

Kanban Maturity Model Evolving Fit For Purpose Organizations

International businesses struggle to be competitive and influential at the global market level. With the new ideas in the management and leadership disciplines, hard skills are losing or are believed to be losing their strategic relevance while soft skills are praised and highly sought after. The Handbook of Research on International Business and Models for Global Purpose-Driven Companies, a pivotal reference source, provides vital research on international business management strategies and applications within internal organizations that allow companies to strategically position themselves for increased success in the global economy. While highlighting topics such as organizational culture, internal communication, and generational workforce, this publication explores leadership disciplines as well as the methods of handling multicultural organizations. This book is ideally designed for entrepreneurs, executives, managers, business professionals, human resource officials, researchers, academicians, and students.

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

This book focuses on the design, development, management, governance and application of evolving software processes that are aligned with changing business objectives, such as expansion to new domains or shifting to global production. In the context of an evolving business world, it examines the complete software process lifecycle, from the initial definition of a product to its systematic improvement. In doing so, it addresses difficult problems, such as how to implement processes in highly regulated domains or where to find a suitable notation system for documenting processes, and provides essential insights and tips to help readers manage process evolutions. And last but not least, it provides a wealth of examples and cases on how to deal with software evolution in practice. Reflecting these topics, the book is divided into three parts. Part 1 focuses on software business transformation and addresses the questions of which process(es) to use and adapt, and how to organize process improvement programs. Subsequently, Part 2 mainly addresses process modeling. Lastly, Part 3 collects concrete approaches, experiences, and recommendations that can help to improve software processes, with a particular focus on specific lifecycle phases. This book is aimed at anyone interested in understanding and optimizing software development tasks at their organization. While the experiences and ideas presented will be useful for both those readers who are unfamiliar with software process improvement and want to get an overview of the different aspects of the topic, and for those who are experts with many years of experience, it particularly targets the needs of researchers and Ph.D. students in the area of software and systems engineering or information systems who study advanced topics concerning the organization and management of (software development) projects and process improvements projects.

"Kanban is becoming a popular way to visualize and limit work-in-progress in software development and information technology work. Teams around the world are adding Kanban around their existing processes to catalyze cultural change and deliver better business agility. David J. Anderson pioneered the Kanban Method. Hear how this happened and what you can do to succeed using Kanban."--Publisher's website.

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Improve your decision making. The new and revolutionary book "Commitment" about risk management and Real Options helps you to get more control over your decisions, gain more information when you have to decide and stop making the wrong decisions. This graphic business novel brings the Real Options model in a unique and understandable format, by explaining theories in a way only Sequential Art can. Via Rose Randall, the main character of this unique graphic business novel, the reader is introduced to the challenges a project manager faces. Rose Randall is the archetypal reluctant project manager. Following a painful project failure years ago, Rose's life is cast into chaos when she is once again thrown into the role against her wishes. Faced with a struggling project, help comes from an unexpected source guiding Rose in the direction of Real Options. When you have read Commitment, you: understand what the Real Options model is; can apply the Real Options model to manage project risks successfully; understand why much of your life involves options that you currently are treating as commitments; see the world through a different filter opening up many new possibilities; understand the difference between Commitments and Options. Because the book will: provide specific examples of how a project can manage its risks using the Real Options model; outline a

simple technique for making decisions; make you aware of all the decisions you make every day; build your confidence in your ability to decide when to commit and when to leave options open. In short, this book is indispensable for new and experienced project managers plus anyone else who is interested in knowing more about managing large projects.

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets startedPART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

The Missing Link in the Evolution of Kanban -- From Its Roots in Agile David J. Anderson developed the Kanban Method over years spent managing and coaching Agile development teams, at companies such as Sprint and Microsoft, by integrating Lean thinking with Agile principles and practices. This compendium of anecdotes and epiphanies shares this journey on the road to Kanban, now a popular method for improving predictability while managing change and risk in organizations worldwide. Topics include: -Why people resist change -The role of the manager in Agile development -Flow and variability -Timeboxes and delivery cadence -Estimation and metrics

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

In the new world of work, agility is a business imperative. From small tech start-ups or large traditional companies, organizations need to be fast, flexible and digitally empowered to succeed. However, too many companies are stuck with siloed, compliance-driven HR processes that work in opposition to the business rather than supporting it. This results in the view that HR is slow and out of touch. However, Agile HR shows that this doesn't need to be the case. It is a practical guide written specifically for people professionals on how the HR function can develop agile processes and practices that save time, boost performance and support overall business goals. Covering every aspect of the HR function from people processes, ways of working and HR services to organization design, operating models and HR teams, Agile HR is an essential guide for all HR practitioners wanting to make their HR practices agile and drive business performance but don't know where to start. As well as guidance on how to deal with resistance, manage a backlog and deal with constraints, there is also invaluable guidance on how HR can prioritize effectively and assess which activities to pursue, which to develop, which to rework and which to abandon in order to achieve continuous business improvement. Supported by case studies from organizations who have seen the benefits of an agile approach to HR including Sky Betting & Gaming and MUJI, this is critical reading for all HR professionals in organizations of any size needing to adopt fast, flexible and evolving agile approaches to effectively compete in the new world of work.

This booklet tells the story of Justin - a project manager who achieved remarkable results with his team by doing very simple things! This guide covers the core concepts of Kanban for knowledge work, and shows how limiting your amount of work-in-progress can lead to getting things done better and faster.

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover: • Team patterns used by successful organizations. • Common team patterns to avoid with modern software systems. • When and why to use different team patterns • How to evolve teams effectively. • How to split software and align to teams.

"Productivity books focus on doing more. Jim and Tonianne want you to focus on doing better....Personal Kanban takes the same Lean principles from manufacturing that led the Japanese auto industry to become a global leader in quality, and applies them to individual and team work. Personal Kanban asks only that we visualize our work, and limit our

work-in-progress."--Back cover.

Explains how and why Kanban offers a new approach to change in 21st Century businesses This book provides an understanding of what is necessary to properly understand change management with Kanban as well as how to apply it optimally in the workplace. The book emphasizes critical aspects, several traps which users repeatedly fall into, and presents some practical guidelines for Kanban change management to help avoid these traps. The authors have organized the book into three sections. The first section focuses on the foundations of Kanban, establishing the technical basis of Kanban and indicating the mechanisms required to enact change. In the second section, the authors explain the context of Kanban change management—the options for change, how they can be set in motion, and their consequences for a business. The third section takes the topics from the previous sections and relates them to the social system of business—the goal is to guide readers in the process of building a culture of continuous improvement by reviewing real case studies and seeing how Kanban is applied in various situations. Kanban Change Leadership: Explains how to implement sustainable system-wide changes using Kanban principles Addresses the principles and core practices of Kanban including visualization, WIP limits, classes of service, operation and coordination, metrics, and improvement Describes implementation, preparation, assessment, training, feedback, commissioning, and operation processes in order to create a culture of continuous improvement Kanban Change Leadership is an educational and comprehensive text for: software and systems engineers; IT project managers; commercial and industrial executives and managers; as well as anyone interested in Kanban.

Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

The Agile Self-Assessment Game is used by teams and organizations to self-assess their agility. Playing the game enables teams to reflect on their own team interworking, discover how agile they are and decide what they can do to increase their agility to deliver more value to their customers and stakeholders. This is the first book specifically about Agile Self-assessments. In this book, Ben Linders explains what self-assessments are and why you would do them, and explores how to do them using the Agile Self-assessment Game. He's also sharing experience stories from people who played the game. This book is based on his experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into self-assessments, viewing them from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to do effective agile self-assessments with your teams. The book is aimed at Scrum masters, agile coaches, consultants leading agile transformations, developers and testers, project managers, line managers, and CxOs; basically for anyone who is looking for an effective way to help their agile teams improve and to increase the agility of their organization. With plenty of ideas, suggestions, and practical cases on Agile Self-assessments, this book will help you to apply assessments and help teams to improve. Note: The agile coaching cards needed to play the games described in the book can be downloaded for a nominal fee at benlinders.com/downloads.

The Kanban Maturity Model (KMM) is a new, powerful tool for coaches and consultants advising medium and large enterprises on transformation and improvement using the Kanban Method. From the author of the best-selling Kanban: Successful Evolutionary Change for your Technology Business, David J. Anderson, together with Teodora Bozheva, this book maps out seven levels of organizational maturity against the six general practices of Kanban to ensure appropriate application of Kanban practices and successful adoption of the approach. The KMM describes a roadmap and concrete actions that enable organizations to achieve fitness-for-purpose and exceptional business agility. This book is for consultants, coaches, corporate change agents, and managers who must lead medium- and large-scale enterprises through a transition to improve their operations and service delivery. This book is for businesses that aspire to superior business agility, to deliver fit-for-purpose products and services, to delight customers, and to provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. The KMM is designed to eliminate the two most common failure modes in the adoption of Kanban: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit. KMM provides advisors with the knowledge to create just enough positive stress to provoke improvement without overdoing it and causing a regression in corporate performance. This book covers:

Understanding the seven Kanban maturity levels Benefits of the KMM How the KMM drives capability and maturity to enable fitness-for-purpose and business agility The KMM

Architecture and in-depth understanding of the model Maps 161 specific practices against the six general practices of the Kanban Method and seven maturity levels, describing the intent, value, and expected outcomes from each practice. KMM-specific practices codify more than fourteen years of Kanban implementations in firms from small to extremely large, across five continents and many industries. KMM documents the body of knowledge that coaches and organizations need to develop sustainable change, build a culture of continuous improvement, unity around a shared purpose, and improved business outcome. Provides a comprehensive set of example kanban boards suitable for the whole range of organizational maturity levels The comprehensive set of kanban board designs provide ideas for visualizing work items, workflows of different types and complexity, risks, classes of services, shared resources, and other aspects of complex interdependent enterprise services. Defines in detail what practices and metrics to use--and how--for effective workflow management. Defines the specific Kanban practices that enable delivering high quality products and services and optimizing economic results. Describes the integration of KMM with existing models and methods, in particular Lean/TPS, Real World Risk Model (by Nassim Nicholas Taleb), CMMI, and Mission Command/Auftragstaktik. Maps twenty cultural values to the seven maturity levels, enabling leadership guidance and coaching for a stronger, more effective corporate culture. Includes vital coaching tips that facilitate the correct implementation of specific practices. The KMM will help you avoid the two most typical failure modes in Kanban implementations: overreaching, causing an aborted start; false summit plateaus and failure to realize full benefit. Use the model to understand the current situation of your organization and define appropriate actions that will drive it to the desired state.

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

Big Agile leaders need an empirical, "high-trust" model that provides guidance for scaling and sustaining agility and capability throughout a modern technology organization. This book presents the Agile Performance Hierarchy (APH)—a "how-ability" model that provides agile leaders and teams with an operating system to build, evaluate, and sustain great agile habits and behaviors. The APH is an organizational operating system based on a set of interdependent, self-organizing circles, or holons, that reflect the empirical, object-oriented nature of agility. As more companies seek the benefits of Agile within and beyond IT, agile leaders need to build and sustain capability while scaling agility—no easy task—and they need to succeed without introducing unnecessary process and overhead. The APH is drawn from lessons learned while observing and assessing hundreds of agile companies and teams. It is not a process or a hierarchy, but a holarchy, a series of performance circles with embedded and interdependent holons that reflect the behaviors of high-performing agile organizations. Great Big Agile provides implementation guidance in the areas of leadership, values, teaming, visioning, governing, building, supporting, and engaging within an all-agile organization. What You'll Learn Model the behaviors of a high-performance agile organization Benefit from lessons learned by other organizations that have succeeded with Big Agile Assess your level of agility with the Agile Performance Hierarchy Apply the APH model to your business Understand the APH performance circles, holons, objectives, and actions Obtain certification for your company, organization, or agency Who This Book Is For Professionals leading, or seeking to lead, an agile organization who wish to use an innovative model to raise their organization's agile performance from one level to the next, all the way to mastery

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking

research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance?and what drives it?using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

This volume constitutes the refereed proceedings of the 27th European Conference on Systems, Software and Services Process Improvement, EuroSPI conference, held in Düsseldorf, Germany, in September 2020*. The 50 full papers and 13 short papers presented were carefully reviewed and selected from 100 submissions. They are organized in topical sections on visionary papers, SPI manifesto and improvement strategies, SPI and emerging software and systems engineering paradigms, SPI and standards and safety and security norms, SPI and team performance & agile & innovation, SPI and agile, emerging software engineering paradigms, digitalisation of industry, infrastructure and e-mobility, good and bad practices in improvement, functional safety and cybersecurity, experiences with agile and lean, standards and assessment models, recent innovations, virtual reality. *The conference was partially held virtually due to the COVID-19 pandemic.

"I set myself the task of describing the 'humane, start with what you do now approach to change' not as a productivity tool, but as a management method built around a strong framework of values-a way to help organizations work better for their people, their customers, and other stakeholders." - Mike Burrows, author Kanban from the Inside takes a distinctive approach to the Kanban Method-using a system of nine values to explain what it is, to give insight into how its practitioners think, and to offer practical advice on how to apply it. Readers new to Kanban will understand why and how it works, while those with experience will appreciate its fresh perspective and the connections it makes with a range of related models. Part I draws on real-world experience to explain the Kanban Method through nine values: transparency, balance, collaboration, customer focus, flow, leadership, understanding, agreement, and respect. It also introduces Kanban's three Agendas and the Kanban Lens. Part II describes other models useful to understanding and applying the Kanban Method more effectively. It is a tour through related bodies of knowledge, including Systems Thinking, Lean, Agile, and Theory of Constraints. Part III is a step-by-step implementation guide that brings up to date the Systems Thinking Approach to Introducing Kanban (STATIK). It offers practical ways to capture and address in your Kanban implementation the needs of your organization, your colleagues, and your customers. ----- "This book is the new standard that I will recommend to anyone getting started with Kanban." -Wolfgang Wiedenroth, Kanban Trainer/Coach, it-agile "It is not focused just on the mechanics of the kanban board; rather it explains everything you need around it to keep a Kanban initiative moving." -Klaus Leopold, Kanban Trainer/Coach, LEANability "This gave me a deeper understanding of familiar concepts and introduced concepts new to me." -Kevin Murray, Delivery Director, Valtech UK

"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.

As the world rapidly changes, so are consumers' needs and expectations, the global marketplace, and the necessity for organizations to evolve equally fast. Many companies are attempting agile transformation, but without a shift in traditional leadership mindsets, abilities, and development, they will not succeed. To navigate change and achieve success, you need to become an Agile Leader(TM). Today's leaders need to be agile in order to develop and drive agile teams, organizations, culture, and results. Author Chuck Mollor, an experienced executive coach and former CEO, shares his story of self-awareness, self-acceptance, and self-development, while demonstrating a new leadership paradigm, a roadmap of what makes a great leader, and what organizations must do to develop great leaders. Discover a new approach in what it means to lead in today's environment. Learn the key traits of great leaders and how to inspire your team to break through, achieve, and build high performing teams and organizations. Gain the self-awareness, knowledge, skills and behaviors to realize what is holding you back and how to manage your own triggers so you can reach the next level. Are you ready to make the shift? What Leaders Are Saying "This is not your typical theory-based leadership book. Chuck Mollor artfully couples his framework with specific tactics, and provides a blueprint for what organizations need to do to develop their current and future leaders.... Mollor's decades of experience add a tried and true human element to the subject matter, making this an entertaining and highly valuable read." Peter P. Dhillon Chairman of the Board, Ocean Spray Cranberries "Chuck Mollor cuts to

the heart of key pitfalls and opportunities in leadership today. Reading *The Rise of the Agile Leader* is like having your own executive coach in the room...." Deniz Razon Chief Commercial Officer, Servier Pharmaceuticals "Now more than ever, leaders must be agile - able to respond to ever changing market conditions and employee needs and expectations. *The Rise of the Agile Leader* is a practical handbook to help you improve your leadership skills and effectiveness.... Chuck Mollor gives a roadmap to true talent optimization." Kirk Arnold Executive in Residence, General Catalyst. Senior Lecturer, MIT Sloan School of Management "Chuck Mollor's agile leadership framework perfectly captures what all leaders and managers should aspire to be. Best of all, this book spells out exactly how to develop those critical leadership skills, no matter where you are in your career. In my experience leading HR in several industries and companies, a resource like this is invaluable to leadership development." Erin McSweeney EVP, Chief Human Resources Officer, Optum

Do you see in digital technology the opportunity to meet customer needs more effectively? Do you recognise that this may have profound implications for how your organisation should work? Do you want to help bring that about? Regardless of whether you consider yourself a technologist, if your answer to those questions is "e;yes"e;, you are what we refer to in this book as a digital leader. If you can see yourself as a digital leader, aspire to be one, or think that sometime soon you might need to become one, then this book is for you. Or perhaps you're here primarily to feed an existing interest in Lean and Agile. Whatever your current level of knowledge, this book is for you too, especially if you're interested also in organisation design and leadership. You will find here both an accessible guide to the Lean-Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it. The book's digital scope might not coincide exactly with yours, but it's rich with authentic examples not only of Lean-Agile practice but of right-to-left (needs-based and outcome-oriented) thinking too. Topics covered in *Right to Left*, all viewed through a lens that puts needs and outcomes ahead of solutions: Lean, Agile, and Lean-Agile Key frameworks - team-level, scale-independent, and scaled Governance and strategy Leadership and organisation

Professional Coaches' Edition of Kanban Maturity Model (orig is 978-1-7328212-3-1)

Scrum and Kanban are two flavours of Agile software development - two deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their operations and support teams.

Kanban is a method of organizing and managing professional services work. It uses Lean concepts such as limiting work in progress to improve results. A Kanban system is a means of balancing the demand for work to be done with the available capacity to start new work. This book provides a distillation of Kanban: the "essence" of what it is and how it can be used. This brief overview introduces all the principal concepts and guidelines in Kanban and points you to where you can find out more. *Essential Kanban Condensed* is a great resource to get started or continue exploring ideas for evolutionary change and improvement in business agility.

"The Flow System shows how to generate and nurture self-organizing teams that mobilize the full talents of those doing the work to cope with dizzying change and complexity, while also drawing on the contributions of those for whom the work is being done--the customers."--Steve Denning, author of *The Age of Agile* "Organizations that pull off this triple helix trick of thinking about the complexity of their systems and the environment in which they're operating, distributed leadership to engage the collective intelligence and creativity of the organization, and building teams of teams so the whole is greater than the sum of the parts, have a good chance of keeping up and staying ahead."--Steve Spear, MIT Sloan School senior lecturer, author of *The High Velocity Edge* "The Flow System's Triple Helix provides many of the tools and ways of thinking we will need to do that; it is agile without being doctrinaire about Agile."-- David Snowden, creator of the Cynefin Framework, Chief Scientific Officer of Cognitive Edge

The Kanban method is known for its six practices which enable companies to increase their agility in an evolutionary manner, without making drastic changes to organizational structures, and thus engaging and involving people in the transition initiative. This first edition of the book covers the new beta release of KMM. It describes a roadmap and concrete action steps that enable developing organizations fit for their purpose.

Ideas for fulfilling customer needs can be generated much faster than they can be realized. *Upstream Kanban* is about marshaling options-having enough choices at the right time, without overburdening the system and the workers who generate those options.

This handbook focuses on two sides of the lean production debate that rarely interact. On the one hand, management and industrial engineering scholars have presented a positive view of lean production as the epitome of efficiency and quality. On the other hand, sociology, industrial relations, and labor relations scholars focus on work speedups, management by stress, trade union positions, and self-exploitation in lean teams. The editors of this volume understand the merits of both views and present them accordingly, bridging the gaps among five disciplines and presenting the best of each perspective. Chapters by internationally acclaimed authors examine the positive, negative and neutral possible effects of lean, providing a global view of lean production while adjusting lean to the cultural and political contexts of different nation-states. As the first multi-lens view of lean production from academic and consultant perspectives, this volume charts a way forward in the world of work and management in our global economy.

Are your products and services fit for purpose? How would you know? Do you know why your customers choose you, your products, and your services? If not, how can you find out? In this new book from the best-selling author of *Kanban: Successful Evolutionary Change for Your Technology Business*, David J. Anderson, together with Alexei Zheglov, teach you how to answer these questions and more. . . . How do you know whether a change is an improvement? When is an improvement a step too far? When might you be overserving your market? Using highly accessible examples from transportation, broadcasting, entertainment, food and beverage, online retailing, telecommunications, software applications, pharmaceuticals, sports and recreation, automotive manufacturing, and retailing, Anderson and Zheglov teach you how to choose the right metrics to drive the behavior you need to catalyze improvements that directly affect customer satisfaction. Using their unique brand of storytelling, they show how to segment your

market based on customer purpose, how to establish fitness criteria metrics as your key performance indicators (KPIs), how to use your frontline staff to sense your market, and alternatively, using Fit-for-Purpose Surveys and the Fitness Box Score. Using the highly pragmatic, actionable guidance of the Fit-for-Purpose Framework, you will learn how to select market segments that align to your strategy, how to design products and services that align to customer expectations, and how to take actions to amplify successful markets and switch off unsuccessful ones. This book will help you find new customers in new market segments, better satisfy your existing customers, and keep them all coming back for more. Fit for Purpose is for executives, strategic planners, product managers, product planners, portfolio managers, service designers, service delivery managers, and anyone who wants to understand better how to manage for long-term survival and profitability in the complex and volatile markets of the 21st Century.

A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In Agile Management for Software Engineering, David J. Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results. Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business.

"When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

A pragmatic guide that will teach you to implement Agile, SCRUM and Kanban in your organization. KEY FEATURES ? Expert-guided techniques for successful Agile transformation in your organization. ? Solution-focused responses on interview questions of Agile SCRUM, XP, DSDM, KANBAN and SCRUMBAN. ? Reference guide to prepare for leading PMI-ACP and SAFe Certification exam. DESCRIPTION This book is for businesses that aspire to improve agility, deliver fit-for-purpose products and services, delight customers, and provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. Learn a lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and a lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real-life situations. The Artefact has been developed as a resource to understand, evaluate, and use Agile and Hybrid Agile approaches. This practice guide will help you understand when, where, and how to apply Agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. WHAT YOU WILL LEARN ? Explore and learn how to build Organizational Resilience and Enterprise Maturity Model. ? Step-by-step solutions to implement Portfolio Kanban and Upstream Kanban. ? Deep dive into Agile SHIFT framework and Hybrid Agile framework. ? Exciting case studies and practical demonstrations on Agile SCRUM & KANBAN. ? Expert-ready guidance on overcoming common Agile project management misconceptions. WHO THIS BOOK IS FOR This book is appealing to decision makers, product owners, project team members who can make use of this guide in improvising the productivity and efficient management of business operations without much of hassle. TABLE OF CONTENTS 1. Key success factors for adopting Agile SCRUM Kanban in any organization 2. Lessons learnt and pragmatic approach – Agile Scrum Kanban 3. Tricky real-world Agile SCRUM & KANBAN case studies, demos and tools 4. Agile SCRUM KANBAN Maturity assessment Nuts & Bolts 5. Useful tips & techniques for successful Agile transformation in any organization and the art of Agile development 6. Use of Agile for students and parents 7. Common Agile SCRUM KANBAN misconceptions 8. Key takeaways 9. Interview questions and answers on Agile SCRUM KANBAN 10. Glossary 11. Quiz session 12. Test your knowledge

Total Quality Management (TQM) is structured around a five part model, with the core of the model being the customer-supplier interface. This book includes case studies which illuminate hands-on application of the theories of TQM within the Pacific Rim region and include: Australia, New Zealand, Fiji, Singapore, Hawaii, Hong Kong and Malaysia.

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