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*Managing the Unmanageable: Jurgen Appelo*

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Technology Business Management Tools; A TBM Book and Index for the CIO by Tom Murphy at ITFM CTO Craft Bytes - Managing the Unmanageable *Are Programmers Impossible to Manage?* *Game Studio Management: Making It Great* *My 3-Tier Planning System for Getting Stuff Done - College Info Geek* *Managing The Unmanageable Rules Tools*

In *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products.

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The Tools. We list here the tools referenced in the chapters of our book, *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*. We have developed or collected these tools over many years, and have used them effectively in our own work to help manage programmers, programming teams, departments, and organizations.

~~Managing the Unmanageable: The Tools~~

Buy *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams* 1st (first) by Mantle, Mickey W., Lichty, Ron (2012) Paperback 1st Edition by Mickey W. Mantle (ISBN: 8601406745148) from Amazon's Book Store. Everyday low prices and free delivery on eligible orders.

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*Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams* by Mickey W. Mantle. Goodreads helps you keep track of books you want to read. Start by marking “*Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*” as Want to Read: Want to Read.

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Teams eBook: Mickey W. Mantle, Ron Lichty: Amazon.co.uk: Kindle Store

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Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams. Mickey W. Mantle, Ron Lichty. The Essential Guide to Effectively Managing Developers So You Can Deliver Better Software--Now Extensively Updated. "Lichty and Mantle have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level.

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Title: Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams, 2nd Edition; Author(s): Ron Lichty, Mickey W. Mantle; Release date: December 2019; Publisher(s): Addison-Wesley Professional; ISBN: 9780135667637

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Managing the Unmanageable: The Book A Book Packed with Rules, Tools and Insights Mickey Mantle and Ron Lichty, two software industry veterans with over 70 years of combined experience, have crafted a book that will help any software manager be more successful.

## Managing the Unmanageable: The Book

Much of what we do, together, is writing - from our book (Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams, now in its second edition), to a plethora of articles, to video training,

## Managing the Unmanageable: Talks, Excerpts, Interviews ...

Packed with Rules, Tools, and Insights. This 10 Lesson (10 hour) on-line video course, Managing Software People and Teams LiveLessons, is based upon the Addison Wesley book Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams , by Mickey W. Mantle and Ron Lichty. Mickey and Ron have distilled the book's most important insights and created this on-line workshop for software development managers, software team leads, programmers who aspire to become ...

## Managing the Unmanageable: Video Training

Packed with Rules, Tools, and Insights This one- to two-day master workshop, Managing Software People and Teams, is based upon material from Managing the Unmanageable. Mickey and Ron have distilled the book's most important insights and created this workshop for software development managers, software team leads, programmers who

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aspire to become managers, project managers, and those who manage ...

~~Managing the Unmanageable: The Class~~

Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams, 2nd Edition By Mickey W. Mantle, Ron Lichy Published Dec 10, 2019 by Addison-Wesley Professional.

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The Essential Guide to Effectively Managing Developers So You Can Deliver Better Software—Now Extensively Updated “Lichy and Mantle have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice form a great blueprint for new and experienced software engineering managers alike.” –Tom Conrad, CTO, Pandora “Reading this book’s nuggets felt like the sort of guidance that I would get from a trusted mentor. A mentor who I not only trusted, but one who trusted me to take the wisdom, understand its limits, and apply it correctly.” –Mike Fauzy, CTO, FauzyLogic Today, many software projects continue to run catastrophically over schedule and budget, and still don’t deliver what customers want. Some

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organizations conclude that software development can't be managed well. But it can—and it starts with people. In their extensively updated *Managing the Unmanageable, Second Edition*, Mickey W. Mantle and Ron Lichty show how to hire and develop programmers, onboard new hires quickly and successfully, and build and nurture highly effective and productive teams. Drawing on over 80 years of combined industry experience, the authors share Rules of Thumb, Nuggets of Wisdom, checklists, and other Tools for successfully leading programmers and teams, whether they're co-located or dispersed worldwide. This edition adds extensive new Agile coverage, new approaches to recruitment and onboarding, expanded coverage of handling problem employees, and much more. Whether you're new to software management or you've done it for years, you'll find indispensable advice for handling your challenges and delivering outstanding software. Find, recruit, and hire the right programmers, when you need them Manage programmers as the individuals they are Motivate software people and teams to accomplish truly great feats Create a successful development subculture that can thrive even in a toxic company culture Master the arts of managing down and managing up Embrace your role as a manager who empowers self-directed agile teams to thrive and succeed Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

“Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike.” —Tom Conrad, CTO, Pandora “I wish I'd had this material available years ago. I see

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lots and lots of ‘meat’ in here that I’ll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes.” —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

The Essential Guide to Effectively Managing Developers So You Can Deliver Better Software-Now Extensively Updated "Lichty and Mantle have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice form a great blueprint for new and experienced software

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Who changed the rules of business? It's a different game now. In an increasingly globally diverse workforce, it's vitally important that leaders understand their team inside and out. This takes a new toolbox of skills for the 21st century. Today you need winning strategies to avoid the costly pitfalls of high turnover, low morale and poor collaboration, not to mention the cost of missed deadlines and incomplete projects. Managing the Unmanageable will give you practical tips and proven techniques to show you how to: Understand what's driving your unmanageable employee. Evaluate the costs and benefits of turning him around. Enroll her in that effort, and help her become a valued member of your team. Guide all your employees to greater innovation, cooperation, and effectiveness. Communicate effectively with each of the three generations in today's workplace

WINNER of Computing Reviews 20th Annual Best Review in the category Management  
"Tyler's book is concise, reasonable, and full of interesting practices, including some curious ones you might consider adopting yourself if you become a software engineering manager."  
—Fernando Berzal, CR, 10/23/2015 "Josh Tyler crafts a concise, no-nonsense, intensely focused guide for building the workhouse of Silicon Valley—the high-functioning software team." —Gordon Rios, Summer Book Recommendations from the Smartest People We Know—Summer 2016 Building Great Software Engineering Teams provides engineering leaders, startup founders, and CTOs concrete, industry-proven guidance and techniques for recruiting, hiring, and managing software engineers in a fast-paced, competitive environment. With so much at stake, the challenge of scaling up a team can be intimidating. Engineering

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leaders in growing companies of all sizes need to know how to find great candidates, create effective interviewing and hiring processes, bring out the best in people and their work, provide meaningful career development, learn to spot warning signs in their team, and manage their people for long-term success. Author Josh Tyler has spent nearly a decade building teams in high-growth startups, experimenting with every aspect of the task to see what works best. He draws on this experience to outline specific, detailed solutions augmented by instructive stories from his own experience. In this book you'll learn how to build your team, starting with your first hire and continuing through the stages of development as you manage your team for growth and success. Organized to cover each step of the process in the order you'll likely face them, and highlighted by stories of success and failure, it provides an easy-to-understand recipe for creating your high-powered engineering team.

This edition has been completely revised. The authors, noted authorities in the field, focus on ways to improve R&D organization productivity and foster excellence in such companies. They describe how to design jobs, organize hierarchies, resolve conflicts, motivate employees, and create an innovative work environment. Features extensive cross-cultural coverage of European and Pacific Rim R&D organizations and policies which greatly differ from the US. Includes an entirely new section on various strategic planning elements unique to an R&D organization along with a case study.

"If you're looking for solid, easy-to-follow advice on estimation, requirements gathering, managing change, and more, you can stop now: this is the book for you."--Scott Berkun,

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Author of *The Art of Project Management* What makes software projects succeed? It takes more than a good idea and a team of talented programmers. A project manager needs to know how to guide the team through the entire software project. There are common pitfalls that plague all software projects and rookie mistakes that are made repeatedly--sometimes by the same people! Avoiding these pitfalls is not hard, but it is not necessarily intuitive. Luckily, there are tried and true techniques that can help any project manager. In *Applied Software Project Management*, Andrew Stellman and Jennifer Greene provide you with tools, techniques, and practices that you can use on your own projects right away. This book supplies you with the information you need to diagnose your team's situation and presents practical advice to help you achieve your goal of building better software. Topics include: Planning a software project Helping a team estimate its workload Building a schedule Gathering software requirements and creating use cases Improving programming with refactoring, unit testing, and version control Managing an outsourced project Testing software Jennifer Greene and Andrew Stellman have been building software together since 1998. Andrew comes from a programming background and has managed teams of requirements analysts, designers, and developers. Jennifer has a testing background and has managed teams of architects, developers, and testers. She has led multiple large-scale outsourced projects. Between the two of them, they have managed every aspect of software development. They have worked in a wide range of industries, including finance, telecommunications, media, nonprofit, entertainment, natural-language processing, science, and academia. For more information about them and this book, visit [stellman-greene.com](http://stellman-greene.com)

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Command-and-control may have once been an effective model in managing the large numbers of cookie-cutter clones that business programs were producing faster than anyone could say “MBA,” but the rapid change and increasing complexity of the twenty-first century have rendered that model obsolete. For the most part, today’s managers who were trained in the old ways are not adept to succeed in the current work environment that has evolved from take-it-or-leave-it hierarchies to collaborative networks of workers and managers feeding off of each other’s ideas to build the business together. The new age of mass collaboration demands a new and extremely different model to manage by today--wiki management. Featuring enlightening examples from forward-thinking companies including Google, Whole Foods, Linux, and Wikipedia, Wiki Management outlines the revolutionary, necessary steps companies must take to:

- Leverage their collective intelligence
- Effectively integrate diverse points of view
- Transition leaders from the role of “boss” to that of facilitator
- Make “delighting customers” more important than pleasing superiors
- Achieve a shared and actionable understanding of the key drivers of business success

It’s a different world today than the one you were educated in, trained in, and found great success in. This “wiki” world has reshaped both the work we do and the way we do it, making mass collaboration not only possible but usually the best solution. This groundbreaking book reveals what it takes for managers of any generation to succeed in this fast-paced and exciting new environment.

This is the digital version of the printed book (Copyright © 1996). Written in a remarkably clear style, *Creating a Software Engineering Culture* presents a comprehensive approach to improving the quality and effectiveness of the software development process. In twenty

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chapters spread over six parts, Wiegers promotes the tactical changes required to support process improvement and high-quality software development. Throughout the text, Wiegers identifies scores of culture builders and culture killers, and he offers a wealth of references to resources for the software engineer, including seminars, conferences, publications, videos, and on-line information. With case studies on process improvement and software metrics programs and an entire part on action planning (called “What to Do on Monday”), this practical book guides the reader in applying the concepts to real life. Topics include software culture concepts, team behaviors, the five dimensions of a software project, recognizing achievements, optimizing customer involvement, the project champion model, tools for sharing the vision, requirements traceability matrices, the capability maturity model, action planning, testing, inspections, metrics-based project estimation, the cost of quality, and much more!

Principles from Part 1 Never let your boss or your customer talk you into doing a bad job. People need to feel the work they do is appreciated. Ongoing education is every team member’s responsibility. Customer involvement is the most critical factor in software quality. Your greatest challenge is sharing the vision of the final product with the customer. Continual improvement of your software development process is both possible and essential. Written software development procedures can help build a shared culture of best practices. Quality is the top priority; long-term productivity is a natural consequence of high quality. Strive to have a peer, rather than a customer, find a defect. A key to software quality is to iterate many times on all development steps except coding: Do this once. Managing bug reports and change requests is essential to controlling quality and maintenance. If you measure what you do, you can learn to do it better. You can’t change everything at once. Identify those changes that will

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yield the greatest benefits, and begin to implement them next Monday. Do what makes sense; don't resort to dogma.

Learn to build configuration file readers, data readers, model-driven code generators, source-to-source translators, source analyzers, and interpreters. You don't need a background in computer science--ANTLR creator Terence Parr demystifies language implementation by breaking it down into the most common design patterns. Pattern by pattern, you'll learn the key skills you need to implement your own computer languages. Knowing how to create domain-specific languages (DSLs) can give you a huge productivity boost. Instead of writing code in a general-purpose programming language, you can first build a custom language tailored to make you efficient in a particular domain. The key is understanding the common patterns found across language implementations. Language Design Patterns identifies and condenses the most common design patterns, providing sample implementations of each. The pattern implementations use Java, but the patterns themselves are completely general. Some of the implementations use the well-known ANTLR parser generator, so readers will find this book an excellent source of ANTLR examples as well. But this book will benefit anyone interested in implementing languages, regardless of their tool of choice. Other language implementation books focus on compilers, which you rarely need in your daily life. Instead, Language Design Patterns shows you patterns you can use for all kinds of language applications. You'll learn to create configuration file readers, data readers, model-driven code generators, source-to-source translators, source analyzers, and interpreters. Each chapter groups related design patterns and, in each pattern, you'll get hands-on experience by building a complete sample

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implementation. By the time you finish the book, you'll know how to solve most common language implementation problems.

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