

Large Scale Scrum More With Less

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Agile Product Management with Scrum -
Roman Pichler 2010-03-11
The First Guide to Scrum-Based Agile Product Management In Agile Product Management with Scrum, leading Scrum consultant Roman Pichler uses real-

world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work,

taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release:

bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

Agile Game Development with Scrum

(Adobe Reader) - Clinton Keith

2010-05-23

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets,

impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time.

You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development

process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Scaling Scrum Across Modern Enterprises - Cecil Rupp 2020-08-31
Establish business agility in your organization by applying industry-proven scaling strategies from

popular Scrum frameworks such as Scrum of Scrums (SoS), Scrum@Scale, Nexus, Large-Scale Scrum (LeSS), Disciplined Agile, and SAFe Key Features Learn how to be Agile at scale by implementing best practices Understand how Lean-Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework (SAFe) Customize Scrum and Lean-Agile practices to support portfolio and large product development needs Book Description Scaled Scrum and Lean-Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum. This Scrum/Lean-Agile handbook provides a comprehensive review and analysis of industry-proven scaling strategies that enable business agility on an

enterprise scale. Free of marketing hype or vendor bias, this book helps you decide which practices best fit your situation. You'll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios. The book will then guide you through systems theory, lean development, and the application of holistic thinking to more complex software and system development activities. Throughout, you'll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross-team integration, dependency, and synchronization issues. Later, you'll learn how to improve enterprise operational efficiency across value

creation and value delivery activities, before discovering how to align product portfolio investments with corporate strategies. By the end of this Scrum book, you and your product teams will be able to get the most value out of Agile at scale, even in complex cyber-physical system development environments. What you will learn

Understand the limitations of traditional Scrum practices

Explore the roles and responsibilities in a scaled Scrum and Lean-Agile development environment

Tailor your Scrum approach to support portfolio and large product development needs

Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system

Scale Scrum practices at both the program and portfolio levels of

management Understand how DevOps, test automation, and CI/CD capabilities help in scaling Scrum practices Who this book is for Executives, product owners, Scrum masters, development team members, and other stakeholders who need to learn how to scale Agile to support large, complex projects and large enterprise portfolios and programs will find this book useful. A basic understanding of the values and principles of Agile and the Scrum-based framework for Agile development practices is required before you get started with this Agile Scrum book.

Unlocking Agility - Jorgen Hesselberg
2018-07-11

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-

time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia,

Salesforce.com, Spotify, and many more.

- Balance building the right thing, the right way, at the right speed
- Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture
- Promote agile skills, knowledge, and abilities throughout your workforce
- Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting
- Leverage business agility metrics to affect norms and change organizational culture
- Establish your Agile Working Group, the engine of agile transformation
- Define operating models and strategic roadmaps for unlocking agility, and track your progress

You already know agile transformation is essential. Now, discover how to customize your

strategy, execute on it in your environment, and achieve it.

Lego4scrum - Alexey Krivitsky
2019-04-02

lego4scrum - of the most interactive ways of demonstrating Agile thinking and Scrum framework in action. This book summarises years of experiments and hundreds of lego4scrum workshops. It will let you teach Scrum in a complete new, fresh and the most fun way. This is the third most full edition with a foreword by Henrik Kniberg. lego4scrum has been known since the first paper written back in 2009. Since that time thousands of people facilitated this business simulation to demonstrate the power of the Agile principles and the Scrum framework. This book combines the learnings of the past eight years facilitating lego4scrum workshops

with groups of 10 to 150 participants. This book is written for:

- * Scrum Trainers exploring way of adding more elements of interactivity and gaming into the trainings turning them more to "from the back of the room" kind of things.
- * Agile Coaches looking for new training and coaching ideas with some elements of serious plays and simulations.
- * Scrum Masters willing to get ideas how to introduce agile thinking to new teams and newcomers in a fun and easy way.
- * Professors and Teachers trying to adapt their teaching style to the ever-changing world that is full of games, fun and LEGO.
- * Anyone else who is in charge of "installing Agile thinking and Scrum in a workspace".

lego4scrum 3.0 incorporates the following popular agile coaching techniques:

- * user

- * story mapping
- * magic estimates
- * overall backlog refinement with multiple teams
- * joint multi-team scrum meetings
- * continuous integration and deployment
- * and more little tips and tricks to make the simulation valuable and fun.

Get the book, get some LEGOs and have fun with this!

Agile Processes in Software Engineering and Extreme Programming – Workshops

- Rashina Hoda 2019-08-30

This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid

forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on

culture, education, and software practices; business agility – agile’s next frontier; and Agile – the next 20 years.

Creating Business Agility - Rodney Heisterberg 2014-09-15

Creating Business Agility: How Convergence of Cloud, Social, Mobile, Video, and Big Data Enables Competitive Advantage provides a game plan for integrating technology to build a smarter, more customer-centric business. Using a series of case studies as examples throughout, the book describes the agility that comes from collaborative commerce, and provides key decision makers the implementation roadmap they need to build a successful business ecosystem. The focus is on Business Agility Readiness in terms of the five major changes affecting the

information technology landscape, and how data-driven delivery platforms and decision-making processes are being reinvented using digital relationships with a social business model as the consumer world of technology drives innovation and collaboration. Cloud computing, social media, next-gen mobility, streaming video, and big data with predictive analytics are major forces now for a competitive advantage, and *Creating Business Agility* provides leaders with a roadmap for readiness. Business leaders tasked with innovation and strategy will find that *Creating Business Agility* provides important insight from an informed perspective.

Scrum Shortcuts Without Cutting Corners - Ilan Goldstein 2013-07-16
In *Scrum Shortcuts without Cutting*

Corners, Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more.

More Agile Testing - Janet Gregory
2014-09-30

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data

warehouse/BI systems, and DevOps practices. You'll come away understanding

- How to clarify testing activities within the team
- Ways to collaborate with business experts to identify valuable features and deliver the right capabilities
- How to design automated tests for superior reliability and easier maintenance
- How agile team members can improve and expand their testing skills
- How to plan "just enough," balancing small increments with larger feature sets and the entire system
- How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects
- How to address challenges within your product or organizational context
- How to perform exploratory testing using "personas" and "tours"

Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them The eBook edition of *More Agile Testing* also is available as part of a two-eBook collection, *The Agile Testing Collection* (9780134190624).

Agile and Iterative Development - Craig Larman 2004

This is the definitive guide for managers and students to agile and iteratedevelopment methods: what they are, how they work, how to implement them, andwhy they should. [Going Horizontal](#) - Samantha Slade 2018-11-27

Hierarchy in organizations is obsolete. There is a better way: one that increases the engagement of

employees and managers alike, reduces micromanaging and other limiting approaches, and promotes organizational and individual success. In this book, self-management expert Samantha Slade presents seven concrete practices to help your organization flatten its existing hierarchy and develop a horizontal organization. The result will be enhanced creativity, greater growth, and a increased employee retention and productivity—and a better bottom line. These days, more than ever, successful organizations must respond quickly and nimbly to change—they need every employee's best thinking. A horizontal organization creates an environment of true collaboration, respect, and openness. It allows everyone more freedom to express unconventional

ideas or to work through issues that are getting in the way of organizational goals. And it's a more human way to organize—after all, we function perfectly well in our day-to-day lives without someone telling us what to do. But when an organization decides to go horizontal, it can be overwhelming for both managers and employees. Slade offers a practical, proven, incremental method to help organizations of all kinds and sizes ease in to a non-hierarchical model. She includes techniques for using your organization's purpose to stay focused and aligned, developing shared decision-making, creating a mutual feedback culture, nurturing autonomy, holding co-managed meetings, and maintaining an environment of collective learning. Going Horizontal will help

organizations become more adaptive, collaborative and innovative, which is vital in today's highly competitive and constantly-evolving world.

Lean from the Trenches - Henrik Kniberg 2011-12-14

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Lean from the Trenches is all about actual practice. Find out how the Swedish

police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance

between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

A Practical Approach to Large-Scale Agile Development - Gary Gruver
2012-11-15

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP

LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves

repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a "conversation starter" around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast

with “light-touch” agile planning and lightweight long-range forecasting • Implementing effective project management and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming U.S./India cultural differences that can complicate offshore development • Selecting tools to support quantum leaps in productivity in your organization • Using change management disciplines to support greater enterprise agility

2019 ACM/IEEE 14th International Conference on Global Software Engineering (ICGSE). - 2019

Enterprise Scrum - Michael A. Beedle
2013-08-24

This is today's definitive guide to

making Scrum work at all levels of the enterprise, both in software development and in any other knowledge-intensive business process. Legendary agile pioneer Mike Beedle draws on his experience helping thousands of teams and individuals succeed with Scrum in projects of all types, from single-team assignments to those cutting across complex processes or the entire organization. Beedle begins with a uniquely clear and practical explanation of Scrum: its roles, benefits, interactions, and how it reflects modern insights into complexity science. You'll master these crucial essentials with the help of clear organizational and process diagrams, as well as exceptionally relevant case studies in software development and beyond. Building on this understanding,

Beedle introduces proven enterprise-level Scrum processes for introducing, growing, and managing operations -- including Scrum's role in the Project Management Office (PMO) and in support of executive activities. He concludes with detailed case studies from multiple domains where Enterprise Scrum has delivered superior results. Throughout, Beedle helps you understand the paradigm shift required to succeed with Scrum in any knowledge-intensive business process -- and how to gain Scrum's proven benefits of productivity, transparency, and performance.

Team Topologies - Matthew Skelton
2019-09-17

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.

Agile Processes in Software Engineering and Extreme Programming - Juan Garbajosa 2018-05-16

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.

The Professional Product Owner - Don McGreal 2018-06-04

The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." –Ken Schwaber, Chairman & Founder, Scrum.org The

role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In *The Professional Product Owner*, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-

focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value. Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model. Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk

Effectively apply Scrum’s Product Owner role, artifacts, and events. Populate and manage Product Backlogs, and use just-in-time specifications. Plan and manage releases, improve transparency, and reduce technical debt. Scale your product, not your Scrum. Use Scrum to inject autonomy, mastery, and purpose into your product team’s work. Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (BRAZILIAN

PORTUGUESE) - Project Management
Institute Project Management
Institute 2021-08-01
PMBOK® Guide is the go-to resource
for project management practitioners.
The project management profession has
significantly evolved due to emerging
technology, new approaches and rapid
market changes. Reflecting this
evolution, The Standard for Project
Management enumerates 12 principles
of project management and the PMBOK®
Guide &— Seventh Edition is
structured around eight project
performance domains. This edition is
designed to address practitioners'
current and future needs and to help
them be more proactive, innovative
and nimble in enabling desired
project outcomes. This edition of the
PMBOK® Guide: • Reflects the full
range of development approaches

(predictive, adaptive, hybrid,
etc.); • Provides an entire section
devoted to tailoring the development
approach and processes; • Includes an
expanded list of models, methods, and
artifacts; • Focuses on not just
delivering project outputs but also
enabling outcomes; and • Integrates
with PMI standards™ for information
and standards application content
based on project type, development
approach, and industry sector.

ADKAR - Jeff Hiatt 2006

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 Scrum Field Guide - Mitch Lacey
2015-12-22

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey

covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints

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

Agile Testing - Lisa Crispin 2009
Crispin and Gregory define agile testing and illustrate the tester's role with examples from real agile teams. They teach you how to use the agile testing quadrants to identify what testing is needed, who should do it, and what tools might help. The

book chronicles an agile software development iteration from the viewpoint of a tester and explains the seven key success factors of agile testing.

The Surprising Power of Liberating Structures - Henri Lipmanowicz
2014-10-28

Smart leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. So do professors, facilitators and all changemakers. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size. Prepare to be surprised by how simple and easy they are for anyone to use. This book shows you how with detailed descriptions for putting them into

practice plus tips on how to get started and traps to avoid. It takes the design and facilitation methods experts use and puts them within reach of anyone in any organization or initiative, from the frontline to the C-suite. Part One: The Hidden Structure of Engagement will ground you with the conceptual framework and vocabulary of Liberating Structures. It contrasts Liberating Structures with conventional methods and shows the benefits of using them to transform the way people collaborate, learn, and discover solutions together. Part Two: Getting Started and Beyond offers guidelines for experimenting in a wide range of applications from small group interactions to system-wide initiatives: meetings, projects, problem solving, change initiatives,

product launches, strategy development, etc. Part Three: Stories from the Field illustrates the endless possibilities Liberating Structures offer with stories from users around the world, in all types of organizations -- from healthcare to academic to military to global business enterprises, from judicial and legislative environments to R&D. Part Four: The Field Guide for Including, Engaging, and Unleashing Everyone describes how to use each of the 33 Liberating Structures with step-by-step explanations of what to do and what to expect. Discover today what Liberating Structures can do for you, without expensive investments, complicated training, or difficult restructuring. Liberate everyone's contributions -- all it takes is the determination to experiment.

Practices for Scaling Lean & Agile Development - Craig Larman 2010-01-26
Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success
Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for

multihundred-person product groups
Testing and building quality in
Product management and the end of the “contract game” between business and R&D
Envisioning a large release, and planning for multiteam development
Low-quality legacy code: why it’s created, and how to stop it
Continuous integration in a large multisite context
Agile architecting
Multisite or offshore development
Contracts and outsourced development
In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant.
Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this

text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

The Nexus Framework for Scaling Scrum

- Kurt Bittner 2017-12-04

Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber—Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework

for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum's core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its

work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

Applying UML and Patterns Training

Course - Craig Larman 2002-07-01

Second Edition of the UML video course based on the book Applying UML and Patterns. This VTC will focus on object-oriented analysis and design, not just drawing UML.

The Great ScrumMaster - Zuzana Sochova 2016-12-28

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

Large-Scale Scrum - Craig Larman
2015-06-01

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.

User Stories Applied - Mike Cohn
2004-03-01

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

provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules,

and estimate release costs Includes end-of-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.

Essential Scrum - Kenneth S. Rubin
2012

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.

A Scrum Book - Jeff Sutherland

2019-08-16

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum™s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and 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. *Safe 5.0 Distilled: Achieving Business Agility with the Scaled Agile Framework* - RICHARD. LEFFINGWELL KNASTER (DEAN.)

2020-08-08

Improving Agile Retrospectives - Marc Loeffler 2018-01-02

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 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

Large-Scale Scrum - Craig Larman
2016-09-23

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.
Scaling Done Right - Gereon Hermkes
2020-07-16

In *Scaling Done Right*, Scrum@Scale trainers Gereon Hermkes and Luiz Quintela show how organizations can dramatically improve their productivity and adaptability, and finally achieve business agility. As the first book on this paradigm-shifting management method, this vital resource can help you in understanding this revolutionary framework as well as avoiding typical pitfalls in its implementation.
Developer Testing - Alexander

Tarlinder 2016-09-07
How do successful agile teams deliver bug-free, maintainable software—iteration after iteration? The answer is: By seamlessly combining development and testing. On such teams, the developers write testable code that enables them to verify it using various types of automated tests. This approach keeps regressions at bay and prevents “testing crunches”—which otherwise may occur near the end of an iteration—from ever happening. Writing testable code, however, is often difficult, because it requires knowledge and skills that cut across multiple disciplines. In *Developer Testing*, leading test expert and mentor Alexander Tarlinder presents concise, focused guidance for making new and legacy code far more

testable. Tarlinder helps you answer questions like: When have I tested this enough? How many tests do I need to write? What should my tests verify? You'll learn how to design for testability and utilize techniques like refactoring, dependency breaking, unit testing, data-driven testing, and test-driven development to achieve the highest possible confidence in your software. Through practical examples in Java, C#, Groovy, and Ruby, you'll discover what works—and what doesn't. You can quickly begin using Tarlinder's technology-agnostic insights with most languages and toolsets while not getting buried in specialist details. The author helps you adapt your current programming style for testability, make a testing mindset "second nature," improve your code,

and enrich your day-to-day experience as a software professional. With this guide, you will Understand the discipline and vocabulary of testing from the developer's standpoint Base developer tests on well-established testing techniques and best practices Recognize code constructs that impact testability Effectively name, organize, and execute unit tests Master the essentials of classic and "mockist-style" TDD Leverage test doubles with or without mocking frameworks Capture the benefits of programming by contract, even without runtime support for contracts Take control of dependencies between classes, components, layers, and tiers Handle combinatorial explosions of test cases, or scenarios requiring many similar tests Manage code duplication when it can't be

eliminated Actively maintain and improve your test suites Perform more advanced tests at the integration, system, and end-to-end levels Develop an understanding for how the organizational context influences quality assurance Establish well-balanced and effective testing strategies suitable for agile teams

Scaling Agile with Jira Align - Dean MacNeil 2020-11-27

Accelerate business value delivery with Jira Align, the enterprise agile planning platform, by connecting strategy with execution to maximize outcomes Key FeaturesImprove coordination and transparency between multiple programs, products, and business portfoliosIncrease customer satisfaction by responding quickly to ever-evolving customer needsDeliver higher quality products faster and

more predictably with real-time insights and OKR trackingBook Description Jira Align is a platform purpose-built for enterprises to connect strategy with execution and drive transparency, consistency, and predictability at all levels of scale. The platform supports business value delivery in agile frameworks such as LeSS, DAD, and SAFe. It also caters to organizations that mix agile with waterfall to support scaled bimodal delivery. Starting with an introduction to the platform and its features, this book takes you through the foundational building blocks of Jira Align. You'll learn how an organization can benefit from implementing Jira Align and understand how to connect dimensions such as people, work, time, and outcomes. The book takes you through

the typical steps for implementing Jira Align for maximizing outcomes and helps you solve common team, program, and portfolio-level challenges by enhancing visibility, tracking dependencies and risks, and using reports for real-time, distributed decision making. Throughout the book, you'll explore features such as remote agile ceremonies, live roadmaps, and objectives and key results (OKRs). You'll also get to grips with lean portfolio management, financial reporting, and using the program board for planning and execution. By the end of this book, you'll be well versed in the key features of Jira Align and be able to leverage them to support all levels of agile at scale. What you will learn Understand Jira Align's key factors for success Find

out how you can connect people, work, time, and outcomes with Jira Align Navigate and collaborate in Jira Align Scale team agility to the portfolio and enterprise Delve into planning and execution, including roadmaps and predictability metrics Implement lean portfolio management and OKRs Get to grips with handling bimodal and hybrid delivery Enable advanced data security and analytics in Jira Align Who this book is for This book is for portfolio managers, program managers, product managers, product owners, executives, release train engineers, and scrum masters who want to empower their teams to deliver the right things at the right time and quickly respond to changes in the market. Familiarity with agile frameworks and Jira Software is necessary; the book

will teach you the rest.

Agile Processes in Software Engineering and Extreme Programming - Peggy Gregory 2021-06-09

This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14-18, 2021. XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned

agile practitioners. This year's conference was held with the theme "Agile Turns Twenty While the World Goes Online". The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

Agile Processes in Software Engineering and Extreme Programming - Philippe Kruchten 2019-05-11

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers,

academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

Scaling Lean & Agile Development -

Craig Larman 2008-12-08

Lean Development and Agile Methods for Large-Scale Products: Key

Thinking and Organizational Tools for Sustainable Competitive Success

Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally

recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and

agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.