

# Agile Product Management With Scrum Creating Products That Customers Love Addison Wesley Signature Series Cohn

**Team Mastery** Geoff Watts 2021-01-16 Great Teams Need SQUAD Depth If you have ever been part of a great team you will know it is exponentially better than being part of a mediocre team. Teams are at the heart of working in complex domains and are essential to the success of agile approaches yet relatively few teams achieve greatness. Agile and leadership coach Geoff Watts has pulled together his many years of experience with all sorts of teams from software, to product development, from medical teams to sports teams and has identified five common characteristics of great teams: Self-Improvement Quality Unity Audacity Delivery Please note this book does NOT contain milestone cards. These can be purchased separately.

**Strategize: Product Strategy and Product Roadmap Practices for the Digital Age** Roman Pichler 2022-09-07 Create a winning game plan for your digital products with *Strategize: Product Strategy and Product Roadmap Practices for the Digital Age*, 2nd edition. Using a wide range of proven techniques and tools, product management expert Roman Pichler explains how to create a winning product strategy and actionable roadmap. Comprehensive and insightful, the book will enable you to make the right strategic decisions in today's dynamic digital age. If you work as a product manager, Scrum product owner, product portfolio manager, head of product, or product coach, then this book is for you. What you will learn: \* Create an inspiring vision for your product. \* Develop a product strategy that maximises the chances of launching a winning product. \* Successfully adapt the strategy across the product life cycle to achieve sustained product success. \* Measure the value your product creates using the right key performance indicators (KPIs). \* Build an actionable outcome-based product roadmap that aligns stakeholders and directs the product backlog. \* Regularly review the product strategy and roadmap and keep them up-to-date. Written in an engaging and easily accessible style, *Strategize* offers practical advice and valuable examples so that you can apply the practices directly to your products. This second, revised, and extended edition offers new concepts, more tools, and additional tips and examples. Praise for *Strategize*: "Strategize offers a comprehensive approach to product strategy using the latest practices geared specifically to digital products. Not just theory, the book is chock-full of real-world examples, making it easier to apply the principles to your company and products. *Strategize* is essential reading for everyone in charge of products: product executives, product managers, and product owners." Steve Johnson, Founder at Under10 Consulting. "Whether you are new to product management or an experienced practitioner, *Strategize* is a must read. You are guaranteed to get new ideas about how to develop or improve your product strategy and how to execute it successfully. It's an essential addition to every product manager's reading list." Marc Abraham, Senior Group Product Manager at Intercom.

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

**Agile Software Requirements** Dean Leffingwell 2010-12-27 "We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation." -From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the "big picture" of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger "systems of systems," application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now—whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

**The Professional Product Owner** Don McGreal 2018-06-04 *The Professional Product Owner's Guide to Maximizing Value with Scrum* "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In *The Professional Product Owner*, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the "outside in," using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner's role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum's Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team's work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

**Professional Scrum Development with Azure DevOps** Richard Hundhausen 2021-02-15 Master proven processes for improving development with Scrum and Azure DevOps This guide can help any development team plan, track, and manage work far more effectively, by combining today's leading agile framework (Scrum) and Microsoft's ALM/DevOps toolset (Azure DevOps). Renowned Scrum expert Richard Hundhausen thoroughly covers team formation, backlogs, Sprints, test plans, collaboration, flow, continuous improvement, Azure Boards, Azure Test Plans, and the real-world tradeoffs associated with DevOps. Throughout, you'll find practical, in-the-trenches tips from experienced Professional Scrum Developers. To make this guide even more valuable, Hundhausen has organized it to complement Scrum.org's popular Professional Scrum Developer (PSD) program, which he created with Scrum.org's Ken Schwaber, author of this book's Foreword. Professional Scrum Trainer Richard Hundhausen shows how to:

Deepen your understanding of the Scrum framework and Professional Scrum as based on the 2020 Scrum Guide. Provide proven work item planning and tracking, and quickly drive value from Azure Boards Improve your Scrum “pre-game”: the tasks you'll perform before your first Sprint Use Azure DevOps to create and manage backlogs, plan Sprints, and collaborate throughout them Improve at scale with Scaled Professional Scrum and the Nexus scaled Scrum framework Recognize which practices are still most efficiently performed without tools Define and optimize team flow, overcome common dysfunctions, and evolve into a high-performance Professional Scrum Team About This Book For everyone who works with or relies on Scrum, including developers, designers, architects, testers, business analysts, Product Owners, Scrum Masters, managers, and other stakeholders Focuses primarily on using Scrum for software products, but can support development of adaptive solutions for any complex problem performance Professional Scrum Team

**The Scrum Field Guide** Mitch Lacey 2015-12-22 Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of “done” Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

**The Epic Guide to Agile** Dave Todaro 2019-04-19 Tired of out-of-touch Scrum training that doesn't work? Discover practical agile delivery techniques to make your software shine. Has your excitement over Scrum led to nothing but disappointment? Have months of agile training still left your company far short of optimal efficiency? Do you feel like your leaders and developers are speaking a completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your company reap the benefits of his experience. The Epic Guide to Agile: More Business Value on a Predictable Schedule with Scrum is a comprehensive guide to software-based team dynamics that both leaders and developers can understand. Unlike most agile training that doesn't work in practice, Todaro's step-by-step playbook rises above theory to save you time and money. Perfect for any sized business or level of experience, you'll get to the crux of each Scrum issue to have your team running sprints more efficiently than ever. In The Epic Guide to Agile, you'll discover: Personal examples and anecdotes to tackle problems at their source Effective ways to introduce agile and Scrum into your organization with the right pilot team The exact system to achieve productive sprint planning sessions The typical issues that can doom your product and how to conquer them The best technical environment setups to support your software project groups and much, much, more! The Epic Guide to Agile is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave Todaro's extraordinary and practical guidebook. Buy The Epic Guide to Agile to take your team into the Scrum age today!

**Scrum Shortcuts without Cutting Corners** Ilan Goldstein 2013-07-05 Practical, Step-by-Step Scrum Techniques for Improving Processes, Actions, and Outcomes The widespread adoption and success of Scrum can be attributed in large part to its perceived intuitiveness and simplicity. But when new Scrum practitioners attempt to apply Scrum theory and high-level approaches in actual projects, they often find it surprisingly difficult. In Scrum Shortcuts without Cutting Corners, Scrum expert Ilan Goldstein helps you translate the Scrum framework into reality to meet the Scrum challenges your formal training never warned you about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks you through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more. Whatever your role, Scrum Shortcuts without Cutting Corners will help you take your Scrum skills to the next level and achieve better results in any project you participate in.

**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?

**Essential Scrum** Kenneth S. Rubin 2012 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.

**Crystal Clear** Alistair Paul Becker 2004-10-19 Carefully researched over ten years and eagerly anticipated by the agile community, Crystal Clear: A Human-Powered Methodology for Small Teams is a lucid and practical introduction to running a successful agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360o, and the essential Reflection Workshop Question-and-answer with the author about how he arrived at these recommendations, including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

**How to Lead in Product Management: Practices to Align Stakeholders, Guide Development Teams, and Create Value Together** Roman Pichler 2020-03-10 This book will help you become a better product leader. Benefitting from Roman Pichler's extensive experience, you will learn how to align stakeholders and guide development teams even in challenging circumstances, avoid common leadership mistakes, and grow as a

leader. Written in an engaging and easily accessible style, *How to Lead in Product Management* offers a wealth of practical tips and strategies. Through helpful examples, the book illustrates how you can directly apply the techniques to your work. Coverage includes: \* Choosing the right leadership style \* Cultivating empathy, building trust, and influencing others \* Increasing your authority and empowering others \* Directing stakeholders and development teams through common goals \* Making decisions that people will support and follow through \* Successfully resolving disputes and conflicts even with senior stakeholders \* Listening deeply to discover and address hidden needs and interests \* Practising mindfulness and embracing a growth mindset to develop as a leader

Praise for *How to Lead in Product Management*: "Roman has done it again, delivering a practical book for the product management community that appeals to both heart and mind. *How to Lead in Product Management* is packed with concise, direct, and practical advice that addresses the deeper, personal aspects of the product leadership. Roman's book shares wisdom on topics including goals, healthy interactions with stakeholders, handling conflict, effective conversations, decision-making, having a growth mindset, and self-care. It is a must read for both new and experienced product people." ~Ellen Gottesdiener, Product Coach at EBG Consulting

"Being a great product manager is tough. It requires domain knowledge, industry knowledge, technical skills, but also the skills to lead and inspire a team. Roman Pichler's *How to Lead in Product Management* is the best book I've read for equipping product managers to lead their teams." ~Mike Cohn, Author of *Succeeding with Agile, Agile Estimating and Planning, and User Stories Applied*

"This is the book that has been missing for product people. Roman has created another masterpiece, a fast read with lots of value. It's a must read for every aspiring product manager." ~Magnus Billgren, CEO of Tolpagorni Product Management

"*How to Lead in Product Management* is for everyone who manages a product or drives important business decisions. Roman lays out the key challenges of product leadership and shows us ways of thoughtfully working with team members, stakeholders, partners, and the inevitable conflicts." ~Rich Mironov, CEO of Mironov Consulting and "Smokejumper" Head of Product

**Agile Portfolio Management** Jochen Krebs 2008-07-16 Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

*More Agile Testing* Janet Gregory 2014-09-30 Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, *Agile Testing*. Now, in *More Agile Testing*, they reflect on all they've learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You'll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You'll come away understanding • How to clarify testing activities within the team • Ways to collaborate with business experts to identify valuable features and deliver the right capabilities • How to design automated tests for superior reliability and easier maintenance • How agile team members can improve and expand their testing skills • How to plan "just enough," balancing small increments with larger feature sets and the entire system • How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects • How to address challenges within your product or organizational context • How to perform exploratory testing using "personas" and "tours" • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them

The eBook edition of *More Agile Testing* also is available as part of a two-eBook collection, *The Agile Testing Collection* (9780134190624).

**Agile Retrospectives** Esther Derby 2006-07-26 Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

**Implementing Lean Software Development** Mary Poppendieck 2006-09-01 "This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of *Agile Estimating and Planning*

"As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of *Design Patterns Explained*

"I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde

"The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler

"In *Implementing Lean Software Development*, the Poppendiecks explore more deeply the themes they introduced in *Lean Software Development*. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant

In 2003, Mary and Tom Poppendieck's *Lean Software Development* introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers

*Implementing Lean Software Development* is indispensable to anyone who wants more effective development processes—managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

**Large-Scale Scrum** Craig Larman 2016-09-30 The Go-To Resource for Large-Scale Organizations to Be Agile Rather than asking, "How can we do agile at scale in our big complex organization?" a different and deeper question is, "How can we have the same simple structure that Scrum offers for the organization, and be agile at scale rather than do agile?" This profound insight is at the heart of LeSS (Large-Scale Scrum). In *Large-Scale Scrum: More with LeSS*, Craig Larman and Bas Vodde have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to

anyone involved in large-scale development, *Large-Scale Scrum: More with LeSS*, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

*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.

*Product Leadership* Richard Banfield 2017-05-12 In today's lightning-fast technology world, good product management is critical to maintaining a competitive advantage. Yet, managing human beings and navigating complex product roadmaps is no easy task, and it's rare to find a product leader who can steward a digital product from concept to launch without a couple of major hiccups. Why do some product leaders succeed while others don't? This insightful book presents interviews with nearly 100 leading product managers from all over the world. Authors Richard Banfield, Martin Eriksson, and Nate Walkingshaw draw on decades of experience in product design and development to capture the approaches, styles, insights, and techniques of successful product managers. If you want to understand what drives good product leaders, this book is an irreplaceable resource. In three parts, *Product Leadership* helps you explore: Themes and patterns of successful teams and their leaders, and ways to attain those characteristics Best approaches for guiding your product team through the startup, emerging, and enterprise stages of a company's evolution Strategies and tactics for working with customers, agencies, partners, and external stakeholders

*User Story Mapping* Jeff Patton 2014-09-05 User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

*Agile Estimating and Planning* Mike Cohn 2005-11-01 *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 Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

*Agile Product Management with Scrum* Roman Pichler 2010-03-11 *The First Guide to Scrum-Based Agile Product Management* In *Agile Product Management with Scrum*, leading Scrum consultant Roman Pichler uses real-world examples to demonstrate how product owners can create successful products with Scrum. He describes a broad range of agile product management practices, including making agile product discovery work, taking advantage of emergent requirements, creating the minimal marketable product, leveraging early customer feedback, and working closely with the development team. Benefitting from Pichler's extensive experience, you'll learn how Scrum product ownership differs from traditional product management and how to avoid and overcome the common challenges that Scrum product owners face. Coverage includes Understanding the product owner's role: what product owners do, how they do it, and the surprising implications Envisioning the product: creating a compelling product vision to galvanize and guide the team and stakeholders Grooming the product backlog: managing the product backlog effectively even for the most complex products Planning the release: bringing clarity to scheduling, budgeting, and functionality decisions Collaborating in sprint meetings: understanding the product owner's role in sprint meetings, including the dos and don'ts Transitioning into product ownership: succeeding as a product owner and establishing the role in the enterprise This book is an indispensable resource for anyone who works as a product owner, or expects to do so, as well as executives and coaches interested in establishing agile product management.

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

*Swipe to Unlock* Neel Mehta 2017 WANT A NON-CODING JOB AT A TECH COMPANY? Interested in product management, marketing, strategy, or business development? The tech industry is the place to be: nontechnical employees at tech companies outnumber their engineering counterparts

almost 3 to 1 (Forbes, 2017). You might be worried that your lack of coding skills or tech industry knowledge will hold you back. But here's the secret: you don't need to learn how to code to break into the tech industry. Written by three former Microsoft PMs, *Swipe to Unlock* gives you a breakdown of the concepts you need to know to crush your interviews, like software development, big data, and internet security. We'll explain how Google's ad targeting algorithm works, but Google probably won't ask you how to explain it in a non-technical interview. But they might ask you how you could increase ad revenue from a particular market segment. And if you know how Google's ad platform works, you'll be in a far stronger position to come up with good growth strategies. We'll show you how Robinhood, an app that lets you trade stocks without commission, makes money by earning interest on the unspent money that users keep in their accounts. No one will ask you to explain this. But if someone asks you to come up with a new monetization strategy for Venmo (which lets you send and receive money without fees), you could pull out the Robinhood anecdote to propose that Venmo earn interest off the money sitting in users' accounts. We'll talk about some business cases like why Microsoft acquired LinkedIn. Microsoft interviewers probably won't ask you about the motive of the purchase, but they might ask you for ideas to improve Microsoft Outlook. From our case study, you'll learn how the Microsoft and LinkedIn ecosystems could work together, which can help you craft creative, impactful answers. You could propose that Outlook use LinkedIn's social graph to give salespeople insights about clients before meeting them. Or you could suggest linking Outlook's organizational tree to LinkedIn to let HR managers analyze their company's hierarchy and figure out what kind of talent they need to add. (We'll further explore both ideas in the book.) Either way, you're sure to impress. Learn the must know concepts of tech from authors who have received job offers for Facebook's Rotational Product Manager, Google's Associate Product Marketing Manager, and Microsoft's Program Manager to get a competitive edge at your interviews!

**Agile Software Development Quality Assurance** Stamelos, Ioannis G. 2007-02-28 "This book provides the research and instruction used to develop and implement software quickly, in small iteration cycles, and in close cooperation with the customer in an adaptive way, making it possible to react to changes set by the constant changing business environment. It presents four values explaining extreme programming (XP), the most widely adopted agile methodology"--Provided by publisher.

**Succeeding with Agile** Mike Cohn 2010 Proven, 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive, realistic, actionable guide to starting fast with Scrum and agile-and then succeeding over the long haul. Leading agile consultant and practitioner Mike Cohn presents detailed recommendations, powerful tips, and real-world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work. Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum. Cohn covers every facet of the transition: getting started, helping individuals transition to new roles, structuring teams, scaling up, working with a distributed team, and finally, implementing effective metrics and continuous improvement. Throughout, Cohn presents "Things to Try Now" sections based on his most successful advice. Complementary "Objection" sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns. Coverage includes Practical ways to get started immediately-and "get good" fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing "improvement communities" of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

**Unlocking Agility** Jorgen Hesselberg 2018-07-11 Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more. • Balance building the right thing, the right way, at the right speed • Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture • Promote agile skills, knowledge, and abilities throughout your workforce • Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting • Leverage business agility metrics to affect norms and change organizational culture • Establish your Agile Working Group, the engine of agile transformation • Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

**The Art of Avoiding a Train Wreck (paperback)** Em Campbell-Pretty

**The Great ScrumMaster** Zuzana Sochova 2016-12-28 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, 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 fulladvantage 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](http://informit.com/register) for convenient access to downloads, updates, and corrections as they become available

**Tribal Unity (paperback)** Em Campbell-Pretty 2016-10-11 Are you ready to create a one team culture? Tribal Unity is a real world, practical guide for leaders committed to making their organisation a great place to work. Based in the true story of how one inspiring leader transformed a highly toxic organisational culture, into an internationally recognised case study of success. Tribal Unity shares proven patterns that are revolutionising the way teams of teams connect and perform. Em Campbell-Pretty is an internationally acclaimed business strategist, speaker and one of Australia's leading Enterprise Agile consultants. After 20 years in senior business roles within multinational blue chip corporations, Em discovered Agile and became passionate about the chance it provides to align business and IT around the delivery of value. Today Em is instrumental in empowering Australia's largest enterprises in improving the effectiveness of their teams.

**Scrum** Jeff Sutherland 2014-08-28 The definitive book on the Scrum methodology from its co-creator and the CEO of Scrum, Inc., Jeff Sutherland. Scrum is the revolutionary approach to project management and team building that has helped to transform everything from software companies to the US military to healthcare in major hospitals. In this bestselling productivity bible, its originator, Jeff Sutherland, explains precisely and step-by-step how it operates - and how it can be made to work for anyone, whether you're working from the office or from home. He explains how to define

precisely what it is that you are seeking to achieve, how to set up the team to achieve it, and how to monitor progress until the project is successfully completed. Filled with practical examples drawn from all types and organisation, Scrum will make you rethink the fundamentals of successful management - and show you how to get things done. Every organisation, whatever its size, constantly has to come to grips with delivering a product or service on time and on budget. Scrum shows you how. \_\_\_\_\_ 'Full of engaging stories and real-world examples. The project management method known as Scrum may be the most widely deployed productivity tool among high-tech companies. On a mission to put this tool into the hands of the broader business world for the first time, Jeff Sutherland succeeds brilliantly.' - ERIC RIES, New York Times bestselling author of THE LEAN STARTUP 'Engaging, persuasive and extremely practical . . . Scrum provides a simple framework for solving what seem like intractable and complicated work problems. Amazingly, this book will not only make your life at work and home easier, but also, better and happier.' - SHAWN ACHOR, New York Times bestselling author of BEFORE HAPPINESS and THE HAPPINESS ADVANTAGE 'Scrum is mandatory reading for any leader, whether they're leading troops on the battlefield or in the marketplace. The challenges of today's world don't permit the luxury of slow, inefficient work. Success requires tremendous speed, enormous productivity, and an unwavering commitment to achieving results. In other words, success requires Scrum.' - U.S. General BARRY McCAFFREY 'Jeff Sutherland is the master of creating high-performing teams. The subtitle of this book understates Scrum's impact. If you don't get three times the results in one-third the time, you aren't doing it right!' - SCOTT MAXWELL, Founder & Senior Managing Director, OpenView Venture Partners 'This deceptively simple system is the most powerful way I've seen to improve the effectiveness of any team. I started using it with my business and family halfway through reading the book. - LEO BABAUTA, creator of ZEN HABITS '[Scrum] dramatically increases productivity while reducing employees' frustrations with the typical corporate nonsense. This book is the best description I've seen of how this process can work across many industries. Senior leaders should not just read the book - they should do what Sutherland recommends.' - PROFESSOR JEFFREY PFEFFER, Stanford Business School; co-author of THE KNOWING-DOING GAP

*The Mastery of Innovation* Katherine Radeka 2012-10-11 What do Ford Motor Company, Steelcase, Scania, Goodyear, Novo Nordisk, and Philips Electronics have in common? They all need to get their best ideas to market as fast as possible. They need to achieve the mastery of innovation. When these companies needed to accelerate time-to-market, get more new products to customers, and improve their ROI from in

**Mastering Product Management: A Step-By-Step Guide** Kevin Brennan 2019-10-25 Mastering Product Management: A Step-by-Step Guide offers practical, real-world advice on how to create and capture value as a Product Manager. It covers the full product life cycle, from idea discovery through end-of-life. Each section is scannable and concise, around two to three pages. Rather than diving deep into the theoretical background of a given area, it serves as a checklist of the key steps a Product Manager should take to complete a given task. - Source new ideas that succeed - Set a compelling product vision and strategy - Search for profitable new business models - Become a market expert - Effectively manage roadmaps - Ensure a successful product launch - Understand value and price profitably - Build and manage high-performance teams - And much more! This book is a convenient reference guide that you can use throughout your workday. It's meant for Product Managers of all levels and for anyone wishing to understand what it takes to define, develop, launch, and market new products successfully.

User Stories Applied Mike Cohn 2004-03-01 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.

**Scrum Mastery** Geoff Watts 2021-09 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 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"

*The Product Manager's Survival Guide: Everything You Need to Know to Succeed as a Product Manager* Steven Haines 2013-06-12 FORGE A POWERFUL STRATEGY TO BECOME A PRODUCT MANAGER WHO DELIVERS RESULTS The world of business is moving at breakneck speed. More is being demanded of everyone--with fewer resources than ever. In no profession is this more apparent than Product Management. Written by one of today's leading Product Management thought-leaders, Steven Haines, The Product Manager's Survival Guide provides best practices, practical on-the-job advice, and a step-by-step blueprint for succeeding in Product Management. Whatever your level of experience--whether you're a novice product manager or seasoned Product Management leader--you'll find everything you need to make consistent positive impacts on your business. With this practical guide in your hands, you have the most powerful tool available for increasing your productivity quickly and dramatically--in a way that is noticeable and measurable. The Product Manager's Survival Guide is conveniently organized into four sections: I. Getting Your Bearings: Map out your plan to begin the journey to success II. Learning the Product's Business: Go beyond features and functions to become the product expert, customer advocate, and domain expert III. Getting Work Done: Synchronize and orchestrate the work of others to help everyone maintain focus on company goals IV. Moving Forward: Round out your experience to take the next critical steps in your Product Management career The only way to excel as a product manager is to develop a strategy for the long run. Start formulating one now and you will be well ahead of your competition--internally and externally. The Product Manager's Survival Guide gives you the tools and insight you need to start putting the pieces in place now--so you can succeed well into the future.

**Product Mastery** Geoff Watts 2021-09 Scrum is the most successful framework for agile product development and much has been written about how to follow the Scrum process but the key to success is in the leadership skills of the product owner. Product Mastery explores the traits of the best product owners offering an insight into the difference between good and great product ownership and explaining how the best product owners are DRIVEN to be successful. In a follow up to the hugely successful Scrum Mastery, Geoff Watts shares more enlightening case studies on how to be: Decisive with incomplete information. Ruthless about maximizing value and minimizing risk. Informed about your product's domain. Versatile in your leadership style. Empowering of project stakeholders. Negotiable while you pursue your vision. This is essential reading for anyone involved in an agile product development effort. Geoff Watts has been a thought leader in the agile development space for many years and his books, training and coaching have helped thousands of teams across the world deliver better products more effectively. Geoff is the author of Scrum Mastery: From Good to Great Servant-Leadership and The Coach's Casebook: Mastering The Twelve Traits That Trap Us, a winner of the 2016 International Book Awards. "Product Mastery is a great book to read if you want to understand how a great Product Owner works. Whether you are hiring a Product

Owner or want to be a great Product Owner, the insights that Geoff Watts shares in this book should be your guide."--Jeff Sutherland, Co-Creator of Scrum and author of Scrum: The Art of Doing Twice The Work in Half the Time"Geoff has done a great job at distilling the soft skills product owners need to succeed. His new book is packed with practical advice to advance your skills and become a truly great product owner."- Roman Pichler, Author of Strategize and Agile Product Management with Scrum.

Agile Software Development Alistair Cockburn 2002 Alastair Cockburn offers advice on bringing difficult software development projects to a successful conclusion with a minimum of stress. The volume is based on over 10 years of interviewing software project teams.

The Art of Agile Product Ownership Allan Kelly 2019-09-27 Every product owner faces a complex and unique set of challenges within their team. This provides each individual the opportunity to fill the role with different ambitions, skills, and insights. Your product ownership journey can take a variety of paths, and The Art of Agile Product Ownership is here to be your guide. Author Allan Kelly, who delivers Agile training courses to major companies, pulls from his experience to help you discover what it takes to be a successful product owner. You will learn how you need to define your role within a team and how you can best incorporate ownership with strategy. With the Agile method, time is the key factor, and after using the lessons from this book you will confidently be able to synthesize features, functionality, and scope against delivery. You will find out how other team members such as the UX designer and business analyst can support and enhance your role as product owner, and how every type of company structure can adapt for optimal agility. The Art of Agile Product Ownership is a beacon for current product owners, programmers who are ready to take the next step towards ownership, and analysts transitioning into the product space. This book helps you determine for yourself the best way to fill the product owner role so that you utilize your unique combination of skills. Product ownership is central to a successful Agile team, and after reading this book, you will be more than ready for the challenge. What You Will LearnExplores activities the product owner needs to do in order to write good and valuable user storiesIdentifies skills product owners can learn from product managers and business analystsDemonstrates how to make decisions based on business and customer demand rather than technical needs and feasibility Who This Book Is ForThis is a book for anyone becoming a product owner: developers and programmers, who, after some years at the code-face, are ready to step up to the next stage to own the product that they have been coding. Business Analysts and Product Managers who see themselves transitioning into the a product owner role will find value in this book in understanding their new role and how the work is the same and how it is different

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