

Agile Software Requirements Lean Requirements Practices For Teams Programs And The Enterprise Agile Software Development Series

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THOMAS LANG

Engineering and Managing Software Requirements BA-Experts

“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.

SAFe 4.0 Distilled Pragmatic Bookshelf

With plenty of ideas, suggestions, and practical cases on software quality, this book will help you to improve the quality of your software and to deliver high-quality products to your users and satisfy the needs of your customers and stakeholders. Many methods for product quality improvement start by investigating the problems, and then work their way back to the point where the problem started. For instance audits and root cause analysis work this way. But what if you could prevent problems from happening, by building an understanding what drives quality, thus enabling to take action before problems actually occur? *What Drives Quality* explores how quality plays a role in all of the software development activities. It takes a deep dive into quality by listing the relevant factors of development and management activities that drive the quality of software products. It provides a lean approach to quality by analyzing the full development chain from customer requests to delivering products to users. I'm aiming this book at software developers and testers, architects, product owners and managers, agile coaches, Scrum masters, project managers, and operational and senior managers who consider quality to be important. A book on quality should be practical. It should help you, the reader of this book, to improve the quality of your software and deliver better

products. It should inspire you and give you energy to persevere on your quality journey. What drives quality tries to do just that, and more. This book is based on my experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into quality with views from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to improve quality of the products that your organization is delivering. This book views software quality from an engineering, management, and social perspective. It explores the interaction between all involved in delivering high-quality software to users and provides ideas to do it quicker and at lower costs.

Disciplined Agile Delivery Addison-Wesley Professional

The Go-To Resource for Large-Scale Organizations to Be Agile Rather than asking, “How can we do agile at scale in our big complex organization?” a different and deeper question is, “How can we have the same simple structure that Scrum offers for the organization, and be agile at scale rather than do agile?” This profound insight is at the heart of LeSS (Large-Scale Scrum). In *Large-Scale Scrum: More with LeSS*, Craig Larman and Bas Vodde have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to anyone involved in large-scale development, *Large-Scale Scrum: More with LeSS*, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

Lean and Agile Software Development Springer Science & Business Media

"Overlooked or poorly defined nonfunctional requirements are widely recognized to be among the most expensive and difficult errors to correct following the implementation of a software system. *The Quest for Software Requirements* presents over 2,000 suggested questions as a first-of-its-kind reference guide to help you master the elicitation of these hard-to-identify, yet vital, requirements. Its proven step-by-step techniques, insightful tips and tools, easy-to-use checklists, examples of nonfunctional requirements, and requirements-gathering questions can help you succeed in developing and installing software requirements" -- Provided by publisher.

Lean UX Simon and Schuster

"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." -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 crit.

Clean Code Addison-Wesley Professional

User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today’s web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates Lean UX, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. Lean UX is the evolution of product

design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use Lean UX on your own projects. Get a tactical understanding of Lean UX—and how it changes the way teams work together. Frame a vision of the problem you're solving and focus your team on the right outcomes. Bring the designer's tool kit to the rest of your product team. Break down the silos created by job titles and learn to trust your teammates. Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents. Learn how Lean UX integrates with Agile UX.

Beyond Requirements IT Revolution

A guide to successfully operating in a lean-agile organization for solutions architects and enterprise architects. Key Features: Develop the right combination of processes and technical excellence to address architectural challenges. Explore a range of architectural techniques to modernize legacy systems. Discover how to design and continuously improve well-architected sustainable software. Book Description: Many organizations have embraced Agile methodologies to transform their ability to rapidly respond to constantly changing customer demands. However, in this melee, many enterprises often neglect to invest in architects by presuming architecture is not an intrinsic element of Agile software development. Since the role of an architect is not pre-defined in Agile, many organizations struggle to position architects, often resulting in friction with other roles or a failure to provide a clear learning path for architects to be productive. This book guides architects and organizations through new Agile ways of incrementally developing the architecture for delivering an uninterrupted, continuous flow of values that meets customer needs. You'll explore various aspects of Agile architecture and how it differs from traditional architecture. The book later covers Agile architects' responsibilities and how architects can add significant value by positioning themselves appropriately in the Agile flow of work. Through examples, you'll also learn concepts such as architectural decision backlog, the last responsible moment, value delivery, architecting for change, DevOps, and evolutionary collaboration. By the end of this Agile book, you'll be able to operate as an architect in Agile development initiatives and successfully architect reliable software systems. What you will learn: Acquire clarity on the duties of architects in Agile development. Understand architectural styles such as domain-driven design and microservices. Identify the pitfalls of traditional architecture and learn how to develop solutions. Understand the principles of value and data-driven architecture. Discover DevOps and continuous delivery from an architect's perspective. Adopt Lean-Agile documentation and governance. Develop a set of personal and interpersonal qualities. Find out how to lead the transformation to achieve organization-wide agility. Who this book is for: This agile study guide is for architects currently working on agile development projects or aspiring to work on agile software delivery, irrespective of the methodology they are using. You will also find this book useful if you're a senior developer or a budding architect looking to understand an agile architect's role by embracing agile architecture strategies and a lean-agile mindset. To understand the concepts covered in this book easily, you need to have prior knowledge of basic agile development practices.

Lean-Agile Software Development Pearson Education

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.

Lean-agile Acceptance Test-driven Development Addison-Wesley Professional

How to scale ATDD to large projects --

Team Topologies Prosci

Effective software teams are essential for any organization to deliver value continuously and sustainably. But how do you build the best team organization for your specific goals, culture, and needs? Team Topologies is a practical, step-by-step, adaptive model for organizational design and team interaction based on four fundamental team types and three team interaction patterns. It is a model that treats teams as the fundamental means of delivery, where team structures and communication pathways are able to evolve with technological and organizational maturity. In Team Topologies, IT 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 is a major step forward in organizational design for software, presenting a well-defined way for teams to interact and interrelate that helps make the resulting software architecture clearer and more sustainable, turning inter-team problems into valuable signals for the self-steering organization.

Large-Scale Scrum Jimmy Mathew

This book discusses how requirements are handled in scrum framework. This book starts with discussions on agile software development and scrum framework. Then it moves to a detailed discussion on requirements. This book is helpful for anyone who is associated with agile software development or anyone who wish to learn how requirements are managed in agile software development using Scrum framework. A basic knowledge of software development is helpful. This book, in the first session covers the basics of Agile software development and Scrum framework. This book covers all major aspects of managing requirements in agile software development using Scrum framework. The book starts with product vision, then a detailed discussion on product backlog and user stories. It covers estimation methods used in agile. Then there is a quick discussion on collecting requirements and a discussion with example on user story mapping. It covers with examples, many techniques for breaking down the user stories. It covers a few methods for ordering/prioritizing product backlog items. In the final session discusses different prescribed events and activities in scrum, that processes these requirements.

Agile Requirements: Managing Requirements in Scrum Framework John Wiley & Sons

"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.

Scaling Software Agility Packt Publishing Ltd

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.

What Drives Quality Addison-Wesley Professional

The Must-have Reference Guide for SAFe® Practitioners "There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world." —Steve Elliot, Founder/CEO AgileCraft "You don't have to be perfect to start SAFe because you learn as you go—learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my job more!" —Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage of what has, until now, only been available online at scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results—visit scaledagileframework.com/case-studies—typically include: 20–50% increase in productivity 50%+ increases in quality 30–75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

How to Write Effective Requirements for IT - Simply Put! Addison-Wesley Professional

A classic treatise that defined the field of applied demand analysis, *Consumer Demand in the United States: Prices, Income, and Consumption Behavior* is now fully updated and expanded for a new generation. Consumption expenditures by households in the United States account for about 70% of America's GDP. The primary focus in this book is on how households adjust these expenditures in response to changes in price and income. Econometric estimates of price and income elasticities are obtained for an exhaustive array of goods and services using data from surveys conducted by the Bureau of Labor Statistics, providing a better understanding of consumer demand. Practical models for forecasting future price and income elasticities are also demonstrated. Fully revised with over a dozen new chapters and appendices, the book revisits the original Taylor-Houthakker models while examining new material as well, such as the use of quantile regression and the stationarity of consumer preference. It also explores the emerging connection between neuroscience and consumer behavior, integrating the economic literature on demand theory with psychology literature. The most comprehensive treatment of the topic to date, this volume will be an essential resource for any researcher, student or professional economist working on consumer behavior or demand theory, as well as investors and policymakers concerned with the impact of economic fluctuations.

Managing Software Requirements CRC Press

This book constitutes the proceedings of the 6th International Conference on Lean and Agile Software Development, LASD 2022, which was held online on January 22, 2022. The conference received a total of 29 submissions, of which 9 full papers, 1 short paper and 1 position paper are included in this volume. In addition, the volume contains one keynote paper in full paper length. Topics discussed in this volume cover various aspects of agile software development and range from agile testing, to agile effort estimation, an agile approach to model-driven development, and remotely working agile teams.

Getting and Writing IT Requirements in a Lean and Agile World Pearson Education

Get to the next level of your software development career, learning the tools you need to successfully manage the complexity of modern software systems. Whether you are developer at a small software company or a large enterprise, your success is directly related to the ability of your development team to rapidly respond to change. What makes this task challenging is that the tech challenges we strive to overcome are becoming increasingly more complex: requirements, solution,

hosting, support, pace of change, etc. A good developer manages every aspect of the program and understands that when details and decisions are left to chance, outcomes can be negatively impacted and result in increased errors due to substandard quality. It is the difference between being a professional software engineer and a programmer. You will know how to look at the entire spectrum of the software development process and learn valuable concepts and apply these principles through meaningful examples, exercises, case studies, and source code. **What You Will Learn** Know what it means to be a professional software engineer Spend more time doing software development and minimize the pain of dealing with inefficient processes Integrate Lean and Agile practices to reduce errors in judgment and provide predictable outcomes, while still maintaining agility and responsiveness Ensure a shared understanding in the group of stakeholders Validate user experience early and often to minimize costly re-work Develop software designs and architectures that age well and enable long-term business agility Implement patterns and processes that result in developers "falling into the pit of success" instead of into the "pit of failure" Adopt the necessary processes and patterns that will result in "institutionalized" quality that is pervasive Redefine the important role of technical leadership to ensure team maturity and growth **Who This Book Is For** Software developers and team leaders who have struggled to implement design and development best practices due to lack of in-depth knowledge or experience, and want a book designed to provide the confidence and foundational skills needed to achieve success

Agile Software Requirements Springer Nature

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Lean Software Systems Engineering for Developers BA-Experts

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.

SAFe 5.0 Distilled Addison-Wesley Professional

WHAT IS THIS BOOK ABOUT? Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills

needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives. **WHAT YOU WILL LEARN** Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business analysis. In this book, you will learn how the new software development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements - NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you to confirm your understanding of the presented ideas. **WHO WILL BENEFIT FROM READING THIS BOOK?** How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND "anyone wearing the business analysis hat", meaning anyone responsible for defining a future IT solution **TOM AND ANGELA'S (the authors) STORY** Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the IT solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!