

Improv Ing Agile Teams Using Constraints To Unlock Creativity

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Project Management the Agile Way, Second Edition

IMPROV IS NOT ABOUT BEING FUNNY, ORIGINAL, OR CHAOTIC. IT'S ABOUT EMBRACING CHANGE. Improvisation. The mere mention of the word makes many people quake with fear at the prospect of chaos and uncertainty. The fact is, though, human beings are improvising almost every minute of their lives it is more natural, and more filled with possibility, than you might imagine. On stage, improvisational actors use simple rules, collaborative principles, and game constraints to build unscripted yet intriguing storylines. This book explores how those same simple rules and principles can help agile teams collaborate more effectively and how purposefully working within constraints can unlock creativity. Inside, you'll find over 50 techniques and improv games tailored for agile teams, complete with step-by-step instructions. These games are based on five different principles of improvisational theatre: SAFETY how accepting failure is essential to discovery SPONTANEITY how to increase the flow of ideas STORYTELLING how narratives help teams relate to their customers and end users STATUS how adjusting personal behaviour can encourage collaboration SENSITIVITY how to become more fully engaged with fellow team members

The Meaning Of Sports

This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their

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most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on culture, education, and software practices; business agility – agile's next frontier; and Agile – the next 20 years.

Leadership Agility

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

IT Business Partnerships: A Field Guide

What kind of day are you having? Is it a ****ing day? Or is it a ****ing day? What are you going to do about it? Mike Bonifer and Jessie Shternshus, who teach companies around the world how to apply improvisation to business, have created 50 original improv games tailored to the kind of ****ing day you're having. From the bathroom to the board room, and every stop in between, this fun and engaging book helps you get the craziness under control.

Collaboration Across Boundaries for Social-Ecological Systems Science

This book explores the application of agile and lean techniques, originally from the field of software development and manufacturing, to various aspects of education. It covers a broad range of topics, including applying agile teaching and learning techniques in the classroom, incorporating lean thinking in educational workflows, and using team-based approaches to student-centred activities based on agile principles and processes. Demonstrating how agile and lean ideas can concretely

be applied to education, the book offers practical guidance on how to apply these ideas in the classroom or lecture hall, as well as new concepts that could spark further research and development.

The Scrum Princess

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

EDGE

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme - make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

Thinking in New Boxes

“...a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts.” —Alexander Walton, PMP, IT consultant to the University of California at Berkeley Widely acclaimed as one of the top agile books in its first edition, *Project Management the Agile Way* has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the “grand bargain” between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

Integrating Program Management and Systems Engineering

A collection of essays about agile and agile coaching from leading practitioners in the field. Includes the following authors and their contributions: Pete Behrens Lean Startup has Changed Nothing!; Sonja Blignaut If you want to innovate, don't say so; Melissa Boggs At the Intersection of Culture & Strategy; Zach Bonaker Scrum Guide Sliders; Braz Brandt Agile in Highly Regulated Environments; Maxime Castera What Kids Taught Me About Being Agile; Felipe Castro & Alexandre Freire Kawakamai Transcend the "Feature Factory" Mindset Using Modern Agile and OKR; Mike Cohn Five Lessons I'm Thankful I Learned in My Agile Career; Esther Derby Change Artist Super Powers: Empathy; Bob Galen Agile Coaching: An Awful Truth; Gene Gendel Addressing Problems, Caused by AMMS; You Get What you Ask For: Agile Coaches-"Centaur"; What Should Agile Leadership Care About?; "Who are the Judges?" Who Decides on Who is Gonna Coach?; Gene Gotimer An Agile Approach to Software Architecture; David Hawks The User Story Needs A Remodel. Here's Why; Chris Hoerée Eco Leadership, A leadership approach for the ecosystems of tomorrow; Rowan Jackson British Airways: A Brilliant Example of How Cost-Cutting Increases Costs; Ivar Jacobsoen & Roly Stimson Escaping Method Prison; Jeremy Jerrell Becoming A Non-technical Scrum Master; Ron Jeffries Implications of Enterprise Focus in Scrum; Betsy Kaufmann Does Your Coaching Build Roadblocks Instead of Relationships?; Jason Knight Myth: Scrum Events Take Too Much Time; Klaus Leopold WIP Limits Must Die; John Looney Engineering a Culture of Psychological Safety; Yi Lv Seeing the system dynamic: 1 vs. n product backlogs; Nirmaljeet Malhorta Why the idea of a scrum team is so powerful; Ian Mitchell 20 Unagile Things to Avoid Saying and Some Better Alternatives; Chris Murman What Can You Do About Organizational Silence?; Dave Nicolette Zombie Scrum; Stephanie Ockerman 4 Ways to Coach with the Scrum Values; Tim Ottinger Feeling Safe?; Barry Overeem Myth 8: The Scrum Master is a Junior Agile Coach; Niels Pflaeging Change is more like adding milk to coffee; Allison Pollard Starting an Agile Center of Excellence; Mary Poppendieck The Cost Center Trap; E. Campbell-Pretty Facilitating Squadification for a SAFe Agile Release Train; Jane Prusakova Honest or Nice; Paulo Rebelo Don't Limit the Role of the Scrum Master; Chelsea Robinson Empowering a new culture to emerge in organizations; Johanna Rothman Agile Approaches Require Management Cultural Change; With Agile, No Warnings Needed; Power, Management, and Harassment: It's a Cultural Problem; Rafael Sabbagh The Burger House: A Tale of Systems Thinking, Bottlenecks and Cross-Functionality; Michael Sahota Consciously Approaching Agile for Lasting High Performance; Reese Schmit Stop Wasting \$\$\$ Building So Much Crap!; Ken Schwaber Scrum is simple, just use it as is!; Hadyn Shaugnessy Managing Culture Risk: A Matter of FLOW; Salma El-Shurafa Innovation: Best Practice for Product Leaders; Cherie Silas The Power of Interlocking Roles; Zuzi Sochova Scrum Transformation Journey ; James Sywilok The Scrum Task Board and the Self-Managing Team; Christine Thompson 3 Skills for an ACE ScrumMaster; Building Trust Safely at Work; Scrum Chums: The Product Owner and Scrum Master Partnership; Plus 5 more authors!

Agile Manufacturing: The 21st Century Competitive Strategy

A higher purpose is not simply about profit. Symbolising the motivations of our actions and efforts, it reflects something much more aspirational and contributes

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to our global society. This open access book offers novel solutions to ensure employees support a wider organizational meaning whilst guaranteeing that the company benefits from the employee's individual sense of purpose. Advocating a shift from previous models and theories, this book contributes to debate and offers insight for both scholars and practitioners. The chapters bring together academic rigour and practical models to help readers distinguish between the fads and influential strategies. Exploring the development of purpose at each level of business, from strategy and leadership to communication, this book avoids theoretical jargon and provides new approaches to building sustainable purpose-driven organizations. This is an Open Access book sponsored by DPMC Spain, UIC Barcelona and Corporate Excellence - Centre for Reputation Leadership

The Community Manager's Playbook

Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

Untapped Agility

Every company has a personality. Does yours help or hinder your results? Does it make you fit for growth? Find out by taking the quiz that's helped 50,000 people better understand their organizations at OrgDNA.com and to learn more about Organizational DNA. Just as you can understand an individual's personality, so too can you understand a company's type—what makes it tick, what's good and bad about it. Results explains why some organizations bob and weave and roll with the punches to consistently deliver on commitments and produce great results, while others can't leave their corner of the ring without tripping on their own shoelaces. Gary Neilson and Bruce Pasternack help you identify which of the seven company types you work for—and how to keep what's good and fix what's wrong. You'll feel the shock of recognition ("That's me, that's my company") as you find out whether

your organization is:

- **Passive-Aggressive** (“everyone agrees, smiles, and nods, but nothing changes”): entrenched underground resistance makes getting anything done like trying to nail Jell-O to the wall
- **Fits-and-Starts** (“let 1,000 flowers bloom”): filled with smart people pulling in different directions
- **Outgrown** (“the good old days meet a brave new world”): reacts slowly to market developments, since it’s too hard to run new ideas up the flagpole
- **Overmanaged** (“we’re from corporate and we’re here to help”): more reporting than working, as managers check on their subordinates’ work so they can in turn report to their bosses
- **Just-in-Time** (“succeeding, but by the skin of our teeth”): can turn on a dime and create real breakthroughs but also tends to burn out its best and brightest
- **Military Precision** (“flying in formation”): executes brilliant strategies but usually does not deal well with events not in the playbook
- **Resilient** (“as good as it gets”): flexible, forward-looking, and fun; bounces back when it hits a bump in the road and never, ever rests on its laurels

For anyone who’s ever said, “Wow, that’s a great idea, but it’ll never happen here” or “Whew, we pulled it off again, but I’m tired of all this sprinting,” Results provides robust, practical ideas for becoming and remaining a resilient business. Also available as an eBook From the Hardcover edition.

Learning Agile

This is a story of reinvention. Jim Whitehurst, celebrated president and CEO of one of the world’s most revolutionary software companies, tells first-hand his journey from traditional manager (Delta Air Lines, Boston Consulting Group) and “chief” problem solver to CEO of one of the most open organizational environments he’d ever encountered. This challenging transition, and what Whitehurst learned in the interim, has paved the way for a new way of managing—one this modern leader sees as the only way companies will successfully function in the future. Whitehurst says beyond embracing the technology that has so far disrupted entire industries, companies must now adapt their management and organizational design to better fit the Information Age. His mantra? “Adapt or die.” Indeed, the successful company Whitehurst leads—the open source giant Red Hat—has become the organizational poster child for how to reboot, redesign, and reinvent an organization for a decentralized, digital age. Based on open source principles of transparency, participation, and collaboration, “open management” challenges conventional business ideas about what companies are, how they run, and how they make money. This book provides the blueprint for putting it into practice in your own firm. He covers challenges that have been missing from the conversation to date, among them: how to scale engagement; how to have healthy debates that net progress; and how to attract and keep the “Social Generation” of workers. Through a mix of vibrant stories, candid lessons, and tested processes, Whitehurst shows how Red Hat has blown the traditional operating model to pieces by emerging out of a pure bottom up culture and learning how to execute it at scale. And he explains what other companies are, and need to be doing to bring this open style into all facets of the organization. By showing how to apply open source methods to everything from structure, management, and strategy to a firm’s customer and partner relationships, leaders and teams will now have the tools needed to reach a new level of work. And with that new level of work comes unparalleled success. The Open Organization is your new resource for doing business differently. Get ready to make traditional management thinking obsolete.

More Agile Testing

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan “just enough,” balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using “personas” and “tours”
- Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques
- How to bring new agile testers up to speed quickly—without overwhelming them

Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community. Lisa Crispin, an experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually learns from other teams and practitioners.

Software Processes and Life Cycle Models

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines,

including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

Best Agile Articles Of 2017

Leadership Agility is the master competency needed for sustained success in today's complex, fast-paced business environment. Richly illustrated with stories based on original research and decades of work with clients, this groundbreaking book identifies five levels that leaders move through in developing their agility. Significantly, only 10% have mastered the level of agility needed for consistent effectiveness in our turbulent era of global competition. Written in an engaging, down-to-earth style, this book not only provides a map that guides readers in identifying their current level of agility. It also provides practical advice and concrete examples that show managers and leadership development professionals how they can bring greater agility to the initiatives they take every day.

Agile and Lean Concepts for Teaching and Learning

Purpose-driven Organizations

Collaboration across boundaries is widely recognized as a vital requisite for the advancement of innovative science to address problems such as environmental degradation and global change. This book takes collaboration across boundaries seriously by focusing on the many challenges and practices involved in team science when spanning disciplinary, organizational, national and other divides. The authors draw on a shared framework for managing the challenges of collaboration across boundaries as applied to the science of understanding complex social-ecological systems. Teams working across boundaries on diverse social-ecological systems in countries around the world report their challenges and share their practices, outcomes and lessons learned. From these diverse experiences arise many commonalities and also some important differences. These provide the basis for a set of recommendations to any collaborators intending to use science as a tool to better understand social-ecological systems and to improve their management and governance.

Agile Processes in Software Engineering and Extreme Programming

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In *The Meaning of Sports*, Michael Mandelbaum, a sports fan who is also one of the nation's preeminent foreign policy thinkers, examines America's century-long love affair with team sports. In keeping with his reputation for writing about big ideas in an illuminating and graceful way, he shows how sports respond to deep human needs; describes the ways in which baseball, football and basketball became national institutions and how they reached their present forms; and covers the evolution of rules, the rise and fall of the most successful teams, and the historical significance of the most famous and influential figures such as Babe Ruth, Vince Lombardi, and Michael Jordan. Whether he is writing about baseball as the agrarian game, football as similar to warfare, basketball as the embodiment of post-industrial society, or the moral havoc created by baseball's designated hitter rule, Mandelbaum applies the full force of his learning and wit to subjects about which so many Americans care passionately: the games they played in their youth and continue to follow as adults. By offering a fresh and unconventional perspective on these games, *The Meaning of Sports* makes for fascinating and rewarding reading both for fans and newcomers.

The Data Warehouse Toolkit

This book provides a comprehensive overview of the field of software processes, covering in particular the following essential topics: software process modelling, software process and lifecycle models, software process management, deployment and governance, and software process improvement (including assessment and measurement). It does not propose any new processes or methods; rather, it introduces students and software engineers to software processes and life cycle models, covering the different types ranging from "classical", plan-driven via hybrid to agile approaches. The book is structured as follows: In chapter 1, the fundamentals of the topic are introduced: the basic concepts, a historical overview, and the terminology used. Next, chapter 2 covers the various approaches to modelling software processes and lifecycle models, before chapter 3 discusses the contents of these models, addressing plan-driven, agile and hybrid approaches. The following three chapters address various aspects of using software processes and lifecycle models within organisations, and consider the management of these processes, their assessment and improvement, and the measurement of both software and software processes. Working with software processes normally involves various tools, which are the focus of chapter 7, before a look at current trends in software processes in chapter 8 rounds out the book. This book is mainly intended for graduate students and practicing professionals. It can be used as a textbook for courses and lectures, for self-study, and as a reference guide. When used as a textbook, it may support courses and lectures on software processes, or be used as complementary literature for more basic courses, such as introductory courses on software engineering or project management. To this end, it includes a wealth of examples and case studies, and each chapter is complemented by exercises that help readers gain a better command of the concepts discussed.

Agile Processes in Software Engineering and Extreme Programming

Organizations are most effective when the teams responsible for their success

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function to the best of their ability. When the relationships within the team work well and all members have a clear focus, the team is able to achieve goals more easily. Leadership Team Coaching is a roadmap for those who have the responsibility of developing a leadership team. It provides a thorough explanation of the key elements of team coaching and is filled with practical tools and techniques to facilitate optimum performance across virtual teams, international teams, executive boards and other teams. The fully updated 3rd edition of Leadership Team Coaching brings together the latest research in leadership teams and team coaching along with numerous examples to illustrate how to develop people from disparate groups into a high-performing team. With new international case studies throughout as well as a new chapter on systemic coaching, the book covers the five disciplines of team performance, how to select team members, how the relationship of the coach and the team develops through stages, how CEOs can foster effective teams with shared leadership, how to choose the best team coach and more to facilitate effective leadership teams.

Agile Leadership Toolkit

Once upon a time in a land far, far away lived a princess who had lots of gold. One day she decided, "I am going to use my gold to make my kingdom the most beautiful place in the world." But as she went, she discovered that she needed to learn some new tools to help her succeed. For Agile training and consulting that everyone can understand, contact: kyleanddee@thescrumprincess.com. Kyle and Dee Aretae have spent the last 20 years in agile coaching, technical training, and software development. They are proud parents of a whole scad of kids, cats, dogs, and reptiles.

Kanban in Action

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

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gets started PART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

Results

Integrate Agile ALM and DevOps to Build Better Software and Systems at Lower Cost Agile Application Lifecycle Management (ALM) is a comprehensive development lifecycle that embodies essential Agile principles and guides all activities needed to deliver successful software or systems. Agile ALM embodies Agile Configuration Management (CM) and much more. Flexible and robust, it offers “just enough process” to get the job done and leverages DevOps to enhance interactions among all participants. Agile Application Lifecycle Management offers practical advice and strategies for implementing Agile ALM in your complex environment. Leading experts Bob Aiello and Leslie Sachs show how to fully leverage Agile benefits without sacrificing structure, traceability, or repeatability. You’ll find realistic guidance for managing source code, builds, environments, change control, releases, and more. The authors help you support Agile in organizations that maintain traditional practices; conventional ALM systems; or siloed, non-Agile teams. They also show how to scale Agile ALM to large or distributed teams, and to environments from cloud to mainframe. Coverage includes Understanding key concepts underlying modern application and system lifecycles Creating your best processes for developing your most complex software and systems Automating build engineering, continuous integration, and continuous delivery/deployment Enforcing Agile ALM controls without compromising productivity Creating effective IT operations that align with Agile ALM processes Gaining more value from testing and retrospectives Making ALM work in the cloud, and across the enterprise Preparing for the future of Agile ALM Today, you need maximum control, quality, and productivity, and this guide will help you achieve those by using Agile ALM, CM, and DevOps together.

Architectural Drawing Course

With this guide you will learn the argument for business technology convergence via IT Business Partnerships, as well as the essential principles and strategies behind successful Partnership Programs.

Agile Application Lifecycle Management

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.

Ctrl-Shift

Savvy companies recognize the value of a strong community. Think of Nike and its community of runners, Nike+, and you'll quickly understand that creating and fostering an online community around a product or brand is a powerful way to boost marketing efforts, gain valuable insight into consumers, increase revenue, improve consumer loyalty, and enhance customer service efforts. Companies now have the unprecedented opportunity to integrate their brand's messaging into the everyday lives of their target audiences. But while supporting the growth of online communities should be at the top of every company's priority list, all too often it falls by the wayside. That's why brand strategy expert and digital marketer Lauren Perkins wrote *The Community Manager's Playbook* (#CMplaybook on Twitter), a must-read guide for business and brand builders who need to strengthen their approach to online B2C community management and customer engagement. As Perkins explains, if companies want to create thriving online communities focused on their product or brand, they must do more than simply issue a few tweets a day, create (and then abandon) a Facebook page, and blog every once in a while. Instead, organizations of all sizes must treat community management as a central component of their overall marketing strategy. When they do, they will be rewarded handsomely with greater brand awareness, increased customer use and retention, lower acquisition costs, and a tribe of consumers who can't wait to purchase their next product. Perkins not only teaches readers how to build an engaging community strategy from the ground up, but she also provides them with the tactical community management activities they need to acquire and retain customers, create compelling content, and track their results along the way. Distinctive in its comprehensive, step-by-step approach to creating online communities that are fully consistent with a company's existing brand voice, *The Community Manager's Playbook*: Explains how excellent community management provides a competitive advantage with a large impact on sales Provides an in-depth overview of brand and business alignment Teaches readers how to identify their community's online target audience and influence their needs and wants Details the appropriate online channels through which content should be distributed Champions the use of an agile approach through repeated testing to maximize the return on every company investment Discusses the many diverse metrics that can be used to measure community scope Today, there is no brand strategy without a community strategy. Companies that are not developing communities are losing control of their brands and missing opportunities to optimize their marketing investments. With *The Community Manager's Playbook* as their guide, however, marketing professionals and the companies and brands they represent will be equipped with the tools they need to manage their online marketing efforts, engage their core customers at every level, leverage community insights into the product development cycle, and ensure that their messaging is

heard across all corners of the digital landscape.

Yes, And

Integrate critical roles to improve overall performance in complex engineering projects Integrating Program Management and Systems Engineering shows how organizations can become more effective, more efficient, and more responsive, and enjoy better performance outcomes. The discussion begins with an overview of key concepts, and details the challenges faced by System Engineering and Program Management practitioners every day. The practical framework that follows describes how the roles can be integrated successfully to streamline project workflow, with a catalog of tools for assessing and deploying best practices. Case studies detail how real-world companies have successfully implemented the framework to improve cost, schedule, and technical performance, and coverage of risk management throughout helps you ensure the success of your organization's own integration strategy. Available course outlines and PowerPoint slides bring this book directly into the academic or corporate classroom, and the discussion's practical emphasis provides a direct path to implementation. The integration of management and technical work paves the way for smoother projects and more positive outcomes. This book describes the integrated goal, and provides a clear framework for successful transition. Overcome challenges and improve cost, schedule, and technical performance Assess current capabilities and build to the level your organization needs Manage risk throughout all stages of integration and performance improvement Deploy best practices for teams and systems using the most effective tools Complex engineering systems are prone to budget slips, scheduling errors, and a variety of challenges that affect the final outcome. These challenges are a sign of failure on the part of both management and technical, but can be overcome by integrating the roles into a cohesive unit focused on delivering a high-value product. Integrating Program Management with Systems Engineering provides a practical route to better performance for your organization as a whole.

A Century of Innovation

This balanced guide to agility gets past the hype and frustration to help frustrated leaders transform their agile transformations. Agile transformations are supposed to make organizations modern, competitive, and relevant. But in the well-intentioned effort to move into the future, change leaders find themselves frustrated by pushback, limited impact, poor practices, and unfair criticism. What's going on? Jesse Fewell's book cuts through the "quick-fix" hype of agile theory and explains a recurring transformational pattern that unpacks what holds organizations back. The boost is the initial gains from logical first steps; the barrier is the unavoidable roadblock that must come next; and the rebound is the way forward to further gains by leaning against the concept of the original boost. With these counterintuitive rebounds, Fewell identifies seven leadership moves that can be used to unblock stalled agile transformations. No, your transformation is not a failure. It turns out the buy-in, the talent, the alignment, and the growth you need to break through are already in front of you; it's all simply hidden under the surface—undiscovered, unutilized, and untapped.

The Agile Samurai

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. 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 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)

The Surprising Power of Liberating Structures

This book contains the papers presented at the 14th International Conference on Field Programmable Logic and Applications (FPL) held during August 30th– September 1st 2004. The conference was hosted by the Interuniversity Micro- Electronics Center (IMEC) in Leuven, Belgium. The FPL series of conferences was founded in 1991 at Oxford University (UK), and has been held annually since: in Oxford (3 times), Vienna, Prague, Darmstadt, London, Tallinn, Glasgow, Villach, Belfast, Montpellier and Lisbon. It is the largest and oldest conference in reconfigurable computing and brings together academic researchers, industry experts, users and newcomers in an informal, welcoming atmosphere that encourages productive exchange of ideas and knowledge between the delegates. The fast and exciting advances in field programmable logic are increasing steadily with more and more application potential and need. New ground has been broken in architectures, design techniques, (partial) run-time reconfiguration and applications of field programmable devices in several different areas. Many of these recent innovations are reported in this volume. The size of the FPL conferences has grown significantly over the years. FPL in 2003 saw 216 papers submitted. The interest and support

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for FPL in the programmable logic community continued this year with 285 scientific papers submitted, demonstrating a 32% increase when compared to the year before. The technical program was assembled from 78 selected regular papers, 45 additional short papers and 29 posters, resulting in this volume of proceedings. The program also included three invited plenary keynote presentations from

Xilinx, Gilder Technology Report and Altera, and three embedded tutorials from Xilinx, the University at Karlsruhe (TH) and the University of Oslo.

Leadership Team Coaching

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams
A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Open Organization

A compilation of 3M voices, memories, facts and experiences from the company's first 100 years.

Unlocking Agility

Smart leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. So do professors, facilitators and all changemakers. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size. Prepare to be surprised by how simple and easy they are for anyone to use. This book shows you how with detailed descriptions for putting them into practice plus

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tips on how to get started and traps to avoid. It takes the design and facilitation methods experts use and puts them within reach of anyone in any organization or initiative, from the frontline to the C-suite. Part One: The Hidden Structure of Engagement will ground you with the conceptual framework and vocabulary of Liberating Structures. It contrasts Liberating Structures with conventional methods and shows the benefits of using them to transform the way people collaborate, learn, and discover solutions together. Part Two: Getting Started and Beyond offers guidelines for experimenting in a wide range of applications from small group interactions to system-wide initiatives: meetings, projects, problem solving, change initiatives, product launches, strategy development, etc. Part Three: Stories from the Field illustrates the endless possibilities Liberating Structures offer with stories from users around the world, in all types of organizations -- from healthcare to academic to military to global business enterprises, from judicial and legislative environments to R&D. Part Four: The Field Guide for Including, Engaging, and Unleashing Everyone describes how to use each of the 33 Liberating Structures with step-by-step explanations of what to do and what to expect. Discover today what Liberating Structures can do for you, without expensive investments, complicated training, or difficult restructuring. Liberate everyone's contributions -- all it takes is the determination to experiment.

Agile Processes in Software Engineering and Extreme Programming - Workshops

"Tools and techniques for 2D and 3D representation"--Cover.

The Scrumban [R]Evolution

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, 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.

Coaching Agile Teams

Create Thriving, High-Performing Teams and Organizations with Scrumban

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

Adaptive Leadership

Executives from The Second City—the world's premier comedy theater and school of improvisation—reveal improvisational techniques that can help any organization develop innovators, encourage adaptable leaders, and build transformational businesses. For more than fifty years, The Second City comedy theater in Chicago has been a training ground for some of the best comic minds in the industry—including John Belushi, Bill Murray, Gilda Radner, Mike Myers, Steve Carell, Stephen Colbert, and Tina Fey. But it also provides one-of-a-kind leadership training to cutting-edge companies, nonprofits, and public sector organizations—all aimed at increasing creativity, collaboration, and teamwork. The rules for leadership and teamwork have changed, and the skills that got professionals ahead a generation ago don't work anymore. Now The Second City provides a new toolkit individuals and organizations can use to thrive in a world increasingly shaped by speed, social communication, and decentralization. Based on eight principles of improvisation, *Yes, And* helps to develop these skills and foster them in high-potential leaders and their teams, including: Mastering the ability to co-create in an ensemble Fostering a “yes, and” approach to work Embracing failure to accelerate high performance Leading by listening and by learning to follow Innovating by making something out of nothing *Yes, And* is a must-read for professionals and organizations, helping to develop the invaluable leadership skills needed to succeed today.

Field Programmable Logic and Application

When BIC, manufacturer of disposable ballpoint pens, wanted to grow, it looked for an idea beyond introducing new sizes and ink colors. Someone suggested lighters. LIGHTERS? With an idea that seemed crazy at first, that bright executive, instead of seeing BIC as a pen company—a business in the PEN “box”—figured out that there was growth to be found in the DISPOSABLE “box.” And he was right. Now there are disposable BIC lighters, razors, even phones. The company opened its door to a host of opportunities. IT INVENTED A NEW BOX. Your business can, too. And simply thinking “out of the box” is not the answer. True ingenuity needs structure, hard analysis, and bold brainstorming. It needs to start THINKING IN NEW BOXES—a revolutionary process for sustainable creativity from two strategic innovation experts from The Boston Consulting Group (BCG). To make sense of the world, we all rely on assumptions, on models—on what Luc de Brabandere and Alan Iny call “boxes.” If we are unaware of our boxes, they can blind us to risks and opportunities. This innovative book challenges everything you thought you knew about business creativity by breaking creativity down into five steps: • Doubt everything. Challenge your current perspectives. • Probe the possible. Explore options around you. • Diverge. Generate many new and exciting ideas, even if they seem absurd. • Converge. Evaluate and select the ideas that will drive breakthrough results. • Reevaluate. Relentlessly. No idea is a good idea forever. And did we mention Reevaluate? Relentlessly. Creativity is paramount if you are to thrive in a time of accelerating change. Replete with practical and potent creativity tools, and featuring fascinating case studies from BIC to Ford to Trader Joe’s, Thinking in New Boxes will help you and your company overcome missed opportunities and stay ahead of the curve. This book isn’t a simpleminded checklist. This is Thinking in New Boxes. And it will be fun. (We promise.) Praise for Thinking in New Boxes “Excellent . . . While focusing on business creativity, the principles in this book apply anywhere change is needed and will be of interest to anyone seeking to reinvent herself.”—Blogcritics “Thinking in New Boxes is a five-step guide that leverages the authors’ deep understanding of human nature to enable readers to overcome their limitations and both imagine and create their own futures. This book is a must-read for people living and working in today’s competitive environment.”—Ray O. Johnson, Ph.D., chief technology officer, Lockheed Martin “Thinking In New Boxes discusses what I believe to be one of the fundamental shifts all companies/brands need to be thinking about: how to think creatively, in order to innovate and differentiate our brands. We need to thrive and lead in a world of accelerating change and this book challenges us to even greater creativity in our thinking. One of the best business books I’ve read in a long time.”—Jennifer Fox, CEO, Fairmont Hotels & Resorts “As impressive as teaching new tricks to old dogs, Thinking in New Boxes is both inspirational and practical—a comprehensive, step-by-step guide to sharpening one’s wits in order to harness creativity in the workplace.”—Peter Gelb, general manager, Metropolitan Opera From the Hardcover edition.

Improv-Ing Agile Teams

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation “[The authors’] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE

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

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