Adaptive Agile Scaling: Strategies For Aligning Agile Development Process To Teams Of Varying Size

Applying methodologies to Software Process Improvement (SPI) is an effective way for businesses to remain competitive in the software industry. However, many organizations find implementing software process initiatives challenging. Agile Estimation Techniques and Innovative Approaches to Software Process Improvement reviews current SPI techniques and applications through discussions on current and future trends as well as the presentation of case studies on SPI implementation. Ideal for use by academics, students, and policy-makers, as well as industry professionals and managers, this publication provides a complete overview of current tools and methodologies regarding Software Process Improvement.

"This innovative volume offers a much needed update on urban politics in a globalized world... Davidson and Martin, as well as contributors, chart new territory and produce thought-provoking research that move the field in a more critical direction" - Setha M. Low, The Graduate Center of the City University of New York "A critical analysis of power and politics is essential to an understanding of contemporary urbanism. Informative and challenging, clear and sophisticated, Urban Politics: Critical Approaches encourages readers to grapple with the great diversity of analytical lenses that frame urban political research through detailed, engaging case studies" - Eugene McCann, Department of Geography, Simon Fraser University, Canada This critical, thought provoking discussion of contemporary urban politics places key issues in a geographical context. Divided into three sections: The urban as political setting The urban as political medium The urban as political community The text provides a thorough theoretical grounding with an extensive thematic overview. This unique approach links classical, institutional urban politics with a broader set of urban politics and practices. With case study material integrated throughout, and consideration given to the discussion of different urban politics from multiple theoretical perspectives, this is a completely up to date overview for students of urban geography, urban studies, urban sociology, and of course, urban politics.

Climate change has been identified as one of the greatest threats to humanity of all times. In addition to producing adverse environmental conditions such as rising sea level, drought, crop failure, vector-borne diseases, extreme events, degradation of water/air quality and heat waves, climate change is also considered a threat multiplier that leads to local and international conflicts and armed interventions. Urban areas may bear the brunt of climate change, as they are the centers of human habitation, anthropogenic stressors and environmental degradation, and the ensuing health impacts are of grave societal concern. The papers in this volume span a suite of climate change repercussions, paying particular attention to national security and human health aspects. It is an outcome of a NATO Advanced Research Workshop held during April 28-30, 2011 in Dubrovnik, Croatia, sponsored by the NATO Science for Peace and Security Program. The contributions cut across the elements of modeling, natural, political and social sciences, engineering, politics, military intervention, urban planning, industrial activities, epidemiology and healthcare.

Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org-the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber-Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum's core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

Scaling Scrum Across Modern Enterprises

Corporate Agility

The Project Manager's Guide to Mastering Agile

15th International Conference, XP 2014, Rome, Italy, May 26-30, 2014, Proceedings

Structures, Processes and Mindsets for the Digital Age

More with LeSS

Insights on Agile Practices for Adaptive, Collaborative, Rapid, and Transparent Enterprises

Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues, each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas—and prepare you and your company for the future. This specially priced 8-volume set includes: Agile Artificial Intelligence Blockchain Climate Change Customer Data & Privacy Cybersecurity Monopolies & Tech Giants Strategic Analytics

Assisting organizations in improving their project management processes, the Project Management Maturity Model defines the industry standard for measuring project management maturity and agile and adaptive capabilities. Project Management Maturity Model, Fourth Edition provides a roadmap showing organizations how to move to higher levels of organizational behavior, improving project success and organizational performance. It's a comprehensive tool for enhancing project management practices, covering areas critical to organizational improvement, such as the project management office, management oversight, and professional development. It also provides methods for optimizing project management processes and suggestions for deploying the model as a strategic tool in improving business outcomes. New material in each chapter also outlines good practices for implementing adaptive an agile processes. The book also includes the Project Portfolio Management Maturity Model, which covers best practices for determining portfolio maturity, setting short-term priorities, implementing benefits realization management, improving portfolio management processes and tracking progress. The author, J. Kent Crawford, CEO of PM Solutions, describes the basics of project management maturity, including the benefits of assessing maturity, and presents a comprehensive framework for improving organization's processes. Chapters are based on the ten project management knowledge areas specified in the Project Management Institute's standard, the PMBOK® Guide. This edition provides new and revised materials based on the PMBOK® Guide including a fresh focus on agile and adaptive methods, benefits realization, and organizational change management. Organizations can use this book to: Determine the maturity of your organization's project management processes Gauge readiness for agile transformation Map out a logical path to improve your organization's processes Set priorities for short-term process improvement Track and visualize improvements in project management over time Learn to translate process maturity into business results After an objective assessment, an organization can set its goals for increasing the capability of its processes and develop a plan for reaching those goals. This book is ideal for anyone involved with improving the capability of an organization's project and portfolio management processes.

This book offers the first comprehensive coverage of digital design techniques to expand the power-performance tradeoff well beyond that allowed by conventional wide voltage scaling. Compared to conventional fixed designs, the approach described in this book makes digital circuits more versatile and adaptive, allowing simultaneous optimization at both ends of the power-performance spectrum. Drop-in solutions for fully automated and low-effort design based on commercial CAD tools are discussed extensively and are applicable to prominent applications (e.g., IoT, AI, wearables, biomedical). Through the higher power-performance versatility techniques described in this book, readers are enabled to reduce the design effort through reuse of the same digital design instance, across a wide range of applications. All concepts the authors discuss are demonstrated by dedicated testchip designs and experimental results. To make the results immediately usable by the reader, all the scripts necessary to create automated design flows based on commercial tools are provided and explained.

This book contains the refereed proceedings of the 15th International Conference on Agile Software Development, XP 2014, held in Rome, Italy, in May 2014. Because of the wide application of agile approaches in industry, the need for collaboration between academics and practitioners has increased in order to develop the body of knowledge available to support managers, system engineers, and software engineers in their managerial/economic and architectural/project/technical decisions. Year after year, the XP conference has facilitated such improvements and provided evidence on the advantages of agile methodologies by examining the latest theories, practical applications, and implications of agile and lean methods. The 15 full papers, seven short papers, and four experience reports accepted for XP 2014 were selected from 59 submissions and are organized in sections on: agile development, agile challenges and contracting, lessons learned and agile maturity, how to evolve software engineering teaching, methods and metrics, and lean development.

Agile Service Development

Emerging Innovations in Agile Software Development

Linking Science and Policy in a Rapidly Changing World

Software Quality. The Future of Systems- and Software Development

Value-Driven Digital Transformation

Critical Approaches

Agile Marketing

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation "[The authors'] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core." —From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations "invent the future." EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete "command and control" leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Economies around the globe have evolved into being largely service-oriented economies. Consumers no longer just want a printer or a car, they rather ask for a printing service or a mobility service. In addition, service-oriented organizations increasingly exploit new devices, technologies and infrastructures. Agility is the ability to deal with such changing requirements and environments. Agile ways of working embrace change as a positive force and harness it to the organization's competitive advantage. The approach described in this book focuses on the notion of a service as a piece of functionality that offers value to its customers. Instead of solely looking at agility in the context of system or software development, agility is approached in a broader context. The authors illustrate three kinds of agility that can be found in an agile enterprise: business, process and system agility. These three types of agility reinforce each other and establish the foundation for the agile enterprise. Architecture, patterns, models, and all of the best practices in system development contribute to agile service development and building agile applications. This book addresses two audiences. On the one hand, it aims at agile and architecture practitioners who are looking for more agile ways of working in designing and building business services or who are interested in extending and improving their agile methods by using models and model-based architectures. On the other hand, it addresses students of (enterprise) architecture and software development or service science courses, both in computer science and in business administration.

This book investigates solutions incorporated by architecture boards in global enterprises to resolve issues and mitigate related architecture risks, while also proposing and implementing an adaptive integrated digital architecture framework (AIDAF) and related models and approaches/platforms, which can be applied in companies to promote IT strategies using cloud/mobile IT/digital IT. The book is divided into three main parts, the first of which (Chapters 1–2) addresses the background and motivation for AIDAF aligned with digital IT strategies. The second part (Chapter 3) provides an overview of strategic enterprise architecture (EA) frameworks for digital IT, elaborates on the essential elements of EA frameworks in the digital IT era, and advocates using AIDAF, models for architecture assessment/risk management, knowledge management on digital platforms. In turn, the third part (Chapters 4–7) demonstrates the application and benefits of AIDAF and related models, as shown in three case studies. "I found this book to be a very nice contribution to the EA community of practice. I can recommend this book as a textbook for digital IT strategists/practitioners, EA practitioners, students in universities and graduate schools." (From the Foreword by Scott A. Bernard) "In this new age of the digital information society, it is necessary to advocate a new EA framework. This book provides state-of-the art knowledge and practices about EA frameworks beneficial for IT practitioners, IT strategists, CIO, IT architects, and even students. It serves as an introductory textbook for all who drive the information society in this era."(From the Foreword by Jun Murai)

The book contains essays on current issues in Social and Political Sciences, such as the issues of governance and social order; social development and community development; global challenges and inequality; civil society and social movement; IT-based community and social transformation; poverty alleviation and corporate social responsibility; and gender issues. Asia and the Pacifi c are the particular regions that the conference focuses on as they have become new centers of social and political development. Therefore, this book covers areas that have been traditionally known as the social and political areas such as communication studies, political studies, governance studies, criminology, sociology, social welfare, anthropology and international relations.

HBR Insights Future of Business Boxed Set (8 Books)

An Adaptive Agile Framework for Delivering Business Value

Architecting the Digital Transformation

Scaling Web Resources in the Cloud

Business Agility and Information Technology Diffusion

Continuously Delivering an Integrated Product with Multiple Scrum Teams

Flexibility in Adaptation Planning

In Large-Scale Scrum , Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

The magnitude and urgency of the need to adapt to climate change is such that addressing it has been taken up by the United Nations as one of the sustainable development goals - Goal 13 (SDG13) in 2015. SDG13 emphasises the need to strengthen resilience and adaptive capacity to climate related hazards and natural disasters. Coping with urban floods is one of the major needs of climate adaptation, where integration of climate change responses into flood risk management policies, strategies and planning at international, national, regional and local levels is now the norm. However, much of this integration lacks effectiveness or real commitment from stakeholders involved in adaptation planning and implementation. Hence this research has focused on integrating flexibility based adaptation responses into an urban flood risk management context. The research has synthesised flexible adaptation practices from several disciplines including information technology, automobile and aerospace manufacturing. The outcomes of the research are brought together in a framework for structuring local adaptation responses and an adaptation planning process based on flexibility concepts. The outcomes provide a way to assist with the identification of the appropriate nature and type of flexibility required; where flexibility can best be incorporated; and when is the most appropriate time to implement the flexible adaptation responses in the context of urban flooding.

Learn the agile philosophy of lean processes, incremental delivery, deep client participation, decentralized authority, and just-in-time planning to bring speed, creativity, empowerment and increased productivity to product development. This book is your guide to becoming the go-to advisor for the enterprise agile transition. Many organizations have brought in agile coaches and achieved great progress in software development productivity, only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction. The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices. Agile coaches and consultants need to up their game to successfully partner with executives, managers, and PMOs to evolve from traditional methods to a lean, agile mindset. The Agile Consultant, by former Intel Worldwide Project Management Director and agile expert Rick Freedman, author of Amazon best-seller The IT Consultant, shows how to overcome transition challenges and move beyond team-level practice coaching to guide the entire organization to enterprise agility. Agile methods are displacing traditional, process-heavy project management techniques, and are poised to migrate from software development to the rest of IT, and to the entire enterprise. Agile's rapid adoption proves a simple truth: agility works! Agile methods are here to stay, and will continue to expand within the organization. Enterprises are rapidly moving beyond agile development to agile IT, agile marketing, and agile strategic planning. Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility. What You'll Learn Instill effective agile practices across the enterprise Coach teams, managers, and executives in learning, adopting, and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change-management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation, interpersonal, and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean, agile mindset Who This Book Is For Besides IT consultants, The Agile Consultant will also appeal to developer teams, internal IT staffers and their managers, and to executives leading the transition to agile development.

A groundbreaking guide to the commercialization of scientific breakthroughs in chemistry, from successful entrepreneurs Chemistry Entrepreneurship is a step-by-step guide that is specifically devoted to understanding what it takes to start and grow a new company in the chemistry sector. Comprehensive in scope, the

book covers the various aspects of the creation of a new chemical enterprise including: the protection of the invention, the business plan, the transfer from the research center or university, the financing, the legal setup, the launching of the company and its growth and exit strategies. This hands-on book contains the information needed to help to determine if you have what it takes to be a chemistry entrepreneur, explains how to take an ideas out of the lab and into the real world, reveals how to develop your burgeoning business, and shows how to sustain and grow your business. This much-needed resource also includes interviews with founding scientists who created their own successful chemical companies. This important book: Provides the practical information on how to start a company based on a scientific breakthrough Offers information on the mindset it takes to become, and remain, successful in the marketplace Presents case studies from world-renowned and highly experienced professionals who have successfully started a company Written for chemists in industry, chemists, materials scientists, chemical engineers, Chemistry Entrepreneurship is a guide for becoming a founder of a successful chemical company.

Lean Technology Strategy: Running Agile at Scale
Successful Adaptation to Climate Change
Doing Agile Right
Urban Politics
Adaptive Ecosystems
Implement Scrum and Lean-Agile techniques across complex products, portfolios, and programs in large organizations
Strategic Project Management Made Simple

The world is resetting, business growth is shifting. How do you reinvent yourselves to seize the new opportunities? Have you got what it takes to create new sources of advantage to grow profitably in this new era? The purpose of this book, "Repowering your Business to Thrive" is to equip business leaders to re-power your business by shaping a new path through making the strategic choices for your organization; rebuilding the new strategies; translating the new strategies to scalable business models; fueling by smart supply chain operations for successful execution. The key moves will be positioning your organization to create purposeful and measurable value for your customers, employees, stakeholders, and society with profitable growth. This book is the blueprint every business leader needs to repower the legacy business and rebuild the business successfully to thrive in this great reset.

This book explores how agile development practices, in particular pair programming, code review and automated testing, help software development teams to perform better. Agile software engineering has become the standard software development paradigm over the last decade, and the insights provided here are taken from a large-scale survey of 80 professional software development teams working at SAP SE in Germany. In addition, the book introduces a novel measurement tool for assessing the performance of software development teams. No previous study has researched this topic with a similar data set comprising insights from more than 450 professional software engineers.

Lean in the Classroom: The Powerful Strategy for Improving Student Performance and Developing Efficient Processes – Wiegel -- ISBN 9781138323131 - CAT# K392041 The current way of organizing education is not tenable in the coming decade. We need to address how we teach, how we organize schools, how we increase the effectiveness of learning, how we construct classrooms, and how we deploy new technologies. Lean management philosophy has been successfully applied across many industries – from manufacturing to healthcare, financial services, and construction. Recently, interest in Lean has steadily increased in the education sector, as it was originally introduced in that area's administrative and support processes. Currently, the introduction of Lean and its potential in education is gaining wider exposure because of massive looming changes – for example, the introduction of technology in education (as EdTech within the traditional system and as MOOCs), demographic changes, budget pressure, new pedagogies, the entrance of more and more private providers, and changing demands of society and industry on the curriculum. What is missing is a joint framework that will allow schools, teachers, directors, and boards to harness the potential of these developments and then execute a strategy. Lean Education (LE) offers the potential to streamline the execution of strategy and teaching. It accelerates the development of new courses and studies that are closely aligned to the needs of students. It supports the integration of new technologies without overburdening teachers and staff. Lean in the Classroom brings all these elements together into a coherent framework so schools can make necessary changes in one concerted effort. Teaching, professional support, managing the daily work, and changing the way schools function are brought together as a schoolwide strategy to organize learning in a way that serves our students by making the most of their talents. This book is the first to define LE in all its aspects: course design, actual teaching and learning processes, school management, and the organization of supporting processes. It is firmly based on the Lean management philosophy in conjunction with pedagogy. The book draws on both scientific research in the field of Lean management in general and Lean education in particular. In addition, it is predicated on many years of hands-on experience applying Lean both inside and outside the education sector.

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

XP 2014 International Workshops, Rome, Italy, May 26-30, 2014, Revised Selected Papers
The Art of Capacity Planning
Agile Transformation
Chemistry Entrepreneurship
Agile Processes in Software Engineering and Extreme Programming
Principles and Practices for an Adaptive Approach
When, Where and How to Include Flexibility for Increasing Urban Flood Resilience

This research-oriented book presents key contributions on architecting the digital transformation. It includes the following main sections covering 20 chapters: · Digital Transformation · Digital Business · Digital Architecture · Decision Support · Digital Applications Focusing on digital architectures for smart digital products and services, it is a valuable resource for researchers, doctoral students, postgraduates, graduates, undergraduates, academics and practitioners interested in digital transformation.

Create and apply responsive and adaptive marketing principles and practices with this guide to redesigning marketing structures, processes and culture, to be fit for purpose in today's changeable environment. Agile Marketing is an essential and practical roadmap to transforming your marketing by applying agile principles at scale and overcoming mindset and culture challenges to enable greater efficiency and quicker response times. Covering areas such as putting data and automation at the centre of agility, measuring success and creating and maintaining space for innovation, it features a range of invaluable frameworks, practical guidance and insightful examples from organizations such as Dell and Pepsi. Written by a recognized agile expert and marketing thought-leader who has worked with marketing teams in some of the largest global organizations, Agile Marketing also explores how to empower high-performing marketing teams and develop and pivot agile campaigns and content. Featuring tips and tools throughout and a step-by-step agile marketing transformation blueprint, it is a crucial resource for creating effective and streamlined marketing today and into the future.

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go throughrapid and profound transformation due to the widespread adoption ofagile methodologies. Those changes are likely to dramaticallychange the role of project managers in many environments as we haveknown them and raise the bar for the entire project managementprofession; however, we are in the early stages of thattransformation and there is a lot of confusion about the impact ithas on project managers: There are many stereotypes and misconceptions that exist aboutboth Agile and traditional plan-driven project management, Agile and traditional project management principles andpractices are treated as separate and independent domains ofknowledge with little or no integration between the two andsometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary,mutually-exclusive choices and companies sometimes try to force-fittheir business and projects to one of those extremes when the rightsolution is to fit the approach to the project It's no wonder that many Project Managers might beconfused by all of this! This book will help project managersunravel a lot of the confusion that exists; develop a totally newperspective to see Agile and traditional plan-driven projectmanagement principles and practices in a new light as complementaryto each other rather than competitive; and learn to develop anadaptive approach to blend those principles and practices togetherin the right proportions to fit any situation. There are many books on Agile and many books on traditionalproject management but what's very unique about this book isthat it takes an objective approach to help you understand thestrengths and weaknesses of both of those areas to see how they canwork synergistically to improve project outcomes in anyproject. The book includes discussion topics, real world casestudies, and sample enterprise-level agile frameworks thatfacilitate hands-on learning as well as an in-depth discussion ofthe principles behind both Agile and traditional plan-drivenproject management practices to provide a more thorough level ofunderstanding.

"Robert Wysocki does it again, and again. He has evolved from a project management expert and guru to the preeminent thought leader on managing complexity in the 21st century! Wysocki's approach is to use an adaptive framework and decision-making tool which includes a robust project management methodology that seamlessly integrates change, and can be applied to all types of projects across industries. This adaptive complex project framework is aligned with the most contemporary principles of innovation, agility, and lean approaches to change, and represents the most advanced thinking in applied complex project management to date." —Kathleen Hass, Project Management and Business Analysis Practice Leader, Consultant, and PMI award-winning author of Managing Complex Projects: A New Model With technology continuing to invade the business world and the convergence of complexity, uncertainty, and constant change, a whole new class of projects has emerged for which traditional project management models such as Waterfall are totally insufficient. These are called complex projects. Extreme Project Management models and a variety of Agile Project Management models such as Scrum, Rational Unified Process, Feature-Driven Development, and Dynamic Systems Development Method have emerged, but project failure rates have not been measurably reduced. Effective Complex Project Management offers a proven solution to managing any project that must succeed in the face of organizational complexity and market uncertainty, in the form of an adaptive complex project framework. Developed, refined, and validated through 20+ years of client experiences and feedback from project management thought leaders, this framework and robust methodology has demonstrated a favorable impact on project and program management success rates. Dr. Wysocki demonstrates that for program and project managers to be consistently successful in managing complex projects, they need to include in their project management portfolio of processes an adaptive framework that continuously analyzes and adapts to changing and modifying conditions even to the point of changing project management models mid-project. The author's adaptive complex project framework is currently the only robust tool to offer an orderly approach to do just that. When applied and managed correctly, this intuitive framework that proceeds from ideation to set-up to execution has proven to deliver on the purpose of programs and projects without fail, in the form of desired business value.

National Security and Human Health Implications of Climate Change
From the Clock Path to the Data Path
Lean in the Classroom
Combining Adaptive Methods and Flexible Solutions
Project Management Maturity Model
Enterprise Architecture for Global Companies in a Digital IT Era
8th International Conference, SWQD 2016, Vienna, Austria, January 18-21, 2016, Proceedings

This book is a collection of independent articles, written by Gene Gendel, over the course of five years, from 2014 to 2019, reflecting the author's real-life experience of working and consulting for various companies as an organizational design agent, trainer, coach and mentor. -Articles cover the following areas and domains: -Organizational Agility -Organizational Design -Corporate Psychology HR & Finance -Agile @ Scale Agile -Tools and Techniques-Agile Budgeting and Finance Agile Metrics -Agile Teams Dynamics -"Wagile" Patterns -Agile for Non-IT Product Ownership -Other Miscellaneous To provide some continuity of reading independent articles, they are logically grouped, based on subject, irrespective of original publication dates. The articles appear in exactly the same format and with the same content as they were originally written and published on the web--with some minor editing and graphic modifications to fit layout and publishing requirements. Each article is accompanied with web reference (URL), indicating where the original publication appeared.

Agile, a topic of growing importance in project management, is an iterative and incremental software developmental methodology that helps organizations to be more flexible to change and to deliver workable software in a shorter span of time. PMI-ACPSM is the new credential offered by the Project Management Institute, and validates a practitioner's ability to understand and apply agile principles and practices. PMI: Agile Certified Practitioner is a self-study guide that is essential reading for all PMI-ACPSM aspirants to clear the certification exam. Following an easy and a step-by-step learning approach, this book presents not only the basic agile concepts but also the latest developments in the field, based entirely on the guidelines from the Project Management Institute.

What does successful adaptation look like? This is a question we are frequently asked by planners, policy makers and other professionals charged with the task of developing and implementing adaptation strategies. While adaptation is increasingly recognized as an important climate risk management strategy, and on-the-ground adaptation planning activity is becoming more common-place, there is no clear guidance as to what success would look like, what to aim for and how to judge progress. This edited volume makes significant progress toward unpacking the question of successful adaptation, offering both scientifically informed and practice-relevant answers from various sectors and regions of the world. It brings together 18 chapters from leading experts within the field to present careful analyses of different cases and situations, questioning throughout commonly avowed truisms and unspoken assumptions that have pervaded climate adaptation science and practice to date. This book offers not one answer but demonstrates how the question of success in important ways is normative and context specific. It identifies the various dimensions of success, such as economic, political, institutional, ecological, and social, explores the tensions between them, and compiles encouraging evidence that resolutions can be found. The book appraises how climatic and non-climatic stressors play a role, what role science does and can play in adaptation decision making, and how trade-offs and other concerns and priorities shape adaptation planning and implementation on the ground. This is timely interdisciplinary text sheds light on key issues that arise in on-the-ground adaptation to climate change. It bridges the gap between science and practical application of successful adaptation strategies and will be of interest to both students, academics and practitioners.

Lack of Agility is the kiss of death. Position your company to succeed in world of change. To edge out the competition in today's disruptive environment, you need to ensure that your company is agile—that it can respond to change instantly and effectively. Because fast and furious change is the only thing you can count on in business today. Network expert Michael Arena helped enable GM's legendary turnaround. In these pages, he explains how you can transform your own company through the concept of adaptive space. Based on hundreds of interviews and the author's own groundbreaking study of dozens of organizations spanning a variety of industries, Adaptive Space shows how to position your company for today—and for the future—by enabling creativity, innovation, and novel ideas to flow freely among teams, across departments, and throughout the company. Using GM as the main case study—along with the stories of other highly adaptive organizations, like Apple, Amazon, Disney, and Gore—Arena provides a model you can follow to reinvent your company. It's about inspiring employees to explore new ideas, empowering the most creative people and teams to spread their ideas across the organization, and operationalizing the entrepreneurial spirit so adaptability is set in stone. Hesitation is a killer in today's business landscape. With Adaptive Space, you have everything you need to confront disruption with smart, confident actions and seize the valuable opportunities that come with change.

Adaptive Space: How GM and Other Companies are Positively Disrupting Themselves and Transforming into Agile Organizations
The Green Book: Collection of Independent Essays about Agility
Large-Scale Scrum
Proceedings of the Asia-Pacific Research in Social Sciences and Humanities, Depok, Indonesia, November 7-9, 2016: Topics in Social and Political Sciences
Unlock Adaptive and Data-driven Marketing for Long-term Success
EDGE
Winning in Turbulence

Traditional organizational structures and cultures are no longer fit for purpose in a digitally-empowered world. The number of new and disruptive technologies is increasing, the speed of change shows no sign of slowing down and organization development practitioners and business leaders need to act urgently to enable their companies to succeed in the digital age. Agile Transformation is the much-needed guide on how to achieve this success. Packed full of practical advice, this book covers everything from why new operating models are needed, how to apply agile principles at scale, leverage digital-native processes and why change managers need to think big but start small. Agile Transformation also covers how to build and engage high performing teams for change, how to tackle the employee mindset that can hinder agile adoption and why developing an agile business is not an excuse to fail to plan. There is also guidance on how to develop fast and focused high-velocity decision making, build momentum for change and apply an agile approach to different business functions including HR, Finance, Sales, Operations and Procurement. This book is crucial reading for all businesses wanting to effectively compete in the new world of work.

In their early days, Twitter, Flickr, Etsy, and many other companies experienced sudden spikes in activity that took their web services down in minutes. Today, determining how much capacity you need for handling traffic surges is still a common frustration of operations engineers and software developers. This hands-on guide provides the knowledge and tools you need to measure, deploy, and manage your web application infrastructure before you experience explosive growth. In this thoroughly updated edition, authors Arun Kejariwal (MZ) and John Allspaw provide a systematic, robust, and practical approach to capacity planning—rather than theoretical models—based on their own experiences and those of many colleagues in the industry. They address the vast sea change in web operations, especially cloud computing. Understand issues that arise on heavily trafficked websites or mobile apps Explore how capacity fits into web/mobile app availability and performance Use tools for measuring and monitoring computer performance and usage Turn measurement data into robust forecasts and learn how trending fits into the planning process Examine related deployment concepts: installation, configuration, and management automation Learn how cloud autoscaling enables you to scale your app's capacity up or down

Agile is a relatively recent methodology used in the development process of a project. Therefore, it is important to share new emerging knowledge with researchers and professionals interested in adopting an agile mindset. Emerging Innovations in Agile Software Development focuses on the use of agile methodologies to manage, design, develop, test and maintain software projects. Emphasizing

research-based solutions for contemporary software development, this publication is designed for use by software developers, researchers, and graduate-level students in software engineering and project management programs.

Learn to plan and execute projects in any organization with this practical and insightful resource The comprehensively updated and revised edition of Strategic Project Management Made Simple cements this series' status as the leading resource for anyone looking for step-by-step guidance on project design and action initiatives. Written by celebrated management consultant Terry Schmidt, this book fully covers the necessity of systems thinking and the logical framework approach to solve today's challenging problems. Strategic Project Management Made Simple also includes: An expanded section on turning ideas, problems, and opportunities into projects A newly created chapter on managing your "inner game" to achieve project excellence Fresh case studies that cover how to pivot your business to meet changing needs A new approach, Iterating to Excellence, to create your Minimum Viable Project and produce solutions smoother and faster Strategic Project Management Made Simple, Revised and Updated is an indispensable volume for leaders and workers seeking to transform their approach to planning, driving, and executing projects in their organizations.

Agile Software Development Teams

Transformation Without Chaos

PMI: Agile Certified Practitioner

The Nexus Framework for Scaling Scrum

Effective Complex Project Management

The Agile Consultant

Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation

This book constitutes the refereed proceedings of the scientific track of the 8th Software Quality Days Conference, SWQD 2016, held in Vienna, Austria, in January 2016. The SWQD conference offers a range of comprehensive and valuable information by presenting new ideas from the latest research papers, keynote speeches by renowned academics and industry leaders, professional lectures, exhibits, and tutorials. The five scientific full papers accepted for SWQD were each peer reviewed by three or more reviewers and selected out of 13 high-quality submissions. Further, nine short papers were also presented and are included in this book. In addition, one keynote paper by Scott Ambler and Mark Lines is also included.

Integrate Agile methodology into your business with this stunning guide to the latest management techniques Corporate Agility is the must-have guide on adopting Agile methodology for businesses of all shapes and sizes. This visually stunning book delivers six key lessons that you must learn in order to effectively join the Agile world. You'll learn the ins and outs of the traditional approach, helping you answer the questions "Why Agile?" and "Why now?" You'll also discover new, more efficient Agile strategies that will help you lead your enterprise to increased collaboration, more flexibility, and better business results. Based on the latest practice and research, and drawing on years of experience at the author's own leading consultancy, Corporate Agility features a beautiful 4-color design that helps you visualize powerful strategic ideas, so you can understand and implement them right away. Unlike other books on the market, this title helps you reinterpret key Agile management concepts in a way that will work for your specific needs. Gain a clear understanding of traditional Agile methodology, the history of Agile, and the benefits to organizations of all shapes and sizes Discover cutting-edge Agile strategies that push Agile thinking forward and increase performance efficiency Learn the 6 "Agilessons" that underpin all successful Agile transformations Follow real-world case studies from leading businesses that have successfully made the leap into Agile operations Organizational leaders will love this digestible, forward-thinking guide written by one of America's fastest rising strategic execution gurus.

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

The current downturn may prove more brutal than most previous recessions. It's already hammering companies in markets around the globe. It will test businesses to their fullest-many won't survive. But downturns present strategic opportunities, too. In fact, many more companies achieve dramatic gains during recessions than in normal times. How to ensure your company emerges successful? In Winning in Turbulence, a new volume in the Memo to the CEO series, Bain & Company downturn strategist Darrell Rigby provides the playbook. He presents a powerful framework and diagnostic tool (available in the book and online) for assessing three dimensions of your situation: Your industry's sensitivity: How hard is it hit by this downturn? Your company's strategic position: Are you an industry leader or follower? Your firm's financial position, including cash reserves. The author then explains how to craft an action plan tailored to the situation you've diagnosed, providing tools for: Cutting costs intelligently-sustaining your margins and brand Boosting revenue by refocusing your sales force on the right customers Channeling resources into your core businesses Preparing for bold moves, such as game-changing acquisitions Timely and practical, this book positions you to survive a downturn and emerge stronger once the recovery begins.

Agile Estimation Techniques and Innovative Approaches to Software Process Improvement

IFIP TC8 WG 8.6 International Working Conference, May 8-11, 2005, Atlanta, Georgia, USA

Digital Business, Technology, Decision Support, Management

The Powerful Strategy for Improving Student Performance and Developing Efficient Processes

Repowering Your Business to Thrive

Adaptive Integrated Digital Architecture Framework (AIDAF)

Solution Tools for Leaders and Teams

This book constitutes the refereed proceedings of three international workshops held in Rome, Italy, in conjunction with the 15th International Conference on Agile Software Development, XP 2014, in May 2014. The workshops comprised Principles of Large-Scale Agile Development, Refactoring & Testing (RefTest 2014), and Estimations in the 21st Century Software Engineering (EstSE21 2014). The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.

This book addresses issues related to business agility and the diffusion of Information Technology (IT). Success, even survival, in today's business environment has been made complex and difficult by technologically-based competitive pressure. One promising strategy is to be agile and ready to adapt quickly to changes in the environment or market. Such strategy takes shape as an agile software development, agile manufacturing, agile modeling and agile iterations. In contrast, successful IT diffusion is known to be a process that takes time and careful effort. Many IT projects that succeeded in developing a product have subsequently failed in changing the behavior of the target group when diffusion just didn't happen. Therefore this volume responds to the question: What is the relationship between agility and IT diffusion? The book's scope covers information systems and technology issues, as well as organizational and managerial issues, related to agility and IT diffusion. The planned perspectives include topics such as diffusion of agile methods, enabling business agility with IT, creating agile environments that facilitate diffusion of IT, theories and frameworks for understanding diffusion and agility issues, best practices relating to business agility and IT diffusion, software process improvement and agility, diffusion studies of specific agile technologies, and impacts of diffusion of IT agile methods.

The Eight Steps of Strategic Approach to Repowering Your Core and Rebuilding Your New Business for Profitable Growth Through Adaptive Strategic Management and Connected Supply Chain for Successful Execution

Guiding Clients to Enterprise Agility

Competition and Cooperation in Social and Political Sciences

Adaptive Digital Circuits for Power-Performance Range beyond Wide Voltage Scaling