Deeper • How can you know what “might” go wrong?
– personal experience ... what has been difficult?
– advice ... what have others found difficult?
– enumerate the steps ... which are you unsure of?
– enumerate the tools ... which are unfamiliar?
– enumerate the problems ... which are new?
– enumerate resource assumptions ... which unsure?

Deeper • How do you decide whether to prevent, plan to deal, or monitor and respond?
– consider:
  • likelihood of the problem
  • cost of preventing it
  • cost of dealing with it if it happens
– optimize your costs:
  • likely, expensive if it happens ... prevent it
  • unlikely, cheap to fix ... monitor and plan to respond
– if you cannot estimate likelihood and costs
  • you need to do more research or prototyping

Deeper • Why should potential problems be “provoked” as early as possible?
– to eliminate uncertainty from plans
– to allow maximum time to deal with problem
– to allow time to re-plan if it can’t be solved
– alternative is to wait until it is too late to respond

Deeper • What is a work ticket?
– a notation that a piece of work must be done
• Why do we bother to maintain them?
– so important things don’t fall in the cracks
– so owners can plan to perform them
– so managers can track their status

Deeper • Why do we want you to maintain a calendar of “team milestones”?
– future: so nothing falls in a crack
– past: to enable trend/progress tracking
• What kinds of things should be recorded in it?
– anything that must happen (internal or external)
– completion of significant tasks
• Why should internal milestones be tracked?
– “mind the pence and the pounds will look after themselves”
Deeper • Why do we want you to maintain an on-line current-activity/status and work history?
  – so team members know how you are progressing
    • they may have work that depends on yours
    • if you are having trouble, others may be able to help
  – so we can track progress vs. schedule
    • for progress/trend analysis
  – as history for post-mortems
    • we tend to forget the details

Deeper • Why do we want you to maintain copies of meeting agendas, minutes, and project discussions?
  – people can look up results they forgot
  – non-attendees can know what happened
  – record of decisions and rationale
  – a meeting w/no minutes “never happened”

Deeper • Why do we want all of this information kept under version control?
  – to see when which changes were made by whom
  – to track the evolution of work products
  – to permit us to construct detailed version diffs
  – to permit us to back-out in case of error