

## Directing The Agile Organization A Lean Approach To Business Management

Ancient Strategy. Contemporary Results. The rapid convergence of technological and knowledge growth is resulting in disruptive change unlike any in human history. So why go back 2,500 years for a business leadership and project management model? According to today's experts, Nehemiah's building the 4.5-mile wall around Jerusalem in 445 BC should have taken years with a huge labor force. But he accomplished it with 150 leaders and an enormous volunteer team in 52 days. His book is a roadmap on how to accomplish seemingly impossible goals using a Business Agile framework. The Nehemiah Effect combines new mindsets, methodologies, and technologies with proven, ancient wisdom to deliver surprising results for today's business leaders and project managers. As Enterprise Agile Coaches, Ted Kallman and Andrew Kallman mentor and lead organizations in the common-sense adoption of Agile to increase effectiveness and quality, reduce cycle times, and to create an pre-active environment enabling Agile implementation. Ted and Andrew are both Certified Scrum Masters(r) (CSM), Certified Scrum Professionals(r) (two of 1,981 CSPs in the world), and Project Management Professionals (PMP(r)). They are members of the Scrum Alliance, Agile Alliance and the Project Management Institute (PMI(r)). They speak often at Agile and PMI meetings, events and conferences. Ted serves on the Board of the Western Michigan Chapter of PMI(r) and founded Agile West Michigan. Andrew is a past Board Member of the Finnish Chapter and previously a Program Manager for the NYC Chapter. Agile is a philosophy that ensures business results, especially in this rapidly changing world. The foundation for the focus on result is based on continuous improvement of customer satisfaction, Customer Excellence! The ideas originated in the world of software development, but is more widely applicable. This book is about applying Agile from team level to the level of the whole organization. It is the guide in the transformation to a structured Agile way of working and a reference for those who already are Agile and want to take it to the next step. The book provides a good foundation for the 'Certify to Inspire' program of the Agile Consortium with certification at the level of Agile Foundation, Practitioner and Master. This pocket guide is intended for anyone who is, or will get involved in the transformation to Agile. The book is particularly aimed at managers, team members and coaches. Topics covered: Agile at organization level; Agile (project) management, Scrum combined with PRINCE2®, measuring the transformation, coaching styles, Agile, Lean and continuous improvement, distributed teams, directing self-organizing teams, Agile and governance, and of course the book contains many practical tips. The authors are Certified Agile Masters and their years of experience with Agile transformations are brought together in this book. The answers to the many questions of managers, teams and others are also included in this book. The result is a convenient and practical overview of the Agile approach from team-level up to organizational level as well as the main issues that you encounter in the transformation to an agile organization.

Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business-IT Effectiveness" that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find "close range" coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

This book offers a star model for analyzing the present and planning for the future in large and small enterprises. The star graphic for strategic leadership enablers in different areas such as mission and vision, technology, innovation, people, communication, operations, and culture pick up on the fast-moving pace of this age of accelerations in technology and other areas. Seeing each area as possibilities for new thinking and new models is essential. A large service in the Department of Defense is moving toward agile project management in the areas of software development and in other areas. The dialogue is changing between government procurement and industry to lead to faster, less costly, and more successful solutions, especially in software development. Using the star graphic to develop new approaches to innovation as well as leadership, even for tomorrow's complex problems and challenges, is one of tomorrow's solutions.

Lack of Agility is the kiss of death. Position your company to succeed in world of change. To edge out the competition in today's disruptive environment, you need to ensure that your company is agile—that it can respond to change instantly and effectively. Because fast and furious change is the only thing you can count on in business today. Network expert Michael Arena helped enable GM's legendary turnaround. In these pages, he explains how you can transform your own company through the concept of adaptive space. Based on hundreds of interviews and the author's own groundbreaking study of dozens of organizations spanning a variety of industries, Adaptive Space shows how to position your company for today—and for the future—by enabling creativity, innovation, and novel ideas to flow freely among teams, across departments, and throughout the company. Using GM as the main case study—along with the stories of other highly adaptive organizations, like Apple, Amazon, Disney, and Gore—Arena provides a model you can follow to reinvent your company. It's about inspiring employees to explore new ideas, empowering the most creative people and teams to spread their ideas across the organization, and operationalizing the entrepreneurial spirit so adaptability is set in stone. Hesitation is a killer in today's business landscape. With Adaptive Space, you have everything you need to confront disruption with smart, confident actions and seize the valuable opportunities that come with change.

Agile Business Leadership Methods for Industry 4.0 is a collection of innovative research on new leadership styles that will develop agile managers and business leaders who can improve company success in the fast-paced environments created by Industry 4.0.

A pragmatic guide that will teach you to implement Agile, SCRUM and Kanban in your organization. KEY FEATURES ? Expert-guided techniques for successful Agile transformation in your organization. ? Solution-focused responses on interview questions of Agile SCRUM, XP, DSDM, KANBAN and SCRUMBAN. ? Reference guide to prepare for leading PMI-ACP and SAFe Certification exam. DESCRIPTION This book is for businesses that aspire to improve agility, deliver fit-for-purpose products and services, delight customers, and provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. Learn a lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and a lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real-life situations. The Artefact has been developed as a resource to understand, evaluate, and use Agile and Hybrid Agile approaches. This practice guide will help you

understand when, where, and how to apply Agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. WHAT YOU WILL LEARN ? Explore and learn how to build Organizational Resilience and Enterprise Maturity Model. ? Step-by-step solutions to implement Portfolio Kanban and Upstream Kanban. ? Deep dive into Agile SHIFT framework and Hybrid Agile framework. ? Exciting case studies and practical demonstrations on Agile SCRUM & KANBAN. ? Expert-ready guidance on overcoming common Agile project management misconceptions. WHO THIS BOOK IS FOR This book is appealing to decision makers, product owners, project team members who can make use of this guide in improvising the productivity and efficient management of business operations without much of hassle. TABLE OF CONTENTS 1. Key success factors for adopting Agile SCRUM Kanban in any organization 2. Lessons learnt and pragmatic approach – Agile Scrum Kanban 3. Tricky real-world Agile SCRUM & KANBAN case studies, demos and tools 4. Agile SCRUM KANBAN Maturity assessment Nuts & Bolts 5. Useful tips & techniques for successful Agile transformation in any organization and the art of Agile development 6. Use of Agile for students and parents 7. Common Agile SCRUM KANBAN misconceptions 8. Key takeaways 9. Interview questions and answers on Agile SCRUM KANBAN 10. Glossary 11. Quiz session 12. Test your knowledge

From the New York Times bestselling author of *My Share of the Task* and *Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In *Team of Teams*, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—*Team of Teams* makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

This balanced guide to agility gets past the hype and frustration to help frustrated leaders transform their agile transformations. Agile transformations are supposed to make organizations modern, competitive, and relevant. But in the well-intentioned effort to move into the future, change leaders find themselves frustrated by pushback, limited impact, poor practices, and unfair criticism. What's going on? Jesse Fewell's book cuts through the "quick-fix" hype of agile theory and explains a recurring transformational pattern that unpacks what holds organizations back. The boost is the initial gains from logical first steps; the barrier is the unavoidable roadblock that must come next; and the rebound is the way forward to further gains by leaning against the concept of the original boost. With these counterintuitive rebounds, Fewell identifies seven leadership moves that can be used to unblock stalled agile transformations. No, your transformation is not a failure. It turns out the buy-in, the talent, the alignment, and the growth you need to break through are already in front of you; it's all simply hidden under the surface—undiscovered, unutilized, and untapped.

Distributed agile teams have a terrible reputation. They don't deliver "on time," and too often, they don't deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don't blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of virtual teams behind. See how to help your distributed team succeed.

Implementing change is needed in every business. But how do you get started and ensure you actually realize the benefits you need? How do you direct and manage the tens, hundreds, or even thousands, of projects and the other pieces of work your business is undertaking? How do you make sure everyone is working towards the same goals? Building on five previous editions of *The Project Workout*, this book focusses on programme and portfolio management. It is a valuable companion for every business executive and programme manager as well as a comprehensive resource for students of business, portfolio and programme management. The *Programme and Portfolio Workout* provides practical advice and techniques to direct and manage your business in a structured, yet agile, way. Aimed at both business and programme managers, it takes you through different approaches to portfolio, programme and project management and shows you how they can work together. The practical approach is enhanced throughout with a series of 'Workouts': exercises, techniques and checklists to help you put the book's advice into practice. The Workouts are supported by an on-line resource of tools. This expanded edition contains a wealth of new material on the governance and management of portfolio and programmes, including how to work with standards and methods, such as GovS 002, ISO 21504, BS6079 and MSP. The companion to this book, *The Project Workout*, deals with directing and managing individual projects. It uses the same concepts and approaches so that you know, when directing your portfolio or programme, that your project sponsors and managers are taking the same approach. Together, these books give you what you need to ensure your organization succeeds.

In this new edition of her award-winning book, Jamie Lynn Cooke reveals the secrets of the Agile methodologies that have revolutionized the way that many of the world's most successful companies operate. Written for business professionals and managers, the book explains the core principles of Agile, shows why these approaches work, and demonstrates how to use Agile to significantly increase productivity, quality, and customer satisfaction in any industry.

As the purse strings tighten company costs need to be cut without this affecting performance or sales. A common solution to this problem is to restructure the organization of the company i.e. adjust the lines and boxes on the organization chart with the aim of setting it up for high performance. This inevitably fails because an organization is a system; change one aspect and other facets will also change. *Organization Design: Engaging with change* looks at how to (re) design the organizational system in order to increase productivity, performance and value; providing the knowledge and methodology to design an agile organization capable of handling the kind of continuous organizational change

that all businesses face. The book clarifies why and how organizations need to be in a state of readiness to design or redesign and emphasizes that people as well as business processes must be part of design considerations. Responding to developments across the world since the first edition, this book covers, among other topics: Technology changes that have impacted upon organizations Increased demands for 'sustainability' and corporate social responsibility The pressure on organizations to be smarter, more efficient and more effective Whilst the material on this subject targets a wide management audience, this book is specifically written for consultants, OD/HR practitioners and line managers working together to achieve the goal of organizational redesign for changing circumstances. Aided by a range of pedagogical features, this book is a must-read for students or practitioners involved in the field of organizational design, development and change.

Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems - the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort - but if it is overcome, change can come quickly. In *Switch*, the Heaths show how everyday people - employees and managers, parents and nurses - have united both minds and, as a result, achieved dramatic results:

- The lowly medical interns who managed to defeat an entrenched, decades-old medical practice that was endangering patients
- The home-organizing guru who developed a simple technique for overcoming the dread of housekeeping
- The manager who transformed a lackadaisical customer-support team into service zealots by removing a standard tool of customer service

In a compelling, story-driven narrative, the Heaths bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. *Switch* shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, whether your interest is in changing the world or changing your waistline.

This open access book constitutes the 6 research workshops, the Agile Education and Training Track, the Doctoral Symposium, as well as a panel presented at XP 2020, the 21st International Conference on Agile Software Development, which was held during June 8-12, 2020. The conference was planned to take place at the IT University of Copenhagen, Denmark. Due to the COVID 19 pandemic, the conference was held online. In 2020, the following six workshops took place: Third International Workshop on Software-Intensive Business Eighth International Workshop on Large-Scale Agile Development Second European Symposium on Serverless Computing and Applications Second International Workshop on Agile Transformation First International Workshop on Agility with Microservices Programming Third International Workshop on Autonomous Agile Teams XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. The 31 papers presented in this volume were carefully reviewed and selected from overall 79 submissions. In addition to the 26 workshop papers, this volume also includes 2 papers from the Agile Education and Training Track and 3 papers from the Doctoral Symposium. Furthermore, the book contains a summary of a panel discussion with the topic "Covid-19s Influence on the Future of Agile".

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.

Given today's context of tough change, organizations need to be able to innovate as well as develop and implement strategy quickly and efficiently. The key to this is agility - a set of capabilities that can help organizations to rapidly adapt to changing circumstances. At the same time, resilience is also essential if benefits are going to endure over the longer term and if employees are to be kept on board. The Agile Organization focuses on how to build both agility and resilience at individual, team and organizational levels. It draws on a wealth of research, including the lived experience and learning of managers and HR and organization development (OD) professionals to show how it is possible to 'square the circle', becoming more sustainably agile while also enhancing employee engagement and resilience. The Agile Organization showcases the latest thinking - new organizational models, ground-breaking themes and case studies - that illustrate how organizations are addressing the challenge of developing organizational agility. Packed with helpful checklists and practice pointers, this book is a 'go to' guide for senior leaders and managers, HR and OD specialists who want to help bring about organizational transformation and create the new resiliently agile 'business as usual'.

Finally! Board member orientation truly simplified. Serving on a nonprofit board can be an incredibly rewarding experience for the properly prepared board member. This book is for the generous and busy people who agree to give of their time and talents by serving on nonprofit boards. Nonprofit boards often fail to do a good job of board member orientation for a variety of reasons. It takes a significant amount of time and effort to plan and conduct quality board member orientation programs, and every time a new board member arrives, it's time to do it again! Because of the challenges associated with providing quality board member orientation, many nonprofit organizations do not do it at all, leaving their board members to wing it. This book provides help and support to the truly great men and women serving on nonprofit boards whose service makes a positive difference in the lives of countless people every day. This book is a concise and appropriately comprehensive guide to nonprofit board service designed especially for new board members. It is a quick read, (about one hour), yet it addresses with accuracy the most significant elements of board service, such as mission, responsibility, duty, risk, liability, and board meeting dynamics. Hooy Alerts! Watch for Hooy Alerts! where the author identifies and dispels common myths and legends about nonprofit board service. There are many sources of false or misleading information about the nonprofit board service environment. A perfect example is the often vaguely-worded and intimidating assertion or implication that the Sarbanes-Oxley Act passed by Congress in 2002 applies to nonprofit organizations in a manner similar to how it applies to publicly-traded companies. (It does not.) Reviews "This book is the perfect guide for every nonprofit board member! Concise, highly informative, and loaded with nuggets of wisdom, it's a must read that will take board members to the next level of successful board governance." -- J. Todd Chasteen, General Counsel, Samaritan's Purse "Mike Batts has put his quarter century of advising and serving on nonprofit boards to good use in this accurate and easy-to-read book. In addition to describing major principles of nonprofit law and governance, the book provides helpful questions to guide board members in understanding the practical applications of the concepts discussed. While geared primarily toward helping new board members get up to speed quickly, it should also help veteran board members discharge their stewardship roles wisely and efficiently." -- Chuck Hartman, Associate Professor of Business Law and Accounting, Cedarville University "This book, Board Member Orientation, is exactly what a busy volunteer board member needs. The board member's duties are presented in a clear and concise manner from the perspective of someone who has been around many boards. With a focus on those issues that are most common and/or most important, it is perfect for board member orientation and for quick reference reminders for the experienced board member." -- Doug Starcher, Partner, Broad & Cassel "This book provides clear, no-nonsense guidance on the basic issues for new nonprofit board members. Using this book for board member orientation will ensure your organization has communicated fundamental governance issues and will assist the board in determining risk management strategies." -- Dan Busby, President, ECFA \*\*\*\*\* The Simple Board Member Orientation Process Using This Book: 1. Your board members read Chapters 1-9 of the book, which will provide them with insights regarding the key elements of nonprofit board service. 2. You provide the board members with copies of the documents described in Chapter 10 related to your organization. 3. You meet with your board members to discuss the unique attributes of your organization following the discussion questions provided in Chapter 10. Done!

Baker takes on eight dysfunctional people management practices originating from the scientific management and offers practical solutions for changing these practices and increasing organizational agility. Agile is the new black. Every business now has to be adaptive, nimble and ready to pivot – managers have to be comfortable with ambiguity and constantly ready for change. And yet... While agility is regarded as essential for competitive advantage, most organizations are still unthinkingly applying people management practices, rooted in Frederick Taylor's scientific management philosophy of the early 20th century, designed to ensure consistency and efficiency on production lines but which actively prevent the sort of creativity and flexibility needed in the modern workplace. 100 years of scientific management has led to the creation of eight performance myths. Myths that impede the agility necessary to compete in the age of the knowledge worker but which are so instinctively embedded in management psyche that they go unchallenged despite the fact that the changing world of work has rendered them dysfunctional and counterproductive. Through case studies and examples Baker demonstrates how the right workplace culture for promoting and applying agile decision-making consists of eight values shared by employer and employee – values that are polar opposite of the values and assumptions of traditional management styles. A new psychological contract that enables the collaborative working relationship necessary for agility to flourish.

See faster results through everyday feedback. The Feedback Imperative: How to Give Everyday Feedback to Speed Up Your Team's Success reveals the hidden reasons why giving feedback to employees can be so difficult and yet so urgently needed in today's workplace, and provides the definitive steps for overcoming feedback avoidance and taking great leaps forward with employee engagement, retention, and performance. Anna Carroll applies her extensive research and expertise in business consulting and psychology to illustrate how brain science, generational trends, our information economy, limiting beliefs, and organizational culture collide in the new workplace, creating a huge gap between the supply and demand of helpful professional feedback. In her "Seven Steps to Everyday Feedback" and sixteen tools for self-assessment and planning, Carroll provides detailed instructions for leaders to execute a feedback turnaround that will quench their team members' thirst for helpful feedback and build a culture in which employee-to-leader and peer-to-peer feedback are welcome as well.

Are there any constraints known that bear on the ability to perform Agile Management for Software Engineering work? How is the team addressing them? In a project to restructure Agile Management for Software Engineering outcomes, which stakeholders would you involve? How much are sponsors, customers, partners, stakeholders involved in Agile Management for Software Engineering? In other words, what are the risks, if Agile Management for Software Engineering does not deliver successfully? How does the organization define, manage, and improve its Agile Management for Software Engineering processes? What are the business goals Agile Management for Software Engineering is aiming to achieve? Defining, designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role... In EVERY company, organization and department. Unless you are talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' For more than twenty years, The Art of Service's Self-Assessments empower people who can do just that - whether their title is marketer, entrepreneur, manager, salesperson, consultant, business process manager, executive assistant, IT Manager, CxO etc... - they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better. This book is for managers, advisors, consultants, specialists, professionals and anyone interested in Agile Management for Software Engineering assessment. All the tools you need to an in-depth Agile Management for Software Engineering Self-Assessment. Featuring 616 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Agile Management for Software Engineering improvements can be made. In using the questions you will be better able to: - diagnose Agile Management for Software Engineering projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Agile Management for Software Engineering and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Agile Management for Software Engineering Scorecard, you will develop a clear picture of which Agile Management for Software Engineering areas need attention. Included with your purchase of the book is the Agile Management for Software Engineering Self-Assessment downloadable resource, which contains all questions and Self-Assessment areas of this book in a ready to use Excel dashboard, including the self-assessment, graphic insights, and project

planning automation - all with examples to get you started with the assessment right away. Access instructions can be found in the book. You are free to use the Self-Assessment contents in your presentations and materials for customers without asking us - we are here to help.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

“Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike.” —Tom Conrad, CTO, Pandora “I wish I'd had this material available years ago. I see lots and lots of 'meat' in here that I'll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes.” —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In *Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams*, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a “conversation starter” around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with “light-touch” agile planning and lightweight long-range forecasting
- Implementing effective project management and ensuring accountability in large agile projects
- Managing tradeoffs associated with key decisions about organizational structure
- Overcoming U.S./India cultural differences that can complicate offshore development
- Selecting tools to support quantum leaps in productivity in your organization
- Using change management disciplines to support greater enterprise agility

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

This volume offers a simple, systematic guide to creating a knowledge sharing practice in your organization. It shows how to build the enabling environment and develop the skills needed to capture and share knowledge gained from operational experiences to improve performance and scale-up successes. Its recommendations are grounded on the insights gained from the past seven years of collaboration between the World Bank and its clients around the world—ministries and national agencies operating in various sectors—who are working to strengthen their operations through robust knowledge sharing. While informed by the academic literature on knowledge management and organizational learning, this handbook's operational background and many real-world examples and tips provide a missing, practical foundation for public sector officials in developing countries and for development practitioners. However, though written with a public sector audience in mind, the overall concepts and approaches will also hold true for most organizations in the private sector and the developed world.

Chapter 1 looks at your role as a manager. How will your responsibilities change under Agile Business Management? What techniques can you use to manage your staff? Chapter 2 discusses your organisation's relationship and interaction with its customers. What are their needs and goals, and how can you work together to achieve them? Chapter 3 provides the organisational context in which Agile Business Management operates. It discusses lean management structures and the techniques to manage different types of staff, teams and organisations. Chapter 4 looks at how you and your team work the “agile way” and describes tools and techniques to help optimise workflow, exploit change and manage customer requirements. The book closes with a look at associated financial models that support your Agile organisation, the processes you can use to run an Agile Business Management transformation, and the first steps to take towards that transformation.

The globalized economy, dominated by the diffusion of innovation and social, political, and economic changes, allows people and knowledge to flow without knowing what lies ahead. As new economies emerge and technologies impose significant changes, the internationalization of markets and industries has made defining its delimitation more difficult. *Competitive Drivers for Improving Future Business Performance* is a conceptualized reference source that discusses the use of digital skills to manage change in volatile contexts and provides fundamental understanding of competitive advantage to guarantee superior performances. To assure this level of performance, a set of choices (drivers) must be created ensuring operational efficiency, innovative products, customer knowledge-base, and focused branding.

Featuring research on topics such as consumer experience, strategic leadership, and flexible technologies, this book is ideally designed for managers, executives, entrepreneurs, academicians, consulting professionals, researchers, industry professionals, and students seeking coverage on how to improve competitive performance in an era of uncertainty.

Accessible and practical book providing a guide for building entrepreneurial workforces through carefully designed strategic conversations between management and employees.

This book is the second of two volumes presenting a business model to add value through Procurement. Including several case studies of successful implementation, it demonstrates how the increasing complexity of the business environment requires a significant intervention on the management of processes and information within individual organizations and through inter-company relations. Agile Procurement presents the application of the Agile method which optimizes and digitizes processes in order to reduce wastage and defects. As a method, tool and a culture aimed at effectiveness, efficiency and economy of organizations, Agile Procurement requires a change of paradigm. This volume examines these areas of improvement and presents best practice in the digitization of the processes. The last chapter examines the near future developments of the procurement, which the author labels Procurement 4.0. It presents also how new solutions, like Blockchain, could revolutionize procurement.

"In my opinion, this is the handbook for Agile teams. I have been wishing for this book since we implemented Agile several years ago. In many Agile process books, the team aspect of Agile has been glossed over in favor of the technical aspects; this book is a welcome change." --Sarah Edrie, Director of Quality Engineering, Harvard Business School "Cloud Computing, Distributed Architecture, Test Driven Development...these are simple to master compared to building an agile, efficient, and top-performing team. The path from skilled developer/tester to successful manager, team leader, and beyond is now more easily attainable with the insights, knowledge, and guidance provided by Ken Howard and Barry Rogers in Individuals and Interactions: An Agile Guide." --R.L. Bogetti, www.RLBogetti.com, Lead System Designer, Baxter Healthcare "This book provides fantastic insight on how individuals act and relate as a team. Ken and Barry give great examples and exercises to help the reader understand behaviors of each individual and use this knowledge to perform better as a team." --Lisa Shoop, Director Product Development, Sabre-Holdings "Individuals and Interactions is a masterfully crafted must-read for anyone who is serious about understanding and applying the human-centered values of Agile development. It is like Patrick Lencioni meets the Poppendiecks to write 'Agile through the Looking-Glass.' Here the 'Looking-Glass' is the powerful DISC framework, and we see it used to enable different kind of TDD (Team-Driven Development) through the use of stories, examples, models, and guidance."

--Brad Appleton, Agile coach/consultant in a Fortune 100 telecom company; coauthor of Software Configuration Management Patterns "This book is essential reading for any engineering team that's serious about Agile development. Its chapters on team dynamics and development lay the foundation for learning all of the factors that enable a team to transform itself into an Agile success story." --Bernard Farrell, Consultant Software Engineer at EMC Corporation Great emphasis is typically placed on the "mechanics" of agile development--its processes and tools. It's easy to forget that the Agile Manifesto values individuals and interactions ahead of processes and tools. You can gain powerful benefits by refocusing on the people side of agile development. This book will show you how. It's your practical user's guide to solving the problems agile teams encounter, packed with stories, best practices, exercises, and tips you can actually use. Step by step, you'll learn how to get teams to truly work as teams, not as disconnected individuals. Along the way, you'll find profoundly realistic advice on communication, motivation, collaboration, change, group dynamics, and much more. Whether you are an agile project manager, ScrumMaster, product owner, developer, trainer, or consultant, this book will help you make your agile environment more productive, more effective, and more personally fulfilling.

Today success comes from building products people love, creating loyal customers and serving the broader stakeholder community. In this thoughtful exploration on the future of work, the authors explore the past, present and future of the "project." And why, in today's fast changing & hyper-competitive world, running a temporary endeavour is the wrong approach to building sustainable products and how #noprojects is fundamentally changing the way companies work. The metrics by which we have historically defined success are no longer applicable and we need to re-examine the way value is delivered in the new economy. This book starts from the premise that our goal is to create value, for the customer, for the organisation and for society as a whole and shows how to empower and optimise our teams to achieve this. The authors draw on modern management approaches to provide proven techniques and tools for producing, and sustaining, creative products that go beyond "meeting requirements."

Many organizations that have improved process maturity through Capability Maturity Model Integration (CMMI®) now also want greater agility. Conversely, many organizations that are succeeding with Agile methods now want the benefits of more mature processes. The solution is to integrate CMMI and Agile. Integrating CMMI® and Agile Development offers broad guidance for melding these process improvement methodologies. It presents six detailed case studies, along with essential real-world lessons, big-picture insights, and mistakes to avoid. Drawing on decades of process improvement experience, author Paul McMahon explains how combining an Agile approach with the CMMI process improvement framework is the fastest, most effective way to achieve your business objectives. He offers practical, proven techniques for CMMI and Agile integration, including new ways to extend Agile into system engineering and project management and to optimize performance by focusing on your organization's unique, culture-related weaknesses. This book constitutes the refereed proceedings of the 11th International Conference on Software Business, ICSOB 2020, which was held during November 16-18, 2020. The conference was originally planned to take place in Karlskrona, Sweden, but changed to an online format due to the COVID-19 pandemic. The 13 full papers and 5 short papers presented were carefully reviewed and selected from 39 submissions. They deal with a range of topics including practices for engineering and marketing software-intensive products, extracting business value from machine learning based software components, ethical considerations of the software business, software ecosystems, and pedagogy of teaching entrepreneurship and software business.

Agile Development and Business Goals: The Six-Week Solution is a guide for the software development process, which can be challenging, difficult, and time-consuming. This process, called the "Agile process, is unique, and it features several aspects that distinguish it from the classical methods of software development. The book offers readers information about the design, implementation, and management of the different methods of creating world-class software. The book discusses the various reasons that the development of software is a difficult process, and it addresses how software development sometimes fails and why it seldom aligns with business needs. It further examines the risk associated with software creation and the different ways to mitigate them. This book is relevant to software development managers responsible for creating quality software products, and managing software development teams. Explains how to employ automation in your development process to improve your company's profitability Introduces a compensation structure that incents your technical talent to deliver measurable results on a predictable basis Provides real-world solutions – questions to ask when hiring or which build server software to consider, for example – instead of theoretical discussions

Lean User Testing A Pragmatic Step-by-Step Guide to User Tests If you believe in agile software development and delivering value to your customers and your company, reading this book is the right decision as it will greatly support your process to identify and create valuable, feasible and usable products. "We Know What We Need to Build" Who hasn't yet heard that dreaded, gut feeling-based notion in the past? To my experience, it is rarely valid, but more often an expression of an outdated thinking, that values output over outcome, that believes in requirement documents and micromanaging the product team. This book, however, is dedicated to completely different approach, that Steve Blank once wrapped up in his famous quote: There are No Facts Inside Your Building - Get Outside." And you should do so as early as possible in the process -it is the most important task of any product team. This book is therefore a deliberately short, focused, pragmatic manual for everyone, who designs, develops or markets software: Product manager, engineers and designers (UX/UI). It is based on hundreds of user interviews that I have run up to now and provides all you need to know to start your own user interview initiative in about two hours of your time. Save up to 90% of Typical User Interview Costs And there is more good news: The lean user testing approach will save up to 90% of the costs compared to outsourcing user interviews to a professional usability agency, but will return at least 80% of possible insights. Avoid Building Expensive Features Nobody Wants No more flying blind in the early stages: Test your hypotheses quickly and turn product discovery into your advantage over the competition. Learn how to avoid wasting money on software nobody wants and how to deliver value instead. Obsolete features aren't just expensive to build. They also need to be maintained and probably be removed at a later stage again, not to mention their opportunity costs: Imagine what you could have built instead. Gain More Runway for Your Startup Optimizing the cycle-time of your product hypotheses will focus available engineering and product management resources on valuable, usable and feasible features, thus extending your runway and improving your standing for the next funding round. Improve Communication with Stakeholders User tests greatly simplify the communication with stakeholders - theinterviews, you will be running, are your product organization's first line of defense when it comes to turning down unreasonable feature requests. About the Author The author has worked for many years as a product manager and agile coach (Scrum, Lean Startup, Lean Change). During that time, he developed B2C as well as B2B software, mainly for startups, including a former Google subsidiary. He originally studied chemistry, business administration, and law. However, he has never worked in a laboratory. Instead, back in 1996, he released the first online shop software with SAP R/3 connectivity, only to learn that the early bird does not necessarily catch the worm. After his move to Berlin, Germany, he founded a marketplace for local service. In 2011, Entrepreneurs Club Berlin e.V. followed, as did Startup Camp Berlin- one of the largest German startup conferences today. His latest project, Age Of Product - Invent For Your Customers, focuses on the exchange of knowledge between product people, designers, and developers. It is about lessons learned and best practices on how to identify which product to build and how to build it in an efficient way. Age Of Product will host events and workshops in Berlin from autumn 2015 on and might also organize a new conference in the near future."

It is becoming clear today that most of the management truisms that have guided executives and business educators for two generations no longer work. This book, written by three internationally recognized authorities on global competitiveness, is designed to help any business - large or small - come to terms with change and develop effective, profit-centered strategies. Clear, real-world examples are used to describe what it takes for companies and individuals to become "agile" - how they can thrive in a competitive environment of constant, unpredictable change. The book is the product of the authors' extensive research in cooperation with industry and government leaders that resulted in the influential 1991 report, 21st Century Manufacturing Enterprise Strategy. This book presents an updated and expanded vision of agile competition, which promises to affect life in the 21st century as profoundly as mass production-based competition affected life in the 20th century. By focusing on practice rather than on theory, the book describes in detail how this new form of competition is rapidly differentiating winners from losers, not just in the U.S. but around the world.

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