

# Agile Sprint Schedule Template

**Jeff Dalton**

**Sprint (Republish)** Jake Knapp, 2018-07-19 Anda mungkin beruntung memiliki pekerjaan atau proyek mendatang dengan visi yang cemerlang. Namun, upaya mewujudkan visi ini sering kali tak mudah. Setiap hari Anda gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat sehabian yang menyita waktu, dan proyek jangka panjang yang hanya berdasarkan asumsi. Sudah waktunya Anda mencoba Sprint, sebuah metode untuk memecahkan masalah dan menguji ide-ide baru, menyelesaikan lebih banyak hal dengan efisien. Buku ini ditulis Jake Knapp, mantan Design Partner Google Ventures, untuk menuntun Anda merasakan pengalaman menerapkan metode yang telah mendunia ini. Sprint mewujudkan pengeksekusian ide besar hanya dalam lima hari. Menuntun tim Anda dengan checklist lengkap, mulai dari Senin hingga Jumat. Menjawab segala pertanyaan penting yang sering kali hanya disimpan di benak mereka yang sedang menguji ide/konsep/produk. Sprint juga membantu Anda lebih menikmati setiap proses. Anda bisa mengamati dan bergabung dengan ratusan dari pelaku Sprint di seluruh dunia melalui tagar #sprintweek di Twitter. Sebuah proyek besar terjadi pada 2009. Seorang insinyur Gmail bernama Peter Balsiger mencetuskan ide mengenai surel yang bisa teratur secara otomatis. Saya sangat tertarik dengan idenya—yang disebut “Kotak Masuk Prioritas”—dan merekrut insinyur lain, Annie Chen, untuk bergabung bersama kami. Annie setuju, tetapi dia hanya punya waktu sebulan untuk mengerjakannya. Kalau kami tidak bisa membuktikan bahwa ide itu bisa diterapkan dalam jangka waktu tersebut, Annie akan beralih ke proyek lainnya. Saya yakin waktunya tidak akan cukup, tetapi Annie adalah insinyur yang luar biasa. Jadi, saya memutuskan untuk menjalaninya saja. Kami membagi waktu sebulan itu ke dalam empat bagian yang masing-masing lamanya seminggu. Setiap pekan, kami menggarap desain baru. Annie dan Peter membuat purwarupa, lalu pada akhir minggu, kami menguji desain ini bersama beberapa ratus orang lainnya. Pada akhir bulan, kami menemukan solusi yang bisa dipahami dan diinginkan orang-orang. Annie tetap menjadi pemimpin untuk tim Kotak Masuk Prioritas. Dan entah bagaimana caranya, kami berhasil menyelesaikan tugas desainnya dalam waktu yang lebih singkat dari biasanya. Beberapa bulan kemudian, saya mengunjungi Serge Lachapelle dan Mikael Drugge, dua orang karyawan Google di Stockholm. Kami bertiga ingin menguji ide perangkat lunak untuk konferensi video yang bisa dijalankan lewat peramban. Karena saya berada di kota tersebut hanya selama beberapa hari, kami bekerja secepat mungkin. Pada penghujung kunjungan saya, kami berhasil menyelesaikan purwarupanya. Kami mengirimkannya ke rekan kerja kami lewat surel dan mulai menggunakannya

dalam rapat. Dalam beberapa bulan, seluruh perusahaan sudah bisa menggunakannya. (Selanjutnya, versi yang sudah dipoles dan disempurnakan dari aplikasi berbasis web tersebut dikenal sebagai Google Hangouts.) Dalam kedua kasus tersebut, saya menyadari bahwa saya bekerja jauh lebih efektif ketimbang rutinitas kerja harian saya atau ketika mengikuti lokakarya diskusi sumbang saran. Apa yang membedakannya? Saya menimbang kembali lokakarya tim yang saya gagas sebelumnya. Bagaimana kalau saya memasukkan elemen ajaib lainnya—fokus pada kerja individu, waktu untuk membuat purwarupa, dan tenggat yang tak bisa ditawar? Saya lalu menyebutkan, “sprint” desain. Saya membuat jadwal kasar untuk sprint pertama saya: satu hari untuk berbagi informasi dan mereka ide, diikuti dengan empat hari pembuatan purwarupa. Sekali lagi, tim Google menyambut baik eksperimen ini. Saya memimpin sprint untuk mendesain Chrome, Google Search, Gmail, dan proyek-proyek lainnya. Ini sangat menarik. Sprint ini berhasil. Ide-ide diuji, dibangun, diluncurkan, dan yang terbaik, kebanyakan dari ide-ide ini berhasil diterapkan dalam dunia nyata. Proses sprint menyebar di seisi Google dari satu tim ke tim lain, dari satu kantor ke kantor lain. Seorang desainer dari Google X tertarik dengan metode ini, jadi dia menjalankan sprint untuk sebuah tim di Google Ads. Anggota tim dalam sprint di Ads kemudian menyampaikannya kepada kolega mereka, dan begitu seterusnya. Dalam waktu singkat saya mendengar penerapan sprint dari orang-orang yang tidak saya kenal. Dalam perjalanannya, saya membuat beberapa kesalahan. Sprint pertama saya melibatkan empat puluh orang—jumlah yang sangat besar dan justru hampir menghambat sprint tersebut, bahkan sebelum dimulai. Saya menyesuaikan waktu yang diperlukan untuk mengembangkan ide dan pembuatan purwarupa. Saya jadi memahami mana yang terlalu cepat, terlalu lambat, hingga akhirnya menemukan yang waktu paling sesuai. Beberapa tahun kemudian, saya bertemu Bill Maris untuk membicarakan sprint. Bill adalah CEO Google Ventures, perusahaan modal ventura yang didirikan Google untuk berinvestasi pada startup-startup potensial. Dia adalah salah satu orang berpengaruh di Silicon Valley. Namun, Anda tidak akan menyangkanya dari pembawaannya yang santai. Pada sore itu, dia mengenakan pakaian khasnya, yaitu topi bisbol dan kaus dengan tulisan tentang Vermont. Bill tertarik untuk menjalankan sprint dengan startup dalam portofolio GV. Startup biasanya hanya memiliki satu kesempatan emas untuk mendesain sebuah produk yang sukses, sebelum akhirnya kehabisan dana. Sprint bisa membantu mencari tahu apakah startup-startup ini berada di jalur yang tepat sebelum akhirnya mereka bisa berkecimpung dalam tahapan yang lebih berisiko untuk membangun dan meluncurkan produk mereka. Dengan menjalankan sprint, mereka bisa mendapatkan sekaligus menghemat uang. Namun agar berhasil, saya harus menyesuaikan proses sprint ini. Saya sudah berpikir mengenai produktivitas individu dan tim selama beberapa tahun. Namun, saya hampir tidak tahu apa-apa mengenai startup dan kebutuhan bisnis mereka. Tetap saja, antusiasme Bill meyakinkan saya bahwa Google Ventures adalah tempat yang tepat untuk menerapkan sprint—sekaligus tempat yang tepat bagi saya. “Ini misi kita,” ujarnya, “untuk bisa menemukan entrepreneur terbaik di muka bumi dan membantu mereka membuat dunia ini menjadi tempat yang lebih baik.” Saya tentu tak bisa menolaknya. Di GV, saya bergabung dengan tiga rekan lain: Braden Kowitz, John

Zeratsky, dan Michael Margolis. Bersama, kami mulai menjalankan sprint dengan startup-startup, bereksperimen dengan prosesnya, dan menguji hasilnya agar bisa menemukan cara untuk memperbaikinya. Ide-ide dalam buku ini lahir dari semua anggota tim kami. Braden Kowitz memasukkan desain berbasis cerita dalam proses sprint, sebuah pendekatan tak biasa yang berfokus pada pengalaman konsumen alih-alih komponen individu atau teknologi. John Zeratsky membantu kami memulai dari akhir sehingga tiap sprint bisa membantu menjawab berbagai pertanyaan bisnis paling penting. Braden dan John memiliki pengalaman dalam bisnis dan startup, hal yang tidak saya miliki, dan mereka menyesuaikan prosesnya untuk menciptakan fokus yang lebih baik dan keputusan yang lebih cerdas di tiap sprint. Michael Margolis mendorong kami untuk mengakhiri tiap sprint dengan pengujian di dunia nyata. Dia menjalankan riset konsumen, yang perencanaan dan pelaksanaannya bisa menghabiskan waktu berminggu-minggu, dan menemukan cara untuk mendapatkan hasil yang jelas hanya dalam sehari. Ini benar-benar sebuah keajaiban. Kami tidak perlu lagi menebak-nebak apakah solusi kami bagus atau tidak karena di akhir tiap sprint, kami mendapatkan jawabannya. Kemudian ada Daniel Burka, seorang entrepreneur yang mendirikan dua startup sebelum menjual salah satunya ke Google dan bergabung dengan GV. Saat kali pertama menjelaskan proses sprint kepadanya, dia skeptis. Baginya, sprint terdengar seperti serangkaian proses manajemen yang rumit. Namun, dia sepekat untuk mencoba salah satunya. “Dalam sprint pertama itu, kami memangkas prosesnya dan menciptakan sesuatu yang ambisius hanya dalam sepekan. Saya benar-benar jatuh hati.” Setelah kami berhasil meyakinkannya, pengalaman langsung Daniel sebagai seorang pendiri startup dan sikapnya yang tidak menoleransi omong kosong membantu kami menyempurnakan prosesnya. Sejak sprint pertama di GV pada 2012, kami telah beradaptasi dan bereksperimen. Mulanya kami mengira pembuatan purwarupa dan riset yang cepat hanya akan berhasil untuk produk berskala besar. Mampukah kami bergerak sama cepatnya jika konsumen kami adalah para ahli di berbagai bidang seperti kesehatan dan keuangan? Tanpa disangka, proses lima hari ini bisa bertahan. Proses ini sesuai untuk semua jenis konsumen, mulai dari investor sampai petani, dari onkolog sampai pemilik bisnis skala kecil. Juga bagi situs web, aplikasi iPhone, laporan medis, hingga perangkat keras berteknologi tinggi. Tidak hanya untuk mengembangkan produk, kami juga menggunakan sprint untuk menentukan prioritas, strategi pemasaran, bahkan menamai perusahaan. Proses ini berulang-ulang menyatukan tim dan menjadikan ide-ide menjadi nyata. Selama beberapa tahun belakangan, tim kami mendapatkan beragam kesempatan untuk bereksperimen dan memvalidasi ide kami mengenai proses kerja. Kami menjalankan lebih dari seratus sprint bersama dengan startup-startup dalam portofolio GV. Kami bekerja bersama, sekaligus belajar dari para entrepreneur brilian seperti Anne Wojcicki (pendiri 23andMe), Ev Williams (pendiri Twitter, Blogger, dan Medium), serta Chad Hurley dan Steve Chen (pendiri YouTube). Pada awalnya, saya hanya ingin membuat hari-hari kerja saya efisien dan berkualitas. Saya ingin berfokus pada apa yang benar-benar penting dan menjadikan waktu saya berharga—bagi saya, tim, dan konsumen kami. Kini, lebih dari satu dekade kemudian, proses sprint secara konsisten telah membantu saya meraih mimpi tersebut. Dan saya sangat senang

berbagi mengenai hal tersebut dengan Anda dalam buku ini. Dengan keberuntungan, Anda bisa memilih pekerjaan Anda karena visi yang tajam. Anda ingin berbagi visi tersebut kepada dunia, baik yang berupa pesan, layanan, maupun pengalaman, dengan perangkat lunak maupun keras, atau bahkan—sebagaimana dicontohkan dalam buku ini—sebuah cerita atau ide. Namun, mewujudkan visi ini tak mudah. Gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu Anda, dan proyek jangka panjang yang hanya berdasarkan asumsi. Prosesnya tidak harus selalu seperti ini. Sprint menawarkan jalur untuk memecahkan masalah-masalah besar, menguji ide-ide baru, menyelesaikan lebih banyak hal, dan melakukan semuanya dengan lebih cepat. Sprint juga membantu Anda lebih menikmati prosesnya. Dengan kata lain, Anda benar-benar harus mencobanya sendiri. Ayo kita mulai. —Jake Knapp San Francisco, Februari 2016 [Mizan, Bentang Pustaka, Manajemen, Ide, Kreatif, Inovasi, Motivasi, Dewasa, Indonesia] spesial seri bentang bisnis & startup

*The Nexus Framework for Scaling Scrum* Kurt Bittner, Patricia Kong, Eric Naiburg, Dave West, 2017-12-04 Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber—Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum’s core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

*Scrum Templates That Work* M. David Green, 2016-02-27 Running an effective scrum team requires organization and authority. But sometimes in the spirit of getting things done, the details of a ritual may be skipped, or a valuable piece of information may get lost in the shuffle. A scrum master who can't keep track of the critical details that come up in all the rituals, and make use of them across multiple sprints, is at a disadvantage when it comes to helping a team iterate and improve. Maintaining an accurate and consistent historical record of what happened in each ritual is the best way to support the iterative improvements a team makes with scrum. But until now, there hasn't been a convenient way to create and

maintain these notes in one place consistently for your team, or for your own personal records. That's the problem that Scrum Templates That Work can help you solve. What Are Scrum Templates? This set of templates and corresponding guides for running scrum rituals will give your team a great foundation to iterate on. They offer you the convenience of a clean pre-designed format that covers all the essentials of the key rituals of scrum, with the flexibility to develop your own style and support the way your team uses scrum. These templates are perfect for getting your new team's rituals started out on the right foot, or offering an experienced team a refreshed perspective on their agile process. They also make it very easy to maintain a historical record that's ready at your fingertips, to reference when needed. What's Included? This quarterly Scrum Templates That Work notebook contains enough copies of each template for a full business quarter. The templates are versatile and unopinionated, with instructions to support taking consistent notes on all your scrum rituals, no matter how you choose to run scrum for your team. The One-Week Sprint Edition is customized for one team running one-week sprints for a full three months, and includes sufficient copies of the blank templates and instructions for: Daily Standups Sprint Plannings Sprint Demos Sprint Retrospectives Are They Any Good? These templates were developed by M. David Green, author of Scrum: Novice to Ninja, agile coach, and the founder of Agile That Works ([www.AgileThatWorks.com](http://www.AgileThatWorks.com)), a consultancy that helps people in engineering organizations collaborate to make constant improvement a daily practice. With over 10,000 hours of experience as a scrum practitioner, scrum master, and agile program manager, David currently coaches organizations, teams, and scrum masters. He also promotes continuous and sustainable improvement through his podcast, Hack the Process ([www.HackTheProcess.com](http://www.HackTheProcess.com)), which showcases the skill of moving beyond planning and into action. David has a degree from UC Berkeley in the Social Science of Telecommunications, and later earned his MBA in Organizational Behavior. He developed his approach to Agile while working in companies from Fortune 100 giants to tiny high-tech startups in San Francisco and Silicon Valley.

**Scrum Templates That Work** M. David Green, 2016-02-28 Running an effective scrum team requires organization and authority. But sometimes in the spirit of getting things done, the details of a ritual may be skipped, or a valuable piece of information may get lost in the shuffle. A scrum master who can't keep track of the critical details that come up in all the rituals, and make use of them across multiple sprints, is at a disadvantage when it comes to helping a team iterate and improve. Maintaining an accurate and consistent historical record of what happened in each ritual is the best way to support the iterative improvements a team makes with scrum. But until now, there hasn't been a convenient way to create and maintain these notes in one place consistently for your team, or for your own personal records. That's the problem that Scrum Templates That Work can help you solve. What Are Scrum Templates? This set of templates and corresponding guides for running scrum rituals will give your team a great foundation to iterate on. They offer you the convenience of a clean pre-designed format that covers all the essentials of the key rituals of scrum, with the flexibility to develop your own style and

support the way your team uses scrum. These templates are perfect for getting your new team's rituals started out on the right foot, or offering an experienced team a refreshed perspective on their agile process. They also make it very easy to maintain a historical record that's ready at your fingertips, to reference when needed. What's Included? This quarterly Scrum Templates That Work notebook contains enough copies of each template for a full business quarter. The templates are versatile and unopinionated, with instructions to support taking consistent notes on all your scrum rituals, no matter how you choose to run scrum for your team. The Three-Week Sprint Edition is customized for one team running three-week sprints for a full three months, and includes sufficient copies of the blank templates and instructions for: Daily Standups Sprint Plannings Sprint Demos Sprint Retrospectives Are They Any Good? These templates were developed by M. David Green, author of *Scrum: Novice to Ninja*, agile coach, and the founder of Agile That Works ([www.AgileThatWorks.com](http://www.AgileThatWorks.com)), a consultancy that helps people in engineering organizations collaborate to make constant improvement a daily practice. With over 10,000 hours of experience as a scrum practitioner, scrum master, and agile program manager, David currently coaches organizations, teams, and scrum masters. He also promotes continuous and sustainable improvement through his podcast, *Hack the Process* ([www.HackTheProcess.com](http://www.HackTheProcess.com)), which showcases the skill of moving beyond planning and into action. David has a degree from UC Berkeley in the Social Science of Telecommunications, and later earned his MBA in Organizational Behavior. He developed his approach to Agile while working in companies from Fortune 100 giants to tiny high-tech startups in San Francisco and Silicon Valley.

*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.

**Agile Project Management with Scrum** Ken Schwaber,2004-02-11 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 many geographic locations Maximize return on investment!

*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.

*Scrum: Novice to Ninja* M. David Green,2016-01-26 Why should you use Scrum in your web projects? Simply put, it'll enable your team to get more done in less time. Scrum is the most popular agile project management methodology used in web projects today. While most Scrum books tend to be lengthy textbooks that cover every detail of Scrum for all types of organizations, this highly practical book concentrates solely on how best to apply Scrum in web and mobile development projects. In it, you'll learn: An overview of Scrum fundamentals for web and mobile projects Get familiar with Scrum's roles: Scrum master, product owner, team members, and interested observers Understand Scrum's rituals: sprint planning meetings, daily standups, work process, demos, and sprint retrospectives Gain a thorough understanding of the tools used in Scrum: burndown charts, story cards, sprint backlogs Troubleshoot typical Scrum issues

**Large-Scale Scrum** Craig Larman,Bas Vodde,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 Estimating & Planning Your Sprint With Scrum** Paul VII,2016-09-01 Agile Estimating & Planning Your Sprint with Scrum - Just Got Easier Thank you and congratulations on taking this class, Agile Estimating & Planning Your Sprint with Scrum. In this class, you will be given proven tips to help you to estimate and plan sprints as part of your scrum projects. I am very confident that you will find this class valuable, as it will give you a complete overview of estimating and planning in agile scrum teams. In this class, I go to great lengths to dissect the topic and present it in an easy to understand manner for both beginners and intermediates in scrum. For starters, I will introduce you to scrum, then walk you through the process of preparing for and conducting sprint planning sessions as part of an agile scrum team. As we go on with the class, I give practical examples and tips on how to improve planning in your team or business from the ground up. To give you just a glimpse of what you will learn, here is a quick summary: Why we need plans and why do we need a sprint plan Comparison of different forms of estimation e.g. Ideal days, story points etc. How to overcome common impediments to planning How to prepare for a sprint planning meeting An overview of the sprint planning meeting Artifacts needed for planning How to create a sprint goal How to use velocity in planning How to commit to the goal using capacity driven or velocity driven planning Tips to improve your sprint planning meetings So let's get started and let me help you to master agile estimating & sprint planning with scrum. Table of Contents Agile Estimating & Planning Your Sprint with Scrum Introduction Lesson 1 What is Agile Scrum? .....1 Lesson 2 Comparison Of Different Metrics Used To Estimate User Stories .....27 Metrics Used To Estimate Tasks .....37 Lesson 3 Sprint Planning: The Specifics .....39 1: Sprint Preparation .....39 2: Sprint Planning Meeting .....40 Sprint Goal .....42 Artifacts That Are Needed For Planning ...43 Considering Velocity .....44 Lesson 4 Tips For Sprint Planning .....49 Tips For Creating An Environment For Continuous Improvement .....49 Tips For First Time Scrum Masters .....51 General Tips For Sprint Planning .....53 Tips On How To Create A Good Sprint Backlog .....55 Tips For Impediment Resolution .....60 Conclusion .....64 Resources .....66 Check Out My Other Books .....76 Scroll Up To The Top Of The Page And Click The Orange Buy Now or Read For Free Icon On The Right Side!

**The Scrum Field Guide** Mitch Lacey,2012 Thousands of IT professionals are being asked to make Scrum succeed in their organizations-including many who weren't involved in the decision to adopt it. If you're one of them, The Scrum Field



Guide will give you skills and confidence to adopt Scrum more rapidly, more successfully, and with far less pain and fear. Long-time Scrum practitioner Mitch Lacey identifies major challenges associated with early-stage Scrum adoption, as well as deeper issues that emerge after companies have adopted Scrum, and describes how other organizations have overcome them. You'll learn how to gain quick wins that build support, and then use the flexibility of Scrum to maximize value creation across the entire process. In 30 brief, engaging chapters, Lacey guides you through everything from defining roles to setting priorities to determining team velocity, choosing a sprint length, and conducting customer reviews. Along the way, he explains why Scrum can seem counterintuitive, offers a solid grounding in the core agile concepts that make it work, and shows where it can (and shouldn't) be modified. Coverage includes Getting teams on board, and bringing new team members aboard after you've started Creating a definition of done for the team and organization Implementing the strong technical practices that are indispensable for agile success Balancing predictability and adaptability in release planning Keeping defects in check Running productive daily standup meetings Keeping people engaged with pair programming Managing culture clashes on Scrum teams Performing emergency procedures to get sprints back on track Establishing a pace your team can truly sustain Accurately costing projects, and measuring the value they deliver Documenting Scrum projects effectively Prioritizing and estimating large backlogs Integrating outsourced and offshored components Packed with real-world examples from Lacey's own experience, this book is invaluable to everyone transitioning to agile: developers, architects, testers, managers, and project owners alike.

**Agile Project Management** Greg Caldwell, 2021-01-29 Have you ever tried your hand at software development only to find out that it's much harder than you prepared for? Not only do you have to make sure that your skills are up to par with everybody else but there is also the matter of coordinating with everyone involved in that project. And with Collaboration comes the potential for complexity. Soon enough, you'll be juggling different deadlines and correspondences, deal with differences in design approaches, and wade through deep technical problems. Aside from that, you'd have to deal with pressure from investors and stakeholders whose visions your team is trying to translate into something tangible but often get blindsided by last-minute committee decisions. Now, what if you are open to a more agile method of managing projects but find changes in your results to be insignificant? For instance, you might have adopted methodologies like Scrum and XP but find your team of going through the motions of the change instead of fully embracing such. Managing a project that requires collaborative effort is complicated and often challenging, there is no doubt to that. But what if someone were to tell you that you can help your team achieve its goals at a faster and far more effective pace? This is where this book comes into play. In this book, you will learn the different Agile Methodologies, the rationale behind their structures, and the values, principles, and concepts that you could use in employing them. If that is not enough for you, here are a few more things that the book will focus on: What motivates teams and what ideas and principles do they identify with the most? The basics of the four

major Agile methodologies: Scrum, XP, Kanban, and Lean. What makes them different from one another? Restructuring your team's framework to be more compatible with agile methodologies. Picking the right methodology for your team or for a certain project. Preparing, dealing with, and mitigating potential problems that might arise from the application of methodologies. Ensuring sustainability in the application of agile methodologies. In essence, by learning of the Why behind Agile Project Management methods, you can find the How in implementing them for your own team. And eventually, you should be able to achieve the results you have set for the team or, better yet, go beyond those. The information provided in this book has been organized in such a way that it is easy to understand and master, even for those who are relatively new to the concepts of software development and project management. If the prospect of learning how to finish projects faster and more effectively intrigues you, then it is now time to dive deep into the world of Agile Project Management!

Agile Scrum Handbook - 3rd edition Nader K. Rad,2021-04-28 This book is a simple guide for anyone who wants to learn about the Agile concept and the Scrum framework by: • understanding the reasons behind various approaches instead of just going through do's and don'ts and clichés, and • understanding the diversity and range of ideas in this domain rather than just the latest fashion. There are three types of content in this book: 1. Fundamental concepts: The first and the last chapters are about the meaning and dynamics of Agile projects. They build a solid foundation that helps you learn the details on the one hand, and on the other hand, find your own way in projects. 2. Frameworks: The Scrum chapter goes through all the details of this most popular framework because anyone involved in Agile projects these days needs to be familiar with it. Another necessity is Kanban, which is explored in its own chapter. 3. Practices: There are chapters about Crystal, eXtreme Programming, and DSDM®, which all use these methods to explore the most common Agile practices and techniques.

**Great Big Agile** Jeff Dalton,2018-12-07 Big Agile leaders need an empirical, high-trust model that provides guidance for scaling and sustaining agility and capability throughout a modern technology organization. This book presents the Agile Performance Hierarchy (APH)—a how-ability model that provides agile leaders and teams with an operating system to build, evaluate, and sustain great agile habits and behaviors. The APH is an organizational operating system based on a set of interdependent, self-organizing circles, or holons, that reflect the empirical, object-oriented nature of agility. As more companies seek the benefits of Agile within and beyond IT, agile leaders need to build and sustain capability while scaling agility—no easy task—and they need to succeed without introducing unnecessary process and overhead. The APH is drawn from lessons learned while observing and assessing hundreds of agile companies and teams. It is not a process or a hierarchy, but a holarchy, a series of performance circles with embedded and interdependent holons that reflect the behaviors of high-performing agile organizations. Great Big Agile provides implementation guidance in the areas of leadership, values, teaming, visioning, governing, building, supporting, and engaging within an all-agile organization. What You'll Learn Model the behaviors of a high-performance agile organizationBenefit from lessons learned by other

organizations that have succeeded with Big Agile Assess your level of agility with the Agile Performance Hierarchy Apply the APH model to your business Understand the APH performance circles, holons, objectives, and actions Obtain certification for your company, organization, or agency Who This Book Is For Professionals leading, or seeking to lead, an agile organization who wish to use an innovative model to raise their organization's agile performance from one level to the next, all the way to mastery

*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.

**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 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

*Scrum in easy steps* David Morris, 2017-04-11 Scrum is the most widely used agile framework for developing software products. Scrum in easy steps provides an introduction to Scrum, then steps through how a team gets going on a project and how they sustain performance and continually improve. It explores the three core roles in a Scrum team and how they work together effectively, and covers how a team works with others outside the team (an area most books on Scrum leave out). The book then shows how to apply the Scrum framework throughout product development, from product discovery and definition, through the experience of working in Sprints on product delivery, to how teams inspect and adapt to improve themselves and find opportunities for their organisations to get better too. It finishes with a look at how Scrum could be applied beyond a single team and how the work of Scrum teams is integrated successfully with other parts of the organisation. Whether you're looking to move into the field of software development, are currently in a Scrum team and want a handy reference, or you work in an environment with Scrum teams and want to understand how they work, Scrum in easy steps is for you. Includes downloadable templates to get you started. Table of Contents: Introducing Scrum Forming a Scrum Team Discovering what customers need Defining the Product Backlog Prioritizing and sizing the Backlog Preparing for the Sprint A day in the life of a Sprint Delivering the Product Increment Continual improvement in Scrum Scaling Scrum beyond one team The Scrum reference

**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.

*Successful ScrumButt* Noah Dyer,2016-11-30 Have you ever seen a promising project get abandoned right when it seemed like it was getting ready to launch, or a project that always seemed like it was going to launch next month, but took many months or even years before it actually launched? Scrum may be the solution to such woes. It is a project management methodology that, when applied faithfully, will increase the rate at which your project is completed, the enjoyment your team has while working on it, and its commercial success. Converting to scrum can be a challenge for any team, but it is particularly painful for part time, virtual, and student teams. Successful Scrumbutt helps teams quickly learn scrum project management and adapt it to their unique situations. Author Noah Dyer illustrates key techniques for maintaining a team's productivity and enthusiasm for a project across its lifetime in fun, engaging, and slightly irreverent ways. Key Features Learn key techniques for maintaining enthusiasm for your project across its lifetime and have the confidence that every hour spent on your project is having maximum benefit. Includes instructions for using Assembla and other popular and free Scrum software. This will save people time identifying and learning a software package to help implement Scrum principles. Activities to introduce people to Scrum and practice Scrum principles. These are fun ways to learn Scrum in a low pressure atmosphere where delivery and execution are not paramount. Soft Skills Sections help readers understand not only the action to be taken and the principle, but how to effectively communicate with others regarding Scrum practices, particularly problem solving. Excel templates, activities for implementing Scrum in a low tech environment and planning cards that make

Scrum planning activities easier and feel more official are included for download and easy printing. Do It Now: Tips for integrating the principle in a chapter right away, even if full Scrum is not yet fully understood and achievable.

**User Story Mapping** Jeff Patton, Peter Economy, 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

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