

Objectives And Key Results Driving Focus Alignment And Engagement With Okrs Wiley Corporate F A

OKRs are about goals bigger than the next story. OKRs prioritise purpose and strategy over backlogs. Objectives are big goals; key results are smaller goals that build towards the objective. Does your agile team get lead astray by burning fires? Do you struggle to keep your agile team focused? Do you feel the need for more than just doing the top of the backlog every two weeks? Are you using, or want to use, OKRs with an agile team? Then this is the book for you.

Acclaimed author Allan Kelly has written a short guide to OKRs, writing them, organizing to deliver and the pitfalls. Allan is the author of multiple books on agile and has given advice and training for over 10 years. Now he turns his attention to OKRs. In this book he doesn't try to sell OKRs - others can tell you why OKRs are great. Allan describes his practical experience working with an agile team adopting OKRs, day-by-day, quarter-by-quarter. Allan's advice includes: be really specific in setting goals, involve the whole team in setting OKRs, think broad when setting then execute narrowly, set analogue not binary OKRs and, most controversially, throw away your backlog and let OKRs drive everything you do. Initially sceptical about OKRs Allan found them a good fit with agile; OKRs became an effective means of focus teams, exposing problems, communicating with senior managers and a powerful means of asking bigger questions about product strategy and value. OKRs and agile work well together because they are both outcome oriented and results focused. When used right OKRs give power and authority to teams - one could even say OKRs create test first management. Yet OKR can be a double edge-sword, used poorly they can re-introduce command-and-control and hinder agile working. Allan addresses problems with predictability, aspirations, culture, targets and annual reviews. "Easy read, super useful book for my current context at work right now!" @c_combe on Twitter "I especially like the honest portrayal of top-down MBO OKR-setting and its problems. And providing tips on how to go about using OKRs in a different way." @anttiki "I recommend heartily and have done so openly on the book seller's site - brilliant, balanced and lived experience and feedback from Allan" @rj_number_one "Initially, I was thinking to join some OKR training but honestly felt this book is good enough to get one on the right path!" @ProdScrumMaster

Every idea in this book is focused on increasing your overall levels of productivity, performance, and output and on making you more valuable in whatever you do. You can apply many of these ideas to your personal life as well. Each of these twenty-one methods and techniques is complete in itself. All are necessary. One strategy might be effective in one situation and another might apply to another task. All together, these twenty-one ideas represent a smorgasbord of personal effectiveness techniques that you can use at any time, in any order or sequence that makes sense to you at the moment. The key to success is action. These principles work to bring about fast, predictable improvements in performance and results. The faster you learn and apply them, the faster you will move ahead in your career - guaranteed! There will be no limit to what you can accomplish when you learn how to Eat That Frog!

Objectives and Key Results Driving Focus, Alignment, and Engagement with OKRs John Wiley & Sons

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus. Praise for the Second Edition "Everything good I've ever learned about OKRs I learned from Christina Wodtke and Radical Focus." - Jeff Gothelf, author of Lean UX, Sense & Respond and Forever Employable "A master at getting things done, Christina offers a radically focused way to achieve one's goals through disciplined use of OKRs." - Irene Au, Design Partner at Khosla Ventures "It has been five years since Christina published the first edition of Radical Focus. The book has gone on to become a favorite for thousands of product people working to learn how to empower their teams, and utilize the OKR technique... I think you will love [the second edition.] It will inspire you.." - Marty Cagan, author of Inspired: How to Create Tech Products Customers Love "Together with Doerr, Grove, and Drucker, Christina Wodtke is one of the four people who shaped OKR into the powerful tool it is today. With Radical Focus 2.0, she continues to teach us that success is about having an impact, not checking a box." - Felipe Castro, Founder, OutcomeEdge

What is it about the top tech product companies such as Amazon, Apple, Google, Netflix and Tesla that enables their record of consistent innovation? Most people think it's because these companies are somehow able to find and attract a level of talent that makes this innovation possible. But the real advantage these companies have is not so much who they hire, but rather how they enable their people to work together to solve hard problems and create extraordinary products.

As legendary Silicon Valley coach--and coach to the founders of several of today's leading tech companies--Bill Campbell said, "Leadership is about recognizing that there's a greatness in everyone, and your job is to create an environment where that greatness can emerge." The goal of EMPOWERED is to provide you, as a leader of product management, product design, or engineering, with everything you'll need to create just such an environment. As partners at The Silicon Valley Product Group, Marty Cagan and Chris Jones have long worked to reveal the best practices of the most consistently innovative companies in the world. A natural companion to the bestseller INSPIRED, EMPOWERED tackles head-on the reason why most companies fail to truly leverage the potential of their people to innovate: product leadership. The book covers: what it means to be an empowered product team, and how this is different from the "feature teams" used by most companies to build technology products recruiting and coaching the members of product teams, first to competence, and then to reach their potential creating an inspiring product vision along with an insights-driven product strategy translating that strategy into action by empowering teams with specific objectives—problems to solve—rather than features to build redefining the relationship of the product teams to the rest of the company detailing the changes necessary to effectively and successfully transform your organization to truly empowered product teams EMPOWERED puts decades of lessons learned from the best leaders of the top technology companies in your hand as a guide. It shows you how to become the leader your team and company needs to not only survive but thrive.

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together

In this instant New York Times bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls "grit." "Inspiration for non-geniuses everywhere" (People). The daughter of a scientist who frequently noted her lack of "genius," Angela Duckworth is now a celebrated researcher and professor. It was her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In Grit, she takes us into the field to visit cadets struggling through their first days at West Point, teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she's learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to New Yorker cartoon editor Bob Mankoff to Seattle Seahawks Coach Pete Carroll. "Duckworth's ideas about the cultivation of tenacity have clearly changed some lives for the better" (The New York Times Book Review). Among Grit's most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances; when it comes to child-rearing, neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. Winningly personal, insightful, and even life-changing, Grit is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is "a fascinating tour of the psychological research on success" (The Wall Street Journal).

This Handbook provides a comprehensive ten-step model that will help guide development practitioners through the process of designing and building a results-based monitoring and evaluation system.

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

The best plan is useless without effective execution The future of business has become so unpredictable that your five-year plan may be irrelevant next week. To succeed in the modern market, you must constantly assess your progress and adapt on the fly. Agility, flexibility, continual learning, and adaptation are the new rules of business success. A differentiating strategy is crucial, but it will only lead to competitive advantage if you execute it flawlessly. You'll succeed only if you have the right insight for strategic planning and the agility to execute your plan. Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution provides the latest theory and practice from strategic planning, change management, and strategy execution to ensure your business is flexible, future ready, and primed for exceptional execution. Author Paul R. Niven guides you through the new principles of The

Balanced Scorecard and shows you how to apply them to your planning and strategy execution endeavors. Read case studies that illustrate the theory and practice of strategic agility and execution. Learn how to create the objectives, measures, targets, and strategic initiatives that can make your plan a reality. Use the latest change management techniques to boost strategy execution success. Gain the knowledge and tools you need to face your challenges head-on. Motivate your employees to change behaviors toward plan accommodation. Making a plan isn't enough. You must actually take steps to implement your plan, and this requires excellent leadership skills. Change can be hard, and your organization may be resistant. Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution provides everything you need to make things happen.

We have never lived at a time of faster and more transformative technological and societal changes. It can be hard for executives to keep up with the developments and shifts. This book cuts through all of the hype and presents the key business trends anyone should be aware of now as they will shape businesses into the foreseeable future. Business Trends in Practice includes case studies across all industries, with companies such as: Tesla, Ocado, Netflix, Microsoft, Google, Alibaba, Rolls Royce, Mercedes Benz, Apple, and many more. Some of the key trends the author will examine include: The AI revolution, Robots and business processes automation, Remote working, working from home and new flexibility, Social & environmental Responsibility, Increased Diversity. As part of Bernard Marr's popular 'In Practice' series, Business Trends in Practice will help you identify the key business trends that will keep you one step ahead of the competition.

Take your OKRs coaching skills to the next level with this practical handbook. In The OKRs Field Book: A Step-by-Step Guide for Objectives and Key Results Coaches, Ben Lamorte, a seasoned coach and management science expert, provides a structured approach for implementing objectives and key results. This book provides tips and tools that enable you to coach your OKRs clients with confidence. Lamorte analyzes foundational questions that must be answered prior to deploying OKRs and the roles required to sustain an OKRs program. Packed with excerpts from actual OKRs coaching sessions, this step-by-step guide shines a light on the OKRs coaching process. You learn how to help your client refine key results that look like tasks into key results that reflect measurable outcomes. In addition to sample training workshop agendas and coaching emails, Lamorte introduces the first comprehensive list of OKRs coaching questions. The field book covers how to: Structure an OKRs coaching engagement using a three-phased approach. Avoid common pitfalls such as cascading OKRs based on the org chart. Ensure your client asks the right questions at each step of the OKRs cycle. Perfect for external coaches and business mentors looking for a repeatable structure to help their clients succeed with OKRs, The OKRs Field Book is also an indispensable resource for internal coaches looking to support their organization's OKRs program.

Transform your organization and get everyone pulling in the same direction by doing OKR's better. The spiritual successor to KPIs (key performance indicators), OKRs, or objectives and key results, are rapidly gaining popularity and helping some of the world's most successful businesses solve their strategic execution problems. However, some companies struggle with their implementation, finding that using OKRs as top-down directives changes little. In OKR's for All, Objectives and Key Results (OKR) expert Vetri Vellore delivers an impactful and actionable guide on how to use OKRs for more than a quarterly, executive-level review tool. You'll discover how to roll out an OKR system that closes the gap between strategy and project, and starts at the bottom of your organization and helps managers and teams organize their daily decisions around shared and important goals. You'll find: A seven-part blueprint and framework to strategically put purpose at the center of your work, whether you are a CX, team lead, or individual contributor. How to build an OKR strike team, align your departments, manage your people, and roll out your new strategic OS. Valuable and implementable case studies from companies you know and love. Best practices to follow and common pitfalls and mistakes to avoid when applying OKRs throughout your organization. Perfect for founders, executives, managers, and employees at organization of all sizes and in any industry, OKR's for All will also earn a place in the libraries of consultants and professionals who serve these firms.

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits "This book is useful, actionable, and actually fun to read! If you want to get your team aligned around real, measurable goals, Radical Focus will teach you how to do it quickly and clearly." - Laura Klein, Principal, Users Know The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus.

Companies today are using OKRs-Objectives and Key Results-to improve the way they set and work with goals. Along the way, they discover something else: changing the way you work with goals can lead to other changes. Changes in how you plan work, how you lead and reward people, how you make decisions, how you budget, and so much more. In short, if you really, sincerely start pursuing goal- setting in a new way, you will discover that goals live at the center of everything you do. What's exciting about this is where it leads: Changing how you work with goals has the potential to drive ongoing change and bring new ways of working to the whole organization. That's what this book is about: how goals live at the center of your organizational system and how you can leverage their potential for organizational development by adopting OKRs in an intentional way. This short, practical book includes case studies, examples, and practical guidance to help you get started on your own OKR journey. Written by Natalija Hellesoe and Sonja Mewes, who bring their extensive experience working OKRs in companies of all sizes. Natalija and Sonja are trainers, coaches, and change agents. They work with companies at different stages of their OKR journeys-from first "know-how" workshops to OKR Practitioner coaching and organizational development. "This book is a great explanation of how to set and deploy OKRs to improve your business. Whereas other books paint a rosy picture of best-case scenario for setting and deploying

OKRs, this one focuses on reality. Many companies will see themselves in this book and be able to harness the practical advice in the book to fix their current scenarios and thrive. Highly recommended for every business that's trying to find focus and define impact." - Melissa Perri, author "Escaping The Build Trap"

Alcohol-impaired driving is an important health and social issue as it remains a major risk to Americans' health today, surpassing deaths per year of certain cancers, HIV/AIDS, and drownings, among others, and contributing to long-term disabilities from head and spinal injuries. Progress has been made over the past decades towards reducing these trends, but that progress has been incremental and has stagnated more recently. Getting to Zero Alcohol-Impaired Driving Fatalities examines which interventions (programs, systems, and policies) are most promising to prevent injuries and death from alcohol-impaired driving, the barriers to action and approaches to overcome them, and which interventions need to be changed or adopted. This report makes broad-reaching recommendations that will serve as a blueprint for the nation to accelerate the progress in reducing alcohol-impaired driving fatalities.

Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism, delivered to produce better results and help employees develop their skills and boundaries of success. Great bosses have a strong relationship with their employees, and Kim Scott Malone has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give actionable lessons to the reader, Radical Candor shows how to be successful while retaining your integrity and humanity. Radical Candor is the perfect handbook for those who are looking to find meaning in their job and create an environment where people both love their work, their colleagues and are motivated to strive to ever greater success.

BUSINESS STRATEGY. "The 4 Disciplines of Execution "offers the what but also how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator s Dilemma)." Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it s likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In Measure What Matters, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

A good product roadmap is one of the most important and influential documents an organization can develop, publish, and continuously update. In fact, this one document can steer an entire organization when it comes to delivering on company strategy. This practical guide teaches you how to create an effective product roadmap, and demonstrates how to use the roadmap to align stakeholders and prioritize ideas and requests. With it, you'll learn to communicate how your products will make your customers and organization successful. Whether you're a product manager, product owner, business analyst, program manager, project manager, scrum master, lead developer, designer, development manager, entrepreneur, or business owner, this book will show you how to: Articulate an inspiring vision and goals for your product Prioritize ruthlessly and scientifically Protect against pursuing seemingly good ideas without evaluation and prioritization Ensure alignment with stakeholders Inspire loyalty and over-delivery from your team Get your sales team working with you instead of against you Bring a user and buyer-centric approach to planning and decision-making Anticipate opportunities and stay ahead of the game Publish a comprehensive roadmap without overcommitting

The complete guide to analyzing and maximizing a company's balancedscorecard Presenting the next step for balanced scorecard implementation,Balanced Scorecard Diagnostics provides a step-by-step methodologyfor analyzing the effectiveness of a company's balanced scorecardand the tools to reevaluate balanced scorecard measures to drivemaximum performance. CEOs, CFOs, CIOs, vice presidents, departmentmanagers, and business consultants will

find all the essential tools for analyzing a balanced scorecard methodology to determine if it's running at maximum performance and for seamlessly implementing changes into the scorecard. Paul R. Niven (San Marcos, CA) is President of the Senalosa Group, a consulting firm exclusively dedicated to helping businesses get best-in-class performance. He is the author of two successful books, *Balanced Scorecard Step-by-Step* (0-471-07872-7) and *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* (0-471-42328-9), both from Wiley.

Everything you need to implement Objectives and Key Results (OKRs) effectively *Objectives and Key Results* is the first full-fledged reference guide on Objectives and Key Results, a critical thinking framework designed to help organizations create value through focus, alignment, and better communication. Written by two leading OKRs consultants and researchers, this book provides a one-stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measurable progress on their most important goals. You'll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what's possible, build their goal-setting muscles and achieve results that reflect their full potential. From the basic framework to a detailed dissection of best practices, this informative guide walks you through real-world implementations to help you get the most out of OKRs. OKRs help employees work together, focus effort, and drive the organization forward. Key results are used to define what it means to achieve broad, qualitative goals, and imperatives like "do it better" are transformed into clear, measurable markers. From the framework's inception in the 1980s to its popularity in today's hyper-competitive environment, OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at work each and every day. This book shows you everything you need to know to implement OKRs effectively. Understand the basics of OKRs and their day-to-day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization's needs *Objectives and Key Results* is your key resource for designing, planning, implementing, and maintaining your OKRs program for sustainable company-wide success.

"*Objectives and Key Results: The Book*" is an advanced guide to getting started with OKRs. By following the guidance in this book, you'll increase your chances of successfully implementing OKRs and give your company the push it needs to grow.

OKR Leadership -- the process for managers and leaders to practice what matters - is the secret sauce that drives transformational leadership, employee engagement and the next generation of management consulting. Join the OKR Leadership movement today with this practical guidebook from an expert business psychologist and story teller.

This book explains how an organization can measure and manage performance with the Balanced Scorecard methodology. It provides extensive background on performance management and the Balanced Scorecard, and focuses on guiding a team through the step-by-step development and ongoing implementation of a Balanced Scorecard system. Corporations, public sector agencies, and not for profit organizations have all reaped success from the Balanced Scorecard. This book supplies detailed implementation advice that is readily applied to any and all of these organization types. Additionally, it will benefit organizations at any stage of Balanced Scorecard development. Regardless of whether you are just contemplating a Balanced Scorecard, require assistance in linking their current Scorecard to management processes, or need a review of their past measurement efforts, *Balanced Scorecard Step by Step* provides detailed advice and proven solutions.

It's easy to write correct Ruby code, but to gain the fluency needed to write great Ruby code, you must go beyond syntax and absorb the "Ruby way" of thinking and problem solving. In *Eloquent Ruby*, Russ Olsen helps you write Ruby like true Rubyists do—so you can leverage its immense, surprising power. Olsen draws on years of experience internalizing the Ruby culture and teaching Ruby to other programmers. He guides you to the "Ah Ha!" moments when it suddenly becomes clear why Ruby works the way it does, and how you can take advantage of this language's elegance and expressiveness. *Eloquent Ruby* starts small, answering tactical questions focused on a single statement, method, test, or bug. You'll learn how to write code that actually looks like Ruby (not Java or C#); why Ruby has so many control structures; how to use strings, expressions, and symbols; and what dynamic typing is really good for. Next, the book addresses bigger questions related to building methods and classes. You'll discover why Ruby classes contain so many tiny methods, when to use operator overloading, and when to avoid it. Olsen explains how to write Ruby code that writes its own code—and why you'll want to. He concludes with powerful project-level features and techniques ranging from gems to Domain Specific Languages. A part of the renowned Addison-Wesley Professional Ruby Series, *Eloquent Ruby* will help you "put on your Ruby-colored glasses" and get results that make you a true believer.

Human Motivation, originally published in 1987, offers a broad overview of theory and research from the perspective of a distinguished psychologist whose creative empirical studies of human motives span forty years. David McClelland describes methods for measuring motives, the development of motives out of natural incentives and the relationship of motives to emotions, to values and to performance under a variety of conditions. He examines four major motive systems - achievement, power, affiliation and avoidance - reviewing and evaluating research on how these motive systems affect behaviour. Scientific understanding of motives and their interaction, he argues, contributes to understanding of such diverse and important phenomena as the rise and fall of civilisations, the underlying causes of war, the rate of economic development, the nature of leadership, the reasons for authoritarian or democratic governing styles, the determinants of success in management and the factors responsible for health and illness. Students and instructors alike will find this book an exciting and readable presentation of the psychology of human motivation.

This "Step by Step Guide to OKRs" is a practical guide to goal setting that offers concrete examples to help you start setting impactful and meaningful goals. This book teaches you how to manage a team better and create a feeling of success.

This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

Draws on real-life stories and figures, including Martin Luther King, Jr. and Steve Jobs, to examine the qualities a good leader

requires in order to inspire and motivate people.

Learn the essentials of Six Sigma in just 36 hours The McGraw-Hill 36-Hour Six Sigma Course provides you with the knowledge you need to understand, implement, and manage a Six Sigma program. This detailed yet accessible guide explores 10 essential Six Sigma tools for manufacturing along with other core components of a Six Sigma program.

"Just give me the tools I need to run a great business." Driving Great Results will help any entrepreneur or manager become more effective at their most important responsibility—running their business. This easy-to-follow handbook provides 19 practical and immediately applicable tools to help you: • Determine what's most important to you and your business • Prioritize and make better decisions • Identify and drive the projects worth pursuing • Identify the 3 types of communication and how to deliver the right message • Interview, hire, and empower the right people Running a business is tough, but incredibly rewarding. Driving Great Results addresses the frustration around the core elements of running your business. Don't reinvent the wheel for tools that have already been proven. Spend your time on the things which really matter: your people, customer satisfaction, market and product differentiation, and doing the things you love to do!

To react agile and quick to unforeseeable events: This provides Objectives & Key Results (OKR). And not only in management, but also for all employees throughout the company. In this book, we explain why agility and OKR is the perfect way to achieve corporate goals flexibly and quickly, while involving every employee. Why a Google Video was the perfect impulse for millions of companies and yet is one of the biggest threats. And why the national soccer team could still benefit a lot from OKR! From the theoretical basics to practical application tips, this comprehensive work provides you with the experience of nine years of OKR consulting and over 4,500 OKR master trainings to implement the first steps towards OKR in your company. die.agilen GmbH is the organizational consultancy for agility, innovation and transformation. With competence, innovation and passion we create the structural conditions for agile digital organizations. Holistically, systemically, individually and geared to the entire company. With more than 600 customer projects (including Ströer, Edeka and Pro7Sat1), die.agilen is a pioneer, pacesetter and one of the most experienced providers in Europe, as well as market leader in Germany.

Considering the detrimental environmental impact of current food systems, and the concerns raised about their sustainability, there is an urgent need to promote diets that are healthy and have low environmental impacts. These diets also need to be socio-culturally acceptable and economically accessible for all. Acknowledging the existence of diverging views on the concepts of sustainable diets and healthy diets, countries have requested guidance from the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO) on what constitutes sustainable healthy diets. These guiding principles take a holistic approach to diets; they consider international nutrition recommendations; the environmental cost of food production and consumption; and the adaptability to local social, cultural and economic contexts. This publication aims to support the efforts of countries as they work to transform food systems to deliver on sustainable healthy diets, contributing to the achievement of the SDGs at country level, especially Goals 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-Being), 4 (Quality Education), 5 (Gender Equality) and 12 (Responsible Consumption and Production) and 13 (Climate Action).

"OKRs have helped us on the road to growth many, many times" -Larry Page, co-founder of Google What Google, Intel, Zynga, LinkedIn, and The Gates Foundation have in common? OKRs. OKRs, or Objectives and Key Results, translate a company's vision and strategy into a coherent set of performance measures. They offer a balance between long-term goals and short-term planning; between outcomes that are desired by the organization and actual performance KPIs that measure these outcomes; between the results we want to achieve and the efforts needed to do it. Francisco H. de Mello, founder of Qulture.Rocks, a Y Combinator alumni and the leading strategy execution company, takes you through the history of using goals for management, from MBOs to OKRs, and presents OKRs with a focus on how you can implement them at your company.

The CEFR Companion volume broadens the scope of language education. It reflects academic and societal developments since the publication of the Common European Framework of Reference for Languages (CEFR) and updates the 2001 version. It owes much to the contributions of members of the language teaching profession across Europe and beyond. This volume contains: ? an explanation of the key aspects of the CEFR for teaching and learning; ? a complete set of updated CEFR descriptors that replaces the 2001 set with: - modality-inclusive and gender-neutral descriptors; - added detail on listening and reading; - a new Pre-A1 level, plus enriched description at A1 and C levels; - a replacement scale for phonological competence; - new scales for mediation, online interaction and plurilingual/pluricultural competence; - new scales for sign language competence; ? a short report on the four-year development, validation and consultation processes. The CEFR Companion volume represents another step in a process of engagement with language education that has been pursued by the Council of Europe since 1971 and which seeks to: ? promote and support the learning and teaching of modern languages; ? enhance intercultural dialogue, and thus mutual understanding, social cohesion and democracy; ? protect linguistic and cultural diversity in Europe; and ? promote the right to quality education for all.

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. They Ask, You Answer is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved remarkable results with They Ask, You Answer. Upon reading this book, you will know: How to build trust with buyers through content and video. How to turn your web presence into a magnet for qualified buyers. What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles. Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing. How to achieve buy-in at your company and truly embrace a culture of content and video. How to transform your current customer base into loyal brand advocates for your company. They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

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