



Software for Your Head

Jim McCarthy, Michele McCarthy

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Software For Your Head Core Protocols For Creating And Maintaining Shared Vision

**Efraim Turban, Jay E. Aronson, Ting-
Peng Liang**



Software For Your Head Core Protocols For Creating And Maintaining Shared Vision:

Software for Your Head Jim McCarthy, Michele McCarthy, 2002 Most people have experienced at least once in their lives the incomparable thrill of being part of a great team effort They can remember the unity of purpose they experienced the powerful passion that inspired them and the incredible results they achieved People who have been on a great team can attest that the difference between being on a team with a shared vision and being on a team without one is the difference between joy and misery In 1996 Jim and Michele McCarthy after successful careers leading software development teams at Microsoft and elsewhere set out to discover a set of repeatable group behaviors that would always lead to the formation of a state of shared vision for any team They hoped for a practical communicable and reliable process that could be used to create the best possible teams every time it was applied They established a hands on laboratory for the study and teaching of high performance teamwork In a controlled simulation environment their principle research and teaching effort the McCarthy Software Development BootCamp challenged dozens of real world high tech teams to produce and deliver a product Teams were given a product development assignment and instructed to form a team envision the product agree on how to make it then design build and ship it on time By repeating these simulations time after time with the new teams building on the learning from previous teams core practices emerged that were repeatedly successful These were encoded as patterns and protocols Software for Your Head is the first publication of the most significant results of the authors unprecedented five year investigation into the dynamics of contemporary teams The information in this book will provide a means for any team to create for itself a compelling state of shared vision 0201604566B09042001

Why Agile Works Michael de la Maza, David Benz, 2016-02-29 Why do some companies excel with agile and others see virtually no improvement The difference is culture and an understanding that agile is a framework for deep cultural change instead of a process or set of practices to increase efficiency Processes and methods can become stale and rote and can stifle innovation even processes that were initially developed to be agile An agile culture however will continuously improve and adapt without the need for periodic change initiatives Why Agile Works The Values Behind the Results focuses on why and how agile works and where agile should take organizations in terms of values Here you ll learn why agile fails most often how culture determines results the difference between values and beliefs a framework for describing agile organizational values how to recognize common beliefs that support and undermine an agile organization If agile is a framework for change this book is about what this change looks like and how agile beliefs lead you there

Hyper-Productive Knowledge Work Performance Steve Tendon, Wolfram Muller, 2014-12-16 Reading Hyper Productive Knowledge Work Performance has influenced my thinking more than any other recent book I have read about how to transform my company s culture to achieve higher levels of productivity It s like the perfect mix of Fred Brooks W Edwards Deming Donald Reinertsen David Anderson and Jeff Sutherland all rolled into one approachable and pragmatic book I recognized a lot of what I already knew and then was pleasantly surprised with how the

authors used hyper productivity to show how it all interconnected All in all it is an eye opening book that provides a concrete path to hyper productivity Curt Hibbs Chief Agile Evangelist Boeing This unique reference shows how to lead knowledge workers manage knowledge work and build a hyper productive knowledge work organization by taming and managing the four flows of organizational performance psychology information work and finance to produce spectacular operational and financial throughput results Inspired by his experience and knowledge gained at Borland International where a hyper productive level of performance was achieved resulting in the most productive software project ever documented author Steve Tendon devised TameFlow TameFlow is an approach that can be superimposed on any preexisting process method and practice to enable performance improvement by several orders of magnitude and a state of hyper productivity It is adaptable to nearly every industry and can be applied to any knowledge work domain or organization that generates business value through knowledge TameFlow blends and merges different ideas from a variety of schools of thought It is founded in pattern theory and organizational performance patterns which are used to analyze and decompose processes methodologies and management practices into constituent parts to observe productivity patterns and then they are recombined in new configurations to enable hyper productive levels of performance In this volume of The TameFlow Hyper Productivity Series the TameFlow approach is explained within the context of knowledge work performed in a software development organization Mr Tendon teams up with author Wolfram M ller a thought leader and expert in Critical Chain and Advanced Agile Project Management to illustrate its application to Scrum the most widely used Agile software project management framework and to Kanban a method used for knowledge work with an emphasis on just in time delivery and change management The authors demonstrate how constraints management TOC can improve Scrum and Kanban in powerful ways bringing more predictability of behavior of the system as a whole as well as to the individuals involved Their combination becomes a breeding ground for the development of Unity of Purpose and Community of Trust Both Scrum and Kanban can be extended with features of the TOC and help create a hyper productive organization Agile Software Development Alistair Cockburn,2006-10-19 Agile Software Development is a highly stimulating and rich book The author has a deep background and gives us a tour de force of the emerging agile methods Tom Gilb The agile model of software development has taken the world by storm Now in Agile Software Development Second Edition one of agile s leading pioneers updates his Jolt Productivity award winning book to reflect all that s been learned about agile development since its original introduction Alistair Cockburn begins by updating his powerful model of software development as a cooperative game of invention and communication Among the new ideas he introduces harnessing competition without damaging collaboration learning lessons from lean manufacturing and balancing strategies for communication Cockburn also explains how the cooperative game is played in business and on engineering projects not just software development Next he systematically illuminates the agile model shows how it has evolved and answers the questions developers and project managers ask most often including Where

does agile development fit in our organization How do we blend agile ideas with other ideas How do we extend agile ideas more broadly Cockburn takes on crucial misconceptions that cause agile projects to fail For example you ll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes You ll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design Cockburn turns to the practical challenges of constructing agile methodologies for your own teams You ll learn how to tune and continuously reinvent your methodologies and how to manage incomplete communication This edition contains important new contributions on these and other topics Agile and CMMI Introducing agile from the top down Revisiting custom contracts Creating change with stickers In addition Cockburn updates his discussion of the Crystal methodologies which utilize his cooperative game as their central metaphor If you re new to agile development this book will help you succeed the first time out If you ve used agile methods before Cockburn s techniques will make you even more effective **Agile**

Performance Improvement Robert Winter, 2015-05-11 1 1 3 That is the equation that summarizes the theme of this book The book s message is to integrate the developmental principles of Agile with the result focused approaches integral to performance consulting Your outcomes in shaping human performance will be significant and greater than if you only used one of these models This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change Dana Gaines Robinson coauthor of Performance Consulting Agile Performance Improvement demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile The result is an approach that maximizes the value of interactions among the consultant the work team and the customer Unlike traditional end to end waterfall processes agile performance improvement delivers value continuously and in small increments relentlessly focusing on outcomes of value to the customer Building on structures of Agile that are used in software development such as Scrum the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value Bob Winter a performance consultant was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams From this cross disciplinary experience he discovered that the two cultures two languages and two methodologies of performance consulting and agile software development are far from being incongruent incompatible or irrelevant to each other in fact ideally suited to complement and support each other Being agile improves the effectiveness of the performance consultant and applying the lessons of human performance technology improves the effectiveness of software development teams In Agile Performance Improvement Winter teaches performance consultants how to apply agile principles values and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond

the realm of software and IT engineering such as corporate learning solutions human resources systems and non software products Conversely he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants The author who has worked extensively on both sides of the traditional divide recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people

Professional Scrum with Team Foundation Server 2010 Steve Resnick, Aaron Bjork, Michael de la Maza, 2011-04-04 Professional guidance on using Microsoft's Visual Studio toolset for agile project management Focusing on both process and results this professional guide offers a practical approach to running agile software projects using Visual Studio's project management templates and tools You'll first get a thorough overview of the interaction between traditional scrum based agile development techniques and the Microsoft Solutions Framework before drilling down into the detail The book covers tools best practices key templates key data team and process models necessary tracking assets and a host of other project challenges such as project communication organization and budgets Shows how to use Microsoft's agile Visual Studio toolset for agile project management Written by leading experts from Microsoft and industry this is an authoritative guide to agile development for all Microsoft based projects Teaches basic concepts through best practices for delivering great software on time Covers the interaction of traditional scrum based agile development techniques and the Microsoft Solutions Framework Focuses on what must be in place to keep a project on track including team models process models detailed tracking assets and more Professional Scrum with Team foundation Server 2010 combines theory with practical experience to help experienced software project managers and developers ship reliable software on time

Scaling Lean & Agile Development Craig Larman, Bas Vodde, 2008-12-08 Lean Development and Agile Methods for Large Scale Products Key Thinking and Organizational Tools 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 However many groups have floundered in their practice oriented adoptions Why Because without a deeper understanding of the thinking tools and profound organizational redesign needed it is as though casting seeds on to an infertile field Now drawing on their long experience leading and guiding large scale lean and agile adoptions for large multisite and offshore product development and drawing on the best research for great team based agile organizations internationally recognized consultant and best selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large scale development processes Moving from single function and component teams to stable cross functional cross component Scrum feature teams with end to end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large scale Scrum

for multi hundred person product groups In a competitive environment that demands ever faster cycle times and greater innovation applied lean thinking and agile principles are becoming an urgent priority Scaling Lean Agile Development will help leaders create the foundation for their lean enterprise and deliver on the significant benefits of agility In addition to the foundation tools in this text see the companion book Practices for Scaling Lean Agile Development Large Multisite and Offshore Product Development with Large Scale Scrum for complementary action tools

Real World Agility Daniel James Gullo,2016-07-25 Proven Solutions for the Most Widespread and Frustrating Agile Challenges This book gives you the answers that a wise mentor would have given you if you had one Daniel Gullo shares his insights on the principal questions that everyone coming to the world of Agile will inevitably encounter From the foreword by Stephen Denning author of The Leader s Guide to Radical Management Agile is becoming ubiquitous but successful Agile implementation remains difficult Organizations keep getting stuck on the same issues However with Real World Agility Practical Guidance for Agile Practitioners that need not happen to you World renowned Agile coach and consultant Daniel James Gullo identifies and addresses nearly sixty widespread challenges faced by anyone trying to derive value from Agile Drawing on his vast experience guiding Agile teams to success Gullo helps you accurately diagnose your problems describes each solution with maximum clarity and concisely presents the details you need in order to act effectively This accessible guide is for every project participant and stakeholder from ScrumMasters and team leads to developers project managers product owners and customers Gullo addresses methods ranging from Scrum to Kanban guides you on scaling Agile and even helps you apply it beyond software development Coverage includes Making sense of Agile s many flavors Overcoming key hurdles in transitioning from waterfall Addressing cultural obstacles Meshing Agile teams with your management hierarchy Engaging executives with Agile practices and values Clarifying relationships among ScrumMasters product owners and project managers Smoothly handling key tasks such as organizing backlogs and defining sprints Taking advantage of continuous integration and test driven development Bringing Agile to distributed teams and large product portfolios Throughout vignettes show exactly how Agile problems manifest in the real world and how Gullo s solutions can help you overcome them As you learn from others experiences you ll quickly begin to see a clear path to success

Pair Programming Illuminated Laurie Williams,Robert R. Kessler,2003 Written as instruction for pair programming newbies with practical improvement tips for those experienced with the concept this guide explores the operational aspects and unique fundamentals of pair programming information such as furniture set up pair rotation and weeding out bad pairs

Preparing for High Impact Organizational Change Gavin M. Schwarz,Anthony F. Buono,Susan M. Adams,2019 Preparing for High Impact Change Experiential Learning and Practice provides an overview of change processes for teaching facilitating and coping with change Tested high impact exercises in the book will prepare change leaders at all organizational levels to deal with the myriad of challenges inherent in the process of organizational change This book is a resource for consultants educators

students and practitioners in corporate training and development roles *Managing for Happiness* Jurgen Appelo, 2016-06-27 A practical handbook for making management great again *Managing for Happiness* offers a complete set of practices for more effective management that makes work fun Work and fun are not polar opposites they re two sides of the same coin and making the workplace a pleasant place to be keeps employees motivated and keeps customers coming back for more It s not about gimmicks or perks that disrupt productivity it s about finding the passion that drives your business and making it contagious This book provides tools games and practices that put joy into work with practical real world guidance for empowering workers and delighting customers These aren t break time exploits or downtime amusements they re real solutions for common management problems Define roles and responsibilities create meaningful team metrics and replace performance appraisals with something more useful An organization s culture rests on the back of management and this book shows you how to create change for the better Somewhere along the line people collectively started thinking that work is work and fun is something you do on the weekends This book shows you how to transform your organization into a place with enthusiastic Monday mornings Redefine job titles and career paths Motivate workers and measure team performance Change your organization s culture Make management and work fun again Modern organizations expect everyone to be servant leaders and systems thinkers but nobody explains how To survive in the 21st century companies need to dig past the obvious and find what works What keeps top talent What inspires customer loyalty The answer is great management which inspires great employees who then provide a great customer experience *Managing for Happiness* is a practical handbook for achieving organizational greatness Crystal Clear Alistair Cockburn, 2005 Author Alistair Cockburn distills the secrets shared by successful small teams on what works and doesn t work in their development processes The result is *Crystal Clear* a new Agile LL2 methodology designed to help teams with two to eight members develop and release more functional software faster Decision Support Systems and Intelligent Systems Efraim Turban, Jay E. Aronson, Ting-Peng Liang, 2005 Appropriate for all courses in Decision Support Systems DSS computerized decision making tools and management support systems Today s networked computer systems enable executives to use information in radically new ways to make dramatically more effective decisions and make those decisions more rapidly *Decision Support Systems and Intelligent Systems* Seventh Edition is a comprehensive up to date guide to today s revolutionary management support system technologies and how they can be used for better decision making In this thoroughly revised edition the authors go far beyond traditional decision support systems focusing far more coverage on Web enabled tools performance analysis knowledge management and other recent innovations The authors introduce each significant new technology show how it works and offer practical guidance on integrating it into real world organizations Examples products services and exercises are presented throughout and the text has been revised for improved clarity and readability New and enhanced coverage includes state of the art data mining OLAP expert system and neural network software revamped coverage of

knowledge management and a far greater emphasis on the use of Web technologies throughout Also covered in detail data warehousing including access analysis visualization modeling and support This edition also contains DSS In Action boxes presenting real business scenarios for the use of advanced management support technology Decision Support Systems and Intelligent Systems Seventh Edition is supported by a Web site containing additional readings relevant links and other supplements

Core Concepts of Project Management Samuel J. Mantel, 2005 Accompanying discs contain Microsoft Project Professional 2003 Project Server 2003 both 120 day trial versions and Crystal Ball which requires Microsoft Excel

Forthcoming Books Rose Arny, 2001 *Business Intelligence* Efraim Turban, 2008 For a course in Business Intelligence or as a supplement for Introduction to MIS Business Strategy or MBA Technology Management As Business Intelligence BI evolves from an executive support tool to the primary system implemented in almost all medium and large companies this is the only book that gives students the BI foundation needed to excel as a manager and decision maker in today's new world

Rumah Sakit Sebagai Learning Organization: Dinamika & Aplikasi dr. Akhada Maulana, Sp.U, 2023-03-08 Seiring dengan perkembangan zaman rumah sakit sebagai pusat layanan rujukan kesehatan juga harus terus mengikutinya Di era digital dan disrupsi ini semua bisa dibuat tanpa batas Jika rumah sakit masih menggunakan pola dan pemikiran organisasi yang konvensional maka akan tertinggal yang pada akhirnya akan ditinggalkan juga oleh pasien dokter hingga tenaga paramedis dan nonmedis Maka dari itulah rumah sakit juga harus menjadi organisasi pembelajar sebuah organisasi yang akan selalu berbenah dan berkembang mengikuti perkembangan teknologi dan ilmu kesehatan agar bisa memberikan pelayanan pasien yang terkini dan mutakhir Sebagai organisasi pembelajar segenap komponen rumah sakit mulai dari manajemen tenaga medis paramedis maupun nonmedis terus melakukan transformasi maupun perbaikan yang berkesinambungan Ketika terjadi permasalahan maupun kesalahan organisasi pembelajar akan mencari akar masalahnya dan memecahkan masalah secara bersama sama dalam satu tim yaitu tim rumah sakit Ketika jalan keluar sudah diterapkan maka kelak di kemudian hari ketika masalah yang sama muncul segenap komponen rumah sakit tidak gagap lagi dalam mengatasinya Bahkan bila masalah baru muncul tim besar yang bernama rumah sakit ini akan dengan mudah segera mencari jalan keluar karena model mental telah terbentuk Buku ini tentu masih jauh dari sempurna namun kami sebagai penulis tentu saja berharap bahwa dengan membaca buku ini segenap komponen rumah sakit akan mempunyai pola pikir dan cara pandang yang sama bahwa rumah sakit harus menjadi organisasi pembelajar yang tidak akan lekang oleh perubahan zaman

Масштабированный скрам: Как организовать гибкую разработку в крупной компании Бас Водде, Крэг Ларман, 2023-05-03 LeSS **Scrum**

Master Kompagnon Fabian Schiller, Martin Heider, 2022-02-08 Der unverzichtbare Begleiter jedes Scrum Masters Fokussierung auf Scrum Kontexte und den Scrum Master Anleitung die den Scrum Master an der Hand nimmt und ihm in konkreten Situationen Lungen anbietet Zahlreiche Praxisbeispiele sowie konkrete Workshop Designs machen das Buch zu einem unverzichtbaren Begleiter jedes Scrum Masters Scrum Master und Agile Coaches werden in diesem Buch sowohl auf

ihren Job vorbereitet da sie einen Überblick darüber bekommen was ihre Aufgaben in dieser Rolle sind von der Aufnahme der Tätigkeit bis zu dem Zeitpunkt an dem der Product Owner ein Team wieder verlässt. Zugleich kann das Buch als Nachschlagewerk verwendet werden wenn ein Scrum Master in einer bestimmten Situation ratlos ist da sich die Struktur des Buches an den typischen Entwicklungsphasen des Teams und dem Lebenszyklus der Zusammenarbeit zwischen Scrum Master und Team orientiert. Hierbei werden jeweils relevante theoretische Modelle und Konzepte vorgestellt die in den jeweiligen Prozessphasen hilfreich sein können als auch Erfahrungsberichte eingestreut sowie ganz praktische und durchführbare Interventionen und Workshop Designs präsentiert um das eben Gelernte sofort in die Praxis übertragen zu können.

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