



CS 428

Peopleware: Parts IV- VI (Chs 21-39)

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BRUCE F. WEBSTER

Part IV: Growing Productive Teams

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- ▶ “In the best work groups, the ones in which people have the most fun and perform at their upper limits, team interactions are everything.”
- ▶ This is as major a challenge as finding the best people: getting them to work together as a team



Chapters 21 /22: The whole is greater than the sum of the parts / The Black Team

- ▶ Concept of the “jelled team”: alignment of personal and team goals
- ▶ By contrast, teams are not automatically motivated (or jelled) by company goals and may be disdainful of them
- ▶ Key aspect of a jelled team
 - ▶ Low turnover
 - ▶ Strong sense of identity
 - ▶ Sense of eliteness
 - ▶ Joint ownership of product
 - ▶ Obvious enjoyment
- ▶ The Black Team: real-world example

Chapters 23-25: Teamicide / Teamicide revisited / Competition

- ▶ Defensive management: distrust and micromanagement
- ▶ Bureaucracy: paperwork and busy work
- ▶ Physical separation: dividing a team up
- ▶ Fragmentation of people's time: too many projects, tasks
- ▶ Quality reduction of the product: shipping a bad product
- ▶ Phony deadlines: based on company desires, not reality
- ▶ “Clique” control: breaking up teams out of fear of loss of control
- ▶ **“Most organizations doesn't set out consciously to kill teams. They just act that way.”**
- ▶ Phony motivation
- ▶ Extended overtime
- ▶ Pitting team members against each other (deliberately or inadvertently)

Chapters 26-27: Spaghetti Dinner / Open Kimono

- ▶ Provide frequent easy opportunities for the team to succeed together
- ▶ Show trust in the team by not protecting yourself from their mistakes
- ▶ Get out of their hair or send them away for a while
- ▶ Encourage productive rule-breaking
- ▶ Allow teams to self-organize independent of a particular project
- ▶ Trust the natural authority of individual team members

Chapters 28: Chemistry for Team Formation

- ▶ Make a cult of quality
- ▶ Provide lots of satisfying closure
- ▶ Build a sense of eliteness
- ▶ Preserve and protect successful teams
- ▶ Provide strategic, but not tactical, direction
- ▶ Allow and encourage heterogeneity

Part V: Fertile Soil

- ▶ Chapter 29: The Self-Healing System
 - ▶ Keys: training, tools, peer review
- ▶ Chapter 30: Dancing with Risk
 - ▶ As per Armour, greater risk leads to greater reward
 - ▶ At the same time, we need to anticipate and manage the risk of project failure
- ▶ Chapter 31: Meetings, Monologues, and Conversations
 - ▶ If the goal isn't to reach a decision, then don't hold the meeting
- ▶ Chapter 32: The Ultimate Management Sin Is...wasting people's time
- ▶ Chapter 33: E(vil)-Mail: again, wasting people's time

Part V: Fertile Soil (Cont.)

- ▶ Chapter 34: Making Change Possible (when people hate change)
 - ▶ Machiavelli and change
 - ▶ Improvement requires change, but it is common to change without any improvement
 - ▶ Change requires chaos, but management fights against chaos
- ▶ Chapter 35: Organizational Learning
 - ▶ [Organizational] learning is limited by an organization's ability to keep its [best] people
- ▶ Chapter 36: The Making of Community
 - ▶ The “jelled team” concept, but on an organizational level
 - ▶ Even more difficult, fragile, and prone to subversion or decay

Part VI: It's supposed to be fun to work here

- ▶ Chapter 37: Chaos and Order
 - ▶ Progress comes from constructive re-introduction of small amounts of disorder
 - ▶ Pilot projects
 - ▶ War games
 - ▶ Brainstorming
 - ▶ Provocative training experiences
 - ▶ Training, trips, conferences, celebrations, retreats
- ▶ Chapter 38: Free Electrons
 - ▶ Giving your best people room to do new things
- ▶ Chapter 39: Holgar Dansk:
 - ▶ Waking the 'sleeping giant' within the company