

Convincing Executives To Invest

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Workshop on Technical Debt

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Overview

- Current State & Key Drivers
- Desired State
- Barriers
- Available Resources
- The Vision

Current State

- Technical Debt Is Very Common in SW Development Organizations
- Managers Know It, Practitioners Live It
- Managers Don't Have The Guts to Invest
- Practitioners Have No Influence
- The Number Of "False Starts" Is High

Current State – Key Drivers

- “Cheaper, Faster,WORSE!” – Watts Humphrey
- 10+ Years Of Severe Budget Cutting
- Short Sighted Planning & Vision
- Reward For Reactive Behavior In Lieu Of Proactive Behavior
- Ignorance of J. E. Deming's Philosophies

Desired State

- Managers Have Convincing Data For Investing
- Practitioners Know How To Influence Decision Makers
- Decisions Are Made For Longer Term Results
- Reduced Fear In Taking Preventative Action

Barriers

- Traditional Shareholder Perceptions and Influence
- Volatile Organizational Structures
- Communication Skills
- Lack Of Awareness Of Available Resources

Available Resources

- ASQ ECQ (Economic Case For Quality) Initiative
- SEI “Performance Results from CMMI-Based Process Improvement”
- Thousands of published articles on ROI
- Books Galore!

The Vision

- Executives, Managers, and Practitioners Effectively Implement Measurement Systems That Visualize What's Happening
- Practitioners Are Provided With Guidance On How To Approach, Communicate With, And Have Influence With Decision Makers
- Executives Believe Deming's Promise

Discussion



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