

# Lean Software Development

## An Agile Toolkit



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- Adapting agile practices to your development organization
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# Lean Software Development An Agile Toolkit

**Belinda Waldock**



## **Lean Software Development An Agile Toolkit:**

Lean Software Development Mary Poppendieck, Tom Poppendieck, 2003-05-08 Lean Software Development An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager project manager and technical leader Lean software development applying agile principles to your organization In Lean Software Development Mary and Tom Poppendieck identify seven fundamental lean principles adapt them for the world of software development and show how they can serve as the foundation for agile development approaches that work Along the way they introduce 22 thinking tools that can help you customize the right agile practices for any environment Better cheaper faster software development You can have all three if you adopt the same lean principles that have already revolutionized manufacturing logistics and product development Iterating towards excellence software development as an exercise in discovery Managing uncertainty decide as late as possible by building change into the system Compressing the value stream rapid development feedback and improvement Empowering teams and individuals without compromising coordination Software with integrity promoting coherence usability fitness maintainability and adaptability How to see the whole even when your developers are scattered across multiple locations and contractors Simply put Lean Software Development helps you refocus development on value flow and people so you can achieve breakthrough quality savings speed and business alignment

**Engineering and Managing Software Requirements** Aybüke Aurum, Claes Wohlin, 2006-04-07 Requirements engineering is the process by which the requirements for software systems are gathered analyzed documented and managed throughout their complete lifecycle Traditionally it has been concerned with technical goals for functions of and constraints on software systems Aurum and Wohlin however argue that it is no longer appropriate for software systems professionals to focus only on functional and non functional aspects of the intended system and to somehow assume that organizational context and needs are outside their remit Instead they call for a broader perspective in order to gain a better understanding of the interdependencies between enterprise stakeholders processes and software systems which would in turn give rise to more appropriate techniques and higher quality systems Following an introductory chapter that provides an exploration of key issues in requirements engineering the book is organized in three parts Part 1 presents surveys of state of the art requirements engineering process research along with critical assessments of existing models frameworks and techniques Part 2 addresses key areas in requirements engineering such as market driven requirements engineering goal modeling requirements ambiguity and others Part 3 concludes the book with articles that present empirical evidence and experiences from practices in industrial projects Its broader perspective gives this book its distinct appeal and makes it of interest to both researchers and practitioners not only in software engineering but also in other disciplines such as business process engineering and management science

**The Business Value of Agile Software Methods** David F. Rico, Hasan H. Sayani, Saya

Sone,2009-10-15 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

The Agile Guide to Business Analysis and Planning Howard Podeswa,2021-04-05 How Product Owners and Business Analysts can maximize the value delivered to stakeholders by integrating BA competencies with agile methodologies This book will become a staple reference that both product owners and business analysis practitioners should have by their side From the Foreword by Alain Arseneault former IIBA Acting President CEO This book is well organized in bite sized chunks and structured for ready access to the essential concepts terms and practices that can help any agile team be more successful Karl Wiegers The Agile Guide to Business Analysis and Planning provides practical guidance for eliminating unnecessary errors and delays in agile product development through effective planning backlog refinement and acceptance criteria specification with hard to find advice on how and when to analyze the context for complex changes within an agile approach including when to use Journey Maps Value Stream Mapping Personas Story Maps BPMN Use Cases and other UML

models Renowned author and consultant Howard Podeswa teaches best practices drawn from agile and agile adjacent frameworks including ATDD BDD DevOps CI CD Kanban Scrum SAFe XP Lean Thinking Lean Startup Circumstance Based Market Segmentation and theories of disruptive innovation He offers a comprehensive agile roadmap for analyzing customer needs and planning product development including discussion of legacy business analysis tools that still offer immense value to agile teams Using a running case study Podeswa walks through the full agile product lifecycle from visioning through release and continuous value delivery You learn how to carry out agile analysis and planning responsibilities more effectively using tools such as Kano analysis minimum viable products MVPs minimum marketable features MMFs story maps product roadmaps customer journey mapping value stream mapping spikes and the definition of ready DoR Podeswa presents each technique in context what you need to know and when to apply each tool Read this book to Master principles frameworks concepts and practices of agile analysis and planning in order to maximize value delivery throughout the product s lifecycle Explore planning and analysis for short term long term and scaled agile initiatives using MVPs and data informed learning to test hypotheses and find high value features Split features into MMFs and small stories that deliver significant value and enable quick wins Refine estimate and specify features stories and their acceptance criteria following ATDD BDD guidance Address the unique analysis and planning challenges of scaled agile organizations Implement 13 practices for optimizing enterprise agility Supported by 175 tools techniques examples diagrams templates checklists and other job aids this book is a complete toolkit for every practitioner Whatever your role you ll find indispensable guidance on agile planning and analysis responsibilities so you can help your organization respond more nimbly to a fast changing environment Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

*Extreme Programming and Agile Processes in Software Engineering* Jutta Eckstein, Hubert Baumeister, 2004-06-01

Software development is being revolutionized The heavy weight processes of the 1980s and 1990s are being replaced by light weight so called agile processes Agile processes move the focus of software development back to what really matters running software This is only made possible by accepting that software development is a creative job done by with and for individual human beings For this reason agile software development encourages interaction communication and fun This was the focus of the Fifth International Conference on Extreme P

rogramming and Agile Processes in Software Engineering which took place between June 6 and June 10 2004 at the conference center in Garmisch Partenkirchen at the foot of the Bavarian Alps near Munich Germany In this way the conference provided a unique forum for industry and academic professionals to discuss their needs and ideas for incorporating Extreme Programming and Agile Methodologies into their professional life under consideration of the human factor We celebrated this year s conference by reflecting on what we had achieved in the last half decade and we also focused on the challenges we will face in the near future

**Cloud Systems in Supply Chains** Fawzy Soliman, 2016-04-30 Cloud Systems in Supply Chains

explores the risks that could face supply chain firms if their implementation of cloud systems is not carefully managed or if not appropriately selected and supported This volume aids supply chain firms in ensuring that their cloud system activities are positioned to assist and sustain their competitive advantages *Product-Focused Software Process Improvement* Pekka Abrahamsson, Andreas Jedlitschka, Anh Nguyen Duc, Michael Felderer, Sousuke Amasaki, Tommi Mikkonen, 2016-11-15 This book constitutes the proceedings of the 17th International Conference on Product Focused Software Process Improvement PROFES 2016 held in Trondheim Norway in November 2016 The 24 revised full papers presented together with 21 short papers 1 keynote 3 invited papers 5 workshop papers 2 doctoral symposium papers and 6 tutorials were carefully reviewed and selected from 82 submissions The papers are organized in topical sections on Early Phases in Software Engineering Organizational Models Architecture Methods and Tools Verification and Validation Process Improvement Speed and Agility in System Engineering Requirements and Quality Process and Repository Mining Business Value and Benefits Emerging Research Topics and Future of Computing **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

**Model Driven Engineering Languages and Systems** Dorina C. Petriu, Nicolas Rouquette, Øystein Haugen, 2010-09-27 This book is part II of a two volume work that contains the refereed proceedings of the 13th International Conference on Model Driven Engineering Languages and Systems MODELS 2010 held in Oslo Norway during October 3 8 2010 The 54 revised full papers presented were carefully reviewed and selected from 252 submissions The papers are organized in topical sections on genericity and generalization model migration and incremental manipulation modeling model transformations verifying consistency and conformance taming modeling complexity modeling user system interaction model driven quality assurance managing variability multi modeling approaches distributed embedded software development decomposition and refactoring model change meta models at runtime requirements engineering slicing and model transformations incorporating quality concerns in MDD model driven engineering in practice and modeling architecture

**Agile and Iterative Development** Craig Larman, 2004 This is the definitive guide for managers and students to agile and iterative development methods what they are how they work how to implement them and why they should

**Agile Software Development** Thomas Stober, Uwe Hansmann, 2009-10-03 Software Development is moving towards a more agile and more flexible approach It turns out that the traditional waterfall model is not supportive in an environment where technical financial and strategic constraints are changing almost every day But what is agility What are today's major approaches And especially What is the impact of agile development principles on the development teams on project management and on software architects How can large enterprises become more agile and improve their business processes which have been existing since many many years What are the limitations of Agility And what is the right balance between reliable structures and flexibility This book will give answers to these questions A strong emphasis will be on real life project examples which describe how development teams have moved from a waterfall model towards an Agile Software Development approach

**Cloud Technology: Concepts, Methodologies, Tools, and Applications** Management Association, Information Resources, 2014-10-31 As the Web grows and expands into ever more remote parts of the world the availability of resources over the Internet increases exponentially Making use of this widely prevalent tool organizations and individuals can share and store knowledge like never before Cloud Technology Concepts Methodologies Tools and Applications investigates the latest research in the ubiquitous Web exploring the use of applications and software that make

use of the Internet's anytime anywhere availability By bringing together research and ideas from across the globe this publication will be of use to computer engineers software developers and end users in business education medicine and more

**The Cloud Adoption Playbook** Moe Abdula, Ingo Averdunk, Roland Barcia, Kyle Brown, Ndu Emuchay, 2018-03-07 The essential roadmaps for enterprise cloud adoption As cloud technologies continue to challenge the fundamental understanding of how businesses work smart companies are moving quickly to adapt to a changing set of rules Adopting the cloud requires a clear roadmap backed by use cases grounded in practical real world experience to show the routes to successful adoption The Cloud Adoption Playbook helps business and technology leaders in enterprise organizations sort through the options and make the best choices for accelerating cloud adoption and digital transformation Written by a team of IBM technical executives with a wealth of real world client experience this book cuts through the hype answers your questions and helps you tailor your cloud adoption and digital transformation journey to the needs of your organization This book will help you Discover how the cloud can fulfill major business needs Adopt a standardized Cloud Adoption Framework and understand the key dimensions of cloud adoption and digital transformation Learn how cloud adoption impacts culture architecture security and more Understand the roles of governance methodology and how the cloud impacts key players in your organization Providing a collection of winning plays championship advice and real world examples of successful adoption this playbook is your ultimate resource for making the cloud work There has never been a better time to adopt the cloud Cloud solutions are more numerous and accessible than ever before and evolving technology is making the cloud more reliable more secure and more necessary than ever before Don't let your organization be left behind The Cloud Adoption Playbook gives you the essential guidance you need to make the smart choices that reduce your organizational risk and accelerate your cloud adoption and digital transformation

*Software Process Improvement and Capability Determination* Terry Rout, Rory V. O'Connor, Alec Dorling, 2015-06-02 This book constitutes the refereed proceedings of the 15th International Conference on Software Process Improvement and Capability Determination SPICE 2015 held in Gothenburg Sweden in June 2015 The 17 revised full papers presented together with three short papers were carefully reviewed and selected from 48 submissions The papers are organized in topical sections on industrial frameworks implementation and assessment process improvement agile processes assessment and maturity models process and education

**Enterprise Information Systems and Implementing IT Infrastructures: Challenges and Issues** Parthasarathy, S., 2010-03-31 This book aims at identifying potential research problems and issues in the EIS such as Enterprise Resource Planning ERP Supply Chain Management SCM and Customer Relationship Management CRM Provided by publisher

*Systems, Software and Services Process Improvement* Jakub Stolfa, Svatopluk Stolfa, Rory V. O'Connor, Richard Messnarz, 2017-08-23 This volume constitutes the refereed proceedings of the 24th EuroSPI conference held in Ostrava Czech Republic in September 2017 The 56 revised full papers presented were carefully reviewed and selected from 97 submissions They are organized in topical sections on SPI



and VSEs SPI and process models SPI and safety SPI and project management SPI and implementation SPI issues SPI and automotive selected key notes and workshop papers GamifySPI SPI in Industry 4 0 best practices in implementing traceability good and bad practices in improvement safety and security experiences with agile and lean standards and assessment models team skills and diversity strategies      **Being Agile** Leslie Ekas, Scott Will, 2014 Break the Old Waterfall Habits that Hinder Agile Success Drive Rapid Value and Continuous Improvement When agile teams don't get immediate results it's tempting for them to fall back into old habits that make success even less likely In Being Agile Leslie Ekas and Scott Will present eleven powerful techniques for rapidly gaining substantial value from agile making agile methods stick and launching a virtuous circle of continuous improvement Drawing on their experience helping more than 100 teams transition to agile the authors review its key principles identify corresponding practices and offer breakthrough approaches for implementing them Using their techniques you can break typical waterfall patterns and go beyond merely doing agile to actually thinking and being agile Ekas and Will help you clear away silos improve stakeholder interaction eliminate waste and waterfall style inefficiencies and lead the agile transition far more successfully Each of their eleven principles can stand on its own when you combine them they become even more valuable Coverage includes Building whole teams that cut across silos and work together throughout a product's lifecycle Engaging product stakeholders earlier and far more effectively Overcoming inefficient waterfalls and big batch waterfall thinking Getting past the curse of multi tasking Eliminating dangerous technical and project debt Repeatedly deploying release ready software in real user environments Delivering what customers really need not what you think they need Fixing the root causes of problems so they don't recur Learning from experience mastering continuous improvement Assessing whether you're just doing agile or actually being agile Being Agile will be indispensable for all software professionals now adopting agile for coaches managers engineers and team members who want to get more value from it and for students discovering it for the first time      **Agile Testing** Manfred

Baumgartner, Martin Klonk, Christian Mastnak, Helmut Pichler, Richard Seidl, Siegfried Tanczos, 2021-09-09 This book is written by testers for testers In ten chapters the authors provide answers to key questions in agile projects They deal with cultural change processes for agile testing with questions regarding the approach and organization of software testing with the use of methods techniques and tools especially test automation and with the redefined role of the tester in agile projects The first chapter describes the cultural change brought about by agile development In the second chapter which addresses agile process models such as Scrum and Kanban the authors focus on the role of quality assurance in agile development projects The third chapter deals with the agile test organization and the positioning of testing in an agile team Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist In Chapter 5 the authors turn to the methods and techniques of agile testing emphasizing the differences from traditional phase oriented testing In Chapter 6 they describe which documents testers still need to create in an agile project Next Chapter 7 explains the efficient use of test

automation which is particularly important in agile development as it is the main instrument for project acceleration and is necessary to support state of the art DevOps approaches and Continuous Integration Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality Chapter 9 is dedicated to training and its importance emphasizing the role of employee training in getting started with agile development Finally Chapter 10 summarizes the results of the agile journey in general with a special focus on testing To make the aspects described even more tangible the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects

**The Agile Testing Collection** Janet Gregory, Lisa Crispin, 2015-06-22 A Comprehensive Collection of Agile Testing Best Practices Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing they have also written two of the field's most valuable guidebooks Now you can get both guides in one indispensable eBook collection today's must-have resource for all agile testers teams managers and customers Combining comprehensive best practices and wisdom contained in these two titles The Agile Testing Collection will help you adapt agile testing to your environment systematically improve your skills and processes and strengthen engagement across your entire development team The first title Agile Testing A Practical Guide for Testers and Agile Teams defines the agile testing discipline and roles and helps you choose organize and use the tools that will help you the most Writing from the tester's viewpoint Gregory and Crispin chronicle an entire agile software development iteration and identify and explain seven key success factors of agile testing The second title More Agile Testing Learning Journeys for the Whole Team addresses crucial emerging issues shares evolved practices and covers key issues that delivery teams want to learn more about It offers powerful new insights into continuous improvement scaling agile testing across teams and the enterprise overcoming pitfalls of automation testing in regulated environments integrating DevOps practices and testing mobile embedded and business intelligence systems The Agile Testing Collection will help you do all this and much more Customize agile testing processes to your needs and successfully transition to them Organize agile teams clarify roles hire new testers and quickly bring them up to speed Engage testers in agile development and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan just enough balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks and prevent future defects Perform exploratory testing using personas tours and test charters with session and thread-based techniques Help testers developers and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors' extensive experience and supported by examples from actual projects Now with both books integrated into a single easily searchable and cross-linked eBook you can learn from their experience even more easily

*Being Agile in Business* Belinda Waldock, 2015-06-15 The full text downloaded to your computer With eBooks you can search for key concepts words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf available as a free download available online and also via the iPad and Android apps Upon purchase you ll gain instant access to this eBook Time limit The eBooks products do not have an expiry date You will continue to access your digital ebook products whilst you have your Bookshelf installed

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