To Reviewers 1

Preface 3

Why Plan? 13

Why We Should Plan 14
What we need in plannin g16
The Planning Trap 17
Rufus 19

Rufus and Rupert 19

Rupert 32

Fear 43

Unacknowledged fear is the source of all engineering failure. 44

The Customer Bill of Rights. 45

Programmer Bill of Rights 45

5

Driving Softwar e47

The Problem 51

Balancing Power 53

Top Down Overview 57

Bottom Up Overvie w61

Balloon Story 63

Too Much to Do 63

Not "Not Enough Time" 64 Cost 67

Four Variables 67

Quality 69
Time and Scop e70

Shopping For Stories 71

Yesterday's Weather 73

The Story 74 How it works 74

Scoping a Project 75

Making the Big Plan 77