

***WHY NOBODY IN OUR
BUSINESS CAN ESTIMATE***

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Tim Lister

The Atlantic Systems Guild Inc.

lister@acm.org

Bizarre Estimation Failures



Christmas 1998

Bizarre Estimation Failures



Christmas 1999!!!

Bizarre Estimation Failures



**EXACTLY 0 PRODUCTS,
BUT
5 PROJECTS
UNDERWAY!!!**

Bizarre Estimation Failures



It's \$60,000,00, but for you, 41,500,000 !!

WHAT BLOCKS ESTIMATING?

- Nobody wants an estimate
- We set goals instead of estimating
- We don't rub noses into estimates
- We don't practice!

NOBODY WANTS AN ESTIMATE



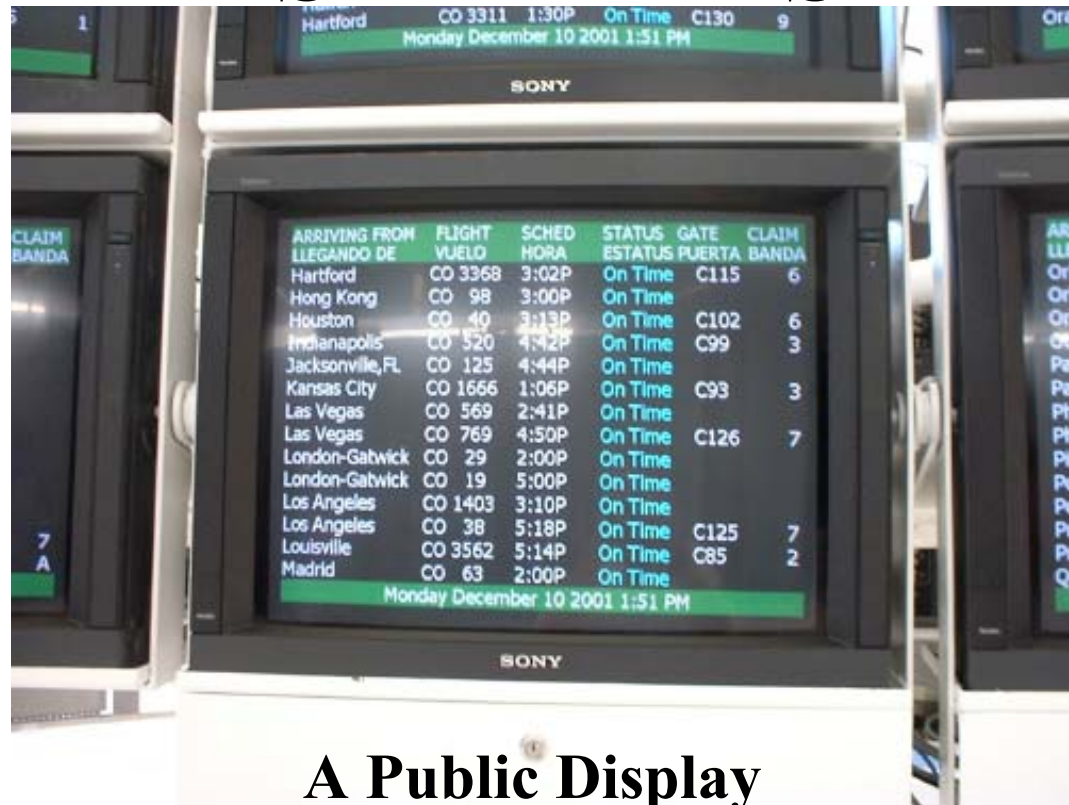
Get Paddling!

WE SET GOALS INSTEAD OF ESTIMATES

Hint: The happiest outcome is not necessarily the most likely outcome.

**Projects need both goals and estimates.
At the start they should be different.**

WE DON'T RUB NOSES INTO ESTIMATES



A Public Display

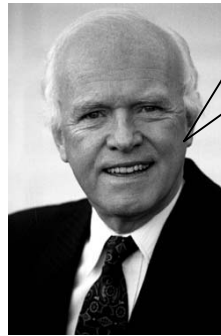
WE DON'T PRACTICE !



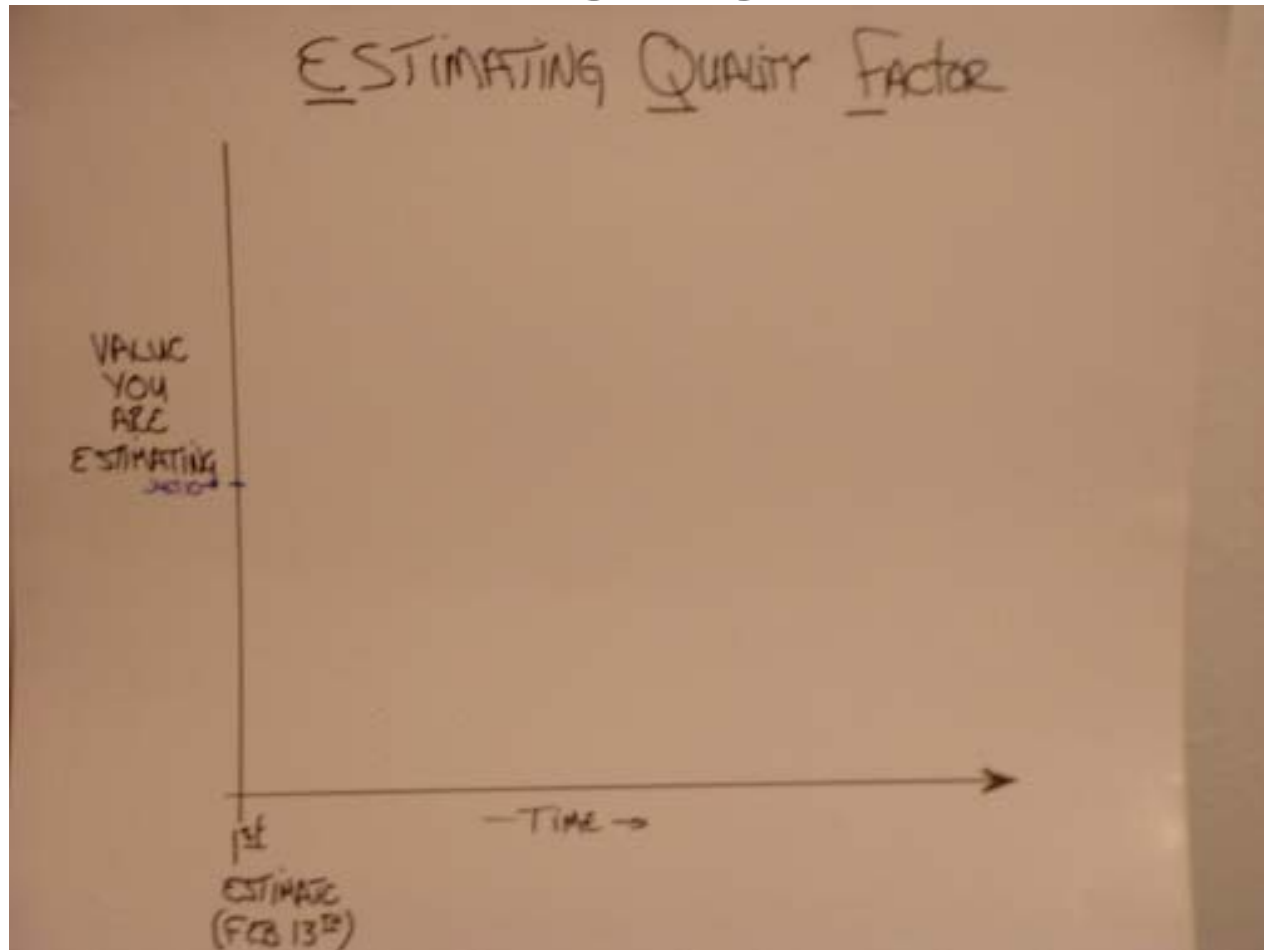
**“Race day is your reward for all the days of practice.”
-Coach Calano**

HOW TO GET BETTER

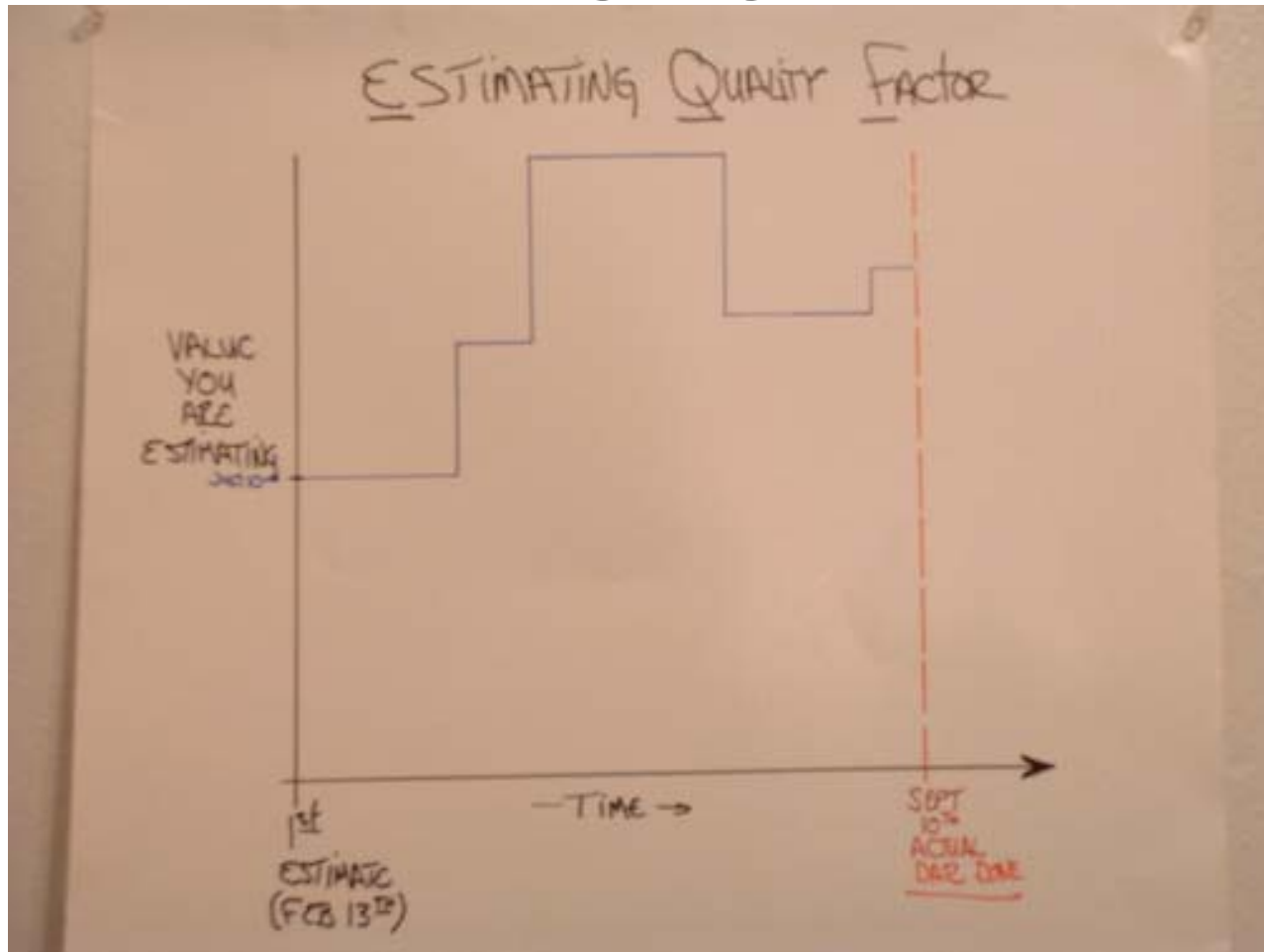
**You can't control
what you don't
measure.**



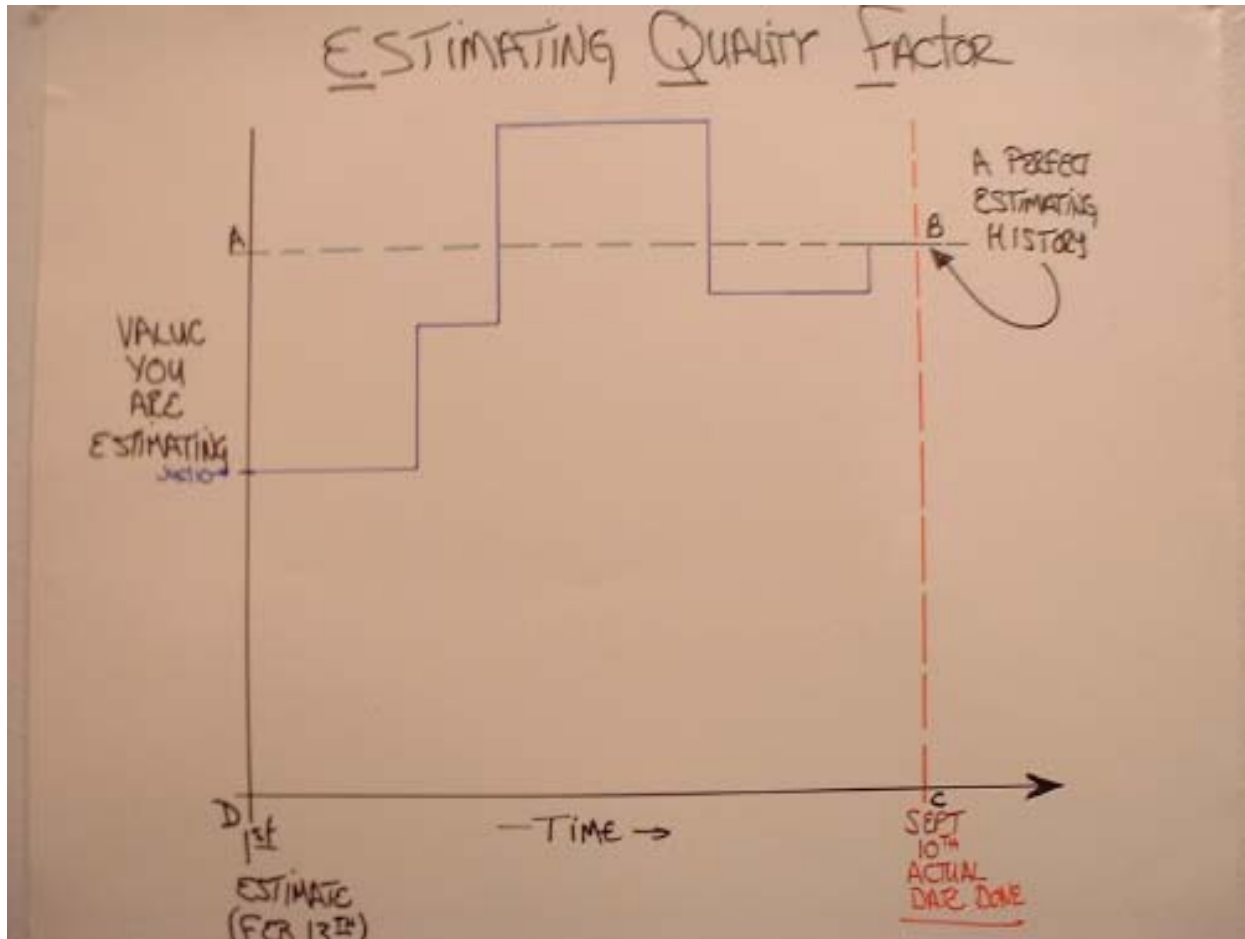
ESTIMATING QUALITY FACTOR



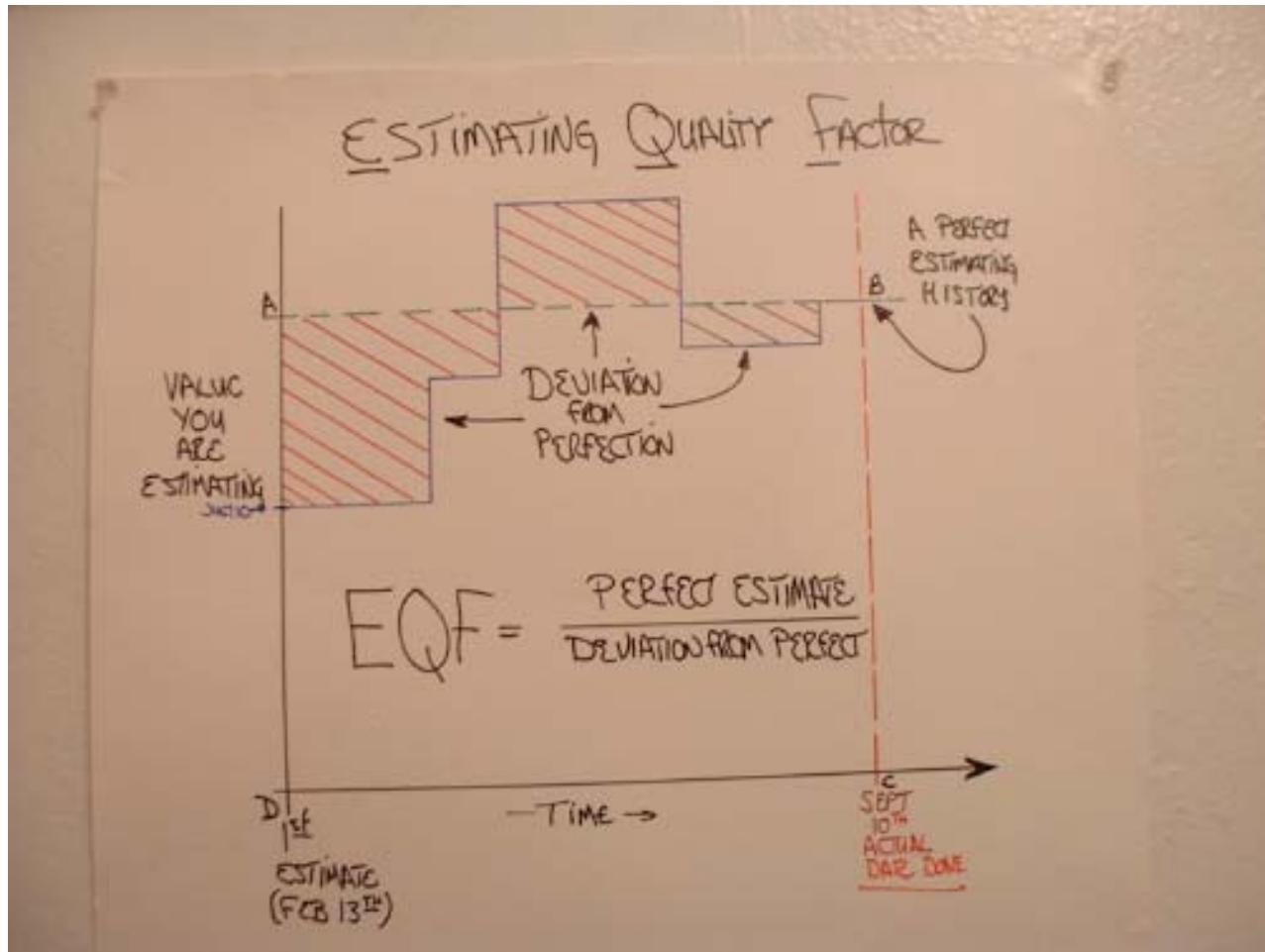
ESTIMATING QUALITY FACTOR



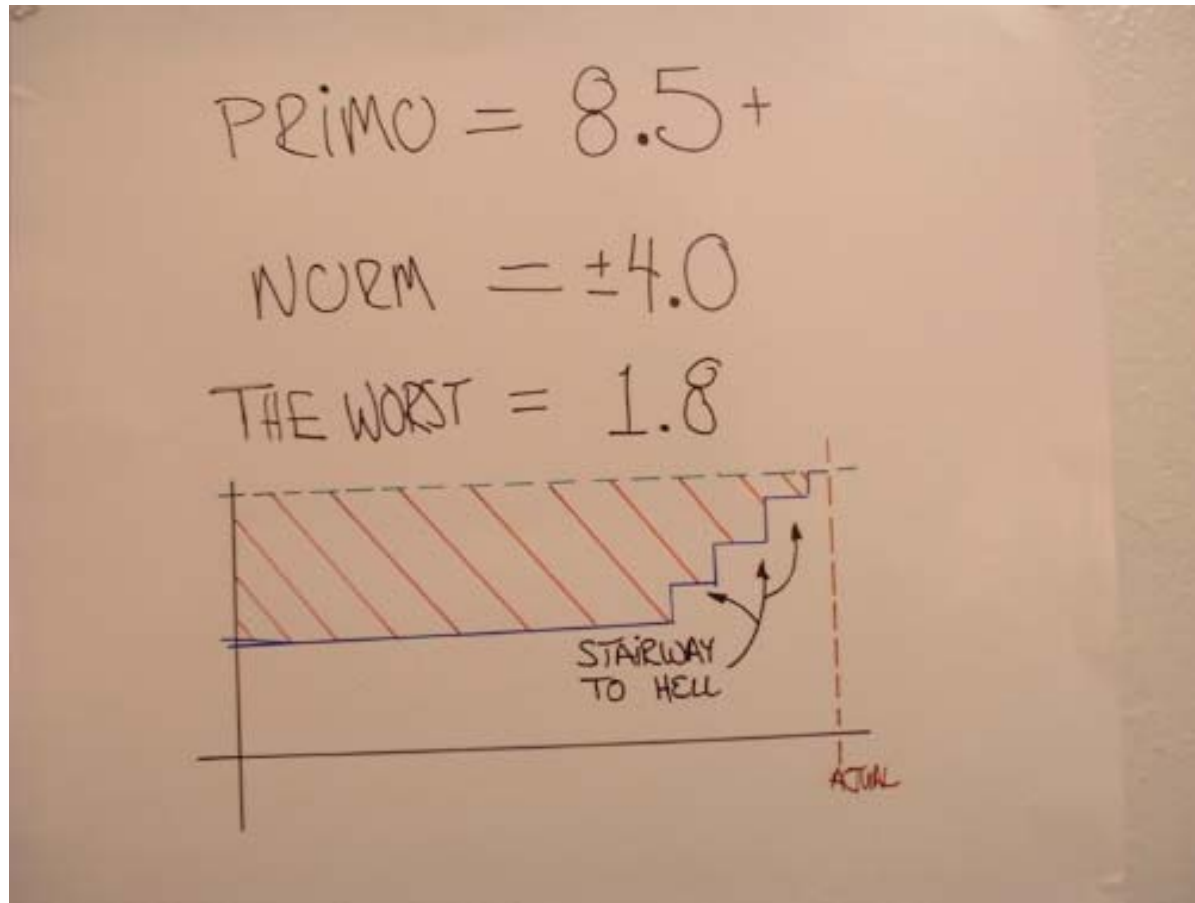
ESTIMATING QUALITY FACTOR



ESTIMATING QUALITY FACTOR



ESTIMATING QUALITY FACTOR



ESTIMATING IS YOUR JOB

- **There are 2 managers: you and time.**
- **You, not time, should make as many decisions as possible.**
- **Bad news only gets worse with time.**
- **Use EQF on everything that matters.**
- **It's okay to be a grown-up.**