

Collaboration Explained



Facilitation Skills for Software Project Leaders

Jean Tabaka



Agile Software Development Series

**Alistair Cockburn and Jim Highsmith,
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Collaboration Explained Jean Tabaka, 2006-01-06 Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose facilitating just in time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike. Arlen Bankston, Lean Agile Practice Manager, CC Pace. If Agile is the new what, then surely Collaboration is the new how. There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision making that I need to remember, but the startling new and thought provoking ideas are there too. And the stories, the stories, the stories. The best way to transfer wisdom. Thanks Jean. Linda Rising, Independent Consultant. The Hands On Guide to Effective Collaboration in Agile Projects. To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. Collaboration Explained is the first book to bring together proven start to finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy to use collaboration templates for every significant project event, from iteration and release planning through project chartering all the way through post project retrospectives. Tabaka's hands on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical, grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member. Build collaborative software development cultures, leaders, and teams. Prepare yourself to collaborate and prepare your team. Define clear roles for each participant in promoting collaboration. Set your collaborative agenda. Master tools for organizing collaboration more efficiently. Run effective collaborative meetings, including brainstorming sessions. Promote better small group and pair programming collaboration. Get better information and use it to make better decisions. Use non-abusive conflict to drive positive outcomes. Collaborate to estimate projects and schedules more accurately. Strengthen collaboration across distributed virtual teams. Extend collaboration from individual projects to the entire development organization. *Facilitation Skills for Team Development* Warren Redman, 1996. *Facilitation Skills for Team Leaders. Leading Organized Teams to Greater Productivity* Charles L. Martin, 1993. This book is a practical hands on guide about teamwork in business, not how to work in teams or how to delegate in teams, but how to facilitate.

organised teams as they solve complex and challenging problems and as they develop innovative ways to enhance productivity Many businesses find the transition to a team based organisation difficult This book offers useful concepts and tools with exercises to check for understanding and to develop skills Table of contents Part 1 Understanding facilitation what is facilitation what do facilitators do how facilitation differs from training and presenting the facilitator managing structure not content Part 2 Team involvement decision making and dynamics encouraging participation rules for asking non threatening questions types of questions to ask body language and facilitation making decisions six step problem solving process getting group agreement the importance of preparation running an effective team meeting team life cycles handling different team members what to do if the group gets stuck Part 3 Facilitation tools essential tools Part 4 Crossword facilitation memory test exercise fast food flowchart crossword puzzle solution

Agile Software Development Alistair Cockburn, 2006-10-19 Agile Software Development is a highly stimulating and rich book The author has a deep background and gives us a tour de force of the emerging agile methods Tom Gilb The agile model of software development has taken the world by storm Now in Agile Software Development Second Edition one of agile s leading pioneers updates his Jolt Productivity award winning book to reflect all that s been learned about agile development since its original introduction Alistair Cockburn begins by updating his powerful model of software development as a cooperative game of invention and communication Among the new ideas he introduces harnessing competition without damaging collaboration learning lessons from lean manufacturing and balancing strategies for communication Cockburn also explains how the cooperative game is played in business and on engineering projects not just software development Next he systematically illuminates the agile model shows how it has evolved and answers the questions developers and project managers ask most often including Where does agile development fit in our organization How do we blend agile ideas with other ideas How do we extend agile ideas more broadly Cockburn takes on crucial misconceptions that cause agile projects to fail For example you ll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes You ll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design Cockburn turns to the practical challenges of constructing agile methodologies for your own teams You ll learn how to tune and continuously reinvent your methodologies and how to manage incomplete communication This edition contains important new contributions on these and other topics Agile and CMMI Introducing agile from the top down Revisiting custom contracts Creating change with stickers In addition Cockburn updates his discussion of the Crystal methodologies which utilize his cooperative game as their central metaphor If you re new to agile development this book will help you succeed the first time out If you ve used agile methods before Cockburn s techniques will make you even more effective

Creating a Culture of Collaboration Sandy Schuman, 2006-09-18 Collaboration is often viewed as a one time or project oriented activity An increasing challenge is to help organizations incorporate collaborative values and practices in their everyday ways of

working In Creating a Culture of Collaboration an international group of practitioners and researchers from Australia Belgium Canada Chile New Zealand Northern Ireland United Kingdom and the United States provide proven approaches to creating a culture of collaboration within and among groups organizations communities and societies **The Async-First Playbook** Sumeet Gayathri Moghe,2023-09-20 Reimagining Agile for Distributed and Remote Teams Distributed work is now inevitable but conventional agile approaches are too synchronous for today s remote teams Meetings ceremonies and rituals can become unsustainable when teams are scattered across the globe The result burnout constant interruptions a lack of deep work poor work life balance greater frustration and workplaces with poor diversity In The Async First Playbook Thoughtworks Principal Product Manager Sumeet Gayathri Moghe provides tools and techniques to embed remote native asynchronous practices into traditional agile methods making remote work more efficient inclusive thoughtful and fun Drawing on extensive experience leading distributed teams Moghe addresses the nuts and bolts of specific practices and the crucial softer elements such as culture mindset and leadership Short practical chapters show how to adapt traditional agile techniques such as sprints and pair programming for the realities of today s distributed environments Whatever your project you ll learn how to create asynchronous environments that promote success improve the workplace experience and deliver better results Discover why asynchronous collaboration is crucial to your project s success Learn the tools skills and protocols you need to get right in order to go async first Map current agile techniques to async first versions that better reflect today s realities Become a more supportive and effective leader of async first teams Anticipate navigate and mitigate the pitfalls of async first distributed work Bring it all together walk through your async first transition Access valuable resources examples and hands on templates at the companion website This playbook will empower you to lead and build differently All that you need is an open mind and a belief that the status quo isn t worthy of defining the future From the Foreword by Darren Murph Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **Solution-Focused Coaching For Agile Teams** ,2021-10-21 Helping teams and leaders work together in fast moving and challenging situations Would you like to work better in an agile way Would you like to achieve benefits such as flexibility productivity and adaptability Do you want practical tried and tested simple yet effective ways to build all of that as a leader Scrum Master project manager or Agile coach Veronika Jungwirth fka Kotrba and Ralph Miarka have years of experience with helping teams work agile and agile teams work better In this book they offer an accessible detailed and practical guide to approaches methods and techniques to help teams of all levels work more collaboratively and effectively They combine the laser sharp practice of solution focused coaching with experience of agile environments to produce a winning combination of fresh angles on everyday situations This book will be both a great starting point and a continuing reference source for teams leaders and team coaches alike **Individuals and Interactions** Ken Howard,Barry Rogers,2011-04-01 In my opinion this is the handbook for Agile teams I have been wishing for this book since

we implemented Agile several years ago In many Agile process books the team aspect of Agile has been glossed over in favor of the technical aspects this book is a welcome change Sarah Edrie Director of Quality Engineering Harvard Business School Cloud Computing Distributed Architecture Test Driven Development these are simple to master compared to building an agile efficient and top performing team The path from skilled developer tester to successful manager team leader and beyond is now more easily attainable with the insights knowledge and guidance provided by Ken Howard and Barry Rogers in Individuals and Interactions An Agile Guide R L Bogetti www.RLBogetti.com Lead System Designer Baxter Healthcare This book provides fantastic insight on how individuals act and relate as a team Ken and Barry give great examples and exercises to help the reader understand behaviors of each individual and use this knowledge to perform better as a team Lisa Shoop Director Product Development Sabre Holdings Individuals and Interactions is a masterfully crafted must read for anyone who is serious about understanding and applying the human centered values of Agile development It is like Patrick Lencioni meets the Poppendiecks to write Agile through the Looking Glass Here the Looking Glass is the powerful DISC framework and we see it used to enable different kind of TDD Team Driven Development through the use of stories examples models and guidance Brad Appleton Agile coach consultant in a Fortune 100 telecom company coauthor of Software Configuration Management Patterns This book is essential reading for any engineering team that s serious about Agile development Its chapters on team dynamics and development lay the foundation for learning all of the factors that enable a team to transform itself into an Agile success story Bernard Farrell Consultant Software Engineer at EMC Corporation Great emphasis is typically placed on the mechanics of agile development its processes and tools It s easy to forget that the Agile Manifesto values individuals and interactions ahead of processes and tools You can gain powerful benefits by refocusing on the people side of agile development This book will show you how It s your practical user s guide to solving the problems agile teams encounter packed with stories best practices exercises and tips you can actually use Step by step you ll learn how to get teams to truly work as teams not as disconnected individuals Along the way you ll find profoundly realistic advice on communication motivation collaboration change group dynamics and much more Whether you are an agile project manager ScrumMaster product owner developer trainer or consultant this book will help you make your agile environment more productive more effective and more personally fulfilling

Agile Game Development with Scrum 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

Collaborative Leadership and Global

Transformation Timothy Stagich,2006 Collaboration in organizations and group cultures is changing the way we think about leadership as well as individual social and global transformation Change is inevitable and the transformations which occur through group synergy are reshaping the world in which we live in every area of community life We are becoming a more collaborative society Leaders who understand how to facilitate collaboration are better able to improve performance and motivate people to learn develop share and adapt to c hanges at home at work and throughout the global community The transformations which occur through this process help each individual and group to reach their highest potential and in the process generate benefits for society and the environment This book is a blueprint for leaders and individuals to understand this collaborative process and learn how to work together better to create higher levels of synergy and performance in every group effort

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

Agile and Lean Concepts for Teaching and Learning David Parsons,Kathryn

MacCallum,2018-10-24 This book explores the application of agile and lean techniques originally from the field of software development and manufacturing to various aspects of education It covers a broad range of topics including applying agile teaching and learning techniques in the classroom incorporating lean thinking in educational workflows and using team based approaches to student centred activities based on agile principles and processes Demonstrating how agile and lean ideas can concretely be applied to education the book offers practical guidance on how to apply these ideas in the classroom or lecture hall as well as new concepts that could spark further research and development **How to Make Collaboration Work** David Straus,2002-10-02 The coauthor of How to Make Meetings Work offers five time tested principles for making collaborative efforts more effective efficient and even enjoyable The Art of Agile Development James Shore,Chromatic,2007-10-26 The Art of Agile Development contains practical guidance for anyone considering or applying agile development for building valuable software Plenty of books describe what agile development is or why it helps software projects succeed but very few combine information for developers managers testers and customers into a single package that they can apply directly This book provides no nonsense advice on agile planning development delivery and management taken from the authors many years of experience with Extreme Programming XP You get a gestalt view of the agile development process including comprehensive guidance for non technical readers and hands on technical practices for developers and testers The Art of Agile Development gives you clear answers to questions such as How can we adopt agile development Do we really need to pair program What metrics should we report What if I can t get my customer to participate How much documentation should we write When do we design and architect As a non developer how should I work with my agile team Where is my product roadmap How does QA fit in The book teaches you how to adopt XP practices describes each practice in detail then discusses principles that will allow you to modify XP and create your own agile method In particular this book tackles the difficult aspects of agile development the need for cooperation and trust among team members Whether you re currently part of an agile team working with an agile team or interested in agile development this book provides the practical tips you need to start practicing agile development As your experience grows the book will grow with you providing exercises and information that will teach you first to understand the rules of agile development break them and ultimately abandon rules altogether as you master the art of agile development Jim Shore and Shane Warden expertly explain the practices and benefits of Extreme Programming They offer advice from their real world experiences in leading teams They answer questions about the practices and show contraindications ways that a practice may be mis applied They offer alternatives you can try if there are impediments to applying a practice such as the lack of an on site customer Ken Pugh Author of Jolt Award Winner Prefactoring I will leave a copy of this book with every team I visit Brian Marick Exemplar Consulting Supporting the Understanding of Team Dynamics in Agile Software Development Through Computer-Aided Sprint Feedback Fabian Kortum,2022-03-15 While modern project management systems support teams during planning and

development activities primarily through performance related process information the equally relevant human factors are often insufficiently considered for explaining team dynamics e g the affect of moods in teams However understanding team behavioral patterns are crucial for the accurate planning and steady execution of development tasks throughout an ongoing project A computer aided feedback concept is described unifying interdisciplinary foundations and methods from the software engineering data science organizational and social psychology fields for disclosing team dynamics in agile software projects The concept covers the systematic capture of sociotechnical data combined with descriptive predictive and exploratory model based methods that support understanding behavioural changes during the development process Design science from information systems research is used in academic and industrial case studies to conceptualize and operationalize the feedback methods into a practical Jira plugin A concluding evaluation through an action research method in two industrial software projects results in quantitative and qualitative findings regarding the feedback utilization and utility during agile development processes e g team communication changes related to accomplished performances The case studies underscore the practical relevance for systematic feedback and the need to better understand human factors in software projects

Co-Pilot Till Bay,Benno Baumgartner,Matthias Hüni,Eva Jutzeler,Michela Pedroni,2014-09-29 This book describes the agile software development process of Comerge AG from Zurich Switzerland Founded 2008 as a startup with four employees the team consists now of over twenty members Embracing an agile approach from the beginning the Comergers have developed a lightweight yet efficient project management toolkit which lead to the successful release of more than 280 projects for over twenty clients Covering the SCRUM approach the Co Pilot helps you focus on efficient and elementary project management techniques It serves as a guideline to keeping the customer in the loop and particularly focuses on the often underestimated Testing part of the agile software delivery process

Agile Software Development with Distributed Teams Jutta Eckstein,2013-07-15 This is the digital version of the printed book Copyright 2010 All software projects face the challenges of diverse distances temporal geographical cultural lingual political historical and more Many forms of distance even affect developers in the same room The goal of this book is to reconcile two mainstays of modern agility the close collaboration agility relies on and project teams distributed across different cities countries and continents In *Agile Software Development with Distributed Teams* Jutta Eckstein asserts that in fact agile methods and the constant communication they require are uniquely capable of solving the challenges of distributed projects Agility is responsiveness to change in other words agile practitioners maintain flexibility to accommodate changing circumstances and results Iterative development serves the learning curve that global project teams must scale This book is not about how to outsource and forget your problems Rather Eckstein details how to carefully select development partners and integrate efforts and processes to form a better product than any single contributor could deliver on his or her own The author de emphasizes templates and charts and favors topical discussion and exploration Practitioners share experiences in their own words in

short stories throughout the book Eckstein trains readers to be change agents to creatively apply the concepts in this book to form a customized distributed project plan for success Topics include Understanding Distributed Development The Productivity Myth Ensuring Conceptual Integrity Trust and Mutual Respect Iterations and Releases Using Features to Steer the Development Effort Team Velocity Virtual Retrospectives Dispersed Synchronization Introducing Agility to Global Projects and much more

Facilitating Collaboration Brandon Klein, Dan Newman, 2016-05 Combining nearly two decades of facilitating organizational transformations and workshop meeting strategies for Fortune 25 companies international governments and non profit institutions Brandon and Dan share the steps and critical approach to help you evolve from traditional facilitation to advanced collaboration Learn directly from successful conversions at Google the start of Google Apps and the Arab League 22 country collaboration as well as a regional non profit improving diversity and local school transformations This book is not a toolkit or step by step guide but rather you should already be an experienced collaborator and facilitator You will learn directly The Facilitator's 6 Jobs Scoping Understanding what the client wants Scoping an event involves clarifying what outcomes the client is seeking how these outcomes will be put to use to achieve broader objectives what decisions have already been taken and what topics will not be addressed see Chapter 3 Working with Sponsors Building a trusting relationship with the sponsors about content Event sponsors will only trust an outside facilitator to shape critical work with a large team if he or she invests the time and care to understand the business issue at hand and the personal and political challenges faced by sponsors see Chapter 4 Preparation Assembling the elements

Agile Software Development : the Cooperative Game Alistair Cockburn, 2007

Leading Through Collaboration John Glaser, 2005

Containing practitioner friendly resources including charts diagrams sidebars tools strategies and real life examples this easy to use resource offers practical guidance to leaders experiencing conflict in their organizations

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