

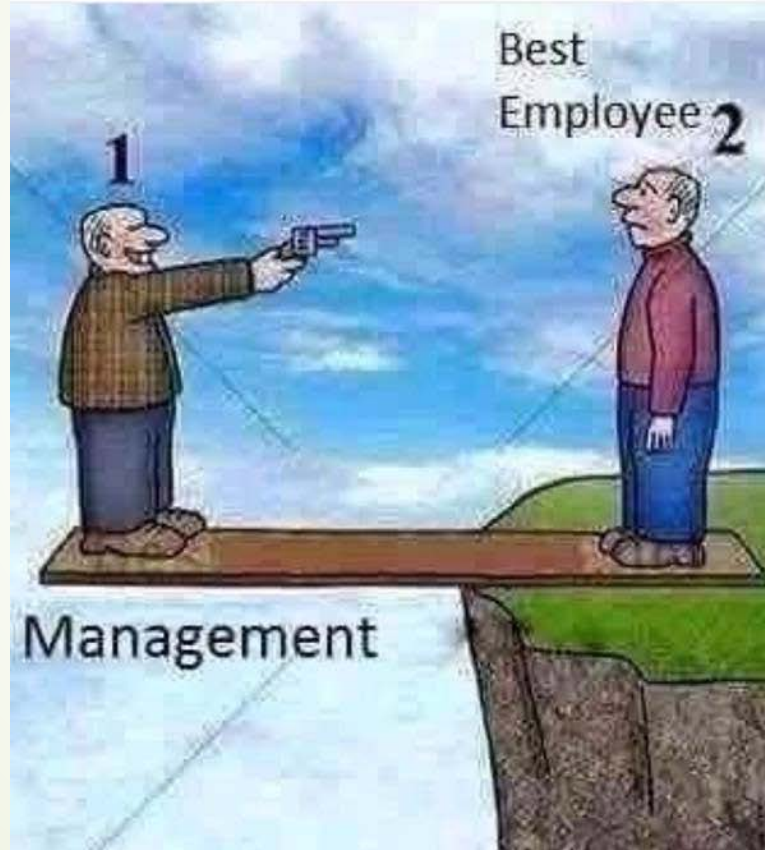
CS 428 – Webster Readings 7

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Bruce F. Webster

#1 reason why managers fail: inability or inaptitude in retaining top talent.

Many bosses have this attitude that anyone is replaceable easily like gloves, that they can hire someone even better. They are fooling themselves, and do disservice to their company. A good employee has knowledge of systems, products and processes. They have trust relationships with clients and co-workers that takes years to build. When you lose a good employee, you lose part of your culture. You lose part of your company. And you may lose your own future.



#7: Pitfalls of Modern Software Engineering (in progress) [theoretically]

- Derived from 1995 book **Pitfalls of Object-Oriented Development**
- First few sections really were universal and applied to adopting any new technology or methodology ("TOM")

4 Managerial pitfalls

- Using the wrong developers
- Using the wrong metrics (or none at all)
- Lying to yourself and others
- Not identifying and managing risks
- Adopting a technology or methodology without well-defined objectives
- Misjudging relative costs
- Allowing new features to creep (or pour) in
- Allowing the specification to drift or change without agreement
- Attempting too much, too fast, too soon
- Abandoning good software engineering practices

5 Political pitfalls

- ▶ Not educating and enlisting management before the fact
- ▶ Underestimating the resistance
- ▶ Overselling the technology or methodology
- ▶ Not recognizing the politics of architecture
- ▶ Getting religious about the technology or methodology
- ▶ Getting on the feature release treadmill
- ▶ Betting the company on a given technology or methodology
- ▶ Picking the wrong horse

6 Conceptual pitfalls

- ▶ Adopting a new technology or methodology for the wrong reason
- ▶ Thinking a new technology or methodology comes for free
- ▶ Thinking a new technology or methodology will solve all your problems
- ▶ Confusing buzzwords with concepts
- ▶ Confusing tools with principles
- ▶ Confusing training with skill
- ▶ Confusing prototypes with finished products
- ▶ Confusing approach with results
- ▶ Asking the wrong questions