

# CS 428

## Week #10

# Readings

WINTER 2020, WEEK #10

BRUCE F. WEBSTER

- ▶ Chapter 29: The Self-Healing System
  - ▶ Keys: training, tools, peer review
- ▶ Chapter 30: Dancing with Risk
  - ▶ As per Armour, greater risk leads to greater reward
  - ▶ At the same time, we need to anticipate and manage the risk of project failure
- ▶ Chapter 31: Meetings, Monologues, and Conversations
  - ▶ If the goal isn't to reach a decision, then don't hold the meeting
- ▶ Chapter 32: The Ultimate Management Sin Is...wasting people's time
- ▶ Chapter 33: E(vil)-Mail: again, wasting people's time

## Peopleware Part V: Fertile Soil



- ▶ Chapter 34: Making Change Possible (when people hate change)
  - ▶ There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new. (Machiavelli, "The Prince")
  - ▶ Improvement requires change, but it is common to change without any improvement
  - ▶ Change requires chaos, but management fights against chaos
- ▶ Chapter 35: Organizational Learning
  - ▶ [Organizational] learning is limited by an organization's ability to keep its [best] people
- ▶ Chapter 36: The Making of Community
  - ▶ The "jelled team" concept, but on an organizational level
  - ▶ Even more difficult, fragile, and prone to subversion or decay

## PW Part V: Fertile Soil (Cont.)



- ▶ Chapter 37: Chaos and Order
  - ▶ Progress comes from constructive re-introduction of small amounts of disorder
    - ▶ Pilot projects
    - ▶ War games
    - ▶ Brainstorming
    - ▶ Provocative training experiences
    - ▶ Training, trips, conferences, celebrations, retreats
- ▶ Chapter 38: Free Electrons
  - ▶ Giving your best people room to do new things
- ▶ Chapter 39: Holgar Dansk:
  - ▶ Waking the 'sleeping giant' within the company

PW Part VI: It's supposed to be fun to work here



- ▶ Transformational Leadership: “inspiring and motivating followers to achieve higher performance by appealing to their values and sense of purpose, [thus] facilitating wide-scale organizational change.”
  - ▶ Vision
  - ▶ Inspirational communication
  - ▶ Intellectual stimulation
  - ▶ Supportive leadership
  - ▶ Personal recognition
- ▶ BUT: “leaders cannot achieve goals on their own. They need their teams executing their work on a suitable architecture, with good technical practices, use of Lean principles, and all the other factors we’ve studied over the years.”
- ▶ A great leader cannot guarantee success, but a bad one can almost certainly guarantee failure.

## Accelerate Chapter 11: Leaders and Managers



- ▶ The role of managers
  - ▶ Ensure existing resources are made available/accessible to everyone
  - ▶ Create space and opportunities for learning and improving
  - ▶ Establish a dedicated training budget and let employees decide what to learn
  - ▶ Encourage staff to attend tech conferences
  - ▶ Set up internal hack days, allowing cross-functional teams to work on a project
  - ▶ Encourage teams to organize internal 'yak' days to work on technical debt
  - ▶ Hold regular internal DevOps mini-conferences
  - ▶ Give staff dedicated time (+budget, infrastructure) to experiment with new tools, technologies

## ACC Chapter 11 (cont.)



- ▶ Enable cross-functional collaboration
  - ▶ Build trust with counterparts on other teams
  - ▶ Encourage practitioners to move between departments
  - ▶ Actively seek, encourage, and reward work that facilitates collaboration
- ▶ Create a climate of learning
  - ▶ Create a training budget and advocate for it internally
  - ▶ Ensure your team has resources to engage in informal learning and space to explore ideas
  - ▶ Make it safe to fail (and fail quickly)
  - ▶ Create opportunities and spaces to share information
  - ▶ Encourage sharing and innovation by having demo days and forums
- ▶ Make effective use of tools
  - ▶ Make sure your team can choose their tools
  - ▶ Make monitoring (infrastructure, app, environment) a priority

## ACC Chapter 11 (cont.)



- ▶ By midnight on Saturday (03/14):
  - ▶ Latest team status report
  - ▶ Individually: watch next podcast (#9)
  - ▶ Complete individual code reviews (Deliverable #7)
- ▶ By class on Monday (03/16):
  - ▶ Finish Webster #7 (will cover in class)
  - ▶ Be prepared for your team demos (3-5 minutes)
- ▶ Reminder: midterm on 03/23

## FOR NEXT WEEK (03/16)