



Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing organizations. They include: A shift from a focus on outputs to one based on outcomes A shift from a campaign mentality to one based on continuous improvement A shift from an internal focus to a customer focus A shift from top-down decisions to de-centralized decisions Perfect for anyone in a leadership position at a marketing agency, The Six Disciplines of Agile Marketing also belongs on the bookshelf of anyone interested in improving the efficacy and efficiency of their own marketing efforts. Full of practical advice and concrete strategies that have been successfully implemented at Fortune 500, Silicon Valley, and non-profit organizations alike, this book is an indispensable resource to help your organization make the leap to Agile.

This is the first volume of publications on recent developments in Innovation Management within the newly established series edited by Kempten University of Applied Science and published by Deutsches Institut für Ideen- und Innovationsmanagement, the German institute for idea and innovation management. The authors are Master students enrolled in the Master programme "Global Business Development". The papers cover a wide range of different approaches to highlight how management theory responds to the contingencies of an increasing complex and volatile business environment

Gain insights and depth of rationale into Scrum from many highly respected world authorities, including one of its founders, who lead you through the deep foundations of Scrum's structure and practice. Enhance and customize your Scrum practice with ninety-four organizational building blocks, called patterns, that you can freely and flexibly choose from to fit your needs. Understand and appreciate the history of Scrum and the role it plays in solving common problems in product development. Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time - the agile way.

For those who believe that there must be a more agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating "before Scrum" and "after Scrum." Scrum is that ground-breaking. It already drives most of the world's top technology companies. And now it's starting to spread to every domain where leaders wrestle with complex projects. If you've ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there's no more lucid – or compelling – explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke. Teams often work at cross purposes to each other. And when the pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat, robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable – whether it be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

FROM THE INTERNATIONALLY BESTSELLING AUTHOR OF SCRUM A revolutionary new method to make every business more productive - as used by Amazon, Google and the FBI Work. You're doing it wrong. Do you ever worry that you never get as much done as you want to? Or that your projects encounter insurmountable problems before they even get started? Or that your colleagues spend days talking over their ideas without actually implementing them? J. J. Sutherland has the solution. In his international bestseller Scrum, he introduced a simple, revolutionary tool to turbo-charge the output of every team. Based on decades of research and road-tested at the headquarters of Google and Amazon, the Scrum method transformed how a generation of leaders work - first in Silicon Valley, and then in boardrooms around the world. Now, in The Scrum Fieldbook, Sutherland returns with a hands-on guide to using the Scrum method at any level of every company. He reveals how its focus on rapid innovation, no-bullshit meetings and quick-fire decision-making has immediate relevance for every organisation on Earth. And he offers a step-by-step method for using Scrum in your projects - starting today. The result is a game-changing fieldbook that will make your business more productive.

A Practical Guide to the Most Popular Agile Process The Single-Source, Comprehensive Guide to Scrum for All Team Members, Managers, and Executives If you want to use Scrum to develop innovative products and services that delight your customers, Essential Scrum is the complete, single-source reference you've been searching for. Leading Scrum coach and trainer Kenny Rubin illuminates the values, principles, and practices of Scrum, and describes flexible, proven approaches that can help you implement it far more effectively. Whether you are new to Scrum or years into your use, this book will introduce, clarify, and deepen your Scrum knowledge at the team, product, and portfolio levels. Drawing from Rubin's experience helping hundreds of organizations succeed with Scrum, this book provides easy-to-digest descriptions enhanced by more than two hundred illustrations based on an entirely new visual icon language for describing Scrum's roles, artifacts, and activities. Essential Scrum will provide every team member, manager, and executive with a common understanding of Scrum, a shared vocabulary they can use in applying it, and practical knowledge for deriving maximum value from it.

The safety case (SC) is one of the railway industry's most important deliverables for creating confidence in their systems. This is the first book on how to write an SC, based on the standard EN 50129:2003. Experience has shown that preparing and understanding an SC is difficult and time consuming, and as such the book provides insights that enhance the training for writing an SC. The book discusses both "regular" safety cases and agile safety cases, which avoid too much documentation, improve communication between the stakeholders, allow quicker approval of the system, and which are important in the light of rapidly changing technology. In addition, it discusses the necessity of frequently updating software due to market requirements, changes in requirements and increased cyber-security threats. After a general introduction to SCs and agile thinking in chapter 1, chapter 2 describes the majority of the roles that are relevant when developing railway-signaling systems. Next, chapter 3 provides information related to the assessment of signaling systems, to certifications based on IEC 61508 and to the authorization of signaling systems. Chapter 4 then explains how an agile safety plan satisfying the requirements given in EN 50126-1:1999 can be developed, while chapter 5 provides a brief introduction to safety case patterns and notations. Lastly, chapter 6 combines all this and describes how an (agile) SC can be developed and what it should include. To ensure that infrastructure managers, suppliers, consultants and others can take full advantage of the agile mind-set, the book includes concrete examples and presents relevant agile practices. Although the scope of the book is limited to signaling systems, the basic foundations for (agile) SCs are clearly described so that they can also be applied in other cases.

Scrum is the most successful framework for agile product development and much has been written about how to follow the Scrum process but the key to success is in the leadership skills of the product owner. Product Mastery explores the traits of the best product owners offering an insight into the difference between good and great product ownership and explaining how the best product owners are DRIVEN to be successful. In a follow up to the hugely successful Scrum Mastery, Geoff Watts shares more enlightening case studies on how to be: Decisive with incomplete information. Ruthless about maximizing value and minimizing risk. Informed about your product's domain. Versatile in your leadership style. Empowering of project stakeholders. Negotiable while you pursue your vision. This is essential reading for anyone involved in an agile product development effort. Geoff Watts has been a thought leader in the agile development space for many years and his books, training and coaching have helped thousands of teams across the world deliver better products more effectively. Geoff is the author of Scrum Mastery: From Good to Great Servant-Leadership and The Coach's Casebook: Mastering The Twelve Traits That Trap Us, a winner of the 2016 International Book Awards. "Product Mastery is a great book to read if you want to understand how a great Product Owner works. Whether you are hiring a Product Owner or want to be a great Product Owner, the insights that Geoff Watts shares in this book should be your guide." -- Jeff Sutherland, Co-Creator of Scrum and author of Scrum: The Art of Doing Twice The Work in Half the Time "Geoff has done a great job at distilling the soft skills product owners need to succeed. His new book is packed with practical advice to advance your skills and become a truly great product owner." - Roman Pichler, Author of Strategize and Agile Product Management with Scrum.

The must-read summary of Jeff Sutherland's book: "Scrum: The Art of Doing Twice the Work in Half the Time". This complete summary of the ideas from Jeff Sutherland's book "Scrum" shows how the conventional way of doing product development is broken and introduces a new method - SCRUM. Rather than sticking to a top-down, prescriptive approach, the SCRUM method is adaptive and evolutionary, giving you a new and improved way to do projects. The author explains the inspiration behind the SCRUM method and how to apply it to your business most effectively. Learn how to save time, work efficiently and stay organised with this concise summary. Added-value of this summary: • Save time • Understand the key concepts • Increase your business knowledge To learn more, read "Scrum" and discover how to develop projects more efficiently, saving you time and money.

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This book constitutes the thoroughly refereed revised selected papers of the 10th International Conference on Bioinspired Optimization Models and Their Applications, BIOMA 2018, held in Paris, France, in May 2018. The 27 revised full papers were selected from 53 submissions and present papers in all aspects of bioinspired optimization research such as new algorithmic developments, high-impact applications, new research challenges, theoretical contributions, implementation issues, and experimental studies.

About This Book This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff.

This volume constitutes the refereed proceedings of the 24th EuroSPI conference, held in Ostrava, Czech Republic, in September 2017. The 56 revised full papers presented were carefully reviewed and selected from 97 submissions. They are organized in topical sections on SPI and VSEs, SPI and process models, SPI and safety, SPI and project management, SPI and implementation, SPI issues, SPI and automotive, selected key notes and workshop papers, GamifySPI, SPI in Industry 4.0, best practices in implementing traceability, good and bad practices in improvement, safety and security, experiences with agile and lean, standards and assessment models, team skills and diversity strategies. This book addresses the development of safety-critical software and to this end proposes the SafeScrum® methodology. SafeScrum® was inspired by the agile method Scrum, which is extensively used in many areas of the software industry. Scrum is, however, not intended or designed for use with safety-critical systems; hence the authors propose guidelines and additions to make it both practically useful and compliant with the additional requirements found in safety standards. The book provides an overview of agile software development and how it can be linked to safety and relevant safety standards. SafeScrum® is described in detail as a useful approach for reaping the benefits of agile methods, and is intended as a set of ideas and a basis for adaptation in industry projects. The book covers roles, processes and practices, and documentation. It also includes tips on how standard software process tools can be employed. Lastly, some insights into relevant research in this new and emerging field are provided, and selected real-world examples are presented. The ideas and descriptions in this book are based on collaboration with the industry, in the form of discussions with assessment organizations, general discussions within the research fields of safety and software, and last but not least, the authors' own experiences and ideas. It was mainly written for



strategies, adaptations to changes, and solutions to tricky problems. What You'll Learn: How scrum masters facilitate the agile ceremonies How scrum masters align scrum teams to sprint goals and shield them from interference How scrum masters coach product owners to build a backlog and refine user stories How scrum masters manage contingencies such as intra-team conflicts, organizational impediments, technical debt, emergent architecture, personnel changes, scope creep, and learning from failure. Who This Book Is For: The primary readership is scrum masters, product owners, and dev team members. The secondary readership is scrum stakeholders, including executive sponsors, project managers, functional and line managers, administrative personnel, expert consultants, testers, vendors, and end users. The tertiary readership is anybody who wants to know how build an agile team that consistently delivers value and continuous improvement.

Use this practical, step-by-step guide on lean agile strategy to harness technological disruption at your large business to successfully advance your business rather than suffer a loss of business. The lean agile enterprise concept is demystified and translated into action as the author shares his experience with both success and major failure in areas such as healthcare, insurance, major airline, manufacturing, financial services, education, and big data. The author shares the good, the bad, and the ugly of enterprise-level adoption of lean startup practices (what we call a "lean corporation"). The book provides step-by-step instructions specifically targeted to technologists in multiple roles—from CEO to a developer on the ground—on how to build a "lean agile corporation" and avoid common traps. Building on the experience of the "lean startup" framework of Steven Blank and Eric Reis, this book takes these concepts to the enterprise level by providing tips and best practice guidelines, sharing "horror stories" and common anti-patterns in a fun and engaging way. What You'll Learn Discover how you can contribute to your company as it becomes a lean agile corporation and survives technological and digital disruption Beat Facebook, Amazon, Apple, and Google at their own game by using methods they use to quickly experiment with new services and features Understand how to advance your career in a lean startup framework Know how you can trace your company's success to your daily work Who This Book Is For Those in technology and business who are interested in strategy, business agility, management, execution, new technologies, and in the future of the business world.

Based on years of work in the field with scores of companies, including Bosch, 3M, Schlumberger, and Rio Tinto, The Scrum Fieldbook delivers a hands-on, practical approach to rapidly delivering value for companies and organizations. Scrum is the secret weapon behind some of today's most successful companies. Businesses like Google, Facebook, Amazon, and Apple use Scrum to drive incredibly fast innovation, laser focus on customers, and continuous improvement, and to decrease decision times in order to reshape the world. Scrum is the most utilized Agile framework. In recent years, its use has exploded across the corporate world, far beyond its software and technology roots. J. J. Sutherland and the team at Scrum Inc. have dramatically improved performance at global banks, utility providers, medical device manufacturers, mining giants, and firms on the cutting edge of genetic science. Scrum has helped companies large and small thrive in the age of disruption. In Sutherland's first book, the national bestseller Scrum: The Art of Doing Twice the Work in Half the Time, coauthored with his father, Jeff, the co-creator of Scrum, he laid out the Scrum framework used by almost all of today's leading technology companies. In The Scrum Fieldbook, he draws on his firm's extensive experience in the field to take leaders, managers, and employees deeper into the specific challenges and new opportunities organizations face in an Agile transformation. He shows how the Scrum framework can be successfully applied to any project in any industry, from automobile manufacturers in the U.S. and Europe to nonprofits in Africa, from home renovation contractors in Minnesota to gas exploration companies in South America, from fighter plane builders in Sweden to U.S. Navy Special Forces teams in regions of the world we can't mention.

This book is written as a guide for anyone managing a scrum team. The Scrum Art Hand Book provides the reader with effective tips and serves as a guide in usage and implementation of scrum practices. A scrum master can use the tips defined in this book to lead scrum teams with confidence and manage scrum teams professionally. This book allows scrum teams to be scrum ready and provides suggestions for improvements in an iteration. Scrum, in a nutshell, is a process and a subcategory of a project management discipline. The processes discussed in different areas of project management discipline have been specialized and devised into a framework suitable for scrum. Scrum methodology leverages project / project management capabilities through accountability and responsibility with milestones defined in different phases of project life cycle. (Milestones are met through scrum ceremonies). The book will help the scrum master to take the next step forward in not only developing and implementing efficient scrum processes but also in rethinking and retooling efficient practices and policies for effective scrum management.

Traditional Chinese edition of Drive: The Surprising Truth About What Motivates Us by Daniel Pink. Challenges the fact that humans are motivated by hope of gain and loss of fear, citing examples that intrinsic motivation comes from the opportunity to grow, to have some autonomy over the work that we do, and to take part in something bigger than oneself.

Today's high-speed and rapidly changing development environments demand equally high-speed security practices. Still, achieving security remains a human endeavor, a core part of designing, generating and verifying software. Dr. James Ransome and Brook S.E. Schoenfield have built upon their previous works to explain that security starts with people; ultimately, humans generate software security. People collectively act through a particular and distinct set of methodologies, processes, and technologies that the authors have brought together into a newly designed, holistic, generic software development lifecycle facilitating software security at Agile, DevOps speed. —Eric. S. Yuan, Founder and CEO, Zoom Video Communications, Inc. It is essential that we embrace a mantra that ensures security is baked in throughout any development process. Ransome and Schoenfield leverage their abundance of experience and knowledge to clearly define why and how we need to build this new model around an understanding that the human element is the ultimate key to success. —Jennifer Sunshine Steffens, CEO of IOActive Both practical and strategic, Building in Security at Agile Speed is an invaluable resource for change leaders committed to building secure software solutions in a world characterized by increasing threats and uncertainty. Ransome and Schoenfield brilliantly demonstrate why creating robust software is a result of not only technical, but deeply human elements of agile ways of working. —Jorgen Hesselberg, author of Unlocking Agility and Cofounder of Comparative Agility The proliferation of open source components and distributed software services makes the principles detailed in Building in Security at Agile Speed more relevant than ever. Incorporating the principles and detailed guidance in this book into your SDLC is a must for all software developers and IT organizations. —George K Tsantes, CEO of Cyberphos, former partner at Accenture and Principal at EY Detailing the people, processes, and technical aspects of software security, Building in Security at Agile Speed emphasizes that the people element remains critical because software is developed, managed, and exploited by humans. This book presents a step-by-step process for software security that is relevant to today's technical, operational, business, and development environments with a focus on

what humans can do to control and manage the process in the form of best practices and metrics.

Scrum: The Art of Doing Twice the Work in Half the Time (2014) by Jeff Sutherland and J.J. Sutherland describes how Scrum, a project management framework, can help teams accomplish more work in less time for less money. By abandoning detailed long-term plans in favor of flexible processes, teams will see the quality and volume of their work skyrocket by up to 800 percent...

Purchase this in-depth summary to learn more.

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