**Fieldnotes**

**June 7**
Participating in a phone meeting with Pete's team. Pete, located in the US, is leading the meeting. Other participants include Frank also in the US, Bill in Israel, Joe in the UK and Al in Russia... Pete says that "we are not sharing the pain".

**June 21**
Attending the XP "stand up" meeting with Tom's team. One team member is participating by phone as he is located out of state. Everyone is sitting... Tom suggests slipping the current iteration.

**June 22**
In audience at open forum meeting with CIO... In response to the question he says that some telecommuting is allowed, but that "some face-to-face collaboration is essential for effectiveness."

**August 5**
Phone meeting with Gilbert. The motivation to use XP came because customers wanted things faster... To adapt XP to their distributed situation they are (1) doing more upfront design so that the devs in different time zones can work more independently, (2) less pair...

**August 8**
Phone meeting with... He says that the impetus behind the CMMI initiative in his organization was that they realized that they could not tell how things were being down, he says they "needed a consistent process to fix the issues"... "There is a feeling that what has been put in place is too rigid or too engineered."

**August 15**
Carrying out a work session observation of... He describes that code to me: "In this example... and that module is provided by another guy downstairs"...

**August 30**
Carrying out a work session observation of... "This could use some improving but everything is tied into this, so no one wants to mess with it."... He describes his group's change process including manual regression testing and says "when we change a core component it usually takes a long time, even for small changes. And for the most part we just don't change them."

**September 28**
Carrying out a work session observation of... His task is to move a feature between two versions of a large system, which he says is a typical task... why are there two trees? "because it's from different organizations... you just replicate the same work."

**Memos**

**Time zones.** Rotating times for meetings to often referred to as "sharing the pain."

**Changes to XP** seen so far: pair programming, stand up meetings, iteration discipline, and upfront design.

**Face-to-face** as opposed to distributed work. Compare with other comments about preferences (e.g., "I'm better face-to-face").

Compare **improvement efforts** by: motivations, who initiated (SEs vs. management), scale, and the "model" used (CMMI, XP, OS).

**Differing attitudes.** Compare attitudes around the various improvement efforts.

**Dependencies** btw code modules expressed as btw people and organizations. Making changes requires "negotiating."

**Reluctance** to make changes seems common. Look at this further...

**Code ownership** follows organizational (or individual) boundaries and often access to code (etc) follows.