



Waltzing With Bears: Managing Risk on Software Projects

By Tom DeMarco, Timothy Lister

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Any software project that's worth starting will be vulnerable to risk. Since greater risks bring greater rewards, a company that runs away from risk will soon find itself lagging behind its more adventurous competition.

By 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.

You'll find that risk management

- * makes aggressive risk-taking possible
- * protects management from getting blindsided
- * provides minimum-cost downside protection
- * reveals invisible transfers of responsibility
- * isolates the failure of a subproject.

Readers are taught to identify the most common risks faced by software projects:

- * schedule flaws
- * requirements inflation
- * turnover
- * specification breakdown
- * and under-performance.

Packed with provocative insights, real-world examples, and project-saving tips, *Waltzing with Bears* is your guide to mitigating the risks—before they turn into problems.



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