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Large Scale Scrum More With Less

**Ivar Jacobson, Harold "Bud"
Lawson, Pan-Wei Ng, Paul E.
McMahon, Michael Goedicke**



Large Scale Scrum More With Less:

Large-Scale Scrum Craig Larman, Bas Vodde, 2016-09-30 The Go To Resource for Large Scale Organizations to Be Agile Rather than asking How can we do agile at scale in our big complex organization a different and deeper question is How can we have the same simple structure that Scrum offers for the organization and be agile at scale rather than do agile This profound insight is at the heart of LeSS Large Scale Scrum In Large Scale Scrum More with LeSS Craig Larman and Bas Vodde have distilled over a decade of experience in large scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity more value with less waste and more purpose with less prescription Targeted to anyone involved in large scale development Large Scale Scrum More with LeSS offers straight to the point guides for how to be agile at scale with LeSS It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is and why Be a great Product Owner Work with multiple whole product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi site teams

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

needsApply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery systemScale Scrum practices at both the program and portfolio levels of managementUnderstand how DevOps test automation and CI CD capabilities help in scaling Scrum practicesWho 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

The Art of Agile Development James Shore,Shane Warden,2021-10-12 Most companies developing software employ something they call Agile But there s widespread misunderstanding of what Agile is and how to use it If you want to improve your software development team s agility this comprehensive guidebook s clear concrete and detailed guidance explains what to do and why and when to make trade offs In this thorough update of the classic Agile how to guide James Shore provides no nonsense advice on Agile adoption planning development delivery and management taken from over two decades of Agile experience He brings the latest ideas from Extreme Programming Scrum Lean DevOps and more into a cohesive whole Learn how to successfully bring Agile development to your team and organization or discover why Agile might not be for you This book explains how to Improve agility create the conditions necessary for Agile to succeed and scale in your organization Focus on value work as a team understand priorities provide visibility and improve continuously Deliver software reliably share ownership decrease development costs evolve designs and deploy continuously Optimize value take ownership of product plans budgets and experiments and produce market leading software

UNDERSTANDING CAPITALISM Shawn Armstrong,2025-04-19 Chapter 1 The Weight of Decision Unraveling Human Nature and the Price We Pay for Choice This chapter delves into the intrinsic nature of human decision making exploring how choices shape our lives and the inherent costs associated with them It examines the psychological and emotional burdens that accompany decision making emphasizing that every choice carries a weight that influences our overall well being and societal dynamics Chapter 2 Navigating the Balance Understanding Profit Loss and the Economic Fabric of Society Here the discussion shifts to the foundational concepts of profit and loss within an economic framework The chapter illustrates how these elements are critical in shaping the economic landscape affecting everything from individual businesses to broader societal structures It highlights the importance of understanding these concepts to navigate the complexities of modern economies Chapter 3 The Mechanics of Production Understanding the Role of Division of Labor in Economic Efficiency This chapter focuses on the division of labor as a cornerstone of economic efficiency It explains how specialization enhances productivity by allowing individuals to focus on specific tasks leading to greater output and innovation The mechanics behind this process are analyzed to showcase its significance in both historical and contemporary contexts Chapter 4 Harnessing Efficiency An In Depth Analysis of Economies of Scale and Scope An exploration of economies of scale

and scope reveals how businesses can optimize production processes to reduce costs and increase efficiency This chapter discusses various strategies companies employ to achieve these economies illustrating their impact on competitive advantage and market dynamics Chapter 5 Navigating Global Markets The Role of Trade and Comparative Advantage in Economic Growth In this chapter the focus is on global trade and its vital role in fostering economic growth It introduces the concept of comparative advantage explaining how countries can benefit from specializing in goods they produce most efficiently The implications for international relations and economic policy are also considered Chapter 6 Harnessing Innovation The Role of Technology in Resource Management This chapter highlights the transformative power of technology in resource management It discusses how innovation drives efficiency in various sectors enabling better allocation and utilization of resources The relationship between technological advancement and sustainable development is examined emphasizing its importance for future economic stability Chapter 7 The Interplay of Prosperity Morality and Freedom A Triad for a Just Society The final chapter presents a philosophical exploration of prosperity morality and freedom as interconnected pillars for a just society It argues that true economic success is not merely measured by wealth but also by ethical considerations and individual freedoms The chapter advocates for a balanced approach to governance that promotes both economic growth and moral responsibility Overall these chapters collectively provide a comprehensive examination of key economic principles while intertwining human behavior societal values and technological advancements to present a holistic view of modern economics

Agile Game Development Clinton Keith, 2020-07-02 The definitive guide to more effective and personally fulfilling game development with Agile Methods now revamped to reflect ten more years of experience and improvements Game development is in crisis facing bloated budgets impossible schedules unmanageable complexity and death march overtime It's no wonder so many development studios are struggling to survive Fortunately there is a solution Agile and Lean methods have revolutionized development in the game development industry In Agile Game Development long time game developer and consultant Clinton Keith shows exactly how these methods have been successfully applied to the unique challenges of modern game development Clint has spent more than 25 years developing games and training and coaching hundreds of game development teams Drawing on this unparalleled expertise he shows how teams can use the practices of Scrum and Kanban customized to game development to deliver games more efficiently rapidly and cost effectively craft games that offer more entertainment value and make life more fulfilling for development teams at the same time Contains several new chapters on live games leadership and coaching including an all new section on Agile for large teams of up to 1000 developers Updates to all chapters to reflect a decade of experience with more than 200 studios Now covering Kanban and other Agile approaches alongside Scrum Understanding Agile goals roles and practices in the context of game development Discovering how Agile benefits every specialty in game development from art to QA Communicating and planning your game's vision features and progress Game developers and leaders are recognizing the modern challenges of

gaming Game development organizations need a far better way to work Agile Game Development gives them that and brings the profitability creativity and fun back to game development

Creating Agile Organizations Cesario Ramos, Ilia Pavhlichenko, 2022-08-05 Design Your Organization for Maximum Agile Success at Scale A unique view of organizational agility Cesario and Ilia first describe the foundational tools and vocabulary to think about agile enterprise level change The second section is a practical approach to adoption It marries the foundational elements into a people and customer centric approach to change The book is epic in scope but it manages to present a cookbook for agile adoption and change From the Foreword by Dave West CEO Scrum org Cesario and Ilia understand that a key element of successful change to being adaptive at scale is Organizational Design OD and that OD is something senior managers need to own master create and lead not delegate Fast delivery and learning isn't enough at scale Without other adaptive OD elements in place there might not be any concrete change A wonderful book from two passionate people with years in the trenches involved in large scale adaptive development From the Foreword by Craig Larman co creator Large Scale Scrum LeSS For Agile to succeed at scale strategy structures processes reward systems and people practices must align with and reinforce each other across the entire organization Creating Agile Organizations is about making that happen Whether you're a leader Scrum Master or trainer this book will help you use effective Organizational Design OD to achieve successful Agile transformation at the enterprise level Drawing on years of experience scaling Scrum renowned Large Scale Scrum LeSS experts Cesario Ramos and Ilia Pavlichenko present proven techniques for use with any technology in any large environment In the context of a true systems thinking approach they provide specific solutions for challenges such as preparing and facilitating large scale Scrum meetings honing newly relevant leadership skills and addressing challenges that cut across the entire organization This book includes a library of tested tools for effective Agile leadership including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations Organizing for adaptability making strategic optimization choices and choosing informed tradeoffs Exploring and applying proven OD principles at the leadership level Taking a birds eye view of the activities most crucial to large scale adoption Coaching to make Agile transformation successful across your organization Planning designing and facilitating Agile workshops that work Preparing and launching highly effective well aligned Product Groups Coaching teams and guiding product ownership in large groups

Agile Transformation Christoph Schmiedinger, Carsten Rasche, Ellen Thonfeld, Kathrin Tuchen, 2024-10-16 Becoming a customer focused versatile and resilient organization is the goal of many of the agile transformations we are seeing in Germany and Austria regardless of company size or industry The journey for organizations is not easy sometimes it is even bumpier than it needs to be One thing is certain there is no single right way no happy path to achieve an agile transformation because the individual requirements of countless organizations cannot be met by a one size fits all approach to change However there are tools that make the journey easier and sustainable success more likely Even when transformations go through a crisis which

is more common than you might think there are reasons to remain optimistic The authors of this book work at the heart of transformation activities They design strategies for agile transformations bring derailed transformations back on track and guide people in the organization until they are able to design the next stages of change themselves All of the approaches presented in this book are backed by experience and proven to work

Data-Centric Business and Applications Aneta Poniszewska-Marańda, Natalia Kryvinska, Stanisław Jarząbek, Lech Madeyski, 2019-12-14 This book explores various aspects of software creation and development as well as data and information processing It covers relevant topics such as business analysis business rules requirements engineering software development processes software defect prediction information management systems and knowledge management solutions Lastly the book presents lessons learned in information and data management processes and procedures

Open Source Systems Vladimir Ivanov, Artem Kruglov, Sergey Masyagin, Alberto Sillitti, Giancarlo Succi, 2020-05-05 This book constitutes the refereed proceedings of the 16th IFIP WG 2.13 International Conference on Open Source Systems OSS 2020 held in Innopolis Russia in May 2020 The 12 revised full papers and 8 short papers presented were carefully reviewed and selected from 42 submissions The papers cover a wide range of topics in the field of free libre open source software FLOSS and discuss theories practices experiences and tools on development and applications of OSS systems with a specific focus on two aspects a the development of open source systems and the underlying technical social and economic issue b the adoption of OSS solutions and the implications of such adoption both in the public and in the private sector Due to the COVID 19 pandemic the conference was held virtually

Clearly Agile Giles Lindsay, 2024-04-08 The future is CLEAR the future is AGILE Clearly Agile is more than just a book on business agility It's an essential guide for anyone aspiring to lead successfully in a fast changing business world Step into the future with confidence equipped with the knowledge and tools to master the art of business agility and lead your organization to sustained success In Clearly Agile Giles connects the dots of agility guiding readers from the importance of leadership and mindset to team and enterprise agility This book will leave you with actionable strategies to improve how your organization works no matter what the future brings Laura M Powers Chief Executive Officer Business Agility Institute Any leader who is hoping to evolve their organization in an agile enterprise will discover actionable and impactful insights in this book Scott Ambler Co creator of Disciplined Agile Giles is well known as an excellent executive and agile coach I am very pleased that he has shared his comprehensive knowledge in this excellent book It covers a wide spectrum of guidance on business agility and is definitely worth a read Mark Lines Co creator of Disciplined Agile Giles Lindsay CEO of Agile Delta Consulting is a seasoned technology and Agile leader and coach with 25 years of tech industry experience Known for his strategic acumen in aligning technology with business goals he has successfully scaled high performing teams in both startups and leading enterprises driving innovation and growth through his visionary approach and adept stakeholder management

Agile Frameworks Ethan Evans, 2025-02-21 Agile Frameworks provides a comprehensive guide to Agile methodologies essential for

organizations seeking improved project outcomes and team productivity It explores core principles and practical applications of Scrum Kanban and Lean highlighting Agile s iterative approach that enables rapid adaptation to changing requirements The book emphasizes delivering value to the customer and improving overall business performance through well implemented Agile strategies The book contrasts Agile with traditional project management tracing Agile s roots to the Agile Manifesto of 2001 which signaled a paradigm shift towards flexibility and collaboration Agile s effectiveness lies in empowering teams and promoting transparency The book progresses from introducing the Agile Manifesto to in depth explorations of Scrum Kanban and Lean including their principles roles and practical implementation guidance The book s pragmatic approach distinguishes it providing actionable strategies and real world examples for diverse organizational contexts It addresses common challenges in Agile adoption offering solutions for overcoming them By focusing on practical guidance and real world applications Agile Frameworks equips readers with the knowledge to implement Agile methodologies effectively improving project delivery product quality and customer satisfaction

Agile Project Delivery

Aaron A. Blair, 2020-12-18 Agile Project Delivery reviews how different Agile methods can be applied to project delivery in complex corporate environments beyond the Agile Manifesto s original scope of software development Taking readers through a typical project lifecycle the text demonstrates how Agile techniques can be applied to each phase of a project using valuable tools and examples Agile Project Delivery covers various approaches that are used across the many methodologies and frameworks that are part of the Agile family including Scrum XP and Crystal as well as some of Agile s influences such as Lean and Kanban Agile Project Delivery also provides readers with advanced instructions for using Atlassian s industry leading Agile software Jira Bridging the gap between Agile methodology and application this concise guide features practical delivery approaches engaging case studies useful templates to assist in Agile application and chapter discussion questions to reinforce understanding on how to harness the benefits of Agile With a focus on settings outside of software development and an accessible pragmatic approach Agile Project Delivery is an invaluable resource for students in any project management course as well as for both aspiring and experienced project practitioners Future-Proof Software-Systems Frank J.

Furrer, 2019-09-25 This book focuses on software architecture and the value of architecture in the development of long lived mission critical trustworthy software systems The author introduces and demonstrates the powerful strategy of Managed Evolution along with the engineering best practice known as Principle based Architecting The book examines in detail architecture principles for e g Business Value Changeability Resilience and Dependability The author argues that the software development community has a strong responsibility to produce and operate useful dependable and trustworthy software Software should at the same time provide business value and guarantee many quality of service properties including security safety performance and integrity As Dr Furrer states Producing dependable software is a balancing act between investing in the implementation of business functionality and investing in the quality of service properties of the software

systems The book presents extensive coverage of such concepts as Principle Based Architecting Managed Evolution Strategy The Future Principles for Business Value Legacy Software Modernization Migration Architecture Principles for Changeability Architecture Principles for Resilience Architecture Principles for Dependability The text is supplemented with numerous figures tables examples and illustrative quotations Future Proof Software Systems provides a set of good engineering practices devised for integration into most software development processes dedicated to the creation of software systems that incorporate Managed Evolution

Product-Focused Software Process Improvement Luca Ardito, Andreas Jedlitschka, Maurizio Morisio, Marco Torchiano, 2021-11-23 This book constitutes the refereed proceedings of the 22nd International Conference on Product Focused Software Process Improvement PROFES 2021 held in Turin Italy in November 2021 Due to COVID 19 pandemic the conference was held as a hybrid event The 20 revised papers including 14 full papers 3 short papers and 3 industry papers presented were carefully reviewed and selected from 48 submissions The papers cover a broad range of topics related to professional software development and process improvement driven by product and service quality needs They are organized in the following topical sections agile and migration requirements human factors and software quality

AGILE - A COMPREHENSIVE OVERVIEW FOR EVERYONE Jan Doležal, 2023-12-01 Navigate the dynamic world of team organizational and business agility This insightful guide delves into the essence of agility in the modern business landscape exploring its roots methodologies and practical applications Whether you re new to agile concepts or seeking to deepen your knowledge this book offers a rich exploration of frameworks like Scrum and Kanban alongside scaled agile strategies Join Jan Dole al on a journey through the transformative power of agility in driving business success in today s fast paced environment

Scrum For Dummies Mark C. Layton, 2015-04-20 Practice an agile form of management to stop wasting time and money Scrum For Dummies is an easy to use guide to managing the tricky transition from a traditional project management methodology to the new and most popular agile framework As the most efficient successful methodology for team project management Scrum relies on transparency flexibility and fluidity to deliver a final product that fulfills the needs of all stakeholders Written in easy to read Dummies style this book walks you through the core principles of Scrum and provides a roadmap for tangible implementation The vast majority of projects go over budget and billions of dollars are wasted every year on overruns Put a stop to this wasteful leakage by switching to a management style that keeps all participants informed up to date and accountable Authored by a Certified Scrum Trainer Mark Layton Scrum For Dummies covers the key ideas and processes behind Scrum methodologies and presents the inner workings of the plan in an engaging and accessible format Topics include The Scrum values roles artifacts and activities that make up the principle of this methodology When and how best to use Scrum The differences between Scrum and other agile methodologies Using Scrum for IT finance construction health care and more The book also delves into the everyday use of Scrum and how it can help you achieve your own personal goals outside of work There s a reason why scrum is quickly becoming the standard

approach to project management it works If you want to stop wasting time and start producing more effectively *Scrum For Dummies* is the guide that will get you there *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 is 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 ***Enterprise Agility For Dummies*** Doug Rose, 2018-02-28 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 will 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 to your unique needs Packed with step by step instruction and complemented with real world case studies this book offers everything you need to know in order to embrace a more agile mindset Understand the benefits of an agile approach Pick the best enterprise agile framework for your organization Create a successful enterprise change management plan Let *Enterprise Agility For Dummies* help you optimize your business processes and watch your productivity soar *The Essentials of Modern Software Engineering* Ivar Jacobson, Harold "Bud" Lawson, Pan-Wei Ng, Paul E. McMahon, Michael Goedicke, 2019-07-19 The first course in software engineering is the most critical Education must start from an understanding of the heart of software development from familiar ground that is common to all software development endeavors This book is an in depth introduction to software engineering that uses a systematic universal kernel to teach the essential elements of all software

engineering methods This kernel Essence is a vocabulary for defining methods and practices Essence was envisioned and originally created by Ivar Jacobson and his colleagues developed by Software Engineering Method and Theory SEMAT and approved by The Object Management Group OMG as a standard in 2014 Essence is a practice independent framework for thinking and reasoning about the practices we have and the practices we need Essence establishes a shared and standard understanding of what is at the heart of software development Essence is agnostic to any particular method lifecycle independent programming language independent concise scalable extensible and formally specified Essence frees the practices from their method prisons The first part of the book describes Essence the essential elements to work with the essential things to do and the essential competencies you need when developing software The other three parts describe more and more advanced use cases of Essence Using real but manageable examples it covers the fundamentals of Essence and the innovative use of serious games to support software engineering It also explains how current practices such as user stories use cases Scrum and micro services can be described using Essence and illustrates how their activities can be represented using the Essence notions of cards and checklists The fourth part of the book offers a vision how Essence can be scaled to support large complex systems engineering Essence is supported by an ecosystem developed and maintained by a community of experienced people worldwide From this ecosystem professors and students can select what they need and create their own way of working thus learning how to create ONE way of working that matches the particular situation and needs

The Lean Approach to Digital Transformation Yves Caseau, 2022-05-01 The Lean Approach to Digital Transformation From Customer to Code and From Code to Customer is organized into three parts that expose and develop the three capabilities that are essential for a successful digital transformation 1 Understanding how to co create digital services with users whether they are customers or future customers This ability combines observation dialogue and iterative experimentation The approach proposed in this book is based on the Lean Startup approach according to an extended vision that combines Design Thinking and Growth Hacking Companies must become truly customer centric from observation and listening to co development The revolution of the digital age of the 21st century is that customer orientation is more imperative the era of abundance usages rate of change complexity of experiences and shift of power towards communities are easier using digital tools and digital communities 2 Developing an information system IS that is the backbone of the digital transformation called exponential information system to designate an open IS in particular on its borders capable of interfacing and combining with external services positioned as a player in software ecosystems and built for processing scalable and dynamic data flows The exponential information system is constantly changing and it continuously absorbs the best of information processing technology such as Artificial Intelligence and Machine Learning 3 Building software micro factories that produce service platforms which are called Lean software factories This software factory concept covers the integration of agile methods tooling and continuous integration and deployment practices a customer oriented product

approach and a platform approach based on modularity as well as API based architecture and openness to external stakeholders This software micro factory is the foundation that continuously produces and provides constantly evolving services These three capabilities are not unique or specific to this book they are linked to other concepts such as agile methods product development according to lean principles software production approaches such as CICD continuous integration and deployment or DevOps This book weaves a common frame of reference for all these approaches to derive more value from the digital transformation and to facilitate its implementation The title of the book refers to the lean approach to digital transformation because the two underlying frameworks Lean Startup and Lean Software Factory are directly inspired by Lean in the sense of the Toyota Way The Lean approach is present from the beginning to the end of this book it provides the framework for customer orientation and the love of a job well done which are the conditions for the success of a digital transformation

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Large Scale Scrum More With Less Introduction

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