

Scaling Software Agility Best Practices For Large Enterprises Agile Software Development

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more.

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

You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

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.

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

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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.

Scaling Software Agility Best Practices for Large Enterprises Pearson Education

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.

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

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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.

The Must-have Reference Guide for SAFe® Professionals “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 “Since beginning our Lean-Agile journey with SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers—resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year.” –Dave Kent, Enterprise Agile Coach, Vantiv Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world's leading framework for enterprise agility. Inside, you'll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world's largest brands turn to for building better software and systems. SAFe 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, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include: 30 — 75% faster time-to-market 25 — 75% increase in productivity 20 — 50% improvements in quality 10 — 50% increased employee engagement 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 and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Scaling Scrum Across the Modern Enterprise covers both conceptual and commercial approaches to scaling agile, most of which build off the base Scrum framework. You will learn commercialized approaches created specifically to implement agile development concepts, values, and principles on larger and more complex development portfolios, ...

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

“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

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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.

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

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration

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between the two and sometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project. It's no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, *Pivot to the Future* reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. *Pivot to the Future* is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next. 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

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ideal for management at every level.

The agile community has figured out how to build and then continually improve very high-performance software development teams. This is akin to creating a race car engine and then evolving it to get more power, better fuel efficiency, and greater speed. Sadly in many cases we take these great engines, put them into an organizational tractor, and then complain that we're not winning the race. What we need to do is take our great race car engines (our development teams), put them into a race car (a DevOps ecosystem), have a great pit crew and driver (an effective IT organization), and then provide somewhere to race (an organization that can leverage IT to make money). That's what this book is all about - Moving from optimizing team performance to optimizing the entire enterprise. Business agility - being an adaptive, lean, responsive, and learning organization - is the race that enterprises need to win today. Yet there is no quick fix, no silver bullet, to attain business agility. This is a multi-year journey requiring hard work, experimentation, and most importantly a willingness to improve. The Disciplined Agile framework lowers risks and provides a path to accelerate your journey to business agility. The framework is unique in that it is the only one that puts all the pieces together into a cohesive enterprise roadmap for business agility transformation. This book begins with an overview of the challenges and opportunities that organizations face. We then describe seven principles that provide the underpinnings of the Disciplined Agile framework. Then the book works through Disciplined Agile Delivery (how to build a world-class engine), Disciplined DevOps (the race car), Disciplined Agile IT (the race car and its team), and what it means to be a Disciplined Agile Enterprise (the racing business). The book ends with a plan for starting with an Agile transformation and then evolving into a long-term continuous improvement strategy. Do you have the discipline it takes to win the race to business agility?

Are you attracted by the promises of agile methods but put off by the fanaticism of many agile texts? Would you like to know which agile techniques work, which ones do not matter much, and which ones will harm your projects? Then you need Agile!: the first exhaustive, objective review of agile principles, techniques and tools. Agile methods are one of the most important developments in software over the past decades, but also a surprising mix of the best and the worst. Until now every project and developer had to sort out the good ideas from the bad by themselves. This book spares you the pain. It offers both a thorough descriptive presentation of agile techniques and a perceptive analysis of their benefits and limitations. Agile! serves first as a primer on agile development: one chapter each introduces agile principles, roles, managerial practices, technical practices and artifacts. A separate chapter analyzes the four major agile methods: Extreme Programming, Lean Software, Scrum and Crystal. The accompanying critical analysis explains what you should retain and discard from agile ideas. It is based on Meyer's thorough understanding of software engineering, and his extensive personal experience of programming and project management. He highlights the limitations of agile methods as well as their truly brilliant contributions — even those to which their own authors do not do full justice. Three important chapters precede the core discussion of agile ideas: an overview, serving as a concentrate of the entire book; a dissection of the intellectual devices used by agile authors; and a review of classical software engineering techniques, such as requirements analysis and

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lifecycle models, which agile methods criticize. The final chapters describe the precautions that a company should take during a transition to agile development and present an overall assessment of agile ideas. This is the first book to discuss agile methods, beyond the brouhaha, in the general context of modern software engineering. It is a key resource for projects that want to combine the best of established results and agile innovations.

It's time to extend the benefits of Scrum—greater agility, higher-quality products, and lower costs—from individual teams to your entire enterprise. However, with Scrum's lack of prescribed rules, the friction of change can be challenging as people struggle to break from old project management habits. In this book, agile-process revolution leader Ken Schwaber takes you through change management—for your organizational and interpersonal processes—explaining how to successfully adopt Scrum across your entire organization. A cofounder of Scrum, Ken draws from decades of experience, answering your questions through case studies of proven practices and processes. With them, you'll learn how to adopt—and adapt—Scrum in the enterprise. And gain profound levels of transparency into your development processes. Discover how to:

- Evaluate the benefits of adopting Scrum in any size organization
- Initiate an enterprise transition project
- Implement a single, prioritized Product Backlog
- Organize effective Scrum teams using a top-down approach
- Adapt and apply solutions for integrating engineering practices across multiple teams
- Shorten release times by managing high-value increments
- Refine your Scrum practices and help reduce the length of Sprints

Whether to continue using traditional cost and benefit analysis methods such as systems and software engineering standards or to use a relatively new family of software development processes known as Agile methods is one of most prevalent questions within the information technology field today. Since each family of methods has its strengths and weaknesses, the question being raised by a growing number of executives and practitioners is: Which family of methods provides the greater business value and return on investment (ROI)? Whereas traditional methods have been in use for many decades, Agile methods are still a new phenomenon and, until now, very little literature has existed on how to quantify the business value of Agile methods in economic terms, such as ROI and net present value (NPV). Using cost of quality, total cost of ownership, and total life cycle cost parameters, *The Business Value of Agile Software Methods* offers a comprehensive methodology and introduces the industry's initial top-down parametric models for quantifying the costs and benefits of using Agile methods to create innovative software products. Based on real-world data, it illustrates the first simple-to-use parametric models of Real Options for estimating the business value of Agile methods since the inception of the Nobel prize winning Black-Scholes formulas. Numerous examples on how to estimate the costs, benefits, ROI, NPV, and real options of the major types of Agile methods such as Scrum, Extreme Programming and Crystal Methods are also included. In

addition, this reference provides the first comprehensive compilation of cost and benefit data on Agile methods from an analysis of hundreds of research studies. The Business Value of Agile Software Methods shatters key myths and misconceptions surrounding the modern-day phenomenon of Agile methods for creating innovative software products. It provides a complete business value comparison between traditional and Agile methods. The keys to maximizing the business value of any method are low costs and high benefits and the business value of Agile methods, when compared to traditional methods, proves to be very impressive. Agile methods are a new model of project management that can be used to improve the success, business value, and ROI of high-risk and highly complex IT projects in today's dynamic, turbulent, and highly uncertain marketplace. If you are an executive, manager, scholar, student, consultant or practitioner currently on the fence, you need to read this book!

Leading a fast-growing team is a uniquely challenging experience. Startups with a hot product often double or triple in size quickly—a recipe for chaos if company leaders aren't prepared for the pitfalls of hyper-growth. If you're leading a startup or a new team between 10 and 150 people, this guide provides a practical approach to managing your way through these challenges. Each section covers essential strategies and tactics for managing growth, starting with a single team and exploring typical scaling points as the team grows in size and complexity. The book also provides many examples and lessons learned, based on the authors' experience and interviews with industry leaders. Learn how to make the most of:

- Hiring: Learn a scalable hiring process for growing your team
- People management: Use 1-on-1 mentorship, dispute resolution, and other techniques to ensure your team is happy and productive
- Organization: Motivate employees by applying five organizational design principles
- Culture: Build a culture that can evolve as you grow, while remaining connected to the team's core values
- Communication: Ensure that important information—and only the important stuff—gets through

This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the

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agile manifesto on culture, education, and software practices; business agility – agile’s next frontier; and Agile – the next 20 years.

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. This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

“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.

Here is the first comprehensive approach to managing design-in-process inventory from the bestselling author of *Developing Products in Half the Time*. Donald Reinertsen reveals a transparent system for tracking, measuring, and managing invisible “design-in-process” inventory to achieve lower costs, higher profits, and better processes. 20 line drawings.

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

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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

SAFe®: The World's Leading Framework for Enterprise Agility "Philips is continuously driving to develop high-quality software in a predictable, fast, and Agile way. SAFe addresses this primary goal, and offers these further benefits: reduced time-to-market, improved quality, stronger alignment across geographically distributed multi-disciplinary teams, and collaboration across teams to deliver meaningful value to customers with reduced cycle time."

—Sundaresan Jagadeesan, SW CoE Program Director, Philips 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 Intel, Capital One, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.5 Distilled: Applying the Scaled Agile Framework® for Lean Enterprises 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 Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Scaling Agile with Jira Align is a practical guide for agile enterprise planning, delivery, reporting, and forecasting. This book will take you through best practices and use cases with a focus on scaling agile team execution in Jira Software. You'll achieve enterprise-wide agility and value delivery by

implementing various features of Jira Align.

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

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

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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

Data is at the center of many challenges in system design today. Difficult issues need to be figured out, such as scalability, consistency, reliability, efficiency, and maintainability. In addition, we have an overwhelming variety of tools, including relational databases, NoSQL datastores, stream or batch processors, and message brokers. What are the right choices for your application? How do you make sense of all these buzzwords? In this practical and comprehensive guide, author Martin Kleppmann helps you navigate this diverse landscape by examining the pros and cons of various technologies for processing and storing data. Software keeps changing, but the fundamental principles remain the same. With this book, software engineers and architects will learn how to apply those ideas in practice, and how to make full use of data in modern applications. Peer under the hood of the systems you already use, and learn how to use and operate them more effectively Make informed decisions by identifying the strengths and weaknesses of different tools Navigate the trade-offs around consistency, scalability, fault tolerance, and complexity Understand the distributed systems research upon which modern databases are built Peek behind the scenes of major online services, and learn from their architectures

"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

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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. Foreword Preface Acknowledgments About the Author Part I: Overview of Software Agility Chapter 1: Introduction to Agile Methods Chapter 2: Why the Waterfall Model Doesn't Work Chapter 3: The Essence of XP Chapter 4: The Essence of Scrum Chapter 5: The Essence of RUP Chapter 6: Lean Software, DSDM, and FDD Chapter 7: The Essence of Agile Chapter 8: The Challenge of Scaling Agile Part II: Seven Agile Team Practices That Scale Chapter 9: The Define/Build/Test Component Team Chapter 10: Two Levels of Planning and Tracking Chapter 11: Mastering the Iteration Chapter 12: Smaller, More Frequent Releases Chapter 13: Concurrent Testing Chapter 14: Continuous Integration Chapter 15: Regular Reflection and Adaptation Part III: Creating the Agile Enterprise Chapter 16: Intentional Architecture Chapter 17: Lean Requirements at Scale: Vision, Roadmap, and Just-in-Time Elaboration Chapter 18: Systems of Systems and the Agile Release Train Chapter 19: Managing Highly Distributed Development Chapter 20: Impact on Customers and Operations Chapter 21: Changing the Organization Chapter 22: Measuring Business Performance Conclusion: Agility Works at Scale Bibliography Index

Manage and improve your organization's agile transformation Adopting an enterprise agile framework is a radical organizational change, and this book will help you get there without ever breaking a sweat. In *Enterprise Agility For Dummies*, you'll discover how to successfully choose and implement the right

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framework based on your organization's own unique culture. Organizational culture is one of the most overlooked challenges when trying to make a change to enterprise agile, and there are lots of resources out there that claim to have the perfect, one-size-fits-all solution. Luckily, this book takes a neutral stance and covers popular organizational change management techniques that you can implement to suit to your unique needs. Packed with step-by-step instruction and complemented with real-world case studies, this book offers everything you need to know in order to embrace a more agile mindset. Understand the benefits of an agile approach Pick the best enterprise agile framework for your organization Create a successful enterprise change management plan Let Enterprise Agility For Dummies help you optimize your business processes, and watch your productivity soar.

This book constitutes the refereed proceedings of three international workshops held in Rome, Italy, in conjunction with the 15th International Conference on Agile Software Development, XP 2014, in May 2014. The workshops comprised Principles of Large-Scale Agile Development, Refactoring & Testing (RefTest 2014), and Estimations in the 21st Century Software Engineering (EstSE21 2014). The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.

Master breakthrough new approaches to enterprise software delivery that address today's radically new development and business challenges • •Helps development leaders strategically balance agility and efficiency in response to massive new global economic and technical trends. •Offers specific, practical solutions for improving control, visibility, and efficiency. •By Alan W. Brown -- IBM Distinguished Engineer, IBM Rational CTO, and one of the world's leading experts on high-value enterprise software delivery. Globalization, rapid technology churn, and massive economic shifts have made today's enterprise software delivery challenges radically different than those faced just three or four years ago. In this book, IBM Distinguished Engineer Alan W. Brown offers deep new insights into today's best approaches to enterprise software delivery. Brown guides decision-makers in choosing solutions that respond to their new challenges, and successfully anticipate what's coming next. He provides a compelling vision for 'software supply chains': one that can help software leaders create global software factories that successfully balance agility and efficiency. Brown illuminates today's new revolution in enterprise software delivery, focusing on key drivers for change, their impact on the day-to-day work of software engineers, and how enterprise software organizations are being reformed in response. He introduces the modern 'software factory' concept, addressing key trends including global outsourced teams, collaborative application lifecycle management, and cloud-based virtual infrastructures; Replete with examples, this informative, practical book will help organizations surface crucial issues they may have overlooked, and then identify and leverage the best new ways to

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deliver software. From start to finish, it offers powerful new opportunities to reduce costs, standardize processes, improve control and visibility, and become far more responsive to the business.

A classic treatise that defined the field of applied demand analysis, *Consumer Demand in the United States: Prices, Income, and Consumption Behavior* is now fully updated and expanded for a new generation. Consumption expenditures by households in the United States account for about 70% of America's GDP. The primary focus in this book is on how households adjust these expenditures in response to changes in price and income. Econometric estimates of price and income elasticities are obtained for an exhaustive array of goods and services using data from surveys conducted by the Bureau of Labor Statistics, providing a better understanding of consumer demand. Practical models for forecasting future price and income elasticities are also demonstrated. Fully revised with over a dozen new chapters and appendices, the book revisits the original Taylor-Houthakker models while examining new material as well, such as the use of quantile regression and the stationarity of consumer preference. It also explores the emerging connection between neuroscience and consumer behavior, integrating the economic literature on demand theory with psychology literature. The most comprehensive treatment of the topic to date, this volume will be an essential resource for any researcher, student or professional economist working on consumer behavior or demand theory, as well as investors and policymakers concerned with the impact of economic fluctuations.

In *The ART of Avoiding a Train Wreck*, Em and Adrienne share their "trade secrets" for launching and operating powerful and effective Agile Release Trains. There's a lot at stake when launching an Agile Release Train. When taking on an Enterprise Lean-Agile Transformation you only get one shot at a first impression. Runaway trains are expensive. Money gets wasted, time gets lost and the reputational damage can take years to repair. Going well beyond the standard SAFe training, this book deep dives into the practical tips and tricks that only over 15 years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the timetable, SAFely board and stay on the tracks. No matter your context, you are sure to find plenty of actionable ideas for launching and operating Agile Release Trains. In *Team Topologies* DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. *Team Topologies* will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

"Mastering the Requirements Process: Getting Requirements Right" sets out an industry-proven process for gathering and verifying requirements, regardless of

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whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs, in the most efficient manner possible.

The leading authority on agile marketing shows how to build marketing operations that can pivot freely and yet remain committed to priorities. As a marketer, are you tired of chasing marketing fads and algorithm rumors that seem to change every couple of months? This guide to building the perfect marketing department will help you achieve the latest and greatest without having to rebuild your operations from scratch every time the wind shifts. Agile strategies have been the accepted modus operandi for software development for two decades, and marketing is poised to follow in its footsteps. As the audiences we market to become ever more digital, agile frameworks are emerging as the best and only way to manage marketing. This book is a signpost showing the way toward the agile future of marketing operations, explaining how every role, from social media intern up to chief marketing officer, can work in unison, responding to the market's demanding challenges without losing focus on the big picture. You will learn what it takes for marketing agility to thrive—customer focus, transparency, continuous improvement, adaptability, trust, bias for action, and courage—along with the antipatterns that can drag you down. Most important, you will learn how to implement the systems, strategies, and practices that will truly transform your marketing operations.

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.

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