

management belief:
estimates are not estimates,
but commitments

management belief:
managers should not be
looking at the code

Goal: conform to
original schedule

pressure to try
actions to
conform to
original schedule

QF

exhortations,
bribes, and threats
to developers to
meet schedule

actual
variance to
original
schedule

QF

% use of "secret
toolbox"—hacking to
generate bad code
quickly

long
term

short
term

duration and
effort to add
new features

management belief:
exhortations,
bribes, and threats
make things faster

*the key dynamic under
discussion: short-term
improvement but long-
term degradation of the
same variable*