

CS 428

WEEK #9 READINGS

Fall 2019, Week #9

Bruce F. Webster

- ▶ Get the right people
- ▶ Make them happy so they don't want to leave
- ▶ Turn them loose

PW PART III: THE RIGHT PEOPLE

- ▶ Getting the right people in the first place is all-important
- ▶ Companies often tend to push to hire the company average, “people that look like, sound like, and think like everybody else”
- ▶ Ditto for corporate dress standards
- ▶ “Unprofessional” is often used to characterize surprising and threatening behavior – “professional” is unsurprising behavior
 - ▶ Note: this is quite different from how I use “professionalism” in TEPES
- ▶ Entropy (uniformity) is always increasing in the organization
- ▶ Observations and feedback?

CH 14: THE HORNBLOWER FACTOR

- ▶ Leadership is *not* a “work-extraction mechanism”
- ▶ Leadership is a form of service
- ▶ Real leadership involves (useful) innovation, which often involves rebellion
- ▶ Most innovation that happens is unwelcome because it requires accommodating change
 - ▶ Key point: humans hate and resist change
 - ▶ “Can’t we just do what we’re currently doing, but better/faster/cheaper?”
- ▶ Observations and feedback?

CH 15: LET’S TALK ABOUT LEADERSHIP

- ▶ Much of the hiring process often involves tasks or evaluations unrelated to the actual work being done
 - ▶ Puzzles or brain teasers
 - ▶ Asking to write code on the spot w/no access to books or the net
 - ▶ Aptitude tests that have no bearing on long-term contributions
- ▶ Three different approaches
 - ▶ Portfolio of work done to date, which actual examples
 - ▶ Audition: 15-minute presentation on some aspect of past work
 - ▶ Give candidate 30 minutes to critique sample of flawed or unfinished code
- ▶ Observations and feedback?

CH 16: HIRING A JUGGLER

- ▶ Once you have screened for talent, knowledge, and experience, then diversity becomes a bonus
- ▶ Bringing new and different people in can shake up a team for the better
- ▶ However, don't grow team size just for the sake of growth
- ▶ Observations and feedback?

CH 17: PLAYING WELL WITH OTHERS

- ▶ Technology (new stuff) vs. environment (what you grow up with)
- ▶ Continuous partial attention – the opposite of flow
 - ▶ Difference between a 10% block of time and 10% of continual activity
- ▶ Articulate the contract: expected performance / behavior
 - ▶ In your case, work to find out what management expects and then live up to that
- ▶ Need to understand where attention lies (texting v. phone/e-mail)
- ▶ Observations and feedback?

CH 18: CHILDHOOD'S END

- ▶ Key problem with 'industrial' management viewpoint: turnover costs are seen as minor
 - ▶ In real life, they can be devastating to a project and to an organization
 - ▶ Hidden costs of turnover: management takes a short-term view to employee development and satisfaction
- ▶ Why people leave
 - ▶ #1 cause across all industries (recent study): their immediate manager
 - ▶ Just passing through, feeling of disposability, no reason for loyalty
 - ▶ Key point for would-be managers: **loyalty is a two-way street**
- ▶ Low turnover: mentality of permanence
 - ▶ Preoccupation for being the best
 - ▶ Investment in developing employees (education, training, etc.)
 - ▶ Clear career paths upward for all employees
- ▶ Observations and feedback?

CH 19: HAPPY TO BE HERE

- ▶ Essential to see spending on employees as an *investment* not an *expense*
- ▶ Common management sin: focusing on improving near-term performance by sacrificing the longer term (“eating the seed corn”)
- ▶ Replacement of a valuable team member almost always causes a drop of team productivity (imperfect knowledge transfer, coming up to speed)
- ▶ Layoffs for the sake of layoffs can easily trigger a negative downward spiral
- ▶ Observations and feedback?

CH 20: HUMAN CAPITAL

- ▶ “In the best work groups, the ones in which people have the most fun and perform at their upper limits, team interactions are everything.”
- ▶ This is as major a challenge as finding the best people: getting them to work together as a team

PW PART IV: GROWING PRODUCTIVE TEAMS

- ▶ Concept of the “jelled team”: alignment of personal and team goals
- ▶ By contrast, teams are not automatically motivated (or jelled) by company goals and may be disdainful of them
- ▶ Key aspect of a jelled team
 - ▶ Low turnover
 - ▶ Strong sense of identity
 - ▶ Sense of eliteness
 - ▶ Joint ownership of product
 - ▶ Obvious enjoyment
- ▶ The Black Team: real-world example

CHAPTERS 21/22: THE WHOLE IS GREATER THAN THE SUM OF THE PARTS / THE BLACK TEAM

- ▶ Defensive management: distrust and micromanagement
- ▶ Bureaucracy: paperwork and busy work
- ▶ Physical separation: dividing a team up
- ▶ Fragmentation of people's time: too many projects, tasks
- ▶ Quality reduction of the product: shipping a bad product
- ▶ Phony deadlines: based on company desires, not reality
- ▶ "Clique" control: breaking up teams out of fear of loss of control
- ▶ "Most organizations doesn't set out consciously to kill teams. They just act that way."
- ▶ Phony motivation
- ▶ Extended overtime
- ▶ Pitting team members against each other (deliberately or inadvertently)

CHAPTERS 23-25: TEAMICIDE / TEAMICIDE REVISITED / COMPETITION

- ▶ Provide frequent easy opportunities for the team to succeed together
- ▶ Show trust in the team by not protecting yourself from their mistakes
- ▶ Get out of their hair or send them away for a while
- ▶ Encourage productive rule-breaking
- ▶ Allow teams to self-organize independent of a particular project
- ▶ Trust the natural authority of individual team members

CHAPTERS 26-27: SPAGHETTI DINNER / OPEN KIMONO

- ▶ Make a cult of quality
- ▶ Provide lots of satisfying closure
- ▶ Build a sense of eliteness
- ▶ Preserve and protect successful teams
- ▶ Provide strategic, but not tactical, direction
- ▶ Allow and encourage heterogeneity

CHAPTERS 28: CHEMISTRY FOR TEAM FORMATION

- ▶ Employee loyalty: measured using variant of Net Promoter Score (NPS)
 - ▶ Would you recommend your ORGANIZATION as a place to work to a friend or colleague?
 - ▶ Would you recommend your TEAM as a place to work to a friend or colleague?
 - ▶ Employee NPS correlates with:
 - ▶ Collection and use customer feedback in design of products & features
 - ▶ Ability of team to visual and understand flow of products & features from development to customers
 - ▶ Alignment of individual goals and values with organizational goals and values
- ▶ Bottom line: loyalty is a two-way street.

ACCELERATE CHAPTER 10: EMPLOYEE SATISFACTION, ETC.

- ▶ Changing organizational culture and identity
 - ▶ “People are an organization’s greatest asset – yet so often they’re treated like expendable resources.”
 - ▶ “When leaders invest in their people and enable them to do their best work, employees identify more strongly with the organization and are willing to go the extra mile to help it be successful.”
 - ▶ Continuous Deliver + Lean Practices => Improved Identity, Job Satisfaction => Organizational Performance
- ▶ Diversity in Tech
 - ▶ More reporting than actual research and root analysis
 - ▶ BUT: “Women are leaving tech at a 45% higher rate than men, and the outlook for minorities is likely similar.” (No cite or research for latter assertion)
 - ▶ That said: there is no place for sexism, racism, or other forms of intolerance.

ACCELERATE CHAPTER 10: (CONT)

- ▶ By midnight on Saturday (11/9):
 - ▶ Latest team status report
 - ▶ Individually: watch next podcast (#8)
- ▶ By class on Monday (11/11):
 - ▶ Read Peopleware parts V and VI
 - ▶ Read Accelerate, chapter 11
 - ▶ Keep working through Webster #7 (will cover on 11/18)
- ▶ Reminder: first demos on 11/18
- ▶ Reminder: midterm on 11/25

FOR NEXT WEEK (11/11)