the
task,*
and *increasing the probability of
learning from experience***

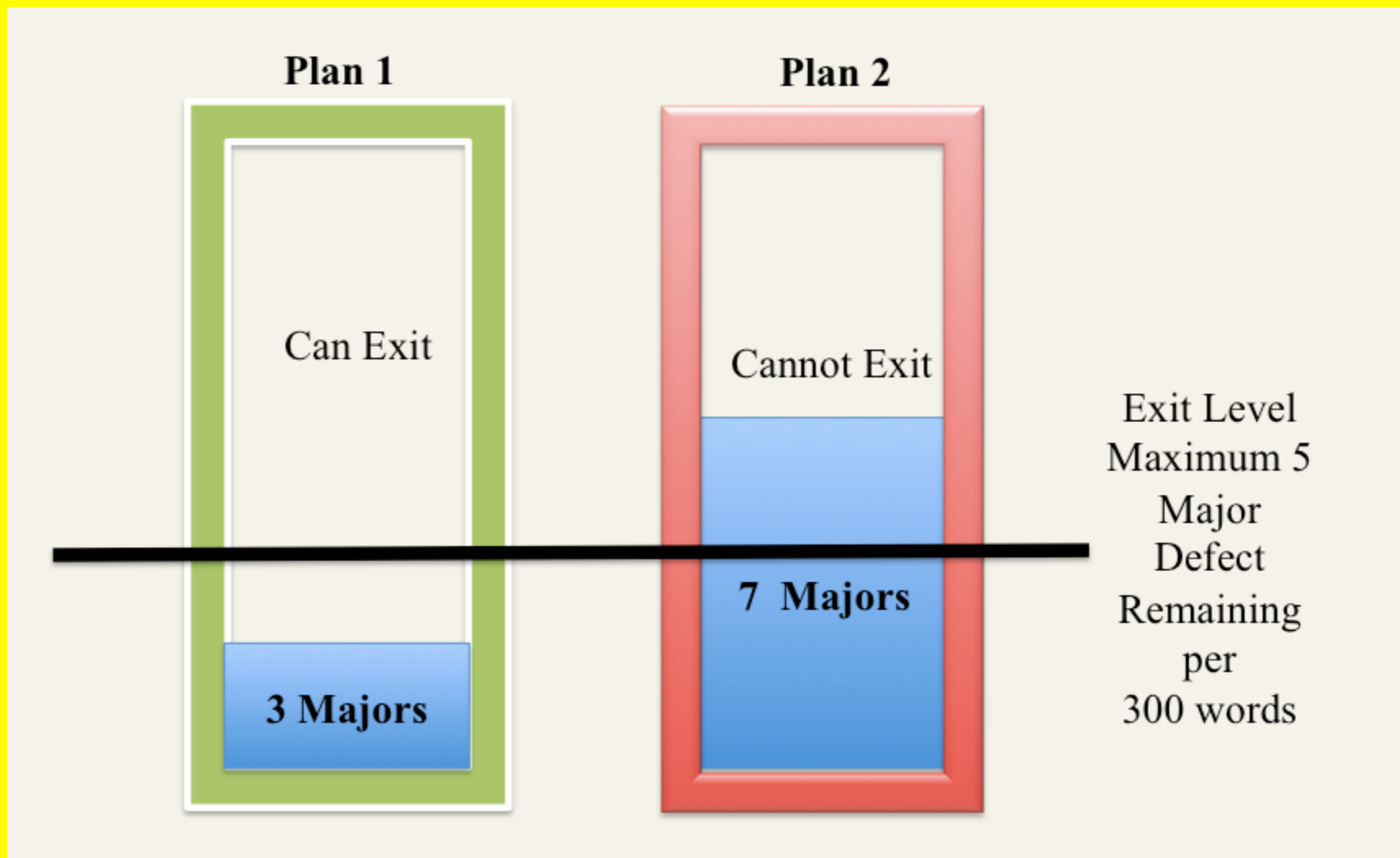


Quinnan: IBM FSD Cleanroom *Dynamic Design to Cost*



Quinnan describes the process control loop used by IBM FSD to ensure that cost targets are met.

**an estimate to complete
the remaining
increments is
computed.**

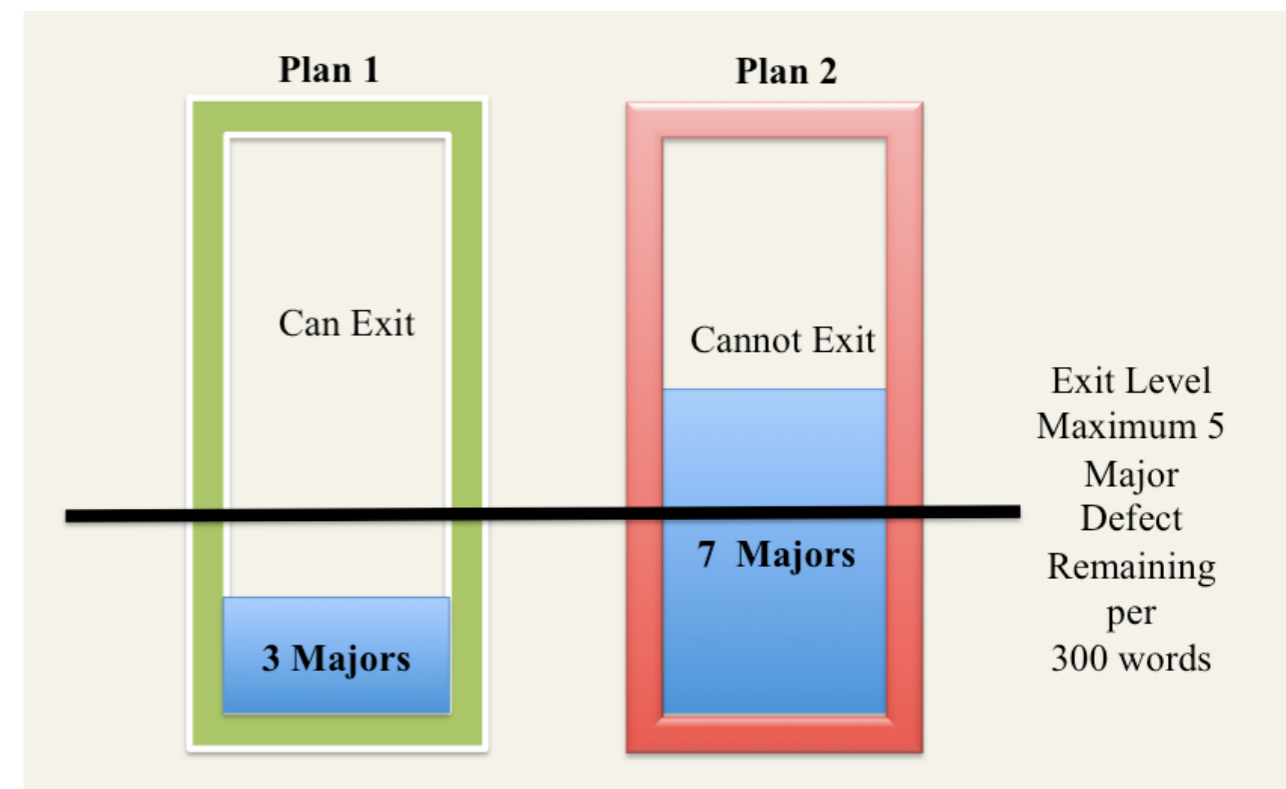
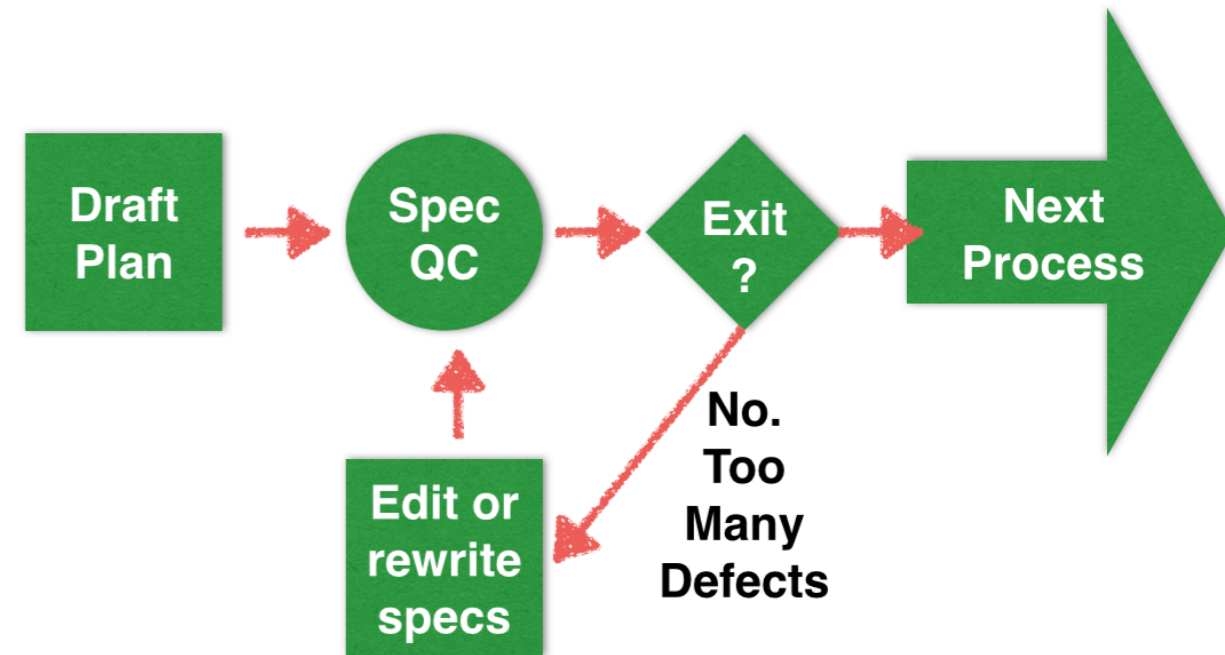


4. Measuring Development Specifications Quality: Lean Quality Assurance

The Agile Specification Quality Control process

for lean (early, prevents defect injection) measurement of quality of requirements, architecture specs, and contracts

- Our IT planning documents are heavily polluted
- with dozens of 'major defects' per page
- we need to measure defects by sampling
- and we need to refuse to 'exit' garbage out
- this lean approach can improve productivity 2x and 3x (Intel)



A Practical Industry Example

Application of ‘Specification Quality Control’ (Gilb method) by an Intel software team, resulted in the following defect-density reduction, in requirements over several months:

Rev.	# of Defects	# of Pages	Defects/ Page (DPP)	% Change in DPP
0.3	312	31	10.06	
0.5	209	44	4.75	-53%
0.6	247	60	4.12	-13%
0.7	114	33	3.45	-16%
0.8	45	38	1.18	-66%
1.0	10	45	0.22	-81%
Overall % change in DPP revision 0.3 to 1.0:				-98%

Downstream benefits:

- Scope delivered at the Alpha milestone increased 300%, **released scope up 233%**
- SW defects reduced by ~50%
- Defects that did occur were resolved in far less time on average

Industrial Studies of Planguage and SQC to measure quality of requirements

The Impact of Requirements on Software Quality across Three Product Generations

John Terzakis

Intel Corporation, USA
john.terzakis@intel.com

Abstract—In a previous case study, we presented data demonstrating the impact that a well-written and well-reviewed set of requirements had on software defects and other quality indicators between two generations of an Intel product. The first generation was coded from an unorganized collection of requirements that were reviewed infrequently and informally. In contrast, the second was developed based on a set of requirements stored in a Requirements Management database and formally reviewed at each revision. Quality indicators for the second software product all improved dramatically even with the increased complexity of the newer product. This paper will recap that study and then present data from a subsequent Intel case study revealing that quality enhancements continued on the third generation of the product. The third generation software was designed and coded using the final set of requirements from the second version as a starting point. Key product differentiators included changes to operate with a new Intel processor, the introduction of new hardware platforms and the addition of approximately fifty new features. Software development methodologies were nearly identical, with only the change to a continuous build process for source code check-in added. Despite the enhanced functionality and complexity in the third generation software, requirements defects, software defects, software sightings, feature commit vs. delivery (feature variance), defect closure efficiency rates, and number of days from project commit to customer release all improved from the second to the third generation of the software.

Index Terms—Requirements specification, requirements defects, reviews, software defects, software quality, multi-generational software products.

I. INTRODUCTION

This paper is a continuation of an earlier short paper [1] that presented quality indicator data from a case study of two generations of an Intel software product. The prior case study

II. PRODUCT BACKGROUNDS

The requirements for Gen 1 that existed were scattered across a variety of documents, spreadsheets, emails and web sites and lacked a consistent syntax. They were under lax revision and change control, which made determining the most current set of requirements challenging. There was no overall requirements specification; hence reviews were sporadic and unstructured. Many of the legacy features were not documented. As a result, testing had many gaps due to missing and incorrect information.

The Gen 1 product was targeted to run on both desktop and laptop platforms running on an Intel processor (CPU). Code was developed across multiple sites in the United States and other countries. Integration of the code bases and testing occurred in the U.S. The Software Development Lifecycle (SDLC) was approximately two years.

After analyzing the software defect data from the Gen 1 release, the Gen 2 team identified requirements as a key improvement area. A requirements Subject Matter Expert (SME) was assigned to assist the team in the elicitation, analysis, writing, review and management of the requirements for the second generation product. The SME developed a plan to address three critical requirements areas: a central repository, training, and reviews. A commercial Requirements Management Tool (RMT) was used to store all product requirements in a database. The data model for the requirements was based on the Planguage keywords created by Tom Gilb [2]. The RMT was configured to generate a formatted Product Requirements Document (PRD) under revision control. Architecture specifications, design documents and test cases were developed from this PRD. The SME provided training on best practices for writing requirements, including a standardized syntax, attributes of well written requirements and Planguage to the primary authors (who were all located in United States). Once the training was complete, the primary author submitted early samples of his requirements

2013 Rio Paper

https://www.thinkmind.org/download.php?articleid=iccg_i_2013_3_10_10012

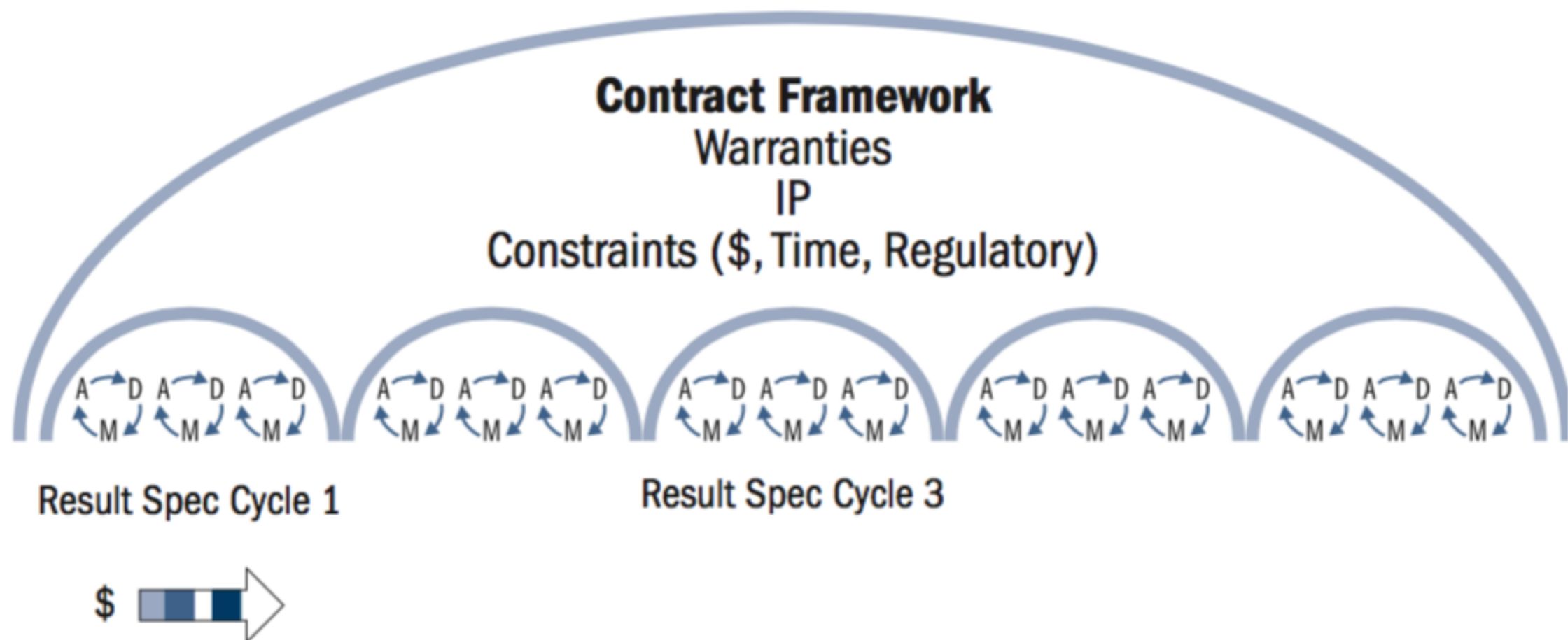
foundation. This paper includes the background and validation results from a third generation product ("Gen 3") that was characteristics of the first product: it ran on similar platforms,

5. No Cure No Pay

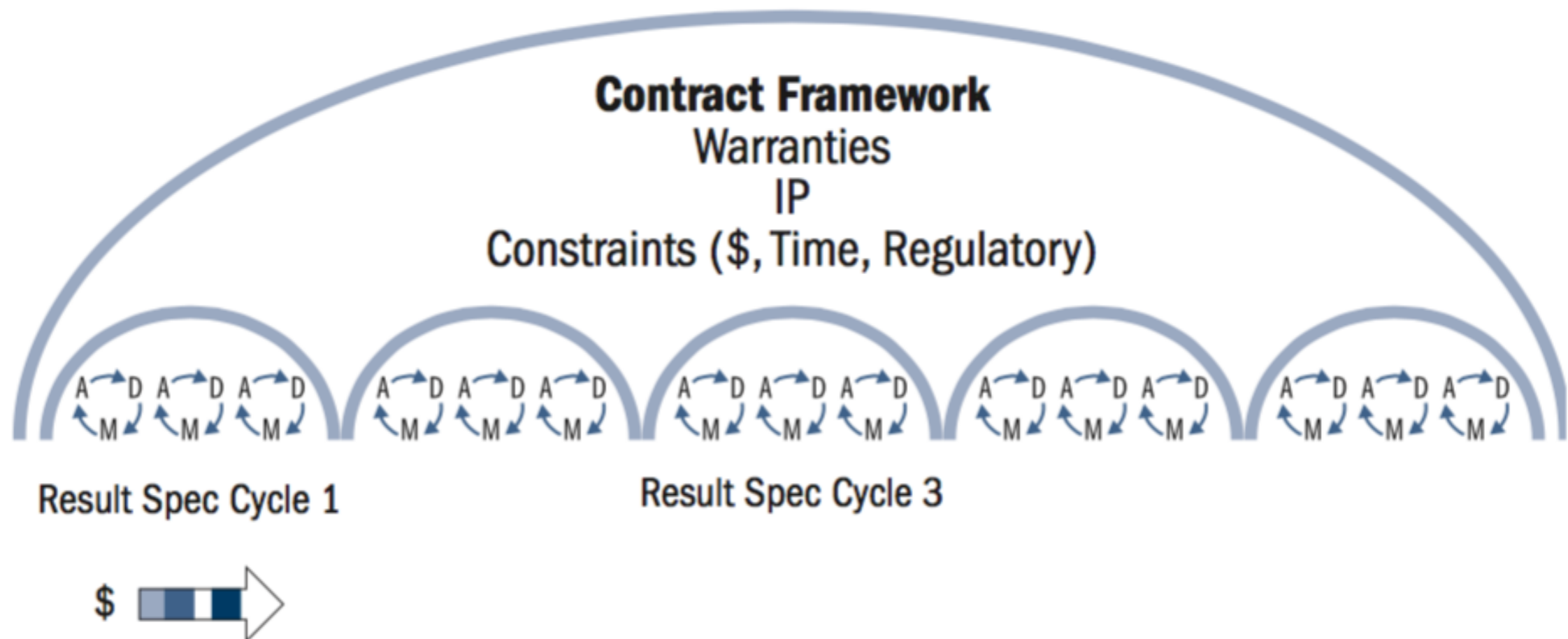
Contracting: agile

contracting for value not

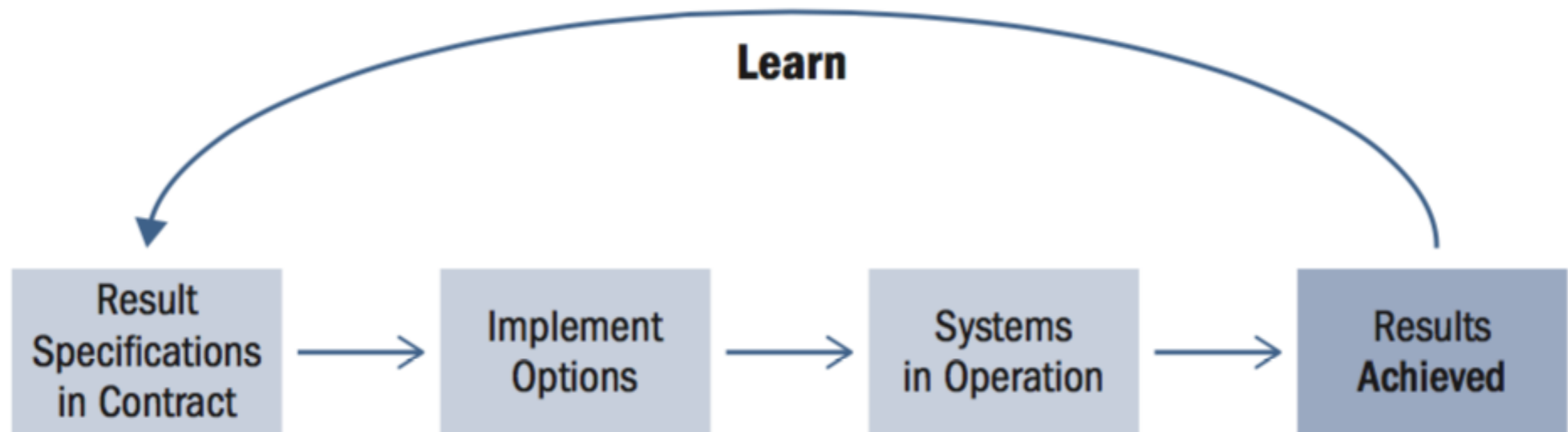
code & work



Contract Framework



Result Contract Structure



Old way and new Way

Traditional Contract Model	Result Contract Model (Agile)
Requirements are contractual and specified up-front in the main contract.	Requirements are specified at the start of each result cycle.
Changes are managed by means of the change control mechanism.	Requirements are more resistant to change than traditional output requirements. Target outcomes are only specified at the start of each result cycle, are operational for shorter periods of time, and therefore are exposed to less change.
Analysis, design, development, and testing occur sequentially. Big Bang or Waterfall.	Each cycle must deliver value, so design and development occur concurrently. A systems view must be taken, providing real results in real life.
An all or nothing solution.	The solution evolves as a series of result deliveries.
Constituent modules of software are worked on independently until integration takes place.	There is continuously working and stable software and hardware system.
Testing is used as a contractual tool at the end of the development process.	Testing occurs throughout the development process, providing feedback for improvements.
Success is measured by reference to conformance with the change-controlled contract.	Success is measured, cycle by cycle, by requirements delivered, driving value to the customer.

WHAT IS A FLEXIBLE CONTRACT?

WHAT IS A FLEXIBLE CONTRACT?

A 'flexible contract' is an arrangement that achieves this in several ways:

The contract focuses on outcomes (rather than features). By focusing on outcomes, the customer and supplier align their interests and motivations. The supplier is given the freedom to deliver the contract and stays with the customer for the long term.

The fees (or at least part of them) are based on achieving the target outcomes.

The contract is structured under which short-term success is measured. Work, but instead of 'work' it is 'acquired knowledge and capabilities'.

In respect of each SOTO the customer rapidly what works and what doesn't.

The contract adopts lightweight governance over time, so the financial exposure is low. The customer understands and requires the supplier to deliver the activities of the supplier.

Define what you want, as you go, in small increments.

Learn what works

Focus on business results, not 'code'

Pay for real value delivered

Prioritize high value results early.

Very low risk

Not tied in to suppliers who cannot deliver

SOTO Specification

(from contract template)

short-term Statements Of Target Outcomes

SOTO Completion Date	<i>NOTE: Please state not applicable if this is not being used.</i>
The problem or opportunity to be addressed	
The Business Objectives	
The Target Outcomes	<i>NOTE: These should be in line with the Business Objectives. They should be bullet points only and listed in order of priority.</i>
The Constraints	<i>NOTE: Examples include design constraints, minimum quality constraints, budget constraints, schedule constraints, resource constraints.</i>
Customer responsibilities	<i>NOTE: This should include any support, facilities and information, including any requirements for execution of the Options, which are to be provided by the Customer.</i>
Time frame for provision of feedback by the Customer	
Early termination payment	

(from contract template)

Target Outcomes

[COMPLETE THE FOLLOWING TABLE FOR EACH TARGET OUTCOME]

Name of Target Outcome:	In the form Action Verb + Noun Phrase
Outcome Value:	Time or money over a defined period
Outcome Measure: <ul style="list-style-type: none">• Unit of measure:• party responsible for conducting measurement:• Method for measurement:• Frequency of measurement:• Baseline (starting point):	<p>i.e. the metric used to measure e.g. time, percentage or number</p> <p>i.e. a named person or group responsible for conducting the measurement e.g. the Customer</p> <p>i.e. the systems used to collect data or the tests that will be run e.g. data analytics report or usability tests for target users</p> <p>i.e. The period of time when measurements will be taken e.g. every [2 weeks] with their end-users</p> <p>i.e. the baseline that will be used as the starting point against which to compare results</p>

Credits for most slides to



Forthcoming Book

- www.flexiblecontracts.com
- <https://www.linkedin.com/groups/Flexible-Agile-contracts-7460556/about>
- www.mobiusmodel.org
- I have been working together with Susan Atkinson and Gabrielle Benefield for several years regarding these ideas.
- So it is no surprise that they are very complimentary to the Evo and Planguage methods in my writings, such as
- Competitive Engineering (2005), and Value Planning (2014, manus)

References

www.flexiblecontracts.com

- [1] Highly recommended in-depth analysis of good and bad agile practices, even if you are NOT in the public sector: Wernham, Brian. *Agile Project Management for Govern- ment*. Maitland and Strong.
- [2] Gilb, Tom. “The Top 10 Critical Requirements are the Most Agile Way to Run Agile Projects”. *Agile Record*, Au- gust 2012, 11: pp. 17-21. <http://www.gilb.com/dl554>
- [3] Gilb, Tom. “No Cure No Pay.”
- <http://www.gilb.com/DL38>
- [4] Gilb, Tom. “Chapter 5: Scales of Measure.” *Competitive Engineering*.
- <http://www.gilb.com/DL26>
- [5] This initiative is a draft idea and would welcome cooperation and feedback from people who would like to try it out in practice! www.flexiblecontracts.com
- [6] Gilb, Tom. “Real Architecture Engineering.” Lecture slides from ACCU Bristol, April 2013. <http://www.gilb.com/dl574>

Advanced Product Owners

by Tom & Kai Gilb

6. Advanced Product Owner Responsibilities and Capability: much better requirements and design than conventional agile offers.



<http://www.gilb.com/dl799>

We are going to argue that the normally defined role of Product Owner (PO) is inadequate for projects that have serious multiple quality requirements, and consequent architecture processes, to deliver the necessary levels of performance and quality.

This includes all large serious projects, such as government or corporate projects. We do *not* want to argue that the Product Owner role as conventionally defined is inadequate for *small* projects, nor for projects that are *not* dependent on multiple state of the art quality, performance, and cost levels – and the consequent architecture to meet them. However, a point is reached where a project is so demanding that methods adequate for smaller projects will fail. The methods of a homeowner-built house will not work for a 200-story skyscraper. The Scrum project failure rate (about 19%) may be better than waterfall (more like 40%) [3] due to better feedback. But killing only one out of five pedestrians at a crossing, as opposed to two out of five, is still not good enough. We need to get closer to zero project failures in IT development. The myth is that the conventional PO process is *universal*, and that it scales up to any type of project. I believe we need to become more aware of the limits of today's

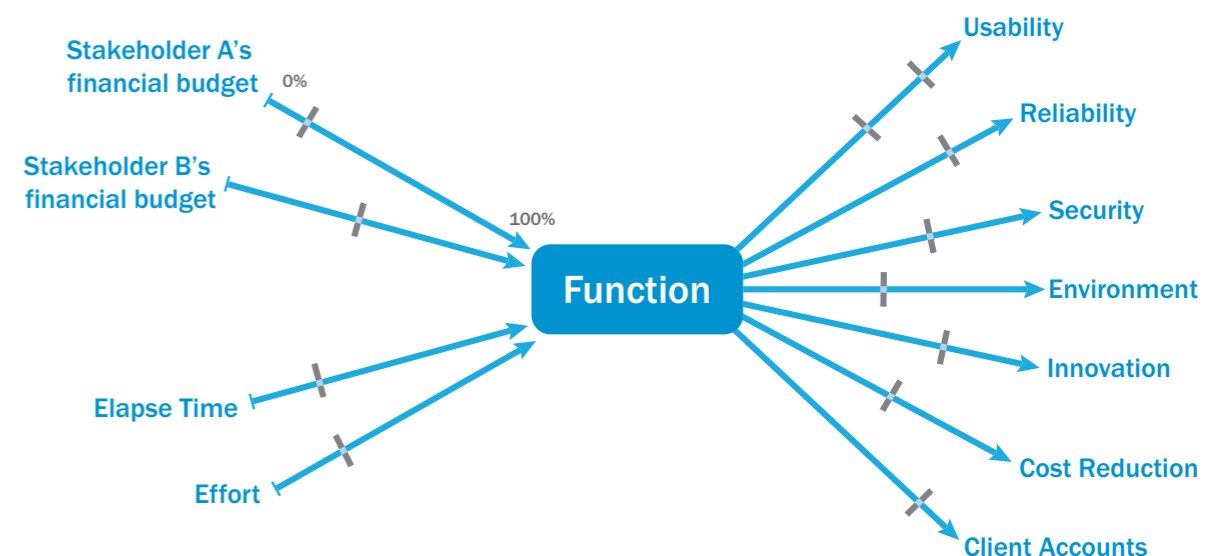
dogma, and to identify practices appropriate for Agile methods in the more demanding projects.

The myths of the process owner are in italics below (<http://www.mountangoatsoftware.com/agile/scrum/product-owner>). Our comments will briefly indicate another point of view for the more demanding projects. This column will not allow us to argue in detail, but the references will help those who need more depth. The purpose of this column is to open up the debate for a less dogmatic and less oversimplified presentation.

1. The Scrum product owner is typically a project's key stakeholder.

[1] The PO in reality needs to perform at least three very distinct functions, which are well understood in larger scale software engineering, and enterprise IT.

Requirements Engineering (RE): this is NOT a matter of User Stories. This is primarily a matter of quantified specification of the top-level primary drivers of a project [5]: qualities such as security, usability, and adaptability [4]), project constraints, and performance requirements. There is no such concept as this in Scrum or other similar Agile variations at present.





Advanced: = 'Evo' Agile Method *



Advanced Product Owner

- Value Focussed
- Real Engineering
- Requirements = Value
- Stakeholder Focussed (all 50+ !)
- Qualities Focussed (all 30)
- Measurable Value Stream
- Architecture Engineering

Conventional 'Product Owner'

- Code Focussed
- Craft ('Softcraft')
- Reqts = Function, Story
- User Customer Focussed (all 2)
- Bug Focussed (not even MTBF)
- Code Stream
- No clear design concept

* CE book, Chapter 10: Evolutionary Project Management: Chapter 10: Evolutionary Project Management:
<http://www.gilb.com/DL77>

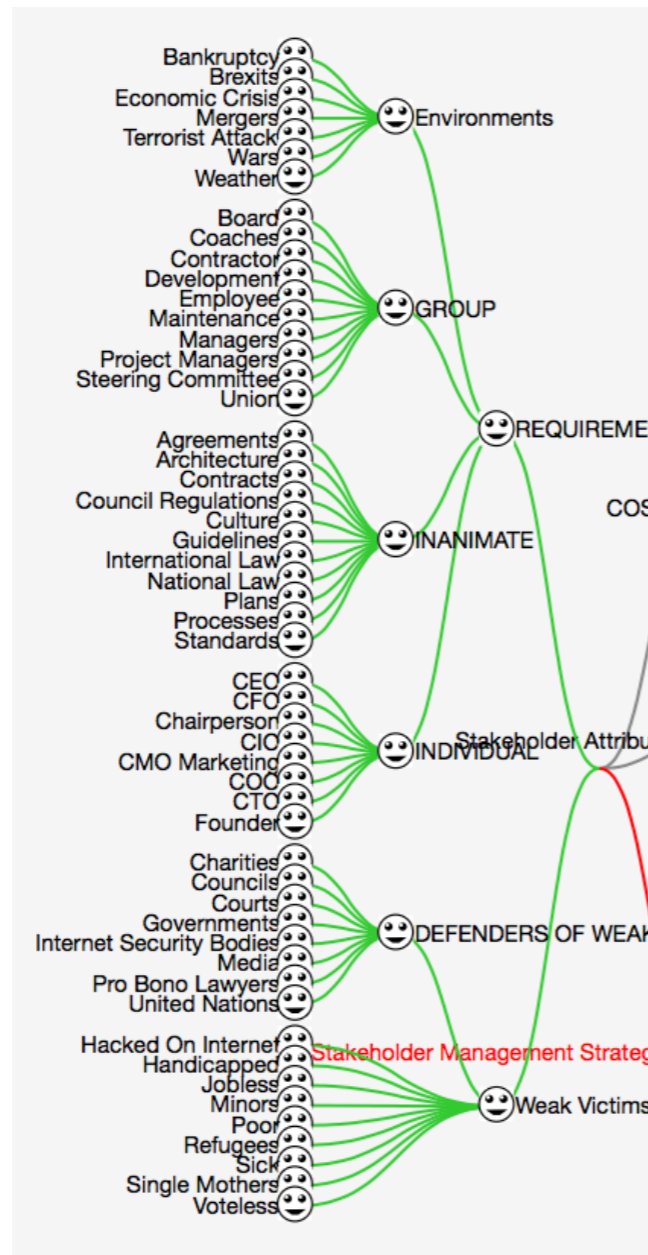
**Identify your
critical stakeholders**

**the ones that have
one or more critical needs,
that if you fail to deliver *them*,**

your project/product

might well fail

Stakeholders



Values

Solutions

Decompose

Develop

Deliver

Measure

Learn

Requirement Sources

**Stakeholder Cases
Stakeholder Stories**

The Policy

- Advanced Product Owner' Policy:
System 'Requirements Engineer' (RE).
 - Background: this policy defines the expectations for a 'Product Owner' (PO) for serious, critical, large, and complex systems.
 - This implies that it is not enough to manage a simple stream (Backlog) of 'user stories' fed to a programming team.
 - It is necessary to communicate with a systems engineering team, developing or maintaining the 'Product'.
 - *System* implies management of all technological components, people, data, hardware, organization, training, motivation, and programs.
 - *Engineering*: means systematic and quantified, 'real' engineering processes, where proactive design is used to manage system performance (incl. all qualities) attributes and costs.

1. COMPLETE REQUIREMENTS:

- The RE (Requirements Engineer) is responsible for **absolutely all requirements specification** that the system must be aware of, and be responsible for to all critical or relevant stakeholders.
 - In particular, the RE is
 - not narrowly responsible for requirements from users and customers alone.
 - They are responsible for all other stakeholders,
 - » such as operations, maintenance, laws, regulations, resource providers, and more.

2. QUALITY REQUIREMENTS:

- The RE is responsible for the quality level, *in relation to official standards*, of all requirements they transmit to others.
 - They are consequently responsible for making sure the quality of incoming raw requirements, needs, values, constraints etc. is good enough to process. No GIGO.
 - If input is not good quality,
 - they are responsible for making sure it is better quality,
 - or at least clearly annotated where there is
 - » doubt, incompleteness, ambiguity and any other potential problems, they cannot resolve yet.

3. ARCHITECTURE:

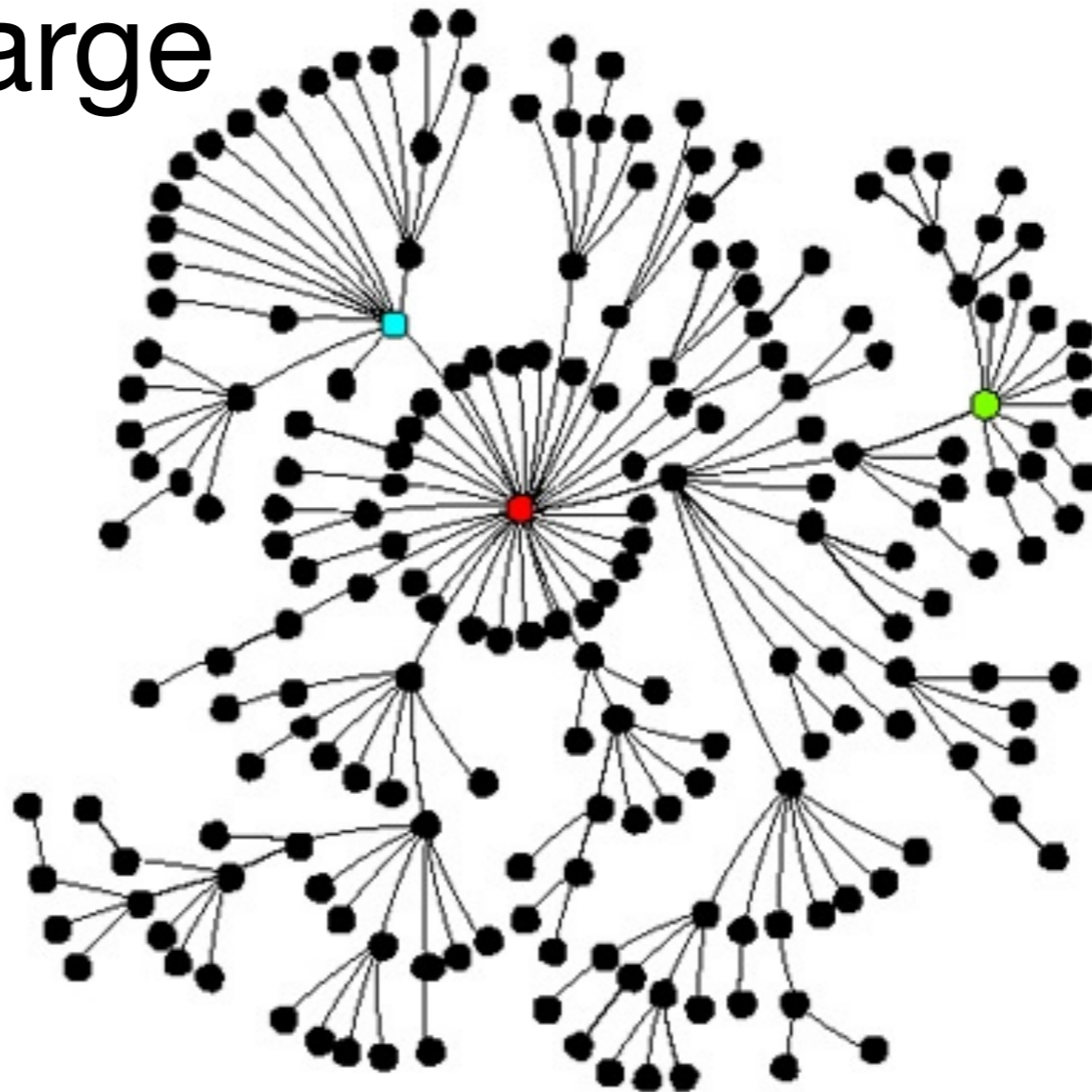
- The Requirements Engineer is NOT responsible for any architecture or design process itself.
 - This will be done by professional engineers and architects.
- They are however very much responsible for a *complete and intelligible quality* set of requirements,
 - transmitted to the designers and architects.
- The are also responsible for transmitting quality-controlled architecture or design specifications to any relevant system builders.
 - These are the designs which are input requirements to builders. Effectively they are ‘design constraints requirements’.

4. Priority Information:

- The Requirements Engineer is NOT responsible for *prioritization* of requirements.
- Prioritization is done dynamically
 - at the project management (PM) level,
 - based on prioritization signals in the requirements,
 - and on current feedback and experience in the value delivery cycles (Sprints).
- The primary responsibility of the Requirements Engineer,
 - is to *systematically and thoroughly collect and disseminate* all relevant priority signals, into the requirement specification;
 - so that intelligent prioritization can be done at any relevant level, and at any time.

7. Scale-Free

Agile:
Planguage works
at all scales large
and small.



Erik Simmons, Intel Scaling

On 08 Jan 2016, at 19:30, Simmons, Erik
erik.simmons@construx wrote:

Just a couple of things come to mind
after reading this:

(Gilb:

**Beyond Scaling: Scale-free
Principles for Agile Value
Delivery - Agile Engineering.**

© tom@gilb.com 2016, Posted at [gilb.com](http://www.gilb.com/resources/downloads/papers) resources/downloads/papers
<http://www.gilb.com/dl865>

Version March 14 2016, Modified April 11 2016 (XP)



Cheers,

e

Erik Simmons, Intel Scaling

I've not been a fan of the scaling movement since it started.

There are very **few things that scale well**, and economies of scale are often pursued without adequate understanding of the accompanying **diseconomies of scale**.

SW development does not scale well

- *because* of the **diseconomies of complexity**,
- such as the number of communication pathways,
- cognitive load on programmer brains, etc.
- That is among the core reasons for Brooks' Law.

What makes us think that scaling Scrum, which is successful in small teams and projects, is a good idea?

A grown-up is not a scaled baby.

Scaling as a concept is selling a lot of books, consulting, and certifications right now. But **I don't think it is a valuable concept**.

erik.simmons@construx.com



Erik Simmons, Intel Scaling

- Instead, I believe that the **majority of what you have** included for ideas, principles, etc. from CE and VP are in fact **scale-free**.
- They are **not dependent on *project or organization* size**.
- They are **good heuristics for almost any project**,
- and **nearly universally applicable**
 - (nearly universal because I hear Koen in my head, and all is heuristic).
- So, CE and VP are not *about* scaling
 - so much as they should be taught and understood as **scale-free**.
- Size is not a reason to choose (or not choose) to use Competitive Engineering, Evo, Planguage, etc.
- As you quoted me in the paper – **this stuff works**.
 - It works on **small** projects. It works on **large** projects.
- Evo on a 5-person team is not really much different than Evo on a 100-person team, except there are more people.
- The principles apply **without alteration** (or “scaling”).
- Anyone who sees a random page of your new paper would probably not guess the topic is scaling (unless you happen to mention that in the text on that particular page).
- ‘**Competitive Engineering**’ does not scale. It doesn’t need to.

erik.simmons@construx.com



Erik Simmons, Intel Scaling

- There's no doubt that large projects are *different*.
- There's no doubt that we should approach them *differently*.
- We still don't have a recipe for large projects, and probably never will.
- But all that does *not* lead me to think that the answer to large projects can be found in scaling successful practices for small projects.
- Instead, **it must be found** in use of **principles and practices that are scale-free**,
 - coupled with use of particular practices that are effecting on large projects.
- If something that works on small projects also works on large projects, then I'd propose we call it a **scale-free practice**, not a scaled practice.
- erik.simmons@construx.com



Erik Simmons, Intel Scaling

- I'm deeply interested in scale-free practices.
- I'm also interested in specific practices tuned to large, small, complicated, and complex projects,
- but I find **particular power in scale-free practices.**
- Your work for decades has been focused on a very good set of these.
 - **SQC, for example, works on any size specification. It does not (need to) scale.**
 - SQC: (Specification Quality Control).see next slide
-
- BTW, I think the agile principles are also quite scale-free. But most **Scrum practices are definitely not.**
-
- So, perhaps you can chart a better course by advocating for use of scale-free core practices,
 - augmented with a set of specific, tailored practices
 - that are effective for the size of the project in question.



Scale-free Principles

1. Keep focus on measurable delivery of critical values and their costs. [3, 4, 5, 6, 9, 10, 12, VP (20) Part 1, **VP 10.6**]
2. Deliver value early, quickly and regularly: in roughly 2% increments. [14, 11, **VP Ch.4**, 2, 5]
3. Do NOT focus on code delivery; focus on overall system value and costs. [**VP Ch.4**, 10D, 10F, 13, VP 3.4, VP 2.10, VP 9.8, 4, 12]
4. Focus on quantified *critical stakeholder* values. [**19**, VP 3.4, VP 3.7, VP 3.9, VP 3.10 VP 4.2, 10]
5. Synchronize all teams in terms of measurable value delivery. [VP 3.3, VP 3.4, VP Part 1, VP 3.6, VP 3.8, VP 8.4 , 11, 12, 13]
6. Solve big problems through ingenious architecture; not through coding faster. [VP 4.5, VP 5.1, VP 5.3, VP 7.2, 15]
7. Decompose the large problems by incremental value deliveries: not code deliveries. [**7**, VP Ch. 5, VP 5.1, VP 5.6 , 10, 11, 13, 15]
8. The software component needs to be integrated into the total system of hardware, data, people, culture. [VP 5.2, 10]
9. If your team cannot deliver small increments of real value early, frequently, and predictably; they are incompetent and need to be abandoned for those who can deliver. [7, VP 2.8, 10]
10. Never commit to contacts for *work done* or *code delivered* alone: there must always be a sufficiently large contractual protection, of paying for measurable value delivered. [12, 15].



Methods

1. Quantification of Values [10, VP 1.1].
2. Quantification of short term and long term costs [VP 3.4, VP 4.5, VP 6.7].
3. Design to Cost: Top Level Architecture [VP 7.9, 10].
4. Dynamic Design to Cost: Each Delivery Cycle [12 C, VP 4.5, VP 2.5, VP 2.3, 5, 10, 12].
5. Quality Control of Plans, Contracts, Code and all written artifacts [VP Part 2, VP Part 4, VP 7.7].
6. Flexible Contracting [12, VP 4.5].
- 7. Value delivery Cycle Measurable Feedback, Learning and Change [4, VP 7.3, VP 9.8, VP 6.7, VP 8.6, 2, 9, 10, 11, 14].**
- 8. Value Decision Tables (Impact Estimation Tables) [9, VP 2.3, VP 4.4, VP 5.3, 13].**
9. Risk Management in all aspects of planning and Management [VP Ch. 7], 12.
10. Intelligent Prioritization Policies: for short term and long term [VP Ch. 6, 12, 13, 14].

Engineering Tools

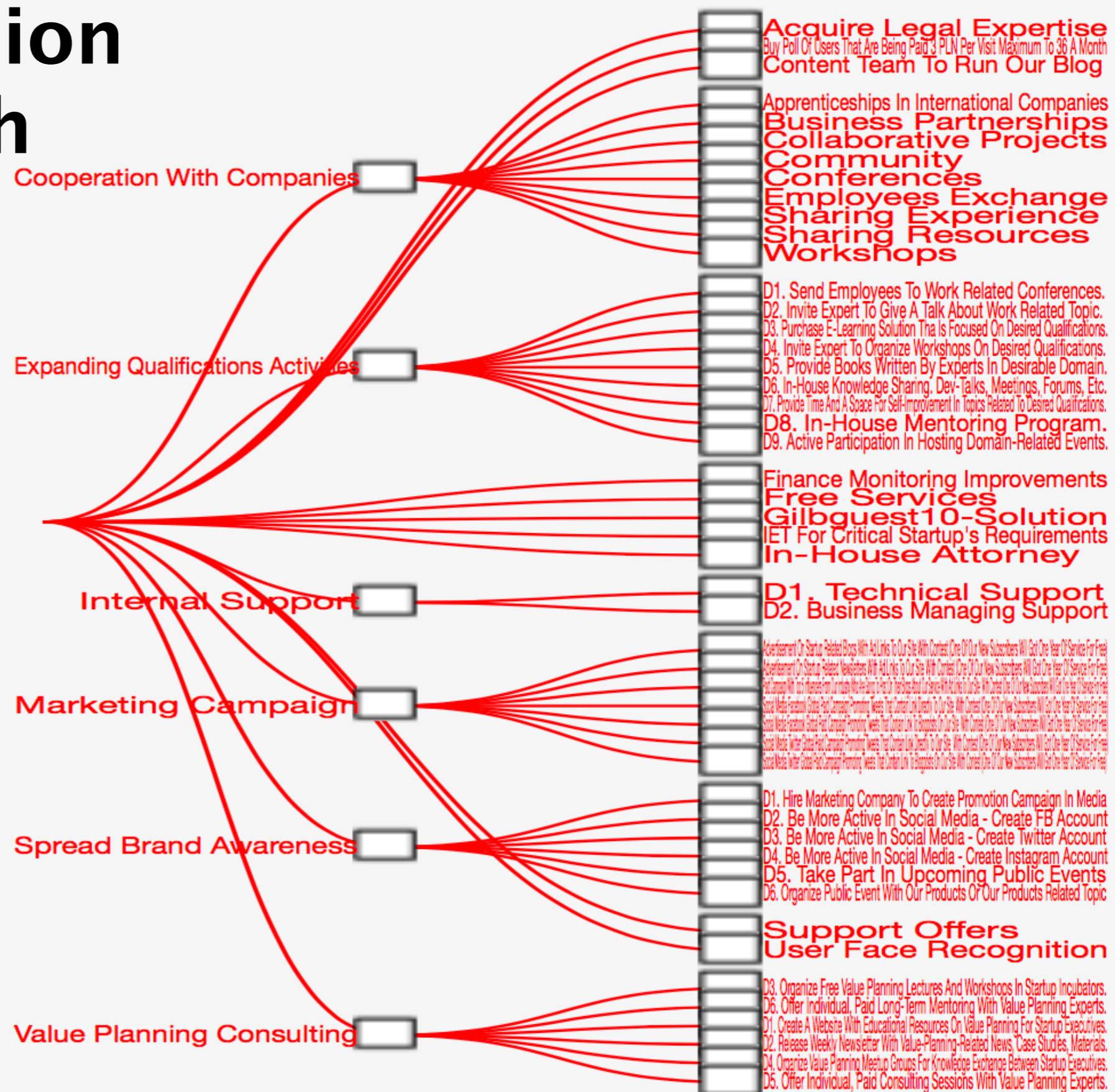
- 1.The Planning language: 'Planguage' [22, VP, 8, 9].
- 2.The 111111 Decomposition Method [7B, 7C, 3].
- 3.Flexible Contracts [12].
- 4.The 'Needs and means Planning' tool [16, 9].**
- 5.Quantification of Values processes: Scales, Meters, Past, Tolerable, Wish, Goal. [VP 10.7].
- 6.The Agile Spec QC measurement process, Exit Processes, Rules [VP 10.4, VP Part 4].
- 7.Multiple Relationship Management technology [9, VP Ch.3, VP Ch. 6, 13].
- 8.Continuous Architecture adjustment based on delivery cycle feedback (Cleanroom) [5, 14, 8].
- 9.Graphic Visibility of Values, Costs, and Risks [16].
- 10.Design to Cost Practices: initially and continuously [14, 12 C, VP 4.5, VP 2.5, VP 2.3, 5].

Why do these scaling ideas work?

- 1. Value quantification** allows us to focus on the stakeholder results, the main objectives of any project. All other activity, below this level should be contributing to delivery of the planned values. This means we can delegate the activity to any combination of specialist teams of any size and complexity: yet we can judge whether things are 'working'. We keep our eyes on measured value delivery. We can judge whether both our organization and our architecture are delivering as expected and needed. If not we can adjust (**dynamic design to cost**) and go with things that are actually delivering necessary value.
- 2. Contracting for value** relates to the above explanation, with the added benefit that outside contractors are now motivated to focus on value delivery, not just 'doing work', or 'programming'. It does not matter so much about the underlying complexity. That underlying complexity either works (delivers contracted value measurably) or not. If not, we change it until it does, or give up if we cannot change to satisfy value delivery needs.
- 3. Decomposition by small 2% deliverable value architecture components:** this is a very basic attack on large size and consequent complexity. We can see the incremental impact of each step on the whole system, regarding both value delivery and costs. If it is not good enough we try new ideas. If we run out of ideas that work, we need to stop.
- 4. Risk Management:** our methods, including 1-3 above, are really all about managing the risk of failing to deliver value for money, on time. In addition we have suggested a number of additional risk management ideas. For example estimating the \pm uncertainty of a design impact on values and costs [9]. For example asking for specific evidence [9] that any given design, or strategy will deliver the values and costs we need. The more engineering effort we put in to planning for risk up front, the less likely we are to get nasty surprises later (and then blame them on 'project size and complexity'; rather than our own lack of decent engineering planning).
- 5. Delegation of decision-making [23]. Delegating the power to make decisions to a grass roots level, and in addition to do so incrementally while keeping any eye of their level of concern (in terms of value and costs), should obviously help us make better decisions, in an evidence-based situation.**

I have personally used these methods, with remarkable success, on projects involving for example 1,000 programmers and 1,000 hardware engineers (example HICOM (which was in total failure mode after 2 years, at Siemens. Boeing Aircraft projects [thousands of employees involved. To mention just a couple of many). There is no doubt for me that they work, and why they work.

8. Decomposition into small high value result deliveries



1. See the Chapter 5 Decomposition chapter in Value Planning book (leanpub.com/Valueplanning)
2. or https://www.dropbox.com/sh/dc7v636m7w7vvgx/AABfMAW_FnJny23XZKQZQkF4a?dl=0

Learn

Stakeholders

Measure

Deliver

Develop

Decompose

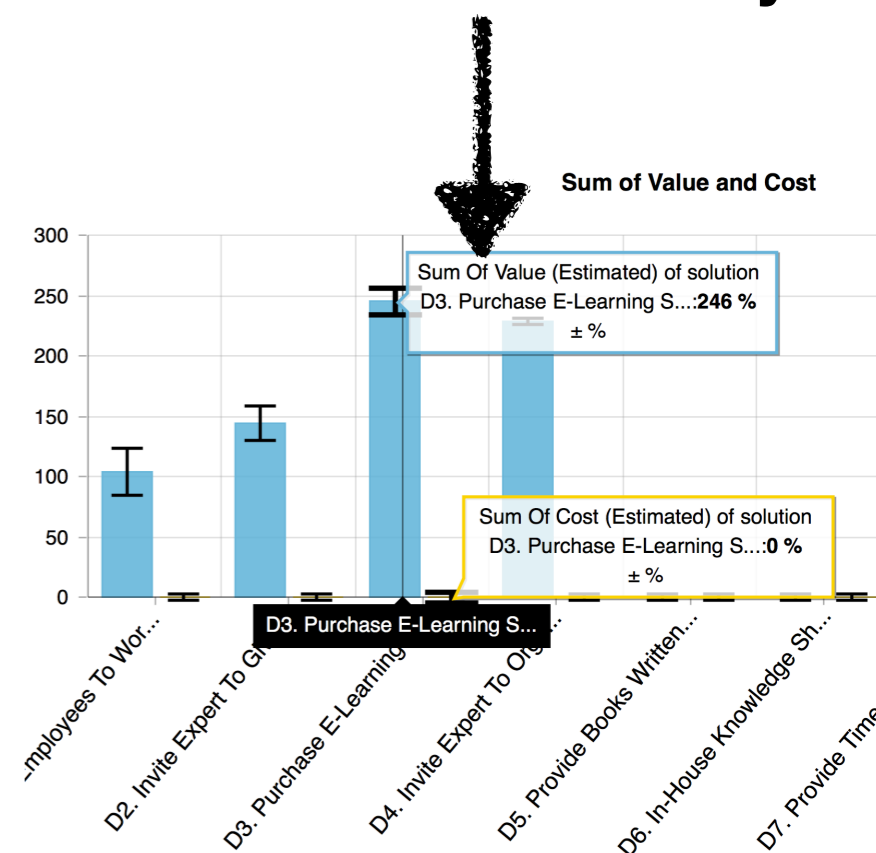
Solutions

Values

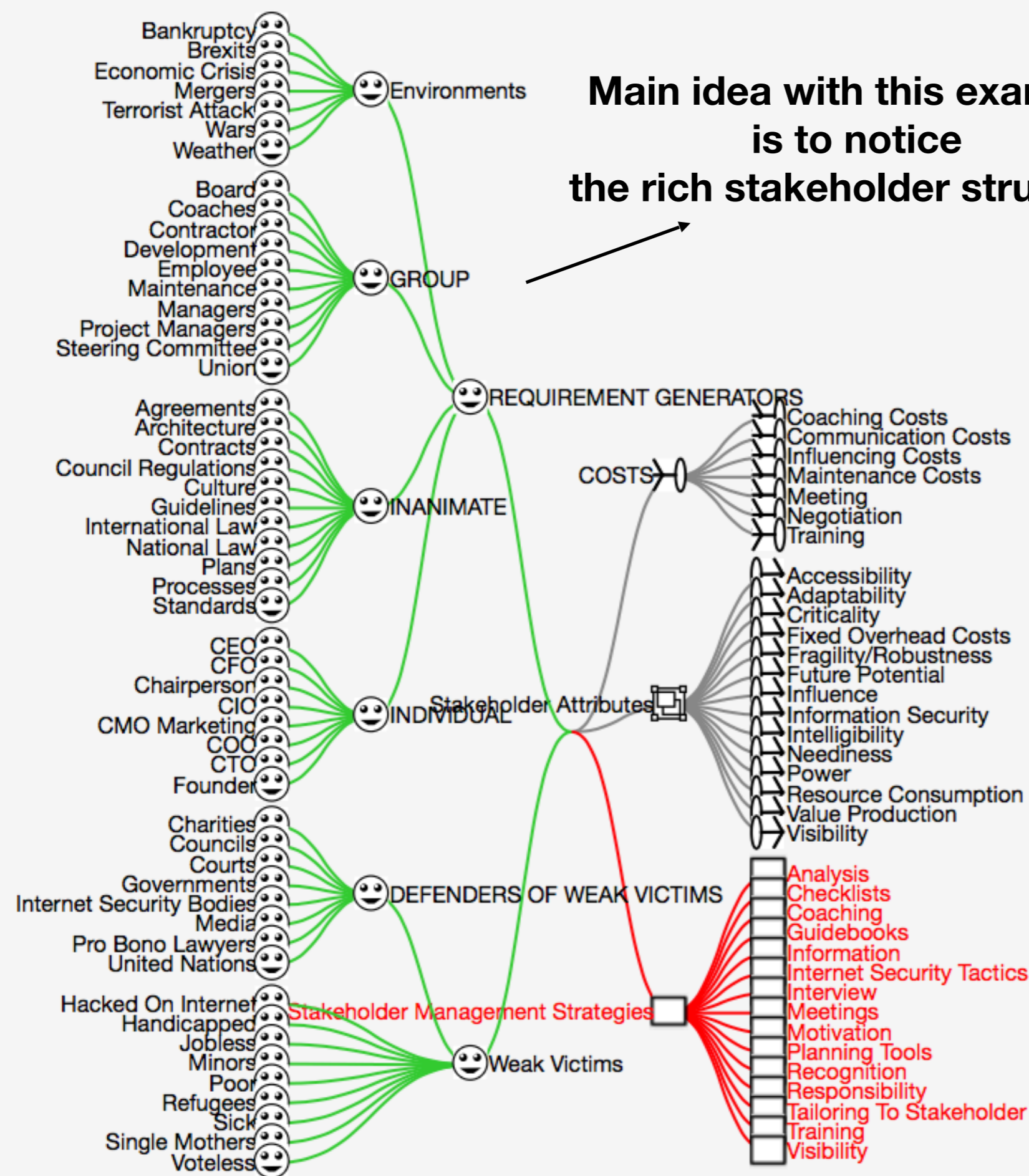
The solutions can be decomposed by 10x or 100x

And we can estimate the solution sub-component value and cost,

so as to prioritize the best value/cost for short term delivery



**Main idea with this example
is to notice
the rich stakeholder structure**



**Here are some other
complimentary forms
of decomposition**

- 1. stakeholders**
- 2. Values**
- 3. Costs**
- 4. designs**

Security Value Quantification with Stakeholders

→ National Security

Business Value *Label?*

All values and qualities
can be expressed quantitatively

(✎ by tomgilb - 2 months ago)

Is Part Of: Stakeholder Values Value

Ambition Level: to reduce terrorist attacks, and identify potential terrorist attacks, and regulate cyber information

Bullshit
level

Scale: Number Negative [Effects] on [Stakeholders] from [Attack Types] under [Conditions] in [Places] per year for given [Area]

Stakeholders: Prime Minister, Casualties, Council Representatives, Police, Relatives Of Victims, Volunteers

Status: Level: **150** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High

Wish: Level: **10** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High

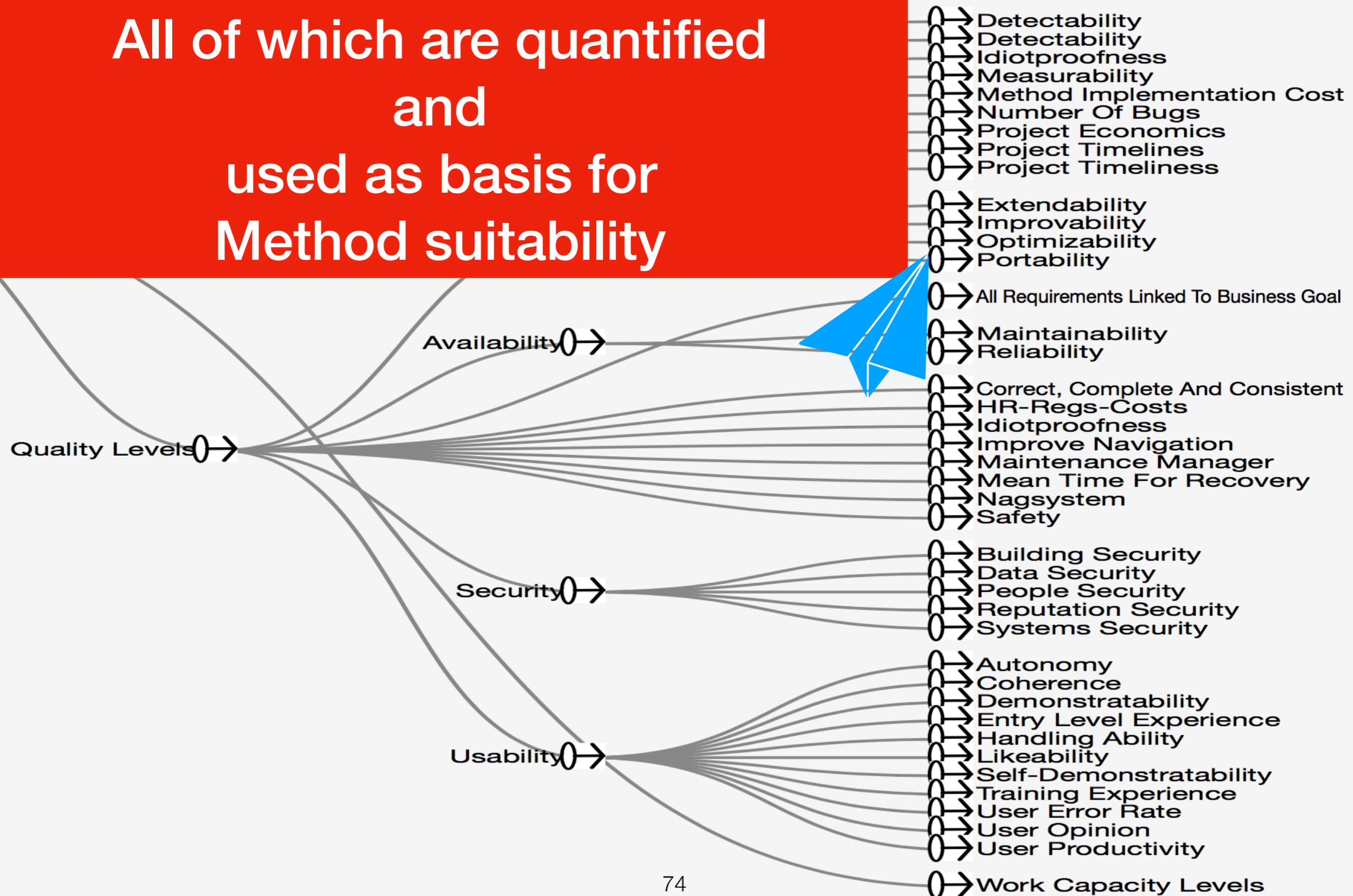
Record: Level: **1** Number Bad Stuff [Effects = { Death }, Stakeholders = { <All> }, Attack Types = { Vehicle Attack,Knife Attack,Gun Attack }, Conditions = { High

This structure
of requirements is in 'Planguage'.
Which is specified in books
'Competitive Engineering'
and
'Value Planning'

REQUIREMENT
WITH MANY DIMENSIONS

Decomposition by Stakeholder Values

All of which are quantified
and
used as basis for
Method suitability



Portability

Example: Quantifying 'Portability'

[Permalink](#)

0.0.1

Stakeholder Value *Label?*

(✎ by tomgilb - 3 minutes ago)

Is Part Of: **Adaptability** Value

Ambition Level:

Scale: % of [Method Components] that can Immediately be moved to [Devices] and [Software] by [Adapter Support].

Stakeholders: 3rd Party Suppliers, Internal Project Team, Procurement Gilbquest 17, System Administrator Users, Support

Wish: Level 90 % Portable [Method Components = { Requirements,Design }, Devices = { PC,Mac,iPads,Tablets }, Software = { Method Tools }, Adapter Support = { }

Status: Level: 0 % Portable [Method Components = { <All> }, Devices = { <All> }, Software = { <All> }, Adapter Support = { }] When 18th September 2017

Portability

Stakeholder Value *Label?*

(✎ by tomgilb - 6 minutes ago)

Is Part Of: **Adaptability** Value

Ambition Level:

Scale: % of [Method Components] that can Immediately be moved to [Devices] and [Software] by [Adapter Support].

Stakeholders: Change...

(✎ by tomgilb - 6 minutes ago)

+ Link to Stakeholder

Tag ^

Actions

3rd Party Suppliers



Internal Project Team



Procurement Gilbquest 17



System Administrator Users

75




Stakeholders —>

Requirement Sources

Example: Quantifying 'Portability'

Release by tomgilb 11 minutes ago [Help](#)

 **Portability** <- The 'Portability' is the name or 'tag of the specification'

Stakeholder Value *Label?* (✎ by tomgilb - 3 minutes ago) 0.0 [Permalink](#)

Is Part Of: **Adaptability** Value This documents where in a hierarchy the spec belongs and what *type* of spec (Value) it is

Ambition Level: Superior ease of moving methods software to new environment. ⋮

Management BS Level

Slogan or Headline

Many specs stop at this level.

We use this as a platform to develop much more precise requirements

Quantified, and
Decomposed to varied-value components

Ambition Level: Superior ease of moving methods software to new environments without human effort

Scale:

Example: Quantifying 'Portability' THE SCALE DEFINITION
with [Scale Parameters] decomposition: 2 levels

Scale Description: ?

% of [Method Components] that can Immediately, with little or no effort, be moved to [Devices] and [Software] by [Adapter Support].

[Scale Parameters] decomposition: 1st level

Adapter Support: defined as:

In House Support, External Specialists, Users Themselves

Devices: defined as:

PC, Mac, iPhone, Android, iPads, Tablets, Apple Watch,

Method Components: defined as:

Requirements, Design, Architecture, Quality Control, Project Management, Prioritization, Risk Management

Software: defined as:

Spreadsheets, Word Processors, Method Tools, Operating Systems, Mac OS, iOS, Windows

**Second-Level
Decomposition**

< — — — —

**very detailed
'modelling' of
the system**

Example: Quantifying 'Portability'

[Permalink](#)

0.0.1

 Portability

Stakeholder Value *Label?*

( by tomgilb - 3 minutes ago)

Is Part Of: Adaptability Value

Ambition Level:

Scale: % of [Method Components] that can Immediately be moved to [Devices] and [Software] by [Adapter Support].

Stakeholders: 3rd Party Suppliers, Internal Project Team, Procurement Gilbquest 17, System Administrator Users, Support

Wish:

( by tomgilb - 3 minutes ago)

0



Scale Level: % Portable

By When:

90

<- Wish level (90) expresses a need or desire of a stakeholder

The 'Wish level' here, refers only to the defined Scale parameters below:
Requirements, Design... Method Tools.... PC Mac iPads Tablets ,, In house Support

Qualifiers: 

[Method Components] =

☐ Requirements ☐ Design

[Software] =

☐ Method Tools

[Devices] =

☐ PC ☐ Mac ☐ iPads ☐ Tablets

[Adapter Support] =

☐ In House Support

[+Add additional qualifier](#)

Source:

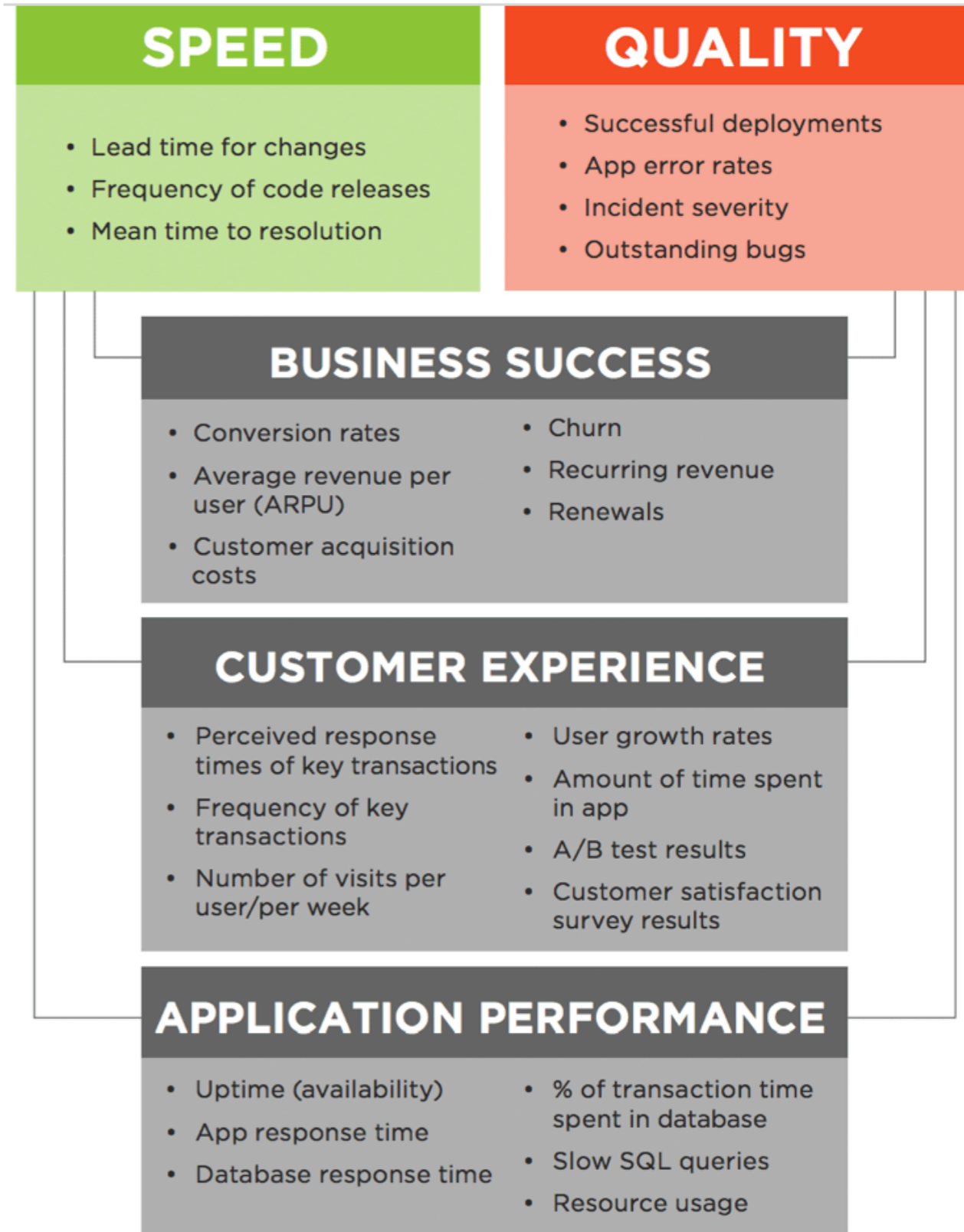
tom gilb

 [Add Comment...](#)

Devops?

Devops 'heart' is in the right place.

- Plenty of realtime multiple metrics to control *operations and change*
- **BUT**
- Devops does not even try to seriously cover the problems outside and 'above' healthy operations and change
- For example Devops lacks
 - Serious deep stakeholder analysis
 - Serious quantification of business and organizational objectives for system development (the Business success factors in the diagram are not good enough)
 - Serious Understanding of technical qualities, like usability, security, maintainability (quality is far more than 'bug absence')
 - Serious architecture or strategy planning to meet the business objectives and constraints (IET etc.)
 - Systems Engineering (people, motivation, culture, data, hardware: Not just code!!)
 - Quality control (SQC/Inspection) of requirements, code, changes, test plans
- so Devops is missing the stuff I described in my talk as things missing from 'popular' agile !



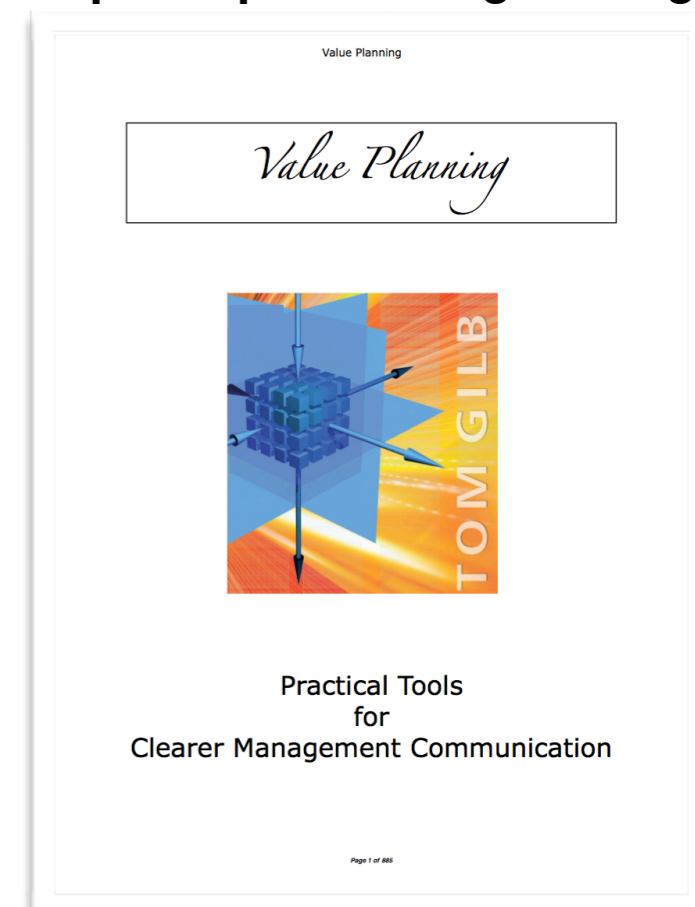
**The laudable,
but limited, metrics categories
of Devops.
The illusion of 'business' metrics.**

So, what are my main messages to you?

- You can expand your agile processes to **include QUALITY, and VALUE metrics**
- **Quantification** of values is useful, even *without measurement*. *Quantification itself* is useful for **clearer communication** about critical objectives
- **Estimation** of 'multiple critical impacts' of any design/architecture/strategy, is useful for intelligent **prioritization** of value delivery, and for considering **risks**
- You can manage **costs and deadlines** by agile **feedback and correction**; the 'dynamic design to cost' process
- We can and should **measure the quality of upstream planning**, and code, specs, in order to motivate people, to follow high standards of specification, and to avoid downstream bugs and delays



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The Principle that Principles beat methods

- “As to methods, there may be a million and then some, but principles are few.
- The man who grasps principles can successfully select his own methods”.
- - Ralph Waldo Emerson,
– 1803-1882, USA

