

From Chaos To Successful Distributed Agile Teams

Hiring Geeks That Fit Johanna Rothman.2013-09-13 Hiring a person for your team is the single most important decision you can make. It has long-lasting impact, whether you are the manager or a team member. Would you like to learn to hire great people? Not sure how? You need this book. Great geeks are not the same as skill-based staff. You need to analyze your culture, determine your problems, define the essentials you need in a candidate, and then you're off and running. Great geeks adapt their knowledge to your context. One developer or technical manager is not interchangeable with another. *Hiring Geeks That Fit* takes the guesswork and cost out of hiring.

One Mission Chris Fussell,C. W. Goodyear.2017-06-13 From the co-author of the New York Times bestseller *Team of Teams*, a practical guide for leaders looking to make their organizations more interconnected and unified in the midst of sudden change. Too often, companies end up with teams stuck in their own silos, pursuing goals and metrics in isolation. Their traditional autocratic structures create stability, scalability, and predictability -- but in a world that demands rapid adaptation to a new reality, this traditional model simply doesn't work. In *Team of Teams*, retired four-star General Stanley McChrystal and former Navy SEAL Chris Fussell made the case for a new organizational model combining the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization. Now, in *One Mission*, Fussell channels all his experiences, both military and corporate, into powerful strategies for unifying isolated and distrustful teams. This practical guide will help leaders in any field implement the *Team of Teams*

approach to tear down their silos improve collaboration, and avoid turf wars. By committing to one higher mission, organizations develop an overall capability that far exceeds the sum of their parts. From Silicon Valley software giant Intuit to a government agency on the plains of Oklahoma, organizations have used Fussell's methods to unite their people around a single compelling vision, resulting in superior performance. One Mission will help you follow their example to a more agile and resilient future.

Becoming Agile Ahmed Sidky, Greg Smith. 2009-04-30 Many books discuss Agile from a theoretical or academic perspective. *Becoming Agile* takes a different approach and focuses on explaining Agile from a case-study perspective. Agile principles are discussed, explained, and then demonstrated in the context of a case study that flows throughout the book. The case study is based on a mixture of the author's real-world experiences. *Becoming Agile* also focuses on the importance of adapting Agile principles to the realities of your environment. In the early days of Agile, there was a general belief that Agile had to be used in all phases of a project, and that it had to be used in its purest form. Over the last few years, reputable Agile authorities have begun questioning this belief: We're finding that the best deployments of Agile are customized to the realities of a given company. *Becoming Agile* discusses the cultural realities of deploying Agile and how to deal with the needs of executives, managers, and the development team during migration. The author discusses employee motivation and establishing incentives that reward support of Agile techniques. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. Praise for *Becoming Agile*... This is much more than just a book about Agile. This is a roadmap. A very detailed roadmap that takes you from the initial is Agile right for me? stage through completion and delivery of your pilot project and beyond. -Charlie Grierfer, Senior

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Software Engineer, Amcom Technology ...a must read for those of us who have come from years of waterfall and attempts at changes to traditional methodologies or processes... clear, concise and has plenty of example scenarios that many individuals and corporations would identify with. -Jamie Phillips, Senior Software Engineer, Picis Inc This book is quite unique. It is written in a form of a 5-day training course. I am usually not a fan of such a writing style, but I think that Becoming Agile is an exception. It's about a software process and as such requires a lot of case studies, group exercises (or at least what a book format allows), and therefore the training course style is perfect to facilitate learning. -Vladimir Pasman, Cocoacast.com Becoming Agile in an Imperfect World offers a different and useful look at Agile methods. Reminding us that becoming agile is more of a mindset adjustment than a process change, Sidky and Smith use a case study to share their insights and tools throughout the book, including the unique Sidky Agile Measurement Index (SAMI). - Sanjiv Augustine, President, LitheSpeed LLC and author of Managing Agile Projects The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation...Instead of aiming for agile perfection, one should aim at reaching the right level of agility for one's organisation. Excellent advice! -Kailash Awati, Eight to Late The book totally inspired me. A lot of my readings on Agile from back in the day were very theoretical and high level at the same time. But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty practicality of employing the Agile approach. So it was very energizing having the game plan laid out in front of you, as well as the hurdles you'll encounter and how to overcome them. -Tariq Ahmed, author of Flex 3 in Action

Fixing Your Scrum Ryan Ripley, Todd Miller. 2020-01-07 A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities

of agile product management, and your managers and stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your teams to self-organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world. What You Need: A moderate level of experience using the Scrum Framework.

Create Your Successful Agile Project Johanna

Rothman.2017-10-28 You think agile techniques might be for you, but your projects and organization are unique. An out-of-the-box agile approach won't work. Instead, unite agile and lean

principles for your project. See how to design a custom approach, reap the benefits of collaboration, and deliver value. For project managers who want to use agile techniques, managers who want to start, and technical leaders who want to know more and succeed, this book is your first step toward agile project success. You've tried to use an off-the-shelf approach to agile techniques, and it's not working. Instead of a standard method or framework, work from agile and lean principles to design your own agile approach in a way that works for you. Build collaborative, cross-functional teams. See how small batch sizes and frequent delivery create an environment of trust and transparency between the team, management, and customers. Learn about the interpersonal skills that help agile teams work together so well. In addition to seeing work and knowing what done means, you'll see examples of many possible team-based measurements. Look at tools you can use for status reporting, and how to use those measurements to help your managers understand what agile techniques buy them. Recognize the traps that prevent agile principles from working in too many organizations, and what to do about those traps. Use agile techniques for workgroups, and see what managers can do to create and nurture an agile culture. You might be surprised at how few meetings and rituals you need to still work in an agile way. Johanna's signature frankness and humor will get you on the right track to design your agile project to succeed. What You Need: No technical expertise or experience needed, just a desire to know more about how you might use agile in your project.

From Chaos to Successful Distributed Agile Teams Johanna Rothman, Mark Kilby. 2019-03 Distributed agile teams have a terrible reputation. They don't deliver "on time," and too often, they don't deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don't blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset

shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of virtual teams behind. See how to help your distributed team succeed.

Agile Project Management For Dummies Mark C.

Layton, Steven J. Ostermiller. 2017-09-05 Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

The Agile Developer's Handbook Paul Flewelling. 2018-02-27 Agile software development helps to minimize the risk of failure in product development, as it enables you to quickly adapt to the changing environment and the varying needs of your customers, by improving your communication and collaboration skills.

Distributed Teams John O'Duinn. 2021-01-20 Can you have a meaningful, well-paid career without a daily commute to a physical office, and without burning out? Can your team or organization work well together and maintain team culture, even

when physically apart? Can your organization's work from home policy be a competitive advantage--improving organizational resilience while also addressing important social, diversity, urban planning and environmental issues? If you find yourself asking questions like these, this book is for you. This updated second edition features best practices from over 28 years working in, leading, and coaching globally distributed organizations--as well as lessons learned helping organizations quickly shift to fully distributed during COVID-19 office closures. Each short easy-to-read chapter has practical takeaways on what did--and did not--work from my own hard-learned lessons, along with a wide range of interviews with company founders, hedge fund managers, government agency leaders, software developers, accountants, political organizers, recruiters, military personnel, executive assistants and medical technicians.

Become an Effective Software Engineering Manager James Stanier. 2020-06-09 Software startups make global headlines every day. As technology companies succeed and grow, so do their engineering departments. In your career, you'll may suddenly get the opportunity to lead teams: to become a manager. But this is often uncharted territory. How can you decide whether this career move is right for you? And if you do, what do you need to learn to succeed? Where do you start? How do you know that you're doing it right? What does it even mean? And isn't management a dirty word? This book will share the secrets you need to know to manage engineers successfully. Going from engineer to manager doesn't have to be intimidating. Engineers can be managers, and fantastic ones at that. Cast aside the rhetoric and focus on practical, hands-on techniques and tools. You'll become an effective and supportive team leader that your staff will look up to. Start with your transition to being a manager and see how that compares to being an engineer. Learn how to better organize information, feel productive, and delegate, but not micromanage. Discover how to manage your own boss,

hire and fire, do performance and salary reviews, and build a great team. You'll also learn the psychology: how to ship while keeping staff happy, coach and mentor, deal with deadline pressure, handle sensitive information, and navigate workplace politics. Consider your whole department. How can you work with other teams to ensure best practice? How do you help form guilds and committees and communicate effectively? How can you create career tracks for individual contributors and managers? How can you support flexible and remote working? How can you improve diversity in the industry through your own actions? This book will show you how. Great managers can make the world a better place. Join us.

Team Topologies Matthew Skelton, Manuel Pais. 2019-09-17

Effective software teams are essential for any organization to deliver value continuously and sustainably. But how do you build the best team organization for your specific goals, culture, and needs? *Team Topologies* is a practical, step-by-step, adaptive model for organizational design and team interaction based on four fundamental team types and three team interaction patterns. It is a model that treats teams as the fundamental means of delivery, where team structures and communication pathways are able to evolve with technological and organizational maturity. In *Team Topologies*, IT 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* is a major step forward in organizational design for software, presenting a well-defined way for teams to interact and interrelate that helps make the resulting software architecture clearer and more sustainable, turning inter-team problems into valuable signals for the self-steering organization.

The Agile Leader Simon Hayward. 2021-06-03 Ever feel like you and your team are stretched across multiple demands or that the

goal posts change constantly? Never before have businesses felt so acutely this constant need to adapt, pivot and change tack. This book will teach you how you can not only survive in the context of digital transformation, but also thrive and grow, by adopting a powerful agile leadership model. This new and revised edition of *The Agile Leader* lays out clearly in eight steps how agile leaders empower their team to make decision quickly, evaluate correctly where the biggest opportunities are and mould their strategies around market dynamics and ever-changing needs. If there's one leadership skill that successful businesses have in spades, it's the ability to enable teams to adapt and grow within complex eco-systems of clients, partners and suppliers. By focusing on teamwork and collaboration, as well as promoting shared decision making and ruthless prioritizing, leaders can transform the way they work as well as how their teams function to make them more malleable. Simon Hayward is an agile leadership expert. In this new edition of this successful book, he distills years of leadership and agile research into an actionable 8 step plan, brought to life with examples of agile digital businesses. Learn how to become agile and make digital transformation and delivery part of your business as usual.

Tips From The Agile Trenches Yves Hanouille. 2018-06-26 In 2002 the agile manifesto was published. Since then thousands of people have been trained in scrum & other agile ways of working. The first sentence of the agile manifesto says: We are uncovering better ways of developing software by doing it and helping others do it. This book is about helping others and contains tips Yves collected from people in the trenches, eg people who are doing it. agile working improves with more diversity, this book contains tips from 89 different people, living in 28 countries and with 28 (different) nationalities. With tips from: Sander Hoogendoorn Ivan Darmawan Naresh Jain Diana Larsen Michael Sahota Mike Cohn Shane Hastie Ben Linders Katrina Clokie Henrik Kniberg Christopher Avery Johanna Rothman Karthik Kamal B Ardita

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Michael (Mike) Hill Ilan Kirschenbaum Jürgen De Smet Lanette
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Terhorst-North Deepti Jain Karen Catlin Tsutomu Yasui Kanatcha
Sakdiset Kevlin Henney

Work Together Anywhere Lisette Sutherland, Kirsten Janene-Nelson. 2020-06-02 An excellent guide on how teams can effectively work together, regardless of location. —STEPHANE KASRIEL, former CEO of Upwork IN TODAY'S MODERN GLOBAL ECONOMY, companies and organizations in all sectors are embracing the game-changing benefits of the remote workplace. Managers benefit by saving money and resources and by having access to talent outside their zip codes, while employees enjoy greater job opportunities, productivity, independence, and work-life satisfaction. But in this new digital arena, companies need a plan for supporting efficiency and fostering streamlined, engaging teamwork. In *Work Together Anywhere*, Lisette Sutherland, an international champion of virtual-team strategies, offers a complete blueprint for optimizing team success by supporting every member of every team, including: EMPLOYEES/small advocating for work-from-home options

MANAGERS/small seeking to maximize productivity and profitability TEAMS/small collaborating over complex projects and long-term goals ORGANIZATIONS/small reliant on sharing confidential documents and data COMPANY OWNERS/small striving to save money and attract the best brainpower Packed with hands-on materials and actionable advice for cultivating agility, camaraderie, and collaboration, *Work Together Anywhere* is a thorough and inspiring must-have guide for getting ahead in today's remote-working world.

Scrum For Dummies Mark C. Layton, David Morrow. 2018-04-16 Use scrum in all aspects of life Scrum is an agile project management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries. Scrum can also be used in your personal life to help you plan for retirement, a trip, or even a wedding or other big event. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. *Scrum For Dummies* shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish. Discover what scrum offers project and product teams Integrate scrum into your agile project management strategy Plan your retirement or a family reunion using scrum Prioritize for releases with sprints No matter your career path or job title, the principles of scrum are designed to make your life easier. Why not give it a try?

The Enterprise and Scrum Ken Schwaber. 2007-06-13 It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process

revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to: Evaluate the benefits of adopting Scrum in any size organization Initiate an enterprise transition project Implement a single, prioritized Product Backlog Organize effective Scrum teams using a top-down approach Adapt and apply solutions for integrating engineering practices across multiple teams Shorten release times by managing high-value increments Refine your Scrum practices and help reduce the length of Sprints

Agile for Everybody Matt LeMay.2018-10-10 The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters Use Agile to address your organization's specific needs and goals Take customer centricity from theory into practice Stop wasting time in report and critique meetings and start making better decisions Create a harmonious cycle of learning, collaborating,

and delivering Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola

Diving for Hidden Treasures Johanna Rothman, Jutta

Eckstein.2016-03-26 Does your organization value and rank projects based on estimation? Except for the shortest projects, estimation is often wrong. You don't realize the value you planned when you wanted. How can you finish projects in time to realize their potential value? Instead of estimation, consider using cost of delay to evaluate and rank projects. Cost of delay accounts for ways projects get stuck: multitasking, other projects not releasing on time, work queuing behind experts, excessive attention to code cleanliness, and management indecision to name several. Once you know about cost of delay, you can decide what to do about it. You can stop the multitasking. You can eliminate the need for experts. You can reduce the number of projects and features in progress. You can use cost of delay to rank projects and work in your organization. Learn to use cost of delay to make better decisions for your project, program, or project portfolio.

Manage Your Project Portfolio Johanna Rothman.2016-08-01 You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished

faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

Agile and Lean Program Management Johanna

Rothman.2016-02-05 Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

Team of Teams Gen. Stanley McChrystal, Tatum Collins, David Silverman, Chris Fussell.2015-05-12 From the New York Times bestselling author of *My Share of the Task and Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley

McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a team of teams—faster, flatter, and more flexible than ever. In *Team of Teams*, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—*Team of Teams* makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

Behind Closed Doors Johanna Rothman, Esther Derby. 2005-09-19
Great management is difficult to see as it occurs. It's possible to see the results of great management, but it's not easy to see how managers achieve those results. Great management happens in one-on-one meetings and with other managers---all in private. It's hard to learn management by example when you can't see it. You can learn to be a better manager---even a great manager---with this guide. You'll follow along as Sam, a manager just brought on board, learns the ropes and deals with his new team over the course of his first eight weeks on the job. From scheduling and managing resources to helping team members grow and prosper, you'll be there as Sam makes it happen. You'll find powerful tips

covering: Delegating effectively Using feedback and goal-setting Developing influence Handling one-on-one meetings Coaching and mentoring Deciding what work to do---and what not to do ...and more. Full of tips and practical advice on the most important aspects of management, this is one of those books that can make a lasting and immediate impact on your career.

The Art of Agile Development James Shore, Shane

Warden.2008 For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Practical Ways to Lead & Serve (Manage) Others Johanna

Rothman.2020-12-23 You can excel at managing people when you lead and serve them. You might have only seen managers try to direct and control others. You might think you can't possibly lead and serve others. Especially not with all the pressure you feel. You can. Great managers create an environment where people can do their best work. These excellent managers lead and serve others—not control or direct them. Based on research and backed up by personal stories, this book will show you how modern managers lead and serve others. Through questions and stories, learn how you can:

- Change your focus from individuals to teams.
- Create more capability in each person and as a team.
- Create more engaged teams or workgroups.
- Support people as they manage their careers and eliminate the need for performance reviews.
- Support teams as they can learn to manage themselves.
- And, much more. With its question and myth, each chapter offers you options to rethink how you lead and serve others. Become a modern manager. Learn to lead and serve others to deliver the results everyone needs.

Agility Leo M. Tilman, General Charles Jacoby.2019-10-15 As the Fourth Industrial Revolution barrels forward and the pace of

disruption accelerates, all organizations must operate with agility. But this urgent priority, now widely-accepted by senior leaders, presents a major challenge: In business, government, and warfare, agility is a buzzword. There is no common understanding of what it means, or of what it takes to be consistently agile. In this groundbreaking book, Leo Tilman and Charles Jacoby offer the first comprehensive assessment of the fundamental nature of organizational agility and then describe the essential leadership practices for achieving it. They show that agility is far superior to mere speed or adaptability. Pinpointing its distinctive features, they define agility as the ability to detect and assess changes in the competitive environment in real time and then take decisive action. They demonstrate that agility enables an organization to outmaneuver competitors by seizing opportunities; better defending against threats; and acting as a well-orchestrated collective of teams that are empowered to take disciplined initiative. Combining their personal experience of building and leading agile organizations, Tilman in the realm of business and finance and Jacoby in battlefield command and homeland security, they present a powerful approach to fostering agility up and down an organization, and out to its very edges. They show how to detect opportunities and threats by fighting for risk intelligence; how to pierce through complexity and unleash creativity by nurturing a culture of honesty and trust; how to meld top-down vision and planning with decentralized execution; and how to enhance strategy by recognizing organizations as dynamic portfolios of risk. In a world where leaders and their teams must brave the unknown and step confidently forward – or risk extinction – Agility provides a vital roadmap for seizing the unprecedented possibilities of the new age and dominating change instead of being dominated by it.

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,

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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!

Scaling Software Agility Dean Leffingwell. 2007-02-26 “Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.”
—Jim Highsmith, director, Agile Practice, Cutter Consortium,

author of Agile Project Management “There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he’s been there, done that, and has seen what’s worked.” —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

#noprojects: A Culture of Continuous Value Evan Leybourn, Shane Hastie. 2019-02-18 Today success comes from building products people love, creating loyal customers and serving the broader stakeholder community. In this thoughtful exploration on the future of work, the authors explore the past, present and future of the ?project?. And why, in today's fast changing & hyper-competitive world, running a temporary endeavour is the wrong

approach to building sustainable products and how #noprojects is fundamentally changing the way companies work. The metrics by which we have historically defined success are no longer applicable and we need to re-examine the way value is delivered in the new economy. This book starts from the premise that our goal is to create value, for the customer, for the organisation and for society as a whole and shows how to empower and optimise our teams to achieve this. The authors draw on modern management approaches to provide proven techniques and tools for producing, and sustaining, creative products that go beyond ?meeting requirements?.

Agility Across Time and Space Darja Šmite, Nils Brede Moe, Pär J. Ågerfalk. 2010-05-17 Rather than deciding whether or not to get involved in global sourcing, many companies are facing decisions about whether or not to apply agile methods in their distributed projects. These companies are often motivated by the opportunities to solve the coordination and communication difficulties associated with global software development. Yet while agile principles prescribe close interaction and co-location, the very nature of distributed software development does not support these prerequisites. Šmite, Moe, and Ågerfalk structured the book into five parts. In “Motivation” the editors introduce the fundamentals of agile distributed software development and explain the rationale behind the application of agile practices in globally distributed software projects. “Transition” describes implementation strategies, adoption of particular agile practices for distributed projects, and general concepts of agility. “Management” details practical implications for project planning, time management, and customer and subcontractor interaction. “Teams” discusses agile distributed team configuration, effective communication and knowledge transfer, and allocation of roles and responsibilities. Finally, in the “Epilogue” the editors summarize all contributions and present future trends for research and practice in agile distributed development. This book

is primarily targeted at researchers, lecturers, and students in empirical software engineering, and at practitioners involved in globally distributed software projects. The contributions are based on sound empirical research and identify gaps and commonalities in both the existing state of the art and state of the practice. In addition, they also offer practical advice through many hints, checklists, and experience reports. Questions answered in this book include: What should companies expect from merging agile and distributed strategies? What are the stumbling blocks that prevent companies from realizing the benefits of the agile approach in distributed environments, and how can we recognize infeasible strategies and unfavorable circumstances? What helps managers cope with the challenges of implementing agile approaches in distributed software development projects? How can distributed teams survive the decisions taken by management and become efficient through the application of agile approaches?

Effective Team Management with VSTS and TFS Chaminda Chandrasekara, Sanjaya Yapa. 2018-05-29 Gain the essential knowledge to use VSTS/TFS effectively to empower your Agile teams. This book provides a deep analysis into issues Agile teams may face and how to overcome them by adopting and implementing the proper tools. Rather than just review VSTS/TFS features, this book provides proven solutions to the challenges in building better Agile teams. You'll see how to handle small teams and how to facilitate large teams to support large scale projects. You'll also learn to work with distributed teams in different geo locations, which will deepen your ability to get successful project/product outcomes from your teams. Special focus is given to creating long term sustainability to effectively manage a backlog/portfolio backlog. You'll explore how to work with stakeholders closely to better understand a project's requirements and review how to perform the post execution analysis and planning for next development cycle and forecasting.

What You'll Learn Handle large teams and distributed teams with VSTS/TFS. Run Agile team functions Review requirements to delivery traceability, with visibility and accountability Overcome challenges and avoid common pitfalls with Agile teams Who This Book Is For Scrum masters, project managers, team leads, Agile team members or anyone who handles and involves in the enterprise software delivery process.

Managing Complex Projects International Institute for Learning, Harold Kerzner, Carl Belack. 2010-08-03 The application of project management techniques is considered standard practice in today's business environment. What is not widely known is that the learning gap separating good project management from exceptional project management is not as great as one might think—yet, the difference in the return on value can be quite significant. Many factors determine how projects are approached, such as rapid shifts in technology, a fluctuating market, changes in a business's organizational structure, and politics. As these forces add to a project's complexity and duration, project managers must develop strategies that allow them to think outside the box and create new on-the-go methodologies. Managing Complex Projects delivers the tools necessary to take on an unpredictable economy with an adaptable battle plan proven to meet the differing needs of an ever-expanding set of partners and stakeholders involved in a project. This book shows how to solve some of the issues facing today's project manager, including: Dealing with multiple virtual teams located around the world Working with partners and stakeholders that may have limited project management tools and experience Adjusting to long-term projects in which the stakeholders may change Managing projects where stated goals and objectives differ among stakeholders This book shows how companies such as IBM, Hewlett-Packard, Microsoft, and Siemens are exploring new avenues to aid them in taking on complex projects by combining hard skills, such as risk management and

scheduling, with soft skills that focus on interpersonal communication. *Managing Complex Projects* serves as a lifesaver for time-crunched project managers looking for new ways to maximize their efforts.

Management 3.0 Jurgen Appelo. 2011 In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's *Management 3.0* model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. *Management 3.0* doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes • Getting beyond "Management 1.0" control and "Management 2.0" fads • Understanding how complexity affects your organization • Keeping your people active, creative, innovative, and motivated • Giving teams the care and authority they need to grow on their own • Defining boundaries so teams can succeed in alignment with business goals • Sowing the seeds for a culture of software craftsmanship • Crafting an organizational network that promotes success • Implementing continuous improvement that actually works Thoroughly pragmatic—and never trendy—Jurgen Appelo's *Management 3.0* helps you bring greater agility to any software organization,

team, or project.

Agile Leadership Toolkit Peter Koning. 2019-08-21 Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In *Agile Leadership Toolkit*, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Chaos by Design Kader Sakkaria, Imran Karbhari, Trevor

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Macomber.2021-08-10 You can't afford NOT to transform! Chaos by Design is a deliberately empowering tool that describes how you can foster the leadership characteristics, mindset, and company values required to successfully implement a 'digital-first' approach. DRIVING DIGITAL

TRANSFORMATION—CULTURE BEFORE TECHNOLOGY. What's the most important component of a successful digital transformation? It's not software. It's not hardware. Spoiler alert: it's not even technology. It's your people! But how do you convince and empower those people to follow your North Star? Drawing from nearly 60 years of combined business, technology, and leadership experience, Kader Sakkaria, Imran Karbhari, and Trevor Macomber explore the ways in which successful leaders motivate their teams, drive innovation, and propagate long-lasting digital transformations. Keep reading to uncover ... How to harness the power of creative chaos to shift your organization from fragile to agile The secret sauce common to every successful digital transformation (hint: it isn't barbecue) How the right North Star will orient your company culture in a way that ensures continued longevity Why failure is not an option—it's a necessity! The critical importance of driving the change from project mindset to product mindset Why the servant leadership style is uniquely suited to transformative processes How unyielding creative disruption promotes flexible, adaptable business models primed for growth How to position your business not just to survive a global crisis, but to thrive in the uncertainty—in other words, chaos by design IDEATE. INNOVATE. ITERATE. REPEAT. EMBRACE THE CHAOS BY DESIGN AND BEGIN YOUR TRANSFORMATIONAL JOURNEY TODAY!

Dynamic Reteaming Heidi Helfand.2020-06-12 Your team will change whether you like it or not. People will come and go. Your company might double in size or even be acquired. In this practical book, author Heidi Helfand shares techniques for reteaming effectively. Engineering leaders will learn how to

catalyze team change to reduce the risk of attrition, learning and career stagnation, and the development of knowledge silos. Based on research into well-known software companies, the patterns in this book help CTOs and team managers effectively integrate new hires into an existing team, manage a team that has lost members, or deal with unexpected change. You'll learn how to isolate teams for focused innovation, rotate team members for knowledge sharing, break through organizational apathy, and more. You'll explore: Real-world examples that demonstrate why and how organizations reteam Five reteaming patterns: One by One, Grow and Split, Isolation, Merging, and Switching Tactics to help you master dynamic reteaming in your company Stories that demonstrate problems caused by reteaming anti-patterns

The Surprising Power of Liberating Structures Henri

Lipmanowicz, Keith McCandless. 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,

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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.

Hiring the Best Knowledge Workers, Techies & Nerds Johanna Rothman.2013-07-15 This is the digital version of the printed book (Copyright © 2004). Proven Methods for Attracting, Interviewing, and Hiring Technical Workers Good technical people are the foundation on which successful high technology organizations are built. Establishing a good process for hiring such workers is essential. Unfortunately, the generic methods so often used for hiring skill-based staff, who can apply standardized methods to almost any situation, are of little use to those charged with the task of hiring technical people. Unlike skill-based workers, technical people typically do not have access to cookie-cutter solutions to their problems. They need to adapt to any situation that arises, using their knowledge in new and creative ways to solve the problem at hand. As a result, one developer, tester, or technical manager is not interchangeable with another. This makes hiring technical people one of the most critical and difficult processes a technical manager can undertake. Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets & Science of Hiring Technical People takes the guesswork out of hiring and diminishes the risk of costly hiring mistakes. With the aid of step-by-step descriptions and detailed examples, you'll

learn how to write a concise, targeted job description source candidates develop ads for mixed media review résumés quickly to determine Yes, No, or Maybe candidates develop intelligent, nondiscriminatory, interview techniques create fool-proof phone-screens check references with a view to reading between the lines extend an offer that will attract a win-win acceptance or tender a gentle-but-decisive rejection and more An effective hiring process is crucial to saving an organization the costs and consequences of a bad hiring decision. Not only is a bad hire costly in terms of recruiting expenses and the time spent hiring, it can also bog down or derail projects that may already be running late. You, your team, and your organization will live with the long-term consequences of your hiring decision. Investing time in developing a hiring strategy will shorten your decision time and the ramp-up time needed for each new hire. Technical leaders, project and program managers, and anyone putting together a team of technical workers will greatly benefit from this book.

The Agile Culture Pollyanna Pixton, Paul Gibson, Niel Nickolaisen. 2014-02-20 Build Agile Cultures That Unleash Passion, Innovation, and Performance What do you want? Delighted customers. How do you get them? By rapidly delivering innovative, exciting products and services your customers will love to use. How do you do this? By uniting talented people around shared ideas and purpose, trusting them, helping them take ownership, and getting out of their way. It sounds easy—but you know it isn't. To make it happen, you must create an agile culture: one that's open to change and can respond quickly to whatever your customers need and desire. The Agile Culture gives you proven models, pragmatic tools, and handy worksheets for doing just that. Building on their experience helping hundreds of companies, three world-class experts help you align and unleash the talents of everyone in your organization. Step by step, you'll learn how to move toward a culture of trust, in which everyone knows, owns, and improves the results. You'll learn

practical ways to refocus on differentiators and value, resurrect energy and innovation, deal more honestly with ambiguity and risk, and overcome resistance, no matter where it comes from. This text will help you go beyond buzzwords to transform the way you deliver software—so you can delight customers, colleagues, and executives. Coverage includes • Creating cultures of trust and ownership, in which individuals, teams, and organizations can do amazing things • Assessing where you stand, so you can move toward higher levels of performance, innovation, and motivation • Leading as an enabler, not a controller • Rebuilding trust where it's been lost—or building it where it never existed • Clarifying quickly the design goals of any project, product, or process • Using iteration to reduce risk and make commitments you can keep • Managing uncooperative people (and processes) • Selecting metrics that focus on business value, foster trust, and don't compromise ownership

Manage It! Johanna Rothman.2007-06-07 This book is a reality-based guide for modern projects. You'll learn how to recognize your project's potholes and ruts, and determine the best way to fix problems - without causing more problems. Your project can't fail. That's a lot of pressure on you, and yet you don't want to buy into any one specific process, methodology, or lifecycle. Your project is different. It doesn't fit into those neat descriptions. **Manage It!** will show you how to beg, borrow, and steal from the best methodologies to fit your particular project. It will help you find what works best for you and not for some mythological project that doesn't even exist. Before you know it, your project will be on track and headed to a successful conclusion.

Disciplined Agile Delivery Scott W. Ambler,Mark Lines.2012-05-31 Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile

approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In *Disciplined Agile Delivery*, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

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