

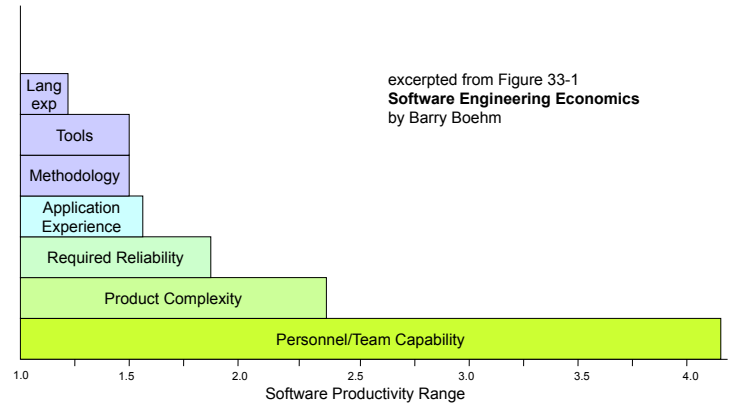
Collaboration and Productivity

- Productivity
 - group and individual productivity
 - contributing factors,
 - developing individual productivity
- Collaboration
 - eXtreme Programming
 - philosophy and practices
 - Pair Programming
 - team productivity
 - team leadership

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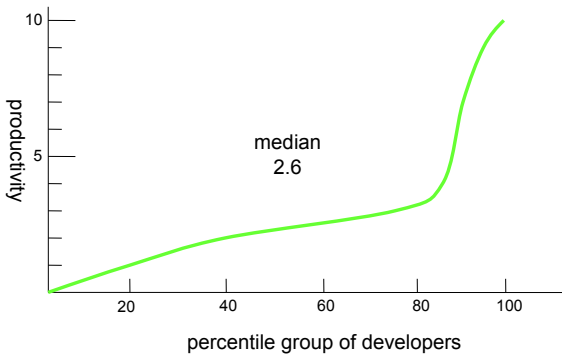
Contributors to Productivity



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individual productivity



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Individual Productivity

- more than a 10x difference among programmers with similar tenure
- there are many contributing factors
 - familiarity with domain and tools
 - range of experience (not years)
 - innate programming and debugging ability
 - motivation, initiative and enthusiasm
- raw speed often falls with experience
 - but this may be offset by rising quality

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Improving Productivity

- work on many different domains
 - learn different programming techniques
 - learn different testing techniques
 - learn different debugging techniques
- work with many different people
 - help other people with their problems
 - learn perspectives & tricks from other people
- learn from our mistakes
 - “what warning signs did I miss?”
 - “what should I have done differently?”

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eXtreme Programming

- an agile development philosophy
 - embracing change, short feedback-driven cycles, high stake-holder involvement, communication intensive
- a set of techno-moralistic principles
 - personal courage, mutual respect, responsible behavior, sustainable pace, minimalism, incrementality, continuous integration
- a collection of development practices
 - requirements gathering, design, coding, testing

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eXtreme Programming Philosophy

- small, frequent releases
 - lots of micro projects
 - with regular customer feedback
- process minimalism
 - working features are the only deliverables
- team empowerment
 - self organizing teams
 - maximum face-to-face communication
 - collective code ownership

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Agile Process

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eXtreme Programming Practices

- minimalism in design and implementation
 - prototype to find the best solutions
 - strive for the simplest solution
 - just-in-time s/w development
 - regular refactoring
- pair programming
- standards based w/reusable technology
- test driven development
- continuous integration

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Agile Process

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Good Collaboration

- prevents mistakes
 - duplicated or unclear code
 - unwarranted assumptions
- improves productivity
 - give us options when we become blocked
 - more hands to help with big jobs
- improves our skills and knowledge
 - disseminate understanding of system parts
 - we can learn others' skills and techniques

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many ways to share the work

- collaborative design
 - working together at the white-board
 - **A** challenges, **B** defends
 - **A** draws/types, **B** suggests, enumerates
- cooperative coding
 - code different parts of a collaborative design
 - **A** codes functionality, **B** codes test cases
- Pair Programming
 - **A** types, **B** reviews, challenges, suggests

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Pair Programming

- not a review, but a development practice
 - does not eliminate need for reviews
- difficult design/coding is done in pairs
 - two heads to solve difficult problems
 - two sets of eyes to see mistakes
 - serving defined complementary roles
 - design, challenge, suggest, code, review, test
 - in many cases it works very well
 - improving productivity, reducing errors

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getting Pair Programming right



- must be able to work very well together
 - approach, pace, personality, style
- each partner must carry his own weight
 - if one is doing most of the work, it is a waste
 - Pair Programming is not newby training
- don't re-use same teams every day
 - different people have different strengths
 - we learn new things from new people
- only use it on big enough problems

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Team Productivity

- the team is of paramount importance
 - team does the design and estimation
 - team accepts and commits to sprint tasks
 - team decides how to divide up the work
 - team identifies and solves problems
- key XP team productivity enablers
 - continuous communication 
 - collective code ownership
 - team is empowered to solve problems 

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Team Structure






- strict hierarchy works ...
 - if leader has required skills and experience
 - if team trusts the their leader
- flat collaboration works ...
 - if members have required skills & experience
 - if people step-up to all responsibilities
 - if people can manage their own productivity
 - if the team can reach consensus
- anarchy ... probably doesn't work
 - and doesn't achieve benefits of collaboration

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Distributed S/W Development

- Advantages
 - larger pool of developers 
 - closer proximity to customers 
 - potential cost savings
- Challenges
 - communications (language, distance, time) 
 - coordination (aggravated by communication) 
 - social distance (cultural, organizational) 
- Effectiveness
 - depends on problem, organization, people

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For Next Lecture

- McConnell chapter 27, 28.3
 - good chapter on implications of program size
 - brief advice on project estimation
- Kampe: S/W Estimation Principles
 - 3 pages of basic principles
- Wikipedia: CONstructive COst MOdel
 - introduction to constructive estimation
- Peters: S/W Project Estimation
 - general discussion of project estimation
- Wiegers: Risk Assessment
 - good overview of risk assessment and management
- SCRUM Backlog Grooming


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System Testing and Performance

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Supplementary Slides

Training

- usually for new team members
 - familiarize them with domain and process
 - develop skill with tools and techniques
- may be formal, practical, or combination
 - reading, seminars, workshops
 - assignments chosen for skill development 
 - internship rotations
- may be standardized or ad-hoc
- may involve a designated trainer

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Mentoring

- usually for high potential individuals
 - long term, one-on-one relationship
 - to help them make the next step in growth
- career coaching
 - general discussion and counsel
 - seldom involves formal instruction
 - mentor may have little relationship to mentee
- protégé relationships
 - training and assessment for a new position
 - usually starts out as an assistantship role

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Leadership

- trust and respect
 - ability and fairness must be beyond reproach
- ability to inspire and motivate
 - you can only lead if others will follow you
- communication skills
 - must be able to communicate up and down
- organizational and domain knowledge
 - must understand processes we are part of
 - must understand problem and solution

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Poisonous Activities

- in-fighting
 - trying to make other people/groups look bad
- sabotage
 - undermining a process you disagree with
- finger pointing
 - blame avoidance rather than problem solving
- empire building
 - advancing yourself at the expense of others
- dishonesty
 - telling people what you think they want to hear
- putting form ahead of substance
 - following rules, while avoiding doing the right thing

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