



Reflections on Management

How to Manage Your Software Projects,
Your Teams, Your Boss, and Yourself



Watts S. Humphrey
with William R. Thomas

Praise for *Reflections on Management*

“Watts Humphrey is best known for software engineering approaches that formalize and systematize software development. But I personally have found Watts to be most inspiring when he is discussing the interpersonal, human side of the software equation. The selections in this book emphasize Watts’s deep experience and deep insights into human dynamics and offer a valuable counterpoint to more programmatic writings for which he is better known.”

Steve McConnell

Author of *Code Complete* and *Software Estimation*

“Watts Humphrey is doing for the software industry what W. Edwards Deming did with TQM for the automobile industry. For the software executive reading this book, it is my belief that Watts has developed a real weapon for beating your competition: a reliable, repeatable way to create software that has excellent quality *and* reduces the time to deliver it to your customer *and* lowers the cost of the entire software life cycle *and* improves employee morale. All at the same time! For the software engineer or developer reading this book, it is my belief that you are on your way to making your job more productive, satisfying, and fun.”

Michael J. Cullen

Vice President, Quality, Oracle Communications Global Business Unit

“Software development is a daily collision between code, the most black-and-white of technologies, and organizations, the most idiosyncratic of human experiences. Here is the guidebook—the GPS—to success in navigating the fault line between science and art, between code and human experience. Sharing his knowledge with his characteristic style of analytics and anecdotes, Watts Humphrey imparts timeless wisdom on teams, teamwork, and creating complex software successfully and reliably.”

Scott D. Cook

Founder & Chairman of the Executive Committee, Intuit Inc.

“Fledgling project managers often ask me if there is *one* book they should read; it was often difficult for me to resist the temptation to recommend Machiavelli’s *The Prince*. But now I have a better, and far more positive, recommendation: Watts Humphrey’s *Reflections on Management*—a collection of management gems, organized into eight broad themes, that reflect his deep insights and leadership in the field.”

Ed Yourdon

Consultant and Author

“I’ve followed Watts Humphrey’s work for as long as I can remember. I recall, in my youth, thinking that he was asking too much. Now that I’m suddenly about his age, I realize how many things he has gotten right. This collection from his most important writings should bring these ideas to the attention of a new audience: I urge them to listen better than I did.”

Ron Jeffries

www.XProgramming.com

“You will enjoy this collection for its down-to-earth, accessible prose, its pragmatism, its optimism and, above all, Watts’s demonstration that software

Reflections on Management: How to Manage Your Software Projects, Your Teams, Your Boss, and Yourself, Portable Documents

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