

The Agile Pmo Leading The Effective Value Driven Project Management Office Business Agile Leadership Volume 1

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

In *Scaling Agile: A Lean JumpStart*, Sanjiv dives into the challenge of breaking down barriers to enterprise Agile adoption. He provides an essential set of Lean building blocks as a starting foundation for larger Agile scaling frameworks, including the Scaled Agile Framework (SAFe), Large-Scale Scrum (LeSS), and Disciplined Agile Delivery (DAD). Sanjiv provides step-by-step actions, with a keen focus on a few core Lean practices. With this JumpStart approach, the power is in your hands to apply Agile ideas from the team to the top, and to totally transform an organization. See the Ebook @ <https://leanpub.com/scalingagilealeanjumpstart>

Managing the PMO Lifecycle (PMOLC) is a collective effort to highlight what goes into the set-up, the build-out and the sustainability of the Project Management Offices (PMOs). It provides the drivers, the benefits and the know-how. The book's main purpose is to be a reference guide for practitioners investing in setting up, building-out or supporting PMOs through providing a practical step by step guide and practical case studies....

The performance of megaprojects is questionable, and a large percentage of them fail in one dimension or another. The challenges that contribute to these failures are known. Then why do these projects still fail at a high rate? *Leading Megaprojects: A Tailored Approach* examines the challenges facing megaprojects and, more importantly, successes in delivering megaprojects. To close the performance gaps in megaproject deliveries, the book presents a customizable model that professionals and organizations can use to increase the chance of successful project delivery. To illustrate the model, it uses examples and case studies, primarily from capital projects, with engineering and construction components. The book also explains how the approach can be applied to all projects, regardless of industry or domain. The book emphasizes the role of leadership because it takes the point of view that megaprojects cannot be successful without great leadership due to their massive size, complexity, number of

parties and stakeholders involved, and cost, among other vital factors. Leaders can define the path for a megaproject to guide seasoned managers and project managers to successful closure. The tailored approach is based on a stage-gate project life cycle model, which covers projects from concept to success. However, it is not limited to a purist form of traditional project management. It is a tailored methodological approach, with an emphasis on leading the work, end-to-end, at the project level, along with the management of every stage of the project. Also, it presents the integration of the business, product delivery, and operations management into a cohesive approach. The book concludes with an in-depth simulation showing how the model is can be tailored to deliver a megaproject successfully.

The PMO Lifecycle: Building, Running, and Shutting Down will provide PMO Managers, Portfolio, Program and Project Managers with the knowledge and skills to Build, Run and Shutdown a PMO. No other text on the market will take you through the steps of the PMO lifecycle. This book covers the step by step process of building, implementing, running and shutting down a PMO. This book covers:

- Building industry-leading PMO
- Building an Agile PMO
- Running the day-to-day operations of the PMO
- Shutting down PMOs in an organized and structured manner.
- Dashboard and Reporting using the latest tools.

When so many enterprises have the strategic goal of maximizing product value to customers, changing their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and deliver not only IT services but their entire product and service value streams. Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers to value managers, maximizing value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.

THE DNA OF STRATEGY EXECUTION “In a world where there are more questions than answers every leader will need to learn to dance to a different beat. In this insightful book, Jack Duggal has cracked the DNA of Strategy Execution. Ignore these insights at your own peril.” — Dr. Tony O’Driscoll Global Head, DukeCE Labs, Duke Corporate Education Fuqua School of Business, Duke University

DECODE THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions used in the development and functioning of all living organisms, what if we could decode the elements of management and strategy execution? This insightful book offers new perspectives on age-old management challenges and illuminates better ways to organize and manage in an increasingly DANCE-world (Dynamic. Ambiguous. Non-Linear. Complex. Emergent). It puts the management DNA under the microscope, and shows how to develop, build and transform organizational project management and PMO capabilities essential for effective strategy execution. It provides

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a framework to measure what matters with a step-by-step approach to define and measure success and business value. The DNA of Strategy Execution: Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO. Based on application and learnings from many organizations around the world, this book reveals a playbook for strategy execution that will help you: Decode the core elements of management and strategy execution DNA Design and build next-generation Project/Program Management and PMO platform essential for effective strategy execution Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management (OPM) and PMO maturity Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup, or an established incumbent organization, the impact of digitization and disruption requires a rethink and reset of how we organize and manage. This book presents a playbook for effective strategy execution with next-generation Project, Program and PMO capabilities.

A must-read for any project management professional or student. Projects are the life blood of any organization. Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge (PMBOK(R)) and the Project Management Professional Exam(R), the fourth edition of The AMA Handbook of Project Management provides readers with a clear overview of a complex discipline. Covering everything from individual projects to programs and strategic alignment, it addresses: Project initiation and planning Communication and interpersonal skills Scheduling, budgeting and meeting business objectives Managing political and resource issues Implementing a PMO Measuring value and competencies. The book compiles essays and advice from the field's top professionals and features new chapters on stakeholder management, agile project management, program management, project governance, knowledge management, and more. Updated with fresh examples, case studies and solutions to specific project management dilemmas, it remains an essential reference to the critical concepts and theories all project managers must master.

The purpose of this White Paper is to delve deeper into existing problems with the traditional approach to organisational governance, which often involves establishing a Project Management Office (PMO). It aims to identify the challenges and issues surrounding the PMO and to address the lag between the PMO and Project Management practices across an organisation. Such that gaps can be swiftly closed, creating a model that iterates and evolves with Project Management driving greater efficiency and effectiveness across the organisation.

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile

transformation; scaling agile; human-centric agile; and continuous experimentation.

Leading Agile Teams is a practical and engaging guide to help your organization embrace a more agile mindset. Most organizations work in large groups when trying to find solutions for big problems. Agile teams are different. They get more done by having a small self-organized team focus on the highest priority items. Each big problem is broken down and solved by a small, stable group of dedicated professionals. This book will give you the knowledge and tools you need to create and sustain strong agile teams. It is written for the developers, project managers, product owners, and ScrumMasters, who do most of the legwork in getting agile up and running.

"By the end of this book, you will understand what is valuable, how to measure value, and how to optimize the flow of value from idea to your customer." Evan Leybourn, co-founder and CEO, Business Agility Institute Agile methods have brought about dramatic changes in how organizations manage and deliver not only IT services, but their entire product and service value streams. As legacy organizations transition to newer, end-to-end agile operating models, the Project Management Office (PMO) needs to redesign its mission and operation to be more in line with these modern ways of working. That requires being more customer-focused and value-adding, and less hidebound, bureaucratic and tied to antiquated processes and mindsets. Visionary leaders are transitioning into enablers of this change, and maximizing value through the entire organization. Middle management, including program and project managers (PMs), are racing to maximize their professional relevancy in this new world. This book defines the role of the agile value management office (VMO), using case studies and a clear road map to help PMs visualize and implement a new path where middle management and the VMO are valued leaders in the age of business agility.

Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire

lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Many organizations profit hugely by utilizing a Project Management Office (PMO); it means they achieve benefits from standardizing and following project management policies, processes, and methods. However, building an effective PMO is a complex process; it requires clear vision and strong leadership so that, over time, it will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects. Leading Successful PMOs will guide all project based organizations, and project managers who contribute to and benefit from a PMO, towards maximizing their project success. In it, Peter Taylor outlines the basics of setting up a PMO and clearly explains how to ensure it will do exactly what you need it to do - the right things, in the right way, in the right order, with the right team.

Read real life stories of PMO who delivered exceptional value to complex projects, programs, and portfolios in a VUCA world. Explore a variety of capabilities that will make you navigate in the most complex environments. Create a high-impact agile Enterprise PMO. Coverage includes: - Dealing with nonlinearities - Surfing on transitions and bifurcations - Thriving with uncertainty and unpredictability - Understanding power laws and tail effects - Choosing between direct and indirect strategies - Focusing on people and great causes - Developing communities of decentralized PMOs - Being a challenger and a coach - Finding your buddy - Bridging cultural gaps - Capitalizing on technology - Analyzing your network - Getting to tipping points - Linking projects and portfolios to strategic objectives - Building your Enterprise PMO When Fortune Magazine estimated that 70% of all strategies fail, it also noted that most of these strategies were basically sound, but could not be executed. The central premise of Strategic Project Management Made Simple is that most projects and strategies never get off the ground because of adhoc, haphazard, and obsolete methods used to turn their ideas into coherent and actionable plans. Strategic Project Management Made Simple is the first book to couple a step-by-step process with an interactive thinking tool that takes a strategic approach to designing projects and action

initiatives. Strategic Project Management Made Simple builds a solid platform upon four critical questions that are vital for teams to intelligently answer in order to create their own strong, strategic foundation. These questions are: 1. What are we trying to accomplish and why? 2. How will we measure success? 3. What other conditions must exist? 4. How do we get there? This fresh approach begins with clearly understanding the what and why of a project - comprehending the bigger picture goals that are often given only lip service or cursory reviews. The second and third questions clarify success measures and identify the risky assumptions that can later cause pain if not spotted early. The how questions - what are the activities, budgets, and schedules - comes last in our four-question system. By contrast, most project approaches prematurely concentrate on the how without first adequately addressing the three other questions. These four questions guide readers into fleshing out a simple, yet sophisticated, mental workbench called "the Logical Framework" - a Systems Thinking paradigm that lays out one's own project strategy in an easily accessible, interactive 4x4 matrix. The inclusion of memorable features and concepts (four critical questions, LogFrame matrix, If-then thinking, and Implementation Equation) make this book unique.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide 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.

Agile Project Management, PMO, Powerful Advice - An Amazon Bestseller
The Revealed Secrets of the Shocking Truths about Global PMO Colossal Failures and how to Work around them.**
Uncovered Truths How to avoid a tactical PMO - in which MBA graduates fill the role of secretaries - I know you are asking now - how can it be possible that companies pay

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100K \$ salaries for administrative work, aren't you? - Read the book and know the answer** What are the signs of a process obsessed PMO - in which the project managers are cringing under the whip of the PMO and how to set them free!** Limited Vision When the PMO is in love with the lavish tools - and promotes death by SharePoint - what do you do?** The Ultimate Program Life Cycle inflicting PMO - do you know how to recognize it and provide REAL VALUEAgile Project Management, The Agile PMOProvides answers NOW to all these challenging questions. You will learn to recognize and avoid the PMO trapsResearch has proven that most PMOs will be disbanded and flushed away in two years after rollout - make sure yours doesn't** This book provides you with the breakthrough professional knowledge to grow your PMO Immediately. This book is the Surefire method to pioneer the value driven efforts in the organization.**Proven and Tested Advice from a ProfessionalAgile Project Management, The Agile PMO** Join me in this journey to making your emerging PMO not only endure but also lead project and portfolio growth and be value driven:** The PMO is a mediating function it enables visibility where there is none, unity where there is disparity, transparency where there is ambiguity, and global breakthrough where there is only local analysis.** Over the years I have seen too many PMOs blunder and fail due to various misconceptions in the roll out and implementation. The main cause is that PMOs do not learn how to create true and substantial value for stakeholders from the portfolio perspective, and hence lose budgeting and are terminated** in this proven guide I will provide practical guidelines with the assistance of a case study on how to create and increase value of a PMO in an ever changing environment.** Ultimately, after reading this guide you'll know what to do, in order to successfully and reliably lead your Agile PMO.***** Agile Project Management, The Agile PMO is for a limited time at a discounted - under-priced level - popular demand is increasing Don't wait, enjoy this price and read now.*****"I have read many books about PMOs and have seen many implementations, most of them failed. I offer my perspective on how to create a long-lasting value driven PMO. The organizations that follow these guidelines benefit from extraordinary results in project completion, in benefits received, and customer satisfaction and in low employee attrition." M. Nir, PMP, M.Sc. I&E, President, Sapir Consulting**** * * * * *Exclusive and Genuine Concepts - What is your value from Best business: The Agile PMO* Alignment with Business - ensuring Value over process* Launching a PMO that is Lean and Mean* Simple tools for enabling value quickly* Presented in an easy to follow case study!* Discussed from a multi-perspective view!* Integrated to allow you simple roll out across a portfolio!Praise for PMO Leadership - Avoid Classical Pitfalls How to Create a Value Driven Best business Office:Covering all perspectives of a PMO- This guide promotes a hands-on approach to the installation of a PMO in a company. It illustrates nicely what are the benefits of the different types of PMO and what are their possible responsibilities.Ralf Friedrich, President, Coaching Center Dieburg, GeProSHURRY - to get your copy of Agile Project

Management, The Agile PMO, Scroll up and Click the buy button now!! 100% Satisfaction Guaranteed

Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management results. It provides methods for best project selection, faster completion, optimal project portfolio management, and how to explicitly measure the PMO for rapidly increasing project ROI.

A practical guide to maximize your benefits, and improve delivery of your corporate strategy! To stay competitive, companies need not only forward-thinking vision, but to effectively execute that vision. In this book, Eugen Spivak focuses on excellence in execution of corporate initiatives and serves as a strategic partner for establishing, improving, and running world-class PMO. The book is written from a business-transformation perspective, offering an abundance of specific recommendations, extraordinarily practical tips, and effective advice on establishing and improving Project Management Office. In addition to counsel on the setup of PMO, the book features real-world examples extracted from the more than a hundred initiatives Eugen has carried out. Further, the book highlights the practical tips on how to improve delivery of portfolios, programs, and projects, and thus offers a range of time-tested best practices for managing portfolios, programs, and projects. Using PMO Governance as a guide, you will receive:

- Proven techniques to improve execution of your corporate strategy.
- An effective approach for streamlining decision-making, transparency, and oversight.
- Proactive insights about all the areas that make PMO successful.
- Handy tips for how to spot delivery problems and what to do about them.
- Efficient techniques for better running your portfolios, programs, and projects.
- Guidelines to managing different types of programs and projects, including megaprojects.
- Practical recommendations for making you a more effective leader.

By applying principles in this book, your organization will improve maturity of its governance and achieve more desired performance results for the portfolio of program and projects it runs.

Agile portfolio management deals with how an organization identifies, prioritizes, organizes, and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that's sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects. The project management office of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations, however they lack the knowledge to perform these tasks. Researchers and practitioners have a good understanding of project, program and portfolio management in a planned based perspective. They have common standards from Axelos, PMI and such, so they know the best practices. The knowledge of agile on a team level is fairly mature and the knowledge of more agile teams (scaling) are increasing.

However, the knowledge of agile portfolio management is still limited. The aim of this book is to give the reader an understanding of portfolio management of a portfolio of agile deliverables, what the options are (theory), what we know (research) and what others are doing (practice). Many organizations in banking, insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice. In this book, the author collects and analyzes common practices in various industries. He provides both theory and through case studies the practical aspects of agile portfolio management.

Projects have always been essentially human endeavours. Large modern projects are generally highly complex, fraught with technical difficulties and supported by diverse, often apparently conflicted stakeholders. The spirituality that originally defined some of the great construction projects of the classical era surely has a role in project management today. The Spirit of Project Management explains the context for spirituality in projects and explores how it can be used to create a larger sense of purpose and achievement; to help encourage an esprit de corps amongst all those involved; to act as a touchstone for ethical and sustainable decision-making. This is a very pragmatic book. The first part includes an explanation and a variety of useful models for understanding the significance and value of spirituality in projects. Judi Neal and Alan Harpham devote the second part of the book to help you integrate these ideas into your day-to-day management of projects. Thus there are chapters on spirituality from the perspective of the individual, the project team, the project organization and even project management within a sustainable world framework. Read this book, use the ideas to help you articulate your projects; engage and sustain your project team and your stakeholders; and frame how you work in terms of your organisation, society and the environment.

Delivering Successful PMOs provides a clear framework to conceive, design, build, prove and embody an enterprise PMO inside an organisation, dealing with the strategic intentions, the politics, the people and the projects. The book draws on the rare experience that Ray Mead, through his organisation PM-Partners (www.pmpartners.co.uk) had in building an enterprise PMO from the ground up - a 'greenfield' enterprise PMO. Through this process he and his team have developed an invaluable methodology that is shared through this book alongside a real case study - this is not theory, this is not 'perfect' world modelling, this is proven through practice and live application. Peter and Ray extend the guidelines from the first book and weave them in to the process of delivering a PMO that works for an organisation and delivers success - measured by improved project health, greater returns on investment, a better project management community, closer connection to business strategy and a more mature project organisation.

It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business

agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you at the front of change and ahead of the competition.

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.

The book describes how to manage and successfully deliver large, complex, and expensive systems that can be composed of millions of lines of software code, being developed by numerous groups throughout the globe, that interface with many hardware items being developed by geographically dispersed companies, where the system also includes people, policies, constraints, regulations, and a myriad of other factors. It focuses on how to seamlessly integrate systems, satisfy the customer's requirements, and deliver within the budget and on time. The guide is essentially a "shopping list" of all the activities that could be conducted with tailoring guidelines to meet the needs of each project.

"...a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts." —Alexander Walton, PMP, IT consultant to the University of California at Berkeley Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the "grand bargain" between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

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

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products and services to meet these constantly changing needs. Filled with examples from every sector, *The Age of Agile* helps readers:

- Master the three laws of Agile Management (team, customer, network)
- Embrace the new mindset
- Overcome constraints
- Employ meaningful metrics
- Make the entire organization Agile
- And more!

Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

This book is a practical guide for new agile practitioners and contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo-agile practices. The author lays out the general guidelines for running an agile project with the assumption that the project team may be working in a traditional environment (using the waterfall model, or something similar). *Agile Development in the Real World* conveys valuable insights to multiple audiences: For new-to-agile project managers, this book provides a distinctive approach that Alan Cline has used with great success, while showing the decision points and perspectives as the agile project moves forward from one step to the next. This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other methods. For the agile technical team member, this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner's own project. For the Project Management Office (PMO), the first three chapters focus on portfolio management. They explain, for the agilists' benefit, how projects are selected and approved, and why projects have an inherent "shelf-life" that results in hard deadlines that may seem arbitrary to traditional technical teams. **What You Will Learn:** How and why the evolution of project management, from PM-1 (prescriptive) to PM-2 (adaptive) affects modern 21st century project management. How sociology (stakeholder management), psychology (team dynamics), and anthropology (organizational culture) affect the way software is developed today, and why it is far more effective. A clear delineation of what must be accomplished by all the roles (PM, BA, APM, Developer, and Tester), why those roles are needed, and what they must do. Step-by-step guide for a successful project based on studies and the author's own experiences. Specific techniques for each role on the development team, both in the pre-iteration and iteration cycles, of product development. The appendices contain templates that the team could use or modify to tailor their own agile processes specific to the team, project, and organization.

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in *Agile Estimating and Planning*, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works. How to estimate feature size using story points and ideal days—and when to use each. How and when to re-estimate. How to prioritize features using both financial and nonfinancial approaches. How to split large features into smaller, more manageable ones. How to plan iterations and predict your team's initial rate of progress. How to schedule projects that have unusually high uncertainty or schedule-related risk. How to estimate projects that will be worked on by multiple teams. *Agile Estimating and Planning* supports any agile, semi-agile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Your Hands-On, "In-the-Trenches" Guide to Successfully Leading Agile Projects. Agile methods promise to infuse development with

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unprecedented flexibility, speed, and value and these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager's role, and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility "from the manager's point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today's project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environments Refocusing on "outcomes--not rigid plans, processes, or controls Structuring and building adaptive, self-organizing "organic teams" Forming a guiding vision that aligns your team behind a common purpose Empowering your team with the information it needs to succeed Managing the flow of customer value from one creative stage to the next Leveraging your team members strengths as "whole persons" Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environment Becoming an "adaptive leader" who can inspire and energize agile teams Whether you're a technical or business manager, "Managing Agile Projects" gives you all the tools you need to implement agility in "your environment and reap its full benefits. "Managing Agile Projects is part of the Robert C. Martin series. (c) Copyright Pearson Education. All rights reserved.

The best practice test preparation for the PMP exam! Boost your confidence through preparation before you take the new Project Management Professional (PMP) exam. The PMP Project Management Professional Practice Tests is the hands-on way to prepare for the exam and achieve your certification. Access three practice tests Study questions that cover the three PMP performance domains Test your knowledge with three additional bonus exams Practice with a total of 1,000 unique test questions. The Project Management Professional (PMP) certification was developed by the Project Management Institute (PMI). The certification requires extensive project management experience, instructional hours, and successful completion of the certification exam. Well-known PMP authors and experts, Kim Heldman and Vanina Mangano, have written practice questions that will help you get ready for testing as you work toward certification. The test questions provide you with coverage within each of the performance domains: people, process, and business environments. Project managers play a critical role in today's organizations. When you pass the exam and earn certification, you will gain additional recognition for your skill set and expertise. This confidence-building guide also connects you to an interactive online learning environment and test bank including all the practice exam questions. Get help reaching your professional goals with the right PMP tools!

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. Book Authority named Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning

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Solutions, Innovation Management, and additional media publications. In *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change*, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

Since project management offices began to appear in organizations over the last decade, project management practitioners and their organizations have been asking how to structure project management offices (PMOs) and what functions to assign them. In *The Project Management Office (PMO): A Quest For Understanding*, authors Brian Hobbs and Monique Aubry address these questions, providing a look at how PMOs exist today, and some clues about how and why they're changing. Of particular interest to practitioners, the authors address the roles that PMOs play in organizations, which provides valuable insights for better creating, structuring and governing PMOs. When designing a PMO, an organization has a variety of choices regarding the PMO's structure and role assignment. By providing a way to define PMOs by type, this research explores how to set up and define a PMO, depending upon the specific type of PMO. The authors discuss the many bases for the types of PMOs, including structural characteristics and functions, and how these types affect the PMO's role in the organization.

*Become an Influencer and Leader Today! - Amazon Bestseller ** Updated advanced edition*** Are you tired of not getting your message across? Are you not being heard by the people in your life? Does your boss ignore you and your spouse disregard what you think? Then this practical book is THE guide for you. It will enable you to change how you interact with others and teach you to positively influence and lead everyone around you in a non-manipulative way. *Personal Growth: Silent Influencing* includes proven techniques and an easy-to-implement approach that leads to results. If you implement these techniques, you will succeed at being more influential throughout all aspects of your life. In the many workshops, consulting engagements and projects lead by author Michael Nir, he observed over and over that lack of talent, professionalism or abilities are rarely the barrier to success. Rather, success is hampered because of these elements: * Teams aren't functioning due to lack of leadership * Managers are dictating instead of cultivating * Partners are talking rather than listening * Conflict is mismanaged and negotiations are unnecessarily prolonged * Although face-to-face interactions are increasingly vital in our virtual world, we don't know how to optimize them * Lines of command tend to be blurred and accountability isn't properly defined *Personal Growth: Silent Influencing* will teach you these important skills that address the issues above: * The ability to streamline to achieve win/win decisions * How to mollify power plays and overcome resistance * Accentuation of the proper courses of action in any situation * Tips to maintain awareness in tricky high-stakes meetings

As the agile transformation extends its reach, project management offices (PMOs) face new challenges in delivering value to organizations. By adopting an adaptive leadership philosophy, the PMO can provide expertise for an organization as it transitions from traditional to agile processes. The author suggests ways PMO leaders can align their own organizations ahead of the agile transformation to stay relevant. 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

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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!

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