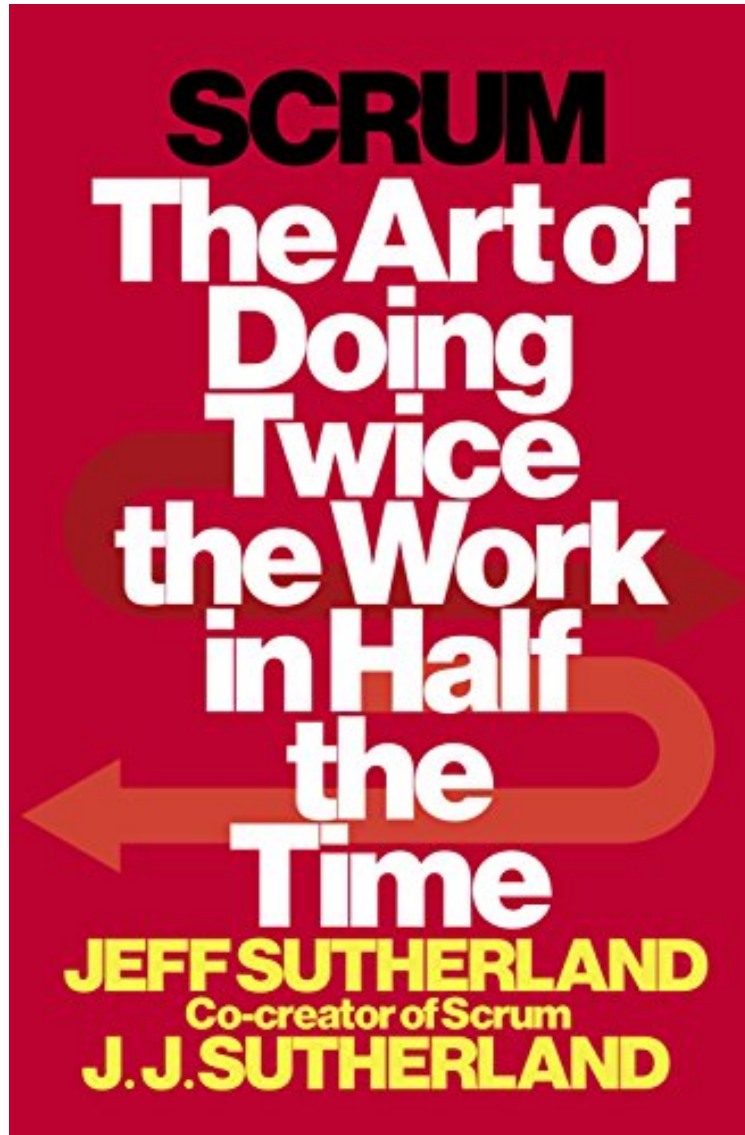


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Scrum: The Art of Doing Twice the Work in Half the Time

Jeff Sutherland, JJ Sutherland

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Jeff Sutherland, JJ Sutherland : Scrum: The Art of Doing Twice the Work in Half the Time before purchasing it in order to gauge whether or not it would be worth my time, and all praised Scrum: The Art of Doing Twice the Work in Half the Time:

1 of 1 people found the following review helpful. Learn the why of ScrumBy Aaron DThis book is great. There's plenty of books and videos out there on how to use Scrum, but hardly any go into why you should use Scrum and why each step is necessary. This book isn't meant to teach you Scrum. Instead, it's meant to justify the art of Scrum itself, and convince you to use it. I've never implemented all of Scrum at my workplaces, but the parts we do

incorporate have dramatically improved productivity. Overall, even if you don't plan on using Scrum, I recommend reading this book. You'll take away some great ways to be more productive and enjoy some entertaining stories along the way. 1 of 1 people found the following review helpful. Utterly fabulous - a must read By Technophobe01 There are good books, and great books. Make no mistake this is a great book. The style is matter of fact, the prose excellent and the citations wonderful. Above all this a book of the people, and for the people. It captures the "why" as opposed to the "How" of SCRUM, which is why I have added it to my personal list of recommended books. An easy recommendation, you'll learn a lot from reading it. 1 of 1 people found the following review helpful. The story of Scrum By JackDSolid read. The book is about the story of Sutherland developing the process known as Scrum. It's only partially a guide to implementing the process. For me, that's great. Telling people why they should do something is more important than telling them what to do. And Scrum isn't that complicated a process anyway. The absolute best part about this book was learning that Jeff Sutherland is an absolute blowhard. His ego shines through in the most delightful way. Lots of unintentional comedy value which kept my attention going.

For those who believe that there must be a more agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating "before Scrum" and "after Scrum"; Scrum is that ground-breaking. It already drives most of the world's top technology companies. And now it's starting to spread to every domain where leaders wrestle with complex projects. If you've ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there's no more lucid or compelling explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke. Teams often work at cross purposes to each other. And when the pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat, robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable; whether it be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

"Full of engaging stories and real-world examples. The project management method known as Scrum may be the most widely deployed productivity tool among high-tech companies. On a mission to put this tool into the hands of the broader business world for the first time, Jeff Sutherland succeeds brilliantly." --Eric Ries, New York Times bestselling author of *The Lean Startup* "Engaging, persuasive and extremely practical...Scrum provides a simple framework for solving what seem like intractable and complicated work problems. It's hard to make forward progress when you can't see your impediments clearly. Sutherland offers a lens to remedy that. Amazingly, this book will not only make your life at work and home easier, but also, better and happier." --Shawn Achor, New York Times bestselling author of *Before Happiness* and *The Happiness Advantage* "This book contains immense practical value that could be transformative for your company. If you have a project that requires people to accomplish, your first act should be to read and be guided by Scrum." --Stephen Lundin, New York Times bestselling author of *Fish: A Remarkable Way to Boost Morale and Improve Performance* "Scrum is mandatory reading for any leader, whether they're leading troops on the battlefield or in the marketplace. The challenges of today's world don't permit the luxury of slow, inefficient work. Success requires tremendous speed, enormous productivity, and an unwavering commitment to achieving results. In other words success requires Scrum." --General Barry McCaffrey "Jeff Sutherland has written the essence of Scrum for the masses. In this easy-to-read book, which is filled with lively stories, apt metaphors, and illuminating quotes, Jeff has converted all the tacit knowledge he has gained -- as a West Point cadet, fighter pilot in Vietnam, Aikido enthusiast, academic, technology expert, and father of Scrum -- into wisdom. This book elevates Scrum from a fix-it tool to a way of life." --Hiroataka Takeuchi, Professor of Management Practice, Harvard Business School "Jeff Sutherland's book masterfully speaks truth to the political complexities that easily stand in the way of getting a lot of work done in the least amount of time. He lays out a doctrine of simplicity, showing -- with

surprising insight -- how to categorize roadblocks, systematize solutions, choose action over prolonged study, and retain the important emotional aspects of work that ground meaningful interactions. The busy professionals who'll likely be drawn to this book will find not only an effective manual for getting things done but, also, a how-to guide for living a meaningful life."--John Maeda, Design Partner, Kleiner Perkins Caufield

Byers"ldquo;"This extraordinary book shows a new way to simplify your life and work, increase your focus, and get more done in less time than you ever thought possible."--Brian Tracy, bestselling author of *Eat that Frog* and *Time Power*"I've used Scrum on projects big and small throughout my software career with great success. It's the best way I know to manage small teams and no doubt has applications beyond software. This book cuts through the jargon and pedagogy and gets to the essence of what makes it work."--Adam Messinger, Chief Technology Officer, Twitter"ldquo;"Engaginghellip;"Sutherland tackles the problem of the perennially late, over-budget project--and actually shows how to solve it."His fascinating examples of rescued projects will change the way you think and act."--Dorothy Leonard and Walter Swap, authors of *Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom*"ldquo;"Jeff Sutherland is the master of creating high-performing teams. The subtitle of this book understates Scrum's impact. If you don't get three times the results in one-third the time, you aren't doing it right!"--Scott Maxwell, Founder Senior Managing Director, OpenView Venture Partners"ldquo;"Jeff Sutherland used the common-sense but seldom-applied principles of the quality movement, user-centered design, and lean development to come up with a process that dramatically increases productivity while reducing employees' frustrations with the typical corporate nonsense. This book is the best description I've seen of how this process can work across many industries. Senior leaders should not just read the book--they should do what Sutherland recommends."--Jeffrey Pfeffer, Professor, Stanford Business School and co-author of *The Knowing-Doing Gap*"ldquo;"Groundbreakinghellip;"Will upend people's assumptions about how productive they can actually behellip;"Here Jeff Sutherland discloses to the non-tech world the elegantly simple process that programmers and Web developers have been using since he invented Scrum, showing how a small, empowered, and dedicated team can deliver significantly higher quality work at a faster pace through introspection, iteration, and adaptation."--Michael Mangi, Senior V.P. of Interactive Technology, Social@Ogilvy"ldquo;"As a warrior-citizen of the United States Army Reserve, co-founder of a software startup, and harried father of teens, I found myself instantly drawn to this eye-opening guide, which suggests how we can balance our vital roles with discipline and joyful diligence."Sutherland's secret to surmounting professional and personal obstacles is approaching tasks with deliberate attention and a resilient mindset. This book will change the way you do everything. Even better, it will help you feel good in the process. Just read it, and get more done."--Arnold V. Strong, CEO of BrightNeighbor.com, and Colonel, US Army Reserve"ldquo;"This deceptively simple system is the most powerful way I've seen to improve the effectiveness of any team. I started using it with my business and family halfway through reading the book."--Leo Babauta, creator of Zen Habits

About the Author: Jeff Sutherland is currently the CEO of Scrum, Inc. and Senior Adviser to OpenView Venture Partners where he coaches venture-funded companies. One of the original signers of the Agile Manifesto and a father of the Scrum movement, he travels the world conducting training and speaking. You can find him at www.scruminc.com. Excerpt. copy; Reprinted by permission. All rights reserved.

CHAPTER ONE The Way the World Works Is Broken

Jeff Johnson was pretty sure it wasn't going to be a good day. On March 3, 2010, the Federal Bureau of Investigation killed its biggest and most ambitious modernization project--the one that was supposed to prevent another 9/11 but that had devolved into one of the biggest software debacles of all time. For more than a decade the FBI had been trying to update its computer system, and it looked as if they would fail. Again. And now it was his baby. He'd shown up at the FBI seven months earlier, lured there by the new Chief Information Officer, Chad Fulgham, whom he'd worked with at Lehman Brothers. Jeff was Assistant Director of the IT Engineering Division. He had an office on the top floor of the J. Edgar Hoover Building in downtown Washington, D.C. It was a big office. It even had a view of the Washington Monument. Little did Jeff know he'd end up in a windowless cinder-block office in the basement for much of the next two years, trying to fix something that everyone believed to be unfixable. "It was not an easy decision," Jeff says. He and his boss had decided to declare defeat and kill a program that had already taken nearly a decade and cost hundreds of millions of dollars. By that point, it made more sense to bring the project in-house and do it themselves. "But it needed to be done and done well." The project was the long-awaited computer system that would bring the FBI into the modern age. In 2010--the era of Facebook, Twitter, , and Google--the FBI was still filing most of its reports on paper. The system the Bureau used was called the Automated Case Support system. It ran on gigantic mainframe computers that had been state of the art sometime in the eighties. Many special agents didn't even use it. It was just too cumbersome and too slow in an era of terror attacks and swift-moving criminals. When an FBI agent wanted to do something--anything, really--from paying an informant to pursuing a terrorist to filing a report on a bank robber, the process wasn't that different from what it had been thirty years earlier. Johnson describes it this way: "You would write up a document in a word processor and print out three copies. One would be sent up the approval chain. One would be stored locally in case that one got lost. And

with the third yoursquo;d take a red pen--Irsquo;m not kidding, a red pen--and circle the key words for input into the database. Yoursquo;d index your own report.rdqquo; When a request was approved, that paper copy would drift down from upstairs with a number on it. A number written on a piece of paper is how the FBI kept track of all its case files. This method was so antiquated and porous that it was blamed in part for the Bureausquo;s failure to ldquo;connect the dotsrdquo; that showed various Al Qaeda activists entering the country in the weeks and months before 9/11. One office was suspicious of one person. Another wondered why so many suspicious foreigners were getting flight training. Another had someone on a watch list but never told anyone else. No one in the Bureau ever put it all together. The 9/11 Commission drilled down after the attack and tried to discover the core reason it was allowed to happen. Analysts, said the Commission, couldnrsquo;t get access to the very information they were supposed to analyze. ldquo;The poor state of the FBIrsquo;s information systems,rdqquo; reads the report, ldquo;meant that such access depended in large part on an analystrsquo;s personal relationships with individuals in the operational units or squads where the information resided.rdqquo; Before 9/11, the FBI had never completed an assessment of the overall terrorism threat to the United States. There were a lot of reasons for this, from focus on career advancement to a lack of information sharing. But the report singled out lack of technological sophistication as perhaps the key reason the Bureau failed so dramatically in the days leading up to 9/11. ldquo;The FBIrsquo;s information systems were woefully inadequate,rdqquo; the Commissionrsquo;s report concludes. ldquo;The FBI lacked the ability to know what it knew: there was no effective mechanism for capturing or sharing its institutional knowledge.rdqquo; When senators started asking the Bureau some uncomfortable questions, the FBI basically said, ldquo;Donrsquo;t worry, we have a modernization plan already in the works.rdqquo; The plan was called the Virtual Case File (VCF) system, and it was supposed to change everything. Not letting any crisis go to waste, officials said they only needed another \$70 million on top of the \$100 million already budgeted for the plan. If you go back and read press reports on VCF at the time, yoursquo;ll notice that the words revolutionary and transformation are used liberally. Three years later, the program was killed. It didnrsquo;t work. Not even a little bit. The FBI had spent \$170 million in taxpayer money to buy a computer system that would never be used--not a single line of code, or application, or mouse click. The whole thing was an unmitigated disaster. And this wasnrsquo;t simply IBM or Microsoft making a mistake. Peoplesquo;s lives were, quite literally, on the line. As Senator Patrick Leahy of Vermont, then the ranking Democrat on the Senate Judiciary Committee, told the Washington Post at the time: We had information that could have stopped 9/11. It was sitting there and was not acted upon.???. I havenrsquo;t seen them correct the problems.???. We might be in the 22nd century before we get the 21st-century technology.1 It is rather telling that many of the people who were at the FBI when the Virtual Case File disaster happened arenrsquo;t there anymore.