

The Elements Of Scrum Chris Sims

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change* provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions*, provides readers with practical information they can use to get benefits from the most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. BookAuthority named *Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions* "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning Solutions, Innovation Management, and additional media publications. In *Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked*

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Business Agility to Thrive in an Era of Rapid Change, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

MORE THAN ONE MILLION COPIES IN PRINT • “One of the seminal management books of the past seventy-five years.”—Harvard Business Review This revised edition of the bestselling classic is based on fifteen years of experience in putting Peter Senge’s ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization’s ability to learn faster than the competition. The leadership stories demonstrate the many ways that the core ideas of the Fifth Discipline, many of which seemed radical when first published, have become deeply integrated into people’s ways of seeing the world and their managerial practices. Senge describes how companies can rid themselves of the learning blocks that threaten their productivity and success by adopting the strategies of learning organizations, in which new and expansive patterns of thinking are nurtured, collective aspiration is set free, and people are continually learning how to create the results they truly desire. Mastering the disciplines Senge outlines in the book will: • Reignite the

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spark of genuine learning driven by people focused on what truly matters to them • Bridge teamwork into macrocreativity • Free you of confining assumptions and mindsets • Teach you to see the forest and the trees • End the struggle between work and personal time This updated edition contains more than one hundred pages of new material based on interviews with dozens of practitioners at companies such as BP, Unilever, Intel, Ford, HP, and Saudi Aramco and organizations such as Roca, Oxfam, and The World Bank.

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What is it about the top tech product companies such as Amazon, Apple, Google, Netflix and Tesla that enables their record of consistent innovation? Most people think it's because these companies are somehow able to find and attract a level of talent that makes this innovation possible. But the real advantage these companies have is not so much who they hire, but rather how they enable their people to work together to solve hard problems and create extraordinary products. As legendary Silicon Valley coach--and coach to the founders of several of today's leading tech companies--Bill Campbell said, "Leadership is about recognizing that there's a greatness in everyone, and your job is to create an environment where that greatness can emerge." The goal of EMPOWERED is to provide you, as a leader of product management, product design, or engineering, with everything you'll need to create just such an environment. As partners at The Silicon Valley Product Group, Marty Cagan and Chris Jones have long worked to reveal the best practices of the most consistently

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innovative companies in the world. A natural companion to the bestseller *INSPIRED, EMPOWERED* tackles head-on the reason why most companies fail to truly leverage the potential of their people to innovate: product leadership. The book covers: what it means to be an empowered product team, and how this is different from the “feature teams” used by most companies to build technology products recruiting and coaching the members of product teams, first to competence, and then to reach their potential creating an inspiring product vision along with an insights-driven product strategy translating that strategy into action by empowering teams with specific objectives—problems to solve—rather than features to build redefining the relationship of the product teams to the rest of the company detailing the changes necessary to effectively and successfully transform your organization to truly empowered product teams *EMPOWERED* puts decades of lessons learned from the best leaders of the top technology companies in your hand as a guide. It shows you how to become the leader your team and company needs to not only survive but thrive.

#1 bestselling author and acclaimed venture capitalist John Doerr reveals a sweeping action plan to conquer humanity’s greatest challenge: climate change. In 2006, John Doerr was moved by Al Gore’s *An Inconvenient Truth* and a challenge from his teenage daughter: “Dad, your generation created this problem. You better fix it.” Since then, Doerr has searched for solutions to this existential problem—as an investor, an advocate, and a philanthropist. Fifteen years later, despite breakthroughs

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in batteries, electric vehicles, plant-based proteins, and solar and wind power, global warming continues to get worse. Its impact is all around us: droughts, floods, wildfires, the melting of the polar ice caps. Our world is squarely in a climate crisis and on the brink of a climate disaster. Yet despite our state of emergency, climate change has yet to be tackled with the urgency and ambition it demands. More than ever, we need a clear course of action. What if the goal-setting techniques that powered the rise of today's most innovative organizations were brought to bear on humanity's greatest challenge? Fueled by a powerful tool called Objectives and Key Results (OKRs), **SPEED & SCALE** offers an unprecedented global plan to cut greenhouse gas emissions before it's too late. Used by Google, Bono's ONE foundation, and thousands of startups the world over, OKRs have scaled ideas into achievements that changed the world. With clear-eyed realism and an engineer's precision, Doerr identifies the measurable OKRs we need to reduce emissions across the board and to arrive by 2050 at net zero—the point where we are no longer adding to the heat-trapping carbon in the atmosphere. By turns pragmatic and inspiring, **SPEED & SCALE** intersperses Doerr's wide-ranging analysis with firsthand accounts from Jeff Bezos, Christiana Figueres, Al Gore, Mary Barra, Bill Gates, and other intrepid policy leaders, entrepreneurs, scientists, and activists. A launchpad for those who are ready to act now, this book is geared to leaders in every walk of life. With a definitive action plan, the latest science, and a rising climate movement on our side, we can still reach net zero before

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it is too late. But as Doerr reminds us, there is no more time to waste.

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

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

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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.

THE INSTANT NATIONAL BESTSELLER Editor’s Choice from The New York Times Book Review A Los Angeles Times Bestseller Indie Next Pick for January “One of the more surprising double-reverse plot twists...in some time.” —The New York Times “Deep State is a propulsive, page-turning, compelling fragmentation grenade of a debut thriller.” —C.J. Box, #1 New York Times bestselling author of Wolf Pack and The Bitterroots “The plot...rings eerily true...will keep you turning the pages well into the night.” —Jack Carr, former Navy SEAL and acclaimed author of The Terminal List

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and True Believer In this white-knuckled, timely, and whip-smart debut thriller, a deadly plot against the president's life emerges from the shadows of the Deep State. Recently elected President Richard Monroe—populist, controversial, and divisive—is at the center of an increasingly polarized Washington, DC. Never has the partisan drama been so tense or the paranoia so rampant. In the midst of contentious political turf wars, the White House chief of staff is found dead in his house. A tenacious intern discovers a single, ominous clue that suggests he died from something other than natural causes, and that a wide-ranging conspiracy is running beneath the surface of everyday events: powerful government figures are scheming to undermine the rule of law—and democracy itself. Allies are exposed as enemies, once-dependable authorities fall under suspicion, and no one seems to be who they say they are. The unthinkable is happening. The Deep State is real. Who will die to keep its secrets and who will kill to uncover the truth?

Let the real world show you how maths works. Maths is often cited as the 'most difficult' or 'complex' subject to study, many people admitting to a wariness that was probably ingrained into them in their schooldays. In *Maths in Bite-sized Chunks*, Chris Waring proves that it's easy to break the subject down into accessible, understandable information, much of which, in fact, we use in one way or another every day of our lives. Each chapter takes readers through the theory, demonstrating how

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to master it with worked-through problems and examples from the real world. Topics that once seemed impenetrable suddenly become relatable and easier to unpick. So whether it's algebra or statistics that once had you flummoxed, get ready for a new way of being mathematically minded.

This is the definitive guide to maximizing the value of today's Scrum and DevOps methodologies with state-of-the-art Microsoft cloud tools and services, including Azure DevOps Services, specifically Azure Boards and Azure Test Plans. Renowned Scrum expert Richard Hundhausen has comprehensively revamped and updated his classic Professional Scrum Development with Microsoft Visual Studio 2012 to reflect the latest Scrum Guide, Microsoft's breakthrough development tools, GitHub integration, and developers' deeper experience with Scrum. Professional Scrum Development with Azure DevOps stands apart from all other Scrum and Azure guides by focusing on the fusion of today's most popular agile framework (Scrum) and ALM/DevOps toolset (Azure DevOps). Hundhausen shows how a professional Scrum team can more effectively plan, track, and manage its work with Azure Boards, Azure Test Plans, and related Azure DevOps features. He offers detailed coverage of team formation, backlogs, sprints, test plans, collaboration, flow, continuous improvement, and the real-world tradeoffs between using tools and

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interacting directly with other team members. To make this guide even more valuable, Hundhausen has crafted it to complement Scrum.org's popular Professional Scrum Developer (PSD) program, which he personally created with Scrum.org's Ken Schwaber.

This book is written primarily for undergraduate electrical and computer engineering students, though it could be used by anyone interested in understanding microprocessors at a 'bare metal' level or building a foundation for further work in embedded systems. Microprocessor fundamentals are covered independent of hardware whenever possible; and free open source tools (i.e. gnu toolchain) that are applicable to a wide range of processors are utilized. Studying the processor is accomplished by first learning its language (machine/assembly). Once the fundamentals have been thoroughly covered in assembly language, the C programming language is introduced as a portable assembler. Most of work can be done utilizing a virtual environment (emulation). The approach involves a simple processor design based on ARM architecture, in a standard cortex emulation image created with the open source tool qemu. Learning the methods by which the processor acquires, transforms, and outputs data is done via systematic interactions and exploring the processor's inner workings using the gdb program.

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Improve your decision making. The new and revolutionary book "Commitment" about risk management and Real Options helps you to get more control over your decisions, gain more information when you have to decide and stop making the wrong decisions. This graphic business novel brings the Real Options model in a unique and understandable format, by explaining theories in a way only Sequential Art can. Via Rose Randall, the main character of this unique graphic business novel, the reader is introduced to the challenges a project manager faces. Rose Randall is the archetypal reluctant project manager. Following a painful project failure years ago, Rose's life is cast into chaos when she is once again thrown into the role against her wishes. Faced with a struggling project, help comes from an unexpected source guiding Rose in the direction of Real Options. When you have read Commitment, you: understand what the Real Options model is; can apply the Real Options model to manage project risks successfully; understand why much of your life involves options that you currently are treating as commitments; see the world through a different filter opening up many new possibilities; understand the difference between Commitments and Options. Because the book will: provide specific examples of how a project can manage its risks using the Real Options model; outline a simple technique for making decisions;

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make you aware of all the decisions you make every day; build your confidence in your ability to decide when to commit and when to leave options open. In short, this book is indispensable for new and experienced project managers plus anyone else who is interested in knowing more about managing large projects.

The Elements of Agile and Scrum in a Nutshell
Whether you're new to agile software development or considering Scrum for general project management, Scrum Basics compiles all of the essentials into one handy little guide. Learn how agile teams use Scrum, with:

- A simple summary of agile project management basics like the Agile Manifesto and 12 Agile Principles
- A concise overview of Scrum roles, artifacts, and activities
- A well-organized breakdown of Scrum practices with helpful illustrations and advice
- A troubleshooting FAQ and 5 case studies to help you visualize Scrum in action

Scrum is the most popular approach to Agile software development. It's been around for more than 20 years, and it's used by tens of millions of practitioners. Even so, by some estimates, over 70% of Scrum adoptions fall flat and get stuck.

Developers find themselves using "Zombie Scrum" processes that look like Scrum from a distance, but are slow, lifeless, and joyless instead. Zombie Scrum Survival Guide doesn't just reveal why this happens:

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it shows how to supercharge your Scrum outcomes, and have more fun along the way. Writing for all individuals, teams, and organizations who want to achieve more with Scrum, this guide combines theoretical foundations with practical approaches, exercises, and facilitation techniques for making progress in widely diverse situations, and engaging everyone in the organization to get more out of Scrum. You'll find specific guidance for building what the user needs, shipping faster, improving continuously, self-organizing your teams, and more. Drawing on extensive experience empowering developers, the authors also introduce powerful Liberating Structures patterns for enriching group interactions, so Scrum makes development more effective and fulfilling for everyone involved.

A “practical and thought provoking” study of the ancient military tactic known as the phalanx—the classic battle formation used in historic Greek warfare (The Historian). In ancient Greece, warfare was a fact of life, with every city brandishing its own fighting force. And the backbone of these classical Greek armies was the phalanx of heavily armored spearmen, or hoplites. These were the soldiers that defied the might of Persia at Marathon, Thermopylae and Plataea and—more often than not—fought each other in countless battles between the Greek city-states. For centuries they were the dominant soldiers of the classical world, in great demand as

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mercenaries throughout the Mediterranean and Middle East. Yet, despite the battle descriptions left behind and copious evidence in Greek art and archaeology, there are still many aspects of hoplite warfare that are little understood or the subject of fierce academic debate. Christopher Matthew's groundbreaking work combines rigorous analysis with the new disciplines of reconstructive archaeology, reenactment, and ballistic science. He examines the equipment, tactics, and capabilities of the individual hoplites, as well as how they used juggernaut masses of men and their long spears to such devastating effect. This is an innovative reassessment of one of the most important early advancements in military tactics, and "indispensable reading for anyone interested in ancient warfare (The New York Military Affairs Symposium).

As an Agile team leader, your biggest challenge is also your biggest asset. The human side of Agile is tricky. It's the least manageable, understood, and appreciated asset in an Agile environment. Even if your customers are reasonably happy and your developers seem to be doing okay, you know your team is capable of more: delivering great products and staying ahead of ever-changing demands. You need a team that's self-organized, energetic, and flexible, even in tough situations. But how do you build it and lead it? Whether you're a ScrumMaster, project manager, functional manager, or team

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leader, you want to feel good about using Agile and to create the conditions for great results. But the project management skills you honed in traditional environments don't always apply to the role of Agile team leader. The Human Side of Agile fills this gap, guiding you to: Establish yourself as a confident and capable leader who adds value Build and lead an engaged team that can handle almost any challenge Cultivate collaboration and a continuous improvement mind-set Reap the full benefits of Agile in the real world with real people "I just found the next must-read book for our entire leadership team." "Tricia Broderick, Director of Development, TechSmith" "This book is up there with Peopleware, with concrete examples you can use immediately." "Dave Rooney, Sherpa, Shopify" "Agile teams need effective leaders who 'get' the people stuff. Without that you're merely going through the Agile motions." "Scott W. Ambler, co-creator of Disciplined Agile Delivery" While readable from cover to cover, the book is written as practical answers to the 80+ most relevant and pressing questions that team leaders ask, such as: "How Can I Help the Team Buy In?" "What If I Can't Work Full-Time as the Team's Leader?" "What Actions Will Build the Team's Trust in Me?" "How Can I Mitigate the Damage of Performance Reviews?" "What If a Member Doesn't Fit With the Team?" "How Can We Focus on Our Work With So Many Meetings?" "How Do I Get

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Stakeholders and Managers on My Side?" "How Can I Make Changes Stick?" "How Do We Avoid Reverting to Old Behaviors?" (Click on Look Inside to browse the complete table of contents.) The book's forewords are by Jim Highsmith and Christopher Avery. Gil Broza, founder and chief specialist at 3P Vantage, has successfully mentored Agile leaders and their teams since 2004. Gil's guidance helps professionals adopt effective, humane, and responsible approaches to software development.

Discover how to implement and operate in an Agile manner at every level of your enterprise and at every point from idea to delivery. Learn how Agile-mature organizations adapt nimbly to microchanges in market conditions. Learn cutting-edge practices and concepts as you extend your implementation of Agile through the entire enterprise to meet customer needs. Veteran Agile coach Mario Moreira argues that two critical conditions must be conscientiously cultivated at a company before it can expect to reap in full measure the business benefits of mature Agile. First, individuals at every level must be committed to the mindset and the implementation of practices rigorously focused on delivering value to the customer. Second, all employees must be empowered to take ownership. This holistic transformation wrenches the status quo and provokes a strong focus where customers and employees matter. What You'll Learn

Establish an idea pipeline to quickly and productively evolve customer value through all levels of the enterprise

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Incorporate a discovery mindset—experimental, incremental, design, and divergent thinking—and fast feedback loops to increase the odds that what you build aligns more closely to what customer wants Leverage Lean Canvas, personas, story mapping, value stream mapping, Cost of Delay, servant leadership, self-organization, and more to deliver optimum value to customers Use continuous agile budgeting and idea pipelines at the senior levels of the enterprise to enable you to adapt to the speed of the market Reinvent human resources, portfolio management, finance, and many areas of management toward new roles in the enablement of customer value Map a top-to-bottom and end-to-end holistic view of your Agile galaxy to gauge where you are today and where you'd like to go in your Agile future Be truly Agile throughout your enterprise, focused on customer value and employees above all else Who This Book Is For Executives and senior management; sponsors of Agile within a company; ScrumMasters and Agile coaches, champions, and consultants; project management and quality assurance officers (PMOs and AMOs); portfolio managers; product managers and product owners; marketing and business managers; functional, middle, and resource managers; engineering heads and managers; cross-functional engineering/scrum teams; and entrepreneurs and venture capitalists

With the award-winning book Agile Software Development: Principles, Patterns, and Practices, Robert C. Martin helped bring Agile principles to tens of thousands of Java and C++ programmers. Now .NET

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programmers have a definitive guide to agile methods with this completely updated volume from Robert C. Martin and Micah Martin, *Agile Principles, Patterns, and Practices in C#*. This book presents a series of case studies illustrating the fundamentals of Agile development and Agile design, and moves quickly from UML models to real C# code. The introductory chapters lay out the basics of the agile movement, while the later chapters show proven techniques in action. The book includes many source code examples that are also available for download from the authors' Web site. Readers will come away from this book understanding Agile principles, and the fourteen practices of Extreme Programming Spiking, splitting, velocity, and planning iterations and releases Test-driven development, test-first design, and acceptance testing Refactoring with unit testing Pair programming Agile design and design smells The five types of UML diagrams and how to use them effectively Object-oriented package design and design patterns How to put all of it together for a real-world project Whether you are a C# programmer or a Visual Basic or Java programmer learning C#, a software development manager, or a business analyst, *Agile Principles, Patterns, and Practices in C#* is the first book you should read to understand agile software and how it applies to programming in the .NET Framework. A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many

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transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the “whys,” define commitments, and hold everyone accountable. These five conversations give teams everything they need to reach peak performance, and they are exactly what’s missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

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

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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.

In this new book, Frederick Chavalit Tsao and Chris Laszlo argue that current approaches to leadership fail to produce positive outcomes for either businesses or the communities they serve. Employee disengagement and customer fickleness remain high, resulting in a lack of creativity and collaboration at all levels of entrepreneurial activity. Investor demand for Environmental, Social, and Governance (ESG) continues to be poorly integrated into profit strategies. Drawing on extensive research, this book shows how changing a person's consciousness is the most powerful lever for unlocking his or her leadership potential to create wealth and serve humankind. A wide range of practices of connectedness provide the keys. The journey to higher consciousness changes people at a deep intuitive level, combining

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embodied experience with analytic-cognitive skill development. Tsao and Laszlo show how leaders who pursue this journey are more likely to flourish with significant benefits to both business and society. These include greater creativity and collaboration along with an increased capability to inspire people and produce lasting change. Readers will come away with a deep understanding of quantum leadership and the day-to-day practices that can help them achieve greater effectiveness and wellbeing at work.

The New York Times bestseller that reveals the safety, security, and survival techniques that 99% of Americans don't know—but should When Jason Hanson joined the CIA in 2003, he never imagined that the same tactics he used as a CIA officer for counter intelligence, surveillance, and protecting agency personnel would prove to be essential in every day civilian life. In addition to escaping handcuffs, picking locks, and spotting when someone is telling a lie, he can improvise a self-defense weapon, pack a perfect emergency kit, and disappear off the grid if necessary. He has also honed his “positive awareness”—a heightened sense of his surroundings that allows him to spot suspicious and potentially dangerous behavior—on the street, in a taxi, at the airport, when dining out, or in any other situation. In his engaging and empowering book *Spy Secrets That Can Save Your Life*, Jason shares this know-how with readers, revealing how to:

- prevent home invasions, carjackings, muggings, and other violent crimes
- run counter-surveillance and avoid becoming a soft target
- recognize common scams at home and abroad
- become a human lie detector in

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any setting, including business negotiations • gain peace of mind by being prepared for anything instead of uninformed or afraid With the skill of a trained operative and the relatability of a suburban dad, Jason Hanson brings his top-level training to everyday Americans in this must-have guide to staying safe in an increasingly dangerous world.

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from

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many geographic locations Maximize return on investment!

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.

Book 1 - Agile Project Management with Scrum: Proven Strategies and Methods for Beginners. Book 2 - Agile Project Management with Scrum: Secret Scrum

Formulas and Methods in Agile Project Management.

Management is understood in different ways by different people. Economists regard it as a factor of production.

Sociologists see it was a class or group of persons while practitioners of management treat it as a process. For our understand management may be viewed as what a manager does in a formal organization to achieve the objectives. It is called bee by Mary Parker Follet: "the art of getting things done through people". This definition

throws light on the fact that managers achieve organizational goals by enabling others to perform rather than performing the tasks themselves. The writer emphasizes on the project management skills with a maiden introduction of "Scrum project management skills". Author has briefed the differences between management methodology of Scrum project management and other project management methods. Scrum Project Management Method gives you: 1 - Fast

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and easy understanding approach 2 - A rapid process to reap the benefits quickly 3 - It simplifies the toughest and difficult tasks technically 4 - It is a framework in which you can join various processes and techniques 5 - It develops products, identify markets, technologies and capabilities along with sustainable environment.

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

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scrum 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.

#1 NEW YORK TIMES BESTSELLER • NATIONAL BOOK AWARD WINNER • NAMED ONE OF TIME'S TEN BEST NONFICTION BOOKS OF THE DECADE • PULITZER PRIZE FINALIST • NATIONAL BOOK CRITICS CIRCLE AWARD FINALIST • ONE OF OPRAH'S "BOOKS THAT HELP ME THROUGH" • NOW AN HBO ORIGINAL SPECIAL EVENT Hailed by Toni Morrison as "required reading," a bold and personal literary exploration of America's racial history by "the most important essayist in a generation and a writer who changed the national political conversation about race" (Rolling Stone) **NAMED ONE OF THE MOST INFLUENTIAL BOOKS OF THE DECADE BY CNN • NAMED ONE OF PASTE'S BEST MEMOIRS OF THE DECADE • NAMED ONE OF THE TEN BEST BOOKS OF THE YEAR BY The New York Times Book Review • O: The Oprah Magazine • The Washington Post • People • Entertainment Weekly • Vogue • Los Angeles Times • San Francisco Chronicle • Chicago Tribune • New York • Newsday • Library Journal • Publishers Weekly** In a profound work that pivots from

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the biggest questions about American history and ideals to the most intimate concerns of a father for his son, Ta-Nehisi Coates offers a powerful new framework for understanding our nation's history and current crisis. Americans have built an empire on the idea of "race," a falsehood that damages us all but falls most heavily on the bodies of black women and men—bodies exploited through slavery and segregation, and, today, threatened, locked up, and murdered out of all proportion. What is it like to inhabit a black body and find a way to live within it? And how can we all honestly reckon with this fraught history and free ourselves from its burden? *Between the World and Me* is Ta-Nehisi Coates's attempt to answer these questions in a letter to his adolescent son. Coates shares with his son—and readers—the story of his awakening to the truth about his place in the world through a series of revelatory experiences, from Howard University to Civil War battlefields, from the South Side of Chicago to Paris, from his childhood home to the living rooms of mothers whose children's lives were taken as American plunder. Beautifully woven from personal narrative, reimagined history, and fresh, emotionally charged reportage, *Between the World and Me* clearly illuminates the past, bracingly confronts our present, and offers a transcendent vision for a way forward.

From the New York Times bestselling author of *My Share of the Task* and *Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that

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

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

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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 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.

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in

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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

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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.

Meetings don't need to be terrible. They can be the best
place for us to connect with the people we work with and
do great things. This book presents the Lean Coffee
method which has since its inception in 2009 spread
across the globe to radically shift the way people meet
with each other.

Hundreds of organizations around the world have
already benefited from Disciplined Agile Delivery (DAD).
Disciplined Agile (DA) is the only comprehensive tool kit
available for guidance on building high-performance
agile teams and optimizing your way of working (WoW).
As a hybrid of all the leading agile and lean approaches,
it provides hundreds of strategies to help you make
better decisions within your agile teams, balancing self-
organization with the realities and constraints of your
unique enterprise context. The highlights of this
handbook include:
• As the official source of knowledge
on DAD, it includes greatly improved and enhanced
strategies with a revised set of goal diagrams based
upon learnings from applying DAD in the field.
• It is an
essential handbook to help coaches and teams make
better decisions in their daily work, providing a wealth of

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ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those & “it depends” questions. • It makes a perfect study guide for Disciplined Agile certification. Why & “fail fast” (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

44 reusable patterns to develop and deploy reliable production-quality microservices-based applications, with worked examples in Java Key Features 44 design patterns for building and deploying microservices applications Drawing on decades of unique experience from author and microservice architecture pioneer Chris Richardson A pragmatic approach to the benefits and the drawbacks of microservices architecture Solve service decomposition, transaction management, and inter-service communication Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About The Book Microservices Patterns teaches you 44 reusable patterns to reliably develop and deploy production-quality microservices-based applications. This invaluable set of design patterns builds on decades of distributed system experience, adding new patterns for composing services into systems that scale and perform under real-world conditions. More than just a patterns catalog, this practical guide with worked examples offers industry-tested advice to help you design, implement, test, and deploy your microservices-based application. What You Will Learn How (and why!) to use microservices architecture Service decomposition strategies Transaction management and querying patterns Effective testing strategies Deployment patterns This Book Is Written For

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Written for enterprise developers familiar with standard enterprise application architecture. Examples are in Java.

About The Author Chris Richardson is a Java Champion, a JavaOne rock star, author of Manning's POJOs in Action, and creator of the original CloudFoundry.com.

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- Testing microservices: part 2
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This book helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, the author presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader 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 more.

The New York Times bestseller that gives readers a paradigm-shattering new way to think about motivation from the author of *When: The Scientific Secrets of Perfect Timing* Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high

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performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

What does it take to get the job done? How do you get the men in your unit to do what you say? To follow you into battle and shoot to kill? How you build the confidence that spurs men on to do their job, to stand by their leader and each other? Praise for *Small Unit Leadership* “Identifies in very specific terms what company grade officers and non-commissioned officers (NCOs) must do to ensure winning in land battle.”—*Marine Corps Gazette* “Colonel Malone tackles the elusive topic of leadership with a real-world, pragmatic approach. This is not a book of intellectual theorization, but of specific techniques for leading soldiers on and off the battlefield.”—*U.S.N.I. Proceedings* “The author condenses volumes of psychological studies into a readable and exciting book on practical military leadership.”—*ARMOR* “Colonel Malone not only provides handy guides on what should be done and how it should be done . . . he also aids the reader in how to know that desired results are being achieved.”—*Leatherneck*

If you want to produce faster while increasing the quality of your products, then keep reading... 2 comprehensive manuscripts in 1 book *Agile: A Guide to Agile Project Management with Scrum, Kanban, and Lean, Including Tips for Sprint Planning and How to Create a Hybrid Waterfall*

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Agile Software Development Methodology Scrum: How to Use the Agile Framework Called Scrum to Produce Faster While Increasing Quality The word Agile gets thrown around a lot in software development circles but what exactly does it entail? You have probably seen whiteboards filled up with post-it notes somewhere, either in pictures or TV shows. Ever wonder what they are used for in a production setting? This book will give you an overview of Agile methodologies and how you can use them to speed up development and drive customer satisfaction. In part one of this book, you will... Get an overview of the 12 principles of Agile so you don't have to read the Agile Manifesto to understand the methodologies. Discover why you should adopt Agile. Learn how to set up Scrum boards, organize Scrum sprints, and see them to completion. Find out how to apply Toyota's Lean manufacturing techniques to a software development setting using Kanban. Learn about the Lean movement as it pertains to software and how to shave unnecessary costs from your software development projects. Discover how to implement Agile when your company is stuck using old methods. And much, much more! Part two of this book include: A succinct review of Agile project management to set the foundation of your Scrum knowledge. The history and values of Scrum methodology. A description of each Scrum team member role and how to choose the best people for the job. The extensive reasoning for why you should choose Scrum as your go-to method for completing projects. Examples of Scrum artifacts accompanied with clear definitions of what they are and how they are used. The sprint process boiled down into an understandable cycle that can fit almost any project of any size. Comparison of the traditional method of project management, Waterfall, estimation and "story Points" used in Scrum projects. Equations used to determine release dates based on the features a client requests for a Scrum project.

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Various forms of a project roadmap and when and how to use them best. A comprehensive discussion on the daily Scrum, including tips on the best use of the time in the stand-up. Two case studies presented along with the lessons learned from the practical application of Scrum in different industries. Additional tips and tricks on how to become the best Scrum company around. And much, much more! Get this book now to learn more about Agile and Scrum!

Shipping imperfect software is like going into debt. When you incur debt, the illusion of doing things faster can lead to exponential growth in the cost of maintaining software. Software debt takes five major forms: technical, quality, configuration management, design, and platform experience. In today's rush to market, software debt is inevitable. And that's okay—if you're careful about the debt you incur, and if you quickly pay it back. In *Managing Software Debt*, leading Agile expert Chris Sterling shows how understanding software debt can help you move products to market faster, with a realistic plan for refactoring them based on experience. Writing for all Agile software professionals, Sterling explains why you're going into software debt whether you know it or not—and why the interest on that debt can bring projects to a standstill. Next, he thoroughly explains each form of software debt, showing how to plan for it intelligently and repay it successfully. You'll learn why accepting software debt is not the same as deliberate sloppiness, and you'll learn how to use the software debt concept to systematically improve architectural agility. Coverage includes Managing tensions between speed and perfection and recognizing that you'll inevitably ship some "not quite right" code Planning to minimize interest payments by paying debts quickly Building architectures that respond to change and help enterprises run more smoothly Incorporating emergent architecture concepts into daily activities, using Agile collaboration and refactoring

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techniques Delivering code and other software internals that reduce the friction of future change Using early, automated testing to move past the “break/fix” mentality Scripting and streamlining both deployment and rollback Implementing team configuration patterns and knowledge sharing approaches that make software debt easier to repay Clearing away technical impediments in existing architectures Using the YAGNI (“you ain’t gonna need it”) approach to strip away unnecessary complexity Using this book’s techniques, senior software leadership can deliver more business value; managers can organize and support development teams more effectively; and teams and team members can improve their performance throughout the development lifecycle.

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