

Devin Moore
Peopleware Chapters 1-6

Chapter 1

Q: The book notes that most problems are sociological in nature, rather than technological. Thus, a manager needs to know how to manage a team of people, who have emotions and strengths and weaknesses. What are some characteristics of a great manager?

A: I think a great manager can have many characteristics, but here are a few I think he or she needs to do well. He or she needs to be able to interact well with all types of people. He or she needs to be able to maximize the potential of their employees. He or she needs to be approachable and understanding. And lastly, he or she needs to create passion in others.

Chapter 2

Q: What is the balance a manager must strike between holding a standard and demanding people follow, vs. meeting people where they are?

A: The book mentions that there are different management styles. I think there are certain things managers must be unwavering in: being honest, striving for excellence, etc. But there are other topics that might leave room for shifting: how to handle mistakes, how to handle emotions, etc.

Chapter 3

Q: How should a manager know which management philosophy to follow?

A: I don't believe there is one right answer to this question. I think that it might depend on the type of work, as well as the individuals working for you. Finding the right fit might change often with different circumstances. For example, if working in products, holiday season might call for a different management philosophy than in non-holiday months. The manager must know when to apply what strategy.

Chapter 4:

Q: Do you think there are certain jobs /industries that call for a different balance between quality and quantity?

A: I think this all depends on the values of the company, rather than on the job or industry. Perhaps one company will strive to produce lower quality, but cheaper products. On the other hand, another company might focus on high quality but high price. Think Honda vs. BMW.

Chapter 5

Q: Today's world is all about timing and scheduling. How might the (seemingly unavoidable) pressure of a schedule be reduced to where it is helpful rather than harmful?

A: Everyone is motivated by something. For some, the timing of a schedule is motivation, but also results in stress and pressure. I think a good manager will find a way to allow for a schedule to be known, but let motivation to meet it be from something else, specifically a something else that doesn't cause stress. Perhaps a friendly inter-company competition, or some form of reward when met. The goal here is to reduce fear of punishment and stress without employees losing motivation.

Chapter 6

Q: The last paragraph of this chapter talked about a manager lifting the spirits of an employee and made working that day possible. What do you think the manager's role is in lifting spirits and inspiring employees?

A: I think that an average manager will do a decent job without this characteristic. However, the great ones will be able to do this. People work better when they have passion, feel cared for and needed, and when they have high spirits. To an extent, a manager cannot be held responsible for employee's emotions. However, they can do a lot to help. The best managers know how to do this well, and they know how to do it well for a variety of different people.