

TECHNOLOGY TRANSFER PRESENTS

# GARY GACK

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## **MANAGING HIGH RISK PROJECTS**

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### **a Software Improvement Workshop**

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***“Better, Faster, Cheaper”***

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**JUNE 21-22, 2010**

VISCONTI PALACE HOTEL - VIA FEDERICO CESI, 37  
ROME (ITALY)



info@technologytransfer.it  
www.technologytransfer.it

## ABOUT THIS SEMINAR

This course is designed for individuals and teams seeking to reduce software project risk, improve delivered quality, and increase productivity and efficiency. Industry data clearly indicate larger projects, the primary focus of this workshop, carry significantly greater risk of failure and experience large cost and schedule overruns. We will examine root causes and discuss how those causes relate to participant organizations.

Participants in this highly interactive hands-on workshop will participate in a series of exercises that result in a self-assessment vis-à-vis proven Best Practices related to principal risks. With the self-assessment as context additional exercises will produce an action plan tailored to each participant's situation. In particular each participant will develop an analysis of alternative defect containment strategies using models and benchmark data provided. Finding and fixing defects typically accounts for 50-70% of total software cost. These models demonstrate how a typical software organization can reduce these costs by 50% or more while reducing delivered defects by up to 75% - results best in class groups realize today.

### WHAT YOU WILL LEARN

- Key process and product metrics and benchmarks
- Primary root causes and costs of failures (cancellations), cost and schedule overruns, and features not delivered
- Sizing and estimating Best Practices
- Project planning and tracking Best Practices
- Defect Containment strategies and Best Practices
- How to predict and measure defect containment
- How to model (forecast) the productivity and quality impact of alternative defect containment and prevention strategies
- How to build a Business Case for Software Process Improvement
- How to formulate an improvement strategy
- How to monitor "Cost of Quality" (value-added vs. non-value-added effort)
- Deployment recommendations and pitfalls – Focus on *Performance*, not *Compliance*

### WHO SHOULD ATTEND

- Software Development Managers
- Quality Assurance Specialists
- SEPG Members
- Process Improvement Specialists
- Project Managers
- Metrics Specialists

All delegates will receive a free copy of Gary Gack's book "**Managing the Black Hole: The Executive's Guide to Software Project Risk**".

### REQUIREMENTS

Each student will need to provide a laptop computer with Windows and Excel 7 for the hands-on lab exercises.

## OUTLINE

### 1. Introduction

Objectives and structure of the event will be briefly reviewed. Participants will be asked to introduce themselves and describe their objectives for the session. This event is designed to be highly interactive and participatory – active discussion is anticipated throughout to leverage and expand upon participants experiences and challenges.

### 2. Software: It's a Risky Business

Industry benchmark data on failure rates in various size classes is reviewed and discussed and Principle root causes of failures are examined.

- Sizing and estimating
- Project planning and tracking
- Defect detection methods (or lack thereof)
- Inadequate/inaccurate measurement

### 3. Sizing and Estimating Best Practices

- “Top down” (algorithmic) methods and models
- “Bottom up” (activity based) methods and models
- Independent “should cost” estimates is discussed

### 4. Planning and Tracking Best Practices

- Critical Path Method of planning
- Earned Value Management System
- Earned Value “lite”

### 5. Alternative Appraisal Strategies and Benchmark Data

- “Coverage”
- Conventional test methods – black box, white box
- Test Driven Development
- Design of Experiments (DoE) based test design (also known as ‘combinatorial’ or ‘pair-wise’)
- Informal software reviews, walk-throughs, pair programming
- Formal software inspections (ala IEEE 1028-2008)
- Static analysis methods are described

### 6. Predicting and Measuring Defect Containment

A model will be introduced that may be used to perform economic analysis of alternative defect containment strategies. This model will be used to conduct a highly interactive “simulation” using industry benchmark data. Participants are invited to bring any data they may have related to defect detection and rework for possible use in the simulation. A copy of the Excel based model will be provided.

### 7. Building a Business Case for Process Improvement

A hypothetical Business case is developed interactively based on the results of the defect containment strategy simulation.

- Defining “benefits”
- Defining costs
- “Harvesting” options – get it sooner, or get it better?

### 8. Measuring Performance Using “Cost of Quality”

The Cost of Quality framework is explored and discussed.

- Value-added
- Appraisal
- Rework
- Process Improvement
- Implementation issues and operational definitions

### 9. Conclusion and Next Steps

How might you apply what we have discussed?

# INFORMATION

<p><b>PARTICIPATION FEE</b></p> <p>€ 1200</p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p><b>VENUE</b></p> <p>Visconti Palace Hotel Via Federico Cesi, 37 Rome (Italy)</p> <p><b>SEMINAR TIMETABLE</b></p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p>	<p><b>HOW TO REGISTER</b></p> <p>You must send the registration form with the receipt of the payment to: <b>TECHNOLOGY TRANSFER S.r.l.</b> Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p><b>within</b> <b>June 7, 2010</b></p> <p><b>PAYMENT</b></p> <p>Wire transfer to: Technology Transfer S.r.l. Banca Intesa Sanpaolo S.p.A. Agenzia 6787 di Roma Iban Code: IT 34 Y 03069 05039 048890270110</p>	<p><b>GENERAL CONDITIONS</b></p> <p><b>GROUP DISCOUNT</b></p> <p>If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p><b>EARLY REGISTRATION</b></p> <p>The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p><b>CANCELLATION POLICY</b></p> <p>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p><b>CANCELLATION LIABILITY</b></p> <p>In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p>
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**MANAGING HIGH RISK PROJECTS**

June 21-22, 2010  
Visconti Palace Hotel  
Via Federico Cesi, 37  
Rome (Italy)

Registration fee:  
€ 1200

*If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.*

first name .....

surname .....

job title .....

organisation .....

address .....

postcode .....

city .....

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Stamp and signature

Send your registration form with the receipt of the payment to:  
**Technology Transfer S.r.l.**  
Piazza Cavour, 3 - 00193 Rome (Italy)  
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## SPEAKER

**Gary Gack** is a Senior Software and IT Professional with more than forty years experience in the Software area. He is currently President of the Process-Fusion.net, an American consulting and coaching company on Software and Project Management and Business Process Improvement. Founder and Manager of Six Sigma Advantage up to 2006. In the past he has worked for Information Technology Effectiveness, Howard Rubin Associates, ASG Management Systems, RMS Technologies. He is a world-renowned speaker and author of the book: "**Managing the Black Hole: The Executive's Guide to Software Project Risk**".