

Agile And Lean Program Management Scaling Collaboration Across The Organization

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Write a Conference Proposal the Conference Wants and Accepts - Johanna Rothman 2022-06-30

Do you dream of speaking at a conference? You want to share your successes—and maybe your failures. Conference committees accept proposals they understand. Those same committees reject confusing proposals. You can write a clear proposal. Use the tips in this book to: · Start with the real outcomes. Not a promise for an outcome, but what people will learn. · Create a compelling one-paragraph abstract. · Choose a title that invites the reader into your session. · Connect to your readers with your bio. Increase your chances with the program committee. Craft a proposal the conference committee can understand and accept.

Systems Engineering for Projects - Lory Mitchell Wingate 2018-09-21

Systems engineering has been applied to some of the most important projects of our time, including those that have helped humanity explore the world and the universe, expand our technical abilities, and enhance the quality of human life. Without formal training in systems engineering, the discipline is often difficult to understand and apply, and its use within projects is often confusing. *Systems Engineering for Projects: Achieving Positive Outcomes in a Complex World* provides an approach that utilizes a combination of the most effective processes from both project management and systems engineering disciplines in a simplified and straightforward manner. The processes described in the book are lightweight, flexible, and tailorable. They provide the shortest path to success in projects across the entire project life cycle, from research to operations, and from simple to the most complex. The book also addresses how this methodology can be used in a continually adapting and changing world, as projects span disciplines and become even more interconnected across all areas of human existence. Each chapter includes diagrams, templates, summary lists, a case study, and a thought-provoking question and answer section that assists readers in immediate application of the material to their own projects. The book is a project manager's resource for understanding how to directly apply essential processes to projects in a way that increases the probability of achieving success. It is a comprehensive, go-to manual on the application of systems engineering processes to projects of all types and complexity.

Lean-agile Acceptance Test-driven Development - Kenneth Pugh 2011

How to scale ATDD to large projects --

From Chaos to Successful Distributed Agile Teams - Johanna Rothman 2018-04-08

Distributed agile teams have a terrible reputation. They don't deliver "on time," and too often, they don't deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don't blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of virtual teams behind. See how to help your distributed team succeed.

Manage Your Project Portfolio - Johanna Rothman 2016-08-01

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff

what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

Create Your Successful Agile Project - Johanna Rothman 2017-10-28

You think agile techniques might be for you, but your projects and organization are unique. An "out-of-the-box" agile approach won't work. Instead, unite agile and lean principles for your project. See how to design a custom approach, reap the benefits of collaboration, and deliver value. For project managers who want to use agile techniques, managers who want to start, and technical leaders who want to know more and succeed, this book is your first step toward agile project success. You've tried to use an off-the-shelf approach to agile techniques, and it's not working. Instead of a standard method or framework, work from agile and lean principles to design your own agile approach in a way that works for you. Build collaborative, cross-functional teams. See how small batch sizes and frequent delivery create an environment of trust and transparency between the team, management, and customers. Learn about the interpersonal skills that help agile teams work together so well. In addition to seeing work and knowing what "done" means, you'll see examples of many possible team-based measurements. Look at tools you can use for status reporting, and how to use those measurements to help your managers understand what agile techniques buy them. Recognize the traps that prevent agile principles from working in too many organizations, and what to do about those traps. Use agile techniques for workgroups, and see what managers can do to create and nurture an agile culture. You might be surprised at how few meetings and rituals you need to still work in an agile way. Johanna's signature frankness and humor will get you on the right track to design your agile project to succeed. What You Need: No technical expertise or experience needed, just a desire to know more about how you might use agile in your project.

Practical Ways to Manage Yourself - Johanna Rothman 2020-12-23

You can become an excellent manager when you manage yourself first. If you're like most managers, you've never seen management excellence. You are not alone. Modern management requires we first manage ourselves—and that might be the most challenging part of management. Based on research and backed up by personal stories, you'll see how you can manage yourself. Through questions, stories, and proven options, learn how you can: Move from expert to coach. Recognize and avoid micromanagement. Support the people doing the work to solve more of their problems. Make time to think so you can be your best self.

Trust the people you lead and serve. And, much more. With its question and myth, each chapter offers you options to rethink how you manage yourself. Become a modern manager. Learn to manage yourself so you and the people you lead and serve can deliver the results everyone needs.

Practices for Scaling Lean & Agile Development - Craig Larman 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.

Disciplined Agile Delivery - Scott W. Ambler 2012-05-31

Master IBM’s Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In *Disciplined Agile Delivery*, Scott W. Ambler and Mark Lines introduce IBM’s breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization’s unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. *Disciplined Agile Delivery* addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems—from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner—whether they’re seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Sustainability Awareness and Green Information Technologies - Tomayess Issa 2020-09-17

This book addresses several aspects of environmental sustainability awareness and prioritization, explores ways to use resources and processes more responsibly, and describes the strategies, models and tools required to overcome various challenges. Sustainable and green IT are used to minimize the current ICT recycling problems which are harming our planet. The book discusses the new green information technologies as alternatives to conventional ICT, which have significantly harmed nature, and examines how to make recent technologies such as cloud computing; social networking; smart technology;

blockchains, IoT (internet-of-things); and big data sustainable. Exploring sustainability awareness and importance among individuals and organizations in the developed and developing countries, most of the contributions conclude that sustainability should be considered a duty in order to change mindsets, attitudes and actions so as to preserve our planet. Furthermore, it examines the green information technology strategies and models.

Collaboration Explained - Jean Tabaka 2006-01-06

“Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I’ve found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean’s wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that’s fit for agile veterans and neophytes alike.” —Arlen Bankston, Lean Agile Practice Manager, CC Pace “If Agile is the new ‘what,’ then surely Collaboration is the new ‘how.’ There are many things I really like about Jean’s new book. Right at the top of the list is that I don’t have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!” —Linda Rising, Independent Consultant *The Hands-On Guide to Effective Collaboration in Agile Projects* To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn’t happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. *Collaboration Explained* is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through post-project retrospectives. Tabaka’s hands-on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member. · Build collaborative software development cultures, leaders, and teams · Prepare yourself to collaborate—and prepare your team · Define clear roles for each participant in promoting collaboration · Set your collaborative agenda · Master tools for organizing collaboration more efficiently · Run effective collaborative meetings—including brainstorming sessions · Promote better small-group and pair-programming collaboration · Get better information, and use it to make better decisions · Use non-abusive conflict to drive positive outcomes · Collaborate to estimate projects and schedules more accurately · Strengthen collaboration across distributed, virtual teams · Extend collaboration from individual projects to the entire development organization

Organization Design - Naomi Stanford 2018-06-14

Organization Design looks at how to (re)design an organizational system in order to increase productivity, performance and value, and provides the knowledge and methodology to design an adaptive, agile organization capable of handling the kind of continuous organizational change that all businesses face. The book clarifies why and how organizations need to be in a state of readiness to design or redesign, and emphasizes that people as well as business processes must be part of design considerations. With an enhanced international focus, this third edition includes new material on: organization design theories designing ethical, diverse and inclusive organizations the role of leaders in organization design work organization design in public sector organizations and evaluating the success of an organization design project Aided by a range of pedagogical features and downloadable resources, this book is a must-read for students or practitioners involved in organizational design, development and change.

Create Your Successful Agile Project - Johanna Rothman 2017-10-18

You think agile techniques might be for you, but your projects and organization are unique. An "out-of-the-box" agile approach won't work. Instead, unite agile and lean principles for your project. See how to design a custom approach, reap the benefits of collaboration, and deliver value. For project managers who want to

use agile techniques, managers who want to start, and technical leaders who want to know more and succeed, this book is your first step toward agile project success. You've tried to use an off-the-shelf approach to agile techniques, and it's not working. Instead of a standard method or framework, work from agile and lean principles to design your own agile approach in a way that works for you. Build collaborative, cross-functional teams. See how small batch sizes and frequent delivery create an environment of trust and transparency between the team, management, and customers. Learn about the interpersonal skills that help agile teams work together so well. In addition to seeing work and knowing what "done" means, you'll see examples of many possible team-based measurements. Look at tools you can use for status reporting, and how to use those measurements to help your managers understand what agile techniques buy them. Recognize the traps that prevent agile principles from working in too many organizations, and what to do about those traps. Use agile techniques for workgroups, and see what managers can do to create and nurture an agile culture. You might be surprised at how few meetings and rituals you need to still work in an agile way. Johanna's signature frankness and humor will get you on the right track to design your agile project to succeed. What You Need: No technical expertise or experience needed, just a desire to know more about how you might use agile in your project.

Scaling Lean - Ash Maurya 2016

"Scaling Lean offers an invaluable blueprint for modeling startup success. You'll learn the essential metrics that measure the output of a working business model, give you the pulse of your company, communicate its health to investors, and enable you to make precise interventions when things go wrong," --Amazon.com.

SAFe 4.5 Reference Guide - Dean Leffingwell 2018-05-04

The Must-have Reference Guide for SAFe® Professionals "There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world." -Steve Elliot, Founder/CEO AgileCraft "Since beginning our Lean-Agile journey with SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers—resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year." -Dave Kent, Enterprise Agile Coach, Vantiv Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world's leading framework for enterprise agility. Inside, you'll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world's largest brands turn to for building better software and systems. SAFe was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include: 30 — 75% faster time-to-market 25 — 75% increase in productivity 20 — 50% improvements in quality 10 — 50% increased employee engagement Successful implementations may vary in context but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Large-Scale Scrum - Craig Larman 2016-09-23

In Large-Scale Scrum, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman

and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

Agile and Lean Program Management - Johanna Rothman 2016-02-05

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

Scaling Scrum Across Modern Enterprises - Cecil Rupp 2020-08-31

Establish business agility in your organization by applying industry-proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums (SoS), Scrum@Scale, Nexus, Large-Scale Scrum (LeSS), Disciplined Agile, and SAFe Key Features Learn how to be Agile at scale by implementing best practices Understand how Lean-Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework (SAFe) Customize Scrum and Lean-Agile practices to support portfolio and large product development needs Book Description Scaled Scrum and Lean-Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum. This Scrum/Lean-Agile handbook provides a comprehensive review and analysis of industry-proven scaling strategies that enable business agility on an enterprise scale. Free of marketing hype or vendor bias, this book helps you decide which practices best fit your situation. You'll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios. The book will then guide you through systems theory, lean development, and the application of holistic thinking to more complex software and system development activities. Throughout, you'll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross-team integration, dependency, and synchronization issues. Later, you'll learn how to improve enterprise operational efficiency across value creation and value delivery activities, before discovering how to align product portfolio investments with corporate strategies. By the end of this Scrum book, you and your product teams will be able to get the most value out of Agile at scale, even in complex cyber-physical system development environments. What you will learn Understand the limitations of traditional Scrum practices Explore the roles and responsibilities in a scaled Scrum and Lean-Agile development environment Tailor your Scrum approach to support portfolio and large product development needs Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system Scale Scrum practices at both the program and portfolio levels of management Understand how DevOps, test automation, and CI/CD capabilities help in scaling Scrum practices Who this book is for Executives, product owners, Scrum masters, development team members, and other stakeholders who need to learn how to scale Agile to support large, complex projects and large enterprise portfolios and programs will find this book useful. A basic understanding of the values and principles of Agile and the Scrum-based framework for Agile development practices is required before you get started with this Agile Scrum book.

Hiring Geeks That Fit - Johanna Rothman 2013-09-13

Hiring a person for your team is the single most important decision you can make. It has long-lasting impact, whether you are the manager or a team member. Would you like to learn to hire great people? Not sure how? You need this book. Great geeks are not the same as skill-based staff. You need to analyze your culture, determine your problems, define the essentials you need in a candidate, and then you're off and running. Great geeks adapt their knowledge to your context. One developer or technical manager is not

interchangeable with another. Hiring Geeks That Fit takes the guesswork and cost out of hiring.

Work Together Anywhere - Lisette Sutherland 2020-06-02

“An excellent guide on how teams can effectively work together, regardless of location.” —STEPHANE KASRIEL, former CEO of Upwork IN TODAY'S MODERN GLOBAL ECONOMY, companies and organizations in all sectors are embracing the game-changing benefits of the remote workplace. Managers benefit by saving money and resources and by having access to talent outside their zip codes, while employees enjoy greater job opportunities, productivity, independence, and work-life satisfaction. But in this new digital arena, companies need a plan for supporting efficiency and fostering streamlined, engaging teamwork. In *Work Together Anywhere*, Lisette Sutherland, an international champion of virtual-team strategies, offers a complete blueprint for optimizing team success by supporting every member of every team, including:

- Employees advocating for work-from-home options
- Managers seeking to maximize productivity and profitability
- Teams collaborating over complex projects and long-term goals
- Organizations reliant on sharing confidential documents and data
- Company owners striving to save money and attract the best brainpower

Packed with hands-on materials and actionable advice for cultivating agility, camaraderie, and collaboration, *Work Together Anywhere* is a thorough and inspiring must-have guide for getting ahead in today's remote-working world.

Agile Practice Guide (Hindi) - 2019-08-05

Agile Practice Guide - First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition*, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Manage It! - Johanna Rothman 2007-06-07

This book is a reality-based guide for modern projects. You'll learn how to recognize your project's potholes and ruts, and determine the best way to fix problems - without causing more problems. Your project can't fail. That's a lot of pressure on you, and yet you don't want to buy into any one specific process, methodology, or lifecycle. Your project is different. It doesn't fit into those neat descriptions. *Manage It!* will show you how to beg, borrow, and steal from the best methodologies to fit your particular project. It will help you find what works best for you and not for some mythological project that doesn't even exist. Before you know it, your project will be on track and headed to a successful conclusion.

Behind Closed Doors - Johanna Rothman 2005-09-19

Great management is difficult to see as it occurs. It's possible to see the results of great management, but it's not easy to see how managers achieve those results. Great management happens in one-on-one meetings and with other managers---all in private. It's hard to learn management by example when you can't see it. You can learn to be a better manager---even a great manager---with this guide. You'll follow along as Sam, a manager just brought on board, learns the ropes and deals with his new team over the course of his first eight weeks on the job. From scheduling and managing resources to helping team members grow and prosper, you'll be there as Sam makes it happen. You'll find powerful tips covering: Delegating effectively Using feedback and goal-setting Developing influence Handling one-on-one meetings Coaching and mentoring Deciding what work to do---and what not to do ...and more. Full of tips and practical advice on the most important aspects of management, this is one of those books that can make a lasting and immediate impact on your career.

Hiring the Best Knowledge Workers, Techies & Nerds - Johanna Rothman 2013-07-15

This is the digital version of the printed book (Copyright © 2004). Proven Methods for Attracting, Interviewing, and Hiring Technical Workers Good technical people are the foundation on which successful high technology organizations are built. Establishing a good process for hiring such workers is essential. Unfortunately, the generic methods so often used for hiring skill-based staff, who can apply standardized methods to almost any situation, are of little use to those charged with the task of hiring technical people. Unlike skill-based workers, technical people typically do not have access to cookie-cutter solutions to their problems. They need to adapt to any situation that arises, using their knowledge in new and creative ways

to solve the problem at hand. As a result, one developer, tester, or technical manager is not interchangeable with another. This makes hiring technical people one of the most critical and difficult processes a technical manager can undertake. *Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets & Science of Hiring Technical People* takes the guesswork out of hiring and diminishes the risk of costly hiring mistakes. With the aid of step-by-step descriptions and detailed examples, you'll learn how to write a concise, targeted job description source candidates develop ads for mixed media review résumés quickly to determine Yes, No, or Maybe candidates develop intelligent, nondiscriminatory, interview techniques create fool-proof phone-screens check references with a view to reading between the lines extend an offer that will attract a win-win acceptance or tender a gentle-but-decisive rejection and more An effective hiring process is crucial to saving an organization the costs and consequences of a bad hiring decision. Not only is a bad hire costly in terms of recruiting expenses and the time spent hiring, it can also bog down or derail projects that may already be running late. You, your team, and your organization will live with the long-term consequences of your hiring decision. Investing time in developing a hiring strategy will shorten your decision time and the ramp-up time needed for each new hire. Technical leaders, project and program managers, and anyone putting together a team of technical workers will greatly benefit from this book.

Practical Ways to Lead an Innovative Organization - Johanna Rothman 2019-08-04

Would you like your organization to innovate more? Start with your management practices. You might never have seen innovation in management. You are not alone. Learn to create an environment where people can innovate. See how to use the organization's purpose to manage for better outcomes. Free people to work better and faster. Based on research and backed up by personal stories, you'll see how modern managers practice innovation. Through questions and stories, learn how you can: Create management teamwork at all levels. Reduce management decision time. Manage for effectiveness to promote innovation. Plan by value. Welcome experiments and learn from them. Move from change management to embracing change. And, much more. With its question and myth, each chapter offers you options to rethink how you can create management innovation. Change your practices and free the people to deliver better outcomes. Become a modern manager. Learn to lead an innovative organization.

Governance of Portfolios, Programs, and Projects - Project Management Institute 2016-01-01

Understanding governance as it applies to portfolios, programs, and projects is growing in importance to organizations, because appropriate governance is a factor in the success or failure of strategic initiatives and portfolios, as well as an organization's programs and projects. Implementing an effective governance framework can be challenging due to factors such as increasing business complexities, regulatory requirements, globalization, and rapid changes in technology and business environments. Many organizations do not have a consistent approach to portfolio, program, and project governance. PMI's *Governance of Portfolios, Programs, and Projects: A Practice Guide*, developed by leading experts in the field, provides guidance to organizations and practitioners on how to implement or enhance governance on portfolios, programs, and projects. This practice guide provides definitions for governance in an effort to distinguish the different levels of governance and to identify their common elements.

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.

Predicting the Unpredictable - Johanna Rothman 2015-06-12

If you have trouble estimating cost or schedule for your projects, you are not alone. The question is this: who wants the estimate and why? The definition of estimate is “guess.” But too often, the people who want estimates want commitments. Instead of a commitment, you can apply practical and pragmatic approaches to developing estimates and then meet your commitments. You can provide your managers the information they want and that you can live with. Learn how to use different words for your estimates and how to report your estimate that includes uncertainty. Learn who should—and should not—estimate. Learn how to update your estimate when you know more about your project. Regain estimation sanity. Learn practical and pragmatic ways to estimate schedule or cost for your projects.

Lean Architecture - James O. Coplien 2011-01-06

More and more Agile projects are seeking architectural roots as they struggle with complexity and scale - and they're seeking lightweight ways to do it Still seeking? In this book the authors help you to find your own path Taking cues from Lean development, they can help steer your project toward practices with longstanding track records Up-front architecture? Sure. You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation Documentation? Even a whiteboard diagram, or a CRC card, is documentation: the goal isn't to avoid documentation, but to document just the right things in just the right amount Process? This all works within the frameworks of Scrum, XP, and other Agile approaches

Software Engineering for Enterprise System Agility: Emerging Research and Opportunities - Zykov, Sergey V. 2018-07-06

Sustaining a competitive edge in today’s business world requires innovative approaches to product, service, and management systems design and performance. Advances in computing technologies have presented managers with additional challenges as well as further opportunities to enhance their business models. *Software Engineering for Enterprise System Agility: Emerging Research and Opportunities* is a collection of innovative research that identifies the critical technological and management factors in ensuring the agility of business systems and investigates process improvement and optimization through software development. Featuring coverage on a broad range of topics such as business architecture, cloud computing, and agility patterns, this publication is ideally designed for business managers, business professionals, software developers, academicians, researchers, and upper-level students interested in current research on strategies for improving the flexibility and agility of businesses and their systems.

The Agilist’s Guidebook - a reference for agile transformation - CHANDAN LAL PATARY 2019-01-24

The Agilist’s Guidebook- A Reference for Organizational Agile Transformation, this workbook is for all Agilist who choose to enable organizational agile transformation. Competitive pressure and fundamental changes will remain the hallmark of the business environment. Thus the need for new and upgraded skills will continue. Lifelong learning is not simply an educational concept; it is a business necessity. This workbook has emphasized pragmatic challenges we come across during agile transformation and how we can fortify ourselves to surmount all these challenges. This workbook consists of five distinct areas like Organizational coaching, the overall mindset of the team members, Leadership capability, Building a high-performance team, Organization development (Structure and Culture). These five pillars are five elements of the Panch Bhoota Model. If these five elements are not purified or malfunction, we become ill. As an organization is not a machine, it is an organism, leaders have to take care of these five elements by learning about them and strengthening these elements so that the organization does not get affected by a foreign threat, much like a virus or a bacteria. The political, economic, social, technological, legal environment can threaten an organization’s survival. When the organization is stable in these five elements, it can cope with

any challenge thrown by the external environment. This workbook will feature some of the challenges and approaches in handling these areas. This workbook will guide the reader to evaluate their present skills and take action wherever improvement is desired. The author has highlighted many Mindmaps, checklist, thought-provoking questions for the readers to reflect on and take action, and has emphasized many case studies in this book to make the book practical for the reader. The author had shared many theoretical concepts for the reader to do further research in and enhance learning in those areas. This workbook is a compendium means it is a compilation of concise but detailed information about a specific subject, in this case, Organizational Agile transformation.

Free Your Inner Nonfiction Writer - Johanna Rothman 2022-09-13

Free your inner nonfiction writer as you learn to write fast and well. Do you want to write nonfiction better and faster? But when you try to write, you feel stuck, or you don’t like what you wrote, or you’re not sure why anyone would want to read your words. You can enjoy writing, especially when you integrate thinking and learning as you write. And, when you wait to edit until the end, you can write faster. Learn how to educate, influence, and entertain people with your writing. You’ll learn how to: * Separate writing, which includes thinking and learning, from editing. * Focus on your readers, so you write what they need to know. * Face your writing fears. * Find your author voice, so you sound like you. * Be ready to write, so you never have to face a blank page. * Empathize with your readers to write about what matters to them. * How to edit just enough. * Evolve your writing system. And more. Buy this book and learn how to write nonfiction to educate, influence, and entertain.

Lean from the Trenches - Henrik Kniberg 2011-12-14

You know the Agile and Lean development buzzwords, you’ve read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. *Lean from the Trenches* is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. *Lean from the Trenches* is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you’ll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You’ll walk through the project step by step, from customer engagement, to the daily “cocktail party,” version control, bug tracking, and release. In this honest look at what works--and what doesn't--you’ll find out how to: Make quality everyone’s business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You’ll be ready to jump into the trenches and streamline your own development process.

Diving for Hidden Treasures - Johanna Rothman 2016-03-26

Does your organization value and rank projects based on estimation? Except for the shortest projects, estimation is often wrong. You don’t realize the value you planned when you wanted. How can you finish projects in time to realize their potential value? Instead of estimation, consider using cost of delay to evaluate and rank projects. Cost of delay accounts for ways projects get stuck: multitasking, other projects not releasing on time, work queuing behind experts, excessive attention to code cleanliness, and management indecision to name several. Once you know about cost of delay, you can decide what to do about it. You can stop the multitasking. You can eliminate the need for experts. You can reduce the number of projects and features in progress. You can use cost of delay to rank projects and work in your organization. Learn to use cost of delay to make better decisions for your project, program, or project portfolio.

Practitioner's Guide to Program Management - Irene Didinsky 2017-06-02

Programs serve as a crucial link between strategy and the execution of business results and organizations implement them to achieve strategic goals. Although the practice of program management has evolved in lockstep with the project management profession, the root causes of program failure remain. In this step-by-step guide, Irene Didinsky offers a standardized approach to program management, closing the knowledge gaps and variations that currently exist across organizations and industries. For the first time,

Practitioner's Guide to Program Management walks the reader through all the key components of effective program management. Using a case study example of an actual process improvement program, Didinsky discusses the qualities of excellence in program leadership, the importance of organizational strategy alignment throughout the program life cycle, how a program realizes benefits, and how to manage conflicting priorities of stakeholders. This comprehensive resource also includes an historical overview of the professionalization of the field, outlines the logistics of forming a program management community of practice, and concludes with a glossary of terms. With this desktop manual in their hands, practitioners can expect to thrive and guarantee the success of their programs.

The Rollout - Alex Yakyma 2016-10-14

Practical Ways to Lead & Serve (Manage) Others - Johanna Rothman 2020-12-23

You can excel at managing people when you lead and serve them. You might have only seen managers try to direct and control others. You might think you can't possibly lead and serve others. Especially not with all the pressure you feel. You can. Great managers create an environment where people can do their best work. These excellent managers lead and serve others—not control or direct them. Based on research and backed up by personal stories, this book will show you how modern managers lead and serve others. Through questions and stories, learn how you can:

- Change your focus from individuals to teams.
- Create more capability in each person and as a team.
- Create more engaged teams or workgroups.
- Support people as they manage their careers and eliminate the need for performance reviews.
- Support teams as they can learn to manage themselves.
- And, much more.

With its question and myth, each chapter offers you options to rethink how you lead and serve others. Become a modern manager. Learn to lead and serve others to deliver the results everyone needs.

Agile and Lean Program Management - Johanna Rothman 2016-02-24

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

SAFe® 4.0 Reference Guide - Dean Leffingwell 2016-07-29

The Must-have Reference Guide for SAFe® Practitioners “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” -Steve Elliot, Founder/CEO AgileCraft “You don't have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!” -Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage

of what has, until now, only been available online at scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scaledagileframework.com/case-studies—typically include: 20—50% increase in productivity 50%+ increases in quality 30—75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

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.