

Peopleware

Productive Projects
and Teams

THIRD EDITION

Tom DeMarco
&
Timothy Lister

Peopleware Productive Projects And Teams

Janet A. Means, Tammy Adams



Peopleware Productive Projects And Teams:

Peopleware Tom DeMarco, Tim Lister, 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 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. **Peopleware** Tom DeMarco, Timothy R. Lister, 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 uninterruptible. **Peopleware** 2nd ed shows you how to cultivate teams that are healthy and productive. The answers aren't easy.

just incredibly successful Peopleware ,2013 **Peopleware** Tom DeMarco,Timothy R. Lister,1987 **Peopleware** Daniele Foster,2014-11-19 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 Manage It! Johanna Rothman,2007-06-07 This book is a reality based guide for modern projects You ll learn how to recognize your project s potholes and ruts and determine the best way to fix problems without causing more problems Your project can t fail That s a lot of pressure on you and yet you don t want to buy into any one specific process methodology or lifecycle Your project is different It doesn t fit into those neat descriptions Manage It will show you how to beg borrow and steal from the best methodologies to fit your particular project It will help you find what works best for you and not for some mythological project that doesn t even exist Before you know it your project will be on track and headed to a successful conclusion Empowering Project Teams Marco Sampietro,Tiziano Villa,2014-02-25 Although project team members play crucial roles in projects they often do not possess the required mastery of project management methodologies As a result dialog between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension Empowering Project Teams Using Project Followership to Improve Performance improves on this situation by presenting the project environment from the perspective of project team members Re interpreting project management methodologies and behaviors using a bottom up approach it explores the application of project followership in the key stages of project management It details the methods and techniques that all project team members need to know and outlines the behaviors they should adopt to be successful in each stage of the project The book is divided into five sections Introduces and explores the basic concepts of project management and project followership Examines project start up the all too often underestimated set of activities that make it possible to make future activities less problematic Highlights the importance of project planning Focuses on execution and control of the project Considers project closure and transfer and explains why this is an ideal time to determine if efforts invested have been rewarded Despite an understanding that project success is directly proportional to the entire team s ability to act as a managerial center of excellence there has long been a need for a book dedicated to the individuals that participate in projects Filling this need this

book is an ideal resource for anyone who regularly works as a member of a project team Complete with case studies in each chapter the book also includes exercises on the topics covered to facilitate understanding **Handbook of Object**

Technology Saba Zamir,1998-12-18 The object oriented paradigm has become one of the dominant forces in the computing world According to a recent survey by the year 2000 more than 80% of development organizations are expected to use object technology as the basis for their distributed development strategies Handbook of Object Technology encompasses the entire spectrum of disciplines and topics related to this rapidly expanding field outlining emerging technologies latest advances current trends new specifications and ongoing research The handbook divides into 13 sections each containing chapters related to that specific discipline Up to date non abstract information provides the reader with practical useful knowledge directly applicable to the understanding and improvement of the reader s job or the area of interest related to this technology Handbook of Object Technology discusses the processes notation and tools for classical OO methodologies as well as information on future methodologies prevalent and emerging OO languages standards and specifications frameworks and patterns databases metrics business objects intranets analysis design tools client server application development environments **Project Management** Harald Meier,Herman Blom, Frank C. Maikranz,Rüdiger Meyer,Torsten Stein, Frank

Weber,2023-10-09 Companies are increasingly developing into dynamic and project oriented organizations Globalization innovations and organizational dynamics require more and more projects and thus a more project oriented corporate organization and management As a rule managers as well as employees already work parallel to their line function in projects or completely from project to project At the same time cross company and especially international value chains lead to the cooperation of cross departmental and intercultural teams For this the specialists and executives need above all knowledge and experience in project management and the corresponding concepts as well as in the special form of cooperation team development and communication Because the most problems in project management are not caused by project goals and methods but by the many different problem solving behavior and attitudes e g between engineers and business people different departments or the different country cultures The international IT project specialist Tom DeMarco puts it in a nutshell in Peopleware Productive Projects and Teams The major problems of our work are not so much technological as socio logical in nature In terms of content here in contrast to traditional professional textbooks not only the technologies are priority but also the social and intercultural aspects of project work The book is aimed equally at students of all disciplines with a focus on managerial and project related work as well as practitioners and entrepreneurs in all private business sectors as well as in NGOs public projects or PPPs as public private partnership Beautiful Teams Andrew Stellman,Jennifer Greene,2009-03-21 What s it like to work on a great software development team facing an impossible problem How do you build an effective team Can a group of people who don t get along still build good software How does a team leader keep everyone on track when the stakes are high and the schedule is tight Beautiful Teams takes you behind the

scenes with some of the most interesting teams in software engineering history You'll learn from veteran team leaders successes and failures told through a series of engaging personal stories and interviews by leading programmers architects project managers and thought leaders This book includes contributions from Tim O'Reilly Scott Berkun Mark Healey Bill DiPierre Andy Lester Keoki Andrus Tom Tarka Auke Jilderda Grady Booch Jennifer Greene Mike Cohn Cory Doctorow Neil Siegel Trevor Field James Grenning Steve McConnell Barry Boehm and Maria H. Penedo Peter Gluck Karl E. Wiegers Alex Martelli Karl Fogel Michael Collins Karl Rehmer Andrew Stellman Ned Robinson Scott Ambler Johanna Rothman Mark Denovich and Eric Renkey Patricia Ensworth Andy Oram Tony Visconti Beautiful Teams is edited by Andrew Stellman and Jennifer Greene veteran software engineers and project managers who have been writing bestselling books for O'Reilly since 2005 including Applied Software Project Management Head First PMP and Head First C#

Facilitating the Project Lifecycle Janet A. Means, Tammy Adams, 2005-08-05 Step by step Facilitating the Project Lifecycle guides the project manager facilitator in making smart choices about when and how to pull key talent together to spell success for the project and ultimately the organization The authors will help you understand the benefits of using facilitated group work sessions to get real work done during a project and get it done better and more efficiently than more traditional individual work approaches In addition the book includes Recommendations for capitalizing on group knowledge to accelerate the building of key project deliverables and ensure their quality as they are built A work session structure for planning delivering and following up facilitated work sessions Guides for building key project deliverables Sample agendas Proven techniques for managing the group dynamics

Fundamentals of Game Development Heather Chandler, Rafael Chandler, 2011-08-24 What is a game The game industry Roles on the team Teams Effective communication Game production overview Game concept Characters setting and story Game requirements Game plan Production cycle Voiceover and music Localization Testing and code releasing Marketing and public relations

Learning Agile Andrew Stellman, Jennifer Greene, 2014-11-12 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 **Managing and Leading Software Projects** Richard E. Fairley, 2011-09-20 The book is organized around basic principles of software project management planning and estimating measuring and controlling leading and communicating and managing risk Introduces software development methods from traditional hacking requirements to code and waterfall to iterative incremental build evolutionary agile and spiral Illustrates and emphasizes tailoring the development process to each project with a foundation in the fundamentals that are true for all development methods Topics such as the WBS estimation schedule networks organizing the project team and performance reporting are integrated rather than being relegated to appendices Each chapter in the book includes an appendix that covers the relevant topics from CMMI DEV v1.2 IEEE ISO Standards 12207 IEEE Standard 1058 and the PMI Body of Knowledge PMI is a registered mark of Project Management Institute Inc **Agile Software Development with Distributed Teams** Jutta Eckstein, 2013-07-15 This is the digital version of the printed book Copyright 2010 All software projects face the challenges of diverse distances temporal geographical cultural lingual political historical and more Many forms of distance even affect developers in the same room The goal of this book is to reconcile two mainstays of modern agility the close collaboration agility relies on and project teams distributed across different cities countries and continents In Agile Software Development with Distributed Teams Jutta Eckstein asserts that in fact agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects Agility is responsiveness to change in other words agile practitioners maintain flexibility to accommodate changing circumstances and results Iterative development serves the learning curve that global project teams must scale This book is not about how to outsource and forget your problems Rather Eckstein details how to carefully select development partners and integrate efforts and processes to form a better product than any single contributor could deliver on his or her own The author de-emphasizes templates and charts and favors topical discussion and exploration Practitioners share experiences in their own words in short stories throughout the book Eckstein trains readers to be change agents to creatively apply the concepts in this book to form a customized distributed project plan for success Topics include Understanding Distributed Development The Productivity Myth Ensuring Conceptual Integrity Trust and Mutual Respect Iterations and Releases Using Features to Steer the Development Effort Team Velocity Virtual Retrospectives Dispersed Synchronization Introducing Agility to Global Projects and much more **Professional Advancements and Management Trends in the IT Sector** Colomo-Palacios, Ricardo, 2012-04-30 While a typical project manager's responsibility and accountability are both limited to a project with a clear start and end date IT managers are responsible for an ongoing ever-changing process for which they must adapt and evolve to stay updated dependable and secure in their field Professional Advancements and Management Trends in the IT Sector offers the latest managerial trends within the field of information technology management By collecting research from experts from around the world in a variety of sectors and levels of technical expertise this volume

offers a broad variety of case studies best practices methodologies and research within the field of information technology management It will serve as a vital resource for practitioners and academics alike

Managing Successful High-tech Product Introduction Brian P. Senese, 2002 CD ROM contains Management software based on Microsoft Access 2000 Document templates

Effective Project Management Robert K. Wysocki, 2010-09-29 Unlock your potential and achieve breakthrough performance in project management If you re looking for a more robust approach to project management one that recognizes the project environment and adapts accordingly then this is the perfect resource It not only guides you through the traditional methods but also covers the adaptive and extreme approaches as well You ll gain an in depth understanding of each one and know exactly when and how to use them You ll also be introduced to the Adaptive Project Framework which arms you with a new project management methodology And with the help of two new case studies you ll be able to put these ideas into practice and experience some of the contemporary nuances of projects This definitive guide to project management shows you how to Take advantage of new variations on traditional project management methods including risk assessment and control Decide the best method for managing specific types of projects by analyzing all of the pros and cons Apply the Adaptive Project Framework to the world of fast paced high change and complex projects Create a war room to successfully manage multiple team projects Determine how project portfolio management approaches can help companies achieve a greater return on investment Utilize all nine Project Management Body of Knowledge PMBOK standards advocated by the Project Management Institute PMI PMBOK and PMI are registered marks of the Project Management Institute Inc

The Wiley Guide to Project Organization and Project Management Competencies Peter W. G. Morris, Jeffrey K. Pinto, 2010-09-23 THE WILEY GUIDE TO Project Organization Project Management Competencies A guide to the human factors in project management knowledge learning and maturity THE WILEY GUIDES TO THE MANAGEMENT OF PROJECTS address critical need to know information that will help professionals successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This third volume in the series covers a range of organizational and people based topics that are occupying the project management world today The essence of project management represents a people challenge the ability to appreciate and effectively employ the competencies of all those who are associated with the project development and delivery process This book explains how you can more successfully manage a project from inception through delivery by learning how to handle critical issues around structure teams leadership power and negotiation and the whole area of competencies The expert contributors also include chapters on global project management knowledge and standards the role of project management associations around the world project management maturity models and other key topics Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series

The Wiley Guide to Project Control The Wiley Guide to Project Program Portfolio Management The Wiley Guide to Project Technology Supply Chain Procurement Management Advances in Computers Marvin Zelkowitz, 2003-08-19 Since 1960 Advances in Computers has chronicled the constantly shifting theories and methods of Information Technology which greatly shapes our lives today This volume the 59th in the series presents two general themes The first 4 papers discuss tool use in developing software how groups work together to produce a product and why the very industries that need them often do NOT adopt such tools The fifth paper addresses a current hardware issue cache coherence As we build faster machines a way to increase performance is to have multiple CPUs working on solving the same problem This requires two or more CPUs to address the same memory at the same time The cache coherence problem is how to allow both machines to access the same memory without stepping on each others toes so that memory gets lost or corrupted In depth surveys and tutorials on new computer technology Well known authors and researchers in the field Broad overview of many important developments Extensive bibliographies with most chapters Four out of 5 chapters focus on software development technology and should appeal to a software development organization or a university course on software development practices

Unveiling the Power of Verbal Beauty: An Mental Sojourn through **Peopleware Productive Projects And Teams**

In a global inundated with screens and the cacophony of immediate connection, the profound energy and emotional resonance of verbal artistry usually diminish in to obscurity, eclipsed by the regular barrage of noise and distractions. However, nestled within the lyrical pages of **Peopleware Productive Projects And Teams**, a fascinating perform of fictional elegance that pulses with natural feelings, lies an memorable trip waiting to be embarked upon. Composed by way of a virtuoso wordsmith, that mesmerizing opus courses readers on a psychological odyssey, softly revealing the latent possible and profound affect stuck within the delicate web of language. Within the heart-wrenching expanse of the evocative evaluation, we will embark upon an introspective exploration of the book is central subjects, dissect its charming publishing style, and immerse ourselves in the indelible effect it leaves upon the depths of readers souls.

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