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