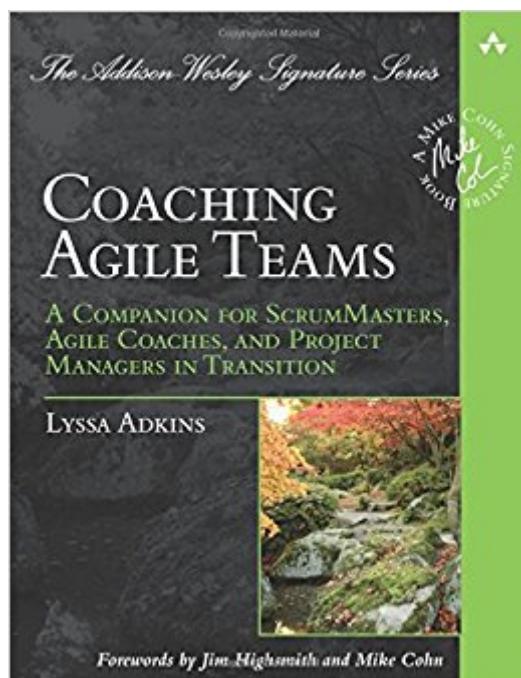


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# Coaching Agile Teams: A Companion For ScrumMasters, Agile Coaches, And Project Managers In Transition (Addison-Wesley Signature Series (Cohn))



## Synopsis

The Provocative and Practical Guide to Coaching Agile Teams Â 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. Â More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But itâ™s a challenging role. It requires new skillsâ" as well as a subtle understanding of when to step in and when to step back. Migrating from âœcommand and controlâ• to agile coaching requires a whole new mind-set. Â 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. Youâ™ll gain a deep view into the role of the agile coach, discover what works and what doesnâ™t, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Â Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coachâ™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 Â Whether youâ™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?

## Book Information

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Management & Leadership > Mentoring & Coaching

## Customer Reviews

âœ The subtitle of this book says it is for âœ ScrumMasters, Agile Coaches, and Project Managers,âœ however, its guidance and advice extend to anyone associated with an agile (Scrum) team. It will also certainly help team members better understand their relationship to the work ScrumMasters, agile coaches, and project managers do for the team. And, beyond this, the book can be valuable to anyone working in a coaching capacity with any group of people, expanding the bookâœs application beyond agile-based efforts.â• âœ Scott Duncan, Agile Coach  
âœ Lyssa explains brilliantly how skills from professional coaching can be applied to coaching agile software development teams. What I love about this book is how Lyssa brings practical advice to life by relating it to everyday experiences we all recognize. An essential guide for every agile managerâœs bookshelf.â• âœ Rachel Davies, author of Agile Coaching  
âœ As I read this book I could actually hear Lyssaâœs voice, guiding me and sparking precious âœa-ha moments.âœ This truly is the next best thing to having an experienced and wise coach sitting by your side, helping you be the best coach you can be for your team.â• âœ Kris Blake, agile coach  
âœ Lyssa Adkins presents agile coaching in a gentle style with firm underpinnings. She resolves the paradox of how coaching can help a team to self-organize, and shows how a nurturing environment can push teams to perform better than ever.â• âœ Bill Wake, Industrial Logic, Inc.  
âœ I love Lyssaâœs three qualities of an agile coachâœ loving, compassionate, uncompromisingâœ sweet. Every chapter offers a compelling blend of philosophy and action, framework and freedom, approach and avoidance, as any agile book should. Coaching Agile Teams is a good candidate to become dog-eared on my desktop rather than looking good on my bookshelf. The depth and quality of expertise that Lyssa sought, sampled, and sounded out along her own coaching journey have been synthesized in her own voice of experience.â• âœ Christopher Avery, Responsibility Process mentor,  
[www.LeadershipGift.com](http://www.LeadershipGift.com)  
âœ In my experience with agile projects, the agile coach is one of the most important roles to get right. Coaching Agile Teams by Lyssa Adkins gives the details and practical insights for what it takes to be a great agile coach.â• âœ Dave Hendrickson, software architect, Thomson-Reuters  
âœ I remember the first time I met Lyssa at a Scrum gathering in Orlando, and realized very quickly how inspirational she would become in the agile community. This book encapsulates her thoughts and ideas into a fantastic literary work that, I believe, fills a void in

our community. We knew the role of a coach was needed, but for a long time we were not sure what that role actually was. We struggled as a community to explain what to do, when to do it, and what to do next. Lyssa not only collates all of the things we as coaches aspire to be, but has provided some great advice with realistic direction on how to be the best coach you can be for your team.â • â "Martin Kearns, CSC + CST, Principal Consultant, Renewtek ply. Ltd.

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 coachMastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coachCreating an environment where self-organized, high-performance teams can emergeCoaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changesStaying actively engaged without dominating your team and stunting its growthRecognizing failure, recovery, and success modes in your coachingGetting 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?

Understanding your position as a coach is imperative. It's too bad that hiring managers and HR reps don't read this book before looking for a Scrum Coach. In a recent interview the interview started off with an HP rep making the statement: "We are looking for a strong Project Manager who can take control of the Project Teams using the Agile methodology to get projects completed." Strong? Take control? Methodology? All key words to let you know someone is missing the boat. As Lyssa Adkins points out in this book it's about the team working with a collaborative, committed manner,

responsible for getting the team to function at their very best. The Agile coach brings to the table past knowledge to influence the direction of the team. She brings real life working examples, both ones that work and why some things fail. Reading through these examples will invite you to do some soul searching on your past projects.

Having worked with many agile teams in the corporate world, I was excited to start my own business coaching agile teams. I was propelled and excited by the prospects of helping to grow teams in other businesses, making the world of software more positive and more successful. Although I had a lot of experience, I found myself myself with 1,000 questions about coaching. How do you coach advanced teams versus new ones? What's the best time to coach agile teams without getting in their way? How assertive should you be as a coach, versus letting them figure it out themselves? When is it appropriate to insert yourself into a conflict, versus letting them resolve it themselves? How do you inspire teams to do their best when it's all about the team, not about the coach? This book was just what the doctor ordered. Lots of perspective that's helped give me confidence about how to be an effective coach. Many things I already knew, many others that I didn't but rang true as I read them. Lyssa has put a lot of herself into the book, I can almost hear her kind words coming to me as I coach. I appreciate the help!Don

Bed side table reference. Rich inmost context richer in its apppication. I recommend this book for anyone leading any agile project regardless if they are product owners, scrum maters or a participant in a scrum evolution.

I picked up this book at the suggestion of another team member who has been working the Agile circuit far longer than I. I'm not sure what his reasons for suggesting the book were, but it's had a big impact on my approach to teams and other individuals in general. Each chapter in the meat of the book is a different coaching role or perspective: Mentor, Facilitator, Teacher, Problem Solver, Navigator, and Collaboration Conductor. Many of them revolve around the idea that the team is on their own journey towards their own level of performance. Rather than the coach drag the team towards the coach's vision of where the team should be, the coach's job is to help the team move from step to step sometimes leading, more often facilitating. A specific concept that Lyssa suggested that I had never consciously considered was the types of coaching that should be practiced at different times during the sprint or engagement. For instance, we might want to steer the team or introduce ideas or tactics in the middle of the sprint this is probably not the most productive role at

this point. There are times to coach at the team level and times to coach at the individual level. The book is a little mushy or soft at times, so you might have to trudge through at various points. A lot of it is common sense after the fact, but having it said explicitly keeps it in the back of my head more than in the past. I recommend this book to all roles on teams, not just Coaches. Many of the ideas and content are the soft skills that make great teams.

Overall a worthwhile book, it gives some good insights into what is required to coach agile teams successfully. I especially liked the journey line suggestion for a team building exercise, I've tried it with two of my teams and received good feedback. At times the book dragged a bit for me, a lot of touchy feely writing about getting in touch with your feelings and trying to understand the team's feelings. I get the importance but maybe I'm not ready to be as emotionally involved as the author suggests. Overall I would recommend it - some good ideas I've been able to use with my teams.

Reviewing this book now in the context of the 11 books the Project Management Institute (PMI) originally recommended to read to prepare for the PMI Agile Certified Practitioner (PMI-ACP) exam. Of that 4,500 page reading list this book was practical and unique. It is particle in that the author talks about the real world, and not just implementing Agile project management techniques in a fantastical bubble. This is yet another Agile book with ideas you can implement. Having road tested the recommended techniques I assure, this book will change your perspective for the better. If engaged in attempting to introduce Agile project management techniques to the traditional functionally aligned organization there is no better thought leadership available. Consider this book and essential field guide for those practicing Agile Project Management. Of the 11 on the seminal PMI list, this book is clearly a must buy!

This book is a "must read" for any agile coach and part of the collection of books that I personally consider to be the "Agile Cannon." I recommend taking notes as you read through it, and reviewing your notes or re-reading the book as you work with agile teams and individual team members. The value of having a framework like Lyssa's to conceptualize the work of coaching agile teams, cannot be underestimated. I strongly suggest internalizing the lessons you can vicariously learn from this fantastic treatise on being agile.

Well written; well organized; good info; clear learning objectives at the beginning of each chapter and review and the end.

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