When I first saw the title of this book, in fact, the first thing that came to my mind was the story of a group of warm-blooded young people who had to save the earth in the last urgent time when the earth was dying and dying in the Hollywood science fiction action movie.

Of course, this is actually a popular book on computer project management, and the first book I read on the subject was the Myth of the Man-month, both of which, at first glance, seem suspiciously like titles. However, when we read these books carefully, we can feel the unique and wonderful plots, profound and thought-provoking thoughts, concise and concise conclusions and other literary writing techniques. At this time we contrast to the reality of some situations, the heart or secretly very admiration and admiration.

Below I say from many aspects I all this book after reading comprehension.

The story begins with Mr. Tompkins' unfortunate fate of being fired. Today, huawei's internal voice community recently reported that the company is going to lay off non-leadership employees over 34 years old. So in fact, the reality is the same, everyone may casually face the helplessness of being laid off. But instead, after that, Tompkins' talents were spotted by a spy or an island head, kidnapped to a small country at sea and entrusted with six projects to build the world's largest software exporter.

And then we dig into what Tomkins tells us:

The classic ones are Tomkins's four ideas for good management:

1. Personnel selection: Select the right person (HUMAN resource management)

2. Task allocation: Assign them the right tasks (planning, WBS, estimation, time management)

3. Motivate the team: Keep them motivated (HRM and communication management)

4. Team building: Help the team to unite and maintain team cohesion (human resource management and communication management)

Project management is a science, but also an art, and its basic is "people". If people were left out of management, it would end up producing negative effects rather than the precise results of scientific calculations. "Let the right people do the right thing. That's the difference between a good manager and a mediocre one."

Software development project is people-oriented, people is the first element of software project management. How to select the right development team members, stimulate their enthusiasm and the whole team is an important guarantee for the success of the project. The project is not a person who needs all the talents, but a member who is competent and able to use them to their full advantage. The active mentality, enthusiasm, sense of responsibility and team belonging of the members are more important. It emphasizes that everyone in the project should give full play to his/her expertise, so that the right person can do the right thing needs to consider personal characteristics, resource allocation constraints, project communication and other efforts.

I would like to give you an example. As we all know from Domestic Bilibili websites, an ACG platform for 2-dimensional cultural exchange and video sharing, the cradle of Danmu culture, is very famous. In December last year, it was reported that the monthly salary of the technical cattle people in B station was less than 5000, and they left their jobs angrily. What kind of people are the humble ones? I developed flV. js, the core component of HTML5 player, and promoted the open source plan of FLV. JS. I binged 4K Star for one month and directly hit the Github Trend list! He claimed that he got three C's in the performance rating for three times, and finally he only got more than 5,000 yuan in tax deduction. In the performance appraisal system of B station, it was quite natural. At that time, there were also many employees in other B stations who posted microblog messages in support of modesty. Modesty was not highly educated, but its technology was recognized by employees in B station. This also reveals a serious problem in the management of some domestic companies. The management is too rigid and only recognizes KPI, which is also the key performance indicator. Can it truly measure the value of a talent? Of course, there are also a lot of problems, some of the particularity of B station, the front and back of the proportion of B station controversy, and so on. But the bottom line is that the top brass in a company doesn't motivate its employees, they lose talent because they don't see the value they embody.

For myself, as a student without project management experience, what impressed me most in this book was Tomkins' use of competitors' products as data for demand analysis. Why, for example, the domestic company bosses, in the game industry is really put Tom perkins that play incisively and vividly, detailed point to CS, well CF, kartrider, well, QQ speed, soaplands, well, QQ hall, audition, well, QQ dazzle dance, to be held in Shanghai last year, China joy (China international digital interactive entertainment exhibition), are all in this respect, the war of the free game developers will pull up banner making public tencent's "king glory" copying its independent research and development of patent technology "skills double disk operating," In fact, as for MOBA mobile game, the first thing I played was the battle of freedom. Later, I didn't think Tencent would make it so fast, and the imitation of the king of glory did equal with netease Onmyoji and even surpassed the popularity. Of course, it's also innovative, otherwise you can't sell it for money. So I guess Tencent's game development team must have studied Deadline as well.

Of course, there are some other classic insights and discussions about the protagonists:

Often the reason people object to change is insecurity to control risk, to allow open channels for bad news, and to eliminate failed jobs early on rather than succeed.

When quantifying certain metrics of a project, select or create appropriate units, model them intuitively, and then adjust them to the facts

Spend most of your time designing projects rather than developing and debugging them

Use a small core team to participate in the design, and others to step in during the development and debugging phases

The larger the project team, the more productivity is lost in the communication process, and only the right size team can maximize productivity.

Short-term overtime stress can help employees focus and feel the importance of their work, but long-term overtime stress will only reduce productivity

Conflicts exist, because the interests of some people are mutually exclusive. The best way to resolve conflicts is mediation rather than negotiation, which focuses on the different viewpoints of the conflicting parties, while mediation pays more attention to the common interests of the conflicting parties

There are other powerful characters in the book, and by portraying what they say and do, the author tells us more about them. Such as assistant guest. Belinda, listen more and talk less, at the beginning of the battle, the manager's task has been completed, the project at the beginning of the waste and the final phase of waste every day of the damage caused to the project is the same), Dr, which notes (no such things as short-term productivity, productivity gains from long-term investments by controlling the risk to manage the project and so on), Marco lieutenant-general (strong men DuanWan, cancel failed to work as soon as possible,), jamie Dr (will you finish the work on process modeling of instinct. Use these models in communication with colleagues to refine ideas about how the project will work.

Some of the ideas that the author hopes to convey to the reader through what these characters say may not be very mature, but they are all worth pondering.

From the perspective of a real person, from the perspective of a software open learner and a student, there is no large-scale project management experience, no personal experience, and no unforgettable resonance. Then I wonder, what is the greatest significance of this book for us?

1. While the book talks about interviewing employees from a manager's perspective, it also teaches you a lot about how to respond as a candidate. First of all, don't fight uncertain battles. If you organize the materials first, then everything will be better. Don't be so unprepared that you panic when you actually face it. This is not to encourage us to always cram, but to always be prepared.

2. At present, we also have some teamwork in our school, such as some competitions, ACM, mathematical modeling, soft design competition, projects given by teachers, etc., which we cannot accomplish alone, or our efficiency is very low. At this time, the author's views on team management are of great help to us, such as choosing the right teammates, assigning the right tasks among teammates, maintaining their enthusiasm, and helping the team to unite and maintain the cohesion of the team.

3. A good manager listens more than talks. In fact, not only management, but also doing. Much said, much lost. This is the author's management experience summed up in his own management, people can learn from the failure, but in fact, we mainly learn from the success. Learn to use resources, and the same is true for teams. Unless it's necessary, building a team on your own should always take precedence over finding a ready-made team to use.

In a word, this book is very enlightening for us undergraduates to study in school, participate in competitions, apply for jobs or start our own business and open a studio after graduation.

Finally, from the point of view of a novel, from the main character in the heart of change, conflict in my heart, from contradiction to solve, all of these are in line with the major elements of a novel, but the book still has some methods and the author's abdomen black inside, for example, why kidnap protagonist spy is a female of, or is a naughty, blush beauty spy, these are written in the book are obscure. And then we go through the whole book, and it's like a diaosi who's been fired, who has nowhere else to go, who's been kidnapped by a bossy female spy, who's been bought an island, and the fuhrer has his talent, and he's been reused, and he's gone to the top of his career, and he's made his name in history. In this way of thinking, there seems to be a little bit of cyber city fiction, because a lot of cyber novels are written in this way, right? The author writes so, certainly also wants to arouse our reader some association, can be regarded as stimulates the reading interest one aspect.

In the end, let's just take it one step at a time and not dream of being kidnapped by a beautiful spy and suddenly finding out that you have some amazing talent that will lead you to the top of your life. The reality is still very cruel, a Bug will still let you pain for a long time. The above is pure ridicule. Coco ~ ~ ~ ~

In a word, this book is a thought-provoking book.