

Development in 2000

Whil Hentzen

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About Me

- ◆ **Hentzenwerke Corp. (17 yrs)**
- ◆ **Editor, FoxTalk**
- ◆ **Author (6 books), including VFP
6 Fundamentals & 1999
DevGuide**
- ◆ **Publisher, The Essentials for VFP
6**

Discussion Points

- ◆ **Disasters**
- ◆ **The Five Big Questions of SD**
- ◆ **Whither our Fox?**

Disasters

- ◆ **Definition of “Software Runaway”**
- ◆ **Examples**
- ◆ **Why?**
- ◆ **How does this apply to VFP?**

Definition of Runaway

- ◆ **Crunch Mode**
- ◆ **Death March**
- ◆ **Runaway**
- ◆ **KPMG**
- ◆ **Glass**

Examples

- ◆ **Denver Airport**
- ◆ **FAA**
- ◆ **IRS “TMS”**
- ◆ **California DMV**
- ◆ **Florida Welfare “FLORIDA”**
- ◆ **Bank of America MasterNet**
- ◆ **FoxMeyer Drug**

Why Runaways Happen: Findings

- ◆ **250 UK projects studied**
- ◆ **Overly ambitious**
- ◆ **Multiplicity of causes**
- ◆ **Management more than technical**
- ◆ **Schedule overruns more than cost overruns**

Why Runaways Happen: Findings II

- ◆ All sectors susceptible
- ◆ Optimistic about trend
- ◆ Packaged software didn't help
- ◆ True colors shown early
- ◆ Spotted by Proj. Team, not u.mgt
- ◆ Technology an increasing *cause*
- ◆ Most do not use risk mgt

Primary Cause

- ◆ Objectives/Req. not specified
- ◆ Bad planning/estimating
- ◆ New technology
- ◆ No Project Mgt methodology
- ◆ Insufficient senior staff
- ◆ Poor supplier performance
- ◆ Performance inadequacies

Requirements

- ◆ Too many of them
- ◆ Unstable (user changes mind)
- ◆ Ambiguous
- ◆ Incomplete

Planning and Estimating

- ◆ **Hofstadter's Law:**
Software Development always takes longer than you think it will, even when taking into account Hofstadter's Law

New Technology

- ◆ Technologies didn't scale up
- ◆ Solution to the wrong problem
- ◆ Didn't have functionality
- ◆ Unskilled people with immature technology
- ◆ “If you have more buzzword than substance, turn off the money spigot”

Lack of Management

- ◆ **Multiple bosses**
- ◆ **Management turnover**
- ◆ **Political issues**
- ◆ **No management at all**

Lack of Senior Staff

- ◆ Experienced people better than inexperienced 5:1 to 30:1
- ◆ Senior people not a panacea

Books

- ◆ **Zen and the Art of Motorcycle Maintenance, Robert M. Pirsig**
- ◆ **Soul of a New Machine, Tracey Kidder**
- ◆ **Death March, Ed Yourden**
- ◆ **Accidental Empires, Robert X. Cringely**
- ◆ **Secrets of Consulting, Gerald Weinberg**

Five Big Questions Facing SD in 2000s

- ◆ How do I get work?
- ◆ How do I estimate it?
- ◆ How do I produce it?
- ◆ How do I find people to help me?
- ◆ How do I make money?

Whither our Fox?

- ◆ **Mature language**
- ◆ **MSFT's position toward Fox**
- ◆ **Favorite conspiracy theory**
- ◆ **Customer requirements (we're not in Kansas-LAN anymore)**
- ◆ **Industry advancements –
Internet, Web, Linux,
handhelds/wireless**

Opinions

- ◆ **Customers are new**
- ◆ **Customers are irrational**
- ◆ **It ain't engineering yet**

Customers are new

- ◆ **The pacifier attitude**
- ◆ **Educate, educate, educate**
- ◆ **What is your skill? A language or an approach?**

Customers are irrational

- ◆ **“We have no Y2K problems.”**
- ◆ **“Replicate means what I want it to mean.”**

This ain't engineering

- ◆ **Engineering – what is it?**
The application of tested, repeatable practices in a defined environment with reliable tools with which you are experienced, and measuring the outcome.

T'ain't engineering: Why?

- ◆ Internet time/Permanent beta/Netscape's fault
- ◆ Microsoft's marketing department assigns version #'s
- ◆ MSFT to VB developers: "Sorry"
- ◆ Code reuse is a myth
- ◆ They have to choose – engineered or crafted

Estimating and Pricing

- ◆ **A firm specification of what they want to buy**
- ◆ **Experience performing the task**
- ◆ **Historical costs**

thank-you-good-night