

Disciplined Agile Delivery A Practitioners Guide To Software In The Enterprise Mark Lines

The authoritative guide to DAD, IBM's disciplined approach to applying agile practices in enterprise scale projects. Integrate enterprise discipline with powerful, widely-used agile practices into a proven solution for the entire software lifecycle. Scale agile strategies for complex development challenges, without compromising agile's advantages.

Hundreds of organizations around the world have already benefited from Disciplined Agile Delivery (DAD). Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context. The highlights of this handbook include:

- As the official source of knowledge on DAD, it includes greatly improved and enhanced strategies with a revised set of goal diagrams based upon learnings from applying DAD in the field.
- It is an essential handbook to help coaches and teams make better decisions in their daily work, providing a wealth of ideas for experimenting with agile and lean techniques while providing specific guidance and trade-offs for those "it depends" questions.
- It makes a perfect study guide for Disciplined Agile certification.

Why "fail fast" (as our industry likes to recommend) when you can learn quickly on your journey to high performance? With this handbook, you can make better decisions based upon proven, context-based strategies, leading to earlier success and better outcomes.

Describes Agile Modeling Driven Design (AMDD) and Test-Driven Design (TDD) approaches, database refactoring, database encapsulation strategies, and tools that support evolutionary techniques Agile software developers often use object and relational database (RDB) technology together and as a result must overcome the impedance mismatch. The author covers techniques for mapping objects to RDBs and for implementing concurrency control, referential integrity, shared business logic, security access control, reports, and XML. An agile foundation describes fundamental skills that all agile software developers require, particularly Agile DBAs. Includes object modeling, UML data modeling, data normalization, class normalization, and how to deal with legacy databases. Scott W. Ambler is author of Agile Modeling (0471202827), a contributing editor with Software Development (www.sdmagazine.com), and a featured speaker at software conferences worldwide.

The ultimate study package for the new PMI-ACP exam. The PMI-ACP Project Management Institute Agile Certified Practitioner Exam Study Guide is an all-in-one package for comprehensive exam preparation. This up-to-date guide is fully aligned with the latest version of the exam, featuring coverage of 100 percent of the exam domains. Expanded coverage of AGILE includes the basic principles, value-driven delivery, stakeholder engagement, team performance, adaptive planning, problem detection and resolution, and continuous improvement to align with the A Guide to the Project Management Body of Knowledge (PMBOK® 6th Edition) and its increased emphasis on agile, adaptive and iterative practices. In-depth discussion merges with hands-on exercises and real-world scenarios to provide a well-rounded review of essential exam concepts, while the online learning center provides an assessment test, chapter tests, a practice exam, and study aids to help you ensure complete preparation for the big day. Master 100 percent of the exam objectives, including expanded AGILE coverage. Reinforce critical concepts with hands-on practice and real-world scenarios. Test your knowledge with challenging chapter review questions. One year of FREE access to the Sybex online test bank featuring practice tests, flashcards, a glossary, and more. Project management is one of the most in-demand skills in today's job market, making more and more employers turn to AGILE methodologies to enhance delivery and results. The PMI-ACP certification shows employers that you have demonstrated mastery of essential project management skills and a practical understanding of adaptive, iterative processes; this validation puts you among the ranks of qualified project management professionals employers are desperately seeking, and the PMI-ACP Project Management Institute Agile Certified Practitioner Exam Study Guide is your one-stop resource for exam success.

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 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 maximize the value of Scrum in large, complex projects.

Disciplined Agile Delivery A Practitioner's Guide to Agile Software Delivery in the Enterprise IBM Press

Succeed with Scrum in Even the Largest, Most Complex Distributed Development Projects. Forewords by Ken Schwaber, Scott Ambler, Roman Pichler, and Matthew Wang. This is the first comprehensive, practical guide for Scrum practitioners working in large-scale distributed environments. Written by three of IBM's leading Scrum practitioners—in close collaboration with the IBM QSE Scrum Community of more than 1000 members worldwide—this book offers specific, actionable guidance for everyone who wants to succeed with Scrum in the enterprise. Readers will follow a journey through the lifecycle of a distributed Scrum project, from envisioning products and setting up teams to preparing for Sprint

planning and running retrospectives. Each chapter presents a baseline drawn from “conventional” Scrum, then discusses additional issues faced by distributed teams, and presents specific best-practice solutions, alternatives, and tips the authors have identified through hard, empirical experience. Using real-world examples, the book demonstrates how to apply key Scrum practices, such as look-ahead planning in geographically distributed environments. Readers will also gain valuable new insights into the agile management of complex problem and technical domains. Coverage includes Developing user stories and working with Product Owners as a distributed team Recognizing and fixing the flaws Scrum may reveal in existing processes Engaging in more efficient Release and Sprint planning Conducting intense, brief daily Scrum meetings in distributed environments Managing cultural and language differences Resolving dependencies, performing frequent integration, and maintaining transparency in geographically distributed environments Successfully running remote software reviews and demos Brainstorming what worked and what didn't, to improve future Sprints This book will be an indispensable resource for every team leader, member, product owner, or manager working with Scrum or other agile methods in any distributed software development organization.

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

Adopting an Agile approach can revolutionize the way business analysts work. It enables clearer vision and success measure definitions, better stakeholder engagement and a greater understanding of customer needs, amongst other benefits. This book provides a comprehensive introduction to Agile methodologies and explains these in the context of business analysis. It is ideal for business analysts wanting to learn Agile practices, working in an Agile environment, or undertaking Agile certifications.

Is the review process efficient and effective? Which members of the agile team are you most in contact with? Do you have a bottleneck? Who is responsible for the result of the agile team? Is it across disciplines and subdisciplines of the activity and of emerging opportunities? This powerful Disciplined Agile Delivery self-assessment will make you the trusted Disciplined Agile Delivery domain expert by revealing just what you need to know to be fluent and ready for any Disciplined Agile Delivery challenge. How do I reduce the effort in the Disciplined Agile Delivery work to be done to get problems solved? How can I ensure that plans of action include every Disciplined Agile Delivery task and that every Disciplined Agile Delivery outcome is in place? How will I save time investigating strategic and tactical options and ensuring Disciplined Agile Delivery costs are low? How can I deliver tailored Disciplined Agile Delivery advice 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 Disciplined Agile Delivery essentials are covered, from every angle: the Disciplined Agile Delivery self-assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that Disciplined Agile Delivery outcomes are achieved. Contains extensive criteria grounded in past and current successful projects and activities by experienced Disciplined Agile Delivery practitioners. Their mastery, combined with the easy elegance of the self-assessment, provides its superior value to you in knowing how to ensure the outcome of any efforts in Disciplined Agile Delivery are maximized with professional results. Your purchase includes access details to the Disciplined Agile Delivery self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows you exactly what to do next. Your exclusive instant access details can be found in your book. 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 Disciplined Agile Delivery 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.

"After many decades - and even more methodologies - software projects are still failing. Why? Managers see software development as a production line. Companies don't know how to manage software projects and hire good developers. Many developers still behave like factory workers, providing terrible service to their employers and clients. Agile was a big step forward, but not enough. What's missing? The right mindset - for both developers and their employers. As developers worldwide are recognizing, the right mindset is craftsmanship ... Mancuso explains what craftsmanship means to the developer and his or her organization, and shows how to live it every day in your real-world development environment. Mancuso shows how software craftsmanship fits with and helps you improve upon best-practice technical disciplines such as agile and lean, taking all your development projects to the next level. You'll learn how to change the disastrous perception that software developers are the same as factory workers, and that software projects can be run like factories. By placing greater professionalism, technical excellence, and customer satisfaction at the heart of what you do, you won't just deliver more value to everyone involved: you'll be happier and more fulfilled doing it"--Publisher's description.

When is Iterative an Appropriate Solution Development Approach to Select? When is Prototyping an Appropriate Solution Development Approach to Select? What is and why Disciplined Agile Delivery (DAD)? How does a program change when you are managing a small team? How does analysis fit into the DAD life cycle? This powerful Disciplined Agile Delivery self-assessment will make you the dependable Disciplined Agile Delivery domain adviser by revealing just what you need to know to be fluent and ready for any Disciplined Agile Delivery challenge. How do I reduce the effort in the Disciplined Agile Delivery work to be done to get problems solved? How can I ensure that plans of action include every Disciplined Agile Delivery task and that every Disciplined Agile Delivery outcome is in place? How will I save time investigating strategic and tactical options and ensuring Disciplined Agile Delivery costs are low? How can I deliver tailored Disciplined Agile Delivery advice 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 Disciplined Agile Delivery essentials are covered, from every angle: the Disciplined Agile Delivery self-assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that Disciplined Agile Delivery

outcomes are achieved. Contains extensive criteria grounded in past and current successful projects and activities by experienced Disciplined Agile Delivery practitioners. Their mastery, combined with the easy elegance of the self-assessment, provides its superior value to you in knowing how to ensure the outcome of any efforts in Disciplined Agile Delivery are maximized with professional results. Your purchase includes access details to the Disciplined Agile Delivery self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows you exactly what to do next. Your exclusive instant access details can be found in your book. 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 Disciplined Agile Delivery 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 Scrum Across the Modern Enterprise covers both conceptual and commercial approaches to scaling agile, most of which build off the base Scrum framework. You will learn commercialized approaches created specifically to implement agile development concepts, values, and principles on larger and more complex development portfolios, ...

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.

This book, first published in 2000, illustrates rules of Java code-writing with parallel examples of correct and incorrect usage.

Citizen development allows anyone to build applications without software expertise, significantly faster, and at a fraction of the cost. Unlock the value within your organization. Learn the tools and techniques needed to introduce and scale citizen development. This book brings together the latest thinking on citizen development from industry thought leaders, no-code/low-code vendors, transformation experts, and executives who oversee large technology investments. It guides organizations to deliver citizen development projects, design better apps, scale the operating model, align key stakeholders, and nurture and grow citizen development.

The first book to cover Agile Modeling, a new modeling technique created specifically for XP projects eXtreme Programming (XP) has created a buzz in the software development community—much like Design Patterns did several years ago. Although XP presents a methodology for faster software development, many developers find that XP does not allow for modeling time, which is critical to ensure that a project meets its proposed requirements. They have also found that standard modeling techniques that use the Unified Modeling Language (UML) often do not work with this methodology. In this innovative book, Software Development columnist Scott Ambler presents Agile Modeling (AM)—a technique that he created for modeling XP projects using pieces of the UML and Rational's Unified Process (RUP). Ambler clearly explains AM, and shows readers how to incorporate AM, UML, and RUP into their development projects with the help of numerous case studies integrated throughout the book. AM was created by the author for modeling XP projects—a element lacking in the original XP design. The XP community and its creator have embraced AM, which should give this book strong market acceptance. Companion Web site at www.agilemodeling.com features updates, links to XP and AM resources, and ongoing case studies about agile modeling.

Integrate Agile methodology into your business with this stunning guide to the latest management techniques. Corporate Agility is the must-have guide on adopting Agile methodology for businesses of all shapes and sizes. This visually stunning book delivers six key lessons that you must learn in order to effectively join the Agile world. You'll learn the ins and outs of the traditional approach, helping you answer the questions "Why Agile?" and "Why now?" You'll also discover new, more efficient Agile strategies that will help you lead your enterprise to increased collaboration, more flexibility, and better business results. Based on the latest practice and research, and drawing on years of experience at the author's own leading consultancy, Corporate Agility features a beautiful 4-color design that helps you visualize powerful strategic ideas, so you can understand and implement them right away. Unlike other books on the market, this title helps you reinterpret key Agile management concepts in a way that will work for your specific needs. Gain a clear understanding of traditional Agile methodology, the history of Agile, and the benefits to organizations of all shapes and sizes. Discover cutting-edge Agile strategies that push Agile thinking forward and increase performance efficiency. Learn the 6 "Agile lessons" that underpin all successful Agile transformations. Follow real-world case studies from leading businesses that have successfully made the leap into Agile operations. Organizational leaders will love this digestible, forward-thinking guide written by one of America's fastest rising strategic execution gurus.

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

"Mastering the Requirements Process: Getting Requirements Right" sets out an industry-proven process for gathering and verifying requirements, regardless of whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs, in the most efficient manner possible.

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.

The Agile Almanac also includes Book 1: A Field Guide for Everyone Using Agile to Improve Project Results: Single-Team Projects and Exam Prep (PMI-ACP and CSP) and Book 3: Portfolios and Enterprise Scaling

Master IBM's Breakthrough DAD Process Framework for Succeeding with Agile in Large, Complex, Mission-Critical IT Projects It is widely recognized that moving from traditional to agile approaches to build software solutions is a critical source of competitive advantage. Mainstream agile approaches that are indeed suitable for small projects require significant tailoring for larger, complex enterprise projects. In Disciplined Agile Delivery, Scott W. Ambler and Mark Lines introduce IBM's breakthrough Disciplined Agile Delivery (DAD) process framework, which describes how to do this tailoring. DAD applies a more disciplined approach to agile development by acknowledging and dealing with the realities and complexities of a portfolio of interdependent program initiatives. Ambler and Lines show how to extend Scrum with supplementary agile and lean strategies from Agile Modeling (AM), Extreme Programming (XP), Kanban, Unified Process (UP), and other proven methods to provide a hybrid approach that is adaptable to your organization's unique needs. They candidly describe what practices work best, why they work, what the trade-offs are, and when to consider alternatives, all within the context of your situation. Disciplined Agile Delivery addresses agile practices across the entire lifecycle, from requirements, architecture, and development to delivery and governance. The authors show how these best-practice techniques fit together in an end-to-end process for successfully delivering large, complex systems--from project initiation through delivery. Coverage includes Scaling agile for mission-critical enterprise endeavors Avoiding mistakes that drive poorly run agile projects to chaos Effectively initiating an agile project Transitioning as an individual to agile Incrementally building consumable solutions Deploying agile solutions into complex production environments Leveraging DevOps, architecture, and other enterprise disciplines Adapting your governance strategy for agile projects Based on facts, research, and extensive experience, this book will be an indispensable resource for every enterprise software leader and practitioner--whether they're seeking to optimize their existing agile/Scrum process or improve the agility of an iterative process.

Is the Unified Process the be all and end all standard for developing object-oriented component-based software? Scott Ambler doesn't think so. This book is one in a four-volume series that presents a critical review of the Unified Process -- designed to p

This open access book constitutes the proceedings of the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years The 15 full papers presented in this volume were carefully reviewed and selected from 45 submissions. They were organized in topical sections named: agile adoption, agile practices; large-scale agile; agility beyond IT, and the future of agile.

The agile community has figured out how to build and then continually improve very high-performance software development teams. This is akin to creating a race car engine and then evolving it to get more power, better fuel efficiency, and greater speed. Sadly in many cases we take these great engines, put them into an organizational tractor, and then complain that we're not winning the race. What we need to do is take our great race car engines (our development teams), put them into a race car (a DevOps ecosystem), have a great pit crew and driver (an effective IT organization), and then provide somewhere to race (an organization that can leverage IT to make money). That's what this book is all about - Moving from optimizing team performance to optimizing the entire enterprise. Business agility - being an adaptive, lean, responsive, and learning organization - is the race that enterprises need to win today. Yet there is no quick fix, no silver bullet, to attain business agility. This is a multi-year journey requiring hard work, experimentation, and most importantly a willingness to improve. The Disciplined Agile framework lowers risks and provides a path to accelerate your journey to business agility. The framework is unique in that it is the only one that puts all the pieces together into a cohesive enterprise roadmap for business agility transformation. This book begins with an overview of the challenges and opportunities that organizations face. We then describe seven principles that provide the underpinnings of the Disciplined Agile framework. Then the book works through Disciplined Agile Delivery (how to build a world-class engine), Disciplined DevOps (the race car), Disciplined Agile IT (the race car and its team), and what it means to be a Disciplined Agile Enterprise (the racing business). The book ends with a plan for starting with an Agile transformation and then evolving into a long-term continuous improvement strategy. Do you have the discipline it takes to win the race to business agility?

The acclaimed beginner's book on object technology now presents UML 2.0, Agile Modeling, and the latest in object development techniques.

Introduction to Disciplined Agile Delivery provides a quick overview of how agile software development works from beginning-to-end. It describes the Disciplined Agile Delivery (DAD) process decision framework and then works through a case study describing a typical agile team's experiences adopting a disciplined agile approach. The book describes how the team develops the first release of a mission-critical application while working in a legacy enterprise environment. It describes their experiences from beginning-to-end, starting with their initial team initiation efforts through construction and finally to deploying the solution into production. It also describes how the team stays together for future releases, overseeing their process improvement efforts from their Scrum-based beginnings through to a lean continuous delivery approach that fits in with their organization's evolving DevOps strategy. The DAD framework is a hybrid of existing methods such as Scrum, Kanban, Agile Modeling, SAFe, Extreme Programming, Agile Data, Unified Process and many others. DAD provides the flexibility to use various approaches and plugs the gaps not addressed by mainstream agile methods. In a nutshell, DAD is "pragmatic agile." DAD describes proven strategies to adapt and scale your agile initiatives to suit the unique realities of your enterprise without having to figure it all out by yourself. Here's an overview of what each chapter covers: Chapter 1: Introduction. This chapter provides a quick overview of the book and a brief history of Disciplined Agile. Chapter 2: Reality over Rhetoric. This chapter explores several

common myths about DAD and more importantly disproves them. Chapter 3: Disciplined Agile Delivery in a Nutshell. This chapter provides a brief yet comprehensive overview of the DAD framework. Chapter 4: Introduction to the Case Study. This chapter introduces us to the team, describes the market opportunity that they hope to address, and describes the environment in which they're working. Chapter 5: Inception. The team's initiation effort includes initial requirements modeling and planning with their stakeholders in a streamlined manner, initial architecture modeling, setting up their physical work environment, setting up the start of their tooling infrastructure, initial risk identification, and finally securing stakeholder support and funding for the rest of the first release. Chapters 6 through 10: Construction. These chapters each describe a single Construction iteration, sharing the team's experiences during each of those two-week timeboxes. Chapter 11: Transition. The two-week transition phase focuses on final testing and fixing, training the support/help-desk staff, finishing a few short end-user "how to" videos, and deploying the solution into production. Chapter 12: Future Releases. This chapter overviews the team's improvement efforts over the next few releases, describing how they evolve from the agile Scrum-based lifecycle to a leaner approach and eventually to continuous delivery. Chapter 13: Closing Thoughts. This chapter overviews the disciplined agile resources that are available to you. Appendix: The Disciplined Agile IT Department. This short appendix overviews our ongoing work on the Disciplined Agile framework to address the full scope of an IT department.

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

A resource for individuals responsible for siting decisions, this guidelines book covers siting and layout of process plants, including both new and expanding facilities. This book provides comprehensive guidelines in selecting a site, recognizing and assessing long-term risks, and the optimal lay out of equipment facilities needed within a site. The information presented is applicable to US and international locations. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

The global economy and free market philosophy have resulted in higher global competition and increased expectations from customers. It is obvious that new approaches are needed to satisfy demands and many of them fall under a broad umbrella called agile. To capitalize fully on the benefits of agile, one must first understand the concepts that underpin it. In this book, we first identify many concepts that various approaches advocate for agile and group them into three areas forming a simple, robust system. Then, we describe the most useful agile methods in savage summaries regardless of the approach that promotes them, grouping them logically and showing how to use them. We have an agnostic agile model that can be useful to anyone using any form of agile. Both concepts for being agile and techniques for doing agile are summarized in this book and there are several ways to use this book. To understand the concepts of agile, consult Chapters 3, 4, and 5. Chapters 7, 8, and 9 will help you learn and perform agile tools and techniques.

It's no secret that we are living in the Digital Age. Technology companies make up seven of the world's ten largest firms by market capitalization. And the key to their success is the key to all modern organizations. Jonathan Smart, business agility practitioner, thought leader, and coach, reveals the patterns and antipatterns that will help organizations from every industry deliver better value sooner, safer, and happier through high levels of engagement, inclusion, and empowerment. Through his decades of experience in the technology world, Smart provides business leaders with a blueprint for creating a world-class organization of the future. Through Agile and Lean ways of working, business leaders can empower teams to improve production, grow together, and create better services for their customers. These better ways of working have overflowed from the IT department to every corner of successful organizations, taking root in every industry from aerospace to accounting, insurance to shipping. This book is not about software development. It is not a book about the computer industry. This book is about applying agility across the entire organization. It's a book that will put you at the front of change and ahead of the competition.

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

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.

Introduction to Disciplined Agile Delivery provides a quick overview of how agile software development works from beginning-to-end. It describes the Disciplined Agile Delivery (DAD) process decision framework and then works through a case study describing a typical agile team's experiences adopting a disciplined agile approach. The book describes how the team develops the first release of a mission-critical application while working in a legacy enterprise environment. It describes their experiences from beginning-to-end, starting with their initial team initiation efforts through construction and finally to deploying the solution into production. It also describes how the team stays together for future releases, overviewing their process improvement efforts from their Scrum-based beginnings through to a lean continuous delivery approach that fits in with their organization's evolving DevOps strategy. The DAD framework is a hybrid of existing methods such as Scrum, Kanban, Agile Modeling, SAFe, Extreme Programming, Agile Data, Unified Process and many others. DAD provides the flexibility to use various approaches and plugs the gaps not addressed by mainstream agile methods. In a nutshell, DAD is "pragmatic agile." DAD describes proven strategies to adapt and scale your agile initiatives to suit the unique realities of your enterprise without having to figure it all out by yourself. Here's an overview of what each chapter covers: * Chapter 1: Introduction. This chapter provides a quick overview of the book and a brief history of Disciplined Agile. * Chapter 2: Reality over Rhetoric. This chapter explores several common myths about DAD and more importantly disproves them. * Chapter 3: Disciplined Agile Delivery in a Nutshell. This chapter provides a brief yet comprehensive overview of the DAD framework. * Chapter 4: Introduction to the Case Study. This chapter introduces us to the team, describes the market opportunity that they hope to address, and describes the environment in which they're working. * Chapter 5: Inception. The team's initiation effort includes initial requirements modeling and planning with their stakeholders in a streamlined manner, initial architecture modeling, setting up their physical work environment, setting up the start of their tooling infrastructure, initial risk identification, and finally securing stakeholder support and funding for the rest of the first release. * Chapters 6 through 10: Construction. These chapters each describe a single Construction iteration, sharing the team's experiences during each of those two-week timeboxes. * Chapter 11: Transition. The two-week transition phase focuses on final testing and fixing, training the support/help-desk staff, finishing a few short end-user "how to" videos, and deploying the solution into production. * Chapter 12: Future Releases. This chapter overviews the team's improvement efforts over the next few releases, describing how they evolve from the agile Scrum-based lifecycle to a leaner approach and eventually to continuous delivery. * Chapter 13: Closing Thoughts. This chapter overviews the disciplined agile resources that are available to you. * Appendix: The Disciplined Agile IT Department. This short appendix overviews our ongoing work on the Disciplined Agile framework to address the full scope of an IT department. At 102 pages, you should find this book to be a quick, informative read.

Introduction to Disciplined Agile Delivery 2nd Edition provides a quick overview of how agile software development works from beginning-to-end. It describes Disciplined Agile Delivery (DAD), the first of four levels of the Disciplined Agile (DA) process decision framework, and works through a case study describing a typical agile team's experiences adopting a DA approach. The book describes how the team develops the first release of a mission-critical application while working in a legacy enterprise environment. It describes their experiences from beginning-to-end, starting with their initial team initiation efforts through construction and finally to deploying the solution into production. It also describes how the team stays together for future releases, overviewing their process improvement efforts from their Scrum-based beginnings through to a lean continuous delivery approach that fits in with their organization's evolving DevOps strategy. The DAD framework is a hybrid of existing methods such as Scrum, Kanban, Agile Modeling, SAFe, Extreme Programming, Agile Data, Unified Process and many others. DAD provides the flexibility to use various approaches and plugs the gaps not addressed by mainstream agile methods. In a nutshell, DAD is "pragmatic agile." DAD describes proven strategies to adapt and scale your agile initiatives to suit the unique realities of your enterprise without having to figure it all out by yourself. Here's an overview of what each chapter covers: Chapter 1: Introduction. This chapter provides a quick overview of the book and a brief history of Disciplined Agile. Chapter 2: Reality over Rhetoric. This chapter explores several common myths about DAD and more importantly disproves them. Chapter 3: Disciplined Agile Delivery in a Nutshell. This chapter provides a brief yet comprehensive overview of DAD. Chapter 4: Introduction to the Case Study. This chapter introduces us to the team, describes the market opportunity that they hope to address, and describes the environment in which they're working. Chapter 5: Inception. The team's initiation effort includes initial requirements modeling and planning with their stakeholders in a streamlined manner, initial architecture modeling, setting up their physical work environment, setting up the start of their tooling infrastructure, initial risk identification, and finally securing stakeholder support and funding for the rest of the first release. Chapters 6 through 10: Construction. These chapters each describe a single Construction iteration, sharing the team's experiences during each of those two-week timeboxes. Chapter 11: Transition. The two-week transition phase focuses on final testing and fixing, training the support/help-desk staff, finishing a few short end-user "how to" videos, and deploying the solution into production. Chapter 12: The Road to Disciplined DevOps. This chapter overviews the team's improvement efforts over the next few releases, describing how they evolve from the agile Scrum-based lifecycle to a leaner approach and eventually to continuous delivery. All of this dovetails into their organization's efforts to implement a Disciplined DevOps strategy. Chapter 13: Closing Thoughts. This chapter overviews the disciplined agile resources that are available to you. Appendix: The Disciplined Agile Framework. This short appendix overviews our ongoing work on the Disciplined Agile framework to address the full scope of an agile business. At 111 pages, you should find this book to be a quick, informative read. What's Different in This Edition: Chapter 3 was

completely rewritten to reflect the changes to DAD. Chapter 12 was rewritten to describe how the team evolved into a Disciplined DevOps strategy. Appendix A was rewritten to reflect the latest release of the DA framework. General updates were made throughout the book.

“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.*

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