

# Lean Enterprise How High Performance Organizations Innovate At Scale Jez Humble

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**From PMO to VMO** Sanjiv Augustine 2021-09-07 When so many enterprises have the strategic goal of maximizing product value to customers, changing their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and deliver not only IT services but their entire product and service value streams. Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers to value managers, maximizing value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.

**Lean Enterprise** Jez Humble 2014-12-04 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 methodologies 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. Adopting Lean will take time and commitment, but it's vital for harnessing the cultural and technical forces that are accelerating the rate of innovation. 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

**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.

**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.

**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 off 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.

**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

**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.

**Lean Enterprise Value** E. Murman 2016-01-06 Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it

out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

**Continuous Delivery** Jez Humble 2016 "Getting software released to users is often a painful, risky, and time-consuming process. The practice of continuous delivery sets out the principles and technical practices that enable rapid, low-risk 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 IT operations, teams can get changes released in a matter of hours sometimes even minutes no matter what the size of the product or the complexity of the enterprise environment."--Resource description page.

**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.

**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 informatiotechnology 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.

**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.

**Lean IT** Steven C Bell 2016-04-19 Winner of a Shingo Research and Professional Publication Award Information 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 either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

**Lean Enterprise** Jez Humble 2015-01-03 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 methodologies 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. Adopting Lean will take time and commitment, but it's vital for harnessing the cultural and technical forces that are accelerating the rate of innovation. 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 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 productivity 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.

**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

**Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation** Karen Martin 2013-10-25 The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

**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.

**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 are stunting 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-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/yIJJEMJlcyA>

**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 *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 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 perspective 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 **The Lean Startup** Eric Ries 2011 Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

**The 6 Enablers of Business Agility** Karim Harbott 2021-06-01 Adopting the latest agile tools and practices won't be enough to respond to rapid market change. Leaders must first lay the groundwork by creating the right environment for these tools to work. Many managers struggle to install the underlying organizational operating system for business agility. High-performing agile organizations depend on the strength of six key enabling factors: leadership, culture, structure, people, governance, and ways of working. This book explains why these factors are important and how they work together to increase organizational agility. Real-world examples, stories, and tools will help leaders get realistic about the scope of changes needed in their organizations and show them how to get started. Karim Harbott does not offer a book of recipes. Instead, he focuses on mindset, principles, and general patterns. This book summarizes of the most important factors in increasing organizational agility and why they work, which leaders will need to consider in a so-called agile transformation. Because every organization is different, each will have its own route to agility and high performance. Managers will need to tackle all the areas that are crucial to creating an environment in which any chosen approach can work.

*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.

**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"--

**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 should 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.

**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

**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.

**Agile IT Organization Design** Sriram Narayan 2015-06-11 Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In *Agile IT Organization Design*, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility

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

**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.

**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.

**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 compelling real-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 build an enterprise that understands how to respond to disruption

**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 she 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.

**Leading the Lean Enterprise Transformation, Second Edition** George Koenigsaecker 2016-04-19 Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

**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 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.

**Escape Velocity** Geoffrey A. Moore 2011-09-06 "Read this 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 *Crossing the Chasm*, teaches twenty-first century enterprises how to overcome the pull of the past and reorient their organizations to meet a new era of competition. The world's leading high-tech business strategist, Moore connects the dots between bold strategies and effective execution, with an action plan that elucidates the link between senior executives and every other branch of a company. For readers of Larry Bossidy's *Execution*, Clay Christensen's *Innovator's Solution*, and Gary Vaynerchuk's *Crush It!*, and for anyone aiming for the pinnacle of business success, *Escape Velocity* is an irreplaceable roadmap to the top.

**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 to 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.