CS 428
Webster #1

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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)