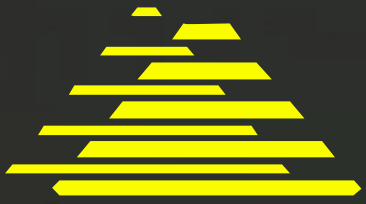


Watts S. Humphrey (1927-2010)

Five lessons I learned from an inspiring leader

Daniel M. Roy
September 2011

PSP, TSP, Personal Software Process and Team Software Process are service marks of CMU
CMM and Capability Maturity Model are registered in the U.S. patent and trademark office
Myers-Briggs Type Indicator and MBTI are registered trademarks of Consulting Psychologists Press, Inc.



My Watts connection

Project leader at SEI 1990-1995

Certified the French translation of CMM
material in 1993

Took the first PSP class at CMU from Watts
in the winter of 1994



From CMM to PSP

“My first class was a blessing in a way that I had not expected. Three people from the SEI were taking the course: Dan Roy, Julia Mullaney (then Julia Gale), and Jim Over. Subsequently, they all decided to work with me in transitioning the PSP into general practice. They have been doing so ever since.”

Three process perspectives, WSH, 2001



My Watts connection

Project leader at SEI 1990-1995

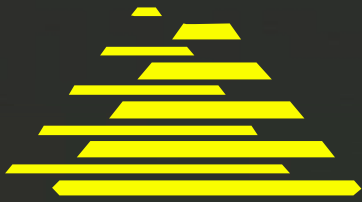
Certified the French translation of CMM material in 1993

Took the first PSP class at CMU from Watts in the winter of 1994

STPP created in May 1995 on his advice

Invited Watts to Paris in October 1995

Became SEI transition partner in 1997

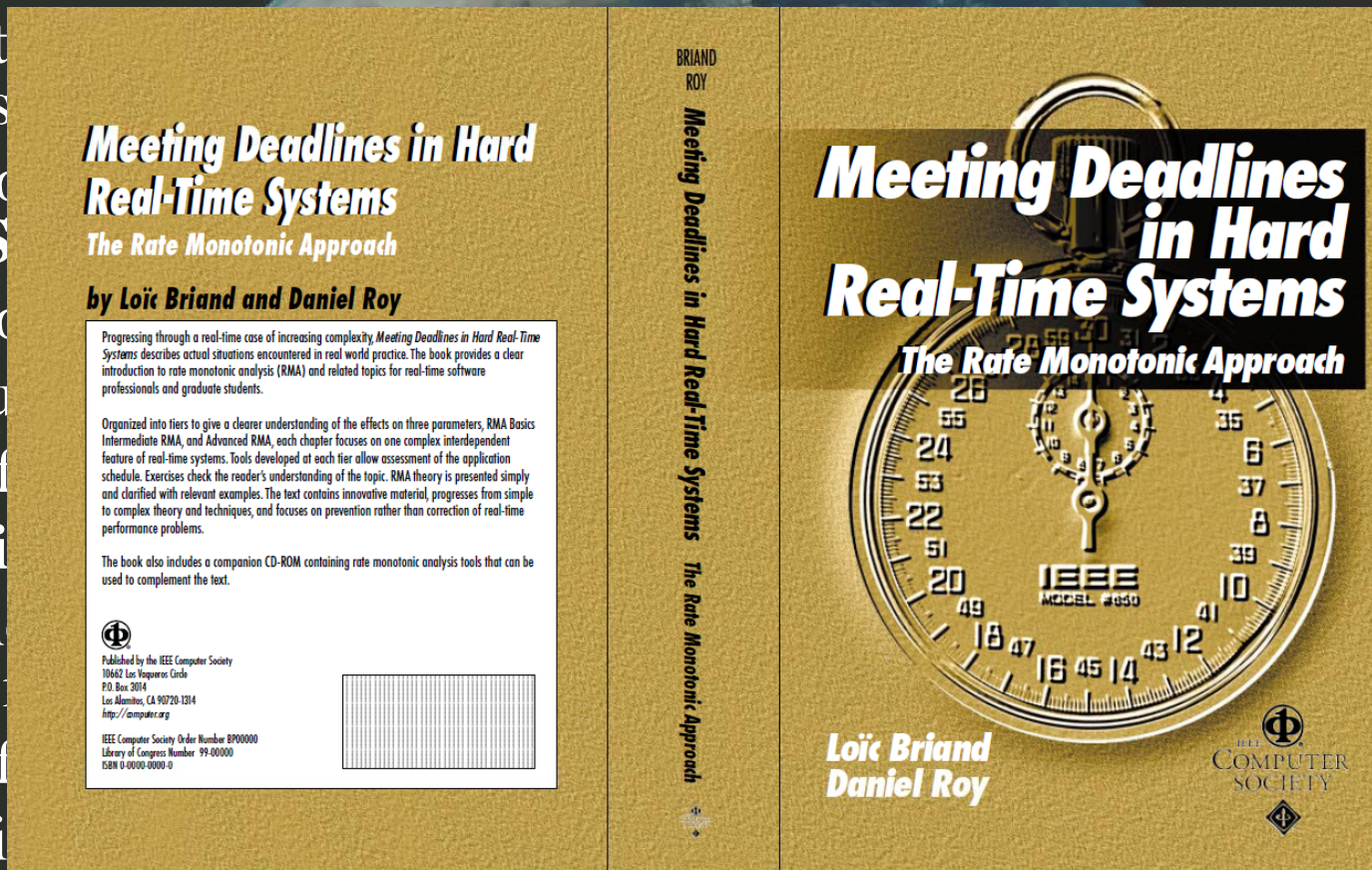


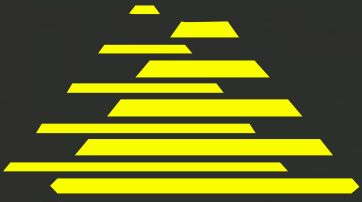
My other connections

Chart
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Certi
Train
Sc
Certif
Quali

Co-Author of the book “Meeting Deadlines in Hard Real-Time Systems” (IEEE pub.)

of
SEI
er





Watts bio-1

Born July 4, 1927, in Battle Creek, Michigan

Graduated valedictorian of his high school
class in spite of early dyslexia

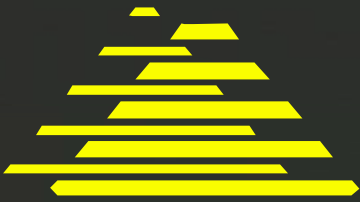
Served in the United States Navy in WWII

BS physics at the University of Chicago.

MS Physics from the Illinois Institute of
Technology (IIT)

MBA degree from the University of Chicago

Honorary PhD Embry Riddle University



Watts bio-2

Director of programming at IBM

Vice-president of technical development at IBM

- 4,000 software professionals
- 15 laboratories in seven countries

Joined SEI in 1986 to create the process program

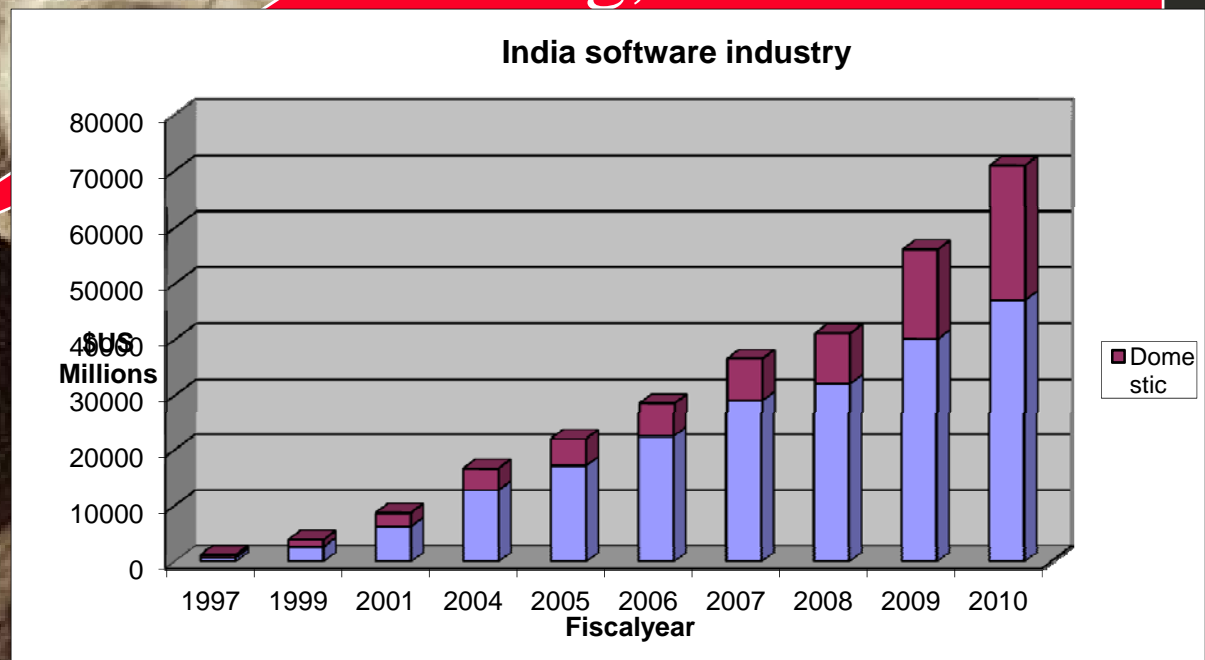
- Published “Managing the sw process” in 1986
- “Retired” from SEI in 1992 to develop PSP
- Published PSP book in 1995, TSP book in 1998
- Published many PSP/TSP books from 1998 on

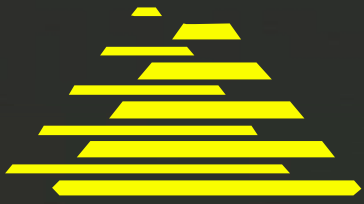


PSP/TSP: The next wave

India has seen
Indian companies
cost advantage
But rising labor
Competition
– China
– Ex-soviet
– Latin America
Every company
consistent

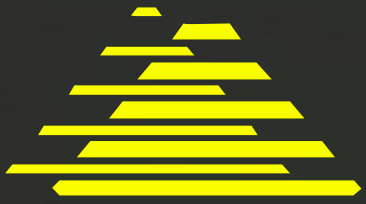
In five years, I want
the world to be
asking, “How did





High level recognition





Lesson 1: Commitment

Watts' "Outrageous commitment"

The heart of CMM level 2

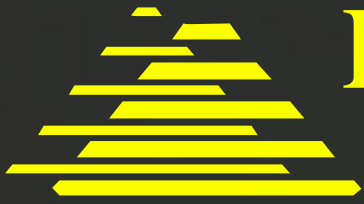
"What if your life depended on software?"

Pressure on instructors for certification

Turning the tables on unreasonable pressure

Watts the workaholic

It's the management stupid!



Lesson 2- “Discipline” is not a bad word 11

“A regimen to improve one’s skills”

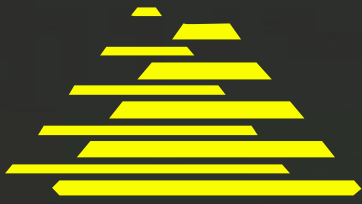
The MBTI J’s and P’s are no excuse

Watts’ commitment to schedule

- Ahead of schedule for DSE
- The rendezvous anecdote

Watts’ impatience with sloppy work

- first print of “Discipline for Sw Engineering”
- airplane delay anecdote



Lesson 3: Live at level 5

PSP: Level 5 for individuals

- PIPs are PDSA at its best
- Use your data for product quality and process improvement (9A anecdote)

TSP: Level 5 for small teams

- Self directed teams of PSP trained engineers
- Showing impressive business results

AIM: The future of level 5



Lesson 4: Let nothing stop you

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CMM objections (afraid managers)

Rescheduling anecdote (authority)

PSP/TSP struggle

- “Just teach the class” anecdote
- “First TSP project and reorg” anecdote

“Close the deal but do not over-sell” lesson

The “better than plan” lesson (illness)

What makes such outstanding leaders?



What is leadership anyway?



“If your actions
inspire others to
dream more,
learn more, do
more and become
more, you are a
leader.”

John Quincy Adams
(1767-1848)

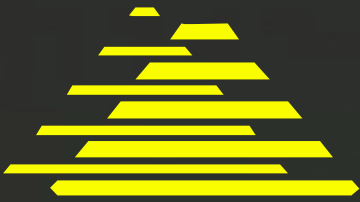


Lesson 5: We can all continuously improve

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The renaissance is over





An old debate

Plato - In the perfect society, rulers are wise, well born and benevolent. They know best and are trusted.

Aristotle - Perfection? Society should reach by itself for the best possible system but keep improving it.

Plato - The rulees, in turn, are good citizen, skilled and educated for their roles which they fully accept.

Aristotle - Rulers sacrifice their happiness for the sake of power, the people at large should be sovereign rather than the few best.

<http://www.cyberessays.com/Politics/107.htm>

Copyr <http://www.mlahanas.de/Greeks/SchoolAthens.htm>





Lesson 5: We can all continuously improve

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The renaissance is over

LLNL and MBTI chat in the car, 1997

Watts could not have written P-CMM

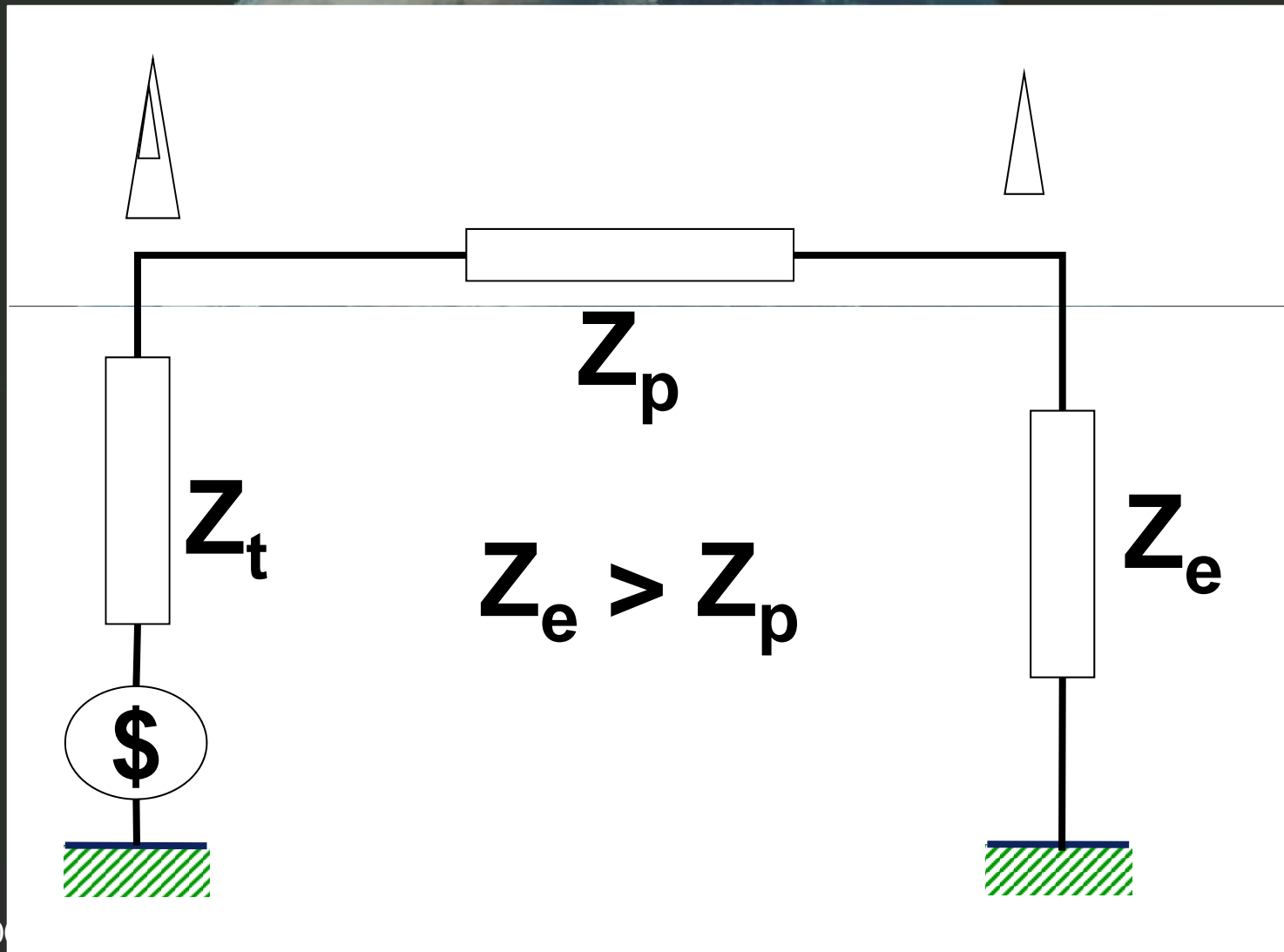
Watts and technology

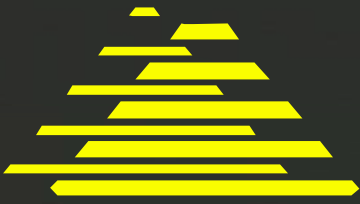
The need for impedance matching



Is Process all there is to it?

18





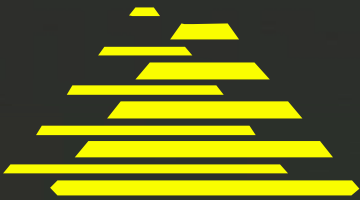
Farewell to an inspiring leader

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“In life, we all reach the same end, so we need to concentrate on the trip. Just as with a process, once you decide how you want to live, the rest will follow. Devote yourself to excellence, and you just might achieve it. That would be worth the trip.”

‘A discipline for software engineering’
Watts S. Humphrey (1927-2010)



Watts' legacy

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