

## Scrum master Reading List

- ❑ **Leading Teams—Richard Hackman**  
Hackman's Leading Teams summarizes 30+ years of team research and is perhaps the best book on building self-managing teams.
- ❑ **The Skilled Facilitator—Roger Schwarz**  
There is a lot to facilitation and this book is an excellent text on improving your facilitation skills.
- ❑ **Co-active Coaching—Kimsey-House et al.** There is a lot to be learned about coaching and this book is one of the better starting points. > The Five Dysfunctions of a Team—Patrick Lencioni  
Wonderful little fable about how teams work (or don't).
- ❑ **Humble Inquiry—Edgar Schein**  
Schein has 50 years experience in organization development and coaching organizations. One of his conclusion from his experience: We need less telling and more asking.

## Management reading list (Source: LeSS Book)

- ❑ **Fifth Discipline—Peter Senge** This is a true classic on creating learning organizations and on systems thinking. We consider this an absolute must for LeSS managers.
- ❑ **Lean Manager and Lead with Respect—Michael and Freddy Balle** Both these books are in business novel form and follow a student of lean management (Andy) who needs to make the jump from traditional management to lean management. Especially, Lean Manager has perhaps the best description of the practice of Go See.
- ❑ **Workplace Management—Taiichi Ohno** Taiichi Ohno is the original creator of the Toyota Production System, and his Workplace Management a classic in lean thinking and lean management. The way he approaches problems and focuses on Go See is extraordinary.
- ❑ **Future of Management—Gary Hamel** Do we need managers? Gary Hamel does think so, but the management style of the future is definitively going to change. How is explored in this classic.
- ❑ **Hard Facts, Dangerous Half-Truths & Total Nonsense: Profiting from Evidence Based Management—Jeffrey Pfeffer and Robert Sutton** That context-free best practices is a harmful illusion doesn't mean we can't learn new ideas from one another. Yet, too many ideas are just based on the latest management fad from airport books. Pfeffer and Sutton promote grounding management decisions in solid research-based evidence.
- ❑ **Reinventing Organizations—Frederic Laloux** Do we really need managers? Frederic Laloux explores current companies that abandoned traditional management. They are completely organized based on self-management principles— often completely removing the manager role. There is no need to take your organization that far, but the book explores possible ideas and structures of the future companies.

## Lean Thinking (Source: LeSS.works)

- ❑ Dr. Jeffrey Liker's *The Toyota Way* is a thorough cogent summary from a researcher who has spent decades studying Toyota and their principles and practices.
- ❑ *Inside the Mind of Toyota* by Professor Satoshi Hino. Hino spent many years working in product development, followed by an academic career. Hino has "spent more than 20 years researching the subject of this book." This is a data-driven book that looks at the evolution and principles of the original lean thinking management system.
- ❑ *Extreme Toyota* by Osono, Shimizu, and Takeuchi is a well-researched analysis of the Toyota Way values, contradictions, and culture, based on six years of research and 220 interviews. It includes an in-depth analysis of Toyota's strong business performance. Hirotaka Takeuchi was also co-author of the famous 1986 Harvard Business Review article "The New New Product Development Game" that introduced key ideas of Scrum.
- ❑ *Lean Product and Process Development* by Allen Ward and *The Toyota Product Development System* by Liker and Morgan are useful for insights into development from a lean perspective.
- ❑ *Toyota Culture* by Liker and Michael Hoseus. Hoseus has worked both as a plant manager and HR manager at Toyota, bringing an insider's in-depth understanding to this book on the heart of what makes a lean enterprise work.
- ❑ *Lean Thinking* by Drs. Womack and Jones is an entertaining and well-written summary of some lean principles by authors who know their subject well. As cautioned earlier in this chapter it presents an anecdotal and condensed view that may give the casual reader the wrong impression that the essential key of lean is waste reduction rather than a culture of manager-teachers who understand lean thinking and help build the pillars of respect for people and continuous improvement with Go See and other behaviors.
- ❑ *The Machine That Changed the World: The Story of Lean Production* by Womack, Jones, and Roos was based on a five-year study at MIT into lean and the Toyota system.
- ❑ *Workplace Management* by Taiichi Ohno is a short book by the creator of the Toyota Production System. It was out-of-print but has been recently re-translated by Jon Miller and is now available. The book does not talk much about TPS but it contains a series of short chapters that show well how Taiichi Ohno thought about management and lean systems.
- ❑ Mary and Tom Poppendieck's books *Lean Software Development* and *Implementing Lean Software Development* are well-written books that make important connections between lean thinking, systems thinking, and agile development.

# Systems thinking(Source: LeSS.works)

- ❑ W. Edwards Deming’s [Out of the Crisis](#) is a master work by arguably the most well-known systems thinker and quality expert. It opens with the modest goal, “The aim of this book is transformation of the style of American management... It requires a whole new structure, from foundation upward.” Deming also advocates the *System of Profound Knowledge* in which managers (1) appreciate there is a *system* , (2) understand common-cause and special-cause variation (queueing theory is related to variation), (3) understand limitations of knowledge and reasoning mistakes, and (4) know credible psychology and social research results so that behavior- or motivation-related policies are *not* based on “common sense.” The core of the book centers around his famous *14 Points for Management* , including (for example), “*Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership .*”
- ❑ Jay Forrester’s [Industrial Dynamics](#) is the classic text on system dynamics—well written and insightful. Although written in the early 1960s, it is as relevant today as when published. It goes beyond cause-effect modeling to also model the flow and inventories of information, money, and material in systems. The book includes formal mathematical modeling but this is not obligatory to appreciate system dynamics.
- ❑ Weinberg’s *Quality Software Management: Systems Thinking* and *An Introduction to General Systems Thinking* are worthwhile. Written from the perspective of an experienced consultant in systems development.
- ❑ Senge’s [The Fifth Discipline](#) is a classic that advocates the need for leadership to apply systems thinking (it is the *fifth* discipline) and other key disciplines for a great, sustainable enterprise. The others include leaders with (1) personal mastery and (2) reflection on their beliefs and faulty reasoning, the (3) definition and communication of a meaningful shared vision, and (4) the ability of teams to learn. We recommend ignoring—at least during the first few years of practice—the ‘archetypes’ notion presented in the book. It was well meant as a learning aid but has been observed to distract and intimidate people from learning and applying basic system dynamics modeling. The ‘archetypes’ are not part of original system dynamics.
- ❑ [The Fifth Discipline Fieldbook](#) is an in-depth resource, written from the viewpoint of many practitioners and consultants.
- ❑ The organizational-learning writings from Argyris, Putnam, McLain, and Schön. Important concepts include *double-loop learning* and *high-advocacy/high-inquiry dialogue*. Classic works include [Action Science](#) and [Organizational Learning](#).
- ❑ The publications and resources available through the [Society for Organizational Learning](#).