



Contents

<i>Acknowledgments</i>	<i>xiii</i>
<i>Introduction</i>	<i>xv</i>

PART ONE

The Software Tar Pit

ONE	Wrestling with Dinosaurs	3
TWO	Fool's Gold	7
	<i>Moving the Block</i>	7
	<i>Stone Blocks and Software</i>	10
	<i>Code-and-Fix Development</i>	11
	<i>Focus on Quality</i>	15
	<i>Some Fool's Gold Is Silver</i>	16
	<i>Software Isn't Soft</i>	18
	<i>How Fool's Gold Pans Out</i>	20
THREE	Cargo Cult Software Engineering	23
	<i>Software Imposters</i>	24
	<i>Cargo Cult Software Engineering</i>	25
	<i>The Real Debate</i>	26

FOUR	Software Engineering, Not Computer Science	29
	<i>“Is” vs. “Should”</i>	29
	<i>Engineering vs. Science</i>	30
	<i>Beyond the Buzzword</i>	32
	<i>The Right Questions</i>	35
FIVE	Body of Knowledge	37
	<i>Essence and Accident</i>	38
	<i>Defining a Stable Core</i>	39
	<i>Software Engineering’s Body of Knowledge</i>	42
	<i>Planting a Stake</i>	47
SIX	Novum Organum	49
	<i>Profession Defined</i>	51
	<i>In Search of a Software Engineering Profession</i>	52
	<i>Through the Pillars</i>	57

PART TWO

Individual Professionalism

SEVEN	Orphans Preferred	61
	<i>The Meyers-Briggs Type Indicator</i>	62
	<i>MBTI Results for Software Developers</i>	63
	<i>Personality Characteristics of Great Designers</i>	64
	<i>Total and Absolute Commitment</i>	66
	<i>Software Demographics</i>	68
	<i>Education</i>	69
	<i>Job Prospects</i>	71
	<i>Programming Heroes and Ball Hogs</i>	72
	<i>Cult of Personality</i>	73
EIGHT	Raising Your Software Consciousness	77
	<i>Can’t Get No Satisfaction</i>	78
	<i>Love the One You’re With</i>	79
	<i>Are You Experienced?</i>	80

NINE	Building the Community	83
TEN	Architects and Carpenters	87
	<i>Job Stratification</i>	87
	<i>Job Specialization</i>	89
	<i>Team Specializations</i>	92
	<i>Time Will Tell</i>	92
ELEVEN	Programmer Writing	95

PART THREE

Organizational Professionalism

TWELVE	Software Gold Rushes	103
	<i>Software Gold Rushes</i>	104
	<i>Post-Gold Rush Development</i>	105
	<i>The Sense and Nonsense of Gold Rush</i>	
	<i>Economics</i>	107
	<i>Scaling Up and Scaling Down</i>	108
	<i>Back to the Gold Rush</i>	109
THIRTEEN	Business Case for Better Software Practices	111
	<i>State of the Practice</i>	112
	<i>Detailed Benefits of Improved Software</i>	
	<i>Practices</i>	113
	<i>ROIs for Selected Practices</i>	115
	<i>Insights from Software Estimation</i>	116
	<i>Indirect Benefits of Improved Software</i>	
	<i>Practices</i>	117
	<i>A View of the Best</i>	118
	<i>Challenge Is Organizational</i>	119
	<i>The Last Great Frontier</i>	120
	<i>Ten Tough Questions</i>	120
FOURTEEN	Ptolemaic Reasoning	123
	<i>Overview of SW-CMM</i>	124
	<i>Moving Up</i>	125
	<i>All the Risk You Can Handle</i>	128

	<i>Who Uses the SW-CMM?</i>	128
	<i>Soul-Less Software Development</i>	129
	<i>Serious Commitment</i>	131
	<i>Ratings for Organizations</i>	131
	<i>Form and Substance</i>	133
FIFTEEN	Quantifying Personnel Factors	135
	<i>Personnel Factors</i>	135
	<i>Low-Productivity Programmers</i>	137
	<i>Physical Environment</i>	138
	<i>Motivation</i>	138
	<i>Staff Seniority</i>	140
	<i>Bottom Line</i>	140
SIXTEEN	Construx's Professional Development Program	143
	<i>Construx Knowledge Areas</i>	144
	<i>Capability Levels</i>	146
	<i>Professional Development Ladder Levels</i>	148
	<i>Ladder-Based Career Progression</i>	150
	<i>CKA Requirements at Different Capability Levels</i>	152
	<i>Lessons Learned from the Professional Development Ladder</i>	156
	<i>Benefits of the Professional Development Ladder</i>	160
	<i>Using the Ladder Outside Construx</i>	161

PART FOUR

Industry Professionalism

SEVENTEEN	Engineering a Profession	165
	<i>Need for Engineering</i>	165
	<i>Engineering and Art</i>	167
	<i>Maturation of Engineering Disciplines</i>	169
	<i>A Science for Software Development</i>	171
	<i>The Call of Engineering</i>	173

EIGHTEEN	Hard Knocks	175
	<i>Development of Professional Engineers</i>	177
	<i>First Steps</i>	179
	<i>Accreditation</i>	181
	<i>Software Engineering or Software</i>	
	<i>Engineering?</i>	182
	<i>Polishing the Badge</i>	184
	<i>Some Perspective</i>	185
NINETEEN	Stinking Badges	187
	<i>Certification</i>	187
	<i>Licensing</i>	188
	<i>Can Software Engineers Be Licensed?</i>	191
	<i>Is Licensing a Bad Idea?</i>	193
	<i>Bootstrap Licensing</i>	197
	<i>Your Stake</i>	198
	<i>Earning the Badge</i>	200
	<i>Three Paths</i>	200
	<i>Stinking Badges or an Iron Ring?</i>	202
TWENTY	The Professional's Code	205
	<i>A Code for Coders</i>	205
	<i>Benefits of the Code of Ethics</i>	209
	<i>Coming of Age</i>	211
TWENTY-ONE	Alchemy	213
	<i>Why Technology Transfer Is Needed</i>	213
	<i>Diffusion of Innovation</i>	215
	<i>The Chasm</i>	216
	<i>Some Tough Questions</i>	217
	<i>Where's the Risk?</i>	218
	<i>County Extension Agents</i>	221
	<i>The Humbling Nature of Progress</i>	223
	<i>Index</i>	227
	<i>About the Author</i>	241
	<i>Software Profession Web Site</i>	243