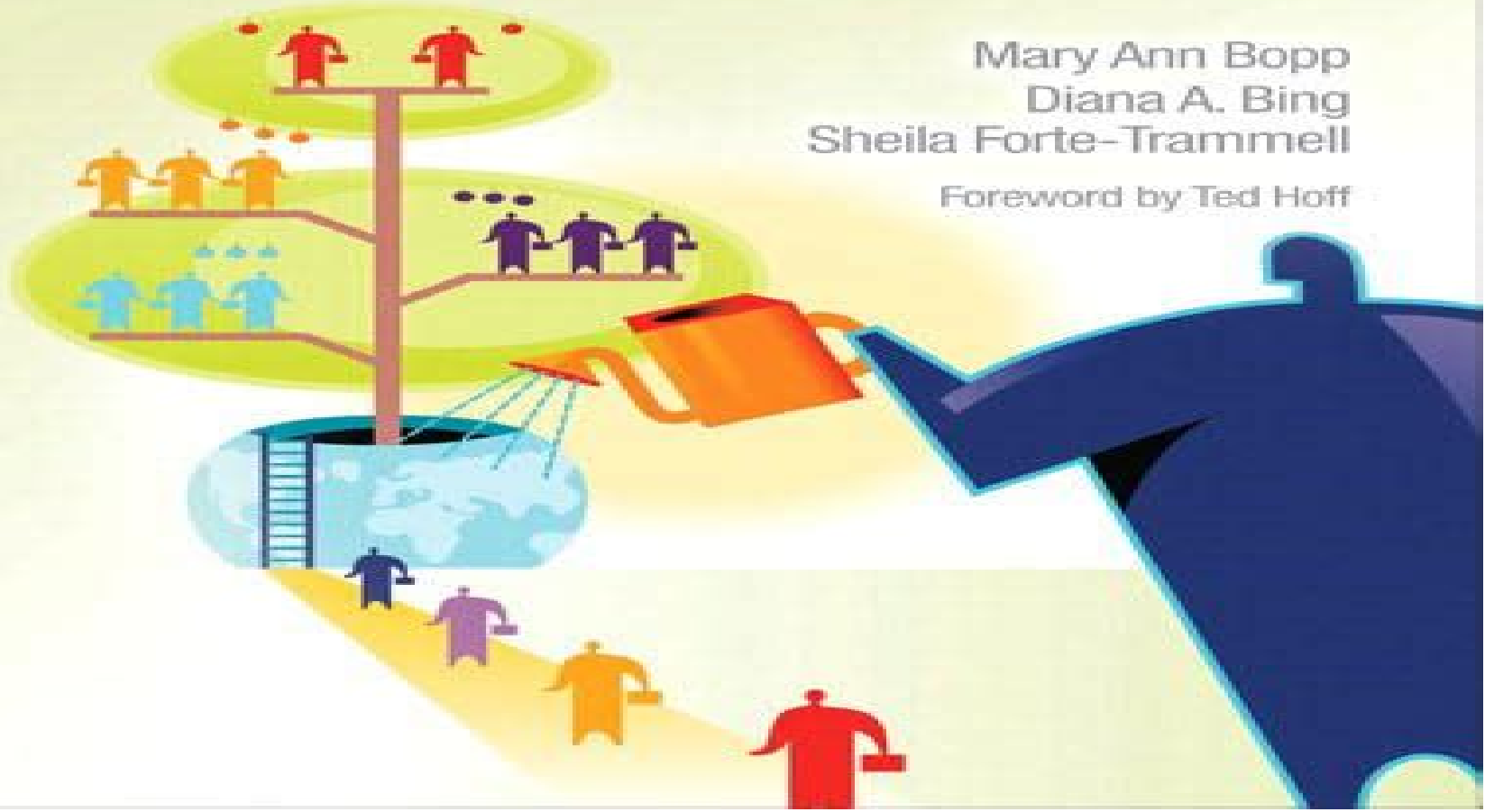


Agile Career Development

Lessons and Approaches from IBM

Mary Ann Bopp
Diana A. Bing
Sheila Forte-Trammell

Foreword by Ted Hoff



Agile Career Development Lessons And Approaches From Ibm

John Giles



Agile Career Development Lessons And Approaches From Ibm:

Agile Career Development Mary Ann Bopp,Diana Bing,Sheila Forte-Trammell,2009-08-17 Supercharge Performance by Linking Employee Driven Career Development with Business Goals How do you make career development work for both the employee and the business IBM has done it by tightly linking employee driven career development programs with corporate goals In Agile Career Development three of IBM s leading HR innovators show how IBM has accomplished this by illustrating various lessons and approaches that can be applied to other organizations as well This book is for every HR professional learning or training manager executive strategist and any other business leader who wants to create a high performing organization In the 21st century there will be an increasing competitive need for any company to operate as a globally integrated enterprise that can effectively develop and then tap the skills and capabilities of its workforce anywhere in the world In IBM we have worked to enable a workforce that is adaptive flexible and capable of responding to changes in the marketplace and the needs of our clients Agile Career Development shows how focusing on career development opportunities and guidance for employees is a key factor in our business strategy and a major source of value for IBM employees This book can be used as a guide to any organization that is seeking to find practical ways to develop the talent of its workforce J Randall MacDonald Senior Vice President IBM Human Resources This book highlights tried and true best practices developed at a company known the world over for active dedication to their workforce Mary Ann Diana and Sheila have captured the key issues that will enhance and streamline your career development program and subsequently increase employee engagement retention and productivity I particularly like their practical real life understanding of the barriers to most career development programs and the manageable framework to bring career growth to life They also teach us how to make a business case for career development critical in creating the foundation for a sustainable program This includes a good blend of benefits both for the individual employee and the organization as a whole I only wish I had this book available to me years ago when I was managing a career development program Jim Kirkpatrick Ph D author of Implementing the Four Levels of Transferring Learning to Behavior **Disciplined Agile Delivery** Scott W. Ambler,Mark Lines,2012 The authoritative guide to DAD IBM s disciplined approach to applying agile practices in enterprise scale projects Integrate enterprise discipline with powerful widely used agile practices into a proven solution for the entire software lifecycle Scale agile strategies for complex development challenges without compromising agile s advantages **Being Agile** Leslie Ekas,Scott Will,2013-10-15 Break the Old Waterfall Habits that Hinder Agile Success Drive Rapid Value and Continuous Improvement When agile teams don t get immediate results it s tempting for them to fall back into old habits that make success even less likely In Being Agile Leslie Ekas and Scott Will present eleven powerful techniques for rapidly gaining substantial value from agile making agile methods stick and launching a virtuous circle of continuous improvement Drawing on their experience helping more than 100 teams transition to agile the authors review its key principles identify

corresponding practices and offer breakthrough approaches for implementing them Using their techniques you can break typical waterfall patterns and go beyond merely doing agile to actually thinking and being agile Ekas and Will help you clear away silos improve stakeholder interaction eliminate waste and waterfall style inefficiencies and lead the agile transition far more successfully Each of their eleven principles can stand on its own when you combine them they become even more valuable Coverage includes Building whole teams that cut across silos and work together throughout a product s lifecycle Engaging product stakeholders earlier and far more effectively Overcoming inefficient waterations and big batch waterfall thinking Getting past the curse of multi tasking Eliminating dangerous technical and project debt Repeatedly deploying release ready software in real user environments Delivering what customers really need not what you think they need Fixing the root causes of problems so they don t recur Learning from experience mastering continuous improvement Assessing whether you re just doing agile or actually being agile Being Agile will be indispensable for all software professionals now adopting agile for coaches managers engineers and team members who want to get more value from it and for students discovering it for the first time

Integrated Business Planning Robert Kepczynski,Raghav Jandhyala,Ganesh Sankaran,Alecsandra Dimofte,2018-05-31 This book presents a comprehensive introduction to Integrated Business Planning IBP building on practitioner s experience and showcasing the value gains when moving from disconnected planning to IBP It also proposes a road map for the transformation of planning including technological initiatives business priorities and organizational processes and demonstrates how to motivate different IBP stakeholders to work together when and how to connect strategic to be understood as long term SC O tactical and operational planning and how to leverage functional and data integration features of SAP IBP Real world business process use cases help to show the practical implications of implementing SAP IBP Furthermore the book explores new capabilities talent acquisition and retention career development leadership IBP Center of Expertise A discussion of how disruptive technology trends like big data Internet of Things machine learning and artificial intelligence can influence IBP now and in the near future rounds out the book

Work and Occupational Psychology Rachel Lewis,Lara Zibarras,2013-02-01 Written by a team of experts and with contributions from seminal academics and leading practitioners *Work and Occupational Psychology* links theoretical learning with key practical skills to form an ideal companion to any student in the field Structured around the 8 core areas of Occupational Psychology to ensure a rounded overview Assumes no prior knowledge making it ideal for students studying Occupational Psychology for the first time Contemporary discussion including cutting edge research and reflections on the future Reflects a global workplace through discussion of international and cross cultural issues and a range of international case studies Engages critically with the subject to encourage analytical thinking Online learning aids include hints and tips for discussion questions online readings and chapter podcasts www.sagepub.co.uk/zibarras Electronic Inspection Copy available for instructors here

Developing Talent for Organizational Results Elaine Biech,2012-03-20 Praise for Developing Talentfor Organizational

Results Elaine Biech brings together some of the royalty of American corporations and asks them to share their wisdom in increasing organizational effectiveness In 46 information filled chapters these learning providers don t just sit on their conceptual thrones they offer practical advice for achieving company goals and the tools to make it happen Marshall Goldsmith million selling author of the New York Times bestsellers MOJO and What Got You Here Won t Get You There Recruiting developing inspiring engaging and retaining your talent are critical to the growth and success of all organizations Developing Talent for Organizational Results is a rich resource that can help you cultivate your most precious resource Tony Bingham CEO address training learning and engagement issues and shape the culture and care for your customers to achieve desired results *Project Pain Reliever* Dave Garrett, 2011-10-15 Whether you are managing your first project or your hundredth you are likely to face new challenges Project Pain Reliever offers guidance you ll cherish and want to keep close by Kevin Murphy Managing Partner Conner Partners This book is like a therapy session for project managers I m prescribing this to my team No more guesswork for new PMs Project Pain Reliever lays it all out with a 360 degree view on all the possible scenarios a PM will face and prescribes a strategy to deal with them As a project manager I m often trying to help my team members understand why we cannot do certain things like scope creep This book will serve as a great tool to educate and re enforce Laureen Heinz PMP CSM Six Sigma Blackbelt Managing Consultant Practice Services CA Technologies This is a wonderful and thorough overview of a number of very common yet complex problems and solutions that project and functional managers of all levels can benefit from The honest writing style and poignant anecdotes also make this an enjoyable read I ve added Project Pain Reliever to my team s professional reading list it is equally applicable to everyone on my team from the greenest summer intern to my most seasoned business leader Aaron Hall PMP Vice President Program Management and Product Development K12 Inc Much of the work performed in organizations around the world today is project oriented Those responsible for leading the majority of these projects to successful results have varied educational backgrounds knowledge skill sets and experiences gained over the course of their lives and careers that do not include the professional discipline known as project management Most are managing projects as part of their role not their profession However these accidental project managers frequently run into the same sort of issues and problems faced by those whose profession is project management but they lack the education or training to properly address them As a result more projects run by accidental project managers fail than succeed This handbook was developed specifically for those accidental project managers and for the relatively new project managers within the profession It is uniquely organized in a manner designed to help these project managers quickly find specific solutions to the problems they are desperate to fix right now The text is divided into two broad categories the Art of Project Management and the Science of Project Management Each part is divided into chapters to narrow the user s search by type of issue that project managers encounter such as Planning and Managing Risks These are then further divided by specific problems labeled as sub chapters such as The

company's project management process doesn't work for me and My project is too dependent on a few key people Project Pain Reliever A Just In Time Handbook for Anyone Managing Projects is essentially a plug and play answer to the accidental project manager's problems and a valuable desk reference for all project managers Key Features Presents insights and specific guidance from more than 30 leading project management experts that were sourced from around the world for their specialized knowledge and experience Provides quick references to problems often encountered by anyone managing projects and specific solutions to these problems using language that is easy to understand and techniques that can be applied immediately Each of the 93 sub chapters brings clarity to the perceived problem describes warning signs includes a sidebar example explains what will happen if you do nothing and outlines a best practice solution and specific steps for solving the problem WAV offers handy What you have learned summaries for addressing problems contained within the book additional problems with solutions and other useful resources available from the Web Added Value Download Resource Center at www.jrosspub.com **Process Discovery Best Practices Using IBM Blueworks Live** Joshua King, Nachiappan Chidambaram, Peter Lee, Philipp Schume, David Teran, IBM Redbooks, 2014-10-29 Business processes and decisions are the backbone of every company from the small to the Fortune 50 it is how the business runs It is these processes and decisions that can create competitive advantage help a company react more quickly to changing trends or drag them down because the processes do not serve the business and allow agility The first step in building business agility is to understand how the business works today What are my processes What are the decisions we are making and how do we make them Understanding these processes and decisions can allow a company to improve streamline and increase efficiency Capturing business processes can be a daunting task Adding to that burden is learning the tool of choice for capturing those processes This book helps the audience ramp up more quickly to a fully functional process analyst by explaining all of the features of IBM Blueworks Live™ and how best to use them This IBM Redpaper™ was written with a non technical audience in mind It is intended to help business users subject matter experts business analysts and business managers get started with discovering documenting and analyzing the processes and decisions that are key to their company's business operations

Reskilling and Upskilling in the Age of AI Joanna Rosak-Szyrocka, Sumit Tripathi, Manuel B. Garcia, Giuseppe Festa, Markus A. Launer, 2025-11-13 This book offers a comprehensive guide to navigating the transformation of the workforce due to the influence of artificial intelligence AI across industries and discusses detailed strategies for executing reskilling and upskilling programs for professionals and managers in charge of workforce development training and employee retention in an AI driven landscape As AI continues to reshape sectors and redefine job roles the need for a strategy for an adaptable and well equipped workforce has never been more critical By analyzing AI's integration with other emerging technologies such as blockchain and IoT and their specific impact across sectors this book prepares readers to meet the unique demands of an AI driven workforce transformation Covers strategies for executing reskilling and upskilling

programs for professionals and managers in charge of workforce development training and employee retention in an AI driven landscape Provides actionable insight with a global outlook and offers customized approaches for workforce transformation in key sectors such as healthcare manufacturing and finance Acknowledging the distinct challenges and opportunities across geographies it includes in depth case studies from both developed and emerging economies to showcase diverse workforce adaptation strategies Emphasizes ethical considerations such as data privacy and AI bias as well as the crucial role of leadership in driving a workforce prepared for AI disruptions Offers a forward looking approach to developing resilient adaptable workers equipped for continuous learning and responsive to rapid technological advances This professional text is for business professionals leaders workforce development professionals scholars and academics aiming to thrive in an AI driven economy

Practical Approaches to Agile Project Management Misra, Sanjay,Jadeja, Rajendrasinh,Mittal, Mohit,2024-05-30 Amidst the relentless pace of the contemporary business landscape information technology IT projects grapple with an escalating challenge the need to deliver solutions swiftly adapt to evolving customer demands and create value within the ever shifting dynamics of the market In this demanding environment the traditional project management paradigms often fall short necessitating a shift towards methodologies that embody flexibility customer collaboration and iterative development Herein lies the crux of the issue faced by modern IT projects Practical Approaches to Agile Project Management is a guide in the tumult of IT project complexities This book provides a comprehensive solution to the complexities of contemporary project management by delving into topics such as alternative pricing models and the alignment of organizational cultures in IT partnerships making it an indispensable resource for professionals academics and students navigating the domains of business information technology or project management Primarily aimed at IT professionals involved in project management and service delivery this book caters to a broad spectrum of individuals including IT Project Managers Consultants Entrepreneurs and Executives at IT Service Firms Additionally it extends its value to Business Leaders undertaking IT enabled transformations and Academic Researchers delving into the intersection of agile methodologies and IT service delivery From prioritization strategies for IT Project Managers to frameworks for consultants entrepreneurs and executives this book addresses the diverse needs of its readership offering practical evidence based insights to optimize IT service delivery across various organizational contexts

Integrating Usability Engineering for Designing the Web Experience: Methodologies and Principles Spiliotopoulos, Tasos,Papadopoulou, Panagiota,Martakos, Drakoulis,Kouroupetroglou, Georgios,2010-01-31 The book provides a link between theoretical research and web engineering presenting a more holistic approach to web usability Provided by publisher

Lean Six Sigma Approaches in Manufacturing, Services, and Production Erdem Gerard Tetteh,Benedict M. Uzochukwu,2014-11-30 This book presents emerging research based trends in the area of global quality lean six sigma networks and analysis through an interdisciplinary approach focusing on research cases and emerging technologies Provided by publisher

Cultural Agility

Paula Caligiuri, 2013-01-30 **CULTURAL AGILITY** Succeeding in today's global economy requires organizations to acquire, develop, and retain professionals who can operate effectively around the world irrespective of country or culture. More than ever before, organizations need a pipeline of professionals who possess cultural agility—the ability to quickly, comfortably, and successfully work in cross-cultural and international environments. Filled with illustrative examples from a wide range of organizations, including the Peace Corps, the U.S. military, and many Fortune 500 companies, *Cultural Agility* offers business leaders and human resource professionals a step-by-step guide for creating and implementing highly effective, cutting-edge talent management practices to increase cross-cultural competence throughout their organizations. Validated through several years of her research and practice, Paula Caligiuri outlines the Cultural Agility Competency Framework. This framework sets the foundation for the strategic talent management practices organizations need to effectively build a pipeline of culturally agile professionals, such as how to attract, recruit, and select professionals with cultural agility or those with the greatest propensity to readily develop cultural agility. *Cultural Agility* also provides guidance for creating organizational cultures and HR systems to support the development of a workforce that is culturally agile. For example, international assignments are commonly enlisted as a means of developing global leaders, but these have proven to be only partially effective for building cultural agility. Caligiuri offers training and development practices that organizations can use in a learning system to continually build professionals' cross-cultural competencies, including specific recommendations for designing truly developmental international assignments. This book is a must-have resource for human resource professionals and all business leaders who know that the key to their organizations' success in today's complex global economy is their culturally agile human talent.

Consciousness-Based Leadership and Management, Volume 2 Anil K. Maheshwari, 2023-08-17

This two-volume set examines the need for a consciousness-based view of leadership, which emphasizes universal human flourishing, as opposed to a resource-based view, which focuses on sustaining a competitive advantage. This approach is built around three main principles: 1. Paradigm Consciousness is primary, including complementary existence of opposites; 2. Social Interpersonal focusing on empathy and compassion; and 3. Individual experiencing Oneness and expressing creativity. Volume Two is divided into two sections. Each section offers a mix of qualitative and quantitative studies. The first section focuses on consciousness-based development of organizational capabilities, such as ambidexterity, flow, and work-life balance. The second section is focused on organizational interventions, such as reinvention, meaning-making, well-being, and sustainability. Aligning leadership practices with the notion of an unbounded consciousness, this edited collection will extend literature on organizational culture, leadership, and sustainability, contributing to solving the grand challenges facing humanity.

Handbook Organisation and Management Jos Marcus, Nick van Dam, 2019-12-17 A hands-on introduction to the fields of business and management, this comprehensive text unveils the theories behind management and organization via a practice-led international approach. In this fourth edition, the book expands with six new chapters on digital business.

transformation internationalization corporate social responsibility the future of work human resource management and culture In addition the book contains new topical practical examples and features a fully modernized layout This comprehensive practice led text will be valuable for students of business management and organisation globally A companion website offers students multiple choice questions practical cases and assignments whilst instructors can assess exams cases and college sheets

Agile Innovation Langdon Morris, Moses Ma, Po Chi Wu, 2014-08-28 Find your company's unique innovation style and nurture it into a powerful competitive advantage Praised by business leaders worldwide Agile Innovation is the authoritative guide to survival and success in today's innovate or die business world This revolutionary approach combines the best of Agile with the world's leading methods of Innovation to present a crisp articulate and proven system for developing the breakthrough capabilities every organization must master to thrive today and tomorrow You already know that effective innovation doesn't happen by accident it is achieved by careful design Agile Innovation addresses the three critical drivers of innovation success accelerating the innovation process reducing the risks inherent in innovation and engaging your entire organization and your broader ecosystem in the innovation effort The key frameworks described here build on the proven success of Agile to provide a comprehensive and customizable Innovation Master Plan approach to sustained innovation improvement in the five critical performance areas strategy portfolio process culture and infrastructure Major topics include the power of Agile in the innovation process how to overcome innovation risk the best tools to evoke engagement and collaboration branding as an integral element of innovation and the best leadership skills and practices that create the special environment that enables transformative growth Readers will learn specifically how to create better ideas develop them more efficiently and work together more profitably and effectively to achieve breakthroughs The insights offered in this book are highlighted in 11 detailed case studies illustrating the world's best innovation practices at Wells Fargo Nike Volvo Netflix Southwest Airlines NASA The New York Times and others in dozens of specific business examples in two dozen powerful and unique techniques and methods and a full set of implementation guidelines to put these insights into practice

Key Insights Understand how to implement the many ways that innovation efforts can be accelerated to achieve even greater competitive advantage Learn to create a culture of innovation greater engagement and rich collaboration throughout your organization Discover how to reduce risk and accelerate learning Implement your own unique plan to enhance collaborative innovation from leadership through operations Integrate key agility principles into your strategic planning decisions for sustained improvement Explore dramatic new approaches to open innovation that optimize large scale innovation Apply the latest and best technology tools to enhance innovation reduce risk and promote broad participation This is a must read book a practical guide for fostering a culture of innovation nurturing creativity and efficiently developing the ideas that drive strategic growth And since innovation is not imitation you know that copying the ideas and strategies of other successful organizations will not produce the desired outcomes Hence all leaders must develop their own way of

innovating and nurture the right style of collaborating for their own organization This book will guide you to find your own unique pathways to success Blaze your own trail to the high levels of innovativeness and organizational agility by learning from the expert guidance and practical actionable advice offered throughout this important book **Irresistible Change** Phil Gilbert,2025-11-11 A blueprint for change leaders to learn from one of the largest transformations in corporate history Irresistible Change A Blueprint for Earning Buy In and Breakout Success details one of the largest and most formidable transformations in corporate history to shift the foundations of work for IBM s nearly 400 000 employees and thousands of interdisciplinary teams across 180 countries and help them become more entrepreneurial agile and customer focused Written by Phil Gilbert IBM s former General Manager of Design and architect of this ambitious change effort this book is part narrative and part field guide It describes how the choices made at IBM affected the change Program Office s development at each stage of its growth and provides readers with key insights they need to conduct transformational change within their own organizations This book includes insights on Getting buy in for change the biggest challenge that holds back even the most ambitious change efforts by making it something exciting rather than inevitable Seeing change as a high stakes product deserving of the same resources and rigor as your top performing business lines Recognizing today s newly empowered and often skeptical employees who resist authority and value autonomy and stability Irresistible Change is an essential roadmap for the next generation of change leaders in organizations of any size **Empowering IT Professionals Career Trends and Skill Building for the Digital Age** Mohan V Borgaonkar,2025-01-18 Many professionals view a career in Information Technology as a dream come true However the intricacies of this field are often not fully understood whether by students newcomers to the industry or even experienced individuals seeking further advancement Navigating a career in IT can be challenging This book addresses all aspects of the IT industry focusing on career trends and the skillbuilding necessary for a successful and fulfilling career that aligns with individual aspirations Are you a recent graduate seeking to enter the IT industry Are you a junior IT professional wanting to learn more about IT industry Are you a senior IT professional aspiring to attain vertical growth If your answer is Yes to any of these inquiries this book is wellsuited to your needs Each chapter is enriched with valuable insights aimed at fostering the development of skills pertinent to the industry considering current market trends By implementing the strategies and techniques presented in this book you will significantly enhance your prospects for success in your career I wish you the best of luck in your endeavours

The Capstone Encyclopaedia of Business Capstone,2013-10-22 The business world has changed beyond all recognition in recent years New skills insights tools technologies and best practice have emerged The Capstone Encyclopaedia of Business brings all of this progress together distilling the facts and essential information into one single volume It represents the most up to date authoritative and accessible guide to the modern business world available providing a gateway to the state of the art in marketing finance strategy leadership people management and beyond The Capstone Encyclopaedia of Business is

organized alphabetically into over 1 000 entries covering the whole spectrum of business and management including business terms concepts thinkers practitioners organizations brands companies Each entry provides a sharp incisive overview of the subject and crucially points to how the ideas can be put into practice The Capstone Encyclopaedia of Business makes sense of the new world of business embracing the best of the new and the most robust of the old The first one volume accessibly priced reference book for business in years Kicks off this exciting new series and will anchor Capstone as the one stop shop for busy professionals Key title in large promotion including web site and extract mailings Internationally recognized editorial board Annual updates will occur making this a classic key title to keep on the shelves

The Nimble Elephant John Giles, 2012-08-01 Get it done well and get it done fast are twin apparently opposing demands Data architects are increasingly expected to deliver quality data models in challenging timeframes and agile developers are increasingly expected to ensure that their solutions can be easily integrated with the data assets of the overall organization If you need to deliver quality solutions despite exacting schedules The Nimble Elephant will help by describing proven techniques that leverage the libraries of published data model patterns to rapidly assemble extensible and robust designs The three sections in the book provide guidelines for applying the lessons to your own situation so that you can apply the techniques and patterns immediately to your current assignments The first section Foundations for Data Agility addresses some perceived aspects of friction between data and agile practitioners As a starting point for resolving the differences pattern levels of granularity are classified and their interdependencies exposed A context of various types of models is established e g conceptual logical physical and industry enterprise project and you will learn how to customize patterns within specific model types The second section Steps Towards Data Agility shares guidelines on generalizing and specializing with cautions on the dangers of going too far Creativity in using patterns beyond their intended purpose is encouraged The short term You Ain t Gonna Need It YAGNI philosophy of agile practitioners and the longer term strategic perspectives of architects are compared and evaluated Consideration is given to the potential of enterprise views contributing to project specific models Other topics include industry models iterative modeling creation of patterns when none exist and patterns for rules in data The section ends with a perspective on the modeler s possible role in agile projects followed by a case study The final section A Bridge to the Land of Object Orientation provides a pathway for re skilling traditional data modelers who want to expand their options by actively engaging with the ranks of object oriented developers I m delighted to see that John has put his extensive experience and broad knowledge of data modeling into print John s ability to simplify the complex and to share his knowledge and enthusiasm and humor with colleagues comes through in this very useful and readable book I recommend it to anyone working with data Monika Remenyi Senior Data Architect Telstra John Giles has written a compelling and engaging book about the importance of data modeling patterns in the world of agile computing His book is clearly and simply written and it is full of excellent examples drawn from his extensive experience as a practitioner You will

see the enthusiasm and passion that John clearly has for his work in data modeling And you will see in his book that any interchange with John will always have its fair share of good humor and wisdom Professor Ron Weber Dean Faculty of IT Monash University

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