

Scaling Lean Agile Development Thinking And Organizational Tools For Large Scale Scrum Agile Software Development Series

Do you see in digital technology the opportunity to meet customer needs more effectively?

Do you recognise that this may have profound implications for how your organisation should work? Do you want to help bring that about? Regardless of whether you consider yourself a technologist, if your answer to those questions is "e;yes"e;, you are what we refer to in this book as a _digital leader._ If you can see yourself as a digital leader, aspire to be one, or think that sometime soon you might need to become one, then this book is for you. Or perhaps you're here primarily to feed an existing interest in Lean and Agile. Whatever your current level of knowledge, this book is for you too, especially if you're interested also in organisation design and leadership. You will find here both an accessible guide to the Lean-Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it. The book's digital scope might not coincide exactly with yours, but it's rich with authentic examples not only of Lean-Agile practice but of right-to-left (needs-based and outcome-oriented) thinking too. Topics covered in Right to Left, all viewed through a lens that puts needs and outcomes ahead of solutions: Lean, Agile, and Lean-Agile Key frameworks - team-level, scale-independent, and scaled Governance and strategy Leadership and organisation

As companies evolve to adopt, integrate, and leverage software as the defining element of their success in the 21st century, a rash of processes and methodologies are vying for their product teams' attention. In the worst of cases, each discipline on these teams -- product management, design, and software engineering -- learns a different model. This short, tactical book reconciles the perceived differences in Lean Startup, Design Thinking, and Agile software development by focusing not on rituals and practices but on the values that underpin all three methods. Written by Jeff Gothelf, the co-author of the award-winning Lean UX and Sense & Respond, the tactics in this book draw on Jeff's years of practice as a team leader and coach in companies ranging from small high-growth startups to large enterprises. Whether you're a product manager, software engineer, designer, or team leader, you'll find practical tools in this book immediately applicable to your team's daily methods.

The future of business will be determined by its effectiveness in performing knowledge-based work. Scrum has proven itself in one exceptionally important form of knowledge-based work: software development. Now, Enterprise Scrum is increasingly proving itself in large-scale knowledge work of all kinds: not just software development, but team and multi-team projects and business processes at all levels, including enterprise-wide. In this book, Scrum/agile pioneer Mike Beedle introduces Enterprise Scrum, and demonstrates how to apply it to achieve unprecedented levels of productivity and transparency across your organization. Beedle begins with the big picture, introducing Scrum from the standpoint of knowledge-based decision-makers and process owners. Next, he systematically introduces powerful techniques for applying and scaling Scrum in new environments, both within the enterprise and beyond to clients/customers, service providers, suppliers, and even to SaaS and mobile platforms. Drawing on his extensive "in the trenches" experience, Beedle presents patterns for successfully utilizing Enterprise Scrum, and walks through several start-to-finish case studies -- in software development, marketing, operational strategy, and product development. The techniques he presents in this book are applicable in a wide range of industries, from pharmaceuticals to fashion to finance, and are relevant in any business process where knowledge, creativity, and change come together. Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to

Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

Best Practices for Large Enterprises

Right to Left

Lean Vs. Agile Vs. Design Thinking

Agile Processes in Software Engineering and Extreme Programming

More with LeSS

Scaled Agile Framework® for Lean Software and Systems Engineering

The Basics Of Agile and Lean

What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? Lean Mindset shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that delights customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout their work, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start a Lean Enterprise: Inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, clear purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by providing unprecedented insight into their real needs, and building products and services that fully anticipate those needs Develop a culture of authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in *The Lean Mindset*, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking and organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on the experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development and drawing on the best research for great team-based agile organizations, internationally recognized consultant and bestselling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems Engineering Queuing theory and large-scale development processes Moving from single-function and component teams to stable functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. *Scaling Lean & Agile Development* will help leaders create the foundation for their lean agile enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the book *Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum* for complementary action tools.

This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included in the eBook version. Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking and agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking and organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on the experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development and drawing on the best research for great team-based agile organizations, internationally recognized consultant and bestselling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems Engineering Queuing theory and large-scale development processes Moving from single-function and component teams to stable functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. *Scaling Lean & Agile Development* will help leaders create the foundation for their lean agile enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the book *Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum* for complementary action tools. This VTC will focus on object-oriented analysis and design, not just drawing UML.

Practices For Scaling Lean And Agile Development

Scaling Lean & Agile Development

Applying UML and Patterns Training Course

Becoming Agile

Scaling Scrum Across Modern Enterprises

How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE)

Offers a systematic approach to product/market fit, discussing customer involvement, optimal time to obtain funding, and when to change the plan.

*“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization.*

*Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.” —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management**

*“There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he’s been there, done that, and has seen what’s worked.” —Grady Booch, IBM Fellow*

*Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.*

More and more Agile projects are seeking architectural roots as they struggle with complexity and scale - and they're seeking lightweight ways to do it Still seeking? In this book the authors help you to find your own path Taking cues from Lean development, they can help steer your project toward practices with longstanding track records Up-front architecture? Sure. You can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation Documentation? Even a whiteboard diagram, or a CRC card, is documentation: the goal isn't to avoid documentation, but to document just the right things in just the right amount Process? This all works within the frameworks of Scrum, XP, and other Agile approaches

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider’s look at how they’ve succeeded with agile in one of the company’s most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP’s challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives*
- Focusing agile practices on your worst development pain points to get the most bang for your buck*
- Abandoning classic agile methods that don’t work at the largest scale*
- Employing agile methods to establish a new architecture*
- Using metrics as a “conversation starter” around agile process improvements*
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline*
- Taming the planning beast with “light-touch” agile planning and lightweight long-range forecasting*
- Implementing effective project management and ensuring accountability in large agile projects*
- Managing tradeoffs associated with key decisions about organizational structure*
- Overcoming U.S./India cultural differences that can complicate offshore development*
- Selecting tools to support quantum leaps in productivity in your organization*
- Using change management disciplines to support greater enterprise agility*

Lean Requirements Practices for Teams, Programs, and the Enterprise

Ask the Right Questions

Lean Software Development

Lean Enterprise

Creating Business Agility

Scaling Software Agility

Personal Kanban

Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

Many books discuss Agile from a theoretical or academic perspective. Becoming Agile takes a different approach and focuses on explaining Agile from a case-study perspective. Agile principles are discussed, explained, and then demonstrated in the context of a case study that flows throughout the book. The case study is based on a mixture of the author's real-world experiences. Becoming Agile also focuses on the importance of adapting Agile principles to the realities of your environment. In the early days of Agile, there was a general belief that Agile had to be used in all phases of a project, and that it had to be used in its purest form. Over the last few years, reputable Agile authorities have begun questioning this belief: We're finding that the best deployments of Agile are customized to the realities of a given company. Becoming Agile discusses the cultural realities of deploying Agile and how to deal with the needs of executives, managers, and the development team during migration. The author discusses employee motivation and establishing incentives that reward support of Agile techniques. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. Praise for Becoming Agile... "This is much more than just a book about Agile. This is a roadmap. A very detailed roadmap that takes you from the initial "is Agile right for me?" stage through completion and delivery of your pilot project and beyond." -Charlie Grier, Senior Software Engineer, Amcom Technology "...a must read for those of us who have come from years of waterfall and attempts at changes to "traditional" methodologies or processes... clear, concise and has plenty of example scenarios that many individuals and corporations would identify with." -Jamie Phillips, Senior Software Engineer, Picis Inc "This book is quite unique. It is written in a form of a 5-day training course. I am usually not a fan of such a writing style, but I think that Becoming Agile is an exception. It's about a software process and as such requires a lot of case studies, group exercises (or at least what a book format allows), and therefore the training course style is perfect to facilitate learning." -Vladimir Pasman, Cocoacast.com "Becoming Agile in an Imperfect World offers a different and useful look at Agile methods. Reminding us that becoming agile is more of a mindset adjustment than a process change, Sidky and Smith use a case study to share their insights and tools throughout the book, including the unique Sidky Agile Measurement Index (SAMI)." -Sanjiv Augustine, President, LitheSpeed LLC and author of Managing Agile Projects "The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation...Instead of aiming for "agile perfection", one should aim at reaching the right level of agility for one's organisation. Excellent advice!" -Kailash Awati, Eight to Late "The book totally inspired me. A lot of my readings on Agile from back in the day were very theoretical and high level at the same time. But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty practicality of employing the Agile approach. So it was very energizing having the game plan laid out in front of you, as well as the hurdles you'll encounter and how to overcome them." -Tariq Ahmed, author of Flex 3 in Action

A Thorough Introduction to the Agile Framework and Methodologies That Are Used Worldwide Organizations of all shapes and sizes are embracing Agile methodologies as a way to transform their products, customer satisfaction, and employee engagement. Many people with varying levels of work experience are interested in understanding the architecture and nuances of Agile, but it is difficult to know where to start. Numerous practitioner books are available, but there has never been a single source for unbiased information about Agile methodologies—until now. Introduction to Agile Methods is the place to start for students and professionals who want to understand Agile and become conversant with Agile values, principles, framework, and processes. Authors Sondra Ashmore and Kristin Runyan use academic research and their own experiences with numerous Agile implementations to present a clear description of the essential concepts. They address all key roles and the entire development life cycle, including common roadblocks that must be overcome to be successful. Through the authors' realistic use cases, practical examples, and thought-provoking interviews with pioneering practitioners, complex concepts are made relatable. No matter what your role or level of experience, this book provides a foundational understanding that can be used to start or enhance any Agile effort. Coverage includes How Agile compares with the Waterfall method and when to use each Why Agile demands a cultural transformation—and how that looks to each participant Comparing various Agile methodologies, including Scrum, Kanban, Extreme Programming (XP), Crystal, Feature Driven Development (FDD), Lean, and DSDM Understanding the roles within Agile and how they work together to create superior results Agile approaches to requirements gathering, planning, estimating, tracking, reporting, testing, quality, and integration Extending Agile beyond IT

"We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation." –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the "big picture" of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger "systems of systems," application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You'll find proven solutions you can apply right now—whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

An Insider's Guide to Agile Enterprise Transformation

Mastering the Key Metrics for Startup Growth

A Manager's Guide

Designing Great Products with Agile Teams

Scaling Lean

Practices for Scaling Lean & Agile Development

Agile Software Requirements

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14–18, 2021. XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. This year's conference was held with the theme "Agile Turns Twenty While the World Goes Online". The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

Machine that Changed the World

Running Lean

Unlocking Agility

Enterprise Scrum

Large, Multisite, and Offshore Product Development with Large-scale Scrum

Lean-Agile Software Development

Introduction to Agile Methods

In Large-Scale Scrum, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, Large-Scale Scrum offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

UX design has traditionally been deliverables-based. Wireframes, site maps, flow diagrams, content inventories, taxonomies, mockups helped define the practice in its infancy. Over time, however, this deliverables-heavy process has put UX designers in the deliverables business. Many are now measured and compensated for the depth and breadth of their deliverables instead of the quality and success of the experiences they design. Designers have become documentation subject matter experts, known for the quality of the documents they create instead of the end-state experiences being designed and developed. So what's to be done? This practical book provides a roadmap and set of practices and principles that will help you keep your focus on the the experience back, rather than the deliverables. Get a tactical understanding of how to successfully integrate Lean and UX/Design Find new material on business modeling and outcomes to help teams work more strategically Delve into the new chapter on experiment design Take advantage of updated examples and case studies.

Proven techniques for scaling agile and lean development to the very largest organizations and projects • •Helps companies turn software development into a competitive advantage. •In-depth coverage of requirements, contracts, architecture, design, offshore/multisite development, coordination, planning, and more •Complements the authors' Scaling Lean and Agile Development. •By software legend Craig Larman, author of Applying UML and Patterns Until recently, large organizations and offshore software entities have for the most part resisted agile and lean development, but their potential for saving money and delivering better software can no longer be ignored. Renowned software engineer Craig Larman has spent years helping large organizations succeed with agile and lean approaches. Last year, he and colleague Bas Vodde brought together much of what they've learned in the book Practices for Scaling Lean and Agile Development Now, building on that book's insights, they follow up with concrete practices and roadmaps for successfully applying agile/lean methods to distributed and/or offshore/outsourced development initiatives - no matter how large or complex. Practices for Scaling Lean and Agile Development systematically addresses the make or-break issues software organizations face in successfully implementing agile/lean methods, including planning, requirements, contracts, architecture, design, testing, legacy code integration, code inspection, coordination of offshore and multisite projects, and much more. Larman and Vodde offer definitive guidance for transforming large-scale development processes into a powerful competitive advantage - and invaluable assistance for every modern IT executive, manager, and developer.

Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

What You Really Need to Know to Build High-Performing Digital Product Teams

A Desktop Seminar from Craig Larman

Agile and Lean Program Management

22nd International Conference on Agile Software Development, XP 2021, Virtual Event, June 14–18, 2021, Proceedings

An Agile Toolkit: An Agile Toolkit

Iterate from Plan A to a Plan That Works

An Adaptive Method for Project Success

Examines Japan's innovative, highly successful production methods

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative
time competitive advantages disappear, astute executives and change agents know they must achieve true agile

Unlocking Agility, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, building momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares lessons from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more.

- Be the right thing, the right way, at the right speed
- Design a holistic transformation strategy using five dimensions: Technology, Organizational Design, People, Leadership, and Culture
- Promote agile skills, knowledge, and abilities to your workforce
- Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting
- Leverage agility metrics to affect norms and change organizational culture
- Establish your Agile Working Group, the engine of transformation
- Define operating models and strategic roadmaps for unlocking agility, and track your progress

Y agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment. This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included in this version.

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success

Large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized co.

This is the definitive guide for managers and students to agile and iterative development methods: what they are, how to implement them, and why they should.

The Lean Mindset

Thinking and Organizational Tools for Large-Scale Scrum

...in an imperfect world

Achieving Enterprise Agility

Large-Scale Scrum

Implement Scrum and Lean-Agile techniques across complex products, portfolios, and programs in large organizations for Agile Software Development

Establish business agility in your organization by applying industry-proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums (SoS), Scrum@Scale, Nexus, Large-Scale Scrum (LeSS), Disciplined Agile, and SAFe Key Features

Learn how to be Agile at scale by implementing best practices

Understand how Lean-Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework (SAFe)

Customize Scrum and Lean-Agile practices to support portfolio and large product development needs

Book Description

Scaled Scrum and Lean-Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum. This Scrum/ Lean-Agile handbook provides a comprehensive review and analysis of industry-proven scaling strategies that enable business agility on an enterprise scale. Free of marketing hype or vendor bias, this book helps you decide which practices best fit your situation. You'll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios. The book will then guide you through systems theory, lean development, and the application of holistic thinking to more complex software and system development activities. Throughout, you'll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross-team integration, dependency, and synchronization issues. Later, you'll learn how to improve enterprise operational efficiency across value creation and value delivery activities, before discovering how to align product portfolio investments with corporate strategies. By the end of this Scrum book, you and your product teams will be able to get the most value out of Agile at scale, even in complex cyber-physical system development environments. What you will learn

Understand the limitations of traditional Scrum practices

Explore the roles and responsibilities in a scaled Scrum and Lean-Agile development environment

Tailor your Scrum approach to support portfolio and large product development needs

Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system

Scale Scrum practices at both the program and portfolio levels of management

Understand how DevOps, test automation, and CI/CD capabilities help in scaling Scrum practices

Who this book is for

Executives, product owners, Scrum masters, development team members, and other stakeholders who need to learn how to scale Agile to support large, complex projects and large enterprise portfolios and programs will find this book useful. A basic understanding of the values and principles of Agile and the Scrum-based framework for Agile development practices is required before you get started with this Agile Scrum book.

"Productivity books focus on doing more. Jim and Tonianne want you to focus on doing better....Personal Kanban takes the same Lean principles from manufacturing that led the Japanese auto industry to become a global leader in quality, and applies them to individual and team work. Personal Kanban asks only that we visualize our work, and limit our work-in-progress."--Back cover.

"Scaling Lean offers an invaluable blueprint for modeling startup success. You'll learn the essential metrics that measure the output of a working business model, give you the pulse of your company, communicate its health to investors, and enable you to make precise interventions when things go wrong, "--Amazon.com.

People often debate whether Agile and Lean are the same or different. This book is written to introduce you to the core values and principles of both Agile and Lean methodologies and will hopefully answer some of the common questions such as: - What is Agile? - What is Lean? - Which is better? Agile or Lean? - What are the 12 Agile Principles? - What is the Agile Manifesto? - How many Agile frameworks are there? - What is Scrum? - What is the difference between Agile and Scrum? - Which methodologies are used to scale Agile to large teams or to the enterprise? - What is Kanban? - Is

Kanban Lean or Agile? - What is the Toyota Production System? - What are the different versions of the Toyota House of Lean? - What are the principles of Lean? - How are Lean and Agile different? - How is Lean the same as Agile? Anyone who is interested in being Agile or who wants to adopt lean thinking would benefit from this book. Grab your copy today. Learn Agile and Lean methodologies to deliver better business value. This is Book #1 in the series titled 'The Basics Of Customer-First Product Management'. Other books include: The Basics of SCRUM (Book #2) The Basics Of Kanban (Book #3) Hope this series can add value to you. Please leave your honest review on this page.

Agile and Iterative Development

Disciplined Agile Delivery

The Lean Startup

Scaling Collaboration Across the Organization

The Lucky Formula

Develop an Agile Mindset and Lean Thinking

Mapping Work, Navigating Life

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level. PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &— Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide: • Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.); • Provides an entire section devoted to tailoring the development approach and processes; • Includes an expanded list of models, methods, and artifacts; • Focuses on not just delivering project outputs but also enabling outcomes; and • Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the “contract game” between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it's created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

The Must-have Reference Guide for SAFe® Practitioners “There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world.” —Steve Elliot, Founder/CEO AgileCraft “You don't have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!” —Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage of what has, until now, only been available online at scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scaledagileframework.com/case-studies—typically include: 20—50% increase in productivity 50%+ increases in quality 30—75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and

certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Large, Multisite, and Offshore Product Development with Large-Scale Scrum

The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations

How HP Transformed LaserJet FutureSmart Firmware

Lean UX

How Convergence of Cloud, Social, Mobile, Video, and Big Data Enables Competitive Advantage

A Practitioner's Guide to Agile Software Delivery in the Enterprise

Lean Architecture

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- Innovate through the front lines—not just from the top
- Adapt innovations from the developing world to wealthier markets
- Tweak new ventures along the way using discovery-driven planning
- Tailor your efforts to meet customers' most pressing needs
- Avoid classic pitfalls such as stifling innovation with rigid processes

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How to Stack the Odds in Your Favor and Cash in on Success

Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum

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