

## Lean Vs Agile Vs Design Thinking What You Really Need To Know To Build High Performing Digital Product Teams

As companies evolve to adopt, integrate and leverage software as the defining element of their success in the 21st century, a rash of processes and methodologies are vying for their product teams' attention. In the worst of cases, each discipline on these teams -- product management, design and software engineering -- learn a different model. This short, tactical book reconciles the perceived differences in Lean Startup, Design Thinking and Agile software development by focusing not on rituals and practices but on the values that underpin all 3 methods.

This is the first book that comprehensively describes the underlying principles that create flow in product development processes. It covers 175 principles organized into eight major areas. It is of interest to managers and technical professionals responsible for product development processes.

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

"Change resistance is a natural reaction, when you don't involve the people affected by the change in the design of the change. This book will help you implement successful change and bypass change resistance by co-creating change. The book will do that through examples of how innovative practices can dramatically improve the success of change programs. These practices combine ideas from the Agile, Lean Startup, change management, organizational development and psychology communities. This book will change how you think about change."--

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore more deeply the themes they introduced in Lean Software Development. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

Do you see in digital technology the opportunity to meet customer needs more effectively? Do you recognize that this may have profound implications for how your organisation should work? Do you want to help bring that about? Regardless of whether you consider yourself a technologist, if your answer to those questions is "e;yes";, you are what we refer to in this book as a digital leader. If you can see yourself as a digital leader, aspire to be one, or think that sometime soon you might need to become one, then this book is for you. Or perhaps you're here primarily to feed an existing interest in Lean and Agile. Whatever your current level of knowledge, this book is for you too, especially if you're interested also in organisation design and leadership. You will find here both an accessible guide to the Lean-Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it. The book's digital scope might not coincide exactly with yours, but it's rich with authentic examples not only of Lean-Agile practice but of right-to-left (needs-based and outcome-oriented) thinking too. Topics covered in Right to Left, all viewed through a lens that puts needs and outcomes ahead of solutions: Lean, Agile, and Lean-Agile Key frameworks - team-level, scale-independent, and scaled Governance and strategy Leadership and organisation

Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

Delta CX is a refreshing model bringing CX and UX together in task and in name with the key goal of improving the products, services, and experiences (PSE) that we offer our potential and current customers. Rather than following trends or drinking the snake oil, Delta CX presents a time-tested, thorough approach that helps you establish values, vision, strategies, and goals. Great PSE require the right teams and strategies in place to proactively predict and mitigate the risk of delivering wrong or flawed PSE. Adopting Delta CX means we all finally speak the same language, from tasks and deliverables to job titles and required skills to where CX fits into Agile organizations to processes and teams. Calculate the ROI of investing more time and resources into building the right PSE the first time. Save time, money, and sanity. Replace guessing and assumptions with Lean customer research that is planned, conducted, and interpreted by experts. Learn why quality

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should be our #1 priority, and how to rededicate our organization to our external and internal customers. Target audiences: Managers, workers, practitioners, freelancers, consultants, contractors, execs, stakeholders, and everybody else working in CX, UX, Marketing, Product Management, Engineering, Project Management. Business Analysts (BAs), Data Scientists, Writers, Visual Designers, Information Architects, Interaction Designers, Product Designers, and Researchers. The long and problem-focused version: In an era of faster, faster, faster, our workplaces are sacrificing quality, collaboration, culture, and the customer experience to "just ship it." Business goals don't seem to align with customers' needs. Customers constantly raise their standards and expectations, and they notice when companies are out of touch or get it wrong. Competitors, investors, shareholders, the press, bloggers, social media, and Wall Street also notice. Brands are being surprised when their products, services, and experiences (PSE) are disliked or rejected by customers, or go viral for the wrong reasons. Companies claim they are customer-focused, user-centric, and designing for the needs of real customers. Initiatives to increase the ability to build the right PSE should have meant hiring more CX and UX talent. However, with UX still misunderstood, circumvented, overruled, and excluded at many companies, workplaces that didn't know how to assess CX and UX talent hired anybody who put "UX" on their resume. Poor hiring choices lead to silos and "bad design." Rather than wondering if "UX" workers were unqualified, leadership blamed UX and User-Centered Design (UCD): They must be bloated, outdated, not Lean, not Agile things we don't really need. We started imagining that "everybody can be a designer." Get people sketching in design sprints, and solve our company's biggest challenges. We called for democratization and decentralization of UX and design because perhaps taking some power away from these "high-ego UX people" we hired will fix this. Suddenly, everybody was a design thinker doing design thinking, yet few people can agree on what design thinking is. Everybody became quietly desperate. UX practitioners wanted to evangelize, and invited teammates to UX evangelism presentations, which often backfired. Companies of all sizes and ages, including Fortune 500s, tried methodologies designed for startups. Startups fail roughly 95% of the time. It's so rare that they innovate or build something the public actually wants. Why would we want to emulate a segment with such a high failure rate? We're lost. We need another business transformation, a return to prioritizing the quality of what we ideate, architect, design, test, build, and unleash on the public. (Return to the top for the short and happy version.)

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, *Toyota Kata* examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, *Toyota Kata* gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

*Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success* Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the "contract game" between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it's created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

« This is a must read for every B2B entrepreneur, SaaS creator or consultant and business school student. It's the kind of book you don't read once, you go back to it on a regular basis. » - Carmen Gereá, CEO & Co-founder, UsabilityChefs *Lean B2B* helps entrepreneurs and innovators quickly find traction in the enterprise. Packed with more than 20 case studies and used by thousands around the world, *Lean B2B* consolidates the best thinking around Business- to-Business (B2B) customer development to help entrepreneurs and innovators focus on the right things each step of the way, leaving as little as possible to luck. The book helps: • Assess the market potential of opportunities to find the right opportunity for your team • Find early adopters, quickly establish credibility and convince business stakeholders to work with you • Find and prioritize business problems in corporations and identify the stakeholders with the power to influence a purchase decision • Create a minimum viable product and a compelling offer, validate a solution and evaluate whether your team has found product-market fit • Identify and avoid common challenges faced by entrepreneurs and learn ninja techniques to speed up product-market validation « The book will pay itself off in the first couple of pages! » - Ben Sardella, Co-Founder, Datanyze ????? 86% of Readers Rated it 5-Stars ????? « Treat this book like a map to show you where you are and a compass to show you the direction. I wish I could have read it 2 or 3 years ago. » – Jonathan Gebauer, Founder, exploreB2B « *Lean B2B* is filled with rock-solid advice for technology entrepreneurs who want a rapid-growth trajectory. Read it to increase your certainty and your success rate. » - Jill Konrath, Author of *AGILE SELLING* and *Selling to Big Companies* « Probably the most slept on book in the Lean startup market right now.... There is no sugarcoating here. Garbugli tells you exactly what needs to happen and how to make it happen... literally holds your hand and spells it out. I was really impressed with the overall depth and advice presented. » - AJ, B2B Entrepreneur « The book I read of which I have learned the most. » - Etienne Thouin, Founder and CTO, SQLNext Software « This book is essential reading for would-be entrepreneurs

who face the daunting task of entering B2B markets. » – Paul Gillin, Co-Author, *Social Marketing to the Business Customer*  
"A project has to have a goal, otherwise, how do you know you're done? In the old days of engineering, setting project goals wasn't that hard. But when you're making software products, done is less obvious. When is Microsoft Word done? When is Google done? Or Facebook? In reality, software systems are never done. So then how do we give teams a goal that they can work on? Mostly, we simply ask teams to build features-but features are the wrong way to go. We often build features that create no value. Instead, we need to give teams an outcome to achieve. Setting goals as outcomes sounds simple, but it can be hard to do in practice. This book is a practical guide to using outcomes to guide the work of your team"--Publisher's website.

Describes ways to incorporate domain modeling into software development.

A resource for individuals responsible for siting decisions, this guidelines book covers siting and layout of process plants, including both new and expanding facilities. This book provides comprehensive guidelines in selecting a site, recognizing and assessing long-term risks, and the optimal lay out of equipment facilities needed within a site. The information presented is applicable to US and international locations. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

A comprehensive playbook for applied design thinking in business and management, complete with concepts and toolkits As many companies have lost confidence in the traditional ways of running a business, design thinking has entered the mix. *Design Thinking for Strategic Innovation* presents a framework for design thinking that is relevant to business management, marketing, and design strategies and also provides a toolkit to apply concepts for immediate use in everyday work. It explains how design thinking can bring about creative solutions to solve complex business problems. Organized into five sections, this book provides an introduction to the values and applications of design thinking, explains design thinking approaches for eight key challenges that most businesses face, and offers an application framework for these business challenges through exercises, activities, and resources. An essential guide for any business seeking to use design thinking as a problem-solving tool as well as a business method to transform companies and cultures The framework is based on work developed by the author for an executive program in Design Thinking taught in Harvard Graduate School of Design Author Idris Mootee is a management guru and a leading expert on applied design thinking Revolutionize your approach to solving your business's greatest challenges through the power of Design Thinking for Strategic Innovation.

*Design Thinking Revolution* 3 books in 1: *Mastering Design Thinking*, *Lean Collection & Agile Project Management*. *Rules & Mindset to Innovate your Business with Agile Methodologies and UX Design* Design thinking is transforming the business industry for the good with its dynamic approach to innovate businesses and improving the business success rate. With design thinking, *Lean Ultimate Collection*, and *Agile Project Management*, businesses are transforming how they operate for intelligent work and fruitful results. The book "Design Thinking Revolution" is a 3 in 1 and is your one-stop to learn all about mastering Design thinking, *Lean Ultimate Collection*, and *Agile Project Management*. The book will help you learn the rules and mindset to innovate your business. *Design Thinking Revolution* is a collection of three books and will guide you all about how for efficient management in projects. *Agile Project Management* will take you through an iterative process of improving the project processes. The book will also teach you about prioritizing the customer and emphasizing business hypothesis-driven experimentation and feedback for validated learning using the *Lean Ultimate Collection*. The book also sheds light on context mapping, designing and framing problem statements, and prototyping to idea generation, innovation, and creativity in business strategies. This book is a detailed guide to bringing a Design Thinking revolution in your company's strategies. It will help your business succeed by creating innovative solutions for the problems your business faces. The book is better than many books because it encapsulates everything from *Mastering Design Thinking* to *Lean Six Sigma* and *Agile Methodologies*. The book "Design Thinking Revolution" covers the following: Understanding design thinking and its management and implications Benefits of using design thinking for business strategy development Mapping and framing problem statements Brainstorming ideas and creating innovative solutions Divergent and convergent thinking Key Variables to transform large-scale organizational transformation Agile Manufacturing for meeting customer needs and market demands Agile hybrid and its use to streamline processes Introduction to *Lean Six Sigma* *Lean* and the Cultural Change Fundamentals Implementation of *Lean* Reducing D.O.W.N.T.I.M.E (Defects, Overproduction, Waiting, Not utilizing talent, Transportation, Inventory excess, Motion waste, Excess processing) The book is primarily for beginners but can benefit anyone interested in bringing a design thinking revolution in their business processes. The book has a diverse and dynamic range of topics under the umbrella of the *Design Thinking Revolution*. Frequently Asked Questions: Does the book help in understanding UX Design? Ans. The book is focused on using Design Thinking to improving business strategies and execution and helps you in understanding UX Design. Will the book help in improving business performance? Ans. Yes, the *Lean Ultimate Collection*, *Agile Project Management* and *DOWNTIME* reduction will help improve your business performance tremendously. Will this book be helpful for startups? Ans. This book is really helpful for startups and Small and Medium Enterprises.

Use Kanban to maximize efficiency, predictability, quality, and value With Kanban, every minute you spend on a software project can add value for customers. One book can help you achieve this goal: *Agile Project Management with Kanban*. Author Eric Brechner pioneered Kanban within the Xbox engineering team at Microsoft. Now he shows you exactly how to make it work for your team. Think of this book as "Kanban in a box": open it, read the quickstart guide, and you're up and running fast. As you gain experience, Brechner reveals powerful techniques for right-sizing teams, estimating, meeting deadlines, deploying components and services, adapting or evolving from Scrum or traditional Waterfall, and more. For every step of your journey, you'll find pragmatic advice, useful checklists, and actionable lessons. This truly is "Kanban in a box": all you need to deliver breakthrough value and quality. Use Kanban techniques to: Start delivering continuous value with your current team and project Master five quick steps for completing work backlogs Plan and staff new projects more effectively Minimize work in progress and quickly adjust to change Eliminate artificial meetings and prolonged stabilization Improve and enhance customer engagement Visualize workflow and fix revealed bottlenecks Drive quality upstream Integrate Kanban into large projects Optimize sustained engineering (contributed by James Waletzky) Expand Kanban beyond software development

User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today's web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates *Lean UX*, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. *Lean UX* is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use *Lean UX* on your own projects.

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Get a tactical understanding of Lean UX—and how it changes the way teams work together  
Frame a vision of the problem you're solving and focus your team on the right outcomes  
Bring the designer's tool kit to the rest of your product team  
Break down the silos created by job titles and learn to trust your teammates  
Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents  
Learn how Lean UX integrates with Agile UX

The missing manual on how to apply Lean Startup to build products that customers love  
The Lean Product Playbook is a practical guide to building products that customers love. Whether you work at a startup or a large, established company, we all know that building great products is hard. Most new products fail. This book helps improve your chances of building successful products through clear, step-by-step guidance and advice. The Lean Startup movement has contributed new and valuable ideas about product development and has generated lots of excitement. However, many companies have yet to successfully adopt Lean thinking. Despite their enthusiasm and familiarity with the high-level concepts, many teams run into challenges trying to adopt Lean because they feel like they lack specific guidance on what exactly they should be doing. If you are interested in Lean Startup principles and want to apply them to develop winning products, this book is for you. This book describes the Lean Product Process: a repeatable, easy-to-follow methodology for iterating your way to product-market fit. It walks you through how to: Determine your target customers Identify underserved customer needs Create a winning product strategy Decide on your Minimum Viable Product (MVP) Design your MVP prototype Test your MVP with customers Iterate rapidly to achieve product-market fit This book was written by entrepreneur and Lean product expert Dan Olsen whose experience spans product management, UX design, coding, analytics, and marketing across a variety of products. As a hands-on consultant, he refined and applied the advice in this book as he helped many companies improve their product process and build great products. His clients include Facebook, Box, Hightail, Epocrates, and Medallia. Entrepreneurs, executives, product managers, designers, developers, marketers, analysts and anyone who is passionate about building great products will find The Lean Product Playbook an indispensable, hands-on resource.

Startup Patterns is for startup founders who want to increase their chances of building a successful startup. At both a high-level and in detail, it lays out the patterns that great startup teams use to create amazing products. Loaded with practical examples and easy to follow steps, Startup Patterns will help you navigate the treacherous waters of the tech startup world and dramatically improve your chances of success.

Agile Readiness is designed to provide guidance to the manager or business leader in establishing a successful environment to enable fast moving agile and lean project methods focused on business systems transformation. Agile and lean offer huge potential as methods for reducing risk and costs, delivering early benefits and ensuring IT projects genuinely deliver the business transformation benefits that they promise at the outset. The conundrum for many organizations is that without a change of organizational culture, agile and lean methods are very unlikely to be adopted successfully in traditional organizations. Thus, the struggle that many (if not most) managers and executives face is not in how agile or lean development works, but in how to make agile and lean methods successful when working beyond software development. Thomas P. Wise and Reuben Daniel provide a clear view of the struggles and remedies. Their text uses simple ground floor experiences to illustrate the practices and behaviors necessary to create highly successful and effective agile and lean business systems transformation teams. In this book the reader will discover organizational strategies that build strong teams, an environment of trust, and project selection and planning strategies to create an environment of enablement in which agile and lean teams thrive.

A radical shift in perspective to transform your organization to become more innovative  
The Design Thinking Playbook is an actionable guide to the future of business. By stepping back and questioning the current mindset, the faults of the status quo stand out in stark relief—and this guide gives you the tools and frameworks you need to kick off a digital transformation. Design Thinking is about approaching things differently with a strong user orientation and fast iterations with multidisciplinary teams to solve wicked problems. It is equally applicable to (re-)design products, services, processes, business models, and ecosystems. It inspires radical innovation as a matter of course, and ignites capabilities beyond mere potential. Unmatched as a source of competitive advantage, Design Thinking is the driving force behind those who will lead industries through transformations and evolutions. This book describes how Design Thinking is applied across a variety of industries, enriched with other proven approaches as well as the necessary tools, and the knowledge to use them effectively. Packed with solutions for common challenges including digital transformation, this practical, highly visual discussion shows you how Design Thinking fits into agile methods within management, innovation, and startups. Explore the digitized future using new design criteria to create real value for the user Foster radical innovation through an inspiring framework for action Gather the right people to build highly-motivated teams Apply Design Thinking, Systems Thinking, Big Data Analytics, and Lean Start-up using new tools and a fresh new perspective Create Minimum Viable Ecosystems (MVEs) for digital processes and services which becomes for example essential in building Blockchain applications Practical frameworks, real-world solutions, and radical innovation wrapped in a whole new outlook give you the power to mindfully lead to new heights. From systems and operations to people, projects, culture, digitalization, and beyond, this invaluable mind shift paves the way for organizations—and individuals—to do great things. When you're ready to give your organization a big step forward, The Design Thinking Playbook is your practical guide to a more innovative future.

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

Offers a systematic approach to product/market fit, discussing customer involvement, optimal time to obtain funding, and when to change the plan.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

During her time working on genre-defining games like The Sims, Rock Band, and Ultima Online, Amy Jo learned that customers stick with products that help them get better at something they care about, like playing an instrument or leading a team. Amy Jo has used her insights from gaming to help hundreds of companies like Netflix, Disney, The New York Times, Ubisoft and Happify innovate faster and smarter, and drive long-term engagement.

A “bracing and well-argued” study of America’s college debt crisis—“necessary reading for anyone concerned about the fate of American higher education” (Kirkus). College is far too expensive for many people today, and the confusing mix of federal, state, institutional, and private financial aid leaves countless students without the resources they need to pay for it. In *Paying the Price*, education scholar Sara Goldrick-Rab reveals the devastating effect of these shortfalls. Goldrick-Rab examines a study of 3,000 students who used the support of federal aid and Pell Grants to enroll in public colleges and universities in Wisconsin in 2008. Half the students in the study left college without a degree, while less than 20 percent finished within five years. The cause of their problems, time and again, was lack of money. Unable to afford tuition, books, and living expenses, they worked too many hours at outside jobs, dropped classes, took time off to save money, and even went without adequate food or housing. In many heartbreaking cases, they simply left school—not with a degree, but with crippling debt. Goldrick-Rab combines that data with devastating stories of six individual students, whose struggles make clear the human and financial costs of our convoluted financial aid policies. In the final section of the book, Goldrick-Rab offers a range of possible solutions, from technical improvements to the financial aid application process, to a bold, public sector–focused “first degree free” program. “Honestly one of the most exciting books I've read, because [Goldrick-Rab has] solutions. It's a manual that I'd recommend to anyone out there, if you're a parent, if you're a teacher, if you're a student.”—Trevor Noah, *The Daily Show*

As companies evolve to adopt, integrate, and leverage software as the defining element of their success in the 21st century, a rash of processes and methodologies are vying for their product teams' attention. In the worst of cases, each discipline on these teams -- product management, design, and software engineering -- learns a different model. This short, tactical book reconciles the perceived differences in Lean Startup, Design Thinking, and Agile software development by focusing not on rituals and practices but on the values that underpin all three methods. Written by Jeff Gothelf, the co-author of the award-winning *Lean UX* and *Sense & Respond*, the tactics in this book draw on Jeff's years of practice as a team leader and coach in companies ranging from small high-growth startups to large enterprises. Whether you're a product manager, software engineer, designer, or team leader, you'll find practical tools in this book immediately applicable to your team's daily methods.

Iteration rules product development, but it isn't enough to produce dramatic results. This book champions Radical Product Thinking, a systematic methodology for building visionary, game-changing products. Methodologies such as Lean and Agile have democratized innovation by teaching us to harness the power of iteration to innovate faster, but our ability to set a clear destination hasn't kept up with the pace. When we iterate without a clear vision or strategy, our products become bloated, fragmented, and driven by irrelevant metrics. They catch “product diseases” that are often fatal to true innovation. In *Radical Product Thinking (RPT)*, product development is led by the vision for the change it's intended to create. This methodology helps leaders reimagine the problems they face and align their team to find creative solutions using five elements: Vision, Strategy, Prioritization, Execution, and Culture. R. Dutt guides readers through these elements so they develop a clear process for achieving their desired change, incorporate it into daily activities, and turn RPT skills into muscle memory. This book gives organizations a repeatable model for building vision-driven products by helping us systematically translate vision and strategy into everyday actions so our product becomes a vehicle for creating the change we want to see in the world. Dutt shows us that you don't have to be a natural-born visionary to produce extraordinary results.

What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? *The Lean Mindset* shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize

teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes. Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs. Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems. Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact. Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in *The Lean Mindset*, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

A medida que las empresas evolucionan para adoptar, integrar y aprovechar el software como elemento clave de su éxito en el siglo XXI, una serie de procesos y metodologías compiten por la atención de sus equipos de productos. En muchos casos, cada disciplina representada en esos equipos -producción de productos, ingeniería de software y diseño- aprende un modelo diferente. Este breve libro práctico reconcilia las diferencias percibidas en Lean Startup, Agile y Design Thinking, centrándose no en rituales y prácticas sino en los valores que sustentan los tres métodos. Escrito por Jeff Gothelf, autor del galardonado libro *Lean UX*, y el libro *Sense & Reponse*, las técnicas de este libro provienen de años de experiencia práctica en el liderazgo de equipo y en compañías de coaching y mentoring que van desde pequeñas empresas de nueva creación. Si usted es un gerente de producto, ingeniero de software, diseñador o líder de equipo, encontrará en este libro herramientas prácticas que son inmediatamente aplicables a las actividades diarias de su equipo.

Agile development methodologies may have started life in IT, but their widespread and continuing adoption means there are many practitioners outside of IT--including designers--who need to change their thinking and adapt their practices. This is the missing book about agile that shows how designers, product managers, and development teams can integrate experience design into lean and agile product development. It equips you with tools, techniques and a framework for designing great experiences using agile methods so you can deliver timely products that are technically feasible, profitable for the business, and desirable from an end-customer perspective. This book will help you successfully integrate your design process on an agile project and feel like part of the agile team. Do good design faster by doing just enough, just in time. Use design methods from disciplines such as design thinking, customer-centered design, product design, and service design. Create successful digital products by considering the needs of the end-customer, the business, and technology. Understand the next wave of thinking about continuous design and continuous delivery.

*The End of Assembly Line Management* We're in the midst of a revolution. Quantum leaps in technology are enabling organizations to observe and measure people's behavior in real time, communicate internally at extraordinary speed, and innovate continuously. These new, software-driven technologies are transforming the way companies interact with their customers, employees, and other stakeholders. This is no mere tech issue. The transformation requires a complete rethinking of the way we organize and manage work. And, as software becomes ever more integrated into every product and service, making this big shift is quickly becoming the key operational challenge for businesses of all kinds. We need a management model that doesn't merely account for, but actually embraces, continuous change. Yet the truth is, most organizations continue to rely on outmoded, industrial-era operational models. They structure their teams, manage their people, and evolve their organizational cultures the way they always have. Now, organizations are emerging, and thriving, based on their capacity to sense and respond instantly to customer and employee behaviors. In *Sense and Respond*, Jeff Gothelf and Josh Seiden, leading tech experts and founders of the global Lean UX movement, vividly show how these companies operate, highlighting the new mindset and skills needed to lead and manage them—and to continuously innovate within them. In illuminating and instructive business examples, you'll see organizations with distinctively new operating principles: shifting from managing outputs to what the authors call "outcome-focused management"; forming self-guided teams that can read and react to a fast-changing environment; creating a learning-all-the-time culture that can understand and respond to new customer behaviors and the data they generate; and finally, developing in everyone at the company the new universal skills of customer listening, assessment, and response. This engaging and practical book provides the crucial new operational and management model to help you and your organization win in a world of continuous change.

After spending the first 10 years of his career climbing the corporate ladder, Jeff Gothelf decided to change his approach to staying employed. Instead of looking for jobs, they would find him. Jeff spent the next 15 years building his personal brand to become a recognized expert, consultant, author and public speaker. In this highly tactical, practical book, Jeff Gothelf shares the tips, tricks, techniques and learnings that helped him become Forever Employable. Using the timeline from his own career and anecdotes, stories and case studies from other successful recognized experts Jeff provides a step-by-step guide to building a foundation based on your current expertise ensuring that no matter what happens in your industry you'll remain Forever Employable. This handy guide to your career and professional development shows you how to create your own content, use it to build your expertise and credentials and then scale it to build a continuous stream of income, interaction and community. As organizations seek to reduce costs, automate tasks and increase efficiency, how do you ensure you don't end up outside of those plans? *Forever Employable* shows you how so that you're always ready for the next step in your career. Reduce your stress, build your community, monetize your platform -- that's being Forever Employable.

More and more Agile projects are seeking architectural roots as they struggle with complexity and scale - and they're seeking lightweight ways to do it. Still seeking? In this book the authors help you to find your own path. Taking cues from Lean development, they can help steer your project toward practices with longstanding track records. Up-front

architecture? Sure. You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation Documentation? Even a whiteboard diagram, or a CRC card, is documentation: the goal isn't to avoid documentation, but to document just the right things in just the right amount Process? This all works within the frameworks of Scrum, XP, and other Agile approaches

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

Companies today are using OKRs-Objectives and Key Results-to improve the way they set and work with goals. Along the way, they discover something else: changing the way you work with goals can lead to other changes. Changes in how you plan work, how you lead and reward people, how you make decisions, how you budget, and so much more. In short, if you really, sincerely start pursuing goal- setting in a new way, you will discover that goals live at the center of everything you do. What's exciting about this is where it leads: Changing how you work with goals has the potential to drive ongoing change and bring new ways of working to the whole organization. That's what this book is about: how goals live at the center of your organizational system and how you can leverage their potential for organizational development by adopting OKRs in an intentional way. This short, practical book includes case studies, examples, and practical guidance to help you get started on your own OKR journey. Written by Natalija Hellesoe and Sonja Mewes, who bring their extensive experience working OKRs in companies of all sizes. Natalija and Sonja are trainers, coaches, and change agents. They work with companies at different stages of their OKR journeys—from first "know-how" workshops to OKR Practitioner coaching and organizational development. "This book is a great explanation of how to set and deploy OKRs to improve your business. Whereas other books paint a rosy picture of best-case scenario for setting and deploying OKRs, this one focuses on reality. Many companies will see themselves in this book and be able to harness the practical advice in the book to fix their current scenarios and thrive. Highly recommended for every business that's trying to find focus and define impact." - Melissa Perri, author "Escaping The Build Trap"

**Lean Vs. Agile Vs. Design Thinking** What You Really Need to Know to Build High-Performing Digital Product Teams Sense & Respond Press LLC

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

Make the leap and become an entrepreneur today Are you living for the weekend? Are you dissatisfied at work? Are you itching to do something that is important to you? How can you avoid the pitfalls that many first-time entrepreneurs have fallen into? How do you explore whether entrepreneurship is right for you without giving up your day job? *Employee to Entrepreneur* is your guide to leaving your job behind and building something for yourself. Author and employee-turned-entrepreneur Steve Graveski, shows you how to navigate the challenges, find the entrepreneurial success that is right for you and become a better person along the way. *Employee to Entrepreneur* combines storytelling with a step-by-step framework to teach you how to effectively explore and leverage entrepreneurship to gain freedom, fulfillment and financial security. understand what you want to do by first understanding yourself explore if entrepreneurship is right for you without giving up your day job avoid the common pitfalls faced by first-time entrepreneurs fund, test and prioritise your ideas in a fast and cost-effective way develop the mindset to succeed in your business. If you're ready to leave your cushy employee life behind and build a business and a life you believe in, reading this essential guidebook is your first step to making it happen.

Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. *Lean-Agile Software Development* shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your

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goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, [www.netobjectives.com/lasd](http://www.netobjectives.com/lasd), provides updates, links to related materials, and support for discussions of the book's content.

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