Agile Retrospectives Making Good Teams Great Pragmatic Programmers

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7 Rules for Positive, Productive Change - Esther Derby 2019-08-06
Change is difficult but essential—Esther Derby offers seven guidelines for change by attraction, an approach that draws people into the process so that instead of resisting change, they embrace it. Even if you don't have change management in your job description, your job involves change. Change is a given as modern organizations respond to market and technology advances, make improvements, and evolve practices to meet new challenges. This is not a simple process on any level. Often, there is no indisputable right answer, and responding requires trial and error, learning and unlearning. Whatever you choose to do, it will interact with existing policies and structures in unpredictable ways. And there is, quite simply, a natural human resistance to being told to change. Rather than creating more rigorous preconceived plans or imposing change by decree, agile software developer turned organizational change expert Esther Derby offers change by attraction, an approach that is adaptive and responsive and engages people in learning, evolving, and owning the new way. She presents a set of seven heuristics—guides to problem-solving—that empower people to achieve outcomes within broad constraints using their personal ingenuity and creativity. When you work by attraction, you give space and support for people to feel the loss that comes with change and help them see what is valuable about the future you propose. Resistance fades because people feel there is nothing to push against—only something they want to move toward. Derby's approach clears the fog to provide a new way forward that honors people and creates safety for change.
Coaching Agile Teams - Lyssa Adkins 2010-05-18
The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and

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

Liftoff - Diana Larsen 2016-06-10 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 Liftoft. 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!

OpenGL ES 2 for Android - Kevin Brothaler 2013-06-26
Printed in full color. Android is booming like never before, with millions of devices shipping every day. It's never been a better time to learn how to create your own 3D games and live wallpaper for Android. You'll find out all about shaders and the OpenGL pipeline, and discover the power of OpenGL ES 2.0, which is much more feature-rich than its predecessor. If you can program in Java and you have a creative vision that you'd like to share with the world,

then this is the book for you. This book will teach you everything you need to know to create compelling graphics on Android. You'll learn the basics of OpenGL by building a simple game of air hockey, and along the way, you'll see how to initialize OpenGL and program the graphics pipeline using shaders. Each lesson builds upon the one before it, as you add colors, shading, 3D projections, touch interaction, and more. Then, you'll find out how to turn your idea into a live wallpaper that can run on the home screen. You'll learn about more advanced effects involving particles, lighting models, and the depth buffer. You'll understand what to look for when debugging your program, and what to watch out for when deploying to the market. OpenGL can be somewhat of a dark art to the uninitiated. As you read this book, you'll learn each new concept from first principles. You won't just learn about a feature; you'll also understand how it works, and why it works the way it does. Everything you learn is forward-compatible with the just-released OpenGL ES 3, and you can even apply these techniques to other platforms, such as iOS or HTML5 WebGL.

Agile Estimating and Planning - Mike Cohn 2005-11-01
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.

The Mini Book of Agile - Mauricio Rubio 2019-08-22
This Mini Book will walk you through the fundamentals, principles and key concepts of Agile, Agile Project Management and Agile Delivery.After reading this book you will have a thorough understanding of Agile and how to put Agile into practice at work and in your personal projects.The book includes valuable resources, graphics and examples that will allow you to grasp the key essence of Agile, Agile rituals, Agile practices, Agile concepts and the key differences between Agile and traditional Project Management.

Collaboration Explained - Jean Tabaka 2006-01-06
"Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose,

facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike." —Arlen Bankston, Lean Agile Practice Manager, CC Pace "If Agile is the new 'what,' then surely Collaboration is the new 'how.' There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!" —Linda Rising, Independent Consultant The Hands-On Guide to Effective Collaboration in Agile Projects To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. Collaboration Explained is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through 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

People Over Process - Michael K. Levine 2019-09-23
This book is about improving and sustaining agility by focusing on people over process, as the first agile value advocates, and is the third and final book in the author's Lean and Agile

Software trilogy. The first – A Tale of Two Systems: Lean and Agile Software Development for Business Leaders – describes what agile is and why we do it. The second – A Tale of Two Transformations: Bringing Lean and Agile Software Development to Life – guides leaders in transforming their organizations to adopt this approach. All three books mix description and elaboration of theory with practical demonstration in fictional companies and projects. This new, third book – People over Process: Leadership for Agility – presents a model of facilitative leadership for agility, which informs the entire book. It begins by describing the roots of the agile movement, which motivates the centrality of people and the need for leadership. The leadership model is then presented, very simply: rigor, alignment, efficiency, through frameworks. Leadership is considered for all team members, and then for the special case of the responsibilities of leaders in formal positions of organizational authority.

With this strong background presented, the book proceeds to describe and demonstrate common and highly useful frameworks for agility. The fictional Pacifica Bank is introduced, and we see the Pacifica team work through architecture, project planning, team structure, governance, scrum meeting, and ultimately retrospectives, using frameworks that have been presented. An Appendix summarizes the most useful frameworks for future reference. Throughout the book concepts are illustrated with vignettes from my experience (in the didactic sections) and with the Pacifica fictional case study. The key benefits of the book are to make everyone involved in agile work more effective and fulfilled. Essentially, since agile was first introduced almost two decades ago, the primary focus in practice has been on process. The "scrum" methodology was developed and promulgated, and has been widely adopted. This has been on balance broadly positive, but as an industry we have progressed to the point where following the steps of a methodology, particularly one that seeks to implement concepts where the first value is "People over Process," has reached its limits. The reader of this book: • Gains a powerful, simple model of leadership that enables the "People" in "People over Process;" • Sees these principles in action in a fictional company, making agile leadership understandable and engaging; • Improves their ability to participate in and lead agility; • Learns extraordinarily useful "frameworks" that help in the most important activities in agile software. In short, the reader will be better at delivering valuable software solutions, more valuable to their organizations, and more fulfilled in their work.

A Scrum Book - Jeff Sutherland 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they

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

Behind Closed Doors - Johanna Rothman 2005-09-19
Great management is difficult to see as it occurs. It's possible to see the results of great management, but it's not easy to see how managers achieve those results. Great management happens in one-on-one meetings and with other managers---all in private. It's hard to learn management by example when you can't see it. You can learn to be a better manager---even a great manager---with this guide. You'll follow along as Sam, a manager just brought on board, learns the ropes and deals with his new team over the course of his first eight weeks on the job. From scheduling and managing resources to helping team members grow and prosper, you'll be there as Sam makes it happen. You'll find powerful tips covering: Delegating effectively Using feedback and goal-setting Developing influence Handling one-on-

one meetings Coaching and mentoring Deciding what work to do---and what not to do ...and more. Full of tips and practical advice on the most important aspects of management, this is one of those books that can make a lasting andimmediate impact on your career.
30 Days to Better Agile - Angela Druckman 2012

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

packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

Pragmatic Thinking and Learning - Andy Hunt 2008-10-28
Printed in full color. Software development happens in your head. Not in an editor, IDE, or designtool. You're well educated on how to work with software and hardware, but what about wetware--our own brains? Learning new skills and new technology is critical to your career, and it's all in your head. In this book by Andy Hunt, you'll learn how our brains are wired, and how to take advantage of your brain's architecture. You'll learn new tricks and tipsto learn more, faster, and retain more of what you learn. You need a pragmatic approach to thinking and learning. You need to Refactor Your Wetware. Programmers have to learn constantly; not just the stereotypical new technologies, but also the problem domain of the application, the whims of the user community, the quirks of your teammates, the shifting sands of the industry, and the evolving characteristics of the project itself as it is built. We'll journey together through bits of cognitive and neuroscience, learning and behavioral theory. You'll see some surprising aspects of how our brains work, and how you can take advantage of the system to improve your own learning and thinking skills. In this book you'll learn how to: Use the Dreyfus Model of Skill Acquisition to become more expert Leverage the architecture of the brain to strengthen different thinking modes Avoid common "known bugs" in your mind Learn more deliberately and more effectively Manage knowledge more efficiently

Extreme Programming Explained - Kent Beck 2004
Accountability. Transparency. Responsibility. These are not words that are often applied to software development. In this completely revised introduction to Extreme Programming (XP), Kent

Beck describes how to improve your software development by integrating these highly desirable concepts into your daily development process. The first edition of Extreme Programming Explained is a classic. It won awards for its then-radical ideas for improving small-team development, such as having developers write automated tests for their own code and having the whole team plan weekly. Much has changed in five years. This completely rewritten second edition expands the scope of XP to teams of any size by suggesting a program of continuous improvement based on.

Agile in a Flash - Jeff Langr 2011
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.

Agile Software Development with Scrum - Ken Schwaber 2002
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

Essential Scrum - Kenneth S. Rubin 2012
This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative

products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

Manage It! - Johanna Rothman 2007-06-07
This book is a reality-based guide for modern projects. You'll learn how to recognize your project's potholes and ruts, and determine the best way to fix problems - without causing more problems. Your project can't fail. That's a lot of pressure on you, and yet you don't want to buy into any one specific process, methodology, or lifecycle. Your project is different. It doesn't fit into those neat descriptions. Manage It! will show you how to beg, borrow, and steal from the best methodologies to fit your particular project. It will help you find what works best for you and not for some mythological project that doesn't even exist. Before you know it, your project will be on track and headed to a successful conclusion.

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

Improving Agile Retrospectives - Marc Loeffler 2018-01-02
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

The Pragmatic Programmer - Andrew Hunt 1999-10-20

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.

Agile Coaching - Rachel Davies 2009 "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.

Getting Value out of Agile Retrospectives - Luis Gonçalves 2015-01-28

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

Manage Your Project Portfolio - Johanna Rothman 2016-08-01

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include

hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

Scrum Mastery - Geoff Watts 2021-09
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 ScrumMastersHow to generate, maintain and increase engagement from the teamHow to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums.How to foster a more creative and collaborative teamHow to increase the performance of the teamHow to know when you are a successful ScrumMasterScrum 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"

Succeeding with Agile - Mike Cohn 2010 Provides recommendations and case studies to help with the implementation of Scrum.

Managing Knowledge in Project Environments - Judy Payne 2019-05-24 Managing Knowledge in Project Environmentsillustrates how knowledge management (KM) contributes to successful project work. KM is widely practised in project environments, but managers don't always recognise the knowledge aspects of their work and tend to treat KM as a series of specific activities rather than a way of making project work produce better outcomes in different contexts. To overcome this challenge, the authors present KM as an integral part of project work and explain it using principles: KM fundamentals that apply anywhere. A series of context factors provides readers with a framework for understanding and thinking about what KM means for their context: their goals, their projects, their organisations and their working environments. Hidden KM is exposed, myths are debunked and practical guidance explains how to build KM into projects and portfolios. The approach is consistent with current guidance including the BS ISO management systems standard for KM and the seventh edition of APM's 'Body of knowledge'. The aim is to help project professionals, sponsors, PMO members and others who can make a difference manage knowledge more effectively in project environments. Managing Knowledge in Project Environments offers everyone involved in project work a definitive short guide to the subject. tems standard for KM and the seventh edition of APM's 'Body of knowledge'. The aim is to help project professionals, sponsors, PMO members and others who can make a difference manage knowledge more effectively in project

environments. Managing Knowledge in Project Environments offers everyone involved in project work a definitive short guide to the subject.

FunRetrospectives: Activities and Ideas for Making Agile Retrospectives More Engaging

- Tainã Caetano Coimbra 2020-08-21 FunRetrospectives is a book with the necessary tools to develop the main element of continuous improvement: an effective, committed team! With several years working with agile teams, Paulo Caroli and Tainã 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.

Agile Retrospectives - Esther Derby 2006 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.

Making Good - Billy Parish 2012-02-28
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.

Fixing Your Scrum - Ryan Ripley 2020-01-07
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.

The Healthy Programmer - Joe Kutner
2013-06-26
Printed in full color. To keep doing what you love, you need to maintain your own systems, not just the ones you write code for. Regular exercise and proper nutrition help you learn, remember, concentrate, and be creative--skills critical to doing your job well. Learn how to change your work habits, master exercises that make working at a computer more comfortable, and develop a plan to keep fit, healthy, and sharp for years to come. Small changes to your habits can improve your health--without getting in the way of your work. The Healthy Programmer gives you a daily plan of action that's incremental and iterative just like the software development processes you're used to. Every tip, trick, and best practice is backed up by the advice of doctors, scientists, therapists, nutritionists, and numerous fitness experts. We'll review the latest scientific research to understand how being healthy is good for your body and mind. You'll start by adding a small amount of simple activity to your day--no trips to the gym needed. You'll learn how to mitigate back pain, carpal tunnel syndrome, headaches, and many other common sources of pain. You'll

also learn how to refactor your diet to properly fuel your body without gaining weight or feeling hungry. Then, you'll turn the exercises and activities into a pragmatic workout methodology that doesn't interfere with the demands of your job and may actually improve your cognitive skills. You'll also learn the secrets of prominent figures in the software community who turned their health around by making diet and exercise changes. Throughout, you'll track your progress with a "companion iPhone app". Finally, you'll learn how to make your healthy lifestyle pragmatic, attainable, and fun. If you're going to live well, you should enjoy it. Disclaimer This book is intended only as an informative guide for those wishing to know more about health issues. In no way is this book intended to replace, countermand, or conflict with the advice given to you by your own healthcare provider including Physician, Nurse Practitioner, Physician Assistant, Registered Dietician, and other licensed professionals. Keep in mind that results vary from person to person. This book is not intended as a substitute for medical or nutritional advice from a healthcare provider or dietician. Some people have a medical history and/or condition and/or nutritional requirements that warrant individualized recommendations and, in some cases, medications and healthcare surveillance. Do not start, stop, or change medication and dietary recommendations without professional medical and/or Registered Dietician advice. A healthcare provider should be consulted if you are on medication or if there are any symptoms that may require diagnosis or medical attention. Do not change your diet if you are ill, or on medication except under the supervision of a healthcare provider. Neither this, nor any other book or discussion forum is intended to take the place of personalized medical care of treatment provided by your healthcare provider. This book was current as of January, 2013 and as new information becomes available through research, experience, or

changes to product contents, some of the data in this book may become invalid. You should seek the most up to date information on your medical care and treatment from your health care professional. The ultimate decision concerning care should be made between you and your healthcare provider. Information in this book is general and is offered with no guarantees on the part of the author, editor or The Pragmatic Programmers, LLC. The author, editors and publisher disclaim all liability in connection with the use of this book.

Practical Programming - Paul Gries 2017-12-06
Classroom-tested by tens of thousands of students, this new edition of the bestselling intro to programming book is for anyone who wants to understand computer science. Learn about design, algorithms, testing, and debugging. Discover the fundamentals of programming with Python 3.6--a language that's used in millions of devices. Write programs to solve real-world problems, and come away with everything you need to produce quality code. This edition has been updated to use the new language features in Python 3.6.

Liftoff - Diana Larsen 2011-10
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.

Agile Retrospectives - Esther Derby
2006-07-26
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.

Project Retrospectives - Norman Kerth
2013-07-15
This is the digital copy of the printed booik (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.

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

Code with the Wisdom of the Crowd - Mark Pearl 2018-07-05
Build systems faster and more effectively with Mob Programming. Mob Programming is an approach to developing software that radically reduces defects and key-person dependencies by having a group of people work together at a

single machine. See how to avoid the most common pitfalls that teams make when first starting out. Discover what it takes to create and support a successful mob. Now you can take collaborative programming to the next level with Mob Programming. Mob Programming is a natural extension of the popular Pair Programming concept, and is not restricted to a specific programming language or technology. It can be used by anyone who develops software, including dev leads, software developers, and agile coaches. The more people working on a bug or feature results in fewer dependencies on individuals, and overall increased learning for everyone involved. With more eyes on the code, you'll find you develop better solutions with fewer defects. Set up your team for success by introducing Mob Programming in a way that benefits them. Create a good first Mobbing experience for your team with a template that avoids the common traps beginners may fall into. Master a collaborative and empathic mindset to help optimize the Mobbing experience. Learn how to make adjustments when things go wrong. Adapt your mobbing to different types of development tasks. Get management buy-in for your Mobbing experiment by demonstrating the benefits. Discover the equipment and resources you need, and how to adjust your workspace for an effective mob. Get important features to market sooner, squish bugs faster, and collaborate better today with Mob Programming. What You Need: All you need is three or more programmers, a meeting workspace that's large enough to accommodate your mob, and a computer on which to work.

Creating Great Teams - Sandy Mamoli 2015-11-11
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.

Retrospectives Antipatterns - Aino Corry 2020-06-28
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 shes encountered and mistakes shes 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 recognise when you are making the same mistake as the author! Create a common language, actionable solutions, and proven plans for solving the retrospective problems youll encounter most often Recognise 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