
The Better Man Project

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The 5AM Club
Love Her Wild

*The Better
Man Project*

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DEACON ZAYNE

The Modern Break-Up Random House
Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as “post-mortems”) are only held at the end of the

project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You’ll see how to architect

retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra. An Elegant Puzzle Avon

Books

A killer stalks the streets of Dockside, and he has a bone to pick with Roland Tankowicz. Old friends, former clients, and even rivals find themselves in the sights of a murderer who loves his work a little too much and seems custom-built to take on New Boston's most famous Army-surplus cyborg. Roland and his team will have to play detective to piece together the identity of this strange assassin before all his associates end up face down in the street. It would be a full day's work for anybody, but it wouldn't be Dockside if a whole crop of other disasters didn't pop up at the same time just to make things interesting. A possessive ex-

boyfriend, upheavals in the local police department, and shadowy corporate interests all choose this moment to rear their ugly heads. But far be it from the galaxy's strangest duo of problem solvers to turn away from hard work or a decent paycheck. If anybody can juggle corrupt cops, sinister corporations, and one strange killer all at once, it's everybody's least-favorite metal curmudgeon and his hyperkinetic partner. Before the gunfire fades and the dust settles, *The Fixer* will meet death head-on to find out if he has what it takes to face down a DEAD MAN DREAMING. *Building a Better Man* Routledge
 #1 NEW YORK TIMES BESTSELLER • NAACP IMAGE AWARD WINNER

• A dramatic expansion of a groundbreaking work of journalism, *The 1619 Project: A New Origin Story* offers a profoundly revealing vision of the American past and present. “[A] groundbreaking compendium . . . bracing and urgent . . . This collection is an extraordinary update to an ongoing project of vital truth-telling.”—Esquire NOW AN EMMY-NOMINATED HULU ORIGINAL DOCUSERIES • FINALIST FOR THE KIRKUS PRIZE • ONE OF THE BEST BOOKS OF THE YEAR: The Washington Post, NPR, Esquire, Marie Claire, Electric Lit, Ms. magazine, Kirkus Reviews, Booklist In late August 1619, a ship arrived in the British colony of Virginia bearing a

cargo of twenty to thirty enslaved people from Africa. Their arrival led to the barbaric and unprecedented system of American chattel slavery that would last for the next 250 years. This is sometimes referred to as the country's original sin, but it is more than that: It is the source of so much that still defines the United States. The New York Times Magazine's award-winning 1619 Project issue reframed our understanding of American history by placing slavery and its continuing legacy at the center of our national narrative. This book substantially expands on that work, weaving together eighteen essays that explore the legacy of slavery in present-day

America with thirty-six poems and works of fiction that illuminate key moments of oppression, struggle, and resistance. The essays show how the inheritance of 1619 reaches into every part of contemporary American society, from politics, music, diet, traffic, and citizenship to capitalism, religion, and our democracy itself. This book that speaks directly to our current moment, contextualizing the systems of race and caste within which we operate today. It reveals long-glossed-over truths around our nation's founding and construction—and the way that the legacy of slavery did not end with emancipation, but continues to shape contemporary American life.

Featuring contributions from: Leslie Alexander • Michelle Alexander • Carol Anderson • Joshua Bennett • Reginald Dwayne Betts • Jamelle Bouie • Anthea Butler • Matthew Desmond • Rita Dove • Camille T. Dungy • Cornelius Eady • Eve L. Ewing • Nikky Finney • Vievee Francis • Yaa Gyasi • Forrest Hamer • Terrance Hayes • Kimberly Annece Henderson • Jeneen Interlandi • Honorée Fanonne Jeffers • Barry Jenkins • Tyehimba Jess • Martha S. Jones • Robert Jones, Jr. • A. Van Jordan • Ibram X. Kendi • Eddie Kendricks • Yusef Komunyakaa • Kevin M. Kruse • Kiese Laymon • Trymaine Lee • Jasmine Mans • Terry McMillan • Tiya Miles • Wesley Morris • Khalil Gibran Muhammad • Lynn Nottage • ZZ Packer • Gregory Pardlo • Darryl Pinckney • Claudia Rankine • Jason Reynolds • Dorothy Roberts • Sonia Sanchez • Tim Seibles • Evie Shockley • Clint Smith • Danez Smith • Patricia Smith • Tracy K. Smith • Bryan Stevenson • Nafissa Thompson-Spires • Natasha Trethewey • Linda Villarosa • Jesmyn Ward

Every Man a Warrior 3 Volume Set Picador

The Better Man Project is the ultimate handbook for any man who wants to live longer and, just as importantly, better. Written by Bill Phillips, editor-in-chief of Men's Health-the world's largest and most respected men's magazine-this 340-

page manual is packed with thousands of useful tips and action items to upgrade your diet, fitness, health, relationships, career, and more (as quickly as possible), plus specific do-it-yourself plans to make you the best man you can be.

Agile Retrospectives

Simon and Schuster
This short story from renowned Russian author Leo Tolstoy takes on an almost fable-like quality in its stark simplicity and moral truth. A wealthy man's greed and avarice lead him to treat his servant in a spectacularly cruel manner. Will he continue with his evil ways, or will he have a change of heart before it's too late?

Master and Man

Penguin

"...an engaging and

enlightening account from which we all can benefit."—The Wall Street Journal
A better way to combat knee-jerk biases and make smarter decisions, from Julia Galef, the acclaimed expert on rational decision-making. When it comes to what we believe, humans see what they want to see. In other words, we have what Julia Galef calls a "soldier" mindset. From tribalism and wishful thinking, to rationalizing in our personal lives and everything in between, we are driven to defend the ideas we most want to believe—and shoot down those we don't. But if we want to get things right more often, argues Galef, we should train ourselves to have a "scout"

mindset. Unlike the soldier, a scout's goal isn't to defend one side over the other. It's to go out, survey the territory, and come back with as accurate a map as possible. Regardless of what they hope to be the case, above all, the scout wants to know what's actually true. In *The Scout Mindset*, Galef shows that what makes scouts better at getting things right isn't that they're smarter or more knowledgeable than everyone else. It's a handful of emotional skills, habits, and ways of looking at the world—which anyone can learn. With fascinating examples ranging from how to survive being stranded in the middle of the ocean, to how Jeff Bezos avoids

overconfidence, to how superforecasters outperform CIA operatives, to Reddit threads and modern partisan politics, Galef explores why our brains deceive us and what we can do to change the way we think.

The Focus Project

Andrew Vaillencourt

A delightfully romantic, heartwarming read for everyone who's ever looked for The One and found someone better. You: kind, piano-playing sex god Me: hopelessly romantic charity shop manager Honeysuckle Jones has a problem, and her best friends Nell and Tash are on a mission to help her solve it. She needs a man -- a caring, intelligent, funny man. But most importantly, a man who's good with his

hands... Luckily Honey's new neighbour -- moody, antisocial ex-chef Hal -- fails on almost every count. Even though the chemistry between them is electric, he's obviously wrong for her in every way. But when Honey discovers the devastating reason for his moods she decides to give him another chance. And discovers that the best songs aren't always in tune... A hilarious, feel-good, sexy romantic comedy for fans of Lucy Diamond, Paige Toon and Giovanna Fletcher.

The 5 Masculine Instincts Viking Adult Building a Better Man presents a theory and science based discussion of masculinity in modern America, but it also does much more than that—it interweaves a

diverse group of compelling personal stories with an exploration of aggression and masculinity in the socialization of boys and men. Where other programs tend to subtly denigrate men as perpetrators and focus on stopping the problematic behavior, Building a Better Man tries to understand the external forces that impinge on the developmental experiences of boys/men and broadens the scope of inquiry into their behavior by reviewing a range of external societal forces that contribute to the problems. Clinicians and group leaders will find that the approach laid out in Building a Better Man leaves clients feeling

understood more than judged, which provides a different motivation for change and can set treatment on an entirely different and infinitely more productive path.

Dead Man Dreaming
HarperCollins

The first collection of poetry by the New York Times bestselling author of *The Dark Between Stars*. *Love Her Wild* is a collection of new and beloved poems from the poet Atticus, who has captured the hearts and minds of hundreds of thousands of avid followers on his Instagram account @atticuspoetry, including superstars like Karlie Kloss and Shay Mitchell. Dubbed the “#1 poet to follow” by Teen Vogue and “the world’s most tattoo-able” poet by

Galore magazine, in *Love Her Wild*, Atticus captures what is both raw and relatable about the smallest and the grandest moments in life: the first glimpse of a new love in Paris, skinny dipping on a summer’s night, the irrepressible exuberance of the female spirit, or drinking whiskey in the desert watching the rising sun. With honesty, poignancy, and romantic flare Atticus distills the most exhilarating highs and the heartbreaking lows of life and love into a few short lines, ensuring that his words will become etched in your mind—and will awaken your sense of adventure.

Building a Better Man
King Northern
Publishing
In 2010, Dan Savage

and his partner, Terry Miller, uttered three words that would give rise to a global movement focused on empowerment of LGBTQ+ youth — it gets better Growing up isn't easy. Many young people face daily tormenting and bullying, and this is especially true for LGBTQ kids and teens. In response to a number of tragic suicides by LGBTQ students, syndicated columnist and author Dan Savage uploaded a video to YouTube with his partner, Terry Miller. Speaking openly about the bullying they suffered, and how they both went on to lead rewarding adult lives, their video launched the It Gets Better Project YouTube channel and initiated a worldwide

phenomenon. It Gets Better is a collection of original essays and expanded testimonials written to teens from celebrities, political leaders, and everyday people, because while many LGBTQ teens can't see a positive future for themselves, we can.

Doing Good Better

Tiller Press

Shortlisted for the Booker Prize and an international bestseller: a brilliant meditation on truth, power, and (in)sanity. A BBC Radio 4 Book Club pick The year is 1869. A brutal triple murder in a remote community in the Scottish Highlands leads to the arrest of a young man by the name of Roderick Macrae. A memoir written by the accused makes it clear that he

is guilty, but it falls to the country's finest legal and psychiatric minds to uncover what drove him to commit such merciless acts of violence. Was he insane? Only the persuasive powers of his advocate stand between Macrae and the gallows. Graeme Macrae Burnet tells an irresistible and original story about the provisional nature of truth, even when the facts seem clear. His *Bloody Project* is a mesmerising literary thriller set in an unforgiving landscape where the exercise of power is arbitrary.

The Scout Mindset

Penguin

★★★★★ "Now I know what all the hype is about! Such a relatable read!" - Addison Rae, Actress ___ A novel full of truths about dating,

separations and love: direct, raw and damn revealing! After a sudden end with another guy she finally opened-up to, Amelia is thrown into a vortex of conflicting thoughts and emotions. Once again, she is forced to reflect on her life and what dating means in the modern world. The answers she finds, especially through a new male friend who unveils the way guys "really" think, makes her even more determined to find something more real. It all helps set her free...maybe... "I resonated with the characters so much, especially Amelia. It's not just a story about a breakup, but so much more and deeper than that." - Demi Rose, Model "Honestly, blew my mind how accurate

it is. Definitely recommend!" - Lizzie Sobinoff, Married At First Sight (MAFS) The Modern Break-Up was listed among the top romance novels to read by Popsugar.com. *Modern Manhood* Harper Collins

Remaking Manhood is a collection of Good Men Project Executive Editor Mark Greene's most popular articles on American culture, relationships, family and fatherhood. It is a timely and balanced look at the life affirming changes emerging from within the modern men's movement. "This is writing that unites men rather than dividing or exploiting them. It speaks to the very best part of men and asks them to bring that part to the fore-as fathers, as sons, as brothers, as

husbands, as friends, as lovers, and as citizens of life." - Michael Rowe, author of *Other Men's Sons*"Read this book, but don't mistake it as a defense of men. Remaking Manhood is going to be considered a go-to piece of literature on the new "Male Revolution."" - Jason Grant, CityDadsGroup.com"Mark interweaves his own deeply personal stories with a salient and powerful deconstruction of manhood in America."- Lisa Hickey, CEO, Good Men Project

[The Songs of St Petersburg](#) Rosenfeld Media

Wear just 33 items for 3 months and get back all the JOY you were missing while you were worrying what to wear. In Project 333,

minimalist expert and author of *Soulful Simplicity* Courtney Carver takes a new approach to living simply--starting with your wardrobe. Project 333 promises that not only can you survive with just 33 items in your closet for 3 months, but you'll thrive just like the thousands of woman who have taken on the challenge and never looked back. Let the de-cluttering begin! Ever ask yourself how many of the items in your closet you actually wear? In search of a way to pare down on her expensive shopping habit, consistent lack of satisfaction with her purchases, and ever-growing closet, Carver created Project 333. In this book, she guides readers through their

closets item-by-item, sifting through all the emotional baggage associated with those oh-so strappy high-heel sandals that cost a fortune but destroy your feet every time you walk more than a few steps to that extensive collection of never-worn little black dresses, to locate the items that actually look and feel like you. As Carver reveals in this book, once we finally release ourselves from the cyclical nature of consumerism and focus less on our shoes and more on our self-care, we not only look great we feel great--and we can see a clear path to make other important changes in our lives that reach far beyond our closets. With tips, solutions, and a closet-full of inspiration, this life-

changing minimalist manual shows readers that we are so much more than what we wear, and that who we are and what we have is so much more than enough.

The Better Angels of Our Nature Pragmatic Bookshelf

A NATIONAL BESTSELLER "My Grandmother's Hands will change the direction of the movement for racial justice."— Robin DiAngelo, New York Times bestselling author of *White Fragility* In this groundbreaking book, therapist Resmaa Menakem examines the damage caused by racism in America from the perspective of trauma and body-centered psychology. The body is where our instincts reside and

where we fight, flee, or freeze, and it endures the trauma inflicted by the ills that plague society. Menakem argues this destruction will continue until Americans learn to heal the generational anguish of white supremacy, which is deeply embedded in all our bodies. Our collective agony doesn't just affect African Americans. White Americans suffer their own secondary trauma as well. So do blue Americans—our police. My Grandmother's Hands is a call to action for all of us to recognize that racism is not only about the head, but about the body, and introduces an alternative view of what we can do to grow beyond our entrenched racialized

divide. Paves the way for a new, body-centered understanding of white supremacy—how it is literally in our blood and our nervous system. Offers a step-by-step healing process based on the latest neuroscience and somatic healing methods, in addition to incisive social commentary. Resmaa Menakem, MSW, LICSW, is a therapist with decades of experience currently in private practice in Minneapolis, MN, specializing in trauma, body-centered psychotherapy, and violence prevention. He has appeared on the Oprah Winfrey Show and Dr. Phil as an expert on conflict and violence. Menakem has studied with bestselling authors Dr. David

Schnarch (Passionate Marriage) and Dr. Bessel van der Kolk (The Body Keeps the Score). He also trained at Peter Levine's Somatic Experiencing Trauma Institute.

The Piano Man Project Routledge

A human-centric guide to solving complex problems in engineering management, from sizing teams to handling technical debt. There's a saying that people don't leave companies, they leave managers.

Management is a key part of any organization, yet the discipline is often self-taught and unstructured. Getting to the good solutions for complex management challenges can make the difference between

fulfillment and frustration for teams—and, ultimately, between the success and failure of companies. Will Larson's *An Elegant Puzzle* focuses on the particular challenges of engineering management—from sizing teams to handling technical debt to performing succession planning—and provides a path to the good solutions. Drawing from his experience at Digg, Uber, and Stripe, Larson has developed a thoughtful approach to engineering management for leaders of all levels at companies of all sizes. *An Elegant Puzzle* balances structured principles and human-centric thinking to help any leader create more effective and

rewarding organizations for engineers to thrive in. *The Happiness Project* Sounds True
Don't trust your instincts—there is a better path to becoming a better man. It's no secret: today's men face a dilemma. Our culture tells them that their instincts are either toxic or salvific. Men are left with only two options: deconstruct and forfeit masculine identity or embrace it with wild abandon. They're left to decide between ignoring their instincts or indulging them. Neither approach helps them actually understand their own masculine experiences nor how those experiences can lead them to become better men of God. The Bible doesn't shy away

from the reality of masculine instincts nor all of the ways those instincts can lead to destruction. Examining the lives of five men of the Bible, *The 5 Masculine Instincts* shows that these men aren't masculine role models or heroes but are men who wrestled with their own desires and, by faith, matured them into something better. Through this book you'll discover your own instincts are neither curse nor virtue. They are the experiences by which you develop a new and better instinct—an instinct of faith. By exploring sarcasm, adventure, ambition, reputation, and apathy, *The 5 Masculine Instincts* shows you how to better understand yourself and how your own

instincts can be matured into something better. This is the path by which we become better men. *Remaking Manhood* HarperCollins Building a Better Man presents a theory and science based discussion of masculinity in modern America, but it also does much more than that—it interweaves a diverse group of compelling personal stories with an exploration of aggression and masculinity in the socialization of boys and men. Where other programs tend to subtly denigrate men as perpetrators and focus on stopping the problematic behavior, *Building a Better Man* tries to understand the external forces that impinge on the

developmental experiences of boys/men and broadens the scope of inquiry into their behavior by reviewing a range of external societal forces that contribute to the problems. Clinicians and group leaders will find that the approach laid out in Building a Better Man leaves clients feeling understood more than judged, which provides a different motivation for change and can set treatment on an entirely different and infinitely more productive path.

[His Bloody Project](#)
Penguin Books
A GRIPPING, FEARLESS EXPLORATION OF MASCULINITY The effects of traditionally defined masculinity have become one of the most prevalent

social issues of our time. In this engaging and provocative new book, beloved actor, director, and social activist Justin Baldoni reflects on his own struggles with masculinity. With insight and honesty, he explores a range of difficult, sometimes uncomfortable topics including strength and vulnerability, relationships and marriage, body image, sex and sexuality, racial justice, gender equality, and fatherhood. Writing from experience, Justin invites us to move beyond the scripts we've learned since childhood and the roles we are expected to play. He challenges men to be brave enough to be vulnerable, to be strong enough to be

sensitive, to be confident enough to listen. Encouraging men to dig deep within themselves, Justin helps us reimagine what it means to be man enough and in the process what it means to be human.

The 1619 Project
Vintage

Anda mungkin beruntung memiliki pekerjaan atau proyek mendatang dengan visi yang cemerlang.

Namun, upaya mewujudkan visi ini sering kali tak mudah. Setiap hari Anda gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu, dan proyek jangka panjang yang hanya berdasarkan asumsi. Sudah

waktunya Anda mencoba Sprint, sebuah metode untuk memecahkan masalah dan menguji ide-ide baru, menyelesaikan lebih banyak hal dengan efisien. Buku ini ditulis Jake Knapp, mantan Design Partner Google Ventures, untuk menuntun Anda merasakan pengalaman menerapkan metode yang telah mendunia ini. Sprint mewujudkan pengekseskusan ide besar hanya dalam lima hari. Menuntun tim Anda dengan checklist lengkap, mulai dari Senin hingga Jumat. Menjawab segala pertanyaan penting yang sering kali hanya disimpan di benak mereka yang sedang menguji ide/konsep/produk. Sprint juga membantu

Anda lebih menikmati setiap proses. Anda bisa mengamati dan bergabung dengan ratusan dari pelaku Sprint di seluruh dunia melalui tagar #sprintweek di Twitter. Sebuah proyek besar terjadi pada 2009. Seorang insinyur Gmail bernama Peter Balsiger mencetuskan ide mengenai surel yang bisa teratur secara otomatis. Saya sangat tertarik dengan idenya—yang disebut “Kotak Masuk Prioritas”—dan merekrut insinyur lain, Annie Chen, untuk bergabung bersama kami. Annie setuju, tetapi dia hanya punya waktu sebulan untuk mengerjakannya. Kalau kami tidak bisa membuktikan bahwa ide itu bisa diterapkan dalam jangka waktu tersebut, Annie akan

beralih ke proyek lainnya. Saya yakin waktunya tidak akan cukup, tetapi Annie adalah insinyur yang luar biasa. Jadi, saya memutuskan untuk menjalaninya saja. Kami membagi waktu sebulan itu ke dalam empat bagian yang masing-masing lamanya seminggu. Setiap pekan, kami menggarap desain baru. Annie dan Peter membuat purwarupa, lalu pada akhir minggu, kami menguji desain ini bersama beberapa ratus orang lainnya. Pada akhir bulan, kami menemukan solusi yang bisa dipahami dan diinginkan orang-orang. Annie tetap menjadi pemimpin untuk tim Kotak Masuk Prioritas. Dan entah bagaimana caranya, kami berhasil menyelesaikan tugas

desainnya dalam waktu yang lebih singkat dari biasanya. Beberapa bulan kemudian, saya mengunjungi Serge Lachapelle dan Mikael Drugge, dua orang karyawan Google di Stockholm. Kami bertiga ingin menguji ide perangkat lunak untuk konferensi video yang bisa dijalankan lewat peramban. Karena saya berada di kota tersebut hanya selama beberapa hari, kami bekerja secepat mungkin. Pada penghujung kunjungan saya, kami berhasil menyelesaikan purwarupanya. Kami mengirimkannya ke rekan kerja kami lewat surel dan mulai menggunakannya dalam rapat. Dalam beberapa bulan, seluruh perusahaan sudah bisa

menggunakannya. (Selanjutnya, versi yang sudah dipoles dan disempurnakan dari aplikasi berbasis web tersebut dikenal sebagai Google Hangouts.) Dalam kedua kasus tersebut, saya menyadari bahwa saya bekerja jauh lebih efektif ketimbang rutinitas kerja harian saya atau ketika mengikuti lokakarya diskusi sumbang saran. Apa yang membedakannya? Saya menimbang kembali lokakarya tim yang saya gagas sebelumnya. Bagaimana kalau saya memasukkan elemen ajaib lainnya—fokus pada kerja individu, waktu untuk membuat purwarupa, dan tenggat yang tak bisa ditawar? Saya lalu menyebutkan, “sprint” desain. Saya membuat

jadwal kasar untuk sprint pertama saya: satu hari untuk berbagi informasi dan mereka ide, diikuti dengan empat hari pembuatan purwarupa. Sekali lagi, tim Google menyambut baik eksperimen ini. Saya memimpin sprint untuk mendesain Chrome, Google Search, Gmail, dan proyek-proyek lainnya. Ini sangat menarik. Sprint ini berhasil. Ide-ide diuji, dibangun, diluncurkan, dan yang terbaik, kebanyakan dari ide-ide ini berhasil diterapkan dalam dunia nyata. Proses sprint menyebar di seisi Google dari satu tim ke tim lain, dari satu kantor ke kantor lain. Seorang desainer dari Google X tertarik dengan metode ini, jadi dia menjalankan sprint untuk sebuah tim di Google Ads. Anggota

tim dalam sprint di Ads kemudian menyampaikannya kepada kolega mereka, dan begitu seterusnya. Dalam waktu singkat saya mendengar penerapan sprint dari orang-orang yang tidak saya kenal. Dalam perjalanannya, saya membuat beberapa kesalahan. Sprint pertama saya melibatkan empat puluh orang—jumlah yang sangat besar dan justru hampir menghambat sprint tersebut, bahkan sebelum dimulai. Saya menyesuaikan waktu yang diperlukan untuk mengembangkan ide dan pembuatan purwarupa. Saya jadi memahami mana yang terlalu cepat, terlalu lambat, hingga akhirnya menemukan yang waktu paling sesuai. Beberapa tahun

kemudian, saya bertemu Bill Maris untuk membicarakan sprint. Bill adalah CEO Google Ventures, perusahaan modal ventura yang didirikan Google untuk berinvestasi pada startup-startup potensial. Dia adalah salah satu orang berpengaruh di Silicon Valley. Namun, Anda tidak akan menyangkanya dari pembawaannya yang santai. Pada sore itu, dia mengenakan pakaian khasnya, yaitu topi bisbol dan kaus dengan tulisan tentang Vermont. Bill tertarik untuk menjalankan sprint dengan startup dalam portofolio GV. Startup biasanya hanya memiliki satu kesempatan emas untuk mendesain sebuah produk yang sukses, sebelum

akhirnya kehabisan dana. Sprint bisa membantu mencari tahu apakah startup-startup ini berada di jalur yang tepat sebelum akhirnya mereka bisa berkecimpung dalam tahapan yang lebih berisiko untuk membangun dan meluncurkan produk mereka. Dengan menjalankan sprint, mereka bisa mendapatkan sekaligus menghemat uang. Namun agar berhasil, saya harus menyesuaikan proses sprint ini. Saya sudah berpikir mengenai produktivitas individu dan tim selama beberapa tahun. Namun, saya hampir tidak tahu apa-apa mengenai startup dan kebutuhan bisnis mereka. Tetap saja, antusiasme Bill

meyakinkan saya bahwa Google Ventures adalah tempat yang tepat untuk menerapkan sprint—sekaligus tempat yang tepat bagi saya. “Ini misi kita,” ujarnya, “untuk bisa menemukan entrepreneur terbaik di muka bumi dan membantu mereka membuat dunia ini menjadi tempat yang lebih baik.” Saya tentu tak bisa menolaknya. Di GV, saya bergabung dengan tiga rekan lain: Braden Kowitz, John Zeratsky, dan Michael Margolis. Bersama, kami mulai menjalankan sprint dengan startup-startup, bereksperimen dengan prosesnya, dan menguji hasilnya agar bisa menemukan cara untuk memperbaikinya. Ide-ide dalam buku ini lahir

dari semua anggota tim kami. Braden Kowitz memasukkan desain berbasis cerita dalam proses sprint, sebuah pendekatan tak biasa yang berfokus pada pengalaman konsumen alih-alih komponen individu atau teknologi. John Zeratsky membantu kami memulai dari akhir sehingga tiap sprint bisa membantu menjawab berbagai pertanyaan bisnis paling penting. Braden dan John memiliki pengalaman dalam bisnis dan startup, hal yang tidak saya miliki, dan mereka menyesuaikan prosesnya untuk menciptakan fokus yang lebih baik dan keputusan yang lebih cerdas di tiap sprint. Michael Margolis mendorong kami untuk mengakhiri tiap sprint

dengan pengujian di dunia nyata. Dia menjalankan riset konsumen, yang perencanaan dan pelaksanaannya bisa menghabiskan waktu berminggu-minggu, dan menemukan cara untuk mendapatkan hasil yang jelas hanya dalam sehari. Ini benar-benar sebuah keajaiban. Kami tidak perlu lagi menebak-nebak apakah solusi kami bagus atau tidak karena di akhir tiap sprint, kami mendapatkan jawabannya. Kemudian ada Daniel Burka, seorang entrepreneur yang mendirikan dua startup sebelum menjual salah satunya ke Google dan bergabung dengan GV. Saat kali pertama menjelaskan proses sprint kepadanya, dia skeptis. Baginya, sprint

terdengar seperti serangkaian proses manajemen yang rumit. Namun, dia sepakat untuk mencoba salah satunya. “Dalam sprint pertama itu, kami memangkas prosesnya dan menciptakan sesuatu yang ambisius hanya dalam sepekan. Saya benar-benar jatuh hati.” Setelah kami berhasil meyakinkannya, pengalaman langsung Daniel sebagai seorang pendiri startup dan sikapnya yang tidak menoleransi omong kosong membantu kami menyempurnakan prosesnya. Sejak sprint pertama di GV pada 2012, kami telah beradaptasi dan bereksperimen. Mulanya kami mengira pembuatan purwarupa dan riset yang cepat

hanya akan berhasil untuk produk berskala besar. Mampukah kami bergerak sama cepatnya jika konsumen kami adalah para ahli di berbagai bidang seperti kesehatan dan keuangan? Tanpa disangka, proses lima hari ini bisa bertahan. Proses ini sesuai untuk semua jenis konsumen, mulai dari investor sampai petani, dari onkolog sampai pemilik bisnis skala kecil. Juga bagi situs web, aplikasi iPhone, laporan medis, hingga perangkat keras berteknologi tinggi. Tidak hanya untuk mengembangkan produk, kami juga menggunakan sprint untuk menentukan prioritas, strategi pemasaran, bahkan menamai perusahaan. Proses ini berulang-

ulangmenyatukan tim dan menjadikan ide-ide menjadi nyata. Selama beberapa tahun belakangan, tim kami mendapatkan beragam kesempatan untuk bereksperimen dan memvalidasi ide kami mengenai proses kerja. Kami menjalankan lebih dari seratus sprint bersama dengan startup-startup dalam portofolio GV. Kami bekerja bersama, sekaligus belajar dari para entrepreneur brilian seperti Anne Wojcicki (pendiri 23andMe), Ev Williams (pendiri Twitter, Blogger, dan Medium), serta Chad Hurley dan Steve Chen (pendiri YouTube). Pada awalnya, saya hanya ingin membuat hari-hari kerja saya efisien dan berkualitas. Saya ingin berfokus pada apa yang benar-benar

penting dan menjadikan waktu saya berharga—bagi saya, tim, dan konsumen kami. Kini, lebih dari satu dekade kemudian, proses sprint secara konsisten telah membantu saya meraih mimpi tersebut. Dan saya sangat senang berbagi mengenai hal tersebut dengan Anda dalam buku ini. Dengan keberuntungan, Anda bisa memilih pekerjaan Anda karena visi yang tajam. Anda ingin berbagi visi tersebut kepada dunia, baik yang berupa pesan, layanan, maupun pengalaman, dengan perangkat lunak maupun keras, atau bahkan—sebagaimana dicontohkan dalam buku ini—sebuah cerita atau ide. Namun, mewujudkan visi ini tak mudah. Gampang

sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu Anda, dan proyek jangka panjang yang hanya berdasarkan asumsi. Prosesnya tidak harus selalu seperti ini. Sprint menawarkan jalur untuk memecahkan masalah-masalah besar, menguji ide-ide baru, menyelesaikan lebih banyak hal, dan melakukan semuanya dengan lebih cepat. Sprint juga membantu Anda lebih menikmati prosesnya. Dengan kata lain, Anda benar-benar harus mencobanya sendiri. Ayo kita mulai. —Jake Knapp San Francisco, Februari 2016 [Mizan, Bentang Pustaka, Manajemen, Ide, Kreatif, Inovasi,

Motivasi, Dewasa, bintang bisnis &
Indonesia] spesial seri startup