

**CS 428**  
**PEOPLEWARE: PART I**  
**(CHAPTERS 1-6)**

Winter 2022

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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?