

**CS 428**  
**PEOPLEWARE:**  
**PART III**  
**(CHS 14-20)**

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# PART III: THE RIGHT PEOPLE

- Get the right people
- Make them happy so they don't want to leave
- Turn them loose

# CH 14: THE HORNBLOWER FACTOR

- Getting the right people in the first place is all-important
- Companies often tend to push to hire the company average, “people that look like, sound like, and think like everybody else”
- Ditto for corporate dress standards
- “Unprofessional” is often used to characterize surprising and threatening behavior  
– “professional” is unsurprising behavior
  - Note: this is quite different from how I use “professionalism” in [TEPES](#)
- Entropy (uniformity) is always increasing in the organization
- Observations and feedback?

# CH 15: LET'S TALK ABOUT LEADERSHIP

- Leadership is *not* a “work-extraction mechanism”
- Leadership is a form of service
- Real leadership involves (useful) innovation, which often involves rebellion
- Most innovation that happens is unwelcome because it requires accommodating change
  - Key point: humans hate and resist change
  - “Can’t we just do what we’re currently doing, but better/faster/cheaper?”
- Observations and feedback?

# CH 16: HIRING A JUGGLER

- Much of the hiring process often involves tasks or evaluations unrelated to the actual work being done
  - Puzzles or brain teasers
  - Asking to write code on the spot w/no access to books or the net
  - Aptitude tests that have no bearing on long-term contributions
- Three different approaches
  - Portfolio of work done to date, which actual examples
  - Audition: 15-minute presentation on some aspect of past work
  - Give candidate 30 minutes to critique sample of flawed or unfinished code
- Observations and feedback?

# CH 17: PLAYING WELL WITH OTHERS

- Once you have screened for talent, knowledge, and experience, then diversity becomes a bonus
- Bringing new and different people in can shake up a team for the better
- However, don't grow team size just for the sake of growth
- Observations and feedback?

# CH 18: CHILDHOOD'S END

- Technology (new stuff) vs. environment (what you grow up with)
- Continuous partial attention – the opposite of flow
  - Difference between a 10% block of time and 10% of continual activity
- Articulate the contract: expected performance / behavior
  - In your case, work to find out what management expects and then live up to that
- Need to understand where attention lies (texting v. phone/e-mail)
- Observations and feedback?

# CH 19: HAPPY TO BE HERE

- Key problem with 'industrial' management viewpoint: turnover costs are seen as minor
  - In real life, they can be devastating to a project and to an organization
  - Hidden costs of turnover: management takes a short-term view to employee development and satisfaction
- Why people leave
  - #1 cause across all industries (recent study): their immediate manager
  - Just passing through, feeling of disposability, no reason for loyalty
  - Key point for would-be managers: **loyalty is a two-way street**
- Low turnover: mentality of permanence
  - Preoccupation for being the best
  - Investment in developing employees (education, training, etc.)
  - Clear career paths upward for all employees
- Observations and feedback?



# CH 20: HUMAN CAPITAL

- Essential to see spending on employees as an *investment* not an *expense*
- Common management sin: focusing on improving near-term performance by sacrificing the longer term (“eating the seed corn”)
- Replacement of a valuable team member almost always causes a drop of team productivity (imperfect knowledge transfer, coming up to speed)
- Layoffs for the sake of layoffs can easily trigger a negative downward spiral
- Observations and feedback?

# **BONUS SLIDE: KEEPING A STRONG IT STAFF DESPITE LAYOFFS [[LINK](#)] (BASELINE, 2009)**

- **Avoid or reverse the Dead Sea Effect**
  - Get rid of underperformers; keep best people happy and on board
- **Reduce Staff, Not Tools and Benefits**
  - Need to keep people productive and happy
- **Evaluate Teams, Not Just Individuals**
  - When possible, keep high-functioning teams intact
- **Shape Your Teams to Fit Your Projects**
  - Keep people to fit what projects will go forward
- **Act Quickly and Decisively**
  - Don't let things drag out; your best people will leave before you can retain them