

Managing the Unmanageable

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MANAGING *the* UNMANAGEABLE



RULES, TOOLS, AND INSIGHTS FOR
MANAGING SOFTWARE PEOPLE AND TEAMS

MICKEY W. MANTLE | RON LICHTY

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

作者介绍:

Mickey W. Mantle has been developing software for over 40 years, creating hardware and software products and managing development teams. After graduating from the University of Utah (where he was contemporary with computer industry notables such as the founders of WordPerfect, Silicon Graphics, Netscape, Adobe Systems, and Pixar), Mickey had his first job in 1971 developing the overall control software and real-time robotic controls for a six-acre aircraft rework facility for the U.S. Navy at Kenway Engineering (later Eaton-Kenway). He thereafter joined 3-D computer graphics pioneer Evans & Sutherland (E&S) where he coauthored the original 3-D graphics library that paved the way for Silicon Graphics' s GL, which has since become OpenGL. At E&S he was a contributor to many notable computer graphics products and first started managing programmers and programming teams.

After leaving E&S in 1984, Mickey joined Formative Technologies, a spin-off from Carnegie Mellon University, where he worked with the industry's first workstations (PERQ and Sun Microsystems) dealing with largescale bit-mapped graphics for mapping and CAD applications. But his heart was in 3-D graphics, and he was hired by Pixar shortly after it was bought by Steve Jobs and spun out of Lucasfilm Ltd. in 1986. At Pixar, Mickey managed the development of all of the software for their external products, including the Pixar Image Computer, the Pixar Medical Imaging System, and RenderMan. RenderMan is the gold standard of 3-D photorealistic rendering software and by 2010 had been used on every Visual Effects Academy Award Winner for the past 15 years; 47 out of the last 50 nominees for Visual Effects had chosen Pixar's RenderMan.

Mickey left Pixar in 1991, as their focus shifted to making feature-length 3-D animated films and away from external software products, and was recruited to Brøderbund Software as Vice President of Engineering/CTO. At Brøderbund he managed a vast

development organization including applications and system programming, art and animation, sound design and music composition, and quality assurance that produced numerous award-winning PC/Mac games such as *Where in the World Is Carmen Sandiego?*, *Kid Pix*, *Myst*, and *Living Books*.

In late 1997 Mickey joined International Microcomputer Software, Inc., as Vice President of R&D/CTO, where he managed on-site and offshore development and support for numerous Windows/Mac applications such as *MasterClips* and professional-level products such as *TurboCAD*.

In 1999 Mickey joined Gracenote where he was Senior Vice President of Development (since 2008 Gracenote has been a wholly owned subsidiary of Sony). At Gracenote he managed all development, operations, and professional services associated with the pioneering Web-based Cddb music information service that enables digital music player applications such as *iTunes*, *WinAmp*, *Sonic Stage*, and hundreds of others. Gracenote's products utilize technology ranging from Web services and relational databases to embedded systems and mobile applications, giving him a unique perspective on the wide-ranging needs of the various types of software developed today. He retired from Gracenote in early 2011 to finish this book, develop mobile/tablet applications, and consult with a variety of companies and organizations regarding the management of software people and teams.

His experience includes directing R&D teams around the world and managing multidisciplinary teams working 24/7 to deliver successful products. With experience in selecting, establishing, and managing offshore development organizations in India, Russia, Canada, and Japan, he brings insight into the challenges of managing software development using diverse staff and teams that are hours and oceans apart.

Ron Lichy has been developing software for 30 years, over 20 of them as a Development Manager, Director of Engineering, and Vice President of Engineering. This followed his first career as a writer in New York, Wyoming, and California, during which he wrote hundreds of articles, published scores of photographs, and authored two books. His software development career began at Softwest in the heart of California's Silicon Valley, coding word-processing products, programming compiler code generators, crafting embedded microcontroller devices like SmartCard-based postage meters and magnetic-keycard hotel locking systems, and designing and developing the computer animation demo that Apple used to launch and promote a new line of personal computers. He was awarded software patents for compression algorithms and wrote two widely used programming texts.

Recruited to Apple in 1988, Ron product-managed Apple's development tools, then led the Finder and Applications groups for the Apple II and Macintosh product lines, managing delivery of Apple's "special sauce," its user interface.

In 1994 Berkeley Systems recruited Ron to direct development of the then most widely used consumer software in the world, the After Dark screen saver line, to make engineering predictable and repeatable for the seven development teams creating its entertainment products. Brought into Fujitsu to make sense of its long-overdue WorldsAway entertainment product, he lopped off six months of overengineering to take it live in just 11 weeks.

Ron then led software development of the first investor tools on Schwab .com, part of remaking a bricks-and-mortar discount brokerage into the premier name in online financial services. He was promoted to Schwab Vice President while leading his CIO's

three-year technology initiative to migrate software development across all business units from any-language-goes to a single, cost-effective platform company-wide.

Since Schwab, he has been a Vice President of Engineering and Vice President of Products both as an employee and as a consultant, and he has continued to focus on making software development “hum.” He headed technology for the California offices of Avenue A Razorfish, the largest Internet professional services organization in the world; products and development for Forensic Logic, the crime detection and prevention company; engineering for Socialtext, the first commercial wiki company; engineering of the consumer ZoneAlarm line for Check Point; and publisher services for HighWire, the largest Internet provider for scholarly publishing. In consulting engagements in America and Europe, he has helped development groups overcome roadblocks, untangle organizational knots, and become more productive.

Ron’s developer conference and professional group talks and webinars include implementing Agile and Scrum; the importance of user groups, teamwork, and community; and transforming software development from chaos to clarity. He has been an adviser to a half-dozen start-ups. He cochairs SVForum’s Emerging Technology SIG; founded its Software Architecture SIG; chaired East Bay Innovation Group’s Software Management Best Practices SIG; and was a member of the board of SVForum, Silicon Valley’s largest and oldest developer organization.

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评论

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书评

IT人才难以管理，这恐怕是众所周知的世界性难题。我遇到过的一位公司老板就说：IT嘛，去招50个实习生来当码农，一个礼拜不睡觉，系统就做出来了。虽然这话看起来比较极端，也反映出大家面对IT人才管理的困境。因为没有明确的、通用的办法，所以干脆“釜底抽薪”，用最极端的手...

干货相当多，对招人的理解更加深入了，看了书，马上就结合了公司现有情况，对于人事部门的工作进行了梳理和排查，把招人作为了日常工作的一个部分。
对于远程管理团队，因为业务在新加坡，研发团队在成都，所以非常能够体验到作者的感受，虽然没有时间差，但是无法实时与同时进...

总的来说是理解人性 程序员群体的不同
怎么样寻找优秀的程序员，是有套路的，面试是有讨论，让其顺利进来顺利切入环境是有套路的
我是金字塔底端，我的价值是让上面的员工都达到最大化最有效最舒服的输出
怎么得到上司的支持，怎么让外部支持 怎么管理自己的时间与精力 理解程...

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