My first development job in the 1970s was as an APL programmer in a large insurance company. We had to build, operate, maintain, and retire large systems used by hundreds and sometimes thousands of people. Some things have changed radically since then: the IBM mainframe had around 8MB of memory, cost more than the GDP of some nations, and occupied the entire floor of an office building! But some things remain the same, and I recognize in this useful guide lessons learned long ago, and lessons I should have learned but didn’t. Although its subject is officially the Enterprise Unified Process, don’t let that mislead you into thinking it has nothing to offer unless you are a RUP organization. Quite the opposite, it’s a valuable learning aid for everyone involved in enterprise IT.

Scott, Michael, and John have superbly organized, summarized, and synthesized many of the key skills in running an IT organization and the IT lifecycle with plenty of tips and pointers to excellent literature for more learning. And perhaps most importantly, they express these skills in the spirit of agility and iterative, evolutionary development that we now know is so critical for success. I’ve known Scott to be a passionate and thoughtful, yet utterly pragmatic advocate of modern development practices for years, and I have always benefited from his advice. I’m sure you will too.

—Craig Larman, Chief Scientist, Valtech
Rome, Italy, December 2004