

ACC4  
2012

# Adrenaline Junkies and Template Zombies



Understanding Patterns of  
Project Behavior

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*"Brilliantly insightful."* — Howard Look, VP of Software, Pixar



## Project Patterns Tim Lister

# Circa 2007



# We Are Hard-Wired To Recognize Patterns





# Once You've Seen One...



# A Pattern Language...



# An American Pattern...

## A Slant

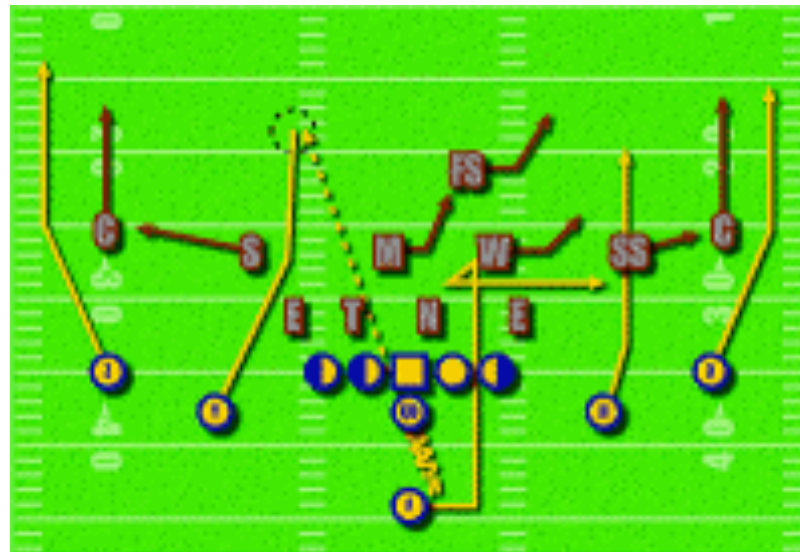


Diagram 1



# A Texas Pattern...



# Patterns In Our Sphere...





# Patterns Can Be Good, Bad, Or Neutral



# They can be very powerful

“Dreaming permits each and every one of us to be quietly and safely insane every night of our lives.”

William Dement



# They Trump Best Practices !

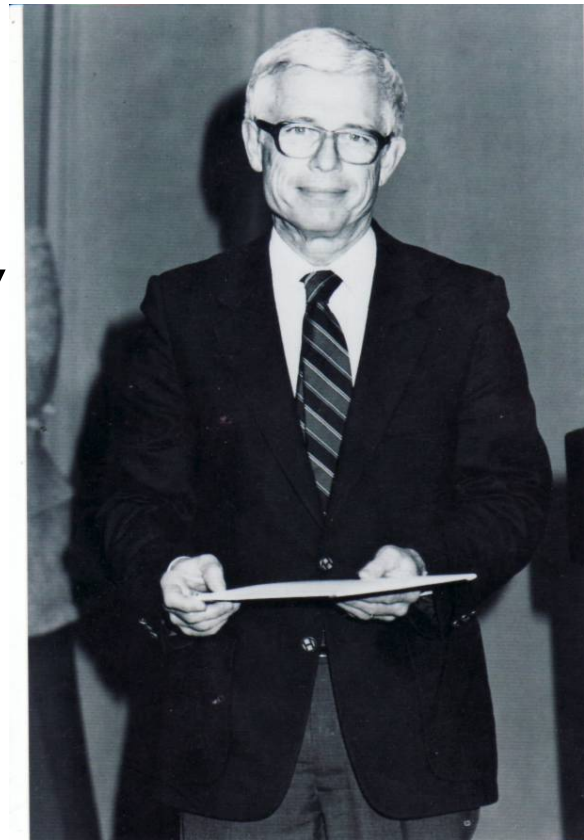




# Learn by Example...

“Only mathematicians and physicists prefer to learn by concept. All others prefer to learn by example.”

Bill Lister



# Safety Valve



**To counter the intensity of their work, the team devises a pressure release activity that becomes a regular part of team life.**

# Mañana



**The loss of a “natural” sense of urgency.**



# Lessons Unlearned



**Retrospectives rarely trigger change. (Sorry.)**

# Project Sluts



**Managers who just can't say, "No."**

# Dead Fish Pattern



From Day One, the project has no chance of meeting its goals; most people on the project know this and say nothing.

(It sits on the table of far too many projects.)



# Dead Fish Pattern



- How can we accept projects formulated to fail?
- Everybody smells it right away.
- Everybody hunkers down.

**Who's to blame for this  
loathsome situation?**

# Who's to blame for this loathsome situation?



Me, and my generation.



# Dead Fish Pattern



The joy of success. It lets you:

- ✿ try hard
- ✿ learn
- ✿ experiment
- ✿ have pride

# We will be talking about patterns for the next few days.



No better time to strike up a conversation about Patterns than lunch, or over a pint...is that a pattern?

# Recognizing project behavior patterns

- ★ why is this project like other projects?
- ★ why is this project different from other projects?
- ★ what is the abstraction?
- ★ how can we make it memorable?
- ★ destructive patterns are easier to find, then try looking for the opposite