Peopleware Productive Projects And Teams Second Edition

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Managing the Unmanageable - Mickey W. Mantle 2012-09-16
"Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike." —Tom Conrad, CTO, Pandora "I wish I'd had this material available years ago. I see lots and lots of 'meat' in here that I'll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes." —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams , Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.
The Pragmatic Programmer - Andrew Hunt 1999-10-20
What others in the trenches say about The Pragmatic Programmer... "The cool thing about this book is that it's great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there." —Kent Beck, author of Extreme Programming Explained: Embrace Change "I found this book to be a great mix of solid advice and wonderful analogies!" —Martin Fowler, author of Refactoring and UML Distilled "I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost." —Kevin Ruland, Management Science, MSG-Logistics "The wisdom and practical experience of the

authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike." —John Lakos, author of Large-Scale C++ Software Design "This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients." —Eric Vought, Software Engineer "Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book." —Pete McBreen, Independent Consultant "Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living." —Jared Richardson, Senior Software Developer, iRenaissance, Inc. "I would like to see this issued to every new employee at my company...." —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. "If I'm putting together a project, it's the authors of this book that I want. . . . And failing that I'd settle for people who've read their book." —Ward Cunningham Straight from the programming trenches, The Pragmatic Programmer cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you'll learn how to Fight software rot; Avoid the trap of duplicating knowledge; Write flexible, dynamic, and adaptable code; Avoid programming by coincidence; Bullet-proof your code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, The Pragmatic Programmer illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits and attitudes that form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

Herding Cats - Hank Rainwater 2008-01-01
This self-help guide is for programmers who need to improve their management and leadership skills.

Waltzing with Bears - Tom DeMarco 2013-07-15
This is the digital version of the printed book (Copyright © 2003). If There's No Risk On Your Next Project, Don't Do It. Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes–in the name of positive thinking or a can-do attitude–software managers drive their organizations into the ground. In Waltzing with Bears, Tom DeMarco and Timothy Lister–the best-selling authors of Peopleware–show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. The authors present the benefits of risk management, including that it makes aggressive risk-taking possible, protects management from getting blindsided, provides minimum-cost downside protection, reveals invisible transfers of responsibility, isolates the failure of a subproject. Readers are armed with strategies for confronting the most common risks that software projects face: schedule flaws, requirements inflation, turnover, specification breakdown, and under-

performance. Waltzing with Bears will help you mitigate the risks–before they turn into project-killing problems. Risks are out there–and they should be there–but there is a way to manage them.

Making Things Happen - Scott Berkun 2008-03-25
Offers a collection of essays on philosophies and strategies for defining, leading, and managing projects. This book explains to technical and non-technical readers alike what it takes to get through a large software or web development project. It does not cite specific methods, but focuses on philosophy and strategy.

Getting Started with Google Guava - Bill Bejeck 2013-01-01
This is a short, practical guide, with lots of examples to help you learn Google Guava.There is no minimum level of experience required. There is something for everyone who works with Java, from the beginner to the expert programmer.

Team Geek - Brian W. Fitzpatrick 2012-07-06
In a perfect world, software engineers who produce the best code are the most successful. But in our perfectly messy world, success also depends on how you work with people to get your job done. In this highly entertaining book, Brian Fitzpatrick and Ben Collins-Sussman cover basic patterns and anti-patterns for working with other people, teams, and users while trying to develop software. This is valuable information from two respected software engineers whose popular series of talks—including "Working with Poisonous People"—has attracted hundreds of thousands of followers. Writing software is a team sport, and human factors have as much influence on the outcome as technical factors. Even if you’ve spent decades learning the technical side of programming, this book teaches you about the often-overlooked human component. By learning to collaborate and investing in the "soft skills" of software engineering, you can have a much greater impact for the same amount of effort. Team Geek was named as a Finalist in the 2013 Jolt Awards from Dr. Dobb's Journal. The publication's panel of judges chose five notable books, published during a 12-month period ending June 30, that every serious programmer should read.

Slack - Tom DeMarco 2002-04-09
If your company’s goal is to become fast, responsive, and agile, more efficiency is not the answer--you need more slack. Why is it that today’s superefficient organizations are ailing? Tom DeMarco, a leading management consultant to both Fortune 500 and up-and-coming companies, reveals a counterintuitive principle that explains why efficiency efforts can slow a company down. That principle is the value of slack, the degree of freedom in a company that allows it to change. Implementing slack could be as simple as adding an assistant to a department and letting high-priced talent spend less time at the photocopier and more time making key decisions, or it could mean designing workloads that allow people room to think, innovate, and reinvent themselves. It means embracing risk, eliminating fear, and knowing when to go slow. Slack allows for change, fosters creativity, promotes quality, and, above all, produces growth. With an approach that works for new- and old-economy companies alike, this revolutionary handbook debunks commonly held assumptions about real-world management, and gives you and your company a brand-new model for achieving and maintaining true effectiveness.

Developer Hegemony - Erik Dietrich
It’s been said that software is eating the planet. The modern economy—the world itself—relies on technology. Demand for the people who can produce it far outweighs the supply. So why do developers occupy largely subordinate roles in the corporate structure? Developer Hegemony explores the past, present, and future of the corporation and what it means for developers. While it outlines problems with the modern corporate structure, it’s ultimately a play-by-play of how to leave the corporate carnival and control your own destiny. And it’s an emboldening, specific vision of what software development looks like in the world of developer hegemony—one where developers band together into partner firms of “efficiencers,” finally able to command the pay, respect, and freedom that’s earned by solving problems no one else can. Developers, if you grow tired of being treated like geeks who can only be trusted to take orders and churn out code, consider this your call to arms. Bring about the autonomous future that’s rightfully yours. It’s time for developer

hegemony.

Software Estimation - Steve McConnell 2006-02-22

Often referred to as the “black art” because of its complexity and uncertainty, software estimation is not as difficult or puzzling as people think. In fact, generating accurate estimates is straightforward—once you understand the art of creating them. In his highly anticipated book, acclaimed author Steve McConnell unravels the mystery to successful software estimation—distilling academic information and real-world experience into a practical guide for working software professionals. Instead of arcane treatises and rigid modeling techniques, this guide highlights a proven set of procedures, understandable formulas, and heuristics that individuals and development teams can apply to their projects to help achieve estimation proficiency. Discover how to: Estimate schedule and cost—or estimate the functionality that can be delivered within a given time frame Avoid common software estimation mistakes Learn estimation techniques for you, your team, and your organization * Estimate specific project activities—including development, management, and defect correction Apply estimation approaches to any type of project—small or large, agile or traditional Navigate the shark-infested political waters that surround project estimates When many corporate software projects are failing, McConnell shows you what works for successful software estimation.

Dinosaur Brains - Albert J. Bernstein 1990

Offers advice on getting along in the working world, revealing the methods of staying in control, dealing with irrationality in others, and recognizing your own rationality

Coders at Work - Peter Seibel 2009-12-21

Peter Seibel interviews 15 of the most interesting computer programmers alive today in Coders at Work, offering a companion volume to Apress’s highly acclaimed best-seller Founders at Work by Jessica Livingston. As the words “at work” suggest, Peter Seibel focuses on how his interviewees tackle the day-to-day work of programming, while revealing much more, like how they became great programmers, how they recognize programming talent in others, and what kinds of problems they find most interesting. Hundreds of people have suggested names of programmers to interview on the Coders at Work web site: www.codersatwork.com. The complete list was 284 names. Having digested everyone’s feedback, we selected 15 folks who’ve been kind enough to agree to be interviewed: Frances Allen: Pioneer in optimizing compilers, first woman to win the Turing Award (2006) and first female IBM fellow Joe Armstrong: Inventor of Erlang Joshua Bloch: Author of the Java collections framework, now at Google Bernie Cosell: One of the main software guys behind the original ARPANET IMPs and a master debugger Douglas Crockford: JSON founder, JavaScript architect at Yahoo! L. Peter Deutsch: Author of Ghostscript, implementer of Smalltalk-80 at Xerox PARC and Lisp 1.5 on PDP-1 Brendan Eich: Inventor of JavaScript, CTO of the Mozilla Corporation Brad Fitzpatrick: Writer of LiveJournal, OpenID, memcached, and Perlbal Dan Ingalls: Smalltalk implementor and designer Simon Peyton Jones: Coinventor of Haskell and lead designer of Glasgow Haskell Compiler Donald Knuth: Author of The Art of Computer Programming and creator of TeX Peter Norvig: Director of Research at Google and author of the standard text on AI Guy Steele: Coinventor of Scheme and part of the Common Lisp Gang of Five, currently working on Fortress Ken Thompson: Inventor of UNIX Jamie Zawinski: Author of XEmacs and early Netscape/Mozilla hacker

Adrenaline Junkies and Template Zombies - Tom DeMarco 2013-07-15

This is the digital version of the printed book (Copyright © 2008). Adrenaline junkies, dead fish, project sluts, true believers, Lewis and Clark, template zombies . . . Most developers, testers, and managers on IT projects are pretty good at recognizing patterns of behavior and gut-level hunches, as in, “I sense that this project is headed for disaster.” But it has always been more difficult to transform these patterns and hunches into a usable form, something a team can debate, refine, and use. Until now. In Adrenaline Junkies and Template Zombies, the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year, around the world. The result is a quick-read guide to identifying nearly ninety typical scenarios, drawing on a combined one-hundred-and-fifty years of project management experience. Project by project, you’ll improve the accuracy of your hunches and your ability to act on them. The patterns are presented in an easy-reference format, with names designed to ease communication with your teammates. In just a few words, you can describe what’s happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You’ll find classic patterns such as these: News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food++ Fridge Door and more than eighty more! Not every pattern will be evident in your organization, and not every pattern is necessarily good or bad. However, you’ll find many patterns that will apply to your current and future assignments, even in the most ambiguous circumstances. When you assess your situation and follow your next hunch, you'll have the collective wisdom of six world-class consultants at your side.

The Deadline - Tom DeMarco 1997
From prolific and influential consultant and author Tom DeMarco comes a project management novel that vividly illustrates the principles--and the outright absurdities--that affect the productivity of a software development team. With his trademark wit set free in the novel format, DeMarco centers the plot around the development of six software products. Mr. Tompkins, a manager downsized from a giant telecommunications company, divides the huge staff of developers at his disposal into eighteen teams--three for each of the software products. The teams are different sizes and use different methods, and they compete against each other and against an impossible deadline. With these teams--and with the help of numerous "fictionalized" consultants who come to his aid--Tompkins tests the project management principles he has gathered over a lifetime. Each chapter closes with journal entries that form the core of the eye-opening approaches to management illustrated in this entertaining novel.

The Mythical Man-month - Frederick P. Brooks (Jr.) 1975
The orderly Sweet-Williams are dismayed at their son's fondness for the messy pastime of gardening.

Debugging Teams - Brian W. Fitzpatrick 2015-10-13
In the course of their 20+-year engineering careers, authors Brian Fitzpatrick and Ben Collins-Sussman have picked up a treasure trove of wisdom and anecdotes about how successful teams work together. Their conclusion? Even among people who have spent decades learning the technical side of their jobs, most haven’t really focused on the human component. Learning to collaborate is just as important to success. If you invest in the "soft skills" of your job, you can have a much greater impact for the same amount of effort. The authors share their insights on how to lead a team effectively, navigate an organization, and build a healthy relationship with the users of your software. This is valuable information from two respected software engineers whose popular series of talks—including "Working with Poisonous People"—has attracted hundreds of thousands of followers.

The Art of Systems Architecting, Third Edition - Mark W. Maier 2009-01-06
If engineering is the art and science of technical problem solving, systems architecting happens when you don’t yet know what the problem is. The third edition of a highly respected bestseller, The Art of Systems Architecting provides in-depth coverage of the least understood part of systems design: moving from a vague concept and limited resources to a satisfactory and feasible system concept and an executable program. The book provides a practical, heuristic approach to the "art" of systems architecting. It provides methods for embracing, and then taming, the growing complexity of modern systems. New in the Third Edition: Five major case studies illustrating successful and unsuccessful practices Information on architecture frameworks as standards for architecture descriptions New methods for integrating business strategy and architecture and the role of architecture as the technical embodiment of strategy Integration of process guidance for organizing and managing architecture projects Updates to the rapidly changing fields of software and systems-of-

systems architecture Organization of heuristics around a simple and practical process model A Practical Heuristic Approach to the Art of Systems Architecting Extensively rewritten to reflect the latest developments, the text explains how to create a system from scratch, presenting invention/design rules together with clear explanations of how to use them. The author supplies practical guidelines for avoiding common systematic failures while implementing new mandates. He uses a heuristics-based approach that provides an organized attack on very ill-structured engineering problems. Examining architecture as more than a set of diagrams and documents, but as a set of decisions that either drive a system to success or doom it to failure, the book provide methods for integrating business strategy with technical architectural decision making.

Implementation Patterns - Kent Beck 2007-10-23
Software Expert Kent Beck Presents a Catalog of Patterns Infinitely Useful for Everyday Programming Great code doesn't just function: it clearly and consistently communicates your intentions, allowing other programmers to understand your code, rely on it, and modify it with confidence. But great code doesn't just happen. It is the outcome of hundreds of small but critical decisions programmers make every single day. Now, legendary software innovator Kent Beck—known worldwide for creating Extreme Programming and pioneering software patterns and test-driven development—focuses on these critical decisions, unearthing powerful "implementation patterns" for writing programs that are simpler, clearer, better organized, and more cost effective. Beck collects 77 patterns for handling everyday programming tasks and writing more readable code. This new collection of patterns addresses many aspects of development, including class, state, behavior, method, collections, frameworks, and more. He uses diagrams, stories, examples, and essays to engage the reader as he illuminates the patterns. You'll find proven solutions for handling everything from naming variables to checking exceptions.

Managing Humans - Michael Lopp 2007-10-18
Managing Humans is a selection of the best essays from Michael Lopp's popular website Rands in Repose(www.randsinrepose.com). Lopp is one of the most sought-after IT managers in Silicon Valley, and draws on his experiences at Apple, Netscape, Symantec, and Borland. This book reveals a variety of different approaches for creating innovative, happy development teams. It covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to build lasting and useful engineering culture. The essays are biting, hilarious, and always informative.

Software Project Survival Guide - Steve McConnell 1998
Looks at a successful software project and provides details for software development for clients using object-oriented design and programming.

The Principles of Project Management (SitePoint - Meri Williams 2008-03-13
Presents information on principles that can be used in planning, managing, and leading business projects.

RESTful Java with JAX-RS 2.0 - Bill Burke 2013-11-12
Learn how to design and develop distributed web services in Java, using RESTful architectural principles and the JAX-RS 2.0 specification in Java EE 7. By focusing on implementation rather than theory, this hands-on reference demonstrates how easy it is to get started with services based on the REST architecture. With the book's technical guide, you'll learn how REST and JAX-RS work and when to use them. The RESTEasy workbook that follows provides step-by-step instructions for installing, configuring, and running several working JAX-RS examples, using the JBoss RESTEasy implementation of JAX-RS 2.0. Learn JAX-RS 2.0 features, including a client API, server-side asynchronous HTTP, and filters and interceptors Examine the design of a distributed RESTful interface for an e-commerce order entry system Use the JAX-RS Response object to return complex responses to your client (ResponseBuilder) Increase the performance of your services by leveraging HTTP caching protocols Deploy and integrate web services within Java EE7, servlet containers, EJB, Spring, and JPA Learn popular mechanisms to perform authentication on the Web, including client-side SSL and OAuth 2.0

Peopleware - Tom DeMarco 2013-07-15

Few books in computing have had as profound an influence on software management as Peopleware . The unique insight of this longtime best seller is that the major issues of software development are human, not technical. They’re not easy issues; but solve them, and you’ll maximize your chances of success. “Peopleware has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience, much of it quantified. Many, many varied projects have been reflected on and distilled; but what we are given is not just lifeless distillate, but vivid examples from which we share the authors’ inductions. Their premise is right: most software project problems are sociological, not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third edition adds strength to strength.” — Frederick P. Brooks, Jr., Kenan Professor of Computer Science, University of North Carolina at Chapel Hill, Author of The Mythical Man-Month and The Design of Design “Peopleware is the one book that everyone who runs a software team needs to read and reread once a year. In the quarter century since the first edition appeared, it has become more important, not less, to think about the social and human issues in software develop¿ment. This is the only way we’re going to make more humane, productive workplaces. Buy it, read it, and keep a stock on hand in the office supply closet.” —Joel Spolsky, Co-founder, Stack Overflow “When a book about a field as volatile as software design and use extends to a third edition, you can be sure that the authors write of deep principle, of the fundamental causes for what we readers experience, and not of the surface that everyone recognizes. And to bring people, actual human beings, into the mix! How excellent. How rare. The authors have made this third edition, with its additions, entirely terrific.” —Lee Devin and Rob Austin, Co-authors of The Soul of Design and Artful Making For this third edition, the authors have added six new chapters and updated the text throughout, bringing it in line with today’s development environments and challenges. For example, the book now discusses pathologies of leadership that hadn’t previously been judged to be pathological; an evolving culture of meetings; hybrid teams made up of people from seemingly incompatible generations; and a growing awareness that some of our most common tools are more like anchors than propellers. Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book.

More Effective Agile - Steve McConnell 2019-08-24

In this comprehensive yet accessible overview for software leaders, the author presents an impactful, action-oriented prescription-covering the practical considerations needed to ensure you reap the full benefits of effective Agile

Software State-of-the-art - Tom DeMarco 1990

The papers were selected from more than a dozen sources, including IEEE Computer, Software -- Practice & Experience, IEEE Transactions on Software Engineering, and Communications of the ACM.

Peopleware - Tom DeMarco 1999

Two of the computer industry's best-selling authors and lecturers return with a new edition of the software management book that started a revolution.With humor and wisdom drawn from years of management and consulting experience, DeMarco and Lister demonstrate that the major issues of software development are human, not technical -- and that managers ignore them at their peril.Now, with a new Preface and eight new chapters, the authors enlarge upon their previous ideas and add fresh insights, examples, and anecdotes.Discover dozens of helpful tips on- putting more quality into a product- loosening up formal methodologies- fighting corporate entropy- making it acceptable to be uninterruptiblePeopleware, 2nd ed. shows you how to cultivate teams that are healthy and productive. The answers aren't easy -- just incredibly successful.

The Manager's Path - Camille Fournier 2017-03-13

Managing people is difficult wherever you work. But in the tech industry, where management is also a technical discipline, the learning curve can be brutal—especially when there are few tools, texts, and frameworks to help you. In this practical guide, author Camille Fournier (tech lead turned CTO) takes you through each stage in the journey from engineer to technical manager. From mentoring interns to working with senior staff, you’ll get actionable advice for approaching various obstacles in your path. This book is ideal whether you’re a new manager, a mentor, or a more experienced leader looking for fresh advice. Pick up this book and learn how to become a better manager and leader in your organization. Begin by exploring what you expect from a manager Understand what it takes to be a good mentor, and a good tech lead Learn how to manage individual members while remaining focused on the entire team Understand how to manage yourself and avoid common pitfalls that challenge many leaders Manage multiple teams and learn how to manage managers Learn how to build and bootstrap a unifying culture in teams

Happy to Work Here - Tom DeMarco 2021-03

The Design of Design: Essays from a Computer Scientist - Brooks Frederick P. 2010

Dark Harbor House - Tom DeMarco 2000-11-25 Bring together a wonderfully varied mix of characters in a once-grand Maine island summer cottage, leave them to their own devices over the course of a long, idyllic summer in the late 1940s, and you have all the ingredients for a fine comedy of manners. Author Tom DeMarco starts with a simple little love story, weaves in tantalizing details of the old mansion's not totally respectable history, and adds a hint of gentle satire to create a novel that is touching, memorable, and deliciously entertaining.

The Phoenix Project - Gene Kim 2018-02-06 ***Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26*** “Every person involved in a failed IT project should be forced to read this book.”—TIM O’REILLY, Founder & CEO of O’Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on it's head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— “I’m delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

Effective Coaching - Marshall Cook 1998-10-22 Research proves that employees will work harder and produce more when they feel appreciated, valued, and understood. Easier said than done? Effective Coaching explains how you can: Apply good coaching methods in the workplace; Quickly establish the discipline you need in a cooperative, non-threatening atmosphere Instinctively use effective problem solving strategies in every situation You know your company needs its employees. Make sure they know that. Management strategies and techniques presented in Effective Coaching will help you dramatically improve employee performance, and maximize the measurable value received from each employee.

Peopleware - Tom DeMarco 2013

Most software project problems are sociological, not technological. Peopleware is a book on managing software projects.

Peopleware - 2013

Rapid Development - Steve McConnell 1996-07-02

Corporate and commercial software-development teams all want solutions for one important problem—how to get their high-pressure development schedules under control. In RAPID DEVELOPMENT, author Steve McConnell addresses that concern head-on with overall strategies, specific best practices, and valuable tips that help shrink and control development schedules and keep projects moving. Inside, you'll find: A rapid-development strategy that can be applied to any project and the best practices to make that strategy work Candid discussions of great and not-so-great rapid-development practices—estimation, prototyping, forced overtime, motivation, teamwork, rapid-development languages, risk management, and many others A list of classic mistakes to avoid for rapid-development projects, including creeping requirements, shortchanged quality, and silver-bullet syndrome Case studies that vividly illustrate what can go wrong, what can go right, and how to tell which direction your project is going RAPID DEVELOPMENT is the real-world guide to more efficient applications development.

Dynamics of Software Development - Jim McCarthy 2006

Provides a variety of ideas, techniques, and strategies for effective software development.

Understanding the Agile Manifesto - Larry Apke 2015-08-10

Agile is one of the most popular software development methodologies used by organizations all over the world. It is characterized by adaptability, flexibility and self-organization, but what does it mean to truly "be" Agile instead of just "doing" Agile? This book offers in-depth commentary and explanations on the Agile methodology's foundation, the Agile Manifesto. Larry Apke, a seasoned Agile coach, uses his own experiences to provide a clear, understandable path to implementing and succeeding with Agile for organizations and individuals.

Agile Estimating and Planning - Mike Cohn 2005-11-01

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning , you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days–and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Measuring and Managing Performance in Organizations - Robert D. Austin 2013-07-15

This is the digital version of the printed book (Copyright © 1996). Based on an award-winning doctoral thesis at Carnegie Mellon University, Measuring and Managing Performance in Organizations presents a captivating analysis of the perils of performance measurement systems. In the book's foreword, Peopleware authors Tom

DeMarco and Timothy Lister rave, “We believe this is a book that needs to be on the desk of just about anyone who manages anything.” Because people often react with unanticipated sophistication when they are being measured, measurement-based management systems can become dysfunctional, interfering with achievement of intended results. Fortunately, as the author shows, measurement dysfunction follows a pattern that can be identified and avoided. The author’s findings are bolstered by interviews with eight recognized experts in the use of measurement to manage computer software development: David N. Card, of Software Productivity Solutions; Tom DeMarco, of the Atlantic Systems Guild; Capers Jones, of Software Productivity Research; John Musa, of AT&T Bell Laboratories; Daniel J. Paulish, of Siemens Corporate Research; Lawrence H. Putnam, of Quantitative Software Management; E. O. Tilford, Sr., of Fissure; plus the anonymous Expert X. A practical model for analyzing measurement projects solidifies the text–don’t start without it!

Leading the Transformation - Gary Gruver 2015

"Software is becoming more and more important across a broad range of industries, yet most technology executives struggle to deliver software improvements their businesses require. Leading-edge companies like Amazon and Google are applying DevOps and Agile principles to deliver large software projects faster than anyone thought possible. But most executives don't understand how to transform their current legacy systems and processes to scale these principles across their organizations. Leading the Transformation is an executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations -- an improvement that executives are uniquely positioned to lead."--Provided by publisher.