



Soft obstacles in embedded projects

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MSc EE, 4Real AB



4Real AB

- Consultancie for consultants who love freedom
- Employee owned to 100%
- As close to Your own company You can get without the "hazzle"
- Office in Mörby Centrum, Danderyd
- Revenue 27,5 MSEK in 2007



Who is Krister Ripstrand?

- Born above the polar circle in 1960
- Recognized youth elite football player
- Reserve officer, Captain, Swedish signal corps
- Systems-/Req. engineer, Project mgr, Line mgr, Sr. specialist “Dig. Ra. Trm.”, Consultant
- Youth football team coach
- Ericsson 10+ years, 3 different consultancies last 10+ years



Key soft features in an embedded project

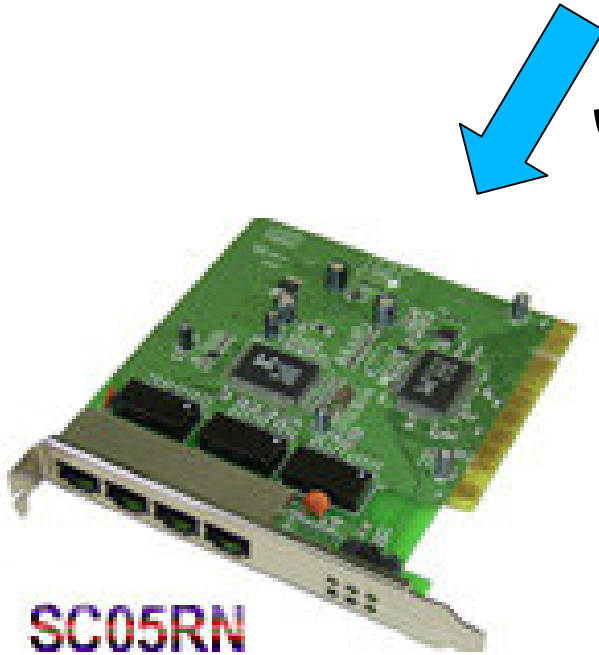
1. Different human background
 - a. Environmental
 - b. Friends
 - c. Parents
2. Different technical guilds
3. Interaction between individuals
4. Common goal

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The development project goal

- Unless the development engineer(s) are going to hand build all delivered instances of the product!?
- Manufacturing facilities produces instances of the product based on documentation the development project produced
- Everything achieved during the project is used to refine the documentation
- SW/FW might be seen as an exception to that

4 Real Focus



- Ego
- Prestige
- Chemistry
-



Soft interfaces

- Official meetings
 - Project
 - Problem solving type
 - Crisis
 - Reviewes
- Unofficial meetings

4 Real

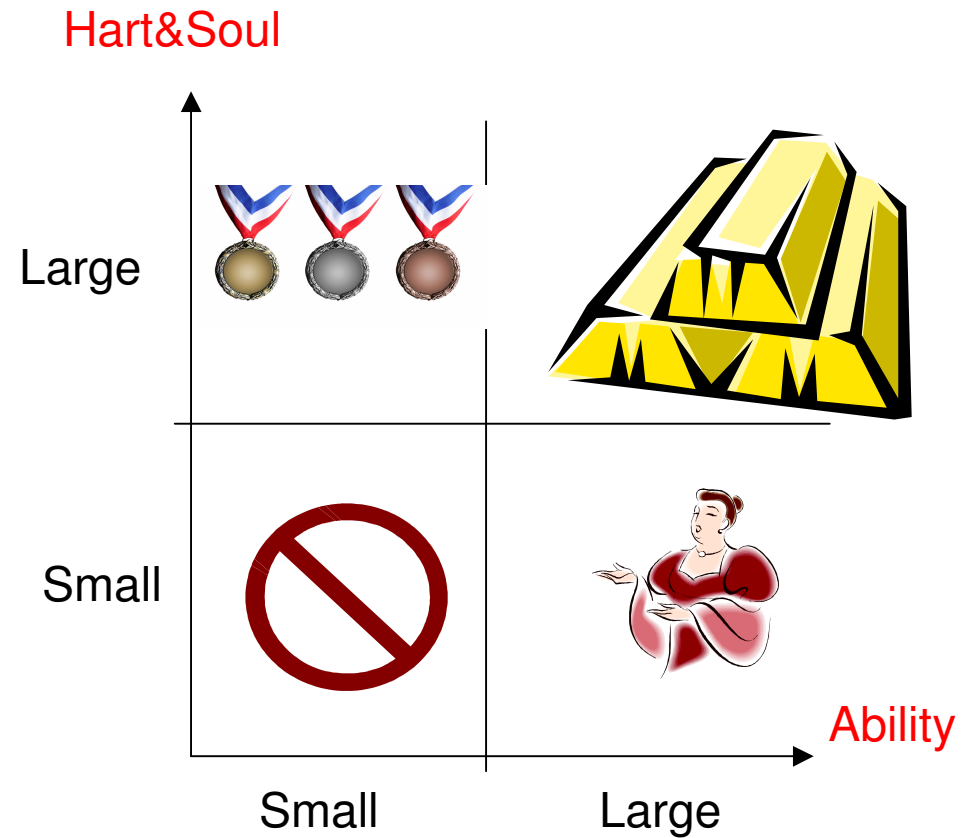
The key project member “The doer”



4 Real

Hart&Soul vs. Ability 1(2)

- Hart & Soul outperforms ability!



4 Real

Hart&Soul vs. Ability 2(2)

- New “locker room”

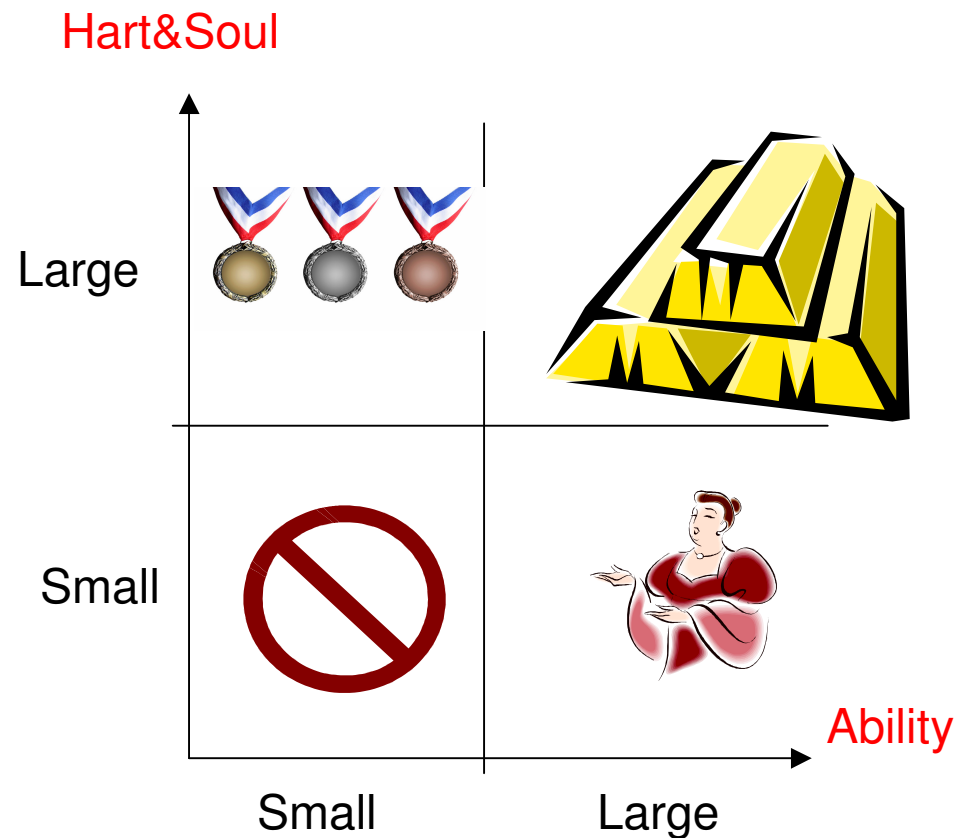
H&S  Over time

- Same “locker room”

H&S  Over time

- Ability is more or less independent of the “locker room”

Rev B2





The ego 1(4)

- “I am a non-prestigious human being without the need to say that I solved the problem”
- “It is more important that the team scores than I making the goal”
- Practice and say it!



The ego 2(4)

- To dare writing a “To do list” is a good sign of humbleness/decreased ego
- Avoid “what did I say”
- It is just a matter of time before anyone has made a mistake
 - It is us who does everything both the good and not so good things
 - A small mistake in one discipline might have a large impact for others



The ego 3(4)

- Hard to instruct
 - Preconceived context
 - No one is supposed to instruct me
- Solution
 - Explain the problem instead of the solution



The ego 4(4)

- Manager – “Doer” - Relation
 - No one should be interested in being controlled in detail
 - No one should like to control others in detail
- Pre requisites
 - Knowledge about the goal and partial goals
 - Knowledge about the roles and their responsibilities

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Some of the characters You don't want but still are very common





Social competence

- Ability to behave at the coffee table!

OR

- Being professional should be the word
 - Ability to focus on the product
 - Ability to communicate
 - Ability to neglect the ego



Differences between men and women

(Engineers at least)

- Men are more ego centric
- “I do not understand this

 - A male eng. sits down and reads until his eyes bleeds
 - A female eng. asks a question

- Women project managers tend to need to control everything
 - Hard to let go of responsibility
 - Tend to “curl” or “motherly behavior”

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Mike Babcock, Head coach of Detroit Red Wings about Niklas Lidström



- ... Your best players...
- ... Work hard ..
- ... Humble ...
- ...It's always about the Team!



The line 1(2)

- Responsibilities
 - Educated staff (in all aspects)
 - Used and refined/refine able process
 - Tools
- Key process areas
 - Role management
 - Configuration management
 - Often neglected in small companies
 - Can be cumbersome in large companies

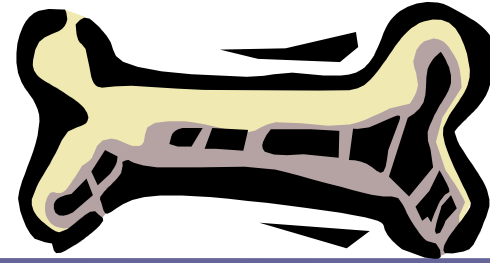


The line 2(2)

- Line managers
 - Use the project managers for personnel feed back
 - No line mgr knows more about the personnel abilities than a project mgr
 - Include ego related questions during interviews
 - Possible need of professional help

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Meat bone



- The project team I would like to see and evaluate:
 - Male project manager with female engineers!
- De personalize and focus on the function of each individual
 - Documents
 - Meetings
- Soft abilities in the personal development plan