

Official Scrum Alliance Class Certified Scrummaster Csm

Don't just 'survive' the move to agile: thrive! Discover 42 infinitely practical tips for succeeding with agile, right from the start! * *Paves the road to success with a clear plan for creating and releasing software. *Works with any agile methodology, from XP to Scrum. *Practical, actionable, concrete tips for senior managers, program/project managers, developers, and product owners. *Eliminates 'buyer's remorse' associated with bumpy agile transitions, helping teams quickly build confidence and get results. Adopting agile looks easy - on paper! In reality, though, new agile teams encounter many unforeseen challenges. Some lose confidence in their ability to succeed; others muddle through, struggling to solve problems that others have already solved many times over. In this book Mitch Lacey brings together those solutions, helping new agile developers learn from others' experience quickly and painlessly. This engaging, realistic book systematically removes the pain of agile adoption, and breaks down the barriers to rapid success. The Scrum Field Guide is organized into 42 bite-size, practical tips - each supported with highly relevant real-world examples and case studies. Lacey presents a section of tips that apply to everyone on the agile team, from leaders to customers. Next, he offers sections specific to each role - including tips for management, program/project managers, team members, and product owners. Lacey answers the questions new agile adopters ask most often - including 'can I modify standard agile processes and still be agile?' and 'how on Earth can we release software within a short timeframe if we can't even do it in a

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long timeframe?' Along the way, he presents proven solutions for a wide variety of common problems - from prioritizing requirements to building release plans, creating workable software iterations to getting buy-in from skeptical executives.

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

"Agile practices transform the way organisations carry out business and respond to change. But to realise success, an agile mindset needs to be adopted throughout an organisation, not just within the IT team. This book is aimed at those working in an agile environment or wanting to understand agile practices. Giving a comprehensive introduction to agile principles and

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methodologies, it will enable readers to apply core values and principles of agile methods in their organisation. This is the official textbook for the BCS Agile Foundation certificate." -- Welcome! Kudos on taking the first important step towards prepping up for the Exam! This book is a quick Reference Guide created for the CSM (Certified Scrum Master) Examinations. The guide helps highlight the most important information in the Scrum Guide for you to see at a glance. The guide contains Questions and Answers which will help you prepare for the CSM. For Kindle User : Once you have download the book and read on the Kindle Cloud / Kindle App, please make sure you change the setting by clicking on Aa (View settings) on the top bar. Reduce the Font Size and make sure the ONE COLUMN ONLY is Turned On. Note: 1) Information and Content found on the Scrum Guide is repeated on this Reference guide . 2) This Reference guide is not a text book or a replacement guide. It's simply your workbook which has content (present on the Scrum guide) presented systematically to understand and memorize for the exam. 3) The Reference guide also has questions and answers which will help you prepare for the CSM exam. 4) Based on the Feedback received from readers, Typos and Mistakes in Questions and Answers are corrected. 5) % of the book is exposed in the "Look Inside" feature to make students aware of what they are buying. The CSM certifications require that students demonstrate their knowledge and understanding of Scrum through a rigorous assessment. The certification is not proof of attendance, but is rather proof of Scrum knowledge. This certificates are lifelong, and do not require any additional payments or renewal. How to go through this Guide: The Scrumalliance.org Certified ScrumMaster is a 35 multiple choice questions (in English) of multiple choice. You get one attempt (for the fees you pay) and you decide when and where to take it. There's no expiration date. You are required

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to attend a 2-day Scrum Master course. To pass the exam, you must correctly answer at least 24 questions. Immediately after completing the exam, you'll be notified as to whether or not you passed. If you don't pass on the first try, don't worry! You'll receive a second attempt at no additional cost. After this, additional attempts are \$25 each. Note: 1. Read the Scrum Guide and keep this reference book open while doing so. The Guide is extremely condensed and thus we have decomposed & categorized the most important information present on the Guide. 2. All the important information present on the SCRUM Guide is in this quick reference guide. Make sure you read the categorized information along with reading the Scrum guide. 3. If you see information missing on the reference guide, then add it as needed. Highlight the points you want. Make this your workbook. Be thorough with all the content. 4. Go through the questions and answers at the bottom of the Book.

Extreme Programming Installed explains the core principles of Extreme Programming and details each step in the XP development cycle. This book conveys the essence of the XP approach--techniques for implementation, obstacles likely to be encountered, and experience-based advice for successful execution.

Agile concepts have been used for decades (if not centuries) in complexity theory, war theory, project management, sociology, and most sciences. Agile practices show us how to "think about" and manage the work required for solving complicated and complex problems. The Scrum Guide says Scrum is for solving complex adaptive problems. In the last 25 years or so, agile concepts have become popular in software development, and there are several pathways you could take in order to be agile. One of these pathways is Scrum, the most popular agile software process in the world. This study guide has two purposes. The first is to help you pass

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the Certified Scrum Master test. The second is to give you a deeper understanding of Scrum so that you can begin to apply it successfully to your real world needs.

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on

track.

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises *User Stories Applied* will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Implement modern and industry-proven Scrum techniques to achieve business agility and prove your credentials by passing the PSM I certification exam Key Features Use Scrum to manage complex projects and deliver real value to your customers Explore essential concepts and understand how the Scrum framework

and Agile help maximize value and manage risks Discover expert tips and work with practice questions and real-world examples to pass the PSM certification exam Book Description Agile methodologies allow companies to maximize value and deal effectively with risks, which is why most IT companies adopt Agile in their workflows. Scrum is an Agile framework used to manage and execute projects with small teams. The Professional Scrum Master (PSM I) Guide will help you to explore the Scrum framework's rules and theories for Agile project management and develop skills that will enable you to become an indispensable resource for any organization. You'll learn essential techniques and practices such as estimation, planning, and forecasting that will help you to apply Scrum successfully and complete complex projects with ease. The book also demonstrates how to conduct Scrum events, create Scrum artifacts, and tackle issues faced during the Scrum life cycle, among other practices. Finally, you will focus on various aspects of the PSM I certification course and discover expert advice, tips, and quizzes to prepare yourself for the exam. By the end of the book, you will have gained fundamental knowledge of the Scrum framework, covered a range of topics related to the PSM I exam, and learned best practices, tips, and techniques to pass the exam confidently. What you will learn Get to grips with Agile development and Scrum Understand the roles and

responsibilities within the Scrum team Discover how to conduct Scrum events and create Scrum artifacts Find out how to estimate tasks and track progress Discover techniques for planning and forecasting Find out how to deal with issues faced during the Scrum life cycle Who this book is for This book is for professionals who want to build a strong foundation in Scrum practices and development. Project managers, product owners, product managers across various industries, sectors, and departments, software architects, developers, coders, and testers looking to achieve PSM certification will also find this book helpful.

User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today's web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates Lean UX, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. Lean UX is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use Lean UX on your own projects. Get a tactical

understanding of Lean UX—and how it changes the way teams work together
Frame a vision of the problem you're solving and focus your team on the right outcomes
Bring the designer's tool kit to the rest of your product team
Break down the silos created by job titles and learn to trust your teammates
Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents
Learn how Lean UX integrates with Agile UX
Great products are built upon the three pillars of strong customer focus, a culture of agility, and team empowerment. This book explains how to drive product innovation and deliver products that customers love. It's a guide for innovators, leaders, and entrepreneurs, and it includes several interviews with startup CEOs and real-life use cases.

This guide book provides a single, comprehensive source of information on how to pass the Certified Scrum Master (R) Assessment of Scrum Alliance (R). This information includes relevant details on the Certification/Assessment, a strategy to prepare for and take the assessment, and finally, adequate study material for the assessment itself. The only purpose of this book is to provide a focused approach to help achieve the audience's focused objective: attain Scrum Master Credential at the minimum cost and time. It does not seek to provide an adequate background on Agile methodologies, or a complete description of Scrum

principles and practices. The focus is on providing just as much information as required; just in time. At present, there are two popular organizations providing different types and levels of role-based Scrum credentials: Scrum Alliance (R), and Scrum.org. The CSM (R) credential of Scrum Alliance is the most popular Scrum Master credential today, but acceptance of the PSM credentials (of Scrum.org) is rapidly growing. This book covers CSM (R) requirements in detail, while giving an adequate exposure to the PSM credential/assessment as well. This book is part of series, aimed at providing enough information and knowledge to pass the CSM (R) and/or PSM I Assessments. This book series has been developed primarily from my own experience, taking into account what was most important while preparing for the assessments, as well as while actually taking the assessments. A continual endeavor will be made to enhance to coverage and effectiveness of the content. While this book series is aimed at those interested in Scrum Master Certification, it will be useful for other certification aspirants - Product Owners, Developers - since it provides quite an extensive coverage of Scrum Fundamentals, common to these roles. Provides recommendations and case studies to help with the implementation of Scrum.

This handbook was initially created with the attendees of the ORGANIC agility

Masterclasses, but has evolved to include more and more content that proved valuable to anyone who likes to know more about - organizational resilience, - how to build Leadership into the organization, - which role culture plays in an Agile transformation- how strategy can become a living artifact in every organization- and many more. But be warned. It is not intended for everyone to just pick up and read, since it is dense, but it is meant as a concise collection of theory and practice.

“Our job as Scrum professionals is to continually improve our ability to use Scrum to deliver products and services that help customers achieve valuable outcomes. This book will help you to improve your ability to apply Scrum.” –From the Foreword by Ken Schwaber, co-author of Scrum Mastering Professional Scrum is for anyone who wants to deliver increased value by using Scrum more effectively. Leading Scrum practitioners Stephanie Ockerman and Simon Reindl draw on years of Scrum training and coaching to help you return to first principles and apply Scrum with the professionalism required to achieve its transformative potential. The authors aim to help you focus on proven Scrum approaches for improving quality, getting and using fast feedback, and becoming more adaptable, instead of “going through the motions” and settling for only modest improvements. Whether you’re a Scrum Master, Development Team member, or

Product Owner, you'll find practical advice for facing challenges with transparency and courage, overcoming a wide array of common challenges, and continually improving your Scrum practice. Realistically assess your current Scrum practice, and identify areas for improvement Recognize what a great Scrum Team looks like and get there Focus on "Done"—not "sort-of-Done" or "almost-Done" Measure and optimize the value delivered by every Product Increment Improve the way you plan, develop, and grow Clear away wider organizational impediments to agility and professionalism Overcome common misconceptions that stand in the way of progress Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Proven Solutions for the Most Widespread and Frustrating Agile Challenges
"This book gives you the answers that a wise mentor would have given you, if you had one. Daniel Gullo shares his insights on the principal questions that everyone coming to the world of Agile will inevitably encounter. " –From the foreword by Stephen Denning, author of *The Leader's Guide to Radical Management* Agile is becoming ubiquitous, but successful Agile implementation remains difficult. Organizations keep getting stuck on the same issues. However, with *Real World Agility: Practical Guidance for Agile Practitioners*, that need not

happen to you. World-renowned Agile coach and consultant Daniel James Gullo identifies and addresses nearly sixty widespread challenges faced by anyone trying to derive value from Agile. Drawing on his vast experience guiding Agile teams to success, Gullo helps you accurately diagnose your problems, describes each solution with maximum clarity, and concisely presents the details you need in order to act effectively. This accessible guide is for every project participant and stakeholder: from ScrumMasters and team leads to developers, project managers, product owners, and customers. Gullo addresses methods ranging from Scrum to Kanban, guides you on scaling Agile, and even helps you apply it beyond software development. Coverage includes Making sense of Agile's many "flavors" Overcoming key hurdles in transitioning from waterfall Addressing cultural obstacles Meshing Agile teams with your management hierarchy Engaging executives with Agile practices and values Clarifying relationships among ScrumMasters, product owners, and project managers Smoothly handling key tasks, such as organizing backlogs and defining sprints Taking advantage of continuous integration and test-driven development Bringing Agile to distributed teams and large product portfolios Throughout, vignettes show exactly how Agile problems manifest in the real world—and how Gullo's solutions can help you overcome them. As you learn from others' experiences, you'll quickly begin to

see a clear path to success.

Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive

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

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.

A radical new management model for twenty-first century leaders Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management. Author outlines the basic seven principles of continuous innovation The book describes more than seventy supporting practices Denning offers a rethinking of management from first principles This book is written by the author of *The Secret Language of Leadership*—a Financial Times Selection in Best Books of 2007.

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?

CSM(R) (CERTIFIED SCRUMMASTER) EXAM PRACTICE QUESTIONSHOW TO PASS CSM(R) (CERTIFIED SCRUMMASTER) IN 2 WEEKSThiyagarajan Perumal MBA, PMP, PMI-ACP, CSM, ITIL, 6 Sigma Black Belt, PRINCE2 Practitioner, CBAPIf you're preparing to take the CSM(R) Exam, on your way to earning a CSM(R) (Certified Scrum Master) certification, you must download this useful resource.You are guaranteed to find these and more from the CSM(R) (CERTIFIED SCRUMMASTER) EXAM PRACTICE QUESTIONS, your ticket to passing your CSM(R) exam.The author, a CSM himself, has compiled the necessary information into a single, concise course to help you achieve your goals. Master the Knowledge and Information Needed to Pass CSM(R) Exam - Without FailAbout the book: Whether you are a beginner or near the point of taking the certification exam, you will find this book beneficial. It can be used to

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prep you along the way, assuring your success when you do challenge the exam. Take a look at what is included: -5 CSM(R) Practice Exam (300 Questions with Answers) -Total 375 + Practice CSM(R) Questions with Detailed Answers-Key concepts in Scrum/Agile-Based on Scrum Alliance CSM(R) Syllabus-Flashcard Practice Questions -Extended Glossary -Free PMI-ACP(R) Practice Questions -Free PMP(R) Practice Questions It's an essential resource for Information Technology (IT) Project Managers, and anyone practicing the Project Management & Agile Principles/Manifesto, SCRUM, and CSM(R) Exam. A word about the author: Thiyagarajan, as friends and co-workers know him, is passionate about his work and life, in general. He's traveled these same educational roads and understands the importance of setting and achieving goals. As a highly certified leader in the Agile/SCRUM community, he is offering his help to further the education of new students, adding vitality and 'new blood' to the profession. Don't hesitate to build self-confidence, save valuable time, and take the next step to fulfill your career goals - purchase Thiyagarajan's book and set the worry aside. Adopting the latest agile tools and practices won't be enough to respond to rapid market change. Leaders must first lay the groundwork by creating the right environment for these tools to work. Many managers struggle to install the underlying organizational operating system for business agility. High-performing agile organizations depend on the strength of six key enabling factors: leadership, culture, structure, people, governance, and ways of working. This book explains why these factors are important

and how they work together to increase organizational agility. Real-world examples, stories, and tools will help leaders get realistic about the scope of changes needed in their organizations and show them how to get started. Karim Harbott does not offer a book of recipes. Instead, he focuses on mindset, principles, and general patterns. This book summarizes of the most important factors in increasing organizational agility and why they work, which leaders will need to consider in a so-called agile transformation. Because every organization is different, each will have its own route to agility and high performance. Managers will need to tackle all the areas that are crucial to creating an environment in which any chosen approach can work.

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.

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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.

An unstoppable business revolution is under way--and it is Agile. Sparking dramatic improvements in quality, innovation, and speed-to-market, the Agile movement has helped companies both large and small learn to connect everyone and everything . . . all the time. With rapidly evolving consumer needs and technology that is that is being updated quicker than ever before, businesses are recognizing how vitally essential it is adapt. And adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing needs. Filled with examples from every sector, *The Age of Agile* helps readers: • Master the three laws of Agile Management (team, customer, network) • Embrace the new mindset • Overcome constraints • Employ meaningful metrics • Make the entire organization Agile • And more! Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

This is the eBook of the printed book and may not include any media, website access codes, or print supplements that may come packaged with the bound book. *The Fast, Focused,*

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Practical Guide to Excellence with Scrum The Great ScrumMaster: #ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching Operate effectively as a ScrumMaster at all levels: team, relationships, and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams, and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools Whether you're a long-time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register your product at informit.com/register for convenient access to downloads, updates,

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and corrections as they become available

This workbook is intended for use during an instructor-led course. For licensing of the instructor materials (e.g. slides, etc.), please contact Jack Caine at jackjcaine@gmail.com This workbook is designed for those that have fundamental agile and scrum knowledge and wish to increase their knowledge and understanding to perform in the role of ScrumMaster through an instructor-led course. Students that are preparing to take a ScrumMaster certification exam (PSM1) or re-take one (PSM1 or CSM), will benefit from this workbook. This workbook should be used as a gateway towards more advanced role-based training in agile and/or scrum. This workbook follows the published learning objectives set forth under the following courses: *SA-CSM Scrum Alliance's Certified Scrum Master Course (CSM) *SO-PSM 1 Scrum.Org's Scrum Professional Scrum Master Course (PSM 1) As time permits, and at the discretion of the instructor, additional content may be pulled from the Agile & Scrum Fundamentals (ASF) Workbook during the course to fill in gaps in the knowledge or understanding of the students. The basics of being a ScrumMaster are fairly straightforward: At face value all a ScrumMaster needs to do is facilitate the Scrum process and remove impediments. But being a great ScrumMaster, one who truly embodies the principles of servant-leadership and helps nurture a high-performing team, is much harder and more elusive. In this second edition of his groundbreaking book, Geoff shares an updated collection of stories and practical guidance, drawn from twenty years of coaching Scrum teams that will guide you on your path to greatness. In this book you will learn: The skills and characteristics of great ScrumMasters How to generate, maintain and increase engagement from the team How to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums. How to foster a

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more creative and collaborative team
How to increase the performance of the team
How to know when you are a successful ScrumMaster
Scrum Mastery is for practicing ScrumMasters who want to develop themselves into a great servant-leader capable of taking their teams beyond simple process compliance.
Mike Cohn, in his foreword for the book, said: "Most books rehash well-trod territory and I don't finish them any wiser. I am positive I will be referring back to this book for many years"
Roman Pichler said: "I am thoroughly impressed with how comprehensive and well-written the book is. It will be indispensable for many people"
Enterprise-Scale Agile Software Development is the collective sum of knowledge accumulated during the full-scale transition of a 1400-person organization to agile development—considered the largest implementation of agile development and Scrum ever attempted anywhere in the world. Now James Schiel, a certified Scrum trainer and member of the Scrum Alliance, draws from his experience at the helm of that global four-year project to guide you and your organization through the transition. He lends his insight on how you can use Scrum as an organizational framework and implement XP practices to define how software is written and tested. He provides key information and tools to assess potential outcomes and then make the best corresponding choices in any given situation. Schiel sequences chapters to match typical developmental progression, and in addition to practical guidance, he provides a tool kit from which you can take ideas and select what works for you. Covering quality development practices based on ISO 9001, which help you create consistently high-quality software in a cost-efficient manner, this invaluable resource shows you how to—
Improve project management practices and product quality assurance
Adopt new management methods and requirements
Involve your current customers in development, while inviting new ones
Much

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more than a mere "body of knowledge," this volume goes beyond standardizing agile and Scrum practices. It breaks up the process into manageable tasks, illustrating how to set the stage for the change, plan it, and then initiate it. Using the methods and information presented, any organization should be able to achieve a nearly seamless transition to agile.

A practical field guide to the practice of scrum, an agile software project management methodology.

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days—and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive

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Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Today's world is complex, fast-changing, and radically unpredictable. Fixed, hierarchical organisations can't survive in a world like that: only radically agile organisations with more local autonomy, more widely-distributed decision-making, and strongly shared goals can succeed. Those organisations need to be managed in radically different ways. Agile leaders find their strength not in positional power, but in their ability to leverage influence. They recognise the critical roles of culture and organisational design, and have transformed their own mindsets to handle complexity and be comfortable with leading a "flotilla of autonomous boats" rather than one huge "tanker." In *The Agile Leader*, world-renowned agile leadership consultant Zuzana Sochová teaches the skills and mindsets you need to be a great agile leader in a great agile organisation. Sochová teaches through inspirational examples that draw on her experiences working with leaders in organisations of all sizes, in multiple industries. You'll learn how to unleash your own leadership potential, align organisational development with the goal of greater agility, strengthen your skills as a catalyst, build community, apply radical transparency where it makes sense, and infuse agility throughout business functions ranging from HR to finance.

Improving the performance of your employees involves one of the hardest challenges in the known universe: changing the way they think. In constant demand as a coach, speaker, and consultant to companies around the world, David Rock has proven that the secret to leading people (and living and working with them) is found in the space between their ears. "If people are being paid to think," he writes, "isn't it time the business world found out what the thing

doing the work, the brain, is all about?" Supported by the latest groundbreaking research, Quiet Leadership provides a brain-based approach that will help busy leaders, executives, and managers improve their own and their colleagues' performance. Rock offers a practical, six-step guide to making permanent workplace performance change by unleashing higher productivity, new levels of morale, and greater job satisfaction.

This is the digital copy of the printed book (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust. One tool is Kerth's Prime Directive: Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive, often emotionally charged issues that arise as

teams relive and learn from each project.

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. Estimating software development often produces more angst than value, but it doesn't have to. Identify the needs behind estimate requests and determine how to meet those needs simply and easily. Choose estimation techniques based on current needs and available information, gaining benefit while reducing cost and effort. Detect bad assumptions that might sink your project if you don't adjust your plans. Discover what to do when an estimate is wrong, how to recover, and how to use that knowledge for future planning. Learn to communicate about estimates in a healthy and productive way, maximizing advantage to the organization and minimizing damage to the people. In a world where most developers hate estimation and most managers fear disappointment with the results, there is hope for both. It requires giving up some widely held misconceptions. Let go of the notion that "an estimate is an estimate" and estimate for the particular need you, and your organization, have. Realize that estimates have a limited shelf-life, and reestimate frequently if it's important. When reality differs from your estimate, don't lament; mine that disappointment for the gold that can be the longer-term jackpot. Estimate in comparison to past experience, by modeling the work mathematically, or a hybrid of both. Learn strategies for effective decomposition of work

and aspects of the work that likely affect your estimates. Hedge your bets by comparing the results of different approaches. Find out what to do when an estimate proves wrong. And they will. They're estimates, after all. You'll discover that you can use estimates to warn you of danger so you can take appropriate action in time. Learn some crucial techniques to understand and communicate with those who need to understand. Address both the technical and sociological aspects of estimation, and you'll help your organization achieve its desired goals with less drama and more benefit. What You Need: No software needed, just your past experience and concern for the outcomes.

Examining the questions most commonly asked by students attending Certified Scrum Master (CSM) and Certified Scrum Product Owner (CSPO) classes, The ScrumMaster Study Guide provides an accessible introduction to the concepts of Scrum and agile development. It compiles the insights gained by the author in teaching more than 100 CSM classes and countless seminars. Describing how to sell agile development to upper management and customers, the book illustrates real-world implementation of agile development, addressing the roles and responsibilities of each team member as well as some of the things that can go wrong in an implementation. Focuses on running Scrum projects in an agile environment Covers agile development, team building, and transitioning to Scrum and agile Explains how to adapt Scrum and agile to your work environment Describes how to measure individual and team productivity Illustrates the

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functions of a Scrum team on a day-to-day basis This book is intended for newly minted ScrumMasters, product owners, and students about to attend a CSM or CSPO class as well as developers and managers who want to sharpen their skills. Scrum is a simple framework and agile development is simply a concept; successful implementation requires more than just the training you can get in a CSM class or a workshop. Helping you understand key aspects of agile development and Scrum that might have previously been difficult to comprehend, this book is the ideal starting point for finding the answers you need for agile software development in your organization.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

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