

Manager uses data

The Iron Cross, again

- Changing the schedule
 - Not always possible, but worth having a try
- Adding staff
 - Even later, more expensive
- Decrease quality
 - Anything dirty is slow; increasing quality is the **only** option
- Changing scope
 - Order features based on business value, then give up the least valuable ones

Gist

Small software teams manage small projects

- A project is subdivided into iterations.
- The output of each iteration is measured and used to continuously evaluate the schedule.
- Features with the most business value are implemented first.
- Quality is kept as high as possible.
- The schedule is primarily managed by manipulating scope.