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In Large-Scale Scrum , Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and

stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize

the value of Scrum in large, complex projects.

Great Teams Need SQUAD Depth If you have ever been part of a great team you will know it is exponentially better than being part of a mediocre team. Teams are at the heart of working in complex domains and are essential to the success of agile approaches yet relatively few teams achieve greatness. Agile and leadership coach Geoff Watts has pulled together his many years of experience with all sorts of teams from software, to product development, from medical teams to sports teams and has identified five common charac-

teristics of great teams: Self-Improvement Quality Unity Audacity Delivery Please note this book does NOT contain milestone cards. These can be purchased separately. A practical handbook for making management great again Managing for Happiness offers a complete set of practices for more effective management that makes work fun. Work and fun are not polar opposites; they're two sides of the same coin, and making the workplace a pleasant place to be keeps employees motivated and keeps customers coming back for more. It's not about gimmicks or 'perks' that disrupt productivity; it's about finding the passion that drives your business, and making it contagious. This book provides tools, games, and practices that put joy into work, with practical, real-world guidance for empowering workers and delighting customers. These aren't break time exploits or downtime amusements—they're real solutions for common management problems. Define roles and responsibilities, create meaningful team metrics, and replace performance appraisals with something more useful. An organization's culture rests on the back of management, and this book shows you how to create

change for the better. Somewhere along the line, people collectively started thinking that work is work and fun is something you do on the weekends. This book shows you how to transform your organization into a place with enthusiastic Monday mornings. Redefine job titles and career paths Motivate workers and measure team performance Change your organization's culture Make management—and work—fun again Modern organizations expect everyone to be servant leaders and systems thinkers, but nobody explains how. To survive in the 21st century, companies need to dig past the obvious and find what works. What keeps top talent? What inspires customer loyalty? The answer is great management, which inspires great employees, who then provide a great customer experience. Managing for Happiness is a practical handbook for achieving organizational greatness.

Learn the agile philosophy of lean processes, incremental delivery, deep client participation, decentralized authority, and just-in-time planning to bring speed, creativity, empowerment and increased productivity to product development. This book is your guide to becoming the go-to advisor for

the enterprise agile transition. Many organizations have brought in agile coaches and achieved great progress in software development productivity, only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction. The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices. Agile coaches and consultants need to up their game to successfully partner with executives, managers, and PMOs to evolve from traditional methods to a lean, agile mindset. The Agile Consultant, by former Intel Worldwide Project Management Director and agile expert Rick Freedman, author of Amazon best-seller The IT Consultant, shows how to overcome transition challenges and move beyond team-level practice coaching to guide the entire organization to enterprise agility. Agile methods are displacing traditional, process-heavy project management techniques, and are poised to migrate from software development to the rest of IT, and to the entire enterprise. Agile's rapid adoption proves a simple truth: agility works! Agile methods are here to stay, and will continue to expand within

the organization. Enterprises are rapidly moving beyond agile development to agile IT, agile marketing, and agile strategic planning. Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility. What You'll Learn Instill effective agile practices across the enterprise Coach teams, managers, and executives in learning, adopting, and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change-management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation, interpersonal, and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean, agile mindset Who This Book Is For Besides IT consultants, *The Agile Consultant* will also appeal to developer teams, internal IT staffers and their managers, and to executives leading the transition to agile develop-

ment.

With plenty of ideas, suggestions, and practical cases on software quality, this book will help you to improve the quality of your software and to deliver high-quality products to your users and satisfy the needs of your customers and stakeholders. Many methods for product quality improvement start by investigating the problems, and then work their way back to the point where the problem started. For instance audits and root cause analysis work this way. But what if you could prevent problems from happening, by building an understanding what drives quality, thus enabling to take action before problems actually occur? *What Drives Quality* explores how quality plays a role in all of the software development activities. It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products. It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users. I'm aiming this book at software developers and testers, architects, product owners

and managers, agile coaches, Scrum masters, project managers, and operational and senior managers who consider quality to be important. A book on quality should be practical. It should help you, the reader of this book, to improve the quality of your software and deliver better products. It should inspire you and give you energy to persevere on your quality journey. What drives quality tries to do just that, and more. This book is based on my 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 quality with views from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to improve quality of the products that your organization is delivering. This book views software quality from an engineering, management, and social perspective. It explores the interaction between all involved in delivering high-quality software to users and provides ideas to do it quicker and at lower costs. "Collaboration Explained is a deeply pragmatic book that helps agile practitioners

understand and manage complex organizational and team dynamics. As an agile coach, I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike." —Arlen Bankston, Lean Agile Practice Manager, CC Pace "If Agile is the new 'what,' then surely Collaboration is the new 'how.' There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!" —Linda Rising, Independent Consultant The Hands-On Guide to Effective Collaboration in Agile Projects To succeed, an

agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. Collaboration Explained is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through post-project retrospectives. Tabaka's hands-on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member. · Build collaborative software development cultures, leaders, and teams · Prepare yourself to collaborate—and prepare your

team · Define clear roles for each participant in promoting collaboration · Set your collaborative agenda · Master tools for organizing collaboration more efficiently · Run effective collaborative meetings—including brainstorming sessions · Promote better small-group and pair-programming collaboration · Get better information, and use it to make better decisions · Use non-abusive conflict to drive positive outcomes · Collaborate to estimate projects and schedules more accurately · Strengthen collaboration across distributed, virtual teams · Extend collaboration from individual projects to the entire development organization For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly. What is Agile Project Management and will it bring my project in on time and budget? If you need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach, this book

is essential reading. Brilliant Agile Project Management does more than just talk you through the techniques and processes - focussing on real-life use of Agile in business environments, it provides practical advice and techniques on how to implement and work with Agile, so you always know exactly what to do and say to make your project a success. · Assess whether your organisation or project is right for using APM · Understand how to implement APM into any project · Overcome common problems with APM Get up to speed with Agile Project Management and get ahead - fast!

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change.

The profession of Agile Coaching is, in a word, confusing. That's because of a number of factors, including: It gets conflated

with Professional Coaching and it's so much more than that; There isn't a standard or generally accepted model for what it is and isn't; Clients don't understand it, so shared accountability is unbalanced with their coaches; There is specialized nuance around the skills of coaching at the Team, Enterprise or Organizational, Technical, and Leadership levels. This confusion has created a space where nearly anyone can claim to be an Agile Coach with little experience and narrow skills. Resulting largely in mediocrity and negative impacts for our clients, who by the way, are counting on and paying us for help. Bob Galen has written Extraordinarily Badass Agile Coaching to help alleviate the confusion. The book centers on the Agile Coaching Growth Wheel as the competency and skill maturity model to baseline your agile coaching skills against. Its core goal is to "raise the bar" as to what true excellence looks like and to help you establish a personal development and growth plan. Bob intentionally uses the term Badass to create a vision of professionalism, craft, passion, accountability, and expertise that you need to bring to bear in service of your clients if you represent yourself as an "ag-

ile coach". Being an Extraordinarily Badass Agile Coach isn't easy, quick, or for the faint of heart. It takes lots of hard work and dedication. It also requires a map to point you in the right direction. Consider this book that map to coaching badassery, personal growth, and client service.

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?

An Agile Coach is someone who helps build super-productive Agile Teams and Agile Organizations. This book provides a well-rounded structured approach to become

an Agile Coach, comprising three phases, Learning, Living, and Loading. In the learning phase, the Agile Coach goes through the comprehensive profile of the Agile Coach in terms of twelve commandments. Apart from theoretical learning, an Agile Coach needs to have hands-on experience in coaching. This book explains a great technique 'LivingAgile project' that was used to build thousands of Agile Coaches. The book shows how the Agile Coach can gradually accumulate the experience of coaching from single team to team of teams to organization level coaching by leveraging LivingAgile technique on a variety of scenarios. While learning and living are the foundational activities to become an Agile Coach, she should also prepare to demonstrate her ability to external stakeholders such as a potential employer. This book provides related tips and an outline to prepare for interviews.

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the

job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days-and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Devel-

opment, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

The definitive guide on Lean-Agile forecasting that gives you all the tools you need in order to answer your customers' most important question.

It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better

ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you at the front of change and ahead of the competition.

Learning Agile is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together.

Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

Proven, 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive, realistic, actionable guide to starting fast with Scrum and agile—and then succeeding over the long haul. Leading agile consultant and practitioner Mike Cohn presents detailed recommendations, powerful tips, and real-world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work. Succeeding with Agile is for pragmatic soft-

ware professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping individuals transition to new roles, structuring teams, scaling up, working with a distributed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents "Things to Try Now" sections based on his most successful advice. Complementary "Objection" sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns. Coverage includes Practical ways to get started immediately-and "get good" fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing "improvement communities" of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and gov-

ernance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

\_\_\_\_\_ The definitive book on the Scrum methodology from its co-creator and the CEO of Scrum, Inc., Jeff Sutherland. Scrum is the revolutionary approach to project management and team building that has helped to transform everything from software companies to the US military to healthcare in major American hospitals. In this major new book its originator, Jeff Sutherland, explains precisely and step by step how it operates - and how it can be made to work for anyone, anywhere. Take the FBI attempt to digitize its records, for example. As with so many software projects the first attempt failed, having taken four years and cost over \$400 million. Then the FBI turned to Scrum, and just over a year later unveiled a func-

tioning system that cost less than a tenth of the first project and employed a tenth of the staff. And it's not just grand projects that Scrum can help with. Every organisation, whatever its size, constantly has to come to grips with delivering a product or service on time and on budget. Scrum shows you how. It explains how to define precisely what it is that you are seeking to achieve, how to set up the team to achieve it, and how to monitor progress until the project is successfully completed. Filled with practical examples drawn from all types and organisation it will make you rethink the fundamentals of successful management - and show you how to get things done however everyday or ambitious, however small or large your organisation. \_\_\_\_\_ 'Full of engaging stories and real-world examples. The project management method known as Scrum may be the most widely deployed productivity tool among high-tech companies. On a mission to put this tool into the hands of the broader business world for the first time, Jeff Sutherland succeeds brilliantly.' - ERIC RIES, New York Times bestselling author of THE LEAN STARTUP 'Engaging, persuasive and extremely prac-



tical... Scrum provides a simple framework for solving what seem like intractable and complicated work problems. Amazingly, this book will not only make your life at work and home easier, but also, better and happier.' - SHAWN ACHOR, New York Times bestselling author of BEFORE HAPPINESS and THE HAPPINESS ADVANTAGE 'Scrum is mandatory reading for any leader, whether they're leading troops on the battlefield or in the marketplace. The challenges of today's world don't permit the luxury of slow, inefficient work. Success requires tremendous speed, enormous productivity, and an unwavering commitment to achieving results. In other words, success requires Scrum.' - U.S. General BARRY McCaffrey 'Jeff Sutherland is the master of creating high-performing teams. The subtitle of this book understates Scrum's impact. If you don't get three times the results in one-third the time, you aren't doing it right!' - SCOTT MAXWELL, Founder & Senior Managing Director, OpenView Venture Partners 'This deceptively simple system is the most powerful way I've seen to improve the effectiveness of any team. I started using it with my business and family halfway through reading the book. - LEO

BABAUTA, creator of ZEN HABITS '[Scrum] dramatically increases productivity while reducing employees' frustrations with the typical corporate nonsense. This book is the best description I've seen of how this process can work across many industries. Senior leaders should not just read the book - they should do what Sutherland recommends.' - PROFESSOR JEFFREY PFEFFER, Stanford Business School; co-author of THE KNOWING-DOING GAP Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive

experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Agile emphasizes to establish teams and give them whatever they need to do their work. This book on impediments explores how teams can effectively deal with the problems that will happen in their daily work. In agile these problems are called impediments: anything that slows down a team and needs to be dealt with. Agile teams need to be able to handle impediments. This is the first book specifically about dealing with impediments using agile thinking with problem-solving practices. In this book, I explain why dealing with impediments matters. The book also provides approaches for you to effectively handle impediments in teams and beyond the teams. I'm also sharing experience stories from my practice. I based this book on my 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. This book dives into problem solving and impediments, viewing them from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to become more effective in dealing with impediments. This book is for agile

teams, Scrum masters, tech leads, agile coaches, consultants, developers and testers, project managers, line managers, and CxOs; basically, anyone who is looking for an effective way to handle impediments or support people in doing that. With plenty of ideas, suggestions, examples, and practical cases on impediments, this book will help you to become more effective in dealing with impediments.

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 journeyman 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 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.

Samman Technical Coaching is an approach to Agile training that focuses on technical questions concerning how code is written. It is a highly effective way of increasing agility in your software development organization. The first part of the Samman method involves the coach working in an ensemble with development teams, programming in their production codebase. This hands-on mentoring is ac-

companied by daily “learning hour” sessions for mastering particular techniques. In this book you will discover how to put Samman into practice, improve your coding procedures and how you collaborate. It is a practical guide for aspiring and experienced coaches looking for fresh ideas and new ways of teaching Agile. It is both challenging and fun for developers and coaches alike.

**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

"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.

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 jour-

ney 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 about getting teamwork right. Teams are held back by many issues and find it hard to navigate themselves out of trouble. This is a guide for any teams struggling with issues like conflict, poor communication, politics or lack of clarity. Learn how to create a more connected, aligned and committed team that is happy and ready.

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

to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching Operate effectively as a ScrumMaster at

all levels: team, relationships, and the entire system. Sharpen key ScrumMaster cognitive strategies and core competencies. Build great teams, and improve teams that are currently dysfunctional. Drive deeper change in a safer environment with better support for those affected. Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools. Whether you're a long-time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register your product at [informit.com/register](http://informit.com/register) for convenient access to downloads, updates, and corrections as they become available. When an Agile coach leaves an organization, the changes developed during their tenure should not roll backward. Compliance is somewhat easy to install and takes hold rather quickly. The challenge with that approach is that when the forcing mechanism (Agile coach) is removed, much of the compliance rolls back to the original position. Sustainable change requires a different strategy. This book introduces the concept of utilizing an Invitation-

al Approach to Enterprise Agile Coaching which can be a crucial catalyst for integrating sustainable change by putting the client in the seat of responsibility.

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. --

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](http://benlinders.com/downloads).

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.

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"

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

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.

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 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.

Velocity is the most commonly used metric in agile software delivery. It is also perhaps the least effective metrics in agile software delivery. In "Escape Velocity", Doc Norton walks the reader through common issues with metrics and how to avoid them, alternative metrics that not only help agile teams perform better, but enable them to continuously improve, and techniques for forecasting that vastly outperform the use of velocity. In a quirky, casual, and information dense style, Doc Norton makes the topic of tracking data enter-

taining and shows us how to be more effective in the pursuit of excellent software.

FunRetrospectives is a book with the necessary tools to develop the main element of continuous improvement: an effective, committed team! With several years working with agile teams, Paulo Caroli and Tainã Caetano Coimbra know there are two main ingredients to finding the path to success and continuous improvement. First, a team that is aligned and committed to the project. Second, a work environment that fosters collaboration, one in which everyone can openly reflect, debate, and learn. But how can we achieve that? Each person in a team brings a different life experience and perspective, and we know that a group of people doesn't become a team overnight. That's why the main purpose of this work is to offer the necessary activities and tools to make everyone comfortable, aligned, and ready to be part of the best possible experience. The authors have gathered years of experience in this book, offering simple and straightforward activities. There will always be ups and downs, but everything that happens is essential for the team's growth, and a fun,

safe environment allows you to get the best out of every situation.

Decouvrez comment coacher votre equipe pour qu'elle devienne plus agile. Ce livre demystifie les pratiques agiles, il s'agit d'un guide pratique pour creer des equipes agiles solides. Enrichi avec les conseils utiles des coachs agiles Rachel Davies et Liz Sedley, ce livre vous donne des outils de coaching que vous pouvez utiliser si vous etes chef de projet, responsable technique ou membre d'une equipe de developpement logiciel.

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.

From Sharon L. Bowman, the author of the best-selling Ten-Minute Trainer, comes the dynamic new book, Training from the BACK of the Room! This innovative resource introduces 65 training strategies

that are guaranteed to deliver outstanding training results no matter what the topic, group, or learning environment. Now, trainers can replace the traditional “Trainers talk; learners listen” paradigm with a radical new model for designing and delivering instruction: “When learners talk and teach, they learn.”