

Radical Focus Achieving Your Most Important Goals With Objectives And Key Results

An "elegantly argued and exuberantly narrated" (The New York Times Book Review) look at the building of social movements--from the 1600s to the present--and how current technology is undermining them "A bravura work of scholarship and reporting, featuring amazing individuals and dramatic events from seventeenth-century France to Rome, Moscow, Cairo, and contemporary Minneapolis."--Louis Menand, author of The Free World We tend to think of revolutions as loud: frustrations and demands shouted in the streets. But the ideas fueling them have traditionally been conceived in much quieter spaces, in the small, secluded corners where a vanguard can whisper among themselves, imagine alternate realities, and deliberate about how to achieve their goals. This extraordinary book is a search for those spaces, over centuries and across continents, and a warning that--in a world dominated by social media--they might soon go extinct. Gal Beckerman, an editor at The New York Times Book Review, takes us back to the seventeenth century, to the correspondence that jump-started the scientific revolution, and then forward through time to examine engines of social change: the petitions that secured the right to vote in 1830s Britain, the zines that gave voice to women's rage in the early 1990s, and even the messaging apps used by epidemiologists fighting the pandemic in the shadow of an inept administration. In each case, Beckerman shows that our most defining social movements--from decolonization to feminism--were formed in quiet, closed networks that allowed a small group to incubate their ideas before broadcasting them widely. But Facebook and Twitter are replacing these productive, private spaces, to the detriment of activists around the world. Why did the Arab Spring fall apart? Why did Occupy Wall Street never gain traction? Has Black Lives Matter lived up to its full potential? Beckerman reveals what this new social media ecosystem lacks--everything from patience to focus--and offers a recipe for growing radical ideas again. Lyrical and profound, The Quiet Before looks to the past to help us imagine a different future.

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,

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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

"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

OVER 1 MILLION COPIES SOLD! Do you have a grip on your business, or does your business have a grip on you? All entrepreneurs and business leaders face similar frustrations—personnel conflict, profit woes, and inadequate growth. Decisions never seem to get made, or, once made, fail to be properly implemented. But there is a solution. It's not complicated or theoretical. The Entrepreneurial Operating System® is a practical method for achieving the business success you have always envisioned. More than 80,000 companies have discovered what EOS can do. In Traction, you'll learn the secrets of strengthening the six key components of your business. You'll discover simple yet powerful ways to run your company that will give you and your leadership team more focus, more growth, and more enjoyment. Successful companies are applying Traction every

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day to run profitable, frustration-free businesses—and you can too. For an illustrative, real-world lesson on how to apply Traction to your business, check out its companion book, Get A Grip.

Rocket Fuel

Meditations on First Philosophy

Get a Grip on Your Business

Traction

Good to Great

The OKRs Field Book: A Step-by-Step Guide for Objectives and Key Results Coaches

Objectives and Key Results

Important Results and Applications

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.

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.

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"

As the title states, this is a friendly introduction to software testing. It covers the basics of testing theory and terminology, how to write test plans, and how defects are found and reported. It also goes over more advanced testing topics

such as performance testing, security testing, combinatorial testing and others. Written by a software engineer with more than fifteen years of software development and quality assurance experience, this book provides an industry-focused introduction to the field of software testing.

How Objectives and Key Results Can Help Your Organization Achieve Great Things

Radical Focus SECOND EDITION

Succeeding with OKRs in Agile

On the Unexpected Origins of Radical Ideas

World Social Report 2020

Tempered Radicals

Reputation Rules: Strategies for Building Your Company's Most valuable Asset How

#1 New York Times Bestseller REVISED WITH NEW MATERIAL Winner of the 2014 Living Now Book Award for Inspirational Memoir "An enormously smart, clear-eyed, brave-hearted, and quite personal look at the benefits of meditation. —Elizabeth Gilbert Nightline anchor Dan Harris embarks on an unexpected, hilarious, and deeply skeptical odyssey through the strange worlds of spirituality and self-help, and discovers a way to get happier that is truly achievable. After having a nationally televised panic attack, Dan Harris knew he had to make some changes. A lifelong nonbeliever, he found himself on a bizarre adventure involving a disgraced pastor, a mysterious self-help guru, and a gaggle of brain scientists. Eventually, Harris realized that the source of his problems was the very thing he always thought was his greatest asset: the incessant, insatiable voice in his head which had propelled him through the ranks of a hypercompetitive business, but also led him to make the profoundly stupid decisions that provoked his on-air freak out. Finally, Harris stumbled upon an effective way to rein in that voice, something he always assumed to be either impossible or useless: meditation, a tool that research suggests can do everything from lower your blood pressure to essentially rewire your brain. 10% Happier takes readers on a ride from the outer reaches of neuroscience to the inner sanctum of network news to the bizarre fringes of America's spiritual scene, and leaves them with a takeaway that could actually change their lives.

A radical new management model for twenty-first century leaders Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a

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new mental model of management. Author outlines the basic seven principles of continuous innovation The book describes more than seventy supporting practices Denning offers a rethinking of management from first principles This book is written by the author of *The Secret Language of Leadership*—a Financial Times Selection in Best Books of 2007.

Noted military technology expert Dan Ward's manifesto for creating great products and projects using the methods of rapid innovation. Why do some programs deliver their product under cost, while others bust their budget? Why do some deliver ahead of schedule, while others experience endless delays? Which products work better—the quick and thrifty or the slow and expensive? Which situation leads to superior equipment? With nearly two decades as an engineering officer in the U.S. Air Force, Dan Ward explored these questions during tours of duty at military research laboratories, the Air Force Institute of Technology, an intelligence agency at the Pentagon and Afghanistan. The pattern he noticed revealed that the most successful project leaders in both the public and private sectors delivered top-quality products with a skeleton crew, a shoestring budget, and a cannonball schedule. Excessive investment of time, money, or complexity actually reduced innovation. He concluded the secret to innovation is to be fast, inexpensive, simple, and small. *Fire* presents an entertaining and practical framework for pursuing rapid, frugal innovation. A story-filled blend of pop culture and engineering insight, *FIRE* has something for everyone: strategic concepts leaders can use as they cast a vision, actionable principles for managers as they make business decisions, and practical tools for workers as they design, build, assess and test new products.

Discover the vital relationship that will take your company from "What's next?" to "We have liftoff!" Visionaries have groundbreaking ideas. Integrators make those ideas a reality. This explosive combination is the key to getting everything you want out of your business. It worked for Disney. It worked for McDonald's. It worked for Ford. It can work for you. From the author of the bestselling *Traction*, *Rocket Fuel* details the integral roles of the Visionary and Integrator and explains how an effective relationship between the two can help your business thrive. Offering a guide to help Visionary-minded and Integrator-minded individuals find one another, *Rocket Fuel* also features assessments so you're able to determine whether you're a Visionary or an Integrator. Without an Integrator, a Visionary is far less likely to succeed long-term, and realize the company's ultimate goals—likewise, with no Visionary, an Integrator can't rise to his or her full potential. When these two people come together to share their natural talents and innate skill sets, it's like rocket fuel—they have the power to reach new heights for virtually any company or organization.

A Guide to Governance of Project Management

A Pragmatic Primer for Realistic Radicals

Moving the Needle With Lean OKRs

Why Some Companies Make the Leap...And Others Don't

The Irresistible Pull of Irrational Behavior

Radical Candor

OKRs, from Mission to Metrics

A Modern Approach to Building Successful User-Centered Products

Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism, delivered to produce better results and help employees develop their skills and boundaries of success. Great bosses have a strong relationship with their employees, and Kim Scott Malone has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give actionable lessons to the reader, Radical Candor shows how to be successful while retaining your integrity and humanity. Radical Candor is the perfect handbook for those who are looking to find meaning in their job and create an environment where people both love their work, their colleagues and are motivated to strive to ever greater success.

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of

technology. **The Flywheel and the Doom Loop:** Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Happy customers. Passionate employees. A highly recognizable brand known for delivering on its promises. That's the power of WOW. From its birth during the Dot Com Boom in 1999 to its acquisition by Amazon in 2009, Zappos, the customer service company that just happens to sell things online, continues to turn heads with its disruptively entrepreneurial spirit and radically innovative employees. Ever unfolding throughout two decades, Zappos continues to outlive the seemingly inevitable short lifespan of the average corporate company. How do they do it? In **The Power of WOW**, the essential follow-up to Tony Hsieh's **Delivering Happiness**, Zapponians from every part of the business share powerful stories and lessons that they have learned in business and life--from delivering empathetic customer service in the face of devastating circumstances to creating a self-organized organizational structure using Market-Based Dynamics and everything in between. Fast-paced and filled with authentic, diverse voices, **The Power of WOW** gives readers an exclusive and immersive understanding of how one company is finding resilience. This glimpse inside the world of Zappos shows how a self-organized company is opening up avenues for passionate individuals to unleash their undiscovered strengths in the workplace and evolve the business from the inside out. Whether you are a customer, an employee, a business leader, shareholder, entrepreneur, or just happened to pick up this book, **The Power of WOW** will, ultimately, show how leading and infusing humanity into the workplace can change everything in your business, your community, and your life.

"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.

How Effective Altruism Can Help You Help Others, Do Work that Matters, and Make Smarter Choices about Giving Back

How Fast, Inexpensive, Restrained, and Elegant Methods Ignite Innovation

How I Tamed the Voice in My Head, Reduced Stress Without Losing My Edge, and Found Self-Help That Actually Works--A True Story

How to Create & Deliver Objectives & Key Results for Teams

Radical Focus

Big Billion Startup: The Untold Flipkart Story

My Product Management Toolkit

The Future of Nursing

The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

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.

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

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development process. You ' ll learn to develop products and features that improve your business ' s bottom line while dramatically improving customer experience.

Are you a product leader looking for advice on how to be certain that every product manager on your team lives up to their full potential? Do you want to make sure your product people are competent, empowered, and inspired, and would you like to know how you can best help them on this journey? If you answered "yes" to any of these questions, then this book is for you! By the end of this book, you will understand: - Why you need to focus on the personal development of every product manager-and of the team as a whole-to unlock their full potential. - Why coaching is an important part of your job, and how to do it in the most effective way. - How you can define what a good product manager looks like. - How you can accurately assess product managers and provide them with valuable, actionable, and helpful feedback on their current performance that will help them perform even better. - Which methods/frameworks you can use to make sure product managers learn what they need to know to be more effective-enhancing their people skills. And you will be able to: - Reflect on your own coaching personality and define your own areas for development. - Efficiently prepare and use one-on-ones as your main coaching tool.

How Everyday Leaders Inspire Change at Work

A Complete Guide to Developing Great Product Managers

Achieving Your Most Important Goals with Objectives and Key Results

The Team That Managed Itself

Reinventing the Workplace for the 21st Century

How to Get What You Want by Saying What You mean

Why How We Do Anything Means Everything...in Business (and in Life)

The Power of WOW

This is the first book dedicated to OKRs coaching. This is not an introduction to OKRs. Instead, this book is written for external and internal coaches looking to take their OKRs coaching skills to the next level. It provides a comprehensive framework to guide users through the phases and steps necessary to make your OKRs coaching project a success.

"We talk a lot about autonomous and empowered teams but there's far too little real world advice on how to actually make it happen. In this excellent book, Christina does just that. Through engaging storytelling... she introduces a practical cadence of goals, feedback, and self-improvement we can all adopt to successfully build high performing, learning teams." - Martin Eriksson, Internationally Acclaimed Project Management Leader 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

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Wodtke.

"OKRs have helped us on the road to growth many, many times" -Larry Page, co-founder of Google
What Google, Intel, Zynga, LinkedIn, and The Gates Foundation have in common? OKRs. OKRs, or Objectives and Key Results, translate a company's vision and strategy into a coherent set of performance measures. They offer a balance between long-term goals and short-term planning; between outcomes that are desired by the organization and actual performance KPIs that measure these outcomes; between the results we want to achieve and the efforts needed to do it. Francisco H. de Mello, founder of Qulture.Rocks, a Y Combinator alumni and the leading strategy execution company, takes you through the history of using goals for management, from MBOs to OKRs, and presents OKRs with a focus on how you can implement them at your company.

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.

Doing Good Better

INSPIRED

Directing Change

A Story of Leadership

Leading Change, Advancing Health

How to Create Tech Products Customers Love

Rules for Radicals

This text explores the experiences of tempered radicals. These are people who want to become valued and successful members of their organisations without selling out on who they are and what they believe in.

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.

First published in 1971, Rules for Radicals is Saul Alinsky's impassioned counsel to young radicals on how to effect constructive social change and know the difference between being a realistic radical and being a rhetorical one. Written in the midst of radical political developments whose direction Alinsky was one of the first to question, this volume exhibits his style at its best. Like Thomas Paine before him, Alinsky was able

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to combine, both in his person and his writing, the intensity of political engagement with an absolute insistence on rational political discourse and adherence to the American democratic tradition.

Graphene: Important Results and Applications provides an overview on the latest research in graphene production and applications. The most advanced methods of production, including chemical vapor deposition, reduction of graphene oxide, and detonation reaction are explored, as is current research results on 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. Chapters covering the dispersion of graphene into the polymer matrix and chemical modifications and their potential applications are also featured. The book concludes with sections focusing on current and future applications. Provides an extensive account on 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

How to Use Goals to Drive Ongoing Change and Create the Organization You Want
Inequality in a Rapidly Changing World

Setting Objectives and Key Results to Reach Your Most Ambitious Goal

Sway

OKRs At The Center

EMPOWERED

A Friendly Introduction to Software Testing

The Leader's Guide to Radical Management

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

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concise, definitive analysis of what it takes to establish successful, mutually satisfying helping relationships.

Leverage your company's most important asset! In our lightning-fast digital age, a company can face humiliation and possibly even ruin within seconds of a negative tweet or blog post. Over the last year companies such as BP, Goldman Sachs, and Toyota have experienced serious blows to their images that could have had reduced impact if their leaders had implemented reputation management into their business strategy and culture. There is no one in either the corporate or academic sphere with greater expertise in the area of corporate reputation than Dr. Daniel Diermeier. An award-winning professor at the Kellogg School of Management, Northwestern University, Dr. Diermeier has blazed a path in understanding the significance of reputation management and demonstrating how a company can create a program so powerful that it can help turn a potential public disgrace into a public image success story. Reputation Rules is a landmark work bringing to light Dr. Diermeier's groundbreaking insights in this critical area. He offers the frameworks, strategies, and processes for changing your company's focus as quickly as the world is changing around you. He touches on all of the reputational issues that need to be managed from a strategic level, describing how to: Overcome direct challenges from influential activist and political forces Manage corporate scandals, including executive compensation Use external, seemingly unrelated events to boost reputation Build a reputation management process into everyday operations In addition, Dr. Diermeier provides case studies of Shell's confrontation with Greenpeace, Mercedes's recovery from the Moose crisis, AIG's executive bonus fallout, Wal-Mart's reputation-building response to Hurricane Katrina, and numerous other scenarios illustrating what works and what doesn't when it comes to reputation management. Brimming with keen insights and lucid examples, Reputation Rules is a guidepost for your organization's future—and a salve for crisis management.

This report examines the links between inequality and other major global trends (or megatrends), with a focus on technological change, climate change, urbanization and international migration. The analysis pays particular attention to poverty and labour market trends, as they mediate the distributional impacts of the major trends selected. It also provides policy recommendations to manage these megatrends in an equitable manner and considers the policy implications, so as to reduce inequalities and support their implementation.

An up-and-coming visionary in the world of philanthropy and a cofounder of the effective altruism movement explains why most of our ideas about how to make a difference are wrong and presents a counterintuitive way for each of us to do the most good possible. While a researcher at Oxford, William MacAskill decided to devote his study to a simple question: How can we do good better? MacAskill realized that, while most of us want to make a difference, we often decide how to do so based on assumptions and emotions rather than facts. As a result, our good intentions often lead to ineffective, sometimes downright harmful, outcomes. As an antidote, MacAskill and

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his colleagues developed effective altruism—a practical, data-driven approach to doing good that allows us to make a tremendous difference regardless of our resources. Effective altruists operate by asking certain key questions that force them to think differently, set aside biases, and use evidence and careful reasoning rather than act on impulse. In *Doing Good Better*, MacAskill lays out these principles and shows that, when we use them correctly—when we apply the head and the heart to each of our altruistic endeavors—each of us has the power to do an astonishing amount of good.

The One Essential Combination That Will Get You More of What You Want from Your Business

Achieving Your Goals with Objectives and Key Results

Ordinary People, Extraordinary Products

Graphene

What are OKRs?

Strong Product People

Build Better Products

Tools and Techniques to Become an Outstanding Product Manager

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

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

The definitive account of India's biggest startup that redefined e-commerce, entrepreneurship and the way we shop and live. IIT graduates Sachin Bansal and Binny Bansal founded out of a Bangalore apartment what would become India's biggest e-commerce startup. Established in October 2007, Flipkart began as an online bookstore and soon came to be known for its 'customer obsession'. As the startup's reputation grew, so did its value, with venture capitalists in India and abroad lining up to invest heavily in the company that stood for bold ambition, unabashed

consumerism and the virtues of technology. Investigative journalist Mihir Dalal recounts the astounding story of how the Bansals built Flipkart into a multi-billion-dollar powerhouse in the span of a few years and made internet entrepreneurship a desirable occupation. But it is also a story of big money, power and hubris, as both business and interpersonal complexities weakened the founders' control over their creation and forced them to sell out to a retailer whose dominance they had once dreamt of emulating. Flipkart's auction involved some of the corporate world's biggest names, from Jeff Bezos, Satya Nadella, Sundar Pichai to Masayoshi Son and Doug McMillon, an ironic testimony to the strength of what the Bansals had forged. Based on extraordinary research, extensive interviews and deep access to key characters in the Flipkart story, *Big Billion Startup* is the riveting and revealing account of how Sachin and Binny Bansal built and sold India's largest internet company.

#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.

Information Architecture

How to Offer, Give, and Receive Help

Measure What Matters

Blueprints for the Web

10% Happier

Driving Focus, Alignment, and Engagement with OKRs

Helping

How to Electrify Your Work and Your Life by Putting Service First

A fascinating journey into the hidden psychological influences that derail our decision-making, Sway will change the way you think about the way you think. Why is it so difficult to sell a plummeting stock or end a doomed relationship? Why do we listen to advice just because it came from someone "important"? Why are we more likely to fall in love when there's danger involved? In Sway, renowned organizational thinker Ori Brafman and his brother, psychologist Rom Brafman, answer

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all these questions and more. Drawing on cutting-edge research from the fields of social psychology, behavioral economics, and organizational behavior, Sway reveals dynamic forces that influence every aspect of our personal and business lives, including loss aversion (our tendency to go to great lengths to avoid perceived losses), the diagnosis bias (our inability to reevaluate our initial diagnosis of a person or situation), and the "chameleon effect" (our tendency to take on characteristics that have been arbitrarily assigned to us). Sway introduces us to the Harvard Business School professor who got his students to pay \$204 for a \$20 bill, the head of airline safety whose disregard for his years of training led to the transformation of an entire industry, and the football coach who turned conventional strategy on its head to lead his team to victory. We also learn the curse of the NBA draft, discover why interviews are a terrible way to gauge future job performance, and go inside a session with the Supreme Court to see how the world's most powerful justices avoid the dangers of group dynamics. Every once in a while, a book comes along that not only challenges our views of the world but changes the way we think. In Sway, Ori and Rom Brafman not only uncover rational explanations for a wide variety of irrational behaviors but also point readers toward ways to avoid succumbing to their pull.

Radical Focus Achieving Your Most Important Goals with Objectives and Key Results

FIRE

*How Google, Bono, and the Gates Foundation Rock the World with OKRs
The Quiet Before*