

Agile Retrospectives Making Good Teams Great Pragmatic Programmers

Metaphors from our day-to-day life can throw new perspectives when juxtaposed with professional or personal experiences. What seemingly looks like a mundane chore can give great insights with interesting and innovative improvisations. The author, a committed technologist, makes this brave and successful attempt to explain retrospectives using contexts from day-to-day life with suitable graphic representations for ease of understanding. The book focuses on 'retrospectives' as a platform for teams as well as individuals to reflect and improve. She strongly advocates that, regardless of the industry, teams need to have an experimental mindset to continuously learn and adapt. Thus, reflecting on diversified areas such as work-life balance, goals, team collaboration, product development, process, technology, delivery, or targets is an ongoing process that happens either explicitly or implicitly. The book highlights the need for teams and individuals to come out of their comfort zones and think out-of-the box, while staying in sync with their individual and organization's goals. Illustrations shown in the book can be customized according to organizational or individual aspirations.

IMPROV IS NOT ABOUT BEING FUNNY, ORIGINAL, OR CHAOTIC. IT'S ABOUT EMBRACING CHANGE. Improvisation. The mere mention of the word makes many people quake with fear at the prospect of chaos and uncertainty. The fact is, though, human beings are improvising almost every minute of their lives it is more natural, and more filled with possibility, than you might imagine. On stage, improvisational actors use simple rules, collaborative principles, and game constraints to build unscripted yet intriguing storylines. This book explores how those same simple rules and principles can help agile teams collaborate more effectively and how purposefully working within constraints can unlock creativity. Inside, you'll find over 50 techniques and improv games tailored for agile teams, complete with step-by-step instructions. These games are based on five different principles of improvisational theatre: SAFETY how accepting failure is essential to discovery SPONTANEITY how to increase the flow of ideas STORYTELLING how narratives help teams relate to their customers and end users STATUS how adjusting personal behaviour can encourage collaboration SENSITIVITY how to become more fully engaged with fellow team members Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or

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agile practice lead, project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

Explore the People-Oriented Challenges That Software Engineers Must Master
Gerald M. Weinberg, James Bach, Naomi Karten, and a group of successful software consultants present powerful ideas on how software engineers and managers can amplify their professional effectiveness--as individuals, as members of teams, and as members of organizations. The collected essays address diverse topics in personal empowerment, interpersonal interaction, mastering projects, and changing the organization. Contributors include James Bach, Marie Benesh, Rick Brenner, Esther Derby, Kevin Fjelsted, Don Gray, Naomi Karten, Bob King, Pat Medvick, Brian Pioreck, Ken Roberts, Sharon Marsh Roberts, Johanna Rothman, Steve Smith, Eileen Strider, Gerald M. Weinberg, and Becky Winant. The idea for this collection arose out of a brainstorming session for the inaugural Amplifying Your Effectiveness Conference (AYE), in 2000, for which the contributing authors served as hosts. Like the book, this annual conference is designed to help technical people become more effective individually, within a team, and within an organization. For details on the next AYE Conference, visit www.ayeconference.com. The variety of techniques and perspectives represented in the book will help you amplify your effectiveness--whether or not you attend the live event.

This is the digital copy of the printed book (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust. One tool is Kerth's Prime Directive:

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Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as teams relive and learn from each project.

What others in the trenches say about *The Pragmatic Programmer*... “The cool thing about this book is that it’s great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there.” —Kent Beck, author of *Extreme Programming Explained: Embrace Change* “I found this book to be a great mix of solid advice and wonderful analogies!” —Martin Fowler, author of *Refactoring* and *UML Distilled* “I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost.” —Kevin Ruland, Management Science, MSG-Logistics “The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike.” —John Lakos, author of *Large-Scale C++ Software Design* “This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients.” —Eric Vought, Software Engineer “Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book.” —Pete McBreen, Independent Consultant “Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living.” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “I would like to see this issued to every new employee at my company....” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “If I’m putting together a project, it’s the authors of this book that I want. . . . And failing that I’d settle for people who’ve read their book.” —Ward Cunningham

Straight from the programming trenches, *The Pragmatic Programmer* cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and

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reuse. Read this book, and you'll learn how to Fight software rot; Avoid the trap of duplicating knowledge; Write flexible, dynamic, and adaptable code; Avoid programming by coincidence; Bullet-proof your code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, *The Pragmatic Programmer* illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits and attitudes that form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In *Agile Project Management, Second Edition*, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

Printed in full color. Faced with a software project of epic proportions? Tired of

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over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

Once upon a time in a land far, far away lived a princess who had lots of gold. One day she decided, "I am going to use my gold to make my kingdom the most beautiful place in the world." But as she went, she discovered that she needed to learn some new tools to help her succeed. For Agile training and consulting that everyone can understand, contact: kyleanddee@thescrumprincess.com. Kyle and Dee Aretae have spent the last 20 years in agile coaching, technical training, and software development. They are proud parents of a whole scad of kids, cats, dogs, and reptiles.

A deceptively simple process called Scrum, a new approach to systems development projects, is described here. Application development managers will learn how to simplify the implementation of Agile processes with Scrum, how to simplify XP implementation through a Scrum wrapper, how to understand the theoretical underpinnings of Agile processes, and why Agile processes work and how to manage them. Material is of interest to the software development community at large. Schwaber is president of a software development consultancy. Annotation copyrighted by Book News Inc., Portland, OR.

This deck of index cards is arranged in four sections: concepts, planning, teamwork and coding. The front of the card lists the things you need to know and the back provides further detail.

Improve Every Retrospective! Real Solutions for Every Team Leader, Facilitator, and Participant ". . . Aino has shared a robust, curated list of antipatterns and how to avoid them. . . . And she has shared so much more than tips and techniques. You will find a gold mine--with precious nuggets, including her personal experiences, effective facilitation resources, and pointers for extracting yourself and your team when you're stuck." -- From the Foreword by Diana Larsen, co-author, *Agile Retrospectives: Making Good Teams Great* Retrospectives are indispensable for continuous learning and improvement in Lean, Agile, DevOps, and other contexts, but most of us have suffered through at least one retrospective that was a waste of

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time, or worse. Now, leading agile coach Aino Vonge Corry identifies 24 reasons that retrospectives fail and shows how to overcome each of them. Using the familiar "patterns" approach, *Retrospectives Antipatterns* introduces antipatterns related to structure, planning, people, distributed teams, and more. Corry shares traps she's encountered and mistakes she's made over more than a decade of leading retrospectives and then presents proven solutions. With her insights and guidance, you can run enjoyable retrospectives that deliver concrete improvements and real value--or at the very least recognize when you are making the same mistake as the author! Create a common language, actionable solutions, and proven plans for solving the retrospective problems you'll encounter most often Recognize symptoms, assess tradeoffs, and refactor your current situation into something better Plan more effectively: decide who should attend and facilitate, when to schedule your retrospective, and how much time to set aside Handle "people" problems: deal with negativity, silence, distrust, disillusionment, loudmouths, and cultural differences Facilitate better "virtual" retrospectives, with tips for online retrospectives included in each antipattern Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

A handbook for navigating the emerging economy shares practical advice for identifying opportunities and building a fulfilling career, sharing real-life success stories and step-by-step exercises that explain how to achieve financial autonomy and capitalize on global changes. Original. 25,000 first printing.

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

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 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.

"Agile Coaching" is all about working with people to create great teams. Readers learn how to build a team that produces great software and has fun doing it. The authors share their personal coaching stories, giving insights into what works and what to avoid.

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and

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meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

Liftoff—it's the unexplored, often ignored, Agile project practice. As the first act of flight, a rocket launch requires an entire set of systems to lift the vehicle into orbit—not just the vehicle itself, but all the systems needed for smoothly moving off the ground into space. Likewise, your project needs its entire set of supporting systems in place to begin a successful journey to delivery. Whatever you call it (project kickoff, bootcamp, inception, or jump start), liftoff gives your team its trajectory, and launches your project. This critical practice informs, inspires, and aligns everyone to a singular purpose: the successful delivery of software. This success is in your hands! Agile veterans Diana Larsen and Ainsley Nies teach you how to organize and conduct liftoffs, hold team activities to discover what's most important, and offer a working framework for effective and lightweight agile chartering.

This book is open access under a CC BY license. The volume constitutes the proceedings of the 18th International Conference on Agile Software Development, XP 2017, held in Cologne, Germany, in May 2017. The 14 full and 6 short papers presented in this volume were carefully reviewed and selected from 46 submissions. They were organized in topical sections named: improving agile processes; agile in organization; and safety critical software. In addition, the volume contains 3 doctoral symposium papers (from 4 papers submitted).

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

Agile Values and Principles for a New Generation “In the journey to all things Agile, Uncle Bob has been there, done that, and has the both the t-shirt and the scars to show for it. This delightful book is part history, part personal stories, and all wisdom. If you want to understand what Agile is and how it came to be, this is the book for you.” –Grady Booch “Bob's frustration colors every sentence of Clean Agile, but it's a justified frustration. What is in the world of Agile development is nothing compared to what could be. This book is Bob's perspective on what to focus on to get to that 'what could be.' And he's been there, so it's worth listening.” –Kent Beck “It's good to read Uncle Bob's take on Agile. Whether just beginning, or a seasoned Agilista, you would do well to read this book. I agree with almost all of it. It's just some of the parts make me realize my own shortcomings, dammit. It made me double-check our code coverage (85.09%).” –Jon Kern Nearly twenty years after the Agile Manifesto was first presented, the legendary Robert C. Martin (“Uncle Bob”) reintroduces Agile values and principles for a new generation—programmers and nonprogrammers alike. Martin, author of Clean Code and other highly influential software development guides, was there at Agile's

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founding. Now, in *Clean Agile: Back to Basics*, he strips away misunderstandings and distractions that over the years have made it harder to use Agile than was originally intended. Martin describes what Agile is in no uncertain terms: a small discipline that helps small teams manage small projects . . . with huge implications because every big project is comprised of many small projects. Drawing on his fifty years' experience with projects of every conceivable type, he shows how Agile can help you bring true professionalism to software development. Get back to the basics—what Agile is, was, and should always be Understand the origins, and proper practice, of SCRUM Master essential business-facing Agile practices, from small releases and acceptance tests to whole-team communication Explore Agile team members' relationships with each other, and with their product Rediscover indispensable Agile technical practices: TDD, refactoring, simple design, and pair programming Understand the central roles values and craftsmanship play in your Agile team's success If you want Agile's true benefits, there are no shortcuts: You need to do Agile right. *Clean Agile: Back to Basics* will show you how, whether you're a developer, tester, manager, project manager, or customer. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

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,

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and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

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

This approach to remote facilitation makes virtual meetings powerful means of collaboration using proven techniques to accommodate a diversity of cultures, locations, and personalities. Many people struggle with remote meetings: a cocktail of factors, such as technical barriers and invisible group norms, increase the uncertainty and risk of the already vulnerable task of collaborating and sharing ideas. When remote meetings go badly, they go really badly. Few things feel as lonely and intimidating as speaking to a screen with unreadable faces staring back in silence. This book will help you improve the quality of your remote meetings. With a little awareness, some planning, and some practice, you can make your remote meetings an effective, engaging, and powerful mechanism for collaboration within your organization. This book is for anyone seeking to get more value from remote meetings. Whether you're a seasoned facilitator, a new facilitator, or someone hoping to improve team meetings, you will be empowered with principles and actionable methods to enhance your organization's effectiveness.

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

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as “post-mortems”) are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems

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you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

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

When software development teams move to agile methods, experienced project managers often struggle—doubtful about the new approach and uncertain about their new roles and responsibilities. In this book, two long-time certified Project Management Professionals (PMPs) and Scrum trainers have built a bridge to this dynamic new paradigm. They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration, not “command and control.” The authors begin by explaining how agile works: how it differs from traditional “plan-driven” methodologies, the benefits it promises, and the real-world results it delivers.

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Next, they systematically map the Project Management Institute's classic, methodology-independent techniques and terminology to agile practices. They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication. Finally, drawing on their own extensive personal experience, they put a human face on your personal transition to agile--covering the emotional challenges, personal values, and key leadership traits you'll need to succeed. Coverage includes Relating the PMBOKR Guide ideals to agile practices: similarities, overlaps, and differences Understanding the role and value of agile techniques such as iteration/release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance (QA) where it belongs: in analysis, design, defect prevention, and continuous improvement Learning to trust your teams and listen for their discoveries Procuring, purchasing, and contracting for software in agile, collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non-agile teams "Selling" agile within your teams and throughout your organization For every project manager who wants to become more agile. Part I An Agile Overview 7 Chapter 1 What is "Agile"? 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge: Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change? 217 Chapter 14 How Will I Work with Other Teams Who Aren't Agile? 233 Chapter 15 How Can a Project Management Office Support Agile? 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333

In this book, Jutta Eckstein examines how retrospectives –originally a kind of a facilitated workshop for gaining feedback– can be applied conceptually to initiate and implement organizational change. Technically, retrospectives were an instrument for a group to examine a past joint period of time and learn from that. The participants of a Retrospective for Organizational Change do not share a joint past, yet they learn from their different individual experiences and use this as a basis to form a shared future. The main strength is to leverage the experiences of a diverse group. Especially if the change is dynamic, which means the approach toward the goal is unclear or if it is complex, where the goal itself is indeterminate, Retrospectives for Organizational Change can provide a way to support the change. This book covers the conceptual idea of using Retrospectives for Organizational Change and additionally reports on the feedback and experiences of its practical application.

Thoroughly reviewed and eagerly anticipated by the agile community, User Stories Applied offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In User Stories Applied, Mike Cohn provides you with a front-to-

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back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

The basics of being a ScrumMaster are fairly straightforward: At face value all a ScrumMaster needs to do is facilitate the Scrum process and remove impediments. But being a great ScrumMaster, one who truly embodies the principles of servant-leadership and helps nurture a high-performing team, is much harder and more elusive. In this second edition of his groundbreaking book, Geoff shares an updated collection of stories and practical guidance, drawn from twenty years of coaching Scrum teams that will guide you on your path to greatness. In this book you will learn: The skills and characteristics of great ScrumMasters How to generate, maintain and increase engagement from the team How to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums. How to foster a more creative and collaborative team How to increase the performance of the team How to know when you are a successful 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"

Agile retrospectives help you get to the root of your real problems, so you can solve them quickly and effectively. They're the cornerstone of a successful continuous improvement process, and one of your best tools for triggering positive cultural change. In *Improving Agile Retrospectives*, leading agile coach/trainer Marc Loeffler combines practical guidance, proven practices, and innovative approaches for maximizing the value of retrospectives for your team—and your entire organization. You can apply his powerful techniques in any project, agile or otherwise. These techniques offer exceptional value wherever continuous improvement is needed: from “lessons-learned” workshops in traditional project management to enterprise-wide change management. Loeffler's detailed, results-focused examples help you recognize and overcome common pitfalls, adapt retrospectives to your unique needs, and consistently achieve tangible results. Throughout, he integrates breakthrough concepts, such as using experimentation and learning from system thinking. He presents small ideas that make a big difference—because they're deeply grounded in real experience.

- Learn from failures and successes, and make good things even better
- Master facilitation techniques that help you achieve your goals (and have fun doing it)
- Prepare your

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retrospective so it runs smoothly • Practice techniques for generating actionable insights • Keep your retrospectives fresh and interesting • Perform retrospectives that address the entire system, not just your team • Focus on your “better future” with solution-focused retrospectives • Learn how to avoid typical pitfalls when facilitating retrospectives • Lead retrospectives across multiple distributed teams • Use retrospectives to support large-scale change

Agile Retrospectives Making Good Teams Great Pragmatic Bookshelf

Most people have experienced--at least once in their lives--the incomparable thrill of being part of a great team effort. They can remember the unity of purpose they experienced, the powerful passion that inspired them, and the incredible results they achieved. People who have been on a great team can attest that the difference between being on a team with a shared vision and being on a team without one is the difference between joy and misery. In 1996, Jim and Michele McCarthy, after successful careers leading software development teams at Microsoft and elsewhere, set out to discover a set of repeatable group behaviors that would always lead to the formation of a state of shared vision for any team. They hoped for a practical, communicable, and reliable process that could be used to create the best possible teams every time it was applied. They established a hands-on laboratory for the study and teaching of high-performance teamwork. In a controlled simulation environment, their principle research and teaching effort--the McCarthy Software Development BootCamp--challenged dozens of real-world, high-tech teams to produce and deliver a product. Teams were given a product development assignment, and instructed to form a team, envision the product, agree on how to make it, then design, build, and ship it on time. By repeating these simulations time after time, with the new teams building on the learning from previous teams, core practices emerged that were repeatedly successful. These were encoded as patterns and protocols. *Software for Your Head* is the first publication of the most significant results of the authors' unprecedented five-year investigation into the dynamics of contemporary teams. The information in this book will provide a means for any team to create for itself a compelling state of shared vision.

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Are you running retrospectives regularly? Perhaps you run retrospectives once a week, or fortnightly. Do you feel like you could be getting more out of your retrospectives and fuelling continuous improvement in your teams? You may already find retrospectives valuable, but suspect there are ways of making them better. This book condenses down eight years of experience working with the retrospective practice within the context of real agile teams. It offers you practice advice on how to make your retrospectives even more effective including topics such as: Best methods to prepare for a retrospective Picking just the right materials Facilitating retrospectives with ease Dealing with common retrospective smells Retrospectives in different contexts including distributed, large and small groups A checklist for preparation Ensuring retrospectives result in change

Whether you manage people, are managed by people, or just want to change the way you interact with others, this book is about success. How to plan it, how to make it happen--*Becoming a Technical Leader* shows you how to do it!

Any Agile approach involves change. If you choose Scrum as the new way to do work, an effective Scrum Master is critical to successfully meeting goals and objectives and

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continuously improving. New Scrum Masters tend to focus on the "mechanical" part of the Scrum framework. Yes, that is an important part of the job! The more important aspect of the S.M.'s job is the "people" part. The Scrum Master is a coach, a guide, an objective facilitator and a teacher. Many companies say they want to "Go Agile" and choose the Scrum framework but do not understand scrum mastery. This book provides many secrets every new Scrum Master should know. It can also be helpful to others in an organization who seek to understand this role more in depth. This book is not only packed full of tips and tricks for coaches, it provides practical scenarios to work through. These case studies provide the reader a safe way to think through Scrum Master interventions resulting in several lessons learned. If you want to improve your "people chip" and enhance your scrum master skills, this book is for you.

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