Thinking Beyond Lean

Hand- en studieboek op hbo/wo-niveau over veranderingsprocessen in een organisatie met de nadruk op de menselijke interactie van de projectmanager met zijn omgeving. Filosofische benadering van toekomstig leiderschap op maatschappelijk en bedrijfskundig gebied.

Your text simplified as the essential facts to prepare you for your exams. Over 2,000 higly probable test items.

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of

examples as well as some very practical advice on how to write and review A3 reports. "This book focuses on the customization of services and communication environments to advance user satisfaction--Provided by publisher.
This inquiry into the technical advances that shaped the 20th century follows the evolutions of all the principal innovations introduced before 1913 (as detailed in the first volume) as well as the origins and elaborations of all fundamental 20th century advances. The history of the 20th century is rooted in amazing technical advances of 1871-1913, but the century differs so remarkably from the preceding 100 years because of several unprecedented combinations. The 20th century had followed on the path defined during the half century preceding the beginning of World War I, but it has traveled along that path at a very different pace, with different ambitions and intents. The new century's developments elevated both the magnitudes of output and the spatial distribution of mass industrial production and to new and, in many ways, virtually incomparable levels. Twentieth century science and engineering conquered and perfected a number of fundamental challenges which remained unresolved before 1913, and which to many critics appeared insoluble. This book is organized in topical chapters dealing with electricity, engines, materials and syntheses, and information techniques. It concludes with an extended examination of contradictory consequences of our admirable technical progress by confronting the accomplishments and perils of systems that brought liberating simplicity as well as overwhelming complexity, that

created unprecedented affluence and equally unprecedented economic gaps, that greatly increased both our security and fears as well as our understanding and ignorance, and that provided the means for greater protection of the biosphere while concurrently undermining some of the key biophysical foundations of life on Earth. Transforming the Twentieth Century will offer a wide-ranging interdisciplinary appreciation of the undeniable technical foundations of the modern world as well as a multitude of welcome and worrisome consequences of these developments. It will combine scientific rigor with accessible writing, thoroughly illustrated by a large number of appropriate images that will include historical photographs and revealing charts of long-term trends.

Describes over two dozen powerful and practical methods for slashing waste and improving resourse utilization, spanning the full spectrum from inception to successful product launch. It includes over 150 figures and diagrams and is rich with real-world examples and step-by-step instructions.

Though entrepreneurship has been studied for decades, in recent years, the study of "rural entrepreneurship" has emerged as an upcoming subtopic of the area. With the growth and continual ease of utilizing digital technologies to support entrepreneurial activities, these technologies now provide unique opportunities for advancing rural entrepreneurship. Though prior research focused on challenges for IT use in rural areas that specifically investigated investment and management issues, it is important to

study all challenges and opportunities involved in this developing area of research. Rural Entrepreneurship and Innovation in the Digital Era is a pivotal reference source that provides vital research on the utilization of digital technologies in rural business ventures. Unlike other references, this book studies the conceptualization process of rural entrepreneurship and innovation with the intention of providing guidelines and support for entrepreneurs. While highlighting topics such as microfinancing, risk management, and rural development, this publication explores innovative practices as well as the methods of IT investment and management. This book is ideally designed for business professionals, entrepreneurs, business researchers, academics, and business students.

In this book, we go through the basic principles that every manager needs to understand in order to practice agile management. Changes are often small and seamless, but sometimes big and dramatic. Agility is to create, exploit and endure changes in circumstances. An agile business is able to successfully create effects in the market and take advantage of the opportunities that arise. In order to survive in the long term, both resilience and adaptability are needed. Being able to establish this balance is what agile management is all about. Major changes in the market are impossible to predict, but we know for sure that they will occur. We just don't know when and what will change. Recessions and

financial crashes return in cycles. While other dramatic world events are much more difficult to prepare for and realize the consequences of. So how can a company adopt the resilience it needs to not only survive, but also thrive in the tumultuous periods? In this book we will show how the principles of agile management can help companies keep pace with changes in the world around them. We start with basic knowledge about adaptation to explain how organizations work and then explores the principles behind agile management backed up with examples and useful methods and practices. The book also points out characteristics of an agile business that can be used for self-assessment. We believe in people's initiative and their ability to act. With knowledge, curiosity and feedback, the journey towards the agile business can start.

"Details time-efficient and cost-effective strategies to evaluate, select, prioritize, plan, and manage multiple projects. Presents proven methods and practical applications for the development of successful project portfolios and prosperous multiproject environments. Provides useful models and scheduling frameworks for increasecd quality and productivity."

This book provides discussions and the exchange of information on principles, strategies, models, techniques, methodologies and applications of industrial

engineering. It communicates the latest developments and research activity on industrial engineering and is useful for all those interested in the technological challenges in the field.

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three–if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting

coherence, usability, fitness, maintainability, and adaptability How to "see the whole"–even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people–so you can achieve breakthrough quality, savings, speed, and business alignment.

Winner of PMI's 2011 David I. Cleland Project Management Literature AwardDetailing cutting-edge green techniques and methods, this book teaches project managers how to maximize resources and get the most out of limited budgets. It supplies proven techniques and best practices in green project management, including risk and opportunity assessments.

Interest in the phenomenon known as "lean" has grown significantly in recent years. This is the first volume to provide an academically rigorous overview of the field of lean management, introducing the reader to the application of lean in diverse application areas, from the production floor to sales and marketing, from the automobile industry to academic institutions. The volume collects contributions from well-known lean experts and up-and-coming scholars from around the world. The chapters provide a detailed description of lean management across the manufacturing enterprise (supply chain, accounting, production, sales, IT etc.), and offer important perspectives for applying lean

across different industries (construction, healthcare, logistics). The contributors address challenges and opportunities for future development in each of the lean application areas, concluding most chapters with a short case study to illustrate current best practice. The book is divided into three parts: The Lean Enterprise Lean across Industries A Lean World. This handbook is an excellent resource for business and management students as well as any academics, scholars, practitioners, and consultants interested in the "lean world."

This book presents a practical approach to patient safety issues with a focus on evolution and understanding the key concepts in health care and turning them into implementable actions. With its contemporary approach and lucid presentation, this book is a valuable resource for practicing doctors in medicine and surgery to treat their patients with care, diligence and vigilance and contribute to a safer practice in health care.

The world's leading expert on the global software industry and coauthor of the bestseller Microsoft Secrets reveals the inner workings of software giants like IBM, Microsoft, and Netscape and shows what it takes to create, develop, and manage a successful company -- in good times and bad -- in the most fiercely competitive business in the world. In the $600 billion software industry it is the business, not the technology, that determines success or failure. This fact -- one

that thousands of once glamorous start-ups have unhappily discovered for themselves -- is the well-documented conclusion of this enormously readable and revealing new book by Michael Cusumano, based on nearly twenty years of research and consulting with software producers around the world. Cusumano builds on dozens of personal experiences and case studies to show how issues of strategy and organization are irrevocably linked with those of managing the technology and demonstrates that a thorough understanding of these issues is vital to success. At the heart of the book Cusumano poses seven questions that underpin a three-pronged management framework. He argues that companies must adopt one of three basic business models: become a products company at one end of the strategic spectrum, a services company at the other end, or a hybrid solutions company in between. The author describes the characteristics of the different models, evaluates their strengths and weaknesses, and shows how each is more or less appropriate for different stages in the evolution of a business as well as in good versus bad economic times. Readers will also find invaluable Cusumano's treatment of software development issues ranging from architecture and teams to project management and testing, as well as two chapters devoted to what it takes to create a successful software start-up. Highlights include eight fundamental guidelines for evaluating potential software winners and

Cusumano's probing analysis, based on firsthand knowledge, of ten start-ups that have met with varying degrees of success. The Business of Software is timely essential reading for managers, programmers, entrepreneurs, and others who follow the global software industry.

Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

In the 1950's, the design and implementation of the Toyota Production System (TPS) within Toyota had begun. In the 1960's, Group Technology (GT) and Cellular Manufacturing (CM) were used by Serck Audco Valves, a high-mix low-volume (HMLV) manufacturer in the United Kingdom, to guide enterprise-wide transformation. In 1996, the publication of the book Lean Thinking introduced the entire world to Lean. Job Shop Lean integrates Lean with GT and CM by using the five Principles of Lean to guide its implementation: (1) identify value, (2) map the value stream, (3) create flow, (4) establish pull, and (5) seek perfection. Unfortunately, the tools typically used to implement the Principles of Lean are incapable of solving the three Industrial Engineering problems that HMLV manufacturers face when implementing Lean: (1)

finding the product families in a product mix with hundreds of different products, (2) designing a flexible factory layout that "fits" hundreds of different product routings, and (3) scheduling a multi-product multi-machine production system subject to finite capacity constraints. Based on the Author's 20+ years of learning, teaching, researching, and implementing Job Shop Lean since 1999, this book Describes the concepts, tools, software, implementation methodology, and barriers to successful implementation of Lean in HMLV production systems Utilizes Production Flow Analysis instead of Value Stream Mapping to eliminate waste in different levels of any HMLV manufacturing enterprise Solves the three Industrial Engineering problems that were mentioned earlier using software like PFAST (Production Flow Analysis and Simplification Toolkit), Sgetti and Schedlyzer Explains how the one-at-a-time implementation of manufacturing cells constitutes a long-term strategy for Continuous Improvement Explains how product families and manufacturing cells are the basis for implementing flexible automation, machine monitoring, virtual cells, Manufacturing Execution Systems, and other elements of Industry 4.0 Teaches a new method, Value Network Mapping, to visualize large multi-product multi-machine production systems whose Value Streams share many processes Includes real success stories of Job Shop Lean implementation in a variety of production systems such as a forge shop, a machine shop, a fabrication facility and a shipping department Encourages any HMLV manufacturer planning to implement Job Shop Lean to leverage the co-curricular and

extracurricular programs of an Industrial Engineering department
The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In The Toyota Product Development System: Integrating People, Process, and Technology, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.
Innovation contributes to corporate competitiveness, economic performance and

environmental sustainability. In the Internet era, innovation intelligence is transferred across borders and languages at an unprecedented rate, yet the ability to benefit from it seems to become more divergent among different corporations and countries. How much an organization can benefit from innovation largely depends on how well innovation is managed in it. Thus, there is a discernible increase in interest in the study of innovation management. This handbook provides a comprehensive guide to this subject. The handbook introduces the basic framework of innovation and innovation management. It also presents innovation management from the perspectives of strategy, organization and resource, as well as institution and culture. The book's comprehensive coverage on all areas of innovation management makes this a very useful reference for anyone interested in the subject.

Dr. Thomas poses the question: "Who are you and what do you really want?" She teaches readers how to use the sixth sense to gain a truer and fuller life in the Lord, and to become an overcomer, no matter what trials they encounter.

How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete

with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a qualitycontrol inspector

Courses in Project Management as part of an MBA or similar post-experience qualification; Post-graduate or post-experience Executive MBA programmes; Change Management; Managing Change; Strategy, E-Business/E-commerce; Technology Management; Innovation Management.This book examines project team management within organisations as it relates to organisational change and effectiveness. Written from the view that project teams play a critical role in putting changes into effect, this book is ideally suited for those studying project or change management as part of a qualification, or responsible for managing, a change project to be more confident and skilful in understanding the human aspects of change.

Every day companies leave billions of dollars in invisible, unrealized savings on the table because of poor supply chain management practices. Now supply management experts Dave Nelson, Patricia E. Moody, and Jonathan Stegner show not only how leading companies recoup these savings through their mastery of target costing, value engineering, and supplier development, but how supply chain management -- the discipline of acquiring and moving material -- has become a manufacturing company's

hottest competitive weapon. Based on a survey of 247 purchasing managers and more than 1,000 hours of interviews and on-site visits, the authors have selected ten top firms whose supply management pioneers excel at twenty "best practices." With cases and stories, Nelson, Moody, and Stegner show how these leading-edge purchasing departments at American Express, SmithKline Beecham, DaimlerChrysler, Harley-Davidson, Honda of America, IBM, John Deere, Whirlpool, Flextronics, and Sun Microsystems have put into place pathbreaking processes and procedures. Here, for example, described in step-by-step detail, are Chrysler's SCORE program and Honda's strategic sourcing strategy that saved the companies billions. The book also includes a crucial section on the next stage of supplier development that will involve the sourcing and allocation of ideas as well as materials. The authors provide concrete, practical steps to improvement that any supply chain manager can take to successfully implement these best practices. The Purchasing Machine will be required reading for logistics, purchasing, and procurement managers in hundreds of thousands of companies. The authoritative nature of the authors' source material is certain to make this the single most important and practical reference on best purchasing practices for years to come.

This text considers different economic models available in the global market. The US or Anglo-Saxon model is often portrayed as the best but now Asia is again on a roll. The book analyzes how these models have influenced both regional and global

development, and engages in discussions upon alternatives and the search for the 'grail'.

"With the release of THEORY U almost ten years ago, Otto Scharmer set in motion a revolution in thought. Scharmer explained that what we pay attention to and how we pay attention is key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic Self--the deepest source of knowledge and inspiration--in the realm of 'presencing, ' a term coined by Scharmer that combines the concepts of presence and sensing. Now, ten years later, Scharmer revisits the phenomenon THEORY U has become and updates and reports on the progress and evolution since initial release."--Provided by publisher.

The global crisis the automotive industry has slipped into over the second half of 2008 has set a fierce spotlight not only on which cars are the right ones to bring to the market but also on how these cars are developed. Be it OEMs developing new models, suppliers integerating themselves deeper into the development processes of different OEMs, analysts estimating economical risks and opportunities of automotive investments, or even governments creating and evaluating scenarios for financial aid for suffering automotive companies: At the end of the day, it is absolutely indispensable

to comprehensively understand the processes of auto- tive development – the core subject of this book. Let's face it: More than a century after Carl Benz, Wilhelm Maybach and Gottlieb Daimler developed and produced their first motor vehicles, the overall concept of passenger cars has not changed much. Even though components have been considerably optimized since then, motor cars in the 21st century are still driven by combustion engines that transmit their propulsive power to the road s- face via gearboxes, transmission shafts and wheels, which together with spri- damper units allow driving stability and ride comfort. Vehicles are still navigated by means of a steering wheel that turns the front wheels, and the required control elements are still located on a dashboard in front of the driver who operates the car sitting in a seat. Winner of the Shingo Prize for Excellence in Quality Improvement -From the Shingo judges: This work has an extremely widespread application as the tools, techniques, and methods described are at a level that achieves the goals of Lean and operational excellence without tying them down to a specific industry or work stream. The book provides practical knowledge for lean champions, managers, and executives driving toward operational excellence enterprise-wide. The story format, and the presentation of this material was excellent, and the avoidance of lean and operational excellence jargon gives the book a wide appeal…it is a pleasure to read. The Sequel to the Influential "Lean" Business Novel Andy & Me The Remedy is a compelling a business fable that shows how Lean quality improvement business practices—traditionally

associated with manufacturing--can dramatically improve the service areas of your business-including design, engineering, sales, marketing and all processes in between. Written by Pascal Dennis, a leading Lean consultant, the story follows Tom Pappas and Rachel Armstrong, senior leaders at a desperate automotive company as they try to implement a Lean management system across an entire platform, the Chloe, a breakthrough "green" car. The future of the company is at stake. Can Tom and Rachel, supported by Andy Saito, a retired, reclusive Toyota executive, regain the trust and respect of the customer? Can a venerable but dying company implement Lean practices to every part of their business and learn a new, more effective way of managing? Shows you how to use the Lean quality improvement method to fix not just a manufacturing system, but an entire company, including management, design, marketing, and supply chain Written by Pascal Dennis, author of four books on Lean practices and winner of the coveted Shingo Prize for outstanding research contributing to operational excellence Originally developed by Toyota, the Lean approach to quality improvement has gained a worldwide following and helped turn around enumerable struggling businesses

The logistician plays a critical role in the growth of his or her company - in this third edition of Essentials of Logistics, the conceptual framework in which all the stakes and themes of logistics is systematically analyzed, with a strong focus on the role of the supply chain.Indeed, many elements are critical to the successful logistical strateg

Critical Code contemplates Department of Defense (DoD) needs and priorities for software research and suggests a research agenda and related actions. Building on two prior books--Summary of a Workshop on Software Intensive Systems and Uncertainty at Scale and Preliminary Observations on DoD Software Research Needs and Priorities--the present volume assesses the nature of the national investment in software research and, in particular, considers ways to revitalize the knowledge base needed to design, produce, and employ software-intensive systems for tomorrow's defense needs. Critical Code discusses four sets of questions: To what extent is software capability significant for the DoD? Is it becoming more or less significant and strategic in systems development? Will the advances in software producibility needed by the DoD emerge unaided from industry at a pace sufficient to meet evolving defense requirements? What are the opportunities for the DoD to make more effective use of emerging technology to improve software capability and software producibility? In which technology areas should the DoD invest in research to advance defense software capability and producibility?

Project Portfolio Management (PPM) goes beyond the typical project management approach to offer a set of proven business practices that can help executives, program managers, and project managers bring projects into alignment with the strategies, resources, and executive oversight of the overall enterprise. Step by step, this book shows how to take a project from the inception of a vision to the realization of benefits

to the organization. Project Portfolio Management draws on project management expert Harvey A. Levine's years of research and distills the knowledge and best practices from dozens of leaders in the field to show how to select and implement the projects that will garner the best results. Throughout this important resource, Levine tackles the many challenges associated with PPM, including Ranking value and benefits Determining the size of the portfolio pipeline Assessing the impact of uncertainty on projects and portfolios Understanding the benefit and risk relationship Establishing a portfolio governance capability Managing the portfolio to maximize benefits Implementing PPM

While innovation is widely recognized as being critical to organizational success and the well-being of societies, it requires careful management to ensure that innovation processes have the best possible impact. This volume provides a wide range of perspectives on the nature of innovation management and its influences.

Open Agile Architecture™, a standard of The Open Group, offers an approach to architect at scale with agility. It provides guidance and best practices for Enterprise Architects seeking to transition into Agile and Digital contexts. Empowering an Enterprise to Succeed with its Digital-Agile Transformation Agile teams drive the enterprise's Digital Transformation by inventing new business models, delivering superior customer experiences, developing digital products, and architecting highly-automated operating systems. The Open Agile Architecture Standard was designed

keeping the needs of all business stakeholders in mind: Business Leaders – to drive the enterprise's Digital and Agile change journey Enterprise Architects – to extend their scope of influence in an Agile at scale world Product Managers – to help transform customer experience, innovate products, and generate growth Product Owners – to accelerate their transformation from managing feature backlogs to steering value delivery Operations Managers – to enable them to leverage Lean and automation to generate sustainable competitive advantages Software Engineers – to leverage the power of digital technologies to co-innovate with the business The more Agile the enterprise, the faster the learning cycles, and faster learning cycles translate to shorter time-to-market resulting in more agility. By adopting an Open Agile Architecture approach, your organization can capitalize on this accelerated learning cycle, meaning your Agile and Digital capabilities continuously and simultaneously co-create one another.

Although it remains one of the most significant challenges in recent years, companies are beginning to integrate the ideas of sustainability into organized projects such as marketing, corporate communications, and annual reports. In this case, sustainability remains an important influence on the initiation of project management. Sustainability Integration for Effective Project Management provides a comprehensive understanding of the most important issues, concepts, trends, methodologies, and good practices in sustainability to project management. The research and concepts discussed in this

publication are developed by professionals and academics aiming to provide the latest knowledge related to sustainability principles for prospective professionals, academics, and researchers in this area of expertise.

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This book presents to a lucid, theoretical vision of what a lean company should look like, as well as the organizing principles that are its reason for existence and the rational for the activities that go on inside it. It's among the first (if not the first) lean manufacturing guide to address all facets of your company from top management to customer service (and not to mention the assembly line). The Lean Company: Making the Right Choices is ideal for production management, industrial and manufacturing engineering students. The authors draw from the highly-respected Lean Aerospace Initiative (LAI) developed by MIT, which they had helped advance. It features a thorough treatment of 'the big picture,' a means to justify lean investments, and the operational strategies modern companies must employ as they compete in the modern world. It takes a broad look at change, the way employees respond to change, and some of the techniques managers can use to minimize change's adverse effects. Shows how leaders can access the deepest source of inspiration and vision • Includes dozens of tested exercises, practices, and real-world examples We live in a time of massive institutional failure, one that requires a new consciousness and a new

collective leadership capacity. In this groundbreaking book, Otto Scharmer invites us to see the world in new ways and in so doing discover a revolutionary approach to leadership. What we pay attention to and how we pay attention is key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic Self—the deepest source of knowledge and inspiration—in the realm of "presencing," a term coined by Scharmer that combines the concepts of presence and sensing. Based on ten years of research and action learning and interviews with over 150 practitioners and thought leaders, Theory U offers a rich diversity of compelling stories and examples and includes dozens of exercises and practices that allow leaders, and entire organizations, to shift awareness, connect with the best future possibility, and gain the ability to realize it.

Extensive research conducted by the Hasso Plattner Design Thinking Research Program at Stanford University in Palo Alto, California, USA, and the Hasso Plattner Institute in Potsdam, Germany, has yielded valuable insights on why and how design thinking works. Researchers have identified metrics, developed models, and conducted studies, which are featured in this book, and in the previous volumes of this series. Offering readers a closer look at design thinking, and its innovation processes and

methods, this volume covers topics ranging from understanding success factors of design thinking to exploring the potential that lies in the use of digital technologies. Furthermore, readers learn how special-purpose design thinking can be used to solve thorny problems in complex fields, such as the health sector or software development. Thinking and devising innovations are inherently human activities – so is design thinking. Accordingly, design thinking is not merely the result of special courses or of being gifted or trained: it is a way of dealing with our environment and improving techniques, technologies and life. As such, the research outcomes compiled in this book should increase knowledge and provide inspiration to all seeking to drive innovation – be they experienced design thinkers or newcomers.

Illustrates the benefits of multi-project management

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