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## **HERRERA POLLARD**

*The Pragmatic Programmer* FT Press

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.

*Manage It!* Addison-Wesley Professional

This book will help you deal with your employees and co-workers by giving you the keys to understanding the way their brains--and yours--work. Using the metaphor of the dinosaur brain, the authors detail a whole range of human responses dictated by a part of the human brain sometimes beyond our control. They then show you what to expect from that part of the brain and how to

be prepared for it, including such problems as turf battles, reflexive competitiveness, and office courtship. Outlines the rules of lizard logic, and how to use them to your advantage.

*Debugging Teams* Pearson Education

The Phoenix Project wowed over a half-million readers. Now comes the Wall Street Journal Bestselling Wall Street Journal bestselling *The Unicorn Project!* “The Unicorn Project is amazing, and I loved it 100 times more than *The Phoenix Project...*”—FERNANDO CORNAGO, Senior Director Platform Engineering, Adidas “Gene Kim does a masterful job of showing how ... the efforts of many create lasting business advantages for all.”—DR. STEVEN SPEAR, author of *The High-Velocity Edge*, Sr. Lecturer at MIT, and principal of HVE LLC. “The Unicorn Project is so clever, so good, so crazy enlightening!”—CORNELIA DAVIS, Vice President Of Technology at Pivotal Software, Inc., Author of *Cloud Native Patterns* This highly anticipated follow-up to the bestselling title *The Phoenix Project* takes another look at *Parts Unlimited*, this time from the perspective of software development. In *The Unicorn Project*, we follow Maxine, a senior lead developer and architect, as she is exiled to the Phoenix Project, to the horror of her friends and colleagues, as punishment for contributing to a payroll outage. She tries to survive in what feels like a heartless and uncaring bureaucracy and to work within a system where no one can get anything done without endless committees, paperwork, and approvals. One day, she is approached by a ragtag bunch of misfits who say they want to overthrow the existing order, to liberate developers, to bring joy back to technology work, and to enable the business to win in a time of digital disruption. To her surprise, she finds herself drawn ever further into this movement, eventually becoming one of the leaders of the Rebellion, which puts her in the crosshairs of some familiar and very dangerous enemies. *The Age of Software* is

here, and another mass extinction event looms—this is a story about rebel developers and business leaders working together, racing against time to innovate, survive, and thrive in a time of unprecedented uncertainty...and opportunity. “The Unicorn Project provides insanely useful insights on how to improve your technology business.”—DOMINICA DEGRANDIS, author of *Making Work Visible* and Director of Digital Transformation at Tasktop — “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

*Slack* Addison-Wesley Professional

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. *Building Great Software Engineering Teams* Stanford University Press

A human-centric guide to solving complex problems in engineering management, from sizing teams to handling technical debt. There's a saying that people don't leave companies, they leave managers. Management is a key part of any organization, yet the discipline is often self-taught and unstructured. Getting to the good solutions for complex management challenges can make the difference between fulfillment and frustration for teams—and, ultimately, between the success and failure of companies. Will Larson's *An Elegant Puzzle* focuses on the particular challenges of engineering management—from sizing teams to handling technical debt to performing succession planning—and provides a path to the good solutions. Drawing from his experience at Digg, Uber, and Stripe, Larson has developed a thoughtful approach to engineering management for leaders of all levels at companies of all sizes. *An Elegant Puzzle* balances structured principles and human-centric thinking to help any leader create more effective and rewarding organizations for engineers to thrive in.

*Creating a Software Engineering Culture* Stripe Press

This is the digital copy of the printed book (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust. One tool is Kerth's Prime Directive: Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective

facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as teams relive and learn from each project.

**More Effective Agile** John Wiley & Sons

Update Your Architectural Practices for New Challenges, Environments, and Stakeholder Expectations "I am continuously delighted and inspired by the work of these authors. Their first book laid the groundwork for understanding how to evolve the architecture of a software-intensive system, and this latest one builds on it in some wonderfully actionable ways." --Grady Booch, Chief Scientist for Software Engineering, IBM Research Authors Murat Erder, Pierre Pureur, and Eoin Woods have taken their extensive software architecture experience and applied it to the practical aspects of software architecture in real-world environments. *Continuous Architecture in Practice* provides hands-on advice for leveraging the continuous architecture approach in real-world environments and illuminates architecture's changing role in the age of Agile, DevOps, and cloud platforms. This guide will help technologists update their architecture practice for new software challenges. As part of the Vaughn Vernon Signature Series, this title was hand-selected for the practical, delivery-oriented knowledge that architects and software engineers can quickly apply. It includes in-depth guidance for addressing today's key quality attributes and cross-cutting concerns such as security, performance, scalability, resilience, data, and emerging technologies. Each key technique is demonstrated through a start-to-finish case study reflecting the authors' deep experience with complex software environments. Key topics include: Creating sustainable, coherent systems that meet functional requirements and the quality attributes stakeholders care about Understanding team-based software architecture and architecture as a "flow of decisions" Understanding crucial issues of data management, integration, and change, and the impact of varied data technologies on architecture Architecting for security, including continuous threat modeling and mitigation Architecting for scalability and resilience, including scaling microservices and serverless environments Using architecture to improve performance in continuous delivery environments Using architecture to apply emerging technologies successfully Register your book for convenient access to downloads, updates, and/or corrections as they become available.

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**Hiring the Best Knowledge Workers, Techies & Nerds**

Apress

This is the digital version of the printed book (Copyright © 1996). Written in a remarkably clear style, *Creating a Software Engineering Culture* presents a comprehensive approach to improving the quality and effectiveness of the software development process. In twenty chapters spread over six parts, Wiegiers promotes the tactical changes required to support process improvement and high-quality software development. Throughout the text, Wiegiers identifies scores of culture builders and culture killers, and he offers a wealth of references to resources for the software engineer, including seminars, conferences, publications, videos, and on-line information. With case studies on process improvement and software metrics programs and an entire part on action planning (called "What to Do on Monday"), this practical book guides the reader in applying the concepts to real life. Topics include software culture concepts, team behaviors, the five dimensions of a software project, recognizing achievements, optimizing customer involvement, the project champion model, tools for sharing the vision, requirements traceability matrices, the capability maturity model, action planning, testing, inspections, metrics-based project estimation, the cost of quality, and much more! Principles from Part 1 Never let your boss or your customer talk you into doing a bad job. People need to feel the work they do is appreciated. Ongoing education is every team member's responsibility. Customer involvement is the most critical factor in software quality. Your greatest challenge is sharing the vision of the final product with the customer. Continual improvement of your software development process is both possible and essential. Written software development procedures can help build a shared culture of best practices. Quality is the top priority; long-term productivity is a natural consequence of high quality. Strive to have a peer, rather than a customer, find a defect. A key to software quality is to iterate many times on all development steps except coding: Do this once. Managing bug reports and change requests is essential to controlling quality and maintenance. If you measure what you do, you can learn to do it better. You can't change everything at once. Identify those changes that will yield the greatest benefits, and begin to implement them next Monday.

Do what makes sense; don't resort to dogma.

*Dinosaur Brains* Pearson Education

New technologies are popping up every day. Convincing co-workers to adopt them is the hard part. Adobe software evangelist Ryan breaks down the patterns and types of resistance technologists face in many organizations.

*Hiring Geeks That Fit* Down East Books

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.

**The Pragmatic Programmer** Pearson Education India

Hiring a person for your team is the single most important decision you can make. It has long-lasting impact, whether you are the manager or a team member. Would you like to learn to hire great people? Not sure how? You need this book. Great geeks are not the same as skill-based staff. You need to analyze your culture, determine your problems, define the essentials you need in a candidate, and then you're off and running. Great geeks adapt their knowledge to your context. One developer or technical manager is not interchangeable with another. *Hiring Geeks That Fit* takes the guesswork and cost out of hiring.

**Human Factors in Project Management** Pragmatic Bookshelf

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.

**Team Geek** Addison-Wesley

*Managing Humans* is a selection of the best essays from Michael Lopp's popular website Rands in Repose ([www.randsinrepose.com](http://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.

*Waltzing with Bears* Addison-Wesley Professional

Regarding the controversial and thought-provoking assessments in this handbook, many software professionals might disagree with the authors, but all will embrace the debate. Glass identifies many of the key problems hampering success in this field. Each fact is supported by insightful discussion and detailed references.

**Project Retrospectives** Addison-Wesley Professional

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.

*Continuous Architecture in Practice* IT Revolution

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

*The Art of UNIX Programming* Apress

WINNER of Computing Reviews 20th Annual Best Review in the category Management "Tyler's book is concise, reasonable, and full of interesting practices, including some curious ones you might consider adopting yourself if you become a software engineering manager." —Fernando Berzal, CR, 10/23/2015 "Josh Tyler crafts a concise, no-nonsense, intensely focused guide for building the workhouse of Silicon Valley—the high-functioning software team." —Gordon Rios, Summer Book Recommendations from the Smartest People We Know—Summer 2016 Building Great Software Engineering Teams provides engineering leaders, startup founders, and CTOs concrete, industry-proven guidance and techniques for recruiting, hiring, and managing software engineers in a fast-paced, competitive environment. With so much at stake, the challenge of scaling up a team can be intimidating. Engineering leaders in growing companies of all sizes need to know how to find great candidates, create effective interviewing and hiring processes, bring out the best in people and their work, provide meaningful career development, learn to spot warning signs in their team, and manage their people for long-term success. Author Josh Tyler has spent nearly a decade building teams in high-growth startups, experimenting with every aspect of the task to see what works best. He draws on this experience to outline specific, detailed solutions augmented by instructive stories from his own experience. In this book you'll learn how to build your team, starting with your first hire and continuing through the stages of development as you manage your team for growth and success. Organized to cover each step of the process in the order you'll likely face them, and highlighted by stories of success and failure, it provides an easy-to-

understand recipe for creating your high-powered engineering team.

**The Soul of Design** Dorset House Publishing Company, Incorporated

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 Unicorn Project* Addison-Wesley Professional

The authors show how to "manage" ingenuity--and "manufacture" the next great idea, in other words they tell what managers need to know about how artists and highly creative people work.

*Learning Agile* Addison-Wesley

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 development. 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.