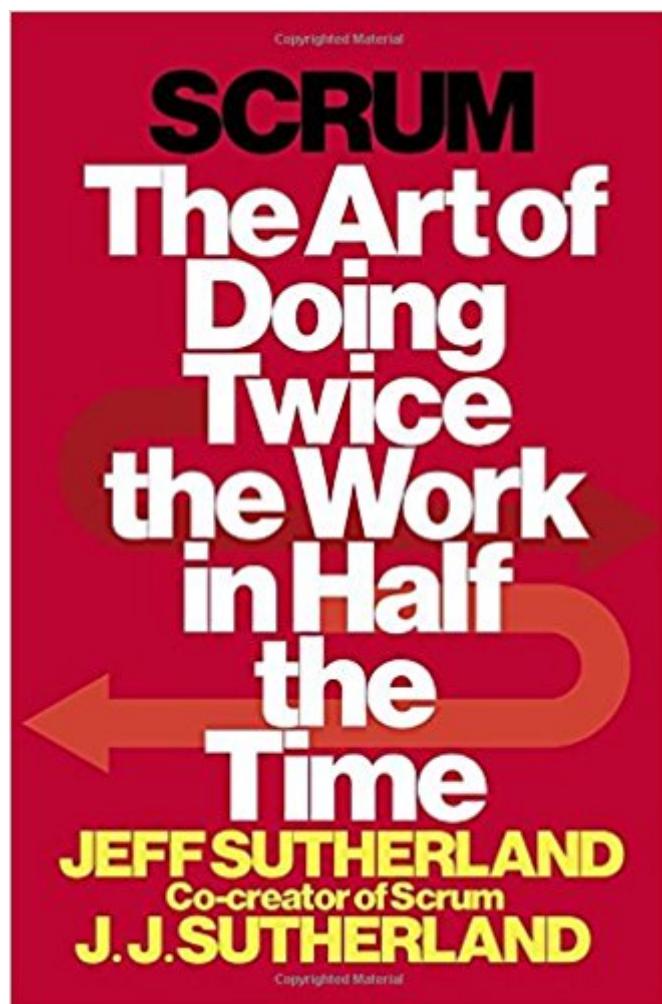


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# Scrum: The Art Of Doing Twice The Work In Half The Time



## Synopsis

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.

## Book Information

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## Customer Reviews

"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.â•--Hirotaka Takeuchi, Professor of Management Practice, Harvard Business Schoolâ “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 whoâ„¢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.â•--John Maeda, Design Partner, Kleiner Perkins Caufield & Byersâ “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.â•--Brian Tracy, bestselling author of Eat that Frog and Time Power"I've used Scrum on projects big and smallâ throughout my software career with great success. It's the bestâ way I knowâ to manage small teamsâ 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,â Chief Technologyâ Officer, Twitterâ “Engagingâ“Sutherland tackles the problem of the perennially late, over-budget projectâ•and actually shows how to solve it.â “His fascinating examples of rescued projects will change the way you think and act."--Dorothy Leonard and Walter Swap, authors ofâ Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdomâ “Jeff Sutherland is the master of creating high-performing teams.â “The subtitle of this book understates Scrumâ„¢s impact.â “If you donâ„¢t get three times the results in one-third the time, you arenâ„¢t doing it right!â•--Scott Maxwell, Founder & Senior Managing Director, OpenView Venture Partnersâ “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 employeesâ„¢ frustrations with the typical corporate nonsense.â “This book is the best description Iâ„¢ve seen of how this process can work across many industries.â “Senior leaders should not just read the bookâ•they should do what Sutherland recommends.â•â “Jeffrey Pfeffer, Professor, Stanford Business School and c-author of The Knowing-Doing Gapâ “Groundbreakingâ“Will upend peopleâ„¢s assumptions about how productive they can actually beâ“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.â€”Michael Mangi, Senior V.P. of Interactive Technology, Social@Ogilvy “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.â€”Sutherland’s secret to surmounting professional and personal obstacles is approaching tasks with deliberate attention and a resilient mindset.â€” This book will change the way you do everything.â€” Even better, it will help you feel good in the process.â€” Just read it, and get more done.â€”Arnold V. Strong, CEO of BrightNeighbor.com, and Colonel, US Army Reserveâ€” “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

Jeff Sutherland is currently the CEO of Scrum, Inc. and Senior Adviser to OpenView Venture Partners where he coaches venture-funded companies.â€” One of the original signers of the Agile Manifesto and a father of the Scrum movement, he travels the world conducting training and speaking.â€” You can find him at [www.scruminc.com](http://www.scruminc.com).J.J. Sutherland spent most of his career covering wars, conflicts, revolutions, disasters and terrorist attacks for NPR. More recently, he has been writing, teaching, and consulting with corporations and non-profits on how to use Scrum. His work has been recognized with Peabody, DuPont, Overseas Press Club, Associated Press and Edward R. Murrow awards.

The first thing to know is that this isn’t a detailed guide to Scrum practices, though there is a summary of the key practices in an appendix. Since there are lots of guides to Scrum at the practices at varying levels of details, having more about what the practices are would not add a lot of value. This book does inform you about how scrum works by helping you to understand the value of Scrum through stories of Scrum in use in various domains, and not just software.. The book is full of war stories (both literally and figuratively), and Sutherland is clearly proud of how he, his family, and organizations he has worked with, have applied scrum. Reading this book will help energize you to use Scrum to help your team succeed. This is not the only book on Scrum you need. But if you want motivation to explore more about Scrum, or if you have been practicing Scrum for a while and are looking for renewed inspiration, give this book a read.

Why did I choose this book? It's the premier book in scrum created by one of its founders. And it had fantastic reviews. Do NOT listen to people who say "it doesn't teach you how to implement scrum." yes it does. There is an appendix implantation guide at the end and the "why" and "how" all throughout the book. What was my experience reading the book? It was a very easy read. The voice of the book was pleasant and flowed well. It told of the history of scrum and how each role, each event, and each artifact developed and now what the best practices are. This book will get anyone up to speed on scrum. Would I recommend it to others? Of course, if they want to learn scrum, this is the best place to start without a doubt.

This is a great overview of Scrum and its power and simplicity when applied in the real world; not just in software teams but in charity work, government and education contexts. I've been a Scrum Master, developer, trainer, and coach for 10 years and I found it compelling. After reading some of the other reviews, I'd like to set some expectations for anyone thinking of reading it. What it isn't:<sup>\*</sup> A detailed Scrum manual for software teams. There's a short overview in the appendix, but this material is covered in plenty of other places, such as the Scrum Guide at (...), or the excellent Essential Scrum by Ken Rubin and the series of related Addison-Wesley books.<sup>\*</sup> A guide to troubleshooting Scrum or resolving common pitfalls in Scrum software teams. There's nothing here about handling unruly Product Owners, or whether SAFe is an appropriate extension for your company. What it is:<sup>\*</sup> A fantastic, story-driven overview of how Scrum came to be, real-world situations where it has turned projects around, and why you should consider adopting it. If you are a C-level executive or other leader who wants to be "sold" on all this Scrum/agile/lean stuff you've heard about, read this. Note the endorsement by Eric Ries, author of The Lean Startup. The two books are good companions and written for a similar audience.<sup>\*</sup> For current Scrum practitioners, a fun read and refresher on why we're doing this thing called Scrum. It's easy to get lost in the day-to-day of backlog refinement, shipping increments and handling team impediments and forget about the spirit of the whole thing. Scrum is about getting out of the way of teams and letting them deliver above and beyond what's possible in command-and-control organizations. Bottom line: This is a great companion book to others that explain Scrum in more detail, but it's more about the ideas behind it and the exciting possibilities it offers for people working on projects anywhere.

This 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.

I saw this book recommended in a comment thread on Hacker News and decided to give it a look. It's been about a year and half since I was part of a team that used Scrum, and this book made me realize how much I miss it. It also really clarified for me what's wrong with my current work context (for example, my responsibilities are split between too many projects, keeping me from doing one thing at a time), and it is helping me figure out how to correct it. Overall, this book surprised me, I expected a dry book about the Scrum framework and instead found a quite compelling story about its origin. A worthwhile read.

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.

Solid 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.

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