

Management 3 0: Leading Agile Developers, Developing Agile Leaders (Addison Wesley Signature Series (Cohn))

Leading Agile Teams is a practical and engaging guide to help your organization embrace a more agile mindset. Most organizations work in large groups when trying to find solutions for big problems. Agile teams are different. They get more done by having a small self-organized team focus on the highest priority items. Each big problem is broken down and solved by a small, stable group of dedicated professionals. This book will give you the knowledge and tools you need to create and sustain strong agile teams. It is written for the developers, project managers, product owners, and ScrumMasters, who do most of the legwork in getting agile up and running.

Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14-18, 2021. XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. This year's conference was held with the theme “Agile Turns Twenty While the World Goes Online”.

The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

In Large-Scale Scrum , Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

Change Management 3.0

Transformation Without Chaos

A Practical Guide to the Most Popular Agile Process

On the Road to Kanban

Managing Agile

The Agile Safety Case

22nd International Conference on Agile Software Development, XP 2021, Virtual Event, June 14–18, 2021, Proceedings

Management 3.0Leading Agile Developers, Developing Agile LeadersPearson Education

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.

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In Unlocking Agility, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more. • Balance building the right thing, the right way, at the right speed • Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture • Promote agile skills, knowledge, and abilities throughout your workforce • Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting • Leverage business agility metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

A practical handbook for making management great again Managing for Happiness offers a complete set of practices for more effective management that makes work fun. Work and fun are not polar opposites; they're two sides of the same coin, and making the workplace a pleasant place to be keeps employees motivated and keeps customers coming back for more. It's not about gimmicks or 'perks' that disrupt productivity; it's about finding the passion that drives your business, and making it contagious. This book provides tools, games, and practices that put joy into work, with practical, real-world guidance for empowering workers and delighting customers. These aren't break time exploits or downtime amusements—they're real solutions for common management problems. Define roles and responsibilities, create meaningful team metrics, and replace performance appraisals with something more useful. An organization's culture rests on the back of management, and this book shows you how to create change for the better. Somewhere along the line, people collectively started thinking that work is work and fun is something you do on the weekends. This book shows you how to transform your organization into a place with enthusiastic Monday mornings. Redefine job titles and career paths Motivate workers and measure team performance Change your organization's culture Make management—and work—fun again Modern organizations expect everyone to be servant leaders and systems thinkers, but nobody explains how. To survive in the 21st century, companies need to dig past the obvious and find what works. What keeps top talent? What inspires customer loyalty? The answer is great management, which inspires great employees, who then provide a great customer experience. Managing for Happiness is a practical handbook for achieving organizational greatness.

The Art of Agile Development

Results Are not the Point

Agile Kaizen

A Guide for Product Managers, Business Analysts, and Entrepreneurs

How to Change the World

Creating Innovative Products

Agile Management

In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond “Management 1.0” control and “Management 2.0” fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated • Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic—and never trendy—Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

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?

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

If you have tried to implement Agile in your organization, you have probably learned a lot about development practices, teamwork, processes and tools, but too little about how to manage such an organization. Yet managerial support is often the biggest impediment to successfully adopting Agile, and limiting your Agile efforts to those of the development teams while doing the same old-style management will dramatically limit the ability of your organization to reach the next Agile level. Ángel Medina will provide you with a comprehensive understanding of what Agile means to an organization and the manager's role in such an environment, i.e., how to manage, lead and motivate self-organizing teams and how to create an Agile corporate culture. Based on his background as a “veteran” Agile consultant for companies of all sizes, he delivers insights and experiences, points out possible pitfalls, presents practical approaches and possible scenarios, also including detailed suggestions for further reading. If you are a manager, team leader, evangelist, change agent (or whatever nice title) and if you want to push Agile further in your organization, then this is your book. You will read how to change the paradigm of what management is about: it is not about arbitrary decisions, constant supervision and progress control, and the negotiation of changing requirements. It is about motivation, self-organization, responsibility, and the exploitation of all project stakeholders' knowledge. We live in a different world than the one that most management experts of the 20th century describe, and companies that strive for success and excellence will need a new kind of manager – Agile managers.

User Stories Applied

42 Tools to Accelerate Lean and Agile Business Growth

A Complete Beginner's Guide to Agile Project Management

Coaching Agile Teams

Learning to Thrive with Self-Managing Teams

A Visual Learner's Guide to Agility

Games, Tools, and Practices to Motivate Any Team

This book shows you how agile approaches work with images that illustrate the core components of the agile mindset and agile team behaviors. It covers the Agile Mindset, the four Agile Manifesto Values, and the twelve Agile Principles. It shows each of the six principles from the Declaration of Interdependence for Agile Projects and illustrates each of the 62 Servant Leadership Tasks covered in the PMI-ACP exam. Ideal for executives looking for a quick overview of what it means to create and foster an agile mindset. Perfect for Scrum Masters and servant leaders looking for a summary of the desired behaviors and everyday tasks required to support teams as they deliver exceptional customer value. See Agile in action. "Agile Illustrated: A Visual Learner's Guide to Agility" shows the agile mindset and behaviors in use on agile teams. Servant leadership traits are illustrated through mind-maps and cartoons, accompanied by short descriptions. A soup-to-nuts illustrated overview of agile in 85 colorful pages.

In understanding methodologies and agile project management, we look at the different techniques in which you can successfully develop management skills. As you know, it is quite important to adopt a multifaceted approach when it comes to management, to get your job done in a facile manner. Agile methodology is a multifaceted approach that finds its application in many different fields and can be considered an umbrella concept. Right from engineering to IT to business management, there are many areas where one can effectively apply the ideologies of agile management. Once you go through the book, you will understand how easy it is for you to adopt and utilize it to enhance your business. The agile management technique focuses on four main aspects, namely - effective communication with clients/parties, delivering a work application, collaborating with clients and changing up the scope of work. All of these need to be controlled and managed in order to enhance productivity. That is exactly where this book comes into play. In the course of this book, you will learn how to: Understanding the iterative learning process Learning about the agile software development techniques The scope of management Meaning and features of agile manifesto Dynamic system development model and its applications The phases of the Atern project Understanding of the scrum theory Sprint reviews and sprint retrospectives Service designs and transitions Service operations Lean development principles Operational level management techniques Steps to enhance focus Agile management basically focuses on enhancing communication within the organizational structure to ensure that you remain with free flowing ideologies. It is a good way to increase your productivity while managing your work environment. The book focuses on understanding each and every element by breaking it down to the simplest form. The concepts are explained in such a way that they allow you to implement them in your work life. You can go through the concepts in detail to understand each and every aspect of it. There is no limit to its application and you can mold it into any shape or form of your choice. You can pass a copy of the book to all your employees so that they can understand what it takes to partake in agile management of business. You can also consider holding a seminar or a book reading session where everybody can interpret their ideologies in their own way. Using the information provided in the book, you can implement agile management in your day-to-day life; whether it is work or personal life. So what are you waiting for - start reading right away! Buy your copy today!

Management and enables them to deal with the demands and complexities of modern, agile systems/software/hardware development teams. The book examines the project/program manager beyond the concepts of leadership and aims to connect to employees' sense of identity. The text examines human psychological concepts such as “locus of control,” which will help the manager understand their team members' view and how best to manage their “world” contributions. The authors cover new management tools and philosophies for agile systems/software/hardware development teams, with a specific focus on how this relates to engineering and computer science. This book also includes practical case studies. Discusses management skills needed as they relate to the advances in software development practices Examines how to manage an agile development team that includes teams across geographically, ethnically, and culturally diverse backgrounds Embraces all of the aspects of modern management and leadership

This book examines agile approaches from a management perspective by focusing on matters of strategy, implementation, organization and people. It examines the turbulence of the marketplace and business environment in order to identify what role agile management has to play in coping with such change and uncertainty. Based on observations, personal experience and extensive research, it clearly identifies the fabric of the agile organization, helping managers to become agile leaders in an uncertain world. The book opens with a broad survey of agile strategies, comparing and contrasting some of the major methodologies selected on the basis of where they lie on a continuum of ceremony and formality, ranging from the minimalist technique-driven and software engineering focused XP, to the pragmatic product-project paradigm that is Scrum and its scaled counterpart SAFE®, to the comparatively project-centric DSDM. Subsequently, the core of the book focuses on DSDM, owing to the method's comprehensive elaboration of program and project management practices. This work will chiefly be of interest to all those with decision-making authority within their organizations (e.g., senior managers, line managers, program, project and risk managers) and for whom topics such as strategy, finance, quality, governance and risk management constitute a daily aspect of their work. It will, however, also be of interest to those readers in advanced management or business administration courses (e.g., MBA, MSc), who wish to engage in the management of agile organizations and thus need to adapt their skills and knowledge accordingly.

Secrets of Great Management

Agile Project Management

6th International Conference, LASD 2022, Virtual Event, January 22, 2022, Proceedings

The Agile Manager

Agile Software Development

Management 3.0

Scrum for Sales

The safety case (SC) is one of the railway industry's most important deliverables for creating confidence in their systems. This is the first book on how to write an SC, based on the standard EN 50129:2003. Experience has shown that preparing and understanding an SC is difficult and time consuming, and as such the book provides insights that enhance the training for writing an SC. The book discusses both “regular” safety cases and agile safety cases, which avoid too much documentation, improve communication between the stakeholders, allow quicker approval of the system, and which are important in the light of rapidly changing technology. In addition, it discusses the necessity of frequently updating software due to market requirements, changes in requirements and increased cyber-security threats. After a general introduction to SCs and agile thinking in chapter 1, chapter 2 describes the majority of the roles that are relevant when developing railway-signaling systems. Next, chapter 3 provides information related to the assessment of signaling systems, to certifications based on IEC 61508 and to the authorization of signaling systems. Chapter 4 then explains how an agile safety plan satisfying the requirements given in EN 50126-1:1999 can be developed, while chapter 5 provides a brief introduction to safety case patterns and notations. Lastly, chapter 6 combines all this and describes how an (agile) SC can be developed and what it should include. To ensure that infrastructure managers, suppliers, consultants and others can take full advantage of the agile mind-set, the book includes concrete examples and presents relevant agile practices. Although the scope of the book is limited to signaling systems, the basic foundations for (agile) SCs are clearly described so that they can also be applied in other cases.

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers.

Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development

practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith’s new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition’s coverage includes: Understanding the agile revolution’s impact on product development Recognizing when agile methods will work in project management, and when they won’t Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The “Agile Triangle”: measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader Pragmatic Insights for Successfully Managing Your Unique Agile Team or Organization In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of mod. 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.

Leadership in an Agile Environment

A Companion for ScrumMasters, Agile Coaches, and Project Managers in Transition

Agile Leadership Toolkit

The Next Iteration of Agile

A B2B Guide to Agility in Organization, Performance, and Management

Agile 2

This book shows an innovative way for managers to gain a better understanding of emotions in teams and organizational units and thus positively influence agile development in the context of digital transformation of companies. Digitalization does not just lead to technical changes. It dramatically changes the way employees work with each other as well as how executives play their roles. In an agile working environment, middle management in particular loses power, influence, and relevance, and customer relationships are subject to greater affectivity. The result is an increased emotionalization of the actors, which should be recognized and understood prior to designing the emotional landscape of the organization and to developing and implementing successful business models. The author introduces various conventional and AI-based instruments based on current research for handling emotions, supported by practical concepts.

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn’t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it’s crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren’t adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you’re supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Software Development is moving towards a more agile and more flexible approach. It turns out that the traditional "waterfall" model is not supportive in an environment where technical, financial and strategic constraints are changing almost every day. But what is agility? What are today’s major approaches? And especially: What is the impact of agile development principles on the development teams, on project management and on software architects? How can large enterprises become more agile and improve their business processes, which have been existing since many, many years? What are the limitations of Agility? And what is the right balance between reliable structures and flexibility? This book will give answers to these questions. A strong emphasis will be on real life project examples, which describe how development teams have moved from a waterfall model towards an Agile Software Development approach.

Every product owner faces a complex and unique set of challenges within their team. This provides each individual the opportunity to fill the role with different ambitions, skills, and insights. Your product ownership journey can take a variety of paths, and The Art of Agile Product Ownership is here to be your guide. Author Allan Kelly, who delivers Agile training courses to major companies, pulls from his experience to help you discover what it takes to be a successful product owner. You will learn how you need to define your role within a team and how you can best incorporate ownership with strategy. With the Agile method, time is the key factor, and after using the lessons from this book you will confidently be able to synthesize features, functionality, and scope against delivery. You will find out how other team members such as the UX designer and business analyst can support and enhance your role as product owner, and how every type of company structure can adapt for optimal agility. The Art of Agile Product Ownership is a beacon for current product owners, programmers who are ready to take the next step towards ownership, and analysts transitioning into the product space. This book helps you determine for yourself the best way to fill the product owner role so that you utilize your unique combination of skills. Product ownership is central to a successful Agile team, and after reading this book, you will be more than ready for the challenge. What You Will LearnExplores activities the product owner needs to do in order to write good and valuable user storiesIdentifies skills product owners can learn from product managers and business analystsDemonstrates how to make decisions based on business and customer demand rather than technical needs and feasibility Who This Book Is ForThis is a book for anyone becoming a product owner: developers and programmers, who, after some years at the code-face, are ready to step up to the next stage to own the product that they have been coding. Business Analysts and Product Managers who see themselves transitioning into the a product owner role will find value in this book in understanding their new role and how the work is the same and how it is different

Agile Illustrated

Leading Lean Software Development

Agile Risk Management

Large-Scale Scrum

Lean and Agile Software Development

Best Practices for Large Software Development Projects

Agile Processes in Software Engineering and Extreme Programming

PMBOK&® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK&® Guide &– Seventh Edition is structured around eight project performance domains.This edition is designed to address practitioners’ current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes.This edition of the PMBOK&® Guide:•Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);•Provides an entire section devoted to tailoring the development approach and processes;•Includes an expanded list of models, methods, and artifacts;•Focuses on not just delivering project outputs but also enabling outcomes; and• Integrates with PMIstandards+™ for information and standards application content based on project type, development approach, and industry sector.

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.

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Real-world tools to build your venture, grow your business, and avoid mistakes Startup, Scaleup, Screwup is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic landscape. The contemporary marketplace is more dynamic than ever before—increased global competition, and disruptive innovation factors require businesses to implement agile management and business strategies to compete and thrive. This indispensable book provides business leaders and entrepreneurs the tools and guidance to meet growth and scalability challenges head on. Equal parts motivation and practical application, this book answers the questions every business leader asks from the startup ventures to established companies. Covering topics including funding options, employee hiring, product-market validation, remote team management, agile scaling, and the business lifecycle, this essential resource provides a solid approach to grow at the right pace and stay lean. This book will enable you to: Apply 42 effective tools to sustain and accelerate your business growth Avoid the mistakes and pitfalls associated with rapid business growth or organizational change Develop a clear growth plan to integrate into your overall business model Structure your business for rapid scaling and efficient management Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean & Agile Business Growth is a must-read for entrepreneurs, founders, managers, and senior executives. Author Jurgen Appelo shares his wisdom on the creative economy, agile management, innovation marketing, and organizational change to provide a comprehensive guide to business growth. Practical methods and expert advice make this book an essential addition to any business professional’s library.

Leading Agile Teams

Emotion as a Success Factor for Digital Transformation Projects

Behind Closed Doors

Lessons in Agile Management

Agile Project Management: Managing for Success

Doing Agile Right

Agile Project Management with Scrum

Your Hands-On, “In-the-Trenches” Guide to Successfully Leading AgileProjectsAgile methods promise to infuse development with unprecedented flexibility, speed, and valueand these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager’s role, and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility “from the manager’s point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today’s project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environmentsRefocusing on “outcomes—not rigid plans, processes, or controlsStructuring and building adaptive, self-organizing “organic teams”Forming a guiding vision that aligns your team behind a common purposeEmpowering your team with the information it needs to succeedManaging the flow of customer value from one creative stage to the nextLeveraging your team members’ strengths as “whole persons”Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environmentBecoming an “adaptive leader” who can inspire and energize agile teams Whether you’re a technical or business manager, “Managing Agile Projects”gives you all the tools you need to implement agility in “your environmentand reap its full benefits. “Managing Agile Projects is part of the Robert C. Martin series.(c) Copyright Pearson Education. All rights reserved.

Many companies want to make their sales agile. Some of them have tried to set up agile sales organizations, but such top-down approaches and big-bang rollouts seldom seem to work. This book shows how the elements of the leading agile framework “Scrum” should be applied to install agility in the salesforce, improve sales performance, and resolve typical performance issues in sales organizations. It contains concrete guidelines, real-world examples, and useful tools to create the necessary change step by step and built to last.

Agile is broken. Most Agile transformations struggle. According to an Allied Market Research study, “3% of respondents stated the failure of agile implementation in their organizations.” The problems with Agile start at the top of most organizations with executive leadership not getting what agile is or even knowing the difference between success and failure in agile. Agile transformation is a journey, and most of that journey consists of people learning and trying new approaches in their own work. An agile organization can make use of coaches and training to improve their chances of success. But even then, failure remains because many Agile ideas are oversimplifications or interpreted in an extreme way, and many elements essential for success are missing. Coupled with other ideas that have been dogmatically forced on teams, such as “agile team rooms”, and “an overall inertia and resistance to change in the Agile community,” the Agile movement is ripe for change since its birth twenty years ago. “Agile 2” represents the work of fifteen experienced Agile experts, distilled into Agile 2: The Next Iteration of Agile by seven members of the team. Agile 2 values these pairs of attributes when properly balanced: thoughtfulness and prescription; outcomes and outputs, individuals and teams; business and technical understanding; individual empowerment and good leadership; adaptability and planning. With a new set of Agile principles to take Agile forward over the next 20 years, Agile 2 is applicable beyond software and hardware to all parts of an agile organization including “Agile HR”, “Agile Finance”, and so on. Like the original “Agile”, “Agile 2”, is just a set of ideas - powerful ideas. To undertake any endeavor, a single set of ideas is not enough. But a single set of ideas can be a powerful guide.

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year’s time, no two retrospectives will be alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures – no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.

Startup, Scaleup, Screwup

Digital Leadership, Agile Change and the Emotional Organization

Agile!

Tribal Unity (paperback)

Unlocking Agility

For Agile Software Development

Strategy, Implementation, Organisation and People

This work is the definitive guide for IT managers and agile practitioners. It elucidates the principles of agile risk management and how these relate to individual projects. Explained in clear and concise terms, this synthesis of project risk management and agile techniques is illustrated using the major methodologies such as XP, Scrum and DSDM. Although the agile community frequently cites risk management, research suggests that risk is often narrowly defined and, at best, implicitly treated, which in turn leads to an inability to make informed decisions concerning risk and reward and a poor understanding of when to engage in risk-related activities. Moreover, the absence of reference to enterprise risk management means that project managers are unable to clearly articulate scope or tailor their projects in line with the wider expectations of the organisation. Yet the agile approach, with its rich toolset of techniques, is very well equipped to effectively and efficiently deal with the risks that arise in projects. Alan Moran addresses the above issues by proposing an agile risk-management process derived from classical risk management but adapted to the circumstances of agile projects. Though his main focus is on the software development process, much of what he describes could be applied to other types of IT projects as well. This book is intended for anyone who is serious about balancing risk and reward in the pursuit of value for their stakeholders, and in particular for those directly involved in agile software development who share a concern for how risk should be managed. Whilst a thorough background in risk management is not presumed, a basic level of familiarity with or exposure to agility is helpful.

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors’ many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

The world is in a permanent state of change. We must work in new ways. To change the work we must change how we manage; how we think about management. What got you here won’t get you there. There are new ways of managing which are changing business, government, and not-for-profit organisations, big and small. This isn’t about leaders, it’s about managers. It’s not about mystical mind methods, it’s about principles to work by. It’s about agility, the agile Manager. This book starts your journey. The book has four sections: 1. A set of principles which you as an agile manager must get your head around in order to function in the new world. 2. A set of management practices which follow from those principles. 3. A set of agile work practices that you need to understand and support. 4. Guidance on the journey to new ways of working. . . . Agile is a way of thinking about work. Agile is a thing now, it has become a noun as well as an adjective. Agile thinking is impacting Information Technology, enterprises, government, and society. It may have started in IT but now it is transforming work everywhere, and even how we think. Its impact is far-reaching enough to talk of it as a renaissance in thinking, a refresh or step change that comes only once or twice a century. This is not an exaggeration. . . . It is not just Agile, there is a suite of new ideas transforming work. They all aim for “better value sooner, safer, happier”. We simply call them the New Ways of Working, NWoW. This book is about the impact of these new ways on management in the modern enterprise. . . . The new thinking empowers people to be knowledge workers, to design the work and make the decisions. It treats them like they are over 18 and on the same side. Conventional management too often treats people like clerical workers, like plug-compatible wetware, like Human Resources, who can’t be trusted who are evaluated numerically, who are an overhead to be minimised, who need to be told what to do and how to do it. Which is not conducive to satisfaction and mental health. . . . The Agile way is iterative, incremental, experimenting, exploring complex systems. These are displacing the ideas of conventional enterprises: big-bang projects; zero risk; certainty and accuracy; plan once execute perfectly; failure is not an option. Along the way Agile is resurfacing (and standing on the shoulders of) the ideas of Lean, which ironically go back pre-second-world-war; and Agile is drawing on the principles of complex systems and the modern understanding of human behaviour and social constructs. . . . At least as important, though, is New Ways of Managing. Too often, management views the transformation to New Ways as something done to improve the practitioner workforce, not management. This can’t be. For an organisation to change the management must change. This is one of the biggest issues facing organisations moving to agile ways of working. Managers must understand and focus on empowerment, collaboration, agility, and flow. Why focus on management in agile transformation? Because we see it often neglected, and because it is the key. This book is about how to manage in an agile way, not what agile work looks like. Plenty has been written about that. . . . It is our personal offering. We hope you like it and derive value from it. Join our community and tell us how you felt about it.

Thoroughly reviewed and eagerly anticipated by the agile community, User Stories Applied offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users’ needs is to begin with “user stories”: simple, clear, brief descriptions of functionality that will be valuable to real users. In User Stories Applied, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You’ll learn what makes a great user story, and what makes a bad one. You’ll discover practical ways to gather user stories, even when you can’t speak with your users. Then, once you’ve compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other “proxies” Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

An Insider’s Guide to Agile Enterprise Transformation

Leading Agile Developers, Developing Agile Leaders (Adobe Reader)

Managing Continuous Improvement Far Beyond Retrospectives

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (RUSSIAN)

New Ways of Managing

Managing for Happiness

The Good, the Hype and the Ugly

The Missing Link in the Evolution of Kanban -- From Its Roots in Agile David J. Anderson developed the Kanban Method over years spent managing and coaching Agile development teams, at companies such as Sprint and Microsoft, by integrating Lean thinking with Agile principles and practices. This compendium of anecdotes and epiphanies shares this journey on the road to Kanban, now a popular method for improving predictability while managing change and risk in organizations worldwide. Topics include: -Why people resist change -The role of the manager in Agile development -Flow and variability -Timeboxes and delivery cadence -Estimation and metrics

Building on their breakthrough bestsellers Lean Software Development and Implementing Lean Software Development, Mary and Tom Poppendieck 's latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-four frames that offer a coherent, complete framework for leading lean software development. You 'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world 's number one experts in Lean software development, Leading Lean Software Development will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

Leading Agile Developers, Developing Agile Leaders

Essential Scrum

The Art of Agile Product Ownership

More with LeSS

Managing Agile Projects