

# Agile It Organization Design For Digital Transformation

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**Enterprise Agility** - Sunil Mundra 2018-06-29

Enterprise Agility is practical framework for enhancing Agility and equipping your company with the tools to survive. Key Features Prepare your company to navigate the rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment. Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational practices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs: people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever) to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change program, head of transformation, and Agile coach/consultant.

**Digital Transformation** - Anup Maheshwari 2019-09-04

Building Intelligent Enterprises by leveraging the emerging and next-generation technologies to accelerate the adoption of digital transformation The speed of innovation and emerging IT technologies are changing at a very fast pace and enterprises are eager to join the digital revolution so they can stand above the competition and succeed as the enterprise of tomorrow. This book is an attempt to make the enterprise intelligent by providing the path to digital transformation and the adoption of new IT methods, tools and technologies. This book has been organized to cover the following topics: Digital Transformation, Design Thinking, Agile, DevOps, Robotic Process Automation, Internet of Things, Artificial Intelligence, Machine Learning, Blockchain, Drones, Augmented and Virtual Reality, 3D Printing, Big Data, Analytics, Cloud Computing, APIs, and SAP Leonardo. No prior knowledge of any technical coding or language is necessary to understand the content of this book. End-to-end storyline to accelerate the enterprise's digital transformation journey How an enterprise can stay relevant, compete,

and perform in the digital economy How to leverage these technologies to build intelligent enterprises Understand and apply the emerging technologies across key business processes Industry-specific Use Cases for all technologies as a reference point to build the business case for implementation The book is very well suited towards the C-Suite executives, both IT and business leaders, directors and managers, project managers, solution architects, and all professionals who have an interest and desire to keep up-to-date with the latest technological trends, looking for a career change, want to help enterprise adapt and onboard the digital roadmap, or have an agenda to digitize key processes within the enterprise to make it intelligent.

**Change** - John P. Kotter 2021-05-04

Transform your organization with speed and efficiency using this insightful new resource Incremental improvement is no longer sufficient in helping organizations navigate the complexity, uncertainty and volatility of today's world. In Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times, authors John P. Kotter, Vanessa Akhtar, and Gaurav Gupta explore how to create non-linear, dramatic change in your organization. You'll discover the emerging science of change that teaches us about how to build organizations - from businesses to governments - that change and adapt rapidly. In Change you'll discover: Why the ability of organizations to deal with threats and take advantage of opportunities in the face of ever greater complexity and uncertainty is being severely challenged In-depth, evidence-based, actionable solutions for dealing with institutional resistance to change Case studies and success stories that describe organizations who have successfully built the ability to change quickly into their DNA A universal approach for how to dramatically improve outcomes from various change efforts, including: strategy execution, digital transformation, restructuring, and more Perfect for managers, executives, and leaders at companies of all types and sizes, Change will also prove to be a valuable asset to other professionals who serve these organizations. This book is for anyone seeking a proven approach for delivering fast, sustainable and comprehensive results.

**Building the Agile Business through Digital Transformation** - Neil Perkin 2021-06-03

How can businesses transform to achieve competitive advantage in a digital-enabled world? How can managers and leaders create a culture that supports lasting change through these transformations? Building the Agile Business through Digital Transformation is an in-depth guide for all those needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile, embed innovation and develop talent to succeed. This majorly revised second edition of Building the Agile Business through Digital Transformation contains new material on the culture and mindset challenges of shifting at scale from linear to agile working, and using data effectively in organizational decision-making. Full of practical advice, examples and real-life insights from organizations at the leading edge of digital transformation including Airbnb, Amazon and Google, this book is an essential guide to driving success by becoming an agile and digital native business.

**Design, User Experience, and Usability: Design Thinking and Methods** - Aaron Marcus 2016-07-04

The three-volume set LNCS 9746, 9747, and 9748 constitutes the proceedings of the 5th International Conference on Design, User Experience, and Usability, DUXU 2016, held as part of the 18th International Conference on Human-Computer Interaction, HCII 2016, in Toronto, Canada, in July 2016, jointly with 13 other thematically similar conferences. The total of 1287 papers presented at the HCII 2016

conferences were carefully reviewed and selected from 4354 submissions. These papers address the latest research and development efforts and highlight the human aspects of design and use of computing systems. The papers accepted for presentation thoroughly cover the entire field of Human-Computer Interaction, addressing major advances in knowledge and effective use of computers in a variety of application areas. The total of 157 contributions included in the DUXU proceedings were carefully reviewed and selected for inclusion in this three-volume set. The 49 papers included in this volume are organized in topical sections on design thinking; user experience design methods and tools; usability and user experience evaluation methods and tools.

**Project to Product** - Mik Kersten 2018-11-20

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.

**Digital Business Leadership** - Ralf T. Kreutzer 2018-04-27

This book provides specialists and executives with a clear, yet practical set of recommendations to meet the challenges of digital transformation and ensure long-term success as a leader in a primarily digital business world. The authors describe the fundamental principles of digitization and its economic opportunities and risks, integrating them into a framework of classic and new management methods. The book also explores how increasing digitization – not only of communication, but of complete value chains – has led to a need to establish a digital business leadership. Digitization is changing people and markets: it causes the upheaval of entire industries, creates new digital-centric companies, and forces established companies to cope with the transformation activities associated with these digitization processes. New approaches and methods have to be learned, tried and tested patterns of thinking have to be explored, and last but not least, innovation activities have to be understood as continuous necessities. At the same time, digital business offers considerable opportunities for renewing competitive advantages, improving existing process structures and realigning products, services and business models.

**Doing Agile Right** - Darrell K. Rigby 2020-05-26

Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. *Doing Agile Right* is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

**Managing Digital Transformation** - Andreas Hinterhuber 2021-05-27

This book provides practising executives and academics with the theories and best practices to plan and implement the digital transformation

successfully. Key benefits: an overview on how leading companies plan and implement digital transformation interviews with chief executive officers and chief digital officers of leading companies – Bulgari, Deutsche Bahn, Henkel, Lanxess, L'Oréal, Unilever, Thales and others – explore lessons learnt and roadmaps to successful implementation research and case studies on the digitalization of small and medium-sized companies cutting-edge academic research on business models, organizational capabilities and performance implications of the digital transformation tools and insights into how to overcome internal resistance, build digital capabilities, align the organization, develop the ecosystem and create customer value to implement digital strategies that increase profits *Managing Digital Transformation* is unique in its approach, combining rigorous academic theory with practical insights and contributions from companies that are, according to leading academic thinkers, at the forefront of global best practice in the digital transformation. It is a recommended reading both for practitioners looking to implement digital strategies within their own organisations, as well as for academics and postgraduate students studying digital transformation, strategy and marketing.

**Managing the Digital Transformation** - Thomas Hess 2022-09-16

Digitisation and digital transformation are not only a topic of the media, but are also taking place in companies. The digital transformation affects the most diverse fields, from procurement to sales and from organisation to strategy development. This task requires the commitment of every company management and cannot simply be delegated. This book aims to help managers and entrepreneurs to set up structures in their organisation that allow them to approach the digital transformation systematically. The topics covered range from the configuration of digitisation strategies and new management roles such as the Chief Digital Officer to the importance of IT infrastructures, HR management and corporate culture as enablers of digital transformation. A simple framework serves as an orientation framework that structures the management tasks and clearly summarises the various concepts and instruments. In the 2nd revised and expanded edition, the focus is on organisational aspects, in particular the role of start-ups for the digital transformation, the design of the so-called Digital Innovation Units and the role of the CDO. Secondly, the design and management of digitisation projects is considered in more detail. And thirdly, the concept of digital transformation is further specified and delimited. In addition, the advancing technological development is taken into account. "Prof. Thomas Hess provides a concrete overview of many important aspects to be considered in the digital transformation of companies. Clearly worth reading." Stefan Winners, Chief Digital Officer at Hubert Burda Media "Beyond the buzzword - Finally someone manages to systematically untangle the chaos surrounding digital transformation. With his book, Thomas Hess truly establishes the guardrails for managing digital transformation projects. While others promise much and deliver little, Thomas Hess gives the reader a design framework rather than a patent remedy." Dr Christoph Steiger, former board member and CDO of Hoffmann Group "Clearly more than just another book on the topic of digital transformation! With exciting insights from science and practice, Thomas Hess provides a toolbox for digital transformation. Relevant for business and relevant researchers." Prof. em. Dr. Dr. h.c. Hubert Österle, University of St. Gallen

**Chaos by Design** - Kader Sakkaria 2021-08-10

You can't afford NOT to transform! *Chaos by Design* is a deliberately empowering tool that describes how you can foster the leadership characteristics, mindset, and company values required to successfully implement a 'digital-first' approach. DRIVING DIGITAL TRANSFORMATION—CULTURE BEFORE TECHNOLOGY. What's the most important component of a successful digital transformation? It's not software. It's not hardware. Spoiler alert: it's not even technology. It's your people! But how do you convince and empower those people to follow your North Star? Drawing from nearly 60 years of combined business, technology, and leadership experience, Kader Sakkaria, Imran Karbhari, and Trevor Macomber explore the ways in which successful leaders motivate their teams, drive innovation, and propagate long-lasting digital transformations. Keep reading to uncover ... How to harness the power of creative chaos to shift your organization from fragile to agile The secret sauce common to every successful digital transformation (hint: it isn't barbecue) How the right North Star will orient your company culture in a way that ensures continued longevity Why failure is not an option—it's a necessity! The critical importance of driving the change from project mindset to product mindset Why the servant leadership style is uniquely suited to transformative processes

How unyielding creative disruption promotes flexible, adaptable business models primed for growth How to position your business not just to survive a global crisis, but to thrive in the uncertainty—in other words, chaos by design IDEATE. INNOVATE. ITERATE. REPEAT. EMBRACE THE CHAOS BY DESIGN AND BEGIN YOUR TRANSFORMATIONAL JOURNEY TODAY!

The Business Transformation Playbook - Heath Gascoigne Mba  
2019-01-31

Why do only 30% of business transformation projects deliver on time, on budget and scope, realising the intended benefits while 70% fail? This book uncovers HOBA(R) (House of Business Architecture(R)) Business Transformation framework and provides a practical guide that has helped organisations successfully implement their business transformation.

Agile Processes in Software Engineering and Extreme Programming - Juan Garbajosa 2018-05-16

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

The Technology Fallacy - Gerald C. Kane 2019-04-16

Why an organization's response to digital disruption should focus on people and processes and not necessarily on technology. Digital technologies are disrupting organizations of every size and shape, leaving managers scrambling to find a technology fix that will help their organizations compete. This book offers managers and business leaders a guide for surviving digital disruptions—but it is not a book about technology. It is about the organizational changes required to harness the power of technology. The authors argue that digital disruption is primarily about people and that effective digital transformation involves changes to organizational dynamics and how work gets done. A focus only on selecting and implementing the right digital technologies is not likely to lead to success. The best way to respond to digital disruption is by changing the company culture to be more agile, risk tolerant, and experimental. The authors draw on four years of research, conducted in partnership with MIT Sloan Management Review and Deloitte, surveying more than 16,000 people and conducting interviews with managers at such companies as Walmart, Google, and Salesforce. They introduce the concept of digital maturity—the ability to take advantage of opportunities offered by the new technology—and address the specifics of digital transformation, including cultivating a digital environment, enabling intentional collaboration, and fostering an experimental mindset. Every organization needs to understand its “digital DNA” in order to stop “doing digital” and start “being digital.” Digital disruption won't end anytime soon; the average worker will probably experience numerous waves of disruption during the course of a career. The insights offered by *The Technology Fallacy* will hold true through them all. A book in the *Management on the Cutting Edge* series, published in cooperation with MIT Sloan Management Review.

Digital liberation - Jan Friis Bentzen 2018-11-07

Let's demystify the phenomena known as digital transformation. Let's break down this best-known secret to success and build it up page by page. Let's look at all the threads that connect and create this digital spiderweb. And let's dig into what kind of role you can play as a digital artist in this new and infinite digital renaissance. This book is born from the urge to help guide you through the digital pitfalls, to show how the anthropological approach needs to play an even bigger role now than ever, how culture, leadership, infrastructure, organizational change and agile methodologies can help if seen as intervened enablers. This book will thus not dig into deep descriptions of known technologies or methodologies. This already exists in abundance on the world wide web. The point of interest for this book is the bigger picture, the connections, the intent, the purpose and you. I will come with this bold statement: that you will never succeed with your digital transformation if you don't first understand the different entities in it and their connections, and then decide how your digital transformation should be. This book will provide insights into this and show you how it all can be connected to create the great customer experience you and your customers want.

**EDGE** - Jim Highsmith 2019-08-02

**EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation** “[The authors’] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core.” —From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations “invent the future.” EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and **EDGE: Value-Driven Digital Transformation** is your guide to using this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the *Agile Manifesto*. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete “command and control” leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Agile It Organization Design - Sriram Narayan 2015-06-15

Design Agile IT Organizations to Improve Teamwork, Accountability, Alignment, and Business Performance Aspiring digital businesses need overall IT agility, not just development team agility. In *Agile IT Organization Design*, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years working with enterprise clients in IT-intensive industries, he introduces an agile approach to “Business-IT Effectiveness” that is as practical as it is valuable. Sriram shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Choose financial practices that are free of harmful side effects Create and retain great teams despite today's “talent crunch” Break down tool-induced silos Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

The Inner Building Blocks - Abhishek Rai 2022-05-06

Agile is the ability to quickly and naturally adapt to respond to changes. Most companies are inherently fragile and not agile - when they are hit by new developments, shifting consumer behavior or fast-moving competition, they struggle and even cease to exist! *Inner Building Blocks* is a novel about Neil Frost, a Director of Digital Transformation and Agile Centre of Excellence at Walkers Mart. The company is already grappling with a failing transformation and on the verge of bankruptcy when COVID-19 strikes! Sid, the Coach instils constructive discomfort through a series of probing questions to: Rethink agility and reimagine the future of work with hybrid operating models. Launch a series of experiments to

reinvent the Building Blocks (e.g., strategy, talent, culture, structures, practices and digital technologies). Discover twenty-six solutions to embrace lean-agile mindset for strategic agility. Could the company survive amid the global pandemic and ensuing supply chain challenges? A compelling storytelling approach and provocative dialogues provide relatable context to adopt the concepts. The principles and techniques are delicately camouflaged within the underlying characters, their conversations and situations.

**Harnessing Digital Disruption** - Pascal Dennis 2020-12-27

Our world has changed, probably for good. Until now, the shift from brick-and-mortar to the smartphone has been about service, cost, and convenience. Now, it's also a matter of public health. How do we win this uncertain new game? How do we prosper in a digital world? In a cool, readable style *Harnessing Digital Disruption: How Companies Win with Design Thinking, Agile, and Lean Startup* tells the story of a major multinational organization facing digital disruption and looming irrelevance. In a compelling novel format, the book demonstrates how to harness the power of digital technology, methods and thinking on the path to revival and prosperity. It illustrates the situations, characters, and blockers you'll likely face as you progress through your journey. The setting is Singapore and the heady world of international banking, but the prescription, methods and lessons apply equally to manufacturers, utilities, hospitals, insurers, and government agencies. You will learn how to:

- Develop your Digital Transformation strategy and Innovation Portfolio
- Reform customer journeys, launch new digital offerings, and validate new beta businesses
- Develop senior leader digital literacy, and understanding of growth leadership
- De-risk your journey using a proven overall approach based on proven principles
- Cultivate a network of pragmatic entrepreneurs practicing a structured scalable innovation process

This book offers clear and compelling guidance on what it takes to transform your organization for a digital world. Each chapter includes Study Questions to facilitate learning and discussion in workshop and classroom settings. .

**Networked, Scaled, and Agile** - Amy Kates 2021-03-30

Enable your employees to work laterally and make faster, better decisions by designing an organization that can respond to the business challenges of global integration, digital transformation and marketing.

**Agility.X** - Christiane Prange 2018-03-31

In recent years, the concept of agility has captured the executive imagination, and leaders in a variety of industries and companies of all sizes are now searching for ideas on how to effectively utilize agile thinking. This book provides insights on agility from world-class experts on leadership, strategy and organization, alongside seasoned practitioners who have successfully implemented agility programs for companies such as Daimler, Ford Motor Company, J. W. Thompson, Siemens, and NASA. By combining theoretical expertise with a variety of managerial experiences, it provides a wide-ranging yet succinct guide for companies seeking to engage in the transformative journey towards becoming more agile. As such, it will be of great use and interest to executives in all industries, executive education participants and consultants, M.B.A. students and researchers interested in agile. *Agility.X* prepares leaders for managing under uncertainty and organizations for thriving in turbulent environments.

**Building the Agile Business through Digital Transformation** - Neil Perkin 2017-04-03

*Building the Agile Business through Digital Transformation* is an in-depth look at transforming businesses so they are fit for purpose in a digitally enabled world. It is a guide for all those needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile. It addresses how to build organizational velocity and establish iterative working, remove unnecessary process, embed innovation, map strategy to motivation and develop talent to succeed. *Building the Agile Business through Digital Transformation* provides guidance on how to set the pace and frequency for change and shows how to break old habits and reform the behaviours of a workforce to embed digital transformation, achieve organizational agility and ensure high performance. Full of practical advice, examples and real-life insights from organizational development professionals at the leading edge of digital transformation, this book is an essential guide to building an agile business.

**Networked, Scaled, and Agile** - Amy Kates 2021-03-03

While technology and geopolitical forces change the face of business today, the patterns and challenges of organizing humans to work together across organization, culture, language and time zone

boundaries remain. To face these challenges, all organizations need to be agile, networked and scalable. *Networked, Scaled, and Agile* reveals how to shape organizations that will enable people to make faster and better decisions in a more complex world. By outlining the tension between the need for agility/differentiation and scale/integration, the book offers a new way to think about this debate using the models of the Tower (vertical integration) and the Square (horizontal integration). It addresses the role of the leadership team and how the organization design process can build C-suite leaders and successors. Each chapter concludes with a series of reflection questions for leaders as well as a summary of key concepts and tips. Including case studies from global organizations, *Networked, Scaled, and Agile* reveals how organization design can address three of the biggest business challenges organizations face today: how to build a new capability across the entire enterprise; how to make the entire organization more customer-centric; and how to allow for faster innovation.

**The Agile Organization** - Linda Holbeche 2018-06-03

In today's volatile and ambiguous world, organizations need to have the capacity and flexibility to respond rapidly to changes in their environment, both internally and externally. The key to retaining this competitive advantage is agility, a set of capabilities that help organizations adapt with the full co-operation of their employees. Packed with helpful checklists, tips and advice, *The Agile Organization* is a practical blueprint to building both agility and resilience at individual, team and organizational levels. This revised second edition of *The Agile Organization* contains a new chapter on the latest approaches to agile organization design in light of digitization and customer-centricity, as well as new and updated case studies from the University of California, Berkeley, the UK National Health Service (NHS), SNC-Lavalin's Atkins business and General Electric (GE). It remains the 'go to' guide for HR and OD specialists, senior leaders and managers who want to help bring about organizational transformation and build a sustainably agile business while enhancing employee engagement and resilience.

**Management 4.0** - Patrick Balve 2019-03-24

Who should read this Book? This book is written for anyone who is interested in agility or needs to be agile. It is for those who seek deeper knowledge about what keeps the agile world together. You can read it from the perspective of a top manager or decision maker who feels the urge to be more agile. But you can also take the book and just follow it from the perspective of a user. What do you get? - A systemic picture of agility - to enable you to analyse your system (your team, your department, your company or your business network) and identify fields of agile application and the specific need for agility. - The ingredients of an Agile Mindset - this allows you to transform your organization and develop an agile culture for your organization. - The theoretical foundation of agile principles - so that you can really understand and assess the value of all the expert ideas for you and your organization. You will get the necessary skills to tailor organization specific agile frameworks without losing essential ingredients. - Input for your own reflections - you will be capable of innovating agility and be ahead of the main stream.

**Driving Digital** - Isaac Sacolick 2017-08-24

Every organization makes plans for updating products, technologies, and business processes. But that's not enough anymore for the twenty-first-century company. The race is now on for everyone to become a digital enterprise. For those individuals who have been charged with leading their company's technology-driven change, the pressure is intense while the correct path forward unclear. Help has arrived! In *Driving Digital*, author Isaac Sacolick shares the lessons he's learned over the years as he has successfully spearheaded multiple transformations and helped shape digital-business best practices. Readers no longer have to blindly trek through the mine field of their company's digital transformation. In this thoroughly researched one-stop manual, learn how to:

- Formulate a digital strategy
- Transform business and IT practices
- Align development and operations
- Drive culture change
- Bolster digital talent
- Capture and track ROI
- Develop innovative digital practices
- Pilot emerging technologies
- And more!

Your company cannot avoid the digital disruption heading its way. The choice is yours: Will this mean the beginning of the end for your business, or will your digital practices be what catapults you into next-level success?

**The Agile Organization** - Linda Holbeche 2015-06-03

Given today's context of tough change, organizations need to be able to innovate as well as develop and implement strategy quickly and efficiently. The key to this is agility - a set of capabilities that can help organizations to rapidly adapt to changing circumstances. At the same

time, resilience is also essential if benefits are going to endure over the longer term and if employees are to be kept on board. The Agile Organization focuses on how to build both agility and resilience at individual, team and organizational levels. It draws on a wealth of research, including the lived experience and learning of managers and HR and organization development (OD) professionals to show how it is possible to 'square the circle', becoming more sustainably agile while also enhancing employee engagement and resilience. The Agile Organization showcases the latest thinking - new organizational models, ground-breaking themes and case studies - that illustrate how organizations are addressing the challenge of developing organizational agility. Packed with helpful checklists and practice pointers, this book is a 'go to' guide for senior leaders and managers, HR and OD specialists who want to help bring about organizational transformation and create the new resiliently agile 'business as usual'.

#### **The Open Organization** - Jim Whitehurst 2015

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 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 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.

#### **Innovative and Agile Contracting for Digital Transformation and Industry 4.0** - Shalan, Mohammad Ali 2020-12-18

Digital transformation is reshaping the business arena as new, successful digital business models are increasing agility and presenting better ways to handle business than the traditional alternatives. Industry 4.0 affects everything in our daily lives and is blurring the line between the physical, the biological, and the digital. This created an environment where technology and humans are so closely integrated that it is impacting every activity within the organizations. Specifically, contracting processes and procedures are challenged to align with the new business dynamics as traditional contracts are no longer fitting today's agile and continuously changing environments. Businesses are required to facilitate faster, more secure, soft, and real-time transactions while protecting stakeholders' rights and obligations. This includes agile contracts which are dynamically handling scope changes, smart contracts that can automate rule-based functions, friction-less contracts that can facilitate different activities, and opportunity contracts that looks toward the future. Innovative and Agile Contracting for Digital Transformation and Industry 4.0 analyzes the consequences, benefits, and possible scenarios of contract transformation under the pressure of new technologies and business dynamics in modern times. The chapters cover the problems, issues, complications, strategies, governance, and risks related to the development and enforcement of digital transformation contracting practices. While highlighting topics in the area of digital transformation and contracting such as artificial intelligence, digital business, emerging technologies, and blockchain,

this book is ideally intended for business, engineering, and technology practitioners and policy makers, along with practitioners, stakeholders, researchers, academicians, and students interested in understanding the scope, complexity, and importance of innovative contracts and agile contracting.

#### **The Design Thinking Playbook** - Michael Lewrick 2018-05-22

A radical shift in perspective to transform your organization to become more innovative The Design Thinking Playbook is an actionable guide to the future of business. By stepping back and questioning the current mindset, the faults of the status quo stand out in stark relief—and this guide gives you the tools and frameworks you need to kick off a digital transformation. Design Thinking is about approaching things differently with a strong user orientation and fast iterations with multidisciplinary teams to solve wicked problems. It is equally applicable to (re-)design products, services, processes, business models, and ecosystems. It inspires radical innovation as a matter of course, and ignites capabilities beyond mere potential. Unmatched as a source of competitive advantage, Design Thinking is the driving force behind those who will lead industries through transformations and evolutions. This book describes how Design Thinking is applied across a variety of industries, enriched with other proven approaches as well as the necessary tools, and the knowledge to use them effectively. Packed with solutions for common challenges including digital transformation, this practical, highly visual discussion shows you how Design Thinking fits into agile methods within management, innovation, and startups. Explore the digitized future using new design criteria to create real value for the user Foster radical innovation through an inspiring framework for action Gather the right people to build highly-motivated teams Apply Design Thinking, Systems Thinking, Big Data Analytics, and Lean Start-up using new tools and a fresh new perspective Create Minimum Viable Ecosystems (MVEs) for digital processes and services which becomes for example essential in building Blockchain applications Practical frameworks, real-world solutions, and radical innovation wrapped in a whole new outlook give you the power to mindfully lead to new heights. From systems and operations to people, projects, culture, digitalization, and beyond, this invaluable mind shift paves the way for organizations—and individuals—to do great things. When you're ready to give your organization a big step forward, The Design Thinking Playbook is your practical guide to a more innovative future.

#### **Lean Enterprise** - Jez Humble 2020-07-20

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

#### **Eat, Sleep, Innovate** - Scott D. Anthony 2020-10-20

From the author of The Little Black Book of Innovation, a new guide for using the power of habit to build a culture of innovation Leaders have experimented with open innovation programs, corporate accelerators, venture capital arms, skunkworks, and innovation contests. They've trekked to Silicon Valley, Shenzhen, and Tel Aviv to learn from today's hottest, most successful tech companies. Yet most would admit they've failed to create truly innovative cultures. There's a better way. And it all starts with the power of habit. In Eat, Sleep, Innovate, innovation expert Scott Anthony and his impressive team of coauthors use groundbreaking research in behavioral science to provide a first-of-its-kind playbook for empowering individuals and teams to be their most curious and creative—every single day. Throughout the book, the authors reveal a collection of BEANs—behavior enablers, artifacts, and nudges—they've collected from workplaces across the globe that will unleash the natural innovator inside everyone. In addition to case studies of "normal organizations doing extraordinary things," they provide readers with the tools to create their own hacks and habits, which they can then use to build and sustain their own models of a culture of innovation. Fun, lively,

and utterly unique, *Eat, Sleep, Innovate* is the book you need to make innovation a natural and habitual act within your team or organization.

*The HERO Transformation Playbook* - Arif Harbott 2020-09-22

Most transformations and large-scale change programs fail, but in a rapidly changing world change is becoming more and more critical for survival. The HERO Transformation Playbook is your step-by-step playbook of EXACTLY how to deliver successful transformations and large-scale change programs with the best chance of success using the HERO Transformation Framework: a clear method to help you design transformation for maximum enterprise value creation and then deliver the outcome in a repeatable fashion. We built our framework through trial and error, learning from our mistakes and successes and solving common issues we came across and pitfalls that we have seen time and again. We then spent many years honing the framework, removing the fluff, distilling the concepts until it contained everything you need to succeed in the challenging world of change. In this book we teach you everything we've learned - including all of the roles, processes, meetings, governance, and templates for you to follow and apply to your transformation today - so that you can crack the code of change and lead successful transformations on your own. The more successful transformations that are delivered, the better the world will be for everyone!

*Technology Acceptance in the Context of Digital Transformation* - David Marz 2021-02-03

The widespread diffusion of digital, connected objects such as smartphones or tablets as well as the increasing integration of computing and connectivity capabilities into everyday artifacts like TVs and cars have significantly changed individual behavior in recent decades: it has become the norm to interact with technology and to be connected with online resources regardless of time and place. Social interactions have increasingly become intertwined with technology, making it almost impossible to fully participate in everyday life activities without IT. As a final example, with the integration of network connectivity, digital technologies, products, and services are not used in isolation anymore, but working together as assemblages, thereby expanding the range of what they and their users can do. Overall, we have witnessed that IT has become deeply socially embedded in everyday life and routines. Understanding individual behavior has a long tradition in information systems research. However, given the fundamental changes in recent years related to technology use, it is questionable whether traditional models and theories are still applicable in the digital age. The goal of this dissertation is to address respective shortcomings. As a first step, a comprehensive review of the literature on digital transformation is performed for a better understanding of this phenomenon surrounding the changes we have witnessed regarding individual behavior. Afterwards, new concepts to explain and measure individual behavior and expectations related to connected objects are developed and examined. Furthermore, as the topic of connected objects is closely connected to the concept of personalization, a design study is performed that 1) provides an artifact to handle the efficiency-personalization trade-off in the provision of firm offerings and 2) illustrates how personalization influences the user perceptions of respective products and services. Based on the findings, a framework for the study of connected objects is synthesized and presented. Overall, the findings of this dissertation have relevant implications for research and practice in the fields of technology acceptance, digital life, and digital transformation.

**Organization Design** - Donald L. Anderson 2018-07-04

Structured around Jay Galbraith's famed "Star Model", the book explores the five interrelated elements of organization design: strategy, structure, processes, rewards, and people, and uses these factors to advise students on how to be effective when designing and redesigning organizations. Anderson blends classic and contemporary theories with cutting-edge research and new literature reviews to provide students with a well-rounded perspective on organization design. He also prepares students for the modern workplace by promoting the importance of strategy and agility in organization design, this is covered in the chapter on Reorganizing, Managing Change, and Transitions, which explores the challenges of changing an existing design and best practices for managing change. Each chapter features a 'Global Considerations' section that highlights international issues in organization design, and all other content is supported by real-world case studies and exercises, providing students with practical opportunities to develop their skills. There is a stand-alone "Organization design simulation activity" at the back of the book which puts students in

the role of a design practitioner, this can be reused throughout a course and adapted to include the specific concepts and ideas that a student has covered. The book is supported by online resources for instructors, including Test banks, PowerPoint slides, Multimedia content, free SAGE journal content, case notes, and discussion questions for the classroom Suitable reading for students of organizational theory, and organization design & development.

*Unlocking Agility* - Jorgen Hesselberg 2018-07-11

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more. • Balance building the right thing, the right way, at the right speed • Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture • Promote agile skills, knowledge, and abilities throughout your workforce • Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting • Leverage business agility metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

*Hero Transformation Playbook* - Arif / Cuan Harbott 2020-09-22

Most transformations and large-scale change programs fail, but in a rapidly changing world change is becoming more and more critical for survival. The Transformation Playbook is your step-by-step playbook of EXACTLY how to deliver successful transformations and large-scale change programs with the best chance of success using the HERO Transformation Framework: a clear method to help you design transformation for maximum enterprise value creation and then deliver the outcome in a repeatable fashion. We built our framework through trial and error, learning from our mistakes and successes and solving common issues we came across and pitfalls that we have seen time and again. We then spent many years honing the framework, removing the fluff, distilling the concepts until it contained everything you need to succeed in the challenging world of change. In this book we teach you everything we've learned - including all of the roles, processes, meetings, governance, and templates for you to follow and apply to your transformation today - so that you can crack the code of change and lead successful transformations on your own. The more successful transformations that are delivered, the better the world will be for everyone!

Digital Transformation Game Plan - Gary O'Brien 2019-10-30

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Agile IT Organization Design - Sriram Narayan 2015-06-11

Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In *Agile IT Organization Design*, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile

approach to “Business-IT Effectiveness” that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You’ll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you’ll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today’s “talent crunch” Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

**Designed for Digital** - Jeanne W. Ross 2019-09-24

Practical advice for redesigning “big, old” companies for digital success,

with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. *Designed for Digital* offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape. Five Building Blocks of Digital Business Success Shared Customer Insights Operational Backbone Digital Platform Accountability Framework External Developer Platform