

Agile Adoption Patterns A Roadmap To Organizational Success

Agile techniques have demonstrated immense potential for developing more effective, higher-quality software. However, scaling these techniques to the enterprise presents many challenges. The solution is to integrate the principles and practices of Lean Software Development with Agile's ideology and methods. By doing so, software organizations leverage Lean's powerful capabilities for "optimizing the whole" and managing complex enterprise projects. A combined "Lean-Agile" approach can dramatically improve both developer productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean-Agile development. Lean-Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design, and demonstrate how to apply it to make iterative development more effective. They also identify several common development "anti-patterns" that can work against your goals, and they offer actionable, proven alternatives. Lean-Agile Software Development shows how to Transition to Lean Software Development quickly and successfully Manage the initiation of product enhancements Help project managers work together to manage product portfolios more effectively Manage dependencies across the software development organization and

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with its partners and colleagues Integrate development and QA roles to improve quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, www.netobjectives.com/lasd, provides updates, links to related materials, and support for discussions of the book's content.

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-

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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. Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile's values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture. What you'll learn Agile professionals, project managers, and middle, senior, and executive

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management in software engineering and development divisions and enterprises who read this book will learn how to: Evaluate team candidates for traits, skills, behavior, and attitudes diagnostic of an Agile mindset Set up Agile planning tools and framework Map stakeholder engagement Validate ongoing application of Agile best practices Adapt Scrum teams and techniques for various needs and conditions Who this book is for The primary readership for this book comprises Agile professionals, product managers, and middle, senior, and executive management in software engineering and development divisions and enterprises. The secondary readership includes business analysts agile and software configuration managers. Table of Contents Getting Started Crossing the Agile Chasm Business Benefits of Being Agile Importance of Customer Engagement Importance of Employee Engagement Foundations of Agile Ready, Implement, Coach, Hone (RICH) Deployment Framework Motivations for Moving to an Agile Culture Achieving an Agile Mindset Evaluating Executive Support and Team Willingness Treating Agile as a Transformation Project Adapting to Agile Roles and Responsibilities Evaluating Agile, Engineering, and Team Capability Establishing Agile Measures of Success Constructing a Scalable Agile Framework Establishing an Agile Education Program Creating a Customer Validation Vision Writing User Stories and Grooming the Backlog Working with Story Points, Velocity, and Burndowns Constructing Done Criteria to Promote Quality Considering Agile Tools within an ALM Framework Implementing, Coaching, and Honing Activities Adapting Governance and Performance Reviews

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*Three Case Studies in Adopting Agile
Adapting Configuration Management for Agile Teams
provides very tangible approaches on how
Configuration Management with its practices and
infrastructure can be adapted and managed in order
to directly benefit agile teams. Written by Mario E.
Moreira, author of Software Configuration
Management Implementation Roadmap, columnist for
CM Crossroads online community and writer for the
Agile Journal, this unique book provides concrete
guidance on tailoring CM for Agile projects without
sacrificing the principles of Configuration
Management.*

*New Trends in Software Methodologies, Tools and
Techniques*

*An Agile Adoption and Transformation Survival Guide
The Business Value of Agile Software Methods
Team Topologies*

*Analyse konzeptioneller Merkmale agilen
Projektmanagements
MSDN Magazine*

*Lean Requirements Practices for Teams, Programs,
and the Enterprise*

***A pragmatic guide that will teach you to
implement Agile, SCRUM and Kanban in your
organization. KEY FEATURES ● Expert-guided
techniques for successful Agile transformation
in your organization. ● Solution-focused
responses on interview questions of Agile
SCRUM, XP, DSDM, KANBAN and SCRUMBAN.
● Reference guide to prepare for leading PMI-
ACP and SAFe Certification exam.***

***DESCRIPTION This book is for businesses that
aspire to improve agility, deliver fit-for-purpose***

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products and services, delight customers, and provide the security of long-term survival associated with mature businesses that consistently meet or exceed customer expectations. Learn a lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and a lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real-life situations. The Artefact has been developed as a resource to understand, evaluate, and use Agile and Hybrid Agile approaches. This practice guide will help you understand when, where, and how to apply Agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. WHAT YOU WILL LEARN ● Explore and learn how to build Organizational Resilience and Enterprise Maturity Model. ● Step-by-step solutions to implement Portfolio Kanban and Upstream Kanban. ● Deep dive into Agile SHIFT framework and Hybrid Agile framework. ● Exciting case studies and practical demonstrations on Agile SCRUM & KANBAN. ● Expert-ready guidance on overcoming common Agile project management misconceptions. WHO THIS BOOK IS FOR This book is appealing to decision makers, product owners, project team members who can make use of this guide in improvising the productivity

and efficient management of business operations without much of hassle. TABLE OF CONTENTS 1. Key success factors for adopting Agile SCRUM Kanban in any organization 2. Lessons learnt and pragmatic approach - Agile Scrum Kanban 3. Tricky real-world Agile SCRUM & KANBAN case studies, demos and tools 4. Agile SCRUM KANBAN Maturity assessment Nuts & Bolts 5. Useful tips & techniques for successful Agile transformation in any organization and the art of Agile development 6. Use of Agile for students and parents 7. Common Agile SCRUM KANBAN misconceptions 8. Key takeaways 9. Interview questions and answers on Agile SCRUM KANBAN 10. Glossary 11. Quiz session 12. Test your knowledge

This book contains the refereed proceedings of the 11th International Conference on Agile Software Development, XP 2010, held in Trondheim, Norway, in June 2010. In order to better evaluate the submitted papers and to highlight the applicational aspects of agile software practices, there were two different program committees, one for research papers and one for experience reports. Regarding the research papers, 11 out of 39 submissions were accepted as full papers; and as far as the experience reports were concerned, the respective number was 15 out of 50 submissions. In addition to these papers, this volume also includes the short research papers, the abstracts of the posters, the position papers of the PhD symposium, and the abstracts of the

panel on "Collaboration in an Agile World".

Les méthodes agiles recouvrent un ensemble de pratiques qui peuvent s'appliquer à divers types de projets, mais se limitent plutôt actuellement aux projets de développement en informatique. Les méthodes agiles (essentiellement Scrum et XP abréviation de eXtreme Programming) se veulent plus pragmatiques que les méthodes traditionnelles. Elles impliquent au maximum le demandeur (client) et permettent une grande réactivité à ses demandes. L'idée maîtresse de ce livre est de pouvoir guider les organisations dans leur transition vers des méthodes agiles. Les avantages attendus sont la qualité du logiciel produit, le "time to market", l'engagement des équipes et l'amélioration de leur productivité.

A guide to successfully operating in a lean-agile organization for solutions architects and enterprise architects Key Features Develop the right combination of processes and technical excellence to address architectural challenges Explore a range of architectural techniques to modernize legacy systems Discover how to design and continuously improve well-architected sustainable software Book Description Many organizations have embraced Agile methodologies to transform their ability to rapidly respond to constantly changing customer demands. However, in this melee, many enterprises often neglect to invest in architects by presuming architecture is not an intrinsic element of Agile software development. Since the role of an architect is not pre-defined

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in Agile, many organizations struggle to position architects, often resulting in friction with other roles or a failure to provide a clear learning path for architects to be productive. This book guides architects and organizations through new Agile ways of incrementally developing the architecture for delivering an uninterrupted, continuous flow of values that meets customer needs. You'll explore various aspects of Agile architecture and how it differs from traditional architecture. The book later covers Agile architects' responsibilities and how architects can add significant value by positioning themselves appropriately in the Agile flow of work. Through examples, you'll also learn concepts such as architectural decision backlog, the last responsible moment, value delivery, architecting for change, DevOps, and evolutionary collaboration. By the end of this Agile book, you'll be able to operate as an architect in Agile development initiatives and successfully architect reliable software systems. What you will learn Acquire clarity on the duties of architects in Agile development Understand architectural styles such as domain-driven design and microservices Identify the pitfalls of traditional architecture and learn how to develop solutions Understand the principles of value and data-driven architecture Discover DevOps and continuous delivery from an architect's perspective Adopt Lean-Agile documentation and governance Develop a set of personal and interpersonal qualities Find out how to lead the transformation to achieve

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organization-wide agility Who this book is for
This agile study guide is for architects currently working on agile development projects or aspiring to work on agile software delivery, irrespective of the methodology they are using. You will also find this book useful if you're a senior developer or a budding architect looking to understand an agile architect's role by embracing agile architecture strategies and a lean-agile mindset. To understand the concepts covered in this book easily, you need to have prior knowledge of basic agile development practices.

Delivering Proven Agile, SCRUM and Kanban Practices for High-Quality Business Demands (English Edition)

Agile Analytics

Organizing Business and Technology Teams for Fast Flow

The Art of Agile Development

Managing Engineering, Construction and Manufacturing Projects to PMI, APM and BSI Standards

The Art of Lean Software Development

Contains 30 papers from the SoMeT_10 international conference on new trends in software methodology, tools and techniques in Yokohama, Japan. This book offers an opportunity for the software science community to reflect on where they are and how they can work to achieve an optimally harmonized performance between the design tool and the end-user.

Deliver Better Games Faster, On Budget—And

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Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using

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iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Within the framework of Acceptance Test-Driven-Development (ATDD), customers, developers, and testers collaborate to create acceptance tests that thoroughly describe how software should work from the customer's viewpoint. By tightening the links between customers and agile teams, ATDD can significantly improve both software quality and developer productivity. This is the first start-to-finish, real-world guide to ATDD for every agile project participant. Leading agile consultant Ken Pugh begins with a dialogue among a customer, developer, and tester, explaining the "what, why, where, when, and how" of ATDD and illuminating the experience of participating in it. Next, Pugh

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presents a practical, complete reference to each facet of ATDD, from creating simple tests to evaluating their results. He concludes with five diverse case studies, each identifying a realistic set of problems and challenges with proven solutions.

Coverage includes • How to develop software with fully testable requirements • How to simplify and componentize tests and use them to identify missing logic • How to test user interfaces, service implementations, and other tricky elements of a software system • How to identify requirements that are best handled outside software • How to present test results, evaluate them, and use them to assess a project's overall progress • How to build acceptance tests that are mutually beneficial for development organizations and customers • How to scale ATDD to large projects

Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include:

- As the official source of

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knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field. It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those "it depends" questions. It makes a perfect study guide for Disciplined Agile certification. Why "fail fast" (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

Agile Methodologies In-Depth

Software Process Improvement and Capability Determination

Applying the Scaled Agile Framework for Lean Software and Systems Engineering

Software Configuration Management

Implementation Roadmap

The Six Disciplines of Agile Marketing

Software Tools for the Professional

Programmer

Dr. Dobb's Journal

This succinct book explains how you can apply the practices of Lean software development to dramatically increase productivity and quality. Based on

techniques that revolutionized Japanese manufacturing, Lean principles are being applied successfully to product design, engineering, the supply chain, and now software development. With The Art of Lean Software Development, you'll learn how to adopt Lean practices one at a time rather than taking on the entire methodology at once. As you master each practice, you'll see significant, measurable results. With this book, you will: Understand Lean's origins from Japanese industries and how it applies to software development Learn the Lean software development principles and the five most important practices in detail Distinguish between the Lean and Agile methodologies and understand their similarities and differences Determine which Lean principles you should adopt first, and how you can gradually incorporate more of the methodology into your process Review hands-on practices, including descriptions, benefits, trade-offs, and roadblocks Learn how to sell these principles to management The Art of Lean Software Development is ideal for busy people who want to improve the development process but can't afford the disruption of a sudden and complete transformation. The Lean approach has been yielding dramatic results for decades,

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and with this book, you can make incremental changes that will produce immediate benefits. "This book presents Lean practices in a clear and concise manner so readers are motivated to make their software more reliable and less costly to maintain. I recommend it to anyone looking for an easy-to-follow guide to transform how the developer views the process of writing good software."-- Bryan Wells, Boeing Intelligence & Security Systems Mission System "If you're new to Lean software development and you're not quite sure where to start, this book will help get your development process going in the right direction, one step at a time."-- John McClenning, software development lead, Aclara

Covering the principles and techniques you need to successfully manage an engineering or technical project from start to finish, Project Management, Planning and Control is an established and widely recommended project management handbook. Building on its clear and detailed coverage of planning, scheduling and control, this eighth edition includes new case studies from industries including petrochemical and construction, as well as updates throughout to account for changes and best practice in governance and adjudication. It also now includes

expanded coverage of AI, Big Data and sustainability. Ideal for those studying for Project Management Professional (PMP) qualifications, Project Management, Planning and Control is aligned with the latest Project Management Body of Knowledge (PMBOK) for both the Project Management Institute (PMI) and the Association of Project Management (APM) and includes questions and answers to help you test your understanding. Self-contained chapters make this ideal for quick reference. Provides case studies in project management from construction industries and AI. Updated and expanded to address new trends and techniques related to governance, stakeholder management, BIM/VDC and Primavera P6.

Achieve streamlined, rapid production with enterprise-level DevOps Awarded DevOps 2017 Book of the Year, The DevOps Adoption Playbook provides practical, actionable, real-world guidance on implementing DevOps at enterprise scale. Author Sanjeev Sharma heads the DevOps practice for IBM; in this book, he provides unique guidance and insight on implementing DevOps at large organizations. Most DevOps literature is aimed at startups, but enterprises have unique needs, capabilities, limitations, and

challenges; "DevOps for startups" doesn't work at this scale, but the DevOps paradigm can revolutionize enterprise IT. Deliver high-value applications and systems with velocity and agility by adopting the necessary practices, automation tools, and organizational and cultural changes that lead to innovation through rapid experimentation. Speed is an advantage in the face of competition, but it must never come at the expense of quality; DevOps allows your organization to keep both by intersecting development, quality assurance, and operations. Enterprise-level DevOps comes with its own set of challenges, but this book shows you just how easily they are overcome. With a slight shift in perspective, your organization can stay ahead of the competition while keeping costs, risks, and quality under control. Grasp the full extent of the DevOps impact on IT organizations Achieve high-value innovation and optimization with low cost and risk Exceed traditional business goals with higher product release efficiency Implement DevOps in large-scale enterprise IT environments DevOps has been one of IT's hottest trends for the past decade, and plenty of success stories testify to its effectiveness in organizations of any size, industry, or level of IT maturity, all around

the world. The DevOps Adoption Playbook shows you how to get your organization on board so you can slip production into the fast lane and innovate your way to the top. Projekte sind im digitalen Zeitalter gewaltigen Herausforderungen ausgesetzt. Nicht nur die technische Komplexität, sondern auch die erhöhten Qualitätserwartungen sowie sich ständig ändernde Prioritäten üben Druck auf Projektteams aus. Viele Organisationen setzen zur Bewältigung dieser erhöhten Anforderungen erfolgreich auf agiles Projektmanagement. Dieser Lösungsansatz bietet gegenüber traditionellen Verfahren den Vorteil von Entfaltung an Kreativität, persönlicher und direkter Kommunikation sowie Verlagerung von Verantwortung vom Management hin zu den Teammitgliedern. Ebenso verblüffend wie der tatsächlich messbare Erfolg ist allerdings, dass bislang noch kein nachvollziehbares und belastbares Grundverständnis der eigentlichen Natur agilen Projektmanagements erreicht wurde. Selbst dessen grundlegendes Konstrukt, die Agilität, ist undurchsichtig und allenfalls anekdotenhaft fundiert. Der Autor widmet sich in daher zunächst grundlegend dem Thema der Agilität. Durch die Isolierung von Einflüssen, die die traditionelle Software-

Systementwicklung hin zur agilen Software-Systementwicklung weiterentwickelten, wird eine neue Sichtweise auf den Begriff Agilität erarbeitet. Agilität stellt aus dieser Perspektive heraus einen Satz konkreter Anweisungen, managementphilosophischer Anschauungen und industrieller Methoden dar, die auf die Softwareentwicklung eingewirkt haben. Aus dieser Definition heraus ergibt sich agiles Projektmanagement als ein Satz von Anforderungen in den Dimensionen Methode, Prozess, organisatorische Einbettung und schließlich in Form bestimmter Meta-Regeln, einer Vorgabe an die organisationsinterne Kultur. Der Autor zeigt, dass agiles Projektmanagement gerade aufgrund seiner softwareneutralen Wurzeln auch über die Softwareentwicklung hinaus einsetzbar ist. Darüber hinaus liefert er eine Benchmark zur Überprüfung vorhandener Rahmenwerke agilen Projektmanagements.

Being Agile

For Digital Transformation and Continuous Delivery

Scaling Software Agility

Balancing Sustainability and Speed

Choose your WoW

The Spirit of the Game

Agile Processes in Software Engineering and

Extreme Programming

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

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book provides comprehensive guidance for work at the enterprise Portfolio, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results—visit scaledagileframework.com/case-studies—typically include: 30 — 75% faster time-to-market 25 — 75% increase in productivity 20 — 50% improvements in quality 10 — 50% increased employee engagement Successful implementations may vary in context but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

“Companies have been implementing large agile projects for a number of years, but the

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'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

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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.

Suchen Sie ein Prozessmodell für ein mobiles Entwicklungsprojekt? Sie fragen sich, nach welchem Prozessmodell Apps in der Praxis

entwickelt werden? Suchen Sie ein Prozessmodell für ein mobiles Entwicklungsprojekt? Sie fragen sich, nach welchem Prozessmodell Apps in der Praxis entwickelt werden? Florian Siebler-Guth zeigt in seinem Buch, dass in der Praxis kein anerkanntes Prozessmodell für mobile Entwicklungsprojekte verwendet wird. Herkömmliche Methoden – Scrum und XP – könnten zwar angepasst werden, sie berücksichtigen aber nicht die Besonderheiten mobiler Entwicklungsprojekte und sind vielen Teams zu formal. Daher fokussiert der Autor auf die Gemeinsamkeiten agiler Methoden, die sogenannten „Muster agiler Methoden“, beispielsweise auf Muster wie „Iteration“ im Sinne eines inkrementell-iterativen Vorgehens oder wie „Informelle Kommunikation“. Basierend auf Interviews mit professionellen App-Entwicklern aus der Praxis wird klar: Die Muster werden in Abhängigkeit vom Entwicklungskontext unterschiedlich gewichtet. Aufbauend auf den Erkenntnissen der geführten Interviews entwickelt Florian Siebler-Guth mit „Crystal Mobile“ ein Prozessmodell für das Mobile App Development. Mit dem gewichteten Musterkatalog und mit „Crystal Mobile“

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liefert er einen Werkzeugkasten, der in keiner Software-Schmiede fehlen darf – besonders, wenn darin Apps produziert werden. Ein spannendes Buch für alle, die mehr über Agilität und agile Handlungsweisen, insbesondere in der mobilen Entwicklung erfahren wollen.

Transform your organization using Agile principles with this proven framework The Six Disciplines of Agile Marketing provides a proven framework for applying Agile principles and processes to marketing. Written by celebrated consultant Jim Ewel, this book provides a concise, approachable, and adaptable strategy for the implementation of Agile in virtually any marketing organization. The Six Disciplines of Agile Marketing discusses six key areas of practical concern to the marketer who hopes to adopt Agile practices in their organization. They include: Aligning the team on common goals Structuring the team for greater efficiency Implementing processes like Scrum and Kanban in marketing Validated Learning Adapting to Change Creating Remarkable Customer Experiences The Six Disciplines of Agile Marketing also discusses four shifts in beliefs and behaviors necessary to achieving an Agile transformation in marketing

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organizations. They include: A shift from a focus on outputs to one based on outcomes A shift from a campaign mentality to one based on continuous improvement A shift from an internal focus to a customer focus

Scaled Agile Framework for Lean Enterprises
11th International Conference, XP 2010,
Trondheim, Norway, June 1-4, 2010,
Proceedings

The DevOps Adoption Playbook

Agile Adoption Patterns

The British National Bibliography

A Value-driven Approach to Business

Intelligence and Data Warehousing

SAFe 4.0 Distilled

Deliver High-Value, Streamlined Enterprise Applications and Systems with DevOps Enterprise IT has unique needs, capabilities, limitations, and challenges. DevOps is perfectly suited to deliver high-value applications and systems with velocity and agility, enabling innovation and speed while never sacrificing quality. But until now, most DevOps instruction has been focused on start-ups and born-on-the-web companies with an entirely different set of requirements. In The DevOps Adoption Playbook, IBM Distinguished Engineer Sanjeev Sharma shows you exactly how to adopt DevOps in the enterprise based on your organization's business goals, current state of IT maturity, and IT technologies and platforms. Derived from his own experience helping companies in a wide

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variety of industries to successfully adopt DevOps, it outlines how to get your organization on board, meet the challenges, and move into the fast lane. Like a sports playbook, this guide provides "plays" that can be executed for different scenarios and situations within your company. You will learn to create an individual game plan that factors in specifics of your business and get your team working together with a common goal. The DevOps Adoption Playbook shows you how to: Understand the elements and capabilities of DevOps Respond to the challenges of a multi-speed IT environment Identify the business goals that large enterprises can meet with DevOps Implement DevOps in large-scale enterprise IT environments Achieve high-value innovation and optimization with low cost and risk Exceed business goals with higher product release efficiency Apply DevOps across multiple technologies from mainframe, mobile, containers, microservices, to cloud technologies Whether to continue using traditional cost and benefit analysis methods such as systems and software engineering standards or to use a relatively new family of software development processes known as Agile methods is one of most prevalent questions within the information technology field today. Since each family of methods has its strengths and weaknesses, the question being raised by a growing number of executives and practitioners is: Which family of methods provides the greater business value and return on investment (ROI)? Whereas traditional methods have been in use for many decades,

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Agile methods are still a new phenomenon and, until now, very little literature has existed on how to quantify the business value of Agile methods in economic terms, such as ROI and net present value (NPV). Using cost of quality, total cost of ownership, and total life cycle cost parameters, *The Business Value of Agile Software Methods* offers a comprehensive methodology and introduces the industry's initial top-down parametric models for quantifying the costs and benefits of using Agile methods to create innovative software products. Based on real-world data, it illustrates the first simple-to-use parametric models of Real Options for estimating the business value of Agile methods since the inception of the Nobel prize winning Black-Scholes formulas. Numerous examples on how to estimate the costs, benefits, ROI, NPV, and real options of the major types of Agile methods such as Scrum, Extreme Programming and Crystal Methods are also included. In addition, this reference provides the first comprehensive compilation of cost and benefit data on Agile methods from an analysis of hundreds of research studies. *The Business Value of Agile Software Methods* shatters key myths and misconceptions surrounding the modern-day phenomenon of Agile methods for creating innovative software products. It provides a complete business value comparison between traditional and Agile methods. The keys to maximizing the business value of any method are low costs and high benefits and the business value of Agile methods, when compared to traditional methods,

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proves to be very impressive. Agile methods are a new model of project management that can be used to improve the success, business value, and ROI of high-risk and highly complex IT projects in today's dynamic, turbulent, and highly uncertain marketplace. If you are an executive, manager, scholar, student, consultant or practitioner currently on the fence, you need to read this book!

Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile's values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture.

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Agile Adoption Patterns A Roadmap to Organizational Success Addison-Wesley Professional

Adapting Configuration Management for Agile Teams

A Guide to Adopting DevOps in a Multi-Speed IT Enterprise

Proven Practices for More Effective Marketing and Better Business Results

Strategies, practices, and patterns to help architects design continually evolving solutions

Project Management, Planning and Control

Achieving Enterprise Agility

Agile Adoption Patterns: A Roadmap to Organizational Success

This book constitutes the refereed proceedings of the 15th International Conference on Software Process Improvement and Capability

Determination, SPICE 2015, held in

Gothenburg, Sweden, in June 2015. The 17 revised full papers presented

together with three short papers were carefully reviewed and selected from 48 submissions. The papers are organized

in topical sections on industrial frameworks; implementation and

assessment; process improvement; agile

processes; assessment and maturity models; process and education.

Using Agile methods, you can bring far

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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 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 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

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continuous delivery of business value at production-quality levels, including evolving superior designs; test-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. Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design , IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business-IT Effectiveness" that is as practical as it is valuable. The author shows how structural, political,

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operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of

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autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Eine neue Definition agilen Projektmanagements

Du développement logiciel à la gouvernance

Herausforderungen und Lösungen in der professionellen App-Entwicklung

Becoming an Agile Software Architect

Agile Game Development with Scrum

(Adobe Reader)

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SAFe 4.5 Reference Guide

Your Roadmap to Successful Adoption of Agile

This book constitutes the refereed proceedings of the 13th International Conference on Software Process Improvement and Capability Determination, SPICE 2013, held in Bremen, Germany, in June 2013. The 21 revised full papers presented and 7 short papers were carefully reviewed and selected from numerous submissions. The papers are organized in topical sections on process quality; medical device software processes; design and use of process models; studies of software development; agile development; IT service management; assessment for diagnosis. "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

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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.

In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize

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value streams. Team Topologies will help readers discover:

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

Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats

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from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents

PART 1 LEARNING KANBAN Team Kanbaneros gets started

PART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow

PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

SAFe 4.5 Distilled

Proceedings of the 9th SoMeT_10

Agile IT Organization Design

Best Practices for Large Enterprises

Der Prozess mobiler Entwicklungsprojekte: Muster agiler Methoden

Kanban in Action

Choisir l'agilité

SCM practices are recognised as core functional areas in assisting a project team to identify, control, audit, and report on all configuration items of a project. Consequently they are then better able to control changes to the

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working environment. Moreira presents a totally unique book, offering a “how-to” guide for SCM implementation for commercial and technology fields. A thoroughly practical approach; this guide includes examples and instruction of SCM tasks. This book has an easy to follow set of tasks that can be customized to assist a SCM professional in implementing SCM in a more efficient and expedient manner while also imparting SCM knowledge. Provides a customisable step-by-step process in implementing SCM Discusses typical SCM activities at project level and includes source control, change control, problem management, etc. An accompanying website contains templates, procedures and other materials to aid understanding and encourage the practical applications of the material discussed throughout www.wiley.com/go/moreira_software/ Anyone who has to implement SCM in his/her company at every level will need this book and find its practical approach useful

Proven Patterns and Techniques for Succeeding with Agile in Your

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Organization Agile methods promise to help you create software that delivers far more business value—and do it faster, at lower cost, and with less pain. However, many organizations struggle with implementation and leveraging these methods to their full benefit. In this book, Amr Elssamadisy identifies the powerful lessons that have been learned about successfully moving to agile and distills them into 30 proven agile adoption patterns. Elssamadisy walks you through the process of defining your optimal agile adoption strategy with case studies and hands-on exercises that illuminate the key points. He systematically examines the most common obstacles to agile implementation, identifying proven solutions. You'll learn where to start, how to choose the best agile practices for your business and technical environment, and how to adopt agility incrementally, building on steadily growing success.

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the

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highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum™s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations.

Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to

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master and implement Scrum one step at a timeâ€”the agile way.

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

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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 Agile Software Requirements 13th International Conference, SPICE 2013, Bremen, Germany, June 4-6, 2013. Proceedings Lean-Agile Software Development Lean-Agile Acceptance Test-Driven-Development 15th International Conference, SPICE 2015, Gothenburg, Sweden, June 16-17, 2015. Proceedings A Roadmap to Organizational Success A Scrum Book