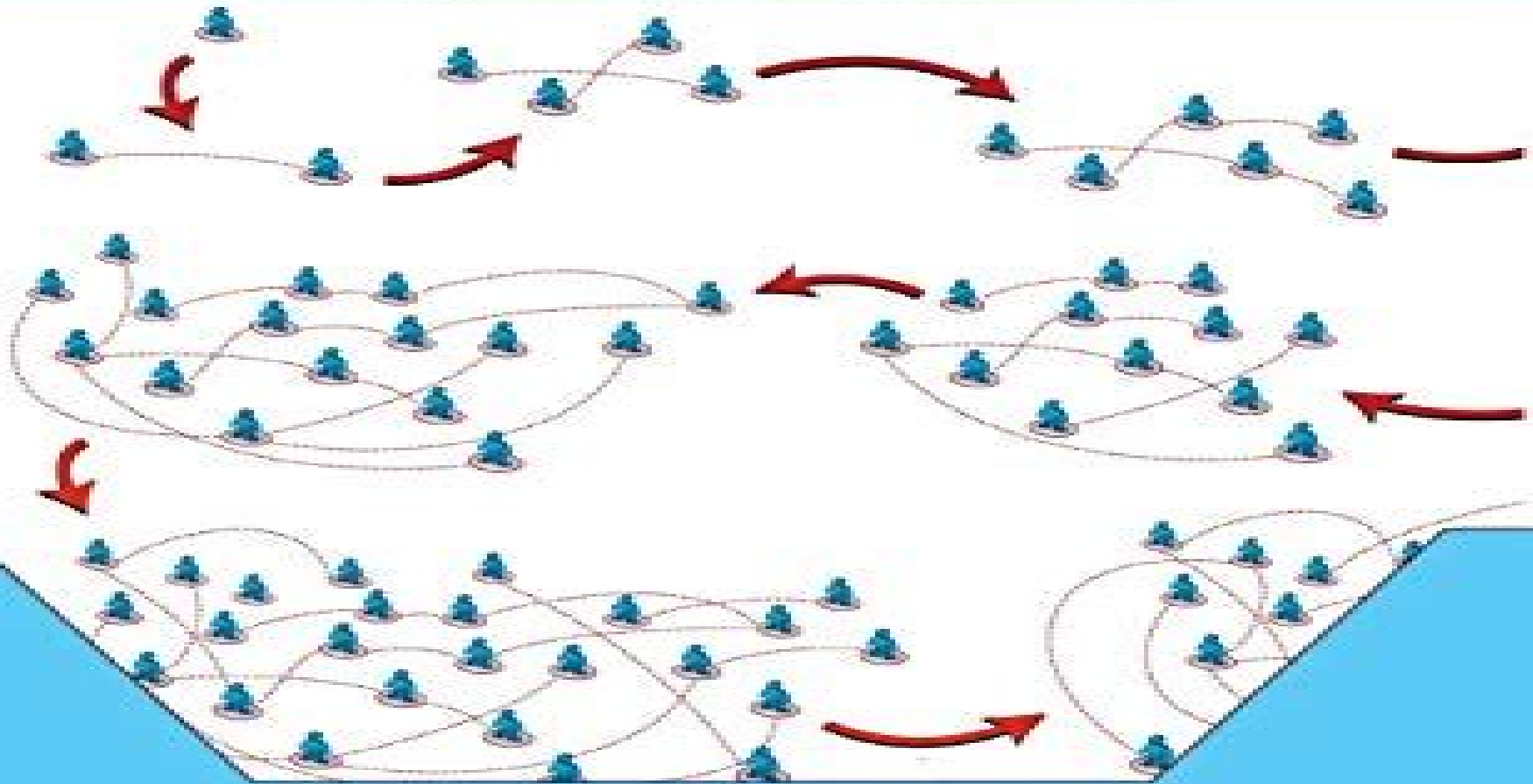


# AGILE AND LEAN

## Program Management

Scaling Collaboration Across the Organization



Author of "Predicting the Unpredictable"

# JOHANNA ROTHMAN

# Agile And Lean Program Management Scaling Collaboration Across The Organization

**Jez Humble**



## **Agile And Lean Program Management Scaling Collaboration Across The Organization:**

**Agile and Lean Program Management** Johanna Rothman, 2016-02-05 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 agile and lean program management and deliver your product

*Work Together Anywhere* Lisette Sutherland, Kirsten Janene-Nelson, 2020-06-02 An excellent guide on how teams can effectively work together regardless of location STEPHANE KASRIEL former CEO of Upwork IN TODAY'S MODERN GLOBAL ECONOMY companies and organizations in all sectors are embracing the game changing benefits of the remote workplace Managers benefit by saving money and resources and by having access to talent outside their zip codes while employees enjoy greater job opportunities productivity independence and work life satisfaction But in this new digital arena companies need a plan for supporting efficiency and fostering streamlined engaging teamwork In *Work Together Anywhere* Lisette Sutherland an international champion of virtual team strategies offers a complete blueprint for optimizing team success by supporting every member of every team including EMPLOYEES small advocating for work from home options MANAGERS small seeking to maximize productivity and profitability TEAMS small collaborating over complex projects and long term goals ORGANIZATIONS small reliant on sharing confidential documents and data COMPANY OWNERS small striving to save money and attract the best brainpower Packed with hands on materials and actionable advice for cultivating agility camaraderie and collaboration *Work Together Anywhere* is a thorough and inspiring must have guide for getting ahead in today's remote working world

*Project Lifecycles* Johanna Rothman, 2023 Does your agile project feel like a death march with immovable deadlines long backlogs and no time to do the work right If so you're not alone Fake agility has your project by the throat and won't let go You don't have to work like this Instead you can design your approach to manage the project product and organizational risks Neither a waterfall nor an agile approach fits all projects in all organizations Given your risks use your culture to create as much agility as possible You can design your project lifecycle and deliver what your customers need This book will help you learn how to Assess your project product and organization risks that affect how you can choose to work Determine which feedback loops and decisions your project and product need for success Recognize an agile team culture and characteristics When to consider which lifecycle How to design a lifecycle that works for you in this project with this team for this product with as much agility as possible Don't settle for fake agility and a joyless workplace

Buy this book now to incorporate real agility into your work     [The Agilist's Guidebook - a reference for agile transformation](#) CHANDAN LAL PATARY,2019-01-24 The Agilist's Guidebook A Reference for Organizational Agile Transformation this workbook is for all Agilist who choose to enable organizational agile transformation Competitive pressure and fundamental changes will remain the hallmark of the business environment Thus the need for new and upgraded skills will continue Lifelong learning is not simply an educational concept it is a business necessity This workbook has emphasized pragmatic challenges we come across during agile transformation and how we can fortify ourselves to surmount all these challenges This workbook consists of five distinct areas like Organizational coaching the overall mindset of the team members Leadership capability Building a high performance team Organization development Structure and Culture These five pillars are five elements of the Panch Bhoota Model If these five elements are not purified or malfunctions we become ill As an organization is not a machine it is an organism leaders have to take care of these five elements by learning about them and strengthening these elements so that the organization does not get affected by a foreign threat much like a virus or a bacteria The political economic social technological legal environment can threaten an organizations survival When the organization is stable in these five elements it can cope with any challenge thrown by the external environment This workbook will feature some of the challenges and approaches in handling these areas This workbook will guide the reader to evaluate their present skills and take action wherever improvement is desired The author has highlighted many Mindmaps checklist thought provoking questions for the readers to reflect on and take action and has emphasized many case studies in this book to make the book practical for the reader The author had shared many theoretical concepts for the reader to do further research in and enhance learning in those areas This workbook is a compendium means it is a compilation of concise but detailed information about a specific subject in this case Organizational Agile transformation

**The Scrum Master Guidebook** CHANDAN LAL PATARY,2019-12-07 Choose to be a Master Scrum Master Prepared to establish yourself fit for 21st centuries Digital Transformation it is a business essential This Guidebook has emphasized the pragmatic challenges a Scrum Master comes across during software solution development and how Scrum Master can fortify themselves to surmount all these challenges This Guidebook consists of seven distinct areas like Communication Creativity Companionability Competent Team formation Change agents Charismatic leadership and Catalyst These seven pillars are seven elements of the Seven Chakra Model 7C chakras empowers scrum masters to obtain individual agility If these Seven chakras are not purified or malfunctions we develop into disordered or function inadequately As an Organization is not a machine it is an Organism Scrum Masters have to take care of these Seven elements by learning about them and strengthening these elements so that the Individuals does not get affected much by external challenges The author has emphasized many challenging use cases thought provoking questions for the readers to reflect on and take action and has cited many case studies in this book to make the volume pragmatic for the reader The author had shared many theoretical

concepts for the reader to work out further research and enhance learning in those areas so that the reader can become fit for Master Scrum Master

**Manage Your Project Portfolio** Johanna Rothman, 2016-08-01 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 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

Project Management for Research and Development Lory Mitchell Wingate, 2025-04-03 Research and development R D activities do not fit the traditional project model They may seem difficult to manage because of their inherent ambiguity the need for creative exploration and often the lack of having defined milestones and outcomes However project management methods along with systems engineering as a complementary discipline provide the ability to categorize R D activities bound them and then assess progress along a defined course of action They also provide information about status and progress visibility into opportunities and challenges that might otherwise be missed allowing timely course corrections Project Management for Research and Development Guiding Innovation for Positive R D Outcomes Second Edition provides methods for optimizing results in R D by using structured processes that come from project management and are intertwined with the key complementary discipline of systems engineering It provides processes tools and techniques to assess and manage creative activities in an optimal way The core of the book is a flexible framework which lifts the burden off organizations that do not want to invest heavily in implementing a significant number of often conflicting processes It is a lightweight flexible structure to help organizations and individuals meet their most important goals no matter how complicated or complex these goals may be Each chapter in the book includes Apply Now exercises which allow immediate application of fundamental concepts summarizes key points of concepts and terms and provides templates to apply the ideas from each chapter to a real life situation The book also features unique

and creative case studies to demonstrate the application of project management to various R D projects **Dr. Dobb's Journal** ,2006 CAPM Certified Associate in Project Management All-in-One Exam Guide James Lee Haner,2023-09-08 Complete coverage of all objectives in the 2023 release of the CAPM exam Take the Certified Associate in Project Management CAPM exam with confidence using this highly effective self study guide Written by a project management expert and bestselling author CAPM Certified Associate in Project Management All in One Exam Guide offers complete coverage of every objective on the current version of the test To help you study each chapter contains unique design elements that emphasize important points and aid in retention An appendix 50 Confusing Terms on the CAPM Exam will help you understand the differences in terms that sound similar but have different meanings In addition the book includes more than 450 practice questions along with detailed answer explanations Designed to help you pass the exam with ease this comprehensive guide also serves as an essential on the job reference for project management professionals Covers all exam topics including Project Management Fundamentals and Core Concepts Predictive Plan Based Methodologies Agile Frameworks Methodologies Business Analysis Frameworks Online content includes Practice exams test yourself by CAPM exam domain or take a complete exam Printable flash cards word puzzles and matching exercises for self directed learning Printable CAPM memory card for on the go study *Scaling Scrum Across Modern Enterprises* Cecil Rupp,Manjit Singh,2020-08-31 Establish business agility in your organization by applying industry proven scaling strategies from popular Scrum frameworks such as Scrum of Scrums SoS Scrum Scale Nexus Large Scale Scrum LeSS Disciplined Agile and SAFe Key FeaturesLearn how to be Agile at scale by implementing best practicesUnderstand how Lean Agile practices are incorporated in Disciplined Agile and the Scaled Agile Framework SAFe Customize Scrum and Lean Agile practices to support portfolio and large product development needsBook Description Scaled Scrum and Lean Agile practices provide essential strategies to address large and complex product development challenges not addressed in traditional Scrum This Scrum Lean Agile handbook provides a comprehensive review and analysis of industry proven scaling strategies that enable business agility on an enterprise scale Free of marketing hype or vendor bias this book helps you decide which practices best fit your situation You ll start with an introduction to Scrum as a lightweight software development framework and then explore common approaches to scaling it for more complex development scenarios The book will then guide you through systems theory lean development and the application of holistic thinking to more complex software and system development activities Throughout you ll learn how to support multiple teams working in collaboration to develop large and complex products and explore how to manage cross team integration dependency and synchronization issues Later you ll learn how to improve enterprise operational efficiency across value creation and value delivery activities before discovering how to align product portfolio investments with corporate strategies By the end of this Scrum book you and your product teams will be able to get the most value out of Agile at scale even in complex cyber physical system development environments What you

will learn Understand the limitations of traditional Scrum practices Explore the roles and responsibilities in a scaled Scrum and Lean Agile development environment Tailor your Scrum approach to support portfolio and large product development needs Apply systems thinking to evaluate the impacts of changes in the interdependent parts of a larger development and delivery system Scale Scrum practices at both the program and portfolio levels of management Understand how DevOps test automation and CI CD capabilities help in scaling Scrum practices Who this book is for Executives product owners Scrum masters development team members and other stakeholders who need to learn how to scale Agile to support large complex projects and large enterprise portfolios and programs will find this book useful A basic understanding of the values and principles of Agile and the Scrum based framework for Agile development practices is required before you get started with this Agile Scrum book

*Scaling Lean & Agile Development* Craig Larman, Bas Vodde, 2008-12-08 Lean Development and Agile Methods for Large Scale Products Key Thinking and Organizational Tools for Sustainable Competitive Success

Increasingly large product development organizations are turning to lean thinking agile principles and practices and large scale Scrum to sustainably and quickly deliver value and innovation However many groups have floundered in their practice oriented adoptions Why Because without a deeper understanding of the thinking tools and profound organizational redesign needed it is as though casting seeds on to an infertile field Now drawing on their long experience leading and guiding large scale lean and agile adoptions for large multisite and offshore product development and drawing on the best research for great team based agile organizations internationally recognized consultant and best selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large scale development processes Moving from single function and component teams to stable cross functional cross component Scrum feature teams with end to end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large scale Scrum for multi hundred person product groups In a competitive environment that demands ever faster cycle times and greater innovation applied lean thinking and agile principles are becoming an urgent priority *Scaling Lean Agile Development* will help leaders create the foundation for their lean enterprise and deliver on the significant benefits of agility In addition to the foundation tools in this text see the companion book *Practices for Scaling Lean Agile Development Large Multisite and Offshore Product Development with Large Scale Scrum* for complementary action tools

**The Lean-Agile Way** Cecil 'Gary' Rupp, Richard Knaster, Steve Pereira, Al Shalloway, 2024-08-30 Discover how mastering Lean Agile and VSM principles and practices can enhance your product delivery performance mitigate risk and foster business agility giving you a competitive edge Key Features Learn how to apply Lean practices to eliminate waste and delays ensuring value for your customers Master Agile practices to address problems and create value centric products and services Explore

VSM methods and tools to identify and prioritize improvement opportunities that maximize value addition Purchase of the print or Kindle book includes a free PDF eBook Book Description In the fast paced business and IT landscape efficiency is key to success To excel in delivering value to customers reducing waste and resolving pain points identifying the right tools and strategies is paramount Unlocking the secrets of Lean Agile Value Stream Management VSM and various digital enhancements this book offers a roadmap to optimize processes improve products and elevate service delivery You ll start with an introduction to foundational Lean and Agile practices recognizing the significance of digital enhancements in modernizing business processes As you progress you ll learn VSM techniques to identify and prioritize work and investments to provide maximum value to customers Moreover you ll grasp Lean Agile practices aimed at promoting collaboration among teams and ensuring the continuous flow of product oriented deliveries tailored to address customer needs Finally you ll gain executive level insights on how organizations must access timely information for decision making and foster a culture of continuous business transformation Armed with this knowledge and a robust toolkit you ll be empowered to drive meaningful change optimize resources and stay ahead in the rapidly evolving marketplace What you will learn Understand how to integrate the seemingly disparate practices of Lean and Agile Integrate Lean Agile and VSM to accelerate value flow enhance efficiency and drive improvements Drive product oriented transformations with business increments Lean Agile teams product lifecycles VSM and IT alignment Leverage the VSM implementation roadmap to drive digital value stream enhancements Investigate advanced VSM tools platforms AI insights and VSMP selection criteria Explore Lean Agile VSM success stories to gain implementation insights Who this book is for This Lean Agile book is for business and technology professionals striving to optimize value delivery while minimizing costs Whether you re a VSM manager a member of a product delivery team DevOps engineer or an IT specialist this book offers proven methods for effectively identifying and implementing improvement opportunities Product owners looking to prioritize backlog items and corporate executives aiming to demonstrate positive returns on information technology investments will also find this book helpful

Scaling Agile: A Lean Jumpstart Sanjiv Augustine, 2015-07-26 In Scaling Agile: A Lean JumpStart Sanjiv dives into the challenge of breaking down barriers to enterprise Agile adoption He provides an essential set of Lean building blocks as a starting foundation for larger Agile scaling frameworks including the Scaled Agile Framework SAFe Large Scale Scrum LeSS and Disciplined Agile Delivery DAD Sanjiv provides step by step actions with a keen focus on a few core Lean practices With this JumpStart approach the power is in your hands to apply Agile ideas from the team to the top and to totally transform an organization See the Ebook <https://leanpub.com/scalingagile/leanjumpstart>

Practices for Scaling Lean & Agile Development Craig Larman, Bas Vodde, 2010-01-26 Lean and Agile Development for Large Scale Products Key Practices for Sustainable Competitive Success Increasingly large product development organizations are turning to lean thinking agile principles and practices and large scale Scrum to sustainably and quickly deliver value and innovation Drawing on their long experience



leading and guiding lean and agile adoptions for large multisite and offshore product development internationally recognized consultant and best selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key action tools needed for success Coverage includes Frameworks for large scale Scrum for multihundred person product groups Testing and building quality in Product management and the end of the contract game between business and R D Envisioning a large release and planning for multiteam development Low quality legacy code why it s created and how to stop it Continuous integration in a large multisite context Agile architecting Multisite or offshore development Contracts and outsourced development In a competitive environment that demands ever faster cycle times and greater innovation the practices inspired by lean thinking and agile principles are ever more relevant Practices for Scaling Lean Agile Development will help people realize a lean enterprise and deliver on the significant benefits of agility In addition to the action tools in this text see the companion book Scaling Lean Agile Development Thinking and Organizational Tools for Large Scale Scrum for complementary foundation tools

**SAFe 4.5 Distilled** Richard Knaster, Dean Leffingwell, 2018-07-20 SAFe The World s Leading Framework for Enterprise Agility Philips is continuously driving to develop high quality software in a predictable fast and Agile way SAFe addresses this primary goal and offers these further benefits reduced time to market improved quality stronger alignment across geographically distributed multi disciplinary teams and collaboration across teams to deliver meaningful value to customers with reduced cycle time Sundaresan Jagadeesan SW CoE Program Director Philips To succeed in today s adapt or die marketplace businesses must be able to rapidly change the way they create and deliver value to their customers Hundreds of the world s most successful companies including Intel Capital One AstraZeneca Cisco and Philips have turned to the Scaled Agile Framework SAFe to achieve agility at scale and maintain a competitive edge SAFe 4 5 Distilled Applying the Scaled Agile Framework for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase productivity quality and employee engagement In this book you will Understand the business case for SAFe its benefits the problems it solves and how to apply it Get an overview of SAFe across all parts of the business team program value stream and portfolio Learn why SAFe works the power of SAFe s Lean Agile mindset values and principles Discover how systems thinking Agile development and Lean product development form the underlying basis for SAFe Learn how to become a Lean Agile leader and effectively drive an enterprise wide transformation Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

**Lean-Agile Software Development** Alan Shalloway, Guy Beaver, James R. Trott, 2009-10-22 Agile techniques have demonstrated immense potential for developing more effective higher quality software However scaling these techniques to the enterprise presents many challenges The solution is to integrate the principles and practices of Lean Software Development with Agile s ideology and methods By doing so software organizations leverage Lean s powerful capabilities for optimizing the whole and managing complex enterprise projects A combined Lean Agile approach can dramatically improve both developer

productivity and the software's business value. In this book, three expert Lean software consultants draw from their unparalleled experience to gather all the insights, knowledge, and new skills you need to succeed with Lean Agile development. Lean Agile Software Development shows how to extend Scrum processes with an Enterprise view based on Lean principles. The authors present crucial technical insight into emergent design and demonstrate how to apply it to make iterative development more effective. They also identify several common development anti-patterns that can work against your goals and they offer actionable, proven alternatives. Lean Agile Software Development shows how to Transition to Lean Software Development quickly and successfully. Manage the initiation of product enhancements. Help project managers work together to manage product portfolios more effectively. Manage dependencies across the software development organization and with its partners and colleagues. Integrate development and QA roles to improve quality and eliminate waste. Determine best practices for different software development teams. The book's companion Web site [www.netobjectives.com](http://www.netobjectives.com) also provides updates, links to related materials, and support for discussions of the book's content.

**Running Agile Programs at Scale** Jez Humble, 2015 While there are several frameworks for running large-scale Agile programs, the most popular suffer from one major flaw: they take Agile teams and embed them in a traditional program management paradigm, one that is ultimately derived from the 19th-century Taylorist management ideas on how to divide labor between managers and workers. Jez Humble presents the principles behind a Lean Agile paradigm that works at scale and truly leverages the inventiveness and passion of people throughout your organization. Jez illustrates his talk with examples of how organizations have applied these principles successfully, even in complex regulated domains.

**Resource description page**

**Scaling Software Agility** Dean Leffingwell, 2007-02-26 Companies have been implementing large agile projects for a number of years, but the stigma of agile only works for small projects continues to be a frequent barrier for newcomers and a rallying cry for agile critics. What has been missing from the agile literature is a solid, practical book on the specifics of developing large projects in an agile way. Dean Leffingwell's book *Scaling Software Agility* fills this gap admirably. It offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization. Leffingwell's book is a necessary guide for large projects and large organizations making the transition to agile development. Jim Highsmith, director, Agile Practice, Cutter Consortium, author of *Agile Project Management*: There's tension between building software fast and delivering software that lasts between being ultra-responsive to changes in the market and maintaining a degree of stability. In his latest work *Scaling Software Agility*, Dean Leffingwell shows how to achieve a pragmatic balance among these forces. Leffingwell's observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience; he's been there, done that, and has seen what's worked. Grady Booch, IBM Fellow, Agile development practices, while still controversial in some circles, offer undeniable benefits: faster time to market, better responsiveness to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small

teams In *Scaling Software Agility* Dean Leffingwell describes how agile methods can be applied to enterprise class development Part I provides an overview of the most common and effective agile methods Part II describes seven best practices of agility that natively scale to the enterprise level Part III describes an additional set of seven organizational capabilities that companies can master to achieve the full benefits of software agility on an enterprise scale This book is invaluable to software developers testers and QA personnel managers and team leads as well as to executives of software organizations whose objective is to increase the quality and productivity of the software development process but who are faced with all the challenges of developing software on an enterprise scale Lean from the Trenches Henrik

Kniberg,2011-12-14 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 working in sync to develop a scalable complex system You'll walk through the project step by step from IPSet 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 Create Your Successful Agile Project Johanna

Rothman,2017-10-28 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 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

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