

The Millers Valley Signature Series

LEADING LEAN SOFTWARE DEVELOPMENT

RESULTS ARE NOT THE POINT

MARY AND TOM
POPPENDIECK



Foreword by Dottie Acton,
Senior Fellow, Lockheed Martin

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BOOK
SIGNATURE
SERIES

Leading Lean Software Development Results Are Not The Point Tom Poppendieck

Jack Duggal



Leading Lean Software Development Results Are Not The Point Tom Poppendieck:

Leading Lean Software Development Mary Poppendieck, Tom Poppendieck, 2009-10-21 Building on their breakthrough bestsellers *Lean Software Development* and *Implementing Lean Software Development* Mary and Tom Poppendieck's latest book shows software leaders and team members exactly how to drive high value change throughout a software organization and make it stick They go far beyond generic implementation guidelines demonstrating exactly how to make lean work in real projects environments and companies The Poppendiecks organize this book around the crucial concept of frames the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice For software leaders and team members some frames lead to long term failure while others offer a strong foundation for success Drawing on decades of experience the authors present twenty four frames that offer a coherent complete framework for leading lean software development You'll discover powerful new ways to act as competency leader product champion improvement mentor front line leader and even visionary Systems thinking focusing on customers bringing predictability to demand and revamping policies that cause inefficiency Technical excellence implementing low dependency architectures TDD and evolutionary development processes and promoting deeper developer expertise Reliable delivery managing your biggest risks more effectively and optimizing both workflow and schedules Relentless improvement seeing problems solving problems sharing the knowledge Great people finding and growing professionals with purpose passion persistence and pride Aligned leaders getting your entire leadership team on the same page From the world's number one experts in Lean software development *Leading Lean Software Development* will be indispensable to everyone who wants to transform the promise of lean into reality in enterprise IT and software companies alike

Leading Lean Software Development

Poppendieck, 2009 **The Lean Mindset** Mary B. Poppendieck, Thomas David Poppendieck, 2014 Explores the efficiency of companies when using a lean mindset Provides advice on energising teams and creating sustainable efficiency to provide better services and products Looks at organisations with a lean mindset such as Pixar Spotify Intel and Ericsson Agile

Processes in Software Engineering and Extreme Programming Alberto Sillitti, Orit Hazzan, Emily Bache, Xavier Albaladejo, 2011-05-02 This book contains the refereed proceedings of the 12th International Conference on Agile Software Development XP 2011 held in Madrid Spain in May 2011 The year 2011 marked the 10th anniversary of the Agile Manifesto In this spirit the XP conference continued its fine tradition of promoting agility by disseminating new research results in a timely manner and by bringing together researchers and practitioners for a fruitful mutual exchange of experiences As introduced for XP 2010 there were again two different program committees one for research papers and one for experience reports Regarding the research papers 11 out of 56 submissions were accepted as full papers and as far as the experience reports were concerned the respective number was 4 out of 17 submissions In addition to these papers this volume also includes the short research papers the abstracts of the posters the position papers of the PhD symposium and the abstracts

of the workshops *Lean Enterprise* Jez Humble,Joanne Molesky,Barry O'Reilly,2020-07-20 How well does your organization respond to changing market conditions customer needs and emerging technologies when building software based products This practical guide presents Lean and Agile principles and patterns to help you move fast at scale and demonstrates why and how to apply these paradigms throughout your organization rather than with just one department or team Through case studies you ll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance Discover how Lean focuses on people and teamwork at every level in contrast to traditional management practices Approach problem solving experimentally by exploring solutions testing assumptions and getting feedback from real users Lead and manage large scale programs in a way that empowers employees increases the speed and quality of delivery and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex regulated environments *Lean Integration* John G. Schmidt,David Lyle,2010-05-18 Use Lean Techniques to Integrate Enterprise Systems Faster with Far Less Cost and Risk By some estimates 40 percent of IT budgets are devoted to integration However most organizations still attack integration on a project by project basis causing unnecessary expense waste risk and delay They struggle with integration hairballs complex point to point information exchanges that are expensive to maintain difficult to change and unpredictable in operation The solution is Lean Integration This book demonstrates how to use proven lean techniques to take control over the entire integration process John Schmidt and David Lyle show how to establish integration factories that leverage the powerful benefits of repeatability and continuous improvement across every integration project you undertake Drawing on their immense experience Schmidt and Lyle bring together best practices solid management principles and specific measurable actions for streamlining integration development and maintenance Whether you re an IT manager project leader architect analyst or developer this book will help you systematically improve the way you integrate adding value that is both substantial and sustainable Coverage includes Treating integration as a business strategy and implementing management disciplines that systematically address its people process policy and technology dimensions Providing maximum business flexibility and supporting rapid change without compromising stability quality control or efficiency Applying improvements incrementally without Boiling the Ocean Automating processes so you can deliver IT solutions faster while avoiding the pitfalls of automation Building in both data and integration quality up front rather than inspecting quality in later More than a dozen in depth case studies that show how real organizations are applying Lean Integration practices and the lessons they ve learned Visit integrationfactory.com for additional resources including more case studies best practices templates software demos and reference links plus a direct connection to lean integration practitioners worldwide *The Power of the Agile Business Analyst, second edition* Jamie Lynn Cooke,2018-06-11 Now in its second edition The Power of the Agile Business Analyst has expanded to include new Agile methods that have emerged or

gained prominence since the first edition Buy this book to learn how to revolutionise your Agile development and increase the value and relevancy of your project outcomes Learn 30 realistic achievable ways that an Agile business analyst can increase project efficiency add value and improve quality Find out how an Agile business analyst bridges the gap between the needs of the business and the resources of the development team Now updated with current Agile methods to support emerging and established business analysts to adapt to new trends 30 ways an Agile business analyst can help Drawing on her extensive experience Jamie proposes a new role for Agile projects The Agile business analyst She details 30 achievable ways that such a role will increase relevance quality and overall business value and provide business users with crucial support The Agile business analyst is also a boon to the development team being a ready source of business knowledge and ensuring that project outcomes align with requirements This book has been updated to Incorporate behaviour driven development into the work that the business analyst does to support interface design Align the programme management strategies of the Scaled Agile Framework SAFe to encourage cross organisational communication and participation Include full updates throughout the Qualifications section in Getting the Right Agile Business Analyst for Your Team and Provide Agile updates bringing the book back into line with current methods Support your Agile business user for better project outcomes

The Economics of Software Quality, Video Enhanced Edition Capers Jones, Olivier Bonsignour, 2011-12-31 This is the video enhanced eBook version of the printed book It contains 55 minutes of video conversations choosing defect prevention pre test defect removal and testing methods and optimizing post release defect reporting and repair This book will help you Move beyond functional quality to quantify non functional and structural quality Prove that improved software quality translates into strongly positive ROI and greatly reduced TCO Drive better results from current investments in Quality Assurance and Testing Use quality improvement techniques to stay on schedule and on budget Avoid hazardous metrics that lead to poor decisions

Scrum Shortcuts Without Cutting Corners Ilan Goldstein, 2014 In Scrum Shortcuts without Cutting Corners Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about Drawing on his extensive agile experience in a wide range of projects and environments Goldstein presents thirty proven flexible shortcuts for optimizing Scrum processes actions and outcomes Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output These easy to digest actionable patterns address a broad range of topics including getting started quality and metrics team members and roles managing stakeholders estimation continuous improvement and much more

The Economics of Software Quality Capers Jones, Olivier Bonsignour, 2012 Poor quality continues to bedevil large scale development projects but few software leaders and practitioners know how to measure quality select quality best practices or cost justify their usage In The Economics of Software Quality leading software quality experts Capers Jones and Jitendra Subramanyam show how to systematically measure the economic impact of quality and how to use this information to deliver far more business value Using empirical

data from hundreds of software organizations Jones and Subramanyam show how integrated inspection static analysis and testing can achieve defect removal rates exceeding 95 percent They offer innovative guidance for predicting and measuring defects and quality choosing defect prevention pre test defect removal and testing methods and optimizing post release defect reporting and repair This book will help you Prove that improved software quality translates into strongly positive ROI and greatly reduced TCO Drive better results from current investments in debugging and prevention Use quality techniques to stay on schedule and on budget Avoid hazardous metrics that lead to poor decisions Important note The audio and video content included with this enhanced eBook can be viewed only using iBooks on an iPad iPhone or iPod touch

Management 3.0 Jurgen Appelo,2011 Introduces a realistic approach to leading managing and growing your Agile team or organization Written for current managers and developers moving into management Appelo shares insights that are grounded in modern complex systems theory reflecting the intense complexity of modern software development Recognizes that today s organizations are living networked systems that you can t simply let them run themselves and that management is primarily about people and relationships Deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems Identifies the most valuable elements of Agile management and helps you improve each of them

Choisir l'agilité Sylvie Trudel,Mathieu Boisvert,2011-09-07 Les m thodes agiles recouvrent un ensemble de pratiques qui peuvent s appliquer divers types de projets mais se limitent plut t actuellement aux projets de d veloppement en informatique Les m thodes agiles esentiellement Scrum et XP abr viation de eXtreme Programming se veulent plus pragmatiques que les m thodes traditionnelles Elles impliquent au maximum le demandeur client et permettent une grande r activit ses demandes L id e ma tresse de ce livre est de pouvoir guider les organisations dans leur transition vers des m thodes agiles Les avantages attendus sont la qualit du logiciel produit le time to market l engagement des quipes et l am lioration de leur productivit

Scrum Dr. Andreas Wintersteiger,2015-11-20 Scrum ist ein sehr einfaches Framework f r die agile Softwareentwicklung dennoch ist es mitunter schwer einzuf hren Die Praxis hat gezeigt dass Unternehmen die Scrum in ihren Entwicklungsabteilungen umsetzen wollen immer wieder vor denselben Herausforderungen stehen Dieses Buch gibt zun chst eine ausreichend kurz gefasste Einf hrung und beschreibt das Wesen von Scrum beschr nkt auf den Kern Basierend auf mehrj hrigen Coaching und Trainingserfahrungen gibt Andreas Wintersteiger eine Starthilfe um einfach mal loslegen zu k nnen Dabei werden jene Gesichtspunkte nicht vernachl ssigt auf die es ankommt um mit Scrum erfolgreich zu werden Neben Hinweisen auf gute und etablierte Praktiken gibt das Buch auch Antworten auf h ufig gestellte Fragen Die kompakte Form wurde absichtlich gew hlt um auch mit wenig Zeitaufwand die relevanten Informationen f r einen Start mit Scrum zu erfassen zum Beispiel an einem Wochenende Das Buch zeigt damit nicht die gesamte Welt von Scrum auf sondern vermittelt gem den agilen Prinzipien den kleinsten gemeinsamen Nenner an Wissen und Hinweisen um mit Scrum zu starten Das erfolgreiche Buch liegt in der vierten aktualisierten und abermals erweiterten Auflage vor Dieses Buch ist f r

Personen gedacht die sich ber Scrum informieren möchten oder Scrum in der Organisation einführen wollen und hierfür eine kompakte Informationsquelle suchen Es ist ebenso zur Vorbereitung auf ein Zertifizierungstraining wie zum Beispiel den Certified Scrum Master geeignet

Scrum - Schnelleinstieg (2. aktualisierte und erweiterte Auflage) Andreas Wintersteiger, 2013-09-03 Scrum ist ein sehr einfaches Framework für die agile Softwareentwicklung dennoch ist es mitunter schwer einzuführen Die Praxis hat gezeigt dass Unternehmen die Scrum in ihren Entwicklungsabteilungen umsetzen wollen immer wieder vor denselben Herausforderungen stehen Dieses Buch gibt zunächst eine ausreichend kurz gefasste Einführung und beschreibt das Wesen von Scrum beschränkt auf den Kern Basierend auf mehrjährigen Coaching und Trainingserfahrungen gibt Andreas Wintersteiger eine Starthilfe um einfach mal loslegen zu können Dabei werden jene Gesichtspunkte nicht vernachlässigt auf die es ankommt um mit Scrum erfolgreich zu werden Neben Hinweisen auf gute und etablierte Praktiken gibt das Buch auch Antworten auf häufig gestellte Fragen Die kompakte Form wurde absichtlich gewählt um auch mit wenig Zeitaufwand die relevanten Informationen für einen Start mit Scrum zu erfassen zum Beispiel an einem Wochenende Das Buch zeigt damit nicht die gesamte Welt von Scrum auf sondern vermittelt gemäß den agilen Prinzipien den kleinsten gemeinsamen Nenner an Wissen und Hinweisen um mit Scrum zu starten Das erfolgreiche Buch liegt in der zweiten aktualisierten und erweiterten Auflage vor Zielgruppe Dieses Buchlein ist für Personen gedacht die sich ber Scrum informieren möchten oder Scrum in der Organisation einführen wollen und hierfür eine kompakte Informationsquelle suchen Es ist ebenso zur Vorbereitung auf ein Zertifizierungstraining wie zum Beispiel den Certified Scrum Master geeignet

Scrum. Schnelleinstieg (3. Aufl.) Dr. Andreas Wintersteiger, 2015-11-20 Scrum ist ein sehr einfaches Framework für die agile Softwareentwicklung dennoch ist es mitunter schwer einzuführen Die Praxis hat gezeigt dass Unternehmen die Scrum in ihren Entwicklungsabteilungen umsetzen wollen immer wieder vor denselben Herausforderungen stehen Dieses Buch gibt zunächst eine ausreichend kurz gefasste Einführung und beschreibt das Wesen von Scrum beschränkt auf den Kern Basierend auf mehrjährigen Coaching und Trainingserfahrungen gibt Andreas Wintersteiger eine Starthilfe um einfach mal loslegen zu können Dabei werden jene Gesichtspunkte nicht vernachlässigt auf die es ankommt um mit Scrum erfolgreich zu werden Neben Hinweisen auf gute und etablierte Praktiken gibt das Buch auch Antworten auf häufig gestellte Fragen Die kompakte Form wurde absichtlich gewählt um auch mit wenig Zeitaufwand die relevanten Informationen für einen Start mit Scrum zu erfassen zum Beispiel an einem Wochenende Das Buch zeigt damit nicht die gesamte Welt von Scrum auf sondern vermittelt gemäß den agilen Prinzipien den kleinsten gemeinsamen Nenner an Wissen und Hinweisen um mit Scrum zu starten Das erfolgreiche Buch liegt in der dritten aktualisierten und erweiterten Auflage vor und beleuchtet auch die aktuellen Trends bei der Skalierung von Scrum mit einem eigenen Kapitel Zielgruppe Dieses Buch ist für Personen gedacht die sich ber Scrum informieren möchten oder Scrum in der Organisation einführen wollen und hierfür eine kompakte Informationsquelle suchen Es ist ebenso zur Vorbereitung auf ein Zertifizierungstraining wie zum Beispiel den Certified Scrum Master geeignet

DNA OF STRATEGY EXECUTION Jack Duggal, 2018-02-19 In a world where there are more questions than answers every leader will need to learn to dance to a different beat In this insightful book Jack Duggal has cracked the DNA of Strategy Execution Ignore these insights at your own peril Dr Tony O Driscoll Global Head DukeCE Labs Duke Corporate Education Fuqua School of Business Duke University DECODE THE DNA OF MANAGEMENT AND STRATEGY EXECUTION IN AN INCREASINGLY TURBULENT WORLD Just as DNA contains the genetic instructions used in the development and functioning of all living organisms what if we could decode the elements of management and strategy execution This insightful book offers new perspectives on age old management challenges and illuminates better ways to organize and manage in an increasingly DANCE world Dynamic Ambiguous Non Linear Complex Emergent It puts the management DNA under the microscope and shows how to develop build and transform organizational project management and PMO capabilities essential for effective strategy execution It provides a framework to measure what matters with a step by step approach to define and measure success and business value The DNA of Strategy Execution Next Generation Project Management and PMO provides innovative insights for organizational project management and PMO Based on application and learnings from many organizations around the world this book reveals a playbook for strategy execution that will help you Decode the core elements of management and strategy execution DNA Design and build next generation Project Program Management and PMO platform essential for effective strategy execution Prepare your organization to effectively lead and implement agile transformation and organizational change Improve organizational project management OPM and PMO maturity Improve overall organizational effectiveness and innovation capabilities Whether you are a part of a startup or an established incumbent organization the impact of digitization and disruption requires a rethink and reset of how we organize and manage This book presents a playbook for effective strategy execution with next generation Project Program and PMO capabilities **Das Scrum-Prinzip** Boris Gloger, Jürgen Margetich, 2018-02-01 Die Prinzipien von Scrum verleihen einem Unternehmen die vielleicht wichtigste Fähigkeit um in der heutigen Welt erfolgreich wirtschaften zu können Agilität Selbstorganisierte Teams erzielen überdurchschnittliche Ergebnisse mit Hilfe weniger aber klarer Regeln und Methoden Konsequente Lernungsorientierung Klare Verantwortlichkeiten Einbindung des Nutzers Flexible Plananpassung Flache Hierarchien Die Autoren arbeiten Scrum als Prinzip der Organisationsentwicklung auf und liefern damit ein grundlegendes Praxishandbuch für Manager und Change Manager Der Praxisleitfaden zeigt wie Scrum in Organisationen Schritt für Schritt integriert werden kann In der 2 Auflage neu Agilität vom Hype zur Notwendigkeit Scrum als Management Prinzip Anleitung zur Selbstreflexion Strategie neu denken Unternehmenskultur als Ergebnis von Kommunikation Mit anschaulichen Grafiken und Skizzen für eigene Workshops auch zum Download auf myBook *Driving DevOps with Value Stream Management* Cecil 'Gary' Rupp, Helen Beal, 2021-08-31 A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and

deliver customer centric value quickly and economically
Key Features
Address DevOps implementation issues including culture toolchain costs improving work and information flows and product team alignment
Implement proven VSM methodology to improve IT value stream flows
Leverage VSM platforms to view analyze and improve end to end value delivery
Book Description
Value Stream Management VSM opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world
Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry proven VSM methods and tools to integrate streamline and orchestrate activities within a DevOps oriented value stream
You ll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective
The book covers the complexities of implementing modern CI CD and DevOps pipelines and then guides you through an eight step VSM methodology with the help of a use case showing an Agile team s efforts to install a CI CD pipeline
Free from marketing hype or vendor bias this book presents the current VSM tool vendors and customer use cases that showcase their products strengths
As you advance through the book you ll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit
By the end of this VSM book you ll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization s value stream delivery
What you will learn
Integrate Agile systems thinking and lean development to deliver customer centric value
Find out how to choose the most appropriate value stream for your initial and follow on VSM projects
Establish better flows with integrated automated and orchestrated DevOps and CI CD pipelines
Apply a proven eight step VSM methodology to drive lean IT value stream improvements
Discover the key strengths of modern VSM tools and their customer use case scenarios
Understand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprises
Who this book is for
This book will help corporate executives managers IT team members and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT based value streams
It will provide you with the practical guidance you need while adopting Lean Agile Value Stream Management and DevOps capabilities on an enterprise scale to enable business agility
A basic understanding of how CI CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book
Implementing Lean Software Development Mary Poppendieck, Tom Poppendieck, 2006-09-01
This remarkable book combines practical advice ready to use techniques and a deep understanding of why this is the right way to develop software
I have seen software teams transformed by the ideas in this book
Mike Cohn author of *Agile Estimating and Planning*
As a lean practitioner myself I have loved and used their first book for years
When this second book came out I was delighted that it was even better
If you are interested in how lean principles can be useful for software development organizations this is the book you are looking for
The Poppendiecks offer a beautiful blend of history theory and practice
Alan Shalloway coauthor

of Design Patterns Explained I've enjoyed reading the book very much I feel it might even be better than the first lean book by Tom and Mary while that one was already exceptionally good Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing It's rare that these techniques are actually translated to software This is something no other book does well except their first book Bas Vodde The new book by Mary and Tom Poppendieck provides a well written and comprehensive introduction to lean principles and selected practices for software managers and engineers It illustrates the application of the values and practices with well suited success stories I enjoyed reading it Roman Pichler In Implementing Lean Software Development the Poppendiecks explore more deeply the themes they introduced in Lean Software Development They begin with a compelling history of lean thinking then move to key areas such as value waste and people Each chapter includes exercises to help you apply key points If you want a better understanding of how lean ideas can work with software this book is for you Bill Wake independent consultant In 2003 Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development hands on This new book draws on the Poppendiecks unparalleled experience helping development organizations optimize the entire software value stream You'll discover the right questions to ask the key issues to focus on and techniques proven to work The authors present case studies from leading edge 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

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Leading Lean Software Development Results Are Not The Point Tom Poppendieck Introduction

In this digital age, the convenience of accessing information at our fingertips has become a necessity. Whether its research papers, eBooks, or user manuals, PDF files have become the preferred format for sharing and reading documents. However, the cost associated with purchasing PDF files can sometimes be a barrier for many individuals and organizations. Thankfully, there are numerous websites and platforms that allow users to download free PDF files legally. In this article, we will explore some of the best platforms to download free PDFs. One of the most popular platforms to download free PDF files is Project Gutenberg. This online library offers over 60,000 free eBooks that are in the public domain. From classic literature to historical documents, Project Gutenberg provides a wide range of PDF files that can be downloaded and enjoyed on various devices. The website is user-friendly and allows users to search for specific titles or browse through different categories. Another reliable platform for downloading Leading Lean Software Development Results Are Not The Point Tom Poppendieck free PDF files is Open Library. With its vast collection of over 1 million eBooks, Open Library has something for every reader. The website offers a seamless experience by providing options to borrow or download PDF files. Users simply need to create a free account to access this treasure trove of knowledge. Open Library also allows users to contribute by uploading and sharing their own PDF files, making it a collaborative platform for book enthusiasts. For those interested in academic resources, there are websites dedicated to providing free PDFs of research papers and scientific articles. One such website is Academia.edu, which allows researchers and scholars to share their work with a global audience. Users can download PDF files of research papers, theses, and dissertations covering a wide range of subjects. Academia.edu also provides a platform for discussions and networking within the academic community. When it comes to downloading Leading Lean Software Development Results Are Not The Point Tom Poppendieck free PDF files of magazines, brochures, and catalogs, Issuu is a

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