

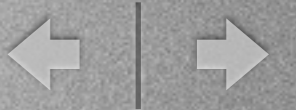


Craftsmanship in the Enterprise

Cory Foy

<http://www.cornetdesign.com>

@cory_foy



Act II

Scene 6

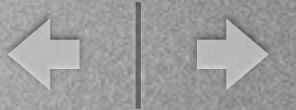


Pull

his cart any more. If man can work on two legs, his horse should be able to work on three. His cart isn't going anywhere if it requires him to pull it. Suddenly he gets an insight from above and says, "Fine, fine. I'll...



Push



Horse



Blame it on the Horse



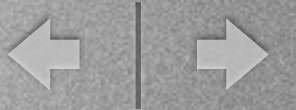
Lame Horse



Not Enough Horse(s)



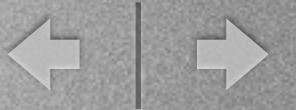
Stupid Horse



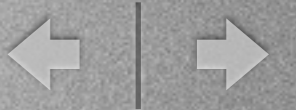
Horse is not Mr. Ed



Naked Horse



Sagging Horse



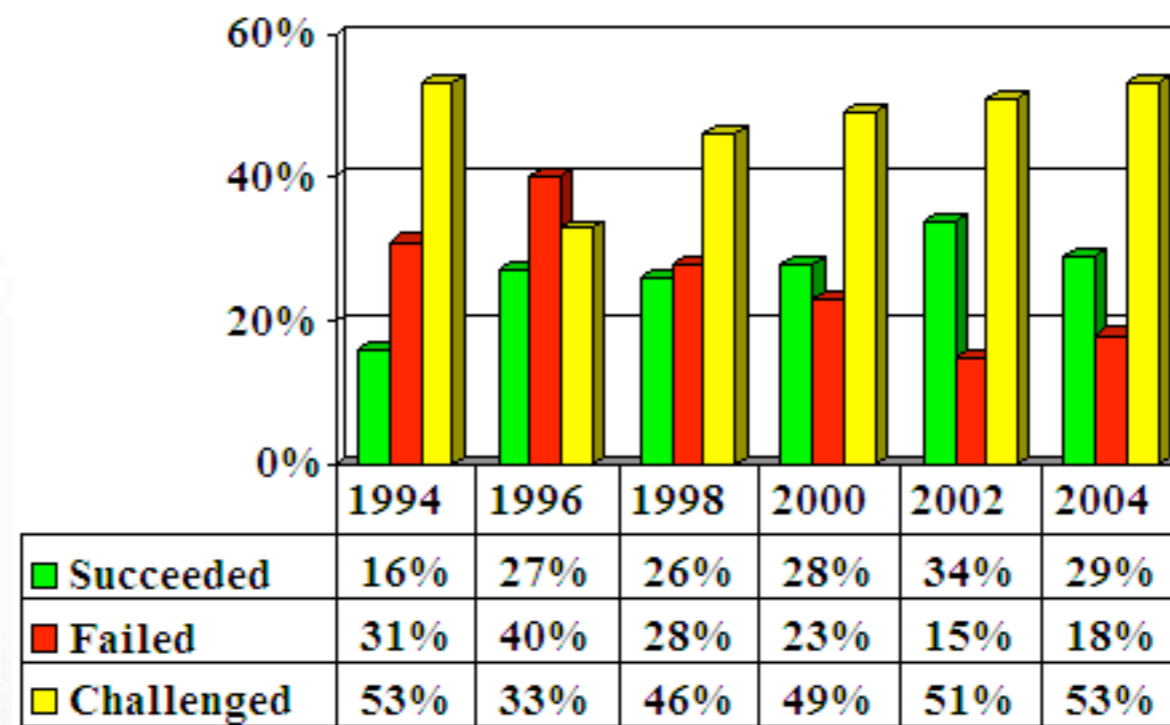
Excuses



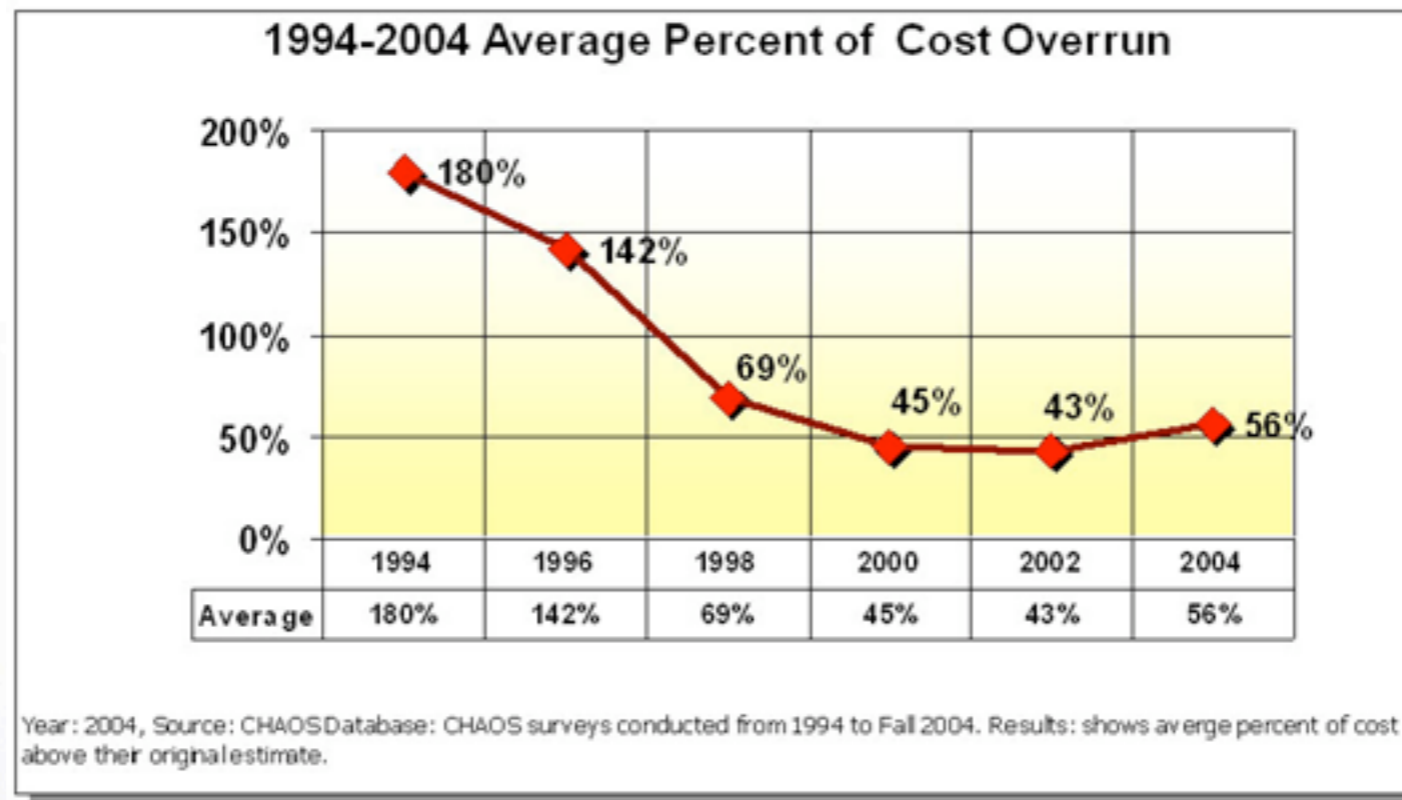
Problem



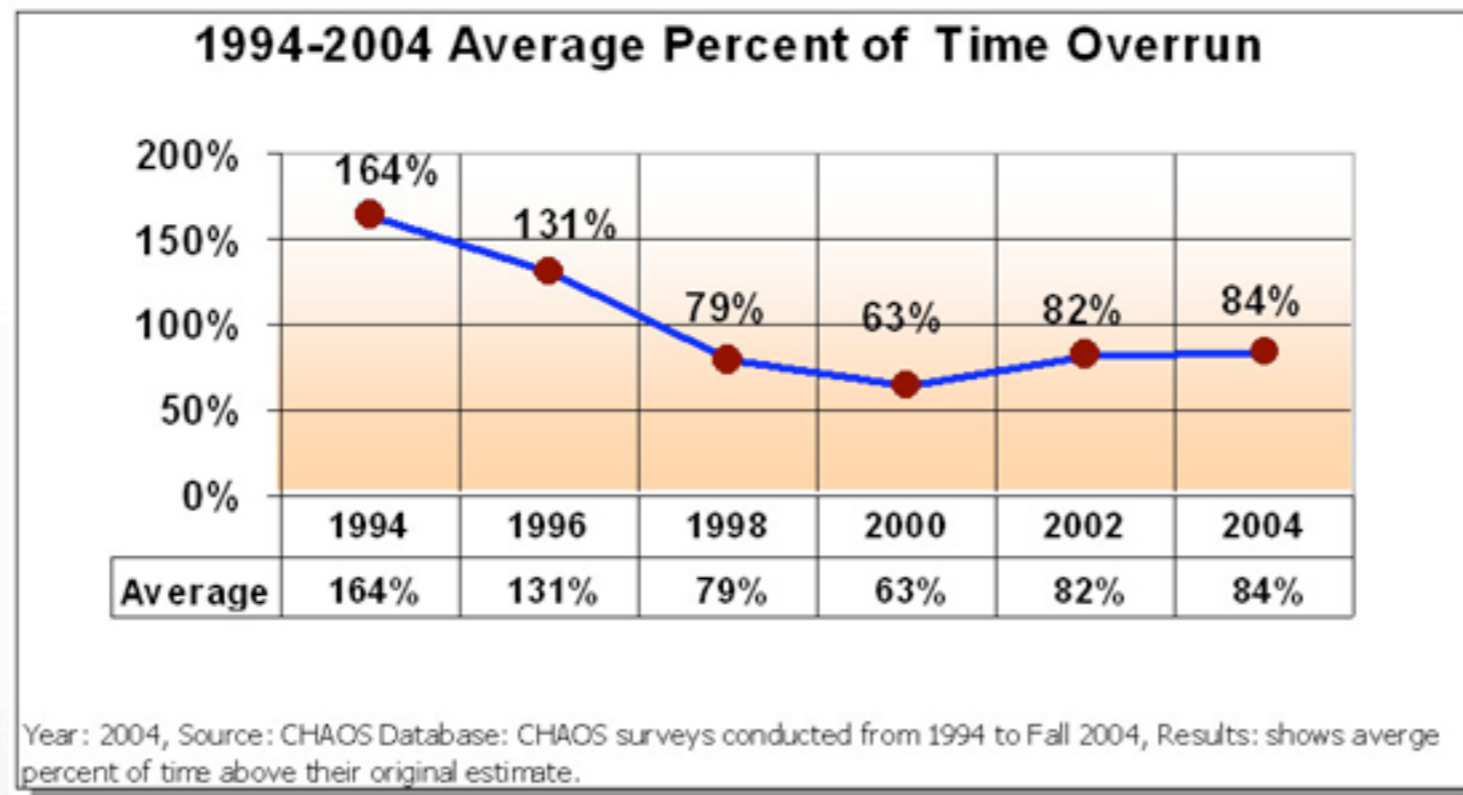
Failure



Source: <http://www.infoq.com/articles/Interview-Johnson-Standish-CHAOS>



Source: <http://www.infoq.com/articles/Interview-Johnson-Standish-CHAOS>



Source: <http://www.infoq.com/articles/Interview-Johnson-Standish-CHAOS>

There was a CEO sitting at Agile 2008 saying I have a great idea for next year's attendees



Source: <http://www.darrenmonroe.com/wordpress/?p=860>



Source: http://www.trainfortopdollar.com/trainfortopdollar/?page_id=55



Us

We've allowed our organizations to get to this state. We've let

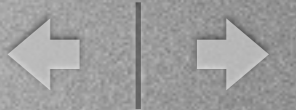


Fear

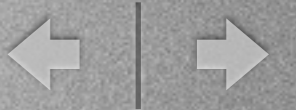
take over our passion and our common sense. How do we fix this? Do we shoot the horse?
Ride camels instead?



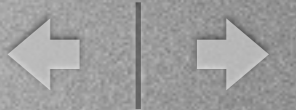
Look



Inward



Change your organization



Change your organization

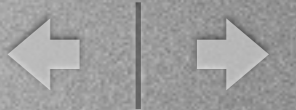
The change you can affect is limited only by your passion and ability to relate to people. You don't force change, you create ways for people to come to the realization on their own. Learning Opportunities.



Unacceptable



Passion



Keynote

(Need an index card) where it was declared “Craftsmanship over Crap”. And from these humble words we produced a



Manifesto



Source: <http://www.twistedsister.com/gallery.php>

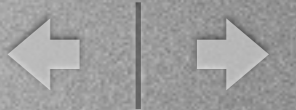
We're not going to take it. We're not going to take the crap that we write, that we produce, that we ship. We're going to only accept



Well-Crafted



Value



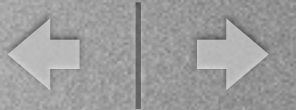
Community

We're going to reject the "Us versus them" mentality that is so pervasive in our industry. And more importantly, we're here to build

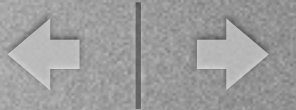


Partnerships

And all of this sounds great until you leave here, and you fly home and you say “How are we going to



Implement



WII-FM

But that's not what they are saying. What they are really saying is that they are trying to figure out what is playing on WII-FM. Or



WII-FM?



\$1,250,000.00

Executive

41 weeks overrun * 40 hours * 6 developers * \$80 per dev = \$787,200

\$500,000 overrun

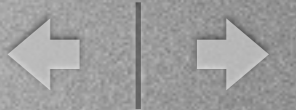
11 months time back



Source: <http://www.beveragesdirect.com/products/nofear/>



Source: <http://julieluongo.wordpress.com/2007/07/23/stan-lee-is-my-superhero/>



Values

Fact check. If your org values don't align with what you are trying to bring, the friction will be brutal. Think about Scrum w/o XP practices – suddenly the org is doing stand-ups, etc, but not changing the engineering practices



“Thus, training programs are often judged to be a failure because of organizational constraints that were not originally intended to be addressed by the instructional program”

Training In Organizations, Fourth Edition: Page 44



“Also, training programs are not likely to be successful when managers are forced to maintain production standards while the employee is sent to a training program.”

Training In Organizations, Fourth Edition: Page 44

So, at the executive role, you have to be willing to accept a learning curve as a result of your poor hiring decisions. Assuming your values match, and your teams are ready, let's look at three roles and the steps they can take to help bring craftsmanship to the enterprise



Executives

Executives are looking at the organization as a whole. They aren't just concerned with productivity, but budgeting, vision, business development and other topics. If you fall into this role, there are three things you can do to help bring craftsmanship to your org



Culture

Scientific management is not an appropriate way to manage software developers. Command and control is not an appropriate way to run software projects. You must build a culture where learning and transparency is key and team members are encouraged to push for better ways. Good Developers are more valuable than their managers

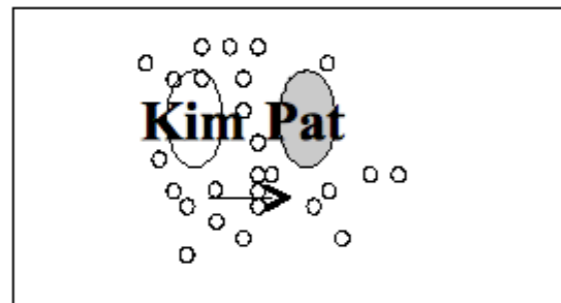
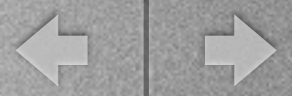


Support

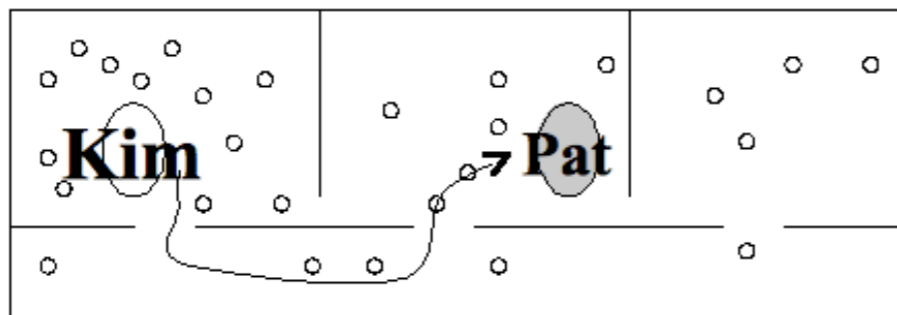
Being an anchor for your team. Helping middle managers through the transition. Supporting teams needs to break from the corporate culture (cubes, multi-monitors, etc). But also keeping them informed with what you need and working with them on how to get it



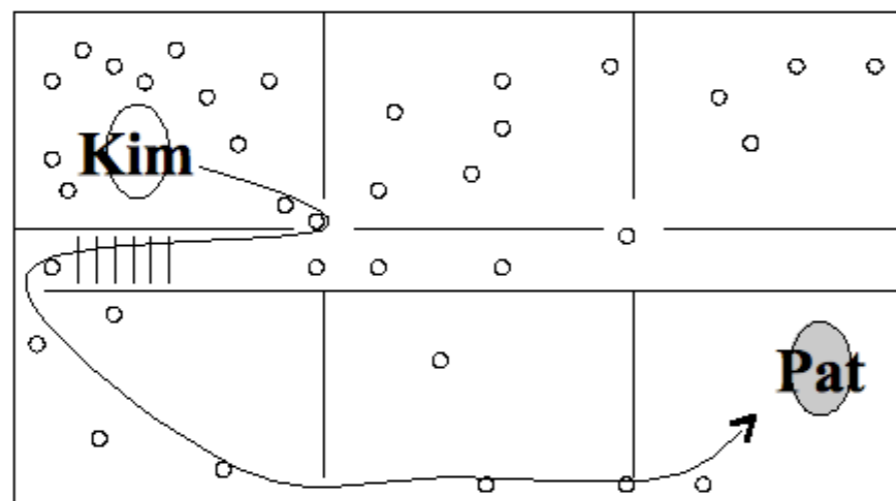
One Team



Programming in pairs



12 people:
= \$100,000 / yr penalty



12 people
= \$300,000 / yr penalty

Source: Alistair Cockburn's Agile 2009 Keynote Presentation



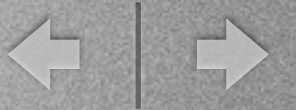
Source: <http://arxta.net/gear>



Middle Managers



Hire the Best



Train the Best

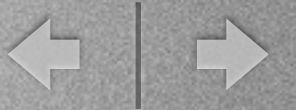
Learning culture. Budget for a library and conferences. Metric leads on how well they create opportunities for learning: Weekly Tutorials. Book Clubs. Allow introspection (Hashrocket videographer). And they need to be [next slide] tenacious



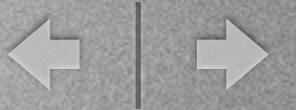
Source: http://musicremedy.com/t/Tenacious_D/videos/Tribute-10168.html



Source: <http://thecia.com.au/reviews/t/tenacious-d-in-the-pick-of-destiny.shtml>



Developers



Be the Best

How many people are devs out there and have just heard me telling your managers and executives to support and hire the best? You have to hold up your end of the bargain. Don't stop learning. Create your own clubs. Speak. Write. Read. Take responsibility for your success



Deliver Value

Not just in your programs. Deliver value to your peers and to your executives. Help them learn. Help them report. For example, if your executive asks for a Gantt chart, find out why. Maybe she needs it to report to her boss, and you can find a way to provide the value she needs without sticking your team with unproductive charts and metrics



Reach Out

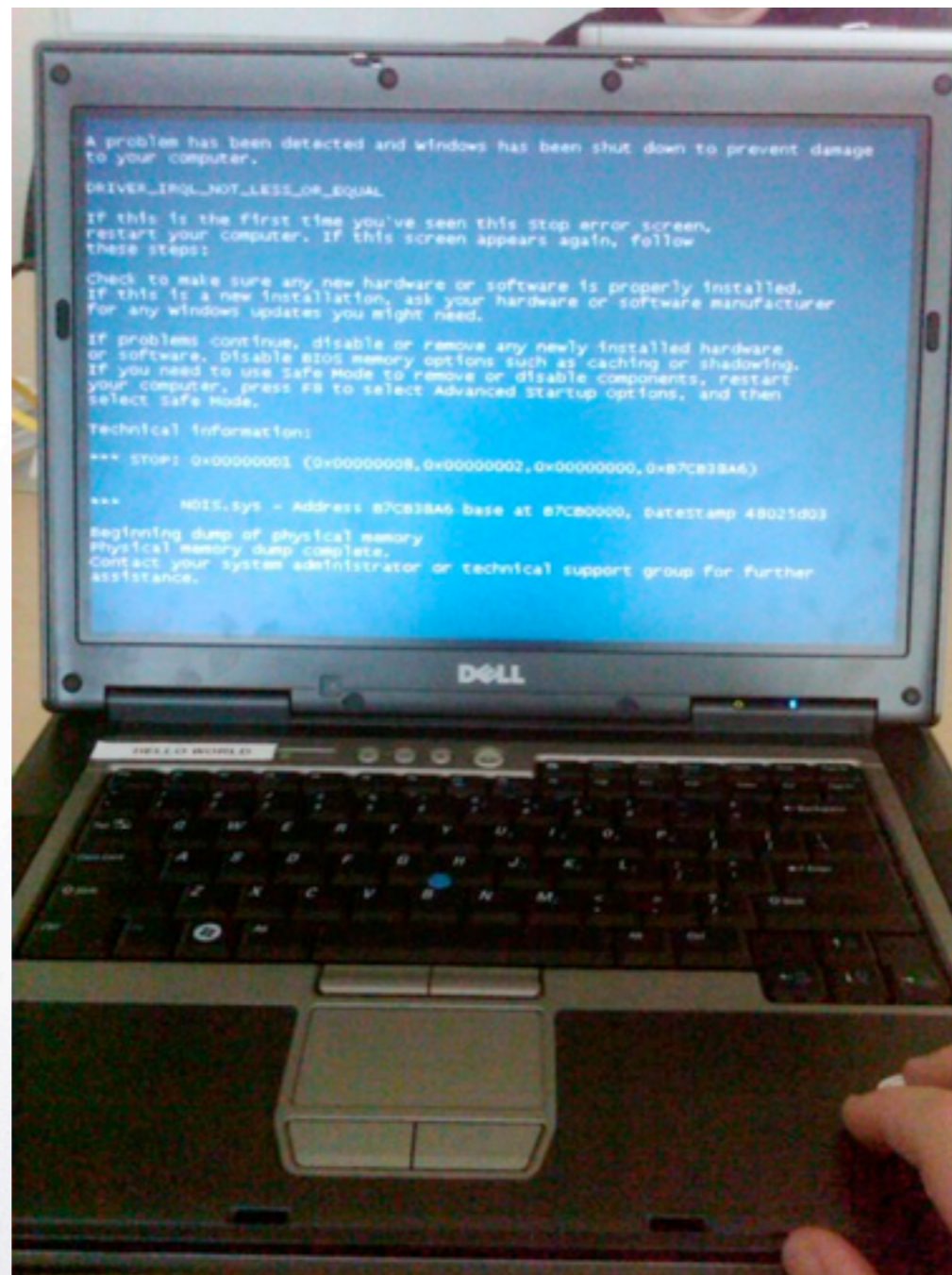


Summary





Source: <http://www.motthavenherald.com/2009/04/14/bronx-swamp-endangers-health/>

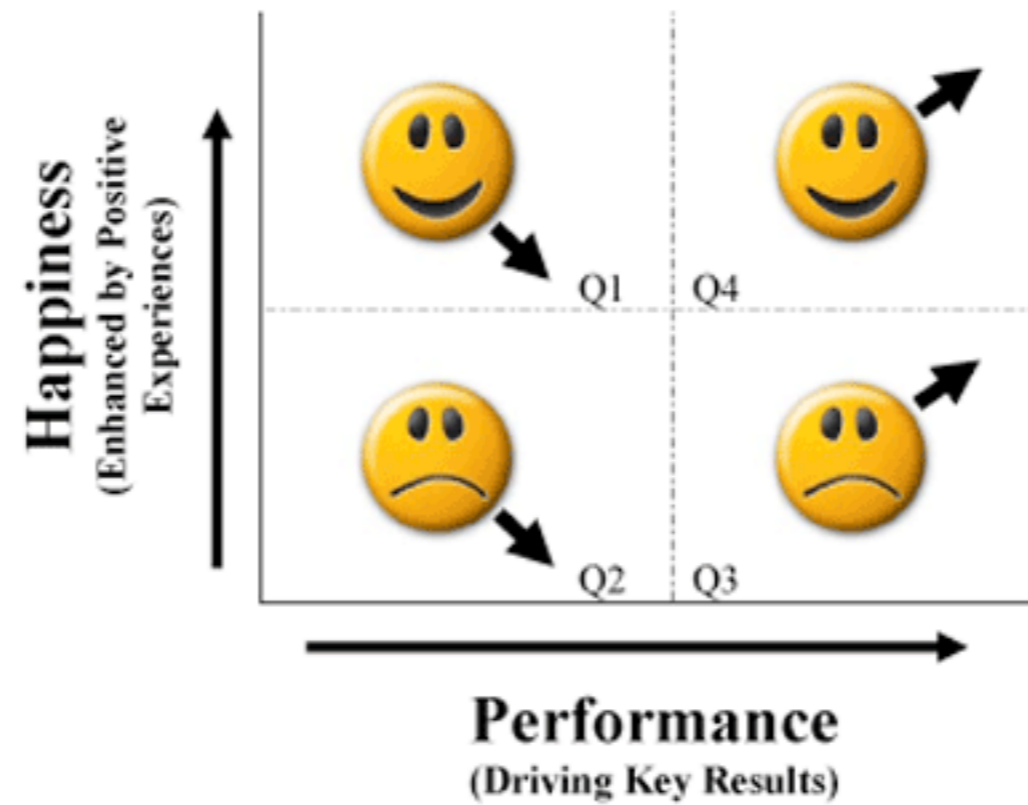


Lifelessness. Fortunately, this can be counteracted with some simple elements:



Thursday, August 27, 2009

Happy Developers

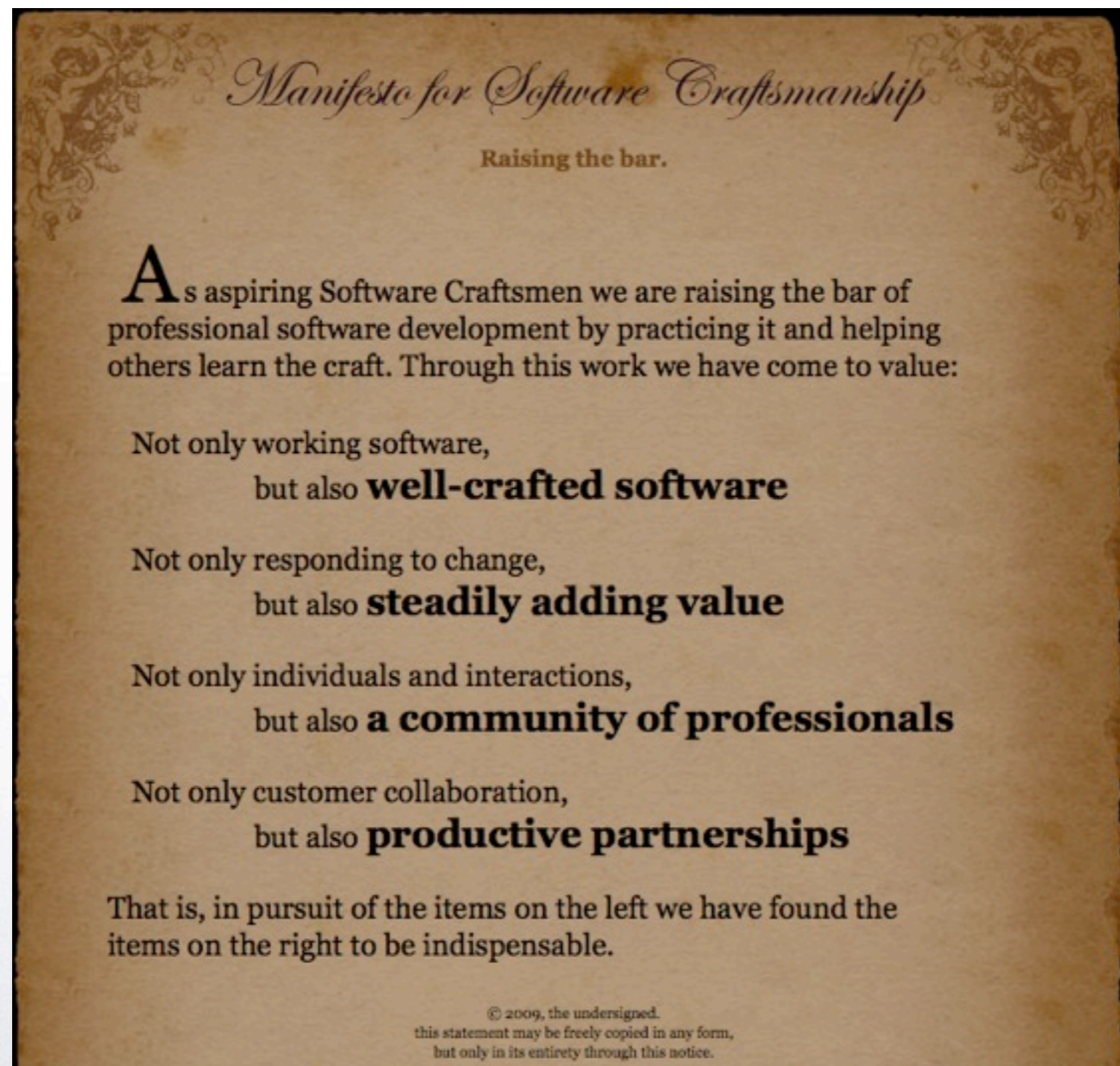


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“In programming the hard part isn’t solving problems, but deciding what problems to solve.”

Paul Graham




And raising the bar of your identity as an organization. You can do it. It might be a long road. It might be thankless. It might require you to take risks. You might even have to invoke the second half of change your organization. But at the end of the day you get to say



Manifesto for Software Craftsmanship

Raising the bar.

As aspiring Software Craftsmen we are raising the bar of professional software development by practicing it and helping others learn the craft. Through this work we have come to value:



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but only in its entirety through this notice.

We no longer value crap. And isn't that what we all want?