much internally, for fear of bringing the wrath of their fellow developers upon them should they break their ability to read and write email.

As PIM applications became more and more widely and diversely used, working on these applications became something that was mainly continued by those who had been involved with it for a while out of a sense of dedication and loyalty, rather than an attractor for new contributors. Simply put, there were other places in KDE and Free Software where those wishing to enter the community could do so with a more shallow learning curve and with less likelihood of bloodying their nose by, for example, inadvertently breaking some enterprise encryption feature they would have no way of testing themselves, even if they knew about it. In addition to (and maybe at least partially because of) the technical unattractiveness, the social atmosphere (especially around KMail) was seen as unsavory. Discussions were often conducted rudely, ad hominem attacks were not infrequent, and those who attempted to join the team seldom felt welcome. Individuals worked on the various applications mostly in isolation. In the case of KMail there was even a rather unpleasant dispute over maintainership. All of this was highly unusual within the KDE community, and the internal reputation of this group was thus less than stellar.

As the need for more integration between the individual applications grew, though, and as users were increasingly expecting to be able to use the email and calendaring components from a common shell application, the individuals working on these components had to make some changes. They had to start interacting more, agree on interfaces, communicate their plans and schedules, and think about aspects such as branding of their offerings under the umbrella of the *Kontact* groupware suite and consistent naming in their areas of responsibility. At the same time, because of commercial interest in the KDEPIM applications and Kontact, outside stakeholders were pushing for a more holistic approach and for the KDEPIM community to speak with one voice, so they could interact with it reliably and professionally. These developments catalyzed a process that would lead the PIM group toward becoming one of the tightest knit, friendliest, and most productive teams within KDE. Their regular meetings have become a model for other groups, and many contributors have become friends and colleagues. Personal differences and past grudges were put aside, and the attitude toward newcomers drastically changed. Today most communication and development talk happens on a combined mailing list (*kde-pim@kde.org*), the developers use a common IRC channel (#kontact), and when asked what they are working on will answer "KDEPIM," not "KMail" or "KAddressBook."

Personal information management is pivotal in an enterprise context. Widespread adoption of the KDE applications in large organizations has led to a steady demand for professional services, code fixes, extensions, packaging (as part of distributions and specifically for individual use cases and deployments), and the like, which in turn has resulted in an ecosystem of companies offering these services. They have quite naturally hired those people most qualified to do such work—namely the KDEPIM developers. For this reason, the majority of the active code contributors in KDEPIM are now doing it as part of their day jobs. And among those who are