

Large Scale Scrum More With Less Addison Wesley Signature Series Cohn

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.

"Growth and new developments in project management continue to accelerate in our society, in practice, and in our research publications. Beyond the attention previously (and still) paid to project management, program management, project portfolios, project maturity, project management offices (PMOs), Agile, and other such project issues, we are now seeing attention also directed to billion-dollar "mega-projects", inter-organizational project management, project governance, strategic projects, benefit realization, the duties of the project sponsor, the meaning of executive commitment, and other such issues. Projects are getting much more sophisticated and complex, involving multiple organizations and billions of dollars. And even though our knowledge of how to successfully execute standard projects has resulted in much better success rates in practice, the rates of success for less traditional projects, such as strategic and multi-organizational projects, are still poor. Part of the reason for this is just now becoming clear-- that "projects", as we've known them, are only the middle portion of a set of activities involving the recognition of a need, the selection of a project to meet it, designing a governance structure for the project, executing the project, and the tasks needed to ensureing the benefits of the project are realized. These ancillary activities are now also being heavily focused on and we hope to thereby see better success rates for our these strategic and more complex projects."--

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.

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.

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.

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.

International Academic Conference on Global Education, Teaching and Learning International Academic Conference on Management, Economics, Business and Marketing International Academic Conference on Engineering, Transport, IT and AI

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

Large-Scale ScrumMore with LessAddison-Wesley Professional

This volume constitutes the refereed proceedings of the 28th European Conference on Systems, Software and Services Process Improvement, EuroSPI 2021, held in Krems, Austria, in September 2021*. The 42 full papers and 9 short papers presented were carefully reviewed and selected from 100 submissions. The volume presents core research contributions and selected industrial contributions. Core research contributions: SPI and emerging software and systems engineering paradigms; SPI and team skills and diversity; SPI and recent innovations; SPI and agile; SPI and standards and safety and security norms; SPI and good/bad SPI practices in improvement; SPI and functional safety and cybersecurity; digitalisation of industry, infrastructure and e-mobility. Selected industrial contributions: SPI and emerging software and systems engineering paradigms; SPI and recent innovations; SPI and agile; SPI and standards and safety and security norms; SPI and good/bad SPI practices in improvement; SPI and functional safety and cybersecurity; digitalisation of industry, infrastructure and e-mobility; virtual reality. *The conference was partially held virtually due to the COVID-19 pandemic.

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.

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 develops best practices for collaboration between teams within large organizations, and demonstrates how an optimal environment for teamwork can improve business processes.

To do so, it analyzes the system dynamics of living organisms and applies the results to the business environment. The book employs a consistent approach, applying recent advances in molecular biology to the structure and design of large industrial organizations. These insights from molecular biology are used to define the requirements for a practicable business management system based on the ISO 9000 criteria. The outcome is a viable and feasible system that can be used to design large organizations, e.g. by manufacturers of industrial equipment. In addition, four case studies are used to show how such a biologically inspired system can be implemented to positively and significantly impact business.

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.

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.

Agile: An Executive Guide describes Agile methods in clear business language specifically written for professionals. It will help you make realistic business-driven decisions on whether Agile methods are appropriate for your organisation; whether you are looking to reduce your IT overheads, provide better software solutions to your clients, or have more control over your IT expenditures. This guide provides practical, proven ways to introduce, incorporate and leverage Agile methods to maximise your business returns.

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 is written by testers for testers. In ten chapters, the authors provide answers to key questions in agile projects. They deal with cultural change processes for agile testing, with questions regarding the approach and organization of software testing, with the use of methods, techniques and tools, especially test automation, and with the redefined role of the tester in agile projects. The first chapter describes the cultural change brought about by agile development. In the second chapter, which addresses agile process models such as Scrum and Kanban, the authors focus on the role of quality assurance in agile development projects. The third chapter deals with the agile test organization and the positioning of testing in an agile team. Chapter 4 discusses the question of whether an agile tester should be a generalist or a specialist. In Chapter 5, the authors turn to the methods and techniques of agile testing, emphasizing the differences from traditional, phase-oriented testing. In Chapter 6, they describe which documents testers still need to create in an agile project. Next, Chapter 7 explains the efficient use of test automation, which is particularly important in agile development, as it is the main instrument for project acceleration and is necessary to support state-of-the-art DevOps approaches and Continuous Integration. Chapter 8 then adds examples from test tool practice extending test automation to include test management functionality. Chapter 9 is dedicated to training and its importance, emphasizing the role of employee training in getting started with agile development. Finally, Chapter 10 summarizes the results of the agile journey in general with a special focus on testing. To make the aspects described even more tangible, the specific topics of this book are accompanied by the description of experiences from concrete software development projects of various organizations. The examples demonstrate that different approaches can lead to solutions that meet the specific challenges of agile projects. Features and Benefits · Provides a complete and concise overview about software testing in agile projects · Includes experiences and examples from concrete software development projects of various companies · Describes the use of methods, techniques and tools, especially test automation, and the redefined role of the tester in agile projects.

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 contains a collection of thoroughly refereed papers presented at the 6th International Conference on Evaluation of Novel Approaches to Software Engineering, ENASE 2011, held in Beijing, China, in June 2011. The 18 revised and extended full papers presented together with 10 revised short papers were carefully reviewed and selected from 75 initial submissions. The papers cover a wide range of topics, such as software quality and testing, requirements engineering, programming, software processes and methods, software tools and environments, business process and services modeling, software components, software effort and processes, and socio-technical aspects of software development.

Practice an agile form of management to stop wasting time and money! Layton walks you through the core principles so you can keep your projects on time and on budget. Discover what makes scrum different, how it lowers costs and speeds project completion, and how to put it to work.

Management 4.0 Handbook for Agile Practices, Release 2

This book contains the refereed proceedings of the 17th International Conference on Agile Software Development, XP 2016, held in Edinburgh, UK, in May 2016. While agile development has already become mainstream in industry, this field is still constantly evolving and continues to spur an enormous interest both in industry and academia. To this end, the XP conference attracts a large number of software practitioners and researchers, providing a rare opportunity for interaction between the two communities. The 14 full papers accepted for XP 2016 were selected from 42 submissions. Additionally, 11 experience reports (from 25 submissions) 5 empirical studies (out of 12 submitted) and 5 doctoral papers (from 6 papers submitted) were selected, and in each case the authors were shepherded by an experienced researcher. Generally, all of the submitted papers went through a rigorous peer-review process.

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).

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.

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.

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 Agile 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 Agile For Dummies help you optimize your business processes, and watch your productivity soar.

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.

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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 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 research workshops, doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development, XP 2019, held in Montreal, QC, Canada, in May 2019. XP is the premier agile software development conference combining research and practice. It is a hybrid forum where agile researchers, academics, practitioners, thought leaders, coaches, and trainers get together to present and discuss their most recent innovations, research results, experiences, concerns, challenges, and trends. Following this history, for both researchers and seasoned practitioners XP 2019 provided an informal environment to network, share, and discover trends in Agile for the next 20 years. Research papers and talks submissions were invited for the three XP 2019 research workshops, namely, agile transformation, autonomous teams, and large scale agile. This book includes 15 related papers. In addition, a summary for each of the four panels at XP 2019 is included. The panels were on security and privacy; the impact of the agile manifesto on culture, education, and software practices; business agility – agile's next frontier; and Agile – the next 20 years.

IT Governance: Policies & Procedures, 2020 Edition is the premier decision-making reference to help you to devise an information systems policy and procedure program uniquely tailored to the needs of your organization. Not only does it provide extensive sample policies, but this valuable resource gives you the information you need to develop useful and effective policies for your unique environment. IT Governance: Policies & Procedures provides fingertip access to the information you need on: Policy and planning Documentation Systems analysis and design And more! Previous Edition: IT Governance: Policies & Procedures, 2019 Edition ISBN 9781543802221

From start to finish, readers will see what it takes to develop a successful agile project. Find out how the Swedish police combined XP, Scrum, and Kanban to modernize their department--and learn how to apply those same principles to the workplace.

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.

This book is a guide for managers, Scrum Masters and agile coaches who are interested in agile organizational methods and who are planning to introduce Scrum at their own company. Scrum is not only a product development framework but can also be used to structure activities for agile and lean organizational development. Divided into six major parts, the book first introduces and defines the Scrum Culture briefly. It explains its relevance, highlights a number of pain points typical for first encounters with Scrum, and embeds it in an introduction to organizational change. This is complemented with many real-life examples that help to apply the concepts to readers' own specific contexts. The second part describes the principles of introducing Scrum in detail, while the third part embarks on the practical application of these principles, drawing on a wealth of experience gathered in many successful introduction projects. Part four focuses on a detailed case study of a Scrum transformation before part five provides the scientific background information and study details that led to the findings in part one. In closing, part six offers a number of appendices with extensive information on Scrum and its principles. The second edition of this book has been updated throughout and fundamentally re-organized for better readability.

Scaling Agile with Jira Align is a practical guide for agile enterprise planning, delivery, reporting, and forecasting. This book will take you through best practices and use cases with a focus on scaling agile team execution in Jira Software. You'll achieve enterprise-wide agility and value delivery by implementing various features of Jira Align.

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.

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