

The Elements Of Scrum Chris Sims

Tells how to make a budget; discusses casual income, the second-hand market, auction buying, and taxes; and explains how to minimize one's financial needs

44 reusable patterns to develop and deploy reliable production-quality microservices-based applications, with worked examples in Java Key Features 44 design patterns for building and deploying microservices applications Drawing on decades of unique experience from author and microservice architecture pioneer Chris Richardson A pragmatic approach to the benefits and the drawbacks of microservices architecture Solve service decomposition, transaction management, and inter-service communication Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About The Book Microservices Patterns teaches you 44 reusable patterns to reliably develop and deploy production-quality microservices-based applications. This invaluable set of design patterns builds on decades of distributed system experience, adding new patterns for composing services into systems that scale and perform under real-world conditions. More than just a patterns catalog, this practical guide with worked examples offers industry-tested advice to help you design, implement, test, and deploy your microservices-based application. What You Will Learn How (and why!) to use microservices architecture Service decomposition strategies Transaction management and querying patterns Effective testing strategies Deployment patterns This Book Is Written For Written for enterprise developers familiar with standard enterprise application architecture. Examples are in Java. About The Author Chris Richardson is a Java Champion, a JavaOne rock star, author of Manning's POJOs in Action, and creator

of the original CloudFoundry.com. Table of Contents Escaping monolithic hell Decomposition strategies Interprocess communication in a microservice architecture Managing transactions with sagas Designing business logic in a microservice architecture Developing business logic with event sourcing Implementing queries in a microservice architecture External API patterns Testing microservices: part 1 Testing microservices: part 2 Developing production-ready services Deploying microservices Refactoring to microservices

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change* provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions*, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. BookAuthority named *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions* "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning Solutions, Innovation Management, and additional media publications. In *Agile Transformation: A Brief*

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Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

Principles of interface design; game world abstraction; avatar abstraction; game structures; genres; and the evolution of games. Annotation 2005 Book News, Inc., Portland, OR (booknews.com).

A practical field guide to the practice of scrum, an agile software project management methodology.

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

In this searing, "indisputable page-turner" (Associated Press), a town's dark secrets come to light in the aftermath of a young priest's unthinkable last act—in the vein of *The Dry* and *Where*

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the *Crawdads Sing*. In Riversend, an isolated Australian community afflicted by an endless drought, a young priest does the unthinkable: he kills five parishioners before being taken down himself. A year later, journalist Martin Scarsden arrives in Riversend. His assignment: to report how the townspeople are coping as the anniversary of the tragedy approaches. But as Martin meets the locals and hears their version of events, he begins to realize that the accepted explanation—a theory established through an award-winning investigation by Martin's own newspaper—may be wrong. Just as Martin believes he's making headway, a shocking new crime rocks the town. As the national media flocks to the scene, Martin finds himself thrown into a whole new mystery. What was the real reason behind the priest's shooting spree? And how does it connect to other deaths in the district, if at all? Martin struggles to uncover the town's dark secrets, putting his job, his mental state, and his very life at risk. For fans of James Lee Burke, Jane Harper, and Robert Crais, *Scrublands* is "a gritty debut...sensitively rendered" (The New York Times Book Review) that marks Chris Hammer as a stunning new voice in crime fiction.

The Elements of Agile and Scrum in a Nutshell Whether you're new to agile software development or considering Scrum for general project management, *Scrum Basics* compiles all of the essentials into one handy little guide. Learn how agile teams use Scrum, with:

- A simple summary of agile project management basics like the Agile Manifesto and 12 Agile Principles
- A concise overview of Scrum roles, artifacts, and activities
- A well-organized breakdown of Scrum practices with helpful illustrations and advice
- A troubleshooting FAQ and 5 case studies to help you visualize Scrum in action

BUSINESS STRATEGY. "The 4 Disciplines of Execution "offers the what but also

how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator s Dilemma). " Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it s likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

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!

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?' 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.

Looks at the principles and clean code, includes case studies showcasing the practices of writing clean code, and contains a list of heuristics and "smells" accumulated from the process of writing clean code.

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, 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.

A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human

power of conversation.

EXPANDED AND UPDATED Deliver Products in Short Cycles with Rapid Adaptation to Change, Fast Time-to-Market, and Continuous Improvement -- Which Supports Innovation and Drives Competitive Advantage Shifting customer needs are common in today's marketplace. Businesses must be adaptive and responsive to change while delivering an exceptional customer experience to be competitive. There are a variety of frameworks supporting the development of products and services, and most approaches fall into one of two broad categories: traditional or agile. Traditional practices such as waterfall engage sequential development, while agile involves iterative and incremental deliverables. Organizations are increasingly embracing agile to manage projects, and best meet their business needs of rapid response to change, fast delivery speed, and more. With clear and easy to follow step-by-step instructions, Agile Scrum helps you: - Implement and use the most popular agile framework -- Scrum - Deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement - Support innovation and drive competitive advantage Agile Scrum is for those interested or involved in innovation, project management, product development, software development or technology management. It's for those who have not yet used Scrum. It's also for

people already using Scrum, in roles such as Product Owners, Scrum Masters, Development Team members (business analysts, solution and system architects, designers, developers, testers, etc.), customers, end users, agile coaches, executives, managers, and other stakeholders. For those already using Scrum, this guide can serve as a reference on practices for consideration and potential adaptation. Reactions to Agile Scrum have been incredibly positive. "A superbly written and presented guide to team-based project management that is applicable across a broad range of businesses from consumer products to high-tech." - IndieBRAG "Recommended." - The US Review of Books "The book is excellent." - Readers' Favorite "An all-inclusive instruction guide that is impressively 'user-friendly' in tone, content, clarity, organization, and presentation." - Midwest Book Review "A-type personalities (those inclined to avoid instruction manuals) and non-readers will rejoice upon discovering this guide which makes getting started with Agile Scrum a breeze." - Literary Classics Book Reviews "A must-have for a project manager wanting to introduce Scrum to the organization." - PM World Journal "A clear and authoritative roadmap for successful implementation." - BookViral Agile Scrum has received 17 FIRST PLACE WINS in national and international competitions: 5th Annual Beverly Hills International Book Awards - Business-General category 5th Annual Beverly Hills

International Book Awards -Technology category 2016 London Book Festival - Business category Fall 2016 Pinnacle Book Achievement Awards - Business category 2017 Feathered Quill Book Awards - Informational (Business) category 2016 New Apple Book Awards - Technology category 2017 Independent Press Award - Technology category 11th Annual National Indie Excellence Awards - Technology category 2017 Pacific Rim Book Festival - Business category 2017 Bookvana Awards - Green/Conscious Business category 2017 Book Excellence Awards - Technology category 14th Annual Best Book Awards - Business Reference category 2017 New York City Big Book Awards - Technology category 2017 Royal Dragonfly Book Awards - Science & Technology category 2017 Human Relations Indie Book Awards - Workplace category 2018 Florida Book Festival - Business category 2018 Pacific Book Awards - Business category Agile Scrum -- get your copy today!

From the New York Times bestselling author of *My Share of the Task* and *Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly

vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world’s mightiest military with the agility of the world’s most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In *Team of Teams*, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—*Team of Teams* makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

A “practical and thought provoking” study of the ancient military tactic known as the phalanx—the classic battle formation used in historic Greek warfare (*The Historian*). In ancient Greece, warfare was a fact of life, with every city brandishing its own fighting force. And the backbone of these classical Greek

armies was the phalanx of heavily armored spearmen, or hoplites. These were the soldiers that defied the might of Persia at Marathon, Thermopylae and Plataea and—more often than not—fought each other in countless battles between the Greek city-states. For centuries they were the dominant soldiers of the classical world, in great demand as mercenaries throughout the Mediterranean and Middle East. Yet, despite the battle descriptions left behind and copious evidence in Greek art and archaeology, there are still many aspects of hoplite warfare that are little understood or the subject of fierce academic debate.

Christopher Matthew's groundbreaking work combines rigorous analysis with the new disciplines of reconstructive archaeology, reenactment, and ballistic science. He examines the equipment, tactics, and capabilities of the individual hoplites, as well as how they used juggernaut masses of men and their long spears to such devastating effect. This is an innovative reassessment of one of the most important early advancements in military tactics, and "indispensable reading for anyone interested in ancient warfare (The New York Military Affairs Symposium).

Book 1 - Agile Project Management with Scrum: Proven Strategies and Methods for Beginners. Book 2 - Agile Project 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 was a class or group of persons while practitioners of management treat it as a process. For our understand 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.

This book is written primarily for undergraduate electrical and computer engineering students, though it could be used by anyone interested in understanding microprocessors at a 'bare metal' level or building a foundation for further work in embedded systems. Microprocessor fundamentals are covered

independent of hardware whenever possible; and free open source tools (i.e. gnu toolchain) that are applicable to a wide range of processors are utilized. Studying the processor is accomplished by first learning its language (machine/assembly). Once the fundamentals have been thoroughly covered in assembly language, the C programming language is introduced as a portable assembler. Most of work can be done utilizing a virtual environment (emulation). The approach involves a simple processor design based on ARM architecture, in a standard cortex emulation image created with the open source tool qemu. Learning the methods by which the processor acquires, transforms, and outputs data is done via systematic interactions and exploring the processor's inner workings using the gdb program.

The New York Times bestseller that gives readers a paradigm-shattering new way to think about motivation from the author of *When: The Scientific Secrets of Perfect Timing* Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do

better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

Lean User Testing A Pragmatic Step-by-Step Guide to User Tests If you believe in agile software development and delivering value to your customers and your company, reading this book is the right decision as it will greatly support your process to identify and create valuable, feasible and usable products. "We Know What We Need to Build" Who hasn't yet heard that dreaded, gut feeling-based notion in the past? To my experience, it is rarely valid, but more often an expression of an outdated thinking, that values output over outcome, that believes in requirement documents and micromanaging the product team. This book, however, is dedicated to completely different approach, that Steve Blank once wrapped up in his famous quote: There are No Facts Inside Your Building - Get Outside." And you should do so as early as possible in the process -it is the most important task of any product team. This book is therefore a deliberately short, focused, pragmatic manual for everyone, who designs, develops or

markets software: Product manager, engineers and designers (UX/UI). It is based on hundreds of user interviews that I have run up to now and provides all you need to know to start your own user interview initiative in about two hours of your time. Save up to 90% of Typical User Interview Costs And there is more good news: The lean user testing approach will save up to 90% of the costs compared to outsourcing user interviews to a professional usability agency, but will return at least 80% of possible insights. Avoid Building Expensive Features Nobody Wants No more flying blind in the early stages: Test your hypotheses quickly and turn product discovery into your advantage over the competition. Learn how to avoid wasting money on software nobody wants and how to deliver value instead. Obsolete features aren't just expensive to build. They also need to be maintained and probably be removed at a later stage again, not to mention their opportunity costs: Imagine what you could have built instead. Gain More Runway for Your Startup Optimizing the cycle-time of your product hypotheses will focus available engineering and product management resources on valuable, usable and feasible features, thus extending your runway and improving your standing for the next funding round. Improve Communication with Stakeholders User tests greatly simplify the communication with stakeholders - the interviews, you will be running, are your product organization's first line of defense when it

comes to turning down unreasonable feature requests. About the Author The author has worked for many years as a product manager and agile coach (Scrum, Lean Startup, Lean Change). During that time, he developed B2C as well as B2B software, mainly for startups, including a former Google subsidiary. He originally studied chemistry, business administration, and law. However, he has never worked in a laboratory. Instead, back in 1996, he released the first online shop software with SAP R/3 connectivity, only to learn that the early bird does not necessarily catch the worm. After his move to Berlin, Germany, he founded a marketplace for local service. In 2011, Entrepreneurs Club Berlin e.V. followed, as did Startup Camp Berlin- one of the largest German startup conferences today. His latest project, Age Of Product - Invent For Your Customers, focuses on the exchange of knowledge between product people, designers, and developers. It is about lessons learned and best practices on how to identify which product to build and how to build it in an efficient way. Age Of Product will host events and workshops in Berlin from autumn 2015 on and might also organize a new conference in the near future."

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 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.

Completely Updated and Revised This revised edition of Peter Senge's bestselling classic, *The Fifth Discipline*, is based on fifteen years of experience in putting the book's ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn faster than the competition. The leadership stories in the book demonstrate the many ways that the core ideas in *The Fifth Discipline*, many of which seemed radical when first published in 1990, have become deeply integrated into people's ways of seeing the world and their managerial practices. In *The Fifth Discipline*, Senge describes how companies can rid themselves of the learning "disabilities" that threaten their productivity and success by adopting the strategies of learning organizations—ones in which new and expansive patterns of thinking are nurtured, collective aspiration is set free, and people are continually

learning how to create results they truly desire. The updated and revised Currency edition of this business classic contains over one hundred pages of new material based on interviews with dozens of practitioners at companies like BP, Unilever, Intel, Ford, HP, Saudi Aramco, and organizations like Roca, Oxfam, and The World Bank. It features a new Foreword about the success Peter Senge has achieved with learning organizations since the book's inception, as well as new chapters on Impetus (getting started), Strategies, Leaders' New Work, Systems Citizens, and Frontiers for the Future. Mastering the disciplines Senge outlines in the book will:

- Reignite the spark of genuine learning driven by people focused on what truly matters to them
- Bridge teamwork into macro-creativity
- Free you of confining assumptions and mindsets
- Teach you to see the forest and the trees
- End the struggle between work and personal time

With the award-winning book *Agile Software Development: Principles, Patterns, and Practices*, Robert C. Martin helped bring Agile principles to tens of thousands of Java and C++ programmers. Now .NET programmers have a definitive guide to agile methods with this completely updated volume from Robert C. Martin and Micah Martin, *Agile Principles, Patterns, and Practices in C#*. This book presents a series of case studies illustrating the fundamentals of Agile development and Agile design, and moves quickly from UML models to real C# code. The

introductory chapters lay out the basics of the agile movement, while the later chapters show proven techniques in action. The book includes many source code examples that are also available for download from the authors' Web site.

Readers will come away from this book understanding Agile principles, and the fourteen practices of Extreme Programming Spiking, splitting, velocity, and planning iterations and releases Test-driven development, test-first design, and acceptance testing Refactoring with unit testing Pair programming Agile design and design smells The five types of UML diagrams and how to use them effectively Object-oriented package design and design patterns How to put all of it together for a real-world project Whether you are a C# programmer or a Visual Basic or Java programmer learning C#, a software development manager, or a business analyst, Agile Principles, Patterns, and Practices in C# is the first book you should read to understand agile software and how it applies to programming in the .NET Framework.

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 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.

The Elements of Scrum

Need a shortcut to a degree in shipping great software? Successful team leaders must have an extremely broad skill set to find the right product, work through a complex and ever-changing development process, and do it all incredibly quickly. In this guide, Chris Vander Mey provides a simplified, no-BS approach to the entire software lifecycle, distilled from lessons he learned as a manager at Amazon and Google. In the first part of the book, you'll learn a step-by-step shipping process used by many of the best teams at Google and Amazon. Part II shows you the techniques, best practices, and skills you need to face an array of challenges in product, program, project, and engineering management. Clearly define your product and develop your mission and strategy Assemble your team and understand enough about systems to communicate with them Create a beautiful, intuitive, and simple user experience Track your team's deliverables and closely manage the testing process Communicate clearly to gracefully handle requests, senior-management interactions, and feedback from various sources Build metrics to track progress, spot problems, and celebrate success Stick to your

launch checklist and plan for marketing and PR

This is the definitive guide to maximizing the value of today's Scrum and DevOps methodologies with state-of-the-art Microsoft cloud tools and services, including Azure DevOps Services, specifically Azure Boards and Azure Test Plans. Renowned Scrum expert Richard Hundhausen has comprehensively revamped and updated his classic Professional Scrum Development with Microsoft Visual Studio 2012 to reflect the latest Scrum Guide, Microsoft's breakthrough development tools, GitHub integration, and developers' deeper experience with Scrum. Professional Scrum Development with Azure DevOps stands apart from all other Scrum and Azure guides by focusing on the fusion of today's most popular agile framework (Scrum) and ALM/DevOps toolset (Azure DevOps). Hundhausen shows how a professional Scrum team can more effectively plan, track, and manage its work with Azure Boards, Azure Test Plans, and related Azure DevOps features. He offers detailed coverage of team formation, backlogs, sprints, test plans, collaboration, flow, continuous improvement, and the real-world tradeoffs between using tools and interacting directly with other team members. To make this guide even more valuable, Hundhausen has crafted it to complement Scrum.org's popular Professional Scrum Developer (PSD) program, which he personally created with Scrum.org's Ken Schwaber.

Enterprise Agility is practical framework for enhancing Agility and equipping your company with the tools to survive. Key Features Prepare your company to navigate the

rapidly-moving business world Enhance Agility in every component of your organization Build a framework that meets the unique requirements of your enterprise Book Description The biggest challenge enterprises face today is dealing with fast-paced change in all spheres of business. Enterprise Agility shows how an enterprise can address this challenge head on and thrive in the dynamic environment. Avoiding the mechanistic construction of existing enterprises that focus on predictability and certainty, Enterprise Agility delivers practical advice for responding and adapting to the scale and accelerating pace of disruptive change in the business environment. Agility is a fundamental shift in thinking about how enterprises work to effectively deal with disruptive changes in the business environment. The core belief underlying agility is that enterprises are open and living systems. These living systems, also known as complex adaptive systems (CAS), are ideally suited to deal with change very effectively. Agility is to enterprises what health is to humans. There are some foundational principles that can be broadly applied, but the definition of healthy is very specific to each individual. Enterprise Agility takes a similar approach with regard to agility: it suggests foundational practices to improve the overall health of the body—culture, mindset, and leadership—and the health of its various organs: people, process, governance, structure, technology, and customers. The book also suggests a practical framework to create a plan to enhance agility. What you will learn Drive agility-oriented change across the enterprise Understand why agility matters (more than ever)

to modern enterprises Adopt and influence an Agile mindset in your teams and in your organization Understand the concept of a CAS and how to model enterprise and leadership behaviors on CAS characteristics to enhance enterprise agility Understand and convey the differences between Agile and true enterprise agility Create an enterprise-specific action plan to enhance agility Become a champion for enterprise agility Recognize the advantages and challenges of distributed teams, and how Agile ways of working can remedy the rough spots Enable and motivate your IT partners to adopt Agile ways of working Who this book is for Enterprise Agility is a tool for anyone with the motivation to influence outcomes in an enterprise, who aspires to improve Agility. Readers from the following backgrounds will benefit: chief executive officer, chief information officer, people/human resource director, information technology director, head of change program, head of transformation, and Agile coach/consultant. What is it about the top tech product companies such as Amazon, Apple, Google, Netflix and Tesla that enables their record of consistent innovation? Most people think it's because these companies are somehow able to find and attract a level of talent that makes this innovation possible. But the real advantage these companies have is not so much who they hire, but rather how they enable their people to work together to solve hard problems and create extraordinary products. As legendary Silicon Valley coach--and coach to the founders of several of today's leading tech companies--Bill Campbell said, "Leadership is about recognizing that there's a greatness in everyone,

and your job is to create an environment where that greatness can emerge.” The goal of EMPOWERED is to provide you, as a leader of product management, product design, or engineering, with everything you’ll need to create just such an environment. As partners at The Silicon Valley Product Group, Marty Cagan and Chris Jones have long worked to reveal the best practices of the most consistently innovative companies in the world. A natural companion to the bestseller INSPIRED, EMPOWERED tackles head-on the reason why most companies fail to truly leverage the potential of their people to innovate: product leadership. The book covers: what it means to be an empowered product team, and how this is different from the “feature teams” used by most companies to build technology products recruiting and coaching the members of product teams, first to competence, and then to reach their potential creating an inspiring product vision along with an insights-driven product strategy translating that strategy into action by empowering teams with specific objectives—problems to solve—rather than features to build redefining the relationship of the product teams to the rest of the company detailing the changes necessary to effectively and successfully transform your organization to truly empowered product teams EMPOWERED puts decades of lessons learned from the best leaders of the top technology companies in your hand as a guide. It shows you how to become the leader your team and company needs to not only survive but thrive.

THE INSTANT NATIONAL BESTSELLER Editor’s Choice from The New York Times

Book Review A Los Angeles Times Bestseller Indie Next Pick for January “One of the more surprising double-reverse plot twists...in some time.” —The New York Times “Deep State is a propulsive, page-turning, compelling fragmentation grenade of a debut thriller.” —C.J. Box, #1 New York Times bestselling author of Wolf Pack and The Bitterroots “The plot...rings eerily true...will keep you turning the pages well into the night.” —Jack Carr, former Navy SEAL and acclaimed author of The Terminal List and True Believer In this white-knuckled, timely, and whip-smart debut thriller, a deadly plot against the president’s life emerges from the shadows of the Deep State. Recently elected President Richard Monroe—populist, controversial, and divisive—is at the center of an increasingly polarized Washington, DC. Never has the partisan drama been so tense or the paranoia so rampant. In the midst of contentious political turf wars, the White House chief of staff is found dead in his house. A tenacious intern discovers a single, ominous clue that suggests he died from something other than natural causes, and that a wide-ranging conspiracy is running beneath the surface of everyday events: powerful government figures are scheming to undermine the rule of law—and democracy itself. Allies are exposed as enemies, once-dependable authorities fall under suspicion, and no one seems to be who they say they are. The unthinkable is happening. The Deep State is real. Who will die to keep its secrets and who will kill to uncover the truth?

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 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.

Let the real world show you how maths works. Maths is often cited as the 'most difficult' or

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'complex' subject to study, many people admitting to a wariness that was probably ingrained into them in their schooldays. In *Maths in Bite-sized Chunks*, Chris Waring proves that it's easy to break the subject down into accessible, understandable information, much of which, in fact, we use in one way or another every day of our lives. Each chapter takes readers through the theory, demonstrating how to master it with worked-through problems and examples from the real world. Topics that once seemed impenetrable suddenly become relatable and easier to unpick. So whether it's algebra or statistics that once had you flummoxed, get ready for a new way of being mathematically minded.

Improve your decision making. The new and revolutionary book "Commitment" about risk management and Real Options helps you to get more control over your decisions, gain more information when you have to decide and stop making the wrong decisions. This graphic business novel brings the Real Options model in a unique and understandable format, by explaining theories in a way only Sequential Art can. Via Rose Randall, the main character of this unique graphic business novel, the reader is introduced to the challenges a project manager faces. Rose Randall is the archetypal reluctant project manager. Following a painful project failure years ago, Rose's life is cast into chaos when she is once again thrown into the role against her wishes. Faced with a struggling project, help comes from an unexpected source guiding Rose in the direction of Real Options. When you have read *Commitment*, you: understand what the Real Options model is; can apply the Real Options model to manage project risks successfully; understand why much of your life involves options that you currently are treating as commitments; see the world through a different filter opening up many new possibilities; understand the difference between Commitments and Options. Because the book

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will: provide specific examples of how a project can manage its risks using the Real Options model; outline a simple technique for making decisions; make you aware of all the decisions you make every day; build your confidence in your ability to decide when to commit and when to leave options open. In short, this book is indispensable for new and experienced project managers plus anyone else who is interested in knowing more about managing large projects. Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include:

- As the official source of knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field.
- It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those “it depends” questions.
- It makes a perfect study guide for Disciplined Agile certification.

Why “fail fast” (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

Shipping imperfect software is like going into debt. When you incur debt, the illusion of doing things faster can lead to exponential growth in the cost of maintaining software. Software debt

takes five major forms: technical, quality, configuration management, design, and platform experience. In today's rush to market, software debt is inevitable. And that's okay—if you're careful about the debt you incur, and if you quickly pay it back. In *Managing Software Debt*, leading Agile expert Chris Sterling shows how understanding software debt can help you move products to market faster, with a realistic plan for refactoring them based on experience. Writing for all Agile software professionals, Sterling explains why you're going into software debt whether you know it or not—and why the interest on that debt can bring projects to a standstill. Next, he thoroughly explains each form of software debt, showing how to plan for it intelligently and repay it successfully. You'll learn why accepting software debt is not the same as deliberate sloppiness, and you'll learn how to use the software debt concept to systematically improve architectural agility. Coverage includes Managing tensions between speed and perfection and recognizing that you'll inevitably ship some “not quite right” code Planning to minimize interest payments by paying debts quickly Building architectures that respond to change and help enterprises run more smoothly Incorporating emergent architecture concepts into daily activities, using Agile collaboration and refactoring techniques Delivering code and other software internals that reduce the friction of future change Using early, automated testing to move past the “break/fix” mentality Scripting and streamlining both deployment and rollback Implementing team configuration patterns and knowledge sharing approaches that make software debt easier to repay Clearing away technical impediments in existing architectures Using the YAGNI (“you ain't gonna need it”) approach to strip away unnecessary complexity Using this book's techniques, senior software leadership can deliver more business value; managers can organize and support development teams more

effectively; and teams and team members can improve their performance throughout the development lifecycle.

What does it take to get the job done? How do you get the men in your unit to do what you say? To follow you into battle and shoot to kill? How you build the confidence that spurs men on to do their job, to stand by their leader and each other? Praise for Small Unit Leadership “Identifies in very specific terms what company grade officers and non-commissioned officers (NCOs) must do to ensure winning in land battle.”—Marine Corps Gazette “Colonel Malone tackles the elusive topic of leadership with a real-world, pragmatic approach. This is not a book of intellectual theorization, but of specific techniques for leading soldiers on and off the battlefield.”—U.S.N.I. Proceedings “The author condenses volumes of psychological studies into a readable and exciting book on practical military leadership.”—ARMOR “Colonel Malone not only provides handy guides on what should be done and how it should be done . . . he also aids the reader in how to know that desired results are being achieved.”—Leatherneck 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.

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