

**CS 428**

**WEBSTER #5 READINGS**

Fall 2021

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- Trying to solve team issues at Pages Software – did a team offsite
  - Each engineer explained what her/his goals were for being at Pages
  - As a team, we crafted team goals that supported individual goals
  - We then determined how those team goals would support company goals
- Result: zero (0) voluntary turnover in engineering staff over 4.5 year period
- Problem: upper management tends to see engineers are interchangeable and subject to simple motivations
  - “Don’t they realize they’re dealing with grown-ups?”
- Observations and experiences?

**“HOW TO RETAIN IT TALENT WITH GOAL ALIGNMENT” (BASELINE, 2008) [[LINK](#)]**

- Quality of work and effort
- Project planning and execution
- Quality assurance and process
- Architecture
- Application performance
- Staffing
- Management principles
- Intellectual honesty

**WEB #6: ANATOMY OF A RUNAWAY IT PROJECT (2008) [[LINK](#)]**

- **Septic code is why some large IT projects never go live**
  - Some portion of the source code created to date is so bad and has such a negative impact on other code that relies upon it that the project will never stabilize
  - Only solution: cut that course code out of the project and throw it away; write brand new source code in its place.
  - Sometimes requires complete reboot of project from scratch
- **Reasons:**
  - Use of un- or underqualified software engineers and architects
  - Poor hiring techniques and bad management
  - Doing too much too quickly
  - Lack of conceptual unity (solid architecture)
  - Lack of effective software quality assurance

**WEB #6: SEPTIC CODE (2013) [[LINK](#)]**

- Concept: applying n-player game theory to organizational software engineering
  - IT engineers (Geeks)
  - Management (Suits)
  - End-users (Users)
- **The three groups have a hard time agreeing on what ‘game’ they’re playing, much less what ‘winning’ looks like**
- Each group tends to have negative stereotypical views of the other two
- Result is a lot of mistrust and miscommunication

**“NEGOTIATIONS AND LOVESONGS” (2008) [[LINK](#)]**