

Kanban Maturity Model: Evolving Fit For Purpose Organizations

"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**

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.

"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.

Prepare for the Project Management Institute's (PMI®) Agile Certified Practitioner (ACP®) exam. Augment your professional experience with the necessary knowledge of the skills, tools, and techniques that are required for passing the examination. This is a comprehensive and one-stop guide with 100% coverage of the exam topics detailed in the PMI-ACP® Exam content outline. Rehearse and test your knowledge and understanding of the subject using the practice quizzes after each chapter, three full-length mock exams, and practical tips and advice. You will be able to understand the Agile manifesto, its principles and many facets of Agile project management such as planning, prioritization, estimation, releases, retrospectives, risk management, and continuous improvement. The book covers Agile metrics and means of demonstrating progress. People management aspects such as behavioral traits, servant leadership, negotiation, conflict management, team building, and Agile coaching are explained. Whether you are a beginner or a seasoned practitioner, this book also serves as a practical reference for key concepts in Agile and Agile methodologies such as Scrum, XP, Lean, and Kanban. What you will learn:

- The necessary knowledge of the skills, tools, and techniques that are required for passing the PMI-ACP examination
- To understand the scope and objectives of the PMI-ACP exam, and gain confidence by taking practice quizzes provided in each chapter and three full-length mock exams
- To gain exposure to Agile methodologies such as Scrum, XP, Lean, and Kanban plus various tools and techniques required to conduct Agile projects
- The focus is to "Be Agile", rather than "Do Agile" Who this book

is for: The audience for this book primarily includes IT professionals who wish to prepare for and pass the Agile Certified Professional (ACP) exam from the Project Management Institute (PMI). The book also is a practical reference book for Agile Practitioners. /div

An Introduction to Modelling, Using and Managing Agile, Plan-Driven and Hybrid Processes

An Agile Coaching Tool for Improving the Agility of Your Teams and Organization

The Why Axis

Actionable Agile Metrics for Predictability

Kanban in Action

How to Create World-Class Agility, Reliability, and Security in Technology Organizations

The Neuroscience of Emotion

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,

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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.

Increase profitability, elevate work culture, and exceed productivity goals through DevOps practices. More than ever, the effective management of technology is critical for business competitiveness. For decades, technology leaders have struggled to balance agility, reliability, and security. The consequences of failure have never been greater—whether it's the healthcare.gov debacle, cardholder data breaches, or missing the boat with Big Data in the cloud. And yet, high performers using DevOps principles, such as Google, Amazon, Facebook, Etsy, and Netflix, are routinely and reliably deploying code into production hundreds, or even thousands, of times per day. Following in the footsteps of The Phoenix Project, The DevOps Handbook shows leaders how to replicate these incredible outcomes, by showing how to integrate Product Management, Development, QA, IT Operations, and Information Security to elevate your company and win in the marketplace.

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. Based on groundbreaking original research, *The Why Axis* is a colourful examination of why people do what they do – and how effective incentives can spur people to change their behaviour and achieve more. Uri Gneezy and John List are a little like the anthropologists who spend months in the field studying people in their native environments. But rather than acting as impartial observers, these two intrepid economists have set out to study the ways people act in order to try to solve major problems in society, such as the gap between rich and poor students and the violence plaguing inner city schools; the real reasons people discriminate; and the continuing pay disparity between men and women. Their field experiments in the factories, communities, and shops where real people live, work, and play show how incentives can change outcomes. Their results will change the way you think about and take action on both small and large problems, and force us as a society to stop making assumptions and to rely instead upon the evidence of what really works.

Making Work Visible

Ace the PMI-ACP® exam

Building Evolutionary Architectures

The Flow System

Global Challenges and Opportunities

An Introduction

Kanban Change Leadership

"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.

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.

How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a qualitycontrol inspector

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.

Lessons in Agile Management

The Toyota Way

Rethinking Agile

On the Road to Kanban

Agile Management for Software Engineering

Evolving Fit-For-Purpose Organizations

Systems, Software and Services Process Improvement

The software development ecosystem is constantly changing, providing a constant stream of new tools, frameworks, techniques, and paradigms. Over the past few years, incremental developments in core engineering practices for software development have created the foundations for rethinking how architecture changes over time, along with ways to protect important architectural characteristics as it evolves. This practical guide ties those parts together with a new way to think about architecture and time.

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change. After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties

together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization. The ADKAR perspective can help you develop a new lens through which to observe and influence change. You may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

- Advance reviews of Certain to Win • Annotated Table of Contents "The book is both an excellent primer for those new to Boyd and a catalyst to those with business experience trying to internalize the relevance of Boyd's thinking." Chuck Leader, LtCol USMC (Ret.) and information technology company CEO; "A Winning Combination," Marine Corps Gazette, March 2005. Certain to Win [Sun Tzu's prognosis for generals who follow his advice] develops the strategy of the late US Air Force Colonel John R. Boyd for the world of business. The success of Robert Coram's monumental biography, Boyd, the Fighter Pilot Who Changed the Art of War, rekindled interest in this obscure pilot and documented his influence on military matters ranging from his early work on fighter tactics to the USMC's maneuver warfare doctrine to the planning for Operation Desert Storm. Unfortunately Boyd's written legacy, consisting of a single paper and a four-set cycle of briefings, addresses strategy only in war. [All of Boyd's briefings are available on Defense and the National Interest.] Boyd and Business Boyd did study business. He read everything he could find on the Toyota Production System and came to consider it as an implementation of ideas similar to his own. He took business into account when he formulated the final version of his "OODA loop" and in his last major briefing, Conceptual Spiral, on science and technology. He read and commented on early drafts of this manuscript, but he never wrote on how business could operate more profitably by using his ideas. Other writers and business strategists have taken up the challenge, introducing Boyd's concepts and suggesting applications to business. Keith Hammonds, in the magazine Fast Company, George Stalk and Tom Hout in Competing Against Time, and Tom Peters most recently in Re-imagine! have described the OODA loop and its effects on competitors. They made significant contributions. Successful businesses, though, don't concentrate on affecting competitors but on enticing customers. You could apply Boyd all you wanted to competitors, but unless this somehow caused customers to buy your products and

services, you've wasted time and money. If this were all there were to Boyd, he would rate at most a sidebar in business strategy. Business is not War Part of the problem has been Boyd's focus on war, where "affecting competitors" is the whole idea. Armed conflict was his life for nearly 50 years, first as a fighter pilot, then as a tactician and an instructor of fighter pilots, and after his retirement, as a military philosopher. Coram describes (and I know from personal experience) how his quest consumed Boyd virtually every waking hour. It was not a monastic existence, though, since John was above everything else a competitor and loved to argue over beer and cigars far into the night. During most of the 1970s and 80s he worked at the Pentagon, where he could share ideas and debate with other strategists and practitioners of the art of war. The result was the remarkable synthesis we know as Patterns of Conflict. Discussions about generals and campaigns, however, did not give Boyd much insight into competition in other areas,

Aviation has grown leaps and bounds within the last decade. Aviation courses and training at all levels have shown an exponential increase around the globe. There has been a restricted focus on writing books in this sector of the economy, mainly due to the shortage of expertise in this specialist and complex area. This book was written with the purpose of meeting this need of the aviation sector. Due to the diversified nature of aviation knowledge, which includes flying, engineering, airports, allied trades for aircraft and airports, airline and airport management and operations, education, etc., one text alone will not suffice and do justice to address all these areas. It is envisaged to develop subsequent parts of this book to cover all these knowledge areas. This book is the first installment of any subsequent books and explores issues including airline management and operations, airline business models, airport systems, flight operational procedures, aircraft maintenance, runway safety management systems, and air traffic management. In particular, attention will be given to aspects such as analysis of air traffic in a domestic market, runway safety management systems, critical success factors for multiple MRO service providers, key pain points of the industry to be addressed to move into the future, new research on hub airports for international flights, new business models for airlines, and runway safety management systems. This book is useful to aviation managers, educators, students, and professionals interested in any of the above issues.

Personal Kanban

A Map to Organizational Agility, Resilience, and Reinvention

Kanban from the Inside

20th International Conference, XP 2019, Montréal, QC, Canada, May 21-25, 2019, Proceedings

Handbook of Research on International Business and Models for Global Purpose-Driven Companies

Commitment: Novel about Managing Project Risk

Support Constant Change

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.

A new framework for the neuroscientific study of emotions in humans and animals The Neuroscience of Emotion presents a new framework for the neuroscientific study of emotion across species. Written by Ralph Adolphs and David J. Anderson, two leading authorities on the study of emotion, this accessible and original book recasts the discipline and demonstrates that in order to understand emotion, we need to examine its biological roots in humans and animals. Only through a comparative approach that encompasses work at the molecular, cellular, systems, and cognitive levels will we be able to comprehend what emotions do, how they evolved, how the brain shapes their development, and even how we might engineer them into robots in the future. Showing that emotions are ubiquitous across species and implemented in specific brain circuits, Adolphs and Anderson offer a broad foundation for thinking about emotions as evolved, functionally defined biological states. The authors discuss the techniques and findings from modern neuroscientific investigations of emotion and conclude with a survey of theories and future research directions. Featuring color illustrations throughout, The Neuroscience of Emotion synthesizes the latest in neuroscientific work to provide deeper insights into how emotions function in all of us.

"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. Kanban Maturity Model Evolving Fit-For-Purpose Organizations Lean Kanban University Press

***Kanban and Scrum - Making the Most of Both
A Quick Reference Guide for the Busy Professional
Agile Software Requirements***

Practical Kanban

A New Synthesis

Successful Evolutionary Change for Your Technology Business

The DevOps Handbook

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.

"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

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

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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

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

14 Management Principles from the World's Greatest Manufacturer A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (RUSSIAN)

Mapping Work, Navigating Life

Hidden Motives and the Undiscovered Economics of Everyday Life

An Agile Adoption and Transformation Survival Guide

Team Topologies

ADKAR

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &– Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK®

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Guide:•Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);•Provides an entire section devoted to tailoring the development approach and processes;•Includes an expanded list of models, methods, and artifacts;•Focuses on not just delivering project outputs but also enabling outcomes; and• Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

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.

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. All of the agile cards have been pulled, and nonetheless new products still do not get faster to the market. If this situation seems familiar, you should read this story about a company that prepared their agile transition in exemplary fashion: 600 employees reorganized into cross-functional teams, their work visualized and practically perfect Standups and

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Retrospectives held. The result: Time-to-Market for the products became worse - and not a trace of business agility. This book shows you what goes wrong with many agile transitions and why the desired improvements fail to materialize. You also learn how to get out of a dead end and what can be done before starting a transformation in order to prevent heading down a dead end to begin with. A little preview: Do not start by making teams agile - this will save your nerves and lots of money!

Getting the Most Out of Agile, Scrum, and Lean Kanban

The Agile Self-assessment Game

27th European Conference, EuroSPI 2020, Düsseldorf, Germany, September 9-11, 2020, Proceedings

The Evolution of Agile and Lean Thinking in an Age of Complexity

Essential Kanban Condensed

The Scrumban [R]Evolution

Lean Requirements Practices for Teams, Programs, and the Enterprise

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. 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

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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.

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

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.

Why Agile Teams Have Nothing to Do with Business Agility

Aviation and Its Management

Exposing Time Theft to Optimize Work & Flow

The Strategy of John Boyd, Applied to Business

Applying the Theory of Constraints for Business Results

The Cambridge International Handbook of Lean Production

Today's IT workers are drowning in nonstop requests for time, days filled to the brim with meetings, and endless nights spent heroically fixing the latest problems. This churn and burn is creating a workforce constantly on the edge of burnout. In this timely book, IT time management expert Dominica DeGrandis reveals the real crime of the century—time theft, one of the most costly factors impacting enterprises in their day-to-day operations. Through simple solutions that make work visible, DeGrandis helps people round up the five thieves of time and take back their lives with timesaving solutions. Chock-full of exercises, takeaways, real-world examples, colorful diagrams, and an easy-going writing style, readers will quickly learn effective practices to create high-performing workflows within an organization.

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

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

"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.

Organizing Business and Technology Teams for Fast Flow
From Team Focus to Creating Value

A Model for Change in Business, Government, and Our Community
The World Around the Corner

Agile Processes in Software Engineering and Extreme Programming
Certain to Win

Diverging Theories and New Industries around the World

She closed her eyes. That was it then. She had found herself a pair of magic glasses. They showed more than the eye could ever see. When Caroline discovers an old pair of spectacles in her father's junk shop she has no idea how important they are. Even when she puts them on and sees things very differently, she doesn't guess that the safety of another world depends on them. In a race against time, Caroline has to tackle the ghastly Grimble and keep her promise to return the spectacles to their rightful owner.

The Kanban board is constructed, the swim lanes are drawn and the blockade stickers are positioned. Now what? Kanban is not able to reach its full potential in many companies. Often, the meaning behind the individual practices, such as WIP limits, is not correctly understood. All hope is placed in a method instead of actions. Kanban helps uncover the weak points in a work

system, and as a result, reveals how to better generate value for the customer. This book can help in tweaking an existing Kanban system, as well as expand your own repertoire of solutions. Klaus Leopold describes in detail the principles and functionality of Kanban, which are not always intuitive. He discusses typical problems that he has observed in his work with real-world Kanban systems. Klaus illustrates the possibilities that exist when the entire value creation chain of a company is taken into account and how tools such as Cost of Delay and forecasting can become strategic aids. Thus, it should become clear that Kanban is not a team method, but rather a method for improvement that considers the entire value creation chain of a company.

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.

Essential Upstream Kanban

Kanban

Software Processes and Life Cycle Models

Kanban Maturity Model