CS 428
PEOPLEWARE: PART II (CHAPTERS 7-13)

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MEME OF THE DAY

```
# you may think that this function
# is obsolete, and doesnt seem to do
# anything. and you would be correct.
# but when we remove this function
# for some reason the whole program
# crashes and we cant figure out why,
# so here it will stay.
```

CH 7: THE FURNITURE POLICE

- "[Those making workplace decisions] are not themselves doing the kind of work that is likely to suffer from a poor environment."

- Goals are focused on ease and flexibility of setting up the physical workspace, not on productivity of those who work there.

- Attitude: If everyone can't have a window, then no one can.

- "Almost without exception, the work space given to intellect workers is noisy, interruptive, un-private, and sterile."

- Why do you think this happens? What are your options?

CH 8: "YOU NEVER GET ANYTHING DONE AROUND HERE BETWEEN 9 AND 5"

- "…overtime is not so much a means to increase the *quantity* of work time as to improve its average *quality*."
  - Fewer interruptions/disturbances outside of regular work hours or at home

- Individual differences (best outperform worse by 10:1)

- Productivity non-factors: language, years of experience, defects, salary

- **There is also a 10:1 difference in productivity among software organizations**
  - Cf. "Dead Sea Effect"

- Top performers' space is quieter, more private, better protected from interruption, larger

- When are you most productive in development?

CH 9: SAVING MONEY ON SPACE

- Cost-saving trend towards less privacy, less dedicated space, more noise

- But cost of workspace is small fraction of cost of developer – false economy

- Claims of greater productivity & interaction for open space aren't supported

- Correlations between perceived noise level and defects in work
  - Zero-defect workers: 66% reported noise level ok
  - 1-or-more defects: 8% reported noise level ok

- Noise is generally proportional to workplace density

- Worker response is often to "hide out" where it's quieter

- What have you seen in your jobs and internships?

INTERMEZZO: PRODUCTIVITY MEASUREMENT

- So, why isn't this all obvious and followed?

  - Because of how few firms know how to or are willing to measure impact of environment on productivity

- But: "Given that there are 10:1 differences from one organization to another in productivity, you simply can't afford to remain ignorant of where you stand."

- What changes would you suggest to improve productivity?

CHAPTER 10: BRAIN TIME VS BODY TIME

- During single-minded work time, people are ideally in "flow" state
  - Deep, nearly meditative involvement
  - Sense of euphoria
  - Unaware of passage of time

- It takes time to enter "flow" state, and interruptions force you to restart
  - Constant interruptions keep us in a state of "no-flow" and far less productive

- E-Factor: uninterrupted hours / body-present hours
  - Boss: "Can't you do [your thinking] at home?"

- What are your experiences with "flow"?

CHAPTER 11: THE TELEPHONE

- Chapter is a touch dated – younger generation has learned to ignore phones

- But now: various messaging feeds and apps, social media, e-mail, etc., can all interrupt our flow

- To achieve and preserve flow, we have to be willing to shut off these distractions

- To what extent do you find that social media affect your own productivity?

CHAPTER 12: BRING BACK THE DOOR

- Like windows, doors are frequently a status symbol – and therefore, if everyone can't have no, nobody can have one

- Workers aren't inspired or made more productive because the (open) workplace has "fashionable" or "daring" or "amusing" design

- Piping music into an open workplace doesn't help either

- It's great to have "vital" space for spontaneous interaction w/others, but most IT production is solitary, flow-based intellectual work

- Have you ever had an office with a door?

CHAPTER 13: TAKING UMBRELLA STEPS

- Christopher Alexander's *The Timeless Way of Building* and design pattern
  - Alexander on workspaces (pp. 82-83)
  - Cubicles are almost the direct opposite of what Alexander points out

- Tailored workspaces from a pattern

- Use of windows

- Indoor and outdoor space

- Public space

- "No two people have to have exactly the same work space."

- What would be your ideal workspace for software development?