CS 428
WEBSTER #5 READINGS

Winter 2022

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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]