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## Five Core Metrics

"Software development organizations need a more immediate measure of how they are doing. We need this measure especially to motivate senior management to persist in its support of process improvement. We need this measure to enable project managers and the developers themselves to persist in their efforts to control software development. We need it to enlighten clients and users. . . .

"Metrics, when poorly chosen, inaccurately collected, and unwisely applied, do upset people and impede problem-solving. But measures that are well chosen, accurately collected, and wisely applied do intensify the motivation that improves the process within which people solve problems.

"Software development, to be effective, needs an appropriate process. A process, to endure successfully in a world of limited resources and schedule time, has to be measured, evaluated on those metrics, and often redirected as a result. Its relationship to scarce resources is gauged through metrics. . . .

"Our intent in this book is to show that a few key metrics—five, to be exact—meet these needs. These five provide the equivalent of the historic profit metric that energizes business, but they provide it much sooner. In consequence, they motivate senior management and senior stakeholders to continue their support. Simultaneously, they encourage acquisition managers, project managers, and the developers themselves to pursue the often frustrating path of process improvement." —from the preface

### About the Authors



Larry Putnam, Sr., and Ware Myers have written three previous books and numerous articles together over many years. Mr. Putnam, a leading expert in the software estimation and management field, is the president of Quantitative Software Management, a software management consulting firm based in McLean, Virginia.

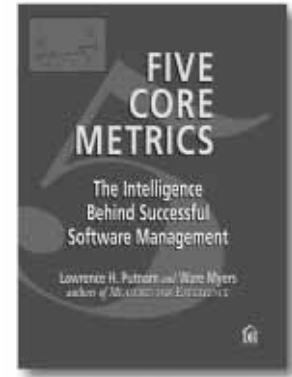
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# Five Core Metrics

## The Intelligence Behind Successful Software Management

by Lawrence H. Putnam  
and Ware Myers



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### How to Bid, Control, and Complete Your Software Projects Using Metrics

To succeed in the software industry, managers need to cultivate a reliable development process. By measuring what teams have achieved on previous projects, managers can more accurately set goals, make bids, and ensure the successful completion of new projects.

Acclaimed long-time collaborators Lawrence H. Putnam and Ware Myers present simple but powerful measurement techniques to help software managers allocate limited resources and track progress.

Drawing new findings from an extensive database of software projects, the authors demonstrate how readers can control projects with just five core metrics—Time, Effort, Size, Reliability, and Process

Productivity. With these metrics, managers can adjust ongoing projects to changing conditions—surprises that would otherwise cause instant failure.

"Whether it's a single company making use of metrics or nine companies finding out from measurements how much difference a new technology made, metrics can tell us that we are doing things right. Metrics provide and enable the following:

- dependable estimates of project effort, schedule, and reliability
- control of the project during its course
- ability to replan an errant project along the way
- master-planning the assignment of resources to all projects within the organization
- monitoring process improvement from year to year"

—from Chapter 1

Read more about this book at  
[www.dorsethouse.com/books/fcm.html](http://www.dorsethouse.com/books/fcm.html)