

Peopleware

Productive Projects
and Teams

THIRD EDITION

Tom DeMarco
&
Timothy Lister

Peopleware Productive Projects And Teams

Mario Crameri, Uwe Heck



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, 2013 **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** 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 **Team-Mind und Teamleistung** Joachim Hasebrook, Benedikt Hackl, Sibyll Rodde, 2020-03-10

Wie können Teams den Erfolg von Organisationen steigern Wann schaffen Mitarbeiter in Teams wirklich mehr als alleine Entscheiden Teams ausgewogener als Einzelne Führt eine gute Teamatmosphäre wirklich zu mehr Leistung Können Roboter und Künstliche Intelligenz zu Teamkollegen werden Aus der Wissenschaft für die Praxis gibt dieses inhaltlich breit aufgestellte Buch fundierte richtungsweisende und praxisnahe Antworten auf Fragen zum Thema Team Basierend auf aktuellen Erkenntnissen der Sozial Arbeits und Neuropsychologie zeigen die Autoren an vielen praxisrelevanten Beispielen und anhand von Interviews mit erfahrenen Managern aus Spitzensport Wirtschaft Militär und Wissenschaft wie Teamführung in Organisationen sinnvoll umgesetzt wird und Teams erfolgreich agieren können Erfahren Sie wie auch Sie in Ihrer Organisation oder in Ihrem Team die gesamte Teamleistung dauerhaft steigern können Zielgruppen Alle die selbst in Teams arbeiten z B Teamleiter in Dienstleistung Verwaltung oder Industrie Mitarbeiter in teamorientierten Organisationen Vorgesetzte und Aufsichtsräte Manager und Teamverantwortliche Alle die Voraussetzungen für Teamarbeit verbessern wollen z B Strategie und Managementberater Ingenieure für im Team verwendete Maschinen Architekten von Arbeitsräumen Designer von Arbeitsumgebungen Forscher an Hochschulen und in Unternehmen **Team Topologies** Matthew Skelton, Manuel Pais, 2023-11-28

Mit gut geplanten Teamstrukturen die Softwareentwicklung nachhaltig beschleunigen International richtungsweisende Methode um leistungsfähige Teams zu formen Anwendbares Praxiswissen Wie Sie funktionierende Teamgrenzen bestimmen und Team APIs entwerfen Kombiband Enthält neben dem Hauptwerk Team Topologies das Workbook zur Interaktion verteilter arbeitender Teams Effektive Softwareteams sind für jedes Unternehmen unerlässlich um kontinuierlich und nachhaltig Werte zu schaffen Team Topologies ist ein praktisches schrittweise anpassbares Modell für die Gestaltung von Organisationen und die Interaktion von Teams Es basiert auf vier Teamtypen und drei Formen der Teaminteraktion und versteht Teams als entscheidenden Faktor der Wertschöpfung Mit der technologischen und

organisatorischen Reife einer Organisation werden sich Teamstrukturen und Kommunikationswege kontinuierlich weiterentwickeln Im Bestseller Team Topologies pr sentieren die IT Berater Matthew Skelton und Manuel Pais eine grundlegende Weiterentwicklung des Organisationsdesigns f r die Entwicklung von Software Anhand von Fallstudien und Beispielen aus der Industrie beschreiben sie eine klar definierte Vorgehensweise f r die Interaktion und das Zusammenwirken von Teams Ihre Methode tr gt entscheidend dazu bei die Architektur von Software klarer und nachhaltiger zu gestalten und Probleme zwischen Teams in wertvolle Signale f r eine sich selbst lenkende Organisation zu verwandeln Verstehen Sie das Conway sche Gesetz und seine Bedeutung Vereinfachen Sie mit vier Teamtypen die Organisation moderner Softwareteams Gestalten Sie Teamgrenzen und APIs und reduzieren Sie die kognitive Belastung Ihrer Entwicklungsteams Verbessern Sie durch drei Formen der Interaktion die Bereitstellung von Software Nutzen Sie den Betrieb der Software als sensorischen Input zur Selbststeuerung Ihrer Organisation

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

Lean Project Management - Wie man den Lean-Gedanken im Projektmanagement einsetzen kann Rainer Erne, 2019-10-17 Dieses Buch zeigt wie die Prinzipien des Lean Managements auf das Projektmanagement übertragen werden und wie einige typische Probleme des Projektmanagements damit gelöst werden können Der Autor beschreibt zunächst theoretisch fundiert worum es sich beim Projektmanagement handelt und erläutert dessen Aufgaben und Methoden sowie dessen Grenzen Er beschreibt weiterhin wie der Lean Gedanke entstanden ist und leitet daraus fünf Grundsätze ab die auch auf das Projektmanagement übertragbar sind Entlang dieser Prinzipien beleuchtet der Autor anschließend typische aktuelle Herausforderungen des Projektmanagements und zeigt auf wie diese Herausforderungen durch Grundsätze des Lean Project Managements bewältigbar sind Dabei bleibt er nicht auf der Ebene von Grundsätzen stehen sondern beschreibt konkrete Aufgaben und Werkzeuge die vor allem für erfahrene Praktiker des Projektmanagements eine Hilfestellung sein sollen

Erfolgreiches IT-Management in der Praxis Mario Crameri, Uwe Heck, 2010-05-30 Dieses Buch liefert angehenden und erfahrenen IT Managern sowie Master Studenten der Wirtschaftswissenschaften umfassendes und aktuelles Praxis Know how zur Bearbeitung der Dringlichkeitsthemen eines CIO Auf dessen Agenda stehen derzeit Punkte wie die optimale Ausrichtung der IT an das Business die objektive Darstellung des Geschäftsnutzens aus dem Einsatz von IT oder der effektive Umgang mit der Komplexität Diese und weitere Themen werden anhand von Praxisbeiträgen beleuchtet

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

Succeeding with Agile Mike Cohn, 2010 Proven 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive realistic actionable guide to starting fast with Scrum and agile and then succeeding over the long haul Leading agile consultant and practitioner Mike Cohn presents detailed recommendations powerful tips and real world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum Cohn covers every facet of the transition getting started helping individuals transition to new roles structuring teams scaling up working with a distributed team and finally implementing effective metrics and continuous improvement Throughout Cohn presents Things to Try Now sections based on his most successful advice Complementary Objection sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns Coverage includes Practical ways to get started immediately and get good fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing improvement communities of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self organizing teams Making the most of Scrum sprints planning and quality techniques Scaling Scrum to distributed multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR facilities and project management Whether you've completed a few sprints or multiple agile projects and whatever your role manager developer coach ScrumMaster product owner analyst team lead or project lead this book will help you succeed with your very next project Then it will help you go much further It will help you transform your entire development organization

The Wiley Guide to Project Organization and Project Management Competencies Peter W. G. Morris, Jeffrey K. Pinto, 2007-09-21 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

Beautiful Teams Andrew Stellman, Jennifer Greene, 2009-03-21 What is 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 Wieggers 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#*

Cybernetic Approach to Project Management Bogdan Lent, 2014-07-08 This book attempts to reflect the project reality as closely as possible covering the ISO 21500 2012 standard that has just been introduced and the benefits from the best contributions worldwide and also providing the concise yet powerful tool box It shall be easy to use and intuitively supportive of project managers So far evidence indicates that these targets are successfully met One of its key recognitions and in consequence a distinctive feature of this book is the impact that the project manager's personality has on the fate of the project The project manager's successful self management in work life and in leadership processes should be considered as important in any endeavor as all other project management processes covered by the new standards and guidelines

Master of Science in Project Management - City of London College of Economics - 10 months - 100% online / self-paced City of London College of Economics, Overview A MScPM or Master of Science in Project Management is a degree that will prepare you for a role as Senior Project Manager Director Project Management Content Building the action plan

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Selbstorganisierte Teams führen Siegfried Kaltenecker, 2018-02-15 Die besten Architekturen Anforderungen und Entwürfe entstehen durch selbstorganisierte Teams behauptet das Agile Manifest Diese Behauptung wirft einige Fragen auf Wie sehen solche Teams aus Welche Form der Führung brauchen sie Und wie kann diese so umgesetzt werden dass sie Selbstorganisation fördert Dieses Buch bietet praxisorientierte Antworten auf all diese Fragen Siegfried Kaltenecker beschreibt wie Führung in einem sich selbstorganisierenden Umfeld funktioniert und gibt viele Hinweise wie die eigenen Führungskompetenzen ausgebaut werden können Er führt in die Grundlagen und die Grundwerte selbstorganisierter Teams ein Commitment Einfachheit Respekt und Mut Anhand von konkreten Fallbeispielen aus der Lean und agilen Welt beschreibt er sodann ausführlich die handlungsleitenden Kernkompetenzen Fokussieren Designen Moderieren und Verändern Für jede Kompetenz hat er konkrete Werkzeuge parat wie z.B. Kunden Radar visuelles Arbeitsmanagement bescheidenes Befragen oder Feedback Planer mit denen der Leser die Umsetzung in der Praxis nachvollziehen kann Sie erfahren in diesem Buch wie interdisziplinäre Führung und geteilte Managementverantwortung in der Praxis gelebt werden können und erhalten darüber hinaus viele Anregungen um Ihre eigenen Skills gezielt zu erweitern Die 2. Auflage wurde um neue Werkzeuge z.B. Wertstromanalyse Design Thinking Delegation Board oder Klärungsgespräch und weitere Fallbeispiele zur agilen Teamführung ergänzt

Succeeding in the Project Management Jungle Doug Russell, 2011-03-08 Despite the investment of time and money companies are struggling to ensure their projects succeed In his innovative book author Doug Russell shows readers how the people-centric TACTILE Management™ system maximizes an organization's current processes by cutting through the technical weeds to emphasize individual skills and the value of collaboration Using the seven characteristics of high performance project teams transparency accountability communication trust integrity leadership and execution *Succeeding in the Project Management Jungle* teaches readers how to take project teams out of their functional silos and transform them into a powerful integrated force balance the expectations of customers management and project teams with the technical requirements of cost schedule and performance avoid or minimize possible pitfalls and much more With countless man hours clocked and billions of dollars spent every year on project tools companies can't afford the astonishingly slow success rate of most businesses endeavors This phase by phase project guide shows readers how to apply invaluable people soft skills in real life situations to ensure every phase of the project cycle is a success

The Fast Forward MBA in Project Management Eric

Verzuh,2011-01-11 An updated and revised edition of a bestselling guide to project management The first edition of The Fast Forward MBA in Project Management sold over 100 000 copies and has been widely adopted in university courses and corporate training programs around the world The book teaches the basic methods for defining planning and tracking a project as well as techniques for leading and building strong project teams This new edition includes Downloadable customizable project management forms Study aids for passing the popular Project Management Professional certification exam Guidelines for building high performance project teams New examples of project management at work in the 21st century Eric Verzuh Seattle WA is certified by the Project Management Institute and is President of The Versatile Company which delivers project management training and consulting services to such companies as Adobe Systems Inc GE Lockheed Martin Nordstrom and the United States Postal Service He is also the author of The Portable MBA in Project Management 0 471 26899 2 from Wiley

Embedded Systems Architecture Tammy Noergaard,2012-12-31 Embedded Systems Architecture is a practical and technical guide to understanding the components that make up an embedded system s architecture This book is perfect for those starting out as technical professionals such as engineers programmers and designers of embedded systems and also for students of computer science computer engineering and electrical engineering It gives a much needed big picture for recently graduated engineers grappling with understanding the design of real world systems for the first time and provides professionals with a systems level picture of the key elements that can go into an embedded design providing a firm foundation on which to build their skills Real world approach to the fundamentals as well as the design and architecture process makes this book a popular reference for the daunted or the inexperienced if in doubt the answer is in here Fully updated with new coverage of FPGAs testing middleware and the latest programming techniques in C plus complete source code and sample code reference designs and tools online make this the complete package Visit the companion web site at <http://booksite.elsevier.com/9780123821966> for source code design examples data sheets and more A true introductory book provides a comprehensive get up and running reference for those new to the field and updating skills assumes no prior knowledge beyond undergrad level electrical engineering Addresses the needs of practicing engineers enabling it to get to the point more directly and cover more ground Covers hardware software and middleware in a single volume Includes a library of design examples and design tools plus a complete set of source code and embedded systems design tutorial materials from companion website

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