

SAFeR 40 Reference Guide Scaled Agile FrameworkR For Lean Software And Systems Engineering

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.

[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.

Software Architecture Carlos E. Cuesta 2018-09-19 This book constitutes the refereed proceedings of the 12th European Conference on Software Architecture, ECSA 2018, held in Madrid, Spain, in September 2018. The 17 full papers presented together with 7 short papers were carefully reviewed and selected from 96 submissions. They are organized in topical sections as follows: Self-Adaptive Architectures, IoT Architectures, Embedded and Cyber-Physical Systems, Microservices Architectures, Service-Oriented Architectures, Architectural Design Decisions, Software Architecture in Practice.

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.

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.

Lean UX Jeff Gothelf 2013-03-15 User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today’s web-driven reality, orchestrating the entire design from

the get-go no longer works. This hands-on book demonstrates Lean UX, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. Lean UX is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use Lean UX on your own projects. Get a tactical understanding of Lean UX—and how it changes the way teams work together

Frame a vision of the problem you're solving and focus your team on the right outcomes
Bring the designer's tool kit to the rest of your product team
Break down the silos created by job titles and learn to trust your teammates
Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents
Learn how Lean UX integrates with Agile UX

Systems, Software and Services Process Improvement Murat Yilmaz 2021-08-26 This volume constitutes the refereed proceedings of the 28th European Conference on Systems, Software and Services Process Improvement, EuroSPI 2021, held in Krems, Austria, in September 2021*. The 42 full papers and 9 short papers presented were carefully reviewed and selected from 100 submissions. The volume presents core research contributions and selected industrial contributions. Core research contributions: SPI and emerging software and systems engineering paradigms; SPI and team skills and diversity; SPI and recent innovations; SPI and agile; SPI and standards and safety and security norms; SPI and good/bad SPI practices in improvement; SPI and functional safety and cybersecurity; digitalisation of industry, infrastructure and e-mobility. Selected industrial contributions: SPI and emerging software and systems engineering paradigms; SPI and recent innovations; SPI and agile; SPI and standards and safety and security norms; SPI and

good/bad SPI practices in improvement; SPI and functional safety and cybersecurity; digitalisation of industry, infrastructure and e-mobility; virtual reality. *The conference was partially held virtually due to the COVID-19 pandemic.

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

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 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. [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

Implementing Lean Software Development Mary Poppendieck 2007 "This remarkable book combines practical advice, ready-to-use techniques, and a deep understanding of why this is the right way to develop software. I have seen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years. When this second book came out, I was delighted that it was even better. If you are interested in how lean principles can be useful for software development organizations, this is the book you are looking for. The Poppendiecks offer a beautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than the first lean book by Tom and Mary, while that one was already exceptionally good! Mary especially has a lot of knowledge related to lean techniques in product development and manufacturing. It's rare that these techniques are actually translated to software. This

is something no other book does well(except their first book)." -- Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written and comprehensive introduction to lean principles and selected practices for software managers and engineers. It illustrates the application of the values and practices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore more deeply the themes they introduced in Lean Software Development. They begin with a compelling history of lean thinking, then move to key areas such as value, waste, and people. Each chapter includes exercises to help you apply key points. If you want a better understanding of how lean ideas can work with software, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes-- managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

Parallel Agile - faster delivery, fewer defects, lower cost Doug Rosenberg 2020-01-03 From the beginning of software time, people have wondered why it isn't possible to accelerate software projects by simply adding staff. This is sometimes known as the "nine women can't make a baby in one month" problem. The most famous treatise declaring this to be impossible is Fred Brooks' 1975 book *The Mythical Man-Month*, in which he declares that "adding more programmers to a late software project makes it later," and indeed this has proven largely true over the decades. Aided by a domain-driven code generator that quickly creates database and API code, Parallel Agile (PA) achieves significant schedule compression using parallelism: as many developers as necessary can independently and concurrently develop the scenarios from initial prototype through production code. Projects can scale by elastic staffing, rather than by stretching schedules for larger development efforts. Schedule compression with a large team of developers working in parallel is analogous to hardware acceleration of compute problems using parallel CPUs. PA has some similarities with and differences from other Agile approaches. Like most Agile methods, PA "gets to code early" and uses feedback from executable software to drive requirements and design. PA uses technical prototyping as a risk-mitigation strategy, to help sanity-check requirements for feasibility, and to evaluate different technical architectures and technologies. Unlike many Agile methods, PA does not support "design by refactoring," and it doesn't drive designs from unit tests. Instead, PA uses a minimalist UML-based design approach (Agile/ICONIX) that starts out with a domain model to facilitate communication across the development team, and partitions the system along use case boundaries, which enables parallel development. Parallel Agile is fully compatible with the Incremental Commitment Spiral Model (ICSM), which involves concurrent effort of a systems engineering team, a development team, and a test team working alongside the developers. The authors have been researching and

refining the PA process for several years on multiple test projects that have involved over 200 developers. The book's example project details the design of one of these test projects, a crowdsourced traffic safety system.

The Lean Machine Dantar P. Oosterwal 2010-01-13 From near-extinction in the early eighties, Harley-Davidson rose to worldwide recognition and is still today one of the great, iconic American motorcycle brands. In this insider guide, former Harley-Davidson executive Dantar Oosterwal offers an exclusive look at how Harley-Davidson was able to adapt in an ever-changing world to stay on top and stay in existence. In *The Lean Machine*, readers learn about Harley-Davidson's secret weapon and go-to formula for outstanding success: Knowledge-Based Product Development. Rooted in Japanese productivity improvement techniques, this method helped Harley realize an unprecedented fourfold increase in throughput in half the time--powering annual growth of more than ten percent. Winner of the 2017 Shingo Prize for Literature, *The Lean Machine*--which is part business journal, part analysis, and part step-by-step toolkit--takes readers through the day-to-day transformation at Harley and identifies universal change and improvement issues so that companies in any industry can incorporate this game-changing system--with predictably excellent results.

Agile Processes in Software Engineering and Extreme Programming - Workshops Rashina Hoda 2019-08-30 This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges,

and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on culture, education, and software practices; business agility - agile's next frontier; and Agile - the next 20 years.

Disciplined Agile Delivery Scott W. Ambler 2012-05-31 Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and

governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

MITRE Systems Engineering Guide 2012-06-05

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.

Agile Processes in Software Engineering and Extreme Programming

Peggy Gregory 2021-06-09 This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14-18, 2021. 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. This year's conference was held with the theme "Agile Turns Twenty While the World Goes Online". The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

Agile Processes in Software Engineering and Extreme Programming

Juan Garbajosa 2018-05-16 This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme - make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical

sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

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.

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-](http://scaledagileframework.com/case-studies)

[studies](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.

Working Effectively with Legacy Code Michael Feathers

2004-09-22 Get more out of your legacy systems: more performance, functionality, reliability, and manageability Is your code easy to change? Can you get nearly instantaneous feedback when you do change it? Do you understand it? If the answer to any of these questions is no, you have legacy code, and it is draining time and money away from your development efforts. In this book, Michael Feathers offers start-to-finish strategies for working more effectively with large, untested legacy code bases. This book draws on material Michael created for his renowned Object Mentor seminars: techniques Michael has used in mentoring to help hundreds of developers, technical managers, and testers bring their legacy systems under control. The topics covered include Understanding the mechanics of software change: adding features, fixing bugs, improving design, optimizing performance Getting legacy code into a test harness Writing tests that protect you against introducing new problems Techniques that can be used with any language or platform—with examples in Java, C++, C, and C# Accurately identifying where code changes need to be made Coping with legacy systems that aren't object-oriented Handling applications that don't seem to have any structure This book also includes a catalog of twenty-four dependency-breaking techniques that help you work with program elements in isolation and make safer changes.

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.

Engineering DevOps Marc Hornbeek 2019-12-06 This book is an engineering reference manual that explains "How to do DevOps?". It is targeted to people and organizations that are "doing DevOps" but not satisfied with the results that they are getting. There are plenty of books that describe different aspects of DevOps and customer user stories, but up until now there has not been a book that frames DevOps as an engineering problem with a step-by-step engineering solution and a clear list of recommended engineering practices to guide implementors. The step-by-step engineering prescriptions can be followed by leaders and practitioners to understand, assess, define, implement, operationalize, and evolve DevOps for their organization. The book provides a unique collection of engineering practices and solutions for DevOps. By confining the scope of the content of the book to the level of engineering practices, the content is applicable to the widest possible range of implementations. This book was born out of the author's desire to help others do DevOps, combined with a burning personal frustration. The frustration comes from hearing leaders and practitioners say, "We think we are doing DevOps, but we are not getting the business

results we had expected." Engineering DevOps describes a strategic approach, applies engineering implementation discipline, and focuses operational expertise to define and accomplish specific goals for each leg of an organization's unique DevOps journey. This book guides the reader through a journey from defining an engineering strategy for DevOps to implementing The Three Ways of DevOps maturity using engineering practices: The First Way (called "Continuous Flow") to The Second Way (called "Continuous Feedback") and finally The Third Way (called "Continuous Improvement"). This book is intended to be a guide that will continue to be relevant over time as your specific DevOps and DevOps more generally evolves.

Agile Project Management For Dummies Mark C. Layton

2017-09-05 Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

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

2020-08-08

Large-Scale Scrum Craig Larman 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

Lean Software Development Mary Poppendieck 2003-05-08 *Lean Software Development: An Agile Toolkit* Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader *Lean software development: applying agile principles to your organization* In *Lean Software Development*, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for

any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

Cambridge Handbook of Routine Dynamics Martha S. Feldman 2021-12-16 A comprehensive introduction and overview of research in Routine Dynamics written by the central researchers in the field.

SAFe 4.5 Reference Guide Dean Leffingwell 2018
[The Art of Avoiding a Train Wreck \(paperback\)](#) Em Campbell-Pretty

Agile Processes in Software Engineering and Extreme Programming Juan Garbajosa 2020-10-08 This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme - make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and

continuous experimentation. This work was published by Saint Philip Street Press pursuant to a Creative Commons license permitting commercial use. All rights not granted by the work's license are retained by the author or authors.

Accelerate Nicole Forsgren PhD 2018-03-27 Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

A Framework of Human Systems Engineering Holly A. H. Handley 2021-01-27 Explores the breadth and versatility of Human Systems Engineering (HSE) practices and illustrates its value in system development A Framework of Human Systems Engineering: Applications and Case Studies offers a guide to identifying and improving methods to integrate human concerns into the conceptualization and design of systems. With contributions from a panel of noted experts on the topic, the book presents a series of Human Systems Engineering (HSE) applications on a wide range of topics: interface design, training requirements, personnel capabilities and limitations, and human task allocation. Each of the book's chapters present a case study of the application of HSE from different dimensions of socio-technical systems. The examples are organized using a socio-

technical system framework to reference the applications across multiple system types and domains. These case studies are based in real-world examples and highlight the value of applying HSE to the broader engineering community. This important book: Includes a proven framework with case studies to different dimensions of practice, including domain, system type, and system maturity Contains the needed tools and methods in order to integrate human concerns within systems Encourages the use of Human Systems Engineering throughout the design process Provides examples that cross traditional system engineering sectors and identifies a diverse set of human engineering practices Written for systems engineers, human factors engineers, and HSI practitioners, *A Framework of Human Systems Engineering: Applications and Case Studies* provides the information needed for the better integration of human and systems and early resolution of issues based on human constraints and limitations.

Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation Torgeir Dingsøy 2014-12-06 This book constitutes the refereed proceedings of three international workshops held in Rome, Italy, in conjunction with the 15th International Conference on Agile Software Development, XP 2014, in May 2014. The workshops comprised Principles of Large-Scale Agile Development, Refactoring & Testing (RefTest 2014), and Estimations in the 21st Century Software Engineering (EstSE21 2014). The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.

Accelerate John P. Kotter 2014-04-08 Describes how organizations can learn to move swiftly to accommodate change while still providing the necessary structures that nurture employees and long-term success.

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 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”.

Product-Focused Software Process Improvement Marco Kuhrmann 2018-11-19 This book constitutes the refereed proceedings of the 19th International Conference on Product-Focused Software Process Improvement, PROFES 2018, held in Wolfsburg, Germany, in November 2018. The 16 revised full papers and 8 short papers presented together with 10 workshop papers and 2 industry talks were carefully reviewed and selected from 65 submissions. The papers are organized in the following topical sections: processes and methods; empirical studies in industry; testing; measurement and monitoring; and global software engineering and scaling. Further relevant topics were added by the events co-located with PROFES 2018, the Second International Workshop on Managing Quality in Agile and Rapid Software Development Processes (QUASD) and the Third Workshop on Hybrid Software and System Development Approaches (HELENA).

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

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