

Making Work Visible Exposing Time Theft To Optimize Workflow

David Buchanan, Richard Badham

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.

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 startedPART 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?

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.

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.

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.

Learning from Megadisasters Federica Ranghieri,Mikio Ishiwatari,2014-06-26 While not all natural disasters can be avoided, their impact on a population can be mitigated through effective planning and preparedness. These are the lessons to be learned from Japan's own megadisaster: the Great East Japan Earthquake of 2011, the first disaster ever recorded that included an earthquake, a tsunami, a nuclear power plant accident, a power supply failure, and a large-scale disruption of supply chains. It is a sad fact that poor communities are often hardest hit and take the longest to recover from disaster. Disaster risk management (DRM) should therefore be taken into account as a major development challenge, and countries must shift from a tradition of response to a culture of prevention and resilience. Learning from Megadisasters: Lessons from the Great East Japan Earthquake consolidates a set of 36 Knowledge Notes, research results of a joint study undertaken by the Government of Japan and the World Bank. These notes highlight key lessons learned in seven DRM thematic clusters—structural measures; nonstructural measures; emergency response; reconstruction planning; hazard and risk information and decision making; the economics of disaster risk, risk management, and risk financing; and recovery and relocation. Aimed at sharing Japanese cutting-edge knowledge with practitioners and decision makers, this book provides valuable guidance to other disaster-prone countries for mainstreaming DRM in their development policies and weathering their own natural disasters.

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 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

The Phoenix Project Gene Kim, Kevin Behr, George Spafford, 2018-02-06 ***Over a half-million sold! And available now, the Wall Street Journal Bestselling sequel *The Unicorn Project**** “Every person involved in a failed IT project should be forced to read this book.”—TIM O'REILLY, Founder & CEO of O'Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of *The Phoenix Project* continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling *The Phoenix Project*, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in *The DevOps Handbook*. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions.”—JEZ HUMBLE, Co-author of *Continuous Delivery*, *Lean Enterprise*, *Accelerate*, and *The DevOps Handbook*

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.

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.

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

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.

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.

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.

Whispering the Techniques of Language: An Mental Journey through **Making Work Visible Exposing Time Theft To Optimize Workflow**

In a digitally-driven earth wherever screens reign great and instant interaction drowns out the subtleties of language, the profound strategies and mental nuances hidden within phrases frequently go unheard. Yet, located within the pages of **Making Work Visible Exposing Time Theft To Optimize Workflow** a interesting literary prize pulsating with natural feelings, lies an extraordinary quest waiting to be undertaken. Penned by a talented wordsmith, this charming opus invites viewers on an introspective trip, delicately unraveling the veiled truths and profound impact resonating within ab muscles cloth of each and every word. Within the mental depths of the poignant evaluation, we will embark upon a heartfelt exploration of the book is core subjects, dissect its captivating publishing fashion, and fail to the powerful resonance it evokes deep within the recesses of readers hearts.

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Making Work Visible Exposing Time Theft To Optimize Workflow Introduction

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