

# Lean From The Trenches Managing Large Scale Projects With Kanban

The Art of Business Value  
A Practical Approach to  
Large-Scale Agile Development  
Common Sense Supply  
Management  
Building a Lean Service  
Enterprise  
Creating Mixed Model Value Streams  
Lean from the Trenches  
Essential Kanban  
Condensed Lean from the Trenches  
Scrum Manage Your Project  
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The Essence of Lean  
Agile Kaizen  
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Create Your Successful Agile Project  
Scrumban - Essays on Kanban Systems for Lean Software Development  
Lean Software Development

## The Art of Business Value

This book provides an assorted set of reflections/lessons from the "trenches" of Lean

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service and brings to fore leadership challenges, new tools, and the known-unknowns (insights that very few know but many in journey of Lean transformation need to know). Lean has the ability to address a wide range of problems faced by service companies, such as: complexity reduction, sales force productivity enhancement, operations risk control, cost leadership, combining scale with flexibility, service excellence and improving employee morale and involvement. Many of the principles discussed in the book are based on the author's first-hand experience in Lean implementation.

### **A Practical Approach to Large-Scale Agile Development**

A pragmatic companion guide to your Agile journey  
Key Features Make your team Agile by implementing industry-standard Agile techniques Assess scope, scale up efficiently Create the correct roles and identify the right candidates for your team Finish your projects faster and stay ahead of the curve  
Book Description This book will help you overcome the common challenges you'll face when transforming your working practices from waterfall to Agile. Each chapter builds on the last, starting with easy-to-grasp ways to get going with Agile. Next you'll see how to choose the right Agile framework for your organization. Moving on, you'll implement systematic product delivery and measure and report progress with visualization. Then you'll learn how to create high performing teams, develop people in Agile, manage in Agile, and perform distributed Agile and

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collaborative governance. At the end of the book, you'll discover how Agile will help your company progressively deliver software to customers, increase customer satisfaction, and improve the level of efficiency in software development teams. What you will learn

- Create a solid foundation that gives your team an Agile jumpstart
- Understand how to select and evolve practices to increase your team's agility
- Use experiments to accelerate your team's understanding
- Fine-tune your approach by incorporating aspects of Lean and Lean Startup
- Know how to foster an environment of continuous improvement and learning that will become self-sustaining

Who this book is for If you're a software developer or a project manager with little to no experience of Agile, but you want to efficiently implement it, this is the book for you.

### **Common Sense Supply Management**

You think agile techniques might be for you, but your projects and organization are unique. An "out-of-the-box" agile approach won't work. Instead, unite agile and lean principles for your project. See how to design a custom approach, reap the benefits of collaboration, and deliver value. For project managers who want to use agile techniques, managers who want to start, and technical leaders who want to know more and succeed, this book is your first step toward agile project success. You've tried to use an off-the-shelf approach to agile techniques, and it's not working. Instead of a standard method or framework, work from agile and lean principles to design your

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own agile approach in a way that works for you. Build collaborative, cross-functional teams. See how small batch sizes and frequent delivery create an environment of trust and transparency between the team, management, and customers. Learn about the interpersonal skills that help agile teams work together so well. In addition to seeing work and knowing what "done" means, you'll see examples of many possible team-based measurements. Look at tools you can use for status reporting, and how to use those measurements to help your managers understand what agile techniques buy them. Recognize the traps that prevent agile principles from working in too many organizations, and what to do about those traps. Use agile techniques for workgroups, and see what managers can do to create and nurture an agile culture. You might be surprised at how few meetings and rituals you need to still work in an agile way. Johanna's signature frankness and humor will get you on the right track to design your agile project to succeed. What You Need: No technical expertise or experience needed, just a desire to know more about how you might use agile in your project.

### **Building a Lean Service Enterprise**

What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations,

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including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in *The Lean Mindset*, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

### **Creating Mixed Model Value Streams**

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Kanban is a method of organizing and managing professional services work. It uses Lean concepts such as limiting work in progress to improve results. A Kanban system is a means of balancing the demand for work to be done with the available capacity to start new work. This book provides a distillation of Kanban: the "essence" of what it is and how it can be used. This brief overview introduces all the principal concepts and guidelines in Kanban and points you to where you can find out more. Essential Kanban Condensed is a great resource to get started or continue exploring ideas for evolutionary change and improvement in business agility.

### **Lean from the Trenches**

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.

### **Essential Kanban Condensed**

This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time. Under the leadership of Henrik Kniberg they experimented with different team sizes, different sprint lengths, different ways of defining "done," different formats for product backlogs and sprint backlogs, different testing

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strategies, different ways of doing demos, different ways of synchronizing multiple Scrum teams, etc. They also experimented with XP practices - different ways of doing continuous build, pair programming, test driven development, etc, and how to combine this with Scrum. This second edition is an annotated version, a "director's cut" where Henrik reflects upon the content and shares new insights gained since the first version of the book.

### **Lean from the Trenches**

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects

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that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

### **Scrum**

Scrum and Kanban are two flavours of Agile software development - two deceptively simple but surprisingly powerful approaches to software development. So how do they relate to each other? The purpose of this book is to clear up the fog, so you can figure out how Kanban and Scrum might be useful in your environment. Part I illustrates the similarities and differences between Kanban and Scrum, comparing for understanding, not for judgement. There is no such thing as a good or bad tool - just good or bad decisions about when and how to use which tool. This book includes: - Kanban and Scrum in a nutshell - Comparison of Kanban and Scrum and other Agile methods - Practical examples and pitfalls - Cartoons and diagrams illustrating day-to-day work - Detailed case study of a Kanban implementation within a Scrum organization Part II is a case study illustrating

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how a Scrum-based development organization implemented Kanban in their operations and support teams.

### **Manage Your Project Portfolio**

"Change resistance is a natural reaction, when you don't involve the people affected by the change in the design of the change. This book will help you implement successful change and bypass change resistance by co-creating change. The book will do that through examples of how innovative practices can dramatically improve the success of change programs. These practices combine ideas from the Agile, Lean Startup, change management, organizational development and psychology communities. This book will change how you think about change."--

### **Lean Hospitals**

As an Agile team leader, your biggest challenge is also your biggest asset. The human side of Agile is tricky. It's the least manageable, understood, and appreciated asset in an Agile environment. Even if your customers are reasonably happy and your developers seem to be doing okay, you know your team is capable of more: delivering great products and staying ahead of ever-changing demands. You need a team that's self-organized, energetic, and flexible, even in tough situations. But how do you build it and lead it? Whether you're a ScrumMaster, project manager, functional manager, or team leader,

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you want to feel good about using Agile and to create the conditions for great results. But the project management skills you honed in traditional environments don't always apply to the role of Agile team leader. The Human Side of Agile fills this gap, guiding you to: Establish yourself as a confident and capable leader who adds value Build and lead an engaged team that can handle almost any challenge Cultivate collaboration and a continuous improvement mind-set Reap the full benefits of Agile in the real world with real people "I just found the next must-read book for our entire leadership team." "Tricia Broderick, Director of Development, TechSmith" "This book is up there with Peopleware, with concrete examples you can use immediately." "Dave Rooney, Sherpa, Shopify" "Agile teams need effective leaders who 'get' the people stuff. Without that you're merely going through the Agile motions." "Scott W. Ambler, co-creator of Disciplined Agile Delivery" While readable from cover to cover, the book is written as practical answers to the 80+ most relevant and pressing questions that team leaders ask, such as: "How Can I Help the Team Buy In?" "What If I Can't Work Full-Time as the Team's Leader?" "What Actions Will Build the Team's Trust in Me?" "How Can I Mitigate the Damage of Performance Reviews?" "What If a Member Doesn't Fit With the Team?" "How Can We Focus on Our Work With So Many Meetings?" "How Do I Get Stakeholders and Managers on My Side?" "How Can I Make Changes Stick?" "How Do We Avoid Reverting to Old Behaviors?" (Click on Look Inside to browse the complete table of contents.) The book's forewords are by Jim Highsmith and Christopher Avery. Gil Broza, founder and chief

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specialist at 3P Vantage, has successfully mentored Agile leaders and their teams since 2004. Gil's guidance helps professionals adopt effective, humane, and responsible approaches to software development.

### **Continuous Improvement Strategies**

This groundbreaking book uncovers the true essence of "Lean" and explains how and why this "best kept secret of management" can transform service industries, small and medium-size businesses, governments and non-profit organizations. Using everyday language and business concepts, Lean is described as a blend of method and culture that produces outstanding organizational performance, while at the same time leading to a fulfilling and sometimes even joyful workplace! Written especially for non-manufacturing readers, the book describes Lean as a general system of management, rather than as an extension of the Toyota Production System. The book explains the essential elements of Lean and addresses confusion about differences between Lean management, Lean Six Sigma, and Lean Startup. The book is separated into four parts with multiple chapters in each part. Part One provides an overview of the Lean system and what's involved in applying it to an organization. Parts Two and Three present a detailed description of the method and the culture components of the system. Part Four provides guidance on how to continue your Lean journey, with a valuable workbook chapter that contains well-tested tools and complete instructions for conducting a Lean

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process improvement event.

## **The Essence of Lean**

Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices away the fluff and theory that make

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other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

### **Agile Kaizen**

It is easy to learn the philosophy and the concepts of kaizen. It is quite another challenge to translate the philosophy into action. While most books expound on the underlying principles and theory, *Kaizen Assembly: Designing, Constructing, and Managing a Lean Assembly Line* takes you step-by-step through an actual kaizen event. This approach demonstrates in detail the mindset, the processes, and the practical insight needed to transform your current assembly line into a world-class lean operation. Chris Ortiz brings the experience of over 150 successful kaizen events to the pages of this unique guide. Using clear, succinct, and unambiguous language rather than more general and esoteric terms found in other books, he explains how to implement waste reduction, 5S, time and motion studies, line balancing, quality-at-the-source, visual management, and workstation and assembly line design. Taking a unique approach, the book follows an example of the assembly process for an electric bike including illustrations of nearly every step along the way. Ortiz even includes the most valuable teaching tool of all: past mistakes, how they were overcome, and how to identify and avoid them. Providing expert guidance that will last long after the consultants have left,

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Kaizen Assembly supplies the tools you need to make kaizen and lean assembly a permanent fixture at the heart of the shop floor.

### **Extreme Programming Pocket Guide**

◆ Lean Startup, Lean Six Sigma, Lean Analytics, Lean Enterprise, Kanban, Kaizen, Scrum, Agile Project Management ◆ OPTIMIZE YOUR SOFTWARE DEVELOPMENT PROCESS AND PRODUCT MANAGEMENT! DEVELOP COMPLEX PROJECT SOLUTIONS WITH SRCUM AGILE FRAMEWORK! Scrum is a process framework in which team members can deal with a wide variety of complex and ever-changing problems in a creative fashion while at the same time remaining productive and delivering products that meet or exceed expectations. While Scrum is relatively lightweight and easy to understand at a basic level, it can also be extremely complex and take years to master. The Scrum framework is made up of various Scrum Teams as well as their associated rules, artifacts, events and roles. Each of these components then serves a very specific purpose, with the whole coming together to be essential to the Scrum framework's continued usage and overall success. Inside you will find a breakdown of each key facet of the Scrum process, why it's important and how to replicate it on your own team. You will also find plenty of tips on making the transition, regardless of what type of external or internal opposition you might face. You will even find success stories from teams that made the switch to give your own team the motivation to see the

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transition through to the end. Inside you will learn:  
The basics of Scrum explained What is Sprint?  
Looking back on a Sprint and planning for the future  
Artifacts of Scrum Scrum master as servant leader  
Making the Scrum transition Tips for success Stories  
from the trenches

### **The Lean Mindset**

Here is the first comprehensive approach to managing design-in-process inventory from the bestselling author of "Developing Products in Half the Time". Donald Reinertsen reveals a transparent system for tracking, measuring, and managing invisible "design-in-process" inventory to achieve lower costs, higher profits, and better processes. 20 line drawings.

### **Agile and Lean Program Management**

Ready, set, liftoff! Align your team to one purpose: successful delivery. Learn new insights and techniques for starting projects and teams the right way, with expanded concepts for planning, organizing, and conducting liftoff meetings. Real-life stories illustrate how others have effectively started (or restarted) their teams and projects. Master coaches Diana Larsen and Ainsley Nies have successfully "lifted off" numerous agile projects worldwide. Are you ready for success? Every team needs a great start. If you're a business or product leader, team coach or agile practice lead, project or program manager, you'll gain strategic and tactical

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benefits from liftoffs. Discover new step-by-step instructions and techniques for boosting team performance in this second edition of Liftoff. Concrete examples from our practices show you how to get everyone on the same page from the start as you form the team. You'll find pointers for refocusing an effort that's gone off in the weeds, and practices for working with teams as complex systems. See how to scale liftoffs for multiple teams across the enterprise, address the three key elements for collaborative team chartering, establish the optimal conditions for learning and improvement, and apply the GEFN (Good Enough for Now) rule for efficient liftoffs. Throughout the book are stories from real-life teams lifting off, as seasoned coaches describe their experiences with liftoffs and agile team chartering. Focused conversations help the team align, form, and build enough trust for collaborating. You'll build a common understanding of the teams' context within business goals. Every liftoff is unique, but success is common!

### **Kaizen Assembly**

Corey Ladas' groundbreaking paper "ScrumBan" has captured the imagination of the software development world. Scrum and agile methodologies have helped software development teams organize and become more efficient. Lean methods like kanban can extend these benefits. Kanban also provides a powerful mechanism to identify process improvement opportunities. This book covers some of the metrics and day-to-day management techniques that make continuous improvement an achievable outcome in

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the real world. ScrumBan the book provides a series of essays that give practitioners the background needed to create more robust practices combining the best of agile and lean.

### **The Agile Samurai**

Lean Software Development: An Agile Toolkit  
Adapting agile practices to your development organization  
Uncovering and eradicating waste throughout the software development lifecycle  
Practical techniques for every development manager, project manager, and technical leader  
Lean software development: applying agile principles to your organization  
In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery  
Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement  
Empowering teams and individuals without compromising coordination  
Software with integrity: promoting coherence, usability, fitness,

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maintainability, and adaptability How to "see the whole"-even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people-so you can achieve breakthrough quality, savings, speed, and business alignment.

### **Agile Software Requirements**

People are happiest and most productive if they can choose what they work on and who they work with. Self-selecting teams give people that choice. Build well-designed and efficient teams to get the most out of your organization, with step-by-step instructions on how to set up teams quickly and efficiently. You'll create a process that works for you, whether you need to form teams from scratch, improve the design of existing teams, or are on the verge of a big team re-shuffle. Discover how New Zealand's biggest e-commerce company completely restructured their business through Self-Selection. In the process, find out how to create high-performing groups by letting people self-organize into small, cross-functional teams. Step-by-step guides, easy-to-follow diagrams, practical examples, checklists, and tools will enable you to run a Self-Selection process within your organization. If you're a manager who wants to structure your organization into small teams, you'll discover why Self-Selection is the fastest and safest way to do so. You'll prepare for and organize a Self-Selection event and make sure your Self-Selection participants and fellow managers are on board and

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ready. If you're a team member, you'll discover what it feels like to be part of a Self-Selection process and what the consequences are for your daily work. You'll learn how to influence your colleagues and bosses to be open to the idea of Self-Selection. You'll provide your manager with a plan for how to facilitate a Self-Selection event, and with evidence that the system works. If you're feeling the pain and chaos of adding new people to your organization, or just want to ensure that your teams have the right people with the right skills, Self-Selection will help you create the effective teams you need.

### **Collaborative Product Design**

Provides information on eXtreme programming, or XP, a software development methodology.

### **Liftoff**

Common Sense Supply Management is a no-holds-barred practical guide to supply management and process improvement. If you dislike consultants, buzzwords and theory, then this non-traditional book is meant for you. Straight forward and to the point, the book will be difficult to put down until you have finished the supply management adventure. Dr. Tom DePaoli, a veteran supply management pro, learned his lessons the hard way and wants to share his valuable insights with all business professionals. Visit [www.commonssensesupplymanagement.com](http://www.commonssensesupplymanagement.com)

### **Liftoff**

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The role of the knowledge activist is to be unreasonable, to identify and combine those small grains of truth that have the potential to become pearls. This work demonstrates through the medium of storytelling how individuals can combine emotion and reflection to create their own knowledge. "The Knowledge Activist's Handbook" is provocative and counter-cultural. It turns ideas on their heads and entertains while telling stories that offer insights and concrete strategies for improving knowledge and its use in any organization.

### **Creating Great Teams**

You can launch a new app or website in days by piecing together frameworks and hosting on AWS. Implementation is no longer the problem. But that speed to market just makes it tougher to confirm that your team is actually building the right product. Ideal for agile teams and lean organizations, this guide includes 11 practical tools to help you collaborate on strategy, user research, and UX. Hundreds of real-world tips help you facilitate productive meetings and create good collaboration habits. Designers, developers, and product owners will learn how to build better products much faster than before. Topics include: Foundations for collaboration and facilitation: Learn how to work better together with your team, stakeholders, and clients Project strategy: Help teams align with shared goals and vision User research and personas: Identify and understand your users and share that vision with the broader organization Journey maps: Build better touchpoints that improve

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conversion and retention Interfaces and prototypes:  
Rightsize sketches and wireframes so you can test  
and iterate quickly

### **The Human Side of Agile**

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time.

### **The Knowledge Activist's Handbook**

You know the Agile and Lean development buzzwords, you've read the books. But when systems need a serious overhaul, you need to see how it works in real life, with real situations and people. Lean from the Trenches is all about actual practice. Every key point is illustrated with a photo or diagram, and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time. Lean from the Trenches is all about actual practice. Find out how the Swedish police combined XP, Scrum, and Kanban in a 60-person project. From start to finish, you'll see how to deliver a successful product using Lean principles. We start with an organization in desperate need of a new way of doing things and finish with a group of sixty, all

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working in sync to develop a scalable, complex system. You'll walk through the project step by step, from customer engagement, to the daily "cocktail party," version control, bug tracking, and release. In this honest look at what works--and what doesn't--you'll find out how to: Make quality everyone's business, not just the testers. Keep everyone moving in the same direction without micromanagement. Use simple and powerful metrics to aid in planning and process improvement. Balance between low-level feature focus and high-level system focus. You'll be ready to jump into the trenches and streamline your own development process.

### **Lean HR**

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with

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agile and lean program management and deliver your product.

## **Lean Change Management**

· Master win-win techniques for managing outsourced and offshore projects, from procurement and risk mitigation to maintenance · Use RUP to implement best-practice project management throughout the software development lifecycle · Overcome key management challenges, from changing requirements to managing user expectations

**The Hands-On, Start-to-Finish Guide to Managing Software Projects with the IBM® Rational Unified Process®** This is the definitive guide to managing software development projects with the IBM Rational Unified Process (RUP®). Drawing on his extensive experience managing projects with the RUP, R. Dennis Gibbs covers the entire development lifecycle, from planning and requirements to post-mortems and system maintenance. Gibbs offers especially valuable insights into using the RUP to manage outsourced projects and any project relying on distributed development teams—outsourced, insourced, or both. This “from the trenches” guidebook is invaluable for anyone interested in best practices for managing software development: project managers, team leaders, procurement and contracting specialists, quality assurance and software process professionals, consultants, and developers. If you’re already using the RUP, Gibbs will help you more effectively use it. Whatever your role or the RUP experience, you’ll learn ways to

· Simplify and streamline the

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management of any large-scale or outsourced project

- Overcome the challenges of using the RUP in software project management
- Optimize software procurement and supplier relationships, from Request for Proposals (RFPs) and contracts to delivery
- Staff high-performance project teams and project management offices
- Establish productive, consistent development environments
- Run effective project kickoffs
- Systematically identify and mitigate project risks
- Manage the technical and business challenges of changing requirements
- Organize iterations and testing in incremental development processes

Transition new systems into service: from managing expectations to migrating data

- Plan system maintenance and implement effective change control
- Learn all you can from project post-mortems—and put those lessons into practice

### **Project Management with the IBM Rational Unified Process**

During this era of continuous improvement, healthcare organizations need to be staffed by engaged, motivated, and hard-working frontline employees. As these clinical and non-clinical personnel handle most of the important tasks in any organization and are often the people who directly interact with patients and customers, it's the job of managers to oversee and motivate their staff members. Using Lean management strategies, this easy-to-read book for leaders and managers provides useful, insightful, and innovative information to help managers engage, motivate, and retain their

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employees during any Lean or other continuous improvement initiative.

## **Right to Left**

Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide *Creating Mixed Model Value Streams, Second Edition*. This second edition takes a step-by-step approach to implementing Lean in complex environments and describes which Lean techniques to use when faced with difficult situations—including high product mix, scheduling problems, shared resources, and unstable customer demand. In addition to a new section on handling shared resources to support mixed model production, the second edition: Contains updates to sections on mixed model value streams Introduces new information on constructing product family matrices Expands on the concept of takt in mixed models Provides additional insights on existing mixed model concepts, such as determining product family, takt capability, and heijunka (load level scheduling) Presents new concepts on sequencing work, such as offset scheduling and sequenced first-in, first-out (FIFO) lanes Illustrated with a case study based on actual experience as well as a CD with helpful tools, the book walks readers through the reasoning the author has used with great success in practice. It delves beyond the basics of value stream mapping to explain how to create future states in a

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manufacturing environment characterized by multiple products, varying cycle times, and changing demand. Demonstrating advanced techniques for creating flow through shared resources, it also considers the concept of a guaranteed turnaround time for the shared resource. The Accompanying CD Includes: Spreadsheet and tutorial for sorting products into families Spreadsheets for calculating equipment required and for determining the interval for Every Part Every Interval (EPEI) Samples of visual method sheets for standard work Case study value stream maps and mapping icons

### **Leading with Lean**

Lean principles have been used for years in the manufacturing world, and have started to make an impact in the office as well. These tools can provide the foundation to building a systematic approach to improving your HR practice and lowering costs. In this book, practitioners will be guided through an overview of the basics of Lean, how to use the most common tools, and how to then leverage them to bring an element of process excellence to their HR department. With a few simple templates, some common sense, and a willingness to question the current state, great strides can be made in reducing costs and improving effectiveness in HR departments of any size! Includes a simple overview of Lean philosophy and its evolution, an assortment of easy to use tools to help you find and analyze improvement projects, and a structured approach to reducing waste in your practice. "Dwane Lay practices what he

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preaches. Lean HR is a lean book. It's chock full of the wisdom of the trenches while guiding the reader to the most important tools and concepts. This is a field manual for optimizing the processes and outputs of your HR shop. Think of it as a guide for HR people who want to continue to work in the field." - John Sumser, Founder HR Examiner and HRx Analysts @johnsumser "What if you could get rid of the processes and procedures that waste your time and make your job harder? What if you could think about the way you work in a new way, a way that makes you better and more effective at what you do? What if all this even saved time, resources, and money? And what if there were even elephant jokes? Dwane Lay's experience, sensibility and great sense of humor show you how to start and how to get there." - Heather Bussing, employment attorney @heatherbussing "One thing HR isn't great at is taking the BS out of any process. HR people are famous for adding structure and process to just about anything, with the rationalization that it makes the target "more fair" or "easier to use". That's where Dwane Lay comes in. A classically trained Six Sigma ninja, Dwane turns "lean" concepts into easy to understand tools to help HR pros get to what's real - and what people will actually use. Highly recommended!" - Kris Dunn. Chief Human Resources Officer, Kinetix. Founder of blogs - The HR Capitalist and Fistful of Talent. @kris\_dunn "Dwane is the Lean HR guy. Period. If you've heard him speak at a conference you know this. If you haven't, trust me. Dwane knows process improvement and HR. When I'm a CEO again, Dwane will be my COO." - China Gorman, CEO CMG Group @chinagorman "Hunter S. Thompson, Bob Guccione, Andy Warhol and Dwane

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Lay were having lunch one day at a local diner Dwane was regaling the group with his most recent transatlantic exploits when the subject of this book came up. He told them what I'll tell you. Two words life changing. That's all folks buy it, read it, live it, share it. Do yourself and humanity a favor. By the way, Bob picked up the check that morning. He's that guy." - William Tincup, SPHR, CEO, Tincup & Co.  
@williamtincup

### **Lean from the Trenches**

"Do you really understand what business value is? Information technology can and should deliver business value. But the Agile literature has paid scant attention to what business value means—and how to know whether or not you are delivering it. This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements “tossed over the wall” by business stakeholders. An empowered team needs to understand its goal! Playful and thought-provoking, *The Art of Business Value* explores what business value means, why it matters, and how it should affect your software development and delivery practices. More than any other IT delivery approach, DevOps (and Agile thinking in general) makes business value a central concern. This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software. This book will make you think deeply about not only what it means to deliver value but also the relationship of the

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IT organization to the rest of the enterprise. It will give you the language to discuss value with the business, methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise. Most of all, this book will startle you into new ways of thinking about the cutting-edge of Agile practice and where it may lead."

### **Kanban and Scrum - Making the Most of Both**

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

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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

### **The Scrumban [R]Evolution**

Liftoff-it's the unexplored, often ignored, Agile project practice. As the first act of flight, a rocket launch

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requires an entire set of systems to lift the vehicle into orbit-not just the vehicle itself, but all the systems needed for smoothly moving off the ground into space. Likewise, your project needs its entire set of supporting systems in place to begin a successful journey to delivery. Whatever you call it (project kickoff, bootcamp, inception, or jump start), liftoff gives your team its trajectory, and launches your project. This critical practice informs, inspires, and aligns everyone to a singular purpose: the successful delivery of software. This success is in your hands! Agile veterans Diana Larsen and Ainsley Nies teach you how to organize and conduct liftoffs, hold team activities to discover what's most important, and offer a working framework for effective and lightweight agile chartering.

### **The Agile Developer's Handbook**

Create Thriving, High-Performing Teams and Organizations with Scrumban Scrumban allows you to use Kanban as a catalyst for increasingly valuable changes to your existing software development processes, amplifying and expanding upon Scrum's benefits. Now, there's a definitive guide to Scrumban that explains what it is (and isn't), how and why it works, and how to use it to improve both team and organizational performance. Comprehensive, coherent, and practical, The Scrumban [R]Evolution will help you incrementally apply proven Lean/Agile principles to get what matters most: pragmatic, bottom-line results. Pioneering Scrumban coach Ajay Reddy clarifies Scrumban's core concepts and

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principles, and illuminates their application through real-life examples. He takes you from the absolute basics through sustainable adoption, and from choosing metrics to advanced forecasting and adaptive management. Whatever your role in the organization, this essential guide liberates you to tailor Kanban systems based on your unique challenges—and to solve delivery problems and improvement stagnation you haven't been able to solve with Scrum alone. Discover how Scrumban can help you reignite stalled Agile initiatives Clarify crucial relationships between purpose, values, and performance Quickly develop shared understanding in and across teams Use Scrumban to better manage Product Owner/Customer expectations Improve the rollout of Scrum in any team using Scrumban Use Scrumban and let real improvements spread with least resistance Use the right metrics to gain insight, track progress, and improve forecasting Take advantage of Scrumban's advanced capabilities as you gain experience Develop leaders to successfully guide your Agile initiatives Integrate modeling to reliably refine your forecasting and decision-making

### **Managing the Design Factory**

Do you see in digital technology the opportunity to meet customer needs more effectively? Do you recognise that this may have profound implications for how your organisation should work? Do you want to help bring that about? Regardless of whether you consider yourself a technologist, if your answer to those questions is "e;yes"e;, you are what we refer to

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in this book as a \_digital leader.\_ If you can see yourself as a digital leader, aspire to be one, or think that sometime soon you might need to become one, then this book is for you. Or perhaps you're here primarily to feed an existing interest in Lean and Agile. Whatever your current level of knowledge, this book is for you too, especially if you're interested also in organisation design and leadership. You will find here both an accessible guide to the Lean-Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it. The book's digital scope might not coincide exactly with yours, but it's rich with authentic examples not only of Lean-Agile practice but of right-to-left (needs-based and outcome-oriented) thinking too. Topics covered in Right to Left, all viewed through a lens that puts needs and outcomes ahead of solutions: Lean, Agile, and Lean-Agile Key frameworks - team-level, scale-independent, and scaled Governance and strategy Leadership and organisation

### **Scrum and XP from the Trenches - 2nd Edition**

Philip Holt is Head of Operational Excellence, Accounting Operations at Philips, and tells us exactly what Lean Leadership is, how we can learn to apply it and how you can convince the workplace never to settle for anything less than excellence. We also learn how to redefine our leadership style and how to identify and eliminate wasteful activities within the company. This way you can recognize, realize and retain the ideal situation. In *Leading with Lean*, Philip

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Holt shows us the best ways to arrange a high-performance organization and gives us simple tools and insights for each leader to aspire to greatness, for themselves and for their teams.

### **Create Your Successful Agile Project**

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. Lean Hospitals, Third Edition explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements, which is also a Shingo Research Award recipient. Mark and Joe also wrote The

Executive's Guide to Healthcare Kaizen.

## **Scrumban - Essays on Kanban Systems for Lean Software Development**

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures - no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of

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performing.

## **Lean Software Development**

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development

Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV

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guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

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