

How Nasa Builds Teams Mission Critical Soft Skills For Scientists Engineers And Project Teams

This study has investigated the professional development of project managers through interviews, surveys, and personality inventories from a sample of practitioners.Results from the research reveal how learning experiences as well as personal characteristics comport with professional development.

This reference book details the top 100 groundbreaking events in the history of American business, featuring case studies of successful companies who challenged traditional operating paradigms, historical perspectives on labor laws, management practices, and economic climates, and an examination of the impact of these influences on today's business practices. • Chronology of key events in the history of American business from 1630 to the present • Helpful sidebars of the evolution of key terms used today • Comprehensive index includes category, company names, personal names, and cross references to other events • Suggestions for further reading for each article • 10 relevant charts and tables • Appendix documents supporting major events in American business

America's first successful attempt at robotic lunar exploration, Project Ranger ran from 1959 to 1965, culminating in close-up television images of the moon's surface. This official NASA history is illustrated by more than 100 photographs.

My #1 go-to coaching reference. This is a well structured guide brimming with useful models, questions and practices. It offers readily applicable ideas and perspectives - simply. Suzanne Hill Brooks, Executive Sourcing, Alcatel-Lucent Collaboration is no longer a 'soft skill'; it's an imperative. Melinda and Dorothy have embraced the complexity of working together in organizations and created an exceptional model that is both comprehensive and elegant in its simplicity. It is eminently practical and usable and passes the only test that matters: it delivers results. A "must read" for coaches and OD professionals. Elizabeth Lancaster, Director English Services Training, Canadian Broadcasting Corporation This coaching guide is brilliant! It inspired self-reflection, allowing me to gain greater insights into my leadership and coaching practices. Melinda and Dorothy have a way with words that make the concepts, tools and models resonate, feel relevant and are easily translated into action. I have made a positive shift in the way I lead and coach as a result of reading this guide. It is a gem for any leader or coach! Sandra Ramelli, Director, Organizational Development and Strategy Management, Hamilton Health Sciences "The Leadership Coach's Advantage(TM) framework gives a new lens to help organize my thinking about the coaching process. The content is built on a strong theoretical foundation, yet is fresh and practical, with relevance for my own development as well as for my coaching of leaders. It offers insightful frames for the shift leaders need to make in how they lead and collaborate, and for how coaches can support this shift. And, I love the way Dorothy and Melinda built their ASPIRING MINDSET Model around being positive, mindful and human - crucial for leaders and coaches alike." Janne Godoy, Manager - Management and Organizational Development, Tine "What a gift to find all the gems I have been searching for pulled together in one spot! All the materials resonated for me right from the beginning. The book integrates so many pieces and elements in a way that supports personal growth, skills building and the capacity to develop others." Deb Schubert, Director, HR Services, Total Rewards & Talent Solutions, Hamilton Health Sciences

The 100 Most Significant Events in American Business: An Encyclopedia

The Pursuit of Dreams

Review and Analysis of Pellerin's Book

An Encyclopedia

Ask Magazine

Effective Project Management for Development Organizations

The Practitioner's Handbook of Project Performance

In Shaping Science, Janet Vertesi draws on a decade of immersive ethnography with NASA's robotic spacecraft teams to create a comparative account of two great space missions of the early 2000s. Although these missions featured robotic explorers on the frontiers of the solar system bravely investigating new worlds, their commands were issued from millions of miles away by a very human team. By examining the two teams' formal structures, decision-making techniques, and informal work practices in the day-to-day process of mission planning, Vertesi shows just how deeply entangled a team's local organizational context is with the knowledge they produce about other worlds. Using extensive, embedded experiences on two NASA spacecraft teams, this is the first book to apply organizational studies of work to the laboratory environment in order to analyze the production of scientific knowledge itself. Engaging and deeply researched, Shaping Science demonstrates the significant influence that the social organization of a scientific team can have on the practices of that team and the results they yield. The ability to work in teams, communicate effectively, and improve efficiency make for highly successful professionals. Written in easy-to-access language, this book aligns with the Core Curriculum requirement of teaching students how to develop research projects that are similar to those they might face in their careers. It also provides guidance on building and participating in teams, bolstering interpersonal skills, and developing assertiveness. This volume contains concrete, real-world examples of actions students can take now to help them attain their desired futures.

From New York Times bestselling author and astronaut Chris Hadfield comes this exceptional thriller and "exciting journey" into the dark heart of the Cold War and the space race (Andy Weir, author of The Martian and Project Hail Mary). 1973: a final, top-secret mission to the Moon. Three astronauts in a tiny spaceship, a quarter million miles from home. A quarter million miles from help. NASA is about to launch Apollo 18. While the mission has been billed as a scientific one, flight controller Kazimeras "Kaz" Zemeckis knows there is a darker objective. Intelligence has discovered a secret Soviet space station spying on America, and Apollo 18 may be the only chance to stop it. But even as Kaz races to keep the NASA crew one step ahead of their Russian rivals, a deadly accident reveals that not everyone involved is quite who they were thought to be. With political stakes stretched to the breaking point, the White House and the Kremlin can only watch as their astronauts collide on the lunar surface, far beyond the reach of law or rescue. Full of the fascinating technical detail that fans of The Martian loved, and reminiscent of the thrilling claustrophobia, twists, and tension of The Hunt for Red October, The Apollo Murders is a high-stakes thriller unlike any other. Chris Hadfield captures the fierce G-forces of launch, the frozen loneliness of space, and the fear of holding on to the outside of a spacecraft orbiting the Earth at 17,000 miles per hour as only someone who has experienced all of these things in real life can. Strap in and count down for the ride of a lifetime. "Packed with cosmic action... Featuring undercover spies, scheming Russians and psychopathic murderers, sometimes all at once, it teems with authoritative details. ... —The New York Times "Nail-biting... I couldn't put it down." —James Cameron, writer and director of Avatar and Titanic "Not to be missed." —Frederick Forsyth, author of The Day of the Jackal "An explosive thriller by a writer who has actually been to space... Strap in for the ride!" —Gregg Hurwitz, author of Crippen X

Master the proven, practical methods of project management as well as the latest agile practices with Klapperton/Anatolius/Weiss' CONTEMPORARY PROJECT MANAGEMENT, SE. This edition presents project management techniques and expert examples drawn from successful practice and the latest research. All content reflects the knowledge areas and processes of the 6th edition of the PMBOK Guide as well as the domains and principles of the 7th edition of the PMBOK Guide. The book's focused approach helps you build a strong portfolio to showcase your project management skills. New features, glossary and an integrated case highlight agile practices, mindset and techniques, while PMP-style questions prepare you for the new 2021 PMP certification exam. You also learn to use Microsoft Project to automate processes. Gain the expertise you need to become a Certified Associate in Project Management (CAPM) or Certified Project Management Professional (PMP), if desired. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Ensuring the Pace of Progress

Shaping Science

Balanced Leadership

Increasing the Probability of Project Success

Litof

Working with Stakeholders Using Viewpoints and Perspectives

21 Great Leaders

To improve communication, performance, and morale among NASA's technical teams, the author (a former NASA astrophysicist) developed the "4-D" teambuilding process described in this book. Relying on simple, logical processes that appeal strongly to technical teams who eschew "touchy-feely" training, the author applies simple, elegant principles from his physics background to the art of teambuilding. For example, he uses a coordinate system to analyze the characteristics of team performance into actionable elements. He also illustrates the teambuilding process with entertaining stories from his decade as NASA's Director for Astrophysics and subsequent 15 years of working closely with NASA and outside business teams.

Everyone dreams of making their dreams a reality. What dreams of yours have you deferred for too long? It's all too common for our passions to fall by the wayside amongst the daily grind of ordinary living. Are you ready to take one step today toward answering your heart's calling and fulfilling your destiny?In The Pursuit of Dreams, Dr. Dragos shares the deeply personal experience of how he accomplished his dreams—including traveling to the North and South Poles without any money or connections—to show how you can reclaim your power and take charge of your life by listening to the voice of Truth. Travel the world with Dr. Dragos, go behind the scenes in Silicon Valley and NASA headquarters, and meet an eclectic cast of characters, including a Buddhist teacher, an Army veteran, a monk from Transylvania, an innovator at Google, and a NASA legend. Their fascinating conversations connect science, spirituality, and entrepreneurship to inspire and empower you to realize your dreams.

Why human skills and expertise, not technical tools, are what make projects succeed. The project is the basic unit of work in many industries. Software applications, antiviral vaccines, launch-ready spacecraft: all were produced by a team and managed as a project. Project management emphasizes control, processes, and tools—but, according to The Smart Mission, that is not the right way to run a project. Human skills and expertise, not technical tools, are what make projects successful. Projects run on knowledge. This paradigm-shifting book—by three project management experts, all of whom have decades of experience at NASA and elsewhere—challenges the conventional wisdom on project management, focusing on the human dimension: learning, collaboration, teaming, communication, and culture. The authors emphasize three themes: projects are fundamentally about how teams work and learn together to get things done; the local level—not an organization's upper levels—is where the action happens; and projects don't operate in a vacuum but exist within organizations that are responsible to stakeholders. Drawing on examples and case studies from NASA and other organizations, the authors identify three project models—micro, macro, and global—and their different knowledge needs. Successful organizations have a knowledge-based culture. Successful project management guides the interplay of knowledge, projects, and people.

This memoir of a veteran NASA flight director tells riveting stories from the early days of the Mercury program through Apollo 11 (the moon landing) and Apollo 13, for both of which Kranz was flight director. Gene Kranz was present at the creation of America's manned space program and was a key player in it for three decades. As a flight director in NASA's Mission Control, Kranz witnessed firsthand the making of history. He participated in the space program from the early days of the Mercury program to the last Apollo mission, and beyond. He endured the disastrous first years when rockets blew up and the United States seemed to fall further behind the Soviet Union in the space race. He helped to launch Alan Shepard and John Glenn, then assumed the flight director's role in the Gemini program, which he guided to fruition. With his teammates, he accepted the challenge to carry out President John F. Kennedy's commitment to land a man on the Moon before the end of the 1960s. Kranz recounts these thrilling historic events and offers new information about the famous flights. What appeared as nearly flawless missions to the Moon were, in fact, a series of hair-raising near misses. When the space technology failed, as it sometimes did, the controllers' only recourse was to rely on their skills and those of their teammates. He reveals behind-the-scenes details to demonstrate the leadership, discipline, trust, and teamwork that made the space program a success. A fascinating firsthand account by a veteran mission controller of one of America's greatest achievements, Failure is Not an Option reflects on what has happened to the space program and offers his own bold suggestions about what we ought to be doing in space now.

Lunar Impact

Achieving the Impossible

How NASA Builds Teams

Learn Their Lessons, Improve Your Influence

Proceedings of the 9th Annual International Conference on 4C's-Communication, Commerce, Connectivity, Culture, SIMSARC 2018, 17-19 December 2018, Pune, MH, India

The AMA Handbook of Project Management

The Apollo Murders

The behaviour of people and their organisation are the primary drivers of a project's pace of progress. Methodology, tools and techniques are vital but subordinate to human endeavour: if only because their selection, deployment and application entirely depend on the abilities of the project players and their organisation. Performance ultimately rests on human and organisational behaviour: expressed by the players' experience, professional ability, resolve, dialogue and collaboration. It is productively. This book is written under nine headings: collaboration; able people; strength; connections; rigour; pace; persistence; adaptation; and maturity. The Single-Minded Project offers a new and convincing appreciation of project management that will harness players and their organisation. It recognises that at its heart, the management and leadership of a project regime relies on the choices, behaviours and decisions of its players and the organisation's freedom of action. It is kind and degree of diligence (the need for rigour in the choice and management of method); referring to its Pace of Progress. The success of a project very much depends on the pace at which it is conducted to then deliver value. Projects find themselves in territory where methodology, tools and techniques are of little help. The Single-Minded Project fills that gap and more.

The world's challenges are becoming more and more complex and adapting to those challenges will increasingly come from teams of people innovating together. The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels: from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable development tool. This book is essential reading for anyone with an interest in coaching, in both practice and educational settings. It will be of use not only for professional coaches, but also for leaders, managers, HR professionals, learners and educators, in the business, public, independent and voluntary sectors.

To improve one's leadership influence, study the lives of great leaders—21 of whom are found in Pat Williams' newest book. Member of the Basketball Hall of Fame, senior vice president of the Orlando Magic, and author of 90 books, Pat Williams has devoted much of his life to the study of leadership—and shares the stories and principles of individuals from George Washington to Nelson Mandela, Billy Graham to Walt Disney, and Margaret Thatcher to Steve Jobs. Organized around Character, Competence, Boldness, Serving Him—21 Great Leaders will provide challenge, encouragement, and affirmation for anyone's leadership journey.

4C's: Communication, Commerce, Connectivity and Culture are the building blocks of an economy. How well an economy will grow or perform will depend on how strong these four pillars are. Communication leads to sharing of information among individuals. It is important for any business to have the right kind of communication channel. Commerce, provides goods and services for the society and its people. Connectivity provides the right infrastructure and system for those goods and value in those. SIMSARC 2018, organised by Symbiosis Institute of Management Studies, focussed on the aforementioned idea and invited eminent speakers from academia and industry, all over the world, to share their views on the importance of the 4Cs: Communication, Commerce, Connectivity and Culture for businesses and society. The conference had 4 sub-themes viz. Communication, Commerce, Connectivity and Culture which were the plenary sessions for the conference. The track was the papers which were from broad range of Internet of things (IoT), big data, role of technology, Artificial Intelligence among other aspects of communication. The panel speakers gave insight as to how communication is important for business not only for across boundaries but within a country as well. Another session was on "Culture: An indigenous way" where speakers deliberated on the cultures prevailing in different organisations, countries and societies. From a 'w' similarities and dissimilarities across nations were discussed in this track. The session witnessed some relevant questions from the audience on issues of language barriers and its effect on businesses. Language and cultural barriers are something which are inevitable but one needs to be adoptive and should learn languages to mitigate these barriers. "Connectivity: Backbone for development" was another plenary discussion where increase in connectivity through various social media where the focus was whether human beings are still emotionally connected or not. The critical role of technology was emphasized along with importance of human to human interaction. No matter how much technology comes in play, human connections will never die as this was concluded by speakers as Technology may not be able to take away the emotional connect. Another track, "Commerce: Fuel for economy" where the panellist spoke about growth, price discrimination, financial aspect to take the investors to level where they understand financial market and this will help in investment activity in the market. Sustainability was another concern highlighted by the speakers and they pointed that policies should work towards attaining sustainability in the market and try to bridge the gap between skills and jobs available in the country. Researchers from all over the country, belonging to academic institutes and industry, presented their research ideas on the organisational culture to infrastructural issues, e-commerce, banking and corporate governance, the research works presented covered a plethora of policy issues where each one of them is the need of the hour. The deliberations from renowned academicians who came from different parts of the world along with top industrialist, bureaucrats, entrepreneurs, NGOs immensely contributed to the existing bodies of work. They emphasized on the importance of right policies to promote societies. Overall, the conference witnessed a brainstorming session with scholars and experts and it surely did pave the way for future research.

Organizations, Decisions, and Culture on NASA's Teams

Orally Depotted

Or, the Way of the Chief Engineer

Summary: How NASA Builds Teams

NASA's Lessons for Managing Knowledge, People, and Projects

Training

NASA Spaceflight

Launch your business to new heights with out-of-this-world innovation For over half a century, NASA has delivered a continuous stream of innovative accomplishments that have inspired the world. Neil Armstrong walking on the moon, the space shuttle pioneering reusable space planes, Mars rovers exploring the red planet--the list goes on. We read the stories and watch the footage, and as impossible as these achievements seem, NASA makes them look easy. The most innovative organization in history, NASA holds a record of innovations lie carefully managed operations. Just like any other organization, Innovation the NASA Way provides practical, proven lessons that will help you envision the future of your organization with clarity, meet every challenge with tenacity, and manage innovation with groundbreaking creativity. NASA insider Rod Pyle has used the agency's unique methods for driving innovation to train leaders from eBay, the Federal Reserve, Michelin tires, Conoco/Phillips, and many other Fortune 100 and 500 companies. now, for Innovation the NASA Way takes you on a tour through the programs that pushed the envelope on the agency's leadership and managerial capacity. It describes the seemingly impossible tasks NASA personnel faced, explains how each challenge was met with forward-looking management methods, and describes the extraordinary innovations that resulted. Learn how NASA built the Lunar Module, the first true spaceship; created the Saturn V's F-1 rocket motor, the most powerful ever built; and how it creates partnerships. Space exploration may be NASA's mission, but its innovative leadership practices are founded on solid, down-to-earth methods anyone can apply, anywhere. PRAISE FOR INNOVATION THE NASA WAY: "Pyle insightfully and skillfully draws out the methods and strategies nasa has employed to achieve its lofty goals. It innovates so far outside the box that the box disappears. Pyle suggests its touchstones are boldness, daring, and passion, and he suggests you can bring those traits into your business." -- DON CAMBONO, innovation lessons and leaves you with amazing stories you'll want to remember and use in your organization." -- STEVEN FENTRESS, Planetaryium Director at Rochester Museum & Science Center "From building rocket engines to exploring Mars and beyond, Rod Pyle has written a very readable and eminently practical volume that documents the challenges, solutions, and lessons learned from NASA's daring, boldness and passion." book explaining the key lessons of NASA's innovation and exploration of space. Pyle's meaningful insights will improve your business." -- LUKAS VIGLIETTI, President, Swissapollo, Swiss Space Association

Failure is always an option. For more than 50 years, NASA's Mission Control has been known for two things: perfect decision making in extreme situations and producing generations of steely-eyed missile men and women who continue that tradition. A key to that legacy of brilliant performance is a particular brand of leadership, especially at the working level in Mission Control. Take the ultimate insiders look at the leadership values and culture that created the best team on this planet. Paul Sean Hill was responsible to show the team that the secret to Mission Control's success has never been rocket science and that the real practice of perfect decision making can be applied to any organisation or team. By demonstrating how his Mission Control team nurtured a culture which has delivered impossible wins for decades, Hill provides a guide for all leaders to boost their company's performance at all levels. Whether failure means cost and schedule overruns, quality reduction, loss of market share, bankruptcy - or putting someone's life at risk, control and destroy an enterprise. Discover how to take leadership from the Mission Control Room to your boardroom and beyond, and achieve this out-of-this-world leadership environment in your team.

FROM THE CO-AUTHOR OF THE WORLDWIDE BESTSELLER, Co-Active Coaching, Fourth Edition: The proven framework for transformative conversations at work and in life Teams Unleashed provides a map and compass for engaged, sustainable, and improved team performance. This practical approach uses the everyday language of teams to highlight what's working, and uncover what's not, and gives teams the tools to incorporate new practices that build team effectiveness. This is an approach proven in the real world based on the fundamentals of coaching-a powerful, repeatable process to support and empower change that makes a difference. Teams Unleashed introduces the five core competencies for working effectively with teams, describes the essential team coaching skills and provides exercises and activities to generate the important conversations that lead to new understanding and new team norms. This is a book for those who work with and lead teams: team and executive coaches, internal HR, OD and L&D professionals, design "Where we go from here"; and the structure and accountability to stay on track for team success.

It looks like Abby Knight's cousin Jillian is heading for the altar again, and guess which bridesmaid is doing the flowers? It's Abby - law school dropout, owner of Bloomers, and ex-fiancée to the best man! That's a bumper crop of trouble, even before she finds a party-crashing guest dead at the reception . . . Available only in Mystery 3, 4 & 5.

Agile, Waterfall and Beyond

Routeledge Handbook of Integrated Project Delivery

The principles of high performance and perfect decision making learned from leading at NASA

New Rules of Engagement for a Complex World

Managing Projects in a Complex World

Teams Unleashed

Software Systems Architecture

The NASA way: lessons on leadership, teamwork, and corporate culture. How does NASA take on seemingly insurmountable challenges, recover from tragedy and continue to attract the best and brightest talent? Space exploration is as much a story of leadership and teamwork as it is a story of exploration and discovery. Leadership Moments from NASA delves into the culture of the famed organization and examines the leadership styles and insights of NASA senior executives spanning five decades of human spaceflight to share the lessons they learned from critical moments. How did they prioritize? How did they resolve differences? How did they decide what to do when no one had done it before? How did they build highly competent teams? How did they build organizational resilience? How did they fight complacency and rebuild a culture of safety and innovation? Through the use of NASA oral histories and interviews, this book shows how NASA recovered from tragedy and adversity, and how it developed a culture of competency that continues to attract the best and brightest.

The concept of integrated project delivery (IPD) has evolved as a result of the need for highly expert teams of people to collaborate to deliver extremely complex projects, to manage expectations about delivery speed, changes in governance standards and to take advantage of and manage expectations raised by rapid advances in technology. All this demands effective change management. This is the first Handbook to contextualise and thematically explore IPD, with an emphasis on rigorous practical and theoretical validation. The Handbook is divided into five sections, each with a focus on several interconnected themes including: An introduction to IPD concepts, The foundational elements and characteristics of IPD, People, culture and collaboration as key ingredients to successful and effective IPD, Technology and process aspects of relational contracting forms such as IPD, New and relevant perspectives to IPD that have received scant attention to date, Aspects and emerging issues that are rarely consciously considered in traditional project delivery due to the commercial imperative that drives firms and client organisations. The Handbook covers both discussions of these key themes, and also in-depth research into construction and other industry project procurement and delivery that spans decades. In addition, the Handbook presents 'best' and 'better' practice, but also includes insights into cutting-edge experimental developments in technology and practices where proof of concept is currently being developed into emerging practice. Contributing authors in this Handbook collaborate with the co-editors to draw together an integrated set of chapters that align to deliver a coherent narrative of the IPD concept. It is an invaluable reference for practitioners and academics alike, and useful as core course content for numerous degree programs of study and professional development courses.

Complexity in projects may be one of those things that are difficult to define, but easy to recognize when encountered. Or maybe not so easy. This collection of analyses deals with complexity in a way that will appeal to both academics and practitioners. It arises from a series of four academic-business roundtables sponsored by the Project Management Institute in the U.S., Australia, Malta, and Brazil. Researchers will appreciate the academic rigor of the content and practitioners will appreciate the generally reader-friendly style and tone. The opening chapter offers that elusive definition and provides the foundation for common understanding. The next four chapters compose the theoretical portion of the book, establishing the underpinning concepts related to systems thinking, systems engineering, chaos or complexity theory, and behavioral and cognitive aspects. The remainder of the book is more practical and specific. The authors present a series of case studies that demonstrate how complexity is being managed. Practitioners operate in a necessary reality. We work in a space where project performance is above theory or methodology. In the best environments, delivery and an affirmative culture are what matter most. In the worst, it is politics and survival. In any environment we are challenged to adopt best practices and adapt our style to the environment in which the project is occurring. This is a book about those best practices and practitioner experiences. It is a must have reference and guide book for project managers, general managers, business leaders and project management researchers. This book is the result of the hard work and dedication of more than 35 authors from more than 15 countries across four continents. It brings a diversity of experience, professional and personal. It includes practitioners, leading academics, renowned theorists and many who straddle those roles. The chapters cover experiences in software, large scale infrastructure projects, finance and health care, to name a few. The chapters themselves take many forms. Check out the table of contents to get a deeper sense of the topics included. All provide real-world guidance on delivering high performing projects and show you how to build, lead and manage high performing teams. The Practitioners Handbook of Project Performance is complete in itself. It can also be an enticing start to an ongoing dialogue with the authors and a pleasurable path to get deeper into the subject of project performance. Find your favorite place to begin learning from these chapters, to begin taking notes and taking away nuggets to use in your everyday. But don't stop there. Contact information and further resources for this diverse team of experts authors are found throughout. The Practitioners Handbook is a modern guide to

the leading edge of project performance management and a path to the future of project delivery.

Mission Critical Soft Skills for Scientists, Engineers and Project Teams

The NASA History of Project Ranger

Out of This World

Aspects of Complexity

A History of Innovation

Three Sigma Leadership

SIMSARC 2018

A must-read for any project management professional or student. Projects are the life blood of any organization. Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge (PMBOK(R)) and the Project Management Professional Exam(R), the fourth edition of The AMA Handbook of Project Management provides readers with a clear overview of a complex discipline. Covering everything from individual projects to programs and strategic alignment, it addresses: Project initiation and planning Communication and interpersonal skills Scheduling, budgeting and meeting business objectives Managing political and resource issues Implementing a PMO Measuring value and competencies. The book compiles essays and advice from the field's top professionals and features new chapters on stakeholder management, agile project management, program management, project governance, knowledge management, and more. Updated with fresh examples, case studies and solutions to specific project management dilemmas, it remains an essential reference to the critical concepts and theories all project managers must master.

From the New York Times bestselling author of My Share of the Task and Leaders, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In Team of Teams, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—Team of Teams makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

This review of the most up-to-date observational and theoretical information concerning the chemical evolution of the Milky Way compares the abundances derived from field stars and clusters, giving information on the abundances and dynamics of gas.

Everyone dreams of making their dreams a reality. What dreams of yours have you deferred for too long? It's all too common for our passions to fall by the wayside amongst the daily grind of ordinary living. Are you ready to take one step today toward answering your heart's calling and fulfilling your destiny?In The Pursuit of Dreams, Dr. Dragos shares the deeply personal experience of how he accomplished his dreams—including traveling to the North and South Poles without any money or connections—to show how you can reclaim your power and take charge of your life by listening to the voice of Truth. Travel the world with Dr. Dragos, go behind the scenes in Silicon Valley and NASA headquarters, and meet an eclectic cast of characters, including a Buddhist teacher, an Army veteran, a monk from Transylvania, an innovator at Google, and a NASA legend. Their fascinating conversations connect science, spirituality, and entrepreneurship to inspire and empower you to realize your dreams.

Failure Is Not an Option

Innovation the NASA Way: Harnessing the Power of Your Organization for Breakthrough Success

Performance-Based Project Management

Contemporary Project Management: Plan-Driven and Agile Approaches

The Single-Minded Project

Leadership Moments from NASA

Making the Best Use of Personal and Team Leadership in Projects

Software Systems Architecture, Second Edition is a highly regarded, practitioner-oriented guide to designing and implementing effective architectures for information systems. It is both a readily accessible introduction to software architecture and an invaluable handbook of well-established best practices. With this book you will learn how to Design and communicate an architecture that reflects and balances the different needs of its stakeholders Focus on architecturally significant aspects of design, including frequently overlooked areas such as performance, resilience, and location Use scenarios and patterns to drive the creation and validation of your architecture Document your architecture as a set of related views Reflecting new standards and developments in the

field, this new edition extends and updates much of the content, and Adds a “system context viewpoint” that documents the system's interactions with its environment Expands the discussion of architectural principles, showing how they can be used to provide traceability and rationale for architectural decisions Explains how agile development and architecture can work together Positions requirements and architecture activities in the project context Presents a new lightweight method for architectural validation Whether you are an aspiring or practicing software architect, you will find yourself referring repeatedly to the practical advice in this book throughout the lifecycle of your projects. A supporting Web site containing further information can be found at www.viewpoints-and-perspectives.info.

A new theory of balanced leadership in projects Leadership is not static. Instead, authority in projects shifts dynamically between project managers, individual team members, and sub-teams, depending on the situation. Leadership may be exercised through a vertical, horizontal, shared, or distributed leadership approach. However, balanced leadership ensures the best suitable approach is used in any given situation. Based on an award-winning global program of research studies, Balanced Leadership is a thorough investigation of balanced leadership in projects. Ralf Müller, Nathalie Drouin, and Shankar Sankaran present a project-specific leadership approach as well as a theory of balanced leadership, and the situations in which different strategies are required. They also outline the five building blocks that enable balanced leadership: nomination of team members, identification of potential leaders, selection and empowerment of leaders, empowered leadership and its governance, and leadership transition. The book explains the coordination of these building blocks through the socio-cognitive space shared by project manager and team. Using real-life case studies and clear examples, this book offers a new way of considering and utilizing dynamic leadership in project settings.

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully “lifted off” numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead, project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

Even the most experienced project managers aren't immune to the more common and destructive reasons for project collapses. Poor time and budget performance, failure to deal with complexity, uncontrolled changes in scope . . . they can catch anyone off guard. Performance-Based Project Management can help radically improve your project's success rate, despite these and other obstacles that will try to take it down. Readers will discover how they can increase the probability of project success, detailing a step-by-step plan for avoiding surprises, forecasting performance, identifying risk, and taking corrective action to keep a project a success. Project leaders wishing to stand out among their peers who are continually hampered by these unexpected failures will learn how to:

- Assess the business capabilities needed for a project
- Plan and schedule the work
- Determine the resources required to complete on time and on budget
- Identify and manage risks to success
- Measure performance in units meaningful to decision makers

By connecting mission strategy with project execution, this invaluable resource for project managers in every industry will help bring projects to successful, career-enhancing completion.

Mission Control From Mercury to Apollo 13 and Beyond

Origins of NASA Names

The Leadership Coach's Advantage

Project Manager Development Paths

The Practitioner's Handbook of Team Coaching

Claim Your Power, Follow Your Heart, and Fulfill Your Destiny

Mission Critical Soft Skills for Scientists, Engineers, and Project Teams

As a technical organization, charged with performing groundbreaking and pathfinding challenges on a daily basis, NASA has long valued the role of its Chief Engineers and Lead Systems Engineers. Although it takes a team to accomplish our missions and no members are unimportant, the Chief Engineers and Lead Systems Engineers who we look to lead our technical teams are critical to the success of our endeavors. It is this corps of dedicated, experienced, and passionate problem solvers and leaders who battle the technical headwinds that face every project, finding often hidden solutions and overcoming seemingly insurmountable obstacles to create paths to success. Furthermore, it is that indomitable spirit of ingenuity and perseverance that defines the Agency. Developing our Chief Engineers and Lead Systems Engineers is a commitment of the NASA engineering community, and one of our tenets for excellence. This development ensures our corps of engineers obtain the depth of technical acumen that they require, first as discipline engineers and then as Chief Engineers and Lead Systems Engineers, but also the associated management skills and experience to ensure they can interact with the rest of the project team and with program, Center, and Agency leadership. What's more, this development also ensures that NASA Chief Engineers and Lead Systems Engineers proficiently serve as leaders of their own technical teams, and that's what this book is all about. These technical leaders are critical to successfully implementing the three safety tenets we inherited from the Apollo program. These include the following: Strong in-line checks and balances. This means that engineers check their fellow engineers, and that no one checks their own homework. 1. Healthy tension between responsible organizations. In NASA today that is the programs and the three Technical Authorities (Engineering, Safety, and Health and Medical). Each organization has to be on equal footing with separate but equal chains of command to allow issues to be raised independently and provide the healthy tension to create organizational checks and balances. 2. "Value-added" independent assessment. "Value-added" means you bring in outside technical experts to peer review critical issues. Having a fresh set of eyes on a problem can provide a different perspective, leverage different experiences and result in more robust solutions. 3. NASA arrived at these three tenets through considerable blood, sweat, and loss, and our commitment to them is now inscribed in our Agency governance. As Chief Engineers and Lead Systems Engineers, your role in this is paramount, and achieving excellence in this is an expectation of your job. Serving in this role is not an easy task, but it is a tremendously reward-ing one. You are the leaders of your technical teams, owners of the technical baseline, standard bearers of engineering best practices, decision makers, risk mitigators and problem solvers. You are Chief Engineers and Lead Systems Engineers, the title of which should say it all.

This book presents the first comprehensive history of innovation at NASA, bringing together experts in the field to illuminate how public-private and international partnerships have fueled new ways of exploring space since the beginning of space travel itself. Twelve case studies trace the messy, risky history of such partnerships, exploring the role of AT&T in the early development of satellite technology, the connections between the Apollo program and Silicon Valley, the rise of SpaceX, and more. Some of these projects have succeeded, and some have failed; all have challenged conventional methods of doing the public's business in space. Together, these essays offer new insights into how innovation happens, with invaluable lessons for policymakers, investors, economists, and members of the space community.

Every successful organization needs high-performance teams to compete and succeed. Yet, technical people are often resistant to traditional "touchy-feely" teambuilding. To improve communication, performance, and morale among NASA's technical teams, former NASA Astrophysicist Dr. Charlie Pellerin developed the teambuilding process described in "How NASA Builds Teams"—an approach that is proven, quantitative, and requires only a fraction of the time and resources of traditional training methods. This "4-D" process has boosted team performance in hundreds of NASA project teams, engineering teams, and management teams, including the people responsible for NASA's most complex systems — the Space Shuttle, space telescopes, robots on Mars, and the mission back to the moon. How NASA Builds Teams explains how the 4-D teambuilding process can be applied in any organization, and includes a fast, free on-line behavioral assessment to help your team and the individual members understand each other and measure the key driver of team performance, the social context. Moreover, these simple, logical processes appeal strongly to technical teams who eschew "touchy-feely" training. Pellerin applies simple, elegant principles from his physics background to the art teambuilding, such as the use of a coordinate system to analyze the characteristics of team performance into actionable elements. The author illustrates the teambuilding process with entertaining stories from his decade as NASA's Director for Astrophysics and subsequent 15 years of working closely with NASA and outside business teams. For example, he tells how the processes in the book enabled him to initiate the space mission to fix the Hubble Space Telescope's flawed mirror. Free downloadable resources will help you: Identify your teammates' innate personalities Diagram your culture (And compare it to your customer's) Measure the coherency of your project's paradigm (Get this wrong and you will be fired!) and Learn to meet people's need to feel valued by you. Further, you can download and use Pellerin's most powerful tool for influencing the outcome of any difficult situation: the Context Shifting Worksheet.

The Smart Mission

The Evolution of The Milky Way

How to Release the Power and Human Potential of Work Teams

Start and Sustain Successful Agile Teams

Team of Teams

Strengthening Collaborative Project Skills

A Flower Shop Mystery