

Agile Retrospectives Making Good Teams Great

With plenty of ideas, suggestions, and practical cases on software quality, this book will help you to improve the quality of your software and to deliver high-quality products to your users and satisfy the needs of your customers and stakeholders. Many methods for product quality improvement start by investigating the problems, and then work their way back to the point where the problem started. For instance audits and root cause analysis work this way. But what if you could prevent problems from happening, by building an understanding what drives quality, thus enabling to take action before problems actually occur? What Drives Quality explores how quality plays a role in all of the software development activities. It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products. It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users. I'm aiming this book at software developers and testers, architects, product owners and managers, agile coaches, Scrum masters, project managers, and operational and senior managers who consider quality to be important. A book on quality should be practical. It should help you, the reader of this book, to improve the quality of your software and deliver better products. It should inspire you and give you energy to persevere on your quality journey. What drives quality tries to do just that, and more. This book is based on my 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 quality with views from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to improve quality of the products that your organization is delivering. This book views software quality from an engineering, management, and social perspective. It explores the interaction between all involved in delivering high-quality software to users and provides ideas to do it quicker and at lower costs.

Liftoff-it's the unexplored, often ignored, Agile project practice. As the first act of flight, a rocket launch requires an entire set of systems to lift the vehicle into orbit-not just the vehicle itself, but all the systems needed for smoothly moving off the ground into space. Likewise, your project needs its entire set of supporting systems in place to begin a successful journey to delivery. Whatever you call it (project kickoff, bootcamp, inception, or jump start), liftoff gives your team its trajectory, and launches your project. This critical practice informs, inspires, and aligns everyone to a singular purpose: the successful delivery of software. This success is in your hands! Agile veterans Diana Larsen and Ainsley Nies teach you how to organize and conduct liftoffs, hold team activities to discover what's most important, and offer a working framework for effective and lightweight agile chartering.

When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “ command and control. ” The authors begin by explaining how agile works: how it differs from traditional “ plan-driven ” methodologies, the benefits it promises, and the real-world results it delivers. Next, they systematically map the Project Management Institute ’ s classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile--covering the emotional challenges, personal values, and key leadership traits you ’ ll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality

assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams “ Selling ” agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is "Agile"? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning , you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days – and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Improve Every Retrospective! Real Solutions for Every Team Leader, Facilitator, and Participant ". . . Aino has shared a robust, curated list of antipatterns and how to avoid them. . . . And she has shared so much more than tips and techniques. You will find a gold mine--with precious nuggets, including her personal experiences, effective facilitation resources, and pointers for extracting yourself and your team when you're stuck." -- From the Foreword by Diana Larsen, co-author, Agile Retrospectives: Making Good Teams Great Retrospectives are indispensable for continuous learning and improvement in Lean, Agile, DevOps, and other contexts, but most of us have suffered through at least one retrospective that was a waste of time, or worse. Now, leading agile coach Aino Vonge Corry identifies 24 reasons that retrospectives fail and shows how to overcome each of them. Using the familiar "patterns" approach, Retrospectives Antipatterns introduces antipatterns related to structure, planning, people, distributed teams, and more. Corry shares traps she's encountered and mistakes she's made over more than a decade of leading retrospectives and then presents proven solutions. With her insights and guidance, you can run enjoyable retrospectives that deliver concrete improvements and real value--or at the very least recognize when you are making the same mistake as the author! Create a common language, actionable solutions, and proven plans for solving the retrospective problems you'll encounter most often Recognize symptoms, assess tradeoffs, and refactor your current situation into something better Plan more effectively: decide who should attend and facilitate, when to schedule your retrospective, and how much time to set aside Handle "people" problems: deal with negativity, silence, distrust, disillusionment, loudmouths,

and cultural differences Facilitate better "virtual" retrospectives, with tips for online retrospectives included in each antipattern Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Fixing Your Scrum

The Agile Self-assessment Game

42 Tools to Accelerate Lean and Agile Business Growth

Agile Software Development with Scrum

Amplifying Your Effectiveness

A Reference for Obtaining Mastery

A User's Guide

Are you frustrated by these common problems? -Lack of a source of motivation common to millennials and boomers alike -Teambuilding exercises that fail to produce lasting results -Groups that isolate themselves in specialty silos -Job description myopia, or employee inability see the bigger picture -Organization charts that fail to show how work gets done Business Models for Teams helps you solve these problems. In fact, it may be the last teamwork toolkit you will ever need! Most leaders make the mistake of over-relying on verbal and written communications. But that approach is outmoded in today's systems-driven world. Using the same visual tools that made Business Model Generation and Business Model You so successful worldwide, Business Models for Teams lets you visually depict how any team really works and how each person fits in. The Business Models for Teams toolkit provides the missing half of teambuilding, plus a research-based engagement method that works for employees of all ages. You will discover how to fix job-description myopia and how to accurately depict where work truly gets done: in the "white space" of organization charts. Business Models for Teams imparts must-have operating acumen, whether you work in business, government, or the not-for-profit world.

Agile retrospectives help you get to the root of your real problems, so you can solve them quickly and effectively. They're the cornerstone of a successful continuous improvement process, and one of your best tools for triggering positive cultural change. In Improving Agile Retrospectives, leading agile coach/trainer Marc Loeffler combines practical guidance, proven practices, and innovative approaches for maximizing the value of retrospectives for your team--and your entire organization. You can apply his powerful techniques in any project, agile or otherwise. These techniques offer exceptional value wherever continuous improvement is needed: from "lessons-learned" workshops in traditional project management to enterprise-wide change management. Loeffler's detailed, results-focused examples help you recognize and overcome common pitfalls, adapt retrospectives to your unique needs, and consistently achieve tangible results. Throughout, he integrates breakthrough concepts, such as using experimentation and learning from system thinking. He presents small ideas that make a big difference--because they're deeply grounded in real experience. * Learn from failures and successes, and make good things even better * Master facilitation techniques that help you achieve your goals

(and have fun doing it) * Prepare your retrospective so it runs smoothly * Practice techniques for generating actionable insights * Keep your retrospectives fresh and interesting * Perform retrospectives that address the entire system, not just your team * Focus on your "better future" with solution-focused retrospectives * Learn how to avoid typical pitfalls when facilitating retrospectives * Lead retrospectives across multiple distributed teams * Use retrospectives to support large-scale change

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.

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

understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only helpful at the end of the project--too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now, Derby and Larsen show you the tools, tricks, and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes, and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project--not just at the end. With regular tune-ups, your team will hum like a precise, world-class orchestra.

Getting Value out of Agile Retrospectives

How Self-Selection Lets People Excel

Retrospectives for everyone

The Software Project Manager's Bridge to Agility

The Scrum Master Guidebook

Understanding Scrum, XP, Lean, and Kanban

How to Help Your Team Deliver

What others in the trenches say about *The Pragmatic Programmer*... “ The cool thing about this book is that it ’ s great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there. ” —Kent Beck, author of *Extreme Programming Explained: Embrace Change* “ I found this book to be a great mix of solid advice and wonderful analogies! ” —Martin Fowler, author of *Refactoring and UML Distilled* “ I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost. ” —Kevin Ruland, Management Science, MSG-Logistics “ The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike. ” —John Lakos, author of *Large-Scale C++ Software Design* “ This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients. ” —Eric Vought, Software Engineer “ Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented

developers who really know their craft well. An excellent book. ” —Pete McBreen, Independent Consultant “ Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living. ” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “ I would like to see this issued to every new employee at my company.... ” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “ If I ’ m putting together a project, it ’ s the authors of this book that I want. . . . And failing that I ’ d settle for people who ’ ve read their book. ” —Ward Cunningham

Straight from the programming trenches, *The Pragmatic Programmer* cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you'll learn how to Fight software rot; Avoid the trap of duplicating knowledge; Write flexible, dynamic, and adaptable code; Avoid programming by coincidence; Bullet-proof your code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, *The Pragmatic Programmer* illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits and attitudes that form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

The basics of being a ScrumMaster are fairly straightforward: At face value all a ScrumMaster needs to do is facilitate 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"

A handbook for navigating the emerging economy shares practical advice for identifying opportunities and building a fulfilling career, sharing real-life success stories and step-by-step exercises that explain how to achieve financial autonomy and capitalize on global changes. Original. 25,000 first printing.

Metaphors from our day-to-day life can throw new perspectives when juxtaposed with professional or personal experiences. What seemingly looks like a mundane chore can give great insights with interesting and innovative improvisations. The author, a committed technologist, makes this brave and successful attempt to explain retrospectives using contexts from day-to-day life with suitable graphic representations for ease of understanding. The book focuses on 'retrospectives' as a platform for teams as well as individuals to reflect and improve. She strongly advocates that, regardless of the industry, teams need to have an experimental mindset to continuously learn and adapt. Thus, reflecting on diversified areas such as work-life balance, goals, team collaboration, product development, process, technology, delivery, or targets is an ongoing process that happens either explicitly or implicitly. The book highlights the need for teams and individuals to come out of their comfort zones and think out-of-the box, while staying in sync with their individual and organization's goals. Illustrations shown in the book can be customized according to organizational or individual aspirations.

Arguably the most important book about managing technology and systems development efforts, this book describes building systems using the deceptively simple process, Scrum. Readers will come to understand a new approach to systems development projects that cuts through the complexity and ambiguity of complex, emergent requirements and unstable technology to iteratively and quickly produce quality software. BENEFITS Learn how to immediately start producing software incrementally regardless of existing engineering practices or methodologies Learn how to simplify the implementation of Agile processes Learn how to simplify XP implementation through a Scrum wrapper Learn why Agile processes work and how to manage them Understand the theoretical underpinnings of Agile processes

Retrospectives for Organizational Change

Scrum Mastery

Facilitation Skills for Software Project Leaders

A Handbook for Team Reviews

An Agile Coaching Tool for Improving the Agility of Your Teams and Organization

The Pragmatic Programmer

Collaboration Explained

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.

“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 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

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.

Choose to be a Master Scrum Master? Prepared to establish yourself fit for 21st centuries Digital Transformation & solution Development? This book can revolutionize your course. Based on the one decade of research and several hundred Scrum Master coaching has established this volume. This Guidebook is for all the Scrum Masters, who determine to become master in Scrum Master role and build magnificent software solutions. Competitive pressure and fundamental changes will remain the hallmark of the business environment. Thus, the demand for new and upgraded skills will continue. Lifelong learning is not simply an academic thought; it is a business essential. This Guidebook has emphasized the pragmatic challenges a Scrum Master comes across during software solution development and how Scrum Master can

fortify themselves to surmount all these challenges. This Guidebook consists of seven distinct areas like Communication, Creativity, Companionability, Competent Team formation, Change agents, Charismatic leadership, and Catalyst. These seven pillars are seven elements of the Seven Chakra Model (7C chakras) empowers scrum masters to obtain individual agility. If these Seven chakras are not purified or malfunctions, we develop into disordered or function inadequately. As an Organization is not a machine, it is an Organism, Scrum Masters have to take care of these Seven elements by learning about them and strengthening these elements so that the Individuals does not get affected much by external challenges. The author has emphasized many challenging use cases, thought-provoking questions for the readers to reflect on and take action and has cited many case studies in this book to make the volume pragmatic for the reader. The author had shared many theoretical concepts for the reader to work out further research and enhance learning in those areas so that the reader can become fit for Master Scrum Master. 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

A Deep Dive Into Software Quality with Practical Solutions for Delivering High-quality Products

Open Space Technology

Creating Great Teams

Agile Coaching

Making Good Teams Great

Retrospectives Antipatterns

"Agile Coaching" is all about working with people to create great teams. Readers learn how to build a

team that produces great software and has fun doing it. The authors share their personal coaching stories, giving insights into what works and what to avoid.

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as “post-mortems”) are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You’ll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You’ll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

This is the digital copy of the printed book (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust. One tool is Kerth's Prime Directive: Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as teams relive and learn from each project. Describes ways to incorporate domain modeling into software development.

Learn how to improve retrospectives and avoid stagnation, with fifty ideas designed to help you enhance

and energise your continuous improvement effort. This book will help you get better outcomes from retrospectives and from any continuous improvement initiative. It will help you consider how best to prepare for retrospectives, generate innovative insights, achieve valuable outcomes, improve facilitation techniques, keep things fresh and maybe even how to have a bit of fun whilst doing it. This book is for anyone who undertakes continuous improvement of any sort, especially those looking to get better outcomes from retrospectives, either as a participant, facilitator, coach or manager of teams. We include ideas for people with varying levels of experience. So, whether you are just getting started with Scrum and retrospectives, or a veteran of continuous improvement looking to fine-tune or get new ideas, or if your retrospectives have become a bit stale and need re-invigorating, there are ideas in here to support you.

Project Retrospectives

Speed-Learning Agile Software Development

Startup, Scaleup, Screwup

7 Rules for Positive, Productive Change

Domain-driven Design

Finding Meaning, Money, and Community in a Changing World

Learning Agile

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, the impact of digital transformation, 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.

Open Space Technology is a methodological tool that enables self-organizing groups of various sizes to deal with hugely complex issues in a very short period of time. Authored by the originator of Open Space Technology, this work presents a user's guide that details what needs to be done before, during, and after an Open Space event.

Explore the People-Oriented Challenges That Software Engineers Must Master Gerald M. Weinberg, James Bach, Naomi Karten, and a group of successful software consultants present powerful ideas on how software engineers and managers can amplify their professional effectiveness--as individuals, as members of teams, and as members of organizations. The collected essays address diverse topics in personal empowerment, interpersonal interaction, mastering projects, and changing the organization. Contributors include James Bach, Marie Benesh, Rick Brenner, Esther Derby, Kevin Fjelsted, Don Gray, Naomi Karten, Bob King, Pat Medvick, Brian Pioreck, Ken Roberts, Sharon Marsh Roberts, Johanna Rothman, Steve Smith, Eileen Strider, Gerald M. Weinberg, and Becky Winant. The idea for this collection arose out of a brainstorming session for the inaugural Amplifying Your Effectiveness Conference (AYE), in 2000, for which the contributing authors served as hosts. Like the book, this annual conference is designed to help technical people become more effective individually, within a team, and within an organization. For details on the next AYE Conference, visit www.ayeconference.com. The variety of techniques and perspectives represented in the book will help you amplify your effectiveness--whether or not you attend the live event.

People are happiest and most productive if they can choose what they work on and who they work with. Self-selecting teams give people that choice. Build well-designed and efficient teams to get the most out of your organization, with step-by-step instructions on how to set up teams quickly and efficiently. You'll create a process that works for you, whether you need to form teams from scratch, improve the design of existing teams, or are on the verge of a big team re-shuffle. Discover how New Zealand's biggest e-commerce company completely restructured their business through Self-Selection. In the process, find out how to create high-performing groups by letting people self-organize into small, cross-functional teams. Step-by-step guides, easy-to-follow diagrams, practical examples, checklists, and tools will enable you to run a Self-Selection process within your organization. If you're a manager who wants to structure your organization into small teams, you'll discover why Self-Selection is the fastest and safest way to do so. You'll prepare for and organize a Self-Selection event and make sure your Self-Selection participants and fellow managers are on board and ready. If you're a team member, you'll discover what it feels like to be part of a Self-Selection process and what the consequences are for your daily work. You'll learn how to influence your colleagues and bosses to be open to the idea of Self-Selection. You'll provide your manager with a plan for how to facilitate a Self-Selection event, and with evidence that the system works. If you're feeling the pain and chaos of adding new people to your organization, or just want to ensure that your teams have the right people with the right skills, Self-Selection will help you create the effective teams you need.

A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities of agile product management, and your managers and stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your teams to self-

organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world. What You Need: A moderate level of experience using the Scrum Framework. Powerful metaphors for effective retrospectives

Management 3.0

Start and Sustain Successful Agile Teams

The Spirit of the Game

The Human Side of Agile

A Scrum Book

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

Agile Retrospectives Making Good Teams Great Pragmatic Bookshelf

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.

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.

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.

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).

Coaching Agile Teams

Agile in a Flash

Leading Agile Developers, Developing Agile Leaders

Helping Teams Become More Efficient

Making Good An Agile Approach Improving Agile Retrospectives

This deck of index cards is arranged in four sections: concepts, planning, teamwork and coding. The front of the card lists the things you need to know and the back provides further detail.

As an Agile team leader, your biggest challenge is also your biggest asset. The human side of Agile is tricky. It's the least manageable, understood, and appreciated asset in an Agile environment. Even if your customers are reasonably happy and your developers seem to be doing okay, you know your team is capable of more: delivering great products and staying ahead of ever-changing demands. You need a team that's self-organized, energetic, and flexible, even in tough situations. But how do you build it and lead it? Whether you're a ScrumMaster, project manager, functional manager, or team leader, you want to feel good about using Agile and to create the conditions for great results. But the project management skills you honed in traditional environments don't always apply to the role of Agile team leader. The Human Side of Agile fills this gap, guiding you to:

Establish yourself as a confident and capable leader who adds value
Build and lead an engaged team that can handle almost any challenge
Cultivate collaboration and a continuous improvement mind-set
Reap the full benefits of Agile in the real world with real people

"I just found the next must-read book for our entire leadership team." "Tricia Broderick, Director of Development, TechSmith" "This book is up there with Peopleware, with concrete examples you can use immediately." "Dave Rooney, Sherpa, Shopify" "Agile teams need effective leaders who 'get' the people stuff. Without that you're merely going through the Agile motions." "Scott W. Ambler, co-creator of Disciplined Agile Delivery" While readable from cover to cover, the book is written as practical answers to the 80+ most relevant and pressing questions that team leaders ask, such as: "How Can I Help the Team Buy In?" "What If I Can't Work Full-Time as the Team's Leader?" "What Actions Will Build the Team's Trust in Me?" "How Can I Mitigate the Damage of Performance Reviews?" "What If a Member Doesn't Fit With the Team?" "How Can We Focus on Our Work With So Many Meetings?" "How Do I Get Stakeholders and Managers on My Side?" "How Can I Make Changes Stick?" "How Do We Avoid Reverting to Old Behaviors?" (Click on Look Inside to browse the complete table of contents.) The book's forewords are by Jim Highsmith and Christopher Avery. Gil Broza, founder and chief specialist at 3P Vantage, has successfully mentored Agile leaders and their teams since 2004. Gil's guidance helps professionals adopt effective, humane, and responsible approaches to software development.

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?

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.

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 Taina 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.

Fifty Quick Ideas to Improve Your Retrospectives
Practical Solutions to Common Scrum Problems
The Agile Samurai
Agile Retrospectives
Business Models for Teams
Launching Agile Teams & Projects
Agile Estimating and Planning

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 Scrum'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 time – the agile way.

Collected Essays

What Drives Quality

From Journeyman to Master

Agile Processes in Software Engineering and Extreme Programming

Liftoff

How Agile Masters Deliver Great Software

Micro Shifts, Macro Results