Lean Enterprise How High Performance Organizations Innovate At Scale Jez Humble

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Beyond Heroes Kim Barnas 2014-04-29 Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste,

and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs.

Doing Agile Right Darrell K. Rigby 2020-05-26 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.
Redefining Operational Excellence Andrew Miller 2014-06-11 When will companies learn? You cannot fire and budget-slice your way to sustainable growth. Our world is too complex, too interconnected, and technology too quick-evolving for organizations to achieve dramatic results simply by eliminating waste and increasing standardization. Maybe these methods worked before--occasionally--but not anymore. Redefining Operational Excellence boldly claims that the old ways of hunkering down and refocusing the business strategies are no longer viable. Operational excellence is about a mindset, and a company culture that questions current models and focuses not on slashing and subtracting but on adding value, making improvements, and increasing speed. This groundbreaking guide covers it all--processes, people, and operations--and shares specific strategies to:• Drive innovation and collaboration• Engage

customers• Attract and retain top people• Align strategy and execution• Optimize speed• And moreOperational excellence is about finding money and performance boosts in hidden areas businesses don't normally look. With this indispensable, all-encompassing resource, you'll discover where!

The Lean Enterprise Trevor Owens 2014-03-31 #1 Amazon Bestseller in Lean Management Discover the methods of lean startups that can revolutionize large organizations and their products Even in a tough economic climate, the startup business community has found a way to create innovative, game-changing products in shockingly short timeframes. So why should larger, more established companies take notice? Because they have everything to gain when they examine and adopt the strategies, tools, and attitudes of these smaller competitors. The Lean Enterprise presents a groundbreaking design for revolutionizing larger organizations, one that draws on the ingenious tenets and practices espoused by the startup community. The guidelines in this book will help companies shake the lethargy, bureaucracy, and power struggles that plague large organizations and hold them back from true innovation. At the heart of this resource is a comprehensive, practical approach based on methods, timetables, compensation, financial investment, and case studies that reveal the startup mentality. Respected thought leaders in lean startup methodologies, the authors cover successful enterprise development, development innovation labs, corporate venture arms, and acquisition and integration of startups. Essential reading for entrepreneurs, product managers, executives and directors in Forbes 2000 organizations, and board members Presents the tools and methodologies large businesses need to compete with a new generation of highly-empowered entrepreneurs Covers lean

startup culture and principles and identifies the behaviors that arestunting growth at large enterprises Offers a comprehensive, practical approach for developing exciting products and services and opening vast new markets Don't be mystified by the success of startups. Master the methods of this new generation of entrepreneurs and compete on a level playing field.
Leading Lean Jean Dahl 2019-12-20 Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compellingreal-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to tbuild an enterprise that understands how to respond to disruption

Lean Enterprise Systems Steve Bell 2005-10-27 Learn how Lean IT can help companies deliver better customerservice and value Lean Enterprise Systems

effectively demonstrates how the techniquesderived from Lean Manufacturing, combined with the thoughtfulapplication of information technology, can help all enterprisesimprove business performance and add significant value for theircustomers. The author also demonstrates how the basic concepts ofLean Manufacturing can be applied to create agile and responsiveLean IT. The book is divided into three parts that collectively explore howpeople, processes, and technology combine forces to facilitatecontinuous improvement: * Part One: Building Blocks of the Lean Enterprise sets forth theessentials of Lean. Readers discover where, when, and how Lean ITadds substantial value to the Lean Enterprise through integratedprocesses of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. * Part Two: Building Blocks of Information Systems explores theprimary components of an enterprise information system and howthese components may be integrated to improve the flow ofinformation supporting value streams. Readers learn how informationsystems help organize and deliver knowledge when and where it'sneeded. * Part Three: Managing Change with IT demonstrates how the skillfulcombination of process and information technology improvementsempowers people to continuously improve the Lean Enterprise.Readers develop the skills to exploit emerging informationtechnology tools and change management methods, crafting a Lean ITframework-reducing waste, complexity, and lead time-while addingmeasurable value. Executives, managers, and improvement teams across a broad range ofindustries, as well as IT professionals, can apply the techniquesdescribed in this publication to improve performance, add value,and create competitive advantage. The book's clear style andpractical focus also makes

it an excellent textbook for upper-levelundergraduate and graduate courses in business, operationsmanagement, and business information systems. *Lean Enterprise* Jez Humble 2020-07-20 How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments *Run Grow Transform* Steven Bell 2017-07-27 Today's customers want it all and they want it now: innovation, speed, agility, and value. How can you drive operational excellence, stimulate growth, and accelerate idea-to-value innovation throughout your enterprise? Shingo Prize-winning author Steve Bell, joined by other thought leaders, offers useful insights and examples you can start using now. Run Grow Transform takes the next logical step to driving enterprise value. This could be the game-changing playbook for IT 3.0. -Mark Katz, CIO & Senior Vice President, Esselte

Corporation A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide The consistent application of the practices described in this book has enabled Embraer to reap huge gains. I recommend this book as a desktop companion. -Alexandre Baule, Vice President Information Systems, Embraer Run Grow Transform takes the reader a leap forward, ready for immediate application to bridge Lean and innovation. -Melissa Barrett, Enterprise Architecture & IT Strategy, Premera Blue Cross This book focuses on the most critical and challenging issue for any aspect of the development or use of IT: creating a collaborative learning culture. -Jeffrey K. Liker, Shingo Prize-Winning Author of The Toyota Way Run Grow Transform sets out the principles and practices necessary for success in the new economy. -Jez Humble, author of Continuous Delivery

Steve Bell has hit another home run with this book. Either your organization will adopt the wisdom contained in this book and thrive, or your competitors will do so and put you out of business. -Scott Ambler, author Disciplined Agile Delivery and 19 other books It's rare to see truly new insight added to the Lean discussion. Steve Bell does just that by continuing to push the frontiers of Lean thinking. -Alexander Brown, COO, Scrum Inc. A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide Steve Bell has mapped a new trajectory. I challenge any CIO to read Bell's breakthrough work and not be compelled to start this journey to become a transformative leader in the creation of real and sustainable value. -Jeffrey Barnes, Society for Information Management (SIM), Regional Director, Advanced Practices Council All too often the IT organization is viewed as an impediment to

lean transformation, when it truly can be a catalyst. Steve's book sorts out all the noise, the jargon, and the "hero culture", guiding the reader to what is so obvious, yet so hard to see: build your culture around your customer! -Josh Rapoza, Director of Web Strategy and Operations, Lean Enterprise Institute Aligning Lean and IT is a great challenge with a big payoff. This book really shows how Lean and IT can create a strong enterprise; it's a great inspiration. -Klaus Lyck Petersen, Solar A/S A must read for any organization that is pursuing continuous improvement. In today's world, real business improvement cannot be achieved without the IT factor; this book will help any organization achieve the improvement that they are seeking. -Barry J. Brunetto, Vice President, Information Systems, Blount International Precise, concise, and entertaining, this book provides the reader with crucial tips on how IT can help enterprises survive and thrive in a fast-paced technological and economic environment. This is mandatory reading not only for businesses and IT organizations, but also for universities and policy makers. -Fuat Alican, PhD, Vice President, Central American Scientific Research and Education Center Not just for Lean Practitioners, Run Grow Transform is a must-have reference for any IT organization, regardless of size, age or industry, looking to move to the next level of performance. -Sarah Topham, Lean Deployment Leader, Information Technology & Product Management, Paychex, Inc. This is a long overdue book that addresses the key challenges for today's IT organization and puts Lean IT into a context that is too often lacking. -James Finister, Tata Consultancy Services The 'business as usual' scenario is not an option in today's economy and global challenges. A transformation in methods, tools and frameworks is needed to guide our business decisions. This book is your first step! -Khuloud Odeh, IT

Director, Grameen Foundation Delivering beyond the helpful folk wisdom and narrow techniques and technologies found elsewhere, Steve Bell and his contributors provide practical full value stream lifecycle methods for continuous improvement using Lean in an IT and customer (business) setting. -Martin Erb, Director of Professional Services, Pink Elephant Run Grow Transform clarifies the eternal quest of IT: to simply "running" of the business and to create innovative solutions to grow the business and create sustainable competitive advantage to transform the way customers interact with your business, in plain, actionable advice from one who has been on the front lines. -Tom Foco, Value Stream Solution

Lean Enterprise Jez Humble 2020-07-20 How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

Lean IT Steven C Bell 2016-04-19 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
The Power of Process Matthew J. Zayko 2021-10-29 Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the

value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves $5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential

to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

Lean Enterprise Value E. Murman 2016-01-06 Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

The Nature of Software Development Ron Jeffries 2015-02-19 You need to get value from your software project. You need it "free, now, and perfect." We can't get you there, but we can help you get to "cheaper, sooner, and better." This book leads you from the desire for value down to the specific activities that help good Agile projects deliver better software sooner, and at a lower cost. Using simple sketches and a few words, the author invites you to follow his path of learning and understanding from a half

century of software development and from his engagement with Agile methods from their very beginning. The book describes software development, starting from our natural desire to get something of value. Each topic is described with a picture and a few paragraphs. You're invited to think about each topic; to take it in. You'll think about how each step into the process leads to the next. You'll begin to see why Agile methods ask for what they do, and you'll learn why a shallow implementation of Agile can lead to only limited improvement. This is not a detailed map, nor a step-by-step set of instructions for building the perfect project. There is no map or instructions that will do that for you. You need to build your own project, making it a bit more perfect every day. To do that effectively, you need to build up an understanding of the whole process. This book points out the milestones on your journey of understanding the nature of software development done well. It takes you to a location, describes it briefly, and leaves you to explore and fill in your own understanding. What You Need: You'll need your Standard Issue Brain, a bit of curiosity, and a desire to build your own understanding rather than have someone else's detailed ideas poured into your head.

Lean Impact Ann Mei Chang 2018-10-30 Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller The Lean Startup, that have fueled technology breakthroughs touching every aspect of our lives, Lean Impact turns our

attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. Lean Impact offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, Lean Impact is an essential guide to maximizing social impact and scale.

Agile IT Organization Design Sriram Narayan 2015-06-11 Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design , IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business–IT Effectiveness" that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product

development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find "close range" coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions *Leading the Transformation* Gary Gruver 2015-08-01 Leading the Transformation is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead. **Agile and Lean Program Management** Johanna Rothman 2016-02-05 Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several

teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.
The Lean Mindset Mary Poppendieck 2013-09-20 What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work–and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight

into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in The Lean Mindset, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

A Radical Enterprise Matt K. Parker 2022-02-22 The traditional world of work is in crisis. Today companies have a choice to make. Either they continue down the failure path of business as usual, with its hierarchy of domination and coercion, or they choose a paradigm that has proven superior business performance. In the new book from Matt K. Parker, technology thought leader and organizational architect, he breaks down the four imperatives necessary for businesses to transform into radically collaborative organizations that are able to create and sustain super-engaged workforces with super-competitive results. Discover the radical shift to partnership and equality, and the economic superiority that follows—get radical and out engage, out innovate, and outperform the competition in the new age of knowledge work with A Radical Enterprise. The Age of Agile Stephen Denning 2018-02-08 An unstoppable business revolution is under way--and it is Agile. Sparking dramatic improvements in quality, innovation, and speed-to-market, the Agile movement has helped companies both

large and small learn to connect everyone and everything . . . all the time.With rapidly evolving consumer needs and technology that is that is being updated quicker than ever before, businesses are recognizing how vitally essential it is adapt. And adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing needs.Filled with examples from every sector, The Age of Agile helps readers:• Master the three laws of Agile Management (team, customer, network)• Embrace the new mindset• Overcome constraints• Employ meaningful metrics• Make the entire organization Agile• And more!Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

Agile Processes in Software Engineering and Extreme Programming Juan Garbajosa 2018-05-16 This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

The Lean Book of Lean John Earley 2016-06-20 "The Lean Book of Lean provides a short introduction to a very topical subject, using everyday language and numerous examples to make the

principles clear for any reader, at any level and from any sector"--

Lean-Driven Innovation

Norbert Majerus 2016-03-30 In 2005, Goodyear's research and development (R&D) engine was not performing up to its full potential. The R&D organization developed high-quality tires, but the projects were not always successful. Goodyear embarked on a major initiative to transform its innovation creation processes by learning, understanding, and applying lean product development principles. Within five years, Goodyear saw its product development cycle times slashed by 70 percent, on-time delivery performance rise close to 100 percent, and throughput improve three-fold – all achieved with no increase in the R&D budget. Lean-Driven Innovation: Powering Product Development at The Goodyear Tire & Rubber Company describes in great detail how the Goodyear team was able to achieve such significant improvements. Revealing the ups and downs of this successful transformation, the book shares experiences of how this seismic change was managed, how people were engaged, and how Goodyear dramatically reinvigorated its product development and innovation processes—and, in the process, delivered substantial more value to customers and to the company. The book also explains how lean product development helped Goodyear dramatically improve revenue by having every new product available when the market needed it. Presenting wide-ranging perspectives from all levels of leadership, this book is ideal for anyone in R&D daring to take on a lean initiative in R&D or who is struggling with a lean transformation that is not delivering to its full potential. Since the book focuses on universal lean principles, it is as insightful to other manufacturing and nonmanufacturing disciplines in any industry as well. The book presents invaluable insights gained by the author during his 36 years within

Goodyear, of which 10 have been directly involved in trying to develop, implement, and sustain lean to achieve the company's business objectives. It distills ideas, practices, failures, and successes into key principles that lean product development practitioners can easily implement. After reading this book, you will gain a practical path for applying lean to the innovation processes of your organization, including where to begin and what to do, regardless of the industry and the status of your transformation. Watch Norbert Majerus discuss Lean-Driven Innovation at: https://youtu.be/yIlJEMJIcyA Lean Customer Development Cindy Alvarez 2017-08-30 How do you develop products that people will actually use and buy? This practical guide shows you how to validate product and company ideas through customer development research—before you waste months and millions on a product or service that no one needs or wants. With a combination of open-ended interviewing and fast and flexible research techniques, you'll learn how your prospective customers behave, the problems they need to solve, and what frustrates and delights them. These insights may shake your assumptions, but they'll help you reach the "ah-ha!" moments that inspire truly great products. Validate or invalidate your hypothesis by talking to the right people Learn how to conduct successful customer interviews play-by-play Detect a customer's behaviors, pain points, and constraints Turn interview insights into Minimum Viable Products to validate what customers will use and buy Adapt customer development strategies for large companies, conservative industries, and existing products Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business James M. Morgan 2018-10-26 How companies are using lean

development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In Designing the Future, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision.They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With Designing the Future, you have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery. Designing Delivery Jeff Sussna 2015-06-03 Now that we're moving from a product economy to a digital service economy, software is becoming critical for navigating our everyday lives. The quality of your service depends on how well it helps customers accomplish goals and satisfy needs. Service quality is not

about designing capabilities, but about making—and keeping—promises to customers. To help you improve customer satisfaction and create positive brand experiences, this pragmatic book introduces a transdisciplinary approach to digital service delivery. Designing a resilient service today requires a unified effort across front-office and back-office functions and technical and business perspectives. You'll learn how make IT a full partner in the ongoing conversations you have with your customers. Take a unique customer-centered approach to the entire service delivery lifecycle Apply this perspective across development, operations, QA, design, project management, and marketing Implement a specific quality assurance methodology that unifies those disciplines Use the methodology to achieve true resilience, not just stability

Turn The Ship Around! L. David Marquet 2015-10-08 'David Marquet is the kind of leader who comes around only once in a generation ... his ideas and lessons are invaluable' Simon Sinek, author of Start With Why Captain David Marquet was used to giving orders. In the high-stress environment of the USS Santa Fe, a nuclear-powered submarine, it was crucial his men did their job well. But the ship was dogged by poor morale, poor performance and the worst retention in the fleet. One day, Marquet unknowingly gave an impossible order, and his crew tried to follow it anyway. He realized he was leading in a culture of followers, and they were all in danger unless they fundamentally changed the way they did things. Marquet took matters into his own hands and pushed for leadership at every level. Before long, his crew became fully engaged and the Santa Fe skyrocketed from worst t first in the fleet. No matter your business or position, you can apply Marquet's approach to create a workplace where everyone takes responsibility

for their actions, people are healthier and happier - and everyone is a leader.

Escape Velocity Geoffrey A. Moore 2011-09-06 "Readthis book to learn how to create a company as powerful as Apple."—Guy Kawasaki,former chief evangelist of Apple InEscape Velocity Geoffrey A. Moore, author of the marketing masterwork Crossingthe Chasm, teaches twenty-first century enterprises how to overcome thepull of the past and reorient their organizations to meet a new era ofcompetition. The world's leading high-tech business strategist, Moore connectsthe dots between bold strategies and effective execution, with an action planthat elucidates the link between senior executives and every other branch of acompany. For readers of Larry Bossidy's Execution,Clay Christensen's Innovator's Solution, and Gary Vaynerchuck'sCrush It!, and for anyone aiming for the pinnacle of business success, EscapeVelocity is an irreplaceable roadmap to the top.

From PMO to VMO Sanjiv Augustine 2021-09-07 When so many enterprises have the strategic goal of maximizing product value to customers, changing their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and deliver not only IT services but their entire product and service value streams. Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers to value managers, maximizing

value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.

The Lean Practitioner's Field Book Charles Protzman 2018-09-03 While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate

how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

The Lean Startup Eric Ries 2011 Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

UX for Lean Startups Laura Klein 2018-11-16 p>Great user experiences (UX) are essential for products today, but designing one can be a lengthy and expensive process. With this practical, hands-on book, you'll learn how to do it faster and smarter using Lean UX techniques. UX expert Laura Klein shows you what it takes to gather valuable input from customers, build something they'll truly love, and reduce the time it takes to get your product to market. No prior experience in UX or design is necessary to get started. If you're an entrepreneur or an innovator, this book puts you right to work with proven tips and tools for researching, identifying, and designing an intuitive, easy-to-use product. Determine whether people will buy your product before you build it Listen to your customers throughout the product's lifecycle Understand why you should design a test before you design a product Get nine tools that are critical to designing your product Discern the difference between necessary features and nice-to-haves Learn how a Minimum Viable Product affects your UX decisions Use A/B testing in conjunction with good UX practices Speed up your product development process without sacrificing quality

Lean Branding Laura Busche 2019-03-01 Every day, thousands of passionate developers come up with new startup ideas but lack the branding know-how to make them thrive. If you count yourself among them, Lean Branding is here to help. This practical toolkit helps you build your own robust, dynamic brands that generate conversion. You'll find over 100 DIY branding tactics and inspiring case studies, and step-by-step instructions for building and measuring 25 essential brand strategy ingredients, from logo design to demo-day pitches, using The Lean Startup methodology's Build-Measure-Learn loop. Learn exactly what a brand is—and what it isn't Build a minimal set of brand ingredients that are viable in the marketplace: brand story, brand symbols, and brand strategy Measure your brand ingredients by using meaningful metrics to see if they meet your conversion goals Pivot your brand ingredients in new directions based on what you've learned—by optimizing rather than trashing Focus specifically on brand story, symbols, or strategy by following the Build-Measure-Learn chapters that apply

Accelerate Nicole Forsgren PhD 2018-03-27 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.

Lean Software Development Mary Poppendieck 2003-05-08 Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three–if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"–even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people–so you can achieve breakthrough quality, savings, speed, and business alignment.

Product Development for the Lean Enterprise Michael N. Kennedy 2008-01-01 Whether a group of engineers is developing new cars, software applications, aerospace equipment, kitchen appliances, controls, sensors, or any of hundreds of different items, the process they follow is pretty much the same. Except in one company - Toyota, perhaps the most innovative and highly respected car company on the planet. What is most startling is that Toyota's product development engineers are four times as productive as their counterparts in other companies, according to a study by the National Center for Manufacturing Sciences. Most follow a linear process in developing new products. Toyota's engineers do not. As this book reveals and explains, Toyota's development engineers rely on a development paradigm that is totally different than that found in the West. Companies that are early adopters of the Toyota product development system are certain to realize tremendous advantages over their competitors. This is a change that is coming to businesses everywhere and this book shows the way. It is a must-read for anyone in management.

Lean Enterprise Jez Humble 2014-12-04 How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these methodologies throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Adopting Lean will take time and commitment, but it's vital for harnessing the

cultural and technical forces that are accelerating the rate of innovation. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally, by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

The Lean Product Lifecycle Craig Strong 2018 The Lean Product Lifecycle is a playbook that provides frameworks, methods and tools to develop innovative new products and business models, while managing your core portfolio. Continuous Delivery Jez Humble 2010-07-27 Winner of the 2011 Jolt Excellence Award! Getting software released to users is often a painful, risky, and time-consuming process. This groundbreaking new book sets out the principles and technical practices that enable rapid, incremental delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers, and operations, delivery teams can get changes released in a matter of hours— sometimes even minutes–no matter what the size of a project or the complexity of its code base. Jez Humble and David Farley begin by presenting the foundations of a rapid, reliable, low-risk delivery process. Next, they introduce the "deployment pipeline," an automated process for managing all changes, from check-in to release. Finally, they discuss the "ecosystem" needed to support continuous delivery, from infrastructure, data and configuration management to governance. The authors introduce state-of-the-art

techniques, including automated infrastructure management and data migration, and the use of virtualization. For each, they review key issues, identify best practices, and demonstrate how to mitigate risks. Coverage includes • Automating all facets of building, integrating, testing, and deploying software • Implementing deployment pipelines at team and organizational levels • Improving collaboration between developers, testers, and operations • Developing features incrementally on large and distributed teams • Implementing an effective configuration management strategy • Automating acceptance testing, from analysis to implementation • Testing capacity and other non-functional requirements • Implementing continuous deployment and zero-downtime releases • Managing infrastructure, data, components and dependencies • Navigating risk management, compliance, and auditing Whether you're a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably.

Unlearn: Let Go of Past Success to Achieve Extraordinary Results Barry O'Reilly 2018-11-27 A transformative system that shows leaders how to rethink their strategies, retool their capabilities, and revitalize their businesses for stronger, longer-lasting success. There's a learning curve to running any successful business. But when leaders begin to rely on past achievements or get stuck in old thinking and practices that no longer work, they need to take a step back—and unlearn. This innovative and actionable framework from executive coach Barry O'Reilly shows leaders how to break the cycle and move away from once-useful mindsets and behaviors that were effective in the past but are no longer relevant in the current business climate and may now stand in the way

of success. With this simple but powerful three-step system, leaders can: 1. Unlearn the behaviors and mindsets that keep them and their businesses from moving forward. 2. Relearn the skills, strategies, and innovations that are transforming the world every day. 3. Break through old habits and thinking by opening up to new ideas, perspectives, and resources. Good leaders know they need to continuously learn. But great leaders know when to unlearn the past to succeed in the future. This book shows them the way.