

Making Work Visible Exposing Time Theft To Optimize Work Flow

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. 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

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.

"When will it be done?" That is probably the first question your customers ask you once

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

Making Work Visible Exposing Time Theft to Optimize Work & Flow IT Revolution This is a companion transcript of the audio series, Beyond The Phoenix Project, intended to be used for reference and to enable further research of cited material, and not as a standalone work. In the audio series, Gene Kim and John Willis present a nine-part discussion that includes an oral history of the DevOps movement, as well as discussions around pivotal figures and philosophies that DevOps draws upon, from Goldratt to Deming; from Lean to Safety Culture to Learning Organizations. The book is a great way for listeners to take an even deeper dive into topics relevant to DevOps and leading technology organizations.

You Don't Need to Make Millions to Get Rich. Believe Me. This comprehensive 8-step guide provides the blueprint to achieve financial freedom at a young age, regardless of income. No B.S., just answers. In Get Rich Action Plan, you will learn the lifelong habits to become financially independent sooner than you thought possible. Do we really need another personal finance book? YES. The outdated status quo advice of "Save 10% for 40+ years" simply doesn't work. It's time to rethink the conventional wisdom that only serves to continue the vicious cycle of wage slavery and the "live to work" mentality. In an age of globalization and abundance, I'm here to tell you there is another way! It is time to change how we think about personal finance, budgeting, and investing. The 8 steps in this book each work in unison to create a rapid snowball effect that will make your money work for you immediately, so you can afford time off of work or even retire in your 30's. From saving money to investing to growing your income, all of the specifics are covered in this action plan. Get Started on the Right Foot and Change How You Think About Finances I have never made much money by Western standards. In fact, I have never made more than a middle class income. But by employing these strategies, I was able to increase my net worth dramatically at a very young age. It took only 6 years of full-time employment to build an "FU money" fund of hundreds of thousands of dollars, providing me the freedom to travel and take time off of work to pursue other interests. I was able to do this by quickly taking action and ignoring conventional advice. After years of trial and error, I have developed a strategy and philosophy that simply works. And I want to share with you everything I have done to build this large nest egg. I have nothing to hide. The truth is that the path to wealth is not complicated, and you do not need to make millions to get there. More and more of us are realizing that financial freedom is possible in 10 years or less. But the media will

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never tell you this. Your politicians will never tell you this. They want you to live to work instead of work to live. Now is the time to flip the script and live free! The Time To Take Action Was Yesterday. The Next Best Time is Now. Whether you are in your 20's and looking for sound advice to get started, or you're later in your career and haven't really thought about financial freedom, it's not too late to start! Once you put these systems in place, financial independence will no longer be a lifelong battle. Ditch the 40-year plan and live the life you want to live. Get started today! **BONUS MATERIAL INCLUDED** I'm also excited to share **FREE** bonus material that highlights "27 Ways I Slashed My Budget By \$1818 Per Month." A link to the free PDF is included in the book! Adhering to the strategies in this book and in the free bonus guide will grow your net worth by thousands in the first year and hundreds of thousands over your lifetime! What are you waiting for? Click the "Buy Now" button above and get started today!

When Zane and Megan crack the Secnet, they stumble across Project Net Rider. The awesome Cyber Warfare program immerses the user in virtual reality, and has a netbike to infiltrate any computer in the new global network. But the software is dangerous and in the wrong hands, capable of unlimited destruction. So when the Underground's most notorious hacker steals a copy, the entire world is threatened. And the two friends have to risk everything to stop him.

Personal Kanban transformed how we think about our own personal productivity. Why Limit Your WIP will transform how organizations and teams think about and manage their work. The tale in this book will hurt, because you'll have undoubtedly lived with the consequences of people being stretched too thin, work constantly blocked or in queue, projects chronically late, and people getting burned out... Gene Kim author of The Phoenix Project from the Foreword We are distracted. We are overburdened. We are unfocused. Our work suffers for this. Our companies suffer for this. We snatch failure from the jaws of success. Limiting WIP is the breakthrough strategy for starting less and completing more. Written by Jim Benson, author of the Shingo Research Award winning Personal Kanban, urban planner, software developer, and business owner who has planned and built everything from small software projects, to houses, to urban freeway systems, Why Limit WP is told by someone who has watched many projects be born, run into problems, and ultimately fail due to overburden. This short work is the third in the Modus Cooperandi MemeMachine series-which looks specifically at underlying issues that directly impact the success of teams, companies, and individuals. The MemeMachine series is meant to start conversations and advance discussion.

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.

"Do you really understand what business value is? Information technology can and should deliver business value. But the Agile literature has paid scant attention to what business value means—and how to know whether or not you are delivering it. This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements “tossed over the wall” by business stakeholders. An empowered team needs to understand its goal! Playful and thought-provoking, *The Art of Business Value* explores what business value means, why it matters, and how it should affect your software development and delivery practices. More than any other IT delivery approach, DevOps (and Agile thinking in general) makes business value a central concern. This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software. This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise. It will give you the language to discuss value with the business, methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise. Most of all, this book will startle you into new ways of thinking about the cutting-edge of Agile practice and where it may lead."

Are you frustrated or disenchanted by the results of your Agile approach? Does Agile sound like a good idea, but you're not sure how to explain it beyond roles, practices, and meetings? Is your team going through the motions, but it's still business as usual? The missing piece is the Agile mind-set -- the thinking that makes Agile processes work. This book is your compass for the Agile journey. Without prescribing any process, practice, or tool, it will show you how practitioners approach: Deciding what to work on Planning and doing the work Engaging people and performing as teams Working better Pragmatic and dogma-

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free, this book will help you understand what it means to be Agile and how to bring others along. I want to give this book to every executive and manager who asks why the transition is taking so long. I also recommend it for all Agile practitioners as a valuable source of insight beyond the processes and techniques described in other books. -Roger Brown, Agile Coach, Agile Crossing
Gil Broza is a kindred spirit to the pioneers of the Agile movement. He reminds us of the core values, principles, and behaviors of this enduring effort to bring joy and delight to producing software. To those new to the pursuit, he brings a lantern for the journey. -Rich Sheridan, CEO, Menlo Innovations
The book's forewords are by Jim Highsmith and Linda Rising. Gil Broza, founder and principal mentor at 3P Vantage, has been supporting Agile leaders and their teams since 2004. Gil's guidance helps professionals adopt effective, humane, and responsible approaches to software development. His previous book was *The Human Side of Agile*.

It's not enough to say that the CIO is the geek who wears the suit, IT leaders must, now more than ever, take a seat at the table. In *A Seat at the Table*, CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be—an integral part of the value creation engine. With wit and an easy style, Schwartz reveals that the only way to become an Agile IT leader is to be courageous—to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table. CIOs, step on up, your seat at the table is waiting for you.

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? 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.

IN A PLACE OF PEACE DURING A TIME OF WAR THE UNFORGIVEN WILL NOT GO FORGOTTEN. Edenville, 1940. In a rural hamlet where the majority of men are overseas to fight Hitler's Nazi war machine, someone is killing veterans of the first world war. Wartime Special Constable 'Lame' Eddie Sommers, a crippled rich boy and the butt of derision, is doing his best to fill a uniform he believes in, yet wears too large. Inexperienced and out of his depth, he turns to a former detective and veteran of the western front for assistance. Involving Marshall Geary might be his biggest mistake. Marshall wears a copper mask, as much to hide behind as to conceal his disfigurements. He struggles against howling flashbacks and the lingering stench of his own concealed crimes. In a town meant for sanctuary, repressed horrors awaken like worms in a collapsing coffin. The closer they get to the truth, the nearer everyone is dragged to their limits, their failings and their buried pasts.

Matt K. Parker, technology thought-leader, reveals six "Week in the Life" stories of cutting-edge, radically collaborative software makers to illustrate the potential

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for human experience in radically collaborative software environments. 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.

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

How many IT books have you read that are long on theory and short on practical application? They are interesting, but not very impactful. They provide a framework from which to think and understand, but lack a process from which to act. Addressing this urgent need for the IT community, The Lean IT Field Guide explains how to initiate, execute, and sustain a lean IT transformation. Illuminating a clear path to lean IT, the authors integrate more than two decades of combined experience to provide you with a proven method for creating and sustaining a true lean IT workplace. This field guide not only highlights the organizational techniques of more agile and lean processes, but also the leadership work required to help management adopt these new approaches. Based on proven methods from different industries, including banking, manufacturing, insurance, food and beverage, and logistics, the book details a clear model that covers all the components you need to achieve and sustain a favorable work environment and culture in support of lean IT. Filled with anecdotes and case studies from actual businesses, the book includes pictures, templates, and examples that illustrate the application of the lean methods discussed.

It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you at the front of change and ahead of the competition.

A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many

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transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the “whys,” define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what’s missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

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. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company’s evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you’re driving your organization’s transformation at any level, this is the book for you.

Walt Johnson has been a rolling stone most of his life, moving from town to town and living on the edges of homelessness. Now he has run out of time as lung cancer has left him only months to live. Walt then begins a quest to find the son with whom he lost contact decades earlier. Out of money, he lands a job at a small-town restaurant in an attempt to save enough to buy a bus ticket to the last known whereabouts of his son. The friends Walt makes at his new job soon become family for him, especially 14-year-old Danny who is emotionally paralyzed at the loss of his own father in Iraq. Faced with Danny’s struggles to grow up and the struggles of his other new friends, Walt comes to realize he is not only on a journey to find his own son, but he is on a journey to find himself worthy of being a father.

All of the agile cards have been pulled, and nonetheless new products still do not get faster to the market. If this situation seems familiar, you should read this story about a company that prepared their agile transition in exemplary fashion: 600 employees reorganized into cross-functional teams, their work visualized and practically perfect Standups and Retrospectives held. The result: Time-to-Market for the products became worse - and not a trace of business agility. This book shows you what goes wrong with many agile transitions and why the desired improvements fail to materialize. You also learn how to get out of a dead end and what can be done before starting a transformation in order to prevent heading down a dead end to begin with. A little preview: Do not start by making teams agile - this will save your nerves and lots of money!

Have you ever been on the receiving end of gross injustices, forced out of your home or country or endured life-threatening events because of misguided political or religious zeal? Are you and your descendants bearing the emotional and physical scars of inhumane brutality? Is it possible, under such circumstances, to simply survive, make sense of life let alone find true happiness, love and forgiveness?

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

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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.

In *Stop Sabotaging Your Life: 3 Steps To Your Full Potential*, acclaimed life coach Bruno LoGreco shares his simple path to achieving healthy mental and emotional independence. How many times have you caught yourself thinking something like this?: I'm not enough—good enough...smart enough...good looking enough...successful enough.... LoGreco says we sabotage our lives by focusing too much on being what others want us to be and do, and not spending enough time listening to our own hearts and minds. Some people try to find self-acceptance and contentment through counseling, but end up trapped on the therapy treadmill. Others try to go it alone, but still end up in a tiresome process of navel-gazing that never leads to personal fulfillment. LoGreco offers a three-step plan to help you reach your own potential: self-awareness (recognize what you have been doing, and why); rebuilding values (learn a different way to do things); and reach your full potential (identify opportunities and set meaningful goals). You will learn to leverage your strengths to stop chasing illusions and work toward achieving your dreams. LoGreco doesn't claim his book will cure everything that ails you. As he says, "There is no secret formula, no magic pill that will make you happy, productive, and successful. You must challenge your beliefs and take back control of your choices. Don't just think outside the box—break out of it altogether." What clients and readers are saying about life coach, mentor, and motivational speaker Bruno LoGreco: "As a divorced mother of three, I've encountered many obstacles, mostly personal ones within myself. I wondered why I kept repeating the same patterns with the men I was dating and why it always ended badly, usually with me being hurt, and questioned what 'I' was doing wrong. Bruno taught me how to love myself again, how to respect myself and above all else, BELIEVE in myself.... Bruno saved me from my self-destructive patterns. Without his help, I wouldn't be the confident woman I am today. I am a better mother for that." —Cristina "The world is filled with very successful executives who for decades focus every waking minute on professional accolades and professional development [only to] realize they haven't take the time out to focus on personal development in terms of a better balance in life, being in touch with their spiritual side and inner self, and even the fun side of life. That would describe me in the past.... I came across Bruno, and I knew he was the man. His personality exudes authenticity and geniality. The man simply knows his stuff, has this uncanny ability to read between the lines, and zero in instantly on underlying triggers. His structured approach steers you to address issues head on; challenges you to challenge yourself; opens your mind; helps you understand behaviors, experiences and patterns; gets you in touch with yourself; fuels a sense of purpose and passion; and escorts you to chart a new course to life. He never judges, but relentlessly encourages and empowers you. He's truly a brilliant, genuine and a humane person with an

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infectious enthusiasm to make you seize your inborn potential.” —Adrian “If I had to sum up my experience with Bruno in one word, it would be 'awakened.' Bruno helped me see life from a different perspective, which is what I needed, but most importantly, he showed me how to do that myself without being dependent on him.... Bruno got me to step outside of my comfort zone and do things I normally wouldn't have done otherwise, which is undoubtedly the key to growth.” —Blaine

Home is where the heart is... Seven years after leaving town and the only girl he loved, Cooper still couldn't forget about Sophia. He had two loves. Music and the woman of his dreams. Coming back home proved that would always be true. But things have changed. Now he has to gain her trust again if he wants to make her all his. The question is, did he lose his chance the first time? Some things are hard to forget... Sophia tried to stop loving Cooper and failed miserably. Despite the way he'd abandoned her seven years earlier, she can't seem to stay away, even though trusting him doesn't prove easy. One careless night could change it all and the secret she carries may ruin any chance of them being together. They say life is all about taking chances. But when opportunities are lost and love comes knocking the second time around, lives are changed forever.

This book is relevant to any kind of business and is currently being used by a number of multi-national companies, including AstraZeneca, Ericsson, Scania and Volvo.

Reproduction of the original: *An Old Chester Secret* by Margaret Deland

All old cities have their secrets. Early morning, August 1882. Inspector Aloysius Allaway is awoken and brought into the investigation of a strangely dressed young woman found in King's Chapel Graveyard while one hundred and twenty-eight years later rookie Detective Shiloh Amsel finds a mummified human heart. Two different crimes, connected by Echo Cross, Boston's most closely kept secret. A hidden neighborhood, refuge of fae and supernatural beings, becomes the center of a conspiracy linking both detectives to a dark world of cults, conspiracy, and curious rifts in time.

The unthinkable happened in New Orleans. Someone has stolen artifacts from the "Cities of the Dead"! For one family, the theft of the statue of the family's matriarch is more than a theft--- it's a sacrilege! To find the statue, the family hired private detective J. Coltrane Calhoun to investigate. So, hold on to your hats and let the good-times roll in this third book of the hilarious J. Coltrane Calhoun Experience!

Dismantle the overwhelming complexity in your IT projects with strategies and real-world examples from a leading expert on enterprise architecture. This guide describes best practices for creating an efficient IT organization that consistently delivers on time, on budget, and in line with business needs. IT systems have become too complex—and too expensive. Complexity can create delays, cost overruns, and outcomes that do not meet business requirements. The resulting losses can impact your entire company. This guide demonstrates that, contrary to popular belief, complex problems demand simple solutions. The author believes that 50 percent of the complexity of a typical IT project can and should be eliminated—and he shows you how to do it. You'll learn a model for understanding complexity, the three tenets of complexity control, and how to apply specific techniques such as checking architectures for validity. Find out how the author's methodology could have saved a real-world IT project that went off track, and ways to implement his solutions in a variety of situations.

A practical guide to impact mapping, a simple yet incredibly effective method for

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collaborative strategic planning that helps organizations make an impact with software. A time to reflect on my seventy years of life. Maybe some folks will be interested in my life and the folks I have met, or maybe not. This is a non-traditional memoir, filled with alphabetical vignettes not chronological ones. I have made a foray into fiction with an asterisk: in those cases where I have marked the vignette as fictional, it might be 100 percent not true, but in many cases I knew of, was part of, or heard from others about the story itself. At any rate, the entire book is my recollection of things past, and as in all recollections, the more distant the memory the clearer the details.

"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.

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

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presenting the case studies.

"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

Transforming our organizations to compete and thrive in today's digital age requires a combination of "old world thinking" of quality and differentiation and "new world thinking" of meeting your market where it wants to be. But making your organization "digital" is a lot more than creating a compelling mobile app and moving to the cloud. To thrive in the new marketplace, you must think and act differently. In this leader's guide to digital transformation, you'll get practical, actionable information on building an employee and customer-obsessed culture that drives speed and efficiency while leveraging technology to sell better products and services. The guide will teach you how to: understand, articulate, and analyze the value you offer customers; get development and operations to work better together; persuade employees to do things differently; and solve problems in new and creative ways. Whether you work for a small, medium-sized, or large organization, you'll get meaningful guidance on overcoming obstacles that thwart success by learning from others.

"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.

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