

A Practical Approach to Large-Scale Agile Development

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A Practical Approach To Large Scale Agile Development 94264

Craig Larman, Bas Vodde



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A Practical Approach to Large-Scale Agile Development Gary Gruver, Mike Young, Pat Fulghum, 2012-11-15 Today even the largest development organizations are turning to agile methodologies seeking major productivity and quality improvements However large scale agile development is difficult and publicly available case studies have been scarce Now three agile pioneers at Hewlett Packard present a candid start to finish insider's look at how they've succeeded with agile in one of the company's most mission critical software environments firmware for HP LaserJet printers This book tells the story of an extraordinary experiment and journey Could agile principles be applied to re architect an enormous legacy code base Could agile enable both timely delivery and ongoing innovation Could it really be applied to 400 developers distributed across four states three continents and four business units Could it go beyond delivering incremental gains to meet the stretch goal of 10x developer productivity improvements It could and it did but getting there was not easy Writing for both managers and technologists the authors candidly discuss both their successes and failures presenting actionable lessons for other development organizations as well as approaches that have proven themselves repeatedly in HP's challenging environment They not only illuminate the potential benefits of agile in large scale development they also systematically show how these benefits can actually be achieved Coverage includes Tightly linking agile methods and enterprise architecture with business objectives Focusing agile practices on your worst development pain points to get the most bang for your buck Abandoning classic agile methods that don't work at the largest scale Employing agile methods to establish a new architecture Using metrics as a conversation starter around agile process improvements Leveraging continuous integration and quality systems to reduce costs accelerate schedules and automate the delivery pipeline Taming the planning beast with light touch agile planning and lightweight long range forecasting Implementing effective project management and ensuring accountability in large agile projects Managing tradeoffs associated with key decisions about organizational structure Overcoming U S India cultural differences that can complicate offshore development Selecting tools to support quantum leaps in productivity in your organization Using change management disciplines to support greater enterprise agility

Electrical & Electronics Abstracts, 1997 **Leading the Transformation** Gary Gruver, Tommy Mouser, 2015-08-01 Software is becoming more and more important across a broad range of industries yet most technology executives struggle to deliver software improvements their businesses require Leading edge companies like Amazon and Google are applying DevOps and Agile principles to deliver large software projects faster than anyone thought possible But most executives don't understand how to transform their current legacy systems and processes to scale these principles across their organizations Leading the Transformation is executive guide providing a clear framework for improving development and delivery Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams this book targets the coordination of work across teams in large organizations an improvement that executives are uniquely positioned to lead

Large-Scale Agile Frameworks Sascha Block, 2023-08-17 The book *Large Scale Agile Frameworks* provides practical solutions for cross team and cross functional prioritization of requirements and documentation for enterprises. It reflects the interplay of current technology trends such as cloud computing and organizational requirements for microservices. Organizations are increasingly required to align their IT strategy with customer needs for customer centric and service oriented products and services. The book analyzes the unique requirements of a differentiated software service offering and shows how agile principles are effective in addressing these issues. The book also highlights the importance of large scale agile development and provides guidance to organizations on how to transform their structure towards agile prioritization. The book covers various appropriate models, methodologies and agile tools and provides recommendations for cross functional prioritization of requirements. It also considers the need for IT security and shows how it can be integrated into the overall agile development process.

Scaling Software Agility Dean Leffingwell, 2007-02-26 Companies have been implementing large agile projects for a number of years but the stigma of agile only works for small projects continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture requirements, development, multi level release planning and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development. Jim Highsmith, director Agile Practice Cutter Consortium, author of *Agile Project Management*. There's tension between building software fast and delivering software that lasts between being ultra responsive to changes in the market and maintaining a degree of stability. In his latest work *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution and his description of the resulting best practices come from experience; he's been there, done that and has seen what's worked. Grady Booch, IBM Fellow. Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be applied to enterprise class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team leads as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale.

Agile Project Delivery Aaron A. Blair, 2020-12-18 *Agile Project Delivery* reviews how different Agile

methods can be applied to project delivery in complex corporate environments beyond the Agile Manifesto's original scope of software development. Taking readers through a typical project lifecycle, the text demonstrates how Agile techniques can be applied to each phase of a project using valuable tools and examples. Agile Project Delivery covers various approaches that are used across the many methodologies and frameworks that are part of the Agile family, including Scrum, XP, and Crystal, as well as some of Agile's influences such as Lean and Kanban. Agile Project Delivery also provides readers with advanced instructions for using Atlassian's industry-leading Agile software, Jira. Bridging the gap between Agile methodology and application, this concise guide features practical delivery approaches, engaging case studies, useful templates to assist in Agile application, and chapter discussion questions to reinforce understanding on how to harness the benefits of Agile. With a focus on settings outside of software development and an accessible, pragmatic approach, Agile Project Delivery is an invaluable resource for students in any project management course as well as for both aspiring and experienced project practitioners.

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

Large-Scale Agile Development Complete Self-Assessment Guide Gerardus Blokdyk, *Large Scale Agile Development A Complete Guide - 2020 Edition* Gerardus Blokdyk, *AGILE PROJECT DELIVERY* Aaron A. Blair, 2020. Agile Project Delivery reviews how non software development corporations and practitioners can apply various Agile methods, tools, and processes to harness the success of Agile project management. Readers will learn the various techniques that Agile has adopted across its family of methodologies, including Scrum, XP, and Crystal, as well as some of Agile's influences such as Lean and Kanban. In addition, Agile Project Delivery provides advanced instructions using Atlassian's industry-leading Agile software, Jira, and features case studies that follow a project manager as he works through a large health care related project. Agile was initially developed to improve software development but has proliferated across other industries, including health care, manufacturing, and finance.

Scaling Lean & Agile Development Craig Larman, Bas Vodde, 2008-12-08. Lean Development and Agile Methods for Large Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success. Increasingly, large product development organizations are turning to lean thinking, agile principles, and practices, and large scale Scrum, to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and

guiding large scale lean and agile adoptions for large multisite and offshore product development and drawing on the best research for great team based agile organizations internationally recognized consultant and best selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large scale development processes Moving from single function and component teams to stable cross functional cross component Scrum feature teams with end to end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large scale Scrum for multi hundred person product groups In a competitive environment that demands ever faster cycle times and greater innovation applied lean thinking and agile principles are becoming an urgent priority Scaling Lean Agile Development will help leaders create the foundation for their lean enterprise and deliver on the significant benefits of agility In addition to the foundation tools in this text see the companion book Practices for Scaling Lean Agile Development Large Multisite and Offshore Product Development with Large Scale Scrum for complementary action tools

Large-Scale Agile Development Complete Self-Assessment Guide Gerardus Blokdyk, 2018-01-05 Do we monitor the Large Scale Agile Development decisions made and fine tune them as they evolve Which customers cant participate in our Large Scale Agile Development domain because they lack skills wealth or convenient access to existing solutions Does Large Scale Agile Development analysis show the relationships among important Large Scale Agile Development factors Is a Large Scale Agile Development Team Work effort in place Is there a recommended audit plan for routine surveillance inspections of Large Scale Agile Development s gains This on of a kind Large Scale Agile Development self assessment will make you the principal Large Scale Agile Development domain standout by revealing just what you need to know to be fluent and ready for any Large Scale Agile Development challenge How do I reduce the effort in the Large Scale Agile Development work to be done to get problems solved How can I ensure that plans of action include every Large Scale Agile Development task and that every Large Scale Agile Development outcome is in place How will I save time investigating strategic and tactical options and ensuring Large Scale Agile Development opportunity costs are low How can I deliver tailored Large Scale Agile Development advise instantly with structured going forward plans There s no better guide through these mind expanding questions than acclaimed best selling author Gerard Blokdyk Blokdyk ensures all Large Scale Agile Development essentials are covered from every angle the Large Scale Agile Development self assessment shows succinctly and clearly that what needs to be clarified to organize the business project activities and processes so that Large Scale Agile Development outcomes are achieved Contains extensive criteria grounded in past and current successful projects and activities by experienced Large Scale Agile Development practitioners Their mastery combined with the uncommon elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in Large Scale Agile Development are maximized with

professional results Your purchase includes access details to the Large Scale Agile Development self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next Your exclusive instant access details can be found in your book **Practices for Scaling Lean & Agile Development** Craig Larman,Bas Vodde,2010-01-26 Lean and Agile Development for Large Scale Products Key Practices for Sustainable Competitive Success Increasingly large product development organizations are turning to lean thinking agile principles and practices and large scale Scrum to sustainably and quickly deliver value and innovation Drawing on their long experience leading and guiding lean and agile adoptions for large multisite and offshore product development internationally recognized consultant and best selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success Coverage includes Frameworks for large scale Scrum for multihundred person product groups Testing and building quality in Product management and the end of the contract game between business and R D Envisioning a large release and planning for multiteam development Low quality legacy code why it s created and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever faster cycle times and greater innovation the practices inspired by lean thinking and agile principles are ever more relevant Practices for Scaling Lean Agile Development will help people realize a lean enterprise and deliver on the significant benefits of agility In addition to the action tools in this text see the companion book Scaling Lean Agile Development Thinking and Organizational Tools for Large Scale Scrum for complementary foundation tools Enterprise-Scale Agile Software Development James Schiel,2009-11-18 Enterprise Scale Agile Software Development is the collective sum of knowledge accumulated during the full scale transition of a 1400 person organization to agile development considered the largest implementation of agile development and Scrum ever attempted anywhere in the world Now James Schiel a certified Scrum trainer and member of the Scrum Large-Scale Scrum Craig Larman,Bas Vodde,2016-09-30 The Go To Resource for Large Scale Organizations to Be Agile Rather than asking How can we do agile at scale in our big complex organization a different and deeper question is How can we have the same simple structure that Scrum offers for the organization and be agile at scale rather than do agile This profound insight is at the heart of LeSS Large Scale Scrum In Large Scale Scrum More with LeSS Craig Larman and Bas Vodde have distilled over a decade of experience in large scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity more value with less waste and more purpose with less prescription Targeted to anyone involved in large scale development Large Scale Scrum More with LeSS offers straight to the point guides for how to be agile at scale with LeSS It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is and why Be a great Product Owner Work with multiple whole product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams

Work with multi site teams **Large-Scale Agile Development a Complete Guide - 2019 Edition** Gerardus Blokdyk,2019-04 What are all of our Large Scale Agile Development domains and what do they do How do we measure risk Who is responsible for errors How do we foster innovation If you used Agile in the past but do not now why Defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role In EVERY group company organization and department Unless you are talking a one time single use project there should be a process Whether that process is managed and implemented by humans AI or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions Someone capable of asking the right questions and step back and say What are we really trying to accomplish here And is there a different way to look at it This Self Assessment empowers people to do just that whether their title is entrepreneur manager consultant Vice President CxO etc they are the people who rule the future They are the person who asks the right questions to make Large Scale Agile Development investments work better This Large Scale Agile Development All Inclusive Self Assessment enables You to be that person All the tools you need to an in depth Large Scale Agile Development Self Assessment Featuring 863 new and updated case based questions organized into seven core areas of process design this Self Assessment will help you identify areas in which Large Scale Agile Development improvements can be made In using the questions you will be better able to diagnose Large Scale Agile Development projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in Large Scale Agile Development and process design strategies into practice according to best practice guidelines Using a Self Assessment tool known as the Large Scale Agile Development Scorecard you will develop a clear picture of which Large Scale Agile Development areas need attention Your purchase includes access details to the Large Scale Agile Development self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next You will receive the following contents with New and Updated specific criteria The latest quick edition of the book in PDF The latest complete edition of the book in PDF which criteria correspond to the criteria in The Self Assessment Excel Dashboard Example pre filled Self Assessment Excel Dashboard to get familiar with results generation In depth and specific Large Scale Agile Development Checklists Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books Lifetime Updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

Scaling Agile with Jira Align Dean Macneil,Aslam Cader,2020-11-27 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 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 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 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 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 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 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 and hybrid 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 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 [Creating Agile Organizations](#) Cesario Ramos,Ilia Pavhlichenko,2022-08-05 Design Your Organization for Maximum Agile Success at Scale A unique view of organizational agility Cesario and Ilia first describe the foundational tools and vocabulary to think about agile enterprise level change The second section is a practical approach to adoption It marries the foundational elements into a people and customer centric approach to change The book is epic in scope but it manages to present a cookbook for agile adoption and change From the Foreword by Dave West CEO Scrum org Cesario and Ilia understand that a key element of successful change to being adaptive at scale is Organizational Design OD and that OD is something senior managers need to own master create and lead not delegate Fast delivery and learning isn t enough at scale Without other adaptive OD elements in place there might not be any concrete change A wonderful book from two passionate people with years in the trenches involved in large scale adaptive development From the Foreword by Craig Larman co creator Large Scale Scrum LeSS For Agile to succeed at scale strategy structures processes reward systems and people practices must align with and reinforce each other across the entire organization Creating Agile Organizations is

about making that happen Whether you re a leader Scrum Master or trainer this book will help you use effective Organizational Design OD to achieve successful Agile transformation at the enterprise level Drawing on years of experience scaling Scrum renowned Large Scale Scrum LeSS experts Cesario Ramos and Ilia Pavlichenko present proven techniques for use with any technology in any large environment In the context of a true systems thinking approach they provide specific solutions for challenges such as preparing and facilitating large scale Scrum meetings honing newly relevant leadership skills and addressing challenges that cut across the entire organization This book includes a library of tested tools for effective Agile leadership including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations Organizing for adaptability making strategic optimization choices and choosing informed tradeoffs Exploring and applying proven OD principles at the leadership level Taking a birds eye view of the activities most crucial to large scale adoption Coaching to make Agile transformation successful across your organization Planning designing and facilitating Agile workshops that work Preparing and launching highly effective well aligned Product Groups Coaching teams and guiding product ownership in large groups

SAFe to Scale Valerio Zanini, 2024-04-30 The Scaled Agile Framework SAFe is the world s leading framework for scaling agile practices for dozens or for even hundreds of agile teams Product Managers and Product Owners play a pivotal role in the success of any SAFe implementation by adopting a product thinking mindset This book equips you with the knowledge and tools to excel in your SAFe environment You will gain a deep understanding of how SAFe transforms product development by fostering collaboration and driving continuous value delivery This book is a practical guide for Product Managers and Product Owners to help them succeed with SAFe and adopt product thinking Through this book you will Master the roles and responsibilities of Product Managers and Product Owners within the SAFe framework Navigate the SAFe hierarchy from Epics to Features to Stories and prioritize effectively Adopt a product thinking mindset to deliver exceptional value through continuous iteration and learning cycles Foster strong collaboration with Agile Teams stakeholders and business leaders Leverage powerful SAFe artifacts like the ART Backlog and the Planning Board to drive development activities Identify MVPs with Product Journey Maps with a focus on key hypotheses Identify and track progress on PI Objectives to drive value for your customers and business Implement effective backlog refinement techniques to ensure your team builds the right things Whether you are a seasoned product professional or just starting your SAFe journey this book is your roadmap to success Includes Contributions from SAFe SPCT and SPC experts Access to downloadable templates and deep dive articles Full color pictures and diagrams to help understand the structure of the SAFe framework Expert Contributors Luke Hohmann SPC SAFe Fellow Ajiri Ideh RTE SPC MBA Anil Jaising CST Certified DevOps Trainer Vikas Kapila SPCT AKT JMT Bernie Maloney CST John Mulligan SPC Ramesh Nori SPCT Thomas Nowaczyk VP Product Management Brian Schweickert SPC Jason Tanner CST Bonsy Yelsangi CST Yuval Yeret SPCT SAFe Fellow PST Forward by Vikas Kapila SPCT AKT JMT Ramesh Nori SPCT

The Project Manager's Guide to Mastering Agile

Charles G. Cobb, 2023-03-21 THE PROJECT MANAGER'S GUIDE TO MASTERING AGILE Updated guide to Agile methodologies with real world case studies and valuable frameworks for project managers moving to Agile The Project Manager's Guide to Mastering Agile helps project managers who are faced with the challenge of adapting their project management approach to an Agile environment showing how these approaches can work jointly to improve project outcomes in any project with discussion topics and real world case studies that facilitate hands on learning It also provides project managers with the fundamental knowledge to take a leadership role in working with companies to develop a well integrated enterprise level Agile Project Management approach to fit their business The original edition of this book has been very successful and is used as a graduate level textbook in several universities This new edition builds on the success of the original edition and includes updated content from the latest PMBOK Guide updated sections on stakeholder management value driven delivery adaptive planning and distributed project management with an all new chapter on Hybrid project management It also includes new case studies on applying an Agile Hardware Development at Tesla and Project Management in a non software environment Sample topics covered in The Project Manager's Guide to Mastering Agile include Bridging the chasm in project management philosophies impact on the project management profession evolution of Agile and Waterfall and learning to see Agile and traditional plan driven project management as complementary to each other rather than competitive The roots of Agile and understanding Agile at a deeper level including the Agile manifesto from 2001 adapting an Agile approach to fit a business and Scrum overview roles framework principles and values Time boxing Kanban and theory of constraints Agile estimation overview and estimation practices and velocity and burn down burn up charts Scaling Agile to an enterprise level including challenges obstacles to overcome implementation considerations management practices and enterprise level Agile transformations With comprehensive accessible and highly practical coverage of Agile a leading project management platform The Project Manager's Guide to Mastering Agile is a highly valuable resource for professional project managers students studying project management and those studying for PMI's Agile Certified Practitioner Certification PMI ACP

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A Practical Approach To Large Scale Agile Development 94264 Introduction

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