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The Difference Between Lean and Agile  
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Lean Development and Agile Methods for  
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sustainably and quickly deliver value and innovation.

## **Scaling Lean & Agile Development Thinking and ...**

Buy Scaling Lean and Agile Development: Thinking and Organizational Tools for Large-Scale Scrum: Successful Large, Multisite and Offshore Products with Large-scale Scrum (Agile Software Development) by Larman, Craig, Vodde, Bas (December 8, 2008) Paperback by Larman, Craig, Vodde, Bas (ISBN: ) from Amazon's Book Store. Everyday low prices and free delivery on eligible orders.

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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 ...

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MCS is especially useful in very large and long-duration development and in offshore, outsourced, fixed-price, fixed-duration projects. And MCS fits well in the context of agile estimating because it is a simple, lightweight, fast technique to apply and adjust.

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Feature teams are a key to accelerating time-to-market and to scaling agile development, but a major organizational change for most. If you're a change agent for large-scale agility, you need to really grasp the issues. This chapter is from the book *Scaling Lean & Agile Development: Thinking and Organizational Tools for Large-Scale Scrum*

## **Scaling Lean & Agile Development: Feature Teams ...**

Amazon. *Scaling Lean & Agile Development: Thinking & Organizational Tools for Large-Scale Scrum.*

Introduction. Reflecting our work over recent years, this text explores scaling lean and agile development with Large-Scale Scrum. It was written with my co-author Bas Vodde, who has long and in-depth

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experience with very large agile product development and enterprise transformations (at Nokia ...

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## **Practices for Scaling Lean & Agile Development: Large ...**

The Scaled Agile Framework is a set of organization and workflow patterns intended to guide enterprises in scaling lean and agile practices. Along with large-scale Scrum, disciplined agile delivery, and Nexus, SAFe is one of a growing number of frameworks that seek to address the problems encountered when scaling beyond a single team. SAFe is made freely available by Scaled Agile, Inc., which retains the copyrights and registered trademarks. SAFe promotes alignment,

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## **Scaled agile framework - Wikipedia**

Scaled Agile Framework® (SAFe®) empowers complex organizations to achieve the benefits of Lean-Agile software and systems development at scale. SAFe is the world's leading framework for scaling Agile across the enterprise.

## **What is SAFe | Scaled Agile**

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Scale Scrum by Larman, Craig, Vodde,  
Bas online on Amazon.ae at best prices.  
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delivery available on eligible purchase.

## **Practices for Scaling Lean & Agile Development: Large ...**

Lean-thinking people and Agile teams is the first dimension of organizational agility. This dimension is critical to delivering business solutions—not just the software applications and digital systems, but all of the supporting activities (e.g., privacy, security, support, availability) necessary to continually address the business problem.

## **Organizational Agility - Scaled Agile Framework**

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Development: Large, Multisite, and  
Offshore Product Development with Large-

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Scale Scrum Agile Software Development  
Series: Amazon.es: Larman, Craig, Vodde,  
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Scaling Agile and Scaling Scrum with  
Large Scale Scrum (LeSS) Large-Scale  
Scrum (LeSS) is a way of scaling agile  
and scaling scrum to large and big product  
development groups. It has been used  
since 2005 in different software and  
hardware products in industries such as  
banking and telecom.

## **Scaling Agile and Scaling Scrum with Large Scale Scrum ...**

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Leading SAFe (Leading Scaled Agile  
Framework enterprise)

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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

# Where To Download Scaling Lean And Agile

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

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& 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.

Proven techniques for scaling agile and lean development to the very largest organizations and projects • •Helps companies turn software development into a competitive advantage. •In-depth coverage of requirements, contracts, architecture, design, offshore/multisite development, coordination, planning, and more •Complements the authors' *Scaling Lean and Agile Development*. •By software legend Craig Larman, author of

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Applying UML and Patterns Until recently, large organizations and offshore software entities have for the most part resisted agile and lean development, but their potential for saving money and delivering better software can no longer be ignored. Renowned software engineer Craig Larman has spent years helping large organizations succeed with agile and lean approaches. Last year, he and colleague Bas Vodde brought together much of what they've learned in the book *Practices for Scaling Lean and Agile Development Now*, building on that book's insights, they follow up with concrete practices and roadmaps for successfully applying agile/lean methods to distributed and/or offshore/outsourced development initiatives - no matter how large or complex. *Practices for Scaling Lean and Agile Development* systematically addresses the make or-break issues

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Development Thinking And  
software organizations face in successfully implementing agile/lean methods, including planning, requirements, contracts, architecture, design, testing, legacy code integration, code inspection, coordination of offshore and multisite projects, and much more. Larman and Vodde offer definitive guidance for transforming large-scale development processes into a powerful competitive advantage - and invaluable assistance for every modern IT executive, manager, and developer.

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

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Development Thinking And  
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

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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.

In *Large-Scale Scrum*, Craig Larman and Bas 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 distributed development organizations move to agile. Going

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beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for 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 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 product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to

# Where To Download Scaling Lean And Agile Development Thinking And maximize the value of Scrum in large, complex projects.

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-

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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

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quality and eliminate waste Determine best practices for different software development teams The book's companion Web site, [www.netobjectives.com/lasd](http://www.netobjectives.com/lasd), provides updates, links to related materials, and support for discussions of the book's content.

"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.

“Companies have been implementing large agile projects for a number of years, but the ‘stigma’ of ‘agile only works for

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Development Thinking And 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

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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

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Development Thinking And 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.

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

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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

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Development Thinking And 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

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development thinking and  
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

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

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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

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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.

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