



Earning the Respect of the Developers You Manage

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Global Teams Global Culture

- Remote workforces can exist anywhere
- Put together quickly
- Each team can differ from others in approach due to cultural norms





What Makes a Team



Remote, on-site

Young, older

Same or different time zones

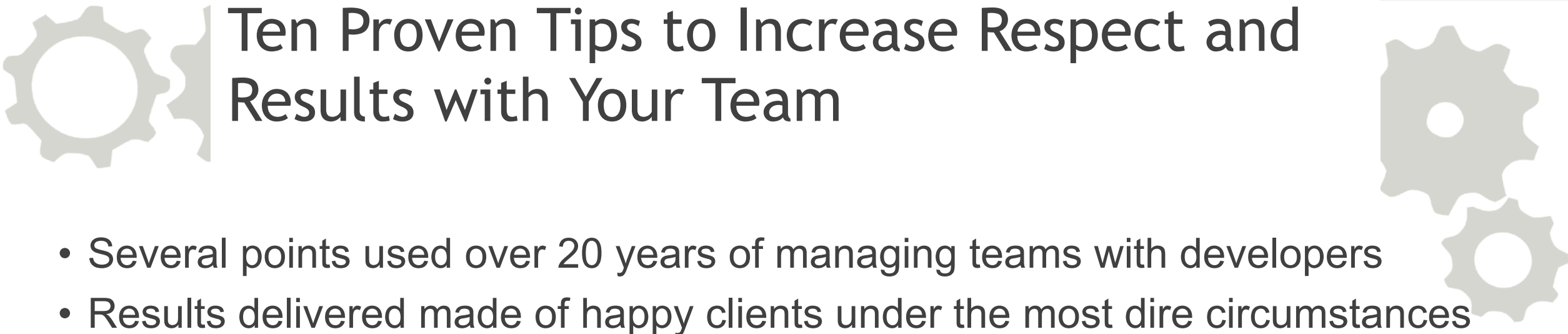
All combined, they get the project done

Acknowledge and manage differences, focus on similarities to achieve your goals





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Ten Proven Tips to Increase Respect and Results with Your Team

- Several points used over 20 years of managing teams with developers
- Results delivered made of happy clients under the most dire circumstances



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Tip #1

Give the team what they need, not (necessarily) what they want



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Tip #2

Have a one-on-one with each team member to learn intra-team dynamics including respect and morale issues



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Tip #3

Find the holes in the workflow quickly



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Tip #4

Mitigate quickly the gaps, risks, presented/known issues



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Tip #5

Demonstrate that you are there for the team and will negotiate on their behalf



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Tip #6



The faster you can fix the problems, the faster they will start to work for you



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Tip #7

Treat them with respect at every encounter



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Tip #8

Show that you know there are problems and will address them



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Tip #9

Save them time with tools they build – let the team/peers use



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Tip #10



Be results oriented and build a track record therein



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Use Case One

Corporate Fire Fighting

Situation Dire

- Deliverable one month late
- Over budget
- All technical resources ready to quit
- Nothing to show to stakeholders
- Morale very low
- Management frustrated



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Use Case One

Corporate Fire Fighting - Results

Complete Turn-around

- All resources stayed til the end of the project
- Team focusing on what is important
- Managed away time wasting requests
- Created RAD bug tracking tool in Notes in a couple of hours
- Team went from one bug fixed in two weeks to ten per week
- Product delivered in 30 days
- Gave the team the next day off



Use Case Two - Disclosure Motion

Situation unpredictable, Team overwhelmed

- No formal process to respond to State's AG request
- Taking five to ten days to provide e-mail restoration requests
- No formal restoration process
- Backup process unreliable
- Company worried about contempt charges



Use Case Two - Disclosure Motion - Results

- New team members saved the project
 - Requested two developers
- Wrote backup log file parsing tool
- Wrote a special bridge from Notes to ticketing system
 - Created ticket for admin if a Domino backup failed
 - Extended tool to cover Exchange team's backups
 - Key cog in new backup process
 - Completely reliable backup and recovery system
 - *Developers were key to keeping client off the front page*

Use Case Three - Global Data Change

Situation Obtuse

- Rename hard-coded group string 'x' to 'y'; 10k variations
- Check Notes and non-Notes apps for existence
- Team grew to 19 developers, five countries, four time zones
- Team 100% remote
- Time-line slipping, costs increasing
- Goal posts kept moving, creating huge budget overruns
- Senior management concerned



Use Case Three

Global Data Change - Results

- Significant Progress, still on-going
 - Allowed team to prove themselves – results unsatisfactory
 - Used time zones to delay results
- Applied several aforementioned ten tips
 - Non-Notes team's applications 100% completed
 - Notes developers' are now focused, committed, and achieving excellent results
 - Third team coded custom utility, saving primary team time
 - Can finally see the light at the end of the tunnel

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