

Online Library  
Safe Reference  
Guide Scaled  
Agile Framework  
**Safe  
Reference  
Guide  
Scaled  
Agile  
Framework  
For Lean**

*Thoroughly reviewed*

Online Library  
Safe Reference  
Guide Scaled  
and eagerly  
Agile Framework  
anticipated by the  
agile community, *User  
Stories Applied* offers  
a requirements  
process that saves  
time, eliminates  
rework, and leads  
directly to better  
software. The best  
way to build software  
that meets users'  
needs is to begin with  
"user stories": simple,

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Agile Framework

*clear, brief descriptions of functionality that will be valuable to real users. In User Stories Applied, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user*

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Guide Scaled

*story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and*

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*testing. User role  
modeling:*

*understanding what  
users have in  
common, and where  
they differ Gathering  
stories: user  
interviewing,  
questionnaires,  
observation, and  
workshops Working  
with managers,  
trainers, salespeople  
and other "proxies"*

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*Writing user stories for  
acceptance testing*

*Using stories to  
prioritize, set  
schedules, and  
estimate release costs*

*Includes end-of-  
chapter practice  
questions and  
exercises User Stories*

*Applied will be  
invaluable to every  
software developer,  
tester, analyst, and*

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*manager working with  
any agile method: XP,  
Scrum... or even your  
own home-grown  
approach.*

*9 Hours of Video  
Instruction Leading  
SAFe 4.5*

*LiveLessons, 3rd  
Edition provides an in-  
depth exploration of  
version 4.5 of the  
Scaled Agile  
Framework®*

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Guide Scaled  
Agile Framework  
Framework  
("SAFe®") and how to  
lead a Lean-Agile  
transformation by  
leveraging SAFe and  
its underlying  
principles of lean  
systems thinking, agile  
development, and  
product development  
flow. By applying  
SAFe across the  
enterprise, software-  
dependent  
organizations can



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*improve time to market, productivity, quality, and employee engagement, making them more agile in the marketplace and more competitive in their industries. With the release of SAFe 4.5, this course brings you up to speed on the latest advances in the Framework. The newly configurable*

Online Library  
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Guide Scaled  
and newly named  
“SAFe 4.5 for Lean

*Enterprises” is the result of research from hundreds of implementations, customer and community feedback, and advances made in the knowledge bases SAFe is built on. As you learn more, you'll find SAFe 4.5 to be leaner, more*

# Online Library Safe Reference

*Agile, and more supportive of faster innovation and learning than any of its predecessors.*

*Moreover, SAFe 4.5 can now be configured to match your organization's needs. SAFe Version 4.5 allows companies to: Innovate and test ideas more quickly using the Lean Startup*

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Guide Scaled

*Cycle and Lean User  
Experience (Lean UX)*

*Deliver much faster  
with Scalable DevOps  
and the Continuous  
Delivery Pipeline*

*Simplify governance  
and improve portfolio  
performance with  
Lean Portfolio*

*Management (LPM)  
Configure SAFe to the  
enterprise context*

*Implement SAFe more*

Online Library  
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Guide Scaled  
Agile Framework  
Implementation

*quickly and more  
successfully with the  
Roadmap Praise for  
the previous edition of  
Leading SAFe  
LiveLessons “This  
was my first  
introduction to the  
SAFe framework and  
although  
overwhelming, it is  
well put together and  
full of hands-on*

Online Library  
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Guide Scaled

*exercises and videos to enforce the concepts. This course takes you through the entire framework from Team to Program and details the activities involved in each level. Dean adds a few extras toward the end that cover leadership and team motivation. Excellent course to have as a reference*

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Guide Scaled  
Agile Framework  
Framework

*as my organization goes through this transformation.” 5 out of 5 Ranking --Keisha Harris Description The goal of this course is to equip you with the knowledge necessary to lead a Lean-Agile transformation at enterprise scale. Your guide will be Chief Methodologist Dean Leffingwell, the*

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*creator of the  
framework. In his  
signature pragmatic  
style, Dean leads you  
through nine key  
lessons where you'll  
get high-level  
overviews, as well as  
specifics where you  
mos...*

*For those considering  
Extreme  
Programming, this  
book provides no-*



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Guide Scaled  
Agile Framework  
For Lean

*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.*

Online Library  
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Guide Scaled

*This book constitutes  
the refereed*

*proceedings of the*

*19th International*

*Conference on*

*Product-Focused*

*Software Process*

*Improvement,*

*PROFES 2018, held*

*in Wolfsburg,*

*Germany, in*

*November 2018. The*

*16 revised full papers*

*and 8 short papers*

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Guide Scaled  
Agile Framework  
Explores  
*presented together  
with 10 workshop  
papers and 2 industry  
talks were carefully  
reviewed and selected  
from 65 submissions.*

*The papers are  
organized in the  
following topical  
sections: processes  
and methods;  
empirical studies in  
industry; testing;  
measurements and*

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*monitoring; and global software engineering and scaling. Further relevant topics were added by the events co-located with PROFES 2018, the Second International Workshop on Managing Quality in Agile and Rapid Software Development Processes (QUASD)*

Online Library  
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Guide Scaled  
*and the Third  
Workshop on Hybrid  
Software and System  
Development  
Approaches  
(HELENA).  
Get SAFe Now  
The Art of Agile  
Development  
XP 2020 Workshops,  
Copenhagen,  
Denmark, June 8–12,  
2020, Revised  
Selected Papers*

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*The Rollout*

*SAFe 4.5 Distilled*

*A Unified Approach*

*How Effective Product  
Management Creates  
Real Value*

*This book is the  
first practical,  
hands-on guide  
that shows how  
leaders can build  
psychological  
safety in their*

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*organizations,  
creating an  
environment where  
employees feel  
included, fully  
engaged, and  
encouraged to  
contribute their  
best efforts and  
ideas. Perhaps the  
leader's most  
challenging task is*

Online Library  
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Guide Scaled  
to increase  
Agile Framework  
For Lean

*intellectual friction  
while decreasing  
social friction.*

*When this doesn't  
happen and it  
becomes*

*emotionally  
expensive to say  
what you truly  
think and feel, that  
lack of*



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*psychological safety triggers the self-censoring instinct, shuts down learning, and blocks collaboration and creativity. Timothy R. Clark, a former CEO, Oxford-trained social scientist, and*

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Agile Framework  
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*organizational  
consultant,  
provides a*

*research-based  
framework to help  
leaders transform  
their organizations  
into sanctuaries of  
inclusion and  
incubators of  
innovation. When  
leaders cultivate*

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*psychological  
safety, teams and  
organizations*

*progress through  
four successive  
stages. First,  
people feel  
included and  
accepted; then  
they feel safe to  
learn, contribute,  
and finally,*

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Guide Scaled

*challenge the  
status quo. Clark  
draws deeply on  
psychology,  
philosophy, social  
science, literature,  
and his own  
experiences to  
show how leaders  
can, and must, set  
the tone and  
model the ideal*

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*behaviors—as he says, “you either show the way or get in the way.”*

*This thoughtful and pragmatic guide*

*demonstrates that if you banish fear, install true performance-based*

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Guide Scaled  
Agile Framework  
For Lean

*accountability, and  
create a nurturing  
environment that  
allows people to  
be vulnerable as  
they learn and  
grow, they will  
perform beyond  
your expectations.  
Flex your project  
management  
muscle Agile*

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Guide Scaled  
*project*  
Agile Framework  
For Lean  
*management is a  
fast and flexible  
approach to  
managing all  
projects, not just  
software  
development. By  
learning the  
principles and  
techniques in this  
book, you'll be*

Online Library  
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*able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team*



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*dynamics, quality,  
and risk of every  
project. As mobile  
and web  
technologies  
continue to evolve  
rapidly, there is  
added pressure to  
develop and  
implement  
software projects  
in weeks instead*

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Agile Framework  
For Lean

*of months—and  
Agile Project  
Management For  
Dummies can help  
you do just that.  
Providing a simple,  
step-by-step guide  
to Agile project  
management  
approaches, tools,  
and techniques, it  
shows product and*

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Guide Scaled

*project managers  
how to complete  
and implement  
projects more  
quickly than ever.  
Complete projects  
in weeks instead  
of months Reduce  
risk and leverage  
core benefits for  
projects Turn Agile  
theory into practice*

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Guide Scaled  
*for all industries*  
Agile Framework  
For Lean  
Effectively create  
an Agile

environment Get  
ready to grasp and  
apply Agile  
principles for  
faster, more  
accurate  
development.

This book  
constitutes the

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Guide Scaled  
*refereed*  
*proceedings of*  
*three international*  
*workshops held in*  
*Rome, Italy, in*  
*conjunction with*  
*the 15th*  
*International*  
*Conference on*  
*Agile Software*  
*Development, XP*  
*2014, in May*

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*2014. The  
workshops  
comprised  
Principles of Large-  
Scale Agile  
Development,  
Refactoring &  
Testing (RefTest  
2014), and  
Estimations in the  
21st Century  
Software*

Online Library  
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Guide Scaled  
*Engineering  
(EstSE21 2014).*  
Agile Framework  
For Lean

*The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.*

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*“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*



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*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*

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*the Foreword by  
Don Reinertsen,  
President of  
Reinertsen &  
Associates; author  
of Managing the  
Design Factory;  
and leading expert  
on rapid product  
development  
Effective  
requirements*

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Agile Framework  
For Lean

*discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For*

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Guide Scaled

*many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software*

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*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*

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*use to manage  
Agile Framework  
For Lean  
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*

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Guide Scaled  
Agile Framework  
For Lean

*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*



Online Library  
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Guide Scaled  
*effective*  
Agile Framework  
For Lean

*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*

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*manager,  
architect, or team  
leader.*

*SAFe PI Planning  
A Lightning  
Introduction to the  
Most Popular  
Scaling  
Framework on  
Agile  
Mastering  
Marketing Agility*

Online Library  
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Guide Scaled

*Managing Change  
in Organizations*

*More with LeSS*

*19th International  
Conference,*

*PROFES 2018,*

*Wolfsburg,*

*Germany,*

*November 28–30,*

*2018, Proceedings*

*Leading SAFe*

*Scaled Agile*

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Guide Scaled  
Framework 4.5  
Agile Framework  
LiveLessons  
For Lean

*This open  
access book  
constitutes  
the 6 research  
workshops, the  
Agile  
Education and  
Training  
Track, the  
Doctoral*

Online Library  
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Guide Scaled  
*Symposium, as  
well as a  
panel*

*presented at  
XP 2020, the  
21st  
International  
Conference on  
Agile Software  
Development,  
which was held  
during June*

Online Library  
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Guide Scaled  
8-12, 2020.

*The conference  
was planned to  
take place at  
the IT  
University of  
Copenhagen,  
Denmark. Due  
to the COVID  
19 pandemic,  
the conference  
was held*

Online Library  
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Guide Scaled  
online. In  
Agile Framework  
2020, the  
For Lean  
following six  
workshops took  
place: Third  
International  
Workshop on So  
ftware-  
Intensive  
Business  
Eighth  
International

Online Library  
Safe Reference  
Guide Scaled  
*Workshop on  
Agile Framework  
Large-Scale  
For Lean  
Agile  
Development  
Second  
European  
Symposium on  
Serverless  
Computing and  
Applications  
Second  
International*



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Guide Scaled  
**Workshop on**  
Agile Framework  
For Lean  
**Transformation**  
**First**  
**International**  
**Workshop on**  
**Agility with**  
**Microservices**  
**Programming**  
**Third**  
**International**  
**Workshop on**

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**Autonomous  
Agile Teams XP**  
*is the premier  
agile software  
development  
conference  
combining  
research and  
practice. It  
is a unique  
forum where  
agile*

Online Library  
Safe Reference  
Guide Scaled  
*researchers,  
practitioners,  
thought  
leaders,  
coaches, and  
trainers get  
together to  
present and  
discuss their  
most recent  
innovations,  
research*

Online Library  
Safe Reference  
Guide Scaled  
*results,*  
Agile Framework  
*experiences,*  
For Lean  
*concerns,*  
*challenges,*  
*and trends. XP*  
*conferences*  
*provide an*  
*informal*  
*environment to*  
*learn and*  
*trigger*  
*discussions*

Online Library  
Safe Reference  
Guide Scaled  
and welcome  
Agile Framework  
both people  
For Lean  
new to agile  
and seasoned  
agile  
practitioners.  
The 31 papers  
presented in  
this volume  
were carefully  
reviewed and  
selected from

Online Library  
Safe Reference  
Guide Scaled

**overall 79  
submissions.**

Agile Framework  
For Lean

**In addition to  
the 26  
workshop  
papers, this  
volume also  
includes 2  
papers from  
the Agile  
Education and  
Training Track**

Online Library  
Safe Reference  
Guide Scaled  
and 3 papers  
Agile Framework  
from the  
For Lean  
Doctoral

*Symposium.*

*Furthermore,  
the book  
contains a  
summary of a  
panel  
discussion  
with the topic  
"Covid-19's*

Online Library  
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*Influence on  
the Future of  
Agile”.*

*Master IBM's  
Breakthrough  
DAD Process  
Framework for  
Succeeding  
with Agile in  
Large,  
Complex, Missi  
on-Critical IT*



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Guide Scaled  
Projects It is  
Agile Framework  
For Lean

*Projects It is  
widely  
recognized  
that moving  
from  
traditional to  
agile  
approaches to  
build software  
solutions is a  
critical  
source of*

Online Library  
Safe Reference  
Guide Scaled  
*competitive*  
Agile Framework  
*advantage.*  
For Lean

*Mainstream*  
*agile*  
*approaches*  
*that are*  
*indeed*  
*suitable for*  
*small projects*  
*require*  
*significant*  
*tailoring for*

Online Library  
Safe Reference  
Guide Scaled  
*larger,  
complex  
enterprise  
projects. In  
Disciplined  
Agile  
Delivery,  
Scott W.  
Ambler and  
Mark Lines  
introduce  
IBM' s*

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Guide Scaled

*breakthrough*

*Disciplined*

*Agile Delivery*

*(DAD) process*

*framework,*

*which*

*describes how*

*to do this*

*tailoring. DAD*

*applies a more*

*disciplined*

*approach to*

Online Library  
Safe Reference  
Guide Scaled  
*agile*  
Agile Framework  
For Lean  
*development by*  
*acknowledging*  
*and dealing*  
*with the*  
*realities and*  
*complexities*  
*of a portfolio*  
*of*  
*interdependent*  
*program*  
*initiatives.*

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Guide Scaled  
**Ambler and  
Lines show how  
to extend**

**Scrum with  
supplementary  
agile and lean  
strategies  
from Agile  
Modeling (AM),  
Extreme**

**Programming  
(XP), Kanban,**

Online Library  
Safe Reference  
Guide Scaled  
**Unified  
Process (UP),  
and other**

*proven methods  
to provide a  
hybrid  
approach that  
is adaptable  
to your  
organization's  
unique needs.  
They candidly*

Online Library  
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Guide Scaled

*describe what  
practices work  
best, why they  
work, what the  
trade-offs  
are, and when  
to consider  
alternatives,  
all within the  
context of  
your  
situation.*



Online Library  
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Guide Scaled  
*Disciplined  
Agile Delivery  
addresses  
agile  
practices  
across the  
entire  
lifecycle,  
from  
requirements,  
architecture,  
and*

Online Library  
Safe Reference  
Guide Scaled  
*development to  
delivery and  
governance.*

*The authors  
show how these  
best-practice  
techniques fit  
together in an  
end-to-end  
process for  
successfully  
delivering*

Online Library

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Guide Scaled

*large, complex*

*systems--from*

*project*

*initiation*

*through*

*delivery.*

*Coverage*

*includes*

*Scaling agile*

*for mission-*

*critical*

*enterprise*

Online Library  
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Guide Scaled  
**endeavors**  
Agile Framework  
For Lean  
**Avoiding**  
**mistakes that**  
**drive poorly**  
**run agile**  
**projects to**  
**chaos**  
**Effectively**  
**initiating an**  
**agile project**  
**Transitioning**  
**as an**

Online Library  
Safe Reference  
Guide Scaled  
*individual to*  
Agile Framework  
*agile*  
For Lean  
*Incrementally*  
*building*  
*consumable*  
*solutions*  
*Deploying*  
*agile*  
*solutions into*  
*complex*  
*production*  
*environments*

Online Library  
Safe Reference  
Guide Scaled  
**Leveraging**  
Agile Framework  
**DevOps,**  
For Lean  
**architecture,**  
**and other**  
**enterprise**  
**disciplines**  
**Adapting your**  
**governance**  
**strategy for**  
**agile projects**  
**Based on**  
**facts,**

Online Library  
Safe Reference  
Guide Scaled  
*research, and*  
Agile Framework  
*extensive*  
For Lean  
*experience,*  
*this book will*  
*be an*  
*indispensable*  
*resource for*  
*every*  
*enterprise*  
*software*  
*leader and pra*  
*ctitioner--whe*

Online Library  
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Guide Scaled  
ther they're  
Agile Framework  
seeking to  
For Lean  
optimize their  
existing  
agile/Scrum  
process or  
improve the  
agility of an  
iterative  
process.  
A step-by-step  
guide to PI



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Guide Scaled  
Agile Framework  
For Lean

*Planning, a  
central  
element of the  
Scaled Agile  
Framework.*

*Save time,  
energy, effort  
and expense by  
learning the  
essentials of  
PI Planning.*

*Understand how*

Online Library  
Safe Reference  
Guide Scaled  
to set the  
Agile Framework  
event up for  
For Lean  
success by  
ensuring  
prerequisite  
steps have  
been  
completed.  
Ensure that  
both delivery  
teams and  
business

Online Library  
Safe Reference  
Guide Scaled  
*stakeholders  
are firmly  
aligned around  
objectives and  
feature  
deliverables  
at the  
conclusion of  
the event.  
Learn the  
critical Agile  
Program*

Online Library  
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*Practices for  
keeping the  
program on  
track*

*throughout  
execution of  
the PI, and  
how to measure  
success.*

*While  
technology and  
geopolitical*

Online Library  
Safe Reference  
Guide Scaled  
*forces change  
the face of  
business*

*today, the  
patterns and  
challenges of  
organizing  
humans to work  
together  
across  
organization,  
culture,*

Online Library  
Safe Reference  
Guide Scaled  
language and  
Agile Framework  
time zone  
For Lean  
boundaries  
remain. To  
face these  
challenges,  
all  
organizations  
need to be  
agile,  
networked and  
scalable.

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Guide Scaled  
*Networked,  
Scaled, and  
Agile reveals*  
For Lean

*how to shape  
organizations  
that will  
enable people  
to make faster  
and better  
decisions in a  
more complex  
world. By*

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Guide Scaled

*outlining the  
tension*

Agile Framework  
For Lean

*between the*

*need for agili*

*ty/differentia*

*tion and scale*

*/integration,*

*the book*

*offers a new*

*way to think*

*about this*

*debate using*



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Guide Scaled

*the models of  
the Tower*

*(vertical*

*integration)*

*and the Square*

*(horizontal*

*integration).*

*It addresses*

*the role of*

*the leadership*

*team and how*

*the*

Online Library  
Safe Reference  
Guide Scaled  
*organization  
design process  
can build C-  
suite leaders  
and  
successors.  
Each chapter  
concludes with  
a series of  
reflection  
questions for  
leaders as*

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*well as a  
summary of key  
concepts and  
tips.*

*Including case  
studies from  
global  
organizations,  
Networked,  
Scaled, and  
Agile reveals  
how*

Online Library  
Safe Reference  
Guide Scaled  
organization  
Agile Framework  
design can  
For Lean  
address three  
of the biggest  
business  
challenges  
organizations  
face today:  
how to build a  
new capability  
across the  
entire

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*enterprise;*  
Agile Framework  
For Lean

*how to make  
the entire  
organization  
more customer-  
centric; and  
how to allow  
for faster  
innovation.*

*Scaled Agile  
Framework for  
Lean*

Online Library  
Safe Reference  
Guide Scaled  
**Enterprises**  
**Agile Framework**  
**For Lean**  
**Management For**  
**Dummies**  
**Product-**  
**Focused**  
**Software**  
**Process**  
**Improvement**  
**The Epic Guide**  
**to Agile**  
**The Nexus**

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Safe Reference  
Guide Scaled  
*Framework for  
Scaling Scrum  
Agile Methods.  
Large-Scale  
Development,  
Refactoring,  
Testing, and  
Estimation  
A Design  
Strategy for  
Complex  
Organizations*

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Discover high-value  
Azure security  
insights, tips, and  
operational  
optimizations This  
book presents  
comprehensive Azure  
Security Center  
techniques for  
safeguarding cloud  
and hybrid  
environments.

Leading Microsoft  
*Page 96/282*



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security and cloud  
experts Yuri Diogenes  
and Dr. Thomas

Shinder show how to  
apply Azure Security  
Center's full spectrum  
of features and  
capabilities to address  
protection, detection,  
and response in key  
operational scenarios.  
You'll learn how to  
secure any Azure

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Guide Scaled  
workload, and  
Agile Framework  
optimize virtually all  
For Lean  
facets of modern

security, from policies  
and identity to  
incident response and  
risk management.

Whatever your role in  
Azure security, you'll  
learn how to save  
hours, days, or even  
weeks by solving  
problems in most

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efficient, reliable ways  
possible. Two of

Microsoft's leading  
cloud security experts  
show how to: • Assess  
the impact of cloud  
and hybrid  
environments on  
security, compliance,  
operations, data  
protection, and risk  
management • Master  
a new security

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paradigm for a world  
without traditional  
perimeters • Gain  
visibility and control  
to secure compute,  
network, storage, and  
application workloads  
• Incorporate Azure  
Security Center into  
your security  
operations center •  
Integrate Azure  
Security Center with

Azure AD Identity  
Protection Center and  
third-party solutions •  
Adapt Azure Security  
Center's built-in  
policies and  
definitions for your  
organization •  
Perform security  
assessments and  
implement Azure  
Security Center  
recommendations •

# Online Library Safe Reference Guide Scaled

Use incident response features to detect, investigate, and address threats •

Create high-fidelity fusion alerts to focus attention on your most urgent security issues

- Implement application whitelisting and just-in-time VM access •

Monitor user behavior

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and access, and  
investigate  
Agile Framework  
For Lean

compromised or  
misused credentials •  
Customize and  
perform operating  
system security  
baseline assessments •  
Leverage integrated  
threat intelligence to  
identify known bad  
actors

The Must-have  
*Page 103/282*

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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



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Agile Framework  
For Lean

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

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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

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Guide Scaled  
Agile Framework  
For Lean  
world's leading  
framework for  
enterprise agility.

Inside, you'll find  
complete coverage of  
the scaled agile framework.com knowledge  
base, the website that  
thousands of the  
world's largest brands  
turn to for building  
better software and  
systems. SAFe was

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developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale.

This book provides comprehensive guidance for work at the enterprise

Portfolio, Large

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Guide Scaled  
Solution, Program,  
Agile Framework  
and Team levels,  
For Lean

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

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Agile Framework  
For Lean

companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000.

Case study results—visit [scaledagileframework.com/case-studies](http://scaledagileframework.com/case-studies)—typically include: 30 — 75% faster time-to-market  
25 — 75% increase in

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Agile Framework  
For Lean

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

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Agile Framework  
For Lean

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



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For Lean

enterprise, and ultimately better outcomes for the business.

The leading authority on agile marketing shows how to build marketing operations that can pivot freely and yet remain committed to priorities. As a marketer, are you tired

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Guide Scaled

of chasing marketing fads and algorithm rumors that seem to change every couple of months? This guide to building the perfect marketing department will help you achieve the latest and greatest without having to rebuild your operations from scratch every time the

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Guide Scaled  
Agile Framework  
For Lean

wind shifts. Agile strategies have been the accepted modus operandi for software development for two decades, and marketing is poised to follow in its footsteps. As the audiences we market to become ever more digital, agile frameworks are emerging as the best

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Guide Scaled  
Agile Framework  
For Lean

and only way to  
manage marketing.

This book is a  
signpost showing the  
way toward the agile  
future of marketing  
operations, explaining  
how every role, from  
social media intern up  
to chief marketing  
officer, can work in  
unison, responding to  
the market's

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Guide Scaled

demanding challenges  
without losing focus  
on the big picture.

You will learn what it  
takes for marketing  
agility to  
thrive—customer  
focus, transparency,  
continuous  
improvement,  
adaptability, trust, bias  
for action, and  
courage—along with

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Agile Framework  
For Lean

the antipatterns that  
can drag you down.

Most important, you  
will learn how to  
implement the  
systems, strategies,  
and practices that will  
truly transform your  
marketing operations.  
This open access book  
constitutes the  
proceedings of the  
19th International

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Conference on Agile  
Software  
Development, XP  
2018, held in Porto,  
Portugal, in May  
2018. XP is the

premier agile software  
development  
conference combining  
research and practice,  
and XP 2018 provided  
a playful and informal  
environment to learn

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Guide Scaled  
and trigger  
Agile Framework  
discussions around its  
For Lean  
main theme – make,  
inspect, adapt. The 21  
papers presented in  
this volume were  
carefully reviewed  
and selected from 62  
submissions. They  
were organized in  
topical sections  
named: agile  
requirements; agile



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testing; agile  
Agile Framework  
transformation;  
For Lean  
scaling agile; human-  
centric agile; and  
continuous  
experimentation.  
Large-Scale Scrum  
SAFe 4.5 Reference  
Guide  
SAFe 4.5 Distilled  
Managing Software  
Requirements  
SAFe 4.0 Reference

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Agile Framework  
For Lean  
Project to Product  
Agile Processes in  
Software Engineering  
and Extreme  
Programming  
SAFe is a response  
to organizations  
who need to scale  
Agile Teams. While  
SAFe's "Big Picture"  
is thorough and  
complete, it is too

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dense for most first-time readers. "Get SAFe Now" makes SAFe approachable to all and quickly narrates the recommended start-up approach to implementing SAFe in a learning-friendly way using visuals and real-world examples. This

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Guide Scaled

book also helps as a primer before various SAFe training. It uses Active Learning technique to test the understanding leveraging thought provoking questions.

Improve and Accelerate Software Delivery for Large,

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Guide Scaled  
Distributed,  
Agile Framework  
Complex Projects  
For Lean  
The Nexus

Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum

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training and  
certification  
Agile Framework  
organization  
For Lean

founded by Scrum  
co-creator Ken  
Schwaber-Nexus  
draws on decades  
of experience to  
address the unique  
challenges teams  
face in coming  
together, sharing  
work, and managing

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and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing

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Guide Scaled  
Agile Framework  
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consistency or  
quality, and without  
adding unnecessary  
complexity or  
straying from  
Scrum ' s core  
principles. Using an  
extended case  
study, the authors  
illustrate how Nexus  
helps teams solve  
common scaling  
challenges like



# Online Library Safe Reference Guide Scaled

reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability.

Understand the challenges of delivering working, integrated product increments with multiple teams, and

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Agile Framework  
For Lean

how Nexus  
addresses them  
Form a Nexus  
around a new or  
existing product and  
learn how that  
Nexus sets goals  
and plans its work  
Run Sprints within a  
Nexus, provide  
transparency into  
progress, conduct  
effective Nexus

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Agile Framework  
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Sprint reviews, and  
use Nexus Sprint  
Retrospectives to

continuously  
improve Overcome  
the distributed team  
collaboration  
challenges

SAFe®: The World ' s  
Leading Framework  
for Enterprise Agility  
“ SAFe® 4.0 Distilled  
is the book we ' ve all

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Agile Framework  
For Lean

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.

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Guide Scaled

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

Online Library  
Safe Reference  
Guide Scaled  
world's most  
Agile Framework  
For Lean  
successful compani  
es—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.

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Guide Scaled  
Agile Framework  
For Lean

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

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Agile Framework  
For Lean

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



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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-

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Agile leader and  
effectively drive an  
enterprise-wide  
transformation

Use scrum in all  
aspects of life

Scrum is an agile  
project management  
framework that  
allows for flexibility  
and collaboration to  
be a part of your  
workflow. Primarily

# Online Library Safe Reference Guide Scaled

used by software developers, scrum can be used across many job functions and industries.

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

Scrum provides a

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Guide Scaled  
Agile Framework  
For Lean

small set of rules  
that create just  
enough structure for  
teams to be able to  
focus their  
innovation on  
solving what might  
otherwise be an  
insurmountable  
challenge. Scrum  
For Dummies shows  
you how to  
assemble a scrum

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Guide Scaled

taskforce and use it  
to implement this  
popular Agile  
methodology to  
make projects in  
your professional  
and personal life run  
more  
smoothly—from  
start to finish.

Discover what  
scrum offers project  
and product teams

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Guide Scaled

Integrate scrum into  
your agile project  
management

strategy Plan your  
retirement or a  
family reunion using  
scrum Prioritize for  
releases with sprints  
No matter your  
career path or job  
title, the principles of  
scrum are designed  
to make your life

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Agile Framework  
For Lean

easier. Why not give  
it a try?

Networked, Scaled,  
and Agile

Agile Software  
Requirements

The Unicorn Project  
A Practice Guide

Lean Requirements  
Practices for

Teams, Programs,  
and the Enterprise

Scaled Agile

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Framework for Lean  
Agile Framework  
For Lean  
Systems  
Engineering  
19th International  
Conference, XP  
2018, Porto,  
Portugal, May  
21-25, 2018,  
Proceedings  
***Managing  
Change in***



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**Organizations:  
A Practice  
Guide is**

**unique in that  
it integrates  
two  
traditionally  
disparate  
world views on  
managing  
change:  
organizational**

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*development/human resources and portfolio/program/project management. By bringing these together, professionals from both worlds can use project*

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Guide Scaled  
*management*  
Agile Framework  
For Lean  
*approaches to*  
*effectively*  
*create and*  
*manage change.*  
*This practice*  
*guide begins*  
*by providing*  
*the reader*  
*with a*  
*framework for*  
*creating*

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*organizational*

*Agile Framework*

*For Lean*

*judging change*

*readiness.*

*SAFe®: The*

*World's*

*Leading*

*Framework for*

*Enterprise*

*Agility*

*"Philips is*

*continuously*

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Guide Scaled  
*driving to  
develop high-  
quality*

*software in a  
predictable,  
fast, and  
Agile way.*

*SAFe addresses  
this primary  
goal, and  
offers these  
further*

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*benefits:*  
*reduced time-*  
*to-market,*  
*improved*  
*quality,*  
*stronger*  
*alignment*  
*across*  
*geographically*  
*distributed mu*  
*lti-*  
*disciplinary*

Online Library  
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Guide Scaled  
*teams, and*  
Agile Framework  
*collaboration*  
For Lean  
*across teams*  
*to deliver*  
*meaningful*  
*value to*  
*customers with*  
*reduced cycle*  
*time."*

--Sundaresan  
Jagadeesan, SW  
CoE Program

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Safe Reference  
Guide Scaled  
*Director,*  
Agile Framework  
For Lean  
*Philips To*  
*succeed in*  
*today's adapt-*  
*or-die*  
*marketplace,*  
*businesses*  
*must be able*  
*to rapidly*  
*change the way*  
*they create*  
*and deliver*



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*value to their  
customers.*

*Hundreds of  
the world's  
most  
successful com  
panies-  
including  
Intel, Capital  
One,  
AstraZeneca,  
Cisco, and*

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Guide Scaled

*Philips—have  
turned to the  
Scaled Agile  
Framework®*

*(SAFe®) to  
achieve  
agility at  
scale and  
maintain a  
competitive  
edge. SAFe®  
4.5 Distilled:*

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Guide Scaled

*Applying the  
Scaled Agile  
Framework® for  
Lean*

*Enterprises  
explains how  
adopting SAFe  
can quickly  
improve time  
to market and  
increase  
productivity,*

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Guide Scaled  
quality, and  
Agile Framework  
employee  
For Lean

engagement. In  
this book, you  
will

Understand the  
business case  
for SAFe: its  
benefits, the  
problems it  
solves, and  
how to apply

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Guide Scaled  
*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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Guide Scaled  
Agile Framework  
For Lean

*Agile mindset,  
values, and  
principles*

*Discover how  
systems  
thinking,  
Agile  
development,  
and Lean  
product  
development  
form the*

Online Library  
Safe Reference  
Guide Scaled  
*underlying*  
Agile Framework  
*basis for SAFe*  
For Lean  
*Learn how to*  
*become a Lean-*  
*Agile leader*  
*and*  
*effectively*  
*drive an enter*  
*prise-wide*  
*transformation*  
*Register your*  
*book for*

Online Library  
Safe Reference  
Guide Scaled  
*convenient*  
Agile Framework  
*access to*  
For Lean

*downloads,*  
*updates,*  
*and/or*  
*corrections as*  
*they become*  
*available. See*  
*inside book*  
*for details.*  
*As tech giants*  
*and startups*



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Agile Framework  
For Lean

*disrupt every  
market, those  
who master  
large-scale  
software  
delivery will  
define the  
economic  
landscape of  
the 21st  
century, just  
as the masters*

Online Library  
Safe Reference  
Guide Scaled  
*of mass*  
Agile Framework  
For Lean

*production*  
*defined the*  
*landscape in*  
*the 20th.*  
*Unfortunately,*  
*business and*  
*technology*  
*leaders are*  
*woefully ill-*  
*equipped to*  
*solve the*

Online Library  
Safe Reference  
Guide Scaled  
Agile Framework  
For Lean

*problems posed  
by digital tra  
nsformation.*

*At the current  
rate of  
disruption,  
half of S&P  
500 companies  
will be  
replaced in  
the next ten  
years. A new*

Online Library  
Safe Reference  
Guide Scaled  
*approach is  
needed. In  
Project to  
Product, Value  
Stream Network  
pioneer and  
technology  
business  
leader Dr. Mik  
Kersten  
introduces the  
Flow*

Online Library  
Safe Reference  
Guide Scaled  
*Framework—a  
new way of  
seeing,  
measuring, and  
managing  
software  
delivery. The  
Flow Framework  
will enable  
your company's  
evolution from  
project—*

Online Library  
Safe Reference  
Guide Scaled  
*oriented*  
Agile Framework  
For Lean  
*dinosaur to pr  
oduct-centric  
innovator that  
thrives in the  
Age of  
Software. If  
you're driving  
your  
organization's  
transformation  
at any level,*

Online Library  
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Guide Scaled

*this is the  
book for you.*

*A classic  
treatise that  
defined the  
field of  
applied demand  
analysis,  
Consumer  
Demand in the  
United States:  
Prices,*

Online Library  
Safe Reference  
Guide Scaled  
*Income, and  
Consumption  
Behavior is  
now fully  
updated and  
expanded for a  
new  
generation.  
Consumption  
expenditures  
by households  
in the United*



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Guide Scaled

*States account  
for about 70%  
of America's  
GDP. The  
primary focus  
in this book  
is on how  
households  
adjust these  
expenditures  
in response to  
changes in*

Online Library  
Safe Reference  
Guide Scaled  
*price and  
income.*  
Agile Framework  
For Lean

*Econometric  
estimates of  
price and  
income  
elasticities  
are obtained  
for an  
exhaustive  
array of goods  
and services*

Online Library  
Safe Reference  
Guide Scaled  
*using data  
from surveys  
conducted by  
the Bureau of  
Labor  
Statistics,  
providing a  
better  
understanding  
of consumer  
demand.*

***Practical***

Online Library  
Safe Reference  
Guide Scaled  
*models for  
forecasting  
future price  
and income  
elasticities  
are also  
demonstrated.  
Fully revised  
with over a  
dozen new  
chapters and  
appendices,*

Online Library  
Safe Reference  
Guide Scaled  
the book  
Agile Framework  
For Lean  
revisits the  
original Taylo  
r-Houthakker  
models while  
examining new  
material as  
well, such as  
the use of  
quantile  
regression and  
the

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Safe Reference  
Guide Scaled  
stationarity  
Agile Framework  
of consumer  
For Lean  
preference. It  
also explores  
the emerging  
connection  
between  
neuroscience  
and consumer  
behavior,  
integrating  
the economic

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Agile Framework

For Lean

*literature on  
demand theory  
with*

*psychology*

*literature.*

*The most*

*comprehensive*

*treatment of*

*the topic to*

*date, this*

*volume will be*

*an essential*

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*resource for*  
Agile Framework  
*any*  
For Lean  
*researcher,*  
*student or*  
*professional*  
*economist*  
*working on*  
*consumer*  
*behavior or*  
*demand theory,*  
*as well as*  
*investors and*



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*policymakers*  
Agile Framework  
For Lean  
*concerned with*  
*the impact of*  
*economic*  
*fluctuations.*  
*Defining the*  
*Path to*  
*Inclusion and*  
*Innovation*  
*More Business*  
*Value on a*  
*Predictable*

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**Schedule with  
Agile Framework  
Scrum**

**A Novel about  
Leadership and  
Building a  
Lean-Agile  
Enterprise  
with SAFe  
Escaping the  
Build Trap  
WORK EFFECT  
LEG CODE \_p1**

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*Transform Your  
Marketing  
Teams and  
Evolve Your  
Organization  
Implement  
Scrum and Lean-  
Agile  
techniques  
across complex  
products,  
portfolios,*

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Guide Scaled  
*and programs*  
Agile Framework  
*in large*  
For Lean  
*organizations*

*Establish business  
agility in your  
organization by  
applying industry-  
proven scaling  
strategies from  
popular Scrum  
frameworks such as  
Scrum of Scrums*

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(SoS),  
Agile Framework  
For Lean

*Scrum@Scale,  
Nexus, Large-Scale  
Scrum (LeSS),  
Disciplined Agile,  
and SAFe Key  
Features*  
*Learn how  
to be Agile at scale  
by implementing best  
practices*  
*Understand  
how Lean-Agile  
practices are*

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Guide Scaled  
*incorporated in  
Disciplined Agile  
and the Scaled Agile  
Framework  
(SAFe) Customize  
Scrum and Lean-  
Agile practices to  
support portfolio  
and large product  
development  
needs*Book  
*Description Scaled*

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Guide Scaled  
Agile Framework  
For Lean

*Scrum and Lean-  
Agile practices  
provide essential  
strategies to address  
large and complex  
product development  
challenges not  
addressed in  
traditional Scrum.  
This Scrum/ Lean-  
Agile handbook  
provides a*

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Guide Scaled  
*comprehensive  
review and analysis  
of industry-proven  
scaling strategies  
that enable business  
agility on an  
enterprise scale.  
Free of marketing  
hype or vendor bias,  
this book helps you  
decide which  
practices best fit*



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Guide Scaled  
*your situation.*  
Agile Framework  
For Lean

*You'll start with an  
introduction to  
Scrum as a  
lightweight software  
development  
framework and then  
explore common  
approaches to  
scaling it for more  
complex  
development*

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*scenarios. The book will then guide you through systems theory, lean development, and the application of holistic thinking to more complex software and system development activities.*

*Throughout, you'll*

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Agile Framework  
For Lean

*learn how to support  
multiple teams  
working in  
collaboration to  
develop large and  
complex products  
and explore how to  
manage cross-team  
integration,  
dependency, and  
synchronization  
issues. Later, you'll*

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*learn how to*  
Agile Framework  
*improve enterprise*  
For Lean  
*operational*  
*efficiency across*  
*value creation and*  
*value delivery*  
*activities, before*  
*discovering how to*  
*align product*  
*portfolio*  
*investments with*  
*corporate strategies.*

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*By the end of this  
Scrum book, you  
and your product  
teams will be able to  
get the most value  
out of Agile at scale,  
even in complex  
cyber-physical  
system development  
environments. What  
you will  
learn*

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Agile Framework  
For Lean

*limitations of  
traditional Scrum  
practices Explore the  
roles and  
responsibilities in a  
scaled Scrum and  
Lean-Agile  
development  
environment Tailor  
your Scrum  
approach to support  
portfolio and large*

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For Lean

*product development  
needs Apply systems  
thinking to evaluate  
the impacts of  
changes in the  
interdependent parts  
of a larger  
development and  
delivery system Scale  
Scrum practices at  
both the program  
and portfolio levels*

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Guide Scaled  
*of management Und*  
Agile Framework  
*erstand how*  
For Lean  
*DevOps, test*  
*automation, and*  
*CI/CD capabilities*  
*help in scaling*  
*Scrum practices Who*  
*this book is for*  
*Executives, product*  
*owners, Scrum*  
*masters,*  
*development team*



*members, and other stakeholders who need to learn how to scale Agile to support large, complex projects and large enterprise portfolios and programs will find this book useful. A basic understanding of the values and*

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*principles of Agile  
and the Scrum-*

*based framework  
for Agile  
development  
practices is required  
before you get  
started with this  
Agile Scrum book.*

*In Large-Scale  
Scrum , Craig  
Larman and Bas*

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Agile Framework  
For Lean

*Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically*

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Agile Framework  
For Lean

*distributed  
development  
organizations move  
to agile. Going  
beyond their  
previous books, they  
offer today's  
fastest, most  
focused guidance:  
"brass tacks" advice  
and field-proven  
best practices for*

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*achieving value  
fast, and achieving  
even more value as  
you move forward.  
Targeted to  
enterprise project  
participants and  
stakeholders, Large-  
Scale Scrum offers  
straight-to-the-point  
insights for scaling  
Scrum across the*

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*entire project  
lifecycle, from  
sprint planning to  
retrospective.*

*Larman and Vodde  
help you: Implement  
proven Scrum  
frameworks for  
large-scale  
developments Scale  
requirements,  
planning, and*

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*product*  
Agile Framework  
*management Scale*  
For Lean  
*design and*  
*architecture*  
*Effectively manage*  
*defects and*  
*interruptions*  
*Integrate Scrum into*  
*multisite and*  
*offshore projects*  
*Choose the right*  
*adoption strategies*

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*and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.*

*The SAFe foundation -- The*



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**SAFe**  
Agile Framework  
For Lean

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

***Reference Guide for  
SAFe® Practitioners***

***“There are a lot of  
methods of scale out  
there, but the Scaled  
Agile Framework is  
the one lighting up  
the world.” –Steve  
Elliot, Founder/CEO  
AgileCraft “You  
don’t have to be  
perfect to start SAFe***

*because you learn as  
you go—learning is  
built in. Before*

*SAFe, I would not  
know how to help  
my teams but now I  
have many tools to  
enable the teams.*

*My job is really fun  
and the bottom line  
is I have never  
enjoyed my job*

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*more!” –Product  
Manager, Fortune  
500 Enterprise*

*Captured for the  
first time in print,  
the SAFe body of  
knowledge is now  
available as a handy  
desktop reference to  
help you accomplish  
your mission of  
building better*

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Guide Scaled  
*software and  
systems. Inside,  
you'll find complete  
coverage of what  
has, until now, only  
been available  
online at [scaledagile  
framework.com](http://scaledagileframework.com).*

*The SAFe  
knowledge base was  
developed from real-  
world field*

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Guide Scaled  
*experience and  
provides proven  
success patterns for  
implementing Lean-  
Agile software and  
systems development  
at enterprise scale.  
This book provides  
comprehensive  
guidance for work  
at the enterprise  
Portfolio, Value*

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Guide Scaled  
*Stream, Program,  
Agile Framework  
and Team levels,  
For Lean*  
*including the  
various roles,  
activities, and  
artifacts that  
constitute the  
Framework, along  
with the  
foundational  
elements of values,  
mindset, principles,*

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Guide Scaled  
*and practices.*  
Agile Framework  
Education &  
For Lean  
*Training Key to  
Success The practice  
of SAFe is  
spreading rapidly  
throughout the  
world. The majority  
of Fortune 100 U.S.  
companies have  
certified SAFe  
practitioners and*



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*consultants, as do an  
Agile Framework  
increasing  
For Lean  
percentage of the  
Global 1000  
enterprises. Case  
study results—visit sc  
aledagileframework  
.com/case-  
studies—typically  
include: 20—50%  
increase in  
productivity 50%+*

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*increases in quality*  
30—75% faster  
time to market  
*Measurable*  
*increases in*  
*employee*  
*engagement and job*  
*satisfaction With*  
*results like these, the*  
*demand from*  
*enterprises seeking*  
*SAFe expertise is*

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*accelerating at a  
dramatic rate.*  
Agile Framework  
For Lean

*Successful  
implementations  
may vary in context,  
but share a common  
attribute: a  
workforce well  
trained and  
educated in SAFe  
practices. This  
book—along with*

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*authorized training  
and  
certification—will  
help you understand  
how to maximize the  
value of your role  
within a SAFe  
organization. The  
result is greater  
alignment, visibility,  
improved  
performance*

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Guide Scaled  
*throughout the  
enterprise, and  
ultimately better  
outcomes for the  
business.*

*For Agile Software  
Development*

*A practical guide to  
strategically scaling  
agile across teams,  
programs, and  
portfolios in*

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Guide Scaled  
*enterprises*  
Agile Framework  
User Stories Applied  
For Lean  
*Scaled Agile*  
*Framework® for*  
*Lean Software and*  
*Systems Engineering*  
*SAFe Reference*  
*Guide*  
*Tribal Unity*  
*(paperback)*  
*SAFe® 4.0*  
*Reference Guide*

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**Accelerate business  
value delivery with  
Jira Align, the  
enterprise agile  
planning platform, by  
connecting strategy  
with execution to  
maximize outcomes**  
**Key Features** Improve  
coordination and  
transparency between  
multiple programs,  
products, and business  
portfolios Increase

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**customer satisfaction  
by responding quickly  
to ever-evolving  
customer needs Deliver  
higher quality  
products faster and  
more predictably with  
real-time insights and  
OKR tracking Book  
Description Jira Align  
is a platform purpose-  
built for enterprises to  
connect strategy with  
execution and drive**



**transparency, consistency, and predictability at all levels of scale. The platform supports business value delivery in agile frameworks such as LeSS, DAD, and SAFe. It also caters to organizations that mix agile with waterfall to support scaled bimodal delivery. Starting with**

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**an introduction to the  
platform and its  
features, this book  
takes you through the  
foundational building  
blocks of Jira Align.  
You'll learn how an  
organization can  
benefit from  
implementing Jira  
Align and understand  
how to connect  
dimensions such as  
people, work, time,**

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**and outcomes. The book takes you through the typical steps for implementing Jira Align for maximizing outcomes and helps you solve common team, program, and portfolio-level challenges by enhancing visibility, tracking dependencies and risks, and using reports for real-time,**

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**distributed decision making. Throughout the book, you'll explore features such as remote agile ceremonies, live roadmaps, and objectives and key results (OKRs). You'll also get to grips with lean portfolio management, financial reporting, and using the program board for**

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Agile Framework  
For

**planning and  
execution. By the end  
of this book, you'll be  
well versed in the key  
features of Jira Align  
and be able to leverage  
them to support all  
levels of agile at scale.  
What you will  
learn Understand Jira  
Align's key factors for  
success Find out how  
you can connect  
people, work, time,**

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For Jira  
and outcomes with  
**Jira Align**  
Navigate  
and collaborate in Jira  
**Align**  
Scale team agility  
to the portfolio and  
enterprise  
Delve into  
planning and  
execution, including  
roadmaps and  
predictability  
metrics  
Implement lean  
portfolio management  
and OKRs  
Get to grips  
with handling bimodal

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and hybrid  
Agile Framework  
delivery Enable  
advanced data security  
and analytics in Jira  
Align Who this book is  
for This book is for  
portfolio managers,  
program managers,  
product managers,  
product owners,  
executives, release  
train engineers, and  
scrum masters who  
want to empower their

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**teams to deliver the right things at the right time and quickly respond to changes in the market.**

**Familiarity with agile frameworks and Jira Software is necessary; the book will teach you the rest.**

**Tired of out-of-touch Scrum training that doesn't work?**

**Discover practical**



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**agile delivery  
techniques to make  
your software shine.**

**Has your excitement  
over Scrum led to  
nothing but  
disappointment? Have  
months of agile  
training still left your  
company far short of  
optimal efficiency? Do  
you feel like your  
leaders and developers  
are speaking a**

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**completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your company reap the benefits of his**

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**experience. The Epic  
Guide to Agile: More  
Business Value on a  
Predictable Schedule  
with Scrum is a  
comprehensive guide  
to software-based team  
dynamics that both  
leaders and developers  
can understand.**

**Unlike most agile  
training that doesn't  
work in practice,  
Todaro's step-by-step**

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**playbook rises above  
theory to save you time  
and money. Perfect for  
any sized business or  
level of experience,  
you'll get to the crux of  
each Scrum issue to  
have your team  
running sprints more  
efficiently than ever.  
In The Epic Guide to  
Agile, you'll discover:  
Personal examples and  
anecdotes to tackle**

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**problems at their  
source Effective ways  
to introduce agile and  
Scrum into your  
organization with the  
right pilot team The  
exact system to achieve  
productive sprint  
planning sessions The  
typical issues that can  
doom your product  
and how to conquer  
them The best  
technical environment**

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**setups to support your software project groups and much, much, more! The Epic Guide to Agile is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave**

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**Todaro's  
extraordinary and  
practical guidebook.**

**Buy The Epic Guide to  
Agile to take your  
team into the Scrum  
age today!**

**SAFe®: The World's  
Leading Framework  
for Enterprise Agility**  
**“Philips is  
continuously driving to  
develop high-quality  
software in a**

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Agile Framework  
Full.com

**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**



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**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.**

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Agile Framework  
For Lean

**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**

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**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

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**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**

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Lean

**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.**

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**Get more out of your legacy systems: more performance, functionality, reliability, and manageability** Is your code easy to change? Can you get nearly instantaneous feedback when you do change it? Do you understand it? If the answer to any of these questions is no, you

**Agile Framework  
For Lean**

**have legacy code, and it is draining time and money away from your development efforts. In this book, Michael Feathers offers start-to-finish strategies for working more effectively with large, untested legacy code bases. This book draws on material Michael created for his renowned Object**

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**Mentor seminars:  
techniques Michael  
has used in mentoring  
to help hundreds of  
developers, technical  
managers, and testers  
bring their legacy  
systems under control.  
The topics covered  
include Understanding  
the mechanics of  
software change:  
adding features, fixing  
bugs, improving**



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design, optimizing  
performance Getting  
Agile Framework  
legacy code into a test  
harness Writing tests  
that protect you  
against introducing  
new problems  
Techniques that can be  
used with any  
language or  
platform—with  
examples in Java,  
C++, C, and C#  
Accurately identifying

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Agile Framework

**where code changes  
need to be made**

**Coping with legacy  
systems that aren't  
object-oriented**

**Handling applications  
that don't seem to have  
any structure This  
book also includes a  
catalog of twenty-four  
dependency-breaking  
techniques that help  
you work with  
program elements in**

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isolation and make  
safer changes.

**A Step-By-Step Guide**

**Scaling Software**

**Agility**

**SAFe 4.0 Distilled**

**Disciplined Agile**

**Delivery**

**A Practitioner's Guide**

**to Agile Software**

**Delivery in the**

**Enterprise**

**Scaling Scrum Across**

**Modern Enterprises**

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**Safe 5.0 Distilled:  
Achieving Business  
Agility with the Scaled  
Agile Framework**

In The ART of  
Avoiding a Train  
Wreck, Em and  
Adrienne share  
their “trade  
secrets” for  
launching and  
operating  
powerful and

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effective Agile  
Release Trains.  
There's a lot at  
stake when  
launching an  
Agile Release  
Train. When  
taking on an  
Enterprise Lean-  
Agile  
Transformation  
you only get one  
shot at a first

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impression.

Runaway trains  
are expensive.

Money gets  
wasted, time gets  
lost and the  
reputational  
damage can take  
years to repair.

Going well  
beyond the  
standard SAFe  
training, this book

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deep dives into the practical tips and tricks that only over 15 years of combined real world experience can teach. You will learn how to get a ticket on the SAFe railway, load the cargo on your train, set the

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timetable, SAFely  
board and stay on  
the tracks. No  
matter your  
context, you are  
sure to find  
plenty of  
actionable ideas  
for launching and  
operating Agile  
Release Trains.  
To stay  
competitive in



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today's market, organizations need to adopt a culture of customer-centric practices that focus on outcomes rather than outputs. Companies that live and die by outputs often fall into the "build

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Agile Framework  
For Lean

trap," cranking out features to meet their schedule rather than the customer's needs. In this book, Melissa Perri explains how laying the foundation for great product management can

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help companies solve real customer problems while achieving business goals. By understanding how to communicate and collaborate within a company structure, you can create a product

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For Lean

culture that benefits both the business and the customer. You'll learn product management principles that can be applied to any organization, big or small. In five parts, this book explores:  
Why

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For Lean

organizations ship features rather than cultivate the value those features represent How to set up a product organization that scales How product strategy connects a company's vision and economic

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outcomes back to  
the product  
activities How to  
identify and  
pursue the right  
opportunities for  
producing value  
through an  
iterative product  
framework How  
to build a culture  
focused on  
successful

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Agile Framework  
For Lean

outcomes over  
outputs

"Companies have  
been  
implementing  
large agile  
projects for a  
number of years,  
but the 'stigma'  
of 'agile only  
works for small  
projects'  
continues to be a

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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



# Online Library Safe Reference Guide Scaled

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,

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and team  
organization.  
Agile Framework  
For Lean

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

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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

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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

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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

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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,

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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

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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



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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

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software  
Agile Framework  
developers,  
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testers and QA  
personnel,  
managers and  
team leads, as  
well as to  
executives of  
software  
organizations  
whose objective  
is to increase the  
quality and

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productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale. The Phoenix Project wowed over a half-million readers. Now

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comes the Wall  
Street Journal  
Bestselling The  
Unicorn Project!  
"The Unicorn  
Project is  
amazing, and I  
loved it 100 times  
more than The  
Phoenix Project...  
"—FERNANDO  
CORNAGO, Senior  
Director Platform

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Engineering,  
Agile Framework  
Adidas “Gene Kim  
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does a masterful  
job of showing  
how ... the efforts  
of many create  
lasting business  
advantages for  
all.”—DR. STEVEN  
SPEAR, author of  
The High-Velocity  
Edge, Sr. Lecturer  
at MIT, and

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principal of HVE  
LLC. "The Unicorn  
Project is so

clever, so good,  
so crazy enlighten  
ing!" --CORNELIA

DAVIS, Vice  
President Of  
Technology at  
Pivotal Software,  
Inc., Author of  
Cloud Native  
Patterns This

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highly anticipated  
follow-up to the  
bestselling title  
The Phoenix  
Project takes  
another look at  
Parts Unlimited,  
this time from the  
perspective of  
software  
development. In  
The Unicorn  
Project, we follow

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Maxine, a senior lead developer and architect, as she is exiled to the Phoenix Project, to the horror of her friends and colleagues, as punishment for contributing to a payroll outage. She tries to



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survive in what  
feels like a  
heartless and  
uncaring  
bureaucracy and  
to work within a  
system where no  
one can get  
anything done  
without endless  
committees,  
paperwork, and  
approvals. One

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day, she is approached by a ragtag bunch of misfits who say they want to overthrow the existing order, to liberate developers, to bring joy back to technology work, and to enable the business to win in

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a time of digital disruption. To her surprise, she finds herself drawn ever further into this movement, eventually becoming one of the leaders of the Rebellion, which puts her in the crosshairs of

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some familiar and very dangerous enemies. The Age of Software is here, and another mass extinction event looms—this is a story about rebel developers and business leaders working together, racing against time to

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innovate, survive,  
and thrive in a  
time of

unprecedented  
uncertainty...and  
opportunity. "The  
Unicorn Project  
provides insanely  
useful insights on  
how to improve  
your technology b  
usiness." —DOMIN  
ICA DEGRANDIS,

Online Library  
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author of Making  
Work Visible and  
Director of Digital  
Transformation at  
Tasktop ———

“My goal in  
writing The  
Unicorn Project  
was to explore  
and reveal the  
necessary but  
invisible  
structures

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required to make  
developers (and  
all engineers)  
productive, and  
reveal the  
devastating  
effects of  
technical debt  
and complexity. I  
hope this book  
can create  
common ground  
for technology

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and business  
leaders to leave  
the past behind,  
and co-create a  
better future  
together." —Gene  
Kim, November  
2019

XP 2014

International

Workshops,

Rome, Italy, May

26-30, 2014,



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Product with  
Multiple Scrum  
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Avoiding a Train  
Wreck: Tips and  
Tricks for  
Launching Safe  
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Scaling Agile with  
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Large Enterprises