

Taming the Quality Monster

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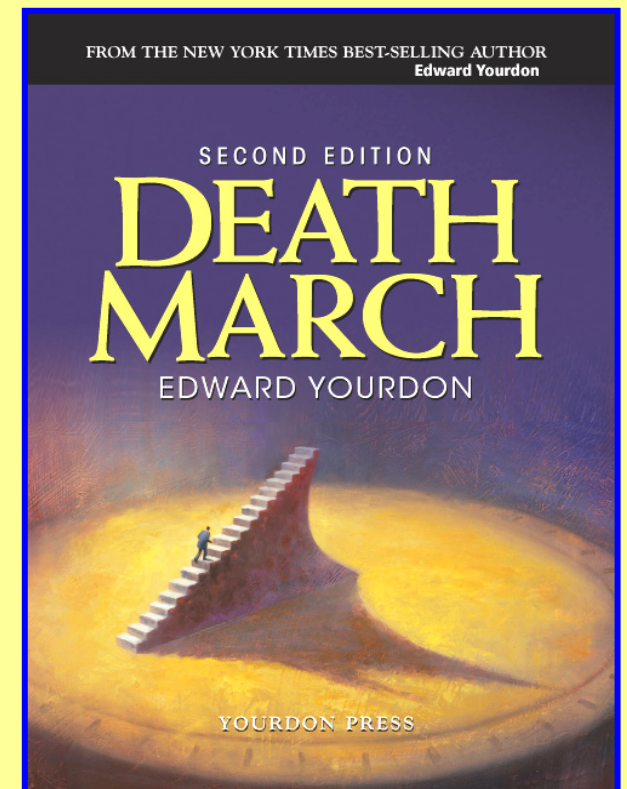
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JaSST panel session

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THREE IDEAS

★ **Politics**

★ **Collaboration**

★ **Negotiating tradeoffs**

POLITICS

- ★ **Most companies (banks, auto companies, telecoms, consumer electronics, even government agencies) are thinly-disguised software companies.**
- ★ **But the senior executives have a background primarily in finance, marketing, legal, and (sometimes) hardware engineering**
- ★ **We should be electing, promoting, rewarding people with software skills into senior management positions**

COLLABORATION

- ★ Large software project teams, organized in a hierarchical managerial structure have not worked very well – technical obsolete, delay.
- ★ We should be exploring peer-organized, grass-roots “open-source” development strategies -- e.g., why is it that Linux and Wikipedia development efforts have been so successful?
- ★ We should realize that we not only need more collaboration *inside* the organization, but also *across* the boundary, into the marketplace. Get *customers* involved in R&D, product definition, documentation, QA, technical service.

NEGOTIATING TRADEOFFS

- ★ Tradeoffs between time, people, cost, and quality are *non-linear*
- ★ But customers and senior management doesn't understand that
- ★ We need to make better use of existing models and tools -- e.g., Larry Putnam's SLIM tool -- present those non-linear tradeoffs to customers, so we can negotiate more rational decisions about quality.

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