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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 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,

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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 for convenient access to downloads, updates, and corrections as they become available

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 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

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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. Agile is a philosophy that ensures business results, especially in this rapidly changing world. The foundation for the focus on result is based on continuous improvement of customer satisfaction, Customer Excellence! The ideas originated in the world of software development, but is more widely applicable. This book is about applying Agile from team level to the level of the whole organization. It is the guide in the transformation to a structured Agile way of working and a reference for those who already are Agile and want to take it to the next step. The book provides a good foundation for the 'Certify to inspire' program of the Agile Consortium with certification at the level of Agile Foundation, Practitioner and Master. This pocket guide is intended for anyone who is, or will get involved in the transformation to Agile. The book is particularly aimed at managers, team

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members and coaches. Topics covered: Agile at organization level; Agile (project) management, Scrum combined with PRINCE2®, measuring the transformation, coaching styles, Agile, Lean and continuous improvement, distributed teams, directing self-organizing teams, Agile and governance, and of course the book contains many practical tips. The authors are Certified Agile Masters and their years of experience with Agile transformations are brought together in this book. The answers to the many questions of managers, teams and others are also included in this book. The result is a convenient and practical overview of the Agile approach from team-level up to organizational level as well as the main issues that you encounter in the transformation to an agile organization.

This pocket guide is the one book to read for everyone who wants to learn about Scrum. The book covers all roles, rules and the main principles underpinning Scrum, and is based on the Scrum Guide Edition 2013. A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum. The author, Gunther Verheyen, has created a concise, yet complete and passionate reference about Scrum. The book demonstrates his core view that Scrum is about a journey, a journey of discovery and fun. He designed the book to be a helpful guide on that journey. Ken Schwaber, Scrum co-creator says that this book currently is the best available description of Scrum around. The book combines some rare characteristics: • It describes Scrum in its entirety, yet places it in a broader context (of past and future). • The author

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focuses on the subject, Scrum, in a way that it truly supports the reader. The book has a language and style in line with the philosophy of Scrum. • The book shows the playfulness of Scrum. David Starr and Ralph Jocham, Professional Scrum trainers and early agile adopters, say that this is the ultimate book to be advised as follow-up book to the students they teach Scrum to and to teams and managers of organizations that they coach Scrum to.

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

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“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, 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.

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

The O-ISM3 standard focuses on the common processes of information security. It is technology-neutral, very practical and considers the business aspect in depth. This means that practitioners can use O-ISM3 with a wide variety of protection techniques used in the marketplace. In addition it supports common frameworks such as ISO 9000, ISO 27000, COBIT and ITIL. Covers: risk management, security controls, security management and how to translate business drivers into security objectives and targets

Regional Anaesthesia: A Pocket Guide is the ultimate quick-reference pocketbook for trainees and consultants working in regional anaesthesia. Step-by-step guidelines for essential procedures are accompanied by quality clinical photographs and diagrams covering the four core areas of the specialty.

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The Agile Pocket Guide explains how to develop products, services, and software quickly and efficiently, without losing the main components of the framework so effective in streamlining the creating of these products and for making positive change within a company. It includes The basic tennets of the Scrum framework How to apply the processes and steps required to become agile The dynamics of a successful agile environment The very basics of Scrum and how to employ them quickly Practical questions to ask the Team Leader as well as the Team How to build an environment of communication and collaboration for the entire organization

Scrum is the most popular approach to Agile software development. It's been around for more than 20 years, and it's used by tens of millions of practitioners. Even so, by some estimates, over 70% of Scrum adoptions fall flat and get stuck. Developers find themselves using "Zombie Scrum" processes that look like Scrum from a distance, but are slow, lifeless, and joyless instead. *Zombie Scrum Survival Guide* doesn't just reveal why this happens: it shows how to supercharge your Scrum outcomes, and have more fun along the way. Writing for all individuals, teams, and organizations who want to achieve more with Scrum, this guide combines theoretical foundations with practical approaches, exercises, and facilitation techniques for making progress in widely diverse situations, and engaging everyone in the organization to get more out of Scrum. You'll find specific guidance for building what the user needs, shipping faster, improving continuously, self-

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organizing your teams, and more. Drawing on extensive experience empowering developers, the authors also introduce powerful Liberating Structures patterns for enriching group interactions, so Scrum makes development more effective and fulfilling for everyone involved.

A Smart Travel Companion 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. 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 3rd edition of Scrum - A Pocket Guide, while introducing some changes in terminology, more than ever offers the clarity and insights on Scrum that many organizations need, more than ever. It will help people and their organizations properly shape their Scrum, regardless of their domain or business. 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). He has been employing Scrum since 2003. He was partner to Ken Schwaber and Director of the Professional Scrum series

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at Scrum.org. He is the founder of Ullizee-Inc and engages with people and organizations as an independent Scrum Caretaker on a journey of humanizing the workplace with Scrum.

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 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!

“Our job as Scrum professionals is to continually

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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.

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See inside book for details.

This PSM(R) book aims to aid the participants to fully understand what Scrum is and how it works. PSM stands for Professional Scrum Master, a certification for the professionals who intend to work in an Agile Scrum environment. It is also valuable for people who are already working in Agile environment and try to find solution to their current process problems. Taking such certification validates your knowledge depth about Scrum and equips you with an authenticated admittance. Preparation for this exam can be easy, but you have to know what to focus on. Here we provide you with a full preparation to Pass your Exam from the 1st Try. This book helps participants to inculcate a profound understanding of servant leadership, through which they can act as Scrum Master and PASS their PSM Exam from the 1st Try, Using the latest Questions and detailed Explanation. Prepare for the Assessment The assessment is difficu

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

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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 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

making you a more successful Product Owner.

Throughout, the authors share revealing personal

experiences that illuminate obstacles to success and

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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.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. Note: This pocket book is available in several languages: English, German, Dutch. Since 2001 the Van Haren Publishing ITIL Pocket Guides have helped readers all over the world to understand the essentials of ITIL (IT Infrastructure Library), the leading framework for IT service management. This pocket guide does exactly the same as previous editions: offering a concise summary of ITIL, based on ITIL® 2011 Edition.

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We have condensed the full ITIL framework, found in 2000 pages, into just 200 pocket-sized pages! It means that this book is an essential time-saving and cost-effective guide to ITIL 2011 Edition -- for both industry experts and students alike. Primarily it is a quick, portable reference tool to ITIL for all professionals in the service management community. What is the 'lifecycle' approach? What are the key service management processes and functions? Secondly the ITIL pocket guide can be used as part of the training material for everyone who wants to certify for the ITIL Foundation exam. The guide contents cover all of the specifications of AXELOS' ITIL Foundation Certificate syllabus.

Use scrum in all aspects of life Scrum is an agile project management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries. Scrum can also be used in your personal life to help you plan for retirement, a trip, or even a wedding or other big event. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. Scrum For Dummies shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish. Discover what scrum offers project and product teams Integrate scrum into your agile project management strategy Plan your retirement or a family reunion using scrum Prioritize for releases with sprints

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No matter your career path or job title, the principles of scrum are designed to make your life easier. Why not give it a try?

Open Agile Architecture™, a standard of The Open Group, offers an approach to architect at scale with agility. It provides guidance and best practices for Enterprise Architects seeking to transition into Agile and Digital contexts. Empowering an Enterprise to Succeed with its Digital-Agile Transformation Agile teams drive the enterprise's Digital Transformation by inventing new business models, delivering superior customer experiences, developing digital products, and architecting highly-automated operating systems. The Open Agile Architecture Standard was designed keeping the needs of all business stakeholders in mind: Business Leaders – to drive the enterprise's Digital and Agile change journey Enterprise Architects – to extend their scope of influence in an Agile at scale world Product Managers – to help transform customer experience, innovate products, and generate growth Product Owners – to accelerate their transformation from managing feature backlogs to steering value delivery Operations Managers – to enable them to leverage Lean and automation to generate sustainable competitive advantages Software Engineers – to leverage the power of digital technologies to co-innovate with the business The more Agile the enterprise, the faster the learning cycles, and faster learning cycles translate to shorter time-to-market resulting in more agility. By adopting an Open Agile Architecture approach, your organization can capitalize on this accelerated learning cycle, meaning

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your Agile and Digital capabilities continuously and simultaneously co-create one another.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

This pocket guide presents the most crucial information about SQL in a compact and easily accessible format, covering the four commonly used SQL variants--Oracle, IBM DB2, Microsoft SQL Server, and MySQL. Topics include: Data manipulation statements (SELECT, DELETE, INSERT, UPDATE, MERGE) and transaction control statements (START TRANSACTION, SAVEPOINT, COMMIT, ROLLBACK). Common SQL functions (date, numeric, math, trigonometric, string, conversion, aggregate) Such topics as literals, NULLs, CASE expressions, datatype conversion, regular expressions, grouping and summarizing data, joining tables, and writing queries (hierarchical, recursive, union, flashback) and subqueries. Instead of presenting complex and confusing syntax diagrams, the book teaches by example, showing the SQL statements and options that readers are most like to use. All example data is available on the O'Reilly web site. "If you need fast, accurate SQL information, with examples for multiple database engines, be sure to check out this book."--Chris Kempster, Senior DBA and author of SQL

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Server 2000 for the Oracle DBA,

www.chriskempster.com

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

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

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

The 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"

Improve your understanding of Scrum through the proven experience and collected wisdom of experts around the world. Based on real-life experiences, the 97 essays in this unique book provide a wealth of knowledge and expertise from established practitioners

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who have dealt with specific problems and challenges with Scrum. You'll find out more about the rules and roles of this framework, as well as tactics, strategies, specific patterns to use with Scrum, and stories from the trenches. You'll also gain insights on how to apply, tune, and tweak Scrum for your work. This guide is an ideal resource for people new to Scrum and those who want to assess and improve their understanding of this framework. "Scrum Is Simple. Just Use It As Is.," Ken Schwaber "The 'Standing Meeting,'" Bob Warfield "Specialization Is for Insects," James O. Coplien "Scrum Events Are Rituals to Ensure Good Harvest," Jasper Lamers "Servant Leadership Starts from Within," Bob Galen "Agile Is More than Sprinting," James W. Grenning

Summarizes the Agile and Scrum software development method, which allows creation of software in just 30 days.

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. 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 3rd edition of Scrum - A Pocket Guide, while introducing some changes in terminology, more than ever offers the clarity and insights on Scrum that many organizations need,

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more than ever. It will help people and their organizations properly shape their Scrum, regardless of their domain or business. 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). He has been employing Scrum since 2003. 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 on a journey of humanizing the workplace with Scrum. The Professional Scrum Master Training of the Scrum.org is for many people the first step of a certification in the context of Scrum and agile development approaches. This certification documents like no other a deep understanding of Scrum as it is presented in the Scrum Guide. As simple and clear as these Scrum basics are described, it is however difficult for many people to put the principles and ideas presented therein into practice. This is a challenge both in their daily work and in passing the PSM certification exam. Marcus Marfurt, himself a Scrum Master and trainer for a long time, shows the transfer from the Scrum Guide to the practice of a Scrum Master's activity. The knowledge imparted is an optimal preparation for the Scrum Master certification exam.

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

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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.

Hiren Doshi, Scrum.org Professional Scrum Trainer & Coach in his book, Scrum Insights for Practitioners: The Scrum Guide Companion helps the practitioners master the Scrum framework by gaining in-depth practical insights and helps answer questions like: What are some common myths, mysteries, and misconceptions of Scrum? The Scrum Guide recommends three to nine members in a Development Team, but we have fifteen members. Is this Scrum? Can you share some tactics to do effective Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective, and Product Backlog Refinement? My designation is development manager. Does this mean I have no role in Scrum? How is Scrum Empirical? Can Scrum Master and Product Owner be the same person? We don't have a Scrum Master. Are we still practicing Scrum? What does Self-Organization really mean? How does Scrum embrace the four values and twelve principles of the Agile Manifesto? Please share a case study on Scrum based product development? Recommendations for the book from the Scrum champions Take advantage of Hiren's vast experience and avoid making the common errors people make as they begin their journey. This book contains a wealth of practical information that will be useful to readers as they work to implement the basic theory found in The Scrum

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Guide-Steve Porter, team member, Scrum.org In his book Scrum Insights for Practitioners, Hiren has extended the core rules of The Scrum Guide with practices he has found useful. Hiren answers questions regarding Scrum that potentially remain unanswered even after one reads The Scrum Guide. Hiren dismantles common misconceptions about Scrum, regardless of the source of such misconceptions. Hiren elaborates on basic information provided in The Scrum Guide, as well as on the principles underlying Scrum-Gunther Verheyen, Author of "Scrum - A Pocket Guide, a Smart Travel Companion" Hiren Doshi has written a fine companion to The Scrum Guide, filling in some of the intentional gaps left in the Scrum framework. Using this companion along with The Scrum Guide will undoubtedly improve the outlook for those teams that internalize its teachings."-Charles Bradley, ScrumCrazy.com This book will help you understand the nuances of Scrum. It takes a very practical approach toward implementing Scrum without compromising on its values and principles. A useful and handy reference for Scrum practitioners!-Gopinath R, Agile coach and practitioner 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

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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?

This best-selling brief introduction to public speaking offers practical coverage of every topic typically covered in a full-sized text, from invention, research and organization, practice and delivery, to the different

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speech types. Its concise, inexpensive format makes it perfect not only for the public speaking course, but also for any setting across the curriculum, on the job, or in the community. This newly redesigned full-color edition offers even stronger coverage of the fundamentals of speechmaking, while also addressing the changing realities of public speaking in a digital world. It features fully updated chapters on online presentations and using presentation software, and a streamlined chapter on research in print and online.

Scrum, as a new way of product development, delivers high value. Authentic knowledge body of Scrum is Scrum Guide. It is too dense to absorb without context and correlations. This book reveals Scrum as defined in 'The Scrum Guide 2016' with context and correlations using Active Learning technique. It is all-in-one guide for Professional Scrum Master (PSM 1) aspirants, with comprehensive Scrum material, tips, and 250+ practice questions.

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.

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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 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

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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.

Provides information on eXtreme programming, or XP, a software development methodology.

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the

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value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you’re supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The book covers all roles, rules and the main principles underpinning Scrum. A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum. The author, Gunther Verheyen, has created a concise, yet complete and passionate reference about Scrum. The book demonstrates his core view that Scrum is about a journey, a journey of discovery and fun. He designed the book to be a helpful guide on that journey. This Pocket Guide is also an essential study aid for training for Scrum certifications: Certified Scrum Master (ScrumAlliance) Certified Scrum Product Owner (ScrumAlliance) Professional Scrum Foundations (PSF, Scrum.org) Professional Scrum Master (PSM, Scrum.org).

The Lean-Agile Pocket Guide for Scrum Teams is a useful reference for Scrum teams who have had some basic training and want to use Scrum in the context of Lean. it is designed to assist the transition to effective Scrum practices that enable enterprise delivery of value to customers. While this is not a book on Lean practices, it is presented in a manner that is consistent with Lean-Thinking.

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It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to:

- Evaluate the benefits of adopting Scrum in any size organization
- Initiate an enterprise transition project
- Implement a single, prioritized Product Backlog
- Organize effective Scrum teams using a top-down approach
- Adapt and apply solutions for integrating engineering practices across multiple teams
- Shorten release times by managing high-value increments
- Refine your Scrum practices and help reduce the length of Sprints

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