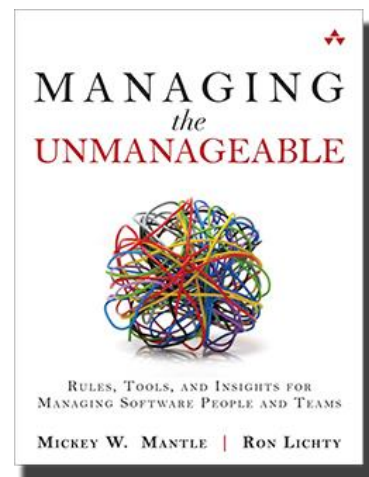# Workshop Overview
Managing the Unmanageable
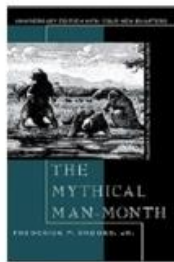### Presented by Mickey Mantle and Ron Lichty

A 1 day workshop that will give you the tools, insights, and confidence to manage programmers and programming teams effectively. Learn how to help turbocharge your career and deliver outstanding results for your company!
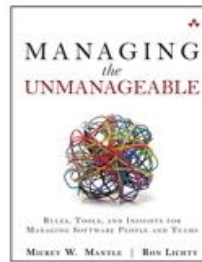
This one-day master workshop will be presented by Mickey Mantle and Ron Lichty, the authors of the book **Managing the Unmanageable** published by Addison-Wesley and recommended as one of the top three books that every programming manager should have on their bookshelf. All workshop attendees will receive a copy for their continued reference and bookshelf.
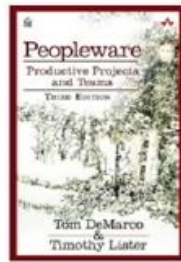
ISBN-13: 978-0-321-93411-6   ISBN-13: 978-0-201-83595-3   ISBN-13: 978-0-321-82203-1

Now for the first time, learn directly from the authors of this book who have distilled the most important information in the book and created this workshop for software development managers, software team leads, programmers who aspire to become managers, project managers, and those who manage departments of programmers – as well as other Managers, Directors, or C-level executives who rely on programmers to deliver projects that are critical to their organization's success and want to learn more about how to manage programmers successfully.

This workshop will inform, engage, and delight its attendees, driving home key messages from the book by:
- Peppering managing precepts with software rules of thumb
- Engaging the audience in interactive learning
- Conducting hands-on activities that translate theory into practice
- Soliciting audience stories and experiences for real-world input
- Digging into tools provided with the workshop with tips on customizing them for personal use

The following provides a sample outline of the key topics covered and the time allocated to each during this one-day master workshop:

9:00 AM
1. **Managing and Software Development**
   a. Introductions
      i. Audience survey – background and training?
      ii. Why Training?
      iii. Audience survey: valuable, impactful training you've taken / would recommend?
   b. Managing, Coaching, Leading – a philosophy
   c. Rules of Thumb (and Nuggets of Wisdom) and their value
   d. Audience survey: Best manager you've ever had?
   e. Why programmers seem unmanageable
      i. What do programmers do?
      ii. What did programmers do before there were computers?
      iii. Why is managing programmers so hard?
      iv. Audience survey – Is managing programmers harder than other engineers?

2. **Managing and Agile**
   a. The problem with Agile Training: Where Is the Manager?
   b. Agile Management Roles
   c. Exercise: how manager roles change with agile
   d. Challenge for the rest of the day: understand your role

10:00 AM
3. **Understanding Programmers**
   a. Programming disciplines
   b. Types of programmers
   c. Domain expertise
   d. Proximity and relationship
   e. Generational styles
   f. Personality types
   g. Audience Survey – other types?

4. **Finding and Hiring Great Programmers**
   a. Determining what kind of programmer to hire
   b. The job description
   c. Selling the hire
   d. Recruiting *Full-Time Employees* (FTEs)
   e. Recruiting contractors
   f. Reviewing resumes
   g. Interviewing
   h. Making the decision to hire
   i. Making the right offer
   j. Follow-up until the programmer accepts
   k. Audience Survey – good and bad hiring practices?

5. **Getting New Programmers Started Off Right**
   a. Audience Survey – first day experiences?
   b. Get them on board early
   c. Prep for their arrival

     d.   First day musts
     e.   Introductions
     f.   Ensuring success
     g.   Setting initial expectations
     h.   Audience Survey – additional musts?

11:30 AM BREAK

11:45 AM 6. Becoming an Effective Programming Manager: Managing Down

     a.   The Transition: from programmer to manager
     b.   Earning technical respect
     c.   Hire great programmers
     d.   Turbocharge the team you have
     e.   Managing different types of programmers
     f.   Facilitation and protection
     g.   Judging and improving performance
          i.   be careful what you reward
     h.   Counseling, coaching and mentoring
     i.   Audience Survey – performance reviews?
     j.   Organizational thinking
          i.   Staffing – full-time vs. contractors; in-house vs. outside
          ii.   Organizing – office vs. virtual; small vs. large teams
     k.   Dysfunctional organizations
          i.   process
          ii.   communication
          iii.   culture
          iv.   planning
          v.   rigor
          vi.   problem employees
     l.   Deliver results and celebrate success
     m. Audience Survey – great programmers?
     n.   Audience Survey – how are we doing?

1:00 PM LUNCH (30 minutes only)

1:30 PM 7. Managing Up, Out, and Yourself

     a.   Managing Up
     b.   Managing Out
     c.   Managing Yourself
          i.   Audience Survey – Managing Yourself?
          ii.   Style
          iii.   Time and priority management
          iv.   Communications management
          v.   Management practices
          vi.   Follow-up management
          vii.   Find a mentor

8. **Motivating Programmers**
   a. Audience Survey – best motivation = money?
   b. Motivational theories
      i. Maslow's Hierarchy of Needs
      ii. McGregor's X-Y Theory
      iii. Herzberg's Motivation and Hygiene Factors
   c. Putting theory into practice
      i. Modified Herzberg's Motivation Factors
   d. Foundational factors
   e. Key motivating factors
   f. Personal Commitment
   g. Technology offense and defense
   h. Start understanding your programmer's motivations on day one
   i. Audience Survey – other motivating factors?

3:00 PM BREAK

3:15 PM 9. Establishing a Successful Programming Culture
   a. Define "successful"
   b. Programming Cultures
   c. Company Cultures
   d. Agile Cultures
   e. Characteristics of Successful Programming Cultures
   f. Audience Survey – programming cultures?

3:45 PM 10. Managing Successful Software Delivery
   a. Defining the project
   b. Planning the work – waterfall, agile, or wagile?
   c. Estimating Exercise – Eating Fruit game
   d. Kicking off the plan
   e. Executing the work
      i. productivity and throughput
      ii. multitasking exercise
      iii. removing impediments
      iv. capacity and slack
   f. Sprint Estimating Exercise & Retrospecting – Agile Ball Passing game
   g. Running the end game
   h. Delivering the software
   i. Audience Survey – Successful agile development processes?

11. **If we're agile, why do we need managers?**
   a. Supporting Agile Values
   b. Empowering Self-Organization and Excellence
   c. Review Agile Manager Roles exercise with fresh eyes

5:15 PM 12. Wrap-up
   a. Audience Survey – other management practices?
   b. Question and answer session

5:30 PM END