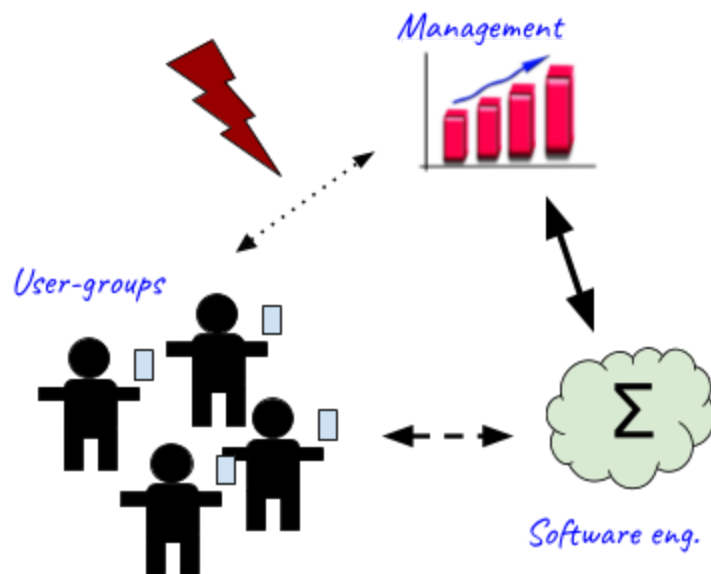


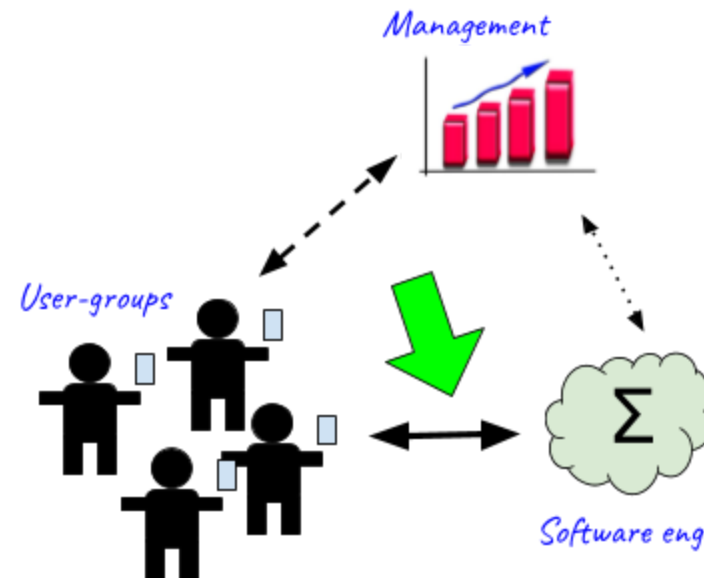
Management model for consumer-facing software development

The early model for managing software development, the waterfall model, was driven by specifications. This model has never worked well for consumer-facing applications and it has now been entirely replaced by leaner varieties¹. This is well understood in Software Engineering. **As the diagram highlights (right), modern software project management primarily shapes development by the way it steers stake-holders into user groups.** Software development is in turn shaped by the user engagement, not by the specifications of non-users.



Management-driven model

Development responds to **fraught time lines and perceptions of user-behavior** by non-user managers.



Consumer-facing model

Everybody is a consumer, **software development responds to interaction with users**. Management's critical role is the creation and stewardship of user-groups.

¹ https://en.wikipedia.org/wiki/Lean_software_development