

READ FREE RADICAL FOCUS ACHIEVING YOUR MOST IMPORTANT GOALS WITH OBJECTIVES AND KEY RESULTS

Radical Focus

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits "This book is useful, actionable, and actually fun to read! If you want to get your team aligned around real, measurable goals, Radical Focus will teach you how to do it quickly and clearly." - Laura Klein, Principal, Users Know The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus.

Objectives and Key Results

Everything you need to implement Objectives and Key Results (OKRs) effectively Objectives and Key Results is the first full-fledged reference guide on Objectives and Key Results, a critical thinking framework designed to help organizations create value through focus, alignment, and better communication. Written by two leading OKRs consultants and researchers, this book provides a one-stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measureable progress on their most important goals. You'll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what's possible, build their goal-setting muscles and achieve results that reflect their full potential. From the basic framework to a detailed dissection of best practices, this informative guide walks you through real-world implementations to help you get the most out of OKRs. OKRs help employees work together, focus effort, and drive the organization forward. Key results are used to define what it means to achieve broad, qualitative goals, and imperatives like "do it better" are transformed into clear, measureable markers. From the framework's inception in the 1980s to its popularity in today's hyper-competitive environment, OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at work each and every day. This book shows you everything you need to know to implement OKRs effectively. Understand the basics of OKRs and their day-to-day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization's needs Objectives and Key Results is your key resource for designing, planning, implementing, and maintaining

your OKRs program for sustainable company-wide success.

Radical Focus

"In this new book, Christina has tackled what I consider the most important problem in the tech industry. Only a small fraction of product teams are working at their potential, and while there are many reasons, this is the responsibility of management, or the lack thereof. People that care enough to provide the level of coaching to help their people become first competent, and then exceptional at their craft." Marty Cagan, Author of *Inspired* and Founder of the Silicon Valley Product Group "What if you could learn the secrets of self-managing teams like the best ones you hear about in tech startups? And what if you could learn them through a simple and compelling story about someone like you who is dealing with familiar challenges every day? And what if you could learn them from someone who has spent decades practicing, learning, and teaching these principles to those great teams? That's exactly what you'll get in Christina Wodtke's tour de force, *The Team that Managed Itself*." Bruce McCarty, Internationally renowned Speaker and Author on Product Management and Founder of Product Culture *An Actionable Leadership Book in the Form of a Fable* In *The Team That Managed Itself*, Christina Wodtke teaches leaders how to build and lead high performing teams based on her long career in the trenches in Silicon Valley. Her book is engaging, actionable--and built around a story you'll want to read. After her boss leaves suddenly, Allie finds herself responsible for the casual gaming titan Quiltworld and the dozens of people working on the highly dysfunctional team. Can Allie learn to competently hire, fire, and give feedback in time to make the product's big sales goals? Or will the team, the buggy code, and the beloved game fall apart while Allie's job goes up in smoke? Learn to lead a team along with Allie as she tackles one challenge after another while the clock ticks down. How do you build the right team and choose the goals to pull them to greatness, even if you're dealing with a toxic environment? How do you keep your people moving in the right direction without burning out or burning it all down? As Allie finds out, even in the face of overwhelming pressure it's about setting expectations, giving good feedback, checking in against goals, and learning as a team.. Leading so well that your team learns to manage itself? That's no fable. Learn how from Christina Wodtke.

The Team that Managed Itself

Take your OKRs coaching skills to the next level with this practical handbook. In *The OKRs Field Book: A Step-by-Step Guide for Objectives and Key Results Coaches*, Ben Lamorte, a seasoned coach and management science expert, provides a structured approach for implementing objectives and key results. This book provides tips and tools that enable you to coach your OKRs clients with confidence. Lamorte analyzes foundational questions that must be answered prior to deploying OKRs and the roles required to sustain an OKRs program. Packed with excerpts from actual OKRs coaching sessions, this step-by-step guide shines a light on the OKRs coaching process. You learn how to help your client refine key results that look like tasks into key results that reflect measurable outcomes. In addition to sample training workshop agendas and coaching emails, Lamorte introduces the first comprehensive list of OKRs coaching questions. The field book covers how to: Structure an OKRs coaching engagement using a three-phased approach. Avoid common pitfalls such as cascading OKRs based on the org chart. Ensure your client asks the right questions at each step of the OKRs cycle. Perfect for external coaches and business mentors looking for a repeatable structure to help their clients succeed with OKRs, *The OKRs Field Book* is also an indispensable resource for internal coaches looking to support their organization's OKRs program.

The OKRs Field Book

Information Architecture: Blueprints for the Web, Second Edition introduces the core concepts of information architecture: organizing web site content so that it can be found, designing website interaction so that it's pleasant to use, and creating an interface that is easy to understand. This book helps designers, project managers, programmers, and other information architecture practitioners avoid costly mistakes by teaching the skills of information architecture swiftly and clearly.

Information Architecture

A Strategy+Business Best Leadership Book of the Year: An “uncommonly wise” analysis of the psychological and social dynamics of helping relationships (Warren Bennis, author of *On Becoming a Leader*). Helping is a fundamental human activity, but it can also be a frustrating one. All too often, to our bewilderment, our sincere offers of help are resented, resisted, or refused—and we often react the same way when people try to help us. Why is it so difficult to provide or accept help? How can we make the whole process easier? Many words are used for helping: assisting, aiding, advising, caregiving, coaching, consulting, counseling, guiding, mentoring, supporting, teaching, and more. In this seminal book on the topic, corporate culture and organizational development guru Ed Schein analyzes the social and psychological dynamics common to all types of helping relationships, explains why help is often not helpful, and shows what any would-be helpers must do to ensure that their assistance is both welcomed and genuinely useful. He shows how to navigate the delicate acts of asking for or offering help; avoid pitfalls; mitigate power imbalances; and establish a solid foundation of trust—and how these techniques can be applied to teamwork and organizational leadership. From the bestselling author of *Organizational Culture and Leadership*, and illustrated with examples from many types of relationships—husbands and wives, doctors and patients, consultants and clients—*Helping* is a concise, definitive analysis of what it takes to establish successful, mutually satisfying helping relationships.

Helping

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove (“the greatest manager of his or any era”) drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

Measure What Matters

This “Step by Step Guide to OKRs” is a practical guide to goal setting that offers concrete examples to help you start setting impactful and meaningful goals. This book teaches you how to manage a team better and create a feeling of success.

Step by Step Guide to OKRs

Leaders in the digital era are faced with breaking into new markets, disrupting existing ones, and doing so with more precision than ever before just to keep up with their competitors. To innovate more quickly, to rapidly experiment with ideas and technology, to pivot seemingly overnight, you need to have a system in place that can help you execute your most ambitious strategy. While OKRs (Objective and Key Results) have made huge waves recently, practical implementation of OKRs remains elusive for many. Lean OKRs are the evolved version of the OKR strategy execution tool that has powered the transformational journeys of giants like Google and Facebook. It is the lightweight method that turns good ideas into great execution, heightens employee engagement, aligns teams, and achieves measurable, breakthrough results. Lean OKRs presents insightful anecdotes, creative exercises, clear figures and step-by-step models. Designed as a comprehensive guide, it covers everything from theoretical roots to practical execution, including company-wide strategy alignment and emotional management. Applicable to small companies as well as large organisations, Lean OKRs drives innovation through behavioral changes, empowering and motivating teams through focused daily OKR practices that are simple to put into action. Practical and to the point, this book integrates a unique combination of structural and leadership strategies, resulting in a new approach to OKRs that conquers the hurdles experienced by most business leaders today.

Moving the Needle With Lean OKRs

BUSINESS STRATEGY. "The 4 Disciplines of Execution" offers the what but also how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator's Dilemma.") Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

The 4 Disciplines of Execution

Learn to design, build, and scale products consumers can't get enough of. How do today's most successful tech companies—Amazon, Google, Facebook, Netflix, Tesla—design, develop, and deploy the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it very differently than most tech companies. In *INSPIRED*, technology product management thought leader Marty Cagan provides readers with a master class in how to structure and staff a vibrant and successful product organization, and how to discover and deliver technology products that your customers will love—and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and creating a strong product culture, readers can take the information they learn and immediately leverage it within their own organizations—dramatically improving their own product efforts. Whether you're an early-stage startup working to get to product/market fit, or a growth-stage company working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, *INSPIRED* will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author's own personal stories—and profiles of some of today's most-successful product managers and technology-powered product companies, including Adobe, Apple, BBC, Google, Microsoft, and Netflix—*INSPIRED* will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of *INSPIRED*, published ten years ago, established itself as the primary reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most valuable resource for technology product managers, yet it is completely new—sharing the latest practices and techniques of today's most-successful tech product companies, and the men and women behind every great product.

INSPIRED

This new edition of *Graphene: Important Results and Applications* provides a succinct overview of this innovative material, its history and development, applications, future prospects, and challenges. This 2nd edition has been updated and expanded to include all the latest developments. It covers production of graphene and its derivatives, commercial manufacture of graphene, research results and data on its properties, graphene dispersion, chemical modification, and cutting-edge applications. Eleven groups of production methods of graphene and its derivatives are discussed at length, providing how-to-do and what-to-expect analysis and comparison of potential properties of the resultant products. Also included are ideas for new product development and possible improvement of existing products, as is insight into the unique nature of graphene and its types, including morphology and thickness, mechanical properties, electrical conductivity, elastic properties of 2D and 3D structures, and more. Provides an extensive account of the latest research in methods of production of graphene and its derivatives Covers commercial manufacture, research results, property data, and cutting-edge applications Discusses methods of incorporation in graphene products, chemical modifications, and projected future uses

Graphene

A good product roadmap is one of the most important and influential documents an organization can develop, publish, and continuously update. In fact, this one document can steer an entire organization when it comes to delivering on company strategy. This practical guide teaches you how to create an effective product roadmap, and demonstrates how to use the roadmap to align stakeholders and prioritize ideas and requests. With it, you'll learn to communicate how your products will make your customers and organization successful. Whether you're a product manager, product owner, business analyst, program manager, project manager, scrum master, lead developer, designer, development manager, entrepreneur, or business owner, this book will show you how to: Articulate an inspiring vision and goals for your product Prioritize ruthlessly and scientifically Protect against pursuing seemingly good ideas without evaluation and prioritization Ensure alignment with stakeholders Inspire loyalty and over\ad-delivery from your team Get your sales team working with you instead of against you Bring a user\ad and buyer-\adcentric approach to planning and decision-making Anticipate opportunities and stay ahead of the game Publish a comprehensive roadmap without over\adcommitting

Product Roadmaps Relunched

Companies today are using OKRs-Objectives and Key Results-to improve the way they set and work with goals. Along the way, they discover something else: changing the way you work with goals can lead to other changes. Changes in how you plan work, how you lead and reward people, how you make decisions, how you budget, and so much more. In short, if you really, sincerely start pursuing goal- setting in a new way, you will discover that goals live at the center of everything you do. What's exciting about this is where it leads: Changing how you work with goals has the potential to drive ongoing change and bring new ways of working to the whole organization. That's what this book is about: how goals live at the center of your organizational system and how you can leverage their potential for organizational development by adopting OKRs in an intentional way. This short, practical book includes case studies, examples, and practical guidance to help you get started on your own OKR journey. Written by Natalija Hellesoe and Sonja Mewes, who bring their extensive experience working OKRs in companies of all sizes. Natalija and Sonja are trainers, coaches, and change agents. They work with companies at different stages of the their OKR journeys-from first \"know-how\" workshops to OKR Practitioner coaching and organizational development. \"This book is a great explanation of how to set and deploy OKRs to improve your business. Whereas other books paint a rosy picture of best-case scenario for setting and deploying OKRs, this one focuses on reality. Many companies will see themselves in this book and be able to harness the practical advice in the book to fix their current scenarios and thrive. Highly recommended for every business that's trying to find focus and define impact.\" - Melissa Perri, author \"Escaping The Build Trap\"

OKRs At The Center

This book cuts through the corporate buzzwords and actually answers What are OKRs? and how you can get started and implement the methodology.

What are OKRs?

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus. Praise for the Second Edition "Everything good I've ever learned about OKRs I learned from Christina Wodtke and Radical Focus." - Jeff Gothelf, author of Lean UX, Sense & Respond and Forever Employable "A master at getting things done, Christina offers a radically focused way to achieve one's goals through disciplined use of OKRs." - Irene Au, Design Partner at Khosla Ventures "It has been five years since Christina published the first edition of Radical Focus. The book has gone on to become a favorite for thousands of product people working to learn how to empower their teams, and utilize the OKR technique... I think you will love [the second edition.] It will inspire you.." - Marty Cagan, author of Inspired: How to Create Tech Products Customers Love "Together with Doerr, Grove, and Drucker, Christina Wodtke is one of the four people who shaped OKR into the powerful tool it is today. With Radical Focus 2.0, she continues to teach us that success is about having an impact, not checking a box." - Felipe Castro, Founder, OutcomeEdge

Radical Focus SECOND EDITION

Why does modern life revolve around objectives? From how science is funded, to improving how children are educated -- and nearly everything in-between -- our society has become obsessed with a seductive illusion: that greatness results from doggedly measuring improvement in the relentless pursuit of an ambitious goal. In *Why Greatness Cannot Be Planned*, Stanley and Lehman begin with a surprising scientific discovery in artificial intelligence that leads ultimately to the conclusion that the objective obsession has gone too far. They make the case that great achievement can't be bottled up into mechanical metrics; that innovation is not driven by narrowly focused heroic effort; and that we would be wiser (and the outcomes better) if instead we whole-heartedly embraced serendipitous discovery and playful creativity. Controversial at its heart, yet refreshingly provocative, this book challenges readers to consider life without a destination and discovery without a compass.

Why Greatness Cannot Be Planned

Most workers are conditioned to view themselves as one-dimensional in relation to their company—as a

salesperson, or an engineer, or a manager. But imagine the possibilities if everyone in your organization started thinking and acting like entrepreneurs—like owners of the business. Imagine if your employees shared the same beliefs, both in their abilities and in the purpose of your business, and focused all their energies on making that business successful—knowing that they, in turn, would become successful as well. That is the power of an ownership culture, and this book will show you how to mobilize human intellect and ingenuity for competitive advantage. *Act Like an Owner* is an action guide to building a culture of employee ownership within an organization. Authors Blonchek and O’Neill present their business model, “Act Like an Owner,” which grew out of their experience building information technology service businesses. This model is a roadmap for applying today’s most important management practices in a competitive, rapidly changing environment. The authors use this approach as part of their consulting practice, and are the first to detail how to implement such a program company-wide. *Act Like an Owner* introduces the internal franchise framework that can be used for unlocking the entrepreneurial spirit in your organization. From this book, you’ll learn how to define your company’s operating model—the way you choose to do business—and then extend the model to your employees. The authors then explain how to link employee behaviors to each element of business performance. They demonstrate how to focus your entire organization on a business goal while addressing employees’ individual needs for opportunity and growth. You’ll learn how to attract and hire people with a positive, entrepreneurial attitude who can create an environment that establishes the values and behaviors you need. At the heart of the internal franchise is the ownership culture, a corporate culture built on principles and values that compel everyone in your organization to think and act like an owner of the business. The authors describe the impact of an ownership culture on an organization, illustrating how you can build equity in that culture and make it part of your company’s brand identity. They explore the power of such a culture to create an environment of shared values and goals. You’ll learn the formula for creating an ownership culture and putting it to work in your organization, and you’ll hear the perspectives of senior executives at companies currently adopting the “Act Like an Owner” program, including those at Aspen Systems, CACI, STAC, PSINet, and ConSonics. In addition, the authors apply the ownership culture model to one of the most pressing problems facing business today: attracting and retaining skilled workers. Filled with examples, anecdotes, and techniques, *Act Like an Owner* will motivate anyone trying to build a successful business that starts with people.

Act Like an Owner

What do you want me to do? This question is the enduring management issue, a perennial problem that Stephen Bungay shows has an old solution that is counter-intuitive and yet common sense. *The Art of Action* is a thought-provoking and fresh look at how managers can turn planning into execution, and execution into results. Drawing on his experience as a consultant, senior manager and a highly respected military historian, Stephen Bungay takes a close look at the nineteenth-century Prussian Army, which built its agility on the initiative of its highly empowered junior officers, to show business leaders how they can build more effective, productive organizations. Based on a theoretical framework which has been tested in practice over 150 years, Bungay shows how the approach known as 'mission command' has been applied in businesses as diverse as pharmaceuticals and F1 racing today. *The Art of Action* is scholarly but engaging, rigorous but pragmatic, and shows how common sense can sometimes be surprising.

The Art of Action

AN AMAZON BEST BOOK OF 2016 PICK IN BUSINESS & LEADERSHIP WALL STREET JOURNAL BUSINESS BESTSELLER A BUSINESS BOOK OF THE WEEK AT 800-CEO-READ Master one of our economy’s most rare skills and achieve groundbreaking results with this “exciting” book (Daniel H. Pink) from an “exceptional” author (New York Times Book Review). Deep work is the ability to focus without distraction on a cognitively demanding task. It's a skill that allows you to quickly master complicated information and produce better results in less time. Deep Work will make you better at what you do and provide the sense of true fulfillment that comes from craftsmanship. In short, deep work is like a super power in our increasingly competitive twenty-first century economy. And yet, most people have lost the ability to

go deep—spending their days instead in a frantic blur of e-mail and social media, not even realizing there's a better way. In *Deep Work*, author and professor Cal Newport flips the narrative on impact in a connected age. Instead of arguing distraction is bad, he instead celebrates the power of its opposite. Dividing this book into two parts, he first makes the case that in almost any profession, cultivating a deep work ethic will produce massive benefits. He then presents a rigorous training regimen, presented as a series of four "rules," for transforming your mind and habits to support this skill. 1. Work Deeply 2. Embrace Boredom 3. Quit Social Media 4. Drain the Shallows A mix of cultural criticism and actionable advice, *Deep Work* takes the reader on a journey through memorable stories—from Carl Jung building a stone tower in the woods to focus his mind, to a social media pioneer buying a round-trip business class ticket to Tokyo to write a book free from distraction in the air—and no-nonsense advice, such as the claim that most serious professionals should quit social media and that you should practice being bored. *Deep Work* is an indispensable guide to anyone seeking focused success in a distracted world.

Deep Work

To stay competitive in today's market, organizations need to adopt a culture of customer-centric practices that focus on outcomes rather than outputs. Companies that live and die by outputs often fall into the "build trap," cranking out features to meet their schedule rather than the customer's needs. In this book, Melissa Perri explains how laying the foundation for great product management can help companies solve real customer problems while achieving business goals. By understanding how to communicate and collaborate within a company structure, you can create a product culture that benefits both the business and the customer. You'll learn product management principles that can be applied to any organization, big or small. In five parts, this book explores: Why organizations ship features rather than cultivate the value those features represent How to set up a product organization that scales How product strategy connects a company's vision and economic outcomes back to the product activities How to identify and pursue the right opportunities for producing value through an iterative product framework How to build a culture focused on successful outcomes over outputs

Escaping the Build Trap

Why are some products a hit while others never see the light of day? While there's no foolproof way to tell what will succeed and what won't, every product has a chance as long as it's supported by research, careful planning, and hard work. -Written by successful product manager Marc Abraham, *My Product Management Toolkit* is a comprehensive guide to developing a physical or digital product that consumers love. Here's a sample of what you'll find within these pages: Strategies for determining what customers want—even when they don't know themselves Clear suggestions for developing both physical and digital products Effective methods to constantly iterate a product or feature Containing wisdom from Abraham's popular blog, this book explores product management from every angle, including consumer analysis, personnel management, and product evolution. Whether you're developing a product for a small start-up or a multinational corporation, this book will prove invaluable.

My Product Management Toolkit

#1 bestselling author and acclaimed venture capitalist John Doerr reveals a sweeping action plan to conquer humanity's greatest challenge: climate change. In 2006, John Doerr was moved by Al Gore's *An Inconvenient Truth* and a challenge from his teenage daughter: "Dad, your generation created this problem. You better fix it." Since then, Doerr has searched for solutions to this existential problem—as an investor, an advocate and a philanthropist. Fifteen years later, despite breakthroughs in batteries, electric vehicles, plant-based proteins and solar and wind power, global warming continues to get worse. Its impact is all around us: droughts, floods, wildfires, the melting of the polar ice caps. Our world is squarely in a climate crisis and on the brink of a climate disaster. Yet despite our state of emergency, climate change has yet to be tackled with the urgency and ambition it demands. More than ever, we need a clear course of action. Fueled by a powerful

tool called Objectives and Key Results (OKRs), SPEED & SCALE offers an unprecedented global plan to cut greenhouse gas emissions before it's too late. Used by Google, Bono's ONE foundation and thousands of startups the world over, OKRs have scaled ideas into achievements that changed the world. With clear-eyed realism and an engineer's precision, Doerr identifies the measurable OKRs we need to reduce emissions across the board and to arrive by 2050 at net zero—the point where we are no longer adding to the heat-trapping carbon in the atmosphere. By turns pragmatic and inspiring, SPEED & SCALE intersperses Doerr's wide-ranging analysis with firsthand accounts from Jeff Bezos, Christiana Figueres, Al Gore, Mary Barra, Bill Gates, and other intrepid policy leaders, entrepreneurs, scientists and activists. This book is a launchpad for leaders of all kind, for anyone anywhere who can move others to act with them. With a definitive action plan, the latest science and a rising climate movement on our side, we can still reach net zero before it is too late. But as Doerr reminds us, there is no more time to waste. _____ 'A critical blueprint for anyone looking to take concrete steps to reach net-zero emissions.' Al Gore, former U.S. Vice President 'A practical guide for both public and private sector participation in decarbonizing the global economy, a task as challenging as it is urgent.' Christiana Figueres, former executive secretary of the UN Climate Change Convention 'A comprehensive plan to tackle one of the most vexing challenges in human history.' Jim Collins, author of Good to Great and Built to Last

Speed & Scale

"Objectives and Key Results: The Book" is an advanced guide to getting started with OKRs. By following the guidance in this book, you'll increase your chances of successfully implementing OKRs and give your company the push it needs to grow.

Objectives and Key Results: The Book

The guide to shortening your execution cycle down from one year to twelve weeks Most organizations and individuals work in the context of annual goals and plans; a twelve-month execution cycle. Instead, The 12 Week Year avoids the pitfalls and low productivity of annualized thinking. This book redefines your "year" to be 12 weeks long. In 12 weeks, there just isn't enough time to get complacent, and urgency increases and intensifies. The 12 Week Year creates focus and clarity on what matters most and a sense of urgency to do it now. In the end more of the important stuff gets done and the impact on results is profound. Explains how to leverage the power of a 12 week year to drive improved results in any area of your life Offers a how-to book for both individuals and organizations seeking to improve their execution effectiveness Authors are leading experts on execution and implementation Turn your organization's idea of a year on its head, and speed your journey to success.

The 12 Week Year

OKRs are about goals bigger than the next story. OKRs prioritise purpose and strategy over backlogs. Objectives are big goals; key results are smaller goals that build towards the objective. Does your agile team get lead astray by burning fires? Do you struggle to keep your agile team focused? Do you feel the need for more than just doing the top of the backlog every two weeks? Are you using, or want to use, OKRs with an agile team? Then this is the book for you. Acclaimed author Allan Kelly has written a short guide to OKRs, writing them, organizing to deliver and the pitfalls. Allan is the author of multiple books on agile and has given advice and training for over 10 years. Now he turns his attention to OKRs. In this book he doesn't try to sell OKRs - others can tell you why OKRs are great. Allan describes his practical experience working with an agile team adopting OKRs, day-by-day, quarter-by-quarter. Allan's advice includes: be really specific in setting goals, involve the whole team in setting OKRs, think broad when setting then execute narrowly, set analogue not binary OKRs and, most controversially, throw away your backlog and let OKRs drive everything you do. Initially sceptical about OKRs Allan found them a good fit with agile; OKRs became an effective means of focus teams, exposing problems, communicating with senior managers and a powerful means of asking bigger questions about product strategy and value. OKRs and agile work well together

because they are both outcome oriented and results focused. When used right OKRs give power and authority to teams - one could even say OKRs create test first management. Yet OKR can be a double edge-sword, used poorly they can re-introduce command-and-control and hinder agile working. Allan addresses problems with predictability, aspirations, culture, targets and annual reviews. "Easy read, super useful book for my current context at work right now!" @c_combe on Twitter "I especially like the honest portrayal of top-down MBO OKR-setting and its problems. And providing tips on how to go about using OKRs in a different way." @anttiki "I recommend heartily and have done so openly on the book seller's site - brilliant, balanced and lived experience and feedback from Allan" @rj_number_one "Initially, I was thinking to join some OKR training but honestly felt this book is good enough to get one on the right path!" @ProdScrumMaster

Succeeding with OKRs in Agile

It's easier than ever to build a new product. But developing a great product that people actually want to buy and use is another story. *Build Better Products* is a hands-on, step-by-step guide that helps teams incorporate strategy, empathy, design, and analytics into their development process. You'll learn to develop products and features that improve your business's bottom line while dramatically improving customer experience.

Build Better Products

Children are already learning at birth, and they develop and learn at a rapid pace in their early years. This provides a critical foundation for lifelong progress, and the adults who provide for the care and the education of young children bear a great responsibility for their health, development, and learning. Despite the fact that they share the same objective - to nurture young children and secure their future success - the various practitioners who contribute to the care and the education of children from birth through age 8 are not acknowledged as a workforce unified by the common knowledge and competencies needed to do their jobs well. *Transforming the Workforce for Children Birth Through Age 8* explores the science of child development, particularly looking at implications for the professionals who work with children. This report examines the current capacities and practices of the workforce, the settings in which they work, the policies and infrastructure that set qualifications and provide professional learning, and the government agencies and other funders who support and oversee these systems. This book then makes recommendations to improve the quality of professional practice and the practice environment for care and education professionals. These detailed recommendations create a blueprint for action that builds on a unifying foundation of child development and early learning, shared knowledge and competencies for care and education professionals, and principles for effective professional learning. Young children thrive and learn best when they have secure, positive relationships with adults who are knowledgeable about how to support their development and learning and are responsive to their individual progress. *Transforming the Workforce for Children Birth Through Age 8* offers guidance on system changes to improve the quality of professional practice, specific actions to improve professional learning systems and workforce development, and research to continue to build the knowledge base in ways that will directly advance and inform future actions. The recommendations of this book provide an opportunity to improve the quality of the care and the education that children receive, and ultimately improve outcomes for children.

Transforming the Workforce for Children Birth Through Age 8

A revolutionary guidebook to achieving peace of mind by seeking the roots of human behavior in character and by learning principles rather than just practices. Covey's method is a pathway to wisdom and power.

The Seven Habits of Highly Effective People

"A project has to have a goal, otherwise, how do you know you're done? In the old days of engineering, setting project goals wasn't that hard. But when you're making software products, done is less obvious. When is Microsoft Word done? When is Google done? Or Facebook? In reality, software systems are never done.

So then how do we give teams a goal that they can work on? Mostly, we simply ask teams to build features—but features are the wrong way to go. We often build features that create no value. Instead, we need to give teams an outcome to achieve. Setting goals as outcomes sounds simple, but it can be hard to do in practice. This book is a practical guide to using outcomes to guide the work of your team”--Publisher's website.

Outcomes Over Output

“If you haven't had the good fortune to be coached by a strong leader or product coach, this book can help fill that gap and set you on the path to success.” - Marty Cagan How do you know that you are making a product or service that your customers want? How do you ensure that you are improving it over time? How do you guarantee that your team is creating value for your customers in a way that creates value for your business? In this book, you'll learn a structured and sustainable approach to continuous discovery that will help you answer each of these questions, giving you the confidence to act while also preparing you to be wrong. You'll learn to balance action with doubt so that you can get started without being blindsided by what you don't get right. If you want to discover products that customers love—that also deliver business results—this book is for you.

Continuous Discovery Habits

If your employees brought their “A-Game” to work every day, what would it mean for your company's performance? Studies have repeatedly shown that the majority of employees are disengaged at work. But it doesn't have to be this way. Often, the difference between a group of indifferent employees and a fully engaged team comes down to one simple thing—a great boss. In *How to Be a Great Boss*, Gino Wickman and Rene' Boer present a straightforward, practical approach to help bosses at all levels of an organization get the most from their people. They share time-tested tools that have worked for more than 30,000 bosses in every industry. You can learn to be a great boss—and dramatically improve both your organization's performance and your team's excitement about their work. In this book you will discover: How to surround yourself with great people How to make more effective use of your time The difference between leadership and management and why they're equally important The five leadership practices and five management practices of all great bosses How to create accountability How to develop productive, relationships with each of your people How to deal with direct reports that don't meet your expectations *How to Be a Great Boss* provides practical tools that you can apply immediately with your people, allowing you to focus on improving and growing your organization and truly enjoy what you do.

How to Be a Great Boss

What is it about the top tech product companies such as Amazon, Apple, Google, Netflix and Tesla that enables their record of consistent innovation? Most people think it's because these companies are somehow able to find and attract a level of talent that makes this innovation possible. But the real advantage these companies have is not so much who they hire, but rather how they enable their people to work together to solve hard problems and create extraordinary products. As legendary Silicon Valley coach—and coach to the founders of several of today's leading tech companies--Bill Campbell said, “Leadership is about recognizing that there's a greatness in everyone, and your job is to create an environment where that greatness can emerge.” The goal of *EMPOWERED* is to provide you, as a leader of product management, product design, or engineering, with everything you'll need to create just such an environment. As partners at The Silicon Valley Product Group, Marty Cagan and Chris Jones have long worked to reveal the best practices of the most consistently innovative companies in the world. A natural companion to the bestseller *INSPIRED*, *EMPOWERED* tackles head-on the reason why most companies fail to truly leverage the potential of their people to innovate: product leadership. The book covers: what it means to be an empowered product team, and how this is different from the “feature teams” used by most companies to build technology products recruiting and coaching the members of product teams, first to competence, and then to reach their potential creating an inspiring product vision along with an insights-driven product strategy translating that strategy

into action by empowering teams with specific objectives—problems to solve—rather than features to build redefining the relationship of the product teams to the rest of the company detailing the changes necessary to effectively and successfully transform your organization to truly empowered product teams EMPOWERED puts decades of lessons learned from the best leaders of the top technology companies in your hand as a guide. It shows you how to become the leader your team and company needs to not only survive but thrive.

EMPOWERED

How to start, grow, and succeed in the food truck business. Food trucks have become a wildly popular and important part of the hospitality industry. Consumers are flocking to these mobile food businesses in droves, inspiring national food truck competitions and even a show dedicated to the topic on The Food Network. The relatively low cost of entry as compared to starting a restaurant, combined with free and low-cost ways to market them to the masses via platforms like social media, are just two of the reasons that food truck business are drawing in budding entrepreneurs. Author David Weber, a food truck advocate and entrepreneur himself, is here to offer his practical, step-by-step advice to achieving your mobile food mogul dreams in The Food Truck Handbook. This book cuts through all of the hype to give both hopeful entrepreneurs and already established truck owners an accurate portrayal of life on the streets. From concept to gaining a loyal following to preventative maintenance on your equipment this book covers it all. Includes profiles of successful food trucks, detailing their operations, profitability, and scalability. Establish best practices for operating your truck using one-of-a-kind templates for choosing vending locations, opening checklist, closing checklist, and more. Create a sound business plan complete with a reasonable budget and finding vendors you can trust; consider daily operations in detail from start to finish, and ultimately expand your business. Stay lean and profitable by avoiding the most common operating mistakes. Author David Weber is Founder and President of the NYC Food Truck Association (NYCFTA), which brings together small businesses that own and operate premium food trucks in NYC focused on innovation in hospitality, high quality food, and community development.

The Food Truck Handbook

This book will help you become a better product leader. Benefitting from Roman Pichler's extensive experience, you will learn how to align stakeholders and guide development teams even in challenging circumstances, avoid common leadership mistakes, and grow as a leader. Written in an engaging and easily accessible style, How to Lead in Product Management offers a wealth of practical tips and strategies. Through helpful examples, the book illustrates how you can directly apply the techniques to your work. Coverage includes: * Choosing the right leadership style * Cultivating empathy, building trust, and influencing others * Increasing your authority and empowering others * Directing stakeholders and development teams through common goals * Making decisions that people will support and follow through * Successfully resolving disputes and conflicts even with senior stakeholders * Listening deeply to discover and address hidden needs and interests * Practising mindfulness and embracing a growth mindset to develop as a leader Praise for How to Lead in Product Management: \"Roman has done it again, delivering a practical book for the product management community that appeals to both heart and mind. How to Lead in Product Management is packed with concise, direct, and practical advice that addresses the deeper, personal aspects of the product leadership. Roman's book shares wisdom on topics including goals, healthy interactions with stakeholders, handling conflict, effective conversations, decision-making, having a growth mindset, and self-care. It is a must read for both new and experienced product people.\" ~Ellen Gottesdiener, Product Coach at EBG Consulting \"Being a great product manager is tough. It requires domain knowledge, industry knowledge, technical skills, but also the skills to lead and inspire a team. Roman Pichler's How to Lead in Product Management is the best book I've read for equipping product managers to lead their teams.\" ~Mike Cohn, Author of Succeeding with Agile, Agile Estimating and Planning, and User Stories Applied \"This is the book that has been missing for product people. Roman has created another masterpiece, a fast read with lots of value. It's a must read for every aspiring product manager.\" ~Magnus Billgren, CEO of Tolpagorni Product Management \"How Lead in Product Management is for everyone who manages a product or drives

important business decisions. Roman lays out the key challenges of product leadership and shows us ways of thoughtfully working with team members, stakeholders, partners, and the inevitable conflicts. ~Rich Mironov, CEO of Mironov Consulting and "Smokejumper" Head of Product

How to Lead in Product Management: Practices to Align Stakeholders, Guide Development Teams, and Create Value Together

The sequel to the international bestseller *The Go-Giver*, applying its inspirational approach to real-world challenges. *The Go-Giver* took the business world by storm with its message that giving is the simplest, most fulfilling, and most effective path to success. It has inspired hundreds of thousands of readers; but some have wondered how the story's lessons stand up to the tough challenges of everyday, real-world business. Bob Burg and John David Mann answer that question in *Go-Givers Sell More*, a practical guide that turns giving into the cornerstone of a powerful and effective approach to selling. Most of us think of sales as a struggle to make people do something they don't really want to do. But that cut-throat mentality makes the process much harder than it has to be – especially in an economic downturn when customers are more suspicious and defensive than ever. It's far more effective (and satisfying) when salespeople think like *Go-Givers* and focus on creating value for the customer. Cultivate a trusting relationship and provide outstanding service, and great results will follow automatically. Illustrating their points with a wide range of real-life examples, Burg and Mann offer tips and strategies that anyone in sales can start applying right away.

Go-Givers Sell More

What good leadership looks like How to build your own leadership style Techniques to lead and influence others How to build and execute your vision Everything you need to know to become an authentic and dynamic leader. The full text downloaded to your computer With eBooks you can: search for key concepts, words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf (available as a free download), available online and also via the iPad and Android apps. Upon purchase, you'll gain instant access to this eBook. Time limit The eBooks products do not have an expiry date. You will continue to access your digital ebook products whilst you have your Bookshelf installed.

The Financial Times Guide to Leadership

*How F*cked Up Is Your Management* tackles a massive gap in the conversation about modern leadership. Through personal narrative, and candid storytelling, Melissa and Johnathan Nightingale distill the lessons they've learned and the mistakes they've made into a new management standard.

How F*cked Up Is Your Management?

"Product management isn't about you and it isn't about your product. It's about solving problems for your customers, creating a solution, and taking it to market." When I started in product management, I had a lot of questions, like "What is product management?" It's a common question still, but most people don't have a good answer. After all these years, the same questions keep coming up. I see them on forums, I hear them when I talk to new and experienced product managers, and I still do not see them being answered well or usefully. So I wrote this book, with the answers to the questions I always had. You'll learn: The real reason people choose to buy a product - it's not about how "good" the product is! How to get the very best from your developers. The 5-word phrase that can accelerate sales and marketing. The best ways to talk to executives and customers about what you're building. Among other critical information, you'll find a powerful framework for thinking about product management - and even for talking to your Mom about what you do. The framework provides an infrastructure for most of *The Secret Product Manager Handbook*. I provide a concrete and explicit explanation of why product management is so important for businesses,

including a calculation of the true business value of product management. And the book is full of specific techniques and practices for transforming your product management career. What People Are Saying
\"Nuggets of product management wisdom and ideas you'll want to hang on your monitor. The book is like having a conversation with a mentor.\" (Ken Hanson, Growth Product Manager) The summary of product management - identify market problems, guide the creation of solutions, and take the solutions to market - is powerful. As a former engineer, it's especially important to be reminded of the third point\" (Frank Licea, Product Manager) \"The intro is one of the clearest and smartest explanations of the value a product manager should bring to the table I've ever read.\" (Luca Candela, VP of Product Management)

The Secret Product Manager Handbook

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