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Learn the Best Excel Tips & Tricks Ever: FORMULAS, MACROS, PIVOT TABLES, FORMATTING, DATA, MICROSOFT OFFICE 365 plus Many More! With this book, you'll learn to apply the must know Excel features and tricks to make your data analysis & reporting easier and will save time in the process. With this book you get the following: ? 101 Best Excel Tips & Tricks To Advance Your Excel Skills & Save You Hours ? New Excel Tips & Tricks for Microsoft Office 365 ? Easy to Read Step by Step Guide with Screenshots ? Downloadable Practice Excel Workbooks for each Tip & Trick ? You also get a FREE BONUS downloadable PDF version of this book! This book is a MUST-HAVE for Beginner to Intermediate Excel users who want to learn Microsoft Excel FAST & stand out from the crowd!

With tender prices rising slightly, looking at price lists is not enough - you need SPON'S ARCHITECTS' AND BUILDERS' PRICE BOOK 2011 to get a competitive edge. SPON'S ARCHITECTS' AND BUILDERS' PRICE BOOK, compiled by Davis Langdon, provides the most accurate, detailed and professionally relevant construction price information currently available for

With tender prices rising slightly, looking at price lists is not enough – you need SPON'S ARCHITECTS' AND BUILDERS' PRICE BOOK 2011 to get a competitive edge. SPON'S ARCHITECTS' AND BUILDERS' PRICE BOOK, compiled by Davis Langdon, provides the most accurate, detailed and professionally relevant construction price information currently available for the UK. Its unique Tender Index, updated through the year, provides an ongoing reality check and adjustment for changing market conditions. This is the only price book which sets out a detailed cost base for major works contracts exceeding £3,500,000 in value, as well as minor works. Major changes have been made to this 136th edition: Overheads and profits have been kept low and in line with actual levels. Preliminaries have also been dropped to 11%, on a lower cost base. And labour rates have been adjusted to reflect today's fragile market. As well as an overhaul of prices, Spon's Architects' and Builders' Price Book 2011 includes: new Measured Works items including bio diverse roofs; Clayboard void formers; fire resisting glass blocks; UPVC window options (coloured, Secured by Design); glazing (curve cutting, drill holes); insulating panels (Kooltherm, Thermafloor, Thermaline); more internal door options; blister tactile paving; Metsec SFS framing; Ecosil paint new Approximate Estimating items: lift pits; Corium brick tiles; solar hot water; photovoltaic cells; and polished plaster extra elemental building cost models on land remediation; school refurbishment; and office refurbishment. Buyers of this 2011 edition can make a free internet download of SPON'S ARCHITECTS' AND BUILDERS' price data, which will run to the end of 2011 and: Access Spon's new Approximate Estimates rate data, as well as the Measured Works data Produce estimate and tender documents Generate priced or unpriced schedules Adjust rates and data and enter rogue items Export schedules into Excel Carry out an index search. This year, for the first time, the resources include a versatile and powerful ebook.

SPON'S MECHANICAL AND ELECTRICAL SERVICES PRICE BOOK continues to be the most comprehensive and best annual services engineering price book currently available, providing detailed pricing information across the full range of mechanical and electrical services, together with higher-level costs for a diverse range of systems and different building ap

Cities, with all their complexities, grow as engines of development, especially in the fields of sociology, economy, and technology. As they shape the character of people, smart cities that implement strategies for sustainable urban development are a necessity. This book addresses various issues concerning urban lifestyle phenomena affecting the social economy and technological needs such as governance of sustainable urban development, green technology, and the environment. It will be a useful reference for local stakeholders when making appropriate policy and planning choices to protect the environment and to provide for equitable housing, health and education.

Written in a question-and-answer format, this lowest-level beginner book covers the extreme basics of using spreadsheets in Excel. Instead of delving into advanced topics that scare most Excel novices away, the guide starts at a much more basic level, quickly providing a passable knowledge of the program and allowing users to overcome their fears and frustrations. It answers hundreds of common questions, including Can I delete data from a spreadsheet without changing the formatting? How can I merge two cells, columns, or rows? How do I use text-wrapping? How do I create custom functions? and What is a Macro and how do I go about creating it? Intended for the roughly 40 percent Excel users who have never even entered a formula, this book will demystify the problems and confusion that prevent them from using the program to its potential.

Public Sector Transformation Processes and Internet Public Procurement: Decision Support SystemsDecision Support SystemsIGI Global

Spon's Architects' and Builders' Price Book 2012, compiled by Davis Langdon, provides the most accurate, detailed and professionally relevant construction price information currently available for the UK. Its unique Tender Index, updated through the year, provides an ongoing reality check and adjustment for changing market conditions. This is the o

One of the main aspects of an organization is the efficiency of managerial concerns, daily interactions and the design and implementation of its business system. Therefore, integrating the latest technology is vital in assisting in the performance and productivity improvement of an organization. Cases on Performance Measurement and Productivity Improvement: Technology Integration and Maturity highlights the successes and failures which have shaped the modern business as well as the technological solutions taken to improve the organizational system. Providing essential research on these applied innovations, this collection of case studies appeals to both academics and practitioners in the business and IT management fields.

As Industry 4.0 brings on a new bout of transformation and fundamental changes in various industries, the traditional manufacturing and production methods are falling to the wayside. Industrial processes must embrace modern technology and the most recent trends to keep up with the times. With “smart factories”; the automation of information and data; and the inclusion of IoT, AI technologies, robotics, and cloud computing comes new challenges to tackle. These changes are creating new threats in security, reliability, the regulations around legislation and standardization of technologies, malfunctioning devices or operational disruptions, and more. These effects span a variety of industries and need to be discussed. Research Anthology on Cross-Industry Challenges of Industry 4.0 explores the challenges that have risen as multidisciplinary industries adapt to the Fourth Industrial Revolution. With a shifting change in technology, operations, management, and business models, the impacts of Industry 4.0 and digital transformation will be long-lasting and will forever change the face of manufacturing and production. This book highlights a cross-industry view of these challenges, the impacts they have, potential solutions, and the technological advances that have brought about these new issues. It is ideal for mechanical engineers, electrical engineers, manufacturers, supply chain managers, logistics specialists, investors, managers, policymakers, production scientists, researchers, academicians, and students looking for cross-industry research on the

challenges associated with Industry 4.0.

Spon's Mechanical and Electrical Services Price Book 2012 continues to be the most comprehensive and best annual services engineering price book currently available. It provides detailed pricing information across the full range of mechanical and electrical services, together with higher-level costs for a diverse range of systems and different built. The modern quantity surveyor (QS) plays a central role in the management of construction projects, although the exact nature of the role depends on who employs the QS. The Professional Quantity Surveyor engaged by the client and the Contractor's Quantity Surveyor have different roles to play in any construction project, with the contractor's QS role extending beyond measurement to the day-to-day running of building projects, estimating, contract administration and construction planning, as well as commercial, cost and project management. This book aims to provide readers with a practical guide into quantity surveying from a main contractor's perspective. Readers will acquire an understanding of the skills and competencies required by the contractor's quantity surveyor. Following a brief introduction, the book's early chapters cover measurement methodology and the contractor's business, with the rest of the chapters discussing commercial and contractual management of a construction project, including day-to-day running from commencement through to completion, in a highly practical way.

While many social, economic, and political changes have occurred recently in internet public procurement and its decision support systems, there is still a lot of opportunity for improvement. Public Sector Transformation Processes and Internet Public Procurement: Decision Support Systems brings together research on different perspectives from academics and practitioners on the methods, theories, and practices involved in the growth and expansion of decision support systems as it relates to the public sector transformation process and internet public procurement.

"An essential reference for everybody concerned with the calculation of costs of mechanical and electrical works." - Cost EngineerMarket conditions remain unfavourable and construction output and orders obtained by contractors continue to decline. The costs of some items have increased, but profits and overheads have fallen and are expected to fall

For beginning to intermediate courses in construction estimating in two- and four-year construction management programs. A step-by-step, hands-on introduction to commercial and residential estimating Construction Estimating with Excel, 3/e, introduces readers to the fundamental principles of estimating using drawing sets, real-world exercises, and examples. The book moves step-by-step through the estimating process, discussing the art of estimating, the quantity takeoff, how to put costs to the estimate, and how to finalize the bid. As students progress through the text they are shown how Microsoft Excel can be used to improve the estimating process. Because it introduces spreadsheets as a way of increasing estimating productivity and accuracy, the book can help both beginning and experienced estimators improve their skills. The Third Edition gives students a broader understanding of construction estimating with a new chapter discussing the role that estimating plays in different project delivery methods and in the design process and how to use data from RSMeans. To bring the book up to date, the material and equipment costs and labor rates have been updated to reflect current costs, and the discussion of Excel (including the figures) is based on Excel 2016. Additionally, content throughout the book has been updated to align to ACCE and ABET student learning outcomes. Student resources are available on the companion website www.pearsonhighered.com/careersresources/.

SPON'S CIVIL ENGINEERING AND HIGHWAY WORKS PRICE BOOK 2011 provides a comprehensive work manual for the industry. It gives costs for both general and civil engineering works and highway works, and shows a full breakdown of labour, plant and material elements, with labour rates updated in line with the latest CIJC wage agreement. In this 24th edition, assumptions on overheads and profits and on preliminaries have been kept low, labour rates have been adjusted, manufactured goods prices are rising faster than previously predicted, steel products, structural sections and reinforcement show steady rises in price, bridge bearing prices have risen significantly. Structured to comply with CESMM3 and MMHW, the book includes prices and rates covering the key items that make a general civil or highway construction project – from compressors to contracts and damp proofing to dams. In a time when it is essential to gain 'competitive advantage' in an increasingly congested market, this price book provides instant-access cost information and is a one-stop reference containing tables, formulae, technical information and professional advice. Buyers of this 2011 edition can make a free internet download of SPON'S CIVIL ENGINEERING AND HIGHWAY WORKS price data, which will run to the end of 2011 and: produce estimate and tender documents generate priced or unpriced schedules adjust rates and data and enter rogue items export schedules into Excel carry out an index search This year, for the first time, the resources include a versatile and powerful ebook.

Construction Project Management, Third Edition provides readers with the "big picture" of the construction management process, giving a perspective as to how the construction industry functions in relation to the national economy and in the public's eye. This book focuses on the collaborative effort required to complete any public or private construction project, providing the construction professional with the skills needed to work with and alongside the owner representative, the designer, and within the public's eye. It explains in detail the project elements and environment, and the responsibilities of the varied project professionals, and follows in detail the chronology of a project.

Compiled by Davis Langdon, Spon's Architects' and Builders' Price Book provides the most accurate, detailed and professionally relevant construction price information currently available for the UK. Its unique Tender Index, updated through the year, provides an ongoing reality check and adjustment for changing market conditions. This is the only pr Prices this year are all over the place. But what's happening in detail?Now in its 29th edition, Spon's External Works and Landscape Price Book 2010 offers the only comprehensive source of

information for detailed external works and landscape costs. All the items to be found in hard and soft landscape contracts are covered, forming an indispensable reference book for quantity surveyors, landscape architects, contractor
Presents the most commonly used scales and modes with fretboard diagrams for four-string bass. A beautiful photo of a four-string electric bass is labeled with string numbers, open string names, and the fret location of all the natural notes on the fretboard. A must-have for every bassist's studio, practice room, or bedroom wall. Note: The sample for this product is an image of the entire chart. It may take a while to load.

These Standard Prequalification Documents serve as a guide for those wanting to prequalify to bid on large contracts for projects financed by the World Bank. Qualifying as a bidder is separate from the bid evaluation process. Before invitations to bid on large or especially complex works projects are issued, a process of prequalification is required to select competent bidders. This document helps bidders through the prequalification process. To simplify presentation by applicants for prequalification, standard forms have been prepared for the submission of relevant information. Guidance notes and examples are provided for the implementing agency making the evaluation. Annexes give information about prequalification that are likely to be of interest to potential bidders on World Bank projects. NOTE: This replaces Standard Prequalification Document: Procurement of Works (September 1999), Stock no. 14601 (ISBN 0-8213-4601-6).

Spon's Civil Engineering And Highway Works Price Book 2012 is more than just a price book. It provides a comprehensive work manual for the UK's civil engineering, surveying and construction business. It gives costs for both general and civil engineering works and highway works, and shows a full breakdown of labour, plant and material elements, with Over 2,200 total pages !!!
WARRANT OFFICER BASIC COURSE (WOBC) 1-18 INFORMATION Congratulations on your selection as a Warrant Officer of Marines. You are about to embark upon a truly remarkable journey as an officer of Marines. That journey begins with your successful completion of the Warrant Officer Basic Course (WOBC) at The Basic School (TBS) in Quantico, Virginia. Warrant Officers and Title 10: Warrant Officer (WO) is an appointed rank, vice a commissioned one. Chief Warrant Officers (Marine Gunners and Recruiting Officers) are commissioned. All Chief Warrant Officers and Warrant Officers must successfully complete the WOBC in order to retain their appointment or commission. Title 10 U.S.C. Section 1165 states: THE SECRETARY OF THE NAVY HAS THE AUTHORITY TO TERMINATE THE REGULAR APPOINTMENT OF ANY PERMANENT REGULAR WO AT ANY TIME WITHIN THREE YEARS AFTER THE DATE WHEN THE OFFICER ACCEPTED HIS ORIGINAL PERMANENT APPOINTMENT. A MARINE WHOSE APPOINTMENT IS TERMINATED MAY, UPON HIS REQUEST AND AT THE DISCRETION OF THE SECRETARY OF THE NAVY, BE ENLISTED IN A GRADE NOT LOWER THAN THAT HELD IMMEDIATELY PRIOR TO APPOINTMENT. THEREFORE, THE FIRST THREE YEARS AS A WO IS A PROBATIONARY PERIOD AND THE APPOINTMENT TO WO WILL BE TERMINATED IF A MARINE DOES NOT COMPLETE THE REQUIREMENTS OF THE WOBC. WOBC MISSION STATEMENT: Train and educate newly appointed warrant officers in the high standards of professional knowledge esprit-de-corps, and leadership required to transition from enlisted Marine to officer with particular emphasis on the duties, responsibilities and warfighting skills required of a provisional rifle platoon commander. The Warrant Officer Basic Course: The WOBC is an eighteen-week course that focuses on the transition from enlisted Marine to Marine officer. TBS and the WOBC focus on five horizontal themes that define expectations of all Marine Officers: (1) a man/woman of exemplary character, (2) devoted to leading Marines 24/7, (3) able to decide, communicate, and act in the fog of war, (4) a Warfighter who embraces the Corps' warrior ethos, and (5) mentally strong and physically tough. The universal concept that Marine Officers must be able to assess situations, weigh the pros and cons of various decisions, make a decision, develop a plan, communicate that plan effectively, and supervise its execution is stressed and exercised throughout the course. The course will teach the science and art required for service of Marine Officers with an emphasis on decision making throughout. Provisional infantry and planning subjects are together used as the means or vehicle to teach and evaluate this process. Since all students are evaluated on leadership as Marine Officers; physical, mental, and emotional stress are incorporated throughout the course in order to evaluate the ability to lead in chaotic and stressful environments. Some individuals will be pushed close to their failing point, but the WOBC is designed to give students an opportunity to display positive leadership qualities in the face of adversity. The WOBC is not a "check in the block." It is a course designed to provide students with the learning experiences necessary to effectively transition to service as a Marine Officer. Students who do not successfully complete the course face a variety of administrative actions, including repetition of the course, recycle to a six month lieutenant Basic Officer Course, revocation of appointment, or separation from the service. The WOBC curriculum is an academically rigorous, provisional infantry and staff planning based program of instruction (POI) which consists of approximately 935 hours of formal instruction. The POI includes classroom instruction, field exercises, sand table exercises, and discussion groups. Classroom instruction is designed around the flipped classroom model.

This book has 480 pages, includes procedure of Calculations for Concrete, Shuttering, Reinforcement and Finish work. can have Free preview of first 190 pages out of 480 pages. For complete book you need to purchase the book. cost of book is Rs. 1500.00. for more details you can visit our website: www.quantitysurveyindia.com

Now in its 30th edition, SPON'S EXTERNAL WORKS AND LANDSCAPE PRICE BOOK 2011 offers the only comprehensive source of information for detailed external works and landscape costs. All the items to be found in hard and soft landscape contracts are covered, forming an indispensable reference book for quantity surveyors, landscape architects, contractor
The purpose of this manual is to provide clear and helpful information for maintaining gravel roads. Very little technical help is available to small agencies that are responsible for managing these roads. Gravel road maintenance has traditionally been "more of an art than a science" and very few formal standards exist. This manual contains guidelines to help answer the questions that arise concerning gravel road maintenance such as: What is enough surface crown? What is too much? What causes corrugation? The information is as nontechnical as possible without sacrificing clear guidelines and instructions on how to do the job right.

This book is designed to help practitioners and students in a wide range of construction project management professions to understand what building information modelling (BIM) and big data could mean for them and how they should prepare to work successfully on BIM-compliant projects and maintain their competencies in this essential and expanding area. In this book, the state-of-the-art information technologies that support high-profile BIM implementation are introduced, and case studies show how BIM has integrated core quantity surveying and cost management responsibilities and how big data can enable informed decision-making for cost control and cost planning. The authors' combined professional and academic experience demonstrates, with

practical examples, the importance of using BIM and particularly the fusion of BIM and big data, to sharpen competitiveness in global and domestic markets. This book is a highly valuable guide for people in a wide range of construction project management and quantity surveying roles. In addition, implications for project management, facilities management, contract administration, and dispute resolution are also explored through the case studies, making this book essential reading for built environment and engineering professionals.

Offers a step-by-step approach to the spreadsheet software for beginning and casual users

This handbook serves as a guide to deploying battery energy storage technologies, specifically for distributed energy resources and flexibility resources. Battery energy storage technology is the most promising, rapidly developed technology as it provides higher efficiency and ease of control. With energy transition through decarbonization and decentralization, energy storage plays a significant role to enhance grid efficiency by alleviating volatility from demand and supply. Energy storage also contributes to the grid integration of renewable energy and promotion of microgrid.

These rules have been written to provide a standard set of measurement rules that are understandable by all those involved in a construction project. They provide advice and best practice guidance to RICS members involved in the cost management of construction projects worldwide. This volume, NRM 2: detailed method of measurement for capital building works, provides fundamental guidance on the detailed measurement and description of building works for the purpose of obtaining a tender price. The rules address all aspects of bill of quantities (BQ) production, including setting out the information required from the employer and other construction consultants to enable a BQ to be prepared, as well as dealing with the quantification of non-measurable work items, contractor designed works and risks. Guidance is also provided the content, structure and format of BQ, as well as the benefits and uses of BQ

From award-winning investigative journalist Kyle Swenson, *Good Kids, Bad City* is the true story of the longest wrongful imprisonment in the United States to end in exoneration, and a critical social and political history of Cleveland, the city that convicted them. In the early 1970s, three African-American men—Wiley Bridgeman, Kwame Ajamu, and Rickey Jackson—were accused and convicted of the brutal robbery and murder of a man outside of a convenience store in Cleveland, Ohio. The prosecution's case, which resulted in a combined 106 years in prison for the three men, rested on the more-than-questionable testimony of a pre-teen, Ed Vernon. The actual murderer was never found. Almost four decades later, Vernon recanted his testimony, and Wiley, Kwame, and Rickey were released. But while their exoneration may have ended one of American history's most disgraceful miscarriages of justice, the corruption and decay of the city responsible for their imprisonment remain on trial. Interweaving the dramatic details of the case with Cleveland's history—one that, to this day, is fraught with systemic discrimination and racial tension—Swenson reveals how this outrage occurred and why. *Good Kids, Bad City* is a work of astonishing empathy and insight: an immersive exploration of race in America, the struggling Midwest, and how lost lives can be recovered.

Spon's Mechanical and Electrical Services Price Book 2012 continues to be the most comprehensive and best annual services engineering price book currently available. It provides detailed pricing information across the full range of mechanical and electrical services, together with higher-level costs for a diverse range of systems and different building applications. This year's book provides a market update of labour rates and daywork rates, material costs/ prices for measured works, and all-in-rates and elemental rates in the Approximate Estimating section. Engineering features have been revised in line with new legislation and regs on Part L, CO2 targets and renewables. Feed-In Tariffs have been overhauled and a new feature has been added for infrastructure. All the standard features you have come to expect from Spon's Mechanical and Electrical Services Price Book, considered essential for today's services cost professional, are also included: detailed materials prices, labour constants, labour costs and measured work prices for mechanical and electrical works, from above ground drainage to automatic transfer switches, and circuit breakers to sprinkler systems an extensive Approximate Estimating section for quick, rule-of-thumb pricing of mechanical or electrical installations, together with elemental services costs for different types and standard of buildings full details of wage rates, daywork and cost indices on a national and Central London basis an overhauled index and guidance notes Updated, free of charge, two or three times a year – see inside for registration details. Updates are available online at www.pricebooks.co.uk.

Demonstrates Microsoft Excel 2002's updated features while reviewing such Excel basics as calculating formulas and functions, analyzing data, customizing worksheets, and sharing data.

Materials prices are still rising for most products, subcontract prices are volatile, tender prices falling What's happening in detail and where are things heading in this demanding market? Spon's Civil Engineering and Highway Works Price Book 2010 is more than just a price book. It provides a comprehensive work manual that many in the civil engine Now in its 30th edition, SPON'S EXTERNAL WORKS AND LANDSCAPE PRICE BOOK 2011 offers the only comprehensive source of information for detailed external works and landscape costs. All the items to be found in hard and soft landscape contracts are covered, forming an indispensable reference book for quantity surveyors, landscape architects, contractors and local authority managers – essential for compiling estimates, specifications, bills of quantities and works schedules – and no matter what the size of the project being undertaken. This edition includes new Major Works items: Priced Preliminary section A as NBC layout Brick and block piers Green screen Pleached trees Deadman tree anchoring Platipus tree watering systems Electrical infrastructure Street Furniture: Anti skate board devices, Recycled bollards, Cigarette bins, Plastic recycled outdoor seats, Cycle shelters, Smoking shelters, and Monolith sign boards and Minor Works items: Preliminary costs for small gardens Bespoke steel edging Terravent ground decompaction Brick and Block Piers Aco linear drainage products for minor works Electrical infrastructure Low voltage electrical lighting Green walls And lots of new approximate estimate items throughout major and minor works All the standard features that you expect from SPON'S EXTERNAL WORKS AND LANDSCAPE PRICE BOOK remain: material and measured work prices covering contract items from preliminaries and site clearance and encompassing every external works activity with full breakdowns into labour, materials and other components detailed guidance on wage rates, landscape consultants' fee scales extensive Approximate Estimates section for rapid spot estimating Updated, free of charge, two or three times a year – see inside for registration details. Updates are available online at www.pricebooks.co.uk. ? Buyers of this 2011 edition can

make a free internet download of SPON'S EXTERNAL WORKS AND LANDSCAPE price data, which will run to the end of 2011 and: produce estimate and tender documents generate priced or unpriced schedules access Spon's Approximate Estimates rate data, as well as the Measured Works data adjust rates and data and enter rogue items export schedules into Excel carry out an index search. This year, for the first time, the resources include a versatile and powerful ebook.

This book provides information on ways to automate routine tasks with Excel and build Excel macros.

Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26 “Every person involved in a failed IT project should be forced to read this book.”—TIM O'REILLY, Founder & CEO of O'Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— “I'm delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

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