

Software Project Technical Documentation Sample

To achieve consistent software project success under the pressures of today's software development environment, software organizations require achievable plans including viable estimates of schedule, resources, and risks. To estimate realistically, you must understand how to apply sound estimation processes, tools, and data. Software Sizing Just like vinyl LPs, static sites are making a comeback, evidenced by the wide array of static-site generators now available. This practical book shows you hands-on how to build these simple sites for blogs and other use cases, and how to make them more powerful. In the process, you'll work with some of today's more mature and popular static-site generators. Authors Raymond Camden and Brian Rinaldi explain the advantages of using static-site generators for building fast and secure sites. Web and frontend designers and developers will also explore methods for adding dynamic elements and for migrating an existing CMS to a static site. Build a basic four-page static site with the Harp generator Create a simple blog with Jekyll Develop a documentation site with Hugo by generating site files and creating the layout Add dynamic elements, such as forms, comments, and search Integrate a CMS with tools such as CloudCannon and Netlify CMS Use one of several options to deploy your static files Learn methods for moving an existing CMS to a static site

Summary Specification by Example is an emerging practice for creating software based on realistic examples, bridging the communication gap between business stakeholders and the dev teams building the software. In this book, author Gojko Adzic distills interviews with successful teams worldwide, sharing how they specify, develop, and deliver software, without defects, in short iterative delivery cycles. About the Technology Specification by Example is a collaborative method for specifying requirements and tests. Seven patterns, fully explored in this book, are key to making the method effective. The method has four main benefits: it produces living, reliable documentation; it defines expectations clearly and makes validation efficient; it reduces rework; and, above all, it assures delivery teams and business stakeholders that the software that's built is right for its purpose. About the Book This book distills from the experience of leading teams worldwide effective ways to specify, test, and deliver software in short, iterative delivery cycles. Case studies in this book range from small web startups to large financial institutions, working in many processes including XP, Scrum, and Kanban. This book is written for developers, testers, analysts, and business people working together to build great software. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. What's Inside Common process patterns How to avoid bad practices Fitting SBE in your process 50+ case studies

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Going where no book on software measurement and metrics has previously gone, this

critique thoroughly examines a number of bad measurement practices, hazardous metrics, and huge gaps and omissions in the software literature that neglect important topics in measurement. The book covers the major gaps and omissions that need to be filled if data about software development is to be useful for comparisons or estimating future projects. Among the more serious gaps are leaks in reporting about software development efforts that, if not corrected, can distort data and make benchmarks almost useless and possibly even harmful. One of the most common leaks is that of unpaid overtime. Software is a very labor-intensive occupation, and many practitioners work very long hours. However, few companies actually record unpaid overtime. This means that software effort is underreported by around 15%, which is too large a value to ignore. Other sources of leaks include the work of part-time specialists who come and go as needed. There are dozens of these specialists, and their combined effort can top 45% of total software effort on large projects. The book helps software project managers and developers uncover errors in measurements so they can develop meaningful benchmarks to estimate software development efforts. It examines variations in a number of areas that include: Programming languages Development methodology Software reuse Functional and nonfunctional requirements Industry type Team size and experience Filled with tables and charts, this book is a starting point for making measurements that reflect current software development practices and realities to arrive at meaningful benchmarks to guide successful software projects.

Why another book on software project management? For some time, the fields of project management, computer science, and software development have been growing rapidly and concurrently. Effective support for the enterprise demands the merging of these efforts into a coordinated discipline, one that incorporates best practices from both systems development and project management life cycles. Robert K. Wysocki creates that discipline in this book--a ready reference for professionals and consultants as well as a textbook for students of computer information systems and project management. By their very nature, software projects defy a "one size fits all" approach. In these pages you will learn to apply best-practice principles while maintaining the flexibility that's essential for successful software development. Learn how to make the planning process fit the need

- * Understand how and why software development must be planned on a certainty-to-uncertainty continuum
- * Categorize your projects on a four-quadrant model
- * Learn when to use each of the five SDPM strategies--Linear, Incremental, Iterative, Adaptive, and Extreme
- * Explore the benefits of each strategic model and what types of projects it supports best
- * Recognize the activities that go into the Scoping, Planning, Launching, Monitoring/Controlling, and Closing phases of each strategy
- * Apply this knowledge to the specific projects you manage
- * Get a clear picture of where you are and how to get where you want to go

Project management software.

"This is an incredibly wise and useful book. The authors have considerable real-world experience in delivering quality systems that matter, and their expertise shines through in these pages. Here you will learn what technical debt is, what is it not, how to manage it, and how to pay it down in responsible ways. This is a book I wish I had when I was just beginning my career. The authors present a myriad of case studies, born from years of experience, and offer a multitude of actionable insights for how to apply it to your project." –Grady Booch, IBM Fellow Master Best Practices for Managing

Technical Debt to Promote Software Quality and Productivity As software systems mature, earlier design or code decisions made in the context of budget or schedule constraints increasingly impede evolution and innovation. This phenomenon is called technical debt, and practical solutions exist. In *Managing Technical Debt*, three leading experts introduce integrated, empirically developed principles and practices that any software professional can use to gain control of technical debt in any software system. Using real-life examples, the authors explain the forms of technical debt that afflict software-intensive systems, their root causes, and their impacts. They introduce proven approaches for identifying and assessing specific sources of technical debt, limiting new debt, and “paying off” debt over time. They describe how to establish managing technical debt as a core software engineering practice in your organization. Discover how technical debt damages manageability, quality, productivity, and morale—and what you can do about it

Clarify root causes of debt, including the linked roles of business goals, source code, architecture, testing, and infrastructure Identify technical debt items, and analyze their costs so you can prioritize action Choose the right solution for each technical debt item: eliminate, reduce, or mitigate Integrate software engineering practices that minimize new debt *Managing Technical Debt* will be a valuable resource for every software professional who wants to accelerate innovation in existing systems, or build new systems that will be easier to maintain and evolve.

An updated edition of the classic guide to technical communication Consider that 20 to 50 percent of a technology professional's time is spent communicating with others. Whether writing a memo, preparing a set of procedures, or making an oral presentation, effective communication is vital to your professional success. This anthology delivers concrete advice from the foremost experts on how to communicate more effectively in the workplace. The revised and expanded second edition of this popular book completely updates the original, providing authoritative guidance on communicating via modern technology in the contemporary work environment. Two new sections on global communication and the Internet address communicating effectively in the context of increased e-mail and web usage. As in the original, David Beer's *Second Edition* discusses a variety of approaches, such as:

- * Writing technical documents that are clear and effective
- * Giving oral presentations more confidently
- * Using graphics and other visual aids judiciously
- * Holding productive meetings
- * Becoming an effective listener

The new edition also includes updated articles on working with others to get results and on giving directions that work. Each article is aimed specifically at the needs of engineers and others in the technology professions, and is written by a practicing engineer or a technical communicator. Technical engineers, IEEE society members, and technical writing teachers will find this updated edition of David Beer's classic *Writing and Speaking in the Technology Professions* an invaluable guide to successful communication.

This volume constitutes the refereed proceedings of the 19th EuroSPI conference, held in Vienna, Austria, in June 2012. The 29 revised papers presented in this volume were carefully reviewed and selected. They are organized in topical sections on SPI and business factors; SPI lifecycle and models; SPI assessment and quality; SPI processes and standards; SPI in SMEs; SPI and implementation; creating environments supporting innovation and improvement; standards and experiences with the implementation of functional safety; business process management; SPI in SMEs - a

project management perspective.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Software architecture—the conceptual glue that holds every phase of a project together for its many stakeholders—is widely recognized as a critical element in modern software development. Practitioners have increasingly discovered that close attention to a software system's architecture pays valuable dividends. Without an architecture that is appropriate for the problem being solved, a project will stumble along or, most likely, fail. Even with a superb architecture, if that architecture is not well understood or well communicated the project is unlikely to succeed. Documenting Software Architectures, Second Edition, provides the most complete and current guidance, independent of language or notation, on how to capture an architecture in a commonly understandable form. Drawing on their extensive experience, the authors first help you decide what information to document, and then, with guidelines and examples (in various notations, including UML), show you how to express an architecture so that others can successfully build, use, and maintain a system from it. The book features rules for sound documentation, the goals and strategies of documentation, architectural views and styles, documentation for software interfaces and software behavior, and templates for capturing and organizing information to generate a coherent package. New and improved in this second edition: Coverage of architectural styles such as service-oriented architectures, multi-tier architectures, and data models Guidance for documentation in an Agile development environment Deeper treatment of documentation of rationale, reflecting best industrial practices Improved templates, reflecting years of use and feedback, and more documentation layout options A new, comprehensive example (available online), featuring documentation of a Web-based service-oriented system Reference guides for three important architecture documentation languages: UML, AADL, and SySML

The seasoned programmer and novice alike find this reference the ideal resource for

getting a project off to the right start. Friendly, practical advice is combined with the latest software in this ...For Dummies edition. Follow your expert guide through planning, development, testing, and implementation -- the first steps to your project's success. Then get your hands on scheduling, assigning resources and estimating costs, and best of all, making your software happen. The book's CD-ROM includes trial versions of Microsoft Project 2000, Sofrfrant TRACK, and Cost Xpert as well as templates and a wealth of other planning tools.

Looking for a way to invigorate your technical writing team and grow that expertise to include developers, designers, and writers of all backgrounds? When you treat docs like code, you multiply everyone's efforts and streamline processes through collaboration, automation, and innovation. Second edition now available with updates and more information about version control for documents and continuous publishing. We live in an age of electronic interconnectivity, with co-workers across the hall and across the ocean, and managing meetings can be a challenge across multiple time zones and cultures. This makes documenting your projects more important than ever. In *Technical Documentation and Process*, Jerry Whitaker and Bob Mancini provide the background and structure to help you document your projects more effectively. With more than 60 years of combined experience in successfully documenting complex engineering projects, the authors guide you in developing appropriate process and documentation tools that address the particular needs of your organization. Features

- Strategies for documenting a project, product, or facility
- A sample style guide template—the foundation on which you can build documents of various types
- A selection of document templates
- Ideas for managing complex processes and improving competitiveness using systems engineering and concurrent engineering practices
- Basic writing standards and helpful references
- Major considerations for disaster planning
- Discussion of standardization to show how it can help reduce costs
- Helpful tips to manage remote meetings and other communications
- First-hand examples from the authors' own experience

Throughout, the authors offer practical guidelines, suggestions, and lessons that can be applied across a wide variety of project types and organizational structures. Comprehensive yet to the point, this book helps you define the process, document the plan, and manage your projects more confidently. Part of the new Allyn & Bacon series in technical communication, *Writing Software Documentation* features a step-by-step strategy to writing and describing procedures. This task-oriented book is designed to support both college students taking a course and professionals working in the field. Teaching apparatus includes complete programs for students to work on and a full set of project tracking forms, as well as a broad range of examples including Windows-style pages and screens and award-winning examples from STC competitions. Maximize the impact and precision of your message! Now in its fourth edition, the *Microsoft Manual of Style* provides essential guidance to content creators, journalists, technical writers, editors, and everyone else who writes about computer technology. Direct from the Editorial Style Board at Microsoft—you get a comprehensive glossary of both general technology terms and those specific to Microsoft; clear, concise usage and style guidelines with helpful examples and alternatives; guidance on grammar, tone, and voice; and best practices for writing content for the web, optimizing for accessibility, and communicating to a worldwide audience. Fully updated and optimized for ease of use, the *Microsoft Manual of Style* is designed to help you communicate clearly, consistently, and accurately about technical topics—across a range of audiences and media.

Drawing on best practices identified at the Software Quality Institute and embodied in bodies of knowledge from the Project Management Institute, the American Society of Quality, IEEE, and the Software Engineering Institute, Quality Software Project Management teaches 34 critical skills that allow any manager to minimize costs, risks, and time-to-market. Written by leading practitioners Robert T. Futrell, Donald F. Shafer, and Linda I. Shafer, it addresses the entire project lifecycle, covering process, project, and people. It contains extensive practical resources-including downloadable checklists, templates, and forms.

This handbook consists of six core chapters: (1) systems engineering fundamentals discussion, (2) the NASA program/project life cycles, (3) systems engineering processes to get from a concept to a design, (4) systems engineering processes to get from a design to a final product, (5) crosscutting management processes in systems engineering, and (6) special topics relative to systems engineering. These core chapters are supplemented by appendices that provide outlines, examples, and further information to illustrate topics in the core chapters. The handbook makes extensive use of boxes and figures to define, refine, illustrate, and extend concepts in the core chapters without diverting the reader from the main information. The handbook provides top-level guidelines for good systems engineering practices; it is not intended in any way to be a directive. NASA/SP-2007-6105 Rev1 supersedes SP-6105, dated June 1995

The Art of Technical Documentation presents concepts, techniques, and practices in order to produce effective technical documentation. The book provides the definition of technical documentation; qualities of a good technical documentation; career paths and documentation management styles; precepts of technical documentation; practices for gathering information, understanding what you have gathered, and methods for testing documentation; and considerations of information representation, to provide insights on how different representations affect reader perception of your documents. Technical writers and scientists will find the book a good reference material.

The focus of Software for Dependable Systems is a set of fundamental principles that underlie software system dependability and that suggest a different approach to the development and assessment of dependable software. Unfortunately, it is difficult to assess the dependability of software. The field of software engineering suffers from a pervasive lack of evidence about the incidence and severity of software failures; about the dependability of existing software systems; about the efficacy of existing and proposed development methods; about the benefits of certification schemes; and so on. There are many anecdotal reports, which-although often useful for indicating areas of concern or highlighting promising avenues of research-do little to establish a sound and complete basis for making policy decisions regarding dependability. The committee regards claims of extraordinary dependability that are sometimes made on this basis for the most critical of systems as unsubstantiated, and perhaps irresponsible. This difficulty regarding the lack of evidence for system dependability leads to two conclusions: (1) that better evidence is needed, so that approaches aimed at improving the dependability of software can be objectively assessed, and (2) that, for now, the pursuit of dependability in software systems should focus on the construction and evaluation of evidence. The committee also recognized the importance of adopting the practices that are already known and used by the best developers; this report gives a sample of such practices. Some of these (such as systematic configuration management and automated regression testing) are relatively easy to adopt; others (such as constructing hazard analyses and threat models, exploiting formal notations when appropriate, and applying static analysis to code) will require new training for many developers. However valuable, though, these practices are in themselves no silver bullet, and new techniques and methods will be required in order to build future software systems to the level of dependability that will be required.

Since Six Sigma has had marked success in improving quality in other settings, and since the

quality of software remains poor, it seems a natural evolution to apply the concepts and tools of Six Sigma to system development and the IT department. Until now however, there were no books available that applied these concepts to the system development p

Literate programming is a programming methodology that combines a programming language with a documentation language, making programs more easily maintained than programs written only in a high-level language. A literate programmer is an essayist who writes programs for humans to understand. When programs are written in the recommended style they can be transformed into documents by a document compiler and into efficient code by an algebraic compiler. This anthology of essays includes Knuth's early papers on related topics such as structured programming as well as the Computer Journal article that launched literate programming. Many examples are given, including excerpts from the programs for TeX and METAFONT. The final essay is an example of CWEB, a system for literate programming in C and related languages. Index included.

Today, software engineers need to know not only how to program effectively but also how to develop proper engineering practices to make their codebase sustainable and healthy. This book emphasizes this difference between programming and software engineering. How can software engineers manage a living codebase that evolves and responds to changing requirements and demands over the length of its life? Based on their experience at Google, software engineers Titus Winters and Hyrum Wright, along with technical writer Tom Manshreck, present a candid and insightful look at how some of the world's leading practitioners construct and maintain software. This book covers Google's unique engineering culture, processes, and tools and how these aspects contribute to the effectiveness of an engineering organization. You'll explore three fundamental principles that software organizations should keep in mind when designing, architecting, writing, and maintaining code: How time affects the sustainability of software and how to make your code resilient over time How scale affects the viability of software practices within an engineering organization What trade-offs a typical engineer needs to make when evaluating design and development decisions

Is the Unified Process the be all and end all standard for developing object-oriented component-based software? This book is the third in a four volume series that presents a critical review of the Unified Process. The authors present a survey of the alte
A complete guide to piloting a software project to success-on time and within budget
This book provides novice software project managers, software developers, and anyone delivering reusable software with strategies for mastering the basics of directing a software project. Well-known management consultant Marsha Lewin uses a "been there, done that" approach designed to solve on-the-job problems quickly and efficiently. Learn how to get a project in motion immediately in the first chapter's "quick start" tutorial. This comprehensive overview outlines the ins and outs of software project management, including the expectations for a project manager, defining the project, satisfying critical needs, and leading and monitoring your team. These aspects of managing small- to medium-sized project types are detailed in the same lively, colloquial style that demystifies the complexities of the discipline. The author equips you with the tools to concurrently satisfy the triple constraints of schedule, budget, and quality within the context of risk management, and highlights potential pitfalls and their

solutions to assure repeated success. To help you get under way and stay ahead, supplemental, ready-to-use forms, formats, and checklists are included, along with information on: ? Use of resources, including people and budget, the quality of software developed, and the costs and risks ? Political and technical issues affecting project success ? Risk management methodology ? Shaping yourself as a leader ? Software development methodologies, from traditional life cycle to prototyping, and how they relate to software project management ? Testing and its role in project management Dozens of real-world examples and diagrams, together with a comprehensive bibliography and glossary, render Better Software Project Management a crucial resource for anyone responsible for keeping software projects within budget and on schedule.

Praise for the first edition: "This excellent text will be useful to every system engineer (SE) regardless of the domain. It covers ALL relevant SE material and does so in a very clear, methodical fashion. The breadth and depth of the author's presentation of SE principles and practices is outstanding." –Philip Allen This textbook presents a comprehensive, step-by-step guide to System Engineering analysis, design, and development via an integrated set of concepts, principles, practices, and methodologies. The methods presented in this text apply to any type of human system -- small, medium, and large organizational systems and system development projects delivering engineered systems or services across multiple business sectors such as medical, transportation, financial, educational, governmental, aerospace and defense, utilities, political, and charity, among others. Provides a common focal point for "bridging the gap" between and unifying System Users, System Acquirers, multi-discipline System Engineering, and Project, Functional, and Executive Management education, knowledge, and decision-making for developing systems, products, or services Each chapter provides definitions of key terms, guiding principles, examples, author's notes, real-world examples, and exercises, which highlight and reinforce key SE&D concepts and practices Addresses concepts employed in Model-Based Systems Engineering (MBSE), Model-Driven Design (MDD), Unified Modeling Language (UMLTM) / Systems Modeling Language (SysMLTM), and Agile/Spiral/V-Model Development such as user needs, stories, and use cases analysis; specification development; system architecture development; User-Centric System Design (UCSD); interface definition & control; system integration & test; and Verification & Validation (V&V) Highlights/introduces a new 21st Century Systems Engineering & Development (SE&D) paradigm that is easy to understand and implement. Provides practices that are critical staging points for technical decision making such as Technical Strategy Development; Life Cycle requirements; Phases, Modes, & States; SE Process; Requirements Derivation; System Architecture Development, User-Centric System Design (UCSD); Engineering Standards, Coordinate Systems, and Conventions; et al. Thoroughly illustrated, with end-of-chapter exercises and numerous case studies and examples, Systems Engineering Analysis, Design, and Development, Second Edition is a primary textbook for multi-discipline, engineering, system analysis, and project management undergraduate/graduate level students and a valuable reference for professionals.

The Book Covering The Various Aspects Of Software Engineering Takes Come Of The

Entire Curriculum As Target In Most Indian And Foreign Universities. Useful For The Students And Practioners Of Software Engineering.

This book provides a practical guide to planning and building a professional Flex 2 application from start to finish. Written by a team of expert developers, the book details, step-by-step, how the authors built the popular Rich Media X (RMX) application for Adobe user groups, step by step. Coverage provides all the information needed to implement several killer web 2.0 features in Flex, including a blog, wiki, events calendar, and more. It is packed with essential practical techniques in use at a professional production environment, which you can learn from and use in your own Flex applications.

This is the eagerly-anticipated revision to one of the seminal books in the field of software architecture which clearly defines and explains the topic.

Technical Documentation and ProcessCRC Press

Many companies have a complex process for purchasing software that is required by IT projects, or better, by the business. Usually software is purchased by a centralized procurement function, and is either purchased on a project-by-project basis or as a large periodic software contract. Unfortunately purchasing software products does not automatically mean that these products are exploited throughout the organization providing the maximum possible value to the business units. Several issues call for a structured approach that gets the most business value out of software already purchased. The objectives of this approach are to: Create maximum awareness throughout the organization of the software purchased. Track software use in IT projects and act if products are not used at all, used improperly, or insufficiently used. Facilitate use of software products in projects, especially when software products are complex and require a lot of integration. We can summarize the overall objective of this approach as ensuring that the business units in an organization obtain the maximum possible value of software products purchased, which is also the scope of this IBM® Redbooks® publication.

Document the architecture of your software easily with this highly practical, open-source template. Key Features Get to grips with leveraging the features of arc42 to create insightful documents Learn the concepts of software architecture documentation through real-world examples Discover techniques to create compact, helpful, and easy-to-read documentation Book Description When developers document the architecture of their systems, they often invent their own specific ways of articulating structures, designs, concepts, and decisions. What they need is a template that enables simple and efficient software architecture documentation. arc42 by Example shows how it's done through several real-world examples. Each example in the book, whether it is a chess engine, a huge CRM system, or a cool web system, starts with a brief description of the problem domain and the quality requirements. Then, you'll discover the system context with all the external interfaces. You'll dive into an overview of the solution strategy to implement the building blocks and runtime scenarios. The later chapters also explain various cross-cutting concerns and how they affect other aspects of a program. What you will learn Utilize arc42 to document a system's physical infrastructure Learn how to identify a system's scope and boundaries Break a system down into building blocks and illustrate the relationships between them Discover how to describe the runtime behavior of a system Know how to document design decisions and their reasons Explore the risks and technical debt of your system Who this book is for This book is for software developers and solutions architects who are looking for an easy, open-source tool to document their systems. It is a useful reference for those who are already using arc42. If you are new to arc42, this book is a great learning resource. For those of you who want to write better technical documentation will benefit from the general concepts covered in this book.

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party

Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review)

“The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review)

“I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide*

“Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

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