
Scrum A Breathtakingly Brief And Agile Introduction

The Elements of Scrum by Chris Sims: 8 Minute Summary SCRUM: Twice the Work, Half the Time The Scrum Guide - Audio Version - 2020 MUST-READ book for any professional (ESPECIALLY in Agile space!) YDS: What are the Best Agile Books for a New Scrum Master? Your User Stories Are Too Big with Chris Sims The Scrum Field Guide Book Club - Question 1 Scrum: The Art of Doing Twice the Work in Half... by Jeff Sutherland · Audiobook preview Agile Book Recommendations for Scrum Masters A week in a life of a Scrum Master (ALL secrets unveiled) Scrum in 13 Minutes with Chris Sims Self Education - My Journey Through the Harvard Classics Series (Rob Pirie) What Is Scrum 2020 In 7 minutes [Animated] Without Cutting Down Scrum Values \u0026amp; Principles How to start a career as a Scrum Master | 3-step System Scrum Guide 2023 Complete, Audio-Visual Version 80 Scrum Master Exam Questions - Prepare for CSM, PSM, ACP Exams! How to Study/Pass the PSM-1 How to pass the Scrum PSM™ I exam with 100% score. SCRUM GUIDE: Top 10 Things to Know ABC Book Review: The Elements of Scrum by Chris A. Sims and Hillary Louise Johnson.#AugustBookClub SVELC: Leadership Styles For Successful Agile Transformation Essential Scrum Book Review The Scrum Guide (In under 15 minutes!) The Number One Book to Help You be a Better Scrum Master What are your 3 most recommended books for scrum masters and why? I read aloud The Scrum Guide (Agile Framework) Episode 10: Using Scrum to drive an Agile transformation with Chris Sims What book has helped you the most in your agile journey? Chris Sims Live at Agile2018 - LeadingAgile Soundnotes The Elements of Scrum Book Release Party Politics of Social Psychology Transform Your Conversations, Transform Your Culture Up, Simba! Using Agile with Traditional PM Methodologies to Succeed on Modern Projects The Revolutionary Approach to Accelerate Success, Inspire Engagement, and Ignite Creativity Bill & Ted's Most Triumphant Return #2 Three and Out Kobe, Shaq, Phil, and the Crazy Years of the Lakers Dynasty Essential Scrum Agile Scrum Crash Course

The Rule of Five

Collection Assessment

Product Owner 27 Tips to Manage Your Product and Agile: the Complete Overview of Agile Principles and Practices

Scrum Shortcuts Without Cutting Corners

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The Bible; 3 Manuscripts - Agile Project Management, Kanban & Scrum

The Television History Book

SharePoint For Dummies

Scrum A Breathtakingly Brief And Agile Introduction

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MICHAELA GREGORY

Politics of Social Psychology Harvard University Press

This book gives the reader a step by step guide on how to obtain and maintain sustainable competitive advantage through the correct management of individuals in today's workplace. More importantly, it's about giving purpose to people at work and increasing their engagement to both you as their manager and the organisation as a whole. Engagement or the lack of it is one of the major challenges that companies face today and for the foreseeable future. This lack of engagement results in extremely high costs to organisations in terms of retention (the lack of), leading to excessive turnover costs, unreasonably high recruitment and training costs as well as a lowering of productivity. This book demonstrates how employee engagement can be improved through the proper running of one-to-one

meetings. It gives very clear step-by-step guidance and instructions about everything that needs to be done to run these meetings in the most optimal way possible. Ultimately, this book demonstrates both how and why running effective one-to-one meetings with individuals properly results in the creation of additional value for companies both for today and tomorrow. This, in turn, leads to a situation where everyone wins: you as the manager, the employee and the organisation.

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Transform Your Conversations, Transform Your Culture

Pearson Education

For those who believe that there must be a more agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating "before Scrum" and "after Scrum." Scrum is that ground-breaking. It already drives most of the world's top

technology companies. And now it's starting to spread to every domain where leaders wrestle with complex projects. If you've ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there's no more lucid - or compelling - explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke. Teams often work at cross purposes to each other. And when the pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat, robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable - whether it

be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

UP, SIMBA!

Psychology Press

The discipline of user experience (UX) design has matured into a confident practice and this edition reflects, and in some areas accelerates, that evolution. Technically this is the second edition of *The UX Book*, but so much of it is new, it is more like a sequel. One of the major positive trends in UX is the continued emphasis on design—a kind of design that highlights the designer's creative skills and insights and embodies a synthesis of technology with usability, usefulness, aesthetics, and meaningfulness to the user. In this edition a new conceptual top-down design framework is introduced to help readers with this evolution. This entire edition is oriented toward an agile UX lifecycle process, explained in the funnel model of agile UX, as a better match to the now de facto standard agile approach to software engineering. To reflect these trends, even the subtitle of the book is changed to "Agile UX design for a quality user experience". Designed as a how-to-do-it handbook and field guide for UX professionals and a textbook for aspiring students, the book is accompanied by in-class exercises and team projects. The approach is practical rather than formal or theoretical. The primary goal is still to imbue an understanding of what a good user experience is and how to achieve it. To better serve this, processes, methods, and techniques are introduced early to

establish process-related concepts as context for discussion in later chapters. Winner of a 2020 Textbook Excellence Award (College) (Texty) from the Textbook and Academic Authors Association A comprehensive textbook for UX/HCI/Interaction Design students readymade for the classroom, complete with instructors' manual, dedicated web site, sample syllabus, examples, exercises, and lecture slides Features HCI theory, process, practice, and a host of real world stories and contributions from industry luminaries to prepare students for working in the field The only HCI textbook to cover agile methodology, design approaches, and a full, modern suite of classroom material (stemming from tried and tested classroom use by the authors)

Using Agile with Traditional PM Methodologies to Succeed on Modern Projects Houghton Mifflin

Learn the nuts and bolts of scrum—its framework, roles, team structures, ceremonies, and artifacts—from the scrum master's perspective. The Art of Scrum details the scum master's responsibilities and core functions in planning and facilitating the ceremonies and artifacts of a scrum team: sprint planning, sprint execution, backlog refinement, daily standups, sprint reviews, and sprint retrospectives. It analyzes the scrum master's interactions with other scrum roles, including the product owner, development team members, other scrum masters, and the agile coach. Scrum Master Dave McKenna catalogs the three skill sets that you must master to be successful at binding teams and unleashing agility: soft skills, technical skills, and contingency skills. You'll benefit from the author's examination of these skill sets with insights and anecdotes drawn from his own experience

as an engineer, agile coach, and scrum master. He illustrates common mistakes scrum masters make, as well as modeling successful strategies, adaptations to changes, and solutions to tricky problems. What You'll Learn: How scrum masters facilitate the agile ceremonies How scrum masters align scrum teams to sprint goals and shield them from interference How scrum masters coach product owners to build a backlog and refine user stories How scrum masters manage contingencies such as intra-team conflicts, organizational impediments, technical debt, emergent architecture, personnel changes, scope creep, and learning from failure. Who This Book Is For: The primary readership is scrum masters, product owners, and dev team members. The secondary readership is scrum stakeholders, including executive sponsors, project managers, functional and line managers, administrative personnel, expert consultants, testers, vendors, and end users. The tertiary readership is anybody who wants to know how build an agile team that consistently delivers value and continuous improvement.

The Revolutionary Approach to Accelerate Success, Inspire Engagement, and Ignite Creativity IT Revolution

The Elements of Agile and Scrum in a Nutshell Whether you're new to agile software development or considering Scrum for general project management, Scrum Basics compiles all of the essentials into one handy little guide. Learn how agile teams use Scrum, with:

- A simple summary of agile project management basics like the Agile Manifesto and 12 Agile Principles
- A concise overview of Scrum roles, artifacts, and activities
- A well-organized breakdown of Scrum practices with helpful illustrations and advice
- A troubleshooting FAQ and 5 case studies to help

you visualize Scrum in action

Bill & Ted's Most Triumphant Return #2 Macmillan EXPANDED AND UPDATED Deliver Products in Short Cycles with Rapid Adaptation to Change, Fast Time-to-Market, and Continuous Improvement -- Which Supports Innovation and Drives Competitive Advantage Shifting customer needs are common in today's marketplace. Businesses must be adaptive and responsive to change while delivering an exceptional customer experience to be competitive. There are a variety of frameworks supporting the development of products and services, and most approaches fall into one of two broad categories: traditional or agile. Traditional practices such as waterfall engage sequential development, while agile involves iterative and incremental deliverables. Organizations are increasingly embracing agile to manage projects, and best meet their business needs of rapid response to change, fast delivery speed, and more. With clear and easy to follow step-by-step instructions, Agile Scrum helps you: - Implement and use the most popular agile framework -- Scrum - Deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement - Support innovation and drive competitive advantage Agile Scrum is for those interested or involved in innovation, project management, product development, software development or technology management. It's for those who have not yet used Scrum. It's also for people already using Scrum, in roles such as Product Owners, Scrum Masters, Development Team members (business analysts, solution and system architects, designers, developers, testers, etc.), customers, end users, agile coaches, executives, managers,

and other stakeholders. For those already using Scrum, this guide can serve as a reference on practices for consideration and potential adaptation. Reactions to Agile Scrum have been incredibly positive. "A superbly written and presented guide to team-based project management that is applicable across a broad range of businesses from consumer products to high-tech." - IndieBRAG "Recommended." - The US Review of Books "The book is excellent." - Readers' Favorite "An all-inclusive instruction guide that is impressively 'user-friendly' in tone, content, clarity, organization, and presentation." - Midwest Book Review "A-type personalities (those inclined to avoid instruction manuals) and non-readers will rejoice upon discovering this guide which makes getting started with Agile Scrum a breeze." - Literary Classics Book Reviews "A must-have for a project manager wanting to introduce Scrum to the organization." - PM World Journal "A clear and authoritative roadmap for successful implementation." - BookViral Agile Scrum has received 17 FIRST PLACE WINS in national and international competitions: 5th Annual Beverly Hills International Book Awards - Business-General category 5th Annual Beverly Hills International Book Awards -Technology category 2016 London Book Festival - Business category Fall 2016 Pinnacle Book Achievement Awards - Business category 2017 Feathered Quill Book Awards - Informational (Business) category 2016 New Apple Book Awards - Technology category 2017 Independent Press Award - Technology category 11th Annual National Indie Excellence Awards - Technology category 2017 Pacific Rim Book Festival - Business category 2017 Bookvana Awards - Green/Conscious Business category 2017 Book Excellence Awards - Technology category 14th Annual Best

Book Awards - Business Reference category 2017 New York City Big Book Awards - Technology category 2017 Royal Dragonfly Book Awards - Science & Technology category 2017 Human Relations Indie Book Awards - Workplace category 2018 Florida Book Festival - Business category 2018 Pacific Book Awards - Business category Agile Scrum -- get your copy today!

Three and Out Apress

This book 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, the author 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 more.

KOBE, SHAQ, PHIL, AND THE CRAZY YEARS OF THE LAKERS DYNASTY

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Based on years of work in the field with scores of companies including Bosch, 3M, Schlumberger, and Saab, this master class delivers a hands-on, practical approach for successfully implementing the Scrum framework in any domain.

Essential Scrum ScrumA Breathtakingly Brief and Agile

IntroductionScrumA Breathtakingly Brief and Agile

IntroductionThe Elements of ScrumA practical field guide to the

practice of scrum, an agile software project management methodology. Understanding the Agile Manifesto Learn how to code web apps and get on the path to building your next side project, your lifestyle business, or your startup. Hello Web App is written for non-programmers by a designer, and will walk you through every step you need before launching your web app live to real customers. No jargon, using simple and friendly language. This book doesn't walk you through a specific tutorial, but instead uses a generic example (a "collection of things") to allow you to create something that interests you. A blog is a collection of posts, a store is a collection of products, a directory is a collection of people. The possibilities are endless! Learn by doing--creating a project unique to you while teaching yourself how to build a web app.

Agile Scrum Crash Course Lioncrest Publishing

The dream of content marketing is that it's going to be a magical funnel that drips money into your bank account. Its lure is that it will create an inbound sales machine. But what should you do when it doesn't work like that? Or even at all? Garrett Moon presents the formula he used to grow his startup CoSchedule from zeroes across the board to 1.3M+ monthly pageviews, 250k+ email subscribers, and thousands of customers in 100 countries in just 4 years. Learn to overcome a lack of time, struggling to produce content, an inability to engage your audience, and so many more marketing roadblocks.

The Rule of Five Currency

Do you want to manage projects more effectively? Do you want to increase your team's productivity, collaboration, and deliver business value sooner? Scrum is the leading Agile methodology

used by Fortune 500 companies and is transforming businesses everywhere. In this ever-changing world of customer expectations and new technologies, businesses need to be Agile to get ahead and stay there. With Scrum, you can be ready to adapt to the inevitable change. In part 1 of this book you will learn about: How to embrace the Agile mindset The different stages of Scrum How to break down a complex task and prioritize What a Scrum team looks like and how to build one How to run Sprints, backed with real-world examples Common mistakes and how to avoid them Meaningful metrics to track progress Applications of Scrum outside of software development How to get started with Scrum and overcome any resistance In part 2 of this book you will learn about: What a great Scrum Master looks like Common 'anti-patterns' in Scrum and Agile, and how to overcome them How to run an effective self-organizing team A simple tool to keep stakeholders on board How to build a culture of feedback and continuous improvement How to run better Scrum meetings such as daily stand-ups and retrospectives Exercises and workshops to foster team collaboration Scaling Scrum across multiple teams and locations By the end of this book you will have the confidence to run Scrum within your organization, understand the full scope of what it can do, and bring others on board. Are you ready to start seeing results? Grab your copy today and transform the way you manage projects and teams.

Collection Assessment Hachette UK

In February 2000, "Rolling Stone" magazine sent David Foster Wallace, "NOT A POLITICAL JOURNALIST, " on the road for a week with Senator John McCain's campaign to win the Republican

nomination for the Presidency. They wanted to know why McCain appealed so much to so many Americans, and particularly why he appealed to the "Young Voters" of America who generally show nothing but apathy. The "Director's Cut" (three times longer than the RS article) is an incisive, funny, thoughtful piece about life on "Bullshit One" -- the nickname for the press bus that followed McCain's Straight Talk Express. This piece becomes ever more relevant, as we discuss what we know, don't know, and don't want to know about the way our political campaigns work.

Product Owner 27 Tips to Manage Your Product and Agile: the Complete Overview of Agile Principles and Practices
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AGILE Agile Project Management, Kanban & Scrum Do You Want to Become An Expert Of AGILE ?? Get this Book and Follow My Step by Step Explanations! Click Add To Cart Now! AGILE PROJECT MANAGEMENT Agile project management principles and practices empower project managers to adapt to and manage effectively a new kind of innovative product development. This book will be useful to those Agile beginners who want a better understanding of what agile is all about. The methods and techniques are described in a simple way to understand language and in this regard, this book forms a useful collection of recipes for people wanting to try out many of its agile methods and techniques. KANBAN Kanban is a visual tool that helps in the management of projects by visualizing workflow, limiting work in process, creating and improving the flow. This book introduced principles that have already revolutionized the manufacturing industry. These principles help people to eliminate waste, amplify learning, and deliver as fast as possible. SCRUM Scrum is a

framework for developing and sustaining complex products. It is a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value. Scrum is lightweight; simple to understand and not difficult to master. Scrum makes clear the relative efficacy of your product management and development practices so that you can improve. **CLICK ADD TO CART NOW!**

Scrum Shortcuts Without Cutting Corners John Wiley & Sons

Your tax-deferred retirement account is a tax time bomb waiting to go off. 401(k)s. IRAs. You think you're saving money on taxes. But what you're probably doing is accepting a loan from the IRS—a loan with terrible terms that will come due when you need your money the most: in retirement! With traditional retirement plans, the IRS has designed a tax system that entices you to do exactly what it wants you to do: line its coffers with your money. Millions of people end up wishing they had understood the tax traps earlier—only discovering the harsh financial reality when it's far too late. Don't wait. Understand the IRS tax time bombs now, while there's still time to defuse them. *Divorce the IRS: How to Defuse Your Biggest Tax Time Bombs Before You Retire* will show you exactly how to avoid or defuse those time bombs step by step so you can make the rules work in your favor and turn the tables on the IRS.

[Discover How to Get the Professional Scrum Master Certification PSM1 and Boost Your Team's Effectiveness With Agile Project Management](#)

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Does your business need a better software development process? Maybe you're dealing with complex problems and need to manage products in a more productive way. Why not try an Agile

Framework, specifically the Scrum Agile Framework! But what exactly is Scrum? It's a management framework that is versatile enough to be used in different projects. It can help streamline your business while delivering products of the highest possible value! It allows cooperation between the development team, the business owner, the stakeholders, and the customer - all at the same time! It promotes the strength of community and why working together as a development team is so important. Within Scrum, each and every role is important and helps to produce the finished product in a timely manner and within budget. And bonus, it also helps to keep the customer happy! And while Scrum, and the Agile Framework itself, can be a little confusing, this book talks about the process behind the system in an easy-to-read manner. *Scrum: The Ultimate Beginner's Guide To Learn And Master Scrum Agile Framework* defines each role within Scrum and outlines each specific step you and your business needs to take in order to successfully help your company better itself. This book explains the many different uses for Scrum Agile Framework including: Using Scrum in an effective way What exactly is Scrum? How can Scrum help me and my business? What are the different roles in Scrum? Scrum Activities Scrum Artifacts What is Scrum good for? The different stages of Scrum What is a Sprint? How to use the Product Backlog What does the Scrum Team do? The Agile Manifesto Who's in charge when implementing Scrum? Why would I even want to use Scrum? Is it really worth it? How Scrum can help with quality How Scrum can help with team building and cooperation

The Ultimate Beginner's Guide to Learn and Master Scrum Agile Framework Harper Collins

In *The First Cell*, Azra Raza offers a searing account of how both medicine and our society (mis)treats cancer, how we can do better, and why we must. A lyrical journey from hope to despair and back again, *The First Cell* explores cancer from every angle: medical, scientific, cultural, and personal. Indeed, Raza describes how she bore the terrible burden of being her own husband's oncologist as he succumbed to leukaemia. Like *When Breath Becomes Air*, *The First Cell* is no ordinary book of medicine, but a book of wisdom and grace by an author who has devoted her life to making the unbearable easier to bear.

[The Bible: 3 Manuscripts - Agile Project Management, Kanban & Scrum](#) Apress

The first in the explosive and bestselling Dewey Andreas series. The largest oil-platform in the Western Hemisphere and a major hydroelectric dam are destroyed in a devastating, coordinated terrorist attack. The West's energy supplies are on their knees. But when the terrorists struck the Capitana rig off the coast of Colombia, slaughtering most of the crew and destroying the oil field, there was one factor they didn't take into account: former special forces operative Dewey Andreas. Determined to find the men behind the attack, Dewey must call on his long-dormant skills and overcome increasingly deadly assaults as he follows the trail of operatives sent to take him down. Soon he is locked in a life-or-death struggle with the mysterious Alexander Fortuna... and the clock is ticking. Can Dewey save the people and the country he loves before it's too late? *Power Down* is a gripping and compelling thriller from bestseller Ben Coes, for fans of Vince Flynn, Brad Thor and J.B. Turner. Praise for *Power Down* 'A gripping story, compelling characters, a relentless pace, and

nerve-wracking suspense' Vince Flynn, New York Times bestselling author of *Pursuit of Honor* 'Breathtaking ... I was blown away' David Morrell, New York Times bestselling author of *Creepers* and creator of *Rambo* 'Thrillers don't get any better' Stephen Coonts, New York Times bestselling author of *The Disciple*

The Television History Book Business Expert Press

All you need to know about SharePoint Online and SharePoint Server SharePoint is an enterprise portal server living under the Microsoft Office umbrella. It can be used as a local installation (on-premises) or an online service. The SharePoint Online service comes bundled with Office 365. You can use SharePoint to aggregate sites, information, data, and applications into a single portal. SharePoint 2019 contains highly integrated features that allow you to work with it directly from other Office products such as Teams, Word, Excel, PowerPoint, and many others. *SharePoint For Dummies* provides a thorough update on how to make the most of all the new SharePoint and Office features—while still building on the great and well-reviewed content in the prior editions. The book shows those new to SharePoint or new to SharePoint 2019 how to get up and running so that you and your team can become productive with this powerful tool. Find high-level, need-to-know information for “techsumers”, administrators, and admins Learn how SharePoint Online can get you started in minutes without the hassle and frustration of building out your own servers Find everything you need to know about the latest release of SharePoint Online and SharePoint Server Get your hands on the best guide on the market for SharePoint!

SHAREPOINT FOR DUMMIES

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Traces the challenges faced by the University of Michigan football team after 2008, from their rivalries and defeats to the pivotal contributions of Rich Rodriguez and the winner-take-all culture that has dominated their efforts.

Your Quick Start Guide with Step-By-Step Instructions

Independently Published

“The gripping story of the most important environmental law case ever decided by the U.S. Supreme Court. Richard Lazarus’s compelling narrative is enlivened by colorful characters, a canny dissection of courtroom strategy, and a case where the stakes are, literally, as big as the world.” —Scott Turow, author of *Presumed Innocent* “There’s no better book if you want to understand the past, present, and future of environmental litigation.” —Elizabeth Kolbert, author of *The Sixth Extinction* The gripping inside story of how an unlikely team of lawyers and climate activists overcame conservative opposition—and their own divisions—to win the most important environmental case ever brought before the Supreme Court. When the Supreme Court announced its ruling in *Massachusetts v. EPA*, the decision was immediately hailed as a landmark. But this was the farthest thing from anyone’s mind when Joe Mendelson, an idealistic

lawyer working on a shoestring budget for an environmental organization no one had heard of, decided to press his quixotic case. In October 1999, Mendelson hand-delivered a petition to the Environmental Protection Agency asking it to restrict greenhouse gas emissions from new cars. The Clean Air Act had authorized the EPA to regulate “any air pollutant” that could reasonably be anticipated to endanger public health. But could something as ordinary as carbon dioxide really be considered a harmful pollutant? And even if the EPA had the authority to regulate emissions, could it be forced to do so? Environmentalists urged Mendelson to stand down. Thinking of his young daughters and determined to fight climate change, he pressed on—and brought Sierra Club, Greenpeace, NRDC, and twelve state attorneys general led by Massachusetts to his side. This unlikely group—they called themselves the Carbon Dioxide Warriors—challenged the Bush administration and took the EPA to court. The *Rule of Five* tells the story of their unexpected triumph. We see how accidents, infighting, luck, superb lawyering, and the arcane practices of the Supreme Court collided to produce a legal miracle. An acclaimed advocate, Richard Lazarus reveals the personal dynamics of the justices and dramatizes the workings of the Court. The final ruling, by a razor-thin 5-4 margin, made possible important environmental safeguards which the Trump administration now seeks to unravel.

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