

Making Work Visible Exposing Time Theft To Optimize Workflow

Charlotte Brooks,Clem Leung,Aslam Mirza,Curtis Neal,Yin Lei Qiu,John Sing,Francis TH Wong,Ian R Wright,IBM Redbooks

Making Work Visible Dominica DeGrandis,2017-10-03 Information Technology time management expert Dominica DeGrandis, the reveals the real crime of the century--time theft, one of the most costly factors impacting enterprises in their day-to-day operations. The solution to preventing these value stream delays? Make the work visible. In this timely book (title not final), solutions and preventative measures are illustrated and methodologies outlined for immediate application into daily work.

Making Work Visible Dominica DeGrandis,2022-03-15 Today's workers are drowning: nonstop requests for time, days filled to the brim with meetings, and endless nights spent heroically fixing the latest problems. This churn and burn is creating a workforce constantly on the edge of burnout. In this updated edition, IT time management expert Dominica DeGrandis reveals the real crime of the century—time theft, one of the most costly factors impacting enterprises in their day-to-day operations. Through simple solutions that make work visible, DeGrandis helps people round up the five thieves of time and take back their lives with time-saving solutions. Chock-full of exercises, takeaways, real-world examples, colorful diagrams, and an easy-going writing style, readers will quickly learn effective practices to create high-performing workflows within an organization. And now, with this updated second edition, readers will get more exercises plus a new afterword from the author featuring new learnings from the past five years. The technology world—and indeed the whole business world—is moving at a pace faster than ever before, and it shows no signs of slowing down. Instead of consigning ourselves to the pressure cooker of the modern world, it's time to elevate how we work. It's time to level up our game. It's time to make work visible.

Scala Test-Driven Development Gaurav Sood,2016-10-27 Build robust Scala applications by implementing the fundamentals of test-driven development in your workflow About This Book Get a deep understanding of various testing concepts such as test-driven development (TDD) and BDD Efficient usage of the built-in Scala features such as ScalaTest,

specs2, and Scala check Change your approach towards problem solving by thinking about the boundaries of the problem and its definition rather than focusing on the solution Who This Book Is For This book is for Scala developers who are looking to write better quality and easily maintainable code. No previous knowledge of TDD/BDD is required. What You Will Learn Understand the basics of TDD and its significance Refactoring tests to build APIs in order to increase test coverage How to leverage the inbuilt Scala testing modules like ScalaTest, specs2 and Scala Check Writing test fixtures and apply the concepts of BDD How to divide tests to run at different points in continuous delivery cycle Benefits of refactoring and how it affects the final quality of code produced Understanding of SBT based build environment and how to use it to run tests The fundamentals of mocking and stubbing in Scala and how to use it efficiently In Detail Test-driven development (TDD) produces high-quality applications in less time than is possible with traditional methods. Due to the systematic nature of TDD, the application is tested in individual units as well as cumulatively, right from the design stage, to ensure optimum performance and reduced debugging costs. This step-by-step guide shows you how to use the principles of TDD and built-in Scala testing modules to write clean and fully tested Scala code and give your workflow the change it needs to let you create better applications than ever before. After an introduction to TDD, you will learn the basics of ScalaTest, one of the most flexible and most popular testing tools around for Scala, by building your first fully test-driven application. Building on from that you will learn about the ScalaTest API and how to refactor code to produce high-quality applications. We'll teach you the concepts of BDD (Behavior-driven development) and you'll see how to add functional tests to the existing suite of tests. You'll be introduced to the concepts of Mocks and Stubs and will learn to increase test coverage using properties. With a concluding chapter on miscellaneous tools, this book will enable you to write better quality code that is easily maintainable and watch your apps change for the better. Style and approach This step-by-step guide explains the significance of TDD in Scala through various practical examples. You will learn to write a complete test-driven application throughout the course of the book.

Kanban in Action Joakim Sunden, Marcus Hammarberg, 2014-02-18 Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including

leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets started PART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

The Checklist Manifesto Atul Gawande, 2010-04-01 The New York Times bestselling author of *Being Mortal* and *Complications* reveals the surprising power of the ordinary checklist We live in a world of great and increasing complexity, where even the most expert professionals struggle to master the tasks they face. Longer training, ever more advanced technologies—neither seems to prevent grievous errors. But in a hopeful turn, acclaimed surgeon and writer Atul Gawande finds a remedy in the humblest and simplest of techniques: the checklist. First introduced decades ago by the U.S. Air Force, checklists have enabled pilots to fly aircraft of mind-boggling sophistication. Now innovative checklists are being adopted in hospitals around the world, helping doctors and nurses respond to everything from flu epidemics to avalanches. Even in the immensely complex world of surgery, a simple ninety-second variant has cut the rate of fatalities by more than a third. In riveting stories, Gawande takes us from Austria, where an emergency checklist saved a drowning victim who had spent half an hour underwater, to Michigan, where a cleanliness checklist in intensive care units virtually eliminated a type of deadly hospital infection. He explains how checklists actually work to prompt striking and immediate improvements. And he follows the checklist revolution into fields well beyond medicine, from disaster response to investment banking, skyscraper construction, and businesses of all kinds. An intellectual adventure in which lives are lost and saved and one simple idea makes a tremendous difference, *The Checklist Manifesto* is essential reading for anyone working to get things right.

Personal Kanban Jim Benson, Tonianne DeMaria Barry, 2011 Productivity books focus on doing more. Jim and Tonianne want you to focus on doing better ... Personal Kanban takes the same Lean principles from manufacturing that led the Japanese auto industry to become a global leader in quality, and applies them to individual and team work. Personal Kanban asks only that we visualize our work, and limit our work-in-progress.--Back cover.

Kanban David J. Anderson, 2010 Teams around the world are adding kanban around their existing processes to deliver greater business agility. This book answers the questions: What is the Kanban Method? Why would I want to use Kanban? How do I go about implementing Kanban?

Ghost Work Mary L. Gray, Siddharth Suri, 2019 A startling exposé of the invisible human workforce that powers the web--and how to bring it out of the shadows. Hidden beneath the surface of the internet, a new, stark reality is looming--one that cuts to the very heart of our endless debates about the impact of AI. Anthropologist Mary L. Gray and computer scientist Siddharth Suri unveil how the services we use from companies like Amazon, Google, Microsoft, and Uber can only function smoothly thanks to the judgment and experience of a vast human labor force that is kept deliberately concealed. The people who do 'ghost work' make the internet seem smart. They perform high-tech, on-demand piecework: flagging X-rated content, proofreading, transcribing audio, confirming identities, captioning video, and much more. The shameful truth is that no labor laws protect them or even acknowledge their existence. They often earn less than legal minimums for traditional work, they have no health benefits, and they can be fired at any time for any reason, or for no reason at all. An estimated 8 percent of Americans have worked in this 'ghost economy,' and that number is growing every day. In this unprecedented investigation, Gray and Suri make the case that robots will never completely eliminate 'ghost work' and the unchecked quest for artificial intelligence could spark catastrophic work conditions if not stopped in its tracks. Ultimately, they show how this essential type of work can create opportunity--rather than misery--for those who do it.--Dust jacket.

Scrumban - Essays on Kanban Systems for Lean Software Development Corey Ladas, 2009-01-01 Corey Ladas' groundbreaking paper ScrumBan has captured the imagination of the software development world. Scrum and agile methodologies have helped software development teams organize and become more efficient. Lean methods like kanban can extend these benefits. Kanban also provides a powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in the real world. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean.

Ask a Manager Alison Green, 2018-05-01 'I'm a HUGE fan of Alison Green's Ask a Manager column. This book is even better' Robert Sutton, author of *The No Asshole Rule* and *The Asshole Survival Guide* 'Ask A Manager is the book I wish I'd had in my desk drawer when I was starting out (or even, let's be honest, fifteen years in)' - Sarah Knight, New York Times bestselling author of *The Life-Changing Magic of Not Giving a F*ck* A witty, practical guide to navigating 200 difficult professional conversations Ten years as a workplace advice columnist has taught Alison Green that people avoid awkward conversations in the office because they don't know what to say. Thankfully, Alison does. In this incredibly helpful book, she takes on the tough discussions you may need to have during your career. You'll learn what to say when: · colleagues push their work on you - then take credit for it · you accidentally trash-talk someone in an email and hit 'reply all' · you're being micromanaged - or not being managed at all · your boss seems unhappy with your work · you got too drunk at the Christmas party With sharp, sage advice and candid letters from real-life readers, *Ask a Manager* will help you successfully navigate the

stormy seas of office life.

Workflow Doron Meir, 2018-02-21 A pro isn't just a person who can do it well. It's a person who can do it well every time, on demand and on deadline; which is why the key to being a professional creative is having a great creative process. Whether it's writing a book, animating a shot, designing a game level or composing a soundtrack—ultimately, we're all facing similar challenges. Since we share challenges, we can also share solutions. This book is a practical guide, featuring a universal creative process that can streamline any serious creative work, on any scale. Key Features Universal approach: applies to any process that starts with an idea and ends with a refined product. Profound and light: combines conceptual ideas with practical tips and fun anecdotes. Caricatures and samples: helps visually clarify ideas and processes. Variety of creative fields: draws on examples from writing, animation, game design, 3D modeling, music, sculpting and more Printable summaries: provides visual outlines that can be used as cheat-sheets.

The Time Trap Alec Mackenzie, Pat Nickerson, 2009-06-30 The international bestseller—now revised to include technology-based solutions to the challenges and opportunities we all face in the virtual world. The Time Trap has shown countless readers how to squeeze the optimal efficiency—and satisfaction—out of their work day. This much-needed guide provides the quick solutions you need to be more effective with your time and avoid and escape the so-called “time savers” that don't really work. Backed by decades of research with businesspeople around the world, authors Pat Nickerson and Alec Mackenzie explain how to: Set realistic goals and make commitments you can keep Juggle multiple demands Estimate time needed on new tasks Pinpoint and combat the most tenacious time wasters Protect priorities And upgrade personal productivity for professional success Filled with smart tactics, revealing interviews, and handy time management tools, The Time Trap is your go-to resource for leveraging twenty-first century opportunities and overcoming challenges to maximizing your work time. “Alec Mackenzie provides an invaluable tool to anyone who wants to become more efficient. Here is a concise guide to the causes of poor time management, with both clear and creative methods for eliminating them.” —Eleanor Brantley Schwartz, former chancellor, University of Missouri-Kansas City

Designing and Operating a Data Reservoir Mandy Chessell, Nigel L Jones, Jay Limburn, David Radley, Kevin Shank, IBM Redbooks, 2015-05-26 Together, big data and analytics have tremendous potential to improve the way we use precious resources, to provide more personalized services, and to protect ourselves from unexpected and ill-intentioned activities. To fully use big data and analytics, an organization needs a system of insight. This is an ecosystem where individuals can locate and access data, and build visualizations and new analytical models that can be deployed into the IT systems to improve the operations of the organization. The data that is most valuable for analytics is also valuable in its own right and typically contains personal and private information about key people in the organization such as customers, employees, and suppliers. Although universal access to data is desirable, safeguards are necessary to protect people's privacy, prevent data leakage,

and detect suspicious activity. The data reservoir is a reference architecture that balances the desire for easy access to data with information governance and security. The data reservoir reference architecture describes the technical capabilities necessary for a system of insight, while being independent of specific technologies. Being technology independent is important, because most organizations already have investments in data platforms that they want to incorporate in their solution. In addition, technology is continually improving, and the choice of technology is often dictated by the volume, variety, and velocity of the data being managed. A system of insight needs more than technology to succeed. The data reservoir reference architecture includes description of governance and management processes and definitions to ensure the human and business systems around the technology support a collaborative, self-service, and safe environment for data use. The data reservoir reference architecture was first introduced in *Governing and Managing Big Data for Analytics and Decision Makers*, REDP-5120, which is available at: <http://www.redbooks.ibm.com/redpieces/abstracts/redp5120.html>. This IBM® Redbooks publication, *Designing and Operating a Data Reservoir*, builds on that material to provide more detail on the capabilities and internal workings of a data reservoir.

Mapping Experiences Jim Kalbach, 2016-04-25 Customers who have inconsistent, broken experiences with products and services are understandably frustrated. But it's worse when people inside these companies can't pinpoint the problem because they're too focused on business processes. This practical book shows your company how to use alignment diagrams to turn valuable customer observations into actionable insight. With this unique tool, you can visually map your existing customer experience and envision future solutions. Product and brand managers, marketing specialists, and business owners will learn how experience diagramming can help determine where business goals and customer perspectives intersect. Once you're armed with this data, you can provide users with real value. *Mapping Experiences* is divided into three parts: Understand the underlying principles of diagramming, and discover how these diagrams can inform strategy Learn how to create diagrams with the four iterative modes in the mapping process: setting up a mapping initiative, investigating the evidence, visualizing the process, and using diagrams in workshops and experiments See key diagrams in action, including service blueprints, customer journey maps, experience maps, mental models, and spatial maps and ecosystem models

IBM System Storage Business Continuity: Part 1 Planning Guide Charlotte Brooks, Clem Leung, Aslam Mirza, Curtis Neal, Yin Lei Qiu, John Sing, Francis TH Wong, Ian R Wright, IBM Redbooks, 2007-03-07 A disruption to your critical business processes could leave the entire business exposed. Today's organizations face ever-escalating customer demands and expectations. There is no room for downtime. You need to provide your customers with continuous service because your customers have a lot of choices. Your competitors are standing ready to take your place. As you work hard to grow your business, you face the challenge of keeping your business running without a glitch. To remain competitive, you need a resilient IT infrastructure. This IBM Redbooks publication introduces the importance of Business Continuity in today's IT

environments. It provides a comprehensive guide to planning for IT Business Continuity and can help you design and select an IT Business Continuity solution that is right for your business environment. We discuss the concepts, procedures, and solution selection for Business Continuity in detail, including the essential set of IT Business Continuity requirements that you need to identify a solution. We also present a rigorous Business Continuity Solution Selection Methodology that includes a sample Business Continuity workshop with step-by-step instructions in defining requirements. This book is meant as a central resource book for IT Business Continuity planning and design. The companion title to this book, IBM System Storage Business Continuity: Part 2 Solutions Guide, SG24-6548, describes detailed product solutions in the System Storage Resiliency Portfolio.

Committing to Effective Whistleblower Protection OECD, 2016-03-16 Whistleblower protection is vital for: safeguarding public interest; promoting accountability and integrity in public and private institutions; and encouraging reporting of misconduct, fraud and corruption. This report analyses whistleblower protection standards in the public and private sectors.

Using IBM Enterprise Records Whei-Jen Chen, Serena S Chan, Jean-Marc Costecalde, Yolanda H Yates, Harry Yessayan, IBM Redbooks, 2015-05-29 Records management helps users address evolving governance mandates to meet regulatory, legal, and fiduciary requirements. Proactive adherence to information retention policies and procedures is a critical facet of any compliance strategy. IBM® Enterprise Records helps organizations enforce centralized policy management for file plans, retention schedules, legal preservation holds, and auditing. IBM Enterprise Records enables your organization to securely capture, declare, classify, store, and dispose of electronic and physical records. In this IBM Redbooks® publication, we introduce the records management concept and provide an overview of IBM Enterprise Records. We address records management topics, including the retention schedule, file plan, records ingestion and declaration, records disposition, records hold, and Enterprise Records application programming interfaces (APIs). We also use a case study to describe step-by-step instructions to implement a sample records management solution using Enterprise Records. We provide concrete examples of how to perform tasks, such as file plan creation, records ingestion and declaration, records disposition, and records hold. This book helps you to understand the records management concept, the IBM Enterprise Records features and capabilities, and its use.

Teaching Tech Together Greg Wilson, 2019-10-08 Hundreds of grassroots groups have sprung up around the world to teach programming, web design, robotics, and other skills outside traditional classrooms. These groups exist so that people don't have to learn these things on their own, but ironically, their founders and instructors are often teaching themselves how to teach. There's a better way. This book presents evidence-based practices that will help you create and deliver lessons that work and build a teaching community around them. Topics include the differences between different kinds of learners, diagnosing and correcting misunderstandings, teaching as a performance art, what motivates and demotivates adult

learners, how to be a good ally, fostering a healthy community, getting the word out, and building alliances with like-minded groups. The book includes over a hundred exercises that can be done individually or in groups, over 350 references, and a glossary to help you navigate educational jargon.

The Unicorn Project Gene Kim, 2019-11-26 The Phoenix Project wowed over a half-million readers. Now comes the Wall Street Journal Bestselling Wall Street Journal bestselling The Unicorn Project! “The Unicorn Project is amazing, and I loved it 100 times more than The Phoenix Project...”—FERNANDO CORNAGO, Senior Director Platform Engineering, Adidas “Gene Kim does a masterful job of showing how ... the efforts of many create lasting business advantages for all.”—DR. STEVEN SPEAR, author of The High-Velocity Edge, Sr. Lecturer at MIT, and principal of HVE LLC. “The Unicorn Project is so clever, so good, so crazy enlightening!”—CORNELIA DAVIS, Vice President Of Technology at Pivotal Software, Inc., Author of Cloud Native Patterns This highly anticipated follow-up to the bestselling title The Phoenix Project takes another look at Parts Unlimited, this time from the perspective of software development. In The Unicorn Project, we follow Maxine, a senior lead developer and architect, as she is exiled to the Phoenix Project, to the horror of her friends and colleagues, as punishment for contributing to a payroll outage. She tries to survive in what feels like a heartless and uncaring bureaucracy and to work within a system where no one can get anything done without endless committees, paperwork, and approvals. One day, she is approached by a ragtag bunch of misfits who say they want to overthrow the existing order, to liberate developers, to bring joy back to technology work, and to enable the business to win in a time of digital disruption. To her surprise, she finds herself drawn ever further into this movement, eventually becoming one of the leaders of the Rebellion, which puts her in the crosshairs of some familiar and very dangerous enemies. The Age of Software is here, and another mass extinction event looms—this is a story about rebel developers and business leaders working together, racing against time to innovate, survive, and thrive in a time of unprecedented uncertainty...and opportunity. “The Unicorn Project provides insanely useful insights on how to improve your technology business.”—DOMINICA DEGRANDIS, author of Making Work Visible and Director of Digital Transformation at Tasktop ——— “My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

Power, Politics, and Organizational Change David Buchanan, Richard Badham, 2008-02-19 ‘Many books on management are sanitized, cleanly technical accounts of the unreality of managerial life and work. Politics hardly feature. This book tells it like it is: it dishes the dirt, gets low-down, into the funky and fascinating politics of organizational life’ - Stewart Clegg, Aston Business School and University of Technology, Sydney Combining a practical and theoretical guide to the politics of organizational change, this book provides an exceptional resource to students of change management, and

organizational behaviour. Buchanan and Badham show how the change agent who is not politically skilled will fail, and that it is necessary to be able and willing to intervene in the political processes of the organization. This revised edition includes a range of excellent new material and features, including: - a new chapter on gender in approaches to organization politics - a full range of teaching materials including case studies, incident reports, self-assessments, and more - Each chapter recommends a feature film (or DVD) to illustrate aspects of organization politics - fresh research evidence - recent literature on the nature of entrepreneurial politics; - a model of political expertise, and how that can be developed This lively and engaging book is key to MBA and other Masters degree candidates taking courses in change management, and organizational behaviour. It will also be valuable for practising managers on tailored executive programmes in organization politics.

Delve into the emotional tapestry woven by Crafted by in Dive into the Emotion of **Making Work Visible Exposing Time Theft To Optimize Workflow** . This ebook, available for download in a PDF format (Download in PDF: *), is more than just words on a page; it is a journey of connection and profound emotion. Immerse yourself in narratives that tug at your heartstrings. Download now to experience the pulse of each page and let your emotions run wild.

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**Making Work Visible Exposing Time
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Introduction**

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