
INDEX

- Accelerating teambuilding, 103
- Accounting, size, 72
- Accuracy
 - estimating, 270
 - plan tracking, 155
 - scheduling, 335
- Action items, 176
- Ada programming language, 93
- Adjusting role definitions, 215
- Advancement, job, 46
- Agreement, asking for, 57
- Alternate plans, 172, 174
- Analysis
 - design, 251
 - paralysis, 194
 - test data, 258
- Architectural discipline, 337
- Artificial goals, 301
- Assessment
 - checkpoint, 218
 - CMMI, 195
 - coaching, 276, 393, 394
 - leadership, 276
 - overall plan, 132
 - teamwork, 275
- Assigning risks, 166
- Assignments to team, timing, 69
- Asynchronous distributed launch, 326
- Attitude
 - positive, 81
 - postmortem, 182
- Austin, Robert D., 91, 99, 374, 377
- Automobile industry, quality, 138
- Availability, 338
- Available resources, 131

- Backup, for management meeting, 178
- Balanced plan, 157, 229–231, 351
 - dynamic load balancing, 236
- Balanced scorecard, 88, 96
- Base (or baseline) plan, 226
- Baseball teams, 9
- Baseline plan evaluation, 272
- Basili, V., 88, 96, 99
- Basketball teams, 9
- Behavior
 - changing, 47
 - self-directed teams, 10
 - team, 13, 17
- Being
 - a coach, 387
 - defensive, 184
 - on a coaching team, 385
 - positive, 22
- Belonging to a team, 11
- Benchmarks, establishing, 40
- Benefits, incremental development, 120
- Berne, Eric, 22, 33
- Big bang strategy, 118, 120
- Boeing, 143
- Brainstorming, 26, 164
- Briefing, post-launch, 210
- Broadcasting, 355, 356
- Brooks, Frederick P., 134, 135
- Building
 - coaching team, 388
 - leadership team, 327
 - motivation, 388
 - relationships, distributed teams, 325
 - talent, 36
 - teams, 49
 - TSP teams, 51
 - understanding, 388

- Capability Maturity Model Integration (CMMI), 195
- Capture-recapture method, 253
- Carr, Marvin J., 163, 170

398 Index

- Categories, quality, 139
- Caution, leadership team, 320
- CCB (Change Control Board), 124
- Celebrate success, 37, 390
- Change
 - Control Board (CCB), 124
 - management principles, 335
 - managing, 336
 - risk of, 168
- Charter, team, 79
- Charts, run, 264, 265
- Checkpoint, TSP, 218
 - process, 220
 - objectives, 219
- Chrissis, Mary Beth, 195, 205, 235, 241
- Class results, reporting, 391
- Closed group, 27
- CMMI (Capability Maturity Model Integration), 195
- Coach
 - being a, 387
 - responsibilities, 366
 - role, 14, 15
 - Umbaugh, Arnold, 1
- Coaching, 35, 207
 - assessment, 276, 393, 394
 - being a coach, 387
 - challenge, functional teams, 297
 - commitment, 367
 - conflicts, 375
 - creative people, 289
 - distributed teams, 328
 - ethics, 365
 - experienced teams, 39
 - functional teams, 297, 309
 - launch, 308
 - members, 309
 - guidelines, large teams, 292
 - in organizations, 379
 - individuals, 215
 - inspections, 214
 - integrated teams, 346
 - job, 32, 35, 387
 - management, 46
 - multi-team, 324, 328
 - launch, 324
 - objectives, 38, 366
 - weekly meeting, 211
 - plan, 220
 - example, 222
 - post-launch, 209
 - postmortem, 186, 276
 - principles, 35
 - problems, 367–370
 - process, 210
 - questionnaire, 393, 394
 - responsibilities, 366
 - role managers, 112, 215
 - self-assessment, 393, 394
 - strategies
 - large programs, 346
 - integrated team launch, 346
 - postmortem, 186
 - suggestions, 21, 24, 32
 - combat group, 24
 - process group, 23
 - storming phase, 20
 - team, 314, 379
 - being on a, 385
 - building, 388
 - coaching, 385
 - forming, 381
 - inspections, 214
 - launching, 382
 - leaders, 40–46, 61, 216
 - managing, 384
 - members, 38
 - tracking, 384
 - technical people, 289
 - TSP launch, 37
 - weekly team meeting, 211
 - workload, 14
 - yourself, 393
- Code inspection, 253
 - pre-reviews, 253
 - run charts, 264
- Code reviews, 263
 - run chart, 264
- Cohesion, 11
- Cohesive teams, 37
- Combat group, 24
- Commercial off-the-shelf software (COTS), 249
- Commitments, 12, 68
 - coaching, 367
 - common goal, 12
 - planning to meet, 154
 - role manager, 113
- Common
 - goals, 8, 86
 - workspace, 360
- Communication
 - among team members, 288, 354

- broadcasting, 355, 356
- cross-team, 328
- distributed team, 328
- importance of, 283
- informing, 356
- issues, large teams, 286, 292
- links, team, 286
- listening, 355, 356
- maintaining, 359
- moderating, 357
- needs, large teams, 286, 292
- negotiating, 355, 356
- network, multi-team, 286, 328
- persuading, 355, 356
- problems, 345
- program-wide, 345
- strategy, TSP, 358
- system-wide teams, 292
- team, 10, 11, 283, 286
- team member, 288, 354
- TSP strategy, 358
- TSPm, 286
- types of, 355
- within team, 288
- Compatibility, 139
- Compile defects, 263, 266
 - run charts, 265
- Complex
 - goals, 89
 - measures, 89
 - systems, 6
- Component
 - quality profile, 255–258
 - test defects, 265, 266
- Conceptual design, 72, 116, 128, 317
 - for multiple teams, 317
 - functional teams, 299
 - level of detail, 117
 - sufficient detail, 128
- Concerns, management, 81
- Configuration management, *see* Software configuration management
- Conflicts
 - coaching, 375
 - of interest, 367
- Considerations
 - defect reporting, 266
 - in changing behavior, 47
 - launch, 82
- Consistency, process, 122
- Constantine, Larry L., 25, 33
- Contact, management, 289
- Control, crowd, 329
- Cooperation, 8, 11
- Coordinating role-manager teams, 324
- Coordination, team, 10
- Cost
 - data gathering, 371
 - defects, 140
 - maintenance, 144
 - savings, 140–143
- COTS (commercial off-the-shelf software), 249
- Creative people, coaching, 289
- Credibility, establishing, 173
- Criteria
 - quality, 255
 - team membership, 340
- Crowd control, 329
- CUPRIMD (capability, usability, performance, reliability, installability, maintainability, documentation), 90
- Customer
 - based measurement, 247
 - interface manager, 105
 - opinion surveys, 90
 - priorities, 302
 - satisfying, 244
- Cycle-time goals, 301
- Daily stand-up meeting, 212
- Data
 - analysis
 - quality, 261–266
 - test, 258
 - focus on, 61
 - gathering, 362
 - costs, 371
 - issues, 370
 - handling, 370
 - historical, 228
 - individual, 370
 - interpreting
 - plan, 237
 - quality, 259
 - management review of, 372
 - misuse of, 374
 - personal, 372
 - plan, interpreting, 237
 - planning, 273
 - postmortem, 270
 - proper use of, 373
 - quality, interpreting, 259

400 Index

- Data, *cont.*
 - quality plan, 202
 - reporting, 261
 - reviewing, 372
 - team, 370
- Decision making, 337, 343, 344
- Dedication to excellence, 14
- Defect, 140
 - capture-recapture, 253
 - compile, 263, 266
 - cost of, 140
 - data, test, 265
 - density profile, 260
 - estimates, inspection, 253
 - free
 - percent, 145
 - test time, 129
 - injected
 - estimating, 146
 - impact of PSP training, 146
 - rates, 146
 - management, 245
 - prevention, 246
 - quality focus, 140
 - removal
 - before testing, 150
 - estimating, 147
 - in waves, 147
 - profile, 261, 262
 - yield, 147
 - reporting considerations, 266
 - savings, 140
 - spacecraft test, 141–143
 - test, 141–143, 266
- Defensiveness, 184
- Defined process, 13, 40
- Defining
 - an organization's process, 122
 - team process, 56
 - team roles, 319
- Definition
 - discipline, 362
 - distributed team, 288
 - earned value (EV), *see TSPSM—Leading a Development Team*
 - functional team, 287
 - goal, 85, 303
 - groups, 22–24
 - inspection, 248
 - jelled team, 8
 - leadership team, 10
 - multiple team, 313, 314
 - process
 - discipline, 362
 - fidelity, 362
 - group, 23
 - relaunch, 190
 - risk, 161
 - roles, 101
 - self-directed team, 6, 10
 - task hours, 31
 - team, 8
 - unit team, 10, 284, 314
- DeMarco, Tom, 8, 16
- Design, 74, 246
 - analyzing, 251
 - conceptual, *see Conceptual design*
 - detailed, 263
 - high-level, 263
 - in quality journey, 246
 - inspection pre-review, 252
 - manager, 106
 - methods, 250
 - quality, 246
 - review methods, 251
 - team, mentor, 317
- Detailed
 - design review, 263
 - plan, 153, 227
 - how much detail?, 154
 - process for, 158
- Developer responsibility, quality, 247
- Developing teamwork, 353
- Development
 - incremental, 120
 - process, 121
 - products, 121
 - strategy, 119
 - teams, 5, 9
 - integrated, 333
 - versus usage defects, 144
- Difficult people, handling, 375
- Disagreement, sensing, 58
- Discipline, 13
 - architectural, 337
 - process, 361–363
- Distributed teams, 288, 325–328, *see also TSPm*
- Distribution, fix time, 307
- Documentation, 139
 - launch meeting, 124, 186
- Dyer, Jean L., 8, 16
- Dynamic load balancing, 236

- Dynamics, plan, 227
- Earned value, 213, 237
 - definition, *see TSPSM—Leading a Development Team*
- Edicts, task-hour, 31
- Effectiveness, team, 282
- Efficiency, improving, 155
- Emergent system properties, 338
- Establishing
 - benchmarks, 40
 - credibility, 173
 - leadership team, 317
 - process discipline, 362
- Estimate
 - capture-recapture, 253
 - resource, 131
 - size, 119, 128
- Estimating
 - accuracy, 270
 - approach, 119
 - defects, 253
 - injected, 146
 - removed, 147
 - factors, 129
 - fix time, 306
 - maintenance work, 306
 - PROBE method, 158, 218
 - size, 119
 - test time, 129
 - yield, 147, 200, 254
- Ethics, coaching, 365
- EV (earned value), 213, 237
- Evaluating
 - baseline plan, 272
 - goals, 274
 - launch, 186
 - people, 289, 373
 - plans, 272, 273
 - process, 273
 - risks, 164, 165
- Examples
 - Ada, imposed goal, 93
 - analysis paralysis, 194
 - artificial goals, 301
 - automobile quality, 138
 - balanced plan, 157
 - balancing workload, 229, 351
 - Boeing test time, 143
 - checkpoint, 220
 - class results, 391
 - closed group, 27
 - coaching
 - failed project, 207
 - plan, 222
 - problems, 367–370
 - team, 380
 - team leaders, 40–46
 - combat group, 24
 - conceptual design, 117
 - cost of defects, 140
 - COTS (commercial off-the-shelf software), 249
 - CUPRIMD (capability, usability, performance, reliability, installability, maintainability, documentation), 90
 - decision making, 344
 - defect-
 - density profile, 260
 - removal profile, 262
 - defining a process, 56, 122
 - design
 - methods, use of, 251
 - reviews, 251
 - edicts, task-hour, 31
 - estimates, maintenance, 306
 - estimating yield, 255
 - forming phase, 18
 - functional team, 287, 300
 - goals, 300
 - getting involvement, 55–63
 - goals, 85, 89, 301
 - imposed, 93
 - impossible, 30
 - measures, 97
 - priorities, 87
 - tracking, 96
 - vague or artificial, 301
 - Hill Air Force Base, 143
 - hopeless projects, 370
 - IBM
 - decision making, 344
 - development defects, 144
 - Director of Programming, 344
 - maintenance costs, 144
 - management presentation, 177
 - opinion surveys, 90
 - OS/360, 344
 - imposed goals, 93
 - impossible goals, 30
 - inadequate resources, 28

402 Index

- Examples, *cont.*
 - integrated team, 283
 - interdependence, 282
 - invisibility of success, 389
 - involvement, getting, 55–63
 - Jet Propulsion Laboratory (JPL), 141
 - launch
 - observers, 62
 - preparation, 47
 - problems, 82, 83
 - leadership problems, 29, 82
 - line-of-code (LOC) measures, 91
 - load balancing, 229, 351
 - longitudinal study, team performance, 393
 - maintenance
 - estimates, 306
 - teams, 296
 - management
 - preparation for launch, 47
 - problems, 367–370
 - reporting, 391–393
 - support, 65
 - Microsoft NT, 143
 - morale problems, 31
 - multi-team launch, 279
 - multiple goals, 300
 - norming phase, 20
 - observers, 62
 - open group, 26
 - opinion surveys, 90
 - performing phase, 21
 - preparation problems, 75
 - process
 - definition, 122
 - group, 23
 - productivity
 - rates, 218
 - task, 234
 - project status report, 391–393
 - quality
 - data analysis, 261–266
 - measure, PDF, 145
 - plan, 202, 203
 - profile, 256, 257
 - replanning, 200
 - work, 245
 - random group, 27
 - reporting class results, 391
 - risk management, 167
 - role selection, 104
 - run charts, 264, 265
 - Scorpion submarine, 343
 - selecting roles, 103
 - size, team, 284
 - spacecraft test defects, 141–143
 - specialization, team member, 284
 - staffing risk, 167
 - status reports, 213, 391–393
 - storming phase, 19
 - success is invisible, 389
 - synchronous group, 28
 - system test time, 141–143
 - task hours, 32, 233
 - edicts, 31
 - task productivity, 234
 - team
 - integration, 70
 - member selection, 70
 - size, 284
 - status report, 212
 - structure, 285
 - teambuilding, 50
 - Teradyne, 140
 - Test defects, 266
 - tracking, goal, 96
 - training problems, 83
 - troublesome people, 367–369
 - TSP multi-team launch, 279
 - TSP preparation problems, 75
 - unbalanced workload, 229, 329
 - unplanned tasks, 235
 - weekly status report, 213
 - work group, 22
 - workload, balancing, 229–231, 351
 - yield estimates, 254
- Excellence, dedication to, 14
- Exercises, teambuilding, 50
- Expectations, management, 171
- Experience, TSP, 69
- Experienced teams, coaching, 39
- Experts, handling, 59
- External threats, 24

- Facing facts, 229
- Factors, estimating, 129
- Facts
 - and data, 61, 361
 - facing, 229
- Failure, team, 28
- Feedback, 12
 - importance of, 87
- Fidelity, process, 362

- Final report preparation, 275
- Fisher, Roger, 357, 364
- Fix-time
 - distribution, 306, 307
 - estimating, 306
- Florac, William A., 263, 267, 268
- Focus, quality, 140
- Forming
 - coaching team, 381
 - leadership team, 317
 - multiple teams, 315
 - phase, 18
- Framework, planning, 72
- Frequency, unplanned tasks, 235
- Functional
 - integration, 69, 70
 - quality, 139
- Functional team, 9, 287, 295
 - coaching, 309
 - challenge, 297
 - customer priorities, 302
 - definition, 9, 287
 - goal setting, 299, 304
 - integration, 308
 - launch, 303
 - coaching, 308
 - meetings, 303–308
 - preparation, 298
 - scheduling, 309
 - launching, 303–308
 - member, coaching, 309
 - need for, 296
 - reporting, 310
 - roles, 304
 - status reporting, 310
 - strategy, 296
 - task priorities, 310
 - team integration, 308
 - tracking, 309
 - weekly meeting, 311
 - why needed, 296
 - workload, 298
- Galileo spacecraft, 142
- Gathering data, 362
- Gawande, Atul, 13, 16
- Generating the overall plan, 132
- George, Ellen, 306, 312
- Getting involvement, 54
 - examples, 55, 63
- Goals, 85
 - artificial, 301
 - common team, 8, 12, 86
 - complex, 89
 - cycle time, 301
 - definition, 85, 303
 - evaluation, 274
 - functional team, 299, 304
 - implied, 93, 95
 - importance of, 86
 - imposed goals, 92
 - impossible, 30
 - internal goals, 93
 - kinds of goals, 92
 - management meeting, 172
 - measurable, 88, 89
 - example, 89
 - measures, 89
 - multiple, 300
 - need for, 8, 86
 - objective, 89
 - priorities, 87
 - problems, 30
 - quality, 139, 145, 146
 - improvement, 145
 - question-metric (GQM), 88, 96
 - setting process, 94
 - functional team, 299
 - stated, 92, 95
 - team, 85, 172
 - tracking, 12, 96
 - vague, 301
 - why important, 86
- Good work, rewards of, 388
- GQM (Goal-question-metric), 88, 96
- Groups
 - closed, 27
 - combat, 24
 - kinds, 22
 - open, 26
 - process, 23
 - random, 26, 27
 - synchronous, 27
 - working, 22
- Greene, Maurice, 38
- Growth, program size, 7
- Guidelines
 - coaching, 292
 - distributed launch, 325
 - inspections, 214

404 Index

- Guidelines, *cont.*
 - handling difficult people, 375
 - people management, 289, 375
 - planning, 130
 - quality, 148
 - team structure, 292
- Handling
 - data, 370
 - difficult people, 367–369, 375
 - experts, 59
 - personal data, 370
 - unplanned tasks, 236
- Hardware interface manager, 110
- High-level design inspection, 263
- High standards, setting, 36
- Hill Air Force Base, 143
- Historical data, 228
- Honest behavior, 13
- Hopeless projects, 370
- Horizon, planning, 154, 155, 192
- Hours, task, *see* Task, hours
- How
 - far to plan, 154
 - much detail in plans, 154
 - the launch builds teams, 51
 - to do a relaunch, 195
- Huge teams, 10, 291, 333
- Humphrey, Watts S., 6, 12, 16, 38, 48, 72, 73, 74, 78, 92, 94, 99, 105, 114, 116, 118, 125, 158, 159, 214, 217, 220, 223, 235, 240, 241, 253, 268, 277, 278, 288, 289, 293, 306, 312, 319, 323, 331, 335, 336, 343, 349, 357, 362, 364, 371, 376, 377
- IBM, 7
 - customer opinion surveys, 90
 - decision making, 344
 - maintenance costs, 144
 - management presentation, 177
 - OS/360, 344
 - system size, 7
 - test defect data, 144
- Identification, risk, 161
- Implementation manager, 106
- Implied goals, 93, 95
- Importance of
 - communication, 283
 - feedback, 87
 - goals, 86
 - process discipline, 362
 - quality, 137, 138
 - risk management, 162
 - team communication, 283
- Imposed goals, 92
- Impossible goals, 30
- Improve in steps, 36
- Improvement, 182
 - focus on, 36
 - process, 271
 - quality, 145
- Improving
 - efficiency, 155
 - performance, 7
- Inadequate resources, 28
- Incremental development, 120
- Index, process quality (PQI), 259
- Indicators, team progress, 237
- Individual
 - coaching, 215
 - data, handling, 370
 - performance, 7
 - plans, updating, 232
- Ineffective teams, 28
- Informing, 356
- Injection rates, defect, 146
- Inspection, 246, 263
 - coaching, 214
 - code, 253
 - considerations, 263
 - defect estimates, 253
 - definition, 248
 - design, 252
 - guidelines, 214
 - high-level design, 263
 - moderator, 252, 253
 - pre-reviews, 252
 - requirements, 263
- Installability, 139
- Installation manager, 110
- Institute of Electrical and Electronic Engineers, Inc., 365, 377
- Integrated development teams, 333
- Integration
 - functional, 69, 70
 - functional team, 308
 - team, 69
- Interdependence, 8, 282
- Internal goals, 93
- Interpreting
 - plan data, 237
 - quality data, 259

- Invisibility, success, 389
 - Involvement, getting, examples, 54–63
 - Issue Tracking Log (ITL), 289
 - Issues
 - communication, huge teams, 292
 - data gathering, 370
 - launch, 82
 - people, 184, 375
 - political, 291
 - staffing, 291
 - structural, 291
 - ITL (Issue Tracking Log), 289
 - Japanese automobile quality, 138
 - Jelled team, 8, 49
 - Jet Propulsion Laboratory (JPL), 141
 - Job, coach, 32, 35, 387
 - Journey, quality, 246
 - JPL (Jet Propulsion Laboratory), 141
 - Judgmental measures, 90
 - Kaplan, Craig, 144, 151
 - Kaplan, Robert S., 88, 93, 94, 96, 99
 - Kernel system, 120
 - Keys to learning, 388
 - Kinds of
 - goals, 92
 - groups, 22
 - teams, 9
 - Knowing the score, 87
 - Large teams, 10, 291, 333
 - coaching guidelines, 292
 - communications, 286, 292
 - principles, 334
 - structural issues, 286, 291
 - LAU script, 52
 - Launch, 37, 65
 - asynchronous, 326
 - coaching, multi-team, 324
 - distributed multi-team, 321–324
 - distributed team, 325
 - documentation, 186
 - evaluation, 186
 - functional team, 303–308
 - how the launch builds teams, 51
 - issues, 82
 - meeting 1, 80
 - meeting 2, 94
 - meeting 3, 116
 - meeting 4, 128
 - meeting 5, 146
 - meeting 6, 153
 - meeting 7, 163
 - meeting 8, 172
 - meeting 9, 173
 - meetings, 54
 - documentation, 124, 186
 - multi-team, 321–324
 - objectives, 37
 - observers, 62
 - postmortem meeting, 181
 - preparation, 67
 - design, 74
 - distributed team, 325
 - functional team, 298
 - multi-team, 316
 - questions, 67
 - status meeting, 77
 - steps, 76
 - problems, 82, 83
 - process, 52
 - purpose, 37
 - timing, 67
- Launching
 - coaching team, 382
 - distributed multiple teams, 325
 - distributed teams, 326
 - asynchronously, 326
 - functional teams, 303–308
 - integrated teams, 346
 - large programs, 346
 - multiple teams, 321–324
 - strategies, large programs, 346
 - TSP teams, 37
- Law, Moore's, 7
- Lawrence, William W., 161, 170
- Leadership
 - assessment, 276
 - problems, 29, 82
- Leadership team, 317
 - building, 327
 - caution, 320, 326
 - definition, 10
 - establishing, 317
 - forming, 317
 - mentors, 319
 - status meetings, 324
 - warning, 320, 326
- Learning
 - from variation, 145
 - keys to, 388

406 Index

- Level of service (LOS) tasks, 298
- Life cycle, team, 18
- Life, running your own, 388
- Limitations, measurement, 374
- Limits, team size, 10, 284
- Lines of code (LOC), 91
- Listening, 355, 356
- Lister, Timothy, 8
- Load balancing, dynamic, 236, 351
- LOC (lines of code), 91
- Longitudinal study, team performance, 393
- LOS (level-of-service) tasks, 298
- Loyalties, split, 12

- Magellan spacecraft, 142
- Maintainability, 139, 338
- Maintaining
 - team communication, 359
 - the plan, 225, 228
- Maintenance, 9
 - costs, IBM, 144
 - estimates, 306
 - teams, 296, 306
- Management
 - coaching, 46
 - concerns, 81
 - contact, frequent, 289
 - defect, 245
 - edicts, task-hour, 31
 - goals, 95
 - expectations, 171
 - matrix, 342
 - meeting, 80, 171
 - alternate plans, 172
 - closing, 175
 - expectations, 171
 - objective, 80
 - opening, 80
 - preparation, 172
 - risks, 172
 - roles, 172
 - methods, quality, 249
 - objective, 80
 - people, guidelines, 289, 375
 - problems, 341
 - quality, 244, 339
 - relating to, 375
 - reporting, 240, 390
 - responsibilities, 341
 - review of data, 372
 - risk, 161–170
 - style, 345
 - support, example, 65
 - surprising, 175
 - top-down, 27
 - trust, 62
- Managing
 - change, 336
 - coaching team, 384
 - creative people, 289
 - data, 370
 - experts, 59
 - quality, 243
 - risks, 161
 - technical people, 289
- Market, time to, 6
- Matrix
 - management, 342
 - role-selection, 111
- Maturity
 - relationship, 288
 - task, 288
- Measurable goals, 88, 89
- Measurements, 73
 - complex, 89
 - customer-based, 247
 - goals, 89, 97
 - judgments, 90
 - limitations, 374
 - opinions, 90
 - personal, 246
 - problems, 91
 - user-based, 247
- Measures
 - complex, 89
 - customer-based, 247
 - goal, 89
 - judgmental, 90
 - line-of-code (LOC), 91
 - opinions, 90
 - PDF (percent defect free), 145
 - reporting, 336
 - team progress, 237
 - user-based, 247
- Measuring
 - goals, 88, 89
 - people, 373
 - quality, 145
 - team status, 237, 238
- Meetings, *see also* Launch meetings
 - daily team stand-up, 212
 - launch, 54

- management, 80, 171, 172
- relaunch, 196, 197
- team, 211, 360
- TSP launch, 54
- weekly team, 211
 - coaching objectives, 211
- Mega-teams, 10
- Membership, 11
 - CCB, 124
 - part-time, 12
 - multi-team, 317
 - team, criteria, 340
- Mentor
 - design team, 317
 - role-manager teams, 319
- Methods
 - design, 250
 - design review, 251
 - quality management, 249
- Microsoft
 - NT system size, 7
 - test time, 143
- Middle-level management problem, 342
- Milestones, project, 228
- Misuse of data, 374
- Mitigation, risk, 166
- Mix of talents, 7
- Moderating, 357
- Moderator, inspection, 252, 253
- Moore's Law, 7
- Morale problems, 31
- Morgan, Ben B., 18, 21, 33
- Most effective team size, 9
- Motivation, 12, 13, 80, 388
- Multi-team TSP, *see* TSPm
- Multiple goals, 300
- Multiple teams, *see* TSPm
- Musson, Robert, 140, 151
- Need for
 - balanced plan, 157
 - functional teams, 296
 - goals, 8, 86
 - team roles, 8, 102
- Needed data for planning, 273
- Negotiation, 355, 356
 - principled, 357
- New teams, starting, 210
- Nikora, Allen P., 141, 151
- Nobel Prize, 60
- Norming phase, 20
 - example, 20
- Notebook
 - project, 186, 217
 - team member, 217
- Objective goals, 89
- Objectives
 - checkpoint, 219
 - coaching, 38, 366
 - the weekly meeting, 211
 - launch, 37
 - management meeting, 80, 171
 - postmortem, 277
 - team, 80
 - meeting, 211
 - workplace, 282
- Observers, 62
- Open group, 26
- Opening management meeting, 80
- Opinion surveys, 90
- Opportunities, reporting, 390
- Optimum staffing, 133
- Organization's process, 122
- Other team roles, 110
- Overall plan, 127, 132, 227
 - assessing, 132
- Overview, TSP, 5
- Ownership
 - quality, 246
 - team, 12
- Part-time team members, 12
- PDF (percent defect free), 145
- Pelz, Donald C., 290, 293
- People
 - creative, 289
 - difficult, handling, 367–369, 375
 - evaluating, 289, 373
 - issues, 184
 - management, guidelines, 289, 375
 - measuring, 373
 - problems, 367–369, 375
 - technical, 289
 - troublesome, 367–369
 - trusting and trustworthy, 13
- Percent defect free (PDF), 145
- Performance, 139, 338
 - improving, 7
 - individual, 7

408 Index

- Performance, *cont.*
 - manager, 110
 - quality, 271, 273
 - team, 7, 12
- Performing phase, 21
 - example, 21
- Personal
 - data, 372
 - data handling, 370
 - defect injection rates, 146
 - measurement, 246
 - planning strategy, 233
 - responsibility for quality, 247
- Personal Software Process, *see* PSP
- Persuading, 355, 356
- Phases, team formation, 18
- PIP (Process improvement proposal), 108, 185, 273
- Plan
 - alternative, 172, 174
 - balanced, 157
 - base (or baseline), 226
 - coaching, 220
 - data, interpreting, 237
 - detailed, 227
 - dynamics, 227
 - evaluation, 272, 273
 - horizon, 154
 - individual, updating, 232
 - maintaining, 225, 228
 - overall, 127, 227
 - presenting, 173
 - process, 123
 - quality, 137, 227
 - example, 202, 203
 - making, 146
 - revising, 200
 - reviews, 250
 - support, 123
 - team, 226
 - top-down, *see* Overall plan
 - tracking, accuracy, 155
 - types of, 226
 - updating, 232
 - when to plan, 156
 - when to update, 232
- Planning, 71, 72, 127
 - data, 273
 - detailed, 153
 - process, 158
 - framework, 72
 - guidelines, 130
 - horizon, 154, 155, 192
 - issues, 129
 - manager, 107, 128, 132
 - multi-team, 315, 322
 - personal, 233
 - process, 116, 158
 - skill, 71
 - strategy, personal, 233
 - team, 115
 - to meet commitments, 154
 - when to, 156
- Political issues, 291
- Positive attitude, 22, 81
- Post-launch
 - briefing, 210
 - coaching, 209
- Postmortem, 269
 - attitude, 182
 - coaching, 186, 276
 - data, 270
 - launch, 181
 - objective, 277
 - preparation, 272
 - process, 184, 272
 - purpose, 270
 - strategies, coaching, 186, 276
 - team member, 277
- PQI (process quality index), 259
- Pre-forming phase, team, 18
- Preparation for TSP, *see* Preparing; TSP,
 - preparation; TSPm, launch preparation
- Preparing
 - distributed team launch, 325
 - final project report, 275
 - functional team launch, 298
 - launch, 47, 67, 76
 - launch data, 299
 - management
 - for the launch, 47
 - meeting, 172
 - PIPs, 108, 185, 273
 - postmortem, 272
 - problems, 75
 - TSP launch, 76
- Pre-reviews, inspection, 252
- Presentation
 - plan, 173
 - strategy, 320
 - suggestions, 175
- Prevention, defect, 246
- Principled negotiation, 357

- Principles
 - accurate scheduling, 335
 - change management, 335
 - coaching, 35
 - handling difficult people, 375
 - large-scale teams, 334
 - quality control, 335
 - quality management, 244
 - risk management, 162
 - TSP, 336
- Priorities
 - customer, 302
 - functional team, 310
 - goal, 87
 - quality, 244
 - top, 244
- Privacy manager, 110
- PROBE (proxy-based estimating), 72, 158, 218
- Problems
 - coaching, 367–370
 - communication, 345
 - data gathering, 370
 - goals, 30
 - inadequate resources, 28
 - launch, 82
 - leadership, 29, 82
 - management, 341
 - measurement, 91
 - middle-level management, 342
 - morale, 31
 - people, 367–369, 375
 - political, 291
 - preparation, 75
 - program management, 341
 - resource, 28
 - schedule, 232
 - teambuilding exercises, 50
 - training, 83
- Process, 74
 - checkpoint, 220
 - coaching, 210
 - consistency, 122
 - defined, 13, 40
 - defining, 56, 121
 - detailed planning, 158
 - development, 121
 - discipline, 361–363
 - distributed multi-team, *see* TSPm, distributed
 - evaluation, 273
 - goal-setting, 94
 - group, 23
 - improvement, 271
 - proposal (PIP), 108, 185, 273
 - large-scale development, 334
 - launch, 52
 - manager, 108
 - Multi-Team TSP, *see* TSPm
 - planning, 116, 158
 - plans, 123
 - postmortem, 184, 272
 - principles, large teams, 334
 - quality index (PQI), 259
 - relaunch, 196
 - risk
 - evaluation, 165
 - identification, 161
 - management, 161, 163
 - TSP launch, 52
- Producing the quality plan, 147
- Product
 - conceptual design, 116
 - development, 121
 - functional quality, 139
 - planning, 121
 - properties, 139
 - quality, 139
 - categories, 139
 - versus test yield, 147
 - size, 72
- Productivity
 - sample data, 218
 - task, 234
- Profiles
 - quality, 255
 - defect density, 260
 - defect removal, 261, 262
- Program
 - initiation team, 339
 - management problem, 341
 - size, 7
- Progress indicators, 237
- Project
 - final report, 275
 - hopeless, 370
 - milestones, 228
 - notebook, 186, 217
 - planning framework, 72
 - postmortem, 269
 - reporting, 73
 - status report, 198
 - example, 391–393

410 Index

- Project, *cont.*
 - strategy, multiple teams, 318
 - tasks, 129
 - teams, 9, 287
- Proper use of data, 373
- Properties
 - emergent system, 338
 - product, 139
 - self-directed teams, 11
- Proxy-based estimating, *see* PROBE
- PSP (Personal Software Process), 71, 74, 146
 - class results, 391
 - course, 71
 - impact of training, 146
 - topics, 71
- Purpose
 - launch, 37
 - postmortem, 270
 - project strategy, 318
- Quality, 73
 - automobile, 138
 - categories, 139
 - control principles, 335
 - criteria, 255
 - data
 - analysis, 261–266
 - interpreting, 259
 - reporting, 261
 - design, 246
 - developers' responsibility for, 247
 - focus, TSP, 140
 - functional, 139
 - goals, 139, 145, 146
 - guidelines, 148
 - importance of, 137, 138
 - improvement goals, 145
 - journey, 246
 - management
 - methods, 249
 - principles, 244
 - quantitative, 339
 - manager, 108, 253, 258
 - multi-team, 322
 - responsibility, 108, 252
 - managing, 243
 - measure, PDF, 145
 - measuring, 145
 - ownership, 246
 - performance, 271, 273
 - plan, 137, 146, 227
 - example, 202, 203
 - making, 146, 147
 - producing, 147
 - revising, 200
 - principles, 244, 335
 - priority, 244
 - product, 139
 - profile, 255
 - why useful, 256
 - replanning, 200
 - report, basic, 262
 - responsibility
 - developer, 247
 - team, 248
 - team, responsibility for, 248
 - versus
 - test time, 129
 - test yield, 147
 - why manage?, 245
 - work, example, 245
- Questionnaire, coaching, 394
- Questions
 - baseline evaluation, 272
 - launch
 - preparation, 67
 - timing, 67
 - management style, 345
- Random group, 26
 - example, 27
- Random House, 85, 99, 101, 114, 362, 364
- Rates
 - defect-injection, 146
 - task productivity, 234
- Rebalancing workload, 132
- REL script, 190
- Relating to management, 375
- Relationship
 - distributed team, building, 325
 - maturity, 288
- Relaunch, 189–205
 - definition, 190
 - difference from launch, 190
 - how to do, 195
 - meetings, 196
 - process for, 196
 - script REL, 190
 - when to do, 193
 - why do?, 192

- Reliability, 139
- Remote team members,
 - support for, 289
- Removing defects before test, 150
- Replanning, 132
- Report, project final, 275
- Reporting
 - class results, 391
 - defect data, 266
 - functional teams, 310
 - management, 240, 390
 - measures, 336
 - multiple teams, 330
 - opportunities, 390
 - project, 73, 391–393
 - quality data, 261, 262
 - schedule status, 240
 - to management, 240, 390
 - weekly, 212
- Requirements, 72
 - inspection, 263
- Resources, 73
 - available, 131
 - estimate, 131
 - inadequate, 28
- Responsibility
 - coach, 366
 - customer interface manager, 105
 - design manager, 106
 - developer, for quality, 247
 - for quality, 247, 248
 - implementation manager, 106
 - middle management, 341
 - planning manager, 107
 - process manager, 108
 - quality manager, 108, 252
 - role manager, 102
 - support manager, 109
 - team, for quality, 248
 - test manager, 107
- Reviewing data, 372
- Reviews
 - checkpoint, 218
 - code, 263
 - design, 251
 - detailed design, 263
 - plan, 250
- Revising the quality plan, 200
- Reward
 - for good work, 388
 - success, 390
- Risk, 161–170
 - assigning, 166
 - definition, 161
 - evaluation, 164, 165
 - identification, 161, 163
 - management, 163
 - examples, 167
 - importance of, 162
 - principles, 162
 - process, 161, 163
 - mitigation, 166
 - presenting, 172, 174
 - tracking, 164, 168
- Role, 8, 101–114, 319
 - and team size, 110
 - coaching, 14, 15, 112
 - defining, 319
 - definition, 101
 - adjusting, 215
 - functional team, 304
 - manager teams, 286, 323, 347
 - communication network, 286, 328
 - coordinating, 324
 - distributed, 327
 - guiding, 327
 - integrated teams, 347
 - meetings, 328
 - mentors, 319, 323, 327
 - planning, 322
 - quality, 322
 - structuring, 347
 - managers
 - coaching, 112, 215
 - commitment, 113
 - team mentors, 319
 - need for, 8
 - other roles, 110
 - responsibilities, 102
 - customer interface manager, 105
 - design manager, 106
 - implementation manager, 106
 - planning manager, 107
 - process manager, 108
 - quality manager, 108, 252
 - support manager, 109
 - test manager, 107
 - selecting, 103
 - versus team size, 110
 - selection matrix, 111
 - tasks, 103
 - team leader, 14, 15

412 Index

- Role, *cont.*
 - team member, 101
 - TSP, 104
 - versus size, 110
 - why needed?, 8, 102
- Run charts, 264, 265
- Running your own life, 388
- Safety, 139, 338
 - manager, 110
- Salary increases, motivation, 46, 374
- Satisfying the customer, 244
- Savings, with TSP, 140–143
- Scale-up strategy, 340
- Schedule, 73
 - problems, 232
 - reporting, 240
- Scheduling
 - functional team launch, 309
 - principles, 335
- Scope, team, 68
- Score, knowing, 87
- Scorecard, balanced, 88, 96
- Scorpion submarine, 343
- Scripts
 - LAU, 52
 - REL, 190
- Security, 139, 338
 - manager, 110
- SEI (Software Engineering Institute), 186, 292
- Selecting
 - development strategy, 119
 - roles, 103, 110
 - team members, 70
- Self-assessment, coaching, 393, 394
- Self-directed teams, 6
 - behavior, 10
 - definition, 10
 - nature of, 10
 - properties, 11
- SEPG (software engineering process group), 123
- Size
 - accounting, 72
 - estimate, 119, 128
 - growth, 7
 - IBM systems, 7
 - limits, team, 10, 284
 - Microsoft NT, 7
 - multi-team, 9, 284
 - product, 72
 - space systems, 7
 - team, 9, 284
 - trend, 7
 - TV software, 7
 - versus role selection, 110
- Skill, 13
 - planning, 71
 - required for TSP, 71–75
- Small teams, 10
- Software
 - Engineering Institute (SEI), 186, 292
 - engineering process group (SEPG), 123
- Space systems, size, 7
- Spacecraft defects, 141–143
- Specialization, 283
- Specification, STATUS, 198
- Split loyalties, 12
- Staffing
 - issues, multiple teams, 291
 - optimum, 133
 - risks, 167
- Stakeholder survey, 274
- Standards, setting high, 36
- Starting new teams, 210
- Stated goals, 92, 95
- Status
 - meeting, launch preparation, 77
 - meetings, leadership team, 324
 - report
 - examples, 391–393
 - functional teams, 310
 - weekly, 212, 213
 - specification, 198
- Storming phase, 19
 - example, 19
- Strategy, 118
 - big bang, 118, 120
 - coaching, postmortem, 186
 - communication, 358
 - development, 119
 - functional team, 296
 - incremental development, 120
 - integrated team, coaching, 346
 - multi-team, 314
 - coaching, 328
 - personal planning, 233
 - postmortem coaching, 186
 - presentation, multi-team, 320
 - project, multiple team, 318
 - purpose of, 318
 - scale-up, 340
 - selecting, 119
 - team, 118
 - teambuilding, 51

- TSP communication, 358
- waterfall, 118, 120
- Structural issues, large teams, 291
- Structure
 - large projects, 286
 - large teams, 291
 - support, 283
 - team, 285, 292
- Style
 - management, 345
 - team, 25
- Subcontract manager, 110
- Success
 - celebrate, 37, 390
 - focus on, 36
 - invisibility of, 389
 - rewards of, 390
- Successful teams, 49
- Suggestions
 - coaching, 20, 21, 23, 24, 32
 - management presentation, 175
- Summary data, weekly report, 213
- Support
 - manager, 109
 - management, example, 65
 - plans, 123
 - remote team members, 289
 - structure, team, 283
 - team member, 289
 - tool, TSP, 74
- Surprising management, 175
- Surveys
 - opinion, 90
 - stakeholder, 274
- Synchronous group, 27
- System
 - complex, 6
 - emergent properties, 338
 - kernel, 120
 - test defects, 141–143
 - wide teams, 291
- Talents
 - building, 36
 - mix of, 7
- Targets, task-hour, 132
- Task
 - hours, 31, 131, 233, 238
 - definition, 31
 - edicts, 31
 - example, 32, 233
 - target, 132
 - weekly, 233
- maturity, 288
- priorities, functional team, 310
- productivity, 234
- project, 129
- unplanned, 235, 236
- versus earned value, 238
- Team
 - baseball, 9
 - basketball, 9
 - behavior, 17
 - building, *see* Teambuilding
 - charter, 79
 - coach, being a, 387
 - coaching, 314, 379
 - cohesion, 11, 37
 - communication, 11, 283, 286
 - importance of, 283
 - links, 286
 - maintaining, 359
 - within, 288, 354
 - coordination, 10
 - credibility, establishing, 173
 - data, handling, 370
 - definition, 8
 - development, 5, 9
 - distributed, 288, 325–328
 - effectiveness, 282
 - establishing credibility, 173
 - experienced, coaching, 69
 - failure, 28
 - feedback, 12, 87
 - final report, 275
 - formation phases, 18
 - goals, 85, 172
 - why needed, 86
 - how launch builds, 51
 - huge, 10, 291, 333
 - ineffective, 28
 - inspection, 248
 - integrated, 69, 333
 - jelled, 8, 49
 - kinds of teams, 9
 - large, 10, 291, 333
 - launch, why, 37
 - leader,
 - coaching, 40–46, 61, 216
 - role, 14, 15
 - troublesome, 40–46
 - leadership, *see* Leadership team

414 Index

- Team, *cont.*
- life cycle, 18
 - maintenance, 9
 - meetings, 211, 360
 - coaching objective, 211
 - mega-, 10, 333
 - member
 - assignment, timing, 69
 - coaching, 38, 309
 - communication, 288, 354
 - data, 370
 - involvement, getting, 54–63
 - notebook, 217,
 - part-time, 12
 - personal data, 370
 - postmortem, 277
 - roles, 101
 - selection, 70
 - support needs, 289
 - troublesome, 369
 - membership criteria, 340
 - motivation, 13, 80
 - multiple team, *see* TSPm
 - new, starting, 210
 - norming phase, 20
 - objective, 80
 - performance, 7, 12
 - longitudinal study, 393
 - performing phase, 21
 - plan, 226
 - presenting, 173
 - planning, 115
 - pre-forming phase, 18
 - program initiation, 339
 - progress indicators, 237
 - project, 9, 287
 - quality responsibility, 248
 - relationships, building, 325
 - responsibility, quality, 248
 - role manager, *see* Role, manager teams
 - roles, 101–114, 319
 - coaching, 112, 215
 - commitment, 113
 - defining, 319
 - selecting, 103, 110
 - why needed, 8, 102
 - scope, 68
 - selecting roles, 103, 110
 - selection, 70
 - self-directed, 6, 10, 11
 - size, 9, 284
 - most effective, 9
 - in role selection, 110
 - small, 10
 - Software Process, *see* TSP
 - starting new, 210
 - storming phase, 19
 - strategy, 118
 - structure, 285, 292
 - style, 25
 - successful, 49
 - support structure, 283
 - system-wide, 291
 - task hours, 31
 - track, 9
 - trust, 11
 - unit, 10, 286, 314
 - variations, 281
 - very large, 10, 291, 333
 - why needed, 6
 - winning, 87
 - wrestling, 1, 9
- Teambuilding, 49, 103
- accelerating, 103
 - approaches, 50
 - exercises, problems, 50
 - strategy, TSP, 51
 - with TSP launch, 51
- Teamwork
- assessing, 275
 - developing, 353
- Technical people
- coaching, 289
 - managing, 289
- Television software size, 7
- Teradyne quality example, 140, 143
- Test
- data analysis, 258
 - defect
 - data, 265
 - free time, 129
 - defects, 141–143, 266
 - spacecraft, 141–143
 - manager, 107
 - removing defects before, 150
 - time, defect-free, 129
 - yield versus product quality, 147
- Testing time, 120, 129, 141–143
- Threats, external, 24
- Time, testing, 129, 141–143

- Time-to-market, 6
- Timing
 - assignment to team, 69
 - TSP launch, 67
- Tool support, TSP, 74
- Top
 - down plan, *see* Overall plan
 - priority, quality, 244
- Track teams, 9
- Tracking
 - accuracy of plan, 155
 - coaching team, 384
 - functional teams, 309
 - goals, 96
 - example, 96
 - multiple teams, 330
 - risks, 164, 168
- Training,
 - needs, TSP, 71
 - problems, 83
 - PSP, 71, 146
- Troublesome people, 367–369
- Trust, 11, 13, 38, 62, 357, 366
- TSP
 - communication strategy, 358
 - goal-setting process, 94
 - launch, 37, 65
 - coaching, 37
 - meetings, 54
 - preparation, 67
 - process, 52
 - purpose, 37
 - timing, 67
 - membership, 340
 - multi-team process, *see* TSPm
 - overview, 5
 - planning
 - guidelines, 130
 - process, 116, 158
 - postmortem, 269
 - preparation
 - problems, 75
 - topics, 71
 - principles, 336
 - quality
 - focus, 140
 - guidelines, 148
 - relaunch, *see* Relaunch
 - reporting, 212, 261, 262, 390
 - required skills, 71–75
 - risk management, 163
 - role responsibilities
 - customer interface manager, 105
 - design manager, 106
 - implementation manager, 106
 - other, 110
 - planning manager, 107
 - process manager, 108
 - quality manager, 108, 252
 - support manager, 109
 - test manager, 107
 - roles, 104, 319
 - other, 110
 - scripts
 - LAU, 52
 - REL, 190
 - skills required, 71–75
 - STATUS specification, 198
 - tasks, role, 103
 - teambuilding strategy, 51
 - tool support, 74
 - training needs, 71
 - untrained members, 75, 83
- TSPm, 9, 290, 313
 - coaching, 292
 - communication, 286, 328
 - conceptual design, 317
 - definition, 313
 - distributed
 - asynchronous launch, 326
 - building team relationships, 325
 - launch, 325
 - role-manager teams, 327
 - forming a multi-team, 315
 - launch, 321–324
 - coaching, 324
 - example, 279
 - meetings, 321–324
 - preparation, 316
 - launching, 321–324
 - leadership team, *see* Leadership team
 - membership, 317
 - project strategy, 318
 - reporting on, 330
 - role-manager teams, 319
 - roles, 319
 - size, 9, 314
 - strategy, 314
 - structural issues, 291
 - team roles, 319
 - tracking, 330
- Types, plan, 226

416 Index

- Umbach, Arnold, 1
- Unbalanced workload, 229–231, 329
- Understanding, building, 388
- Unit team, 10, 287, 314
- Unit test run chart, 264
- Unplanned tasks, handling, 235, 236
- Untrained team members, 75, 83
- Updating
 - individual plans, 232
 - plans, when, 232
- Upper limit, team size, 9
- Urey, Harold, 60
- U.S. auto industry, 138
- U.S. Navy, 343
- Usability, 139, 338
- Usage versus development defects, 144
- User-based measurement, 247
- Using a defined process, 40

- Vague goals, 301
- Variation
 - learning from, 145
 - team, 281
 - yield, 271
- Very large teams, 10, 291, 333
- Voyager spacecraft, 141

- Waterfall development strategy, 118, 120
- Waves, of defect removal, 147
- Webb, Dave, 143, 151
- Weekly
 - launch preparation meeting, 77
 - status report, 212, 213
 - summary data, 213
 - task hours, 233
 - team meeting, 211
 - coaching objective, 211
 - functional team, 311
 - role-manager teams, 328
- What
 - are teams?, 8
 - are risks?, 161
 - is a relaunch?, 190
 - makes teams successful?, 49
- When to
 - launch, 67
 - plan, 156
 - relaunch, 193
 - update plan, 232
- Why
 - coaching teams are needed, 380
 - functional teams are needed, 296
 - goals are needed, 86
 - launch teams, 37
 - manage quality, 245
 - quality profiles are useful, 256
 - relaunch, 192
 - roles are needed, 8, 102
 - teams are needed, 6
 - teams fail, 28
- Winning teams, 87
- Work
 - group, 22
 - quality, 245
- Workload
 - balanced, 157, 229, 351
 - coaching, 14
 - functional team, 298
 - rebalancing, 132
 - unbalanced, 229, 329
- Workplace objectives, 282
- Workspace, common, 360
- Wrestling teams, 1, 9

- Yield
 - defect-removal, 147
 - estimating, 147, 200, 254
 - test versus quality, 147
 - variations, 271

- Zachary, G. Pascal, 143, 151