

On the herding of cats



Georgia Public Library Service

Who's who

- Administrative Lead
 - General direction
 - Political translation
- Team Lead / Project Manager
 - Coordination
 - Set expectations
- Developers / Domain Specialists
 - Technical decisions
- Your customers!
 - The reason you are there

Defining Goals

- Long term
 - Flexible and general time-lines
 - Over-arching framework
 - Functionally dependent Milestones



Defining Goals

- Medium Term
 - Soft deadlines – weeks or months +/- 1
 - Full team functional deliverables



Defining Goals

- Short term
 - Short cycles – week at most
 - Individual technical deliverables



Developer Do's

- Do:
 - Discuss everything until all stakeholders understand the issues
 - Question every assumption
 - For instance, a standard is useful only if it's in use elsewhere too
 - Build technical consensus
 - Bring on the numbers
 - Push up
 - Push back
 - Call shenanigans

Developer Don'ts

- Do Not:
 - Leave your ego at the door, but ...
 - Let your ego rule you
 - Take management support for granted
 - Mistake discussion for consensus
 - Forget to bring the numbers when pushing up (or back)

And finally ...



bradl

miker_

Don't fear a fight!

Administration Do's

- Do:
 - Listen to everything your engineers have to say
 - Advocate for the customers (to the engineers)
 - Advocate for the engineers (to the customers)
 - Listen to your engineers (yes, it's here twice)

Administrative Don'ts

- Do Nott
 - Force hard long-term time-lines
 - Require non-optimal working environment
 - Be afraid to adjust the team
 - Discount empirical evidence
 - Believe the hype



Customer Do's

- Do:
 - Participate from the start
 - Be honest with initial feed-back
 - Ask for clarification if something is confusing

Customer Don'ts

- Do Not:
 - Make assumptions about functionality
 - Avoid “touchy” subjects
 - Worry about looking ignorant (you're not supposed to know about programming)

Meetings

- As often as needed and no more
- Do it until it's done
- Include deliverables stakeholders and no one else

And, of course...



Tools / Environment

- Telecommuting
 - Spontaneous meetings are BAD
- Control over development equipment
 - Use the right tool for the job
- No language or tool mandates!
 - The right tool is whatever gets things done

Results Measurement

- Were short, medium term goals on time?
- Did the general long term time-line slip?
- Functionally complete?
- Customer acceptance?

Most importantly,
Working Code Wins!

Thank you for your time!



Georgia Public Library Service