

**Title**

**It's not about Working Software After All**

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**Speaker(s)**

Mary Poppendieck, United States

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**To whom is the presentation addressed?**

Senior developers and testers, team leads, development and QA managers, project managers

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**Keywords**

Agile

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**Abstract**

"There is nothing so useless as doing efficiently that which should not be done at all." ~Peter Drucker

If you look at the history of software failures, the vast majority can be attributed not to technical mistakes, but mistakes in understanding what should be built, what customers will buy, what the system needs to do in order to be successful. The bottom line is this – if we don't build the right thing, we may as not build anything at all. Because customers don't want software – they want a problem solved. And if they could get that problem solved without software – they would be delighted.

Mary Poppendieck will examine ways in which development teams can take charge of their destiny and deliver what customers really need – instead of delegating this critical task to intermediaries.

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**Biography**

Mary Poppendieck has been in the Information Technology industry for over thirty years. She has managed software development, supply chain management, manufacturing operations, and new product development. She spearheaded the implementation of a Just-in-Time system in a 3M video tape manufacturing plant and led new product development teams, commercializing products ranging from digital controllers to 3M Light Fiber™.

Mary is a popular writer and speaker, and coauthor of the book *Lean Software Development*, which was awarded the Software Development Productivity Award in 2004. A sequel, *Implementing Lean Software Development*, was published in 2006. A third book, *Leading Lean Software Development*, was published in November 2009.

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