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**Becoming a Technical Leader**-Gerald M. Weinberg 1986 Whether you manage people, 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!

**The Manager's Path**-Camille Fournier 2017-03-13 Managing people is difficult wherever you work. But in the tech industry, where management is also a technical discipline, the learning curve can be brutal—especially when there are few tools, texts, and frameworks to help you. In this practical guide, author Camille Fournier (tech lead turned CTO) takes you through each stage in the journey from engineer to technical manager. From mentoring interns to working with senior staff, you’ll get actionable advice for approaching various obstacles in your path. This book is ideal whether you’re a new manager, a mentor, or a more experienced leader looking for fresh advice. Pick up this book and learn how to become a better manager and leader in your organization. Begin by exploring what you expect from a manager Understand how to manage yourself and avoid common pitfalls that challenge many leaders Manage multiple teams and learn how to manage managers Learn how to build and bootstrap a unifying culture in teams

**Talking with Tech Leads**-Patrick Kua 2015-04-15 A book for Tech Leads, from Tech Leads. Discover how more than 35 Tech Leads find the delicate balance between the technical and non-technical worlds. Discover the challenges a Tech Lead faces and how to overcome them. You may be surprised by the lessons they have to share.

**Staff Engineer**-Will Larson 2021-02-28 At most technology companies, you’ll reach Senior Software Engineer, the career level for software engineers, in five to eight years. At that career level, you’ll no longer be required to work towards the next pro? motion, and being promoted beyond it is exceptional rather than ex? pected. At that point your career path will branch, and you have to decide between remaining at your current level, continuing down the path of technical excellence to become a Staff Engineer, or switching into engineering management. Of course, the specific titles vary by company, and you can replace "Senior Engineer" and
"Staff Engineer" with whatever titles your company prefers. Over the past few years we've seen a flurry of books unlocking the engineering management career path, like Camille Fournier's The Man-Agenger's Path, Julie Zhuo's The Making of a Manager, Lara Hogan's Re-silient Management and my own, An Elegant Puzzle. The manage?ent career isn't an easy one, but increasingly there are maps avail?able for navigating it. On the other hand, the transition into Staff Engineer, and its further evolutions like Principal and Distinguished Engineer, remains chal? lenging and undocumented. What are the skills you need to develop to reach Staff Engineer? Are technical abilities alone sufficient to reach and succeed in that role? How do most folks reach this role? What is your manager's role in helping you along the way? Will you enjoy being a Staff Engineer or you will toil for years to achieve a role that doesn't suit you? "Staff Engineer: Leadership beyond the management track" is a pragmatic look at attaining and operate in these Staff-plus roles.

**Becoming Leaders** F. Mary Williams 2008 Williams and Emerson consulted the best research on a wide range of topics of interest to women in different stages of their careers and present important, timely information alongside practical tips.

**Become an Effective Software Engineering Manager** James Stanier 2020-06-09 Software startups make global headlines every day. As technology companies succeed and grow, so do their engineering departments. In your career, you'll may suddenly get the opportunity to lead teams: to become a manager. But this is often uncharted territory. How can you decide whether this career move is right for you? And if you do, what do you need to learn to succeed? Where do you start? How do you know that you're doing it right? What does "it" even mean? And isn't management a dirty word? This book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how that compares to being an engineer. Learn how to better organize information, feel productive, and delegate, but not micromanage. Discover how to manage your own boss, hire and fire, do performance and salary reviews, and build a great team. You'll also learn the psychology: how to ship while keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics. Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers can make the world a better place. Join us.

**An Introduction to General Systems Thinking** Gerald M. Weinberg 2001 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—including The Psychology of Computer Programming: Silver Anniversary Edition and Exploring Requirements (with Donald C. Gause)—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.
The Effective Engineer—Edmond Lau 2015-03-19 Introducing The Effective Engineer—the only book designed specifically for today’s software engineers, based on extensive interviews with engineering leaders at top tech companies, and packed with hundreds of techniques to accelerate your career.

Technically Capable—Tony Chong 2020-02-20 How do you become a great technical leader? How do you build an awesome team and culture? Being a tech leader is f*n hard, especially when you are just starting out. When dreams and reality don’t match up and you get stuck, where do you go for help? I’ve been a co-founder, CTO, VP of Engineering, Director, Manager, Team Lead, and IC. I’ve been doing this for over 20 years. I remember when you had to use a land line to dial into the Internet. I’ve seen some things. In this book, I explain the methods and techniques I use to build a workplace culture that focuses on growth, while helping you find and nurture a team that’s going to help you build the next big thing. At the end of the journey, you will have taken your first steps towards a transformation that starts from within. My contact information is in the book so we can continue the conversation and learn from each other.

Everyone Deserves a Great Manager—Scott Jeffrey Miller 2019-10-08 ***A WALL STREET JOURNAL BESTSELLER*** From the organizational experts at FranklinCovey, an essential guide to becoming the great manager every team deserves. A practical must-read, FranklinCovey’s Everyone Deserves a Great Manager is the essential guide for the millions of people all over the world making the challenging and rewarding leap to manager. Based on nearly a decade of research on what makes managers successful—and includes new ways of thinking, tips and techniques—this volume has been field-tested with hundreds of thousands of managers all over the world. Organized under four main roles every manager is expected to fill, Everyone Deserves a Great Manager focuses on how to lead yourself, people, teams, and change. Readers can start anywhere and go everywhere with this guide—depending on their current problem or time constraint. They can pick up a helpful tip in ten minutes or glean an entire skillset with deeper reading. The goal is for the busy manager to know what to do and how to do it without interrupting their regular workflow. Each role highlights the current, authentic problems managers face and briefly explores the limiting mindsets or common mistakes that led to those problems. With skill-based chapters that cover managerial skills like one-on-ones, giving feedback, delegating, hiring, building team culture, and leading remote teams, the book also includes more than thirty unique tools, such as a prep worksheets and a list of behavioral questions for your next interview. An approachable, engaging style using real-world stories, Everyone Deserves a Great Manager provides the blueprint for becoming the great manager every team deserves.

How to Be an Inclusive Leader—Jennifer Brown 2019-08-20 We know why diversity is important, but how do we drive real change at work? Diversity and inclusion expert Jennifer Brown provides a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive. Human potential is unleashed when we feel like we belong. That’s why inclusive workplaces experience higher engagement, performance, and profits. But the reality is that many people still feel unable to bring their true selves to work. In a world where the talent pool is becoming increasingly diverse, it’s more important than ever for leaders to truly understand how to support inclusion. Drawing on years of work with many leading organizations, Jennifer Brown shows what leaders at any level can do to spark real change. She guides readers through the Inclusive Leader Continuum, a set of four developmental stages: unaware, aware, active, and advocate. Brown describes the hallmarks of each stage, the behaviors and mind-sets that inform it, and what readers can do to keep progressing. Whether you’re a powerful CEO or a new employee without direct reports, there are actions you can take that can drastically change the day-to-day reality for your colleagues and the trajectory of your organization. Anyone can—and should—be an inclusive leader. Brown lays out simple steps to help you understand your role, boost your self-awareness, take action, and become a better version of yourself in the process. This book will meet you where you are and provide a road map to create a workplace of greater mutual understanding where everyone’s talents can shine.
The Senior Software Engineer - David Bryant Copeland 2013-07-01
simple practices a software engineer can apply to be more a more effective
contributor and more productive team member. Included are personal
processes for fixing bugs and implementing new features, tips for writing,
interviewing, and time management, as well as guides for bootstrapping
new projects, making technical arguments, and leading a team.

Essentials of Engineering Leadership and Innovation - Pamela
McCauley 2017-01-06 This book is a must-have resource for those
ingineering professionals seeking out best practice in engineering
leadership and innovation. It is underpinned by years of applied experience
in engineering settings, and is designed to develop and prepare engineers
as leaders to accept the technical and managerial challenges that they will
face as professionals At a time when engineering and innovation in
technology is of importance on so many fronts, this text encourages
engineers and technical professionals to become effective, socially
conscious leaders and innovators. The text and course material is designed
to create an environment of interactive, high-engagement learning that will
produce lifelong skills. Some of the many benefits of this book include:
Accompanying notes, instructor’s manual, sample syllabi for qualifying
textbook adoption; A complementary website with a wealth of ancillary
resources; Case studies in STEM contexts; An international approach,
underpinned by years of experience in US settings; Practical advice on how
to distinguish yourself as an engineering leader; A solid grounding in ethics
and professional responsibility. Drawing together best practice in
engineering leadership education, and current research in the field, this
book is an essential read for those wishing to develop expertise in
engineering leadership. Current professionals in the field, educators as well
as students of engineering wishing to excel, will all be particularly
interested readers.

The Geek Leader's Handbook - Paul Glen 2014-04-21 Mastering the Art of
Technical Leadership As a dedicated leader, you've probably read
everything you could on leadership. Many books have been written about it.
But you're a technical leader, so it's guaranteed that much of what you've
read is incomplete at best, and quite possibly inappropriate. Sure, you can
learn a lot by studying ancient generals, sales gurus, or even Steve Jobs, but
you've got to remember that Attila the Hun never deployed SAP. The Geek
Leader's Handbook recognizes and respects the unique challenges that
greek leaders face. It provides both practical advice and a framework rooted
in the understanding that: Geeks are different. Geeks would rather lead
technology than people, but only people can be led. Geeks have a hard time
working with non-geeks, but those who learn to do it well become great
greek leaders. The Geek Leader's Handbook gives you practical, immediately
applicable advice tailored to the day-to-day challenges of technical
leadership. You don't need yet another laundry list of things you should do.
To really grow as a leader, you need a solid framework to understand why
these approaches make sense and to empower you to adapt them to your
environment. The book also takes an unflinching look at what makes geeks
different from other folk. To uncover those differences, co-authors Paul Glen
and Maria McManus, collaborated as geek and non-geek. By synthesizing
both perspectives, they reveal surprising and liberating insights that will
help geeks become great leaders.

Scaling Teams - Alexander Grosse 2017-01-11 Leading a fast-growing team
is a uniquely challenging experience. Startups with a hot product often
double or triple in size quickly—a recipe for chaos if company leaders aren’t
prepared for the pitfalls of hyper-growth. If you’re leading a startup or a
new team between 10 and 150 people, this guide provides a practical
approach to managing your way through these challenges. Each section
covers essential strategies and tactics for managing growth, starting with a
single team and exploring typical scaling points as the team grows in size
and complexity. The book also provides many examples and lessons learned,
based on the authors’ experience and interviews with industry leaders.
Learn how to make the most of: Hiring: Learn a scalable hiring process for
growing your team People management: Use 1-on-1 mentorship, dispute
resolution, and other techniques to ensure your team is happy and
productive Organization: Motivate employees by applying five
organizational design principles Culture: Build a culture that can evolve as
you grow, while remaining connected to the team’s core values.
Communication: Ensure that important information—and only the important stuff—gets through

The **Technology Trap**—Carl Benedikt Frey 2020-09-22 How the history of technological revolutions can help us better understand economic and political polarization in the age of automation The Technology Trap is a sweeping account of the history of technological progress and how it has radically shifted the distribution of economic and political power among society’s members. As Carl Benedikt Frey shows, the Industrial Revolution created unprecedented wealth and prosperity over the long run, but the immediate consequences of mechanization were devastating. Middle-income jobs withered, wages stagnated, the labor share of income fell, profits surged, and economic inequality skyrocketed. These trends broadly mirror those in our current age of automation. But, just as the Industrial Revolution eventually brought about extraordinary benefits for society, artificial intelligence systems have the potential to do the same. The Technology Trap demonstrates that in the midst of another technological revolution, the lessons of the past can help us to more effectively face the present.

**Strengths Based Leadership**—Gallup 2008 Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

The **Secrets of Consulting**—Gerald M. Weinberg 1985 The Secrets of Consulting—techniques, strategies, and first-hand experiences—all that you'll need to set up, run, and be successful at your own consulting business.

**Business Chemistry**—Kim Christfort 2018-05-22 A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others flounder? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock potential while others shut people down. Suppose you could gain people’s trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group’s collective potential. Business Chemistry offers all of this—you don’t have to leave it up to chance, and you shouldn’t. Let this book guide you in creating great chemistry!

Three Sigma Leadership—Steven R Hirshorn 2020-03-04 As a technical organization, charged with performing groundbreaking and pathfinding challenges on a daily basis, NASA has long valued the role of its Chief Engineers and Lead Systems Engineers. Although it takes a team to accomplish our missions and no members are unimportant, the Chief Engineers and Lead Systems Engineers who we look to lead our technical teams are critical to the success of our endeavors. It is this corps of dedicated, experienced, and passionate problem solvers and leaders who battle the technical headwinds that face every project, finding often hidden solutions and overcoming seemingly insurmountable obstacles to create paths to success. Furthermore, it is that indomitable spirit of ingenuity and perseverance that defines the Agency. Developing our Chief Engineers and Lead Systems Engineers is a commitment of the NASA engineering community, and one of our tenets for excellence. This development ensures our corps of engineers obtain the depth of technical acumen that they
require, first as discipline engineers and then as Chief Engineers and Lead Systems Engineers, but also the associated management skills and experience to ensure they can interact with the rest of the project team and with program, Center, and Agency leadership. What’s more, this development also ensures that NASA Chief Engineers and Lead Systems Engineers proficiently serve as leaders of their own technical teams, and that’s what this book is all about. These technical leaders are critical to successfully implementing the three safety tenets we inherited from the Apollo program. These include the following: Strong in-line checks and balances. This means that engineers check their fellow engineers, and that no one checks their own homework. 1. Healthy tension between responsible organizations. In NASA today that is the programs and the three Technical Authorities (Engineering, Safety, and Health and Medical). Each organization has to be on equal footing with separate but equal chains of command to allow issues to be raised independently and provide the healthy tension to create organizational checks and balances. 2. "Value-added“ independent assessment. “Value-added“ means you bring in outside technical experts to peer review critical issues. Having a fresh set of eyes on a problem can provide a different perspective, leverage different experiences and result in more robust solutions. 3. NASA arrived at these three tenets through considerable blood, sweat, and loss, and our commitment to them is now inscribed in our Agency governance. As Chief Engineers and Lead Systems Engineers, your role in this is paramount, and achieving excellence in this is an expectation of your job. Serving in this role is not an easy task, but it is a tremendously rewarding one. You are the leaders of your technical teams, owners of the technical baseline, standard bearers of engineering best practices, decision makers, risk mitigators and problem solvers. You are Chief Engineers and Lead Systems Engineers, the title of which should say it all.

Notes to a Software Team Leader-Roy Osherove 2013-08 Are you an architect? Scrum Master? team leader? project manager? If you are any of these, you will find that leadership, done right, is a very tough job. This book deals with the hard parts. Not with tools, but with people. Here is the manifesto that drives this book: For us as team leaders, the goal and the way we measure our work is the overall growth in skills of self-organization and self-maintenance in each member of our team and the team as a whole.

To that end: We accept that the team’s needs from us change continuously based on their skills for handling the current reality of work, so we embrace a continuously changing leadership style over a one-style-fits-all leadership approach. We believe in challenging ourselves and our teams to always get better, so: * We create slack time for the team to learn and be challenged. * We embrace taking risks for our team over staying safe. * We embrace fear and discomfort while learning new skills over keeping people within their comfort zone. * We embrace experimentation as a constant practice over maintaining the status quo: * With people * With tools * With processes * With the environment * We believe our core practice is leading people, not wielding machines, so: * We embrace spending more time with our team than in meetings. * We embrace treating software problems as people problems. * We learn people skills and communication techniques. About the notes The second part of this book allows a peek into the minds of some of the best leaders, consultants, and managers as they give advice to a new team leader. Hear from Johanna Rothman, Kevlin Henney, Dan North, Uncle Bob Martin, and many others about the one thing they would like to teach you if you ever become a team leader, Scrum Master, project manager, or architect.

Being the Boss-Linda A. Hill 2011-01-11 You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in Being the Boss, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives: · Manage yourself: Learn that management isn't about getting things done yourself. It's about accomplishing things through others. · Manage a network: Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment. · Manage a team: Forge a high-performing "we" out of all the "I"s who report to you. Packed with compelling stories and practical guidance, Being the Boss is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.
You Lead - Minter Dial 2021-01-03 Your biggest asset in leadership is you. How can you expect people to trust and believe in you, if you aren't truthful and don't embrace your whole self at work? There is a need for a new kind of leadership; one that bleeds personality and rings true to employees and customers alike who crave authenticity. Bestselling author, Minter Dial, shows readers how embracing your whole self at work encourages people to also be themselves, seek true fulfillment at work and merge the personal and professional to become true examples of what you stand for. You Lead is a call to arms to leaders to stop pretending to be who they are not, and play on their uniqueness and strengths, to allow people to do the same and develop a culture of authenticity and purpose. With practical advice, real-life stories and a simple framework, this book shows you how you can: - Be yourself, lead by example and merge the professional and personal - Stand for something and allow people to develop true purpose at work - Allow a community to flourish through the right kind of governance model - Radiate your purpose through employees and customers alike for long-term performance

How to Lead in Data Science - Jike Chong 2021-12-28 A field guide for the unique challenges of data science leadership, filled with transformative insights, personal experiences, and industry examples. In How To Lead in Data Science you will learn: Best practices for leading projects while balancing complex trade-offs Specifying, prioritizing, and planning projects from vague requirements Navigating structural challenges in your organization Working through project failures with positivity and tenacity Growing your team with coaching, mentoring, and advising Crafting technology roadmaps and championing successful projects Driving diversity, inclusion, and belonging within teams Architecting a long-term business strategy and data roadmap as an executive Delivering a data-driven culture and structuring productive data science organizations How to Lead in Data Science is full of techniques for leading data science at every seniority level—from heading up a single project to overseeing a whole company's data strategy. Authors Jike Chong and Yue Cathy Chang share hard-won advice that they've developed building data teams for LinkedIn, Acorns, Yiren Digital, large asset-management firms, Fortune 50 companies, and more. You'll find advice on plotting your long-term career advancement, as well as quick wins you can put into practice right away. Carefully crafted assessments and interview scenarios encourage introspection, reveal personal blind spots, and highlight development areas. Purchase of the print book includes a free eBook in PDF, Kindle, and ePUB formats from Manning Publications. About the technology Lead your data science teams and projects to success! To make a consistent, meaningful impact as a data science leader, you must articulate technology roadmaps, plan effective project strategies, support diversity, and create a positive environment for professional growth. This book delivers the wisdom and practical skills you need to thrive as a data science leader at all levels, from team member to the C-suite. About the book How to Lead in Data Science shares unique leadership techniques from high-performance data teams. It’s filled with best practices for balancing project trade-offs and producing exceptional results, even when beginning with vague requirements or unclear expectations. You’ll find a clearly presented modern leadership framework based on current case studies, with insights reaching all the way to Aristotle and Confucius. As you read, you’ll build practical skills to grow and improve your team, your company’s data culture, and yourself. What’s inside How to coach and mentor team members Navigate an organization’s structural challenges Secure commitments from other teams and partners Stay current with the technology landscape Advance your career About the reader For data science practitioners at all levels. About the author Dr. Jike Chong and Yue Cathy Chang build, lead, and grow high-performing data teams across industries in public and private companies, such as Acorns, LinkedIn, large asset-management firms, and Fortune 50 companies. Table of Contents 1 What makes a successful data scientist? PART 1 THE TECH LEAD: CULTIVATING LEADERSHIP 2 Capabilities for leading projects 3 Virtues for leading projects PART 2 THE MANAGER: NURTURING A TEAM 4 Capabilities for leading people 5 Virtues for leading people PART 3 THE DIRECTOR: GOVERNING A FUNCTION 6 Capabilities for leading projects 7 Virtues for leading a function PART 4 THE EXECUTIVE: INSPIRING AN INDUSTRY 8 Capabilities for leading a company 9 Virtues for leading a company PART 5 THE LOOP AND THE FUTURE 10 Landscape, organization, opportunity, and practice 11 Leading in data science and a
Becoming a Leader in Product Development
Ebenezer C. Ikonne
2021-09-18

It is becoming increasingly challenging for product development leaders to effectively lead as workplace demands continue to increase. The rate of change in technology, society, and business places immense pressure on leaders to ensure their groups move in the direction of their goals. What might have worked in the past no longer works. Organizational surveys show that firms struggle with leadership. Product development leaders routinely complain of burnout and stress while their teams members complain of workplace dissatisfaction, resulting in organizational underperformance. The lack of evidence-based leadership literature for product development leaders means that many leaders are left to figure things out with little guidance. They do not have a reliable resource that they can refer to when they face leadership challenges and, as a result, struggle during times of crisis and change. This book addresses this challenge by providing a theory-informed set of techniques for product development leaders. Becoming a Leader in Product Development provides an evidence-base set of practices for product development leaders. In doing so, it explores what leadership is and the leader's role in the leadership process, the impact of national culture and organizational culture on the leadership process, and the need for product development leaders to practice adaptive and servant leadership, followership, and self-care. The underlying theories for each topic are reviewed and then brought to life through stories and examples. What You Will Learn See the difference between authority, persuasion, and influence and how leaders can use these constructs to benefit their organizations Gain the skills for practicing servant and adaptive leadership in your organization Examine the blind spots of each leadership theory Discover the importance of adapting leader behavior to the national culture and organizational culture where you find yourself Who This Book Is For Product development leaders (starting with product development managers) who want to go beyond leadership anecdotes to evidence-based leadership practice. A secondary audience is individuals aspiring to product development leadership positions.

Good to Great
Jim Collins
2011-07-19

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one
set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. “Some of the key concepts discerned in the study,” comments Jim Collins, “fly in the face of our modern business culture and will, quite frankly, upset some people.” Perhaps, but who can afford to ignore these findings?

Becoming a Leader of Character-James L. Anderson 2016-07-26 This handbook for developing six crucial habits “should be on every modern leader’s desk” (Jeb Blount, bestselling author of People Follow You). While many books focus on developing managerial competencies, most leadership failures are the result of a failure in character, not a failure in competence. But just as you don’t get in shape by reading a fitness magazine, you don’t become a leader of character by reading a book on character. You have to do what you want to be! Becoming a Leader of Character is a workout plan designed to develop six Habits of Character by providing small daily exercises that strengthen your character muscles—for the important tests of character all leaders face.

The Making of a Manager-Julie Zhuo 2019-03-19 Instant Wall Street Journal Bestseller! Congratulations, you're a manager! After you pop the champagne, accept the shiny new title, and step into this thrilling next chapter of your career, the truth descends like a fog: you don't really know what you're doing. That's exactly how Julie Zhuo felt when she became a rookie manager at the age of 25. She stared at a long list of logistics—from hiring to firing, from meeting to messaging, from planning to pitching—and faced a thousand questions and uncertainties. How was she supposed to spin teamwork into value? How could she be a good steward of her reports' careers? What was the secret to leading with confidence in new and unexpected situations? Now, having managed dozens of teams spanning tens to hundreds of people, Julie knows the most important lesson of all: great managers are made, not born. If you care enough to be reading this, then you care enough to be a great manager. The Making of a Manager is a modern field guide packed everyday examples and transformative insights, including: * How to tell a great manager from an average manager (illustrations included) * When you should look past an awkward interview and hire someone anyway * How to build trust with your reports through not being a boss * Where to look when you lose faith and lack the answers Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you wish you had.

Become an Effective Software Engineering Manager-Dr. James Stanier 2020-05-27 Software startups make global headlines every day. As technology companies succeed and grow, so do their engineering departments. In your career, you'll may suddenly get the opportunity to lead teams: to become a manager. But this is often uncharted territory. How can you decide whether this career move is right for you? And if you do, what do you need to learn to succeed? Where do you start? How do you know that you're doing it right? What does "it" even mean? And isn't management a dirty word? This book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how that compares to being an engineer. Learn how to better organize information, feel productive, and delegate, but not micromanage. Discover how to manage your own boss, hire and fire, do performance and salary reviews, and build a great team. You'll also learn the psychology: how to ship while
keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics. Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers can make the world a better place. Join us.

From Chaos to Successful Distributed Agile Teams-Johanna Rothman 2018-04-08 Distributed agile teams have a terrible reputation. They don’t deliver “on time,” and too often, they don’t deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don’t blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of virtual teams behind. See how to help your distributed team succeed.

Unlearn: Let Go of Past Success to Achieve Extraordinary Results-Barry O’Reilly 2018-11-27 A transformative system that shows leaders how to rethink their strategies, retool their capabilities, and revitalize their businesses for stronger, longer-lasting success. There’s a learning curve to running any successful business. But when leaders begin to rely on past achievements or get stuck in old thinking and practices that no longer work, they need to take a step back—and unlearn. This innovative and actionable framework from executive coach Barry O’Reilly shows leaders how to break the cycle and move away from once-useful mindsets and behaviors that were effective in the past but are no longer relevant in the current business climate and may now stand in the way of success. With this simple but powerful three-step system, leaders can: 1. Unlearn the behaviors and mindsets that keep them and their businesses from moving forward. 2. Relearn the skills, strategies, and innovations that are transforming the world every day. 3. Break through old habits and thinking by opening up to new ideas, perspectives, and resources. Good leaders know they need to continuously learn. But great leaders know when to unlearn the past to succeed in the future. This book shows them the way.

Designed for Digital-Jeanne W. Ross 2019-09-24 Practical advice for redesigning “big, old” companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape. Five Building Blocks of Digital Business Success Shared Customer Insights Operational Backbone Digital Platform Accountability Framework External Developer Platform

Good Authority-Jonathan Raymond 2018-05-15 Society's current narrative of work/life balance is focusing on the wrong thing. It's not about benefit packages, flexible work hours or ping pong but rather changing the experience of work itself. As a leader, your number one priority should be to create a work environment where personal and professional growth are one in the same.
The Infinite Game-Simon Sinek 2019-10-15 From the New York Times bestselling author of Start With Why and Leaders Eat Last, a bold framework for leadership in today’s ever-changing world. How do we win a game that has no end? Finite games, like football or chess, have known players, fixed rules and a clear endpoint. The winners and losers are easily identified. Infinite games, games with no finish line, like business or politics, or life itself, have players who come and go. The rules of an infinite game are changeable while infinite games have no defined endpoint. There are no winners or losers—only ahead and behind. The question is, how do we play to succeed in the game we’re in? In this revelatory new book, Simon Sinek offers a framework for leading with an infinite mindset. On one hand, none of us can resist the fleeting thrills of a promotion earned or a tournament won, yet these rewards fade quickly. In pursuit of a Just Cause, we will commit to a vision of a future world so appealing that we will build it week after week, month after month, year after year. Although we do not know the exact form this world will take, working toward it gives our work and our life meaning. Leaders who embrace an infinite mindset build stronger, more innovative, more inspiring organizations. Ultimately, they are the ones who lead us into the future.

The 4 Disciplines of Execution-Chris McChesney 2016-04-12 BUSINESS STRATEGY. "The 4 Disciplines of Execution "offers the what but also how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator s Dilemma)." Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it s likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

Ready to Be a Thought Leader?-Denise Brosseau 2013-12-13 The how-to guide to becoming a go-to expert Within their fields, thought leaders are sources of inspiration and innovation. They have the gift of harnessing their expertise and their networks to make their innovative thoughts real and replicable, sparking sustainable change and even creating movements around their ideas. In Ready to Be a Thought Leader?, renowned executive talent agent Denise Brosseau shows readers how to develop and use that gift as she maps the path from successful executive, professional, or civic leader to respected thought leader. With the author’s proven seven-step process—and starting from wherever they are in their careers—readers can set course for maximum impact in their field. These guidelines, along with stories, tips, and success secrets from those who have successfully made the transition to high-profile thought leader, allow readers to create a long-term plan and start putting it into action today, even if they only have 15 minutes to spare. Offers a step-by-step process for becoming a recognized thought leader in your field Includes real-world examples from such high-profile thought leaders as Robin Chase, founder and former CEO of Zipcar; Chip Conley, author of PEAK and former CEO of JDV Hospitality; and more Written by Denise Brosseau, founder of Thought Leadership Lab, an executive talent agency that helps executives become thought leaders, who has worked with start-up CEOs and leaders from such firms as Apple, Genentech, Symantec, Morgan Stanley, Medtronic, KPMG, DLA Piper, and more Ready to Be a Thought Leader? offers essential reading for anyone ready to expand their influence, increase their professional success, have an impact far beyond a single organization and industry, and ultimately leave a legacy that matters.

The Heart of Leadership-Mark Miller 2013-10-07 Are you the type of leader people want to follow? You can be—but first, you've got to understand what sets great leaders apart from all the rest. Certainly, leaders need people skills, execution skills, a deep knowledge of industry trends, the ability to articulate a vision, and more—they must be competent—but that's just the tip of the iceberg. What's below the waterline? What's deep inside the best leaders that makes them different? Mark Miller contends it is their leadership character. In his latest enlightening and entertaining business fable, he describes the five unique character traits exhibited by exceptional leaders and how to cultivate them.
The Heart of Leadership begins with young and ambitious Blake Brown being passed over for a desperately wanted promotion, despite an outstanding individual performance. Confused and frustrated, he turns to his former mentor, Debbie Brewster. Rather than attempting to solve Blake's problem for him, she sends him on a quest to meet with five of his late father's colleagues, each of whom holds a piece of the puzzle he's trying to solve. As Blake puts the pieces together, he discovers that in the final analysis, a lack of skills isn't what holds most leaders back; skills are too easy to learn. Without demonstrated leadership character, however, a skill set will never be enough. Most often, when leaders fail to reach their full potential, it is an issue of the heart. This is Blake's ultimate revelation. This book shows us that leadership needn't be the purview of the few—it is within reach for millions around the world. The Heart of Leadership is a road map for every person who desires to make a difference in the lives of others and become a leader people want to follow.

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

**CTOs at Work**-Scott E. Donaldson 2012-03-28 Scott Donaldson, Stanley Siegel and Gary Donaldson interview many of the world's most influential chief technology officers in CTOs at Work, offering a brand-new companion volume to the highly acclaimed elite At Work books including Coders at Work, CIOs at Work and Venture Capitalists at Work. As the words “at work” suggest, the authors focus on how their interviewees tackle the day-to-day work of the CTO while revealing much more: how they got there, how they manage and allocate projects, and how they interact with business units and ensure that their companies take advantage of technologies, teamwork, and software development practices to respond to organizational needs and improve employee productivity. Surveying a variety of unique corporations, CTOs at Work offers insights into the present and future of CTOs in organizations around the world. Other books in the Apress At Work Series: Coders at Work, Seibel, 978-1-4302-1948-4 Venture Capitalists at Work, Shah & Shah, 978-1-4302-3837-9 CIOs at Work, Yourdon, 978-1-4302-3554-5 Founders at Work, Santos, 978-1-4302-3906-2 Women Leaders at Work, Ghaffari, 978-1-4302-3729-7 Advertisers at Work, Tuten, 978-1-4302-3828-7 Gamers at Work, Ramsay. 978-1-4302-3351-0