The Agility Shift Creating Agile And Effective Leaders Teams And Organizations

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

As the Fourth Industrial Revolution barrels forward and the pace of disruption accelerates, all organizations must operate with agility. But this urgent priority, now widely-accepted by senior leaders, presents a major challenge: In business, government, and warfare, agility is a buzzword. There is no common understanding of what it means, or of what it takes to be consistently agile. In this groundbreaking book, Leo Tilman and Charles Jacoby offer the first comprehensive assessment of the fundamental nature of organizational agility and then describe the essential leadership practices for achieving it. They show that agility is far superior to mere speed or adaptability. Pinpointing its distinctive features, they define agility as the ability to detect and assess changes in the competitive environment in real time and then take decisive action. They demonstrate that agility enables an organization to outmaneuver competitors by seizing opportunities; better defending against threats; and acting as a well-orchestrated collective of teams that are empowered to take disciplined initiative. Combining their personal experience of building and leading agile organizations, Tilman in the realm of business and finance and Jacoby in battlefield command and homeland security, they present a powerful approach to fostering agility up and down an organization, and out to its very edges. They show how to detect opportunities and threats by fighting for risk intelligence; how to pierce through

complexity and unleash creativity by nurturing a culture of honesty and trust; how to meld top-down vision and planning with decentralized execution; and how to enhance strategy by recognizing organizations as dynamic portfolios of risk. In a world where leaders and their teams must brave the unknown and step confidently forward – or risk extinction – Agility provides a vital roadmap for seizing the unprecedented possibilities of the new age and dominating change instead of being dominated by it.

Innovation, agility, and coordination are paramount in the support of value in the global knowledge economy. Therefore, the long-term success of a company is increasingly dependent on its underlying resilience and agility. Knowledge Reuse and Agile Processes: Catalysts for Innovation addresses flexibility of both business and information systems through component technology at the nexus of three seemingly unrelated disciplines: service-oriented architecture, knowledge management, and business process management. Providing practitioners and academians with timely, compelling research on agile, adaptive processes and information systems, this Premier Reference Source will enhance the collection of every reference library.

A research-based approach to achieving long-term profitability in business What does it take to guarantee success and profitability over time? Authors Christopher

G. Worley, a senior research scientist, Thomas D. Williams, an executive advisor, and Edward E. Lawler III, one of the country's leading management experts, set out to find the answer. In The Agility Factor: Building Adaptable Organizations for Superior Performance the authors reveal the factors that drive long-term profitability based on the practices of successful companies that have consistently outperformed their peers. Of the 234 large companies across 18 industries that were studied, there were few companies that delivered sustained performance across the board. The authors found that across industries, the most successful companies were not the "usual suspects" found in the media, but companies who possessed a quiet agility that allowed them to quickly perceive and respond to changes so that they could continue to grow. Agility gives organizations the ability to adapt to fluctuations in the environment, test possible responses, and implement changes quickly. This book offers specific, research-based case studies to help organizational leaders use agility to achieve sustained profitability and performance while also becoming more adaptable to a changing marketplace. For executives, leaders, consultants, board members and all those responsible for the long-term health of organizations, this insightful guide outlines: The components of agility for business organizations How to successfully build agility within an organization How agility has its foundation in

good management practices How to use agility to gain a competitive advantage in the marketplace

Shows how to unlock the massive efficiency savings and productivity gains by reframing the approach to flexible working by concentrating on workforce agility. We know that organizations don't need the same number of workers 9-5, five days a week 52 weeks a year. We know that not all of the best talent will work when and where we want. We know that command and control Taylorism stifles innovation and creativity. So why do we keep thinking of flexible working as a cost to the organization? A simple mindset shift is all that is required to grasp the opportunity that smart organizations are already exploiting. Stop thinking about "flexible working" and start thinking about "workforce agility". By creating win-win working practices you can attract the best talent by offering the flexibility they crave and secure the agile, just-in-time workforce that can get the job done. The Agile Future Forum, a business-to-business initiative started by 22 founder members – mostly CEOS of big employers including BT, Lloyds Banking Group, Cisco, Tesco, KPMG, HM Treasury and Ford – have conducted case studies and a collated best practice from world class organisations which show that a more agile approach to flexible working not only delivers better performance but can also save between 3 and 13% of personnel costs. The Agility Mindset blends the

insights of scores of CEOs, along with the frontline experience of practising managers to create this very practical guide. Based on rigorous research, but packed with practical diagnostics and frameworks, the book shows you how to create a fit for purpose workplace in a world where only the agile will flourish. 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.

Learning agility is not a new concept, but it took years of research to prove that it really does exist, and can be quantified on an individual level. Out of that research came the introduction of the Burke Learning Agility Inventory¿ (Burke LAI) as the first reliable, theoretically grounded way to measure learning agility. This book explains how learning agility is measured, and explores the ways that this information can be developed and applied by individuals and organizations. The questionable practices and policies of many businesses are coming under scrutiny by consumers and the media. As such, it important to research new methods and systems for creating optimal business cultures. Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications is a comprehensive resource on the latest advances and developments for creating a

system of shared values and beliefs in business environments. Featuring extensive coverage across a range of relevant perspectives and topics, such as organizational climate, collaboration orientation, and aggressiveness orientation, this book is ideally designed for business owners, managers, entrepreneurs, professionals, researchers, and students actively involved in the modern business realm.

Scaling Agile with Jira Align is a practical guide for agile enterprise planning, delivery, reporting, and forecasting. This book will take you through best practices and use cases with a focus on scaling agile team execution in Jira Software. You'll achieve enterprise-wide agility and value delivery by implementing various features of Jira Align.

Lack of Agility is the kiss of death. Position your company to succeed in world of change. To edge out the competition in today's disruptive environment, you need to ensure that your company is agile—that it can respond to change instantly and effectively. Because fast and furious change is the only thing you can count on in business today. Network expert Michael Arena helped enable GM's legendary turnaround. In these pages, he explains how you can transform your own company through the concept of adaptive space. Based on hundreds of interviews and the author's own groundbreaking study of dozens of

organizations spanning a variety of industries, Adaptive Space shows how to position your company for today—and for the future—by enabling creativity, innovation, and novel ideas to flow freely among teams, across departments, and throughout the company. Using GM as the main case study—along with the stories of other highly adaptive organizations, like Apple, Amazon, Disney, and Gore—Arena provides a model you can follow to reinvent your company. It's about inspiring employees to explore new ideas, empowering the most creative people and teams to spread their ideas across the organization, and operationalizing the entrepreneurial spirit so adaptability is set in stone. Hesitation is a killer in today's business landscape. With Adaptive Space, you have everything you need to confront disruption with smart, confident actions and seize the valuable opportunities that come with change.

Know how to lead and establish business agility in your organization. Benefit from clear, actionable steps based on change management truths that have been long underutilized and have limited the success of agile expansion into your business. This book provides a pragmatic framework for leading your business toward shifting to an agile mindset. Achieving Business Agility offers strategies and concrete examples to engage business executives and will teach you how to effectively execute these strategies. Whether you are a delivery executive, a

change advocate, a consultant, a business leader, or a newcomer to agile, you will learn clear actions from a practical, business-oriented perspective that is vital to effect change and bring agile into your business. The book is structured in three sections. The first provides you with a deep understanding of each of four strategies. The second section tells the story of a company that applied these strategies through the eyes of several key players. The last section helps you get started applying what you learned in your own company. What You'll Learn Get the attention of your executives by alerting them to a company problem that can impact them personally and create a sense of urgency to address it Collaborate with your executives in a way that gets them to open up and to see how their operating model is a contributing cause to the company problem Demonstrate how your executives can specifically benefit from a new agile business operating model and address the company problem Create a reinforcement structure on a larger scale to establish agile as the new standard operating model in your organization Who This Book Is For Managers, business leaders, and consultants at/for large enterprises or small startups who want their company to better compete in today's fast-moving markets that present threats and opportunities at every turn. No agile expertise is required.
Enterprise Agility is practical framework for enhancing Agility and equipping your

company with the tools to survive. Key Features Prepare your company to navigate the rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment. Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational practices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs:

people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever) to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change program, head of transformation, and Agile coach/consultant.

Business intelligence applications are of vital importance as they help organizations manage, develop, and communicate intangible assets such as

information and knowledge. Organizations that have undertaken business intelligence initiatives have benefited from increases in revenue, as well as significant cost savings.Business Intelligence and Agile Methodologies for Knowledge-Based Organizations: Cross-Disciplinary Applications highlights the marriage between business intelligence and knowledge management through the use of agile methodologies. Through its fifteen chapters, this book offers perspectives on the integration between process modeling, agile methodologies, business intelligence, knowledge management, and strategic management. In today's volatile and ambiguous world, organizations need to have the capacity and flexibility to respond rapidly to changes in their environment, both internally and externally. The key to retaining this competitive advantage is agility, a set of capabilities that help organizations adapt with the full co-operation of their employees. Packed with helpful checklists, tips and advice, The Agile Organization is a practical blueprint to building both agility and resilience at individual, team and organizational levels. This revised second edition of The Agile Organization contains a new chapter on the latest approaches to agile organization design in light of digitization and customer-centricity, as well as new and updated case studies from the University of California, Berkeley, the UK National Health Service (NHS), SNC-Lavalin's Atkins business and General

Electric (GE). It remains the 'go to' guide for HR and OD specialists, senior leaders and managers who want to help bring about organizational transformation and build a sustainably agile business while enhancing employee engagement and resilience.

"This book brings together the necessary methodologies and resources for organizations to understand the challenges and discover the solutions that will enhance their businesses"--

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from "command and control" to agile coaching requires a whole new mind-set. In Coaching Agile Teams, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful

skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

From Workplace to Playspace is about visionary, courageous, innovative, and persistent organizations that challenge long-held preconceptions about the incompatibility of workplace and playspace. Each day organizations across industries and with wide-ranging missions are discovering that playspace is the space they can and must create every day at work if they are to think creatively, question old assumptions, respond effectively to the unexpected, and engage all to work at the top

of their talent. Filled with case examples from such organizations as Learning Curve International, Google, Chicago Public Schools, Umpqua Bank, and Threadless, the author provides both the conceptual framework and the principles to guide practitioners to create playspace for innovating, learning and changing in their organizations. Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.
"The counterintuitive approach to achieving your true potential, heralded by the Harvard Business Review as a groundbreaking idea of the year"--
Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four

specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach Every business in every industry today must be nimble/agile. Being Agile takes a critical look at what it means to be nimble/agile in any organization or context. Joseph goes beyond simply applying a methodology or framework from software development and provides a perspective for being agile in any organization.In his critical analysis of the agile movement Joseph identifies the misuses of the word agile in the software industry that have contributed to confusion and misconceptions. He pushes deep into the principles that support agility in any organization. Gain a solid foundation in the principles that make agile successful and learn how to apply them to your context. Not just theory, each chapter includes a study guide to help you immediately improve your

agility and in your organization. Being Agile examines:• Agile misconceptions, refining your understanding• How context affects your ability to be agile• Being agile with projects vs products (it isn't the same)• How to determine your Agility Horizon. • The impact of organizational culture on agility• The critical role of leaders in becoming agileThe book culminates with five core practices from the agile movement that anyone can apply in any context to improve effectiveness.

It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you

at the front of change and ahead of the competition.

"This book should be required reading for leaders looking to implement Agile in their organizations." - Sam Brilliant, Sr. Program Manager, Navy Federal Credit Union. Agile transformation is hard to achieve. It is especially difficult when the common notion of what that means is misconstrued. What many are calling Agile is not Agile, and they don't even know it. This misunderstanding leads to misapplication. The result is that true Agile transformation remains elusive. It's time to rethink your approach! What you do matters, but why you do it matters more. This book will help you learn from the mistakes of the "common wisdom" and discover a proven path to organizational agility where Mindset Transcends Methodology. "Jimmie has a knack for challenging the common wisdom and helping teams think differently about what success looks like." - John Laub, President, Gray Leaf Technology Consultants. To solve a problem, you must first understand the problem. The first half of the book contrasts the true meaning and intent of Agile with what most organizations are actually doing in order to help you understand where your organization sits within that spectrum. Armed with an understanding of the problem, the latter half of the book provides a tried and proven approach to moving teams and organizations toward a genuine Agile transformation, and ultimately a Timeless Agility. Timeless Agility is the outcome of a mindset that transcends methodology. It consistently allows you to effectively and efficiently identify, produce, and deliver the next right thing, regardless of methodology trends. To attain

Timeless Agility, to reach for that elusive organizational agility, your entire organization needs to think differently. Agile transformation, therefore, is going to be more about transforming minds than practices. Your understanding impacts what you do and how you do it. What you believe and value is the foundation from which all else derives. How you do your work will change over time as you learn and grow, but why you do what you do transcends all of those changes. Very few organizations have actually achieved organization-wide transformation. Many are on the wrong path altogether. Perhaps the common approaches and thought processes taught are not necessarily what you should emulate. To get over that proverbial hump, it is time to look at this from a different perspective. This book will show you Agile from a different lens than you may be wearing right now. Embrace it and evaluate for yourself.

Organizations around the globe are struggling to adapt to an increasingly complex and turbulent social, economic, technological, and business environment-whether they be banks, product development companies, or city councils. Many are responding by embracing agility as a way of working-some with a primary orientation around operational agility (Agile software development methods such as Scrum and SAFe), others focusing on customer development agility (e.g., Lean Startup), while others are embracing a broader business agility. In almost all of these cases, the prevailing notion of agility is concerned primarily with processes and practices, with systems and structures-a form of outer agility. But, as seasoned agilists (of whatever stripe) are

finding, the biggest challenges with agility revolve not so much around its outer aspects-its processes, practices, deliverables, and business outcomes-but around the sensemaking, communication, and relationship intelligence of an organization's people-its inner aspects. This is where we find the characteristically human problems of resistance, conflict, communication breakdowns, broken promises, people going through the motions with little passion or conviction, deteriorating product quality, managers micro-managing-the world, that is, of mindset and culture-the world of inner agility.Many organizational leaders and managers take an objectivist approach to the growing of inner agility, treating mindset and culture as reified goals to be attained, rather than as holistic qualities to be cultivated. Mindset and culture are viewed as behavioral attributes which exist somewhere out there: In those people out there; in those behaviors out there; in those habits and beliefs out there. From such an objectivist perspective, the tendency is to think about and treat mindset and culture from the outside in-as those aspects of organizational reality which we can somehow fix or change from the outside; whether through inculcation, motivational inducement, reasoned argument, or training and mentoring.Evolvagility takes an alternative perspective-one in which we view mindset and culture not from the outside in, but from the inside out. From this perspective, we are interested in the inner capabilities which determine how people think; how they make sense of complex situations around them; the (often unexamined) beliefs and values they hold, both individually and collectively;

people's ability (or inability) to hold perspectives that are different from their own; their ability (or lack thereof) to relate with others in ways that leave those others empowered and enabled. But, even more than this, we want to know how we might help ourselves and others grow those capabilities. Again, not from the outside in-the world of processes and structures or even behaviors; but rather from the inside out-from the world of sensemaking and consciousness, and from there out into the world of relationships and, beyond that, out into the world of organizational environments. Evolvagility synthesizes a human technology from a variety of fields that include adult developmental psychology, relationship systems, executive coaching, and organization development. In this synthesis, it leads us toward a deeper understanding of the very anatomy of human sensemaking, and how it impacts people's capacity for effective and creative action. And, perhaps more importantly, it provides a practical methodology with which we might increase the capacity of that inner sensemaking in order to help ourselves, and others, make sense of the complexity and ambiguity of the situations we increasingly find ourselves in as players in 21st Century organizational life. As contrary as it sounds, "planning" -- as we traditionally understand the term--can be the worst thing a company can do. Consider that volatile weather events disrupt trusted supply chains, markets, and promised delivery schedules. Ever-shifting geo-political tensions, as well as internal political upheaval within U.S. and global governments, derail long-planned new ventures. Technology failures block opportunities. Competitors

suddenly change their product or release date; your team cannot meet the pace of innovations in your market niche, leaving you sidelined. There are myriad ways in the current business environment for a company's well-considered business plans to go awry. Most business schools continue to prepare managers to be effective in stable and predictable environments, conditions that, if they ever existed at all, are long gone. The Agility Shift shows business leaders exactly how to make the radical mindset and strategy shift necessary to create an agile, entrepreneurial organization that can innovate and thrive in complex, ever-changing contexts. As author Pamela Meyer explains, there is much more involved than a reconfiguration of the org chart and job descriptions. It requires relinquishing the illusion of control at the very foundation of most management training and business practice. Despite most leaders' approaches, "Agility is not simply accelerated planning." Unlike many agility books on the market, The Agility Shift provides specific, actionable strategies and tactics for leaders at all levels of the organization to put into practice immediately to improve agility and achieve results.

Ever feel like you and your team are stretched across multiple demands or that the goal posts change constantly? Never before have businesses felt so acutely this constant need to adapt, pivot and change tack. This book will teach you how you can not only survive in the context of digital transformation, but also thrive and grow, by adopting a powerful agile leadership model. This new and revised edition of The Agile Leader lays

out clearly in eight steps how agile leaders empower their team to make decision quickly, evaluate correctly where the biggest opportunities are and mould their strategies around market dynamics and ever-changing needs. If there's one leadership skill that successful businesses have in spades, it's the ability to enable teams to adapt and grow within complex eco-systems of clients, partners and suppliers. By focusing on teamwork and collaboration, as well as promoting shared decision making and ruthless prioritizing, leaders can transform the way they work as well as how their teams function to make them more malleable. Simon Hayward is an agile leadership expert. In this new edition of this successful book, he distills years of leadership and agile research into an actionable 8 step plan, brought to life with examples of agile digital businesses. Learn how to become agile and make digital transformation and delivery part of your business as usual.

The WHY, WHAT and HOW to create business agility and sustainable growth all combined into one book. A refreshing approach to business agile transformations, where people form the heart organisations.

This balanced guide to agility gets past the hype and frustration to help frustrated leaders transform their agile transformations. Agile transformations are supposed to make organizations modern, competitive, and relevant. But in the well-intentioned effort to move into the future, change leaders find themselves frustrated by pushback, limited impact, poor practices, and unfair criticism. What's going on? Jesse Fewell's book cuts

through the "quick-fix" hype of agile theory and explains a recurring transformational pattern that unpacks what holds organizations back. The boost is the initial gains from logical first steps; the barrier is the unavoidable roadblock that must come next; and the rebound is the way forward to further gains by leaning against the concept of the original boost. With these counterintuitive rebounds, Fewell identifies seven leadership moves that can be used to unblock stalled agile transformations. No, your transformation is not a failure. It turns out the buy-in, the talent, the alignment, and the growth you need to break through are already in front of you; it's all simply hidden under the surface—undiscovered, unutilized, and untapped.

The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters Use Agile to address your organization's specific needs and goals Take customer centricity from theory into

practice Stop wasting time in "report and critique" meetings and start making better decisions Create a harmonious cycle of learning, collaborating, and delivering Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola
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.
The highly dynamic world of information technology service management stresses the benefits of the quick and correct implementation of IT services. A disciplined approach relies on a separate set of assumptions and principles as an agile approach, both of

which have complicated implementation processes as well as copious benefits. Combining these two approaches to enhance the effectiveness of each, while difficult, can yield exceptional dividends. Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products is an essential publication that focuses on clarifying theoretical foundations of balanced design methods with conceptual frameworks and empirical cases. Highlighting a broad range of topics including business trends, IT service, and software development, this book is ideally designed for software engineers, software developers, programmers, information technology professionals, researchers, academicians, and students. In recent years, the concept of agility has captured the executive imagination, and leaders in a variety of industries and companies of all sizes are now searching for ideas on how to effectively utilize agile thinking. This book provides insights on agility from world-class experts on leadership, strategy and organization, alongside seasoned practitioners who have successfully implemented agility programs for companies such as Daimler, Ford Motor Company, J. W. Thompson, Siemens, and NASA. By combining theoretical expertise with a variety of managerial experiences, it provides a wide-ranging yet succinct guide for companies seeking to engage in the transformative journey towards becoming more agile. As such, it will be of great use and interest to executives in all industries, executive education participants and consultants, M.B.A. students and researchers interested in agile. Agility.X prepares leaders for managing

under uncertainty and organizations for thriving in turbulent environments.

This is the first book to seriously address the disconnection between nimble Agile teams and other groups in the enterprise, including enterprise architecture, the program management office (PMO), human resources, and even business executives. When an enterprise experiments with practice improvements, software development teams often jump on board with excitement, while other groups are left to wonder how they will fit in. We address how these groups can adapt to Agile teams. More importantly, we show how many Agile teams cause their own problems, damaging scalability and sustainability, by requiring special treatment, and by failing to bridge the gaps between themselves and other groups. We call this phenomenon "Agile illth." Adopting a set of "best practices" is not enough. All of us, Agile teams and the corporate groups, must change our intentions and worldviews to be more compatible with the success of the enterprise. Join us on the journey to enterprise agility. It is a crooked path, fraught with danger, confusion and complexity. It is the only way to reach the pinnacles we hope to experience in the form of better business value delivered faster for less cost.

Agility ShiftCreating Agile and Effective Leaders, Teams, and OrganizationsRoutledge Competition for top talent is a battle. Win the war. There isn't an organization out there that hasn't struggled to fill open positions with the best people possible. And once you have them, how do you keep them? Winning the War for Talent addresses the challenges of today's job market and reveals how your organization can adapt in order

to recruit, retain, and develop your employees. Recruiting is no longer as easy as posting jobs on a job board and waiting for the resumes to pile in. Starting with creating a sales-minded HR team, Chris Czarnik, creator of the groundbreaking Human Search Engine process that serves job seekers and a twenty-year veteran of HR and operations management, lays out the foundation for making your company the one people want to work for. Retaining your top talent once you have them is easy, right? Not quite. Czarnik identifies the primary reasons great employees leave and how you can prevent that from happening at your company. Developing employees is all about empowering them to own their career paths. You'll get an actionable plan to keep your employees invested in their growth. From small business owners to global corporations, Winning the War for Talent is a step-by-step guide for building and keeping the best team possible!

GET TO THE TRUTH People--friends, family members, work colleagues, salespeople--lie to us all the time. Daily, hourly, constantly. None of us is immune, and all of us are victims. According to studies by several different researchers, most of us encounter nearly 200 lies a day. Now there's something we can do about it. Pamela Meyer's Liespotting links three disciplines--facial recognition training, interrogation training, and a comprehensive survey of research in the field--into a specialized body of information developed specifically to help business leaders detect deception and get the information they need to successfully conduct their most important interactions and

transactions. Some of the nation's leading business executives have learned to use these methods to root out lies in high stakes situations. Liespotting for the first time brings years of knowledge--previously found only in the intelligence community, police training academies, and universities--into the corporate boardroom, the manager's meeting, the job interview, the legal proceeding, and the deal negotiation. WHAT'S IN THE BOOK? Learn communication secrets previously known only to a handful of scientists, interrogators and intelligence specialists. Liespotting reveals what's hiding in plain sight in every business meeting, job interview and negotiation: - The single most dangerous facial expression to watch out for in business & personal relationships - 10 questions that get people to tell you anything - A simple 5-step method for spotting and stopping the lies told in nearly every high-stakes business negotiation and interview - Dozens of postures and facial expressions that should instantly put you on Red Alert for deception - The telltale phrases and verbal responses that separate truthful stories from deceitful ones - How to create a circle of advisers who will guarantee your success Your Company Isn't Fast Enough. Here's How to Change That. The traditional hierarchical organization is dead, but what replaces it? Numerous new models--the agile organization, the networked organization, and holacracy, to name a few--have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich

provide leaders with a much-needed blueprint for reinventing the organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and Ulrich explain how to build a new kind of organization (a "market-oriented ecosystem") that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, Reinventing the Organization offers a practical, integrated, six-step framework and looks at all the decisions leaders need to make--choosing the right strategies, capabilities, structure, culture, management tools, and leadership--to deliver radically greater value in fast-moving markets. For any leader eager to build a stronger, more responsive organization and for all those in HR, organizational development, and consulting who will shape and deliver it, this book provides a much-needed roadmap for reinvention.

An unstoppable business revolution is under way--and it is Agile. Sparking dramatic improvements in quality, innovation, and speed-to-market, the Agile movement has helped companies both large and small learn to connect everyone and everything . . . all the time.With rapidly evolving consumer needs and technology that is that is being updated quicker than ever before, businesses are recognizing how vitally essential it is adapt. And adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing

needs.Filled with examples from every sector, The Age of Agile helps readers:• Master the three laws of Agile Management (team, customer, network)• Embrace the new mindset• Overcome constraints• Employ meaningful metrics• Make the entire organization Agile• And more!Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

Leadership Agility is the master competency needed for sustained success in today's complex, fast-paced business environment. Richly illustrated with stories based on original research and decades of work with clients, this groundbreaking book identifies five levels that leaders move through in developing their agility. Significantly, only 10% have mastered the level of agility needed for consistent effectiveness in our turbulent era of global competition. Written in an engaging, down-to-earth style, this book not only provides a map that guides readers in identifying their current level of agility. It also provides practical advice and concrete examples that show managers and leadership development professionals how they can bring greater agility to the initiatives they take every day.

As the world rapidly changes, so are consumers' needs and expectations, the global marketplace, and the necessity for organizations to evolve equally fast. Many companies are attempting agile transformation, but without a shift in traditional leadership mindsets, abilities, and development, they will not succeed. To navigate

change and achieve success, you need to become an Agile Leader(TM). Today's leaders need to be agile in order to develop and drive agile teams, organizations, culture, and results. Author Chuck Mollor, an experienced executive coach and former CEO, shares his story of self-awareness, self-acceptance, and self-development, while demonstrating a new leadership paradigm, a roadmap of what makes a great leader, and what organizations must do to develop great leaders. Discover a new approach in what it means to lead in today's environment. Learn the key traits of great leaders and how to inspire your team to break through, achieve, and build high performing teams and organizations. Gain the self-awareness, knowledge, skills and behaviors to realize what is holding you back and how to manage your own triggers so you can reach the next level. Are you ready to make the shift? What Leaders Are Saying "This is not your typical theory-based leadership book. Chuck Mollor artfully couples his framework with specific tactics, and provides a blueprint for what organizations need to do to develop their current and future leaders.... Mollor's decades of experience add a tried and true human element to the subject matter, making this an entertaining and highly valuable read." Peter P. Dhillon Chairman of the Board, Ocean Spray Cranberries "Chuck Mollor cuts to the heart of key pitfalls and opportunities in leadership today. Reading The Rise of the Agile Leader is like having your own executive coach in the room...." Deniz Razon Chief Commercial Officer, Servier Pharmaceuticals "Now more than ever, leaders must be agile - able to respond to ever changing market conditions and

employee needs and expectations. The Rise of the Agile Leader is a practical handbook to help you improve your leadership skills and effectiveness.... Chuck Mollor gives a roadmap to true talent optimization." Kirk Arnold Executive in Residence, General Catalyst. Senior Lecturer, MIT Sloan School of Management "Chuck Mollor's agile leadership framework perfectly captures what all leaders and managers should aspire to be. Best of all, this book spells out exactly how to develop those critical leadership skills, no matter where you are in your career. In my experience leading HR in several industries and companies, a resource like this is invaluable to leadership development." Erin McSweeney EVP, Chief Human Resources Officer, Optum

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