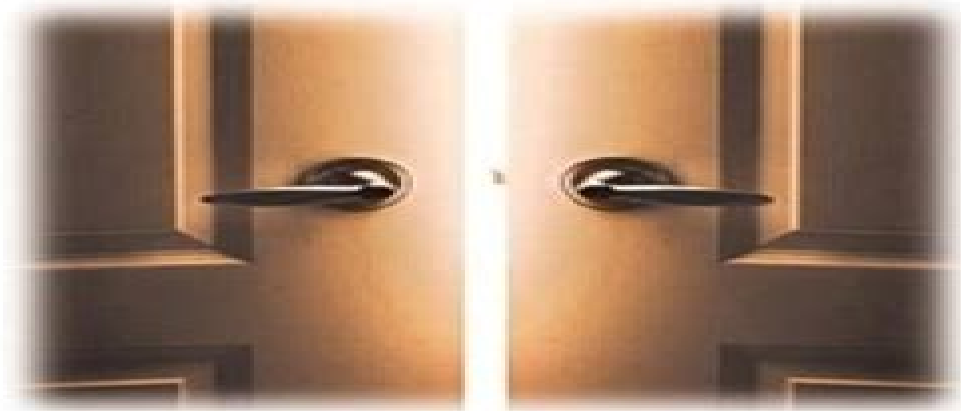# Behind Closed Doors

Secrets
of Great
Management

Johanna Rothman
Esther Derby

Behind Closed Doors Secrets Of Great Management Pragmatic Programmers

Dave Hendricksen

Behind Closed Doors Secrets Of Great Management Pragmatic Programmers:

Behind Closed Doors Johanna Rothman,Esther Derby,2005-09-19 Great management is difficult to see as it occurs It s possible to see the results of great management but it s not easy to see how managers achieve those results Great management happens in one on one meetings and with other managers all in private It s hard to learn management by example when you can t see it You can learn to be a better manager even a great manager with this guide You ll follow along as Sam a manager just brought on board learns the ropes and deals with his new team over the course of his first eight weeks on the job From scheduling and managing resources to helping team members grow and prosper you ll be there as Sam makes it happen You ll find powerful tips covering Delegating effectively Using feedback and goal setting Developing influence Handling one on one meetings Coaching and mentoring Deciding what work to do and what not to do and more Full of tips and practical advice on the most important aspects of management this is one of those books that can make a lasting andimmediate impact on your career **Die Kunst der agilen Entwicklung** James Shore,2023-01-04 US Bestseller in 2 Auflage ein Muss f r jeden der mit oder in einem Softwareentwicklungsteam arbeitet leicht zu lesen pragmatisch und umfassend von den agilen Grunds tzen bis hin zu Details bei der agilen Softwareentwicklung hoher Praxisbezug durch zahlreiche Tipps und Fallbeispiele geeignet f r neu startende Projekte und auch bestehende Teams Um agile Entwicklung zu meistern m ssen Sie im Team lernen unz hlige M glichkeiten von Moment zu Moment zu bewerten und intuitiv die beste Vorgehensweise auszuw hlen Dieses Buch beschreibt umfassend und praxisorientiert die Grundlagen Methoden und Praktiken agiler Softwareentwicklung James Shore gibt wertvolle Ratschl ge f r den Projektstart inkrementellen Entwurf Continuous Integration iterative Planung und testgetriebene Entwicklung sowie die Bereitstellung und Refactoring von Software die aus ber zwei Jahrzehnten Erfahrung mit Agilit t stammen Er bringt den State of the Art aus Extreme Programming Scrum Lean DevOps und mehr in ein zusammenh ngendes Ganzes und vermittelt dar ber hinaus dass Agilit t zu meistern auch bedeutet in Abh ngigkeit von Projektgegebenheiten und der Organisation in der Software entwickelt wird Praktiken anzupassen Diese 2 Auflage ist vollst ndig berarbeitet und von Grund auf neu geschrieben worden und ber cksichtigt dabei die Weiterentwicklung auf dem Gebiet der agilen Entwicklung der letzten 14 Jahre Neu aufgenommen wurden Themen wie agile Skalierung DevOps die Arbeit mit Remote Teams sowie das Agile Fluency Model zur Einf hrung und Anpassung von Agilit t an die Bed rfnisse des Unternehmens **Responsive Web Design Toolkit** Ken Tabor,2015-09-16 Responsive Web Design Toolkit Hammering Websites into Shape focuses on the nuts and bolts of responsive web design showing you how to better build and how to debug websites that use the responsive technique This book guides you through the technology that programmers use to build test and debug responsive websites Covering what engineers do how localhost can help and DIY testing this book shows technically minded designers how to create digital objects that lead to shorter development times quicker testing cycles and more insight into users and their mobile devices

ultimately leading to better products **Agile Testing** Lisa Crispin,Janet Gregory,2009 Crispin and Gregory define agile testing and illustrate the tester s role with examples from real agile teams They teach you how to use the agile testing quadrants to identify what testing is needed who should do it and what tools might help The book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing

Practical Ways to Lead an Innovative Organization Johanna Rothman,2020-10-30 Would you like your organization to innovate more Start with your management practices You might never have seen innovation in management You are not alone Learn to create an environment where people can innovate See how to use the organization s purpose to manage for better outcomes Free people to work better and faster Based on research and backed up by personal stories you ll see how modern managers practice innovation Through questions and stories learn how you can Create management teamwork at all levels Reduce management decision time Manage for effectiveness to promote innovation Plan by value Welcome experiments and learn from them Move from change management to embracing change And much more With its question and myth each chapter offers you options to rethink how you can create management innovation Change your practices and free the people to deliver better outcomes Become a modern manager Learn to lead an innovative organization **Manage It!** ·· Johanna Rothman,2008-10 2008 Jolt Award Productivity Winner **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

Kanban für die Softwareentwicklung Thomas Epping,2011-08-21 Dieses Buch behandelt das Vorgehensmodell Kanban und seinen Einsatz in Softwareentwicklungsprojekten Es bietet einen schnellen und in sich geschlossenen berblick ber die Grundlagen von Kanban sowie die Werte und Elemente die Kanban charakterisieren Ein praktischer Teil enth lt Beispiele f r konkrete Techniken die sich f r den Einsatz mit Kanban eignen ein eigenes Kapitel ist einem Erfahrungsbericht aus der Praxis gewidmet Dabei wird Kanban durchg ngig und abwechslungsreich aus dem Blickwinkel typischer Phasen und Rollen in einem Softwareentwicklungsprojekt Requirements Engineering Entwicklung Qualit tssicherung und Projektmanagement beleuchtet Das Buch endet mit Grundgedanken zu der Einf hrung von Kanban Zur Vertiefung der angesprochenen Themen enth lt jedes Kapitel Hinweise auf weiterf hrende Literatur The Art of Agile Development James Shore,Shane Warden,2021-10-12 Most companies developing software employ something they call Agile But there s widespread misunderstanding of what Agile is and how to use it If you want to improve your software development team s

agility this comprehensive guidebook s clear concrete and detailed guidance explains what to do and why and when to make trade offs In this thorough update of the classic Agile how to guide James Shore provides no nonsense advice on Agile adoption planning development delivery and management taken from over two decades of Agile experience He brings the latest ideas from Extreme Programming Scrum Lean DevOps and more into a cohesive whole Learn how to successfully bring Agile development to your team and organization or discover why Agile might not be for you This book explains how to Improve agility create the conditions necessary for Agile to succeed and scale in your organization Focus on value work as a team understand priorities provide visibility and improve continuously Deliver software reliably share ownership decrease development costs evolve designs and deploy continuously Optimize value take ownership of product plans budgets and experiments and produce market leading software **Hiring Geeks That Fit** Johanna Rothman,2013-02-15 Do you want to hire great people Not sure how Read this book Knowledge workers your geeks are different from skill based staff So you should hire them differently You need to analyze your situation determine the problems you have understand your culture and then you can hire the right kinds of people Cultural fit is critical because we rarely fire people based on technical skill But we frequently fire them because of that elusive fit And that s an expensive proposition Hiring great geeks forces you to recognize and match culture non technical qualities preferences and skills and finally technical skills These people will adapt their knowledge to your specific situation the context They are the sum of both what they know and how they apply that knowledge to the product 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 or team can undertake Hiring Geeks That Fit takes the guesswork out of hiring and reduces the risk of costly hiring mistakes You ll learn how to Develop a hiring strategy so you know how to solve your problem Analyze the job so the job description and ad falls out of the analysis I Source candidates using a variety of approaches including LinkedIn and Twitter Develop effective ads for different mediums Review resumes quickly to determine Yes No or Maybe candidates Develop behavior description questions and auditions Create phone screens that help you know who to bring in for an in person interview Make the most of an in person interview Check references Extend an offer that will attract a win win acceptance or tender a gentle but decisive rejection Create a great first day experience for new hires Learn how to create a buddy system to decrease the cost of a new hire What to do if you can t find someone You your team and your organization will live with the long term consequences of your hiring decision Investing the time for you and your team in how to hire and interview will pay off fast This book was written and produced entirely by the author We are proud to be distributing it *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 **12 Essential Skills for Software Architects** Dave Hendricksen,2012 Master the Crucial Non Technical Skills Every Software Architect Needs Thousands of software professionals have the necessary technical qualifications to become architects but far fewer have the crucial non technical skills needed to get hired and succeed in this role In today s agile environments these soft skills have grown even more crucial to success as an architect For many developers however these skills don t come naturally and they re rarely addressed in formal training Now long time software architect Dave Hendricksen helps you fill this gap supercharge your organisational impact and quickly move to the next level in your career In 12 Essential Skills for Software Architects Hendricksen begins by pinpointing the specific relationship personal and business skills that successful architects rely upon Next he presents proven methods for systematically developing and sharpening every one of these skills from negotiation and leadership to pragmatism and vision From start to finish this book s practical insights can help you get the architect position you want and thrive once you have it The soft skills you need and a coherent framework and practical methodology for mastering them Relationship skills Leadership politics gracious behavior communication negotiation Personal skills Context switching transparency passion Business skills Pragmatism vision business knowledge innovation **Land the Tech Job You Love** Andy Lester,2009-08-04 You ve got the technical chops the skills to get a great job doing what you love Now it s time to get down to the business of planning your job search focusing your time and attention on the job leads that matter and interviewing to wow your boss to be Land the tech job you love As a techie you have a tougher time finding and winning the right job Companies are more demanding Just like you your competition is smart tech savvy and resourceful Cookie cutter job hunting skills aren t enough Land the Tech Job You Love gives you the background and the hard won wisdom to leapfrog those who play by the old rules You ll learn how to find the job you want that fits you and your employer You ll uncover the hidden jobs that never make it into the classifieds or Monster You ll start making and maintaining the connections that will drive your future career moves Create a resume by understanding the hiring manager not by archaic conventional wisdom Write cover letters that sell your background Assemble a portfolio of work and rethink the interview to

show not tell that you are the best person for the job Land the Tech Job You Love pulls no punches It s peppered with real life stories about what works and hilarious tales of what doesn t It lays out the details for what gets you an interview and gets you hired in a job in the technical world that makes you happy Venkat Subramaniam,Andy Hunt,2007-12 2007 Software Develompent Jolt Award Productivity Award **From Chaos to Successful Distributed Agile Teams** Johanna Rothman,Mark Kilby,2019-03 Distributed agile teams have a terrible reputation They don t deliver on time and too often they don t deliver what the customer needs However most agile teams have at least one remote team member And agile approaches are here to stay Don t blindly apply agile practices designed for collocated teams Instead learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team Use the tips and traps to help your team succeed Leave the chaos of virtual teams behind See how to help your distributed team succeed **Creating Great Teams** Sandy Mamoli,David Mole,2015-11-11 People are happiest and most productive if they can choose what they work on and who they work with Self selecting teams give people that choice Build well designed and efficient teams to get the most out of your organization with step by step instructions on how to set up teams quickly and efficiently You ll create a process that works for you whether you need to form teams from scratch improve the design of existing teams or are on the verge of a big team re shuffle Discover how New Zealand s biggest e commerce company completely restructured their business through Self Selection In the process find out how to create high performing groups by letting people self organize into small cross functional teams Step by step guides easy to follow diagrams practical examples checklists and tools will enable you to run a Self Selection process within your organization If you re a manager who wants to structure your organization into small teams you ll discover why Self Selection is the fastest and safest way to do so You ll prepare for and organize a Self Selection event and make sure your Self Selection participants and fellow managers are on board and ready If you re a team member you ll discover what it feels like to be part of a Self Selection process and what the consequences are for your daily work You ll learn how to influence your colleagues and bosses to be open to the idea of Self Selection You ll provide your manager with a plan for how to facilitate a Self Selection event and with evidence that the system works If you re feeling the pain and chaos of adding new people to your organization or just want to ensure that your teams have the right people with the right skills Self Selection will help you create the effective teams you need **Charting the Course** Robert Sabourin,2024-03-29 Turbulent development projects experience daily changes in requirements Keeping your testing efforts on track while reacting to rapidly shifting priorities technologies and user needs can often feel nearly insurmountable Charting the Course Coming up with Great Test Ideas Just in Time equips you with effective techniques to implement software testing in chaotic environments You will learn practical dynamic test planning and scheduling along with exploratory scripted automated and performance testing which can be successfully and systematically implemented in various contexts This book focuses on generating a wide variety of relevant and powerful

testing ideas that can be applied to real projects using Agile Iterative Waterfall or Hybrid development environments Readers will explore The foundation for thousands of potentially relevant testing ideas Test ideas oriented toward software capabilities based on expected functionality Test ideas based on usage scenarios addressing user needs Test ideas based on failure modes challenging software design and environment dependencies Numerous non functional software attributes that pose a risk to software value Creative testing ideas that uncover significant bugs through lateral thinking Additional sources of important test ideas including Business Rules Combinations States Data Environments Unit Tests Taxonomies Test Oracles Creative Ideas Path Test Ideas Boundary Test Ideas Automation Test Ideas and Regression Test Ideas Formulating charters to guide and direct software testing efforts Enjoy Charting the Course and learn how to achieve exceptional testing outcomes even in the most challenging and chaotic contexts **12 More Essential Skills for Software Architects** Dave Hendricksen,2014-08-22 Master The Crucial Technical Skills Every Software Architect Needs To succeed as a software architect you must master both technical skills and soft skills Dave Hendricksen illuminated the soft skills in his highly regarded 12 Essential Skills for Software Architects Now in 12 More Essential Skills for Software Architects he turns to the technical side Drawing on his decades of experience Hendricksen organizes technical skills into three areas PROJECT SKILLS driving projects from ideation through delivery TECHNOLOGY SKILLS building buying and or leveraging the right technologies VISIONARY SKILLS realizing an architectural vision that improves long term competitiveness He helps you develop and sharpen these key technical skills from conceptualizing solutions to developing platforms and governance and from selecting technology innovations to infusing architectures with an entrepreneurial spirit This guide reveals the technical skills you need and provides a coherent framework and practical methodology for mastering them Taken together Hendricksen s two books offer the most complete practical pathway to excellence in software architecture They ll guide you through every step of your architecture career from getting the right position to thriving once you have it Essential Architect Skills Visionary Skills Entrepreneurial Execution Technology Innovation Strategic Roadmapping Technology Skills Governance Platform Development Know how Architectural Perspective Project Skills Estimation Partnership Discovery Management Conceptualization Dave Hendricksen is a big data architect for Thomson Reuters where he works closely with the firm s new product development teams to create innovative legal products for large scale online platforms such as Westlaw com Hendricksen presented Designing and Building Large Scale Systems in an Agile World at Carnegie Mellon University s influential Software Engineering Institute **Pensamento e aprendizado pragmático** Andy Hunt,2019-07-31 O desenvolvimento de software acontece em sua cabe a N o em um editor ou uma IDE Voc j sabe como trabalhar com ferramentas de software e hardware mas e quanto ao seu pr prio c rebro Aprender novas habilidades e novas tecnologias essencial para sua carreira e tudo isso est na sua cabe a preciso uma abordagem pragm tica para o pensamento e aprendizado preciso refatorar seu c rebro Neste livro Andy Hunt explica como nosso c rebro est conectado e como tirar

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