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Mastering JBuilder Jun 13 2021 Written by one of the lead architects of JBuilder, this authoritative book uncovers all of the power techniques that developers will need to know in order to build large-scale Java applications Offers readers the most current information in the field, including in-depth coverage of JBuilder 8 Explores distributed applications development, RMI applications, and local and remote debugging Illustrates how to develop, test, and deploy Enterprise JavaBeans (EJBs) Companion Web site includes source code from the book and useful links with updated information

The Goal Feb 27 2020 "Based on the business novel, The Goal: A process of ongoing improvement by Eliyahu M. Goldratt and Jeff Cox."

Hyper-Productive Knowledge Work Performance Oct 29 2022 "Reading Hyper-Productive Knowledge Work Performance has influenced my thinking more than any other recent book I have read about how to transform my company's culture to achieve higher levels of productivity. It's like the perfect mix of Fred Brooks, W. Edwards Deming, Donald Reinertsen, David Anderson, and Jeff Sutherland all rolled into one approachable and pragmatic book. I recognized a lot of what I already knew and then was pleasantly surprised with how the authors used hyper-productivity to show how it all interconnected. All in all, it is an eye opening book that provides a concrete path to hyper-productivity." —Curt Hibbs, Chief Agile Evangelist, Boeing This unique reference shows how to lead knowledge workers, manage knowledge work and build a hyper-productive knowledge work organization, by taming and managing the four flows of organizational performance (psychology, information, work and finance) to produce spectacular operational and financial throughput results. Inspired by his experience and knowledge gained at Borland International, where a hyper-productive level of performance was achieved resulting in the most productive software project ever documented, author Steve Tendon devised TameFlow. TameFlow is an approach that can be superimposed on any preexisting process, method, and practice to enable performance improvement by several orders of magnitude and a state of hyper-productivity. It is adaptable to nearly every industry, and can be applied to any knowledge work domain or organization that generates business value through knowledge. TameFlow blends and merges different ideas from a variety of schools of thought. It is founded in pattern theory and organizational performance patterns which are used to analyze and decompose processes, methodologies, and management practices into constituent parts to observe productivity patterns, and then they are recombined in new configurations to enable hyper-productive levels of performance. In this volume of The TameFlow Hyper-Productivity Series, the TameFlow approach is explained within the context of knowledge work performed in a software development organization. Mr. Tendon teams up with author, Wolfram Müller, a thought-leader and expert in Critical Chain and Advanced Agile Project Management to illustrate its application to Scrum, the most widely used Agile software project management framework, and to Kanban, a method used for knowledge work with an emphasis on just-in-time delivery and change management. The authors demonstrate how constraints management (TOC) can improve Scrum and Kanban in powerful ways, bringing more

predictability of behavior of the system as a whole, as well as to the individuals involved. Their combination becomes a breeding ground for the development of Unity of Purpose and Community of Trust. Both Scrum and Kanban can be extended with features of the TOC, and help create a hyper-productive organization.

Management 4.0 Jun 20 2019 Who should read this Book? This book is written for anyone who is interested in agility or needs to be agile. It is for those who seek deeper knowledge about what keeps the agile world together. You can read it from the perspective of a top manager or decision maker who feels the urge to be more agile. But you can also take the book and just follow it from the perspective of a user. What do you get? - A systemic picture of agility - to enable you to analyse your system (your team, your department, your company or your business network) and identify fields of agile application and the specific need for agility. - The ingredients of an Agile Mindset - this allows you to transform your organization and develop an agile culture for your organization. - The theoretical foundation of agile principles - so that you can really understand and assess the value of all the expert ideas for you and your organization. You will get the necessary skills to tailor organization specific agile frameworks without losing essential ingredients. - Input for your own reflections - you will be capable of innovating agility and be ahead of the main stream.

JIRA Essentials - Third Edition Aug 15 2021 If you wish to develop your practical skills with JIRA in order to install, use, and manage your projects, then this is the perfect book for you. You need to be familiar with software project management and basic computer operations, specifically the system on which you will use JIRA.

Agile Management for Software Engineering Apr 23 2022 A breakthrough approach to managing agile software development. Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In Agile Management for Software Engineering, David J. Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results.Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business.

Scrumban - Essays on Kanban Systems for Lean Software Development Oct 25 2019 Corey Ladas' groundbreaking paper "ScrumBan" has captured the imagination of the software development world. Scrum and agile methodologies have helped software development teams organize and become more efficient. Lean methods like kanban can extend these benefits. Kanban also provides a powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in the real world. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean.

Management 4.0 Jul 22 2019 Management 4.0 Handbook for Agile Practices, Release 2

Kanban in Action Mar 10 2021 Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of

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When Will It Be Done?: Lean-Agile Forecasting to Answer Your Customers' Most Important Question May 24 2022 The definitive guide on Lean-Agile forecasting that gives you all the tools you need in order to answer your customers' most important question.

The Agile Marketer Dec 19 2021 The marketer's guide to modernizing platforms and practices Marketing in the digital era is a whole new game: it's fundamentally about competing on the customer experience. Marketers must integrate a complex set of technologies to capture the customer's digital body language—and thereby deliver the right experiences, at the right times, via the right channels. This approach represents a formidable technological and practical challenge that few marketers have experience with. The methods that enable marketers to meet this challenge are emerging from an unexpected place: the world of software development. The Agile methodologies that once revolutionized software development are now revolutionizing marketing. Agile provides the foundation for alignment between the marketing and product management sides. It can unleash a whole array of new marketing opportunities for growth hacking as well as for "baking" marketing directly into your products or services. Beyond that, as a discipline it can serve as a bridge to strategic alignment, positioning the chief marketing officer alongside the chief product officer as the two primary drivers of the business. Written by a premier practitioner of modern marketing, this book will provide you with: Insights on the evolution of product development and management in the organization—and why marketing must partner with them in the new era An understanding of Agile methods and their application to marketing A plan for integrating Agile with your traditional methods Tactics to drive alignment with product management A pathway to becoming the steward of customer experience Rich with examples, case studies, illustrations, and exercises drawn from the author's wide-ranging experience (from startups to a top global technology company), The Agile Marketer will help you transform marketing in your organization, in spirit and practice—and help realize its critical roles in product management and the customer experience.

Theory of Constraints Handbook Aug 23 2019 The definitive guide to the theory of constraints In this authoritative volume, the world's top Theory of Constraints (TOC) experts reveal how to implement the ground-breaking management and improvement methodology developed by Dr. Eliyahu M. Goldratt. Theory of Constraints Handbook offers an in-depth examination of this revolutionary concept of bringing about global organization performance improvement by focusing on a few leverage points of the system. Clear explanations supplemented by examples and case studies define how the theory works, why it works, what issues are resolved, and what benefits accrue, and demonstrate how TOC can be applied to different industries and situations. Theory of Constraints Handbook covers: Critical Chain Project Management for realizing major improvements in delivering projects on time, to specification, and within budget Drum-Buffer-Rope (DBR), Buffer Management, and distribution for maximizing throughput and minimizing flow time Performance measures for applying Throughput Accounting to improve organizational performance Strategy, marketing, and sales techniques designed to increase sales closing rates and Throughput Thinking Processes for simple and complex environments TOC methods to ensure that services actions support escalating demand for services while retaining financial viability Integrating the TOC Thinking Processes, the Strategy and Tactic Tree, TOC measurements, the Five Focusing Steps of TOC, and Six Sigma as a system of tools for sustainable improvement

Flow Measurement Methods and Applications Nov 18 2021 A practical guide to cutting-edge techniques for flow measurement and control Unlike any other book on the subject, this volume employs practical applications to illustrate flow measurement techniques in industrial processes. Drawing on their work at the Oak Ridge National Laboratory, five leading researchers present applications that test the limits of commercial flow instrumentation-in harsh environments, wide rangeability, and a host of challenging situations encountered in research and industry. This approach gives the reader highly effective tools for use in tackling a broad range of difficult flow measurement problems. It offers tremendous insight into what flow measurement is all about, from the underlying principles of the methodologies to state-of-the-art instrumentation-including such innovations as "smart" flow sensors. Introducing terminology, properties, units, and flow meters classification, the book: * Details signal conditioning and analysis techniques that will produce meaningful results * Offers tips on selecting the appropriate method for a given application * Shows how modeling can improve mass flow metering accuracy * Covers flow calibration and standards, as well as issues related to cost, maintenance, and ease-of-use of instruments * Addresses the effect of measurement uncertainty on calibration and field measurements. Clear, concise, and generously illustrated, Flow Measurement Methods and Applications is an invaluable resource for researchers

and graduate students in physics, mechanical engineering, chemical engineering, and instrument engineering. It is a must-have reference for anyone wishing to assess flow processes accurately and reliably in the real world.

It's Not Luck Nov 25 2019 There has been a shift of policy at board level. Cash is needed and Alex Rogo's companies are to be put on the block. Alex faces a cruel dilemma. If he successfully completes the turnaround of his companies they can be sold for the maximum return: if he fails they will be closed down. Either way Alex and his team will be out of work. It looks like lose-lose, both for Alex and for his team. And as if he doesn't have enough to deal with, his two children have become teenagers. As Alex grapples with problems at work and at home, we begin to understand the full scope of Eli Goldratt's powerful techniques. It's Not Luck reveals more of the Thinking Process-techniques that consistently produce win-win solutions to seemingly impossible problems.

The Skilled Facilitator Jun 01 2020 When it was published in 1994, Roger Schwarz's The SkilledFacilitator earned widespread critical acclaim and became alandmark in the field. The book is a classic work for consultants,facilitators, managers, leaders, trainers, and coaches--anyonewhose role is to facilitate and guide groups toward realizing theircreative and problem-solving potential. This thoroughly revisededition provides the essential materials for anyone that workswithin the field of facilitation and includes simple but effectiveground rules for group interaction. Filled with illustrativeexamples, the book contains proven techniques for starting meetingson the right foot and ending them positively and decisively. Thisimportant resource also offers practical methods for handlingemotions when they arise in a group and offers a diagnosticapproach for identifying and solving problems that can underminethe group process.

The Bottleneck Rules Sep 04 2020 Working hard, but still can't keep up?This short, insightful book will teach you how to speed up at work, by slowing down, looking at your workplace slightly differently, then thinking a little.** Spoiler Alert **The world's best manufacturers have known the secret for decades: every workplace, big or small, has one resource that is slower than the rest. It's called The Bottleneck. Find it, speed it up, and your entire workplace speeds up. The problem is that, although this secret is well known inside manufacturing, it's been hidden from the rest of us, deep inside complicated manufacturing texts and sophisticated computer algorithms. Until now, that is. Clarke Ching, author of Rolling Rocks Downhill, has spent the last 20 years adapting and simplifying manufacturing's techniques so that everyone can use them, no matter where they work. In this book, he reveals a surprisingly simple process - called the FOCCCUS Formula - that you can use to find your bottleneck then manage it. The book takes roughly 90 minutes to read, and most readers figure out where their bottleneck is before they've finished.One reviewer wrote, "What a great and - dare I say it - inspirational read. I thoroughly enjoyed it. I'm grateful for the stories and the lack of business mumbo-jumbo. Your readers will find it a useful kick-start for their minds because it shows them how to look at their problems in different ways."Read The Bottleneck Rules today, and you'll start running faster tomorrow.

You Can't Teach a Kid to Ride a Bike at a Seminar, 2nd Edition: Sandler Training's 7-Step System for Successful Selling Apr 30 2020 The bestselling sales classic! Revised and expanded to help you supercharge personal and team performance in today's ultra-competitive sales environment "People make buying decisions emotionally and justify them logically." That shrewd, timeless insight from the first edition of this bestselling book has become a "no-brainer" among sales professionals. Now You Can't Teach a Kid to Ride a Bike at a Seminar comes with new insights, information, and tools every sales leader can use. It combines Sandler's classic, battle-tested advice on driving personal and organizational success by breaking the rules of conventional selling with up-to-date best practices from experienced trainers of Sandler, now run by David Mattson.

Thinking for a Change Sep 23 2019 The book begins with an overview of the constraint-based perspective on systems and organizations, commonly referred to as the theory of constraints or synchronous management. The first section will guide you through the fundamental principles and processes that are the backbone of the thinking process application tools. The second section contains the step-by-step guidelines for each of the five thinking process application tools. These tools utilize sufficient cause thinking and necessary condition thinking. Third section introduces two ways that two or more of the thinking process application tools are combined, providing robust processes for the understanding and communicating problems and solutions. This book can be used as a field guide to learning the five thinking process application tools as needed, based on their own particular issues. You will have a full understanding of the theory and practical application of these powerful processes, including when and when not to use each tool. The total benefit is not just to apply the thinking process, but to develop intuition and have the ability to combine logic and intuition in the same thinking process.

Agile Software Requirements Jan 08 2021 "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.

Applied Software Measurement Jan 28 2020 Effectively forecast, manage, and control software across the entire project lifecycle Accurately size, estimate, and administer software projects with real-world guidance from an industry expert. Fully updated to cover the latest tools and techniques, Applied Software Measurement, Third Edition details how to deploy a cost-effective and pragmatic analysis strategy. You will learn how to use function points and baselines, implement benchmarks and tracking systems, and perform efficiency tests. Full coverage of the latest regulations, metrics, and standards is included. Measure performance at the requirements, coding, testing, and installation phases Set function points for efficiency, cost, market share, and customer satisfaction Analyze quality and productivity using assessments, benchmarks, and baselines Design and manage project cost, defect, and quality tracking systems Use object-oriented, reusable component, Agile, CMM, and XP methods Assess defect removal efficiency using unit tests and multistage test suites

The Art of Agile Marketing Jul 14 2021

Practical FP in Scala (hard-Cover) Dec 07 2020 Practical FP in Scala: A hands-on approach, is a book for intermediate to advanced Scala developers. Aimed at those who understand functional effects, referential transparency and the benefits of functional programming to some extent but who are missing some pieces to put all these concepts together to build a large application in a time-constrained manner.Throughout the chapters we will design, architect and develop a complete stateful application serving an API via HTTP, accessing a database and dealing with cached data, using the best practices and best functional libraries available in the Cats ecosystem.You will also learn about common design patterns such as managing state, error handling and anti-patterns, all accompanied by clear examples. Furthermore, at the end of the book, we will dive into some advanced concepts such as MTL, Classy Optics and Typeclass derivation.

Joy, Inc. Mar 22 2022 "A guidebook for how leaders can motivate, engage, and recognize their people all the while growing the business profitably." —Forbes.com Every year, thousands of visitors come from around the world to visit Menlo Innovations, a small software company in Ann Arbor, Michigan. They make the trek not to learn about technology but to witness a radically different approach to company culture. CEO Rich Sheridan removed the fear and ambiguity that typically make a workplace miserable. With joy as the explicit goal, he and his team changed everything about how the company was run. The results blew away all expectations. Menlo has won numerous growth awards and was named an Inc. magazine "audacious small company." Joy, Inc. offers an inside look at how Menlo created its culture, and shows how any organization can follow their methods for a more passionate team and sustainable, profitable results.

The Logical Thinking Process Jun 25 2022 'A major rewrite of Dettmer's classic Goldratt's Theory of Constraints, this new edition presents a whole new approach to building and applying logic trees. The logical thinking process referred to in the title is nothing less than a broadly applicable, systems-level approach to policy analysis. Dettmer has streamlined the process of constructing the logic trees while simultaneously ensuring that the results are more logically sound and closer representations of reality than ever before. He explains an easier, more logically sound way to integrate Current Reality Trees with Evaporating Clouds. His new version of the thinking process "retires" the Transition Tree in favor of the marriage of a more detailed Prerequisite Tree and critical chain project management. This book contains new examples of logic trees from a variety of real-world applications. Most of the diagrams and illustrations are new and improved. Explanations and procedures for constructing the logic trees are considerably simplified.

Fixing Your Scrum Dec 27 2019 A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities of agile product management, and your managers and

stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your teams to self-organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world. What You Need: A moderate level of experience using the Scrum Framework.

 Scaling Lean & Agile Development Oct 17 2021 Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

 Startup, Scaleup, Screwup Sep 16 2021 Real-world tools to build your venture, grow your business, and avoid mistakes Startup, Scaleup, Screwup is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic landscape. The contemporary marketplace is more dynamic than ever before—increased global competition, the impact of digital transformation, and disruptive innovation factors require businesses to implement agile management and business strategies to compete and thrive. This indispensable book provides business leaders and entrepreneurs the tools and guidance to meet growth and scalability challenges head on. Equal parts motivation and practical application, this book answers the questions every business leader asks from the startup ventures to established companies. Covering topics including funding options, employee hiring, product-market validation, remote team management, agile scaling, and the business lifecycle, this essential resource provides a solid approach to grow at the right pace and stay lean. This book will enable you to: Apply 42 effective tools to sustain and accelerate your business growth Avoid the mistakes and pitfalls associated with rapid business growth or organizational change Develop a clear growth plan to integrate into your overall business model Structure your business for rapid scaling and efficient management Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean & Agile Business Growth is a must-read for entrepreneurs, founders, managers, and senior executives. Author Jurgen Appelo shares his wisdom on the creative economy, agile management, innovation marketing, and organizational change to provide a comprehensive guide to business growth. Practical methods and expert advice make this book an essential addition to any business professional's library.

Delphi 3 Aug 03 2020 Developing a state-of-the-art user interface is not easy: programmers are called upon to understand what the user "expects" from software, and account for every eventuality, from the PC's design to an individual user's idiosyncrasy. This book shows exactly how to build top-notch user interfaces with the Delphi development tool for windows. The CD-ROM includes the book in Acrobat PDF format for easy searching and reference.

Waltzing with Bears Feb 21 2022 This is the digital version of the printed book (Copyright © 2003). If There's No Risk On Your Next Project, Don't Do It. Greater risk brings greater reward, especially in software development. A company that runs away from risk will soon find itself lagging behind its more adventurous competition. By ignoring the threat of negative outcomes–in the name of positive thinking or a can-do attitude–software managers drive their organizations into the ground. In Waltzing with Bears, Tom DeMarco and Timothy Lister–the best-selling authors of Peopleware–show readers how to identify and embrace worthwhile risks. Developers are then set free to push the limits. The authors present the benefits of risk management, including that it makes aggressive risk-taking possible, protects management from getting blindsided, provides minimum-cost downside protection, reveals invisible transfers of responsibility, isolates the failure of a subproject. Readers are armed with strategies for confronting the most common risks that software projects face: schedule flaws, requirements inflation, turnover, specification breakdown, and under-performance. Waltzing with Bears will help you mitigate the risks–before they turn into project-killing problems. Risks are out there–and they should be there–but there is a way to manage them.

The Family That Conquered Everest Jul 02 2020 A fast-paced and engaging story that takes the reader on a remarkable family journey from the flatlands of suburbia to the top of the world. Climbing Mount Everest is one of humanity's greatest feats of physical, emotional and psychological endurance. In 2008 Alan Mallory and his family took on the challenge and became the first family of four to set foot on the summit of the world's highest peak. It was a two-month journey filled with emotion, loyalty, adventure and terror. From staggering across ladders spanning seemingly bottomless crevasses and fighting exhausting bouts of altitude-related sickness to climbing through a blizzard in the dead of night and almost losing two family members' lives, every segment of the climb was an exhilarating and unforgettable challenge. This particular expedition is a fantastic example of the importance of strong family values and maintaining a deep level of trust between team members. The story highlights many of the background experiences and adventures that prepared the Mallorys to take on such a challenge, and explores the key traits that are essential for a safe and successful outcome to any team endeavour.

Dynamic Reteaming May 12 2021 Your team will change whether you like it or not. People will come and go. Your company might double in size or even be acquired. In this practical book, author Heidi Helfand shares techniques for reteaming effectively. Engineering leaders will learn how to catalyze team change to reduce the risk of attrition, learning and career stagnation, and the development of knowledge silos. Based on research into well-known software companies, the patterns in this book help CTOs and team managers effectively integrate new hires into an existing team, manage a team that has lost members, or deal with unexpected change. You'll learn how to isolate teams for focused innovation, rotate team members for knowledge sharing, break through organizational apathy, and more. You'll explore: Real-world examples that demonstrate why and how organizations reteam Five reteaming patterns: One by One, Grow and Split, Isolation, Merging, and Switching Tactics to help you master dynamic reteaming in your company Stories that demonstrate problems caused by reteaming anti-patterns

Xanpan: Team Centric Agile Software Development Nov 06 2020 Xanpan is... a cross between XP and Kanban... is an example of a roll-your-own method... is distilled from Allan Kelly's own experiences running development teams and then helping multiple teams adopt Agile working methods and practices. Xanpan draws ideas from Kanban and Lean, XP and Scrum, product management and business analysis, and many other places. Allan tells the Xanpan story through a series of boards which tell the story of different teams. In between he fills in the principles, practices and thinking which together constitutes Xanpan. Each printed copy contains a code entitling the buyer to a free copy of the electronic version and subsequent updates.

Elastic Leadership Feb 09 2021 Summary Elastic leadership is a framework and philosophy that can help you as you manage day-to-day and long-term challenges and strive to create the elusive self-organizing team. It is about understanding that your leadership needs to change based on which phase you discover that your team is in. This book provides you with a set of values, techniques, and practices to use in your leadership role. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Technology Your team looks to you for guidance. You have to mediate heated debates. The team is constantly putting out fires instead of doing the right things, the right way. Everyone seems to want to do things correctly, but

nobody seems to be doing so. This is where leaders get stuck. It's time to get unstuck! Elastic leadership is a novel approach that helps you adapt your leadership style to the phase your team is in, so you can stay in step as things change. About the Book Elastic Leadership is a practical, experience-driven guide to team leadership. In it, you'll discover a set of values, techniques, and practices to lead your team to success. First, you'll learn what elastic leadership is and explore the phases of this results-oriented framework. Then, you'll see it in practice through stories, anecdotes, and advice provided by successful leaders in a variety of disciplines, all annotated by author and experienced team leader, Roy Osherove. What's Inside Understanding why people do what they do Effective coaching Influencing team members and managers Advice from industry leaders About the Reader This book is for anyone with a year or more of experience working on a team as a lead or team member. About the Author Roy Osherove is the DevOps process lead for the West Coast at EMC, based in California. He is also the author of The Art of Unit Testing (Manning, 2013) and Enterprise DevOps. He consults and trains teams worldwide on the gentle art of leadership, unit testing, test-driven development, and continuous-delivery automation. He frequently speaks at international conferences on these topics and others. Table of Contents PART 1 - UNDERSTANDING ELASTIC LEADERSHIP Striving toward a Team Leader Manifesto Matching leadership styles to team phases Dealing with bus factors PART 2 - SURVIVAL MODE Dealing with survival mode PART 3 - LEARNING MODE Learning to learn Commitment language Growing people PART 4 - SELF-ORGANIZATION MODE Using clearing meetings to advance self-organization Influence patterns The Line Manager Manifesto PART 5 - NOTES TO A SOFTWARE TEAM LEADER Feeding back Channel conflict into learning It's probably not a technical problem Review the code Document your air, food, and water Appraisals and agile don't play nicely Leading through learning: the responsibilities of a team leader Introduction to the Core Protocols Change your mind: your product is your team Leadership and the mature team Spread your workload Making your team manage their own work Go see, ask why, show respect Keep developers happy, reap high-quality work Stop doing their work Write code, but not too much Evolving from manager to leader Affecting the pace of change Proximity management Babel Fish You're the lead, not the know-it-all Actions speak louder than words

The Cartoonist's Workbook Oct 05 2020 Acting as a reference for cartoonists, this book shows step-by-step how to build faces, bodies, expressions, movements and costumes. It also describes techniques for freehand drawing, composition, perspective and caricature, along with advice on presenting finished work and on getting it published.

Agility Across Time and Space Sep 28 2022 Rather than deciding whether or not to get involved in global sourcing, many companies are facing decisions about whether or not to apply agile methods in their distributed projects. These companies are often motivated by the opportunities to solve the coordination and communication difficulties associated with global software development. Yet while agile principles prescribe close interaction and co-location, the very nature of distributed software development does not support these prerequisites. Šmite, Moe, and Ågerfalk structured the book into five parts. In "Motivation" the editors introduce the fundamentals of agile distributed software development and explain the rationale behind the application of agile practices in globally distributed software projects. "Transition" describes implementation strategies, adoption of particular agile practices for distributed projects, and general concepts of agility. "Management" details practical implications for project planning, time management, and customer and subcontractor interaction. "Teams" discusses agile distributed team configuration, effective communication and knowledge transfer, and allocation of roles and responsibilities. Finally, in the "Epilogue" the editors summarize all contributions and present future trends for research and practice in agile distributed development. This book is primarily targeted at researchers, lecturers, and students in empirical software engineering, and at practitioners involved in globally distributed software projects. The contributions are based on sound empirical research and identify gaps and commonalities in both the existing state of the art and state of the practice. In addition, they also offer practical advice through many hints, checklists, and experience reports. Questions answered in this book include: What should companies expect from merging agile and distributed strategies? What are the stumbling blocks that prevent companies from realizing the benefits of the agile approach in distributed environments, and how can we recognize infeasible strategies and unfavorable circumstances? What helps managers cope with the challenges of implementing agile approaches in distributed software development projects? How can distributed teams survive the decisions taken by management and become efficient through the application of agile approaches?

The Scrum Field Guide Jan 20 2022 Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the

major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

Basic Writings of Nietzsche Mar 30 2020 Introduction by Peter Gay Translated and edited by Walter Kaufmann Commentary by Martin Heidegger, Albert Camus, and Gilles Deleuze One hundred years after his death, Friedrich Nietzsche remains the most influential philosopher of the modern era. Basic Writings of Nietzsche gathers the complete texts of five of Nietzsche's most important works, from his first book to his last: The Birth of Tragedy, Beyond Good and Evil, On the Genealogy of Morals, The Case of Wagner, and Ecce Homo. Edited and translated by the great Nietzsche scholar Walter Kaufmann, this volume also features seventy-five aphorisms, selections from Nietzsche's correspondence, and variants from drafts for Ecce Homo. It is a definitive guide to the full range of Nietzsche's thought. Includes a Modern Library Reading Group Guide

Actionable Agile Metrics for Predictability Aug 27 2022 "When will it be done?" That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

Fearless Change Apr 11 2021 "All that have ever tried to impose change in their organization will immediately recognize and truly value the in-depth knowledge and experience captured in this book. It contains a collection of eye-openers that is a treasure chest for pioneers of new organizational ideas, A fantastic toolbox for use in future missions!" —Lise B. Hvatum, product development manager, Schlumberger "If you have need of changing your organization, and especially of introducing new techniques, then you want to understand what is in this book. It will help you avoid common pitfalls that doom many such projects and will show you a clear path to success. The techniques are derived from the experience of many individuals and organizations. Many are also fun to apply. This stuff is really cool—and really hot." —Joseph Bergin, professor of computer science, Pace University, New York "If change is the only guarantee in life, why is it so hard to do? As this book points out, people are not so much resistant to change itself as they are to being changed. Mary Lynn and Linda have successfully used the pattern form to capture and present the recurring lessons of successful change efforts and have placed a powerful knowledge resource in the hands of their readers." —Alan O'Callaghan, researcher, Software Technology Research Laboratory, De Montfort University, United Kingdom "The most difficult part of absorbing patterns, or any technology, into an organization is overcoming the people issues. The patterns in this book are the documentation of having gone through that experience, giving those that dare push the envelope a head start at success."—David E. DeLano, IBM Pervasive Computing "If you have ever wondered how you could possibly foster any cultural changes in your organization, in this book you will find a lot of concrete advice for doing so. I recommend that everyone read this book who has a vast interest in keeping his or her organization flexible and open for cultural change." —Jutta Eckstein, Independent Consultant, Objects In Action Author of Agile Software Development in the Large 48 Patterns for Driving and Sustaining Change in Your Organization Change. It's brutally tough to initiate, even harder to sustain. It takes too long. People resist it. But without it, organizations lose their competitive edge. Fortunately, you can succeed at making change. In Fearless Change, Mary Lynn Manns and Linda Rising illuminate 48 proven techniques, or patterns, for implementing change in organizations or teams

of all sizes, and show you exactly how to use them successfully. Find out how to Understand the forces in your organization that drive and retard change Plant the seeds of change Drive participation and buy-in, from start to finish Choose an "official skeptic" to sharpen your thinking Make your changes appear less threatening Find the right timing and the best teaching moments Sustain your momentum Overcome adversity and celebrate success Inspired by the "pattern languages" that are transforming fields from software to architecture, the authors illuminate patterns for every stage of the change process: knowledge, persuasion, decision, implementation, and confirmation. These flexible patterns draw on the experiences of hundreds of leaders. They offer powerful insight into change-agent behavior, organizational culture, and the roles of every participant. Best of all, they're easy to use—and they work!

97 Things Every Scrum Practitioner Should Know Jul 26 2022 Improve your understanding of Scrum through the proven experience and collected wisdom of experts around the world. Based on real-life experiences, the 97 essays in this unique book provide a wealth of knowledge and expertise from established practitioners who have dealt with specific problems and challenges with Scrum. You'll find out more about the rules and roles of this framework, as well as tactics, strategies, specific patterns to use with Scrum, and stories from the trenches. You'll also gain insights on how to apply, tune, and tweak Scrum for your work. This guide is an ideal resource for people new to Scrum and those who want to assess and improve their understanding of this framework. "Scrum Is Simple. Just Use It As Is.," Ken Schwaber "The 'Standing Meeting,'" Bob Warfield "Specialization Is for Insects," James O. Coplien "Scrum Events Are Rituals to Ensure Good Harvest," Jasper Lamers "Servant Leadership Starts from Within," Bob Galen "Agile Is More than Sprinting," James W. Grenning