The Age Of Agile

Stephen Denning, 2018-02-08

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

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

Summary of Stephen Denning's The Age of Agile

Everest Media, 2022-05-13T22:59:00Z

Please note: This is a companion version & not the original book. Sample Book Insights: 

#1 The revolution is taking place in how organizations are being run. Firms like Apple and Samsung offer devices that can be tailored to meet the individual wants and whims of hundreds of millions of users. Firms like Tesla, Saab, and Ericsson upgrade cars, planes, and networks by delivering new software via the Web. 

#2 The new management paradigm is changing the world of work. It allows organizations to thrive in a world of rapid and unpredictable change, and it allows teams, units, and entire enterprises to nimbly adapt and upgrade products and services to meet rapidly changing technology and customer needs with efficiency gains, quality improvements, or even completely new products and services. 

#3 The Agile Manifesto, published in 2001, declared that software development requires a reversal of some fundamental assumptions of twentieth-century management. It values individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation and responding to change over following a plan. 

#4 The new paradigm has not been easy for traditional managers to understand or implement. They have spent their careers mastering and implementing twentieth-century concepts and practices, and they see that business schools still teach these concepts and practices. 

Dual Transformation

Scott D. Anthony, Clark G. Gilbert, Mark W. Johnson, 2017-03-28

Game-changing disruptions will likely unfold on your watch. Be ready. In Dual Transformation, Scott Anthony, Clark Gilbert, and Mark Johnson propose a
practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. Dual Transformation shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive change opens a window of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework: Transformation A: Repositioning today’s business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such as how Amazon became the world’s largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of difficult-to-replicate assets without succumbing to the “sucking sound of the core.” Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert’s firsthand experience transforming his own media and publishing company, Dual Transformation will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than be disrupted by it.

Building Learning Capacity in an Age of Uncertainty

James A. Bailey, 2021-05-19 In an increasingly complex context of global pandemic, economic uncertainty, increased racial inequities, and a climate crisis, this practical guide for school leaders explores how capacity as learning at the individual, team, and organizational level can help schools become more agile and adaptive. Author James A. Bailey unpacks a new model of capacity building that combines learning process, leadership mindsets, and skills to enhance learning. This research-based book includes a Diagnostic for School Learning Capacity and Team Considerations to help school leaders and their teams launch further discussions and advance learning in their contexts. The tools in this timely book are designed to help school leaders handle the increasing volatile, uncertain, complex, and ambiguous world in which schools now exist.

The Age of Agility

Veronica Schmidt Harvey, Kenneth P. De Meuse, 2021 The Age of Agility: Building Learning Agile Leaders and Organizations focuses on learning agility, one of the most important trends in the business world during the past decade. Some surveys have found it was the most frequently used criterion to measure leadership potential. Despite this popularity there are fundamental questions that need to be answered such as (a) What specifically is learning agility? (b) How many facets or dimensions does it have? (c) How do we measure it? and (d) Can it be developed? It appears that much of what is known about the construct of learning agility has been gleaned from its application by practitioners. While this knowledge is an extremely useful place to begin, there is an urgent need to undergird this understanding with science. The purpose of this edited book is to systematically examine the construct through a more scholarly lens. Over 50 authors - both
academic researchers and talent management practitioners - have contributed to the contents. The goal is to enhance knowledge of learning agility, distilling and synthesizing scientific evidence with best practices--

The Agile Leader Simon Hayward, 2021-06-03 Ever feel like you and your team are stretched across multiple demands or that the goal posts change constantly? Never before have businesses felt so acutely this constant need to adapt, pivot and change tack. This book will teach you how you can not only survive in the context of digital transformation, but also thrive and grow, by adopting a powerful agile leadership model. This new and revised edition of The Agile Leader lays out clearly in eight steps how agile leaders empower their team to make decision quickly, evaluate correctly where the biggest opportunities are and mould their strategies around market dynamics and ever-changing needs. If there's one leadership skill that successful businesses have in spades, it's the ability to enable teams to adapt and grow within complex eco-systems of clients, partners and suppliers. By focusing on teamwork and collaboration, as well as promoting shared decision making and ruthless prioritizing, leaders can transform the way they work as well as how their teams function to make them more malleable. Simon Hayward is an agile leadership expert. In this new edition of this successful book, he distills years of leadership and agile research into an actionable 8 step plan, brought to life with examples of agile digital businesses. Learn how to become agile and make digital transformation and delivery part of your business as usual.

Agile Working and Well-Being in the Digital Age Christine Grant, Emma Russell, 2020-12-09 Within the digital era, agile working is imperative for organisations and workers to meet the needs of customers, service-users and ever-changing markets. This needs to be achieved whilst meeting goals of effectiveness and well-being. In this book, state-of-the-art theory is used to understand how to optimise agile working by addressing key issues around personality, team-working and management. The authors define the concept of agile working and unpack often-misunderstood terms associated with this, such as remote working and telework. The book explores the well-being consequences of agile work including sedentary behaviours, digital distraction, and digital resistance before offering insights for the future. Examining current practice in the context of established and emerging theory, the book paves the way towards further advances in the field and supports organisations seeking to make agile working work for them. Agile Working and Well-being in the Digital Age provides a valuable new resource for practitioners and scholars in the fields of occupational and organizational psychology, human resource management, organisational development, mental health and well-being.

The Flow System John Turner, Nigel Thurlow, Brian Rivera, 2023-09-11 The Flow System is a holistic FLOW based approach to delivering Customer 1st Value. It is built on a foundation of the Toyota Production System (TPS/LEAN) and the new Triple Helix of Flow creating the DNA of Organizations. The Flow System enables business growth through eliminating non-value-added activities, fostering an environment for innovation, enabling the rapid delivery of value, and shortening the time to market. The Flow System provides a re-imagined system for organizations to understand complex problems, embrace
distributed leadership, and build high performing teams. The Triple Helix of Flow relates to the interconnected nature of the
three helixes: Complexity Thinking Helix - A new form of thinking to aid the understanding of uncertainty and complex
adaptive systems. Distributed Leadership Helix - An emergent hybrid leadership model that is capable of making bold and
disruptive moves across an industry. Team Science Helix - A multidisciplinary field that studies all things related to teams
and small groups in the workplace. The Triple Helix identified the interactions between and among agents (people, machines,
events...) that emerge into new patterns, networks, and knowledge to advance an organization's ability to be more innovative,
adaptive, resilient, and agile when operating in complex environments. Endorsements: The Flow System shows how to
generate and nurture self-organizing teams that mobilize the full talents of those doing the work to cope with dizzying
change and complexity, while also drawing on the contributions of those for whom the work is being done—the customers.-
Steve Denning, author of The Age of Agile Organizations that pull off this triple helix trick of thinking about the complexity of
their systems and the environment in which they're operating, distributed leadership to engage the collective intelligence
and creativity of the organization, and building teams of teams so the whole is greater than the sum of the parts, have a good
chance of keeping up and staying ahead.-Steve Spear, MIT Sloan School senior lecturer, author of The High-Velocity Edge
The Flow System's Triple Helix provides many of the tools and ways of thinking we will need to do that; it is agile without
being doctrinaire about Agile.- David Snowden, creator of the Cynefin Framework, Chief Scientific Officer of Cognitive Edge.

The Art of Agile Development James Shore, Shane Warden, 2008 For those considering Extreme Programming, this book
provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years
of experience. While plenty of books address the what and why of agile development, very few offer the information users can
apply directly.

A Seat at the Table Mark Schwartz, 2017-10-10 It's not enough to say that the CIO is the geek who wears the suit, IT
leaders must, now more than ever, take a seat at the table. In A Seat at the Table, CIO Mark Schwartz explores the role of IT
leadership as it is now and opens the door to reveal IT leadership as it should be—an integral part of the value creation
engine. With wit and an easy style, Schwartz reveals that the only way to become an Agile IT leader is to be courageous—to
throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table. CIOs, step on up, your
seat at the table is waiting for you.

Fast/Forward Julian Birkinshaw, Jonas Ridderstråle, 2017-04-04 A guide to the adhocracy form of business management
and how it can foster a company's success. The leading companies of the past twenty years have all harnessed the power of
information to gain competitive advantage. But as access to big data becomes ubiquitous, it can no longer guarantee a leg
up. Fast/Forward makes the case that we are entering a new era in which firms that understand the limits of 1s and 0s will
take the lead. Whereas the industrial age saw the rise of bureaucracy, and the information age has been described as a
meritocracy, we are witnessing the rise of adhocracy. In uncertain, rapidly-changing times, adhocratic organizations scan the horizon for winning opportunities. Then, instead of questing after more analysis, they respond with agility by making smart, intuitive decisions. Combining decisive action with emotional conviction, future-facing firms seize the day. Fast/Forward paints the big picture of a new approach to strategy and provides the necessary playbook to make your company fit for the future. Praise for Fast/Forward “Fast/Forward makes a compelling case for spontaneity, speed, and a willingness to lead with intuition. More importantly, it speaks to the leadership qualities required to implement its suggestions—providing practical ways to cultivate to those qualities.” —Jeffrey Pfeffer, Stanford University, author of Power: Why Some People Have It—and Others Don’t “[Birkinshaw and Ridderstråle] are on the right track: In an ever-faster, globalized world, companies not only need a compelling strategy, but also an adaptive and caring performance culture. To unleash their full ingenuity, we have to empower our colleagues to act like owners.” —Joe Kaeser, President and CEO, Siemens AG “Big data is oversold as the most important facet of competitive advantage. Rather, breakthrough leaps of faith are necessary to achieve extraordinary results. Fast-Forward is full of practical advice about how to capitalize on this simple idea in order to forge your corporate future.” —Anita McGahan, Rotman School of Management, author of How Industries Evolve

The Leader’s Guide to Radical Management Stephen Denning, 2010-09-14 A radical new management model for twenty-first century leaders Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven interlocking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management. Author outlines the basic seven principles of continuous innovation The book describes more than seventy supporting practices Denning offers a rethinking of management from first principles This book is written by the author of The Secret Language of Leadership—a Financial Times Selection in Best Books of 2007.

A Tale of Two Systems Michael K. Levine, 2009-06-24 This business parable reviews two different systems development projects. One project was an abject, expensive failure, while the other succeeded in creating a major new revenue stream, bringing in new customers. By reviewing the tales of these two systems, readers will develop a better understanding of what works and what doesn’t when it comes to the leadership and action steps required to reinvent a company’s procedures to get in step with the times. CEO Evan Nogelmeyer discovers to his dismay that in today’s business world, technology is not just for technologists. But does he discover this soon enough and once he does, does he have the tools and the business savvy he
needs to stave off disaster? Evan and his team are all well-intentioned, successful business leaders with advanced degrees and backgrounds in marketing and business. But, without technical backgrounds, do they have what it takes to manage the technology overhaul so critical to the very survival of their company and the future of their own careers? A Tale of Two Systems: Lean and Agile Software Development for Business Leaders reviews two fictional systems development projects: Cremins United and Troubled Real Estate Information Management, both launched at the imaginary Cremins Corporation. Cremins is a venerable printing company that must transform itself to survive in the Internet age. One project proves to be an abject and expensive failure, while the other succeeds in creating a major new revenue stream and solving important customer needs. Contrasting the methods employed in a traditional, process-centric 'waterfall' approach, with a lean and agile-inspired approach, this book provides business leaders with a tangible understanding of why lean thinking is so well-suited to contemporary environments requiring flexibility, speed, and the input of specialized knowledge. At the conclusion of the two tales, author Michael Levine articulates a series of conclusions and principles based on Lean Product Development, Agile, and his 25 years of experience in business systems development. While the tales told and the companies and employees that inhabit them are pure fiction, the lessons to be learned are very real and very applicable in today's highly competitive market, where victory goes time and time again to the lean and the agile.

**CMDB Systems** Dennis Drogseth, Rick Sturm, Dan Twing, 2015-03-22 CMDB Systems: Making Change Work in the Age of Cloud and Agile shows you how an integrated database across all areas of an organization’s information system can help make organizations more efficient, reduce challenges during change management, and reduce total cost of ownership (TCO). In addition, this valuable reference provides guidelines that will enable you to avoid the pitfalls that cause CMDB projects to fail and actually shorten the time required to achieve an implementation of a CMDB. Drawing upon extensive experience and using illustrative real-world examples, Rick Sturm, Dennis Drogseth and Dan Twing discuss: Unique insights from extensive industry exposure, research and consulting on the evolution of CMDB/CMS technology and ongoing dialog with the vendor community in terms of current and future CMDB/CMS design and plans Proven and structured best practices for CMDB deployments Clear and documented insights into the impacts of cloud computing and other advances on CMDB/CMS futures Discover unique insights from industry experts who consult on the evolution of CMDB/CMS technology and will show you the steps needed to successfully plan, design and implement CMDB Covers related use-cases from retail, manufacturing and financial verticals from real-world CMDB deployments Provides structured best practices for CMDB deployments Discusses how CMDB adoption can lower total cost of ownership, increase efficiency and optimize the IT enterprise

**Doing Agile Right** Darrell Rigby, Sarah Elk, Steve Berez, 2020-05-26 Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today,
Agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile’s rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people’s jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn’t a goal in itself; it’s a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

**Agile Transformation** Michael K. Spayd, Michele Madore, 2020-11-23

Lead Agile Transformations that Scale and Succeed across the Entire Organization

Most organizational leaders know agility is paramount to survival in a world of unprecedented volatility, uncertainty, complexity, and ambiguity (VUCA). This is why so many keep attempting Agile transformations even after previous initiatives have failed. But the truth is, both organizations and leaders need new ways of thinking—they need to upgrade their organizational “operating system.” Built on the proven Integral Agile Transformation Framework™ (IATF), Agile Transformation offers a fresh perspective and systemic approach that can operate on all levels, from individual to enterprise. Learn how to use IATF to combine what you know subjectively (“heart”) with what you can measure objectively (“data”). Even if you are already using leadership or culture models, scaled frameworks, or other techniques, IATF helps you place them in context, overcome their limitations, and gain more value from them. As it has in many other organizations, IATF can help you become an authentic Transformational Leader and finally build an organization that is truly Agile. Gain crucial new perspective for leading your Agile transformation: insight into your world, organization, work, and yourself. Understand what your current Agile methods do and don’t do, how they interact or conflict, and where you need something more. Structure existing models and frameworks into an understandable meta-framework. Master a unified and practical system for mapping what’s going on and what needs to change. Discover practical ways to successfully lead both human and organizational aspects of change. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

**The Six Disciplines of Agile Marketing** Jim Ewel, 2020-09-07

Transform your organization using Agile principles with this
proven framework The Six Disciplines of Agile Marketing provides a proven framework for applying Agile principles and processes to marketing. Written by celebrated consultant Jim Ewel, this book provides a concise, approachable, and adaptable strategy for the implementation of Agile in virtually any marketing organization. The Six Disciplines of Agile Marketing discusses six key areas of practical concern to the marketer who hopes to adopt Agile practices in their organization. They include: Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing organizations. They include: A shift from a focus on outputs to one based on outcomes A shift from a campaign mentality to one based on continuous improvement A shift from an internal focus to a customer focus Agile 2 Cliff Berg,Kurt Cagle,Lisa Cooney,Philippa Fewell,Adrian Lander,Raj Nagappan,Murray Robinson,2021-03-09 Agile is broken. Most Agile transformations struggle. According to an Allied Market Research study, 63% of respondents stated the failure of agile implementation in their organizations. The problems with Agile start at the top of most organizations with executive leadership not getting what agile is or even knowing the difference between success and failure in agile. Agile transformation is a journey, and most of that journey consists of people learning and trying new approaches in their own work. An agile organization can make use of coaches and training to improve their chances of success. But even then, failure remains because many Agile ideas are oversimplifications or interpreted in an extreme way, and many elements essential for success are missing. Coupled with other ideas that have been dogmatically forced on teams, such as agile team rooms, and an overall inertia and resistance to change in the Agile community, the Agile movement is ripe for change since its birth twenty years ago. Agile 2 represents the work of fifteen experienced Agile experts, distilled into Agile 2: The Next Iteration of Agile by seven members of the team. Agile 2 values these pairs of attributes when properly balanced: thoughtfulness and prescription; outcomes and outputs, individuals and teams; business and technical understanding; individual empowerment and good leadership; adaptability and planning. With a new set of Agile principles to take Agile forward over the next 20 years, Agile 2 is applicable beyond software and hardware to all parts of an agile organization including Agile HR, Agile Finance, and so on. Like the original Agile, Agile 2, is just a set of ideas - powerful ideas. To undertake any endeavor, a single set of ideas is not enough. But a single set of ideas can be a powerful guide.

**Agile Software Development Ecosystems** James A. Highsmith,2002 Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet-era development. Several agile methodologies have been developed in response -- and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all -- showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs. KEY TOPICS: Highsmith begins by introducing the values and principles
shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature-Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization. MARKET: For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to developing software.

**Agile Leadership Toolkit**

Peter Koning, 2019-08-21

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams

A leader is like a farmer, who doesn’t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it’s crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren’t adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In **Agile Leadership Toolkit**, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term. Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster

This actionable guide is for leaders at all levels—whether you’re supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

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