



CS 428

Webster #5

Readings

WINTER 2023

BRUCE F. WEBSTER

- ▶ 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](#)]