

Modernizing legacy teams

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**Building legacy
applications**

Team of one

A man in a dark suit and tie is sitting at a desk, looking at a laptop. He has a thoughtful expression. The background is a blurred office setting with a window showing a view of a city or landscape. The lighting is soft and indoor.

“I should build an application!”

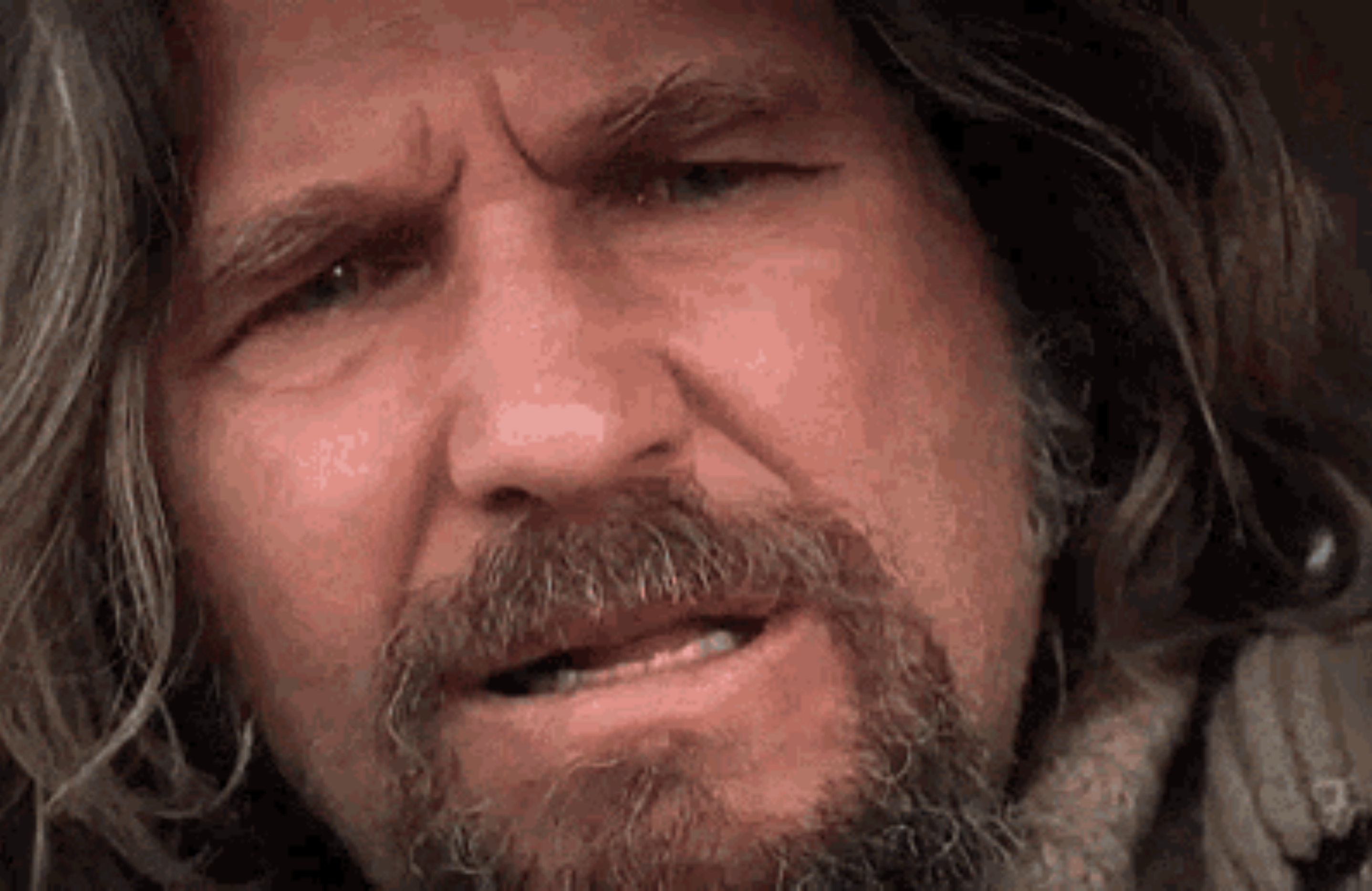
**Skills + Constraints
= Standards**

**Applications reflect
these standards**

**Legacy applications
are not built, they
are discovered**

**Opportunities of
discovery depend
on success of
business**

Discovering legacy applications



**“Legacy code is
code without tests”**

Michael Feathers

**"33% of developers
do not write tests
for PHP"**

[jetbrains.com/1p/devecosystem-
2022/php/](https://jetbrains.com/1p/devecosystem-2022/php/)

Official standards?

Unofficial standards

Individual standards

**Result of discovery
depends on
standards**

Risk of misdiagnosis

Risk of misalignment



D-3

Modernizing legacy applications

Treating symptoms

**Leaves behind an
overwhelmed team**

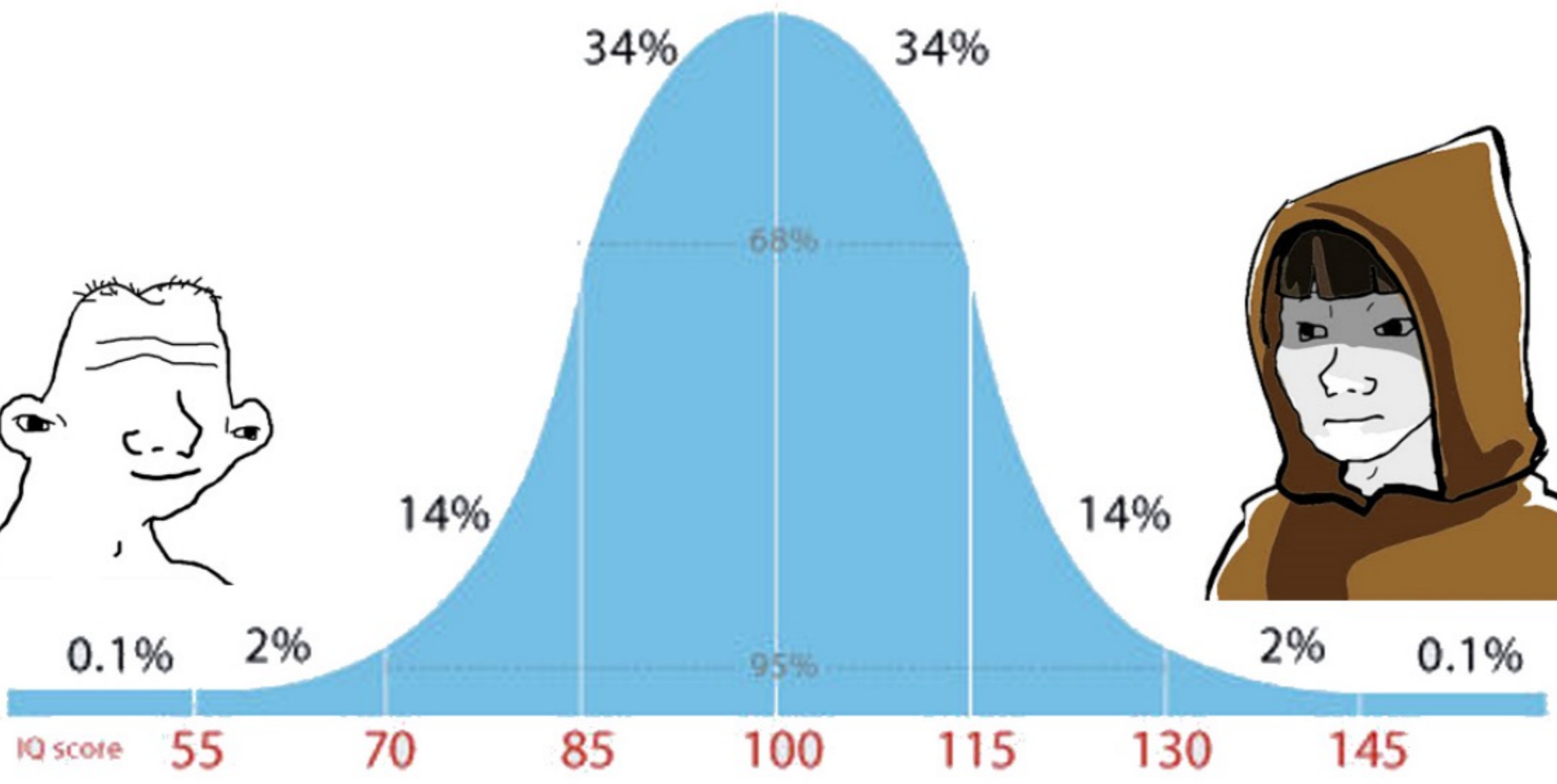


**"No matter what
they tell you, it's
always a people
problem"**

Jerry Weinberg

Identifying legacy teams

**Keeping the lights
on**



10x programmer

Tom De Marco & Timothy Lister

0.1x programmer

Tom De Marco & Timothy Listener

10x organization

Tom De Marco & Timothy Listener

**Modernizing
legacy teams**

**Requires
management buy-
in**

Requires patience

**Requires
negotiation**

**Taking stock of
skills and
constraints**

Establishing feedback loops

**Hiring 10x
individuals**

**Training 1x
individuals on the
job**

**Firing 0.1x
individuals**

Leaving



Thank you!

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