

## Lean From The Trenches Managing Large Scale Projects With Kanban

Scrum and Kanban are two flavours of Agile software development - two 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 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.

People are happiest and most productive if they can choose what they work on and who they work with. Self-selecting teams give people that choice. Build well-designed and efficient teams to get the most out of your organization, with step-by-step instructions on how to set up teams quickly and efficiently. You'll create a process that works for you, whether you need to form teams from scratch, improve the design of existing teams, or are on the verge of a big team re-shuffle. Discover how New Zealand's biggest e-commerce company completely restructured their business through Self-Selection. In the process, find out how to create high-performing groups by letting people self-organize into small, cross-functional teams. Step-by-step guides, easy-to-follow diagrams, practical examples, checklists, and tools will enable you to run a Self-Selection process within your organization. If you're a manager who wants to structure your organization into small teams, you'll discover why Self-Selection is the fastest and safest way to do so. You'll prepare for and organize a Self-Selection event and make sure your Self-Selection participants and fellow managers are on board and ready. If you're a team member, you'll discover what it feels like to be part of a Self-Selection process and what the consequences are for your daily work. You'll learn how to influence your colleagues and bosses to be open to the idea of Self-Selection. You'll provide your manager with a plan for how to facilitate a Self-Selection event, and with evidence that the system works. If you're feeling the pain and chaos of adding new people to your organization, or just want to ensure that your teams have the right people with the right skills, Self-Selection will help you create the effective teams you need.

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures – no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.

You can launch a new app or website in days by piecing together frameworks and hosting on AWS. Implementation is no longer the problem. But that speed to market just makes it tougher to confirm that your team is actually building the right product. Ideal for agile teams and lean organizations, this guide includes 11 practical tools to help you collaborate on strategy, user research, and UX. Hundreds of real-world tips help you facilitate productive meetings and create good collaboration habits. Designers, developers, and product owners will learn how to build better products much faster than before. Topics include: Foundations for collaboration and facilitation: Learn how to work better together with your team, stakeholders, and clients Project strategy: Help teams align with shared goals and vision User research and personas: Identify and understand your users and share that vision with the broader organization Journey maps: Build better touchpoints that improve conversion and retention Interfaces and prototypes: Rightsize sketches and wireframes so you can test and iterate quickly

How to Make Products People Want

Tips From The Agile Trenches

Lean UX

Agile Software Requirements

Improving Quality, Patient Safety, and Employee Engagement, Third Edition

Scrumban - Essays on Kanban Systems for Lean Software Development

Business-Driven IT-Wide Agile (Scrum) and Kanban (Lean) Implementation

**This deck of index cards is arranged in four sections: concepts, planning, teamwork and coding. The front of the card lists the things you need to know and the back provides further detail.**

**It is easy to learn the philosophy and the concepts of kaizen. It is quite another challenge to translate the philosophy into action. While most books expound on the underlying principles and theory, Kaizen Assembly: Designing, Constructing, and Managing a Lean Assembly Line takes you step-by-step through an actual kaizen event. This approach demonstrates in detail the mindset, the processes, and the practical insight needed to transform your current assembly line into a world-class lean operation. Chris Ortiz brings the experience of over 150 successful kaizen events to the pages of this unique guide. Using clear, succinct, and unambiguous language rather than more general and esoteric terms found in other books, he explains how to implement waste reduction, 5S, time and motion studies, line balancing, quality-at-the-source, visual management, and workstation and assembly line design. Taking a unique approach, the book follows an example of the assembly process for an electric bike including illustrations of nearly every step along the way. Ortiz even includes the most valuable teaching tool of all: past mistakes, how they were overcome, and how to identify and avoid them. Providing expert guidance that will last long after the consultants have left, Kaizen Assembly supplies the tools you need to make kaizen and lean assembly a permanent fixture at the heart of the shop floor.**

**SAFe®: The World's Leading Framework for Enterprise Agility “SAFe® 4.0 Distilled is the book we’ve all been waiting for. It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance. A must-have resource for beginners as well as seasoned practitioners.” —Lee Cunningham, Sr. Director, Enterprise Agile Strategy at VersionOne, Inc. To succeed in today’s adapt-or-die marketplace, businesses must be able to rapidly change the way they create and deliver value to their customers. Hundreds of the world’s most successful companies—including Hewlett Packard Enterprise, AstraZeneca, Cisco, and Philips—have turned to the Scaled Agile Framework® (SAFe®) to achieve agility at scale and maintain a competitive edge. SAFe® 4.0 Distilled: Applying the Scaled Agile Framework® for Lean Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity, quality, and employee engagement. In this book, you will understand the business case for SAFe: its benefits, the problems it solves, and how to apply it Get an overview of SAFe across all parts of the business: team, program, value stream, and portfolio Learn why SAFe works: the power of SAFe’s Lean-Agile mindset, values, and principles Discover how systems thinking, Agile development, and Lean product development form the underlying basis for SAFe Learn how to become a Lean-Agile leader and effectively drive an enterprise-wide transformation**

**Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams, Second Edition. This second edition takes a step-by-step approach to implementing Lean in c**

**Scaling Collaboration Across the Organization**

**SAFe 4.0 Distilled**

**Agile and Lean Program Management**

**A Dictionary for the Future and How to Survive It**

**Managing Agile Projects**

**Mastering the Key Metrics for Startup Growth**

**Manage Your Project Portfolio**

From start to finish, readers will see what it takes to develop a successful agile project. Find out how the Swedish police combined XP, Scrum, and Kanban to modernize their department--and learn how to apply those same principles to the workplace.

Your team is stressed; priorities are unclear. You're not sure what your teammates are working on, and management isn't helping. If your team is struggling with any of these symptoms, these four case studies will guide you to project success. See how Kanban was used to significantly improve time to market and to create a shared focus across marketing, IT, and operations. Each case study comes with illustrations of the Kanban board and diagrams and graphs to help you see behind the scenes. Learn a Lean approach by seeing how Kanban made a difference in four real-world situations. You'll explore how four different teams used Kanban to make paradigm-changing improvements in software development. These teams were struggling with overwork, unclear priorities, and lack of direction. As you discover what worked for them, you'll understand how to make significant changes in real situations. The four case studies in this book explain how to: Improve the full value chain by using Enterprise Kanban Boost engagement, teamwork, and flow in change management and operations Save a derailing project with Kanban Help an office team outside IT keep up with growth using Kanban What seems easy in theory can become tangled in practice. Discover why "improving IT" can make you miss your biggest improvement opportunities, and why you should focus on fixing quality and front-end operations before IT. Discover how to keep long-term focus and improve across department borders while dealing with everyday challenges. Find out what happened when using Kanban to find better ways to do work in a well-established company, including running multi-team development without a project office. You'll inspire your team and engage management to make it easier to develop better products. What You Need: This is a case study book, so there are no software requirements. The book covers the relevant bits of theory before presenting the case studies.

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

This groundbreaking book uncovers the true essence of "Lean" and explains how and why this "best kept secret of management" can transform service industries, small and medium-size businesses, governments and non-profit organizations. Using everyday language and business concepts, Lean is described as a blend of method and culture that produces outstanding organizational performance, while at the same time leading to a fulfilling and sometimes even joyful workplace! Written especially for non-manufacturing readers, the book describes Lean as a general system of management, rather than as an extension of the Toyota Production System. The book explains the essential elements of Lean and addresses confusion about differences between Lean management, Lean Six Sigma, and Lean Startup. The book is separated into four parts with multiple chapters in each part. Part One provides an overview of the Lean system and what's involved in applying it to an organization. Parts Two and Three present a detailed description of the method and the culture components of the system. Part Four provides guidance on how to continue your Lean journey, with a valuable workbook chapter that contains well-tested tools and complete instructions for conducting a Lean process improvement event.

Applying the Scaled Agile Framework for Lean Software and Systems Engineering

Managing Large-Scale Projects with Kanban

Do Less, Accomplish More with Lean Thinking

Lean Logic

Let's Practice!

Reflections of a Lean Management Practitioner

A Graphic Novel about Lean and People at Zingerman's Mail Order

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, 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 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.

Influence action through data! This is not a book. It is a one-of-a-kind immersive learning experience through which you can become—or teach others to be—a powerful data storyteller. Let's practice! helps you build confidence and credibility to create graphs and visualizations that make sense and weave them into action-inspiring stories. Expanding upon best seller storytelling with data's foundational lessons, Let's practice! delivers fresh content, a plethora of new examples, and over 100 hands-on exercises. Author and data storytelling maven Cole Nussbaumer Knaflic guides you along the path to hone core skills and become a well-practiced data communicator. Each chapter includes: ? Practice with Cole: exercises based on real-world examples first posed for you to consider and solve, followed by detailed step-by-step illustration and explanation ? Practice on your own: thought-provoking questions and even more exercises to be assigned or worked through individually, without prescribed solutions ? Practice at work: practical guidance and hands-on exercises for applying storytelling with data lessons on the job, including instruction on when and how to solicit useful feedback and refine for greater impact The lessons and exercises found within this comprehensive guide will empower you to master—or develop in others—data storytelling skills and transition your work from acceptable to exceptional. By investing in these skills for ourselves and our teams, we can all tell inspiring and influential data stories!

Lean organisations seem to work in a simple manner and operate with an innate calmness. They have removed much of the complexity that inhibits the performance of other companies, but achieving this level of simplicity is not easy. In The Simplicity of Lean, Philip Holt provides a comprehensive handbook of the Lean principles, presented in an accessible and easy to apply manner. The Simplicity of Lean is a step-by-step guide to the Lean Thinking that makes your organisation more efficient and effective. The book offers the necessary context of how to apply Lean Thinking to make your Lean Transformation successful. Alongside the theory and the practical application of Lean, Philip also shares his personal insights and experiences, as well as individual success stories (and failures) from various Lean leaders from across the world. The Simplicity of Lean is the perfect guide to make your Lean journey a resounding success. Philip Holt is Senior Vice President, Global Transformation, at GKN Aerospace and a Board Member of the Operational Excellence Society. He studied Engineering at Manchester Metropolitan University and Management at the Wharton School of Pennsylvania and the University of Warwick, was an engineer at Gillette and led the Lean Deployment worldwide at Philips for over twelve years. He achieved Lean Master status and has summarised his 30+ years of experience and insights into Lean Leadership in his previous book Leading with Lean and his most recent book, The Simplicity of Lean.

The Simplicity of Lean

How Self-Selection Lets People Excel

Collaborative Product Design

The Lean Mindset

Speed-Learning Agile Software Development

For Digital Transformation and Continuous Delivery

Help Any Team Build a Better Experience

Your Hands-On, "In-the-Trenches" Guide to Successfully Leading AgileProjectsAgile methods promise to infuse development with unprecedented flexibility, speed, and valueand these promises are attracting IT organizations worldwide. However, agile methods often fail to clearly define the manager s role, and many managers have been reluctant to buy in. Now, expert project manager Sanjiv Augustine introduces agility "from the manager s point of view, offering a proven management framework that addresses everything from team building to project control. Augustine bridges the disconnect between the assumptions and techniques of traditional and agile management, demonstrating why agility is better aligned with today s project realities, and how to simplify your transition. Using a detailed case study, he shows how agile methods can scale to succeed in even the largest projects: Defining a high-value role for the manager in agile project environmentsRefocusing on "outcomes—not rigid plans, processes, or controlsStructuring and building adaptive, self-organizing "organic teams"Forming a guiding vision that aligns your team behind a common purposeEmpowering your team with the information it needs to succeedManaging the flow of customer value from one creative stage to the nextLeveraging your team members strengths as "whole persons"Implementing full-life-cycle agility: from planning and coding to maintenance and knowledge transfer Customizing agile methods to your unique environmentBecoming an "adaptive leader" who can inspire and energize agile teams Whether you re a technical or business manager, "Managing Agile Projectsgives you all the tools you need to implement agility in "your environmentand reap its full benefits. "Managing Agile Projects is part of the Robert C. Martin series.(c) Copyright Pearson Education. All rights reserved.

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead, project or program manager, you'll gain strategic and tactical benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

As an Agile team leader, your biggest challenge is also your biggest asset. The human side of Agile is tricky. It's the least manageable, understood, and appreciated asset in an Agile environment. Even if your customers are reasonably happy and your developers seem to be doing okay, you know your team is capable of more: delivering great products and staying ahead of ever-changing demands. You need a team that's self-organized,

energetic, and flexible, even in tough situations. But how do you build it and lead it? Whether you're a ScrumMaster, project manager, functional manager, or team leader, you want to feel good about using Agile and to create the conditions for great results. But the project management skills you honed in traditional environments don't always apply to the role of Agile team leader. The Human Side of Agile fills this gap, guiding you to: Establish yourself as a confident and capable leader who adds value Build and lead an engaged team that can handle almost any challenge Cultivate collaboration and a continuous improvement mind-set Reap the full benefits of Agile in the real world with real people "I just found the next must-read book for our entire leadership team." "Tricia Broderick, Director of Development, TechSmith" "This book is up there with Peopleware, with concrete examples you can use immediately." "Dave Rooney, Sherpa, Shopify" "Agile teams need effective leaders who 'get' the people stuff. Without that you're merely going through the Agile motions." "Scott W. Ambler, co-creator of Disciplined Agile Delivery" While readable from cover to cover, the book is written as practical answers to the 80+ most relevant and pressing questions that team leaders ask, such as: "How Can I Help the Team Buy In?" "What If I Can't Work Full-Time as the Team's Leader?" "What Actions Will Build the Team's Trust in Me?" "How Can I Mitigate the Damage of Performance Reviews?" "What If a Member Doesn't Fit With the Team?" "How Can We Focus on Our Work With So Many Meetings?" "How Do I Get Stakeholders and Managers on My Side?" "How Can I Make Changes Stick?" "How Do We Avoid Reverting to Old Behaviors?" (Click on Look Inside to browse the complete table of contents.) The book's forewords are by Jim Highsmith and Christopher Avery. Gil Broza, founder and chief specialist at 3P Vantage, has successfully mentored Agile leaders and their teams since 2004. Gil's guidance helps professionals adopt effective, humane, and responsible approaches to software development.

Lean principles have been used for years in the manufacturing world, and have started to make an impact in the office as well. These tools can provide the foundation to building a systematic approach to improving your HR practice and lowering costs. In this book, practitioners will be guided through an overview of the basics of Lean, how to use the most common tools, and how to then leverage them to bring an element of process excellence to their HR department. With a few simple templates, some common sense, and a willingness to question the current state, great strides can be made in reducing costs and improving effectiveness in HR departments of any size! Includes a simple overview of Lean philosophy and its evolution, an assortment of easy to use tools to help you find and analyze improvement projects, and a structured approach to reducing waste in your practice. "Dwane Lay practices what he preaches. Lean HR is a lean book. It's chock fill of the wisdom of the trenches while guiding the reader to the most important tools and concepts. This is a field manual for optimizing the processes and outputs of your HR shop. Think of it as a guide for HR people who want to continue to work in the field." - John Sumser, Founder HR Examiner and HRx Analysts @johnsumser "What if you could get rid of the processes and procedures that waste your time and make your job harder? What if you could think about the way you work in a new way, a way that makes you better and more effective at what you do? What if all this even saved time, resources, and money? And what if there were even elephant jokes? Dwane Lay's experience, sensibility and great sense of humor show you how to start and how to get there." - Heather Bussing, employment attorney @heatherbussing "One thing HR isn't great at is taking the BS out of any process. HR people are famous for adding structure and process to just about anything, with the rationalization that it makes the target "more fair" or "easier to use". That's where Dwane Lay comes in. A classically trained Six Sigma ninja, Dwane turns "lean" concepts into easy to understand tools to help HR pros get to what's real - and what people will actually use. Highly recommended!" - Kris Dunn. Chief Human Resources Officer, Kinetix. Founder of blogs - The HR Capitalist and Fistful of Talent. @kris\_dunn "Dwane is the Lean HR guy. Period. If you've heard him speak at a conference you know this. If you haven't, trust me. Dwane knows process improvement and HR. When I'm a CEO again, Dwane will be my COO." - China Gorman, CEO CMG Group @chinagorman "Hunter S. Thompson, Bob Guccione, Andy Warhol and Dwane Lay were having lunch one day at a local diner... Dwane was regaling the group with his most recent transatlantic exploits when the subject of this book came up. He told them what I'll tell you. Two words... life changing. That's all folks... buy it, read it, live it, share it. Do yourself and humanity a favor. By the way, Bob picked up the check that morning. He's that guy." - William Tincup, SPHR, CEO, Tincup & Co. @williamtincup

- Lean from the Trenches
- Practical Lean Techniques for Building to Demand, Second Edition
- Defeating Complexity, Delivering Excellence
- Adopting Elixir
- An Action Guide for Business and IT Leaders
- Lean in a High-Variability Business
- Leadership in an Agile Environment

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. Lean Hospitals, Third Edition explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements, which is also a Shingo Research Award recipient. Mark and Joe also wrote The Executive's Guide to Healthcare Kaizen.

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

What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in The Lean Mindset, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

In 2002 the agile manifesto was published. Since then thousands of people have been trained in scrum & other agile ways of working. The first sentence of the agile manifesto says: We are uncovering better ways of developing software by doing it and helping others do it. This book is about helping others and contains tips Yves collected from people in the trenches, eg people who are doing it. agile working improves with more diversity, this book contains tips from 89 different people, living in 28 countries and with 28 (different) nationalities. With tips from: Sander Hoogendoorn Ivan Darmawan Naresh Jain Diana Larsen Michael Sahota Mike Cohn Shane Hastie Ben Linders Katrina Clokie Henrik Kniberg Christopher Avery Johanna Rothman Karthik Kamal B Arditia Karaj Jutta Eckstein Yassal Sundman Aino Corry Clare Sudbery Rashina Hoda Lisette Sutherland Samantha Laing Karen Graeves Judy Rees Allison Pollard Linda Rising Mina Boström Nakicenovic Michele Sliger Jenni & Ole Jepsen Emilie Franchomme George Dinwiddie Siddharta Govindaraj Woody Zuill Nicole Belilos Vasco Duarte Angela Riggs Chris Matts Bart Vermijlen Lisa Crispin Zuzi Sochova Corey Ladas Rini Van Solingen Dana Pylayeva Stacey Ackerman Tim Ottinger Ivo Peksens Tom Perry Tobias Fors Hina Popal Terry Harmer Olaf Lewitz Joanne Perold Stacia Viscardi Emily Webber Tobias Anderberg Heidi Helfand Ravi Kumar Cesario Ramos Corinna Baldauf Jeff Patton Ron Jeffries Tom Cagley Oana Juncu Nele Van Beveren Jimmy Janlén Irene Kuhn Michael (Mike) Hill Ilan Kirschenbaum Jürgen De Smet Lanette Creamer Daria Bagina Phil Gadzinski Tony Ponton Roman Pichler Madhavi Ledalla Brenda Bao Tze Chin Tang Selena Delesie Molood Ceccarelli Nadezhda Belousova Anke Maerz Daniel Terhorst-North Deepti Jain Karen Catlin Tsutomu Yasui Kanatcha Sakdiset Kevlin Henney

- A Superior System of Management
- Creating Great Teams
- Building a Lean Service Enterprise
- Agile Management
- Lean HR
- The Art of Agile Development

Lean Requirements Practices for Teams, Programs, and the Enterprise

*You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Lean from the Trenches is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.*

*"Scaling Lean offers an invaluable blueprint for modeling startup success. You'll learn the essential metrics that measure the output of a working business model, give you the pulse of your company, communicate its health to investors, and enable you to make precise interventions when things go wrong, "--Amazon.com.*

*Lean Logic is David Fleming's masterpiece, the product of more than thirty years' work and a testament to the creative brilliance of one of Britain's most important intellectuals. A dictionary unlike any other, it leads readers through Fleming's stimulating exploration of fields as diverse as culture, history, science, art, logic, ethics, myth, economics, and anthropology, being made up of four hundred and four engaging essay-entries covering topics such as Boredom, Community, Debt, Growth, Harmless Lunatics, Land, Lean Thinking, Nanotechnology, Play, Religion, Spirit, Trust, and Utopia. The threads running through every entry are Fleming's deft and original analysis of how our present market-based economy is destroying the very foundations--ecological, economic, and cultural-- on which it depends, and his core focus: a compelling, grounded vision for a cohesive society that might weather the consequences. A society that provides a satisfying, culturally-rich context for lives well lived, in an economy not reliant on the impossible promise of eternal economic growth.*

*A society worth living in. Worth fighting for. Worth contributing to. The beauty of the dictionary format is that it allows Fleming to draw connections without detracting from his in-depth exploration of each topic. Each entry carries intriguing links to other entries, inviting the enchanted reader to break free of the imposed order of a conventional book, starting where she will and following the links in the order of her choosing. In combination with Fleming's refreshing writing style and good-natured humor, it also creates a book perfectly suited to dipping in and out. The decades Fleming spent honing his life's work are evident in the lightness and mastery with which Lean Logic draws on an incredible wealth of cultural and historical learning--from Whitman to Whitefield, Dickens to Daly, Kropotkin to Kafka, Keats to Kuhn, Oakeshott to Ostrom, Jung to Jensen, Machiavelli to Mumford, Mauss to Mandelbrot, Leopold to Lakatos, Polanyi to Putnam, Nietzsche to Næss, Keynes to Kumar, Scruton to Shiva, Thoreau to Toynbee, Rabelais to Rogers, Shakespeare to Schumacher, Locke to Lovelock, Homer to Homer-Dixon--in demonstrating that many of the principles it commends have a track-record of success long pre-dating our current society. Fleming acknowledges, with honesty, the challenges ahead, but rather than inducing despair, Lean Logic is rare in its ability to inspire optimism in the creativity and intelligence of humans to nurse our ecology back to health; to rediscover the importance of place and play, of reciprocity and resilience, and of community and culture. ----- Recognizing that Lean Logic's sheer size and unusual structure could be daunting, Fleming's long-time collaborator Shaun Chamberlin has also selected and edited one of the potential pathways through the dictionary to create a second, stand-alone volume, Surviving the Future: Culture, Carnival and Capital in the Aftermath of the Market Economy. The content, rare insights, and uniquely enjoyable writing style remain Fleming's, but presented at a more accessible paperback-length and in conventional read-it-front-to-back format.*

*Liftoff--it's the unexplored, often ignored, Agile project practice. As the first act of flight, a rocket launch requires an entire set of systems to lift the vehicle into orbit--not just the vehicle itself, but all the systems needed for smoothly moving off the ground into space. Likewise, your project needs its entire set of supporting systems in place to begin a successful journey to delivery. Whatever you call it (project kickoff, bootcamp, inception, or jump start), liftoff gives your team its trajectory, and launches your project. This critical practice informs, inspires, and aligns everyone to a singular purpose: the successful delivery of software. This success is in your hands! Agile veterans Diana Larsen and Ainsley Nies teach you how to organize and conduct liftoffs, hold team activities to discover what's most important, and offer a working framework for effective and lightweight agile chartering.*

- Scaling Lean
- Start and Sustain Successful Agile Teams
- Kanban and Scrum – Making the Most of Both
- Storytelling with Data
- Agile Kaizen
- Kaizen Assembly
- Applying Lean Principles to Improve User Experience

This book provides an assorted set of reflections/lessons from the "trenches" of Lean service and brings to fore leadership challenges, new tools, and the known-unknowns (insights that very few know but many in journey of Lean transformation need to know). Lean has the ability to address a wide range of problems faced by service companies, such as: complex cost leadership, combining scale with flexibility, service excellence and improving employee morale and involvement. Many of the principles discussed in the book are based on the author's first-hand experience in Lean implementation.

Business-Driven IT-Wide Agile (Scrum) and Kanban (Lean) Implementation: An Action Guide for Business and IT Leaders explains how to increase IT delivery capabilities through the use of Agile and Kanban. Factoring in constant change, communication, a sense of urgency, clear and measurable goals, political realities, and infrastructure needs, it cove "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 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 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 descr 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 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.

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 powerful mechanism to identify process improvement opportunities 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 Human Side of Agile
- Liftoff
- Designing, Constructing, and Managing a Lean Assembly Line
- How to Help Your Team Deliver
- Agile in a Flash
- Agile IT Organization Design
- The Essence of Lean

**Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you**

don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

Adoption is more than programming. Elixir is an exciting new language, but to successfully get your application from start to finish, you're going to need to know more than just the language. The case studies and strategies in this book will get you there. Learn the best practices for the whole life of your application, from design and team-building, to managing stakeholders, to deployment and monitoring. Go beyond the syntax and the tools to learn the techniques you need to develop your Elixir application from concept to production. Learn real-life strategies from the people who built Elixir and use it successfully at scale. See how Ben Marx and Bleacher Report maintain one of the highest-traffic Elixir applications by selling the concept to management and delivering on that promise. Find out how Bruce Tate and icanmakeitbetter hire and train Elixir engineers, and the techniques they've employed to design and ensure code consistency since Elixir's early days. Explore customer challenges in deploying and monitoring distributed applications with Elixir creator Jose Valim and Plataformatec. Make a business case and build a team before you finish your first prototype. Once you're in development, form strategies for organizing your code and learning the constraints of the runtime and ecosystem. Convince stakeholders, both business and technical, about the value they can expect. Prepare to make the critical early decisions that will shape your application for years to come. Manage your deployment with all of the knobs and gauges that good DevOps teams demand. Decide between the many options available for deployment, and how to best prepare yourself for the challenges of running a production application. This book picks up where most Elixir books leave off. It won't teach you to program Elixir, or any of its tools. Instead, it guides you through the broader landscape and shows you a holistic approach to adopting the language. What You Need: This book works with any version of Elixir.

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, 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 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.

User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today's web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates Lean UX, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. Lean UX is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use Lean UX on your own projects. Get a tactical understanding of Lean UX-and how it changes the way teams work together Frame a vision of the problem you're solving and focus your team on the right outcomes Bring the designer's tool kit to the rest of your product team Break down the silos created by job titles and learn to trust your teammates Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents Learn how Lean UX integrates with Agile UX

Real-World Kanban

Scrum and XP from the Trenches - 2nd Edition

Increase Your Capacity and Finish More Projects

The Lean Product Lifecycle

The Lean Builder: A Builder's Guide to Applying Lean Tools in the Field

Lean Hospitals

Creating Mixed Model Value Streams

***You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time.***

***The Lean Product Lifecycle is a playbook that provides frameworks, methods and tools to develop innovative new products and business models, while managing your core portfolio.***

***This clever and highly engaging graphic novel details a story about one organization's Lean journey with inspiration from the Toyota Way.***

***From Concept to Production***

***Ask the Right Questions***

***Managing Continuous Improvement Far Beyond Retrospectives***

***Launching Agile Teams & Projects***