

Objectives And Key Results Driving Focus Alignment And Engagement With Okrs Wiley Corporate F A

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

Een must read voor ceo's, ondernemers en beleidsmakers die niet alleen de noodzaak voor verandering zien, maar ook aan de slag willen. In een tijd waarin ontelbaar veel nieuwe mogelijkheden en kansen zich voordoen, is een nieuw soort business opgestaan: de exponentiële organisatie. Deze bedrijven zijn in staat een groeicurve te laten zien die exponentieel is, dankzij de integrale toepassing van onder andere community's, big data, slimme algoritmes en nieuwe technologieën. Zij laten de traditionele lineaire bedrijven ver achter zich. Salim Ismail, Yuri van Geest en Michael S. Malone onderzochten honderden startups en interviewden tientallen ceo's van de snelst groeiende organisaties (zoals Airbnb, Netflix, Tesla, Waze, Arianna Huffington en Chris Anderson). In dit boek brengen ze de ontwikkelingen op organisatorisch en technologisch gebied in kaart en ze presenteren een raamwerk van interne en externe factoren waarmee elke organisatie, of het nu om een start-up of een multinational gaat, een exponentiële organisatie kan worden. This book constitutes the refereed proceedings of the 20th International Conference on Product-Focused Software Process Improvement, PROFES 2019, held in Barcelona, Spain, in November 2019. The 24 revised full papers 4 industry papers, and 11 short papers presented were carefully reviewed and selected from 104 submissions. The papers cover a broad range of topics related to professional software development and process improvement driven by product and service quality needs. They are organized in topical sections on testing, software development, technical debt, estimations, continuous delivery, agile, project management, microservices, and continuous experimentation. This book also includes papers from the co-located events: 10 project papers, 8 workshop papers, and 4 tutorial summaries. Key concepts and best practices for new software engineers — stuff critical to your workplace success that you weren't taught in school. For new software engineers, knowing how to program is only half the battle. You'll quickly find that many of the skills and processes key to your success are not taught in any school or bootcamp. The Missing README fills in that gap—a distillation of workplace lessons, best practices, and engineering fundamentals that the authors have taught rookie developers at top companies for more than a decade. Early chapters explain what to expect when you begin your career at a company. The book's middle section expands your technical education, teaching you how to work with existing codebases, address and prevent technical debt, write production-grade software, manage dependencies, test effectively, do code reviews, safely deploy software, design evolvable architectures, and handle incidents when you're on-call. Additional chapters cover planning and interpersonal skills such as Agile planning, working effectively with your manager, and growing to senior levels and beyond. You'll learn: • How to use the legacy code change algorithm, and leave code cleaner than you found it • How to write operable code with logging, metrics, configuration, and defensive programming • How to write deterministic tests, submit code reviews, and give feedback on other people's code • The technical design process, including experiments, problem definition, documentation, and collaboration • What to do when you are on-call, and how to navigate production incidents • Architectural techniques that make code change easier • Agile development practices like sprint planning, stand-ups, and retrospectives This is the book your tech lead wishes every new engineer would read before they start. By the end, you'll know what it takes to transition into the workplace—from CS classes or bootcamps to professional software engineering.

Make a difference with company culture Organizations around the world are looking for the “secret sauce” to create strong company cultures—and this book lets you in on what you can do to share the same culture that drives places like Google, Southwest, and Wegman's to succeed. Inside, expert author on corporate culture Mike Ganino distills company culture down to the four core elements that you need to consider when making any business decision. Packed with real-world examples and practical approaches to help you build a culture that drives performance, increases bottom line

results, and creates brands that people talk about and remember, this is the book you'll want to keep close by as you create your own unique culture. Implement and manage cultural change effectively Apply key principles to achieve organizational goals See how new technologies influence organizations Retain employees and attract new talent With this helpful guide, you'll boost your company's culture in no time!

The digital revolution is changing our world and the fundamentals of business faster than anyone expected, and the responsibility for leading key aspects of enterprise-wide business transformation often falls to the Chief Financial Officer (CFO). This book provides motivation and guidance for current and future finance leaders to navigate an increasingly unpredictable, dynamic, complex and connected world. As businesses are forced to change fundamentally or accept the reality of being left behind, the CFO has a particularly important part to play in preparing for this change - not only for their own function but for the business as a whole. So what is the role of CFOs in delivering digital business transformation? What can they do to manage business resources and performance more dynamically? How can CFOs contribute to the creation and management of new business models, such as digital business platforms and ecosystems? And what can finance leaders do to enable sustainable growth and long-term multi-stakeholder value creation? These and many more key questions are tackled in *The Contemporary CFO*, which draws on practical experience of transforming leading global businesses and on extensive, original research, including in-depth interviews with a wide range of corporate leaders. CFOs are used to managing change but delivering a complex business transformation on top of an already demanding role can be challenging. This essential guide includes the latest thinking, trends and perspectives to help finance leaders navigate the demands of the connected world successfully.

We all have entrenched Beliefs, Values, and Illusions (BVIs), which elicit a reflex reaction when signals from others come to us. Riordan explains how to escape the certainties of someone else's opinion to regain the freedom that comes from having an open mind, which allows you to be receptive every time you receive a signal. Using proven concepts that can apply to companies both large and small, Riordan will show you: · How our BVIs are established · The burden of proof to require for assumptions · How desire, delay, and defense drives bad decisions in corporations · The energy equation in the enterprise · Why so many people are battling for the control of the human mind and its actions Signals will show you how to question your BVIs, allowing you to bring new authenticity to your facts and a new awareness to your workplace. This book is for product managers, product owners, product marketing managers, VPs and Heads of Product, CEOs, and start-up founders. In short, it serves anyone interested personally or professionally in software product management. You'll learn how to plan, coordinate and execute all activities required for software product success. It enables you to find the right balance for delivering customer value and long-term product success. The book offers a comprehensive introduction for beginners as well as proven practices and a novel, holistic approach for experienced product managers. It provides much-needed clarity regarding the numerous tasks and responsibilities involved in the professional and successful management of software products. Readers can use this book as a reference book if they are interested in or have the urgent need to improve one of the following software product management dimensions: Product Viability, Product Development, Go-to-Market / Product Marketing, Software Demonstrations and Training, The Market / Your Customers, or Organizational Maturity. The book helps product people to maximize their impact and effectiveness. Whether you're a seasoned practitioner, new to software product management, or just want to learn more about the best-of-all disciplines and advance your skills, this book introduces a novel and "business" tested approach to structure and orchestrate the vital dimensions of software product management. You will learn how to create focus and alignment on the things that matter for product success. The book describes a holistic framework to keep the details that matter for product success in balance, taking into consideration the limiting factors, strategies and responsibilities that determine the overall product yield potential. It explains how to leverage and adapt the framework with regard to aspects like product viability, product development, product marketing and software demonstrations and training, as well as more general aspects like markets, customers and organizational maturity. The book focuses on the unique challenges of software product managers or any related roles, whether you are a founder of a small to mid-sized software company or working in the complex ecosystems of large software enterprises or corporate IT departments.

Learn how to build a design system framed within the context of your specific business needs. This book guides you through the process of defining a design language that can be understood across teams, while also establishing communication strategies for how to sell your system to key stakeholders and other contributors. With a defined set of components and guidelines, designers can focus their efforts on solving user needs rather than recreating elements and reinventing solutions. You'll learn how to use an interface inventory to surface inconsistencies and inefficient solutions, as well as how to establish a component library by documenting existing patterns and creating new ones. You'll also see how the creation of self-documenting styles and components will streamline your UX process. *Building Design Systems* provides critical insights into how to set up a design system within your organization, measure the effectiveness of that system, and maintain it over time. You will develop the skills needed to approach your design process systematically, ensuring that your design system achieves the purpose of your organization, your product, and your team. What You'll Learn Develop communication strategies necessary to gain buy-in from key stakeholders and other teams Establish principles based on your specific needs Design, build, implement, and maintain a design system from the ground up Measure the effectiveness of your system over time Who This Book Is For All teams, large and small, seeking to unify their design language through a cohesive design system and create buy-in for design thinking within their organization; UX, visual, and interaction designers, as well as product managers and front-end developers will benefit from a systematic approach to design.

Brené Brown heeft de afgelopen twintig jaar onderzoek gedaan naar de emoties en ervaringen die betekenis geven aan ons leven, en werkte de afgelopen zeven jaar nauw samen met leiders en cultuurveranderaars over de hele wereld. Ze ontdekte dat allerlei bedrijfstakken, van kleine start-ups tot Fortune 50-bedrijven, met dezelfde vraag worstelen: 'Hoe ontwikkelen we moediger leiders en hoe verankeren we moed en durf in onze bedrijfscultuur?' In dit nieuwe boek combineert Brené haar onderzoeksresultaten met persoonlijke verhalen en voorbeelden om deze vraag te beantwoorden. Durf te leiden gaat over echt leiderschap: vanuit het hart en vol moed.

Power through your CASP+ Exam CAS-003 preparation with these invaluable practice questions For those studying for the CASP+ Exam CAS-003, Nadean H. Tanner's CASP+ Practice Tests Exam CAS-003 will help you make the most of your prep time. The included two practice exams, domain-by-domain questions, and the accompanying Sybex interactive learning environment and online test bank will help

you focus your efforts, gauge your progress, and improve your understanding of the necessary objectives. CASP+ Practice Tests Exam CAS-003 provides readers with practice questions that cover the five CASP+ objective domains: Risk Management Enterprise Security Architecture Enterprise Security Operations Technical Integration of Enterprise Security Research, Development, and Collaboration Specifically written for IT professionals studying for the CASP+ Exam CAS-003, this book is also a perfect refresher for anyone seeking to brush up on their IT cybersecurity knowledge. The practice exams and domain-by-domain questions combine to provide readers with over 1,000 practice questions to help validate your knowledge and optimize your preparation.

This book constitutes the refereed proceedings of the 11th Software Quality Days Conference, SWQD 2019, held in Vienna, Austria, in January 2019. The Software Quality Days (SWQD) conference started in 2009 and has grown to the biggest conference on software quality in Europe with a strong community. The program of the SWQD conference is designed to encompass a stimulating mixture of practical presentations and new research topics in scientific presentations. The guiding conference topic of the SWQD 2019 is "The Complexity and Challenges of Software Engineering and Software Quality in the Cloud". The 5 full papers and 3 short papers presented in this volume were carefully reviewed and selected from 17 submissions. The volume also contains 2 invited talks. The contributions were organized in topical sections named: multi-disciplinary systems and software engineering; software quality and process improvement; software testing; knowledge engineering and machine learning; source code analysis; and software maintenance.

This book records the author's years of experience in the software industry. In his own practices, the author has found that the distributed work pattern has become increasingly popular in more and more work environments, either between vendors and customers or between different teams inside a company. This means that all practitioners in the software industry need to adapt to this new way of communication and collaboration and get skilled enough to meet the greater challenges in integrating the distributed work pattern with agile software delivery. By centering on the difficulties in communication and collaboration between distributed teams, this book digs into the reasons why so many remote delivery projects end up anticlimactic and provides solutions for readers' reference. It also cites successful cases in promoting agile development in distributed teams, which has been a vexing problem for many software development companies. In addition, readers can find suggestions and measures for building self-managing teams in this book. Remote Delivery: A Guide to Software Delivery through Collaboration between Distributed Teams is a very practical guide for software delivery teams with their members distributed in different places and companies engaged in software customization. Developers, QAs, product managers, and project leaders can also be inspired by this book.

OKRs are about goals bigger than the next story. OKRs prioritise purpose and strategy over backlogs. Objectives are big goals; key results are smaller goals that build towards the objective. Does your agile team get lead astray by burning fires? Do you struggle to keep your agile team focused? Do you feel the need for more than just doing the top of the backlog every two weeks? Are you using, or want to use, OKRs with an agile team? Then this is the book for you. Acclaimed author Allan Kelly has written a short guide to OKRs, writing them, organizing to deliver and the pitfalls. Allan is the author of multiple books on agile and has given advice and training for over 10 years. Now he turns his attention to OKRs. In this book he doesn't try to sell OKRs - others can tell you why OKRs are great. Allan describes his practical experience working with an agile team adopting OKRs, day-by-day, quarter-by-quarter. Allan's advice includes: be really specific in setting goals, involve the whole team in setting OKRs, think broad when setting then execute narrowly, set analogue not binary OKRs and, most controversially, throw away your backlog and let OKRs drive everything you do. Initially sceptical about OKRs Allan found them a good fit with agile; OKRs became an effective means of focus teams, exposing problems, communicating with senior managers and a powerful means of asking bigger questions about product strategy and value. OKRs and agile work well together because they are both outcome oriented and results focused. When used right OKRs give power and authority to teams - one could even say OKRs create test first management. Yet OKR can be a double edge-sword, used poorly they can re-introduce command-and-control and hinder agile working. Allan addresses problems with predictability, aspirations, culture, targets and annual reviews. "Easy read, super useful book for my current context at work right now!"

@c_combe on Twitter "I especially like the honest portrayal of top-down MBO OKR-setting and its problems. And providing tips on how to go about using OKRs in a different way." @antiki "I recommend heartily and have done so openly on the book seller's site - brilliant, balanced and lived experience and feedback from Allan" @rj_number_one "Initially, I was thinking to join some OKR training but honestly felt this book is good enough to get one on the right path!" @ProdScrumMaster

#1 bestselling author and acclaimed venture capitalist John Doerr reveals a sweeping action plan to conquer humanity's greatest challenge: climate change. In 2006, John Doerr was moved by Al Gore's An Inconvenient Truth and a challenge from his teenage daughter: "Dad, your generation created this problem. You better fix it." Since then, Doerr has searched for solutions to this existential problem—as an investor, an advocate, and a philanthropist. Fifteen years later, despite breakthroughs in batteries, electric vehicles, plant-based proteins, and solar and wind power, global warming continues to get worse. Its impact is all around us: droughts, floods, wildfires, the melting of the polar ice caps. Our world is squarely in a climate crisis and on the brink of a climate disaster. Yet despite our state of emergency, climate change has yet to be tackled with the urgency and ambition it demands. More than ever, we need a clear course of action. What if the goal-setting techniques that powered the rise of today's most innovative organizations were brought to bear on humanity's greatest challenge? Fueled by a powerful tool called Objectives and Key Results (OKRs), SPEED & SCALE offers an unprecedented global plan to cut greenhouse gas emissions before it's too late. Used by Google, Bono's ONE foundation, and thousands of startups the world over, OKRs have scaled ideas into achievements that changed the world. With clear-eyed realism and an engineer's precision, Doerr identifies the measurable OKRs we need to reduce emissions across the board and to arrive by 2050 at net zero—the point where we are no longer adding to the heat-trapping carbon in the atmosphere. By turns pragmatic and inspiring, SPEED & SCALE intersperses Doerr's wide-ranging analysis with firsthand accounts from Jeff Bezos, Christiana Figueres, Al Gore, Mary Barra, Bill Gates, and other intrepid policy leaders, entrepreneurs, scientists, and activists. A launchpad for those who are ready to act now, this book is geared to leaders in every walk of life. With a definitive action plan, the latest science, and a rising climate movement on our side, we can still reach net zero before it is too late. But as Doerr reminds us, there is no more time to waste.

Handleiding voor het verbeteren van de gebruiksvriendelijkheid van een website.

Het geheim van productiviteit thuis en op het werk Voor iedereen die slimmer wil werken Iedereen zou meer willen doen in minder tijd. Maar met simpelweg harder werken en meer to-do-lijstjes alleen gaat dat niet lukken. Essentieel is een verandering in hóe we denken, doelen formuleren, teams samenstellen en beslissingen nemen. Dat is de prikkelende stelling van Charles Duhigg, auteur van de bestseller 'De macht der gewoonte'. In 'Slimmer sneller beter' volgen we in acht casestudies het pad van enkele beroemde instellingen, die elk een belangrijke verandering in hun werkproces implementeren. Zo leren we hoe Disney het team van Frozen wist te prikkelen om sneller creativiteit tot stand te brengen door de juiste spanning te creëren, hoe het U.S. Marine Corps haar basistraining omgoot met beter gemotiveerde rekruten als gevolg, en hoe zowel Toyota als de FBI de betrokkenheid en innovatiekracht van hun werknemers vergroten door de belangrijke beslissingen aan hen over te laten. In 'Slimmer sneller beter' worden de key learnings van grote organisaties gepresenteerd in verrassende verhalen. De nieuwsgierigheid van de auteur en het rijke onderzoek waar hij uit put leveren een boek vol verrassende inzichten op. Harder werken maakt organisaties en werknemers niet per se sneller en beter. Het geheim van productiviteit zit hem in slimmer werken.

Companies today are using OKRs-Objectives and Key Results-to improve the way they set and work with goals. Along the way, they discover

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

This book cuts through the corporate buzzwords and actually answers What are OKRs? and how you can get started and implement the methodology.

Das Buch von André Daiyû Steiner und Erno Marius Obogeanu-Hempel führt den Leser in die OKR-Welt ein. Neben den Grundlagen und der Theorie wird vor allem auf die Philosophie dahinter sowie auf den Praxiseinsatz von OKR Wert gelegt. Es werden die Vorteile durch den Einsatz der OKR-Methode erläutert, sowohl für Wachstumsunternehmen als auch für Unternehmen in Krisenzeiten - zudem auch vermeintliche Schwachstellen diskutiert. Dabei werden die Grundlagen und Praxiserfahrungen auch hinsichtlich der Anwendung in agilen Organisationen erläutert. Denn OKR wurde vor der Erfindung des Internets begründet und bei Google noch vor dem Erscheinen des Agilen Manifest eingeführt. Zwischenzeitlich haben sich zudem neue Organisationsformen etabliert, wie das Spotify-Modell, Holacracy und Soziokratie. OKR hat sich seit seiner Einführung weiterentwickelt und wird auch weiter Veränderungen unterliegen. Das Buch greift diese Weiterentwicklungen auf und ist somit auf dem aktuellsten Stand bezüglich Agilität, New Work, Digital Mindset, Digital Leadership usw. Many companies want to make their sales agile. Some of them have tried to set up agile sales organizations, but such top-down approaches and big-bang rollouts seldom seem to work. This book shows how the elements of the leading agile framework "Scrum" should be applied to install agility in the salesforce, improve sales performance, and resolve typical performance issues in sales organizations. It contains concrete guidelines, real-world examples, and useful tools to create the necessary change step by step and built to last.

"An excellent guide on how teams can effectively work together, regardless of location." —STEPHANE KASRIEL, former CEO of Upwork IN TODAY'S MODERN GLOBAL ECONOMY, companies and organizations in all sectors are embracing the game-changing benefits of the remote workplace. Managers benefit by saving money and resources and by having access to talent outside their zip codes, while employees enjoy greater job opportunities, productivity, independence, and work-life satisfaction. But in this new digital arena, companies need a plan for supporting efficiency and fostering streamlined, engaging teamwork. In Work Together Anywhere, Lisette Sutherland, an international champion of virtual-team strategies, offers a complete blueprint for optimizing team success by supporting every member of every team, including:

- Employees advocating for work-from-home options
- Managers seeking to maximize productivity and profitability
- Teams collaborating over complex projects and long-term goals
- Organizations reliant on sharing confidential documents and data
- Company owners striving to save money and attract the best brainpower

Packed with hands-on materials and actionable advice for cultivating agility, camaraderie, and collaboration, Work Together Anywhere is a thorough and inspiring must-have guide for getting ahead in today's remote-working world.

In these times of change and disruption, HR must adapt, fast. But how can HR professionals critically assess their current processes and activities to identify what areas they need to think differently about in order to drive business results? This book provides the answers to enable all aspects of the people function to perform to their full potential. Redefining HR is a refreshing take on the evolution of the field of Human Resources and People Operations. It's an in-depth guide to the fundamental components of modern HR, and provides a tangible framework of progressive ideas and practices for HR practitioners, people leaders, and business executives. This is not a theoretical examination of HR. This is a book for practitioners, with insights from people professionals at the leading edge of HR's transformation from companies including Hubspot, Reddit, Stripe, Mastercard, Eventbrite, VaynerMedia, Asana. Written by a leading innovator in the HR industry, this book illuminates new perspectives and approaches for rethinking recruitment, talent management, performance and reward to save time, reduce costs and achieve greater business success. It covers key HR practices including diversity and inclusion, people analytics, learning and development (L&D) and employee experience and is supported by global case studies from organizations including Siemens, Upwork, CVS, Schneider Electric, Delivery Hero, and more. Redefining HR is an essential resource for all HR professionals business leaders wanting to create an exceptional people management function.

Walter Isaacson, auteur van de bekroonde bestsellers over Steve Jobs, Einstein en Benjamin Franklin, brengt Leonardo da Vinci tot leven in deze geweldige biografie. Gezien in DWDD De geheimen van de grootste genie uit de geschiedenis 'Verslavend.' Trouw 'Een bron van verbazing en verwondering.' **** de Volkskrant 'Een schitterende zoektocht naar de man die geen verschil maakte tussen kunst en wetenschap.' ***** Het Parool 'Monumentale, prachtig geïllustreerde biografie.' Historisch Nieuwsblad Leonardo da Vinci wordt gezien als het meest creatieve genie ooit. Naast zijn wereldberoemde werk als schilder was hij ook uitvinder, schrijver, architect, beeldhouwer, componist, anatomist, filosoof, natuurkundige, scheikundige en ingenieur. Op basis van duizenden pagina's van Da Vinci's aantekeningen en nieuwe ontdekkingen over zijn leven en werk vertelt Isaacson een prachtig verhaal over hoe Da Vinci's kunst verweven is met de wetenschap. Hij laat zien hoe Da Vinci's genialiteit gebaseerd was op vaardigheden die we in de hand hebben, zoals zijn onstilbare nieuwsgierigheid, zorgvuldige observatie en verbeeldingskracht die grenst aan fantasie. Walter Isaacson is auteur van talloze biografieën die alom worden geprezen, waaronder Steve Jobs, Einstein, en Benjamin Franklin. Hij is CEO van het Aspen Institute en voorheen voorzitter van CNN en hoofdredacteur van Time Magazine.

Provides a practical, research-based roadmap for developing and applying twelve key competencies to multiply an individual's impact, elevate the performance of others, and accelerate progress toward mission-oriented goals, generating greater value.

Handboek voor de uitvoering van ICT-projecten volgens een internationale, gezaghebbende standaard.

INSTANT NEW YORK TIMES BESTSELLER 'I'd recommend John's book for anyone interested in becoming a better manager', Bill Gates 'Management magic....Measure What Matters is a must read for anyone motivated to improve their organization' - Former Vice President Al Gore, chairman of the Climate Reality Project 'Measure What Matters shows how any organization or team can aim high, move fast, and excel', Sheryl Sandberg, Facebook COO and founder of LeanIn.org and OptionB.org 'Measure What Matters deserves to be fully embraced by every person responsible for performance in any walk of life' - Jim Collins, author of Good to Great 'In this indispensable book, the most important

venture capitalist of our era reveals a key to business innovation and success - Walter Isaacson, author of Steve Jobs and The Innovators 'Measure What Matters takes you behind the scenes for the creation of Intel's powerful OKR system - one of Andy Grove's finest legacies' - Gordon Moore, cofounder and former chairman of Intel ----- The revolutionary movement behind the explosive growth of Intel, Google, Amazon and Uber. With a foreword by Larry Page, and contributions from Bono and Bill Gates. Measure What Matters is about using Objectives and Key Results (OKRs), a revolutionary approach to goal-setting, to make tough choices in business. In 1999, legendary venture capitalist John Doerr invested nearly \$12 million in a startup that had amazing technology, entrepreneurial energy and sky-high ambitions, but no real business plan. Doerr introduced the founders to OKRs and with them at the foundation of their management, the startup grew from forty employees to more than 70,000 with a market cap exceeding \$600 billion. The startup was Google. Since then Doerr has introduced OKRs to more than fifty companies, helping tech giants and charities exceed all expectations. In the OKR model objectives define what we seek to achieve and key results are how those top priority goals will be attained. OKRs focus effort, foster coordination and enhance workplace satisfaction. They surface an organization's most important work as everyone's goals from entry-level to CEO are transparent to the entire institution. In Measure What Matters, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will show you how to collect timely, relevant data to track progress - to measure what matters. It will help any organization or team aim high, move fast, and excel. ----- John Doerr joined Kleiner Perkins Caufield & Byers in 1980 and has since backed some of the world's most successful entrepreneurs and companies, such as Google, Zynga and Amazon. John serves on the boards of Google, Zynga and Amyris. He also led KPCB's investment in Twitter. He is a member of the American Academy of Arts and Sciences, and was a member of U.S. President Barack Obama's Council on Jobs and Competitiveness.

Objectives and Key Results Driving Focus, Alignment, and Engagement with OKRs John Wiley & Sons

Conventional business wisdom tells us that entrepreneurs are society's main source of innovation. Young founders leave college with a big idea, get to work in a garage, and build something that changes the world. Typical corporate employees, strangled by slow-moving bureaucracy, are blocked from making transformative discoveries. In Driving Innovation from Within, strategist and advisor Kaihan Krippendorff disproves one of today's biggest business myths to highlight lessons for innovators and leaders. He reveals how many of the modern world's most impactful creations were invented by passionate employee innovators. If it were left up to go-it-alone entrepreneurs, we would not have mobile phones, personal computers, or e-mail. Distilling more than 150 interviews with internal innovators and leading experts along with insights from the latest research and today's most successful companies, from Tencent and Amazon to Mastercard and Starbucks, Krippendorff lays out a step-by-step playbook to unlock innovation from the inside. He maps the barriers that frustrate efforts to disrupt from within and provides tools to remove them, detailing how visionary leaders can create islands of freedom inside an organization to activate existing employees' potential and beat startups at their own game. Driving Innovation from Within is a practical and inspiring guide to leadership from all levels for those who want the fulfillment of changing the world without leaving their job in order to do it.

Leading tech companies such as Netflix, Amazon and Uber use data science and machine learning at scale in their core business processes, whereas most traditional companies struggle to expand their machine learning projects beyond a small pilot scope. This book enables organizations to truly embrace the benefits of digital transformation by anchoring data and AI products at the core of their business. It provides executives with the essential tools and concepts to establish a data and AI portfolio strategy as well as the organizational setup and agile processes that are required to deliver machine learning products at scale. Key consideration is given to advancing the data architecture and governance, balancing stakeholder needs and breaking organizational silos through new ways of working. Each chapter includes templates, common pitfalls and global case studies covering industries such as insurance, fashion, consumer goods, finance, manufacturing and automotive. Covering a holistic perspective on strategy, technology, product and company culture, Driving Digital Transformation through Data and AI guides the organizational transformation required to get ahead in the age of AI.

Mastering Product Management: A Step-by-Step Guide offers practical, real-world advice on how to create and capture value as a Product Manager. It covers the full product life cycle, from idea discovery through end-of-life. Each section is scannable and concise, around two to three pages. Rather than diving deep into the theoretical background of a given area, it serves as a checklist of the key steps a Product Manager should take to complete a given task. - Source new ideas that succeed - Set a compelling product vision and strategy - Search for profitable new business models - Become a market expert - Effectively manage roadmaps - Ensure a successful product launch - Understand value and price profitably - Build and manage high-performance teams - And much more! This book is a convenient reference guide that you can use throughout your workday. It's meant for Product Managers of all levels and for anyone wishing to understand what it takes to define, develop, launch, and market new products successfully.

A lot of work is required to release an API, but the effort doesn't always pay off. Overplanning before an API matures is a wasted investment, while underplanning can lead to disaster. This practical guide provides maturity models for individual APIs and multi-API landscapes to help you invest the right human and company resources for the right maturity level at the right time. How do you balance the desire for agility and speed with the need for robust and scalable operations? Four experts from the API Academy show software architects, program directors, and product owners how to maximize the value of their APIs by managing them as products through a continuous life cycle. Learn which API decisions you need to govern and how and where to do so Design, deploy, and manage APIs using an API-as-a-product (AaaP) approach Examine ten pillars that form the foundation of API product work Learn how the continuous improvement model

governs changes throughout an API's lifetime Explore the five stages of a complete API product life cycle Delve into team roles needed to design, build, and maintain your APIs Learn how to manage your API landscape—the set of APIs published by your organization

Recently a revolution has taken place in organizations around the world to transform their performance management systems from burdensome chores into a valuable business practices. Many high-profile companies have announced they are getting rid of the dreaded performance reviews and replacing them with ongoing coaching and feedback. Although these cases are inspiring other organizations to contemplate change, many are left with more questions than answers. While many fads and quick fixes have been proposed to answer these questions, little research exists to support them. This book provides a practical and evidence-based guide for building a performance management approach that actually improves performance. It cuts through the hype and gives actionable advice, useful tools, and real-world examples for organizations to build the business case for change, plan the transformation, design the new system, and implement the change effectively. Featuring research findings as well as concrete strategies from organizations that have proven successful, this book provides a roadmap for meaningful change. It will be of interest to professionals and scholars interested in evidence-based performance management and the challenges facing organizations.

Waarom hebben getalenteerde mensen vaak moeite om hun doelen te bereiken terwijl minder begaafde individuen soms zonder slag of stoot verbazingwekkende prestaties leveren? Op basis van haar eigen verhaal als dochter van een wetenschapper die zich vaak beklaagde over haar vermeende gebrek aan intelligentie, beschrijft Angela Duckworth haar loopbaan door het onderwijs, de consultancybusiness en de neurowetenschap. Het leidde tot de hypothese dat werkelijk succes vooral ontstaat door een speciale mix van volledige overgave en de vastberadenheid om te werken aan je langetermijndoelen: grit. In dit boek doet Duckworth, winnaar van de prestigieuze MacArthur Genius Award, haar theorie uit de doeken en helpt ze iedereen om aan de hand van zes kernwaarden hun eigen grit-factor te bepalen: hoop, inspanning, precisie, passie, rituelen en prioriteiten. Grit gaat voorbij aan clichés als 'succes is vooral hard werken' en biedt een frisse en motiverende manier om zelf ongekende resultaten te behalen.

Wie zoekt naar manieren om de concurrentie voor te blijven, komt al snel op het terrein van marketing, innovatie of strategie. Je wilt in feite slimmer zijn dan de rest. Maar ook de concurrentie volgt de ontwikkelingen op de voet, zodat je je behaalde voorsprong vaak al snel weer kwijt bent. Patrick Lencioni laat in dit toegankelijke maar diepgravende boek zien dat er een wereld te winnen is door niet slimmer maar gezonder te worden: wie politieke spelletjes, gebrekkige communicatie en slecht leiderschap weet uit te wieden, kan alle aanwezige ervaring, kennis en energie in zijn bedrijf maximaal inzetten. Een gezonde organisatie weet management, werkvloer en cultuur tot één geheel te smeden en dat is de enige manier om duurzaam concurrentievoordeel te behalen. Aan de hand van voorbeelden en tips uit zijn eigen praktijk laat Lencioni zien hoe uw organisatie gezond kan worden. Zo krijgt ook u de beslissende voorsprong.

Everything you need to implement Objectives and Key Results (OKRs) effectively Objectives and Key Results is the first full-fledged reference guide on Objectives and Key Results, a critical thinking framework designed to help organizations create value through focus, alignment, and better communication. Written by two leading OKRs consultants and researchers, this book provides a one-stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measureable progress on their most important goals. You'll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what's possible, build their goal-setting muscles and achieve results that reflect their full potential. From the basic framework to a detailed dissection of best practices, this informative guide walks you through real-world implementations to help you get the most out of OKRs. OKRs help employees work together, focus effort, and drive the organization forward. Key results are used to define what it means to achieve broad, qualitative goals, and imperatives like "do it better" are transformed into clear, measureable markers. From the framework's inception in the 1980s to its popularity in today's hyper-competitive environment, OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at work each and every day. This book shows you everything you need to know to implement OKRs effectively. Understand the basics of OKRs and their day-to-day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization's needs Objectives and Key Results is your key resource for designing, planning, implementing, and maintaining your OKRs program for sustainable company-wide success.

A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment Implement proven VSM methodology to improve IT value stream flows Leverage VSM platforms to view, analyze, and improve end-to-end value delivery Book Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and

execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learn Integrate Agile, systems thinking, and lean development to deliver customer-centric value Find out how to choose the most appropriate value stream for your initial and follow-on VSM projects Establish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelines Apply a proven eight-step VSM methodology to drive lean IT value stream improvements Discover the key strengths of modern VSM tools and their customer use case scenarios Understand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprises Who this book is for This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book.

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus. Praise for the Second Edition "Everything good I've ever learned about OKRs I learned from Christina Wodtke and Radical Focus." - Jeff Gothelf, author of Lean UX, Sense & Respond and Forever Employable "A master at getting things done, Christina offers a radically focused way to achieve one's goals through disciplined use of OKRs." - Irene Au, Design Partner at Khosla Ventures "It has been five years since Christina published the first edition of Radical Focus. The book has gone on to become a favorite for thousands of product people working to learn how to empower their teams, and utilize the OKR technique... I think you will love [the second edition.] It will inspire you.." - Marty Cagan, author of Inspired: How to Create Tech Products Customers Love "Together with Doerr, Grove, and Drucker, Christina Wodtke is one of the four people who shaped OKR into the powerful tool it is today. With Radical Focus 2.0, she continues to teach us that success is about having an impact, not checking a box." - Felipe Castro, Founder, OutcomeEdge

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