

---

# Jenn Air Manuals Online

Thank you utterly much for downloading Jenn Air Manuals Online. Maybe you have knowledge that, people have seen numerous times for their favorite books in the same way as this Jenn Air Manuals Online, but end in the works in harmful downloads.

Rather than enjoying a fine book following a mug of coffee in the afternoon, otherwise they juggled subsequent to some harmful virus inside their computer. Jenn Air Manuals Online is easily reached in our digital library an online permission to it is set as public so you can download it instantly. Our digital library saves in combined countries, allowing you to get the most less latency epoch to download any of our books past this one. Merely said, the Jenn Air Manuals Online is universally compatible past any devices to read.



## The Controversy Manual Penguin

The inspirational bestseller that ignited a movement and asked us to find our WHY Discover the book that is captivating millions on TikTok and that served as the basis for one of the most popular TED Talks of all time—with more than 56 million views and counting. Over a decade ago, Simon Sinek started a movement that inspired millions to demand purpose at work, to ask what was the WHY of their organization. Since then, millions have been touched by the power of his ideas, and these ideas remain as relevant and timely as ever. **START WITH WHY** asks (and answers) the questions: why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers had little in common, but they all started with WHY. They realized that people won't truly buy into a product, service, movement, or idea until they understand the WHY behind it. **START**

**WITH WHY** shows that the leaders who have had the greatest influence in the world all think, act and communicate the same way—and it's the opposite of what everyone else does. Sinek calls this powerful idea **The Golden Circle**, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with **WHY**.

## OphthoBook Penguin

Climate change, psychiatric drugs, genetically modified organisms, nuclear power, fluoridation, stem cell research - these are just a few of the hundreds of issues involving science and technology that are vigorously debated. If you care about an issue, how can you be more effective in arguing for your viewpoint and campaigning in support of it? **The Controversy Manual** offers practical advice for campaigners as well as plenty of information for people who want to better understand what's happening and to be able to discuss the issues with friends. **The Controversy Manual** provides information for understanding controversies, arguing against opponents, getting your message out, and defending against attack. Whether experts are on your side or mostly on the side of

---

opponents, you'll find advice for being more effective. While not taking sides on individual controversies, the emphasis is on fostering fair and open debate and opposing those who use power and manipulation to get their way.

### **Small Victories** American Diabetes Association

OphthoBook is the printed version of the amazing OphthoBook.com online book and video series. The combination of this text, along with the online video lectures, creates the most informative and easy-to-understand ophthalmology review ever written. It is geared toward medical students, optometry students, and non-ophthalmologists who want to learn more about the eye without getting bogged down with mindless detail. The book is broken down into ten chapters: 1. Eye History 2. Anatomy 3. Glaucoma 4. Retina 5. Infection 6. Neuroophthalmology 7. Pediatric Ophthalmology 8. Trauma 9. Optics 10. Lens and Cataract Each chapter also includes "pimp questions" you might be asked in a clinic. Also, an entire chapter of ophthalmology board-review questions, flashcards, and eye abbreviations. Perhaps most useful, each chapter corresponds to the 20-minute video lectures viewable at OphthoBook.com. And lots of fun cartoons!

### **The Case for Marriage** Chronicle Books NEW YORK TIMES BEST SELLER •

From the best-selling author of *The Smitten Kitchen Cookbook*—this everyday cookbook is “filled with fun and easy ... recipes that will have you actually looking forward to hitting the kitchen at the end of a long work day” (*Bustle*). A happy discovery in the kitchen has the ability to completely change the course of your day. Whether we’re cooking for ourselves, for a date night in, for a Sunday supper with friends, or for family on a busy weeknight, we all want recipes that are unfussy to make with triumphant results. Deb Perelman, award-

winning blogger, thinks that cooking should be an escape from drudgery. *Smitten Kitchen Every Day: Triumphant and Unfussy New Favorites* presents more than one hundred impossible-to-resist recipes—almost all of them brand-new, plus a few favorites from her website—that will make you want to stop what you’re doing right now and cook. These are real recipes for real people—people with busy lives who don’t want to sacrifice flavor or quality to eat meals they’re really excited about.

You’ll want to put these recipes in your Forever Files: Sticky Toffee Waffles (sticky toffee pudding you can eat for breakfast), Everything Drop Biscuits with Cream Cheese, and Magical Two-Ingredient Oat Brittle (a happy accident). There’s a (hopelessly, unapologetically inauthentic) Kale Caesar with Broken Eggs and Crushed Croutons, a Mango Apple Ceviche with Sunflower Seeds, and a Grandma-Style Chicken Noodle Soup that fixes everything. You can make Leek, Feta, and Greens Spiral Pie, crunchy Brussels and Three Cheese Pasta Bake that tastes better with brussels sprouts than without, Beefsteak Skirt Steak Salad, and Bacony Baked Pintos with the Works (as in, giant bowls of beans that you can dip into like nachos). And, of course, no meal is complete without cake (and cookies and pies and puddings): Chocolate Peanut Butter Icebox Cake (the icebox cake to end all icebox cakes), Pretzel Linzers with Salted Caramel, Strawberry Cloud Cookies, Bake Sale Winning-est Goopy Oat Bars, as well as the ultimate Party Cake Builder—four one-bowl cakes for all occasions with mix-and-match frostings (bonus: less time spent doing dishes means everybody wins). Written with Deb’s trademark humor and gorgeously illustrated with her own

---

photographs, *Smitten Kitchen Every Day* is filled with what are sure to be your new favorite things to cook.

*Born to Run* Workman Publishing Company

Detailed instructions, accompanied by hundreds of step-by-step illustrations, take readers through common repairs and maintenance tasks around the house, including repairing holes in drywall, unclogging drains, replacing light fixtures, repairing cracked tiles, screening gutters, and more. Original. 12,000 first printing.

*Elementary Statistics* Tim Duggan Books

The *Generation Z Guide* equips professionals to improve recruitment, enhance engagement, and effectively train and develop the post-Millennial generation. Born after 1998, Generation Z ranges from those entering high school, completing undergraduate college, and starting careers. Generation Z is very different than Millennials and their rapid entrance into the workforce is increasing the complexity of managing and working across generations. In fact, 62 percent of Generation Z anticipate challenges working with Baby Boomers and Generation X. Generation Z has never known a Google-free world. Growing up during the most accelerated and game-changing periods of technological advancements in history has imprinted Generation Z with new behaviors, preferences, and expectations of work, communication, leadership, and much more. The *Generation Z Guide*'s insights are research based and the applications are marketplace tested. Learn from leading companies on how best to attract, engage, and lead Generation Z.

All the Rules Clarkson Potter

While there are numerous technical resources available, often you have to search through a plethora of them to find the information you use on a daily basis. And maintaining a library suitable for a comprehensive practice can become quite costly. The new edition of a bestseller, *Safety Professional's Reference and Study Guide, Second Edition* provides a single-source reference that contains all the information required to handle the day-to-day tasks of a practicing industrial hygienist. New Chapters in the Second Edition cover: Behavior-based safety programs Safety auditing procedures and techniques Environmental management Measuring health and safety performance OSHA 's laboratory safety standard Process safety management standard BCSPs Code of Ethics The book provides a quick desk reference as well as a resource for preparations for the Associate Safety Professional (ASP), Certified Safety Professional (CSP), Occupational Health and Safety Technologist (OHST), and the Construction Health and Safety Technologist (CHST) examinations. A collection of information drawn from textbooks, journals, and the author 's more than 25 years of experience, the reference provides, as the title implies, not just a study guide but a reference that has staying power on your library shelf.

*Get Your Community Moving* Grand Central Publishing

It's murder by the book in the latest hit *Library Lover's* mystery from the New York Times bestselling author of *Death in the Stacks*. When a stack of library materials is found at the scene of a hit and run, library director Lindsey Norris finds herself dragged into the investigation as the police try to link the driver of the stolen car to the person who borrowed the books. Before Lindsey can delve into the library's records, the victim of the hit

---

and run, Theresa Houston, suffers another "accident" and the investigation shifts from driver negligence to attempted homicide. A clue surfaces in the confiscated library materials that could crack open the case and it is up to Lindsey to piece it all together. But things are not as they seem in the sleepy town of Briar Creek, and when the driver of the stolen car turns up dead, Lindsey, her staff, and her library friends have to hit the books before the murderer gets the last word....

Tales from a Not-So-Friendly  
Frenemy Crown

Customize your 2018

INTERNATIONAL FUEL GAS  
CODE Soft Cover book with  
updated, easy-to-use TURBO  
TABS. These handy tabs will  
highlight the most frequently  
referenced sections of the latest  
version of the IFGC. They have  
been strategically designed by  
industry experts so that users can  
quickly and efficiently access the  
information they need, when they  
need it.

Good and Cheap Saint Martin's  
Griffin

A groundbreaking look at marriage, one of the most basic and universal of all human institutions, which reveals the emotional, physical, economic, and sexual benefits that marriage brings to individuals and society as a whole. *The Case for Marriage* is a critically important intervention in the national debate about the future of family. Based on the authoritative research of family sociologist Linda J. Waite, journalist

Maggie Gallagher, and a number of other scholars, this book's findings dramatically contradict the anti-marriage myths that have become the common sense of most Americans. Today a broad consensus holds that marriage is a bad deal for women, that divorce is better for children when parents are unhappy, and that marriage is essentially a private choice, not a public institution. Waite and Gallagher flatly contradict these assumptions, arguing instead that by a broad range of indices, marriage is actually better for you than being single or divorced – physically, materially, and spiritually. They contend that married people live longer, have better health, earn more money, accumulate more wealth, feel more fulfillment in their lives, enjoy more satisfying sexual relationships, and have happier and more successful children than those who remain single, cohabit, or get divorced. *The Case for Marriage* combines clearheaded analysis, penetrating cultural criticism, and practical advice for strengthening the institution of marriage, and provides clear, essential guidelines for reestablishing marriage as the foundation for a healthy and happy society. "A compelling defense of a sacred union. *The Case for Marriage* is well written and well argued, empirically rigorous and learned, practical and commonsensical." -- William J. Bennett, author of *The Book of Virtues* "Makes the absolutely critical point that

---

marriage has been misrepresented and misunderstood.” -- The Wall Street Journal  
www.broadwaybooks.com  
Architectural Record Createspace Independent Publishing Platform  
The bestselling motivational guide that TheAtlantic.com calls "a rallying cry for women to get the money they deserve." Why are women so often overlooked and underpaid? What are the real reasons men get raises more often than women? How can women ask for--and actually get--the money, the job, the recognition they deserve? Prompted by her own experience as cohost of Morning Joe, Mika Brzezinski asked a wide range of successful women to share the critical lessons they learned while moving up in their fields. Power players such as Facebook's Sheryl Sandberg, Senator Elizabeth Warren, Harvard's Victoria Budson, comedian Susie Essman, and many more shared their surprising personal stories. They spoke candidly about why women are paid less and the pitfalls women face--and play into. Now expanded to address gender dynamics in the #MeToo era, Know Your Value blends compelling personal stories with the latest research on why many women don't negotiate their compensation, why negotiating aggressively usually backfires, and what can be done about it. For any woman who has ever wondered if her desire to be liked can be a liability (yes), if there is a way to

reclaim her contribution after it's been co-opted in a meeting (yes), and if there are strategies men use to get ahead that women should too (yes!), Know Your Value provides vital advice to help women be their own best advocates.

The B Corp Handbook Knopf

"Nikki Maxwell has the worst luck. Of all the schools she could have been assigned to for the student exchange week program, she's stuck at North Hampton Hills, her arch nemesis MacKenzie Hollister's new school. Even worse, there might just be someone at NHH who can out-MacKenzie MacKenzie! At least Nikki can write about every moment of drama in her diary, so readers won't miss a moment of it. Can the queen of dorks survive a week at the head CCP's new school or will it be a dorky disaster? ("--Smitten Kitchen Every Day ALA Editions NEW YORK TIMES BEST SELLER • Celebrated food blogger and best-selling cookbook author Deb Perelman knows just the thing for a Tuesday night, or your most special occasion—from salads and slaws that make perfect side dishes (or a full meal) to savory tarts and galettes; from Mushroom Bourguignon to Chocolate Hazelnut Crepe. “ Innovative, creative, and effortlessly funny.” —Cooking Light Deb Perelman loves to cook. She isn't a chef or a restaurant owner—she's never even waitressed. Cooking in her tiny Manhattan kitchen was, at least at first, for special occasions—and, too often, an unnecessarily daunting venture. Deb found herself overwhelmed by the number of recipes available to her. Have you ever searched for the perfect birthday cake on Google? You'll get more than three million results. Where do you start? What if you pick a recipe that's downright bad? With the same warmth, candor, and can-do spirit her award-winning blog, Smitten Kitchen, is known for, here Deb presents more than 100 recipes—almost entirely new,

---

plus a few favorites from the site—that guarantee delicious results every time. Gorgeously illustrated with hundreds of her beautiful color photographs, *The Smitten Kitchen Cookbook* is all about approachable, uncompromised home cooking. Here you'll find better uses for your favorite vegetables: asparagus blanketing a pizza; ratatouille dressing up a sandwich; cauliflower masquerading as pesto. These are recipes you'll bookmark and use so often they become your own, recipes you'll slip to a friend who wants to impress her new in-laws, and recipes with simple ingredients that yield amazing results in a minimum amount of time. Deb tells you her favorite summer cocktail; how to lose your fear of cooking for a crowd; and the essential items you need for your own kitchen. From salads and slaws that make perfect side dishes (or a full meal) to savory tarts and galettes; from Mushroom Bourguignon to Chocolate Hazelnut Crepe Cake, Deb knows just the thing for a Tuesday night, or your most special occasion. Look for Deb Perelman's latest cookbook, *Smitten Kitchen Keepers! Once Upon a Chef*:

Weeknight/Weekend Agate Publishing  
Using Business as a Force for Good  
Join a Growing Movement: Learn how you can join more than 1,000 Certified B Corporations from 80 industries and 35 countries—led by well-known icons like Patagonia and Ben & Jerry's and disruptive upstarts like Warby Parker and Etsy—in a global movement to redefine success in business. Build a Better Business: Drawing on interviews, tips, and best practices from over 100 B Corporations, author and B Corp owner Ryan Honeyman shows that using business as a force for good can help you attract and retain the best talent, distinguish your company in a crowded market, and increase customer trust, loyalty, and

evangelism for your brand. More than 1,000 companies from 80 industries and 30 countries are leading a global movement to redefine success in business. They're called B Corporations—B Corps for short—and these businesses create high-quality jobs, help build stronger communities, and restore the environment, all while generating solid financial returns.

Author and B Corp owner Ryan Honeyman worked closely with over 100 B Corp CEOs and senior executives to share their tips, advice, and best-practice ideas for how to build a better business and how to meet the rigorous standards for—and enjoy the benefits of—B Corp certification. This book makes the business case for improving your social and environmental performance and offers a step-by-step “quick start guide” on how your company can join an innovative and rapidly expanding community of businesses that want to make money and make a difference.

Once Upon a Chef, the Cookbook (Sneak Peek) Hachette Books  
"Sleep is one of the most important but least understood aspects of our life, wellness, and longevity ... An explosion of scientific discoveries in the last twenty years has shed new light on this fundamental aspect of our lives. Now ... neuroscientist and sleep expert Matthew Walker gives us a new understanding of the vital importance of sleep and dreaming"--Amazon.com.

Builder Packt Publishing Ltd  
In this coming-of-age romance perfect for fans of Jenny Han and Sarah Dessen, scandal and romance collide when an ambitious teen

---

returns to her hometown only to have her plans interrupted after falling for the town's "bad boy"—a.k.a. her childhood best friend. Sometimes to find the good, you have to embrace the bad. Budding photographer Josie Saint-Martin has spent half her life with her single mother, moving from city to city. When they return to her historical New England hometown years later to run the family bookstore, Josie knows it's not forever. Her dreams are on the opposite coast, and she has a plan to get there. What she doesn't plan for is a run-in with the town bad boy, Lucky Karras. Outsider, rebel...and her former childhood best friend. Lucky makes it clear he wants nothing to do with the newly returned Josie. But everything changes after a disastrous pool party, and a poorly executed act of revenge lands Josie in some big-time trouble—with Lucky unexpectedly taking the blame. Determined to understand why Lucky was so quick to cover for her, Josie discovers that both of them have changed, and that the good boy she once knew now has a dark sense of humor and a smile that makes her heart race. And maybe, just maybe, he's not quite the brooding bad boy everyone thinks he is...

The Generation Z Guide Chronicle Books

The New Artisan Bread in Five Minutes a Day is a fully revised and updated edition of the bestselling,

ground-breaking, and revolutionary approach to bread-making--a perfect gift for foodies and bakers! With more than half a million copies of their books in print, Jeff Hertzberg and Zoë François have proven that people want to bake their own bread, so long as they can do it easily and quickly. Based on fan feedback, Jeff and Zoë have completely revamped their first, most popular, and now-classic book, *Artisan Bread in Five Minutes a Day*. Responding to their thousands of ardent fans, Jeff and Zoë returned to their test kitchens to whip up more delicious baking recipes. They've also included a gluten-free chapter, forty all-new gorgeous color photos, and one hundred informative black-and-white how-to photos. They've made the "Tips and Techniques" and "Ingredients" chapters bigger and better than ever before, and included readers' Frequently Asked Questions. This revised edition also includes more than thirty brand-new recipes for Beer-Cheese Bread, Crock-Pot Bread, Panini, Pretzel Buns, Apple-Stuffed French Toast, and many more. There's nothing like the smell of freshly baked bread to fill a kitchen with warmth, eager appetites, and endless praise. Now, using Jeff and Zoë's innovative technique, you can create bread that rivals those of the finest bakers in the world in just five minutes of active preparation time.

*Chasing Lucky* Simon and Schuster

This book is essential reading for any programming librarian, administrator, or community coordinator looking to boost circulation stats, program numbers, literacy rates, and foster joy and wellness in their community.

[The Smitten Kitchen Cookbook](#) Lulu.com  
The American Diabetes Association/JDRF

---

Type 1 Diabetes Sourcebook serves as both an evidence-based reference work and consensus report outlining the most critical components of care for individuals with type 1 diabetes throughout their lifespan. The volume serves not only as a comprehensive guide for clinicians, but also reviews the evidence supporting these components of care and provides a perspective on the critical areas of research that are needed to improve our understanding of type 1 diabetes diagnosis and treatment. The volume focuses specifically on the needs of patients with type 1 diabetes and provides clear and detailed guidance on the current standards for the optimal treatment of type 1 diabetes from early childhood to later life. To accomplish the book's editorial goals, Editors-in-Chief, Drs. Anne Peters and Lori Laffel, assembled an editorial steering committee of prominent research physicians, clinicians, and educators to develop the topical coverage. In addition, a Managing Editor was brought on to help the authors write and focus their chapters.

#### Hitting the Books Penguin

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

pengekseskuan 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-ulang menyatukan 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 sehabian 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, Indonesia] spesial seri bentang bisnis & startup