



Preface

BEAUTIFUL TEAMS WAS CONCEIVED IN LATE 2007 DURING A CHANCE MEETING IN O'REILLY EDITOR

Andy Oram's office in Cambridge, Massachusetts. We'd been invited to give a talk for the local PMI chapter, and decided to take the opportunity to drop by the O'Reilly office to say "Hi" and finally put faces to some very familiar voices we'd worked with over the years. *Beautiful Code* had spent a few months at the top of the O'Reilly bestseller list, and the company was looking to follow up with another anthology. Since we've spent so much of our careers talking and writing about how projects work and how teams build software, the idea for *Beautiful Teams* basically fell out of thin air.

The original idea was just to follow up on *Beautiful Code* with a straightforward anthology about project management. Like all great projects, *Beautiful Teams* took on a life of its own. It attracted contributors of an incredibly high caliber. It became a journey for us, allowing us the opportunity to learn from some of the brightest minds in software development today. These are personal stories and experiences. Each person who contributed to this book is talking about his or her own past work life, which very few of us ever get a chance to examine. And every single contributor was happy to donate his or her time and effort without any payment whatsoever; proceeds from this book are instead being donated to PlayPumps International.



How This Book Is Organized

Here is a short summary of the chapters in this book and what you'll find inside:

Preface

Tim O'Reilly gives us his thoughts on leading teams and companies, and moving the world of software forward.

Part I, People

Chapter 2, Why Ugly Teams Win, by Scott Berkun

Many so-called beautiful teams were never described in those words by the people on them. Scott relates his experience at Microsoft, and explains the *wabi-sabi* of ugly teams.

Chapter 3, Mark Healey on Building Video Games

The co-founder of Media Molecule talks about what he learned building the hit video game LittleBigPlanet.

Chapter 4, Building the Perfect Team, by Bill DiPierre

Bill tells the story of how a good manager can take a disparate group of people and turn them into a great team.

Chapter 5, Andy Lester on What Makes Developers Tick

Perl contributor and self-professed geek, Andy explains what motivates developers and how they can improve their relations with their teams.

Chapter 6, Keoki Andrus on Inspiring People

Keoki tells us about how he has improved teams in companies such as Intuit, Microsoft, and Novell by understanding, inspiring, and guiding the people on them.

Chapter 7, Bringing the Music Industry into the Twenty-First Century, by Tom Tarka

This is the story of the rise and fall of MP3.com, an icon of the dot-com boom and bust, and the people who lived through it.

Chapter 8, Auke Jilderda on Inner Source

The inner source initiative brings open source practices and ideas to corporate teams, and Auke tells us how he implemented it, and how it affected the people on those teams.

Part II, Goals

Chapter 9, Grady Booch on Creating Team Cultures

It takes work to get a team to gel, especially a distributed team. Grady talks about the challenges of getting teams moving in the right direction.

Chapter 10, Putting the "I" in Failure, by Jennifer Greene

Jennifer tells the story of her experience working on a great team with conflicting goals.

Chapter 11, *Mike Cohn on Planning*

Through stories from his own career, Mike tells us about how understanding the context around a project means the difference between succeeding and failing.

Chapter 12, *The Copyfighters Take Mordor*, by Cory Doctorow

This is the story of how a great team that's motivated by social responsibility can succeed against a daunting foe.

Chapter 13, *Neil Siegel on Defending the Free World*

The CTO of a major defense and aerospace company tells us about how he motivates his software developers.

Chapter 14, *Trevor Field on Saving Lives*

The founder of PlayPumps International talks about what motivated him to leave the cushy world of advertising and dedicate his life to delivering clean drinking water to rural schools and villages in sub-Saharan Africa.

Part III, *Practices*

Chapter 15, *Building a Team with Collaboration and Learning*, by James Grenning

An early agile trailblazer and signer of the Agile Manifesto, James talks about his first experience with agile methods.

Chapter 16, *Steve McConnell on Better Practices*

Scott Berkun and Steve McConnell discuss how better development practices can lead to high-performance teams.

Chapter 17, *Memories of TRW's Software Productivity Project*, by Barry Boehm and Maria Penedo

This is the story of one of the first successful process improvements ever done, told by a pioneer of the industry.

Chapter 18, *Peter Gluck on Building Spaceships*

Peter talks about the challenges of building software that will be shot into space at NASA's Jet Propulsion Laboratory.

Chapter 19, *Succeeding with Requirements*, by Karl E. Wiegers

Software requirements can make or break a project, and Karl uses them to ensure success.

Chapter 20, *Alex Martelli on Development at Google*

Alex explains how better planning and agile practices improve life at a cutting-edge company.

Chapter 21, *Teams and Tools*, by Karl Fogel

Karl shows how a software tool can have an enormous impact on the way a team works.

Chapter 22, *Michael Collins on Research Teams*

Michael tells us about his work on a security research project.

Chapter 23, *The HADS Team*, by Karl Rehmer

Building flight software for the Boeing 777 required a whole new set of tools to be written, which brought its own set of challenges.

Part IV, *Obstacles*

Chapter 24, *Bad Boss*, by Andrew Stellman

One bad manager can destroy a team.

Chapter 25, *Welcome to the Process*, by Ned Robinson

A good team can overcome even the most incredible and unforeseen challenges.

Chapter 26, *Scott Ambler on Getting Past Obstacles*

Lots of different problems can trip up a team. Scott tells us how to get past some of the biggest ones.

Chapter 27, *Speed Versus Quality*, by Johanna Rothman

A new project manager faces stiff challenges when she joins her team.

Chapter 28, *Tight, Isn't It?*, by Mark Denovich and Eric Renkey

An improbably great team faces obstacle after obstacle.

Chapter 29, *Inside and Outside the Box*, by Patricia Ensworth

A team that's faced with poor management, terrible facilities, and interpersonal problems manages to stay together despite it all.

Chapter 30, *Compiling the Voice of a Team*, by Andy Oram

One developer can take on management when the facts are in his favor.

Part V, *Music*

Chapter 31, *Tony Visconti on Producing Music*

Legendary record producer Tony Visconti shows us that producing records and building software have a lot in common.

How to Contact Us

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