

Large Scale Scrum More With Less

Dit boek gaat over organisaties die stappen willen zetten om teams meer autonomie te geven door besluitvorming decentraal neer te leggen en managementlagen en managers weg te halen om de teams zelf-organiserend te laten optreden. In het eerste deel komen een aantal agile-aanpakken van het eerste uur aan bod. Dit betreft agile-aanpakken op team-niveau die zowel binnen IT als niet-IT toepasbaar zijn. Daarnaast komt aan de orde wat het betekent als er meerdere teams met elkaar moeten samenwerken. Achtereenvolgens worden Scrum en Kanban summier beschreven. Bovendien wordt uitgelegd wat het betekent als je zowel Scrum als Kanban samenvoegt. Dit wordt Scrumban genoemd. Daar Lean in vele agile-aanpakken een belangrijke rol vervult, wordt ook de essentie van Lean beschreven. Dan rijst de vraag of in zo'n constructie met een ontwikkelteam en Product Owner er nog wel sprake is van een project en plaats is voor een projectmanager. Hoe dan ook, het aantal project- en programmamanagers bij veel organisaties zal sterk kan afnemen maar er zullen situaties zijn waar toch een beroep op project- en/of programmamanagers gedaan wordt (wellicht worden ze dan anders genoemd maar de rolinvulling zal veel gelijkenis vertonen met de project- of programmamanager). Er zijn zelfs cases bekend waarbij een organisatie alle project- en programmamanagers heeft laten afvloeien en hiervoor in de plaats gaan werken met Product Owners en Scrum Masters. Vervolgens wordt het opschalen van een agile team naar meerdere agile teams beschreven en wat dat betekent voor het wel of niet nodig hebben van een projectorganisatie en welke rol permanente en tijdelijke PMO's hierbij spelen. Het boek kan dus ook gebruikt worden door meer traditionele projectmanagers om zich een beeld te vormen wat business agility gaat betekenen voor hun eigen rol. Traditionele of hybride projecten zullen blijven bestaan, waarbinnen gebruik gemaakt wordt van zowel agile als meer traditionele aanpakken. Blijft er dus behoefte aan een projectmanagerrol, maar dan wel een die zich binnen de lijnorganisatie zal gaan ontwikkelen in de richting van portfoliomanager, agile coach of Product Owner? In deel II worden de belangrijkste agile-raamwerken besproken die dit opschalen van agile teams ondersteunen. Hier komen de meest gebruikte raamwerken aan bod, namelijk SAFe, Nexus, Scrum at Scale, LeSS, Spotify, PRINCE2 Agile, AgilePM en daarnaast ook een overzicht van de minder gebruikte of bekende raamwerken (AgilePath, Continuous Agile, Disciplined Agile (DA), Enterprise Scrum, Enterprise Agility, FAST Agile, RAGE, ScALeD, Surge, XSCALE). Tenslotte worden verschillende raamwerken vergeleken aan de hand van een per raamwerk opgestelde feitentabel.

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. The practice of design thinking has become widespread over the last years, and an increasing number of people and institutions have experienced its innovative power. However, the success story of the approach has also meant that the term has evolved into something of an overused, or even misused, buzzword. The demand for an in-depth, evidence-based understanding of the way design thinking works has increased by leaps and bounds. This challenge is addressed by the Hasso Plattner Design Thinking Research Program. Summarizing the outcome of the 11th program year, this book presents a broad range of scientific insights gained by researchers at Hasso Plattner Institute in Potsdam and Stanford University in California, through their investigations, experiments and studies. Special emphasis is placed on exploring new approaches to design thinking education, making headway on the goal of the research program, namely to fuel creativity and establish improved content for the teaching and learning of design thinking. This volume also presents a broad range of findings on effective team interaction. Moreover, researchers present their findings on tools that support design thinking practices in addition to application showcases. The results of this rigorous academic research are not meant to be discussed exclusively within the scientific community. The findings will hopefully find their way to those who seek to support innovation through collaboration, be it in businesses or in society.

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 and 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 and Agile Development: Thinking and Organizational Tools for Large-Scale Scrum for complementary foundation tools.

Most companies developing software employ something they call "Agile." But there's

widespread misunderstanding of what Agile is and how to use it. If you want to improve your software development team's agility, this comprehensive guidebook's clear, concrete, and detailed guidance explains what to do and why, and when to make trade-offs. In this thorough update of the classic Agile how-to guide, James Shore provides no-nonsense advice on Agile adoption, planning, development, delivery, and management taken from over two decades of Agile experience. He brings the latest ideas from Extreme Programming, Scrum, Lean, DevOps, and more into a cohesive whole. Learn how to successfully bring Agile development to your team and organization--or discover why Agile might not be for you. This book explains how to: Improve agility: create the conditions necessary for Agile to succeed and scale in your organization Focus on value: work as a team, understand priorities, provide visibility, and improve continuously Deliver software reliably: share ownership, decrease development costs, evolve designs, and deploy continuously Optimize value: take ownership of product plans, budgets, and experiments--and produce market-leading software

This book explores various aspects of software creation and development as well as data and information processing. It covers relevant topics such as business analysis, business rules, requirements engineering, software development processes, software defect prediction, information management systems, and knowledge management solutions. Lastly, the book presents lessons learned in information and data management processes and procedures.

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.

This book constitutes the refereed proceedings of the 19th International Conference on Product-Focused Software Process Improvement, PROFES 2018, held in Wolfsburg, Germany, in November 2018. The 16 revised full papers and 8 short papers presented together with 10 workshop papers and 2 industry talks were carefully reviewed and selected from 65 submissions. The papers are organized in the following topical sections: processes and methods; empirical studies in industry; testing; measurement and monitoring; and global software engineering and scaling. Further relevant topics were added by the events co-located with PROFES 2018, the Second International Workshop on Managing Quality in Agile and Rapid Software Development Processes (QUASD) and the Third Workshop on Hybrid Software and System Development Approaches (HELENA).

[Dynamic Reteaming](#)

[A Sustainable Evolution Strategy](#)

[Systems, Software and Services Process Improvement](#)

[Collective Wisdom from the Experts](#)

[Open Source Systems](#)

[Practices for Scaling Lean & Agile Development](#)

[Thinking and Organizational Tools for Large-Scale Scrum](#)

[A Practical Approach for Corporate Environments Beyond Software Development](#)

[Thinking and Organizational Tools for Large-scale Scrum](#)

[High-Impact Tools for Teams](#)

[97 Things Every Scrum Practitioner Should Know](#)

[Scrum For Dummies](#)

[Free the Practices from the Method Prisons!](#)

[Mastering Advanced Scrum](#)

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

This volume constitutes the refereed proceedings of the 24th EuroSPI conference, held in Ostrava, Czech Republic, in September 2017. The 56 revised full papers presented were carefully reviewed and selected from 97 submissions. They are organized in topical sections

on SPI and VSEs, SPI and process models, SPI and safety, SPI and project management, SPI and implementation, SPI issues, SPI and automotive, selected key notes and workshop papers, GamifySPI, SPI in Industry 4.0, best practices in implementing traceability, good and bad practices in improvement, safety and security, experiences with agile and lean, standards and assessment models, team skills and diversity strategies.

Projectmanagement is meer dan het werk van de projectmanager: als opdrachtgever speel je een sleutelrol. Dit boek helpt je om als opdrachtgever effectief en efficiënt strategische sturing te geven aan projecten. Daarnaast geeft dit boek antwoorden op praktische vragen waar je als opdrachtgever mee geconfronteerd wordt. Dit boek is bestemd voor managers die in de rol van opdrachtgever verantwoordelijk zijn voor verschillende soorten projecten, zoals productontwikkeling, infrastructurele werken, woningbouw, bedrijfsverhuizingen of ICT-projecten. Daarnaast is het nuttig voor projectmanagers om door de bril van een opdrachtgever naar hun eigen rol te kijken. Veel grote organisaties bevinden zich in een overgang van een 'klassieke' naar een 'agile' aanpak van projecten, met ingrijpende gevolgen voor de wijze waarop managers bij projecten betrokken zijn. Deze zesde druk biedt managers hierbij ruime ondersteuning. Met meer dan 15.000 verkochte exemplaren is dit boek uitgegroeid tot hét standaardwerk over opdrachtgeverschap van projecten. Het boek is voorzien van illustraties van Johan van Zanten (Studio Noord, Amsterdam). "... levert op een zeer toegankelijke wijze uiterst bruikbare informatie voor iedere manager die geconfronteerd wordt met het besturen van projecten. Een aanrader dus." (Manager & Literatuur) "... gaat in op 'uit het leven gegrepen' vragen waarmee opdrachtgevers worstelen. Helder en beknopt geschreven, zoals opdrachtgevers dat graag zien." (Projectie) "... een overzichtelijk en vooral leesbaar boek...een goed voorbereide opdrachtgever is onontbeerlijk voor het succes van het project. Dit boek is daar een uitstekend middel voor." (Projectmanager)

The first course in software engineering is the most critical. Education must start from an understanding of the heart of software development, from familiar ground that is common to all software development endeavors. This book is an in-depth introduction to software engineering that uses a systematic, universal kernel to teach the essential elements of all software engineering methods. This kernel, Essence, is a vocabulary for defining methods and practices. Essence was envisioned and originally created by Ivar Jacobson and his colleagues, developed by Software Engineering Method and Theory (SEMAT) and approved by The Object Management Group (OMG) as a standard in 2014. Essence is a practice-independent framework for thinking and reasoning about the practices we have and the practices we need. Essence establishes a shared and standard understanding of what is at the heart of software development. Essence is agnostic to any particular method, lifecycle independent, programming language independent, concise, scalable, extensible, and formally specified. Essence frees the practices from their method prisons. The first part of the book describes Essence, the essential elements to work with, the essential things to do and the essential competencies you need when developing software. The other three parts describe more and more advanced use cases of Essence. Using real but manageable examples, it covers the fundamentals of Essence and the innovative use of serious games to support software engineering. It also explains how current practices such as user stories, use cases, Scrum, and micro-services can be described using Essence, and illustrates how their activities

can be represented using the Essence notions of cards and checklists. The fourth part of the book offers a vision how Essence can be scaled to support large, complex systems engineering. Essence is supported by an ecosystem developed and maintained by a community of experienced people worldwide. From this ecosystem, professors and students can select what they need and create their own way of working, thus learning how to create ONE way of working that matches the particular situation and needs.

This book constitutes the proceedings of the 24th International Working Conference on Requirements Engineering - Foundation for Software Quality, REFSQ 2018, held in Utrecht, The Netherlands, in March 2018. The 23 full and 2 invited talks papers presented in this volume were carefully reviewed and selected from 57 submissions. The papers were organized in topical sections named: RE in Industrial Practice; NLP in Theory and Practice; Empirical Insights into Traceability; Taming Ambiguity; Large-Scale RE; Quality Requirements; User and Job Stories; Requirements Alignment; RE Previews and Visions; Big Data; Mindmapping and Requirements Modeling.

This book provides hands-on insights and encourages readers to challenge existing methods and processes. The management of digital projects requires professional and state-of-the-art methods, tools, and techniques. In this book, the authors pass on practical approaches from their experiences in the field. The authors also critically acclaim existing methods and discuss their limitations. In particular, the book covers the following topics: - Methods and Best Practices; - Tools and Techniques; - Soft Skills, Team Dynamics, and Human Resources. Thirteen international subject matter experts contributed to this book. The objective is two-fold. First, the authors aim to further the discussion on business practices and methods. Second, the authors aim to stimulate the professional community. Senior professionals can benchmark their activities, while junior professionals can apply proven methods from this book.

Creativity and productivity, rapid adaptation to change, value for the customer—these are just some of the advantages of implementing agile practices in project work. However, agile practices have been most widely and successfully undertaken in the context of small, colocated teams working on small software projects, known as the "agile sweet spot." In this monograph, Brian Hobbs and Yvan Petit explore the use and impact of agile outside of the agile sweet spot. Through a case study and survey questionnaire, they uncover research questions that have remained largely unexamined in the literature, on the project level as well as on the organizational level, namely: •What challenges are encountered when applying agile approaches to large, multi-team software projects and what practices have been developed to alleviate these challenges? •How does the context of large, complex organizations affect the adaptation and adoption of agile approaches and vice versa? An illuminating study of this emerging field, Agile Approaches on Large Projects in Large Organizations opens the door to further investigation on the future role of project managers, the use of scaling frameworks at the program and portfolio levels, and the effects of DevOps, one of the recent trends in agile software development.

Use scrum in all aspects of life Scrum is an agile project management framework that allows for flexibility and collaboration to be a part of your workflow. Primarily used by software developers, scrum can be used across many job functions and industries. Scrum can also be

used in your personal life to help you plan for retirement, a trip, or even a wedding or other big event. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. Scrum For Dummies shows you how to assemble a scrum taskforce and use it to implement this popular Agile methodology to make projects in your professional and personal life run more smoothly—from start to finish. Discover what scrum offers project and product teams Integrate scrum into your agile project management strategy Plan your retirement or a family reunion using scrum Prioritize for releases with sprints No matter your career path or job title, the principles of scrum are designed to make your life easier. Why not give it a try?

[Management 4.0](#)

[Requirements Engineering: Foundation for Software Quality](#)

[Large, Multisite, and Offshore Product Development with Large-scale Scrum](#)

[21st International Conference, PROFES 2020, Turin, Italy, November 25–27, 2020,](#)

[Proceedings](#)

[Agile Project Delivery](#)

[Organizing Business and Technology Teams for Fast Flow](#)

[Future-Proof Software-Systems](#)

[The Art of Agile Development](#)

[Digital Project Practice](#)

[19th International Conference, PROFES 2018, Wolfsburg, Germany, November 28–30,](#)

[2018, Proceedings](#)

[Scrum Your Jira!](#)

[Data-Centric Business and Applications](#)

[16th IFIP WG 2.13 International Conference, OSS 2020, Innopolis, Russia, May 12–14,](#)

[2020, Proceedings](#)

[How HP Transformed Laserjet Futuresmart Firmware](#)

This book focuses on software architecture and the value of architecture in the development of long-lived, mission-critical, trustworthy software-systems. The author introduces and demonstrates the powerful strategy of “Managed Evolution,” along with the engineering best practice known as “Principle-based Architecting.” The book examines in detail architecture principles for e.g., Business Value, Changeability, Resilience, and Dependability. The author argues that the software development community has a strong responsibility to produce and operate useful, dependable, and trustworthy software. Software should at the same time provide business value and guarantee many quality-of-service properties, including security, safety, performance, and integrity. As Dr. Furrer states, “Producing dependable software is a balancing act between investing in the implementation of business functionality and investing in the quality-of-service properties of the software-systems.” The book presents extensive coverage of such concepts as: Principle-Based

Architecting Managed Evolution Strategy The Future Principles for Business Value Legacy Software Modernization/Migration Architecture Principles for Changeability Architecture Principles for Resilience Architecture Principles for Dependability The text is supplemented with numerous figures, tables, examples and illustrative quotations. *Future-Proof Software-Systems* provides a set of good engineering practices, devised for integration into most software development processes dedicated to the creation of software-systems that incorporate *Managed Evolution*.

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.

Who should read this Book? This book is written for anyone who is interested in agility or needs to be agile. It is for those who seek deeper knowledge about what keeps the agile world together. You can read it from the perspective of a top manager or decision maker who feels the urge to be more agile. But you can also take the book and just follow it from the perspective of a user. What do you get? - A systemic picture of agility - to enable you to analyse your system (your team, your department, your company or your business network) and identify fields of agile application and the specific need for agility. - The ingredients of an Agile Mindset - this allows you to transform your organization and develop an agile culture for your organization. - The theoretical foundation of agile principles - so that you can really understand and assess the value of all the expert ideas for you and your organization. You will get the necessary skills to tailor organization specific agile frameworks without losing essential ingredients. - Input for your own reflections - you will be capable of innovating agility and be ahead of the main stream.

Empower Your Agile Software Product Development Scrum Teams with Advanced Scrum Techniques **KEY FEATURES** [?] Provides a complete overview of various Agile Frameworks, including the Scrum Framework. [?] Covers numerous scenario-based examples and an in-depth explanation for Scrum Malfunctions and various Advanced Scrum Add-ons/Techniques. [?] Includes visual illustrations for

the Scrum-based Agile Way of Working and its associated various Advanced Scrum Add-ons/Techniques. **?** Highlights real-time use-cases and experiences for various Advanced Scrum Add-ons/Techniques. **DESCRIPTION** This book emphasizes on the Advanced Scrum Add-ons/Techniques to be explored, applied, and utilized by the Scrum Teams to establish and improve a fully functional Scrum-based Agile Way of Working. Reading this book not only helps the Scrum Teams to encourage their overall responsibility, accountability, and ownership, but also guides them to become High-Performing Scrum Teams. The book contains numerous real-time use-cases and visual illustrations for various concepts of Scrum Framework, Scrum-based Agile Way of Working, and Advanced Scrum Add-ons/Techniques. It also gives an overview of Scrum Malfunctioning and various ways to prevent and correct it. This book acts as a handy reference for the Scrum Teams to make use of Advanced Scrum Add-ons/Techniques. These techniques include the overall Structure and Alignment of Scrum Teams, Scrum Roles, Working Agreements of Scrum Teams, Effective and Efficient Scrum Artifacts Management, Relative Estimation, Scrum Events, Advanced Engineering Practices, Technical Agility, Scrum Metrics, Scaling Scrum, and few other aspects of Scrum-based Agile Way of Working. After reading this book, the readers can look out for any malfunctions present within their Scrum Teams and apply the applicable Advanced Scrum Add-ons/Techniques to address such malfunctions. By applying these techniques, they can also address the scope for a continuous improvement under the Scrum-based Agile Way of Working of their Scrum Teams. **WHAT YOU WILL LEARN** **?** Identify Scrum Malfunctions in Scrum Teams along with various preventive and corrective measures. **?** Adopt Advanced Scrum Add-ons/Techniques and Best Practices for Scrum Roles, Scrum Artifacts, and Scrum Events. **?** Learn to improvise the Structuring, Alignment, Collaboration, Communication, and Working Agreements of Scrum Teams. **?** Utilize Advanced Engineering Practices to improve the Technical Agility of Scrum Teams. **?** Measure Productivity, Quality, Competency, and Performance of Scrum Teams using Scrum Metrics. **?** Explore Scaling Scrum approaches and the new Developments of Scrum Guide 2020. **WHO THIS BOOK IS FOR** This book is for Agile Enthusiasts, Agile Coaches, Scrum Practitioners, Scrum Masters, Product Owners, and for the Agile Software Product Development Scrum Teams having a basic know-how of the Scrum Framework and who want to implement various Advanced Techniques/Best Practices of the Scrum Framework to boost their Organizational Agility. **TABLE OF CONTENTS** 1. Fundamentals of Agile Software Development, Delivery, and Way of Working 2. Agile Frameworks 3. Overview of the Scrum Framework 4. Scrum Malfunctioning and Understanding

the need for Advanced Scrum Add-ons 5. Introduction to Advanced Scrum Add-ons 6. Add-ons for Structuring, Collaboration, and Communication within Scrum Teams 7. Add-ons for Scrum Roles and Working Agreement within Scrum Teams 8. Add-ons for Effective and Efficient Product Backlog Management 9. Add-ons for Effective and Efficient Relative Estimation 10. Add-ons for Scrum Events 11. Add-ons for Advanced Engineering Practices and Technical Agility 12. Add-ons for Effective and Efficient Scrum Metrics 13. Add-ons for Scaling Scrum 14. Additional Advanced Scrum Add-ons 15. A Quick Reflection on Scrum Guide 2020

This book explores coordination within and between teams in the context of large-scale agile software development, providing readers a deeper understanding of how coordinated action between teams is achieved in multiteam systems. An exploratory multiple case study with five multiteam systems and a total of 66 interviewees from development teams at SAP SE is presented and analyzed. In addition, the book explores stereotypes of coordination in large-scale agile settings and shares new perspectives on integrating conditions for coordination. No previous study has researched this topic with a similar data set, consisting of insights from professional software development teams. As such, the book will be of interest to all researchers and practitioners whose work involves software product development across several teams.

Today, companies are expected to be flexible and both rapidly responsive and resilient to change, which basically asks them to be agile. By combining Beyond Budgeting, Open Space, Sociocracy, and Agile, this book provides a practical guide for companies that want to be agile company-wide. Notes to the 2nd edition: This second edition reflects such updates as: the new Agile Fluency Model, the renaming / rebranding of Statoil to Equinor, and some small additions to complexity. We also enhanced the description of Organizational Open Space and explain how it differs from Liberating Structures. Enjoy insights in the book shared by Jez Humble, Diana Larsen, James Shore, Johanna Rothman, and Bjarte Bogsnes. Find out what Spotify, ING, Ericsson, and Walmart say in the book. Quotes from early readers: "[This is] a very important book. My hopes are that it will be the missing link between agile for teams and the flexible, adaptive and humane organisations we want to build. It's a great book. Thanks for writing it!" ~Sandy Mamoli, author of Creating Great Teams "Just as Spotify has worked hard to make all aspects of product development align well and work together - I see Jutta and John in this book exploring methods and processes that will work very well across the whole company." ~ Anders Ivarsson, Spotify "I love how those practices [are]

integrated and summarized into actionable recommendations." ~ Yves Lin, Titansoft "Really wonderful balance of structure and space, rigor and creativity, that you're suggesting." ~ Michael Herman, Openspaceworld.org "Company-wide Agility with Beyond Budgeting, Open Space and Sociocracy [...] makes an important case for companies to regard trust and autonomy the norm, rather than a privilege. [...] Overall a great overview of how leaders can reimagine the way power is distributed within their companies." ~ Aimee Groth, Author of *The Kingdom of Happiness: Inside Tony Hsieh's Zapposian Utopia* This book invites you to take a new perspective that addresses the challenges of doing business in a volatile, uncertain, complex, and ambiguous world.

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.

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, ...

[24th European Conference, EuroSPI 2017, Ostrava, Czech Republic,](#)

[September 6-8, 2017, Proceedings](#)
[Product-Focused Software Process Improvement](#)
[Implement Scrum and Lean-Agile techniques across complex products, portfolios, and programs in large organizations](#)
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Take advantage of a powerful visual management tool for teams as you work together and deliver great results. It's been used by thousands of teams for project success! 59% of U.S. workers say that communication is their team's biggest obstacle to success, followed by accountability at 29% (Atlassian). High-Impact Tools for Teams explains a simple, powerful tool that helps team leaders and members align and get clarity on exactly who is responsible for each part of the team's most important activities and projects. The tool is complemented by 4 trust additions that help teams build trust and increase psychological safety, so every member can be confident in sharing ideas or concerns about obstacles the team may face. It's a proven tool for project teams, based on years of research, and thousands of teams are already using the Team Alignment Map to run effective "get-to-action meetings", give projects a good start and de-silo organizations. Co-author Alex Osterwalder is the international best-selling author who co-created the Business Model Canvas, a strategic management tool used by 1 million+ industry leaders globally. Plan as a team and know who does what Uncover and proactively remove the most likely obstacles to any project Boost team member contributions Run more effective team meetings Get more successful projects With the guidance of High-Impact Tools for Teams, you can be better prepared as a team leader or team member to plan effectively, reduce risks, and collaborate with others. Your team will be accountable and ready to deliver results!

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.

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.

This book constitutes the refereed proceedings of the 21st International Conference on Product-Focused Software Process Improvement, PROFES 2020, held in Turin, Italy, in November 2020. Due to COVID-19 pandemic the conference was held virtually. The 19 revised full papers and 3 short papers presented were carefully reviewed and selected from 68 submissions. The papers cover a broad range of topics related to professional software development and process improvement driven by product and service quality needs. They are organized in topical sections on Agile Software Development.

Your team will change whether you like it or not. People will come and go. Your company might double in size or even be acquired. In this practical book, author Heidi Helfand shares techniques for reteaming effectively. Engineering leaders will learn how to catalyze team change to reduce the risk of

attrition, learning and career stagnation, and the development of knowledge silos. Based on research into well-known software companies, the patterns in this book help CTOs and team managers effectively integrate new hires into an existing team, manage a team that has lost members, or deal with unexpected change. You'll learn how to isolate teams for focused innovation, rotate team members for knowledge sharing, break through organizational apathy, and more. You'll explore: Real-world examples that demonstrate why and how organizations reteam Five reteaming patterns: One by One, Grow and Split, Isolation, Merging, and Switching Tactics to help you master dynamic reteaming in your company Stories that demonstrate problems caused by reteaming anti-patterns

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.

Manage and improve your organization's agile transformation

Adopting an enterprise agile framework is a radical organizational change, and this book will help you get there without ever breaking a sweat. In *Enterprise Agility For Dummies*, you'll discover how to successfully choose and implement the right framework based on your organization's own unique culture. Organizational culture is one of the most overlooked challenges when trying to make a change to enterprise agile, and there are lots of resources out there that claim to have the perfect, one-size-fits-all solution. Luckily, this book takes a neutral stance and covers popular organizational change management techniques that you can implement to suit to your unique needs. Packed with step-by-step instruction and complemented with real-world case studies, this book offers everything you need to know in order to embrace a more agile mindset. Understand the benefits of an agile approach Pick the best enterprise agile framework for your organization Create a successful enterprise change management plan Let *Enterprise Agility For Dummies* help you optimize your business processes, and watch your productivity soar.

Improve your understanding of Scrum through the proven experience and collected wisdom of experts around the world. Based on real-life experiences, the 97 essays in this unique book provide a wealth of knowledge and expertise from

established practitioners who have dealt with specific problems and challenges with Scrum. You'll find out more about the rules and roles of this framework, as well as tactics, strategies, specific patterns to use with Scrum, and stories from the trenches. You'll also gain insights on how to apply, tune, and tweak Scrum for your work. This guide is an ideal resource for people new to Scrum and those who want to assess and improve their understanding of this framework. "Scrum Is Simple. Just Use It As Is.," Ken Schwaber "The 'Standing Meeting,'" Bob Warfield "Specialization Is for Insects," James O. Coplien "Scrum Events Are Rituals to Ensure Good Harvest," Jasper Lamers "Servant Leadership Starts from Within," Bob Galen "Agile Is More than Sprinting," James W. Grenning

[22nd International Conference, PROFES 2021, Turin, Italy, November 26, 2021, Proceedings](#)

[Towards Software Development \(Volume 4\)](#)

[Van klassiek tot agile](#)

[Your Waterfall Organization Transformed into Multidisciplinary Teams - 10 essays on using online tools to improve an offline technique](#)

[Large, Multisite, and Offshore Product Development with Large-Scale Scrum](#)

[24th International Working Conference, REFSO 2018, Utrecht, The Netherlands, March 19-22, 2018, Proceedings](#)

[Large-Scale Scrum](#)

[Team Topologies](#)

[Scaling Lean & Agile Development](#)

[Integrating Conditions and Configurations in Multiteam Systems](#)

[The Art and Wisdom of Changing Teams](#)

[Advanced Scrum Techniques for Scrum Teams, Roles, Artifacts, Events, Metrics, Working Agreements, Advanced Engineering Practices, and Technical Agility \(English Edition\)](#)

[Scrum erfolgreich skalieren mit LeSS](#)

[Handbook for Agile Practices, Release 3](#)

Management 4.0 Handbook for Agile Practices, Release 2

Larman and Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise.

Proven techniques for scaling agile and lean development to the very largest organizations and projects

- **Helps companies turn software development into a competitive advantage.**
- **In-depth coverage of requirements, contracts, architecture, design, offshore/multisite development, coordination, planning, and more**
- **Complements the authors' Scaling Lean and Agile Development.**
- **By software legend Craig Larman, author of Applying UML and Patterns Until recently, large organizations and offshore software entities have for the most part resisted agile and lean**

development, but their potential for saving money and delivering better software can no longer be ignored. Renowned software engineer Craig Larman has spent years helping large organizations succeed with agile and lean approaches. Last year, he and colleague Bas Vodde brought together much of what they've learned in the book *Practices for Scaling Lean and Agile Development Now*, building on that book's insights, they follow up with concrete practices and roadmaps for successfully applying agile/lean methods to distributed and/or offshore/outsourced development initiatives - no matter how large or complex. *Practices for Scaling Lean and Agile Development* systematically addresses the make or-break issues software organizations face in successfully implementing agile/lean methods, including planning, requirements, contracts, architecture, design, testing, legacy code integration, code inspection, coordination of offshore and multisite projects, and much more. Larman and Vodde offer definitive guidance for transforming large-scale development processes into a powerful competitive advantage - and invaluable assistance for every modern IT executive, manager, and developer.

This book constitutes the refereed proceedings of the 16th IFIP WG 2.13 International Conference on Open Source Systems, OSS 2020, held in Innopolis, Russia, in May 2020.* The 12 revised full papers and 8 short papers presented were carefully reviewed and selected from 42 submissions. The papers cover a wide range of topics in the field of free/libre open source software (FLOSS) and discuss theories, practices, experiences, and tools on development and applications of OSS systems, with a specific focus on two aspects:(a) the development of open source systems and the underlying technical, social, and economic issue, (b) the adoption of OSS solutions and the implications of such adoption both in the public and in the private sector. *Due to the COVID-19 pandemic, the conference was held virtually. This book investigates solutions incorporated by architecture boards in global enterprises to resolve issues and mitigate related architecture risks, while also proposing and implementing an adaptive integrated digital architecture framework (AIDAF) and related models and approaches/platforms, which can be applied in companies to promote IT strategies using cloud/mobile IT/digital IT. The book is divided into three main parts, the first of which (Chapters 1-2) addresses the background and motivation for AIDAF aligned with digital IT strategies. The second part (Chapter 3) provides an overview of strategic enterprise architecture (EA) frameworks for digital IT, elaborates on the essential elements of EA frameworks in the digital IT era, and advocates using AIDAF, models for architecture assessment/risk management, knowledge management on digital platforms. In turn, the third part (Chapters 4-7) demonstrates the application and benefits of AIDAF and related models, as shown in three case studies. "I found this book to be a very nice contribution to the EA community of practice. I can recommend this book as a textbook for digital IT strategists/practitioners, EA practitioners, students in universities and graduate schools." (From the Foreword by Scott A. Bernard) "In this new

age of the digital information society, it is necessary to advocate a new EA framework. This book provides state-of-the art knowledge and practices about EA frameworks beneficial for IT practitioners, IT strategists, CIO, IT architects, and even students. It serves as an introductory textbook for all who drive the information society in this era.”(From the Foreword by Jun Murai)

This book challenges two illusions that can get in the way of your company’s road to being genuinely Agile: first, that your Scrum is “special,” and second, that you can hide behind project management software. JIRA is powerful—and this book will show you how to use it more effectively—but it makes it easy to forget that the first idea of Agile is: Individuals and interactions over processes and tools. This book begins with the origin of Scrum: rugby. Unlike in football or soccer, in rugby, there is a strong team emphasis and few to no roles. This is what makes Scrum different from Waterfall, which is focused on hiring only specialists and then shifting work from one department to the next—a tiresome approach, especially in today’s knowledge-focused industries. Building multidisciplinary teams is a crucial element to achieving an Agile company. Sharing knowledge by working together as a team, removing production phases, and focusing on quick delivery can be achieved. The key is to transform your departments into individual teams that can do everything related to their part of a feature or product. This leads us to the tools. People tend to forget what Scrum is really about. Purposefully not using certain JIRA features to create new stories will help to remedy that situation. There is a great deal that JIRA does (and does not do), compared to the pen-and-paper approach. Two examples are the acceptance criteria and the definition of done. Here, there is often no clear decision made about how to integrate them into JIRA. They exist somewhere in the documentation, or implicitly in people’s heads. But with a plug-in and some workflow programming, we can automate the definition of done elegantly. All the information needed to complete a story in one place: great! With the tools and numbers in order, the focus moves to the team. Often, it is the last (or middle) chain of production. The team is not trusted to deliver the full product. Instead, management makes essential decisions because the best people were moved out of the team into management roles. With Scrum, it is vital to have the team own the product. If this is not done, you will face several tricky issues. One particular topic related to ownership is the sprint (its estimation, and the commitment to it). Not without reason, Scrum was changed a few years ago to replace “commitment” with “forecast.” Striking the right balance between the product owner and the team is crucial. If the team does not own the sprint in its totality, including deciding on its own how to complete it, the team will, consciously or unconsciously, blame the people who meddled with it. Leading the team to make smarter estimations is an excellent way to win over both sides and increase productivity. All that said, and the work done, it is time for delivery, right? Too often, I see that people confuse Scrum sprints with development sprints. Scrum is the business side, to check on

you, to communicate with the client, to plan in chunks, etc. But delivery? That can be done at any time. If you ever encounter a team that delivers at the end of the sprint, you will see many Waterfall elements in play. As your projects grow, you will need to add more people and teams. Organizing them in JIRA can be tricky, but there are ways the software can help you to accomplish the task. Finally, there are several ideas relating to your daily Scrum Master routine to help you to do your work better. From psychology to small productivity tips, big things are achieved in small steps. Where does your team stand in terms of Agile? Are you making the most of Scrum? This book was written with an experienced Scrum Masters in mind. It trusts that you already know the basics, so the chapters will jump right into the day-to-day challenges, as well as the global idea of Agile organizations.

[Scaling agile in organisaties](#)

[Agile Processes in Software Engineering and Extreme Programming](#)

[Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy](#)

[Managing Innovation and Change](#)

[A Practical Approach to Large-scale Agile Development](#)

[19th International Conference, XP 2018, Porto, Portugal, May 21-25, 2018,](#)

[Proceedings](#)

[More with LeSS](#)

[5 Tools to Align Team Members, Build Trust, and Get Results Fast](#)

[Scaling Scrum Across Modern Enterprises](#)

[20th International Conference, XP 2019, Montréal, QC, Canada, May 21-25,](#)

[2019, Proceedings](#)