Leading Lean Software Development Results Are Not The Point Mary Poppendieck

Lean Enterprise Software and SystemsA Tale of Two TransformationsThe Art of Avoiding a Train Wreck: Tips and Tricks for Launching Safe Agile Release TrainsImplementing Lean Software DevelopmentAccelerateLeading LeanSucceeding with AgileDynamics of Software DevelopmentUntapped AgilityDevOps for the Modern EnterpriseAgile Leadership ToolkitThe Art of Lean Software DevelopmentUser Stories AppliedLean Software DevelopmentLeading Lean Software DevelopmentLean UXScaling LeanStrength-Based Lean Six SigmaAgile Management for Software EngineeringRefactoring DatabasesLean-Agile Software DevelopmentGrowing SoftwareLean IntegrationImplementation PatternsHumble LeadershipLeading the TransformationState of ReadinessThe Lean MindsetThe Agile CultureManaging the Design FactoryManagement 3.0Leading a Software Development TeamThe Agile Developer's HandbookA Practical Approach to Large-Scale Agile DevelopmentStanding on ShouldersImplementing Lean Software DevelopmentPeople Over ProcessAgile Processes in Software Engineering and Extreme ProgrammingAgile Software RequirementsATDD by Example

Lean Enterprise Software and Systems

The LESS 2010 conference was the first scientific conference dedicated to advancing the “lean enterprise software and systems” body of knowledge. It fostered interactions by joining the lean product development community with the agile community coupled with innovative ideas nurtured by the beyond budgeting school of thinking. The conference was organized in collaboration with the Lean Software and Systems Consortium (LSSC). The conference is established as a conference series. The idea of the conference was to offer a unique platform for advancing the state of the art in research and practice by bringing the leading researchers and practitioners to the same table. Indeed, LESS 2010 attracted a unique mix of participants including academics, researchers, leading consultants and industry practitioners. The aim of the conference was to use this diverse community to advance research and practical knowledge concerning lean thinking within the field of software business and development. LESS 2010 had more than 60% of its speakers come from the industry and the remaining from academia. LESS is poised to grow as we advance into future iterations of the conference and become the conference for lean thinking in systems and software development. Its growth and credibility will be advanced by the communities and knowledge exchange platform it provides. LESS offers several avenues for knowledge exchange to create a highly collaborative environment. Each year, we aim to bring novelty to a program that fosters collaboration, letting new ideas thrive during and after the conference.

A Tale of Two Transformations

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

The Art of Avoiding a Train Wreck: Tips and Tricks for Launching Safe Agile Release Trains

A breakthrough approach to managing agile software development, Agile methods might just be the alternative to outsourcing. However, agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000. In Agile Management for Software Engineering, David J. Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his Theory of Constraints. Whether you're using XP, Scrum, FDD, or another agile approach, you'll learn how to develop management discipline for all phases of the engineering process, implement realistic financial and production metrics, and focus on building software that delivers maximum customer value and outstanding business results.Coverage includes: Making the business case for agile methods: practical tools and disciplines How to choose an agile method for your next project Breakthrough application of Critical Chain Project Management and constraint-driven control of the flow of value Defines the four new roles for the agile manager in software projects—and competitive IT organizations Whether you're a development manager, project manager, team leader, or senior IT executive, this book will help you achieve all four of your most urgent challenges: lower cost, faster delivery, improved quality, and focused alignment with the business.

Implementing Lean Software Development

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

Accelerate

This book is about improving and sustaining agility by focusing on people over process, as the first agile value advocates, and is the third and final book in the author's Lean and Agile Software trilogy. The first – A Tale of Two Systems: Lean and Agile Software Development for Business Leaders – describes what agile is and why we do it. The second – A Tale of Two Transformations: Bringing Lean and Agile Software Development to Life – guides leaders in transforming their organizations to adopt this approach. All three books mix description and elaboration of theory with practical demonstration in fictional companies and projects. This new, third book – People over Process: Leadership for Agility – presents a model of facilitative leadership for agility, which informs the entire book. It begins by describing the roots of the agile movement, which motivates the centrality of people and the need for leadership. The leadership model is then presented, very simply: rigor, alignment, efficiency, through frameworks. Leadership is considered for all team members, and then for the special case of the responsibilities of leaders in formal positions of organizational authority. With this strong background presented, the book proceeds to describe and demonstrate common and highly useful frameworks for agility. The fictional Pacifica Bank is introduced, and we see the Pacifica team work through architecture, project planning, team structure, governance, scrum meeting, and ultimately retrospectives, using frameworks that have been presented. An Appendix summarizes the most useful frameworks for future reference. Throughout the book concepts are illustrated with vignettes from my experience (in the didactic sections) and with the Pacifica fictional case study. The key benefits of the book are to make everyone involved in agile work more effective and fulfilled. Essentially, since agile was first introduced almost two decades ago, the primary focus in practice has been on process. The "scrum" methodology was developed and promulgated, and has been widely adopted. This has been on balance broadly positive, but as an industry we have progressed to the point where following the steps of a methodology, particularly one that seeks to implement concepts where the first value is "People over Process," has reached its limits. The reader of this book: • Gains a powerful, simple model of leadership that enables the "People" in "People over Process;" • Sees these principles in action in a fictional company, making agile leadership understandable and engaging; • Improves their ability to participate in and lead agility; • Learns extraordinarily useful "frameworks" that help in the most important activities in agile software. In short, the reader will be better at delivering valuable software solutions, more valuable to their organizations, and more fulfilled in their work.

Leading Lean

"This remarkable book combines practical advice, ready-to-use techniques, anda deep understanding of why this is the right way to develop software. I haveseen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years.When this second book came out, I was delighted that it was even better. If youare interested in how lean principles can be useful for software developmentorganizations, this is the book you are looking for. The Poppendiecks offer abeautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than thefirst lean book by Tom and Mary, while that one was already exceptionallygood! Mary especially has a lot of knowledge related to lean techniques inproduct development and manufacturing. It's rare that these techniques areactually translated to software. This is something no other book does well(except their first book)." --Bas Vodde "The new book by Mary and Tom Poppendieck provides a well-written andcomprehensive introduction to lean principles and selected practices for softwaremanagers and engineers. It illustrates the application of the values andpractices with well-suited success stories. I enjoyed reading it." --Roman Pichler "In Implementing Lean Software Development, the Poppendiecks explore moredeeply the themes they introduced in

Lean Software Development. They beginwith a compelling history of lean thinking, then move to key areas such asvalue, waste, and people. Each chapter includes exercises to help you apply keypoints. If you want a better understanding of how lean ideas can work withsoftware, this book is for you." --Bill Wake, independent consultant In 2003, Mary and Tom Poppendieck's Lean Software Development introduced breakthrough development techniques that leverage Lean principles to deliver unprecedented agility and value. Now their widely anticipated sequel and companion guide shows exactly how to implement Lean software development, hands-on. This new book draws on the Poppendiecks' unparalleled experience helping development organizations optimize the entire software value stream. You'll discover the right questions to ask, the key issues to focus on, and techniques proven to work. The authors present case studies from leading-edge software organizations, and offer practical exercises for jumpstarting your own Lean initiatives. Managing to extend, nourish, and leverage agile practices Building true development teams, not just groups Driving quality through rapid feedback and detailed discipline Making decisions Just-in-Time, but no later Delivering fast: How PatientKeeper delivers 45 rock-solid releases per year Making tradeoffs that really satisfy customers Implementing Lean Software Development is indispensable to anyone who wants more effective development processes--managers, project leaders, senior developers, and architects in enterprise IT and software companies alike.

Succeeding with Agile

Accelerated Strategy Development and Execution The company of today has its supply chains and finances stretched further around the globe than ever before while simultaneously having increasing pressures to drive value across a complicated and fluid set of metrics and deliver innovations, products, and services more quickly and reliably. The competitive advantage belongs to the companies that can quicken their vision-building and strategy-execution efforts—the ones that can identify challenges more swiftly and accelerate their decision making so they are better able to formulate and deploy responses decisively yet with greater agility. To successfully accomplish this, companies will have to prioritize creating a culture of leadership that strengthens communication skills and emphasizes systems thinking by building capacity and capability that cuts across the business smokestacks and permeates the entire organization. In State of Readiness, Joseph F. Paris Jr. shares over thirty years of international business and operations experience and guides C-suite executives and business-operations and -improvement specialists on a path toward operational excellence, the organizational capability and situational awareness that is attained as the enterprise reaches a state of alignment for pursuing its strategies. In doing so, create a corporate culture that is committed to the continuous and deliberate improvement of company performance and the circumstances of those who work there—a precursor to becoming a high-performance organization.

Dynamics of Software Development

This book contains the refereed proceedings of the 15th International Conference on Agile Software Development, XP 2014, held in Rome, Italy, in May 2014. Because of the wide application of agile approaches in industry, the need for collaboration between academics and practitioners has increased in order to develop the body of knowledge available to support managers, system engineers, and software engineers in their managerial/economic and architectural/project/technical decisions. Year after year, the XP conference has facilitated such improvements and provided evidence on the advantages of agile methodologies by examining the latest theories, practical applications, and implications of agile and lean methods. The 15 full papers, seven short papers, and four experience reports accepted for XP 2014 were selected from 59 submissions and are organized in sections on: agile development, agile challenges and contracting, lessons learned and agile maturity, how to evolve software engineering teaching, methods and metrics, and lean development.

Untapped Agility

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

"--Amazon.com.

DevOps for the Modern Enterprise

Practical, Proven Tools for Leading and Empowering High-Performing Agile Teams A leader is like a farmer, who doesn’t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it’s crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren’t adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Agile Leadership Toolkit

Here is the first comprehensive approach to managing design-in-process inventory from the bestselling author of "Developing Products in Half the Time". Donald Reinertsen reveals a transparent system for tracking, measuring, and managing invisible "design-in-process" inventory to achieve lower costs, higher profits, and better processes. 20 line drawings.

The Art of Lean Software Development

Provides recommendations and case studies to help with the implementation of Scrum.

User Stories Applied

This book aims to provide help and advice for IT professionals in this situation by offering solutions to the most commonly encountered problems, such as getting a project out on time, coping with the demands of leading a team, implementing new methodologies or technologies. It is written by a team leader for other team leaders with a focus on practical advice rather than management theory or process issues. It would be targeted at experienced software engineers, developers and architects who have been promoted to the role of team leader.

Lean Software Development

A pragmatic companion guide to your Agile journey Key Features Make your team Agile by implementing industry-standard Agile techniques Assess scope, scale up efficiently Create the correct roles and identify the right candidates for your team Finish your projects faster and stay ahead of the curve Book Description This book will help you overcome the common challenges you'll face when transforming your working practices from waterfall to Agile. Each chapter builds on the last, starting with easy-to-grasp ways to get going with Agile. Next you'll see how to choose the right Agile framework for your organization. Moving on, you'll implement systematic product delivery and measure and report progress with visualization. Then you'll learn how to create high performing teams, develop people in Agile, manage in Agile, and perform distributed Agile and collaborative governance. At the end of the book, you'll discover how Agile will help your company progressively deliver software to customers, increase customer satisfaction, and improve the level of efficiency in software development teams. What you will learn Create a solid foundation that gives your team an Agile jumpstart Understand how to select and evolve practices to increase your team's agility

Use experiments to accelerate your team's understanding Fine-tune your approach by incorporating aspects of Lean and Lean Startup Know how to foster an environment of continuous improvement and learning that will become self-sustaining Who this book is for If you're a software developer or a project manager with little to no experience of Agile, but you want to efficiently implement it, this is the book for you.

Leading Lean Software Development

This balanced guide to agility gets past the hype and frustration to help frustrated leaders transform their agile transformations. Agile transformations are supposed to make organizations modern, competitive, and relevant. But in the well-intentioned effort to move into the future, change leaders find themselves frustrated by pushback, limited impact, poor practices, and unfair criticism. What's going on? Jesse Fewell's book cuts through the "quick-fix" hype of agile theory and explains a recurring transformational pattern that unpacks what holds organizations back. The boost is the initial gains from logical first steps; the barrier is the unavoidable roadblock that must come next; and the rebound is the way forward to further gains by leaning against the concept of the original boost. With these counterintuitive rebounds, Fewell identifies seven leadership moves that can be used to unblock stalled agile transformations. No, your transformation is not a failure. It turns out the buy-in, the talent, the alignment, and the growth you need to break through are already in front of you; it's all simply hidden under the surface—undiscovered, unutilized, and untapped.

Lean UX

Thoroughly reviewed and eagerly 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, 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 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 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" 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 manager working with any agile method: XP, Scrum or even your own homegrown approach.

Scaling Lean

Build Agile Cultures That Unleash Passion, Innovation, and Performance What do you want? Delighted customers. How do you get them? By rapidly delivering innovative, exciting products and services your customers will love to use. How do you do this? By uniting talented people around shared ideas and purpose, trusting them, helping them take ownership, and getting out of their way. It sounds easy—but you know it isn’t. To make it happen, you must create an agile culture: one that’s open to change and can respond quickly to whatever your customers need and desire. The Agile Culture gives you proven models, pragmatic tools, and handy worksheets for doing just that. Building on their experience helping hundreds of companies, three world-class experts help you align and unleash the talents of everyone in your organization. Step by step, you’ll learn how to move toward a culture of trust, in which everyone knows, owns, and improves the results. You’ll learn practical ways to refocus on differentiators and value, resurrect energy and innovation, deal more honestly with ambiguity and risk, and overcome resistance, no matter where it comes from. This text will help you go beyond buzzwords to transform the way you deliver software—so you can delight customers, colleagues, and executives. Coverage includes • Creating cultures of trust and ownership, in which individuals, teams, and organizations can do amazing things • Assessing where you stand, so you can move toward higher levels of performance, innovation, and motivation • Leading as an enabler, not a controller • Rebuilding trust where it’s been lost—or building it where it never existed • Clarifying quickly the design goals of any project, product, or process • Using iteration to reduce risk and make commitments you can keep • Managing uncooperative people (and processes) • Selecting metrics that focus on business value, foster trust, and don’t compromise ownership

Strength-Based Lean Six Sigma

The more traditional forms of leadership that are based on static hierarchies and professional distance between leaders and followers are growing increasingly outdated and ineffective. As organizations face more complex interdependent tasks, leadership must become more personal in order to insure open trusting communication that will make more collaborative problem solving and innovation possible. Without open and trusting communications throughout organizations, they will continue to face the productivity and quality problems that result from reward systems that emphasize individual competition and “climbing the corporate ladder”. Authors Edgar Schein and Peter Schein recognize this reality and call for a reimagined form of leadership that coincides with emerging trends of relationship building, complex group work, diverse workforces, and cultures in which everyone feels psychologically safe. Humble Leadership calls for “here and now” humility based on a deeper understanding of the constantly evolving complexities of interpersonal, group and intergroup relationships that require shifting our focus towards the process of group dynamics and collaboration. Humble Leadership at all levels and in all working groups will be the key to achieving the creativity, adaptiveness, and agility that organizations will need to survive and grow.

Agile Management for Software Engineering

"This remarkable book combines practical advice, ready-to-use techniques, anda deep understanding of why this is the right way to develop software. I haveseen software teams transformed by the ideas in this book." --Mike Cohn, author of Agile Estimating and Planning "As a lean practitioner myself, I have loved and used their first book for years.When this second book came out, I was delighted that it was even better. If youare interested in how lean principles can be useful for software developmentorganizations, this is the book you are looking for. The Poppendiecks offer abeautiful blend of history, theory, and practice." --Alan Shalloway, coauthor of Design Patterns Explained "I've enjoyed reading the book very much. I feel it might even be better than thefirst lean book by Tom and Mary, while that one was already exceptionallygood! Mary especially has a lot of knowledge related to lean techniques inproduct development and manufacturing. It's rare that these techniques areactually translated to software. This is something no other book does well(except their first book)."

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Refactoring Databases

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.

Lean-Agile Software Development

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

Growing Software

Refactoring has proven its value in a wide range of development projects–helping software professionals improve system designs, maintainability, extensibility, and performance. Now, for the first time, leading agile methodologist Scott Ambler and renowned consultant Pramodkumar Sadalage introduce powerful refactoring techniques specifically designed for database systems. Ambler and Sadalage demonstrate how small changes to table structures, data, stored procedures, and triggers can significantly enhance virtually any database design–without changing semantics. You'll learn how to evolve database schemas in step with source code–and become far more effective in projects relying on iterative, agile methodologies. This comprehensive guide and reference helps you overcome the practical obstacles to refactoring real-world databases by covering every fundamental concept underlying database refactoring. Using start-to-finish examples, the authors walk you through refactoring simple standalone database applications as well as sophisticated multi-application scenarios. You'll master every task involved in refactoring database schemas, and discover best practices for deploying refactorings in even the most complex production environments. The second half of this book systematically covers five major categories of database refactorings. You'll learn how to use refactoring to enhance database structure, data quality, and referential integrity; and how to refactor both architectures and methods. This book provides an extensive set of examples built with Oracle and Java and easily adaptable for other languages, such as C#, C++, or VB.NET, and other databases, such as DB2, SQL Server, MySQL, and Sybase. Using this book's techniques and examples, you can reduce waste, rework, risk, and cost–and build database systems capable of evolving smoothly, far into the future.

Lean Integration

Provides a variety of ideas, techniques, and strategies for effective software development.

Implementation Patterns

There are many books that seek to explain Lean and Agile software that offer theory, techniques, and examples. Michael Levine's first book, A Tale of Two Systems, is one of the best, synthesizing Lean manufacturing and product development with agile software concepts in an engaging business novel. However, there has been precious little practical guidance for those seeking to change existing organizations to become Lean and Agile, until now. Mr. Levine has followed the successful approach of A Tale of Two Systems, telling two simultaneous intertwined and contrasting stories, to bring organizational transformation to life. Mary O’Connell and James "Wes" Wesleyan, recently engaged to be married, share a commitment to Lean and Agile Software. They have recently become leaders in two very different companies – one, stuck in a slow-moving, unresponsive, process-driven quagmire of a software culture; the other, struggling through the chaos of a sales-driven, process-less swirl. Together with their wise mentor, Neville Roberts, they identify two approaches to making needed changes: Drive People (a top-down approach focused on processes and tools), and People Driven (an enablement approach focused on people and organizations). Mary and Wes evaluate their situations and choose approaches that best fit for them, and the transformations commence. A Tale of Two Transformations differs from many information technology books by grappling with all the complexities of our organizations: the people, the politics, the financials, the processes – in short, the culture from which our Lean and Agile journeys must begin. The change model presented in the flow of the stories is generally applicable, and can help anyone thinking about how to improve their organization.

Humble Leadership

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three–if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"–even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people–so you can achieve breakthrough quality, savings, speed, and business alignment.

Leading the Transformation

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

State of Readiness

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

The Lean Mindset

Transforming our organizations to compete and thrive in today’s digital age requires a combination of “old world thinking” of quality and differentiation and “new world thinking” of meeting your market where it wants to be. But making your organization “digital” is a lot more than creating a compelling mobile app and moving to the cloud. To thrive in the new marketplace, you must think and act differently. In this leader’s guide to digital transformation, you’ll get practical, actionable information on building an employee and customer-obsessed culture that drives speed and efficiency while leveraging technology to sell better products and services. The guide will teach you how to: understand, articulate, and analyze the value you offer customers; get development and operations to work better together; persuade employees to do things differently; and solve problems in new and creative ways. Whether you work for a small, medium-sized, or large organization, you’ll get meaningful guidance on overcoming obstacles that thwart success by learning from others.

The Agile Culture

In small but growing software companies, the engineering manager is in the unique position of having to deal with the technical team and other senior managers, while at the same time taking direction from the CEO. Once the company begins to grow, problems that once seemed small can explode into time-consuming crises. "Growing Software" offers critical advice for managing software development teams and the software that they're creating. The book deals with almost everything that a typical manager encounters-from personnel decisions and relations with other departments to project estimates and software release strategies. It provides general advice and specific solutions, as well as detailed templates and spreadsheets to help you put concepts into action. Whether you're new or newly lost, "Growing Software" gives you the rules to follow to make your experience a success.

Managing the Design Factory

With Acceptance Test-Driven Development (ATDD), business customers, testers, and developers can collaborate to produce testable requirements that help them build higher quality software more rapidly. However, ATDD is still widely misunderstood by many practitioners. ATDD by Example is the first practical, entry-level, hands-on guide to implementing and successfully applying it. ATDD pioneer Markus Gärtner walks readers step by step through deriving the right systems from business users, and then implementing fully automated, functional tests that accurately reflect business requirements, are intelligible to stakeholders, and promote more effective development. Through two end-to-end case studies, Gärtner demonstrates how ATDD can be applied using diverse frameworks and languages. Each case study is accompanied by an extensive set of artifacts, including test automation classes, step definitions, and full sample implementations. These realistic examples illuminate ATDD’s fundamental principles, show how ATDD fits into the broader development process, highlight tips from Gärtner’s extensive experience, and identify crucial pitfalls to avoid. Readers will learn to Master the thought processes associated with successful ATDD implementation Use ATDD with Cucumber to describe software in ways businesspeople can understand Test web pages using ATDD tools Bring ATDD to Java with the FitNesse wiki-based acceptance test framework Use examples more effectively in Behavior-Driven Development (BDD) Specify software collaboratively through innovative workshops Implement more user-friendly and collaborative test automation Test more cleanly, listen to test results, and refactor tests for greater value If you’re a tester, analyst, developer, or project manager, this book offers a concrete foundation for achieving real benefits with ATDD now–and it will help you reap even more value as you gain experience.

Management 3.0

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter―that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance―and what drives it―using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

Leading a Software Development Team

This succinct book explains how you can apply the practices of Lean software development to dramatically increase productivity and quality. Based on techniques that revolutionized Japanese manufacturing, Lean principles are being applied successfully to product design, engineering, the supply chain, and now software development. With The Art of Lean Software Development, you'll learn how to adopt Lean practices one at a time rather than taking on the entire methodology at once. As you master each practice, you'll see significant, measurable results. With this book, you will: Understand Lean's origins from Japanese industries and how it applies to software development Learn the Lean software development principles and the five most important practices in detail Distinguish between the Lean and Agile methodologies and understand their similarities and differences Determine which Lean principles you should adopt first, and how you can gradually incorporate more of the methodology into your process Review hands-on practices, including descriptions, benefits, trade-offs, and roadblocks Learn how to sell these principles to management The Art of Lean Software Development is ideal for busy people who want to improve the development process but can't afford the disruption of a sudden and complete transformation. The Lean approach has been yielding dramatic results for decades, and with this book, you can make incremental changes that will produce immediate benefits. "This book presents Lean practices in a clear and concise manner so readers are motivated to make their software more reliable and less costly to maintain. I recommend it to anyone looking for an easy-to-follow guide to transform how the developer views the process of writing good software."-- Bryan Wells, Boeing Intelligence & Security Sytems Mission System "If you're new to Lean software development and you're not quite sure where to start, this book will help get your development process going in the right direction, one step at a time."-- John McClenning, software development lead, Aclara

The Agile Developer's Handbook

Software Expert Kent Beck Presents a Catalog of Patterns Infinitely Useful for Everyday Programming Great code doesn’t just function: it clearly and consistently communicates your intentions, allowing other programmers to understand your code, rely on it, and modify it with confidence. But great code doesn’t just happen. It is the outcome of hundreds of small but critical decisions programmers make every single day. Now, legendary software innovator Kent Beck—known worldwide for creating Extreme Programming and pioneering software patterns and test-driven development—focuses on these critical decisions, unearthing powerful “implementation patterns” for writing programs that are simpler, clearer, better organized, and more cost effective. Beck collects 77 patterns for handling everyday programming tasks and writing more readable code. This new collection of patterns addresses many aspects of development, including class, state, behavior, method, collections, frameworks, and more. He uses diagrams, stories, examples, and essays to engage the reader as he illuminates the patterns. You’ll find proven solutions for handling everything from naming variables to checking exceptions.

A Practical Approach to Large-Scale Agile Development

Strength-based Lean Six Sigma is a new way of approaching process improvement that combines the best practices of two established methodologies to generate a new approach in order to help you develop and deliver increased high performance in any organization. It is the first book to use approaches in business improvement as well as organizational change for optimum organizational performance and improved agility.Combining the energy and motivation released through a strengths-based approach with the focus on quality and efficiency generated by lean six sigma, it offers practitioners from all disciplines the opportunity to understand each other and work successfully together to drive effective and powerful change programmes.

Standing on Shoulders

Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compellingreal-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to tbuild an enterprise that understands how to respond to disruption

Implementing Lean Software Development

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

People Over Process

Many organizations are facing the uphill battle of modernizing their legacy IT infrastructure. Most have evolved over the years by taking lessons from traditional or legacy manufacturing: creating a production process that puts the emphasis on the process instead of the people performing the tasks, allowing the organization to treat people like resources to try to achieve high-quality outcomes. But those practices and ideas are failing modern IT, where collaboration and creativeness are required to achieve high-performing, high-quality success. Mirco Hering, a thought leader in managing IT within legacy organizations, lays out a roadmap to success for IT managers, showing them how to create the right ecosystem, how to empower people to bring their best to work every day, and how to put the right technology in the driver's seat to propel their organization to success. But just having the right methods and tools will not magically transform an organization; the cultural change that is the hardest is also the most impactful. Using principles from Agile, Lean, and DevOps as well as first-hand examples from the enterprise world, Hering addresses the different challenges that legacy organizations face as they transform into modern IT departments.

Agile Processes in Software Engineering and Extreme Programming

Use Lean Techniques to Integrate Enterprise Systems Faster, with Far Less Cost and Risk By some estimates, 40 percent of IT budgets are devoted to integration. However, most organizations still attack integration on a project-by-project basis, causing unnecessary expense, waste, risk, and delay. They struggle with integration “hairballs”: complex point-to-point information exchanges that are expensive to maintain, difficult to change, and unpredictable in operation. The solution is Lean Integration. This book demonstrates how to use proven “lean” techniques to take control over the entire integration process. John Schmidt and David Lyle show how to establish “integration factories” that leverage the powerful benefits of repeatability and continuous improvement across every integration project you undertake. Drawing on their immense experience, Schmidt and Lyle bring together best practices; solid management principles; and specific, measurable actions for streamlining integration development and maintenance. Whether you’re an IT manager, project leader, architect, analyst, or developer, this book will help you systematically improve the way you integrate—adding value that is both substantial and sustainable. Coverage includes Treating integration as a business strategy and implementing management disciplines that systematically address its people, process, policy, and technology dimensions Providing maximum business flexibility and supporting rapid change without compromising stability, quality, control, or efficiency Applying improvements incrementally without “Boiling the Ocean” Automating processes so you can deliver IT solutions faster–while avoiding the pitfalls of automation Building in both data and integration quality up front, rather than inspecting quality in later More than a dozen in-depth case studies that show how real organizations are applying Lean Integration practices and the lessons they’ve learned Visit integrationfactory.com for additional resources, including more case studies, best practices, templates, software demos, and reference links, plus a direct connection to lean integration practitioners worldwide.

Agile Software Requirements

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in

Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now–whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

ATDD by Example

Building on their breakthrough bestsellers Lean Software Development and Implementing Lean Software Development, Mary and Tom Poppendieck’s latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-four frames that offer a coherent, complete framework for leading lean software development. You'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world's number one experts in Lean software development, Leading Lean Software Development will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

ROMANCE ACTION & ADVENTURE MYSTERY & THRILLER BIOGRAPHIES & HISTORY CHILDREN’S YOUNG ADULT FANTASY HISTORICAL FICTION HORROR LITERARY FICTION NON-FICTION SCIENCE FICTION