

Safe Advanced Scrum Master Scaled Agile

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Lead Or Lag - Moira Alexander 2016-11-04
Reviews: "A detailed handbook delivers advice on increasing the focus and efficiency of team projects in the business world....Business-world readers coming to Alexander's text, with its neologisms and endless term abbreviations (KPI for key performance indicators, BPI for business process improvements, PMI for Project

Management Institute, PMM for project management methodologies, etc.), should appreciate the clear, methodological thinking in these pages.....A step-by-step, concept-by-concept approach to making corporate endeavors work" - Kirkus ReviewsFor businesses of any size, industry, demographic, structure, product or service to become fully successful,

strategic project management must always stay within focus. Project and company leadership at the helm should remain informed, innovative, and strive to keep the business in a ready state for transformation in order to continually and successfully leverage all the best strategic options. For projects to optimally enable business activities, the short and long-term business strategy must be the primary focus. Being a thought leader means maintaining an open mind and practicing continuous and deliberate improvement, innovation, and transformation, while also leveraging the best available forward facing project options. WHAT'S COVERED? Business strategy & transformation, thought leadership, the role of project management, human resource elements, remote PM, methodologies, change management, PM software and KPIs. WHO THIS BOOK IS FOR Written by a media recognized project management and leadership

expert, this book is for thought leaders seeking insight into senior level strategic aspects of leadership, planning, processes, career, and resource topics. The book serves as a high-level go-to-guide for anyone involved in or interested in business strategy and transformation, project management or leadership. For: -C-Suites-business owners -HR specialists -recruiters -PM educators-leadership coaches-students and candidates-stakeholders-consultants-anyone interested in strategy or PM For those who choose to lead....not lag.

Becoming Agile - Ahmed Sidky 2009-04-30

Many books discuss Agile from a theoretical or academic perspective. *Becoming Agile* takes a different approach and focuses on explaining Agile from a case-study perspective. Agile principles are discussed, explained, and then demonstrated in the context of a case study that flows throughout the book. The case study is based on a mixture of the author's real-world

experiences. *Becoming Agile* also focuses on the importance of adapting Agile principles to the realities of your environment. In the early days of Agile, there was a general belief that Agile had to be used in all phases of a project, and that it had to be used in its purest form. Over the last few years, reputable Agile authorities have begun questioning this belief: We're finding that the best deployments of Agile are customized to the realities of a given company. *Becoming Agile* discusses the cultural realities of deploying Agile and how to deal with the needs of executives, managers, and the development team during migration. The author discusses employee motivation and establishing incentives that reward support of Agile techniques. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. Praise for *Becoming Agile*... "This is much more than just a book about Agile.

This is a roadmap. A very detailed roadmap that takes you from the initial "is Agile right for me?" stage through completion and delivery of your pilot project and beyond." - Charlie Griefer, Senior Software Engineer, Amcom Technology "...a must read for those of us who have come from years of waterfall and attempts at changes to "traditional" methodologies or processes... clear, concise and has plenty of example scenarios that many individuals and corporations would identify with." -Jamie Phillips, Senior Software Engineer, Picis Inc "This book is quite unique. It is written in a form of a 5-day training course. I am usually not a fan of such a writing style, but I think that *Becoming Agile* is an exception. It's about a software process and as such requires a lot of case studies, group exercises (or at least what a book format allows), and therefore the training course style is perfect to facilitate learning." -Vladimir Pasman, Cocoacast.com "*Becoming*

Agile in an Imperfect World offers a different and useful look at Agile methods. Reminding us that becoming agile is more of a mindset adjustment than a process change, Sidky and Smith use a case study to share their insights and tools throughout the book, including the unique Sidky Agile Measurement Index (SAMI)." -Sanjiv Augustine, President, LiteSpeed LLC and author of Managing Agile Projects "The authors emphasise that the aim should be to create a customised agile development process that is tailored to the needs of the organisation...Instead of aiming for "agile perfection", one should aim at reaching the right level of agility for one's organisation. Excellent advice!" -Kailash Awati, Eight to Late "The book totally inspired me. A lot of my readings on Agile from back in the day were very theoretical and high level at the same time. But Becoming Agile helps take you to the next level by going beyond the theory and into the nitty gritty

practicality of employing the Agile approach. So it was very energizing having the game plan laid out in front of you, as well as the hurdles you'll encounter and how to overcome them." -Tariq Ahmed, author of Flex 3 in Action **Scaling Scrum Across Modern Enterprises** - Cecil Rupp 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.

[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. 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/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.

Gemba Walks - James P.

Womack 2011-01-01

The life of lean is experiments. All authority for any sensei flows from experiments on the gemba [the place where work takes place], not from dogmatic interpretations of sacred texts or the few degrees of separation from the founders of the movement. In short, lean is not a religion but a daily practice of conducting experiments and accumulating knowledge." So writes Jim Womack, who over the past 30 years has developed a method of going to visit the gemba at countless companies and keenly observing how people work together to create value. Over the past decade, he has shared his thoughts and discoveries from these visits with the Lean Community through a monthly letter. With Gemba Walks, Womack has selected and re-organized his key letters, as well as written new material providing additional context. Gemba Walks shares his insights on topics ranging from the application of specific tools, to the role of management in

sustaining lean, as well as the long-term prospects for this fundamental new way of creating value. Reading this book will reveal to readers a range of lean principles, as well as the basis for the critical lean practice of: go see, ask why, and show respect. Womack explains: * why companies need fewer heroes and more farmers (who work daily to improve the processes and systems needed for perfect work and who take the time and effort to produce long-term improvement) * how "good" people who work in "bad" processes become as "bad" as the process itself * how the real practice of showing respect comes down to helping workers frame and solve their own problems * how the short-term gains from lean tools can be translated to enduring change from lean management. * how the lean manager has a "restless desire to continually rethink the organization's problems, probe their root causes, and lead experiments to test the best currently known countermeasures" By

sharing his personal path of discovery, Womack sheds new light on the co

Scrum and XP from the Trenches - 2nd Edition -

Henrik Kniberg 2015

This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time. Under the leadership of Henrik Kniberg they experimented with different team sizes, different sprint lengths, different ways of defining "done", different formats for product backlogs and sprint backlogs, different testing strategies, different ways of doing demos, different ways of synchronizing multiple Scrum teams, etc. They also experimented with XP practices - different ways of doing continuous build, pair programming, test driven development, etc, and how to combine this with Scrum. This second edition is an annotated

version, a "director's cut" where Henrik reflects upon the content and shares new insights gained since the first version of the book.

SAFe 4.0 Distilled - Richard Knaster 2017-04-04

SAFe®: The World's Leading Framework for Enterprise Agility "SAFe® 4.0 Distilled is the book we've all been waiting for. It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance. A must-have resource for beginners as well as seasoned practitioners."

—Lee Cunningham, Sr. Director, Enterprise Agile Strategy at VersionOne, Inc. To succeed in today's adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world's most successful companies—including Hewlett Packard Enterprise, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at

scale and maintain a competitive edge. SAFe® 4.0 Distilled: Applying the Scaled Agile Framework® for Lean Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe's Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation

Team Topologies - Matthew Skelton 2019-09-17

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets

of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software and align to teams.

From PMO to VMO - Sanjiv

Augustine 2021-09-07

When so many enterprises have the strategic goal of maximizing product value to customers, changing their project management office (PMO) into a value management office (VMO) will help them do it. Because of the widespread adoption of agile methods in organizations, there is a rapidly growing shift from a focus on projects to one on products. This shift brings dramatic changes in how organizations manage and

deliver not only IT services but their entire product and service value streams.

Whatever methodology is being implemented, success at all levels is inextricably linked back to a clear understanding of customer value and customer-driven outcomes across teams. This book shows program and project managers how to maximize their professional relevancy in this new world. They must shift from being program managers to value managers, maximizing value through the entire organization. This book defines the role and skills of the value manager, using case studies and step-by-step guidance to help readers visualize and implement a new path where middle management and the value management office are valued leaders in the age of business agility.

Leading Change - John P.

Kotter 2012

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating

short-term wins.

The Nexus Framework for Scaling Scrum - Kurt Bittner
2017-12-04

Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects
The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber—Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum’s core principles. Using an extended

case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges
SAFe 4.5 Distilled - Richard Knaster 2018-07-20
SAFe®: The World’s Leading Framework for Enterprise Agility “Philips is continuously driving to develop high-quality software in a predictable, fast, and Agile way. SAFe addresses this primary goal, and offers these further benefits: reduced

time-to-market, improved quality, stronger alignment across geographically distributed multi-disciplinary teams, and collaboration across teams to deliver meaningful value to customers with reduced cycle time.”

—Sundaresan Jagadeesan, SW CoE Program Director, Philips
To succeed in today’s adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world’s most successful companies—including Intel, Capital One, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.5 Distilled: Applying the Scaled Agile Framework® for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will Understand the business case for SAFe: its benefits, the problems it solves,

and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe’s Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Project to Product Mik

Kersten 2018-11-20

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve

the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In *Project to Product*, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company’s evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you’re driving your organization’s transformation at any level, this is the book for you.

Lean UX - Jeff Gothelf

2016-09-12

UX design has traditionally been deliverables-based. Wireframes, site maps, flow diagrams, content inventories, taxonomies, mockups helped define the practice in its infancy. Over time, however, this deliverables-heavy process has put UX designers in the deliverables business. Many

are now measured and compensated for the depth and breadth of their deliverables instead of the quality and success of the experiences they design. Designers have become documentation subject matter experts, known for the quality of the documents they create instead of the end-state experiences being designed and developed. So what’s to be done? This practical book provides a roadmap and set of practices and principles that will help you keep your focus on the the experience back, rather than the deliverables. Get a tactical understanding of how to successfully integrate Lean and UX/Design; Find new material on business modeling and outcomes to help teams work more strategically; Delve into the new chapter on experiment design and Take advantage of updated examples and case studies.

Collaboration Explained -

Jean Tabaka 2006-01-06

“Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage

complex organizational and team dynamics. As an agile coach, I've found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that's fit for agile veterans and neophytes alike." —Arlen Bankston, Lean Agile Practice Manager, CC Pace "If Agile is the new 'what,' then surely Collaboration is the new 'how.' There are many things I really like about Jean's new book. Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the

stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!" —Linda Rising, Independent Consultant The Hands-On Guide to Effective Collaboration in Agile Projects To succeed, an agile project demands outstanding collaboration among all its stakeholders. But great collaboration doesn't happen by itself; it must be carefully planned and facilitated throughout the entire project lifecycle. Collaboration Explained is the first book to bring together proven, start-to-finish techniques for ensuring effective collaboration in any agile software project. Since the early days of the agile movement, Jean Tabaka has been studying and promoting collaboration in agile environments. Drawing on her unsurpassed experience, she offers clear guidelines and easy-to-use collaboration templates for every significant project event: from iteration and release planning, through project chartering, all the way through post-project retrospectives. Tabaka's hands-

on techniques are applicable to every leading agile methodology, from Extreme Programming and Scrum to Crystal Clear. Above all, they are practical: grounded in a powerful understanding of the technical, business, and human challenges you face as a project manager or development team member.

- Build collaborative software development cultures, leaders, and teams
- Prepare yourself to collaborate—and prepare your team
- Define clear roles for each participant in promoting collaboration
- Set your collaborative agenda
- Master tools for organizing collaboration more efficiently
- Run effective collaborative meetings—including brainstorming sessions
- Promote better small-group and pair-programming collaboration
- Get better information, and use it to make better decisions
- Use non-abusive conflict to drive positive outcomes
- Collaborate to estimate projects and schedules more accurately
- Strengthen collaboration

across distributed, virtual teams · Extend collaboration from individual projects to the entire development organization

SAFe 4. 5 Distilled - Richard Knaster 2018-07-03

SAFe®: The World's Leading Framework for Enterprise Agility "Philips is continuously driving to develop high-quality software in a predictable, fast, and Agile way. SAFe addresses this primary goal, and offers these further benefits: reduced time-to-market, improved quality, stronger alignment across geographically distributed multi-disciplinary teams, and collaboration across teams to deliver meaningful value to customers with reduced cycle time." --

Sundaresan Jagadeesan, SW CoE Program Director, Philips To succeed in today's adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world's most successful companies-including Intel, Capital One, AstraZeneca, Cisco, and

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available. See inside book for details.

Getting Value out of Agile Retrospectives - Luis Gonçalves
2015-01-28

Getting Value out of Agile Retrospectives helps you and your teams to do retrospectives effectively and efficiently. It's a toolbox with many exercises for facilitating retrospectives, supported with the "what" and "why" of retrospectives, the business value and benefits that they bring, and advice for introducing and improving retrospectives. If you are a Scrum master, agile coach, project manager, product manager or facilitator then this book helps you to discover and apply new ways to do Valuable Agile Retrospectives with your teams. With plenty of exercises you can develop your own personal Retrospectives Toolbox to become more proficient in doing retrospectives and get more out of them.

Scrum For Dummies - Mark C. Layton
2018-04-16

Use scrum in all aspects of life
Scrum is an agile project

management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries.

Scrum can also be used in your personal life to help you plan for retirement, a trip, or even a wedding or other big event.

Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. Scrum For Dummies shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish.

Discover what scrum offers project and product teams
Integrate scrum into your agile project management strategy
Plan your retirement or a family reunion using scrum
Prioritize for releases with sprints
No matter your career path or job title, the principles

of scrum are designed to make your life easier. Why not give it a try?

Team of Teams - Gen. Stanley McChrystal 2015-05-12

From the New York Times bestselling author of *My Share of the Task and Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter,

and more flexible than ever. In Team of Teams, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—Team of Teams makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

PRINCE2 Agile (Dutch Edition) - AXELOS

The PRINCE2 Agile guide supports a new qualification which is being offered as an extension for those who already hold a PRINCE2

Practitioner qualification. PRINCE2 Agile is the most up-to-date and relevant view of agile project management methodologies and the only framework covering a wide range of agile concepts, including SCRUM, Kanban and Lean Startup

Agile Estimating and Planning - Mike Cohn

2005-11-01

Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan—and then what makes it agile. Using the techniques in Agile Estimating

and Planning , you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days—and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for

every development manager, team leader, and team member.

Tribal Unity (paperback) Em Campbell-Pretty 2016-10-11
Are you ready to create a one team culture? Tribal Unity is a real world, practical guide for leaders committed to making their organisation a great place to work. Based in the true story of how one inspiring leader transformed a highly toxic organisational culture, into an internationally recognised case study of success. Tribal Unity shares proven patterns that are revolutionising the way teams of teams connect and perform. Em Campbell-Pretty is an internationally acclaimed business strategist, speaker and one of Australia's leading Enterprise Agile consultants. After 20 years in senior business roles within multinational blue chip corporations, Em discovered Agile and became passionate about the chance it provides to align business and IT around the delivery of value. Today Em is instrumental in empowering Australia's largest enterprises

in improving the effectiveness of their teams.

Large-Scale Scrum Craig Larman 2016-09-23

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and

product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

The Project Manager's Guide to Mastering Agile Charles G. Cobb 2015-01-05

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion

about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other. Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project. It's no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as

complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

SAFe 4.5 Reference Guide -
Dean Leffingwell 2018-05-04
The Must-have Reference
Guide for SAFe® Professionals

“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

“Since beginning our Lean-Agile journey with SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers—resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year.” –Dave Kent, Enterprise Agile Coach, Vantiv

Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world’s leading framework for enterprise agility. Inside, you’ll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world’s largest brands turn to for building better software and

systems. SAFe 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, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework.

Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include:

- 30 — 75% faster time-to-market
- 25 — 75% increase in productivity
- 20 — 50% improvements in quality
- 10 — 50% increased employee engagement

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 and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Scaling Software Agility Dean

Leffingwell 2007-02-26

“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for small projects’ continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell’s book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues

such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell’s book is a necessary guide for large projects and large organizations making the transition to agile development.” —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management* “There’s tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell’s observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience: he’s been there, done that, and has seen what’s worked.” —Grady Booch, IBM Fellow Agile development practices, while still controversial in some

circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with

all the challenges of developing software on an enterprise scale.

[User Stories Applied](#) - Mike Cohn 2004-03-01

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning,

management, and testing. User role modeling: understanding what users have in common, and where they differ
Gathering stories: user interviewing, questionnaires, observation, and workshops
Working with managers, trainers, salespeople and other "proxies"
Writing user stories for acceptance testing
Using stories to prioritize, set schedules, and estimate release costs
Includes end-of-chapter practice questions and exercises
User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

Practices for Scaling Lean & Agile Development - Craig Larman 2010-01-26

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success
Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to

sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success. Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the "contract game" between business and R&D Envisioning a large release, and planning for multiteam development
Low-quality legacy code: why it's created, and how to stop it
Continuous integration in a large multisite context
Agile architecting Multisite or offshore development
Contracts and outsourced development
In a competitive environment that demands ever-faster cycle times and greater innovation, the

practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean & Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum* for complementary foundation tools.

[Coaching Agile](#) - Fabrice Aimetti 2014-07-06

Decouvrez comment coacher votre equipe pour qu'elle devienne plus agile. Ce livre demystifie les pratiques agiles, il s'agit d'un guide pratique pour creer des equipes agiles solides. Enrichi avec les conseils utiles des coachs agiles Rachel Davies et Liz Sedley, ce livre vous donne des outils de coaching que vous pouvez utiliser si vous etes chef de projet, responsable technique ou membre d'une equipe de developpement logiciel.

The Art of Avoiding a Train

Wreck: Tips and Tricks for Launching Safe Agile Release Trains- Em Campbell-Pretty 2020-03-09

In *The ART of Avoiding a Train Wreck*, Em and Adrienne share their “trade secrets” for launching and operating powerful and effective Agile Release Trains. There's a lot at stake when launching an Agile Release Train. When taking on an Enterprise Lean-Agile Transformation you only get one shot at a first impression. Runaway trains are expensive. Money gets wasted, time gets lost and the reputational damage can take years to repair. Going well beyond the standard SAFe training, this book deep dives into the practical tips and tricks that only over 15 years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the timetable, SAFely board and stay on the tracks. No matter your context, you are sure to find plenty of actionable ideas for launching and operating Agile Release

Trains.

SAFe Reference Guide - Dean Leffingwell 2018

The SAFe foundation -- The SAFe implementation roadmap -- The SAFe principles -- The team level -- The program level -- The spanning palette -- The large solution level -- The portfolio level -- Advanced topics -- Glossary.

Lean from the Trenches - Henrik Kniberg 2011-12-14

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Lean from the Trenches is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver

a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

Agile Retrospectives - Esther Derby 2006-07-26

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally,

retrospectives (also known as “post-mortems”) are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You’ll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You’ll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups,

your team will hum like a precise, world-class orchestra. Agile Software Requirements - Dean Leffingwell 2010-12-27 “We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” -From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile

requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can

apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.
Kanban - David J. Anderson
2010

"Kanban is becoming a popular way to visualize and limit work-in-progress in software development and information technology work. Teams around the world are adding Kanban around their existing processes to catalyze cultural change and deliver better business agility. David J. Anderson pioneered the Kanban Method. Hear how this happened and what you can do to succeed using Kanban."--
Publisher's website.

Service operation - Great Britain. Office of Government Commerce 2007-05-30
Management, Computers, Computer networks, Information exchange, Data processing, IT and Information Management: IT Service Management

Agile Processes in Software Engineering and Extreme Programming - Workshops -

Maria Paasivaara 2020-09-23

This open access book constitutes the 6 research workshops, the Agile Education and Training Track, the Doctoral Symposium, as well as a panel presented at XP 2020, the 21st International Conference on Agile Software Development, which was held during June 8-12, 2020. The conference was planned to take place at the IT University of Copenhagen, Denmark. Due to the COVID 19 pandemic, the conference was held online. In 2020, the following six workshops took place: Third International Workshop on Software-Intensive Business Eighth International Workshop on Large-Scale Agile Development Second European Symposium on Serverless Computing and Applications Second International Workshop on Agile Transformation First International Workshop on Agility with Microservices Programming Third International Workshop on Autonomous Agile Teams XP is the premier agile software development conference

combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile practitioners. The 31 papers presented in this volume were carefully reviewed and selected from overall 79 submissions. In addition to the 26 workshop papers, this volume also includes 2 papers from the Agile Education and Training Track and 3 papers from the Doctoral Symposium. Furthermore, the book contains a summary of a panel discussion with the topic "Covid-19's Influence on the Future of Agile". Extreme Programming Explained - Kent Beck 2004 Accountability. Transparency. Responsibility. These are not words that are often applied to

software development. In this completely revised introduction to Extreme Programming (XP), Kent Beck describes how to improve your software development by integrating these highly desirable concepts into your daily development process. The first edition of Extreme Programming Explained is a classic. It won awards for its then-radical ideas for improving small-team development, such as having developers write automated tests for their own code and having the whole team plan weekly. Much has changed in five years. This completely rewritten second edition expands the scope of XP to teams of any size by suggesting a program of continuous improvement based on.

Creating Great Teams -

Sandy Mamoli 2015-11-11

People are happiest and most productive if they can choose what they work on and who they work with. Self-selecting teams give people that choice. Build well-designed and efficient teams to get the most out of your organization, with

step-by-step instructions on how to set up teams quickly and efficiently. You'll create a process that works for you, whether you need to form teams from scratch, improve the design of existing teams, or are on the verge of a big team re-shuffle. Discover how New Zealand's biggest e-commerce company completely restructured their business through Self-Selection. In the process, find out how to create high-performing groups by letting people self-organize into small, cross-functional teams. Step-by-step guides, easy-to-follow diagrams, practical examples, checklists, and tools will enable you to run a Self-Selection process within your organization. If you're a manager who wants to structure your organization into small teams, you'll discover why Self-Selection is the fastest and safest way to do so. You'll prepare for and organize a Self-Selection event and make sure your Self-Selection participants and fellow managers are on board and ready. If you're a team

member, you'll discover what it feels like to be part of a Self-Selection process and what the consequences are for your daily work. You'll learn how to influence your colleagues and bosses to be open to the idea of Self-Selection. You'll provide your manager with a plan for how to facilitate a Self-Selection event, and with evidence that the system works. If you're feeling the

pain and chaos of adding new people to your organization, or just want to ensure that your teams have the right people with the right skills, Self-Selection will help you create the effective teams you need.

Safe 5.0 Distilled: Achieving Business Agility with the Scaled Agile Framework -
RICHARD. LEFFINGWELL
KNASTER (DEAN.) 2020-08-08