Mini Management AntiPatterns
Fear of success & Intellectual Violence & Concorbs

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Overview

Definition

- **Design Patterns**
  Common approaches to common problems which have been formalized, and are generally considered a good development practice. They are used for :

  - Speed up the development process.

  - Improves code readability.

  - Allow developers to communicate using well-known, well understood names for software interactions.

- **AntiPattern**
  Certain patterns in software development that is considered a bad programming practice.

About Software Project Management AntiPatterns

Software project management anti-patterns describe bad practices and their negative consequences in the field of software project management. The objectives of management AntiPatterns are:

- Build new awareness that enable to the success of project.
- Identify a key scenarios to resolve the human communication issues that are destructive to software processes.

Fear of success

Description

Is a phenomenon that occurs when the project is on the brink of success. It is a feeling of insecurity by the team project, they are worry about the kinds of things that can go wrong.

Symptoms

Fear of success is related to termination issues. more precisely, in the last phase of construction of dynamic group. A dynamic group is formed in four steps:

- Step 1: Group acceptance
- Step 2: Forming relationship
  - ▶ Individuals assume various roles in the group, including both formal roles in the organization and informal selfdetermined roles.
- Step 3: Accomplishment of work.
- Step 4: Termination of project.
  - ▶ concerns on the outcome of the project, its future life cycle, and the group's subsequent activities are often expressed in indirect ways.

Consequences

- Affect how deliverable is perceived.
- Irrational decisions may be made and inappropriate actions may be taken.
- May ultimately have destructive effect on the project outcome.

Solutions

At the end of the project:

- The management can declare the success.
- The management can use statements that support successful outcome of the project even if the actual outcome is ambiguous.
- Help the project team to accept the significance of their achievements and lessons learned.
- Think to professional recognition, it is not expensive and highly valued by recipients.
- Think to an award ceremony with the issuance of certificates or plaques.

Benefits

- Help mitigate termination issues.
- Maintaining the team's commitment to the organization and pave the way for future project activities.

Intellectual Violence

Description

The intellectual violence AntiPattern occurs when someone who understands a theory, technology, or a buzzword uses this knowledge to intimidate others in a meeting situation.
It may happen inadvertently due to the normal reticence of technical people to expose their ignorance.

Consequences

Intellectual Violence can :

- Breakdown of communication.
- Persons who do not understand a new concept, progress, may be stalled indefinitely as they work through their feelings of inferiority or avoid the topic altogether.
- Arises a defensive culture which inhibits productivity.
- People control and conceal information instead of sharing it.

Example of the Lambda Calculus

The Lambda Calculus is a theory about the mathematics of functions and variable substitutions. This theory is taught at selected universities in undergraduate computer sciences courses. The intellectual violence AntiPattern appears when people with this training often assume that everybody knows about Lambda Calculus.

Solution

To resolve the intellectual violence problem, it is recognized to :

- Unify the talents and the knowledge regardless the position of the person in the organizational hierarchy.
- Encourage people to share their knowledge.
- Encourage people to share information

Benefits

- Good utilization of resources.
- Promote the overall success of the organization.

Corncobs

Definition

Concorbs are difficult persons who can be prevalent in the software development business. They may be a member of team or a member of external senior staff.

Symptoms

- He is disagree with the objectives of the development team or project, and he try to change them.
- He raises objections under the guise of concern.
- He has a destructor behavior.
- He create by his political forces an environment where it's difficult to focus on technical discussions.
- In general, the corncob is a manager who is not under the direct authority of senior software software development manager or project manager.
- The Corncob has a hidden agenda, which conflicts with the team's goals.
- There is a fundamental disagreement between team members that no amount of communication can resolve.

Exception !

The Corncob AntiPatter is acceptable when a company or product development manager is willing to live with the actions of the Corncob.

Solution

The solutions to Corncob AntiPattern are applied at several levels of authority:

- Tactical solutions which are employed on the fly.
- Operational solutions are taken offline, within a limited organizational scope.
- Strategic solutions are long term and have a wider enterprise scope.

References

William J. Brown, Raphael C. Malveau, Hays W. McCormick III, Thomas J. Mowbray, John Wiley (1998)

AntiPatterns Refactoring Software, Architectures, and Projects in Crisis