



**CS 428**  
**WEBSTER #1**

Winter 2022

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- Studies and experienced observers agree: people matter most when it comes to 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)**