This presentation highlights the challenges of building and managing an open source team of volunteers. Topics include motivation, communication, and project management.
My Open Source Experience

- Cofounder of the Postgres Internet development team
- Postgres core team member since 1996
- Worked for three companies as an open source manager
1. Motivation
2. Open source management
3. Development process
Open Source Motivations

- Professional advancement, learn new skills
- Practical need for the software
  - Business needs the enhancement
  - Business wants the software to thrive
- Mental Stimulation
- Belief in open source

Concepts derived from a survey conducted by OSDN and reported in “Open source a needed outlet for programming pros”, The Register, May 2, 2002, http://www.theregister.co.uk/content/4/23935.html.
Why Is Programming Fun?

- Joy of making things
- Joy of making useful things
- Fun of a complex puzzle
- Joy of learning
- Tractable medium

Concepts derived from *The Mythical Man-Month* by Frederick P. Brooks, Jr.
Open Source Management Challenges

- Communication
- Travel distance
- Time zones
- Culture
- Language
- Funding
Communication

• Email
• Phone
• Instant messaging
• Group chat
• Wiki
• Git/Github
• Conferences
Travel Distance

- Expensive
- Time-consuming
- Often only a few people in any one location
Time Zones

- Work beyond business hours
- Use your cell phone for communicating off-hours
- Time zone variances allow 24-hour activity
Culture

- Show interest in other cultures
- Utilize culturally-effective communication methods
- Build per-culture teams
Consider the creation of per-language:

- Email lists
- Chat channels
- Conferences
- Documentation
You don’t have any, so work around it.
• Involve everyone
• Find each person’s motivator
• Reach out to individuals
• Harvest the strength of the team
• There is always someone smarter than you
• Produce work people can be proud of
• People can’t work on the code if they can’t easily understand it
• You aren’t paying people to work, so make it as easy and interesting as possible
• Produce quality documentation
Manage the Team

- Lead by example, not from authority
- See value in other people’s opinions
- Accept failure gracefully
- Seek consensus
- Don’t be ruled by deadlines