
Large Scale Scrum More With Less

20th International Conference, XP 2019, Montréal, QC, Canada, May 21–25, 2019,
Proceedings

Large-Scale Scrum

Scaling Scrum Across Modern Enterprises

Scrum Shortcuts Without Cutting Corners

Large, Multisite, and Offshore Product Development with Large-Scale Scrum

Managing Large-Scale Projects with Kanban

SAFe 5.0 Distilled

Applying UML and Patterns Training Course

A Complete Guide. a Great Way to Teach the Scrum Framework and Agile Thinking

Thinking and Organizational Tools for Large-Scale Scrum

Agile Tactics, Tools, & Tips

User Stories Applied

Agile and Iterative Development

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh
Edition and The Standard for Project Management (RUSSIAN)

Creating a Non-Hierarchical Organization, One Practice at a Time

Implement Scrum and Lean-Agile techniques across complex products, portfolios,
and programs in large organizations
Agile Processes in Software Engineering and Extreme Programming – Workshops
A Desktop Seminar from Craig Larman
More with Less
Thinking and Organizational Tools for Large-scale Scrum
Organizing Business and Technology Teams for Fast Flow
Practices for Scaling Lean & Agile Development
Scrum – A Pocket Guide
For Agile Software Development
Scrum erfolgreich skalieren mit LeSS
Being Agile in a Changing World
XP 2019 Workshops, Montréal, QC, Canada, May 21–25, 2019, Proceedings
Agile Project Management for Government
More with LeSS
Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation
Scaling Lean & Agile Development
How HP Transformed LaserJet FutureSmart Firmware
Going Horizontal
22nd International Conference on Agile Software Development, XP 2021, Virtual

Event, June 14-18, 2021, Proceedings
Scaling Software Agility
Lego4scrum
Practices for Scaling Lean & Agile Development
Agile Processes in Software Engineering and Extreme Programming
#ScrumMasterWay

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Scrum More
With Less*

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SAVAGE BENJAMIN

*20th International
Conference, XP 2019,
Montréal, QC, Canada,
May 21-25, 2019,
Proceedings Addison-
Wesley Professional*
PMBOK® Guide is the
go-to resource for project

management
practitioners. The project
management profession
has significantly evolved
due to emerging
technology, new
approaches and rapid
market changes.
Reflecting this evolution,
The Standard for Project
Management enumerates
12 principles of project
management and the

PMBOK® Guide &-
Seventh Edition is
structured around eight
project performance
domains. This edition is
designed to address
practitioners' current and
future needs and to help
them be more proactive,
innovative and nimble in
enabling desired project
outcomes. This edition of
the PMBOK®

Guide: • Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.); • Provides an entire section devoted to tailoring the development approach and processes; • Includes an expanded list of models, methods, and artifacts; • Focuses on not just delivering project outputs but also enabling outcomes; and • Integrates with PMI standards+™ for information and standards application content based on project type,

development approach, and industry sector. *Large-Scale Scrum* Pragmatic Bookshelf Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles.

Distilling 10+ years of experience leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including

Intel, Nokia, Salesforce.com, Spotify, and many more. - Balance building the right thing, the right way, at the right speed - Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture - Promote agile skills, knowledge, and abilities throughout your workforce - Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting - Leverage business agility metrics to

affect norms and change organizational culture - Establish your Agile Working Group, the engine of agile transformation - Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it. Scaling Scrum Across Modern Enterprises Pragmatic Bookshelf

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it. *Scrum Shortcuts Without*

Cutting Corners Springer
 This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme - make, inspect, adapt. The 21 papers presented in this

volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

Large, Multisite, and Offshore Product Development with Large-Scale Scrum

Pearson Education
 In Team Topologies
 DevOps consultants
 Matthew Skelton and
 Manuel Pais share secrets

of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.
- Common team patterns to avoid with modern software systems.
- When and why to use different team patterns
- How to evolve teams effectively.
- How to split software

and align to teams.

Managing Large-Scale Projects with Kanban

Addison-Wesley

Professional

The future of business will be determined by its effectiveness in performing knowledge-based work. Scrum has proven itself in one exceptionally important form of knowledge-based work: software development. Now, Enterprise Scrum is increasingly proving itself in large-scale knowledge work of all kinds: not just software development,

but team and multi-team projects and business processes at all levels, including enterprise-wide. In this book, Scrum/agile pioneer Mike Beedle introduces Enterprise Scrum, and demonstrates how to apply it to achieve unprecedented levels of productivity and transparency across your organization. Beedle begins with the big picture, introducing Scrum from the standpoint of knowledge-based decision-makers and process owners. Next, he systematically introduces

powerful techniques for applying and scaling Scrum in new environments, both within the enterprise and beyond to clients/customers, service providers, suppliers, and even to SaaS and mobile platforms. Drawing on his extensive “in the trenches” experience, Beedle presents patterns for successfully utilizing Enterprise Scrum, and walks through several start-to-finish case studies -- in software development, marketing, operational strategy, and

product development. The techniques he presents in this book are applicable in a wide range of industries, from pharmaceuticals to fashion to finance, and are relevant in any business process where knowledge, creativity, and change come together.

SAFe 5.0 Distilled

Pearson Education

This open access book constitutes the proceedings of the 22nd International Conference on Agile Software Development, XP 2021, which was held virtually during June 14-18, 2021.

XP is the premier agile software development conference combining research and practice. It is a unique forum where agile researchers, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. XP conferences provide an informal environment to learn and trigger discussions and welcome both people new to agile and seasoned agile

practitioners. This year's conference was held with the theme "Agile Turns Twenty While the World Goes Online". The 11 full and 2 short papers presented in this volume were carefully reviewed and selected from 38 submissions. They were organized in topical sections named: agile practices; process assessment; large-scale agile; and short contributions.

Applying UML and Patterns Training Course
Prentice Hall
Improve and Accelerate

Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org—the pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber—Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and

minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum’s core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies,

preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus

Sprint Retrospectives to continuously improve
Overcome the distributed team collaboration challenges

[A Complete Guide. a Great Way to Teach the Scrum Framework and Agile Thinking](#) Addison-Wesley Professional
Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning

to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean

and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise.

Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In

a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large,

Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

Thinking and Organizational Tools for Large-Scale Scrum

Springer Nature

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.

Agile Tactics, Tools, & Tips Addison-Wesley Professional

"Companies have been implementing large agile projects for a number of years, but the 'stigma' of 'agile only works for small projects' continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects

in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development." —Jim Highsmith, director, Agile Practice, Cutter Consortium, author of

Agile Project Management "There's tension between building software fast and delivering software that lasts, between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work, *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience:

he's been there, done that, and has seen what's worked." —Grady Booch, IBM Fellow Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. In *Scaling Software Agility*, Dean Leffingwell describes how agile methods can be

applied to enterprise-class development. Part I provides an overview of the most common and effective agile methods. Part II describes seven best practices of agility that natively scale to the enterprise level. Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale. This book is invaluable to software developers, testers and QA personnel, managers and team

leads, as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale. [User Stories Applied](#) Addison-Wesley In *Scaling Done Right*, Scrum@Scale trainers Gereon Hermkes and Luiz Quintela show how organizations can dramatically improve their productivity and

adaptability, and finally achieve business agility. As the first book on this paradigm-shifting management method, this vital resource can help you in understanding this revolutionary framework as well as avoiding typical pitfalls in its implementation.

Agile and Iterative Development

Behendigkeit Publishing Second Edition of the UML video course based on the book *Applying UML and Patterns*. This VTC will focus on object-oriented analysis and design, not

just drawing UML.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Seventh Edition and The Standard for Project Management (RUSSIAN) Addison-

Wesley Professional
This is the definitive guide for managers and students to agile and iterativedevelopment methods: what they are, how they work, how to implement them, andwhy they should.

Creating a Non-Hierarchical Organization,

One Practice at a Time

Addison-Wesley Professional
This open access book constitutes the research workshops, doctoral symposium and panel summaries presented at 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. Research papers and talks submissions were invited for the three XP 2019 research workshops,

namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on culture, education, and software practices; business agility – agile’s next frontier; and Agile – the next 20 years.

Implement Scrum and Lean-Agile techniques across complex products, portfolios,

and programs in large organizations Addison-Wesley Professional

This book constitutes the refereed proceedings of three international workshops held in Rome, Italy, in conjunction with the 15th International Conference on Agile Software Development, XP 2014, in May 2014. The workshops comprised Principles of Large-Scale Agile Development, Refactoring & Testing (RefTest 2014), and Estimations in the 21st Century Software Engineering (EstSE21

2014). The 13 revised full papers presented were carefully reviewed and selected from 28 submissions. In addition, an introduction and a keynote paper are included.

Agile Processes in Software Engineering and Extreme Programming – Workshops Maitland and Strong

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
A Desktop Seminar from Craig Larman Addison-Wesley Professional
 Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience

helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how

to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term

wins, and removing impediments to success
Balancing predictability and adaptability in release planning
Running productive daily scrums
Fixing failing sprints
Accurately costing projects, and measuring the value they deliver
Managing risks in dynamic Scrum projects
Prioritizing and estimating backlogs
Working with distributed and offshore teams
Institutionalizing improvements, and extending agility throughout the organization
Packed with

real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

More with Less Large-Scale Scrum
More with LeSS

Lean and Agile Development for Large-Scale Products: Key Practices for Sustainable Competitive Success
Increasingly, large product-development organizations are turning to lean thinking, agile

principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. Drawing on their long experience leading and guiding lean and agile adoptions for large, multisite, and offshore product development, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success.

Coverage includes Frameworks for large-scale Scrum for multihundred-person product groups Testing and building quality in Product management and the end of the "contract game" between business and R&D Envisioning a large release, and planning for multiteam development Low-quality legacy code: why it's created, and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts

and outsourced development In a competitive environment that demands ever-faster cycle times and greater innovation, the practices inspired by lean thinking and agile principles are ever-more relevant. Practices for Scaling Lean

& Agile Development will help people realize a lean enterprise—and deliver on the significant benefits of agility. In addition to the action tools in this text, see the companion book Scaling Lean & Agile Development: Thinking and Organizational Tools

for Large-Scale Scrum for complementary foundation tools.

Thinking and Organizational Tools for Large-scale Scrum

Pearson Education
Large-Scale Scrum More with LeSS Addison-Wesley Professional