CS 428 Webster #5 Readings

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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

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

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]