

Collaboration Explained Facilitation Skills For Software Project Leaders

Part of SoMet series, this book contains reviewed papers given at the Seventh International Conference on New Trends in Software Methodology Tools, and Techniques (SoMeT_08) held in Sharjah, United Arab Emirates. It addresses handling of cognitive issues on software development to adapt to user mental state.

Truth #1: This book will make you ACE the PMI-ACP® certification exam. Truth #2: ACE the PMI-ACP® is a no-nonsense detailed approach to retain knowledge you gain, and pass the PMI-ACP® exam on the first try. Truth #3: This study guide simplifies the complicated terms, definitions and concepts that are critical to passing the exam. Truth #4: Inside you will find: Agile Fundamentals Chapters dedicated to each of the Domains Clearly identified areas to focus on for the exam Sample questions to test key knowledge after each section Truth #5: You need to get ACE the PMI-ACP® now!

Installing agile tools and practices won't be enough to respond to rapid market change unless you lay the groundwork with six key enabling factors, identified by the United Kingdom's leading agile consulting firm, Agile Centre. An ever-growing pile of frameworks and tools falsely offer an "easy route" to organizational agility. However, responding to rapid market change requires you alter so much more than just your way of working. Your work style is only one of six factors that the Agile Centre's research identifies as the key to success. From years of experience certifying people in agile leadership, product ownership, and scrum mastery, Karim Harbott has created a model that will help your organization achieve all six factors required for success: leadership, culture, structure, engagement, and governance as well as ways of working together. Drawing from Harbott's famous Business Agility Canvas, this book will help leaders get realistic about the scope of the changes needed in their organization and show them how to get started.

Uncovers the growing and expanding phenomenon of human behavior, social constructs, and communication in online environments.

Collaborative learning has the potential to produce changes in perspectives in an ever-changing world; experiential learning has the potential to contribute to creating a collaborative environment. Both of these processes utilize effective facilitation. This action research study examined the experiences of a training group for which I served as the facilitator and explored the question, "How do participants in a group for which I serve as a facilitator of collaborative learning within an experiential learning framework describe their experience?" Additionally, the study examined the question, "How do the research participants' experiences inform my professional practice of facilitation of collaborative learning?" Twenty college-age young adults in the training group provided data from multiple qualitative sources. Hermeneutic analysis of data focused on: (1) the participants' descriptions of their experiences along with their perceptions and reflections of those experiences; and (2) their experiences with me as their facilitator. Findings of the study addressed the participants' desires to learn from their training experience (transformative learning), detailed their struggles to push past personal boundaries (constructs of competence and control), and explored the supportive relationships that developed within the group (mutuality and reciprocity). Hermeneutic data analysis also provided insights into my practice of facilitation and gave support to the strength and structure that utilization of the experiential learning model brought to the group. The relationship between the intense experiential learning activities and the transfer of that learning to other activities and responsibilities was demonstrated through the participants' descriptions as they noted their transformation into the role of facilitators. The practice of facilitation was enlightened by examining the constructs of problem solving, competence and control, and intensity of transfer of learning. Implications of this research study identify collaborative learning and experiential learning to be dynamic learning processes that are best achieved in a safe environment within a planned framework of intentionality that includes iterative cycles of planning, action, observing, reflecting, and replanning. Given the current trend of reduced training time, the resulting higher levels of transfer of learning can produce an increase in training results for participants and more effective facilitation skills for training facilitators.

In *The ART of Avoiding a Train Wreck*, Em and Adrienne share their "trade secrets" for launching and operating powerful and effective Agile Release Trains. There's a lot at stake when launching an Agile Release Train. When taking on an Enterprise Lean-Agile Transformation you only get one shot at a first impression. Runaway trains are expensive. Money gets wasted, time gets lost and the reputational damage can take years to repair. Going well beyond the standard SAFe training, this book deep dives into the practical tips and tricks that only over 15 years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the timetable, SAFely board and stay on the tracks. No matter your context, you are sure to find plenty of actionable ideas for launching and operating Agile Release Trains.

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?

Distributed agile teams have a terrible reputation. They don't deliver "on time," and too often, they don't deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don't blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of

virtual teams behind. See how to help your distributed team succeed.

Have you ever felt unsure how to help a team that was spinning in circles? Or wanted to flee a room with a high-conflict group? If you lead teams of any size, chances are you have been a facilitator at some point. But what does it mean to be a facilitator? While sticky notes, dot voting, and gathering people around a whiteboard are all helpful activities, they can only take us so far. The Art & Science of Facilitation is your guide to moving your team further forward using the groundbreaking Five Guiding Principles of the Facilitation Stance. You will learn to lead teams toward effective collaboration by inviting different points of view (even when it creates conflict), remaining unbiased in high-stakes meetings, understanding what the group needs, and navigating difficult interpersonal dynamics. This book is for anyone ready to lead with self-awareness and group insight, and to help their teams work more efficiently and effectively in a truly collaborative environment. Marsha Acker is a professional facilitator, executive, and team coach. The founder and CEO of Team Catapult, she uses systems thinking, structural dynamics, dialogue, and agility to help teams collaborate and align with clarity, purpose, and vision.

Computer science graduates often find software engineering knowledge and skills are more in demand after they join the industry. However, given the lecture-based curriculum present in academia, it is not an easy undertaking to deliver industry-standard knowledge and skills in a software engineering classroom as such lectures hardly engage or convince students. Overcoming Challenges in Software Engineering Education: Delivering Non-Technical Knowledge and Skills combines recent advances and best practices to improve the curriculum of software engineering education. This book is an essential reference source for researchers and educators seeking to bridge the gap between industry expectations and what academia can provide in software engineering education.

There has been a sea-change in the focus of organizations - whether private or public - away from a traditional product- or service-centricity towards customer-centricity and projects are just as much a part of that change. Projects must deliver value; projects must involve stakeholders, and Elizabeth Harrin and Phil Peplow demonstrate convincingly that stakeholders are the ones who get to decide what 'value' actually means. Customer-Centric Project Management is a short guide explaining what customer-centricity means in terms of how you work and its importance for project performance; using tools and processes to guide customer-centric thinking will help you see the results of engagement and demonstrate how things can improve, even on difficult projects. The text provides a straightforward implementation guide to moving your own business to a customer-centric way of working, using a model called Exceed and provides some guidance for ensuring that customer-centricity is sustainable and supported in the organization. This is a practical, rigorous and well-researched text. It draws on established models and uses the example of project implementation in a healthcare environment to demonstrate the impact of this significant way of thinking about value. The authors can't guarantee that the Exceed process will radically improve project success rates, and no process can. Adopting a customer-centric mindset and using the Exceed process to measure and monitor customer satisfaction will, however, help you move towards working with happier, more engaged stakeholders.

Within the framework of Acceptance Test-Driven-Development (ATDD), customers, developers, and testers collaborate to create acceptance tests that thoroughly describe how software should work from the customer's viewpoint. By tightening the links between customers and agile teams, ATDD can significantly improve both software quality and developer productivity. This is the first start-to-finish, real-world guide to ATDD for every agile project participant. Leading agile consultant Ken Pugh begins with a dialogue among a customer, developer, and tester, explaining the "what, why, where, when, and how" of ATDD and illuminating the experience of participating in it. Next, Pugh presents a practical, complete reference to each facet of ATDD, from creating simple tests to evaluating their results. He concludes with five diverse case studies, each identifying a realistic set of problems and challenges with proven solutions. Coverage includes

- How to develop software with fully testable requirements
- How to simplify and componentize tests and use them to identify missing logic
- How to test user interfaces, service implementations, and other tricky elements of a software system
- How to identify requirements that are best handled outside software
- How to present test results, evaluate them, and use them to assess a project's overall progress
- How to build acceptance tests that are mutually beneficial for development organizations and customers
- How to scale ATDD to large projects

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

Summary Elastic leadership is a framework and philosophy that can help you as you manage day-to-day and long-term challenges and strive to create the elusive self-organizing team. It is about understanding that your leadership needs to change based on which phase you discover that your team is in. This book provides you with a set of values, techniques, and practices to use in your leadership role. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub

formats from Manning Publications. About the Technology Your team looks to you for guidance. You have to mediate heated debates. The team is constantly putting out fires instead of doing the right things, the right way. Everyone seems to want to do things correctly, but nobody seems to be doing so. This is where leaders get stuck. It's time to get unstuck! Elastic leadership is a novel approach that helps you adapt your leadership style to the phase your team is in, so you can stay in step as things change. About the Book Elastic Leadership is a practical, experience-driven guide to team leadership. In it, you'll discover a set of values, techniques, and practices to lead your team to success. First, you'll learn what elastic leadership is and explore the phases of this results-oriented framework. Then, you'll see it in practice through stories, anecdotes, and advice provided by successful leaders in a variety of disciplines, all annotated by author and experienced team leader, Roy Osherove. What's Inside Understanding why people do what they do Effective coaching Influencing team members and managers Advice from industry leaders About the Reader This book is for anyone with a year or more of experience working on a team as a lead or team member. About the Author Roy Osherove is the DevOps process lead for the West Coast at EMC, based in California. He is also the author of The Art of Unit Testing (Manning, 2013) and Enterprise DevOps. He consults and trains teams worldwide on the gentle art of leadership, unit testing, test-driven development, and continuous-delivery automation. He frequently speaks at international conferences on these topics and others. Table of Contents PART 1 - UNDERSTANDING ELASTIC LEADERSHIP Striving toward a Team Leader Manifesto Matching leadership styles to team phases Dealing with bus factors PART 2 - SURVIVAL MODE Dealing with survival mode PART 3 - LEARNING MODE Learning to learn Commitment language Growing people PART 4 - SELF-ORGANIZATION MODE Using clearing meetings to advance self-organization Influence patterns The Line Manager Manifesto PART 5 - NOTES TO A SOFTWARE TEAM LEADER Feeding back Channel conflict into learning It's probably not a technical problem Review the code Document your air, food, and water Appraisals and agile don't play nicely Leading through learning: the responsibilities of a team leader Introduction to the Core Protocols Change your mind: your product is your team Leadership and the mature team Spread your workload Making your team manage their own work Go see, ask why, show respect Keep developers happy, reap high-quality work Stop doing their work Write code, but not too much Evolving from manager to leader Affecting the pace of change Proximity management Babel Fish You're the lead, not the know-it-all Actions speak louder than words

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.

"This book offers a critical review of current research in technology-supported education, focusing on the development and design of successful education programs, student success factors, and the creation and use of online courses"--Provided by publisher.

A proven approach to transformative professional learning that raises achievement for all students! Trusted educators Colton, Langer, and Goff are pioneers of an extraordinarily effective approach to professional learning: Collaborative Analysis of Student Learning (CASL). This evidence-based book is fully updated to address the Common Core State Standards. Learn how to: Design a sustainable CASL program based on two decades of nationwide implementation experience Inquire into student work and assessments to promote learning excellence Use the CASL Teacher as Collaborative Inquirer framework to promote culturally competent, rigorous teaching Develop and implement new instructional strategies that mesh with Common Core standards

Social Media for Project Managers goes beyond Facebook, Twitter and LinkedIn to explore a whole range of collaboration tools available online like wikis, microblogs and document management tools. It aims to show the practicality of using these collaborative tools to support the project management process and how they are being used in the larger, ever-changing business environment.

This book contains the refereed proceedings of the 12th International Conference on Agile Software Development, XP 2011, held in Madrid, Spain, in May 2011. The year 2011 marked the 10th anniversary of the Agile Manifesto. In this spirit, the XP conference continued its fine tradition of promoting agility by disseminating new research results in a timely manner and by bringing together researchers and practitioners for a fruitful mutual exchange of experiences. As introduced for XP 2010, there were again two different program committees, one for research papers and one for experience reports. Regarding the research papers, 11 out of 56 submissions were accepted as full papers; and as far as the experience reports were concerned, the respective number was 4 out of 17 submissions. In addition to these papers, this volume also includes the short research papers, the abstracts of the posters, the position papers of the PhD symposium, and the abstracts of the workshops.

"This set of books represents a detailed compendium of authoritative, research-based entries that define the contemporary state of knowledge on technology"--Provided by publisher.

Collaboration Explained Facilitation Skills for Software Project Leaders Pearson Education

Professionals in the interdisciplinary field of computer science focus on the design, operation, and maintenance of computational systems and software. Methodologies and tools of engineering are utilized alongside computer applications to develop efficient and precise information databases. Computer Systems and Software Engineering: Concepts, Methodologies, Tools, and Applications is a comprehensive reference source for the latest scholarly material on trends, techniques, and uses of various technology applications and examines the benefits and challenges of these computational developments. Highlighting a range of pertinent topics such as utility computing, computer security, and

information systems applications, this multi-volume book is ideally designed for academicians, researchers, students, web designers, software developers, and practitioners interested in computer systems and software engineering. Ongoing advancements in modern technology have led to significant developments in intelligent systems. With the numerous applications available, it becomes imperative to conduct research and make further progress in this field. *Intelligent Systems: Concepts, Methodologies, Tools, and Applications* contains a compendium of the latest academic material on the latest breakthroughs and recent progress in intelligent systems. Including innovative studies on information retrieval, artificial intelligence, and software engineering, this multi-volume book is an ideal source for researchers, professionals, academics, upper-level students, and practitioners interested in emerging perspectives in the field of intelligent systems.

Discover the Proven “Low Drama, High Joy” Method for Productive, Empathy-Based Communication and Collaboration. Why do so many organizations, teams, couples, families, and groups who should be working together end up wasting energy on unproductive conflict? Even when everyone has the same general goals, what’s often missing is a deeper alignment based on mutual trust, respect, and empathy. With *Radical Alignment*, top-level life and business coaches (and happily married couple) Alexandra Jamieson and Bob Gower share their potent method for helping groups to stop clashing and start working together—to jump from “we can’t” to an enthusiastic “hell yes!” The essential tool at the heart of *Radical Alignment* is the All-In Method: a four-step approach to communication designed to increase clarity, minimize miscommunication, honor each person’s individuality, and build a shared sense of trust and respect for long-term success. With easy-to-follow instruction, Jamieson and Gower bring you:

- The Foundations of Great Communication—what works, what doesn’t, and how to analyze the strengths and weaknesses of your own style
- The All-In Method—a step-by-step walk-through of this proven approach to getting into radical alignment with others
- The Method in Action—examples and exercises for using the All-In Method at work, at home, and in any situation
- Scripts, suggestions, guidance, and additional resources for making this a lifelong practice for greater connection and intimacy

“We believe passionately that the world needs more aligned teams in our businesses, organizations, communities, families, and intimate partnerships,” write the authors. “This means we need people who are able to have powerful and clear exchanges that build better connections.” *Radical Alignment* brings you a “low drama, high joy” technique to transform the way you collaborate and communicate in every area of your life.

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.

A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven’t just pioneered agile testing, they have also written two of the field’s most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today’s must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, *The Agile Testing Collection* will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, *Agile Testing: A Practical Guide for Testers and Agile Teams*, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester’s viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, *More Agile Testing: Learning Journeys for the Whole Team*, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. *The Agile Testing Collection* will help you do all this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan “just enough,” balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors’ extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

In *Collaboration Tools for Project Managers*, Elizabeth Harrin builds upon her 2010 book, *Social Media for Project Managers*, by providing the latest information, success stories, and an easy-to-follow guide to implementing online collaboration tools and helping to overcome obstacles. In order to communicate faster, work virtually with people across the globe, and get better business results, project teams should explore how online collaboration tools can deliver project success and improve business value.

Unleash the transformative power of face to face groups The third edition of this ground-breaking book continues to advance its mission to support groups to do their best thinking. It demonstrates that meetings can be much more than merely an occasion for solving a problem or creating a plan. Every well-facilitated meeting is also an opportunity to stretch and develop the perspectives of the individual members, thereby building the strength and capacity of the group as a whole. This fully updated edition of *The Facilitator's Guide to Participatory Decision-Making* guides readers through the struggle and the satisfaction of putting participatory values into practice, helping them to fulfill the promise of effective group decision-making. With previous editions already embraced by business and community leaders and consulting professionals around the world, this new book is even more insightful and easy to use. New for this edition: 60 pages of brand new skills and tools Many new case examples Major expansion and reorganization of the advanced sections of the book. New chapter: Teaching A Group About Group Dynamics Doubled in size: Classic Facilitator Challenges. Substantially improved: Designing Realistic Agendas – now three chapters, with wise, insightful answers to the most vexing questions about meeting design.

"This book explores the origin, structure, purpose, and function of socially interactive technologies known as social software"--Provided by publisher.

63 New and Updated Patterns for Driving and Sustaining Change "The hard part of change is enlisting the support of other people. Whether a top manager interested in improving your organization's results or a lone developer promoting a better way of working, this book will give you tools and ideas to help accomplish your goal." –George Dinwiddie, independent coach and consultant, iDIA Computing, LLC "Keep the patterns in this book and Fearless Change handy. ... These patterns transformed me from an ineffective 'voice in the wilderness' to a valued collaborator." –Lisa Crispin, co-author (with Janet Gregory) of *Agile Testing and More Agile Testing* In their classic work, *Fearless Change*, Mary Lynn Manns and Linda Rising interviewed successful leaders of change, identified 48 patterns for implementing change in teams of all sizes, and demonstrated how to use these techniques effectively. Now, in *More Fearless Change* the authors reflect on all they've learned about their original patterns in the past decade, and introduce 15 powerful, new techniques—all extensively validated by change leaders worldwide. Manns and Rising teach strategies that appeal to each individual's logic (head), feelings (heart), and desire to contribute (hands)—the best way to motivate real change and sustain it for the long haul. Learn how to Focus on the best things you can achieve with limited resources Strategize to build flexible plans and go after low-hanging fruit Get help from the right people in the right ways Establish emotional connections that inspire motivation and imagination Create an "elevator pitch" that keeps everyone focused on what truly matters Build bridges, work with skeptics, soften resistance, and open minds Uncover easier paths towards change, and build on what already works Sustain momentum, provide time for reflection, and celebrate small successes *More Fearless Change* reflects a profound understanding of how real change happens: not instantaneously in response to top-down plans and demands, but iteratively, through small steps that teach from experience. Best of all, as thousands of change agents have already discovered, its patterns are easy to use—and they work.

Proven Patterns and Techniques for Succeeding with Agile in Your Organization Agile methods promise to help you create software that delivers far more business value—and do it faster, at lower cost, and with less pain. However, many organizations struggle with implementation and leveraging these methods to their full benefit. In this book, Amr Elssamady identifies the powerful lessons that have been learned about successfully moving to agile and distills them into 30 proven agile adoption patterns. Elssamady walks you through the process of defining your optimal agile adoption strategy with case studies and hands-on exercises that illuminate the key points. He systematically examines the most common obstacles to agile implementation, identifying proven solutions. You'll learn where to start, how to choose the best agile practices for your business and technical environment, and how to adopt agility incrementally, building on steadily growing success.

Leadership success depends on clarifying and simplifying complex problems while maintaining a positive outlook. *Change or Die - The Business Process Improvement Manual* provides you with the tools to do so. Packed with more than 70 pages of workshop tools, agendas, and activities that detail each of the six stages of the business process improvement (BPI) method, it presents a BPI method that promotes the use of facilitator-led workshops to help you and your team make better decisions. Developed from empirical research and bolstered by the results of client experience from hundreds of hours of facilitated workshops and BPI activity, *Change or Die* employs the authors' ENGAGE methodology. To ensure your team achieves its deliverables, the authors walk you through each BPI method. In each chapter you will find: Objectives and deliverables clearly identified Real-world examples from companies the authors have worked with—presented using a global manufacturer as an example Activities, questionnaires, and examples A self-assessment tool to help you measure progress, identify gaps in team performance, and determine team readiness for the next stage This resource-rich book includes a CD with supplemental activities, challenges, facilitated workshops, templates, tables, and questionnaires—tools designed to ease each participant's path to project success.

This book contains the refereed proceedings of the 15th International Conference on Agile Software Development, XP 2014, held in Rome, Italy, in May 2014. Because of the wide application of agile approaches in industry, the need for collaboration between academics and practitioners has increased in order to develop the body of knowledge available to support managers, system engineers, and software engineers in their managerial/economic and architectural/project/technical decisions. Year after year, the XP conference has facilitated such improvements and provided evidence on the advantages of agile methodologies by examining the latest theories, practical applications, and implications of agile and lean methods. The 15 full papers, seven short papers, and four experience reports accepted for XP 2014 were selected from 59 submissions and are organized in sections on: agile development, agile challenges and contracting, lessons learned and agile maturity, how to evolve software engineering teaching, methods and metrics, and lean development.

"Our job as Scrum professionals is to continually improve our ability to use Scrum to deliver products and services that help customers achieve valuable outcomes. This book will help you to improve your ability to apply Scrum." –From the Foreword by Ken Schwaber, co-author of *Scrum Mastering Professional Scrum* is for anyone who wants to deliver increased value by using Scrum more effectively. Leading Scrum practitioners Stephanie Ockerman and Simon Reindl draw on years of Scrum training and coaching to help you return to first principles and apply Scrum with the professionalism required to achieve its transformative potential. The authors aim to help you focus on proven Scrum approaches for improving quality, getting and using fast feedback, and becoming more adaptable, instead of "going through the motions" and settling for only modest improvements. Whether you're a Scrum Master, Development Team member, or Product Owner, you'll find practical advice for facing challenges with transparency and courage, overcoming a wide array of common challenges, and continually improving your Scrum practice. Realistically assess your current Scrum practice, and identify areas for improvement Recognize what a great Scrum Team looks like and get there Focus on "Done"—not "sort-of-Done" or "almost-Done" Measure and optimize the value delivered by every Product Increment

Improve the way you plan, develop, and grow Clear away wider organizational impediments to agility and professionalism Overcome common misconceptions that stand in the way of progress Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

In *Workplace Jazz*, the author raises a battle cry for individual and corporate responsibility in building cultures that are healthier and more productive for those working in them. What should leaders do to address this workforce engagement and productivity gap? Should companies keep implementing culture improvement processes and procedures that do not address the emotional connection that teams need? *Workplace Jazz* offers a step-by-step process, enhanced with stories, neuroscience research, case studies, metaphors, and a strategic blueprint for developing connected and high-performing project teams based on the author's experiences as a professional musician, certified conversational intelligence coach, and certified business consultant.

The Must-have Reference Guide for SAFe® Practitioners "There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world." –Steve Elliot, Founder/CEO AgileCraft "You don't have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!" –Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage of what has, until now, only been available online at scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scaledagileframework.com/case-studies—typically include: 20—50% increase in productivity 50%+ increases in quality 30—75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

"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

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

"This work is a comprehensive, four-volume reference addressing major issues, trends, and areas for advancement in information management research, containing chapters investigating human factors in IT management, as well as IT governance, outsourcing, and diffusion"--Provided by publisher.

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software

projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

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