

The Agile Service Management Guide Masters Consulting

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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. *Business Analysis, Software Testing, Usability* - Koray Yitmen 2016-08-24 "There are many books about topics and disciplines in Information Technology. But most books concentrate on a single area. This

book is an exception - it looks at three disciplines and ties them together. Excellent idea. Congratulations to Koray for putting this book together, and also for his generosity in donating profits to schools." -- Dorothy Graham, Best-selling Author "Koray does a great job of using clever, insightful metaphors to illustrate concepts. He writes in an accessible, easy-to-read style. I hope you enjoy reading this book as much as I did." -- Rex Black, Best-selling Author "In his book Koray uses two phrases again and again. The first is "Quality is not tested, but built."The other phrase is ..". should first be handled as a people issue rather than a technology issue." To those in the IT world who need an understanding of these principles, I recommend this book." -

- Lee Copeland, Best-selling Author
This book is a quick guide to business analysis, software testing, and usability disciplines. Throughout the book, different perspectives are brought to the following interesting comparisons and relationships:
Business Analysis - Business analysts and software testers - Usability specialists and business analysts - System analysts and business analysts - Project management and business analysis - Business requirements and system requirements - Use cases and user requirements - The object-oriented approach versus the business process approach - Functional requirements and non-functional requirements - Scope management and stakeholder management - Change management and project management - Process flows, class diagrams, and

sequence diagrams - Use case modelling and project scope definition - In-scope items and out-of-scope items - Unclear requirements and test cases - Traceability matrix and gold plating - Change request management process and requirements management tools - Impact analysis and traceability matrix - Project Management Institute (PMI) knowledge areas and business analysis Software Testing - Software test design techniques and high jump techniques - Software testing and road traffic - Priority versus severity - Risk and software testing - Software testing levels and software testing types - Black-box testing versus white-box testing - Statement coverage versus decision coverage Usability - User Experience (UX) and usability - Usability specialists and business

analysts - Usability testing versus user acceptance testing - Interaction design and process flow design - User profiling versus persona identification - Interface design and interaction design This book targets broad range of professionals such as:

- Business analysts, software testers, usability specialists and UX designers
- Systems analysts and developers
- Project managers, entrepreneurs, product owners, scrum masters and product managers
- Business units, sales managers and marketing managers
- Business consultants, management consultants, C-level executives
- Managers of all divisions"

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.

Agile Excellence for Product Managers

- Greg Cohen 2010

"Agile Excellence for Product
Managers" is a plain-speaking guide
on how to work with Agile development
teams to achieve phenomenal product
success. It covers the why and how of
agile development (including Scrum,
XP, and Lean,) the role of product
management, release planning, and

more.

Hands-On Guide to AgileOps - Navin Sabharwal 2021-12-11

Discover the best practices for transforming cloud and infrastructure operations by using Agile, Scrum, Kanban, Scrumban and Spotify models. This book will help you gain an in-depth understanding of these processes so that you can apply them to your own work. The book begins by offering an overview of current processes and methods used in IT Operations using ITIL and IT4IT. The Authors provide a background of the Agile, Scrum, Kanban, SaFe, Scrumban, and Spotify models used in software development. You'll then gain in-depth guidance and best practices to implement Agile in the Operations world. You'll see how Agile, Site Reliability Engineering and DevOps

work in tandem to provide the foundation for modern day infrastructure and cloud operations. The book also offers a comparison of various agile processes and their suitability to the infrastructure and cloud operations world. After completing this is hands-on guide, you'll know how to adopt Agile, DevOps and SRE and select the most suitable processes for your organization to achieve higher reliability, agility and lower costs while running cloud and infrastructure operations. What You Will Learn Understand how cloud computing and microservices architecture are changing operations dynamics Understand ITIL, IT4IT, and Lean Learn how Site Reliability Engineering, Agile and DevOps work in tandem Leverage Agile, Scrum, Kanban,

Scrumban, and Spotify models to run cloud operations Use Site Reliability techniques along with Agile and DevOps Study the different agile frameworks (Spotify, SAFe, LeSS, DAD, Nexus), their purpose, benefits and implementation approaches. Learn a step-by-step process to identify and implement these frameworks in your organization Who This Book is For Infrastructure architects, DevOps architects, Agile practitioners, DevSecOps Experts, Product Managers/Scrum Masters, DevOps Engineers.

Tribal Unity (paperback) - Em Campbell-Pretty 2016-10-11

Are you ready to create a one team culture? Tribal Unity is a real world, practical guide for leaders committed to making their organisation a great place to work.

Based in the true story of how one inspiring leader transformed a highly toxic organisational culture, into an internationally recognised case study of success. Tribal Unity shares proven patterns that are revolutionising the way teams of teams connect and perform. Em Campbell-Pretty is an internationally acclaimed business strategist, speaker and one of Australia's leading Enterprise Agile consultants. After 20 years in senior business roles within multinational blue chip corporations, Em discovered Agile and became passionate about the chance it provides to align business and IT around the delivery of value. Today Em is instrumental in empowering Australia's largest enterprises in improving the effectiveness of their 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 Features

- Improve coordination and transparency between multiple programs, products, and business portfolios
- Increase customer satisfaction by responding quickly to ever-evolving customer needs
- Deliver higher quality products faster and more predictably with real-time insights and OKR tracking

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. PMI-PBA® Exam Practice Test and Study Guide - Brian Williamson 2017-11-07 The PMI-PBA® Exam Practice Test and Study Guide attempts to address all your questions and concerns by providing two of the most sought-after study aids: memory maps and practice questions. The systematic

use of memory maps helps aid in the efficient recall of information and can boost confidence during the exam. Well-crafted practice questions are fantastic study aids that can be used to track your progress as you learn new concepts, introduce you to the complex sentence structure that is likely to appear on the exam, and concentrate your studies by domain, essentially preparing you to pass the very challenging PMI-PBA® Exam in the allotted four hours. In addition to study hints and exam topics, this book provides references to tools and techniques that should be incorporated into your work immediately. For each of the five domains outlined in the PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2013 (the ECO), twenty

practice questions test your knowledge. Also included is a challenging 200-question practice exam, which is representative of the actual exam. To enhance your studies, a timed, online simulated exam is also provided. At the end of the simulated exam, you can see your score per the number of questions you answered correctly. These exam questions are crafted to foster learning and reinforce content; they are not obscure or overly complicated, but rather are representative of the actual exam. Knowing what to do must be translated into doing what you know. This book helps you prepare for the PMI-PBA® exam by instilling knowledge and encouraging critical thinking. As a result, the skills attained can lead to improved project success and

outcomes, and you'll have a much stronger understanding of the material, along with the tools and techniques of business analysis. PMI-PBA® is a registered trademark of the Project Management Institute.

A Guide to Selecting Software Measures and Metrics - Capers Jones
2017-03-03

Going where no book on software measurement and metrics has previously gone, this critique thoroughly examines a number of bad measurement practices, hazardous metrics, and huge gaps and omissions in the software literature that neglect important topics in measurement. The book covers the major gaps and omissions that need to be filled if data about software development is to be useful for comparisons or estimating future

projects. Among the more serious gaps are leaks in reporting about software development efforts that, if not corrected, can distort data and make benchmarks almost useless and possibly even harmful. One of the most common leaks is that of unpaid overtime. Software is a very labor-intensive occupation, and many practitioners work very long hours. However, few companies actually record unpaid overtime. This means that software effort is underreported by around 15%, which is too large a value to ignore. Other sources of leaks include the work of part-time specialists who come and go as needed. There are dozens of these specialists, and their combined effort can top 45% of total software effort on large projects. The book helps software project managers and

developers uncover errors in measurements so they can develop meaningful benchmarks to estimate software development efforts. It examines variations in a number of areas that include: Programming languages Development methodology Software reuse Functional and nonfunctional requirements Industry type Team size and experience Filled with tables and charts, this book is a starting point for making measurements that reflect current software development practices and realities to arrive at meaningful benchmarks to guide successful software projects.

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.

[SAFe® 4.0 Reference Guide](#) - Dean Leffingwell 2016-07-29

The Must-have Reference Guide for SAFe® Practitioners “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” –Steve Elliot, Founder/CEO AgileCraft “You don’t have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!” –Product Manager, Fortune 500 Enterprise

Captured for the first time in print, the SAFe body of knowledge is now

available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage of what has, until now, only been available online at scalegileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success

The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scalegileframework.com/case-studies—typically include: 20–50% increase in productivity 50%+ increases in quality 30–75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along

with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Modern Management's Guide to Information Technology - Michael Stephen Bird 2010-08-21

The articles included in this book present the concept of Information Technology (IT) management. There are various topics such as managing diverse project team members, leading IT professionals, aligning IT strategies to business strategies, improving the value chain analysis through effective management of technology resources, managing new

technology in the education industry, and agile software development methodologies. He also includes the results of his dissertation study that reveals the software project managers view of the agile software development approach. He presents some valuable suggestions on how to improve the success of agile software development projects.

The Agile Self-assessment Game - Ben Linders 2019-01-16

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.

Project Management the Agile Way, Second Edition - John C. Goodpasture
2015-11-01

"...a well written and content rich book. From a teacher's perspective, using this book in an advanced

project management seminar challenges students to understand the application of these concepts.”

–Alexander Walton, PMP, IT consultant to the University of California at Berkeley Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the “grand bargain” between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts

such as return on benefit.

Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

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

SAFe 4.5 Reference Guide - Dean Leffingwell 2018-05-04

The Must-have Reference Guide for SAFe® Professionals “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” –Steve Elliot, Founder/CEO AgileCraft “Since beginning our Lean-Agile journey with

SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers—resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year.” –Dave Kent, Enterprise Agile Coach, Vantiv Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world’s leading framework for enterprise agility. Inside, you’ll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world’s largest brands turn to for building better

software and systems. SAFe was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include: 30 – 75% faster time-to-market 25 – 75%

increase in productivity 20 – 50%
improvements in quality 10 – 50%
increased employee engagement
Successful implementations may vary
in context but share a common
attribute: a workforce well trained
and educated in SAFe practices. This
book—along with authorized training
and certification—will help you
understand how to maximize the value
of your role within a SAFe
organization. The result is greater
alignment and visibility, improved
performance throughout the
enterprise, and ultimately better
outcomes for the business.

The Digital Manifesto - Francois
Zielemans 2017-09

This reference introduces six key
principles which enable business and
IT executives and practitioners
responsible for the digitalization of

the companies' business model and
strategy in technology-driven
companies.

**PMI-PBA® Exam Practice Test and Study
Guide** - Brian Williamson 2023-01-09

Based on industry leading practices
aligned to the PMI(R)'s Business
Analysis for Practitioners-A Practice
Guide, and the examination content
outline (ECO) provides proven test
taking strategies. This indispensable
study guide includes 20 multiple-
choice practice questions for each
domain, along with a challenging 200-
question practice test

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 Software Requirements - Dean Leffingwell 2010-12-27

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.”

–From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective

requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels. Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to

manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger "systems of systems," application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now—whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

Getting Value out of Agile

Retrospectives - Luis Gonçaves

2015-01-28

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.

Lean IT - Steven C Bell 2016-04-19

Winner of a Shingo Research and

Professional Publication Award

Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. –Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at

the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. –Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. –Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. –Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. –John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! –Dave

Wilson, Quality Management, Oregon
Health & Science University
Coaching Agile Teams - Lyssa Adkins
2010-05-18

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?

Agile Project Management with Scrum -

Ken Schwaber 2004-02-11

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and

new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams

Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Agile Transformation - Scott M Graffius 2019-06-06

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits.

Based on actual events, *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change* provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions*, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering

Institute. BookAuthority named Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning Solutions, Innovation Management, and additional media publications. In Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as

an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

The Project Manager's Guide to Mastering Agile - Charles G. Cobb
2015-01-05

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and

raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It's

no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work

synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

The Fast Forward MBA in Project Management - Eric Verzuh 2015-11-09

The all-inclusive guide to exceptional project management The Fast Forward MBA in Project Management is the comprehensive guide to real-world project management methods, tools, and techniques. Practical, easy-to-use, and deeply thorough, this book gives you answers you need now. You'll find the

cutting-edge ideas and hard-won wisdom of one of the field's leading experts, delivered in short, lively segments that address common management issues. Brief descriptions of important concepts, tips on real-world applications, and compact case studies illustrate the most sought-after skills and the pitfalls you should watch out for. This new fifth edition features new case studies, new information on engaging stakeholders, change management, new guidance on using Agile techniques, and new content that integrates current events and trends in the project management sphere. Project management is a complex role, with seemingly conflicting demands that must be coordinated into a single, overarching, executable strategy – all within certain time, resource,

and budget constraints. This book shows you how to get it all together and get it done, with expert guidance every step of the way. Navigate complex management issues effectively Master key concepts and real-world applications Learn from case studies of today's leading experts Keep your project on track, on time, and on budget From finding the right sponsor to clarifying objectives to setting a realistic schedule and budget projection, all across different departments, executive levels, or technical domains, project management incorporates a wide range of competencies. The Fast Forward MBA in Project Management shows you what you need to know, the best way to do it, and what to watch out for along the way.

The Phoenix Project - Gene Kim

2018-02-06

Over a half-million sold! The sequel, *The Unicorn Project*, is coming Nov 26 "Every person involved in a failed IT project should be forced to read this book."—TIM O'REILLY, Founder & CEO of O'Reilly Media "The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT."—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of *The Phoenix Project* continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling *The Phoenix Project*, co-author Gene Kim includes a new afterword and a deeper delve into the

Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and

entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. "This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions."—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook — "I'm delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the

devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

The Phoenix Project - Gene Kim
2018-02-27

Bill has 90 days to fix a behind-schedule IT project, or his entire department will be outsourced. Fortunately, he has the help of a prospective board member, whose "Three Ways" philosophy might just save the day.

Agile Business Analysis - Kevin Aguanno 2018-11-13

Introduction to agile and the agile process -- Agile challenges -- Roles and responsibilities -- Agile requirements and user stories --

Agile documentation -- The BA's role in planning and estimating -- The BA and the agile events and work products -- Testing and solution evaluation -- A day in the life of the agile BA -- Moving forward
Agile for Non-Software Teams - Gil Broza 2019-12-19

You can't achieve business agility by copying practices from software/IT teams. This practical book, free of jargon and full of non-tech examples, will help you consider, design, start, grow, and sustain an Agile way of working that fits your unique context.

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.

Doing Agile Right - Darrell K. Rigby
2020-05-26

Agile has the power to transform work--but only if it's implemented the right way. For decades business

leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence--the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that

agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal

in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

Retrospectives. a Scrum Master's Guide - Daria Bagina 2019-03-05

Running a successful Retrospective can be challenging. Maybe you never run one before and you are not sure where to start. Maybe you run dozens of them and you see that they are not as productive as before. The solution is in the tools you can use to guide you to better

Retrospectives. Retrospectives: The Scrum Master's Guide is here to help Scrum Masters run awesome Retrospective sessions and engage their teams in productive discussions that lead to actual solutions. The

guide includes twenty unique Retrospective techniques and focuses on step-by-step instructions for each one of them. If you never run a session before, the guide will tell you how to and will help you be successful from the start. In addition to clear instructions, each technique includes speaking prompts to get you a head-start in each Retrospective even if you didn't have time to prepare. Take away all the stress from facilitating difficult discussions! To make sure you stay on track for your Retrospective session, the book contains a one-pager per technique that you can print and use as a cheat-sheet. Print all twenty and you can easily bring the whole set with you in your pocket. The book also includes some general guidelines and advice that can be used in any

retrospective, such as different ways to run a voting exercise, how to resolve common challenges in a retrospective, and how to engage your team in advance of the actual session. As a professional Scrum Master with years of hands-on experience, I have collected, developed and tested these techniques myself. All of them are based on my personal stories working with a variety of teams. You will find a perfect technique that works best for your situation. All the great things that are included in the book:-
Situational guide. A short explanation will help you understand what team and situation each technique work best to help you adapt your approach.-
Preparation guide. See exactly how much time and what you need to prepare for the

session. Step-by-step instructions. Clear instructions will guide you through the session even if you never run a retrospective before. - Speaking cues. To make sure your team understands various aspects of each technique, explanation examples are given for each step of your retrospective. - Technique modifications. Almost every technique can be modified to be reused in a new way and provide different results thanks to additional examples. - Facilitator's notes. Notes based on real-life challenges and situations are added to help you make your retrospective technique a success!

Agile Retrospectives - Esther Derby
2006-07-26

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.

The Professional ScrumMaster's Handbook - Stacia Viscardi 2013-04-19 Focusing on the ScrumMaster role and responsibilities, this book presents solutions and ideas for common problems, improving the overall methodology of a ScrumMaster's approach. The Professional ScrumMaster's Handbook is for anybody who wishes to be a true ScrumMaster as the role was originally intended - a fearless, professional, change facilitator. This book extends your working knowledge of Scrum to explore

other avenues and ways of thinking to help teams and organizations reach their full potential.

The Epic Guide to Agile - Dave Todaro 2019-04-19

Tired of out-of-touch Scrum training that doesn't work? Discover practical agile delivery techniques to make your software shine. Has your excitement over Scrum led to nothing but disappointment? Have months of agile training still left your company far short of optimal efficiency? Do you feel like your leaders and developers are speaking a completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your

company reap the benefits of his experience. The Epic Guide to Agile: More Business Value on a Predictable Schedule with Scrum is a comprehensive guide to software-based team dynamics that both leaders and developers can understand. Unlike most agile training that doesn't work in practice, Todaro's step-by-step playbook rises above theory to save you time and money. Perfect for any sized business or level of experience, you'll get to the crux of each Scrum issue to have your team running sprints more efficiently than ever. In The Epic Guide to Agile, you'll discover: Personal examples and anecdotes to tackle problems at their source Effective ways to introduce agile and Scrum into your organization with the right pilot team The exact system to achieve

productive sprint planning sessions The typical issues that can doom your product and how to conquer them The best technical environment setups to support your software project groups and much, much, more! The Epic Guide to Agile is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave Todaro's extraordinary and practical guidebook. Buy The Epic Guide to Agile to take your team into the Scrum age today!

Agile Scrum - Scott Graffius
2016-04-05

EXPANDED AND UPDATED Deliver Products in Short Cycles with Rapid Adaptation to Change, Fast Time-to-Market, and Continuous Improvement -- Which

Supports Innovation and Drives Competitive Advantage Shifting customer needs are common in today's marketplace. Businesses must be adaptive and responsive to change while delivering an exceptional customer experience to be competitive. There are a variety of frameworks supporting the development of products and services, and most approaches fall into one of two broad categories: traditional or agile. Traditional practices such as waterfall engage sequential development, while agile involves iterative and incremental deliverables. Organizations are increasingly embracing agile to manage projects, and best meet their business needs of rapid response to change, fast delivery speed, and more. With clear and easy to follow

step-by-step instructions, Agile Scrum helps you: - Implement and use the most popular agile framework -- Scrum - Deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement - Support innovation and drive competitive advantage Agile Scrum is for those interested or involved in innovation, project management, product development, software development or technology management. It's for those who have not yet used Scrum. It's also for people already using Scrum, in roles such as Product Owners, Scrum Masters, Development Team members (business analysts, solution and system architects, designers, developers, testers, etc.), customers, end users, agile coaches, executives, managers, and other

stakeholders. For those already using Scrum, this guide can serve as a reference on practices for consideration and potential adaptation. Reactions to Agile Scrum have been incredibly positive. "A superbly written and presented guide to team-based project management that is applicable across a broad range of businesses from consumer products to high-tech." - IndieBRAG "Recommended." - The US Review of Books "The book is excellent." - Readers' Favorite "An all-inclusive instruction guide that is impressively 'user-friendly' in tone, content, clarity, organization, and presentation." - Midwest Book Review "A-type personalities (those inclined to avoid instruction manuals) and non-readers will rejoice upon discovering this guide which makes

getting started with Agile Scrum a breeze." - Literary Classics Book Reviews "A must-have for a project manager wanting to introduce Scrum to the organization." - PM World Journal "A clear and authoritative roadmap for successful implementation." - BookViral Agile Scrum has received 17 FIRST PLACE WINS in national and international competitions: 5th Annual Beverly Hills International Book Awards - Business-General category 5th Annual Beverly Hills International Book Awards -Technology category 2016 London Book Festival - Business category Fall 2016 Pinnacle Book Achievement Awards - Business category 2017 Feathered Quill Book Awards - Informational (Business) category 2016 New Apple Book Awards - Technology category 2017 Independent Press Award - Technology category

11th Annual National Indie Excellence Awards - Technology category 2017 Pacific Rim Book Festival - Business category 2017 Bookvana Awards - Green/Conscious Business category 2017 Book Excellence Awards - Technology category 14th Annual Best Book Awards - Business Reference category 2017 New York City Big Book Awards - Technology category 2017 Royal Dragonfly Book Awards - Science & Technology category 2017 Human Relations Indie Book Awards - Workplace category 2018 Florida Book Festival - Business category 2018 Pacific Book Awards - Business category Agile Scrum -- get your copy today!

Information Security Management

Handbook - Harold F. Tipton
2004-12-28

Since 1993, the Information Security Management Handbook has served not only as an everyday reference for information security practitioners but also as an important document for conducting the intense review necessary to prepare for the Certified Information System Security Professional (CISSP) examination. Now completely revised and updated and in its fifth edition, the handbook maps the ten domains of the Information Security Common Body of Knowledge and provides a complete understanding of all the items in it. This is a ...must have... book, both for preparing for the CISSP exam and as a comprehensive, up-to-date reference.