

Adrenaline Junkies . . .

"Brilliantly insightful. At one moment you'll think 'Damn, I do that . . . we're toast' followed quickly by the reassurance of 'I'm not the only one. There's hope!'"

—Howard Look
VP, Software, Pixar Animation Studios

"Another masterpiece from the folks who brought you *Peopleware*. Anyone who has survived a software project or two will surely recognize many of these patterns and will be able to learn from most of them. *Adrenaline Junkies and Template Zombies* is a real joy."

—Joel Spolsky
author of *Joel on Software*

"Who else but these particular authors could mine 150 years of software team experience to capture memorable names for oft-encountered situations? I suspect you will start using these phrases in your work—I already have."

—Alistair Cockburn
author of *Agile Software Development*

"This is an absolutely must-read book for everyone running an IT organization. Actually, the lessons in this wonderful book are applicable to anyone running any kind of project-based organization—just about every organization. . . . With a dose of courage and this book in hand, you will be able to create a healthy project environment where people can thrive and still deliver consistent results."

—Lynne Ellyn, Sr. Vice President and CIO, DTE Energy

"Sharp, funny and dead-on-target, the book deserves a wide reading."

—Christopher Locke
coauthor of *The Cluetrain Manifesto*



About the Authors

Collectively, the authors have published nearly twenty previous books, including *Peopleware*, *Mastering the Requirements Process*, *The Deadline*, *Essential Systems Analysis*, *Waltzing With Bears*, and *Process for System Architecture and Requirements Engineering*. For brief biographies visit www.systemsguild.com.

Selected Patterns

Brownie in Motion
Everyone Wears Clothes for a Reason
One Throat to Choke
The White Line
Seasons for Change
Children of Lake Wobegon
Rattle Yer Dags
Endless Huddle
Face Time
Project Sluts
Soviet Style
Predicting Innovation
Orphaned Deliverables
Paper Mill
Natural Authority
Testing Before Testing
Film Critics
Dead Fish
Snorkeling and Scuba Diving
Short Pencil
Poker Night
"There's No Crying in Baseball"
Lease Your Soul
The Blue Zone
Telling the Truth Slowly
Counterfeit Urgency
Referred Pain
What Smell
Surprise!
Peer Preview
No Bench
Feature Soup
Miss Manners
Silence Gives Consent
Happy Clappy Meetings
The Too-Quiet Office
. . . plus more than 50 others!

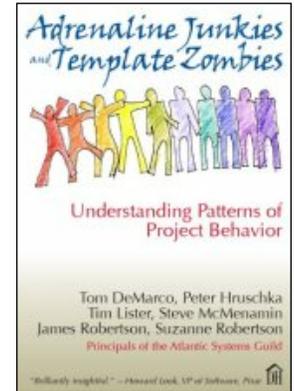
JOLT AWARD WINNER

Adrenaline Junkies and Template Zombies



Understanding Patterns
of Project Behavior

by Tom DeMarco, Peter Hruschka, Tim
Lister, Steve McMenamin, James
Robertson, and Suzanne Robertson



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*Recognize the Patterns of Behavior
that Can Kill Your Next Project—or Save It*

Most developers, testers, and managers on IT projects are pretty good at recognizing patterns of behavior and gut-level hunches, as in, "I sense that this project is headed for disaster."

But it has always been more difficult to transform these patterns and hunches into a usable form, something a team can debate, refine, and use. Until now.

In *Adrenaline Junkies and Template Zombies*, the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year, around the world. The result is a handbook for identifying nearly ninety typical scenarios, drawing on a combined one-hundred-and-

fifty years of project management experience. Project by project, you'll improve the accuracy of your hunches and your ability to act on them.

The patterns are presented in a quick-read, easy-reference format, with names designed to ease communication with your teammates. In just a few words, you can describe what's happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You'll find classic patterns such as these: News Improvement • Management By Mood Ring • Piling On • Rattle Yer Dags • Natural Authority • Food++ • Fridge Door • and more than eighty more!

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