Peopleware Productive Projects And Teams Tom Demarco

If you're currently an engineer and have been offered a management job at a startup, this book is for you! If you're an engineer wondering what your manager is supposed to do for you, this book is for you as well! Drawing from the author's experience as an engineer and manager, this book explains: When to consider doing management work. How to put together a team. What to consider when interacting with engineers. How to hire top engineers for your startup. How to pick engineering leaders. How to define processes and a process cookbook. When you don't need a process. How to report to your managers. How compensation systems and promotion systems work, and when they fail. Foreword by Harper Reed. This kind of books are nowhere to be found...as an engineer probing in the dark for "what's next" I have looked very hard for career guidance for the past few years, and yours are the only books to give enlightenment. --- Cindy Zhou Whether experienced or aspiring, this book will be a great manual to help understand and be successful at this mysterious craft. --- Harper Reed, from the Foreword.

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.

Now in its second edition, this best-selling book by Tom Kyte of "Ask Tom" fame continues to bring you some of the best thinking on how to apply Oracle Database to produce scalable applications that perform well and deliver correct results. Tom has a simple philosophy: you can treat Oracle as a black box and just stick data into it or you can understand how it works and exploit it as a powerful computing environment. If you choose the latter, then you'll find that there are few information management problems that you cannot solve quickly and elegantly. This fully revised second edition covers the developments up to Oracle Database 11g. Each feature is taught in a proof-by-example manner, not only discussing what it is, but also how it works, how to implement software using it, and the common pitfalls associated with it. Don't treat Oracle Database as a black-box. Get this book. Get under the hood. Turbo-charge your career. Fully revised to cover Oracle Database 11g Proof-by-example approach: Let the evidence be your guide Dives deeply into Oracle Database's most powerful features

Known for his ability to find provocative answers to the most puzzling questions, Tom DeMarco explores a wide range of issues in twenty-four masterful essays.The offerings range from the wise to the kooky -- in fact, many of them defy categorization. But all are marked by the author's eye-opening perspectives on topics that demand your professional attention.Drawing together several essays published in such journals as IEEE Software and American Programmer, plus ten all-new papers never seen beyond his circle of colleagues, Tom DeMarco tackles a multitude of tough subjects and wrestles fresh insight out of them. Here's a compact, compelling edition of this acclaimed consultant's views on software engineering.Subjects include management-aided engineering, documentation, desktop video, productivity, software factories, teams, measurement, icons, and more!Essays Include* Why Does Software Cost So Much?* Mad About Measurement* Software Productivity: The Covert Agenda* The Choir and the Team* Management-Aided Software Engineering (with Sheila Brady of Apple Computer)* Lean and Mean* Software Development: State of the Art vs. State of the Practice (with Tim Lister)* Twenty Years of Software Engineering: Looking Forward, Looking Back* "If We Did Only One Thing to Improve . . ."-- plus fifteen more!

Making Sense of Design Effective design is at the heart of everything from software development to engineering to architecture. But what do we really know about the design process? What leads to effective, elegant designs? The Design of Design addresses these questions. These new essays by Fred Brooks contain extraordinary insights for designers in every discipline. Brooks pinpoints constants inherent in all design projects and uncovers processes and patterns likely to lead to excellence. Drawing on conversations with dozens of exceptional designers, as well as his own experiences in several design domains, Brooks observes that bold design decisions lead to better outcomes. The author tracks the evolution of the design process, treats collaborative and distributed design, and illuminates what makes a truly great designer. He examines the nuts and bolts of design processes, including budget constraints of many kinds, aesthetics, design empiricism, and tools, and grounds this discussion in his own real-world examples—case studies ranging from home construction to IBM's Operating System/360. Throughout, Brooks reveals keys to success that every designer, design project manager, and design researcher should know.

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

Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives. A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. The core components of project management are: defining the reason why a project is necessary; capturing project requirements, specifying quality of the deliverables, estimating resources and timescales; preparing a business case to justify the investment; securing corporate agreement and funding; developing and implementing a management plan for the project; leading and motivating the project delivery team; managing the risks, issues and changes on the project; monitoring progress against plan; managing the project budget; maintaining communications with stakeholders and the project organisation; provider management; closing the project in a controlled fashion when appropriate.

A Handmaid's Tale in reverse: a 1970s man dropped into an aggressively matriarchal future

Dan Ariely, the New York Times bestselling author of Predictably Irrational, and illustrator Matt R. Trower present a playful graphic novel guide to better decision-making, based on the author's groundbreaking research in behavioral economics, neuroscience, and psychology. The internationally renowned author Dan Ariely is known for his incisive investigations into the messy business of decision-making. Now, in Amazing Decisions, his unique perspective—informed

by behavioral economics, neuroscience, and psychology—comes alive in the graphic form. The illustrator Matt R. Trower’s playful and expressive artwork captures the lessons of Ariely’s groundbreaking research as they explore the essential question: How can we make better decisions? Amazing Decisions follows the narrator, Adam, as he faces the daily barrage of choices and deliberations. He juggles two overlapping—and often contradictory—sets of norms: social norms and market norms. These norms inform our thinking in ways we often don’t notice, just as Adam is shadowed by the “market fairy” and the “social fairy,” each compelling him to act in certain ways. Good decision-making, Ariely argues, requires us to identify and evaluate the forces at play under different circumstances, leading to an optimal outcome. Amazing Decisions is a fascinating and entertaining guide to developing skills that will prove invaluable in personal and professional life.

Cutting-edge techniques from leading Oracle security experts This Oracle Press guide demonstrates practical applications of the most compelling methods for developing secure Oracle database and middleware environments. You will find full coverage of the latest and most popular Oracle products, including Oracle Database and Audit Vaults, Oracle Application Express, and secure Business Intelligence applications. Applied Oracle Security demonstrates how to build and assemble the various Oracle technologies required to create the sophisticated applications demanded in today's IT world. Most technical references only discuss a single product or product suite. As such, there is no roadmap to explain how to get one product, product-family, or suite to work with another. This book fills that void with respect to Oracle Middleware and Database products and the area of security.

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

Interviewing can be challenging, time-consuming, stressful, frustrating, and full of disappointments. My goal is to help make things easier for you so you can get the engineering leadership job you want. The Software Engineering Manager Interview Guide is a comprehensive, no-nonsense book about landing an engineering leadership role at a top-tier tech company. You will learn how to master the different kinds of engineering management interview questions. If you only pick up one or two tips from this book, it could make the difference in getting the dream job you want. This guide contains a collection of 150+ real-life management and behavioral questions I was asked on phone screens and by panels during onsite interviews for engineering management positions at a variety of big-name and top-tier tech companies in the San Francisco Bay Area such as Google, Facebook, Amazon, Twitter, LinkedIn, Uber, Lyft, Airbnb, Pinterest, Salesforce, Intuit, Autodesk, et al. In this book, I discuss my experiences and reflections mainly from the candidate’s perspective. Your experience will vary. The random variables include who will be on your panel, what exactly they will ask, the level of training and mood of the interviewers, their preferences, and biases. While you cannot control any of those variables, you can control how prepared you are, and hopefully, this book will help you in that process. I will share with you everything I’ve learned while keeping this book short enough to read on a plane ride. I will share tips I picked up along the way. If you are interviewing this guide will serve you as a playbook to prepare, or if you are hiring give you ideas as to what you might ask an engineering management candidate yourself. CONTENTS: Introduction Chapter 1: Answering Behavioral Interview Questions Chapter 2: The Job Interviews Phone Screens Prep Call with the Recruiter Onsite Company Values Coding, Algorithms and Data structures System Design and Architecture Interviews Generic Design Of A Popular System A Design Specific To A Domain Design Of A System Your Team Worked On Lunch Interview Managerial and Leadership Bar Raiser Unique One-Off Interviews Chapter 3: Tips To Succeed How To Get The Interviews Scheduling and Timelines Interview Feedback Mock Interviews Panelists First Impressions Thank You Notes Ageism Chapter 4: Example Behavioral and Competency Questions General Questions Feedback and Performance Management Prioritization and Execution Strategy and Vision Hiring Talent and Building a Team Working With Tech Leads, Team Leads and Technology Dealing With Conflicts Diversity and Inclusion

A "good" programmer can outproduce five, ten, and sometimes more run-of-the-mill programmers. The secret to success for any software company then is to hire the good programmers. But how to do that? In Joel on Hiring, Joel Spolsky draws from his experience both at Microsoft and running his own successful software company based in New York City. He writes humorously, but seriously about his methods for sorting resumes, for finding great candidates, and for interviewing, in person and by phone. Joel’s methods are not complex, but they do get to the heart of the matter: how to recognize a great developer when you see one.

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.

Project managers, technical leads, and Windows programmers throughout the industry share an important concern--how to get

their development schedules under control. Rapid Development addresses that concern head-on with philosophy, techniques, and tools that help shrink and control development schedules and keep projects moving. The style is friendly and conversational--and the content is impressive.

What makes the Apple iPhone cool? Bang & Olufsen and Samsung's televisions beautiful? Any of a wide variety of products and services special? The answer is not simply functionality or technology, for competitors' products are often as good. The Soul of Design explores the uncanny power of some products to grab and hold attention—to create desire. To understand what sets a product apart in this way, authors Lee Devin and Robert Austin push past personal taste and individual response to adopt a more conceptual approach. They carefully explore the hypothesis that there is something within a "special" product that makes it—well, special. They argue that this je ne sais quoi arises from "plot"—the shape that emerges as a product or service arouses and then fulfills expectations. Marketing a special product is, then, a matter of helping its audience perceive its plot and comprehend its qualities. Devin and Austin provide keys to understanding why some products and services stand out in a crowd and how the companies that make them create these hits. Part One of the book introduces the authors' definition of plot in this context; Part Two breaks down the components needed to build a plot; Part Three describes what makes a plot coherent; Part Four takes on the challenges of making coherent products and services attractive to consumers. Part Four also presents detailed casework, which shows how innovators and makers have successfully brought special products to market. Readers will come away with a sensible and clear approach to conceiving of artful products and services. This book will help managers and designers think about engaging with plot, taking aesthetic factors into account to provide consumers with more special things.

Argues that the "lean and mean" corporate model of workaholism and downsizing is proving counterproductive, explaining how companies can implement downtime, promote flexibility, and foster creativity as part of realizing increased revenues. Reprint.

Most modern software development projects require teams, and good teamwork largely determines a project’s success. The Team Software Process (TSP), created by Watts S. Humphrey, is a set of engineering practices and team concepts that produce effective teams, thereby helping developers deliver high-quality products on time and within budget. TSP bridges Humphrey’s seminal work on the Capability Maturity Model (CMM), an improvement framework for the entire software organization, and his Personal Software Process (PSP), practices designed to improve the work of individual developers. Typical first-time TSP teams increase productivity by more than 50 percent while greatly increasing the quality of their delivered products. However, TSP teams only continue to improve under the guidance of a capable coach. One industrial-strength team, for example, increased its productivity by an additional 94 percent and reduced test defects by 85 percent through three consecutive TSP quarterly product release cycles. Without competent coaching, teams often do not progress much beyond the initial one-time improvement seen after the introduction of the TSP. Humphrey distinguishes between TSP coaching and TSP leadership, explaining why the skillful performance of both functions is critical. In this practical guide, he shares coaching methods that have repeatedly inspired TSP teams and steered them toward success. With the help of a coach, TSP teams undergo a brief but intense project launch in which they define their own processes, make their own plans, and negotiate their commitments with management, resulting in dramatically enhanced performance. Whether you are considering the TSP or are actively implementing it, TSPSM–Coaching Development Teams provides the invaluable examples, guidelines, and suggestions you need to get started and keep developing as a team coach. It’s meant to complement Humphrey’s other books, TSPSM–Leading a Development Team and PSPSM: A Self-Improvement Process for Software Engineers. Together, the three works offer a rich resource for improving your software development capabilities.

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead, project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoft. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

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.

Controlling Software Projects shows managers how to organize software projects so they are objectively measurable, and prescribes techniques for making early and accurate projections of time and cost to deliver.

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.

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, Wiegers promotes the tactical changes required to support process improvement and high-quality software development. Throughout the text, Wiegers 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.

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.

* Covers three years of the best essays. * Essays range from technical to humorous, but are always tangible. * Beautifully written and extremely timely. * Google lists 183,000 links for "Joel on Software". * Spolsky is one of the most popular programmers around today, with legions of followers.

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.

Implement the powerful multimedia and interactive capabilities offered by HTML5, including style control tools, illustration tools, video, audio, and rich media solutions. Understand how HTML5 is changing the web development game with this project-based book that shows you-not just tells you-what HTML5 can do for your websites. Reinforce your practical understanding of the new standard with demo applications and tutorials, so that execution is one short step away. HTML5 is the future of the web. Literally every web designer and developer needs to know how to use this language to create the types of web sites consumers now expect. This new edition of the bestseller teaches you to enhance your web designs with rich media solutions and interactivity, using detailed descriptions and hands-on projects for every step along the way. The second edition contains completely updated information, including more on mobility and video standards, plus new projects. The companion website, visualizetheweb.com, is packed full of extra information, online code libraries, and a user forum, offering even more opportunity to learn new skills, practice your coding and interact with other users.

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.

Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile’s underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team’s mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you’re considering agile for the first time, or trying it again, you’ll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile’s core values and principles Learn Scrum’s emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban’s practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

Introducing The Effective Engineer--the only book designed specifically for today's software engineers, based on extensive interviews with engineering leaders at top tech companies, and packed with hundreds of techniques to accelerate your career.

“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.

As a software engineer, you recognize at some point that there's much more to your career than dealing with code. Is it time to become a manager? Tell your boss he’s a jerk? Join that startup? Author Michael Lopp recalls his own make-or-break moments with Silicon Valley giants such as Apple, Netscape, and Symantec in Being Geek -- an insightful and entertaining book that will help you make better career decisions. With more than 40 standalone stories, Lopp walks through a complete job life cycle, starting with the job interview and ending with the realization that it might be time to find another gig. Many books teach you how to interview for a job or how to manage a project successfully, but only this book helps you handle the baffling circumstances you may encounter throughout your career. Decide what you're worth with the chapter on "The Business" Determine the nature of the miracle your CEO wants with "The Impossible" Give effective presentations with "How Not to Throw Up" Handle liars and people with devious agendas with "Managing Werewolves" Realize when you should be looking for a new gig with "The Itch"

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.