



CS 428

Peopleware: Parts IV- VI (chs 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)
 - ◇ Machiavelli and change
 - ◇ 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