

CS 428

Peopleware: Parts IV- VI  
(chapters 21-39)

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# Part IV: Growing Productive Teams

- ▶ “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

# Chapters 21/22: The whole is greater than the sum of the parts / The Black Team

- ▶ 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 23-25: Teamicide / Teamicide revisited / Competition

- ▶ 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 26-27: Spaghetti Dinner / Open Kimono

- ▶ 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 28: Chemistry for Team Formation

- ▶ 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

# Part V: Fertile Soil

- ▶ 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

# Part V: Fertile Soil (Cont.)

- ▶ 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



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

- ▶ 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