



the Scrum process and remove impediments. But being a great ScrumMaster, one who truly embodies the principles of servant-leadership and helps nurture a high-performing team, is much harder and more elusive. In this second edition of his groundbreaking book, Geoff shares an updated collection of stories and practical guidance, drawn from twenty years of coaching Scrum teams that will guide you on your path to greatness. In this book you will learn: The skills and characteristics of great ScrumMasters How to generate, maintain and increase engagement from the team How to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums. How to foster a more creative and collaborative team How to increase the performance of the team How to know when you are a successful ScrumMaster Scrum Mastery is for practicing ScrumMasters who want to develop themselves into a great servant-leader capable of taking their teams beyond simple process compliance. Mike Cohn, in his foreword for the book, said: "Most books rehash well-trod territory and I don't finish them any wiser. I am positive I will be referring back to this book for many years" Roman Pichler said: "I am thoroughly impressed with how comprehensive and well-written the book is. It will be indispensable for many people"

**Agile!** Bertrand Meyer 2014-04-03 Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts? Would you like to know which agile techniques work, which ones do not matter much, and which ones will harm your projects? Then you need Agile!: the first exhaustive, objective review of agile principles, techniques and tools. Agile methods are one of the most important developments in software over the past decades, but also a surprising mix of the best and the worst. Until now every project and developer had to sort out the good ideas from the bad by themselves. This book spares you the pain. It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations. Agile! serves first as a primer on agile development: one chapter each introduces agile principles, roles, managerial practices, technical practices and artifacts. A separate chapter analyzes the four major agile methods: Extreme Programming, Lean Software, Scrum and Crystal. The accompanying critical analysis explains what you should retain and discard from agile ideas. It is based on Meyer's thorough understanding of software engineering, and his extensive personal experience of programming and project management. He highlights the limitations of agile methods as well as their truly brilliant contributions—even those to which their own authors do not do full justice. Three important chapters precede the core discussion of agile ideas: an overview, serving as a concentrate of the entire book; a dissection of the intellectual devices used by agile authors; and a review of classical software engineering techniques, such as requirements analysis and lifecycle models, which agile methods criticize. The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas. This is the first book to discuss agile methods, beyond the brouhaha, in the general context of modern software engineering. It is a key resource for projects that want to combine the best of established results and agile innovations.

**Coaching Agile Teams** Lyssa Adkins 2010-05-18 The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from "command and control" to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

**Agile Software Development Quality Assurance** Stamelos, Ioannis G. 2007-02-28 "This book provides the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It presents four values explaining extreme programming (XP), the most widely adopted agile methodology"—Provided by publisher.

**Learning Agile** Andrew Stellman 2014-11-12 Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

**Crystal Clear** Alistair Paul Becker 2004-10-19 Carefully researched over ten years and eagerly anticipated by the agile community, Crystal Clear: A Human-Powered Methodology for Small Teams is a lucid and practical introduction to running a successful agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360, and the essential Reflection Workshop Question-and-answer with the author about how he arrived at these recommendations, including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

**Essential Scrum** Kenneth S. Rubin 2012 This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

**The Agile Samurai** Jonathan Rasmusson 2010-09-25 Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, The Agile Samurai gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. The Agile Samurai slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

**Great Big Agile** Jeff Dalton 2018-12-07 Big Agile leaders need an empirical, "high-trust" model that provides guidance for scaling and sustaining agility and capability throughout a modern technology organization. This book presents the Agile Performance Hierarchy (APH)—a "how-ability" model that provides agile leaders and teams with an operating system to build, evaluate, and sustain great agile habits and behaviors. The APH is an organizational operating system based on a set of interdependent, self-organizing circles, or holons, that reflect the empirical, object-oriented nature of agility. As more companies seek the benefits of Agile within and beyond IT, agile leaders need to build and sustain capability while scaling agility—no easy task—and they need to succeed without introducing unnecessary process and overhead. The APH is drawn from lessons learned while observing and assessing hundreds of agile companies and teams. It is not a process or a hierarchy, but a holarchy, a series of performance circles with embedded and interdependent holons that reflect the behaviors of high-performing agile organizations. Great Big Agile provides implementation guidance in the areas of leadership, values, teaming, visioning, governing, building, supporting, and engaging within an all-agile organization. What You'll Learn Model the behaviors of a high-performance agile organization Benefit from lessons learned by other organizations that have succeeded with Big Agile Assess your level of agility with the Agile Performance Hierarchy Apply the APH model to your business Understand the APH performance circles, holons, objectives, and actions Obtain certification for your company, organization, or agency Who This Book Is For Professionals leading, or seeking to lead, an agile organization who wish to use an innovative model to raise their organization's agile performance from one level to the next, all the way to mastery

**Lean-Agile Software Development** Alan Shalloway 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, [www.netobjectives.com/lasd](http://www.netobjectives.com/lasd), provides updates, links to related materials, and support for discussions of the book's content.

**Retrospectives for Organizational Change** Jutta Eckstein 2019-02-19 In this book, Jutta Eckstein examines how retrospectives—originally a kind of a facilitated workshop for gaining feedback—can be applied conceptually to initiate and implement organizational change. Technically, retrospectives were an instrument for a group to examine a past joint period of time and learn from that. The participants of a Retrospective for Organizational Change do not share a joint past, yet they learn from their different individual experiences and use this as a basis to form a shared future. The main strength is to leverage the experiences of a diverse group. Especially if the change is dynamic, which means the approach toward the goal is unclear or if it is complex, where the

goal itself is indeterminate, Retrospectives for Organizational Change can provide a way to support the change. This book covers the conceptual idea of using Retrospectives for Organizational Change and additionally reports on the feedback and experiences of its practical application.

**Agile Processes in Software Engineering and Extreme Programming** Hubert Baumeister 2017-04-12 This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).

**Agile Processes in Software Engineering and Extreme Programming** Juan Garbajosa 2018-05-16 This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme—make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

**FunRetrospectives: Activities and Ideas for Making Agile Retrospectives More Engaging** Tainá Caetano Coimbra 2020-08-21 FunRetrospectives is a book with the necessary tools to develop the main element of continuous improvement: an effective, committed team! With several years working with agile teams, Paulo Caroli and Tainá Caetano Coimbra know there are two main ingredients to finding the path to success and continuous improvement. First, a team that is aligned and committed to the project. Second, a work environment that fosters collaboration, one in which everyone can openly reflect, debate, and learn. But how can we achieve that? Each person in a team brings a different life experience and perspective, and we know that a group of people doesn't become a team overnight. That's why the main purpose of this work is to offer the necessary activities and tools to make everyone comfortable, aligned, and ready to be part of the best possible experience. The authors have gathered years of experience in this book, offering simple and straightforward activities. There will always be ups and downs, but everything that happens is essential for the team's growth, and a fun, safe environment allows you to get the best out of every situation.

**The Scrum Field Guide** Mitch Lacey 2015-12-22 Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

**Behind Closed Doors** Johanna Rothman 2005-09-19 Great management is difficult to see as it occurs. It's possible to see the results of great management, but it's not easy to see how managers achieve those results. Great management happens in one-on-one meetings and with other managers—all in private.

It's hard to learn management by example when you can't see it. You can learn to be a better manager—even a great manager—with this guide. You'll follow along as Sam, a manager just brought on board, learns the ropes and deals with his new team over the course of his first eight weeks on the job. From scheduling and managing resources to helping team members grow and prosper, you'll be there as Sam makes it happen. You'll find powerful tips covering: Delegating effectively Using feedback and goal-setting Developing influence Handling one-on-one meetings Coaching and mentoring Deciding what work to do—and what not to do...and more. Full of tips and practical advice on the most important aspects of management, this is one of those books that can make a lasting and immediate impact on your career.

**Scrum Shortcuts Without Cutting Corners** Ilan Goldstein 2013-07-16 In *Scrum Shortcuts without Cutting Corners*, Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more.

**Collaboration Explained** Jean Tabaka 2006-01-06 "Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike." —Arlen Bankston, Lean Agile Practice Manager, CC Pace "If Agile is the new 'what,' then surely Collaboration is the new 'how.' There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!" —Linda Rising, Independent Consultant The Hands-On Guide to Effective Collaboration in Agile Projects To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle.

Collaboration Explained is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through to post-project retrospectives. Tabaka's hands-on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member. · Build collaborative software development cultures, leaders, and teams · Prepare yourself to collaborate—and prepare your team · Define clear roles for each participant in promoting collaboration · Set your collaborative agenda · Master tools for organizing collaboration more efficiently · Run effective collaborative meetings—including brainstorming sessions · Promote better small-group and pair-programming collaboration · Get better information, and use it to make better decisions · Use non-abusive conflict to drive positive outcomes · Collaborate to estimate projects and schedules more accurately · Strengthen collaboration across distributed, virtual teams · Extend collaboration from individual projects to the entire development organization

**A Scrum Book** Jeff Sutherland 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrumâ€™s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a timeâ€”the agile way.

**The Agile Self-assessment Game** Ben Linders 2019-01-16 The Agile Self-Assessment Game is used by teams and organizations to self-assess their agility. Playing the game enables teams to reflect on their own team interworking, discover how agile they are and decide what they can do to increase their agility to deliver more value to their customers and stakeholders. This is the first book specifically about Agile Self-assessments. In this book, Ben Linders explains what self-assessments are and why you would do them, and explores how to do them using the Agile Self-assessment Game. He's also sharing experience stories from people who played the game. This book is based on his experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into self-assessments, viewing them from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to do effective agile self-assessments with your teams. The book is aimed at Scrum masters, agile coaches, consultants leading agile transformations, developers and testers, project managers, line managers, and CxOs; basically for anyone who is looking for an effective way to help their agile teams improve and to increase the agility of their organization. With plenty of ideas, suggestions, and practical cases on Agile Self-assessments, this book will help you to apply assessments and help teams to improve. Note: The agile coaching cards needed to play the games described in the book can be downloaded for a nominal fee at [benlinders.com/downloads](http://benlinders.com/downloads).

**Getting Value out of Agile Retrospectives** Luis Gonçalves 2015-01-28 Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

**7 Rules for Positive, Productive Change** Esther Derby 2019-08-06 Change is difficult but essential—Esther Derby offers seven guidelines for change by attraction, an approach that draws people into the process so that instead of resisting change, they embrace it. Even if you don't have change management in your job description, your job involves change. Change is a given as modern organizations respond to market and technology advances, make improvements, and evolve practices to meet new challenges. This is not a simple process on any level. Often, there is no indisputable right answer, and responding requires trial and error, learning and unlearning. Whatever you choose to do, it will interact with existing policies and structures in unpredictable ways. And there is, quite simply, a natural human resistance to being told to change. Rather than creating more rigorous preconceived plans or imposing change by decree, agile software developer turned organizational change expert Esther Derby offers change by attraction, an approach that is adaptive and responsive and engages people in learning, evolving, and owning the new way. She presents a set of seven heuristics—guides to problem-solving—that empower people to achieve outcomes within broad constraints using their personal ingenuity and creativity. When you work by attraction, you give space and support for people to feel the loss that comes with change and help them see what is valuable about the future you propose. Resistance fades because people feel there is nothing to push against—only something they want to move toward. Derby's approach clears the fog to provide a new way forward that honors people and creates safety for change.