

Welcome!

SOFTEC 2011

Software Testing Conference 2011

SOPHIST GmbH

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Everyone present?

Looking good



THIS awaits you

- > A wild ride through the world of SOPHIST
- > After that: a talk about behavior patterns

Who I am



Chris Rupp:
CEO of SOPHIST GmbH
Founder and 1. Chairperson of the IREB e.V.
Trainer, consultant & coach
Book author and speaker at innumerable
conferences

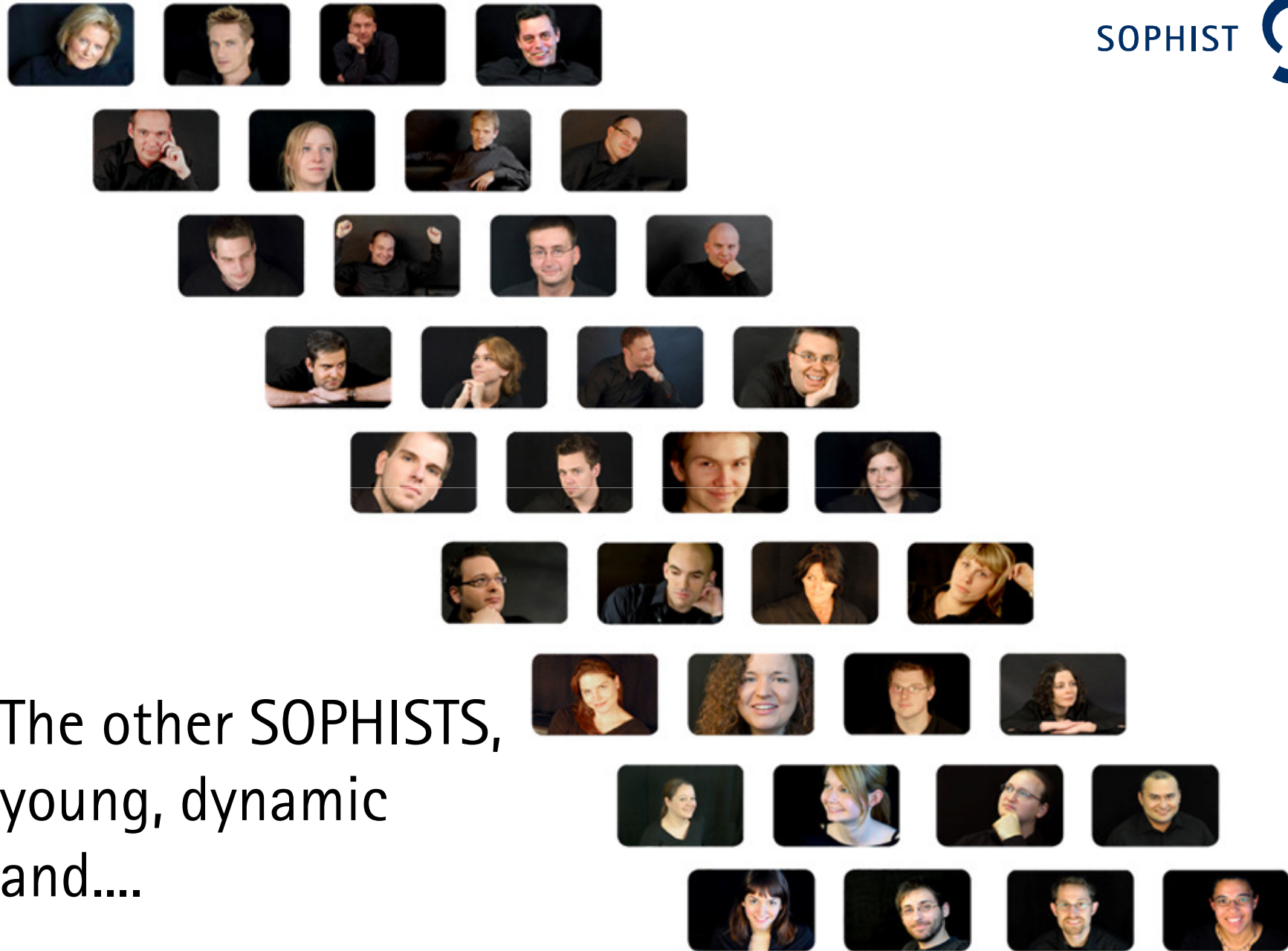
Books by the SOPHISTs

Five only available in German, one in English

REQUIREMENTS ENGINEERING & MANAGEMENT	UML 2 GLASKLAR	AGILE SOFTWARE-ENTWICKLUNG	REQUIREMENTS ENGINEERING FUNDAMENTALS	SYSTEMANALYSE KOMPAKT	AGILITY KOMPAKT
					
<p>Chris Rupp & die SOPHISTen</p>	<p>Chris Rupp, Dr. Stefan Queins & Barbara Zengler</p>	<p>Chris Rupp & Peter Hruschka</p>	<p>Chris Rupp & Klaus Pohl</p>	<p>Chris Rupp & die SOPHISTen</p>	<p>Chris Rupp, Peter Hruschka & Gernot Starke</p>
<p>5th edition</p>	<p>3rd edition</p>	<p>Available since February 2002</p>	<p>Available since April 2011</p>	<p>2nd edition</p>	<p>2nd edition</p>
<p>Available since July 2009</p>	<p>Available since August 2007</p>	<p>Available since February 2002</p>	<p>Available since April 2011</p>	<p>Available since March 2008</p>	<p>Available since April 2009</p>
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Customers – some seem to appreciate it





The other SOPHISTS,
young, dynamic
and....

Where do we come from?

This place called Germany



More specifically Bavaria



Yep, *that* Bavaria: Lederhosen...



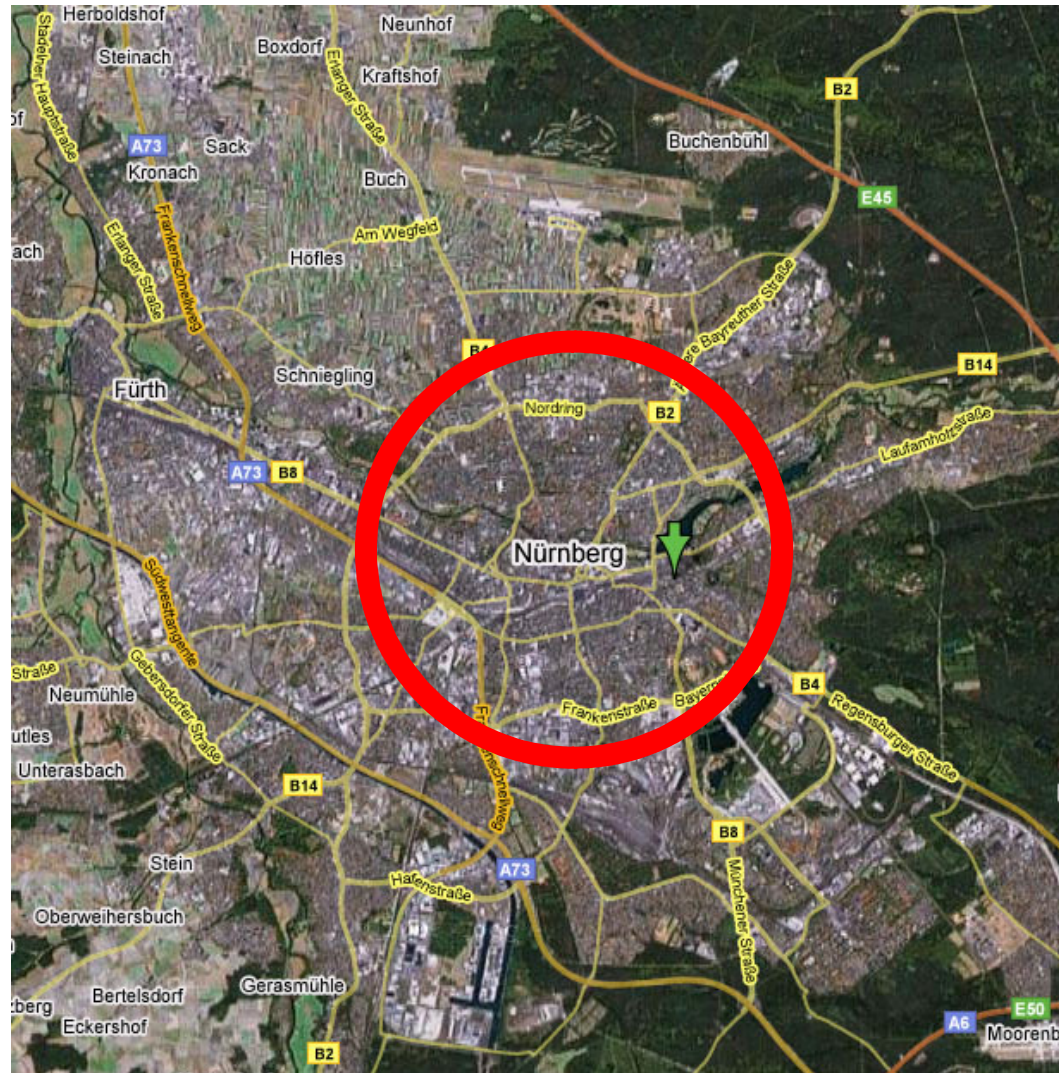
...Oktoberfest...



...and lots of Beer!



But no, it's not Munich, it's NUREMBERG!



And we have our very own specialties:
Sausages...



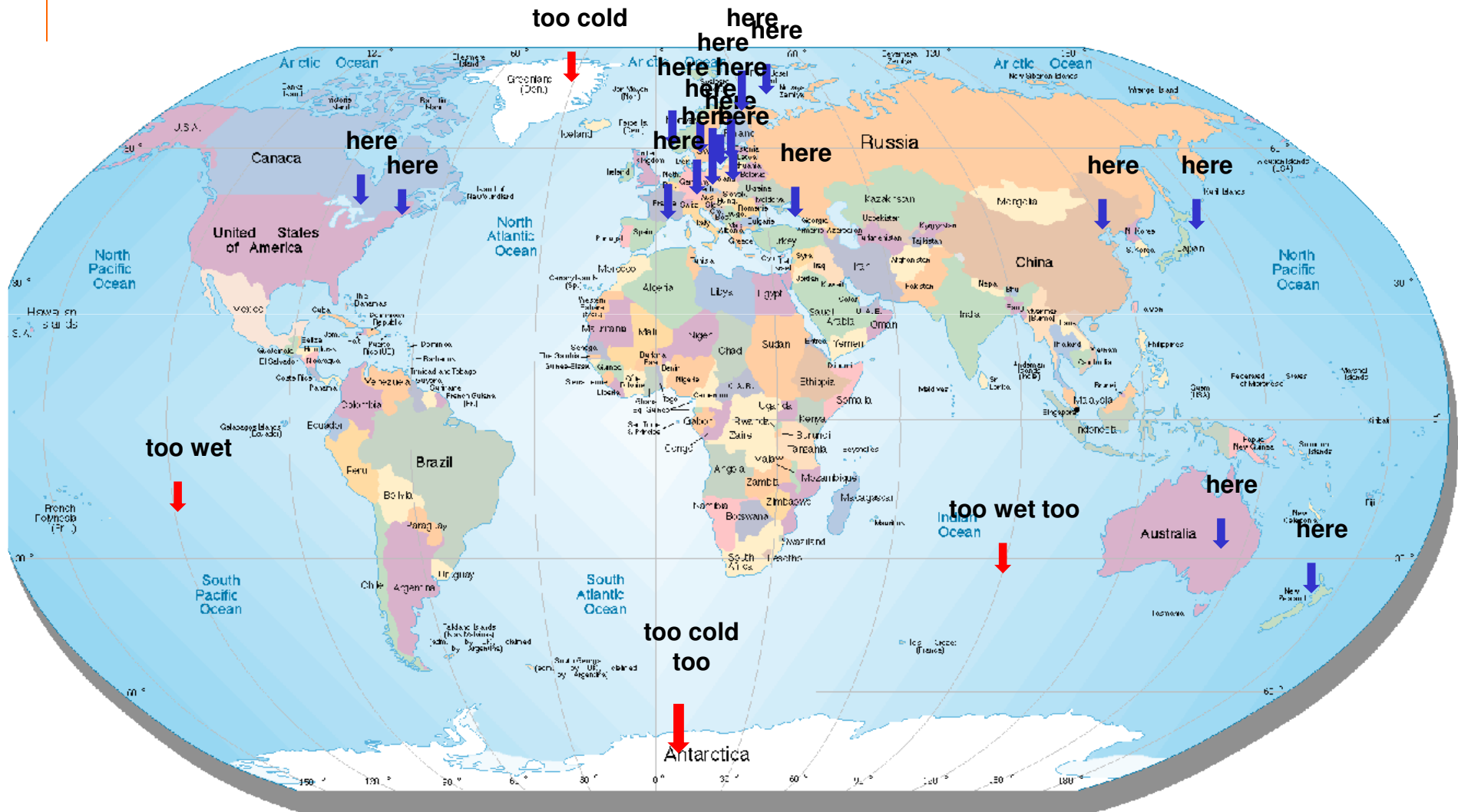
...Gingerbread...



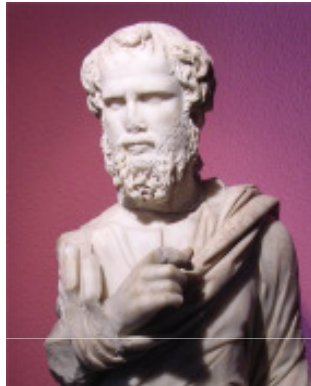
...and our –hopefully– world-famous
„Christkindlesmarkt“



Where will we work?

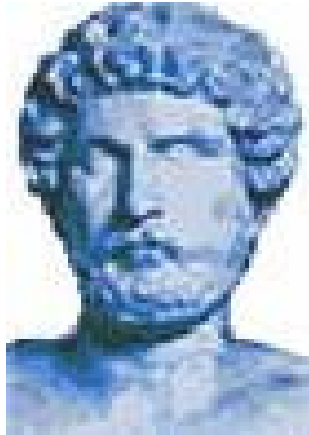


About our mindset



„Questioning traditions will lead to the quest for something new.“

The philosophy of our namesakes



παντ' ειρων ψευδη και πασαν φαντασιαν
και δοξαν ψευδεσται

Protagoras of Abdera (about 485 – 415 b.C.)

UUhhh...roughly speaking:

No time for standstill!

Realize that *any* truth is always subjective!

Subjectively contemplated ...

...we really do like ourselves here!



SOPHIST is...



Too old for an innovative business?

Age doesn't matter.

**What matters is
continuous
development.**

SOPHIST...



...rests on 42 pillars – our employees

SOPHISTs will...



...counsel

...school

...coach

...train

...and...

A large, intense fire is burning in a public square. The fire is bright orange and yellow, with a large plume of smoke rising. In the background, there is a light-colored building with many windows. A red fire truck is visible on the right side. In the foreground, there is a green lawn with some fallen leaves, a wooden bench, and a flower bed with red flowers. A speech bubble is overlaid on the fire, containing the text: „Fire! Quickly! Call the SOPHISTS!“

**„Fire!
Quickly!
Call the SOPHISTS!“**

Because we don't want...

...our customers to run into
serious trouble.

Client, Customer



Contractor, Builder



It's alright.

Thanks to SOPHIST



Is SOPHIST any different??

Hm....



Definitively! SOPHIST is different!



Why?

Maybe it's because we really love our job
;-)).





Customer focus – the professional way



Customers – some seem to appreciate it



But, decide for yourself!

Give it a try!

And now, Ladies & Gentlemen.....

Behavior Patterns in System Development

How to avoid success-impeding patterns of behavior
in your project

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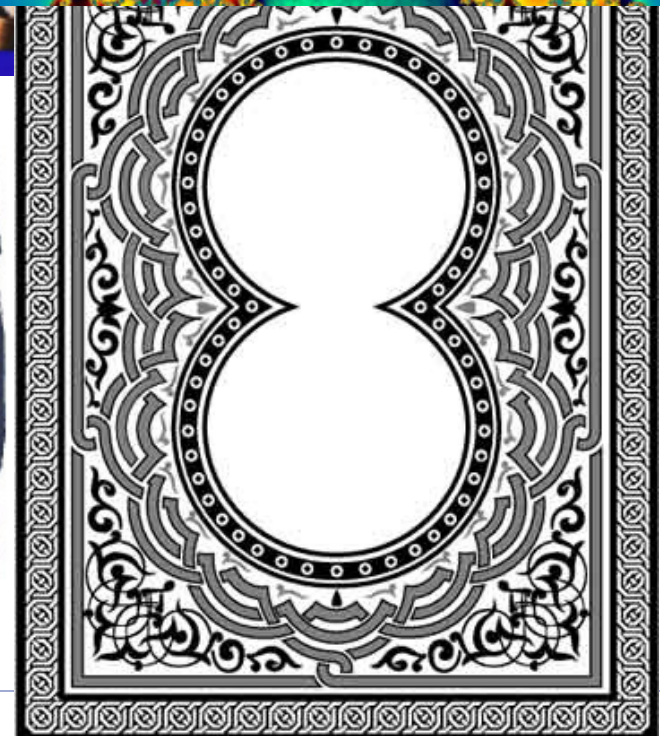
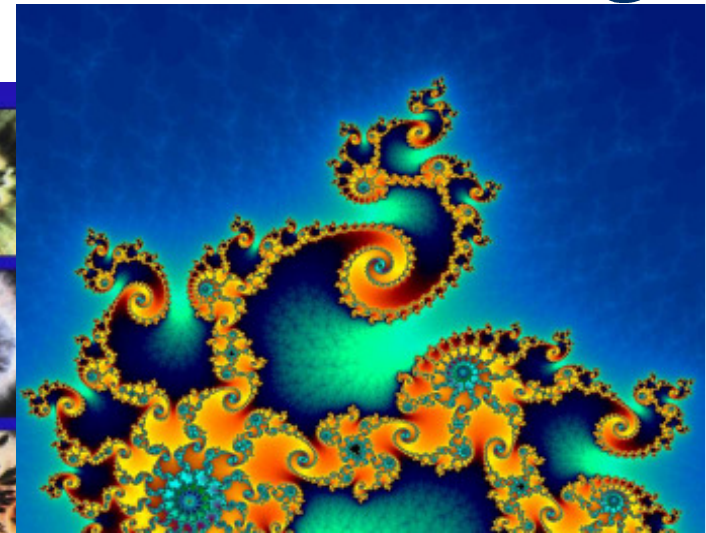
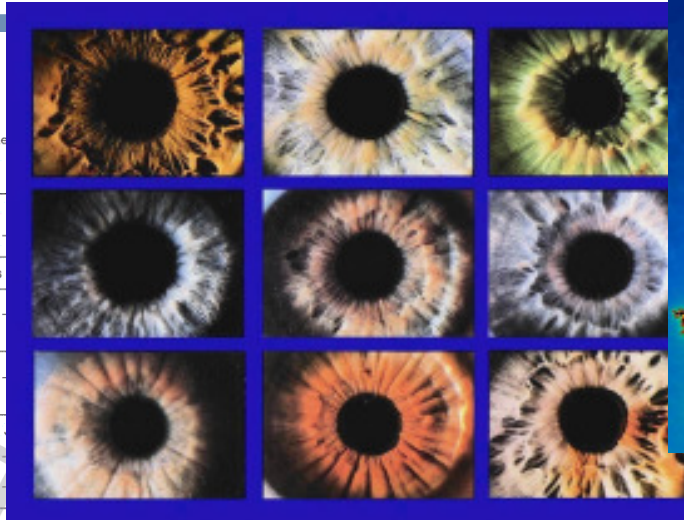
heureka@sophist.de

- > What is a pattern of behavior?
- > Archetypical patterns of behavior in projects
 1. The Feature-ritis
 2. Reportism/Managerism
 3. Finish or perish
 4. Sudden amnesia
- > Summary and conclusion

Patterns in many areas...

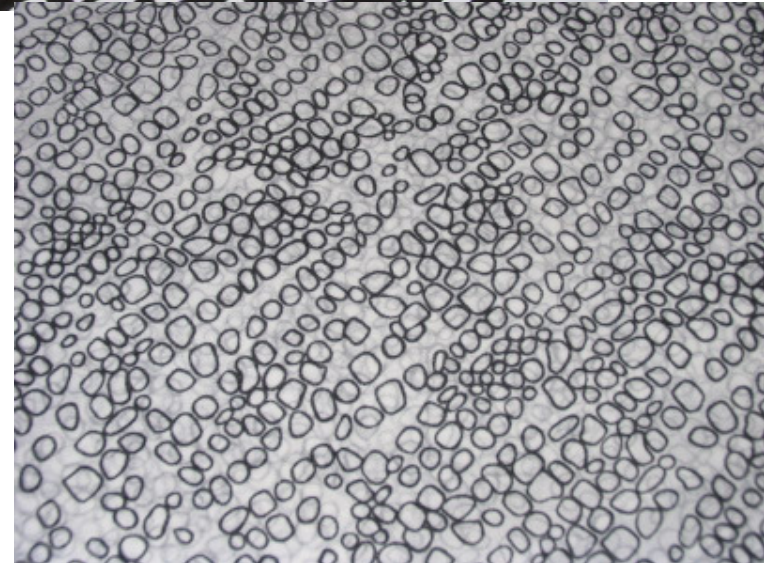
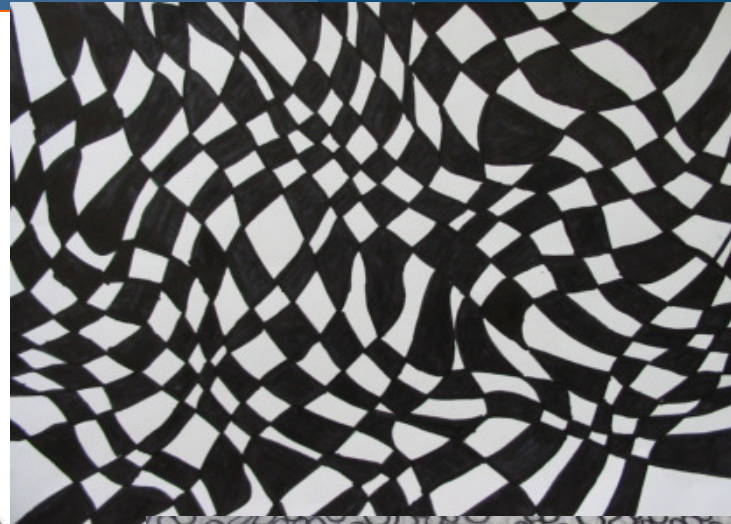
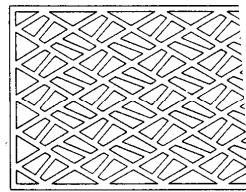
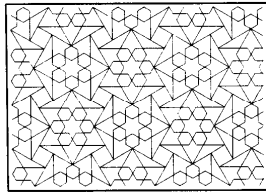
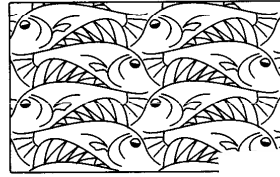
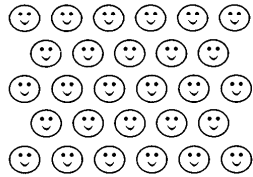
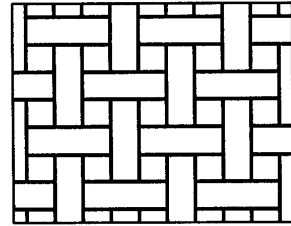
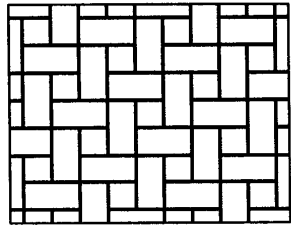
1	Staat/État/Country Bundesrepublik Deutschland		
2	Standesamtsbehörde Service de l'état civil de Bremerhaven Civil Registry Office of Bremerhaven		
3	Auszug aus dem Heiratseintrag Nr. 5000/2005, Standesamt Extrait de l'acte de mariage n° 5000/2005, Standesamt Extract from marriage registration no. 5000/2005, Standesamt		
4	Tag und Ort der Eheschließung Date et lieu du mariage/ Date and place of the marriage	Jo --	Mo --
5	Ehemann Married husband		6
7	Name vor der Eheschließung Nom avant le mariage/ Name before the marriage		
8	Vornamen Prénoms/ Forenames		
9	Tag und Ort der Geburt Date et lieu de naissance/ Date and place of birth	Jo --	Mo --
10	Name nach der Eheschließung Nom après le mariage/ Name following marriage		
11	Andere Angaben aus dem Eintrag/Autres énonciations de l'acte/Other particulars of the registration		
12	Tag der Ausstellung Date de délivrance/ Date of issue	Jo 08	Mo 06
		An 2005	
	Unterschrift/Signature/Signature		Siegel/Sceau/Seal

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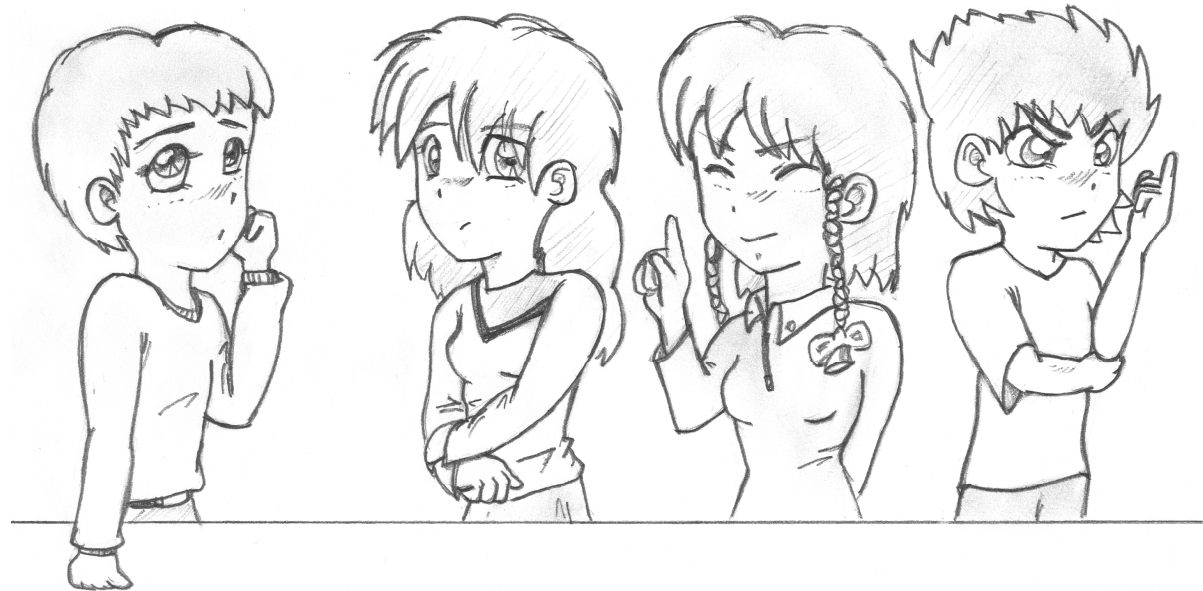
SYMBOLS/ZEICHEN/SYMBOLS/SÍMBOLOS/SYMBOLI/SYMBOLLEN/SÍMBOLOS/ISARETLER/SIMBOLI/SYMBOLS
 Jo: Jour/Tag/Day/Dia/Ήμερα/Giorno/Dag/Dia/Gün/Darv/Dzien
 Mo: Mois/Monat/Month/Mes/Mjiv/Mese/Maand/Más/Ay/Meseç/Miesiąc
 An: Année/Jahr/Year/Año/Έτος/Anno/Laar/Año/Yil/Godina/Rok
 Sc: Séparation de corps/rennung von Tisch und Bett/Legal separation/Separación personal/Χωρισμός από κοίτης/
 Separazione personale/Scheidung van tafel en bed/Separação de pessoas e bens/Ayrılık/Fizicka rastava/Separacija
 Div: Divorce/Scheidung/Divorce/Διζύγιον/Divorzio/Echtscheidung/Divórcio/Bosanma/Razvod/Rozwód
 A: Annullation/Nichtigerklärung/Annullament/Anulación/Ακύρωσις/Annulamento/Nietigverklaring/Anulação/İptal/Poništenje/
 Unieważnienie
 Dm: Décès du mari/Tod des Ehemannes/Death of the husband/Defunción del marido/Θάνατος του συζύγου/Morte del marito/Overlijden
 van de man/Óbito do marido/Kocanin ölümü/Smet mrla/Zgon meža
 Df: Décès de la femme/Tod der Ehefrau/Death of the wife/Defunción de la mujer/Θάνατος της συζύγου/Morte della moglie/Overlijden
 van de vrouw/Óbito da mulher/Karınin ölümü/Smet žene/Zgon žony

...of our life



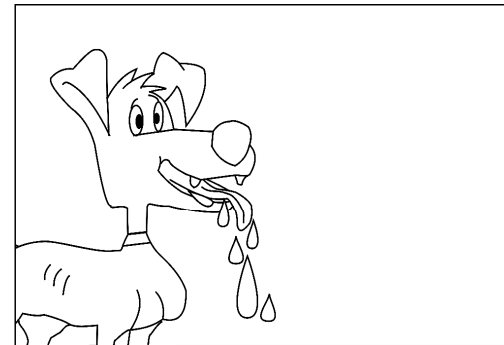
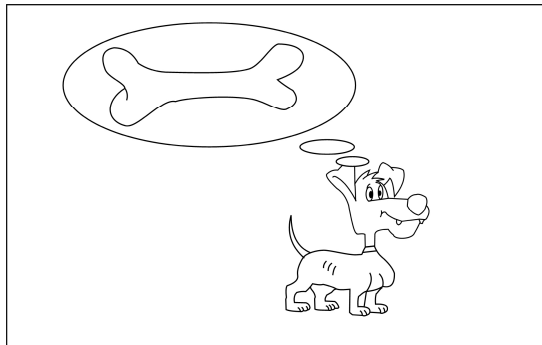
Behavior Patterns

- What are behavior patterns?
- Which behavior patterns exist in projects?

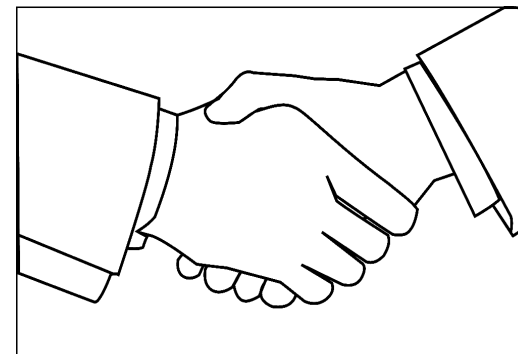
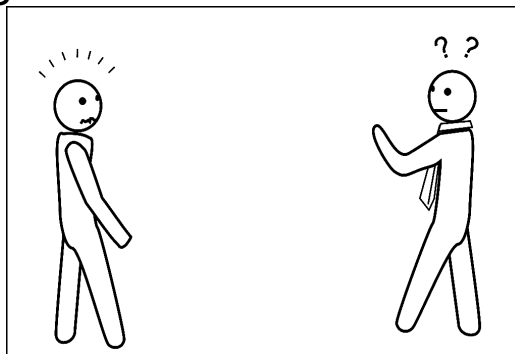


Definition

- > A **pattern of behavior** in behavioral biology denominates all those inherited and acquired behaviors which may be observed in a given situation and which follow a set, often predictable pattern.



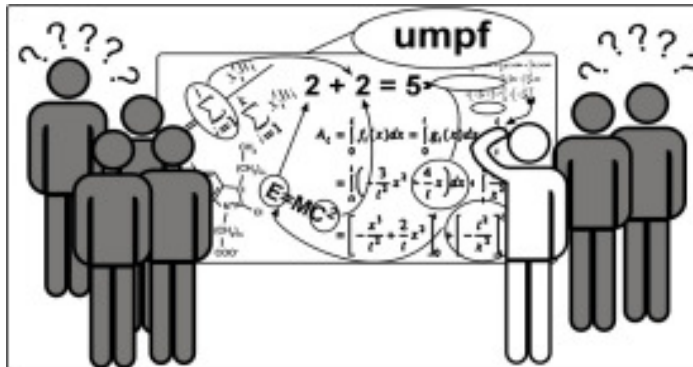
- > Psychologists interpret patterns of behavior as rehearsed courses of conduct which exist to reassure and increase the level of confidence of an individual in a given situation.



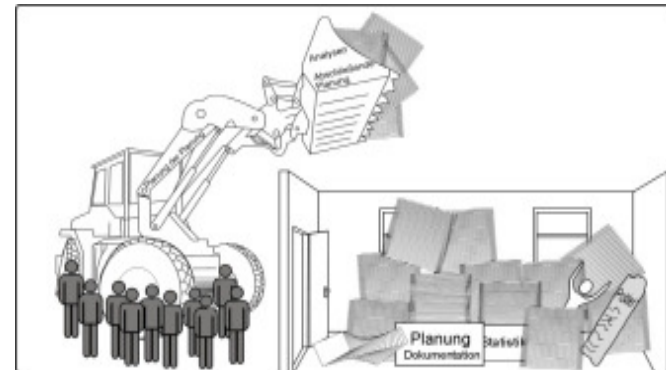
Everyday business ...



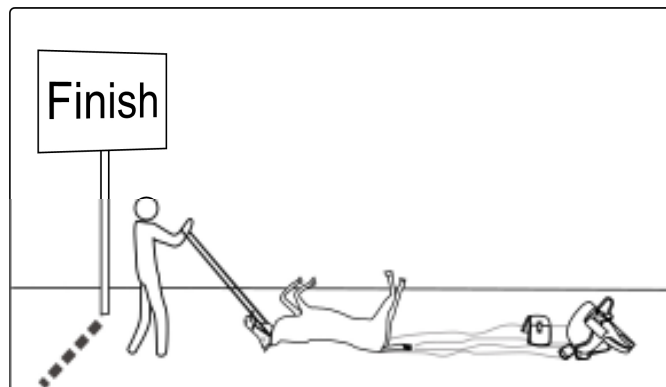
Our patterns for today



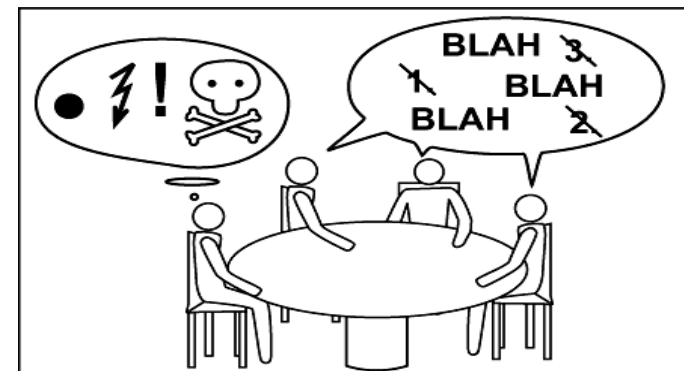
The Feature-ritis



Reportism/Managerism



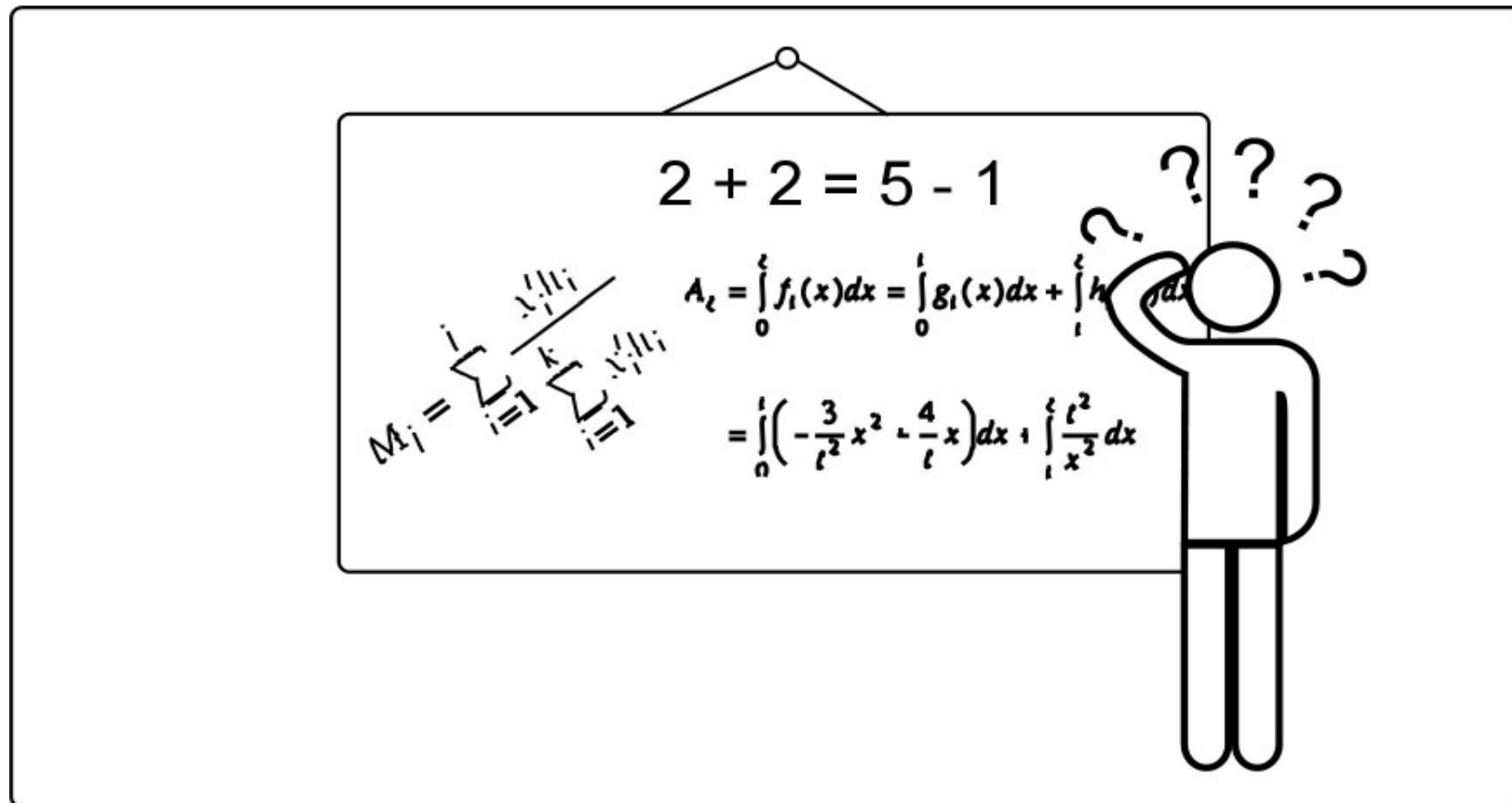
Finish or perish



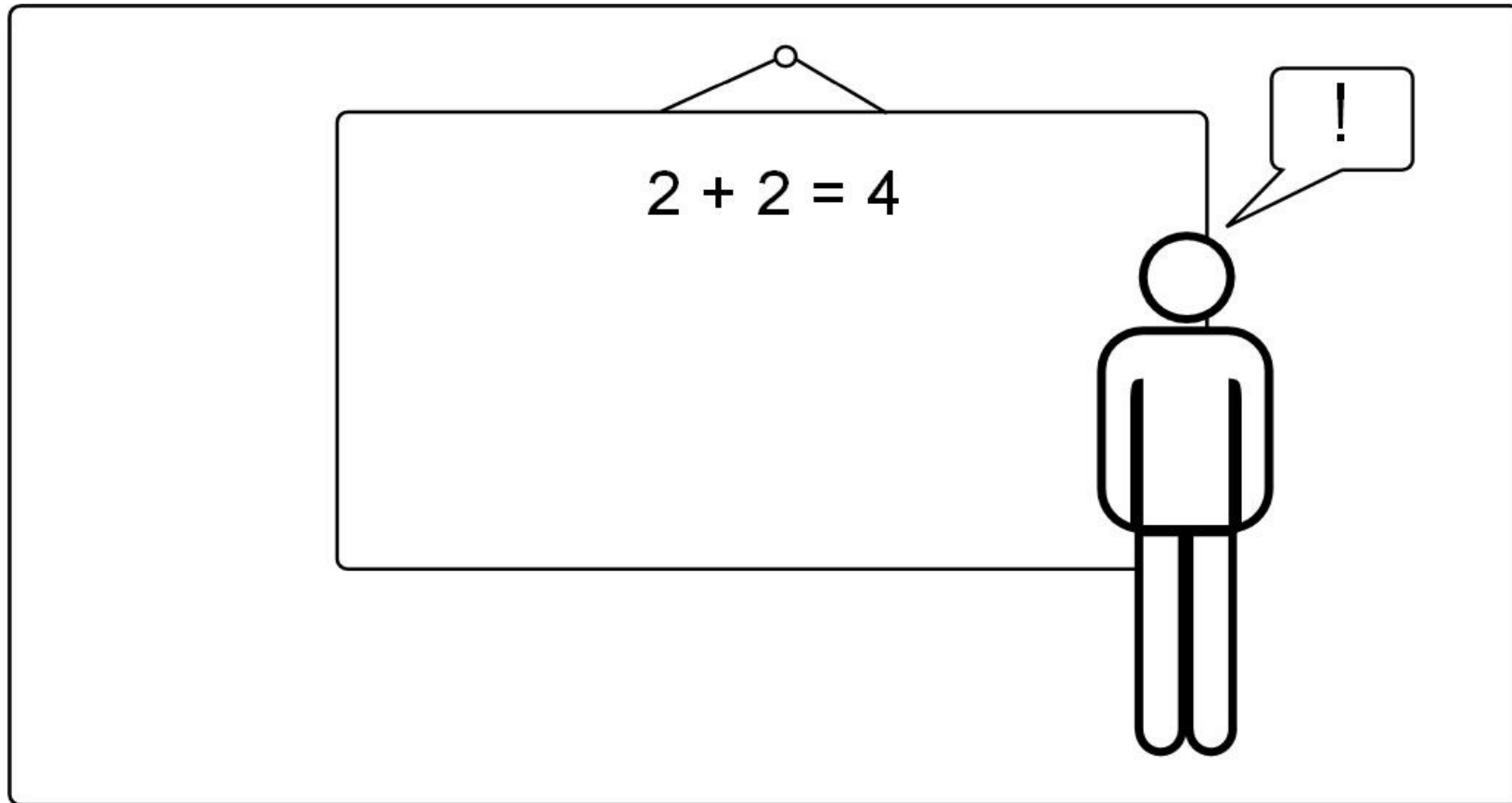
Sudden amnesia

The Feature-itis

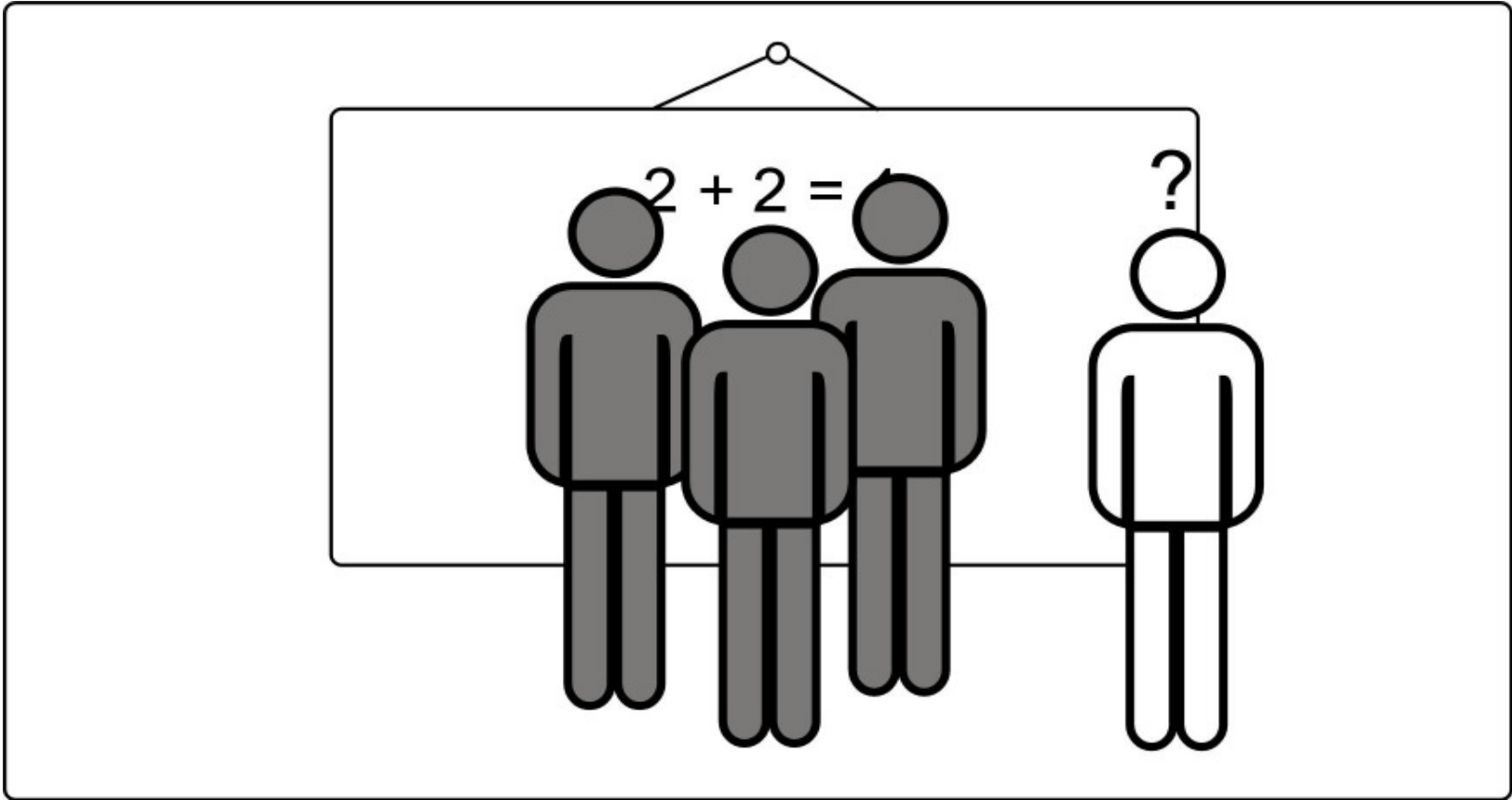
Often new systems are devised because the existing ones are just too complex ...



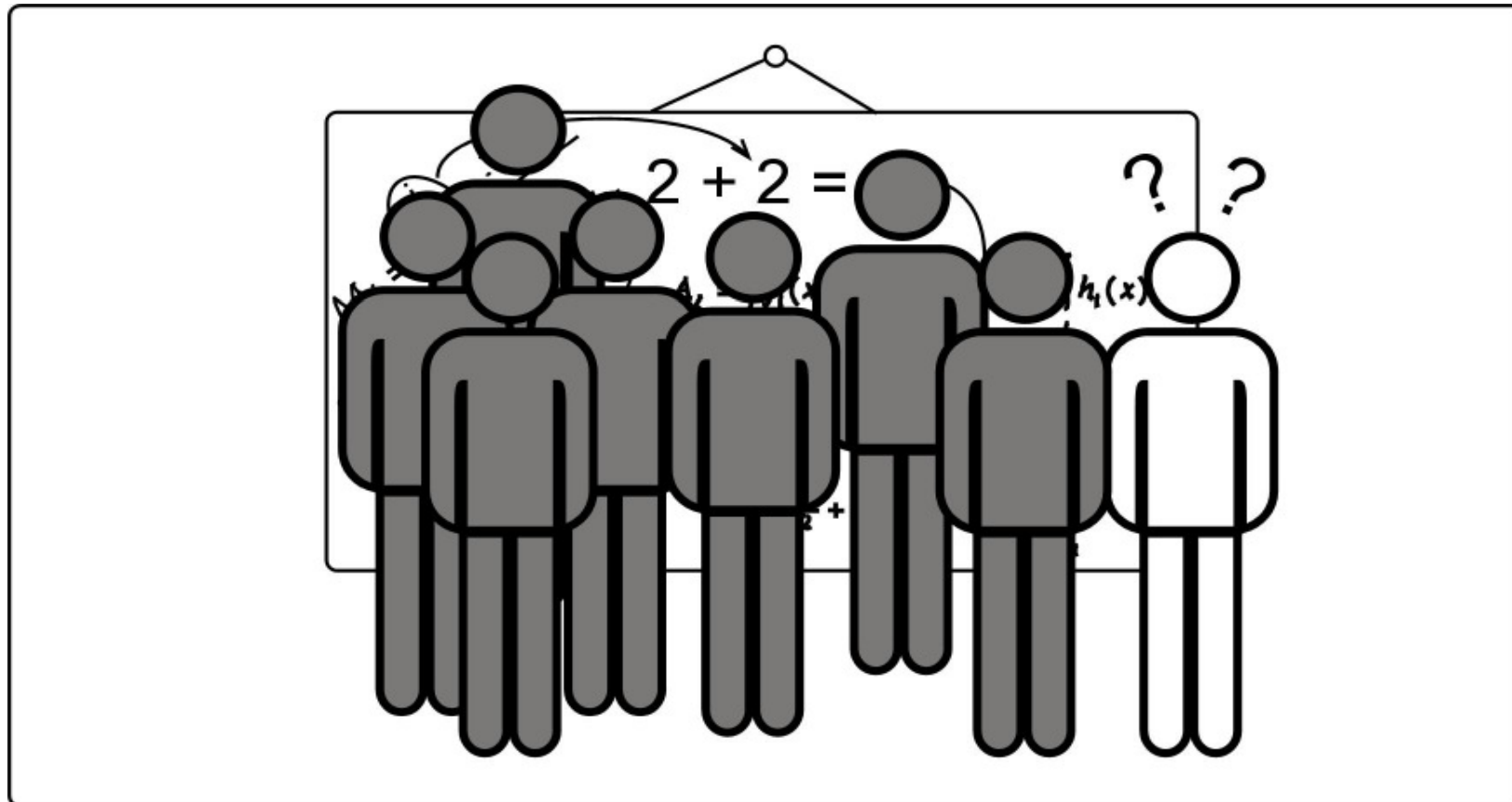
... and - in a sense - the world is really simple after all ...



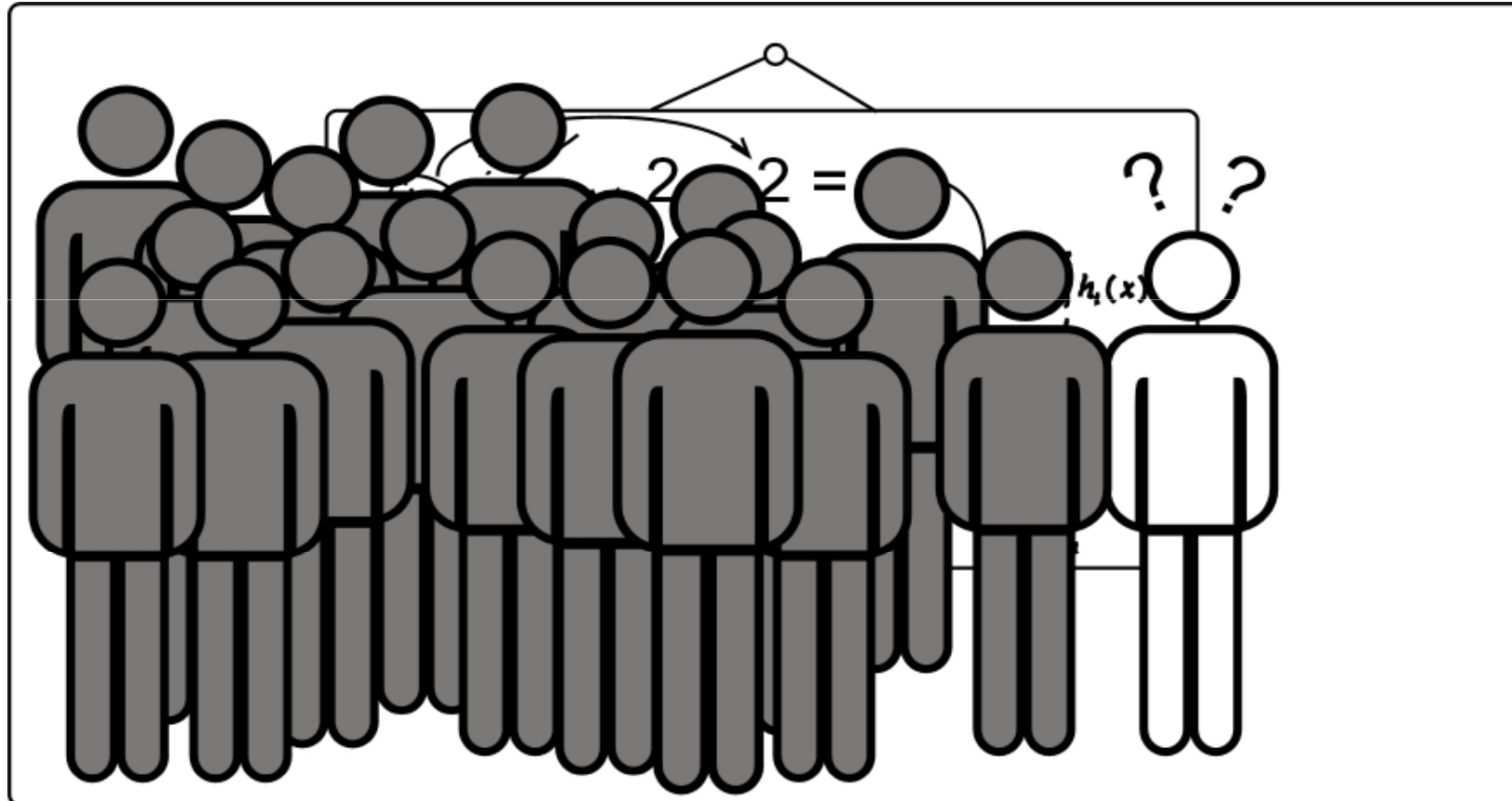
... but there's always that one exception...



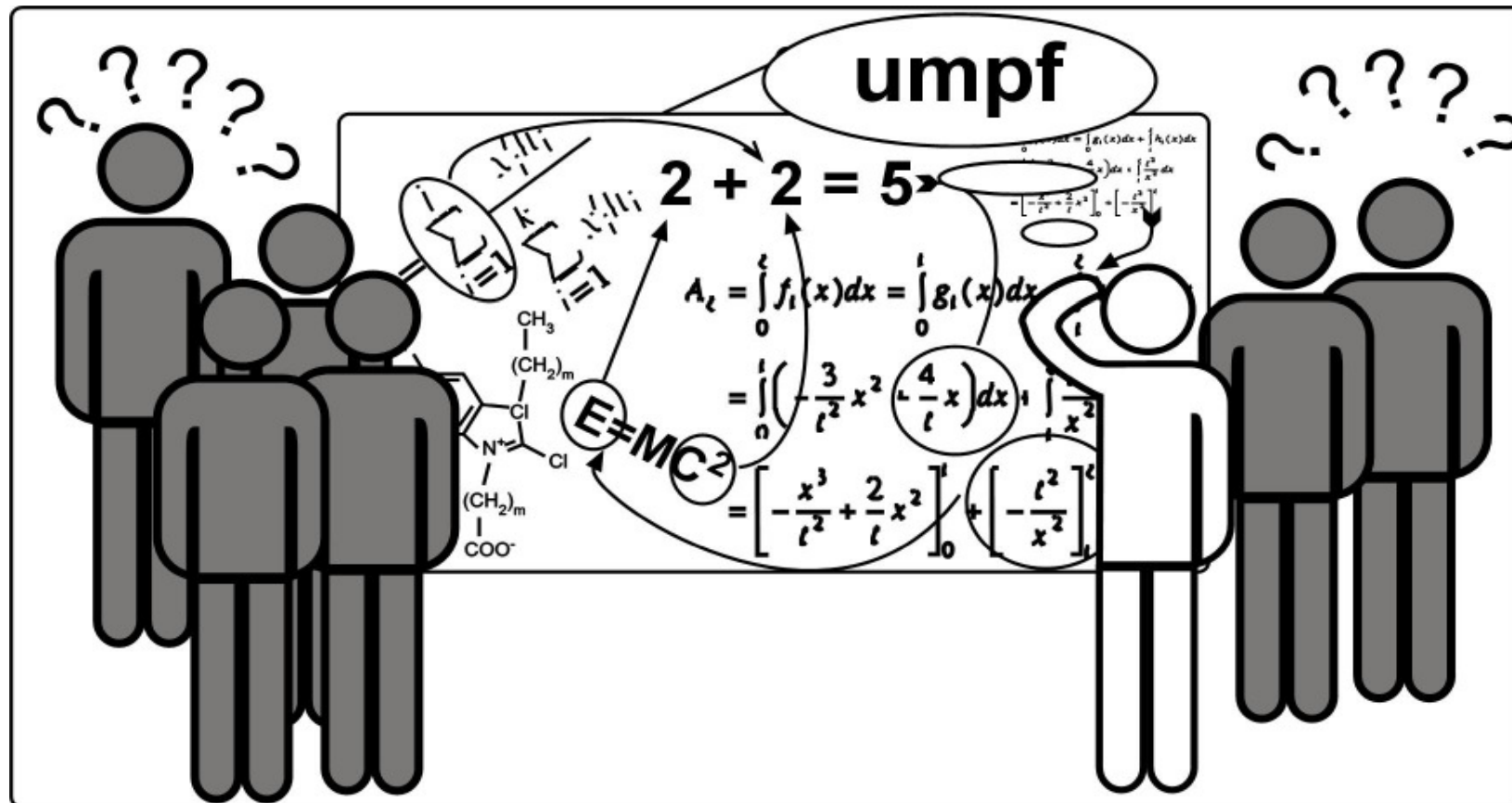
... and that other special case



... and that other feature, which would be nice to have ...



... until the new system ends up being more complicated than the old ever was ...

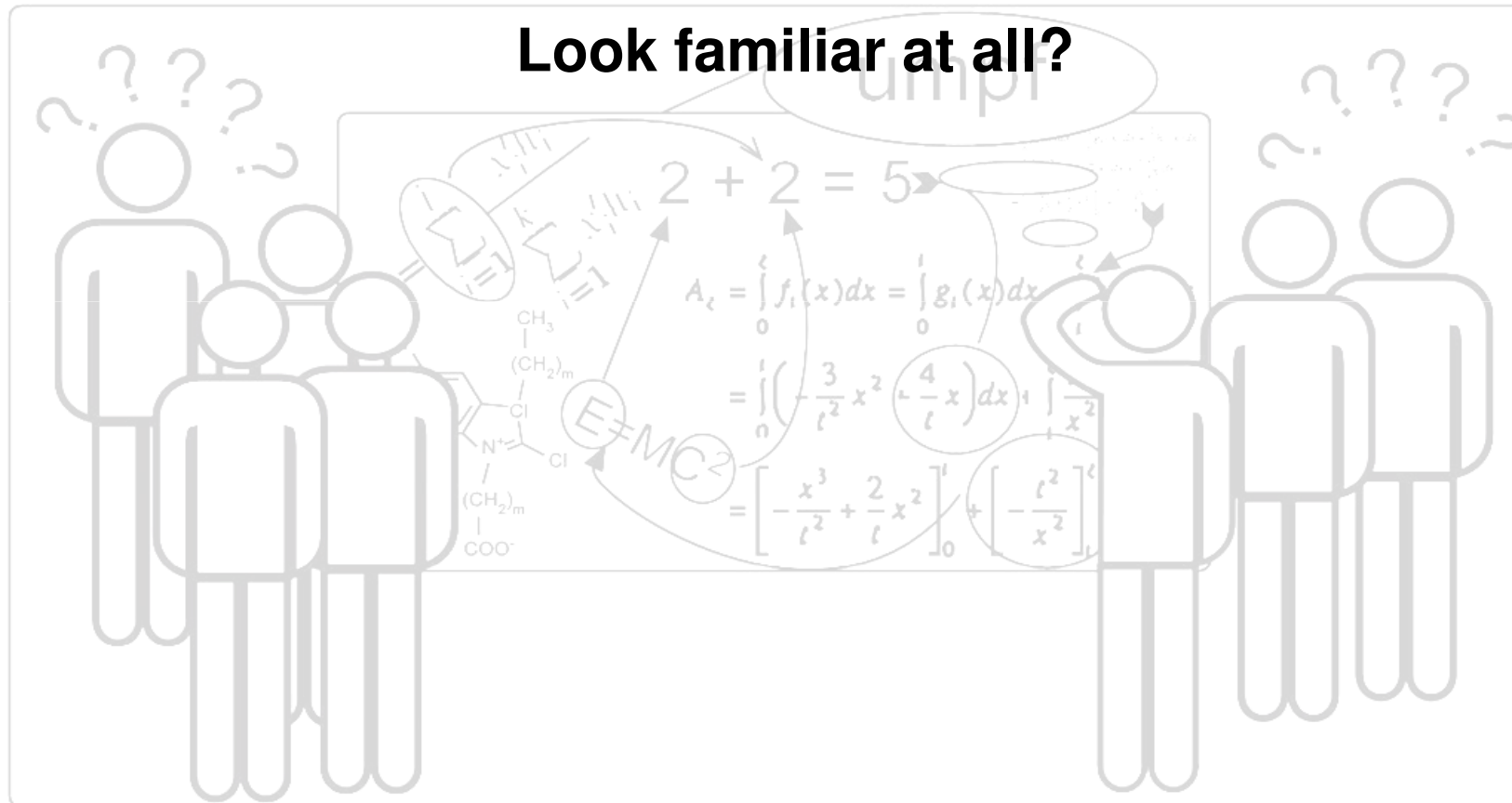


... until the new system ends up being more complicated than the old ever was ...

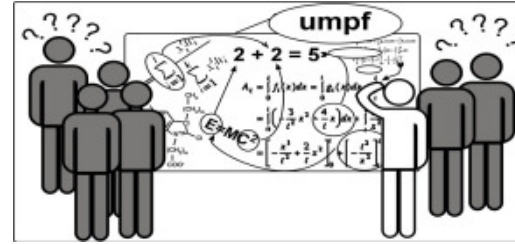
„You've got to decide how complex a system should be and how much to demand from your future users.

Sometimes making things overly complex can be a way to express resistance ...“

... until the new system ends up being more complicated than the old ever was ...



The Feature-ritis



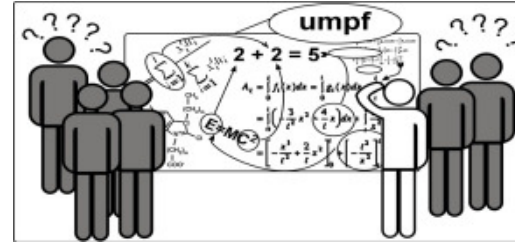
Symptoms

- Development takes too long
- The new system looks like the legacy system
- Nothing is accepted without a “but”
- Few people understand the new specification/ software

Causes

- The fear of having to admit that 80% of the tasks are rather simple
- Old systems are too complex
- The system users are considered ignorant/ have to be replaceable
- Dogmatism – over-estimating one’s own special cases
- Need for distinction

The Feature-ritis



Possible Resolution

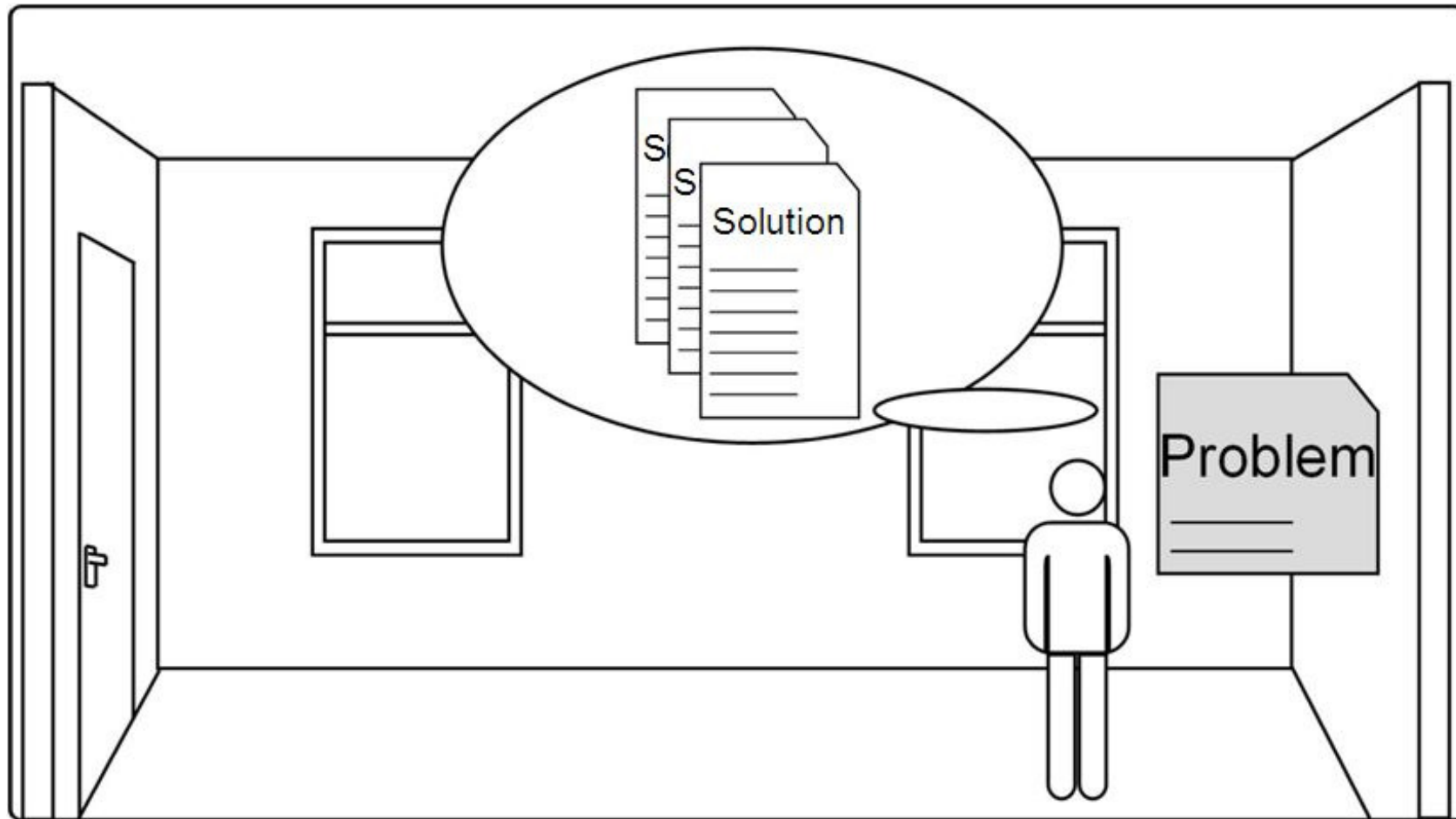
- **Explicitly define what demands the new software must meet (RE)**
 - Introduce consolidation workshops
 - Introduce a priority system
 - Communicate the costs / amount of time involved with each new feature to the client

- **Keep those “little exceptions” at bay.** Not every special case has to be considered. A system that covers 90% of the business cases may – for practical purposes – already be covering 100% because those remaining 10% come up once every decade

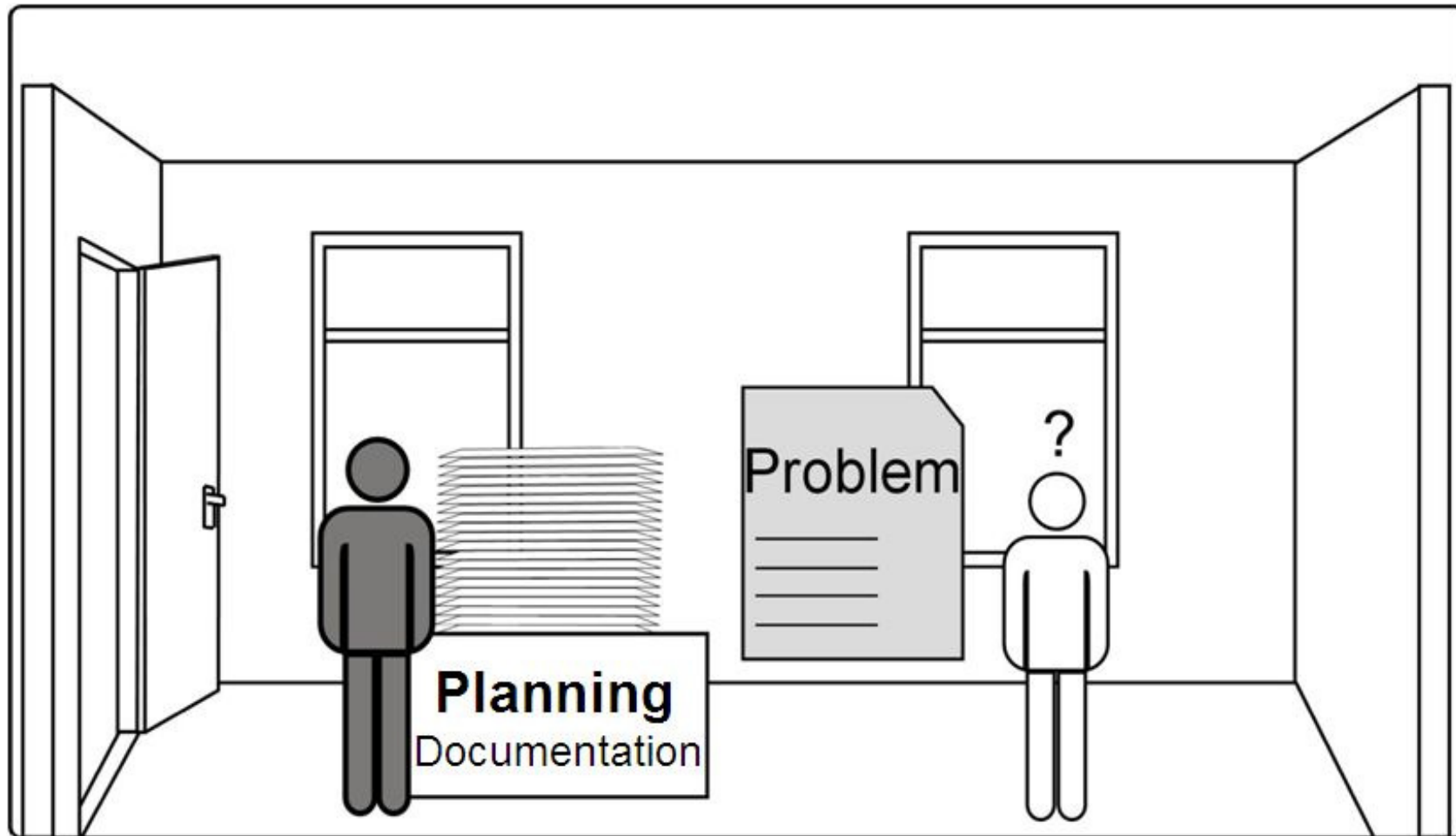
- **Choose:** Either you make a clean break with the legacy system or you consciously integrate it into the new system

Reportism/Managerism

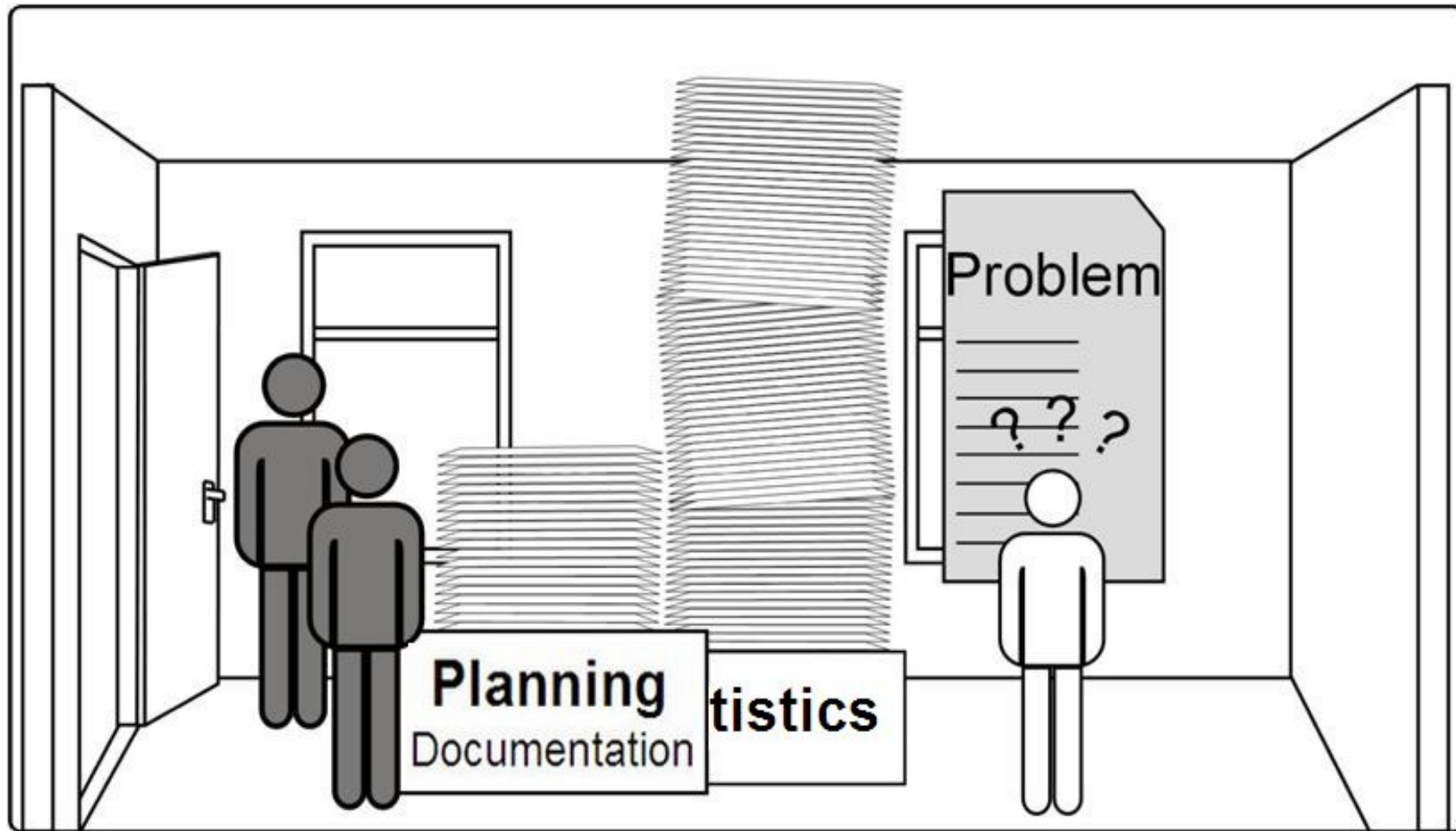
For a small problem there are usually a couple of clear solutions...



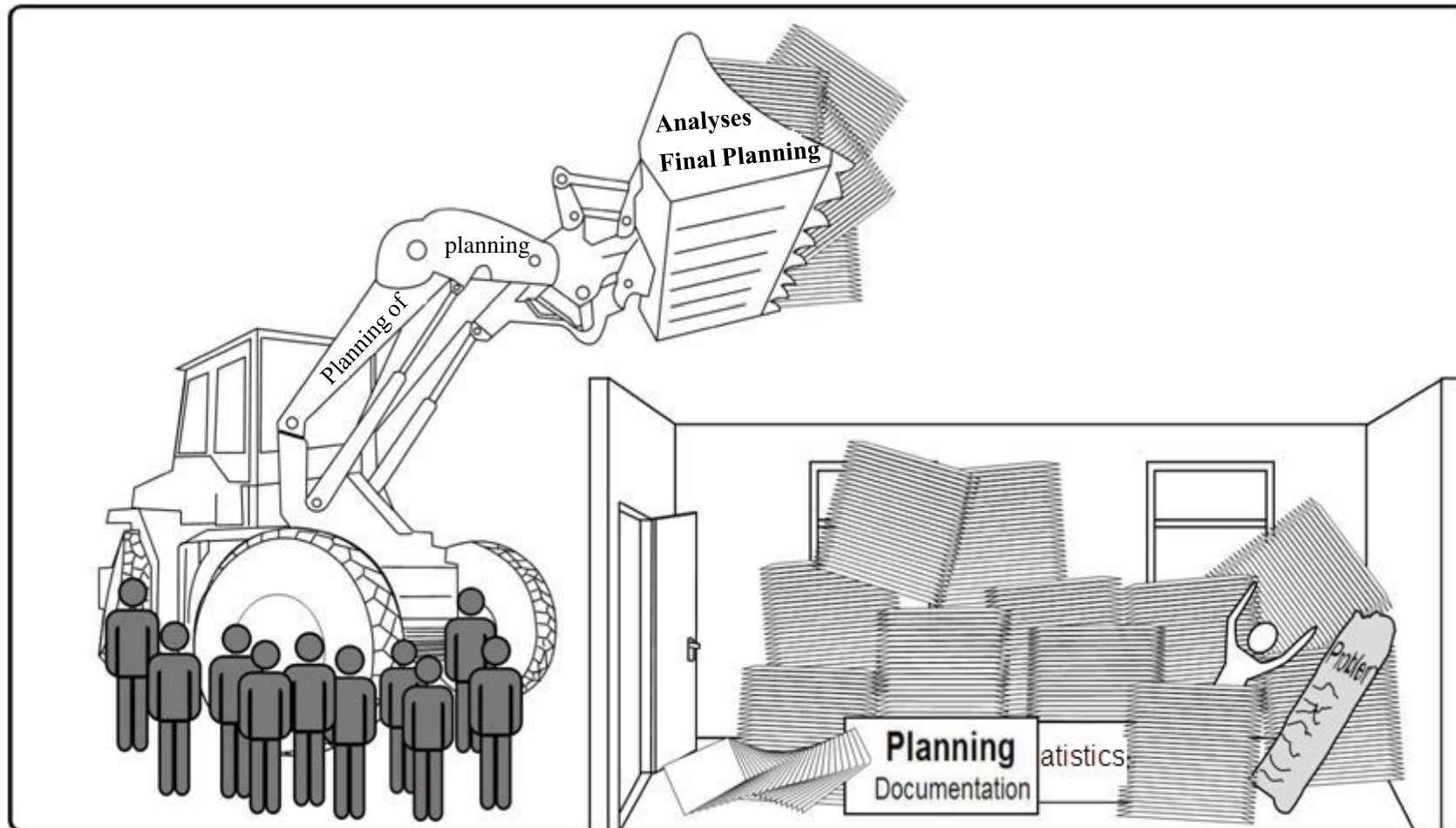
... but due to external influences...



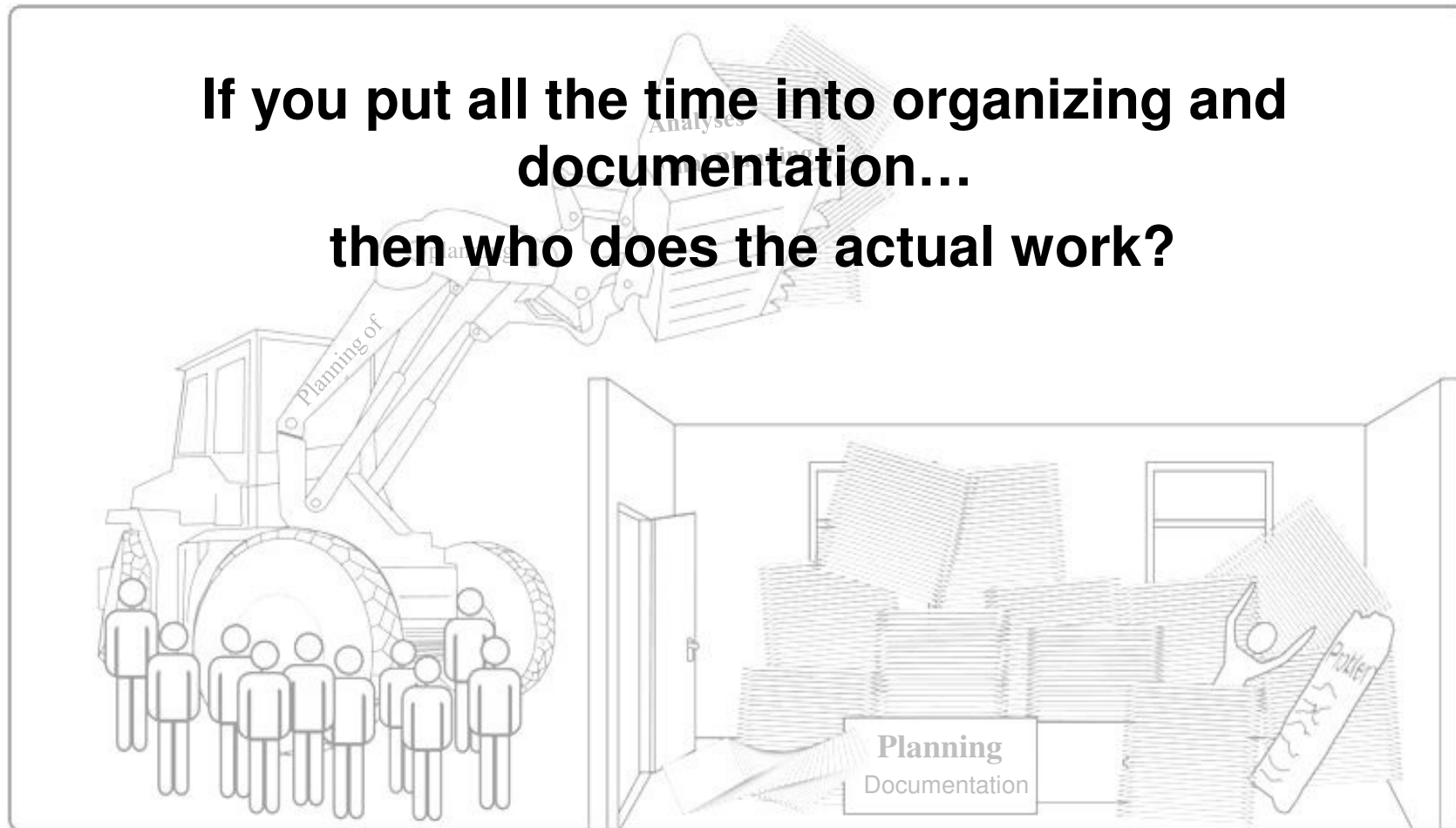
... you have to document a lot...



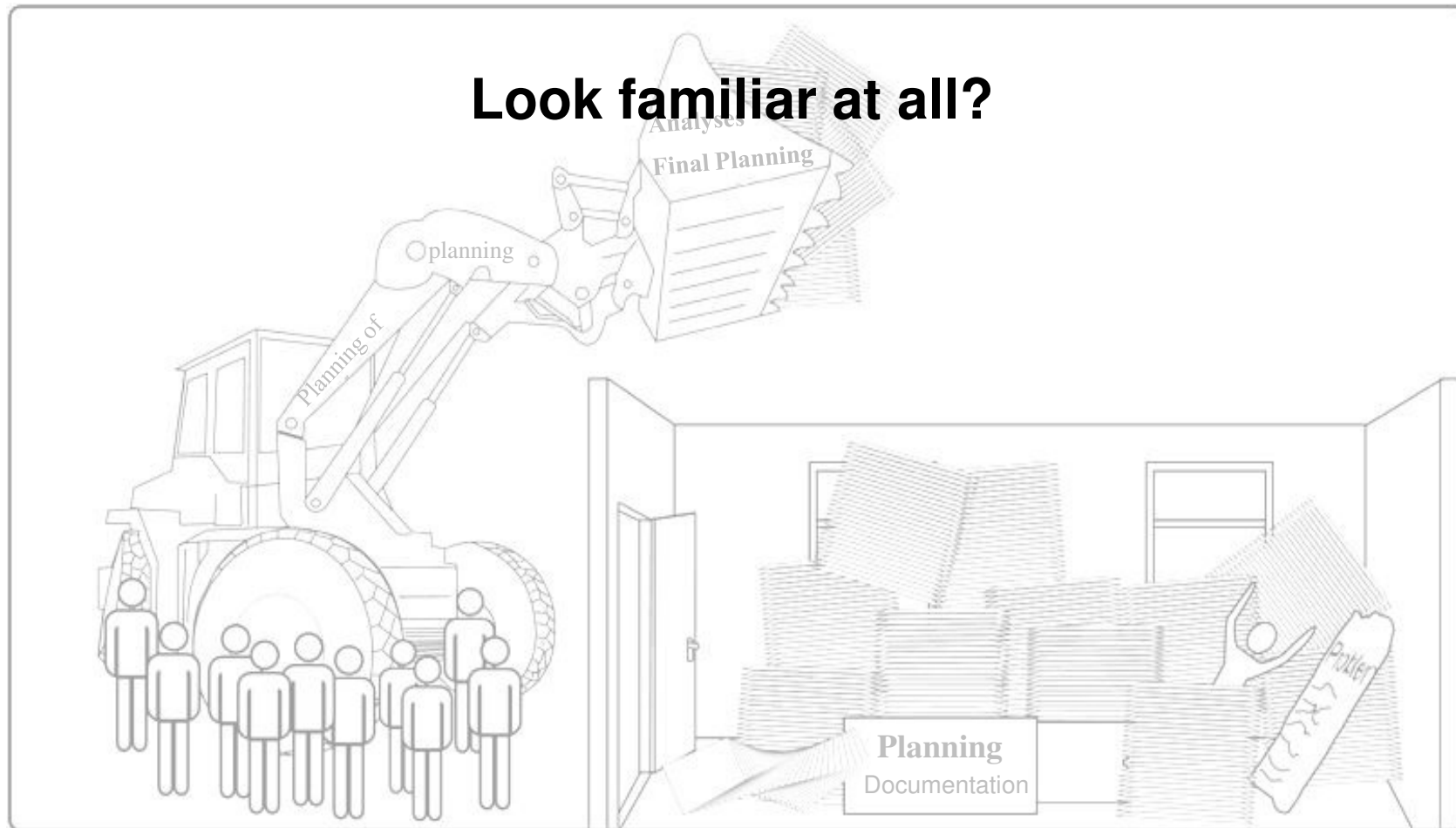
... so it becomes an unsolvable chaos...



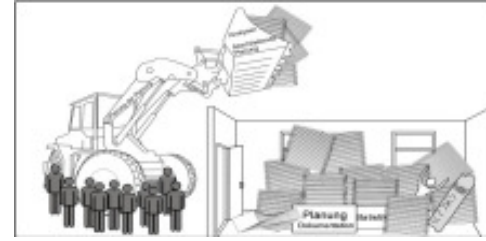
... unsolvable chaos...



... unsolvable chaos...



Reportism/Managerism



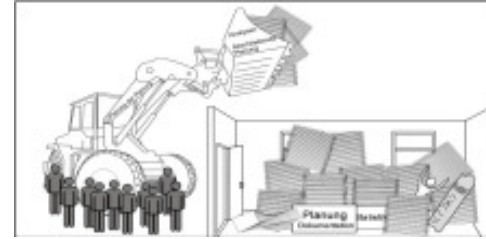
Symptoms

- Waste of working capacity for statistics grooming
- Project stagnates
- Number of status meetings increases
- Trust of/in project management decreases

Causes

- Excessive documentation for fear of mistakes
- Knowledge gaps and lack of trust on the part of project management
- Inefficient process or certification requirements

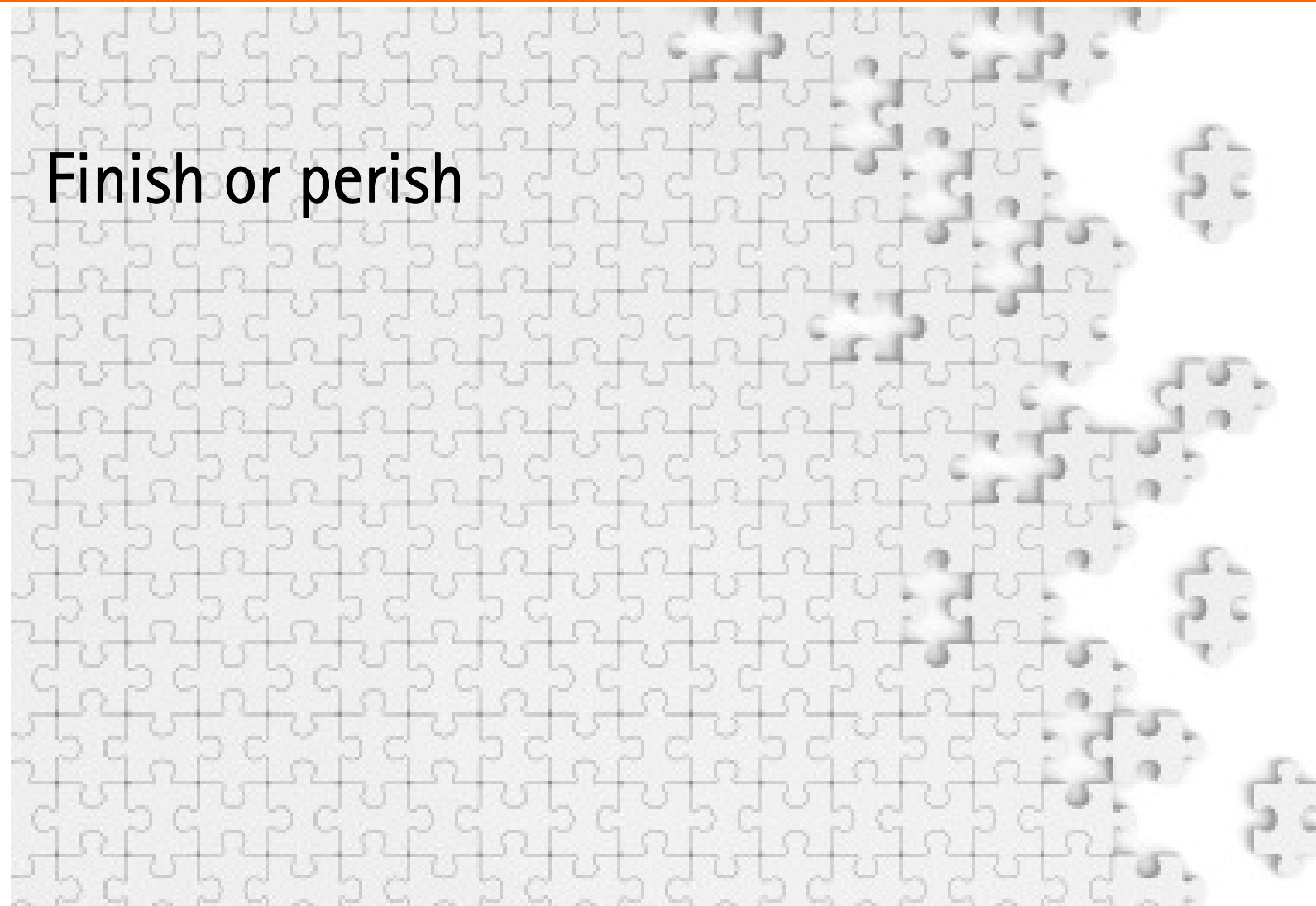
Reportism/Managerism



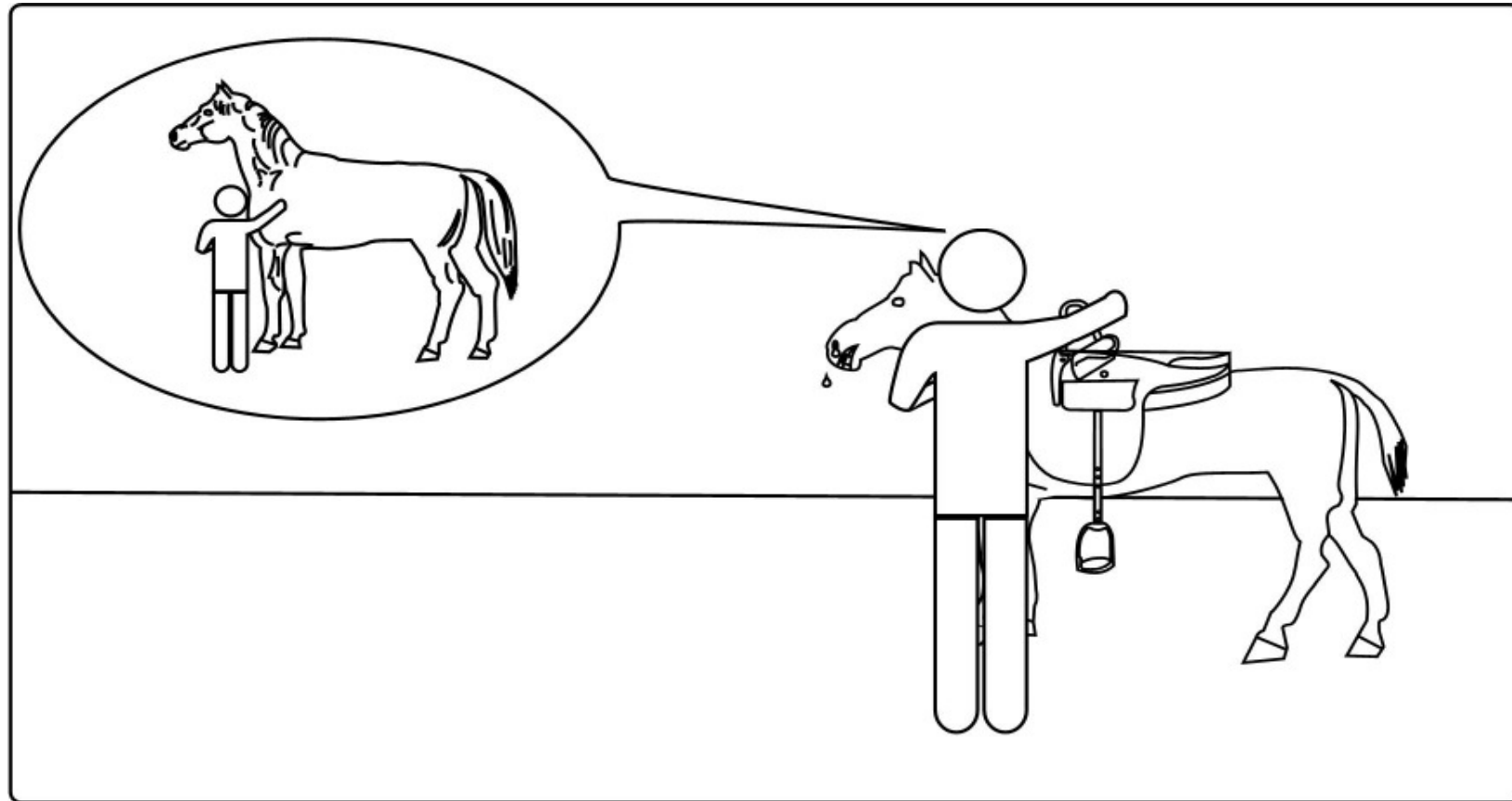
Possible Resolution

- **Support inexperienced project managers** by providing assistance from an experienced coach
- **Provide temporal flexibility** for project team members (vacation planning, distribution of work packages)
- **Define the resources budget for documentation** right at the beginning of the project and compare it with the actual effort so you can intervene
- **Hold at regular intervals personal discussions** about the status, problems encountered and possible solutions
- **Work on mutual trust**

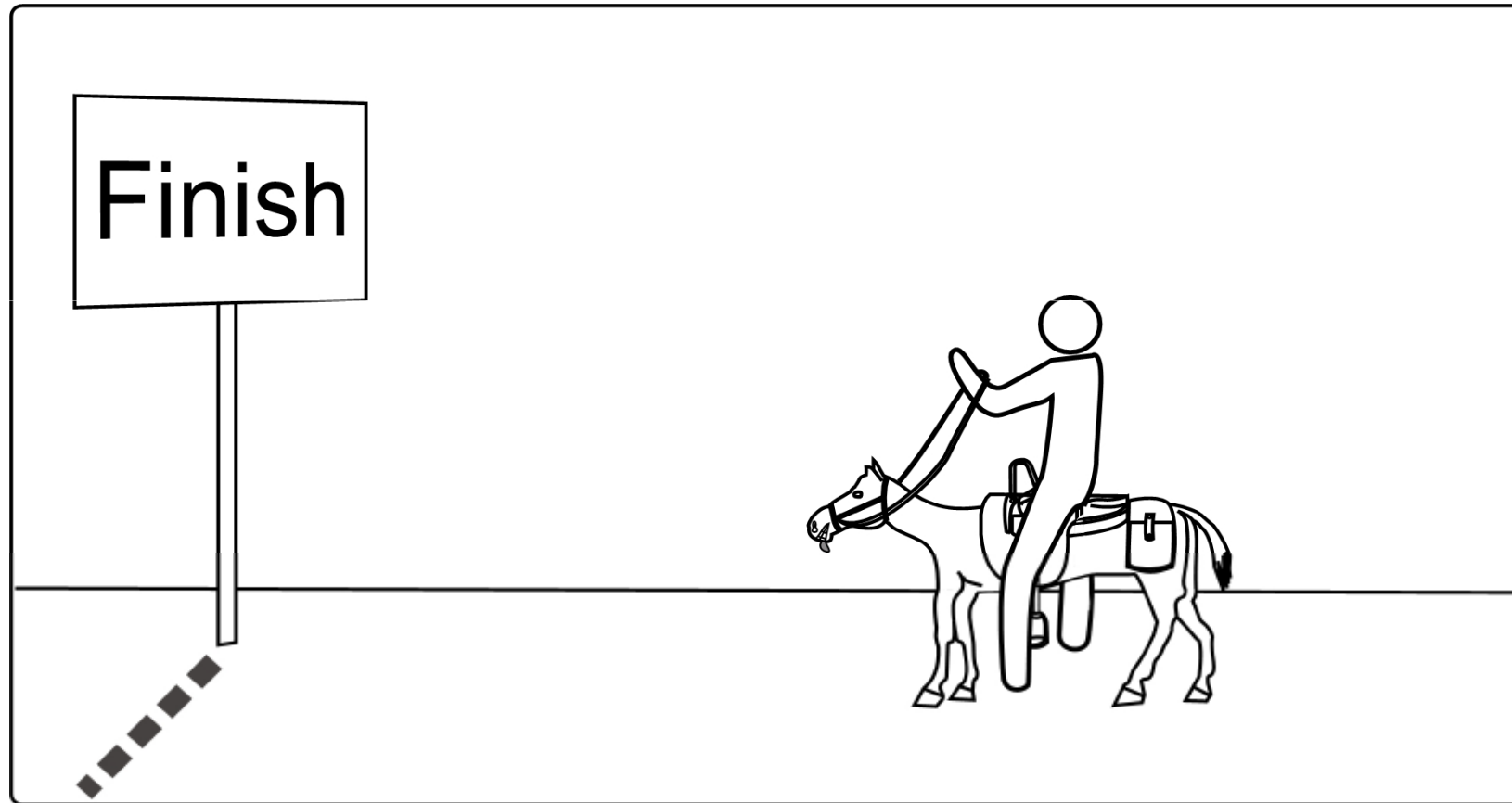
Finish or perish



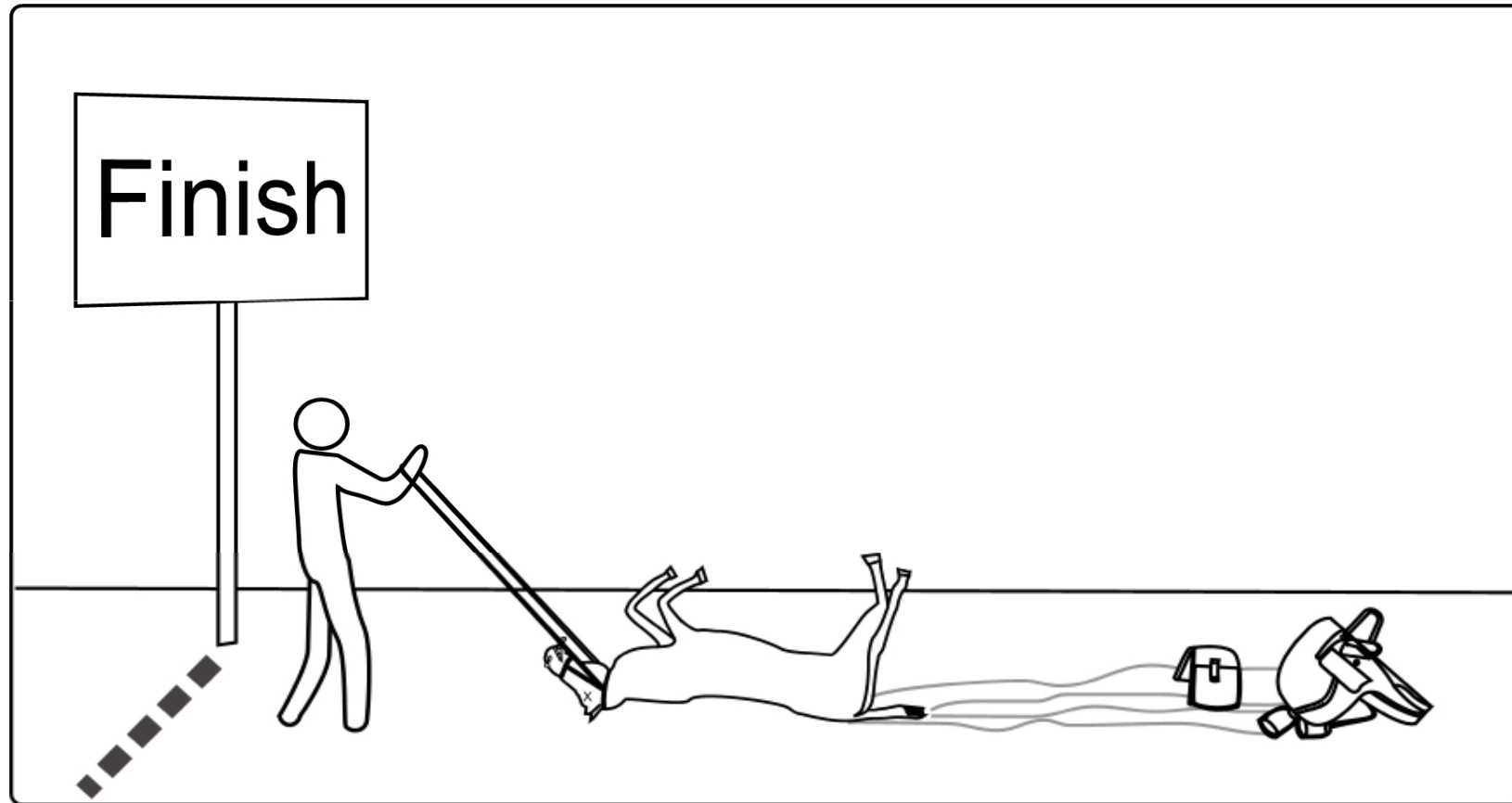
After a fresh, promising start ...



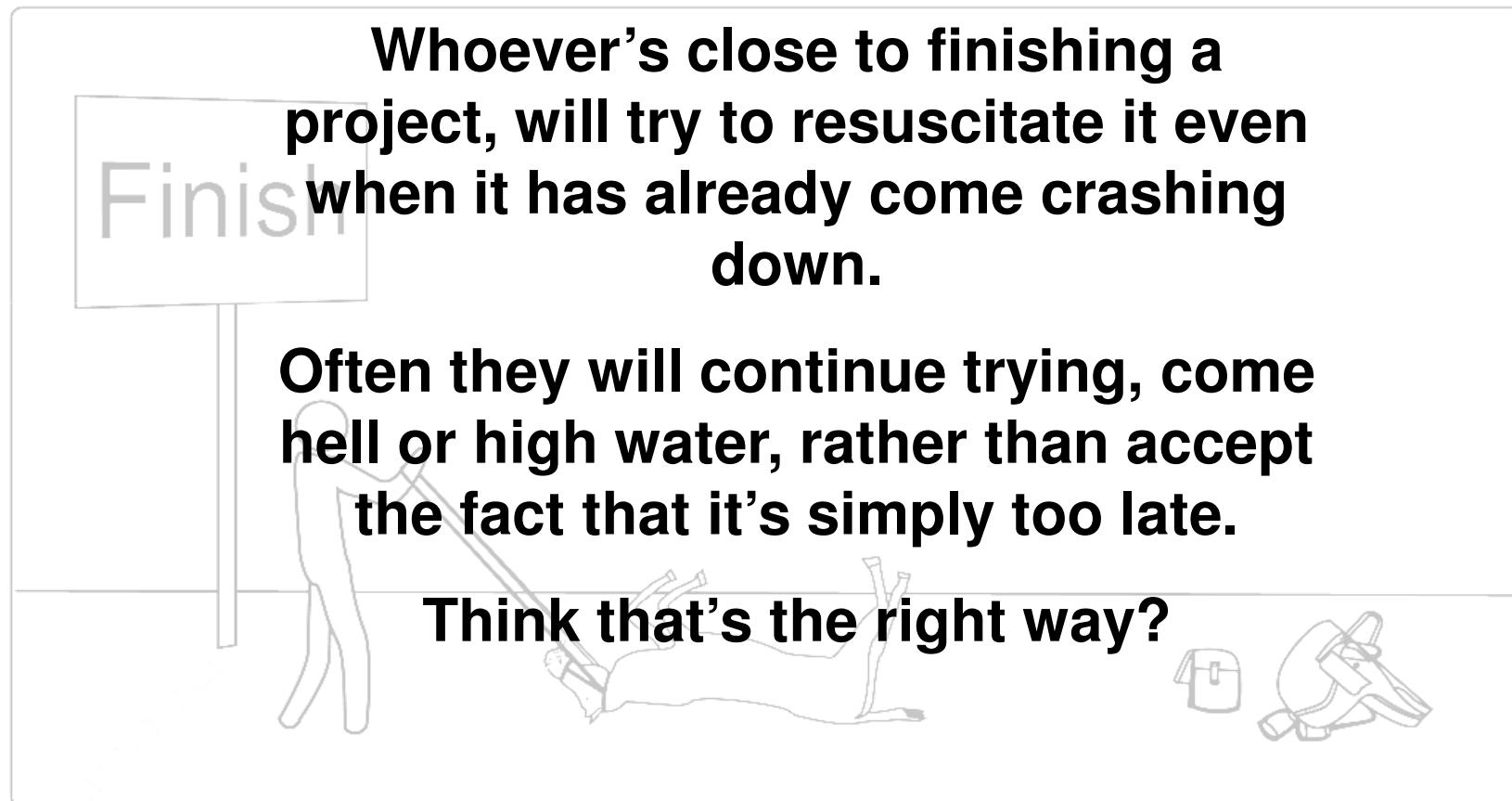
... often - after a long, hard journey - ...



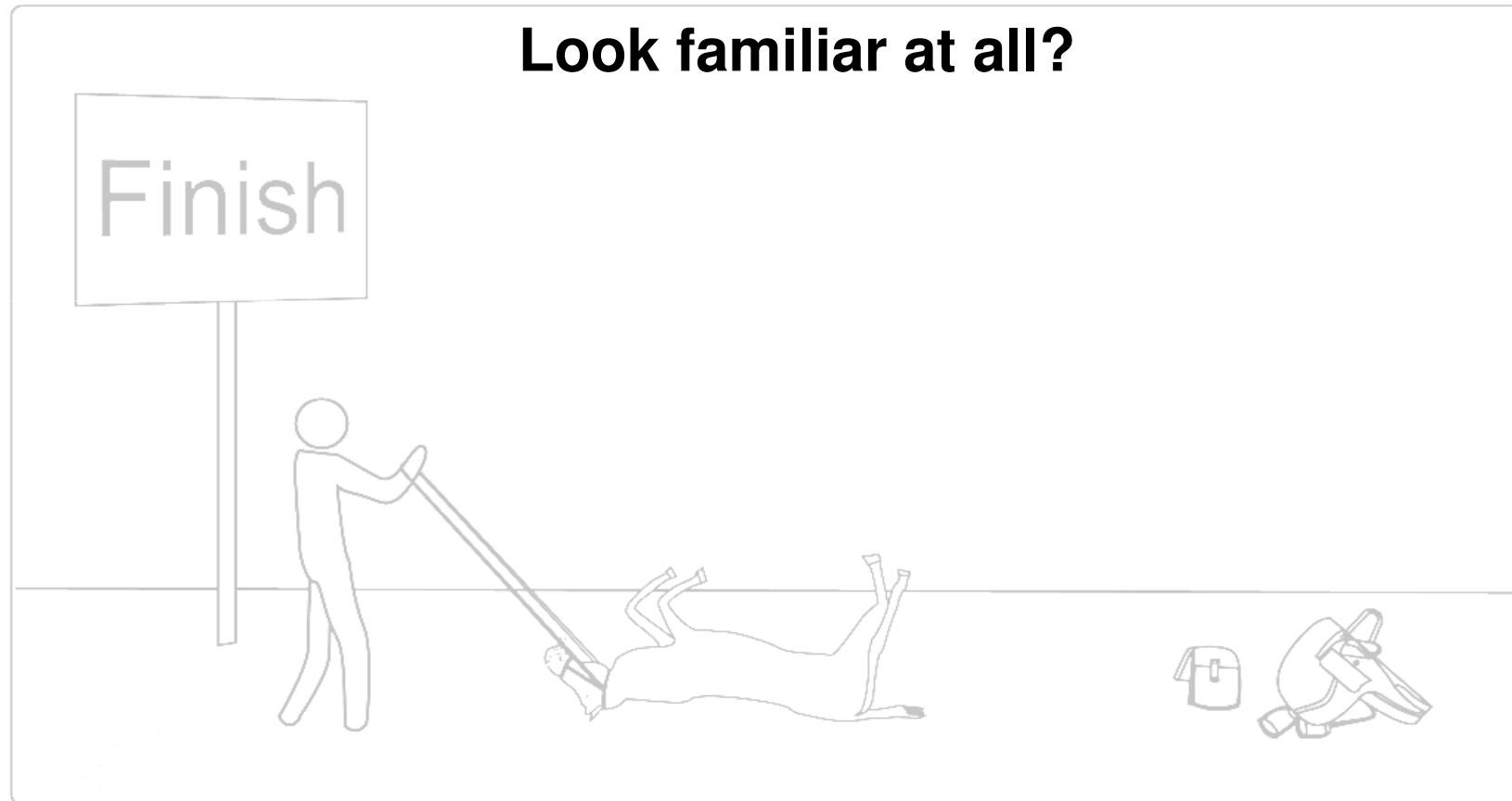
... too much has fallen on the wayside for there being any point left in making it to the destination



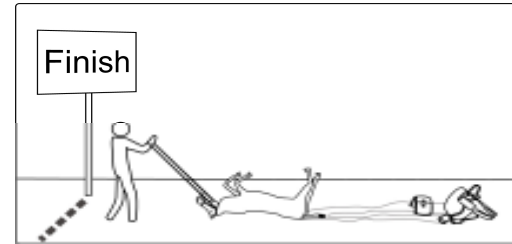
... too much has fallen on the wayside for there being any point left in making it to the destination



... too much has fallen on the wayside, for there being any point left in making it to the destination



Finish or perish



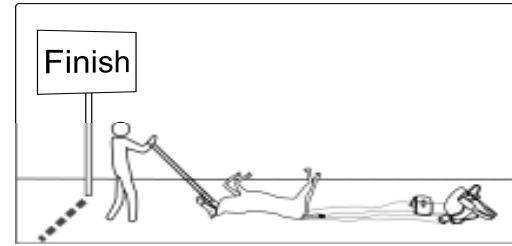
Symptoms

- Purpose of the project + cost-benefit ratio are not challenged
- level-headed discussion about a termination is impossible
- The duration of the project is increased again and again
- The goals are kept confidential and/or vague → no controlling
- The business processes are vague or controversial

Causes

- System is somebody's brainchild, and the person just won't let it die
- no instance with enough authority to stop the development
- The “grit your teeth and finish it” – principle
- Fear of new projects
- Safeguarding jobs
- Group dynamics

Finish or perish



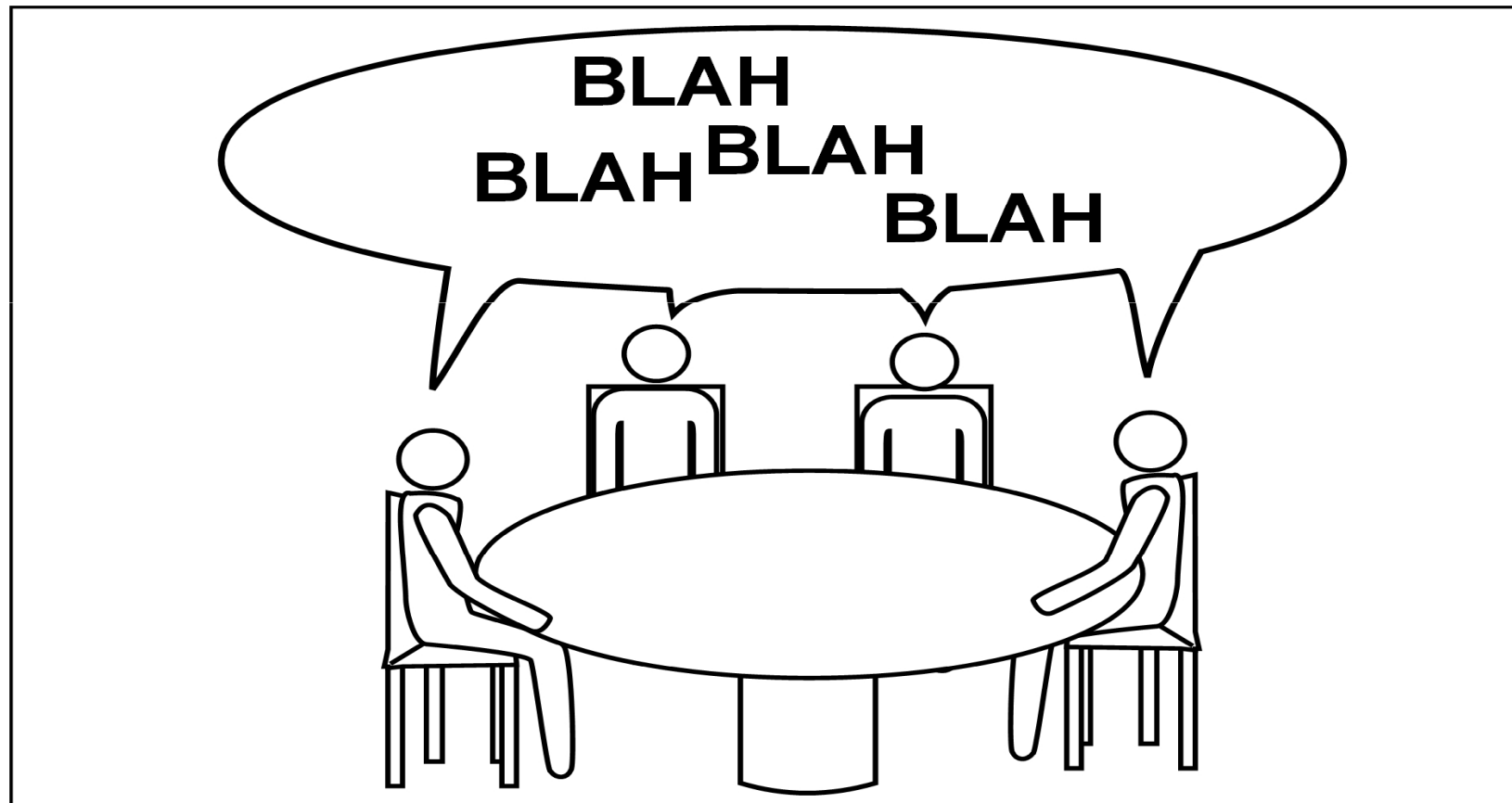
Possible Resolution

- **Run an audit** which clearly shows the current situation, potential repercussions of decisions, and the personal opinions of all people involved
- **Get over possible fears of a new beginning** – it can't get worse than it already is
- **Help the person responsible for the development** pull their head out of the noose
- **Scrutinize every investment you want to make** closely and early
- **Define clear goals from the outset** and find criteria for achieving them. Define explicitly what happens if these goals aren't met

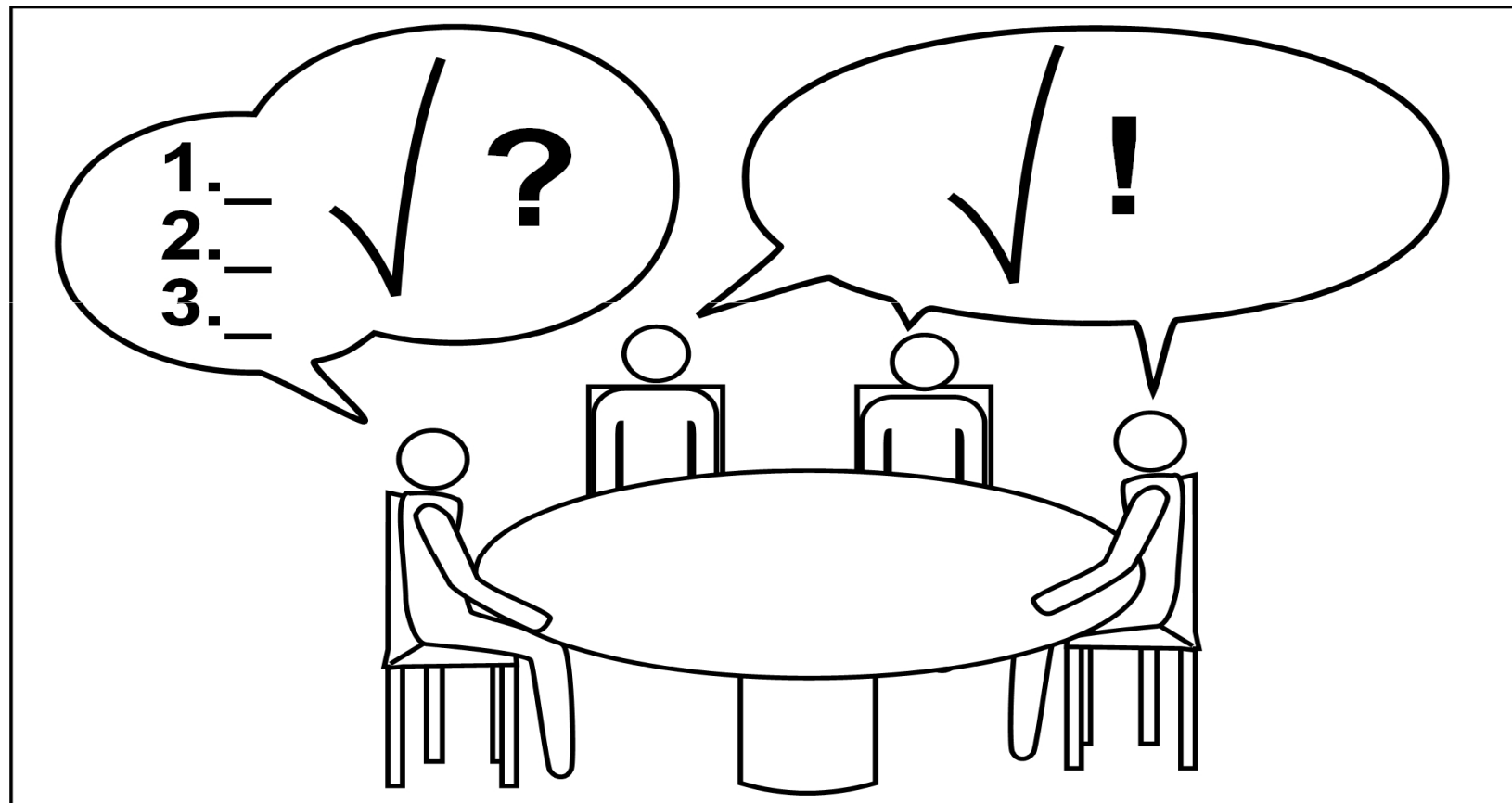
Sudden amnesia



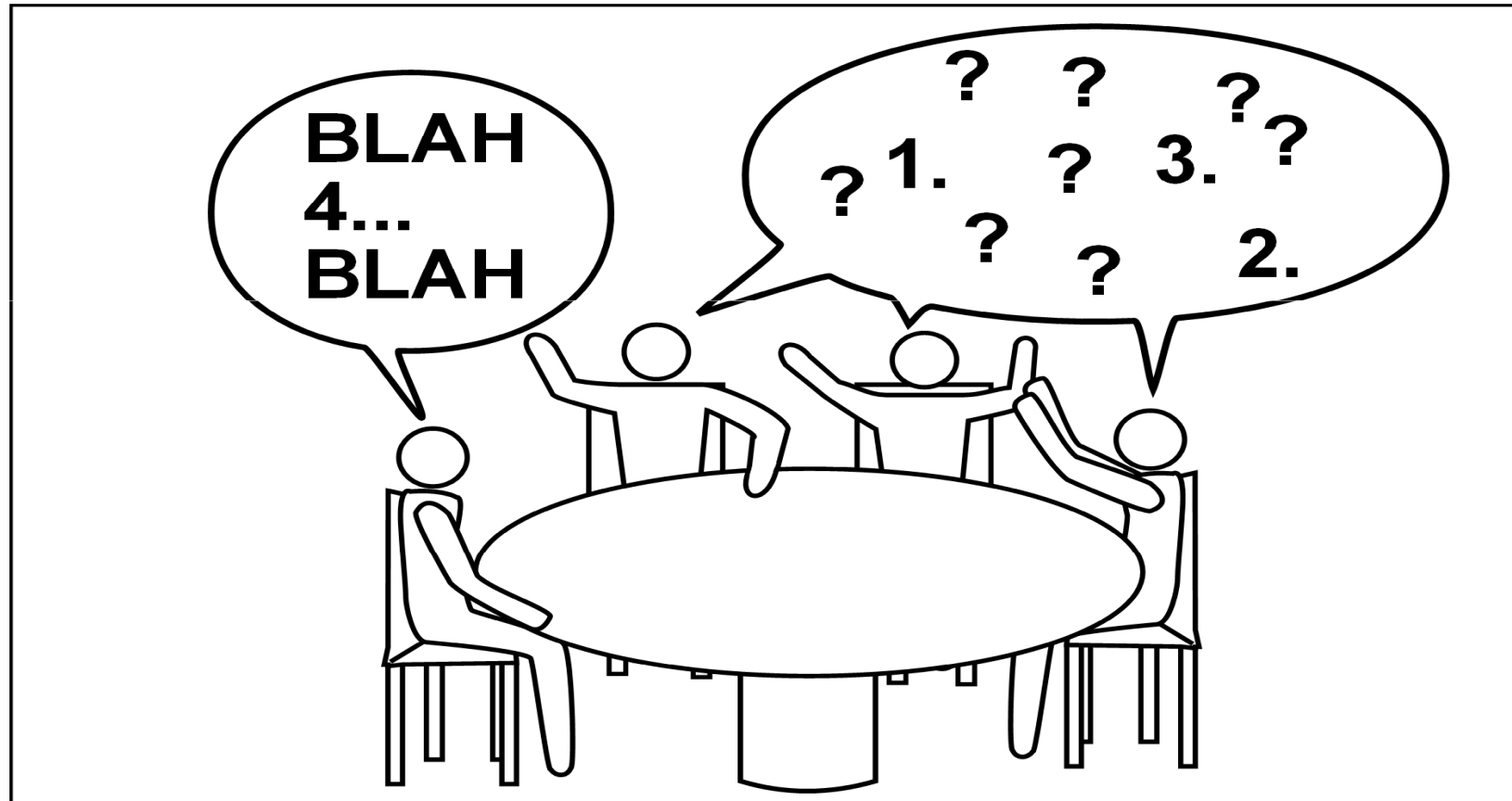
Takeoff: everything seems to be progressing nicely ...



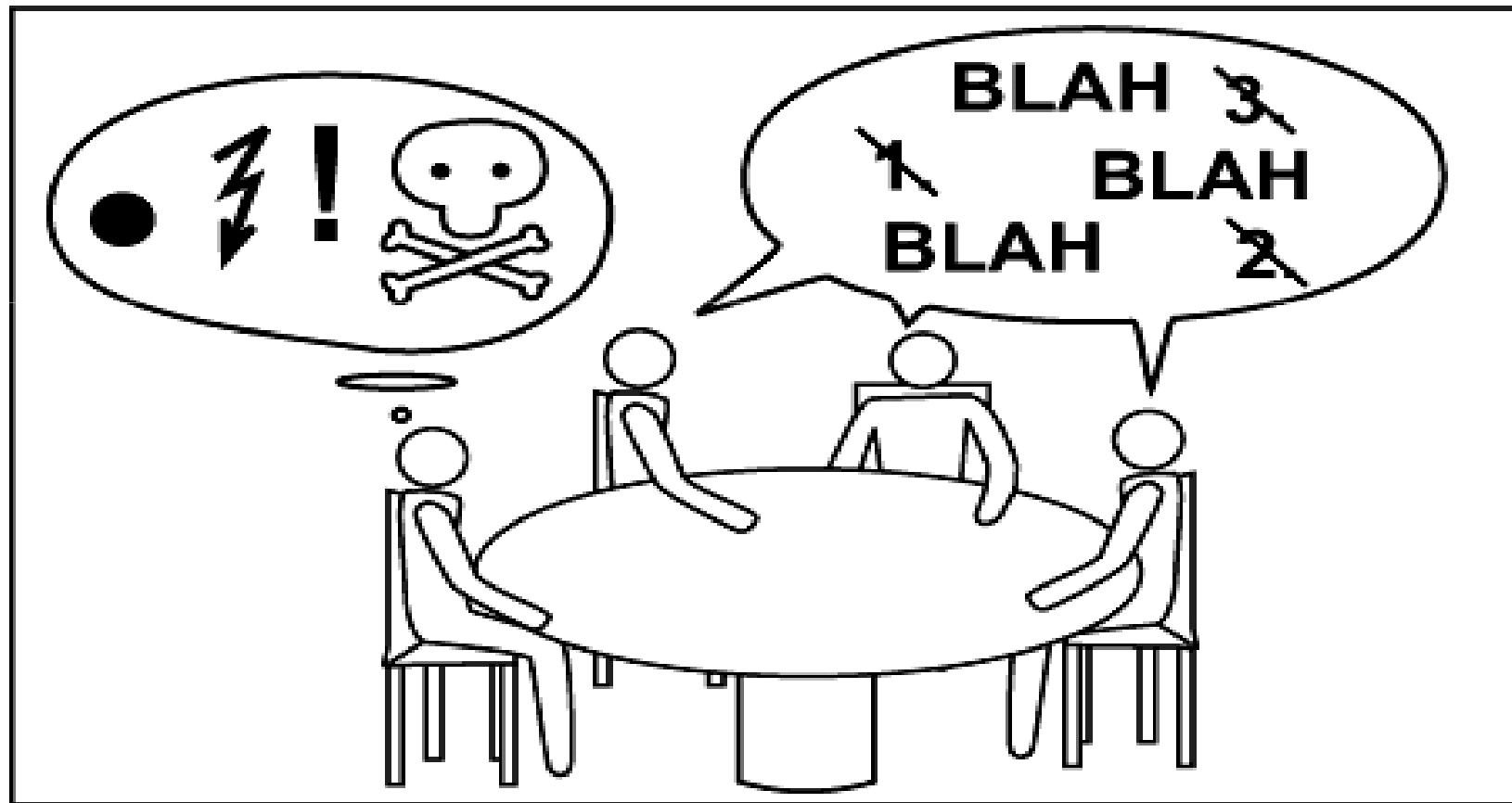
... the agenda is set, decisions have been made ... in the end, everybody agreed



... a new day, it's time to move on
– but wait ...



... seems like the same issues have to be rehashed again and again and ...



... seems like the same issues have to be rehashed again and again and ...

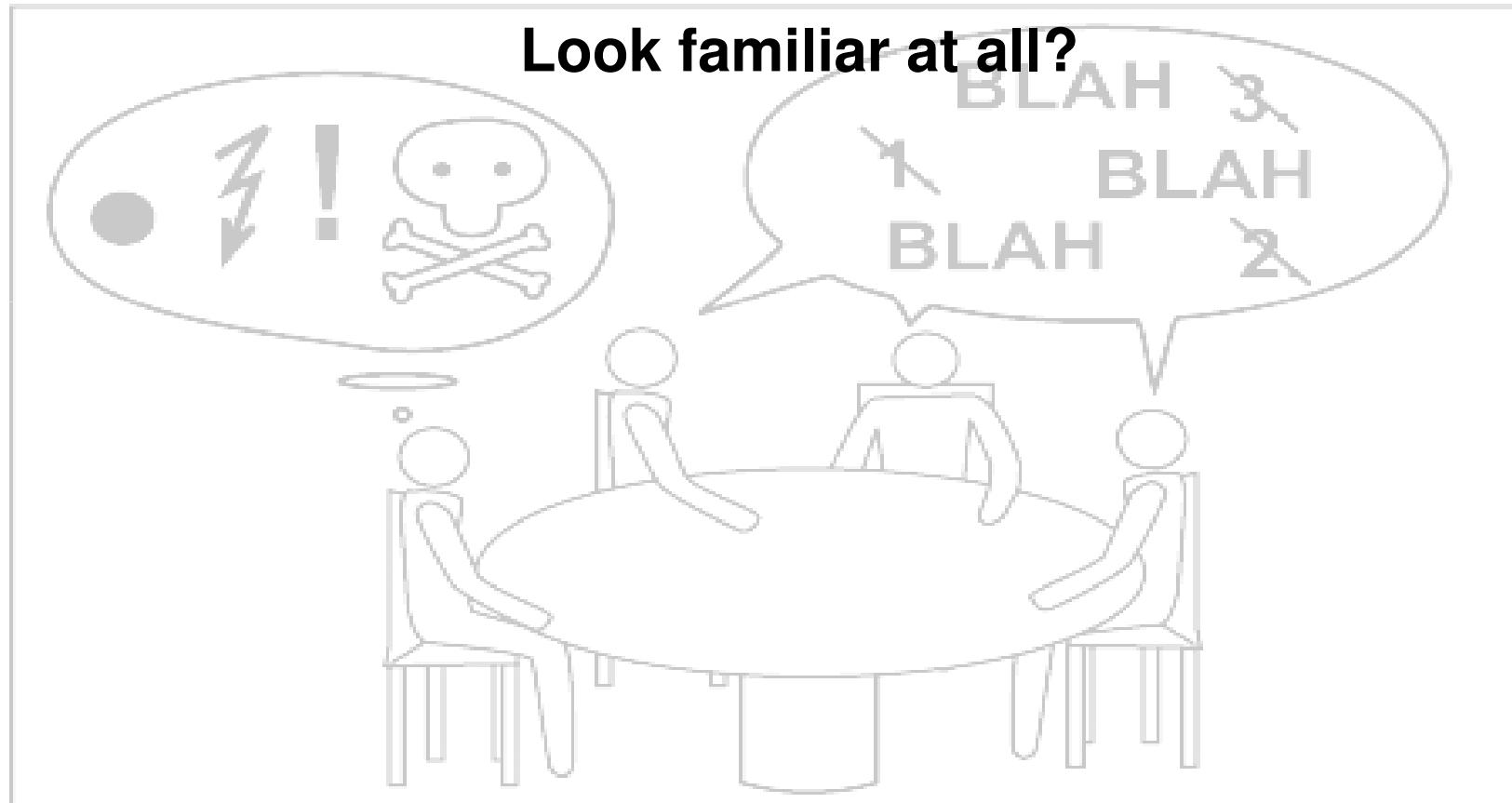


Every time when you thought an issue was finally settled for good, another discussion about the same points commences.

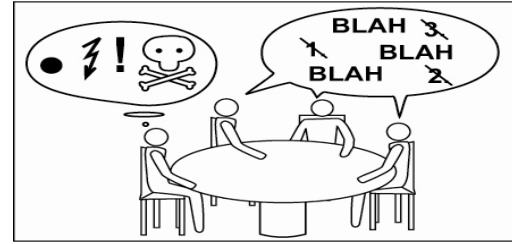
The project is going well but doesn't ever seem to be getting anywhere.

Think that's the right way on the long run?

... seems like the same issues have to be rehashed again and again and ...



Sudden amnesia



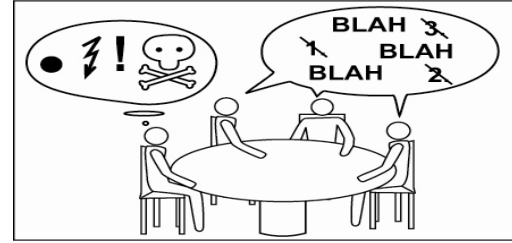
Symptoms

- Discussions focus on the same “old” issues
- Those concerned tend to argue defensively
- Project doesn't seem to make progress

Causes

- Resistance against the project
- Overburdening
- Communication is not transparent
- Unclear responsibilities
- Extreme matrix management

Sudden amnesia

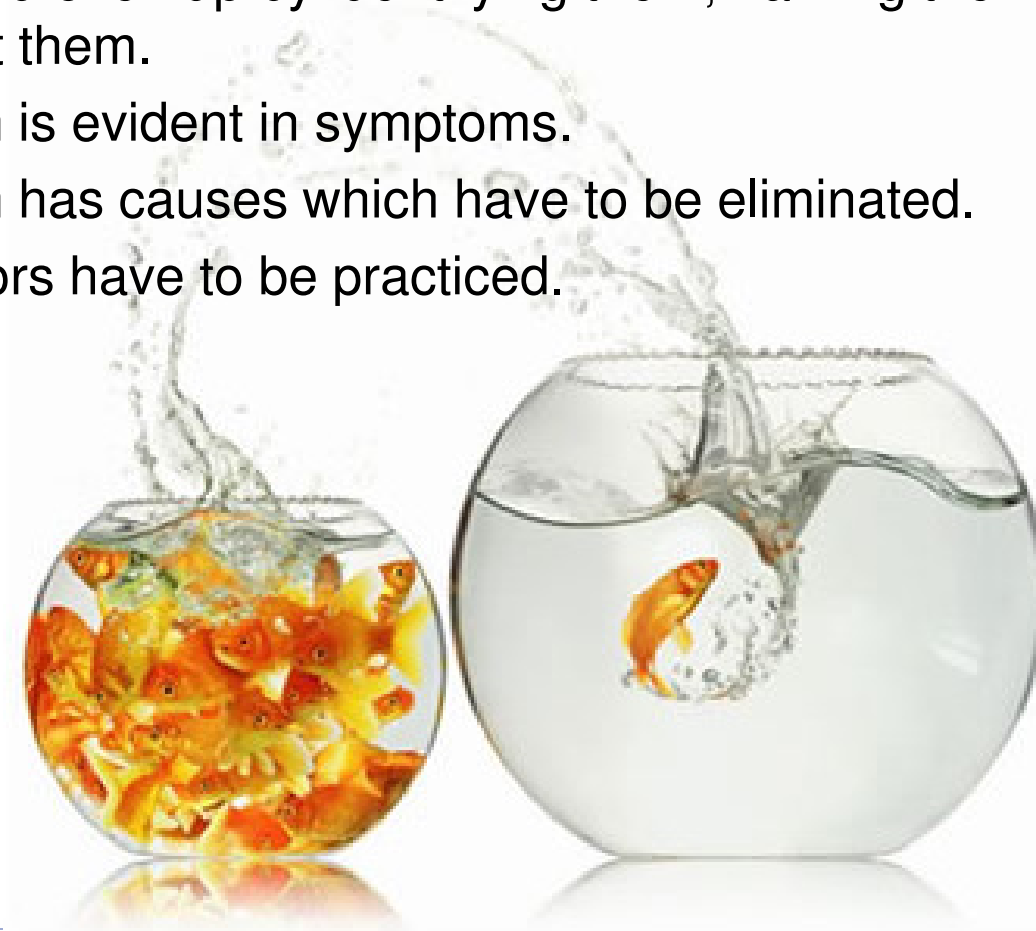


Possible Resolution

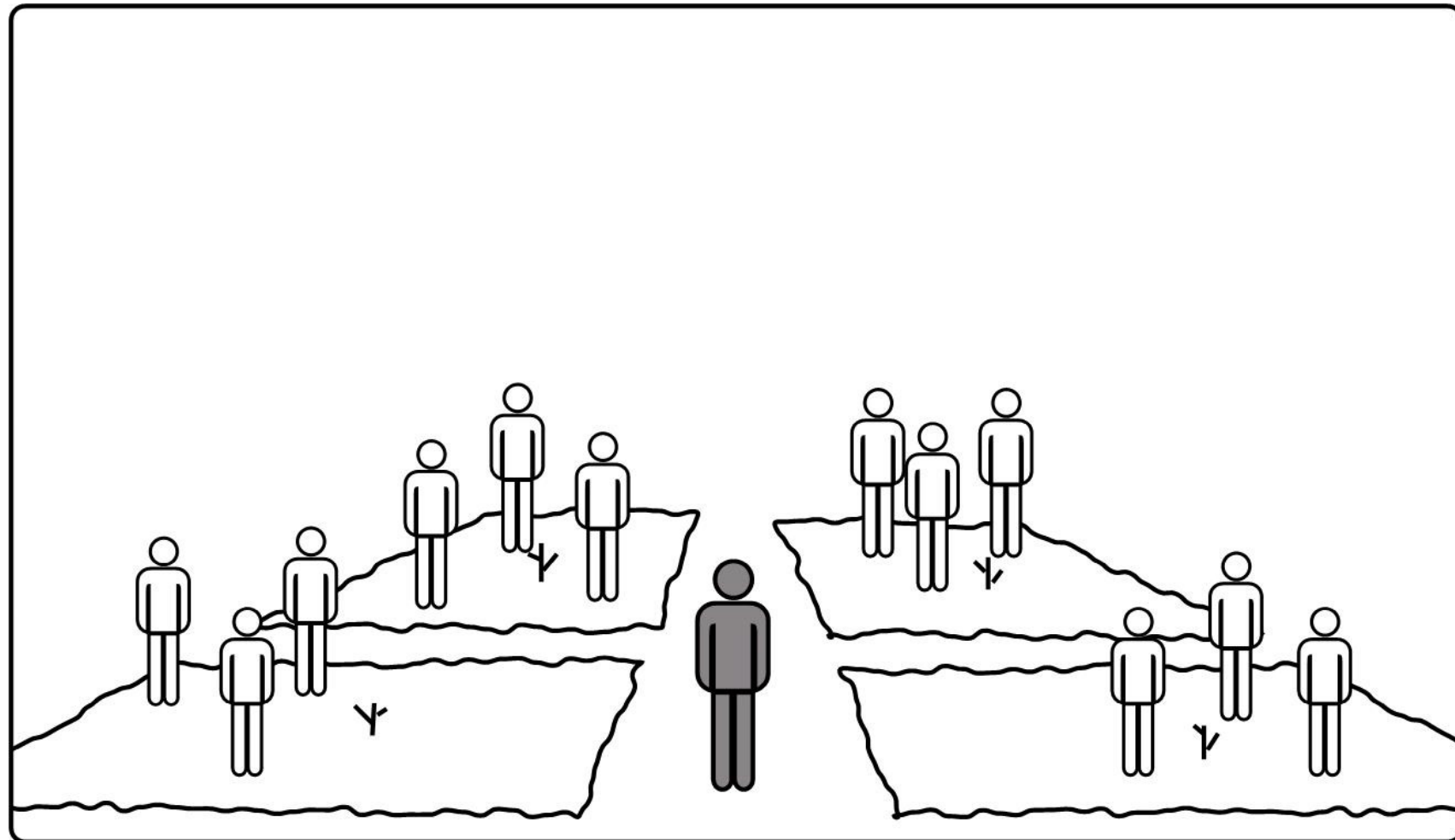
- **Expose such behavior** relentlessly: Address the employee directly.
- **The carrot and the stick:** You've got to make it absolutely clear that as an employee he/she is responsible for remembering important information and actively participating in the project – on the other hand you've got to make sure that the employee isn't overburdened with tasks
- **Stakeholder-contract:** draw up a contract which delineates responsibilities and rights of all persons involved. Set down the escalation procedures in this contract.
- **Written process model** – a good one
- **Assigning employees only to a few or only one project**

Let's sum it all up

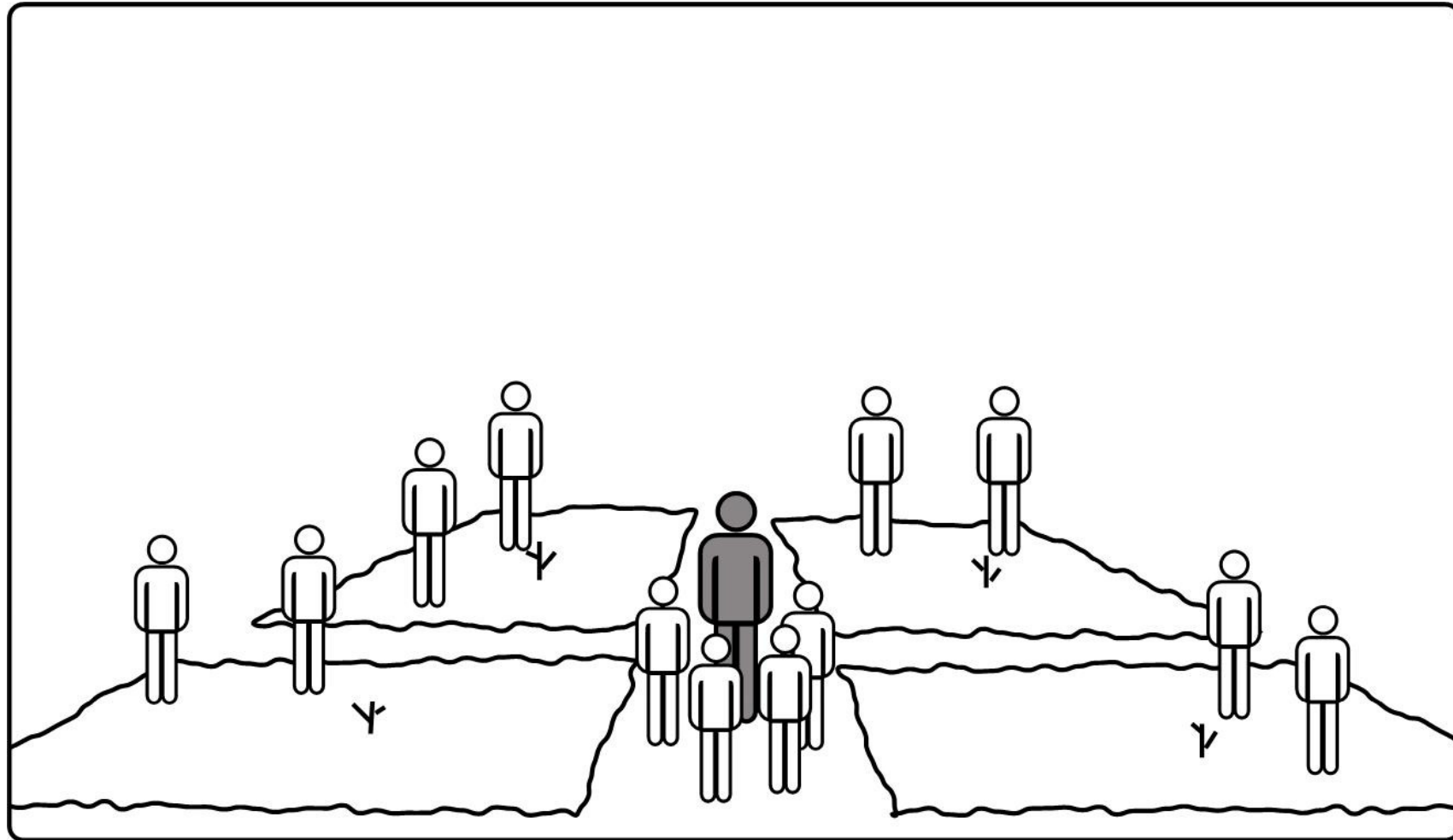
- Patterns are broken up by identifying them, naming them and talking about them.
- Each pattern is evident in symptoms.
- Each pattern has causes which have to be eliminated.
- New behaviors have to be practiced.



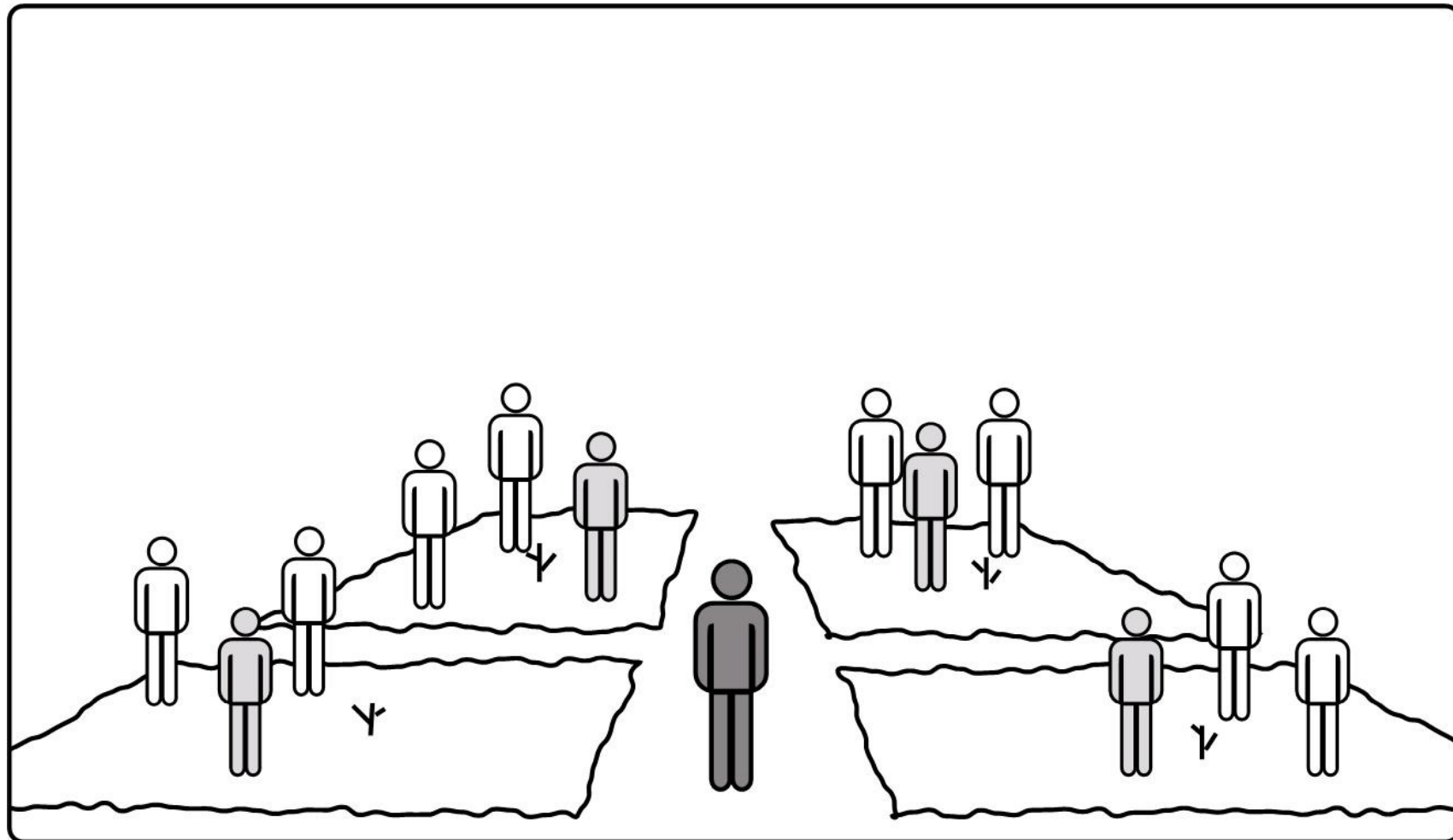
From a tiny seed ...



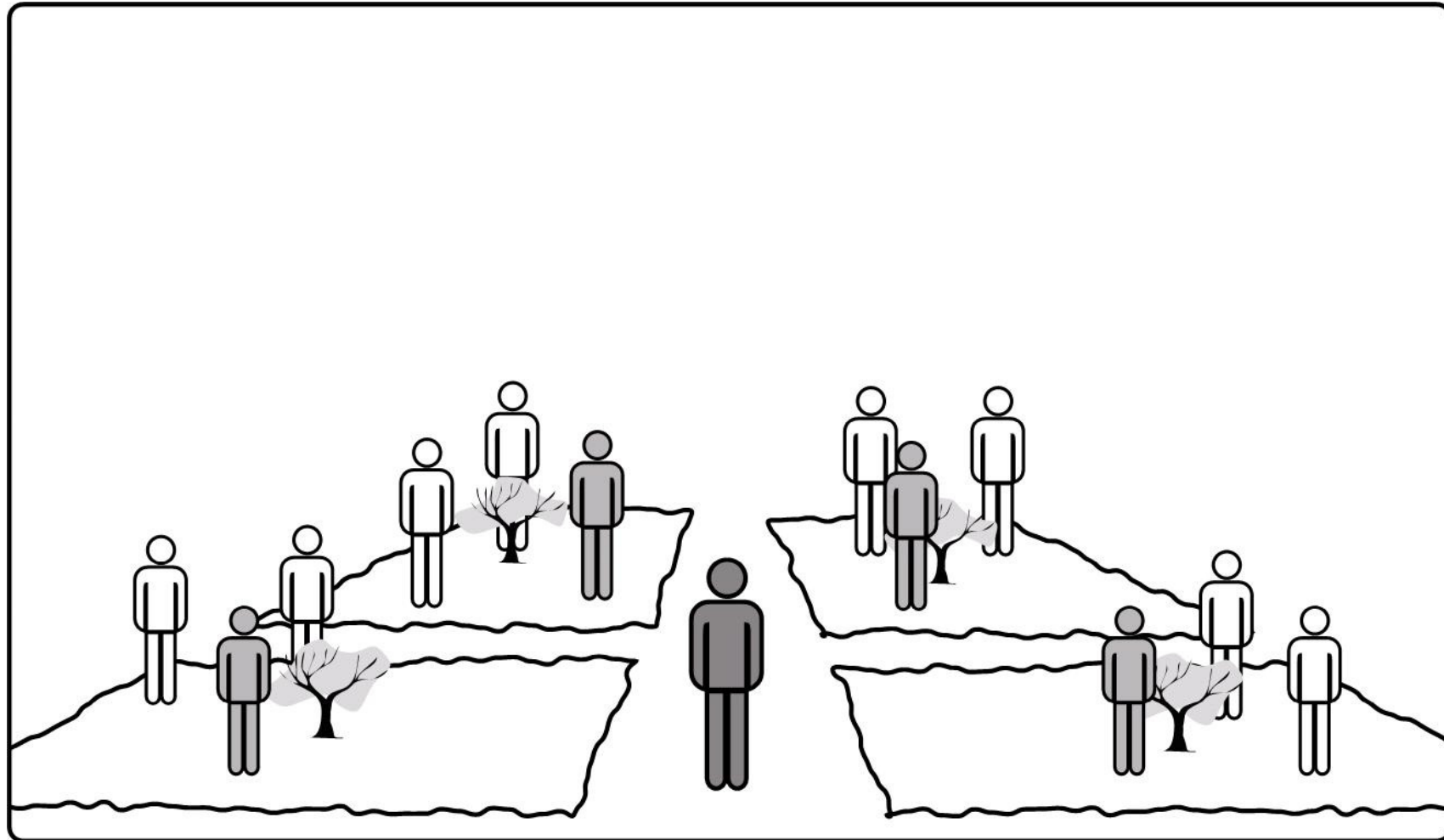
... provided that knowledge is made accessible ...



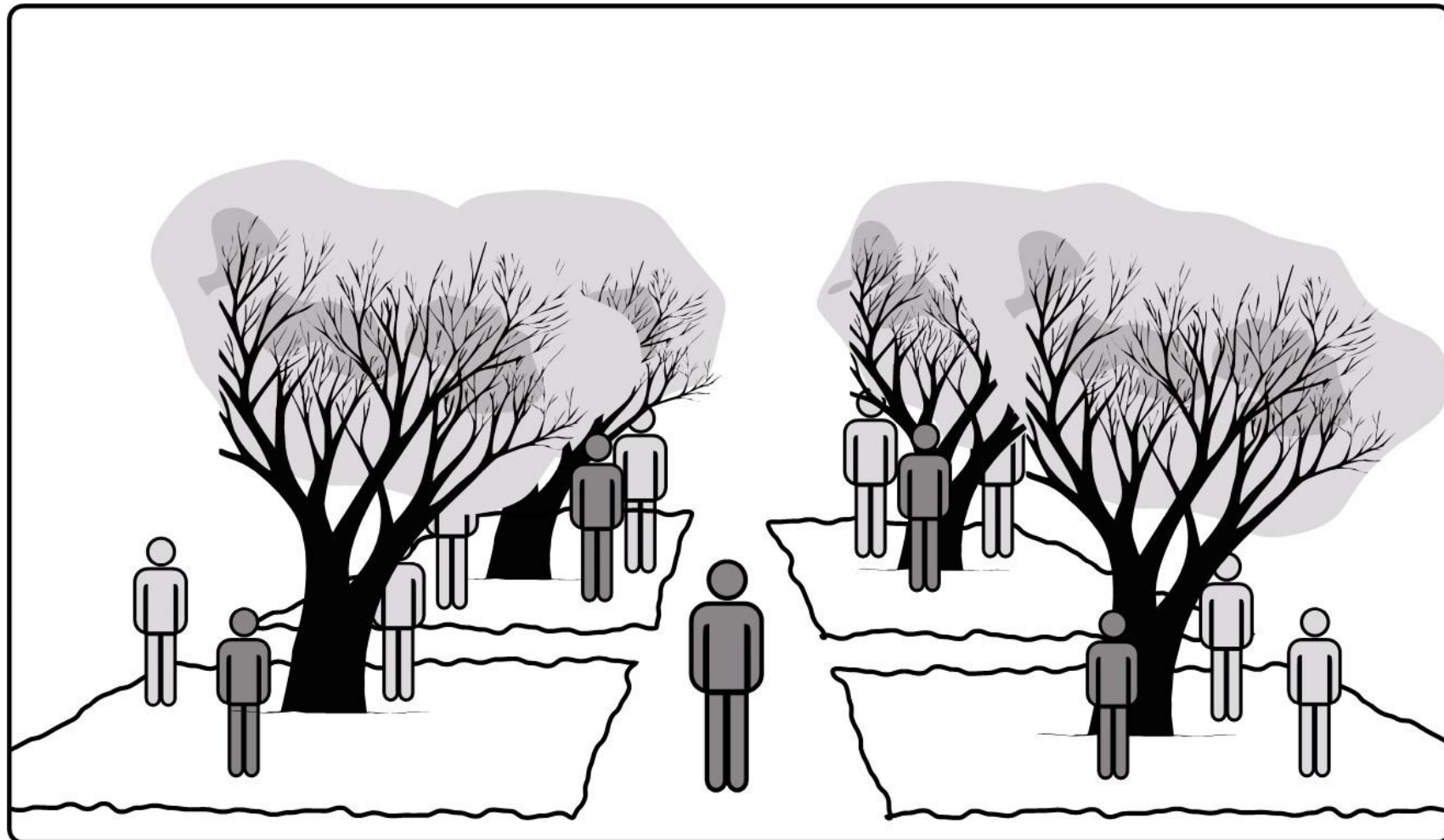
... and some care devoted to it ...



... given some time ...



... you will grow a big, strong tree...



... you will grow a big, strong tree...

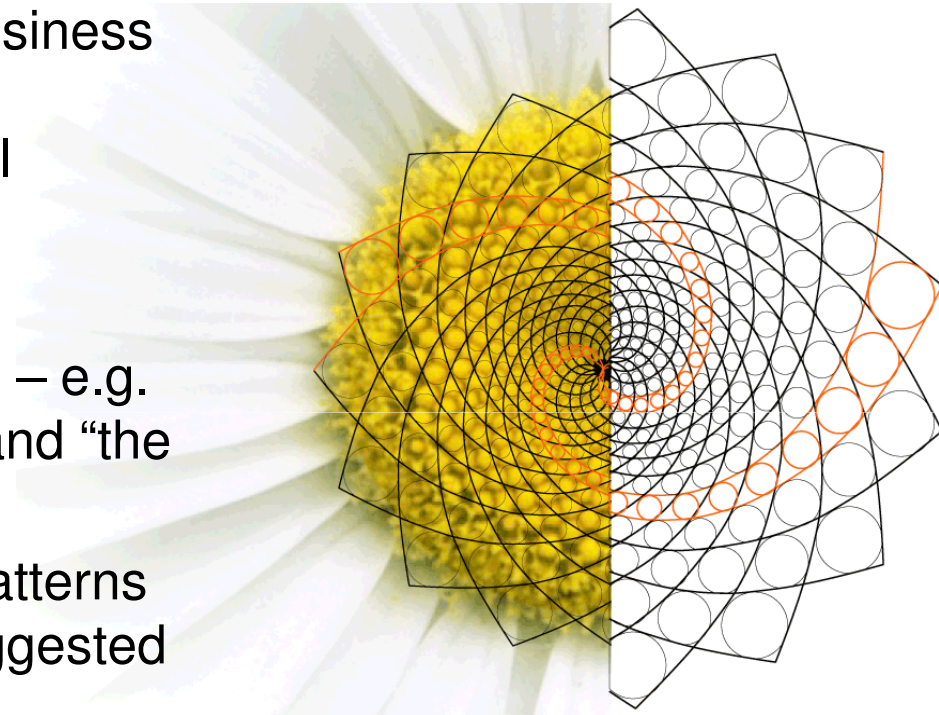
Correctly implementing the adequate methodology strengthens a project. In order to succeed, the methodology needs to be shared with all the departments involved.



Care for more?

Contact us by leaving your business card with me, or mail us to heureka@sophist.de and we'll provide you with:

- two excerpts from my books – e.g. “the SOPHIST-REgulations” and “the requirements template”
- a listing of the destructive patterns we've identified, including suggested resolutions
- a pdf version of the presentation
- access to our download area

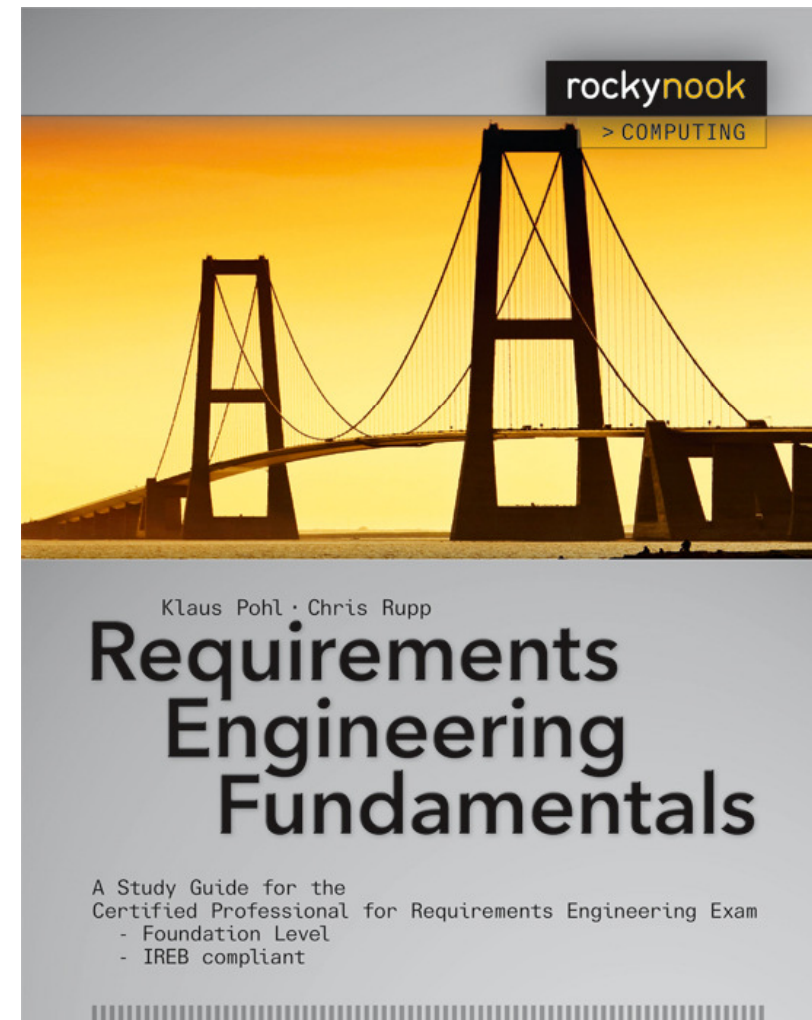


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- > I'll be glad to discuss any concerns, feedback or the like over a cup of steaming coffee after the presentation. Just come and see me when we're done.

