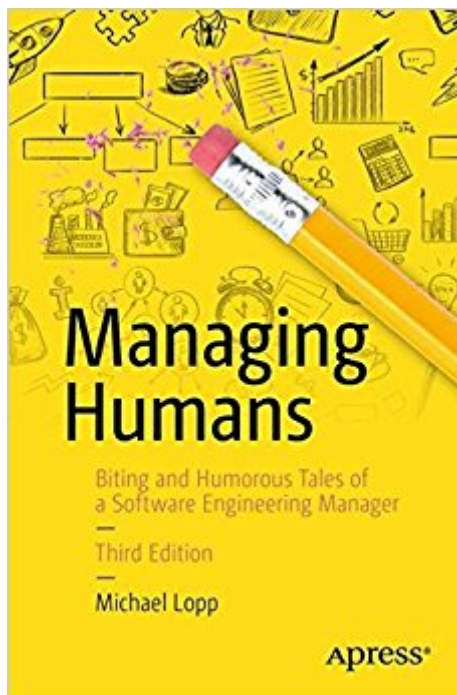




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# **Managing Humans: Biting And Humorous Tales Of A Software Engineering Manager**



## Synopsis

Read *Managing Humans* — a hilarious stories with serious lessons that Michael Lopp extracts from his varied and sometimes bizarre experiences as a manager at Apple, Pinterest, Palantir, Netscape, Symantec, Slack, and Borland. Many of the stories first appeared in primitive form in Lopp's perennially popular blog, *Rands in Repose*. The Third Edition of *Managing Humans* contains a whole new season of episodes from the ongoing saga of Lopp's adventures in Silicon Valley, together with classic episodes remastered for high fidelity and freshness. Whether you're an aspiring manager, a current manager, or just wondering what the heck a manager does all day, there is a story in this book that will speak to you and help you survive and prosper amid the general craziness of dysfunctional bright people caught up in the chase of riches and power. Scattered in repose among these manic misfits are managers, an even stranger breed of people who, through a mystical organizational ritual, have been given power over the futures and the bank accounts of many others. Lopp's straight-from-the-hip style is unlike that of any other writer on management and leadership. He pulls no punches and tells stories he probably shouldn't. But they are magically instructive and yield Lopp's trenchant insights on leadership that cut to the heart of the matter — whether it's dealing with your boss, handling a slacker, hiring top guns, or seeing a knotty project through to completion. Writing code is easy. Managing humans is not. You need a book to help you do it, and this is it.

What You'll Learn

- Lead engineers
- Handle conflict
- Hire well
- Motivate employees
- Manage your boss
- Discover how to say no
- Understand different engineering personalities
- Build effective teams
- Run a meeting well
- Scale teams

Who This Book Is For

Managers and would-be managers staring at the role of a manager wondering why they would ever leave the safe world of bits and bytes for the messy world of managing humans. The book covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to build a lasting and useful engineering culture.

## Book Information

Paperback: 331 pages

Publisher: Apress; 3rd ed. edition (July 26, 2016)

Language: English

ISBN-10: 1484221575

ISBN-13: 978-1484221570

Product Dimensions: 6.1 x 0.8 x 9.2 inches

Shipping Weight: 1 pounds (View shipping rates and policies)

Average Customer Review: 4.1 out of 5 stars 74 customer reviews

Best Sellers Rank: #66,982 in Books (See Top 100 in Books) #73 in Books > Textbooks > Computer Science > Software Design & Engineering #75 in Books > Business & Money > Management & Leadership > Management Science #97 in Books > Computers & Technology > Business Technology > Software > Enterprise Applications

## Customer Reviews

“I can very warmly recommend this book to anyone who already works in a software engineering management position--whatever level--or who thinks about a career in this direction. It will be entertaining for software engineers as well, at least for understanding how these management beings think and why they might do what they are doing. Finally, it will be a fun read for anyone who has just some vague understanding of this management thing.”  
(Frank Pospiech, Computing Reviews, February, 2017)  
“The book is a witty, hilarious, and insightful look into what it takes to manage people in a software engineering firm. | this is a great book for managers in any arena, but especially those who work in software engineering. It provides a comprehensive set of tools in the form of bite-sized chapters that can help any manager improve her relationships with subordinates. Summing Up: Highly recommended. General readers through professionals.” (A. Dantes, Choice, Vol. 54 (5), January, 2017)

Michael Lopp is a veteran engineering manager who has never managed to escape the Silicon Valley. In over 20 years of software development, Michael has worked at a variety of innovative companies, including Apple, Pinterest, Palantir, Netscape, Symantec, Borland International, Slack, and a startup that slowly faded into nothingness. In addition to his day job, Michael writes a popular technology and management weblog under the nom de plume "Rands," where he discusses his management ideas, worries about staying relevant, and wishes he had time to see more of the world. His weblog can be found at [RandsinRepose.com](http://RandsinRepose.com). Michael lives in northern California, never far from the ocean.

I was re-reading edition 2 of this book and got halfway through. Realized there was a third edition and went back and re-read the new one. There isn't a huge difference and there's a ton of value to be mined with either version but the new one has several new chapters - including one that was very much worth it. No matter where you are in your career, read this book. As an employee, you'll understand your boss and other teams. As a leader, you'll understand your role a little better and

probably pick a few nuggets up.

I read this book during my last semester as a Computer Information Systems student, as it was a choice on the list of required reading for the capstone class. I'm so glad I chose this one--it's some of the best, most coherent information I've ever read on how to balance the worlds of tech and business properly. It's a witty, insightful look into the way that people actually think and operate. I found myself saying "YES! Finally, someone has vocalized my thinking process!" at several times during the book. Not only that, but there are sections where Mr. Lopp lays out the expectations that the "other side" will have of you, the employee. There's a handy section on resumes (yes, I know, there are supposed to be accents over those Es, but I do not know the keyboard codes for them) and what a manager ACTUALLY looks at on them. There's a section on how to gracefully leave your job, because that WILL happen. Basically, I recommend this book for ANYONE who's making the transition from student to professional.

Concrete practical advice, in short easy-to-digest chunks. I think this is as close to perfect as I've seen so far. What else could a harried manager ask for? Background: I found this book by accident, flipping through pages in a book store. A half-hour-later, I realized I was still there, standing there reading page by page with great intent. So I bought it. And sat up late reading it all in a couple of late nights. Great. Instead of the big heavyweight "management toms" full of theory that I never had time to read, this short and easy-to-read book is immediately relevant in a very concrete way, and nicely broken up into easy-to-digest chapters. Just perfect. I've since bought literally dozens of copies of this book, and have a very dogeared 1st edition, signed by Michael Lopp. I've given a copy to everyone who worked for me in one company - "good way to learn how to manage - and also how to manage up"! I always have a copy at work, and at least 3 copies at home, and if someone finds the book interesting, I happily give them an unopened copy of the book, with the following condition: "Read it to completion. If you don't like it, or don't finish it, give it back to me - all good. However, if you do like it, keep it, for free and go buy a copy to spread the word to others." When I'm down to my last copy, I buy a few more. In all the years of doing this, I've bought literally dozens of copies, and have had only one copy of the book handed back to me. What else can I say?

I'm so glad I stumbled onto this book... it all but exactly outlines my life story and career trajectory. His insight into the Nerd and the politics and nuances of an IT company are astounding, and I've adopted several of his styles and tactics comfortably into my own management style. This is another

great example of someone who's managing people the NEW way, and that's to actually care. I'll definitely re-read this book, and probably require all managers that ever work under me read it as well.

Amusing and full of actual anecdotes, this was a pleasant book to read through. Shortish, well contained chapters and lots of humor, but still relevant information.

If you are a manager you need to read how not to be a Pr\_\_k, learn to look out for the Fez and many other insights about people and situations in the workplace that you will encounter as a manager. Told uniquely from the perspective of a manager of geeks who is also a geek himself so understands something about the care and feeding of geeks, but many insights are common to all forms of office and management. If you are someone who has a manager you need to read how to size up your manager, and why this is important. Your manager is the person that communicates your value to the rest of the workplace foodchain and upper management - or not! Very entertainingly written, but more often than not rings very true. This is not... timidly written, and it's not your average "How to Win Friends and Influence People" or "Power of Positive Thinking" clap-trap either, though there is certainly discussion of human psychology. Highly recommended. I couldn't put it down.

Rands kills it here. Almost every single chapter in this book I found myself nodding my head and overjoyed that someone has put coherence to an otherwise complex career choice. Going from coder to manager is a path of resistance if you love coding but also wish to make an impact beyond yourself. Rands provides some life lessons to help you get through this process without imploding.

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