

# People: The “Soft Side” of Software Process Improvement

One or Two Day Seminar<sup>\*</sup>

## Seminar Description

Are you struggling with balancing people, process, and technology issues? Is process improvement dragging because of “people problems?” Do software professionals think people issues are under-emphasized (and perhaps that process is over-emphasized)?

"Our greatest asset is our people." This platitude is frequently followed by announcements of layoffs, downsizing, and similar Dilbertesque decisions. If people are the most important single factor in success, how do we incorporate that fact into our process improvement programs?

This seminar provides an overview of "people issues" for software engineering, management, and process improvement from an individual, team, and organizational perspective. People issues for the individual include order-of-magnitude differences in individual performance and temperament differences such as those indicated by the Meyers Briggs Type Indicator. Team issues include those associated with establishing effective and high-performance teams. Organizational issues include decision making styles, organizational culture differences, and varying national cultures.

For human-centric, creative work such as software organizations perform, the foundation for performance excellence is the competence of the people doing the work as enabled – or hindered – by the environment they work in.

Topics include:

- high maturity practices related to people
- emotional and social intelligence
- Meyers-Briggs type indicator
- rational decision making
- models of organizational and national cultures
- Maslow’s hierarchy of needs
- peopleware
- People CMM

## Who Should Attend

- Managers who need to build successful teams
- Process experts who want to manage change effectively
- Software professionals who wish to work effectively with their colleagues

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<sup>\*</sup> This seminar can be delivered over either one or two days. Longer seminars involve more case studies, exercises, and role plays, as well as a more in-depth study of the material. Shorter forms of this material can be presented also.

## **Course Prerequisites**

There are no pre-requisites for this workshop.

## **Course Objectives**

After completing this seminar, participants should be able to:

- Describe the importance of diversity to success
- Characterize different individual styles of making decisions and processing information
- Describe the characteristics of real teams and how to build them
- Understand the influence of organizational and national cultures on change management

## **Module Description**

Module 1 – People and Software Process Improvement

- People, process, and technology
- Psychology and sociology

Module 2 – Individual Issues

- emotional and social intelligence
- Maslow’s hierarchy of needs
- Weinberg’s congruent action
- principled negotiation
- Meyers-Briggs type indicator
- rational decision making
- Personal Software Process

Module 3 – Team Issues

- team building
- real teams and high-performance teams
- teamicide
- Team Software Process

Module 4 – Organizational and Cultural Issues

- Constantine’s organizational paradigms
- Handy’s “management gods”
- Weigers and software engineering culture
- peopleware
- People CMM
- Hofstede’s national culture factors

## **Activities and Exercises**

Activities and exercises include case studies, situational analyses, role playing, and interactive lecturing.