CS 428
Peopleware: Part I
(chapters 1-6)

Fall 2018

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Ch 1: Somewhere today, a Project is Failing

◈ "For the overwhelming majority of the [failed] projects we studied, *there was not a single technological issues to explain the failure*."

◈ "The major problems of our work [e.g., IT development and deployment] are not so much *technological* as they are *sociological* in nature."

◈ "Most managers are willing to concede…that they've got more people worries than technical worries. *But they seldom manage that way*."

◈ "The main reason we tend to focus on the technical rather than the human side of the work is not because it's more crucial, but because it's easier to do."

◈ Observations and feedback?

Ch 2: Make a Cheeseburger, Sell a Cheeseburger

◈ Management tends to see development like making fast food

◈ Tendency to punish/bury errors and dead ends (cf. Armour)

◈ Common attitude that "management provide[s] all the thinking and the people underneath just carry out their bidding."

◈ Common attitude that people are interchangeable parts and that interrelations – good or bad – aren't important

◈ Steven Covey: we are often too busy sawing to sharpen the saw

　◈ "The average software developer…doesn't own a single book on the subject of his or her work, and hasn't ever read one." [Hence this class]

◈ Observations and feedback?

Ch 3: Vienna Waits for You

- "Real-world" management too often "is all about getting people to work harder and longer, largely at the expense of their personal lives."
  - There ain't no such thing as [sustained] overtime
  - Remember, too: no other success can compensate for failure in the home
  - Billboard on I-15: "You can code and still go home to your family at night."
- Such management is often blind to costs of turnover and burnout
- People under time pressure don't work better – just "faster"
  - Result is poorer quality and more job dissatisfaction
- Observations and feedback?

Ch 4: Quality – if time permits

- We tend to tie our self-esteem not to the quantity of what we produce but the quality, and yet management often emphasizes just the opposite

- "Quality, far beyond that required by the end user, is a means to higher productivity"

  - Remember Brooks: we spend 50% of a project schedule in testing & QA, whether we plan for that or not

- High quality can result in cost reduction

- "Quality is free, but only to those who are willing to pay heavily for it."

- Observations and feedback?

Ch 5: Parkinson's Law Revisited

- "Work expands to fill the time allotted." – was actually a satirical observation
- "Parkinson's Law almost certainly doesn't apply to your people."
  - They have too many other things they want to do.
- Bad estimates tend to lower productivity; good/credible estimates tend to raise it
  - Death march vs. achievable goal
- Organizational busy work tends to expand to fill the working day
- Observations and feedback?

Ch 6: Laetrile

◈ The Seven False Hopes of Software Management

  ◇ There is some new trick that could send productivity soaring (cf. "No Silver Bullet")

  ◇ Other managers are getting gains of 100-200% or more!

  ◇ Technology is moving so swiftly that you're being passed by.

  ◇ Changing languages [or methodologies] will give you huge gains.

  ◇ Because of the backlog, you need to double productivity immediately.

  ◇ You automated everything else; isn't it time to automate away your developers?

  ◇ Your people will work better if you put them under a lot of pressure.

◈ Observations and feedback?

Assignments for next class (10/15)

- By midnight on Saturday (10/13)
    - Create your team's PERT & Gannt charts
    - Revise your org chart, requirements doc as needed
    - Submit your team status report
- By start of next class period (10/15):
    - Peopleware (DeMarco & Lister), chapters 7-13
    - Webster #4 (online)
    - Watch one podcast