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Mike Cohn

COACHING AGILE TEAMS

A COMPANION FOR SCRUMMASTERS,
AGILE COACHES, AND PROJECT
MANAGERS IN TRANSITION

LYSSA ADKINS



Forewords by Jim Highsmith and Mike Cohn

Coaching Agile Teams Scrummasters Addison Wesley

Kurt J. Engemann, Rory V. O'Connor



Coaching Agile Teams Scrummasters Addison Wesley:

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 *Coaching Agile Teams* Lyssa Adkins, 2010

Introduction to Agile Methods Sondra Ashmore, Kristin Runyan, 2014 This book is written as an instructional resource for those new to agile including software engineering undergraduate students and any others within the computer science degree programs who want to understand what it means to work in an Agile environment The book includes the history and value of the shift to agile development as well as insightful vignettes on the practical application of how it is being implemented in the workplace This book will help arm newer practitioners with a functional knowledge of agile and to give them valuable experience with the key concepts common vocabulary and known implications of the overall agile paradigm

Lead Without Blame Diana Larsen, Tricia Broderick, 2022-09-27 A detailed framework for leaders to move past outdated workplace blame and shame strategies to cultivate resilient teams capable of facing adversity and setbacks confidently Workplace finger pointing stifles creativity reduces productivity and limits psychological safety Although no one sets out to be judgmental learning new habits is hard Two experienced leadership and agilists coaches share a road tested leadership model that continuously embraces humility and failure as part of the growth process to deliver results By facilitating blame free retrospective meetings leaders chart a productive path forward They amplify three essential motivators of purpose autonomy and co intelligence within their team Layered on with four resilience factors inclusive collaboration transparent

power dynamics collaborative learning and embracing conflict After applying these strategies learning leaders will help their teams and themselves become more resilient and better equipped to handle any unexpected and challenging tasks that comes their way

Collaborative Software Design Evelyn van Kelle, Gien Verschatse, Kenny Baas-Schwegler, 2025-01-14

Emerging practices collaboration tools and effective techniques for incorporating your key stakeholders into the software design process Don't spend months building the wrong software Collaborative Software Design is a unique and practical guide for effectively involving all stakeholders in the design of software to ensure sustainable design decisions In Collaborative Software Design you'll learn how to Prepare and facilitate collaborative modeling sessions with tools such as Business Model Canvas Event Storming Domain Storytelling Example Mapping and Wardley Mapping Pick and apply heuristics for modeling software design Techniques for getting all needed knowledge from the group The influence of ranking The impact and opportunities of cognitive bias Resistance and conflict resolution Practices for following up after a modeling session Document the session and report to stakeholders Collaborative Software Design combines its authors' deep experience in behavioral science decision making theory and software architecture into an essential guide for making collaborative design decisions You'll learn to use process visualizations engaging sessions and social dynamic management to ensure every stakeholder is contributing their vital insights to a project Best of all the skills you'll learn make it easy for software teams to develop software directly with their stakeholders no need to rely on a centralized or top down design

Forewords by Diana Montalio and Trond Hjorteland About the technology Delivering high quality software requires the active participation of all stakeholders in the design process But how do you align individuals with different roles perspectives and priorities to create sustainable software Collaborative Software Design presents proven strategies that you can use to foster productive decision making resolve conflicts and uncertainties and elevate the quality of design outcomes About the book In Collaborative Software Design you'll explore principles techniques and tools to promote safe communication as you discover business problems formalize requirements and implement a software project It highlights established collaborative modeling tools like Event Storming Example Mapping Wardley Mapping and Domain Storytelling and introduces unique approaches for managing cognitive biases conflict and organizational hierarchy Whether you're a business stakeholder a technical contributor or a professional facilitator you'll learn how to hear and benefit from every voice in the room What's inside Prepare and lead collaborative modeling sessions Turn conflict into innovation Make sustainable software design decisions Improve software design from a sociotechnical perspective About the reader For anyone involved in the software development process About the author Evelyn van Kelle Gien Verschatse and Kenny Baas-Schwegler are internationally recognized experts in collaborative modeling and organizational decision making for sociotechnical systems The technical editor on this book was Charlie Schafer

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modeling 5 Facilitating collaborative modeling 6 The influence of ranking 7 The effect and opportunities of cognitive bias 8 Resistance and conflict resolution 9 Making sustainable design decisions 10 Managing unsolvable problems 11 Communicating and documenting decisions 12 Collaborative modeling beyond software design Appendix A

The Intrapreneur's Journey Hugh Molotsi, Mjumo Mzyece, Ogundiran Soumonni, Jeff Zias, 2023-05 An essential business guide on how to develop an organization's innovation culture and internal entrepreneurs intrapreneurs The Intrapreneur's Journey Empowering Employees to Drive Growth is an essential guide on effectively creating and implementing a sustainable culture of innovation and entrepreneurship within organizations The book is based on the insight that established organizations see continuous delivery of innovative products services and processes when they enable teams of entrepreneurial employees to think and behave like start-ups Three qualities make this book unique First it explores the theory and practice of intrapreneurship and innovation with a particular but not exclusive focus on key issues in African contexts Second it includes a large diverse set of instructive examples and case studies of intrapreneurship and innovation in organizations in Africa And third it features a useful toolkit the Intrapreneurship Empowerment Model a simple yet complete implementation framework The book includes key resources of practical real world tools and assets used by some of the world's most intrapreneurial and innovative organizations The Intrapreneur's Journey adds value for both practitioners and scholars of intrapreneurship and innovation in Africa and other parts of the world

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

Learning Agile Andrew Stellman, Jennifer Greene, 2014-11-12 Learning Agile is a comprehensive guide to the most popular agile methods written in a light and engaging style that makes it easy for you to learn Agile has revolutionized the way teams approach software development but with dozens of agile methodologies to choose from the decision to go agile can be tricky This practical book helps you sort it out first by grounding you in agile's underlying principles then by describing four specific and well-used agile methods Scrum extreme programming XP Lean and Kanban Each method focuses on a different area of development but they all aim to change your team's mindset from individuals who simply follow a plan to a cohesive group that makes decisions together Whether you're considering agile for the first time or trying it again you'll learn how to choose a method that best fits your team and your company Understand the purpose behind agile's core values and principles Learn Scrum's emphasis on project management self-organization and collective commitment Focus on software design and architecture with XP practices such as test first and pair programming Use Lean thinking to empower your team eliminate waste and deliver software fast Learn how Kanban's practices help you

deliver great software by managing flow Adopt agile practices and principles with an agile coach *The Dojo Coach's Pocket Guide* Jess Brock,2023-06-20 This go to guidebook helps agile practitioners overcome upskilling challenges in their organizations through effective Dojo coaching Agile has changed the way we work in our organizations But by demanding constant innovation and product delivery individuals and teams struggle to find time to improve their skills That s where the Dojo comes in Dojo style coaching encourages this kind of learn by doing form of skill development one where guided breakthroughs and upskilling happen while delivering on current work In this useful pocket guide experienced Dojo coach Jess Brock delivers practical advice based on her extensive experience in real world Dojos Combining proven tactics and a comprehensive tool kit along with actionable tips needed to drive engagement in both physical and virtual Dojo spaces this pocket guide will equip you to maximize the impact of your Dojo Whether you are a seasoned pro or you are just starting to develop your Dojo coaching skills this no nonsense book will help Dojo coaches at any stage of their journey

International Environmental Risk Management Robert A. Woellner,John Voorhees,Christopher L. Bell,2020-08-13 Based on the first edition with extensive analysis of practical applications of environmental risk management and compliance management systems this second edition of International Environmental Risk Management reflects updates made in the understanding and application of risk management best practices and makes available a frame of reference and systematic approach to environmental and social governance ESG It provides a pathway for readers to implement environmental management strategies that can be integrated with core operations and other risk management efforts including supporting sustainability and corporate social responsibility initiatives associated with climate change the circular economy or supply chain conditions as well as enterprise risk management anti bribery and other compliance management systems This book provides in depth discussions of ways to use global environmental management standards New features in this edition Combines EMS standards with discussion of specific principles other authors research and guidelines on management practices Provides guidelines on how to prepare for anticipate and resolve environmental issues Includes easily understandable information for all readers and is not simply aimed toward individuals who are knowledgeable about this topic Provides in depth discussions on using global environmental management standards to manage risk and promote resilience as well as legal strategies and voluntary initiatives that companies can utilize to minimize risk Accounts for the substantive revisions in ISO 14001 2015 As a growing and rapidly changing field it is necessary to address new issues guidelines and regulations to assist businesses academia students consultants lawyers and environmental managers with a pragmatic resolution to environmental risk management issues This second edition gives a broad and detailed analysis of the changes made to international standards and practices and serves as an excellent guide to managing environmental risk

Scrum - A Pocket Guide - 2nd edition Gunther Verheyen,2019-01-31 This pocket guide to Scrum is the one book for everyone who wants to learn or re learn about Scrum The book describes the framework as it was designed and intended

with a strong focus on the purpose to the rules and adding an historical perspective to Scrum and the Agile movement Several elements that were described in the first edition of Scrum A Pocket Guide 2013 were later added to the official Scrum Guide The most noticeable ones are the Scrum Values 2016 and the description of the 3 questions of the Daily Scrum as a good yet optional practice 2017 As the balance of society keeps shifting from industrial labor to digital work complexity and unpredictability keep increasing The need for agility through Scrum increases equally in and beyond software and product development This 2nd edition of Scrum A Pocket Guide offers the clarity and insights on Scrum that many organizations need today and in the foreseeable future Scrum A Pocket Guide is an extraordinarily competent book It flows with insight understanding and perception This should be the de facto standard handout for all looking for a complete yet clear overview of Scrum without being bothered by irrelevancies Ken Schwaber Scrum co creator The author Gunther Verheyen is a seasoned Scrum practitioner 2003 Throughout his standing career as a consultant Gunther has employed Scrum in diverse circumstances He was partner to Ken Schwaber and Director of the Professional Scrum series at Scrum org He is the founder of Ullizee Inc and engages with people and organizations as an independent Scrum Caretaker

Handbook of Research on Emerging Technologies for Effective Project Management Jamil, George Leal,Ribeiro, Fernanda,Malheiro da Silva, Armando,Maravilhas Lopes, Sérgio,2019-09-13 Driven by such tools as big data cognitive computing new business models and the internet of things the overall demand for innovation is becoming more critical for competitiveness and emerging technologies These technologies have become real alternatives for the market and offer new perspectives for modern project management applications The Handbook of Research on Emerging Technologies for Effective Project Management is an essential research publication that proposes innovations for firms and markets through the exploration of project management principles and methods and the effective integration of knowledge and innovation It encompasses academic and scientific propositions reviews for conceptual bases applications of theories in new market solutions and cases of successful insertion of disruptive technologies and business models in new competitive market offers Featuring a range of topics such as innovation management business administration and marketing this book is ideal for project managers IT specialists software developers executives practitioners managers marketers researchers and industry professionals *Leadership Team Coaching* Peter Hawkins,2021-06-03 FINALIST Goody Business Book Awards Leadership Team Building Organizations are most effective when the teams responsible for their success work together collectively and in a dynamic relationship with the rest of the company For those involved in developing leadership teams understanding coaching practices and techniques is essential for enabling the best performance Leadership Team Coaching provides a comprehensive roadmap for team coaching explaining all the key elements alongside practical tools and techniques for developing international and virtual teams executive and non executive boards and project and account teams in all types of organizations Featuring case studies and insights from organizations including Deloitte and General Electric GE it also

contains guidance on choosing the best team coach creating a team based culture and common pitfalls to avoid This fully updated fourth edition of Leadership Team Coaching contains new material on agile teaming using digital team coaching apps and AI and training team leaders to coach their own team It remains an indispensable resource for coaches and senior leaders as well as for those studying coaching as part of a degree or coaching qualification

Project Risk Management

Kurt J. Engemann, Rory V. O'Connor, 2021-03-08 Managing risk is essential for every organization However significant opportunities may be lost by concentrating on the negative aspects of risk without bearing in mind the positive attributes The objective of Project Risk Management Managing Software Development Risk is to provide a distinct approach to a broad range of risks and rewards associated with the design development implementation and deployment of software systems The traditional perspective of software development risk is to view risk as a negative characteristic associated with the impact of potential threats The perspective of this book is to explore a more discerning view of software development risks including the positive aspects of risk associated with potential beneficial opportunities A balanced approach requires that software project managers approach negative risks with a view to reduce the likelihood and impact on a software project and approach positive risks with a view to increase the likelihood of exploiting opportunities Project Risk Management Managing Software Development Risk explores software development risk both from a technological and business perspective Issues regarding strategies for software development are discussed and topics including risks related to technical performance outsourcing cybersecurity scheduling quality costs opportunities and competition are presented Bringing together concepts across the broad spectrum of software engineering with a project management perspective this volume represents both a professional and scholarly perspective on the topic

The Agile Consultant Rick Freedman, 2016-08-29 Learn the agile philosophy of lean processes incremental delivery deep client participation decentralized authority and just in time planning to bring speed creativity empowerment and increased productivity to product development This book is your guide to becoming the go to advisor for the enterprise agile transition Many organizations have brought in agile coaches and achieved great progress in software development productivity only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices Agile coaches and consultants need to up their game to successfully partner with executives managers and PMOs to evolve from traditional methods to a lean agile mindset The Agile Consultant by former Intel Worldwide Project Management Director and agile expert Rick Freedman author of Amazon best seller The IT Consultant shows how to overcome transition challenges and move beyond team level practice coaching to guide the entire organization to enterprise agility Agile methods are displacing traditional process heavy project management techniques and are poised to migrate from software development to the rest of IT and to the entire enterprise Agile s rapid adoption proves a simple truth agility works Agile methods are here to stay and will continue to expand within the organization Enterprises are

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

Systems, Software and Services Process Improvement Xabier Larrucea,Izaskun Santamaria,Rory V. O'Connor,Richard Messnarz,2018-08-22 This volume constitutes the refereed proceedings of the 25th European Conference on Systems Software and Services Process Improvement EuroSPI conference held in Bilbao Spain in September 2018 The 56 revised full papers presented were carefully reviewed and selected from 95 submissions They are organized in topical sections on SPI context and agility SPI and safety testing SPI and management issues SPI and assessment SPI and safety critical gamifySPI SPI in industry 4 0 best practices in implementing traceability good and bad practices in improvement safety and security experiences with agile and lean standards and assessment models team skills and diversity strategies SPI in medical device industry empowering the future infrastructure

Scrum - A Pocket Guide - 3rd edition Gunther Verheyen,2021-01-01 This pocket guide to Scrum is the one book for everyone who wants to learn or re learn about Scrum The book describes the framework as it was designed and intended with a strong focus on the purpose to the rules and adding an historical perspective to Scrum and the Agile movement As the balance of society keeps shifting from industrial labor to digital work complexity and unpredictability keep increasing The need for agility through Scrum increases equally in and beyond software and product development This 3rd edition of Scrum A Pocket Guide while introducing some changes in terminology more than ever offers the clarity and insights on Scrum that many organizations need more than ever It will help people and their organizations properly shape their Scrum regardless of their domain or business Scrum A Pocket Guide is an extraordinarily competent book It flows with insight understanding and perception This should be the de facto standard handout for all looking for a complete yet clear overview of Scrum without being bothered by irrelevancies Ken Schwaber Scrum co creator The author Gunther Verheyen is a seasoned Scrum practitioner 2003 He has been employing Scrum since 2003 He was partner to Ken Schwaber and Director of the Professional Scrum series at Scrum org He is the founder of Ullizee Inc and engages with people and organizations as an independent Scrum Caretaker on a journey of humanizing the workplace with Scrum

The Team Coaching Toolkit Tony

Llewellyn, 2017-10-17 55 proven tools and techniques to help team leaders and project managers improve team performance in a complex environment The book also provides an introduction to the concept of team coaching as a distinct management activity

Agile Faculty Rebecca Pope-Ruark, 2017-11-27 Digital tools have long been a transformative part of academia enhancing the classroom and changing the way we teach Yet there is a way that academia may be able to benefit more from the digital revolution by adopting the project management techniques used by software developers Agile work strategies are a staple of the software development world developed out of the need to be flexible and responsive to fast paced change at times when business as usual could not work These techniques call for breaking projects into phases and short term goals managing assignments collectively and tracking progress openly Agile Faculty is a comprehensive roadmap for scholars who want to incorporate Agile practices into all aspects of their academic careers be it research service or teaching Rebecca Pope Ruark covers the basic principles of Scrum one of the most widely used models and then through individual chapters shows how to apply that framework to everything from individual research to running faculty committees to overseeing student class work Practical and forward thinking Agile Faculty will help readers not only manage their time and projects but also foster productivity balance and personal and professional growth

Scrum - A Pocket Guide Gunther Verheyen, 2013-10-01 This pocket guide is the one book to read for everyone who wants to learn about Scrum The book covers all roles rules and the main principles underpinning Scrum and is based on the Scrum Guide Edition 2013 A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum The author Gunther Verheyen has created a concise yet complete and passionate reference about Scrum The book demonstrates his core view that Scrum is about a journey a journey of discovery and fun He designed the book to be a helpful guide on that journey Ken Schwaber Scrum co creator says that this book currently is the best available description of Scrum around The book combines some rare characteristics It describes Scrum in its entirety yet places it in a broader context of past and future The author focuses on the subject Scrum in a way that it truly supports the reader The book has a language and style in line with the philosophy of Scrum The book shows the playfulness of Scrum David Starr and Ralph Jocham Professional Scrum trainers and early agile adopters say that this is the ultimate book to be advised as follow up book to the students they teach Scrum to and to teams and managers of organizations that they coach Scrum to

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