

# Accelerate Building And Scaling High Performing Technology Organizations

Team Topologies Beyond The Phoenix Project Peopleware The Visible Ops  
Handbook Project to Product The Phoenix Project Lean Enterprise Cracking  
Complexity Start and Scaling Devops in the Enterprise Making Work Visible Engine of  
Impact The DevOps Handbook: Powerful The Open Organization The Practice of Cloud  
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Win A Seat at the Table Implementing Lean Software  
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Outstanding Performance Get Your Hands Dirty on Clean Architecture Leading the  
Transformation Numerical Methods for Large Eigenvalue Problems Architecting for  
Scale Accelerate Lean Software Development

## Team Topologies

## **Beyond The Phoenix Project**

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality,

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savings, speed, and business alignment.

### **Peopleware**

Most software project problems are sociological, not technological. Peopleware is a book on managing software projects.

### **The Visible Ops Handbook**

"Scaling Lean offers an invaluable blueprint for modeling startup success. You'll learn the essential metrics that measure the output of a working business model, give you the pulse of your company, communicate its health to investors, and enable you to make precise interventions when things go wrong, "--Amazon.com.

### **Project to Product**

We are entering a new era—an era of impact. The largest intergenerational transfer of wealth in history will soon be under way, bringing with it the potential for huge increases in philanthropic funding. Engine of Impact shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect. As Good to Great author Jim Collins

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writes in his foreword, this book offers "a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale." William F. Meehan III and Kim Starkey Jonker identify seven essential components of strategic leadership that set high-achieving organizations apart from the rest of the nonprofit sector. Together, these components form an "engine of impact"—a system that organizations must build, tune, and fuel if they hope to make a real difference in the world. Drawing on decades of teaching, advising, grantmaking, and research, Meehan and Jonker provide an actionable guide that executives, staff, board members, and donors can use to jumpstart their own performance and to achieve extraordinary results for their organization. Along with setting forth best practices using real-world examples, the authors outline common management challenges faced by nonprofits, showing how these challenges differ from those faced by for-profit businesses in important and often-overlooked ways. By offering crucial insights on the fundamentals of nonprofit management, this book will help leaders equip their organizations to fire on all cylinders and unleash the full potential of the nonprofit sector. Visit [www.engineofimpact.org](http://www.engineofimpact.org) for additional information.

### **The Phoenix Project**

This is a story of reinvention. Jim Whitehurst, celebrated president and CEO of one of the world's most revolutionary software companies, tells first-hand his journey

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from traditional manager (Delta Air Lines, Boston Consulting Group) and “chief” problem solver to CEO of one of the most open organizational environments he'd ever encountered. This challenging transition, and what Whitehurst learned in the interim, has paved the way for a new way of managing—one this modern leader sees as the only way companies will successfully function in the future. Whitehurst says beyond embracing the technology that has so far disrupted entire industries, companies must now adapt their management and organizational design to better fit the Information Age. His mantra? “Adapt or die.” Indeed, the successful company Whitehurst leads—the open source giant Red Hat—has become the organizational poster child for how to reboot, redesign, and reinvent an organization for a decentralized, digital age. Based on open source principles of transparency, participation, and collaboration, “open management” challenges conventional business ideas about what companies are, how they run, and how they make money. This book provides the blueprint for putting it into practice in your own firm. He covers challenges that have been missing from the conversation to date, among them: how to scale engagement; how to have healthy debates that net progress; and how to attract and keep the “Social Generation” of workers. Through a mix of vibrant stories, candid lessons, and tested processes, Whitehurst shows how Red Hat has blown the traditional operating model to pieces by emerging out of a pure bottom up culture and learning how to execute it at scale. And he explains what other companies are, and need to be doing to bring this open style into all facets of the organization. By showing how to apply open source

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methods to everything from structure, management, and strategy to a firm's customer and partner relationships, leaders and teams will now have the tools needed to reach a new level of work. And with that new level of work comes unparalleled success. The Open Organization is your new resource for doing business differently. Get ready to make traditional management thinking obsolete.

### **Lean Enterprise**

This concise book offers 'four steps to control an IT environment' that can be mapped 'to any maturity model'. From the table of contents: ITIL processes common to the High Performers; Create a change request tracking system; The Spectrum of Change; Helpful tips when preparing for an audit; Generate the DSL approval process; Metrics and how to use them.

### **Cracking Complexity**

Does technology actually matter? And how can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software

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delivery performance, and what drives it, using rigorous statistical methods. This book presents both the findings and the science behind that research. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance.

### **Start and Scaling Devops in the Enterprise**

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean

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principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In *Implementing Lean Software Development*, the Poppendiecks explore more deeply the themes they introduced in *Lean Software Development*. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant

In 2003, Mary and Tom Poppendieck's *Lean Software Development* introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers *Implementing Lean Software Development* is

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indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

### **Making Work Visible**

\*\*\*Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26\*\*\*  
“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

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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 ———— “I’m delighted at how The Phoenix Project has reshaped so many conversations in technology. 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

### **Engine of Impact**

Whether you manage people, are managed by people, or just want to change the way you interact with others, this book is about success. How to plan it, how to make it happen--Becoming a Technical Leader shows you how to do it!

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### **The DevOps Handbook:**

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

### **Powerful**

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

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

### **The Open Organization**

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for

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readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

### **The Practice of Cloud System Administration**

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn’t have to be this way. In *Clarity First*, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders:

- Identify and communicate the organization’s true purpose
- Set achievable priorities
- Deliver greater customer value through more efficient processes
- Provide greater transparency about true versus assumed performance
- Build strong problem-solving and critical thinking capabilities throughout the organization
- Develop personal clarity to be a

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more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

### **Scaling Lean**

Transitioning into Agile Project Management and Digital Delivery professional space became a prominent trend across industries over the past 5 years. Competitive job market is becoming saturated with candidates who do not fully understand how modern recruitment for Agile roles works - at least in Australia. They present their professional Resumes filled with mixed messages, absurd qualifications, using language only sends their job application straight into the bin, missing out on opportunities that otherwise should be within their reach. Lack of this specific knowledge is reducing your chances of getting hired as a Scrum Master, or for any other job within Agile Delivery space. Written primarily for aspiring professionals who want to enter the world of Agile Project Management and Digital Delivery, but lack the right knowledge or specific insights yet, this book is an attempt to share my personal findings and summarise research made as part of becoming a Professional Scrum Master. This includes plenty of my subjective yet educated opinions on a number of topics surrounding general theme of presenting

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yourself as the most appealing Agile job candidate, providing advice on how to capitalize on your current professional background, understanding your skill gaps and available options, pivoting towards a Scrum Master role within Agile Digital Delivery as efficiently as possible. \*\*\* YOU WILL LEARN ABOUT \*\*\*- What requirements apply to Scrum Master role candidates these days;- How to deal with Recruiters and get your application through their initial filter;- How different companies see Scrum Master roles and responsibilities;- What are Agile Hybrid roles, and why should it concern Scrum Masters;- How to do your research and other preparation properly;- How to write a good to-the-point Cover Letter, and do you need one at all;- How to reformat your Resume and present it the best possible way;- What interview questions a new Scrum Master can expect, and the best ways to respond.\*\*\* TABLE OF CONTENTS \*\*\*1 - What is Agile Delivery Like?2 - Job Transitioning Challenges3 - The Wall of Recruiters4 - The Right Knowledge5 - The Interview Process6 - The Classic Scrum Master Role7 - Scrum Master Role Hybrids ()8 - Having the Right Experience9 - No Experience - Now What?10 - Value of a Certification11 - Basics of Transitioning12 - Transitioning from Engineer to Scrum Master13 - Transitioning from Business Analyst14 - Transitioning from Project Manager15 - Transitioning from Other Roles16 - Scrum Master Resumes17 - The 15 Second Rule18 - Attributes of a Good SM resume ()19 - Scrum Master CV Template20 - Writing a Cover Letter21 - The Cover Letter Template22 - Company Research23 - What information do you need?24 - Research methods ()25 - Project work vs. Smaller Task Flow26 - Preparing for the Interview27 - Interview questions

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( )28 - What Are Behavioral Questions29 - Misunderstood "Servant-Leader"30 - Tools You Use31 - Physical Walls vs. Electronic Walls\*\*\* AUTHOR's PODCAST \*\*\*<https://itunes.apple.com/au/podcast/lean-and-mean-agile-podcast/id1269551866>\*\*\* YOUTUBE CHANNEL \*\*\*<http://bit.ly/JoinAgileVideos>\*\*\* Visit JOINAGILE.COM and subscribe for Free occasional Newsletter, new book announcements, and other promotions \*\*\*

### **Becoming a Technical Leader**

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to

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implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

### **Accelerate**

It's not enough to say that the CIO is the geek who wears the suit, IT leaders must, now more than ever, take a seat at the table. In *A Seat at the Table*, CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be—an integral part of the value creation engine. With wit and an easy style, Schwartz reveals that the only way to become an Agile IT leader is to be courageous—to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table. CIOs, step on up, your seat at the table is waiting for you.

### **Zone to Win**

Increase profitability, elevate work culture, and exceed productivity goals through DevOps practices. More than ever, the effective management of technology is critical for business competitiveness. For decades, technology leaders have struggled to balance agility, reliability, and security. The consequences of failure have never been greater—whether it's the healthcare.gov debacle, cardholder data

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breaches, or missing the boat with Big Data in the cloud. And yet, high performers using DevOps principles, such as Google, Amazon, Facebook, Etsy, and Netflix, are routinely and reliably deploying code into production hundreds, or even thousands, of times per day. Following in the footsteps of The Phoenix Project, The DevOps Handbook shows leaders how to replicate these incredible outcomes, by showing how to integrate Product Management, Development, QA, IT Operations, and Information Security to elevate your company and win in the marketplace.

### **A Seat at the Table**

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

### **Implementing Lean Software Development**

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“There’s an incredible amount of depth and thinking in the practices described here, and it’s impressive to see it all in one place.” —Win Treese, coauthor of *Designing Systems for Internet Commerce The Practice of Cloud System Administration, Volume 2*, focuses on “distributed” or “cloud” computing and brings a DevOps/SRE sensibility to the practice of system administration. Unsatisfied with books that cover either design or operations in isolation, the authors created this authoritative reference centered on a comprehensive approach. Case studies and examples from Google, Etsy, Twitter, Facebook, Netflix, Amazon, and other industry giants are explained in practical ways that are useful to all enterprises. The new companion to the best-selling first volume, *The Practice of System and Network Administration, Second Edition*, this guide offers expert coverage of the following and many other crucial topics: Designing and building modern web and distributed systems Fundamentals of large system design Understand the new software engineering implications of cloud administration Make systems that are resilient to failure and grow and scale dynamically Implement DevOps principles and cultural changes IaaS/PaaS/SaaS and virtual platform selection Operating and running systems using the latest DevOps/SRE strategies Upgrade production systems with zero down-time What and how to automate; how to decide what not to automate On-call best practices that improve uptime Why distributed systems require fundamentally different system administration techniques Identify and resolve resiliency problems before they surprise you Assessing and evaluating your team’s operational effectiveness

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Manage the scientific process of continuous improvement A forty-page, pain-free assessment system you can start using today

### **INSPIRED**

Over the last 25 years, Geoffrey Moore has established himself as one of the most influential high-tech advisors in the world—once prompting Conan O’Brien to ask “Who is Geoffrey Moore and why is he more famous than me?” Following up on the ferociously innovative ESCAPE VELOCITY, which served as the basis for Moore’s consulting work to such companies as Salesforce, Microsoft, and Intel, ZONE TO WIN serves as the companion playbook for his landmark guide, offering a practical manual to address the challenge large enterprises face when they seek to add a new line of business to their established portfolio. Focused on spurring next-generation growth, guiding mergers and acquisitions, and embracing disruption and innovation, ZONE TO WIN is a high-powered tool for driving your company above and beyond its limitations, its definitions of success, and ultimately, its competitors. Moore’s classic bestseller, CROSSING THE CHASM, has sold more than one million copies by addressing the challenges faced by start-up companies. Now ZONE TO WIN is set to guide established enterprises through the same journey. “For any company, regardless of size or industry, ZONE TO WIN is the playbook for succeeding in today’s disruptive, connected, fast-paced business world.” —Marc Benioff, CEO, Salesforce “Once again Geoffrey Moore weighs in with a prescient

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examination of what it takes to win in today's competitive, disruptive business environment." —Satya Nadella, CEO, Microsoft "With this book, Geoffrey Moore continues to lead us all through ever-changing timesHis work has changed the game of changing the game!" —Gary Kovacs, CEO, AVG "ZONE TO WIN uses crystal-clear language to describe the management plays necessary to win in an ever-disrupting marketplace. Regardless of your level of management experience, you will find this book an invaluable tool for building long-term success for your business." —Lip-Bu Tan, President and CEO, Cadence Design Systems

### **Effective DevOps**

Are our innovation efforts aligned to the challenges of our times? We need firms to grow.

### **Agile Conversations**

### **The Kubernetes Book**

Describes how organizations can learn to move swiftly to accommodate change while still providing the necessary structures that nurture employees and long-

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term success.

### **Accelerate**

Check And Debit Card Log Book / Account Payment Record Tracking / Checkbook Registers / Personal Checking Account Ledger / Management Finance Budget Expense Checkbook balance assumes you have been keeping your own record transactions. Book Details Starting Balance record Date, Code or Check No., Description, Payment/Debit (-), Deposit / Credit (+), Balance. for your write in. Small size 6" x 9" 110 pages. Great product check & Debit card registe. Paperback Cover

### **The Unicorn Project**

DevOps is a fundamental shift in how leading edge companies are starting to manage their software and IT work. Businesses need to move more quickly than ever before, and large software organizations are applying these DevOps principles to develop new software faster than anyone previously thought possible. DevOps started in small organizations and in large organizations that had or created architectures that enabled small teams to independently develop, qualify, and deploy code. The impact on productivity is so dramatic that larger organizations

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with tightly coupled architectures are realizing they either need to embrace DevOps or be left behind. The biggest challenge is that they can't just empower small teams to work independently because their legacy architectures require coordinating the development, qualification, and deployment of code across hundreds of people. They need a DevOps approach that not only addresses their unique challenges, but also helps them reach an organization-wide agreement on where to start and how to scale DevOps. That is where *Starting and Scaling DevOps in the Enterprise* comes in. *Starting and Scaling DevOps in the Enterprise* is a quick, easy-to-read guide that helps structure those improvements by providing a framework that large organizations can use to understand DevOps principles in the context of their current development processes and gain alignment across the organization for successful implementations. The book illustrates how to analyze your current development and delivery processes to ensure you gain positive momentum by implementing the DevOps practices that will have the greatest immediate impact on the productivity of your organization, with the goal of achieving continuous improvement over time.

### **Checking Account Ledger**

Some companies think that adopting devops means bringing in specialists or a host of new tools. With this practical guide, you'll learn why devops is a professional and cultural movement that calls for change from inside your

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organization. Authors Ryn Daniels and Jennifer Davis provide several approaches for improving collaboration within teams, creating affinity among teams, promoting efficient tool usage in your company, and scaling up what works throughout your organization's inflection points. Devops stresses iterative efforts to break down information silos, monitor relationships, and repair misunderstandings that arise between and within teams in your organization. By applying the actionable strategies in this book, you can make sustainable changes in your environment regardless of your level within your organization. Explore the foundations of devops and learn the four pillars of effective devops

- Encourage collaboration to help individuals work together and build durable and long-lasting relationships
- Create affinity among teams while balancing differing goals or metrics
- Accelerate cultural direction by selecting tools and workflows that complement your organization
- Troubleshoot common problems and misunderstandings that can arise throughout the organizational lifecycle
- Learn from case studies from organizations and individuals to help inform your own devops journey

### **Visible Ops Security**

Named by The Washington Post as one of the 11 Leadership Books to Read in 2018 When it comes to recruiting, motivating, and creating great teams, Patty McCord says most companies have it all wrong. McCord helped create the unique and high-performing culture at Netflix, where she was chief talent officer. In her new book,

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Powerful: Building a Culture of Freedom and Responsibility, she shares what she learned there and elsewhere in Silicon Valley. McCord advocates practicing radical honesty in the workplace, saying good-bye to employees who don't fit the company's emerging needs, and motivating with challenging work, not promises, perks, and bonus plans. McCord argues that the old standbys of corporate HR—annual performance reviews, retention plans, employee empowerment and engagement programs—often end up being a colossal waste of time and resources. Her road-tested advice, offered with humor and irreverence, provides readers a different path for creating a culture of high performance and profitability. Powerful will change how you think about work and the way a business should be run.

### **Are We There Yet?**

Today's IT workers are drowning in 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 timely book, 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 timesaving solutions. Chock-full of exercises, takeaways, real-

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world examples, colorful diagrams, and an easy-going writing style, readers will quickly learn effective practices to create high-performing workflows within an organization.

### **DevOps for the Modern Enterprise**

This is a companion transcript of the audio series, Beyond The Phoenix Project, intended to be used for reference and to enable further research of cited material, and not as a standalone work. In the audio series, Gene Kim and John Willis present a nine-part discussion that includes an oral history of the DevOps movement, as well as discussions around pivotal figures and philosophies that DevOps draws upon, from Goldratt to Deming; from Lean to Safety Culture to Learning Organizations. The book is a great way for listeners to take an even deeper dive into topics relevant to DevOps and leading technology organizations.

### **Accelerate**

This revised edition discusses numerical methods for computing eigenvalues and eigenvectors of large sparse matrices. It provides an in-depth view of the numerical methods that are applicable for solving matrix eigenvalue problems that arise in various engineering and scientific applications. Each chapter was updated

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by shortening or deleting outdated topics, adding topics of more recent interest, and adapting the Notes and References section. Significant changes have been made to Chapters 6 through 8, which describe algorithms and their implementations and now include topics such as the implicit restart techniques, the Jacobi-Davidson method, and automatic multilevel substructuring.

### **GET HIRED As SCRUM MASTER**

Every day, companies struggle to scale critical applications. As traffic volume and data demands increase, these applications become more complicated and brittle, exposing risks and compromising availability. This practical guide shows IT, devops, and system reliability managers how to prevent an application from becoming slow, inconsistent, or downright unavailable as it grows. Scaling isn't just about handling more users; it's also about managing risk and ensuring availability. Author Lee Atchison provides basic techniques for building applications that can handle huge quantities of traffic, data, and demand without affecting the quality your customers expect. In five parts, this book explores: Availability: learn techniques for building highly available applications, and for tracking and improving availability going forward Risk management: identify, mitigate, and manage risks in your application, test your recovery/disaster plans, and build out systems that contain fewer risks Services and microservices: understand the value of services for building complicated applications that need to operate at higher

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scale Scaling applications: assign services to specific teams, label the criticalness of each service, and devise failure scenarios and recovery plans Cloud services: understand the structure of cloud-based services, resource allocation, and service distribution

### **Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance**

The Phoenix Project wowed over a half-million readers. Now comes the 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

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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

**Get Your Hands Dirty on Clean Architecture**

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Gain insight into how hexagonal architecture can help to keep the cost of development low over the complete lifetime of an application

**Key Features** Explore ways to make your software flexible, extensible, and adaptable

Learn new concepts that you can easily blend with your own software development style

Develop the mindset of building maintainable solutions instead of taking shortcuts

**Book Description** We would all like to build software architecture that yields adaptable and flexible software with low development costs. But, unreasonable deadlines and shortcuts make it very hard to create such an architecture. *Get Your Hands Dirty on Clean Architecture* starts with a discussion about the conventional layered architecture style and its disadvantages. It also talks about the advantages of the domain-centric architecture styles of Robert C. Martin's *Clean Architecture* and Alistair Cockburn's *Hexagonal Architecture*. Then, the book dives into hands-on chapters that show you how to manifest a hexagonal architecture in actual code. You'll learn in detail about different mapping strategies between the layers of a hexagonal architecture and see how to assemble the architecture elements into an application. The later chapters demonstrate how to enforce architecture boundaries. You'll also learn what shortcuts produce what types of technical debt and how, sometimes, it is a good idea to willingly take on those debts. After reading this book, you'll have all the knowledge you need to create applications using the hexagonal architecture style of web development. What you will learn

Identify potential shortcomings of using a layered architecture

Apply methods to

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enforce architecture boundaries Find out how potential shortcuts can affect the software architecture Produce arguments for when to use which style of architecture Structure your code according to the architecture Apply various types of tests that will cover each element of the architecture Who this book is for This book is for you if you care about the architecture of the software you are building. To get the most out of this book, you must have some experience with web development. The code examples in this book are in Java. If you are not a Java programmer but can read object-oriented code in other languages, you will be fine. In the few places where Java or framework specifics are needed, they are thoroughly explained.

### **Leading the Transformation**

Understand the Kubernetes ecosystem and learn techniques to run fault-tolerant, scalable applicationsKey Features\* Gain insight into the inner workings of Kubernetes\* Learn how to deploy and manage applications on Kubernetes\* Explore ways to build and secure Kubernetes clustersBook DescriptionKubernetes is the leading orchestrator of cloud-native apps. With knowledge of how to work with Kubernetes, you can easily deploy and manage applications on the cloud or in your on-premises data center. The book begins by introducing you to Kubernetes and showing you how to install it. You'll learn how to use Kubernetes Services and bring stable and reliable networking to apps that are deployed on Kubernetes. You'll

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delve deep into the powerful storage subsystem of Kubernetes and learn how to leverage the variety of external storage backends in your applications. As the book progresses, it shows you how to use features such as DaemonSets, Helm, and RBAC to enhance your Kubernetes applications. You'll explore the six categories of identifying vulnerabilities and look at a few ways to prevent and mitigate them. You'll also look at ways to secure the software delivery pipeline by discussing some image-related best practices. The book ends by sharing with you some resources that'll help take your Kubernetes knowledge to the next level. By the end of the book, you'll have the confidence and skills to leverage all the features of Kubernetes to develop scalable applications.

What you will learn\*

- Explore cluster-level and node-level isolation and runtime isolation options\*
- Use Kubernetes Deployments for self-healing, scaling, and updating apps\*
- Manage Kubernetes clusters with kubectl\*
- Write a Container Storage Interface (CSI) plugin to work across multiple orchestrators\*
- Use Kubernetes features such as Jobs and CronJobs in your apps\*
- Identify vulnerabilities and learn measures to prevent and mitigate them

Who this book is for

If you want to be more comfortable using Kubernetes to orchestrate your containerized applications, this is the ideal book for you. To easily grasp the concepts explained in this book, you must be familiar with Docker and containers.

## Numerical Methods for Large Eigenvalue Problems

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Many organizations are facing the uphill battle of modernizing their legacy IT infrastructure. Most have evolved over the years by taking lessons from traditional or legacy manufacturing: creating a production process that puts the emphasis on the process instead of the people performing the tasks, allowing the organization to treat people like resources to try to achieve high-quality outcomes. But those practices and ideas are failing modern IT, where collaboration and creativeness are required to achieve high-performing, high-quality success. Mirco Hering, a thought leader in managing IT within legacy organizations, lays out a roadmap to success for IT managers, showing them how to create the right ecosystem, how to empower people to bring their best to work every day, and how to put the right technology in the driver's seat to propel their organization to success. But just having the right methods and tools will not magically transform an organization; the cultural change that is the hardest is also the most impactful. Using principles from Agile, Lean, and DevOps as well as first-hand examples from the enterprise world, Hering addresses the different challenges that legacy organizations face as they transform into modern IT departments.

### **Architecting for Scale**

How do today's most successful tech companies—Amazon, Google, Facebook, Netflix, Tesla—design, develop, and deploy the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it very

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differently than the vast majority of tech companies. In *INSPIRED*, technology product management thought leader Marty Cagan provides readers with a master class in how to structure and staff a vibrant and successful product organization, and how to discover and deliver technology products that your customers will love—and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and creating a strong product culture, readers can take the information they learn and immediately leverage it within their own organizations—dramatically improving their own product efforts. Whether you're an early stage startup working to get to product/market fit, or a growth-stage company working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, *INSPIRED* will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author's own personal stories—and profiles of some of today's most-successful product managers and technology-powered product companies, including Adobe, Apple, BBC, Google, Microsoft, and Netflix—*INSPIRED* will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of *INSPIRED*, published ten years ago, established itself as the primary reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most

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valuable resource for technology product managers, yet it is completely new—sharing the latest practices and techniques of today’s most-successful tech product companies, and the men and women behind every great product.

### **Accelerate**

Foreword by: Marshall Goldsmith, #1 NY Times bestselling author, Thinkers50-#1 Executive Coach and the only two-time #1 Leadership Thinker in the World Complexity has met its match! Today, organizations are grappling with ambiguity, volatility and paradox surrounding the challenges they face. This is complexity. But too many leaders approach complexity the wrong way - they push their people harder and harder and tackle problems one-at-a-time over months, sometimes even years and nearly always in a linear fashion. It's like setting a pot of water on "low" and waiting for it to boil. To solve the seemingly intractable challenges that leaders bang their heads against for months - to get the metaphorical water to boil - you must generate a high amount of heat very quickly. In this book, the authors share their proven formula for dramatically shortening the process and solving an organization's toughest challenges in mere days.

### **Lean Software Development**

## Download Free Accelerate Building And Scaling High Performing Technology Organizations

Leading the Transformation is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead.

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