

Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

Donors, leaders of nonprofits, and public policy makers usually have the best of intentions to serve society and improve social conditions. But often their solutions fall far short of what they want to accomplish and what is truly needed. Moreover, the answers they propose and fund often produce the opposite of what they want over time. We end up with temporary shelters that increase homelessness, drug busts that increase drug-related crime, or food aid that increases starvation. How do these unintended consequences come about and how can we avoid them? By applying conventional thinking to complex social problems, we often perpetuate the very problems we try so hard to solve, but it is possible to think differently, and get different results. Systems Thinking for Social Change enables readers to contribute more effectively to society by helping them understand what systems thinking is and why it is so important in their work. It also gives concrete guidance on how to incorporate systems thinking in problem solving, decision making, and strategic planning without becoming a technical expert. Systems thinking leader David Stroh walks readers through techniques he has used to help people improve their efforts to end homelessness, improve public health, strengthen education, design a system for early childhood development, protect child welfare, develop rural economies, facilitate the reentry of formerly incarcerated people into society, resolve identity-based conflicts, and more. The result is a highly readable, effective guide to understanding systems and using that knowledge to get the results you want.

Argues that the "lean and mean" corporate model of workaholicism and downsizing is proving counterproductive, explaining how companies can implement downtime, promote flexibility, and foster creativity as part of realizing increased revenues. Reprint.

Zoom into the new world of remote collaboration While a worldwide pandemic may have started the Zoom revolution, the convenience of remote meetings is here to stay. Zoom For Dummies takes you from creating meetings on the platform to running global webinars. Along the way you'll learn how to expand your remote collaboration options, record meetings for future review, and even make scheduling a meeting through your other apps a one-click process.

Take in all the advice or zoom to the info you need - it's all there! Discover how to set up meetings Share screens and files Keep your meetings secure Add Zoom hardware to your office Get tips for using Zoom as a social tool Award-winning author Phil Simon takes you beyond setting up and sharing links for meetings to show how Zoom can transform your organization and the way you work.

This is the digital version of the printed book (Copyright © 2008). Adrenaline junkies, dead fish, project sluts, true believers, Lewis and Clark, template zombies . . . Most developers, testers, and managers on IT projects are pretty good at recognizing patterns of behavior and gut-level hunches, as in, " I sense that this project is headed for disaster. " But it has always been more difficult to transform these patterns and hunches into a usable form, something a team can debate, refine, and use. Until now. In Adrenaline Junkies and Template Zombies, the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year, around the world. The result is a quick-read guide to identifying nearly ninety typical scenarios, drawing on a combined one-hundred-and-fifty years of project management experience. Project by project, you ' ll improve the accuracy of your hunches and your ability to act on them. The patterns are presented in an easy-reference format, with names designed to ease communication with your teammates. In just a few words, you can describe what ' s happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You ' ll find classic patterns such as these: News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food++ Fridge Door and more than eighty more! Not every pattern will be evident in your organization, and not every pattern is necessarily good or bad. However, you ' ll find many patterns that will apply to your current and future assignments, even in the most ambiguous circumstances. When you assess your situation and follow your next hunch, you'll have the

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

collective wisdom of six world-class consultants at your side.

A Novel about Project Management

Why Does Software Cost So Much?

The Intelligence Behind Successful Software Management

Zoom For Dummies

The Contrarian's Guide to Leadership

Dark Harbor House

The Practice of Adaptive Leadership

The must-read summary of Tom DeMarco's book: "Slack: Getting Past Burnout, Busywork and the Myth of Total Efficiency". This complete summary of the ideas from Tom DeMarco's book "Slack" shows that companies who constantly insist on efficiency are actually creating an environment where they limit flexibility, reduce the capacity for creativity and increase burnout in employees. In his book, the author explains that effective managers should be able to identify and introduce exactly the right amount of slack within working practices in order to avoid these outcomes. This summary introduces four key components for implementing this philosophy and the two different types of slack that will create the best working environment with high levels of efficiency. Added-value of this summary: - Save time - Understand key concepts - Expand your knowledge To learn more, read "Slack" and discover the key to creating a flexible working environment that will get the best out of your employees.

The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. The Great Mental Models: General Thinking Concepts is the first book in The Great Mental Models series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches,

*athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME
Ottawa, Ontario, Canada*

Innovation Through Understandingsm The toughest part of innovation? Accurately predicting what customers want, need, and will pay for. Even if you ask them, they often can't explain what they want. Now, there's a breakthrough solution: Innovation Games. Drawing on his software product strategy and product management consulting experience, Luke Hohmann has created twelve games that help you uncover your customers' true, hidden needs and desires. You'll learn what each game will accomplish, why it works, and how to play it with customers. Then, Hohmann shows how to integrate the results into your product development processes, helping you focus your efforts, reduce your costs, accelerate time to market, and deliver the right solutions, right from the start. Learn how your customers define success Discover what customers don't like about your offerings Uncover unspoken needs and breakthrough opportunities Understand where your offerings fit into your customers' operations Clarify exactly how and when customers will use your product or service Deliver the right new features, and make better strategy decisions Increase empathy for the customers' experience within your organization Improve the effectiveness of the sales and service organizations Identify your most effective marketing messages and sellable features Innovation Games will be indispensable for anyone who wants to drive more successful, customer-focused product development: product and R&D managers, CTOs and development leaders, marketers, and senior business executives alike.

Building the IT Practice is a clear and practical guide organized to help design, build, and manage lucrative consulting practices. Building on the advisory methodologies described in the author's previous book, The IT Consultant, this book goes beyond the personal practices and behaviors presented in that work to offer a roadmap to the creation of an IT Professional Services business. This book focuses on the basics of building a consulting business, discussing such core issues as the creation of a unique marketing message, the design of a firm-wide delivery methodology, and the recruitment and retention of world-class sales and talent.

Great at Work

The Thank You Economy (Enhanced Edition)

The Deadline

Playing to Win

Tools and Tactics for Changing Your Organization and the World

Getting Past Burnout, Busywork and the Myth of Total Efficiency

Changing the Way Work Works

Ricardo Semler thinks that companies ought to put employee freedom and satisfaction ahead of corporate goals. Imagine a company where employees set their own hours; where there are no offices, no job titles, no business plans; where employees get to endorse or veto any new venture; where kids are encouraged to run the halls; and where the CEO lets other people make nearly all the decisions. This company—Semco—actually exists, and despite a seeming recipe for chaos, its revenues have grown from \$35 million to \$160 million in the last six years. It has virtually no staff turnover, and there are no signs that its growth will stop any time soon. How did Semco become wildly successful despite breaking many of the commonly accepted laws of business? In *The Seven-Day Weekend*, Ricardo Semler shows that for those willing to take a chance, there is a better way to run a workplace. He explains how the technology that was supposed to make life easier—laptops, cell phones, e-mail, pagers—has in fact stolen free time and destroyed the traditional nine-to-five workday. But this can be a good thing—if you have the freedom to get your job done on your own terms and to blend your work life and personal life with enthusiasm and creative energy. Smart bosses will eventually realize that you might be most productive if you work on Sunday afternoon, play golf on Monday morning, go to a movie on Tuesday afternoon, and watch your child play soccer on Thursday. This is a radical book that will challenge the business world to make the seven-day weekend a reality.

How can great companies do everything right - identify real customer needs, deliver excellent innovations, beat their competitors to market - and still fail? The sad truth is that many companies fail because they focus too intensely on their own innovations, and then neglect the innovation ecosystems on which their success depends. In our increasingly interdependent world, winning requires more than just delivering on your own promises. It means ensuring that a host of partners -some visible, some hidden- deliver on their promises, too. In *The Wide Lens*, innovation expert Ron Adner draws on over a decade of research and field testing to take you on far ranging journeys from Kenya to California, from transport to telecommunications, to reveal the hidden structure of success in a world of interdependence. A riveting study that offers a new perspective on triumphs like Amazon's e-book strategy and Apple's path to market dominance; monumental failures like Michelin with run-flat tires and Pfizer with inhalable insulin; and still unresolved issues like electric cars and electronic health records, *The Wide Lens* offers a powerful new set of frameworks and tools that will multiply your odds of innovation success. *The Wide Lens* will change the way you see, the way you think - and the way you win.

From prolific and influential consultant and author Tom DeMarco comes a project management novel that vividly illustrates the principles--and the outright absurdities--that affect the productivity of a software development team. With his trademark wit set free in the novel format, DeMarco centers the plot around the development of six software products. Mr. Tompkins, a manager downsized from a giant telecommunications company, divides the huge staff of developers at his disposal into eighteen teams--three for each of the software products. The teams are different sizes and use different methods, and they compete against each other and against an impossible deadline. With these teams--and with the help of numerous "fictionalized" consultants who come to his aid--Tompkins tests the project management principles he has gathered over a lifetime. Each chapter closes with journal entries that form the core of the eye-opening approaches to management illustrated in this entertaining novel.

“Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike.” —Tom Conrad, CTO, Pandora “I wish I’d had this material available years ago. I see lots and lots of ‘meat’ in here that I’ll use over and over again as I try to become a better manager. The writing style is right on, and I love the personal anecdotes.” —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In **Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams**, Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

Summary: Slack

What Successful Innovators See That Others Miss

Understanding and Improving the Culture at Work

Ackoff's Best

Slack

Happy to Work Here

The Big Problem and Bigger Promise of Working from Home

If this were 1923, this book would have been called "Why Radio Is Going to Change the Game" . . . If it were 1995, it would be "Why Amazon Is Going to Take Over the Retailing World" . . . The Thank You Economy is about something big, something greater than any single revolutionary platform. It isn't some abstract concept or wacky business strategy—it's real, and every one of us is doing business in it every day, whether we choose to recognize it or not. It's the way we communicate, the way we buy and sell, the way businesses and consumers interact online and offline. The Internet, where the Thank You Economy was born, has given consumers back their voice, and the tremendous power of their opinions via social media means that companies and brands have to compete on a whole different level than they used to. Gone are the days when a blizzard of marketing dollars could be used to overwhelm the airwaves, shut out the competition, and grab customer awareness. Now customers' demands for authenticity, originality, creativity, honesty, and good intent have made it necessary for companies and brands to revert to a level of customer service rarely seen since our great-grandparents' day, when business owners often knew their customers personally, and gave them individual attention. Here renowned entrepreneur Gary Vaynerchuk reveals how companies big and small can scale that kind of

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

personal, one-on-one attention to their entire customer base, no matter how large, using the same social media platforms that carry consumer word of mouth. The Thank You Economy offers compelling, data-driven evidence that we have entered into an entirely new business era, one in which the companies that see the biggest returns won't be the ones that can throw the most money at an advertising campaign, but will be those that can prove they care about their customers more than anyone else. The businesses and brands that harness the word-of-mouth power from social media, those that can shift their culture to be more customer-aware and fan-friendly, will pull away from the pack and profit in today's markets. Filled with Vaynerchuk's irrepressible candor and wit, as well as real-world examples of companies that are profiting by putting Thank You Economy principles into practice, The Thank You Economy reveals how businesses can harness all the changes and challenges inherent in social media and turn them into tremendous opportunities for profit and growth.

Most software project problems are sociological, not technological. Peopleware is a book on managing software projects.

The Practice of Adaptive Leadership will help you think more clearly and execute better in a constantly shifting environment. It offers a comprehensive and systematic approach to candidly assessing the situation and yourself, and then taking action. Its wisdom and advice are drawn from the experiences of people like you, committed to advancing what you care about most. The book is anchored in the framework of adaptive leadership, but goes beyond the theory to provide a practical set of stories, diagrams, techniques, and activities that will help you both assess and address the toughest challenges that lie ahead. Dozens of tools and tactics are presented in an exciting, clear, and reader-friendly design.

Russell Ackoff is a very special management thinker. As an architect, city planner, doctor of philosophy, behavioral scientist, trailblazer in the fields of organizational, operations, and systems theory, bestselling author, distinguished Wharton School professor, and head of his own management education and consulting firm, he qualifies, as do few others in this century, for the title of "Renaissance Man." Fortunately, he makes up for this grievous shortcoming by also being an outrageously funny observer of homo commercium. Now, Ackoff's Best offers you an opportunity to become acquainted with this irreverent genius who, over the past forty years, has done so much to shape our understanding of the modern business organization. Compiled by the author, Ackoff's Best encapsulates the author's most controversial, influential, and wittiest work to appear since the 1970s. Ackoff's groundbreaking exploration of systems theory and its effect on business provides the backbone of this collection. Also included are his most lasting and thought-provoking writings on an array of topics in business, society, and human behavior that well reflect the sweeping scope of Ackoff's intellect and expertise. From managing teams, maximizing the effectiveness of information systems, and problem solving, to creativity, crime, and the role of the corporation in a democratic society, these writings are a cornucopia of insights, observations, and powerful lessons that will help you maximize your personal development and the effectiveness of your organization. An excellent introduction for newcomers to Russell Ackoff, and a welcome compendium of Ackoff's pithiest writings for those already familiar with his ideas from such classic works as Creating the Corporate Future and The Art of Problem Solving, Ackoff's Best is required reading for every intelligent businessperson. "The range, depth, and perspectives of these essays on management illustrate, once again, Russ Ackoff's unique genius." —Warren Bennis, University Professor, University of Southern California, and Co-author, Co-Leaders "Russ Ackoff uses words that cut through the familiar and open doors in one's brain." —Arie P. de Geus, Author, The Living Company "Ackoff's Best captures the lucid and compelling explorations of one of the most profound and influential thinkers of our time." —Ray Stata, Chairman of the Board, Analog Devices "This collection reminds me that I have learned my most valuable lessons from Russ Ackoff." —Vince Barabba, General Manager, Corporate Strategy and Knowledge Development, General Motors Corporation

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

Understanding Patterns of Project Behavior

HBR Guide to Data Analytics Basics for Managers (HBR Guide Series)

Extreme Programming Applied

Getting Past Burnout, Busywork, and the Myth of Total Efficiency

How Self-Selection Lets People Excel

Planning Extreme Programming

Deep Work

A guide to XP leads the developer, project manager, and team leader through the software development planning process, offering real world examples and tips for reacting to changing environments quickly and efficiently.

Bring together a wonderfully varied mix of characters in a once-grand Maine island summer cottage, leave them to their own devices over the course of a long, idyllic summer in the late 1940s, and you have all the ingredients for a fine comedy of manners. Author Tom DeMarco starts with a simple little love story, weaves in tantalizing details of the old mansion's not totally respectable history, and adds a hint of gentle satire to create a novel that is touching, memorable, and deliciously entertaining.

People are happiest and most productive if they can choose what they work on and who they work with. Self-selecting teams give people that choice. Build well-designed and efficient teams to get the most out of your organization, with step-by-step instructions on how to set up teams quickly and efficiently. You'll create a process that works for you, whether you need to form teams from scratch, improve the design of existing teams, or are on the verge of a big team re-shuffle. Discover how New Zealand's biggest e-commerce company completely restructured their business through Self-Selection. In the process, find out how to create high-performing groups by letting people self-organize into small, cross-functional teams. Step-by-step guides, easy-to-follow diagrams, practical examples, checklists, and tools will enable you to run a Self-Selection process within your organization. If you're a manager who wants to structure your organization into small teams, you'll discover why Self-Selection is the fastest and safest way to do so. You'll prepare for and organize a Self-Selection event and make sure your Self-Selection participants and fellow managers are on board and ready. If you're a team member, you'll discover what it feels like to be part of a Self-Selection process and what the consequences are for your daily work. You'll learn how to influence your colleagues and bosses to be open to the idea of Self-Selection. You'll provide your manager with a plan for how to facilitate a Self-Selection event, and with evidence that the system works. If you're feeling the pain and chaos of adding new people to your organization, or just want to ensure that your teams have the right people with the right skills, Self-Selection will help you create the effective teams you need.

Say goodbye to the old, inefficient way of working Have you ever wondered what it would feel like to be less overwhelmed, more efficient, and more engaged at work? Imagine being able to quickly and easily locate key documents and conversations. Every day, more than twelve million employees need not wonder. By using a remarkably useful, flexible, popular, affordable, and intuitive tool called Slack, they have fundamentally changed how they work. Slack For Dummies provides an approachable road map to understanding how to use Slack to maximum effect. This easy-to-use reference guide explores the Slack user

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

interface and its key features. It walks you through the process of setting up workspaces, channels, and threads. It also offers insight on how to get your colleagues on board with this modern way of communicating and collaborating. Navigate Slack ' s user interface and understand its key features Guide you through the process of creating workspaces, channels, and threads Provide additional context to group and individual messages Extend the power of Slack with third-party apps and integrations Improve employee morale and productivity Slack For Dummies is a full-color, step-by-step resource that will change the way that you communicate and collaborate with your colleagues—for the better and for good.

...in an imperfect world

A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results

The Hidden Habits of Top Performers

Review and Analysis of DeMarco's Book

Creating Great Teams

How to Work Smarter, Get Ahead, and Restore Your Well-Being

The Great Mental Models: General Thinking Concepts

Wall Street Journal Business Bestseller A Financial Times Business Book of the Month Named by The

Washington Post as One of the 11 Leadership Books to Read in 2018 From the New York Times bestselling

coauthor of Great by Choice comes an authoritative, practical guide to individual performance—based on analysis from an exhaustive, groundbreaking study. Why do some people perform better at work than others?

This deceptively simple question continues to confound professionals in all sectors of the workforce. Now, after a unique, five-year study of more than 5,000 managers and employees, Morten Hansen reveals the answers in

his “Seven Work Smarter Practices” that can be applied by anyone looking to maximize their time and

performance. Each of Hansen’s seven practices is highlighted by inspiring stories from individuals in his

comprehensive study. You’ll meet a high school principal who engineered a dramatic turnaround of his failing

high school; a rural Indian farmer determined to establish a better way of life for women in his village; and a

sushi chef, whose simple preparation has led to his restaurant (tucked away under a Tokyo subway station

underpass) being awarded the maximum of three Michelin stars. Hansen also explains how the way Alfred

Hitchcock filmed Psycho and the 1911 race to become the first explorer to reach the South Pole both illustrate

the use of his seven practices (even before they were identified). Each chapter contains questions and key

insights to allow you to assess your own performance and figure out your work strengths, as well as your

weaknesses. Once you understand your individual style, there are mini-quizzes, questionnaires, and clear tips to

assist you focus on a strategy to become a more productive worker. Extensive, accessible, and friendly, Great at

Work will help you achieve more by working less, backed by unprecedented statistical analysis.

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

An incendiary examination of burnout in millennials--the cultural shifts that got us here, the pressures that sustain it, and the need for drastic change

Read the Wall Street Journal Bestseller for "cultivating intense focus" for fast, powerful performance results for achieving success and true meaning in one's professional life (Adam Grant, author of Give and Take). Deep work is the ability to focus without distraction on a cognitively demanding task. It's a skill that allows you to quickly master complicated information and produce better results in less time. Deep Work will make you better at what you do and provide the sense of true fulfillment that comes from craftsmanship. In short, deep work is like a super power in our increasingly competitive twenty-first century economy. And yet, most people have lost the ability to go deep--spending their days instead in a frantic blur of e-mail and social media, not even realizing there's a better way. In Deep Work, author and professor Cal Newport flips the narrative on impact in a connected age. Instead of arguing distraction is bad, he instead celebrates the power of its opposite. Dividing this book into two parts, he first makes the case that in almost any profession, cultivating a deep work ethic will produce massive benefits. He then presents a rigorous training regimen, presented as a series of four "rules," for transforming your mind and habits to support this skill. 1. Work Deeply 2. Embrace Boredom 3. Quit Social Media 4. Drain the Shallows A mix of cultural criticism and actionable advice, Deep Work takes the reader on a journey through memorable stories--from Carl Jung building a stone tower in the woods to focus his mind, to a social media pioneer buying a round-trip business class ticket to Tokyo to write a book free from distraction in the air--and no-nonsense advice, such as the claim that most serious professionals should quit social media and that you should practice being bored. Deep Work is an indispensable guide to anyone seeking focused success in a distracted world. An Amazon Best Book of 2016 Pick in Business & Leadership Wall Street Journal Business Bestseller A Business Book of the Week at 800-CEO-READ

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your

cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

The Secrets of Consulting

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

How Millennials Became the Burnout Generation

The Wide Lens

Building the IT Consulting Practice

Ask a Manager

Can't Even

Controlling Software Projects shows managers how to organize software projects so they are objectively measurable, and prescribes techniques for making early and accurate projections of time and cost to deliver.

A plan for conquering collaborative overload to drive performance and innovation, reduce burnout, and enhance well-being. Most organizations have created always-on work contexts that are burning people out and hurting performance rather than delivering productivity, innovation and engagement. Collaborative work consumes 85% of employees' time and is drifting earlier into the morning, later into the night, and deeper into the weekend. The dilemma is that we all need to collaborate more to create effective organizations and vibrant careers for ourselves. But conventional wisdom on teamwork and collaboration has created too much of the wrong kind of

collaboration, which hurts our performance, health and overall well-being. In *Beyond Collaboration Overload*, Babson professor Rob Cross solves this paradox by showing how top performers who thrive at work collaborate in a more purposeful way that makes them 18-24% more efficient than their peers. Good collaborators are distinguished by the efficiency and intentionality of their collaboration—not the size of their network or the length of their workday. Through landmark research with more than 300 organizations, in-depth stories, and tools, *Beyond Collaboration Overload* will coach you to reclaim close to a day a week when you: Identify and challenge beliefs that lead you to collaborate too quickly Impose structure in your work to prevent unproductive collaboration Alter behaviors to create more efficient collaboration It then outlines how successful people invest this reclaimed time to: Cultivate a broad network—not a big one—for innovation and scale Energize others—a strong predictor of high performance Connect with others to reduce micro-stressors and enhance physical and mental well-being Cross' framework provides relief from the definitive problem of our age—dysfunctional collaboration at the expense of our performance, health and overall well-being.

The Secrets of Consulting--techniques, strategies, and first-hand experiences--all that you'll need to set up, run, and be successful at your own consulting business.

Many books discuss Agile from a theoretical or academic perspective. *Becoming Agile* takes a different approach and focuses on explaining Agile from a case-study perspective. Agile principles are discussed, explained, and then demonstrated in the context of a case study that flows throughout the book. The case study is based on a mixture of the author's real-world experiences. *Becoming Agile* also focuses on the importance of adapting Agile principles to the realities of your environment. In the early days of Agile, there was a general belief that Agile had to be used in all phases of a project, and that it had to be used in its purest form. Over the last few years, reputable Agile authorities have begun questioning this belief: We're finding that the best deployments of Agile are customized to the realities of a given company. *Becoming Agile* discusses the cultural realities of deploying Agile and how to deal with the needs of executives, managers, and the development team during migration. The author discusses employee motivation and establishing incentives that reward support of Agile techniques. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. Praise for *Becoming Agile*... "This is much more than just a book about Agile. This is a roadmap. A very detailed roadmap that takes you

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

from the initial "is Agile right for me?" stage through completion and delivery of your pilot project and beyond." -Charlie Grier, Senior Software Engineer, Amcom Technology "...a must read for those of us who have come from years of waterfall and attempts at changes to "traditional" methodologies or processes... clear, concise and has plenty of example scenarios that many individuals and corporations would identify with." -Jamie Phillips, Senior Software Engineer, Picis Inc "This book is quite unique. It is written in a form of a 5-day training course. I am usually not a fan of such a writing style, but I think that Becoming Agile is an exception. It's about a software process and as such requires a lot of case studies, group exercises (or at least what a book format allows), and therefore the training course style is perfect to facilitate learning." -Vladimir Pasman, Cocoacast.com "Becoming Agile in an Imperfect World offers a different and useful look at Agile methods. Reminding us that becoming agile is more of a mindset adjustment than a process change, Sidky and Smith use a case study to share their insights and tools throughout the book, including the unique Sidky Agile Measurement Index (SAMI)." -Sanjiv Augustine, President, LitheSpeed LLC and author of Managing Agile Projects "The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation...Instead of aiming for "agile perfection", one should aim at reaching the right level of agility for one's organisation. Excellent advice!" -Kailash Awati, Eight to Late "The book totally inspired me. A lot of my readings on Agile from back in the day were very theoretical and high level at the same time. But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty practicality of employing the Agile approach. So it was very energizing having the game plan laid out in front of you, as well as the hurdles you'll encounter and how to overcome them." -Tariq Ahmed, author of Flex 3 in Action

Productive Projects and Teams

Out of Office

Beyond Collaboration Overload

Managing Risk on Software Projects

And Other Puzzles of the Information Age

Adrenaline Junkies and Template Zombies

Innovation Games

Get your best work done, no matter where you do it. Video calls from your couch. Project reports in a

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The HBR Guide to Remote Work provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to: Create a regular work-from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

For the first time, a top leadership scholar and a top leadership practitioner explore the true duties, demands, and privileges of leadership. Intellectual sparks flew when Warren Bennis, the "father" of modern leadership studies and Steven B. Sample, one of the most accomplished university presidents in recent history, came together for candid explorations of the forces that shape successful leaders and unsuccessful ones. The Art and Adventure of Leadership, their final collaboration, reveals the profound insights that the authors gained together over the 16 years in which they co-taught one of the most popular leadership courses in America. Here, each brings his own distinct vantage point as they address the mechanics and mysteries of leadership. The result is a unique examination of the journey of great leaders from momentary setbacks to ultimate success. It offers profound lessons on what determines the difference between failure and redemption for leaders. And it illuminates important and overlooked dimensions of great leaders ranging from Winston Churchill to Steve Jobs. Together, they explore why: A mature leader must grasp when it's healthy to risk failure, and when failure can't be tolerated at any cost Leadership isn't for everyone and requires a particular set of skills and competencies that are often glossed over in most management literature To succeed in an uncertain and fast-changing world, a shrewd leader must understand which aspects of human society change--and which aspects never change A mature, wise leader must seek a balance between high-minded ideals and the gritty realities and

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

compromises that leaders face in their daily lives Above all, meaningful leadership remains a matter of character With incredible insight, this book examines why George Washington, Abraham Lincoln, and other giants were able to recover from failures, learn resilience, and prepare themselves for their moments of destiny. In so doing, it demonstrates and helps cultivate the leadership skills that you need to create your own most meaningful legacy. The Art and Adventure of Leadership is a unique look at leadership, and a critical resource for the leaders of tomorrow.

Known for his ability to find provocative answers to the most puzzling questions, Tom DeMarco explores a wide range of issues in twenty-four masterful essays. The offerings range from the wise to the kooky -- in fact, many of them defy categorization. But all are marked by the author's eye-opening perspectives on topics that demand your professional attention. Drawing together several essays published in such journals as IEEE Software and American Programmer, plus ten all-new papers never seen beyond his circle of colleagues, Tom DeMarco tackles a multitude of tough subjects and wrestles fresh insight out of them. Here's a compact, compelling edition of this acclaimed consultant's views on software engineering. Subjects include management-aided engineering, documentation, desktop video, productivity, software factories, teams, measurement, icons, and more! Essays Include Why Does Software Cost So Much?* Mad About Measurement* Software Productivity: The Covert Agenda* The Choir and the Team* Management-Aided Software Engineering (with Sheila Brady of Apple Computer)* Lean and Mean* Software Development: State of the Art vs. State of the Practice (with Tim Lister)* Twenty Years of Software Engineering: Looking Forward, Looking Back* "If We Did Only One Thing to Improve . . ."-- plus fifteen more!*

Peopleware

Rules for Focused Success in a Distracted World

Agile Software Development in the Large

Systems Thinking For Social Change

Rules, Tools, and Insights for Managing Software People and Teams

Controlling Software Projects

The Seven-Day Weekend

The future isn't about where we will work, but how. For years we have struggled to balance work and life, with most of us feeling overwhelmed and burned out because our relationship to work is broken. This "isn't just a book about remote work. It's a book that helps us imagine a future where our lives—at the office and home—are happier, more productive, and genuinely meaningful" (Charles Duhigg, best-selling author of *The Power of Habit*). *Out of Office* is a book for every office worker - from employees to managers - currently facing the decision about whether, and how, to return to the office. The past two years have shown us that there may be a new path forward, one that doesn't involve hellish daily commutes and the demands of jam-packed work schedules that no longer make sense. But how can we realize that future in a way that benefits workers and companies alike? Based on groundbreaking reporting and interviews with workers and managers around the world, *Out of Office* illuminates the key values and questions that should be driving

this conversation: trust, fairness, flexibility, inclusive workplaces, equity, and work-life balance. Above all, they argue that companies need to listen to their employees - and that this will promote, rather than impede, productivity and profitability. As a society, we have talked for decades about flexible work arrangements; this book makes clear that we are at an inflection point where this is actually possible for many employees and their companies. Out of Office is about so much more than zoom meetings and hybrid schedules: it aims to reshape our entire relationship to the office.

This is the digital version of the printed book (Copyright © 2003). To succeed in the software industry, managers need to cultivate a reliable development process. By measuring what teams have achieved on previous projects, managers can more accurately set goals, make bids, and ensure the successful completion of new projects. Acclaimed long-time collaborators Lawrence H. Putnam and Ware Myers present simple but powerful measurement techniques to help software managers allocate limited resources and track project progress. Drawing new findings from an extensive database of software project metrics, the authors demonstrate how readers can control projects with just Five Core Metrics -Time, Effort, Size, Reliability, and Process Productivity. With these metrics, managers can adjust ongoing projects to changing conditions-surprises that would otherwise cause project failure.

Extreme Programming (XP) is a significant departure from traditional software development methods, one that is ushering in a change for both developers and business people. It is an agile methodology, which enables highly productive teams to produce quality software from rapidly changing or unclear requirements. XP is disciplined software craftsmanship, elevating best practices in software analysis, design, testing, implementation, and project management to a new level. "Extreme Programming Applied" helps you begin using the principles behind this revolutionary concept. Even as the popularity of XP grows, many programmers and developers are still seeking practical advice on getting started. They find themselves in search of an XP roadmap, one that points to paths around the obstacles. "Extreme Programming Applied" is just that roadmap, a pragmatic guide to getting started with Extreme Programming. It helps programmers and project managers take their first steps toward applying the XP discipline. This book is not a tutorial, however. It uses real-world experience to educate readers about how to apply XP in their organizations. The authors offer guidelines for implementing XP, illustrating key points with valuable stories from successful XP pioneers. 0201616408B09172001

In this offbeat approach to leadership, college president Steven B. Sample-the man who turned the University of Southern California into one of the most respected and highly rated universities in the country-challenges many conventional teachings on the subject. Here, Sample outlines an iconoclastic style of leadership that flies in the face of current leadership thought, but a style that unquestionably works, nevertheless. Sample urges leaders and aspiring leaders to focus on some key counterintuitive truths. He offers his own down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues. And he provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.

Management, Measurement & Estimation

Waltzing with Bears

Understanding Failure, Resilience and Success

Becoming Agile

HBR Guide to Remote Work

Where To Download Slack: Getting Past Burnout, Busywork, And The Myth Of Total Efficiency

Managing the Unmanageable

The Art and Adventure of Leadership