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The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In The Professional Product Owner, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of

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making you a more successful Product Owner.

Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value. Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model. Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk. Effectively apply Scrum’s Product Owner role, artifacts, and events. Populate and manage Product Backlogs, and use just-in-time specifications. Plan and manage releases, improve transparency, and reduce technical debt. Scale your product, not your Scrum. Use Scrum to inject autonomy, mastery, and purpose into your product team’s work. Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

This pocket guide to Scrum is the one book for everyone who wants to learn or re-learn about Scrum. The book describes the framework as it was designed and intended, with a strong focus on the purpose to the rules and adding an historical perspective to Scrum and the Agile movement. Several elements that were described in the first edition of Scrum - A Pocket Guide (2013) were later added to the official Scrum Guide. The most

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noticeable ones are the Scrum Values (2016) and the description of the 3 questions of the Daily Scrum as a good, yet optional practice (2017). As the balance of society keeps shifting from industrial labor to digital work, complexity and unpredictability keep increasing. The need for agility through Scrum increases equally, in and beyond software and product development. This 2nd edition of Scrum - A Pocket Guide offers the clarity and insights on Scrum that many organizations need, today and in the foreseeable future. Scrum – A Pocket Guide is an extraordinarily competent book. It flows with insight, understanding, and perception. This should be the de facto standard handout for all looking for a complete, yet clear overview of Scrum without being bothered by irrelevancies. (Ken Schwaber, Scrum co-creator) The author, Gunther Verheyen, is a seasoned Scrum practitioner (2003). Throughout his standing career as a consultant, Gunther has employed Scrum in diverse circumstances. He was partner to Ken Schwaber and Director of the Professional Scrum series at Scrum.org. He is the founder of Ullizee-Inc and engages with people and organizations as an independent Scrum Caretaker. This book helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, the author presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns

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address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and more.

This book collects articles presented at the 13th International Conference on Information Technology-New Generations, April, 2016, in Las Vegas, NV USA. It includes over 100 chapters on critical areas of IT including Web Technology, Communications, Security, and Data Mining.

For those who believe that there must be a more agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating “before Scrum” and “after Scrum.” Scrum is that ground-breaking. It already drives most of the world’s top technology companies. And now it’s starting to spread to every domain where leaders wrestle with complex projects. If you’ve ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there’s no more lucid – or compelling – explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke. Teams often work at cross purposes to each other. And when the

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pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat, robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable – whether it be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared

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vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

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 move a team to the high performance levels possible with Scrum, is much harder and much more elusive. In this book Geoff shares a collection of stories and practical guidance, drawn from over ten years of coaching numerous Scrum teams that will guide you on your path to greatness. In this book you will learn: \* The skills and characteristics of great ScrumMasters \* How to generate, maintain and increase engagement from the team \* How to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums. \* How to foster a more creative and collaborative team \* How to increase the performance of the team \* How to know when you are a successful ScrumMaster Scrum Mastery is for practicing ScrumMasters who want to develop themselves into a great servant-leader capable of taking their teams beyond simple process compliance. Mike Cohn, in his foreword for the book, said: "Most books rehash well-trod territory and I don't finish them any wiser. I am positive I will be referring back to this book for many years" Roman Pichler said: "I am thoroughly impressed with how comprehensive and well-written the book is. It will be indispensable for many people"

A practical field guide to the practice of scrum, an agile

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software project management methodology.

What is Agile Project Management and will it bring my project in on time and budget? If you need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach, this book is essential reading. Brilliant Agile Project Management does more than just talk you through the techniques and processes - focussing on real-life use of Agile in business environments, it provides practical advice and techniques on how to implement and work with Agile, so you always know exactly what to do and say to make your project a success. · Assess whether your organisation or project is right for using APM · Understand how to implement APM into any project · Overcome common problems with APM Get up to speed with Agile Project Management and get ahead – fast!

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

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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?

The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a

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compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

If you are a project manager, or a member of a project team incorporating object-oriented technology into a software development project, you need to read this book. Filled with advice distilled from the authors' experience in the creation and use of object-oriented technology, *Succeeding with Objects* is an invaluable guide to the decision processes inherent in successful software development using object-oriented technology. The focus of the book is on you - the developer, project manager, or IS executive. It assumes that you want to apply object-oriented technology to real-world problems and to integrate this technology into the software development culture of your organization successfully. Case studies of object-oriented software projects and the direct personal experience of the authors form the basis for the decision frameworks presented. Using these frameworks, you will be able to develop your own coherent and successful management plan, tailored to your organization. *Succeeding with Objects* provides practical advice on how to incorporate object-oriented technology in software development projects based upon experience in real-life projects; covers all aspects of process models, project planning and control, software

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development environments, measurement, training, and systematic reuse and introduces ten decision frameworks used to develop a project management strategy, leveraged by object-oriented technology.

With Acceptance Test-Driven Development (ATDD), business customers, testers, and developers can collaborate to produce testable requirements that help them build higher quality software more rapidly. However, ATDD is still widely misunderstood by many practitioners. ATDD by Example is the first practical, entry-level, hands-on guide to implementing and successfully applying it. ATDD pioneer Markus Gartner walks readers step by step through deriving the right systems from business users, and then implementing fully automated, functional tests that accurately reflect business requirements, are intelligible to stakeholders, and promote more effective development. Through two end-to-end case studies, Gartner demonstrates how ATDD can be applied using diverse frameworks and languages. Each case study is accompanied by an extensive set of artifacts, including test automation classes, step definitions, and full sample implementations. These realistic examples illuminate ATDD's fundamental principles, show how ATDD fits into the broader development process, highlight tips from Gartner's extensive experience, and identify crucial pitfalls to avoid. Readers will learn to Master the thought processes associated with successful ATDD implementation Use ATDD with Cucumber to describe software in ways businesspeople can understand Test web pages using ATDD tools Bring ATDD to Java with the FitNesse wiki-based acceptance test framework Use examples more effectively in Behavior-Driven Development (BDD) Specify software collaboratively through innovative workshops Implement more user-friendly and collaborative test automation Test more cleanly, listen to test results, and refactor tests for greater value. If you're a tester, analyst,

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developer, or project manager, this book offers a concrete foundation for achieving real benefits with ATDD now—and it will help you reap even more value as you gain experience. 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.

“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

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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.

This is the eBook of the printed book and may not include any media, website access codes, or print supplements that may come packaged with the bound book. The Fast, Focused, Practical Guide to Excellence with Scrum The Great ScrumMaster: #ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational

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performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching Operate effectively as a ScrumMaster at all levels: team, relationships, and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams, and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools Whether you're a long-time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register your product at [informit.com/register](http://informit.com/register) for convenient access to downloads, updates, and corrections as they become available

Book 1 - Agile Project Management with Scrum: Proven Strategies and Methods for Beginners. Book 2 - Agile Project

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Management with Scrum: Secret Scrum Formulas and Methods in Agile Project Management. Management is understood in different ways by different people. Economists regard it as a factor of production. Sociologists see it as a class or group of persons while practitioners of management treat it as a process. For our understanding management may be viewed as what a manager does in a formal organization to achieve the objectives. It is called by Mary Parker Follet: "the art of getting things done through people". This definition throws light on the fact that managers achieve organizational goals by enabling others to perform rather than performing the tasks themselves. The writer emphasizes on the project management skills with a maiden introduction of "Scrum project management skills". Author has briefed the differences between management methodology of Scrum project management and other project management methods. Scrum Project Management Method gives you: 1 - Fast and easy understanding approach 2 - A rapid process to reap the benefits quickly 3 - It simplifies the toughest and difficult tasks technically 4 - It is a framework in which you can join various processes and techniques 5 - It develops products, identify markets, technologies and capabilities along with sustainable environment.

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them

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with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Real-world tools to build your venture, grow your business, and avoid mistakes Startup, Scaleup, Screwup is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic

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

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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.

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Don't just survive the move to agile: thrive! Discover 42 infinitely practical tips for succeeding with agile, right from the start! \* Paves the road to success with a clear plan for creating and releasing software. \* Works with any agile methodology, from XP to Scrum. \* Practical, actionable, concrete tips for senior managers, program/project managers, developers, and product owners. \* Eliminates 'buyer's remorse' associated with bumpy agile transitions, helping teams quickly build confidence and get results. Adopting agile looks easy - on paper! In reality, though, new agile teams encounter many unforeseen challenges. Some lose confidence in their ability to succeed; others muddle through, struggling to solve problems that others have already solved many times over. In this book Mitch Lacey brings together those solutions, helping new agile developers learn from others' experience quickly and painlessly. This engaging, realistic book systematically removes the pain of agile adoption, and breaks down the barriers to rapid success. The Scrum Field Guide is organized into 42 bite-size, practical tips - each supported with highly relevant real-world examples and case studies. Lacey presents a section of tips that apply to everyone on the agile team, from leaders to customers. Next, he offers sections specific to each role - including tips for management, program/project managers, team members, and product owners. Lacey answers the questions new agile adopters ask most often - including 'can I modify standard agile processes and still be agile?' and 'how on Earth can we release software within a short timeframe if we can't even do it in a long timeframe?'

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Along the way, he presents proven solutions for a wide variety of common problems - from prioritizing requirements to building release plans, creating workable software iterations to getting buy-in from skeptical executives.

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later.

Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews.

Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects,

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and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

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-

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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.

Digital tools have long been a transformative part of academia, enhancing the classroom and changing the way we teach. Yet there is a way that academia may be able to benefit more from the digital revolution: by adopting the project management techniques used by software developers. Agile work strategies are a staple of the software development world, developed out of the need to be flexible and responsive to fast-paced change at times when “business as usual” could not work.

These techniques call for breaking projects into phases and short-term goals, managing assignments collectively, and tracking progress openly. Agile Faculty is a comprehensive roadmap for scholars who want to incorporate Agile practices into all aspects of their academic careers, be it research, service, or teaching. Rebecca Pope-Ruark covers the basic principles of Scrum, one of the most widely used models, and then through individual chapters shows how to apply that framework to everything from individual research to running faculty committees to overseeing student class work. Practical and forward-thinking, Agile Faculty will help readers not only manage their time and projects but also foster productivity, balance, and personal and professional growth.

Based on years of work in the field with scores of companies including Bosch, 3M, Schlumberger, and

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Saab, *The Scrum Fieldbook* delivers a hands-on, practical approach for successfully implementing the Scrum framework in any domain. Scrum is the secret weapon behind some of today's most successful companies. Giants like Google, Facebook, Amazon, and Apple use Scrum to reshape our world through incredibly fast innovation, a laser focus on customers, and continuous improvement. In recent years, Scrum has helped companies large and small thrive in the age of disruption. Its use has exploded across the corporate world far beyond its software and technology roots. J.J. Sutherland and the team at Scrum Inc. have dramatically improved performance at global banks, utilities, medical device manufacturers, mining conglomerates, and labs on the cutting edge of genetic science. In *The Scrum Fieldbook*, JJ draws on his firm's extensive experience to take leaders, managers, and employees deeper into the specific challenges and new opportunities of an Agile world. He shows how the Scrum framework can be successfully applied to any situation, in any industry, from automobile manufacturers in the US and Europe to nonprofits in Africa, from home renovation contractors in Minnesota to gas exploration companies in South America, from building fighter planes in Sweden to accelerating US Navy special forces teams in regions of the world we can't mention.

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project

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management habits and tools and yielding lesser results.

In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Choose to be a Master Scrum Master? Prepared to establish yourself fit for 21st centuries Digital Transformation & solution Development? This book can revolutionize your course. Based on the one decade of research and several hundred Scrum Master coaching has established this volume. This Guidebook is for all the Scrum Masters, who determine to become master in Scrum Master role and build magnificent software solutions. Competitive pressure and fundamental changes will remain the hallmark of the business

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

Reassess your leadership style, discover how to connect with people, and become a leader who can make things happen in the real world. Built on a unique four-year experiment working

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alongside real leaders in real businesses, Living Leadership explodes the myth of the charismatic, transformational leader, to show that real progress comes from the dramatically ordinary aspects of leadership. From building relationships, to working with the grain of the organisation rather than against it, and to knowing our limitations as much as pushing every boundary, the new edition of this book will challenge you to push your leadership skills to a new level. "Living Leadership shows how, when you take away the myths and misconceptions, leading can genuinely be made easier." Hans Straberg, CEO, Electrolux "A 'how to' book that redefines leadership in terms of the realities and choices facing people in organisations today." Professor Michael Osbaldeston, Director of Cranfield School of Management Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your

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team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

Agile concepts have been used for decades (if not centuries) in complexity theory, war theory, project management, sociology, and most sciences. Agile practices show us how to "think about" and manage the work required for solving complicated and complex problems. The Scrum Guide says Scrum is for solving complex adaptive problems. In the last 25 years or so, agile concepts have become popular in software development, and there are several pathways you could take in order to be agile. One of these pathways is Scrum, the most popular agile software process in the world. This study guide has two purposes. The first is to help you pass the Certified Scrum Master test. The second is to give you a deeper understanding of Scrum so that you can begin to apply it successfully to your real world needs.

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

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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

Essential Scrum A Practical Guide to the Most Popular Agile Process Addison-Wesley Professional

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and

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supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities of agile product management, and your managers and stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your teams to self-organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum

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events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world. What You Need: A moderate level of experience using the Scrum Framework.

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

A radical new management model for twenty-first century leaders Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management. Author outlines the basic seven principles of continuous innovation The book describes more than seventy supporting practices Denning offers a rethinking of management from first principles This book is written by the author of The Secret Language of Leadership—a Financial Times Selection in Best

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Books of 2007.

Book DescriptionHave you always wanted to learn about the Scrum methodology? Then keep reading...Are you sick and tired of not understanding the Scrum framework?Have you tried to learn about Scrum but couldn't grasp the terminology surrounding it?Are you feeling like giving up on your eagerness to get to know the Scrum framework?If so, you have come to the right place.The Scrum framework is starting to be used in industries that never thought of adopting it before.Statistics indicate that an increasing percentage of companies are considering moving to Scrum.Which means you can advance in your career by understanding the ins and outs of Scrum.Here's just a tiny fraction of what you will discover: -Extensive details of project management and project management approaches-A comprehensive discussion about project management process groups-A guide to the most popular project management methods and frameworks-A thorough explanation of the Scrum methodology including Scrum Teams, Events, and Artifacts-Explanations of the relationships between different Scrum Roles, Events, and Artifacts-An in-depth discussion about Scrum pros and cons-A walk through how different industries use the Scrum framework...and much, much more!Take a second to imagine how you'll feel once you finally understand the Scrum framework, and how your colleagues will react when you recommend Scrum-inspired changes within your workplace.So even if you're entirely new to project management, you can still understand how Scrum works with this comprehensive guide to Scrum methodology.If you have a desire to learn Scrum without being left with any confusion, then scroll up and click "add to cart".

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the

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principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

Does your business need a better software development process? Maybe you're dealing with complex problems and need to manage products in a more productive way. Why not try an Agile Framework, specifically the Scrum Agile Framework! But what exactly is Scrum? It's a management framework that is versatile enough to be used in different projects. It can help streamline your business while delivering products of the highest possible value! It allows cooperation between the development team, the business owner, the stakeholders, and the customer - all at the same time! It promotes the strength of community and why working together as a development team is so important. Within Scrum, each and every role is important and helps to produce the finished product in a timely manner and within budget. And bonus, it also helps to keep the customer happy! And while Scrum, and the Agile Framework itself, can be a little

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confusing, this book talks about the process behind the system in an easy-to-read manner. Scrum: The Ultimate Beginner's Guide To Learn And Master Scrum Agile Framework defines each role within Scrum and outlines each specific step you and your business needs to take in order to successfully help your company better itself. This book explains the many different uses for Scrum Agile Framework including: Using Scrum in an effective way What exactly is Scrum? How can Scrum help me and my business? What are the different roles in Scrum? Scrum Activities Scrum Artifacts What is Scrum good for? The different stages of Scrum What is a Sprint? How to use the Product Backlog What does the Scrum Team do? The Agile Manifesto Who's in charge when implementing Scrum? Why would I even want to use Scrum? Is it really worth it? How Scrum can help with quality How Scrum can help with team building and cooperation

A Practical Guide to the Most Popular Agile Process The Single-Source, Comprehensive Guide to Scrum for All Team Members, Managers, and Executives If you want to use Scrum to develop innovative products and services that delight your customers, Essential Scrum is the complete, single-source reference you've been searching for. Leading Scrum coach and trainer Kenny Rubin illuminates the values, principles, and practices of Scrum, and describes flexible, proven approaches that can help you implement it far more effectively. Whether you are new to Scrum or years into your use, this book will introduce, clarify, and deepen your Scrum knowledge at the team, product, and portfolio levels. Drawing from Rubin's experience helping hundreds of organizations succeed with Scrum, this book provides easy-to-digest descriptions enhanced by more than two hundred illustrations based on an entirely new visual icon language for describing Scrum's roles, artifacts, and activities. Essential Scrum will provide every team member, manager, and executive with a

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common understanding of Scrum, a shared vocabulary they can use in applying it, and practical knowledge for deriving maximum value from it.

Presents a step-by-step guide to effectively manage the computer software development process.

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