



Peopleware

Productive Projects
and Teams

THIRD EDITION

Tom DeMarco
&
Timothy Lister

Peopleware Productive Projects And Teams 3rd Edition

Geri E. McArdle



Peopleware Productive Projects And Teams 3rd Edition:

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. *Training Design and Delivery, 3rd Edition* Geri E. McArdle, 2015-05-18 Develop training content that adheres to today's demanding standards. Master trainer Geri McArdle's refresh of *Training Design and Delivery* makes accessible the proven principles and tools that countless trainers rely on. Her third edition highlights new training delivery systems that have had an immediate and far-reaching impact on training. More importantly, it hones in on their technologies. McArdle has substantially added to the section on delivery and provides new chapters on project management and international training. This simple single source guide to developing and implementing training belongs on the bookshelf of every trainer. In this book, you will learn: What it takes to meet standards of training design, development, and delivery. How to use a multistep training program design tool to create a training module and

program Which tools and techniques to use to open conduct and close a training *Wien wartet auf Dich!* Tom DeMarco, Tim Lister, 2014-01-16 Wien wartet auf Dich Peopleware in deutscher Übersetzung Der Klassiker in der dritten Auflage mit sechs neuen Kapiteln Viele Tipps wie Produkte mehr Qualität erhalten und formale Vorgehensweisen aufgelockert werden Hilfreiche Empfehlungen wie man Teams pflegt die gesund und produktiv sein sollen Nur wenige Computerbücher haben eine so tiefgreifende Wirkung auf das Software Management wie Peopleware Denn in diesem langjährigen Bestseller wird ganz klar dargestellt dass die wesentlichen Probleme in der Software Entwicklung nicht technischer sondern menschlicher Natur sind und das sind nur selten triviale Probleme Aber wenn Sie sie lösen maximieren Sie die Erfolgchancen Ihrer Projekte Für diese dritte Auflage haben die Autoren sechs neue Kapitel geschrieben und andere bearbeitet um sie auf den Stand der heutigen Herausforderungen zu bringen So behandelt das Buch zum Beispiel Management Pathologien die bislang nicht als Pathologien wahrgenommen wurden Auch eine neue Kultur für Meetings wird angesprochen oder hybride Teams die aus Mitarbeitern zusammengestellt werden die aus unterschiedlichen Generationen stammen Und die Autoren diskutieren Hilfsmittel die sich in Projekten eher wie Anker statt wie Propeller anfühlen Jeder der Software Teams oder Software Organisationen managen muss wird in diesem Buch unschätzbare Hinweise für die tägliche Arbeit finden Die Kunst der agilen Entwicklung James Shore, 2023-01-04 US Bestseller in 2. Auflage ein Muss für jeden der mit oder in einem Softwareentwicklungsteam arbeitet leicht zu lesen pragmatisch und umfassend von den agilen Grundsätzen bis hin zu Details bei der agilen Softwareentwicklung hoher Praxisbezug durch zahlreiche Tipps und Fallbeispiele geeignet für neu startende Projekte und auch bestehende Teams Um agile Entwicklung zu meistern müssen Sie im Team lernen unterschiedliche Möglichkeiten von Moment zu Moment zu bewerten und intuitiv die beste Vorgehensweise auszuwählen Dieses Buch beschreibt umfassend und praxisorientiert die Grundlagen Methoden und Praktiken agiler Softwareentwicklung James Shore gibt wertvolle Ratschläge für den Projektstart inkrementellen Entwurf Continuous Integration iterative Planung und testgetriebene Entwicklung sowie die Bereitstellung und Refactoring von Software die aus über zwei Jahrzehnten Erfahrung mit Agilität stammen Er bringt den State of the Art aus Extreme Programming Scrum Lean DevOps und mehr in ein zusammenhängendes Ganzes und vermittelt darüber hinaus dass Agilität zu meistern auch bedeutet in Abhängigkeit von Projektgegebenheiten und der Organisation in der Software entwickelt wird Praktiken anzupassen Diese 2. Auflage ist vollständig bearbeitet und von Grund auf neu geschrieben worden und berücksichtigt 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 Einführung und Anpassung von Agilität an die Bedürfnisse des Unternehmens **Management von Informatik-Projekten** René Riedl, 2019-07-08 Die erfolgreiche Planung und Realisierung von Digitalisierungsvorhaben und die damit einhergehende digitale Transformation sind untrennbar mit erfolgreichem Projektmanagement verbunden Unabhängig davon wie ausgeprägt

die Reichweite der von digitalen Technologien ausgehenden Veränderungen ist z.B. Reorganisation von Geschäftsprozessen bis hin zur Veränderung von Geschäftsmodellen. Das Handeln im Projektmanagement wird den Ausgang eines Digitalisierungsvorhabens immer maßgeblich beeinflussen. Informatik-Projekte sind in der Praxis oft solche Projekte, deren Zweck die Herstellung neuer oder die wesentliche Veränderung bestehender Informations- und Kommunikationssysteme ist. Viele Informatik-Projekte sind nur teilweise erfolgreich oder werden abgebrochen. Das vorliegende Lehr- und Managementbuch, das in 49 Lerneinheiten gegliedert ist, soll einen Beitrag leisten, Wissen zum Management von Informatik-Projekten zu vermitteln. Die Anwendung dieses Wissens beim praktischen Handeln soll die Erfolgswahrscheinlichkeit von Informatik-Projekten erhöhen, damit in Zukunft möglichst viele Digitalisierungsvorhaben einen positiven Ausgang nehmen.

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.

The Evolution of Project Management Practice Darren Dalcher, 2017-09-13 Project practice has undergone significant changes, requiring new ways of thinking about and managing projects. The single focus on the staged delivery of artefacts is gradually being replaced by a wider interest in stakeholders' value, benefits, and complexity. As a result, there is a growing interest in the development of practitioner capabilities grounded in the recognition that dealing with permeable boundaries and unstructured situations transcends normative processes. Modern practitioners increasingly utilise deliberative and reflective approaches, often challenging received wisdom and traditional interpretations. This volume provides a sampling of some of the best writing in the project domain, enabling readers to access a wider group of authors' ideas and perspectives. Key topics covered include agility and programme management, planning, people, business cases, contracts, teams, sponsorship, collaboration, strategy, patterns, context, change, and benefits. The main aims of the collection are to reflect on the state of practice within the discipline, to propose new extensions and additions to good practice, to offer new insights and perspectives, to distil new knowledge, and to provide

a way of sampling a range of the most promising ideas perspectives and styles of writing from some of the leading thinkers and practitioners in the discipline

Supply Chain Management and Advanced Planning Hartmut Stadtler, Christoph Kilger, Herbert Meyr, 2014-11-14 Supply Chain Management Enterprise Resources Planning ERP and Advanced Planning Systems APS are important concepts in order to organize and optimize the flow of materials information and financial funds This book already in its fifth edition gives a broad and up to date overview of the concepts underlying APS Special emphasis is given to modeling supply chains and implementing APS successfully in industry Understanding is enhanced by several case studies covering APS from various software vendors The fifth edition contains updated material rewritten chapters and an additional case study

Software Extension to the PMBOK® Guide Fifth Edition Project Management Institute, 2013-09-01 Designed to be used in tandem with the latest edition of the PMBOK Guide this comprehensive volume closely follows the PMBOK Guide s approach to style structure and naming while providing readers a balanced view of methods tools and techniques for managing software projects across the life cycle continuum from highly predictive life cycles to highly adaptive life cycles Software Extension To the PMBOK Guide Fifth Edition provides readers with knowledge and practices that will not only improve their efficiency and effectiveness but that of their management teams and project members as well

Project Management of Large Software-Intensive Systems Marvin Gechman, 2019-03-11 The book describes how to manage and successfully deliver large complex and expensive systems that can be composed of millions of line of software code being developed by numerous groups throughout the globe that interface with many hardware items being developed by geographically dispersed companies where the system also includes people policies constraints regulations and a myriad of other factors It focuses on how to seamlessly integrate systems satisfy the customer s requirements and deliver within the budget and on time The guide is essentially a shopping list of all the activities that could be conducted with tailoring guidelines to meet the needs of each project

TDBoK™ Guide Association for Talent Development, 2024-03-05 The Definitive Resource for the Talent Development Profession The TDBoK Guide Talent Development Body of Knowledge second edition is a comprehensive collection of TD concepts definitions methodologies and examples that lays the foundation and guiding principles for those who develop talent in the workplace Created by the Association for Talent Development ATD this reference sets the gold standard for the learning and talent development profession The first iteration of the TDBok was made available in 2020 through an ATD subscription product ATD is delighted to present this updated and revised edition in book format Grounded in and offering a deep dive of ATD s Talent Development Capability Model the TDBoK Guide goes beyond the core foundational aspects of training and development and supports the approach that to be most effective TD professionals need to develop personal and professional capabilities to impact organizational capability Covering the TD field s 23 key disciplines or capability areas the TDBoK Guide is divided into three sections that align with the Capability Model s three domains personal professional and organizational This second edition

developed by ATD in partnership with industry expert Elaine Biech includes comprehensive updates based on feedback from the field more than 100 subject matter expert contributors and curated perspectives from thousands of publications For those preparing to obtain certifications offered by ATD ATD CI s certification programs the Associate Professional in Talent Development APTD or the Certified Professional in Talent Development CPTD the TDBoK Guide also serves as a helpful resource for exam preparation ATD s TDBoK Guide is the differentiator for the field a resource that every TD professional needs to grow in their careers today and in the future **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 **How to Manage Complex Programs** Tom Kendrick, 2016-05-25 To see a program successfully through to completion a program manager must break the work down into simpler smaller pieces and organize it into interdependent tasks and this book helps you do just that Projects require managers but programs warrant maestros Tasked with overseeing multiple project teams and thousands of activities program managers have one of the most challenging jobs in the market Too many overburdened managers are leaving otherwise great jobs even the field entirely because they haven t equipped themselves with the right tools in hand to take on this complex but fulfilling job Complete with diagrams graphs and real life examples How to Manage Complex Programs explains the ins and outs of program management and provides concrete and effective techniques for structuring deliverables workflow and staffing You will learn to Decompose complex deliverables into manageable chunks Develop coherent plans for component projects Handle cross project dependencies Organize program staff and project leaders into a high performing team Yes program management is challenging but the most rewarding jobs always are Don t let yourself become overburdened and tempted to leave a field in high demand of hard workers such as yourself These proven strategies are the key to finding both relief and success **Joy of Agility** Joshua Kerievsky, 2023-02-07 Agility enables you your team and your organization to streamline slow and awkward actions overcome obstacles quickly and adapt to change with ease and grace Agility isn t a formula a

framework nor a set of roles and rituals to follow It s a timeless way of being that matures with practice and skill Becoming agile involves knowing the difference between being quick or hurrying moving with ease or difficulty being in or out of balance graceful or awkward adaptable or rigid resourceful or resentful With Joy of Agility Joshua Kerievsky CEO of Industrial Logic one of the oldest and most respected agile consultancies in the world shows you how to harness agility in work and life to solve problems and succeed sooner Kerievsky shares six essential agile mantras plus unforgettable real world stories of agile people and teams that will empower you to be quick adaptable and resourceful in the face of challenges and opportunities Learn how to Distinguish between being quick and hurrying Gain better balance and collaborate gracefully with others Prepare and practice being poised to adapt Take deliberate steps to drive out fear Grow a solution by starting minimal and evolving Overcome obstacles by being readily resourceful Use the lessons learned in Joy of Agility to transform agility from a mere buzzword into an approach that helps you obtain triumphant results **The Joy of Work** Bruce

Daisley,2019-01-17 _____ Bruce Daisley is on a mission to change the world of work The Times _____ From the creator of hit podcast Eat Sleep Work Repeat comes a revolutionary re envisioning of how to enjoy your job Do you want to get more done feel less stressed and love your job again Sometimes having a job can feel like hard work But between Monk Mode mornings silent meetings and crisp Thursdays the solutions are at your fingertips Bruce Daisley knows a thing or two about the workplace In the course of a career that has taken him from some of the world s biggest media companies to Twitter via Google and YouTube he has become a leading expert on how we work now And in his hugely popular podcast Eat Sleep Work Repeat he has explored ways to fix it Now he shares 30 brilliant and refreshingly simple tips on how to make your job more productive more rewarding and much much more enjoyable With just 30 changes you can transform your work experience from bland and boring or worse to fulfilling fun and even joyful Daniel Pink author of When and Drive _____ This is a warm wise and funny book which provides a terrific summary of some of the science and stories behind what makes work a positive part of people s lives From the importance of lunch to the value of laughter this book gives witty and practical advice I loved it and I ve already started changing some of the things I do at work as a result Professor Sophie Scott Don t quit yet In this book Bruce shares remarkable advice that may well have you laughing while you work and truly loving your job Biz Stone Twitter co founder Bruce Daisley s The Joy of Work is a joy to read It translates the best of workplace psychology research into practical ways of establishing creative and liveable cultures at work a must read for all of us 9 5ers Professor Sir Cary Cooper ALLIANCE Manchester Business School University of Manchester Bruce s The Joy of Work is an important reminder of simple everyday practices to improve how we all work together which will lead to greater team and individual happiness and performance Great results will follow Jack Dorsey CEO of Twitter and Square With just 30 changes you can transform your work experience from bland and boring or worse to fulfilling fun and even joyful Bruce Daisley has pulled together threads of research and woven them into a tapestry

of strategies that actually work and that don't depend on the CEO's sign-off for implementation. You can begin changing your work culture today at the individual team and organisational levels with these tactics that increase creativity, productivity and satisfaction. Daniel Pink, author of *WHEN* and *DRIVE*.

Introduction to LabVIEW FPGA for RF, Radar, and Electronic Warfare Applications Terry Stratoudakis, 2021-01-31. Real-time testing and simulation of open and closed-loop radio frequency RF systems for signal generation, signal analysis and digital signal processing require deterministic low-latency, high-throughput capabilities afforded by user-reconfigurable field-programmable gate arrays (FPGAs). This comprehensive book introduces LabVIEW FPGA, provides best practices for multi-FPGA solutions and guidance for developing high-throughput, low-latency FPGA-based RF systems. Written by a recognized expert with a wealth of real-world experience in the field, this is the first book written on the subject of FPGAs for radar and other RF applications.

FAST: Fully Aligned Strategic Teams Erich Orozco, 2025-02-08. Unlock True Organizational Agility. Traditional scaling frameworks promised to bring agility to the enterprise but delivered rigidity instead. As organizations face the realities of remote work and rapid change, these frameworks are showing their age. It's time for a new approach. FAST: Flow, Agility, Simplicity, Teamwork introduces a revolutionary framework designed for today's challenges. Built from the team level up, not imposed from the top down, this revolutionary framework reveals how to bridge the longstanding divide between strategy and execution. Create environments where remote and hybrid teams thrive. Build dense networks that accelerate innovation and adaptability. Achieve strategic alignment without sacrificing team autonomy. Transform rigid hierarchies into dynamic, high-performing teams. Discover Inside Why traditional scaling frameworks fall short in modern organizations. How to leverage network density for better collaboration and innovation. Practical techniques for fostering psychological safety in remote environments. Evidence-based approaches to measuring and improving flow. Clear guidance for implementing the FAST framework in your organization. Perfect for Leaders driving organizational transformation, Agile coaches and practitioners seeking better ways to scale. Teams struggling with remote and hybrid collaboration. Organizations ready to move beyond outdated scaling practices. FAST isn't another layer of process; it's a fundamental reimagining of how organizations can thrive in a rapidly evolving world. Break free from frameworks that divide and control. Create environments where people do their best work together. The future of organizational agility begins here.

The Scrum Culture Dominik Maximini, 2018-03-22. This book is a guide for managers, Scrum Masters and agile coaches who are interested in agile organizational methods and who are planning to introduce Scrum at their own company. Scrum is not only a product development framework but can also be used to structure activities for agile and lean organizational development. Divided into six major parts, the book first introduces and defines the Scrum Culture briefly. It explains its relevance, highlights a number of pain points typical for first encounters with Scrum and embeds it in an introduction to organizational change. This is complemented with many real-life examples that help to apply the concepts to readers' own specific contexts. The second part describes the principles of introducing Scrum in detail while

the third part embarks on the practical application of these principles drawing on a wealth of experience gathered in many successful introduction projects Part four focuses on a detailed case study of a Scrum transformation before part five provides the scientific background information and study details that led to the findings in part one In closing part six offers a number of appendices with extensive information on Scrum and its principles The second edition of this book has been updated throughout and fundamentally re organized for better readability

Communicating Project Management Benjamin Lauren, 2018-03-22 Communicating Project Management argues that the communication practices of project managers have necessarily become participatory made up of complex strategies and processes solidly grounded in rhetorical concepts The book draws on case studies across organizational contexts and combines individual experiences to investigate how project management relies on communication as teams develop products services and internal processes The case studies also provide examples of how project managers can be understood and studied as writers further arguing project managers must approach communication as designed experience that must be intentionally inclusive Author Benjamin Lauren illustrates to readers how teams work together to manage projects through complex coordinative communication practices and highlights how project managers are constantly learning and evolving by analyzing where they succeed and fail He concludes that technical and professional communicators have a pivotal role in supporting and facilitating participative approaches to communicating project management

The Software Architect Elevator Gregor Hohpe, 2020-04-08 As the digital economy changes the rules of the game for enterprises the role of software and IT architects is also transforming Rather than focus on technical decisions alone architects and senior technologists need to combine organizational and technical knowledge to effect change in their company's structure and processes To accomplish that they need to connect the IT engine room to the penthouse where the business strategy is defined In this guide author Gregor Hohpe shares real world advice and hard learned lessons from actual IT transformations His anecdotes help architects senior developers and other IT professionals prepare for a more complex but rewarding role in the enterprise This book is ideal for Software architects and senior developers looking to shape the company's technology direction or assist in an organizational transformation Enterprise architects and senior technologists searching for practical advice on how to navigate technical and organizational topics CTOs and senior technical architects who are devising an IT strategy that impacts the way the organization works IT managers who want to learn what's worked and what hasn't in large scale transformation

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