



A Practical Approach to Large-Scale Agile Development

How 12 Successful
Large Enterprises Do It

Greg Currey Steve Toney Ed Regan



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A Practical Approach to Large-Scale Agile Development Gary Gruver, Mike Young, Pat Fulghum, 2012-11-15 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

Leading the Transformation Gary Gruver, Tommy Mouser, 2015-08-01 Software is becoming more and more important across a broad range of industries yet most technology executives struggle to deliver software improvements their businesses require Leading edge companies like Amazon and Google are applying DevOps and Agile principles to deliver large software projects faster than anyone thought possible But most executives don t understand how to transform their current legacy systems and processes to scale these principles across their organizations *Leading the Transformation* is executive guide providing a clear framework for improving development and delivery Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams this book targets the coordination of work across teams in large organizations an improvement that executives are uniquely positioned to lead *Scaling Software Agility* Dean

Leffingwell,2007-02-26 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 *Large-Scale Agile Frameworks* Sascha Block,2023-08-17 The book *Large Scale Agile Frameworks* provides practical solutions for cross team and cross functional prioritization of requirements and documentation for enterprises It reflects the interplay of current technology trends such as cloud computing and organizational requirements for microservices Organizations are increasingly required to align their IT strategy with customer needs for customer centric and service oriented products and services The book analyzes the unique requirements of a differentiated software service offering and shows how agile principles are effective in addressing these issues The book also highlights the importance of large scale agile development and provides guidance to organizations on how to transform their structure towards agile prioritization The book covers various appropriate models methodologies and agile tools and provides recommendations for cross functional prioritization of requirements It also considers the need for IT security and shows how it can be integrated into the overall agile development process *Agile Project Delivery* Aaron A. Blair,2020-12-18 *Agile Project Delivery* reviews how different Agile methods can be applied to project delivery in complex

corporate environments beyond the Agile Manifesto's original scope of software development. Taking readers through a typical project lifecycle, the text demonstrates how Agile techniques can be applied to each phase of a project using valuable tools and examples. Agile Project Delivery covers various approaches that are used across the many methodologies and frameworks that are part of the Agile family, including Scrum, XP, and Crystal, as well as some of Agile's influences such as Lean and Kanban. Agile Project Delivery also provides readers with advanced instructions for using Atlassian's industry-leading Agile software, Jira. Bridging the gap between Agile methodology and application, this concise guide features practical delivery approaches, engaging case studies, useful templates to assist in Agile application, and chapter discussion questions to reinforce understanding on how to harness the benefits of Agile. With a focus on settings outside of software development and an accessible, pragmatic approach, Agile Project Delivery is an invaluable resource for students in any project management course as well as for both aspiring and experienced project practitioners.

Large-Scale Agile Development Complete Self-Assessment Guide Gerardus Blokdyk, **AGILE PROJECT DELIVERY** Aaron A. Blair, 2020. Agile Project Delivery reviews how non-software development corporations and practitioners can apply various Agile methods, tools, and processes to harness the success of Agile project management. Readers will learn the various techniques that Agile has adopted across its family of methodologies, including Scrum, XP, and Crystal, as well as some of Agile's influences such as Lean and Kanban. In addition, Agile Project Delivery provides advanced instructions using Atlassian's industry-leading Agile software, Jira, and features case studies that follow a project manager as he works through a large health care-related project. Agile was initially developed to improve software development but has proliferated across other industries, including health care, manufacturing, and finance.

Agile Methods. Large-Scale Development, Refactoring, Testing, and Estimation Torgeir Dingsøy, Nils Brede Moe, Roberto Tonelli, Steve Counsell, Cigdem Gencel, Kai Petersen, 2014-12-06. 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.

Large Scale Agile Development A Complete Guide - 2020 Edition Gerardus Blokdyk, **Creating Agile Organizations** Cesario Ramos, Illia Pavhlichenko, 2022-08-05. Design Your Organization for Maximum Agile Success at Scale: A unique view of organizational agility. Cesario and Ilia first describe the foundational tools and vocabulary to think about agile enterprise-level change. The second section is a practical approach to adoption. It marries the foundational elements into a people- and customer-centric approach to change. The book is epic in scope but it manages to present a cookbook for agile adoption and change. From the Foreword by Dave West, CEO Scrum.org, Cesario and Ilia understand that a key element of successful change to being adaptive at scale is Organizational Design (OD) and that OD is something senior managers need to

own master create and lead not delegate Fast delivery and learning isn't enough at scale Without other adaptive OD elements in place there might not be any concrete change A wonderful book from two passionate people with years in the trenches involved in large scale adaptive development From the Foreword by Craig Larman co creator Large Scale Scrum LeSS For Agile to succeed at scale strategy structures processes reward systems and people practices must align with and reinforce each other across the entire organization Creating Agile Organizations is about making that happen Whether you're a leader Scrum Master or trainer this book will help you use effective Organizational Design OD to achieve successful Agile transformation at the enterprise level Drawing on years of experience scaling Scrum renowned Large Scale Scrum LeSS experts Cesario Ramos and Iliia Pavlichenko present proven techniques for use with any technology in any large environment In the context of a true systems thinking approach they provide specific solutions for challenges such as preparing and facilitating large scale Scrum meetings honing newly relevant leadership skills and addressing challenges that cut across the entire organization This book includes a library of tested tools for effective Agile leadership including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations Organizing for adaptability making strategic optimization choices and choosing informed tradeoffs Exploring and applying proven OD principles at the leadership level Taking a birds eye view of the activities most crucial to large scale adoption Coaching to make Agile transformation successful across your organization Planning designing and facilitating Agile workshops that work Preparing and launching highly effective well aligned Product Groups Coaching teams and guiding product ownership in large groups

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