

Agile Teams Neue Herausforderungen Fokussiert Mei

Agile Service Development Marc Lankhorst.2012-04-23 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 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.

Clean ABAP Klaus Haeuptle, Florian Hoffmann, Rodrigo Jordao, Michel Martin, Anagha Ravinarayan, Kai Westerholz.2020-11-24 ABAP developers, are you looking to clean up your code? Then pick up this official companion to the Clean ABAP GitHub repository. This book is brimming with best practices, straight from the experts, to help you write effective ABAP code. Start by learning when to apply each clean ABAP practice. Then, dive into detailed code examples and explanations for using classes, methods, names, variables, internal tables, and more. From writing code to troubleshooting and testing, this is your complete style guide! In this book, you'll learn about: a. Clean ABAP Concepts What is clean ABAP and why is it important to write clean code? Understand clean ABAP concepts with insight from the experts, including special considerations for legacy code and performance. b. Best Practices Walk through the what, why, and how behind clean ABAP best practices. Learn to improve your code, including using classes and interfaces appropriately, handling method design and control flow, designing and running unit tests, and much more. c. Practical Examples See clean ABAP practices in action! Improve your understanding of how to write effective code. Use detailed examples for each best practice that demonstrate the difference between clean and messy code. Highlights include: 1) Classes and interfaces 2) Methods 3) Names 4) Variables and literals 5) Internal tables 6) Control flow 7) Comments 8) Formatting 9) Error handling 10) Unit testing 11) Packages

Agendashift™ Mike Burrows.2022-03-30 pragmatische Anleitung klar strukturierter fünfstufiger Prozess eine Fülle von Wissen und Werkzeugen, um kulturelle Veränderungen zu ermöglichen »Culture Tech« Agendashift™ ist ein Framework und Teil des Engagement-Modells zur Implementierung einer partizipativen Kultur in Organisationen. Es stellt eine Möglichkeit dar, jeden Mitarbeiter auf jeder Ebene in den Veränderungsprozess einzubeziehen. Die Geschäftsvision und Transformationsstrategie wird so auf eine Kultur sinnvoller Beteiligung ausgerichtet. Das Buch beschreibt pragmatisch eine Reihe miteinander verbundener Werkzeuge und einen partizipativen Prozess, der die Menschen dazu einlädt, gemeinsam ehrgeizige Ambitionen zu entdecken, Hindernisse für diese Ambitionen zu erkennen, Übereinstimmung in Bezug auf sinnvolle Ergebnisse zu erzielen und all dies systematisch zu verfolgen. Dabei werden Techniken und Konzepte aus Lean-Agile, Kanban, Clean Language, Cynefin, Lean Startup und A3 eingesetzt.

How to Lead in Product Management: Practices to Align Stakeholders, Guide Development Teams, and Create Value Together Roman Pichler.2020-03-10 This book will help you become a better product leader. Benefitting from Roman Pichler's extensive experience, you will learn how to align stakeholders and guide development teams even in challenging circumstances, avoid common leadership mistakes, and grow as a leader. Written in an engaging and easily accessible style, How to Lead in Product Management offers a wealth of practical tips and strategies. Through helpful examples, the book illustrates how you can directly apply the techniques to your work. Coverage includes: * Choosing the right leadership style * Cultivating empathy, building trust, and influencing others * Increasing your authority and empowering others * Directing stakeholders and development teams through common goals * Making decisions that people will support and follow through * Successfully resolving disputes and conflicts even with senior stakeholders * Listening deeply to discover and address hidden needs and interests * Practising mindfulness and embracing a growth mindset to develop as a leader Praise for How to Lead in Product Management: Roman has done it again, delivering a practical book for the product management community that appeals to both heart and mind. How to Lead in Product Management is packed with concise, direct, and practical advice that addresses the deeper, personal aspects of the product leadership. Roman's book shares wisdom on topics including goals, healthy interactions with stakeholders, handling conflict, effective conversations, decision-making, having a growth mindset, and self-care. It is a must read for both new and experienced product people. ~Ellen Gottesdiener, Product Coach at EBG Consulting Being a great product manager is tough. It requires domain knowledge, industry knowledge, technical skills, but also the skills to lead and inspire a team. Roman Pichler's How to Lead in Product Management is the best book I've read for equipping product managers to lead their teams. ~Mike Cohn, Author of Succeeding with Agile, Agile Estimating and Planning, and User Stories Applied This is the book that has been missing for product people. Roman has created another masterpiece, a fast read with lots of value. It's a must read for every aspiring product manager. ~Magnus Billgren, CEO of Tolpagorni Product Management How Lead in Product Management is for everyone who manages a product or drives important business decisions. Roman lays out the key challenges of product leadership and shows us ways of thoughtfully working with team members, stakeholders, partners, and the inevitable conflicts. ~Rich Mironov, CEO of Mironov Consulting and Smokejumper Head of Product

The Agile Mindset Svenja Hofert.2022-10-31 Becoming more agile - that's what many companies want in order to remain successful in the digital age. But new processes, working methods and open-plan offices alone are not enough. The attitude, the mindset of the employees and, above all, of the managers is decisive for sustainable change. This attitude is characterized by a way of thinking and acting that productively copes with comprehensive changes and that not only takes people along but lets them grow. Svenja Hofert defines the term mindset and uses concrete approaches from developmental psychology as well as many checklists, case studies and interviews to show how managers develop their employees in a targeted manner in order to drive change forward together. This book is a translation of the original German 1st edition Das Agile Mindset by Svenja Hofert, published by Springer Fachmedien Wiesbaden GmbH, part of Springer Nature in 2018. The translation was done with the help of artificial intelligence (machine translation by the service DeepL.com). A subsequent human revision was done primarily in terms of content, so that the book will read stylistically differently from a conventional translation. Springer Nature works continuously to further the development of tools for the production of books and on the related technologies to support the authors.

The Connected Company Dave Gray, Thomas Vander Wal.2014-12-02 With a foreword by Alex Osterwalder. The future of work is already here. Customers are adopting disruptive technologies faster than your company can adapt. When your customers are delighted, they can amplify your message in ways that were never before possible. But when your company's performance runs short of what you've promised, customers can seize control of your brand message, spreading their disappointment and frustration faster than you can keep up. To keep pace with today's connected customers, your company must become a connected company. That means deeply engaging with workers, partners, and customers, changing how work is done, how you measure success, and how performance is rewarded. It requires a new way of thinking about your company: less like a machine to be controlled, and more like a complex, dynamic system that can learn and adapt over time. Connected companies have the advantage, because they learn and move faster than their competitors. While others work in isolation, they link into rich networks of possibility and expand their influence. Connected companies around the world are aggressively acquiring customers and disrupting the competition. In The Connected Company, we examine what they're doing, how they're doing it, and why it works. And we show you how your company can use the same principles to

adapt—and thrive—in today’s ever-changing global marketplace.

Agile Software Requirements Dean Leffingwell.2010-12-27 “We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

Manufacturing at Warp Speed Eli Schragenheim,H William Dettmer.2000-09-28 Manufacturing systems don't exist in a vacuum, isolated from the rest of the company, but they are often managed that way. A truly effective, highly competitive manufacturing company integrates its manufacturing, marketing, sales, purchasing, and financial functions into a well-coordinated whole. *Manufacturing at Warp Speed: Optimizing Supply Chain*

Iran's Reconstruction Jihad Eric Lob.2020-02-27 The first full-length study to examine the significance of the critical but neglected Iranian organization and ministry, *Reconstruction Jihad*.

Organizational Behavior Ricky W. Griffin,Jean Phillips,Stanley M. Gully.2019

The Art of Action Stephen Bungay.2011-02-16 What do you want me to do? This question is the enduring management issue, a perennial problem that Stephen Bungay shows has an old solution that is counter-intuitive and yet common sense. *The Art of Action* is a thought-provoking and fresh look at how managers can turn planning into execution, and execution into results. Drawing on his experience as a consultant, senior manager and a highly respected military historian, Stephen Bungay takes a close look at the nineteenth-century Prussian Army, which built its agility on the initiative of its highly empowered junior officers, to show business leaders how they can build more effective, productive organizations. Based on a theoretical framework which has been tested in practice over 150 years, Bungay shows how the approach known as 'mission command' has been applied in businesses as diverse as pharmaceuticals and F1 racing today. *The Art of Action* is scholarly but engaging, rigorous but pragmatic, and shows how common sense can sometimes be surprising.

Practices for Scaling Lean & Agile Development Craig Larman,Bas Vodde.2010-01-26 Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the “contract game” between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it’s created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. *Practices for Scaling Lean & Agile Development* will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

Agile Software Engineering Orit Hazzan,Yael Dubinsky.2009-02-28 Overview and Goals The agile approach for software development has been applied more and more extensively since the mid nineties of the 20th century. Though there are only about ten years of accumulated experience using the agile approach, it is currently conceived as one of the mainstream approaches for software development. This book presents a complete software engineering course from the agile angle. Our intention is to present the agile approach in a holistic and comprehensive learning environment that fits both industry and academia and inspires the spirit of agile software development. Agile software engineering is reviewed in this book through the following three perspectives: | The Human perspective, which includes cognitive and social aspects, and refers to learning and interpersonal processes between teammates, customers, and management. | The Organizational perspective, which includes managerial and cultural aspects, and refers to software project management and control. | The Technological perspective, which includes practical and technical aspects, and refers to design, testing, and coding, as well as to integration, delivery, and maintenance of software products. Specifically, we explain and analyze how the explicit attention that agile software development gives these perspectives and their interconnections, helps viii Preface it cope with the challenges of software projects. This multifaceted perspective on software development processes is reflected in this book, among other ways, by the chapter titles, which specify dimensions of software development projects such as quality, time, abstraction, and management, rather than specific project stages, phases, or practices.

Agile Teams Jörg Bahlow,Gerhard Kullmann.2017 Schnell, beweglich und effizient agil müssen Unternehmen heute sein, um dauerhaft Erfolg zu haben. Der wichtigste Rohstoff für agile Unternehmen sind dabei motivierte Mitarbeiter und agile Teams. Was macht aber ein agiles Team aus, das schnell reagiert und außergewöhnliche Leistungen erbringt? Wie lassen sich agile Teams gezielt entwickeln? Und wie werden diese Teams möglichst wirksam im Unternehmen eingesetzt? Antworten darauf liefern Jörg Bahlow und Gerhard Kullmann in ihrem neuen Buch. Sie zeigen, wie die Balance zwischen Führung, eigenverantwortlichem Handeln und effizienter Selbststeuerung im Team gelingt. Denn wesentliche Voraussetzungen für agile Teamarbeit sind Verbindlichkeit und Fokussierung. Und die entstehen nur auf der Grundlage von Vertrauen und Kommunikation. Schritt für Schritt zeigen die Autoren, wie agile Teamkonzepte auch über die Softwareentwicklung hinaus realisiert werden. Reduziert auf die wesentlichen Denk- und Handlungsmuster, zeigt dieses Buch anschaulich, wie agile Teams in Unternehmen jeder Größe und Branche einsetzbar sind.

Automation, Communication and Cybernetics in Science and Engineering 2011/2012 Sabina Jeschke,Ingrid Isenhardt,Frank Hees,Klaus Henning.2012-12-22 The book is the follow-up to its predecessor “Automation, Communication and Cybernetics in Science and Engineering 2009/2010” and includes a representative selection of all scientific publications published between 07/2011 and 06/2012 in various books, journals and conference proceedings by the researchers of the following institute cluster: IMA - Institute of Information Management in Mechanical Engineering ZLW - Center for Learning and Knowledge Management IfU - Associated Institute for Management Cybernetics Faculty of Mechanical Engineering, RWTH Aachen University Innovative fields of application, such as cognitive systems, autonomous truck convoys, telemedicine, ontology engineering, knowledge and information management, learning models and technologies, organizational development and management cybernetics are presented.

Agile and Lean Concepts for Teaching and Learning David Parsons,Kathryn MacCallum.2018-10-24 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 Solutions Focus Paul Jackson, Mark McKergow. 2011-02-22 The revolutionary yet radical alternative—the solutions-focused approach—to discovering what works at work.

Strategien agil umsetzen mit adaptivem Projektmanagement Bruno Jenny. 2022-11-01 Agilität, Unternehmensstrategie, agile Praktiken, agile Teams, agile Leader, agile Werte, agiles Testen, agile Transformation, adaptives Framework, PMO, Scrum, Lean Projektmanagement Agiles Vorgehen ermöglicht den Unternehmen einen viel direkteren und somit schnelleren Weg von der Strategie zur operativen, wertsteigernden Umsetzung. Viele Unternehmen arbeiten im Projektalltag bereits erfolgreich agil, nutzen aber noch nicht das gesamte Potenzial, vor allem in Bezug auf die engmaschige und direkte Zusammenarbeit der Entwicklungsteams mit dem oberen Management. Im vorliegenden Buch werden Optimierungsmöglichkeiten aufgezeigt, um die Unternehmensstrategie agil noch wirkungsvoller umzusetzen. In den letzten Jahren wurden zahlreiche agile Praktiken entwickelt. Dabei wurden gewisse alte Methoden «frisch angestrichen», andere erlebten eine Renaissance oder sind neu in den Entwicklungsalltag eingetreten. Dieses Buch zeigt eine grosse Anzahl agiler Praktiken und Methoden, wie man sie konkret auch bei hybriden und konventionell geführten Projekten einsetzen kann. Nach wie vor gibt es auch eine Vielzahl nicht agiler Projekte. Diesbezüglich zeigt das Konzept Two Speed Management, wie sich ein «Projektmanagement der zwei Geschwindigkeiten» dieser Realität annehmen und wie das Management damit umgehen kann. Unternehmen brauchen kompetente agile Leader. Es werden Personen benötigt, die in der Lage sind, andere zu inspirieren und die agile Denkweise in die Praxis umzusetzen. Das persönliche Ziel des Autors war es, für solche dringend benötigten Personen ein Fachbuch als Unterstützung der täglichen (Projekt-)Arbeit zu schreiben. Das Buch bietet eine Art «Übersetzungshilfe» in die agile Welt und richtet sich insbesondere an Manager und professionelle Projektleitende. Es unterstützt zudem alle, die sich im Bereich agiles Projektmanagement und Leadership nach IPMA oder PMI zertifizieren möchten. Mit über 70 agilen Praktiken und Methoden, durchgängigem Praxisbeispiel und über 100 Begriffsdefinitionen aus dem agilen Projektumfeld.

Design Thinking Hasso Plattner, Christoph Meinel, Larry Leifer. 2010-12-13 "Everybody loves an innovation, an idea that sells." But how do we arrive at such ideas that sell? And is it possible to learn how to become an innovator? Over the years Design Thinking – a program originally developed in the engineering department of Stanford University and offered by the two D-schools at the Hasso Plattner Institutes in Stanford and in Potsdam – has proved to be really successful in educating innovators. It blends an end-user focus with multidisciplinary collaboration and iterative improvement to produce innovative products, systems, and services. Design Thinking creates a vibrant interactive environment that promotes learning through rapid conceptual prototyping. In 2008, the HPI-Stanford Design Thinking Research Program was initiated, a venture that encourages multidisciplinary teams to investigate various phenomena of innovation in its technical, business, and human aspects. The researchers are guided by two general questions: 1. What are people really thinking and doing when they are engaged in creative design innovation? How can new frameworks, tools, systems, and methods augment, capture, and reuse successful practices? 2. What is the impact on technology, business, and human performance when design thinking is practiced? How do the tools, systems, and methods really work to get the innovation you want when you want it? How do they fail? In this book, the researchers take a system's view that begins with a demand for deep, evidence-based understanding of design thinking phenomena. They continue with an exploration of tools which can help improve the adaptive expertise needed for design thinking. The final part of the book concerns design thinking in information technology and its relevance for business process modeling and agile software development, i.e. real world creation and deployment of products, services, and enterprise systems.

Leading Change John P. Kotter. 2012 From the ill-fated dot-com bubble to unprecedented merger and acquisition activity to scandal, greed, and, ultimately, recession -- we've learned that widespread and difficult change is no longer the exception. By outlining the process organizations have used to achieve transformational goals and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work.

Reinventing Organizations Frédéric Laloux. 2014 The way we manage organizations seems increasingly out of date. Deep inside, we sense that more is possible. We long for soulful workplaces, for authenticity, community, passion, and purpose. In this groundbreaking book, the author shows that every time, in the past, when humanity has shifted to a new stage of consciousness, it has achieved extraordinary breakthroughs in collaboration. A new shift in consciousness is currently underway. Could it help us invent a more soulful and purposeful way to run our businesses and nonprofits, schools and hospitals? A few pioneers have already cracked the code and they show us, in practical detail, how it can be done. Leaders, founders, coaches, and consultants will find this work a joyful handbook, full of insights, examples, and inspiring stories.--Page [4] of cover.

Software in 30 Days Ken Schwaber, Jeff Sutherland. 2012-05-01 A radical approach to getting IT projects done faster and cheaper than anyone thinks possible Software in 30 Days summarizes the Agile and Scrum software development method, which allows creation of game-changing software, in just 30 days. Projects that use it are three times more successful than those that don't. Software in 30 Days is for the business manager, the entrepreneur, the product development manager, or IT manager who wants to develop software better and faster than they now believe possible. Learn how this unorthodox process works, how to get started, and how to succeed. Control risk, manage projects, and have your people succeed with simple but profound shifts in the thinking. The authors explain powerful concepts such as the art of the possible, bottom-up intelligence, and why it's good to fail early—all with no risk greater than thirty days. The productivity gain vs traditional waterfall methods has been over 100% on many projects Author Ken Schwaber is a co-founder of the Agile software movement, and co-creator, with Jeff Sutherland, of the Scrum technique for building software in 30 days Coauthor Jeff Sutherland was cosigner of the Agile Manifesto, which marked the start of the Agile movement Software in 30 Days is a must-read for all managers and business owners who use software in their organizations or in their products and want to stop the cycle of slow, expensive software development. Programmers will want to buy copies for their managers and their customers so they will know how to collaborate to get the best work possible.

Mindful Parenting Kristen Race. 2014-01-07 An expert in child, family and school psychology and the founder of Mindful Life presents a revolutionary approach to parenting that, rooted in the science of the brain and integrating cognitive neuroscience and child development, helps children feel happier, healthier, less anxious and less stressed. Original.

The Why of Work: How Great Leaders Build Abundant Organizations That Win David Ulrich, Wendy Ulrich, Marshall Goldsmith. 2010-06-18 THE NEW YORK TIMES, WALL STREET JOURNAL, AND USA TODAY BESTSELLER! ADVANCE PRAISE FOR THE WHY OF WORK: Principled, timely, and engaging, The Why of Work teaches that building a culture of abundance and common purpose is essential to organizational success. --Stephen R. Covey, bestselling author of 7 Habits of Highly Effective People Will have a major impact on how individuals shape their attitude to work, how organizations create abundant cultures, and how leaders turn personal meaning into public good. --Jigmi Y. Thinley, Prime Minister of Bhutan The Why of Work shows a better, different way to build and lead organizations. It is an insightful guide to how leaders can infuse meaning into their organizations. --Jeffrey Pfeffer, Professor, Stanford Graduate School of Business and author of Power: Why Some People Have It—and Others Don't This book brings the question 'why' to the place in which we spend most of our adult lives, giving us insightful tools to help make a meaningful difference in people's lives. --Don Hall, Jr., president and CEO, Hallmark Cards, Inc. This is a must read for anyone who works, leads others at work, or works to build a supportive environment. --Beverly Kaye, founder/CEO, Career Systems International, and coauthor of Love 'Em or Lose 'Em: Getting Good People to Stay The Why of Work opens the door to significant employee engagement. The alignment between company values and those of customers and communities can indeed give employees a sense of purpose while delivering great results to customers! --Paula S. Larson, Chief HR Officer, Invesys Blackstone has proved that finding superior leaders produces superior results. Dave Ulrich has brought this thinking to a new level at Blackstone. Every private equity investor and senior manager must read this book. --James Quella, Senior Operating Partner, The Blackstone Group According to studies, we all work for the same thing--and it's not just money. It's meaning. Through our work, we seek a sense of purpose, contribution, connection, value, and hope. Digging down to the meaning of work taps our resilience in hard times and our passion in good times. That's the simple but profound premise behind this groundbreaking book by renowned management expert Dave Ulrich and psychologist Wendy

Ulrich. They've talked to thousands of people--from rank-and-file workers to clients and customers to top-level executives--and synthesized major disciplines to identify the why behind our most successful experiences. Using the model of the abundant organization, they provide you with the how to create meaning and value in your own workplace. Learn how to: Ask the seven questions that drive abundance Understand the needs of your customers and staff Personalize the work to motivate your employees Build and grow your business in any economy By following the Ulrichs' step-by-step guidelines, you will set off a chain reaction of positive and enduring effects. Employees who find meaning in their work are more competent, committed, and eager to contribute—and their contribution will result in increased customer commitment, which delivers a winning performance on the bottom line. The Why of Work includes targeted checklists, questionnaires, and other useful tools to help you turn aspirations into action. Using the proven principles of abundance, you can coordinate your needs with those of your employers, your employees, and your customers--and create a vision that resonates for years to come. When you understand why we work, you know how to succeed.

Large-Scale Scrum Craig Larman, Bas Vodde. 2016-09-30 The Go-To Resource for Large-Scale Organizations to Be Agile Rather than asking, "How can we do agile at scale in our big complex organization?" a different and deeper question is, "How can we have the same simple structure that Scrum offers for the organization, and be agile at scale rather than do agile?" This profound insight is at the heart of LeSS (Large-Scale Scrum). In *Large-Scale Scrum: More with LeSS*, Craig Larman and Bas Vodde have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to anyone involved in large-scale development, *Large-Scale Scrum: More with LeSS*, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

Management 3.0 Jurgen Appelo. 2011 In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond "Management 1.0" control and "Management 2.0" fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated • Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic--and never trendy--Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

Your Creative Power Alex Osborn. 2008-11 YOUR CREATIVE POWER How to Use Imagination BY ALEX OSBORNSf CHARLES SCRIMERS SOWS, MEW YORK CHARLES SCWBNER SONS, Ltd., LONDON 1948 This book is dedicated to BRUCE BARTON in appreciation of our 30 years as partners and friends . . . A. F. O. ABOUT THE AUTHOR . . . by Samuel Hopkins Adams Hamilton College graduates have the habit of keeping an attentive eye upon their fellow alumni. Thus, although he graduated eighteen years after me, I knew of Alex Osborn long before he had any inkling of my interest. There was another Alex in that able class of 1909, Alex antler Woolcott, whom I had sponsored into a newspaper job upon his graduation. Only a few years thereafter he was a notable in the newspaper and theatre worlds. About the time of his early success, we met at the home of Laurette Taylor, where one met everybody. Aleck buttonholed me What do you know about my classmate Alex Osborn Nothing I answered. Weil, youd better. Why What am I supposed to do about this Osborn Nothing, Nobody has to do anything about him. Hell do it, himself AH right I said. Tm open to conviction. What is he doing Aleck was a bit vague about that. His friend and class mate had been teacher, reporter, had taken a shot at maga zine writing, had touched upon banking and a few other lines, and was something in factory management. It isnt what hes doing its what he fe Woolcott insisted. When the subject next came up between us, Alex Osborn was well on his way to becoming head of the great advertising firm of Batten, Barton, Durstine and Osborn, and I had come to know and admire him personally as one of the most versatile, vigorous, and provocative minds among my wide range of acquaintances, His classmate recalled tome our conversation of years before. What clo you think of Osborn now he demanded with rather the air of having patented, or, at least, invented him. You were right 1 admitted, I am always right, said Aleck Woolcott blandly ix ABOUT THE BOOK . . . hy Alex Osborn Ten years ago, the editor of a leading magazine invited me to lunch. I had been one of his contributors, but we had never met. lie broke the ice by asking, What is your hobby, Mr. Osborn Imagination, I replied. He paused, then wrote on the back of an envelope, u Mv HOBBY Is IMAGINATION. Mr. Osborn, he said, you must do a book on that. Its a job that has been waiting to be done all these years. There is no subject of greater importance. You must give it the time and energy and thoroughness it deserves. That remark started this book. Although I earned my masters degree in practical psy chology and have devotee most of my life to the psychology of advertising, I cannot claim to be a psychologist. Nor have I tried to write as a psychologist, I have felt free to take figurative liberties with academic concepts. For instance, I realize that imagination is an integral part of mans mind fxxly function and yet, for the sake of clarity and read ability, I refer to imagination as if it were an entity of itself. My frequent use of the term brainstorm may bother the reader at first. Although Chapter 33 will fully explain, an inkling of its meaning may be helpful here Brainstorm is used mainly to label the kind of conference where a few people sit clown together for an hour or so solely to use their creative imaginations solely to suggest ideas on a specific . subject right then and there. During the past ton years, in quest of material and insight, -I have interviewed hundreds of people and have read hun dreds of books, speeches and articles, I am indebted to all who talked with me and to all whose writings I read. Many of their names will be found in the index, My .. special thanks go to those whose books were most helpful, and this list includes Julius Boraas Teaching to Think, Alexis Carrel Man the Unknown, James B, Conant xi xfi On C ndfer standing Science, Robert P...

Enterprise Scrum Michael A. Beedle. 2013-08-24 This is today's definitive guide to making Scrum work at all levels of the enterprise, both in software development and in any other knowledge-intensive business process. Legendary agile pioneer Mike Beedle draws on his experience helping thousands of teams and individuals succeed with Scrum in projects of all types, from single-team assignments to those cutting across complex processes or the entire organization. Beedle begins with a uniquely clear and practical explanation of Scrum: its roles, benefits, interactions, and how it reflects modern insights into complexity science. You'll master these crucial essentials with the help of clear organizational and process diagrams, as well as exceptionally relevant case studies in software development and beyond. Building on this understanding, Beedle introduces proven enterprise-level Scrum processes for introducing, growing, and managing operations -- including Scrum's role in the Project Management Office (PMO) and in support of executive activities. He concludes with detailed case studies from multiple domains where Enterprise Scrum has delivered superior results. Throughout, Beedle helps you understand the paradigm shift required to succeed with Scrum in any knowledge-intensive business process -- and how to gain Scrum's proven benefits of productivity, transparency, and performance.

The Rational Unified Process Philippe Kruchten. 2004 bull; Reflects all of the changes that were integrated into RUP v2003-the latest version of the very popular produc t bull; Learn the key concepts, fundamentals of structure, integral content, and motivation behind the RUP bull; Covers all phases of the software development lifecycle -from concept, to delivery, to revision

Where to Play Marc Gruber, Sharon Tal. 2017 As an entrepreneur or innovator, you're trained to run fast. But are you running in the right direction? Choosing the right market for your innovation is the biggest, and trickiest, question for innovators. Research has shown that all too often entrepreneurs don't spend enough time identifying and researching their market opportunities - instead they jump at the first opportunity that looks good, and fail to properly evaluate and leverage other opportunities. These common mistakes means that you often choose the wrong market or lock

yourself into one specific direction. Where to Play helps you to set a promising strategy, by giving a clear, structured and practical framework - the Market Opportunity Navigator- to better identify, evaluate and focus on the right market opportunities. With three dedicated and reusable worksheets covering: - Market Opportunity Set - assess your core strengths and identify which market opportunities exist for your business - Attractiveness Map - evaluate your market opportunities to reveal the most attractive option for focus - Agile Focus Strategy - create a strategic plan for your chosen market opportunity that keeps you open-minded and agile Get the most value for your innovation with Where to Play! 'Designed to work seamlessly with our Business Model and Value Proposition Canvases, the Market Opportunity Navigator, proposed by Marc and Sharon, will help entrepreneurs and innovators to commercialise technologies. You will enjoy discovering highly practical worksheets, maps and dartboards of tremendous interest if you want to better identify, evaluate and strategise market opportunities. Let yourself be charmed by the toolkit and the case studies, along with the thoughts of Marc and Sharon.' Alex Osterwalder and Yves Pigneur, authors of the bestseller Business Model Generation 'When two internationally-known experts in entrepreneurship write a how to book on market opportunities for entrepreneurs, it is bound to be a very valuable book indeed. Marc Gruber and Sharon Tal have created just the right book for first-time and experienced entrepreneurs. It contains both step-by-step plans and very valuable tips on identifying market opportunities - an invaluable complement to both the Lean Start-up Process and the Business Model Canvas!' Eric von Hippel, T. Wilson Professor of Innovation, MIT Sloan School of Management 'Gruber and Tal have crafted a visually exciting way for entrepreneurs to identify and analyse their opportunities, before they dive into execution. This book pairs nicely with the Business Model Canvas and Lean Startup. Best of all, it also tells you how to focus, and what NOT to do!' Henry Chesbrough, UC Berkeley Haas School of Business and author of Open Innovation 'From entrepreneurship thought leaders comes this innovative step-by-step guide to thinking through the market essentials of an opportunity. Rather than relying on generic examples or others' stories, the authors put the reader in the driver's seat by encouraging him or her to generate, evaluate and prepare to act on their own opportunities. I can't think of a more practically useful entrepreneurship book.' Dean A. Shepherd, Ray and Milann Siegfried Professor of Entrepreneurship, Mendoza College of Business, Notre Dame University 'Using thoughtful research and compelling examples, Where to Play provides important guidance on how to balance focus and flexibility when launching a new venture. It builds on the Lean Startup model by providing meaningful insights on what markets to address first.' Tina Seelig, Professor of the Practice, Stanford School of Engineering 'Where to Play attacks head-on one of the most difficult questions any aspiring entrepreneur must answer: Which target market should I serve?. It's visual, easy-to-apply, and full of common-sense. If I were starting a business today, I wouldn't leave the starting blocks without it!' John Mullins, Professor, London Business School; best selling authors, The New Business Road Test and The Customer-Funded Business

Agile Teams Jörg Bahlow, Gerhard Kullmann. 2017-05-11

Agile Teams lösungsfokussiert coachen Ralph Miarka, Veronika Kotrba. 2015-08

Agile! Bertrand Meyer. 2014-04-03 Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts? Would you like to know which agile techniques work, which ones do not matter much, and which ones will harm your projects? Then you need *Agile!*: the first exhaustive, objective review of agile principles, techniques and tools. Agile methods are one of the most important developments in software over the past decades, but also a surprising mix of the best and the worst. Until now every project and developer had to sort out the good ideas from the bad by themselves. This book spares you the pain. It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations. *Agile!* serves first as a primer on agile development: one chapter each introduces agile principles, roles, managerial practices, technical practices and artifacts. A separate chapter analyzes the four major agile methods: Extreme Programming, Lean Software, Scrum and Crystal. The accompanying critical analysis explains what you should retain and discard from agile ideas. It is based on Meyer's thorough understanding of software engineering, and his extensive personal experience of programming and project management. He highlights the limitations of agile methods as well as their truly brilliant contributions — even those to which their own authors do not do full justice. Three important chapters precede the core discussion of agile ideas: an overview, serving as a concentrate of the entire book; a dissection of the intellectual devices used by agile authors; and a review of classical software engineering techniques, such as requirements analysis and lifecycle models, which agile methods criticize. The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas. This is the first book to discuss agile methods, beyond the brouhaha, in the general context of modern software engineering. It is a key resource for projects that want to combine the best of established results and agile innovations.

Inviting Leadership Daniel Mezick, Mark Sheffield. 1917-05-15 The pace of societal and business change continues to accelerate daily. In the new world of work, adaptive self-management, at scale, is no longer optional! Self-management is what actually scales business agility across the enterprise. *Inviting Leadership & Invitation-Based Change* are very specific leadership techniques that create the very conditions that are necessary for scaling genuine and authentic self-management across the entire enterprise. If you lead people in the workplace, a deep understanding of *Inviting Leadership & Invitation-Based Change* might be the most valuable leadership know-how you can develop. These skills are essential to survive and thrive as a leader in the new world of self-managed work. Part tutorial, part reference guide and part toolbox, this book contains everything you need to develop these valuable new skills. Inside, you'll find a complete kit that contains the underlying theory, very clearly described actionable guidance, and a toolbox of templates, diagrams, checklists and measurement tools. Everything you need to begin leading a self-managed workforce is here.

Agile Führung Stefan Scherber, Michael Lang. 2015-01-27 Agile Methoden erfreuen sich wachsender Beliebtheit, nicht nur bei der Entwicklung von Software. Sie finden mehr und mehr auch in anderen Managementbereichen Verbreitung, zum Beispiel in der Projektarbeit oder bei der Entwicklung von Produkten. Vielversprechend an den agilen Prinzipien ist die Aussicht, Ziele flexibler, unbürokratischer und mit weniger Regeln zu erreichen als bei klassischen Vorgehensweisen. Allerdings: Noch beschränkt sich der Einsatz dieser Methoden auf einzelne Projekte oder Teams. Die vollen Potenziale entfaltet Agilität aber erst dann, wenn das ganze Unternehmen darauf ausgerichtet wird. Eine Ausweitung auf die gesamte Wertschöpfungskette ist geboten. In diesem Buch untersuchen die Autoren – allesamt profunde Kenner und Anwender agiler Methoden –, welchen Nutzen agile Prinzipien in Führung und Management erzeugen und wie deren Skalierung auf das gesamte Unternehmen gelingt. Sie zeigen, wann eine Organisation wirklich agil ist, was agiles von traditionellem Management unterscheidet, wie der Rollenwechsel der Führungskraft vom Chef zum Coach gelingt, wie Sie mit agilen Prinzipien und Methoden Ihr Führungsverhalten hinterfragen und verbessern können. Dieses Buch macht deutlich: Agile Prinzipien sind keine simplen Schablonen, die Effizienzsteigerung quasi automatisch herbeiführen, sondern sie erfordern einen Kulturwandel des Unternehmens. Dabei gewinnen alle Beteiligten: Mitarbeiter werden autonomer und ihre Organisationen erfolgreicher.

Strategize: Product Strategy and Product Roadmap Practices for the Digital Age Roman Pichler. 2022-09-07 Create a winning game plan for your digital products with *Strategize: Product Strategy and Product Roadmap Practices for the Digital Age*, 2nd edition. Using a wide range of proven techniques and tools, product management expert Roman Pichler explains how to create a winning product strategy and actionable roadmap. Comprehensive and insightful, the book will enable you to make the right strategic decisions in today's dynamic digital age. If you work as a product manager, Scrum product owner, product portfolio manager, head of product, or product coach, then this book is for you. What you will learn: * Create an inspiring vision for your product. * Develop a product strategy that maximises the chances of launching a winning product. * Successfully adapt the strategy across the product life cycle to achieve sustained product success. * Measure the value your product creates using the right key performance indicators (KPIs). * Build an actionable outcome-based product roadmap that aligns stakeholders and directs the product backlog. * Regularly review the product strategy and roadmap and keep them up-to-date. Written in an engaging and easily accessible style, *Strategize* offers practical advice and valuable examples so that you can apply the practices directly to your products. This second, revised, and extended edition offers new concepts, more tools, and additional tips and examples. Praise for *Strategize*: *Strategize* offers a comprehensive approach to product strategy using the latest practices geared specifically to digital products. Not just theory, the book is chock-full of real-world examples, making it easier to apply the principles to your company and products. *Strategize* is essential reading for everyone in charge of products: product executives, product managers, and product owners. Steve Johnson, Founder at Under10 Consulting. Whether you are new to product management or an experienced

practitioner, *Strategize* is a must read. You are guaranteed to get new ideas about how to develop or improve your product strategy and how to execute it successfully. It's an essential addition to every product manager's reading list. Marc Abraham, Senior Group Product Manager at Intercom.

The Enterprise and Scrum Ken Schwaber.2007-06-13 It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to: Evaluate the benefits of adopting Scrum in any size organization Initiate an enterprise transition project Implement a single, prioritized Product Backlog Organize effective Scrum teams using a top-down approach Adapt and apply solutions for integrating engineering practices across multiple teams Shorten release times by managing high-value increments Refine your Scrum practices and help reduce the length of Sprints

Accelerate John P. Kotter.2014-04-08 Describes how organizations can learn to move swiftly to accommodate change while still providing the necessary structures that nurture employees and long-term success.

Scaling Software Agility Dean Leffingwell.2007-02-26 "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 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.

Uniting the Virtual Workforce Karen Sobel Lojeski, Richard R. Reilly.2008-06-02 Praise for *Uniting the Virtual Workforce* *Uniting the Virtual Workforce* offers much-needed guidance on how to navigate the largely unmapped territory of virtual work environments in the global economy. The authors do an outstanding job of presenting how organizations should address the challenges of virtual workforces so as to reap the huge potential benefits of increased growth, productivity, and innovation. -C. Warren Axelrod, PhD, Chief Privacy Officer and Business Information Security Officer, U.S. Trust, and author of *Outsourcing Information Security* Lojeski and Reilly bring us something that readers of business books so rarely get—no nonsense practical guidance on how to manage distance, especially where it most often serves as an impediment to working effectively. If you interface with widely dispersed team members who rarely see one another and communicate by virtue of impersonal electronics, you may expect to find this book provocative, counterintuitive, and above all, exciting. It gives all of us who have to struggle, while working with talent stretched across distance, hope, that maybe there are ways to do this right! -Patrick J. McKenna, author of *First Among Equals* A must-read for global corporate executives who manage geographically dispersed job sharing teams. Practical strategies for preventing productivity loss and optimizing innovation. The authors pull no punches in showing the real downsides to the virtual work phenomenon; they have done a great service for us all. -Jeff Saperstein, author of *Creating Regional Wealth in the Innovation Economy* *Uniting the Virtual Workforce* charts the course for competing in the twenty-first century by tapping into the powers of virtual work. Any manager who ignores the virtual workforce is underperforming, and any company or organization that does not appreciate virtual work is already at a competitive disadvantage. Karen and Dick have tapped into a key ingredient in the recipe for global growth. -Jerry MacArthur Hultin, President, Polytechnic University, and former Under Secretary of the Navy Authors Sobel Lojeski and Reilly have provided a useful primer for the harried executive striving for productivity improvements while seeing the workload expand and the workforce disperse. Using conceptual definitions of Physical, Operational, and Affinity Distance to describe the multifaceted dimensions of building teams of people to work effectively together, the authors construct a very powerful set of metrics for a manager to improve the capability of his or her workgroup, no matter where it resides or how it is composed. The book is rich in anecdotes and specific studies that illustrate the concepts in an engaging, pertinent, and easy-to-understand manner. In an age of outsourcing, offshoring, and decentralizing groups of people who have to get things done together, reading this small book will repay itself many times over. -Charles House, Director, Media X Lab at Stanford University, and former Director of the Societal Impact of Technology, Intel Corporation

Unveiling the Energy of Verbal Beauty: An Emotional Sojourn through **Agile Teams Neue Herausforderungen Fokussiert Mei**

In a global inundated with monitors and the cacophony of instant connection, the profound power and emotional resonance of verbal art usually fade in to obscurity, eclipsed by the continuous assault of noise and distractions. However, nestled within the musical pages of **Agile Teams Neue Herausforderungen Fokussiert Mei**, a interesting work of fictional elegance that impulses with organic feelings, lies an unique trip waiting to be embarked upon. Penned by a virtuoso wordsmith, that interesting opus guides visitors on an emotional odyssey, delicately revealing the latent possible and profound impact embedded within the complicated web of language. Within the heart-wrenching expanse of the evocative analysis, we shall embark upon an introspective exploration of the book is key subjects, dissect its charming publishing model, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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Agile Teams Neue Herausforderungen Fokussiert Mei Introduction

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