



# LEAN-AGILE SOFTWARE DEVELOPMENT

Achieving Enterprise Agility

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*Lean-Agile Series*

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# Lean Agile Software Development Achieving Enterprise Agility

**Greg Cohen**



## **Lean Agile Software Development Achieving Enterprise Agility:**

**Lean-Agile Software Development** Alan Shalloway, Guy Beaver, James R. Trott, 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective higher quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for optimizing the whole and managing complex enterprise projects. A combined Lean Agile approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean Agile development. **Lean Agile Software Development** shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design and demonstrate how to apply it to make iterative development more effective. They also identify several common development anti-patterns that can work against your goals and offer actionable, proven alternatives. **Lean Agile Software Development** shows how to Transition to Lean Software Development quickly and successfully. Manage the initiation of product enhancements. Help project managers work together to manage product portfolios more effectively. Manage dependencies across the software development organization and with its partners and colleagues. Integrate development and QA roles to improve quality and eliminate waste. Determine best practices for different software development teams. The book's companion Web site [www.netobjectives.com](http://www.netobjectives.com) last provides updates, links to related materials, and support for discussions of the book's content. **Lean-Agile Software**

**Development** Shalloway, 2009. **Lean Architecture** James O. Coplien, Gertrud Bjørnvig, 2011-01-06 More and more Agile projects are seeking architectural roots as they struggle with complexity and scale and they're seeking lightweight ways to do it. Still seeking? In this book, the authors help you to find your own path. Taking cues from Lean development, they can help steer your project toward practices with longstanding track records. Up front architecture. Sure, you can deliver an architecture as code that compiles and that concretely guides development without bogging it down in a mass of documents and guesses about the implementation. Documentation. Even a whiteboard diagram or a CRC card is documentation. The goal isn't to avoid documentation but to document just the right things in just the right amount. Process. This all works within the frameworks of Scrum, XP, and other Agile approaches. ***Real World Agility*** Daniel James Gullo, 2016-07-25 Proven Solutions for the Most Widespread and Frustrating Agile Challenges. This book gives you the answers that a wise mentor would have given you if you had one. Daniel Gullo shares his insights on the principal questions that everyone coming to the world of Agile will inevitably encounter. From the foreword by Stephen Denning, author of *The Leader's Guide to Radical Management*. Agile is becoming ubiquitous, but successful Agile implementation remains difficult. Organizations keep getting stuck on the same issues. However, with *Real World Agility: Practical Guidance for Agile Practitioners*, that need not happen to you. World

renowned Agile coach and consultant Daniel James Gullo identifies and addresses nearly sixty widespread challenges faced by anyone trying to derive value from Agile Drawing on his vast experience guiding Agile teams to success Gullo helps you accurately diagnose your problems describes each solution with maximum clarity and concisely presents the details you need in order to act effectively This accessible guide is for every project participant and stakeholder from ScrumMasters and team leads to developers project managers product owners and customers Gullo addresses methods ranging from Scrum to Kanban guides you on scaling Agile and even helps you apply it beyond software development Coverage includes Making sense of Agile s many flavors Overcoming key hurdles in transitioning from waterfall Addressing cultural obstacles Meshing Agile teams with your management hierarchy Engaging executives with Agile practices and values Clarifying relationships among ScrumMasters product owners and project managers Smoothly handling key tasks such as organizing backlogs and defining sprints Taking advantage of continuous integration and test driven development Bringing Agile to distributed teams and large product portfolios Throughout vignettes show exactly how Agile problems manifest in the real world and how Gullo s solutions can help you overcome them As you learn from others experiences you ll quickly begin to see a clear path to success

Product-Focused Software Process Improvement Pekka Abrahamsson,Luis Corral,Markku Oivo,Barbara Russo,2015-11-28 This book constitutes the refereed proceedings of the 16th International Conference on Product Focused Software Process Improvement PROFES 2015 held in Bolzano Italy in December 2015 The 18 revised full papers presented together with 10 short papers and 18 workshop papers were carefully reviewed and selected from 50 submissions The papers are organized in topical sections on lessons learned from industry research collaborations instruments to improve the software development process requirements features and release management practices of modern development processes human factors in modern software development effort and size estimation validated by professionals empirical generalization software reliability and testing in industry workshop on processes methods and tools for engineering embedded systems workshop on human factors in software development processes and workshop on software startups state of the art and state of the practice

**Information Systems Development** Rob Pooley,Jennifer Coady,Christoph Schneider,Henry Linger,Chris Barry,Michael Lang,2013-10-26 Information Systems Development Reflections Challenges and New Directions is the collected proceedings of the 20th International Conference on Information Systems Development held in Edinburgh Scotland August 24 26 2011 It follows in the tradition of previous conferences in the series in exploring the connections between industry research and education These proceedings represent ongoing reflections within the academic community on established information systems topics and emerging concepts approaches and ideas It is hoped that the papers herein contribute towards disseminating research and improving practice

Scaling Scrum Across Modern Enterprises Cecil Rupp,Manjit Singh,2020-08-31 Establish business agility in your organization by applying industry proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums SoS Scrum Scale Nexus Large Scale Scrum LeSS Disciplined Agile

and SAFe Key Features Learn how to be Agile at scale by implementing best practices Understand how Lean Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework SAFe Customize Scrum and Lean Agile practices to support portfolio and large product development needs Book Description Scaled Scrum and Lean Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum This Scrum Lean Agile handbook provides a comprehensive review and analysis of industry proven scaling strategies that enable business agility on an enterprise scale Free of marketing hype or vendor bias this book helps you decide which practices best fit your situation You ll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios The book will then guide you through systems theory lean development and the application of holistic thinking to more complex software and system development activities Throughout you ll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross team integration dependency and synchronization issues Later you ll learn how to improve enterprise operational efficiency across value creation and value delivery activities before discovering how to align product portfolio investments with corporate strategies By the end of this Scrum book you and your product teams will be able to get the most value out of Agile at scale even in complex cyber physical system development environments What you will learn Understand the limitations of traditional Scrum practices Explore the roles and responsibilities in a scaled Scrum and Lean Agile development environment Tailor your Scrum approach to support portfolio and large product development needs Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system Scale Scrum practices at both the program and portfolio levels of management Understand how DevOps test automation and CI CD capabilities help in scaling Scrum practices Who this book is for Executives product owners Scrum masters development team members and other stakeholders who need to learn how to scale Agile to support large complex projects and large enterprise portfolios and programs will find this book useful A basic understanding of the values and principles of Agile and the Scrum based framework for Agile development practices is required before you get started with this Agile Scrum book

**Lean Enterprise Software and Systems** Pekka Abrahamsson, Nilay Oza, 2010-10-08 The LESS 2010 conference was the first scientific conference dedicated to advancing the lean enterprise software and systems body of knowledge It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking The conference was organized in collaboration with the Lean Software and Systems Consortium LSSC The conference is established as a conference series The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table Indeed LESS 2010 attracted a unique mix of participants including academics researchers leading consultants and industry practitioners The aim of the conference was to use this diverse

community to advance research and practical knowledge concerning lean thinking within the field of software business and development LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides LESS offers several avenues for knowledge exchange to create a highly collaborative environment Each year we aim to bring novelty to a program that fosters collaboration letting new ideas thrive during and after the conference

*Ace the PMI-ACP® exam* Sumanta Boral, 2016-12-26 Prepare for the Project Management Institute's PMI Agile Certified Practitioner ACP exam Augment your professional experience with the necessary knowledge of the skills tools and techniques that are required for passing the examination This is a comprehensive and one stop guide with 100% coverage of the exam topics detailed in the PMI ACP Exam content outline Rehearse and test your knowledge and understanding of the subject using the practice quizzes after each chapter three full length mock exams and practical tips and advice You will be able to understand the Agile manifesto its principles and many facets of Agile project management such as planning prioritization estimation releases retrospectives risk management and continuous improvement The book covers Agile metrics and means of demonstrating progress People management aspects such as behavioral traits servant leadership negotiation conflict management team building and Agile coaching are explained Whether you are a beginner or a seasoned practitioner this book also serves as a practical reference for key concepts in Agile and Agile methodologies such as Scrum XP Lean and Kanban What you will learn The necessary knowledge of the skills tools and techniques that are required for passing the PMI ACP examination To understand the scope and objectives of the PMI ACP exam and gain confidence by taking practice quizzes provided in each chapter and three full length mock exams To gain exposure to Agile methodologies such as Scrum XP Lean and Kanban plus various tools and techniques required to conduct Agile projects The focus is to Be Agile rather than Do Agile Who this book is for The audience for this book primarily includes IT professionals who wish to prepare for and pass the Agile Certified Professional ACP exam from the Project Management Institute PMI The book also is a practical reference book for Agile Practitioners

**SkillShift** Joel Velazquez, 2024-12-03 SkillShift serves as your guide to becoming an effective and confident leader regardless of your experience level This book provides actionable strategies to help you navigate today's complex leadership challenges empowering you to lead with courage inspire innovation and foster collaboration Within these pages you will uncover the C H A N G E Framework for Doing the Right Things Right a three step process supported by four foundational pillars that simplify transformation With this framework you'll Build self confidence and gain new perspectives by overcoming fear and doubt Create a clear vision and actionable plan to move from your current state to desired outcomes Adopt a Growth Mindset for continuous learning and improvement Apply proven best practices to effectively drive transformation What sets this book apart is its practical results oriented approach to real leadership issues

Whether you're dealing with ineffective teamwork, resistance to change, or unclear objectives, the research-backed solutions will enhance team engagement and drive long-term success. SkillShift is about actionable leadership that you can implement right away to unlock potential and lead with clarity. Ready to SHIFT your leadership? Let's get started.

*Agile Excellence for Product Managers* Greg Cohen, 2010 Agile Excellence for Product Managers is a plain-speaking guide on how to work with Agile development teams to achieve phenomenal product success. It covers the why and how of agile development, including Scrum, XP, and Lean; the role of product management; release planning; and more.

*Enterprise Agility For Dummies* Doug Rose, 2018-02-02 Manage and improve your organization's agile transformation. Adopting an enterprise agile framework is a radical organizational change, and this book will help you get there without ever breaking a sweat. In *Enterprise Agility For Dummies*, you'll discover how to successfully choose and implement the right framework based on your organization's own unique culture. Organizational culture is one of the most overlooked challenges when trying to make a change to enterprise agile, and there are lots of resources out there that claim to have the perfect one-size-fits-all solution. Luckily, this book takes a neutral stance and covers popular organizational change management techniques that you can implement to suit your unique needs. Packed with step-by-step instruction and complemented with real-world case studies, this book offers everything you need to know in order to embrace a more agile mindset. Understand the benefits of an agile approach. Pick the best enterprise agile framework for your organization. Create a successful enterprise change management plan. Let *Enterprise Agility For Dummies* help you optimize your business processes and watch your productivity soar.

*Accelerating Digital Transformation* Jan Bosch, Jan Carlson, Helena Holmström Olsson, Kristian Sandahl, Mirosław Staron, 2022-10-19 This book celebrates the 10-year anniversary of Software Center, a collaboration between 18 European companies and five Swedish universities, by presenting some of the most impactful and relevant journal or conference papers that researchers in the center have published over the last decade. The book is organized around the five themes around which research in Software Center is organized: i.e. Continuous Delivery, Continuous Architecture, Metrics, Customer Data, and Ecosystems-Driven Development and AI Engineering. The focus of the Continuous Delivery theme is to help companies to continuously build high-quality products with the right degree of automation. The Continuous Architecture theme addresses challenges that arise when balancing the need for architectural quality and more agile ways of working with shorter development cycles. The Metrics theme studies and provides insight to understand, monitor, and improve software processes, products, and organizations. The fourth theme, Customer Data and Ecosystem-Driven Development, helps companies make sense of the vast amounts of data that are continuously collected from products in the field. Eventually, the theme of AI Engineering addresses the challenge that many companies struggle with in terms of deploying machine and deep learning models in industrial contexts with production quality. Each theme has its own part in the book, and each part has an introduction chapter and then a carefully selected reprint of the most important papers from that theme. This book mainly aims at researchers and advanced

professionals in the areas of software engineering who would like to get an overview about the achievement made in various topics relevant for industrial large scale software development and management and to see how research benefits from a close cooperation between industry and academia

*Systems, Software and Services Process Improvement* Dietmar Winkler, Rory V. O'Connor, Richard Messnarz, 2012-06-12 This volume constitutes the refereed proceedings of the 19th EuroSPI conference held in Vienna Austria in June 2012 The 29 revised papers presented in this volume were carefully reviewed and selected They are organized in topical sections on SPI and business factors SPI lifecycle and models SPI assessment and quality SPI processes and standards SPI in SMEs SPI and implementation creating environments supporting innovation and improvement standards and experiences with the implementation of functional safety business process management SPI in SMEs a project management perspective

*PMI-ACP® Practice Exam* G Skills, This Book is a Full Preparation for the PMI Agile Certified Practitioner PMI ACP with details Explanation Latest Version Agile is a topic of growing importance in project management The marketplace reflects this importance as project management practitioners increasingly embrace agile as a technique for managing successful projects The PMI ACP certification recognizes an individual's expertise in using agile practices in their projects while demonstrating their increased professional versatility through agile tools and techniques In addition the PMI ACP certification carries a higher level of professional credibility as it requires a combination of agile training experience working on agile projects and examination on agile principles practices tools and techniques This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management The PMI Agile Certified Practitioner PMI ACP formally recognizes your knowledge of agile principles and your skill with agile techniques It will make you shine even brighter to your employers stakeholders and peers The PMI ACP is the fastest growing certification and it's no wonder Organizations that are highly agile and responsive to market dynamics complete more of their projects successfully than their slower moving counterparts 75 percent versus 56 percent as shown in the PMI Pulse of the Profession report The PMI ACP spans many approaches to agile such as Scrum Kanban Lean extreme programming XP and test driven development TDD So it will increase your versatility wherever your projects may take you Gain and Maintain Your PMI ACP The certification exam has 120 multiple choice questions and you have three hours to complete it The PMI ACP examination will consist of 100 scored items and 20 unscored pre test items The unscored items will not be identified and will be randomly distributed throughout the exam Who Should Apply If you work on agile teams or if your organization is adopting agile practices the PMI ACP is a good choice for you Compared with other agile certifications based solely on training and exams the PMI ACP is evidence of your real world hands on experience and skill Prerequisites 2 000 hours of general project experience working on teams 1 500 hours working on agile project teams or with agile methodologies This requirement is in addition to the 2 000 hours of general project experience 21 contact hours of training in agile practices Who this book is for



Students who want to pass their PMI ACP Exam from the first try People who work on agile teams or if their organization is adopting agile practices people who are interested in entering the field of project management Engineers Business Development Managers Project managers responsible for all aspects of leading project delivery and directing teams and needs to qualify for the PMP examination All people interested in project management Knowledge and International Certification The allocation of questions will be as follows Domain Percentage of Items on Test Domain I Agile Principles and Mindset 16% Domain II Value driven Delivery 20% Domain III Stakeholder Engagement 17% Domain IV Team Performance 16% Domain V Adaptive Planning 12% Domain VI Problem Detection and Resolution 10% Domain VII Continuous Improvement Product Process People 9%

*Agile Processes, in Software Engineering, and Extreme Programming* Helen Sharp, Tracy Hall, 2016-05-14 This book contains the refereed proceedings of the 17th International Conference on Agile Software Development XP 2016 held in Edinburgh UK in May 2016 While agile development has already become mainstream in industry this field is still constantly evolving and continues to spur an enormous interest both in industry and academia To this end the XP conference attracts a large number of software practitioners and researchers providing a rare opportunity for interaction between the two communities The 14 full papers accepted for XP 2016 were selected from 42 submissions Additionally 11 experience reports from 25 submissions 5 empirical studies out of 12 submitted and 5 doctoral papers from 6 papers submitted were selected and in each case the authors were shepherded by an experienced researcher Generally all of the submitted papers went through a rigorous peer review process

**Agile Processes in Software Engineering and Extreme Programming** Giovanni Cantone, Michele Marchesi, 2014-06-30 This book contains the refereed proceedings of the 15th International Conference on Agile Software Development XP 2014 held in Rome Italy in May 2014 Because of the wide application of agile approaches in industry the need for collaboration between academics and practitioners has increased in order to develop the body of knowledge available to support managers system engineers and software engineers in their managerial economic and architectural project technical decisions Year after year the XP conference has facilitated such improvements and provided evidence on the advantages of agile methodologies by examining the latest theories practical applications and implications of agile and lean methods The 15 full papers seven short papers and four experience reports accepted for XP 2014 were selected from 59 submissions and are organized in sections on agile development agile challenges and contracting lessons learned and agile maturity how to evolve software engineering teaching methods and metrics and lean development

SAFe® 4.0 Reference Guide Dean Leffingwell, 2016-07-29 The Must have Reference Guide for SAFe Practitioners There are a lot of methods of scale out there but the Scaled Agile Framework is the one lighting up the world Steve Elliot Founder CEO AgileCraft You don't have to be perfect to start SAFe because you learn as you go learning is built in Before SAFe I would not know how to help my teams but now I have many tools to enable the teams My job is really fun and the bottom line is I have never enjoyed my job more Product Manager Fortune 500 Enterprise Captured for the first time

in print the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems Inside you ll find complete coverage of what has until now only been available online at [scaledagileframework.com](http://scaledagileframework.com) The SAFe knowledge base was developed from real world field experience and provides proven success patterns for implementing Lean Agile software and systems development at enterprise scale This book provides comprehensive guidance for work at the enterprise Portfolio Value Stream Program and Team levels including the various roles activities and artifacts that constitute the Framework along with the foundational elements of values mindset principles and practices Education Training Key to Success The practice of SAFe is spreading rapidly throughout the world The majority of Fortune 100 U S companies have certified SAFe practitioners and consultants as do an increasing percentage of the Global 1000 enterprises Case study results visit [scaledagileframework.com](http://scaledagileframework.com) case studies typically include 20 50% increase in productivity 50% increases in quality 30 75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate Successful implementations may vary in context but share a common attribute a workforce well trained and educated in SAFe practices This book along with authorized training and certification will help you understand how to maximize the value of your role within a SAFe organization The result is greater alignment visibility improved performance throughout the enterprise and ultimately better outcomes for the business

#### **Agile Development in the Real World** Alan

Cline,2015-12-28 This book is a practical guide for new agile practitioners and contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo agile practices The author lays out the general guidelines for running an agile project with the assumption that the project team may be working in a traditional environment using the waterfall model or something similar Agile Development in the Real World conveys valuable insights to multiple audiences For new to agile project managers this book provides a distinctive approach that Alan Cline has used with great success while showing the decision points and perspectives as the agile project moves forward from one step to the next This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other methods For the agile technical team member this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner s own project For the Project Management Office PMO the first three chapters focus on portfolio management They explain for the agilists benefit how projects are selected and approved and why projects have an inherent shelf life that results in hard deadlines that may seem arbitrary to traditional technical teams What You Will Learn How and why the evolution of project management from PM 1 prescriptive to PM 2 adaptive affects modern 21st century project management How sociology stakeholder management psychology team dynamics and anthropology organizational culture affect the way software is developed today and why it is far more effective A clear delineation of what must to be accomplished by all the roles PM BA APM Developer

and Tester why those roles are needed and what they must do Step by step guide for a successful project based on studies and the author s own experiences Specific techniques for each role on the development team both in the pre iteration and iteration cycles of product development The appendices contain templates that the team could use or modify to tailor their own agile processes specific to the team project and organization

**Agile Portfolio Management** Klaus Nielsen,2021-09-27 Agile Portfolio Management deals with how an organization identifies prioritizes organizes and manages different products This is done in a streamlined way in order to optimize the development of value in a manner that s sustainable in the long run It ensures that a company provides their clients with the best value for their investment A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects The project management offices of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations however they lack the knowledge to perform these tasks Researchers and practitioners have a good understanding of project program and portfolio management from a plan based perspective They have common standards from Axelos PMI and others so they know the best practices The understanding of agile on a team level is fairly mature and the knowledge of more agile teams scaling is increasing However the knowledge of agile portfolio management is still limited The aim of this book is to give the reader an understanding of management of a portfolio of agile deliverables what the options are theory what we know research and what others are doing practice Many organizations in banking or insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice In this book the author collects and analyzes common practices in various industries He provides both theory and through case studies the practical aspects of agile portfolio management

## Unveiling the Magic of Words: A Report on "**Lean Agile Software Development Achieving Enterprise Agility**"

In some sort of defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is actually awe-inspiring. Enter the realm of "**Lean Agile Software Development Achieving Enterprise Agility**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve in to the book is central themes, examine its distinctive writing style, and assess its profound effect on the souls of its readers.

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### **Lean Agile Software Development Achieving Enterprise Agility Introduction**

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