

Kanban Successful Evolutionary Technology Business

"Productivity books focus on doing more. Jim and Tonianne want you to focus on doing better. Personal Kanban takes the same Lean principles from manufacturing that led the Japanese auto industry to become a global leader in quality, and applies them to individual and team work. Personal Kanban asks only that we visualize our work, and limit our work-in-progress. "--Back cover 0948f65818

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. Project management needs to become more flexible and far more responsive to customers 0948f65818

Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results. A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business. In Agile Management for Software Engineering, David J 0948f65818

This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their operations and support teams. The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Scrum and Kanban are two flavours of Agile software development - two deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. Part I illustrates the similarities and differences between Kanban and Scrum, comparing

for understanding, not for judgement 0948f65818

Agile and lean software development has moved from being a way of working for a number of pioneers to becoming, more or less, the expected way of developing software in industry. The topics covered by the selected full papers include general aspects of agility, agile teams, studies related to the release and maintenance of software, and research on specific practices in agile and lean software development. This book contains the refereed proceedings of the 13th International Conference on Agile Software Development, XP 2012, held in Malmö, Sweden, in May 2012. In the last decade, we have seen agile and lean software development strongly influence the way software is developed. They are complemented by four short papers capturing additional aspects of agile and lean projects 0948f65818

In ten chapters, the authors provide answers to key questions in agile projects. To make the aspects described even more tangible, the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations. Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality. They deal with cultural change processes for agile testing, with questions regarding the approach and organization of software testing, with the use of methods, techniques and tools, especially test automation, and with the redefined role of the tester in agile projects. This book is written by testers for testers. Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist. In Chapter 6, they describe which documents testers still need to create in an agile project. In Chapter 5, the authors turn to the methods and techniques of agile testing, emphasizing the differences from traditional, phase-oriented testing. The first chapter describes the cultural change brought about by agile development. In the second chapter, which addresses agile process models such as Scrum and Kanban, the authors focus on the role of quality assurance in agile development projects. The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects. Finally, Chapter 10 summarizes the results of the agile journey in general with a special focus on testing. Next, Chapter 7 explains the efficient use of test automation, which is particularly important in agile development, as it is the main instrument for project acceleration and is necessary to support state-of-the-art DevOps approaches and Continuous Integration. Chapter 9 is dedicated to training and its importance, emphasizing the role of employee training in getting started with agile development. The third chapter deals with the agile test organization and the positioning of testing in an agile team 0948f65818

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. No experience with kanban is required. About the Book Too much work and too little time. Kanban in Action is a practical introduction to kanban. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets started PART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. Written for all members of the development team, including leaders, coders, and business stakeholders 0948f65818

Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. Which means we need to come up with an accurate way to answer them. \" That is probably the first question your customers ask you once you start working on something for them. \"When will it be done. Why your process policies are the potentially the biggest reason that you are unpredictable. Think about how many times you have been asked that question. We can debate all we want

whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Until now. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. How many times have you ever actually been right 0948f65818

Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to \"go agile\" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban 0948f65818

Author Jurgen Appelo shares his wisdom on the creative economy, agile management, innovation marketing, and organizational change to provide a comprehensive guide to business growth. Practical methods and expert advice make this book an essential addition to any business professional's library. This indispensable book provides business leaders and entrepreneurs the tools and guidance to meet growth and scalability challenges head on. Real-world tools to build your venture, grow your business, and avoid mistakes Startup, Scaleup, Screwup is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic landscape. This book will enable you to: Apply 42 effective tools to sustain and accelerate your business growth Avoid the mistakes and pitfalls associated with rapid business growth or organizational change Develop a clear growth plan to integrate into your overall business model Structure your business for rapid scaling and efficient management Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean & Agile Business Growth is a must-read for entrepreneurs, founders, managers, and senior executives. Equal parts motivation and practical application, this book answers the questions every business leader asks from the startup ventures to established companies. Covering topics including funding options, employee hiring, product-market validation, remote team management, agile scaling, and the business lifecycle, this essential resource provides a solid approach to grow at the right pace and stay lean. The contemporary marketplace is more dynamic than ever before—increased global competition, the impact of digital transformation, and disruptive innovation factors require businesses to implement agile management and business strategies to compete and thrive 0948f65818

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products. 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. 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 0948f65818

The 14 full papers accepted for XP 2016 were selected from 42 submissions. Generally, all of the submitted papers went through a rigorous peer-review process. This book contains the refereed proceedings of the 17th International Conference on Agile Software

Development, XP 2016, held in Edinburgh, UK, in May 2016. To this end, the XP conference attracts a large number of software practitioners and researchers, providing a rare opportunity for interaction between the two communities. While agile development has already become mainstream in industry, this field is still constantly evolving and continues to spur an enormous interest both in industry and academia. Additionally, 11 experience reports (from 25 submissions) 5 empirical studies (out of 12 submitted) and 5 doctoral papers (from 6 papers submitted) were selected, and in each case the authors were shepherded by an experienced researcher 0948f65818

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A new approach is needed. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. If you're driving your organization's transformation at any level, this is the book for you. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. In Project to Product, Value Stream Network pioneer and technology business leader Dr. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years 0948f65818

Discover why \"improving IT\" can make you miss your biggest improvement opportunities, and why you should focus on fixing quality and front-end operations before IT. The four case studies in this book explain how to: Improve the full value chain by using Enterprise Kanban Boost engagement, teamwork, and flow in change management and operations Save a derailing project with Kanban Help an office team outside IT keep up with growth using Kanban What seems easy in theory can become tangled in practice. Find out what happened when using Kanban to find better ways to do work in a well-established company, including running multi-team development without a project office. Each case study comes with illustrations of the Kanban board and diagrams and graphs to help you see behind the scenes. What You Need: This is a case study book, so there are no software requirements. See how Kanban was used to significantly improve time to market and to create a shared focus across marketing, IT, and operations. You'll explore how four different teams used Kanban to make paradigm-changing improvements in software development. The book covers the relevant bits of theory before presenting the case studies. You'll inspire your team and engage management to make it easier to develop better products. You're not sure what your teammates are working on, and management isn't helping. As you discover what worked for them, you'll understand how to make significant changes in real situations. Learn a Lean approach by seeing how Kanban made a difference in four real-world situations. Discover how to keep long-term focus and improve across department borders while dealing with everyday challenges. If your team is struggling with any of these symptoms, these four case studies will guide you to project success. These teams were struggling with overwork, unclear priorities, and lack of direction. Your team is stressed; priorities are unclear 0948f65818

Corey Ladas' groundbreaking paper \"ScrumBan\" has captured the imagination of the software development world. Kanban also provides a powerful mechanism to identify process improvement opportunities. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean. Lean methods like kanban can extend these benefits. Scrum and agile methodologies have helped software development teams organize and become more efficient. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in the real world 0948f65818

Describes the integration of KMM with existing models and methods, in particular Lean/TPS, Real World Risk Model (by Nassim Nicholas Taleb), CMMI, and Mission Command/Auftragstaktik. Maps twenty cultural values to the seven maturity levels, enabling leadership guidance and coaching for a stronger, more effective corporate culture. KMM-specific practices codify more than fourteen years of Kanban implementations in firms from small to extremely large, across five continents and many industries. Defines in detail what practices and metrics to use--and how--for effective workflow management. KMM documents the body of knowledge that coaches and organizations need to develop sustainable change, build a culture of continuous improvement, unity around a shared purpose, and improved business outcome. This book is for businesses that aspire to superior business agility, to deliver fit-for-purpose products and services, to delight

customers, and to provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. Includes vital coaching tips that facilitate the correct implementation of specific practices. Use the model to understand the current situation of your organization and define appropriate actions that will drive it to the desired state. The Kanban Maturity Model (KMM) is a new, powerful tool for coaches and consultants advising medium and large enterprises on transformation and improvement using the Kanban Method. Provides a comprehensive set of example kanban boards suitable for the whole range of organizational maturity levels. The comprehensive set of kanban board designs provide ideas for visualizing work items, workflows of different types and complexity, risks, classes of services, shared resources, and other aspects of complex interdependent enterprise services. Anderson, together with Teodora Bozheva, this book maps out seven levels of organizational maturity against the six general practices of Kanban to ensure appropriate application of Kanban practices and successful adoption of the approach. This book covers: Understanding the seven Kanban maturity levels Benefits of the KMM How the KMM drives capability and maturity to enable fitness-for-purpose and business agility The KMM Architecture and in-depth understanding of the model Maps 161 specific practices against the six general practices of the Kanban Method and seven maturity levels, describing the intent, value, and expected outcomes from each practice. This book is for consultants, coaches, corporate change agents, and managers who must lead medium- and large-scale enterprises through a transition to improve their operations and service delivery. KMM provides advisors with the knowledge to create just enough positive stress to provoke improvement without overdoing it and causing a regression in corporate performance. Defines the specific Kanban practices that enable delivering high quality products and services and optimizing economic results. The KMM describes a roadmap and concrete actions that enable organizations to achieve fitness-for-purpose and exceptional business agility. The KMM will help you avoid the two most typical failure modes in Kanban implementations: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit. From the author of the best-selling Kanban: Successful Evolutionary Change for your Technology Business, David J. The KMM is designed to eliminate the two most common failure modes in the adoption of Kanban: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit 0948f65818

Upstream Kanban is about marshaling options-having enough choices at the right time, without overburdening the system and the workers who generate those options. Ideas for fulfilling customer needs can be generated much faster than they can be realized 0948f65818

Here, you will also learn, among other things, how to use the CFD to: - Contribute to the control of your projects, from the simplest to the most complexes;- Calculate the flow parameters of your system and each stage;- Systematise the project items: those that still need to be worked on, those that are in progress, and those already completed;- Control the entry and exit of work items, detecting instabilities, and acting on them. The Cumulative Flow Diagram is very efficient: it integrates a lot of information in a single picture. \

DAVID J. This is a book to be read quickly, but also consulted whenever necessary to seek continuous improvement in workflow. Based on his many years of experience managing teams and leading projects, Paulo Caroli explores the Cumulative Flow Diagram (CFD), an effective and complete tool to improve your workflow in different areas. \

Flow is so important to managing modern work and enabling customer satisfaction. People often struggle to interpret and master the usage of CFDs. Paulo's book delivers step-by-step guidance to maximize your understanding and demystify this important tool. LEARN TO OPTIMIZE YOUR WORKFLOW THROUGH CFD, A TOOL EXPLAINED BY PAULO CAROLI AND PRESENTED IN THIS GUIDE THAT COMBINES CONCEPT AND REAL EXAMPLES. ANDERSON, author of the Kanban: Successful Evolutionary Change for Your Technology Business and several other booksGreat content within a few pages: that is what this book brings you 0948f65818

Written clearly and concisely for the busy executive, in line with the PMI's Lexicon of Project Management Terms and with special tips for Prince2 environments and agile projects, this highly practical guide is the essential toolkit all business managers need to make a success of their project sponsor role. However, as a busy business manager, balancing the role of project executive with other management responsibilities, the project sponsor wants more control for less effort. This book leads the reader to success through the powerful and proven four principles of successful project sponsorship. These principles are all focused on giving strategic direction to projects effectively and efficiently. What can I do to keep the project on budget. How do I keep a project under control when the requirements are changing. The final part of the book gives tried-and-tested practical guidance on how to improve project sponsorship knowledge within your organization. How do I recognize a good project manager - and how do I deal with an out-of-control one. The four

proven principles in Successful Project Sponsorship help them to achieve precisely that. The project sponsor gives strategic direction to the project manager and empowers them to deliver the agreed result. Project success is a business management responsibility and project management is more than the work of a project manager: the project sponsor plays a key role, whatever their job title. Instead of going into depth on project management theory and methodologies, this book answers the practical questions project sponsors have to tackle and provides targeted solutions to real-life issues, such as: How do I create a successful strategy. As the owner of the business case, the project sponsor or project executive has the responsibility for communicating the aims of the project, staying in touch with the changing environment and ultimately using their leadership skills to realize the benefits that the project has set out to achieve

There are tools, but they are not tools for 'improving the process. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of The Gold Mine), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant's operations, to foster a lean attitude that sustains continuous improvement. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. That's why this book matters so much. "I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people," said Jeffrey Liker, author of The Toyota Way and professor of Industrial and Operations Engineering at the University of Michigan. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. The Lean Manager: A Novel of Lean Transformation reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. In this groundbreaking sequel to The Gold Mine, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. The Lean Manager: A Novel of Lean Transformation, by lean experts Michael and Freddy Ballé, addresses this critical problem. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. ". The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls "the era of lean tools to the era of lean management," The Lean Manager gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. " The Lean Manager, the sequel to the Ballé's international bestselling business novel The Gold Mine, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Lean is the most important business model for competitive success today. Where The Gold Mine shows you how to introduce a complete lean system, The Lean Manager demonstrates how to sustain it. "The only way to become and stay lean is to produce lean managers," says Womack. In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation. "People who do the work have to improve the work. ' They are tools for making problems visible and for helping people think about how to solve those problems. He shifts from giving orders and answers to asking the right questions so people identify and address problems. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. "Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. Ward learns how to create lean managers

" An adherent of the Toyota Production System, John Seddon explains how traditional top-down decision making within service organizations leads to managers. There is a better way to design and manage work - a better way to make work work - but it remains unknown to the vast majority of managers. "Command and Control is failing us

This first edition of the book covers the new beta release of KMM. The Kanban method is known for its six practices which enable companies to increase their agility in an evolutionary manner, without making drastic changes to organizational structures, and thus engaging and involving people in the transition initiative. It describes a roadmap and concrete action steps that enable developing

organizations fit for their purpose 0948f65818

The concepts introduced here provide a foundation for the whole series and the complete Method. It is a must-read book for anyone tasked with leading and managing modern enterprises in which the workers think for a living, working with their brains much more than with their hands. This full color edition of Discovering Kanban tells the origin story of the Kanban Method, the story of how concepts from physical industries were adapted and adopted for modern 21st-century intellectual work, illustrating with early success stories from Microsoft and two other modern technology businesses based in Seattle and San Francisco 0948f65818

This book answers the questions: What is the Kanban Method. Why would I want to use Kanban. How do I go about implementing Kanban. Teams around the world are adding kanban around their existing processes to deliver greater business agility 0948f65818

This brief overview introduces all the principal concepts and guidelines in Kanban and points you to where you can find out more. It uses Lean concepts such as limiting work in progress to improve results. Kanban is a method of organizing and managing professional services work. This book provides a distillation of Kanban: the \"essence\" of what it is and how it can be used. Essential Kanban Condensed is a great resource to get started or continue exploring ideas for evolutionary change and improvement in business agility. A Kanban system is a means of balancing the demand for work to be done with the available capacity to start new work 0948f65818

Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. "—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. "—JIM WHITEHURST, President and CEO, Red Hat, Inc. "—TIM O'REILLY, Founder & CEO of O'Reilly Media "The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. ***Over a half-million sold. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. And available now, the Wall Street Journal Bestselling sequel The Unicorn Project*** "Every person involved in a failed IT project should be forced to read this book. "This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited 0948f65818

\\" The Toyota Production System (TPS) was born a century ago to an almost unknown car maker who today is credited with starting the third wave of the Industrial Revolution. Eliminate waste and you delight customers and clients, increase financial performance, and grow professional job satisfaction, because less waste means more success and more time for expertise and creativity. TPS principles, better known as lean thinking or continuous improvement, are simple: increase customer value, cut hidden waste, experiment to learn, and respect others. Experience the proven benefits of continuous improvement 40%-70% increase in productivity from professionals and experts li"85% projects on-time/liliReduce lead time by 50%-90%/liliEngagement up and voluntary severance cut 50% Dozens of simple visual tools that anyone can implement immediately in their existing framework All tools and techniques applicable to both face-to-face and virtual meetings Easy-to-understand approach: \\"simplify, engage, experiment" Presented with deep respect for the experts; no \\"check the box" thinking or overused analogies to the factory floor. Improve: The Next Generation of Continuous Improvement for Knowledge Work presents lean thinking for professionals, those who Peter Drucker called knowledge workers. But much of our everyday work does repeat, and in great volume: approvals, problem-solving, project management, hiring, and prioritization are places where huge waste hides. As simple as they are, they are difficult to apply to the professions, probably because of the misconception that knowledge work is wholly non-repetitive. It translates the brilliant insights from Toyota's factory floor to the desktops of engineers, marketers, attorneys,

accountants, doctors, managers, and all those who \"think for a living. This book is a valuable resource for leaders of professional teams who want to improve productivity, quality, and engagement in their organizations 0948f65818

Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice. The existing PRINCE2 report templates cannot be used easily. Most of these publications describe the theory of PRINCE2. The reader gets a practical help for implementing PRINCE2. There are many publications on PRINCE2. This helps project managers and project executives to manage and control in an efficient manner 0948f65818

It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. This open access book constitutes the proceedings of the 21st International Conference on Agile Software Development, XP 2020, which was planned to be held during June 8-12, 2020, at the IT University of Copenhagen, Denmark. However, due to the COVID-19 pandemic the conference was postponed until an undetermined date. XP is the premier agile software development conference combining research and practice. Following this history, for both researchers and seasoned practitioners XP 2020 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. They were organized in topical sections named: agile adoption; agile practices; large-scale agile; the business of agile; and agile and testing. The 14 full and 2 short papers presented in this volume were carefully reviewed and selected from 37 submissions 0948f65818

EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. It is a comprehensive operating model with technology at its core. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete “command and control” leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. ” –From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation “[The authors’] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. ” EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world’s leading agile pioneers and a coauthor of the Agile Manifesto. This is what really separates the EDGE approach. See inside book for details. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. Operating there is uncomfortable but it’s where organizations “invent the future 0948f65818

The platform supports business value delivery in agile frameworks such as LeSS, DAD, and SAFe. Throughout the book, you'll explore features such as remote agile ceremonies, live roadmaps, and objectives and key results (OKRs). Starting with an introduction to the platform and its features, this book takes you through the foundational building blocks of Jira Align. Familiarity with agile frameworks and Jira Software is necessary; the book will teach you the rest. Accelerate business value delivery with Jira Align, the enterprise agile planning platform, by connecting strategy with execution to maximize outcomes Key FeaturesImprove coordination and transparency between multiple programs, products, and business portfoliosIncrease customer satisfaction by responding quickly to ever-evolving customer needsDeliver higher quality products faster and more predictably with real-time insights and OKR trackingBook Description Jira Align is a platform purpose-built for enterprises to connect strategy with execution and drive transparency, consistency, and

predictability at all levels of scale. The book takes you through the typical steps for implementing Jira Align for maximizing outcomes and helps you solve common team, program, and portfolio-level challenges by enhancing visibility, tracking dependencies and risks, and using reports for real-time, distributed decision making. What you will learn Understand Jira Align's key factors for success Find out how you can connect people, work, time, and outcomes with Jira Align Navigate and collaborate in Jira Align Scale team agility to the portfolio and enterprise Delve into planning and execution, including roadmaps and predictability metrics Implement lean portfolio management and OKRs Get to grips with handling bimodal and hybrid delivery Enable advanced data security and analytics in Jira Align Who this book is for This book is for portfolio managers, program managers, product managers, product owners, executives, release train engineers, and scrum masters who want to empower their teams to deliver the right things at the right time and quickly respond to changes in the market. You'll also get to grips with lean portfolio management, financial reporting, and using the program board for planning and execution. It also caters to organizations that mix agile with waterfall to support scaled bimodal delivery. By the end of this book, you'll be well versed in the key features of Jira Align and be able to leverage them to support all levels of agile at scale. You'll learn how an organization can benefit from implementing Jira Align and understand how to connect dimensions such as people, work, time, and outcomes 0948f65818

This truly is "Kanban in a box": all you need to deliver breakthrough value and quality. Author Eric Brechner pioneered Kanban within the Xbox engineering team at Microsoft. For every step of your journey, you'll find pragmatic advice, useful checklists, and actionable lessons. One book can help you achieve this goal: Agile Project Management with Kanban. Use Kanban to maximize efficiency, predictability, quality, and value With Kanban, every minute you spend on a software project can add value for customers. Think of this book as "Kanban in a box": open it, read the quickstart guide, and you're up and running fast. As you gain experience, Brechner reveals powerful techniques for right-sizing teams, estimating, meeting deadlines, deploying components and services, adapting or evolving from Scrum or traditional Waterfall, and more. Now he shows you exactly how to make it work for your team. Use Kanban techniques to: Start delivering continuous value with your current team and project Master five quick steps for completing work backlogs Plan and staff new projects more effectively Minimize work in progress and quickly adjust to change Eliminate artificial meetings and prolonged stabilization Improve and enhance customer engagement Visualize workflow and fix revealed bottlenecks Drive quality upstream Integrate Kanban into large projects Optimize sustained engineering (contributed by James Waletzky) Expand Kanban beyond software development 0948f65818

Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making. Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits 0948f65818

Lean from the Trenches is all about actual practice. Use simple and powerful metrics to aid in planning and process improvement. From start to finish, you'll see how to deliver a successful product using Lean principles. Lean from the Trenches is all about actual practice. Balance between low-level feature focus and high-level system focus. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. You'll be ready to jump into the

trenches and streamline your own development process. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You know the Agile and Lean development buzzwords, you've read the books. Keep everyone moving in the same direction without micromanagement 0948f65818

His research has revolutionized what we know about animal fear and aggression. Most of what we know about emotions is unreliable. If we're ever going to understand how emotions work, we need a better way of studying them. Here, he explains what his research can teach us about human behavior, offering new insights into why isolation makes us more aggressive, how sex and violence connect, and whether there's a link between aggression and mental illness. It's gathered either by asking people about their feelings, or by putting them in an MRI and studying how they react to pretend situations, to which they are unlikely to respond as they would in real life. He and his team have figured out how to study the brain activity of animals as they navigate real-life scenarios, like foraging, fleeing a predator, or competing for a mate. In *The Nature of the Beast*, pioneering neuroscientist David J. Anderson reveals how he has begun to solve this problem. Part How Emotions Are Made, part Mama's Last Hug, *The Nature of the Beast* reconceptualizes how the brain regulates emotions--and explains why we have them at all 0948f65818

It also introduces Kanban's three Agendas and the Kanban Lens. Part II describes other models useful to understanding and applying the Kanban Method more effectively. \ " -Wolfgang Wiedenroth, Kanban Trainer/Coach, it-agile \ "It is not focused just on the mechanics of the kanban board; rather it explains everything you need around it to keep a Kanban initiative moving. \ " - Mike Burrows, author Kanban from the Inside takes a distinctive approach to the Kanban Method-using a system of nine values to explain what it is, to give insight into how its practitioners think, and to offer practical advice on how to apply it. It offers practical ways to capture and address in your Kanban implementation the needs of your organization, your colleagues, and your customers. ----- \ "This book is the new standard that I will recommend to anyone getting started with Kanban. Part I draws on real-world experience to explain the Kanban Method through nine values: transparency, balance, collaboration, customer focus, flow, leadership, understanding, agreement, and respect. It is a tour through related bodies of knowledge, including Systems Thinking, Lean, Agile, and Theory of Constraints. \ " -Kevin Murray, Delivery Director, Valtech UK. Part III is a step-by-step implementation guide that brings up to date the Systems Thinking Approach to Introducing Kanban (STATIK). \ "I set myself the task of describing the 'humane, start with what you do now approach to change' not as a productivity tool, but as a management method built around a strong framework of values-a way to help organizations work better for their people, their customers, and other stakeholders. Readers new to Kanban will understand why and how it works, while those with experience will appreciate its fresh perspective and the connections it makes with a range of related models. \ " -Klaus Leopold, Kanban Trainer/Coach, LEANability \ "This gave me a deeper understanding of familiar concepts and introduced concepts new to me 0948f65818

Make the work visible. In this timely book (title not final), solutions and preventative measures are illustrated and methodologies outlined for immediate application into daily work. Information Technology time management expert Dominica DeGrandis, the reveals the real crime of the century--time theft, one of the most costly factors impacting enterprises in their day-to-day operations. The solution to preventing these value stream delays 0948f65818

The authors have organized the book into three sections. Explains how and why Kanban offers a new approach to change in 21st Century businesses This book provides an understanding of what is necessary to properly understand change management with Kanban as well as how to apply it optimally in the workplace. The third section takes the topics from the previous sections and relates them to the social system of business--the goal is to guide readers in the process of building a culture of continuousimprovement by reviewing real case studies and seeing how Kanban is applied in various situations. In the second section, the authors explain the context of Kanban change management--the options for change, how they can be set in motion, and their consequences for a business. The book emphasizes critical

aspects, several traps which users repeatedly fall into, and presents some practical guidelines for Kanban change management to help avoid these traps. The first section focuses on the foundations of Kanban, establishing the technical basis of Kanban and indicating the mechanisms required to enact change. Kanban Change Leadership: Explains how to implement sustainable system-wide changes using Kanban principles Addresses the principles and core practices of Kanban including visualization, WIP limits, classes of service, operation and coordination, metrics, and improvement Describes implementation, preparation, assessment, training, feedback, commissioning, and operation processes in order to create a culture of continuous improvement Kanban Change Leadership is an educational and comprehensive text for: software and systems engineers; IT project managers; commercial and industrial executives and managers; as well as anyone interested in Kanban 0948f65818

Define what value and operational excellence look like in their organizations, and all the costs of achieving them. Learn how a systems-thinking approach can promote achieve operational excellence. Create solutions, establish proof-of-performance, justify investments, measure performance, and implement continuous improvement. Translate solutions into working policies, patterns, processes, and procedures. Written for operations managers, process professionals, and lean systems managers, Glazer shows how to systematically incorporate compliance into planning for overall performance, value, and profitability, rather than viewing compliance as an end in itself. In this start-to-finish guidebook, leading business performance consultant Hillel Glazer shows how to achieve these goals through the successful integration of lean and systems thinking. Companies in highly regulated industries face unique challenges in optimizing business performance and profitability while maintaining strong governance and regulatory adherence. High Performance Operations will help operations professionals and managers: Clarify the competing interests that challenge them, and implement pre-conditions for success. Uncover the \"secret sauce\" that enables great organizations to scale their successes, eliminate single points of failure, and get more of \"what went right\" 0948f65818

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