



# MANAGING *the* UNMANAGEABLE



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

MICKEY W. MANTLE | RON LICHTY

# Managing The Unmanageable Rules Tools And Insights For Software People Teams Mickey W Mantle

**Mickey W. Mantle, Ron Lichty**



## **Managing The Unmanageable Rules Tools And Insights For Software People Teams Mickey W Mantle:**

*Managing the Unmanageable* Mickey W. Mantle, Ron Lichty, 2013 This book has assembled a guide that will help you hire motivate and mentor a software development team that functions at the highest level Their rules of thumb and coaching advice form a great blueprint for new and experienced software engineering managers alike All too often software development is deemed unmanageable The news is filled with stories of projects that have run catastrophically over schedule and budget [Managing the Unmanageable](#) Mickey W. Mantle, 2013 **Managing the Unmanageable** Mickey W. Mantle, Ron Lichty, 2019 The Essential Guide to Effectively Managing Developers So You Can Deliver Better Software Now Extensively Updated Lichty and Mantle have assembled a guide that will help you hire motivate and mentor a software development team that functions at the highest level Their rules of thumb and coaching advice form a great blueprint for new and experienced software engineering managers alike Tom Conrad CTO Pandora Reading this book's nuggets felt like the sort of guidance that I would get from a trusted mentor A mentor who I not only trusted but one who trusted me to take the wisdom understand its limits and apply it correctly Mike Fauzy CTO FauzyLogic Today many software projects continue to run catastrophically over schedule and budget and still don't deliver what customers want Some organizations conclude that software development can't be managed well But it can and it starts with people In their extensively updated *Managing the Unmanageable* Second Edition Mickey W Mantle and Ron Lichty show how to hire and develop programmers onboard new hires quickly and successfully and build and nurture highly effective and productive teams Drawing on over 80 years of combined industry experience the authors share Rules of Thumb Nuggets of Wisdom checklists and other Tools for successfully leading programmers and teams whether they're co-located or dispersed worldwide This edition adds extensive new Agile coverage new approaches to recruitment and onboarding expanded coverage of handling problem employees and much more Whether you're new to software management or you've done it for years you'll find indispensable advice for handling your challenges and delivering outstanding software Find recruit and hire the right programmers when you need them Manage programmers as the individuals they are Motivate software people and teams to accomplish truly great feats Create a successful development subculture that can thrive even in a toxic company culture Master the arts of managing down and managing up Embrace your role as a manager who empowers self-directed agile teams to thrive and succeed Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **Leading the Digital Workforce** Jeffrey W. Brown, 2023-06-19 Future IT leaders won't be technology leaders they'll be business leaders who understand technology *Leading the Digital Workforce* takes a fresh look at technology leadership exploring how to lead and manage in today's digital workplace where the pace of change is exponential This book walks you through building personal resiliency and avoiding stress and burnout to creating a strategy building a high performance team and examining how technology will change the workforce of the future Technology leadership requires a

unique set of skills which is why traditional leadership approaches don't always work. This book provides actionable advice on how to create a culture of innovation while driving successful change initiatives. *Leading the Digital Workforce* provides strategies for empowering people, optimizing processes and inspiring innovation. This book offers insights into managing change, leveraging technology and building strong relationships within your organization, including how to understand and work with company culture. Finally, it shares strategies for using technology and innovation to create a competitive edge to unlock new opportunities. *Leading the Digital Workforce* is essential reading for IT leaders who want to develop their skills, stay ahead of the digital curve and lead their organizations into the future. No matter if you're a new IT leader, an aspiring one or a seasoned leader who's been at it for years, there's something in this book that will help you level up your game.

**Peopleware** Tom DeMarco, Timothy R. Lister, 2013. Most software project problems are sociological, not technological. *Peopleware* is a book on managing software projects.

**Machine Learning in Production** Christian Kastner, 2025-04-08. A practical and innovative textbook detailing how to build real-world software products with machine learning components, not just models. Traditional machine learning texts focus on how to train and evaluate the machine learning model, while MLOps books focus on how to streamline model development and deployment. But neither focus on how to build actual products that deliver value to users. This practical textbook, by contrast, details how to responsibly build products with machine learning components, covering the entire development lifecycle from requirements and design to quality assurance and operations. *Machine Learning in Production* brings an engineering mindset to the challenge of building systems that are usable, reliable, scalable and safe within the context of real-world conditions of uncertainty, incomplete information and resource constraints. Based on the author's popular class at Carnegie Mellon, this pioneering book integrates foundational knowledge in software engineering and machine learning to provide the holistic view needed to create not only prototype models but production-ready systems. Integrates coverage of cutting-edge research, existing tools and real-world applications. Provides students and professionals with an engineering view for production-ready machine learning systems. Proven in the classroom. Offers supplemental resources including slides, videos, exams and further readings.

**Renewables Information 2009** Organisation for Economic Co-operation and Development, 2009. 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

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### **Introduction**

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