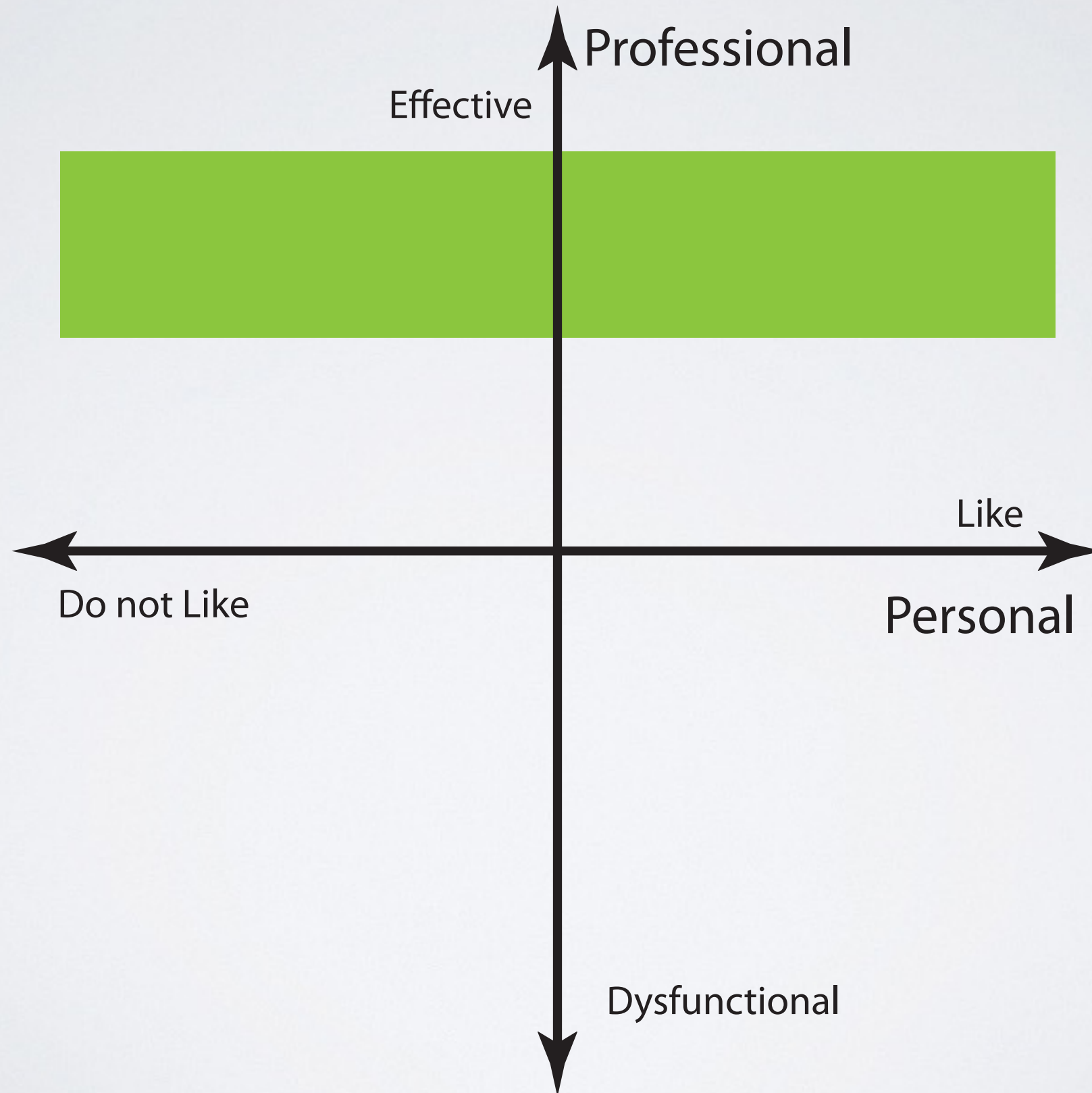


PEOPLEWARE*

The Engineer Accelerator
Malcolm Knapp

*title adapted from Peopleware by Tom Demarco and Timothy Lister

WORKING RELATIONSHIPS



EFFECTIVE PROFESSIONAL RELATIONSHIP

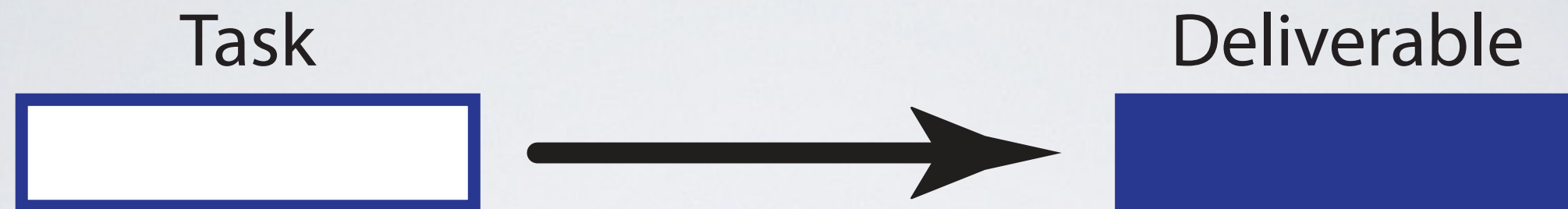
- Work is about getting the project done
- Managing expectations
- Managing the burden

WORKING WITH A MANAGER

YOUR JOB IS TO ACCOMMODATE
YOUR MANAGER

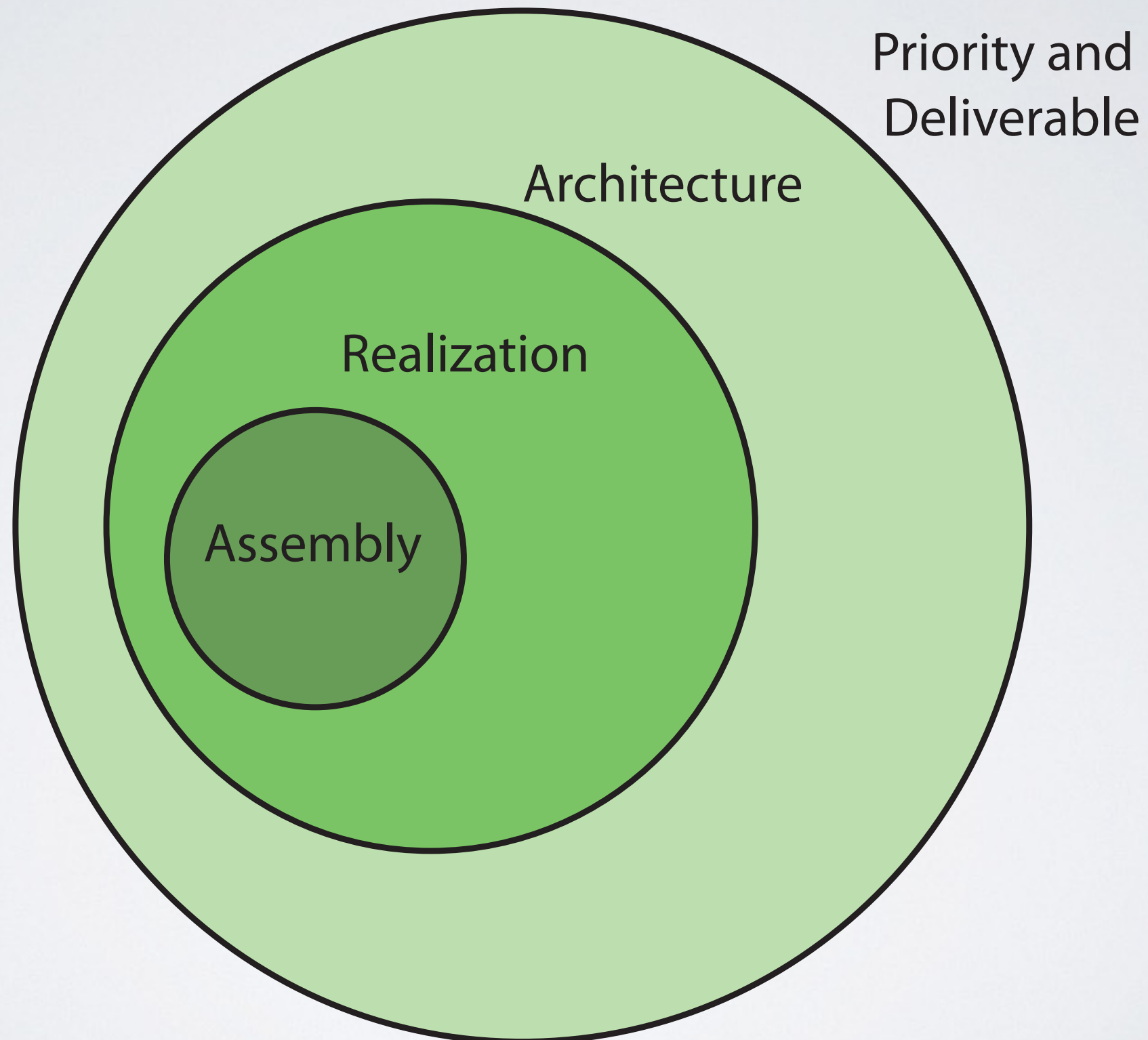
YOUR JOB IS TO MAKE SPACE FOR
YOUR WORK

DEFINING DELIVERABLES

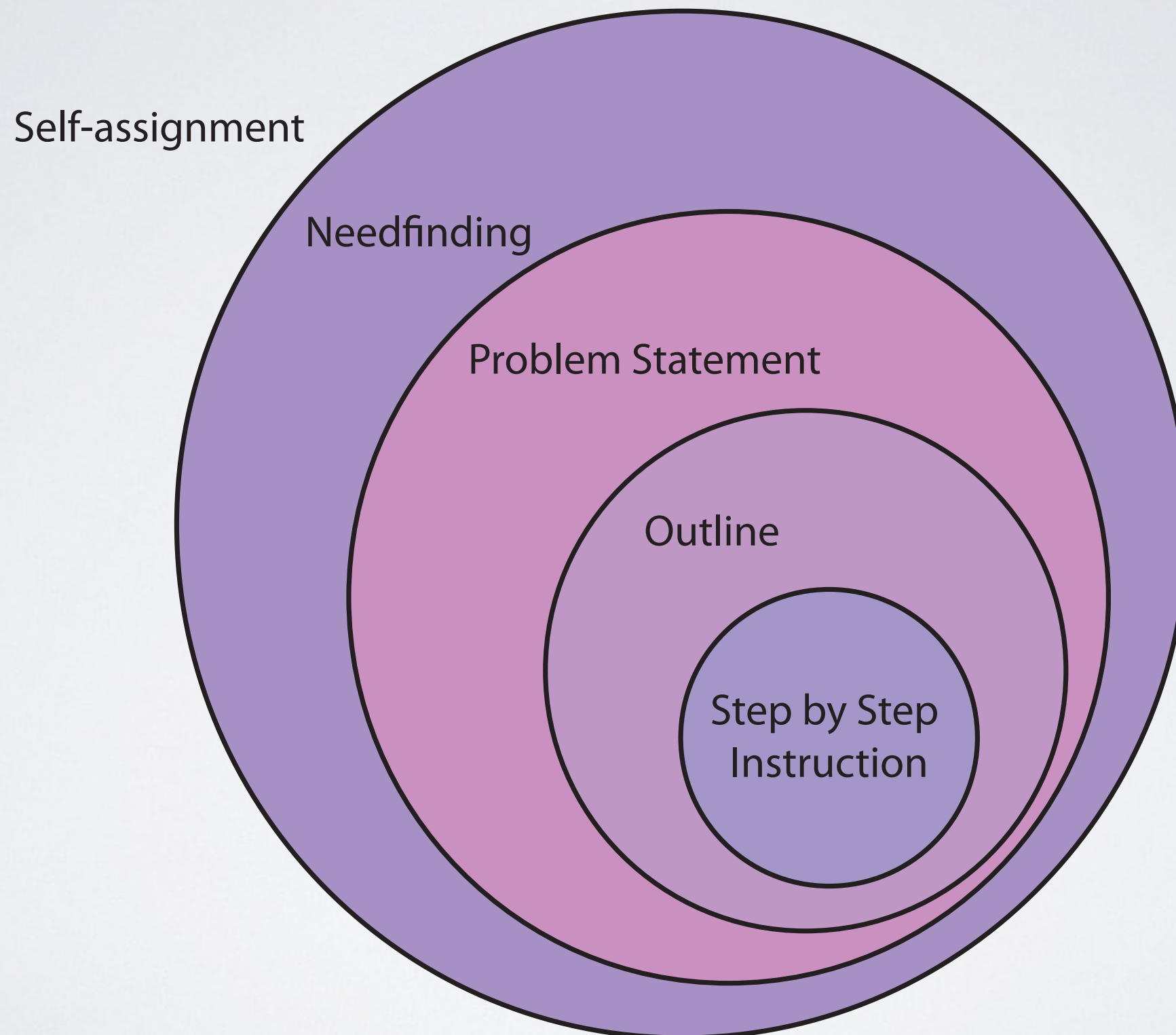


- Priority
- Due Date
- Deliverable

DECISION DOMAIN



GUIDANCE LEVELS



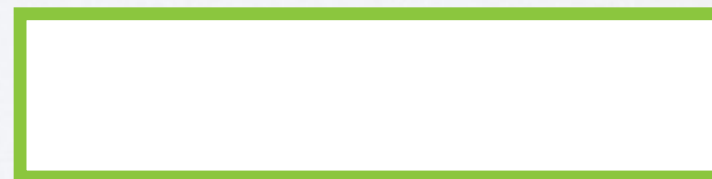
CONTROLLING PRIORITY

Task List

ASAP →



Urgent →



Normal →



Back Burner →

DECISION POINT

- When you need clarity
- State Options
- Ask for decision
- Wait

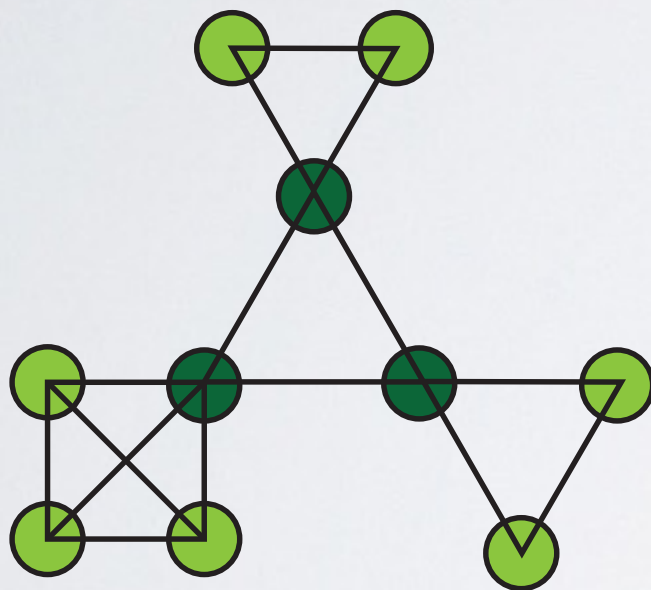
WORKING IN A TEAM

YOU ARE ALL IN IT TOGETHER

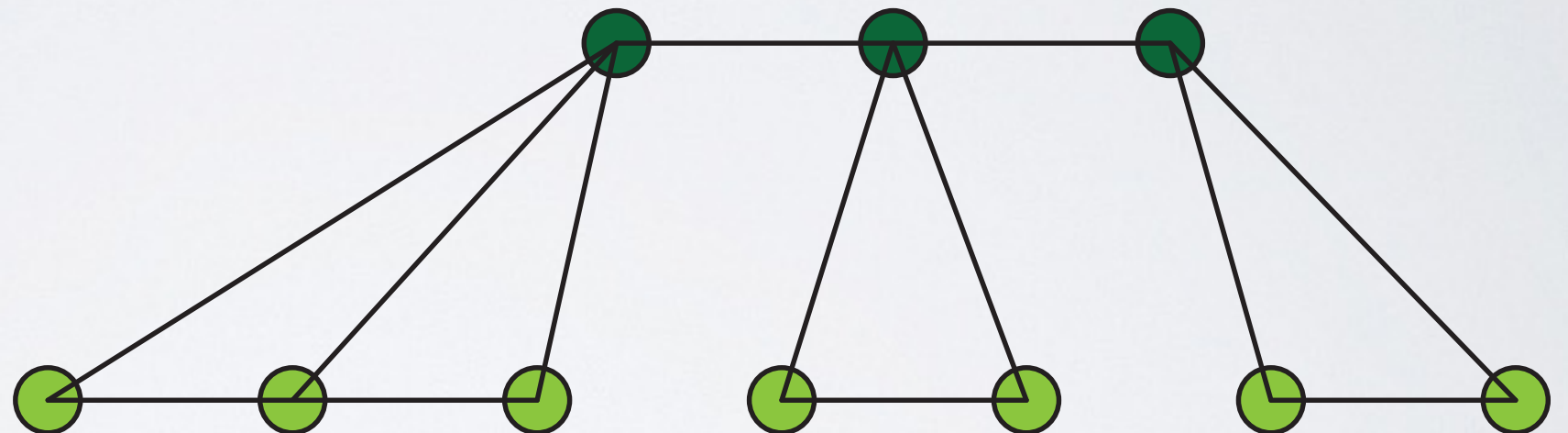
YOU ARE ALL DOING ON YOUR
OWN WORK

TEAM HIERARCHY

10 Person Team
1 Level Hierarchy
Top View



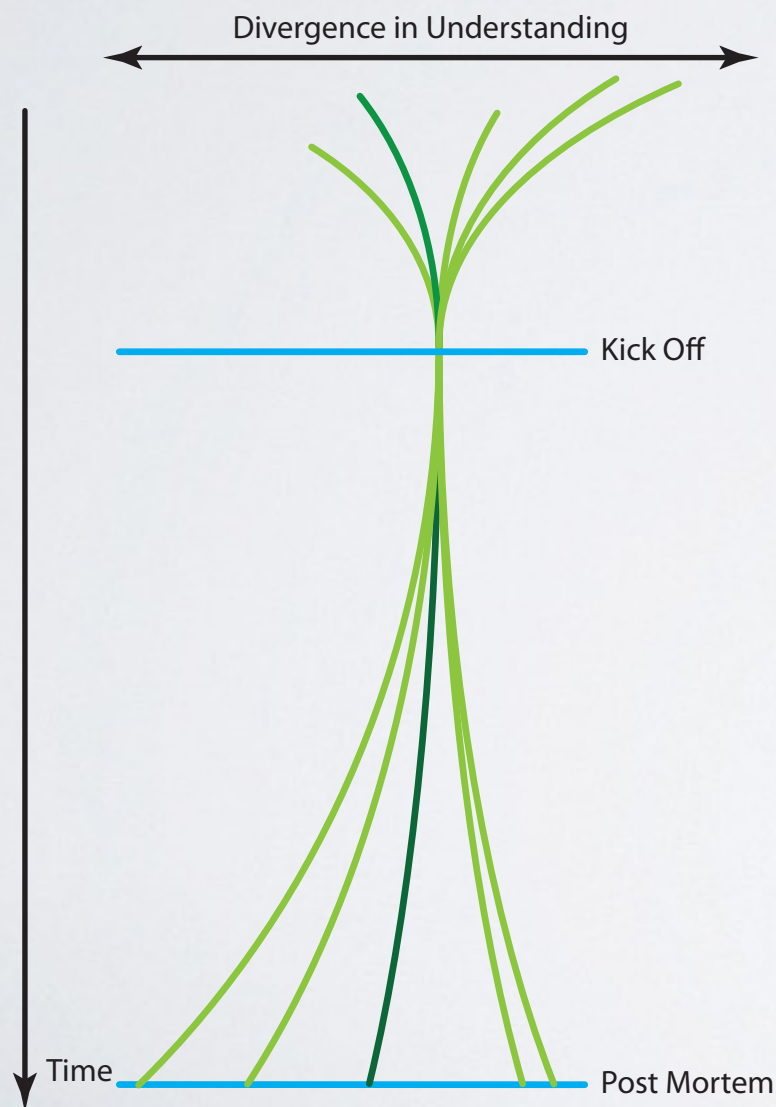
10 Person Team
1 Level Hierarchy
Side View



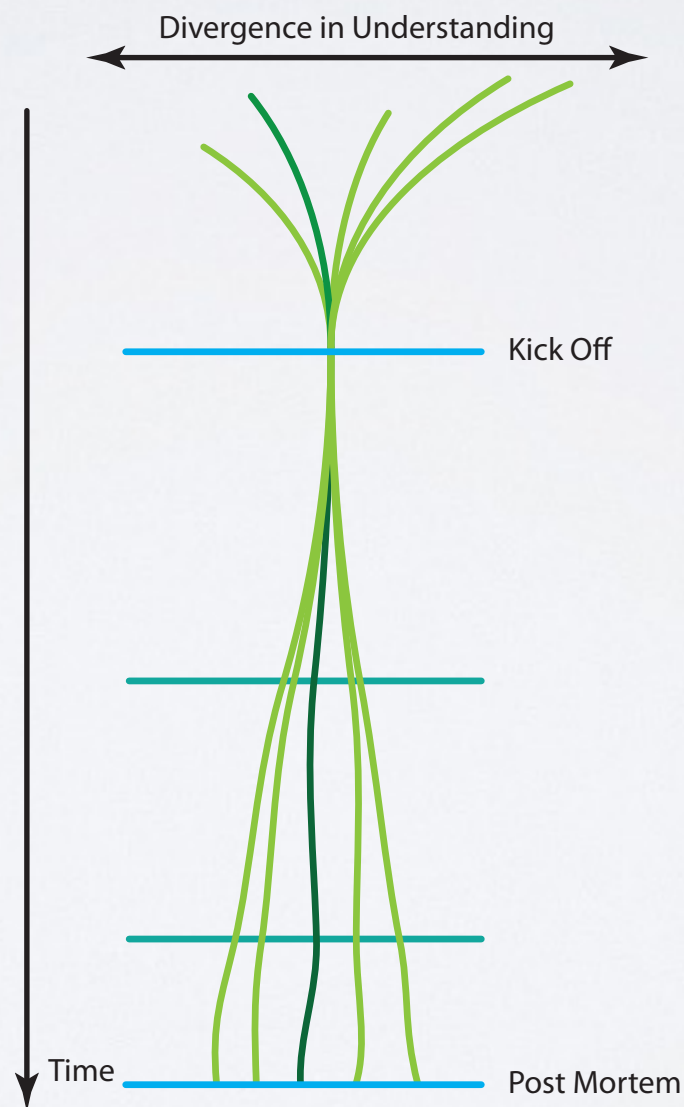
15 Paths

DIVERGENCE IN UNDERSTANDING

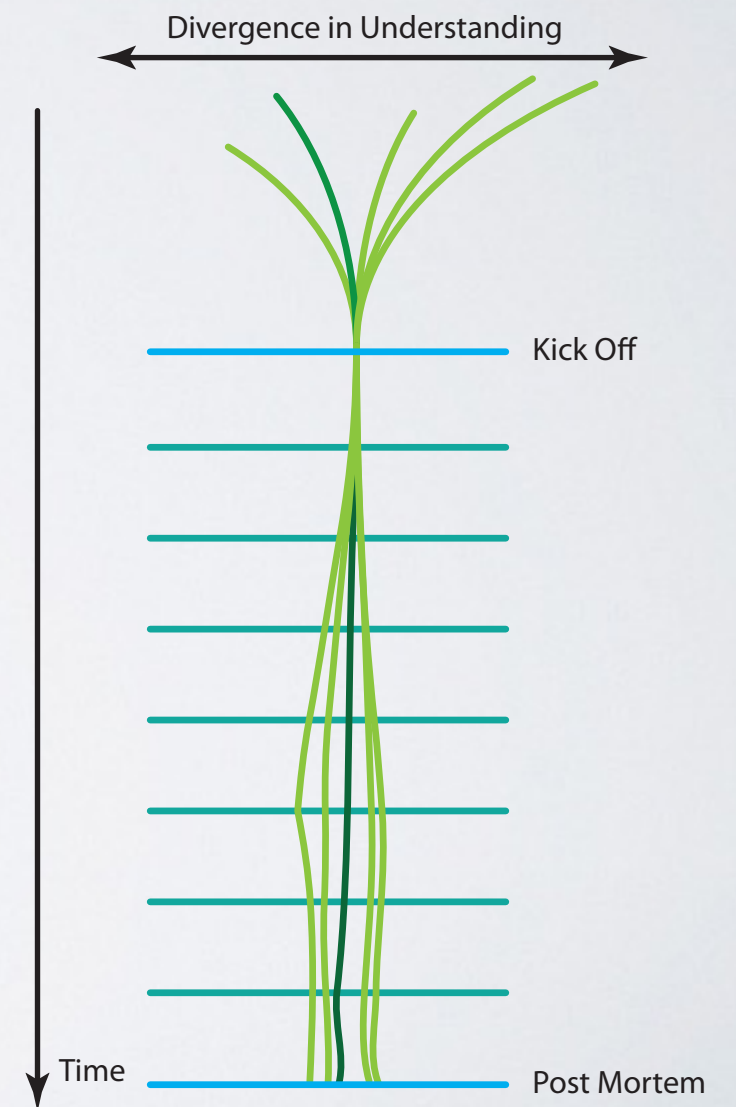
No
Communication



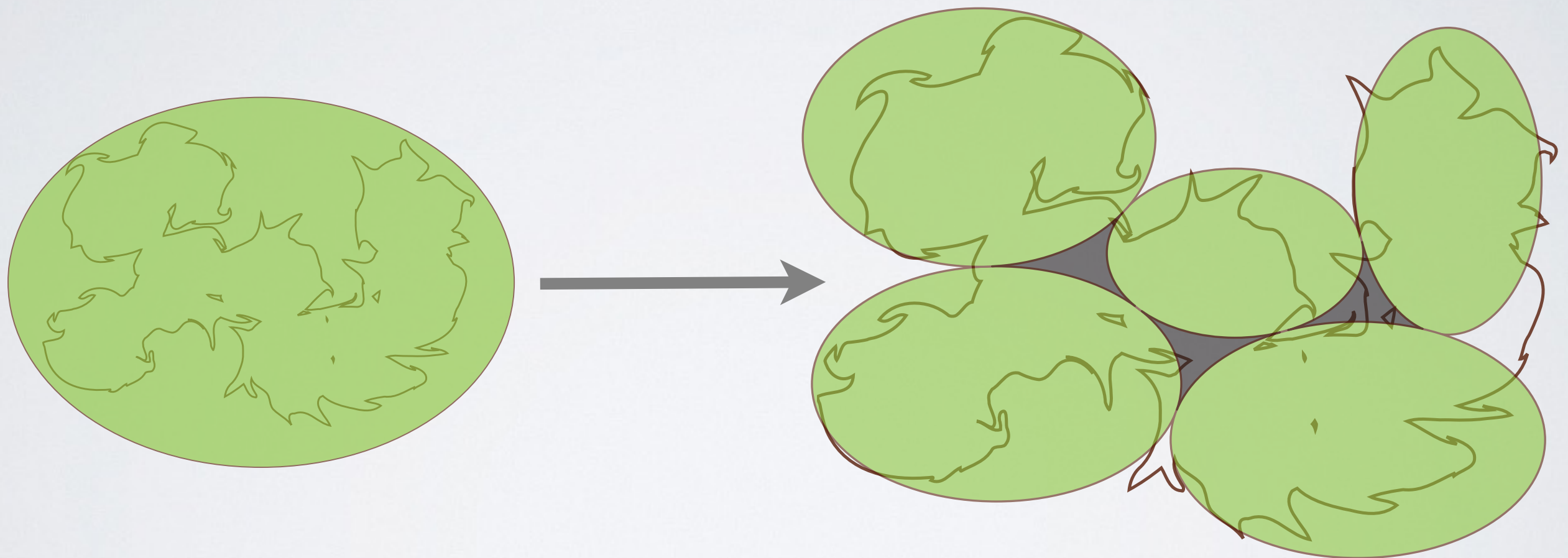
Some
Communication



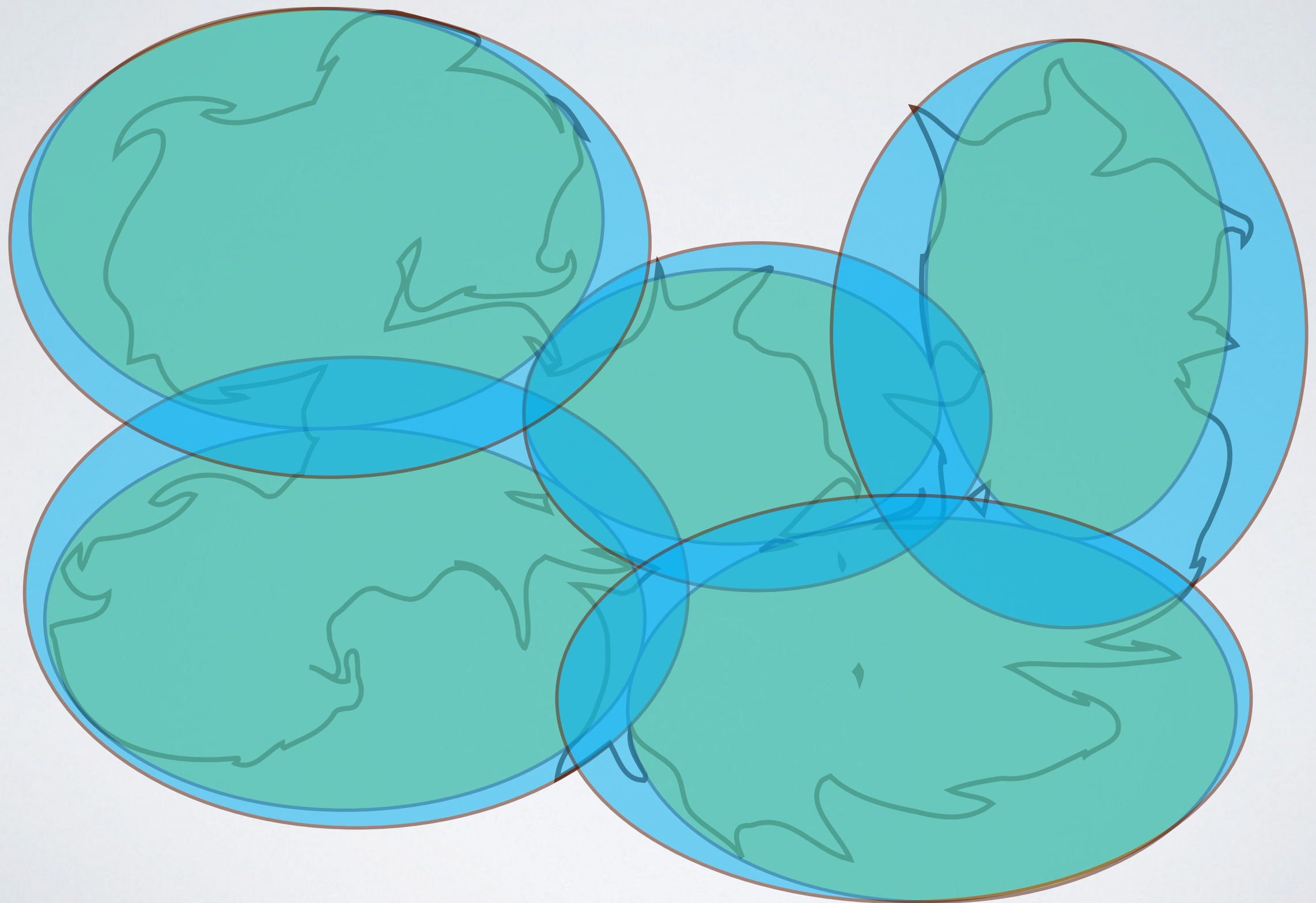
Consistent
Communication



SPECIALIZATION OF SCOPE



ACTUAL RESPONSIBILITY



TEAM MATE DECISION DOMAINS



- Manage the interface
- Expertise Imbalance

THE TALE OF TWO TEAMS