

Talent *trumps* **process.**
Teamwork *trumps* **paperwork.**
Leadership *trumps* **management.**
Trust *trumps* **oversight.**

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THE MANIFESTO

Lt. Col. Dan Ward, USAF

Fixed funding & floating requirements are better than fixed requirements & floating funding.

An optimal failure costs a little and teaches a lot. When FIST projects fail, they fail optimally.

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This approach is called

FIST

Fast, Inexpensive, Simple, Tiny.

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Delivering useful capabilities is the only measure of success.

8

To keep timelines short, projects must exercise restraint over **budgets complexity and size.**

Increases to the project's budget, complexity or size inevitably reduce its speed.

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Instructions: cut along dotted lines, fold on solid lines, put pages in order and staple in middle to assemble a handy little booklet

System development projects should be done by:

**small teams of talented people
using short schedules
small budgets and
mature technologies.**

2

Complexity is a cost.
Complexity reduces reliability.
Simplicity scales. Complexity
doesn't.

Iteration drives learning, discovery
and efficiency. FIST is iterative.

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Short timelines help stabilize:
requirements
technology
budgets and
people.

Short timelines also foster
**accountability, ownership
and learning.**

4

FIST Principles

A project leader's influence is
inversely proportional to the
project's budget and schedule

Constraints foster creativity.

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To Implement FIST:

*Minimize team size, maximize team
talent.*

*Use schedules and budgets to
constrain the design.*

*Insist on simplicity in organizations,
processes and technologies.*

6

Incentivize and reward under-runs.

*Requirements must be achievable within
short time horizons.*

*Designs must only include mature
technologies.*

*Documents and meetings: have as many
as necessary, as few as possible.*

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