COACHING AGILE TEAMS

A COMPANION FOR SCRUMMASTERS, AGILE COACHES, AND PROJECT MANAGERS IN TRANSITION

LYSSA ADKINS

A MIKE COHN SIGNATURE BOOK

Forewords by Jim Highsmith and Mike Cohn

Coaching Agile Teams A Companion For Scrummasters Agile Coaches And Project Managers In Transition Addison Wesley Signature Series Cohn

Rick Freedman

Coaching Agile Teams A Companion For Scrummasters Agile Coaches And Project Managers In Transition Addison Wesley Signature Series Cohn:

Coaching Agile Teams Lyssa Adkins,2010-05-18 The Provocative and Practical Guide to Coaching Agile Teams As an agile coach you can help project teams become outstanding at agile creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence More and more frequently ScrumMasters and project managers are being asked to coach agile teams But it s a challenging role It requires new skills as well as a subtle understanding of when to step in and when to step back Migrating from command and control to agile coaching requires a whole new mind set In Coaching Agile Teams Lyssa Adkins gives agile coaches the insights they need to adopt this new mind set and to guide teams to extraordinary performance in a re energized work environment You ll gain a deep view into the role of the agile coach discover what works and what doesn t and learn how to adapt powerful skills from many allied disciplines including the fields of professional coaching and mentoring Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach s roles teacher mentor problem solver conflict navigator and performance coach Creating an environment where self organized high performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure recovery and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you re an agile coach leader trainer mentor facilitator ScrumMaster project manager product owner or team member this book will help you become skilled at helping others become truly great What could possibly be more rewarding **Coaching Agile Teams** Lyssa Adkins,2010 As an agile coach you can help project teams become outstanding at agile development creating products that make them proud and helping organizations reap the powerful benefits of teams that deliver both innovation and excellence More and more frequently ScrumMasters and project managers are being asked to coach agile teams However the role of coach is a challenging one that often doesn t exist in traditional application development Migrating from command and control to agile coaching requires new skills and a whole new mindset In Coaching Agile Teams leading agile coach Lyssa Adkins helps you master both so you can guide your agile teams to extraordinary performance This practical book is packed with ideas best practices and checklists you can start using immediately All of it reflects Adkins s own hard won experience transitioning to agile coaching from traditional large scale project management including the remarkable lessons she s learned from the teams she s worked with *Systems, Software and Services Process Improvement* Xabier Larrucea,Izaskun Santamaria,Rory V. O'Connor,Richard Messnarz,2018-08-22 This volume constitutes the refereed proceedings of the 25th European Conference on Systems Software and Services Process Improvement EuroSPI conference held in Bilbao Spain in September 2018 The 56 revised full papers presented were carefully reviewed and selected from 95 submissions They are

organized in topical sections on SPI context and agility SPI and safety testing SPI and management issues SPI and assessment SPI and safety critical gamifySPI SPI in industry 4 0 best practices in implementing traceability good and bad practices in improvement safety and security experiences with agile and lean standards and assessment models team skills and diversity strategies SPI in medical device industry empowering the future infrastructure **Coaching Agile Teams** Lyssa Adkins,2010 **Konflikte lösen - Verhandeln unter Stress** Ulrike Eidel,Barbara Tybusseck,2019-01-22 Im Berufsalltag m ssen Sie professionell mit widerstreitenden Interessen umgehen Nicht alles l sst sich in Harmonie l sen oft sind konsequente Entscheidungen n tig Konflikte m ssen ausgehalten werden Das vom Schweizer Karikaturisten Matto illustrierte Buch bringt wissenschaftliche und praktische Erkenntnisse zu Verhandlungskunst und Konfliktmanagement verst ndlich auf den Punkt Es zeigt mit Praxisbeispielen und anwendungsorientierten Tipps wie Sie zu konstruktiven L sungen gelangen k nnen Das Buch richtet sich an angehende F hrungskr fte Teams Berufseinsteiger und Studierende Inhalt Wie entstehen Konflikte Erste Wege aus der Konfliktfalle Der Verhandlungsprozess Worauf kommt es in den einzelnen Phasen an Konfliktl sung als F hrungs und Teamaufgabe Strategien f r spezielle Situationen Kommunikationstipps Wie Sie im Kontakt mit dem Verhandlungspartner bleiben Vorteile Kompakte anschauliche Zusammenfassung der zentralen Erkenntnisse zu Konfliktmanagement und Verhandlungsf hrung Interdisziplin re Expertenbeitr ge und Fallbeispiele aus Wissenschaft und Praxis Konkrete Tipps und Handlungsempfehlungen Beispiele aus Gesch ftswelt und Unternehmenspraxis **Succeeding with Agile** Mike Cohn,2010 Proven 100% Practical Guidance for Making Scrum and Agile Work in Any Organization This is the definitive realistic actionable guide to starting fast with Scrum and agile and then succeeding over the long haul Leading agile consultant and practitioner Mike Cohn presents detailed recommendations powerful tips and real world case studies drawn from his unparalleled experience helping hundreds of software organizations make Scrum and agile work Succeeding with Agile is for pragmatic software professionals who want real answers to the most difficult challenges they face in implementing Scrum Cohn covers every facet of the transition getting started helping individuals transition to new roles structuring teams scaling up working with a distributed team and finally implementing effective metrics and continuous improvement Throughout Cohn presents Things to Try Now sections based on his most successful advice Complementary Objection sections reproduce typical conversations with those resisting change and offer practical guidance for addressing their concerns Coverage includes Practical ways to get started immediately and get good fast Overcoming individual resistance to the changes Scrum requires Staffing Scrum projects and building effective teams Establishing improvement communities of people who are passionate about driving change Choosing which agile technical practices to use or experiment with Leading self organizing teams Making the most of Scrum sprints planning and quality techniques Scaling Scrum to distributed multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum s impact on HR facilities and project management Whether

you ve completed a few sprints or multiple agile projects and whatever your role manager developer coach ScrumMaster product owner analyst team lead or project lead this book will help you succeed with your very next project Then it will help you go much further It will help you transform your entire development organization **Coaching Agile Teams** Lyssa Adkins,2013 Coach of agile coaches and agile trainer Lyssa Adkins teaches the skills tools and mindsets agile coaches need to guide their teams to extraordinary performance in a re energized agile work environment In 8 lessons Coaching Agile Teams LiveLessons covers how to become a good agile coach change the mindsets and behaviors needed to do the coaching job well prove that your work adds value help others fully occupy their agile roles make agile meetings purposeful and productive navigate conflict on teams and foster collaboration within the team to develop great ideas This LiveLessons video covers material not included in the in person Coaching Agile Teams training course offered by the Agile Coaching Institute This video is a great way for you to develop your skills or compliment the skills you ve already developed if you ve taken the in person training course Resource description page **Advanced Training for Scrum Masters and Agile Coaches** Dan Tousignant,2015-01-15 This manual contains the slides and exercises for a one day course which covers advanced Scrum and Agile techniques for experienced Scrum Masters and Agile coaches This course assumes you have taken traditional Scrum Master training and want to develop your Agile coaching skills This course includes exercises in organizational Agile assessments Scrum Master self assessments and techniques for one on one coaching Additionally this manual contains training content on other Agile practices including Lean and XP as well as addressing issues with organizational readiness for Agile Please use the Look Inside feature from Amazon before purchasing These manuals which are part of the Agile Education Series developed by Dan Tousignant are the participant guides used in his public onsite and virtual training classes worldwide and are intended for those readers who are aspiring Agile trainers Scrum practitioners or those interested in previewing the courses These guides are not stand alone training materials but are for those people interested in reviewing a well designed comprehensive Agile curriculum These courses have taken hundreds of hours to develop and are constantly being improved upon and republished Recently the guides have been republished to include the exercise handouts and have also been published in color format to be seen on a Kindle Fire or iPad If you are interested in purchasing the PowerPoint versions of the slides and soft copies of the exercises for this course or to get more details on the Agile Games Ice Breakers and the associated Agile practice exams please contact us at info bostonagiletraining com **Essential Agile** Icertify Training Nyc,2018-12-02 The Single Source Comprehensive Guide to Agile for All Team Members Managers and Executives If you want to use Agile to develop innovative products and services that delight your customers Essential Agile is the complete single source reference you ve been searching for From leading Agile coach and trainer this playbook illuminates the values principles and practices of Agile and describes flexible proven approaches that can help you implement it far more effectively Whether you are new to Agile or years into your use this book will introduce clarify and deepen your

Agile knowledge at the team product and portfolio levels Drawing from s experience helping hundreds of organizations succeed with Agile this book provides easy to digest descriptions enhanced by more than two hundred illustrations based on an entirely new visual icon language for describing Agile s roles artifacts and activities Essential Agile will provide every team member manager and executive with a common understanding of Agile a shared vocabulary they can use in applying it and practical knowledge for deriving maximum value from it Agile coaches you re gonna be happy with this book ICertify has created an indispensable resource for us Do you have a manager that just doesn t get it Hand them this book and ask them to flip to Chapter 3 for a complete explanation of how Agile is less risky than plan driven management It s written just for them in management speak Want to help the team come to a common understanding of Agile The visual icon language used throughout this book will help you help them These are just two ways this book can aid you to coach Agile teams Use it well Lyssa Adkins Coach of Agile Coaches Agile Coaching Institute author Coaching Agile Teams One of the best most comprehensive descriptions of the core Agile framework out there Essential Agile is for anyone new to or experienced with Agile who s interested in the most important aspects of the process ICertify does an excellent job of distilling the key tenets of the Agile framework into a simple format with compelling visuals As a Agile coach for many teams I continually reference the material for new ways to help teams that are learning and practicing the framework I ve seen Agile continually misinterpreted and poorly implemented by big companies and tool vendors for more than ten years Reading this book will help you get back to the basics and focus on what s important Joe Balistrieri Process Development Manager Rockwell AutomationCorporate IT leadership which has been slow to embrace agile methods would benefit immensely from giving a copy of this book to all of their project and delivery managers ICertify has laid out in this book all the pragmatic business case and process materials needed for any corporate IT shop to successfully implement Agile John F Bauer III veteran of technical solution delivery in large corporate IT shopsICertify s extensive experience as a consultant trainer and past managing director of the Agile Alliance is evident in this book Along with providing the basics and introduction to Agile this book addresses the questions of masses what happens to project managers Essential Agile helps us understand the big picture and guides how organization leaders can support and be involved with their Agile teams for successful agile transformations Sameer S Bendre CSM PMP Senior Consultant 3i Infotech IncorporatedIf you re new to agile development or to Agile this book will give you a flying start The examples and descriptions are clear and vivid and you ll often find yourself asking a question just before the book addresses that very topic Johannes Brodwall Principal Solution Architect Steria Norway   **Agile Game Development with Scrum** Clinton Keith,2010-05-23 Deliver Better Games Faster On Budget And Make Game Development Fun Again Game development is in crisis facing bloated budgets impossible schedules unmanageable complexity and death march overtime It s no wonder so many development studios are struggling to survive Fortunately there is a solution Scrum and Agile methods are already revolutionizing development outside the game industry

Now long time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development Keith has spent more than fifteen years developing games seven of them with Scrum and agile methods Drawing on this unparalleled expertise he shows how teams can use Scrum to deliver games more efficiently rapidly and cost effectively craft games that offer more entertainment value and make life more fulfilling for development teams at the same time You ll learn to form successful agile teams that incorporate programmers producers artists testers and designers and promote effective collaboration within and beyond those teams throughout the entire process From long range planning to progress tracking and continuous integration Keith offers dozens of tips tricks and solutions all based firmly in reality and hard won experience Coverage includes Understanding Scrum s goals roles and practices in the context of game development Communicating and planning your game s vision features and progress Using iterative techniques to put your game into a playable state every two to four weeks even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large geographically distributed development teams Getting started overcoming inertia and integrating Scrum into your studio s current processes Increasingly game developers and managers are recognizing that things can t go on the way they have in the past Game development organizations need a far better way to work Agile Game Development with Scrum gives them that and brings the profitability creativity and fun back to game development **The Great ScrumMaster** Zuzana Sochova,2016-12-28 This is the eBook of the printed book and may not include any media website access codes or print supplements that may come packaged with the bound book The Fast Focused Practical Guide to Excellence with Scrum The Great ScrumMaster ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance Easy to digest and highly visual you can read it in a weekend and use it for an entire career Drawing on 15 years of pioneering experience implementing Agile and Scrum and helping others do so Zuzana ochov guides you step by step through all key facets of success as a ScrumMaster in any context ochov reviews the ScrumMaster s responsibilities introduces her powerful State of Mind model and ScrumMasterWay approach and teaches crucial metaskills that every ScrumMaster needs Learn how to build more effective teams manage change in Agile environments and take fulladvantage of the immensely powerful ScrumMaster toolbox Throughout ochov illuminates each concept with practical proven examples that show how to move from idea to successful execution Understand the ScrumMaster s key role in creating high performance self organizing teams Master all components of the ScrumMaster State of Mind teaching mentoring removing impediments facilitation and coaching Operate effectively as a ScrumMaster at all levels team relationships and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri System Rule Root Cause Analysis Impact

Mapping and other ScrumMaster tools Whether you re a long time Certified ScrumMaster CSM or participating in your first Scrum project this guide will help you leverage world class insight in all you do and get the outstanding results you re looking for Register your product at informit com register for convenient access to downloads updates and corrections as they become available **The Scrum Field Guide** Mitch Lacey,2015-12-22 Thousands of organizations are adopting Scrum to transform the way they execute complex projects in software and beyond This guide will give you the skills and confidence needed to deploy Scrum resulting in high performing teams and satisfied customers Drawing on years of hands on experience helping companies succeed Certified Scrum Trainer CST Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later Extensively revised to reflect improved Scrum practices and tools this edition adds an all new section of tips from the field Lacey covers many new topics including immersive interviewing collaborative estimation and deepening business alignment In 35 engaging chapters you ll learn how to build support and maximize value across your company Now part of the renowned Mike Cohn Signature Series on agile development this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity setting sprint length and conducting customer reviews Coverage includes Bringing teams and new team members on board Creating a workable definition of done Planning for short term wins and removing impediments to success Balancing predictability and adaptablity in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements and extending agility throughout the organization Packed with real world examples straight from Lacey s experience this book will be invaluable to anyone transitioning to Scrum seeking to improve their early results or trying to get back on track **The Agile Consultant** Rick Freedman,2016-08-29 Learn the agile philosophy of lean processes incremental delivery deep client participation decentralized authority and just in time planning to bring speed creativity empowerment and increased productivity to product development This book is your guide to becoming the go to advisor for the enterprise agile transition Many organizations have brought in agile coaches and achieved great progress in software development productivity only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices Agile coaches and consultants need to up their game to successfully partner with executives managers and PMOs to evolve from traditional methods to a lean agile mindset The Agile Consultant by former Intel Worldwide Project Management Director and agile expert Rick Freedman author of Amazon best seller The IT Consultant shows how to overcome transition challenges and move beyond team level practice coaching to guide the entire organization to enterprise agility Agile methods are displacing traditional process heavy project management techniques and are poised to migrate from software development to the rest of

IT and to the entire enterprise Agile s rapid adoption proves a simple truth agility works Agile methods are here to stay and will continue to expand within the organization Enterprises are rapidly moving beyond agile development to agile IT agile marketing and agile strategic planning Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility What You ll Learn Instill effective agile practices across the enterprise Coach teams managers and executives in learning adopting and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation interpersonal and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean agile mindset Who This Book Is For Besides IT consultants The Agile Consultant will also appeal to developer teams internal IT staffers and their managers and to executives leading the transition to agile development   **Scrum Shortcuts Without Cutting Corners** Ilan Goldstein,2014 In Scrum Shortcuts without Cutting Corners Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about Drawing on his extensive agile experience in a wide range of projects and environments Goldstein presents thirty proven flexible shortcuts for optimizing Scrum processes actions and outcomes Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output These easy to digest actionable patterns address a broad range of topics including getting started quality and metrics team members and roles managing stakeholders estimation continuous improvement and much more   *Collaboration Explained* Jean Tabaka,2006-01-06 Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics As an agile coach I ve found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams Jean s wealth of experience is conveyed in a carefully struck balance of reference guides and prose facilitating just in time learning in the agile spirit All in all a superb resource for building stronger teams that s fit for agile veterans and neophytes alike Arlen Bankston Lean Agile Practice Manager CC Pace If Agile is the new what then surely Collaboration is the new how There are many things I really like about Jean s new book Right at the top of the list is that I don t have to make lists of ideas for collaboration and facilitation anymore Jean has it all Not only does she have those great ideas for meetings retrospectives and team decision making that I need to remember but the startling new and thought provoking ideas are there too And the stories the stories the stories The best way to transfer wisdom Thanks Jean Linda Rising Independent Consultant The Hands On Guide to Effective Collaboration in Agile Projects To succeed an agile project demands outstanding collaboration among all its stakeholders But great collaboration doesn t happen by itself it must be carefully planned and facilitated throughout the entire project lifecycle

Collaboration Explained is the first book to bring together proven start to finish techniques for ensuring effective collaboration in any agile software project Since the early days of the agile movement Jean Tabaka has been studying and promoting collaboration in agile environments Drawing on her unsurpassed experience she offers clear guidelines and easy to use collaboration templates for every significant project event from iteration and release planning through project chartering all the way through post project retrospectives Tabaka s hands on techniques are applicable to every leading agile methodology from Extreme Programming and Scrum to Crystal Clear Above all they are practical grounded in a powerful understanding of the technical business and human challenges you face as a project manager or development team member Build collaborative software development cultures leaders and teams Prepare yourself to collaborate and prepare your team Define clear roles for each participant in promoting collaboration Set your collaborative agenda Master tools for organizing collaboration more efficiently Run effective collaborative meetings including brainstorming sessions Promote better small group and pair programming collaboration Get better information and use it to make better decisions Use non abusive conflict to drive positive outcomes Collaborate to estimate projects and schedules more accurately Strengthen collaboration across distributed virtual teams Extend collaboration from individual projects to the entire development organization

   Essential Scrum Kenneth S. Rubin,2012 This is a comprehensive guide to Scrum for all team members managers and executives If you want to use Scrum to develop innovative products and services that delight your customers this is the complete single source reference you ve been searching for This book provides a common understanding of Scrum a shared vocabulary that can be used in applying it and practical knowledge for deriving maximum value from it   Essentials of Agile Transformation Urmila Kandha,2018-06-26 Essentials of Agile Transformation is your roadmap to successfully transforming your organization to an Agile culture Veteran agile coach Urmila Kandha shares her perspectives with you on what are the crucial elements of an agile transformation Focussing on the cultural transformation will help you bridge the chasm between doing agile and being agile Who should read this book Practitioners Project Managers or Transition Managers struggling to transition to Agile Startup enthusiasts who want to stay nimble and deliver accelerated business value CXOs struggling to establish an Agile culture Anyone who needs tried and tested tips and proven techniques from practitioners coaches and industry veterans on transformation to help them boost their efforts to transform What s inside Tete a tete with 7 Industry Veterans on Agile Transformation Leadership Behaviours for Transformation Success Mindset Transformation Nurturing High Performance Teams Choice of Frameworks Strategizing Agility at Scale and much more Read on to make Agility the new normal of your organization   The Software Project Manager's Bridge to Agility Michele Sliger,Stacia Broderick,2008-05-19 When software development teams move to agile methods experienced project managers often struggle doubtful about the new approach and uncertain about their new roles and responsibilities In this book two long time certified Project Management Professionals PMPRs and Scrum trainers have built a bridge to this dynamic new paradigm

They show experienced project managers how to successfully transition to agile by refocusing on facilitation and collaboration not command and control The authors begin by explaining how agile works how it differs from traditional plan driven methodologies the benefits it promises and the real world results it delivers Next they systematically map the Project Management Institute s classic methodology independent techniques and terminology to agile practices They cover both process and project lifecycles and carefully address vital issues ranging from scope and time to cost management and stakeholder communication Finally drawing on their own extensive personal experience they put a human face on your personal transition to agile covering the emotional challenges personal values and key leadership traits you ll need to succeed Coverage includes Relating the PMBOKR Guide ideals to agile practices similarities overlaps and differences Understanding the role and value of agile techniques such as iteration release planning and retrospectives Using agile techniques to systematically and continually reduce risk Implementing quality assurance QA where it belongs in analysis design defect prevention and continuous improvement Learning to trust your teams and listen for their discoveries Procuring purchasing and contracting for software in agile collaborative environments Avoiding the common mistakes software teams make in transitioning to agile Coordinating with project management offices and non agile teams Selling agile within your teams and throughout your organization For every project manager who wants to become more agile Part I An Agile Overview 7 Chapter 1 What is Agile 9 Chapter 2 Mapping from the PMBOKR Guide to Agile 25 Chapter 3 The Agile Project Lifecycle in Detail 37 Part II The Bridge Relating PMBOKR Guide Practices to Agile Practices 49 Chapter 4 Integration Management 51 Chapter 5 Scope Management 67 Chapter 6 Time Management 83 Chapter 7 Cost Management 111 Chapter 8 Quality Management 129 Chapter 9 Human Resources Management 143 Chapter 10 Communications Management 159 Chapter 11 Risk Management 177 Chapter 12 Procurement Management 197 Part III Crossing the Bridge to Agile 215 Chapter 13 How Will My Responsibilities Change 217 Chapter 14 How Will I Work with Other Teams Who Aren t Agile 233 Chapter 15 How Can a Project Management Office Support Agile 249 Chapter 16 Selling the Benefits of Agile 265 Chapter 17 Common Mistakes 285 Appendix A Agile Methodologies 295 Appendix B Agile Artifacts 301 Glossary 321 Bibliography 327 Index 333   *Solution-Focused Coaching For Agile Teams* ,2021-10-21 Helping teams and leaders work together in fast moving and challenging situations Would you like to work better in an agile way Would you like to achieve benefits such as flexibility productivity and adaptability Do you want practical tried and tested simple yet effective ways to build all of that as a leader Scrum Master project manager or Agile coach Veronika Jungwirth fka Kotrba and Ralph Miarka have years of experience with helping teams work agile and agile teams work better In this book they offer an accessible detailed and practical guide to approaches methods and techniques to help teams of all levels work more collaboratively and effectively They combine the laser sharp practice of solution focused coaching with experience of agile environments to produce a winning combination of fresh angles on everyday situations This book will be both a great starting point and a continuing

reference source for teams leaders and team coaches alike Sliger,Michele,Broderick,2008

Software Project Manager's Bridge to Agility Michele

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