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# Peopleware Productive Projects And Teams Tom Demarco

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The Design of Design: Essays from a Computer Scientist

Software for Your Head

The Effective Engineer

Hiring the Best Knowledge Workers, Techies & Nerds

Impact of Noise on People

Software State-of-the-art

Waltzing with Bears

The Manager's Path

Managing Teams

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Adrenaline Junkies and Template Zombies

Dinosaur Brains

Fourteen Observations of Good Scrum Practice

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Facts and Fallacies of Software Engineering

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## **RIOS PEARSON**

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**The Design of  
Design: Essays from  
a Computer Scientist**  
Gildan Media LLC aka  
G&D Media  
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.

*Software for Your Head*  
Crown Currency

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!”--CORNE LIA 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  
The Effective Engineer  
Pearson Education  
This is the digital version of the printed book (Copyright © 2004). Proven Methods for Attracting, Interviewing, and Hiring Technical Workers Good technical people are the foundation on which successful high technology organizations are built. Establishing a good

process for hiring such workers is essential. Unfortunately, the generic methods so often used for hiring skill-based staff, who can apply standardized methods to almost any situation, are of little use to those charged with the task of hiring technical people. Unlike skill-based workers, technical people typically do not have access to cookie-cutter solutions to their problems. They need to adapt to any situation that arises, using their knowledge in new and creative ways to solve the problem at hand. As a result, one developer, tester, or technical manager is not interchangeable with another. This makes hiring technical people one of the most critical and difficult processes

a technical manager can undertake. Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets & Science of Hiring Technical People takes the guesswork out of hiring and diminishes the risk of costly hiring mistakes. With the aid of step-by-step descriptions and detailed examples, you'll learn how to write a concise, targeted job description source candidates develop ads for mixed media review résumés quickly to determine Yes, No, or Maybe candidates develop intelligent, nondiscriminatory, interview techniques create fool-proof phone-screens check references with a view to reading between the lines extend an offer that will attract a win-

win acceptance or tender a gentle-but-decisive rejection and more An effective hiring process is crucial to saving an organization the costs and consequences of a bad hiring decision. Not only is a bad hire costly in terms of recruiting expenses and the time spent hiring, it can also bog down or derail projects that may already be running late. You, your team, and your organization will live with the long-term consequences of your hiring decision. Investing time in developing a hiring strategy will shorten your decision time and the ramp-up time needed for each new hire. Technical leaders, project and program managers, and anyone putting together a

team of technical workers will greatly benefit from this book.

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

Dorset House Publishing Company, Incorporated  
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.

Impact of Noise on

People Pearson

Education

Git is the version control system developed by Linus Torvalds for Linux kernel development. It took the open source world by storm since its inception in 2005, and is used by small development shops and giants like Google, Red Hat, and IBM, and of course many open source projects. A book by Git experts to turn

you into a Git expert

Introduces the world of distributed version control Shows how to build a Git development workflow

Software State-of-the-art IT Revolution

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.

**Waltzing with Bears**

Down East Books

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

*The Manager's Path*  
Pearson Education

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.

#### Managing Teams

Addison-Wesley  
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.

#### Soft Skills Apress

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.

#### Management

Consultancy "O'Reilly Media, Inc."

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.

#### Artful Making Addison-Wesley

Fourteen Observations of Good Scrum Practice is based on my years of practical experience applying Scrum in a variety of domains for a number of different teams - from small start-ups to companies that create products regulated by the FDA. The observations contained in this guide are a collection of the common patterns discovered through trial-and-error that made each of these teams and organizations

successful with Scrum. Adrenaline Junkies and Template Zombies Oxford University Press 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 uninterrupted Peopleware are, 2nd ed. shows you how to cultivate teams that are healthy and productive. The answers aren't easy -- just incredibly successful. *Dinosaur Brains* Effective Bookshelf 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.

### **Fourteen Observations of Good Scrum Practice**

Addison-Wesley  
For any software developer who has spent days in “integration hell,” cobbling together myriad software components, Continuous Integration:

Improving Software Quality and Reducing Risk illustrates how to transform integration from a necessary evil into an everyday part of the development process. The key, as the authors show, is to integrate regularly and often using continuous integration (CI) practices and techniques. The authors first examine the concept of CI and its practices from the ground up and then move on to explore other effective processes performed by CI systems, such as database integration, testing, inspection, deployment, and feedback. Through more than forty CI-related practices using application examples in different languages, readers learn that CI leads to more rapid

software development, produces deployable software at every step in the development lifecycle, and reduces the time between defect introduction and detection, saving time and lowering costs. With successful implementation of CI, developers reduce risks and repetitive manual processes, and teams receive better project visibility. The book covers How to make integration a “non-event” on your software development projects How to reduce the amount of repetitive processes you perform when building your software Practices and techniques for using CI effectively with your teams Reducing the risks of late defect discovery, low-quality software, lack of

visibility, and lack of deployable software Assessments of different CI servers and related tools on the market The book's companion Web site, [www.integratebutton.com](http://www.integratebutton.com), provides updates and code examples. *Peopleware* Stanford University Press Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing

development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers,

producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum’s goals, roles, and practices in the context of game development Communicating and planning your game’s vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks—even daily Helping all team participants succeed in their roles

Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio’s current processes Increasingly, game developers and managers are recognizing that things can’t go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development. *Slack* Pearson Education



In industry after industry, workplace teams have proven their value in achieving both quality and productivity goals. But for teams to succeed, management must lay the groundwork. *Managing Teams* provides methods and checklists to determine if teams are right for your business; improvements you should expect--and not expect--from teams; and more. Interviews with HR professionals who have successfully instituted teams give you real stories from the front lines. *Managing Teams* will provide the support and confidence you need to initiate and manage workplace teams, evaluate the success of those teams, and get your employees working in

a coordinated, disciplined manner. *Software Project Survival Guide* Apress Most people have experienced--at least once in their lives--the incomparable thrill of being part of a great team effort. They can remember the unity of purpose they experienced, the powerful passion that inspired them, and the incredible results they achieved. People who have been on a great team can attest that the difference between being on a team with a shared vision and being on a team without one is the difference between joy and misery. In 1996, Jim and Michele McCarthy, after successful careers leading software development teams at Microsoft and

elsewhere, set out to discover a set of repeatable group behaviors that would always lead to the formation of a state of shared vision for any team. They hoped for a practical, communicable, and reliable process that could be used to create the best possible teams every time it was applied. They established a hands-on laboratory for the study and teaching of high-performance teamwork. In a controlled simulation environment, their principle research and teaching effort--the McCarthy Software Development BootCamp--challenged dozens of real-world, high-tech teams to produce and deliver a product. Teams were given a product

development assignment, and instructed to form a team, envision the product, agree on how to make it, then design, build, and ship it on time. By repeating these simulations time after time, with the new teams building on the learning from previous teams, core practices emerged that were repeatedly successful. These were encoded as patterns and protocols. *Software for Your Head* is the first publication of the most significant results of the authors' unprecedented five-year investigation into the dynamics of contemporary teams. The information in this book will provide a means for any team to create for itself a compelling state of shared vision.

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**The Pragmatic  
Programmer** McGraw

Hill 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.

*Facts and Fallacies of  
Software Engineering*

Addison-Wesley  
Professional

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.

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