

Online Library The Scrumban
[R]Evolution: Getting The Most
Out Of Agile, Scrum, And Lean
Kanban (Agile Software
Development)
**The Scrumban
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Getting The Most
Out Of Agile,
Scrum, And Lean
Kanban (Agile
Software
Development)**

"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

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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. "Agile practices transform the way organisations carry out business and respond to change. But to realise success, an agile mindset needs to be adopted throughout an organisation, not just within the IT team. This book is aimed at those working in an agile environment or wanting to understand agile practices. Giving a comprehensive introduction to agile principles

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and methodologies, it will enable readers to apply core values and principles of agile methods in their organisation. This is the official textbook for the BCS Agile Foundation certificate." --

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without

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compromising value, quality, or business discipline. In Agile Project Management, Second Edition, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management, product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition

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include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes:

- Understanding the agile revolution's impact on product development
- Recognizing when agile methods will work in project management, and when they won't
- Setting realistic business objectives for

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Agile Project Management
Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close
Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management
The “Agile Triangle”:
measuring performance in

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ways that encourage agility
instead of discouraging it The
changing role of the agile
project leader

PMBOK® Guide is the go-to
resource for project
management practitioners. The
project management
profession has significantly
evolved due to emerging
technology, new approaches
and rapid market changes.
Reflecting this evolution, The
Standard for Project
Management enumerates 12
principles of project
management and the
PMBOK® Guide &- Seventh
Edition is structured around
eight project performance

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domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK®

Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
-

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Integrates with
PMI standards+™ for
information and standards
application content based on
project type, development
approach, and industry sector.
Agile Software Development
Ecosystems
Agile Processes in Software
Engineering and Extreme
Programming
Understanding Scrum, XP,
Lean, and Kanban
Getting the Most Out of Agile,
Scrum, and Lean Kanban
Large-Scale Scrum
Second Generation Lean
Product Development
Peopleware

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.

About This Book This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the

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basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group

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*membership that are relevant to
advancing The Open Group mission
of Boundaryless Information Flow™.*

*The key focus of The Open Group
Press is to publish high-quality
monographs, as well as introductory
technology books intended for the
general public, and act as a
complement to The Open Group
Standards, Guides, and White Papers.
The views and opinions expressed in
this book are those of the author, and
do not necessarily reflect the
consensus position of The Open
Group members or staff.*

*Traditional software development
methods struggle to keep pace with the
accelerated pace and rapid change of
Internet-era development. Several
"agile methodologies" have been*

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*developed in response -- and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all -- showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs.***KEY TOPICS:***Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme*

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*Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature-Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization.***MARKET:***For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to developing software. Carefully researched over ten years and eagerly anticipated by the agile community, Crystal Clear: A Human-Powered Methodology for Small Teams is a lucid and practical introduction to running a successful*

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agile project in your organization. Each chapter illuminates a different important aspect of orchestrating agile projects. Highlights include Attention to the essential human and communication aspects of successful projects Case studies, examples, principles, strategies, techniques, and guiding properties Samples of work products from real-world projects instead of blank templates and toy problems Top strategies used by software teams that excel in delivering quality code in a timely fashion Detailed introduction to emerging best-practice techniques, such as Blitz Planning, Project 360°, and the essential Reflection Workshop Question-and-answer with the author about how he arrived at these

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recommendations, including where they fit with CMMI, ISO, RUP, XP, and other methodologies A detailed case study, including an ISO auditor's analysis of the project Perhaps the most important contribution this book offers is the Seven Properties of Successful Projects. The author has studied successful agile projects and identified common traits they share. These properties lead your project to success; conversely, their absence endangers your project.

Crystal Clear

Agile and Business Analysis

A Value-driven Approach to Business

Intelligence and Data Warehousing

Agile Analytics

Agile Foundations

22nd International Conference on

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*Agile Software Development, XP
2021, Virtual Event, June 14–18,
2021, Proceedings*

*Agile Data Warehousing for the
Enterprise*

Corey Ladas'

**groundbreaking paper
"ScrumBan" has captured
the imagination of the
software development
world. Scrum and agile
methodologies have
helped software
development teams
organize and become
more efficient. Lean
methods like kanban can
extend these benefits.
Kanban also provides a**

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powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in the real world. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean. The Kanban method is

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known for its six practices which enable companies to increase their agility in an evolutionary manner, without making drastic changes to organizational structures, and thus engaging and involving people in the transition initiative. This first edition of the book covers the new beta release of KMM. It describes a roadmap and concrete action steps that enable developing organizations fit for their purpose.

For many users, working

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in the Unix environment means using vi, a full-screen text editor available on most Unix systems. Even those who know vi often make use of only a small number of its features. Learning the vi Editor is a complete guide to text editing with vi. Topics new to the sixth edition include multiscreen editing and coverage of four vi clones: vim, elvis, nvi, and vile and their enhancements to vi, such as multi-window editing, GUI interfaces, extended

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regular expressions, and enhancements for programmers. A new appendix describes vi's place in the Unix and Internet cultures. Quickly learn the basics of editing, cursor movement, and global search and replacement. Then take advantage of the more subtle power of vi. Extend your editing skills by learning to use ex, a powerful line editor, from within vi. For easy reference, the sixth edition also includes a command summary at the

**end of each appropriate
chapter. Topics covered
include: Basic editing
Moving around in a hurry
Beyond the basics
Greater power with ex
Global search and
replacement
Customizing vi and
Command shortcuts
Introduction to
the vi clones' extensions
Then vi, elvis, vim,
and vile editors Quick
reference
to vi and ex commands
vi and the Internet
Today, even the largest
development**

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organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet

printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer

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***productivity
improvements? It could,
and it did—but getting
there was not easy.
Writing for both
managers and
technologists, the
authors candidly discuss
both their successes and
failures, presenting
actionable lessons for
other development
organizations, as well as
approaches that have
proven themselves
repeatedly in HP's
challenging environment.
They not only illuminate
the potential benefits of***

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**agile in large-scale
development, they also
systematically show how
these benefits can
actually be achieved.**

**Coverage includes: •
Tightly linking agile
methods and enterprise
architecture with
business objectives •
Focusing agile practices
on your worst
development pain points
to get the most bang for
your buck • Abandoning
classic agile methods
that don't work at the
largest scale • Employing
agile methods to**

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**establish a new
architecture • Using
metrics as a
“conversation starter”
around agile process
improvements •
Leveraging continuous
integration and quality
systems to reduce costs,
accelerate schedules, and
automate the delivery
pipeline • Taming the
planning beast with
“light-touch” agile
planning and lightweight
long-range forecasting •
Implementing effective
project management and
ensuring accountability in**

**large agile projects •
Managing tradeoffs
associated with key
decisions about
organizational structure •
Overcoming U.S./India
cultural differences that
can complicate offshore
development • Selecting
tools to support quantum
leaps in productivity in
your organization • Using
change management
disciplines to support
greater enterprise agility
Leadership in an Agile
Environment
Transform Your
Marketing Teams and**

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**Evolve Your Organization
The Scrumban
[R]Evolution
Agile Software
Development
Timelines of Nearly
Everything
A Guide for Solution
Architects and Project
Leaders
Mastering Marketing
Agility**

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

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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

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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

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resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

This is the digital copy of the printed book (Copyright © 2001). With detailed scenarios, imaginative illustrations, and step-by-step instructions, consultant and speaker Norman L. Kerth guides readers through productive, empowering retrospectives of project performance. Whether your shop calls them postmortems or

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postpartums or something else, project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project. These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts. For a retrospective to be effective and successful, though, it needs to be safe. Kerth shows facilitators and participants how to defeat the fear of retribution

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and establish an air of mutual trust. One tool is Kerth's Prime Directive: Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand. Applying years of experience as a project retrospective facilitator for software organizations, Kerth reveals his secrets for managing the sensitive,

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often emotionally charged
issues that arise as teams
relive and learn from each
project.

Learning Agile is a
comprehensive guide to the
most popular agile
methods, written in a
light and engaging style
that makes it easy for you
to learn. Agile has
revolutionized the way
teams approach software
development, but with
dozens of agile
methodologies to choose
from, the decision to "go
agile" can be tricky. This
practical book helps you
sort it out, first by

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grounding you in agile's underlying principles, then by describing four specific—and well-used—agile methods: Scrum, extreme programming (XP), Lean, and Kanban. Each method focuses on a different area of development, but they all aim to change your team's mindset—from individuals who simply follow a plan to a cohesive group that makes decisions together. Whether you're considering agile for the first time, or trying it again, you'll learn how to choose a method that best fits your

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team and your company.

Understand the purpose

behind agile's core values
and principles Learn

Scrum's emphasis on
project management, self-
organization, and
collective commitment

Focus on software design
and architecture with XP
practices such as test-
first and pair programming

Use Lean thinking to
empower your team,
eliminate waste, and
deliver software fast

Learn how Kanban's
practices help you deliver
great software by managing
flow Adopt agile practices

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and principles with an agile coach

This book takes readers back and forth through time and makes the past accessible to all families, students and the general reader and is an unprecedented collection of a list of events in chronological order and a wealth of informative knowledge about the rise and fall of empires, major scientific breakthroughs, groundbreaking inventions, and monumental moments about everything that has ever happened.

Scrumban Revolution

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Kanban (Agile Software
Development) Principles, Practices and
Frameworks
Agile Management

Scaling Software Agility
*Agile Practice Guide -
First Edition has been
developed as a resource to
understand, evaluate, and
use agile and hybrid agile
approaches. This practice
guide provides guidance on
when, where, and how to
apply agile approaches and
provides practical tools
for practitioners and
organizations wanting to
increase agility. This*

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practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Adopting an Agile approach can revolutionize the way business analysts work. It enables clearer vision and success measure definitions, better stakeholder engagement and a greater understanding of customer needs, amongst

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other benefits. This book provides a comprehensive introduction to Agile methodologies and explains these in the context of business analysis. It is ideal for business analysts wanting to learn Agile practices, working in an Agile environment, or undertaking Agile certifications.

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

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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

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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

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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

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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.

Using Agile methods, you can bring far greater innovation, value, and quality to any data warehousing (DW), business intelligence (BI), or analytics project.

However, conventional Agile methods must be carefully adapted to address the unique characteristics of DW/BI projects. In Agile

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Analytics, Agile pioneer Ken Collier shows how to do just that. Collier introduces platform-agnostic Agile solutions for integrating infrastructures consisting of diverse operational, legacy, and specialty systems that mix commercial and custom code. Using working examples, he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast-growing data volumes. Collier's techniques offer optimal

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value whether your projects involve "back-end" data management, "front-end" business analysis, or both. Part I focuses on Agile project management techniques and delivery team coordination, introducing core practices that shape the way your Agile DW/BI project community can collaborate toward success. Part II presents technical methods for enabling continuous delivery of business value at production-quality levels, including evolving superior designs; test-

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*driven DW development;
version control; and
project automation Collier
brings together proven
solutions you can apply
right now--whether you're
an IT decision-maker, data
warehouse professional,
database administrator,
business intelligence
specialist, or database
developer. With his help,
you can mitigate project
risk, improve business
alignment, achieve better
results--and have fun
along the way.*

*Agile and Iterative
Development*

Learning Agile

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*Agile Practice Guide
(Hindi)*

*How to Design Innovative
Products That Create
Customer Value*

#NoEstimates

*Evolving Fit-For-Purpose
Organizations*

How HP Transformed

LaserJet FutureSmart

Firmware

“ 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

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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

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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

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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 is a simple and elegant Agile framework that helps to control and improve development processes. Originating in traditional 20th century manufacturing in Japan, Kanban has a renewed relevance today,

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being a crucial methodology in the world of software development.

This book explores the key features of Kanban, and demonstrates how to put it into practice through exercises that will help you make the most of this unique approach to managing collaboration and production.

Designed as a 30 day action plan, this book will help you understand and implement Kanban – and start seeing results – in a month.

Analyze your current situation and define your goals and wider strategic aims, and begin developing a plan to help you and your team confidently work towards achieving them. Involve your team to drive cultural change,

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learn how to prioritize and organize tasks and projects to efficiently use your time and resources. Create your own value stream map to better understand your processes and identify improvement areas, and adapt and use the features tips and examples to overcome challenges you may face when implementing Kanban. Pick up this book and experience the full results of this vital Agile methodology – fast.

Indhold: Succes and failure ;
Project expectations ; Selecting
and setting up an OO project ;
Getting started ; Making
corrections ; Advice from hindsight
; Expand to larger project ;
Rechecking a case study ; Collected

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risk-reduction strategies ; Crib
sheet

Most software project problems
are sociological, not technological.
Peopleware is a book on managing
software projects.

Successful Evolutionary Change for
Your Technology Business

Kanban

Balancing Agile and Disciplined
Engineering and Management
Approaches for IT Services and
Software Products

Practical Guidance for IT
Professionals

A Human-Powered Methodology
for Small Teams

Kanban and Scrum - Making the
Most of Both

19th International Conference, XP

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Out Of Agile, Scrum, And Lean
Kanban (Agile Software
Development)
2018, Porto, Portugal, May 21–25,
2018, Proceedings

Scrumban Revolution
Scrumban -
Essays on Kanban Systems for
Lean Software

Development
Lulu.com

Create Thriving, High-Performing
Teams and Organizations with
Scrumban
Scrumban allows you to
use Kanban as a catalyst for
increasingly valuable changes to
your existing software
development processes,
amplifying and expanding upon
Scrum's benefits. Now, there's a
definitive guide to Scrumban that
explains what it is (and isn't), how
and why it works, and how to use
it to improve both team and
organizational performance.

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Comprehensive, coherent, and practical, *The Scrumban [R]Evolution* will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your

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unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting

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Take advantage of Scrumban's advanced capabilities as you gain experience. Develop leaders to successfully guide your Agile initiatives. Integrate modeling to reliably refine your forecasting and decision-making.

Shows you what it takes to develop products that blow your users away—and take market share from your competitors. This book will explain how the principles behind agile product development help designers, developers, architects, and product managers create awesome products; and how to look beyond a shiny user interface to build a great product. Most importantly, this book will give

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you a shared framework for your product development team to collaborate effectively. Product development involves several key activities—including ideation, discovery, design, development, and delivery—and yet too many companies and innovators focus on just a few of them much to the detriment of the product's success in the marketplace. As a result we still continue to see high failure rates in new product development, be it inside organizations or startups. Unfortunately, or rather fortunately, these failures are largely avoidable. In the last fifteen years, advances in agile software development, lean

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product development, human-centered design, design thinking, lean startups and product delivery have helped improve individual aspects of product development. However, not enough guidance has been available to integrate them in the context of the product development life cycle. Until now. Product developer extraordinaire Tathagat Varma in Agile Product Development integrates individual knowledge areas into a field manual for product developers. Organized in the way an idea germinates, sprouts, and grows, the book synthesizes the body of knowledge in a pragmatic way that is more natural to the entire product creation process rather

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than from individual practices that constitute it. In today's hyper-innovative world, being first to the market, or delivering feature-loaded products, or even offering the latest technology doesn't guarantee success anymore. Sure, those elements are all needed in the right measures, but they are not sufficient by themselves. And getting it right couldn't be more important: Building products that deliver awesome user experiences is the top challenge facing businesses today, especially in a post-Apple world where user experience and design has been elevated to a cult status.

"Agile Software Development is a highly stimulating and rich book.

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The author has a deep background and gives us a tour de force of the emerging agile methods.” —Tom Gilb The agile model of software development has taken the world by storm. Now, in *Agile Software Development, Second Edition*, one of agile’s leading pioneers updates his Jolt Productivity award-winning book to reflect all that’s been learned about agile development since its original introduction. Alistair Cockburn begins by updating his powerful model of software development as a “cooperative game of invention and communication.” Among the new ideas he introduces: harnessing competition without

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damaging collaboration; learning lessons from lean manufacturing; and balancing strategies for communication. Cockburn also explains how the cooperative game is played in business and on engineering projects, not just software development. Next, he systematically illuminates the agile model, shows how it has evolved, and answers the questions developers and project managers ask most often, including · Where does agile development fit in our organization? · How do we blend agile ideas with other ideas? · How do we extend agile ideas more broadly? Cockburn takes on crucial misconceptions that cause

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agile projects to fail. For example, you'll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes. You'll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design. Cockburn turns to the practical challenges of constructing agile methodologies for your own teams. You'll learn how to tune and continuously reinvent your methodologies, and how to manage incomplete communication. This edition contains important new contributions on these and other

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topics: · Agile and CMMI ·
Introducing agile from the top
down · Revisiting “custom
contracts” · Creating change with
“stickers” In addition, Cockburn
updates his discussion of the
Crystal methodologies, which
utilize his “cooperative game” as
their central metaphor. If you’re
new to agile development, this
book will help you succeed the
first time out. If you’ve used agile
methods before, Cockburn’s
techniques will make you even
more effective.

Productive Projects and Teams

Kanban in 30 Days

Scrumban - Essays on Kanban

Systems for Lean Software

Development

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Kanban Maturity Model
Agile Software Requirements
A Handbook for Team Reviews
How to Measure Project Progress
Without Estimating

**This is the first book
that comprehensively
describes the underlying
principles that create
flow in product
development processes. It
covers 175 principles
organized into eight major
areas. It is of interest
to managers and technical
professionals responsible
for product development
processes.**

**Use Kanban to maximize
efficiency,**

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predictability, quality,
and value With Kanban,
every minute you spend on
a software project can add
value for customers. One
book can help you achieve
this goal: Agile Project
Management with Kanban.
Author Eric Brechner
pioneered Kanban within
the Xbox engineering team
at Microsoft. Now he shows
you exactly how to make it
work for your team. Think
of this book as “Kanban in
a box”: open it, read the
quickstart guide, and
you’re up and running
fast. As you gain
experience, Brechner

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reveals powerful
Kanban (Agile Software
Development) techniques for right-
sizing teams, estimating,
meeting deadlines,
deploying components and
services, adapting or
evolving from Scrum or
traditional Waterfall, and
more. For every step of
your journey, you'll find
pragmatic advice, useful
checklists, and actionable
lessons. This truly is
"Kanban in a box": all you
need to deliver
breakthrough value and
quality. Use Kanban
techniques to: Start
delivering continuous
value with your current

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team and project Master
five quick steps for
completing work backlogs
Plan and staff new
projects more effectively
Minimize work in progress
and quickly adjust to
change Eliminate
artificial meetings and
prolonged stabilization
Improve and enhance
customer engagement
Visualize workflow and fix
revealed bottlenecks Drive
quality upstream Integrate
Kanban into large projects
Optimize sustained
engineering (contributed
by James Waletzky) Expand
Kanban beyond software

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development
If you have tried to
implement Agile in your
organization, you have
probably learned a lot
about development
practices, teamwork,
processes and tools, but
too little about how to
manage such an
organization. Yet
managerial support is
often the biggest
impediment to successfully
adopting Agile, and
limiting your Agile
efforts to those of the
development teams while
doing the same old-style
management will

dramatically limit the ability of your organization to reach the next Agile level. Ángel Medinilla will provide you with a comprehensive understanding of what Agile means to an organization and the manager's role in such an environment, i.e., how to manage, lead and motivate self-organizing teams and how to create an Agile corporate culture. Based on his background as a "veteran" Agile consultant for companies of all sizes, he delivers insights and experiences,

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points out possible pitfalls, presents practical approaches and possible scenarios, also including detailed suggestions for further reading. If you are a manager, team leader, evangelist, change agent (or whatever nice title) and if you want to push Agile further in your organization, then this is your book. You will read how to change the paradigm of what management is about: it is not about arbitrary decisions, constant supervision and progress control, and the

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negotiation of changing requirements. It is about motivation, self-organization, responsibility, and the exploitation of all project stakeholders' knowledge. We live in a different world than the one that most management experts of the 20th century describe, and companies that strive for success and excellence will need a new kind of manager - Agile managers. "Companies have been implementing large agile projects for a number of years, but the 'stigma' of

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'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

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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

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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

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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

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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.

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More with LeSS

How Self-Selection Lets
People Excel

A Practical Approach to
Large-Scale Agile
Development

Creating Innovative
Products

The Cooperative Game

20th International

Conference, XP 2019,

Montréal, QC, Canada, May
21-25, 2019, Proceedings

A Guide to the Project

Management Body of

Knowledge (PMBOK® Guide) -

Seventh Edition and The

Standard for Project

Management (BRAZILIAN

PORTUGUESE)

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The leading authority on agile marketing shows how to build marketing operations that can pivot freely and yet remain committed to priorities. As a marketer, are you tired of chasing marketing fads and algorithm rumors that seem to change every couple of months? This guide to building the perfect marketing department will help you achieve the latest and greatest without having to rebuild your operations from scratch every time the wind shifts. Agile strategies have been the accepted *modus operandi* for software development for two decades, and marketing is poised to follow in its footsteps. As the audiences we market to become ever more digital, agile frameworks are emerging as the best and only way to manage marketing. This book is a signpost showing the

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way toward the agile future of marketing operations, explaining how every role, from social media intern up to chief marketing officer, can work in unison, responding to the market's demanding challenges without losing focus on the big picture. You will learn what it takes for marketing agility to thrive—customer focus, transparency, continuous improvement, adaptability, trust, bias for action, and courage—along with the antipatterns that can drag you down. Most important, you will learn how to implement the systems, strategies, and practices that will truly transform your marketing operations.

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019.

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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. The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

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Building upon his earlier book that detailed agile data warehousing programming techniques for the Scrum master, Ralph's latest work illustrates the agile interpretations of the remaining software engineering disciplines: Requirements management benefits from streamlined templates that not only define projects quickly, but ensure nothing essential is overlooked. Data engineering receives two new "hyper modeling" techniques, yielding data warehouses that can be easily adapted when requirements change without having to invest in ruinously expensive data-conversion programs. Quality assurance advances with not only a stereoscopic top-down and bottom-up planning method, but also the incorporation of the latest in automated test engines. Use this step-

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by-step guide to deepen your own application development skills through self-study, show your teammates the world's fastest and most reliable techniques for creating business intelligence systems, or ensure that the IT department working for you is building your next decision support system the right way. Learn how to quickly define scope and architecture before programming starts Includes techniques of process and data engineering that enable iterative and incremental delivery Demonstrates how to plan and execute quality assurance plans and includes a guide to continuous integration and automated regression testing Presents program management strategies for coordinating multiple agile data mart projects so that over time an enterprise data warehouse emerges

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Use the provided 120-day road map to establish a robust, agile data warehousing program

How to always be on time, and not risk missing important deadlines or go over budget This book is the result of many years of hard work, and plenty of lessons learned. I wrote it because I believe we can do better than the accepted "status quo" in the software industry. It took me years to learn what I needed to learn to come up with my version of the #NoEstimates approach. You can do it in weeks! The techniques and ideas described here will help you explore the #NoEstimates universe in a very practical and hands-on manner. You will walk through Carmen's story. Carmen is a senior, very experienced project manager who is now confronted with a very difficult project. One would say, an impossible

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project. Through the book, and with the help of Herman, Carmen discovers and slowly adopts #NoEstimates which helps her turn that project around. Just like I expect it will help with the project you are in right now. The book also includes many concrete approaches you can use to adopt #NoEstimates, or just adopt those practices on their own.

Agile Project Management
Lean Requirements Practices for
Teams, Programs, and the Enterprise
Best Practices for Large Enterprises
A Manager's Guide
Managing Digital
Surviving Object-oriented Projects
The Principles of Product
Development Flow
Scrum and Kanban are two
flavours of Agile software
development - two

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deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when

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and how to use which tool.

This book includes: -

- Kanban and Scrum in a nutshell
- Comparison of Kanban and Scrum and other Agile methods
- Practical examples and pitfalls
- Cartoons and diagrams illustrating day-to-day work
- Detailed case study of a Kanban implementation within a Scrum organization
- Part II is a case study illustrating how a Scrum-based development organization implemented Kanban in their operations and support teams.

The highly dynamic world

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of information technology service management stresses the benefits of the quick and correct implementation of IT services. A disciplined approach relies on a separate set of assumptions and principles as an agile approach, both of which have complicated implementation processes as well as copious benefits. Combining these two approaches to enhance the effectiveness of each, while difficult, can yield exceptional dividends. Balancing Agile and Disciplined Engineering

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and Management Approaches
for IT Services and
Software Products is an

essential publication that
focuses on clarifying
theoretical foundations of
balanced design methods
with conceptual frameworks
and empirical cases.

Highlighting a broad range
of topics including
business trends, IT
service, and software
development, this book is
ideally designed for
software engineers,
software developers,
programmers, information
technology professionals,
researchers, academicians,

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and students.

This is the definitive guide for managers and students to agile and iterativedevelopment methods: what they are, how they work, how to implement them, andwhy they should.

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

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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 Project Management
with Kanban

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Creating Great Teams
Kanban (Agile Software
Learning the Vi Editor
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