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# Timing Is Almost Everything: 12 Steps To Executive Success In Software Management

Timing is *Almost*  
Everything

12 Steps to  
Executive Success  
in Software Management

by *Roland Racho*



## Synopsis

How do successful companies create software systems that people love? Why do some software projects capture full business value while others flop? Is there a pattern underlying how successful managers hook into their team's excellence? What makes software teams engage with certain projects in a way that surprises and delights everyone? Roland Racko answers these questions (and many more) by explaining how "management by query" - a 12-step process during the software development process - subtly encourages positive team behavior. This book shows you, the non-technical executive, start-up founder or manager (someone having approval control over software development), a new way to corral the software development process in a manner that enhances the business value of the product and the project. How? By building on insights you already possess: life experience. Those insights have always been part of your experience, even though that experience, has been mostly, if not entirely, non-technical. The book conceptually divides the assertion of executive influence in 12 steps, each of which is strategically-timed. Each step draws on those life insights. You are not simply reading a handbook on how a largely non-technical executive can successfully manage software teams using strategic timing, but you are also about to learn how to re-purpose your best personal insights to achieve maximum business value from your project. "Timing Is Almost Everything" is based on Racko's years of consulting, research, and practical experience. He wrote the book he wished had been available to him as a start-up consultant - not abstract theory, but a how-to guide for building better software systems. "Timing Is Almost Everything" is written for start-up founders, product managers, designers, and anyone who seeks to understand how to coax the very best from software teams. Racko provides readers with:

- Actionable steps for building software systems that deliver the maximum business value.
- Practical guides to creating positive team habits that stick.

## Book Information

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## Customer Reviews

There are no shortcuts to effective software. From the very beginning of this book, the reader is not enticed with promises of easy answers. Instead, this text establishes expectations of the technology leader to rethink old habits and regain control of how business objectives are met. Although senior technology leaders are ultimately responsible for the results of an initiative, they all too often remain hands-off. I learned that real ownership of results are best achieved when that leader is actively involved, by asking the right questions and listening to the subtleties of what the technical team is saying. For example, instead of asking for a percentage of work complete, ask questions which provide real insight into the health of the project. I also learned that creating a mature development process can be a daunting task, but it is critical in order to achieve a sustainable and reliable vehicle for business. One must be realistic about a team's habits and talents, but not afraid to challenge them into a better way of collaborating. This book gave me a lot to think about. Having worked in the software industry for decades, I have personally experienced the "wild west" of coding practices, and the "pie-in-the-sky" ambitions of leaders who were far too removed from reality. To be successful, everyone needs to take a hands-on approach to the process. This is especially true for those higher-up who have the power to not only decide where the train is going, but also the responsibility to check on every car to make sure it belongs on the track. In "Timing Is Almost Everything", technology plays an important part of this book, but for anyone thinking about reading it, you should drop any expectations of being bombarded with buzz-words and geek-speak.

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