

# Agile Change Management A Practical Framework For Successful Change Planning And Implementation

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*Agile Practice Guide (H*

*nd* 2019-08-05  
Agile Practice Guide - First Edition 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.

**Lean Change Management** - Jason Little 2014-10-03

"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."

**A Practical Approach to Large-Scale Agile Development** - Gary Gruver 2012-11-15

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a "conversation starter" around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting
- Implementing effective project management and ensuring accountability in large agile projects
- Managing tradeoffs associated with key decisions about organizational structure
- Overcoming U.S./India cultural differences that can complicate offshore development
- Selecting tools to support quantum leaps in productivity in your organization
- Using change management disciplines to support greater enterprise agility

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition and The Standard for Project Management*

*(BRAZILIAN PORTUGUESE)* - Project Management Institute Project Management Institute 2021-08-01

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &- Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

**Digital Transformation Management for Agile Organizations** - Stefano Bresciani 2021-06-10

Digital Transformation Management for Agile Organizations highlights and explores new dynamics regarding how current digital developments globally scale, by examining the threats, as well as the opportunities these innovations offer to organizations of all kinds.

*Enterprise Change Management* - David Miller 2016-04-03

One of the biggest challenges facing organizations today is the ability to deliver the necessary change to sustain competitive advantage and adapt to economic and market environments. However, the gap between what organizations would like to deliver and their capabilities to do so is getting increasingly wide. Enterprise Change Management provides a practical roadmap for bridging this gap to help organizations build the sustainable capabilities to implement a portfolio of changes. Based on research on change performance from over 300 organizations and 400,000 data points over a 21-year period, Enterprise Change Management will help diagnose the root causes of the organizational change gap, manage demand for change and create the context for successful continuous change in the organization. This book introduces five core capabilities - adaptive leadership; executing single changes effectively; managing the demand for change; hiring resilient people and creating the context for successful change. Frameworks, processes and tools help readers assess change capabilities and then create a strategy to close the change gap and improve performance in their organization.

*Strategic Doing* Edward Morrison 2019-05-01

Ten skills for agile leadership Complex challenges are all around us—they impact our companies, our communities, and our planet. This complexity and the emergence of networks is changing the practice of strategic management. Today's leaders need to understand how to design and guide complex collaborations to accelerate innovation and change—collaborations that cross boundaries both inside and outside organizations. Strategic Doing introduces you to the new disciplines of agile strategy and collaborative leadership. You'll learn how to design and guide complex collaborations by following a discipline of simple rules that you won't find anywhere else.

- Unleash the power of true collaboration
- Learn and master the 10 skills of agile leadership
- Apply individual skills to targeted situations
- Introduces a new discipline of leadership strategy

Filled with compelling case studies, Strategic Doing outlines a new discipline of leadership strategy specifically designed for open, loosely-connected networks.

**Change Management** - 2009

### **Managing Human Resources** - Ingrid Lorraine Potgieter 2022

This book volume crafts an exciting, original account on the changes and requirements on managing human resources within the context of the new normal. Chapters in this book report on current research on the key constructs and processes underlying the management of human resources, both on an organisational strategic level as well as an individual employee level. Chapters compare current research trends in terms of future potential directions for the management of human resources within the context of the new normal. The book also critically evaluates the relevance, applicability and utility of the research findings and theoretical premises in various classical, current and potential emerging issues for research and practice in the smart digital technological world of work for human resource management. This volume approaches the concept of managing human resources with the new normal working context from a number of different angles. The authors have categorized them as conceptualizing human resource management in the context of the new normal (Part I), the critical issues in understanding the dynamics of strategic human resources management (Part II), critical issues in understanding the impact of the new normal on the psychology of employees (Part III), and the impact of the new normal on individuals with special needs (Part IV). The book ends in Part V of the volume, with an integrated reflection and conclusion on emerging issues for research and practice. The primary audience for this book volume is advanced undergraduate and postgraduate students in human resource management, as well as scholars in both academic and new normal working contexts. Human resource management practitioners will also have an interest in this book volume.

### Improving Maths and English in Further Education: A Practical Guide - Jonathan Kay 2021-06-04

Improving Maths and English in Further Education provides a strategic, practical and easily applied toolkit for teachers and leaders as they work with students to gain core skills. The book highlights the unique challenges that are faced within the sector and the value of embedding college-wide literacy and numeracy for success, providing a range of strategies to resolve challenges. Structured to make sure that there is always an alternative approach, method or suggestion, the book allows the reader to choose the steps that suit their context best. Each chapter looks at the key priorities: •Identifies a range of potential solutions to a challenge faced in FE •Acknowledges potential implementation pitfalls and remedies •Suggests practical takeaways, key considerations and next steps Teachers and staff within further and Post-16 education will find this an essential resource for supporting students studying maths and English. "Teachers and leaders from curriculum areas across the sector will find scenarios and anecdotes that resonate in this book; timetabling, accountability, motivation... a must read." Catherine Sezen, Senior Policy Manager - FE "This is an interesting and engaging read from Jonny, who has produced a book that brings together contemporary educational literature, with a personal and honest take on leading and teaching English and Maths in FE." Steven Wallis, Executive Director Quality, NCG "This book caters for the many different voices, people and characters in FE - it does exactly what it says on the tin... It will give you all the tools for a great job with an evidence base to boot." Julia Smith, @tessmaths Jonathan Kay has managed and led English and maths departments in Further Education since 2017, as well as working as consultant for the Association of Colleges and Lead English Expert and examiner for a leading exam board. Jonathan has also previously worked as an English teacher, 2nd in Department and Head of English in a range of Secondary schools.

### **Making Sense of Change Management** - Esther Cameron 2015-03-03

The definitive, bestselling text in the field of change management, Making Sense of Change Management provides a thorough overview of the subject for both students and professionals. Along with explaining the theory of change management, it comprehensively covers the models, tools, and techniques of successful change management so organizations can adapt to tough market conditions and succeed by changing their strategies, structures, boundaries, mindsets, leadership behaviours and of course their expectations of the people who work within them. This completely revised and updated 4th edition of Making Sense of Change Management includes more international examples and case studies, emerging new thinking and practice in the area of cultural change and a new chapter on the interrelationship with project management (PM) and change management. It also covers complexity models, agile approaches, and stakeholder management along with cultural sensitivity and what to do when cultures collide. Making Sense

of Change Management remains essential reading for anyone who is currently part of, or leading, a change initiative. Online supporting resources include lecture slides, making this an ideal textbook for MBA or graduate students focusing on leading or managing change.

### **The Effective Change Manager's Handbook** - Richard Smith 2014-11-03

The change management profession is no longer in its infancy. Readily identifiable in organizations and in business literature it is no longer reliant on parent disciplines such as organizational development or project management. Change management is itself in a state of change and growth - the number of jobs is increasing and organizations are actively seeking to build their change management capability. The Effective Change Manager's Handbook, the official guide to the CMI Body of Knowledge, is explicitly designed to help practitioners, employers and academics define and practice change management successfully and to develop change management maturity within their organization. A single-volume learning resource covering the range of underpinning knowledge required, it includes chapters from esteemed and established thought leaders on topics ranging from benefits management, stakeholder strategy, facilitation, change readiness, project management and education and learning support. Covering the whole process from planning to implementation, it offers practical tools, techniques and models to effectively support any change initiative.

### **Organizational Transitions** - Richard Beckhard 1977

### **Managing Business Transformation** - Melanie Franklin 2011-10-04

Understand change - how to define clear goals and quantify the benefits. Plan and prepare for change - how to create a change plan, communicate it and manage the impact of change. Implement change - how to build an effective change team and obtain the buy-in of your staff. Embed the change - how to return to the new 'business as usual'.

### **ADKAR** - Jeff Hiatt 2006

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. After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization. The ADKAR perspective can help you develop a new lens through which to observe and influence change. You may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

### **Leading Change** - John P. Kotter 2012

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

### **The Integrator** - Scott R. Coplan 2022-03-25

When a \$145 million IT project failure pushes Los Angeles to the edge of financial meltdown, the County CEO asks Max McLellan, a harried IT project manager, aka The Integrator, for help. The County Board gives Max 30 days to identify the problem and find a solution. At first Max finds the usual missteps, but something bigger and darker beckons, an explosive source of project failure. He must do something different, rattling ghosts of previous County IT failures, unclocking crookedness, and exposing truths that shatter careers. With some people rooting for his failure, Max battles to fit all the pieces together with the County team, applying his proven framework to define the problem, plan a solution and execute it successfully. It's common knowledge that barely

50% of IT projects succeed, per a 2017 Project Management Institute report. Equally well-known, approximately 70% of large-scale change management initiatives fail according to a 2017 McKinsey & Co. report. Given the challenge to overcome these low success rates, The Integrator offers a proven narrative on the organizational change framework for achieving Agile IT project management success based on the author's 45+ year client experiences and published research. The Integrator defines change management as the single overarching methodology integrating Agile IT and project management. It does this because all projects are about change - significant organizational and personal change. The people involved - their participation in and understanding and support of these changes - ultimately determine IT projects success or failure. In fact, while all IT projects are about change, successful projects change human behavior. The methodologies included in the framework, described in The Integrator, include: • Change management as defined by AIM (Accelerating Implementation Methodology). • Project management as defined by the Project Management Institute (PMI) Guide to the Project Management Body of Knowledge (PMBOK Guide) standard. • IT management as derived from the Institute of Electrical Engineers (IEEE) Guide to the Software Engineering Body of Knowledge (SWEBOK) standard. • Agile as defined by the Agile Alliance's Agile Manifesto. Written by a certified Project Management Professional and accredited change management practitioner, The Integrator chronicles the challenges involved in applying this framework in a real-world setting to achieve successful project implementation.

*The Effective Change Manager* The Change Management Institute 2014 'The Effective Change Manager' is designed for change management practitioners, employers, authors, academics and anyone with an interest in this growing professional discipline of change management. This first edition The Change Management Body of Knowledge (CMBOK) draws on the experience of more than six hundred change management professionals in thirty countries. Starting with what change managers do - 'The Effective Change Manager' describes what change managers must know in order to display those competencies effectively - and to deliver change successfully. The Change Management Institute (CMI) is an independent professional organization that is uniquely positioned to promote and advance the interests of Change Management. Since 2005, the CMI has been providing opportunities for change management professionals to build knowledge and skills and network with other professionals.

*Management 3.0* - Jurgen Appelo 2011

In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond "Management 1.0" control and "Management 2.0" fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated • Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic-and never trendy-Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

**Agile Strategy Execution** - Gaye Clemson 2016-10-29

Leaders of most firms today are painfully aware of how difficult it is to execute strategies effectively in their organizations. Industry research has well documented this reality, with the success needle barely moving over the past 20 years. Our intent in this book is to merge 'agile concepts' with strategy execution 'Best Practices' resulting in an easy to understand set of principles and techniques, organized in a meaningful, practical and quickly deployable Agile Strategy Execution Framework .

This framework is presented through the eyes of organizations where it has been successfully used to drive improvements in how strategy gets executed. We expect this book to help leaders and strategy practitioners revolutionize their business models by becoming more agile in an aligned, accountable and responsive way. Our Agile Strategy Execution Framework is composed of six Dimensions and two Influencing Factors, which can be summarized as follows: Dimension #1 Detailed Plans and Metrics involves incorporating a systematic and disciplined approach that focuses on translating breakthrough organizational goals, objectives and strategies into specific functional area, team and individual plans and their associated metrics. Dimension #2 Align and Link means ensuring that strategic goals are aligned and linked to projects, programs, run-the-business activities and process improvement efforts both vertically and cross-functionally driving progress/actions at all organization levels. Dimension #3 Real-Time Updates involves institutionalizing a transparent Single Source of Truth online for all plan collaboration, engagement and reporting and then driving real-time plan updates based on day to day triggers, ensuring properly prioritized & scheduled work. Dimension #4 Cadence Decisions means ensuring proactive real-time resourcing, course correcting solution and backlog management decision-making processes. Dimension #5 Innovation Bets involves identifying and executing small opportunities to study, pilot or test new innovations that reflect current market conditions, new technology or other advances. Dimension #6 Refresh or Transform means formally reassessing core business assumptions, updating strategic plans and tactics, reviewing priorities, linkages and alignment and then pivoting as needed. Influencing Factor #1 The Culture Impacts Influencing Factor involves assessing formal vs. informal, and preached vs. practiced corporate culture. Leaders can then either use their culture as an enabling driver for managing change or if needed initiate processes to drive needed culture change. Influencing Factor #2 The Connected Governance Influencing Factor involves using leading edge digitization experiences to link leadership practices, employee engagement mechanisms and collaboration processes. Also shared are the details of an Agile Strategy Execution Maturity Model that can be used to help organizations assess their own progress in executing strategy with more agility on an evolving scale and ascertain where they would like to be in the future. The Agile Strategy Execution Framework can then be used to target improvement areas and provide guideposts and methods as to how to move up the agile strategy execution maturity curve. Also in the Appendix are a select number of techniques and templates that the authors have found useful to help jumpstart improvement efforts. In conclusion, what makes strategy execution agile is an ecosystem focused on alignment (both functional and cross-functional), accountability (through data-driven with team and individual buy-in and ownership) and responsiveness (to changing internal and external landscapes). In this way strategies and tactics can be continuously adapted, pivoted and realigned to meet execution performance expectations in an agile way.

*Brilliant Agile Project Management* Rob Cole 2016-01-01

What is Agile Project Management and will it bring my project in on time and budget? If you need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach, this book is essential reading.

Brilliant Agile Project Management does more than just talk you through the techniques and processes - focussing on real-life use of Agile in business environments, it provides practical advice and techniques on how to implement and work with Agile, so you always know exactly what to do and say to make your project a success. • Assess whether your organisation or project is right for using APM • Understand how to implement APM into any project • Overcome common problems with APM Get up to speed with Agile Project Management and get ahead - fast!

**HBR's 10 Must Reads on Managing People** - Harvard Business Review 2011

Managing people is fraught with challenges- even if you are a seasoned manager. Here's how to handle them. If you read nothing else on managing people, read these articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your employee's performance. This book will inspire you to: tailor your management styles to fit your people; motivate with more responsibility, not more money; support first-time managers; build trust by soliciting input; teach smart people how to learn from failure; build high-performing teams; and manage your boss. -- from Back Cover

**Business Transformation Framework - To get from Strategy to**

### **Execution** - Jeroen Stoop 2016-03-01

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This book explains the Business Transformation Framework, BTF Version 2016, a structural approach based on best practice. It is a practical approach that helps organizations to design, develop, plan and govern organizational change. Obviously developing a solid and widely supported Change plan is the first step towards a successful organizational change! Simply said: BTF helps to get control over organizational change! In the BTF coherence and collaboration are essential. The BTF approach imposes the establishing of coherence between organizational setting, strategy, and business transformation portfolio as well as between the four different aspects of running the business: Customer Treatment & Channels, Processes & organizational culture, Information & applications and IT infrastructure & facilities. This is a complex process. The BTF methodology helps to make this a manageable process by following a structured and step-by-step approach. Establishing coherence is possible when all divisions in the organizations work together. Coherence can only be achieved when all levels in the organization and all divisions and employees work closely together. The methodology aims at making change tactile and concrete, so that all stakeholders can be committed and contribute. In the BTF the design and development go hand in hand. That is so, because people are willing to change, but do not like to get a change imposed upon themselves! This book is the official manual of the Business Transformation Framework, BTF Version 2016. Primary target groups are: managers and professionals in the information-intensive firms and industries that are confronted with organizational change. The BTF has already been put into use by: operations managers, CIOs, information managers, portfolio managers, change managers, programme managers and consultants.

### **Managing Change in an Agile World** - Kate Nelson 2018-07

Agile change management is the adaptive and iterative planning and execution of change management practices that encourages flexibility and speed. In agile change environments, changes happen swiftly and repetitively. In these environments, the goals of change management work are largely unchanged. However, there are unique principles and tools that influence how change management is applied to help people be ready, willing, and able to work in new ways. In this book, we have identified the principles and practices for managing change in an agile, fast, iterative, environment. If organizations want to make effective change, they need to recognize and deal with the principles of how change happens within agile organizations and have the tools to make the work happen. The book is divided into two parts - one that teaches background, ideas and approaches, and one that is rooted in the day to day tactics for the change leader who is managing change in iterative fast-paced change environments.

### **Agile Project Management with Scrum** - Ken Schwaber 2004-02-11

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

### **Agile Conversations** Douglas Squirrel 2020-05-12

A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations

brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

### **Change Management** - Jeffrey M. Hiatt 2003

Change Management: the people side of change is an introduction to change management for managers and executives. Project leaders and consultants can use this new book with their organizations and clients to introduce change management to front-line managers and top-level executives involved in change. Specifically, managers and executives will understand the broader perspective around change management and understand their role in the process. Written by Jeff Hiatt and Tim Creasey, the editors of the Change Management Learning Center, this book takes 7 years of research with more than 1000 companies, white papers and change management models, and combines this knowledge into an easy-to-read guide for managing change. Multiple case studies and examples make this book a quick-read for managers and executives that need a basic understanding of change management.

### **How to Change the World** - Jurgen Appelo 2012

### **Large-Scale Scrum** - Craig Larman 2016-09-23

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.

### **The Science of Successful Organizational Change** - Paul Gibbons 2015-05-15

Every leader understands the burning need for change—and every leader knows how risky it is, and how often it fails. To make organizational change work, you need to base it on science, not intuition. Despite hundreds of books on change, failure rates remain sky high. Are there deep flaws in the guidance change leaders are given? While eschewing the pat answers, linear models, and change recipes offered elsewhere, Paul Gibbons offers the first blueprint for change that fully reflects the newest advances in mindfulness, behavioral economics, the psychology of risk-taking, neuroscience, mindfulness, and complexity theory. Change management, ostensibly the craft of making change happen, is rife with myth, pseudoscience, and flawed ideas from pop psychology. In Gibbons' view, change management should be "euthanized" and replaced with change agile businesses, with change leaders at every level. To achieve that, business education and leadership training in organizations needs to become more accountable for real results, not just participant satisfaction (the "edutainment" culture). Twenty-first century change leaders need to focus less on project results, more on creating agile cultures and businesses full of staff who have "get to" rather than "have to" attitudes. To do that, change leaders will have to leave behind the old paradigm of "carrots and sticks," both of which destroy engagement. "New analytics" offer more data-driven approaches to decision making, but present a host of people challenges—where petabyte information flows meet traditional decision-making structures. These approaches will have to be complemented with "leading with science"—that is, using evidence-based management to inform strategy and policy decisions. In The Science of Successful Organizational Change, you'll learn: How the VUCA (Volatile, Uncertain, Complex, and Ambiguous) world affects the scale and pace of change in today's businesses How understanding of

flaws in human decision-making can help leaders guide their teams toward wiser strategic decisions when the stakes are largest—including “when to trust your guy and when to trust a model” and “when all of us are smarter than one of us” How new advances in neuroscience have altered best practices in influencing colleagues; negotiating with partners; engaging followers' hearts, minds, and behaviors; and managing resistance How leading organizations are making use of the science of mindfulness to create agile learners and agile cultures How new ideas from analytics, forecasting, and risk are humbling those who thought they knew the future—and how the human side of analytics and the psychology of risk are paradoxically more important in this technologically enabled world What complexity theory means for decision-making in the context of your own business How to create resilient and agile business cultures and anti-fragile, dynamic business structures To link science with your “on-the-ground” reality, Gibbons tells “warts and all” stories from his twenty-plus years consulting to top teams and at the largest businesses in the world. You'll find case studies from well-known companies like IBM and Shell and CEO interviews from Nokia and Barclays Bank.

**The Agile Change Playbook** - Jen Frahm 2020-08-29

Welcome to the Agile Change Playbook - over 30 agile change practices to help you feel confident and more effective in the world of agile change. If you've come this far it's probably because you have landed in the wild world of agile projects and initiatives, or an organisation that is 'going agile'. Your existing toolkit is a good one, but it doesn't quite fit the new world. That was our experience about seven years ago when we both started dipping our collective toes in the world of agile. Over the years we have experimented, played, failed, adapted in various fashions with our change practice. We've pulled that experience together in this playbook. Oh, on that, why is it a playbook and not a handbook? It's intentional. Not all of the agile change tools in this will work for you, you're going to have to play with them and work out which ones suit, and which ones you might use on another initiative. We have created this especially for change and project practitioners who need to adapt their practice to agile ways of working, our Agile Change Playbook is jam packed with agile change practices, templates, and tools for you to use! *HBR's 10 Must Reads on Change Management 2-Vol ume Collection* Harvard Business Review 2021-04-27

If you read nothing else on change management, read these definitive articles from Harvard Business Review. Most companies' change initiatives fail. Yours don't have to. HBR's 10 Must Reads on Change Management 2-Volume Collection provides enduring ideas and practical advice to help you spearhead change in your organization. Bringing together HBR's 10 Must Reads on Change Management and HBR's 10 Must Reads on Change Management, Vol. 2, this collection includes twenty articles selected by HBR's editors and features the indispensable article “Leading Change” by John Kotter. From timeless classics to the latest game-changing ideas from thought leaders W. Chan Kim, Renee Mauborgne, Tim Brown, Roger Martin, and more, HBR's 10 Must Reads on Change Management 2-Volume Collection will inspire you to: Lead through the eight critical stages of change Establish a sense of urgency Overcome addiction to the status quo Transform your company's culture Minimize the pain of change Get reorgs right Reshape your organization for climate sustainability Scale agile practices throughout your company Lead change when business is good—but also when times are tough HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

*Management Cases* - Edited by Rommel Sergio 2022-03-19

Any organization worth its salt would have a thriving story to tell. The COVID-19 pandemic has brought incredibly disruptive challenges to organizations worldwide. Lest be labeled as wanting because of the magnitude of the problems that beset, business and educational organizations must take it upon themselves to discover and present to the world the novel management practices that arose out of the problems that these organizations have experienced. This book provides management cases that deal with the organization's implicit challenges and, at the same time, the best practices that have positively affected the

growth of the business or organizational enterprise. Educators and trainers of today will benefit from this book in their teaching of management cases. The book integrates global issues with a local flair to provide practical experiences in various business and educational settings during the pandemic. The cases include scope within change management, organizational development, human resource management, organizational behavior, corporate social responsibility, innovation, sustainability, educational management, supply chain management, business ethics, and strategic management.

*Agile Project Management* - Project Management Journal 2013-06-26

The development of the Agile Movement, whatever the area of application or discipline, comes from the famous “faster, cheaper, better” maxim. As such, the agile manufacturing paradigm rests on four principles: response to change and uncertainty, supplying highly customized products, synthesis of diverse technologies, and intra-enterprise and inter-enterprise integration. For the reader interested in agile project management applications, response to changes, and transformations and its impact on managing projects, this book is a must-read. Various insights are covered, including: how to master complexity and changes in projects, economy, and society; how interaction between the project management team and project owners can influence risk management; how to move beyond the traditional mechanistic project management approach; how to include agile principles into an improved Logical Framework Analysis structure; what the impact is of agile principles on project management organizations what kind of innovative project management practice supports agile principles; and much more.

**Charting Change** - Braden Kelley 2016-03-31

Research shows that up to seventy percent of all change initiatives fail. Let's face it, change is hard, as is getting an organization on board and working through the process. One thing that has been known to be effective is onboarding teams not only to understand this change, but to see the process and the progress of institutional change. Charting Change will help teams and companies visualize this complicated process. Kelley has developed the Change Planning Canvas, which enables leadership and project teams to easily discuss the variable that will influence the change effort and organize them in a collaborative and visual way. It will help managers build a cohesive approach that can be more easily embraced by employees who are charged with the actual implementation of change. This book will teach readers how to use this visual toolkit to build a common language and vision for implementing change.

*Agile Change Management* - Melanie Franklin 2014-03-03

The concept of agile working has been adopted by many organizations that recognize the need to respond quickly and easily to new opportunities and be fit for purpose in a world of complex and continuous change. Combining cutting edge techniques, Agile Change Management offers pioneering tools to ensure your change initiative is embedded, adopted and delivers benefits throughout the organization. Including examples and best practice advice, it enables you to create your own roadmap consisting of all the processes, activities and information needed to manage any type of change initiative. By focusing on completing iterative tasks, the roadmap allows you to respond to different needs as they arise, therefore cutting time spent on planning for unnecessary resources. Also including important advice for creating the right environment for change, Agile Change Management is a comprehensive resource for anyone who wants to build the capabilities of an effective change manager. Online supporting resources include PDFs of appendices from the book on change roles, change management documents, change capabilities, a change activity index and communication activities.

*Managing Change in Organizations* Project Management Institute 2013-08-01

Managing Change in Organizations: A Practice Guide is unique in that it integrates two traditionally disparate world views on managing change: organizational development/human resources and portfolio/program/project management. By bringing these together, professionals from both worlds can use project management approaches to effectively create and manage change. This practice guide begins by providing the reader with a framework for creating organizational agility and judging change readiness.

*Enterprise Software Delivery* - Alan W. Brown 2013

Globalization, rapid technology churn, and massive economic shifts have made it more difficult than ever to deliver high-value enterprise software. In Enterprise Software Delivery, IBM Distinguished Engineer Alan W. Brown guides decision-makers in understanding these new

challenges, choosing today's best solutions, and successfully anticipating future trends. Alan presents detailed, actionable techniques for building software supply chains that improve agility and innovation while responding to growing cost pressure. Using real-world case studies, he introduces the modern global software factory, demonstrating how to integrate and leverage global outsourced teams, collaborative application lifecycle management, and cloud-based virtual infrastructures. Drawing on his extensive experience leading IBM Rational software strategy, and consulting with IBM enterprise customers, Alan illuminates everything from software R&D to metrics. Coverage includes Understanding recent dramatic changes in enterprise software delivery requirements and practices Overcoming false assumptions, outdated data and delivery models, and inexperience with strategy, innovation, education, or research Incorporating integrators and partners in centers of excellence that specialize in delivering business value Establishing team-based practices that encourage agility, scalability, and quality Building adaptive software factories that integrate real-time feedback and respond rapidly to change Using virtualized collaborative infrastructure to connect worldwide teams for developing software, assembling solutions, and delivering results Transcending barriers related to geography, organization, skills, and culture If you're an enterprise software leader, strategist, or practitioner, this book can help you improve every facet of performance you care about, including agility, quality, predictability, innovation, and value.

*Agile Faculty* Rebecca Pope-Ruark 2017-11-27

Digital tools have long been a transformative part of academia, enhancing the classroom and changing the way we teach. Yet there is a way that academia may be able to benefit more from the digital revolution: by adopting the project management techniques used by

software developers. Agile work strategies are a staple of the software development world, developed out of the need to be flexible and responsive to fast-paced change at times when "business as usual" could not work. These techniques call for breaking projects into phases and short-term goals, managing assignments collectively, and tracking progress openly. Agile Faculty is a comprehensive roadmap for scholars who want to incorporate Agile practices into all aspects of their academic careers, be it research, service, or teaching. Rebecca Pope-Ruark covers the basic principles of Scrum, one of the most widely used models, and then through individual chapters shows how to apply that framework to everything from individual research to running faculty committees to overseeing student class work. Practical and forward-thinking, Agile Faculty will help readers not only manage their time and projects but also foster productivity, balance, and personal and professional growth.

*Agile Change Management* - Melanie Franklin 2021-10-03

The second edition of Agile Change Management provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively.