Lean Enterprise How High Performance Organizations Innovate At Scale Jez Humble

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

Program Management Leadership Mark C. Bojeun 2013-12-11 This is not another how-to guide for program managers or another reiteration of the Project Management Institute's standards for program management. Instead, Program Management Leadership: Creating Successful Team Dynamics examines various leadership approaches and illustrates the value of effective leadership styles in Program Management for achieving program and project success. Identifying critical success factors specific to program management, the book focuses on effective leadership styles and the power of teamwork in exceeding expectations. It starts by examining various leadership styles and traits—providing helpful insights on the tough choices leaders are often forced to make. It describes effective methods to help leaders work with stakeholders and team members to set visions and objectives so that program goals are achieved with greater frequency. Next, the book further examines teams and explains how to bring people from various experience levels, geographic diversity, and cultural backgrounds together setting aside their own personal objectives and instead working towards a common goal and vision. Presenting recent research on leadership, it highlights the situational factors that leaders face and offers approaches enabling leaders to modify their style from one based on personal choice to one that can adapt to overcome the challenges that will arise. From there, the book describes how to build and maintain a High Performing Team (HPT). It also describes how to instill a competitive spirit and culture of cooperation and mutual respect in your team to make sure your team remains focused on the right things. This book is an ideal resource for anyone who understands the value of the tools provided by the PMI® and is searching for the factors that separate good program and project managers from truly great ones. If you are focused on self-actualization and continuous improvement, then this is the book that can help drive your program initiatives to the highest possible standards.

Leading the Transformation Gary Gruver 2015-08-01 Leading the Transformation is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead.

Continuous Delivery Jez Humble 2010-07-27 Winner of the 2011 Jolt Excellence Award! Getting software released to users is often a painful, risky, and time-consuming process. This groundbreaking new book sets out the principles and technical practices that enable rapid, incremental delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers, and operations, delivery teams can get changes released in a matter of hours— sometimes even minutes–no matter what the size of a project or the complexity of its code base. Jez Humble and David Farley begin by presenting the foundations of a rapid, reliable, low-risk delivery process. Next, they introduce the "deployment pipeline," an automated process for managing all changes, from check-in to release. Finally, they discuss the "ecosystem" needed to support continuous delivery, from infrastructure, data and configuration management to governance. The authors introduce state-of-the-art techniques, including automated infrastructure management and data migration, and the use of virtualization. For each, they review key issues, identify best practices, and demonstrate how to mitigate risks. Coverage includes • Automating all facets of building, integrating, testing, and deploying software • Implementing deployment pipelines at team and organizational levels • Improving collaboration between developers, testers, and operations • Developing features incrementally on large and distributed teams • Implementing an effective configuration management strategy • Automating acceptance testing, from analysis to implementation • Testing capacity and other non-functional requirements • Implementing continuous deployment and zero-downtime releases • Managing infrastructure, data, components and dependencies • Navigating risk management, compliance, and auditing Whether you're a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably.

The Lean Enterprise Trevor Owens 2014-03-13 #1 Amazon Bestseller in Lean Management Discover the methods of lean startups that can revolutionize large organizations and their products Even in a tough economic climate, the startup business community has found a way to create innovative, game-changing products in shockingly short timeframes. So why should larger, more established companies take notice? Because they have everything to gain when they examine and adopt the strategies, tools, and attitudes of these smaller competitors. The Lean Enterprise presents a groundbreaking design for revolutionizing larger organizations, one that draws on the ingenious tenets and practices espoused by the startup community. The guidelines in this book will help companies shake the lethargy, bureaucracy, and power struggles that plague large organizations and hold them back from true innovation. At the heart of this resource is a comprehensive, practical approach based on methods, timetables, compensation, financial investment, and case studies that reveal the startup mentality. Respected thought leaders in lean startup methodologies, the authors cover successful enterprise development, development innovation labs, corporate venture arms, and acquisition and integration of startups. Essential reading for entrepreneurs, product managers, executives and directors in Forbes 2000 organizations, and board members Presents the tools and methodologies large businesses need to compete with a new generation of highly-empowered entrepreneurs Covers lean startup culture and principles and identifies the behaviors that arestunting growth at large enterprises Offers a comprehensive, practical approach for developing exciting products and services and opening vast new markets Don't be mystified by the success of startups. Master the methods of this new generation of entrepreneurs and compete on a level playing field.

Lean in Practice Brian Williams 2012-05-20 Between executives who want to implement Lean and achieve higher operational performance and on-the-ground managers who want to make concrete improvements and changes, there is often a huge gap. This book tries to close this gap by proposing a 12 steps plan for successful Lean implementation. This plan (the Lean Implementation Framework) draws from the author past experience implementing improvement initiatives and focuses on the practical aspects of Lean. Examples are taken both from manufacturing and from the services industry.

Agile Conversations Douglas Squirrel 2020-05-12 A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable.These five conversations give teams everything they need to reach peak performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

Essentials of Obstetrics and Gynaecology E-Book Barry O'Reilly 2012-04-25 Essentials of Obstetrics and Gynaecology The perfect clinical companion; fully revised and updated for this new edition. Concise Evidence-based Focussed on the core curriculum Comprehensive coverage sign-posted by clear, consistent headings, from definition, aetiology, pathophysiology, history taking, general advice, clinical features, investigations, management, treatment, prognosis and assessment to risk factors and differential diagnoses. Includes self-assessment, emergency procedures and normal values. The perfect clinical companion; fully revised and updated for this new edition. Concise Evidence-based Focussed on the core curriculum Comprehensive coverage sign-posted by clear, consistent headings, from definition, aetiology, pathophysiology, history taking, general advice, clinical features, investigations, management, treatment, prognosis and assessment to risk factors and differential diagnoses. Includes self-assessment, emergency procedures and normal values.

Leading Lean Jean Dahl 2019-12-20 Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compellingreal-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to tbuild an enterprise that understands how to respond to disruption

Unlearn: Let Go of Past Success to Achieve Extraordinary Results Barry O'Reilly 2018-11-27 A transformative system that shows leaders how to rethink their strategies, retool their capabilities, and revitalize their businesses for stronger, longer-lasting success. There's a learning curve to running any successful business. But when leaders begin to rely on past achievements or get stuck in old thinking and practices that no longer work, they need to take a step back—and unlearn. This innovative and actionable framework from executive coach Barry O'Reilly shows leaders how to break the cycle and move away from once-useful mindsets and behaviors that were effective in the past but are no longer relevant in the current business climate and may now stand in the way of success. With this simple but powerful three-step system, leaders can: 1. Unlearn the behaviors and mindsets that keep them and their businesses from moving forward. 2. Relearn the skills, strategies, and innovations that are transforming the world every day. 3. Break through old habits and thinking by opening up to new ideas, perspectives, and resources. Good leaders know they need to continuously learn. But great leaders know when to unlearn the past to succeed in the future. This book shows them the way.

Accelerate Nicole Forsgren PhD 2018-03-27 Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

The Nature of Software Development Ron Jeffries 2015-02-19 You need to get value from your software project. You need it "free, now, and perfect." We can't get you there, but we can help you get to "cheaper, sooner, and better." This book leads you from the desire for value down to the specific activities that help good Agile projects deliver better software sooner, and at a lower cost. Using simple sketches and a few words, the author invites you to follow his path of learning and understanding from a half century of software development and from his engagement with Agile methods from their very beginning. The book describes software development, starting from our natural desire to get something of value. Each topic is described with a picture and a few paragraphs. You're invited to think about each topic; to take it in. You'll think about how each step into the process leads to the next. You'll begin to see why Agile methods ask for what they do, and you'll learn why a shallow implementation of Agile can lead to only limited improvement. This is not a detailed map, nor a step-by-step set of instructions for building the perfect project. There is no map or instructions that will do that for you. You need to build your own project, making it a bit more perfect every day. To do that effectively, you need to build up an understanding of the whole process. This book points out the milestones on your journey of understanding the nature of software development done well. It takes you to a location, describes it briefly, and leaves you to explore and fill in your own understanding. What You Need: You'll need your Standard Issue Brain, a bit of curiosity, and a desire to build your own understanding rather than have someone else's detailed ideas poured into your head.

The Lean Mindset Mary Poppendieck 2013-09-20 What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work–and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond optimizing to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in The Lean Mindset, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

Agile IT Organization Design Sriram Narayan 2015-06-15 Design Agile IT Organizations to Improve Teamwork, Accountability, Alignment, and Business Performance 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 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. Sriram 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 Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Break down tool-induced silos Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership-and careful, deliberate interventions

From PMO to VMO Sanjiv Augustine 2021-09-07 "By the end of this book, you will understand what is valuable, how to measure value, and how to optimize the flow of valuefrom idea to your customer." Evan Leybourn, co-founder and CEO, Business Agility Institute Agile methods have brought about dramatic changes in how organizations manage and deliver not only IT services, but their entire product and service value streams. As legacy organizations transition to newer, end-to-end agile operating models, the Project Management Office (PMO) needs to redesign its mission and operation to be more in line with these modern ways of working. That requires being more customer-focused and value-adding, and less hidebound, bureaucratic and tied to antiquated processes and mindsets. Visionary leaders are transitioning into enablers of this change, and maximizing value through the entire organization. Middle management, including program and project managers (PMs), are racing to maximize their professional relevancy in this new world. This book defines the role of the agile value management office (VMO), using case studies and a clear road map to help PMs visualize and implement a new path where middle management and the VMO are valued leaders in the age of business agility.

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

A Practical Approach to Large-Scale Agile Development Gary Gruver 2012-11-15 Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes: • Tightly linking agile methods and enterprise architecture with business objectives • Focusing agile practices on your worst development pain points to get the most bang for your buck • Abandoning classic agile methods that don't work at the largest scale • Employing agile methods to establish a new architecture • Using metrics as a "conversation starter" around agile process improvements • Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline • Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting • Implementing effective project management and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming U.S./India cultural differences that can complicate offshore development • Selecting tools to support quantum leaps in productivity in your organization • Using change management disciplines to support greater enterprise agility

Lean-Driven Innovation Norbert Majerus 2016-03-30 In 2005, Goodyear's research and development (R&D) engine was not performing up to its full potential. The R&D organization developed high-quality tires, but the projects were not always successful. Goodyear embarked on a major initiative to transform its innovation creation processes by learning, understanding, and applying lean product development principles. Within five years, Goodyear saw its product development cycle times slashed by 70 percent, on-time delivery performance rise close to 100 percent, and throughput improve three-fold – all achieved with no increase in the R&D budget. Lean-Driven Innovation: Powering Product Development at The Goodyear Tire & Rubber Company describes in great detail how the Goodyear team was able to achieve such significant improvements. Revealing the ups and downs of this successful transformation, the book shares experiences of how this seismic change was managed, how people were engaged, and how Goodyear dramatically reinvigorated its product development and innovation processes—and, in the process, delivered substantial more value to customers and to the company. The book also explains how lean product development helped Goodyear dramatically improve revenue by having every new product available when the market needed it. Presenting wide-ranging perspectives from all levels of leadership, this book is ideal for anyone in R&D daring to take on a lean initiative in R&D or who is struggling with a lean transformation that is not delivering to its full potential. Since the book focuses on universal lean principles, it is as insightful to other manufacturing and nonmanufacturing disciplines in any industry as well. The book presents invaluable insights gained by the author during his 36 years within Goodyear, of which 10 have been directly involved in trying to develop, implement, and sustain lean to achieve the company's business objectives. It distills ideas, practices, failures, and successes into key principles that lean product development practitioners can easily implement. After reading this book, you will gain a practical path for applying lean to the innovation processes of your organization, including where to begin and what to do, regardless of the industry and the status of your transformation. Watch Norbert Majerus discuss Lean-Driven Innovation at: https://youtu.be/ylIJEMJIcyA

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

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

The Lean Startup Eric Ries 2011-09-13 Most startups fail. But many of those failures are preventable. The Lean Startup is a new approach being adopted across the globe, changing the way companies are built and new products are launched. Eric Ries defines a startup as an organization dedicated to creating something new under conditions of extreme uncertainty. This is just as true for one person in a garage or a group of seasoned professionals in a Fortune 500 boardroom. What they have in common is a mission to penetrate that fog of uncertainty to discover a successful path to a sustainable business. The Lean Startup approach fosters companies that are both more capital efficient and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on "validated learning," rapid scientific experimentation, as well as a number of counter-intuitive practices that shorten product development cycles, measure actual progress without resorting to vanity metrics, and learn what customers really want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute. Rather than wasting time creating elaborate business plans, The Lean Startup offers entrepreneurs—in companies of all sizes—a way to test their vision continuously, to adapt and adjust before it's too late. Ries provides a scientific approach to creating and managing successful startups in a age when companies need to innovate more than ever.

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

Beyond Heroes Kim Barnas 2014-04-29 Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs.

Lean Customer Development Cindy Alvarez 2017-08-30 How do you develop products that people will actually use and buy? This practical guide shows you how to validate product and company ideas through customer development research—before you waste months and millions on a product or service that no one needs or wants. With a combination of open-ended interviewing and fast and flexible research techniques, you'll learn how your prospective customers behave, the problems they need to solve, and what frustrates and delights them. These insights may shake your assumptions, but they'll help you reach the "ah-ha!" moments that inspire truly great products. Validate or invalidate your hypothesis by talking to the right people Learn how to conduct successful customer interviews play-by-play Detect a customer's behaviors, pain points, and constraints Turn interview insights into Minimum Viable Products to validate what customers will use and buy Adapt customer development strategies for large companies, conservative industries, and existing products

Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business James M. Morgan 2018-10-26 How companies are using lean development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull

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one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In Designing the Future, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision.They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With Designing the Future, you have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery.

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

Lean Enterprise Systems Steve Bell 2005-10-27 Learn how Lean IT can help companies deliver better customerservice and value Lean Enterprise Systems effectively demonstrates how the techniquesderived from Lean Manufacturing, combined with the thoughtfulapplication of information technology, can help all enterprisesimprove business performance and add significant value for theircustomers. The author also demonstrates how the basic concepts ofLean Manufacturing can be applied to create agile and responsiveLean IT. The book is divided into three parts that collectively explore howpeople, processes, and technology combine forces to facilitatecontinuous improvement: * Part One: Building Blocks of the Lean Enterprise sets forth theessentials of Lean. Readers discover where, when, and how Lean ITadds substantial value to the Lean Enterprise through integratedprocesses of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. * Part Two: Building Blocks of Information Systems explores theprimary components of an enterprise information system and howthese components may be integrated to improve the flow ofinformation supporting value streams. Readers learn how informationsystems help organize and deliver knowledge when and where it'sneeded. * Part Three: Managing Change with IT demonstrates how the skillfulcombination of process and information technology improvementsempowers people to continuously improve the Lean Enterprise.Readers develop the skills to exploit emerging informationtechnology tools and change management methods, crafting a Lean ITframework-reducing waste, complexity, and lead time-while addingmeasurable value. Executives, managers, and improvement teams across a broad range ofindustries, as well as IT professionals, can apply the techniquesdescribed in this publication to improve performance, add value,and create competitive advantage. The book's clear style andpractical focus also makes it an excellent textbook for upper-levelundergraduate and graduate courses in business, operationsmanagement, and business information systems.

Lean IT Steven C Bell 2010-09-14 Winner of a Shingo Research and Professional Publication AwardInformation Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is ei

The Lean Book of Lean John Earley 2016-06-20 "The Lean Book of Lean provides a short introduction to a very topical subject, using everyday language and numerous examples to make the principles clear for any reader, at any level and from any sector"--

Connected Planning Ron Dimon 2021-05-11 Ron Dimon's thought-leading second edition of the book originally entitled Enterprise Performance Management Done Right, published in 2012, is a practical roadmap for using Connected Planning to develop an agile organization and to navigate the complex Enterprise Performance Management landscape. According to esteemed author, researcher, and Management professor Dr. Christopher Neck, "In the same way that one needs to be self-leading to finish a grueling marathon, an organization must be self-leading in order to execute on its plans in an efficient and effective manner. What drives self-leadership at all levels in an organization? The people within the organization of course—and those people must be involved in the planning occurring in an organization. Without a plan, an organization has no direction." Since 2012, much has changed in the world of connecting strategy with improved performance: new, cloud-based, in-memory technologies have been adopted by the largest organizations in the world. This book is for CFOs, CIOs, their direct reports, and any organizational visionary or aspiring leader who wants to ''bring it all together'' and create an actionable vision and plan for improving readiness, resilience, and performance.

Team Topologies Matthew Skelton 2019-09-17 In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover: • Team patterns used by successful organizations. • Common team patterns to avoid with modern software systems. • When and why to use different team patterns • How to evolve teams effectively. • How to split software and align to teams.

Agile and Lean Program Management Johanna Rothman 2016-02-05 Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

Lean Impact Ann Mei Chang 2018-10-30 Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller The Lean Startup, that have fueled technology breakthroughs touching every aspect of our lives, Lean Impact turns our attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. Lean Impact offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, Lean Impact is an essential guide to maximizing social impact and scale.

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

Lean Scaleup Frank Mattes 2021-05-21 Companies struggle dramatically in building new businesses from innovation. 85-90 percent of corporate startups die after the "Minimum Viable Product" stage. Why is this so? What is the solution? How can companies improve? This book provides the answers. It is written by Frank Mattes, who has decades of experience in corporate innovation. It has been co-written with more than 20 practitioners and 2 business schools as a practical guide for practitioners - corporate innovation, Digital Innovation, heads of incubators and accelerators, leaders of corporate startups and senior managers. Clients and early readers say the content is "timely, relevant, powerful and ready for use", "a must-read," and the solution "dramatically increases return on investment in digital innovation." The corporate business-building problem. Companies are doing okay in incremental improvements. But they fail in innovation. They are good at copying past success stories but bad at creating new ones. If companies do not solve this problem, they will burn money. They also fail to achieve revenue growth from innovation, fail in corporate transformation, fail to future-proof their business and fail in winning and retaining top talent The solution and the book. The book provides a solution. It is the first one on this subject and guides corporate practitioners on how to build new businesses. The book covers the entire journey - from a "meaningful idea" to a sizable business - and it includes leadership and cultural/collaboration aspects needed for success. The book is the result of a multi-year co-creation process with more than 20 industry-leading com-panies and 2 business schools. It distills Best Practices and insights into one framework. This framework is the Lean Scaleup(TM). It describes the three capabilities that companies must develop to solve their business-building problem: methodology (the "how-to"), dual leadership and culture/collaboration. When the right innovation teams use the Lean Scaleup with the right mindset in a supportive environment, the company can solve its business-building problem. Advance praise (selection) Frank Mattes brings his extensive experience in corporate innovation to this pragmatic guide to dramatically increasing return on investment in digital innovation. Jeroen Tas, Chief Innovation & Strategy Officer, Royal Philips The Lean Scaleup is an approach built through practice in the field. It supports companies facing transformational challenges. David Gilmour, co-founder bp Launchpad Taking innovation concepts to scale is the real challenge. This book provides a practical framework and methodology for going beyond the MVP into scale. Ofer HaCohen, Head Innovation Center Israel, AT&T Frank has addressed business-building in many organizations successfully. Finally, his approach is "codified" in this book. I can't recommend it enough to every innovation team keen to deliver results. Hans Balmaekers, CEO, innov8rs The Lean Scaleup gives companies a powerful tool to identify, develop and scale breakthrough innovations. A must-read for all managers from corporate innovation or strategic innovation. Prof. Dr. Georg Oenbrink, CEO, CREAGO Solutions (formerly Evonik industries) The book provides an excellent framework to address the Scaling-Up challenge. It is based on the real-life learning journey of +20 corporates. A must-read for corporate entrepreneurs and their leaders! Carina Snijder VP, Research Program Management, Royal Philips

Hacking Marketing Scott Brinker 2016-03-02 Apply software-inspired management concepts to accelerate modern marketing In many ways, modern marketing has more in common with the software profession than it does with classic marketing management. As surprising as that may sound, it's the natural result of the world going digital. Marketing must move faster, adapt more quickly to market feedback, and manage an increasingly complex set of customer experience touchpoints. All of these challenges are shaped by the dynamics of software—from the growing number of technologies in our own organizations to the global forces of the Internet at large. But you can turn that to your advantage. And you don't need to be technical to do it. Hacking Marketing will show you how to conquer those challenges by adapting successful management frameworks from the software industry to the practice of marketing for any business in a digital world. You'll learn about agile and lean management methodologies, innovation techniques used by high-growth technology companies that any organization can apply, pragmatic approaches for scaling up marketing in a fragmented and constantly shifting environment, and strategies to unleash the full potential of talent in a digital age. Marketing responsibilities and tactics have changed dramatically over the past decade. This book now updates marketing management to better serve this rapidly evolving discipline. Increase the tempo of marketing's responsiveness without chaos or burnout Design "continuous" marketing programs and campaigns that constantly evolve Drive growth with more marketing experiments while actually reducing risk Architect marketing capabilities in layers to better scale and adapt to change Balance strategic focus with the ability to harness emergent opportunities As a marketer and a manager, Hacking Marketing will expand your mental models for how to lead marketing in a digital world where everything—including marketing—flows with the speed and adaptability of software.

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

Scrumban - Essays on Kanban Systems for Lean Software Development Corey Ladas 2009-01-01 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.

Designing Delivery Jeff Sussna 2015-06-03 Now that we're moving from a product economy to a digital service economy, software is becoming critical for navigating our everyday lives. The quality of your service depends on how well it helps customers accomplish goals and satisfy needs. Service quality is not about designing capabilities, but about making—and keeping—promises to customers. To help you improve customer satisfaction and create positive brand experiences, this pragmatic book introduces a transdisciplinary approach to digital service delivery. Designing a resilient service today requires a unified effort across front-office and back-office functions and technical and business perspectives. You'll learn how make IT a full partner in the ongoing conversations you have with your customers. Take a unique customer-centered approach to the entire service delivery lifecycle Apply this experience across development, operations, QA, design, project management, and marketing Implement a specific quality assurance methodology that unifies those disciplines Use the methodology to achieve true resilience, not just stability