

QSM, Vol. 4: Anticipating Change

"Gerald Weinberg, one of the truly original thinkers who write about organizational factors influencing software development, often provides me with the opportunity to say 'aha.' . . . *Anticipating Change* addresses how to create an environment conducive to implementing the software engineering culture he describes in the first three books of the series. What is fascinating about Weinberg's approach to software development management is how his perspective encompasses such diverse sources as family therapy theories, personality type studies, and experiences drawn from years of consulting for software development organizations."

—Warren Keuffel, *Software Development*

"This fourth volume presents a recipe for a quality software engineering organization. . . . [Weinberg] recognizes the importance of tools for the delivery of high-quality software and software services, but he correctly suggests a much larger set of technologies, which includes formal and informal organizational relationships; technical reviews and planning approaches; standards; measurements; and technical infrastructure, such as networks, hardware, and software tools."

—H. Remus, *Computing Reviews*

ON READING THE QSM SERIES

"I doubt if many of us can read backwards (literally) and make much sense, but if you mean, 'Can I read Volume N before some earlier volume?' the answer is certainly yes. I've worked hard to make that possible, and different people have told me it works for them. The whole process is a cycle, so it's rather arbitrary where you start—and different folks have different preferences for where they start the series."

—GMW, *Dorset House Quarterly*, Vol. VII, No. 2

About the Author



The prolific author of some thirty popular books, Gerald M. Weinberg is a principal of Weinberg and Weinberg, a firm based in Lincoln, Nebraska, that offers workshops on problem-solving leadership, organizational change, and software engineering management development. Visit his Website at www.geraldweinberg.com.

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Quality Software Management Vol. 4: Anticipating Change

by Gerald M. Weinberg



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Weinberg's Testament on Managing Change
Addresses the Most Troublesome Issues of Management

The highly acclaimed four-volume *Quality Software Management* series concludes with this stand-alone volume: *Anticipating Change*. In it, Gerald M. Weinberg illustrates how to create a supportive environment for software engineering—an environment in which your organization can realize long-lasting gains in quality and productivity by learning how to manage change.

As the author argues, the history of software engineering is riddled with failed attempts to improve quality and productivity without first creating a supportive environment. Many managers spend their money on tools, methodologies, outsourcing, training, and application packages, but they rarely spend any-

thing to improve or to remove the management that created those situations in the first place.

From systems thinking to project management to technology transfer to the interaction of culture and process, *Anticipating Change* analyzes transformation from a broad range of perspectives, providing a breadth of awareness essential for successful management of high-quality software development.

Topics include: modeling how change really happens • change artistry • planning for the future organization • moving off a dead stop • tactical change planning • selecting and testing a goal • why software projects fail • and much more.

Read more about this book at
www.dorsethouse.com/books/qsm4.html