

*The Addison-Wesley Signature Series*

# ESSENTIAL SCRUM

A PRACTICAL GUIDE TO THE  
MOST POPULAR AGILE PROCESS

KENNETH S. RUBIN



*Forewords by Mike Cohn and Ron Jeffries*

A MIKE COHN SIGNATURE  
BOOK

# Essential Scrum

**Mitch Lacey**



## **Essential Scrum:**

*Essential Scrum* Kenneth S. Rubin, 2012-07-20 A Practical Guide to the Most Popular Agile Process The Single Source 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 *Essential Scrum* is the complete single source reference you've been searching for Leading Scrum coach and trainer Kenny Rubin illuminates the values principles and practices of Scrum and describes flexible proven approaches that can help you implement it far more effectively Whether you are new to Scrum or years into your use this book will introduce clarify and deepen your Scrum knowledge at the team product and portfolio levels Drawing from Rubin's experience helping hundreds of organizations succeed with Scrum this book provides easy to digest descriptions enhanced by more than two hundred illustrations based on an entirely new visual icon language for describing Scrum's roles artifacts and activities *Essential Scrum* will provide every team member manager and executive with a common understanding of Scrum a shared vocabulary they can use in applying it and practical knowledge for deriving maximum value from it

**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

**Scrum Shortcuts Without Cutting Corners** Ilan Goldstein, 2014 In *Scrum Shortcuts without Cutting Corners* Scrum expert Ilan Goldstein 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 Goldstein 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 much more

The Project Manager's Guide to Mastering Agile Charles G. Cobb, 2015-01-05 Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession however we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers There are many stereotypes and misconceptions that exist about both Agile and traditional plan driven project management Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and Waterfall are thought of as two binary mutually exclusive choices and companies sometimes try to force fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It's no wonder that many Project Managers might be confused by all of this This book will help project managers unravel a lot of the confusion that exists develop a totally new perspective to see Agile and traditional plan driven project management principles and practices in a new light as complementary to each other rather than competitive and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project The book includes discussion topics real world case studies and sample enterprise level agile frameworks that facilitate hands on learning as well as an in depth discussion of the principles behind both Agile and traditional plan driven project management practices to provide a more thorough level of understanding

*Enjoying Agile and My Job* Akeloe Facey PMP PMI-ACP CSP, 2019-11-12 Dreading Monday mornings running out of the office on Friday uninspired at work Agile isn't making sense to you if this describes your mood you're not alone I've been there The good news is that you don't have to remain in a rut This book aims to inspire you aims to remind you of the bigger picture and then gently guide you through a series of steps on how to embody the Agile principles move with urgency grow to enjoy your job and help your colleagues along the way

*The Scrum Master Guide* Fred Heath, 2024-12-06 Master Scrum with confidence and go from beginner to exam ready with real world scenarios and expert tips to help you pass both Scrum Master Level I and II certification exams Key Features Understand Scrum and Agile concepts and learn how to apply them effectively in your organization Develop practical skills to tackle the real world challenges and demands of the Scrum Master role

Reinforce your knowledge with exam style quiz questions at the end of each chapter Purchase of the print or Kindle book includes a free PDF eBook Book Description Curious why so many organizations rely on Scrum and what makes Agile so effective Learn from seasoned software engineer and Scrum expert Fred Heath everything you need to become a certified Scrum Master With over two decades of experience across the software development lifecycle Fred brings invaluable insights from his extensive work in Scrum both as a Scrum Master and developer In this updated guide he not only takes you from Scrum basics to mastery but also offers practical real world knowledge to help you become an effective Scrum Master The first part of the book introduces the Scrum fundamentals and prepares you for Level I certification covering the importance of Scrum team structure the benefits of well planned sprints and how to create and manage sprint and product backlogs The second part elevates your skills to the Level II certification standard exploring advanced topics such as Scrum anti patterns scaling Scrum and how to support developers and product owners Each chapter concludes with quizzes to reinforce the concepts you ve learned The book wraps up with exam preparation tips and myth busting strategies to give you a competitive edge in passing your Scrum Master exams By the end of this book you ll be proficient as a Scrum Master ensuring you won t fall behind in an ever increasingly agile world What you will learn Understand the benefits of Agile development and the application of Scrum values Discern the roles and accountabilities of Scrum Team members Conduct Scrum events and manage Scrum artifacts effectively Recognize Scrum anti patterns and implement best practices to prevent them Master techniques and tools for effective planning and forecasting Discover when and how to provide support to the Scrum Team as a Scrum Master Familiarize yourself with the format of certification exams to prepare for success Who this book is for Assuming no prior knowledge of Scrum this book is for professionals who want to build a strong foundation in Scrum and subsequently master it to pass the Scrum Master I and II certification exams Ideal for product owners project managers software developers and tech leaders it s an essential guide for anyone looking to stay relevant in an Agile world and become a certified Scrum Master     *Scrum Basics* Tycho Press,2015-08-17 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     **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

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collectively and tracking progress openly Agile Faculty is a comprehensive roadmap for scholars who want to incorporate Agile practices into all aspects of their academic careers be it research service or teaching Rebecca Pope Ruark covers the basic principles of Scrum one of the most widely used models and then through individual chapters shows how to apply that framework to everything from individual research to running faculty committees to overseeing student class work Practical and forward thinking Agile Faculty will help readers not only manage their time and projects but also foster productivity balance and personal and professional growth

**On Becoming Agile** Daniel J. Power, Ciara Heavin, 2021-05-15 The goal of this book is to explain and facilitate the journey to Agile Becoming agile is an ongoing journey As the global environment changes and becomes more complex and more uncertain the importance of increasing agility and developing an agile mindset grows The goal of this book is to explain and facilitate the journey We explore agile values practices and principles that can help people cope with volatile and ambiguous situations Agile values improve processes and promote communication in an organization Agile practices advance innovation through high performance multidisciplinary teams Agile is about learning to anticipate and respond appropriately to the unexpected Being agile is about interactions with people that result in successfully completing work tasks and meeting objectives Agile is not about blindly moving faster rather it is about continuous flexibility and learning This book is targeted to advanced students and managers who are interested in learning to be agile This accessible practical text poses 30 questions and provides answers that provide a starting point for further reflection

The Scrumban [R]Evolution Ajay Reddy, 2015-06-29 Create Thriving High Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes amplifying and expanding upon Scrum s benefits Now there s a definitive guide to Scrumban that explains what it is and isn t how and why it works and how to use it to improve both team and organizational performance Comprehensive coherent and practical The Scrumban R Evolution will help you incrementally apply proven Lean Agile principles to get what matters most pragmatic bottom line results Pioneering Scrumban coach Ajay Reddy clarifies Scrumban s core concepts and principles and illuminates their application through real life examples He takes you from the absolute basics through sustainable adoption and from choosing metrics to advanced forecasting and adaptive management Whatever your role in the organization this essential guide liberates you to tailor Kanban systems based on your unique challenges and to solve delivery problems and improvement stagnation you haven t been able to solve with Scrum alone Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose values and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight track progress and improve forecasting Take advantage of Scrumban s advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives

Integrate modeling to reliably refine your forecasting and decision making      **Scrum for Startups** Harry Unni, 2025-01-18

Scrum for Startups Accelerating Growth with Agile Practices is the ultimate guide for startup founders entrepreneurs and agile practitioners Written by Harry Unni an experienced product leader and cofounder of a tech startup this book offers a practical roadmap to implement Scrum in fastpaced dynamic environments Packed with realworld examples this book covers everything from Scrum basics to scaling agile practices in growing teams Whether you re leading a small team or managing a largescale operation Scrum for Startups provides actionable insights on improving productivity enhancing team collaboration and delivering value faster With chapters dedicated to backlog management sprint execution and case studies of successful Scrum implementation this book demystifies agile principles and equips you with the tools to succeed If you re looking to drive innovation navigate challenges and accelerate your startup s growth Scrum for Startups is your playbook to success Let Scrum become your competitive advantage and unlock your team s full potential      **Agile Performance Improvement**

Robert Winter, 2015-05-11 1 1 3 That is the equation that summarizes the theme of this book The book s message is to integrate the developmental principles of Agile with the result focused approaches integral to performance consulting Your outcomes in shaping human performance will be significant and greater than if you only used one of these models This is a book for anyone who seeks to work collaboratively with leaders to bring about continuously improving and sustainable organizational change Dana Gaines Robinson coauthor of Performance Consulting Agile Performance Improvement demonstrates the mutual benefits that accrue to the worlds of performance consulting and agile software development when the values and principles of both are blended synergistically under the guidance of practitioners skilled in both The agile performance improvement model blends the principles of human performance technology with the frameworks and practices of Agile The result is an approach that maximizes the value of interactions among the consultant the work team and the customer Unlike traditional end to end waterfall processes agile performance improvement delivers value continuously and in small increments relentlessly focusing on outcomes of value to the customer Building on structures of Agile that are used in software development such as Scrum the agile performance improvement model considers the human component of holistic solutions in establishing a continuous stream of value Bob Winter a performance consultant was the product owner for the corporate education scrum supporting an agile transition initiative for hundreds of engineering teams From this cross disciplinary experience he discovered that the two cultures two languages and two methodologies of performance consulting and agile software development are far from being incongruent incompatible or irrelevant to each other in fact ideally suited to complement and support each other Being agile improves the effectiveness of the performance consultant and applying the lessons of human performance technology improves the effectiveness of software development teams In Agile Performance Improvement Winter teaches performance consultants how to apply agile principles values and methods usefully to the tasks of optimizing human performance in areas of practice not only adjoining but also well beyond the realm



of software and IT engineering such as corporate learning solutions human resources systems and non software products Conversely he shows engineering teams immersed in an agile environment how to boost their performance using the principles and techniques taught and cultivated by performance consultants The author who has worked extensively on both sides of the traditional divide recounts entertainingly but informatively how both sparks and fur can fly when geeks encounter people people      Agile Scrum Implementation and Its Long-Term Impact on Organizations Walsh, Kenneth R.,Mahesh, Sathiadev,Trumbach, Cherie C.,2020-08-21 Software engineering has surfaced as an industrial field that is continually evolving due to the emergence of advancing technologies and innovative methodologies Scrum is the most recent revolution that is transforming traditional software procedures which has researchers and practitioners scrambling to find the best techniques for implementation The continued development of this agile process requires an extensive level of research on up to date findings and applicable practices Agile Scrum Implementation and Its Long Term Impact on Organizations is a collection of innovative research on the methods and applications of scrum practices in developing agile software systems The book combines perspectives from both the academic and professional communities as the challenges and solutions expressed by each group can create a better understanding of how practice must be applied in the real world of software development While highlighting topics including scrum adoption iterative deployment and human impacts this book is ideally designed for researchers developers engineers practitioners academicians programmers students and educators seeking current research on practical improvements in agile software progression using scrum methodologies

**Future-Proof Software-Systems** Frank J. Furrer,2019-09-25 This book focuses on software architecture and the value of architecture in the development of long lived mission critical trustworthy software systems The author introduces and demonstrates the powerful strategy of Managed Evolution along with the engineering best practice known as Principle based Architecting The book examines in detail architecture principles for e g Business Value Changeability Resilience and Dependability The author argues that the software development community has a strong responsibility to produce and operate useful dependable and trustworthy software Software should at the same time provide business value and guarantee many quality of service properties including security safety performance and integrity As Dr Furrer states Producing dependable software is a balancing act between investing in the implementation of business functionality and investing in the quality of service properties of the software systems The book presents extensive coverage of such concepts as Principle Based Architecting Managed Evolution Strategy The Future Principles for Business Value Legacy Software Modernization Migration Architecture Principles for Changeability Architecture Principles for Resilience Architecture Principles for Dependability The text is supplemented with numerous figures tables examples and illustrative quotations Future Proof Software Systems provides a set of good engineering practices devised for integration into most software development processes dedicated to the creation of software systems that incorporate Managed Evolution      **Systems, Software and**

**Services Process Improvement** Alastair Walker, Rory V. O'Connor, Richard Messnarz, 2019-09-09 This volume constitutes the refereed proceedings of the 26th European Conference on Systems Software and Services Process Improvement EuroSPI conference held in Edinburgh Scotland in September 2019 The 18 revised full papers presented were carefully reviewed and selected from 28 submissions They are organized in topical sections Visionary Papers SPI and Safety and Security SPI and Assessments SPI and Future Qualification Team Performance and SPI Manifesto and Culture The selected workshop papers are also presented and organized in following topical sections GamifySPI Digitalisation of Industry Infrastructure and E Mobility Best Practices in Implementing Traceability Good and Bad Practices in Improvement Functional Safety and Cybersecurity Experiences with Agile and Lean Standards and Assessment Models Team Skills and Diversity Strategies Recent Innovations      Emerging Innovations in Agile Software Development Ghani, Imran, 2016-01-26 Agile is a relatively recent methodology used in the development process of a project Therefore it is important to share new emerging knowledge with researchers and professionals interested in adopting an agile mindset Emerging Innovations in Agile Software Development focuses on the use of agile methodologies to manage design develop test and maintain software projects Emphasizing research based solutions for contemporary software development this publication is designed for use by software developers researchers and graduate level students in software engineering and project management programs

The Innovator's Method Nathan Furr, Jeff Dyer, 2014-08-19 Have you ever come up with an idea for a new product or service but didn't take any action because you thought it would be too risky Or at work have you had what you thought could be a big idea for your company perhaps changing the way you develop or distribute a product provide customer service or hire and train your employees If you have but you haven't known how to take the next step you need to understand what the authors call the innovator's method a set of tools emerging from lean start up design thinking and agile software development that are revolutionizing how new ideas are created refined and brought to market To date these tools have helped entrepreneurs designers and software developers manage uncertainty through cheap and rapid experiments that systematically lower failure rates and risk But many managers and leaders struggle to apply these powerful tools within their organizations as they often run counter to traditional managerial thinking and practice Authors Nathan Furr and Jeff Dyer wrote this book to address that very problem Following the breakout success of The Innovator's DNA which Dyer wrote with Hal Gregersen and bestselling author Clay Christensen to provide a framework for generating ideas this book shows how to make those ideas actually happen to commercialize them for success Based on their research inside corporations and successful start ups Furr and Dyer developed the innovator's method an end to end process for creating refining and bringing ideas to market They show when and how to apply the tools of their method how to adapt them to your business and how to answer commonly asked questions about the method itself including How do we know if this idea is worth pursuing Have we found the right solution What is the best business model for this new offering This book focuses on the how how to

test how to validate and how to commercialize ideas with the lean design and agile techniques successful start ups use Whether you re launching a start up leading an established one or simply working to get a new product off the ground in an existing company this book is for you     *Computational Science and Its Applications - ICCSA 2019* Sanjay Misra,Osvaldo Gervasi,Beniamino Murgante,Elena Stankova,Vladimir Korkhov,Carmelo Torre,Ana Maria A.C. Rocha,David Taniar,Bernady O. Apduhan,Eufemia Tarantino,2019-06-28 The six volumes LNCS 11619 11624 constitute the refereed proceedings of the 19th International Conference on Computational Science and Its Applications ICCSA 2019 held in Saint Petersburg Russia in July 2019 The 64 full papers 10 short papers and 259 workshop papers presented were carefully reviewed and selected from numerous submissions The 64 full papers are organized in the following five general tracks computational methods algorithms and scientific applications high performance computing and networks geometric modeling graphics and visualization advanced and emerging applications and information systems and technologies The 259 workshop papers were presented at 33 workshops in various areas of computational sciences ranging from computational science technologies to specific areas of computational sciences such as software engineering security artificial intelligence and blockchain technologies

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