A Practical Guide to Leading Agile Teams

# The HUMAN SIDE of AGILE

How to Help Your Team Deliver



**GIL BROZA** 

# The Human Side Of Agile How To Help Your Team Deliver

Gil Broza

#### The Human Side Of Agile How To Help Your Team Deliver:

The Human Side of Agile Gil Broza, 2012 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 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 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 Managing Agile Projects Sanjiv Augustine, 2005 Your Hands On In the Trenches Guide to Successfully Leading Agile Projects Agile methods promise to infuse development with unprecedented flexibility speed and valueand these promises are attracting IT organizations worldwide However agile methods often fail to clearly define the manager's role and many managers have been reluctant to buy in Now expert project manager Sanjiv Augustine introduces agility from the manager's point of view offering a proven management framework that addresses everything from team building to project control Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management demonstrating why agility is better aligned with today s project realities and how to simplify your transition Using a detailed case study he shows how agile methods can scale to succeed in even the largest projects Defining a high value role for the manager in agile project

environmentsRefocusing on outcomes not rigid plans processes or controlsStructuring and building adaptive self organizing organic teamsForming a guiding vision that aligns your team behind a common purposeEmpowering your team with the information it needs to succeedManaging the flow of customer value from one creative stage to the nextLeveraging your team members strengths as whole personsImplementing full life cycle agility from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environmentBecoming an adaptive leader who can inspire and energize agile teams Whether you re a technical or business manager Managing Agile Projectsgives you all the tools you need to implement agility in your environmentand reap its full benefits Managing Agile Projects is part of the Robert C Martin series c Copyright Pearson Education All rights reserved From Chaos to Successful Distributed Agile Teams Iohanna Rothman, Mark Kilby, 2019-03 Distributed agile teams have a terrible reputation They don t deliver on time and too often they don't deliver what the customer needs However most agile teams have at least one remote team member And agile approaches are here to stay Don t blindly apply agile practices designed for collocated teams Instead learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team Use the tips and traps to help your team succeed Leave the chaos of virtual teams behind See how to help your distributed team succeed Pamela Meyer, 2016-11-03 As contrary as it sounds planning as we traditionally understand the term can be the worst thing a company can do Consider that volatile weather events disrupt trusted supply chains markets and promised delivery schedules Ever shifting geo political tensions as well as internal political upheaval within U S and global governments derail long planned new ventures Technology failures block opportunities Competitors suddenly change their product or release date your team cannot meet the pace of innovations in your market niche leaving you sidelined There are myriad ways in the current business environment for a company s well considered business plans to go awry Most business schools continue to prepare managers to be effective in stable and predictable environments conditions that if they ever existed at all are long gone The Agility Shift shows business leaders exactly how to make the radical mindset and strategy shift necessary to create an agile entrepreneurial organization that can innovate and thrive in complex ever changing contexts As author Pamela Meyer explains there is much more involved than a reconfiguration of the org chart and job descriptions It requires relinquishing the illusion of control at the very foundation of most management training and business practice Despite most leaders approaches Agility is not simply accelerated planning Unlike many agility books on the market The Agility Shift provides specific actionable strategies and tactics for leaders at all levels of the organization to put into practice immediately to improve agility and achieve results Disciplined Agile Delivery Scott W. Ambler, Mark Lines, 2012-05-31 Master IBM s Breakthrough DAD Process Framework for Succeeding with Agile in Large Complex Mission Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger

complex enterprise projects In Disciplined Agile Delivery Scott W Ambler and Mark Lines introduce IBM s breakthrough Disciplined Agile Delivery DAD process framework which describes how to do this tailoring DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling AM Extreme Programming XP Kanban Unified Process UP and other proven methods to provide a hybrid approach that is adaptable to your organization s unique needs They candidly describe what practices work best why they work what the trade offs are and when to consider alternatives all within the context of your situation Disciplined Agile Delivery addresses agile practices across the entire lifecycle from requirements architecture and development to delivery and governance The authors show how these best practice techniques fit together in an end to end process for successfully delivering large complex systems from project initiation through delivery Coverage includes Scaling agile for mission critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps architecture and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts research and extensive experience this book will be an indispensable resource for every enterprise software leader and practitioner whether they re seeking to optimize their existing agile Scrum process or improve the agility of an iterative process Agile Leadership Toolkit Peter Koning, 2020

Team of Teams General Stanley McChrystal, Tantum Collins, David Silverman, Chris Fussell, 2015-05-12 From the New York Times bestselling author of My Share of the Task and Leaders comes 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 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 rel evant to countless businesses nonprofits and or ganizations 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 organiza tion 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

Gottesdiener, 2012 Discussing Design Adam Connor, Aaron Irizarry, 2015-06-17 Real critique has become a lost skill among collaborative teams today Critique is intended to help teams strengthen their designs products and services rather than be used to assert authority or push agendas under the guise of feedback In this practical guide authors Adam Connor and Aaron Irizarry teach you techniques tools and a framework for helping members of your design team give and receive critique Using firsthand stories and lessons from prominent figures in the design community this book examines the good the bad and the ugly of feedback You ll come away with tips actionable insights activities and a cheat sheet for practicing critique as a part of your collaborative process This book covers Best practices and anti patterns for giving and receiving critique Cultural aspects that influence your ability to critique constructively When how much and how often to use critique in the creative process Facilitation techniques for making critiques timely and more effective Strategies for dealing with difficult people and challenging situations Emotional Intelligence for Project Managers Anthony C. Mersino, 2007 Emotional Intelligence for Project Managers introduces readers to the basic concepts of emotional intelligence and shows how to apply them to their project goals Readers will learn how to Set the tone and direction for the project Communicate more effectively Improve listening skills Create a positive work environment Motivate coach and mentor team members Productively handle stress criticism and blame And more Complete with checklists and self assessments this handy guide enables project managers to apply these important skills to their projects right away Coacher une équipe agile Véronique Messager, 2017-09-14 Des m thodes efficaces mais exigeantes en termes de communication La pertinence des m thodes agiles pour mener des transformations de fa on dynamique et innovante ne fait plus de doute pour de nombreuses organisations et guipes de r alisation Pariant sur la souplesse des guipes en vitant une d finition trop pr coce et fig e des besoins ces m thodes se r v lent performantes pour int grer des changements plus facilement que les m thodes traditionnelles Pourtant elles sont plus exigeantes concernant la communication entre les acteurs des projets Le coaching pour accompagner et s curiser la transition Toute personne engag e dans une quipe agile ScrumMaster chef de projet manager coach agile mais aussi responsable de la transformation trouvera dans ce livre des outils pratiques pour anticiper les heurts et r sistances in luctables face au changement et ainsi faciliter l adoption des bons comportements pour s engager sur la voie de l'agilit S appuyant la fois sur sa longue exp rience en gestion de projet agile et sur sa comp tence de coach professionnel V ronique Messager illustre exemples l'appui comment une posture et une d'marche de coach se sont av r es essentielles pour r ussir ses missions aupr s d quipes ou de personnes en contexte de transformation agile La 2e dition de cet ouvrage vous propose de nouveaux outils pour mieux d coder l accueil face au changement ou pour mieux contractualiser une mission de coaching l clairage des neurosciences vous aidera mieux comprendre le processus de d sapprentissage apprentissage et la bibliographie s est enrichie Un quide indispensable pour d velopper les comp tences collectives et relationnelles n cessaires au succ s de votre d marche de transformation Hiring Geeks That Fit Johanna Rothman, 2013-09-13 Hiring a person for

your team is the single most important decision you can make It has long lasting impact whether you are the manager or a team member Would you like to learn to hire great people Not sure how You need this book Great geeks are not the same as skill based staff You need to analyze your culture determine your problems define the essentials you need in a candidate and then you re off and running Great geeks adapt their knowledge to your context One developer or technical manager is not interchangeable with another Hiring Geeks That Fit takes the guesswork and cost out of hiring <u>Unmanageable</u> Mickey W. Mantle, Ron Lichty, 2012-09-16 Mantle and Lichty have assembled a guide that will help you hire motivate and mentor a software development team that functions at the highest level Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike Tom Conrad CTO Pandora I wish I d had this material available years ago I see lots and lots of meat in here that I ll use over and over again as I try to become a better manager The writing style is right on and I love the personal anecdotes Steve Johnson VP Custom Solutions DigitalFish All too often software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget Although adding some formal discipline to the development process has improved the situation it has by no means solved the problem How can it be with so much time and money spent to get software development under control that it remains so unmanageable In Managing the Unmanageable Rules Tools and Insights for Managing Software People and Teams Mickey W Mantle and Ron Lichty answer that persistent question with a simple observation You first must make programmers and software teams manageable That is you need to begin by understanding your people how to hire them motivate them and lead them to develop and deliver great products Drawing on their combined seventy years of software development and management experience and highlighting the insights and wisdom of other successful managers Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully Whether you are new to software management or have already been working in that role you will appreciate the real world knowledge and practical tools packed into this guide A Scrum Book Jeff Sutherland, James O. Coplien, 2019-10-31 Gain insights and depth of rationale into Scrum from many highly respected world authorities including one of its founders who lead you through the deep foundations of Scrum's structure and practice Enhance and customize your Scrum practice with ninety four organizational building blocks called patterns that you can freely and flexibly choose from to fit your needs Understand and appreciate the history of Scrum and the role it plays in solving common problems in product development Building a successful product usually involves teams of people and many choose the Scrum approach to aid in creating products that deliver the highest possible value Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals The ninety four patterns contained within are elaborated nuggets of insight into Scrum's building blocks how they work and how to use them They offer novices a roadmap for starting from scratch yet they help intermediate practitioners fine tune or fortify their Scrum implementations Experienced

practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development The patterns are written in the well known Alexandrian form whose roots in architecture and design have enjoyed broad application in the software world The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work The patterns flow together naturally through the context sections at their beginning and end Learn everything you need to know to master and implement Scrum one step at a time the agile way **Happiness** Jurgen Appelo, 2016-06-02 A practical handbook for making management great again Managing for Happiness offers a complete set of practices for more effective management that makes work fun Work and fun are not polar opposites they re two sides of the same coin and making the workplace a pleasant place to be keeps employees motivated and keeps customers coming back for more It's not about gimmicks or perks that disrupt productivity it's about finding the passion that drives your business and making it contagious This book provides tools games and practices that put joy into work with practical real world guidance for empowering workers and delighting customers These aren t break time exploits or downtime amusements they re real solutions for common management problems Define roles and responsibilities create meaningful team metrics and replace performance appraisals with something more useful An organization s culture rests on the back of management and this book shows you how to create change for the better Somewhere along the line people collectively started thinking that work is work and fun is something you do on the weekends This book shows you how to transform your organization into a place with enthusiastic Monday mornings Redefine job titles and career paths Motivate workers and measure team performance Change your organization's culture Make management and work fun again Modern organizations expect everyone to be servant leaders and systems thinkers but nobody explains how To survive in the 21st century companies need to dig past the obvious and find what works What keeps top talent What inspires customer loyalty The answer is great management which inspires great employees who then provide a great customer experience Managing for Happiness is a practical handbook for achieving organizational greatness Continuous Delivery Jez Humble, David Farley, 2010-07-27 Winner of the 2011 Jolt Excellence Award Getting software released to users is often a painful risky and time consuming process This groundbreaking new book sets out the principles and technical practices that enable rapid incremental delivery of high quality valuable new functionality to users Through automation of the build deployment and testing process and improved collaboration between developers testers and operations delivery teams can get changes released in a matter of hours sometimes even minutes no matter what the size of a project or the complexity of its code base Jez Humble and David Farley begin by presenting the foundations of a rapid reliable low risk delivery process Next they introduce the deployment pipeline an automated process for managing all changes from check in to release Finally they discuss the ecosystem needed to support continuous delivery from infrastructure data and configuration management to

governance The authors introduce state of the art techniques including automated infrastructure management and data migration and the use of virtualization For each they review key issues identify best practices and demonstrate how to mitigate risks Coverage includes Automating all facets of building integrating testing and deploying software Implementing deployment pipelines at team and organizational levels Improving collaboration between developers testers and operations Developing features incrementally on large and distributed teams Implementing an effective configuration management strategy Automating acceptance testing from analysis to implementation Testing capacity and other non functional requirements Implementing continuous deployment and zero downtime releases Managing infrastructure data components and dependencies Navigating risk management compliance and auditing Whether you re a developer systems administrator tester or manager this book will help your organization move from idea to release faster than ever so you can deliver value to your business rapidly and reliably Scrum in Action Andrew Pham, Phuong Van Pham, 2012 SCRUM IN ACTION AGILE SOFTWARE PROJECT MANAGEMENT AND DEVELOPMENT is a practical how to guide for software project teams on how to successfully deploy an Agile software framework with Scrum It is clearly and concisely written and is the first practical guide with real world situations written by corporate practitioners. This book describes many good project management techniques on how to get the most from project teams and bridges the gaps between many Scrum and project management books by addressing how to communicate with executives using financial terms how to use an objective estimation technique and where software architecture fits into Scrum Crystal Clear Alistair Cockburn, 2005 Author Alistair Cockburn distills the secrets shared by successful small teams on what works and doesn t work in their development processes. The result is Crystal Clear a new Agile LL2 methodology designed to help teams with two to eight members develop and release more functional software faster Agile People Pia-Maria Thoren, 2017-09-26 Corporate cultures global mindsets and employee priorities are changing which means management and human resources departments must also evolve To ensure teams are well crafted motivated and successful managers and HR professionals must step outside their comfort zone and adapt to younger newer ways of thinking they must become Agile In Agile People management consultant Pia Maria Thoren outlines how managers human resources professionals company decision makers and employees can adopt the flexible fluid customer focused mindset of modern tech companies to inspire their workers and strengthen their organizations This essential handbook explains both the theories and practical applications behind the Agile framework showing how companies can do the following Create a structure and culture for an organization to meet future challenges Give management and HR the changed mindset and the tools to facilitate employee drive and performance Empower employees to become motivated stakeholders Adopt hiring practices that value attitude behavior and competence Create a passionate loyal and accomplished workforce No matter the size of a company it can benefit from an Agile mindset and launch into a future filled with successful leadership and motivated employees

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