

TECHNOLOGY TRANSFER PRESENTS

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RISK MANAGEMENT

FOR SOFTWARE

LEARNING TO CONTAIN, MITIGATE

AND MANAGE THE UNCERTAINTIES

OF SOFTWARE DEVELOPMENT

MAY 10-11, 2012
RESIDENZA DI RIPETTA - VIA DI RIPETTA, 231
ROME (ITALY)



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ABOUT THIS SEMINAR

Overview

Building and maintaining software is a risky Business. Since software permeates and controls so much of the present-day Enterprise (and its products), lateness, cost excess and failure to perform can have far-reaching consequences. A common response to such risk is to ignore it entirely. We justify this as "positive attitude," the heart and soul of a Can-Do Management philosophy. But when real risks turn into real problems and send our projects down in flames, we can see that our past "positive attitude" was little more than Denial. There must be a better way. The purpose of this seminar is to prepare participants to apply the budding discipline of Risk Management to software efforts. They will learn to identify and quantify the specific uncertainties that threaten success. For each uncertainty so identified, participants will learn to contain, mitigate or eliminate its impact.

Welcome to the Real World

Good luck on your next software project... but don't count on it. A healthy, positive attitude should allow you to expect a few decent breaks along the way, but expecting no bad breaks at all just doesn't make sense. It doesn't make sense, yet it is more or less the standard today in managing software efforts. We plan our projects based on tasks that must be done, without so much as a nod of the head toward tasks that might have to be done. Such plans reflect how the effort would proceed if nothing ever went wrong. No wonder we're plagued with time and cost overruns and quality shortfalls. Something always goes wrong. Planning the core activities, the must-be-dones of software development, is a necessary but not sufficient beginning. Since projects never run exactly to optimal plan, we also need Risk Management. Risk Management is Project Management for adults. It focuses your attention constructively on the very aspects that, ignored, could lead to project debacle.

Running away from Risk is a No-Win Strategy

A strategy of risk aversion leads us to become more and more efficient and doing things that are less and less worth doing. The projects that deliver real benefit are bound to be full of risk. Instead of running away from risk, we need to school ourselves to run toward it... but very, very carefully. Since high benefit endeavors are always risky, we have to develop ways to discover the lurking risks, estimate their impact, optimize our response, and monitor for change. These are the essential skills of Risk Management.

The opposite of Risk Management is Reckless Management

Just exactly what is it that we manage on software projects if not the risks? Project Management is Risk Management. The risk aware manager can show you a substantial list of causal risks (not just the end-result risks of lateness or overrun, but the root causes of such outcomes). He/she can tell you the likely cost in time or money should the risk materialize, and point to a specific set of materialization indicators and contingency plans to protect the project. In the absence of such sensible Risk Management, those who are counting on project success have no better strategy than to cross their fingers and hope for the best.

OUTLINE

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| <p>1. Overture</p> <ul style="list-style-type: none">• The statistical inevitability of risk• The link between risk and opportunity• Creating a no-fault attitude toward risk• Managing software projects by managing their risks• Risk aversion• Building a risk base• Role of the postmortem• The risks of Denver International Airport as an example <p>2. Mechanics of Risk Management</p> <ul style="list-style-type: none">• Building a census of risks• Separating resultant and root causal risks• Object analysis of risk• Quantitative analysis of each risk• Exposure calculation• Tracking for transitions• Mitigation strategies• Simple scheme for risk declaration <p>3. A Defined Process for Risk Discovery</p> <ul style="list-style-type: none">• Three steps to risk discovery• Roles during the discovery process• Performing backward root cause analysis• Making risk discovery safe for all hands• Alternate strategies: the spiral Win-Win model, risk and Win-Win conflicts, linking risks and requirements | <p>4. Underpinnings</p> <ul style="list-style-type: none">• Defining and calculating exposure for risks in sets• Time and cost exposure• Interpreting exposure as an indication of project health• Independence of risks• Dealing with both binary and non binary risks• A modified syntax of risk declaration. <p>5. Five Major Risks and how to manage them</p> <ul style="list-style-type: none">• The common risks of software development efforts, quantified and applied• The beginners' Risk Management database• Sources of tailored risk data <p>6. Risk Management War-Game</p> <p>To conclude the seminar we will expose you to Risk Management through the artifice of a simulation-driven war-game. You will join a fictitious company that does a good job of risk assessment and Risk Management. We will put several of their Risk Management artifacts into your hands and let you get used to using them. This session requires that each team have at least one laptop, so if you have a laptop, please bring it to the seminar.</p> | <p>WHO SHOULD ATTEND</p> <p>Intended for software Managers and senior Developers, and anyone sharing responsibility for success in the presence of risk.</p> <p>Please, bring your laptop to the seminar.</p> |
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INFORMATION

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| <p>PARTICIPATION FEE</p> <p>€ 1200</p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p>VENUE</p> <p>Residenza di Ripetta Via di Ripetta, 231 Rome (Italy)</p> <p>SEMINAR TIMETABLE</p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p> | <p>HOW TO REGISTER</p> <p>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p>within April 24, 2012</p> <p>PAYMENT</p> <p>Wire transfer to: Technology Transfer S.r.l. Banca: Cariparma Agenzia 1 di Roma IBAN Code: IT 03 W 06230 03202 000057031348 BIC/SWIFT: CRPPIT2P546</p> | <p>GENERAL CONDITIONS</p> <p>GROUP DISCOUNT</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>EARLY REGISTRATION</p> <p>The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p>CANCELLATION POLICY</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>CANCELLATION LIABILITY</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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TIM LISTER RISK MANAGEMENT FOR SOFTWARE

May 10-11, 2012
Residenza di Ripetta
Via di Ripetta, 231
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.

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Tim Lister is a principal of the Atlantic Systems Guild, Inc., based in the New York office. He divides his time between consulting, teaching, and writing. Currently he is working on tailoring software development processes using software Risk Management techniques. He has been an invited speaker at the *Agile Development Conference* three times. Mr. Lister was a guest lecturer on software Risk Management at the Stanford University School of Business, and gave the Dean's Lecture at the Rochester Institute of Technology. He was a member of the Airlie Software Council, a group of industry consultants, advising the DoD on Best Practices for software development and acquisition, and is a member of the Cutter Business Technology Council. Mr. Lister, along with the other 5 Principals at the Guild, is co-author of "**Adrenaline Junkies and Template Zombies: Understanding Patterns of Project Behavior**" (Dorset House, 2008). He is co-author with Tom DeMarco of the text, "**Waltzing With Bears: Managing Software Project Risk**" (Dorset House, 2003), which won the Jolt Award for best general computing text in 2003-2004. Tim Lister and Tom DeMarco are also co-authors of "**Peopleware: Productive Projects and Teams**" 2nd ed. (Dorset House, 1999). *Peopleware* has been translated into ten languages. Tim Lister and Tom DeMarco are also co-editors of *Software State-of-the-Art: Selected Papers*, a collection of 31 of the best papers on software published in the 1980's (Dorset House, 1990). The two partners have also produced a video entitled *Productive Teams*, also available through Dorset House. Tim Lister has over 35 years of professional software development experience. Before the formation of the Atlantic Systems Guild, he worked at Yourdon Inc. from 1975 to 1983. At Yourdon he was an Executive Vice President and Fellow, in charge of all instructor/consultants, the technical content of all courses, and the quality of all consultations. Mr. Lister lives in Manhattan. He holds an A.B. from Brown University, and is a member of the I.E.E.E. and the A.C.M. He also serves as a panelist for the American Arbitration Association, arbitrating disputes involving software and software services, and has served as an expert witness in litigation proceedings involving software problems.