

# CS 428

# Webster #1

Winter 2021

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- ▶ Study and experienced observers agree: people matter most in affecting regarding IT project success or failure
- ▶ Core issue: a lot of that is natural talent (cf. music, math, art, athletics), and not that many people are inherently good at IT
- ▶ Over the past 70 years, demand for IT personnel had massively outstripped supply
- ▶ That trend will continue
- ▶ Observations and experiences?

## “The Real Software Crisis” (BYTE, 1996)

- ▶ Follow-up to “Real Software Crisis” - identifies five essential qualities to look for in hiring IT personnel
  - ▶ **Talent:** inherent IT-related talents (not a single talent, not a single yes/no)
  - ▶ **Experience:** our most painful experiences are usually our most informative
  - ▶ **Professionalism:** be reliable, be reasonable, get your work done
  - ▶ **Education:** those with education in CS/IT have an advantage over those without
  - ▶ **Skills:** honed skills in specific languages, methodologies, technologies
- ▶ Observations and experience?

## “TEPES” (2008)

- ▶ In dysfunctional IT organizations, your best people tend to depart quickly, leaving behind the less talented, less skilled, less competent
- ▶ Overall quality of IT organization declines over time and becomes hard to improve
- ▶ It's not unique to IT (though IT is very sensitive to it)
- ▶ It's not true of all IT organizations; just dysfunctional ones or those heading towards dysfunction
- ▶ Not everyone left behind is necessarily incompetent
- ▶ Observations and experience?

## “The Dead Sea Effect” (2008)