



# Safe Advanced Scrum Master Scaled Agile

**Markus Unterauer**



## Safe Advanced Scrum Master Scaled Agile:

**SAFe® 6.0 im Unternehmen implementieren** Jan Ahrend, 2023-09-25 SAFe in Theorie und Praxis verstehen und erfolgreich einsetzen Große Unternehmen agil aufstellen und deren Transformation strukturiert begleiten Generelle Fallstricke spezielle für deutsche Unternehmen von vornherein vermeiden Um große Unternehmen in sich schnell verändernden Märkten anpassungsfähig zu halten hat sich der Ansatz von SAFe dem Scaled Agile Framework sehr bewährt Hierbei werden die wichtigsten agilen Frameworks wie Scrum Kanban Lean und Agile kombiniert was sich zunehmender Beliebtheit erfreut In diesem Buch erfahren Sie wie Sie SAFe in großen Unternehmen erfolgreich einführen Dabei geht der Autor Jan Ahrend insbesondere auf die wichtigsten Rollen der einzelnen Akteure im Zusammenspiel ein Darüber hinaus erhalten Sie ebenso Einblick in typische Muster des Scheiterns die in direktem Zusammenhang mit der deutschen Kultur und der Organisationsstruktur in Großunternehmen stehen Der Autor richtet sich sowohl an Berater und Führungskräfte als auch an Mitarbeiter in einem agilen Unternehmen Nutzen Sie dieses Buch wie einen Reiseführer zu einer erfolgreichen SAFe Einführung *Der Enterprise Transformation Cycle* Mario A. Pfannstiel, Peter F.-J. Steinhoff, 2018-12-29 Das Herausgeberwerk vermittelt fundiert und praxisnah wie Unternehmen eine Transformation und das Transformationsmanagement mit der methodischen Vorgehensweise des Enterprise Transformation Cycle ETC meistern können Der ETC ist ein modulares zielgerichtetes Regelkreissystem zur systematischen Transformation von Geschäftsprozessen Systembereichen Industrien Unternehmen und Branchen Er beschreibt nicht nur die Ideengenerierung die Veränderung und die Wertschöpfung sondern auch die operative und strategische Vorgehensweise bei der Umsetzung von Projekten In den einzelnen Beiträgen werden neben einer theoretischen Einführung und einem Methodenteil auch praktische Umsetzungsbeispiele verschiedener Branchen vorgestellt und Handlungsempfehlungen für Unternehmen aufgezeigt Das Buch richtet sich an Entscheidungsträger Führungskräfte Praktiker Wissenschaftler Verbände Personalverantwortliche und Unternehmensberater [SAFe 5.0 Distilled](#) Richard Knaster, Dean Leffingwell, 2020-06-05 SAFe 5.0 The World's Leading Framework for Business Agility Those who master large scale software delivery will define the economic landscape of the twenty first century SAFe 5.0 is a monumental release that I am convinced will be key in helping countless enterprise organizations succeed in their shift from project to product Dr Mik Kersten CEO of Tasktop and author of the book Project to Product Business agility is the ability to compete and thrive in the digital age by quickly responding to unprecedented market changes threats and emerging opportunities with innovative business solutions SAFe 5.0 Distilled Achieving Business Agility with Scaled Agile Framework explains how adopting SAFe helps enterprises use the power of Agile Lean and DevOps to outflank the competition and deliver complex technology based business solutions in the shortest possible time This book will help you Understand the business case for SAFe its benefits and the problems it solves Learn the technical organizational and leadership competencies needed for business agility Refocus on customer centricity with design thinking Better align strategy and execution with Lean Portfolio

Management Learn the leadership skills needed to thrive in the digital age Increase the flow of value to customers with value stream networks Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

**SAFe® Coaches Handbook** Darren Wilmschurst,Lindy Quick,2023-07-28 Written by experienced Agile coaches SPCTs and a SAFe Fellow this guide is packed with real world examples use cases and anecdotes and offers valuable guidance to help you avoid common pitfalls and successfully implement SAFe Key Features Understand how to tailor SAFe practices to meet your organization s needs Avoid common mistakes encountered while adopting SAFe at team ART and portfolio levels Discover practical tips and best practices to plan teams ARTs events and Lean Portfolio Management Book DescriptionThe Scaled Agile Framework SAFe is widely recognized as an effective methodology for implementing Agile practices at the Enterprise level However the complexity of SAFe can make it challenging for Teams and organizations to determine which practices can be safely adapted to their unique needs Although SAFe is a framework rather than a set of rules promoting adaptation it s crucial to understand why SAFe practices are designed the way they are along with the consequences of modifying them The SAFe Coaches Handbook is a comprehensive resource that goes beyond a how to guide providing a deep understanding of SAFe principles and practices The chapters are designed in a way to teach you how to successfully implement SAFe in your organization and effectively manage the Team s Backlog while avoiding common pitfalls You ll discover optimal ways to create SAFe Teams and run successful Events You ll also learn how to plan Agile Release Trains ARTs manage the ART Backlog conduct PI Planning and grasp the importance of Value Stream Identification in driving value delivery By the end of this book you ll be armed with practical tips and advice to help you successfully customize the Scaled Agile Framework to your Enterprise s needs while preserving the aspects that make it work successfully What you will learn Discover how to set up Agile Teams to attain maximum effectiveness Avoid common mistakes organizations make with SAFe Find out how to set up the Agile Release Train Discover common mistakes enterprises make that affect the success of the ART Understand the importance of Value Streams and learn how to work with them successfully Start using the best ways to measure the progress of Teams and ARTs at an Enterprise level Recognize the impact of successful SAFe adoption on Enterprise strategy and organizational structure Who this book is for If you re a SAFe Practice Consultant SPCT Scrum Master Team Coach or Release Train Engineer tasked with implementing SAFe within an organization you ll find this book indispensable It offers valuable insights into aspects of SAFe and helps ensure success in delivery and execution with practical uses you can adopt Product owners and product managers will also benefit from this book by gaining a deeper understanding of how to function effectively within a SAFe environment A basic understanding of SAFe agile and DevOps is recommended to get the most out of this book

**The Art of Avoiding a Train Wreck (paperback)** Em Campbell-Pretty,Adrienne Wilson, Mastering Advanced Scrum Rituraj Patil,2021-08-19 Empower Your Agile Software Product Development Scrum Teams with Advanced Scrum Techniques KEY FEATURES Provides a complete

overview of various Agile Frameworks including the Scrum Framework Covers numerous scenario based examples and an in depth explanation for Scrum Malfunctions and various Advanced Scrum Add ons Techniques Includes visual illustrations for the Scrum based Agile Way of Working and its associated various Advanced Scrum Add ons Techniques Highlights real time use cases and experiences for various Advanced Scrum Add ons Techniques DESCRIPTION This book emphasizes on the Advanced Scrum Add ons Techniques to be explored applied and utilized by the Scrum Teams to establish and improve a fully functional Scrum based Agile Way of Working Reading this book not only helps the Scrum Teams to encourage their overall responsibility accountability and ownership but also guides them to become High Performing Scrum Teams The book contains numerous real time use cases and visual illustrations for various concepts of Scrum Framework Scrum based Agile Way of Working and Advanced Scrum Add ons Techniques It also gives an overview of Scrum Malfunctioning and various ways to prevent and correct it This book acts as a handy reference for the Scrum Teams to make use of Advanced Scrum Add ons Techniques These techniques include the overall Structure and Alignment of Scrum Teams Scrum Roles Working Agreements of Scrum Teams Effective and Efficient Scrum Artifacts Management Relative Estimation Scrum Events Advanced Engineering Practices Technical Agility Scrum Metrics Scaling Scrum and few other aspects of Scrum based Agile Way of Working After reading this book the readers can look out for any malfunctions present within their Scrum Teams and apply the applicable Advanced Scrum Add ons Techniques to address such malfunctions By applying these techniques they can also address the scope for a continuous improvement under the Scrum based Agile Way of Working of their Scrum Teams WHAT YOU WILL LEARN Identify Scrum Malfunctions in Scrum Teams along with various preventive and corrective measures Adopt Advanced Scrum Add ons Techniques and Best Practices for Scrum Roles Scrum Artifacts and Scrum Events Learn to improvise the Structuring Alignment Collaboration Communication and Working Agreements of Scrum Teams Utilize Advanced Engineering Practices to improve the Technical Agility of Scrum Teams Measure Productivity Quality Competency and Performance of Scrum Teams using Scrum Metrics Explore Scaling Scrum approaches and the new Developments of Scrum Guide 2020 WHO THIS BOOK IS FOR This book is for Agile Enthusiasts Agile Coaches Scrum Practitioners Scrum Masters Product Owners and for the Agile Software Product Development Scrum Teams having a basic know how of the Scrum Framework and who want to implement various Advanced Techniques Best Practices of the Scrum Framework to boost their Organizational Agility TABLE OF CONTENTS 1 Fundamentals of Agile Software Development Delivery and Way of Working 2 Agile Frameworks 3 Overview of the Scrum Framework 4 Scrum Malfunctioning and Understanding the need for Advanced Scrum Add ons 5 Introduction to Advanced Scrum Add ons 6 Add ons for Structuring Collaboration and Communication within Scrum Teams 7 Add ons for Scrum Roles and Working Agreement within Scrum Teams 8 Add ons for Effective and Efficient Product Backlog Management 9 Add ons for Effective and Efficient Relative Estimation 10 Add ons for Scrum Events 11 Add ons for Advanced Engineering Practices and Technical Agility 12 Add ons for

Effective and Efficient Scrum Metrics 13 Add ons for Scaling Scrum 14 Additional Advanced Scrum Add ons 15 A Quick Reflection on Scrum Guide 2020      *A Comprehensive Guide to Agile Transformation, Enterprise Innovation, and Productivity* Jayant Nath, Muralidhar Kurni, Srinivasa K. G., Saurabh Suman Choudhuri, 2024-05-31 This book comprehensively explores the Agile framework delving into its principles methodologies and broad application It offers an integrated view of Agile s evolution from a software development technique to a broader organizational philosophy highlighting adaptability customer focus and iterative progress It examines Agile s core concepts and their application across various industries and dispels common misconceptions Covering Agile frameworks like Scrum Kanban and Lean it underscores their unique roles in driving innovation and efficiency at every organizational level The book also anticipates future trends including Agile s intersection with digital transformation and its expanding relevance in non technical sectors positioning it as an essential resource for navigating the future of work and organizational agility      *Scaling agile in organisaties - 2de geheel herziene druk* Henny Portman, 2020-03-01 Dit boek gaat over organisaties die stappen willen zetten om teams meer autonomie te geven door besluitvorming decentraal neer te leggen en managementlagen en managers weg te halen om de teams zelf organiserend te laten optreden Daartoe komen in dit boek verschillende agile frameworks aan bod die het opschalen van agile teams ondersteunen In het eerste deel komen een aantal agile aanpakken van het eerste uur aan bod Dit betreft agile aanpakken op team niveau die zowel binnen IT als niet IT toepasbaar zijn Als eerste worden Scrum Kanban en Scrumban summier beschreven Omdat Lean in vele agile aanpakken een belangrijke rol vervult wordt ook de essentie van Lean beschreven Daarnaast komt aan de orde wat het betekent als er meerdere teams met elkaar moeten samenwerken Aansluitend op het opschalen van een agile team naar meerdere agile teams wordt beschreven wat dat betekent voor het wel of niet nodig hebben van een projectorganisatie en welke rol permanente en tijdelijke PMO s hierbij spelen Daarmee wordt ook duidelijk hoe de rol van de meer traditionele projectmanager zich kan ontwikkelen in situaties waarbij steeds meer agile teams geïmplementeerd worden en anderzijds welke nieuwe rollen er ontstaan waarvoor de projectmanager zich mogelijk kan kwalificeren Het boek biedt een overzicht van de huidige stand van zaken met betrekking tot schaalbare agile frameworks Allereerst de meest gebruikte schaalbare frameworks zoals SAFe LeSS Nexus Disciplined Agile en Spotify en daarnaast meer hybride schaalbare methoden zoals PRINCE2 Agile en Agile Project Management Van deze frameworks wordt een aantal kenmerken beschreven zodat onderlinge vergelijking mogelijk wordt Aansluitend wordt bij de beschrijving van enkele minder bekende frameworks vooral ingezoomd op onderscheidende aspecten en technieken die eventueel ook binnen andere frameworks gebruikt kunnen worden Naast de schaalbare agile frameworks krijgt u ook een overzicht van frameworks die helpen bij het creëren van een agile cultuur of mindset waaronder AgileSHIFT Open space Agility en Agile Fluency Van eminent belang bij implementeren van een schaalbaar agile framework waar u ook een eerste opzet inclusief valkuilen van krijgt Kortom dit boek is een onmisbare wegwijzer bij het vinden van uw pad naar een meer wendbare

organisatie      **Enterprise-Scale Agile Software Development** James Schiel, 2009-11-18 Enterprise Scale Agile Software Development is the collective sum of knowledge accumulated during the full scale transition of a 1400 person organization to agile development considered the largest implementation of agile development and Scrum ever attempted anywhere in the world Now James Schiel a certified Scrum trainer and member of the Scrum      *Agile Methodologies In-Depth* Sudipta Malakar, 2021-01-20 A pragmatic guide that will teach you to implement Agile SCRUM and Kanban in your organization KEY FEATURES \_ Expert guided techniques for successful Agile transformation in your organization \_ Solution focused responses on interview questions of Agile SCRUM XP DSDM KANBAN and SCRUMBAN \_ Reference guide to prepare for leading PMI ACP and SAFe Certification exam DESCRIPTION This book is for businesses that aspire to improve agility deliver fit for purpose products and services delight customers and provide the security of long term survival associated with mature businesses that consistently meet or exceed customer expectations Learn a lean approach by seeing how Kanban made a difference in four real world situations You ll explore how different teams used Kanban to make paradigm changing improvements in software development These teams were struggling with overwork unclear priorities and a lack of direction As you discover what worked for them you ll understand how to make significant changes in real life situations The Artefact has been developed as a resource to understand evaluate and use Agile and Hybrid Agile approaches This practice guide will help you understand when where and how to apply Agile approaches and provides practical tools for practitioners and organizations wanting to increase agility WHAT YOU WILL LEARN \_ Explore and learn how to build Organizational Resilience and Enterprise Maturity Model \_ Step by step solutions to implement Portfolio Kanban and Upstream Kanban \_ Deep dive into Agile SHIFT framework and Hybrid Agile framework \_ Exciting case studies and practical demonstrations on Agile SCRUM KANBAN \_ Expert ready guidance on overcoming common Agile project management misconceptions WHO THIS BOOK IS FOR This book is appealing to decision makers product owners project team members who can make use of this guide in improvising the productivity and efficient management of business operations without much of hassle TABLE OF CONTENTS 1 Key success factors for adopting Agile SCRUM Kanban in any organization 2 Lessons learnt and pragmatic approach Agile Scrum Kanban 3 Tricky real world Agile SCRUM KANBAN case studies demos and tools 4 Agile SCRUM KANBAN Maturity assessment Nuts Bolts 5 Useful tips techniques for successful Agile transformation in any organization and the art of Agile development 6 Use of Agile for students and parents 7 Common Agile SCRUM KANBAN misconceptions 8 Key takeaways 9 Interview questions and answers on Agile SCRUM KANBAN 10 Glossary 11 Quiz session 12 Test your knowledge      *Advanced Testing of Systems-of-Systems, Volume 1* Bernard Homès, 2022-12-09 As a society today we are so dependent on systems of systems that any malfunction has devastating consequences both human and financial Their technical design functional complexity and numerous interfaces justify a significant investment in testing in order to limit anomalies and malfunctions Based on more than 40 years of practice in the development and testing of systems including

safety critical systems this book discusses development models testing methodologies and techniques and identifies their advantages and disadvantages Pragmatic and clear this book displays many examples and references that will help you improve the quality of your systems of systems efficiently and effectively and lead you to identify the impact of upstream decisions and their consequences Advanced Testing of Systems of Systems 1 is complemented by a second volume dealing with the practical implementation and use of the techniques and methodologies proposed here Advanced Management Information Systems Bernd Schenk, 2025-06-25 This is a textbook for advanced courses on Management Information Systems MIS It bridges the gap between theoretical frameworks and practical applications offering insights into both foundational principles and emerging trends Covering topics such as artificial intelligence data analytics enterprise architecture and information systems governance the book explores the multifaceted nature of MIS and its transformative impact on modern organizations Each chapter integrates foundational IS research with the latest insights applying these to case studies to ensure both relevance and academic rigor Topics include business IT alignment data driven decision making and the ethical challenges of managing information systems in today's complex interconnected world Through a combination of theoretical models practical frameworks and real world examples this book equips readers with the tools needed to navigate the evolving MIS landscape The book is designed for advanced learners building upon foundational MIS concepts to provide deeper insights into the field It is particularly valuable for students pursuing a bachelor's degree in Information Systems or related disciplines as well as for those enrolled in master's programs focused on IS Additionally professionals looking to enhance their expertise will find this book a useful resource Since it does not cover introductory topics in detail a basic understanding of the field of information systems is recommended for fully engaging with the material Advanced Systems for Improved Public Healthcare and Disease Prevention: Emerging Research and Opportunities Edoh, Thierry Oscar, 2018-04-27 The development of better processes to provide proper healthcare has enhanced contemporary society By implementing effective collaborative strategies this development ensures proper quality and instruction for both the patient and medical practitioners Advanced Systems for Improved Public Healthcare and Disease Prevention Emerging Research and Opportunities provides emerging research on care delivery issues in global public healthcare and explores information and communication technology based solutions for public healthcare improvement and disease prevention While highlighting topics such as drug supply infectious diseases and pharmaceutical care this publication explores the methods of global public healthcare provision issues in healthcare access and applications in overcoming the access issues This book is an important resource for professionals practitioners researchers academics and graduate students interested in seeking current research on the various approaches towards improving public healthcare Scaling Scrum Across Modern Enterprises Cecil Rupp, Manjit Singh, 2020-08-31 Establish business agility in your organization by applying industry proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums SoS Scrum Scale Nexus Large Scale Scrum LeSS Disciplined Agile



and SAFe Key Features Learn how to be Agile at scale by implementing best practices Understand how Lean Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework SAFe Customize Scrum and Lean Agile practices to support portfolio and large product development needs Book Description Scaled Scrum and Lean Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum This Scrum Lean Agile handbook provides a comprehensive review and analysis of industry proven scaling strategies that enable business agility on an enterprise scale Free of marketing hype or vendor bias this book helps you decide which practices best fit your situation You ll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios The book will then guide you through systems theory lean development and the application of holistic thinking to more complex software and system development activities Throughout you ll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross team integration dependency and synchronization issues Later you ll learn how to improve enterprise operational efficiency across value creation and value delivery activities before discovering how to align product portfolio investments with corporate strategies By the end of this Scrum book you and your product teams will be able to get the most value out of Agile at scale even in complex cyber physical system development environments What you will learn Understand the limitations of traditional Scrum practices Explore the roles and responsibilities in a scaled Scrum and Lean Agile development environment Tailor your Scrum approach to support portfolio and large product development needs Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system Scale Scrum practices at both the program and portfolio levels of management Understand how DevOps test automation and CI CD capabilities help in scaling Scrum practices Who this book is for Executives product owners Scrum masters development team members and other stakeholders who need to learn how to scale Agile to support large complex projects and large enterprise portfolios and programs will find this book useful A basic understanding of the values and principles of Agile and the Scrum based framework for Agile development practices is required before you get started with this Agile Scrum book

*Enterprise Architecture for Global Companies in a Digital IT Era* Yoshimasa Masuda, Murlikrishna Viswanathan, 2019-01-24 This book investigates solutions incorporated by architecture boards in global enterprises to resolve issues and mitigate related architecture risks while also proposing and implementing an adaptive integrated digital architecture framework AIDAF and related models and approaches platforms which can be applied in companies to promote IT strategies using cloud mobile IT digital IT The book is divided into three main parts the first of which Chapters 1 2 addresses the background and motivation for AIDAF aligned with digital IT strategies The second part Chapter 3 provides an overview of strategic enterprise architecture EA frameworks for digital IT elaborates on the essential elements of EA frameworks in the digital IT era and advocates using AIDAF models for architecture assessment risk management knowledge

management on digital platforms In turn the third part Chapters 4 7 demonstrates the application and benefits of AIDAF and related models as shown in three case studies I found this book to be a very nice contribution to the EA community of practice I can recommend this book as a textbook for digital IT strategists practitioners EA practitioners students in universities and graduate schools From the Foreword by Scott A Bernard In this new age of the digital information society it is necessary to advocate a new EA framework This book provides state of the art knowledge and practices about EA frameworks beneficial for IT practitioners IT strategists CIO IT architects and even students It serves as an introductory textbook for all who drive the information society in this era From the Foreword by Jun Murai *Agile Audit Transformation and Beyond* Toby DeRoche, 2022-07-13 Auditing at the speed of risk requires internal auditors to rethink the way we work Agile auditing provides a path forward that blends the best elements from agile project management and internal audit best practices Leaders in internal audit are ready to incorporate an agile audit mindset in their departments but most of the available resources provide theoretical ideas Even when outside consultants lead an agile transition the consultants primarily focus on adding agile ceremonies without addressing the fundamental mindset change required for an agile audit transformation This book provides a practical guide for audit leaders to follow as a playbook for implementing agile across their department impacting every facet of the audit lifecycle and addressing the mental shift required for making a lasting change Every chapter includes discussion questions to facilitate discourse or just to help you analyze your own department Next we look at a typical internal audit department as they attempt the transition from a traditional audit methodology to agile auditing so we can learn from their missteps and successes The guidance in *Agile Audit Transformation and Beyond* includes the basics of agile auditing practical directions for shifting each phase of the audit life cycle common hurdles faced during the transition and forward looking thought leadership on expanding beyond internal audit into agile assurance **Google Certified Professional Scrum Master** Cybellium, Welcome to the forefront of knowledge with Cybellium your trusted partner in mastering the cutting edge fields of IT Artificial Intelligence Cyber Security Business Economics and Science Designed for professionals students and enthusiasts alike our comprehensive books empower you to stay ahead in a rapidly evolving digital world Expert Insights Our books provide deep actionable insights that bridge the gap between theory and practical application Up to Date Content Stay current with the latest advancements trends and best practices in IT AI Cybersecurity Business Economics and Science Each guide is regularly updated to reflect the newest developments and challenges Comprehensive Coverage Whether you're a beginner or an advanced learner Cybellium books cover a wide range of topics from foundational principles to specialized knowledge tailored to your level of expertise Become part of a global network of learners and professionals who trust Cybellium to guide their educational journey [www.cybellium.com](http://www.cybellium.com) Corporate Agility Michael Wong, 2020-08-24 Integrate Agile methodology into your business with this stunning guide to the latest management techniques *Corporate Agility* is the must have guide on adopting Agile methodology for businesses of all shapes and sizes

This visually stunning book delivers six key lessons that you must learn in order to effectively join the Agile world. You'll learn the ins and outs of the traditional approach helping you answer the questions Why Agile and Why now. You'll also discover new more efficient Agile strategies that will help you lead your enterprise to increased collaboration, more flexibility and better business results. Based on the latest practice and research and drawing on years of experience at the author's own leading consultancy, Corporate Agility features a beautiful 4 color design that helps you visualize powerful strategic ideas so you can understand and implement them right away. Unlike other books on the market, this title helps you reinterpret key Agile management concepts in a way that will work for your specific needs. Gain a clear understanding of traditional Agile methodology, the history of Agile and the benefits to organizations of all shapes and sizes. Discover cutting edge Agile strategies that push Agile thinking forward and increase performance efficiency. Learn the 6 Agile lessons that underpin all successful Agile transformations. Follow real world case studies from leading businesses that have successfully made the leap into Agile operations. Organizational leaders will love this digestible forward thinking guide written by one of America's fastest rising strategic execution gurus.

*Workshops im Requirements Engineering* Markus Unterauer, 2019-10-30. Best Practices und Workshop Ideen für die Anforderungsanalyse. Konkrete Beispiele für Workshop Moderationspläne. Workshop Ideen speziell für agile Teams. Checklisten und Best Practices aus der Workshop Moderationspraxis. Ein effizientes Requirements Engineering ist Grundlage für erfolgreiche Softwareprojekte. Dieses Buch zeigt wie Workshops zur schrittweisen Ermittlung von Anforderungen effektiv gestaltet werden können. Es liefert konkrete Antworten auf die Fragen: Wie gestalte ich Workshops zur Anforderungsermittlung? Wie moderiere ich solche Meetings und Workshops? Welche Fragen stelle ich? Worauf muss ich inhaltlich achten? Womit fange ich an? Was mache ich in den ersten Workshops? Was kommt dann? Markus Unterauer geht dabei über eine theoretische Betrachtung allgemeiner Methoden hinaus und tief hinein in die Momente der täglichen Arbeit als Product Owner, Projektleiter, Business Analyst oder Requirements Engineer. Die einzelnen Schritte in der Anforderungsermittlung sind entlang einer durchgängigen Vorgehensweise angeordnet. Die 2. Auflage enthält weitere Workshop Ideen speziell für agile Teams. Hinzugekommen sind Methoden für den Product Owner wie Impact Mapping, Story Maps, Buy a Story, T-Shirt Sizing und Best Practices für das Story Splitting. Bisherige Kapitel wurden mit der Erfahrung der letzten fünf Jahre bearbeitet und ergänzt.

Lean and Agile Project Management Terra Vanzant Stern, PhD, 2020-04-30. When project managers are faced with budget cuts and fewer resources, waste elimination becomes a priority in maintaining effectiveness. This does not mean shortening or abandoning traditional project cycles. In fact, fast results on critical assignments can only be completed with strong plans and a detailed work breakdown structure. The connections or lack thereof are what strongly impact performance and quality. Lean and Agile, as covered in this book, are meant to enhance traditional project management, not replace the science. A strong foundation in traditional project management is necessary to appreciate the benefits of adopting Lean and Agile.

Lean and Agile Project Management: How to Make Any Project Better

Faster and More Cost Effective defines the wastes and issues found in project management and demonstrates how they can be addressed by engaging Lean thinking and Agile techniques This book also Shows how to apply Lean principles to project management PM Teaches the application of simple Six Sigma metrics in PM Discusses the adoption of Agile techniques in PM in order to stay on task and remain flexible Helps readers discover the theoretical synergies between popular PM programs Promotes an understanding of how Lean people skills can help a person become a better leader and manager Since the publication of the first edition of this book the bodies of knowledge have all been systematically updated In addition through conducting peer groups and detailed workshops the Author has simplified many of the basics and they are now much easier to understand Essentially the Author believes traditional project management can benefit from adding Lean and Agile but she has simplified the model for greater efficiency

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### **Safe Advanced Scrum Master Scaled Agile Introduction**

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