

## Warning/Guarantee:

This is a keynote. It is pretty abstract, and there are lots of slides. Lots. Just look at all of them. And very few words. And, because it's a keynote, it won't make much sense without me (the speaker) standing in front of it (and it may not make a whole lot of sense even then).

So, if you are reading this because you want to get a preview of the keynote, you're just going to be confused. And, it's going to ruin some parts of it that are supposed to be surprising/funny.

If you want a real preview of the keynote, sit and think for a hour or so about what's the most screwed up thing in your organization, and then it will magically appear in the keynote when you least expect it.

Hope you enjoy it.

Neal

# On the Lam from the Furniture Police

**NEAL FORD** software architect / meme wrangler

**ThoughtWorks**

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[memeagora.blogspot.com](http://memeagora.blogspot.com)

[memeagora.blogspot.com](http://memeagora.blogspot.com)  
[www.nealford.com](http://www.nealford.com)

**did you think *Office  
Space* was a documentary?**

**is what you're doing in  
the shower hurting your  
productivity?**

**how can taking your  
pants off make you more  
productive?**

/THEORY/IN/ PRACTICE

# The Productive Programmer

O'REILLY®

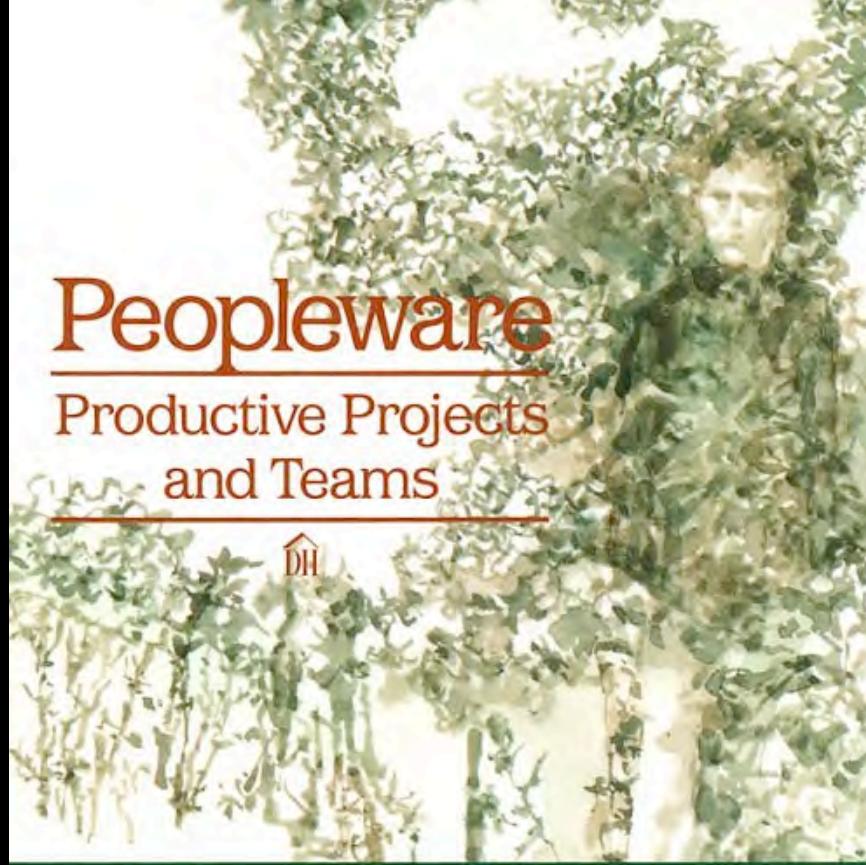
Neal Ford

O'REILLY®

Neal Ford

on the Lam?

furniture police?



# Peopleware

Productive Projects  
and Teams

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DH

*Second Edition Featuring Eight All-New Chapters*

**Tom DeMarco**  

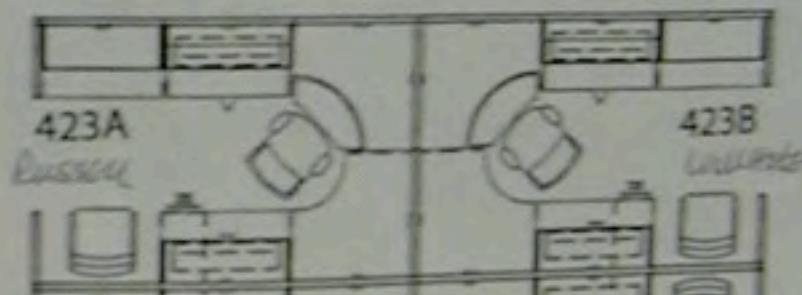
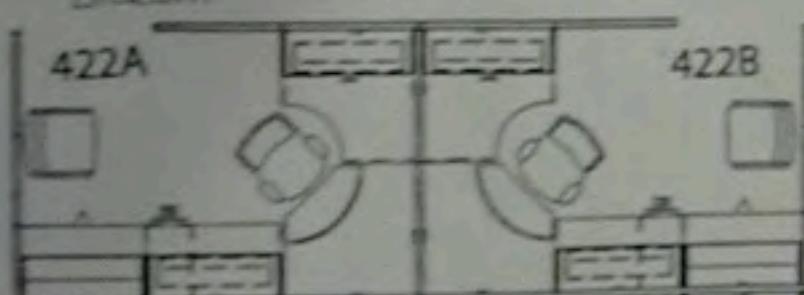
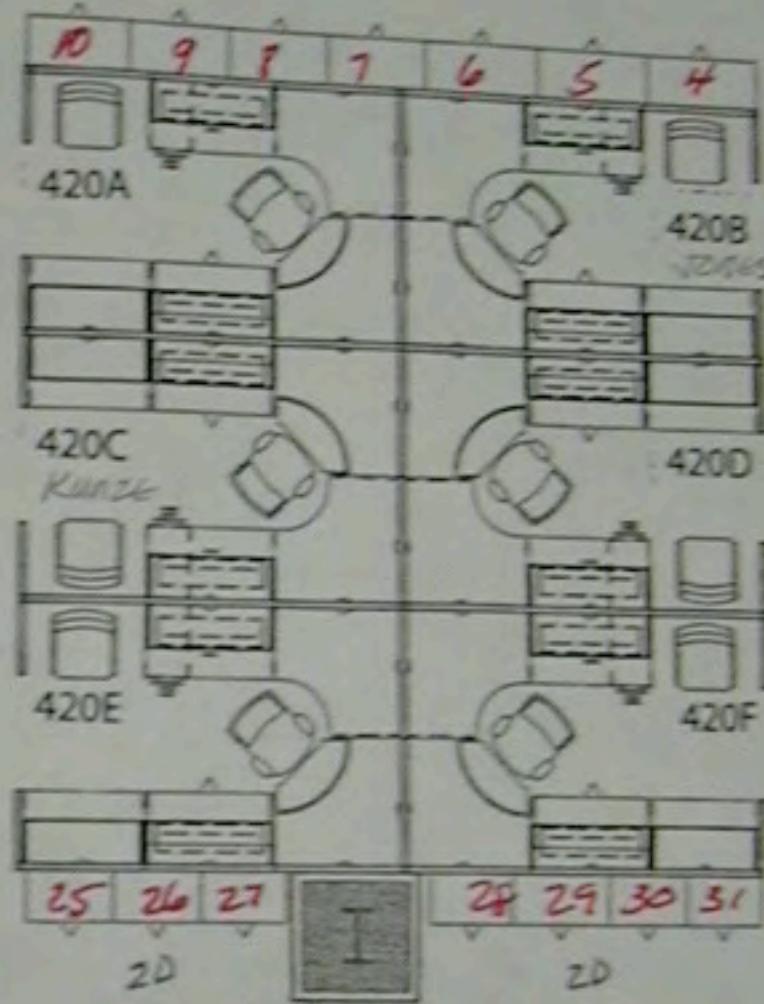
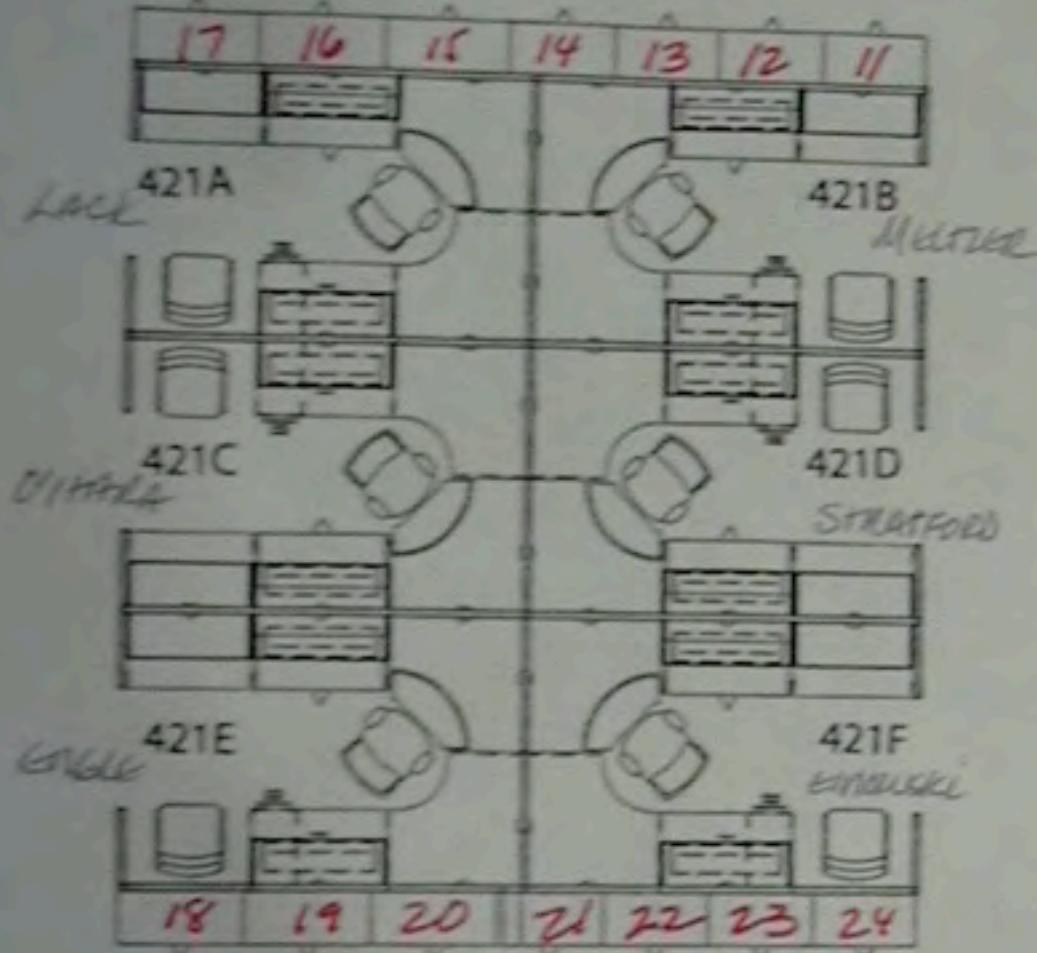
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**&**  
**Timothy Lister**

**L** **T** **i** **m** **o** **t** **h** **y** **l** **i** **s** **t** **e** **r**

---





$$P_r = P_t \int \frac{\lambda^2 g_t g_r}{(4\pi)^2 r_1^2 r_2^2} \sigma dV$$

where:

$P_r$  = programmer productivity

$P_t$  = programmer whine factor about everything

$g_t$  = gross salary per hour of underpaid staff

$g_r$  = gross smell of average programmer

$r$  = radius of how far you have to sit arguing  
developers from one another

$\lambda$  = the one lisp programmer in the office who  
*really* smells funny

$dV$  = delta of office size for worthless  
managers to people who actually  
get work done

$$f / b = cs$$

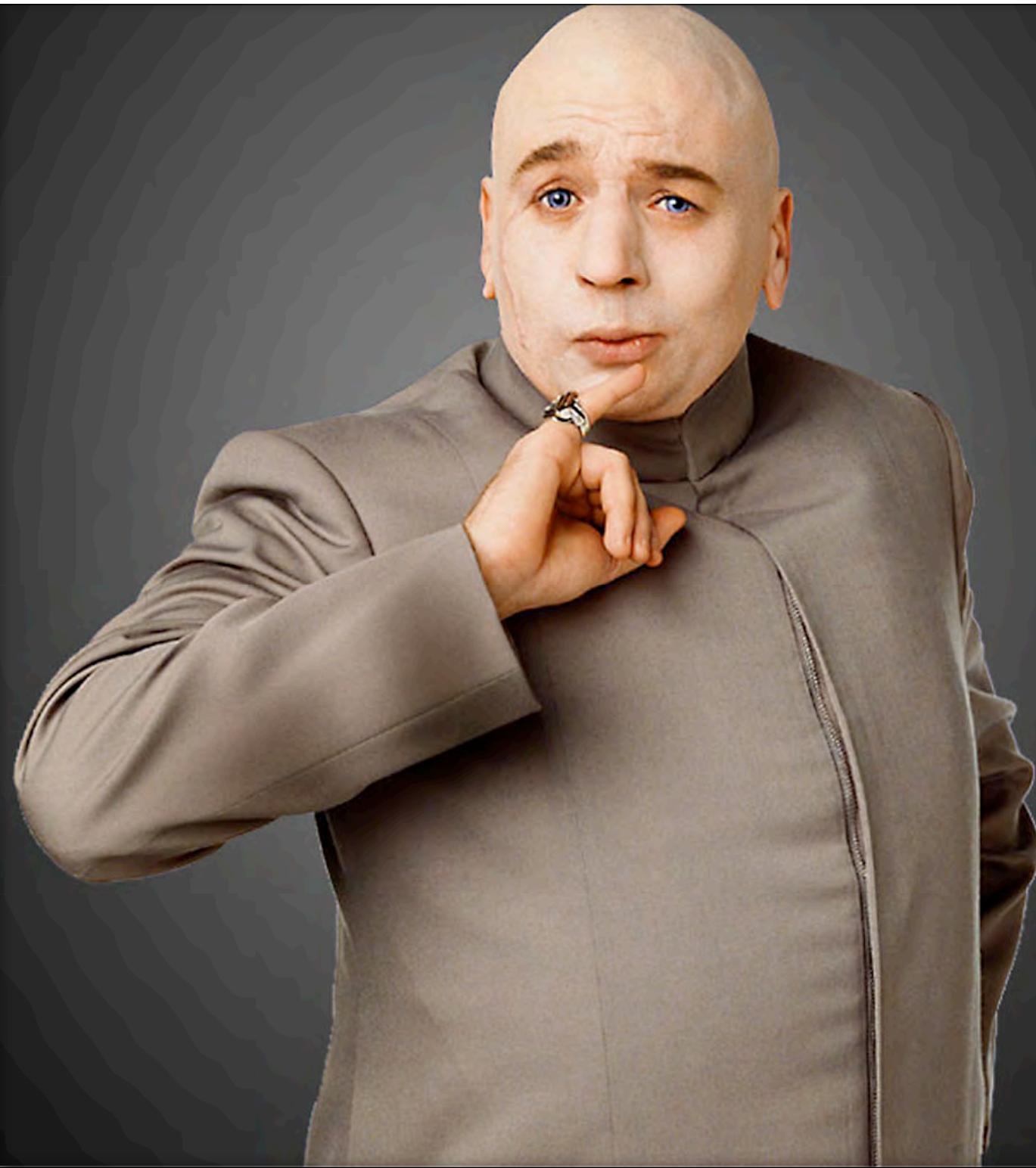
where:

f = # square feet we can afford

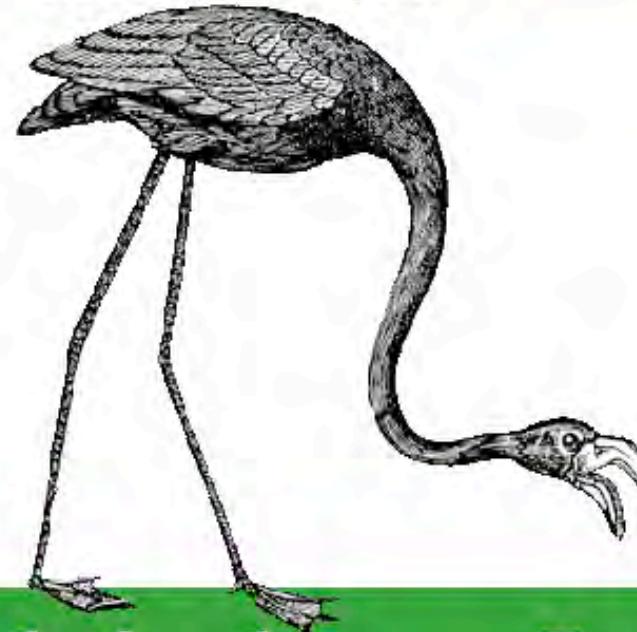
b = psychically crushed workers

cs = # square feet per wabker

why?



*More People! Less Space!*



# Cubicles In Action

*Crushing The Spirit Of Knowledge Workers*

*Furniture Police*

*Furniture Police*

[www.furniturepolice.com](http://www.furniturepolice.com)

**SELL YOUR CUBES!**

 **2009**  
EDITION

# **OFFICE PLANNING**

FOR

# **A-HOLES**

**MAKING THE  
WORK  
ENVIRONMENT  
SUCK LESS**

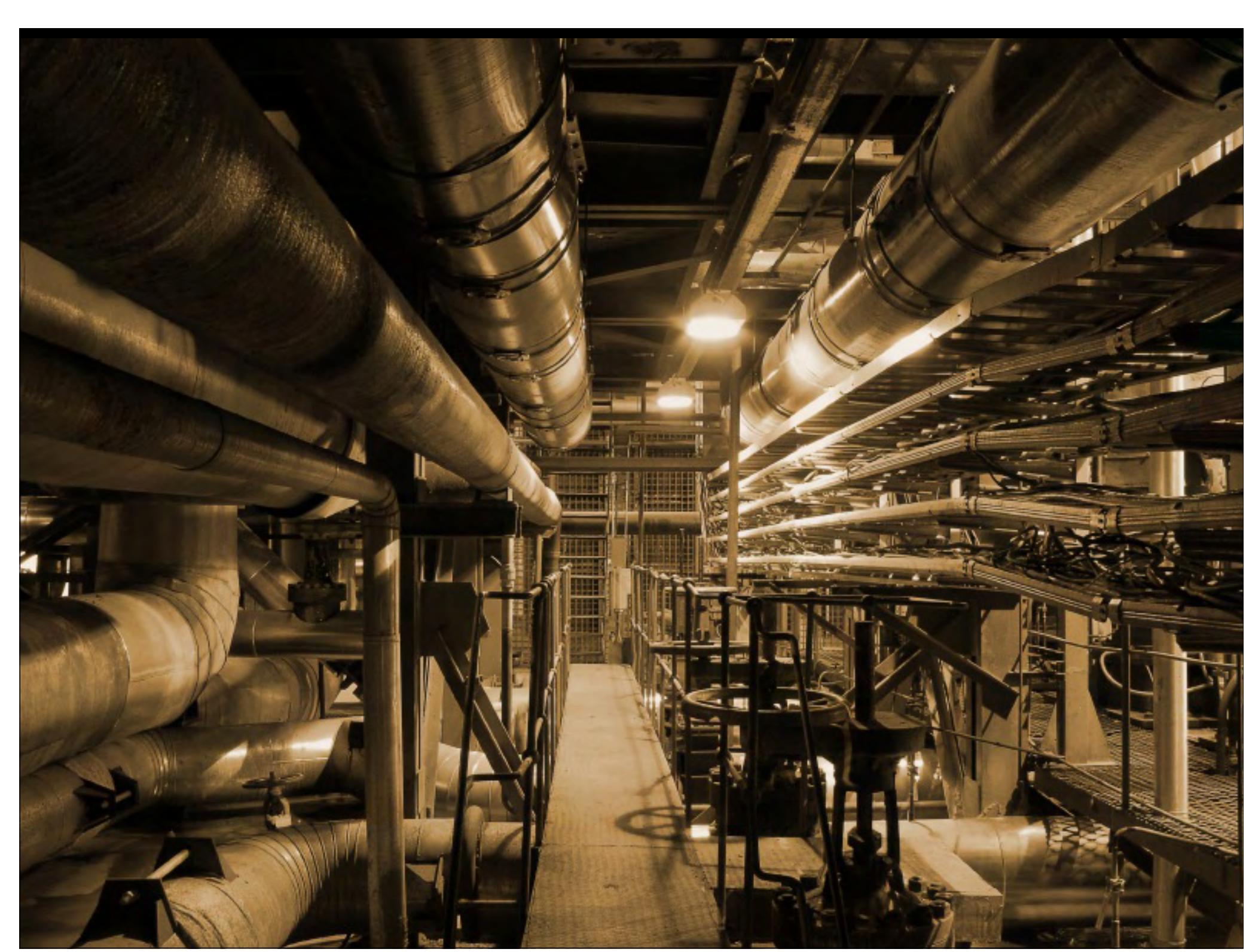
**YOU MEAN PEOPLE  
WORK HERE?**

[www.txt2pic.com](http://www.txt2pic.com)

[www.txt2pic.com](http://www.txt2pic.com)

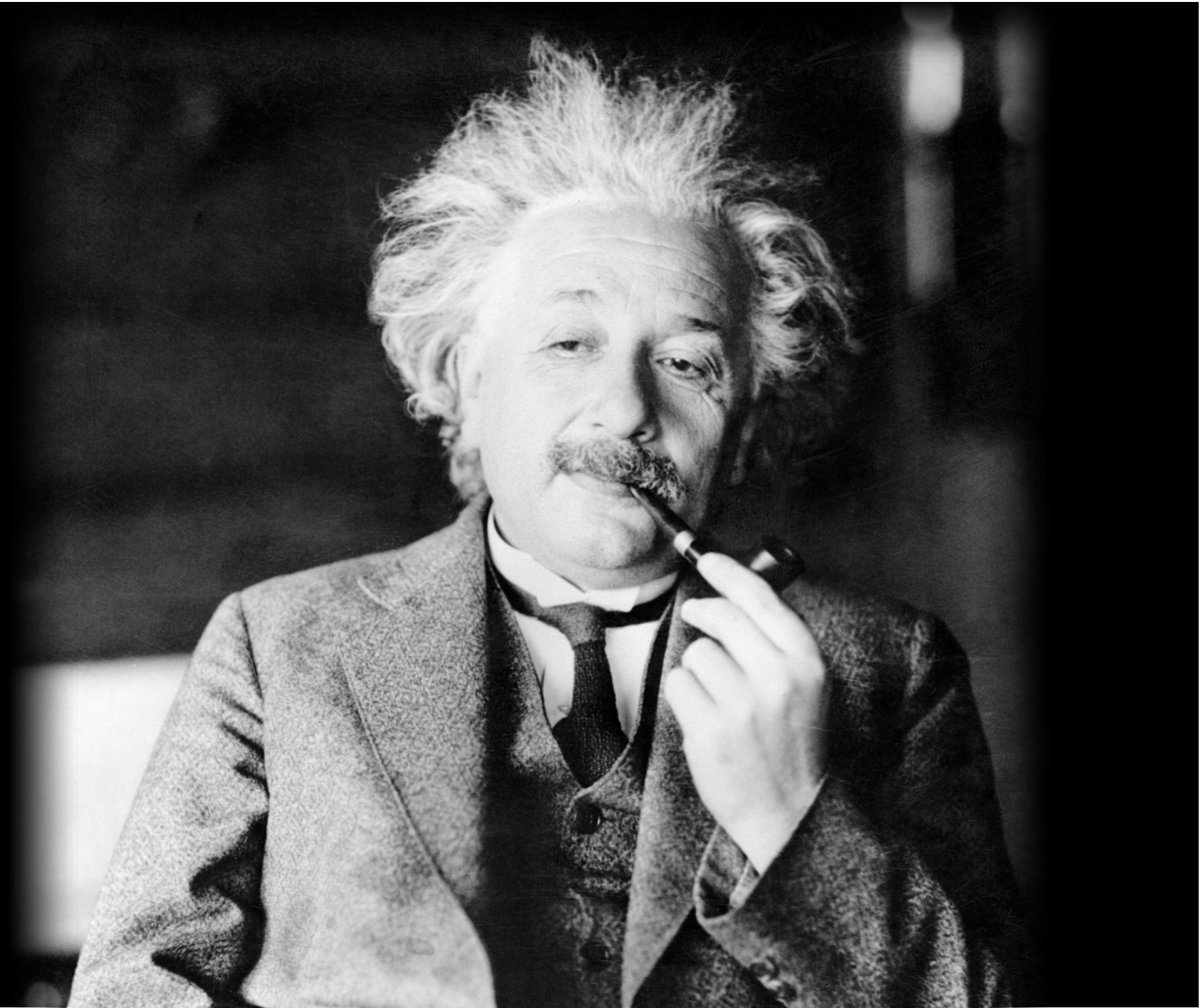






perception





knowledge workers

when you were  
hired. . .

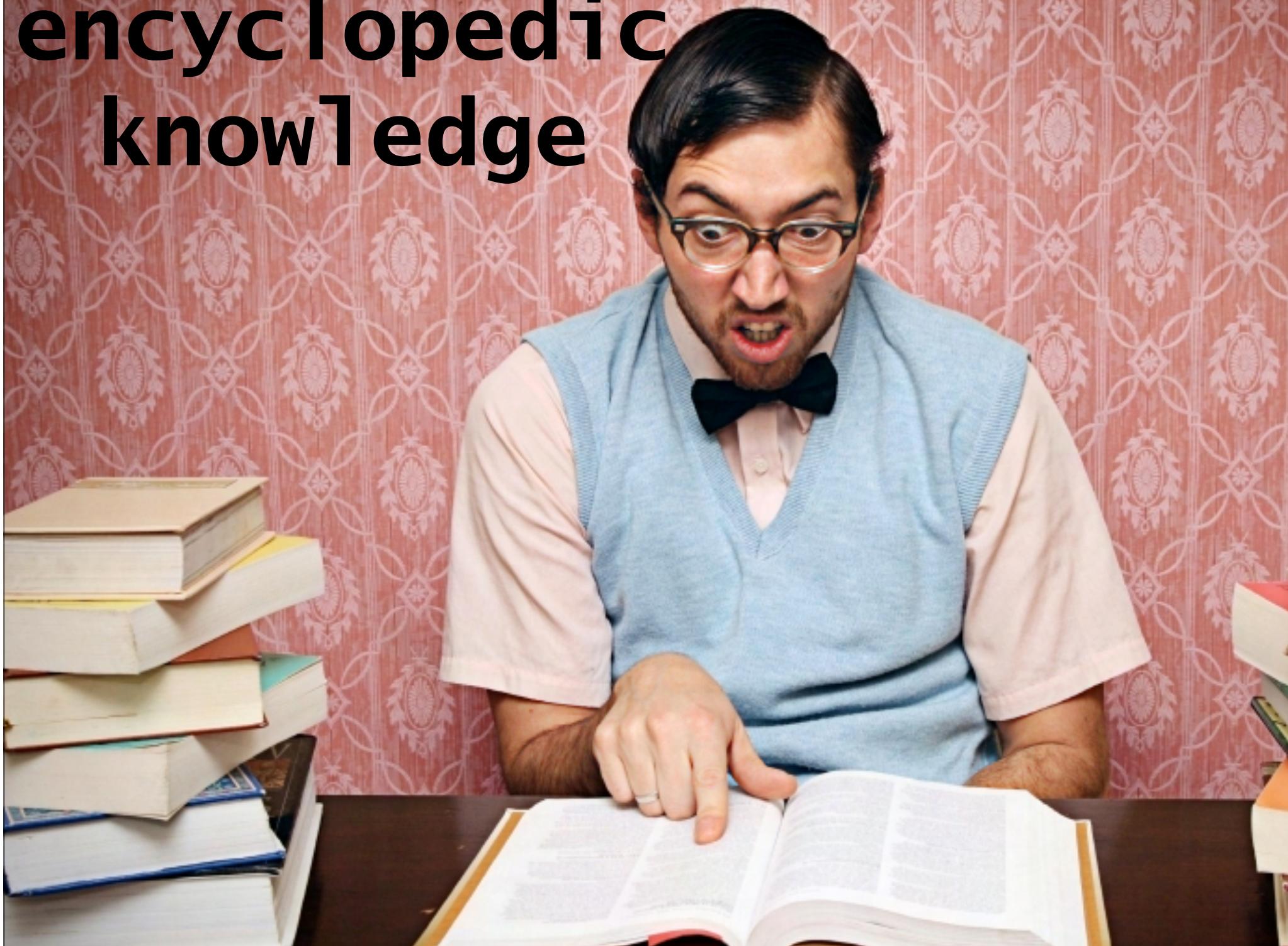
# winning personality



A photograph of a man with dark hair, glasses, and a beard, wearing a light blue sweater over a pink shirt and a black bow tie. He is standing in front of a wall with a repeating floral and geometric pattern. To his right, the words "quick wit" are displayed in a large, bold, black sans-serif font.

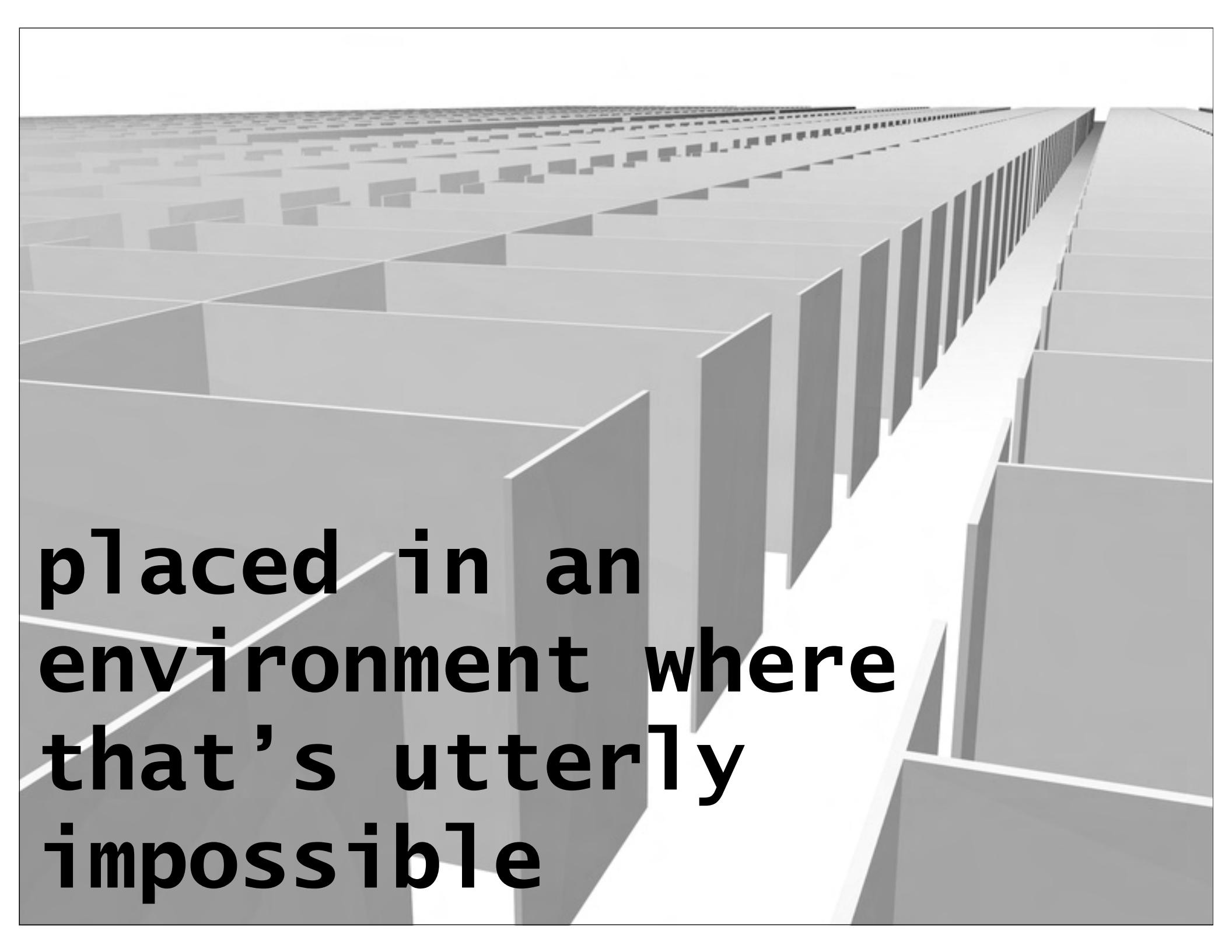
quick wit

# encyc1opediC know1edge



ability to  
concentrate  
for long  
periods  
of time





**placed in an  
environment where  
that's utterly  
impossible**

A photograph of an office hallway. On the left, there are several cubicles with light-colored walls and dark frames. In the center, a blue office chair is positioned facing away from the camera. Above the chair, a green rectangular sign with white text reads "EXIT 出口". The ceiling is white with a grid of fluorescent lights. The floor is a light-colored carpet.

how can  
you stay  
productive

...in a non-  
productive  
environment?



The  
Pragmatic  
Programmers

# Pragmatic Thinking & Learning

Refactor  
Your Wetware



*Andy Hunt*

Andy Hunt

left brain



right brain

# **left brain:**

**spoken language and writing**

**counting**

**rational thought and logic**

**analysis, recognition of details**

**governing and lawmaking**

**science**

**awareness of time**

**linear thought, "step by step"**

left brain



right brain

# **right brain**

**body language**

**ability to visualize, daydreaming**

**intuition**

**synthesis, ability to synthesize**

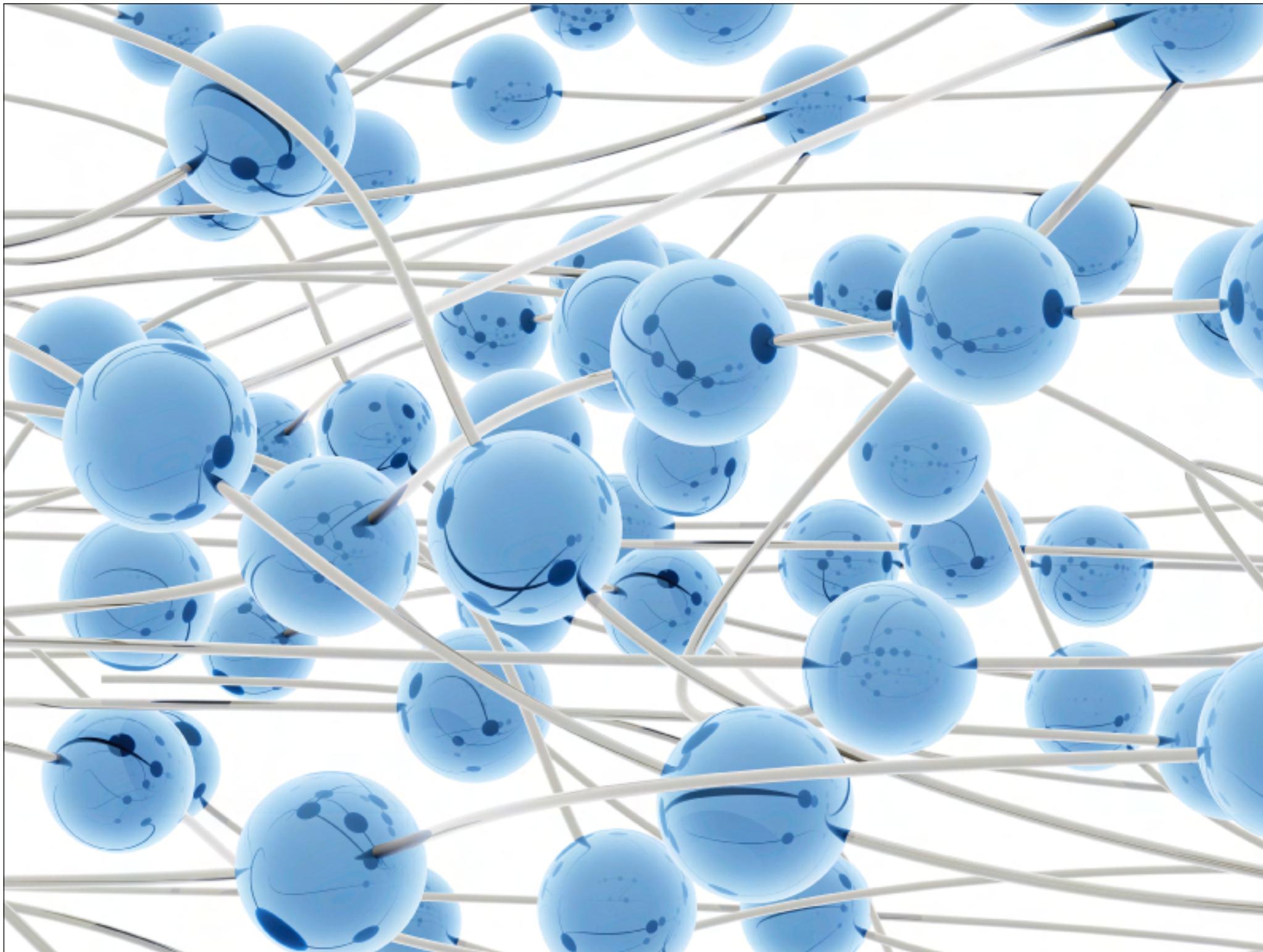
**creativity, imagination**

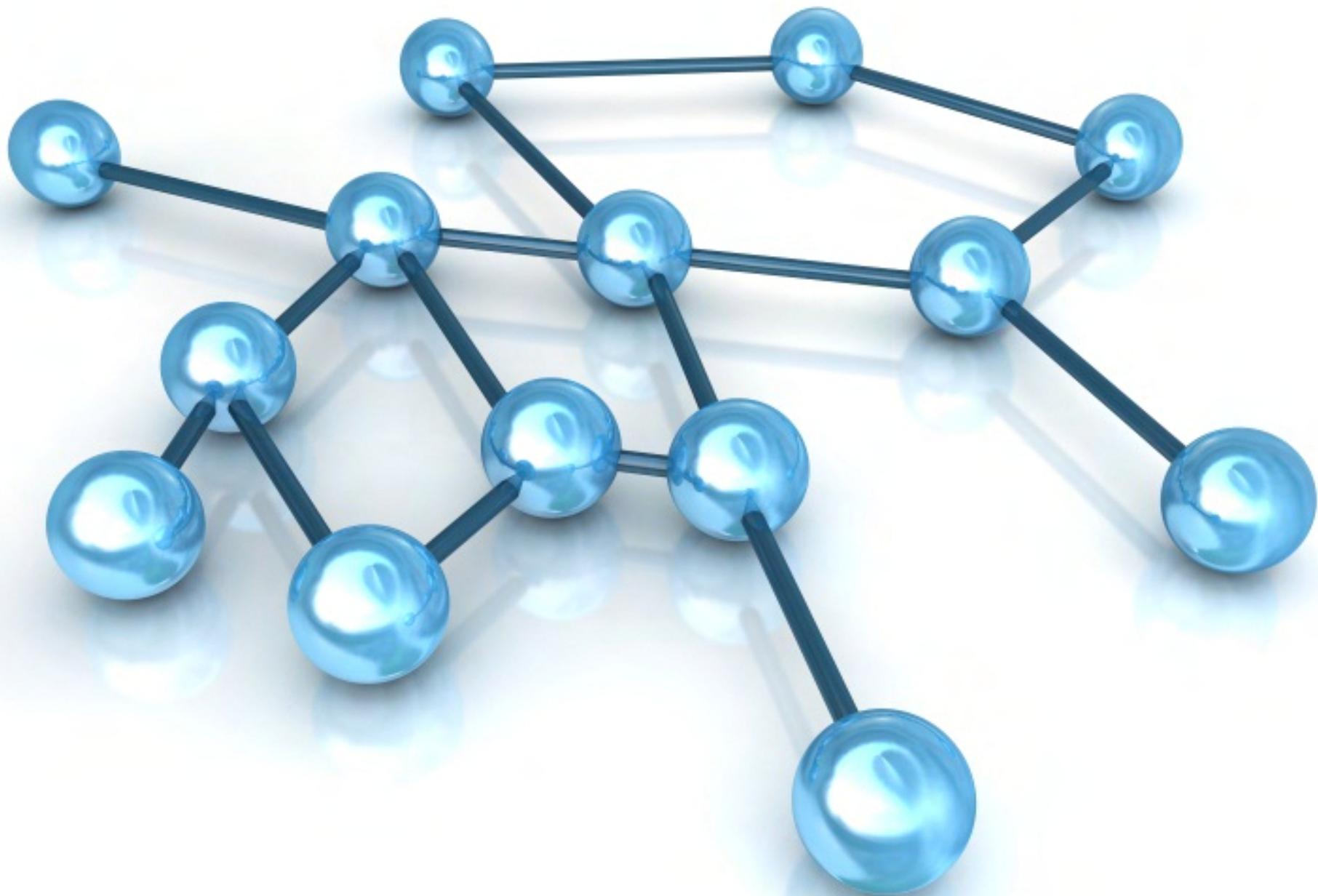
**art, music, dance, color, rhythm**

**spacial awareness**

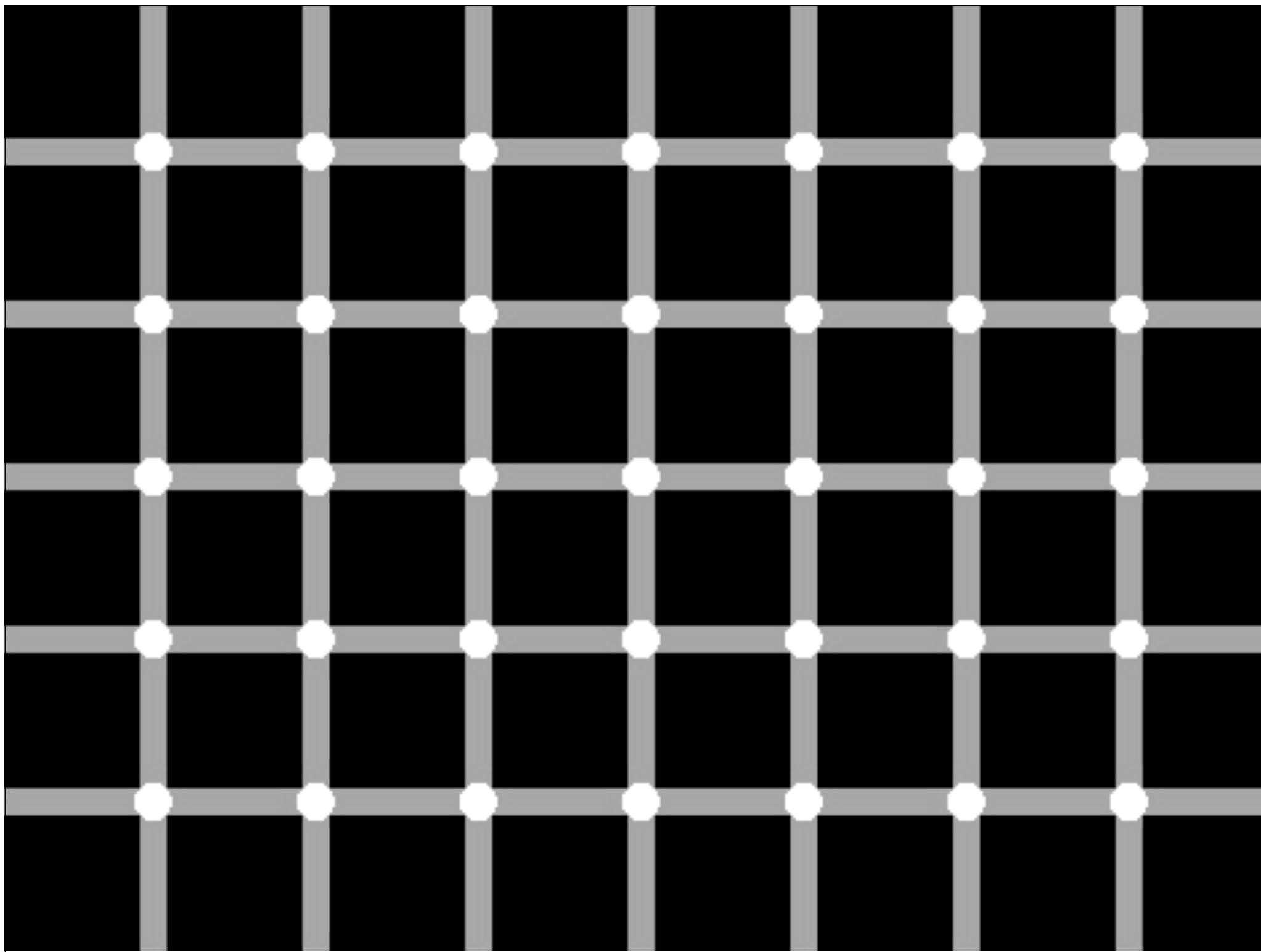
**holistic and non-linear thought**

**YELLOW**   **BLUE**   **ORANGE**  
**BLACK**   **RED**   **GREEN**  
**PURPLE**   **YELLOW**   **RED**  
**ORANGE**   **GREEN**   **BLACK**  
**BLUE**   **RED**   **PURPLE**  
**GREEN**   **BLUE**   **ORANGE**





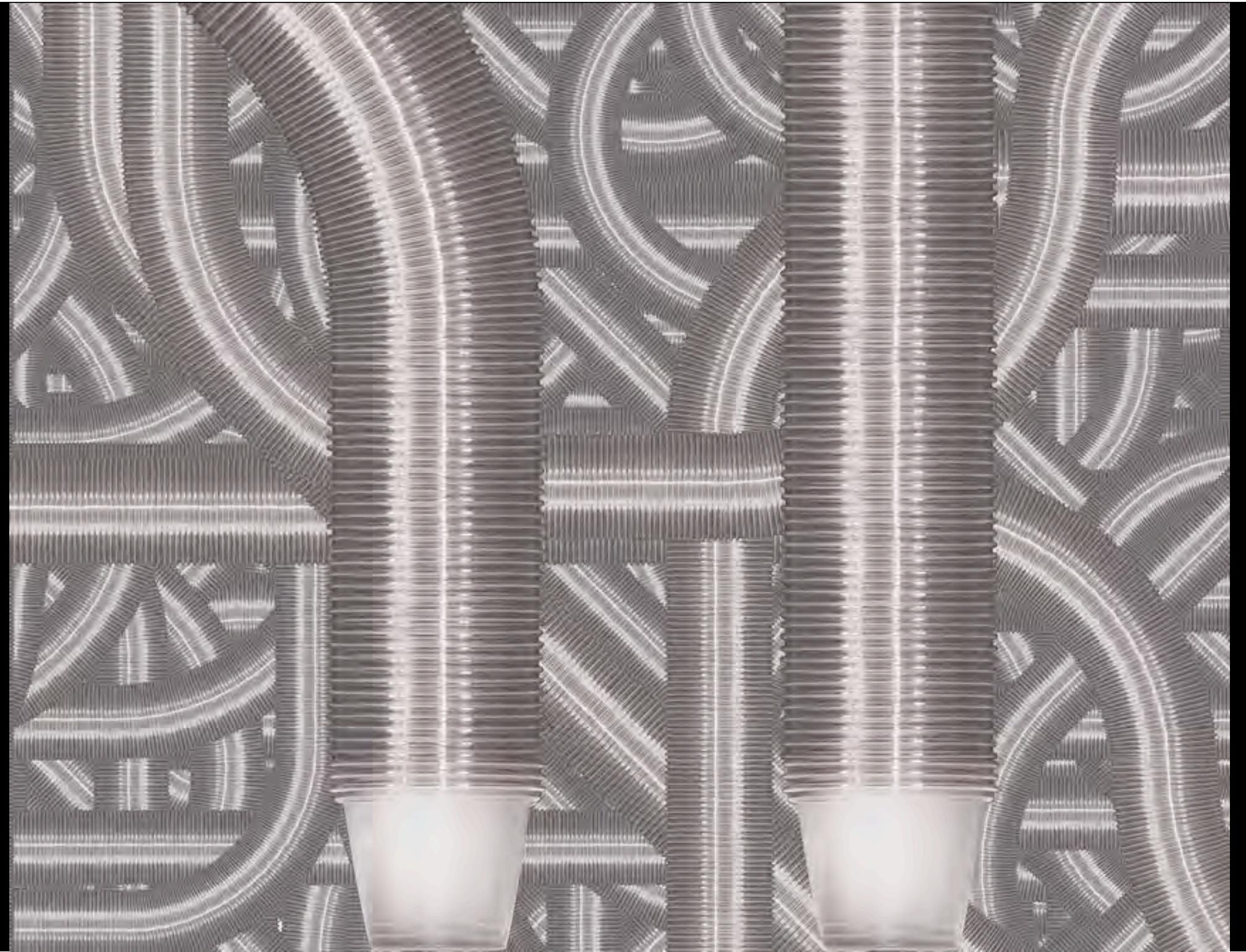


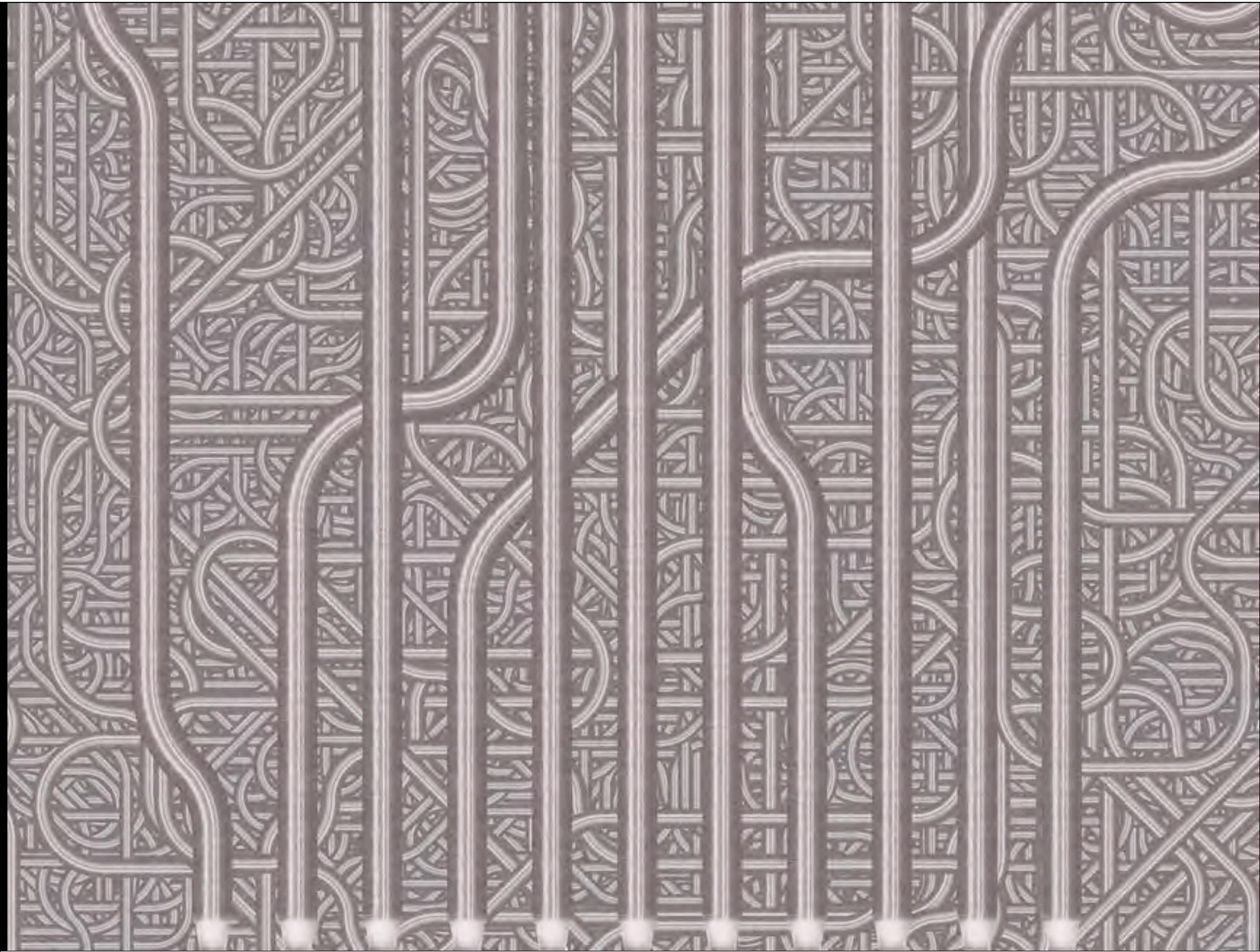


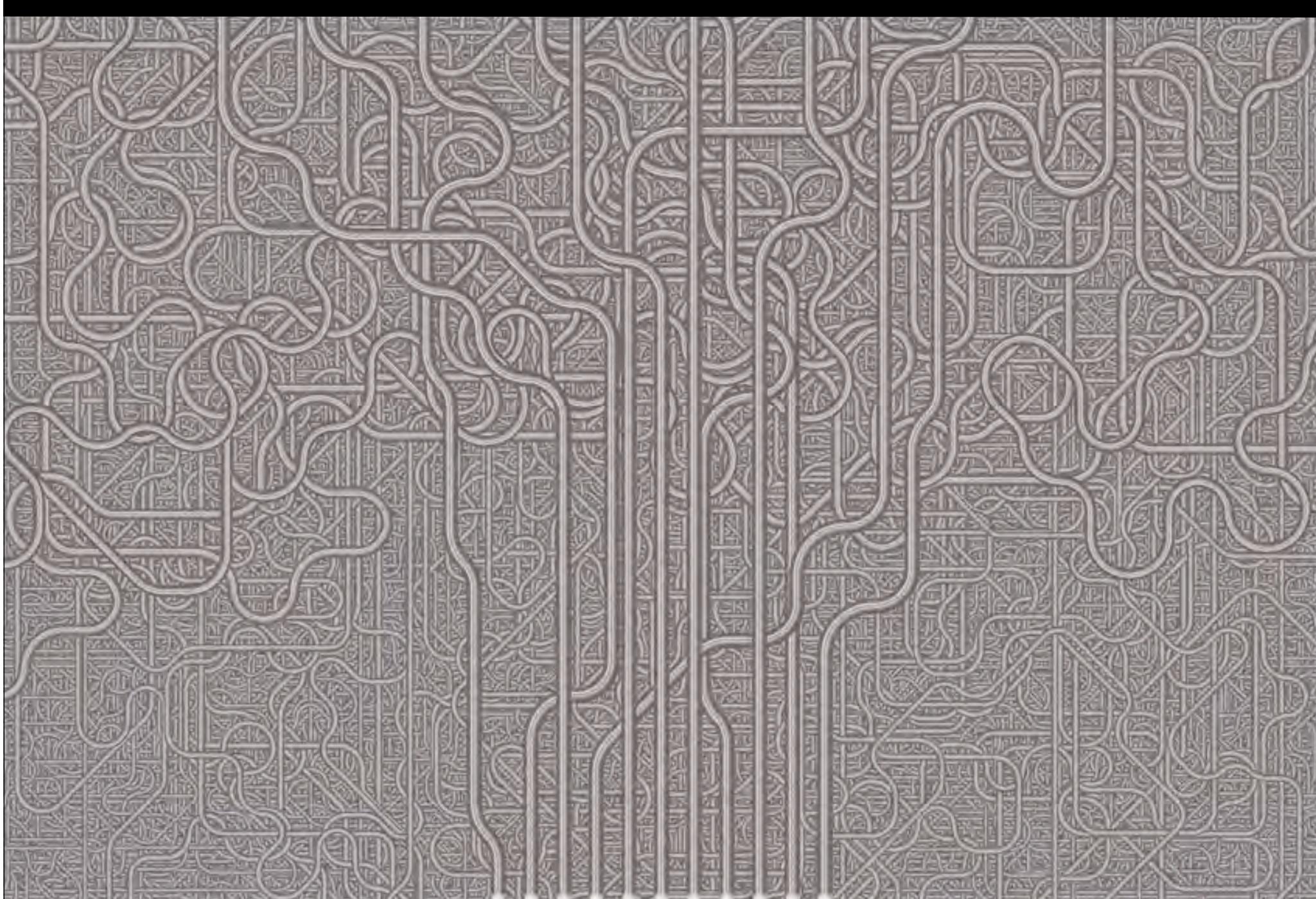


chris  
jordon

<http://chrisjordan.com/>















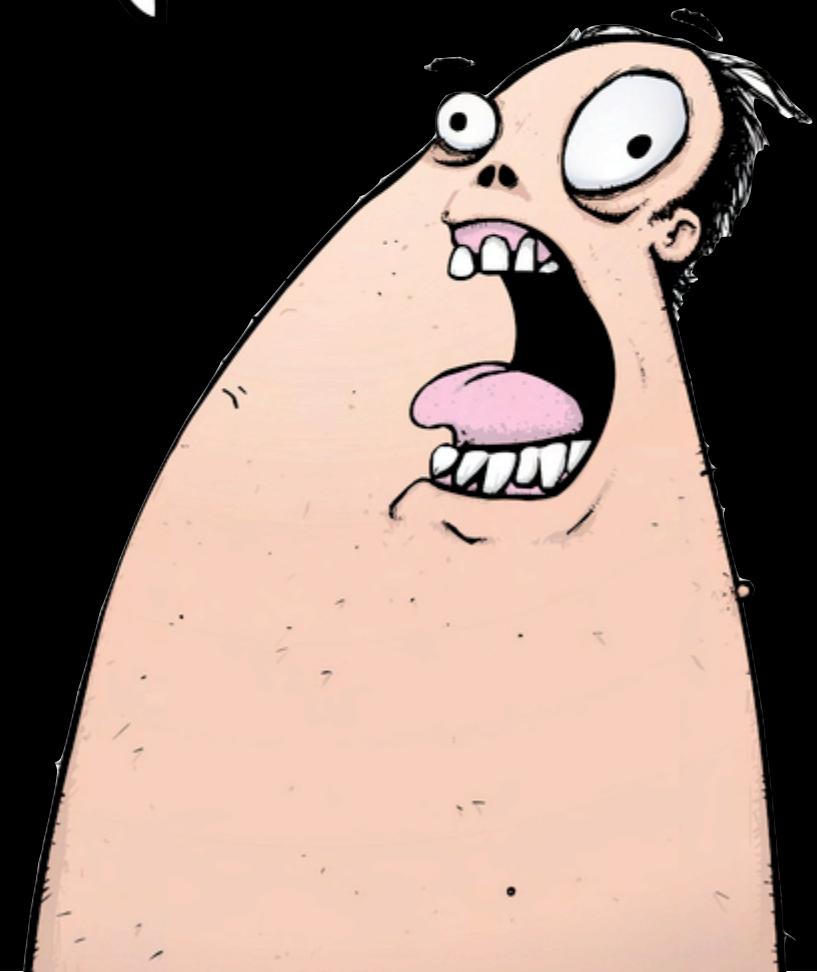


works all the time

*silently*

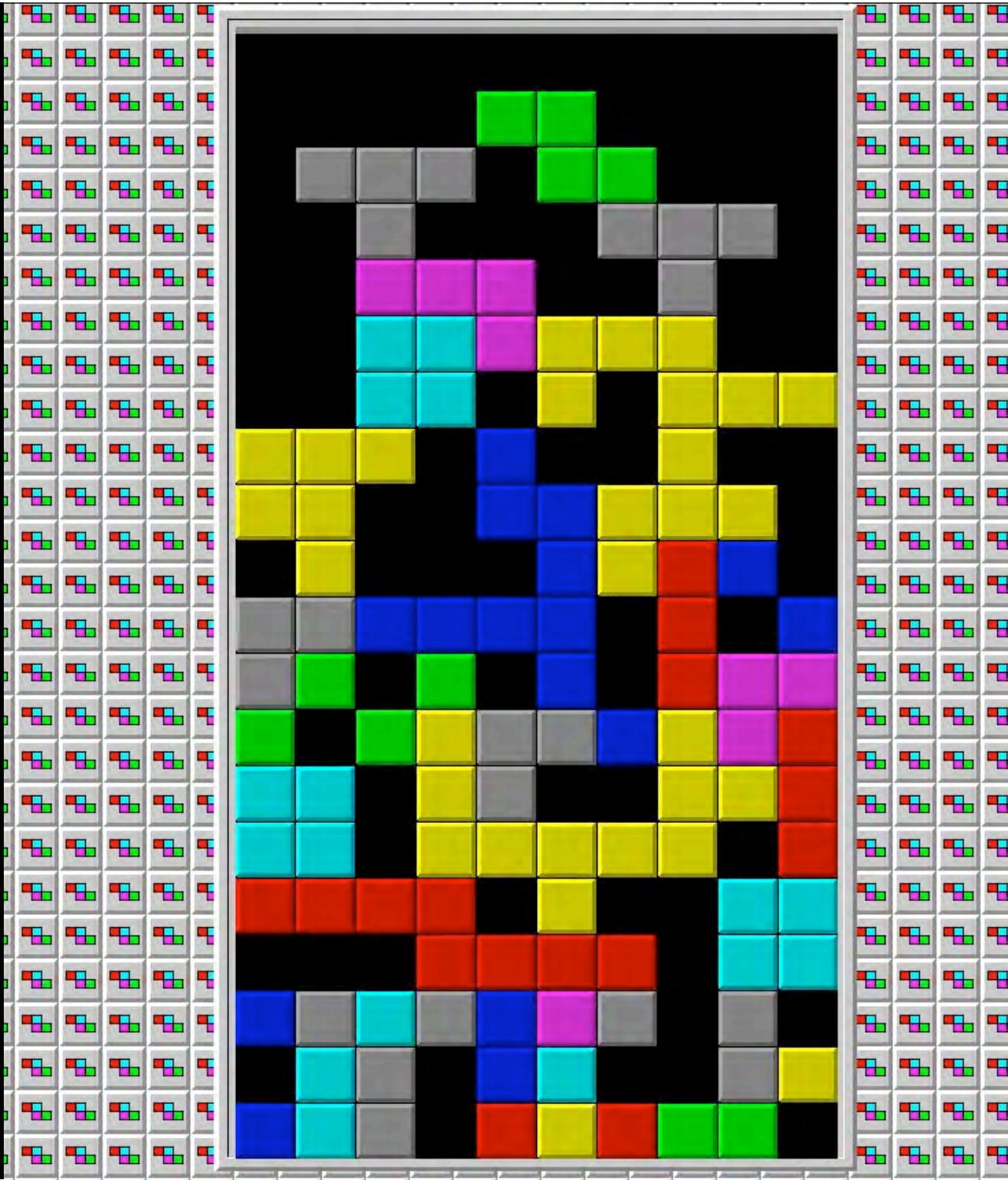
...and I could see the squirrels, and they were married, but then, they switched from the Swingline to the Boston stapler, but I kept my Swingline stapler because it didn't bind up as much, and I kept the staples for the Swingline stapler and it's not okay because if they take my stapler then I'll set the building on fire..

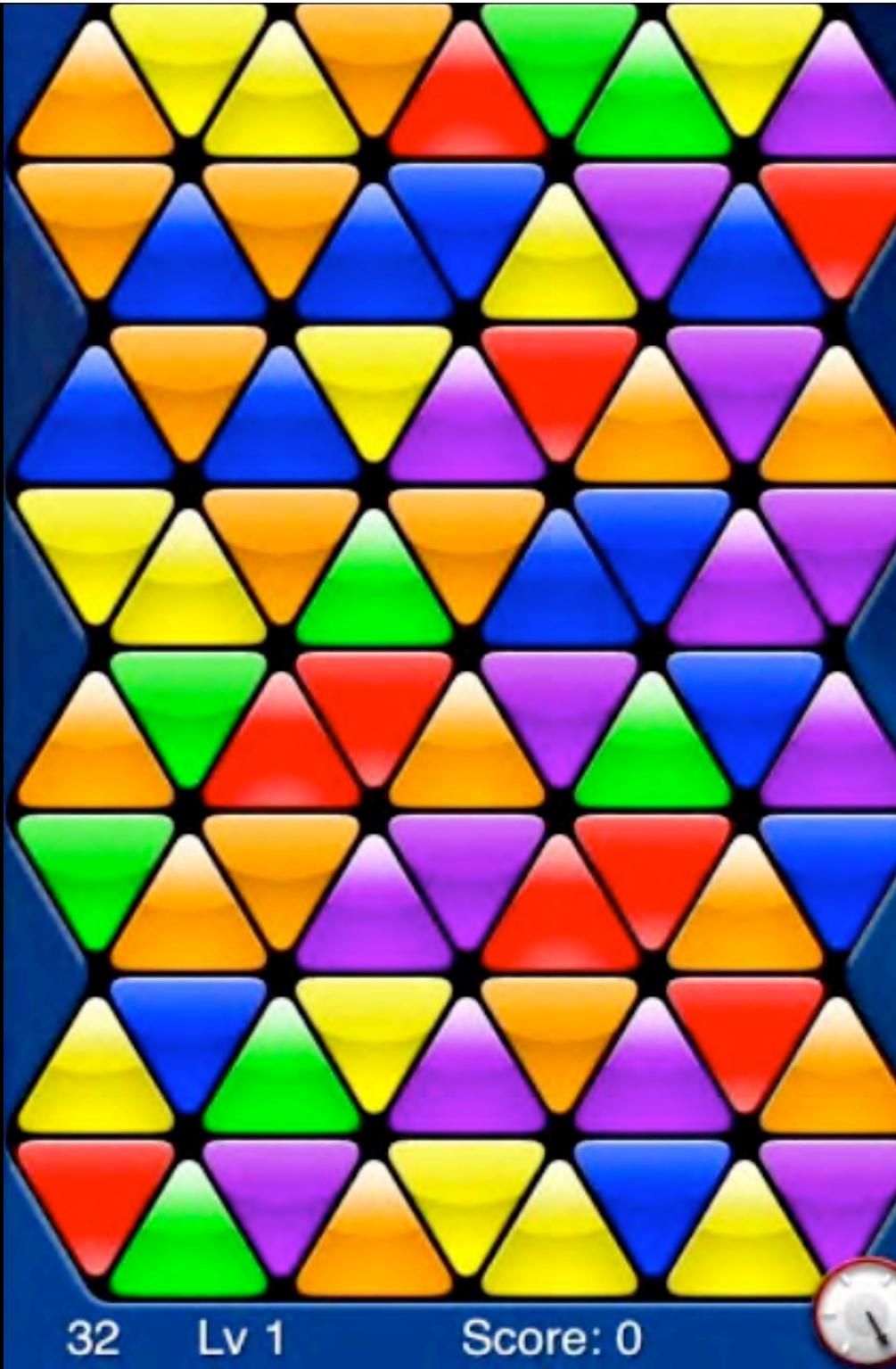
# silencing the chatter



simple repetitive  
tasks



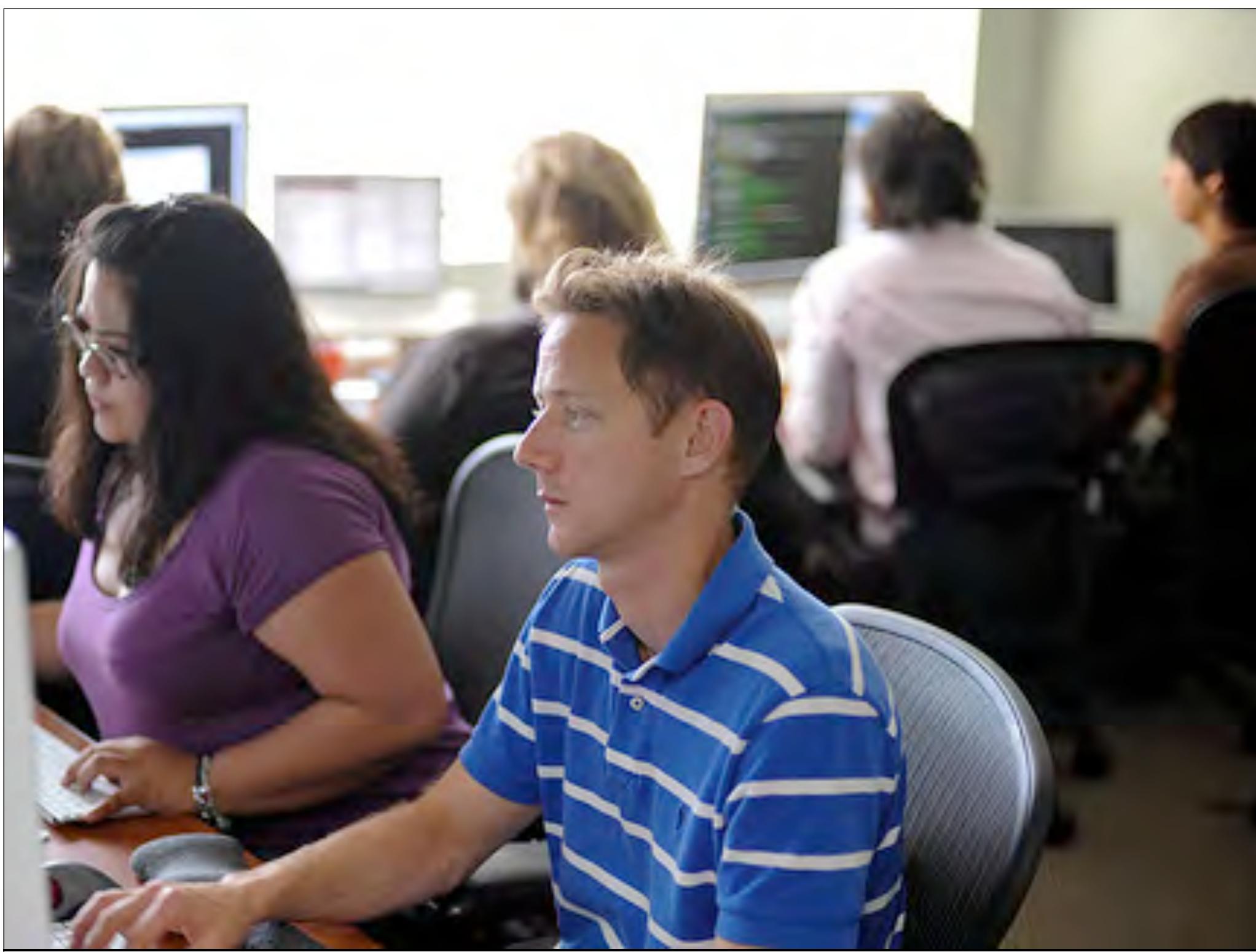












# pair programming

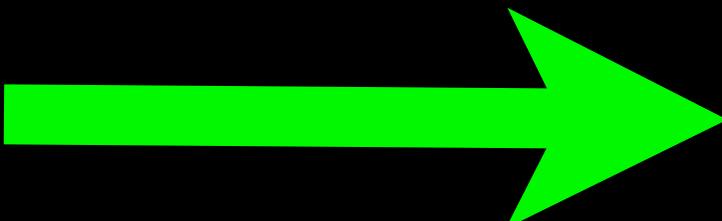
## driver

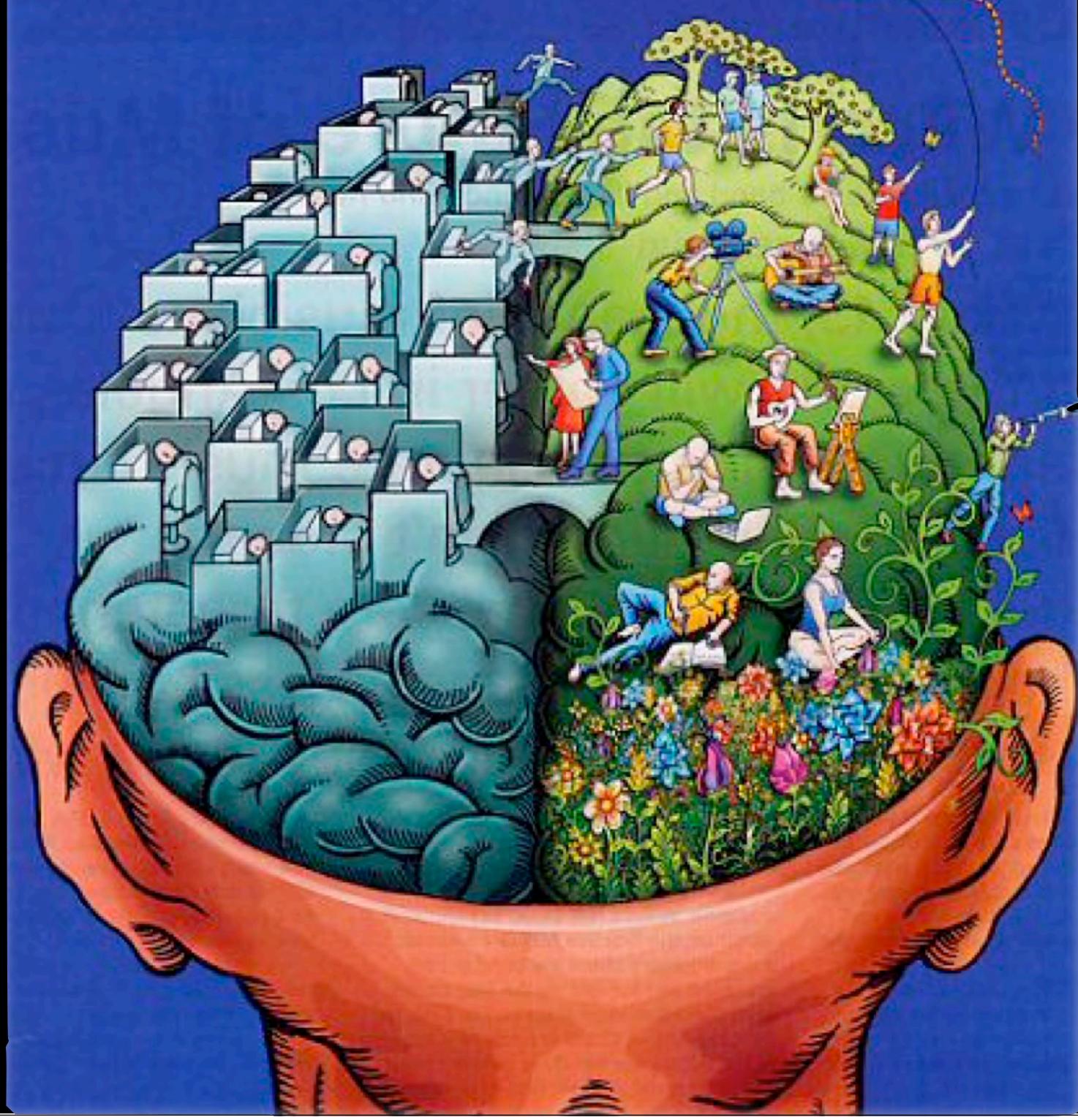
typing  
micro-concerns  
syntax  
formatting  
line-by-line  
getting the  
test to pass



## navigator

thinking  
macro-concerns  
right class?  
refactor?  
algorithm?  
using design  
patterns





fleeting



**exo-cortex**

**“trusted system”**

p i m

moleskine

**MOLESKINE®**

The legendary notebook of Hemingway,  
Picasso, Chatwin.



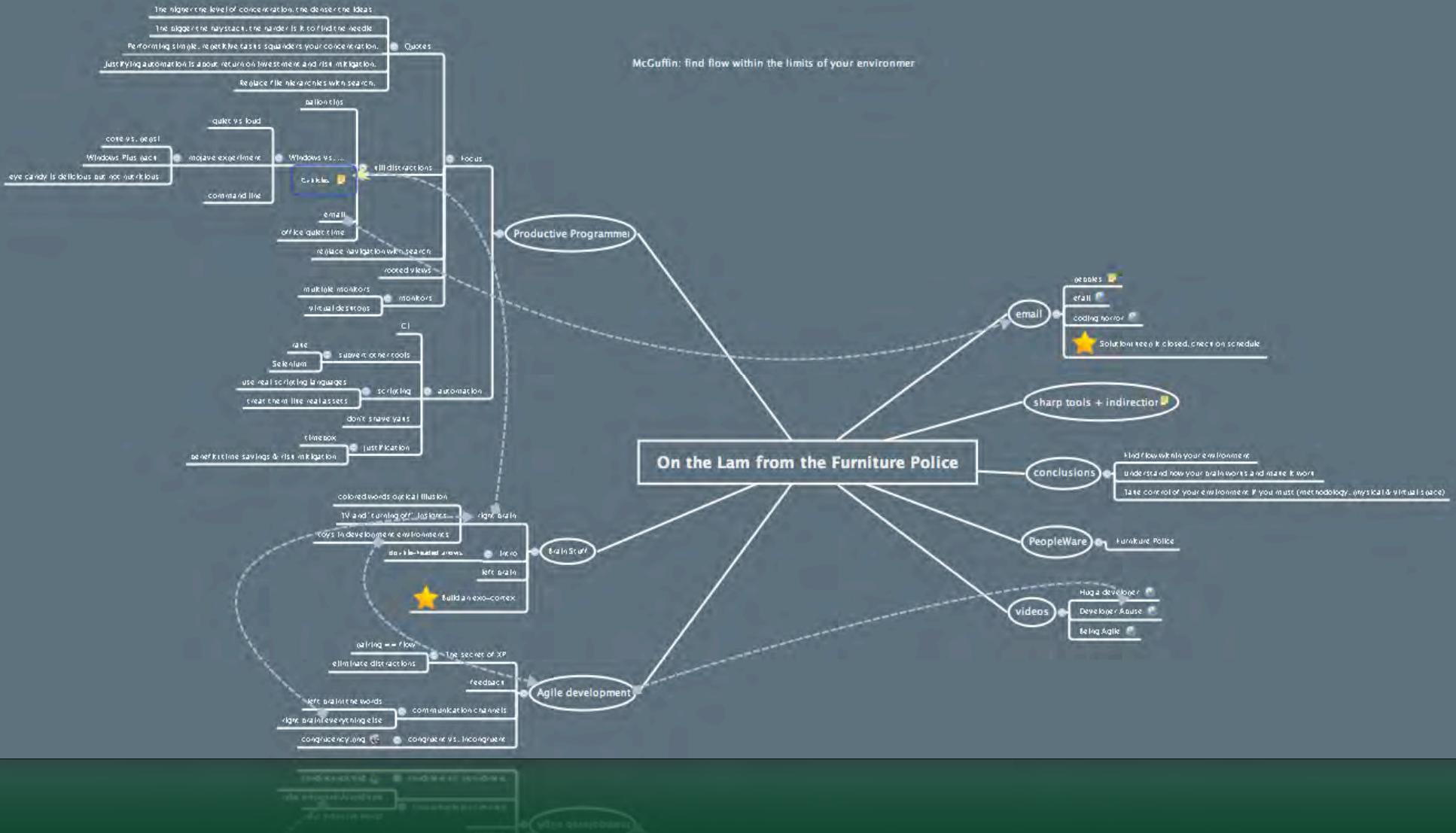
Plain Notebook

192 plain pages, 3 $\frac{1}{2}$  x 5 $\frac{1}{2}$ , acid-free paper,  
expandable inner pocket.

mind-maps

McGuffin: Find flow within the limits of your environment

## On the Lam from the Furniture Police



personal brain





personal  
productivity

/THEORY/IN/ PRACTICE

# The Productive Programmer

O'REILLY®

Neal Ford

O'REILLY®

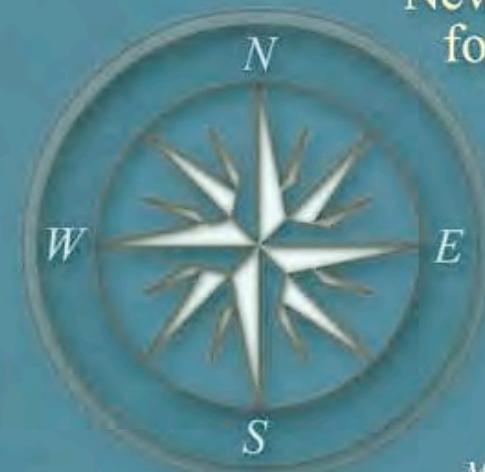
Neal Ford

focus



# THE HUMANE INTERFACE

New Directions  
for Designing  
Interactive  
Systems



Jef Raskin

*The creator of the Macintosh goes beyond today's graphic user interfaces to show how the Web, computers, and information appliances can be made easier to learn and use.*

Jef Raskin

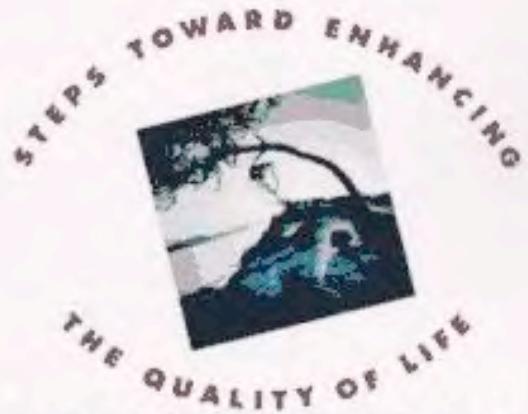
Author of *The Computer Game*  
and *Information Appliances*

locus of attention

NATIONAL BESTSELLER

# FLOW

THE PSYCHOLOGY OF  
OPTIMAL EXPERIENCE



MIHALY CSIKSZENTMIHALYI

"Flow couldn't come at a better time for us. An inspiring, worthwhile read."  
—Chicago Sun-Times

—Cynthia 2000-1999

"Flow couldn't come at a better time for us. An inspiring, worthwhile read."

MIHALY CSIKSZENTMIHALYI

time disappears

tunnel vision

“in the zone”

total concentration

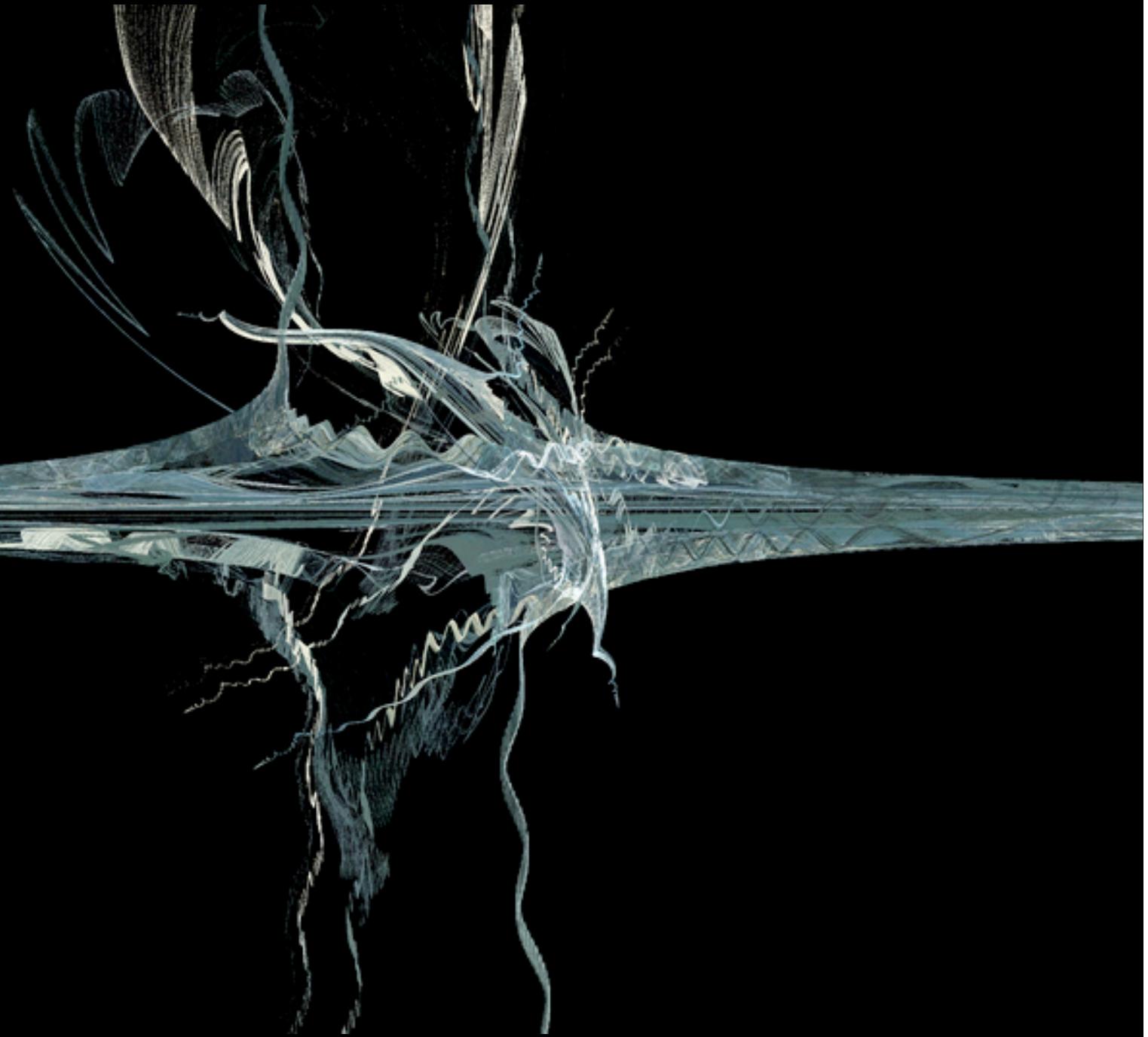
*insanely productive*

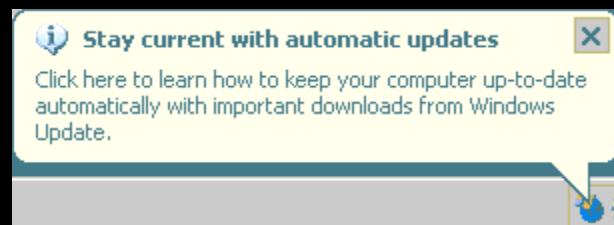
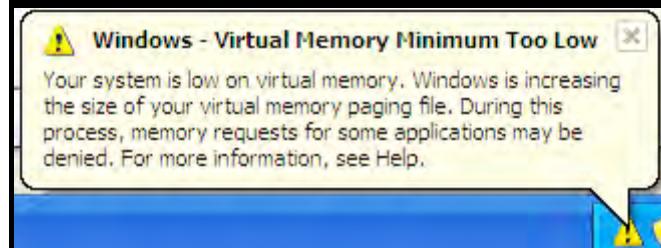
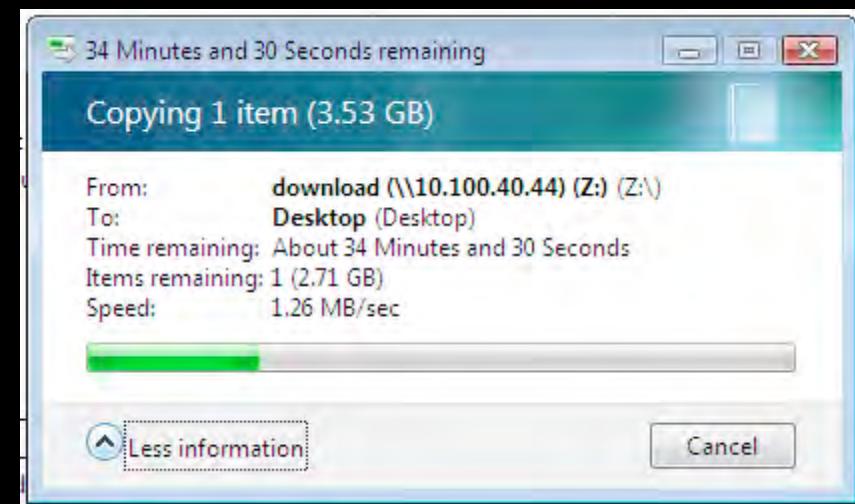
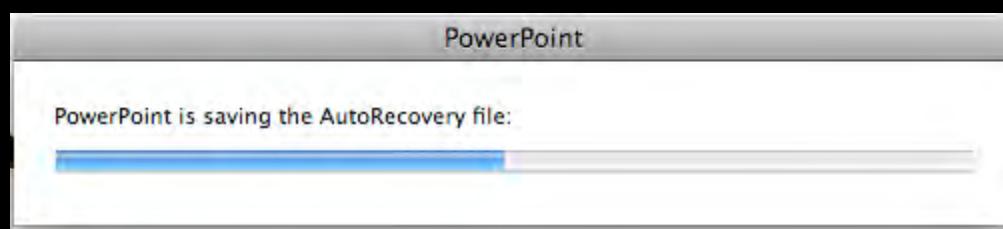
- Cancellation rule
- Usually created via:
  - Configuration flexibly





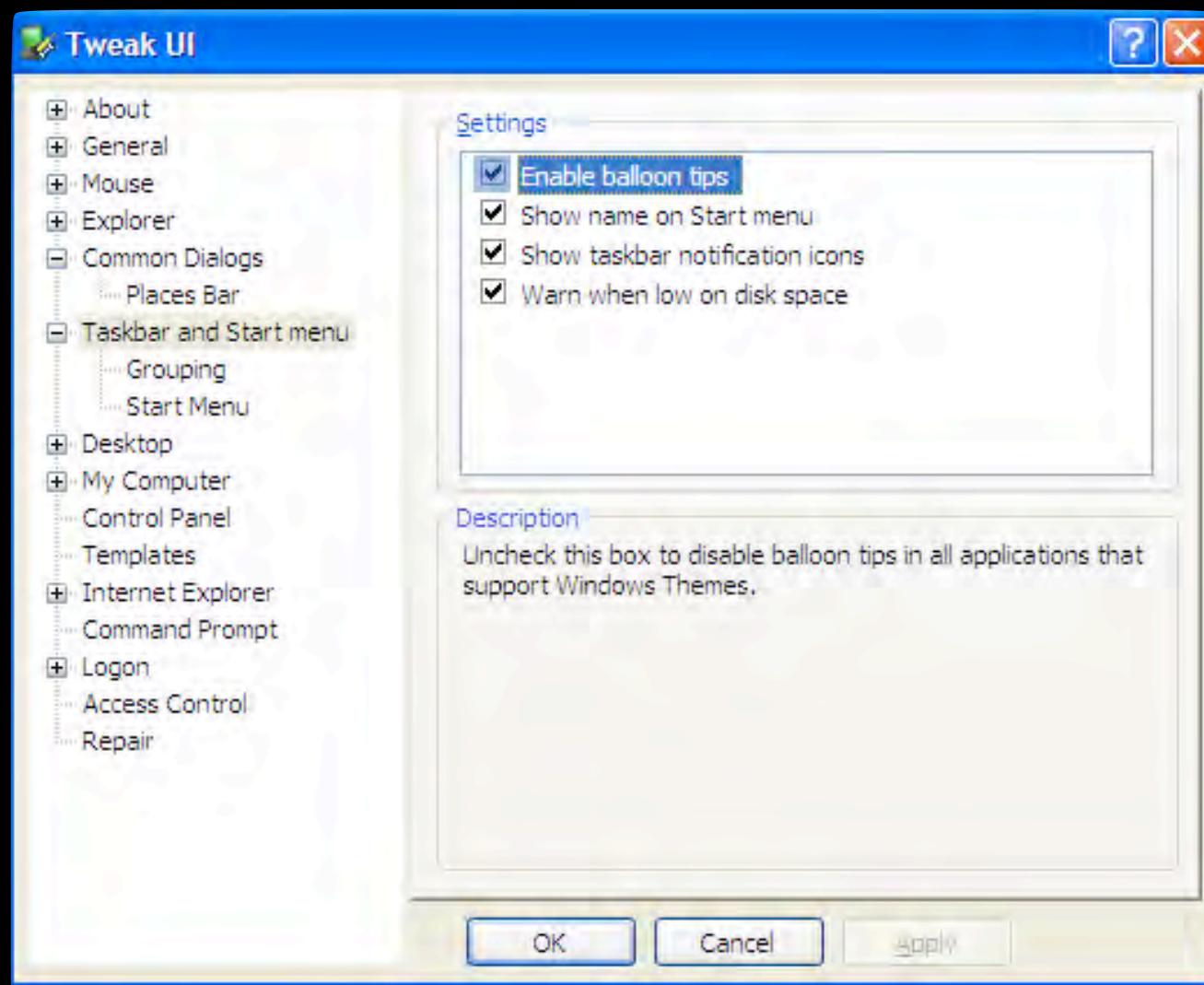








# killing balloon tips



# screen dimmers



jedi concentrate

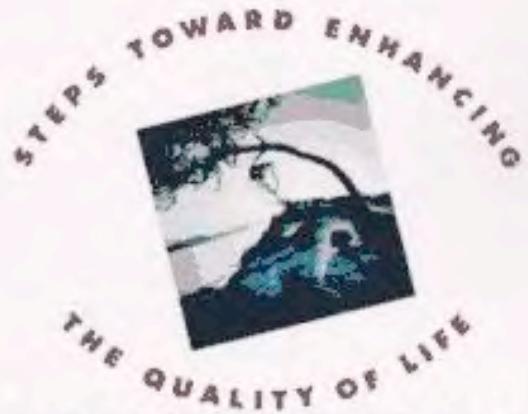


doodim

NATIONAL BESTSELLER

# FLOW

THE PSYCHOLOGY OF  
OPTIMAL EXPERIENCE



MIHALY CSIKSZENTMIHALYI

"Flow couldn't come at a better time for us. An inspiring, worthwhile read."  
—Chicago Sun-Times

—Cynthia 2000-1999

"Flow couldn't come at a better time for us. An inspiring, worthwhile read."

MIHALY CSIKSZENTMIHALYI



A 3D bar chart illustrating productivity growth. The vertical axis represents productivity levels, which are shown as grey rectangular bars of varying heights. A diagonal white line starts from the bottom left and trends upwards towards the top right, indicating a positive correlation or trend. The word "productivity" is written in large red letters across the top left of the chart area.

productivity

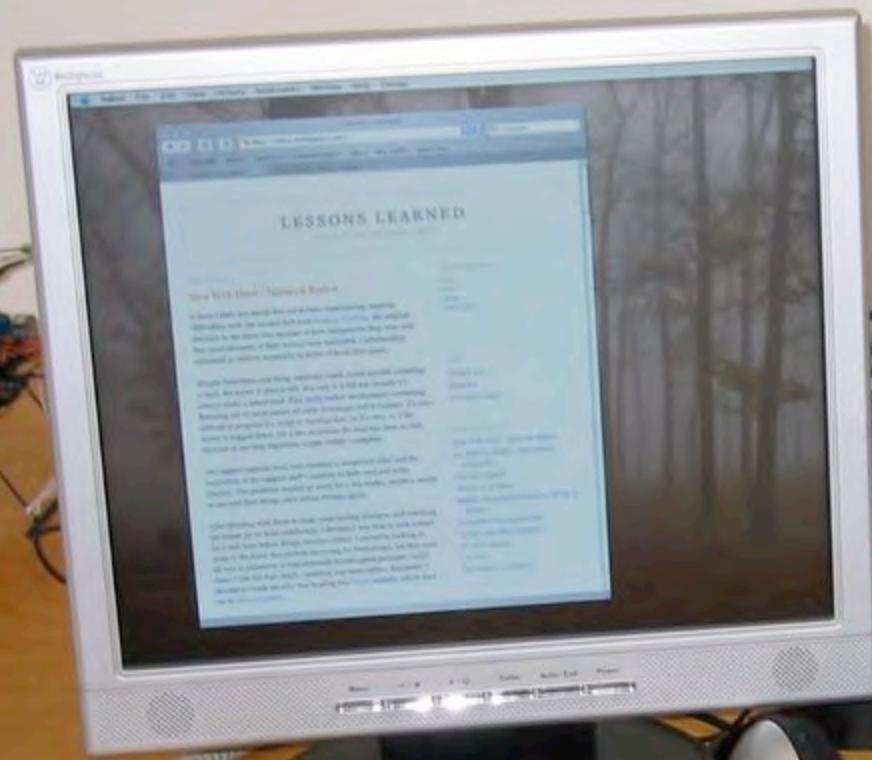
A photograph of a person sitting at a desk, viewed from the side and back. They are wearing brown Puma pants with a white Puma logo on the left thigh, a green t-shirt with a small logo on the sleeve, and black headphones around their neck. Their hands are on a computer keyboard and mouse. A white computer monitor is on the desk to the right. The background shows a window with a view of trees.

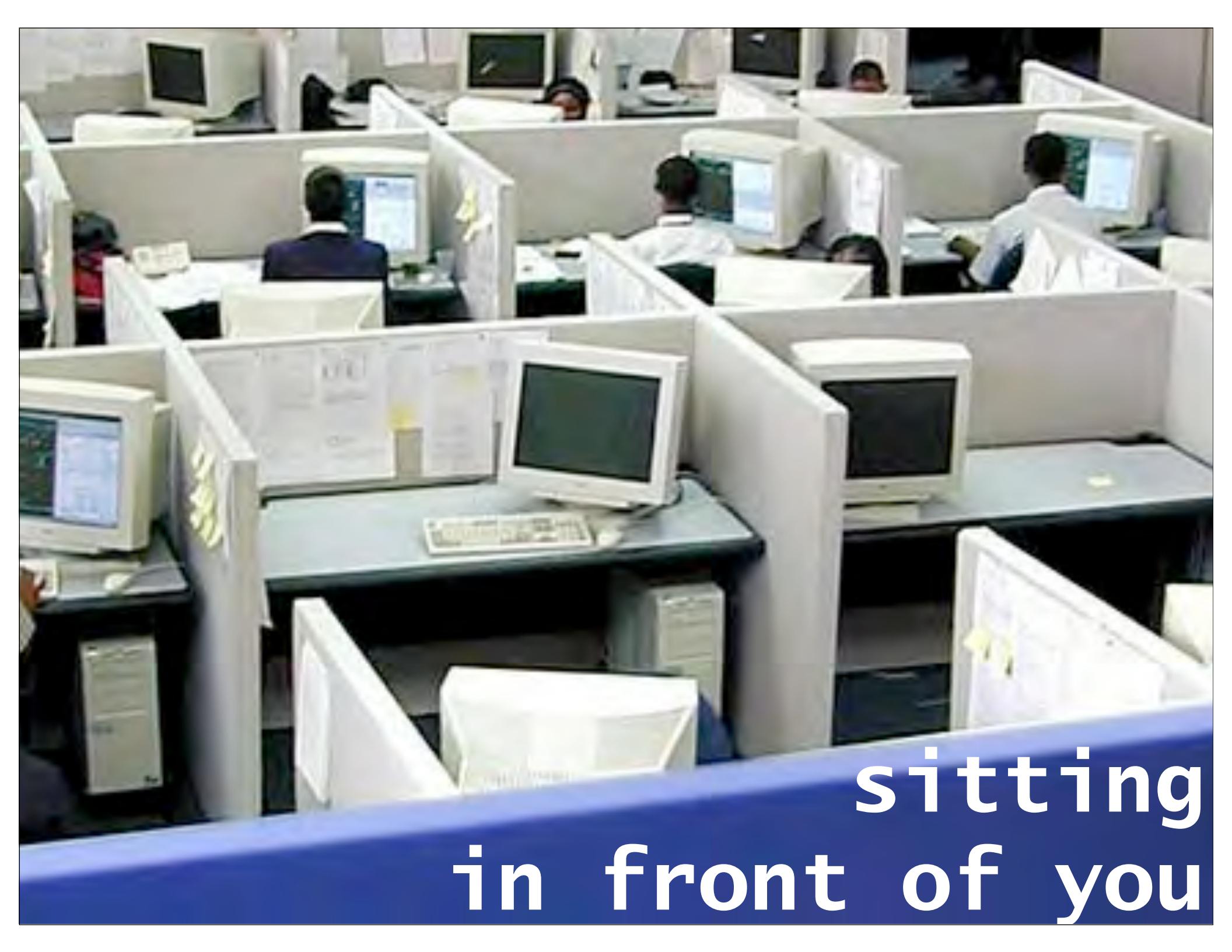
# Puma Productivity Pants™

kill environmental  
distractions

simple stuff

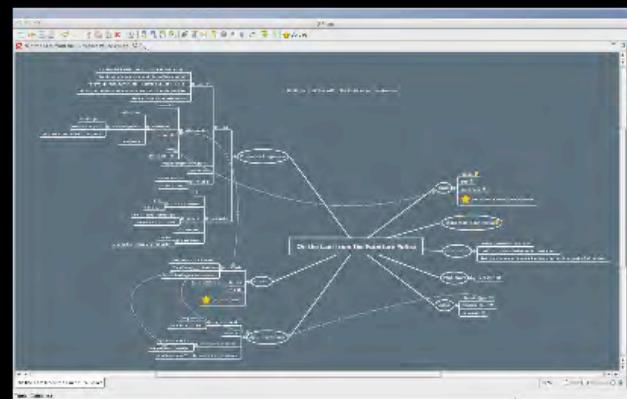
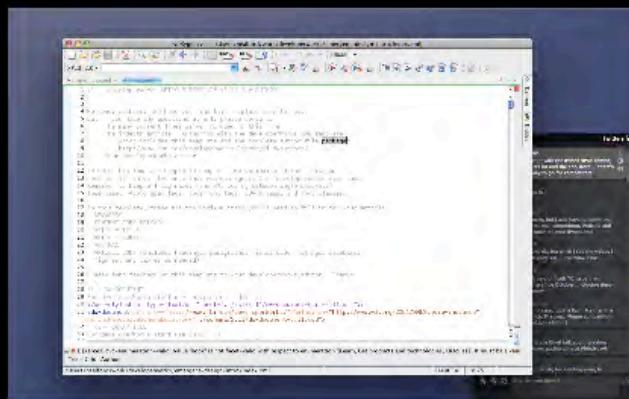
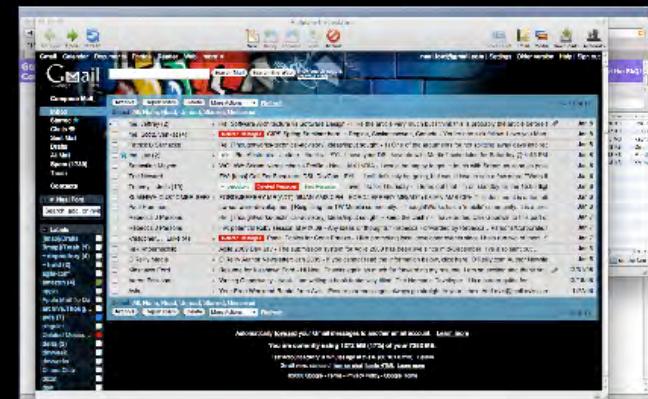
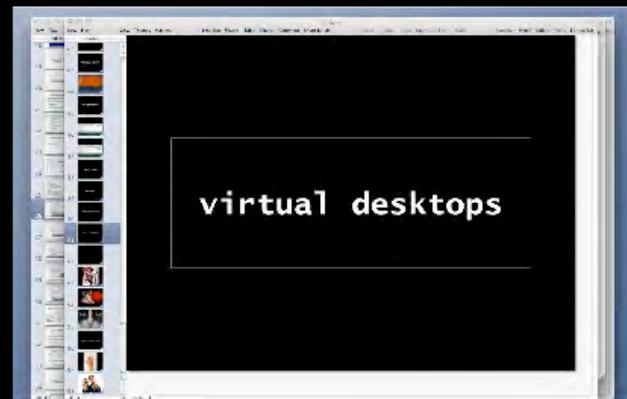
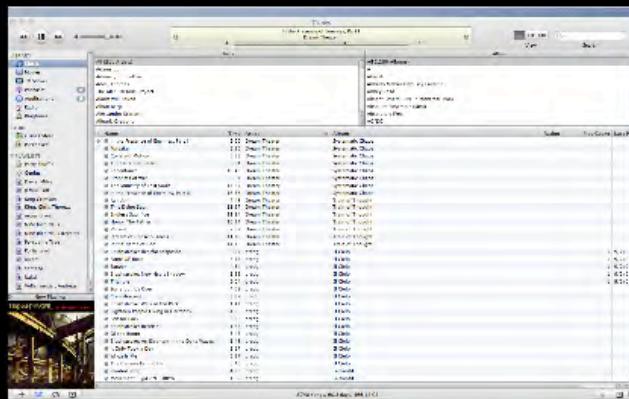
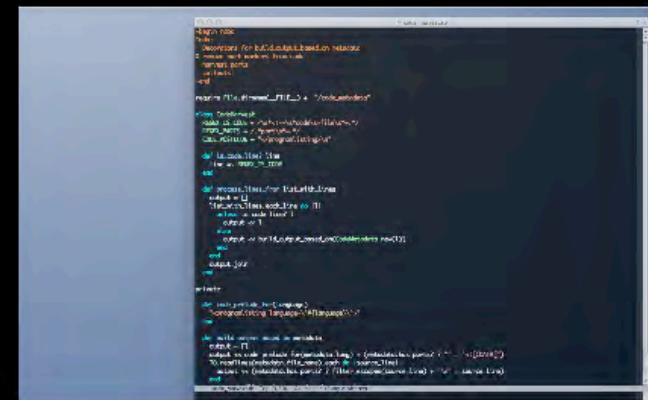
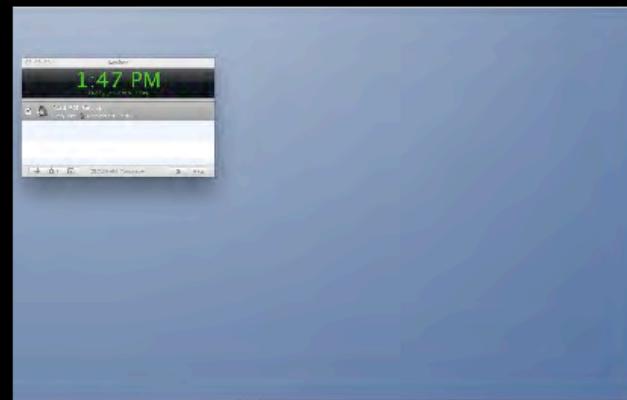


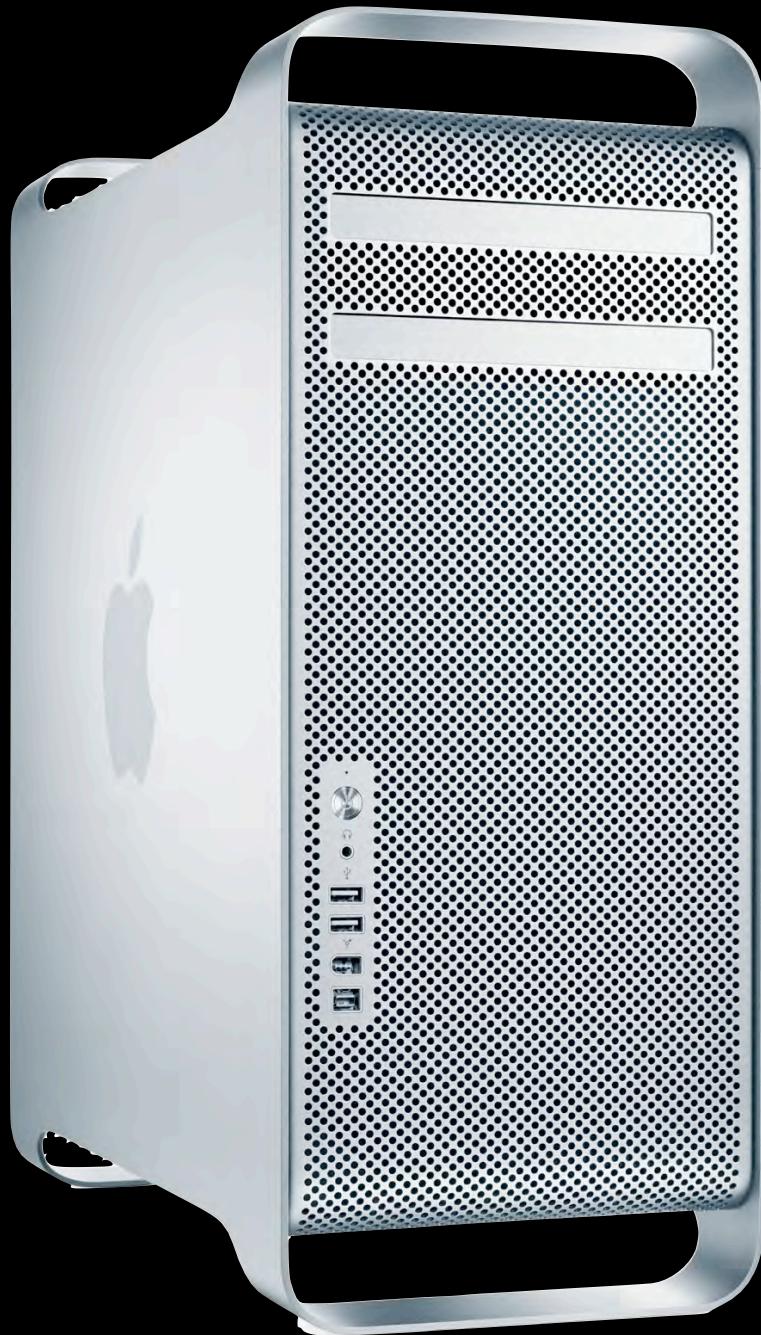


A photograph of a busy office environment, likely a call center or customer service department. The space is filled with white cubicles, each containing a computer monitor and keyboard. Several employees are visible, some facing the camera and others from behind. The office has a high ceiling with recessed lighting and a polished floor.

sitting  
in front of you

virtual desktops





any company that  
has better  
computers for  
salespeople than  
developers *just*  
*doesn't get it*

computers are tools

*not status symbols*

where you sit



**OFFICE**

agile development

war rooms

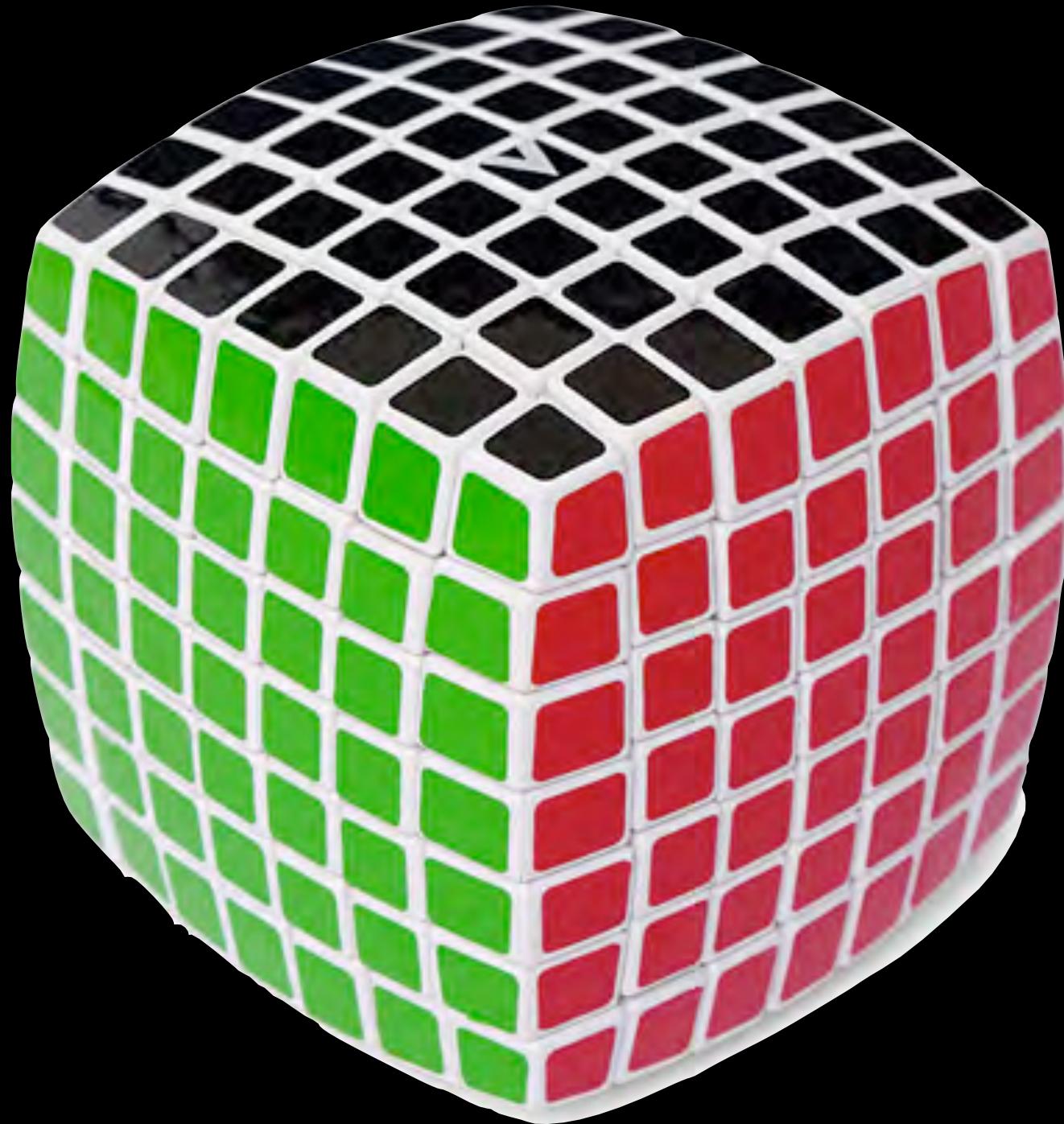




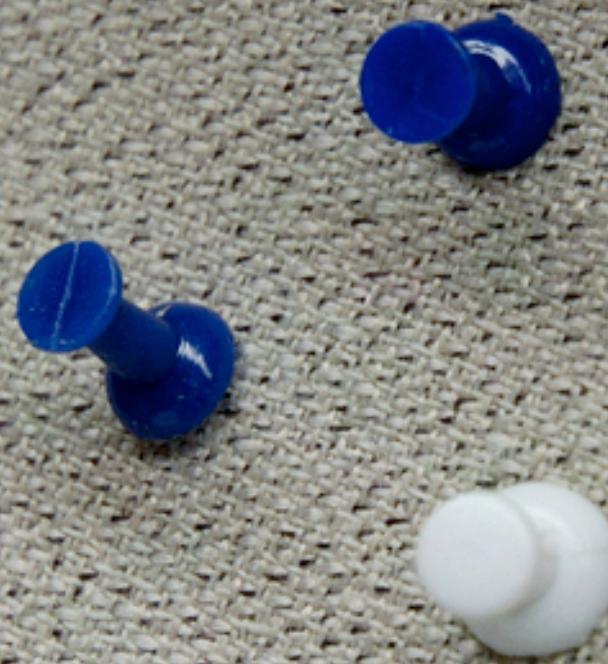












rich environments

efail

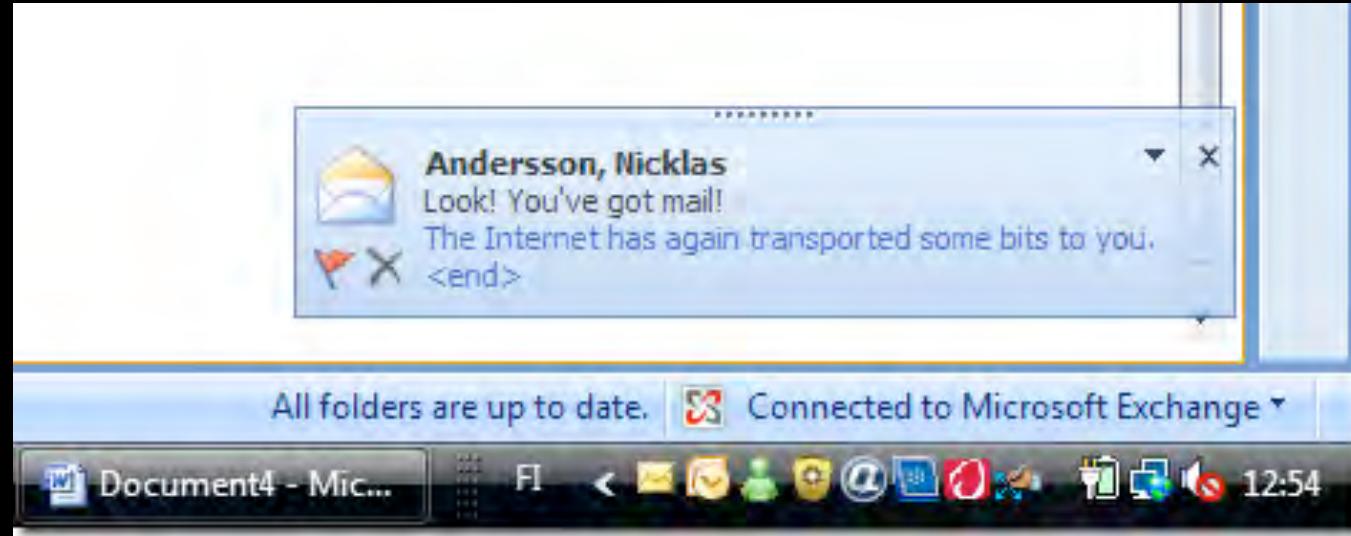


1. switch to your email client
2. choose "New/Compose Message" from the interface
3. type the recipient's name (autocomplete in most email programs typically helps to reduce this to 3-4 keystrokes)
4. type tab or return to go to the next field (typically another to or cc field)
5. type tab or return again to go to the subject field
6. think up a subject (or ideally skip it)
7. type a subject (or ideally skip it)
8. type tab or return again to go to the message body field
9. type in your message
10. click send





# turn off notifications



instant messaging  
works better

1. switch to your IM client
2. double click their name
3. type your message
4. press return



IF YOU  
BOther  
ME, I WILL  
HUNT YOU  
& KILL YOU



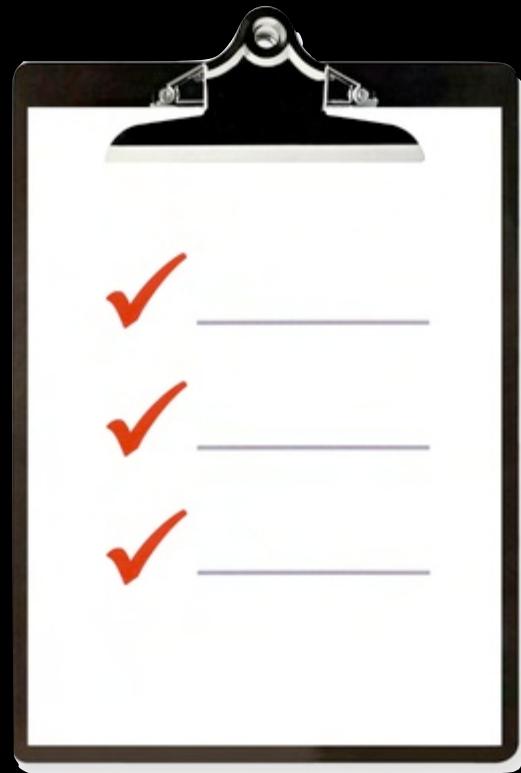






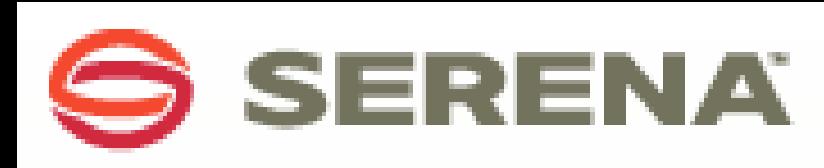






to do list:  
*for your  
company*

furniture police  
choices



UPGRADE FROM  
PVCS FOR JUST  
\$245 PER USER

Upgrade to a Big  
Product for a Small Price

[LEARN MORE HERE »](#)

or

Rational ClearCase

?

life is too short  
to use ill-suited  
~~version control~~  
tools



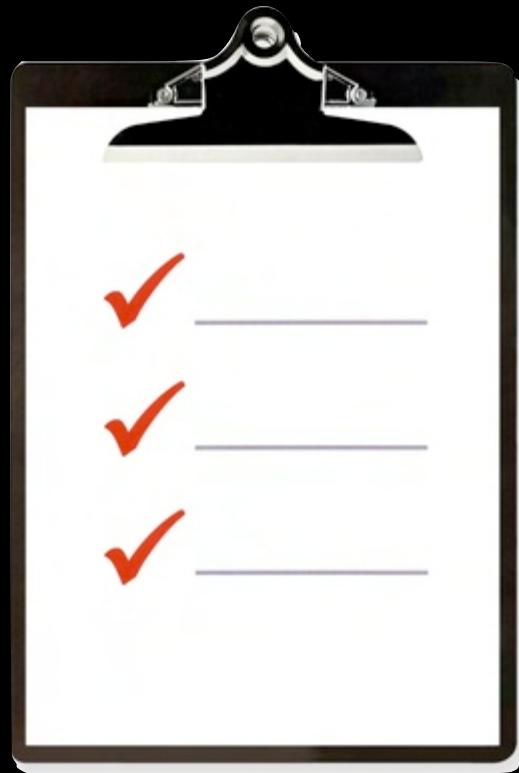
**brain-friendly  
workspaces**



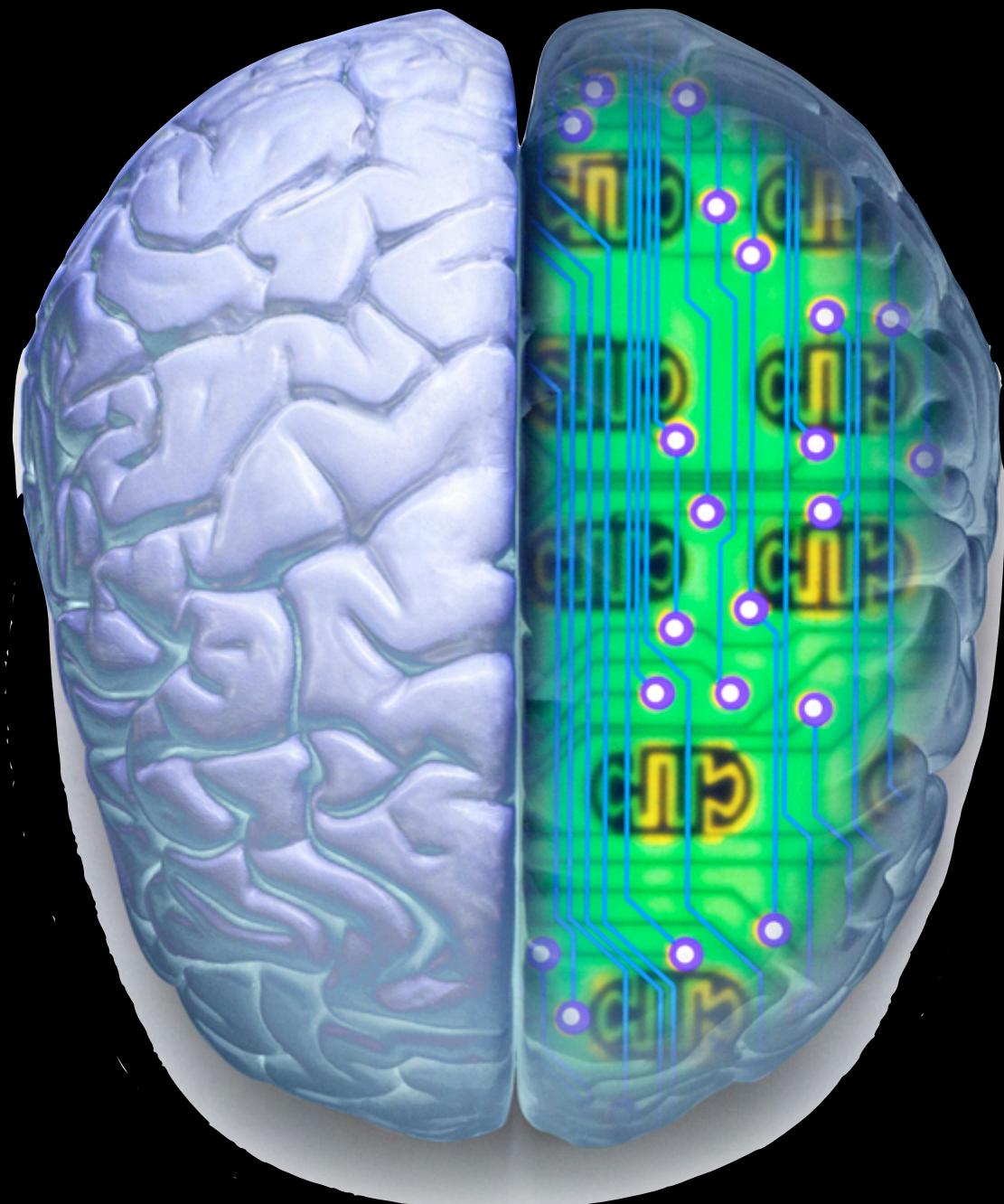




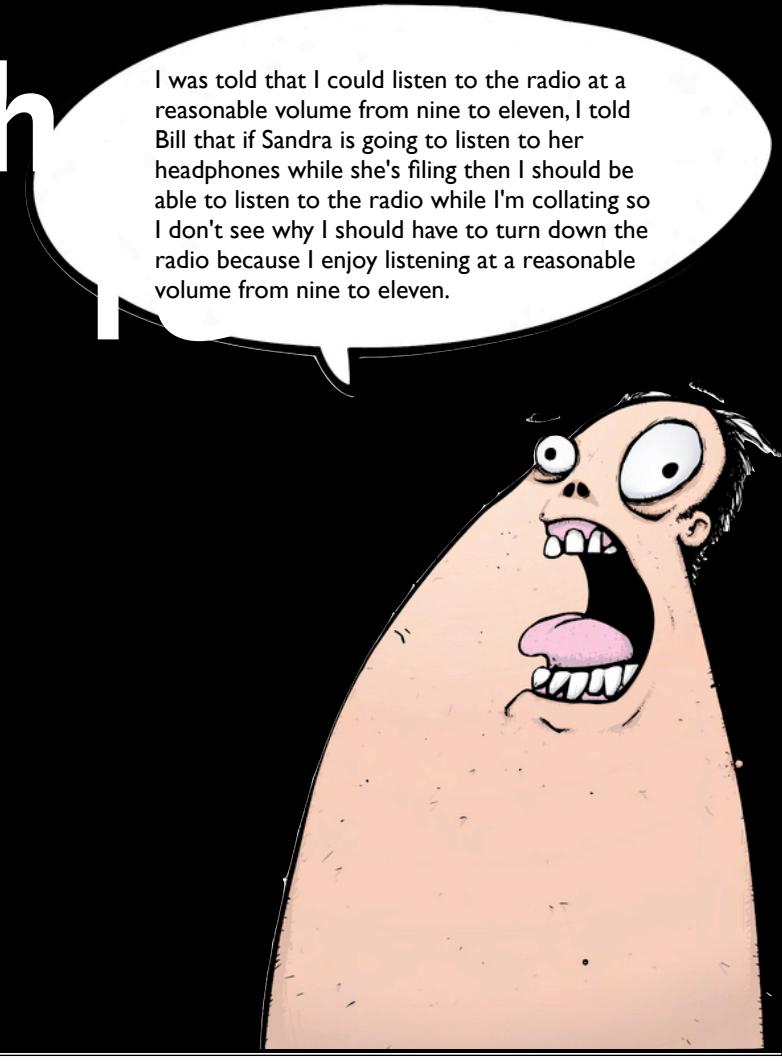




to do list:  
*for you*



# quiet the chattering brain

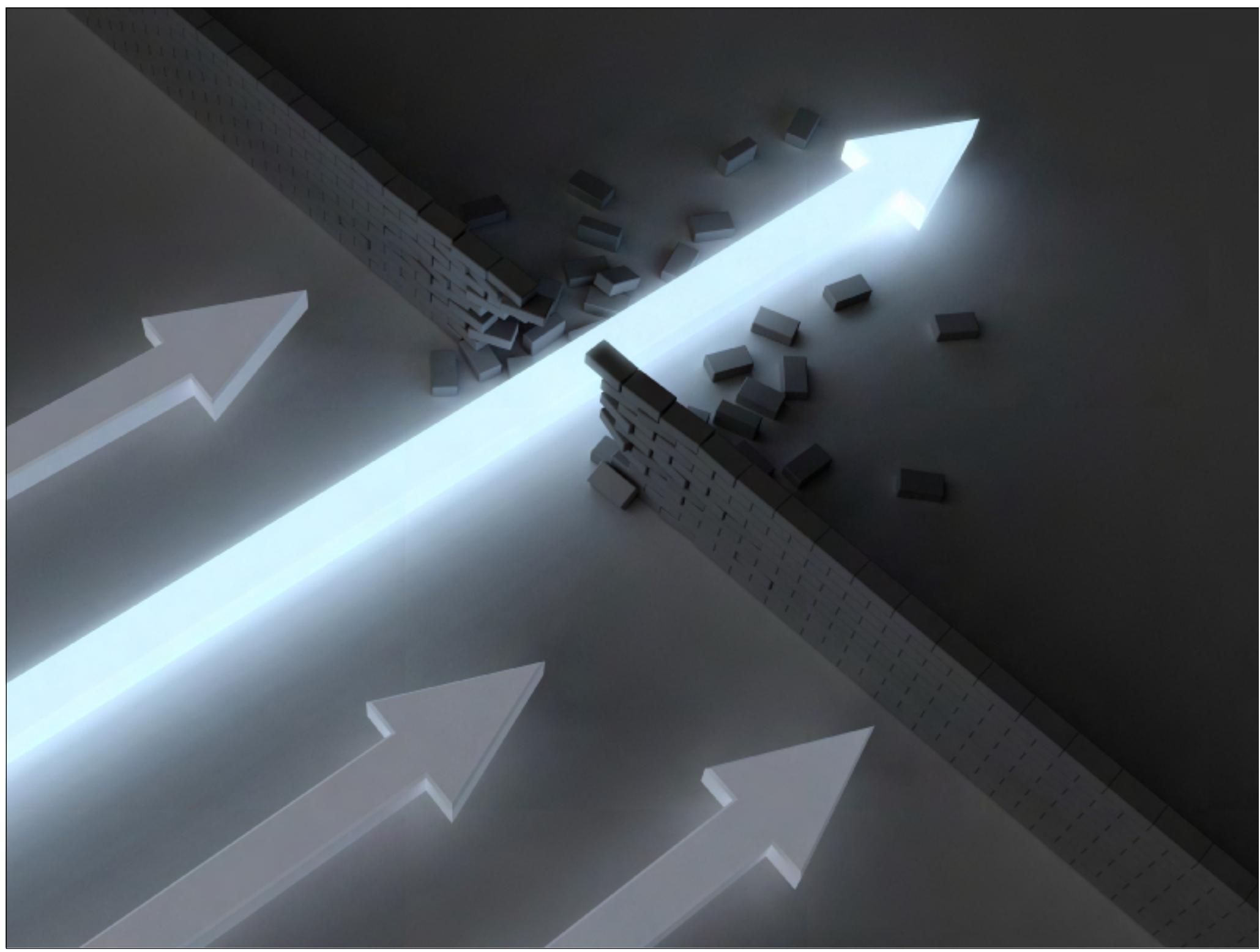


I was told that I could listen to the radio at a reasonable volume from nine to eleven, I told Bill that if Sandra is going to listen to her headphones while she's filing then I should be able to listen to the radio while I'm collating so I don't see why I should have to turn down the radio because I enjoy listening at a reasonable volume from nine to eleven.

find ways to  
leverage  
background  
processing







wrest

control

away

from

the furniture  
police



build insanely  
great software

# thanks for coming!

## enjoy the rest of the conference

**NEAL FORD** software architect / meme wrangler

**ThoughtWorks**

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www.thoughtworks.com