

## Agile And Lean Program Management Scaling Collaboration Across The Organization

Examines Japan's innovative, highly successful production methods

“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.

No project management training? No problem! In today's workplace, employees are routinely expected to coordinate and manage projects. Yet, chances are, you aren't formally trained in managing projects—you're an unofficial project manager. FranklinCovey experts Kory Kogon, Suzette Blakemore, and James Wood understand the importance of leadership in project completion and explain that people are crucial in the formula for success. *Project Management for the Unofficial Project Manager* offers practical, real-world insights for effective project management and guides you through the essentials of the people and project management process: Initiate Plan Execute Monitor/Control Close Unofficial project managers in any arena will benefit from the accessible, engaging real-life anecdotes, memorable “Project Management Proverbs,” and quick reviews at the end of each chapter. If you're struggling to keep your projects organized, this book is for you. If you manage projects without the benefit of a team, this book is also for you. Change the way you think about project management—“project manager” may not be your official title or necessarily your dream job, but with the right strategies, you can excel.

*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

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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.

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](http://www.netobjectives.com/lasd), provides updates, links to related materials, and support for discussions of the book's content.

Agile portfolio management deals with how an organization identifies, prioritizes, organizes, and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that's sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects. The project management office of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations, however they lack the knowledge to perform these tasks. Researchers and practitioners have a good understanding of project, program and portfolio management in a planned based perspective. They have common standards from Axelos, PMI and such, so they know the best practices. The knowledge of agile on a team level is fairly mature and the knowledge of more agile teams (scaling) are increasing. However, the knowledge of agile portfolio management is still limited. The aim of this book is to give the reader an understanding of portfolio management of a portfolio of agile deliverables, what the options are (theory), what we know (research) and what others are doing (practice). Many organizations in banking, insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice. In this book, the author collects and analyzes common practices in various industries. He provides both theory and through case studies the practical aspects of agile portfolio management.

Hiring a person for your team is the single most important decision you can make. It has long-lasting impact, whether you are the manager or a team member. Would you like to learn to hire

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great people? Not sure how? You need this book. Great geeks are not the same as skill-based staff. You need to analyze your culture, determine your problems, define the essentials you need in a candidate, and then you're off and running. Great geeks adapt their knowledge to your context. One developer or technical manager is not interchangeable with another. Hiring Geeks That Fit takes the guesswork and cost out of hiring.

Distributed agile teams have a terrible reputation. They don't deliver "on time," and too often, they don't deliver what the customer needs. However, most agile teams, have at least one remote team member. And, agile approaches are here to stay. Don't blindly apply agile practices designed for collocated teams. Instead, learn to use three mindset shifts and the agile and lean principles to create your successful distributed agile team. Use the tips and traps to help your team succeed. Leave the chaos of virtual teams behind. See how to help your distributed team succeed.

Introduction to Disciplined Agile Delivery 2nd Edition provides a quick overview of how agile software development works from beginning-to-end. It describes Disciplined Agile Delivery (DAD), the first of four levels of the Disciplined Agile (DA) process decision framework, and works through a case study describing a typical agile team's experiences adopting a DA approach. The book describes how the team develops the first release of a mission-critical application while working in a legacy enterprise environment. It describes their experiences from beginning-to-end, starting with their initial team initiation efforts through construction and finally to deploying the solution into production. It also describes how the team stays together for future releases, overviewing their process improvement efforts from their Scrum-based beginnings through to a lean continuous delivery approach that fits in with their organization's evolving DevOps strategy. The DAD framework is a hybrid of existing methods such as Scrum, Kanban, Agile Modeling, SAFe, Extreme Programming, Agile Data, Unified Process and many others. DAD provides the flexibility to use various approaches and plugs the gaps not addressed by mainstream agile methods. In a nutshell, DAD is "pragmatic agile." DAD describes proven strategies to adapt and scale your agile initiatives to suit the unique realities of your enterprise without having to figure it all out by yourself. Here's an overview of what each chapter covers: Chapter 1: Introduction. This chapter provides a quick overview of the book and a brief history of Disciplined Agile. Chapter 2: Reality over Rhetoric. This chapter explores several common myths about DAD and more importantly disproves them. Chapter 3: Disciplined Agile Delivery in a Nutshell. This chapter provides a brief yet comprehensive overview of DAD. Chapter 4: Introduction to the Case Study. This chapter introduces us to the team, describes the market opportunity that they hope to address, and describes the environment in which they're working. Chapter 5: Inception. The team's initiation effort includes initial requirements modeling and planning with their stakeholders in a streamlined manner, initial architecture modeling, setting up their physical work environment, setting up the start of their tooling infrastructure, initial risk identification, and finally securing stakeholder support and funding for the rest of the first release. Chapters 6 through 10: Construction. These chapters each describe a single Construction iteration, sharing the team's experiences during each of those two-week timeboxes. Chapter 11: Transition. The two-week transition phase focuses on final testing and fixing, training the support/help-desk staff, finishing a few short end-user "how to" videos, and deploying the solution into production. Chapter 12: The Road to Disciplined DevOps. This chapter overviews the team's improvement efforts over the next few releases, describing how they evolve from the agile Scrum-based lifecycle to a leaner approach and eventually to continuous delivery. All of this dovetails into their organization's efforts to implement a Disciplined DevOps strategy. Chapter 13: Closing Thoughts. This chapter overviews the disciplined agile resources that are available to you. Appendix: The Disciplined Agile Framework. This short appendix overviews our ongoing work on the Disciplined Agile framework to address the full scope of an agile business. At 111 pages, you should find this

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book to be a quick, informative read. What's Different in This Edition: Chapter 3 was completely rewritten to reflect the changes to DAD. Chapter 12 was rewritten to describe how the team evolved into a Disciplined DevOps strategy. Appendix A was rewritten to reflect the latest release of the DA framework. General updates were made throughout the book. Presents a step-by-step guide to effectively manage the computer software development process.

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns! Agile and Lean Program Management Scaling Collaboration Across the Organization Practical Ink

If you want to produce faster while increasing the quality of your products, then keep reading... 2 comprehensive manuscripts in 1 book Agile: A Guide to Agile Project Management with Scrum, Kanban, and Lean, Including Tips for Sprint Planning and How to Create a Hybrid Waterfall Agile Software Development Methodology Scrum: How to Use the Agile Framework Called Scrum to Produce Faster While Increasing Quality The word Agile gets thrown around a lot in software development circles but what exactly does it entail? You have probably seen whiteboards filled up with post-it notes somewhere, either in pictures or TV shows. Ever wonder what they are used for in a production setting? This book will give you an overview of Agile methodologies and how you can use them to speed up development and drive customer satisfaction. In part one of this book, you will... Get an overview of the 12 principles of Agile so you don't have to read the Agile Manifesto to understand the methodologies. Discover why you should adopt Agile. Learn how to set up Scrum boards, organize Scrum sprints, and see them to completion. Find out how to apply Toyota's Lean manufacturing techniques to a software development setting using Kanban. Learn about the Lean movement as it pertains to software and how to shave unnecessary costs from your software development projects. Discover how to implement Agile when your company is stuck using old methods. And much, much more! Part two of this book include: A succinct review of Agile project management to set the foundation of your Scrum knowledge. The history and values of Scrum methodology. A description of each Scrum team member role and how to choose the best people for the job. The extensive reasoning for why you should choose Scrum as your go-to method for completing projects. Examples of Scrum artifacts accompanied with clear definitions of what they are and how they are used. The sprint process boiled down into an understandable cycle that can fit almost any project of any size. Comparison of the traditional method of

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project management, Waterfall, estimation and "story Points" used in Scrum projects. Equations used to determine release dates based on the features a client requests for a Scrum project. Various forms of a project roadmap and when and how to use them best. A comprehensive discussion on the daily Scrum, including tips on the best use of the time in the stand-up. Two case studies presented along with the lessons learned from the practical application of Scrum in different industries. Additional tips and tricks on how to become the best Scrum company around. And much, much more! Get this book now to learn more about Agile and Scrum!

This book constitutes the proceedings of the 5th International Conference on Lean and Agile Software Development, LASD 2021, which was held online on January 23, 2021. The conference received a total of 32 submissions, of which 10 full and 2 short papers are included in this volume. In addition, one keynote paper is also included. To live the agile mindset, the LASD conference focuses on highly relevant research outcomes and fosters their way into practice. Topics discussed in this volume range from teams under COVID-19 through women in Agile, to product road-mapping and non-functional requirements.

Agile project management is a proven approach for designing and delivering software with improved value to customers. Agility is all about self-directed teams, feedback, light documentation, and working software with shorter development cycles. The role of the project manager with agile differs significantly from traditional project management in that there is minimal up-front planning. Agile for Project Managers will help project managers from any industry transition to agile project management. The book examines the project management component of agility, concentrating on industry standards, certifications, and being agile. It also compares agile methods to traditional project management methods throughout to provide readers with a clear understanding of the differences between the two. The book's focus is in alignment with the Project Management Institute (PMI®) Agile Certified Practitioner (PMI-ACP®) credential—making it an ideal resource for anyone preparing for the PMI-ACP® exam. Coverage includes: Agile as a project management methodology Agile teams Agile tools and techniques Flavors of agile Agile principles Agile certifications The book provides readers with the understanding required to decide which projects will benefit from agile. It also includes information that can help readers to assess their organizations' readiness for agile methods. Complete with a list of agile training providers, the book will help certified project managers make a smooth transition to agile project management and will provide newcomers with the basic knowledge needed to pass the PMI-ACP® exam, the first time around.

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects

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you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects.

Additional Kanban views provide even more ways to visualize your portfolio.

A resource for individuals responsible for siting decisions, this guidelines book covers siting and layout of process plants, including both new and expanding facilities. This book provides comprehensive guidelines in selecting a site, recognizing and assessing long-term risks, and the optimal lay out of equipment facilities needed within a site. The information presented is applicable to US and international locations. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

"This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This is something no other book does well (except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore more deeply the themes they introduced in Lean Software Development. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge

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software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike. Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working(WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include:•As the official source of knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field.&•It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those &“it depends&” questions.&•It makes a perfect study guide for Disciplined Agile certification.Why &“fail fast&” (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith’s new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition’s coverage includes: Understanding the agile revolution’s impact on product development Recognizing when agile methods will work in project management, and when they won’t Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The “Agile Triangle”: measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader 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

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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 rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum’s simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you’ll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in *Lean Thinking*? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

*Learning Agile* is a comprehensive guide to the most popular agile methods, written in a light and engaging style that makes it easy for you to learn. Agile has revolutionized the way teams approach software development, but with dozens of agile methodologies to choose from, the decision to "go agile" can be tricky. This practical book helps you sort it out, first by grounding you in agile’s underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team’s mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you’re considering agile for the first time, or trying it again, you’ll learn how to choose a method that best fits your team and your company. Understand the purpose behind agile’s core values and



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principles Learn Scrum's emphasis on project management, self-organization, and collective commitment Focus on software design and architecture with XP practices such as test-first and pair programming Use Lean thinking to empower your team, eliminate waste, and deliver software fast Learn how Kanban's practices help you deliver great software by managing flow Adopt agile practices and principles with an agile coach

SAFe®: The World's Leading Framework for Enterprise Agility "SAFe® 4.0 Distilled is the book we've all been waiting for. It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance. A must-have resource for beginners as well as seasoned practitioners." —Lee Cunningham, Sr. Director, Enterprise Agile Strategy at VersionOne, Inc. To succeed in today's adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world's most successful companies—including Hewlett Packard Enterprise, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.0 Distilled: Applying the Scaled Agile Framework® for Lean Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe's Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation

Agile Readiness is designed to provide guidance to the manager or business leader in establishing a successful environment to enable fast moving agile and lean project methods focused on business systems transformation. Agile and lean offer huge potential as methods for reducing risk and costs, delivering early benefits and ensuring IT projects genuinely deliver the business transformation benefits that they promise at the outset. The conundrum for many organizations is that without a change of organizational culture, agile and lean methods are very unlikely to be adopted successfully in traditional organizations. Thus, the struggle that many (if not most) managers and executives face is not in how agile or lean development works, but in how to make agile and lean methods successful when working beyond software development. Thomas P. Wise and Reuben Daniel provide a clear view of the struggles and remedies. Their text uses simple ground floor experiences to illustrate the practices and behaviors necessary to create highly successful and effective agile and lean business systems transformation teams. In this book the reader will discover organizational strategies that build strong teams, an environment of trust, and project selection and planning strategies to create an environment of enablement in which agile and lean teams thrive.

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.

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

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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 Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Describes ways to incorporate domain modeling into software development. 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.

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

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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 toward 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; and 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.

Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]

"Change resistance is a natural reaction, when you don't involve the people affected by the change in the design of the change. This book will help you

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implement successful change and bypass change resistance by co-creating change. The book will do that through examples of how innovative practices can dramatically improve the success of change programs. These practices combine ideas from the Agile, Lean Startup, change management, organizational development and psychology communities. This book will change how you think about change."--

Challenges in unpredictable markets, changing customer requirements, and advancing information technologies have lead to progression towards service oriented engineering and agile and lean software development. These prevailing approaches to software systems provide solutions to challenges in demanding business environments. Agile and Lean Service-Oriented Development: Foundations, Theory and Practice explores the groundwork of service-oriented and agile and lean development and the conceptual basis and experimental evidences for the combination of the two approaches. Highlighting the best tools and guidelines for these developments in practice, this book is essential for researchers and practitioners in the software development and service computing fields.

55% Off Wholesale Discount!!! This Is How The World's Top Tech Companies Manage Their Projects - Use Their Methods And Let Your Startup Thrive! This book includes: Lean Startup, Lean Enterprise, Lean Analytics, Agile Project Management, Lean Six Sigma, Kaizen Do you want to run your small business using the same strategies as the leaders in your field? Do you want to have a clear advantage over your competitors? Do you want your customers to be happy and eager to pay you even more? It's time to learn Lean! With Lean Project Management, you can create high-quality products in less time. You can manage projects in a way that actually empowers and motivates your employees. Last but not least, your customers will LOVE working with you if your company uses Lean and Agile methods. This book will show you how to implement Lean methods in your startup and take it to the next level! With this book, you will: Learn the step-by-step process of managing Lean projects Maximize your team's productivity with Scrum Visualize your workflows with Kanban Understand Lean Six Sigma roles and management boards Explore The 5S system - pros and cons Use Lean Analytics to measure the metrics that matter Adopt the Kaizen mindset to encourages growth and positive change Grow and scale your thriving business! The Lean mindset is your key to maximum productivity and genuine leadership. It's your key to innovation and success (and making more money in the process). You can use it to manage everything from your personal projects to a thriving corporation - Lean is scalable, flexible, and empowering. In fact, Lean Project Management can be used in all fields and industries - so dive in and transform your business now! Your Customers Will Get Addicted To This Book!!! Order Now!!!

Use Kanban to maximize efficiency, predictability, quality, and value With Kanban, every minute you spend on a software project can add value for customers. One book

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can help you achieve this goal: Agile Project Management with Kanban. Author Eric Brechner pioneered Kanban within the Xbox engineering team at Microsoft. Now he shows you exactly how to make it work for your team. Think of this book as "Kanban in a box": open it, read the quickstart guide, and you're up and running fast. As you gain experience, Brechner reveals powerful techniques for right-sizing teams, estimating, meeting deadlines, deploying components and services, adapting or evolving from Scrum or traditional Waterfall, and more. For every step of your journey, you'll find pragmatic advice, useful checklists, and actionable lessons. This truly is "Kanban in a box": all you need to deliver breakthrough value and quality. Use Kanban techniques to:

- Start delivering continuous value with your current team and project Master five quick steps for completing work backlogs Plan and staff new projects more effectively
- Minimize work in progress and quickly adjust to change Eliminate artificial meetings and prolonged stabilization Improve and enhance customer engagement Visualize workflow and fix revealed bottlenecks Drive quality upstream Integrate Kanban into large projects Optimize sustained engineering (contributed by James Waletzky) Expand Kanban beyond software development

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Lean from the Trenches is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

Over the last few decades, agile delivery methods have been increasing in popularity which has led to scaled agile models that encompass an entire organization. On the surface, these models do not look like they have project management functions or roles. Four key hypotheses will be proposed and explored for how project management concepts, competencies and principles are still needed in scaled agile models and how they need to evolve.

Every business wishes to provide an exceptional product to their customers. They want to be able to do this and meet their customers' needs, while also reducing costs to ensure profits stay as high as possible. But in many companies, there is a level of waste and inefficiency that shouldn't be there. The result is a product that is of lower quality than the customer wants, more costs, and just more of a hassle for everyone involved. Lean Six Sigma is a process that can help to get all of this under control. When you learn how to follow this methodology, you will be able to implement it into

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your business in order to get the best of both worlds. You can provide the customer with a high-quality product that meets their needs while also keeping your costs, in the long term, to a minimum. This guidebook is going to discuss everything you need to know to get started with Lean Six Sigma. When you are ready to see what Six Sigma and Lean Six Sigma can do for your business, and you want to reduce waste and inefficiencies while providing a high-quality product and meeting your customer's needs, make sure to check out this guidebook to help you get started.

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.

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