Earning the Respect of the Developers You Manage

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- 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

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 for happy clients under the most dire circumstances

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

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

Find the holes in the workflow quickly

Mitigate quickly the gaps, risks, presented/known issues

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

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

Treat them with respect at every encounter

Show that you know there are problems and will address them

Save them time with tools they build –

let the larger team/peers use

Be results oriented and build a track record therein

Situation Dire

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

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

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
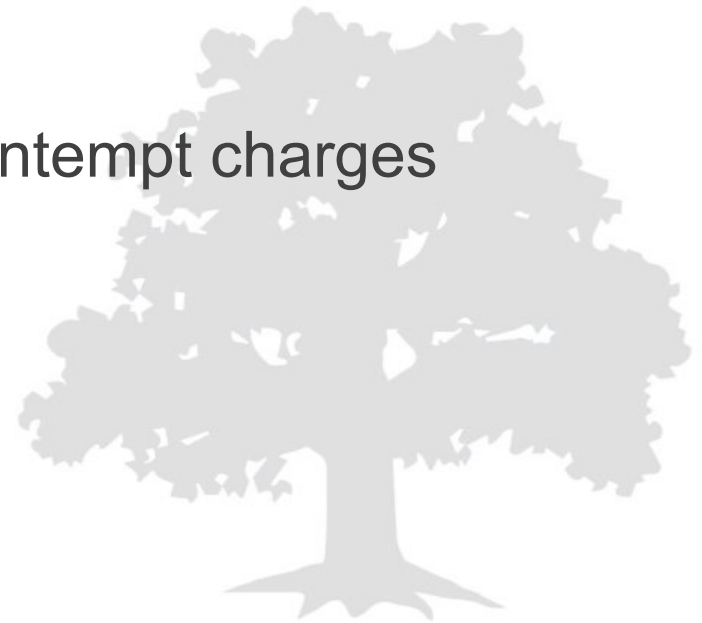
- New team members saved the project
    - Requested two developers to add to the team provided
- Wrote backup log file parsing tool
- Wrote a special bridge from Notes to ticketing system
    - Tool created ticket to on-call admin if any backup failed on any server
    - Extended tool to cover Exchange team's backups
    - Restores took a few hours
    - Completely reliable backup and recovery system
   - *Developers key to keeping client off the front page*
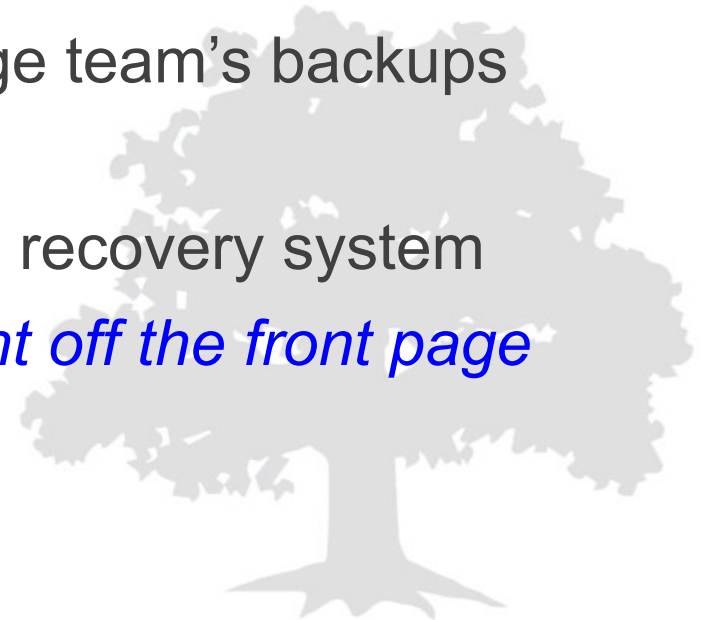
Situation Obtuse

- Rename hard-coded group string 'x' to 'y'
- Check Notes and non-Notes apps for existence
- Change all group string matches
- Team grew to 19 developers, five countries, four time zones
- Team 100% remote
- Time-line slipping, costs increasing
- Goal posts kept moving, creating budget overruns
- Senior management concerned
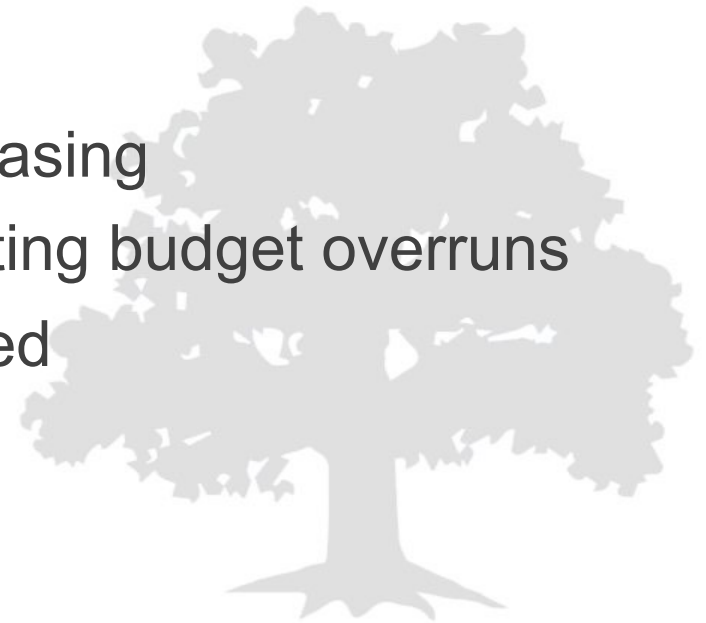
- Initial interaction proved a learning opportunity
  - Allowed team to prove themselves – results unsatisfactory
  - Used time zones to delay results
- Applied several aforementioned ten tips
  - Non-Notes applications 100% completed
  - Notes apps team is now focused, committed, and *achieving excellent results*
  - Third team wrote a custom utility to save first team significant time
  - Finally, can see light at the end of the tunnel
  - Project targeted completion: Sep 30, 2018
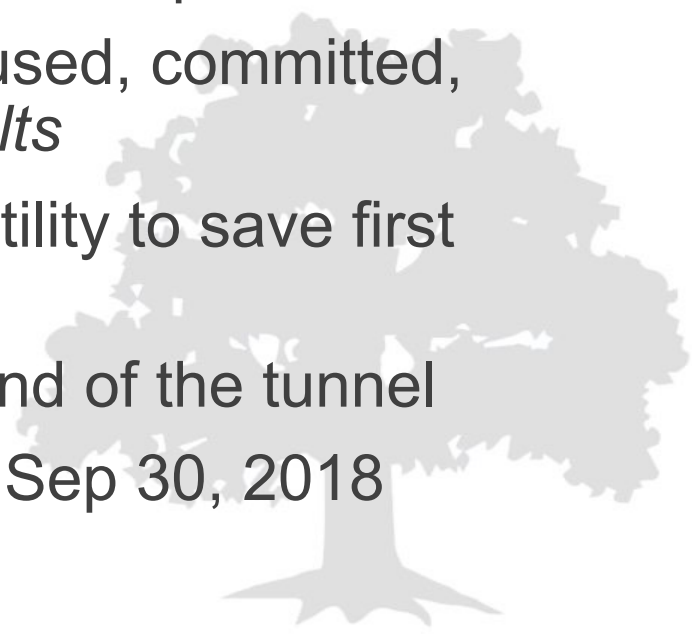
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