

## Agile Coaching Rachel Davies

The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in the research and practice of agile processes. This year's conference was the ninth consecutive edition of this international event. The conference has grown to be the largest conference on agile software development outside North America. The XP conference enjoys being one of those conferences that truly brings practitioners and academics together. About 70% of XP participants come from industry and the number of academics has grown steadily over the years. XP is more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. For example, this year's open space session, which was "a conference within a conference", was larger than ever before. Agile software development is a unique phenomenon from several perspectives.

Neuro-Linguistic Programming (NLP) studies brilliance and quality--how outstanding individuals and organizations get their outstanding results. Joseph O'Conner, a leading international NLP trainer and co-author of the bestselling *Introducing NLP*, offers a step-by-step guide to learning the NLP methods and techniques to help you become the person you want to be in the *NLP Workbook*. The *NLP Workbook* is a complete guide to NLP that includes: How to create and achieve outcomes How to choose your emotional state and shift thinking Meta modeling your own internal dialogue All of the basic NLP techniques and training exercises An Action Plan with exercises and suggestions for skill-building O'Conner discusses a range of topics from rapport and trust, and how to visualize, to negotiation skills, mental rehearsal and coaching. *NLP Workbook* is a book for everyone and anyone interested in NLP. The neophyte will find definitions, examples, and a step-by-step entry into learning how to use NLP, and trainers will discover many new ideas for NLP training.

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and

testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

### Agile Coaching

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan "just enough," balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using "personas" and "tours"
- Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques
- How to bring new agile testers up to speed quickly—without overwhelming them

Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community. Lisa Crispin, an experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually

learns from other teams and practitioners.

Innovate, take risks, and bounce back from failure with this handy and practical guide to developing resilience at work. 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.

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.

Provides recommendations and case studies to help with the implementation of Scrum.

"All that have ever tried to impose change in their organization will immediately recognize and truly value the in-depth knowledge and experience captured in this book. It contains a collection of eye-openers that is a treasure chest for pioneers of new organizational ideas, A fantastic toolbox for use in future missions!" —Lise B. Hvatum, product development manager, Schlumberger "If you have need of changing your organization, and especially of introducing new techniques, then you want to understand what is in this book. It will help you avoid common pitfalls that doom many such projects and will show you a clear path to success. The techniques are derived from the experience of many individuals and organizations. Many are also fun to apply. This stuff is really cool—and really hot." —Joseph Bergin, professor of computer science, Pace University, New York "If change is the only guarantee in life, why is it so hard to do? As this book points out, people are not so much resistant to change itself as they are to being changed. Mary Lynn and Linda have successfully used the pattern form to capture and present the recurring lessons of successful change efforts and have placed a powerful knowledge resource in the hands of their readers." —Alan O'Callaghan, researcher, Software

Technology Research Laboratory, De Montfort University, United Kingdom “The most difficult part of absorbing patterns, or any technology, into an organization is overcoming the people issues. The patterns in this book are the documentation of having gone through that experience, giving those that dare push the envelope a head start at success.”—David E. DeLano, IBM Pervasive Computing “If you have ever wondered how you could possibly foster any cultural changes in your organization, in this book you will find a lot of concrete advice for doing so. I recommend that everyone read this book who has a vast interest in keeping his or her organization flexible and open for cultural change.” —Jutta Eckstein, Independent Consultant, Objects In Action Author of Agile Software Development in the Large 48 Patterns for Driving and Sustaining Change in Your Organization Change. It's brutally tough to initiate, even harder to sustain. It takes too long. People resist it. But without it, organizations lose their competitive edge. Fortunately, you can succeed at making change. In Fearless Change, Mary Lynn Manns and Linda Rising illuminate 48 proven techniques, or patterns, for implementing change in organizations or teams of all sizes, and show you exactly how to use them successfully. Find out how to Understand the forces in your organization that drive and retard change Plant the seeds of change Drive participation and buy-in, from start to finish Choose an "official skeptic" to sharpen your thinking Make your changes appear less threatening Find the right timing and the best teaching moments Sustain your momentum Overcome adversity and celebrate success Inspired by the "pattern languages" that are transforming fields from software to architecture, the authors illuminate patterns for every stage of the change process: knowledge, persuasion, decision, implementation, and confirmation. These flexible patterns draw on the experiences of hundreds of leaders. They offer powerful insight into change-agent behavior, organizational culture, and the roles of every participant. Best of all, they're easy to use—and they work!

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance

measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

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.

"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.

Innovation Through Understandingsm The toughest part of innovation? Accurately predicting what customers want, need, and will pay for. Even if you ask them, they often can't explain what they want. Now, there's a breakthrough solution: Innovation Games. Drawing on his software product strategy and product management consulting experience, Luke Hohmann has created twelve games that help you uncover your customers' true, hidden needs and desires. You'll learn



what each game will accomplish, why it works, and how to play it with customers. Then, Hohmann shows how to integrate the results into your product development processes, helping you focus your efforts, reduce your costs, accelerate time to market, and deliver the right solutions, right from the start. Learn how your customers define success Discover what customers don't like about your offerings Uncover unspoken needs and breakthrough opportunities Understand where your offerings fit into your customers' operations Clarify exactly how and when customers will use your product or service Deliver the right new features, and make better strategy decisions Increase empathy for the customers' experience within your organization Improve the effectiveness of the sales and service organizations Identify your most effective marketing messages and sellable features Innovation Games will be indispensable for anyone who wants to drive more successful, customer-focused product development: product and R&D managers, CTOs and development leaders, marketers, and senior business executives alike.

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets startedPART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

'Innovative, well organised, readable and authoritative. This is a text that takes a modern and refreshing approach to a

subject that is an essential ingredient on today's economic agenda' - Graham Beaver, Professor of Strategic Management, Visiting Professor to Queensland University of Technology, Fellow of the University of Warwick Not everyone who wants to study entrepreneurship has a theoretical background in business. Specifically written for students who do not have a strong business theory background, the authors of *Entrepreneurship for Everyone* bring alive the crucial issues for understanding this dynamic field. Going beyond the traditional textbook, the authors equip students with the necessary business knowledge and essential practical advice on applying that knowledge in the real world, to a range of types of industry - from sustainable industries, information technology, healthcare, biotechnology, as well as the musical and creative industries. Key entrepreneurship concepts that are covered include: - the theories and tools of creative thinking - market research - intellectual property protection - relevant economics If you are coming to this area anew, and especially if you are interested in how entrepreneurship is applied, putting this text back on the shelf could cost you real success.

*Managing Disruption & Improving Outcomes by Having Conversations that Really Matter* With Foreword by Arie van Bennekum, Co-Author of *The Agile Manifesto* In *Responsive Agile Coaching* Niall McShane draws on over a decade of agile coaching experience to document a clear and well-researched model that lifts the lid on how agile coaching actually works. The book starts by defining what the role of agile coach has become in recent times before putting forward a field-tested and theoretically sound model for conducting agile coaching conversations. Packed full of real life stories from authentic coaching work you'll laugh and cry with the characters as you learn what it takes to be one of the best agile coaches in the current market. Drawing from areas such as neuroscience, mindfulness, behavioral psychology and unlearning theory this book is focused on when and how to have conversations that matter with clients during times of change. The central point in the book argues that agile coaches are more than the sum of their competencies; they need to execute the right "moves and steps" during coaching conversations. The model Niall outlines is built around one moment that matters in all agile coaching conversations; Niall calls this the responsive moment. Sensing this moment and responding in a way that best serves the needs of the client and the organization is what the book guides you to be able to do (consistently). The *Responsive Agile Coaching* model is a dynamic flow-based approach to delivering agile coaching as a service. It dispels the thinking that agile coaching needs to be delivered by a person with the title of agile coach and aims to "open source" it as a skill anyone can develop. This book puts the 'coaching' back into agile coaching by providing a model to balance the agile expert and coaching elements of agile coaching. *Responsive Agile Coaching* is part theory, part practical guide book and part story telling. The book has been written to cater for readers from all backgrounds who are looking to change the way they work; managers, leaders, change agents as well as agile coaches will find insights and inspiration in this book.

Your customers want rock-solid, bug-free software that does exactly what they expect it to do. Yet they can't always articulate their

ideas clearly enough for you to turn them into code. You need Cucumber: a testing, communication, and requirements tool-all rolled into one. All the code in this book is updated for Cucumber 2.4, Rails 5, and RSpec 3.5. Express your customers' wild ideas as a set of clear, executable specifications that everyone on the team can read. Feed those examples into Cucumber and let it guide your development. Build just the right code to keep your customers happy. You can use Cucumber to test almost any system or any platform. Get started by using the core features of Cucumber and working with Cucumber's Gherkin DSL to describe-in plain language-the behavior your customers want from the system. Then write Ruby code that interprets those plain-language specifications and checks them against your application. Next, consolidate the knowledge you've gained with a worked example, where you'll learn more advanced Cucumber techniques, test asynchronous systems, and test systems that use a database. Recipes highlight some of the most difficult and commonly seen situations the authors have helped teams solve. With these patterns and techniques, test Ajax-heavy web applications with Capybara and Selenium, REST web services, Ruby on Rails applications, command-line applications, legacy applications, and more. Written by the creator of Cucumber and the co-founders of Cucumber Ltd., this authoritative guide will give you and your team all the knowledge you need to start using Cucumber with confidence. What You Need: Windows, Mac OS X (with XCode) or Linux, Ruby 1.9.2 and upwards, Cucumber 2.4, Rails 5, and RSpec 3.5

The field of software engineering is characterized by speed and turbulence in many regards. While new ideas are proposed almost on a yearly basis, very few of them live for a decade or a longer. Lightweight software development methods were a new idea in the latter part of the 1990s. Now, ten years later, they are better known as agile software development methods, and an active community driven by practitioners has formed around the new way of thinking. Agile software development is currently being embraced by the research community as well. As a sign of increased research activity, most research-oriented conferences have an agile software development track included in the conference program. The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering. The idea of the conference is to offer a unique setting for advancing the state of the art in research and practice of agile processes. This year's conference was the tenth consecutive edition of this international event. Due to the diverse nature of different activities during the conference, XP is claimed to be more of an experience rather than a regular conference. It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared. This is clearly visible from this year's program as well.

Decouvrez comment coacher votre equipe pour qu'elle devienne plus agile. Ce livre demystifie les pratiques agiles, il s'agit d'un guide pratique pour creer des equipes agiles solides. Enrichi avec les conseils utiles des coachs agiles Rachel Davies et Liz Sedley, ce livre vous donne des outils de coaching que vous pouvez utiliser si vous etes chef de projet, responsable technique ou membre d'une equipe de developpement logiciel.

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 describes a process framework for business information management: the Business Information Services Library (BiSL®) – a public domain standard that is consistent with the IT Infrastructure Library (ITIL) and Application Services Library (ASL). BiSL establishes a bridge between IT and business processes, and between business information administrators and information managers. The BiSL process model provides an insight into all of the primary processes within their field of operations and into the relationship between the various processes. It offers a starting point for the improvement of these processes using best practices, amongst other things, and it provides uniform terminology. This book explains BiSL, a process framework for business information management, encompassing the best way to manage and execute business information management in day-to-day practice, and explains how the framework BiSL can help to improve business processes and the alignment of business and IT. Additional Training material is available for free for APMG accredited trainers. If you want to have this sent to you, please send an e-mail to: [info@vanharen.net](mailto:info@vanharen.net) By this book is a separate file (free, via internet) available: • All images in the book, in Powerpoint format. Click on the button Training Material by the book on our website.

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change* provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions*, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources

such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. BookAuthority named Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning Solutions, Innovation Management, and additional media publications. In Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

Ship It! is a collection of tips that show the tools and techniques a successful project team has to use, and how to use them well. You'll get quick, easy-to-follow advice on modern practices: which to use, and when they should be applied. This book avoids current fashion trends and marketing hype; instead, readers find page after page of solid advice, all tried and tested in the real world. Aimed at beginning to intermediate programmers, Ship It! will show you: Which tools help, and which don't How to keep a project moving Approaches to scheduling that work How to build developers as well as product What's normal on a project, and what's not How to manage managers, end-users and sponsors Danger signs and how to fix them Few of the ideas presented here are controversial or extreme; most experienced programmers will agree that this stuff works. Yet 50 to 70 percent of all project teams in the U.S. aren't able to use even these simple, well-accepted practices effectively. This book will help you get started. Ship It! begins by introducing the common technical infrastructure that every project needs to get the job done. Readers can choose from a variety of recommended technologies according to their skills and budgets. The next sections outline the necessary steps to get software out the door reliably, using well-accepted, easy-to-adopt, best-of-breed practices that really work. Finally, and most importantly, Ship It! presents common problems that teams face, then offers real-world advice on how to solve them.

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?

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!

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 Scrum Master Scrum Mastery is for practicing Scrum Masters 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"

Evaluates the significant role being played by technological advances on the formation and experience of modern group dynamics, citing such examples as Wikipedia and MySpace to demonstrate the Internet's power in bridging geographical and cultural gaps. 40,000 first printing.

Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

2012 Jolt Award finalist! Pioneering the Future of Software Test Do you need to get it right, too? Then, learn from Google.

Legendary testing expert James Whittaker, until recently a Google testing leader, and two top Google experts reveal exactly how Google tests software, offering brand-new best practices you can use even if you're not quite Google's size...yet! Breakthrough Techniques You Can Actually Use Discover 100% practical, amazingly scalable techniques for analyzing risk and planning tests...thinking like real users...implementing exploratory, black box, white box, and acceptance testing...getting usable feedback...tracking issues...choosing and creating tools...testing "Docs & Mocks," interfaces, classes, modules, libraries, binaries, services, and infrastructure...reviewing code and refactoring...using test hooks, presubmit scripts, queues, continuous builds, and more. With these techniques, you can transform testing from a bottleneck into an accelerator—and make your whole organization more productive!

The first book to cover Agile Modeling, a new modeling technique created specifically for XP projects eXtreme Programming (XP) has created a buzz in the software development community—much like Design Patterns did several years ago. Although XP presents a methodology for faster software development, many developers find that XP does not allow for modeling time, which is critical to ensure that a project meets its proposed requirements. They have also found that standard modeling techniques that use the Unified Modeling Language (UML) often do not work with this methodology. In this innovative book, Software Development columnist Scott Ambler presents Agile Modeling (AM)—a technique that he created for modeling XP projects using pieces of the UML and Rational's Unified Process (RUP). Ambler clearly explains AM, and shows readers how to incorporate AM, UML, and RUP into their development projects with the help of numerous case studies integrated throughout the book. AM was created by the author for modeling XP projects—an element lacking in the original XP design. The XP community and its creator have embraced AM, which should give this book strong market acceptance. Companion Web site at [www.agilemodeling.com](http://www.agilemodeling.com) features updates, links to XP and AM resources, and ongoing case studies about agile modeling.

"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

A guide to XP leads the developer, project manager, and team leader through the software development planning process, offering real world examples and tips for reacting to changing environments quickly and efficiently.

The ITIL pocket guides of Van Haren Publishing are since long recognized as the industry classic guide on the topic of ITIL, in many languages. Over the years this authoritative guide has earned its place on the bookshelves and in the briefcases of industry experts as they implement best practices within their organizations. This pocket guide will provide readers with an understanding of the ITIL 4 service management framework, by:

- \* understanding the key concepts of service management
- \* understanding how the seven ITIL guiding principles can help an organization adopt and adapt service management
- \* understanding the four dimensions of service management
- \* understanding the purpose and components of the ITIL service value system
- \* understanding the six activities of the service value chain, and how they interconnect
- \* knowing the purpose and key terms of 15 of the 34 ITIL practices
- \* understanding seven of these 15 ITIL practices in detail

All exam requirements for the ITIL 4 Foundation exam are covered in this pocket guide. It also provides

support for everyone who has knowledge of previous ITIL editions and is looking for a bridge to the new edition. ITIL 4 took a big leap into the modern world of IT service management, covering the latest principles and practices in a customer-focused, service-centric way, enabling Agile principles for maximum support of any business. Bron: Flaptekst, uitgeversinformatie.

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

Changing Software Development explains why software development is an exercise in change management and organizational intelligence. An underlying belief is that change is learning and learning creates knowledge. By blending the theory of knowledge management, developers and managers will gain the tools to enhance learning and change to accommodate new innovative approaches such as agile and lean computing. Changing Software Development is peppered with practical advice and case studies to explain how and why knowledge, learning and change are important in the development process. Today, managers are pre-occupied with knowledge management, organization learning and change management; while software developers are often ignorant of the bigger issues embedded in their work. This innovative book bridges this divide by linking the software world of technology and processes to the business world of knowledge, learning and change.

With the award-winning book Agile Software Development: Principles, Patterns, and Practices, Robert C. Martin helped bring Agile principles to tens of thousands of Java and C++ programmers. Now .NET programmers have a definitive

