

Flexible Product Development Building Agility For Changing Markets

Agility.X Agile Strategy Management X-teams Building the Network of the Future Agility Shift Finding New Ways to Engage and Satisfy Global Customers High Velocity Innovation Agile Project Management Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy Nimble Creating the Project Office Flexible Product Development Scaling Software Agility Balancing Agility and Discipline Next Generation Product Development Managing Flexibility Enterprise Agility Ethnography for Marketers The Toyota Product Development System Making Sense of Agile Project Management Emotional Agility Developing Products in Half the Time Unlocking Agility Agile Supply Chain Flexible Product Development Agile Product Development for Mass Customization Agile Service Development Building the Flexible Firm User Stories Applied Proactive Risk Management Systemic Flexibility and Business Agility Adaptive Leadership Dynamic SOA and BPM Lean Enterprise Software and Systems Agile Manufacturing: The 21st Century Competitive Strategy The Agility Factor Building the Agile Business through Digital Transformation R&D Management Design to Grow Agile Systems Engineering

Agility.X

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Today, companies are expected to be flexible and both rapidly responsive and resilient to change, which basically asks them to be agile. By combining Beyond Budgeting, Open Space, Sociocracy, and Agile, this book provides a practical guide for companies that want to be agile company-wide. Notes to the 2nd edition: This second edition reflects such updates as: the new Agile Fluency Model, the renaming / rebranding of Statoil to Equinor, and some small additions to complexity. We also enhanced the description of Organizational Open Space and explain how it differs from Liberating Structures. Enjoy insights in the book shared by Jez Humble, Diana Larsen, James Shore, Johanna Rothman, and Bjarte Bogsnes. Find out what Spotify, ING, Ericsson, and Walmart say in the book. Quotes from early readers: “[This is] a very important book. My hopes are that it will be the missing link between agile for teams and the flexible, adaptive and humane organisations we want to build. It’s a great book. Thanks for writing it!” ~Sandy Mamoli, author of Creating Great Teams “Just as Spotify has worked hard to make all aspects of product development align well and work together - I see Jutta and John in this book exploring methods and processes that will work very well across the whole company.” ~ Anders Ivarsson, Spotify “I love how those practices [are] integrated and summarized into actionable recommendations.” ~ Yves Lin, Titansoft “Really wonderful balance of structure and space, rigor and creativity, that you're suggesting.” ~ Michael Herman, Openspaceworld.org “Company-wide Agility with Beyond Budgeting, Open Space and Sociocracy [] makes an important case for companies to regard trust and autonomy the norm, rather than a

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privilege. [] Overall a great overview of how leaders can reimagine the way power is distributed within their companies.” ~ Aimee Groth, Author of The Kingdom of Happiness: Inside Tony Hsieh’s Zapponian Utopia This book invites you to take a new perspective that addresses the challenges of doing business in a volatile, uncertain, complex, and ambiguous world.

Agile Strategy Management

This book contributes towards the integration of the R&D function with regard to societies, nations, industries and organizations, as well as to leaders within organizations. It covers the management aspects and approaches to R&D management and provides information on the major contexts of R&D such as in production, HR, marketing and finance – functions that are essential to attracting, developing and retaining scientific manpower. The book further elaborates on organizations’ human strategic perspectives. It also suggests various types of practices to help organizations achieve their objectives and analyzes how R&D can contribute to technology, innovation and science to improve organizations’ productivity. In closing, it discusses some of the challenges faced by developing countries and presents R&D management from a global perspective.

X-teams

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As contrary as it sounds, "planning" -- as we traditionally understand the term--can be the worst thing a company can do. Consider that volatile weather events disrupt trusted supply chains, markets, and promised delivery schedules. Ever-shifting geo-political tensions, as well as internal political upheaval within U.S. and global governments, derail long-planned new ventures. Technology failures block opportunities. Competitors suddenly change their product or release date; your team cannot meet the pace of innovations in your market niche, leaving you sidelined. There are myriad ways in the current business environment for a company's well-considered business plans to go awry. Most business schools continue to prepare managers to be effective in stable and predictable environments, conditions that, if they ever existed at all, are long gone. The Agility Shift shows business leaders exactly how to make the radical mindset and strategy shift necessary to create an agile, entrepreneurial organization that can innovate and thrive in complex, ever-changing contexts. As author Pamela Meyer explains, there is much more involved than a reconfiguration of the org chart and job descriptions. It requires relinquishing the illusion of control at the very foundation of most management training and business practice. Despite most leaders' approaches, "Agility is not simply accelerated planning." Unlike many agility books on the market, The Agility Shift provides specific, actionable strategies and tactics for leaders at all levels of the organization to put into practice immediately to improve agility and achieve results.

Building the Network of the Future

Agile manufacturing is defined as the capability of surviving and prospering in a competitive environment of continuous and unpredictable change by reacting quickly and effectively to changing markets, driven by customer-designed products and services. Critical to successfully accomplishing AM are a few enabling technologies such as the standard for the exchange of products (STEP), concurrent engineering, virtual manufacturing, component-based hierarchical shop floor control system, information and communication infrastructure, etc. The scope of the book is to present the undergraduate and graduate students, senior managers and researchers in manufacturing systems design and management, industrial engineering and information technology with the conceptual and theoretical basis for the design and implementation of AMS. Also, the book focuses on broad policy directives and plans of agile manufacturing that guide the monitoring and evaluating the manufacturing strategies and their performance. A problem solving approach is taken throughout the book, emphasizing the context of agile manufacturing and the complexities to be addressed.

Agility Shift

This book provides a conceptual framework for systemic flexibility and business

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agility, drawing on a basis of research/case applications in various types of flexibility and agility in business. The selected papers address a variety of issues concerning the theme of systemic flexibility and business agility and are organized into following five parts: (i) Systemic and Strategic Flexibility; (ii) Information and Business Agility; (iii) Flexibility, Innovation and Business Excellence; (iv) Flexibility in Value and Supply Chains; and(v) Financial Flexibility and Mergers & Acquisitions. Flexibility and agility in business are emerging as key dimensions of business excellence that encompass the requirements of both choice and speed. The two concepts, flexibility and agility, have been used in multiple ways and often interchangeably, both in literature and in practice. The growing need for flexibility/agility in business can be seen from reactive as well as proactive perspectives. A business enterprise is expected to possess reactive flexibility/agility (as adaptability and responsiveness) in order to cope with the changing and uncertain business environment. It may also endeavor to intentionally generate flexibility/agility as a strategic change in a variety of ways, such as leadership change, reengineering, innovation in products and processes, use of information and communication technology, and learning orientation.

Finding New Ways to Engage and Satisfy Global Customers

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves

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

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governance solutions for executives and management The “Agile Triangle”:
measuring performance in ways that encourage agility instead of discouraging it
The changing role of the agile project leader

High Velocity Innovation

Your strategic initiatives are constantly under fire due to the evolving nature of markets, technology, laws, and government. To ensure your strategy succeeds, it must remain flexible while confronting these shifting challenges. Agile Strategy Management: Techniques for Continuous Alignment and Improvement explains how to achieve this flexibility by building agility into the initiation, development, implementation, and governance of your strategic initiatives. The book details what it takes to initiate, develop, implement, and govern a healthy strategy that delivers the benefits expected by all stakeholders. It presents insights gained by the author’s organization over the last 25 years helping their clients achieve success with their strategic initiatives. Filled with real-world examples and case studies, it illustrates wide-ranging situations where the author’s company helped clients reach important business objectives. Readers can use the book to look up examples that describe the various ways to use agile methods and techniques for critical business functions, including: Scope definition of strategic initiatives Stakeholder identification Team building Project and program quality management Change management Procurement of resources Solution development,

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implementation, and quality management Strategy governance In this book, you will find guidelines that explain how to establish internal organizations for change and how to ensure these intermediate organizations stay motivated until final solution delivery. Presenting success stories as well as major blunders, the book can help you avoid many of the pitfalls that other organizations have experienced while governing their strategic initiatives.

Agile Project Management

Agile development has been a breakthrough for software developers. Unfortunately, it does not apply to non-software products, because it depends on special characteristics of the software medium. This book dissects agile development, discovers its roots, and rebuilds it so that it does apply to non-software products.

Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy

This edited book provides a conceptual framework of managing flexibility in the areas of people, process, technology and business supported by researches/case applications in various types of flexibilities in business. The book is organized into

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following five parts: (i) Managing Flexibility; (ii) People Flexibility; (iii) Process Flexibility; (iv) Flexibility in Technology and Innovation Management; and (v) Business Flexibility. Managing flexibility at the level of people, process, technology and business encompasses the requirements of both choice and speed. The need for managing flexibility is growing to cope with the developments and challenges in the global business environment. This can be seen from reactive as well as proactive perspectives. Flexibility is a major dimension of business excellence and deals with a paradoxical view point such as stability and dynamism, continuity and change, centralization and decentralization, and so on. It needs to be managed at the levels of people, process, technology and various business functions and it is important to create flexibility at the level of people to create and manage flexibility in processes and technologies in order to support flexible business requirements.

Nimble

Creating the Project Office

Achieve Breakthrough Business Flexibility and Agility by Integrating SOA and BPM
Thousands of enterprises have adopted Service Oriented Architecture (SOA) based on its promise to help them respond more rapidly to changing business

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requirements by composing new solutions from existing business services. To deliver on this promise, however, companies need to integrate solid but flexible Business Process Management (BPM) plans into their SOA initiatives. Dynamic SOA and BPM offers a pragmatic, efficient approach for doing so. Top IBM® SOA architect Marc Fiammante takes you step-by-step through combining BPM and SOA, and using them together to build a more flexible, dynamic enterprise. Throughout the book, he emphasizes hands-on solutions based on his experience supporting dozens of enterprise SOA implementations. Practical from start to finish, Dynamic SOA and BPM squarely addresses two of the most critical challenges today's IT executives, architects, and analysts face: implementing BPM as effectively as possible and deriving more value from their SOA investments. Coverage Includes Moving from simplified integration to dynamic processes: realizing the full business value of services Streamlining enterprise architecture to accelerate business and IT alignment Implementing dynamic business processes based on small, flexible modules that can be quickly modeled, tested, delivered, and improved Planning for services and information variability to limit the impact of change on processes and other consumers of services Providing an integration layer between consumers and providers that addresses issues classical Enterprise Service Bus (ESB) approaches cannot solve alone Tooling and practices for the development, management, and monitoring of the complete SOA/BPM life cycle

Flexible Product Development

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How do managers reconcile the conflicting forces of change and stability? How do they promote order and control, while having to learn to innovate and respond? This book shows how for many firms flexibility has become the new strategic challenge

Scaling Software Agility

Creating the Project Office is written for managers who are searching for ways to transform their organizations into more effective and efficient project-based workplaces. As this important book reveals, there is no more effective way to make that change than to create a project office tailored to the needs of the organization. While a project office model leads to better products from projects, it is also a vehicle for generating overall organizational change -- by transforming the organization from function-based to project-based. This model incorporates projects into the very fabric of the organizational strategy and revitalizes organizations, creates competitive advantage, and increases shareholder value.

Balancing Agility and Discipline

The book is intended to provide a much deeper understanding of agile principles, methodologies, and practices to enable project managers to develop a more agile

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approach and understand how to blend and tailor agile and traditional principles, methodologies, and practices to create an appropriate balance of control and agility to fit a business environment as well as the risks and complexities of any individual project. The book will also provide business managers and leaders an understanding of how to fit agile methodologies into an overall business strategy that provides the right balance of control and agility for their business.

Next Generation Product Development

Enterprise Agility is practical framework for enhancing Agility and equipping your company with the tools to survive. Key Features Prepare your company to navigate the rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment. Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and

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living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational practices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs: people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever) to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change

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program, head of transformation, and Agile coach/consultant.

Managing Flexibility

"Expert advice from Coca-Cola's vice president of Innovation and Entrepreneurship: Learn how Coca-Cola uses design to grow its business by combining the advantages of scale with the agility to respond to fast-changing market conditions. In today's world, every company is at risk of having a "Kodak Moment"--Watching its industry and the competitive advantages it has developed over years, even decades, vanish overnight. The reason? An inability to adapt quickly to new business realities. Established companies are at risk, but it's no easier being an agile startup, because most of those fail due to their inability to scale. Tomorrow's business winners--regardless of size or industry--will be the ones that know how to combine scale with agility. In *Design to Grow*, a Coca-Cola senior executive shares both the successes and failures of one of the world's largest companies as it learns to use design to be both agile and big. In this rare and unprecedented behind-the-scenes look, David Butler and senior *Fast Company* editor, Linda Tischler, use plain language and easy-to-understand case studies to show how this works at Coca-Cola--and how other companies can use the same approach to grow their business. This book is a must-read for managers inside large corporations as well as entrepreneurs just getting started"--

Enterprise Agility

The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In *The Toyota Product Development System: Integrating People, Process, and Technology*, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.

Ethnography for Marketers

A research-based approach to achieving long-term profitability in business What does it take to guarantee success and profitability over time? Authors Christopher G. Worley, a senior research scientist, Thomas D. Williams, an executive advisor, and Edward E. Lawler III, one of the country's leading management experts, set out to find the answer. In *The Agility Factor: Building Adaptable Organizations for Superior Performance* the authors reveal the factors that drive long-term profitability based on the practices of successful companies that have consistently outperformed their peers. Of the 234 large companies across 18 industries that were studied, there were few companies that delivered sustained performance across the board. The authors found that across industries, the most successful companies were not the "usual suspects" found in the media, but companies who possessed a quiet agility that allowed them to quickly perceive and respond to changes so that they could continue to grow. Agility gives organizations the ability to adapt to fluctuations in the environment, test possible responses, and implement changes quickly. This book offers specific, research-based case studies to help organizational leaders use agility to achieve sustained profitability and performance while also becoming more adaptable to a changing marketplace. For executives, leaders, consultants, board members and all those responsible for the long-term health of organizations, this insightful guide outlines: The components of agility for business organizations How to successfully build agility within an

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organization How agility has its foundation in good management practices How to use agility to gain a competitive advantage in the marketplace

The Toyota Product Development System

Economies around the globe have evolved into being largely service-oriented economies. Consumers no longer just want a printer or a car, they rather ask for a printing service or a mobility service. In addition, service-oriented organizations increasingly exploit new devices, technologies and infrastructures. Agility is the ability to deal with such changing requirements and environments. Agile ways of working embrace change as a positive force and harness it to the organization's competitive advantage. The approach described in this book focuses on the notion of a service as a piece of functionality that offers value to its customers. Instead of solely looking at agility in the context of system or software development, agility is approached in a broader context. The authors illustrate three kinds of agility that can be found in an agile enterprise: business, process and system agility. These three types of agility reinforce each other and establish the foundation for the agile enterprise. Architecture, patterns, models, and all of the best practices in system development contribute to agile service development and building agile applications. This book addresses two audiences. On the one hand, it aims at agile and architecture practitioners who are looking for more agile ways of working in designing and building business services or who are interested in extending and

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improving their agile methods by using models and model-based architectures. On the other hand, it addresses students of (enterprise) architecture and software development or service science courses, both in computer science and in business administration.

Making Sense of Agile Project Management

"The counterintuitive approach to achieving your true potential, heralded by the Harvard Business Review as a groundbreaking idea of the year"--

Emotional Agility

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations,

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and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more.

- Balance building the right thing, the right way, at the right speed
- Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture
- Promote agile skills, knowledge, and abilities throughout your workforce
- Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting
- Leverage business agility metrics to affect norms and change organizational culture
- Establish your Agile Working Group, the engine of agile transformation
- Define operating models and strategic roadmaps for unlocking agility, and track your progress

You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

Developing Products in Half the Time

In this landmark book, Preston Smith attributes the recent decline in innovation to pressure from financial markets that drives management toward rigid development approaches such as phased development processes, Six Sigma, and project office. These processes have unintentionally (but effectively) made changes during development more difficult, disruptive, and expensive, while the need for change continues at an accelerating pace. Flexible Product Development is a hands-on resource that provides the tools and strategies needed to restore flexibility to any

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organization and remove the obstacles that stand in the way of responsive new product development. Preston Smith introduces approaches that can enhance development process flexibility by creating and maintaining development options, delaying decisions, and, in general, reducing the cost of change. Step-by-step, he explains the basics of flexible product development, provides a broad array of flexibility-enhancing tools, and guides the reader in modifying the organization's values to embrace this new way of operating.

Unlocking Agility

Agile Systems Engineering presents a vision of systems engineering where precise specification of requirements, structure, and behavior meet larger concerns as such as safety, security, reliability, and performance in an agile engineering context. World-renown author and speaker Dr. Bruce Powel Douglass incorporates agile methods and model-based systems engineering (MBSE) to define the properties of entire systems while avoiding errors that can occur when using traditional textual specifications. Dr. Douglass covers the lifecycle of systems development, including requirements, analysis, design, and the handoff to specific engineering disciplines. Throughout, Dr. Douglass couples agile methods with SysML and MBSE to arm system engineers with the conceptual and methodological tools they need to avoid specification defects and improve system quality while simultaneously reducing the effort and cost of systems engineering. Identifies how

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the concepts and techniques of agile methods can be effectively applied in systems engineering context Shows how to perform model-based functional analysis and tie these analyses back to system requirements and stakeholder needs, and forward to system architecture and interface definition Provides a means by which the quality and correctness of systems engineering data can be assured (before the entire system is built!) Explains agile system architectural specification and allocation of functionality to system components Details how to transition engineering specification data to downstream engineers with no loss of fidelity Includes detailed examples from across industries taken through their stages, including the "Waldo" industrial exoskeleton as a complex system

Agile Supply Chain

"Offers a requirements process that saves time, eliminates rework, and leads directly to better software. A great way to build software that meets users' needs is to begin with 'user stories': simple, clear, brief descriptions of functionality that will be valuable to real users. [the author] provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, [the author] shows how to organize them, prioritize them, and use them for planning, management, and

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testing"--Back cover.

Flexible Product Development

Listed as one of the 30 Best Business Books of 2002 by Executive Book Summaries. Proactive Risk Management's unique approach provides a model of risk that is scalable to any size project or program and easily deployable into any product development or project management life cycle. It offers methods for identifying drivers (causes) of risks so you can manage root causes rather than the symptoms of risks. Providing you with an appropriate quantification of the key factors of a risk allows you to prioritize those risks without introducing errors that render the numbers meaningless. This book stands apart from much of the literature on project risk management in its practical, easy-to-use, fact-based approach to managing all of the risks associated with a project. The depth of actual how-to information and techniques provided here is not available anywhere else.

Agile Product Development for Mass Customization

Lessons from Agile's First Decade...Leadership for Agile's Next Decade The agile software movement has now been around for a full decade. As coauthor of the original Agile Manifesto, Jim Highsmith has been at its heart since the beginning.

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He's spent the past decade helping hundreds of organizations transition to agile/lean. When it comes to agile, he's seen it all—in a variety of industries, worldwide. Now, in *Adaptive Leadership*, he has compiled, updated, and extended his best writings about agile and lean methods for a management audience. Highsmith doesn't just reveal what's working and what isn't; he offers a powerful new vision for extending agility across the enterprise. Drawing on what's been learned in application development, this guide shows how to use adaptive leadership techniques to transform the way you deliver complete solutions, whatever form they take. You'll learn how enterprise agility can enable the ambitious organizational missions that matter most; how leaders can deliver a continuous stream of value; how to think disruptively about opportunities, and how to respond quickly by creating more adaptive, innovative organizations. Coverage includes Discovering and executing new business opportunities far more quickly Delivering complete business solutions earlier, and iterating them more often Organizing for innovation, and systematically managing opportunity flow Clarifying the degree of strategic, portfolio, and operational agility you need, and focusing on your highest-value transformations Creating cultures that actually can adapt and learn Reinvigorating the roots of agile value and values Understanding IT's changing value proposition, and retraining your people accordingly Integrating economics, products, and social responsibility Choosing metrics that guide agility, not counterproductive traditional metrics Understanding the financial implications of technical debt Optimizing business value by doing less—and guiding the process

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with "NOT to do" lists Speculating intelligently when you can't plan away uncertainty Customizing management to each project's needs (because not all projects should be equally agile)

Agile Service Development

"If you strive for more relevant innovation or want to outpace your competition, this book is for you." - Roger Johnson, Senior Vice President of Product Design and Engineering, Keurig Dr Pepper When a company can get its best ideas to market faster, its leaders can be confident that their most important strategic decisions will be executed faithfully, and their visions for the company's future will be realized. They are also able to be agile in response to market changes, pursue new opportunities, and achieve ambitious plans for growth. High Velocity Innovation will show how companies accelerate growth with: The strategic elements that pull innovation from their best people A framework for driving innovation that overcomes roadblocks, cultural barriers, and the pressure to sustain the current business Leadership models and metrics for building high accountability and responsiveness into innovation systems A roadmap for accelerating innovation across your business, no matter where you are now Businesses like yours can establish strategies, systems, processes, and tools that build innovation velocity by addressing the root causes that lead to innovation disappointments. To succeed, your best ideas need solid execution without launch delays, budget overruns, or

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poor product/market fit. Not every idea will succeed - and not every idea should succeed. But a company's best ideas can be identified and accelerated with High Velocity Innovation.

Building the Flexible Firm

The LESS 2010 conference was the first scientific conference dedicated to advancing the “lean enterprise software and systems” body of knowledge. It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking. The conference was organized in collaboration with the Lean Software and Systems Consortium (LSSC). The conference is established as a conference series. The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table. Indeed, LESS 2010 attracted a unique mix of participants including academics, researchers, leading consultants and industry practitioners. The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development. LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia. LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development. Its

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growth and credibility will be advanced by the communities and knowledge exchange platform it provides. LESS offers several avenues for knowledge exchange to create a highly collaborative environment. Each year, we aim to bring novelty to a program that fosters collaboration, letting new ideas thrive during and after the conference.

User Stories Applied

With over 50% new content, this update of industry classic "Developing Products in Half the Time" reveals how engineers and manufacturing, design, and marketing managers can dramatically accelerate product development projects--from packaged goods to medical electronics--while simultaneously improving quality.

Proactive Risk Management

From the Foreword: "This book lays out much of what we've learned at AT&T about SDN and NFV. Some of the smartest network experts in the industry have drawn a map to help you navigate this journey. Their goal isn't to predict the future but to help you design and build a network that will be ready for whatever that future holds. Because if there's one thing the last decade has taught us, it's that network demand will always exceed expectations. This book will help you get ready."

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—Randall Stephenson, Chairman, CEO, and President of AT&T "Software is changing the world, and networks too. In this in-depth book, AT&T's top networking experts discuss how they're moving software-defined networking from concept to practice, and why it's a business imperative to do this rapidly." —Urs Hölzle, SVP Cloud Infrastructure, Google "Telecom operators face a continuous challenge for more agility to serve their customers with a better customer experience and a lower cost. This book is a very inspiring and vivid testimony of the huge transformation this means, not only for the networks but for the entire companies, and how AT&T is leading it. It provides a lot of very deep insights about the technical challenges telecom engineers are facing today. Beyond AT&T, I'm sure this book will be extremely helpful to the whole industry." —Alain Maloberti, Group Chief Network Officer, Orange Labs Networks "This new book should be read by any organization faced with a future driven by a "shift to software." It is a holistic view of how AT&T has transformed its core infrastructure from hardware based to largely software based to lower costs and speed innovation. To do so, AT&T had to redefine their technology supply chain, retrain their workforce, and move toward open source user-driven innovation; all while managing one of the biggest networks in the world. It is an amazing feat that will put AT&T in a leading position for years to come." —Jim Zemlin, Executive Director, The Linux Foundation This book is based on the lessons learned from AT&T's software transformation journey starting in 2012 when rampant traffic growth necessitated a change in network architecture and design. Using new technologies such as NFV, SDN, Cloud, and Big

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Data, AT&T's engineers outlined and implemented a radical network transformation program that dramatically reduced capital and operating expenditures. This book describes the transformation in substantial detail. The subject matter is of great interest to telecom professionals worldwide, as well as academic researchers looking to apply the latest techniques in computer science to solving telecom's big problems around scalability, resilience, and survivability.

Systemic Flexibility and Business Agility

This guidebook gives R & D professionals an in-depth explanation of ways companies are able to achieve substantially higher levels of development productivity; while better aligning product development with strategy through new practices and systems. --

Adaptive Leadership

This proceedings volume explores the new and innovative ways in which marketers find new global customers and build meaningful bridges to them based on their wants and needs in order to ensure high levels of customer satisfaction. Customer loyalty is ensured through continuous engagement with an ever-changing and demanding customer base. Global forces are bringing cultures into collision,

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creating new challenges for firms wanting to reach geographically and culturally distant markets, and causing marketing managers to rethink how to build meaningful and stable relationships with evermore demanding customers. In an era of vast new data sources and a need for innovative analytics, the challenge for the marketer is to reach customers in new and powerful ways. Featuring the full proceedings from the 2018 Academy of Marketing Science (AMS) World Marketing Congress (WMC) held in Porto, Portugal, this volume provides current and emerging research from global scholars and practitioners that will help marketers to engage and promote customer satisfaction. Founded in 1971, the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory, research, and practice. Among its services to members and the community at large, the Academy offers conferences, congresses, and symposia that attract delegates from around the world. Presentations from these events are published in this Proceedings series, which offers a comprehensive archive of volumes reflecting the evolution of the field. Volumes deliver cutting-edge research and insights, complementing the Academy's flagship journals, the Journal of the Academy of Marketing Science (JAMS) and AMS Review. Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science.

Dynamic SOA and BPM

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In recent years, the concept of agility has captured the executive imagination, and leaders in a variety of industries and companies of all sizes are now searching for ideas on how to effectively utilize agile thinking. This book provides insights on agility from world-class experts on leadership, strategy and organization, alongside seasoned practitioners who have successfully implemented agility programs for companies such as Daimler, Ford Motor Company, J. W. Thompson, Siemens, and NASA. By combining theoretical expertise with a variety of managerial experiences, it provides a wide-ranging yet succinct guide for companies seeking to engage in the transformative journey towards becoming more agile. As such, it will be of great use and interest to executives in all industries, executive education participants and consultants, M.B.A. students and researchers interested in agile. Agility.X prepares leaders for managing under uncertainty and organizations for thriving in turbulent environments.

Lean Enterprise Software and Systems

Ethnography, with its focus on observed everyday behavior, is quickly becoming the method of choice to identify unmet needs, stimulate novel insights, create strategies and develop new ideas. Hy Mariampolski, author of *Qualitative Market Research: A Comprehensive Guide* (Sage, 2001) again takes readers on a voyage of discovery in *Ethnography for Marketers*. These two companion works are essential guides for marketers seeking rich insights into their customers' thoughts

and behaviors.

Agile Manufacturing: The 21st Century Competitive Strategy

“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.” —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management*

“There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he’s been there, done that, and has seen what’s worked.” —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to

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market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

The Agility Factor

Agile Product Development for Mass Customization offers leading-edge techniques companies can use to enhance agility, improve variety, reduce costs, develop products quicker, speed delivery & satisfy unique customer needs. This practical guide shows how manufacturers can: Reduce cost by understanding, quantifying & minimizing the "cost of variety"; Significantly improve profits, release valuable resources, improve flexibility & encourage the development of mass customized products; Lower costs & improve flexibility by standardizing parts, processes,

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features, tools & raw materials.

Building the Agile Business through Digital Transformation

R&D Management

Building the Agile Business through Digital Transformation is a guide for organizational development professionals and change managers needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile. It addresses how to build organizational velocity and establish iterative working, remove unnecessary process, embed innovation, map strategy to motivation and develop talent to succeed. Building the Agile Business through Digital Transformation provides guidance on how to set the pace and frequency for change and shows how to break old habits and reform the behaviours of a workforce to embed digital transformation, achieve organizational agility and ensure high performance. Full of practical advice, examples and real-life insights from organizational development professionals at the leading edge of digital transformation, this book is an essential guide to building an agile business.

Design to Grow

"Being a certified bibliophile and a professional geek, I have more shelf space devoted to books on software methods than any reasonable human should possess. Balancing Agility and Discipline has a prominent place in that section of my library, because it has helped me sort through the noise and smoke of the current method wars." --From the Foreword by Grady Booch "This is an outstanding book on an emotionally complicated topic. I applaud the authors for the care with which they have handled the subject." --From the Foreword by Alistair Cockburn "The authors have done a commendable job of identifying five critical factors--personnel, criticality, size, culture, and dynamism--for creating the right balance of flexibility and structure. Their thoughtful analysis will help developers who must sort through the agile-disciplined debate, giving them guidance to create the right mix for their projects." --From the Foreword by Arthur Pyster Agility and discipline: These apparently opposite attributes are, in fact, complementary values in software development. Plan-driven developers must also be agile; nimble developers must also be disciplined. The key to success is finding the right balance between the two, which will vary from project to project according to the circumstances and risks involved. Developers, pulled toward opposite ends by impassioned arguments, ultimately must learn how to give each value its due in their particular situations. Balancing Agility and Discipline sweeps aside the rhetoric, drills down to the operational core concepts, and presents a constructive

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approach to defining a balanced software development strategy. The authors expose the bureaucracy and stagnation that mark discipline without agility, and liken agility without discipline to unbridled and fruitless enthusiasm. Using a day in the life of two development teams and ground-breaking case studies, they illustrate the differences and similarities between agile and plan-driven methods, and show that the best development strategies have ways to combine both attributes. Their analysis is both objective and grounded, leading finally to clear and practical guidance for all software professionals--showing how to locate the sweet spot on the agility-discipline continuum for any given project.

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Agile Systems Engineering

Why do good teams fail? Very often, argue Deborah Ancona and Henrik Bresman, it is because they are looking inward instead of outward. Based on years of research examining teams across many industries, Ancona and Bresman show that traditional team models are falling short, and that what's needed--and what works--is a new brand of team that emphasizes external outreach to stakeholders, extensive ties, expandable tiers, and flexible membership. The authors highlight that X-teams not only are able to adapt in ways that traditional teams aren't, but that they actually improve an organization's ability to produce creative ideas and execute them--increasing the entrepreneurial and innovative capacity within the

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firm. What's more, the new environment demands what the authors call "distributed leadership," and the book highlights how X-teams powerfully embody this idea.

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