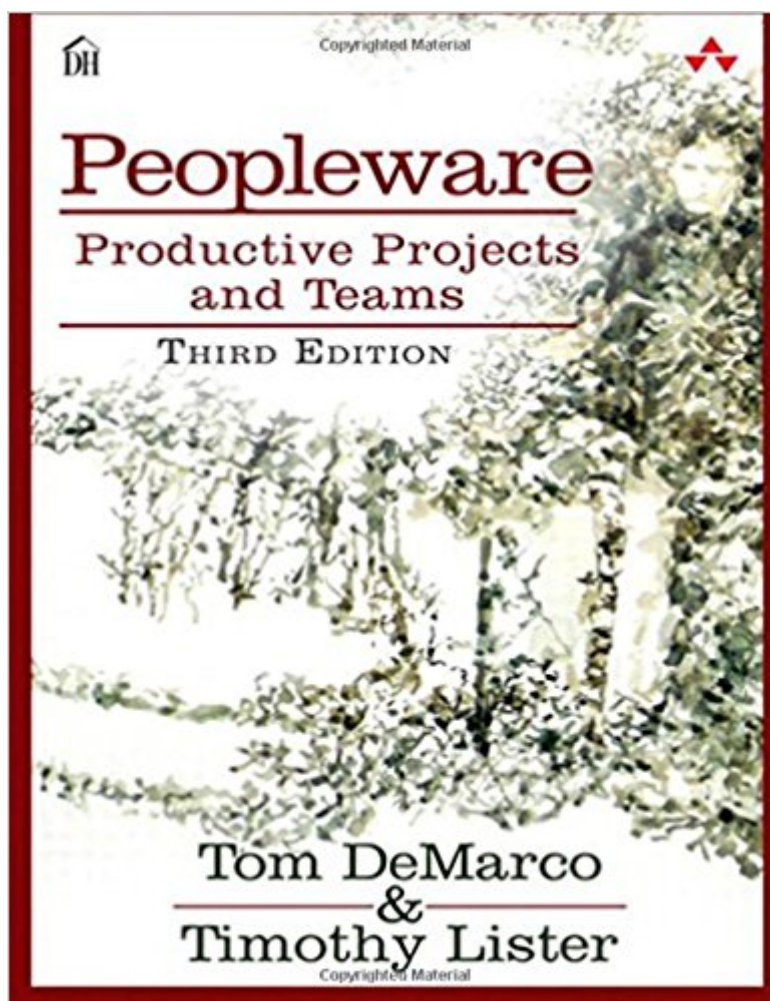


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# Peopleware: Productive Projects And Teams (3rd Edition)



## Synopsis

A few books in computing have had as profound an influence on software management as *Peopleware*. The unique insight of this longtime best seller is that the major issues of software development are human, not technical. They're not easy issues; but solve them, and you'll maximize your chances of success.

"*Peopleware* has long been one of my two favorite books on software engineering. Its underlying strength is its base of immense real experience, much of it quantified. Many, many varied projects have been reflected on and distilled; but what we are given is not just lifeless distillate, but vivid examples from which we share the authors' inductions. Their premise is right: most software project problems are sociological, not technological. The insights on team jelling and work environment have changed my thinking and teaching. The third edition adds strength to strength."

• Frederick P. Brooks, Jr., Kenan Professor of Computer Science, University of North Carolina at Chapel Hill, Author of *The Mythical Man-Month* and *The Design of Design*

"*Peopleware* is the one book that everyone who runs a software team needs to read and reread once a year. In the quarter century since the first edition appeared, it has become more important, not less, to think about the social and human issues in software development. This is the only way we're going to make more humane, productive workplaces. Buy it, read it, and keep a stock on hand in the office supply closet."

• Joel Spolsky, Co-founder, Stack Overflow

"When a book about a field as volatile as software design and use extends to a third edition, you can be sure that the authors write of deep principle, of the fundamental causes for what we readers experience, and not of the surface that everyone recognizes. And to bring people, actual human beings, into the mix! How excellent. How rare. The authors have made this third edition, with its additions, entirely terrific."

• Lee Devin and Rob Austin, Co-authors of *The Soul of Design* and *Artful Making*

For this third edition, the authors have added six new chapters and updated the text throughout, bringing it in line with today's development environments and challenges. For example, the book now discusses pathologies of leadership that hadn't previously been judged to be pathological; an evolving culture of meetings; hybrid teams made up of people from seemingly incompatible generations; and a growing awareness that some of our most common tools are more like anchors than propellers. Anyone who needs to manage a software project or software organization will find invaluable advice throughout the book.

## Book Information

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## Customer Reviews

Tom DeMarco and Timothy Lister are principals of the Atlantic Systems Guild ([www.systemsguild.com](http://www.systemsguild.com)), a consulting firm specializing in the complex processes of system building, with particular emphasis on the human dimension. Together, they have lectured, written, and consulted internationally since 1979 on management, estimating, productivity, and corporate culture. Tom DeMarco is the author or coauthor of nine books on subjects ranging from development methods to organizational function and dysfunction, as well as two novels and a book of short stories. His consulting practice focuses primarily on expert witness work, balanced against the occasional project and team consulting assignment. Currently enjoying his third year teaching ethics at the University of Maine, he lives in nearby Camden. Timothy Lister divides his time among consulting, teaching, and writing. Based in Manhattan, Tim is coauthor, with Tom, of *Waltzing With Bears: Managing Risk on Software Projects* (Dorset House Publishing Co., Inc., 2003), and of *Adrenaline Junkies and Template Zombies: Understanding Patterns of Project Behavior* (Dorset House Publishing Co., Inc., 2008), written with four other principals of the Atlantic Systems Guild. He is a member of the IEEE, the ACM, and the Cutter IT Trends Council, and is a Cutter Fellow.

Probably the best book social dynamics in the workplace I have ever read. Alas, it's the only one that I've read. There are many books on management, leadership and social dynamics. I've a few. I know people who have read a lot more. This book cuts across topics discussed in multiple books in much shorter language. This book also ties together topics that other books do not. I, personally,

found it easier to read everything from one book quickly rather than figure it out from matching up several ones. Fast read. Well written. Gets to the point. Has a very modern philosophy on teams.----Addendum HOWEVER the authors of this book focus primarily on one style of project work, that being working on teams. In fact they focus almost exclusively on a concept I know as "self-directed teams." Other ways groups of people can work together is rarely discussed. Also some of the recommendations will likely not be possible to implement depending on your position in the company. For example, a team manager may not have a say on who is welcome on his/her team. If someone is not working out, he/she may not have the option of getting rid of that person. Also, people who very obviously should not belong on the same team may be forced into that work arrangement despite everyone's protests. HR may do that. It's nice to read that that team won't work, but ... everyone knew that already.

This is an important book highlighting the importance of people in the development of software. Too often our focus is on the technical challenges of developing software and this book brings us back to people and teams. Much of the content in this book has been advanced in other books, however there is still a lot of value here for people involved in the software development. I was recommended this book by an exceptional developer in 1998 and it has made a huge impact on my perspective during my career.

It's often cited as a classic read, but it's still too relevant, because the problems it describes are unfortunately still very much here. Bad office space full of distractions, dogmatic methodologies that bury independent thinking under heaps of paperwork, a system that prioritizes quantity over quality and is rigged to extract overtime from developers without any concern for the damaging effects of such regime - the work conditions for knowledge workers in a typical company are as bad as they used to be when this book was first published. A few companies like IBM and Google have wised up, but others haven't.

Husband loved it! He's a software engineer and this made a great gift.

This book was recommended by a colleague in the tech industry. I thought this was going to be a book about managing developers. To my surprise, it was way more than that. If you are looking for a resource become a better leader and position your team for success, this book is a must read.

I have recommended this book for many people who did not work in software. This works for anyone who works with people. I have recommended this since the first edition and just recommended the 3rd edition a few minutes ago. Many times I have said "we should not do things that way" but I failed to convince people in other parts of the company. This book helped me explain things in terms everyone could understand. The book has a nice balance of explanation and humor (and sometimes sarcasm) that makes it easy to read.

As a new manager, I appreciate this book's insight and candor to what an engineering manager faces. Full of good practical advice, with an eye towards establishing a strong team culture from the bottom up. Full of what to do --- and more importantly --- simple things to avoid.

This is one of the classic books recommended by many people. But if you've already been exposed to the idea that programmers are more productive having quiet working conditions, creative freedom, a comfortable work environment, interesting work, and a manager who gets out of the way and doesn't micro-manage then there's not much to get from this book. It just seemed like the same old message was being hammered on for the whole book. It got boring after awhile.

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