



# Lean-Agile Software Development: Achieving Enterprise Agility

By Alan Shalloway, Guy Beaver, James R. Trott

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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/lasd](http://www.netobjectives.com/lasd), provides updates,

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### Editorial Review

#### Review

“This book is a timely addition to our Agile body of knowledge. Very little has been said to date about how we scale Agile software projects beyond the single team. The authors do an excellent job of explaining the foundations of Lean thinking and how these concepts can be applied across the enterprise. Lean is the key to scaling Agile projects, and this book provides the foundational knowledge you need to make it happen.”

–Mike Cottmeyer, product consultant and Agile evangelist, VersionOne

“The book brings a pragmatic approach to the difficult transition from early adoption of Agile practices to enabling product development. It is thought provoking in the context of the teams I am currently coaching, and it highlights a number of areas for improvement. I would recommend this book to anyone who is coaching an enterprise-wide Lean-Agile transformation.”

–Kay Johnson, PMP, Agile development consultant and project manager

“The ideas from the Toyota Production System and Lean manufacturing in general are gradually making their way into the world of software development, and this book provides both a gentle introduction to those unfamiliar with Agile/Lean as well as more advanced material for those who are already practitioners in this area. Worth reading.”

–Mark Needham, application developer, ThoughtWorks

“For a good few years, when asking why Agile approaches work, we got the response ‘It’s empirical. We tried things and kept the ones that worked.’ Now people have applied theory from the Lean body of knowledge, and it tells us why Agile approaches work. Using this theory, we can make well-reasoned choices about what changes to our ways of working would be improvements, overall. This book is about this synergy between Lean and Agile. For those who believe in magic, find an empirical guru to believe. For the rationalists among us, here’s a good book for you.”

–Paul Oldfield, Capgemini

“This book is a worthy roadmap to a successful adoption of Lean-Agile development and management. You can see in every detail the authors have on-the-job experience. The way they write shows their enthusiasm for Lean, and this motivates the reader to follow the principles and practices in the book. I had a great time reading this book and I am using it daily as a reference.”

–Domingo Chabalgait , independent IT consultant

“There are many sources of information for Agile software development and Lean systems thinking. Until now, attempts to merge the two have often resulted in frustration, delays, quality issues, and budget overruns. Lean-Agile Software Development is the roadmap to achieving success using Lean-Agile techniques and applying them throughout the enterprise and product-development life cycle.”

–Bob Bogetti, lead system designer, Baxter Healthcare

#### From the Back Cover

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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

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#### About the Author

**Alan Shalloway** is the founder and CEO of Net Objectives. With almost 40 years of experience, Alan is an industry thought leader. He helps companies transition to Lean and Agile methods enterprise-wide as well teaches courses in Lean, Kanban, Scrum, Design Patterns, and Object-Orientation. Alan has developed training and coaching methods for Lean-Agile that have helped his clients achieve long-term, sustainable productivity gains. He is a popular speaker at prestigious conferences worldwide. He is the primary author of *Design Patterns Explained: A New Perspective on Object-Oriented Design*, *Lean-Agile Pocket Guide for Scrum Teams*, *Lean-Agile Software Development: Achieving Enterprise Agility* and is currently writing *Essential Skills for the Agile Developer*. He has a Master of Science in Computer Science from MIT as well as a Master of Science in Mathematics from Emory University.

**Guy Beaver** is Vice-President, Enterprise Engagements and a senior consultant for Net Objectives. He is a technology executive with a track record of success in Lean-Agile implementations in large, mid-sized, and start-up organizations. He is a recognized expert in Lean, Agile, and Scrum technical development with a proven ability to lead, manage, and motivate organizations to realize significant productivity and quality improvements. He has over 25 years of experience in Software Engineering and IT across several industries including financial services, defense, and healthcare. Guy has a Master of Science in Physics from Wake Forest University.

**James R. Trott** is a senior consultant for Net Objectives. He has used object-oriented and pattern-based analysis techniques throughout his 20-year career in knowledge management and knowledge engineering. He is the co-author of *Design Patterns Explained: A New Perspective on Object-Oriented Design*, *Lean-Agile Software Development: Achieving Enterprise Agility*, and the *Lean-Agile Pocket Guide for Scrum Teams*. He is a trainer and coach in the area of reflective practices, knowledge management, and process improvement and is a knowledge management consultant for international relief and development agencies. He has a Master of Science in Applied Mathematics and a Master of Business Administration from the University of Oklahoma and a Master of Arts in Intercultural Studies from Hope International University. An Associate Technical Fellow of a large aerospace company, he has also worked in the energy industry, banking and finance, software development, and artificial intelligence.

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#### **Robert Rios:**

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#### **Betty Adkins:**

As people who live in often the modest era should be upgrade about what going on or details even knowledge to make these keep up with the era that is certainly always change and move ahead. Some of you maybe will certainly update themselves by studying books. It is a good choice to suit your needs but the problems coming to you is you don't know what type you should start with. This Lean-Agile Software Development: Achieving Enterprise Agility is our recommendation to help you keep up with the world. Why, because book serves what you want and need in this era.

#### **Chris Henderson:**

A lot of people always spent all their free time to vacation or go to the outside with them friends and family or their friend. Do you know? Many a lot of people spent they free time just watching TV, or perhaps playing video games all day long. If you need to try to find a new activity honestly, that is look different you can read a new book. It is really fun in your case. If you enjoy the book that you just read you can spent all day long to reading a publication. The book Lean-Agile Software Development: Achieving Enterprise Agility it is quite good to read. There are a lot of individuals who recommended this book. These people were enjoying reading this book. When you did not have enough space to bring this book you can buy often the e-book. You can m0ore effortlessly to read this book from a smart phone. The price is not to cover but this book provides high quality.

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