# Working Agreement Template Agile

## Craig Larman,Bas Vodde

Agile Contracts Andreas Opelt,Boris Gloger,Wolfgang Pfarl,Ralf Mittermayr,2013-05-15 A methodologically sophisticated, comprehensive approach to applying the Agile fixed-price contract to IT projects while maximizing customer and supplier relationships Interesting and necessary for IT managers and IT lawyers. —Walter J. Jaburek, Dipl.-Ing., Dr. iur., Dr. techn. Approximately 50 percent of software developers use Scrum, an iterative and incremental development method for managing software projects and product or application development, in their work. The benefit of Scrum and other Agile methods is that they can address shifts in a large project that traditional managerial methods cannot. Written by pioneers and leaders in the field of Agile and Scrum, Agile Contracts is the only book dedicated exclusively to the legal, procurement, and project management considerations of Agile contracts. Providing templates, a toolbox, and examples of Agile fixed-price contracts, the book presents an alternative option to fixed-price, time-based, and supply-based contracts—reducing the risk for both the supplier and the customer with a contract that offers the possibility of flux and flexible scenarios as a project progresses. Agile Contracts features in-depth chapter coverage of: The Agile Manifesto of 2001 Agility from the perspective of procurement and the software provider The problems with traditional fixed-price contracts and time material contracts What the Agile fixed-price contract is and how it is set up Tendering based on the Agile fixed-price contract How to negotiate an Agile fixed-price contract Special guidelines for the legal framework of an Agile fixed-price contract Adaptable Scope System The Black Swan scenario Contracts and procedures for the featured methodologies Especially applicable within highly structured business organizations, Agile Contracts is a must-read for project managers, agile practitioners, procurement representatives, and IT lawyers.

Coaching Agile Teams Lyssa Adkins,2010-05-18 The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from "command and control" to agile coaching requires a whole new mind-set. In Coaching Agile Teams, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll

gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

**Work Together Anywhere** Lisette Sutherland,Kirsten Janene-Nelson,2020-06-16 An excellent guide on how teams can effectively work together, regardless of location. STEPHANE KASRIEL, former CEO of Upwork IN TODAY'S MODERN GLOBAL ECONOMY, companies and organizations in all sectors are embracing the game-changing benefits of the remote workplace. Managers benefit by saving money and resources and by having access to talent outside their zip codes, while employees enjoy greater job opportunities, productivity, independence, and work-life satisfaction. But in this new digital arena, companies need a plan for supporting efficiency and fostering streamlined, engaging teamwork. In Work Together Anywhere, Lisette Sutherland, an international champion of virtual-team strategies, offers a complete blueprint for optimizing team success by supporting every member of every team, including: EMPLOYEES/small advocating for work-from-home options MANAGERS/small seeking to maximize productivity and profitability TEAMS/small collaborating over complex projects and long-term goals ORGANIZATIONS/small reliant on sharing confidential documents and data COMPANY OWNERS/small striving to save money and attract the best brainpower Packed with hands-on materials and actionable advice for cultivating agility, camaraderie, and collaboration, Work Together Anywhere is a thorough and inspiring must-have guide for getting ahead in today's remote-working world.

**7 Rules for Positive, Productive Change** Esther Derby,2019-08-06 Change is difficult but essential—Esther Derby offers seven guidelines for change by attraction, an approach that draws people into the process so that instead of resisting change, they embrace it. Even if you don't have change management in your job description, your job involves change. Change is a given as modern organizations respond to market and technology advances, make improvements, and evolve practices to meet new challenges. This is not a simple process on any level. Often, there is no indisputable right answer, and responding requires trial and error, learning and unlearning. Whatever you choose to do, it will interact with existing policies and structures in unpredictable ways. And there is, quite simply, a natural human resistance to being told to change. Rather than creating more rigorous preconceived plans or imposing change by decree, agile software developer turned

organizational change expert Esther Derby offers change by attraction, an approach that is adaptive and responsive and engages people in learning, evolving, and owning the new way. She presents a set of seven heuristics—guides to problem-solving—that empower people to achieve outcomes within broad constraints using their personal ingenuity and creativity. When you work by attraction, you give space and support for people to feel the loss that comes with change and help them see what is valuable about the future you propose. Resistance fades because people feel there is nothing to push against—only something they want to move toward. Derby's approach clears the fog to provide a new way forward that honors people and creates safety for change.

**The Wisdom of Teams** Jon R. Katzenbach,Douglas K. Smith,2015-09-22 The definitive classic on high-performance teams The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive: • Commitment to performance goals and common purpose is more important to team success than team building. • Opportunities for teams exist in all parts of the organization. • Real teams are the most successful spearheads of change at all levels. • Working in teams naturally integrates performance and learning. • Team "endings" can be as important to manage as team "beginnings." Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

**Agile Development in the Real World** Alan Cline,2015-12-28 This book is a practical guide for new agile practitioners and contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo-agile practices.The author lays out the general guidelines for running an agile project with the assumption that the project team may be working in a traditional environment (using the waterfall model, or something similar). Agile Development in the Real World conveys valuable insights to multiple audiences: For new-to-agile project managers, this book provides a distinctive approach that Alan Cline has used with great success, while showing the decision points and perspectives as the agile project moves forward from one step to the next. This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other methods. For the agile technical team member, this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner's own project. For the Project Management Office (PMO), the first three chapters focus on

portfolio management. They explain, for the agilists' benefit, how projects are selected and approved, and why projects have an inherent shelf-life that results in hard deadlines that may seem arbitrary to traditional technical teams. What You Will Learn: How and why the evolution of project management, from PM-1 (prescriptive) to PM-2 (adaptive) affects modern 21st century project management. How sociology (stakeholder management), psychology (team dynamics), and anthropology (organizational culture) affect the way software is developed today, and why it is far more effective A clear delineation of what must to be accomplished by all the roles (PM, BA, APM, Developer, and Tester), why those roles are needed, and what they must do Step-by-step guide for a successful project based on studies and the author's own experiences. Specific techniques for each role on the development team, both in the pre-iteration and iteration cycles, of product development. The appendices contain templates that the team could use or modify to tailor their own agile processes specific to the team, project, and organization.

Choose Your WoW! Scott W. Ambler,Mark Lines,2020 Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include: #1. As the official source of knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field. #2 It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those it depends questions. #3 It makes a perfect study guide for Disciplined Agile certification. Why fail fast (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes--

Agile Retrospectives Esther Derby,Diana Larsen,Ken Schwaber,2006-07-26 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 held 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 Esther and Diana 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. This book will help you: Design and run effective

retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

**DevOps for the Modern Enterprise** Mirco Hering,2018-04-03 Many organizations are facing the uphill battle of modernizing their legacy IT infrastructure. Most have evolved over the years by taking lessons from traditional or legacy manufacturing: creating a production process that puts the emphasis on the process instead of the people performing the tasks, allowing the organization to treat people like resources to try to achieve high-quality outcomes. But those practices and ideas are failing modern IT, where collaboration and creativeness are required to achieve high-performing, high-quality success. Mirco Hering, a thought leader in managing IT within legacy organizations, lays out a roadmap to success for IT managers, showing them how to create the right ecosystem, how to empower people to bring their best to work every day, and how to put the right technology in the driver's seat to propel their organization to success. But just having the right methods and tools will not magically transform an organization; the cultural change that is the hardest is also the most impactful. Using principles from Agile, Lean, and DevOps as well as first-hand examples from the enterprise world, Hering addresses the different challenges that legacy organizations face as they transform into modern IT departments.

*Scaling Lean & Agile Development* Craig Larman,Bas Vodde,2008-12-08 Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition

to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

**Team Topologies** Matthew Skelton,Manuel Pais,2019-09-17 Effective software teams are essential for any organization to deliver value continuously and sustainably. But how do you build the best team organization for your specific goals, culture, and needs? Team Topologies is a practical, step-by-step, adaptive model for organizational design and team interaction based on four fundamental team types and three team interaction patterns. It is a model that treats teams as the fundamental means of delivery, where team structures and communication pathways are able to evolve with technological and organizational maturity. In Team Topologies, IT consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies is a major step forward in organizational design for software, presenting a well-defined way for teams to interact and interrelate that helps make the resulting software architecture clearer and more sustainable, turning inter-team problems into valuable signals for the self-steering organization.

*Teamwork Is an Individual Skill* Christopher M. Avery,Meri A. Walker,Erin O. Murphy,2001-04-09 Teamwork Is an Individual Skill argues that learning to work with others may be the most important skill in the knowledge economy. The book promotes productive relationships by focusing on five abilities: assuming personal responsibility for productive relationships; creating powerful partnerships; aligning individuals around a shared purpose; trusting when something is just right; and developing a collaborative mindset.

*User Story Mapping* Jeff Patton,Peter Economy,2014-09-05 User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

*Agile Estimating and Planning* Mike Cohn,2005-11-01 Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts

are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days–and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

Scaling Software Agility Dean Leffingwell,2007-02-26 "Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book Scaling Software Agility fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development." —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of Agile Project Management "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, Scaling Software Agility, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In Scaling Software Agility, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the

quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

**Introduction to Agile Methods** Sondra Ashmore Ph.D.,Kristin Runyan,2014-06-23 A Thorough Introduction to the Agile Framework and Methodologies That Are Used Worldwide Organizations of all shapes and sizes are embracing Agile methodologies as a way to transform their products, customer satisfaction, and employee engagement. Many people with varying levels of work experience are interested in understanding the architecture and nuances of Agile, but it is difficult to know where to start. Numerous practitioner books are available, but there has never been a single source for unbiased information about Agile methodologies–until now. Introduction to Agile Methods is the place to start for students and professionals who want to understand Agile and become conversant with Agile values, principles, framework, and processes. Authors Sondra Ashmore and Kristin Runyan use academic research and their own experiences with numerous Agile implementations to present a clear description of the essential concepts. They address all key roles and the entire development life cycle, including common roadblocks that must be overcome to be successful. Through the authors' realistic use cases, practical examples, and thought-provoking interviews with pioneering practitioners, complex concepts are made relatable. No matter what your role or level of experience, this book provides a foundational understanding that can be used to start or enhance any Agile effort. Coverage includes How Agile compares with the Waterfall method and when to use each Why Agile demands a cultural transformation–and how that looks to each participant Comparing various Agile methodologies, including Scrum, Kanban, Extreme Programming (XP), Crystal, Feature Driven Development (FDD), Lean, and DSDM Understanding the roles within Agile and how they work together to create superior results Agile approaches to requirements gathering, planning, estimating, tracking, reporting, testing, quality, and integration Extending Agile beyond IT

**Software Ownership Transfer** Vinod Sankaranarayanan,2016-06-29 Organizations invest immense amounts of time, resources, and attention in their software projects. But all too often, when it's time to transfer the finished project to new owners, they settle for the most superficial classroom training, documentation, and code walkthroughs. These conventional approaches to knowledge transfer often fail, dramatically reducing the value of new systems in production. You can do much better - and Software Ownership Transfer will show you how. This is the first practical, hands-on guide to knowledge transfer in today's agile environments. Using a realistic, large-scale case study, ThoughtWorks expert Vinod Sankaranarayanan shows how to elevate knowledge transfer from necessary evil to an activity full of agility and innovation, and bring together multiple organizations and cultures to make ownership transfer work. Sankaranarayanan explains why mere documentation of error reports and processes isn't enough, and shows how to successfully craft a knowledge transfer program that's more substantive and effective. Along the way, he offers guidance on overcoming the commercial compromises and personal tensions often associated with transferring systems to new ownership; and on transforming mere knowledge transfer into

something much better: taking ownership.

Lean Software Development Mary Poppendieck,Tom Poppendieck,2003-05-08 Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental lean principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 thinking tools that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three–if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: decide as late as possible by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to see the whole–even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people–so you can achieve breakthrough quality, savings, speed, and business alignment.

Management 3.0 Jurgen Appelo,2011 Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

**Large-Scale Scrum** Craig Larman,Bas Vodde,2016-09-30 The Go-To Resource for Large-Scale Organizations to Be Agile Rather than asking, "How can we do agile at scale in our big complex organization?" a different and deeper question is, "How can we have the same simple structure that Scrum offers for the organization, and be agile at scale rather than do agile?" This profound insight is at the heart of LeSS (Large-Scale Scrum). In Large-Scale Scrum: More with LeSS, Craig Larman and Bas Vodde have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to anyone involved in large-scale development, Large-Scale Scrum: More with LeSS, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for

customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

Delve into the emotional tapestry woven by in **Working Agreement Template Agile** . This ebook, available for download in a PDF format ( *), is more than just words on a page; itis a journey of connection and profound emotion. Immerse yourself in narratives that tug at your heartstrings. Download now to experience the pulse of each page and let your emotions run wild.

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**Table of Contents Working Agreement Template Agile**

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