

Kanban Successful Evolutionary Change For Your Technology Business David J Anderson

Explains how the principles of project management can be applied to government projects, discussing how to manage project scope, timelines, communications, quality, and human resources, while controlling costs and minimizing risks.

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead, project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

"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." - 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. 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. 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 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. It is a tour through related bodies of knowledge, including Systems Thinking, Lean, Agile, and Theory of Constraints. Part III is a step-by-step implementation guide that brings up to date the Systems Thinking Approach to Introducing Kanban (STATIK). 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." -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." -Klaus Leopold, Kanban Trainer/Coach, LEANability "This gave me a deeper understanding of familiar concepts and introduced concepts new to me." -Kevin Murray, Delivery Director, Valtech UK "Command and Control is failing us. 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." An

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adherent of the Toyota Production System, John Seddon explains how traditional top-down decision making within service organizations leads to managers

There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. 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. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This helps project managers and project executives to manage and control in an efficient manner.

Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26 “Every person involved in a failed IT project should be forced to read this book.”—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.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on it's head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. 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. 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. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. 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. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— “I'm delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

Sales industry individuals-both those with limited training and those with many years' experience-will find Your Successful Sales Career a useful, if unconventional, guide to becoming successful in sales. Handling the emotional and psychological barriers to mastering the art of sales is the first step. The techniques in this holistic approach replace destructive mental messages with empowering knowledge about attitudes, stereotypes, rejections and losses.

A practical field guide to the practice of scrum, an agile software project management methodology.

Kanban is a method of organizing and managing professional services work. It uses Lean concepts such as limiting work in progress to improve results. A Kanban system is a means of balancing the demand for work to be done with the available capacity to start new work. This book provides a distillation of Kanban: the "essence" of what it is and how it can be used. This brief overview introduces all the principal concepts and

guidelines in Kanban and points you to where you can find out more. Essential Kanban Condensed is a great resource to get started or continue exploring ideas for evolutionary change and improvement in business agility.

Use Kanban to maximize efficiency, predictability, quality, and value With Kanban, every minute you spend on a software project can add value for customers. One book can help you achieve this goal: Agile Project Management with Kanban. Author Eric Brechner pioneered Kanban within the Xbox engineering team at Microsoft. Now he shows you exactly how to make it work for your team. 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. For every step of your journey, you'll find pragmatic advice, useful checklists, and actionable lessons. This truly is "Kanban in a box": all you need to deliver breakthrough value and quality. 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

Managing the human side of work Research by Daniel Goleman, a psychologist and coauthor of Primal Leadership, has shown that emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us. No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait: Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide, you'll learn how to: Determine your emotional intelligence strengths and weaknesses Understand and manage your emotional reactions Deal with difficult people Make smarter decisions Bounce back from tough times Help your team develop emotional intelligence Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Building on their breakthrough bestsellers Lean Software Development and Implementing Lean Software Development, Mary and Tom Poppendieck's latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-

four frames that offer a coherent, complete framework for leading lean software development. You'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world's number one experts in Lean software development, *Leading Lean Software Development* will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

This booklet tells the story of Justin - a project manager who achieved remarkable results with his team by doing very simple things! This guide covers the core concepts of Kanban for knowledge work, and shows how limiting your amount of work-in-progress can lead to getting things done better and faster.

Today's IT workers are drowning in nonstop requests for time, days filled to the brim with meetings, and endless nights spent heroically fixing the latest problems. This churn and burn is creating a workforce constantly on the edge of burnout. In this timely book, IT time management expert Dominica DeGrandis reveals the real crime of the century—time theft, one of the most costly factors impacting enterprises in their day-to-day operations. Through simple solutions that make work visible, Degrandis helps people round up the five thieves of time and take back their lives with timesaving solutions. Chock-full of exercises, takeaways, real-world examples, colorful diagrams, and an easy-going writing style, readers will quickly learn effective practices to create high-performing workflows within an organization.

Your team is stressed; priorities are unclear. You're not sure what your teammates are working on, and management isn't helping. If your team is struggling with any of these symptoms, these four case studies will guide you to project success. See how Kanban was used to significantly improve time to market and to create a shared focus across marketing, IT, and operations. Each case study comes with illustrations of the Kanban board and diagrams and graphs to help you see behind the scenes. Learn a Lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how four different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real situations. 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. 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. Discover how to keep long-term focus and improve across department borders while dealing with

everyday challenges. 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. You'll inspire your team and engage management to make it easier to develop better products. What You Need: This is a case study book, so there are no software requirements. The book covers the relevant bits of theory before presenting the case studies.

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. This first edition of the book covers the new beta release of KMM. It describes a roadmap and concrete action steps that enable developing organizations fit for their purpose.

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. 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. About the Book Too much work and too little time? 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.

Kanban in Action is a practical introduction to kanban. 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. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required.

Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications.

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.

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The Kanban board is constructed, the swim lanes are drawn and the blockade stickers are

positioned. Now what? Kanban is not able to reach its full potential in many companies. Often,

the meaning behind the individual practices, such as WIP limits, is not correctly understood. All

hope is placed in a method instead of actions. Kanban helps uncover the weak points in a work

system, and as a result, reveals how to better generate value for the customer. This book can

help in tweaking an existing Kanban system, as well as expand your own repertoire of

solutions. Klaus Leopold describes in detail the principles and functionality of Kanban, which

are not always intuitive. He discusses typical problems that he has observed in his work with

real-world Kanban systems. Klaus illustrates the possibilities that exist when the entire value

creation chain of a company is taken into account and how tools such as Cost of Delay and

forecasting can become strategic aids. Thus, it should become clear that Kanban is not a team

method, but rather a method for improvement that considers the entire value creation chain of

a company.

This volume provides a comprehensive guide to making business plans work for your

company.

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Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

What is a project? How are projects organized to deal with a complex, rapidly changing, and uncertain world? Why are projects the organization of the future? A project is a temporary organization and one-time process established to achieve a desired outcome. Projects range in size from small teams to large international joint-ventures and temporary coalitions of public and private organizations. What distinguishes projects from all other organizational activities - such as mass produced products and services - is that a project is finite in duration, lasting from hours, days, or weeks to years, and in some cases decades. Each project is disposable. It brings together people and resources to accomplish a goal and when the goal is accomplished, the organization disappears. When projects are complex, unpredictable, and changing, their plans have to be flexible and able to adjust to situations that cannot be foreseen at the outset. In this Very Short Introduction Andrew Davies looks at how projects have developed since the industrial revolution to create the human-built world in which we live, work, and play. Considering some of our greatest endeavours such as the Erie Canal, Apollo Moon landing, Japanese product development, and Chinese ecocity projects, Davies identifies how projects are organized and managed to design and produce large and complex systems, cope with fast changing conditions, and deal with the immense uncertainties required to create breakthrough innovations in products and services. He concludes by considering how projects could be organized to address the challenges facing the post-industrial society of the 21st century. ABOUT THE SERIES: The Very Short Introductions series from Oxford University Press contains hundreds of titles in almost every subject area. These pocket-sized books are the perfect way to get ahead in a new subject quickly. Our expert authors combine facts, analysis, perspective, new ideas, and enthusiasm to make interesting and challenging topics highly readable.

"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.

Ideas for fulfilling customer needs can be generated much faster than they can be realized.

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Upstream Kanban is about marshaling options—having enough choices at the right time, without overburdening the system and the workers who generate those options.

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. 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. 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. 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. 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

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. 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. This indispensable book provides business leaders and entrepreneurs the tools and guidance to meet growth and scalability challenges head on. 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. 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. 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.

Companies in highly regulated industries face unique challenges in optimizing business performance and profitability while maintaining strong governance and strict regulatory adherence. In *High Performance Operations*, leading business performance consultant Hillel Glazer shows how to achieve these goals through the successful integration of lean- and systems thinking. Writing for a broad audience of operations and governance executives, Glazer shows how to systematically incorporate compliance into planning for overall performance, value, and profitability, rather than viewing compliance practices as an end in itself. Glazer helps you discover and implement the pre-conditions for success! uncover the secret sauce that helps you scale their successes, eliminate single points of failure, and get more of what went right! define what value and operational excellence look like in your company, and identify the costs you'll have to pay to achieve them! create solutions, establish proof-of-performance, justify investments, measure performance, and implement continuous improvement! translate solutions into working policies, patterns, processes, and procedures. Using this book's proven techniques, you can build your company into the best place to work, the best value to your customers and the best source of return to your stakeholders. An indispensable resource for all operations managers, compliance teams, process control managers, and other decision-makers in regulated industries such as healthcare, pharmaceuticals, manufacturing, IT, finance, and environmental services.

The Missing Link in the Evolution of Kanban -- From Its Roots in Agile David J. Anderson developed the Kanban Method over years spent managing and coaching Agile development teams, at companies such as Sprint and Microsoft, by integrating Lean thinking with Agile principles and practices. This compendium of anecdotes and epiphanies shares this journey on the road to Kanban, now a popular method for improving predictability while managing change and risk in organizations worldwide. Topics include: -Why people resist change -The role of the manager in Agile development -Flow and variability -Timeboxes and delivery cadence -Estimation and metrics

Ricardo Semler thinks that companies ought to put employee freedom and satisfaction ahead of corporate goals. Imagine a company where employees set their own hours; where there are no offices, no job titles, no business plans; where employees get to endorse or veto any new venture; where kids are encouraged to run the halls; and where the CEO lets other people make nearly all the decisions. This company—Semco—actually exists, and despite a seeming recipe for chaos, its revenues have grown from \$35 million to \$160 million in the last six years. It has virtually no staff turnover, and there are no signs that its growth will stop any time soon. How did Semco become wildly successful despite breaking many of the commonly accepted laws of business? In *The Seven-Day Weekend*, Ricardo Semler shows that for those willing to take a chance, there is

a better way to run a workplace. He explains how the technology that was supposed to make life easier—laptops, cell phones, e-mail, pagers—has in fact stolen free time and destroyed the traditional nine-to-five workday. But this can be a good thing—if you have the freedom to get your job done on your own terms and to blend your work life and personal life with enthusiasm and creative energy. Smart bosses will eventually realize that you might be most productive if you work on Sunday afternoon, play golf on Monday morning, go to a movie on Tuesday afternoon, and watch your child play soccer on Thursday. This is a radical book that will challenge the business world to make the seven-day weekend a reality.

Are your products and services fit for purpose? How would you know? Do you know why your customers choose you, your products, and your services? If not, how can you find out? In this new book from the best-selling author of *Kanban: Successful Evolutionary Change for Your Technology Business*, David J. Anderson, together with Alexei Zheglov, teach you how to answer these questions and more. . . . How do you know whether a change is an improvement? When is an improvement a step too far? When might you be overserving your market? Using highly accessible examples from transportation, broadcasting, entertainment, food and beverage, online retailing, telecommunications, software applications, pharmaceuticals, sports and recreation, automotive manufacturing, and retailing, Anderson and Zheglov teach you how to choose the right metrics to drive the behavior you need to catalyze improvements that directly affect customer satisfaction. Using their unique brand of storytelling, they show how to segment your market based on customer purpose, how to establish fitness criteria metrics as your key performance indicators (KPIs), how to use your frontline staff to sense your market, and alternatively, using Fit-for-Purpose Surveys and the Fitness Box Score. Using the highly pragmatic, actionable guidance of the Fit-for-Purpose Framework, you will learn how to select market segments that align to your strategy, how to design products and services that align to customer expectations, and how to take actions to amplify successful markets and switch off unsuccessful ones. This book will help you find new customers in new market segments, better satisfy your existing customers, and keep them all coming back for more. *Fit for Purpose* is for executives, strategic planners, product managers, product planners, portfolio managers, service designers, service delivery managers, and anyone who wants to understand better how to manage for long-term survival and profitability in the complex and volatile markets of the 21st Century.

A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In *Agile Management for Software Engineering*, David J. 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. 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. 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.

Professional Coaches' Edition of Kanban Maturity Model (orig is 978-1-7328212-3-1)

Improve: The Next Generation of Continuous Improvement for Knowledge Work presents lean thinking for professionals, those who Peter Drucker called knowledge workers. 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." 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. TPS principles, better known as lean thinking or continuous improvement, are simple: increase customer value, cut hidden waste, experiment to learn, and respect others. 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. 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. 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. This book is a valuable resource for leaders of professional teams who want to improve productivity, quality, and engagement in their organizations. Experience the proven benefits of continuous improvement 40%–70% increase in productivity from professionals and experts Reduce lead time by 50%–90% Engagement 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 "Kanban is becoming a popular way to visualize and limit work-in-progress in software development and information technology work. Teams around the world are adding Kanban around their existing processes to catalyze cultural change

and deliver better business agility. David J. Anderson pioneered the Kanban Method. Hear how this happened and what you can do to succeed using Kanban."--Publisher's website.

In the early '80s, Allan Kennedy and Terry Deal launched a new field of inquiry and practice, with the publication of *Corporate Cultures*, in which they argued that distinct types of cultures evolve within companies and have a direct impact on strategy and performance. Fifteen years later, the authors have teamed up to assess the effects of globalization, short-termism, technology, downsizing, outsourcing, mergers, and reengineering on corporate culture. They find that despite these tremendous pressures, organizations, by their very nature, will create self-reinforcing communities; the pattern today is for mini-cultures to form within the larger corporation. The challenge for managers and leaders at all levels is to find ways to knit these cultures together to unleash learning and encourage everyone to take ownership and pride in their work. Taking examples from innovative companies around the world, the authors offer new strategies for "exercising cultural leadership," -- rebuilding the cultural fabric of the organization, energizing the workforce, enhancing corporate performance, and preparing for new challenges in the 21st century.

Corey Ladas' groundbreaking paper "ScrumBan" has captured the imagination of the software development world. Scrum and agile methodologies have helped software development teams organize and become more efficient. Lean methods like kanban can extend these benefits. Kanban also provides a powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in the real world. *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.

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. *Lean from the Trenches* is all about actual practice. 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. *Lean from the Trenches* is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. 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'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. 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. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and

process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

Over the last few decades, economists and psychologists have quietly documented the many ways in which a person's IQ matters. But, research suggests that a nation's IQ matters so much more. As Garrett Jones argues in *Hive Mind*, modest differences in national IQ can explain most cross-country inequalities. Whereas IQ scores do a moderately good job of predicting individual wages, information processing power, and brain size, a country's average score is a much stronger bellwether of its overall prosperity. Drawing on an expansive array of research from psychology, economics, management, and political science, Jones argues that intelligence and cognitive skill are significantly more important on a national level than on an individual one because they have "positive spillovers." On average, people who do better on standardized tests are more patient, more cooperative, and have better memories. As a result, these qualities—and others necessary to take on the complexity of a modern economy—become more prevalent in a society as national test scores rise. What's more, when we are surrounded by slightly more patient, informed, and cooperative neighbors we take on these qualities a bit more ourselves. In other words, the worker bees in every nation create a "hive mind" with a power all its own. Once the hive is established, each individual has only a tiny impact on his or her own life. Jones makes the case that, through better nutrition and schooling, we can raise IQ, thereby fostering higher savings rates, more productive teams, and more effective bureaucracies. After demonstrating how test scores that matter little for individuals can mean a world of difference for nations, the book leaves readers with policy-oriented conclusions and hopeful speculation: Whether we lift up the bottom through changing the nature of work, institutional improvements, or freer immigration, it is possible that this period of massive global inequality will be a short season by the standards of human history if we raise our global IQ.

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? 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. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your

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Business David J Anderson

process policies are the potentially the biggest reason that you are unpredictable.
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