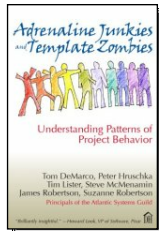


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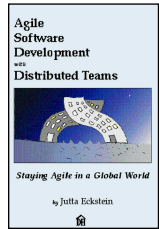
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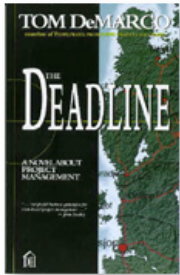
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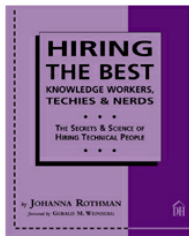
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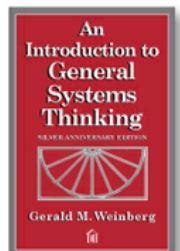
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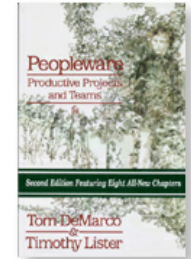
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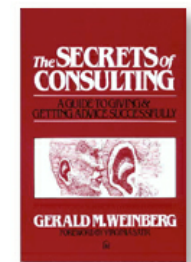
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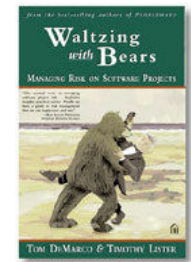
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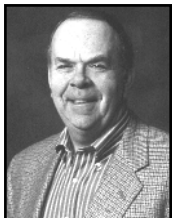
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About the Author



James A. Highsmith III, a principal of Information Architects, Inc., teaches and consults on software quality process improvement, project management, and accelerated development techniques.

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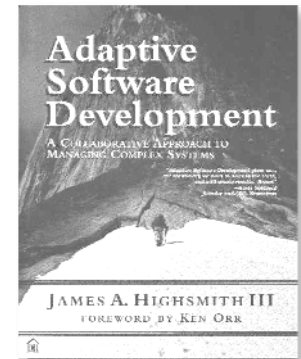
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Adaptive Software Development

A Collaborative Approach to Managing Complex Systems

by James A. Highsmith III

foreword by Ken Orr



ISBN: 978-0-932633-40-8
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Winner of the Software Development
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This innovative text offers a practical, realistic approach to managing high-speed, high-change software development projects. Consultant James A. Highsmith shows readers how to increase collaboration and adapt to uncertainty.

Many organizations start high-speed, high-change projects without knowing how to do them—and even worse, *without knowing they don't know*. Successful completion of these projects is often at the expense of the project team.

This book emphasizes an adaptive, collaborative approach to software development. The concepts allow developers to "scale-up" rapid application development and extreme programming approaches

for use on larger, more complex projects.

The four goals of the book are to

- support an **adaptive culture** or mindset, in which change and uncertainty are assumed to be the natural state—not a false expectation of order
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About the Authors

Collectively, the authors have published nearly twenty previous books, including *Peopleware*, *Mastering the Requirements Process*, *The Deadline*, *Essential Systems Analysis*, *Waltzing With Bears*, and *Process for System Architecture and Requirements Engineering*. For brief biographies visit www.systemsguild.com.

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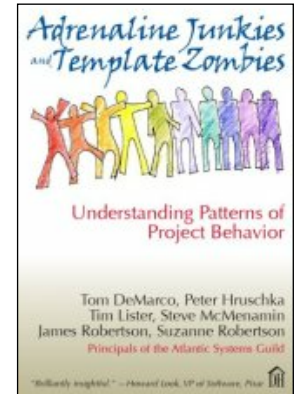
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Adrenaline Junkies and Template Zombies



Understanding Patterns
of Project Behavior

by Tom DeMarco, Peter Hruschka, Tim
Lister, Steve McMenamin, James
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*Recognize the Patterns of Behavior
that Can Kill Your Next Project—or Save It*

Most developers, testers, and managers on IT projects are pretty good at recognizing patterns of behavior and gut-level hunches, as in, "I sense that this project is headed for disaster."

But it has always been more difficult to transform these patterns and hunches into a usable form, something a team can debate, refine, and use. Until now.

In *Adrenaline Junkies and Template Zombies*, the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year, around the world. The result is a handbook for identifying nearly ninety typical scenarios, drawing on a combined one-hundred-and-

fifty years of project management experience. Project by project, you'll improve the accuracy of your hunches and your ability to act on them.

The patterns are presented in a quick-read, easy-reference format, with names designed to ease communication with your teammates. In just a few words, you can describe what's happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You'll find classic patterns such as these: News Improvement • Management By Mood Ring • Piling On • Rattle Yer Dags • Natural Authority • Food++ • Fridge Door • and more than eighty more!

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—**Ken Schwaber**

Founder and director, Agile Alliance
President, Advanced Development Methods
Co-developer of the Scrum agile process

About the Author



Jutta Eckstein is an independent consultant and trainer from Munich, Germany. She has unique experience in applying agile processes within medium-sized to large mission-critical projects. She is a member of the board of the Agile Alliance and a member of the program committee of several European and American conferences in the area of agile development, object-orientation, and patterns. For more information, visit www.jeckstein.com.

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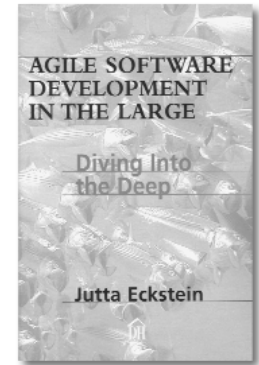
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Agile Software Development in the Large

Diving Into the Deep

by Jutta Eckstein



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Who Says Large Teams Can't Handle Agile Software Development?

Agile or "lightweight" processes have revolutionized the software development industry. They're faster and more efficient than traditional software development processes. They enable developers to

- embrace requirement changes during the project
- deliver working software in frequent iterations
- focus on the human factor in software development

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- the impact of a switch to agile processes
- the agile coordination of several sub-teams
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—Carsten R. Jakobsen
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About the Author



Jutta Eckstein is a consultant, coach, and trainer at IT Communication, based in Braunschweig, Germany. With more than ten years of experience developing object-oriented applications, she has helped teams and organizations worldwide make the transition to an agile approach, applying agile processes within

medium-sized to large, distributed, mission-critical projects. She is a member of the Agile Alliance and the program committee of several European and American conferences in the area of agile development, object-orientation, and patterns. For more information, visit www.jeckstein.com.

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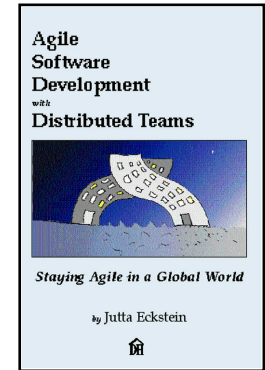
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Agile Software Development

with Distributed Teams

Staying Agile in a Global World

by Jutta Eckstein



ISBN: 978-0-932633-71-2
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\$27.95 (plus shipping)

Bridging the Distance with Distributed Teams

All software projects face the challenges of diverse distances—temporal, geographical, cultural, lingual, political, historical, and more. Many forms of distance even affect developers in the same room. The goal of this book is to reconcile two mainstays of modern agility: the close collaboration agility relies on, and project teams distributed across different cities, countries, and continents.

In *Agile Software Development with Distributed Teams*, Jutta Eckstein asserts that, in fact, agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects. Agility implies responsive-

ness to change, whereby practitioners maintain flexibility to accommodate changing circumstances and results. Iterative development serves the learning curve that global project teams must scale.

This book is not about how to outsource and forget your problems. Rather, it details how to select development partners and integrate efforts and processes to form a better product than any single contributor could deliver on his or her own. Readers can learn to be change agents, to creatively apply Agile Manifesto principles to form a customized, distributed project plan for success.

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About the Editors



A highly influential lecturer and consultant, Gerald M. Weinberg is author, coauthor, or editor of several popular Dorset House books.

Tester, developer, speaker, consultant, and writer James Bach is founder and principal of Satisfice, Inc., based in Front Royal, Virginia.



Popular speaker and consultant Naomi Karten offers people-oriented perspectives and practical techniques. She is the author of *Communication Gaps and How to Close Them* and *Managing Expectations*, both published by Dorset House.



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- Do I Want to Take This Crunch Project?

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James Bach

Amplifying Your Effectiveness

Collected Essays

edited by Gerald M. Weinberg,
James Bach, and Naomi Karten

*Explore the People-Oriented Challenges
That Software Engineers Must Master*

Gerald M. Weinberg, James Bach, Naomi Karten, and a group of successful software consultants present powerful ideas on how software engineers and managers can amplify their professional effectiveness—as individuals, as members of teams, and as members of organizations.

The collected essays address diverse topics in personal empowerment, interpersonal interaction, mastering projects, and changing the organization.

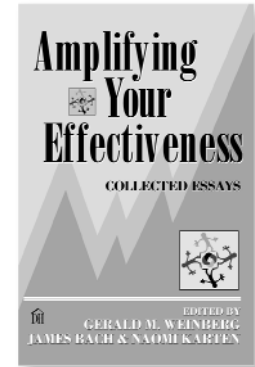
Contributors include James Bach, Marie Benesh, Rick Brenner, Esther Derby, Kevin Fjelsted, Don Gray, Naomi Karten, Bob King, Pat Medvick, Brian Pioreck, Ken Roberts, Sharon Marsh Roberts, Johanna Rothman, Steve Smith,

Eileen Strider, Gerald M. Weinberg, and Becky Winant.

The idea for this collection arose out of a brainstorming session for the inaugural Amplifying Your Effectiveness Conference (AYE), in 2000, for which the contributing authors served as hosts. Like the book, this annual conference is designed to help technical people become more effective individually, within a team, and within an organization. For details on the next AYE Conference, visit www.ayeconfer.com.

The variety of techniques and perspectives represented in the book will help you amplify your effectiveness—whether or not you attend the live event.

Read more about this book at
www.dorsethouse.com/books/aye.html



ISBN: 978-0-932633-47-7
©2000 160 pages softcover
\$24.95 (plus shipping)

Are Your Lights On?

"... serves as a great introduction to problem solving. ... I highly recommend it."

—John S. Rhodes, WebWord.com

"... another wonderful and whimsical book from Gerald Weinberg and Donald Gause."

—Barry Kornfeld, *Sound Bytes*

"In a highly readable evolution, the authors present insights on problem identification and practical approaches which will be of immeasurable aid to the manager.

"Although the material is serious, the treatment is neither stodgy nor unnecessarily technical. It is a down-to-earth approach. ..."

—Jim Van Speybroeck
Data Processing Digest

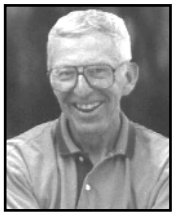
"This is one of the funniest, yet helpful books in print. The authors do a great job in making difficulties into anecdotes while providing helpful and valuable advice."

—Charles Ashbacher, posted on Amazon.com

"We never get *rid* of problems. Problems, solutions, and new problems weave an endless chain. The best we can hope for is that the problems we substitute are less troublesome than the ones we 'solve.'"

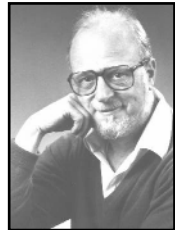
—from Ch. 7, "The Endless Chain"

About the Authors



Donald C. Gause and Gerald M. Weinberg bring to this collaboration a combined sixty years of experience in helping people in the banking, computing, insurance, automotive, and telecommunications industries to identify what the problem really is.

The authors also cowrote *Exploring Requirements: Quality Before Design*, one of the most widely referenced and praised books on the topic.



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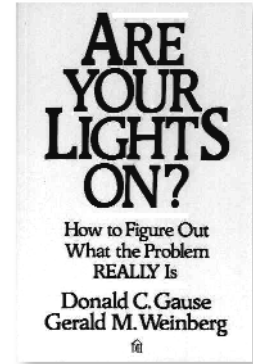
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Are Your Lights On?

How to Figure Out What the Problem Really Is

by Donald C. Gause and Gerald M. Weinberg



ISBN: 978-0-932633-16-3
©1990 176 pages softcover
\$13.95 (plus shipping)

A Practical Guide for Everyone Involved in Product and Systems Development

The fledgling problem solver invariably rushes in with solutions before taking time to define the problem being solved. Even experienced solvers, when subjected to social pressure, yield to this demand for haste. When they do, many solutions are found, but not necessarily to the problem at hand.

Whether you are a novice or a veteran, this powerful little book will make you a more effective problem solver. Anyone involved in product and systems development will appreciate this practical illustrated guide, which was first published in 1982 and has since become a cult classic.

Offering such insights as "A problem is a difference between

things as *desired* and things as *perceived*," and "In spite of appearances, people seldom know what they want until you give them what they ask for," authors Don Gause and Jerry Weinberg provide an entertaining look at ways to improve one's thinking power.

The book playfully instructs the reader first to identify the problem, second to determine the problem's owner, third to identify where the problem came from, and fourth to determine whether or not to solve it.

Delightfully illustrated with 55 line drawings, the book conveys a message that will change the way you think about projects and problems.

Read more about this book at
www.dorsethouse.com/books/aylo.html

The Aremac Project

“. . . a near-future thriller built around neuro-science and nanotech by one of the giants of the IT revolution. . . . he has plenty of ideas, and a way of making them convincing. . . . I suggest you give Weinberg a try.”

—Peter Heck, *Asimov's Science Fiction*

“It takeschutzpah to write straight to the heart of America's sorrow and anxiety over Islamic terrorist attacks within the United States. Weinberg handles this loaded topic with grace. . . .

“Weinberg doesn't stoop to cardboard villains or cutout heroes. Each character in **The Aremac Project**, of whatever ethnic origin or faith, is fully human. . . .

“I had only one problem with **The Aremac Project**. Its exuberant tour of Chicago's superb ethnic cuisine . . . left my mouth watering every time! Bring on the Mongolian beef and latkes and zuppa, but especially let's have more fine stories from Gerald Weinberg.”

—Susan Mayse, author of *Atwen* (EWU Press)

“**The Aremac Project** combines the best of thrillers and science fiction in slam-bang near future action-adventure. Technology, love, and the underpinnings of our society intersect in Weinberg's fast-paced story.”

—Jay Lake, author of *Mainspring* (Tor Books)

“I couldn't put it down. . . . The technology is futuristic and believable and the short chapters keep it moving at a rapid pace. A great read!”

—Diane Gibson, SEI

“The characters were every bit as interesting as the science. . . . an unbiased, inside look at

a culture that many misunderstand and fear. This is a great book.”

—Rebecca Shelley (R.D. Henham)
author of *The Red Dragon Codex*

“. . . original and compelling with vivid details and memorable characters—characters I cared about. It was one of those books that kept me turning the pages late at night when I should be sleeping.”

—Adrian Nikolas Phoenix, author of
A Rush of Wings (Pocket/Simon and Schuster)

“Smart characters, ingenious science, and plenty of twists and turns—this is a book you won't be ready to put down until the last clever move is played out.”

—Robin Brande, author of
Evolution, Me, and Other Freaks of Nature (Knopf/
Random House). <http://www.robinbrande.com>

“. . . an action-packed, science fiction novel about a mind-reading machine, one that can not only extract mental thoughts but mental images . . . a good read. The plot is fast paced and gripping. . . .”

—Robert L. Glass, *The Software Practitioner*

“A fast-paced read brimming with raw excitement.”

—Jim Cox, *Midwest Book Review*

About the Author



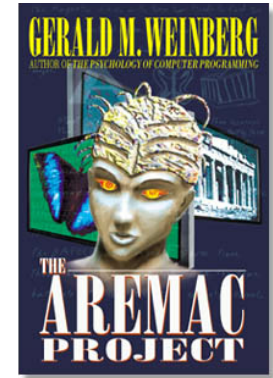
Inducted into the Computer Hall of Fame in its inaugural class, Jerry Weinberg's career highlights have included managing programming for Project Mercury, teaching with famed family therapist Virginia Satir, consulting for Fortune 500 companies, and writing more than 40 books along the way. Read more at <http://www.jerryweinberg.com>.

“With double-dealing agents, atypical terrorists and a dash of humour Weinberg's proficiency in physics and communication sciences comes to the fore. As with all good thrillers readers are kept guessing for a while until it comes time to sit back, hold on and enjoy the final run home. . . . This makes for a feast of ideas that come at a pace that is sure to keep the pages turning.”

—Peter Sykes, *Sci-Fi Lists*

The Aremac Project

by Gerald M. Weinberg



ISBN: 978-0-932633-70-5
©2007 377 pages softcover
\$17.95 (plus shipping)

*Terrorism and Technology Clash in
Weinberg's Forthcoming Techno Thriller*

Can the Aremac Project save a bomb-shattered Chicago from terrorists bent on destruction and extortion?

To find out, read *The Aremac Project*, a new sci-fi thriller by award-winning author Jerry Weinberg that pits technology against terrorism in a body-strewn race against time.

Drawing on neuroscience and nanotechnology, grad students Roger Fixman and Tess Myers develop the software and machinery to take pictures of a person's memory. Unwittingly, these earnest researchers provide the US government—and its enemies—with a new and deadly form of interrogation.

The Aremac Roger and Tess develop is just what FBI agents Don Capitol and Lucinda Duke need as they attempt to identify and pursue a terrorist group that is bombing landmarks in Chicago and attempting to extort millions from the city.

Desperate for clues, Agents Capitol and Duke hire Roger and Tess to delve into a suspect's mind. But just as their prisoner's defenses start to crumble, a murderer puts an end to their progress.

The Aremac holds the key to identifying the murderer, which makes the machine—and its developers, Roger and Tess—the next terrorist target.

Download the first five chapters at
www.littlewestpress.com

Becoming a Technical Leader

"This wonderful book is a how-to guide for understanding what leadership is and how to develop your own leadership skills as well as support team members in developing theirs."

—Eileen and Wayne Strider
Software Testing and Quality Engineering

"This is an excellent book for anyone who is a leader, who wants to be a leader, or who thinks only people with 'leader' or 'manager' in their title are leaders."

—Elisabeth Hendrickson, Quality Tree Consulting

"... twenty-four well-reasoned, thought-provoking chapters on making the change from technical star to problem-solving leader ... an extremely practical and down-to-earth resource guide. ... warm, folksy, witty, it is replete with personal anecdotes and imbued with a general concern for the reader. Best of all, it stimulates thought."

—Cause/Effect

"This book can be described briefly as a guide to developing personal leadership potential, but it is much more than that. ... it is filled with useful insights into personal growth as a professional. ... It is the best book that this author has produced thus far."

—Journal of Systems Management

"Becoming a Technical Leader can lead all leaders and aspiring leaders in almost any field."

—Data Processing Digest

"... always fascinating ... focuses our attention on what it takes to make teams of thinking technical people work effectively together ... Weinberg not only writes convincingly about being a leader—he is one."

—IEEE Computer

"Whether you administer stand-alone PCs, LANs, or multi-user systems, you'll find this clear and essential reading."

—Computer Book Review

About the Author



Gerald M. Weinberg has programmed, researched, managed, and taught both in industry and academia for more than four decades. As a principal of Weinberg and Weinberg, based in Lincoln, Nebraska, he teaches and consults in ways for people to become more productive.

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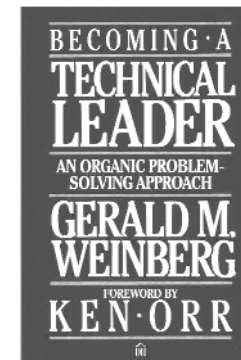
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Becoming a Technical Leader

An Organic Problem-Solving Approach

by Gerald M. Weinberg

foreword by Ken Orr



ISBN: 978-0-932633-02-6
©1986 304 pages softcover
\$29.95 (plus shipping)

Make the Transition from Technical Star to Effective Technical Leader

Becoming a Technical Leader is a personalized guide to developing the qualities that make a successful problem-solving leader. The book emphasizes that we all contain the ingredients for leadership, though some elements are better developed than others. "Anyone can improve as a leader simply by building the strength of our weakest elements," author Gerald M. Weinberg writes. "Mr. Universe doesn't have more muscles than I do, just better developed ones."

On one level, the book is an extremely down-to-earth, how-to guide. On a second, it is a set of parables, full of analogies that stick in the mind—the art of management taught through stories about pinball, tinkertoys, and electric blan-

kets. On yet another level, this is a book about the philosophy and psychology of managing technical projects. On every level, the author brings these entertaining and enlightening elements together to teach you the essentials of leadership.

You'll learn how to • master your fear of becoming a leader • be creative in solving problems • motivate people while maintaining quality • gain organizational power • plan personal change.

Whether you manage people, or are managed by people, or just want to change the way you interact with others, this book is about success. How to plan it, how to make it happen—Becoming a Technical Leader shows you how to do it!

Read more about this book at
www.dorsethouse.com/books/btl.html

Best Practices . . .

“ . . . offers two major benefits to the reader. The first is when to test at points during the development life cycle, and the second is how to test at those points in the development life cycle.

“ . . . contains literally hundreds of ideas. . . . If you only picked one good idea from the book, it would be more than worth the price.”

—William E. Perry

Executive Director, Quality Assurance Institute

“ . . . a useful book for those working on test efforts in formal environments. . . . There have been plenty of templates and standards floating around for years on what to write down for such tests, but precious little describing how to manage the formal testing process. This book fills that void. . . .

“If you are testing in a formal environment for the first time, reading Rodger’s book might well go from a good idea to a survival requirement.”

—Rex Black

posted on Amazon.com

“This book is a fabulous primer for those faced with moving from an ad hoc or exploratory testing situation to a fully documented CMMI type process.

“This is especially valuable when you have an industrial giant, such as Boeing, looking over your shoulder and wondering what your standard processes are like. Using this book as a reference, I was able to put the right process in place.”

—David Tardiff

TYBRIN Corp.

“ . . . a comprehensive and practical guide to formal software testing process. Everyone involved in software testing will benefit from his years of experience and his revealing insights. . . . a great textbook for new testers, a step-by-step cookbook for new managers, and a great reference book for everyone in the testing world.”

—Lisa Crispin

osted on Amazon.com

About the Author



Rodger D. Drabick is a nationally recognized quality engineering and systems testing expert with extensive experience in the Capability Maturity Model for software and process improvement. With nearly three decades in software quality assurance and testing, he has been

responsible for SQA initiatives and developing process improvement action plans at companies such as Amtrak, Bell-Atlantic, the Federal Aviation Authority, Kodak, and Lockheed Martin.

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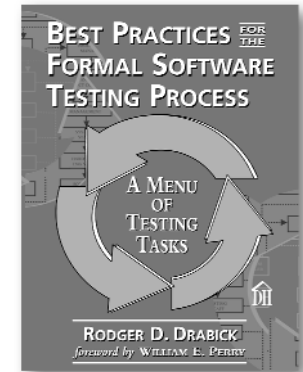
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Best Practices for the Formal Software Testing Process

A Menu of Testing Tasks

by Rodger D. Drabick

foreword by William E. Perry



ISBN: 978-0-932633-58-3
©2004 312 pages softcover
\$35.95 (plus shipping)

A Soup-to-Nuts Series of Tasks for Formal System Testing

Testing is not a phase. Software developers should not simply throw software over the wall to test engineers when the developers have finished coding. A coordinated program of peer reviews and testing not only supplements a good software development process, it supports it.

A good testing life cycle begins during the requirements elucidation phase of software development, and concludes when the product is ready to install or ship following a successful system test.

Nevertheless, there is no one true way to test software; the best one can hope for is to possess a formal testing process that fits the needs of the testers as well as those of the organization and its customers.

A formal test plan is more than an early step in the software testing process—it’s a vital part of your software development life cycle. This book presents a series of tasks to help

you develop a formal testing process model, as well as the inputs and outputs associated with each task. These tasks include • review of program plans • development of the formal test plan • creation of test documentation (test design, test cases, test software, and test procedures) • acquisition of automated testing tools • test execution • updating the test documentation • tailoring the model for projects of all sizes.

Whether you are an experienced test engineer looking for ways to improve your testing process, a new test engineer hoping to learn how to perform a good testing process, a newly assigned test manager or team leader who needs to learn more about testing, or a process improvement leader, this book will help you maximize your effectiveness.

Read more about this book at www.dorsethouse.com/books/bpf.html

Communication Gaps . . .

"Simply put, good communication is critical to software project quality. Gaps form when the message sent isn't received, or differs from the message received. Understanding and applying the concepts in *Communication Gaps* will help us determine how the gap happened, what we can do about the gap, and how we might prevent the gap in the future."

—Don Gray, www.ayeconference.com

"Naomi's book helps teams use communication as a tool for successfully carrying out projects, delivering services, implementing change, and strengthening teamwork."

—Eileen and Wayne Strider, *STQE*

"An excellent resource for project managers in any capacity . . . provides techniques for identifying and solving communication problems."

—Lynnette Nieboer, *Successful Project Management*

"If you'd like help assessing how your communications can be more successful, read Naomi Karten's new book. . . .

"Naomi has pulled together numerous examples of communication gaps and explained how to close them, whether you're doing management, project, or service work."

—Johanna Rothman, *Reflections*

"Karten succeeds very well in presenting detailed solutions. . . .

"While there are of course no silver bullets in software development, this book comes close, for most of the failures in software development are not technical, but social."

—Charles Ashbacher, posted on Amazon.com

About the Author



Naomi Karten is an international speaker, seminar leader, author, and consultant, specializing in helping organizations improve their service strategies and customer relations. She is the author of *Managing Expectations* and coeditor of *Amplifying Your Effectiveness*, both published by

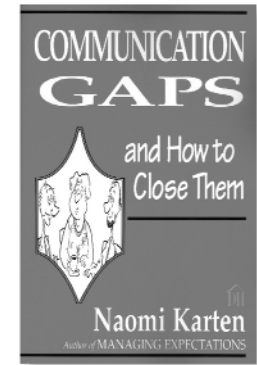
Dorset House. With a background in software development, management, and psychology, she is president of Karten Associates, based in Randolph, Massachusetts. Read her newsletter at www.nkarten.com.

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Communication Gaps and How to Close Them

by Naomi Karten



ISBN: 978-0-932633-53-8
©2002 376 pages softcover
\$33.95 (plus shipping)

Tools for Improving Your Communication on Projects

If you develop systems or software for a living, you know that communication is essential for success.

Managers and technical professionals have to communicate effectively in order to meet client requirements, build work-related relationships, and survive time pressures and market demands. So often, though, communication breaks down, and we shout at each other across communication gaps that widen into gaping chasms.

Thankfully, Naomi Karten—author of *Managing Expectations*—is here to help. Readers learn how to improve the way they handle a wide variety of communication conflicts, from one-on-one squabbles to interdepartmental chaos to misinterpretations between providers and cus-

tomers. Drawing on a variety of recognizable experiences and on useful models for understanding personalities, such as the Myers-Briggs Type Indicator and the teachings of family therapist Virginia Satir, Karten provides a series of powerful tools and concepts for resolving communication problems—as well as methods for preventing them in the first place.

Communication Gaps and How to Close Them is a must-read for anyone who needs to address communication gaps in professional encounters, as well as in personal ones. This book will change not only how you communicate but also how you think about communication. With Karten's useful insights and practical techniques, readers can master this key component of successful projects.

Read more about this book at
www.dorsethouse.com/books/cgaps.html

Complete Systems Analysis

"clearly the best book available for teaching modern systems analysis to practitioners."

—Richard C. Cohen, STARSYS, Inc.

"the Robertsons' theory is heavily integrated with practical exercises. . . . you will appreciate the tremendous effort the Robs have put into making this . . . a true learning tool."

—Warren Keuffel, *Software Development*

"a masterful job . . . a thoroughly detailed case study."

—Ed Yourdon, *Guerrilla Programmer*

" . . . this book is fundamentally different from any other analysis texts you may encounter. It doesn't lecture at you, it doesn't take up your time telling you anything you already knew. . . . honest and on-target and funny and inventive and curmudgeonly and wise."

—Tom DeMarco, *from the Foreword*

"The authors make years of practical experience available to the readers, providing valuable guidance to the analyst. . . . This is one well-written book. It succeeds in making a difficult subject easily understandable."

—Erik Hansen, *Kommunedata*

"a real tour de force . . . a wealth of ideas for a manager to use to gain insight about project content, quality, scope, direction, and participants."

—Verne Thomas Burk, Senior Consultant
System Technology Group, Unisys

About the Authors



James and Suzanne Robertson's popular seminars have inspired thousands to adopt new ways of thinking about systems. In their consulting, the Robertsons have assisted companies to adapt modern software development techniques

to work with specific projects. Principals of the Atlantic Systems Guild, the Robertsons live in a restored 160-year-old house in London.



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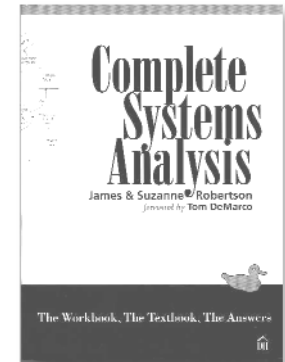
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Complete Systems Analysis

The Workbook, The Textbook,
The Answers

by James Robertson and
Suzanne Robertson
foreword by Tom DeMarco



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*Learn Analysis or Extend Your Skills with a
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In a fundamentally new approach, *Complete Systems Analysis* teaches everything you need to know about analyzing systems: the methods, the models, the techniques, and more.

A definitive text on modern systems analysis techniques is combined with an extensive case study to give readers hands-on experience in completing an actual analysis project.

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Creating a Software Engineering Culture

"Although this book is aimed at managers, as with most books of this nature, all levels of engineers can benefit by reading it. You can use the tips in this book to either improve your own engineering culture, or to identify the problems in your group, that you just haven't quite been able to put a finger on."

—Mark A. Herschberg, Javaranch.com

"... deals with how real people react to changes, to mandates, to new methods, and to both success and failure in their work. ... not just a theoretical discussion of how software engineering is supposed to work, but rather some informed observations of how things really do work in an actual company that wants to improve software."

—Capers Jones

Chairman, Software Productivity Research, Inc.

"... an insightful description of a healthy software engineering culture. His culture builder and culture killer tips present good commonsense advice to both software developers and managers on how to evolve a professional culture. ... a very readable book."

—Bill Curtis, Co-Founder and Chief Scientist, TeraQuest

"... the software engineering culture within your organization is critical to the success of development projects. ... A must-read for anyone interested in improving the way they develop software."

—Scott Ambler, *Software Development*

"Throughout the book, every step in the process, from the first idea down to the post release bug fixes, is stated, developed and critiqued from a team perspective. The author is a software process engineer who has clearly learned from his experience, both positive and negative."

—Charles Ashbacher

Mathematics and Computer Education

"Firmly rooted in the experiences of its author, this book offers the reader not just practical ideas of what to do, but also of ways to learn and think while doing them."

—Brian O'Laughlin

Software QA

About the Author



Karl E. Wiegiers is a principal of Process Impact, a consulting firm based in Portland, Oregon. An author of numerous articles and a frequent speaker at conferences, Wiegiers was formerly a software process improvement coordinator at Eastman Kodak Company.

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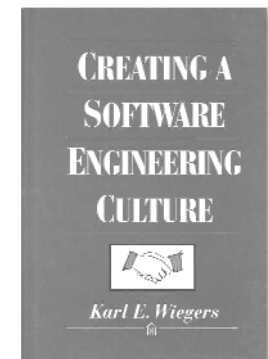
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Creating a Software Engineering Culture

by Karl E. Wiegiers



ISBN: 978-0-932633-33-0
©1996 384 pages hardcover
\$39.95 (plus shipping)

Winner of a Software Development Productivity Award

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 chapters spread over six parts, Wiegiers promotes the tactical changes required to support process improvement and high-quality software development.

Throughout the text, Wiegiers 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!

"has a good chance of joining the select few books that ... become standard references for the software engineering world."

—Capers Jones

Software Productivity Research, Inc.

Read more about this book at
www.dorsethouse.com/books/cse.html

Data Model Patterns

"I found the book articulate and well-ordered, which for a subject as abstruse as data modeling is quite some achievement."

—Howard Benbrook, Oracle Corporation

"... one of the practical values of your book is the set of 'ready to use' models for the most typical applications in many industries. ... You express your ideas in very simple and easy to understand language. This is how I think such books should be written."

—Mark Gokman, New York Power Authority

"This is one of the best practical books on database design I've encountered. It's a well-illustrated, readable (not just for eggheads) 268 pages."

—Karen Watterson, *SQL Server Professional*

"If analysts use the well-proven modeling approach described in this book, and implement the results on relational or object database management systems, they should be able to develop highly business-oriented systems quickly."

—Richard Barker, *from the Foreword*

"Hay does an excellent job at extracting the essence of each 'thing' in order to deal with it as more of an abstraction. This results in much simpler and more powerful data models that are less dependent on cosmetic variations. ... let this book expand your mind and change your way of thinking."

—Patrick O'Brien
St. Louis DAMA Newsletter

About the Author



David C. Hay is a principal of Essential Strategies, a consulting firm based in Houston. A member of the GUIDE Project on Business Rules and the Independent Oracle Consultants Alliance, he has spent more than forty years developing interactive, database-oriented systems, modeling the structure of such diverse companies as Parke-Davis, the Associated Press, Texaco, and the U.S. Forest Service.

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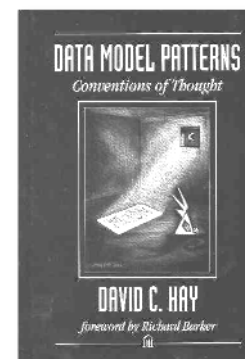
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Data Model Patterns

Conventions of Thought

by David C. Hay

foreword by Richard Barker



ISBN: 978-0-932633-74-3
©1996 288 pages softcover
\$36.95 (plus shipping)

*Gain Insight into Business Structure Using
and Re-Using These Data Model Patterns*

Learning the basics of a modeling technique is not the same as learning how to use and apply it. To develop a data model of an organization is to gain insights into its nature that do not come easily. Indeed, analysts are often expected to understand subtleties of an organization's structure that may have evaded people who have worked there for years.

Here's help for those analysts who have learned the basics of data modeling (or "entity/relationship modeling") but who need to obtain the insights required to prepare a good model of a real business.

Structures common to many types of business are analyzed in areas such as accounting, material require-

ments planning, process manufacturing, contracts, laboratories, and documents.

features 150+ figures

"occasionally a book comes along that can be considered a classic; that isn't tied to any particular product or version. David Hay's book, Data Model Patterns: Conventions of Thought, is such a book. ... It should be mandatory reading before starting any major data modeling or application development task. No other author has gone beyond the theoretical methodology of creating a data model to actually present and analyze real-world models that we can use every day. This book is well written and well illustrated with numerous examples of the models discussed. This is a 'must buy' for your professional library."

—Warren Capps, Oracle Developer

Read more about this book at
www.dorsethouse.com/books/dmp.html

Data Structured Software Maintenance

"Higgins is one of the pioneers in the field of data structured program maintenance. He has done a good job of explaining the basics of data structured program design according to the Warnier/Orr methodology, and has given good tips and examples for maintaining large programs."

—Girish Parikh, Author and Lecturer

"In *Data Structured Software Maintenance*, Higgins offers a realistic assessment of the problem of software maintenance, and he avoids a lot of seemingly easy answers. I recommend the book to anyone who maintains software."

—Stephen M. McMenam, Principal
The Atlantic Systems Guild

"In one sense, this is the first adult guide to the life cycle of software design. . . . Higgins' style is crisp and lively, and his examples clear and down-to-earth. He is also one of those enviable people who is equally clear on paper as in person."

—Nicholas Zvegintzov, from the foreword

"I enjoyed *Data Structured Software Maintenance* and in my opinion it's a good book. . . . Dave Higgins' solutions seem to be practical at the level of programming. The book is COBOL-oriented but the readers using other languages can find analogous solutions to solve their problems. The programming example is very good because it is very simple. Some could say that it is too simple at the logical level, but we must not forget that no one book can cover an entire topic even if it is well defined. This book will be useful above all for programmers and I hope that it will help them to obtain good results."

—Jean-Dominique Warnier

Author and Originator of
the Data Structured Approach to Software Design

About the Author



Dave Higgins is a senior partner of The Ken Orr Institute based in Topeka, Kansas. Together with Ken Orr and the late Jean-Dominique Warnier, Dave was one of the principal architects of the Data Structured Software Development methodology, more widely known as the Warnier/Orr approach.

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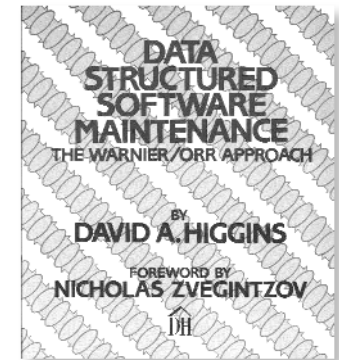
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Data Structured Software Maintenance

The Warnier/Orr Approach

by David A. Higgins

foreword by Nicholas Zvegintzov



ISBN: 978-0-932633-03-3
©1986 212 pages softcover
\$23.95 (plus shipping)

Improve Your
Software Maintenance Strategy

Data Structured Software Maintenance proposes a long-term solution to the problem of program maintenance, the largest single expense of data processing departments today. Traditional maintenance procedures cause programs to become unmaintainable over time because of the cumulative effect of changes to the system.

In this book, David A. Higgins argues against the practice of patching a program and redesigning just the part that needs repair or enhancement. Instead, readers are encouraged to use a structured method like the Warnier/Orr approach to redesign and document the existing programs so that they are easier to maintain over the long term.

The Warnier/Orr data structured methodology addresses more than just the coding style or the control structures of a program, and it can be applied even to programs that weren't developed with the method. The ultimate goal of *Data Structured Software Maintenance* is to have a good design for each program and to have the program closely match the design.

Other topics include a definition of good, maintainable programs, logical and physical design, repair and modification of traditional programs, maintenance of large programs, and installation of the Warnier/Orr method into an organization. Numerous examples and more than one hundred figures illustrate the text.

Read more about this book at
<http://www.dorsethouse.com/books/dssm.html>

The Deadline

"... it's a technological tour de force. It covers a wide range of topics, from project estimating to metrics, from conflict resolution to dealing with ambiguous specifications. ... the bullet points alone are worth the price of the book. ... *The Deadline* is almost as funny as a book full of Dilbert cartoons, but it's far less cynical. More important, it contains some profound wisdom and some practical, positive advice for improving the chances of meeting your next project deadline. I highly recommend it."

—Ed Yourdon, *American Programmer*

"Since most software managers rise from the ranks of programmers, and consequently don't have a clue about project management, the situation is ripe for teaching by example. That's what Tom DeMarco addresses with *The Deadline*. ... entertaining—and simultaneously instructive. ... many valuable techniques."

—Warren Keuffel, *Software Development*

"On content, Tom has produced a gem. ... a lot of good common sense coupled with a nice seasoning of wisdom. The way the stories are packaged, the messages are easy to grasp and remember. ... All in all, this is a relaxing and informative read."

—Watts S. Humphrey

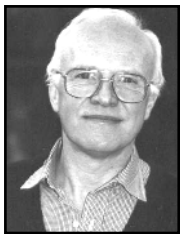
Fellow, Software Engineering Institute

"Tom DeMarco once again gleefully peels away the onion layers of management issues with a humanity and insight that translate as easily into corporate general management as they do into the management of software projects and teams."

—Bruce Taylor

Founding Publisher, *ImagingWorld*

About the Author



Tom DeMarco is a principal of the Atlantic Systems Guild (www.systemsguild.com) and author or coauthor of four best-selling Dorset House books (*Peopleware*, *Software State-of-the-Art*, *Waltzing with Bears*, and *Why Does Software Cost So Much?*) and a ground-breaking training video (*Productive Teams*, with Tim Lister).

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"*The Deadline* is dead on. It is a must-read, fun-read for anyone who has ever been, or will ever be, involved in a software project. Tom DeMarco has packaged the collective wisdom and hard-fought lessons learned of leading software prophets, gurus, and oracles into this tantalizing, insightful, and flat-out entertaining 'novel.'"

—Will Tracz

ACM Software Engineering Notes

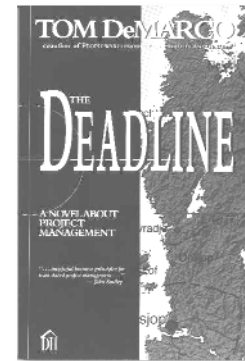
"A humorous, fictionalized look at software development ... offers a balanced approach to project management. The author rightly pinpoints people as the essential foundation of all successful projects."

—Quality Digest

The Deadline

A Novel About Project Management

by Tom DeMarco



ISBN: 978-0-932633-39-2
©1997 320 pages softcover
\$24.95 (plus shipping)

Winner of a Software Development
Productivity Award

From prolific and influential consultant and author Tom DeMarco comes a project management novel that vividly illustrates the principles—and the outright *absurdities*—that affect the productivity of a software development team.



With his trademark wit set free in the novel format, DeMarco centers the plot around the development of six software products. Mr. Tompkins, a manager downsized from a giant telecommunications company, divides the huge staff of developers at his disposal into eighteen teams—three for each of the software products. The teams are different sizes and use different methods, and they compete against

each other and against an *impossible* deadline.

With these teams—and with the help of numerous “fictionalized” consultants who come to his aid—Tompkins tests the project management principles he has gathered over a lifetime. Each chapter closes with journal entries that form the core of the eye-opening approaches to management illustrated in this entertaining novel.

"Here's a management book which is just plain fun to read. *The Deadline* is an innovative and entertaining story with insightful business principles for team-based project management at the end of each chapter."

—John Sculley

Read more about this book at
www.dorsethouse.com/books/dl.html

Designing Quality Databases ...

"the best book on information modeling ..."

—Terry Moriarty, *Database Programming & Design*

"This book is one of the best-written technical books that I have come across. . . . It should be part of every computer person's library."

—Robert L. Katz, *IBM Systems Journal*

"valuable insights for both beginners and database professionals. I think it will quickly become a leading book in the database field."

—Maurice Frank, *CASE Trends*

"Going beyond a mere definition of the IDEF1X standard, Bruce takes the reader on a journey through the world of data modeling and data architecture using IDEF1X to explore the impact that modeling decisions have on the business."

—Jo Meader, *Data Resource Management Journal*

"a comprehensive and coherent description of the pragmatic issues of database design. . . . I would heartily recommend this book to managers and aspiring-to-be managers in information processing organizations."

—Elliot Chikofsky, Progress Software Corp.

"Even if you don't actually use IDEF1X today, if you ever have to build a data model or design a database, then you should get a copy of *Designing Quality Databases with IDEF1X Information Models*. . . . This is not a dry theoretical book about language and syntax, it is a practical one about how to tackle real information modeling issues." —Chris Loosley, *Database Review*

"lots of extremely useful advice. . . . a solid, practical approach for modeling data and designing relational databases." —Karen Watterson, *Data Based Advisor*

About the Author



Thomas A. Bruce, a former senior systems engineer and VP with Bank of America, is a principal of T.A.B.S.E.T., a consulting and training firm based in Berkeley, California. For more than twenty years, he has been involved with all aspects of information systems development.

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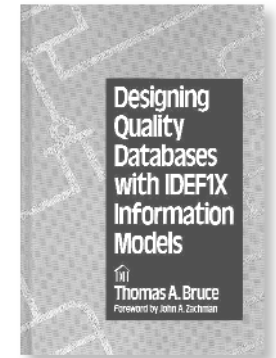
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Designing Quality Databases

with IDEF1X Information Models

by Thomas A. Bruce
foreword by John A. Zachman



ISBN: 978-0-932633-18-7
©1992 584 pages hardcover
\$57.95 (plus shipping)

The Quintessential Book on Information Modeling and Database Design

This comprehensive text shows how to use IDEF1X information models to specify business information requirements, policies, and rules, and describes how to use these specifications to design and build high-quality database applications.

Using IDEF1X, a language for describing information structures, Thomas A. Bruce provides a clear and practical text that teaches the reader to think about complex data and business rules without being concerned about the particular characteristics of the database management system that will be used for implementation. The text addresses both those who want to know the *why* and those who want to know the *how* of data-driven design.

Intended for use by managers, systems professionals, and students,

the text is divided into three parts: **Part One** presents the general concepts behind databases, information management, and information modeling in the context of Zachman's Framework for Information Systems Architecture. **Part Two** fully describes the symbols and semantics of IDEF1X, and speculates about the future of information modeling as well as the evolution of the IDEF1X language to support object-oriented and rule-based systems development. **Part Three** provides an extensive case study of a California produce market, employing the concepts introduced in the book.

Chapter-end exercises and references, eight appendices, a glossary, an index, and more than 300 figures and tables complete the text.

Read more about this book at
www.dorsethouse.com/books/dqd.html

Dr. Peeling's Principles ...

"... useful and practical tips for managers.

"... a good buy if you or your staff members are embarking on those crucial first days as a manager."

—Michelle Collins, *CanadaOne*

"Every once in a while, you pick up a book that grabs you. This is the kind of book that I look forward to seeing on my nightstand after a long day at work.

"I really enjoyed reading the book because, not only did I pick up a point or two about how to deal with my co-workers from a leadership position, but I learned a thing or two about myself and what techniques I subconsciously had been using to deal with difficult co-workers and stressful work situations."

—Will Tracz, *ACM Software Engineering Notes*

"Over and over, I find myself believing that Peeling is right about some point that I wish he were wrong about.

"... if you're a front-line manager or in danger of becoming one, you can learn a lot from this book. You should buy it and read it."

—Richard Mateosian, *IEEE Micro*

"a practical survival guide for the tenacious transition of learning how to become a manager... a sound and 'reader friendly' primer which is particularly recommended for the novice manager."

—The Midwest Book Review

"Nothing is more difficult than managing people. Dr. Peeling's new book will make the job a lot easier, especially for the person who wasn't born with a knack for handling others."

—Al Ries, Coauthor of *The 22 Immutable Laws of Marketing* and *The 22 Immutable Laws of Branding*

About the Author



Nic Peeling has a doctorate in computing from Oxford and is an award-winning software researcher at QinetiQ, originally part of the U.K. Ministry of Defence and now one of Europe's largest science and technology research organizations. He made the move from research to management in 1989. He now combines his management role with consultancy, focusing on technical, marketing, and management issues and developing technical briefings for the Ministry of Defence and others. Visit www.drpeeling.com for further details.

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6. **Turning Around a Failing Team**
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8. **Managing Your Organization**
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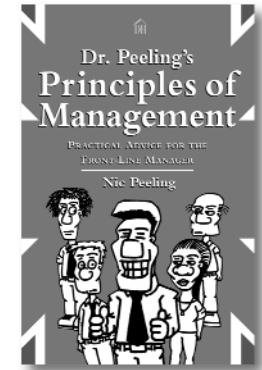
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Dr. Peeling's Principles of Management

Practical Advice for the Front-Line Manager

by Nic Peeling



ISBN: 978-0-932633-54-5
©2003 288 pages softcover
\$29.95 (plus shipping)

Uncommon Approaches to Managing Difficult People and Situations

Every day, professionals are promoted into management, often with less knowledge of leadership than of the tools of their trade. Although there are plenty of management books on the market, most of them address the lowest or highest levels of an organization. Few if any address the stickiest issues that hands-on managers face.

Dr. Peeling's Principles of Management offers managers a handy compendium of succinct, pragmatic advice. New and experienced managers tackle such questions as: How do you motivate a failing team? How do you inspire (or terminate) a poor performer? What tasks can you shirk—and what rules can you break? When should you retreat from office politics rather than retaliate? What distinguishes a leader from a manager?

These issues and countless others are matched with Peeling's candid, thought-provoking insights. All managers and future managers should read this book.

"The Golden Rule of Management: You will be judged by your actions, not by your words, and your actions shall set the example for your team to follow."

—from the introduction

"Office politics—and the ambitious, small-minded people who play political games on the job—can quickly undermine team spirit. I suggest you stamp hard on the first sign of politics infecting your team. Staff members who are playing political games do not behave in an open or straightforward way, so be forewarned: If you cannot determine the motivation behind someone's actions, office politics may be at work."

—from Chapter 1

Read more about this book at www.dorsethouse.com/books/dp.html

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About the Authors



The late Dr. Perry Gluckman was president and founder of Process Plus, Inc. He envisioned this book as one that would inspire readers to make a difference in their work, their families, and their communities.

Diana Reynolds Roome is a teacher and writer based in Mountain View, California. Her articles on health and a wide range of social issues have appeared in publications all over the world.



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1. The Manager's Story: A Matter of Fortitude

Wanda's Unappreciated Accomplishments • Perception versus Reality • Leadership Is No Picnic

2. The Buyer's Story: No More Deals

Which Kind of System: Complex or Linear? • Scapegoating Changes Nothing • Making Forecasts Work for the Company • No More Deals: Building Trust with Suppliers

3. The Engineer's Story: One Step Back, Two Steps Forward

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5. The President's Story: Wealth Is More Than Money

The New Meaning of Wealth • Pragmatism Works Better Than Planning • Technology Isn't Always the Answer • Too Much Emphasis on Finance • The Money Trap • People as Contributors

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Developing and Analyzing a System Is Essential • Encouraging Change for Ongoing Improvement • From Management to Leadership • The Concept of Synchronous Events • The Consultants Role in Continuous Process Improvement • What Makes a Good Client?

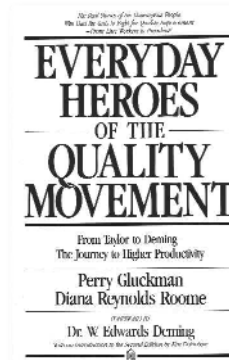
Afterword—Where Are We Now?

What Next?
Comparison and Contrast Between Taylor and Deming

Everyday Heroes of the Quality Movement

From Taylor to Deming—The Journey to Higher Productivity

by Perry Gluckman and
Diana Reynolds Roome
foreword by W. Edwards Deming
introduction by Ken Delavigne



ISBN: 978-0-932633-26-2
©1993 216 pages softcover
\$19.95 (plus shipping)

Six Inspiring Stories About Making Change Happen

What does it take to make radical or even small-but-crucial changes in an organization's efficiency? What can American industry do to become more productive? Who examines old habits, tries out new systems, and takes the inevitable flack? *Everyday Heroes of the Quality Movement* addresses those issues in a book that is both a practical manual of process improvement and a sympathetic tribute to the people who make it happen.

Readers will find their own working lives reflected in the stories of the manager, the buyer, the engineer, the worker, the president, and the consultant. These everyday heroes are individuals who have changed perceptions. They are often unsung, and may risk their liveli-

hood or status to stand out and oppose the old ways.

Based on the late Dr. Perry Gluckman's personal experience as a consultant implementing the theories of W. Edwards Deming, the book lets you into the lives of six people who put themselves on the front line of the battle for quality improvement. The stories tell real experiences of people who work in America's companies, from top executives to line workers. What they have in common is the courage to imagine a better working world and the fortitude to put themselves out on a limb to achieve it.

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Exploring Requirements

"The authors present a fun and straightforward look at the ambiguities of requirements and the human side of requirements elicitation. In so doing, they cut to the heart of what requirements elicitation is all about—discovery, exploration, negotiation, learning, and conflict."

—Ellen Gottesdiener, *STQE*

"Anyone who wants to build a product should understand this book."

—Watts S. Humphrey
Software Engineering Institute

"... a superb new book on systems analysis ... you simply must read and absorb this gem. It complements every brand-name systems analysis methodology currently being practiced."

—Edward Yourdon, *American Programmer*

"Gause and Weinberg ... illuminate the most obscure but important part of the product development process: getting an appropriate understanding of the requirements. The book provides an excellent set of principles amply illustrated by relevant and thought-provoking examples."

—Barry Boehm, *UCLA*

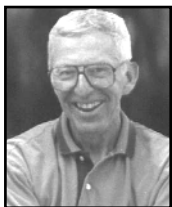
"... highly recommended ... sure to change how you develop requirements for your projects."

—John L. Berg
Computer Standards & Interfaces

"Consciousness raising for systems analysts."

—Tom DeMarco
Principal, Atlantic Systems Guild

About the Authors



Donald C. Gause is a principal of Savile Row, LLC, as well as Bartle Professor in Systems Science in the Thomas J. Watson School of Engineering, SUNY/Binghamton. His work involves the management of innovation within large organizations, the design of user-oriented systems, and the develop-

ment and analysis of systems design processes.

Gerald M. Weinberg, one of the best-known names in the information industry, is a principal of the consulting firm Weinberg and Weinberg, based in Lincoln, Nebraska. As a teacher and author, he is devoted to helping others become more productive.



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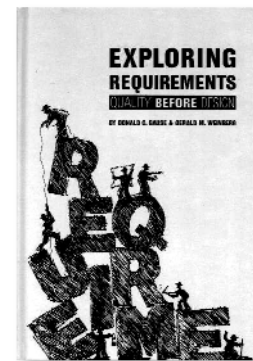
"Twelve years after it first appeared, this book is completely relevant to today's development projects."

—Richard Mateosian
IEEE Micro

Exploring Requirements

Quality Before Design

by Donald C. Gause and
Gerald M. Weinberg



ISBN: 978-0-932633-73-6
©1989 320 pages softcover
\$39.95 (plus shipping)

*One of the Most Referenced and Praised Texts
on Requirements Analysis*

The scholar John von Neumann once said, "There's no sense being exact about something if you don't even know what you're talking about." In a world that is growing increasingly dependent on highly complex, computer-based systems, the importance of defining what you want to make before making it—that is, knowing what you're talking about—cannot be stressed enough.

Here's an innovative book that gives you the understanding you need to give people the solutions they want. The collaborative team of Gause and Weinberg tells how you can assure the requirements are right—before the product is designed.

Written by two recognized authorities in the field, this book is a collection of ideas developed, refined, and tested during their more than sixty combined years of work with both large and small organizations.

The techniques formulated in *Exploring Requirements* are not confined to software development; they have been used effectively to develop a wide range of products and systems—from computer software to furniture, books, and buildings.

Systems analysts and anyone involved with the challenges of the requirements process will greatly benefit from this book.

Read more about this book at
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". . . presents simple but powerful measurement techniques to help software managers allocate limited resources and track development progress."

—IEEE Computer

". . . a must-read for managers who want to bring development under control.

". . . intended to be used by software development managers, and their bosses, and provides a comprehensive approach to achieving predictability in the software development process."

—Joe Saur, ACM Software Engineering Notes

". . . a 'reader friendly' instructional how-to guide to utilizing the reliable development processes and techniques that help software managers efficiently allocate limited resources and carefully track progress, ensuring optimum quality software with a minimum of wasted effort. . . . An exceptional business guide in its field . . . highly recommended reading for anyone charged with the responsibility of using and creating software projects using or incorporating metric measurements."

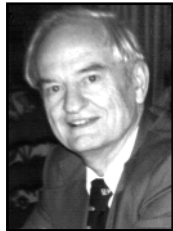
—The Midwest Book Review

About the Authors



Larry Putnam, Sr., and Ware Myers have written three previous books and numerous articles together over many years. Mr. Putnam, a leading expert in the software estimation and management field, is the president of Quantitative Software Management, a software management consulting firm based in McLean, Virginia.

Ware Myers is an independent consultant and a long-time contributing editor to *Computer* and *IEEE Software*. His current interests include the application of metrics to software planning, estimating, bidding, and project control.



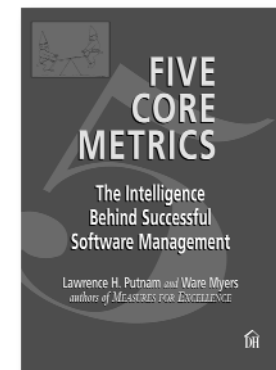
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Five Core Metrics

The Intelligence Behind Successful Software Management

by Lawrence H. Putnam
and Ware Myers



ISBN: 978-0-932633-55-2
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\$43.95 (plus shipping)

How to Bid, Control, and Complete Your Software Projects Using Metrics

To succeed in the software industry, managers need to cultivate a reliable development process. By measuring what teams have achieved on previous projects, managers can more accurately set goals, make bids, and ensure the successful completion of new projects.

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"Whether it's a single company making use of metrics or nine companies finding out from measurements how much difference a new technology made, metrics can tell us that we are doing things right. Metrics provide and enable the following:

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- control of the project during its course
- ability to replan an errant project along the way
- master-planning the assignment of resources to all projects within the organization
- monitoring process improvement from year to year"

—from Chapter 1

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—from the preface

About the Authors



Gerald Weinberg is co-principal with his wife, Daniela, of Weinberg and Weinberg, a consulting firm that trains people in improved productivity, organizational development, and problem solving.

Daniela Weinberg has consulted, published, and lectured extensively on organizational cultures, both how they work and how they change. Drawing on her expertise in applied anthropology, she holds workshops on the human-canine relationship. She is a staff writer for the dog-obedience journal *FORWARD*, winner of the prestigious Maxwell Award in 1998 and 1999.



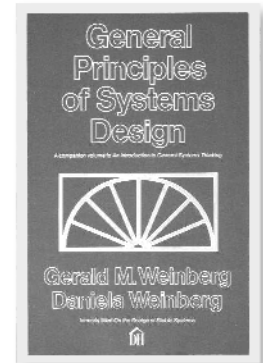
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General Principles of Systems Design

by Gerald M. Weinberg and Daniela Weinberg

Bring a Deeper Understanding of Systems to Software and System Development



ISBN: 978-0-932633-07-1
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Originally titled *On the Design of Stable Systems* in its first, hardcover incarnation, in 1979, *General Principles of Systems Design* does not just focus on computer systems, but systems of all kinds—human, natural, and technological.

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The authors draw on their respective backgrounds in technology

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In the course of this presentation, the Weinbergs introduce a host of laws and theorems derived from the best thinking of systems thinkers over the past century.

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It is unique in its approach, highly readable, and offers practical ways of solving problems.

100+ figures

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" . . . Reading this book will not give you any technical skills and may not even directly make you a better programmer or system designer. What it will give you is a deep appreciation for the value of people and analytical skills, for it is smart people who design efficient major systems and they do so by interacting and having skills that complement each other."

—Charles Ashbacher,
Charles Ashbacher Technologies

About Jerry Weinberg



Internationally respected for his innovative thinking on both human and technical issues, Gerald M. Weinberg is a highly influential author, lecturer, and consultant, drawing on experiences gained in all three roles, as well as from a long technical career as a software developer and researcher.

Weinberg has written on topics ranging from computer systems and programming to education, problem solving, and writing. He is the author of *The Psychology of Computer Programming*, *The Secrets of Consulting*, *Weinberg on Writing*, and dozens of other highly regarded books and articles. His blend of wit, storytelling, and jawdropping insight has won him fans around the world. Learn more at JerryWeinberg.com.

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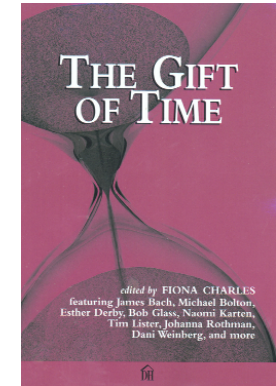
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The Gift of Time

edited by Fiona Charles



ISBN: 978-0-932633-75-0
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\$25.95 (plus shipping)

Sharing the Gift of Time

Consultants and managers from diverse fields present perspectives on lessons learned from Gerald M. Weinberg. A celebration of Jerry Weinberg's still-flourishing career, *The Gift of Time* is at once a tribute to a remarkable and influential software and systems pioneer, an introduction to his work, and a collection of lively and informative essays. Seventeen contributors focus on practical strategies and techniques applied and extended in their own work.

Readers, students, clients, colleagues, and friends of Jerry Weinberg, the contributors to *The Gift of Time* are notable authors and teachers in their own right. Reflections by Fiona Charles, Robert L. Glass, James Bach, Michael Bolton, Jean McLendon, Sherry Heinze, Sue Petersen, Esther Derby, Willem van den Ende, Judah Mogilensky, Naomi Karten, James Bullock, Tim Lister, Johanna Rothman, Jonathan Kohl,

Dani Weinberg, and Bent Adersen explore topics including:

- the role of systems thinking as a foundational software testing skill
- understanding the relationships inherent in software quality and other complex problems
- building personal tools to confront the struggles of everyday life and work
- improving working relationships, and work itself, through congruent feedback
- applying models to solve problems in group dynamics
- observing behavior as an indicator of progress in process improvement
- developing critical organizational skills through experiential learning
- solving problems by examining underlying system dynamics, and more.

A compendium of valuable expert advice, the book addresses core issues on the human side of software projects.

Read more about this book at
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Handbook of Walkthroughs ...

"... anyone needing, planning, or attending a review or the like should have consulted this handbook to get them on the right wavelength for really useful, productive evaluations."

—C.C. Dilloway, *Computer Books Review*

"... a basic reference for anyone engaged in system design and programming activities."

—*Journal of Systems Management*

"When I started reading *Walkthroughs, Inspections, and Technical Reviews: Evaluating Programs, Projects, and Products* by Daniel P. Freedman and Gerald M. Weinberg, my intention was to summarize its key points. But alas, I have found this task impossible, because every page of this book is so full of meat that the summary would be almost as long as the book itself. The book is based on the authors' extensive experience in conducting, facilitating, and observing reviews, and I'm not surprised the book has been reissued and reprinted so many times. . . ."

—Naomi Karten, *Managing End-User Computing*

"Informal technical reviews take place all the time. They are an essential part of the real world of programming work."

—from Part A, Sec. 2,

"What Is a Formal Technical Review?"

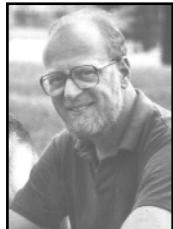
About the Authors



Daniel P. Freedman writes from an extensive background as a consultant, researcher, and lecturer. He is president of Ethnotech, based in Binghamton, New York.

Drawing on his four decades in the world of academia and industry, Gerald M. Weinberg has written on topics ranging from

computer systems and programming to education and problem solving. A principal of Weinberg and Weinberg, based in Lincoln, Nebraska, Weinberg received the Stevens Award in September, 2000, for his contributions to software engineering.



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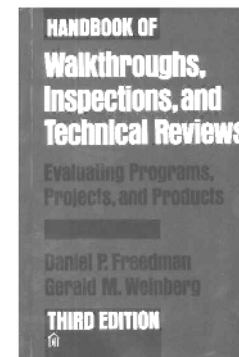
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Handbook of Walkthroughs, Inspections, and Technical Reviews

Third Edition

by Daniel P. Freedman and Gerald M. Weinberg

A Step-by-Step Guide to Avoiding Costly Errors



ISBN: 978-0-932633-19-4
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To err is indeed human, and reviews have proved to be the most cost-effective method in use for error detection and removal. Before implementing new procedures within an information system, a formal technical review can ensure that the plan will work. This step is critical in preserving the intentions of the plan and preventing costly, time-consuming errors.

Distinguished authors Daniel Freedman and Gerald Weinberg, over several years of consulting, found a similarity among the questions their clients had about formal reviews. In a clear, nontechnical style, this handbook addresses the wide range of questions typically asked. Freedman and Weinberg use what they learned as "outsiders" to

help "insiders" conduct thorough evaluations of their projects.

Presented in a question/answer format, the handbook invites the reader to partake in an informative, lively conversation. Topics include the who, what, where, when, and why of conducting reviews, with special emphasis on how to proceed. Numerous checklists, sample forms, and guidelines supplement the authors' comprehensive and often witty answers.

This acclaimed third edition offers specific advice on the formulation of a review team and on the roles of management and the reviewers themselves. No walkthrough, inspection, or technical review can truly be complete without this professional handbook.

Read more about this book at
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Founder, Fog Creek Software

"Rothman lays out the tasks and the issues, then addresses actual situations that might arise. She covers the entire subject thoroughly. . . .

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—**Richard Mateosian**
IEEE Micro

"If you are involved in any way with hiring techies, you need this book—not just as a one-time read, but as one you will refer to repeatedly."

—**Earl A. Everett**, Director of Engineering, Vauban Advanced Technologies, posted on *Amazon.com*

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—**James Bach**
CEO, Satisfice, Inc.

" . . . practical, pragmatic advice on finding and hiring the right person. . . . full of examples, templates, and true stories that will help you make the best use of your time, fine-tune your hiring process, and hire the best."

—**Esther Derby**, President
Esther Derby Associates, Inc

About the Author



Johanna Rothman is a highly regarded speaker, author, and consultant; she is known for her pragmatic approach to the problems of managing high technology product development and workers. During the past twenty years, she has been influential in the hiring of hundreds of technical

people, including developers, testers, technical editors, technical support staff, and their managers. Based in Arlington, Massachusetts, she is the president of Rothman Consulting Group (www.jrothman.com).

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Hiring the Best Knowledge Workers, Techies & Nerds

The Secrets & Science of Hiring Technical People

by Johanna Rothman
foreword by Gerald M. Weinberg

Proven Methods for Attracting, Interviewing, and Hiring Technical Workers

Good technical people are the foundation on which successful high technology organizations are built. Establishing a good process for hiring such workers is essential. Unfortunately, the generic methods so often used for hiring skill-based staff, who can apply standardized methods to almost any situation, are of little use to those charged with the task of hiring technical people.

Unlike skill-based workers, technical people typically do not have access to cookie-cutter solutions to their problems. They need to adapt to any situation that arises, using their knowledge in new and creative ways to solve the problem at hand. As a result, one developer, tester, or technical manager is not interchangeable with another. This makes hiring technical people one of the most critical and difficult processes a technical manager can undertake.

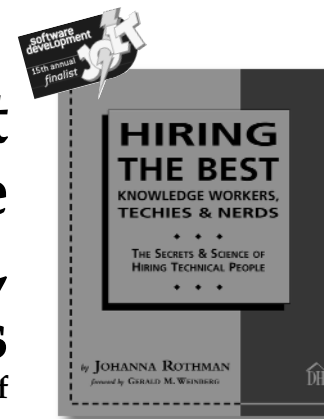
Hiring the Best takes the guesswork out of hiring and dimin-

ishes the risk of costly hiring mistakes. With the aid of step-by-step descriptions and detailed examples, you'll learn how to

- write a concise, targeted job description
- source candidates
- develop ads for mixed media
- review résumés quickly to determine Yes, No, or Maybe candidates
- develop intelligent, nondiscriminatory, interview techniques
- create fool-proof phone-screens
- check references with a view to reading between the lines
- extend an offer that will attract a win-win acceptance or tender a gentle-but-decisive rejection
- and more.

You, your team, and your organization will live with the long-term consequences of your hiring decision. Investing time in developing a hiring strategy will shorten your decision time and the ramp-up time needed for each new hire.

Read more about this book at
www.dorsethouse.com/books/hire.html



ISBN: 978-0-932633-59-0
©2004 352 pages softcover
\$37.95 (plus shipping)

How to Plan ...

"excellent . . . invaluable . . . will be a valuable addition to the MIS manager's library."

—*Data Processing Digest*

" . . . readable and wide-ranging. . . this volume has a lot to offer."

—**Nick Beard**, *Computing*

" . . . take it from van Steenis. Hardware is only one element of an information system. . . . although this book is called *How to Plan, Develop, and Use Information Systems*, it's the subtitle, *A Guide to Human Qualities*, that really conveys its essence."

—**Naomi Karten**, *Managing End-User Computing*

"This is not a theoretical book: It is a practical guide to how to make computers work for people, rather than make people adapt to computers. To adapt computers to all people is much more than designing a human-machine interface, only one of the many human tasks in planning, developing, and using computers."

—*from the preface*

"Computers are unique in that we can use them for almost anything. However, we must plan them properly to assure they do the right things. If we can make a model of what we want computers to do, we can implement that model in software and otherware, using appropriate hardware. The basis for success of an information system is careful *planning*, through design of the overall model of what we want the information system to do."

—*from Ch. 1, "Planning Information Systems"*

About the Author



Hein van Steenis worked for IBM Netherlands International Operations from 1960 to 1987, traveling extensively for the company in Europe and the United States. At IBM, he specialized in character recognition planning, development, and standards. Born in Indonesia, he now

lives in Almere, The Netherlands, and is an independent consultant and writer. He is married and the father of three grown daughters.

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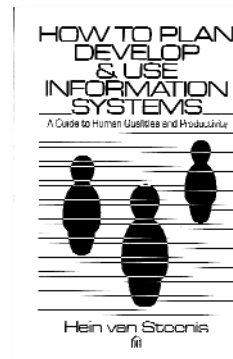
Glossary, Bibliography, Author Index, Subject Index

How to Plan, Develop & Use Information Systems

A Guide to Human Qualities & Productivity

by Hein van Steenis

*Adapt Systems to People,
Not the Other Way Around*



ISBN: 978-0-932633-12-5
©1990 360 pages hardcover
\$34.95 (plus shipping)

Today, we are technically capable of producing virtually any type of computer and information system, in any size. Yet, a major problem remains: how to adapt such systems to people and their environment. This practical guide tells you how to do just that. The author argues convincingly that optimizing computers' potential requires first an understanding of people's reaction to computers and the inevitable changes that accompany their introduction into an organization.

This book covers the entire gamut of human activities to automate procedures in an organization, from planning the system and designing the human-machine interface to documenting it and training the users.

The book introduces the ISVIC procedure (Investigating, Structuring, Verifying, Implementing, Checking) as a means to analyze and synthesize complex subjects.

Written in nontechnical language, it explores the human element in a computing environment and shows how systems engineering is more than just issues of software and hardware selection. A central theme is how to achieve a high level of quality by providing service to customers.

The text is understandable to everyone involved in planning, developing, and using computers. Valuable summaries, exercises, and review questions conclude each chapter.

exercises, bibliography, 14 appendices

Read more about this book at
<http://www.dorsethouse.com/books/htp.html>

General Systems Thinking

"It is difficult to . . . give this book the credit it deserves in such a limited review. Suffice it to say this is one of the classics of systems or science of computing. I recommend it to all; it will cause both scientists and non-scientists to examine their world and their thinking. This book will appear on my reading table at regular intervals, and one day I hope to update to the golden anniversary edition."

—John D. Richards
Software Quality Professional

" . . . truly an extraordinary piece of work . . .

" . . . the best collection of thought experiments and points of contention that I have ever seen gathered together in one location. . . .

"This book will still be worth reading for a long time to come and it is on my list of top ten computing books of the year."

—Charles Ashbacher, posted on Amazon.com

"The positioning of the observer as the constructor of the system is very interesting, as is the discussion of stability and change.

" . . . thought provoking and evocative. . . . an important read."

—Terry Plum
Journal of Academic Librarianship

"When I set out to write *An Introduction to General Systems Thinking*, I had already written a half-dozen books on thinking—but all in the context of thinking about computer programming. . . . I decided to leave the programming language business to others and to concentrate on more general principles of thinking. As a result, I first published *The Psychology of Computer Programming* and then this book. Now, more than a generation later, both books are still around, quietly doing their work."

—from the preface to the Silver Anniversary Edition

About the Author



Gerald M. Weinberg has programmed, researched, managed, and taught both in industry and academia for more than four decades. As a principal of Weinberg and Weinberg, based in Lincoln, Nebraska, he teaches and consults in ways for people to become more productive.

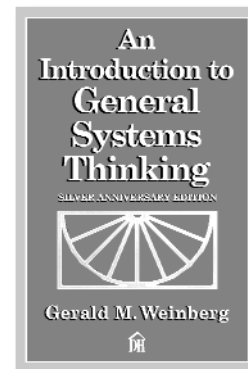
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An Introduction to General Systems Thinking

Silver Anniversary Edition

by Gerald M. Weinberg



ISBN: 978-0-932633-49-1
©2001 304 pages softcover
\$33.95 (plus shipping)

*Sharpen Your Thinking with
Weinberg's Systems Thinking Classic*

For more than twenty-five years, *An Introduction to General Systems Thinking* has been hailed as an innovative introduction to systems theory, with applications in computer science and beyond. Used in university courses and professional seminars all over the world, the text has proven its ability to open minds and sharpen thinking.

Originally published in 1975 and reprinted more than twenty times over a quarter century—and now available for the first time from Dorset House Publishing—the text uses clear writing and basic algebraic principles to explore new approaches to projects, products, organizations, and virtually any kind of system.

Scientists, engineers, organization leaders, managers, doctors, students, and thinkers of all disciplines can use this book to dispel the mental fog that clouds problem-solving.

As author Gerald M. Weinberg writes in the new preface to the *Silver Anniversary Edition*, "I haven't changed my conviction that most people don't think nearly as well as they could had they been taught some principles of thinking."

Now an award-winning author of nearly forty books spanning the entire software development life cycle, Weinberg had already acquired extensive experience as a programmer, manager, university professor, and consultant when this book was originally published.

With helpful illustrations, numerous end-of-chapter exercises, and an appendix on a mathematical notation used in problem-solving, *An Introduction to General Systems Thinking* may be your most powerful tool in working with problems, systems, and solutions.

Read more about this book at
www.dorsethouse.com/books/gst.html

iTeam

"Imagine that your task is to form a Little League baseball team . . . With more than a touch of irony, you name your start-up team the Cellar Dwellers, and set out to find a team manager. The best candidate is a go-get-'em father who wants his kids to play baseball (even though they do not appear to be in the least bit enthusiastic), and so you appoint him team manager. Without conducting tryouts, your new team manager puts his kids and his friends' kids on the team, encouraging each father to lobby for the position he wants his kid to play. 'Strategic planning' consists of discussing how much time each kid will play the position his or her dad has chosen. . . .

"Now imagine how the League-Leader Yankees approach team activities at the start of each season. First, they recruit a manager with baseball-coaching experience who has proven he can win. The manager organizes a camp to test players for each position, and then recruits the best players to join his team. Players practice their positions and improve their skills. The manager develops a game plan and motivates individuals to play their position to the best of their ability. The manager states first that he is 100-percent responsible for game outcome, whether the team wins or loses, and second, that the team members are responsible for playing their position as instructed. It should be no surprise that the League-Leader Yankees win the championship once again.

". . . selecting the best people, planning strategically, practicing skill sets, and giving individuals responsibility for 'playing their position' can help sports teams to succeed . . . Getting all components to work is not simple, however, generally because business-team members erroneously believe 'there is no 'I' in team.'

—from Chapter 1

About the Author



William E. Perry's early association with quality-pioneer W. Edwards Deming and his work with teams convince him that top-down management is counterproductive to success. He founded and manages two successful businesses: Quality Assurance Institute and Internal Control Institute. Bill is author or coauthor of more than fifty books on quality assurance in information systems, including *Surviving the Top-Ten Challenges of Software Testing* (Dorset House Publishing, 1997).

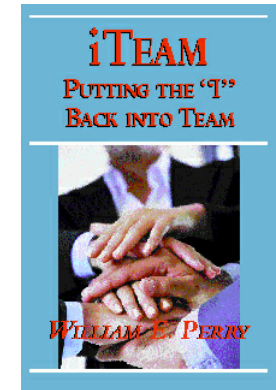
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iTeam

Putting the "I" Back into Team

by William E. Perry



ISBN: 978-0-932633-68-2
©2009 152 pages softcover
\$21.95 (plus shipping)

Who Says There Is No 'I' in Team?

The premise of *iTeam: Putting the "I" Back into Team* is that teams in many business organizations are ineffective. Perhaps the best evidence of a flawed team theory is signs posted throughout many business organizations that state, "There is no 'I' in 'team.'" If there is no 'I' in 'team,' what are individuals supposed to do during team meetings? Does each team member have a role? Will each team member receive recognition and reward for their work? Are individuals unique, or just part of a groupthink process?

From his own team participation experience and interviews with hundreds of individuals who have spent hundreds of thousands of hours in teams Perry diagnoses the attributes of great teamwork. This book contains fifty building blocks called best team practices anyone

can use to build great teams in an organization.

"Most of us have a love-hate relationship with teams. We love sports teams, for example—Yea! Go Team!—but few of us genuinely enjoy having to participate in team activities at work. Although I have had the best of times as a team member, accomplishing much more than the sum of each person's input, I've also had the worst of times as a team member, when a poor group dynamic actually diminished team-member contributions.

"I have concluded, after thousands of hours sitting through team meetings, that there are very, very few great teams. I am convinced, however, that great teams can and do exist, and that it is possible to transform a good team into a great team.

—from Chapter 1

Read more about this book at
www.dorsethouse.com/books/iteam.html

Just Enough Requirements Mgmt.

"Al Davis takes for his subject the largely unexplored middle ground between the requirements purists and the requirements cowboys. Since it's this middle ground where real work gets done, his guidance is both useful and welcome."

—Tom DeMarco, coauthor of *Peopleware*

"If you repeatedly find yourself having troubles managing requirements for your information system development projects, or if you have a hard time communicating with your marketing or business departments or even with your customers, this book will undoubtedly make your day."

—Valentin Crettaz
Val's Blog, javaranch.com

"No-one else, perhaps, could take a long view of the passionate arguments between traditionalists, formalists, and agile methods people, or of the differing viewpoints of developers, managers, and marketing. . . .

. . . it takes a light, informed, politically-skilful and industrially-informed look at the problem of doing just enough. This is very timely, given the 'heavy RE' versus 'agile methods' debate: and Davis succeeds in pointing out where the balance lies. Davis writes in a fresh and engaging way, telling stories from his long and varied experience as a consultant (and researcher).

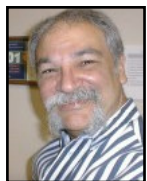
"Davis has come up with yet another good, practical book for industry."

—Ian Alexander, *Requireonautics Quarterly*

"Having a list of requirements solves many problems, but it misses a major purpose of creating requirements in the first place. We create requirements to address needs, or markets. Without a thorough understanding of those needs, we are wasting our time."

—from the preface

About the Author



Alan M. Davis is a prolific author with more than 25 years' experience consulting for more than 100 major corporations worldwide including Boeing, Cigna Insurance, Federal Express, General Electric, and the Software Productivity Consortium. He is currently a professor of information systems at the University of Colorado at Colorado Springs and serves as editor of the *Journal of Systems and Software*. Visit <http://web.uccs.edu/adavis>.

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Just Enough Requirements Management

Where Software Development Meets Marketing

by Alan M. Davis



ISBN: 978-0-932633-64-4
©2005 256 pages softcover
\$33.95 (plus shipping)

Take On "Just Enough" Software Requirements Without Blowing Your Deadlines and Budgets

If you develop software without understanding the requirements, you're wasting your time.

On the other hand, if a project spends too much time trying to understand the requirements, it will end up late and/or over-budget. And products that are created by such projects can be just as unsuccessful as those that fail to meet the basic requirements.

Instead, every company must make a reasonable trade-off between what's required and what time and resources are available.

Finding the right balance for your project may depend on many factors, including the corporate culture, the time-to-market pressure, and the criticality of the application. That is why requirements management—

gathering requirements, identifying the "right" ones to satisfy, and documenting them—is essential.

Just Enough Requirements Management shows you how to discover, prune, and document requirements when you are subjected to tight schedule constraints. You'll apply just enough process to minimize risks while still achieving desired outcomes. You'll determine how many requirements are just enough to satisfy your customers while still meeting your goals for schedule, budget, and resources.

If your project has insufficient resources to satisfy all the requirements of your customers, you must read *Just Enough Requirements Management*.

Read more about this book at www.dorsethouse.com/books/jerm.html

Managing Expectations

"It's the sort of book that, in conjuring up your own past failures, prompts you to slap your forehead and cry, 'Of course! That's where I went wrong!' . . . The subject is especially timely given the business world's current exhortations to listen to the voice of the customer. . . . *Managing Expectations* is not just a compilation of missed cues and human foibles, and Karten does not believe that simply recognizing the problem is sufficient. . . . *Managing Expectations* is a worthy addition to the customer-focused curriculum. For IS folks in search of the common wavelength, it should more than meet expectations." —*CIO Magazine*

"If the people crash, it does not matter that the program runs. The purpose of Karten's book is to make the people run."

—*Nicholas Zvegintzov, Software Management News*

"Karten does a great job of identifying why customer expectations are not met. . . . This is good reading not only for information professionals, but for anyone involved with pleasing customers."

—*Randy Rice, Software Quality Advisor*

". . . some people in the industry are beginning to realize that we are not in the toy business, but the service business. . . ."

"One of the earliest of those few visionaries is Naomi Karten, author of *Managing Expectations*. . . ."

"We thought that as our technical prowess grew, our customers would be happier, but they aren't. To match our increasing ability to produce excellent systems, we need to increase our ability to manage our customers' expectations. Naomi Karten's pioneering book teaches us how to do it."

—*Gerald M. Weinberg, from the Foreword*

About the Author



Naomi Karten is an international speaker, seminar leader, author, and consultant, specializing in helping organizations improve their service strategies and customer relations. She is editor of the free newsletter *Perceptions & Realities*, and is president of Karten Associates (www.nkarten.com) based in Randolph, Massachusetts. Her other Dorset House book is *Communication Gaps and How to Close Them*.

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• START ANYWHERE

Related Reading

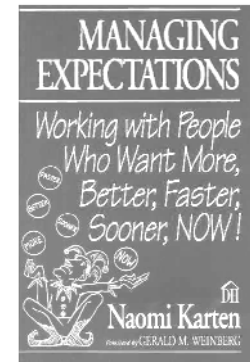
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Managing Expectations

Working with People Who Want More, Better, Faster, Sooner, NOW!

by Naomi Karten

foreword by Gerald M. Weinberg



ISBN: 978-0-932633-27-9
©1994 240 pages softcover
\$27.95 (plus shipping)

Action-Oriented Advice to Mesh Your Customers' Expectations with Your Own

People have expectations. Your clients, for example. Sometimes their expectations of you seem unreasonable. Sometimes *your* expectations of them seem just as unreasonable (in their eyes).

The problem is that these mismatched expectations can lead to misunderstandings, frayed nerves, and ruffled feathers. More seriously, they often lead to flawed systems, failed projects, and a drain on resources. Left unmet, customer expectations can destroy the success of our products and services.

Managing Expectations shows how to identify expectations and suggests ways to gain more control of them. In today's turbulent business world, understanding and meeting your customers' expect-

tations is indeed a challenge, and it's not hard to understand why: Expectations affect a range of interactions, including service responsiveness, service capability, product functionality, and project success.

Expectations are difficult to control and impossible to turn off. However, by learning to identify and influence what your customers expect, you can dramatically improve the quality, impact, and effectiveness of your services.

Contents include sections on communication skills, information gathering, policies and practices, building win-win relationships, as well as a concluding chapter on how to formulate an action plan.

Read more about this book at
www.dorsethouse.com/books/me.html

Measuring and Managing Performance ...

"... *Measuring and Managing Performance in Organizations* will provide you with a background to recognize measurement system dynamics so you can design better measurement systems. ... Austin gives an in-depth look at what makes or breaks measurement systems. The information is presented in an intuitive way; if you understand algebra and simple logic, you will understand what Austin is presenting."

—Don Gray
STQE Magazine

"A book of deep *ahas* for me has been Robert D. Austin's 1996 book *Measuring and Managing Performance in Organizations*. I've read it half a dozen times. The book is something of a sleeper, undramatic and dry (like the title). But by the time it is done, the author has devastated the notion of Management by Objectives and all of its fellow easy-as-pie management methods. If you're measuring anything, you need this book."

—Tom DeMarco
Across the Board

"When you realize that dysfunction will probably accompany almost any kind of measurement, you're inclined to ask questions like, Why and when is it likely to occur? What are the underlying causes? What are the indicators that it is happening? and, most of all, What can I do about it? Satisfying answers to these and other allied questions were provided by Rob's thesis, but by no other source that we knew of. That made us believe that the work needed to be made available in some more accessible form. We began to encourage and cajole Rob to develop his work into a book. *Measuring and Managing Performance in Organizations* is the admirable result. We believe this is a book that needs to be on the desk of just about anyone who manages anything."

—Tom DeMarco and Timothy Lister
from the foreword

About the Author



Robert D. Austin joined the Harvard Business School faculty in 1997. He formerly served in various capacities in Ford Motor Company's Information Technology organization, and has participated on Software Process Measurement and National Software Capacity Study teams sponsored by the Software Engineering Institute.

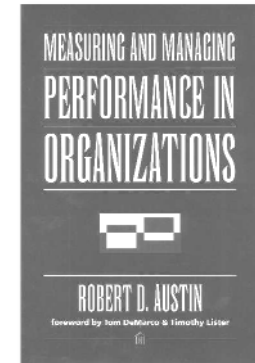
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Measuring and Managing Performance in Organizations

by Robert D. Austin

foreword by Tom DeMarco and Timothy Lister



ISBN: 978-0-932633-36-1
©1996 240 pages softcover
\$24.95 (plus shipping)

Understand the Sometimes Negative Effects of Performance Measurement Systems

Based on an award-winning doctoral thesis at Carnegie Mellon University, *Measuring and Managing Performance in Organizations* presents a captivating analysis of the perils of performance measurement systems. In the book's foreword, *Peopleware* authors Tom DeMarco and Timothy Lister rave, "We believe this is a book that needs to be on the desk of just about anyone who manages anything."

Because people often react with unanticipated sophistication when they are being measured, measurement-based management systems can become dysfunctional, interfering with achievement of intended results. Fortunately, as the author shows, measurement dysfunction follows a pattern that can be identified and avoided.

The author's findings are bolstered by interviews with eight recognized experts in the use of measurement to manage software development: **David N. Card**, of Software Productivity Solutions; **Tom DeMarco**, of the Atlantic Systems Guild; **Capers Jones**, of Software Productivity Research; **John Musa**, of AT&T Bell Laboratories; **Daniel J. Paulish**, of Siemens Corporate Research; **Lawrence H. Putnam**, of Quantitative Software Management; **E.O. Tilford, Sr.**, of Fissure; plus the anonymous **Expert X**.

"Buy *Measuring*, and use it to balance the points the overly enthusiastic fans of measurement will make in your next project meeting."

—Sue Petersen, *Visual Developer*

Read more about this book at
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More Secrets of Consulting

"Weinberg's original *Secrets of Consulting* has a place on every consultant's (at least the ones that are making any money) bookshelf. If you have not read Jerry's original book, you will be surprised at how he makes simple analogies and symbols so meaningful. . . . Jerry Weinberg's career is the envy of most consultants that I know. I find it wonderful that he is prepared to share the secrets of his success. Buy this book if you are a consultant, or thinking of becoming one."

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"He has so much to say and so many instructive stories to tell. . . .

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"Virginia [Satir] taught me that I had all the tools needed to be a successful consultant (and human being), but that I might not be using all those tools to their fullest potential. Virginia's tool kit was inspired by Frank Baum's *Wizard of Oz*, where Dorothy and her friends made a long journey only to discover that they already had the tools they so fervently desired. I believe that we all do have those tools, and the purpose of this book is to remind us of some we've forgotten, or that we underutilize."

—GMW, *The Dorset House Quarterly*, Vol. XI, No. 3

About the Author



Gerald M. Weinberg is the author of scores of books and articles on consulting and software development, including the 1985 classic, *The Secrets of Consulting* (also available from Dorset House). Visit www.geraldweinberg.com.

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Satir's Self-Esteem Tool Kit

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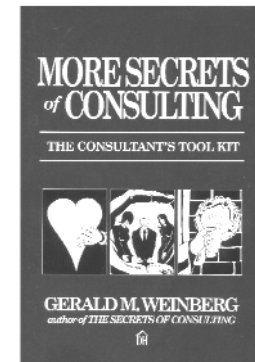
The Dreaded "Shoulds"

Competence Can Lead to Burnout

More Secrets of Consulting

The Consultant's Tool Kit

by Gerald M. Weinberg



ISBN: 978-0-932633-52-1
©2002 216 pages softcover
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Powerful Tools to Unlock Your Consulting Abilities

Widely acclaimed as a consultant's consultant, Gerald M. Weinberg builds on his perennial best-seller *The Secrets of Consulting* with all-new laws, rules, and principles. You'll learn how to fight burnout, stay curious, understand your clients, negotiate effectively, and much, much more.

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"If you were to buy this book and the previous one, *Secrets of Consulting*, and read them, then your next step should be to place one in each of your hip pockets. For that is the only part of being a consultant not covered in these books. Wrapped in the guise of folk wisdom, the advice given here could and should be part of a business degree. . . ."

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" . . . Gerald Weinberg's two *secrets* books, therefore, are valuable on every computing professional's book shelf."

—Conrad Weisert, IDINews.com

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Object-Oriented Computation . . .

"Object Oriented Computation in C++ and Java fills a gap in the literature of object-oriented programming. Most C++ or Java textbooks, courses, and class libraries emphasize object-oriented classes for two kinds of data:

- one-dimensional containers (Java collections), such as vectors, lists, and sets
- graphical interface (GUI) components, such as windows and forms

"Of course, most of the data items our programs process belong to neither of those categories. Container structures and GUI components rarely belong to the application domain. That is, they don't represent actual objects in the real world of a business or scientific application. True application-domain objects model the real-world data that are most often the very purpose behind developing a computer application.

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"Whether you're an advanced student or a mature professional, you surely want to be a good programmer. After mastering these concepts and techniques you can expect • to produce application software of high quality, as measured especially by the cost of its future maintenance, and also by robustness, efficiency, ease of use, and potential reuse • to be highly productive, solving problems in far less time than the average programmer • to exercise creativity and originality, developing nonobvious solutions to problems that an average programmer either might not solve at all or would solve in a crude way." —from the preface

About the Author



Conrad Weisert is known as a leader and innovator in exploiting systematic approaches to information system design and large-scale project management. He currently conducts academic courses at several institutions, most recently in

information systems at De Paul University and advanced computer programming at Illinois Institute of Technology.

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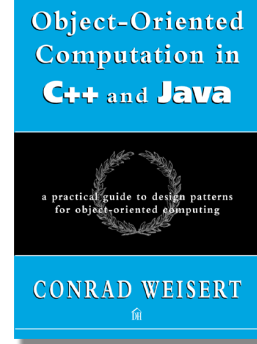
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Object-Oriented Computation in C++ and Java

by Conrad Weisert



ISBN: 978-0-932633-63-7
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\$33.95 (plus shipping)

Maximize the Computational Power of Object-Oriented Programming

Virtually all business, scientific, and engineering applications are heavily reliant on numeric data items.

However, most books on object-oriented programming gloss over such numeric data items, emphasizing instead one-dimensional containers or collections and components of the graphical user interface. *Object-Oriented Computation in C++ and Java* fills the gap left by such books.

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Read more about this book at
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The One Minute Methodology

"... the lesson offered by Orr is so clearly needed that we await the Bob Dylan song with some anticipation."

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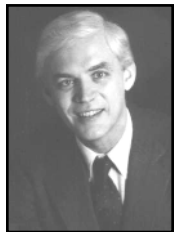
"As the young man sat in the One Minute Method-man's waiting room, a number of individuals who were obviously top executives filed into his conference room. At precisely 10:00 the door was shut and, sure enough, in a little more than one minute the door opened once again and the executives, obviously pleased, filed out."

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—from "The One Minute Life Cycle"

About the Author



Ken Orr is a principal researcher with The Ken Orr Institute, a business technology research organization. Internationally recognized as an expert on technology transfer, software engineering, information architecture, and data warehousing, Orr has more than thirty years' experience in analysis, design, project management, technology

planning, and management consulting. Visit www.kenorrinst.com.

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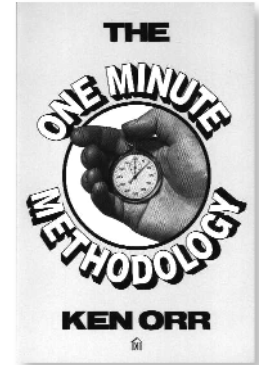
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"You can build good systems, and you can build them quickly. But you can't build them without skillful requirements definition. A lot of damage has been done in recent years by gurus who promise great advances from rapid prototyping and 4th Generation languages and user developed systems without, at the same time, pointing out that these techniques work well on certain types of systems and not at all on others. Many of these gurus write books, but they don't develop, or, more importantly, run and maintain the systems they are talking about."

—from the epilogue

The One Minute Methodology

by Ken Orr



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*Hilarious Novella About a Young Analyst
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Once upon a time there was a young systems analyst who was looking for an effective systems methodology. . . .

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—Joel Spolsky, Fog Creek Software, www.joelonsoftware.com

" . . . even if you disagree with what DeMarco and Lister say, you will enjoy how they say it, and you will go away thinking. Get the book and read it. Then give it to your manager. Or, if you dare, your subordinates."

—Alan Campbell, *Computing, London*

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"*Peopleware* has become a classic on building effective development teams. If you are a manager, you need this book. It will help you design your team, group culture, and physical environment to maximize productivity."

—Elisabeth Hendrickson, Quality Tree Consulting

About the Authors



Tom DeMarco and Timothy Lister are longtime colleagues as principals of the Atlantic Systems Guild (www.systemsguild.com). Other collaborations of theirs include *Productive Teams*, *Software State-of-the-Art*, and the Jolt winner *Waltzing with Bears*.

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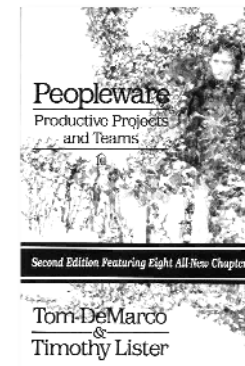
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Peopleware

Productive Projects and Teams, 2nd ed.

by Tom DeMarco and Timothy Lister



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—Fiona Charles, test consultant and columnist

About the Author



Internationally respected for his innovative thinking on both human and technical issues, Weinberg is recognized as a pioneer of software testing, starting with Project Mercury in 1958. A highly influential author, lecturer, and consultant, he draws on experiences gained in all three roles,

as well as from a long technical career as a software developer and researcher. Jerry has written on topics ranging from computer systems and programming to education, problem solving, and writing.

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Perfect Software

And Other Illusions About Testing

by Gerald M. Weinberg



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Weinberg Tackles Software Testing with Experiential Learning

Everyone has a role to play in software testing—even people outside a project team. Testers, developers, managers, customers, and users shape the process and results of testing, often unwittingly. Rather than continue to generate stacks of documents and fuel animosity, testers can cultivate rich opportunities and relationships by integrating an effective testing mentality into any process.

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- people who have been introduced to IDEF0 concepts, and who wish to understand the theory behind the concepts so that they can use the method more effectively."

—from the preface

About the Author



With nearly forty years' experience in the computer industry, Clarence G. Feldmann is a consultant serving presently as vice chairman of the Board of Directors of the International Society for Enterprise Engineering. He has also served on the IDEF Users Group Steering Committee. Working with Douglas T. Ross at MIT

and later at SofTech, he helped pioneer the development of SADT, a subset of which later became known as IDEF0.

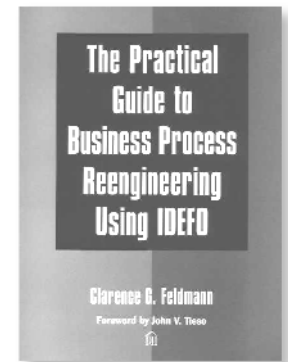
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The Practical Guide to Business Process Reengineering Using IDEF0

by Clarence G. Feldmann

foreword by John V. Tieso



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This book answers the call for a concise, comprehensive introduction to IDEF0 and its application in business process reengineering (BPR) efforts.

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"At last, there is a book to treat the topic properly. Meilir Page-Jones's *Practical Project Management* is about [the project manager] and about a problem that has been around from the first days of computing. That problem is the management of software development and of the people who, at least for the near future, undertake the increasingly complex technical tasks involved in software development. . . . contains many simple truths that will assist project managers in their professional roles. More importantly, it also contains many complex insights into the more challenging issues of applying those truths in a highly competitive and changing business world."

—**Rob Thomsett**, *from the foreword*

About the Author

Meilir Page-Jones has worked extensively in the computer industry, as maintenance programmer, project manager, and currently as lecturer and consultant. Born in Wales, he now lives in Bellevue, Washington, where he is president of Wayland Systems.



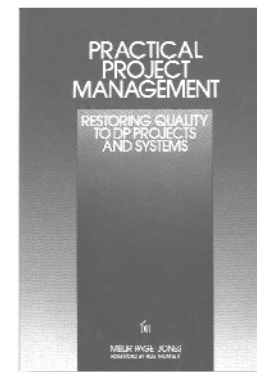
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Appendix C: Qualities of a Good Manager

Practical Project Management

Restoring Quality to DP Projects and Systems

by Meilir Page-Jones
foreword by Rob Thomsett



ISBN: 978-0-932633-00-2
©1985 248 pages softcover
\$34.95 (plus shipping)

Get Hands-On Advice for
Managing People and Projects Successfully

Practical Project Management is not just another management book, promising to divulge the latest secrets to successful project management. Nor is it merely a catalog of perennial woes and bad practices. Rather, it is a book full of fresh insights on what makes organizations effective, on how a project might be doomed to failure before it even starts, on what a manager can do to prevent disaster, on what managers need to understand in order to carry out their duties in a constantly changing environment, and on ways that a manager can motivate project members and users to achieve positive results.

Clearly, a manager cannot run a successful project on theory alone: He or she needs practical rec-

ommendations, strategies, and procedures that can be adapted to the specific environment. With this book, Meilir Page-Jones provides the know-how, backing it up with humorous but no-less-real examples from his own experience.

This exceptional handbook explores • Why and how projects must serve overall corporate objectives • How to organize and manage the project itself • How to hire, train, promote, and dismiss the people you manage.

The book contains all the insights, examples, illustrations, exercises, strategies, and procedures you'll need to run an effective, successful department.

Read more about this book at
<http://www.dorsethouse.com/books/ppm.html>

Process for System Architecture ...

"I recommend PSARE as the single most important reference for an organization engaged in system architecture and requirements engineering. . . . provides an excellent initial analysis of the requirements for a system development process which likely has application in any industry."

—Arthur Gajewski, Visteon Corporation

"I think it is an excellent book. I would very much like to use it as a textbook in my software/systems engineering class. . . . I think the formalization of model elements using ERD or OO notations is a great idea. . . . I applaud the use of StateCharts with your syntax. I think it makes things much more understandable and eases modeling."

—Mark Maier, Aerospace Corporation

"I thought the book was excellent. The authors did a great job defining the whole system development process and demonstrated their understanding of how, and why, systems get designed; or at least should be designed. The book contains a lot of history and experience that has been gained by the authors throughout their careers. This book does a good job of filling in the gaps from the first book. I especially liked the comments related to object-orientation. I was happy to see all of the new things that are now contained in the PSARE methods. I feel it is a must read for all systems engineers and have personally recommended it to all my colleagues."

—Gary Rushton

Systems Engineering Technical Specialist, AutoNeural Systems

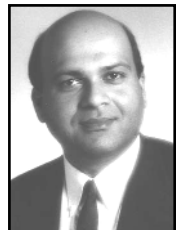
About the Authors



Derek J. Hatley, formerly of Smiths Industries, is president of System Strategies, an international consulting and training firm based in Jenison, Michigan.

Peter Hruschka is a principal of the Atlantic Systems Guild. Based in Aachen, Germany, he was among the first to implement the Hatley/Pirbhai real-time method.

At the time of his death in 1992, Imtiaz A. Pirbhai had begun work on a book of case studies now incorporated into *Process for System Architecture and Requirements Engineering*.



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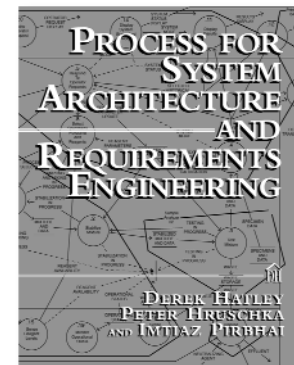
Part II: Case Study—Groundwater Analysis System

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- 9: Fitting In the Known Pieces
 - System Entity/Relationship/Attribute Model
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 - Requirements and Architecture Dictionaries
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Appendix: Changes, Improvements, and Misconceptions Since the Methods' Introduction

Process for System Architecture and Requirements Engineering

by Derek Hatley, Peter Hruschka,
and Imtiaz Pirbhai



ISBN: 978-0-932633-41-5
©2000 456 pages softcover
\$59.95 (plus shipping)

Build Better Systems Using This Update to the Highly Acclaimed Hatley/Pirbhai Methods

Derek Hatley and Imtiaz Pirbhai—authors of *Strategies for Real-Time System Specification*—join with influential consultant Peter Hruschka to present a much anticipated update to their widely implemented Hatley/Pirbhai methods.

Process for System Architecture and Requirements Engineering introduces a new approach that is particularly useful for multidisciplinary system development: It applies equally well to all technologies and thereby provides a common language for developers in widely differing disciplines.

The Hatley/Hruschka/Pirbhai approach (H/H/P) has another important feature: the coexistence of the requirements and architecture methods and of the corresponding

models they produce. These two models are kept separate, but the approach fully records their ongoing and changing interrelationships. This feature is missing from virtually all other system and software development methods and from CASE tools that only automate the requirements model.

System managers, system architects, system engineers, and managers and engineers in all of the diverse engineering technologies will benefit from this comprehensive, pragmatic text. In addition to its models of requirements and architecture and of the development process itself, the book uses in-depth case studies of a hospital's patient-monitoring system and of a multidisciplinary groundwater analysis system to illustrate the principles.

Read more about this book at
www.dorsethouse.com/books/psare.html and www.psare.com

Productivity Sand Traps ...

"This is an excellent book for anyone working with Information Systems, but especially for managers and those who aspire to be managers."

—Randy Rice, *Software Quality Advisor*

"This is a book that is rooted in sound management principles."

—Jim Van Speybroeck
Data Processing Digest

"... Walsh's book provides a much-needed reminder that IS is helpful in resolving business problems but is not a cure-all. . . . The topics are approached logically from the standpoint of problems, human resources, cases of productivity success and failure as well as productivity enhancers."

—Alan J. Ryan, *Manager's Journal*

"What I offer are some suggestions that have the potential to bring about small productivity improvements. I believe that we miss opportunities to improve productivity because of oversights. From this comes the title of the book. We have blundered into numerous productivity sand traps and tar pits, such as over-reliance on high tech, overspecialization (relying on experts), and breakdowns in communication. We've gotten ourselves into this mess and we're going to have to get ourselves out. I believe that if enough of the suggestions put forth in this book are applied, over time, productivity will improve."

—from the introduction

About the Author



Mike Walsh is a teacher, consultant, and writer on current topics in computer and information technology. For twenty-three years, he held a variety of positions at CBS Records, including Director of Data Library Development and Director of Information Systems. The author of three other books, he lives in New Jersey with his wife

and the youngest of their four sons. He is currently president of Aztec Systems, Inc., an information systems consulting firm based in Kinnelon, New Jersey.

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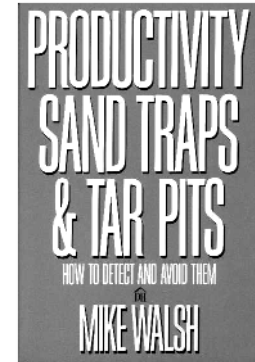
Bibliography

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Productivity Sand Traps & Tar Pits

How to Detect & Avoid Them

by Mike Walsh



ISBN: 978-0-932633-21-7
©1991 216 pages softcover
\$27.95 (plus shipping)

Back-to-Basics Advice and Practical Ideas to Increase Your Effectiveness

In the rush for success and survival, many computer professionals have forgotten the back-to-basic values of communication and cooperation. *Productivity Sand Traps & Tar Pits* shows how small-scale improvements in the workplace can improve long-term productivity.

Providing real-life examples of what makes teamwork succeed or fail, the author reveals ways to improve management's treatment of computer professionals as well as ways to encourage effective work habits. A list of commonsense principles—matched by Machiavellian counterpoints—and an innovative team-based planning technique fill out the text, providing new ways to think about and plan for productivity improvement.

Writing in a light and anecdotal style, the author, a former Director of IS at CBS Records, shows readers how to

- cope with office politics
- emphasize solutions, not witch hunts
- acknowledge what you don't know
- select technology based on need, not hype
- coordinate planning to speed progress
- give priority to effectiveness over efficiency
- adopt behavior principles to improve personal well-being

Read more about this book at
<http://www.dorsethouse.com/books/pst.html>

Project Retrospectives

"This is a book to read cover to cover and then use as a resource, project by project. It is a book for every process improvement coordinator, project leader, software manager, and consultant wishing to improve their organization's performance in learning from experience."

—Carol A. Long, *IEEE Software*

"The insights into how people work and interact provided in this book are invaluable for anyone in a supervisory role who's trying to build a successful team (that will, in turn, build a successful product)."

—Diane Brockman, *SQL Server Professional*

"... a wise and practical book on project retrospectives. It is destined to be a classic in our software engineering and project management literature. ..."

—Ellen Gottesdiener, *EBG Consulting*

"This is one of the best written, best edited, most nicely presented, and most useful software books I've ever read."

"His sensitivity to the complex interpersonal issues surrounding project retrospectives will help any facilitator, participant, or manager get the most out of these important learning activities."

—Karl Wieggers, *Process Impact*

"*Project Retrospectives* is a strong book, full of strong features that will make it the classic work in this area."

—Gerald M. Weinberg, *from the foreword*

"This book does an excellent job of discussing the people issue involved in retrospectives and provides many useful suggestions on how to deal with those issues."

"I found this book insightful, interesting, and easy to read." —Linda Westfall, *Software Quality Professional*

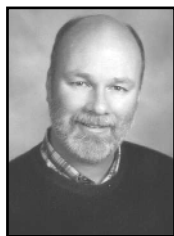
"The experience and understanding that Kerth puts forward in this book is priceless and should be a roadmap for what to do after every project is considered done."

—Charles Ashbacher, *posted on Amazon.com*

"The storytelling process is ... very powerful when well done, and because of the paucity of storytelling literature, Norman L. Kerth's book ... is extremely valuable."

—Sue Petersen, *Software Development*

About the Author



With more than twenty years' experience leading project retrospectives, Norman L. Kerth is recognized as the leading expert in the field. A principal of Elite Systems, based in Portland, Oregon, he also regularly consults and speaks on specification and design methodologies with emphasis on object-oriented technologies and pattern languages. Visit www.retrospectives.com.

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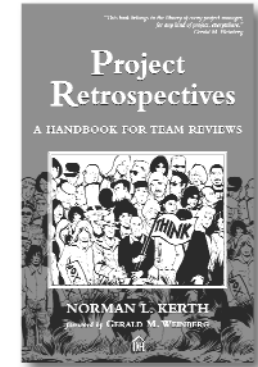
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Project Retrospectives

A Handbook for Team Reviews

by Norman L. Kerth

foreword by Gerald M. Weinberg



ISBN: 978-0-932633-44-6
©2001 288 pp. softcover
\$33.95 (plus shipping)

Use Team-Based Review Sessions to Maximize What You Learn from Each Project

With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance.

Whether your shop calls them *postmortems* or *postpartums* or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts.

For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an

air of mutual trust. One tool is Kerth's Prime Directive:

Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand.

Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as teams relive and learn from each project.

Don't move on to your next project without consulting and using this readable, practical handbook. Each member of your team will be better prepared for the next deadline.

Read more about this book at
www.dorsethouse.com/books/pr.html

The Psychology of Computer Programming

"... you owe it to yourself to pick up a copy of this wonderful book. Once you've digested it, you should then track down all of the other Weinberg textbooks published by Dorset House. ... Every one of them is a jewel."

—Ed Yourdon, *The Cutter IT E-Mail Advisor*

"What surprised me as I read it again was how timely Weinberg's questions remain."

—Dwayne Phillips, *Editor's Choice*

"*The Psychology of Computer Programming* ... was the first major book to address programming as an individual and team effort, and became a classic in the field. ... Despite, or perhaps even because of, the perspective of 1971, this book remains a must-read for all software development managers."

—J.J. Hirschfelder, *Computing Reviews*

"I discovered the book in 1977, and decided I wanted to work as an egoless software engineer, not as a radio disk jockey. ... Sometimes, oldies are goodies. Old books can be even better when they're revised to assess their prophecies and sage advice."

—Johanna Rothman
Reflections, Rothman Consulting Group

"For this *Silver Anniversary Edition*, I decided to take my own advice to people whose work is reviewed in technical reviews: I would not try to hide my errors, for they may be the source of the most learning for my readers. I have left the original text as it was—antiques and all—for your illumination, and have simply added some 'wisdom of hindsight' remarks whenever the spirit moved me. I hope you find the perspective brought by this time-capsule contrast as useful to you as it was enlightening to me."

—from the preface to the Silver Anniversary Edition

About the Author



When the first edition was released in 1971, Gerald M. Weinberg was Professor of Computer Systems at the School of Advanced Technology, State University of New York, Binghamton. Since 1956, Weinberg has led the industry as a programmer, manager, author, speaker, and consultant.

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PART 1. PROGRAMMING AS HUMAN PERFORMANCE

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Language limitations • Programmer limitations
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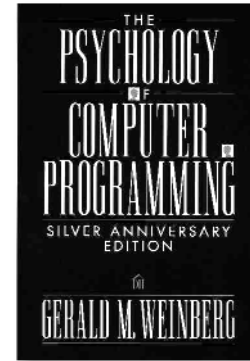
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AN ENHANCED EDITION
OF THE 1971 CLASSIC

The Psychology of Computer Programming

Silver Anniversary Edition

by Gerald M. Weinberg



ISBN: 978-0-932633-42-2
©1998 360 pages softcover
\$44.95 (plus shipping)

Discover or Revisit One of the Most Popular Books in Computing

This landmark 1971 classic is reprinted with a new preface, chapter-by-chapter commentary, and straight-from-the-heart observations on topics that affect the professional life of programmers.

Long regarded as one of the first books to pioneer a people-oriented approach to computing, *The Psychology of Computer Programming* endures as a penetrating analysis of the intelligence, skill, teamwork, and problem-solving power of the computer programmer.

Finding the chapters strikingly relevant to today's issues in programming, Gerald M. Weinberg adds new insights and highlights the similarities and differences between now and then. Using a conversational style that invites the reader to join him, Wein-

berg reunites with some of his most insightful writings on the human side of software engineering.

Topics include egoless programming, intelligence, psychological measurement, personality factors, motivation, training, social problems on large projects, problem-solving ability, programming language design, team formation, the programming environment, and much more.

Dorset House Publishing is proud to make this important text available to new generations of programmers—and to encourage readers of the first edition to return to its valuable lessons.

"... many of the lessons about managing and leading people are as timely today as they were when the book first appeared."

—C.J. Van Wyck, *CHOICE*

Read more about this book at
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"Weinberg addresses more clearly the form and essence of quality that we software people worry about. . . . I can't imagine a better way to help change the thinking process in your organization than the wide-scale distribution of Jerry Weinberg's wonderful new book."

—Ed Yourdon, *American Programmer*

"With the current frenzy for Total Quality Management, ISO 9000, and Baldrige Awards dominating the industry, it's refreshing to have someone as down-to-earth as Weinberg focusing on the need for high-quality management as a necessary prerequisite for high-quality software. . . . [a] people-oriented approach to quality."

—Warren Keuffel, *Computer Language*

"This is one of those landmark books that comes along at the right time and addresses the right set of issues. . . . what makes this book unique and invaluable is the organization and presentation of the material. This is a book every software development manager should study."

—Shel Siegel, *CASE Trends*

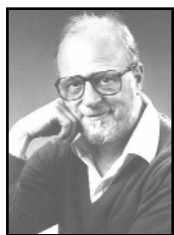
"The notation is so elegant that it takes almost no effort to learn it and use it. The diagrams are simple and easy to understand and used in such a consistent manner that one has to wonder why this notation is not in widespread use. I hope it will be. . . ."

—*Software Quality World*

"A must book for every software development manager."

—C.C. Dilloway, *Computer Books Review*

About the Author



Gerald M. Weinberg, prolific author of some thirty popular books, is a principal of the consulting firm Weinberg and Weinberg, based in Lincoln, Nebraska. Drawing on decades of experience in the worlds of industry, academia, and computer programming, he teaches and consults on ways that people can become more productive.

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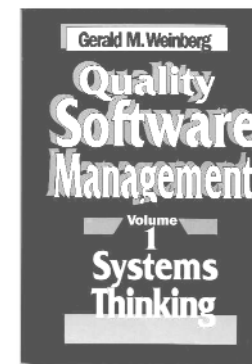
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"Once I read the book, I understood more about how to effect change with my peers so that I could improve our quality practices and we could all succeed at turning projects into products."

—Johanna Rothman
Reflections

Quality Software Management Vol. 1: Systems Thinking

by Gerald M. Weinberg



ISBN: 978-0-932633-72-9
©1992 336 pages softcover
\$36.95 (plus shipping)

*Enrich the Way Your Organization
Thinks About Quality*

High-quality software demands high-quality management. That's the subject of *Quality Software Management*, a four-volume series that has grown out of acclaimed author Gerald M. Weinberg's forty-year love affair with computers.

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decisively to bring the actual closer to the planned. Numerous examples illustrate "control points," areas that can be managed to prevent a crisis or to keep one from getting worse.

Topics include: • understanding quality • pressure and breakdowns • software cultures • patterns of quality • patterns of management • feedback effects • the size/complexity dynamic in software engineering • detecting failures and reacting to them • fault resolution dynamics • the role of customers. Useful diagrams, references, exercises, and a bibliography augment the text.

"... very highly recommended!"
—*New Book Bulletin*

Read more about this book at
www.dorsethouse.com/books/qsm1.html

QSM, Vol. 2: First-Order Measurement

"The wealth of wisdom in this volume speaks directly to individuals who want to improve their own powers of observation—a prerequisite to successfully applying knowledge to improve software quality. . . . a basic primer on how to recognize data, put it in the context of our own prejudices, make sense out of it, and then react to the data sensibly and correctly. Today, and for a long time to come, reading *First-Order Measurement* is a must for all sentient software line and project managers!"

—Shel Siegel, *Software Quality World*

"... brimming with simple techniques and examples of their application."

—Roger D.H. Warburton, *Computing Reviews*

"... delightful . . . peppered with the kind of quotations that software engineers love to tape on their managers' doors in the middle of the night, in hopes of inspiring change for the better. . . . enlightening, practical, humorous, and enormously inspiring. . . ."

—Ed Yourdon, *American Programmer*

"What struck me as amazing as I read *First-Order Measurement* was not that so many software projects fail, but that so many manage to succeed. This book should be required reading for anyone who cares about project success."

—Naomi Karten, President, Karten Associates

"*Quality Software Management* is a software starship that has gone where no-one has gone before; and if there is further to go, Weinberg is certainly not stopping us from going."

—Nicholas Zvegintzov, *Software Management News*

About the Author



Internationally acclaimed author, consultant, and lecturer Gerald M. Weinberg is the winner of the J.-D. Warnier Prize for excellence in Information Sciences, given each year to an outstanding contributor to the theory and practice of Information Science. He is principal of Weinberg and Weinberg, based in Lincoln, Nebraska.

Partial Contents

I Intake

- Why Observation Is Important
- Selecting What to Observe
- Visualizing the Product
- Visualizing the Process

II Meaning

- A Case Study of Interpretation
- Pitfalls When Making Meaning from Observations
- Direct Observation of Quality
- Measuring Cost and Value

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- Precision Listening
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- Observations from the Empathic Position
- Dealing with Swarms of Failure

V Zeroth-Order Measurement

- Projects Composed of Measurable Tasks
- Communicating About Plans and Progress
- Reviews As Measurement Tools
- Requirements As the Foundation of Measurement
- The Wayfinder

Appendices

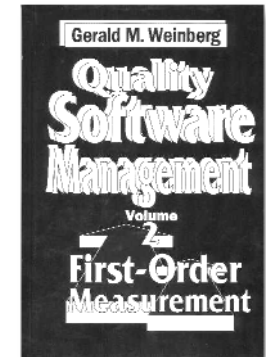
- A: Diagram of Effects
- B: Satir Interaction Model
- C: Software Engineering Cultural Patterns
- D: Control Models
- E: Three Observer Positions

Notes

- Listing of Laws, Rules, and Principles
- Author Index
- Subject Index

Quality Software Management Vol. 2: First-Order Measurement

by Gerald M. Weinberg



ISBN: 978-0-932633-24-8
©1993 360 pages hardcover
\$43.95 (plus shipping)

Use Observation Techniques and Subtle Measurements to Improve Project Management

To consistently produce high-quality software in today's competitive marketplace, managers must have reliable information, obtained through careful observation and measurement. *First-Order Measurement* is a comprehensive guide to the basic measurement activities every organization must perform to manage the software development process.

Many management failures are caused by poor observation. *First-Order Measurement* tells how to observe properly with the aid of a four-step model to break the complex observation process into a series of smaller, simpler, steps. The book also defines the different levels of measurement, and describes the

minimum set of activities in order to start a measurement program.

Numerous examples and diagrams illustrate the author's points, and exercises challenge readers to test their understanding of the concepts. Topics include: the direct observation of quality • visualization of product and process • comparison of cost and value • measurement of failures before they happen • and requirements as the basis of measurement.

This stand-alone text is the second in a series of four volumes in which acclaimed author Gerald Weinberg explores the most difficult aspects of building high-quality software.

Read more about this book at
www.dorsethouse.com/books/qsm2.html

QSM, Vol. 3: Congruent Action

"The former star programmer who now struggles with the challenges of management will find, in Weinberg, a mentor with more than two decades of experience helping programmers, team leaders, and managers grow in the psychological and social dimensions of their professions. This book will probably make you think twice about some decisions you currently make by reflex. That alone makes it worth reading."

—Tom Adams, *IEEE Software*

"If you care about getting complex development projects completed on time, with high quality but without total team burn-out, buy this book by Gerald Weinberg. Read it yourself, then give copies to your software team, starting with their managers. . . . Highly recommended."

—Ron Jeffries, *ATMUSER*

"*Congruent Action* is about creating quality software, not through the use of methodologies, CASE tools, JAD, or other silver bullets, but through the application of basic people skills crucial to good management. . . . In spite of computer folks having a reputation for atrocious people and communication skills, we'd rather read a book on ISDN communication protocols, than one on people management." —Peter de Jager
CIO Canada

"The fundamental concept in *Congruent Action* is that, besides thinking right about software (*Vol. 1: Systems Thinking*) and observing the right things (*Vol. 2: First-Order Measurement*), you have to be able to put your ideas and observations into action."

—GMW, *Dorset House Quarterly*, Vol. IV, No. 2

About the Author



Internationally respected for his innovative thinking on both human and technical issues, Gerald M. Weinberg focuses on ways to help people improve their productivity. He is the author of numerous books on software project management, problem solving, systems design, and computer programming. Visit him on the Web at www.geraldweinberg.com.

Partial Contents

I Managing Yourself

- Why Congruence Is Essential to Managing
- Choosing Management
- Styles of Coping
- Transforming Incongruence into Congruence
- Moving Toward Congruence

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- A: Diagram of Effects
- B: Satir Interaction Model
- C: Software Engineering Cultural Patterns
- D: Control Models
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Notes

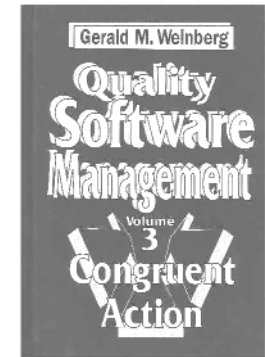
Listing of Laws, Rules, and Principles

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Quality Software Management Vol. 3: Congruent Action

by Gerald M. Weinberg



ISBN: 978-0-932633-28-6
©1994 328 pages hardcover
\$39.95 (plus shipping)

*To Manage Effectively,
Understand and Manage Yourself*

Becoming an effective manager is the subject of this third stand-alone volume in Gerald M. Weinberg's highly acclaimed series, *Quality Software Management*.

To be effective, managers must act congruently. That is, managers must not only understand the concepts of good software engineering, but also practice them. Effective managers need to know what to do, say what they will do, and act accordingly. Their thoughts and feelings need to match their words and behaviors.

Congruence has the sense of "fitting"—in this case, simultaneously fitting your own needs, the needs of the other people involved, and the contextual, or business, needs. Managers themselves must

take responsibility for improving the quality of management and for changing their own attitudes and thinking patterns before they try to impose changes on everyone else.

As the author advises, "If you cannot manage yourself, you have no business managing others." This book offers practical advice on how to act and manage others congruently. Examples, diagrams, and tools such as the Myers-Briggs Type Indicator (MBTI) fortify the author's recommendations.

Topics include: identifying the various styles of coping, especially under stress • selecting the best managers • understanding the role of self-esteem • and much more.

Read more about this book at
www.dorsethouse.com/books/qsm3.html

QSM, Vol. 4: Anticipating Change

"Gerald Weinberg, one of the truly original thinkers who write about organizational factors influencing software development, often provides me with the opportunity to say 'aha.' . . . *Anticipating Change* addresses how to create an environment conducive to implementing the software engineering culture he describes in the first three books of the series. What is fascinating about Weinberg's approach to software development management is how his perspective encompasses such diverse sources as family therapy theories, personality type studies, and experiences drawn from years of consulting for software development organizations."

—Warren Keuffel, *Software Development*

"This fourth volume presents a recipe for a quality software engineering organization. . . . [Weinberg] recognizes the importance of tools for the delivery of high-quality software and software services, but he correctly suggests a much larger set of technologies, which includes formal and informal organizational relationships; technical reviews and planning approaches; standards; measurements; and technical infrastructure, such as networks, hardware, and software tools."

—H. Remus, *Computing Reviews*

ON READING THE QSM SERIES

"I doubt if many of us can read backwards (literally) and make much sense, but if you mean, 'Can I read Volume N before some earlier volume?' the answer is certainly yes. I've worked hard to make that possible, and different people have told me it works for them. The whole process is a cycle, so it's rather arbitrary where you start—and different folks have different preferences for where they start the series."

—GMW, *Dorset House Quarterly*, Vol. VII, No. 2

About the Author



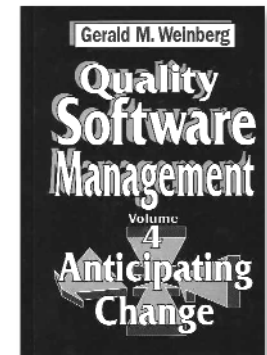
The prolific author of some thirty popular books, Gerald M. Weinberg is a principal of Weinberg and Weinberg, a firm based in Lincoln, Nebraska, that offers workshops on problem-solving leadership, organizational change, and software engineering management development. Visit his Website at www.geraldweinberg.com.

Partial Contents

- I **Modeling How Change Really Happens**
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- Listing of Laws, Rules, and Principles**
- Author Index, Subject Index**

Quality Software Management Vol. 4: Anticipating Change

by Gerald M. Weinberg



ISBN: 978-0-932633-32-3
©1997 504 pages hardcover
\$44.95 (plus shipping)

*Weinberg's Testament on Managing Change
Addresses the Most Troublesome Issues of Management*

The highly acclaimed four-volume *Quality Software Management* series concludes with this stand-alone volume: *Anticipating Change*. In it, Gerald M. Weinberg illustrates how to create a supportive environment for software engineering—an environment in which your organization can realize long-lasting gains in quality and productivity by learning how to manage change.

As the author argues, the history of software engineering is riddled with failed attempts to improve quality and productivity without first creating a supportive environment. Many managers spend their money on tools, methodologies, outsourcing, training, and application packages, but they rarely spend any-

thing to improve or to remove the management that created those situations in the first place.

From systems thinking to project management to technology transfer to the interaction of culture and process, *Anticipating Change* analyzes transformation from a broad range of perspectives, providing a breadth of awareness essential for successful management of high-quality software development.

Topics include: modeling how change really happens • change artistry • planning for the future organization • moving off a dead stop • tactical change planning • selecting and testing a goal • why software projects fail • and much more.

Read more about this book at
www.dorsethouse.com/books/qsm4.html

Rethinking Systems Analysis ...

"For over twenty years, Gerald Weinberg has been enlivening the often solemn scene of design methodology with his distillations of experience into expertise. His collections of essays, anecdotes, and consolidated wisdom are always inspiring and entertaining: his new work in this tradition will be good reading not only for designers but for anyone wanting to understand design, particularly the users and managers of information systems. . . . Until we *do* have a Grand Unified Theory of Design (if this is even possible), life lessons such as those in this book will continue to be the most useful guide there is, both for introducing prospective practitioners and for reminding the old hands of what they may occasionally forget."

—*International Journal of General Systems*

"Almost everything in this book translates directly into your own environment. . . . you'll . . . find more wonderful stories, anecdotes, and fables in this book than you're likely to find even in a book on a more interesting subject than systems analysis!"

—*Managing End-User Computing*

"Systems analysis is a new wine in an old bottle. . . . Today there is a new job, but the old names persist. I would prefer to replace the misleading appellation of 'systems analyst/designer,' but we love our old bottles, even as we delight in our new wines. A new name might force us to rethink systems analysis. Without it, we'll have to think without being forced. We need new thoughts on what the analyst does—observing, modeling, designing, thinking—and how the analyst becomes a better analyst—education, professional behavior, and personal development."

—*from the introduction to Part I*

About the Author



International consultant Gerald M. Weinberg, principal of Weinberg and Weinberg, conducts workshops dedicated to helping people become more productive. During his career spanning nearly four decades, he has programmed and taught for IBM, Ethnotech, Project Mercury, The University of Nebraska, SUNY at Binghamton, and Columbia University.

Partial Contents

Part I: The New World of Systems

Analysis and Design

Mastering Complexity • Problems, Solutions, and Systems Analyst/Designers • The Education of a Systems Analyst/Designer • Beyond Structured Programming • The Three Ostriches: A Fable

Part II: General Systems Thinking

What Is General Systems Thinking? • What Is the System—and Why Does the Question Count? • Interdisciplinary Learning • The Two Philosophers: A Fable

Part III: Observation

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Part IV: Interviewing

A Surefire Question • Self-Validating Questions • "The Question Is . . ." • Avoiding the Plop Problem • Avoiding Communication Problems through Generalization • The Fairy and the Pig: A Fable

Part V: Design Philosophy

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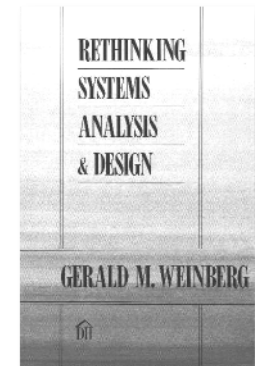
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Rethinking Systems Analysis & Design

by Gerald M. Weinberg



ISBN: 978-0-932633-08-8
©1988 208 pages softcover
\$27.95 (plus shipping)

An Eye-Opening, Intuitive Approach to the More Subtle Problems of Analysis and Design

Systems analysis and design have solved many problems, but they have also created many problems. This unique book tackles crucial analysis and design issues that are glossed over in conventional texts. It recognizes that while many problems are solved with systems analysis and design, many problems are also created.

Using a short, highly readable essay format, *Rethinking Systems Analysis & Design* presents readers with both the logical and the more intuitive aspects of the analysis/design process. The book is not intended as an alternative to structured analysis and design, but rather as a supplement for those who must deal with the less struc-

ured processes of analysis and design.

A witty and illustrative fable concludes each of this engaging book's seven parts. Among the informative topics are • mastering complexity • general systems thinking • observing and interviewing • trading off quality versus cost • understanding the designer's mind • design philosophy.

"This isn't just another systems analysis and design book, but one about the problems and possible solutions encountered when implementing a structured approach."

—*Computerworld*

Read more about this book at
www.dorsethouse.com/books/reth.html

Roundtable on Project Management

"Who is this book for? Well, everybody benefits. If you have just moved into a management role, you will gain immensely. If you are a veteran, you will find the different viewpoints refreshing. . . . It makes the list of 'must-haves' on your shelf."

—**Jitendra Mudhol**, *IEEE Software*

"I found this book fascinating. The concept of 'listening' to conversations between some highly respected individuals in the IT and Software QA fields was appealing. . . ." —**Beth Anderson**, *Stickyminds.com*

"The conversation moves briskly, and the insights are marvelous. I'm sure that experienced project managers will find much to like in this book."

—**Richard Mateosian**, *IEEE Micro*

"... a well-organized, deftly edited, fast-paced discussion that brings new perspectives to a well-worn topic.

"The delight of this book is the variety of viewpoints it expresses. No single expert's point of view dominates; thus, any reader is likely to find what he or she needs. I saw myself—and my colleagues—in many of the examples cited by the contributors, and I saw us from angles I'd never imagined before."

—**Mark Sheehan**, *EDUCAUSE Quarterly*

"... chock full of practical advice on project management."

—**Contract Professional**

About the Editors



After more than 18 years of building systems, James Bullock has become more interested in how people go about building them than in the systems themselves.

For more than 40 years, Gerald M. Weinberg has worked on transforming software organizations. He hosts the SHAPE forum discussions on his Website, www.geraldweinberg.com.



Marie Benesh is principal of Benesh & Associates, an IT management consulting firm. She focuses much of her consulting on the development of IT leadership skills. Her clientele include major universities and Fortune 500 corporations.



Partial Contents

- **The Failed Success**
The Story of the Failed Success
- **Getting Started Right**
Did the Project Planning Make Sense? • Can People Tolerate Boring Development?
- **How Big Is It?**
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• Nonlinear Effects
- **Estimating**
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- **What Will It Cost?**
Project Cost Guidelines • Accounting Measures and Definitions • Product Costs
- **Planning for Success?**
Plan on Supporting the People • Who Is Doing It, and How?
- **What Are You Managing?**
Is Commitment Being Managed? • It's a Scope Negotiation
- **Project Indicators**
How Do We Know That a Project Is in Trouble? • Spec Inflation • We're Too Busy to Review!
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Roundtable on Project Management

A SHAPE Forum Dialogue

edited by James Bullock,
Gerald M. Weinberg, and Marie Benesh

*Years of Project Management Expertise
Captured from a Lively Web-Based Dialogue*

Hunting for lessons on software project management, consultants James Bullock, Gerald M. Weinberg, and Marie Benesh selected forty experts' most potent contributions to SHAPE, Weinberg's Web-based, subscription-only discussion forum.

New and experienced software developers and managers will benefit from this fast-paced dialogue on starting, steering, and finishing successful—even not so successful—software projects.

Contributors include Wayne Angel, James Bach, Jim Batterson, Marie Benesh, Rick Brenner, James Bullock, Brian Crook, Jerry M. Denman, Esther Derby, Joe Dindo, Dale Emery, Danny R. Faught, Pat Ferdinandi, Phillip Fuhrer, Jesse M. Gordon, Elisabeth

Hendrickson, Kevin Huigens, Steve Jackson, Jim Jarrett, Steve Jenkin, Dave Kleist, Karen López, Pat McGee, Graham Oakes, George Olsen, Bill Pardee, Sue Petersen, Dwayne Phillips, Brian Pioreck, Brian Richter, Sharon Marsh Roberts, Stiles M. Roberts II, Johanna Rothman, Bertrand Sallé, Brett Schuchert, Bill Seitz, John Suzuki, Daniel Starr, James Tierney, and Jerry Weinberg.

Whether you are a technical star adjusting to management responsibilities or an experienced leader looking for fresh perspectives, you will benefit from this intense dose of real-world wisdom drawn from so many managers' best advice.

Read more about this book at
www.dorsethouse.com/books/rpm.html



ISBN: 978-0-932633-48-4
©2001 200 pages softcover
\$15.95 (plus shipping)

Roundtable on Technical Leadership

"The advice in the book is some of the best that I have ever read. There is none of the egotistical posturing that pervades so many of the online forums, the contributors are genuinely humble and realistic. I found them refreshing, entertaining and likeable.

"... When designing software, we all step in it from time to time, and if you read this book you can reduce the frequency of that happening to you."

—Charles Ashbacher, posted on Amazon.com

"Through personal experience, the contributors point out how... clever shortcuts can have detrimental effects down the line. You will find yourself saying 'ouch' as you recognize yourself in some of the discussion..."

"... Not all of the contributors agree with each other and the difference of opinion can be enlightening..."

"... This is an interesting and informative read for programmers, analysts and managers... provides valuable insights for all."

—Diane Brockman, Brockman Moreau Consulting

About the Editors



For more than 40 years, Gerald M. Weinberg has worked on transforming software organizations. The author, coauthor, or editor of numerous books addressing all phases of the software life cycle, he hosts the SHAPE forum on his Website, www.geraldweinberg.com.

Marie Benesh Mis principal of Benesh & Associates, an IT management consulting firm. She focuses much of her consulting on the development of IT leadership skills. Her clientele include major universities and Fortune 500 corporations. Visit www.mabenesh.com.



James Bullock has built systems, from lab automation and high-volume embedded controls to enterprise data warehousing and ERP deployments, for more than 18 years. He treasures the contact he maintains with folks from previous projects—people who not only built something good, but enjoyed doing it.

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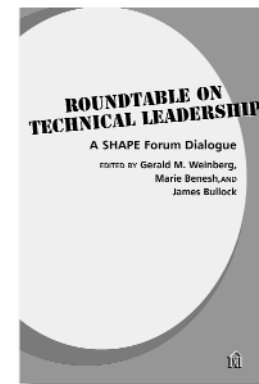
- **Tricks That Ignore Those Who Come After**
Failing to Clean Up Temporary Code • Creating Cryptic or Cute Variable Names • Building Monolithic Code
- **Tricks That Destroy Portability**
Inventing Your Own Programming Language • Depending on Internal Compiler Details • Ignoring Compiler Warnings
- **Stupid Design Tricks**
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- **Stupid Design Document Tricks**
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- **Experts and Gurus as Leaders**
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- **The Expert as Teacher**
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- **The Courage to Teach in Any Direction**
Give Your Boss Some Credit • Balance Self-Worth and Safety • Don't Confuse Courageous with Dumb
- **The Courage to Be Yourself**
If It's Not a Good Fit, Don't Do It • Is It the Hair, or Is It the Arrogance? • Who You Are Is More Important Than What You Wear

Roundtable on Technical Leadership

A SHAPE Forum Dialogue

edited by Gerald M. Weinberg,
Marie Benesh, and James Bullock

*Software Experts Debate Leadership Qualities
and the Hazards of Shortcuts and Stupid Tricks*



ISBN: 978-0-932633-51-4
©2002 176 pages softcover
\$15.95 (plus shipping)

Joined by coeditors Marie Benesh and James Bullock, consultant's consultant Gerald M. Weinberg highlights forty experts' secrets for building and sustaining a leadership role in software development.

Participants of the SHAPE forum, many of them software consultants and managers at the world's most successful software companies, logged in to help each other identify the "stupid tricks" that developers are tempted to employ in design, code, and documentation—tricks that seem clever in the short term but have damaging long-term effects.

Topics include programming, design, documentation, teaching, learning, educating management, being yourself, and much more.

Presented in an easy-to-read dialogue format, true to the com-

ments' original appearance on the Web, this is the second stand-alone book drawn from Weinberg's SHAPE forum, following *Roundtable on Project Management*.

Contributors include Jim Battersson, James Bullock, Pat Ferdinandi, Fritz, Phil Fuhrer, Jesse Gordon, Don Gray, Brian Gulino, Peter Harris, Joseph Howard, Kevin Huigens, Steve Jackson, Jim Jarrett, Bob King, Dave Kleist, Henry Knapp, Brian Knopp, Fredric Laurentine, Pat McGee, Nate McNamara, George Olsen, Mark Passolt, Sue Petersen, Dwayne Phillips, Brian Richter, Sharon Marsh Roberts, Brett Schuchert, Stuart Scott, Dave Smith, Steve Smith, Daniel Starr, Wayne Strider, Pete TerMaat, Phil Trice, Bill Trierweiler, Marianne Tromp, Jerry Weinberg, and Kay Wise.

Read more about this book at
www.dorsethouse.com/books/rtl.html

To Satisfy & Delight Your Customer

"The consistent focus on satisfying and delighting the customer is extremely important . . . and refreshing. . ."

—Jack M. Kantola, Trompeter Electronics

"QFD without pain. . . Pardee has written a valuable and complete book on QFD. I plan to use this book as a guide to meeting my own customers' needs."

—Randy Rice, *The Software Quality Advisor*

" . . . very well written, insightful, and most importantly, useful. It is a very practical book."

—Ora Smith, CEO, Illinois Superconductor Co.

" . . . with eighteen years in research and development at Rockwell International's Science Center . . . I saw people from marketing, engineering, and manufacturing struggle with conflicting objectives such as salability, performance, and manufacturing cost without a way to find the best combination.

"In response, several colleagues and I began to look for better product design methods. We recognized many potential benefits from concurrent engineering. . . Today, concurrent engineering has come to mean any development method in which a team designs product and process together to best meet *all* the issues that influence the customer during the product's life.

"In looking for effective ways to do concurrent engineering, I spent five weeks in 1989 as a guest at Fiat's Central Research Laboratory. . . There I discovered a method called Quality Function Deployment (QFD).

" . . . QFD provided people in marketing, engineering, and manufacturing a systematic process to reach consensus on detailed decisions. It was the structure I sought for concurrent engineering.

"I believe in QFD more than ever, and I hope you will, too. . ."

—from the preface

About the Author

William J. Pardee is a consultant, trainer, and speaker on ways to improve the product development process and to create high-quality products that customers want. After a distinguished career in research and development that included 18 years at Rockwell International, he founded Pardee Quality Methods to consult and teach full time.



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- Manage a Team of Teams
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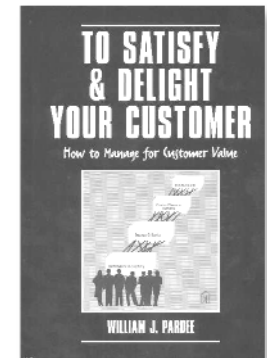
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To Satisfy & Delight Your Customer

How to Manage for Customer Value

by William J. Pardee



ISBN: 978-0-932633-35-4
©1996 280 pages hardcover
\$39.95 (plus shipping)

Revitalize Your Approach to Quality with Powerful QFD Techniques and an Extensive Case Study

Product development is hard, so hard that most new products fail to meet business goals. Quality Function Deployment (QFD) is a process for consistently developing successful products and services. At its core is the fundamental belief in achieving success through meeting your customer's needs better than anyone else.

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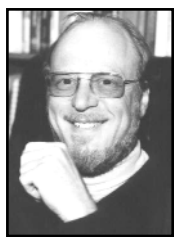
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About the Author



Gerald M. Weinberg is a highly influential author, lecturer, and consultant himself. For this book, he draws on experiences gained in all three roles, as well as from a long technical career as a scientist and researcher for IBM, Ethnotech, and Project Mercury. Also see his stand-alone follow-up, *More Secrets of Consulting*, published by Dorset House.

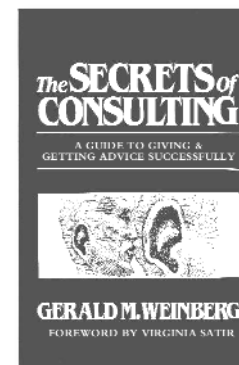
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The Secrets of Consulting

A Guide to Giving and Getting Advice Successfully

by Gerald M. Weinberg
foreword by Virginia Satir



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If you are a consultant, ever use one, or want to be one, this book will show you how to succeed.

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Slack

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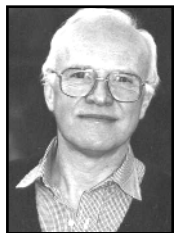
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About the Author



Tom DeMarco is a leading management consultant to both Fortune 500 and up-and-coming companies. His clients include Hewlett-Packard, Apple, IBM, Lucent, and many others. He is the author of four books on management and technical development methods, including *The Deadline*, and the coauthor with Timothy Lister of

Peopleware and *Waltzing with Bears*, among others.

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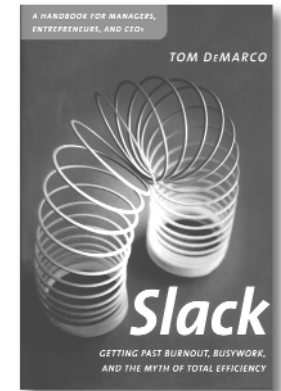
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Slack

Getting Past Burnout, Busywork, and the Myth of Total Efficiency

by Tom DeMarco



ISBN: 978-0-932633-61-3
©2001 240 pages hardcover
\$8.95 (plus shipping)

*Use Slack—Not Overwork—
to Increase Developer Effectiveness*

To most companies, efficiency means profits and growth. But what if your "efficient" company—the one with the reduced headcount and the "stretch" goals—is actually slowing down and losing money? What if your employees are burning out doing the work of two or more people? What if your super-efficient company is suddenly falling behind?

If your real organizational goal is to become fast (responsive and agile), Tom DeMarco proposes that what you need is not more efficiency but more slack.

What is "slack"? Slack is the degree of freedom in a company that allows it to change. It could be something as simple as adding an assistant to a department, or letting high-priced talent spend less time at the photocopier and more time making key decisions. Slack could also appear in the way a company treats employees: Instead of loading them

up with overwork, a company designed with slack allows its people room to breathe, increase effectiveness, and reinvent themselves.

In thirty-three short chapters filled with creative learning tools and charts, you and your company can learn to • make sense of the Efficiency/Flexibility quandary • run directly toward risk instead of away from it • strengthen the creative role of middle management • make change and growth work together for even greater profits.

Originally published by Broadway Books and available from Dorset House for the first time, this revolutionary handbook will debunk commonly held assumptions about real-world management. You and your company will find a brand-new model for achieving and maintaining true effectiveness—and a healthier bottom line.

Read more about this book at
www.dorsethouse.com/books/slack.html

Software Endgames

"In the endgame, nerves are frayed, problems are nasty, and people are getting exhausted. Whoever isn't working to complete the endgame is staring at you and asking, 'Can we ship now? If not now, when?' Before entering the endgame on your next software project, you don't need theory—you need proven, practical advice from an endgame veteran. Read Robert Galen's *Software Endgames*."

—**Timothy Lister**, coauthor of *Peopleware*
Principal, The Atlantic Systems Guild, systemsguild.com

"... exposes you to the key practical work flows and realities of software issue triage. I recommend this book to anyone in software development ... who wants to get high-quality software developed and shipped consistently on-time and on-budget."

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Amibug.com, author of *I Am a Bug!*

"*Software Endgames* is a wonderful book. This technical book is surprisingly entertaining. ... The information is well organized, straight to the point, and does not attempt to force concepts down the reader's throat. ... Readers will find the book to be a valuable addition to their library, and I would recommend it to software development professionals involved in all areas of the software development life cycle. ...

"If you are looking for a fast, efficient, and effective way to inject quality into your projects, this book will certainly kick-start those efforts."

—**Mark L. Krug**, posted on StickyMinds.com

"Early in my career, the endgame appeared to be simply a chaotic, ad hoc, reactive period during the final phases of project delivery. ... a time when defects ran rampant and were unpredictable, amorphous things. You didn't plan to fix them—you simply *reacted* to them. ... if it was a high priority defect, you could expect every leader on the team to stop by to check if he or she could 'help' you with the resolution. And feature creep didn't happen just at Halloween—it occurred steadily and consistently throughout the endgame."
—*from the preface*

About the Author



Robert Galen has been building software and leading teams for nearly 25 years. A nationally recognized conference speaker, he regularly writes and consults on the "softer side" of leading teams toward successful project delivery. Visit www.rgalen.com.

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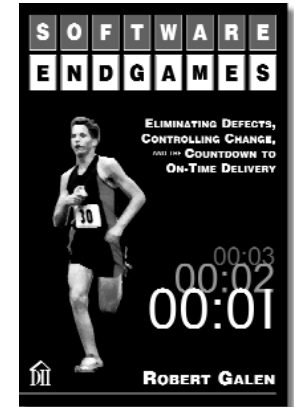
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Software Endgames

Eliminating Defects, Controlling Change, and the Countdown to On-Time Delivery

by Robert Galen



ISBN: 978-0-932633-62-0
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\$33.95 (plus shipping)

Conduct Triage and Track Defects in the Final Stage of Software Development

In software development, projects are won or lost during the project endgame—that final stage between release for testing and release to customers.

Software Endgames presents realistic strategies for delivering working software to your customers. Focusing solely on the endgame, the book provides hard-won, hands-on practices that you can implement right away.

In the endgame, effective management of defect repairs is crucial. Experienced project manager and consultant Robert Galen shows readers how to conduct effective defect triage—analyzing, categorizing, and determining the priority of defects for repair.

Readers learn how to transform the endgame from a time of rampant defects and utter chaos into a time of focused repairs, effective

teamwork, and change management. You'll set release criteria, establish endgame release plans, and utilize a variety of change reduction and endgame management techniques.

Topics include • release criteria and how to leverage them to guide your teams' efforts • strategies for reducing the rate of change • change control and triage techniques that lead to efficient and effective defect repair decisions • alternative methods for defect repair and decision-making flexibility • setting up a defect-tracking system, managing defects and gathering standard metrics for endgame defect trending • techniques for repair planning and efficiency • agile extensions—how to apply these techniques to agile projects • how to mine your endgames for overall software development improvements.

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Software State-of-the-Art

Selected Papers

edited by Tom DeMarco and
Timothy Lister



ISBN: 978-0-932633-14-9
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*A Decade's Worth of Classic Papers—
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In one convenient collection, *Peopleware* authors Tom DeMarco and Timothy Lister present a decade's worth of papers that changed the history of software development. Published in 1990, this collection represents some of the best writing from some of the biggest names in the industry: Frederick P. Brooks, Gerald M. Weinberg, Watts S. Humphrey, T. Capers Jones, Barry W. Boehm, Bill Curtis, Donald E. Knuth, Victor R. Basili, Brad Cox, Harlan Mills, and many more.

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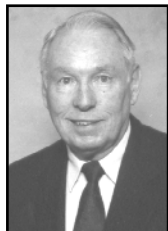
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About the Authors



William E. Perry is the executive director of the Quality Assurance Institute (QAI) based in Orlando and author of more than fifty books on quality assurance in data processing. He served on the 1988 and 1989 board of examiners of the Malcolm Baldrige National Quality Award.

Randall W. Rice is a consultant and instructor on software and systems testing. Based in Oklahoma City, he is the principal consultant of Rice Consulting Services and has more than 25 years' experience in building and testing information systems. He is also publisher and editor of *The Software Quality Advisor* newsletter.



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Does Testing Test You?

Challenge #10: Getting Trained in Testing

Raise Management Awareness of Testing • Make Time for Training • Develop Your Own Skills • Certify Your Testing Skills

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Challenge #7: Explaining Testing to Managers

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Challenge #2: Fighting a Lose-Lose Situation

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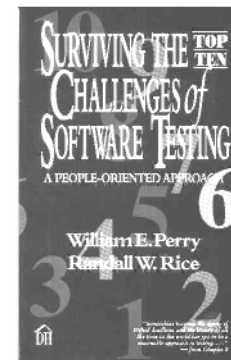
Make Test Reporting Part of the Testing Process • Use Creative Reporting Techniques • Focus on the Facts • Be Truthful

Plan of Action to Improve Testing

Surviving the Top Ten Challenges of Software Testing

A People-Oriented Approach

by William E. Perry and
Randall W. Rice



ISBN: 978-0-932633-38-5
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\$27.95 (plus shipping)

A People-Oriented Guide to Mastering the Ten Biggest Challenges Software Testers Face

Software testers require technical and political skills to survive what can often be a lose-lose relationship with developers and managers.

Whether testing is your specialty or your stepping stone to a career as a developer, there's no better way to survive the pressures put on testers than to meet the ten challenges described in this practical handbook.

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Authors Perry and Rice compile a "top ten" list of the challenges faced by testers and offer tactics for

success. They combine their years of experience in developing testing processes, writing books and newsletters on testing, and teaching seminars on how to test.

The challenges are addressed in light of the way testing fits into the context of software development and how testers can maximize their relationships with managers, developers, and customers.

In fact, anyone who works with software testers should read this book for insight into the unique pressures put on this part of the software development process.

"Somewhere between the agony of rushed deadlines and the luxury of all the time in the world has got to be a reasonable approach to testing. . . ."

—from Chapter 8

Read more about this book at
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About the Authors



Jonah Z. Lavi, the lead developer of ECSAM, consults and teaches industrial and university courses in the modeling and requirements specification of computer-based systems. Currently, he chairs the Working Group on Education and Training of the IEEE Computer Society ECBS Technical Committee.

Joseph Kudish is an independent consultant specializing in systems and software engineering and in the appraisal and improvement of technical and management processes. Mr. Kudish has researched, developed, taught, and implemented ECSAM in industrial projects since 1989.



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Automated Parking Facility Control and Billing System
SARAH—a Search and Rescue Automatic Helicopter

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"... this book provides its readers with a tried and true approach to systems/software requirements specification and analysis. ... Most importantly, the book provides the reader with insights into what to look for and what not. This is what I find missing in most of the newer and more revolutionary works on the topic."

—Don Reifer, posted on Amazon.com

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by Jonah Z. Lavi and Joseph Kudish

A Proven Approach to Modeling Operational, Functional, and Design Requirements

Discover ECSAM, a method for requirements engineering and the modeling of computer-based systems (CBS). Practiced since 1980 in evolving versions by systems and software engineers, ECSAM was developed in part at Israel Aircraft Industries for the analysis and design of complex reactive embedded systems and software and has been presented in numerous undergraduate, graduate, and industrial courses.

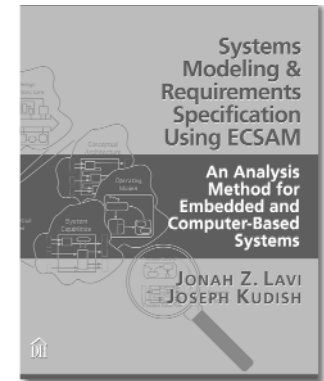
The method guides engineers in modeling operational, functional, and design requirements, considering both static and dynamic aspects of systems.

With an end-to-end example of the method, developed throughout the book, readers learn how to • develop conceptual models of the structural and operational

properties of computer-based systems and their software • develop systematically operational scenarios and use cases describing the interaction of the system with its environment • elicit and specify functional and nonfunctional requirements • allocate requirements to components of a conceptual model and use the model for the refinement and derivation of requirements • understand the issues of mapping the conceptual model to the design model.

Core audiences include those involved in the development of complex or mission-critical computer-based systems and their software, systems engineers, computer-based-systems engineers, software engineers, engineering managers, and students at undergraduate and graduate levels.

Read more about this book at www.dorsethouse.com/books/smars.html



ISBN: 978-0-932633-45-3
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\$47.95 (plus shipping)

System Testing with an Attitude

"... this book contains all the right stuff, and it is well written. There aren't exactly standards for writing a book on system testing, but if there were, this book would meet them. ... by far the best game in town on the subject of system testing."

—R.L. Glass, *ACM Reviews.com*

"Projects striving for high quality and rapid time to market must adopt an attitude that makes it unacceptable for software that does not meet requirements to even reach the system test phase. ... Testers, managers, and developers who are ready to improve their software development process should read this book."

—Michael J. Lutz, *IEEE Computer*

"... this has got to be one of the best books on System Testing that's available for those of us in the game of Formal System Testing. ... I urge you to buy this book, read it, and use the information contained within. You'll do a better job of System Testing if you do that."

—Rodger Drabick, author of

Best Practices for the Formal Software Testing Process

"What is refreshing is the acknowledgement that proper and successful system testing requires everyone to understand the various roles throughout the entire development process. ... Petschenik demonstrates quality, not quantity, with good structure and balance. ... I recommend this book to my project teams and will encourage them to conduct the sort of role-awareness seminar Petschenik describes."

—Laura Rose, *The Rational Edge*

About the Author



Nathan Petschenik is an international consultant on software testing. He is currently Vice President of Software Testing Services, Inc., an IT consulting firm specializing in all aspects of software testing and quality assurance. In recent years, Nathan has focused on Computer System Validation for clients

in FDA-regulated environments.

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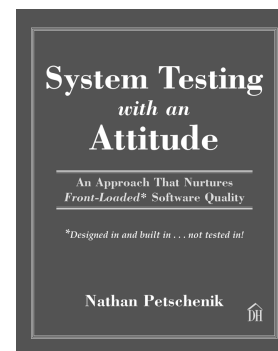
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System Testing with an Attitude

An Approach That Nurtures Front-Loaded Software Quality

by Nathan Petschenik



ISBN: 978-0-932633-46-0
©2005 368 pages softcover
\$39.95 (plus shipping)

Improve Your Systems Development Process
by Nurturing Front-Loaded Software Quality

Quality can not be tested into software, it must be designed in and built in. Understanding and accepting this simple principle can be the first step to preventing serious system defects from reaching users.

Projects that routinely rely on the system-test team to uncover major implementation mistakes are bound to fail. The system-test phase occurs too late in the life cycle to make major improvements to the overall quality of the product. Projects striving for high quality and rapid time to market need to adopt an attitude that it is unacceptable for software that does not meet requirements to even reach the system test phase.

System Testing with an Attitude provides ways to cultivate productive relationships between developers and system testers and stresses the impor-

tance of identifying and delineating the responsibilities of each group. The approach discussed in the book can prevent problems in the system before system testing even begins.

However, changing attitudes and allocating responsibilities are only part of the formula for system-testing success. The system-test team needs a technical and procedural framework to achieve excellence in performing its allocated responsibilities.

Project teams that are ready to improve their process will find in this book detailed technical and procedural solutions for achieving excellence in system testing, including a methodology that provides a step-by-step approach for integrating system-test team activities throughout the software development lifecycle (SDLC).

Read more about this book at
www.dorsethouse.com/books/sta.html

Understanding the Professional Programmer

"... probably my favorite book on the subject of software development. It is definitely my favorite of Weinberg's many excellent books. I return to this book again and again, and find something new every time. ..."

"... I predict that software developers another twenty years from now will still be reading this book."

—Daniel Read, *developer*.*

"If you are a programmer or manage programmers, or indeed just associate with programmers, this is a book that you should read. ... The real bonus of this book is Weinberg's writing ability which is articulate and enjoyable. ... he does a superb job of uncovering the psychology of the programmer and helping the reader to understand some of the unique and subtle characteristics of that profession. ... You can pick it up anytime and turn to any one of the essays, and find a thought-provoking idea." —*System Development*

"This is one of a rare breed—an enjoyable and stimulating book you can legitimately read in the office. ... The book is superbly written. Weinberg combines scholarly content with a splendidly readable, anecdotal style. He writes funny asides that are not laboured or self-conscious. ... This is a book which will entertain you and make you think. You won't find a more satisfying volume on the shelves of any computer bookshop." —*Personal Computer Magazine*

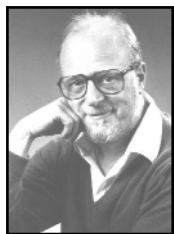
"... the author has a marvellous knack of mixing humour and serious discussion thereby getting his message across. ... a very thought provoking book. ... immensely enjoyable."

—Lorna Kyle, *Personal Computer World*

"... [this book] is likely to give readers a better start on supervising than the conventional management book would. ... [it mixes] knowledge of bottom-line reality with techie ingenuity."

—Walter Zintz, *Open Computing*

About the Author



Gerald M. Weinberg began his career in programming some forty years ago, as a staff member at IBM and later as manager of data processing, among other positions, and as a manager of supervisory programming for Project Mercury. He has since become one of the best-known names in the information industry as author of numerous popular books.

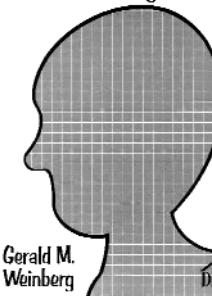
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Understanding the Professional Programmer

by Gerald M. Weinberg

Understanding the Professional Programmer



Gerald M. Weinberg

ISBN: 978-0-932633-09-5
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Useful Insights for Programmers and Those Who Work with Them

Consultant and legendary programmer Gerald M. Weinberg offers readers a unique insider's view of the many ways to become a better programmer and to improve job performance.

Organized as a collection of essays about the profession of programming, the book is both provocative and readable. Each chapter concludes with an entertaining and instructive parable.

Anyone interested in becoming a skilled and experienced professional in this sometimes treacherous profession will benefit from Weinberg's insights.

More than forty years of programming experience, tackles a host of profound questions about the psychol-

ogy of the professional programmer. Learn how to

- become a professional
- get a little respect
- survive in a bureaucracy
- think more effectively
- discover what kind of thinker you are
- envision the future of the professional programmer

The insights are fascinating—you are sure to recognize yourself or your associates. This is the one book nobody in this dynamic field can afford to miss.

Read more about this book at
www.dorsethouse.com/books/upp.html

Waltzing with Bears

"I liked this book. It caused me to re-examine the way I budget software as well as other deeper assumptions about what I 'choose to believe' or rather why I choose to believe it. If you get a chance to read the book you will probably come to the same conclusion, Wow, I never thought about things that way and I really think I should!"

—Will Tracz

ACM Software Engineering Notes

"Advice projects must not ignore (but often do) . . . A must for the project manager (and his or her boss).

"DeMarco and Lister's examples and anecdotes are both entertaining and persuasive."

—Conrad Weisert, IDINews.com

". . . destined to become the Bible for serious IT professionals and project managers.

"Buy a copy of this book for everyone on your project team, and for every manager and stakeholder who has any influence on your project. . . . I've ordered 20 copies for my best clients.

"Pearls of wisdom like 'It's okay to be wrong, but not okay to be uncertain' are, by themselves, worth the price of this book—for they remind us of how childishly unrealistic our risk management culture really is."

—Edward Yourdon, www.yourdon.com

"The seminal work on managing software project risk. . . . Explosive insights, practical advice. Finally we have a guide to risk management that we can implement and use."

—Rob Austin, Professor
Harvard Business School

"Bold, provocative yet coolly pragmatic . . ."

—Michael Schrage, Co-Director of
MIT Media Lab's e-Markets Initiative
Author of *Serious Play*

About the Authors



Tom DeMarco and Timothy Lister are long-time colleagues as principals of the Atlantic Systems Guild (www.sysmsguild.com). Other Dorset House collaborations of theirs include *Peopleware*, *Software State-of-the-Art*, and the video *Productive Teams*.

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JOLT AWARD WINNER
from the authors of **PEOPLEWARE**

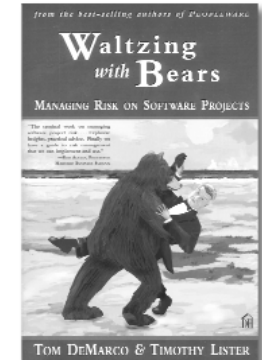
Waltzing with Bears

Managing Risk on Software Projects

by Tom DeMarco and Timothy Lister



*Just Say No to Slam Dunk Projects—
If There's No Risk, Don't Do It*



ISBN: 978-0-932633-60-6
©2003 208 pages softcover
\$27.95 (plus shipping)

Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. Conversely, ignoring the threat of negative outcomes—in the name of positive thinking or a can-do attitude—software managers drive their organizations into the ground.

In *Waltzing with Bears*, Tom DeMarco and Timothy Lister—the best-selling authors of *Peopleware*—show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits.

The authors present the benefits of risk management, including that it • makes aggressive risk-taking possible • protects management from getting blindsided • provides minimum-cost downside protection • reveals invisible transfers of

responsibility • isolates the failure of a subproject.

Readers are armed with strategies for confronting the most common risks that software projects face: • schedule flaws • requirements inflation • turnover • specification breakdown • and under-performance.

Waltzing with Bears will help you mitigate the risks—before they turn into project-killing problems.

"Running away from risk is a no-win proposition. Sometimes, you come across a project that looks positively risk-free. In the past, you may have looked at such an endeavor as a slam dunk and thanked your lucky stars to be given an easy project for a change.

We've had the same reaction.

What dummies we were.

Projects with no real risks are losers."

—from Chapter 1

Read more about this book at
www.dorsethouse.com/books/waltz.html

Weinberg on Writing

"Don't write your book—build it with Weinberg's Fieldstone Method. Keep the project moving by breaking the project into easy-to-attack chunks; gather your ideas one at a time. Then stack them as you would stones in a wall."

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author of *Writing Nonfiction* and *The Self-Publishing Manual*

"... this book on 'constructing' writing, so to speak, is a delight. ... In demystifying the mysterious process of writing through the consistent metaphoric grappling hook of 'fieldstones' as ideas which float in and out of our consciousness, Weinberg has written a wise and warm book on overcoming the perils of trying to write." —Gabriele Rico, author of *Writing the Natural Way*

"Part memoir, part how-to, *Weinberg on Writing* dispenses with the mysteries and misconceptions of craft and shows any writer how—and how not to—hone their skills. ... finding fieldstones with which to build your writing strikes me as one of the more effective metaphors for the writing craft I've ever seen. ... Writers of any stripe will go far following Weinberg's method." —Jennifer Lawler, author of *Dojo Wisdom for Writers*

"Jerry Weinberg's lessons in writing are smart, funny, memorable, wise, engaging ... and, most important, it is all stuff that works, it's practical."

—Howard S. Becker, author of *Writing for Social Scientists*

"I suppose the strongest praise of a how-to writing book would be to say it's changed the way I intend to organize and write my next book. And it's true! ... This book is a gift to writers at all levels from a true pro with sterling credentials."

—Penny Raife Durant, award-winning author of nine children's books, including *When Heroes Die* and *Sniffles, Sneezes, Hiccups and Coughs*

About the Author



Inducted into the Computer Hall of Fame in its inaugural year, Jerry Weinberg's career highlights have included managing programming for Project Mercury, teaching with famed family therapist Virginia Satir, consulting for Fortune 500 companies, and writing more than 40 books along the way. Read more at <http://www.jerryweinberg.com>.

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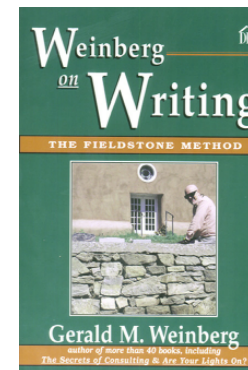
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Finalist, USABookNews Best Books Award
Finalist, Jolt Product Excellence Award

Weinberg on Writing

The Fieldstone Method

by Gerald M. Weinberg



ISBN: 978-0-932633-65-1
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\$24.95 (plus shipping)

*A Lifetime of Writing Secrets from
One of Our Most Prolific and Popular Authors*

Gerald M. Weinberg, author of more than forty books—including nine—reveals his secrets for collecting and organizing his ideas for writing projects.

Drawing an analogy to the stone-by-stone method of building fieldstone walls, Weinberg shows writers how to construct fiction and nonfiction manuscripts from key insights, stories, and quotes. The elements, or stones, are collected nonsequentially, over time, and eventually find logical places in larger pieces.

The method renders writer's block irrelevant and has proved effective for scores of Weinberg's writing class students. If you've ever wanted to write a book or article—or need to revitalize your writing career—don't miss this intimate glimpse into the

mind behind some of the computer industry's best books.

"You can't allow yourself to get stuck in one place, which is one of the beauties of the Fieldstone Method. There's always something else to do that advances your writing when you feel stuck.

"Here's how one of my students described it:

"I also learned to appreciate my writing process. I start with some sketchy image of the overall structure. Then I write a few chunks that I have energy for, leaving other chunks for later. From there, I skip back and forth between writing new chunks and revising earlier ones. Eventually, I fill the holes and end up with a whole article. As I was writing the article, a part of me thought that I 'ought to' write a complete draft before revising. What I learned is that my skipping around is a way to keep my energy up, and helps me stay intensely focused on whatever I am writing or revising at the moment.

"Thanks for the nudge!"

—from Chapter 15

Read more about this book at
www.dorsethouse.com/books/wow.html

Why Does Software Cost So Much?

"DeMarco's book is abuzz with ideas. . . . I could rave nonstop about how great 'The Choir and the Team' and 'Rock and Roll and Cola War' and all the other essays are, but you really must read them yourself. You may not agree with every one, but you will certainly be amused, educated, and stimulated. . . . Enjoy the ride."
—Alan M. Davis, *IEEE Software*

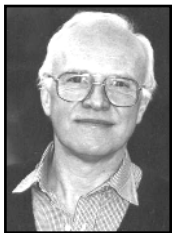
"Very provocative but absolutely grounded in the reality of experience, DeMarco's perspectives apply across the continuum of innovation management. . . . His essay 'Mad About Measurement,' on the managerial misapplication of productivity measures, should be read by anyone who's ever had to oversee a reengineering or 'change management' initiative."
—Michael Schrage, *Across the Board*

". . . it does not just repeat the common aphorisms of the software world, but takes a hard look at which ones are based on reality and which ones seem to have emerged from hot air."
—Capers Jones
Chairman, Software Productivity Research

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—Ed Yourdon, *American Programmer*

". . . absolutely dynamite!"
—Roger S. Pressman
IEEE Software

About the Author



Tom DeMarco is a principal of the Atlantic Systems Guild (www.systemsguild.com). Winner of the 1999 Stevens Award and elected as an IEEE Fellow in 1999, DeMarco lives and writes in Camden, Maine. Tom is also the author of an award-winning business novel, *The Deadline*, also available from Dorset House.

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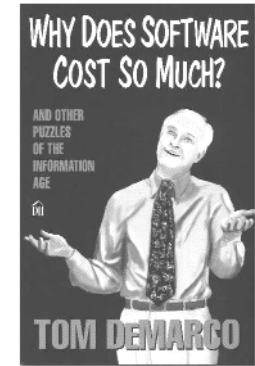
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Why Does Software Cost So Much?

(And Other Puzzles of the Information Age)

by Tom DeMarco



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\$29.95 (plus shipping)

*Twenty-Four Provocative Essays from
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Known for his ability to find provocative answers to the most puzzling questions of software development, *Peopeware* coauthor Tom DeMarco explores a wide range of issues in twenty-four masterful essays. The offerings range from the wise to the kooky—in fact, many of them defy categorization. But all are marked by the author's eye-opening perspectives on topics that demand your professional attention.

Drawing together several essays published previously, plus ten all-new papers never seen beyond his circle of colleagues, Tom DeMarco tackles a multitude of tough subjects and wrestles fresh insight out of them. Here's a compact, compelling edition of this acclaimed consultant's

views on managing the software process.

Insights from the book:

"Management is a set of *catalytic* activities that enable people to work productively and happily. Like a catalyst in chemistry, the manager's contribution is not itself transformed into product, but it is entirely necessary for the transformation of others' efforts into product."
—from *Essay 5*

"I think factory methods for software are dead wrong, witless, and counter-effective. Organizations that build good software know that software is an R&D activity, not a production activity. Organizations that try to make it into a production activity produce bad software (though potentially lots of it). . . ."

—from the introduction to *Essay 12*

Read more about this book at
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Working Up!

"I used to crush rocks in Louisiana. That's how I paid for college. I was a laborer for the Louisiana Paving Company. . . . Laborers at the asphalt plant did just what the job title implies: They labor at every little, bothersome, and unskilled job that happened along, including picking up trash, shoveling materials, finding parts, running errands, and, of course, crushing rocks. . . .

"Rocks are heavy and dirty. Shoveling rocks is hot, dirty, and back-straining work. What was best about my experience at the asphalt plant came from being around the people who worked there. I was the college kid, and people knew I was there between semesters. They understood that when I would one day graduate, I most likely would take a different path in life. . . .

"In retrospect, I believe that working at the plant taught me as much about projects and management as did pursuing an engineering degree. It certainly prepared me better for my career in project management. . . . In this book, I attempt to pass along life-lessons I learned from working at the asphalt plant. If you remember little else from this book, I hope it will be the following chief lessons:

1. *I can learn something anywhere.*
2. *I can learn something from anyone."*

—from the Introduction

About the Author



Now a Senior Principal Systems Engineer at ITT in Herndon, Virginia, Dwayne Phillips worked as a software and systems engineer with the United States government for nearly 30 years. He has had the privilege of working with some of the finest engineers and scientists in the country, both in and out of government. He has a Ph.D. in electrical and computer engineering from Louisiana State University. Residing in Reston, Virginia, with his wife, Karen, their three sons, their daughter-in-law, and grandson, he enjoys playing jazz and blues guitar, and is proud to claim Sweetwater, Louisiana, as his place of origin (don't look, you won't find it).

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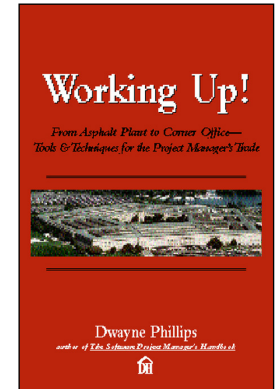
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Working Up!

From Asphalt Plant to Corner Office—
Tools & Techniques for the
Project Manager's Trade

by Dwayne Phillips



ISBN: 978-0-932633-66-8
©2011 (forth.) 212 pages softcover
\$31.95 (plus shipping)

Tools for the Project Manager's Trade

To do a job well, you need the right tools for the job, as any skilled tradesperson will tell you. Project managers, however, do not have a standard set of tools. In fact, sometimes they have to make their own.

In *Working Up to Project Management*, Dwayne Phillips describes the tools and techniques he first encountered as a laborer at an asphalt plant, working summers during college. These lessons guided him as he went on to a successful career as a systems developer, IT manager, consultant, and author.

From a unique synthesis of two work environments—an asphalt plant and a white-collar office building—Phillips helps managers develop tools from their environments and construct a management approach

that works. Topics include: matching tools to environments • learning through experience • working with and through people • chance—and risk—at work • and much more.

" . . . I learned more about physics and physical tools in my four years working part-time at the plant than I have learned during the ensuing years. The physical tools at the plant helped me learn about other types of tools and how to use them in other places and ways.

"The life-lessons I learned with and about tools are

When the environment is changed, the tool may need to change.

The simplest things can multiply effectiveness

You don't always realize the worth of the tools you use."

—from Chapter 1

Read more about this book at
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