



CS 428
Peopleware:
Part I
(Chapters 1-6)

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Ch 1: Somewhere today, a Project is Failing

- ◇ “For the overwhelming majority of the [failed] projects we studied, *there was not a single technological issues to explain the failure.*”
- ◇ “The major problems of our work [e.g., IT development and deployment] are not so much *technological* as they are *sociological* in nature.”
- ◇ “Most managers are willing to concede...that they’ve got more people worries than technical worries. *But they seldom manage that way.*”
- ◇ “The main reason we tend to focus on the technical rather than the human side of the work is not because it’s more crucial, but because it’s easier to do.”
- ◇ Observations and feedback?

Ch 2: Make a Cheeseburger, Sell a Cheeseburger

- ◇ Management tends to see development like making fast food
- ◇ Tendency to punish/bury errors and dead ends (cf. Armour)
- ◇ Common attitude that “management provide[s] all the thinking and the people underneath just carry out their bidding.”
- ◇ Common attitude that people are interchangeable parts and that interrelations – good or bad – aren’t important
- ◇ Steven Covey: we are often too busy sawing to sharpen the saw
 - ◇ “The average software developer...doesn’t own a single book on the subject of his or her work, and hasn’t ever read one.” [Hence this class]
- ◇ Observations and feedback?

Ch 3: Vienna Waits for You

- ◇ “Real-world” management too often “is all about getting people to work harder and longer, largely at the expense of their personal lives.”
 - ◇ There ain’t no such thing as [sustained] overtime
 - ◇ Remember, too: no other success can compensate for failure in the home
 - ◇ Billboard on I-15: “You can code and still go home to your family at night.”
- ◇ Such management is often blind to costs of turnover and burnout
- ◇ People under time pressure don’t work better – just “faster”
 - ◇ Result is poorer quality and more job dissatisfaction
- ◇ Observations and feedback?

Ch 4: Quality – if time permits

- ◇ We tend to tie our self-esteem not to the quantity of what we produce but the quality, and yet management often emphasizes just the opposite
- ◇ “Quality, far beyond that required by the end user, is a means to higher productivity”
 - ◇ Remember Brooks: we spend 50% of a project schedule in testing & QA, whether we plan for that or not
- ◇ High quality can result in cost reduction
- ◇ “Quality is free, but only to those who are willing to pay heavily for it.”
- ◇ Observations and feedback?

Ch 5: Parkinson's Law Revisited

- ◇ “Work expands to fill the time allotted.” – was actually a satirical observation
- ◇ “Parkinson's Law almost certainly doesn't apply to your people.”
 - ◇ They have too many other things they want to do.
- ◇ Bad estimates tend to lower productivity; good/credible estimates tend to raise it
 - ◇ Death march vs. achievable goal
- ◇ Organizational busy work tends to expand to fill the working day
- ◇ Observations and feedback?

Ch 6: Laetrile

- ◇ The Seven False Hopes of Software Management
 - ◇ There is some new trick that could send productivity soaring (cf. “No Silver Bullet”)
 - ◇ Other managers are getting gains of 100-200% or more!
 - ◇ Technology is moving so swiftly that you’re being passed by.
 - ◇ Changing languages [or methodologies] will give you huge gains.
 - ◇ Because of the backlog, you need to double productivity immediately.
 - ◇ You automated everything else; isn’t it time to automate away your developers?
 - ◇ Your people will work better if you put them under a lot of pressure.
- ◇ Observations and feedback?