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HARVEY IVY

Management 3.0

Project Management
Institute
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 Practice Guide

AMACOM

Hone Your Agile Leadership Skills to Help Your Organization Transform and Thrive To leverage the immense opportunities associated with accelerating change, organizations need teams capable of trying new ideas quickly, learning from their experiences, and adapting based on that learning. Helping these teams to grow and

thrive requires agile leaders who support, inspire, and encourage, and who can leave behind the management skills of directing, monitoring, and rewarding or punishing. The Professional Agile Leader is a realistic, practical guide, written by experienced agile leaders who share their collective experiences in helping agile leaders to grow responsive and adaptive teams. They structure powerful lessons around a case study based on decades of experience helping agile leaders achieve and sustain agile transformation. Best of all, they never settle for high-level hand-waving--they show you how it's really done. Reignite once-successful organizations that have

lost their way Form cross-functional teams and empower them with purpose Learn to let go, as your teams start taking more responsibility Overcome forces that want to reel you back into the "old rules" Realign the whole organization, since agile and traditional models can't coexist forever Achieve the most challenging goal of all: changing culture Great agile leaders aren't born that way--they're regular people who care deeply about helping others achieve shared goals and have discovered a better way to lead. Whatever your role in the organization, this guide will help you master those skills and mindsets a whole lot faster. "Drawing on vast experience, Ron,

Kurt, and Laurens tease out practical tips and patterns for good leadership [and show] how a leader can help shape the environment for agile teams to succeed. . . . The narrative style of the book makes it easy to read, and I am sure there will be many times that you see yourself in it." --From the Foreword by Dave West, CEO and Product Owner, Scrum.org Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Essential Scrum

Addison-Wesley

This book shows an innovative way for managers to gain a better understanding of emotions in teams and organizational

units and thus positively influence agile development in the context of digital transformation of companies. Digitalization does not just lead to technical changes. It dramatically changes the way employees work with each other as well as how executives play their roles. In an agile working environment, middle management in particular loses power, influence, and relevance, and customer relationships are subject to greater affectivity. The result is an increased emotionalization of the actors, which should be recognized and understood prior to designing the emotional landscape of the organization and to developing and

implementing successful business models. The author introduces various conventional and AI-based instruments based on current research for handling emotions, supported by practical concepts. Real World Agility Addison-Wesley Professional You can't achieve business agility by copying practices from software/IT teams. This practical book, free of jargon and full of non-tech examples, will help you consider, design, start, grow, and sustain an Agile way of working that fits your unique context. Agile 2 Apress 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 IT Organization Design Kogan Page Publishers

As Agile continues to grow in popularity, more organisations are experiencing the pain and frustration associated with any attempt to move from traditional to Agile software development

practices. And although that pain often leads to the realisation that success with Agile requires more than simply knowing how to do Scrum, Kanban, or any other methodology, the problem remains that there is a shortage of readily available information on how to create the organisational and cultural change essential to the success of Agile projects. Until now because in this book you will discover proven agile transition strategies that will give you a competitive advantage, more influence and greater control over your career, including: How to get senior management, colleagues, and customers to 'buy' into

Agile The art of "Stealth Agile" and how to use it to create organisational change How to avoid the common Agile mistakes that could cost you your job and reputation The three personality types key to the success of any Agile transition How to deal with resistance to Agile software development Which Agile transition strategy is best suited to your organisational size and culture How to build effective Agile teams by modelling on the United States Marine Corps And more . . . Used by the world's top Agile experts to successfully transition organisations from Waterfall to Agile, these proven techniques and strategies will also give you greater job

security, quicker promotions, and more money. Who should read this book? This book is for consultants, coaches, managers, product owners, analysts, developers, and testers interested in introducing Agile into their organisation but not sure how or where to get started. Anyone experiencing resistance to Agile at an organisational or individual level will also greatly benefit from reading this book. *Agile Change Management* Addison-Wesley Professional Essentials of Agile Transformation is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Urmila Kandha shares her perspectives with you

on what are the crucial elements of an agile transformation. Focussing on the cultural transformation will help you bridge the chasm between doing agile and being agile. Who should read this book? ü Practitioners, Project Managers or Transition Managers struggling to transition to Agile ü Startup enthusiasts who want to stay nimble and deliver accelerated business value ü CXOs struggling to establish an Agile culture ü Anyone who needs tried and tested tips and proven techniques from practitioners, coaches and industry veterans on transformation to help them boost their efforts to transform

What's inside? • Tete a tete with 7 Industry Veterans on Agile

Transformation • Leadership Behaviours for Transformation Success, Mindset Transformation, Nurturing High Performance Teams, Choice of Frameworks, Strategizing Agility at Scale and much more

Read on to make Agility the new normal of your organization!

Agile Project Delivery
Springer Nature

This open access book constitutes the proceedings of the 21st International Conference on Agile Software Development, XP 2020, which was planned to be held during June 8-12, 2020, at the IT University of Copenhagen, Denmark. However, due to the COVID-19 pandemic the conference was postponed until an undetermined date. XP is the premier agile

software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2020 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 14 full and 2 short papers presented in this volume were carefully reviewed and selected from 37 submissions. They were organized in topical sections

named: agile adoption; agile practices; large-scale agile; the business of agile; and agile and testing. *Agile Retrospectives* Springer Nature Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In *Agile IT Organization Design*, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business-IT Effectiveness" that is as practical as it is

valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper

understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's “talent crunch” Reform

metrics to promote (not prevent) agility
Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions
Leading the Transformation IT Revolution
Accelerate business value delivery with Jira Align, the enterprise agile planning platform, by connecting strategy with execution to maximize outcomes
Key Features
Improve coordination and transparency between multiple programs, products, and business portfolios
Increase customer satisfaction by responding quickly to ever-evolving customer needs
Deliver higher quality products faster and more predictably with real-

time insights and OKR tracking
Book
Description
Jira Align is a platform purpose-built for enterprises to connect strategy with execution and drive transparency, consistency, and predictability at all levels of scale. The platform supports business value delivery in agile frameworks such as LeSS, DAD, and SAFe. It also caters to organizations that mix agile with waterfall to support scaled bimodal delivery. Starting with an introduction to the platform and its features, this book takes you through the foundational building blocks of Jira Align. You'll learn how an organization can benefit from implementing Jira Align and understand how to

connect dimensions such as people, work, time, and outcomes. The book takes you through the typical steps for implementing Jira Align for maximizing outcomes and helps you solve common team, program, and portfolio-level challenges by enhancing visibility, tracking dependencies and risks, and using reports for real-time, distributed decision making. Throughout the book, you'll explore features such as remote agile ceremonies, live roadmaps, and objectives and key results (OKRs). You'll also get to grips with lean portfolio management, financial reporting, and using the program board for planning and execution. By the end

of this book, you'll be well versed in the key features of Jira Align and be able to leverage them to support all levels of agile at scale. What you will learn Understand Jira Align's key factors for success Find out how you can connect people, work, time, and outcomes with Jira Align Navigate and collaborate in Jira Align Scale team agility to the portfolio and enterprise Delve into planning and execution, including roadmaps and predictability metrics Implement lean portfolio management and OKRs Get to grips with handling bimodal and hybrid delivery Enable advanced data security and analytics in Jira Align Who this book is

for This book is for portfolio managers, program managers, product managers, product owners, executives, release train engineers, and scrum masters who want to empower their teams to deliver the right things at the right time and quickly respond to changes in the market. Familiarity with agile frameworks and Jira Software is necessary; the book will teach you the rest. *The Future of Software Quality Assurance* Addison-Wesley Professional A Thorough Introduction to the Agile Framework and Methodologies That Are Used Worldwide Organizations of all shapes and sizes are embracing Agile methodologies as a way to transform their

products, customer satisfaction, and employee engagement. Many people with varying levels of work experience are interested in understanding the architecture and nuances of Agile, but it is difficult to know where to start. Numerous practitioner books are available, but there has never been a single source for unbiased information about Agile methodologies—until now. *Introduction to Agile Methods* is the place to start for students and professionals who want to understand Agile and become conversant with Agile values, principles, framework, and processes. Authors Sondra Ashmore and

Kristin Runyan use academic research and their own experiences with numerous Agile implementations to present a clear description of the essential concepts. They address all key roles and the entire development life cycle, including common roadblocks that must be overcome to be successful. Through the authors' realistic use cases, practical examples, and thought-provoking interviews with pioneering practitioners, complex concepts are made relatable. No matter what your role or level of experience, this book provides a foundational understanding that can be used to start or enhance any Agile effort. Coverage

includes How Agile compares with the Waterfall method and when to use each Why Agile demands a cultural transformation—and how that looks to each participant Comparing various Agile methodologies, including Scrum, Kanban, Extreme Programming (XP), Crystal, Feature Driven Development (FDD), Lean, and DSDM Understanding the roles within Agile and how they work together to create superior results Agile approaches to requirements gathering, planning, estimating, tracking, reporting, testing, quality, and integration Extending Agile beyond IT ADKAR John Wiley & Sons

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change.

Introduction to Agile Methods Lulu.com

Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts? Would you like to know which agile techniques work, which ones do not

matter much, and which ones will harm your projects? Then you need Agile!: the first exhaustive, objective review of agile principles, techniques and tools. Agile methods are one of the most important developments in software over the past decades, but also a surprising mix of the best and the worst. Until now every project and developer had to sort out the good ideas from the bad by themselves. This book spares you the pain. It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations. Agile! serves first as a primer on agile development: one chapter each introduces agile

principles, roles, managerial practices, technical practices and artifacts. A separate chapter analyzes the four major agile methods: Extreme Programming, Lean Software, Scrum and Crystal. The accompanying critical analysis explains what you should retain and discard from agile ideas. It is based on Meyer's thorough understanding of software engineering, and his extensive personal experience of programming and project management. He highlights the limitations of agile methods as well as their truly brilliant contributions — even those to which their own authors do not do full justice. Three important chapters precede the core

discussion of agile ideas: an overview, serving as a concentrate of the entire book; a dissection of the intellectual devices used by agile authors; and a review of classical software engineering techniques, such as requirements analysis and lifecycle models, which agile methods criticize. The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas. This is the first book to discuss agile methods, beyond the brouhaha, in the general context of modern software engineering. It is a key resource for projects that want to combine

the best of established results and agile innovations.

Agile for Non-Software Teams Berrett-Koehler Publishers

Discover how to implement and operate in an Agile manner at every level of your enterprise and at every point from idea to delivery. Learn how Agile-mature organizations adapt nimbly to microchanges in market conditions. Learn cutting-edge practices and concepts as you extend your implementation of Agile through the entire enterprise to meet customer needs. Veteran Agile coach Mario Moreira argues that two critical conditions must be conscientiously cultivated at a company before it can

expect to reap in full measure the business benefits of mature Agile. First, individuals at every level must be committed to the mindset and the implementation of practices rigorously focused on delivering value to the customer. Second, all employees must be empowered to take ownership. This holistic transformation wrenches the status quo and provokes a strong focus where customers and employees matter. What You'll Learn Establish an idea pipeline to quickly and productively evolve customer value through all levels of the enterprise Incorporate a discovery mindset—experimental, incremental, design, and divergent thinking—and fast

feedback loops to increase the odds that what you build aligns more closely to what customer wants Leverage Lean Canvas, personas, story mapping, value stream mapping, Cost of Delay, servant leadership, self-organization, and more to deliver optimum value to customers Use continuous agile budgeting and idea pipelines at the senior levels of the enterprise to enable you to adapt to the speed of the market Reinvent human resources, portfolio management, finance, and many areas of management toward new roles in the enablement of customer value Map a top-to-bottom and end-to-end holistic view of your Agile galaxy to gauge where you are

today and where you'd like to go in your Agile future Be truly Agile throughout your enterprise, focused on customer value and employees above all else Who This Book Is For Executives and senior management; sponsors of Agile within a company; ScrumMasters and Agile coaches, champions, and consultants; project management and quality assurance officers (PMOs and AMOs); portfolio managers; product managers and product owners; marketing and business managers; functional, middle, and resource managers; engineering heads and managers; cross-functional engineering/scrum teams; and entrepreneurs and

venture capitalists
Digital Leadership,
Agile Change and the
Emotional Organization
Notion Press
Practical Guidance and
Inspiration for
Launching, Sustaining,
or Improving Any Agile
Enterprise
Transformation
Initiative As long-time
competitive
advantages disappear,
astute executives and
change agents know
they must achieve true
agile transformation. In
Unlocking Agility,
Jorgen Hesselberg
reveals what works,
what doesn't, and how
to overcome the
daunting obstacles.
Distilling 10+ years of
experience leading
agile transformation in
the enterprise,
Hesselberg guides you
on jumpstarting
change, sustaining
momentum, and

executing superbly on
customer
commitments as you
move forward. He
helps you identify
appropriate roles for
consultants, optimize
organizational
structures, set realistic
expectations, and
measure against them.
He shares first-hand
accounts from
pioneering
transformation leaders
at firms including Intel,
Nokia, Salesforce.com,
Spotify, and many
more. • Balance
building the right thing,
the right way, at the
right speed • Design a
holistic transformation
strategy using five
dimensions of agility:
Technology,
Organizational Design,
People, Leadership,
and Culture • Promote
agile skills, knowledge,
and abilities
throughout your

workforce •
 Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting • Leverage business agility metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

Agile Transformation
 John Wiley & Sons
 Based on years of work in the field with scores of companies, including Bosch, 3M,

Schlumberger, and Rio Tinto, The Scrum Fieldbook delivers a hands-on, practical approach to rapidly delivering value for companies and organizations. Scrum is the secret weapon behind some of today's most successful companies. Businesses like Google, Facebook, Amazon, and Apple use Scrum to drive incredibly fast innovation, laser focus on customers, and continuous improvement, and to decrease decision times in order to reshape the world. Scrum is the most utilized Agile framework. In recent years, its use has exploded across the corporate world, far beyond its software and technology roots. J. J. Sutherland and the

team at Scrum Inc. have dramatically improved performance at global banks, utility providers, medical device manufacturers, mining giants, and firms on the cutting edge of genetic science. Scrum has helped companies large and small thrive in the age of disruption. In Sutherland's first book, the national bestseller *Scrum: The Art of Doing Twice the Work in Half the Time*, coauthored with his father, Jeff, the co-creator of Scrum, he laid out the Scrum framework used by almost all of today's leading technology companies. In *The Scrum Fieldbook*, he draws on his firm's extensive experience in the field to take leaders, managers, and

employees deeper into the specific challenges and new opportunities organizations face in an Agile transformation. He shows how the Scrum framework can be successfully applied to any project in any industry, from automobile manufacturers in the U.S. and Europe to nonprofits in Africa, from home renovation contractors in Minnesota to gas exploration companies in South America, from fighter plane builders in Sweden to U.S. Navy Special Forces teams in regions of the world we can't mention. [Doing Agile Right](#)
Prentice Hall
Flex your project management muscle
Agile project management is a fast and flexible approach

to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple,

step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

Unlocking Agility

Crown Currency
This open access book, published to mark the 15th anniversary of the International Software Quality Institute (iSQI), is intended to raise the

profile of software testers and their profession. It gathers contributions by respected software testing experts in order to highlight the state of the art as well as future challenges and trends. In addition, it covers current and emerging technologies like test automation, DevOps, and artificial intelligence methodologies used for software testing, before taking a look into the future. The contributing authors answer questions like: "How is the profession of tester currently changing? What should testers be prepared for in the years to come, and what skills will the next generation need? What opportunities are available for further training today? What will testing look like in

an agile world that is user-centered and fast-paced? What tasks will remain for testers once the most important processes are automated?" iSQI has been focused on the education and certification of software testers for fifteen years now, and in the process has contributed to improving the quality of software in many areas. The papers gathered here clearly reflect the numerous ways in which software quality assurance can play a critical role in various areas. Accordingly, the book will be of interest to both professional software testers and managers working in software testing or software quality assurance.

Continuous Delivery

2.0 Canadian Scholars Know how to lead and establish business agility in your organization. Benefit from clear, actionable steps based on change management truths that have been long underutilized and have limited the success of agile expansion into your business. This book provides a pragmatic framework for leading your business toward shifting to an agile mindset. Achieving Business Agility offers strategies and concrete examples to engage business executives and will teach you how to effectively execute these strategies. Whether you are a delivery executive, a change advocate, a consultant, a business leader, or a newcomer

to agile, you will learn clear actions from a practical, business-oriented perspective that is vital to effect change and bring agile into your business. The book is structured in three sections. The first provides you with a deep understanding of each of four strategies. The second section tells the story of a company that applied these strategies through the eyes of several key players. The last section helps you get started applying what you learned in your own company. What You'll Learn Get the attention of your executives by alerting them to a company problem that can impact them personally and create a sense of urgency to address it Collaborate with your executives in

a way that gets them to open up and to see how their operating model is a contributing cause to the company problem Demonstrate how your executives can specifically benefit from a new agile business operating model and address the company problem Create a reinforcement structure on a larger scale to establish agile as the new standard operating model in your organization Who This Book Is For Managers, business leaders, and consultants at/for large enterprises or small startups who want their company to better compete in today's fast-moving markets that present threats and opportunities at every turn. No agile expertise is required.

Essentials of Agile Transformation Packt Publishing Ltd
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.

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