

Practices For Scaling Lean And Agile Development Large Multisite And Offshore Product Development With Large Scale Scrum Agile Software Development Series

Practices for Scaling Lean & Agile Development **Large, Multisite, and Offshore Product Development with Large-scale Scrum** **Addison-Wesley Professional**

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

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

“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.

Lean Impact

Scaling Collaboration Across the Organization

42 Tools to Accelerate Lean & Agile Business Growth

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

Accelerate

A Manager's Guide

Agile and Lean Program Management

In today's lightning-fast technology world, good product management is critical to maintaining a competitive advantage. Yet, managing human beings and navigating complex product roadmaps is no easy task, and it's rare to find a product leader who can steward a digital product from concept to launch without a couple of major hiccups. Why do some product leaders succeed while others don't? This insightful book presents interviews with nearly 100 leading product managers from all over the world. Authors Richard Banfield, Martin Eriksson, and Nate Walker development to capture the approaches, styles, insights, and techniques of successful product managers. If you want to understand what drives good product leaders, this book is an irreplaceable resource. In three parts, Product Leadership helps you explore: Themes and patterns of successful teams and their leaders, and ways to attain those characteristics Best approaches for guiding your product team through the startup, emerging, and enterprise stages of a company's evolution Strategies and tactics for working with customers, agencies, partners, and 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 "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 with coherence, usability, fitness, maintainability, and adaptability You 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.

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks 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.

Lean Customer Development

Lean UX

The Art of Agile Development

Lean Customer Development

Testing Business Ideas

Ensuring Success and Developing a Framework for Leadership

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

A practical guide to effective business model testing? Out of 10 new products fail to deliver on expectations. Testing Business Ideas aims to reverse that statistic. In the tradition of Alex Osterwalder's global bestseller Business Model Generation, this practical guide contains a library of hands-on techniques for rapidly testing new business ideas. Testing Business Ideas explains how systematically testing business ideas dramatically reduces the risk and increases the likelihood of success for any new venture or business feature. It builds on the internationally popular Business Model Canvas and Value Proposition Canvas by integrating Assumptions Mapping and other powerful lean startup-style experiments. Testing Business Ideas uses an engaging 4-color format to: Increase the success of any venture and decrease the risk of wasting time, money, and resources on bad ideas Close the knowledge gap between strategy and experimentation/validation Identify and test your key business assumptions with the Business Model Canvas and Value Proposition Canvas A definitive field guide to business model testing, this book features practical tips for making major decisions that are not based on intuition and guesses. Testing Business Ideas shows leaders how to encourage an experimentation mindset within their organization and make experimentation a continuous, repeatable process.

Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller The Lean Startup, that have fueled technology breakthroughs touching every aspect of our lives, Lean Impact turns our attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. Lean Impact offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, Lean Impact is an essential guide to maximizing social impact and scale.

"Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book Scaling Software Agility fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development."—Jim Highsmith, director, Agile Practice, Cutter Consortium, author of Agile Project Management "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, Scaling Software Agility, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience, done that, and has seen what's worked."—Grady Booth, 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.

Introduction to Agile Methods

From Concept to Cash

A practical guide to strategically scaling agile across teams, programs, and portfolios in enterprises

Scaling Lean

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

Large-Scale Scrum

Scaling Agile with Jira Align

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.

Second Edition of the UML video course based on the book Applying UML and Patterns. This VTC will focus on object-oriented analysis and design, not just drawing UML.

This is the best book on agile and lean. It includes a CD-ROM. This content is not included within the eBook version. Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized co-

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.

Startup, Scaleup, Screwup

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

A Desktop Seminar from Craig Larman

Lean from the Trenches

Managing Large-Scale Projects with Kanban

Best Practices for Large Enterprises

Agile Foundations

The future of business will be determined by its effectiveness in performing knowledge-based work. Scrum has proven itself in one exceptionally important form of knowledge-based work: software development. Now, Enterprise Scrum is increasingly proving itself in large-scale knowledge work of all kinds: not just software development, but client and multi-team projects and business processes at all levels, including enterprise-wide. In this book, Scrum/agile pioneer Mike Beeble introduces Enterprise Scrum, and demonstrates how to apply it to achieve unprecedented levels of productivity and transparency across your organization. Beeble begins with the big picture, introducing Scrum from the standpoint of knowledge-based decision-makers and process owners. Next, he systematically introduces powerful techniques for applying and scaling Scrum in new environments, both within the enterprise and beyond to customers, service providers, suppliers, and even to SaaS and mobile platforms. Drawing on his extensive "in the trenches" experience, Beeble presents patterns for successfully utilizing Enterprise Scrum, and walks through several start-to-finish case studies -- in software development, marketing, operational strategy, and product development. The techniques he presents in this book are applicable in a wide range of industries, from pharmaceuticals to fashion to finance, and are relevant in any business process where knowledge, creativity, and change come together.

How do you develop products that people will actually use and buy? This practical guide shows you how to validate product and company ideas through customer development research—before you waste months and millions on a product or service that no one needs or wants. With a combination of open-ended interviewing and fast and flexible research techniques, you'll learn how your prospective customers behave, the problems they need to solve, and what frustrates and delights them. These insights may shake your assumptions, but they'll help you reach the "ah-ha!" moments that inspire truly great products. Validate or invalidate your hypothesis by talking to the right people Learn how to conduct successful customer interviews play-by-play Detect a customer's behaviors, pain points, and constraints Turn interview insights into Minimum Viable Products to validate what customers will use and buy Adapt customer development strategies for large companies, conservative industries, and existing products

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 idea 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. This open access book estimates the proceedings of the 19th 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.

Mastering the Key Metrics for Startup Growth

An Adaptive Method for Project Success

Applying UML and Patterns Training Course

A Field Guide for Rapid Experimentation

Principles, Practices and Frameworks

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

Agile Software Requirements

This is the definitive guide for managers and students to agile and iterativedevelopment methods: what they are, how they work, how to implement them, andwhy they should.

"A battle-tested approach to building companies that matter" – Eric Ries, author of The Lean Startup Is your "big idea" worth pursuing? What if you could test your business model earlier in the process - before you've expended valuable time and resources? You've talked to customers. You've identified problems that need solving, and maybe even built a minimum viable product. But now there's a second bridge to cross. How do you tell whether your idea represents a viable business? Do you really have to go through the whole cycle of development, failure, iteration, tweak, repeat? Scaling Lean offers an invaluable blueprint for modelling startup success. You'll learn the essential metrics that measure the output of a working business model, give you the pulse of your company, communicate its health to investors, and enable you to make precise interventions when things go wrong. Ash Maurya, a serial entrepreneur and author of the startup cult classic Running Lean, pairs real-world examples of startups like Airbnb and Hubspot with techniques from the manufacturing world in this tactical handbook for scaling with maximum efficiency and efficacy. This is vital reading for any startup founder graduating from the incubator stage.

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

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

Practices For Scaling Lean And Agile Development

Scaling Scrum Across Modern Enterprises

More with Less

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

Lean Software Development

SAFe 5.0 Distilled

Practices for Scaling Lean & Agile Development

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes: • Tightly linking agile methods and enterprise architecture with business objectives • Focusing agile practices on your worst development pain points to get the most bang for your buck • Abandoning classic agile methods that don't work at the largest scale • Employing agile methods to establish a new architecture • Using metrics as a "conversation starter" around agile process improvements • Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline • Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting • Implementing "reflect and decide" and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming US./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

"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 haven't 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're interested in how lean principles can be useful for software developmentorganizations, this is the book you are looking for. The Poppendiecks offer 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 theirfirst lean book by Tom and Mary, while that one was already exceptionallygood! Mary especially has a lot of knowledge related to lean techniques inproduct development and manufacturing. It's rare that these techniques areactually 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 andcomprehensive introduction to lean principles and selected practices for softwaremanagers and engineers. It illustrates the application of the values andpractices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore moredeeply the themes they introduced in Lean Software Development. They beginwith a compelling history of lean thinking, then move to key areas such asvalue, waste, and people. Each chapter includes exercises to help you apply keypoints. If you want a better understanding of how lean ideas can work withsoftware, 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 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. 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.

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

Agile Processes in Software Engineering and Extreme Programming

An Agile Toolkit: An Agile Toolkit

Lean Enterprise

Lean Scaleup

Implementing Lean Software Development

Scaling Lean & Agile Development

How to Innovate for Radically Greater Social Good

Companies from startups to corporations face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compelling real-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework? Learn and apply the nine steps necessary to become a Lean Leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to build an enterprise that understands how to respond to disruption

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.

Real-world tools to build your venture, grow your business, and avoid mistakes Startup, Scaleup, Screwup is an expert guide for emerging and established businesses to accelerate growth, facilitate scalability, and keep pace with the rapidly changing economic landscape. The contemporary marketplace is more dynamic than ever before—increased global competition, the impact of digital transformation, and disruptive innovation factors require businesses to implement agile management and business strategies to compete and thrive. This indispensable book provides business leaders and entrepreneurs the tools and guidance to meet growth and scalability challenges head on. Equal parts motivation and practical application, this book answers the questions every business leader asks from the startup ventures to established companies. Covering topics including funding options, employee hiring, product-market validation, remote team management, and the benefits and challenges of scaling, this book provides a solid approach to grow at the right pace and stay lean. This book will enable you to: Apply 42 effective tools to sustain and accelerate your business growth Avoid the mistakes and pitfalls associated with rapid business growth or organizational change Develop a clear growth plan to integrate into your overall business model Structure your business for rapid scaling and efficient management Startup, Scaleup, Screwup: 42 Tools to Accelerate Lean & Agile Business Growth is a must-read for entrepreneurs, founders, managers, and senior executives. Author Jurgen Appelo shares his wisdom on the creative economy, agile management, innovation marketing, and organizational change to provide a comprehensive guide to business growth. Practical methods and expert advice make this book an essential addition to any business professional's library.

"Agile practices transform the way organizations carry out business and respond to change. But to realise success, an agile mindset needs to be adopted throughout an organisation, not just within the IT team. This book is aimed at those working in an agile environment or wanting to understand agile practices. Giving a comprehensive introduction to agile principles and methodologies, it will enable readers to apply core values and principles of agile methods in their organisation.

This is the official textbook for the BCS Agile Foundation certificate." --

Product Leadership

Designing Great Products with Agile Teams

Thinking and Organizational Tools for Large-Scale Scrum

**The Lean Startup
Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum
Scaling Software Agility**

Enterprise Scrum

Companies struggle dramatically in building new businesses from innovation. 85-90 percent of corporate startups die after the "Minimum Viable Product" stage. Why is this so? What is the solution? How can companies improve? This book provides the answers. It is written by Frank Mattes, who has decades of experience in corporate innovation. It has been co-written with more than 20 practitioners and 2 business schools as a practical guide for practitioners - corporate innovation, Digital Innovation, heads of incubators and accelerators, leaders of corporate startups and senior managers. Clients and early readers say the content is "timely, relevant, powerful and ready for use", "a must-read," and the solution "dramatically increases return on investment in digital innovation." The corporate business-building problem. Companies are doing okay in incremental improvements. But they fail in innovation. They are good at copying past success stories but bad at creating new ones. If companies do not solve this problem, they will burn money. They also fail to achieve revenue growth from innovation, fail in corporate transformation, fail to future-proof their business and fail in winning and retaining top talent The solution and the book. The book provides a solution. It is the first one on this subject and guides corporate practitioners on how to build new businesses. The book covers the entire journey - from a "meaningful idea" to a sizable business - and it includes leadership and cultural/collaboration aspects needed for success. The book is the result of a multi-year co-creation process with more than 20 industry-leading companies and 2 business schools. It distills Best Practices and insights into one framework. This framework is the Lean Scaleup(TM). It describes the three capabilities that companies must develop to solve their business-building problem: methodology (the "how-to"), dual leadership and culture/collaboration. When the right innovation teams use the Lean Scaleup with the right mindset in a supportive environment, the company can solve its business-building problem. Advance praise (selection) Frank Mattes brings his extensive experience in corporate innovation to this pragmatic guide to dramatically increasing return on investment in digital innovation. Jeroen Tas, Chief Innovation & Strategy Officer, Royal Philips The Lean Scaleup is an approach built through practice in the field. It supports companies facing transformational challenges. David Gilmour, co-founder by Launchpad Taking innovation concepts to scale is the real challenge. This book provides a practical framework and methodology for going beyond the MVP into scale. Ofer HaCohen, Head Innovation Center Israel, AT&T Frank has addressed business-building in many organizations successfully. Finally, his approach is "codified" in this book. I can't recommend it enough to every innovation team keen to deliver results. Hans Balmaekers, CEO, innov8rs The Lean Scaleup gives companies a powerful tool to identify, develop and scale breakthrough innovations. A must-read for all managers from corporate innovation or strategic innovation. Prof. Dr. Georg Oenbrink, CEO, CREAGO Solutions (formerly Evonik industries) The book provides an excellent framework to address the Scaling-Up challenge. It is based on the real-life learning journey of +20 corporates. A must-read for corporate entrepreneurs and their leaders! Carina Snijder VP, Research Program Management, Royal Philips Another day without Test-Driven Development means more time wasted chasing bugs and watching your code deteriorate. You thought TDD was for someone else, but it's not! It's for you, the embedded C programmer. TDD helps you prevent defects and build software with a long useful life. This is the first book to teach the hows and whys of TDD for C programmers. TDD is a modern programming practice C developers need to know. It's a different way to program---unit tests are written in a tight feedback loop with the production code, assuring your code does what you think. You get valuable feedback every few minutes. You find mistakes before they become bugs. You get early warning of design problems. You get immediate notification of side effect defects. You get to spend more time adding valuable features to your product. James is one of the few experts in applying TDD to embedded C. With his 1.5 decades of training, coaching, and practicing TDD in C, C++, Java, and C# he will lead you from being a novice in TDD to using the techniques that few have mastered. This book is full of code written for embedded C programmers. You don't just see the end product, you see code and tests evolve. James leads you through the thought process and decisions made each step of the way. You'll learn techniques for test-driving code right next to the hardware, and you'll learn design principles and how to apply them to C to keep your code clean and flexible. To run the examples in this book, you will need a C/C++ development environment on your machine, and the GNU GCC tool chain or Microsoft Visual Studio for C++ (some project conversion may be needed).

This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the

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

How Top Product Managers Launch Awesome Products and Build Successful Teams

How HP Transformed LaserJet FutureSmart Firmware

Ask the Right Questions

The Lean Mindset

Building Products Your Customers Will Buy

Leading Lean

Iterate from Plan A to a Plan That Works

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, ...

Achieving Business Agility with the Scaled Agile Framework

Test Driven Development for Embedded C

19th International Conference, XP 2018, Porto, Portugal, May 21–25, 2018, Proceedings

Lean Requirements Practices for Teams, Programs, and the Enterprise

A Practical Approach to Large-Scale Agile Development