

Peopleware revisited in the age of off- and near-shoring

Till Gartner, mgm technology partners s.r.o.

München

Hamburg

Grenoble

Prag

Mikulov, October 2006



About mgm technology partners & Till Gartner

mgm technology partners

- IT projects for large customers
- Analysis – Design – Architecture – Development – Test – Roll out – Support – Project management
- An international group with ~ 150 people in Germany, CZ, France
- Since 1994

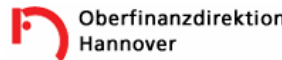
Till Gartner

- Part of mgm's management team
- Studied Mathematics & Computer Science in Munich
- In IT business since 20 years
- Experience in small, mid and large IT projects in Europe, US and Africa
- Technical background, now in management position



mgm technology partners – Customer examples

AOL
 Baumer electric, Schweiz
 Bertelsmann
 BMW
 ELSTER
 Fujitsu Siemens Computer
 Hamburger Sparkasse
 Hannover-Berufsgenossenschaft
 Hewlett-Packard
 Lafarge Zement
 LZB Bayern
 OFD München
 OFD Hannover
 Oracle
 TechData, Deutschland
 TechData, Schweiz
 SAP
 Schweizer Rück
 Siemens CIO
 Sparkassen-Informatik
 SSB
 Stadtwerke Bremen
 Tiefbau-Berufsgenossenschaft
 Vattenfall



mgm technology partners

mgm technology partners group

mgm technology partners GmbH, Munich, Germany

Head office



- Founded: 1994
- Ca. 120 people
- Long lasting customer relations
- Focus: technology innovation

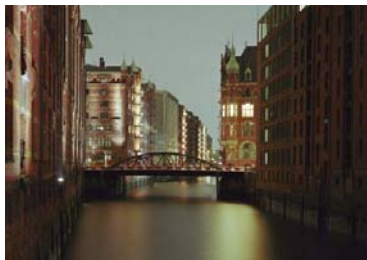
mgm technology partners s.r.o., Prague, Czech Republic
(formerly platina s.r.o.)

100% daughter

- Founded: 2004
- Ca. 40 people
- Competence: Development, Outsourcing



mgm technology partners GmbH,
Hamburg, Germany



- Founded: 2005
- Ca. 10 people
- Competences: Consulting

mgm technology partners sarl, Grenoble, France
100% daughter

- Founded: 2005
- 4 people
- Competence: Consulting

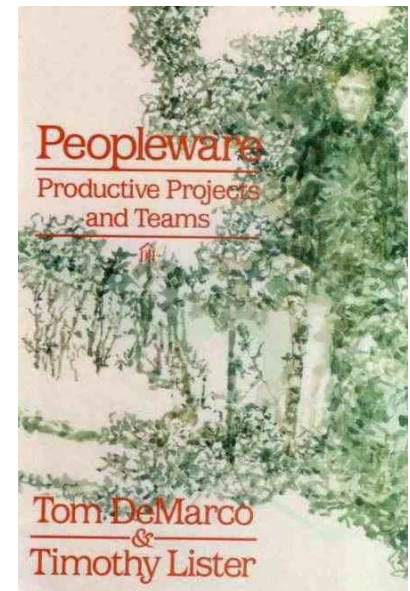


mgm technology
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Peopleware – What is the book about?

The major problems of our work are not so much *technological* as *sociological* in nature.

- Published in 1987
- A small *revolution* in the area of *software development management*
- A collection of management concepts illustrated by real life examples and anecdotes
- Written from a developers perspective
Addressing a management audience



The structure of Peopleware

Part I: Managing the Human Resource

- Somewhere today a project is failing
- There ain't such a thing as overtime
- Quality – if time permits
- Laetrile

Part II: The Office Environment

- The furniture police
- Brain time vs body time

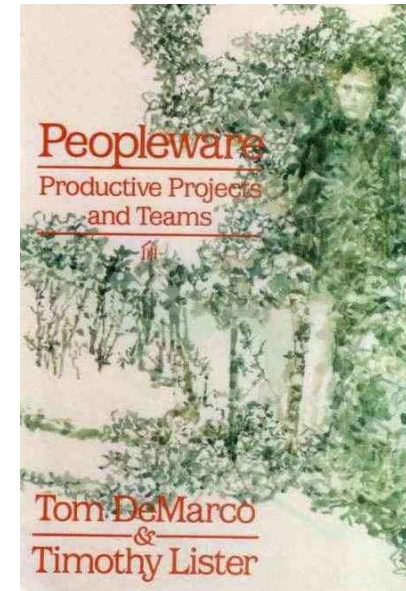
Part III: The Right People

Part IV: Growing Productive Teams

- Jelled teams
- Teamicide

Part V: It's supposed to be fun to work around here

Part VI: Son of Peopleware

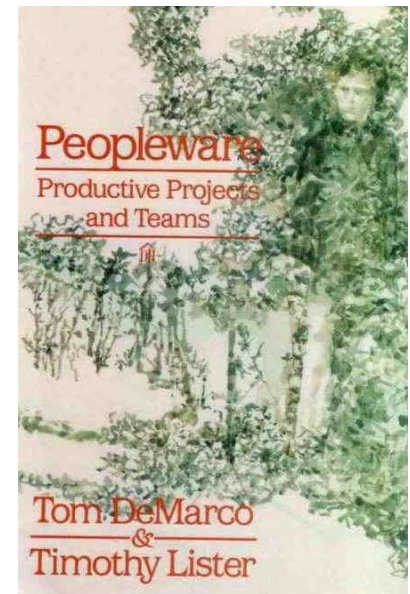


Randomly selected topics

- Of interest from the perspective of off-shoring and large enterprise projects
- Understand what De Marco & Lister stated
- Revisit under today's circumstances

New topics

- Interesting perspectives not mentioned in Peopleware

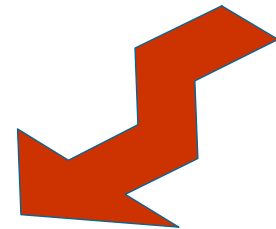


The problem

- In many software projects quality related phases are subject to cuts
- Engineers are demotivated by having to deliver low quality software
- *“that’s enough quality, let’s leave the product as it is, the market wouldn’t notice and reward the difference anyway”*

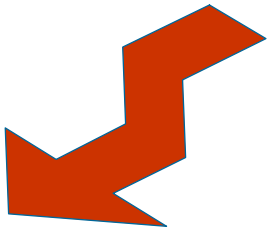
In off shore environments

- Quality is even more difficult to be achieved
- Price and time pressure is high



Laetrile

- *Laetrile is a colorless liquid pressed from the soft bitter insides of apricot pits. In Mexico, you can buy it for fifty dollars a drop to "cure" your fatal cancer. Of course, it doesn't cure anything. People who are desperate enough don't look very hard at the evidence.*
- Seven False Hopes of Software Management
 1. There is some new trick you've missed that could send productivity soaring.
 2. Other managers are getting gains of one hundred percent or two hundred percent or more.
 3. Technology is moving so swiftly that you're being passed by.
 4. Changing languages will give you huge gains.
 5. Because of the backlog, you need to double productivity immediately.
 6. You automate everything else; isn't it about time you automated away your software development staff?
 7. Your people will work better if you put them under a lot of pressure.



Peopleware findings

- In most large companies offices are not adapted to developers needs
- Open space offices, no personalization (posters, plants, etc.)
- De Marco and Lister recommend rooms with 4-6 people



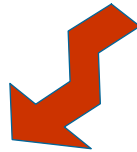
Peopleware findings

- Concept of flow: *Flow is a condition of deep, nearly meditative involvement. In this state, there is a gentle state of euphoria, and one is largely unaware of the passage of time.*
- Difficult to reach
 - ▶ Takes at least 15 minutes
 - ▶ Leaving and reentering only possible a certain number of times per day
- Flow = *brain time*
- Distracted and interrupted = *body time*
- Main flow killer: Telephone



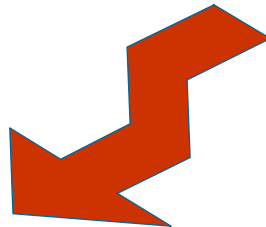
New dangers

- Email overflow
- Conference calls



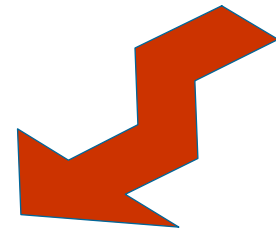
Jelled teams

- *Once a team begins to jell, the probability of success goes up dramatically. The team can become almost unstoppable, a juggernaut for success. (...)*
- Signs of a jelled team
 - ▶ Low turnover during projects
 - ▶ Team member stay until work is done
 - ▶ Members have found their position & status



Teamicide

- Definition *"...to inhibit the formation of teams and disrupt project sociology."*
- *"... a short list of teamicide techniques..."*
 - ▶ *defensive management*
 - ▶ **Bureaucracy**
 - ▶ **Physical separation**
 - ▶ **Fragmentation of people's time**
 - ▶ *Quality reduction of the product*
 - ▶ *Phony deadlines*
 - ▶ *Clique control*



Email etiquette

- Fight the email overflow
- Simple rules
 - ▶ Think about to whom you send an email – less is better
 - ▶ Don't use Emails for save-my-a**-actions
 - ▶ Spam can be internal

Predictability of management

- Software developers are smart – explain them
- If you can't explain it it's a bad sign

De Marco and Lister are still right

- Companies improved - but less than they could have done
- Difference between developers and managers still there
- Environment created new dangers and problems

- **Peopleware should still be read by every manager!**

The Deadline

- Tom De Marco
- Project manager and management advices packaged in a novel
- Easy to read, **fun** to read

The Dilbert Principle

- Truths from the IT world put in pictures

Děkuji! Thank you! Danke! Merci! Gracias!

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