THE AGE OF AGILE

**Building Learning Capacity in an Age of Uncertainty** James A. Bailey 2021-05-19 In an increasingly complex context of global pandemic, economic uncertainty, increased racial inequities, and a climate crisis, this practical guide for school leaders explores how capacity as learning at the individual, team, and organizational level can help schools become more agile and adaptive. Author James A. Bailey unpacks a new model of capacity building that combines learning process, leadership mindsets, and skills to enhance learning. This research-based book includes a “Diagnostic for School Learning Capacity” and “Team Considerations” to help school leaders and their teams launch further discussions and advance learning in their contexts. The tools in this timely book are designed to help school leaders handle the increasing volatile, uncertain, complex, and ambiguous world in which schools now exist.

**Dual Transformation** Scott D. Anthony 2017-03-28 Game-changing disruptions will likely unfold on your watch. Be ready. In Dual Transformation, Scott Anthony, Clark Gilbert, and Mark Johnson propose a practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. Dual Transformation shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive change opens a window of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework: Transformation A: Repositioning today’s business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such as how Amazon became the world’s largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of difficult-to-replicate assets without succumbing to the “sucking sound of the core.” Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert’s firsthand experience transforming his own media and publishing company, Dual Transformation will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than be disrupted by it.

**Sdlc 3.0: Beyond a Tacit Understanding of Agile: Towards the Next Generation of Software Engineering** Mark Kennaley 2010-01 The world of software development methodology has become a bit of a cottage industry. Philosophical divisions and dogma laced with branding and driven by profit motive are commonplace. Re-invention replaces integration due to a lack of collaboration. A pragmatic perspective however would be to leverage all past experience in context when approaching modern software engineering challenges. For example, issues faced by the Agile community related to agility at scale and technical debt have already been addressed before by other communities. SDLC 3.0 represents the rationalization of modern software engineering methods into a Complex Adaptive System of practices. It leverages Control Systems Engineering theory to explain Agile beyond a tacit and anecdotal basis such that the pace of modern practice adoption can accelerate. With "more for less" now being as important as "being agile," it articulates blueprints of the Lean IT Enterprise. Who should read this book: . - If you are an Agilist and tired of having to pause when asked the question "What is Agile.." - If you are a Traditionalist and you would like to learn why Agile is a better approach - if
someone would just explain "why it works" in a credible way. - If you are an Executive and you are faced with a fiduciary duty to influence IT investment outcomes. A blueprint of a Lean IT Enterprise is valuable to you. . - If you are a Researcher and you are tired of fads and brands, and want to ground Agile in applied science and rigorous mathematics. . - If you are a Methodologist and you believe that the cottage industry must stop, and that we must get past fragmentation and tacit or anecdotal evidence. . - If you are a Practitioner and you can't afford to pontificate on which "pure" wholesale method to leverage when faced with the "realities on the ground." . - If you are an independent thinker, a centrist. - If you are a pragmatist. Winner 2010 Dr. Dobbs Jolt Productivity Award

**Agile Readiness** Thomas P. Wise 2015-02-28 Agile Readiness is designed to provide guidance to the manager or business leader in establishing a successful environment to enable fast moving agile and lean project methods focused on business systems transformation. Agile and lean offer huge potential as methods for reducing risk and costs, delivering early benefits and ensuring IT projects genuinely deliver the business transformation benefits that they promise at the outset. The conundrum for many organizations is that without a change of organizational culture, agile and lean methods are very unlikely to be adopted successfully in traditional organizations. Thus, the struggle that many (if not most) managers and executives face is not in how agile or lean development works, but in how to make agile and lean methods successful when working beyond software development. Thomas P. Wise and Reuben Daniel provide a clear view of the struggles and remedies. Their text uses simple ground floor experiences to illustrate the practices and behaviors necessary to create highly successful and effective agile and lean business systems transformation teams. In this book the reader will discover organizational strategies that build strong teams, an environment of trust, and project selection and planning strategies to create an environment of enablement in which agile and lean teams thrive.

**The Leader's Guide to Radical Management** Stephen Denning 2010-09-14 A radical new management model for twenty-first century leaders. Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management. Author outlines the basic seven principles of continuous innovation. The book describes more than seventy supporting practices. Denning offers a rethinking of management from first principles. This book is written by the author of The Secret Language of Leadership—a Financial Times Selection in Best Books of 2007.

**Fast/Forward** Julian Birkinshaw 2017-04-04 A guide to the adhocracy form of business management and how it can foster a company's success. The leading companies of the past twenty years have all harnessed the power of information to gain competitive advantage. But as access to big data becomes ubiquitous, it can no longer guarantee a leg up. Fast/Forward makes the case that we are entering a new era in which firms that understand the limits of 1s and 0s will take the lead. Whereas the industrial age saw the rise of bureaucracy, and the information age has been described as a meritocracy, we are witnessing the rise of adhocracy. In uncertain, rapidly-changing times, adhocratic organizations scan the horizon for winning opportunities. Then, instead of questing after more analysis, they respond with agility by making smart, intuitive decisions. Combining decisive action with emotional conviction, future-facing firms seize the day. Fast/Forward paints the big picture of a new approach to strategy and provides the necessary playbook to make your company fit for the future.
and a willingness to lead with intuition. More importantly, it speaks to the leadership qualities required to implement its suggestions—providing practical ways to cultivate to those qualities.” —Jeffrey Pfeffer, Stanford University, author of Power: Why Some People Have It—and Others Don’t “[Birkinshaw and Ridderstråle] are on the right track: In an ever-faster, globalized world, companies not only need a compelling strategy, but also an adaptive and caring performance culture. To unleash their full ingenuity, we have to empower our colleagues to act like owners.” —Joe Kaeser, President and CEO, Siemens AG “Big data is oversold as the most important facet of competitive advantage. Rather, breakthrough leaps of faith are necessary to achieve extraordinary results. Fast-Forward is full of practical advice about how to capitalize on this simple idea in order to forge your corporate future.” —Anita McGahan, Rotman School of Management, author of How Industries Evolve

**CMDB Systems** Dennis Drogseth 2015-03-22 CMDB Systems: Making Change Work in the Age of Cloud and Agile shows you how an integrated database across all areas of an organization’s information system can help make organizations more efficient and reduce challenges during change management and reduce total cost of ownership (TCO). In addition, this valuable reference provides guidelines that will enable you to avoid the pitfalls that cause CMDB projects to fail and actually shorten the time required to achieve an implementation of a CMDB. Drawing upon extensive experience and using illustrative real-world examples, Rick Sturm, Dennis Drogseth and Dan Twing discuss:

- Unique insights from extensive industry exposure, research, and consulting on the evolution of CMDB/CMS technology and ongoing dialog with the vendor community in terms of current and future CMDB/CMS design and plans
- Proven and structured best practices for CMDB deployments
- Clear and documented insights into the impacts of cloud computing and other advances on CMDB/CMS futures
- Discover unique insights from industry experts who consult on the evolution of CMDB/CMS technology and will show you the steps needed to successfully plan, design, and implement CMDB
- Discusses how CMDB adoption can lower total cost of ownership, increase efficiency, and optimize the IT enterprise

**Growing Up Fast** Jascha Kaykas-Wolff 2014-08-17 Growing Up Fast is a practical book about how to implement an agile marketing process in modern business to create the necessary collaboration between marketing and innovation for business success. The first half of the book covers the philosophical underpinnings of complementary opposites in nature, human interaction, and the workplace. It surveys business management over the last 100 years and shows how we’ve come to the "Agile Age," which is not about big ideas Mad Men-style, but lots of little ideas to test and try. The second half of the book discusses the mindsets and tools required for success in agile work, and examples are given throughout the text in the form of case studies on companies like Netflix, 3M, Microsoft, Domino's Pizza, and Dell Computer. The introduction and conclusion of the book set up the metaphor of the book's title, to personify the current impasse between big regulation government and total free market capitalism. Agile is posed as a third option between the Mom and Dad's battle between over-planning and wild speculation, concern for the future and obsession with "what worked" in the past—as both occupy our resources without agile process or priorities for the innovations we need going forward in society. Agile is portrayed as an inquisitive, experimental, brilliant child who still lives above the garage at her parents' house—and it's time for her to move out. "There are also plenty, plenty of high-level remarks out there about how businesses need to be agile - with very little insight about how. Hey, we should all be rich and good-looking too... But there have been few guides that address the gap between the fluffy and the functional. Growing Up Fast: How New Agile Practices Can Move Marketing and Innovation Past the Old Business Stalemates by Jascha Kaykas-Wolff and Kevin Fann brilliantly spans that chasm." Scott Brinker @chiefmartec

**Agile Leadership Toolkit** Peter Koning 2019-08-21 Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn’t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in
organizations that have adopted agile methods, you know it’s crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren’t adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term. Get timely feedback everyone can use to improve. Co-create goals focused on the customer, not the internal organization. Help teams brainstorm and visualize the value of their work to the customer. Facilitate team ownership and accelerate team learning. Support culture change, and design healthier team habits. Make bigger changes faster. This actionable guide is for leaders at all levels—whether you’re supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

**User Stories Applied** Mike Cohn 2004-03-01 Thoroughly reviewed and eagerly anticipated by the agile community, User Stories Applied offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In User Stories Applied, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ. Gathering stories: user interviewing, questionnaires, observation, and workshops. Working with managers, trainers, salespeople and other "proxies." Writing user stories for acceptance testing. Using stories to prioritize, set schedules, and estimate release costs. Includes end-of-chapter practice questions and exercises. User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

**Agile for Everybody** Matt LeMay 2018-10-10 The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters. Use Agile to address your organization’s specific needs and goals. Take customer centricity from theory into practice. Stop wasting time in "report and critique" meetings and start making better decisions. Create a harmonious cycle of learning, collaborating, and delivering. Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola.

**The Age of Agile** Stephen Dennings 2018-03

**The Art of Action** Stephen Bungay 2022-03-22 The 10th Anniversary Edition of the Leadership Classic. The surprisingly common sense approach to
leading a global company, based on a theoretical framework first used by the nineteenth-century Prussian Army. For over a decade the approach known as 'mission command' has been taught at the leading HULT Ashridge International Business School and has been applied in transforming businesses as diverse as pharmaceuticals and F1 racing. What do you want me to do? This question is the enduring management issue, a perennial problem that Stephen Bungay shows has an old solution that is counter-intuitive and yet highly practical. The Art of Action is a thought-provoking and fresh look at how managers can turn planning into execution, and execution into results. Drawing on his experience as a consultant, senior manager and a highly respected military historian, Stephen Bungay takes a close look at the army which built its agility on the initiative of its highly empowered junior officers, to show business leaders how they can build more effective, productive organizations.

Project to Product
Mik Kersten 2018-11-20 As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company’s evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you’re driving your organization’s transformation at any level, this is the book for you.

Agile Software Requirements
Dean Leffingwell 2010-12-27 “We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

Agile HR
Natal Dank 2020-11-03 In the new world of work, agility is a business imperative. Agile HR is a practical guide written specifically for people professionals on how the HR function can develop agile processes and practices that save time, boost performance and support overall business goals. From small tech start-ups or large traditional companies, organizations need to be fast, flexible and digitally empowered to succeed. However, too many companies are stuck with siloed, compliance-driven HR processes that work in opposition to the business rather than supporting it. This results in the view that HR is slow and out of touch. However, Agile HR shows that this doesn’t need to be the case. Covering every aspect of the HR function from people processes, ways of working and HR services to organization design, operating models and HR teams, Agile HR is an
essential guide for all HR practitioners wanting to make their HR practices agile and drive business performance but don't know where to start. As well as guidance on how to deal with resistance, manage a backlog and deal with constraints, there is also invaluable guidance on how HR can prioritize effectively and assess which activities to pursue, which to develop, which to rework and which to abandon in order to achieve continuous business improvement. Supported by case studies from organizations who have seen the benefits of an agile approach to HR including Sky Betting & Gaming and MUJI, this is critical reading for all HR professionals in organizations of any size needing to adopt fast, flexible and evolving agile approaches to effectively compete in the new world of work.

**The Flow System** John Turner 2023-09-11

The Flow System is a holistic FLOW based approach to delivering Customer 1st Value. It is built on a foundation of the Toyota Production System (TPS/LEAN) and the new Triple Helix of Flow creating the DNA of Organizations. The Flow System enables business growth through eliminating non-value-added activities, fostering an environment for innovation, enabling the rapid delivery of value, and shortening the time to market. The Flow System provides a re-imagined system for organizations to understand complex problems, embrace distributed leadership, and build high performing teams. The Triple Helix of Flow relates to the interconnected nature of the three helixes: Complexity Thinking Helix - A new form of thinking to aid the understanding of uncertainty and complex adaptive systems. Distributed Leadership Helix - An emergent hybrid leadership model that is capable of making bold and disruptive moves across an industry. Team Science Helix - A multidisciplinary field that studies all things related to teams and small groups in the workplace. The Triple Helix identified the interactions between and among agents (people, machines, events...) that emerge into new patterns, networks, and knowledge to advance an organization's ability to be more innovative, adaptive, resilient, and agile when operating in complex environments. Endorsements: "The Flow System shows how to generate and nurture self-organizing teams that mobilize the full talents of those doing the work to cope with dizzying change and complexity, while also drawing on the contributions of those for whom the work is being done-the customers."-Steve Denning, author of The Age of Agile "Organizations that pull off this triple helix trick of thinking about the complexity of their systems and the environment in which they're operating, distributed leadership to engage the collective intelligence and creativity of the organization, and building teams of teams so the whole is greater than the sum of the parts, have a good chance of keeping up and staying ahead."-Steve Spear, MIT Sloan School senior lecturer, author of The High-Velocity Edge "The Flow System's Triple Helix provides many of the tools and ways of thinking we will need to do that; it is agile without being doctrinaire about Agile."- David Snowden, creator of the Cynefin Framework, Chief Scientific Officer of Cognitive Edge.

**Agile Working and Well-Being in the Digital Age** Christine Grant 2020-12-09

Within the digital era, agile working is imperative for organisations and workers to meet the needs of customers, service-users and ever-changing markets. This needs to be achieved whilst meeting goals of effectiveness and well-being. In this book, state-of-the-art theory is used to understand how to optimise agile working by addressing key issues around personality, team-working and management. The authors define the concept of agile working and unpack often-misunderstood terms associated with this, such as remote working and telework. The book explores the well-being consequences of agile work including sedentary behaviours, digital distraction, and digital resistance before offering insights for the future. Examining current practice in the context of established and emerging theory, the book paves the way towards further advances in the field and supports organisations seeking to make agile working work for them. Agile Working and Well-being in the Digital Age provides a valuable new resource for practitioners and scholars in the fields of occupational and organizational psychology, human resource management, organisational development, mental health and well-being.

**Agile IT Organization Design** Sriram Narayan 2015-06-11

Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design, IT management consultant and ThoughtWorks veteran Sriram Narayan
shows how to infuse agility throughout your organization. Drawing on more than fifteen years’ experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to “Business–IT Effectiveness” that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You’ll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you’ll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today’s “talent crunch” Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

**Agile 2** Cliff Berg 2021-03-09 Agile is broken. Most Agile transformations struggle. According to an Allied Market Research study, “63% of respondents stated the failure of agile implementation in their organizations.” The problems with Agile start at the top of most organizations with executive leadership not getting what agile is or even knowing the difference between success and failure in agile. Agile transformation is a journey, and most of that journey consists of people learning and trying new approaches in their own work. An agile organization can make use of coaches and training to improve their chances of success. But even then, failure remains because many Agile ideas are oversimplifications or interpreted in an extreme way, and many elements essential for success are missing. Coupled with other ideas that have been dogmatically forced on teams, such as “agile team rooms”, and “an overall inertia and resistance to change in the Agile community,” the Agile movement is ripe for change since its birth twenty years ago. "Agile 2" represents the work of fifteen experienced Agile experts, distilled into Agile 2: The Next Iteration of Agile by seven members of the team. Agile 2 values these pairs of attributes when properly balanced: thoughtfulness and prescription; outcomes and outputs, individuals and teams; business and technical understanding; individual empowerment and good leadership; adaptability and planning. With a new set of Agile principles to take Agile forward over the next 20 years, Agile 2 is applicable beyond software and hardware to all parts of an agile organization including "Agile HR", "Agile Finance", and so on. Like the original "Agile", "Agile 2", is just a set of ideas - powerful ideas. To undertake any endeavor, a single set of ideas is not enough. But a single set of ideas can be a powerful guide.

**Agile Adoption Patterns** Amr Elssamadisy 2008-06-27 Proven Patterns and Techniques for Succeeding with Agile in Your Organization Agile methods promise to help you create software that delivers far more business value–and do it faster, at lower cost, and with less pain. However, many organizations struggle with implementation and leveraging these methods to their full benefit. In this book, Amr Elssamadisy identifies the powerful lessons that have been learned about successfully moving to agile and distills them into 30 proven agile adoption patterns. Elssamadisy walks you through the process of defining your optimal agile adoption strategy with case studies and hands-on exercises that illuminate the key points. He systematically examines the most common obstacles to agile implementation, identifying proven solutions. You’ll learn where to start, how to choose the best agile practices for your business and technical environment, and how to adopt agility incrementally, building on steadily growing success.

**The Age of Agility** Veronica Schmidt Harvey 2021 “The Age of Agility: Building Learning Agile Leaders and Organizations focuses on learning agility, one of the most important trends in the business world during the past decade. Some surveys have found it was the most frequently used criterion to measure leadership potential. Despite this popularity there are fundamental questions that need to be answered such as (a) What specifically is learning agility? (b) How many facets or dimensions does it have? (c) How do we measure it? and (d) Can it be developed? It appears that much of what is known about the construct of learning agility has been gleaned from its application by practitioners. While this knowledge is an extremely useful place to begin, there is an urgent need to undergird this understanding with science. The purpose of this edited book is to systematically examine the construct through a more scholarly lens. Over 50 authors - both academic researchers and talent management practitioners - have contributed to the contents. The goal is to enhance knowledge of learning agility, distilling and synthesizing scientific evidence with best practices”--

**Enterprise Agility** Sunil Mundra 2018-06-29 Enterprise Agility is practical framework for enhancing Agility and equipping your company with the tools to survive. Key Features Prepare your company to navigate the rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment.

Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational practices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs: people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever) to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change program, head of transformation, and Agile coach/consultant.

**Succeeding with Agile** Mike Cohn 2010 Proven, 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive, realistic, actionable guide to starting fast with Scrum and agile-and then succeeding over the long haul. Leading agile consultant and practitioner Mike Cohn presents detailed recommendations, powerful tips, and real-world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work. Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping
individuals transition to new roles, structuring teams, scaling up, working with a distributed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents "Things to Try Now" sections based on his most successful advice. Complementary "Objection" sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns. Coverage includes Practical ways to get started immediately-and "get good" fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing "improvement communities" of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

Agile Strategy Management in the Digital Age
David Wiraeus 2018-08-11
In a world of rapid and unpredictable change, the problem with strategic planning is that if you follow your plan through to the end, you will get exactly what you used to want. What you need is a framework for planning and implementing a strategy that is agile enough to adapt to a dynamic environment but focused enough to deliver. That framework is the Dynamic Balanced Scorecard. The original Balanced Scorecard system has proven the most popular, successful and enduring framework for strategy execution over the last 25 years. Comprising a Strategy Map and a scorecard of KPIs, targets and initiatives, the framework helped organizations distil a strategy into actionable components and measure progress towards a strategic vision, while also implementing and monitoring the actions that drove change. However, for all its success, the Balanced Scorecard system now needs to evolve for the digital age. Until now, building the system, rolling it out enterprise-wide and adapting it to external changes has been a lengthy process. While the fundamental principles of the system are still sound and relevant, it needs to become nimbler and more responsive. The book provides a step-by-step guide to agile strategy management: from formulation to implementation to learning and adapting. For each of the steps, the book explains how Dynamic Balanced Scorecards, fit for the digital age, are built and deployed.

Why Agile Works
Michael de la Maza 2012-03-28
Why do some companies excel with agile and others see virtually no improvement? The difference is culture and an understanding that agile is a framework for deep cultural change instead of a process or set of practices to increase efficiency. 

Agile Transformation
Michael K. Spayd 2020-11-23
Lead Agile Transformations that Scale and Succeed across the Entire Organization Most organizational leaders know agility is paramount to survival in a world of unprecedented volatility, uncertainty, complexity, and ambiguity (VUCA). This is why so many keep attempting Agile transformations even after previous initiatives have failed. But the truth is, both organizations and leaders need new ways of thinking--they need to upgrade their organizational “operating system.” Built on the proven Integral Agile Transformation FrameworkTM (IATF), Agile Transformation offers a fresh perspective and systemic approach that can operate on all levels, from individual to enterprise. Learn how to use IATF to combine what you know subjectively (“heart”) with what you can measure objectively (“data”). Even if you are already using leadership or culture models, scaled frameworks, or other techniques, IATF helps you place them in context, overcome their limitations, and gain more value from them. As it has in many other organizations, IATF can help you become an authentic Transformational Leader and finally build an organization that is truly Agile. Gain crucial new perspective for leading your Agile transformation: insight into your world,
A Tale of Two Systems  Michael K. Levine 2009-06-24  This business parable reviews two different systems development projects. One project was an abject, expensive failure, while the other succeeded in creating a major new revenue stream, bringing in new customers. By reviewing the tales of these two systems, readers will develop a better understanding of what works and what doesn’t when it comes to the leadership and action steps required to reinvent a company’s procedures to get in step with the times. CEO Evan Nogelmeyer discovers to his dismay that in today’s business world, technology is not just for technologists. But does he discover this soon enough and once he does, does he have the tools and the business savvy he needs to stave off disaster? Evan and his team are all well-intentioned, successful business leaders with advanced degrees and backgrounds in marketing and business. But, without technical backgrounds, do they have what it takes to manage the technology overhaul so critical to the very survival of their company and the future of their own careers? A Tale of Two Systems: Lean and Agile Software Development for Business Leaders reviews two fictional systems development projects: Cremins United and Troubled Real Estate Information Management, both launched at the imaginary Cremins Corporation. Cremins is a venerable printing company that must transform itself to survive in the Internet age. One project proves to be an abject and expensive failure, while the other succeeds in creating a major new revenue stream and solving important customer needs. Contrasting the methods employed in a traditional, process-centric 'waterfall' approach, with a lean and agile-inspired approach, this book provides business leaders with a tangible understanding of why lean thinking is so well-suited to contemporary environments requiring flexibility, speed, and the input of specialized knowledge. At the conclusion of the two tales, author Michael Levine articulates a series of conclusions and principles based on Lean Product Development, Agile, and his 25 years of experience in business systems development. While the tales told and the companies and employees that inhabit them are pure fiction, the lessons to be learned are very real and very applicable in today’s highly competitive market, where victory goes time and time again to the lean and the agile.

SAFe 5.0 Distilled  Richard Knaster 2020-06-05  SAFe® 5.0: The World's Leading Framework for Business Agility "Those who master large-scale software delivery will define the economic landscape of the twenty-first century. SAFe 5.0 is a monumental release that I am convinced will be key in helping countless enterprise organizations succeed in their shift from project to product." -Dr. Mik Kersten, CEO of Tasktop and author of the book Project to Product Business agility is the ability to compete and thrive in the digital age by quickly responding to unprecedented market changes, threats, and emerging opportunities with innovative business solutions. SAFe® 5.0 Distilled: Achieving Business Agility with Scaled Agile Framework® explains how adopting SAFe helps enterprises use the power of Agile, Lean, and DevOps to outflank the competition and deliver complex, technology-based business solutions in the shortest possible time. This book will help you Understand the business case for SAFe: its benefits, and the problems it solves Learn the technical, organizational and leadership competencies needed for business agility Refocus on customer centricity with design thinking Better align strategy and execution with Lean Portfolio Management Learn the leadership skills needed to thrive in the digital age Increase the flow of value to customers with value stream networks Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Age of Agile  Stephen Denning 2018-02-08  An unstoppable business revolution is under way, and it is Agile. Sparking dramatic improvements in quality, innovation, and speed-to-market, the Agile movement has helped companies learn to connect everyone and everything...all the time. With
rapidly evolving consumer needs and technology that is being updated quicker than ever before, businesses are recognizing how essential it is to adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing needs. Filled with examples from every sector, The Age of Agile helps you: Master the three laws of Agile Management (team, customer, network) Embrace the new mindset Overcome constraints Employ meaningful metrics Make the entire organization Agile

Companies don’t need to be born Agile. With the groundbreaking formulas laid out in The Age of Agile, even global giants can learn to act entrepreneurially. Your company’s future may depend on it!

Agile Practice Guide 2017-09-06 Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

A Seat at the Table Mark Schwartz 2017-10-10 It’s not enough to say that the CIO is the geek who wears the suit, IT leaders must, now more than ever, take a seat at the table. In A Seat at the Table, CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be—an integral part of the value creation engine. With wit and an easy style, Schwartz reveals that the only way to become an Agile IT leader is to be courageous—to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table. CIOs, step on up, your seat at the table is waiting for you.

The Springboard Stephen Denning 2012-08-21 The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations is the first book to teach storytelling as a powerful and formal discipline for organizational change and knowledge management. The book explains how organizations can use certain types of stories (“springboard” stories) to communicate new or envisioned strategies, structures, identities, goals, and values to employees, partners and even customers. Readers will learn techniques by which they can help their organizations become more unified, responsive, and intelligent. Storytelling is a management technique championed by gurus including Peter Senge, Tom Peters and Larry Prusak. Now Stephen Denning, an innovator in the new discipline of organizational storytelling, teaches how to use stories to address challenges fundamental to success in today’s information economy.

The Agile Leader Simon Hayward 2021-06-03 Ever feel like you and your team are stretched across multiple demands or that the goal posts change constantly? Never before have businesses felt so acutely this constant need to adapt, pivot and change tack. This book will teach you how you can not only survive in the context of digital transformation, but also thrive and grow, by adopting a powerful agile leadership model. This new and revised edition of The Agile Leader lays out clearly in eight steps how agile leaders empower their team to make decision quickly, evaluate correctly where the biggest opportunities are and mould their strategies around market dynamics and ever-changing needs. If there’s one leadership skill that successful businesses have in spades, it’s the ability to enable teams to adapt and grow within complex eco-systems of clients, partners and suppliers. By focusing on teamwork and collaboration, as well as promoting shared decision making and ruthless prioritizing, leaders can transform the way they work as well as how their teams function to make them more malleable. Simon Hayward is an agile leadership expert. In this new edition of this successful book, he distills years of leadership and agile research into an actionable 8 step plan, brought to life with examples of agile digital businesses. Learn how to become agile and make digital transformation and delivery part of your business as usual.

The Art of Agile Development James Shore 2008 For those considering Extreme Programming, this book provides no-nonsense advice on agile
planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

**Doing Agile Right** Darrell Rigby 2020-05-26 Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

**Sooner Safer Happier** Jonathan Smart 2020-11-10 "This is one of the most important Agile books since The Phoenix Project." —Charles Betz, Principle Analyst, Forrester Research It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you at the front of change and ahead of the competition. "A true business-wide perspective on Digital Transformation and the need for whole business agility." —Adam Banks, Non Executive Director and Former CTIO of AP Moller Maersk **Note from the Authors: Purchases will result in the planting of trees and empowerment of women, in countries with the lowest scores on the IUCN's gender and environment index. It's not just carbon neutral, purchases in any format will result in, on average, 10x greater carbon offset.

**The Six Disciplines of Agile Marketing** Jim Ewel 2020-09-07 Transform your organization using Agile principles with this proven framework The Six Disciplines of Agile Marketing provides a proven framework for applying Agile principles and processes to marketing. Written by celebrated consultant Jim Ewel, this book provides a concise, approachable, and adaptable strategy for the implementation of Agile in virtually any marketing organization. The Six Disciplines of Agile Marketing discusses six key areas of practical concern to the marketer who hopes to adopt Agile practices in their organization. They include: Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile
Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing organizations. They include:
A shift from a focus on outputs to one based on outcomes
A shift from a campaign mentality to one based on continuous improvement
A shift from an internal focus to a customer focus

Summary of Stephen Denning's *The Age of Agile* Everest Media, 2022-05-13T22:59:00Z Please note: This is a companion version & not the original book. Sample Book Insights: #1 The revolution is taking place in how organizations are being run. Firms like Apple and Samsung offer devices that can be tailored to meet the individual wants and whims of hundreds of millions of users. Firms like Tesla, Saab, and Ericsson upgrade cars, planes, and networks by delivering new software via the Web. #2 The new management paradigm is changing the world of work. It allows organizations to thrive in a world of rapid and unpredictable change, and it allows teams, units, and entire enterprises to nimbly adapt and upgrade products and services to meet rapidly changing technology and customer needs with efficiency gains, quality improvements, or even completely new products and services. #3 The Agile Manifesto, published in 2001, declared that software development requires a reversal of some fundamental assumptions of twentieth-century management. It values individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation and responding to change over following a plan. #4 The new paradigm has not been easy for traditional managers to understand or implement. They have spent their careers mastering and implementing twentieth-century concepts and practices, and they see that business schools still teach these concepts and practices.

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