



Who is agile? Volume 1

A book of personal reflections on journeys where people stumbled on agile.

YvesHanouille, Andrea Chiou, Marcin Floryan, Peter Doomen, Guy Nachimson and Amber Ankerholz

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For Joppe, Bent, Geike

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What are people saying about the book?

You might try to categorize *Who is agile?* as a biography, but you would be wrong, because it's not one, it's many. You might try to categorize it as an anthology, but you would still be wrong, because even though it has many stories and each story stands alone, each story is part of a mosaic. Yves and his editors have created a picture of how agile came to be in the industry, through the backstories and images of some of the leading agilists. Some are team members, some are consultants. All have wonderful things to say. Read this book for the stories and the images and mine it for the links and insights. Read how people have been living and working with agile for years. You won't be sorry.

[Johanna Rothman](#), author and consultant, www.jrothman.com September 17, 2012

Yves has done a wonderful job keeping the book light-spirited and personal. We all have enough books that are not conversational to make this one exceptionally unique. I love that each Who Is reflects a unique voice.

What many people may not realize from the book summary on [Leanpub](#)¹ is that this book is chock full of links to Internet resources of all kinds: videos, blogs, podcasts, wikipedia, and even Facebook friends you are not yet connected to. Sometimes the links are whimsical, but most are serious and interesting. Be careful though. You can get really lost if you follow too many links (and further links from there). Hmmm, which Who Is did I get here from? This book's format extends extra value to the curious, like me!

Congratulations, Yves, on a job well done.

[Andrea Chiou](#)² February 6, 2012

Yves' "Who is agile?" project is fantastic. With it, he's showcased Agile thought leaders, both internationally recognized and up-and-comers, as whole people rather than just talking heads. His open-ended, insightful interview questions yielded some surprising answers and a unique glimpse into who each person really is. Further, by asking each interview subject to recommend others to interview, and including those answers in each interview, we see connections between these people. I highly recommend both [the blog series](#)³ and Yves' book.

[Elisabeth Hendrickson](#) Founder of [Entaggle](#) February 6, 2012

To really understand an idea, it's often useful to also understand who is behind it and what their personal history is. Yves is doing the Agile community a great service by placing the people who are advancing Agile ideas in the spotlight. *Who is agile?* captures some of the feel of attending a good Agile conference, minus the sessions (but you can get plenty of those by looking at the contributors' blogs, slideshares, etc.). You meet people who have something in common with you – at least a topic of interest – and get to know how they are different from you; the personal parts that make them unique.

[Laurent Bossavit](#) February 7, 2012

[Yves](#) has a long history of helping to build our agile community. One important way he's done this is through his "Who Is" blog interview series. This gives us a chance to learn about agile practitioners and leaders that we didn't know before, or learn more about people we thought we already knew. Reading each "Who Is"

¹<http://www.leanpub.com>

²<http://adaptativecollaboration.com>

³<http://www.hanoulle.be/who-is/>

interview has given me new inspiration and ideas, as well as helping me get to know more people. It enhances the diversity of ideas in our profession, which can only lead to more goodness for all of us.

[Lisa Crispin](#) February 09, 2012

I think *Who is agile?* is brilliant. When I google someone (for example, because I've read an article or something and want to know more about the author), if I see a "Who is" article that is always my first click – because it is the most interesting way to learn about a person rather than the typical CV stuff...

[Henrik Kniberg](#) May 7, 2012

Who is agile? is elitist. It is a book about the elite. In the minds of the people recommending someone, each person is a member of the elite that others would benefit knowing more about. This is not a problem; it is the whole value of the project. Some of those people are not famous thought leaders. Some are people quietly getting on with life that inspire others in some way. That is why it is a great project.

[Chris Matts](#) May 09, 2012

Who is agile? is a great contribution. Yves and his team have given a face and personality to the agile community. *Who is agile?* gives us a view into the background and motivation that fuels the people who are helping make the world of work more humane and sustainable. This book doesn't just focus on the "names" in the community (although there certainly are some high profile contributors), it gives us insight into the wide range of personalities from all sorts of backgrounds who are quietly striving to bring the ideas embodied in the Agile Manifesto to workplaces around the world.

[Shane Hastie](#) September 24, 2012

Who is agile? is, for me, a provocative title. If you aren't in the book, are you not "agile?" Should we all aspire to be agile? What exactly is agile anyway? I've always had a problem with labels. But this book isn't about agile. It's an insight into how inspiring people in software development tick. And you might say "I don't want to hear about their backstories," (because I did). "I don't care about them. I care about what they do and how they do it but the individuals less so." You may have a stack of books and articles on the next big thing or you may just want to read a great novel instead. Why should this book receive any of your time? Well, this collection of interviews is a journey. A ramble around the minds of passionate practitioners in the software world. After a few interviews you'll be hooked into spotting patterns of these interviews. Who reads what? What influences whom? How software development is only a stone in the path of the enquiring mind. You will soon begin to realise that valuing "people over processes" is a pretty sensible principle. I read *Who is agile?* both by getting lost discovering the abundant links within each interview and in small bite-sized chunks when I have 5 or 10 minutes spare. It's a wonderfully rich collection of stories.

[Johnno Nolan](#)⁴ September 25, 2012

I love the "Who is agile?" series.

I dig stories. In college, when I wasn't studying complex variable theory and differential equations, I was studying history and psychology. I love learning about how other people think. In my experience, agile is not a magic wand in a fairy tale, rather it's a journey through a hundred little towns, the unexpected wonders you find along the way, and coming home to find it's not the work that's different but it is you that's changed. *Who is agile?* bears this theory out.

Each interview in Yves' series is a glimpse into another mind – a mind that approaches the world in a familiar way. I recognize myself in these stories. Sometimes I smile when I read something I've tried. Other times, I

⁴<https://twitter.com/JohnnoNolan>

blush when I recognize myself in another's failings. By the story's end, more often than not, I find myself wanting to experiment.

I find *Who is agile?* inspiring. I hope when you read these personal retrospectives, you gain some insight, too.

[Chuck Durfee⁵](#)

Yves has taken on the task to show the humanity behind a number of people active in the field of Agile Software Development and related endeavors. It's refreshing to see someone who consistently looks beyond the nuts and bolts of the work we do, to build community based on friendship and understanding. Thanks, Yves. Your efforts are appreciated.

[George Dinwiddie](#)

Yves has always surprising initiatives, that challenge our statements about human relationship, and open new perspectives. The way *Who Is Agile?* book was built reflects his innovative approach: each person who wrote a "Who is" post describing himself, recommended two persons for the next round. This is how Yves created a "social recognition yarn-network". Thinking of Yves's book as the reflection of this respectful network, I wouldn't say that "Yves is thinking out of the box". I wonder that he ever was in any box at all. I wish *Who is agile?* a lot of success. February 10, 2012

[Oana Juncu](#)

If you want to read more of what people say about *Who is agile?*, check out these links:

- [Returning to Who is agile⁶](#) from Johnnos Nose
- [Who Is Agile? A book on LeanPub⁷](#) from Johanna Rothman
- [Shane Hastie](#) from InfoQ⁸
- [The podcast: The Agile Revolution Episode 31⁹](#)
- [Vickie Gray Who is agile¹⁰](#)
- [Portia Tung Who is agile¹¹](#)
- [ScrumDesk on Who Is agile¹²](#)
- [Ken Power on Who is agile¹³](#)

⁵<https://twitter.com/ChuckDurfee>

⁶<http://johnnosnose.blogspot.co.uk/2012/07/returning-to-who-is-agile.html>

⁷<http://www.jrothman.com/blog/mpd/2012/02/who-is-agile-a-book-on-leanpub.html>

⁸<http://www.infoq.com/news/2012/02/agile-who-who>

⁹<http://www.theagilerevolution.com/episode-31-an-apple-a-day>

¹⁰<http://simplerulesandtools.com/2012/06/06/who-is-agile/>

¹¹<http://www.selfishprogramming.com/2012/04/28/who-is-agile/>

¹²<http://www.scrumdesk.com/the-book-who-is-agile/>

¹³<http://systemagility.com/2012/11/01/who-is-agile-volume-1/>

Why the “Who is agile” book?

In 2011, the [Agile Manifesto](http://www.agilemanifesto.org)¹⁴ turned 10 years old. Some of the agile methodologies, however, are even 5 to 10 years older than that. The Agile Manifesto and methodologies focus on the principles behind agile development, emphasizing the conversations and cooperation that must occur between motivated people to get the job done.

Thus, in the agile world, we pay a lot of attention to the people on the teams. Thanks to mailing lists and social media, agile leaders are very approachable. Yet, we often don't know much about them. This book gives you the opportunity to learn a little more about agilists. You will find all kinds of people in this book, such as people who have been on the [Agile Alliance board](http://www.agilealliance.org/the-alliance/board-of-directors/)¹⁵, [Gordon Pask Award winners](http://www.agilealliance.org/programs/gordon-pask-award/)¹⁶, [scrum masters](http://agileatlas.org/atlas/scrummaster)¹⁷, and [scrum trainers](http://www.scrumalliance.org/pages/certified_scrum_trainer)¹⁸. Additionally, you will find people who started movements, people who organized agile conferences, famous authors, and hard core team members. You will also read about people who don't consider themselves agilists. They are in this book because they have inspired agilists, and we dare say that they actually agree with what we call an agile mindset.

All these people have two things in common: They are interesting, and they have remarkable stories to tell.

For this project, we sent all of the participants the same set of questions and asked them to select one [extra question](#) from someone else. The answers have been posted on Yves' blog for a while. This book contains one extra answer per person.

Have fun reading their answers.

Chief Editor [Andrea Chiou](http://www.linkedin.com/in/andreachiou)¹⁹, Chief Map Officer [Marcin Floryan](http://marcin.floryan.pl/)²⁰, Chief Picture Officer [Peter Doomen](http://leanpub.com/u/peterdoomen)²¹
Translation Servant DE Christian Baumann, Trainee World Changer Jaume Jornet Rivas, Spanish Translator Angel Agueda Barrero, Fabrice Aimetti, Riccardo Bua, [Sergey Kotlov](#), The Nice Translator Toni Tassani & Creative Connection Agent [Yves Hanouille](#)

Europe 2012

¹⁴<http://www.agilemanifesto.org>

¹⁵<http://www.agilealliance.org/the-alliance/board-of-directors/>

¹⁶<http://www.agilealliance.org/programs/gordon-pask-award/>

¹⁷<http://agileatlas.org/atlas/scrummaster>

¹⁸http://www.scrumalliance.org/pages/certified_scrum_trainer

¹⁹<http://www.linkedin.com/in/andreachiou>

²⁰<http://marcin.floryan.pl/>

²¹<http://leanpub.com/u/peterdoomen>

Who is Lisa Crispin?



Lisa with her donkeys

I asked [Lisa Crispin](#)²² to be the first in the list of *Who is agile?*. Ever since I met [Lisa](#)²³, she has been a great (often, the biggest) supporter of initiatives that I've started. Her energy has boosted our community in more ways than we can imagine.

What is something people usually don't know about you but has influenced you in who you are?

When I tell people I am [painfully shy](#)²⁴, they don't believe me. I've had to adopt a more outgoing persona in order to accomplish my goals. It's extremely difficult for me to get up and present, or even worse, call someone I don't know well (or even someone I do know well) on the phone. I think the struggle takes some of my energy and holds me back some, but perhaps it makes me more [empathetic](#)²⁵ to other shy people.

If you had not been in IT, what would have become of you?

I have an [MBA](#)²⁶ with a specialization in organization development, and I worked in that field for two years after I got my degree. I really loved this work and always thought I'd be an [OD consultant](#)²⁷ [someday](#)²⁸. However, a layoff and a [recession](#)²⁹ led to the accidental programmer trainee job. After getting into IT, I never seriously considered doing anything else, at first because it was fun and I was too lazy to think about anything else, and then I realized I was really passionate about what I do.

What is your biggest challenge and why is it a good thing for you?

²²<http://lisacrispin.com/>

²³<https://twitter.com/#!/lisacrispin>

²⁴<http://www.amazon.com/Painfully-Shy-Overcome-Anxiety-Reclaim/dp/0312316232>

²⁵<http://en.wikipedia.org/wiki/Empathy>

²⁶http://en.wikipedia.org/wiki/Master_of_Business_Administration

²⁷<http://hrweb.mit.edu/organizational-effectiveness/organization-development-consulting>

²⁸<http://tools-for-thought.com/2008/08/22/seven-problems-with-a-somedaymaybe-list-%E2%80%94-and-ways-to-correct-them/>

²⁹<http://en.wikipedia.org/wiki/Recession>

See the answer to Q1.

What drives you?

Self-interest, I guess. Years ago, a teammate told me “Job security is all [in your head](#)³⁰. If you believe you can get another job, you have job security.” I love working on an agile team, so I’ve worked hard over the years to help other people learn how to work this way. My goal is for more and more teams to work like my team does, so if I ever need a job, there will be lots of good places to look. Also, I love to learn, and one of the best ways I learn is by going to conferences and talking to other practitioners. I can’t go to a conference unless I am invited to present, so I had to have something to say and get good enough at presenting that information so conferences would invite me. As long as I feel I have valuable skills, and there are lots of good teams on which to practice those skills, I’m good to go. The other part of this is that so many people have helped me over the years, especially in the agile community, I believe I must [pay that help forward to other people](#)³¹. It sounds [corny](#)³², but I really believe it.

What is your biggest achievement?

The obvious answer is [co-writing](#)³³ a book, that was really hard work, and [I’m very proud of what Janet and I did](#)³⁴, as many people tell us they find it helpful. But maybe my biggest achievement is being part of [an awesome team](#)³⁵ for most of the past 8 years that has delivered an unbelievable amount of high quality software and has truly delighted our business people and helped our company succeed.

What is the last book you have read?

Well, honestly, it was an eBook about how to get your kids to do household chores that my teammate is writing, she asked me to review it and give her feedback. [The Clean Routine](#)³⁶ from [Lori Thayer](#)³⁷ I have also started reading [Uncle Bob’s Clean Coder book](#)³⁸, and I am also reading a murder mystery in the [Maisie Dobbs](#)⁴⁰ series. I [multi-task too much in reading books](#)⁴¹.

What question do you think I should also ask and what is the answer?

“Lisa, [how are your donkeys](#)⁴²?”

“Why, thank you for asking, they are having a lovely summer. This weekend we are going for a trail drive, then we will go have a beer together on the patio at the new brewpub in which my husband and I are 1% investors.” Or more seriously,

“What are you looking forward to most in the next few months?”

“So many things, including [Agile 2011](#)⁴³ and [Agile Testing Days](#)⁴⁴, but I’m most excited about attending [Agile Coach Camp U.S.](#)⁴⁵ in [Columbus](#)⁴⁶ in September, which includes an [Agile Games](#)⁴⁷ day and two days with

³⁰<http://www.youtube.com/watch?v=6Ejga4kJUts>

³¹http://www.youtube.com/watch?v=_pCtXRP1edo

³²<http://en.wiktionary.org/wiki/corny>

³³<http://www.songwritingscene.com/2011/05/co-writing-the-good-the-bad-and-the-ugly/>

³⁴<http://www.amazon.com/Agile-Testing-Practical-Testers-ebook/dp/B001QL5N4K>

³⁵<http://www.eplanservices.com/pages/aboutus.html>

³⁶<http://www.lorithayer.com/store/#ecwid:category=1894621&mode=product&product=8188837>

³⁷<http://www.lorithayer.com>

³⁸http://www.objectmentor.com/omTeam/martin_r.html

³⁹<http://www.amazon.com/Clean-Coder-Professional-Programmers-ebook/dp/B0050JLC9Y/>

⁴⁰<http://www.amazon.com/Maisie-Dobbs-Mysteries-ebook/dp/B004J4XA6E>

⁴¹<http://www.hanouille.be/2011/06/agile-bookreading/>

⁴²<http://lisacrispin.com/wordpress/donkey-time/>

⁴³<http://agile2011.agilealliance.org/>

⁴⁴<http://www.agiletestingdays.com/>

⁴⁵<http://blog.agilecoachcamp.us/>

⁴⁶http://en.wikipedia.org/wiki/Columbus,_Ohio

⁴⁷<https://groups.google.com/forum/#!forum/agilegames>

awesome coaches and practitioners, I know I am going to learn a ton of stuff that will in turn help me help others learn.”

David’s Question: What are your hopes and fears for software development in the next ten years?

I hope that more companies will understand the concept of technical debt, and realize that they have to invest time as well as money and people in managing that debt. I hope every organization will nurture a [learning culture](#)⁴⁸, allowing teams to deliver value frequently, at a sustainable pace, enjoying the chance to do their best work. I fear that history will repeat itself and managers will continue to push for “faster” instead of understanding that the only way to learn to go fast is to focus first on quality.

Who should be the next person to answer these questions?

Hmmm, so many choices. There are so many people I’d like to know more about! But if the goal is someone an agilist should know, I think the person of the moment is [Gojko Adzic](#), and I will tell you why I picked him. My big goal for 2010 was to find ways to teach testers good code design skills so they could write more effective, maintainable automated regression tests and truly free up their time to do exploratory testing. I worked really hard at improving my own design and automation skills, and wrote articles and prepared tutorials to help impart these skills to testers. But in recent months, Gojko has convinced me that our goal should be getting programmers to do the test automation tasks, which they can do quickly, and free us testers up to do what we do best. We need to take tester-programmer [collaboration](#)⁴⁹ to the extreme. This is where my writing and presenting efforts will focus in the near future. I’m seeing other practitioners writing and presenting about this too.

June 2011

*Castle Rock*⁵⁰, *Colorado*⁵¹, *USA*⁵²

⁴⁸<http://www.learningcultures.net/>

⁴⁹<http://en.wikipedia.org/wiki/Collaboration>

⁵⁰http://en.wikipedia.org/wiki/Castle_Rock,_Colorado

⁵¹<http://en.wikipedia.org/wiki/Colorado>

⁵²<http://en.wikipedia.org/wiki/USA>

Who is Laurent Bossavit?



Laurent at XP Day France

Laurent Bossavit⁵³ is also known as Morendil⁵⁴. My father followed Laurent's session at [XP Day Benelux 2004](#)⁵⁵. Actually his session was one of the inspirations for [our leadership game](#)⁵⁶. Next thing I knew, Laurent invited us to the first edition of [XP Day France](#)⁵⁷ and won the [Gordon Pask Award](#)⁵⁸.

Laurent has invested a lot in helping agile become known by a wider audience. When I sent him the questions, Laurent created a video as a reply. Again, he sets the bar higher for everyone. Laurent's "WhoIs" video version can be found on [my blog](#)⁵⁹.

What is something people usually don't know about you but has influenced you in who you are?

I was abducted by aliens at an early age, and that is why I've sometimes had people tell me I was from another planet.

OK, I was kidding there, but there's a grain of serious truth in that. Almost as long as I can remember I've been a total sci-fi nut. It explains a lot about me. I literally learned English as a teenager so that I could read my favorite authors in the original text; I started with [Asimov](#)⁶⁰ not so much because he's what I like best, but because my dad's sci-fi books were sorted alphabetically.

That early passion is related to the way I am curious about many things, and especially about futuristic topics from space ships to robots. To this day I have a yearning to figure out how the universe works, how our brains

⁵³<http://www.bossavit.com/>

⁵⁴<https://twitter.com/#!/morendil>

⁵⁵<http://www.xpday.net/Xpday2004/Program.html>

⁵⁶<http://www.hanoulle.be/2010/06/leadership-game-v-4-01/>

⁵⁷<http://agile-france.org/>

⁵⁸<http://www.agilealliance.org/programs/gordon-pask-award/>

⁵⁹<http://www.hanoulle.be/2011/06/who-is-laurent-bossavit/>

⁶⁰<http://www.amazon.com/Isaac-Asimov/e/B003RY2ISS/>

work. And I became curious about computers in particular, and when I was young working with computers was still something very sci-fi, though they are much more commonplace now.

If you had not been in IT, what would have become of you?

If I'd had the patience to stick with my studies, I would possibly have followed in my parent's footsteps and become some kind of scientist. No, wait, the better way to say that is to say that in some alternate universe, a different version of me did become a scientist.

I'd like to think that this version of me went on to work in artificial intelligence, and made interesting contributions to figuring out how our minds work, and how something made from mere neurons can be so diverse and creative. One of my favorite authors was [Douglas Hofstadter](#)⁶¹, who wrote several wonderful books about these topics. He's still a hero of mine, I'd like to meet him some day.

Instead, though, I learned as an autodidact. For many years the only degree I had was a bachelor's.

What is your biggest challenge and why is it a good thing for you?

My biggest challenge now, and for several years, has been to improve myself.

One topic I found fascinating when I was a younger programmer was [self-modifying code](#)⁶² – that is, programs which would write to the memory locations where their own instructions resided and then later jump to the modified parts. I first encountered this when I was programming for the early Macintosh systems – that was back in the 90's so it was System version 6 or 7; that old.

Back then that was viewed as a naughty, naughty thing to do. Obviously it's a very low-level thing to do, and it's going to make debugging very hard, and it's going to make understanding what the program does even harder. If you're a computer science person you'll hate the notion of self-modifying code: it is already very hard to formalize and understand, mathematically speaking, what ordinary code can and cannot do, but self-modification raises this to yet another level of complexity.

But with my early interest in artificial intelligence I viewed my own mind as something very like a software program, and it's obvious that self-modification is a huge part of what we do as intelligent minds. Every time you learn something, you self-modify. And if you think about it, the part of your own mind you would most like to change is the part that makes you better at changing yourself! Because you would then have a recursive improvement loop, which should give exponential returns on your efforts.

Sadly, our source code is very hard to access. It's a tangle of neurons and maybe even other kinds of brain cells. We can only hack it very indirectly. But because of this connection between minds and programs I'm very interested in learning in general.

Of course, becoming smarter isn't the only thing you can improve. It's also a challenge, for instance, to try and become more happy. Or to try to become a better person, someone who contributes more to others being happy. Or to try to become a better parent to my kids, and so on.

What drives you?

I'm very much driven by wanting to do things that I've found to be necessary, and not doing things because someone else told me to do them.

I can totally understand people who have a regular job, and I see it as one of the great attractions of a normal job that you don't think all the time "what should I do next", you can go ask someone for instructions. Sometimes I feel totally insecure and I feel like having that kind of a job would be a great relief.

⁶¹<http://www.amazon.com/Douglas-R.-Hofstadter/e/B000AP5GCM/>

⁶²http://en.wikipedia.org/wiki/Self-modifying_code

And yet, for better or worse, I find that this makes me very uncomfortable. What I prefer is to decide for myself. What I like best is to work within a community, because that has the best of both worlds: I can make up my own mind about what to do next, but I still have other people around who can check my thinking.

What is your biggest achievement?

I'd like not to be the sort of person who goes around measuring achievements and trying to put everything on a single scale, so I'm not going to answer that directly. There are things I've done that I'm proud of, along many different axes.

One of the things I tend to be more proud of is when I have an original idea, or even when I add something to an existing idea, and I see the idea spread and other people are able to grow, and achieve something of their own, by building on the ideas I have improved myself. That's a really nice chain reaction; it is like the self-modifying code idea, but applied to cultures instead of individual brains.

One thing I'm quite proud of in this respect is having invented the [Coding Dojo](http://codingdojo.org/cgi-bin/wiki.pl?WhatIsCodingDojo)⁶³ and turning that idea into reality, with [Emmanuel Gaillot](http://emmanuelgaillot.blogspot.com/)⁶⁴. I've seen the effects on many people who tried it, who came to [the Coding Dojo every week for a long time](http://codingdojo.org/cgi-bin/wiki.pl?CodingDojos)⁶⁵, and became obviously better programmers. It was really striking.

What is the last book you have read?

It's *Feeling Good*⁶⁶ by [David Burns](http://en.wikipedia.org/wiki/David_D._Burns)⁶⁷, a book on the cognitive and behavioral approaches to treating depression which was recommended to me by [J.B. Rainsberger](http://lesswrong.com/lw/1v4/the_fallacy_of_worklife_compartmentalization/).

What question do you think I should also ask and what is the answer?

I'm stumped, frankly. Often I do my best thinking when people ask me questions, but I sometimes find it difficult to ask the right questions on my own. That is one reason I think community is important. So what I would like to ask instead is, if anyone viewing or reading this book has a good question to ask me, can you please get in touch by email?

Patrick's Question: How do you balance your family and your work?

There was a time in my life when I tolerated doing senseless things, or being harmed or pushed around by others, because I believed that by putting the label "work" around that part of my day, I could somehow "make up for it" when I got back to my private pursuits, to my wife and kids. What happened instead was that whatever made me miserable at work, I couldn't just leave it behind when I went home, like you leave your work clothes or your tools behind. I'd come home miserable and share it with everyone.

The single biggest thing I've learned about work-life balance since then is this: it's *all* life.

When I stopped thinking of my job as a special place where bad things were somehow allowed to happen to me, and took charge of those things as I do in other areas of my life (when I can remember to act as an adult), I finally started getting what I wanted out of my work. Meaning, challenge, satisfaction, accomplishment, growth, locked together in a virtuous cycle. It's not that I stopped having ups and downs: being more awesome means that you're going on to tackle more ambitious projects, and sooner or later you'll experience failure. But I stopped experiencing failure as something I was a victim of.

I have also written about [work-life compartmentalization](http://lesswrong.com/lw/1v4/the_fallacy_of_worklife_compartmentalization/)⁶⁸.

⁶³<http://codingdojo.org/cgi-bin/wiki.pl?WhatIsCodingDojo>

⁶⁴<http://emmanuelgaillot.blogspot.com/>

⁶⁵<http://codingdojo.org/cgi-bin/wiki.pl?CodingDojos>

⁶⁶<http://www.amazon.com/Feeling-Good-Therapy-Revised-Updated/dp/0380810336>

⁶⁷http://en.wikipedia.org/wiki/David_D._Burns

⁶⁸http://lesswrong.com/lw/1v4/the_fallacy_of_worklife_compartmentalization/

Whom do you think I should ask next?

There are so many people I could name. [Emmanuel Gaillot](#)⁶⁹ whom I mentioned earlier is one; or you could find out more about some of the people who have been attending the Coding Dojo, I'm thinking for instance of [Jonathan Perret](#). Or our US colleague [Dale](#) whom I always think of when I think of good questions, though he really is as good with answering questions thoughtfully as with asking them.

June 2011

[Nation](#)⁷⁰, [Île-de-France](#)⁷¹, [France](#)⁷²

⁶⁹<https://twitter.com/#!/egailot>

⁷⁰[http://en.wikipedia.org/wiki/Nation_\(Paris_M%C3%A9tro_and_RER\)](http://en.wikipedia.org/wiki/Nation_(Paris_M%C3%A9tro_and_RER))

⁷¹<http://en.wikipedia.org/wiki/%C3%8Ele-de-France>

⁷²<http://en.wikipedia.org/wiki/France>

Who is Ralph Miarka?



Ralph with Yves

In 2010, I worked with [Ralph](http://www.miarka.com/)⁷³ on an international contract. In contrast with my other coach colleagues, I had not met Ralph before we started working together. That was kind of scary. Would it work? Would we like each other? Would our styles match? Would our styles be different enough? After the bumpy ride that this (every?) coaching assignment was, I can definitely say yes to all of these questions. (OK, on the “Would he like me?” question, I take a calculated guess).

What is something people usually don’t know about you but has influenced you in who you are?

My dad, certainly, has influenced me in who I am with two things he kept saying and asking:

- Write it down to be clear what you want.
- How do you know this is the right solution?

On the one hand, I did a PhD in formal specification based on that and, on the other hand, I kept asking the second question to all my students and I keep asking it today as a coach.

If you had not been in IT, what would have become of you?

Difficult – I wanted to be in IT since I was twelve, when I joined the local computer club. Thinking about it, I did consider becoming a lawyer or a teacher, too 😊

What is your biggest challenge and why is it a good thing for you?

There are many big challenges in my life. One is, for example, to unlearn so many things that served me well before. For example, at school I was rewarded for giving very quickly the correct answer. Now I want

⁷³<http://www.miarka.com/>

to listen to people and support them in finding their most suitable approaches towards their solution. I learn to be more patient and also to reflect on my own behavior more often.

What drives you?

I'm passionate about development. That's personal development as well as development in IT. I like to develop and I like to support others to develop. I thought I'm a teacher, but then I realized that I'm an enabler for learners. And I like to see results. Finally, I'm happy when I hear appreciation for what I did. Because I like that I try to incorporate giving as much appreciation as possible in my life, too.

What is your biggest achievement?

Gosh – this question is **too big** for me. I achieved so much and I still want to do so much more...

Getting the PhD was great, though having a student coming up to me on his graduation, telling me that my seminars in the first year course defined how he continued to study was even more valuable and emotional. Taking over a project as project manager (not feeling prepared for it) and then being part of a team that excelled and contributing to it, that was also great. Most of those team members are still good colleagues and friends.

What is the last book you have read?

Kostenfaktor Angst ("Fear Factor Costs") by Winfried Panse and Wolfgang Stegmann⁷⁴ – about the costs (and benefits) of fear in the workplace.

What question do you think I should also ask and what is the answer?

Why do you find it difficult to answer the question: "What question do you think I should also ask and what is the answer?" Good question. There is something about the meta-question... and now I realized what it is. It's the word "should". I don't think you "should" ask me anything. You "could" ask me a myriad of things though.

- Starting from "What's the current weather in Vienna?⁷⁵" to which I'd say "Sunny".
- Or you "could" ask me "Why do you find it valuable to do a Master's degree in Systemic Coaching?" to which I could answer: "To answer this in depth would require a bit of time. I developed an interest in this topic when I was at University where I took a minor in Psychology. I'm curious to learn why we humans behave and interact as we do. I'm also interested in supporting people to uncover their own potential. This education also helps me to unlock more of my own potential. I find this program to be fun and very engaging too. Sure, I also hope to increase my market value through an increased set of skills."
- Or "I heard you broke your rib recently. How did you do that?" and I'd answer with a big smile: "I tried to learn to fly and I didn't succeed", hoping that would leave you puzzled for a moment.

So, as I said, I "could" think of many questions you "could" ask me but I don't think you "should" ask me anything

Lisa's question: What are you looking forward to most in the next few months?

Currently, that's the summit I organize. I look forward to meeting many old and new friends and I look forward to the challenge to have them all interact with each other so they all go home and say "I met many interesting people and had a great day."

⁷⁴<http://www.amazon.de/Kostenfaktor-Angst-Winfried-Panse/dp/3478354331>

⁷⁵<http://www.google.be/search?sourceid=chrome&ie=UTF-8&q=what+is+the+current+weather+in+vienna>

Bob's question: Why do so many business improvement projects (i.e., agile adoptions) fail?

Gosh, what does failure mean in that respect? Who says they failed and by what measurement? I see often that success and failure is not defined for an improvement project. Often that's also related to the case that there aren't any clear indications of the state before the transition started. I also see that the desire for change and for improvement of projects comes from different parties and that those parties haven't exchanged their ideas of what's to come. I'm almost certain that this topic still holds enough new insight for a PhD thesis. Oh wait, [I know someone that is working on it.](#)⁷⁶

Esther's question: What brings you happiness when you work with others?

It makes me happy when I feel that those people are realizing more of their potential, when they realize that they have a lot more options available than they thought, when people excel and achieve new things.

Whom do you think I should ask next?

[David Harvey](#) and [Joseph Pelrine](#)⁷⁷ – both acted and act as great mentors for me.

July, 2011

[Vienna](#)⁷⁸, [Austria](#)⁷⁹

⁷⁶<http://www.linkedin.com/pub/martin-von-weissenberg/0/44/b96>

⁷⁷<http://www.metaprolog.com/blogs/>

⁷⁸<http://en.wikipedia.org/wiki/Vienna>

⁷⁹<http://en.wikipedia.org/wiki/Austria>

Who is Liz Keogh?



Liz

[Liz Keogh](#)⁸⁰ is also known as [Lunivore](#)⁸¹. I met Liz when I was working in London at the end of 2009, when we had a great talk at an [XTC event](#)⁸². Liz left a big impression on me, and I should not be surprised to see her win the [Gordon Pask Award](#)⁸³ in August 2010. I'm looking forward to her book on [BDD](#)⁸⁴.

What is something people usually don't know about you but has influenced you in who you are?

I went to Cambridge University for a year. It didn't work out. I left by mutual agreement. I'm glad I went; my family were pretty serious about my education and I would always have wondered, "What if?" if I hadn't. Afterwards I went to Bath, where I had a fantastic time and got on well. I learnt that your dreams aren't always in the places where you think. Now I like to look around, wherever I happen to be, rather than drive myself forward all the time.

⁸⁰<http://lunivore.com/>

⁸¹<https://twitter.com/#!/lunivore>

⁸²<http://xpday-london.editme.com/eXtremeTuesdayClub>

⁸³<http://www.paskaward.org/>

⁸⁴http://en.wikipedia.org/wiki/Behavior_Driven_Development

If you had not been in IT, what would have become of you?

I hope I would have found my way into psychology and hypnotherapy. That whole field – the human brain, and how it’s programmed; how we program ourselves and mis-program ourselves – it’s even more fascinating than programming computers. There are so many things we take for granted about the way we think and the nature of our consciousnesses, and we’re so often wrong about those things.

What is your biggest challenge and why is it a good thing for you?

My biggest challenge is my energy, both physical and mental. I get tired if I’m training or coaching all day. Realising that has helped me recognise the need to only work part of the time, and take some time out for myself. That’s made me more effective when I’m working, which has allowed me to earn higher rates, which lets me take time out. I look back on what it was like to do this five days a week, and how much I was just floundering, and I laugh.

What drives you?

My parents have been a big influence on my life, particularly my mum. I’ve always wanted them to be proud of me and what I do. More recently, I’ve driven myself. I feel a responsibility to my communities because of the [Pask award](#)⁸⁵, and because I’m privileged to hang out with some amazing people who have amazing ideas and are too busy to spread them to everyone else. London is a wonderful place in that respect. Maybe [London](#)⁸⁶ drives me.

What is your biggest achievement?

I wrote a fantasy fiction book in my early twenties. I even sent it out to agents and got some positive feedback, but no takers. Lots of people say “Oh, I’m going to write a book”, and if – when! – Dan North and I finish the BDD book, that will be an even bigger achievement, but I have already done it once.

What is the last book you have read?

- Fiction: [Surface Detail](#)⁸⁷, Iain M. Banks⁸⁸
- Non-Fiction: [Management 3.0](#)⁸⁹, Jorgen Appelo⁹⁰

What question do you think I should also ask and what is the answer?

“What’s the secret to eternal happiness?”

Real Options. Having choices, and living your life in a way which keeps giving you more choice, is wonderfully freeing and leads to some surprising outcomes. My next challenge is to be ready for anything while travelling light – I still have a very big suitcase!

Michele’s Question: If you could have any super power, what would it be?

It depends whether telekinesis lets you fly or not. If not, I’d prefer just to fly. I might have to get over my vertigo first.

Whom do you think I should ask next?

⁸⁵<http://www.paskaward.org/>

⁸⁶<http://en.wikipedia.org/wiki/London>

⁸⁷<http://www.amazon.com/Surface-Detail-ebook/dp/B00462RVHI/>

⁸⁸<http://www.iain-banks.net/>

⁸⁹<http://www.amazon.com/Management-3-0-Developers-Developing-ebook/dp/B004iSL6jY>

⁹⁰<http://www.noop.nl>

[Chris Matts](#). I'd love to see his answers to some of these questions. His perspective on life and people is unlike anyone else's I've come across, and some of his ideas are phenomenal – [Real Options](#)⁹¹ is only one of them.

[Dan North](#)⁹² created [BDD](#)⁹³ and taught it to me – he's also a good choice. Chris took it further, though; it's his ideas which have spawned most of my recent work and presentations, and I often find that I'm using his words when I teach BDD. His ideas are deceptively simple; he explains, and then you think about it, and the next time you look round your whole world has changed without you noticing. Every time he comes up with something new I find myself thinking – what will he come up with next?

July 2011

*London*⁹⁴, *UK*⁹⁵

⁹¹<http://www.infoq.com/articles/real-options-enhance-agility>

⁹²<http://dannorth.net/>

⁹³http://en.wikipedia.org/wiki/Behavior_Driven_Development

⁹⁴<http://en.wikipedia.org/wiki/London>

⁹⁵<http://en.wikipedia.org/wiki/UK>

Who is Bob Marshall?



Bob

Bob Marshall⁹⁶ is better known as [@flowchainsensei](https://twitter.com/flowchainsensei)⁹⁷. Wikipedia has never heard of our Bob⁹⁸.

Bob might be the only person that I personally invited whom I have not met, but I didn't need to. Bob is so vocal on his Twitter feed that I know who he is and what he thinks. Thanks to Bob, I discovered the [RightShifting movement](#)⁹⁹. He is also one of the few agile people who has an evil counterpart on Twitter (I guess that is a side effect of his clear, to the point statements). Out of respect for Bob, let's not link to that account.

What is something people usually don't know about you but has influenced you in who you are?

Most folks in London know I ride a motorcycle, but that may not be apparent to folks farther afield. Further than that though, I also consider myself [a biker](#)¹⁰⁰, which is more of a lifestyle choice and mindset than simply a choice of transportation mode.

If you had not been in IT, what would have become of you?

Actually, I don't consider myself "in IT" both because I don't believe software development should have ever been co-located/conflated with IT and because most of what I do relates to people.

As to an alternate life-path, most likely I would have become an industrial model-maker. I did have a thriving commercial model-making business whilst (still) at school, plus a job offer back then from the UK's leading industrial model-making company. I have yet to begin my second career – although I have long had it picked-out – being an intention to start a new "religion". (And no, [Rightshifting](#)¹⁰¹ is not a religion, as far as I'm concerned, at least.)

⁹⁶<http://www.fallingblossoms.com>

⁹⁷<http://www.twitter.com/flowchainsensei>

⁹⁸http://en.wikipedia.org/wiki/Bob_Marshall

⁹⁹<http://www.linkedin.com/groups/UK-Rightshifting-Network-990707>

¹⁰⁰<http://en.wikipedia.org/wiki/Biker>

¹⁰¹<http://www.rightshift.co.uk/>

What is your biggest challenge and why is it a good thing for you?

My biggest challenge – for thirty years and more, until recently – was to understand just why software development was (and remains) so universally poor. Now I feel I have uncovered the answer to that mystery. So my biggest challenge presently is to find a means to share that insight in ways that folks can use, practically, for the advantage of everyone working in software development, and, given the near-ubiquity of software today – for society at large, too. This recent new challenge has been a good thing because it has driven me to long and deep study of human motivation, individual and group psychology, neuroscience, and such like.

What drives you?

[People, people and people](#)¹⁰². Tech and gadgets are neat toys, or intellectual puzzles, but seeing people realise even a part of their innate potential is what gets me out of bed every morning (literally and metaphorically).

What is your biggest achievement?

My biggest achievement is not really for me to claim. Others may be better placed to proffer an answer. But if pressed, I might reply that my biggest achievement is what other folks who have worked with me [say about my contribution to their lives](#)¹⁰³.

What is the last book you have read?

Tricky, given I have about fifteen [started-but-not-yet-finished books](#)¹⁰⁴ in my iPad and another ten or so in my “legacy” ([dead tree](#)¹⁰⁵) pile.

The one that most immediately springs to mind is [Margaret Wheatley](#)¹⁰⁶’s excellent *Leadership and the New Science*¹⁰⁷.

What question do you think I should also ask and what is the answer?

How about “Why do so many business improvement projects (i.e. agile adoptions) fail?” And the answer is “because folks fail to recognise the true nature of the challenges involved, and thus use inappropriate approaches”.

Shane’s Question: What are you working on at the moment and why does it matter?

The Ark of Truth (see Stargate) – A device which reveals the essential “truths” of the Universe to whomsoever gazes into it.

Whom do you think I should ask next?

There are so many fine folks in the agile, lean and Twitter communities, I’m sure I’d offend many by omission. But despite such risk, I’d suggest maybe [Benjamin Mitchell](#)¹⁰⁸, [Grant Rule](#), or [David Joyce](#)¹⁰⁹.

July 2011

[London](#)¹¹⁰, [UK](#)¹¹¹

¹⁰²<http://www.impactlab.net/2011/05/13/1-of-8-human-beings-that-have-ever-lived-are-alive-today/billions-of-people/>

¹⁰³http://www.linkedin.com/profile/view?id=38977&authType=name&authToken=ITxC&goback=%2Enpv_38977_*1_*1_name_ITxC_*1_en*4US_*1_*1_*1_*1_*1_pp_*1_*1_*1_*1_*1_*1_*1&trk=recs-about#recommendations

¹⁰⁴<http://www.hanoulle.be/2011/06/agile-bookreading/>

¹⁰⁵http://en.wikipedia.org/wiki/Dead_tree

¹⁰⁶<http://www.margaretwheatley.com/>

¹⁰⁷<http://www.amazon.com/Leadership-New-Science-Discovering-ebook/dp/B003F3FK5E/>

¹⁰⁸<https://twitter.com/@benjaminm>

¹⁰⁹<http://twitter.com/@dpjoyce>

¹¹⁰<http://en.wikipedia.org/wiki/London>

¹¹¹<http://en.wikipedia.org/wiki/UK>

How do we connect?

Below you can find lots of community activities we support and that you can either use or participate in.

Agile Conferences Calendar

The Agile community has a shared calendar where interested people add the events taking place around them. It attracts a lot of attention because a lot of people use it.

There are different ways to access the calendar: - subscribing to it in your calendar application - embedding it in a web page - and many more.

There are different reasons for using it: - finding what conference or event you want to go to - submitting a talk to an event - understanding where other people are going - avoiding conflict with others events when scheduling your own event - and many more.

If you only want to be reader of the calendar, subscribe to this link in your favorite tool:

<http://www.hanouille.be/2010/11/agile-conferences-calendar/>¹¹²

If you want to add events to the calendar, please request permission in this discussion group:

<https://groups.google.com/forum/?hl=en&fromgroups#!forum/agile-conferences-group>

The type of events published in the calendar must be related to Agile, IT and development. Don't be scared to add small local events. Everything is interesting to know. Having the many different types of conferences listed in one place allows people to see and learn about what is trending - both for conference content and format.

Agile Coach Camps

Contagious collaborative [un-conferencing](#)¹¹³.

Q: What do you get when you put bunch of Agilists in a timebox with a few simple rules?

A: If they have a passion for improvement through facilitation, teaching, and servant-leadership, the answer is: an [AgileCoachCamp](#)¹¹⁴. Oh, and LOTs of fun!

In 2007 [Naresh](#), who lives in India, and [I](#)¹¹⁵, then living in Canada, met at an Agile community event in the US. We quickly discovered a common passion: more interactive, practical events for Agile leaders. In contrast to big talking-head international conferences we wanted cheaper, more accessible events that would create and support local communities of peers. And we were sure of one thing: it had to be viral, because

¹¹²<http://www.hanouille.be/2010/11/agile-conferences-calendar/>

¹¹³<http://en.wikipedia.org/wiki/Unconference>

¹¹⁴<http://agilecoachcamp.org/>

¹¹⁵<http://abiggerga.me>

we had lots of other dreams to pursue too. Naresh brought experience with the [Simple Design and Testing conferences](#)¹¹⁶, and my inspiration was the contagious [BarCamp movement](#)¹¹⁷, spreading like wildfire since 2004. We probably didn't say "viral" then, but from day one we worked mainly on a public wiki, to engage and inspire the community, and recorded our steps to help those we dreamt would come after. Four years and 20 AgileCoachCamps later, I am pleased to see the meme still wandering the globe, igniting new communities, energising old ones, and spawning even cooler events, like [play4agile](#)¹¹⁸!

For me, the formula hasn't changed much since our inaugural event in [Ann Arbor](#)¹¹⁹ in 2008¹²⁰, though others have invented wild and wonderful variations on the theme. I've noticed that what makes these events work, what creates the characteristic ACC energy and fun, may be invisible to participants, and perhaps even to organisers, so I wrote them down. Here are my own reflections on these 4 years' experience.

I have identified 13 key ingredients. Fortunately, this is an agile book, because the instant I write "13" the list is sure to morph! I could use these ingredients to tell you a short story of AgileCoachCamp, from a (let's be frank: fanatical) organiser's point of view... but maybe it's not necessary. Have a look:

- **Just do it** – don't wait for the date/venue/committee/sponsor/facilitator/price to be perfect. You have a gift to give to the community, and they need it now – get on with it!
- **Participants Organise It** – it's *not* about you, so find a partner or two, from day one. Model the value of shared leadership, and get the satisfaction and learning of collaborative teamwork.
- **Create Containers** – to "hold the space" for self-organisation, build trust and safety, offer some simple rules, and care for the spirit of the event, both before and during. Open Space and Lightning Talks can create such "containers".
- **Feed Body, Mind and Spirit** – this is an act of servant leadership. Offer your guests simple things that say "we care about your whole person:" fruit, water, a sofa, a book table, a good night's sleep.
- **Rely on the power of getting The Right People** – they know who they are! This is the art of invitation: pick your niche, serve it well, ask for help, be transparent and generous. Then, let them self-select – ask them how they fit in, with "position papers" that you make public. They will come!
- **All in one easy-to-find-place** – don't be an admin bottleneck - use gdocs, dropbox or a wiki to make information assets accessible and easy to use for organisers and participants, so they can help.
- **Simplify Expenses** – there is no need to handle cash - even hotels will let guests pay directly. And ask the caterer to bill your sponsor directly! Don't fear that you must create a non-profit company, or tie yourselves to a corporate sponsor. Be a "sponsorship in kind" matchmaker instead.
- **Simplify Participant Communication** – make it easy for people to talk to you and to each other. Especially your early "who's interested" page must be public-editable, to let people engage easily.
- **Make every participant a marketer** – offer hints to participants on how to use social media to extend your reach. Their motivation: a richer, more fun event if their "right people" show up!
- **Simplify Registration** – some teams have made this much more labor intensive than it needs to be. Mercilessly apply the principle of pull! Read how we did it in my [notes](#)¹²¹.
- **A Place for the Committee to Meet** – in the same spirit of hosting, let a team member, or a pair, care for your meetings – reminders, facilitation, technical aspects - to maintain good team spirit.

¹¹⁶<http://sdtconf.com>

¹¹⁷<http://barcamp.org/w/page/401208/BarCampNewsArchive>

¹¹⁸<http://www.play4agile.org/>

¹¹⁹http://en.wikipedia.org/wiki/Ann_Arbor,_Michigan

¹²⁰<http://en.wikipedia.org/wiki/2008>

¹²¹<http://sn.im/ACChowto>

- **Asynchronous Committee Work** – teams are fun, but work apart or in pairs, too, to use different gifts and allow different schedules. Report back in team status checks on the phone or in yammer.
- **Pause to Reflect** – you will be tired, but this is the eat-your-own-dogfood step. Before participants leave, find out what they loved or would change. Do the same with organisers later. Learn, grow!

I'm sure this list isn't perfect, and I could go on, but the best way is probably for you to dig in and create your own incarnation of this event. If you really like to learn from books, my [notes](#)¹²² will direct you to a few resources. Be transparent about your inexperience, google for resources, ask for help (other events' organisers tend to be compassionate), and prepare to be surprised when your clear requests reveal new supporters - these are "the right people!" You will discover new ideas, new partnerships, and a community to continue supporting you, and learning from you, once you get back to the office.

All over the world, in different contexts, this formula has been adapted to work. In France this year, with 11 people, the event was transformative! Yours will be awesome – enjoy the journey! Go!

Deborah (Deb) Hartmann Preuss Karlsruhe, Germany, May 2012 Effectiveness Coach for Individuals and Teams By [Deborah \(Deb\) Hartmann Preuss](#)¹²³ Karlsruhe, Germany, March 2012

Agile Games Google Group

The mailing list was created to discuss agile games. [AgileGames.org](#)¹²⁴

Agile Retroflection Of The Day

Maybe it is a moment in your day, an opportunity to stop for a while and try to find an answer for a very curious question - one that is very open, related to people and collaboration, sometimes with an agile or scrum flavor.

[Yves](#) started this initiative and it has been running for years now. The channel contains hundreds of questions asked by more than 70 people posed to the Twitter community via the #arotd hashtag. The questions help us reflect on our current era - one full of daily tasks, without time to complete them - the time being spent in front of computer instead of working with people.

[The Retroflection channel](#)¹²⁵ will force you to look around and, in silence, try to search for the answer on the faces of people nearby.

What will you change? How will you contribute?

By [Dusan Kocurek](#)

¹²²<http://sn.im/ACChowto>

¹²³<https://twitter.com/#!/deborahh>

¹²⁴<http://www.AgileGames.org>

¹²⁵<http://www.twitter.com/retroflection>

Bathtub Conferences

We bring agilists together to discuss, learn and share for all, free, online. [Bathtub Conferences](http://www.Bathtubconferences.org)¹²⁶

Back in March 2011, along with [ALE network](http://alenetwork.eu)¹²⁷ came what was to be the first successful product of the ALE community: the Bathtub conference. By the leading of @CesarioRamos emerged a new concept of global, free sharing, both from well known speakers as from rising communities. The background scenario is, as you may now guess, to do an online conference where participants could be at the confort of their homes, backyards, why not? Bathtubs!

So it begun in May the 19th the first ALE Bathtub 1, Bathtub II on June 30th, Bathtub III on October 20th 2011 and Bathtub IV on December the 6th.

But doing this wasn't enough. The goal of bridging communities through free sharing of knowledge was just felt to be a first step - the need for improving and growing faster was stronger each day stronger. So during the first ALE Conference in Berlin, some people gathered around an Bathtub Open Space to think how we could go faster and further. Why not spreading, not only the knowledge, but also the bathtub organization? So we did. Bathtub conference organization does no longer belong to a group. It belongs to the world.

Every Bathtub is now organized by different ALE people so that it becomes a real ALE event by the ALE people and for the ALE people.

By [Catia Oliveira](http://www.twitter.com/@CatOliv)¹²⁸

Coach Retreats

Coach Retreat = Coaching Dojo + Code Retreat

There is one hard rule, at coach retreat we speak the local language (in this case French). A coach Retreat starts with a group Check-in. We have 6 situations agile coaches encounter at clients. These 6 situations we put on the walls of our retreat center. We asked our coaches to DotVote on the situations. The winning situation we worked on the whole day. Really? Work the whole day on one situation? Yes, one situation. That works fine for code retreat, so we do the same. Well you don't have to copy everything from Corey do you? True, but we should not reject anything without trying too. Actually, the coaches in Paris initially had the same reaction you had. Yet we stuck to our plan. That does not sounds really agile! I actually think it was, read on and then judge. Just like CodeRetreat we work on the same story but with different techniques.

We experiment with one technique for 65 Minutes. 5 minutes explaining the problem 10 minutes of working 5 minutes local debrief 10 min replay with the same actors 5 min local debrief 10 min replay with the same actors 5 min local debrief 15 min of group debrief (retrospective) >> this is the first learning loop (actually the second but that will become clear later) Then we redo the story with another coaching technique. In total we do 4 to 5 different coaching techniques=> this is the second/Third learning loop. Here were the coaching techniques we used at this CoachRetreat: Freeplay: no rules. You do as you wish [PairCoaching](http://www.stevenlist.com/blog/2009/02/15/circle-of-questions/) + ClickRewind Solution Focussed Crucial Confrontations Appreciative Inquiry

We ended the day with a [Circle of Questions](http://www.stevenlist.com/blog/2009/02/15/circle-of-questions/)¹²⁹. The click rewind is where the first learning loop comes into

¹²⁶<http://www.Bathtubconferences.org>

¹²⁷<http://alenetwork.eu>

¹²⁸<http://www.twitter.com/@CatOliv>

¹²⁹<http://www.stevenlist.com/blog/2009/02/15/circle-of-questions/>

play. Because anyone can stop what is going on, while it is going on and people replay what they did, you have a learning loop right in the action. The fourth learning loop is when we will have more CoachRetreats. Then we loop at CoachRetreat level. Already after the second sessions, people that said that they did not want to replay the same story the whole day had changed their mind. Participants found lots of value in the replaying of the story and experimenting with coaching styles. One of the places where people did coach, we asked everyone (even observers) to paint. There is a google group for [CoachRetreat](https://groups.google.com/group/coachretreat)¹³⁰.

Coaching Dojos

Agile coaches work with people rather than computers. So unlike a coding dojo, we don't need to setup laptop computers or a projector to run an agile coaches dojo. A coding dojo simply needs a circle of chairs for the participants.

The first Agile Coaches Dojo was at Agile Open Holland. The setup is splitting the group into circles of 4-6 people.

Rachel Davies wants to encourage people to experiment with the format (like programmers have done with coding dojos) and is interested in hearing what has worked for you.

Coding Dojos

A Coding Dojo is a meeting where a bunch of coders get together to work on a programming challenge. They are there have fun and to engage in deliberate practice in order to improve their skills, by coding in front of others. You can find out lots more at <http://codingdojo.org/>¹³¹.

There are coding dojos run all around the world rather like local user groups. The coding dojo format has also been adopted within companies for groups of interested developers to learn together.

CodeRetreats

Coderetreat is a day-long, intensive practice event, focusing on the fundamentals of software development and design. By providing developers the opportunity to take part in focused practice, away from the pressures of 'getting things done', the coderetreat format has proven itself to be a highly effective means of skill improvement. Practicing the basic principles of modular and object-oriented design, developers can improve their ability to write code that minimizes the cost of change over time.

Over the past nearly three years, Corey Haines has traveled around the world, facilitating over 30 coderetreat trainings. Along the way, he shared the formula and facilitation techniques, so that others could learn to effectively facilitate this event. This has served the goal of increasing the number of skilled facilitators who understood the fundamental goals and techniques behind the coderetreat training format.

Spending a day participating in a coderetreat is an ideal way to increase your development team's skills.

¹³⁰<https://groups.google.com/group/coachretreat>

¹³¹<http://codingdojo.org/>

DevOps

In computing, “DevOps” is an emerging set of principles, methods and practices for communication, collaboration and integration between software development (application/software engineering) and IT operations (systems administration/infrastructure) professionals. It has developed in response to the emerging understanding of the interdependence and importance of both the development and operations disciplines in meeting an organization’s goal of rapidly producing software products and services. The role of a DevOps professional has similarities with that of a Chief Engineer within the Toyota Production System. Such persons have responsibilities on the project success, but no formal authority over different teams involved. This requires strong technical knowledge in order to convince managers of the needs. The endorsement of the Chief Engineer by the company executives can assist.

Entaggle

[Entaggle.com](http://www.entaggle.com)¹³² is a website for giving and getting professional recognition.

I created it because I am dismayed by the number of me-too Agile certifications I saw cropping up as Agile started to take off. Many of these certifications are entirely motivated by profit and are administered by a self-appointed authority body. In the most egregious of cases, the self-appointed authorities don’t have any expertise in the subject whatsoever. And yet they presume to certify others.

However, rather than fight against the bad certifications, I decided to experiment with creating an alternative.

As you might guess from the name, the central mechanism for awarding recognition in Entaggle is tags.

Anyone can create tags. When you create a tag, you can reserve the right to award it for yourself, or you can open it up to a select few individuals, or you can open it up to the community at large.

For example, [Angela Harms](#)¹³³ created a tag, [Chooses Love over Fear](#)¹³⁴. She made this tag available to everyone, so I tagged [Yves](#) with it.

By contrast, I created a tag to designate people as having earned the right to run one of my simulations. Only I can award that tag because at least at this time I’m the only person who can give someone permission to run that simulation.

I launched a very minimal feature set in March 2011, filling in the gaps over the next several months. Although the experiment hasn’t taken off like Facebook or Twitter, I consider it a success. The site is still quite active with new people joining regularly, creating tags, and tagging people.

by [Elisabeth Hendrickson](#)

Free Life Time Support

As a coach [Yves](#) gives Free lifetime support (or FLS) on anything he does. He wants to encourage other people in the community todo the same thing.

¹³²<http://www.entaggle.com>

¹³³<http://entaggle.com/people/angelaharms>

¹³⁴<http://entaggle.com/tags/99>

My Daily Thank You

Chris started to thank people on twitter using [#MyDailyThankYou](#)¹³⁵. At [XPDay London 2011](#)¹³⁶ it was used to give appreciations. It was shown on screen, which I think is a good way to show feedback. At XpDay Benelux 2011 this was done using index cards.

PairCoaching

Pair Coaching, like pair programming, is a way to get high quality results as well as transfer skills. Pair coaching can be undertaken in a coaching team on a large-scale Agile transition or by having an external coach work closely with an internal coach.

Company Benefits

Helps ensure that learning and growth continue after the external coach has left. Agile benefits are well documented, however, most companies do not achieve expected results. Coaching is a challenging activity. No two coaches have the same skills and as a result they work better in teams. External coaches have typically seen many different environments, are usually more knowledgeable, and can see the organization with a fresh set of eyes. Internal coaches know the people, the organizational history, and have a better understanding of how to navigate within the company. Internal and external coaches working together can achieve much better results than either can alone.

Internal Coach Benefits

Immense knowledge transfer. Opportunity to focus on coaching and coaching skills. On the job coaching to improve soft skills. Much more likely to get the organizational change and outcome they are looking for.

A Pair Coaching Story by [Catia Oliveira](#)¹³⁷

The first time I heard about [pair-coaching](#)¹³⁸ was during [a dinner in Berlin \(ALE\)](#)¹³⁹, back in September 2011. Next to me was Yves, whom I had never met personally but this turned out to be the highlight of our dinner. Yves talked about several challenges he had during his life and finally he told us about this wonderful idea he got from [his father: pair coaching](#)¹⁴⁰.

Yves brought [Pair Coaching mugs](#)¹⁴¹ to the conference for us to take back home and think about this concept: strengthening our relationships and knowledge, by pairing. I took some mugs and I told Yves I wanted to reward people around me, people who helped me coaching teams and helped me improving. Yves was worried, he said he wouldn't like me to use them as ["if -then" rewards](#)¹⁴². "I won't" - I promised.

February 2012

Last week I challenged a scrum team member to do pair-coaching with me on my last Agile & Scrum intro training at the company. Matthew was a bit nervous about it as he had never done it before... but he actually

¹³⁵<https://twitter.com/#!/search/%23myDailyThankYou>

¹³⁶<http://xpdays2011.wordpress.com/>

¹³⁷<http://scrumplicity.wordpress.com/about/>

¹³⁸<http://www.flickr.com/photos/xpmatteo/2674020634/in/faves-yveshanoulle/>

¹³⁹<http://ale2011.eu/2011/09/02/dinner-with-strangers-meets-leanstartup/>

¹⁴⁰<http://www.flickr.com/photos/smetty/1330495575/in/faves-yveshanoulle/>

¹⁴¹<http://www.flickr.com/photos/vindesign/2078723165/in/pool-513900@N22>

¹⁴²<http://www.slideshare.net/YvesHanoulle/team-compensationv-presentation>

accepted it. I don't know how much of a pair-coaching it was, as I retreated to play what I called the "Yoda Role"- The old master who sits in the corner listening and nodding. I would say most of our pair coaching was actually during preparation: both on material and emotions.

Matthew delivered a great training, as a passionate person does, and he loved it. We both learned a great deal. Give and take. Listening and talking. Support, but above all: [TRUST](#)¹⁴³.

When the session ended, I showed [the Pair-coaching mug](#)¹⁴⁴ I had from Yves and I explained to the participants where that mug came from, its meaning and how special it was for me. Then I asked them if they agreed that my pair-coach would be a great master, for which he would receive this mug after such a great session. They agreed!

So he won his mug, which he proudly has on his desk. Given by Yves, by me and by the participants. Yves, your idea has a great meaning. Your idea brought the inspiration I needed to show to my colleague that he could do it. And Yves' idea had a valuable intention: to reward someone who made a great effort to leave [his comfort zone](#)¹⁴⁵ and to do his best to teach people.

This is the message of pairCoaching: Be more. Go further. [Challenge yourself](#)¹⁴⁶.

Thanks Yves.

Check out [this video about PairCoaching](#)¹⁴⁷ with Yves

PairProgrammingParties

What

A pair programming party is an evening devoted to PairProgramming. The objective of the evening is to have fun and to **learn from each other**.

All participants pair up and work on a small topics during the evening. A story or two is ideal to work on.

Preparation is key. In order to avoid time-consuming discussions on a pair programming party, participants should discuss the topic and the stories upfront, for instance via e-mail or via a wiki.

Another possibility is to join in with somebody who has prepared a topic. This means you commit not to question the topic, or the scope of the story concerned.

Participants bring laptops and any other material needed to implement the stories.

Simple rules

The cost of the room is split between the participants. If you want to participate, put your name on the wiki, so that we know how many people will attend. You pay for any drinks and food you order in the pub.

Topics Pair programming parties are not bound to a particular programming language. Any language will do. In fact, pairing with someone to program in a programming language that is new to you will be a great learning experience. It might seem tempting to let all participants work on the same topic or project, but

¹⁴³<http://en.wikipedia.org/wiki/Trust>

¹⁴⁴<http://www.flickr.com/photos/yveshanouille/1242678478/in/pool-513900@N22>

¹⁴⁵<http://www.hanouille.be/2010/05/getting-out-of-your-comfort-zone/>

¹⁴⁶<http://theminimalistpath.com/2010/02/7-simple-ways-to-challenge-yourself-today/>

¹⁴⁷<http://www.youtube.com/watch?v=XqP5onKQcA>

experience showed that finding a shared topic or project is very difficult. It appears that it is better to let programming pairs choose their own topics, based on a shared interest.

xALEc

Do you want to meet ALE guys & girls online and share ideas and problems?

Passionate, creative and engaged, ALE participants have different platforms for collaboration, building and learning. The number of conferences, unconferences and creative meetups is soaring and their diversity allows us to continuously improve ourselves. But, despite our motivation to progress, most of us have professional and personal obligations and can't often participate in.

Social networks are now a common place to have conversations, ask questions and share good references. But due to the growing flow of messages, most of the time we tend to miss more and more interesting ideas and tips.

Virtual social networks like Twitter, have shown us that we can appreciate people for the quality of their online conversation. Without physically knowing them, a sort of mutual respect is being born, based on an appreciation of knowledge.

So, if we step back a little bit, we can imagine new ways to communicate efficiently using modern communication tools. The idea of xALEc starts here.

Every Monday, for a short 30-minute period, people with questions, a willingness to share, or just an interest can meet using Google Hangouts.

Don't be scared, this is not an English exercise, this is only a simple conversation between you and others like you.

If you are a beginner come and listen or ask for advice. If you are a thought leader come and test your ideas. If you prepare a slide-show and are in doubt about something, show it. If you are alone in a hotel, come along to meet others.

You can be there one Monday or more, the schedule is fixed and you can join in when you want.

Please find the rules and the dashboard at: <http://alenetwork.eu/blog/2012/02/24/xalec/>

What are we asking?

While working on the book we realized that the questions the people were asking themselves was another set of community pearls. We list them here.

- [Lisa Crispin](#): What are you looking forward to most in the next few months?
- Rachel Davies: How much time do you spend coaching these days?
- [Ralph Miarka](#): Why do you find it valuable to do a Master's degree in Systemic Coaching?
- [Liz Keogh](#): What's the secret to eternal happiness?
- [Bob Marshall](#): Why do so many business improvement projects (i.e., agile adoptions) fail?
- [Oana Juncu](#): What are the insights that guide your behavior?
- [David Harvey](#): What are your hopes and fears for software development in the next ten years?
- [Johanna Rothman](#): What is the next book about?
- [Chris Matts](#): Why do you keep asking snarky questions and complaining about the state of Agile?
- [Mary Poppendieck](#): You should definitely ask about Tom. This question could be turned into: How is your significant other influencing you and your work?
- [Jonathan Perret](#): How hard is it for you to write about yourself?
- [Jutta Eckstein](#): Do you still enjoy your daily yoga practice? This question could be turned into: What do you use to get to a "relaxed" mode?
- [Don Gray](#): I've heard you have a nice hand with teams. What's your secret for gaining their trust?
- [Rebecca Wirfs-Brock](#): If you weren't at your computer, where would you be? Alternatively: What's new with you?
- [Jerry Weinberg](#): What is the meaning of life?
- [Esther Derby](#): What brings you happiness when you work with others?
- [Gojko Adzic](#): Is it very cold there? This question could be turned into: What is the climate where you live?
- [Mary Beijleveld](#): What do you think about these questions?
- [George Dinwiddie](#): What is the air-speed velocity of an unladen swallow?
- [Grant Rule](#): If, after looking at the world of software systems for 40 years, and analysing the current state, you think you have some solutions worth modelling, what are you doing to get them tested, evaluated and implemented?
- [Yves Hanoulle](#): You seem to invest a lot of time into creating communities, why do you do that?
- [Michele Sliger](#): If you could have any super power, what would it be?
- [Dale Emery](#): What is the gift that you currently hold in exile?
- [Elisabeth Hendrickson](#): How's the book coming?
- [Patrick Debois](#): How do you balance your family and your work?
- [Nicole Belilos](#): What's so special about the XP Days Benelux conference? This question could be turned into: What's so special about your conference of preference?
- [J.B. Rainsberger](#): You should ask me why, since I claim not to have any purpose in life and not to have any strong goals, why do I keep striving? Why do I keep doing the things that I do? Why haven't I folded up my tent and gone home?

- [Linda Rising](#): What's next?
- [Vickie Gray](#): How will the world be different because you're in it?
- [Dennis Stevens](#): Where will you be in 10 years?
- [Lyssa Adkins](#): What's next?
- [Zuzi Sochova](#): Where do you want to be in 10 years?
- [Peter Saddington](#): What fruit do I resemble and why?
- [Ola Ellnestam](#): What is your favorite question right now?
- [Yvonne van der Laak](#): Who inspires you or is your role model?
- [Shane Hastie](#): What are you working on at the moment and why does it matter?
- [Jenni Jepsen](#): Where do you go to learn?
- [Jukka Lindstrom](#): What's your last significant insight related to your work?
- [Joke Vandemaele](#): Why did it take so long to answer these questions?
- [Steve Freeman](#): What would you most like to change in the software industry?
- [Niels Malotau](#): Why don't you use the words Agile and Lean?
- [Rashina Hoda](#): Why do you wear that scarf, Rashina? This question could be turned into: Why do you wear yyy or do zzz?
- [Alexey Krivitsky](#): What are my plans for the next few years?
- [Henrik Kniberg](#): You coach, program, teach, draw, raise kids, write books, play music, and build companies. What's the trick? How do you learn so many things?
- [Jean Tabaka](#): What do you most value in your life?
- [Kenji Hiranabe](#): What places do you recommend to foreigners visiting Japan ?
- [Bjarte Bogsnes](#): Why vinyl is king and digital sucks?
- [Diana Larsen](#)¹⁴⁸ : What questions are you asking to direct your learning?
- [Portia Tung](#): What is your worldview?
- [Naresh Jain](#): What crossroads of your life are you at?
- [Joshua Partogi](#): What do you think are the drawbacks of Scrum?
- [Alan Cyment](#): Why hasn't agile become more widespread outside of the software world?
- [Patrick Wilson-Welsh](#): What kind of socio economic fabric is trying to evolve in this century? What are we trying to become as a species?
- [Brenda Bao](#): What does Agile mean to your personal life? 1
- [Marcin Niebudek](#): Where should we look for improvements to our today's way of building products?
- [Pawel Lipinski](#): Why did it take you over a week to come back with the answers?
- [Siddharta Govindaraj](#): What was your most memorable moment?
- [Dusan Kocurek](#): Where does your energy come from?
- [Jez Humble](#): What's next for you?
- [Michael Dubakov](#): Can an introvert be a good CEO?
- [Ken Power](#): What annoys you about yourself and others?
- [Maritza van den Heuvel](#): How does your family really feel about the fact that you practise your agile and lean techniques on them at home?
- [Yuval Yeret](#): What is my next [big hairy audacious goal](#)¹⁴⁹?
- [Dhaval Dalal](#): How do you sustain yourself with what drives you?
- [Alistair Cockburn](#): Choose one word to describe people.

¹⁴⁸<https://twitter.com/#!/dianaofportland>

¹⁴⁹http://en.wikipedia.org/wiki/Big_Hairy_Audacious_Goal

- [Bas Vodde](#): What are you doing right now that excites you?
- [Rowan Bunning](#): In 2009, how many days of work did you do in the city you lived in?
- [Guy Nachimson](#): What do you like about Agile?
- [Vernon Stinebaker](#): What's your favorite parable?
- [Petur Orri Saemundsen](#): What do you want?
- [Xavier Albeledjo](#): What is Agile for me?
- [Julien Mazloun](#): Why did I choose software development?
- [Israel Antezana](#): What has your passion driven you to do that you hadn't thought to do before?
- [Sergey Kotlov](#): What impressed you most of all last month?
- [Asad Safari](#): What is your passion?
- [Renato Willi](#): What is your favorite thing to do in life?
- [Gustavo Quiroz](#): What is your top ten list of favorite artists of all time?
- [Lv Yi](#): What would you like to do in the future?
- [Daniel Teng](#): Why are you so deeply involved in community development in China and what do you care most about it? This question could be turned into: Why are you so deeply involved in community development and what do you care most about it?
- [Martin Alaimo](#): How would you take agility out of the software industry?
- [Masa Maeda](#): What's next?
- [Agustin Villena](#): What are you pursuing now?
- [Vladimir Tarasow](#): What is the thing you definitely will do in your life?
- [Ionel Condor](#): Why do you want to continue as a development manager when there are a lot of opportunities to develop a more comfortable career as a developer or consultant?
- [Sergei Sergejev](#): How do you feel being part of "Who is agile"?
- [Maria Diaconu](#): What helped you the most with your achievements?
- [Aslam Khan](#): If you had a chance to do a heavenly trade-in of Justin Bieber, for whom would you trade him?
- [Peter Armstrong](#): Do you have any advice for someone considering bootstrapping a startup?
- [Sharon Robson](#)¹⁵⁰: If you could meet a person from history, who would it be and why would you want to meet them?
- [Arnaud Bailly](#)¹⁵¹: Who is your favorite fiction hero?
- [Catia Oliveira](#): Why do you never submit public talks? This question could be turned into "Why do you never xxx?" where xxx is something people expect from you.

¹⁵⁰<http://www.softed.com/Staff/SharonR.aspx>

¹⁵¹<https://twitter.com/abailly>

Who made this book possible?

Although there is one author on the cover, this book would not have been possible without the support of the agile community.

I received that community support because [Els](#)¹⁵² lets me be active in the community. So, the biggest tHAnKs for this book goes to Els. Only authors and their family know what it takes to write a book. Thank you for your love and support over the years.

Thank you [Olaf Lewitz](#)¹⁵³, [Jurgen Appelo](#)¹⁵⁴, [Matt Heusser](#)¹⁵⁵, [AgileScout](#) for rewarding me and in that way inspiring me to start “Who Is Agile” on my blog.

I’m in debt to all the contributors who wrote such lovely answers to my questions. The faith and their reaction is what created this book. Next to that, the reaction of the readers was even better. Without them I would not have thought about turning the series into a book.

Thank you, [Elisabeth Hendrickson](#), whose book, [There Is Always a Duck](#)¹⁵⁶ inspired me to look for content to put in a book.

A HUGE tH@nK YoU goes to [Andrea Chiou](#)¹⁵⁷. Halfway through the project she proposed to help me out with editing. Andrea is an amazing women who made the book 4879,45% better.

Then [Marcin Floryan](#)¹⁵⁸ stepped in to create [a map](#) of where the authors live. The map is also available [on Google Maps](#)¹⁵⁹

[Peter Doomen](#)¹⁶⁰ helped us with the reduction of the pictures.

[Jean Tabaka](#) inspired us to republish [the list of questions](#) at the end of the book.

[Johanna](#) – the discussions we had about publishing helped me a lot. Thank you.

[David Hussman](#)¹⁶¹, [Jim Coplien](#)¹⁶², [Chris Matts](#), [Jerry Weinberg](#), and [Jim McCarthy](#)¹⁶³ helped us think about the book format and it’s goal.

Thank you, [Jean Tabaka](#), [Xavier Quesada](#)¹⁶⁴, and [David Hussman](#)¹⁶⁵, for helping to create more country diversity...

Also thank you to [DropBox](#)¹⁶⁶, who made it possible to sync the file with more then 50 people.

Last but not least [LeanPub](#)¹⁶⁷ – their service to create a book is exactly what we want to create books in an

¹⁵²<http://www.flickr.com/photos/yveshanoulle/2638469237/in/set-72157623856720778>

¹⁵³<http://hhgtg.de/blog/>

¹⁵⁴<http://www.jurgenappelo.com/>

¹⁵⁵<http://www.softwaretestpro.com/Blog>

¹⁵⁶<http://leanpub.com/alwaysaduck>

¹⁵⁷<http://www.linkedin.com/in/andreachiou>

¹⁵⁸<http://marcin.floryan.pl/>

¹⁵⁹<http://goo.gl/iSS0N>

¹⁶⁰<http://leanpub.com/u/peterdoomen>

¹⁶¹<http://devjam.com/who-does-what/>

¹⁶²http://en.wikipedia.org/wiki/Jim_Coplien

¹⁶³<http://www.mccarthyshow.com/aboutus/>

¹⁶⁴<http://www.xqa.com.ar/>

¹⁶⁵<http://devjam.com/who-does-what/>

¹⁶⁶<http://www.DropBox.com>

¹⁶⁷<http://www.LeanPub.com>

agile way.

Yves

I would like to add a little bit to the appreciations in the book. The [map](#) would not have been possible without another community, the community of contributors to the [Open Street Map](#)¹⁶⁸ project and the nice rendering was made using [CloudMade](#)¹⁶⁹ services.

Marcin

¹⁶⁸<http://www.openstreetmap.org/>

¹⁶⁹<http://cloudmade.com/products/web-maps-studio>

How to give feedback?

This book is created using [LeanPub](http://www.LeanPub.com)¹⁷⁰. This means that we can regenerate a new version when we want. We would appreciate it if you would send us feedback about the book to [WhoIs@hanouille.be](mailto:WhoIs@Hanouille.be)¹⁷¹

Please also add feedback to [our GoodReads page](http://www.goodreads.com/book/show/13635758-who-is-agile)¹⁷²

¹⁷⁰<http://www.LeanPub.com>

¹⁷¹<mailto:WhoIs@Hanouille.be>

¹⁷²<http://www.goodreads.com/book/show/13635758-who-is-agile>

In what languages is this book translated?

Not only is this book well supported in the community, that same community is also helping in translating it. These are the languages *Who is agile?* is being translated into:

- [Wer ist agile?](#)¹⁷³ German version by Christian Bauman & Irene Kuhn.
- [¿Quién es ágil?](#)¹⁷⁴ Spanish version by Jaume Jornet Rivas, Angel Agueda Barrero & Toni Tassani
- [Qui és àgil?](#)¹⁷⁵ Catalan version by Jaume Jornet Rivas & Toni Tassani
- [Qui est agile?](#)¹⁷⁶ French version by Fabrice Aimetti & Riccardo Bua.
- [Кто аджайл?](#)¹⁷⁷ Russian version by Sergey Kotlov

Also in the pipeline:

- Italian version by Riccardo Bua
- Indonesian version by Silvana Wasitova

¹⁷³<http://leanpub.com/Weristagil>

¹⁷⁴<http://leanpub.com/Quienesagil>

¹⁷⁵<http://leanpub.com/Quiesagil>

¹⁷⁶<http://leanpub.com/Quiestagile>

¹⁷⁷<http://leanpub.com/whoisagile-ru>

How many times was this book published?

- Version 1: February 3, 2012: 27 people, 91 [books](#). Minimum price 0
- Version 2: February 10, 2012: 30 people, 97 [books](#), 115 pages.
- Version 3 & 4: February 17, 2012: 35 people, 101 [books](#), 132 pages. Minimum Price 0.99
- Version 5: February 20, 2012: technical update.
- Version 6: February 24, 2012: 39 people, 112 [books](#), 16 [communities](#), 158 pages.
- Version 7: March 2, 2012: 44 people, 116 [books](#), 16 [communities](#), 180 pages. The pictures are now resized, adapted for the book format. The publication files are reduced by 20 MB. The list of questions was added at the end.
- Version 8: March 9, 2012: 46 people, 121 [books](#), 16 [community](#) activities, 193 pages, 3 [maps](#) that show where the agilists live.
- Version 9: March 16, 2012: 48 people, 121 [books](#), 16 [community](#) activities, 200 pages, 3 [maps](#), translations started.
- Version 10: March 23, 2012: 50 people, 124 [books](#), 16 [community](#) activities, 209 pages, 3 [maps](#).
- Version 11: March 30, 2012: 52 people, 126 [books](#), 19 [community](#) activities, 217 pages, 3 [maps](#) Minimum price 1.49.
- Version 12: April 06, 2012: 53 people, 127 [books](#), 19 [community](#) activities, 222 pages, 3 [maps](#) Minimum price 1.99.
- Version 13: April 13, 2012: 54 people, 130 [books](#), 20 [community](#) activities, 225 pages, 3 [maps](#) Minimum price 2.49.
- Version 14: April 22, 2012: 56 people, 134 [books](#), 20 [community](#) activities, 231 pages, 3 [maps](#) Minimum price 2.99.
- Version 15: April 30, 2012: 58 people, 137 [books](#), 20 [community](#) activities, 238 pages, 3 [maps](#) Minimum price 3.49.
- Version 16: May 05, 2012: 60 people, 145 [books](#), 20 [community](#) activities, 247 pages, 3 [maps](#) Minimum price 3.99.
- Version 17: May 12, 2012: 62 people, 147 [books](#), 20 [community](#) activities, 256 pages, 3 [maps](#) Minimum price 4.49.
- Version 18: May 21, 2012: 64 people, 153 [books](#), 20 [community](#) activities, 265 pages, 3 [maps](#) Minimum price 4.99.
- Version 19: May 25, 2012: 65 people, 155 [books](#), 20 [community](#) activities, 269 pages, 3 [maps](#) Minimum price 5.49.
- Version 20: June 03, 2012: 66 people, 158 [books](#), 20 [community](#) activities, 275 pages, 3 [maps](#) Minimum price 5.99.
- Version 21: June 08, 2012: 68 people, 162 [books](#), 21 [community](#) activities, 284 pages, 3 [maps](#) Minimum price 6.49.
- Version 22: June 15, 2012: 70 people, 164 [books](#), 21 [community](#) activities, 290 pages, 3 [maps](#) Minimum price 6.99.
- Version 23: June 15, 2012: Fixing bugs from Version 22

- Version 24, 25: June 17, 2012: Size reduction, internal fix (accidental published publicly).
- Version 26: June 18, 2012: removed an accidental prepublication.
- Version 27: June 22, 2012: 72 people, 168 [books](#), 21 [community](#) activities, 295 pages, 3 [maps](#) Minimum price 7.49.
- Version 28: June 29, 2012: 74 people, 170 [books](#), 21 [community](#) activities, 301 pages, 3 [maps](#) Minimum price 7.99.
- Version 29: July 06, 2012: 75 people, 171 [books](#), 21 [community](#) activities, 303 pages, 3 [maps](#) Minimum price 8.49.
- Version 30: July 13, 2012: 76 people, 172 [books](#), 20 [community](#) activities, 2 [Agile Philanthropy](#), 310 pages, 3 [maps](#) Minimum price 8.99.
- Version 31: July 20, 2012: 77 people, 173 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 316 pages, 3 [maps](#) Minimum price 9.49
- Version 32: July 27, 2012: 78 people, 173 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 320 pages, 3 [maps](#) Minimum price 9.99
- Version 33: August 03, 2012: 79 people, 177 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 324 pages, 3 [maps](#) Minimum price 10.49
- Version 34: August 10, 2012: 80 people, 190 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 330 pages, 3 [maps](#) Minimum price 10.99
- Version 35: August 17, 2012: 81 people, 190 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 333 pages, 3 [maps](#) Minimum price 11.49
- Version 36: August 24, 2012: 82 people, 190 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 336 pages, 3 [maps](#) Minimum price 11.99

Launched German version www.leanpub.com/Weristagil

- Version 37: September 02, 2012: 83 people, 190 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 339 pages, 3 [maps](#) Minimum price 12.49
- Version 38: September 07, 2012: 84 people, 190 [books](#), 22 [community](#) activities, 2 [Agile Philanthropy](#), 342 pages, 3 [maps](#) Minimum price 12.99
- Version 39: September 14, 2012: 85 people, 190 [books](#), 23 [community](#) activities, 2 [Agile Philanthropy](#), 348 pages, 3 [maps](#) Minimum price 13.49
- Version 40: September 23, 2012: 86 people, 192 [books](#), 23 [community](#) activities, 2 [Agile Philanthropy](#), 356 pages, 3 [maps](#) Minimum price 13.49
- Version 41: September 29, 2012: 87 people, 193 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 361 pages, 3 [maps](#) Minimum price 13.99
- Version 42: October 05, 2012: 88 people, 196 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 364 pages, 3 [maps](#) Minimum price 14.49
- Version 43: October 12, 2012: 89 people, 198 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 369 pages, 3 [maps](#) Minimum price 9.99
- Version 46: October 22, 2012: 89 people, 199 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 370 pages, 3 [maps](#) Minimum price 09.99
- Version 49: October 30, 2012: 89 people, 199 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 372 pages, 3 [maps](#) Minimum price 09.99

- Version 52: November 03, 2012: 89 people, 199 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 299 pages, 3 [maps](#) Minimum price 09.99 >> We turned of the links as footnotes. Which gave us 70 pages less of footnotes.
- Version 60: March 18, 2016: 89 people, 199 [books](#), 24 [community](#) activities, 2 [Agile Philanthropy](#), 366 pages, 3 [maps](#) Minimum price 0 >> We fixed a lot of problems in the book and added all other books Yves is involved in.

End of the Sample

This is the end of the sample e-book.

The sample contained answers from 5 people. The full book contains 89 people.

Enjoyed the sample?

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¹⁷⁸<http://www.leanpub.com/whoisagile>