

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