

StevenTeleki Software Development Challenges for the 21st Century
Home | Situation | Complication | What Have We Tried? | A Strategy | Conclusion

Software Development Challenges for the 21st Century

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The World As We Know It...

Look around you, from:

- » mobile phones to thermostats,
- » cars to toothbrushes,

just about every device has a computer in it.

But,... our methods to create the software are not keeping up with the increasing demand.

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***“We cannot solve the problems
that we have created
at the level of thinking
that we have created them.”***

Albert Einstein

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***“You can be sure our plan
was perfect. It’s just our
assumptions were wrong.”***

Ken Olsen
Founder & CEO
DEC (for 35 years)
1991

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Assumptions, Assumptions, Assumptions...

“A discipline’s basic assumptions about reality determine what it focuses on. [...] For a social discipline [...] the assumptions are a great deal more important than are the paradigms for a natural science. [...]

“A social discipline [...] deals with the behavior of people [...]. Practitioners will therefore tend to act and behave as the discipline’s assumptions tell them to.”

Drucker, Peter F. *Management Challenges for the 21st Century*. HarperBusiness. NY, NY. 1999.

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Agenda

What have we tried so far?

A Strategy for the 21st Century:

- » The Century of the Knowledge Worker
- » Knowledge Worker Performance
- » Personal Mastery

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What Have We Tried?

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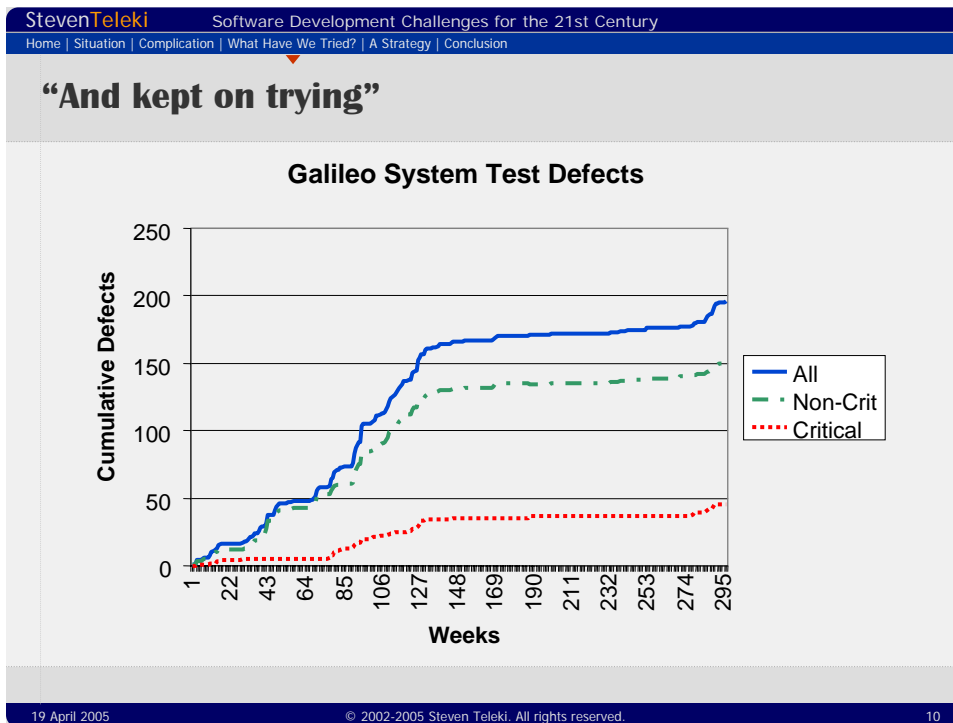
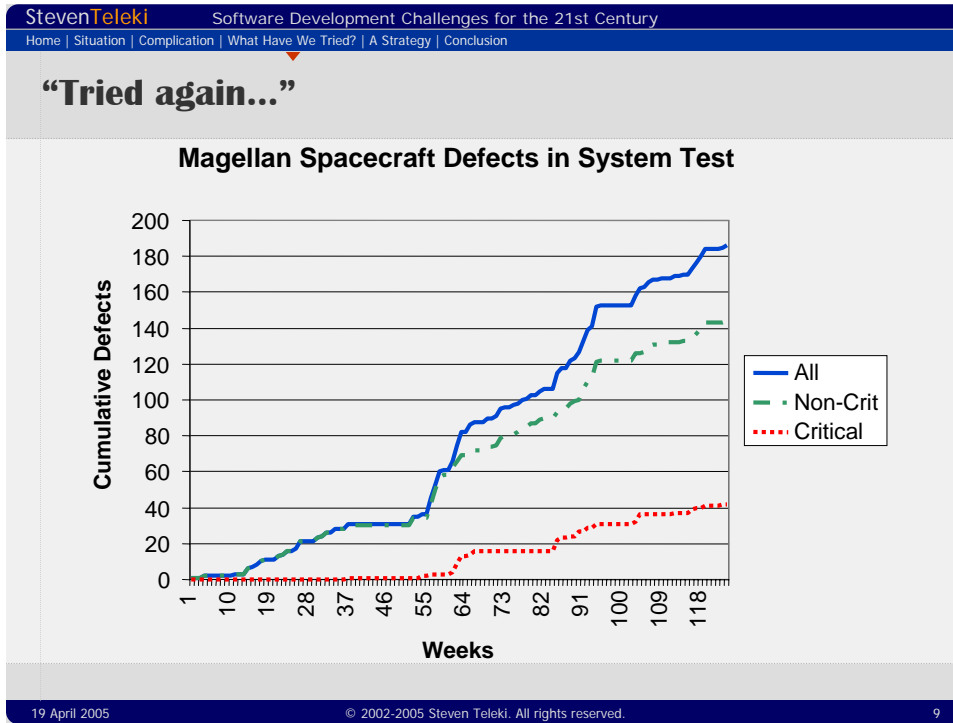
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“We tried to get the defects out in testing...”

Voyager Spacecraft Total Defects in System Test

Cumulative Testing Weeks	All	Non-Crit	Critical
1	0	0	0
9	15	10	5
17	35	25	10
25	45	30	15
33	75	45	20
41	85	55	25
49	105	75	30
57	115	80	35
65	118	82	35
73	118	83	35
81	118	84	35
89	118	84	35
97	118	84	35
105	118	84	35

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“Also kept on trying to add new features”

Days	Enhancement Gap	Defect Gap
1	5	2
3	8	3
5	12	4
7	15	5
9	20	6
11	25	7
13	30	8
15	35	9
17	40	10
19	45	11
21	50	12
23	55	13
25	60	14
27	65	15
29	70	16
31	75	17
33	80	18
35	85	19
37	90	20
39	140	200

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We Tried Young Workers

“Wanted: Young, skinny, wiry fellows not over 18. Must be expert riders willing to risk death daily. Orphans preferred. Wages \$25 per week.”

Pony Express advertisement, 1860.

McConnell, Steve. *After the Gold Rush*. Microsoft Press. 1999.

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We Tried Better Compensation

*“We realize the skills, intellect and personality we seek are rare, and our compensation plan reflects that. In return we expect **TOTAL AND ABSOLUTE COMMITMENT** to project success—overcoming all obstacles to create applications on time and within budget.”*

Software Developer Advertisement, Seattle Times, 1995.

McConnell, Steve. *After the Gold Rush*. Microsoft Press, 1999.

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We Keep Trying...

- » PSP/TSP/CMM
- » ISO 9001/9000-3
- » FDD (Feature Driven Development)
www.featuredrivendevelopment.com
- » Rational Unified Process www.rational.com
- » SCRUM www.controlchaos.com
- » Extreme Programming www.extremeprogramming.org
- » OPEN (Object-oriented Process, Environment, and Notation) www.open.org.au
- » **Code 'n Fix ☺**

The WINNER by a wide margin!

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A Strategy for the 21st Century

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The Century of the Knowledge Worker

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Back To The Farm

“In every human activity, the
Law of the Farm governs.”

“There is no cramming
on the farm.”

Covey, Stephen R. *First Things First*. Free Press. 1996.

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The 21st Century “*Capital Assets*”

“The most valuable asset
of a 21st-century institution,
whether business or non-business,
will be its *knowledge workers* and
their *productivity*.”

Peter F. Drucker

Drucker, Peter F. *Management Challenges for the 21st Century*. HarperBusiness. NY, NY. 1999.

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Cost vs. Assets

“Economic theory and most business practice sees manual workers as a *cost*. To be productive, knowledge workers must be considered a *capital asset*.”

“*Costs* need to be controlled and reduced. *Assets* need to be made to grow.”

Drucker, Peter F. *Management Challenges for the 21st Century*. HarperBusiness. NY, NY. 1999.

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Create Continuous Learning Environments

Crawl, walk, run!
An accomplished walker doesn't think about the mechanics of the steps anymore.

Learning Dilemma
We learn best from experience but we never directly experience the consequences of many of our most important decisions.

Senge, Peter. *The Fifth Discipline*. Pg. 23. Currency Doubleday. New York, NY. 1990.

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Examine How You Acquire Knowledge

0th Order of Ignorance: Lack of Ignorance.
You know.

1st Order of Ignorance: Lack of knowledge.
You know the question. Uncertainty.

2nd Order of Ignorance: Lack of awareness.
This is a real problem: not only you don't know the answer, you don't even know what the question is.
Ambiguity.

3rd Order of Ignorance: Lack of process.
You don't have a process to find out what it is that you don't know.

4th Order of Ignorance: *Meta Ignorance.* You don't know about the orders of ignorance. You are past this. 😊

Armour, Phillip G. *The Five Orders of Ignorance.* Comm. of the ACM. Vol.43. No.10. Oct. 2000.

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Knowledge Worker Performance

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Perform As Told

“It wasn’t that long ago that we referred to the workers at my father’s factory as ‘hands’.”

“They hired me from the neck down.”

Senge, Peter. *The Fifth Discipline*. Currency Doubleday. New York, NY. 1990.

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The Lessons of a Long-ago Disaster...

What do you know to be important but are unable to measure?

- » As of October 1707: longitude

Longitude: How far east or west you are?

- » Admiral Clowdisley Shovell misjudged longitude.
 - » 4 warships and 2,000 lives were lost

Buckingham, Marcus, Curt Coffman. *First, Break All The Rules*. Simon & Schuster. NY, NY. 1999.

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What is Your Software Development Performance?

Have you been thinking about it before?
» Do you know your “batting average?”

Software Development Performance is the complexity of all activities that an individual or team does in order to create software.

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LOW PRODUCTIVITY KILLS!

“However low its wages, a business [...] is unlikely to survive, let alone prosper, unless it measures up to the standards set by the leaders in its field, anyplace in the world.”

Peter F. Drucker

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There Is NO Constant Performance!

performance

time

It takes focused attention to improve your performance.

Your performance will go down, unless you are actively working on improving it.

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Faster, Faster, Faster!

**knowledge + understanding
= speed**

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Knowledge Worker Productivity

“The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the MANUAL WORKER in manufacturing.

“The most important contribution management needs to make in the 21st century is similarly to increase the productivity of KNOWLEDGE WORK and the KNOWLEDGE WORKER.”

Drucker, Peter F. *Management Challenges for the 21st Century*. HarperBusiness. NY, NY. 1999.

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Performance Indicators

Relative Effort on a Typical vs. an Advanced Project

The graph plots 'Relative Effort' on the y-axis against 'Project Phase' on the x-axis. The x-axis categories are Requirements Analysis, Architecture, Detailed Design, Construction, and Testing and Debugging. A red line represents a 'Typical Project' and a blue line represents an 'Advanced Project'. The typical project shows low effort until the 'Detailed Design' phase, after which it rises sharply through 'Construction' and 'Testing and Debugging'. The advanced project shows higher effort in the early phases ('Requirements Analysis', 'Architecture', 'Detailed Design'), peaks during 'Construction', and then decreases significantly during 'Testing and Debugging'.

Project Phase	Typical Project (Relative Effort)	Advanced Project (Relative Effort)
Requirements Analysis	Low	Low-Mid
Architecture	Low-Mid	Mid
Detailed Design	Mid	Mid-High
Construction	High	High
Testing and Debugging	Very High	Low-Mid

Advanced software development approaches require more work during the early stages of the project to eliminate enormous amount of unnecessary work in the later stages of a project.

McConnell, Steve. *After the Gold Rush*. Microsoft Press. 1999.

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Personal Mastery

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The Death of Distance

"I'm no more than two tenths of a second away (measured by the speed of light) from anybody in the world."

Peters, Thomas J. *The Circle of Innovation, You Can't Shrink Your Way To Greatness*. Vintage Books. New York, NY, 1997.

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That's different! That's crazy!

"We should do something when people say it is crazy. If people say something is 'good,' it means someone else is already doing it."

» Hajime Mitarai, president, Canon

Peters, Thomas J. *The Circle of Innovation, You Can't Shrink Your Way To Greatness*. Vintage Books. New York, NY, 1997.

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Success Hinges On The Individual

Capability Maturity Model (CMM): Focuses on the organization's capability; management actions.

Team Software Process (TSP): Focuses on team performance; product development.

Personal Software Process (PSP): Focuses on individual skills and discipline; entirely personal.

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Focus on Yourself

You are **special!**

Think of yourself as:

Me, Inc.

Even if you happen to be on somebody's payroll at the moment!

Peters, Thomas, J. *Brand You 50: Fifty Ways to Transform Yourself from an "Employee" into a Brand that Shouts Distinction, Commitment, and Passion.* Knopf/Random House, 1999.

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DISTINCT ... OR EXTINCT!

"If there is nothing very special about your work, no matter how hard you apply yourself, you won't get noticed and that increasingly means you won't get paid much, either."

Michael Goldhaber, *Wired*

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Focus on Your Talents

What is a talent?

"A talent is a recurring pattern of thought, feeling, or behavior that can be productively applied."

Every role performed *at excellence* requires talent.

"Michelangelos of housekeeping."

Buckingham, Marcus, Curt Coffman. *First, Break All The Rules*. Simon & Schuster. NY, NY. 1999.
Peters, Thomas J. *The Circle of Innovation*. Random House. New York, NY. 1997.

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Make Your Non-Talents Irrelevant

"People don't change that much. Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough."

- wisdom from great managers

Team up with people with complimentary talents.

Buckingham, Marcus, Curt Coffman. *First, Break All The Rules*. Simon & Schuster. NY, NY. 1999.

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Embrace The Stockdale Paradox

Retain faith that you will prevail in the end, regardless of the difficulties.	AND at the same time	Confront the most brutal facts of your current reality, whatever they might be.
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Collins, Jim. *Good to Great*. Harper Business. NY, NY. 2001.

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Become Familiar with Other Domains

“Expose yourself to the best things humans have done and then try to bring those things into what you are doing.”

—Steve Jobs, President, Apple Computer

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Remember...

- ✓ If you want different results, you must change the way you act and think.
- ✓ Going from manual work to knowledge work changes the game.
- ✓ You need to know your own performance.
- ✓ Brand out from the crowd.

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***“If things seem under
control, you are just not
going fast enough!”***

Mario Andretti
race car driver

Your Letters Are Welcome!

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For a software development reading list
visit: <http://pseng.net/reading/>