

# Ch. 14 Hornblower Factor

- Managers don't have time to change people
  - Therefore, hire the right people
- Uniformity hinders success

# Ch. 15 Hiring a Juggler

- Employers should require proof before hiring
  - Portfolios
  - Aptitude tests (only good for early work)
  - Auditions (give a talk to co-workers)

# Ch. 16 Happy to be Here

- Cost of employee turnover (churn)
  - Estimated at about five months salary
- Hidden costs
  - Short-term perspective
  - Early promotion to management
- Special Pathology: the company move
- Mentality of Permanence

# Ch. 17 The Self-Healing System

- Imposing a Methodology can be dangerous
- Convergence of method is desired
  - People doing similar jobs use similar best practices
  - Accomplished through training, tools, peer reviews
- Hawthorne Effect
  - People perform better when trying something new

# Ch. 18 Jelled Teams

- What are characteristics of jelled teams?
- Has your team jelled?
- What should you have done differently to attain (or improve) the *jelliness* of your team?
- What could you do still to be more jelled?
- Or what should you do to stay jelled?

# Ch. 18 Jelled Teams

- One suggestion in Peopleware is to identify shared goals of the team members
- Activity:
  - With your teammates, identify specific goals for the remainder of this quarter
    - Consider goals in terms of
      - Functionality
      - Quality
      - Comaraderie
      - Usability

# Ch. 19 The Black Team

- Describe the Black Team and what made it a jelled team?
- What could management have done to ruin the Black Team's *jelliness*?

# Ch. 20 Teamicide

- What are ways to prevent a team from jelling or destroy a jelled team
  - Defensive management
  - Bureaucracy
  - Physical separation
  - Fragmentation of people's time
  - Quality reduction of the product
  - Phony deadlines
  - Clique control

# Ch. 21 Spaghetti Dinner

- Describe the Spaghetti Dinner story
- How was this an example of good management?
  - They get the team together
  - They help the team set a goal
  - They get out of the way
  - They help out when needed
- How may it have been an example of poor management?

# Ch. 22 Open Kimono

- Trust as a basis
- The Getaway Ploy
  - Sometimes the team needs to get away to get something big done, and to jell

# Ch. 23 Chemistry for Team Formation

- Chemistry-building strategy
  - Make a cult of quality
  - Provide lots of satisfying closure (iterations)
  - Build a sense of eliteness
  - Allow and encourage heterogeneity
  - Preserve and protect successful teams
  - Provide strategic but not tactical direction
    - Network not a hierarchy

## Ch. 24 Chaos and Order

- If things become too routine, we get bored
- How can we combat boredom and keep productivity high?
- Introduce small amounts of chaos
  - Pilot projects (try new things, one at a time)
  - War games (24-hour project tournament)
  - Brainstorming
  - Training, trips, conferences, celebrations, retreats

## Ch. 25 Free Electrons

- Cottage Industry Phenomenon (consultants)
- Fellows, Gurus, Intrapreneurs (keep talent in-house, give them freedom)

## Ch. 26 Holgar Dansk

- Don't be afraid to try to change your organization
- Only take on one challenge