

Waltzing with Bears

"I liked this book. It caused me to re-examine the way I budget software as well as other deeper assumptions about what I 'choose to believe' or rather why I choose to believe it. If you get a chance to read the book you will probably come to the same conclusion, Wow, I never thought about things that way and I really think I should!"

—Will Tracz

ACM Software Engineering Notes

"Advice projects must not ignore (but often do) . . . A must for the project manager (and his or her boss).

"DeMarco and Lister's examples and anecdotes are both entertaining and persuasive."

—Conrad Weisert, IDINews.com

". . . destined to become the Bible for serious IT professionals and project managers.

"Buy a copy of this book for everyone on your project team, and for every manager and stakeholder who has any influence on your project. . . . I've ordered 20 copies for my best clients.

"Pearls of wisdom like 'It's okay to be wrong, but not okay to be uncertain' are, by themselves, worth the price of this book—for they remind us of how childishly unrealistic our risk management culture really is."

—Edward Yourdon, www.yourdon.com

"The seminal work on managing software project risk. . . . Explosive insights, practical advice. Finally we have a guide to risk management that we can implement and use."

—Rob Austin, Professor
Harvard Business School

"Bold, provocative yet coolly pragmatic . . ."

—Michael Schrage, Co-Director of
MIT Media Lab's e-Markets Initiative
Author of *Serious Play*

About the Authors



Tom DeMarco and Timothy Lister are long-time colleagues as principals of the Atlantic Systems Guild (www.sysmsguild.com). Other Dorset House collaborations of theirs include *Peopleware*, *Software State-of-the-Art*, and the video *Productive Teams*.

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JOLT AWARD WINNER
from the authors of **PEOPLEWARE**

Waltzing with Bears

Managing Risk on Software Projects

by Tom DeMarco and Timothy Lister

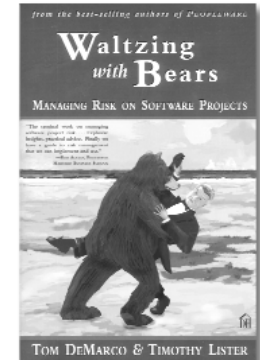


*Just Say No to Slam Dunk Projects—
If There's No Risk, Don't Do It*

Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. Conversely, ignoring the threat of negative outcomes—in the name of positive thinking or a can-do attitude—software managers drive their organizations into the ground.

In *Waltzing with Bears*, Tom DeMarco and Timothy Lister—the best-selling authors of *Peopleware*—show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits.

The authors present the benefits of risk management, including that it • makes aggressive risk-taking possible • protects management from getting blindsided • provides minimum-cost downside protection • reveals invisible transfers of



ISBN: 978-0-932633-60-6
©2003 208 pages softcover
\$33.95 (includes \$6 UPS in US)

responsibility • isolates the failure of a subproject.

Readers are armed with strategies for confronting the most common risks that software projects face: • schedule flaws • requirements inflation • turnover • specification breakdown • and under-performance.

Waltzing with Bears will help you mitigate the risks—before they turn into project-killing problems.

"Running away from risk is a no-win proposition. Sometimes, you come across a project that looks positively risk-free. In the past, you may have looked at such an endeavor as a slam dunk and thanked your lucky stars to be given an easy project for a change.

We've had the same reaction.

What dummies we were.

Projects with no real risks are losers."

—from Chapter 1

Read more about this book at
www.dorsethouse.com/books/waltz.html