

StevenTeleki Software Development Challenges for the 21st Century  
Home | Situation | Complication | What Have We Tried? | A Strategy | Conclusion <http://steven.teleki.net/>

# Software Development Challenges for the 21<sup>st</sup> Century

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Past Chairman, IEEE Computer Society, Austin Chapter  
IEEE Computer Society, San Antonio Chapter

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## The World As We Knew It Has Changed...

Look around you, from:

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

just about every device has a computer in it.



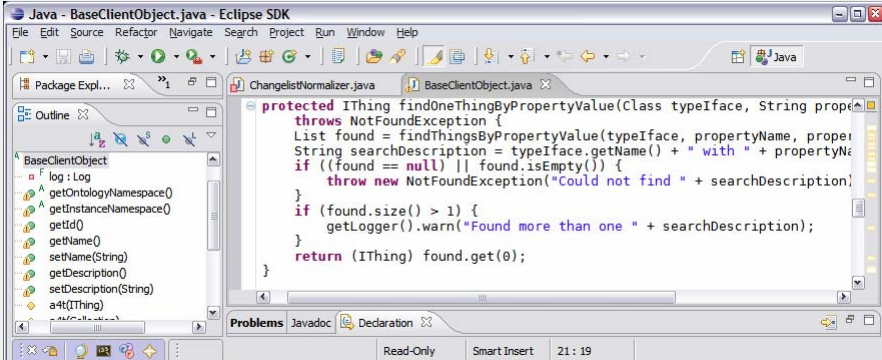
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**But,...**

Our methods to create the software are *not keeping up* with the increasing demand.



```
protected IThing findOneThingByPropertyValue(Class typeIface, String propertyName, String searchDescription) throws NotFoundException {
    List found = findThingsByPropertyValue(typeIface, propertyName, searchDescription);
    if ((found == null) || found.isEmpty()) {
        throw new NotFoundException("Could not find " + searchDescription);
    }
    if (found.size() > 1) {
        getLogger().warn("Found more than one " + searchDescription);
    }
    return (IThing) found.get(0);
}
```

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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 21<sup>st</sup> Century*. HarperBusiness. NY, NY. 1999.

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## I. Writing

Writing Invented around:

- » 3300 BC Egypt, Mesopotamia, China
- » 800 BC Greek Alphabet



**Tomb of Queen Amonherkhepsef**  
In ancient Egypt, scribes used hieroglyphs to record state documents and important historical events. Hieroglyphs with religious purposes also were painted on tomb walls and wooden coffins, such as these hieroglyphs from the tomb of Queen Amonherkhepsef, located in the Valley of the Queens.

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## II. Books

Writing Invented around:

- » 3300 BC Egypt, Mesopotamia, China
- » 800 BC Greek Alphabet

Books Invented

- » 1300 BC China
- » 500 BC Greece



**Section of the Egyptian Book of the Dead**  
The Egyptian Book of the Dead was a text containing prayers, spells, and hymns, the knowledge of which was to be used by the dead to guide and protect the soul on the hazardous journey through the afterlife. Beginning in the 18th Dynasty, the Book of the Dead was inscribed on papyrus. This section of one such book, from the early 19th Dynasty, shows the final judgment of the deceased (in this case Hu-Nefer, the royal scribe) before Osiris, god of the dead. Hieroglyphs as well as illustrations portray the ritual of weighing the deceased's heart to determine whether he can be awarded eternal life.

Bridgeman Art Library, London/New York

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### III. Movable Type & Printing Press

Writing Invented around:

- » 3300 BC Egypt, Mesopotamia, China
- » 800 BC Greek Alphabet

Books Invented

- » 1300 BC China
- » 500 BC Greece

Printing Press

- » 1450 to 1455

**Early Printing Press**  
 Invented by Johannes Gutenberg around 1450, the printing press made the mass publication and circulation of literature possible. Derived from the presses farmers used to make olive oil, the first printing press used a heavy screw to force a printing block against the paper below. An operator worked a lever to increase and decrease the pressure of the block against the paper.



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### IV. Computers and The Internet

Writing Invented around:

- » 3300 BC Egypt, Mesopotamia, China
- » 800 BC Greek Alphabet

Books Invented

- » 1300 BC China
- » 500 BC Greece

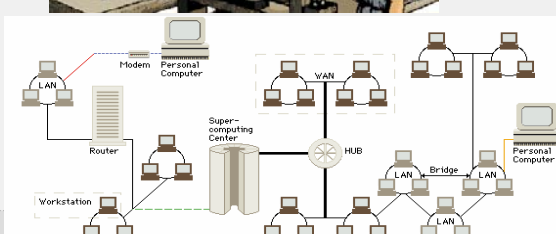
Printing Press

- » 1450 to 1455

Computers and the Internet

- » 2<sup>nd</sup> half of 20<sup>th</sup> Century

**Internet Topology**  
 Connecting individual computers to each other creates networks. The Internet is a series of interconnected networks. Personal computers and workstations are connected to a Local Area Network (LAN) by either a dial-up connection through a modem and standard phone line or by being directly wired into the LAN. Other modes of data transmission that allow for connection to a network include T-1 connections and dedicated lines. Bridges and hubs link multiple networks to each other. Routers transmit data through networks and determine the best path of transmission.



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### Four Information Technology Revolutions

Writing Invented around:

- » 3300 BC Egypt, Mesopotamia, China
- » 800 BC Greek Alphabet

Books Invented

- » 1300 BC China
- » 500 BC Greece

Printing Press

- » 1450 to 1455

Computers and the Internet

- » 2<sup>nd</sup> half of 20<sup>th</sup> Century



**The IT industry is at an inflection point!**

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### Agenda

What have we tried so far?

A Strategy for the 21st Century:

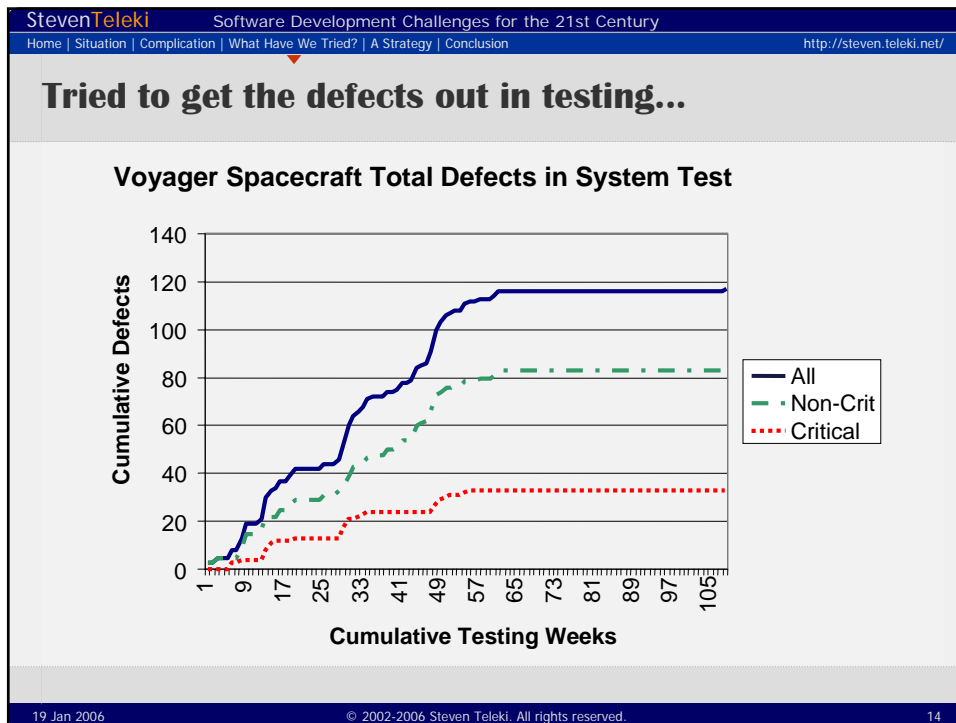
- » The Century of the Knowledge Worker
- » Knowledge Worker Performance
- » Personal Mastery

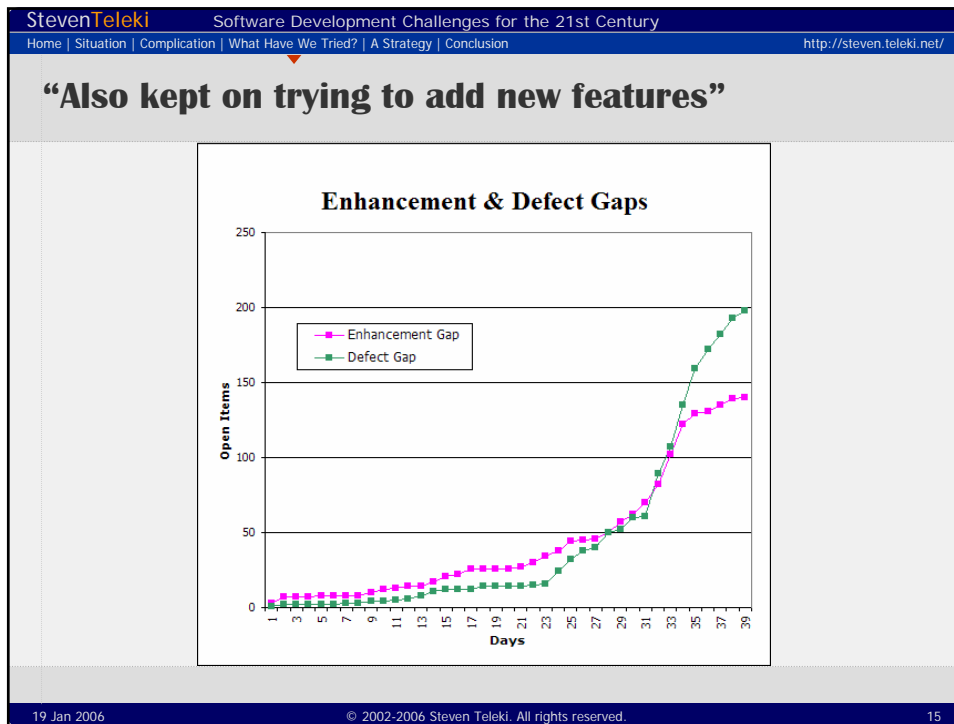
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# What Have We Tried?

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### 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](http://www.featuredrivendevelopment.com)
- » Rational Unified Process [www.rational.com](http://www.rational.com)
- » SCRUM [www.controlchaos.com](http://www.controlchaos.com)
- » Extreme Programming [www.extremeprogramming.org](http://www.extremeprogramming.org)
- » OPEN (Object-oriented Process, Environment, and Notation) [www.open.org.au](http://www.open.org.au)
- » **Code 'n Fix ☺**

**The WINNER by a wide margin!**

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**A Strategy  
for the  
21<sup>st</sup> Century**

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**The Century  
of the  
Knowledge Worker**

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## The 21<sup>st</sup> Century *“Capital Assets”*

“The most valuable asset of a 21<sup>st</sup>-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 21<sup>st</sup> Century*. HarpberBusiness. 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 21<sup>st</sup> Century*. HarpberBusiness. NY, NY. 1999.

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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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## 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

0<sup>th</sup> Order of Ignorance: Lack of Ignorance.  
You know.

1<sup>st</sup> Order of Ignorance: Lack of knowledge.  
You know the question. Uncertainty.

2<sup>nd</sup> 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.

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

4<sup>th</sup> 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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## 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. Two lines are shown: a red line for 'Typical Project' and a blue line for 'Advanced Project'. The blue line starts higher than the red line, peaks at the 'Detailed Design' phase, and then declines. The red line starts lower, remains relatively flat through 'Detailed Design', then rises sharply through 'Construction' and continues to rise through 'Testing and Debugging'.

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

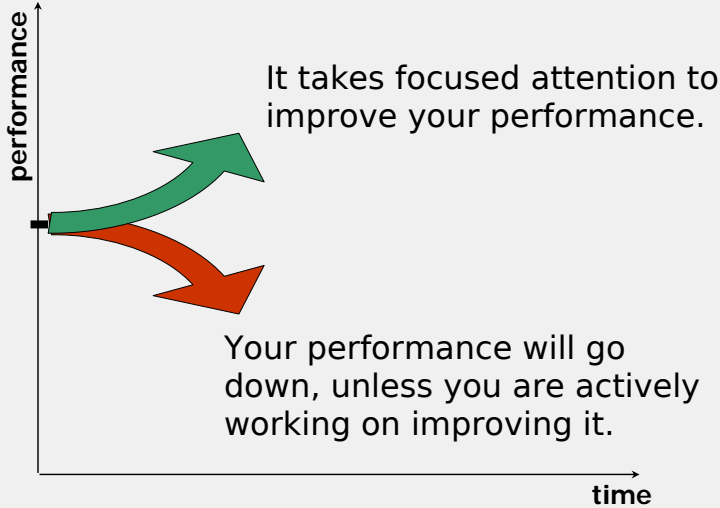
Advanced software development approaches require more work during the early stages of the project to eliminate enormous amount of unnecessary work in the later stages of a project.

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

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## 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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## 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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## Knowledge Worker Productivity

*“The most important, and indeed the truly unique, contribution of management in the 20<sup>th</sup> 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 21<sup>st</sup> century is similarly to increase the productivity of KNOWLEDGE WORK and the KNOWLEDGE WORKER.”*

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

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## Personal Mastery

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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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## 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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**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.

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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## What Information Do We Need?

All knowledge workers must answer the following questions:

1. What information do I owe to the people with whom I work and on whom I *depend*?
  - a. In what form?
  - b. And in what time frame?
2. What information do I need *myself*?
  - a. From whom?
  - b. In what form?
  - c. And in what time frame?

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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

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**Your Letters Are Welcome!**

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