

The
Pragmatic
Programmers

Agile Retrospectives

Making Good Teams Great



*Esther Derby
Diana Larsen*

Agile Retrospectives Making Good Teams Great

Mitch Lacey



Agile Retrospectives Making Good Teams Great:

Agile Retrospectives Esther Derby, Diana Larsen, 2006 The tools and recipes in this book will help readers uncover and solve hidden and not so hidden problems with their technology and methodology It offers tips to fix the problems faced on a software development project on an ongoing basis **Improving Agile Retrospectives** Marc Loeffler, 2017-12-11 Agile retrospectives help you get to the root of your real problems so you can solve them quickly and effectively They re the cornerstone of a successful continuous improvement process and one of your best tools for triggering positive cultural change In **Improving Agile Retrospectives** leading agile coach trainer Marc Loeffler combines practical guidance proven practices and innovative approaches for maximizing the value of retrospectives for your team and your entire organization You can apply his powerful techniques in any project agile or otherwise These techniques offer exceptional value wherever continuous improvement is needed from lessons learned workshops in traditional project management to enterprise wide change management Loeffler s detailed results focused examples help you recognize and overcome common pitfalls adapt retrospectives to your unique needs and consistently achieve tangible results Throughout he integrates breakthrough concepts such as using experimentation and learning from system thinking He presents small ideas that make a big difference because they re deeply grounded in real experience Learn from failures and successes and make good things even better Master facilitation techniques that help you achieve your goals and have fun doing it Prepare your retrospective so it runs smoothly Practice techniques for generating actionable insights Keep your retrospectives fresh and interesting Perform retrospectives that address the entire system not just your team Focus on your better future with solution focused retrospectives Learn how to avoid typical pitfalls when facilitating retrospectives Lead retrospectives across multiple distributed teams Use retrospectives to support large scale change **Getting Value out of Agile Retrospectives** Luis Gonçalves, Ben Linders, 2015-01-28 Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently It s a toolbox with many exercises for facilitating retrospectives supported with the what and why of retrospectives the business value and benefits that they bring and advice for introducing and improving retrospectives If you are a Scrum master agile coach project manager product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them **PMP Practice Questions for PMI Project Management Professional Certification** Dormouse Quillsby, NotJustExam PMP Practice Questions for PMI Project Management Professional Certification Struggling to find quality study materials for the PMI Certified Project Management Professional PMP exam Our question bank offers over 1410 carefully selected practice questions with detailed explanations insights from online discussions and AI enhanced reasoning to help you master the concepts and ace the certification Say goodbye to inadequate resources and confusing online answers we re here to

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Wolpers, 2024-01-05 Unlock Scrum success for beginners and experts alike with The Scrum Anti Patterns Guide your key to understanding and elevating Scrum practices Scrum is simple to understand but difficult to master As a framework Scrum is particularly challenging as there is no formal education tailored to these roles and no comprehensive set of practices readily available to those interested in applying it The Scrum Guide 2020 describes its underlying principles only in the broadest strokes from applying Scrum to complex adaptive problems to embracing self management but the Scrum Guide is not at all prescriptive about how Scrum Teams work The Scrum Anti Patterns Guide compiles the most common challenges that every Scrum Team faces and how to remedy them Stefan Wolpers uses the Scrum Guide as a template to structure the content thus supporting the junior practitioner's Scrum discovery journey categorized by roles events artifacts and commitments while allowing the more experienced reader to use the book to reference individual problems or situations Addresses Scrum anti patterns for both novices and experienced practitioners Offers actionable insights into why Scrum implementations fall short and how to improve Covers real-time course corrections and improvements in Scrum practice Maximize Scrum success with this quick reference to the most common Scrum anti patterns and how to resolve them Stefan Wolpers has a remarkable ability to highlight underlying traps and issues for stakeholders teams and process Wolpers documents sources of waste and frustration an amazing compendium of typical ways progress becomes blocked Depressing He doesn't leave us there though He also recommends insightful remedies Uplifting Diana Larsen speaker advisor author and co-developer of the Agile Fluency Model Register your book for convenient access to downloads updates and/or corrections as they become available

See inside book for details **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 Retrospectives Esther Derby, Diana Larsen, Ken Schwaber, 2006 Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives also known as post-mortems are only helpful at the end of the project, too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Derby and Larsen show you the tools, tricks, and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes, and how to scale these techniques up. You'll learn how to deal with problems and implement solutions effectively throughout the project, not just at the end. With regular tune-ups, your team will hum like a precise world-class orchestra.

Meeting Design Kevin M. Hoffman, 2018-03-15 Meetings don't have to be painfully inefficient snoozefests if you design them. *Meeting Design* will teach you the design principles and innovative approaches you'll need to transform meetings from boring to creative, from wasteful to productive. Meetings can and should be indispensable to your organization. Kevin Hoffman will show you how to design them for success.

Liftoff Diana Larsen, Ainsley Nies, 2016-06-10 Ready, set, liftoff! Align your team to one purpose, successful delivery. Learn

new insights and techniques for starting projects and teams the right way with expanded concepts for planning organizing and conducting liftoff meetings Real life stories illustrate how others have effectively started or restarted their teams and projects Master coaches Diana Larsen and Ainsley Nies have successfully lifted off numerous agile projects worldwide Are you ready for success Every team needs a great start If you re a business or product leader team coach or agile practice lead project or program manager you ll gain strategic and tactical benefits from liftoffs Discover new step by step instructions and techniques for boosting team performance in this second edition of Liftoff Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team You ll find pointers for refocusing an effort that s gone off in the weeds and practices for working with teams as complex systems See how to scale liftoffs for multiple teams across the enterprise address the three key elements for collaborative team chartering establish the optimal conditions for learning and improvement and apply the GEFN Good Enough for Now rule for efficient liftoffs Throughout the book are stories from real life teams lifting off as seasoned coaches describe their experiences with liftoffs and agile team chartering Focused conversations help the team align form and build enough trust for collaborating You ll build a common understanding of the teams context within business goals Every liftoff is unique but success is common

Retrospectives Antipatterns Aino Vonge Corry, 2020-10-02 Improve Every Retrospective Real Solutions for Every Team Leader Facilitator and Participant Aino has shared a robust curated list of antipatterns and how to avoid them And she has shared so much more than tips and techniques You will find a gold mine with precious nuggets including her personal experiences effective facilitation resources and pointers for extracting yourself and your team when you re stuck From the Foreword by Diana Larsen co author Agile Retrospectives Making Good Teams Great Retrospectives are indispensable for continuous learning and improvement in Lean Agile DevOps and other contexts but most of us have suffered through at least one retrospective that was a waste of time or worse Now leading agile coach Aino Vonge Corry identifies 24 reasons that retrospectives fail and shows how to overcome each of them Using the familiar patterns approach Retrospectives Antipatterns introduces antipatterns related to structure planning people distributed teams and more Corry shares traps she s encountered and mistakes she s made over more than a decade of leading retrospectives and then presents proven solutions With her insights and guidance you can run enjoyable retrospectives that deliver concrete improvements and real value or at the very least recognize when you are making the same mistake as the author Create a common language actionable solutions and proven plans for solving the retrospective problems you ll encounter most often Recognize symptoms assess tradeoffs and refactor your current situation into something better Plan more effectively decide who should attend and facilitate when to schedule your retrospective and how much time to set aside Handle people problems deal with negativity silence distrust disillusionment loudmouths and cultural differences Facilitate better virtual retrospectives with tips for online retrospectives included in each antipattern Register your book for convenient access to downloads updates and or corrections as they

become available See inside book for details *McGraw-Hill Education ACP Agile Certified Practitioner Exam* Klaus Nielsen,2016-03-11 Publisher's Note Products purchased from Third Party sellers are not guaranteed by the publisher for quality authenticity or access to any online entitlements included with the product We want to help you succeed on the Agile Certified Practitioner Exam McGraw Hill Agile Certified Practitioner Exam helps you prepare for this important test and earn the certification that will advance your career Written by a project manager and trainer this book provides you with the intensive review and practice that will help you achieve the results you want Covering all essential processes this book shows you how agile management theory works in practice Inside you will find hundreds of practice questions two complete practice exams and experience based tips to maximize your score You'll be able to sharpen your skills and boost your confidence and do your very best on test day Features A diagnostic test Two complete sample ACP exams 200 additional test like practice questions Practical examples that show agile management processes in the everyday workplace Flexible Product Development Preston G. Smith,2007-09-28 In this landmark book Preston Smith attributes the recent decline in innovation to pressure from financial markets that drives management toward rigid development approaches such as phased development processes Six Sigma and project office These processes have unintentionally but effectively made change during development more difficult disruptive and expensive while the need for change continues at an accelerating pace Flexible Product Development is a hands on resource that provides the tools and strategies needed to restore flexibility to any organization and remove the obstacles that stand in the way of responsive new product development Preston Smith introduces approaches that can enhance development process flexibility by creating and maintaining development options delaying decisions and in general reducing the cost of change Step by step he explains the basics of flexible product development provides a broad array of flexibility enhancing tools and guides the reader in modifying the organization's values to embrace this new way of operating Agile Retrospectives, Second Edition Esther Derby, Diana Larsen, David Horowitz,2024-02-23 In an uncertain and complex world learning is more important than ever before In fact it can be a competitive advantage Teams and organizations that learn rapidly deliver greater IPSer value faster and more reliably Furthermore those teams are more engaged more productive and more satisfied The most effective way to enable teams to learn is by holding regular retrospectives Unfortunately many teams only get shallow results from their retrospectives This book is filled with practical advice techniques and real life examples that will take retrospectives to the next level whether your team is co located hybrid or remote This book will help team leads scrum masters and coaches engage their teams to learn improve and deliver greater results For nearly two decades scrum masters team leads and coaches have relied on the first edition of Agile Retrospectives as an essential resource to facilitate better retrospectives This edition builds on recent research reflects the authors' experiences over two decades and shares wisdom gleaned from the global retrospective community Find practical advice to level up retrospective skills Address the challenges of remote and hybrid retrospectives

head on Take advantage of expanded guidance on designing and facilitating retrospectives based on the questions and concerns of practitioners worldwide Gain insight into choosing a broad or narrow focus for retrospectives Explore how to use both objective and subjective data to enable more effective conversations Learn how to make decisions that stick Understand the importance of psychological safety and how to foster it in retrospectives Elevate issues and engage managers in systemic change Learn from many real life stories that demonstrate how our advice has impacted retrospectives at organizations around the globe Finally find a set of recommended flows that reveal the authors thought process in designing retrospectives for scenarios teams faced in real life

FunRetrospectives: Activities and Ideas for Making Agile Retrospectives More Engaging Tainã Caetano Coimbra, Paulo Caroli, 2020-08-21 FunRetrospectives is a book with the necessary tools to develop the main element of continuous improvement an effective committed team With several years working with agile teams Paulo Caroli and Taina Caetano Coimbra know there are two main ingredients to finding the path to success and continuous improvement First a team that is aligned and committed to the project Second a work environment that fosters collaboration one in which everyone can openly reflect debate and learn But how can we achieve that Each person in a team brings a different life experience and perspective and we know that a group of people doesn't become a team overnight That's why the main purpose of this work is to offer the necessary activities and tools to make everyone comfortable aligned and ready to be part of the best possible experience The authors have gathered years of experience in this book offering simple and straightforward activities There will always be ups and downs but everything that happens is essential for the team's growth and a fun safe environment allows you to get the best out of every situation

Lead Without Blame Diana Larsen, Tricia Broderick, 2022-09-27 A detailed framework for leaders to move past outdated workplace blame and shame strategies to cultivate resilient teams capable of facing adversity and setbacks confidently Workplace finger pointing stifles creativity reduces productivity and limits psychological safety Although no one sets out to be judgmental learning new habits is hard Two experienced leadership and agilists coaches share a road tested leadership model that continuously embraces humility and failure as part of the growth process to deliver results By facilitating blame free retrospective meetings leaders chart a productive path forward They amplify three essential motivators of purpose autonomy and co intelligence within their team Layered on with four resilience factors inclusive collaboration transparent power dynamics collaborative learning and embracing conflict After applying these strategies learning leaders will help their teams and themselves become more resilient and better equipped to handle any unexpected and challenging tasks that comes their way

Retrospectives for Organizational Change Jutta Eckstein, 2019-02-19 In this book Jutta Eckstein examines how retrospectives originally a kind of a facilitated workshop for gaining feedback can be applied conceptually to initiate and implement organizational change Technically retrospectives were an instrument for a group to examine a past joint period of time and learn from that The participants of a Retrospective for Organizational Change do not share a joint past yet they learn from their different

individual experiences and use this as a basis to form a shared future The main strength is to leverage the experiences of a diverse group Especially if the change is dynamic which means the approach toward the goal is unclear or if it is complex where the goal itself is indeterminate Retrospectives for Organizational Change can provide a way to support the change This book covers the conceptual idea of using Retrospectives for Organizational Change and additionally reports on the feedback and experiences of its practical application The British National Bibliography Arthur James Wells, 2007

Waardevolle Agile Retrospectives Luis Goncalves, Ben Linders, 2015-08-18 Met volop oefeningen voor je persoonlijke retrospectives gereedschapskist helpt Waardevolle Agile Retrospectives je om vaardiger te worden in het faciliteren van retrospectives en om er meer waarde uit te halen Dit is het 1e Nederlandstalige Agile boek voor het faciliteren van retrospectives Met vele oefeningen het wat en waarom van retrospectives de business value en de voordelen die retrospectives brengen Tevens vele tips en adviezen voor het introduceren en verbeteren van retrospectives Het is een boek voor agile coaches Scrum masters project managers product managers en facilitators die al enige ervaring hebben met retrospectives Met oefeningen voor je persoonlijke retrospective gereedschapskist helpt Waardevolle Agile Retrospectives je om zeer vaardig te worden in het faciliteren van retrospectives met teams om zo meer waarde te creëren Dit boek is de Nederlandse vertaling van Getting Value out of Agile Retrospectives van Ben Linders en Luis Goncalves met voorwoorden van Arie van Bennekum co auteur van het Manifest for Agile Software Development en Esther Derby co author of Agile Retrospectives Making Good Teams Great Project Retrospectives Norman L. Kerth, 2013-07-15 This is the digital copy of the printed book Copyright 2001 With detailed scenarios imaginative illustrations and step by step instructions consultant and speaker Norman L Kerth guides readers through productive empowering retrospectives of project performance Whether your shop calls them postmortems or postpartums or something else project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts For a retrospective to be effective and successful though it needs to be safe Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust One tool is Kerth's Prime Directive Regardless of what we discover we must understand and truly believe that everyone did the best job he or she could given what was known at the time his or her skills and abilities the resources available and the situation at hand Applying years of experience as a project retrospective facilitator for software organizations Kerth reveals his secrets for managing the sensitive often emotionally charged issues that arise as teams relive and learn from each project **Obtendo Valor de Retrospectivas Ágeis** Ben Linders, 2020-03-06 Com vários exercícios para sua caixa de ferramentas pessoal de retrospectivas Obtendo Valor de Retrospectivas geis o ajudar a se tornar mais proficiente em fazer retrospectivas e a tirar mais proveito delas Este livro contém vários exercícios para facilitar retrospectivas dando base ao o quê e ao porquê das retrospectivas o valor de negócio e os benefícios que elas trazem e

conselhos para a introdução e aprimoramento de retrospectivas Este um livro para agile coaches scrum masters gerentes de projeto gerentes de produto e facilitadores que já possuam alguma experiência com retrospectivas Retrospectivas são uma grande forma de continuamente melhorar a forma de trabalhar Obter a essência de uma retrospectiva e realizá-las ajuda as equipes a aprender e melhorar Esperamos que este livro ajude você e seus times a conduzir retrospectivas efetivas e eficientes que reflitam na sua forma de trabalhar e continuamente gere melhorias Ficamos muito honrados em ter as apresentações por Esther Derby e Alexandre Magno Conosco muitos aprenderam o porquê e o como das retrospectivas do livro Agile Retrospectives Making Good Teams Great que Esther escreveu juntamente com Diana Larsen Alexandre explica em sua apresentação por que as retrospectivas são necessárias e como importante ter uma caixa de ferramentas cheia de exercícios para retrospectivas algo em que concordamos plenamente

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